



City of Hamilton

**2011 Tax Supported  
Operating Budget**

Budget Summary Report  
FCS11023

*DRAFT*

**CITY OF HAMILTON  
2011 TAX SUPPORTED OPERATING BUDGET**

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**BUDGET SUMMARY REPORT****Introduction:****Budget Principles**

During the 2010 budget process, Staff and Council recognized that a significant amount of savings and efficiencies would be required to reduce the potential tax requirement. In preparing for these reductions, Council adopted the 2010 Budget Guiding Principles to assist staff in preparation of the 2010 budget (FCS09094). In total, there were 19 principles adopted. In general these principles focused on key themes of protecting key services, implementing efficiencies and cost avoidance, developing new revenue sources, investing in infrastructure, fairness and consideration of impact on staff.

The 2011 Tax Operating Budget continues to be guided by these principles. A significant emphasis has been placed on finding “base budget savings” (efficiencies, revenues and no impact reductions) which have been built into the draft base budget. In addition, a number of recommended savings options, with no or minimal program impact, have been submitted in the draft budget for Council's consideration.

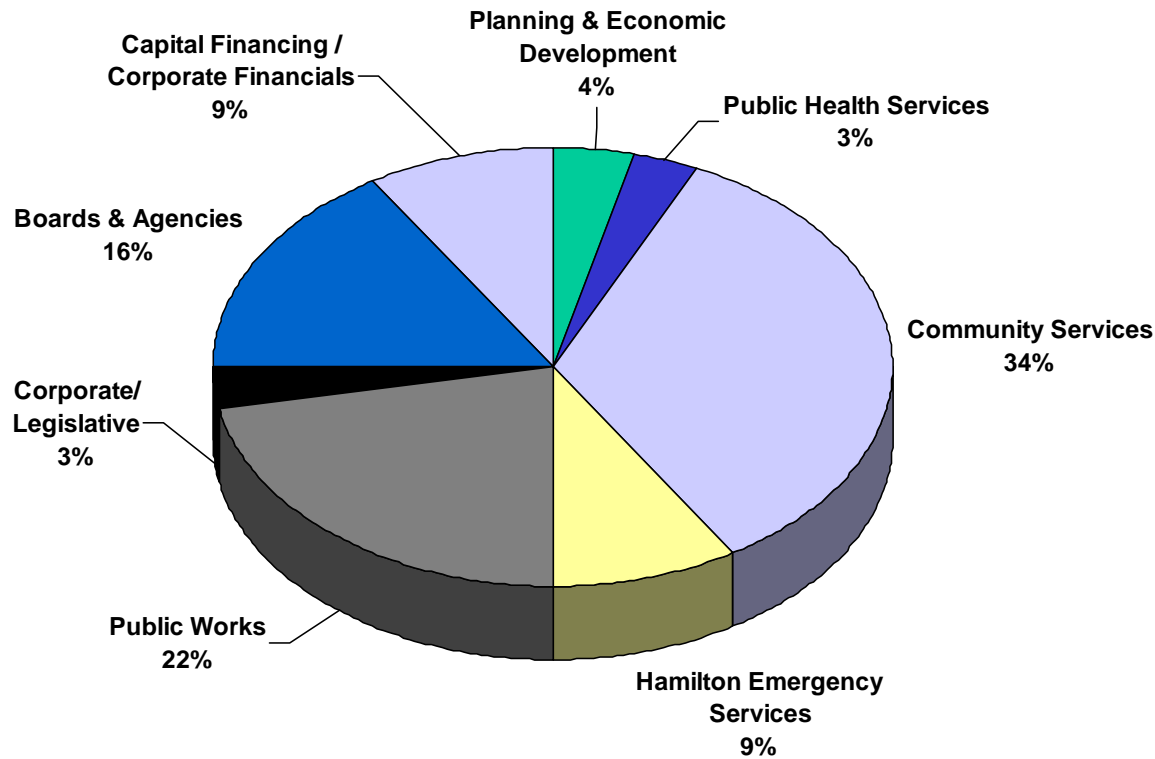
As discussed with Council at the General Issues Committee (GIC) on January 21, 2011, staff are submitting the 2011 Tax Supported Budget as a **draft** document, understanding that the current required tax increase is a starting point for Council review and deliberation. During this process, staff will engage Council in the development of further potential levy reduction options.

**Overview:**

The City of Hamilton provides hundreds of services to its taxpayers and the public. The 2011 draft tax operating budget estimates required gross expenditures of about \$1.3 billion to deliver these services. User fees, grants, subsidies and other revenues reduce the amount of tax levy required to support these services to about \$701 million.

The following chart identifies, at a high level, the service areas and the resources required to deliver these programs and services.

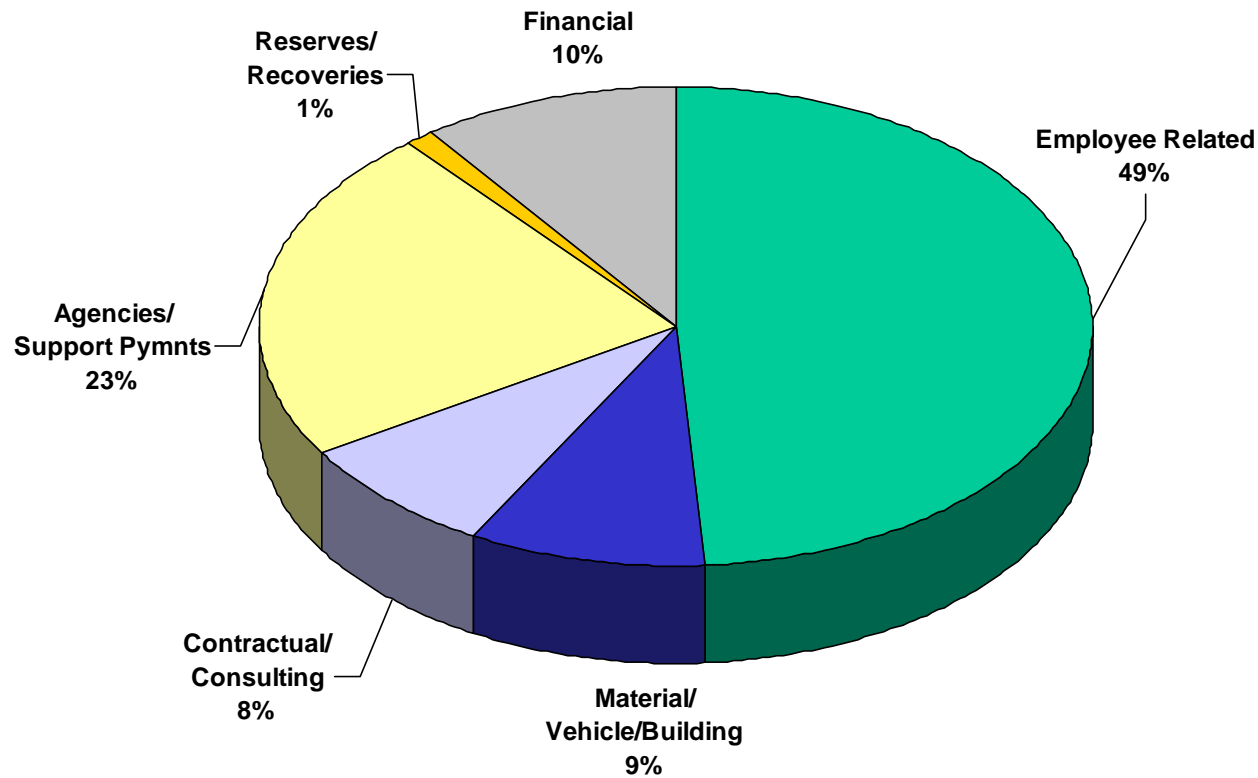
## 2011 Gross Tax Operating Budget by Service \$1.3 billion



Local (municipal) government continues to be the most accessible and accountable level of government to the taxpayer, delivering hundreds of vital services and programs in an efficient and cost effective manner. For a typical taxpayer in Ontario, municipal taxes account for approximately 10% of the total tax requirement levied by the three levels of government (municipal/provincial/federal).

The following pie chart identifies the draft 2011 gross operating budget expenditures.

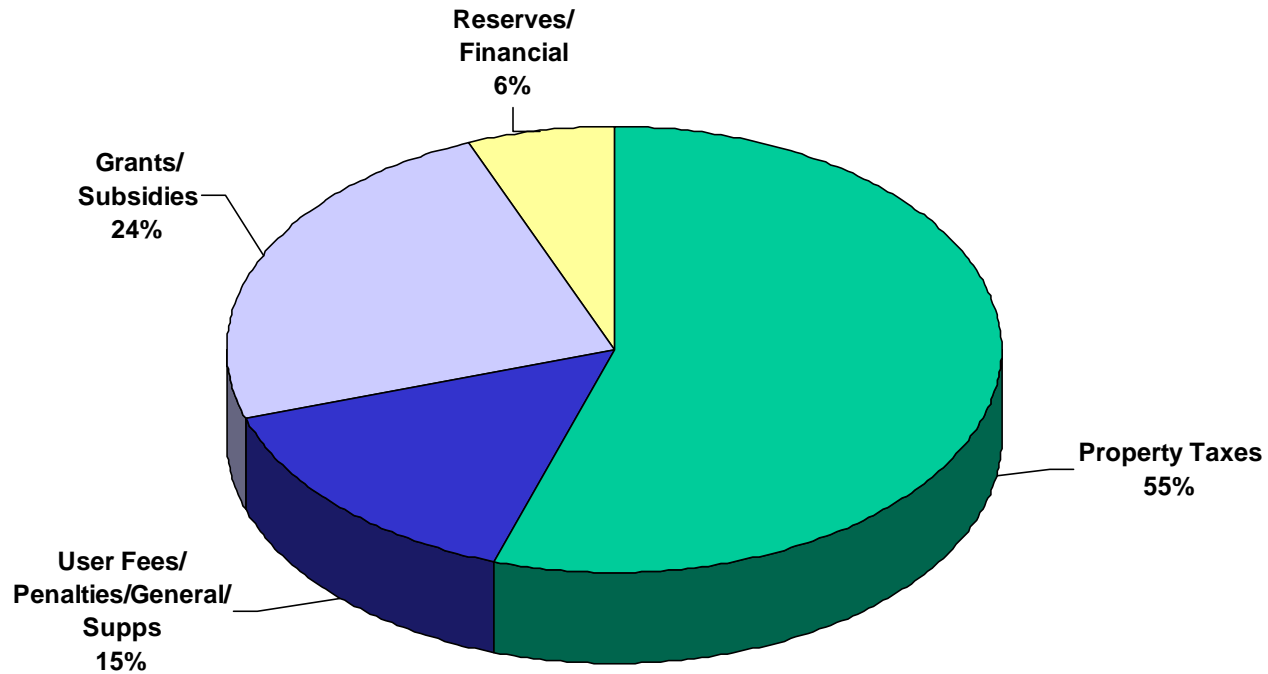
## 2011 Gross Tax Expenditures by Type \$1.3 billion



The following pie chart identifies the draft 2011 gross operating budget revenues.

## 2011 Gross Tax Revenues by Type

### \$1.3 billion



### Fairness for Hamilton

Since 2004, the City of Hamilton has received special social services funding from the Province related to the City's exclusion from the GTA Social Services Pooling program. This was based on an analysis of the funding that would be forthcoming if the City of Hamilton were part of the GTA social pooling (certain costs for social services were funded all in the GTA resulting in a transfer to Toronto). The Province first acknowledged these unique circumstances through a grant of \$19.5 million in 2004. Each year since, the Province has recognized the City of Hamilton's social service challenges with grant funding. No longer solely based on pooling, this grant recognizes the difference between our grants (OMPF included) and the savings from the provincial upload of social service costs. In 2010, the combination of special grant (\$14.2 million) and OMPF funding (\$11.6 million) totalled \$25.8 million.

For 2011, the Province is uploading an estimated \$21.8 million in social service costs over the City's 2010 budget. However, the Province has also announced that all of the City's OMPF funding will be clawed back for 2011, reducing the City's requirement for special funding to \$4.0 million in order to remain neutral. This \$4.0 million shortfall must be made up through continued special grant from the Province. City staff and Council will continue to request continued financial support from the Province until such time as the provincial upload becomes a net benefit to the City of Hamilton, similar to many of its GTA neighbours. The 2011 draft budget assumes receipt of this \$4.0 million.

Since 2008, when the Province began uploading social service and other costs, the City of Hamilton has yet to realize a net benefit due to the claw back of OMPF funding and has relied on the Province's special funding to at least keep the City whole (between the special grant, uploading and OMPF), until such time as the City realizes real savings from the upload. It is expected that the City of Hamilton will begin to see a small benefit of the upload in 2013.

During this same period (since 2008), some of the City's GTA partners (Halton, Peel and York) have been experiencing significant social services savings through a combination of the upload (which is not offset by OMPF reductions as these municipalities do not receive OMPF) and the phase-out of the pooling contributions. It is estimated that these municipalities will realize 2%-3% levy savings in 2011 due to the actions of the Province. This financial windfall has provided these municipalities with the ability to keep tax increases very low while enhancing services and contributions to infrastructure, during a time when Hamilton has struggled to keep tax increases reasonable through program reductions, freezes and minimal increases in capital funding.

In addition to the \$4.0 million in special funding required for 2011 to offset this shortfall mentioned above, the City has significant pressures related to provincial cost shared programs as well.

## BUDGET SUMMARY REPORT

In the 2010 budget, the Province announced a public sector wage freeze (Public Sector Compensation Restraint to Protect Public Services Act). While municipalities were not directly included in the legislation, the Province has indicated that funding for cost shared programs will not be increased to accommodate any wage increases. At the same time, the Province did not put any measures in place that would ensure collectively bargained contracts met the zero percent requirement. Arbitrators have continued to award cost of living increases which not only exceed the Provincial mandate of zero, but that have exceeded inflation as well.

This situation has put municipalities in a very difficult position. Essentially, wage and benefit increases in many areas will be unavoidable and will be borne totally by the municipality leading to shortfalls in cost shared programs such as Ontario Works, Public Health and Emergency Medical Services. As identified in the table below, staff estimate the potential impact of the subsidy freeze related to wages will cost the City \$700,000 in 2011.

In addition, the City has increased the provision for housing providers based on the provincial benchmark. This has increased the Housing budget by \$1.8 million.

Partially offsetting these increases is a reduction in Ontario Works costs of about \$820,000.

The following table highlights the provincial impacts included in the 2011 draft budget:

### Provincial Impacts

Loss in OMPF / Special Grant*	\$	21,800,000
Provincial Social Service Upload		(21,800,000)
OW Caseload Savings		(820,000)
Wage Restraint Act Estimated Subsidy Loss		700,000
Housing		1,800,000
<b>Total Levy Impact</b>	<b>\$</b>	<b>1,680,000</b>
<b>Estimated Residential Tax Increase</b>		<b>0.3%</b>

\*assumes the City of Hamilton is in receipt of \$4.0 million in special funding in 2011



**BUDGET SUMMARY REPORT**

In addition to the above, staff are developing an analysis of the program budgets which currently are under funded based on provincial cost sharing agreements.

**2011 Draft Budget Tax Impact**

The draft 2011 Tax Supported Operating Budget is submitted for Council's consideration.

In July of this year, Council approved the following 2011 guideline with respect to departmental tax operating budgets:

***“That all City departments target a 0% budget increase and if this target is not met, that the reasons be provided.”***

At the time the guideline was considered, staff had outlined budget pressures of \$32 million which would have resulted in a residential municipal tax increase of 3.9% (assuming preliminary growth/reassessment benefit of -1.0%). This impact excluded provisions for salary and wages, while staff and Council reviewed recent provincial legislation related to public sector wage restraint.

Currently the draft budget, as submitted, requires a levy increase of \$28.1 million. Accounting for a combined updated assessment growth and residential reassessment impact benefit of -1.6% and adjusting for the industrial levy restriction, the average residential municipal tax increase that would be required as a result of the draft budget is 2.7% (\$76 for the average home). As shown below, inclusive of preliminary education taxes, the total average residential impact is 2.4% (or \$80 for the average home).

## 2011 DRAFT TOTAL TAX IMPACT FOR THE AVERAGE TAX BILL

	Change (2011 over 2010)	
	\$	%
Municipal Taxes <sup>1</sup>		
City Departments	\$ 45	1.6%
Boards & Agencies	\$ 17	0.6%
Capital	\$ 14	0.5%
<b>Total Municipal Taxes</b>	<b>\$ 76</b>	<b>2.7%</b>
Education Taxes <sup>2</sup>	\$ 4	0.7%
<b>Total</b>	<b>\$ 80</b>	<b>2.4%</b>

<sup>1</sup> based on current draft budget

<sup>2</sup> preliminary

Note: based on the city-wide average residential assessment

Note that the draft budget now includes a provision for salary and wages consistent with the direction received from Council. The draft budget also includes approximately -\$6.0 million in Base Budget Savings and recommended Savings Options for Council's consideration of just over -\$900,000 (Appendix 4). These will be discussed in more detail in the forthcoming departmental budget presentations to the standing committees.

## BUDGET SUMMARY REPORT

**Base Budget Savings – Efficiencies/Revenues/Reductions**

In preparing the 2011 tax operating budget, staff made every effort to incorporate budget savings into their budget plan. Often, these resulted in reductions to the levy. These savings can be generated by closely reviewing 2010 actuals versus budget and adjusting where able. As well, staff reviewed program activity and take-up to adjust resources accordingly. Alternatively, efficiencies can allow a program to maintain service while absorbing additional costs. As well, enhancing revenue opportunities reduces the net levy requirement. Staff have identified approximately -\$6.0 million in base budget savings incorporated into the 2011 draft tax operating budget, reducing the residential municipal tax impact by -0.9%.

The following highlights the base budget savings by Department:

**2011 Base Budget Savings**

Planning & Ec Dev	\$	(682,000)
Corporate Services	\$	(144,000)
Public Health Services	\$	(74,000)
Community Services	\$	(1,103,000)
Public Works	\$	(4,036,000)
<b>Total</b>	<b>\$</b>	<b>(6,039,000)</b>

As stated, these base budget savings, resulting in a residential municipal tax reduction of -0.9%, have been incorporated into the 2011 draft budget. These base budget savings will be highlighted in the departmental budget reports and presentations.

**BUDGET SUMMARY REPORT****2011 Draft Budget - Summary**

The 2011 draft tax supported operating budget identifies a levy requirement of \$701,123,127 which represents a levy increase of \$28.1 million or 4.2% over 2010. The levy increase can be broken down into three major components, City Services (\$18 M/4.3%), Capital levy (\$3.2M/4.1%) and Boards & Agencies (\$6.9M/4.0%).

The budget requirement of \$701 million includes \$702 million in maintenance/base requirements (which incorporate -\$6M in base budget savings). It also includes -\$900,000 in recommended savings options. It does not include Council Referred items (approximately \$2.8 million net) or staff requested program enhancements (approximately \$5.0 million net).

The following table highlights the draft budgets by department:

## BUDGET SUMMARY REPORT

	2011 DRAFT			CHANGE OVER 2010	
	Base	Savings Options	Total	\$	%
Legislative	3,408,542	-	3,408,542	(16,996)	-0.5%
City Manager	8,914,398	-	8,914,398	89,635	1.0%
Planning & Economic Development	16,758,842	(31,165)	16,727,677	(91,219)	-0.5%
Corporate Services	18,870,924	-	18,870,924	(64,950)	-0.3%
Public Health Services	10,656,421	(140,000)	10,516,421	(409,771)	-3.8%
Community Service (inclusive of upload savings)	137,437,250	(233,980)	137,203,270	(17,946,158)	-11.6%
Public Works	181,960,351	(500,000)	181,460,351	5,529,368	3.1%
Hamilton Emergency Services	91,369,615	-	91,369,615	3,231,755	3.7%
Corporate Financials	9,437,195	-	9,437,195	6,686,219	243.0%
Non Program Revenues	(33,879,250)	-	(33,879,250)	(784,213)	-2.4%
Provincial Funding/OMPF	(4,000,000)	-	(4,000,000)	21,778,305	84.5%
<b>TOTAL CITY DEPARTMENTS</b>	<b>440,934,289</b>	<b>(905,145)</b>	<b>440,029,144</b>	<b>18,001,975</b>	<b>4.3%</b>
<b>CAPITAL FINANCING</b>	<b>82,760,400</b>	<b>-</b>	<b>82,760,400</b>	<b>3,245,999</b>	<b>4.1%</b>
Police	130,752,220	-	130,752,220	6,198,742	5.0%
Library	27,635,281	-	27,635,281	261,556	1.0%
Other Boards & Agencies	19,946,083	-	19,946,083	401,677	2.1%
<b>TOTAL BOARDS &amp; AGENCIES</b>	<b>178,333,584</b>	<b>-</b>	<b>178,333,584</b>	<b>6,861,975</b>	<b>4.0%</b>
<b>TOTAL LEVY</b>	<b>702,028,272</b>	<b>(905,145)</b>	<b>701,123,127</b>	<b>28,109,950</b>	<b>4.2%</b>
Residential Tax Impact (after levy restriction)					4.3%
Less Growth/Reassessment					-1.6%
<b>Average Residential Tax Impact (municipal only)</b>					<b>2.7%</b>
<b>Average Residential Total Tax Impact (inclusive of education)</b>					<b>2.4%</b>
Community Services (exclusive of upload savings)	137,437,250	(233,980)	137,203,270	3,853,842	2.5%

**BUDGET SUMMARY REPORT**

As indicated above, the draft budget is increasing about \$28.1 million or 4.2%. This is inclusive of Base Budget Savings of -\$6.0 million included in the base budget and recommended Savings Options of just over -\$900,000. This results in an average residential municipal tax impact of 2.7% (\$76 for the average home) after taking into account the levy restriction, assessment growth and reassessment benefit. As stated previously, inclusive of preliminary education taxes, the total average residential impact is 2.4% (or \$80 for the average home).

As shown above, a number of departments have met and exceeded the Council guideline of zero levy increase. However, a number of other departments have not been able to meet this guideline with the current draft. This is primarily due to significant pressures in Police Services (\$6.2 million), Public Works (\$5.5 million), Community Services (\$3.9 million exclusive of upload savings) and Hamilton Emergency Services (\$3.2 million). Note that the Community Services reduction of -\$17.9 million or -11.6% (as seen in previous table) is inclusive of the social services upload of -\$21.8 million. Excluding the upload, as it is not a true savings due to the corresponding reduction in OMPF/Provincial Funding, Community Services is forecasting a net levy increase of approximately \$3.9 million or 2.5%. As mentioned previously, the draft budget assumes special provincial funding of \$4.0 million in order to remain neutral. This is significantly less than the City's requirement in 2010 of \$14.2 million.

From an expense standpoint, the most significant expense driver is compensation. For instance, in the case of a recent settled agreement, the majority of the levy increase in Hamilton Emergency Services is a result of the recent Fire Services wage agreement. With respect to unsettled agreements, the draft budget is consistent with Council direction received on January 10, 2011 and this provision is currently budgeted in the Corporate Financials. With respect to benefits, OMERS is increasing \$3.9 million due to a rate increase and to keep pace with increasing wages. Employer benefits are increasing approximately \$1.3 million as items such as dental and group health continue to increase beyond the rate of inflation. While government benefits are increasing similarly by approximately \$1.2 million.

Non-compensation pressures primarily influencing the 2011 draft budget are:

- Capital at 0.5% (\$3.25 million)
- Contractual increases (inflationary and due to the HST) in Public Works (\$2.7 million)
- Social Housing due to Provincial benchmarks (\$1.8 million) and 2% estimate increase for social housing providers (\$650,000)
- Operating impacts from capital approved as part of 2010 capital budget (\$580,000)
- Boards & Agencies (\$6.9 million)
- 10% increase in Hydro costs (\$2.0 million)

**BUDGET SUMMARY REPORT**

Provincial impacts were discussed earlier in the report. Provincially mandated impacts require an estimated \$1.7 million more in levy funding in 2011. This is primarily due to Provincial benchmarks in Social Housing (\$1.8 million). The Province establishes the cost and revenue project benchmarks used to set minimum funding levels paid by municipalities to social housing providers. As well, there is an estimated subsidy shortfall related to public sector wage freeze of about \$700,000. Significant social services upload “savings” of \$21.8 million are being clawed back by the full elimination OMPF funding in 2011, resulting in the continued requirement of special funding from the Province to avoid a budget pressure of \$4 million.

On the flipside, there are a number of good news items that have helped to keep the draft levy increase at a relatively reasonable starting point. As mentioned in discussing the provincial impacts, OW caseloads have declined providing for -\$820,000 in net budget savings. As well, assessment growth has achieved or exceeded 1% for the third year in a row. This assessment growth, combined with a modest reassessment shift, has reduced the average residential tax impact by about -1.6%.

With respect to supplementary tax revenue, the 2011 budget has increased by \$400,000 to \$6.7 million. The budget for supplementary tax revenue is now based upon 1% of the previous year’s tax levy.

All of the budget issues, efficiencies, revenues and savings options will be discussed in more detail within the departmental budget reports to be submitted to their respective standing committees.

**Recommended Savings Options**

In addition to the Base Budget Savings of approximately -\$6.0 million included in the 2011 base budget, staff have developed a number of Savings Options recommended to assist in working towards Council’s guideline. Staff recognize that the draft 2011 budget exceeds the guideline and have therefore committed to continue working to find additional budget savings as Council deliberates the budget.

In total, there are recommended savings options of just over -\$900,000 and -3.0 FTE (Full Time Equivalent). The savings options include revenue enhancements and adjustments, restructurings and effectiveness measures. Most of the options have no or minimal impact on staff, consistent with adopted budget principles with respect to the impact on staffing. Most of the noted FTE reductions occur in either vacant positions or part-time complement.

A summary listing of the recommended savings options can be found in Appendix 4 to this report. Detailed forms outlining the savings option will be included in the respective departmental budget report to be distributed at a future date.

## BUDGET SUMMARY REPORT

**Further Budget Mitigation**

As discussed at the January 21<sup>st</sup> General Issues Committee meeting, staff are presenting this budget document as a starting point to engage Council in the process of establishing the desired tax levy and tax impact. Achieving the end result will involve a number of processes including committee presentations/deliberations, one-on-one engagement between senior staff and Councillors, presentations by the boards and agencies and public input.

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 protect services. The following chart estimates the levy reduction required to achieve certain benchmark tax impacts:

**REDUCTION SCENARIOS**

	Reductions	Levy Increase	Residential Tax Incr.*
<b>DRAFT BUDGET</b>		<b>\$ 28,100,000</b>	<b>2.4%</b>
<b>TOTAL REDUCTIONS OF</b>	<b>-\$ 3,100,000</b>	<b>\$ 25,000,000</b>	<b>2.0%</b>
<b>TOTAL REDUCTIONS OF</b>	<b>-\$ 10,900,000</b>	<b>\$ 17,200,000</b>	<b>1.0%</b>
<b>TOTAL REDUCTIONS OF</b>	<b>-\$ 18,700,000</b>	<b>\$ 9,400,000</b>	<b>0.0%</b>

\* - Total residential tax increase includes estimated education impact

Note - Excludes potential increases due to Council Referred & Staff Enhancements

**1% excluding education is \$6.5M, including education is \$7.8M**



**BUDGET SUMMARY REPORT**

As shown above, the current draft budget increase of \$28.1 million results in an average total residential tax increase of 2.4% (inclusive of estimated education taxes). Additional reductions of -\$3.1 million would be required to reduce this total average residential tax impact to 2.0%. If a 1% average total residential tax impact is desired, then -\$10.9 million in reductions would be required (-\$18.7 million in reductions for a 0% average total residential tax impact). Note that the chart above does **not** provide for the Council referred or staff requested program enhancements which are pending Council deliberations.

A reminder that the above impacts include the Boards and Agencies budgets, some of which exceed Council's guideline. The Boards and Agencies will present to Council on February 25<sup>th</sup>, 2011.

**Council Referred Items – For Consideration (Not Included in Draft Budget Totals)**

During 2010, Council received a number of items and referred them to the 2011 budget process for consideration. These items total about \$2.8 million (net) / 47.5 FTE and are **not** included in the draft budget pending Council's consideration.

Appendix 5 to this report provides a summary of the items that have been referred to the budget process by Council. The departmental budget reports will include detailed forms providing additional information with respect to the Council Referred Items.

Approval of the full \$2.8 million in Council Referred Items would increase the average total residential tax impact by +0.4%.

**Requested Program Enhancements – For Consideration (Not Included in Draft Budget Totals)**

In addition to the Council Referred Items, there are a number of requested program enhancements which are also **not** included in the draft budget pending Council's consideration. These requested program enhancements total approximately \$5 million (net) / 22.7 FTE.

Appendix 6 to this report provides a summary of these enhancements. The departmental budget reports will include detailed forms providing additional information with respect to each of these program enhancements.

Approval of the full \$5 million in requested Program Enhancements would increase the average total residential tax impact by +0.6%.

**BUDGET SUMMARY REPORT**

Staff Complement

The 2011 draft complement, excluding Boards and Agencies, has a small reduction of -1 FTE when compared to 2010 final (restated) complement. Note that the 2011 draft complement includes a reduction of -3 FTE resulting from the recommended savings options.

**2011 Draft Complement (FTE)  
(excluding Boards & Agencies)**

		<b>Change</b>
<b>2010 Approved</b>	<b>5,466.9</b>	
<b>2010 Restated *</b>	<b>5,514.8</b>	<b>47.9</b>
<b>2011 Draft</b>	<b>5,513.8</b>	<b>(1.0)</b>

\* - Restated represents Council in-year approvals

The 2010 restated complement of 5,514.8, an increase of 47.9 full-time equivalents (FTE) when compared to the 2010 approved complement, is based on Council approvals during 2010. These include:

- 14 FTE restated to the tax supported operating budget from Water & Wastewater (rate budget; PW11004/FCS11009)
- 10.5 FTE for 100% funded positions in Macassa and Wentworth Lodge (CSD10087)
- 9.04 FTE for the Healthy Smiles Ontario program (BOH 1005(a))
- 5.08 FTE in Parking & By-law services for the Proactive Bylaw 18 month Pilot Program (ED&P Committee Report 10-006)
- 4 FTE approved as part of the 2010 capital budget – 2011 operating impacts from capital (FCS09114)
- 3 FTE approved for Pan-Am (funded through capital)
- 1 FTE for enforcement and administration of Vacant Building Registry By-Law (PED09031(c))
- 1 FTE in Human Resources (Report HUR 10001(a))

**BUDGET SUMMARY REPORT**

With respect to the 2011 complement, the draft budget reduces the complement by -1 FTE. This is made up of a reduction of -3 FTE relate to the recommended savings options (Appendix 4), partially offset by a net increase of 2 FTE occurring in the base budget (additional 10.5 FTE for Addictions Services Initiative (Report CSD10086) and 3.42 FTE for operating impacts from capital offset by reductions in FTE related to the completion of programs in Community Services and Public Health (end of funding), -1.8 FTE reduction due expiration of capital funding related to Ontario Realty Corporation and -1 FTE reduction in Corporate Services (Customer Service Representative)).

Appendix Three provides a complement summary including footnotes explaining all of the complement change.

**BUDGET SUMMARY REPORT**Risks & Assumptions

There are a number of risks and assumptions contained within this budget submission. The following provides a brief highlight:

- The budget assumes receipt of \$4.0 million from the Province. The Fairness to Hamilton section at the beginning of this report outlines the rationale.
- The budget assumes Council will not offset the reassessment tax shifts between property classes. Similar to 2009 and 2010, the 2011 reassessment (year 3 of the 4 year phase-in) results in a reassessment tax shift benefiting the residential class by -0.3%.
- A 4.4% Ontario Works caseload increase has been projected for the 2011 budget over the 2010 actual caseload. In addition, there will be a 1% increase in Ontario Works benefits (basic needs, shelter, temporary care) which will increase the cost per case. There is a level of risk attached to this forecast as the economic recovery has not been fully realized, however, indicators suggest some stability in the economy.
- The winter control budget is consistent with a five year average cost. These costs can vary significantly, however the stabilization reserve provides a limited capacity to offset unfavourable variances which may occur due to winter conditions which exceed normal activity.
- The 2011 fuel budget estimates cost for unleaded and diesel fuel to average \$0.87 per litre, unchanged from 2010 budget. Currently the cost for fuel for the City is averaging just over \$0.90 per litre. Each cent per litre variation impacts the City about \$100,000.
- Assumes that the Province will continue to allow municipalities to pass a maximum of up to 50% of the residential budgetary increase to the restricted property classes. In 2011, only the industrial class is restricted in the City of Hamilton. The draft budget assumes that Council will pass on the maximum allowable (50%) tax increase to the industrial property class.
- The tax impacts assume only a 0.7% increase in Education (consistent with 2009 and 2010, being the first two years of the four year reassessment phase-in). Once the Province announces the education tax rate for 2011, staff will report back on any impact to the combined property tax impact.
- The draft budget provides for compensation contingencies for unsettled contracts consistent with Council direction. If the actual settlements are greater than the provision, then cost savings measures will be required to avoid unfavourable variance and a 2012 budget impact.
- The 2011 draft budget assumes no increase in Transit fares.

**BUDGET SUMMARY REPORT****Process**

The budget process was approved by Council in June 2010. The tax supported budget reports for each department will be submitted to their respective standing committees. After deliberation, the standing committee will then approve the departmental budget and submit it to General Issues Committee (GIC) for full deliberation. Finally, the budget will be deliberated at Council.

The “Budget Summary Report” provides an overview of the issues impacting the 2011 draft tax supported operating budget. Included in this report are the following appendices:

- Appendix One: 2011 Tax Operating Budget: Summary – A budget summary by division highlighting 2010 budget, 2010 forecasted actuals, 2011 draft budget and \$/% change.
- Appendix Two: 2011 Tax Operating Budget: Cost Category Summary – A budget summary of expenditures and revenues for all departments by cost category (employee related, materials/supplies, fee revenue, etc.).
- Appendix Three: 2011 Tax Operating Budget: Complement Summary – A complement summary by division highlighting FTE change 2011 / 2010. Note this complement summary does not include Council referred items or requested program enhancements.
- Appendix Four: 2011 Recommended Savings Options: Summary – A summary listing of the recommended options to reduce the 2011 levy requirement and help achieve Council’s guideline. (these savings options are included in the 2011 draft budget)
- Appendix Five: Council Referred Items: Summary – A summary listing of items that have been referred to the budget process by Council for consideration. The budgets for these items are **not** included in the draft budget submission.
- Appendix Six: Requested Program Enhancements: Summary – A summary listing of requested program enhancements for Council consideration. The budgets for these enhancements are **not** included in the draft budget submission.
- Appendix Seven: 2008 – 2011 City of Hamilton Strategic Plan & Corporate Priority Plan – to be used as a reference for the Departmental and Divisional overviews included in the departmental budget reports. These overviews include linkages to the Strategic Plan and to the Corporate Priority Plan, where appropriate.

## **APPENDIX 1**

# **2011 TAX OPERATING BUDGET: SUMMARY**

# CITY OF HAMILTON 2011 DRAFT TAX OPERATING BUDGET

	2010		2011			2011 Draft vs. 2010 Budget	
	Budget	Projected Actuals	Base Budget <sup>1</sup>	Savings Options <sup>2</sup>	Draft Budget	\$	%
<b><u>PLANNING &amp; ECONOMIC DEVELOPMENT</u></b>							
Building Services	1,095,160	772,467	969,639	0	969,639	(125,522)	(11.5)%
Downtown & Community Renewal	1,110,729	1,133,218	1,093,186	0	1,093,186	(17,543)	(1.6)%
GM, Finance & Support Services	2,851,030	2,891,153	2,923,630	0	2,923,630	72,599	2.5%
Economic Development & Real Estate	2,313,904	2,373,704	2,204,473	0	2,204,473	(109,431)	(4.7)%
Growth Management	(812,513)	(629,286)	(821,726)	0	(821,726)	(9,213)	(1.1)%
Parking & By-Law Services	4,971,520	4,885,031	5,028,586	(31,165)	4,997,421	25,901	0.5%
Planning	2,590,622	2,297,023	2,590,622	0	2,590,622	0	0.0%
Strategic Services/Special Projects	1,250,302	1,520,504	1,309,042	0	1,309,042	58,739	4.7%
Tourism Hamilton	1,448,140	1,421,185	1,461,391	0	1,461,391	13,251	0.9%
<b>TOTAL PLANNING &amp; ECONOMIC DEVELOPMENT</b>	<b>16,818,896</b>	<b>16,665,000</b>	<b>16,758,842</b>	<b>(31,165)</b>	<b>16,727,677</b>	<b>(91,219)</b>	<b>(0.5)%</b>
<b><u>PUBLIC HEALTH SERVICES</u></b>							
Office of Medical Officer of Health	2,849,108	2,782,842	2,611,735	0	2,611,735	(237,372)	(8.3)%
Planning & Business Improvement	973,748	968,819	972,860	(140,000)	832,860	(140,889)	(14.5)%
Clinical & Preventative Services	2,191,210	2,106,927	2,125,180	0	2,125,180	(66,031)	(3.0)%
Family Health	964,423	962,205	1,017,073	0	1,017,073	52,650	5.5%
Health Protection	2,137,184	2,133,085	2,106,697	0	2,106,697	(30,487)	(1.4)%
Healthy Living	1,810,517	1,808,789	1,822,875	0	1,822,875	12,358	0.7%
<b>TOTAL PUBLIC HEALTH SERVICES</b>	<b>10,926,192</b>	<b>10,762,666</b>	<b>10,656,421</b>	<b>(140,000)</b>	<b>10,516,421</b>	<b>(409,771)</b>	<b>(3.8)%</b>
<b><u>COMMUNITY SERVICE DEPARTMENT</u></b>							
Administration - Community Services	2,359,158	2,332,447	2,449,079	0	2,449,079	89,921	3.8%
Benefit Eligibility	7,429,376	8,415,087	7,767,136	(77,868)	7,689,268	259,893	3.5%
City Housing Hamilton	0	1	0	0	0	0	0.0%
Culture	5,569,112	5,308,961	5,671,852	0	5,671,852	102,741	1.8%
Employment & Income Support (inclusive of upload savings)	51,293,091	49,562,938	28,812,762	(96,538)	28,716,224	(22,576,867)	(44.0)%
Housing & Homelessness	43,953,606	43,960,677	46,758,865	0	46,758,865	2,805,259	6.4%
Macassa Lodge	5,205,913	4,865,671	5,430,077	0	5,430,077	224,164	4.3%
Recreation	26,678,207	24,806,200	27,639,297	0	27,639,297	961,090	3.6%
Social Development & Early Childhood Services	7,344,441	7,371,476	7,371,367	0	7,371,367	26,926	0.4%
Strategic Services	1,608,478	1,546,883	1,693,069	(59,574)	1,633,495	25,017	1.6%
Wentworth Lodge	3,708,047	3,657,445	3,843,746	0	3,843,746	135,699	3.7%
<b>TOTAL COMMUNITY SERVICES DEPARTMENT</b>	<b>155,149,428</b>	<b>151,827,786</b>	<b>137,437,250</b>	<b>(233,980)</b>	<b>137,203,270</b>	<b>(17,946,158)</b>	<b>(11.6)%</b>
<b>TOTAL COMMUNITY SERVICES DEPARTMENT (exclusive of upload savings)</b>						<b>3,853,842</b>	<b>2.5%</b>

<sup>1</sup> Details of savings incorporated in the 2011 base budget will be included in each Departmental Budget Report.

<sup>2</sup> Please refer to Appendix 4 for a listing of all recommended 2011 savings options.

**CITY OF HAMILTON  
2011 DRAFT  
TAX OPERATING BUDGET**

	2010		2011			2011 Draft vs. 2010 Budget	
	Budget	Projected Actuals	Base Budget <sup>1</sup>	Savings Options <sup>2</sup>	Draft Budget	\$	%
<b><u>HAMILTON EMERGENCY SERVICES</u></b>							
Emergency Services Admin	1,132,723	1,000,333	1,125,703	0	1,125,703	(7,020)	(0.6)%
Fire Services	70,136,705	71,456,643	73,286,287	0	73,286,287	3,149,582	4.5%
Corporate Radio System	846,129	736,947	846,129	0	846,129	0	0.0%
Emergency Management	318,418	272,577	318,418	0	318,418	0	0.0%
Emergency Medical Services - Ambulance	15,703,886	15,656,424	15,793,079	0	15,793,079	89,193	0.6%
<b>TOTAL HES</b>	<b>88,137,861</b>	<b>89,122,924</b>	<b>91,369,615</b>	<b>0</b>	<b>91,369,615</b>	<b>3,231,755</b>	<b>3.7%</b>
<b><u>PUBLIC WORKS</u></b>							
General Administration	10,211	2,660	0	0	0	(10,211)	(100.0)%
Environment and Sustainable Infrastructure	1,317,392	2,561,333	1,318,021	0	1,318,021	629	0.0%
Energy, Fleet, Facilities & Traffic	17,194,529	17,879,823	17,845,057	0	17,845,057	650,528	3.8%
Operations and Waste Management	113,908,983	111,497,982	118,632,711	(500,000)	118,132,711	4,223,729	3.7%
Transit	43,499,868	43,373,102	44,164,562	0	44,164,562	664,693	1.5%
<b>TOTAL PUBLIC WORKS</b>	<b>175,930,983</b>	<b>175,314,900</b>	<b>181,960,351</b>	<b>(500,000)</b>	<b>181,460,351</b>	<b>5,529,368</b>	<b>3.1%</b>
<b><u>LEGISLATIVE</u></b>							
Mayor	977,435	972,045	977,435	0	977,435	0	0.0%
Volunteer Committees	88,290	88,290	88,290	0	88,290	0	0.0%
Legislative Budget	(464,008)	(463,254)	(483,161)	0	(483,161)	(19,153)	(4.1)%
Ward Budgets	2,823,821	2,817,794	2,825,978	0	2,825,978	2,157	0.1%
<b>TOTAL LEGISLATIVE</b>	<b>3,425,538</b>	<b>3,414,875</b>	<b>3,408,542</b>	<b>0</b>	<b>3,408,542</b>	<b>(16,996)</b>	<b>(0.5)%</b>
<b><u>CITY MANAGER</u></b>							
Administration - City Manager	1,215,733	777,267	1,248,596	0	1,248,596	32,863	2.7%
Human Resources	4,746,474	4,296,757	4,746,147	0	4,746,147	(327)	(0.0)%
Internal Audit	657,081	612,580	660,784	0	660,784	3,703	0.6%
Legal	2,205,475	3,221,090	2,258,871	0	2,258,871	53,396	2.4%
<b>TOTAL CITY MANAGER</b>	<b>8,824,763</b>	<b>8,907,694</b>	<b>8,914,398</b>	<b>0</b>	<b>8,914,398</b>	<b>89,635</b>	<b>1.0%</b>

<sup>1</sup> Details of savings incorporated in the 2011 base budget will be included in each Departmental Budget Report.

<sup>2</sup> Please refer to Appendix 4 for a listing of all recommended 2011 savings options.



**CITY OF HAMILTON  
2011 DRAFT  
TAX OPERATING BUDGET**

	2010		2011			2011 Draft vs. 2010 Budget	
	Budget	Projected Actuals	Base Budget <sup>1</sup>	Savings Options <sup>2</sup>	Draft Budget	\$	%
<b><u>CORPORATE SERVICES</u></b>							
Administration	237,067	227,891	235,575	0	235,575	(1,492)	(0.6)%
Financial Planning and Policy	878,483	923,800	504,926	0	504,926	(373,558)	(42.5)%
City Clerk	1,489,222	1,410,228	1,512,152	0	1,512,152	22,930	1.5%
Customer Service, Access & Equity	4,453,897	4,259,053	4,468,487	0	4,468,487	14,590	0.3%
Information Services	7,221,238	7,532,576	7,430,666	0	7,430,666	209,428	2.9%
Treasury Services	4,655,967	4,866,639	4,719,118	0	4,719,118	63,152	1.4%
<b>TOTAL CORPORATE SERVICES</b>	<b>18,935,874</b>	<b>19,220,187</b>	<b>18,870,924</b>	<b>0</b>	<b>18,870,924</b>	<b>(64,950)</b>	<b>(0.3)%</b>
<b><u>COMMUNITY PARTNERSHIP PROGRAM</u></b>							
	<b>3,285,686</b>	<b>3,285,686</b>	<b>3,285,686</b>	<b>0</b>	<b>3,285,686</b>	<b>0</b>	<b>0.0%</b>
<b><u>CORPORATE FINANCIALS</u></b>							
Corporate Pensions/Benefits & Contingency	6,390,976	8,643,835	13,077,195	0	13,077,195	6,686,219	104.6%
Corporate Reductions/Initiatives	(4,140,000)	0	(4,140,000)	0	(4,140,000)	0	0.0%
Senior Tax Credit	500,000	592,400	500,000	0	500,000	0	0.0%
<b>TOTAL CORPORATE FINANCIALS</b>	<b>2,750,976</b>	<b>9,236,235</b>	<b>9,437,195</b>	<b>0</b>	<b>9,437,195</b>	<b>6,686,219</b>	<b>243.0%</b>
<b><u>CAPITAL FINANCING</u></b>							
Planning & Economic Development	895,400	895,400	892,440	0	892,440	(2,960)	(0.3)%
Community Services	6,550,870	6,550,870	6,561,320	0	6,561,320	10,450	0.2%
Public Health	85,980	85,980	85,980	0	85,980	0	0.0%
Hamilton Emergency Services	1,074,750	1,074,750	1,075,340	0	1,075,340	590	0.1%
Public Works	39,506,370	39,506,370	41,475,970	0	41,475,970	1,969,600	5.0%
Capital Financing	30,531,070	28,031,070	31,799,530	0	31,799,530	1,268,460	4.2%
<b>TOTAL CAPITAL FINANCING</b>	<b>78,644,440</b>	<b>76,144,440</b>	<b>81,890,580</b>	<b>0</b>	<b>81,890,580</b>	<b>3,246,140</b>	<b>4.1%</b>
<b>TOTAL CITY EXPENDITURES</b>	<b>562,830,636</b>	<b>563,902,392</b>	<b>563,989,806</b>	<b>(905,145)</b>	<b>563,084,660</b>	<b>254,025</b>	<b>0.0%</b>

<sup>1</sup> Details of savings incorporated in the 2011 base budget will be included in each Departmental Budget Report.

<sup>2</sup> Please refer to Appendix 4 for a listing of all recommended 2011 savings options.

**CITY OF HAMILTON  
2011 DRAFT  
TAX OPERATING BUDGET**

	2010		2011			2011 Draft vs. 2010 Budget	
	Budget	Projected Actuals	Base Budget <sup>1</sup>	Savings Options <sup>2</sup>	Draft Budget	\$	%
<b><u>POLICE SERVICES</u></b>							
Operating	123,631,738	123,168,790	129,826,620	0	129,826,620	6,194,882	5.0%
Capital Financing	921,740	921,740	925,600	0	925,600	3,860	0.4%
<b>HAMILTON POLICE SERVICES</b>	<b>124,553,478</b>	<b>124,090,530</b>	<b>130,752,220</b>	<b>0</b>	<b>130,752,220</b>	<b>6,198,742</b>	<b>5.0%</b>
<b><u>BOARDS &amp; AGENCIES</u></b>							
HECFI	3,247,133	2,790,000	3,247,140	0	3,247,140	7	0.0%
Library	27,373,725	27,124,194	27,635,281	0	27,635,281	261,556	1.0%
Art Gallery of Hamilton	825,030	825,030	857,863	0	857,863	32,833	4.0%
Conservation Authorities	5,246,415	5,246,415	5,407,912	0	5,407,912	161,497	3.1%
Municipal Property Assessment Corporation	5,798,128	5,798,128	6,005,468	0	6,005,468	207,340	3.6%
Royal Botanical Gardens	599,206	599,206	599,206	0	599,206	0	0.0%
Festival of Friends (HWCA)	85,271	85,271	85,271	0	85,271	0	0.0%
Opera Hamilton	126,928	126,928	126,928	0	126,928	0	0.0%
Boris Brott Music Festival	90,109	90,109	90,109	0	90,109	0	0.0%
Hamilton Philharmonic Orchestra	113,695	113,695	113,695	0	113,695	0	0.0%
Hamilton Beach Rescue Unit Inc.	126,805	126,805	126,805	0	126,805	0	0.0%
<b>Total Operating</b>	<b>43,632,445</b>	<b>42,925,781</b>	<b>44,295,678</b>	<b>0</b>	<b>44,295,678</b>	<b>663,233</b>	<b>1.5%</b>
<b>Capital Financing</b>	<b>869,961</b>	<b>869,820</b>	<b>869,820</b>	<b>0</b>	<b>869,820</b>	<b>(141)</b>	<b>(0.0)%</b>
<b>TOTAL BOARDS &amp; AGENCIES</b>	<b>44,502,406</b>	<b>43,795,601</b>	<b>45,165,498</b>	<b>0</b>	<b>45,165,498</b>	<b>663,092</b>	<b>1.5%</b>
<b>TOTAL EXPENDITURES</b>							
	<b>731,886,520</b>	<b>731,788,523</b>	<b>739,907,524</b>	<b>(905,145)</b>	<b>739,002,377</b>	<b>7,115,858</b>	<b>1.0%</b>

<sup>1</sup> Details of savings incorporated in the 2011 base budget will be included in each Departmental Budget Report.

<sup>2</sup> Please refer to Appendix 4 for a listing of all recommended 2011 savings options.

**CITY OF HAMILTON  
2011 DRAFT  
TAX OPERATING BUDGET**

	2010		2011			2011 Draft vs. 2010 Budget	
	Budget	Projected Actuals	Base Budget <sup>1</sup>	Savings Options <sup>2</sup>	Draft Budget	\$	%
<b><u>NON PROGRAM REVENUES</u></b>							
Hydro Dividends	(5,000,000)	(5,000,000)	(5,000,000)	0	(5,000,000)	0	0.0%
Investment Income	(4,000,000)	(4,000,000)	(4,000,000)	0	(4,000,000)	0	0.0%
Penalties & Interest	(7,700,000)	(8,050,000)	(7,700,000)	0	(7,700,000)	0	0.0%
Payments in Lieu of Taxes	(13,999,999)	(14,605,452)	(13,999,999)	0	(13,999,999)	0	0.0%
POA	(2,884,638)	(2,729,902)	(3,168,851)	0	(3,168,851)	(284,213)	(9.9)%
Right of Way Taxes	(3,204,000)	(3,204,000)	(3,204,000)	0	(3,204,000)	0	0.0%
Supplementary Taxes	(6,300,000)	(9,000,000)	(6,700,000)	0	(6,700,000)	(400,000)	(6.3)%
Capping	450,000	217,036	350,000	0	350,000	(100,000)	(22.2)%
Tax Remissions / Write Offs	9,543,600	9,499,300	9,543,600	0	9,543,600	0	0.0%
<b>TOTAL NON PROGRAM REVENUES</b>	<b>(33,095,037)</b>	<b>(36,873,018)</b>	<b>(33,879,250)</b>	<b>0</b>	<b>(33,879,250)</b>	<b>(784,213)</b>	<b>(2.4)%</b>
<b>PROVINCIAL FUNDING / OMPF</b>	<b>(25,778,305)</b>	<b>(25,778,305)</b>	<b>(4,000,000)</b>	<b>0</b>	<b>(4,000,000)</b>	<b>21,778,305</b>	<b>84.5%</b>
<b>TOTAL LEVY REQUIREMENT</b>	<b>673,013,178</b>	<b>669,137,200</b>	<b>702,028,274</b>	<b>(905,145)</b>	<b>701,123,127</b>	<b>28,109,950</b>	<b>4.2%</b>
<b>AVERAGE RESIDENTIAL MUNICIPAL TAX IMPACT (including growth / reassessment benefit)</b>						<b>2.7%</b>	
<b>AVERAGE RESIDENTIAL TOTAL TAX IMPACT (including growth / reassessment benefit / preliminary education taxes)</b>						<b>2.4%</b>	

<sup>1</sup> Details of savings incorporated in the 2011 base budget will be included in each Departmental Budget Report.

<sup>2</sup> Please refer to Appendix 4 for a listing of all recommended 2011 savings options.

## **APPENDIX 2**

### **2011 TAX OPERATING BUDGET: COST CATEGORY SUMMARY**

**CITY OF HAMILTON**  
**2011 OPERATING BUDGET**  
**By Cost Category**

**Tax**

	2010 Budget	2010 Projected Actual	2011 Base Budget	2011 Savings Options	2011 Draft Budget	2011 Draft / 2010 Budget	
						\$	%
<i>EMPLOYEE RELATED COST</i>	603,894,670	604,253,619	629,039,707	(174,646)	628,865,060	24,970,391	4.1%
<i>MATERIAL AND SUPPLY</i>	56,207,109	59,597,001	54,764,540	(209,334)	54,555,206	(1,651,903)	(2.9)%
<i>VEHICLE EXPENSES</i>	32,637,037	24,624,823	32,686,920	0	32,686,920	49,883	0.2%
<i>BUILDING AND GROUND</i>	26,806,237	26,802,510	27,538,015	0	27,538,015	731,778	2.7%
<i>CONSULTING</i>	1,022,050	1,319,643	1,206,437	0	1,206,437	184,387	18.0%
<i>CONTRACTUAL</i>	94,513,209	96,856,699	100,316,320	(330,000)	99,986,320	5,473,112	5.8%
<i>AGENCIES and SUPPORT PAYMENTS</i>	306,224,215	300,582,026	291,343,978	(140,000)	291,203,978	(15,020,238)	(4.9)%
<i>RESERVES / RECOVERIES</i>	18,888,898	37,191,869	15,940,276	0	15,940,276	(2,948,622)	(15.6)%
<i>COST ALLOCATIONS</i>	(6,070,686)	(6,259,254)	(5,340,383)	0	(5,340,383)	730,303	12.0%
<i>FINANCIAL</i>	35,273,515	34,851,744	35,713,134	(20,000)	35,693,134	419,619	1.2%
<i>CAPITAL FINANCING (E)</i>	88,455,440	85,956,910	92,652,510	0	92,652,510	4,197,070	4.7%
<b>TOTAL EXPENDITURES</b>	<b>1,257,851,694</b>	<b>1,265,778,578</b>	<b>1,275,861,455</b>	<b>(873,980)</b>	<b>1,274,987,474</b>	<b>17,135,780</b>	<b>1.4%</b>
<i>FEES AND GENERAL</i>	(164,200,810)	(171,206,242)	(167,262,725)	(31,165)	(167,293,890)	(3,093,080)	(1.9)%
<i>TAX AND RATES</i>	(23,693,999)	(27,002,352)	(24,096,999)	0	(24,096,999)	(403,000)	(1.7)%
<i>GRANTS AND SUBSIDIES</i>	(330,342,311)	(325,205,333)	(306,617,909)	0	(306,617,909)	23,724,403	7.2%
<i>RESERVES</i>	(66,601,395)	(73,227,452)	(75,855,549)	0	(75,855,549)	(9,254,154)	(13.9)%
<b>TOTAL REVENUES</b>	<b>(584,838,515)</b>	<b>(596,641,378)</b>	<b>(573,833,181)</b>	<b>(31,165)</b>	<b>(573,864,346)</b>	<b>10,974,169</b>	<b>1.9%</b>
<b>NET LEVY</b>	<b>673,013,178</b>	<b>669,137,200</b>	<b>702,028,274</b>	<b>(905,145)</b>	<b>701,123,127</b>	<b>28,109,950</b>	<b>4.2%</b>

## **APPENDIX 3**

# **2011 TAX OPERATING BUDGET: COMPLEMENT SUMMARY**

**CITY OF HAMILTON  
TAX OPERATING BUDGET  
2011 DRAFT COMPLEMENT**

	2010		2011			2011 Draft vs 2010 Restated	
	Approved	Restated	Base	Savings Options	Draft		
<b><u>PLANNING &amp; ECONOMIC DEVELOPMENT</u></b>							
GM, Finance & Support Services <sup>5, 6, 7, 8</sup>	29.60	25.92	26.00		26.00	0.08	0.3%
Building Services <sup>8</sup>	88.72	88.72	88.82		88.82	0.10	0.1%
Development Engineering <sup>1</sup>	35.50	38.50	38.50		38.50	0.00	0.0%
Downtown & Community Renewal <sup>9</sup>	9.47	9.47	7.67		7.67	-1.80	-19.0%
Economic Development & Real Estate <sup>7</sup>	28.26	27.26	27.26		27.26	0.00	0.0%
Industrial Parks & Airport	2.00	2.00	2.00		2.00	0.00	0.0%
Parking & By-Law Services <sup>2, 3, 6</sup>	222.02	227.83	227.83		227.83	0.00	0.0%
Planning	56.84	56.84	56.84		56.84	0.00	0.0%
Strategic Services/Special Projects <sup>5</sup>	18.00	23.00	23.00		23.00	0.00	0.0%
Tourism Hamilton	10.81	10.74	10.74		10.74	0.00	0.0%
Tourism Pan-Am Games <sup>4</sup>	0.00	3.00	3.00		3.00	0.00	0.0%
<b>Total Planning &amp; Economic Development</b>	<b>501.22</b>	<b>513.28</b>	<b>511.66</b>	<b>0.00</b>	<b>511.66</b>	<b>-1.62</b>	<b>-0.3%</b>

<sup>1</sup> Approved to Restated: 3 FTE transferred from PW

<sup>2</sup> Approved to Restated: 5.08 FTE approved - Item 15 of ED&P Committee Report 10-006 - Proactive Bylaw 18 month Pilot Program

<sup>3</sup> Approved to Restated: 1.0 FTE added for enforcement and administration of Vacant Building Registry By-Law, based on 100% recovery and no additional Levy impact (PED09031(c))

<sup>4</sup> Approved to Restated: 3.0 FTE approved for Pan-Am funded from capital budget

<sup>5</sup> Approved to Restated: 5.0 FTE from GM, Finance & Support Services (Information Systems - GIC) to Strategic Services/Special Projects

<sup>6</sup> Approved to Restated: 0.6 FTE GIS in Information Systems to Parking & By-Law Services and 0.92 FTE from Parking and By-Law Services to GM, Finance & Support Services (F & A)

<sup>7</sup> Approved to Restated: 1.0 FTE (Admin Clerk) transferred from Economic Development & Real Estate to GM, Finance & Support Services

<sup>8</sup> Restated to Base: Slight increase to bring to FT complement

<sup>9</sup> Restated to Base: 1.80 FTE reduction due to elimination of positions in Downtown and community Renewal related to Ontario Realty Corporation due to expiration of capital funding. Additional funding to be forwarded as program enhancement.

**CITY OF HAMILTON  
TAX OPERATING BUDGET  
2011 DRAFT COMPLEMENT**

	2010		2011			2011 Draft vs 2010 Restated	
	Approved	Restated	Base	Savings Options	Draft		
<b><u>PUBLIC HEALTH SERVICES</u></b>							
Clinical & Preventive Services <sup>1,2,3,6</sup>	98.70	94.94	95.89		95.89	0.95	1.0%
Family Health <sup>1,7</sup>	75.54	91.34	91.10		91.10	-0.24	-0.3%
Health Protection <sup>4</sup>	78.65	78.65	78.21		78.21	-0.44	-0.6%
Healthy Living <sup>5</sup>	84.90	84.90	84.40		84.40	-0.50	-0.6%
Office of Medical Officer of Health <sup>8</sup>	11.00	11.00	11.50		11.50	0.50	4.5%
Planning & Business Improvement <sup>8</sup>	38.60	38.60	38.10		38.10	-0.50	-1.3%
<b>Total Public Health Services</b>	<b>387.39</b>	<b>399.43</b>	<b>399.20</b>	<b>0.00</b>	<b>399.20</b>	<b>-0.23</b>	<b>-0.1%</b>

<sup>1</sup> Approved to Restated: 15.8 FTE transferred to Family Health from Clinical & Preventive Services

<sup>2</sup> Approved to Restated: 3 FTE's (Dental Service Clerks) transferred from Community Services to Clinical & Preventive Services

<sup>3</sup> Approved to Restated: Increase of 9.04 FTE per BOH 1005(a) approved May 25, 2010 for Healthy Smiles Ontario program

<sup>4</sup> Restated to Base: Reduction of Small Drinking Water Systems FTE to match provincial funding cap (0.44) FTE Public Health Inspector

<sup>5</sup> Restated to Base: Conclusion of Canadian Breast Cancer Foundation Grant effective December 31, 2010 (0.5) FTE PHN

<sup>6</sup> Restated to Base: Reduction of 0.05 FTE Social Worker to remain within provincial funding envelope

<sup>7</sup> Restated to Base: (0.24) FTE reduction to Prenatal staffing with no service level implications

<sup>8</sup> Restated to Base: 0.5 FTE transferred from Planning & Business Improvements to Medical Office of Health



**CITY OF HAMILTON  
TAX OPERATING BUDGET  
2011 DRAFT COMPLEMENT**

	2010		2011			2011 Draft vs 2010 Restated	
	Approved	Restated	Base	Savings Options	Draft		
<b><u>COMMUNITY SERVICES DEPARTMENT</u></b>							
Administration	41.75	41.75	41.75		41.75	0.00	0.0%
Benefit Eligibility <sup>1</sup>	115.00	107.33	107.33	1.00	108.33	1.00	0.9%
City Housing Hamilton <sup>6</sup>	98.35	98.35	99.35		99.35	1.00	1.0%
Culture <sup>2</sup>	61.55	62.55	62.55		62.55	0.00	0.0%
Employment & Income Support <sup>1, 7, 8, 9</sup>	196.00	201.00	204.50	(2.00)	202.50	1.50	0.7%
Macassa Lodge <sup>3, 11, 12</sup>	266.79	274.10	269.57		269.57	-4.53	-1.7%
Recreation <sup>2, 4</sup>	481.24	479.24	479.24		479.24	0.00	0.0%
Social Development & Early Childhood Services	79.00	79.00	79.00	(2.00)	77.00	-2.00	-2.5%
Housing & Homelessness <sup>8, 10</sup>	40.00	40.00	41.50		41.50	1.50	3.8%
Strategic Services	18.00	18.00	18.00		18.00	0.00	0.0%
Wentworth Lodge <sup>5</sup>	159.92	163.11	163.11		163.11	0.00	0.0%
<b>Total Community Services Department</b>	<b>1,557.60</b>	<b>1,564.43</b>	<b>1,565.90</b>	<b>(3.00)</b>	<b>1,562.90</b>	<b>-1.53</b>	<b>-0.1%</b>

<sup>1</sup> Approved to Restated: 5.0 FTE CVP OW Worker II transfer to E&IS, 3.0 FTE transferred to PHS-Dental (1.0 FTE Case Aide, 2.0 FTE Payment Clk); 0.33 FTE ATP 100% funded Case Aide - Council Report ECS08051

<sup>2</sup> Approved to Restated: 1.0 FTE transfer to Culture from Recreation for Sr. Curator Position

<sup>3</sup> Approved to Restated: 7.31 FTE with 100% funding (per Report CSD10087)

<sup>4</sup> Approved to Restated: 1.0 FTE transferred to City Manager's Office

<sup>5</sup> Approved to Restated: 3.19 FTE with 100% funding (per Report CSD10087)

<sup>6</sup> Restated to Base: 1.0 FTE recommended in CHH Operational Review. Report 10011 supports the detailed Operational review document. Approval received by Board members [McHattie, Collins]

<sup>7</sup> Restated to Base: (1.5) FTE reduction Enhanced Employment Services 100% funding ends March 31, 2011

<sup>8</sup> Restated to Base: 8.0 FTE in Employment and Income Support, 2.5 FTE in Housing and Homelessness for Addictions Services Initiative (pre Report CSD10086)

<sup>9</sup> Restated to Base: (3.0) FTE reduction in Ontario Works due to staffing mix adjustments

<sup>10</sup> Restated to Base: (1.0) FTE reduction due to 100% funded programs ending

<sup>11</sup> Restated to Base: (1.54) FTE reduction to Adult Day Program (ADP) to maintain costs within funding envelope

<sup>12</sup> Restated to Base: (2.99) FTE reduction to offset additional staffing

**CITY OF HAMILTON  
TAX OPERATING BUDGET  
2011 DRAFT COMPLEMENT**

	2010		2011			2011 Draft vs 2010 Restated	
	Approved	Restated	Base	Savings Options	Draft		
<b><u>HAMILTON EMERGENCY SERVICES</u></b>							
Corporate Radio System	2.00	2.00	2.00		2.00	0.00	0.0%
Emergency Management	2.00	2.00	2.00		2.00	0.00	0.0%
Emergency Medical Services	244.00	244.00	244.00		244.00	0.00	0.0%
Emergency Services Admin <sup>1</sup>	13.00	14.00	14.00		14.00	0.00	0.0%
Fire <sup>1</sup>	576.30	574.30	574.30		574.30	0.00	0.0%
<b>Total HES</b>	<b>837.30</b>	<b>836.30</b>	<b>836.30</b>	<b>0.00</b>	<b>836.30</b>	<b>0.00</b>	<b>0.0%</b>

<sup>1</sup> Approved to Restated: 1.0 FTE transferred from Fire to Emergency Services Admin, 1.0 FTE transferred from Fire to CMO

<b><u>PUBLIC WORKS</u></b>							
Environment and Sustainable Infrastructure <sup>1</sup>	168.42	178.42	178.42		178.42	0.00	0.0%
Energy, Fleet, Facilities & Traffic	190.37	190.37	190.37		190.37	0.00	0.0%
Operations & Waste Management <sup>2</sup>	744.48	743.48	743.48		743.48	0.00	0.0%
General Administration	52.00	52.00	52.00		52.00	0.00	0.0%
Transit	597.21	597.21	597.21		597.21	0.00	0.0%
<b>Total Public Works</b>	<b>1,752.48</b>	<b>1,761.48</b>	<b>1,761.48</b>	<b>0.00</b>	<b>1,761.48</b>	<b>0.00</b>	<b>0.0%</b>

<sup>1</sup> Approved to Restated: 14.0 FTE transferred in from WWW, 1.0 FTE transferred out to O&WM and 3.0 FTE transferred out to P.E.D

<sup>2</sup> Approved to Restated: 2.0 FTE transferred out to the City Manager's Office, 1.0 FTE transferred in from E&SI

<b><u>LEGISLATIVE</u></b>							
Mayor	8.00	8.00	8.00		8.00	0.00	0.0%
Ward Budgets	16.00	16.00	16.00		16.00	0.00	0.0%
<b>Total Legislative</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>	<b>0.00</b>	<b>24.00</b>	<b>0.00</b>	<b>0.0%</b>

<b><u>CITY MANAGER</u></b>							
Administration - City Manager <sup>1</sup>	6.00	9.00	9.00		9.00	0.00	0.0%
Human Resources <sup>2</sup>	51.00	53.00	53.00		53.00	0.00	0.0%
Legal Services - From Corporate Services <sup>3</sup>	42.00	42.00	42.00		42.00	0.00	0.0%
Internal Audit	6.00	6.00	6.00		6.00	0.00	0.0%
<b>Total City Manager</b>	<b>105.00</b>	<b>110.00</b>	<b>110.00</b>	<b>0.00</b>	<b>110.00</b>	<b>0.00</b>	<b>0.0%</b>

<sup>1</sup> Approved to Restated: 1.0 FTE transferred from each of HES, PW & Recreation

<sup>2</sup> Approved to Restated: 1.0 FTE transferred from PW, 1.0 FTE added through Report HUR 10001(a)

<sup>3</sup> Legal Service was transferred from Corporate Services to CMO

**CITY OF HAMILTON  
TAX OPERATING BUDGET  
2011 DRAFT COMPLEMENT**

	2010		2011			2011 Draft vs 2010 Restated	
	Approved	Restated	Base	Savings Options	Draft		
<b><u>CORPORATE SERVICES</u></b>							
City Clerk <sup>2</sup>	47.82	47.82	47.76		47.76	-0.06	-0.1%
Corporate Services - Administration	2.00	2.00	2.00		2.00	0.00	0.0%
Customer Service <sup>1</sup>	60.67	60.67	59.67		59.67	-1.00	-1.6%
Financial Planning & Policy	18.50	18.50	18.50		18.50	0.00	0.0%
Information Services	73.50	73.50	73.50		73.50	0.00	0.0%
Treasury Services	99.41	99.41	99.41		99.41	0.00	0.0%
<b>Total Corporate Services</b>	<b>301.90</b>	<b>301.90</b>	<b>300.84</b>	<b>0.00</b>	<b>300.84</b>	<b>-1.06</b>	<b>-0.4%</b>

<sup>1</sup> Restated to Base: (1.0) FTE reduction to Customer Service Reps

<sup>2</sup> Restated to Base: (0.06) P/T Student FTE reduced in Clerks

<b>Corporate Financials <sup>1</sup></b>	<b>0.00</b>	<b>4.00</b>	<b>7.42</b>		<b>7.42</b>	<b>3.42</b>	<b>85.5%</b>
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<sup>1</sup> operating impacts for Capital (FCS09114)

<b>TOTAL CITY COMPLEMENT</b>	<b>5,466.89</b>	<b>5,514.82</b>	<b>5,516.80</b>	<b>(3.00)</b>	<b>5,513.80</b>	<b>-1.02</b>	<b>0.0%</b>
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**BOARDS & AGENCIES**

HECFI	57.00	57.00	57.00		57.00	0.00	0.0%
Library <sup>1</sup>	319.95	319.95	315.01		315.01	-4.94	-1.5%
<b>Total Boards and Agencies</b>	<b>376.95</b>	<b>376.95</b>	<b>372.01</b>	<b>0.00</b>	<b>372.01</b>	<b>-4.94</b>	<b>-1.3%</b>

<sup>1</sup> (4.94) FTE reduction through restructuring

<b>POLICE SERVICES</b>	<b>1,072.50</b>	<b>1,072.50</b>	<b>1,072.50</b>	<b>0.00</b>	<b>1,072.50</b>	<b>0.00</b>	<b>0.0%</b>
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<b>TOTAL COMPLEMENT</b>	<b>6,916.34</b>	<b>6,964.27</b>	<b>6,961.31</b>	<b>(3.00)</b>	<b>6,958.31</b>	<b>-5.96</b>	<b>-0.1%</b>
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**APPENDIX 4**

**2011 RECOMMENDED SAVINGS OPTIONS:  
SUMMARY**

**CITY OF HAMILTON  
2011 RECOMMENDED SAVING OPTIONS  
SUMMARY**

	ANNUALIZED IMPACT		2011 IMPACT		FTE
	GROSS	NET	GROSS	NET	
<b>PLANNING &amp; ECONOMIC DEVELOPMENT</b>					
New Permit Fee \$125 for new permanent signs	\$ (15,625)	\$ (15,625)	\$ (9,115)	\$ (9,115)	-
New Permit Fee \$195 for changes to existing signs	\$ (24,375)	\$ (24,375)	\$ (14,219)	\$ (14,219)	-
New taxicab inspection fee \$145	\$ (9,425)	\$ (9,425)	\$ (5,498)	\$ (5,498)	-
New \$20 daily fee for spare taxicabs	\$ (4,000)	\$ (4,000)	\$ (2,333)	\$ (2,333)	-
<b>PLANNING &amp; ECONOMIC DEVELOPMENT SUBTOTAL</b>	<b>\$ (53,425)</b>	<b>\$ (53,425)</b>	<b>\$ (31,165)</b>	<b>\$ (31,165)</b>	<b>-</b>
<b>COMMUNITY SERVICES</b>					
Eliminate Child Minding services at 2255 Barton St E due to low utilization rates.	\$ (84,640)	\$ (84,640)	\$ (77,868)	\$ (77,868)	(1.00)
Eliminate Child Minding services at Career Development Center due to low utilization.	\$ (79,200)	\$ (79,200)	\$ (53,064)	\$ (53,064)	(1.00)
Reassign scheduling clerk duties to Intake Section	\$ (64,887)	\$ (64,887)	\$ (43,474)	\$ (43,474)	(1.00)
Reduction in purchase of ergonomic chairs/desks and training for supervisory staff	\$ (59,574)	\$ (59,574)	\$ (59,574)	\$ (59,574)	-
<b>COMMUNITY SERVICES SUBTOTAL</b>	<b>\$ (288,301)</b>	<b>\$ (288,301)</b>	<b>\$ (233,980)</b>	<b>\$ (233,980)</b>	<b>(3.00)</b>
<b>PUBLIC HEALTH SERVICES</b>					
Public Health Research Education & Development: Eliminate funding for certain small public health research projects for program planning.	\$ (140,000)	\$ (140,000)	\$ (140,000)	\$ (140,000)	-
<b>PUBLIC HEALTH SERVICES SUBTOTAL</b>	<b>\$ (140,000)</b>	<b>\$ (140,000)</b>	<b>\$ (140,000)</b>	<b>\$ (140,000)</b>	<b>-</b>
<b>PUBLIC WORKS</b>					
Winter Operations - reduction based on 5 year experience	\$ (500,000)	\$ (500,000)	\$ (500,000)	\$ (500,000)	-
<b>PUBLIC WORKS SUBTOTAL</b>	<b>\$ (500,000)</b>	<b>\$ (500,000)</b>	<b>\$ (500,000)</b>	<b>\$ (500,000)</b>	<b>-</b>
<b>TOTAL RECOMMENDED SAVINGS OPTIONS</b>	<b>\$ (981,726)</b>	<b>\$ (981,726)</b>	<b>\$ (905,145)</b>	<b>\$ (905,145)</b>	<b>(3.00)</b>

## **APPENDIX 5**

# **2011 COUNCIL REFERRED ITEMS: SUMMARY**

**CITY OF HAMILTON  
2011 COUNCIL REFERRED ITEMS  
SUMMARY - ANNUALIZED IMPACT**

	<b>GROSS IMPACT</b>	<b>NET IMPACT</b>	<b>FTE</b>
<b>PLANNING &amp; ECONOMIC DEVELOPMENT</b>			
Mailing Cost to advise property owners who have received vacant tax rebate for >2 years	\$ 1,800	\$ 1,800	
<b>PLANNING &amp; ECONOMIC DEVELOPMENT SUBTOTAL</b>	<b>\$ 1,800</b>	<b>\$ 1,800</b>	<b>0.00</b>
<b>COMMUNITY SERVICES</b>			
Continue cultural mapping per City's approach to community building - Report CS10057	\$ 235,000	\$ 235,000	2.00
Expenditures for additional awards, event presentation, outreach/marketing and delivery - Report CS10058.	\$ 62,550	\$ 59,550	-
Christmas Hamper Program and Summer Shortfall - Report CS09072(a)	\$ 350,000	\$ 350,000	-
Per Completion of Rooming Housing Strategy Report PED05125(e)/SPH05066(e)	\$ 64,869	\$ 64,869	-
Compliance for food service workers with the new Long Term Care Homes Act per Council Report CS10087	\$ 125,000	\$ 125,000	2.50
<b>COMMUNITY SERVICES SUBTOTAL</b>	<b>\$ 837,419</b>	<b>\$ 834,419</b>	<b>4.50</b>
<b>PUBLIC WORKS</b>			
Waste collection services for Festivals & Special Events	\$ 70,000	\$ 40,000	-
Diversion Options - Street sweeping recycling	\$ 320,000	\$ 320,000	-
Diversion Options - Drywall Recycling	\$ 297,000	\$ 297,000	-
Street Tree Trimming Program	\$ 786,000	\$ 786,000	9.00
HSR Service Level Enhancements as per PW10101	\$ 2,670,000	\$ -	29.00
Legislated due diligence training requirements for Transit as per PW10101	\$ 330,000	\$ -	3.00
<b>PUBLIC WORKS SUBTOTAL</b>	<b>\$ 4,473,000</b>	<b>\$ 1,443,000</b>	<b>41.00</b>

**CITY OF HAMILTON  
2011 COUNCIL REFERRED ITEMS  
SUMMARY - ANNUALIZED IMPACT**

	<b>GROSS IMPACT</b>	<b>NET IMPACT</b>	<b>FTE</b>
<b>Boards &amp; Agencies</b>			
Operating funds for Waterfront Pier 8 Rink and Restaurant	\$ 152,000	\$ 152,000	
<b>Boards &amp; Agencies Subtotal</b>	<b>\$ 152,000</b>	<b>\$ 152,000</b>	<b>0.00</b>
<b>Joint Report Referred to GIC</b>			
Affordable Transit Pass (COW 10-022, item 9 (CS10071))	\$ 398,847	\$ 335,268	2.00
<b>Joint Report Referred to GIC Subtotal</b>	<b>\$ 398,847</b>	<b>\$ 335,268</b>	<b>2.00</b>
<b>TOTAL COUNCIL REFERRED ITEMS</b>	<b>\$ 5,863,066</b>	<b>\$ 2,766,487</b>	<b>47.50</b>



**APPENDIX 6**

**2011 REQUESTED  
PROGRAM ENHANCEMENTS:  
SUMMARY**

**CITY OF HAMILTON  
2011 REQUESTED PROGRAM ENHANCEMENTS  
SUMMARY - ANNUALIZED IMPACT**

	<b>GROSS IMPACT</b>	<b>NET IMPACT</b>	<b>FTE</b>
<b>CORPORATE SERVICES DEVELOPMENT</b>			
Provide a single point of contact for Automated Vehicle Location for EMS, Water, and By-law enforcement	\$ 46,500	\$ -	0.50
Wireless Network expansion required for various City departments	\$ 97,000	\$ 97,000	1.00
Infrastructure sustenance required for Transit support systems	\$ 46,500	\$ -	0.50
Manage Office Printing and Supplies Contract per Audit recommendation	\$ 87,000	\$ 87,000	1.00
<b>CORPORATE SERVICES SUBTOTAL</b>	<b>\$ 277,000</b>	<b>\$ 184,000</b>	<b>3.00</b>
<b>HAMILTON EMERGENCY SERVICES DEVELOPMENT</b>			
1 additional ambulance and paramedic required when MUMC is converted to a paediatric only site.	\$ 1,349,340	\$ 1,349,340	12.00
<b>HAMILTON EMERGENCY SERVICES SUBTOTAL</b>	<b>\$ 1,349,340</b>	<b>\$ 1,349,340</b>	<b>12.00</b>
<b>PLANNING &amp; ECONOMIC DEVELOPMENT</b>			
Hamilton Realty Capital Corporation - Staff cost	\$ 26,403	\$ 26,403	0.23
Professional Fees for due diligence for Hamilton Realty Capital Corporation	\$ 74,000	\$ 74,000	-
<b>PLANNING &amp; ECONOMIC DEVELOPMENT SUBTOTAL</b>	<b>\$ 100,403</b>	<b>\$ 100,403</b>	<b>0.23</b>
<b>PUBLIC HEALTH</b>			
Provide permanent funding for Prenatal Nutrition Program	\$ 20,000	\$ -	0.10
<b>PUBLIC HEALTH SUBTOTAL</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>0.10</b>

**CITY OF HAMILTON  
2011 REQUESTED PROGRAM ENHANCEMENTS  
SUMMARY - ANNUALIZED IMPACT**

	<b>GROSS IMPACT</b>	<b>NET IMPACT</b>	<b>FTE</b>
<b>COMMUNITY SERVICES</b>			
Hamilton Center for Civic Inclusion (HCCI)	\$ 130,000	\$ 130,000	-
Hamilton Farmers' Market Programming - seasonal market, development of related events	\$ 30,000	\$ 30,000	-
Funds required to build up event - Battle of Stoney Creek re-enactment - to a tourism marquee standard .	\$ 60,000	\$ 50,000	-
Domiciliary Hostel Program - Team Control Clerk and Program Manager and implement review recommendations.	\$ 96,693	\$ -	1.10
Housing Programs Administration (SHRRP/STRSP) staffing for Social Housing Renovation Retrofit Program	\$ 59,000	\$ -	1.00
Addictions Service Initiative and counselling to chronic shelter users, funded from the Developing Opportunities for Ontario Renters (DOOR) reserve.	\$ 65,370	\$ -	0.50
RAI-MDS electronic resident records mandated by MOHLTC -Macassa Lodge	\$ 98,280	\$ -	1.00
RAI-MDS electronic resident records mandated by MOHLTC - Wentworth Lodge	\$ 78,800	\$ -	0.80
<b>COMMUNITY SERVICES SUBTOTAL</b>	<b>\$ 618,143</b>	<b>\$ 210,000</b>	<b>4.40</b>
<b>PUBLIC WORKS</b>			
Road and Sidewalk Safety Maintenance - Roads Maintenance Activities	\$ 1,200,000	\$ 1,200,000	TBD
Downtown Cleanliness Program - enhanced sidewalk power washing	\$ -	\$ -	2.00
Composting Facility and Leaf & Yard Waste Program Optimization	\$ (23,000)	\$ (23,000)	
Stormwater Facilities Maintenance	\$ 2,000,000	\$ 2,000,000	TBD
Corridor Control Management / Permitting Revenues	\$ 110,000	\$ -	1.00
<b>PUBLIC WORKS SUBTOTAL</b>	<b>\$ 3,287,000</b>	<b>\$ 3,177,000</b>	<b>3.00</b>
<b>TOTAL REQUESTED PROGRAM ENHANCEMENT ITEMS</b>	<b>\$ 5,651,886</b>	<b>\$ 5,020,743</b>	<b>22.73</b>

**APPENDIX 7**

**STRATEGIC PLAN /**  
**CORPORATE PRIORITY PLAN**

**2008 – 2011**  
**CITY OF HAMILTON**  
**STRATEGIC PLAN**

## STRATEGIC PLAN

### Vision

To be the best place in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities

### Mission

- We provide high quality services in a fiscally and socially responsible, environmentally sustainable and compassionate manner in order to ensure a healthy, safe and prosperous community
- We engage our citizens and promote a fair, diverse and accepting community
- We are a skilled, knowledgeable, collaborative and respectful organization that thrives on innovation and quality customer service
- We are led by a forward thinking Council
- The team (staff) shows leadership in carrying out their responsibilities and is valued and appreciated for their contributions and accomplishments

### Values

Honesty	Accountability
Innovation	Leadership
Respect	Excellence
Teamwork	

### Strategic Themes

Image – Changing the perceptions of Hamilton and promoting the City as a great place to live, work and play

Job Creation – Ensuring the City has a thriving and diverse business economy with sustainable jobs and employment for its residents

### Focus Areas

- Skilled, Innovative and Respective Organization
- Financial Sustainability
- Effective Inter-governmental Relations
- Growing Our Economy
- Social Development
- Environmental Stewardship
- Healthy Community

**STRATEGIC PLAN – FOCUS AREA 1****SKILLED, INNOVATION AND RESPECTFUL ORGANIZATION****Description**

- A skilled, adaptive and diverse workforce, i.e. more flexible staff
- More innovation, greater teamwork, better client focus
- An enabling work environment – respectful culture, well-being and safety, effective communication
- Opportunity for employee input in management decision making
- Council and SMT are recognized for their leadership and integrity

**Desired End Results**

- 1.1 90% of employees will have had a regularly scheduled performance appraisal and a learning and development plan, by 2011
- 1.2 90% of competitions for permanent employees attract qualified candidates (that manager agrees to interview) the first time job is posted
- 1.3 15% reduction in WSIA lost time injury rates, by 2011, with the long term goal of zero job related injuries
- 1.4 Maintain an annual 5% employee turnover rate for permanent full-time and part-time employees (excludes terminations)
- 1.5 City of Hamilton's workforce better reflects the diversity of Hamilton's available labour market pool (% of distribution of targeted groups)
- 1.6 90% of management positions have an identified succession plan for the position ('ready now', 'ready in 3 years', 'ready in 5 years' candidates), by 2011
- 1.7 10% reduction in average lost sick days per year, by 2011
- 1.8 Creation of employee suggestion plan that maximizes employee engagement and recognizes staff contributions, risk taking and innovation, by 2009
- 1.9 Phased increase to City's training/professional development spending to Conference Board of Canada's average of 1.8% of salaries/wages, by 2011

**STRATEGIC PLAN – FOCUS AREA 2****FINANCIAL SUSTAINABILITY****Description**

- Financially Sustainable City by 2020
- Effective and sustainable growth management
- Delivery of municipal services and management capital assets/liabilities in a sustainable, innovative and cost effective manner
- Full life-cycle costing for capital
- Address infrastructure deficiencies and unfunded liabilities
- Generate assessment growth / non-tax revenues
- Sustainable tri-parti government agreement

**Desired End Results**

- 2.1 Tax increase/hold at or below rate of inflation, net of downloading, program changes and service level enhancements
- 2.2 Maintain and strive to improve City's current AA credit rating
- 2.3 Achieve a 90% level of funding on growth related projects, net of exemptions
- 2.4 Improve non-residential assessment ratio by 3%, by 2011
- 2.5 Increase the non-tax revenues by rate of inflation
- 2.6 Reduce the funding infrastructure GAP by 5%, by 2011



**STRATEGIC PLAN – FOCUS AREA 3**

**EFFECTIVE INTER-GOVERNMENTAL RELATIONS**

**Description**

- Influence federal and provincial policy development to benefit Hamilton
- Acquire greater share of provincial and federal grants (including those that meet specific needs)
- Maintain effective relationships with other public agencies

**Desired End Results**

- 3.1 Increase per capita share of Provincial infrastructure grants, relative to 3 year average
- 3.2 Increase per capita share of Federal infrastructure grants, relative to 3 year average

**STRATEGIC PLAN – FOCUS AREA 4****GROWING OUR ECONOMY****Description**

- Newly created or revitalized employment sites
- Competitive business environment
- A skilled and creative labour pool that supports new employers
- An improved customer service
- A visitor and convention destination

**Desired End Results**

- 4.1 Triple the amount of shovel ready land resulting in 850 acres, by 2011
- 4.2 Increase the number of Brownfield sites redeveloped by 2 per year
- 4.3 Increase total Gross Farm Receipts by commodity type and percentage total by 2% per year
- 4.4 Increase the number of new businesses (net of closures, etc.) by 5% per year based on 2008
- 4.5 Taxable assessment growth to exceed 1.5% per year (net of appeals, demolition, write-offs, etc.), by 2011
- 4.6 Increase in the value of non-residential building permits by 5%, by 2011
- 4.7 Annual customer satisfaction survey of major business customers
- 4.8 Increase the number of visitors by 2% per year and the number of conventions/sports events by 3 per year
- 4.9 Meet the established growth targets for 2011 of 540,000 people and 230,000 GRIDS and Places to Grow
- 4.10 Decrease the office vacancy rates by 25% in the downtown core based on 2008 baseline
- 4.11 Two significant waterfront developments per year
- 4.12 Increase the employment rate by 3 percentage points from 60.5 to 63.5 by the next census (2013)

**STRATEGIC PLAN – FOCUS AREA 5****SOCIAL DEVELOPMENT****Description**

- Everyone has a home they can afford that is well maintained and safe
- Hamilton residents are optimally employed earning a living wage
- Residents in need have access to adequate support services
- People participate in all aspects of community life without barriers or stigma

**Desired End Results**

- 5.1 Increase the supply of social housing (rental) by 270 units, by 2011
- 5.2 Increase the number of Ontario Works cases who leave the caseload for employment by 3% per year
- 5.3 Increase the number of new immigrants with employment that matches their education and experience by 15%, by 2011
- 5.4 Reduce the waitlist for affordable rental housing by 2%, by 2011
- 5.5 Increase the social housing infrastructure expenditures by 1% per year (above inflation)
- 5.6 Increase the rate of compliance with Property Standards By-law orders in private rental housing by 3%, by 2011
- 5.7 Contain or decrease the Ontario Works caseload size by 2% per year
- 5.8 Increase the number of Hamilton students who complete high school by 10%, by 2011
- 5.9 Increase the number of regulated child care spaces per 1,000 children under 12 years by 20.3 spaces, by 2011
- 5.10 Decrease the number of working poor residents who live below LICO (Low Income Cutoff) by 15%, by 2011

**STRATEGIC PLAN – FOCUS AREA 6****ENVIRONMENTAL STEWARDSHIP****Description**

- Natural resources are protected and enhanced
- Reduced impact of city activities on the environment
- Remove Hamilton Harbour from Great Lakes area of concern list by 2015
- Reduce the impact of Hamilton's industrial, commercial Private and Public sector operations on the environment
- Aspire to the highest environmental standards

**Desired End Results**

- 6.1 Increase waste diversion to 65%, by 2011
- 6.2 Reduce air and greenhouse gas emissions (GHG) in City operations starting with a 10% reduction of 2005 levels, by 2011
- 6.3 Complete 80% of the Bay Area Implementation Team (BAIT) workplan tasks, by 2011
- 6.4 Maintain or increase the quantity and quality of Significant Natural Areas that are protected
- 6.5 Maintain or increase the cumulative amount of tree cover in the City with the objective of moving towards the Environment Canada guideline of 30%
- 6.6 Increase the number of days that the rating on the Air Quality Index (AQI) is 'good' or 'very good'
- 6.7 Corporate Energy Policy targets equate to an approximate 1.5% reduction in energy – of City-owned facilities and operations-per year using 2005
- 6.8 Decrease the number of days when beaches are closed

**STRATEGIC PLAN – FOCUS AREA 7****HEALTHY COMMUNITY****Description**

- Plan and manage the built environment
- An engaged Citizenry
- Adequate access to food, water, shelter and income, safety, work, recreation and support for all (Human Services)

**Desired End Results**

- 7.1 Increase the number of residential units within the Downtown Core by 150 units per year
- 7.2 Increase the percentage of Hamilton residents who are moderately active (22.4%) and physically active (26.6%) from 49% to 54%, by 2011
- 7.3 Ensure that all Hamiltonians have access to human services to enhance their quality of life by ensuring that the Human Services plan is created by end of 2009
- 7.4 Increase alternative transportation usage in areas such as transit, ridership, walking and cycling
- 7.5 Develop a community development strategy to enhance community and neighbourhood involvement, by 2011
- 7.6 Maintain or increase voter turn-out by next election
- 7.7 Increase school tours to the Civic Museums by 5% each year up to and including 2011
- 7.8 Increase number of seminars/workshops/events presented by Civic Museums by 5% each year up to and including 2011

CITY OF HAMILTON

CORPORATE PRIORITY PLAN

# CORPORATE PRIORITY PLAN

Approved by Hamilton City Council, December, 2009



## CORPORATE PRIORITY PLAN

As approved by Council (CM09021) December, 2009:

*That the 2010 Corporate Priority Plan which aims to optimize economic opportunities in the lower city to the benefit of the entire City of Hamilton; and establish a long range strategy for managing service delivery costs that meet the needs of citizens, be approved.*

1. **PROSPERITY: Optimize economic opportunities** – focus on the governance structures, activities and resources required to enable Hamilton, in particular the lower City, to prosper from the plans and investments being put forward.
  - Growing our non-residential assessment
  - Creation of expanded and redevelopment employment areas
  - Increase the number of living wage jobs
  - Safe and investment attractive greater downtown
  - City-wide waterfront that continues to serve the needs of the growing community
  - Improving neighbourhoods in the lower City
  - Working with our partners – better integration and focus between the City and community actions
  - A clear message to other that Hamilton's image is changing



**CORPORATE PRIORITY PLAN**

**2. SUSTAINABLE SERVICES: Managing service delivery costs** – the City must deliver high quality service that meets citizen needs while balancing its fiscal realities.

- City-wide service delivery review
- Focusing on the needs of citizens
- Managing cost pressures
- Integrating systems and services towards one-stop service delivery and alignment and managing service delivery “channels”
- Creating a “results-based” performance management and measurement system
- Understanding the inextricable link between employee engagement and citizen satisfaction