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# 2013 Tax Operating Budget Workshop

General Issues Committee  
December 7, 2012

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# Tax Operating Budget Workshop

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- 2 workshops were scheduled to receive departmental budget presentations from each GM (Nov 27 & Nov 29)
  - Revised format:
    - Copies of departmental draft budget presentations distributed with agenda
    - Staff will not present each, but provide one overview presentation
    - Council invited to asks questions with respect to all presentation material
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# 2013 Tax Operating Budget

## Budget Context / Background

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- In addition to the planning processes outlined previously, the City undertook a comprehensive Service Delivery Review (SDR) in 2012.
  - While cost for services were included in the SDR, this methodology has not been adopted for the City's 2013 budget process.
  - The budget for 2013 remains aligned to organizational structure (Departments, Divisions, Sections).
  - Components of SDR, Business Planning and the Strategic Plan have been incorporated into the budget documents and presentations.
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# Historical Data – Tax Impact

	Residential Tax Impacts				
	2008	2009	2010	2011	2012
<b>City Departments</b>	<b>3.0%</b>	<b>2.1%</b>	<b>1.3%</b>	<b>-1.9%</b>	<b>-0.5%</b>
Provincial Grant Loss(+) / Gain (-)	0.0%	-0.7%	0.4%	1.6%	0.6%
Boards & Agencies	1.1%	0.5%	0.1%	0.6%	0.4%
Capital Financing	0.5%	0.0%	0.5%	0.5%	0.5%
<b>Municipal Tax Impact</b>	<b>4.6%</b>	<b>1.9%</b>	<b>2.3%</b>	<b>0.9%</b>	<b>1.0%</b>
<b>Total Tax Impact *</b>	<b>3.8%</b>	<b>1.7%</b>	<b>2.0%</b>	<b>0.8%</b>	<b>0.9%</b>

\* - Includes education set provincially.

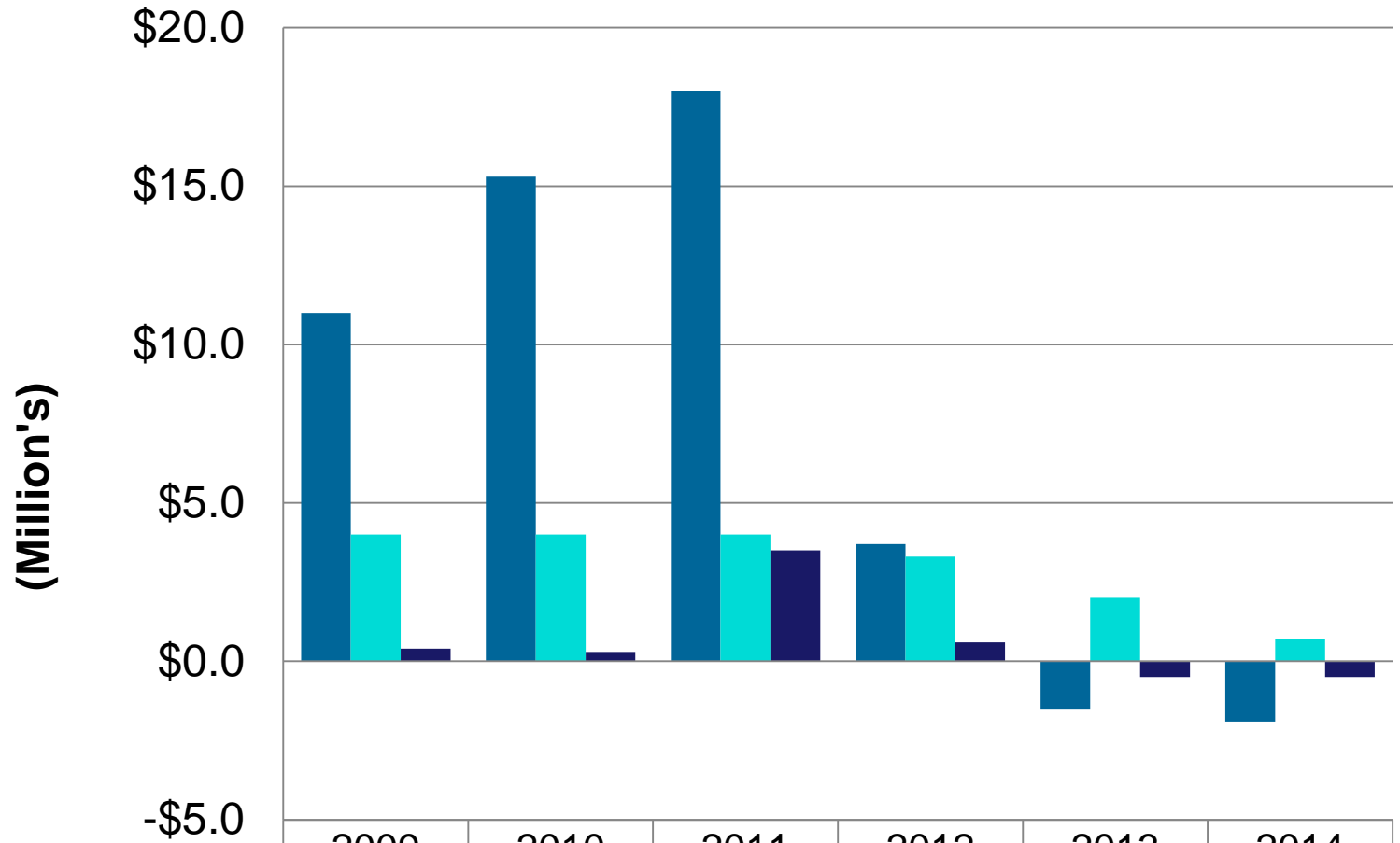


# Historical Data – Levy Change

Tax Budget	Annual Budget Change				
	2008	2009	2010	2011	2012
Planning & Economic Development	13.5%	0.6%	-5.7%	-1.7%	-1.9%
Public Health Services	7.0%	0.7%	1.4%	-5.6%	-1.1%
Community Services (inclusive of upload)	-0.8%	-0.6%	-4.8%	-12.9%	1.2%
Hamilton Emergency Services	10.6%	2.2%	2.9%	3.4%	3.3%
Public Works	6.2%	3.5%	2.4%	1.5%	2.6%
Legislative	5.6%	-0.1%	1.3%	-0.8%	6.4%
City Manager	11.6%	1.8%	2.6%	0.2%	3.2%
Corporate Services	5.4%	0.9%	0.8%	-1.7%	0.4%
Community Partnership Program	11.6%	2.0%	2.0%	0.0%	0.0%
Police Services	4.8%	3.4%	3.6%	5.0%	3.4%
Other Boards & Agencies	3.1%	3.7%	-1.2%	1.3%	2.2%
Capital Financing	3.8%	0.0%	3.7%	7.8%	4.0%
Corporate Financials	-27.3%	60.0%	376.1%	140.9%	-44.7%
Non Program Revenues	-1.1%	6.3%	21.4%	30.7%	0.6%
<b>Total</b>	<b>4.7%</b>	<b>3.0%</b>	<b>3.7%</b>	<b>2.9%</b>	<b>2.3%</b>
Community Services (exclusive of upload)	5.0%	2.6%	5.6%	1.1%	2.9%



# Stabilization Reserve Issue



■ Tax Stabilization Reserve	\$11.0	\$15.3	\$18.0	\$3.7	(\$1.5)	(\$1.9)
■ OW Stabilization Reserve	\$4.0	\$4.0	\$4.0	\$3.3	\$2.0	\$0.7
■ Social Services Initiative Fund	\$0.4	\$0.3	\$3.5	\$0.6	(\$0.5)	(\$0.5)





# 2013 Tax Operating Budget

## Process / Additional Information

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Boards and Agencies	Thursday January 24, 9:30 a.m. to 1:00 p.m. Friday January 25, 9:30 a.m. to 1:00 p.m.
Corporate/Departmental Budget Overview	Monday, January 28, 9:30 a.m.
Departmental Budget Overview	Wednesday, January 30, 9:30 a.m. Thursday, January 31, 9:30 a.m. Friday, February 8, 9:30 a.m. Tuesday, February 12, 9:30 a.m. Thursday, February 14, 9:30 a.m. (if required) Friday, February 15, 9:30 a.m. (if required)
Public Delegations	Thursday February 21, 3:00 p.m. – 7:00 p.m.
Budget Deliberations	Thursday, February 28, 9:30 a.m. Monday, March 4, 9:30 a.m. Thursday, March 7, 9:30 a.m. Thursday, March 21, 9:30 a.m.
Council Approval	Wednesday March 27, 5:00 p.m.

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## Additional Budget Information

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- 2012 budget: in excess of ninety individual requests for additional information
  - Significant resources required to respond
  - information still available in S:\Councillor Information\Committee Request\ and can be accessed by Council should they need to refer to it for the 2013 budget
- 2013 budget: staff are proposing to provide Council with the normally requested additional information
  - List of planned additional information items included as Appendix “A” to FCS12108 within today’s agenda
  - in addition, staff will certainly respond to additional information requests by Council at anytime during the 2013 budget process



# 2013 Tax Operating Budget

## Draft Departmental Budgets

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	Net Operating Budget			
	2012 Budget	2013 Draft	Change 2013 / 2012	
			\$	%
PLANNING AND ECONOMIC DEVELOPMENT	22,161,564	22,548,720	387,156	1.7%
PUBLIC HEALTH SERVICES	10,313,960	11,105,320	791,360	7.7%
COMMUNITY SERVICES	131,500,160	131,865,680	365,520	0.3%
HAMILTON EMERGENCY SERVICES	94,455,556	97,616,610	3,161,054	3.3%
PUBLIC WORKS	182,033,350	197,892,790	15,859,440	8.7%
LEGISLATIVE	3,947,190	3,988,605	41,415	1.0%
CITY MANAGER	9,783,780	10,142,820	359,040	3.7%
CORPORATE SERVICES	19,462,810	20,066,820	604,010	3.1%
CORP FINANCIALS/ NON PROG REVENUES	(36,032,241)	(33,986,802)	2,045,439	5.7%
<b>TOTAL CITY EXPENDITURES</b>	<b>437,626,129</b>	<b>461,240,564</b>	<b>23,614,435</b>	<b>5.4%</b>
HAMILTON POLICE SERVICES	134,712,320	142,050,380	7,338,060	5.4%
BOARDS & AGENCIES	44,793,010	45,065,147	272,137	0.6%
COMMUNITY GRANTS	3,212,180	3,212,180	0	0.0%
<b>TOTAL BOARDS &amp; AGENCIES</b>	<b>182,717,510</b>	<b>190,327,707</b>	<b>7,610,197</b>	<b>4.2%</b>
<b>CAPITAL FINANCING</b>	<b>86,727,000</b>	<b>90,177,000</b>	<b>3,450,000</b>	<b>4.0%</b>
<b>PROVINCIAL FUNDING / OMPF</b>	<b>(2,000,000)</b>	<b>0</b>	<b>2,000,000</b>	<b>100.0%</b>
<b>TOTAL LEVY REQUIREMENT</b>	<b>705,070,639</b>	<b>741,745,271</b>	<b>36,674,632</b>	<b>5.2%</b>

<b>RESIDENTIAL PROPERTY TAX IMPACT</b>	<b>4.3%</b>
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COMMUNITY SERVICES (exclusive of upload)	131,500,160	135,465,680	3,965,520	3.0%
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# Potential Submission

			Muni
<b>Draft Residential Tax Increase *</b>	\$	<b>36,674,632</b>	<b>4.3%</b>
<b>Potential Base Reductions</b>	(\$	<b>4,930,000 )</b>	
<b>Potential 2013 Residential Tax Impact *</b>	\$	<b>31,744,632</b>	<b>3.6%</b>
<b>Council Referred Items (see draft attached)</b>	\$	<b>5,179,000</b>	<b>0.8%</b>
<b>Requested Enhancements</b>	\$	<b>1,054,000</b>	<b>0.2%</b>

\*Inclusive of estimated 1% assessment growth



# Draft Tax Impact by Group

	Change (2013 over 2012)	
	DRAFT	
	\$	%
Municipal Taxes		
City Departments	\$ 66	2.3%
Boards & Agencies	\$ 23	0.8%
Capital	\$ 14	0.5%
<b>Total Municipal Taxes</b>	<b>\$ 104</b>	<b>3.6%</b>
<b>September Outlook</b>	<b>\$ 158</b>	<b>5.5%</b>



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





# Community Services

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



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



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



# Planning & Economic Development

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



# Corporate Services

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



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



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



END