



City of Hamilton

**2012 Tax Supported
Preliminary Operating Budget**

Book 1
Budget Summary Report
FCS12014

BOOK ONE:

2012 TAX OPERATING BUDGET SUMMARY

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Introduction

Council's Strategic Priorities

The 2012 Tax Supported Operating budget incorporates linkages to the City's strategic planning process. In 2011, the Senior Management Team (SMT) produced a Work Plan that was focused around three primary priority areas:

- Leadership & Governance
- Prosperity
- Sustainable Services.

The SMT Work Plan aligned with the City's Strategic Plan (2008 - 2011) and Corporate Priority Plan in addition to setting the foundation for determining the priorities for the 2012 - 2015 Strategic Plan (draft).

For the purpose of development of the 2012 Tax Supported Operating Budget, the Departmental Overviews link Departmental/Divisional 2011 accomplishments and the 2012 objectives to the three primary priority areas. The priorities, which are supported by the City's Vision of being "the best place in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities", are linked to the work being undertaken in each Department.

Toward Financial Sustainability

Over the next few years, the City of Hamilton, like other governments, will face a number of challenges which will require a plan premised on fiscal restraint. Some of the key challenges the City will face of the next few years include:

- Additional funding for capital renewal to overcome the current annual deficit of \$195 million
- Need to reduce property taxes to a more competitive and affordable level
- Provide funding and resources to address future priorities
- Ability to address increased costs related to legislative and regulatory requirements
- Manage compensation pressures



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In order to address these and potentially other challenges requires the aid of a plan and more specifically a Long Term Financial Sustainability Plan (LTFSP). The plan is a visionary document that doesn't simply forecast the status quo into the future but rather consists of consensus strategies to address challenges and financial problems before drastic actions is required.

Financial planning through the budgeting process aligns financial capacity with service goals. The budget helps to describe to citizens how the City is providing good stewardship over the citizens' taxes.

In 2012 staff will commence with the early stages of developing a LTFSP.

Service Delivery

In support of a LTFSP, staff have commenced with a Service Delivery Review. Through sustainable service delivery, the City is focused on delivering services in an efficient and effective manner and demonstrating value for money to residents and businesses and will contribute overall to the City's financial sustainability. In 2012, the service delivery strategy has three components:

1. a review process that will produce a detailed profile of every citizen facing and internal service with the cost, set of performance measures and other pertinent information that will start to identify potential opportunities for in-depth reviews;
2. from this, a set of prioritized business cases of recommended services to review over the next 3-4 years that will have the greatest opportunity to reduce cost and/or improve service; and
3. advance three internal service efficiency initiatives:
 - i. implement and achieve savings from call handling consolidation;
 - ii. deliver and begin to implement the web strategy;
 - iii. deliver a strategy to address IS governance and functions within IS for improvement, consolidation and savings.

The Service Review Program is being undertaken in preparation for the 2013 Budget Process. In 2012, the City will set the foundation for its services and service levels to establish the basis for multi-year planning and service delivery to meet its budget objectives in 2013 and beyond.

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Overview**Budget Process**

Submitted for Council's consideration is the 2012 Preliminary Tax Supported Operating budget. This is the final of the City's program budgets to be considered by Council for 2012. The other, previously approved, budgets are the 2012 Rate Operating and Capital budgets and the 2012 Tax Capital budget.

The following table highlights the gross expenditure budgets for the City including the preliminary tax operating budget. All other budgets have been approved by Council.

**2012 Consolidated City Budget
Gross Expenditures**

	Rate	Tax	Total
Operating	\$164.7M	\$1,254.4M	\$1,419.1M
Capital	\$203.8M	\$226.7M	\$430.5M
Total	\$368.5M	\$1,481.1M	\$1,849.6M

* Note – 2012 tax operating budget is preliminary.

At the September 12, 2011 General Issues Committee meeting, Council approved FCS11074, "2012 Tax Budget Guideline and Preliminary Outlook", including the following recommendation:

That, in an effort to achieve the goal of an overall tax impact of zero percent for City Services, all City departments target a 2012 budget guideline of 0% increase, and that any increase be forwarded for consideration with appropriate explanation.

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Based on this direction and the 2012 Budget Guiding Principles (FCS11097), staff set out to prepare the 2012 tax supported operating budget. An integral part of this process was the three budget workshops held with members of Council (October 27, November 17 & December 16). The overall purpose of the workshops was to engage Council and get feedback on priorities, issues and direction prior to the submission of the preliminary budget document. Each workshop provided Council with progressively more insight into the status of the 2012 tax budget development.

The 2012 Preliminary Tax Supported Operating budget as submitted is consistent with the draft budget provided to Council at the 3rd Budget Workshop on December 16th. The overall goal of a zero percent tax increase has not yet been achieved. In part, this is due to a number of significant budget pressures which have not been offset despite significant base budget savings built into the budget. During the departmental budget presentations, Council will be provided the appropriate explanations from departments that were not able to achieve a zero percent increase.

The preliminary budget as submitted is consistent with Council's direction not to impact programs/services. Over the next 5-6 weeks, staff will engage Council in an effort to progress to the target of zero or an appropriate level of tax increase which balances the need to hold taxes while protecting services.

Boards and Agencies will be presenting their budget requests on January 26 and 27 (all dates 2012). Beginning on January 30, city departments will present their 2012 preliminary tax budgets. Initial presentations will be completed on February 7th. Additional and follow-up information, if required, will be presented at a number of GIC meetings scheduled between February 7th and February 17th. Public delegations will be presented on February 15th. The current schedule estimates that final deliberations will begin on February 24th and culminate with budget approval on March 7th. This schedule is subject to change as Council progresses through the budget process.

All budgets will be presented and deliberated at GIC. As such, the budget book formats have been revised and two documents have been produced. Book One is a summary of the 2012 Preliminary Tax Supported Operating budget. Book Two is the departmental overviews and budget submissions. Content has also been updated to include information identified by the C.D. Howe institute as critical to transparency in budget presentation. This includes the addition of Appendix 1-2, "2012 Tax Operating Budget: Gross and Net Expenditures" and the addition of a budget summary consolidating the rate and tax budgets (operating and capital) which will be compiled upon final approval of all budgets. Also, the budget information, particularly for Public Works, has been expanded to highlight additional program/service budget information within the senior divisional levels. All of the information from the two budget books and the staff presentations will be included on the City's website.



BUDGET SUMMARY REPORT

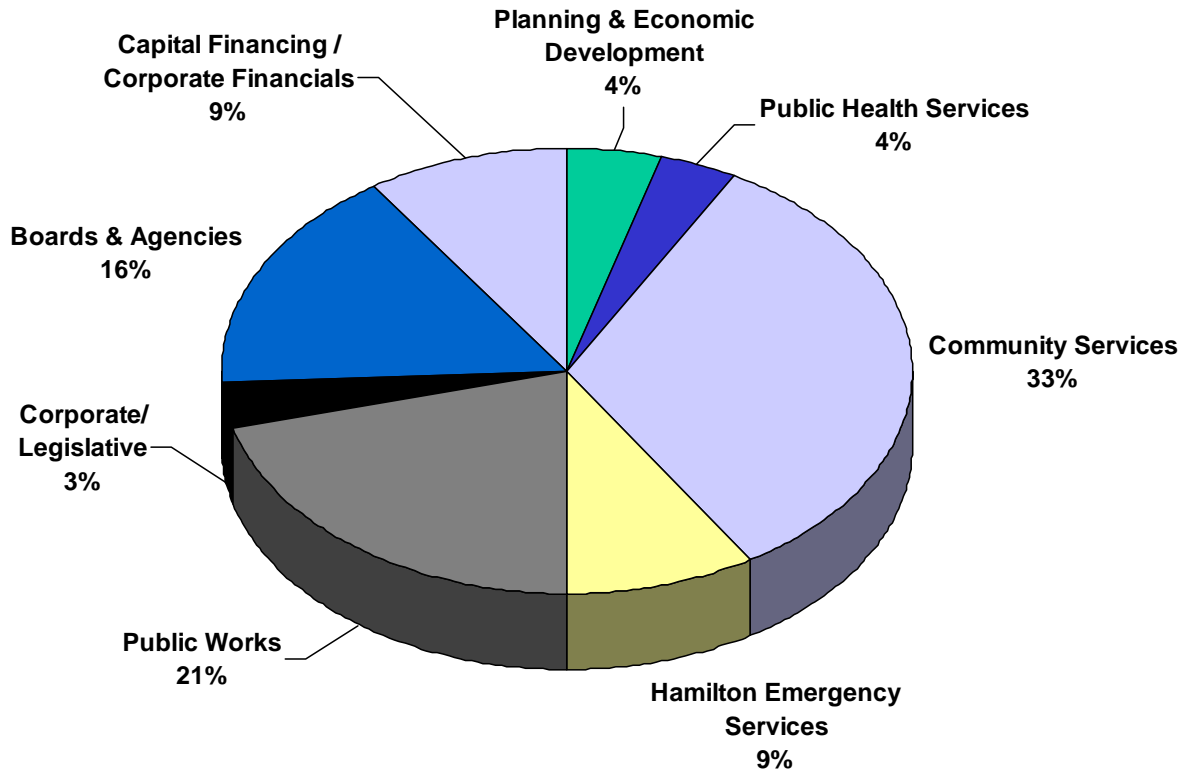
In December of 2011, Council approved a report outlining significant corporate reorganization (CM11018). The 2012 preliminary budget has incorporated the complement reductions and savings arising from this reorganization. However, due to the complexity and timing of the reorganization of programs, this component is not reflected in the organization charts and budget tables provided in the two budget documents.

2012 Preliminary Budget Tax Impact

Context

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

2012 Gross Tax Operating Budget By Service - \$1.25 billion

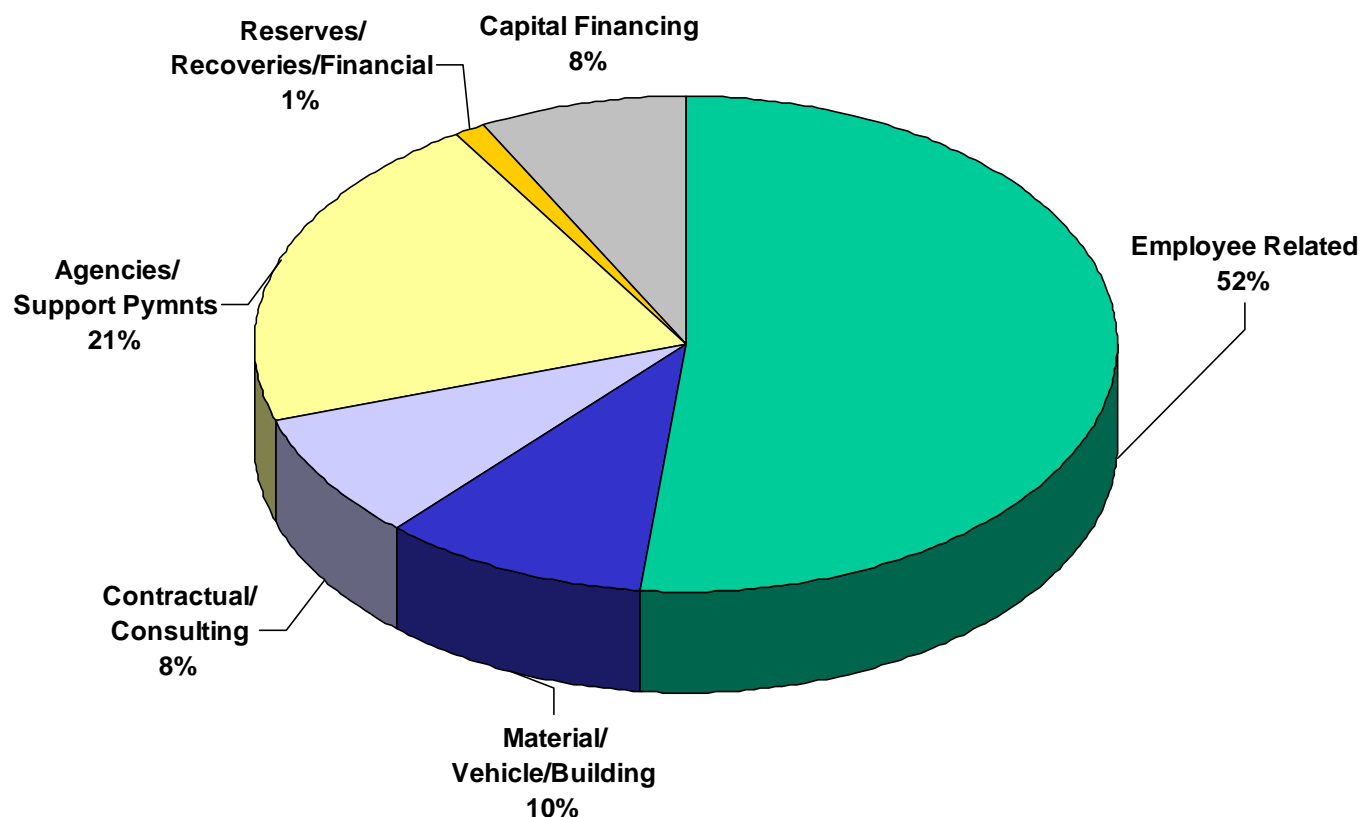


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Local (municipal) government continues to be the most accessible and accountable level of government to the taxpayer, delivering hundreds of vital services and programs in an efficient and cost effective manner. For a typical taxpayer in Ontario, municipal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

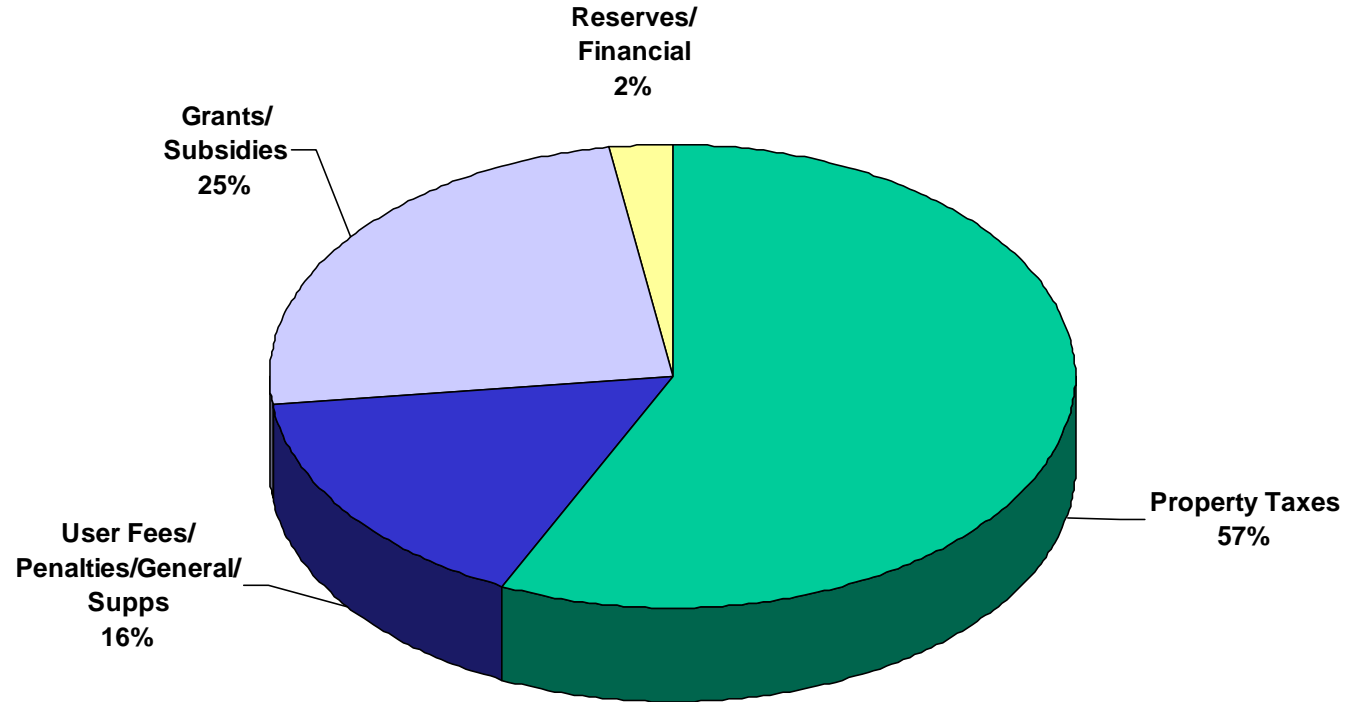
The following pie chart identifies the draft 2011 gross operating budget expenditures.

2012 Gross Tax Expenditures by Type - \$1.25 billion



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

2012 Gross Tax Revenues by Type - \$1.25 billion



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The target guideline of a zero percent tax increase and departmental budgets with a zero percent increase was approved by Council in September of 2011. At the time the guideline was considered, staff had outlined budget pressures of \$41.2 million which would have resulted in a residential municipal tax increase of 4.8% (assuming preliminary growth/reassessment benefit of -1.3%).

Currently the preliminary budget, as submitted, requires a levy increase of \$24.2 million. Accounting for a combined updated assessment growth and residential reassessment impact benefit of -1.3% 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 2.3%. As shown below, inclusive of preliminary education taxes, the total average residential impact is 2.0%.

2012 TOTAL PRELIMINARY IMPACT FOR THE AVERAGE RESIDENTIAL TAX BILL

	Change (2012 over 2011)	
	PRELIMINARY	
	\$	%
Municipal Taxes ¹		
City Departments	\$ 23	0.8%
Grant Loss	\$ 17	0.6%
Boards & Agencies	\$ 12	0.4%
Capital	\$ 14	0.5%
Total Municipal Taxes	\$ 67	2.3%
Education Taxes ²	\$ 1	0.3%
Total Tax Impact	\$ 68	2.0%

¹ base on 2012 preliminary budget

² preliminary

Note: based on the city-wide average residential assessment

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As indicated, the tax impact attributable to city departments is about 0.8%. In addition, the budgeted loss of special provincial funding (\$4.0 million) results in a tax impact of 0.6%, while Boards and Agencies tax impact is 0.4%. Finally, Council approved a 0.5% tax impact directed to the capital levy.

In order to achieve the goal of zero tax impact, -\$16 million would have to be eliminated from the preliminary 2012 tax budget.

2012 Preliminary Budget - Summary

The 2012 draft tax supported operating budget identifies a levy requirement of \$713.3M which represents a levy increase of \$24.2 million or 3.5% over 2011. The levy increase can be broken down into four major components, City Services (\$11.5 M/2.7%), Boards & Agencies (\$5.4M/3.0%), Capital levy (\$3.35M/4.0%) and Provincial Special Funding loss (\$4.0M/100%).

The following table highlights the preliminary budgets by major component:

2012 Preliminary Tax Budget

	Net Operating Budget			
	2011 Budget	2012 Preliminary Budget	Change 2012 / 2011	
			\$	%
CITY EXPENDITURES	431,676,542	443,151,733	11,475,191	2.7%
BOARDS & AGENCIES	177,980,565	183,399,135	5,418,570	3.0%
CAPITAL FINANCING	83,377,000	86,727,000	3,350,000	4.0%
PROVINCIAL FUNDING / OMPF	(4,000,000)	0	4,000,000	100.0%
TOTAL LEVY REQUIREMENT	689,034,107	713,277,869	24,243,761	3.5%
TOTAL RESIDENTIAL PROPERTY TAX IMPACT				2.0%

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City Departments

As indicated above, the preliminary budget for city departments is increasing about \$11.5 million or 2.7%. This includes net Base Budget Savings of -\$4.2 million (-\$6.0 million gross) implemented by the departments and discussed further in this report. This results in an average residential municipal tax impact of 0.8% (\$23 for the average home) after applying assessment growth.

As indicated in Appendix 1-1, 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 prior to submission of the preliminary budget. This is primarily due to significant pressures in Public Works (\$6.9 million; 3.9%), Community Services (\$3.5 million; 2.6% exclusive of upload savings), Hamilton Emergency Services (\$2.9 million; 3.2%) and Corporate Financials (\$1.6 million; 34%).

From an expense standpoint, the most significant expense driver by dollar is compensation. Overall, the employee related cost category is increasing a fairly modest 2.9%, well below what has been experienced in recent years. For the 2012 budget, wage provisions are based on recent settlements and result in approximately a \$7.1 million pressure including grid movement/merit. With respect to benefits, OMERS is increasing \$3.0 million due to a significant rate increase and increasing wages. Employer benefits are increasing approximately \$1.2 million as items such as dental and group health continue to increase beyond the rate of inflation. While government benefits are increasing by approximately \$0.9 million.

Other significant pressures affecting the city departments budgets include Operating Impacts from (new or expanded) Capital Projects (\$2.2M), Energy (\$2.1M), offset by provincial impacts (-\$150,000) and base budget savings initiatives (-\$4.2M).

The following table highlights estimates of these pressures:



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Highlights: City Department Budget Pressures

Compensation	\$	\$
Salary/Wage	7,100,000	
OMERS	3,000,000	
Employer Benefits	1,200,000	
Government Benefits	<u>900,000</u>	12,200,000
Provincial Impacts *		
Social Service Upload	(2,200,000)	
OW Benefit / Caseload	350,000	
Housing	<u>1,700,000</u>	(150,000)
Operating Impacts from Capital		2,200,000
Energy		
Fuel - Unleaded/Diesel	2,600,000	
Fuel - Natural Gas	(460,000)	
Heating - Natural Gas	(420,000)	
Hydro Electricity	<u>400,000</u>	2,120,000
Base Budget Savings		<u>(4,200,000)</u>
Total of Highlighted Pressures		\$ 12,170,000

* Note – Provincial impacts not included as city department pressures include \$4.0M loss in special grant and -\$0.7M upload benefit realized in Police Services budget. Total provincial pressures approx. \$3.2 million.

Operating Impacts from Capital relate to previously approved capital projects that are now complete and require operating funding. A list of these projects can be found in Appendix 2-8.

With respect to the provincial impacts, it should be noted that a few significant items impacting the total levy are not included in the city department summary. This includes the \$4.0 million in provincial special funding that was budgeted in 2011, but has been eliminated

BUDGET SUMMARY REPORT

from the budget for 2012. On the positive side, provincial uploading includes approximately -\$700,000 in savings for Court Security costs. These savings are currently budgeted in the Police Services budget which in total is increasing \$4.4 million or 3.4%.

Further information in respect of the city departmental budgets can be found in the attached appendices and Book Two, “2012 Departmental Overviews & Budgets”. As well, each department will be providing a thorough presentation of their 2012 preliminary budget.

Base Budget Savings – Efficiencies/Revenues/Cost Avoidance

In preparing the 2012 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 2011 actuals versus budget and adjusting where appropriate. As well, staff reviewed program activity and take-up to adjust resources accordingly. Alternatively, efficiencies and cost avoidance 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 (gross), -\$4.2 million (net) in base budget savings incorporated into the 2012 preliminary tax operating budget, reducing the residential total tax impact by -0.5%.

The following highlights the base budget savings by Department:

2012 BASE BUDGET SAVINGS SUMMARY

DEPARTMENT	\$ GROSS IMPACT	\$ NET IMPACT
PLANNING & ECONOMIC DEVELOPMENT	\$ (2,319,752)	\$ (1,210,312)
PUBLIC HEALTH SERVICES	\$ (469,651)	\$ (115,496)
COMMUNITY SERVICES	\$ (962,059)	\$ (674,937)
HAMILTON EMERGENCY SERVICES	\$ -	\$ -
PUBLIC WORKS	\$ (1,452,530)	\$ (1,452,530)
CITY MANAGER	\$ (56,695)	\$ (47,018)
CORPORATE SERVICES	\$ (689,575)	\$ (689,575)
TOTAL BUDGET SAVINGS INCORPORATED INTO THE 2012 DEPARTMENTAL PRELIMINARY BUDGET	(\$5,950,262)	(\$4,189,868)

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As stated, these base budget savings have been incorporated into the 2012 preliminary budget. Further information can be found in Appendix 1-5.

Boards & Agencies

The Boards and Agencies budget is increasing about \$5.4 million or 3.0% (excluding capital financing). This is based on their requests as of January 3, 2012. These groups will be presenting their budgets to GIC on January 26th and 27th, 2012.

The following summarizes the Boards & Agencies budgets:

2012 Boards & Agencies Preliminary Budgets

SUMMARY NET BUDGET INFORMATION: Years 2011 and 2012				
Board/Agency	2011 Budget	2012 Preliminary Budget	Change \$	Change %
Hamilton Police Services	130,296,390	134,712,320	4,415,930	3.4%
Hamilton Public Library	27,748,045	28,038,581	290,536	1.0%
H.E.C.F.I.	3,247,140	3,247,140	0	0.0%
Conservation Authorities	4,482,395	4,506,309	23,914	0.5%
HCA: Contracted Services	915,527	1,222,524	306,997	33.5%
MPAC	6,005,468	6,205,585	200,117	3.3%
Other Boards & Agencies	2,073,416	2,254,496	181,080	8.7%
Community Partnership Program	3,212,176	3,212,176	0	0.0%
Total for Above Items	177,980,557	183,399,131	5,418,574	3.0%

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Of note, the Hamilton Police Services budget includes approximately \$700,000 in new grants from the Province as part of the phased-in upload of Court Security costs. With respect to Hamilton Conservation Authority (HCA)- Contracted Services, the additional \$306,000 is related to the elimination of parking fees (\$217,000), increased insurance costs (\$60,000) and surface storm water management costs (\$25,000). The latter two items have been put forward by City staff. Finally, Other Boards and Agencies increase of \$181,000 is due to the inclusion of the Pier 8 Waterfront Ice Rink (\$155,300) which was funded from reserve in 2011.

Staff report FCS12013, “2012 Tax Supported Operating Budget – Boards & Agencies”, provides additional information. As well, Appendix 2-8 includes additional budget information.

Capital

The 2012 Tax Capital budget was approved by Council on December 14, 2011 (FCS11111). As part of the financing of the capital budget, there is a requirement on the tax levy, which is increasing by \$3.35 million or 4% for 2012. This represents a 0.5% tax impact which is consistent with Council’s capital funding direction for 2012.

Further Budget Mitigation

The task of achieving the desired tax levy and tax impact will involve a balance between the need to find levy reductions (reduce expenses or increase revenue) and the desire to protect services and programs. The following chart estimates the levy reduction required to achieve certain benchmark tax impacts:



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REDUCTION SCENARIOS

	Reductions	Levy Increase	Residential Tax Incr.*
DRAFT BUDGET		\$ 24,200,000	2.0%
TOTAL REDUCTIONS OF	-\$ 4,000,000	\$ 20,200,000	1.5%
TOTAL REDUCTIONS OF	-\$ 8,000,000	\$ 16,200,000	1.0%
TOTAL REDUCTIONS OF	-\$ 16,000,000	\$ 8,200,000	0.0%

* - Total residential tax increase includes estimated education impact

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

\$8.0 million is required to adjust the total tax impact by 1% (including education)

As shown above, the current preliminary budget increase of \$24.2 million results in an average total residential tax increase of 2.0% (inclusive of estimated education taxes). Additional reductions of -\$4.0 million would be required to reduce this total average residential tax impact to 1.5%. If a 1% average total residential tax impact is desired, then -\$8.0 million in reductions would be required from the preliminary levy. Finally, -\$16 million in reductions are required 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 January 26th and 27th, 2012.

Staff Complement

The 2012 preliminary complement, excluding Boards and Agencies, results in an increase of 30.9 full-time equivalents (FTE) compared to the restated complement total for 2011. This is almost entirely due to the complement approved with the operating impacts from previously approved (2011 and prior) capital projects (increase of 33.7 FTE). A list of these requirements can be found in Appendix 2-8. This increase is partially offset by complement reductions in a number of departments.

2012 Preliminary Complement (FTE)
(excluding Boards & Agencies)

		Change
2011 Approved	5,556.9	
2011 Restated *	5,578.7	21.8
2012 Draft	5,609.6	30.9

* - Restated represents Council in-year approvals

The 2011 restated complement of 5,578.7, an increase of 21.8 FTE when compared to the 2011 approved complement, is based on Council approvals during 2011. These include:

- Community Services – Lodges 12 fte
- Public Health – Child and Adolescent Services 5.0 fte
- Public Works restructuring reduced -6.0 fte
- Planning Growth Management – 4.0 fte

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

BUDGET SUMMARY REPORT**Council Referred Items – For Consideration (Not Included in Preliminary Budget Totals)**

During 2011, Council received a number of items and referred them to the 2012 budget process for consideration. These items total about \$6.4 million (net) / 31.5 FTE and are **not** included in the preliminary budget pending Council's consideration.

Appendix 1-6 to this report provides a summary of the items that have been referred to the budget process by Council. Also, the appendix includes the detailed forms providing additional information with respect to the Council Referred items.

Approval of the full \$5.0 million in Council Referred Items would increase the average total residential tax impact by +0.8% or \$27 per average home.

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

In addition to the Council Referred Items, there are a number of requested program enhancements which are also **not** included in the preliminary budget pending Council's consideration. These requested program enhancements total approximately \$1.4 million (gross), \$0.5 million (net) and requesting 28.08 FTE.

Appendix 1-7 to this report provides a summary of these enhancements. Also, the appendix includes the detailed forms providing additional information with respect to the Program Enhancement items.

Approval of the full \$0.5 million in requested Program Enhancements would increase the average total residential tax impact by +0.06% or \$2 per average home.

Risks & Assumptions

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

- The budget assumes Council will not offset the reassessment tax shifts between property classes. Similar to 2009 to 2011, the 2012 reassessment (year 4 of the 4 year phase-in) results in a reassessment tax shift benefiting the residential class by -0.2%.



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- The 2012 Ontario Works budgeted caseload of 13,850 is based on 2011 actuals. A 1% increase in OW benefits (basic needs, shelter, temporary care) has also been included. There is a level of risk attached to this forecast as Canadian economists are predicting slow to moderate growth and some indicators suggest the economy to weaken. The Ontario Works caseload takes longer to recovery from the recession. Actual caseload for 2012 has been projected at 14,310, a potential increase of about 3.6% higher than budget. A 1% change in caseload results in a \$1.2 million (gross), \$0.2M (net) impact. Staff will continue to monitor caseload on a monthly basis and advise on the potential for a budget variance. A stabilization reserve is available to offset a budget variance if required.
- 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 2012 fuel budget estimates cost for unleaded and diesel fuel to average \$1.06 per litre, an increase of 0.14 cents per litre or 15% increase from the 2011 budget. Currently the cost for fuel for the City is averaging just over \$1.08 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 2012, 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 budget assumes only a 0.3% tax increase in Education based on draft education rates distributed by the Province. Once the Province announces the final education tax rates for 2012, staff will report back on any impact to the combined property tax impact.
- The 2012 preliminary budget assumes no increase in Transit fares.
- The 2012 preliminary budget incorporates about \$1.2 million in user fee revenue increases approved by Council in December.

BUDGET SUMMARY REPORT**Budget Documents**

The budget process was approved by Council in August 2011. All budget documents, reports and presentations will be submitted to GIC. Once approved at GIC, the budget will be deliberated at Council.

Book One

The “2012 Preliminary Tax Operating Budget Summary” provides an overview of the issues impacting the 2012 tax supported operating budget. Included in this report are the following appendices:

- Appendix One: 2012 Net Tax Operating Budget: Summary – A budget summary by division highlighting 2011 budget, 2011 forecasted actuals, 2012 preliminary budget and \$/% change.
- Appendix Two: 2012 Tax Operating Budget: Gross and Net Expenditures – A budget summary by division highlighting the 2011 and 2012 (preliminary) gross operating expenditures and revenues.
- Appendix Three: 2012 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 Four: 2012 Tax Operating Budget: Complement Summary – A complement summary by division highlighting FTE change 2012 / 2011. Note this complement summary does not include Council referred items or requested program enhancements.
- Appendix Five: 2012 Base Budget Savings: Summary – A summary listing of the base budget savings initiatives (Efficiencies, Revenues, Cost Avoidance) included in the 2012 preliminary budget.
- Appendix Six: Council Referred Items: Summary – A summary listing and detailed sheets of items that have been referred to the budget process by Council for consideration. The budgets for these items are **not** included in the preliminary budget submission.
- Appendix Seven: Requested Program Enhancements: Summary – A summary listing and detailed sheets of requested program enhancements for Council consideration. The budgets for these enhancements are **not** included in the draft budget submission.



Book Two

The “2012 Tax Supported Preliminary Operating Budget - Departmental Overviews” contains the departmental budgets, boards and agencies budgets and other programs budgets. Included with each department are high level reviews of the program areas, high level organizational charts with complement and budget information at both a program and cost category (gross & net) level.

Also included in Book Two is the “Draft 2012 – 2015 Strategic Plan Priorities” document to which departments have linked their budget plans.



APPENDIX “1 - 1”

**2012 NET TAX OPERATING BUDGET:
SUMMARY**

CITY OF HAMILTON 2012 PRELIMINARY NET TAX OPERATING BUDGET

	2011		2012	2012 Preliminary vs. 2011 Budget	
	Budget	Projected Actuals	Preliminary Budget ¹	\$	%
	<u>PLANNING & ECONOMIC DEVELOPMENT</u>				
Building Services	1,029,630	846,938	943,961	(85,669)	(8.3)%
Economic Development	5,452,006	5,213,600	5,662,145	210,139	3.9%
GM, Finance & Support Services	1,017,780	958,883	1,007,049	(10,731)	(1.1)%
Growth Management	(376,626)	(526,555)	(319,142)	57,484	15.3%
Parking & By-law Services	5,068,790	5,603,133	4,773,628	(295,161)	(5.8)%
Planning	2,040,824	2,701,730	2,261,898	221,074	10.8%
Strategic Services/Special Projects	1,419,527	1,240,378	1,427,743	8,216	0.6%
Tourism Hamilton	1,425,579	1,297,873	1,199,016	(226,563)	(15.9)%
TOTAL PLANNING & ECONOMIC DEVELOPMENT	17,077,510	17,335,982	16,956,299	(121,211)	(0.7)%
<u>PUBLIC HEALTH SERVICES</u>					
Medical Officer of Health	2,648,613	2,090,787	2,575,398	(73,215)	(2.8)%
Planning & Business Improvement	709,793	675,866	718,886	9,093	1.3%
Clinical & Preventative Services	2,106,299	2,062,162	2,086,385	(19,914)	(0.9)%
Family Health	1,014,133	998,852	1,009,440	(4,693)	(0.5)%
Health Protection	2,134,924	2,083,702	2,087,555	(47,369)	(2.2)%
Healthy Living	1,813,741	1,750,421	1,825,108	11,368	0.6%
TOTAL PUBLIC HEALTH SERVICES	10,427,503	9,661,790	10,302,772	(124,731)	(1.2)%
<u>COMMUNITY SERVICE DEPARTMENT</u>					
Administration - Community Services	2,382,437	2,397,288	2,401,718	19,281	0.8%
Benefit Eligibility	7,230,784	7,121,020	7,200,526	(30,258)	(0.4)%
City Housing Hamilton	0	0	0	0	0.0%
Culture	5,695,050	5,622,546	5,759,194	64,144	1.1%
Employment & Income Support (inclusive of upload savings)	27,910,505	28,152,030	26,431,304	(1,479,201)	(5.3)%
Housing Services	46,553,365	46,481,532	48,310,451	1,757,086	3.8%
Macassa Lodge	5,512,210	5,227,214	5,588,555	76,345	1.4%
Recreation	27,343,319	26,012,400	28,217,187	873,868	3.2%
Social Development & Early Childhood Services	7,379,140	7,239,951	7,355,579	(23,561)	(0.3)%
Strategic Services	1,561,272	1,356,945	1,577,082	15,810	1.0%
Wentworth Lodge	3,799,783	3,797,002	3,860,855	61,072	1.6%
TOTAL COMMUNITY SERVICES DEPARTMENT	135,367,865	133,407,928	136,702,451	1,334,586	1.0%
TOTAL COMMUNITY SERVICES DEPARTMENT (exclusive of upload savings)				3,534,586	2.6%

¹Includes base budget savings (Efficiencies, Revenues, Cost Avoidance). Refer to Appendix 1-5.

**CITY OF HAMILTON
2012 PRELIMINARY
NET TAX OPERATING BUDGET**

Appendix 1 - 1

	2011		2012	2012 Preliminary vs. 2011 Budget	
	Budget	Projected Actuals	Preliminary Budget ¹	\$	%
	<u>HAMILTON EMERGENCY SERVICES</u>				
Emergency Services Admin	749,343	856,400	763,786	14,443	1.9%
Fire Services	73,602,814	72,886,434	76,156,988	2,554,174	3.5%
Corporate Radio System	847,451	821,490	738,152	(109,299)	(12.9)%
Emergency Management	321,050	312,257	349,416	28,366	8.8%
Emergency Medical Services - Ambulance	15,981,816	16,494,098	16,416,765	434,949	2.7%
TOTAL HES	91,502,474	91,370,679	94,425,107	2,922,633	3.2%
<u>PUBLIC WORKS</u>					
General Administration	0	0	0	0	0.0%
Environment and Sustainable Infrastructure	873,042	873,990	891,010	17,967	2.1%
Operations and Waste Management					
Waste Management	32,084,068	32,786,504	34,221,648	2,137,580	6.7%
Forestry & Horticulture	9,410,124	9,413,060	9,633,990	223,866	2.4%
Parks & Cemeteries	17,859,315	17,465,537	18,309,924	450,609	2.5%
Roads	50,129,281	49,462,261	50,536,216	406,935	0.8%
Administration OWM	7,389,471	7,389,471	7,629,934	240,463	3.3%
Operations and Waste Management Total	116,872,259	116,516,833	120,331,711	3,459,452	3.0%
Transportation, Energy & Facilities					
Energy Management	716,464	716,464	716,730	266	0.0%
Facilities	3,802,321	3,802,321	3,979,864	177,543	4.7%
Fleet	488,538	744,538	471,830	(16,708)	(3.4)%
Traffic Operations	9,941,132	9,941,132	10,575,717	634,585	6.4%
Transit - ATS	12,068,620	12,068,620	12,551,977	483,357	4.0%
Transit - HSR	32,122,139	32,122,139	34,263,348	2,141,209	6.7%
Transportation, Energy & Facilities Total	59,139,214	59,395,214	62,559,466	3,420,252	5.8%
TOTAL PUBLIC WORKS	176,884,515	176,786,037	183,782,187	6,897,672	3.9%
<u>LEGISLATIVE</u>					
Mayor	1,072,125	694,710	1,026,827	(45,298)	(4.2)%
Volunteer Committees	90,490	90,490	90,490	0	0.0%
Legislative Budget	(302,219)	(483,350)	(304,282)	(2,063)	(0.7)%
Ward Budgets	2,849,841	2,817,710	2,927,903	78,061	2.7%
TOTAL LEGISLATIVE	3,710,237	3,119,560	3,740,937	30,700	0.8%

¹Includes base budget savings (Efficiencies, Revenues, Cost Avoidance). Refer to Appendix 1-5.

**CITY OF HAMILTON
2012 PRELIMINARY
NET TAX OPERATING BUDGET**

	2011		2012	2012 Preliminary vs. 2011 Budget	
	Budget	Projected Actuals	Preliminary Budget ¹	\$	%
	<u>CITY MANAGER</u>				
Administration - City Manager	1,302,301	1,084,940	1,323,187	20,886	1.6%
Human Resources	4,790,351	4,724,130	4,805,841	15,490	0.3%
Internal Audit	668,541	784,289	707,711	39,170	5.9%
Legal	2,717,552	2,492,520	2,869,272	151,720	5.6%
TOTAL CITY MANAGER	9,478,745	9,085,879	9,706,012	227,267	2.4%
<u>CORPORATE SERVICES</u>					
Administration	274,380	226,039	285,794	11,414	4.2%
Financial Planning and Policy	645,748	496,907	442,008	(203,740)	(31.6)%
City Clerk	1,834,543	1,571,109	1,857,684	23,141	1.3%
Customer Service, Access & Equity	4,448,661	4,063,238	4,401,761	(46,900)	(1.1)%
Information Services	7,296,116	7,101,703	7,492,724	196,608	2.7%
Treasury Services	4,838,673	4,458,483	4,844,820	6,147	0.1%
TOTAL CORPORATE SERVICES	19,338,121	17,917,478	19,324,791	(13,329)	(0.1)%
<u>CORPORATE FINANCIALS</u>					
Corporate Pensions/Benefits & Contingency	8,298,445	11,003,670	9,840,930	1,542,485	18.6%
Corporate Reductions/Initiatives	(4,140,000)	(26,595)	(4,140,000)	0	0.0%
Senior Tax Credit	500,000	526,410	540,000	40,000	8.0%
TOTAL CORPORATE FINANCIALS	4,658,445	11,503,485	6,240,930	1,582,485	34.0%
TOTAL CITY EXPENDITURES	468,445,414	470,188,817	481,181,485	12,736,071	2.7%

¹Includes base budget savings (Efficiencies, Revenues, Cost Avoidance). Refer to Appendix 1-5.

**CITY OF HAMILTON
2012 PRELIMINARY
NET TAX OPERATING BUDGET**

Appendix 1 - 1

	2011		2012	2012 Preliminary vs. 2011 Budget	
	Budget	Projected Actuals	Preliminary Budget ¹	\$	%
	<u>CAPITAL FINANCING</u>				
Planning & Economic Development	892,440	892,440	867,250	(25,190)	(2.8)%
Community Services	6,561,320	6,561,320	6,478,700	(82,620)	(1.3)%
Public Health	85,980	85,980	85,980	0	0.0%
Hamilton Emergency Services	1,075,340	1,075,340	1,075,950	610	0.1%
Public Works	41,166,970	41,166,970	40,478,150	(688,820)	(1.7)%
Capital Financing	31,799,530	26,800,000	35,942,200	4,142,670	13.0%
TOTAL CAPITAL FINANCING	81,581,580	76,582,050	84,928,230	3,346,650	4.1%
<u>POLICE SERVICES</u>					
Operating	130,296,390	129,826,620	134,712,320	4,415,930	3.4%
Capital Financing	925,600	925,600	929,220	3,620	0.4%
TOTAL HAMILTON POLICE SERVICES	131,221,990	130,752,220	135,641,540	4,419,550	3.4%
<u>BOARDS & AGENCIES</u>					
HECFI	3,247,140	3,247,140	3,247,140	0	0.0%
Library	27,748,045	27,565,470	28,038,568	290,523	1.0%
Art Gallery of Hamilton	857,860	857,860	883,599	25,739	3.0%
Conservation Authorities	5,397,920	5,397,920	5,728,839	330,919	6.1%
Municipal Property Assessment Corporation	6,005,470	6,005,470	6,205,585	200,115	3.3%
Royal Botanical Gardens	599,210	599,210	599,210	0	0.0%
Festival of Friends (HWCA)	85,270	85,270	85,270	0	0.0%
Opera Hamilton	126,930	126,930	126,930	0	0.0%
Boris Brott Music Festival	90,110	90,110	90,110	0	0.0%
Hamilton Philharmonic Orchestra	113,700	113,700	113,700	0	0.0%
Hamilton Beach Rescue Unit Inc.	126,810	126,810	126,810	0	0.0%
Theatre Aquarius	73,534	0	73,534	0	0.0%
Hamilton Waterfront Trust	0	0	155,344	155,344	N/A
Total Operating	44,471,999	44,215,890	45,474,639	1,002,640	2.3%
Capital Financing	869,820	869,820	869,550	(270)	0.0%
TOTAL BOARDS & AGENCIES	45,341,819	45,085,710	46,344,189	1,002,370	2.2%

¹Includes base budget savings (Efficiencies, Revenues, Cost Avoidance). Refer to Appendix 1-5.

**CITY OF HAMILTON
2012 PRELIMINARY
NET TAX OPERATING BUDGET**

	2011		2012	2012 Preliminary vs. 2011 Budget	
	Budget	Projected Actuals	Preliminary Budget ¹	\$	%
COMMUNITY PARTNERSHIP PROGRAM	3,212,176	3,285,710	3,212,176	0	0.0%
TOTAL EXPENDITURES	729,802,979	725,894,507	751,307,621	21,504,641	2.9%
<u>NON PROGRAM REVENUES</u>					
Hydro Dividends	(5,300,000)	(5,300,000)	(5,300,000)	0	0.0%
Investment Income	(4,000,000)	(4,000,000)	(4,100,000)	(100,000)	(2.5)%
Penalties & Interest	(8,200,000)	(9,000,000)	(8,500,000)	(300,000)	(3.7)%
Payments in Lieu of Taxes	(14,200,020)	(14,600,020)	(14,668,300)	(468,280)	(3.3)%
POA	(3,564,452)	(3,568,850)	(3,849,452)	(285,000)	(8.0)%
Right of Way Taxes	(3,204,000)	(3,202,000)	(3,202,000)	2,000	0.1%
Supplementary Taxes	(7,550,000)	(9,100,000)	(8,000,000)	(450,000)	(6.0)%
Capping	250,000	(406,000)	150,000	(100,000)	(40.0)%
Tax Remissions / Write Offs	8,999,600	9,352,600	9,440,000	440,400	4.9%
TOTAL NON PROGRAM REVENUES	(36,768,872)	(39,824,270)	(38,029,752)	(1,260,880)	(3.4)%
<u>PROVINCIAL FUNDING / OMPF</u>	(4,000,000)	(4,000,000)	0	4,000,000	100.0%
TOTAL LEVY REQUIREMENT	689,034,107	682,070,237	713,277,869	24,243,761	3.5%
AVERAGE RESIDENTIAL MUNICIPAL TAX IMPACT (including growth / reassessment benefit)					2.3%
AVERAGE RESIDENTIAL TOTAL TAX IMPACT (including growth / reassessment benefit / preliminary education taxes)					2.0%

¹Includes base budget savings (Efficiencies, Revenues, Cost Avoidance). Refer to Appendix 1-5.

APPENDIX “1 - 2”

**2012 TAX OPERATING BUDGET:
GROSS AND NET EXPENDITURES
SUMMARY**

**CITY OF HAMILTON
2012 PRELIMINARY
GROSS AND NET OPERATING BUDGET**

Appendix 1 - 2

	Gross Expenditures			Gross Revenues			Net Operating Budget			
	2011 Budget	2012 Preliminary Budget ¹	%	2011 Budget	2012 Preliminary Budget ¹	%	2011 Budget	2012 Preliminary Budget ¹	2012 Requested vs. 2011 Restated	
									\$	%
PLANNING & ECONOMIC DEVELOPMENT										
Building Services	9,449,365	9,710,186	2.8%	(8,419,735)	(8,766,225)	(4.1)%	1,029,630	943,961	(85,669)	(8.3)%
Economic Development	6,610,836	6,902,181	4.4%	(1,158,830)	(1,240,036)	(7.0)%	5,452,006	5,662,145	210,139	3.9%
GM, Finance & Support Services	1,017,780	1,007,049	(1.1)%	0	0	0.0%	1,017,780	1,007,049	(10,731)	(1.1)%
Growth Management	3,673,340	3,719,894	1.3%	(4,049,966)	(4,039,036)	0.3%	(376,626)	(319,142)	57,484	15.3%
Parking & By-law Services	22,559,870	24,030,285	6.5%	(17,491,080)	(19,256,657)	(10.1)%	5,068,790	4,773,628	(295,161)	(5.8)%
Planning	5,091,004	5,283,477	3.8%	(3,050,180)	(3,021,579)	0.9%	2,040,824	2,261,898	221,074	10.8%
Strategic Services/Special Projects	1,455,250	1,429,243	(1.8)%	(35,723)	(1,500)	95.8%	1,419,527	1,427,743	8,216	0.6%
Tourism Hamilton	2,222,229	1,952,866	(12.1)%	(796,650)	(753,850)	5.4%	1,425,579	1,199,016	(226,563)	(15.9)%
TOTAL PLANNING & ECONOMIC DEVELOPMENT	52,079,674	54,035,182	3.8%	(35,002,164)	(37,078,883)	(5.9)%	17,077,510	16,956,299	(121,211)	(0.7)%
PUBLIC HEALTH SERVICES										
Medical Officer of Health	6,030,753	6,121,630	1.5%	(3,382,140)	(3,546,233)	(4.9)%	2,648,613	2,575,398	(73,215)	(2.8)%
Planning & Business Improvement	3,850,956	3,986,710	3.5%	(3,141,163)	(3,267,824)	(4.0)%	709,793	718,886	9,093	1.3%
Clinical & Preventative Services	10,800,678	10,695,585	(1.0)%	(8,694,379)	(8,609,201)	1.0%	2,106,299	2,086,385	(19,914)	(0.9)%
Family Health	10,358,533	10,341,173	(0.2)%	(9,344,400)	(9,331,733)	0.1%	1,014,133	1,009,440	(4,693)	(0.5)%
Health Protection	8,610,631	8,352,016	(3.0)%	(6,475,707)	(6,264,461)	3.3%	2,134,924	2,087,555	(47,369)	(2.2)%
Healthy Living	8,486,179	8,472,832	(0.2)%	(6,672,438)	(6,647,724)	0.4%	1,813,741	1,825,108	11,368	0.6%
TOTAL PUBLIC HEALTH SERVICES	48,137,730	47,969,947	(0.3)%	(37,710,227)	(37,667,175)	0.1%	10,427,503	10,302,772	(124,731)	(1.2)%
COMMUNITY SERVICE DEPARTMENT										
Administration - Community Services	3,900,788	3,921,569	0.5%	(1,518,351)	(1,519,851)	(0.1)%	2,382,437	2,401,718	19,281	0.8%
Benefit Eligibility	18,162,796	18,140,600	(0.1)%	(10,932,012)	(10,940,074)	(0.1)%	7,230,784	7,200,526	(30,258)	(0.4)%
City Housing Hamilton	0	0	0.0%	0	0	0.0%	0	0	0	0.0%
Culture	6,897,300	6,997,337	1.5%	(1,202,250)	(1,238,143)	(3.0)%	5,695,050	5,759,194	64,144	1.1%
Employment & Income Support	139,400,307	140,623,977	0.9%	(111,489,802)	(114,192,673)	(2.4)%	27,910,505	26,431,304	(1,479,201)	(5.3)%
Housing Services	132,259,921	109,059,131	(17.5)%	(85,706,556)	(60,748,680)	29.1%	46,553,365	48,310,451	1,757,086	3.8%
Macassa Lodge	23,439,048	23,772,177	1.4%	(17,926,838)	(18,183,623)	(1.4)%	5,512,210	5,588,555	76,345	1.4%
Recreation	45,095,853	46,157,734	2.4%	(17,752,534)	(17,940,547)	(1.1)%	27,343,319	28,217,187	873,868	3.2%
Social Development & Early Childhood Services	47,313,450	47,782,638	1.0%	(39,934,310)	(40,427,059)	(1.2)%	7,379,140	7,355,579	(23,561)	(0.3)%
Strategic Services	1,733,315	1,752,313	1.1%	(172,043)	(175,231)	(1.9)%	1,561,272	1,577,082	15,810	1.0%
Wentworth Lodge	14,095,723	14,285,512	1.3%	(10,295,940)	(10,424,657)	(1.3)%	3,799,783	3,860,855	61,072	1.6%
TOTAL COMMUNITY SERVICES DEPARTMENT	432,298,501	412,492,989	(4.6)%	(296,930,636)	(275,790,538)	7.1%	135,367,865	136,702,451	1,334,586	1.0%
TOTAL COMMUNITY SERVICES DEPARTMENT (exclusive of upload savings)									3,534,586	2.6%
HAMILTON EMERGENCY SERVICES										
Emergency Services Admin	749,343	763,786	1.9%	0	0	0.0%	749,343	763,786	14,443	1.9%
Fire Services	73,978,314	76,532,488	3.5%	(375,500)	(375,500)	0.0%	73,602,814	76,156,988	2,554,174	3.5%
Corporate Radio System	899,141	782,075	(13.0)%	(51,690)	(43,923)	15.0%	847,451	738,152	(109,299)	(12.9)%
Emergency Management	321,050	349,416	8.8%	0	0	0.0%	321,050	349,416	28,366	8.8%
Emergency Medical Services - Ambulance	32,656,426	34,018,120	4.2%	(16,674,610)	(17,601,355)	(5.6)%	15,981,816	16,416,765	434,949	2.7%
TOTAL HES	108,604,274	112,445,885	3.5%	(17,101,800)	(18,020,778)	(5.4)%	91,502,474	94,425,107	2,922,633	3.2%

¹Includes base budget savings (Efficiencies, Revenues, Cost Avoidance). Refer to Appendix 1-5.

**CITY OF HAMILTON
2012 PRELIMINARY
GROSS AND NET OPERATING BUDGET**

Appendix 1 - 2

	Gross Expenditures			Gross Revenues			Net Operating Budget				
	2011 Budget	2012 Preliminary Budget ¹	%	2011 Budget	2012 Preliminary Budget ¹	%	2011 Budget	2012 Preliminary Budget ¹	2012 Requested vs. 2011 Restated		
									\$	%	
<u>PUBLIC WORKS</u>											
General Administration	0	0	0.0%	0	0	0.0%	0	0	0	0.0%	
Environment and Sustainable Infrastructure	3,877,251	3,896,920	0.5%	(3,004,209)	(3,005,910)	(0.1)%	873,042	891,010	17,967	2.1%	
Operations and Waste Management											
Waste Management	46,286,738	48,592,958	5.0%	(14,202,670)	(14,371,310)	(1.2)%	32,084,068	34,221,648	2,137,580	6.7%	
Forestry & Horticulture	9,949,354	10,209,690	2.6%	(539,230)	(575,700)	(6.8)%	9,410,124	9,633,990	223,866	2.4%	
Parks & Cemeteries	20,175,595	20,626,204	2.2%	(2,316,280)	(2,316,280)	0.0%	17,859,315	18,309,924	450,609	2.5%	
Roads	51,158,961	51,550,366	0.8%	(1,029,680)	(1,014,150)	1.5%	50,129,281	50,536,216	406,935	0.8%	
Administration OWM	7,497,471	7,725,934	3.0%	(108,000)	(96,000)	11.1%	7,389,471	7,629,934	240,463	3.3%	
Operations and Waste Management Total	135,068,119	138,705,151	2.7%	(18,195,860)	(18,373,440)	(1.0)%	116,872,259	120,331,711	3,459,452	3.0%	
Transportation, Energy & Facilities											
Energy Management	1,263,524	1,310,746	3.7%	(547,060)	(594,016)	(8.6)%	716,464	716,730	266	0.0%	
Facilities	6,628,101	7,576,551	14.3%	(2,825,780)	(3,596,687)	(27.3)%	3,802,321	3,979,864	177,543	4.7%	
Fleet	4,361,158	4,373,380	0.3%	(3,872,620)	(3,901,550)	(0.7)%	488,538	471,830	(16,708)	(3.4)%	
Traffic Operations	11,379,432	11,883,897	4.4%	(1,438,300)	(1,308,180)	9.0%	9,941,132	10,575,717	634,585	6.4%	
Transit - ATS	14,877,590	15,273,277	2.7%	(2,808,970)	(2,721,300)	3.1%	12,068,620	12,551,977	483,357	4.0%	
Transit - HSR	75,417,489	78,684,948	4.3%	(43,295,350)	(44,421,600)	(2.6)%	32,122,139	34,263,348	2,141,209	6.7%	
Transportation, Energy & Facilities Total	113,927,294	119,102,799	4.5%	(54,788,080)	(56,543,333)	(3.2)%	59,139,214	62,559,466	3,420,252	5.8%	
TOTAL PUBLIC WORKS	252,872,664	261,704,870	3.5%	(75,988,149)	(77,922,683)	(2.5)%	176,884,515	183,782,187	6,897,672	3.9%	
<u>LEGISLATIVE</u>											
Mayor	1,072,125	1,026,827	(4.2)%	0	0	0.0%	1,072,125	1,026,827	(45,298)	(4.2)%	
Volunteer Committees	116,520	115,250	(1.1)%	(26,030)	(24,760)	4.9%	90,490	90,490	0	0.0%	
Legislative Budget	(302,219)	(304,282)	(0.7)%	0	0	0.0%	(302,219)	(304,282)	(2,063)	(0.7)%	
Ward Budgets	2,849,841	2,927,903	2.7%	0	0	0.0%	2,849,841	2,927,903	78,061	2.7%	
TOTAL LEGISLATIVE	3,736,267	3,765,697	0.8%	(26,030)	(24,760)	4.9%	3,710,237	3,740,937	30,700	0.8%	
<u>CITY MANAGER</u>											
Administration - City Manager	1,302,301	1,323,187	1.6%	0	0	0.0%	1,302,301	1,323,187	20,886	1.6%	
Human Resources	6,358,533	6,477,682	1.9%	(1,568,182)	(1,671,841)	(6.6)%	4,790,351	4,805,841	15,490	0.3%	
Internal Audit	668,541	707,711	5.9%	0	0	0.0%	668,541	707,711	39,170	5.9%	
Legal	2,783,412	2,925,132	5.1%	(65,860)	(55,860)	15.2%	2,717,552	2,869,272	151,720	5.6%	
TOTAL CITY MANAGER	11,112,787	11,433,713	2.9%	(1,634,042)	(1,727,701)	(5.7)%	9,478,745	9,706,012	227,267	2.4%	
<u>CORPORATE SERVICES</u>											
Administration	274,380	285,794	4.2%	0	0	0.0%	274,380	285,794	11,414	4.2%	
Financial Planning and Policy	2,904,776	2,669,992	(8.1)%	(2,259,028)	(2,227,984)	1.4%	645,748	442,008	(203,740)	(31.6)%	
City Clerk	5,487,781	5,500,482	0.2%	(3,653,238)	(3,642,798)	0.3%	1,834,543	1,857,684	23,141	1.3%	
Customer Service, Access & Equity	4,448,661	4,401,761	(1.1)%	0	0	0.0%	4,448,661	4,401,761	(46,900)	(1.1)%	
Information Services	7,577,126	7,764,134	2.5%	(281,010)	(271,410)	3.4%	7,296,116	7,492,724	196,608	2.7%	
Treasury Services	6,753,565	6,777,556	0.4%	(1,914,892)	(1,932,736)	(0.9)%	4,838,673	4,844,820	6,147	0.1%	
TOTAL CORPORATE SERVICES	27,446,289	27,399,719	(0.2)%	(8,108,168)	(8,074,928)	0.4%	19,338,121	19,324,791	(13,329)	(0.1)%	

¹Includes base budget savings (Efficiencies, Revenues, Cost Avoidance). Refer to Appendix 1-5.

**CITY OF HAMILTON
2012 PRELIMINARY
GROSS AND NET OPERATING BUDGET**

Appendix 1 - 2

	Gross Expenditures			Gross Revenues			Net Operating Budget			
	2011 Budget	2012 Preliminary Budget ¹	%	2011 Budget	2012 Preliminary Budget ¹	%	2011 Budget	2012 Preliminary Budget ¹	2012 Requested vs. 2011 Restated	
									\$	%
<u>CORPORATE FINANCIALS</u>										
Corporate Pensions/Benefits & Contingency	14,299,125	15,434,910	7.9%	(6,000,680)	(5,593,980)	6.8%	8,298,445	9,840,930	1,542,485	18.6%
Corporate Reductions/Initiatives	(4,140,000)	(4,140,000)	0.0%	0	0	0.0%	(4,140,000)	(4,140,000)	0	0.0%
Senior Tax Credit	500,000	630,000	26.0%	0	(90,000)	N/A	500,000	540,000	40,000	8.0%
TOTAL CORPORATE FINANCIALS	10,659,125	11,924,910	11.9%	(6,000,680)	(5,683,980)	5.3%	4,658,445	6,240,930	1,582,485	34.0%
TOTAL CITY EXPENDITURES	946,947,311	943,172,912	(0.4)%	(478,501,897)	(461,991,426)	3.5%	468,445,414	481,181,485	12,736,071	2.7%
<u>CAPITAL FINANCING</u>										
Planning & Economic Development	953,620	928,430	(2.6)%	(61,180)	(61,180)	0.0%	892,440	867,250	(25,190)	(2.8)%
Community Services	6,969,320	6,886,700	(1.2)%	(408,000)	(408,000)	0.0%	6,561,320	6,478,700	(82,620)	(1.3)%
Public Health	85,980	85,980	0.0%	0	0	0.0%	85,980	85,980	0	0.0%
Hamilton Emergency Services	1,703,180	2,008,430	17.9%	(627,840)	(932,480)	(48.5)%	1,075,340	1,075,950	610	0.1%
Public Works	48,076,240	47,362,660	(1.5)%	(6,909,270)	(6,884,510)	0.4%	41,166,970	40,478,150	(688,820)	(1.7)%
Capital Financing	31,799,530	35,942,200	13.0%	0	0	0.0%	31,799,530	35,942,200	4,142,670	13.0%
TOTAL CAPITAL FINANCING	89,587,870	93,214,400	4.0%	(8,006,290)	(8,286,170)	(3.5)%	81,581,580	84,928,230	3,346,650	4.1%
<u>POLICE SERVICES</u>										
Operating	137,761,950	143,084,120	3.9%	(7,465,560)	(8,371,800)	(12.1)%	130,296,390	134,712,320	4,415,930	3.4%
Capital Financing	925,600	929,220	0.4%	0	0	0.0%	925,600	929,220	3,620	0.4%
TOTAL HAMILTON POLICE SERVICES	138,687,550	144,013,340	3.8%	(7,465,560)	(8,371,800)	(12.1)%	131,221,990	135,641,540	4,419,550	3.4%
<u>BOARDS & AGENCIES</u>										
HECFI	14,568,540	12,896,920	(11.5)%	(11,321,400)	(9,649,780)	14.8%	3,247,140	3,247,140	0	0.0%
Library	29,848,125	30,138,648	1.0%	(2,100,080)	(2,100,080)	0.0%	27,748,045	28,038,568	290,523	1.0%
Art Gallery of Hamilton	1,000,000	1,000,000	0.0%	(142,140)	(116,401)	18.1%	857,860	883,599	25,739	3.0%
Conservation Authorities	5,400,920	5,728,839	6.1%	(3,000)	0	100.0%	5,397,920	5,728,839	330,919	6.1%
Municipal Property Assessment Corporation	6,005,470	6,205,585	3.3%	0	0	0.0%	6,005,470	6,205,585	200,115	3.3%
Royal Botanical Gardens	599,210	599,210	0.0%	0	0	0.0%	599,210	599,210	0	0.0%
Festival of Friends (HWCA)	85,270	85,270	0.0%	0	0	0.0%	85,270	85,270	0	0.0%
Opera Hamilton	126,930	126,930	0.0%	0	0	0.0%	126,930	126,930	0	0.0%
Boris Brott Music Festival	90,110	90,110	0.0%	0	0	0.0%	90,110	90,110	0	0.0%
Hamilton Philharmonic Orchestra	113,700	113,700	0.0%	0	0	0.0%	113,700	113,700	0	0.0%
Hamilton Beach Rescue Unit Inc.	126,810	126,810	0.0%	0	0	0.0%	126,810	126,810	0	0.0%
Theatre Aquarius	73,534	73,534	0.0%	0	0	0.0%	73,534	73,534	0	0.0%
Hamilton Waterfront Trust	152,000	155,344	2.2%	(152,000)	0	100.0%	0	155,344	155,344	N/A
Total Operating	58,190,619	57,340,900	(1.5)%	(13,718,620)	(11,866,261)	13.5%	44,471,999	45,474,639	1,002,640	2.3%
Capital Financing	1,167,290	1,167,050	0.0%	(297,470)	(297,500)	0.0%	869,820	869,550	(270)	0.0%
TOTAL BOARDS & AGENCIES	59,357,909	58,507,950	(1.4)%	(14,016,090)	(12,163,761)	13.2%	45,341,819	46,344,189	1,002,370	2.2%

¹Includes base budget savings (Efficiencies, Revenues, Cost Avoidance). Refer to Appendix 1-5.

**CITY OF HAMILTON
2012 PRELIMINARY
GROSS AND NET OPERATING BUDGET**

Appendix 1 - 2

	Gross Expenditures			Gross Revenues			Net Operating Budget			
	2011 Budget	2012 Preliminary Budget ¹	%	2011 Budget	2012 Preliminary Budget ¹	%	2011 Budget	2012 Preliminary Budget ¹	2012 Requested vs. 2011 Restated	
									\$	%
COMMUNITY PARTNERSHIP PROGRAM	3,212,176	3,212,176	0.0%	0	0	0.0%	3,212,176	3,212,176	0	0.0%
TOTAL EXPENDITURES	1,237,792,816	1,242,120,778	0.3%	(507,989,837)	(490,813,157)	3.4%	729,802,979	751,307,621	21,504,641	2.9%
NON PROGRAM REVENUES										
Hydro Dividends	2,000,000	2,000,000	0.0%	(7,300,000)	(7,300,000)	0.0%	(5,300,000)	(5,300,000)	0	0.0%
Investment Income	0	0	0.0%	(4,000,000)	(4,100,000)	(2.5)%	(4,000,000)	(4,100,000)	(100,000)	(2.5)%
Penalties & Interest	0	0	0.0%	(8,200,000)	(8,500,000)	(3.7)%	(8,200,000)	(8,500,000)	(300,000)	(3.7)%
Payments in Lieu of Taxes	0	600,000	N/A	(14,200,020)	(15,268,300)	(7.5)%	(14,200,020)	(14,668,300)	(468,280)	(3.3)%
POA	0	0	0.0%	(3,564,452)	(3,849,452)	(8.0)%	(3,564,452)	(3,849,452)	(285,000)	(8.0)%
Right of Way Taxes	0	0	0.0%	(3,204,000)	(3,202,000)	0.1%	(3,204,000)	(3,202,000)	2,000	0.1%
Supplementary Taxes	0	0	0.0%	(7,550,000)	(8,000,000)	(6.0)%	(7,550,000)	(8,000,000)	(450,000)	(6.0)%
Capping	250,000	150,000	(40.0)%	0	0	0.0%	250,000	150,000	(100,000)	(40.0)%
Tax Remissions / Write Offs	9,059,600	9,495,000	4.8%	(60,000)	(55,000)	8.3%	8,999,600	9,440,000	440,400	4.9%
TOTAL NON PROGRAM REVENUES	11,309,600	12,245,000	8.3%	(48,078,472)	(50,274,752)	(4.6)%	(36,768,872)	(38,029,752)	(1,260,880)	(3.4)%
PROVINCIAL FUNDING / OMPF	0	0	0.0%	(4,000,000)	0	100.0%	(4,000,000)	0	4,000,000	100.0%
TOTAL LEVY REQUIREMENT	1,249,102,416	1,254,365,778	0.4%	(560,068,309)	(541,087,909)	3.4%	689,034,107	713,277,869	24,243,761	3.5%
AVERAGE RESIDENTIAL MUNICIPAL TAX IMPACT (including growth / reassessment benefit)										2.3%
AVERAGE RESIDENTIAL TOTAL TAX IMPACT (including growth / reassessment benefit / preliminary education taxes)										2.0%

¹Includes base budget savings (Efficiencies, Revenues, Cost Avoidance). Refer to Appendix 1-5.

APPENDIX “1 - 3”

**2012 TAX OPERATING BUDGET:
COST CATEGORY SUMMARY**

CITY OF HAMILTON
2012 TAX OPERATING BUDGET
By Cost Category

Tax					
	2011 Budget	2011 Projected Actual	2012 Preliminary Budget	2012 Preliminary / 2011 Budget	
				\$	%
<i>EMPLOYEE RELATED COST</i>	629,571,908	623,924,352	647,533,489	17,961,581	2.9%
<i>MATERIAL AND SUPPLY</i>	55,542,961	57,072,576	62,461,655	6,918,694	12.5%
<i>VEHICLE EXPENSES</i>	33,402,540	34,638,226	35,769,405	2,366,865	7.1%
<i>BUILDING AND GROUND</i>	27,064,796	28,141,242	27,824,174	759,378	2.8%
<i>CONSULTING</i>	973,680	1,472,604	1,013,970	40,290	4.1%
<i>CONTRACTUAL</i>	99,154,619	100,492,154	103,110,797	3,956,178	4.0%
<i>AGENCIES and SUPPORT PAYMENTS</i>	288,442,599	278,807,627	266,694,588	(21,748,011)	(7.5)%
<i>RESERVES / RECOVERIES</i>	(10,007,774)	(7,542,787)	(18,918,489)	(8,910,715)	(89.0)%
<i>COST ALLOCATIONS</i>	(5,545,270)	(4,842,832)	(5,186,799)	358,471	6.5%
<i>FINANCIAL</i>	36,158,847	34,751,932	36,048,240	(110,607)	(0.3)%
<i>CAPITAL FINANCING (E)</i>	94,343,510	84,121,475	98,011,490	3,667,980	3.9%
<i>CAPITAL EXPENDITURES</i>	0	51,200	3,258	3,258	100.0%
TOTAL EXPENDITURES	1,249,102,416	1,231,087,768	1,254,365,778	5,263,362	0.4%
<i>FEES AND GENERAL</i>	(172,106,131)	(174,196,296)	(175,328,201)	(3,222,070)	(1.9)%
<i>TAX AND RATES</i>	(25,147,020)	(27,185,510)	(26,658,300)	(1,511,280)	(6.0)%
<i>GRANTS AND SUBSIDIES</i>	(311,623,189)	(307,990,449)	(308,916,352)	2,706,837	0.9%
<i>RESERVES</i>	(51,191,968)	(39,645,275)	(30,185,056)	21,006,912	41.0%
TOTAL REVENUES	(560,068,309)	(549,017,530)	(541,087,909)	18,980,399	3.4%
NET LEVY	689,034,107	682,070,237	713,277,869	24,243,761	3.5%

APPENDIX “1 - 4”

**2012 TAX OPERATING BUDGET:
COMPLEMENT SUMMARY**

**CITY OF HAMILTON
TAX OPERATING BUDGET
2012 PRELIMINARY COMPLEMENT**

	2011		2012	2012 Preliminary vs 2011 Restated	
	Approved	Restated	Preliminary		
<u>PLANNING & ECONOMIC DEVELOPMENT</u>					
GM, Finance & Support Services ⁵	26.00	16.00	16.00	0.00	0.0%
Building Services ^{4,8}	88.72	88.72	85.72	-3.00	-3.4%
Growth Management ^{1,6,8}	40.50	47.84	49.84	2.00	4.2%
Economic Development & Real Estate ⁵	34.93	44.93	44.93	0.00	0.0%
Parking & By-Law Services ^{2,4,7}	228.13	230.13	231.13	1.00	0.4%
Planning ⁶	56.84	53.50	53.50	0.00	0.0%
Strategic Services/Special Projects	23.00	23.00	23.00	0.00	0.0%
Tourism Hamilton ^{3,9}	13.74	10.74	9.74	-1.00	-9.3%
Total Planning & Economic Development	511.86	514.86	513.86	-1.00	-0.2%

¹ Approved to Restated: In-Year approval of 3 permanent FTE and 1 temporary FTE in Growth Management for Grading Program as per Planning Committee Report #11018

² Approved to Restated: Municipal Law Enforcement - Approval of 1.0 FTE approved for 2011 per PED11122(a)

³ Approved to Restated: - 3 FTE transferred to Public Works for Pan Am Games office

⁴ Restated to Preliminary: - 1.0 FTE Zoning Examiner / Code Correlator transferred from Building Services to Parking and By-Law Services

⁵ Approved to Restated: Cartographic & Graphic section (8.0 FTE) moved from GM, Finance and Support Division to Urban Renewal Section; Economic Development Initiative (2.0 FTE) moved from GM's area into Business Development Section

⁶ Approved to Restated 3.34 FTE Legislative Approval function moved from Planning to Growth Management

⁷ Restated to Preliminary: Municipal Law Enforcement - Approval of 1.0 FTE approved for 2012 per PED11122(a)

⁸ Restated to Preliminary: 2 FTE transferred from Building to Growth Management as part of the Grading program

⁹ Restated to Preliminary: Decrease 1FTE (Director) as a result of the consolidation of the Tourism and Culture divisions

**CITY OF HAMILTON
TAX OPERATING BUDGET
2012 PRELIMINARY COMPLEMENT**

	2011		2012	2012 Preliminary vs 2011 Restated	
	Approved	Restated	Preliminary		
PUBLIC HEALTH SERVICES					
Clinical & Preventive Services ^{1,2,8}	95.89	94.19	93.19	-1.00	-1.1%
Family Health ^{3,4,9}	90.70	95.80	95.30	-0.50	-0.5%
Health Protection ¹⁰	78.21	78.21	77.94	-0.27	-0.3%
Healthy Living ^{5,7,11}	86.40	84.00	82.87	-1.13	-1.3%
Medical Officer of Health ^{1,5,6}	12.50	17.50	17.50	0.00	0.0%
Planning & Business Improvement ⁷	37.60	38.00	38.00	0.00	0.0%
Total Public Health Services	401.30	407.70	404.80	-2.90	-0.7%

¹ Approved to Restated: Transfer 2.0 FTE from Clinical & Preventive Services to Medical Officer of Health

² Approved to Restated: Per BOH11013 - increase 0.6 FTE for Remedial Measures Program; per BOH11005 decrease (0.3) FTE Primary Care Addiction Treatment Program to remain within provincial funding envelope

³ Approved to Restated: Per BOH11022 - 0.1 FTE Canada Prenatal Nutrition Project

⁴ Approved to Restated: Per BOH11034 - 5.0 FTE Child and Adolescent Services

⁵ Approved to Restated: Transfer 2.0 FTE for Public Health Nursing Initiative from Healthy Living to Medical Officer of Health

⁶ Approved to Restated: Per September 26 Board of Health, item 11.1 K - 1.0 FTE Nursing Practice Quality Assurance Advisor

⁷ Approved to Restated: Transfer 0.4 FTE from Healthy Living to Planning & Business Improvement

⁸ Restated to Preliminary: Reduction of 1 FTE due to reserve funding ending June 30,2012 per CS10086 Addiction Services Initiative Program

⁹ Restated to Preliminary: Reduction of 0.5 FTE due to secondment termination

¹⁰ Restated to Preliminary: Reduction of 0.27 FTE to remain within provincial funding envelope (Small Drinking Water Systems)

¹¹ Restated to Preliminary: Reduction of 1.13 FTE to remain within provincial funding envelope (Smoke Free Ontario)

**CITY OF HAMILTON
TAX OPERATING BUDGET
2012 PRELIMINARY COMPLEMENT**

	2011		2012	2012 Preliminary vs 2011 Restated	
	Approved	Restated	Preliminary		
COMMUNITY SERVICES DEPARTMENT					
Administration ^{1,2}	42.05	42.05	42.05	0.00	0.0%
Benefit Eligibility ⁸	108.64	108.64	109.00	0.36	0.3%
City Housing Hamilton ⁹	99.35	99.35	100.12	0.77	0.8%
Culture ¹⁰	62.05	62.05	61.05	-1.00	-1.6%
Employment & Income Support ^{11,12,13,14}	203.32	203.32	210.00	6.68	3.3%
Housing Services ^{3,12,15}	43.10	44.10	42.50	-1.60	-3.6%
Macassa Lodge ^{4,16}	273.07	280.43	279.80	-0.63	-0.2%
Recreation ^{2,3,6,7}	479.24	474.74	474.74	0.00	0.0%
Social Development & Early Childhood Services ¹⁷	77.00	77.00	76.50	-0.50	-0.6%
Strategic Services ^{1,7}	18.00	18.00	18.00	0.00	0.0%
Wentworth Lodge ^{5,18}	163.91	168.40	168.35	-0.05	0.0%
Total Community Services Department	1,569.73	1,578.08	1,582.11	4.03	0.3%

¹ Approved to Restated: Transfer 1.0 FTE from Administration to Strategic Services

² Approved to Restated: Transfer 1.0 FTE from Recreation to Administration

³ Approved to Restated: Transfer of 1.0 FTE from Recreation to Housing Services

⁴ Approved to Restated: Per Council report #CS11077 - increase 7.36 FTE - new MOH base funding received in 2011

⁵ Approved to Restated: Per Council report #CS11077 - increase 4.49 FTE - new MOH base funding received in 2011

⁶ Approved to Restated: Transfer 1.0 FTE from Recreation to Public Works

⁷ Approved to Restated: Transfer 1.5 FTE from Recreation and 1.0 FTE from Strat. Services to Corp. Services, CMO

⁸ Restated to Preliminary: Annualized impact of 2011 recommended savings options 0.36 FTE

⁹ Restated to Preliminary: Per CHH report # 11021 addition of 1.0 FTE; reduce (0.23) FTE p/t positions

¹⁰ Restated to Preliminary: Reduce (1.0) FTE Culture

¹¹ Restated to Preliminary: Annualized impact of 2011 recommended savings options - reduction of (0.82) FTE

¹² Restated to Preliminary: Per Council Report CS10086 Addictions Services Initiative (ASI) program reserve funding ending June 30 2012 - reduce (4.0) FTE Employment & Income Support, (2.0) FTE Housing

¹³ Restated to Preliminary: Reduce (0.5) FTE 100% funding ended March 31, 2011

¹⁴ Restated to Preliminary: Per Council Report CS09021(b) Ontario Works Phase 2 - increase 3.0 FTE due to caseload; Per Council Report CS09021(c) Ontario Works Phase 3 - increase 9.0 FTE due to caseload

¹⁵ Restated to Preliminary: Reduce (0.6) FTE temporary Program Manager (2011 enhancement completed); Per Council Report CS09021(c) Ontario Works Phase 3 - increase 1.0 FTE due to caseload

¹⁶ Restated to Preliminary: Reduce (0.63) FTE Macassa staff realignment

¹⁷ Restated to Preliminary: Reduce (0.5) FTE Human Services Plan

¹⁸ Restated to Preliminary: Reduce (0.05) FTE to remain within Ministry of Health and Long Term Care funding cap

**CITY OF HAMILTON
TAX OPERATING BUDGET
2012 PRELIMINARY COMPLEMENT**

2011		2012		2012 Preliminary vs 2011 Restated
Approved	Restated	Preliminary		

HAMILTON EMERGENCY SERVICES

Corporate Radio System	2.00	2.00	2.00	0.00	0.0%
Emergency Management	2.00	2.00	2.00	0.00	0.0%
Emergency Medical Services	244.00	244.00	244.00	0.00	0.0%
Emergency Services Admin ¹	14.00	11.00	11.00	0.00	0.0%
Fire ¹	574.30	577.30	577.30	0.00	0.0%
Total HES	836.30	836.30	836.30	0.00	0.0%

¹ Approved to Restated: Transfer GM/Fire Chief, Fire Applications Analyst & Fire Reporting Clerk positions from Admin division to Fire division

PUBLIC WORKS

PW General Administration	52.00	52.00	52.00	0.00	0.0%
Environment and Sustainable Infrastructure ¹	178.42	179.42	179.42	0.00	0.0%
Operations & Waste Management	750.90	750.90	750.90	0.00	0.0%
Transportation, Energy & Facilities ²	820.08	817.08	817.08	0.00	0.0%
Total Public Works	1,801.40	1,799.40	1,799.40	0.00	0.0%

¹ Approved to Restated: Transfer from P&EcDev for Pan AM Games +3FTE; reduction of -2.0FTE as part of \$ 1.5M 2011 PW reduction

² Approved to Restated: Transfer from Community Services +1 and a reduction of -4.0 FTE as of part the \$ 1.5M 2011 PW reduction

LEGISLATIVE

Mayor	8.00	8.00	8.00	0.00	0.0%
Ward Budgets	16.00	16.00	16.00	0.00	0.0%
Total Legislative	24.00	24.00	24.00	0.00	0.0%

CITY MANAGER

Administration - City Manager	9.00	9.00	9.00	0.00	0.0%
Human Resources	53.00	53.00	53.00	0.00	0.0%
Legal Services ^{1,2}	42.00	44.00	45.00	1.00	2.3%
Internal Audit ³	6.00	8.00	8.00	0.00	0.0%
Total City Manager	110.00	114.00	115.00	1.00	0.9%

¹ Approved to Restated: In-year approval per report PED11122(a)/LS11007(a)/FCS11049(a) - 2.0FTE Municipal Prosecution Assistants

² Restated to Preliminary: Approval per report PED11122(a)/LS11007(a)/FCS11049(a) for Jan. 1, 2012 - 1.0FTE Municipal Prosecutor

³ AF&A Report 11-008 Add'n 2 FTEs; AF&A Budget Report 11-003 reduction of 2 FTEs from within; transfer of 2FTE from Community Serv.

**CITY OF HAMILTON
TAX OPERATING BUDGET
2012 PRELIMINARY COMPLEMENT**

2011		2012		2012 Preliminary vs 2011 Restated
Approved	Restated	Preliminary		

CORPORATE SERVICES

City Clerk ^{1,4}	47.76	48.76	48.27	-0.49	-1.0%
Corporate Services - Administration	2.00	2.00	2.00	0.00	0.0%
Customer Service, Access & Equity ^{2,5}	59.67	59.17	57.65	-1.52	-2.6%
Financial Planning & Policy ²	18.50	19.50	19.50	0.00	0.0%
Information Services ³	75.00	75.50	75.50	0.00	0.0%
Treasury Services ⁶	99.41	99.41	97.41	-2.00	-2.0%
Total Corporate Services	302.34	304.34	300.33	-4.01	-1.3%

¹ Approved to Restated: Added 1 FTE for In-year Council approval to hire one Court Administration Clerk for the POA program (PED11122(a)/LS11007(a)/FCS11049(a).

² Approved to Restated: Reduction of (1.00) FTE that was moved to the Financial Planning & Policy Division - Applications Analyst position; Transfer of 0.5 from Comm. Services

³ Approved to Restated: Addition of 0.5 FTE. FTE added from Transit.

⁴ Restated to Preliminary: Reduced total FTE's by (.49). Increased student hours in POA program .15 FTE, deleted 510 student hours in the Clerk Administration program, (.24) FTE, eliminated part-time casual courier / mail clerk position (.40) FTE.

⁵ Restated to Preliminary: Reduction of (1.52) FTE for part-time to full-time restructuring in the Customer Contact Centre.

⁶ Restated to Preliminary: Deleted 2.00 FTE's as a budget savings option. Positions deleted include a Manager position in Taxation and an Accounting Clerk position in Financial Services.

Corporate Financials	0.00	0.00	33.77	33.77	100.0%
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¹ Restated to Preliminary: Operating Impacts from Capital [FCS11011(a) & ISF Projects]; amended to reflect FTE not required or deferred pending project completion

TOTAL CITY COMPLEMENT	5,556.93	5,578.68	5,609.57	30.89	0.6%
<u>BOARDS & AGENCIES</u>					
HECFI	57.00	57.00	53.00	-4.00	-7.0%
Library	315.01	315.01	314.33	-0.68	-0.2%
Total Boards and Agencies	372.01	372.01	367.33	-4.68	-1.3%

POLICE SERVICES	1,072.50	1,072.50	1,078.50	6.00	0.6%
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TOTAL COMPLEMENT	7,001.44	7,023.19	7,055.40	32.21	0.5%
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APPENDIX “1 - 5”
2012 BASE BUDGET SAVINGS:
SUMMARY

**CITY OF HAMILTON
2012 BASE BUDGET SAVINGS
SUMMARY**

Note: identified budget savings have no impact on program / service levels and have been incorporated into the 2012 departmental preliminary budget

DEPARTMENT	\$ GROSS IMPACT	\$ NET IMPACT
PLANNING & ECONOMIC DEVELOPMENT	\$ (2,319,752)	\$ (1,210,312)
PUBLIC HEALTH SERVICES	\$ (469,651)	\$ (115,496)
COMMUNITY SERVICES	\$ (962,059)	\$ (674,937)
HAMILTON EMERGENCY SERVICES	\$ -	\$ -
PUBLIC WORKS	\$ (1,452,530)	\$ (1,452,530)
CITY MANAGER	\$ (56,695)	\$ (47,018)
CORPORATE SERVICES	\$ (689,575)	\$ (689,575)
TOTAL BUDGET SAVINGS INCORPORATED INTO THE 2012 DEPARTMENTAL PRELIMINARY BUDGET	(\$5,950,262)	(\$4,189,868)

2012 Tax Operating Budget - Base Budget Savings (Efficiencies / Revenues / Cost Avoidance)

DEPARTMENT: PLANNING & ECONOMIC DEVELOPMENT

Note: identified base budget savings have no impact on program / service levels and have been incorporated into the 2012 departmental preliminary budget

DIVISION	SERVICE / PROGRAM	DESCRIPTION OF BUDGET SAVINGS	\$ GROSS IMPACT	\$ NET IMPACT
Building		Increase in Property Report revenue	\$ (85,000)	\$ (85,000)
Building		Increase in Building Permit Revenue	\$ (572,000)	\$ -
Building/PBL		Reduction in Transfer to Vehicle Reserve as a result of extending the life of some vehicles	\$ (136,540)	\$ (129,100)
Ec Development		Loan and Application Fees	\$ (32,000)	\$ (32,000)
Growth Management		Sub-Processing Fees increased resulting in a reduction of the Reserve Transfer	\$ (400,000)	\$ -
Parking & ByLaw		Efficiencies being recognized in Parking Garage hydro savings	\$ (50,000)	\$ (50,000)
Parking & ByLaw		Additional parking revenue	\$ (86,000)	\$ (86,000)
Planning		Zoning Application fee increase offsets in a reduction of the Stabilization Reserve Transfer	\$ (130,000)	\$ -
Strategic Services		Savings found by reducing Consulting and Material budgets	\$ (47,000)	\$ (47,000)
Tourism		Secured revenue from the Trillium Fund	\$ (70,000)	\$ (70,000)
Parking & ByLaw		Increase in Licensing fees (to be approved by Council)	\$ (545,000)	\$ (545,000)
Tourism		Elimination of the director position in Tourism	\$ (166,212)	\$ (166,212)
TOTAL BASE BUDGET SAVINGS INCORPORATED INTO THE 2012 DEPARTMENTAL PRELIMINARY BUDGET			(\$2,319,752)	(\$1,210,312)

2012 Tax Operating Budget - Base Budget Savings (Efficiencies / Revenues / Cost Avoidance)

DEPARTMENT: PUBLIC HEALTH SERVICES

Note: identified base budget savings have no impact on program / service levels and have been incorporated into the 2012 departmental preliminary budget

DIVISION	SERVICE / PROGRAM	DESCRIPTION OF BUDGET SAVINGS	\$ GROSS IMPACT	\$ NET IMPACT
Clinical & Preventive Services	Admin, Dental, Vaccine, Sexual Health	Various operating lines - reductions based on historical actuals	\$ (222,184)	\$ (60,809)
Clinical & Preventive Services	Administration	Education & Health Promotion, Printing - increased use of electronic /more efficient methods	\$ (7,200)	\$ (3,675)
Clinical & Preventive Services	Administration	Computer Software - in house solution	\$ (190)	\$ (47)
Clinical & Preventive Services	Dental, Vaccine, Sexual Health	Training - in house training to reduce related travel expenses	\$ (14,110)	\$ (4,612)
Family Health	Best Start, Child Health, Admin	Various operating lines - reductions based on historical actuals	\$ (26,108)	\$ (5,329)
Family Health	Healthy Babies, Healthy Children	Various operating lines - reductions to maintain expenses within funding envelope	\$ (20,342)	\$ -
Health Protection	Admin, VBD, TB, Env Health, RCF	Various operating lines - reductions based on historical actuals	\$ (63,565)	\$ (16,244)
Healthy Living	Chronic Disease, School PHN, Tobacco, Admin	Various operating lines - reductions based on historical actuals	\$ (22,688)	\$ (5,383)
Healthy Living	Chronic Disease, School PHN, Tobacco	Education & Health Promotion, Printing - increased use of electronic /more efficient methods	\$ (60,594)	\$ (12,904)
Healthy Living	Tobacco Programs	Various operating lines - reductions to maintain expenses within funding envelope	\$ (4,400)	\$ -
Medical Officer of Health	Administration, OMOH	Various operating lines - reductions based on historical actuals	\$ (1,860)	\$ (465)
Planning & Business Improvement	Admin, Applied Research, Surveillance	Various operating lines - reductions based on historical actuals	\$ (26,410)	\$ (6,028)
TOTAL BASE BUDGET SAVINGS INCORPORATED INTO THE 2012 DEPARTMENTAL PRELIMINARY BUDGET			(\$469,651)	(\$115,496)

2012 Tax Operating Budget - Base Budget Savings (Efficiencies / Revenues / Cost Avoidance)

DEPARTMENT: COMMUNITY SERVICES

Note: identified base budget savings have no impact on program / service levels and have been incorporated into the 2012 departmental preliminary budget

DIVISION	SERVICE / PROGRAM	DESCRIPTION OF BUDGET SAVINGS	\$ GROSS IMPACT	\$ NET IMPACT
Administration	General Manger, Finance & Administration	Various operating lines	\$ (7,020)	\$ (4,990)
Benefit Eligibility	Site costs, OW Technology	Various operating lines	\$ (9,120)	\$ (4,040)
CityHousing Hamilton	CHH Operations	Vacancy loss (reduction from 11% in 2011 to 8% in 2012)	\$ (220,670)	\$ -
Culture	Hamilton Farmers' Market, Museum of Steam & Tech	Recovery of hydro costs billed back to Farmers' Market stallholders, new museum workshops	\$ (37,000)	\$ (37,000)
Culture	Arts & Events	Winterfest partnership with Waterfront Trust	\$ (5,500)	\$ (5,500)
Culture	Administration, Museums and Heritage	Training, conferences, travel and operating equipment	\$ (5,000)	\$ (5,000)
Employment & Income Support	OW Admin, Employment	Various operating lines	\$ (55,208)	\$ (20,276)
Housing Services	Housing, Homelessness	Training, conferences, meeting expenses, consulting and printing.	\$ (16,740)	\$ (16,740)
Macassa Lodge	Administration	Work accommodation	\$ (75,000)	\$ (75,000)
Macassa Lodge	Admin, Nursing, Building Services	Water & sewer, hydro, various operating lines	\$ (85,547)	\$ (85,047)
Recreation	Operations, Facilities	Various operating lines	\$ (232,404)	\$ (232,404)
Recreation	Recreation Operations	Increased pass sales, aquatic fees, advanced aquatic fees based on volume	\$ (82,890)	\$ (82,890)
Social Development & Early Childhood	Child Care, Best Start, LEAP	Various operating lines	\$ (28,020)	\$ (4,110)
Social Development & Early Childhood	Red Hill Day Care	Parent recovery fees	\$ (5,000)	\$ (5,000)
Strategic Services	Admin, MSD, Accommodations	Various operating lines	\$ (33,440)	\$ (33,440)
Wentworth Lodge	Admin, Laundry, Housekeeping	Various operating lines	\$ (15,490)	\$ (15,490)
Wentworth Lodge	Administration	Work accommodation	\$ (48,010)	\$ (48,010)
TOTAL BASE BUDGET SAVINGS INCORPORATED INTO THE 2012 DEPARTMENTAL PRELIMINARY BUDGET			(\$962,059)	(\$674,937)

2012 Tax Operating Budget - Base Budget Savings (Efficiencies / Revenues / Cost Avoidance)

DEPARTMENT: PUBLIC WORKS

Note: identified base budget savings have no impact on program / service levels and have been incorporated into the 2012 departmental preliminary budget

DIVISION	SERVICE / PROGRAM	DESCRIPTION OF BUDGET SAVINGS	\$ GROSS IMPACT	\$ NET IMPACT
TEF		Natural Gas - Secured lower price (PW Savings)	\$ (238,970)	\$ (238,970)
TEF		Transit Fare Revenue	\$ (1,213,560)	\$ (1,213,560)
TOTAL BASE BUDGET SAVINGS INCORPORATED INTO THE 2012 DEPARTMENTAL PRELIMINARY BUDGET			(\$1,452,530)	(\$1,452,530)

2012 Tax Operating Budget - Base Budget Savings (Efficiencies / Revenues / Cost Avoidance)

DEPARTMENT: CITY MANAGER

Note: identified base budget savings have no impact on program / service levels and have been incorporated into the 2012 departmental preliminary budget

DIVISION	SERVICE / PROGRAM	DESCRIPTION OF BUDGET SAVINGS	\$ GROSS IMPACT	\$ NET IMPACT
Administration - City Manager	Consulting	Reduction in budget	\$ (5,000)	\$ (5,000)
Audit Services	Recoveries - City	Increased recovery for services provided to Others	\$ (1,000)	\$ (1,000)
Human Resources	Consulting	Reduction in budget - RTW	\$ (2,120)	\$ (1,023)
Human Resources	Contractual	Reduction in budget - RTW	\$ (11,780)	\$ (5,787)
Human Resources	Financial	Medical Lab Fees - RTW	\$ (5,000)	\$ (2,413)
Human Resources	Recoveries - City	Increased recovery for services provided to Others	\$ (22,545)	\$ (22,545)
Human Resources	Other	M/ship fees, travel, Office supplies, Employee Commuter Pass	\$ (2,250)	\$ (2,250)
Human Resources	Revenues	Photocopy Revenues	\$ (1,500)	\$ (1,500)
Legal Services	Contractual	Reduced Cell phone expenses	\$ (1,000)	\$ (1,000)
Legal Services	Financial	Court/Litigation expenses	\$ (4,500)	\$ (4,500)
TOTAL BASE BUDGET SAVINGS INCORPORATED INTO THE 2012 DEPARTMENTAL PRELIMINARY BUDGET			(\$56,695)	(\$47,018)

2012 Tax Operating Budget - Base Budget Savings (Efficiencies / Revenues / Cost Avoidance)

DEPARTMENT: CORPORATE SERVICES

Note: identified base budget savings have no impact on program / service levels and have been incorporated into the 2012 departmental preliminary budget

DIVISION	SERVICE / PROGRAM	DESCRIPTION OF BUDGET SAVINGS	\$ GROSS IMPACT	\$ NET IMPACT
City Clerk	Print & Mail	Postage - 2011 budget levels higher than needed	\$ (39,270)	\$ (39,270)
City Clerk	Elections	Direct CA Postage - budget not needed	\$ (9,220)	\$ (9,220)
City Clerk	Clerk Administration	Part-time staff reduction - eliminated .24 FTE student budget	\$ (6,791)	\$ (6,791)
City Clerk	Print & Mail	Reduction of part-time hours	\$ (18,544)	\$ (18,544)
City Clerk	Elections	Election Accuvote System - discontinued maintenance agreement	\$ (18,000)	\$ (18,000)
City Clerk	Print & Mail	Sales Tax - PST self assessment no longer required due to HST implementation	\$ (18,440)	\$ (18,440)
City Clerk	Clerk Administration	Outside Temp Agencies	\$ (5,050)	\$ (5,050)
City Clerk	Legislative Support	Parking - parking permit for 1 FTE eliminated in 2011	\$ (1,100)	\$ (1,100)
City Clerk	Elections	Direct CA Printing - budget not needed	\$ (670)	\$ (670)
Corp Services Administration	Corp Services Administration	Rent - Office Equipment	\$ (2,000)	\$ (2,000)
Customer Service, Access & Equity	Customer Contact Centre	Customer Contact Centre Service Rationalization - 1.52 FTE decrease thru restructuring	\$ (91,000)	\$ (91,000)
Financial Planning & Policy	Investments	Bank Fees - savings from new bank service contract	\$ (237,700)	\$ (237,700)
Information Services	Infrastructure & Operations	Annual maintenance of McAfee desktop anti-virus software - to be funded from PC Reserve in 2012	\$ (21,000)	\$ (21,000)
Treasury Services	Financial Services	Printing - reduced image processing budget due to EDRMS	\$ (21,000)	\$ (21,000)
Treasury Services	Taxation	Eliminated one Manager position.	\$ (126,533)	\$ (126,533)
Treasury Services	Financial Services	Eliminated one Accounting Clerk position.	\$ (73,257)	\$ (73,257)
TOTAL BASE BUDGET SAVINGS INCORPORATED INTO THE 2012 DEPARTMENTAL PRELIMINARY BUDGET			(\$689,575)	(\$689,575)

APPENDIX “1 - 6”
2012 COUNCIL REFERRED ITEMS:
SUMMARY

**CITY OF HAMILTON
2012 COUNCIL REFERRED ENHANCEMENTS
SUMMARY - ANNUALIZED IMPACT**

Appendix 1 - 6

INITIATIVE	GROSS IMPACT	NET IMPACT	FTE
EMERGENCY SERVICES			
EMS - Vehicle attendant to address gaps in infection control & to contain-reduce extended shifts & maintain-improve resource capacity (GIC 11-023)	\$ 68,320	\$ 68,320	1.40
EMS - Deploy 1 Paramedic Response Unit 24 hrs / 7 days to improve response capacity in Waterdown, Greensville and Flamborough (GIC 11-023)	\$ 588,688	\$ 588,688	5.62
EMS - Add 1 Paramedic Supervisor to focus on hospital offload matters and explore community initiatives to redirect demands (GIC 11-023)	\$ 139,010	\$ 139,010	1.00
EMS - Add 1 transport ambulance 12 hrs / 7 days to improve transport capacity City-wide (GIC 11-023)	\$ 587,462	\$ 587,462	5.50
EMERGENCY SERVICES SUBTOTAL	\$ 1,383,480	\$ 1,383,480	13.52
COMMUNITY SERVICES			
City of Hamilton Arts Awards - new outlay for the City of Hamilton Arts Awards (E&CS Report 11-011, Item 5(c), CS10058(a)).	\$ 56,550	\$ 51,550	-
Addiction Services Initiative - Continuation of Services beyond June 30, 2012 as referred by Council (E&CS Report 10-013 Item 10(c), CS10086).	\$ 1,209,166	\$ 224,166	12.00
YWCA Grant - MacNab St. and Ottawa St. Senior Centres - enhancements to cover existing costs and operating pressures (E&CS Report 11-014 Item 15 (d), CS11002(a)).	\$ 85,400	\$ 85,400	-
COMMUNITY SERVICES SUBTOTAL	\$ 1,351,116	\$ 361,116	12.00

**CITY OF HAMILTON
2012 COUNCIL REFERRED ENHANCEMENTS
SUMMARY - ANNUALIZED IMPACT**

Appendix 1 - 6

INITIATIVE	GROSS IMPACT	NET IMPACT	FTE
PUBLIC WORKS			
Transit ATS - Implement New AODA Eligibility & Registration for Transit ATS (PW03128)	\$ 1,750,000	\$ 1,750,000	2.00
Forestry and Horticulture - Street Tree Trimming Program (PW05015a&b). Deferral recommended of \$1.326M, including 2012 and deferred amounts from 2010 and 2011	\$ -	\$ -	-
Waste Management - Commercial Green Cart Collection (PW07151c) Extending program to approx 2,000 eligible commercial properties in 2012	\$ 140,000	\$ 140,000	-
Roads - Road & Sidewalk Safety Maintenance (PW11017) - address deficiencies: sidewalk (\$600K); road surface (\$500K); Minimum Maintenance Standards compliance.	\$ 1,100,000	\$ 1,100,000	-
Roads - Storm Water Facilities Maintenance (2011 Budget); Catch basin Inspection & 3 Cleaning Cycle (\$300K); Catch basin repairs (\$150K); Storm Water Pond Maintenance \$650K); Culvert & Outfall inspection & maintenance (\$270k)	\$ 1,370,000	\$ 1,370,000	-
PUBLIC WORKS SUBTOTAL	\$ 4,360,000	\$ 4,360,000	2.00
CITY MANAGER			
Audit Services - Two performance auditors for value for money audits (referred under the hybrid Auditor General model - AF&A June 8, 2011).	\$ 296,300	\$ 296,300	2.00
Legal Services - Additional Municipal Prosecutor to meet Transfer Agreement/MOU obligation , all costs funded by fine revenue; no impact on tax levy, (see Report Municipal Law Enforcement Workload Challenges (PED 11122(a)/LS 11007(a)/FCS 11049(a)).	\$ 112,097	\$ -	1.00
CITY MANAGER SUBTOTAL	\$ 408,397	\$ 296,300	3.00

**CITY OF HAMILTON
2012 COUNCIL REFERRED ENHANCEMENTS
SUMMARY - ANNUALIZED IMPACT**

INITIATIVE	GROSS IMPACT	NET IMPACT	FTE
CORPORATE SERVICES			
City Clerk - Implementation of Early Resolution Process will increase the demand for prosecutors and impact call volumes, scheduling, paperwork, and public service requests - requires hiring of an additional Court Reporter is being recommended.	\$ 83,847	\$ -	1.00
CORPORATE SERVICES SUBTOTAL	\$ 83,847	\$ -	1.00
CORPORATE FINANCIALS			
Increase in Physican Recruitment Cost - Referred from BOH11-007.	\$ 25,000	\$ 25,000	-
CORPORATE FINANCIALS SUBTOTAL	\$ 25,000	\$ 25,000	0.00
TOTAL COUNCIL REFERRED ITEMS	\$ 7,611,840	\$ 6,425,896	31.52



City of Hamilton
Proposed Operating Budget Changes - Year 2012

		Council Referred Items			
Department	HES	Division	Emergency Medical Services		
Service	Emergency Response				
Current Service Level	The paramedics at the end of the shift have to return their vehicle to a state of readiness and during the shift complete a deep clean for the purpose of infection control.				
Proposed Service Level & Potential Impact	Add a vehicle attendant to the service 7 days a week, 8 hours a day to address gaps in infection control and to contain/reduce extended shifts and maintain/improve resource capacity. This is addition is a similar approach used by other municipalities and all cases other centers have more resources dedicated to this function. This initiative also allows Hamilton EMS to address some gaps in performance expressed by the MOHLTC during service accreditation. Finally by reducing the time the paramedics spend in deep cleaning vehicles has some positive influence on increasing their availability for emergencies.				
Financial Analysis:					
Operating Budget Impact			Strategic Plan Linkage:		
Description	Annualized Amount		P: Prosperity		
Employee Expenses	68,320				
Other Expenses	-				
Total Gross Expenditure	68,320				
Less: Revenues	-				
- 0%	-				
Net Impact	68,320		Capital Budget Impact		
FTE	1.40		Year 2012	Years 2013 & Beyond	Total
			-	-	-
Appendix: 1-6	Form 1		Update Ver: 1.20		



**City of Hamilton
Proposed Operating Budget Changes - Year 2012**

		Council Referred Items			
Department	HES	Division	Emergency Medical Services		
Service	Emergency Paramedic Response Unit in the western areas of the City				
Current Service Level	The western areas of the city primarily affected by this proposal have one Paramedic Emergency Response Unit in the zone				
Proposed Service Level & Potential Impact	Add one (1) Paramedic Emergency Response Unit and the staffing hours to consistently deploy the vehicle 24 hours / 7 days. Increasing this resource will improve the response capacity in the Waterdown, Greensville and Flamborough areas, and there will be some positive contribution in the adjacent zones (Ancaster, West Hamilton). The request for the increase in resources is related to the increased paramedic emergency response call volumes in these areas and an increase in the duration of the calls. The request request will assist in offsetting the changes in the EMS conditions since April 2012. Since then there has been an increase in paramedic emergency response call volumes in the western areas of the city and city-wide; and an increase time that the ambulances are spending in the hospital and being able to return to service to provide emergency coverage. This resource request is consistent with a Council recommended third party review (HES09002) and the predicted demands that could occur following the conversion of MUMC hospital to a pediatric only emergency department. In order to maintain the same level of service the third party recom				
Financial Analysis:					
Operating Budget Impact		Strategic Plan Linkage:			
Description	Annualized Amount	P: Prosperity			
Employee Expenses	561,416				
Other Expenses	27,272				
Total Gross Expenditure	588,688				
Less: Revenues	-				
- 0%	-				
Net Impact	588,688				
FTE	5.62			Capital Budget Impact	
		Year 2012	Years 2013 & Beyond	Total	
		-	98,570	98,570.0	



**City of Hamilton
Proposed Operating Budget Changes - Year 2012**

	Council Referred Items					
Department	HES	Division	Emergency Medical Services			
Service	Emergency Response					
Current Service Level	24 hours 7 days EMS has 3 supervisors on duty, one in each district with a supervisor/staff ratio of 1:14 and each covering approx 340 square kilometer with a new call to supervise every 20 minutes. There is no supervisor focused on hospital offload demands or community initiatives to proactively manage the increase in calls that may be diverted to other agencies.					
Proposed Service Level & Potential Impact	Add 1 Paramedic Supervisor full time to focus on hospital offload matters and explore community initiatives to redirect demands. The request for this resource is to assist in offsetting the changes in the EMS conditions since April 2012. Since then there has been an increase in paramedic emergency response call volumes in the western areas of the city and city-wide; an increase time to transport adult patients to the remaining 3 hospital emergency rooms and for the ambulance to refresh the coverage in that area; and an increase in the duration of the calls. This resource request is consistent with a Council recommended third party review (HES09002) prediction of demands that could occur following the conversion of MUMC hospital to a pediatric only emergency department. In order to maintain the same level of service the third party recommended that EMS would need to add resources to maintain response time performance in the absence of other successful mitigation strategies.					
Financial Analysis:						
Operating Budget Impact			Strategic Plan Linkage:			
Description	Annualized Amount		P: Prosperity			
Employee Expenses	137,310					
Other Expenses	1,700					
Total Gross Expenditure	139,010					
Less: Revenues	-					
- 0%	-					
Net Impact	139,010			Capital Budget Impact		
FTE	1.00			Year 2012	Years 2013 & Beyond	Total
			-	-	-	
Appendix: 1-6	Form 1			Update Ver: 1.20		



**City of Hamilton
Proposed Operating Budget Changes - Year 2012**

		Council Referred Items				
Department	HES	Division	Emergency Medical Services			
Service	Paramedic Emergency Transport Capacity, City-wide					
Current Service Level	During peak periods EMS has 22 ambulances staffed and during other periods 12 ambulances covering 1041 square kilometers serving a new emergency ambulance call approximately every 7.5 minutes, on average.					
Proposed Service Level & Potential Impact	Add one (1) transport ambulance and the staffing hours to consistently deploy the vehicle 12 hours / 7 days a week. Increasing this resource will improve the transport capacity City-wide. The request for this increase is to assist in offsetting the changes in the EMS conditions since April 2012. Since then there has been an increase in paramedic emergency response call volumes in the western areas of the city and city-wide; an increase time to transport adult patients to the remaining 3 hospital emergency rooms and for the ambulance to refresh the coverage in that area; and an increase in the duration of the calls. This resource request is consistent with a Council recommended third party review (HES09002) prediction of demands that could occur following the conversion of MUMC hospital to a pediatric only emergency department. In order to maintain the same level of service the third party recommended that EMS would need to add resources to maintain response time performance in the absence of other successful mitigation strategies.					
Financial Analysis:						
Operating Budget Impact			Strategic Plan Linkage:			
Description	Annualized Amount		P: Prosperity			
Employee Expenses	553,593					
Other Expenses	33,869					
Total Gross Expenditure	587,462					
Less: Revenues	-					
- 0%	-					
Net Impact	587,462		Capital Budget Impact			
FTE	5.50		Year 2012	Years 2013 & Beyond	Total	
			-	158,680	158,680.0	
Appendix: 1-6	Form 1			Update Ver: 1.20		



**City of Hamilton
Proposed Operating Budget Changes - Year 2012**

		Council Referred Items			
Department	Community Services	Division	Culture		
Service	City of Hamilton Arts Awards				
Current Service Level	The Arts Awards Program provides civic recognition of achievements in Hamilton's arts community. In 2011, following Council approval, the Arts Awards program was renewed to include an increased number of awards such as emerging artist and lifetime achievement. These changes reflected both best practice for municipal arts recognition programs and the recent growth in Hamilton's arts community. Additional funds for planning, promoting and delivery of the program in 2011 resulted in a well-attended and well-regarded awards ceremony and increased prestige and awareness of the program overall.				
Proposed Service Level & Potential Impact	The proposed 2012 Arts Awards Program format and budget will maintain and grow the effectiveness of the renewed Arts Awards Program, but at a lower overall cost. The reduction in overall cost for 2012 in comparison to 2011 is achieved through a combination of increased sponsorship and decreased costs for branding and program development. An enhancement is being included for 2012, as directed by Council in September 2011 (E&CS Report 11-011, Item 5(c), CS10058(a)), to recognize the renewed Arts Awards Program as an annual program that is funded from the base current budget. The 2011 Arts Awards Program was funded through a one-time allocation.				
Financial Analysis:					
Operating Budget Impact			Strategic Plan Linkage:		
Description	Annualized Amount		P: Prosperity		
Employee Expenses	-				
Other Expenses	56,550				
Total Gross Expenditure	56,550				
Less: Revenues	(5,000)				
- 0%	-				
Net Impact	51,550		Capital Budget Impact		
FTE	-		Year 2012	Years 2013 & Beyond	Total
	-		-	-	-
Appendix: 1-6	Arts Awards			Update Ver:	1.20



**City of Hamilton
Proposed Operating Budget Changes - Year 2012**

		Council Referred Items			
Department	Community Services	Division	Employment & Income Support		
Service	Addictions Services Initiative				
Current Service Level	ASI now called Beginning Today Program assists Ontario Works Participants that are using substances such as alcohol or drugs to cope, and as a result may have difficulty preparing for, finding or keeping a job.				
Proposed Service Level & Potential Impact	Continuation of Addiction Services Initiative beyond June 30, 2012 as referred by Council (E&CS Report 10-013 item 10(c.)(CS10086). The program is targeted to assist over 600 participants. MCSS provides annualized funding in the amount of \$985,000. Addiction counseling is funded 100% and in 2012 case management and supports is funded 82.8%. Since the program is currently funded by the OW Stabilization Reserve until June 30, 2012, it is requested that cost be added to the operational budget. As OW is being uploaded to the province, there will be 0% net levy by 2018. NOTE: Portion of funding covers staff in Public Health and in Housing Services.				
Financial Analysis:					
Operating Budget Impact		Strategic Plan Linkage:			
Description	Annualized Amount		P: Prosperity		
Employee Expenses	1,057,246				
Other Expenses	151,920				
Total Gross Expenditure	1,209,166				
Less: Revenues	-				
Province - 81.4611%	(985,000)				
Net Impact	224,166				
FTE	12.00				
			Capital Budget Impact		
			Year 2012	Years 2013 & Beyond	Total
			-	-	-
Appendix: 1-6	ASI		Update Ver: 1.20		



**City of Hamilton
Proposed Operating Budget Changes - Year 2012**

		Council Referred Items				
Department	Community Services	Division	Recreation			
Service	YWCA - McNab Street and Ottawa Street Senior Centres					
Current Service Level	The YWCA provides a broad range of programs to meet the needs of seniors in the lower city. The MacNab Street Senior's Centre has 548 members and the Ottawa Street Centre has 260 members, resulting in approximately 50,000 visits to-date in 2011. Both senior centres have been operating in a deficit position for 2010 and 2011.					
Proposed Service Level & Potential Impact	Increased grant funding by \$85,400 for the delivery of programs and services at the existing locations. This will ensure the YWCA can continue to provide quality programs and services to seniors in the lower city. Per ECS 11-014, item 15(d), report CS11002(a).					
Financial Analysis:						
Operating Budget Impact			Strategic Plan Linkage:			
Description	Annualized Amount		P: Prosperity			
Employee Expenses	-					
Other Expenses	85,400					
Total Gross Expenditure	85,400					
Less: Revenues	-					
- 0%	-					
Net Impact	85,400					
FTE	-					
			Capital Budget Impact			
			Year 2012	Years 2013 & Beyond	Total	
			-	-	-	
Appendix: 1-6	YWCA Sr Centre			Update Ver: 1.20		



**City of Hamilton
Proposed Operating Budget Changes - Year 2012**

		Council Referred Items			
Department	Public Works Tax	Division	TEF - Transit		
Service	Accessible Transportation Services - Service Manager and DARTS				
Current Service Level	444,000 budgeted DARTS trips; net ATS expenditures of \$12,300,000				
Proposed Service Level & Potential Impact	<p>Implement new eligibility and registration program for Accessible Transportation Services section of Transit, as directed by Council in Report PW03128(c). Expand DARTS program by 225,000 trips per year over 3 year phase-in period, beginning with 78,000 additional trips in 2012, then 75,000 additional trips in 2013, and 72,000 in 2014. Requires approximately \$5,250,000 in additional annual net expenditures; this being the sum of an additional \$1,750,000 in each year over the 3 year phase-in period.</p> <p>2012 requirements include: - DARTS Contract: \$1,487,000 (net of revenues, including FTE and subcontract requirements) - ATS Service Manager: \$130,000 (2 FTE - Customer Service) - ATS Service Manager: \$133,000 (Contribution to Reserve - 5 additional DARTS vehicles)</p> <p>Requires related 2012 Capital approval of \$1,000,000 (5 DARTS buses at present cost of \$185,000 plus \$15,000 per vehicle contingency) and further similar capital approvals in 2013 and 2014.</p>				
Financial Analysis:					
Operating Budget Impact			Strategic Plan Linkage:		
Description	Annualized Amount		P: Prosperity		
Employee Expenses	130,000				
Other Expenses	1,620,000				
Total Gross Expenditure	1,750,000				
Less: Revenues	-				
- 0%	-				
Net Impact	1,750,000				
FTE	2.00				
			Capital Budget Impact		
			Year 2012	Years 2013 & Beyond	Total
			1,000,000	2,000,000	3,000,000.0
Appendix: 1-6	AODA		Update Ver:		1.20



**City of Hamilton
Proposed Operating Budget Changes - Year 2012**

		Council Referred Items			
Department	Public Works Tax	Division	Operations and Waste Management		
Service	Street Tree Trimming Program				
Current Service Level	Currently at a 12.7 year street tree trimming cycle, down from 19 years in 2006. Annual enhancements to operating budget proposed over a 10 year implementation span per Public Works Report PW05015a&b to reach the City of Hamilton objective of a 5 year street tree trimming cycle.				
Proposed Service Level & Potential Impact	<p>To achieve the originally approved 10 year implementation schedule, the Street Tree Trimming Program should be entering Phase 7. Due to Council requested deferrals, program implementation is now 3.5 years behind. In order to keep the original schedule, Public Works would require an enhancement of \$1.326M and 15 FTEs.</p> <p>The 2011 and 2012 enhancement has been and is recommended for deferral to allow time for staff to review and report back on service delivery options and to further assess upcoming impacts from Emerald Ash Borer.</p>				
Financial Analysis:					
Operating Budget Impact			Strategic Plan Linkage:		
Description	Annualized Amount		SS: Sustainable Services		
Employee Expenses	-				
Other Expenses	-				
Total Gross Expenditure	-				
Less: Revenues	-				
- 0%	-				
Net Impact	-				
FTE	-				
			Capital Budget Impact		
			Year 2012	Years 2013 & Beyond	Total
			-	-	-
Appendix: 1-6	Form 1		Update Ver: 1.20		



**City of Hamilton
Proposed Operating Budget Changes - Year 2012**

		Council Referred Items			
Department	Public Works Tax	Division	Operations and Waste Management		
Service	Green Cart Program for Eligible Commercial Properties				
Current Service Level	Eligible Commercial properties do not currently receive the Green Cart organics collection program				
Proposed Service Level & Potential Impact	<p>Implementation of the Green Cart Program to eligible Commercial properties was referred to the 2012 budget process in Report PW07151c.</p> <p>Increased funding is required to offset the processing costs between landfilling and the Central Composting facility. There are no increased collection costs as eligible commercial properties currently receive garbage collection services. Contracted collection is based on stops and the stops are already being made. The implementation would begin in 2012 and be completed in 2013.</p> <p>The 4,000 eligible properties will produce about 5,000 tonnes of organics resulting in an increase in waste diversion of about 2%.</p>				
Financial Analysis:					
Operating Budget Impact			Strategic Plan Linkage:		
Description	Annualized Amount		SS: Sustainable Services		
Employee Expenses	-				
Other Expenses	140,000				
Total Gross Expenditure	140,000				
Less: Revenues	-				
- 0%	-				
Net Impact	140,000				
FTE	-				
			Capital Budget Impact		
			Year 2012	Years 2013 & Beyond	Total
			-	-	-
Appendix: 1-6	Form 1		Update Ver:		1.20



City of Hamilton
Proposed Operating Budget Changes - Year 2012

Council Referred Items			
Department	Public Works Tax	Division	Operations and Waste Management
Service	Road & Sidewalk Safety Maintenance - Road Maintenance Activities (Various)		
Current Service Level	The roads maintenance program includes a wide range of activities that address safety requirements such as winter control, debris removal and sidewalk inspections. The requirements are set out in the Provincially Legislated Minimum Maintenance Standards (MMS)		
Proposed Service Level & Potential Impact	<p>A 2012 road & sidewalk safety maintenance program enhancement is recommended in the amount of \$1,100,000 to address current deficiencies for compliance to the Minimum Maintenance Standards (MMS) within the Municipal Act and optimize public safety as outlined in Report PW11016. Council approved one time funding of a portion of the proposed enhancement in 2011 for improvements to the road patrol program.</p> <p>The remaining components of the proposed program enhancement includes the following:</p> <p>\$600k for additional sidewalk repairs (e.g. grinding, levelling, patching)</p> <p>\$500k for additional road surface repairs (e.g. localized base repairs, pot hole and expanded seam patching, bridge approach joints, etc.).</p>		
Financial Analysis:			
Operating Budget Impact		Strategic Plan Linkage:	
Description	Annualized Amount	SS: Sustainable Services	
Employee Expenses	-		
Other Expenses	1,100,000		
Total Gross Expenditure	1,100,000		
Less: Revenues	-		
- 0%	-		
Net Impact	1,100,000		
FTE	-		
		Capital Budget Impact	
		Year 2012	Years 2013 & Beyond
		Total	
		-	-
		-	-
Appendix: 1-6	Form 1	Update Ver: 1.20	



**City of Hamilton
Proposed Operating Budget Changes - Year 2012**

		Council Referred Items			
Department	Public Works Tax	Division	Operations and Waste Management		
Service	Storm Water Facility Maintenance Program - includes inspection, assessment, cleaning, repair and reha-bilitation of municipally owned culverts, outfalls, structures, catch basins, drainage channels, creeks, stormceptors and storm pond facilities.				
Current Service Level	Current program resources do not support a comprehensive and proactive approach to storm water facility maintenance program management which increases risk related to infrastructure failure or substandard operation of drainage infrastructure or systems.				
Proposed Service Level & Potential Impact	<p>Consistent with the State of the Infrastructure Report recommendations, the request supports a comprehensive and proactive approach to storm water management systems maintenance that will ensure optimal system performance, minimize risk due to infrastructure failures or substandard performance, ensure overall regulatory compliance with MMS, support corporate strategic objectives as well as assist water/wastewater programs relative to stormwater control and water quality.</p> <p>The proposed enhancement was initiated in 2011 and Council approved one time funding to establish a storm water management pond inspection and monitoring program. Existing capital was used to fund the cleaning, inspection and inventory of all catch basins located within city road allowances.</p> <p>A 2012 storm water management facilities maintenance program enhancement request is recommended in the amount of \$1,370,000 with the following components:</p> <ul style="list-style-type: none"> \$300k - Catch Basin inspection and cleaning on a 2 year cycle \$150k - Catch Basin repairs \$650k - Storm Water Pond rehabilitation \$270k - Culverts, Outfalls & Structures inspection & maintenance 				
Financial Analysis:					
Operating Budget Impact			Strategic Plan Linkage:		
Description	Annualized Amount		SS: Sustainable Services		
Employee Expenses	-				
Other Expenses	1,370,000				
Total Gross Expenditure	1,370,000				
Less: Revenues	-				
- 0%	-				
Net Impact	1,370,000				
FTE	-				
			Capital Budget Impact		
			Year 2012	Years 2013 & Beyond	Total
			-	-	-
Appendix: 1-6	Form 1		Update Ver: 1.20		



**City of Hamilton
Proposed Operating Budget Changes - Year 2012**

		Council Referred Items				
Department	City Manager	Division	Audit Services			
Service	Audit Services - Value for Money Audits					
Current Service Level	No value for money / performance audits are carried out.					
Proposed Service Level & Potential Impact	Two (2) performance auditors to carry out a program of value for money audits to propose efficiencies and identify potential cost savings and /or additional revenue sources (referred under the hybrid Auditor General model - AF&A June 8, 2011).					
Financial Analysis:						
Operating Budget Impact				Strategic Plan Linkage:		
Description	Annualized Amount		L&G: Leadership and Governance			
Employee Expenses	286,300					
Other Expenses	10,000					
Total Gross Expenditure	296,300					
Less: Revenues	-					
- 0%	-					
Net Impact	296,300					
FTE	2.00					
			Capital Budget Impact			
			Year 2012	Years 2013 & Beyond	Total	
			-	-	-	
Appendix: 1-6	Form 1			Update Ver: 1.20		



**City of Hamilton
Proposed Operating Budget Changes - Year 2012**

		Council Referred Items				
Department	City Manager	Division	Legal			
Service	POA/Municipal Prosecutions					
Current Service Level	In 2000, the Provincial government downloaded Provincial Offences Administration (POA) to the municipal level whereby all related administrative and prosecution expenses would be funded through fine revenues.					
Proposed Service Level & Potential Impact	Implementation of Early Resolution March 1, 2012 requires an additional Municipal Prosecutor in order to meet Transfer Agreement/MOU obligation with the Province of Ontario, total costs to be funded by fine revenue with no impact to the tax levy, (see Report Municipal Law Enforcement Workload Challenges (PED 11122(a)/LS 11007(a)/FCS 11049(a)).					
Financial Analysis:						
Operating Budget Impact				Strategic Plan Linkage:		
Description	Annualized Amount		L&G: Leadership and Governance			
Employee Expenses	99,449					
Other Expenses	12,648					
Total Gross Expenditure	112,097					
Less: Revenues	(112,097)					
- 0%	-					
Net Impact	-					
FTE	1.00					
			Capital Budget Impact			
			Year 2012	Years 2013 & Beyond	Total	
			-	-	-	
Appendix: 1-5	Form 2			Update Ver: 1.20		



City of Hamilton
Proposed Operating Budget Changes - Year 2012

		Council Referred Items			
Department	Corporate Services	Division	City Clerk		
Service	To provide court support and administration services for provincial, red light camera and municipal by-law offences and parking infractions that includes keeping the official court record, transcription preparation and processing all courtroom documents.				
Current Service Level	The growing POA caseload and increasing number of court scheduling dates is exceeding the capacity of existing staff to meet the required commitments and deadlines as a party to an agreement with the Province of Ontario to provide court administration and court support services for Provincial Offences. Under this agreement, the City must comply with provincially mandated performance and staffing obligations.				
Proposed Service Level & Potential Impact	Starting on March 2, 2012, a new Early Resolution process is being implemented that is expected to increase the demand for Early Resolution meetings with a prosecutor and additional court scheduling days for the negotiated guilty pleas to be heard by a Justice of the Peace. Early Resolution will bring added volumes of calls, scheduling, paperwork, and public service requests. To meet this anticipated increase in workload and to maintain service delivery standards to an acceptable level, the hiring of an additional Court Reporter is being recommended. This new position would have a start date of July 2012 and be 100% funded from POA fine revenue. There will be no tax levy impact on the Corporate Services Department.				
Financial Analysis:					
Operating Budget Impact			Strategic Plan Linkage:		
Description	Annualized Amount		SS: Sustainable Services		
Employee Expenses	83,847				
Other Expenses	-				
Total Gross Expenditure	83,847				
Less: Revenues	(83,847)				
- 0%	-				
Net Impact	-				
FTE	1.00				
			Capital Budget Impact		
			Year 2012	Years 2013 & Beyond	Total
			-	-	-
Appendix: 1-5	Form 1			Update Ver: 1.20	



**City of Hamilton
Proposed Operating Budget Changes - Year 2012**

		Council Referred Items				
Department	Corporate Financials	Division	Financials			
Service	Physician Recruitment					
Current Service Level	This initiative is designed to attract new family physicians to Hamilton. Started in 2004, this initiative is funded partially by the City of Hamilton; other contributors are McMaster University, Hamilton Health Sciences, and St. Joseph's Hospital. For 2011, the total budget was about \$160,000 and the City contribution was \$50,800.					
Proposed Service Level & Potential Impact	The other co-sponsors of this initiative have indicated their inability to continue with the level of support provided in 2011. In order to offset that gap and allow the initiative to continue, in its report # BOH 11-007, the Board of Health recommended that the City's contribution to this initiative be increased by \$25,000 in 2012. This increase will result in the City sharing about 47% of the initiative cost.					
Financial Analysis:						
Operating Budget Impact			Strategic Plan Linkage:			
Description	Annualized Amount		SS: Sustainable Services			
Employee Expenses	-					
Other Expenses	25,000					
Total Gross Expenditure	25,000					
Less: Revenues	-					
- 0%	-					
Net Impact	25,000					
FTE	-					
				Capital Budget Impact		
				Year 2012	Years 2013 & Beyond	Total
				-	-	-
Appendix: 1-6	Form 1			Update Ver:	1.20	

APPENDIX “1 - 7”

**2012 REQUESTED
PROGRAM ENHANCEMENTS:
SUMMARY**

**CITY OF HAMILTON
2012 REQUESTED PROGRAM ENHANCEMENTS
SUMMARY - ANNUALIZED IMPACT**

Appendix 1 - 7

INITIATIVE	GROSS IMPACT	NET IMPACT	FTE
PLANNING & ECONOMIC DEVELOPMENT			
Building Services - Increase Application Analyst position from 0.4 FTE to 1.0 FTE to be funded from the Enterprise Model.	\$ 60,414	\$ -	0.60
Economic Development - Hire Youth Advisor on contract to expose youth to benefits of entrepreneurship.	\$ 82,500	\$ -	1.00
PLANNING & ECONOMIC DEVELOPMENT SUBTOTAL	\$ 142,914	\$ -	1.60
COMMUNITY SERVICES			
City Housing - Enhance on site staff presence per Board of Directors' report # 10020 and 10037	\$ 642,270	\$ -	20.00
Recreation - Incremental Operational cost of New Wentworth twin pad arena complex	\$ 444,000	\$ 339,000	4.82
COMMUNITY SERVICES SUBTOTAL	\$ 1,086,270	\$ 339,000	24.82
PUBLIC WORKS			
Horticulture - Maintenance of new traffic roundabouts	\$ 161,440	\$ 161,440	1.66
PUBLIC WORKS SUBTOTAL	\$ 161,440	\$ 161,440	1.66
TOTAL REQUESTED PROGRAM ENHANCEMENT ITEMS	\$ 1,390,624	\$ 500,440	28.08



City of Hamilton
Proposed Operating Budget Changes - Year 2012

	Program Enhancements					
Department	Planning & Economic Development	Division	Building Services			
Service	Enterprise Model					
Current Service Level	An Analyst position has previously been shared with By-Law Services. Building Services requires a full analyst position.					
Proposed Service Level & Potential Impact	Increase the Application Analyst position within Building Services from 0.4 FTE to 1.0 FTE to be funded from the Enterprise Model. As a result of operational reviews it has been determined that this previously shared position needs to be a full position					
Financial Analysis:						
Operating Budget Impact			Strategic Plan Linkage:			
Description	Annualized Amount		P: Prosperity			
Employee Expenses	60,414					
Other Expenses	-					
Total Gross Expenditure	60,414					
Less: Revenues	(60,414)					
- 0%	-					
Net Impact	-					
FTE	0.60					
			Capital Budget Impact			
			Year 2012	Years 2013 & Beyond	Total	
			-	-	-	
Appendix: 1-7	Building			Update Ver: 1.20		



**City of Hamilton
Proposed Operating Budget Changes - Year 2012**

		Program Enhancements			
Department	Planning & Economic Development	Division	Economic Development		
Service	Small Business Enterprise Centre				
Current Service Level	Each year the small Business Enterprise Centre facilitates more than 40,000 business inquires, meets with more than 900 businesses in independent consultations and assists in the creation of more than 800 new jobs.				
Proposed Service Level & Potential Impact	Add a 3 year contract position of Small Business Enterprise Centre Youth Advisor to focus on young people. With statistics showing that more than 80% of our youth will graduate or work in small business we need to be proactively educating and exposing our young people to the values and benefits of entrepreneurship. This will be accomplished through presentations, community outreach and more programs (expanded Summer Company program). This position is to be funded from the Economic Development Investment Fund.				
Financial Analysis:					
Operating Budget Impact			Strategic Plan Linkage:		
Description	Annualized Amount		P: Prosperity		
Employee Expenses	82,500				
Other Expenses	-				
Total Gross Expenditure	82,500				
Less: Revenues	-				
Reserves - 100%	(82,500)				
Net Impact	-				
FTE	1.00				
			Capital Budget Impact		
			Year 2012	Years 2013 & Beyond	Total
			-	-	-
Appendix: 1-7	Ec Dev			Update Ver:	1.20



**City of Hamilton
Proposed Operating Budget Changes - Year 2012**

	Program Enhancements			
Department	Community Services	Division	CityHousing Hamilton	
Service	On Site Staffing Model - Superintendents			
Current Service Level	Currently, Security Tenants provide on-site presence. Security tenants maintain master keys to our buildings and allow access to contractors and emergency services personnel such as Police, Ambulance and Fire. Security tenants are reimbursed for this service with free rent and receive approximately \$14,964.00 per annum in salary. All other services in the building such as janitorial, unit cleaning, unit debris removal, minor and major repairs, plumbing and electrical services are contracted to vendors approved by an annual tendering process.			
Proposed Service Level & Potential Impact	The CHH operational review recommended enhancing in-house staff and reducing reliance on contractors. The financial or social benefits to expanding on-site staff presence include: reducing the need for contracted services, daily litter pick up at the properties, attending to tenant concerns in a timely fashion, availability to show vacant units, supervise move-in and move-out activities as well as complete turnover inspections. Additionally, communication between tenants and CHH staff would be greatly improved.			
Financial Analysis:				
Operating Budget Impact		Strategic Plan Linkage:		
Description	Annualized Amount		SS: Sustainable Services	
Employee Expenses	642,270			
Other Expenses	-			
Total Gross Expenditure	642,270			
Less: Revenues	-			
Chargeback - 100%	(642,270)		Capital Budget Impact	
Net Impact	-		Year 2012	Years 2013 & Beyond
FTE	20.00		-	-
			Total	-
Appendix: 1-7	CHH Operations		Update Ver: 1.20	



**City of Hamilton
Proposed Operating Budget Changes - Year 2012**

		Program Enhancements			
Department	Community Services	Division	Recreation		
Service	New North Wentworth Twin Pad Arena				
Current Service Level	The existing North Wentworth Arena is an aging single pad arena with a community room. The capital project was approved and included incremental operating impacts of \$155,000 and 3.45fte base budget to operate this facility which have been identified in the "2012 Operating Impacts from Capital". However, staff have identified that additional funds are required beyond what was previously approved.				
Proposed Service Level & Potential Impact	The new North Wentworth twin pad arena complex will replace the existing aging infrastructure and will alleviate the current supply constraints for ice programming. The complex is under construction and will consist of two NHL-size ice surfaces, six barrier free change rooms per arena, spectator seating, warm viewing gallery, community activity/meeting spaces and expanded seating and parking. The new programming space will support a wide range of community recreation programs and activities beyond ice programming.				
Financial Analysis:					
Operating Budget Impact			Strategic Plan Linkage:		
Description	Annualized Amount		P: Prosperity		
Employee Expenses	255,601				
Other Expenses	188,399				
Total Gross Expenditure	444,000				
Less: Revenues	(105,000)				
- 0%	-				
Net Impact	339,000				
FTE	4.82				
			Capital Budget Impact		
			Year 2012	Years 2013 & Beyond	Total
			-	-	-
Appendix: 1-7	NW Arena			Update Ver:	1.20



**City of Hamilton
Proposed Operating Budget Changes - Year 2012**

		Program Enhancements			
Department	Public Works Tax	Division	Operations and Waste Management		
Service	New Roundabout Maintenance				
Current Service Level	New Traffic Roundabouts (15) have been added to the inventory and are not being maintained.				
Proposed Service Level & Potential Impact	<p>Landscape maintenance of 15 newly installed Traffic Roundabouts is required to maintain the health of the plant material and be weed free.</p> <p>An increase in funding is required to maintain traffic roundabouts recently added to the inventory and new ones to be added. Locations include roundabouts at: Stonehenge at Raymond, Stonechurch at Omni, Highway 52 at Jerseyville, Wimberly at Nisbet, Nisbet at Cole, Wilson at Shaver, Spring Creek at Blue Sky Trail, Atessa Drive at Dicenzo Drive, Dakota Blvd at Pinehill Drive, Maggie Johnson Drive at Tanglewood Drive, Fall Fair Way at Pumpkin Pass, Fall Fair Way/Bradley Avenue at Binbrook Road, Bradley Ave at Magnificent Way, Bradley Ave at Windwood Drive, Pumpkin Pass at Royal Winter Drive.</p>				
Financial Analysis:					
Operating Budget Impact			Strategic Plan Linkage:		
Description	Annualized Amount		SS: Sustainable Services		
Employee Expenses	91,000				
Other Expenses	70,440				
Total Gross Expenditure	161,440				
Less: Revenues	-				
- 0%	-				
Net Impact	161,440				
FTE	1.66				
			Capital Budget Impact		
			Year 2012	Years 2013 & Beyond	Total
			-	-	-
Appendix: 1-7	Form 1		Update Ver:		1.20