



Hamilton

INFORMATION REPORT

TO: Mayor and Members General Issues Committee	WARD(S) AFFECTED: CITY WIDE
COMMITTEE DATE: December 7, 2012	
SUBJECT/REPORT NO: 2013 Draft Departmental Tax Budget Presentation Information (FCS12097) (City Wide)	
SUBMITTED BY: Roberto Rossini General Manager Finance & Corporate Services Department	PREPARED BY: Tom Hewitson (905) 546-2424 ext 4159 Victoria Terella (905) 546-2424 ext 4169
SIGNATURE:	

Council Direction:

Not applicable.

Information:

The Departmental Operating Budget Presentations were to commence at the November 27th GIC with the rest to be received at the November 29th GIC. However, with the extension of the November 21 GIC into the full day of November 27th, the November 27th and 29th Operating Budget Workshops were cancelled. The revised process is to provide Councillors with copies of the department presentations and include these on the agenda or the December 7th GIC meeting (following the scheduled Rate budget deliberations). At the December 7th GIC, staff will provide an overview presentation and entertain questions from Council on all the information provided (the attached presentations and the staff overview presentation).

The information provided is draft and will give Council an indication of the status of each departments development of their 2013 operating budgets. Staff will continue to review the budget with a goal of achieving the Council target of 0% increase. Feedback from Council during the workshop presentation will facilitate this process. The 2013 Preliminary budget is planned to be submitted to Council in late January.

**SUBJECT: 2013 Draft Departmental Tax Budget Presentation Information
(FCS12097) (City Wide) – Page 2 of 2**

The attached appendices (Appendix A through G to report FCS12097) contain the individual Departmental Operating Budget Presentations that were to have been presented at the November 27th and 29th Operating Budget Workshops.

Appendix A to report FCS12097 Public Works Department Presentation

Appendix B to report FCS12097 Community Services Department Presentation


Appendix C to report FCS12097 Hamilton Emergency Services Department Presentation

Appendix D to report FCS12097 Planning & Economic Development Department Presentation

Appendix E to report FCS12097 Corporate Services Department Presentation

Appendix F to report FCS12097 Public Health Services Department Presentation


Appendix G to report FCS12097 City Manager Department Presentation



PUBLIC WORKS Draft 2013 Operating Budget

*2013 Tax Operating Budget Workshop
 General Issues Committee
 November 29, 2012*

1



PW – 2013 Rate & Tax Complement

GENERAL MANAGER

Administrative Coordinator
 Pan Am Initiatives
 Public Affairs Coordinator

Finance & Administration Staff
 Human Resources Associates

CORPORATE ASSETS & STRATEGIC PLANNING

 JOHN MATER

ENGINEERING SERVICES

 GARY MOORE

ENVIRONMENTAL SERVICES

 CRAIG MURDOCH

OPERATIONS

 BRYAN SHYNAL

TRANSPORTATION

 DON HULL


HAMILTON WATER*

 DAN MCKINNON

Complement (FTE)	Management*	Other	Total	Staff to Mgt Ratio
2012 Restated	46.0	2,044.64	2,090.64	44.37:1**
2013	43.0	2,041.64	2,084.64	47.47:1**
Change	-3.0	-3.00	-6.0	

*Includes FTE for Manager, Harbour Remediation ** staff to Mgt ratio does not include F&A and HR distributed staff

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Complement


Public Works Complement	Tax FTE's	Rate FTE's	Total FTE's
2012 Requested Budget - TAX & Rate	1,799.40	272.60	2,072.00
GIC Mar 27, 2012 - One-time maintenance of roundabouts	1.66	0	1.66
Centennial Pkwy Transit Route Expansion - FCS12049/PW12054	2.00	0	2.00
Operating Impacts from Capital	4.02	0	4.02
Total Additions	7.68	0.00	7.68
Net Change	7.68	0.00	7.68
<hr/>			
2012 Approved Budget - TAX & Rate	1,807.08	272.60	2,079.68
In Year Transfers/Approvals			
2012 Approved In Year Report PW12005 re: Waste Collection	10.96	0.00	10.96
2012 Transfer of Inf & Source Water Planning (510350) to WWW	-17.00	17.00	0.00
2012 Transfer to Corporate Services (Procurement) FCS12049/PW12054	-1.00	0.00	-1.00
2012 Approval for Harbour Remediation	0.00	1.00	1.00
Total Additions	10.96	1.00	11.96
Total Transfers	-18.00	17.00	-1.00
Net Change	-7.04	18.00	10.96
<hr/>			
2012 Restated Budget - TAX & Rate	1,800.04	290.60	2,090.64
2013 PW Restructuring			
- 2 Senior Directors, 1 Director, 2 Admin 1's, 1 Admin 2	-4.00	-2.00	-6.00
<hr/>			
2013 Requested Budget - TAX & Rate	1,796.04	288.60	2,084.64
<hr/>			
PW Restructuring has resulted in 2013 Budget Reductions of \$	\$529,813	\$270,010	\$799,823

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*2012 Variance Projection
and Implications for 2013*

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Hamilton

2012 Budget Projected Variance

	2012 Budget	2012 Projected Actual	\$ Variance	% Variance
PW General Admin	\$24,720	\$24,720	\$0	0.0%
ESI	0	0	0	0.0%
OWM	118,156,790	119,317,540	(1,160,750)	0.0%
TEF	63,851,840	64,451,840	(600,000)	0.0%
TOTAL	\$182,033,350	\$183,794,100	(\$1,760,750)	1.8%

“() ” – Denotes unfavourable variance

PUBLIC WORKS 5



Hamilton

2012 Budget Variance Explanation

Favourable/Unfavourable Revenues (000's):

- Recycling Revenues	(\$870)
- Municipal Hazardous or Special Waste Subsidies	(\$1,700)
- WDO Subsidy	\$605

Favourable/Unfavourable Expenditures (000's):

- Winter Season	\$2,300
- Contractual re: Forestry Building Renovations	(\$2,100)
Other Contractual	\$600
- Streetlighting	(\$400)
- Facility Expenditures	(\$95)
- Fleet Non Recoverable Expenditures	(\$100)

PUBLIC WORKS 6



Hamilton


Implications for 2013

- Major variance items that may have implications for 2013
 - **Potential levy requirements**
 - **Streetlighting connections & contract costs**
(\$1.0M included in draft budget)
 - **Potential levy savings**
 - **Transit Parts** (\$375K included in draft budget)
 - **Winter Season – alternate to 5 year average \$1.2M**
(option to be reviewed)



Hamilton


2013 Draft Budget Department Summary



2013 Operating Budget by Cost Category (Expenditures)

	2012 Budget	2013 Draft Budget	\$ Change	% Change
Employee Related Cost	\$145,323,780	\$150,310,990	\$4,987,210	3.4%
Material and Supply	20,032,680	22,870,790	2,828,510	14.2%
Vehicle Expenses	30,706,940	34,242,570	3,535,630	11.5%
Building and Ground	8,412,620	8,496,670	84,050	1.0%
Consulting	266,160	266,160	0	0.0%
Contractual	73,418,490	75,333,910	1,915,420	2.6%
Agencies and Support Payments	497,220	168,250	(328,970)	(66.2)%
Reserves/Recoveries	(20,437,460)	(18,960,870)	1,476,590	7.2%
Cost Allocations	919,040	796,530	(122,510)	(13.3)%
Financial	3,043,570	3,083,050	39,480	1.3%
Capital Financing (E)	55,950	55,950	0	0.0%
Capital Expenditures	0	0	0	0.0%
TOTAL EXPENDITURES	\$262,238,990	\$276,663,980	\$14,424,990	5.5%

PUBLIC WORKS 9




2013 Budget Pressures / Challenges

Draft Budget Pressures	(000's)
Employee Related Costs (excludes winter)	\$4,560
Salaries & Wages	\$2,560
OMERS	1,169
Benefits	<u>829</u>
Winter Season (include EE cost \$430K)	\$3,043
AODA Implementation (phase-in over 3 years) PW03128d	\$2,300
Fuel	\$3,000
Streetlighting Connections & Contract	\$1,000
Waste Program Revenues	\$1,200
Contribution to Fleet Reserve	\$450
Operating impacts from capital *	\$1,338 *

* - Operating impacts from capital are budgeted corporately pending approval


PUBLIC WORKS 10



2013 Operating Budget by Cost Category (Revenues)

	2012 Budget	2013 Draft Budget	\$ Change	% Change
Fees and General	(\$62,255,220)	(\$63,306,090)	(\$1,050,870)	(1.7)%
Tax and Rates	0	0	0	0.0%
Grants and Subsidies	(14,405,230)	(14,269,910)	135,320	0.9%
Reserves	(3,545,190)	(1,195,190)	2,350,000	66.3%
TOTAL REVENUES	(\$80,205,640)	(\$78,771,190)	\$1,434,450	1.8%


PUBLIC WORKS 11



2013 Budget Pressures / Challenges

Draft Budget Pressures - Revenues	(\$000's)
Reserve Elimination	
Waste Management	(1,700)
Street Light - Global Adjustment	(600)
Centennial Route	(50)
	(2,350)
Fees and General	
Pavement Cuts	914
Various Revenues	1,129
Recycling Revenues	(893)
Reduced HRPI Contribution	(100)
	1,050
Grants & Subsidies	
WDO	174
Various	177
MHSW	(486)
	(135)

PUBLIC WORKS 12



2013 Draft Operating Budget Savings Summary


Hamilton

Savings included in draft budget:

- **Efficiencies**
 - Transit Vehicle Parts \$375,000
 - PW Restructuring (\$799,823 gross) \$529,813
 - Natural Gas & Utilities \$116,150

- **Revenues**
 - User Fees \$188,970
 - Transit Fares (no fare increase) \$ 87,560
 - Advertising Shelters & Urban Charters \$115,000

Public Works 13




2013 Draft Budget By Division

Hamilton

	2012 Budget	2013 Draft Budget	\$ Change	% Change
PW General Admin	\$24,720	\$0	(\$24,720)	(100.0)%
ESI	0	0	0	0%
OWM	118,156,790	124,495,690	6,338,900	5.4%
TEF	63,851,840	73,397,100	9,545,270	14.8%
TOTAL	\$182,033,350	\$197,892,790	\$15,859,440	8.7%

PUBLIC WORKS 14




Recommended Options to Achieve a 0% Levy Increase

SERVICE	FTE	Net \$ (000's)	Impact (L/M/H)
TEF – Traffic Fund Streetlighting increase from Energy Reserve	(0.0)	(\$300)	M
PW – Reduce Fuel price currently at \$1.16/L for Diesel & Unleaded – (options TBD)	(0.0)	TBD	M
TEF - Transit 1a) Vehicle Parts 1b) NGV Station Mtncce 1c) Contribution to reserve reduction	(0.0)	(\$800)	M
SUBTOTAL this page	(0.0)	(\$1,100)	

L = low, M = moderate, H = high

Public Works 15




Recommended Options to Achieve a 0% Levy Increase

SERVICE	FTE	Net \$ (000's)	Impact (L/M/H)
TEF – Transit - Reduce Tires & Tubes	(0.0)	(\$250)	H
TEF – Transit – Fare Increase	(0.0)	(TBD)	M
OWM - Recycling Reserve	(0.0)	(\$ 890)	M
OWM - Winter Season (cumulative vs 5 year rolling average)	(0.0)	(\$1,200)	M
SUB-TOTAL this page	(0.0)	(\$2,340)	
TOTAL	(0.0)	(\$3,440)	

L = low, M = moderate, H = high

Public Works 16




Recommended Options to Achieve a 0% Levy Increase

SERVICE	FTE	Net \$ (000's)	Impact (L/M/H)
• Bio-Diesel Savings	0.0	TBD	M
• McMaster Lease	0.0	TBD	M
• Service Level Impacts – options as per Service Delivery Review	TBD	TBD	H
TOTAL	TBD	(TBD)	


L = low, M = moderate, H = high

Public Works 17




2013 Council Referred Items to Date


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 Hamilton		
2013 Council Referred Items		
SERVICE	FTE	Net \$(000's)
OWM – Street Tree Trimming Program	0.0	\$0
OWM - Road and Sidewalk Safety Maintenance	0.0	1,370
OWM - Storm Water Facilities Maintenance	0.0	1,140
OWM – Horticulture Beautification	TBD	TBD
OWM – Winter Control Program: Increased WCP service level for residential class three roadways with rural cross section (<i>PW Motion Apr. 2/12, pending report back</i>)- pilot with existing resources	0.0	\$0
SUB TOTAL this page	0.0	\$2,510

Public Works 19

 Hamilton		
2013 Council Referred Items		
SERVICE	FTE	Net \$(000's)
OWM – Grass Mowing Parks: Increased frequency of spring mowing at parks for one (1) month (<i>PW Motion June 4/12, pending report back</i>)	0.0	\$600
OWM – Rural Roadside Grass Mowing: 1 additional mowing cycle @ \$100,500 & addition of back of ditch to first cutting cycle @ \$31,300 (<i>PW Motion June 4/12, pending report back</i>)	0.0	132
OWM – Urban Boulevard Grass Mowing: 3 additional cycle cuts @ \$26,850 /cycle to increase the service level from 9 to 12 cycles per season (<i>PW Motion June 4/12, pending report back</i>)	0.0	81
SUBTOTAL this page	0.0	\$813

Public Works 20



Hamilton

2013 Council Referred Items

SERVICE	FTE	Net \$(000's)
OWM – Parks: 1 additional month of spray pad operation <i>(PW Motion June 4/12)</i>	0.0	\$64
City Wide – Corporate Green Cart Program <i>(PW12004a and PW11096b, June 18/12)</i>	0.0	40
SUBTOTAL this page	0.0	\$104
TOTAL	0.0	\$3,427


Public Works 21



Hamilton

2013 Department Potential Enhancements


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2013 Program Enhancement Requests

SERVICE	FTE	Net \$(000's)
TEF – Traffic Signal Mtce. Employee costs - \$180K Vehicle costs - \$100K (one time costs) (Funded from Red Light Camera Reserve)	2.0	180
TEF – Traffic Sign & Pavement Marking Mtce. Employee costs - \$180K Vehicle costs - \$100K (one time costs) (Funded from Red Light Camera Reserve)	2.0	180
TEF – Security Master Plan	TBD	TBD
TOTAL	4.0	\$360

Public Works 23



Questions



Hamilton

Community Services

Draft 2013 Operating Budget

*2013 Tax Operating Budget Workshop
General Issues Committee
November 27, 2012*


1



Hamilton

*2012 Variance Projection
and Implications for 2013*

2




Hamilton

2012 Budget Projected Variance

	2012 Budget	2012 Projected Actual	\$ Variance	% Variance
Administration	2,312,450	2,346,020	(33,570)	(1.5)%
Benefit Eligibility	7,168,750	8,258,290	(1,089,540)	(15.2)%
Employment & Income Support	25,962,600	25,890,890	71,710	0.3%
Hamilton Farmers' Market	210,400	284,840	(74,440)	(35.4)%
Housing Services	48,406,130	47,665,660	740,470	1.5%
Macassa Lodge	5,533,720	5,304,710	229,010	4.1%
Recreation	29,149,940	29,079,490	70,450	0.2%
Social Development & Early Childhood Services	7,336,720	7,321,540	15,180	0.2%
Strategic Services	1,569,210	1,666,780	(97,570)	(6.2)%
Wentworth Lodge	3,825,240	4,019,660	(194,420)	(5.1)%
TOTAL	131,475,160	131,837,870	(362,710)	(0.3)%

COMMUNITY SERVICES 3

- 
- Hamilton**
- ## 2012 Budget Variance Explanation
- Discretionary funding shortfall due to Provincial change in funding formula (unfavourable)
 - Gapping due to vacancies/timing of hires (favourable)
 - Recreation facility closures due to capital investments (favourable)
 - Prior year adjustments for Social Housing subsidies (favourable)
-
- COMMUNITY SERVICES 4



Hamilton

Implications for 2013

- Decline in average monthly caseload
- Social Housing mortgage renewal savings
- Lodges increase in subsidies and change in CMI
- Decreasing Recreation revenues



Hamilton

2013 Draft Budget Department Summary




Hamilton

2013 Budget Pressures / Challenges

- Employee related increases
- Annualization of 2012 Council approved operating impacts from capital
- Healthy Food and Beverage Policy – impact on Recreation
- Lodges increasing acuity levels and compliance with LTC Homes Act
- Lodges - assumed 1% acuity subsidy increases

COMMUNITY SERVICES 7




Hamilton

2013 Budget Pressures / Challenges

- Social housing operating subsidy increases
- Continued increase in number of households on Social Housing waitlist
- Child Care Fee Subsidy continuing waitlist
- Ontario Works cost per case - 1% Provincially mandated increase
- Discretionary Benefits/CSUMB benefits

COMMUNITY SERVICES 8




Hamilton

2013 Budget Opportunities

- Budget savings - *review of all historical operating line expenditures*
 - Efficiencies (\$249k) gross/(\$189k) net
 - Revenues (\$97k) gross/(\$95k) net
- Ontario Works caseload reduction
- Ontario Works continued uploading
- Potential Service Delivery Review items

COMMUNITY SERVICES 9




Hamilton

2013 Draft Operating Budget by Cost Category (Expenditures)

	2012 Budget	2013 Draft Budget	\$ Change	% Change
Employee Related Cost	\$104,021,550	\$107,565,210	\$3,543,660	3.4%
Material and Supply	21,054,070	16,863,440	(4,190,630)	(19.9)%
Vehicle Expenses	578,220	592,340	14,120	2.4%
Building and Ground	10,045,990	10,717,430	671,440	6.7%
Consulting	100,200	108,500	8,300	8.3%
Contractual	7,123,810	6,569,060	(554,750)	(7.8)%
Agencies and Support Payments	247,441,780	239,238,420	(8,203,360)	(3.3)%
Reserves/Recoveries	8,008,830	1,870,840	(6,137,990)	(76.6)%
Cost Allocations	(250,200)	(393,650)	(143,450)	57.3%
Financial	1,448,190	1,385,660	(62,530)	(4.3)%
Capital Financing (E)	969,930	969,930	-	0.0%
TOTAL EXPENDITURES	\$400,542,370	\$385,487,190	(\$15,055,180)	(3.8)%

COMMUNITY SERVICES 10




Hamilton

2013 Draft Budget Net Levy By Division

	2012 Budget	2013 Draft Budget	\$ Change	% Change
Administration	\$2,312,450	\$2,367,560	\$55,110	2.4%
Benefit Eligibility	7,168,750	7,390,710	221,960	3.1%
Employment & Income Support	25,102,600	21,498,730	(3,603,870)	(14.4)%
Hamilton Farmers' Market	235,400	246,120	10,720	4.6%
Housing Services	49,266,130	50,482,290	1,216,160	2.5%
Macassa Lodge	5,533,720	5,888,780	355,060	6.4%
Recreation	29,149,940	30,667,270	1,517,330	5.2%
Social Development & Early Childhood Services	7,336,720	7,401,580	64,860	0.9%
Strategic Services	1,569,210	1,623,930	54,720	3.5%
Wentworth Lodge	3,825,240	4,298,710	473,470	12.4%
TOTAL	\$131,500,160	\$131,865,680	\$365,520	0.3%
		Add Back Provincial Uploading	\$3,627,430	2.8%
		Adjusted 2013 Levy change	\$3,992,950	3.0%


COMMUNITY SERVICES 11



Hamilton

*2013 Council Referred
Items to Date*

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Hamilton

2013 Council Referred Items

SERVICE	FTE	Net \$(000's)
Discretionary Benefits/Community Start-Up and Maintenance Benefit (CSUMB)	n/a	\$TBD
TOTAL		\$TBD


COMMUNITY SERVICES 13



Hamilton

2013 Draft Budget Administration

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2013 Draft Budget Net Levy By Section


	2012 Budget	2013 Draft Budget	\$ Change	% Change
General Manager	\$563,900	\$560,500	(\$3,400)	(0.6)%
Finance & Administration	1,748,550	1,807,060	58,510	3.3%
TOTAL	\$2,312,450	\$2,367,560	\$55,110	2.4%

ADMINISTRATION 15



*2013 Draft Budget
Strategic Services*

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Hamilton

2013 Draft Budget Net Levy

	2012 Budget	2013 Draft Budget	\$ Change	% Change
Strategic Services	\$1,569,210	\$1,623,930	\$54,720	3.5%
TOTAL	\$1,569,210	\$1,623,930	\$54,720	3.5%

STRATEGIC SERVICES


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Hamilton

2013 Draft Budget Hamilton Farmers' Market

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2013 Draft Budget Net Levy


	2012 Budget	2013 Draft Budget	\$ Change	% Change
Hamilton Farmers' Market	\$235,400	\$246,120	\$10,720	4.6%
NET LEVY	\$235,400	\$246,120	\$10,720	4.6%

HAMILTON FARMERS' MARKET 19



2013 Draft Budget Social Development & Early Childhood Services

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Hamilton

2013 Draft Budget Net Levy By Section

	2012 Budget	2013 Draft Budget	\$ Change	% Change
Child Care	\$6,006,130	\$6,038,770	\$32,640	0.5%
Home Management	411,480	379,150	(32,330)	(7.9%)
Red Hill	195,910	204,570	8,660	4.4%
SDECS Administration	723,200	779,090	55,890	7.7%
TOTAL	\$7,336,720	\$7,401,580	\$64,860	0.9%


SOCIAL DEVELOPMENT & EARLY CHILDHOOD SERVICES 21



Hamilton

2013 Draft Budget Employment & Income Support


22



2013 Draft Budget Net Levy By Section


	2012 Budget	2013 Draft Budget	\$ Change	% Change
Employment Assistance	\$1,459,050	\$1,166,350	(\$292,700)	(20.1)%
Ontario Works Administration	4,619,570	4,739,480	\$119,910	2.6%
Ontario Works Client Costs	19,023,980	15,592,910	(3,431,070)	(18.0%)
TOTAL	\$25,102,600	\$21,498,730	(\$3,603,870)	(14.4)%

EMPLOYMENT & INCOME SUPPORT 23



2013 Draft Budget Benefit Eligibility

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2013 Draft Budget Net Levy By Section


	2012 Budget	2013 Draft Budget	\$ Change	% Change
Ontario Works Administration	\$ 5,424,990	\$5,660,740	\$235,750	14.7%
OW Specialty Unit Recoveries	(633,140)	(522,710)	110,430	(17.4%)
Special Support	2,376,900	2,252,670	(124,230)	(5.2)%
TOTAL	\$7,168,750	\$7,390,710	\$221,960	3.1%

BENEFIT ELIGIBILITY 25



2013 Draft Budget Housing Services

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2013 Draft Budget Net Levy By Section


	2012 Budget (Restated)	2013 Draft Budget	\$ Change	% Change
Homelessness Programs	\$4,239,740	\$4,258,590	\$18,850	0.4%
Housing Services Administration	417,990	428,600	10,610	2.5%
Social Housing	44,608,400	45,795,090	1,186,690	2.7%
TOTAL	\$49,266,130	\$50,482,290	\$1,216,160	2.5%

HOUSING SERVICES 27



2013 Draft Budget Macassa Lodge

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Hamilton

2013 Draft Budget Net Levy By Section

	2012 Budget	2013 Draft Budget	\$ Change	% Change
Administration	\$967,920	\$1,088,680	\$120,760	12.5%
Building Services	3,255,870	3,286,360	30,490	0.9%
Dietary	3,380,910	3,415,270	34,360	1.0%
Nursing & Personal Care	14,032,560	14,489,410	456,850	3.3%
Resident Program	921,860	951,110	29,250	3.2%
Revenues	(17,025,400)	(17,342,040)	(316,640)	1.9%
TOTAL	\$ 5,533,720	\$5,888,780	\$355,060	6.4%


MACASSA LODGE 29



Hamilton

2013 Draft Budget Wentworth Lodge

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Hamilton

2013 Draft Budget Net Levy By Section

	2012 Budget	2013 Draft Budget	\$ Change	% Change
Administration	\$660,100	\$719,050	\$58,950	8.9%
Building Services	1,994,940	2,042,620	47,680	2.4%
Dietary	2,029,930	2,063,220	33,290	1.6%
Nursing & Personal Care	8,682,130	8,940,980	258,850	3.0%
Resident Program	507,410	526,450	19,040	3.8%
Revenues	(10,049,270)	(9,993,600)	55,670	(0.6%)
TOTAL	\$3,825,240	\$4,298,710	\$473,470	12.4%

WENTWORTH LODGE 31



Hamilton

2013 Draft Budget Recreation

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2013 Draft Budget Net Levy By Section

	2012 Budget	2013 Draft Budget	\$ Change	% Change
City Wide Services & Programs	\$5,371,050	\$5,531,570	\$160,520	3.0%
Community Facilities & Capital Programs	8,963,570	9,594,260	630,690	7.0%
Recreation Administration	320,080	324,010	3,930	1.2%
Recreation Operations	14,495,240	15,217,440	722,200	5.0%
TOTAL	\$ 29,149,940	\$30,667,270	\$1,517,330	5.2%



Hamilton

*HAMILTON FIRE DEPARTMENT
AND
HAMILTON PARAMEDIC
SERVICES*

Draft 2013 Operating Budget

*2013 Tax Operating Budget Workshop
General Issues Committee
November 27 & 29, 2012*


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Hamilton

*HAMILTON FIRE
DEPARTMENT
2012 Variance Projection*

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2012 Budget Projected Variance

	2012 Budget	2012 Projected Actual	\$ Variance	% Varianc e
Hamilton Fire Department	\$77,800,630	\$77,613,130	\$187,500	0.2%
Hamilton Paramedic Services	\$16,722,480	\$16,752,880	\$(30,400)	(0.2)%
TOTAL	\$94,523,110	\$94,366,010	\$157,100	0.2%

“() ” – Denotes unfavourable variance

HAMILTON FIRE DEPARTMENT 3




2012 Budget Variance Explanation

FIRE

- Gapping: Fire Admin	\$113K
F & A	50K


HAMILTON FIRE DEPARTMENT 4



Hamilton

2013 Draft Budget
HAMILTON FIRE
DEPARTMENT

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Hamilton

**2013 Draft Budget
By Program**

	2012 Budget	2013 Draft Budget	\$ Change	% Change
Fire Administration	\$3,125,430	\$3,235,570	\$110,140	3.5%
Fire Operations	73,522,180	76,014,260	2,492,080	3.4%
Corporate Radio System	737,400	750,680	13,280	1.8%
Emergency Management	348,070	359,280	11,210	3.2%
TOTAL	\$77,733,080	\$80,359,780	\$2,626,700	3.4%

HAMILTON FIRE DEPARTMENT


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2013 Operating Budget by Cost Category

	2012 Budget	2013 Draft Budget	\$ Change	% Change
Employee Related Cost	\$70,072,640	\$72,532,320	\$2,459,680	3.5%
Material and Supply	2,029,650	2,032,940	3,290	0.2%
Vehicle Expenses	737,520	791,200	53,680	7.3%
Building and Ground	1,095,400	1,076,070	(19,330)	(1.8)%
Contractual	532,310	446,090	(86,220)	(16.2)%
Reserves/Recoveries	4,955,090	5,131,350	176,260	3.6%
Cost Allocations	(1,535,810)	(1,516,820)	18,990	1.2%
Financial	265,700	265,700	0	0.0%
TOTAL EXPENDITURES	\$78,152,500	\$80,758,860	\$2,606,360	3.3%
Fees and General	(\$419,240)	(\$399,070)	\$20,350	4.9%
TOTAL REVENUES	(\$419,240)	(\$399,070)	\$20,350	4.9%
NET LEVY	\$77,733,130	\$80,359,780	\$2,626,700	3.4%

HAMILTON FIRE DEPARTMENT 7



2013 Budget Pressures / Challenges

- Salary & Benefits 1,837,790
- OMERS 629,040
- Fuel 47,760
- Transfer to Reserves 100,000

HAMILTON FIRE DEPARTMENT 8



Hamilton


2013 Budget Opportunities

- Heat/Hydro/Water 12,020
- Printing/Reproduction 7,000
- Operating Supplies 5,000
- Books/Library 2,000



Hamilton

HAMILTON PARAMEDIC SERVICES 2012 Variance Projection




2012 Budget Projected Variance

	2012 Budget	2012 Projected Actual	\$ Variance	% Variance
Hamilton Fire Department	\$77,800,630	\$77,613,130	\$187,500	0.2%
Hamilton Paramedic Services	\$16,722,480	\$16,752,880	\$(30,400)	(0.2)%
TOTAL	\$94,523,110	\$94,366,010	\$157,100	0.2%

“() ” – Denotes unfavourable variance

HAMILTON PARAMEDIC SERVICES 11




2012 Budget Variance Explanation

Paramedic Services

- Gapping	530K
- Legal Fees	(280K)
-Transfer from Reserve	(295K)


HAMILTON PARAMEDIC SERVICES 12



Hamilton

2013 Draft Budget
**HAMILTON PARAMEDIC
SERVICES**

13




Hamilton

**2013 Draft Budget
By Program**

	2012 Budget	2013 Draft Budget	\$ Change	% Change
Administration	\$2,205,950	\$2,345,890	\$139,940	6.3%
Operations	31,101,700	32,159,200	1,057,500	3.4%
Provincial Funding	(16,585,170)	(17,248,270)	(663,100)	(4.0)%
TOTAL	\$16,722,480	\$17,256,830	\$534,350	3.2%

HAMILTON PARAMAEDIC SERVICES


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2013 Operating Budget by Cost Category (Expenditures)

	2012 Budget	2013 Draft Budget	\$ Change	% Change
Employee Related Cost	\$28,921,990	\$29,661,130	\$739,140	2.6%
Material and Supply	1,139,360	1,239,470	100,110	8.8%
Vehicle Expenses	703,550	783,700	80,150	11.4%
Building and Ground	216,760	217,470	710	0.3%
Contractual	1,112,750	1,502,790	390,040	35.1%
Reserves/Recoveries	1,371,790	1,313,460	(58,330)	(4.3)%
Cost Allocations	1,018,040	1,003,070	(14,970)	(1.5)%
Financial	202,530	202,530	0	0.0%
TOTAL EXPENDITURES	\$34,686,770	\$35,923,620	\$1,236,850	3.6%


HAMILTON PARAMEDIC SERVICES 15




2013 Operating Budget by Cost Category (Revenues)

	2012 Budget	2013 Draft Budget	\$ Change	% Change
Fees and General	(\$97,940)	(\$7,000)	\$90,940	92.9%
Grants and Subsidies	(17,503,420)	(18,659,790)	(1,156,370)	(6.6)%
RESERVES	(362,930)		362,930	(100)%
TOTAL REVENUES	(\$17,964,290)	(\$18,666,790)	(\$702,500)	(3.9)%
NET LEVY	\$16,722,480	\$17,256,830	\$534,350	3.2%

HAMILTON PARAMEDIC SERVICES 16

 Hamilton	2013 Budget Pressures / Challenges
<ul style="list-style-type: none">• Salary & Benefits• OMERS• Maintenance Contracts• Fuel• Insurance• Provincial 50% Subsidy	<ul style="list-style-type: none">511,500232,45076,02071,780(47,090)(300,170)
<p>* - Operating impacts from capital are budgeted corporately pending approval</p>	
HAMILTON PARAMEDIC SERVICES	17


 Hamilton	2013 Budget Opportunities
<ul style="list-style-type: none">• Prescribed Medication Supplies• Dry Cleaning Allowance• Extended Shift Overtime	<ul style="list-style-type: none">10,0005,00010,000
HAMILTON PARAMEDIC SERVICES	18



Hamilton

2013 Potential Enhancements

19



Hamilton

2013 Potential Enhancements

SERVICE	FTE	Net \$(000's)
Paramedic Services – Vehicle attendant to address gaps in infection control & to contain-reduce extended shifts & maintain-improve resource capacity	1.5	73
TOTAL	1.5	\$73

HAMILTON PARAMEDIC SERVICES 20



Hamilton

Planning and Economic Development

Draft 2013 Operating Budget

*2013 Tax Operating Budget Workshop
General Issues Committee
November 27, 2012*


1



Hamilton

2012 Variance Projection and Implications for 2013

2




Hamilton

2012 Budget Projected Variance

	2012 Budget	2012 Projected Actual	\$ Variance	% Variance
Building Services	\$939,210	\$960,030	(\$20,820)	(2.2)%
Economic Development	\$5,573,390	\$5,536,240	\$37,150	0.7%
GM, Fin & Supp Services	\$1,080,270	\$1,083,900	(\$3,630)	(0.3)%
Parking & Bylaw Services	\$4,718,690	\$4,975,430	(\$256,740)	(5.4)%
Growth Management	(\$330,630)	(\$330,630)	\$0	0.0%
Planning	\$3,180,370	\$3,096,670	\$83,700	2.6%
Tourism & Culture	\$6,932,710	\$6,739,330	\$193,380	2.8%
TOTAL	\$22,094,010	\$22,060,970	\$33,040	0.1%

“() ” – Denotes unfavourable variance

PLANNING AND ECONOMIC DEVELOPMENT 3



Hamilton

2012 Budget Variance Explanation

Parking & By-law (unfavourable)

- \$412k Licensing revenue shortfall (PD01104(e)), Mar. 22/2012, GIC;
- \$75k Unbudgeted Animal Services Glanbrook contract (PED11190(a)), Apr. 11/2012, GIC; and
- \$176k Parking shortfall for on street (Stoney Creek, Waterdown & Ancaster) (PED11104(a)), Mar. 22/2012, GIC
- \$300k Private Parking Enforcement revenue shortfall (PED01184), Aug. 9/10, GIC.

Planning (favourable)

- Efficiencies in various accounts; training, software/hardware, consulting

Tourism & Culture (favourable)

- Vacancies not filled during restructuring process

PLANNING AND ECONOMIC DEVELOPMENT 4



Hamilton

Implications for 2013

- **Pressure in Parking & By-law to deliver a 0% increase without funding from Tax Stabilization (\$500k) and budgeting for reduced Licensing Fees (\$412k)**
- **2012 Projected Building Permit Revenue in excess of \$10m results in a projected transfer to the Reserve of \$2.3m**
- **Positive impact of restructuring in Tourism**




Hamilton

BUILDING STABILIZATION RESERVE (104050)

Reserve established 1993

Purpose: To address fluctuations in permit revenue in future years. To establish full cost recovery for Building Code Administration.

The Reserve maximum should be \$12.6 million which is based on 1.5 times the gross 2013 Requested operating budget of \$8.4 million

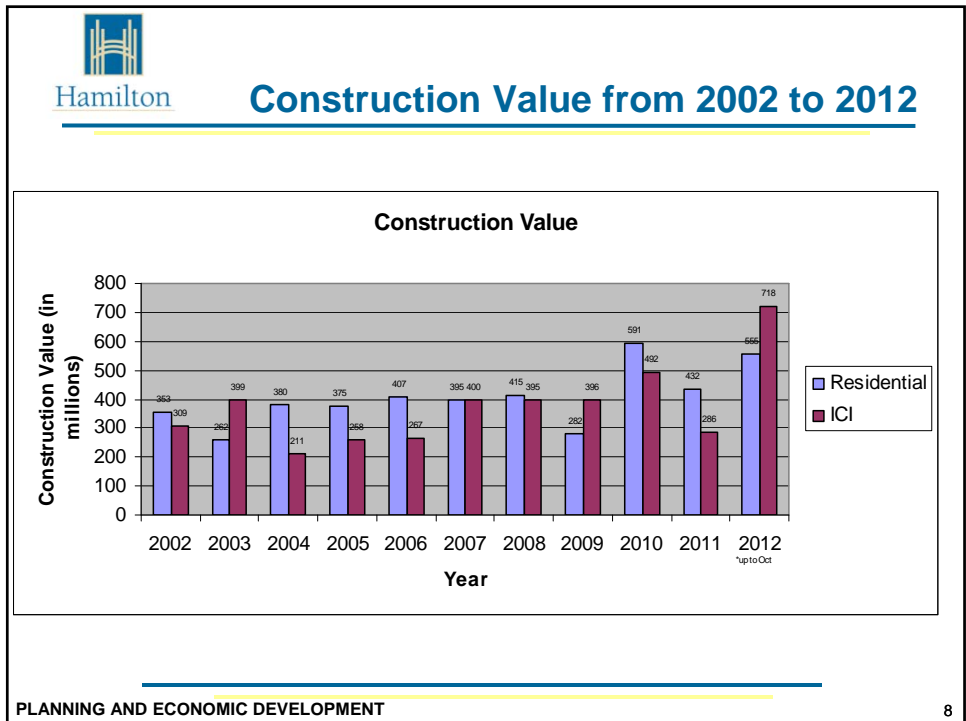

Hamilton


BUILDING PERMIT STABILIZATION RESERVE (104050)

(\$ millions)

	2008 Actuals	2009 Actuals	2010 Actuals	2011 Actuals	2012 Projected	2013 Projected
Opening Balance	(5.4)	(3.8)	(3.3)	(7.3)	(9.8)	(12.3)
Tsf to Capital from Reserve	0.1	0.1	0.1	0.0	0.0	0.0
Transfer (Surplus)/Deficit to/fr Reserve	1.7	0.5	(4.0)	(2.3)	(2.3)	0.1
Investment Income	(0.2)	(0.1)	(0.1)	(0.2)	(0.2)	(0.2)
Year End Balance	(3.8)	(3.3)	(7.3)	(9.8)	(12.3)	(12.4)

PLANNING AND ECONOMIC DEVELOPMENT 7






DEVELOPMENT STABILIZATION RESERVE (110086)

Date Established by Council: November 21, 2001

Purpose: This reserve was established in order to minimize the impact of development fee fluctuations due to changes in the economy and construction activity

PLANNING AND ECONOMIC DEVELOPMENT 9




DEVELOPMENT FEES STABILIZATION RESERVE (110086)

\$ Millions

	2008 Actuals	2009 Actuals	2010 Actuals	2011 Actuals	2012 Projected	2013 Projected
Opening Balance	(4.8)	(4.3)	(2.2)	(1.7)	(1.7)	(1.3)
Funding of positions from Reserve	0.1	0.2	0.2	0.2	0.2	0.2
Transfer (Surplus)/Deficit to/fr Res	0.6	1.7	0.4	(0.2)	0.3	0.0
Transfer to Capital	0.0	0.0	0.0	0.1	0.0	0.1
Investment Income	(0.2)	(0.1)	(0.1)	(0.1)	(0.1)	(0.1)
Prior Period adj.	0.0	0.3	0.0	0.0	0.0	0.0
Year End Balance	(4.3)	(2.2)	(1.7)	(1.7)	(1.3)	(1.1)

*Does not incorporate impact from recommended new Tariff of Fees By-law for Dec 4, 2012 Planning Committee.


PLANNING AND ECONOMIC DEVELOPMENT 10



Economic Development Investment Reserve Fund


	2010 Actuals	2011 Actuals	2012 Projected	2013 Projected
Opening Balance	(1,324,000)	(1,475,000)	(1,792,000)	(1,793,500)
Transfer Yr End (Surplus)/Deficit to/from Reserve	(201,000)	(281,000)	(100,000)	
Creative Catalyst (PED08258)	74,000			
Hamilton Chamber of Commerce	10,000			
Grants to Farmers' Market			10,000	
Funding of SBEC position			82,500	87,500
Innovation Factory			50,000	50,000
Investment Income	(34,000)	(36,000)	(44,000)	(44,000)
Year End Balance	(1,475,000)	(1,792,000)	(1,793,500)	(1,700,000)

PLANNING AND ECONOMIC DEVELOPMENT 11



*2013 Draft Budget
Department Summary*


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2013 Draft Budget By Division

	2012 Budget	2013 Draft Budget	\$ Change	% Change
Building Services	\$939,210	\$940,440	\$1,230	0.1%
Economic Development	\$5,436,460	\$5,579,030	142,570	2.6%
GM, Fin & Supp Services	\$1,334,800	\$1,338,590	\$3,790	0.3%
Parking & Bylaw Services	\$4,718,690	\$4,718,150	(\$540)	0.0%
Growth Management	(\$330,630)	(\$167,710)	\$162,920	49.3%
Planning	\$2,993,390	\$3,070,700	\$77,310	2.6%
Tourism & Culture	\$7,069,650	\$7,069,520	(\$130)	0.0%
TOTAL	\$22,161,570	\$22,548,720	\$387,150	1.7%


PLANNING AND ECONOMIC DEVELOPMENT 13



2013 Operating Budget by Cost Category (Expenditures)

	2012 Budget	2013 Draft Budget	\$ Change	% Change
Employee Related Cost	\$47,462,410	\$48,691,620	\$1,229,210	2.6%
Material and Supply	1,983,440	1,869,550	(113,890)	(5.7)%
Vehicle Expenses	645,190	617,930	(27,260)	(4.2)%
Building and Ground	1,380,470	1,341,580	(38,890)	(2.8)%
Consulting	194,090	175,160	(18,930)	(9.8)%
Contractual	4,968,750	4,553,340	(415,410)	(8.4)%
Agencies and Support Payments	471,820	464,120	(7,700)	(1.6)%
Reserves/Recoveries	496,860	499,220	2,360	0.5%
Cost Allocations	607,570	428,540	(179,030)	(26.8)%
Financial	2,041,100	2,076,000	34,900	1.7%
TOTAL EXPENDITURES	\$60,251,700	\$60,717,060	\$465,350	0.8%


PLANNING AND ECONOMIC DEVELOPMENT 14



2013 Operating Budget by Cost Category (Revenues)

	2012 Budget	2013 Draft Budget	\$ Change	% Change
Fees and General	(\$34,182,670)	(\$34,603,360)	(\$420,690)	1.2%
Grants and Subsidies	(621,340)	(339,740)	281,600	(45.3)%
Reserves	(3,286,130)	(3,225,240)	60,890	(1.9)%
TOTAL REVENUES	(\$38,090,140)	(\$38,168,340)	(\$78,200)	0.2%
NET LEVY	\$22,161,560	\$22,548,720	\$387,150	1.7%

PLANNING AND ECONOMIC DEVELOPMENT 15



2013 Budget Pressures / Challenges

- Employee related cost (\$1.2m Gross; \$740k Net)
- Parking & By-law Services:
- Vital Services (\$80k) and Project Compliance (\$293k) pilot projects not funded beyond 2012 if Rental Housing Licensing By-law report does not get approved
- Business Licensing fee increase not approved in 2012; revenue shortfall included in 2013 budget (\$412k)
- Continued On-street/off-street parking revenue shortfall budgeted (\$676k)

Economic Development:

- Future increase to interest expense for Downtown loans coming on board in 2014 and beyond (\$167k for 2013)

Tourism & Culture: End of the provincial Destination Marketing Funding \$294k

Total \$2,662,000

PLANNING & ECONOMIC DEVELOPMENT 16



Hamilton

2013 Budget Opportunities


- Responsible management approach and efficiencies with the re-organization of the Tourism & Culture Division
- Decrease in marketing agency of record (\$264k): used 2012 DMF funding to invest in cost efficient, sustainable and innovative marketing tools (such as the new "Visit Hamilton" app, website and social media marketing resources).
- Comprehensive review of "Tariff of Fees" by-law for Planning Application, and Growth Management fees to be considered by Planning Committee Dec 4, 2012 (\$1.5M+)



Hamilton

2013 Budget Priorities


- Licensing of Rental Housing
- Downtown Loan Programs
- Waterfront Initiatives



Hamilton

*2013 Council Referred
Items to Date*

19




Hamilton

2013 Council Referred Items

SERVICE	FTE	Net \$(000's)
Tourism & Culture: City of Hamilton Gage Park Concert Series funding (PED12203).	0.0	\$25
Economic Development - Increasing the maximum loan under the Commercial Corridor Housing Loan and Grant Program (PED11118(a))	0.0	\$15
Increased interest expense resulting from an increase in loan commitments for the Hamilton Downtown Multi-residential Property Investment Program. (PED12220/FCS12090 – Approved GIC Nov 27 – pending Council approval)	0.0	\$400

PLANNING AND ECONOMIC DEVELOPMENT 20




Hamilton

2013 Council Referred Items

SERVICE	FTE	Net \$(000's)
Two year contract Project Manager position for the Waterfront Development Office to be funded from the Economic Development Investment Reserve Fund (PED09200(b)).	1.0	\$0
Contribution for the Innovation Factory to be funded from the Economic Development Investment Reserve Fund.	0.0	\$0
TOTAL	1.0	\$440
Tourism & Culture – Sustainable Super Crawl funding options to be discussed.	0.0	\$125


PLANNING AND ECONOMIC DEVELOPMENT 21



Hamilton

2013 Department Potential Enhancements

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 Hamilton		
2013 Potential Enhancements		
SERVICE	FTE	Net \$(000's)
Building – additional FTEs to address increase in Building Permit activity (64% increase since 2006) To be funded from Building Enterprise Reserve and Increased zoning activity revenue	4.0	0
TOTAL	4.0	\$0

PLANNING & ECONOMIC DEVELOPMENT 23



Hamilton

Corporate Services

Draft 2013 Operating Budget

2013 Tax Operating Budget Workshop
General Issues Committee
November 27, 2012


1



Hamilton

2012 Variance Projection
and Implications for 2013

2




Hamilton

2012 Budget Projected Variance

	2012 Budget	2012 Projected Actual	\$ Variance	% Variance
City Clerk	\$1,848,390	\$2,013,040	(\$164,650)	(8.9)%
Corporate Services Admin	\$284,510	\$276,400	\$8,110	2.9%
Customer Service, Access & Equity	\$4,382,160	\$4,210,800	\$171,360	3.9%
Financial Planning & Policy	\$642,540	\$522,850	\$119,690	18.6%
Information Services	\$7,446,480	\$7,127,030	\$319,450	4.3%
Treasury Services	\$4,812,730	\$4,833,130	(\$20,400)	(0.4)%
TOTAL	\$19,416,810	\$18,983,250	\$433,560	2.2%

“() ” – Denotes unfavourable variance

Corporate Services 3



Hamilton

2012 Budget Variance Explanation

- **Favourable/Unfavourable revenues**
 - Death Registration Fees \$46,600 F
 - Marriage License Fees \$42,210 F
 - Other Fees & Recoveries \$58,840 F
- **Favourable/Unfavourable expenditures**
 - Employee Related (gapping) \$522,030 F
 - Postage & Printing (\$167,550) U
 - Wireless Hamilton (\$90,000) U
 - Office Rent (\$74,380) U
 - Other Expenditures \$95,810 F

Corporate Services 4



Hamilton

Implications for 2013

- Major variance items that may have implications for 2013
 - Potential levy requirements


Postage & Printing	\$167,000
Wireless Hamilton	\$90,000
Office Rent	\$74,000
 - Potential levy savings

Cost centre accounts were reviewed for potential budget reductions



Hamilton


2013 Draft Budget Department Summary



2013 Draft Budget By Division

	2012 Budget	2013 Draft Budget	\$ Change	% Change
City Clerk	\$1,894,390	\$2,088,290	\$193,900	10.2%
Corporate Services Admin	\$284,510	\$289,660	\$5,150	1.8%
Customer Service, Access & Equity	\$4,382,160	\$4,406,150	\$23,990	0.5%
Financial Planning & Policy	\$642,540	\$684,210	\$41,670	6.5%
Information Services	\$7,446,480	\$7,723,490	\$277,010	3.7%
Treasury Services	\$4,812,730	\$4,875,020	\$62,290	1.3%
TOTAL	\$19,462,810	\$20,066,820	\$604,010	3.1%


Corporate Services 7



2013 Operating Budget by Cost Category (Expenditures)

	2012 Budget	2013 Draft Budget	\$ Change	% Change
Employee Related Cost	\$26,764,550	\$27,378,920	\$614,370	2.3%
Material and Supply	\$2,672,150	\$2,769,350	\$97,200	3.6%
Vehicle Expenses	\$22,250	\$22,640	\$390	1.8%
Building and Ground	\$336,920	\$390,750	\$53,830	16.0%
Consulting	\$198,940	\$187,900	(\$11,040)	(5.5)%
Contractual	\$2,726,430	\$3,053,770	\$327,340	12.0%
Reserves/Recoveries	(\$2,088,310)	(\$2,486,100)	(\$397,790)	19.0%
Cost Allocations	(\$5,066,400)	(\$5,194,590)	(\$128,190)	2.5%
Financial	\$914,300	\$1,100,570	\$186,270	20.4%
TOTAL EXPENDITURES	\$26,480,830	\$27,223,220	\$742,390	2.8%


Corporate Services 8



2013 Operating Budget by Cost Category (Revenues)

	2012 Budget	2013 Draft Budget	\$ Change	% Change
Fees and General	(\$6,441,190)	(\$6,552,570)	(\$111,380)	1.7%
Tax and Rates	(\$133,000)	(\$140,000)	(\$7,000)	5.3%
Reserves	(\$443,830)	(\$463,830)	(\$20,000)	4.5%
TOTAL REVENUES	(\$7,018,020)	(\$7,156,400)	(\$138,380)	2.0%
NET LEVY	\$19,462,810	\$20,066,820	\$604,010	3.1%

Corporate Services 9



2013 Budget Pressures / Challenges

- Major pressures
 - Employee Related Costs \$588,020
 - POA Banking, Judicial, Material Costs \$252,320 *
 - Office Rent (Standard Life Bldg / Court House) \$103,210
 - Network Communication Contracts \$100,760
 - Postage \$86,010
 - Computer Software \$29,610
 - InfoTech Membership \$26,350

* No levy impact – offset by POA Fine Revenue
- Provincially mandated
 - None
- Operating impacts from capital
 - None
- Council pre approvals impacting budget
 - None

Corporate Services 10



Hamilton


2013 Budget Opportunities

- **Budget savings
(efficiencies/revenue/cost avoidance)**
 - Salaries / Wages / Benefits (\$199,900)
 - Contractual Temp Agencies (\$58,050)
 - Computer Repairs, Terminals & Cables (\$30,000)
 - Taxation Revenue (\$17,070)
 - Parking (\$11,440)
 - City Clerk Revenue (\$9,000)
 - Rent Office Equipment (\$7,420)
 - Travel, Mileage, Conferences (\$7,050)
 - Other Operating Expenditures (\$42,320)
 - Total (\$382,250)**



Hamilton

2013 Council Referred Items to Date



Hamilton

2013 Council Referred Items

SERVICE	FTE	Net
City Clerk – Lease 220 voting tabulators and 20 accessible units for the 2014 Municipal Election, at an approximate cost of \$350,000. This leasing cost would include software and technical support. An annual operating budget contribution of \$150,000 to the Election Expense Reserve would be required to fund this lease cost. Refer to Audit Finance and Administration Report FSC12046, recommendation (c).	0.0	\$150,000
TOTAL	0.0	\$150,000


Corporate Services 13



Hamilton

2013 Potential Enhancements

14



Hamilton

2013 Potential Enhancements

SERVICE	FTE	Net
Customer Service, Access & Equity – Language line enhancement pilot (interpretation service). Currently, we pay a subscription for this service and charge back the per minute cost to the departments. The Workforce Census results indicate a need for informal translation and staff feedback suggest they do not use the language line or offer it due to the cost. To provide good service to our citizens / constituents, this service would be available for use by staff and councillors at no cost. The cost would be billed back to departments where program costs are recoverable from other levels of government.	0.0	\$15,000
TOTAL	0.0	\$15,000


Corporate Services 15



Hamilton

*2013 Draft Budget
 Corporate Services
 Administration*


16



2013 Draft Budget By Program

	2012 Budget	2013 Draft Budget	\$ Change	% Change
Corporate Services Admin	\$284,510	\$289,660	\$5,150	1.8%
TOTAL	\$284,510	\$289,660	\$5,150	1.8%

Corporate Services Administration 17

- 
- ## 2013 Budget Pressures / Challenges
- Major pressures
 - Employee Related Costs \$9,780
 - Provincially mandated
 - None
 - Operating impacts from capital
 - None
 - Council pre approvals impacting budget
 - None
-
- Corporate Services Administration 18



Hamilton


2013 Budget Opportunities

- Budget savings (efficiencies/revenue/cost avoidance)
 - Equipment Repairs (\$980)
 - Printing & Reproduction (\$1,870)
 - Total (\$2,850)**



Hamilton


*2013 Draft Budget
City Clerk*




2013 Draft Budget By Program

	2012 Budget	2013 Draft Budget	\$ Change	% Change
City Clerk Admin	\$118,580	\$117,040	(\$1,540)	(1.3)%
Elections	\$365,430	\$384,340	\$18,910	5.2%
Legislative Support	\$786,120	\$815,310	\$29,190	3.7%
POA	\$0	\$0	\$0	0.0%
Print & Mail	\$291,350	\$425,100	\$133,750	45.9%
Records	\$332,910	\$346,510	\$13,600	4.1%
TOTAL	\$1,894,390	\$2,088,290	\$193,900	10.2%

City Clerk 21

- 
- ## 2013 Budget Pressures / Challenges
- Major pressures
 - POA Banking, Judicial, Material Costs \$252,320 *
 - Employee Related Costs \$112,290
 - Postage \$78,220
 - Ricoh Printer Cost Allocation \$50,580
 - Office Rent (Court House) \$37,000 *

* No levy impact – offset by POA Fine Revenue
 - Provincially mandated
 - None
 - Operating impacts from capital
 - None
 - Council pre approvals impacting budget
 - None
-
- City Clerk 22



Hamilton

2013 Budget Opportunities

- **Budget savings
(efficiencies/revenue/cost avoidance)**
 - Rent Office Equipment (\$450)
 - Parking (\$720)
 - Credit Card Charges (\$1,000)
 - Commissioning Services Revenue (\$4,000)
 - Death Registration Revenue (\$5,000)
 - Total (\$11,170)**


City Clerk 23



Hamilton

*2013 Draft Budget
Customer Service, Access
& Equity*


24



2013 Draft Budget By Program

	2012 Budget	2013 Draft Budget	\$ Change	% Change
Customer Service Administration	\$264,900	\$273,540	\$8,640	3.3%
Customer Contact Centre	\$2,130,440	\$2,139,090	\$8,650	0.4%
Access & Equity	\$541,970	\$557,980	\$16,010	3.0%
Municipal Service Centre	\$1,344,850	\$1,335,540	(\$9,310)	(0.7)%
AODA Accessibility	\$100,000	\$100,000	\$0	0.0%
TOTAL	\$4,382,160	\$4,406,150	\$23,990	0.5%

Customer Service, Access & Equity 25



2013 Budget Pressures / Challenges

- Major pressures
 - Employee Related Costs \$62,340
 - Security for Customer Contact Centre \$8,560
- Provincially mandated
 - None
- Operating impacts from capital
 - None
- Council pre approvals impacting budget
 - None

Customer Service, Access & Equity 26



Hamilton


2013 Budget Opportunities

- **Budget savings
(efficiencies/revenue/cost avoidance)**
 - Wages / Benefits (\$40,180)
 - Travel, Mileage, Training, Conferences (\$7,200)
 - Operating, Office & Medical Supplies (\$7,140)
 - Rent Cell Phones (\$3,630)
 - Printing & Reproduction (\$3,000)
 - Office Equipment, Repairs & Maintenance (\$2,330)
 - Lease & Service Contracts (\$1,080)
 - Advertising (\$1,000)
 - Total (\$65,560)**



Hamilton


2013 Draft Budget Financial Planning & Policy



2013 Draft Budget By Program

	2012 Budget	2013 Draft Budget	\$ Change	% Change
FP & P Administration	\$479,200	\$507,190	\$27,990	5.8%
Capital Budget	\$0	\$0	\$0	0.0%
Current Budget	\$401,040	\$414,730	\$13,690	3.4%
Investments	(\$237,700)	(\$237,700)	\$0	0.0%
TOTAL	\$642,540	\$684,210	\$41,670	6.5%

Financial Planning & Policy 29

- 
- ## 2013 Budget Pressures / Challenges
- Major pressures
 - Employee Related Costs \$87,260
 - Provincially mandated
 - None
 - Operating impacts from capital
 - None
 - Council pre approvals impacting budget
 - None
-
- Financial Planning & Policy 30



Hamilton


2013 Budget Opportunities

- Budget savings
(efficiencies/revenue/cost avoidance)
 - Consulting Services (\$2,000)
 - Memberships (\$750)
 - Total (\$2,750)**



Hamilton


2013 Draft Budget Information Services




2013 Draft Budget By Program

	2012 Budget	2013 Draft Budget	\$ Change	% Change
IS Administration	(\$1,739,270)	(\$1,742,110)	(\$2,840)	0.2%
Technology & Security	\$415,080	\$422,100	\$7,020	1.7%
Business Applications	\$4,516,430	\$4,664,900	\$148,470	3.3%
Equipment & Maintenance	\$5,000	\$5,000	\$0	0.0%
Infrastructure & Operations	\$4,249,240	\$4,373,610	\$124,370	2.9%
TOTAL	\$7,446,480	\$7,723,490	\$277,010	3.7%

Information Services 33

- 
- ## 2013 Budget Pressures / Challenges
- Major pressures
 - Employee Related Costs \$255,820
 - Network Communication Contracts \$100,760
 - Computer Software Maintenance \$27,000
 - InfoTech Membership \$26,350
 - Provincially mandated
 - None
 - Operating impacts from capital
 - None
 - Council pre approvals impacting budget
 - None
-
- Information Services 34



Hamilton

2013 Budget Opportunities

- Budget savings (efficiencies/revenue/cost avoidance)

- Contractual Temp Agencies	(\$50,000)
- Computer Repairs / Maintenance	(\$20,000)
- Terminals & Cables	(\$10,000)
- Rent Office Equipment	(\$6,970)
- Parking	(\$5,230)
Total	(\$92,200)


Information Services 35



Hamilton

2013 Draft Budget Treasury Services


36



2013 Draft Budget By Program

	2012 Budget	2013 Draft Budget	\$ Change	% Change
Treasury Administration	\$724,280	\$652,010	(\$72,270)	(10.0)%
Taxation	\$680,710	\$702,070	\$21,360	3.1%
Financial Services	\$3,407,740	\$3,520,940	\$113,200	3.3%
TOTAL	\$4,812,730	\$4,875,020	\$62,290	1.3%

Treasury Services 37

- 
- ## 2013 Budget Pressures / Challenges
- Major pressures
 - Office Rent \$70,930
 - Employee Related Costs \$60,530
 - Tender / Proposal Process Fee \$18,450
 - Provincially mandated
 - None
 - Operating impacts from capital
 - None
 - Council pre approvals impacting budget
 - None
-
- Treasury Services 38



Hamilton

2013 Budget Opportunities

- **Budget savings
(efficiencies/revenue/cost avoidance)**
 - Salaries / Wages / Benefits (\$159,720)
 - Taxation Revenue (\$17,070)
 - Contractual Temp Agencies (\$8,050)
 - Parking (\$5,490)
 - Consulting (\$4,750)
 - Recycling Container Replacement (\$3,000)
 - Other Operating Expenditures (\$9,640)
 - Total (\$207,720)**



Hamilton

Public Health Services

Draft 2013 Operating Budget

2013 Tax Operating Budget Workshop
General Issues Committee
November 29, 2012


1



Hamilton

2012 Variance Projection
and Implications for 2013

2




Hamilton


2012 Budget Projected Variance

	2012 Budget	2012 Projected Actual	\$ Variance	% Variance
Clinical & Preventive Services	\$2,080,770	\$2,057,780	\$22,990	1.1%
Family Health	1,006,460	1,040,397	(33,937)	(3.4)%
Health Protection	2,198,740	2,196,120	2,620	0.1%
Healthy Living	1,817,630	1,800,870	16,760	0.9%
Medical Officer of Health	2,493,560	2,431,903	61,657	2.5%
Planning & Business Improvement	716,800	708,720	8,080	1.1%
TOTAL	\$10,313,960	\$10,235,800	\$78,160	0.8%

“() ” – Denotes unfavourable variance

PUBLIC HEALTH SERVICES 3


- 
- Hamilton**
- ### 2012 Budget Variance Explanation
- Gapping due to vacancies/timing of hires
 - CINOT increased demand
 - Maximizing subsidies – where subsidized areas are not fully expended, available subsidies are applied to areas which are levy funded resulting in levy savings
-
- PUBLIC HEALTH SERVICES 4



Hamilton

*2013 Draft Budget
Department Summary*

5




Hamilton

2013 Budget Pressures/Challenges

- Employee related increases, including OMERS
- CINOT increased demand
- Maintaining 100% funded programs within capped funding

PUBLIC HEALTH SERVICES

6




Hamilton

2013 Budget Opportunities

- Budget savings: *review of all historical operating line expenditures:*
 - Efficiency (\$98k)gross/(\$77k) net
 - Revenues (\$4k) gross/net
 - Other (\$146k) gross/ (\$19k) net

- Mandatory Programs Provincial subsidy assumptions currently at 0% in 2013 DRAFT budget – 2% increase assumption to be incorporated in final budget

PUBLIC HEALTH SERVICES 7




Hamilton

2013 Operating Budget by Cost Category (Expenditures)

	2012 Budget	2013 Draft Budget	\$ Change	% Change
Employee Related Cost	\$ 37,828,870	\$38,676,230	\$847,360	2.2%
Material and Supply	2,178,280	2,044,670	(133,610)	(6.1)%
Vehicle Expenses	30,710	32,310	1,600	5.2%
Building and Ground	275,130	235,770	(39,360)	(14.3)%
Consulting	1,270	1,270	0	0.0%
Contractual	3,305,320	3,195,600	(109,720)	(3.3)%
Agencies and Support Payments	160,650	160,650	0	0.0%
Reserves/Recoveries	451,130	406,700	(44,430)	(9.8)%
Cost Allocations	1,850,350	1,861,330	10,980	0.6%
Financial	1,881,600	2,152,740	271,140	14.4%
TOTAL EXPENDITURES	\$ 47,963,310	\$48,767,270	\$803,960	1.7%


PUBLIC HEALTH SERVICES 8



2013 Operating Budget by Cost Category (Revenues)

	2012 Budget	2013 Draft Budget	\$ Change	% Change
Fees and General	(\$1,329,170)	(\$1,351,340)	(\$22,170)	1.7%
Grants and Subsidies	(36,320,180)	(36,310,600)	9,580	0.0%
TOTAL REVENUES	(\$37,649,350)	(\$37,661,940)	(\$12,590)	0.0%
NET LEVY	\$10,313,960	\$11,105,330	\$791,360	7.7%


PUBLIC HEALTH SERVICES 9



2013 Draft Budget GROSS Expenditures By Division

	2012 Budget	2013 Draft Budget	\$ Change	% Change
Clinical & Preventive Services	\$10,777,210	\$11,119,330	\$342,120	3.2%
Family Health	10,250,800	10,412,630	61,830	1.6%
Health Protection	8,405,810	8,445,800	39,990	0.5%
Healthy Living	8,442,920	8,551,520	108,600	1.3%
Medical Officer of Health	6,108,180	6,203,580	95,400	1.6%
Planning & Business Improvement	3,978,400	4,034,410	56,010	1.4%
TOTAL	\$47,963,310	\$48,767,270	\$803,960	1.7%

PUBLIC HEALTH SERVICES 10




Hamilton

2013 Draft Budget Net Levy By Division

	2012 Budget	2013 Draft Budget	\$ Change	% Change
Clinical & Preventive Services	\$2,080,770	\$2,460,250	\$379,480	18.2%
Family Health	1,006,460	1,065,830	59,370	5.9%
Health Protection	2,198,740	2,317,590	118,850	5.4%
Healthy Living	1,817,630	1,907,000	89,370	4.9%
Medical Officer of Health	2,493,560	2,581,840	88,290	3.5%
Planning & Business Improvement	716,800	772,810	56,010	7.8%
TOTAL	\$10,313,960	\$11,105,330	\$791,360	7.7%

PUBLIC HEALTH SERVICES 11



Hamilton

*2013 Council Referred
Items to Date*

12



Hamilton

2013 Council Referred Items

SERVICE	FTE	Net \$(000's)
Family Health – Nurse Family Partnership Expansion	2.0	\$220
TOTAL	2.0	\$220



Hamilton

CITY MANAGER

Draft 2013 Operating Budget

*2013 Tax Operating Budget Workshop
General Issues Committee*


1



Hamilton

2012 Variance Projection and Implications for 2013

2




2012 Budget Projected Variance

	2012 Budget	2012 Projected Actual	\$ Variance	% Variance
Administration – City Manager	\$1,213,190	\$1,143,910	\$69,280	5.7%
Audit Services	\$932,980	\$854,860	\$78,120	8.4%
Human Resources	\$4,784,610	\$4,763,590	\$21,020	0.4%
Legal	\$2,853,000	\$3,028,080	(\$175,080)	-6.1%
TOTAL	\$9,783,780	\$9,790,440	(\$6,660)	-0.1%

“() ” – Denotes unfavourable variance

CITY MANAGER 3

- 
- ## 2012 Budget Variance Explanation
- Contractual Obligations (Legal & HR)
 - Unfavourable Legal Fees & Arbitration costs are recovered from other Departments (HR)
 - Unbudgeted Expert Witness Fees & other contractual obligations (Legal)
 - Gapping (all areas)
-
- CITY MANAGER 4



Hamilton


Implications for 2013

- Major variance items that may have implications for 2013
 - Legal Fees (HR) - \$500k
 - Arbitration Costs (HR) - \$110k



Hamilton


2013 Draft Budget Department Summary



2013 Draft Budget By Division

	2012 Budget	2013 Draft Budget	\$ Change	% Change
City Manager - Admin	\$1,213,190	\$1,243,220	\$30,030	2.5%
Audit Services	\$932,980	\$953,940	\$20,960	2.2%
Human Resources	\$4,784,610	\$4,987,290	\$202,680	4.2%
Legal Services	\$2,853,000	\$2,958,370	\$105,370	3.7%
TOTAL	\$9,783,780	\$10,142,810	\$359,030	3.7%


CITY MANAGER 7



2013 Operating Budget by Cost Category (Expenditures)

	2012 Budget	2013 Draft Budget	\$ Change	% Change
Employee Related Cost	\$12,910,830	\$13,399,290	\$488,460	3.8%
Material and Supply	\$598,250	\$588,010	(\$10,240)	-1.70%
Building and Ground	\$25,160	\$19,410	(\$5,750)	-22.9%
Consulting	\$194,240	\$194,240	\$0	0%
Contractual	\$1,177,790	\$1,234,370	\$56,580	4.8%
Reserves/Recoveries	(\$1,104,690)	(\$1,090,680)	\$14,010	-1.3%
Cost Allocations	(\$3,101,090)	(\$3,132,100)	(\$31,010)	1.0%
Financial	\$951,360	\$948,600	(\$2,760)	-0.3%
TOTAL EXPENDITURES	\$11,651,850	\$12,161,130	\$509,280	4.4%


CITY MANAGER 8




2013 Operating Budget by Cost Category (Revenues)

	2012 Budget	2013 Draft Budget	\$ Change	% Change
Fees and General	(\$59,360)	(\$60,360)	(\$1,000)	1.7%
Reserves	(\$1,808,710)	(\$1,957,960)	(\$149,250)	8.3%
TOTAL REVENUES	(\$1,868,070)	(\$2,018,320)	(\$150,250)	8.0%
NET LEVY	\$9,783,780	\$10,142,810	\$359,030	3.7%

CITY MANAGER 9

- 
- ## 2013 Budget Pressures / Challenges
- Major pressures
 - Employee related expenses \$337k
 - Rent \$55k

 - Council pre approvals impacting budget
 - Performance Auditors (funded from Reserves)
-
- CITY MANAGER 10



Hamilton


2013 Budget Opportunities

Budget savings

- **Efficiencies** **(\$26,050)**
 - CMO Admin (\$12,530)
 - Human Resources (\$ 4,820)
 - Legal Services (\$ 8,700)

- **Revenues** **(\$2,000)**
 - Audit Services (\$ 1,000)
 - Human Resources (\$ 1,000)


CITY MANAGER 11



Hamilton

2013 Council Referred Items to Date

12




Hamilton

2013 Council Referred Items

SERVICE	FTE	Net \$(000's)
HR – Legal Fees	0.0	200
HR – Arbitration Costs	0.0	50
TOTAL	0.0	\$250


CITY MANAGER 13



Hamilton

*2013 Draft Budget
CMO Administration*


14



2013 Draft Budget By Program

	2012 Budget	2013 Draft Budget	\$ Change	% Change
City Manager's Office	\$1,183,190	\$1,213,220	\$30,030	2.5%
OMBI Membership	\$30,000	\$30,000	0	0.0%
TOTAL	\$1,213,190	\$1,243,220	\$30,030	2.5%

City Manager - Administration 15




2013 Budget Pressures / Challenges

- Major Pressures
 - Employee Related costs \$36,720
 - Reduced Sponsorships (\$3,500)
 - Corporate Costs (\$3,190)

Total **\$ 30,030**

City Manager - Administration 16



Hamilton

2013 Budget Opportunities

- **Efficiencies**
 - Employee Related (\$9,030)
 - Sponsorships (\$3,500)

Total (\$ 12,530)


City Manager - Administration 17



Hamilton

2013 Draft Budget Audit Services


18



2013 Draft Budget By Program

	2012 Budget	2013 Draft Budget	\$ Change	% Change
Audit Services	\$932,980	\$953,940	\$20,960	2.2%
TOTAL	\$932,980	\$953,940	\$20,960	2.2%

Audit Services 19




2013 Budget Pressures / Challenges

- Major pressures \$20,960
 - Salary & benefit costs 25,390
 - Recoveries (City) (1,000)
 - Corporate Charges (3,430)

- Council pre approvals impacting budget \$ 0
 - Performance Auditors 286,300
 - Funded from Reserve (286,300)

Total \$20,960

Audit Services 20




Hamilton

2013 Budget Opportunities

• Revenues	(\$1,000)
- City Recoveries	
Total	<u>(\$1,000)</u>


Audit Services 21



Hamilton

*2013 Draft Budget
Human Resources*


22



2013 Draft Budget By Program

	2012 Budget	2013 Draft Budget	\$ Change	% Change
HR Admin & Human Rights *	\$814,000	\$884,210	\$70,210	8.6%
Employment Services	\$962,740	\$988,460	\$25,720	2.7%
Labour Relations	\$1,490,420	\$1,493,030	\$2,610	0.2%
Organizational Development	\$468,270	\$470,820	\$2,550	0.5%
Health, Safety & Wellness	\$975,310	\$1,046,460	\$71,150	7.3%
Compensation & Benefits	\$1,162,500	\$1,203,830	\$41,330	3.6%
Sub-total	\$5,873,240	\$6,086,810	\$213,570	3.6%
* IND CA's	(\$1,088,630)	(\$1,099,520)	(\$10,890)	1.0%
TOTAL	\$4,784,610	\$4,987,290	\$202,680	4.2%

Human Resources 23




2013 Budget Pressures / Challenges

- Major pressures
 - Salary & Benefit \$153,020
 - Rent \$49,910
 - Indirect Recoveries (\$10,890)
 - Budget reductions (\$4,820)
 - Direct Corp Costs (\$1,620)
 - Photocopy fees (\$1,000)
 - Other \$18,080

Total **\$202,680**

Human Resources 24




Hamilton

2013 Budget Opportunities

•	Efficiencies	(\$4,820)
	- Employee related	(\$1,800)
	- Office supplies	(\$320)
	- Phones	(\$2,700)
•	Revenues	(\$1,000)
	- Photocopy fees	
•	Total	<u>(\$5,820)</u>

Human Resources 25






2013 Draft Budget By Program

	2012 Budget	2013 Draft Budget	\$ Change	% Change
Legal Services	\$2,853,000	\$2,958,370	\$105,370	3.7%
TOTAL	\$2,853,000	\$2,958,370	\$105,370	3.7%

Legal Services 27



2013 Budget Pressures / Challenges

- Major pressures
 - Sal & Benefit costs \$119,740
 - Rent \$7,930
 - Computer Software (\$4,000)
 - Corporate charges \$2,730
 - Indirect Legal Recovery (\$17,330)
 - Court Costs & Info retrieval (\$3,700)

Total **\$105,370**

Legal Services 28



Hamilton

2013 Budget Opportunities

- **Efficiencies**

- Computer Software (4,000)
- Printing (1,000)
- Court Litigation Costs (2,700)
- Information Retrieval (1,000)

Total

(\$8,700)