



2018

PRELIMINARY TAX SUPPORTED OPERATING BUDGET REPORT



Hamilton

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CITY OF HAMILTON STRATEGIC PLAN 2016-2025

The 2016-2025 Strategic Plan for the City of Hamilton is our guide for everything we do as an organization and illustrates to the community and to our stakeholders how we will contribute to moving our city forward over the next 10-years. It includes the following components:

- **Vision**
What we aspire to.
- **Mission**
Our purpose for being.
- **Culture**
What we value and how we interact with each other and our residents.
- **Priorities and Desired Outcomes**
Our focus and goals.

OUR VISION

To be the best place to raise a child and age successfully.



The City's vision statement best reflects the kind of city Hamiltonians want to aspire to become over the next 10-years.

Being the best place to raise a child and age successfully means having an inclusive community that actively engages in making Hamilton a better place for everyone. It is creating an accessible environment that encourages the positive development of children as they move towards being healthy adults and seniors, supporting residents through all of life's stages.

The 2018 Tax Supported Operating Budget supports the City's Vision and Mission through the delivery of its 72 City services.

OUR MISSION

To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.



The City's mission sets the context for the delivery of City services across all of Our Priorities and Our Culture guides the conduct, behaviours and actions that we hold each other accountable to.

OUR CULTURE

Collective Ownership

Steadfast Integrity

Courageous Change

Sensational Service

Engaged Empowered
Employees

The culture of an organization has a major impact on the performance and reputation of an organization. It reflects the City's values, drives high performance and strengthens the trust and confidence of our citizens. Our Culture was developed by a cross-section of employees with diverse backgrounds and experiences, from front-line to senior management and was endorsed by City Council through its adoption into the Strategic Plan. The culture comes together to form what has become known as the five pillars of our corporate culture.

OUR PRIORITIES

Our Priorities are a result of the 54,000 resident conversations that took place as part of the Our Future Hamilton: Communities in Conversation initiative that asked one simple question, "What is your vision for the future of Hamilton?"

These aspirations for our city, as defined by the community for the next 25 years, together with more than 3,200 internal staff conversations, set the stage for the Strategic Plan and identified the desired outcomes we, as the City, will measure our success against.



COMMUNITY ENGAGEMENT & PARTICIPATION

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



BUILT ENVIRONMENT & INFRASTRUCTURE

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



ECONOMIC PROSPERITY & GROWTH

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



CULTURE & DIVERSITY

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



HEALTHY & SAFE COMMUNITIES

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



OUR PEOPLE & PERFORMANCE

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



CLEAN & GREEN

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

2018 TAX SUPPORTED OPERATING BUDGET

Budget Process

The 2018 Preliminary Tax Supported Operating Budget is the result of an extensive process undertaken by City staff throughout 2017. 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 Storm water services, which are Rate supported. Both the Tax and Rate supported service groups have infrastructure and facility requirements that are funded by their respective capital budgets. Both the 2018 Tax Capital and Rate Budgets and 2018 User Fees were approved by City Council on December 8, 2017 and November 22, 2017, respectively.

Council Referred Items

Items considered at Council via staff reports or Councillor's Motions and referred to the 2018 Operating Budget process for further discussion are included as Council Referred Items in Appendix 1-5.

Business Cases (Formerly Enhancements)

For 2018, as part of the new business planning process, staff have introduced Business Cases into the budget approval process. These can be found in Appendix 1-6 of this document. The proposal of new revenue, request for additional resources to deliver services or any recommended changes to staffing levels are summarized in business cases for Council's consideration.

Introduction of Business Plans

As part of the 2018 Tax Supported Operating Budget process, the City of Hamilton has taken the first step towards integrating business planning, budgeting and performance measurement. An integrated process improves decision making by providing Council and tax and rate payers more information about where City funds are used, linking service costs to service levels and outcomes, and better connecting long-term goals to short term spending decisions.

Multi-year business plans serve as a roadmap for municipalities to ensure Council's priorities, as outlined in the City's Strategic Plan are converted into action. As part of the 2018 Preliminary Tax Supported Operating Budget, City departments have developed four year (2018-2021) business plans as a way to communicate their contributions 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 doesn't 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.

Based on the business plans, a Preliminary Tax Supported Operating Budget Multi-year Outlook for the years 2019-2021 is being targeted for January 19, 2018, as part of the Preliminary Tax Supported Operating Budget Overview Presentation to the General Issues Committee (GIC). This will allow Councillors and interested stakeholders the opportunity to understand the upcoming significant budget drivers for the City before departmental presentations to Council begin on January 30, 2018.

Departmental Budget Presentations to GIC in January and February, 2018 will focus on the 2018 Preliminary Tax Supported Operating Budget and will highlight major initiatives, as well as emerging issues and trends identified in the Multi-Year Business Plans.

Structure of Business Plans

The initial Multi-Year Business Plans are divided into departments and their respective divisions, similar to the 2018 Preliminary Tax Supported Operating Budget Report. Maintaining this structure in 2018 will preserve a sense of familiarity for Council, staff and the public during the transition of multi-year reporting. Within each department's section of their business plans, divisions have provided the following details:

- Overview
- Emerging issues and trends
- Alignment with Strategic Plan Priorities
- 2018-2021 Initiatives
- Start and completion dates of Initiatives
- Collaborating divisions

2018 Consolidated Budget

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

2018 Preliminary Consolidated City Budget

Table 1

Gross Expenditures			
	Rate	Tax	Total
Operating	\$210.9M	\$1,517.2M	\$1,728.1M
Capital	\$219.3M	\$236.2M	\$455.5M
Total	\$430.2M	\$1,753.4M	\$2,183.6M

Note: Does not include Referred Items or Business Cases

On August 14, 2017 the GIC approved the following budget guidelines for 2018:

- a. That 2018 user fees (excluding golf, transit and ice fees) be increased by a rate of 2.0% and that any user fee adjustments, other than inflationary, be forwarded for consideration with an appropriate explanation;
- b. That Boards and Agencies be requested to submit their 2018 operating budget based on a guideline increase of 1.5%, and that any increase beyond the guideline, be forwarded for consideration with an appropriate explanation;
- c. That all City departments target a 2018 operating budget guideline, based on an increase of 1.5%, and that any increase beyond the guideline be forwarded for consideration with an appropriate explanation.

At the time the 2018 Budget Guidelines, Preliminary Outlook and Process report was submitted, staff had estimated a levy increase of \$43.7 million which would result in an average municipal residential tax increase of 4.8%, assuming a net growth and reassessment benefit of (0.5%).

Staff worked diligently to review the original budget figures presented in the Outlook in August 2017, to arrive at the 2.4% tax impact submitted in this report. Inflationary and contractual pressures were reduced by \$11.0 million, energy and fuel estimates were reduced by \$2.0 million and revisions to the employee expenses (Full Time Equivalents (FTE's), realignment of job codes, etc.) resulted in an additional reduction of \$1.5 million.

The 2018 Preliminary Tax Supported Operating Budget, as submitted, does not include any measures that would negatively impact programs and services. During the deliberation process, which is expected to be completed by early March 2018, staff will engage Council in an effort to progress to an appropriate budget which balances the need to limit tax increases while protecting services.

2018 Preliminary Tax Supported Operating Budget - Tax Impact

The submitted 2018 Preliminary Tax Supported Operating Budget requires a levy increase of \$23.6 million. This increase would result in an average residential municipal tax increase of 2.4% or \$80, including an estimated benefit from assessment growth of (1.0%) and a reassessment impact of 0.5%.

Table 2 highlights the municipal tax increase by major component:

Table 2

2018 Municipal Preliminary Impact For the Average Residential Property Tax Bill (Excludes Education Impact)

Municipal Taxes		
City Departments	\$ 31	0.9%
Boards & Agencies	\$ 18	0.5%
Capital Financing	\$ 17	0.5%
Sub-Total Municipal Taxes	\$ 66	2.0%
Capital Financing - PTIF	\$ 14	0.4%
Total Municipal Taxes	\$ 80	2.4%

- Anomalies due to rounding
- Assumes (1.0%) benefit for growth and 0.5% reassessment impact
- Average residential assessment: \$315,000

As indicated in Table 2, the tax impact attributable to City departments is about 0.9%. The Boards and Agencies tax impact is 0.5%, subject to both the approval of the Police Services' budget (currently the budget assumes a 5 year average) and the Niagara Peninsula Conservation Authority's apportionment of the levy. An increase of 0.9% is recommended for the capital levy; 0.5% to support normal capital infrastructure replacement and 0.4% representing the City's planned matching contribution to the Federal Government's Public Transit Infrastructure Fund (PTIF) grant program.

Also submitted are Council Referred Items and Business Cases to be considered during the budget process. If approved as submitted, the Council Referred Items will increase the tax impact by 0.04% while the Business Cases will add 0.1% to the tax impact.

2018 Preliminary Tax Supported Operating Budget - Summary

The 2018 Preliminary Tax Supported Operating Budget identifies a levy requirement of \$856.4 million, which represents a levy increase of \$23.6 million or 2.8% over 2017. Table 3 highlights the preliminary budgets by major component:

Table 3

	2018 Preliminary Tax Budget				
	Net Operating Budget				
	2017	2018	Change 2018/2017		
Restated \$	Preliminary \$	\$	%		
Total City Departments	\$ 511,720,510	\$ 522,246,690	\$ 10,526,180	2.1%	
Boards & Agencies	\$ 204,691,750	\$ 210,244,780	\$ 5,553,030	2.7%	
Capital Financing	\$ 116,382,880	\$ 120,482,880	\$ 4,100,000	3.5%	
Total Maintenance Levy	\$ 832,795,140	\$ 852,974,350	\$ 20,179,210	2.4%	
Capital Financing - PTIF		\$ 3,400,000	\$ 3,400,000		
Total Preliminary Operating Budget	\$ 832,795,140	\$ 856,374,350	\$ 23,579,210	2.8%	
Total Residential Average Property Tax Impact					2.4%

2017 Approved Levy Restatement

Of note, the 2017 Approved Net Levy of \$845.4 million has been restated to \$832.8 million for presentation purposes in the 2018 budget. This is due to the reclassification of 536 social housing properties (\$356.0 million in assessment) owned by City Housing Hamilton (CHH) from the Multi-Residential property class to the Exempt class. In 2017, The City of Hamilton entered into a Municipal Capital Facilities Agreement with CHH to exempt eligible properties from municipal and education taxes and as a result, the annual subsidy provided by the City to CHH was reduced by \$12.6 million, which is equal to the municipal portion of the property taxes previously paid by the eligible properties.

By restating, comparable budget totals are clearer and assessment growth is presented without the impact of this exemption. As previously mentioned, the estimated assessment growth of 1.0% is net of the \$356.0 million in assessment that was reclassified as Exempt as a consequence of this Agreement.

Without restatement, the 2018 preliminary levy increase is \$11.0 million (\$856.4 million less \$845.4 million) which includes a (\$12.6) million reduction in the Housing Services budget. Instead of a (1.0%) benefit from assessment growth, the City would face an impact of 0.6%, due to the loss of the \$356.0 million in assessment from the CHH properties. Table 4 illustrates the difference between the two methodologies.

Table 4

2017 Restatement for CHH Exemption

	Before Restatement	After Restatement
2017 Levy	\$ 845,391,710	\$ 832,795,140
2018 Preliminary	\$ 856,374,350	\$ 856,374,350
Change \$	\$ 10,982,640	\$ 23,579,210
Change %	1.3%	2.9%

Assessment Growth Benefit	0.6%	(1.0%)
Reassessment Impact	0.5%	0.5%
Tax Impact	2.4%	2.4%

City Departments

The 2018 Preliminary Tax Supported Operating Budget for City Departments is increasing by approximately \$10.5 million or 2.1%. This contributes to the average residential tax increase by 0.9% or \$31 for the average home.

Table 5

City Department Budget Pressures

Public Works

Transit - PTIF	\$2.1M	
DARTS Contractual Increase	\$1.7M	
Winter Control & Mtnc	\$1.1M	
Other (Primarily Employee Related)	<u>\$2.7M</u>	\$7.6M

Other Departments

Corporate Services	\$0.4M	
Planning & Economic Development	\$0.4M	
Public Health Services	\$0.2M	
City Manager	\$0.1M	
Community & Emergency Services ¹	<u>\$(0.9M)</u>	\$ 0.2M

Non-Departmental

Operating Impacts from Capital	\$1.2M	
Other (Primarily Employee Related)	<u>\$1.5M</u>	\$ 2.7M

Total of City Departments Pressures	\$10.5M
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¹ CES Excluding provincial upload benefit is increasing 1.0%

The previous table summarizes the departmental change and highlights some of the significant pressures in Public Works. Employee Related pressures of \$12.7 million are the primary driver for the departmental budgets. Additional details in respect of Employee Related costs are provided in Table 6. Other significant pressures include the 10-year Transit Strategy, ridership increases in Disabled and Aged Regional Transit System (DARTS) and Operating Impacts from Capital.

Departmental Budget Pressures

The Public Works departmental budget is increasing by \$7.6M. Transit – PTIF operating costs of \$2.1 million are a result of an additional 26 FTE's, an increase in contribution to reserves for the replacement of 16 buses, as well as expenses related to maintenance and communications equipment. DARTS is also increasing by \$1.7 million as a result of increased ridership intake and AODA requirements as well as an increase in contractual costs. Winter operations is also increasing by \$1.1 million. Other budget increases are partially mitigated by savings realized in energy and maintenance costs as a result of the LED conversion of streetlights and increased revenue due to energy utility rebates.

Community and Emergency Services departmental budget has a budget reduction of (\$0.9) million, which is due to the OW Provincial upload (\$3.1 million), increase in provincial subsidies in Paramedic Services (inflationary increase and LHIN funding for Community Paramedicine Program) and an overall reduction in Housing Services despite a decrease in Federal funding.

Further information with respect to the departmental budgets can be found in the 2018-2021 Business Plans section of the report. In addition, each department will present its budget in detail to the GIC in selected dates in January and February, 2018.

Non-Departmental Pressures

Within Corporate Financials, the Operating Impact from Capital projects are adding \$1.2 million to the 2018 preliminary budget. Some of the projects include the Stadium Precinct Senior's Recreation/Community Centre, commercial and artisan villages in Piers 6 and 7, as well as Information Technology and roads projects. A complete list can be found in the 2018-2021 Business Plans section of the report (Other Programs).

Other items impacting the Corporate Financials are certain employee related expenses budgeted at the corporate level for an additional \$1.5 million.

Employee Related Costs

The most significant budget driver is the Employee Related expenses with an increase of \$12.7 million. This includes contractual settlements, cost of living adjustments (COLA) and merit increases as well as staffing changes for a total of \$7.2 million, which also drives the increase in employer and government benefits.

A total of \$1.4 million have also been added as a result of the Provincial regulations: \$1.3 million for personal emergency leave and an additional \$0.4 million due to the minimum wage increase. Table 6 below provides a summary of the increases in the Employee Related expenses.

Table 6

Changes to Employee Related Expenses	
COLA / Settlements /Other	\$7.2M
Personal Emergency Leave	\$1.3M
Employer Benefits	\$0.9M
Government Benefits	\$0.7M
Overtime	\$0.6M
Operating Impact of Capital	\$0.6M
Minimum Wage Impact	\$0.4M
OMERS	\$(0.3)M
Other	\$1.3M
Total of Employee Related Expenses	\$12.7M

Distribution of Budgeted Gapping Savings

Included in the employee related expenses is the corporate gapping. Gapping is understood as the difference between the budget and actuals for a group of compensation accounts. The difference, which is mainly caused by vacancies, has traditionally been budgeted in the Corporate Financials portion of the Tax Supported Operating Budget. Further to direction from Council, the City has changed the reporting methodology and the budgeted gapping savings of \$4.5 million has been distributed to the departments based on the principle that the savings occur in the respective departmental budgets. The distribution was based on an analysis of positions that generate savings and historical gapping savings as identified in Tax Supported Operating Budget Variance reports.

Boards & Agencies

The 2018 Boards and Agencies budget is increasing about \$5.6 million or 2.7% (excluding capital financing), which represents a tax impact for the average residential property of 0.5% or \$18. With the exception of the Hamilton Police Services and the Niagara Peninsula Conservation Authority, the budgets included in this report have been submitted by the respective Board or Agency. Table 7 summarizes the Boards & Agencies budgets.

Table 7

2018 Boards & Agencies Preliminary Budgets						
SUMMARY NET BUDGET INFORMATION: Years 2017 and 2018						
Board/Agency	2017 Budget		2018 NET Preliminary Budget		Change	
	Net \$		\$		\$	%
Conservation Authorities	\$	5,328,570	\$	5,429,850	\$ 101,280	1.9%
MPAC	\$	6,417,100	\$	6,587,150	\$ 170,050	2.6%
Hamilton Beach Rescue Unit	\$	130,390	\$	132,360	\$ 1,970	1.5%
Hamilton Farmers' Market	\$	116,600	\$	111,100	\$ (5,500)	(4.7%)
Royal Botanical Gardens	\$	616,090	\$	625,340	\$ 9,250	1.5%
Hamilton Police Services	\$	156,616,870	\$	161,356,900	\$ 4,740,030	3.0%
Hamilton Public Library	\$	29,443,440	\$	29,979,390	\$ 535,950	1.8%
City Enrichment Fund	\$	6,022,690	\$	6,022,690	\$ -	0.0%
Total for Above Items						
<i>excluding Capital Financing</i>	\$	204,691,750	\$	210,244,780	\$ 5,553,030	2.7%

The largest increase relates to Police Services and is based on a 5 year average (3.0%). The Hamilton Police Service budget will be considered by the Police Services Board on December 14, 2017.

The Niagara Peninsula Conservation Authorities (NPCA) budget is estimated at \$557,300 (1.5% above 2017 budget) pending the outcome of the City's appeal filed with the Commissioner of Mining and Land in relation to the apportionment of the levy by the NPCA. The City's appeal was heard earlier this year and the decision is still pending. Should the appeal be unsuccessful, the levy will increase by approximately \$0.8 million.

All stakeholders within Boards and Agencies, with the exception of the City Enrichment Fund and the Municipal Property Assessment Corporation (MPAC), will present their budgets at GIC on January 23 and 25, 2018. Additional budget information for the Boards and Agencies can be found in the 2018-2021 Business Plans section of the report.

Capital Financing

The operating budget portion of the 2018 Tax Supported Capital Budget is increasing by \$7.5 million representing a 0.9% (or \$31) tax impact (including PTIF) for the average residential property. Table 8 identifies these components.

Table 8

	Preliminary Capital Tax Budget Levy	
	2018	
	Change \$	Tax Impact %
Capital Funding Plan	\$4.1M	0.5%
PTIF Capital Funding	\$3.4M	0.4%
Total	\$7.5M	0.9%

With a few exceptions, the historical capital levy tax increase has been 0.5% and is used to partially fund a wide range of projects city-wide. Some of the most significant projects approved for 2018 include the Parks North Yard at Bayfront Park, the external restoration of the Hamilton Convention Centre and the First Ontario Centre Vertical Transportation project.

As well, an additional \$3.4M, equivalent to a 0.4% tax increase, is being requested to fund the debt charges associated with the City's share of the investment through the Public Transit Infrastructure Fund (PTIF). The Federal Government of Canada through Infrastructure Ontario has been requested to provide funding of \$36.5 million with the City funding an additional \$36.5 million (\$29.3 million net of development charges) for PTIF projects totalling \$73 million. The external debt issue to support the projects results in debt charges of \$3.4 million over 10 years.

The 2018 Tax Supported Capital Budget was approved by Council on December 8, 2017. Following direction from Council, staff are in the process of implementing a multi-year capital budget. This approach to business planning enables the City to respond to political, economic, social and environmental conditions.

Further Budget Mitigation

The task of achieving the desired tax levy and tax impact will involve a balance between the need to find levy reductions (reduce expenses or increase revenue) and the desire to protect services and programs. Table 9 estimates the levy reduction required to achieve certain benchmark tax impacts, with the potential municipal tax impact of 2.4% as the starting point:

Table 9

2018 Reduction Scenarios			
	Reductions	Levy Increase	Residential Tax Incr.
Preliminary Budget		\$ 23,600,000	2.4%
Total Reductions Of	\$ (3,280,000)	\$ 20,320,000	2.0%
Total Reductions Of	\$ (7,380,000)	\$ 12,940,000	1.5%

Approximately \$8.2 million is required to adjust the municipal tax impact by 1%

Note that the table above does not provide for the Council Referred Items included in Appendix 1-5 or the Business Cases included in Appendix 1-6.

Staff Complement

The 2018 Preliminary Staff Complement, exclusive of Boards & Agencies, has a net increase of 16.3 Full Time Equivalents (FTE) compared to the 2017 Restated Complement. Table 10 illustrates the changes from 2017.

Table 10

2018 Preliminary Complement (FTE) (exclusive of Boards & Agencies)		
		Change
2017 Approved	5,703.5	
2017 Restated	5,710.1	6.6
Impacts from Capital		22.5
Other Complement Change		(6.2)
2018 Preliminary	5,726.4	16.3

The difference between the 2017 Approved and 2017 Restated complement are Council in-year approvals of 6.6 FTE (net) distributed across City departments.

The net increase of 16.3 FTE in the 2018 preliminary budget includes an increase of 29.0 FTE in Transit as a result of PTIF and 22.5 FTE from Operating Impacts from Capital, of which 18.5 are associated to the Stadium Precinct Senior's Recreation/Community Centre. A decrease of 24.0 FTE, part of the OW Caseload Contingency Plan, as well as other minor adjustments across departments, partially offset the increase.

Appendix 1-4 provides a complement summary including footnotes explaining all of the complement changes. As well, the departmental presentations to GIC will provide additional information with respect to complement changes.

Council Referred Items & Business Cases

Not included in the 2018 Preliminary Tax Supported Operating Budget are a number of items that were considered at Council via staff report or Councillor's Motion and were referred to the budget process for further discussion. In addition to these Council Referred Items, departments have submitted eight Business Cases for Council's consideration.

Appendix 1-5 provides additional information and detail sheets for these Council Referred Items. The five Council Referred Items represent an increase of \$0.4 million and additional 1.0 FTE. If approved, the impact on the average residential tax bill is an increase of 0.04%.

Appendix 1-6 provides additional information and detail sheets for the Business Cases. The eight submissions represent a total increase of \$1.0 million and additional 21.32 FTE. If approved, the impact on the average residential tax bill would be an additional 0.1%.

NET LEVY SUMMARY

	2017		2018 Preliminary Budget	2018 Preliminary vs. 2017 Restated	
	Restated Budget	Projected		2017 Restated \$	%
		Actual			
PLANNING & ECONOMIC DEVELOPMENT					
General Manager	303,540	1,113,580	304,810	1,270	0.4%
Building	957,540	946,200	965,250	7,710	0.8%
Economic Development	5,675,670	5,592,740	5,649,520	(26,150)	(0.5)%
Growth Management	478,040	218,080	492,220	14,180	3.0%
Licensing & By-Law Services	6,693,410	6,623,440	6,773,480	80,070	1.2%
LRT Office	0	0	0	0	0.0%
Parking/School Crossing	316,750	336,090	675,090	358,340	113.1%
Planning	3,772,230	3,668,280	3,601,480	(170,750)	(4.5)%
Tourism & Culture	8,802,390	8,529,510	8,942,290	139,900	1.6%
TOTAL PLANNING & ECONOMIC DEVELOPMENT	26,999,570	27,027,920	27,404,140	404,570	1.5%
PUBLIC HEALTH SERVICES					
Medical Officer of Health	5,972,390	5,784,100	5,930,630	(41,760)	(0.7)%
Communicable Disease Control & Wellness	7,766,090	7,655,470	7,793,290	27,200	0.4%
Healthy Environments	8,355,820	8,071,660	8,377,200	21,380	0.3%
Healthy Families	7,932,360	7,765,840	8,025,170	92,810	1.2%
Planning & Business Improvement	4,924,280	4,835,490	5,002,390	78,110	1.6%
Mandatory Public Health Subsidy	(22,650,700)	(22,650,700)	(22,650,700)	0	0.0%
TOTAL PUBLIC HEALTH SERVICES	12,300,240	11,461,860	12,477,980	177,740	1.4%

Note: Projected Actuals have not been restated for the organizational structure changes that are reflected in restatement of budget program expenditures and revenues.

NET LEVY SUMMARY

	2017		2018 Preliminary Budget	2018 Preliminary vs. 2017 Restated	
	Restated Budget	Projected Actual		\$	%
COMMUNITY & EMERGENCY SERVICES					
Administration - CES	2,264,120	3,121,090	2,321,490	57,370	2.5%
Children's & Home Management Services	6,818,660	6,800,980	6,743,560	(75,100)	(1.1)%
Housing Services	46,271,880	43,548,610	45,457,030	(814,850)	(1.8)%
Ontario Works	15,175,750	14,068,740	11,993,350	(3,182,400)	(21.0)%
Macassa Lodge	7,354,730	7,296,640	7,747,130	392,400	5.3%
Wentworth Lodge	5,256,550	5,051,540	5,492,240	235,690	4.5%
Neighbourhood & Community Initiatives	1,795,010	1,952,970	1,857,820	62,810	3.5%
Recreation	31,739,280	30,744,230	32,332,580	593,300	1.9%
Hamilton Fire Department	87,961,190	87,971,860	89,316,840	1,355,650	1.5%
Hamilton Paramedic Service	21,284,820	20,983,930	21,738,000	453,180	2.1%
TOTAL COMMUNITY & EMERGENCY SERVICES	225,921,990	221,540,590	225,000,040	(921,950)	(0.4)%

	2017		2018 Preliminary vs. 2017 Restated	
	Restated Budget	Projected Actual	\$	%
TOTAL COMMUNITY & EMERGENCY SERVICES (exclusive of upload savings)			2,235,610	1.0%

	2017		2018 Preliminary Budget	2018 Preliminary vs. 2017 Restated	
	Restated Budget	Projected Actual		\$	%
PUBLIC WORKS					
PW-General Administration	(1,726,810)	192,970	(1,729,210)	(2,400)	(0.1)%
Energy Fleet and Facilities	9,145,100	12,195,240	9,145,520	420	0.0%
Engineering Services	7,074,910	7,074,900	6,324,850	(750,060)	(10.6)%
Environmental Services	75,181,100	76,653,340	76,308,440	1,127,340	1.5%
Operations	63,111,020	58,487,390	63,994,740	883,720	1.4%
Transit	60,299,290	63,455,410	66,503,520	6,204,230	10.3%
Transportation	11,552,340	11,446,490	11,725,510	173,170	1.5%
TOTAL PUBLIC WORKS	224,636,950	229,505,740	232,273,370	7,636,420	3.4%

Note: Projected Actuals have not been restated for the organizational structure changes that are reflected in restatement of budget program expenditures and revenues.

NET LEVY SUMMARY

	2017		2018 Preliminary vs. 2017 Restated %
	Restated Budget	Projected Actual	
LEGISLATIVE			
Legislative General	(384,320)	(310,490)	(2,980) (0.8)%
Mayors Office	1,105,350	1,104,210	14,430 1.3%
Volunteer Committee	105,820	105,820	0 0.0%
Ward Budgets	3,975,560	3,975,560	61,230 1.5%
TOTAL LEGISLATIVE	4,802,410	4,875,100	72,680 1.5%
CITY MANAGER			
Audit Services	1,019,900	1,019,900	59,470 5.8%
CMO - Administration	9,070	214,120	(14,580) (160.7)%
Communications, Corp Initiatives	2,324,900	2,263,160	33,730 1.5%
Human Resources	6,989,470	6,932,480	35,230 0.5%
Strategic Partnerships & Revenue Generation	73,550	67,850	25,720 35.0%
TOTAL CITY MANAGER	10,416,890	10,497,510	139,570 1.3%

Note: Projected Actuals have not been restated for the organizational structure changes that are reflected in restatement of budget program expenditures and revenues.

NET LEVY SUMMARY

	2017		2018 Preliminary Budget	2018 Preliminary vs. 2017 Restated	
	Restated Budget	Projected		\$	%
		Actual			
CORPORATE SERVICES					
Corporate Services - Administration	(247,460)	317,750	(244,850)	2,610	1.1%
City Clerk's Office	2,361,120	2,447,890	2,356,370	(4,750)	(0.2)%
Customer Service	4,526,750	4,822,080	4,594,650	67,900	1.5%
Financial Planning, Admin & Policy	4,751,530	4,413,290	4,845,500	93,970	2.0%
Financial Services	4,100,930	3,531,080	3,917,000	(183,930)	(4.5)%
Information Technology	8,442,700	8,018,490	8,808,850	366,150	4.3%
Legal Services	3,274,660	3,203,180	3,337,940	63,280	1.9%
TOTAL CORPORATE SERVICES	27,210,230	26,753,760	27,615,460	405,230	1.5%

CORPORATE FINANCIALS - EXPENDITURES					
Corporate Pensions, Benefits & Contingency	15,839,120	14,130,140	17,064,300	1,225,180	7.7%
Corporate Initiatives	4,933,270	3,964,140	6,194,490	1,261,220	25.6%
TOTAL CORPORATE FINANCIALS	20,772,390	18,094,280	23,258,790	2,486,400	12.0%

HAMILTON ENTERTAINMENT FACILITIES					
Operating	3,882,030	3,763,790	3,617,990	(264,040)	(6.8)%
TOTAL HAMILTON ENTERTAINMENT FACILITIES	3,882,030	3,763,790	3,617,990	(264,040)	(6.8)%

TOTAL CITY EXPENDITURES	556,942,700	553,520,550	567,079,320	10,136,620	1.8%
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Note: Projected Actuals have not been restated for the organizational structure changes that are reflected in restatement of budget program expenditures and revenues.

NET LEVY SUMMARY

	2017		2018 Preliminary Budget	2018 Preliminary vs. 2017 Restated	
	Restated Budget	Projected		\$	%
		Actual			
CAPITAL FINANCING					
Debt-Planning & Economic Development	567,200	567,200	567,200	0	0.0%
Debt-Community & Emergency Services	3,300,570	3,300,570	3,300,570	0	0.0%
Debt-Public Health Services	632,770	632,770	632,770	0	0.0%
Debt-Public Works	41,666,800	41,666,800	41,666,800	0	0.0%
Debt-Corporate Financials	55,882,880	55,882,880	63,382,880	7,500,000	13.4%
Infrastructure Renewal Levy	13,428,870	13,428,870	13,428,870	0	0.0%
TOTAL CAPITAL FINANCING	115,479,090	115,479,090	122,979,090	7,500,000	6.5%

BOARDS & AGENCIES

Police Services					
Operating	156,616,870	156,616,890	161,356,900	4,740,030	3.0%
Capital Financing	716,500	716,500	716,500	0	0.0%
Total Police Services	157,333,370	157,333,390	162,073,400	4,740,030	3.0%
Other Boards & Agencies					
Library	29,443,440	29,338,890	29,979,390	535,950	1.8%
Conservation Authorities	5,328,570	5,328,570	5,429,850	101,280	1.9%
MPAC	6,417,100	6,417,100	6,587,150	170,050	2.6%
Hamilton Beach Rescue Unit	130,390	130,390	132,360	1,970	1.5%
Royal Botanical Gardens	616,090	616,090	625,340	9,250	1.5%
Farmers' Market	116,600	109,450	111,100	(5,500)	(4.7)%
Total Other Boards & Agencies	42,052,190	41,940,490	42,865,190	813,000	1.9%

NET LEVY SUMMARY

	2017		2018 Preliminary Budget	2018 Preliminary vs. 2017 Restated	
	Restated Budget	Projected Actual		\$	%
Capital Financing - Other Boards & Agencies	187,290	187,290	187,290	0	0.0%
City Enrichment Fund	6,022,690	6,039,670	6,022,690	0	0.0%
TOTAL BOARDS & AGENCIES	205,595,540	205,500,840	211,148,570	5,553,030	2.7%
TOTAL EXPENDITURES	878,017,330	874,500,480	901,206,980	23,189,650	2.6%

NON PROGRAM REVENUES					
Payment In Lieu	(15,993,700)	(16,549,260)	(15,588,700)	405,000	2.5%
Penalties and Interest	(10,500,000)	(11,700,000)	(10,500,000)	0	0.0%
Right of Way	(3,202,000)	(3,209,000)	(3,211,000)	(9,000)	(0.3)%
Senior Tax Credit	598,000	592,500	598,000	0	0.0%
Supplementary Taxes	(9,125,000)	(9,125,000)	(9,125,000)	0	0.0%
Tax Remissions and Write Offs	11,146,000	15,186,300	11,148,000	2,000	0.0%
Hydro Dividend and Other Interest	(5,300,000)	(5,300,000)	(5,300,000)	0	0.0%
Investment Income	(4,100,000)	(4,100,000)	(4,100,000)	0	0.0%
Slot Revenues	(5,000,000)	(5,200,000)	(5,000,000)	0	0.0%
POA Revenues	(3,745,490)	(3,154,430)	(3,753,930)	(8,440)	(0.2)%
TOTAL NON PROGRAM REVENUES	(45,222,190)	(42,558,890)	(44,832,630)	389,560	0.9%
TOTAL LEVY REQUIREMENT	832,795,140	831,941,590	856,374,350	23,579,210	2.8%
AVERAGE RESIDENTIAL MUNICIPAL TAX IMPACT (including growth)					2.4%

GROSS AND NET EXPENDITURES SUMMARY

	Gross Expenditures				Gross Revenues				Net Operating Budget					
	2017		2018		2017		2018		2017		2018		2018 Preliminary vs. 2017 Restated	
	Restated Budget	Preliminary Budget	% Change		Restated Budget	Preliminary Budget	% Change		Restated Budget	Preliminary Budget	\$	%		
PLANNING & ECONOMIC DEVELOPMENT														
General Manager	419,660	426,760	1.7%		(116,120)	(121,950)	(5.0)%		303,540	304,810	1,270	0.4%		
Building	12,555,010	12,977,700	3.4%		(1,597,470)	(2,012,450)	(3.6)%		957,540	965,250	7,710	0.8%		
Economic Development	8,385,050	7,713,130	(8.0)%		(2,709,380)	(2,063,610)	23.8%		5,675,670	5,649,520	(26,150)	(0.5)%		
Growth Management	6,050,700	6,102,820	0.9%		(5,572,660)	(5,610,600)	(0.7)%		478,040	492,220	14,180	3.0%		
Licensing & By-Law Services	12,128,940	12,115,230	(0.1)%		(5,435,530)	(5,341,750)	1.7%		6,693,410	6,773,480	80,070	1.2%		
LRT Office	6,116,840	6,260,760	2.4%		(6,116,840)	(6,260,760)	(2.4)%		0	0	0	0.0%		
Parking/School Crossing	13,360,970	13,854,110	3.7%		(13,044,220)	(13,179,020)	(1.0)%		316,750	675,090	358,340	113.1%		
Planning	8,280,840	8,507,480	2.7%		(4,506,610)	(4,906,000)	(8.8)%		3,772,230	3,601,480	(170,750)	(4.5)%		
Tourism & Culture	9,976,450	10,271,260	3.0%		(1,174,060)	(1,328,970)	(13.2)%		8,802,390	8,942,290	139,900	1.6%		
TOTAL PLANNING & ECONOMIC DEVELOPMENT	77,274,460	78,229,250	1.2%		(50,274,890)	(50,825,110)	(1.1)%		26,999,570	27,404,140	404,570	1.5%		
PUBLIC HEALTH SERVICES														
Medical Officer of Health	6,123,040	6,069,580	(0.9)%		(150,650)	(138,950)	7.8%		5,972,390	5,930,630	(41,760)	(0.7)%		
Communicable Disease Control & Wellness	11,407,750	11,081,290	(2.9)%		(3,641,660)	(3,288,000)	9.7%		7,766,090	7,793,290	27,200	0.4%		
Healthy Environments	11,877,330	11,372,450	(4.3)%		(3,521,510)	(2,995,250)	14.9%		8,355,820	8,377,200	21,380	0.3%		
Healthy Families	15,704,370	15,753,000	0.3%		(7,772,010)	(7,727,830)	0.6%		7,932,360	8,025,170	92,810	1.2%		
Planning & Business Improvement	6,337,460	6,415,590	1.2%		(1,413,180)	(1,413,200)	(0.0)%		4,924,280	5,002,390	78,110	1.6%		
Mandatory Public Health Subsidy	0	0	0.0%		(22,650,700)	(22,650,700)	0.0%		(22,650,700)	(22,650,700)	0	0.0%		
TOTAL PUBLIC HEALTH SERVICES	51,449,950	50,691,910	(1.5)%		(39,149,710)	(38,213,930)	2.4%		12,300,240	12,477,980	177,740	1.4%		
COMMUNITY & EMERGENCY SERVICES														
Administration - CES	2,652,020	2,713,040	2.3%		(387,900)	(391,550)	(0.9)%		2,264,120	2,321,490	57,370	2.5%		
Children's & Home Management Services	74,979,480	84,361,450	12.5%		(68,160,820)	(77,617,890)	(13.9)%		6,818,660	6,743,560	(75,100)	(1.1)%		
Housing Services	93,836,440	91,882,630	(2.1)%		(47,564,560)	(46,425,600)	2.4%		46,271,880	45,457,030	(814,850)	(1.8)%		
Ontario Works	165,488,150	158,318,960	(4.3)%		(150,312,400)	(146,325,610)	2.7%		15,175,750	11,993,350	(3,182,400)	(21.0)%		
Macassa Lodge	27,645,260	28,224,990	2.1%		(20,290,530)	(20,477,860)	(0.9)%		7,354,730	7,747,130	392,400	5.3%		
Wentworth Lodge	16,834,020	17,203,750	2.2%		(11,577,470)	(11,711,510)	(1.2)%		5,256,550	5,492,240	235,690	4.5%		
Neighbourhood & Community Initiatives	2,417,770	2,385,020	(1.4)%		(622,760)	(527,200)	15.3%		1,795,010	1,857,820	62,810	3.5%		
Recreation	47,756,540	48,746,590	2.1%		(16,017,260)	(16,414,010)	(2.5)%		31,739,280	32,332,580	593,300	1.9%		
Hamilton Fire Department	88,365,750	90,053,820	1.9%		(404,560)	(736,980)	(82.2)%		87,961,190	89,316,840	1,355,650	1.5%		
Hamilton Paramedic Service	45,007,030	46,416,440	3.1%		(23,722,210)	(24,678,440)	(4.0)%		21,284,820	21,738,000	453,180	2.1%		
TOTAL COMMUNITY & EMERGENCY SERVICES	564,982,460	570,306,690	0.9%		(339,060,470)	(345,306,650)	(1.8)%		225,921,990	225,000,040	(921,950)	(0.4)%		
TOTAL COMMUNITY & EMERGENCY SERVICES (exclusive of up-load savings)														
PUBLIC WORKS														
PW-General Administration	(1,726,810)	(1,729,210)	(0.1)%		0	0	0.0%		(1,726,810)	(1,729,210)	(2,400)	(0.1)%		
Energy Fleet and Facilities	21,003,160	23,256,680	10.7%		(11,858,060)	(14,111,160)	(19.0)%		9,145,100	9,145,520	420	0.0%		
Engineering Services	26,026,360	25,793,590	(0.9)%		(18,951,450)	(19,468,740)	(2.7)%		7,074,910	6,324,850	(750,060)	(10.6)%		
Environmental Services	95,604,080	97,421,060	1.9%		(20,422,980)	(21,112,620)	(3.4)%		75,181,100	76,308,440	1,127,340	1.5%		
Operations	64,468,360	65,488,170	1.6%		(1,357,340)	(1,493,430)	(10.0)%		63,111,020	63,994,740	883,720	1.4%		
Transit	115,653,980	121,858,210	5.4%		(55,354,690)	(55,354,690)	0.0%		60,299,290	66,503,520	6,204,230	10.3%		
Transportation	19,141,870	19,556,980	2.2%		(7,589,530)	(7,831,470)	(3.2)%		11,552,340	11,725,510	173,170	1.5%		
TOTAL PUBLIC WORKS	340,171,000	351,645,480	3.4%		(115,534,050)	(119,372,110)	(3.3)%		224,636,950	232,273,370	7,636,420	3.4%		

GROSS AND NET EXPENDITURES SUMMARY

	Gross Expenditures			Gross Revenues			Net Operating Budget			
	2017 Restated Budget	2018 Preliminary Budget	% Change	2017 Restated Budget	2018 Preliminary Budget	% Change	2017 Restated Budget	2018 Preliminary Budget	2018 Preliminary vs. 2017 Restated %	
LEGISLATIVE										
Legislative General	(384,320)	(387,300)	(0.8)%	0	0	0.0%	(384,320)	(387,300)	(2,980)	(0.8)%
Mayors Office	1,105,350	1,119,780	1.3%	0	0	0.0%	1,105,350	1,119,780	14,430	1.3%
Volunteer Committee	105,820	105,820	0.0%	0	0	0.0%	105,820	105,820	0	0.0%
Ward Budgets	3,975,560	4,036,790	1.5%	0	0	0.0%	3,975,560	4,036,790	61,230	1.5%
TOTAL LEGISLATIVE	4,802,410	4,875,090	1.5%	0	0	0.0%	4,802,410	4,875,090	72,680	1.5%
CITY MANAGER										
Audit Services	1,190,010	1,079,370	(9.3)%	(170,110)	0	100.0%	1,019,900	1,079,370	59,470	5.8%
CMO - Administration	39,070	24,490	(37.3)%	(30,000)	(30,000)	0.0%	9,070	(5,510)	(14,580)	(160.7)%
Communications, Corp Initiatives	2,538,650	2,434,570	(4.1)%	(213,750)	(75,940)	64.5%	2,324,900	2,358,630	33,730	1.5%
Human Resources	8,794,220	8,834,910	0.5%	(1,804,750)	(1,810,210)	(0.3)%	6,989,470	7,024,700	35,230	0.5%
Strategic Partnerships & Revenue Generation	673,550	699,270	3.8%	(600,000)	(600,000)	0.0%	73,550	99,270	25,720	35.0%
TOTAL CITY MANAGER	13,235,500	13,072,610	(1.2)%	(2,818,610)	(2,516,150)	10.7%	10,416,890	10,556,460	139,570	1.3%
CORPORATE SERVICES										
Corporate Services - Administration	(247,460)	(244,850)	1.1%	0	0	0.0%	(247,460)	(244,850)	2,610	1.1%
City Clerk's Office	2,902,030	2,927,410	0.9%	(640,910)	(571,040)	(5.6)%	2,361,120	2,356,370	(4,750)	(0.2)%
Customer Service	8,441,270	8,952,910	6.1%	(3,914,520)	(4,358,260)	(11.3)%	4,526,750	4,594,650	67,900	1.5%
Financial Planning, Admin & Policy	7,041,350	7,180,930	2.0%	(2,289,820)	(2,335,430)	(2.0)%	4,751,530	4,845,500	93,970	2.0%
Financial Services	6,392,240	6,529,250	2.1%	(2,291,310)	(2,612,250)	(14.0)%	4,100,930	3,917,000	(183,930)	(4.5)%
Information Technology	8,801,850	9,168,430	4.2%	(359,150)	(359,580)	(0.1)%	8,442,700	8,808,850	366,150	4.3%
Legal Services	4,315,480	4,401,640	2.0%	(1,040,820)	(1,063,700)	(2.2)%	3,274,660	3,337,940	63,280	1.9%
TOTAL CORPORATE SERVICES	37,646,760	38,915,720	3.4%	(10,436,530)	(11,300,260)	(8.3)%	27,210,230	27,615,460	405,230	1.5%
CORPORATE FINANCIALS - EXPENDITURES										
Corporate Pensions, Benefits & Contingency	16,469,120	18,947,100	15.0%	(630,000)	(1,882,800)	(198.9)%	15,839,120	17,064,300	1,225,180	7.7%
Corporate Initiatives	5,154,870	6,416,090	24.5%	(221,600)	(221,600)	0.0%	4,933,270	6,194,490	1,261,220	25.6%
TOTAL CORPORATE FINANCIALS	21,623,990	25,363,190	17.3%	(851,600)	(2,104,400)	(147.1)%	20,772,390	23,258,790	2,486,400	12.0%
HAMILTON ENTERTAINMENT FACILITIES										
Operating	4,351,820	4,138,460	(4.9)%	(469,790)	(520,470)	(10.8)%	3,882,030	3,617,990	(264,040)	(6.8)%
TOTAL HAMILTON ENTERTAINMENT FACILITIES	4,351,820	4,138,460	(4.9)%	(469,790)	(520,470)	(10.8)%	3,882,030	3,617,990	(264,040)	(6.8)%
TOTAL CITY EXPENDITURES	1,115,538,350	1,137,238,400	1.9%	(558,595,650)	(570,159,080)	(2.1)%	556,942,700	567,079,320	10,136,620	1.8%

GROSS AND NET EXPENDITURES SUMMARY

	Gross Expenditures			Gross Revenues			Net Operating Budget		
	2017 Restated Budget	2018 Preliminary Budget	% Change	2017 Restated Budget	2018 Preliminary Budget	% Change	2017 Restated Budget	2018 Preliminary Budget	2018 Preliminary vs. 2017 Restated %
CAPITAL FINANCING									
Debt-Planning & Economic Development	628,380	628,380	0.0%	(61,180)	(61,180)	0.0%	567,200	567,200	0
Debt-Community & Emergency Services	6,208,850	6,208,850	0.0%	(2,908,280)	(2,908,280)	0.0%	3,300,570	3,300,570	0
Debt-Public Health Services	632,770	632,770	0.0%	0	0	0.0%	632,770	632,770	0
Debt-Public Works	49,653,150	49,653,150	0.0%	(7,986,350)	(7,986,350)	0.0%	41,666,800	41,666,800	0
Debt-Corporate Financials	55,882,880	63,382,880	13.4%	0	0	0.0%	55,882,880	63,382,880	7,500,000
Infrastructure Renewal Levy	13,428,870	13,428,870	0.0%	0	0	0.0%	13,428,870	13,428,870	0
TOTAL CAPITAL FINANCING	126,434,900	133,934,900	5.9%	(10,955,810)	(10,955,810)	0.0%	115,479,090	122,979,090	7,500,000
BOARDS & AGENCIES									
Police Services									
Operating	167,376,050	172,116,080	2.8%	(10,759,180)	(10,759,180)	0.0%	156,616,870	161,356,900	4,740,030
Capital Financing	1,027,200	1,027,200	0.0%	(310,700)	(310,700)	0.0%	716,500	716,500	0
Total Police Services	168,403,250	173,143,280	2.8%	(11,069,880)	(11,069,880)	0.0%	157,333,370	162,073,400	4,740,030
Other Boards & Agencies									
Library	31,249,510	31,774,910	1.7%	(1,806,070)	(1,795,520)	0.6%	29,443,440	29,979,390	535,950
Conservation Authorities	5,328,570	5,429,850	1.9%	0	0	0.0%	5,328,570	5,429,850	101,280
MPAC	6,417,100	6,587,150	2.6%	0	0	0.0%	6,417,100	6,587,150	170,050
Hamilton Beach Rescue Unit	134,620	135,590	0.7%	(4,230)	(3,230)	23.6%	130,390	132,360	1,970
Royal Botanical Gardens	616,090	625,340	1.5%	0	0	0.0%	616,090	625,340	9,250
Farmers' Market	714,650	829,180	16.0%	(598,050)	(718,080)	(20.1)%	116,600	111,100	(5,500)
Total Other Boards & Agencies	44,460,540	45,382,020	2.1%	(2,408,350)	(2,516,830)	(4.5)%	42,052,190	42,865,190	813,000
Capital Financing - Other Boards & Agencies									
	468,780	468,780	0.0%	(281,490)	(281,490)	0.0%	187,290	187,290	0
City Enrichment Fund									
	6,022,690	6,022,690	0.0%	0	0	0.0%	6,022,690	6,022,690	0
TOTAL BOARDS & AGENCIES	219,355,260	225,016,770	2.6%	(13,759,720)	(13,868,200)	(0.8)%	205,595,540	211,148,570	5,553,030
TOTAL EXPENDITURES	1,461,328,510	1,496,190,070	2.4%	(563,311,180)	(594,983,090)	(2.0)%	878,017,330	901,206,980	23,189,650

COST CATEGORY SUMMARY

Tax (Excluding Boards & Agencies)					
	2017	2017	2018	2018 Preliminary vs.	
	Restated	Projected	Preliminary	2017 Restated	
	Budget	Actual	Budget	\$	
				%	
EMPLOYEE RELATED COSTS	568,933,260	573,100,790	582,893,090	13,959,830	2.5%
MATERIAL AND SUPPLY	47,473,800	46,662,130	46,143,430	(1,330,370)	(2.8)%
VEHICLE EXPENSES	33,671,150	33,376,740	33,766,400	95,250	0.3%
BUILDING AND GROUND	38,124,110	38,649,830	40,852,130	2,728,020	7.2%
CONSULTING	1,586,170	2,137,780	1,221,620	(364,550)	(23.0)%
CONTRACTUAL	97,722,840	97,465,480	100,762,830	3,039,990	3.1%
AGENCIES and SUPPORT PAYMENTS	296,895,250	277,001,390	298,979,560	2,084,310	0.7%
RESERVES / RECOVERIES	29,150,840	32,976,150	28,723,850	(426,990)	(1.5)%
COST ALLOCATIONS	(6,602,370)	(6,692,630)	(6,970,540)	(368,170)	(5.6)%
FINANCIAL	37,562,290	41,077,580	39,503,080	1,940,790	5.2%
CAPITAL FINANCING	119,010,130	119,014,260	132,354,070	13,343,940	11.2%
CAPITAL EXPENDITURES	400	25,300	400	0	0.0%
TOTAL EXPENDITURES	1,263,527,870	1,254,794,800	1,298,229,920	34,702,050	2.7%
FEES AND GENERAL	(186,013,030)	(189,877,800)	(195,260,150)	(9,247,120)	(5.0)%
TAX AND RATES	(29,075,700)	(29,638,260)	(28,844,700)	231,000	0.8%
GRANTS AND SUBSIDIES	(365,202,970)	(347,655,780)	(370,661,180)	(5,458,210)	(1.5)%
RESERVES	(20,132,350)	(25,039,690)	(21,846,240)	(1,713,890)	(8.5)%
RECOVERIES FROM CAPITAL	(29,881,530)	(30,102,850)	(30,369,180)	(487,650)	(1.6)%
TOTAL REVENUES	(630,305,580)	(622,314,380)	(646,981,450)	(16,675,870)	(2.6)%
NET LEVY	633,222,290	632,480,420	651,248,470	18,026,180	2.8%

COMPLEMENT SUMMARY

	2017 Approved Budget	2017 Restated Budget	2018 Preliminary Budget	2018 Preliminary vs. 2017 Restated	
				FTE	%
PLANNING & ECONOMIC DEVELOPMENT					
General Manager ¹	25.00	10.00	10.00	0.00	0.0%
Building	102.32	102.32	102.32	0.00	0.0%
Economic Development ²	42.54	38.53	38.53	0.00	0.0%
Growth Management	54.34	54.34	54.34	0.00	0.0%
Licensing & By Law Services ^{3,4,5,6}	112.73	112.98	109.98	(3.00)	(2.7)%
LRT Office ⁷	19.25	22.25	22.25	0.00	0.0%
Parking/School Crossing	126.01	126.01	126.01	0.00	0.0%
Planning	75.00	75.00	75.00	0.00	0.0%
Tourism & Culture	72.29	72.29	72.29	0.00	0.0%
Total Planning & Economic Development	629.48	613.72	610.72	(3.00)	(0.5)%

1 - Approved to Restated: Transfer of 1 Comms Officer to Comms CMO, 1 HR Staffing Specialist to HR, 13 F&A positions to Corporate Services per report(HUR17007/ CM17012/FCS17056)

2 - Approved to Restated: Transfer of 4 Cartographic FTE from Urban Renewal to Communications in CMO per report (HUR17007/ CM17012/FCS17056)

3 - Restated to Preliminary: Pilot project ended. Removed temp FTE Project Manager in Licensing Section - Licensing By-Law Review (FCS15010)

4 - Restated to Preliminary: Pilot project ended. Removed temp FTE Project Manager in Animal Services (PED15115)

5 - Approved to Restated: In year approval of Pay Day Loans licensing (PED16039)

6 - Restated to Preliminary: Elimination of the Animal Control Rabies Coordinator due to lack of Ministry Funding

7 - Approved to Restated: 3 FTE approved per report PED16210

COMPLEMENT SUMMARY

	2017 Approved Budget	2017 Restated Budget	2018 Preliminary Budget	2018 Preliminary vs. 2017 Restated	
				FTE	%

	2017 Approved Budget	2017 Restated Budget	2018 Preliminary Budget	2018 Preliminary vs. 2017 Restated FTE	2018 Preliminary vs. 2017 Restated %
PUBLIC HEALTH SERVICES					
Medical Officer of Health	10.50	10.50	10.50	0.00	0.0%
Communicable Disease Control & Wellness ^{1,2,3}	95.80	97.30	94.30	(3.00)	(3.1)%
Healthy Environments ^{4,5,6,7}	94.48	93.48	89.58	(3.90)	(4.2)%
Healthy Families ^{8,9,10}	134.42	133.96	132.66	(1.30)	(1.0)%
Planning & Business Improvement ^{4,11}	65.85	63.85	63.85	0.00	0.0%
Total Public Health Services	401.05	399.09	390.89	(8.20)	(2.1)%

- 1 - Approved to Restated: Decrease (0.80) FTE Alcohol, Drug & Gambling Services (ADGS) (BOH17007) and (0.05) FTE ADGS Secondment (BOH16043)
- 2 - Approved to Restated: Increase 2.35 FTE Harm Reduction Opioid Strategy (BOH17028)
- 3 - Approved to Preliminary: Decrease (3.00) FTE due to conclusion of Program Based Grant - Immunization of Schools Pupil Act (ISPA) one-time funding (BOH16064)
- 4 - Approved to Restated: Transfer 1.00 FTE from Healthy Environments to Planning & Business Improvement (FCS17060)
- 5 - Approved to Preliminary: Decrease due to conclusion of Program Based Grant - Raccoon Rabies (2.00) FTE, Climate Change Adaptation (1.00) FTE one-time funding (BOH16064)
- 6 - Approved to Preliminary: Decrease (0.40) FTE Bed Bug to remain within capital allocation (BOH14010(a)/CES14013(a))
- 7 - Approved to Preliminary: Decrease (0.50) FTE Chronic Disease Prevention programming
- 8 - Approved to Restated: Decrease (0.24) FTE in Child and Adolescent Services (C&AS) (BOH16025) and (0.78) FTE (BOH15016 / BOH17014). Increase 0.56 FTE C&AS (BOH15016)
- 9 - Approved to Preliminary: Decrease (0.30) FTE Child and Reproductive Health to align with new service delivery model
- 10 - Approved to Preliminary: Decrease (1.00) FTE Nurse Family Partnership Program (BOH07035(f))
- 11 - Approved to Restated: Transfer (3.00) FTE to HR/CMO per Centralization of City Internal Support Services (HRI7007/CM17012/FCS17056)

COMPLEMENT SUMMARY

	2017	2017	2018	2018 Preliminary vs.	
	Approved Budget	Restated Budget	Preliminary Budget	2017 Restated FTE	2017 Restated %
COMMUNITY & EMERGENCY SERVICES DEPARTMENT					
Administration - Community & Emergency Services ^{1,2}	38.50	34.50	34.50	0.00	0.0%
Children's & Home Management Services ³	71.00	72.00	72.00	0.00	0.0%
Housing Services ⁴	47.50	49.50	49.50	0.00	0.0%
Ontario Works ⁵	294.00	294.00	270.00	(24.00)	(8.2)%
Macassa Lodge ⁶	281.38	281.34	281.34	0.00	0.0%
Wentworth Lodge ⁶	176.17	176.21	176.21	0.00	0.0%
Neighbourhood & Community Initiatives ^{1,2,7}	18.60	17.00	17.00	0.00	0.0%
Recreation ²	410.55	409.55	409.55	0.00	0.0%
Hamilton Fire Department	586.30	586.30	586.30	0.00	0.0%
Hamilton Paramedic Service ²	294.36	293.36	293.36	0.00	0.0%
Total Community & Emergency Services Department	2,218.36	2,213.76	2,189.76	(24.00)	(1.1)%

1 - Approved to Restated: Transfer 1.00 FTE from Administration CES to Neighbourhood & Community Initiatives (NCI) (FCS17060(a))

2 - Approved to Restated: Transfer (3.00) FTE from Administration CES; (2.00) FTE from NCI; (1.0) FTE from Hamilton Paramedic Service, (1.0) FTE from Recreation to HR/CMO per Centralization of City Internal Support Services (HRI7007/CM17012/FCS17056)

3 - Approved to Restated: Increase 1.0 FTE Child Care and Early Years (CES17033)

4 - Approved to Restated: Increase 2.00 FTE Poverty Reduction Investment Plan (CES16043(a))

5 - Approved to Preliminary: Decrease (24.00) FTE Ontario Works (OW) per OW Caseload Contingency Plan CS09021(g) approved to December 31, 2017

6 - Approved to Restated: Transfer 0.04 FTE from Macassa Lodge to Wentworth Lodge

7 - Approved to Restated: Decrease (0.60) FTE to remain within Immigration Strategy 100% funding cap

COMPLEMENT SUMMARY

	2017 Approved Budget	2017 Restated Budget	2018 Preliminary Budget	2018 Preliminary vs. 2017 Restated	
				FTE	%
PUBLIC WORKS					
PW General Administration ¹	56.00	3.00	3.00	0.00	0.0%
Energy Fleet and Facilities	196.23	196.23	196.23	0.00	0.0%
Engineering Services ⁴	127.33	124.33	124.33	0.00	0.0%
Environmental Services ³	497.19	490.19	490.19	0.00	0.0%
Operations ³	291.56	298.56	298.56	0.00	0.0%
Transit ^{1,5}	710.21	709.21	738.21	29.00	4.1%
Transportation ^{2,4}	114.15	117.15	118.15	1.00	0.9%
Total Public Works	1,992.67	1,938.67	1,968.67	30.00	1.5%

1 - Approved to Restated: Centralization of HR, Communications and F&A Staff (Transit: decrease by 1.00 FTE, PW General Administration: decrease by 53.00 FTE)

2 - Restated to Preliminary: Report PW16027. Approved by Council April 13, 2016 (Increase by 1.00 FTE)

3 - Approved to Restated: Transfer of 7.00 FTE between Environmental Services and Operations due to PW restructuring (PW17025)

4 - Restated to Approved: Transfer of 3.00 FTE from Engineering Services to Transportation (FCS17060)

5 - Restated to Preliminary: FCS16083(a), Approved by GIC April 19, 2017 (Increase by 29.00 FTE)

LEGISLATIVE

Mayors Office	6.00	6.00	6.00	0.00	0.0%
Ward Budgets	18.00	18.00	18.00	0.00	0.0%
Total Legislative	24.00	24.00	24.00	0.00	0.0%

COMPLEMENT SUMMARY

	2017	2017	2018	2018 Preliminary vs.	
	Approved Budget	Restated Budget	Preliminary Budget	2017 Restated FTE	%
CITY MANAGER					
Audit Services ¹	8.00	8.00	7.00	(1.00)	(12.5)%
CMO Administration	2.00	2.00	2.00	0.00	0.0%
Human Resources ²	59.50	75.50	75.50	0.00	0.0%
Communications & Corporate Initiatives ³	11.00	22.00	22.00	0.00	0.0%
Strategic Partnerships & Revenue Generation	4.60	4.60	4.60	0.00	0.0%
Total City Manager	85.10	112.10	111.10	(1.00)	(0.9)%

1 - Restated to Preliminary: Removal of Audit 2 * 0.5 FTE's (funded for 6 months in 2017). Pilot ended.

2 - Approved to Restated: Transfer of 16 FTEs to Human Resources. Per centralization report (HUR17007/ CM17012/FCS17056)

3 - Approved to Restated - transfer of 7 FTEs to Communications and 4 FTEs from Planning, to Graphic Design. Per centralization report (HUR17007/ CM17012/FCS17056)

CORPORATE SERVICES

Corporate Services - Administration	2.00	2.00	2.00	0.00	0.0%
City Clerk's Office	27.00	27.00	27.00	0.00	0.0%
Customer Service ¹	77.47	76.47	76.47	0.00	0.0%
Financial Planning, Admin & Policy ²	26.00	83.00	83.00	0.00	0.0%
Financial Services	76.58	76.58	76.58	0.00	0.0%
Information Services	83.75	83.75	83.75	0.00	0.0%
Legal Services	60.00	60.00	60.00	0.00	0.0%
Total Corporate Services	352.80	408.80	408.80	0.00	0.0%

1 - Approved to Restated: Centralization of F&A transferred 1 FTE from POA into FPAP. Report (HUR17007/ CM17012/FCS17056)

2 - Approved to Restated - Centralization of F&A transferred 56 FTE from distributed Departments into FPAP. Report (HUR17007/ CM17012/FCS17056)

COMPLEMENT SUMMARY

	2017 Approved Budget	2017 Restated Budget	2018 Preliminary Budget	2018 Preliminary vs. 2017 Restated	
				FTE	%

Corporate Financials - Expenditures¹	0.00	0.00	22.46	22.46	100.0%
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¹ - Operating Impacts from Capital

TOTAL CITY COMPLEMENT	5,703.46	5,710.14	5,726.40	16.26	0.3%
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BOARDS & AGENCIES

Library	305.02	305.02	298.87	(6.15)	(2.0)%
Police Services ¹	1,118.50	1,118.50	1,118.50	0.00	0.0%
Farmers' Market	3.97	3.97	4.19	0.22	5.5%
Total Boards & Agencies	1,427.49	1,427.49	1,421.56	(5.93)	(0.4)%

¹ - Note: The Police Services budget is approved by the Police Services Board. The Budget is scheduled to be submitted to the Board on December 14th, 2017.

TOTAL COMPLEMENT	7,130.95	7,137.63	7,147.96	10.33	0.1%
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COUNCIL REFERRED ITEMS SUMMARY

FORM #	DIVISION	SERVICE / PROGRAM	DESCRIPTION OF REFERRED ITEM	2018 IMPACT		FTE Impact
				\$ GROSS	\$ NET	
PLANNING & ECONOMIC DEVELOPMENT						
CR-01	Tourism and Culture	Music	Music and Creative Industries Operations and Programming	\$ 25,000	\$ 25,000	0.00
CR-02	Tourism and Culture	Tourism	Phase III Tourism Enhancement - To be funded from the Economic Development Reserve for 2018 and be referred to the 2019 budget process	\$ 100,000	\$ 0	0.00
PLANNING & ECONOMIC DEVELOPMENT SUBTOTAL				\$ 125,000	\$ 25,000	0.00
PUBLIC WORKS						
CR-03	Forestry and Horticulture	Horticultural Programs	Equalization of Horticulture Services to BIAs in the 2018 Public Works Operating Budget	\$ 224,000	\$ 224,000	1.00
CR-04	Transportation	Parks	Identified Tobogganing Locations on City Property	\$ 110,000	\$ 110,000	-
PUBLIC WORKS SUBTOTAL				\$ 334,000	\$ 334,000	1.00
CORPORATE SERVICES						
CR-05	Corporate Financials	Corporate Financials	Allocation of savings resulting from changes in the vacancy rebate program	TBD	TBD	0.00
CORPORATE SERVICES SUBTOTAL				TBD	TBD	0.00
TOTAL				\$ 459,000	\$ 359,000	1.00

CITY OF HAMILTON
2018 OPERATING BUDGET COUNCIL REFERRED ITEMS
COUNCIL REFERRED ITEM #CR-01

COUNCIL REFERRED OVERVIEW	
Request Title	Music and Creative Industries Operations and Programming
Request Year	2018
Department	Planning & Economic Development
Division	Tourism and Culture
Service	Music
Request Driver	Council Directive
Funding Source	Tax Levy
Proposed Start Date	January 2018
Strategic Plan Priorities	<ul style="list-style-type: none"> • Community Engagement & Participation • Economic Prosperity & Growth • Culture & Diversity • Our People & Performance

2018 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2018 AMOUNT	ANNUALIZED AMOUNT
Total Expenditures	\$25,000	\$25,000
Total Revenue	\$0	\$0
Net Levy	\$25,000	\$25,000
Full Time Equivalent (FTE)	0.0	0.0
Capital Budget Impact	\$0	\$0

COUNCIL REFERRED ITEM #CR-01

REFERRAL

That a budget enhancement of \$25,000 be approved as part of an operating budget to fund marketing efforts that help maintain and enhance Hamilton's presence as a City of Music and continue to support the City's Music Strategy as per initial request from GIC Report PED14001.

BACKGROUND

On December 7, 2016 (PED14001 (b)) staff and music industry representatives presented an update on the City's Music Strategy and proposed actions to help move the Strategy forward, which include the launch of the City of Music brand and establishing Hamilton as a City of Music in 2017 using capital dollars. In an effort to identify the need for ongoing marketing efforts after establishing Hamilton as a City of Music, staff recommended that staff would be referring an ask of \$25,000 for marketing efforts to the 2018 Budget process.

DESCRIPTION OF REFERRAL

THE OPPORTUNITY

Continuing to support the City's Music Strategy and build on the initial Council approved 2017 launch efforts associated with marketing the City as a City of Music.

Marketing Hamilton as a City of Music supports key higher order corporate priorities within the Corporate Strategic Plan and 2016-2020 Economic Development Action Plan, such as economic prosperity and growth, and promoting the city as a vibrant place to work and live.

Offers low risk opportunities at a reasonably low cost to promote and test marketing tactics until we gather a much more substantive and well researched approach (through the Creative Industries Sector Profile and Music Business Plan) that will more comprehensively outline, based on local stats/research, recommendations for targeted and highest value marketing efforts and realistic costs.

COUNCIL REFERRED ITEM #CR-01**DESCRIPTION OF REFERRAL (cont'd)****ASSISTS WITH THE CORPORATE STRATEGIC PLAN IN THE FOLLOWING AREAS/WAYS:****Economic Prosperity and Growth**

Strengthening and supporting the local music industry (music businesses, musicians as entrepreneurs, venues) and encouraging residents and tourists to explore Hamilton's music scene, both of which offer economic impacts (helping to retain and attract business, spending and tourism dollars)

Community Engagement & Participation

Encouraging residents to enjoy music events (many free and accessible to all) increases opportunities for residents to celebrate and actively strengthens engagement and communities.

Culture & Diversity

Helps promote Hamilton as a vibrant city to work, invest and live.

ASSISTS WITH THE ECONOMIC DEVELOPMENT ACTION PLAN WITH THE FOLLOWING GOALS AND ACTIONS:**Grow the Non-Residential Tax Assessment and Living Wage Jobs**

Helps support all businesses that make up the music industry: musicians, live music venues, music managers/promoters, music events and organizers, recording studios, music education, music retail, etc.

Encourage and support fair and equitable payment of musicians.

Promotion of a vibrant and thriving music industry also serves to attract other industries and their workers to a city that is known and celebrated as a place that supports creativity and is an excellent place to live.

Vibrant Commercial and Cultural Districts and Places

Strengthening and supporting a vibrant music scene helps create and maintain a city that is vibrant commercially (live music venues) and its districts and places

POTENTIAL MARKETING TACTICS REQUIRING BUDGET EXAMPLES:

- continuation of social media pilot
- marketing for campaigns (i.e. get out and see a show similar to NOSH campaign for restaurants) and for musician workshops, etc.
- collateral materials

CITY OF HAMILTON
2018 OPERATING BUDGET COUNCIL REFERRED ITEMS
COUNCIL REFERRED ITEM #CR-02

COUNCIL REFERRED OVERVIEW	
Request Title	Phase III Tourism Enhancement
Request Year	2018
Department	Planning & Economic Development
Division	Tourism and Culture
Service	Tourism Marketing
Request Driver	Council Directive
Funding Source	Reserve in 2018 Tax Levy in 2019
Proposed Start Date	January 2018
Strategic Plan Priorities	<ul style="list-style-type: none"> • Community Engagement & Participation • Economic Prosperity & Growth • Culture & Diversity

2018 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2018 AMOUNT	ANNUALIZED AMOUNT
Total Expenditures	\$100,000	\$100,000
Total Revenue	\$100,000	\$100,000
Net Levy	\$0	\$0
Full Time Equivalent (FTE)	0.0	0.0
Capital Budget Impact	\$0	\$0

COUNCIL REFERRED ITEM #CR-02**REFERRAL**

That a budget enhancement of \$100,000 be approved as part of an operating budget to fund business attraction efforts in the meeting, convention and sports tourism sectors as outlined in the Tourism Strategy (PED15026). The \$100,000 will be funded in 2018 by the Economic Development Reserve (112221). This request is being referred to the 2019 budget process for permanent funding.

BACKGROUND

Tourism Hamilton staff have been aggressively and successfully selling Hamilton as a destination for the meeting, conference and sports markets in alignment with the Council approved 5 year Tourism Strategy (2015-2020) and the Economic Development Plan (2016-2020).

Competitive bids to attract the meeting, convention, sport tourism and major event business include fees and other financial incentives as an industry standard. Such incentives can range from \$5K-\$1.5M depending on the scale of the event and economic impact of the activity. The City's ability to compete has been hindered by depletion of tourism reserves and a loss of \$350K in provincial funding in 2012 for tourism.

The Tourism reserve is completely allocated to finance smaller bids already secured or meet commitments for bids in process (bids fees are only paid if bid is successful).

Bringing forth multiple small single requests to Council for bid incentive dollars as an ongoing business practice does not allow for nimbleness and the seizing of timely bid opportunities. However, major bids which exceed Tourism Hamilton resources will still be brought to Council for consideration.

DESCRIPTION OF REFERRAL

In conjunction with the approval of the Tourism Strategy in 2015, Council has taken a phased in approach to the initial requested enhancement of \$350,000. \$150K was approved as part of the 2016 budget process; \$100K in 2017; and this request is for the final \$100,000. (PED15026).

CITY OF HAMILTON
2018 OPERATING BUDGET COUNCIL REFERRED ITEMS
COUNCIL REFERRED ITEM #CR-03

COUNCIL REFERRED OVERVIEW	
Request Title	Equalization of Horticulture Services to BIAs in the 2018 Public Works Operating Budget
Request Year	2018
Department	Public Works
Division	Forestry and Horticulture
Service	Horticultural Programs
Request Driver	Council Directive
Funding Source	Tax Levy
Proposed Start Date	April 2018
Strategic Plan Priorities	<ul style="list-style-type: none"> • Community Engagement & Participation • Economic Prosperity & Growth • Clean & Green • Built Environment & Infrastructure

2018 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2018 AMOUNT	ANNUALIZED AMOUNT
Planter and/or hanging basket plant material, and/or watering services	\$137,000	\$137,000
Employee costs	\$87,000	\$87,000
Total Expenditures	\$224,000	\$224,000
Total Revenue	\$0	\$0
Net Levy	\$224,000	\$224,000
Full Time Equivalent (FTE)	1.0	1.0
Capital Budget Impact	\$0	\$0

COUNCIL REFERRED ITEM #CR-03**REFERRAL**

To address the equalization of City services provided to the Business Improvement Areas (BIAs) throughout the City of Hamilton, an annual budget of \$ 224,000 is being requested. Out of this total, \$137,000 is requested to be distributed between all BIAs for horticultural services, including planters, hanging baskets and water services, along with an additional 1.0 Full time Equivalent (FTE) requested to carry out this service.

BACKGROUND

At its meeting on June 11, 2013, the Business Improvement Area Advisory Committee (BIAAC) raised the equalization of City services provided to the BIAs throughout the City.

Following a number of presentations and discussions with members of the BIAAC on the services provided by the City of Hamilton, Public Works staff provided an update presentation to the BIAAC, titled "Public Works Service Level Equalization-Business Improvement Areas" on August 9, 2016. At this meeting the BIAAC approved the following motion:

WHEREAS, the Business Improvement Areas (BIA) represent Commercial Retail Corridors throughout the City of Hamilton and across nine wards;

WHEREAS, all BIAs contribute to the BIA Tax Levy; and,

WHEREAS, there remain opportunities to equalize Public Works Service Levels throughout the BIAs;

THEREFORE BE IT RESOLVED:

- (i) That staff be directed to include the following enhancement in the 2017 Public Works Department Operating budget for consideration during the 2017 Operating Budget (GIC) process:
 - \$137,000 to be distributed between all BIAs for Horticulture Services (Planters, Hanging Baskets, and Watering Services); and
- (ii) That staff be directed to include in that report, respecting the enhanced Horticultural Services for the BIAs, any additional FTEs and associated costs that will be required to facilitate the equalization of Horticulture Services amongst the BIAs.

COUNCIL REFERRED ITEM #CR-03

BACKGROUND (cont'd)

Due to insufficient resources and competing priorities, the 2017 operating budget enhancement request was not approved. On June 13, 2017, the BIACC approved a similar motion as in August, 2016 requesting staff to include the equalization of horticultural services throughout the City's BIAs as part of the 2018 Operating Budget.

DESCRIPTION OF REFERRAL

A total of \$137,000 would align horticultural services offered across the City's 13 BIAs, including planters, hanging baskets and/or watering services.

In reviewing the current resources of the Public Works Horticultural section and existing service levels, it has been identified that an additional 1.0 FTE at a cost of \$87,000 is required to carry out the related services. Without the additional 1.0 FTE the services cannot be implemented, given the current resource capacity of the section.

Funding for materials will be distributed to BIAs as per the equalization formula approved by the BIAAC, and can be used for watering services or for plant stock in hanging baskets and planters. Funding cannot be used as cash to secure services from a third party vendor and only to be used for City of Hamilton provided services and purchased materials only.

All horticulture materials and services to be provided are subject to availability based on standardized specifications determined by the City. Installation of hanging baskets or planters is only possible where proper locations are identified in public spaces.

CITY OF HAMILTON
2018 OPERATING BUDGET COUNCIL REFERRED ITEMS
COUNCIL REFERRED ITEM #CR-04

COUNCIL REFERRED OVERVIEW	
Request Title	Identified Tobogganing Locations on City Property
Request Year	2018
Department	Public Works
Division	Transportation
Service	Parks and Open Space Access
Request Driver	Council Directive
Funding Source	Tax Levy
Proposed Start Date	December 2018
Strategic Plan Priorities	<ul style="list-style-type: none"> • Community Engagement & Participation • Economic Prosperity & Growth • Health & Safe Communities • Clean & Green • Built Environment & Infrastructure • Culture & Diversity • Our People & Performance

2018 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2018 AMOUNT	ANNUALIZED AMOUNT
Set Up / Take Down	\$28,000	\$28,000
Inspection / Maintenance	\$60,000	\$60,000
Plowing Contract	\$22,000	\$22,000
Total Expenditures	\$110,000	\$110,000
Total Revenue	\$0	\$0
Net Levy	\$110,000	\$110,000
Full Time Equivalent (FTE)	0.0	0.0
Capital Budget Impact	\$0	\$0

COUNCIL REFERRED ITEM #CR-04

REFERRAL

Staff are recommending that the four current designated tobogganing hills (Garth Street Reservoir, Chedoke Golf Course, Kings Forest Golf Course, and Waterdown Memorial Park), be approved and made a permanent program within the Public Works Department with an annual operating budget of \$110,000 and no change to staffing levels.

BACKGROUND

In February 2015, City Council gave staff the following direction:

That the Manager of Risk Management coordinate, together with the City Solicitor, staff of the Public Works Department or other affected departments, a review of the options available to the City in respect of tobogganing on City property, including feasibility of the City of Hamilton designating tobogganing areas within the community, and report back to the General Issues Committee (GIC).

As a result of that direction a report was brought forward in November 2015; a subsequent motion requested staff to report back to GIC identifying tobogganing site for the 2015-2016 winter season which would be maintained specifically for tobogganing use.

Through Report PW15086(a) to GIC on December 5, 2015, Council gave staff the following direction:

That the General Manager of Public Works or his designate be authorized and directed to implement a pilot program to identify tobogganing sites for the 2015-2016 season, whereas the Garth Street Reservoir, Kings Forest Golf Course (Hole #1 – Tee and Hole #9 – below the Green) and the Chedoke Golf Course (Martin Course, Hole #1), as further described will be the piloted sites.

With a less than average snowfall in the 2015-2016 season, staff submitted report PW15086(b), recommending an extension to the pilot program to gather a more accurate projection of future program costs.

Through Report PW15086(b) to GIC on June 22, 2016, Council approved that the pilot program continue through the 2016-2017 season, as well as adding the Waterdown Memorial Park location. The estimated cost of \$70k was to be funded from any Parks, Water and Facilities divisions' surplus, then Public Works departmental surplus if required.

The second pilot season ran from December 23, 2016 until March 31, 2017.

COUNCIL REFERRED ITEM #CR-04**DESCRIPTION OF REFERRAL**

The actual expenses of the 2016-2017 season totalled \$105k. The main activities that resulted in higher than anticipated costs were hill inspection and maintenance. Designated tobogganing hills were inspected three times per week, as well as on school holidays and snow days. Additional steps were taken at the Garth Street Reservoir hill to prepare the site and ensure site safety prior to season opening. This included signage and minor grading. All sites required installation of snow fences and hay bales and removal of existing hazards; inspection and maintenance of each hill was required throughout the season.

Expenses for the second pilot season were absorbed through each service groups' Operating Budget; however, this funding model is not sustainable if the designation of tobogganing hills continues as a provided service. Public Works staff have managed to provide a high level of service during the two pilot seasons, but designated funds are required to maintain this level of service in the future.

Staff have determined that an annual budget enhancement of \$110,000 would be required to support the four designated tobogganing hills within the City of Hamilton (at the service levels established during the 2016-2017 winter season). Expected cost to set up/take down total \$28k, costs for inspection and maintenance activities are projected at \$60k, and plowing contracts estimated at \$22k.

CITY OF HAMILTON
2018 OPERATING BUDGET COUNCIL REFERRED ITEMS
COUNCIL REFERRED ITEM #CR-05

COUNCIL REFERRED OVERVIEW	
Request Title	Vacancy Rebate
Request Year	2018
Department	Corporate Financials
Division	Corporate Financials
Service	Corporate Financials
Request Driver	Council Directive
Funding Source	Tax Levy
Proposed Start Date	January 2018
Strategic Plan Priorities	<ul style="list-style-type: none"> • Economic Prosperity & Growth

2018 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2018 AMOUNT	ANNUALIZED AMOUNT
Vacancy Rebate Reduction	TBD	TBD
Total Expenditures	TBD	TBD
Total Revenue	\$0	\$0
Net Levy	TBD	TBD
Full Time Equivalent (FTE)	0.0	0.0
Capital Budget Impact	\$0	\$0

COUNCIL REFERRED ITEM #CR-05

REFERRAL

Council has referred the application of the \$1.25 M in budget savings resulting from the phase-out of the Vacant Unit Rebate Program to the 2018 Budget process. Alternatives, include applying the savings towards reducing the levy and therefore benefiting all taxpayers or using the savings to support specific programs without having a levy impact in 2018.

The following options from FCS17021(a) has been referred to the 2018 Budget:

- a. To apply the \$1.25 M to reduce the 2018 levy, which will reduce the levy impact by 0.2%.
- b. To apply the \$1.25 M to create a city-wide affordable housing incentive program. This option will not have a levy impact for 2018.
- c. To apply \$1.25 M to any other specified program as directed by Council. This option will not have a levy impact for 2018.

BACKGROUND

As per sections 313 (1.1) and 364 of the Municipal Act, for 2017, the City of Hamilton established a rebate of 30% of the property tax for vacant space in commercial and industrial properties.

In response to municipal and other stakeholder's requests, in 2017 the Province provided municipalities with greater flexibility in the application of the Vacant Unit Rebate program and the reduction program for Vacant/Excess land subclasses. The change was intended to allow municipalities to customize the program to their specific needs and circumstances, while maintaining the interest of local businesses community in mind.

After an internal analysis, business and public consultation and analyzing municipal comparator information, staff submitted recommendations through report FCS17021(a) New Municipal Flexibility for Vacant Unit Rebates and Vacant/Excess Land Subclasses.

Council at its meeting on June 14, 2017 approved with the following recommendations:

- a. That the Vacant Unit Rebate Program be phased out over two years with a 30% rebate in 2017 (status quo), a 15% rebate in 2018 and a 0% rebate in 2019;
- b. That the estimated budget savings of \$1.25 M be referred to the 2018 Operating Budget Process;
- c. That staff continue to review the Vacant / Excess Land Tax Reduction and report back during the 2018 Budget Process; and,
- d. That staff be directed to review the feasibility of creating a city-wide affordable housing incentive program utilizing the \$1.25 million property taxes recovered from the vacant unit rebate, and report back to the General Issues Committee during the 2018 Operating Budget process.

BUSINESS CASES SUMMARY

FORM #	DIVISION	SERVICE / PROGRAM	BUSINESS CASE DETAILS	2018 IMPACT		FTE Impact
				\$ GROSS	\$ NET	
PLANNING & ECONOMIC DEVELOPMENT						
BC-01	Building	Building Permits and Zoning By-Law Review	Zoning Section Program Enhancement	\$ 293,700	\$ 293,700	3.00
BC-02	Licensing and By-Law Services	Municipal Law Enforcement	Parks Patrol and Waterfalls Enforcement Team	\$ 80,080	\$ 80,080	1.32
PLANNING & ECONOMIC DEVELOPMENT SUBTOTAL				\$ 373,780	\$ 373,780	4.32
PUBLIC HEALTH						
BC-03	Healthy Environments	Healthy Environments	Raccoon Rabies Response	\$ 327,160	\$ 0	2.00
PUBLIC HEALTH SUBTOTAL				\$ 327,160	0	2.00
COMMUNITY & EMERGENCY SERVICES						
BC-04	Hamilton Paramedic Service	Paramedic Service	Paramedic Service Staffing	\$ 894,920	\$ 447,460	7.50
COMMUNITY & EMERGENCY SERVICES SUBTOTAL				\$ 894,920	\$ 447,460	7.50
CORPORATE SERVICES						
BC-05	Office of the City Clerk Financial Services, Taxation & Corporate Controller	Information Management Financial Management	Administration of Freedom of Information Oversight of City Procurement and Contract Management	\$ 76,000	\$ 76,000	1.00
BC-06	Customer Service & Provincial Offences Administration	Provincial Offences Administration	Relocation of Provincial Offences Administration Courtrooms and Offices - Addition of 1 Court Room	\$ 77,000	\$ 77,000	1.50
BC-07	Legal and Risk Management Services	Risk Management	Risk Assistant	\$ 110,000	\$ 0	4.00
BC-08				\$ 0	\$ 0	1.00
CORPORATE SERVICES SUBTOTAL				\$ 263,000	\$ 153,000	7.50
TOTAL				\$ 1,858,860	\$ 974,240	21.32

CITY OF HAMILTON
2018 OPERATING BUDGET BUSINESS CASES
BUSINESS CASE #BC-01

BUSINESS CASE OVERVIEW	
Request Title	Zoning Section Program Enhancement
Request Year	2018
Department	Planning & Economic Development
Division	Building
Service	Building Permits and Zoning By-law Review
Request Driver	Service Delivery Change
Funding Source	Tax Levy
Proposed Start Date	January 2018
Strategic Plan Priorities	<ul style="list-style-type: none"> • Economic Prosperity & Growth • Health & Safe Communities • Our People & Performance

2018 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2018 AMOUNT	ANNUALIZED AMOUNT
Employee Related Costs	\$293,700	\$293,700
Total Expenditures	\$293,700	\$293,700
Total Revenue	\$0	\$0
Net Levy	\$293,700	\$293,700
Full Time Equivalent (FTE)	3.0	3.0
Capital Budget Impact	\$0	\$0

BUSINESS CASE #BC-01

RECOMMENDATION

Creation of three new permanent full-time Zoning Examiner/Code Correlator positions within the Building Division at an annual cost of \$293,700.

BACKGROUND

The Zoning Section of the Building Division is responsible for reviewing all planning applications for compliance with the City's zoning by-laws. These include applications for minor variances, zoning amendments, and site plan approvals.

Since 2011, the City of Hamilton has been experiencing unmanageable work volumes throughout the Planning & Economic Development department. A component of this work is the provision of zoning comments on planning applications. As identified in the LEAN Review process, the zoning review team has not met the review times as required in the planning process. Contributing factors are the complexity and the increase in number of planning applications.

An outcome of the above is that for years there has been a significant backlog of planning files waiting for zoning comments, some by as much as five months. Without the required zoning review/comments, planning staff are unable to finalize conditional approval(s) for site plan applications and are unable to complete their report(s) to Planning Committee for rezoning applications, resulting in extensive delays to the applicant.

In addition to the above, two further items of concern were raised:

1. Through the Open for Business Sub-Committee:
 - a. A request to reduce the timeframe to provide zoning comments for planning applications; and
 - b. A request in December 2015 and March 2016 by the Hamilton Halton Homebuilders Association to introduce a new service of providing zoning comments at the Formal Consultation stage, and
2. The decision was made to have zoning review staff present at all Development Review Team (DRT) meetings.

These additional components have further exacerbated the existing inability to provide service level expectations.

In response to 1) above, on June 24, 2016, an Information Report was provided to the Open for Business SubCommittee to hire two temporary additional Zoning Examiners as a pilot project for 18 months to address the inability to meet response times and to provide comments at the Formal Consultation stage (initiative 2 above).

BUSINESS CASE #BC-01

BACKGROUND (cont'd)

The temporary hires were completed in September and October 2016. A third temporary Zoning Examiner was added to improve response times to other zoning by-law inquiries and to have zoning review staff also present at DRT meetings. Extensions of the three pilot temporary positions to 24 months will bring us into 2018, following which service levels will deteriorate quickly.

The cost of these temporary positions was covered through existing planning fees and as a result of positive gapping pressures in the Planning Division, there were no levy impacts for the temporary pilot project.

The pilot to hire three temporary Zoning Examiner/Code Correlator positions has yielded clear and positive service level improvements.

In 2017, the Zoning review team received 636 additional planning applications to an already backlogged list of applications requiring zoning compliance review. 294 of these new applications were for site plan approval. With the pilot program of three temporary Zoning Examiner/Code Correlators, the review time for site plan applications has been reduced from 54 days to 25 days, moving towards the 15 day standard service level for zoning compliance reviews.

Furthermore, the additional staff would eventually be able to begin addressing review time for the remaining categories of planning applications (zoning amendments, subdivision agreements, condominium agreements, part lot control, surplus lands, NEC, etc.) which remain between 38 to 46 days per application.

Once the three pilot temporary positions expire, zoning review timelines will rapidly fall further behind and outcomes will negate the recent LEAN Review changes by the Planning and Growth Management divisions to streamline the development application work flow processes, jeopardizing proposed development projects and affecting growth investment in the City.

DESCRIPTION OF REQUEST

To 'make permanent' three temporary pilot Zoning Examiner/Code Correlator positions by creating three new permanent full-time Zoning Examiner/Code Correlator positions to address significant delays identified in the PED 'LEAN Review' process.

The new positions will reduce the response times for comprehensive zoning by-law reviews for planning applications to address the needs and concerns of the development and construction industry.

CITY OF HAMILTON
2018 OPERATING BUDGET BUSINESS CASES
BUSINESS CASE #BC-02

BUSINESS CASE OVERVIEW	
Request Title	Parks Patrol and Waterfalls Enforcement Team
Request Year	2018
Department	Planning & Economic Development
Division	Licensing and By-Law Services
Service	Municipal Law Enforcement
Request Driver	Service Delivery Change
Funding Source	Tax Levy
Proposed Start Date	April 2018
Strategic Plan Priorities	<ul style="list-style-type: none"> • Community Engagement & Participation • Health & Safe Communities

2018 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2018 AMOUNT	ANNUALIZED AMOUNT
Employee Related Costs	\$80,080	\$80,080
Total Expenditures	\$80,080	\$80,080
Total Revenue	\$0	\$0
Net Levy	\$80,080	\$ 80,080
Full Time Equivalent (FTE)	1.32	1.32
Capital Budget Impact	\$52,800	\$ 52,800

BUSINESS CASE #BC-02

RECOMMENDATION

The hiring of four (4) Summer Students.

BACKGROUND

In 2017, in response to the number of Rope Rescues and potential injuries of people entering the prohibited area of Albion Falls, Council directed the aggressive proactive enforcement of the City of Hamilton Parks By-law.

Over the period of the summer, staff covered an average of 78 hours of additional enforcement per week, impacting Municipal Law Enforcement by reducing staffing hours by the equivalent of 4 Full Time Equivalents (FTEs). Overtime charges for weekend and Sunday coverage cost approximately \$6,000 a week of un-budgeted funds.

Although there was a reduction in violations while enforcement increased, other demands for services from other area Waterfalls increased as well. Complaints from areas of Chedoke Waterfalls, Websters and the Devil's Punch Bowl identified a need to an alternative response such as a Parks being patrolled.

DESCRIPTION OF REQUEST

The hiring of four (4) Summer Students to educate and enforce the City of Hamilton Parks By-law at Albion Falls, Chedoke Falls and other City Parks areas that have complaints and concerns about public safety. (PED17207).

The Program to run over the summer months – April – September with a possible expansion for weekend coverage until Nov 1, 2018.

The Students will be Ambassadors for compliance of the Parks By-law and will educate and enforce when needed.

CITY OF HAMILTON
2018 OPERATING BUDGET BUSINESS CASES
BUSINESS CASE #BC-03

BUSINESS CASE OVERVIEW	
Request Title	Raccoon Rabies Response
Request Year	2018
Department	Public Health Services
Division	Healthy Environments
Service	Healthy Environments
Request Driver	Service Delivery Change
Funding Source	Grants/Subsidies
Proposed Start Date	January 2018
Strategic Plan Priorities	<ul style="list-style-type: none"> • Community Engagement & Participation • Healthy & Safe Communities • Our People & Performance

2018 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2018 AMOUNT	ANNUALIZED AMOUNT
Employee Related Costs	\$211,170	\$211,170
Other Expenses	\$115,990	\$115,990
Total Expenditures	\$327,160	\$327,160
Provincial Subsidy - 100%	\$327,160	\$327,160
Revenue - Other	\$0	\$0
Total Revenue	\$327,160	\$327,160
Net Levy	\$0	\$0
Full Time Equivalent (FTE)	2.0	2.0
Capital Budget Impact	\$0	\$0

BUSINESS CASE #BC-03

RECOMMENDATION

Continuation of funding two temporary full time Public Health Inspector (PHI) positions in Public Health Services (PHS) to meet the increased service levels due to the unexpected and extraordinary raccoon rabies outbreak in Hamilton and surrounding areas that began in December, 2015.

Provision of at least two low cost rabies clinics and provide support for the local collection and coordination with Public Health Services of wild animal specimens, including but not limited to, skunks and raccoons for raccoon rabies surveillance and testing by Ministry of Natural Resources and Forestry.

BACKGROUND

One-time funding requests submitted in 2016 and 2017 (for PHS staff) were approved by Board of Health, and the Ministry of Health and Long-Term Care approved 100% funding for each of those respective operating years.

Rabies is fatal in humans once symptoms start so it is imperative that rabies is prevented by reducing risk of exposure and providing preventive treatment ('rabies shots') after any bite/exposure.

The outbreak of raccoon rabies began December, 2015 and the Ministry of Natural Resources and Forestry (MNR) recently revised their timeline to another three to five years to control the outbreak. Previously, Ontario was free of the raccoon rabies strain of the rabies virus for over 10 years. Before the outbreak, Hamilton's last rabid land animal was in 1994 so this outbreak in wildlife poses an ongoing new risk to the community.

Public Health Inspectors investigate all reported incidents of a potentially rabid animal (any mammal) biting, scratching, or having another type of exposure to a person that may result in rabies in that person. Public health Inspectors confine cats and dogs when available and deliver post exposure prophylaxis (PEP - rabies shots) in cases where PEP is needed to prevent rabies in a victim of an exposure to a rabid or potentially rabid animal.

Public Health Inspectors also follow up with each person who reported a raccoon or skunk that tested positive for rabies to ensure there was no risk of rabies to that person. This work continues to be done but has increased since the outbreak.

Public Health Services also wishes to continue to provide at least two low cost rabies clinics a year for pet owners.

BUSINESS CASE #BC-03

DESCRIPTION OF REQUEST

Two Public Health Inspector positions would provide the necessary resources to respond to the raccoon rabies outbreak to help meet the increased service level demands in the rabies program within the Vector Borne Disease team.

The two Public Health Inspector positions would continue to liaise with all rabies partners including the Ministry of Natural Resources and Forestry (MNR) regarding their surveillance and control efforts for the outbreak, with the Ontario Association of Veterinary Technicians and the Canadian Wildlife Health Centre (CWHC) for animal testing, with local vets for low cost rabies vaccination options, with the Ontario Ministry of Agriculture, Food, and Rural Affairs (OMAFRA) for animal to animal referrals and investigations, and with the Ministry of Health and Long-Term Care for consultations and other support for human exposure incidents.

This funding request is also to provide Public Health Services with the ability to run at least two low cost rabies clinics and to support local collection of wild animals, mainly raccoons and skunks, from the community in order for those animal specimens to be submitted to MNR for ongoing raccoon rabies surveillance.

The two proposed rabies clinics would provide the community with spring and fall options for low cost pet vaccination. The goal of this funding request is to provide Public Health Services with the ability to acquire continued accurate surveillance data about the state of the rabies outbreak and its spread or control.

As Hamilton is at the epicentre of Ontario's raccoon rabies outbreak it is crucial that Public Health Services is aware of the level of control or spread occurring in order to tailor our communication strategies through each year.

Losing the level of local submissions that were possible through Hamilton Animal Services could mean gaps in understanding where rabies risks exist and the potential for the incursion of other rabies strains including fox rabies to go unnoticed.

In 2017, a one-time funding request to fund a new Hamilton Animal Services rabies coordinator position was not approved by the Ministry of Health and Long-Term Care and Animal Services plans to withdraw their services to Public Health Services in 2018. Their services included providing a local, robust, and responsive program to retrieve sick and dead wildlife. They prepared and housed these collected specimens at Animal Services until MNR could collect and transport them to their lab. Upon positive results, Animal Services also provided the key information about the callers to Public Health Services so that each positive result could be traced back to ensure no human or animal rabies risk existed with each positive animal. This triage and coordination helps Public Health Services safeguard the public through these trace backs. As Animal Services plans to withdraw this service for 2018, the Hamilton community will be at a disadvantage. The number of animals to be tested for raccoon rabies is estimated to drop substantially. The level and extent of the outbreak will no longer be as accurately known or tracked unless a similar collection program can be supported by Public Health Services.

CITY OF HAMILTON
2018 OPERATING BUDGET BUSINESS CASES
BUSINESS CASE #BC-04

BUSINESS CASE OVERVIEW	
Request Title	Paramedic Service Staffing
Request Year	2018
Department	Community & Emergency Services
Division	Hamilton Paramedic Service
Service	Paramedic Service
Request Driver	Growth Impacts
Funding Source	Tax Levy
Proposed Start Date	April 2018
Strategic Plan Priorities	<ul style="list-style-type: none"> • Healthy & Safe Communities • Our People & Performance

2018 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2018 AMOUNT	ANNUALIZED AMOUNT
Salary and Benefits	\$817,900	\$1,090,520
Other Expenses	\$77,020	\$102,680
Total Expenditures	\$894,920	\$1,193,200
Provincial Subsidy - 50%	\$447,460	\$596,600
Total Revenue	\$447,460	\$596,600
Net Levy	\$447,460	\$596,600
Full Time Equivalent (FTE)	7.5	10.0
Capital Budget Impact	\$250,000	\$250,000

BUSINESS CASE #BC-04

RECOMMENDATION

For the 2018 budget, that Council approve the addition of 10 Full Time Equivalent (FTEs) in paramedic staffing, plus the required ambulance and equipment to support the staffing of one additional ambulance for the purpose of emergency coverage and response 24 hours per day, 7 days per week.

Staff note for planning purposes that the pending multi-year budget request will address anticipated incremental needs for the future budget years of 2019, 2020 and 2021.

BACKGROUND

Hamilton Paramedic Service continues to experience service demand growth at a rate in excess of the overall population growth. Over the past 7 years demand has increased an average of just over 4% or 2,775 9-1-1 events, per year. This annual growth is accelerating with the major increases occurring in seniors (over age 65).

This growth in demand is anticipated to continue at an accelerating rate, with minimal projection of an average of around 3,000 events, and almost 4,000 ambulance responses to these events, per year over each of the next four years. This translates into an average increase of 12 more ambulance responses per day in each of the next four years.

Hamilton Paramedic Service Operating Pressures (CES17043) was approved by Council at its meeting of October 25, 2017. The report addressed these pressures through the interim staffing of one additional ambulance utilizing temporary full time staff for the five (5) month period from November 2017 through March 2018 at a cost of approximately \$369,842, funded from the Tax Stabilization Reserve Dept. ID 110046.

This business case recommends the implementation of the interim staffing as a permanent resource to respond to the increases in demand without negatively impacting service performance, employee wellness, and operational efficiency. Performance metrics will be maintained at the current or slightly improved levels.

BUSINESS CASE #BC-04

DESCRIPTION OF REQUEST

This business case request includes the addition of 10 FTE paramedic positions in 2018. The 10 FTEs will be used as follows:

- Eight (8) of the ten (10) FTEs provide for one additional ambulance to be staffed by two qualified paramedics 24 hours per day, 7 days per week.
- Two (2) of the ten (10) FTEs provide for shift replacement of staff absent on vacation, statutory holidays, sick time, personal emergency leave, and other absences etc.).

Under the current provincial funding schemes, the cost is shared 50/50 with the Province of Ontario under conditional grant funding. Assuming continuation of the 50/50 funding formula the net levy cost, inclusive of contributions to reserves for ambulances and related equipment is \$447,460 in 2018.

In addition to the tax operating budget impact above, there is a capital budget impact for the purchase of a new ambulance and equipment estimated at \$250,000. Staff were directed by Council at its meeting of October 25, 2017 to engage in discussions with Provincial Ministry officials for 50% funding of necessary ambulance costs in the year in which they are incurred. This capital project was not included in the 2018 Tax Capital Budget that was approved by Council at its meeting of December 8, 2017. As such, alternative funding sources will be identified during General Issues Committee meetings on the 2018 Tax Operating Budget between January and March 2018.

CITY OF HAMILTON
2018 OPERATING BUDGET BUSINESS CASES
BUSINESS CASE #BC-05

BUSINESS CASE OVERVIEW	
Request Title	Administration of Freedom of Information
Request Year	2018
Department	Corporate Services
Division	Office of the City Clerk
Service	Information Management
Request Driver	Service Delivery Change
Funding Source	Tax Levy
Proposed Start Date	January 2018
Strategic Plan Priorities	<ul style="list-style-type: none"> • Community Engagement & Participation • Our People & Performance

2018 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2018 AMOUNT	ANNUALIZED AMOUNT
Employee Related Costs	\$76,000	\$76,000
Total Expenditures	\$76,000	\$76,000
Total Revenue	\$0	\$0
Net Levy	\$76,000	\$76,000
Full Time Equivalent (FTE)	1.0	1.0
Capital Budget Impact	\$0	\$0

BUSINESS CASE #BC-05

RECOMMENDATION

To add 1 Full Time Equivalent (FTE) to the Office of the City Clerk's staff compliment, in Records & Freedom of Information section, to support the administration of the Municipal Freedom of Information & Protection of Privacy Act (MFIPPA).

BACKGROUND

In 2009/2010, the Office of the City Clerk underwent a change in organizational structure, which included the retirement of 1 Access & Privacy Officer. At that time, the operational budget did not support filling the position, so the Records & Freedom of Information section went from two full-time Access & Privacy Officers down to one. Between 2006 and 2009, the average number of Freedom of Information (FOI) requests received and completed annually was approximately 135. Of the completed requests in that time frame, staff responded to requests within 30 days (as required by legislation), an average of 90% of the time.

Moving forward to today, the statistics on processing FOI requests demonstrate that the number of FOI requests filed has increased considerably in the last 4 years. The stats demonstrate the following:

- the City's response rate (response within 30 days) decreased by 10% immediately following the decrease in FOI staff in Q4 of 2009
- the number of FOI requests filed has increased by 40% since 2014

In 2015, temporary full-time support was required to keep up with the increasing volume and complexity of requests. This support ends on June 30, 2018. Due to the continued increase in volume and complexity of requests, the program area requires 1 FTE to sustain the administration of the MFIPPA.

BUSINESS CASE #BC-05

DESCRIPTION OF REQUEST

The administration of MFIPPA is a legislated requirement. The role of an Access and Privacy Officer has evolved and expanded over the last number of years in support of Council's objectives related to transparency and accountability. FOI staff have been working with departments/divisions to facilitate and enhance routine disclosure of public information.

Despite these efforts, there has been continued growth in the number of FOI requests filed in the last several years. This may be due to a number of influencing factors:

- increased citizen engagement
- political climate
- contentious issues
- nature of requests
- complexity of requests
- increased awareness of privacy protection

Access & Privacy staff continually strive to respond to requests under the legislation within 30 days, as required by legislation to support Openness and Accountability to government information, to continue to provide guidance to departmental staff on requests for records in their program areas, and to support the protection of privacy. It will become increasingly more difficult to achieve these objectives with only 1FTE.

CITY OF HAMILTON
2018 OPERATING BUDGET BUSINESS CASES
BUSINESS CASE #BC-06

BUSINESS CASE OVERVIEW	
Request Title	Oversight of City Procurement and Contract Management
Request Year	2018
Department	Corporate Services
Division	Financial Services, Taxation & Corporate Controller
Service	Financial Management
Request Driver	Council Directive
Funding Source	Tax Levy
Proposed Start Date	May 2018
Strategic Plan Priorities	<ul style="list-style-type: none"> • Community Engagement & Participation • Our People & Performance

2018 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2018 AMOUNT	ANNUALIZED AMOUNT
Employee Related Costs	\$77,000	\$115,000
Total Expenditures	\$77,000	\$115,000
Total Revenues	\$77,000	\$115,000
Net Levy	\$0	\$0
Full Time Equivalent (FTE)	1.5	1.5
Capital Budget Impact	\$0	\$0

BUSINESS CASE #BC-06**RECOMMENDATION**

That a budget enhancement of \$115,000 be approved as part of the Procurement Section operating budget to fund one and one half permanent full time employees to provide enhanced oversight of City spending, implement a fulsome vendor performance program, and provide additional contract management for all contracts awarded through the Procurement Section.

BACKGROUND

A recommendation resulting from Internal Audit's report AUD14023 "Roster Requirements Review" requires Procurement to conduct random checks for conformity on the use of the City's Professional Consultant Roster. To date, the Procurement Section does not have adequate resources to complete the random checks and therefore the checks have been carried out on an ad-hoc basis by coop students under the guidance of the Manager of Procurement.

As well, the City Manager's Office report, CM17015, "Management Action Plan for Use of External Consultants" listed responses to a number of recommendations stemming from the Internal Audit report AUD17008. Four of these recommendations and responses mandated additional responsibilities to be undertaken by the Procurement Section. These responsibilities include developing additional policies and procedures, developing and administering a fulsome vendor performance program, incorporating oversight into random checks, and identify opportunities for value for money.

In the presentation of Report CM17015, the Audit, Finance and Administration Committee was reminded that the responses to the recommendations were part of the new corporate governance model being implemented out of the City Manager's Office. This model provides stronger financial controls, the use of business cases providing value for money and risk outcomes, as well as a fulsome vendor management performance with mechanisms in place to evaluate past performance and factor it into the awarding of contracts. In addition to this, the Procurement Section is being requested to provide additional reporting of data, some through public facing dashboards.

As mentioned in report CM17015, Procurement currently carries out some of the responsibilities, however at the present time the Procurement Section does not have the resources to complete the recommendations from Internal Audit in their entirety nor does it have the resources to support the requirements of the new corporate governance model within Procurement's current capacity.

BUSINESS CASE #BC-06

DESCRIPTION OF REQUEST

This request is for one and one half full time employees to carry out duties for additional oversight reporting and contract management as recommended through reports AUD14023, AUD17008 and CM17015.

In order to implement the new corporate governance model's goal of stronger financial controls, the Procurement Section has begun to assess what efficiencies and controls could be made that would be achieved by a consolidation of some services. One position has been identified to date, that being a Financial Assistant II position currently being funded by Public Works to provide services directly related to procurement contracts. Half of the duties carried out by this Full Time Equivalent (FTE) are responsibilities that are currently being performed by Procurement Section staff. The remaining half of the FTEs duties is directly related to Finance Administration.

Procurement has consulted with staff from both Public Works and Finance Administration and has gained their approval to transfer half of the funds to support this position in Procurement. This FTE will also be directly responsible for contract administration and management within the responsibility of Procurement for all City contracts, including those for Public Works. This request is to support the remaining unfunded cost of the FTE.

The second position being requested is for an FTE to provide additional oversight in accordance with the recommendations set out in the Internal Audit reports regarding the City's Professional Consultant Roster and the Use of Consultants. This position's duties would include performing reviews and analysis on spending throughout the City, consistent review regarding the use of rostered consultants, the collection of data for council report and public facing dashboards. This position would also support the implementation of the vendor performance program, as well as procurement training for all City employees to gain an understanding of the Procurement Policy and the requirement for compliance.

CITY OF HAMILTON
2018 OPERATING BUDGET BUSINESS CASES
BUSINESS CASE #BC-07

BUSINESS CASE OVERVIEW	
Request Title	Relocation of Provincial Offences Administration Courtrooms and Offices – Addition of 1 Court Room
Request Year	2018
Department	Corporate Services
Division	Customer Service & Provincial Offences Administration
Service	Provincial Offences Administration
Request Driver	Legislation/Regulation
Funding Source	Revenue
Proposed Start Date	June 2018
Strategic Plan Priorities	<ul style="list-style-type: none"> • Health & Safe Communities

2018 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2018 AMOUNT	ANNUALIZED AMOUNT
Employee Related Costs	\$110,000	\$328,000
Total Expenditures	\$110,000	\$328,000
Revenue - Other	\$110,000	\$328,000
Total Revenue	\$110,000	\$328,000
Net Levy	\$0	\$0
Full Time Equivalent (FTE)	4.0	4.0
Capital Budget Impact	\$0	\$0

BUSINESS CASE #BC-07

RECOMMENDATION

As recommended in the Relocation of Provincial Offences Administration (POA) Courtrooms and Offices reports (PED13204) (PW13079) (LS13035) (FCS13090), given the pending relocation of the Provincial Offences Administration (POA) office to the new facility, which will facilitate the addition of one courtroom (required to support volume growth) and in order to meet Memorandum of Understanding (MOU) and Legislative obligations, POA requires 2 Full Time Equivalents (FTEs) to support the inclusion of court reporters as well as 2 FTEs to support court administration clerk functions.

BACKGROUND

The POA office administers all charges under the Provincial Offences Act, which includes the Highway Traffic Act, Compulsory Automobile Insurance Act, City By-laws, Building Code, Environmental charges, Occupational Health and Safety and Workplace Safety Insurance Board charges. There are approximately forty enforcement agencies filing charges in the City's courts.

On August 13, 2012, City staff was informed by the Ontario Realty Corporation that this would be the final lease renewal of the John Sopinka Courthouse (JSCH). The reason provided was identified as the escalating and projected demands for courtrooms and related space in the JSCH.

On November 20, 2013, General Issues Committee (GIC) approved the Recommendation Report (PED13204) (PW13079) (LS13035) (FCS13090) (City Wide), later approved by Council. This included approval and budget to renovate 50 Main Street East, which was approved as the new location of the POA courtrooms and offices along with other municipal divisions/departments on floors one and two. These renovations are currently underway.

The latest design for floors one and two is an expansion from the current POA courtrooms, which includes four courtrooms, 15 intake, early resolution and settlement rooms, and a shelled area for a possible future courtroom. This is an expansion from the current capacity of the POA, which addresses current needs, while also providing room for expansion in the future.

A court reporter is required for each courtroom to capture the digital court record, which is utilized to prepare court transcripts. The court reporter is required to manage all of the court documents for each court tier and keeps the official digital record and updates notes to assist with the preparation of the transcript. They prepare documentation for court administration staff to produce warrants of committal, bench warrants, and summons and probation orders. It is important to note that a court reporter requires time out of court to type transcripts, pull and file exhibits to and from court, enter utilization into the ICON system, prepare all documentation for future court dates and ensuring all documents are present.

In order to support the anticipated volume growth, 2 court reporters are required, in which one will be assigned to the fourth courtroom and one will be required to support the activity of all courtrooms, as well as provide court support and coverage.

BUSINESS CASE #BC-07

BACKGROUND (cont'd)

A court administration clerk supports the running of a courtroom by pulling information and certificates of offence for future court appearances, placing them in alphabetical order to match the court docket. Locate any missing documentation. Provide docket and information to the court reporter. Each matter that goes into court must be updated with the decision – i.e. an adjournment date or the final disposition. These matters are then filed in future court dates and times for the next appearance. Having an additional courtroom will generate more public in the building looking for direction or assistance, making payments, and more courts running equals more matters to be updated in ICON. With five additional red light cameras being added each year from 2017 – 2021 = an additional 25 cameras producing more charges. These charges will require receiving, entering into ICON, scheduling for Early Resolution or Trial, updating at each court appearance, payments, enforcement, etc. In order to support the anticipated volume growth, 2 administrative clerks are also required to facilitate the processing of the anticipated volume.

The additional courtroom space will generate \$1.425M in additional POA revenues.

As stated in the aforementioned reports, if these resources are not approved, POA will be unable to support the utilization of the fourth courtroom and as such, will default on its ability to meet MOU and Legislative obligations. In addition, approximately \$1.425M in loss revenues will be realized due to a lack of courtroom support.

DESCRIPTION OF REQUEST

As recommended in the Relocation of Provincial Offences Administration (POA) Courtrooms and Offices reports (PED13204) (PW13079) (LS13035) (FCS13090), given the pending relocation of the Provincial Offences Administration office to the new facility, which will facilitate the addition of one courtroom (required to support volume growth) and in order to meet MOU and Legislative obligations, POA requires 2 FTEs to support the inclusion of court reporters as well as 2 FTEs to support court administration clerk functions.

In order to support the anticipated volume growth, 2 court reporters are required, in which one will be assigned to the fourth courtroom and one will be required to support the activity of all courtrooms as well as provide court support and coverage. In addition, in order to support the anticipated volume growth, 2 administrative clerks are also required to facilitate the processing of the anticipated volume. The cost for the 4 FTEs will be offset by approximately \$1.425M in additional POA revenues and have been outlined in the aforementioned reports.

Note: the revenue growth is predicate on volume growth with no anticipated fee rate increase. In addition, the above noted reports identified the addition of 5 FTEs for POA, however, through the identification of efficiencies, POA was able to reduce the request to 4 FTEs.

CITY OF HAMILTON
2018 OPERATING BUDGET BUSINESS CASES
BUSINESS CASE #BC-08

BUSINESS CASE OVERVIEW	
Request Title	Risk Assistant
Request Year	2018
Department	Corporate Services
Division	Legal and Risk Management Services
Service	Risk Management
Request Driver	Council Directive
Funding Source	Program Expenditure Reductions
Proposed Start Date	January 2018
Strategic Plan Priorities	<ul style="list-style-type: none"> • Our People & Performance

2018 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2018 AMOUNT	ANNUALIZED AMOUNT
Employee Related Costs	\$75,000	\$75,000
Reduction of Expenses	(\$75,000)	(\$75,000)
Total Expenditures	\$0	\$0
Total Revenue	\$0	\$0
Net Levy	\$0	\$0
Full Time Equivalent (FTE)	1.0	1.0
Capital Budget Impact	\$0	\$0

BUSINESS CASE #BC-08**RECOMMENDATION**

That the contract position of Risk Assistant within Risk Management Services be made permanent.

BACKGROUND

Performance Audit Report 2015-02 (AUD15018) – Claims Adjusters & Operational Efficiencies recommended that the position of Risk Assistant be created within Risk Management Services for the primary purposes of reducing costs in the form of vendor payments to outside adjusting services, and RMS staff overtime.

Council initially granted an 18 month contract position, which has since been renewed once. With the Risk Assistant in place outside adjusting costs have been reduced and Risk Management Services staff overtime has been eliminated altogether. As such, it would seem in order to make the position permanent.

DESCRIPTION OF REQUEST

Re-classification of current contracted position of Risk Assistant within Risk Management Services to a permanent position.



Hamilton