

APPROVED



Hamilton

**CITY OF HAMILTON
BUDGET AND FINANCING PLAN**

2024

Table of Contents

Budget and Financing Plan Overview	3	Rate Supported Budget and Financing Plan Schedules	101
Executive Summary	4	2024 Hamilton Water, Wastewater and Storm Operating Budget	102
Budget Process	5	2024 Hamilton Water, Wastewater and Storm Capital Budget	105
2024 Tax Supported Budget and Financing Plan	8	2024 to 2027 Hamilton Water, Wastewater and Storm Multi-Year Budget	119
2024 Rate Supported Budget and Financing Plan	31	2024 to 2033 Hamilton Water, Wastewater and Storm Capital Forecast	123
Debt Management	36	2024 to 2033 Hamilton Water, Wastewater and Storm Financing Plan	157
Reserve Management	43	Departmental Budget Summaries	159
Asset Management	44	Planning and Economic Development	160
Basis of Budgeting	46	Healthy and Safe Communities	193
Community Profile	48	Public Works	220
About Hamilton	49	City Manager's Office	283
2022 to 2026 City Council	53	Corporate Services	299
Strategic Plan and Council Priorities	54	Non-Program Expenditures and Revenues	323
2016-2025 City's Strategic Plan	55	Legislative	331
2022-2026 Council Priorities	57	Boards and Agencies	338
Organization Chart	61	Capital Financing	347
Tax Supported Budget and Financing Plan Schedules	62	Financial Policies	352
2024 Net Levy Summary	63	Glossary of Terms and Acronyms	355
2024 Cost Category Summary	68		
2024 Complement Summary	69		
2024 to 2027 Multi-Year Budget	72		
2024 Capital Budget	76		
2024 to 2033 Capital Financing Plan	97		

| BUDGET AND FINANCING PLAN OVERVIEW

Budget and Financing Plan Overview

Executive Summary

The 2024 Budget and Financing Plan is broken down into two components: 1) the municipal services supported through property taxes (Tax Supported Budget); and 2) the municipal services supported through water utility rates (Rate Supported Budget). The proposed tax and rate supported budgets were recommended for City Council’s consideration through reports FCS24002 and FCS23100, respectively, and deliberated throughout November 2023 to February 2024.

On February 15, 2024, City Council adopted the \$2.4 billion 2024 Tax Supported Budget, which results in a 5.79% or \$286 increase in property taxes for the average household. In setting the net tax levy, the City of Hamilton (“the City”) first considers all other revenue sources available to the municipality, such as user fees and subsidies from senior levels of government, and levies the remaining funds required to deliver services at a balanced budget in accordance with the *Municipal Act*. The City’s budget funds more than seventy City programs and services, external boards and agencies, and needed community initiatives. The increase helps the City deliver quality programs and services while also being financially responsible and planning for the future.

The City’s 2024 Rate Supported Budget, approved by Council on December 13, 2023, results in an average combined rate increase

of 10.04% or \$88 for the average household with annual water consumption of 200 m³.

TABLE 1
Budget Impact on Average Household

Service	Property Tax (\$)	Property Tax (%)	Water Bill (\$)	Water Bill (%)
City Services	\$84	1.64%		
Housing & Homelessness	\$77	1.60%		
Provincial Legislation	\$125	2.55%		
Water, Wastewater, Stormwater			\$88	10.04%
Average Residential Impact	\$286	5.79%	\$88	10.04%

Note: Based on average household assessment of \$385,900 and water consumption of 200 cubic meters.

Municipalities are facing increasingly complex challenges, such as tackling homelessness and climate change, without the proper financial tools to solve them. New financial realities like inflation, rising interest rates and rapid legislative changes impact the City’s ability to deliver services and invest in infrastructure.

The 2024 Budget and Financing Plan balances the need for continuity of services, as well as increased level of service in priority investment areas, with affordability, recognizing the current rate of inflation and economic environment that residents and businesses in the community are facing. Additionally, changes in



Budget and Financing Plan Overview

provincial legislation and funding levels for provincially mandated services continues to represent a significant challenge for the City and all municipalities in Ontario, resulting in increased reliance on property taxes to fund services. Key challenges and priority investment areas in the 2024 Budget and Financing Plan include:

- Affordable housing and homelessness;
- Advancing the City’s climate action goals;
- Transportation;
- Public health and safety; and,
- Responding to Provincial legislative changes.

To limit the immediate financial burden on residents and businesses, the 2024 Budget and Financing Plan includes a multi-year financing strategy that leverages the City’s strong financial position with increased reliance on discretionary reserves and debt and incorporates savings and efficiencies.

In 2023, City Council established the 2022 to 2026 Council Priorities, which were developed to reflect Hamilton’s most pressing needs and biggest opportunities, as well as support the City’s vision to be the best place to raise a child and age successfully. The Council Priorities are designed to guide the decisions of Council and City staff and allow for the prioritization of resources and the clear and transparent progression towards achievable goals and measures of success. The 2024 Budget and Financing Plan

balances the need to advance priority investments with affordability over a four-year period (2024 to 2027).

Budget Process

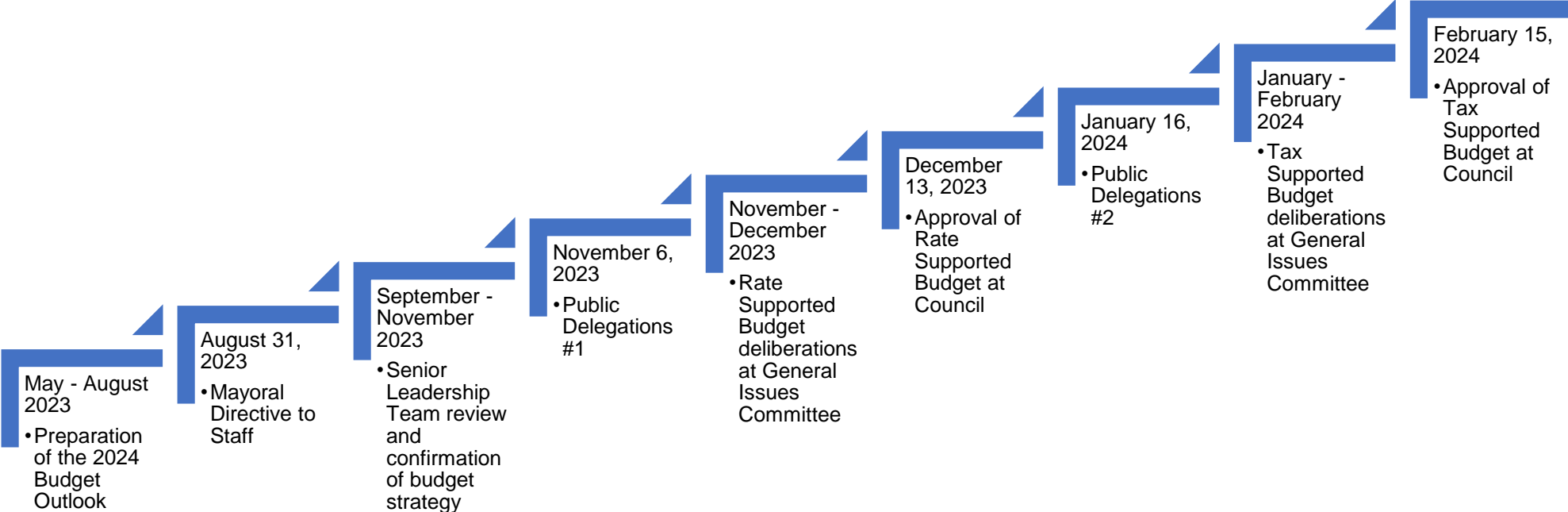
The process for the 2024 Tax Supported Budget was amended in accordance with the Mayoral Directive to Staff (MDI-2023-02), as well as Council’s priority of “Responsiveness and Transparency”. On March 27, 2023, City Council approved that staff undertake a review and transition to a new budget process for implementation in the 2025 budget that:

- Emphasizes long-term financial planning through asset management principles;
- Considers equity and carbon budgeting principles;
- Is accessible, prioritizes public engagement and promotes transparency;
- Shifts timing of budget approval from early Q2 to mid Q1 annually; and,
- Integrates current operating, capital and rate budgets into two annual budgets (Rate Supported Budget and a Tax Supported Budget).

The Mayoral Directive to Staff on the 2024 budget provided further direction to accelerate the timing of budget approval and integration of the Tax Supported Operating and Capital Budgets into a single approval process. In 2024, staff will be reporting back on the

Budget and Financing Plan Overview

FIGURE 1
Budget Process Map



Budget and Financing Plan Overview

outcomes of the Budget Process Review through the 2025 Budget Outlook and Process Report with further recommendations on amendments to the process for 2025 budget in support of the direction provided by City Council.

The 2024 budget process incorporates the following major deliverables:

- A. Tax Supported Operating Budget: The City's 2024 Tax Supported Operating Budget and 2025-2027 Multi-Year Outlook details the expenses required to deliver municipal programs and services and the revenues available to the City to fund those programs and services.

Included in the City's Tax Supported Operating Budget are budget requests for City Departments and the submissions received from external Boards and Agencies.

The 2024 Tax Supported Operating Budget includes details on service level enhancements, defined as either Council Referred Items (budget requests that have been referred to the budget process via motion or staff report) or Business Cases (budget requests that have been put forward by staff through the budget process).

- B. Tax Supported Capital Budget: The City's multi-year capital budget supports the City's planned investment in capital

infrastructure and assets. The Tax Supported Capital Budget and Financing Plan details the financing required to maintain the City's capital infrastructure in a state-of-good-repair, support growth and economic development and infrastructure investments required to support services in accordance with strategic plans endorsed by Council.

- C. Tax Supported User Fees: User fees are one of the main funding mechanisms for a range of municipal services where the users can be identified, and the amount of service provided can be measured. The City's user fees represent direct charges to users of specific municipal services and are an integral part of the annual budget process.

- D. Rate Supported Budget: The City's Rate Supported Operating and Capital Budget provides the cost and financing sources to deliver water, wastewater and stormwater programs and services to ratepayers and the capital investment required to maintain infrastructure and support growth. The cost for water, wastewater and stormwater programs are almost entirely funded from user fees and, therefore, do not principally affect municipal property taxes.

Staff prepared the 2024 Budget and Financing Plan in accordance with the Mayoral Directive to Staff and the principles outlined in the 2024 Budget Outlook Report (FCS23074):

Budget and Financing Plan Overview

- The annual budget reflects and supports the current 2016–2025 Strategic Plan and 2022–2026 Council Priorities.
- The annual budget is aligned with the financial policies approved by Council.
- The annual budget is aligned with approved Asset Management Plans.
- Reserves are maintained per policy in order to repair / replace infrastructure, fund identified priorities and ensure long-term sustainability.
- Total tax and rate supported debt as a percentage of City own-source revenues does not exceed 60% unless approved by Council.
- Total development charge supported debt as a percentage of the total development charge eligible costs for the forecast period of the latest Development Charge Background Study does not exceed 25% unless approved by Council.
- The annual budget leverages user fees to the extent permitted under the Municipal Act, 2001.
- The 2024 budget strategy balances the need for municipal services with affordability by leveraging debentures and reserves in a financially responsible manner.

In allocating the Capital Levy, the City of Hamilton employs a hybrid Capital Block Funding Prioritization methodology across municipal programs and services, originally approved through Report FCS02017, that has evolved over the years, aligning with the City's

Strategic Plan and the Transportation Asset Management Plan. This process ensures stable long-term capital funding for infrastructure program areas and facilitates priority planning outcomes.

2024 Tax Supported Budget and Financing Plan

The 2024 Tax Supported Operating Budget, summarized in Table 2 and Figure 2, represents a gross investment of \$2.0 billion and a net for tax levy requirement of \$1.2 billion, which results in an average residential tax increase of 5.79%. The \$100.5 million increase in the 2024 net for tax levy is broken down into three categories:

1. Maintenance: the additional cost required for the continuity of municipal services (to maintain existing levels of service);
2. Strategic Priorities: the additional investments required to advance term of Council priorities and other strategies that have been endorsed by Council (to enhance levels of service); and,
3. Capital Levy: the additional investment required to support the City's capital program, growth and development.

Budget and Financing Plan Overview

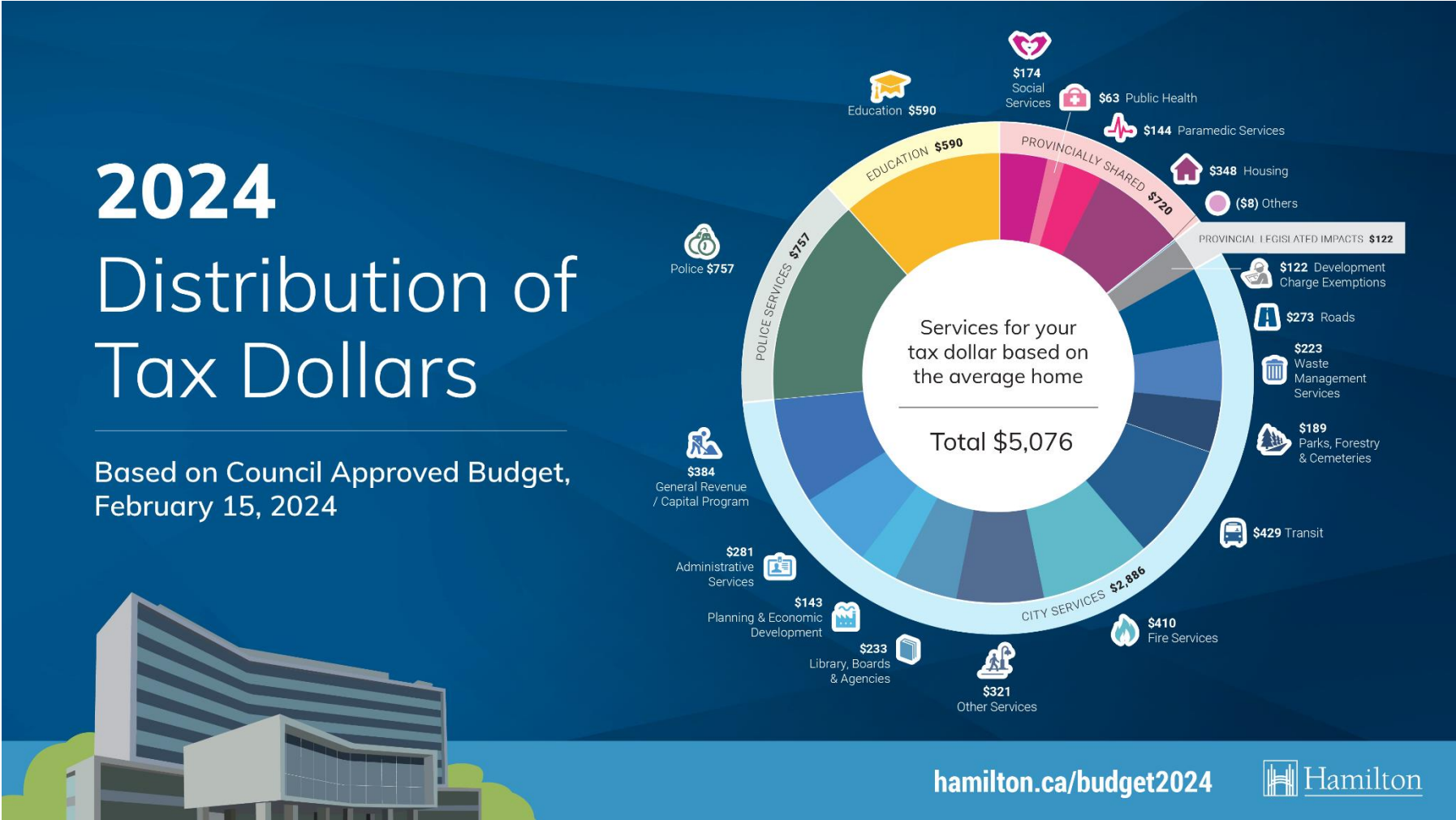
TABLE 2
2024 Tax Supported Operating Budget Summary (\$000's)

(\$000's)	2023	2024									
		Restated Budget	Maintenance	Maintenance vs. Restated		Capital Levy	Strategic Priorities		Total	Total vs. Restated	
							Business Cases	Council Referred			
Planning and Ec. Dev.	33,326	34,884	1,558	4.7%	-	-	171	35,055	1,729	5.2%	
Healthy and Safe Communities	299,145	315,376	16,231	5.4%	-	875	15,989	332,240	33,095	11.1%	
Public Works	294,768	321,364	26,596	9.0%	-	826	1,664	323,854	29,086	9.9%	
Legislative	5,555	5,852	297	5.3%	-	-	1,620	7,472	1,917	34.5%	
City Manager	15,182	16,105	922	6.1%	-	149	115	16,369	1,186	7.8%	
Corporate Services	44,951	47,090	2,139	4.8%	-	668	524	48,282	3,331	7.4%	
Corporate Financials & Non Program	(29,164)	(42,008)	(12,844)	44.0%	-	-	-	(42,008)	(12,844)	44.0%	
Hamilton Entertainment Facilities	154	-	(154)	-	-	-	-	-	(154)	-	
Total City Expenditures	663,918	698,663	34,745	5.2%	-	2,518	20,083	721,264	57,346	8.6%	
Hamilton Police Services	193,596	207,451	13,855	7.2%	-	-	-	207,451	13,855	7.2%	
Other Boards and Agencies	50,541	52,648	2,107	4.2%	-	-	50	52,698	2,157	4.3%	
City Enrichment Fund	6,575	6,575	-	0.0%	-	-	526	7,101	526	8.0%	
Total Boards and Agencies	250,713	266,674	15,962	6.4%	-	-	576	267,250	16,538	6.6%	
Capital Financing	154,977	154,977	-	0.0%	13,055	-	-	168,032	13,055	8.4%	
Total Net for Levy	1,069,608	1,120,315	50,706	4.7%	13,055	2,518	20,659	1,156,546	86,938	8.1%	
Average Residential Tax Impact											
Municipal Net Levy Tax Impact				4.2%						7.2%	
Assessment Growth				-1.9%						-1.9%	
Reassessment				0.0%						0.0%	
Tax Policy				0.5%						0.5%	
Education Tax Impact				0.0%						0.0%	
Total				2.8%						5.8%	



Budget and Financing Plan Overview

FIGURE 2

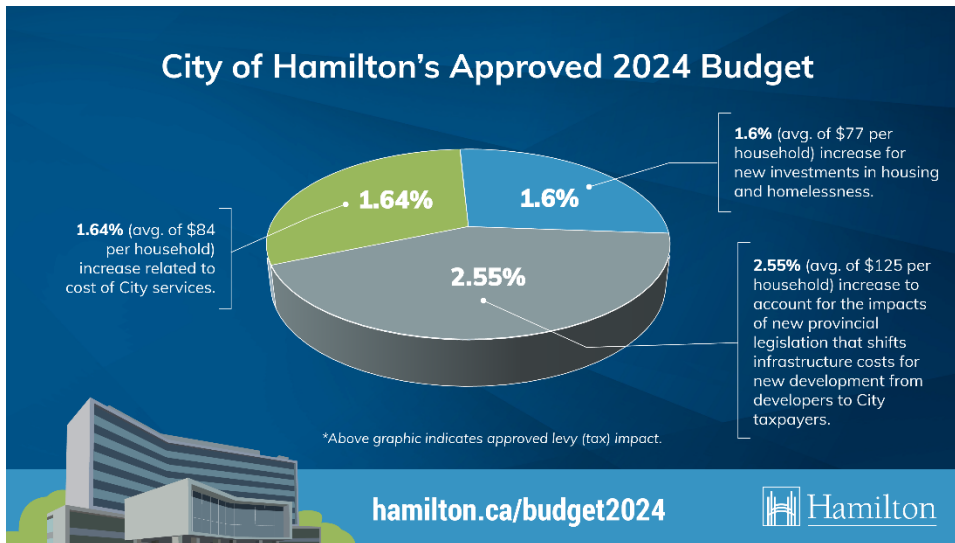


Budget and Financing Plan Overview

The 5.79% property tax increase includes:

- 1.64% to cover City services (average of \$84 per household);
- 1.60% for investments in housing and homelessness (average of \$77 per household); and,
- 2.55% to help manage the impacts of new provincial legislation that shifts infrastructure costs for new development from developers to City taxpayers and ratepayers (average of \$125 per household).

FIGURE 3



Hamilton's 2024 budget recognizes the challenges residents are facing while making critical investments toward growth-enabling infrastructure, delivering high-quality services and programs, and tackling issues related to housing and homelessness.

In keeping with Mayor Horwath's budget direction, throughout the budget development process, Council and City staff looked for opportunities to reduce the burden on taxpayers by responsibly using reserves (savings), reviewing budgets for efficiencies, and prioritizing spending against Council Strategic Priorities.

The Budget demonstrates the City's commitment to sustainable economic and ecological development, safe and thriving neighbourhoods, and responsiveness and transparency. The following are some of the projects and initiatives included in the 2024 Budget that highlight the City's dedication to community well-being:

- Responding to the housing and homelessness crises with increased funding to support the construction of new affordable housing and shelter spaces and to develop a Winter Response Strategy and Food Strategy to support local food banks.
- Providing additional funding to protect tenants and sustain Housing Providers.
- Maintaining City assets and the services that matter most to residents while making crucial improvements to important programs like litter management.

Budget and Financing Plan Overview

- Enhancing levels of funding for public safety services, ensuring that Fire, Emergency Medical Services (EMS), and Police departments have the resources necessary to protect and serve our community in a timely and effective manner.
- Making it easier to get around the city by investing in the transportation network, including roads, bridges, sidewalks, multi-use paths, and traffic management.
- Increasing and improving transit service frequency by adding an additional 49,000 hours of service.
- Preparing responsibly for climate change by investing in the City's Climate Change Reserve and various other initiatives such as greening the City's Fleet, developing an urban forestry strategy, and planting trees.
- Enriching the quality of life for residents by investing in parks, recreation, and cultural assets.
- Improving customer service and digital technology and modernizing systems to better serve our diverse community.

The City of Hamilton remains committed to providing high quality services and programs in a financially responsible and sustainable way. Ensuring our residents and businesses enjoy a high quality of life supported by essential programs and services is Hamilton's top priority. By making strategic investments, Hamilton's vision "To be the best place to raise a child and age successfully" will persist.

2024 Maintenance Budget for City Services

Through the 2024 budget process, the City had to navigate a challenging financial situation with provincial downloading and rising costs and interest rates, while still making sure it maintained the services and programs Hamiltonians rely on.

The "maintenance budget", or the budget required for the continuation of services at approved service levels, for City Departments is a \$34.7 million increase in 2024, which has an average residential tax impact of 2.8%. The major drivers of the maintenance budget increase are:

- \$36.0M in expenditures for employee related costs due to contractual settlements, cost of living adjustments, increases in premiums for employer provided benefits, Canada Pension Plan, Employment Insurance and Workers' Safety and Insurance Board and the annualization of staffing changes approved in the 2023 Tax Supported Operating Budget. City operations are service oriented where salaries, wages and benefits comprise approximately 50% of the City's gross operating expenses.
- \$7.3M in contractual agreements, inclusive of inflation escalation factors, across Transportation, Recreation, Corporate Facilities and Security.
- \$4.5M in additional contributions to reserves for inflationary pressures related to vehicle and fleet replacement and

Budget and Financing Plan Overview

premiums for hybrid and electric options as part of the Green Fleet Strategy.

- \$3.1M in expenditures for the annualization of year seven and implementation of year eight of the Ten-Year Local Transit Strategy.
- \$2.8M in additional funding to Social Housing providers to address inflationary pressures in maintenance, administration, capital reserves, hydro and fuel.
- \$2.8M in additional expenditures in recycling facility processing, Transfer Stations / Community Recycling, landfill and composting operations.
- \$2.6M in expenditures related to the changes in Provincial Funding Agreements. Since the funding for mandatory programs is based on 2019 expenses, the municipal portion of these programs continues to increase at an exponential rate.
- \$2.4M in expenditures for year three of the curb-side waste collection contract negotiated in late 2020.
- \$2.3M in expenditures for the annualization of Affordable Housing and Homelessness program enhancements approved through the 2023 Tax Supported Operating Budget.
- (\$8.8M) in additional revenues from user fees based on the fees contained in the 2024 Tax Supported User Fees Report (FCS22084).
- (\$20.3M) in budget amendments, operational savings and efficiencies including repurposing vacant positions, reducing

expenditure budgets based on historical performance and gains in efficiency, increases in revenue estimates based on new projections and adjustments to gapping targets.

2024 Strategic Priorities for City Services

On July 14, 2023, City Council set its priorities and outcomes for this term of Council (2022 to 2026) and referred several investments to the 2024 budget process that would advance those outcomes. Items that Council has referred by motion or through the approval of staff recommendations to the 2024 Tax Supported Budget are termed “Council Referred Items”. Additionally, investments that advance strategic or master plans that have been endorsed by this term or previous terms of Councils have been included in the City’s budget as Business Cases.

Items that have been referred to the budget process by Council represent a total gross investment of \$65.3 million and 91.48 full-time equivalent positions (FTE) in the 2024 budget and an annualized gross investment of \$71.9 million. These investments have a net levy impact of \$20.7 million in 2024 and \$27.7 million in subsequent years. The residential tax impact of Council Referred Items in 2024 is 1.73% with an annualized impact of 2.31%. Business Cases represent a total gross investment of \$6.0 million and 50.25 FTE in the 2024 budget and an annualized investment of \$8.0 million. These investments have a net levy impact of \$2.5 million in 2024 and \$5.0 million in subsequent years. The

Budget and Financing Plan Overview

residential tax impact of Business Cases in 2024 is 0.21% with an annualized impact of 0.41%. Table 3 provides a consolidated summary of investments by Council priority.

TABLE 3
Summary of Priority Investments in City Services (\$000's)

Council Priority	Business Cases		Council Referred Items		TOTAL	
	Annualized Gross Investment	Annualized Net Levy Impact	Annualized Gross Investment	Annualized Net Levy Impact	Annualized Gross Investment	Annualized Net Levy Impact
Sustainable Economic & Ecological Development	\$ 209	\$ 34	\$ 350	\$ 66	\$ 559	\$ 100
Safe & Thriving Neighbourhoods	\$ 2,261	\$ 2,001	\$ 62,958	\$ 23,998	\$ 65,219	\$ 25,999
Responsiveness & Transparency	\$ 5,579	\$ 2,993	\$ 8,625	\$ 3,600	\$ 14,204	\$ 6,593
TOTAL	\$ 8,049	\$ 5,028	\$ 71,933	\$ 27,664	\$ 79,982	\$ 32,692

2024 Capital Levy

The gross capital investment in the 2024 budget is \$406.9 million. To support the investment, the Capital Financing Plan incorporates a \$13.1 million increase to the Capital Levy, or a 1.23% increase to the net for tax levy. The increase in the Capital Levy is broken down as follows:

- \$8.4M, or 0.77%, increase for year one of a ten-year transitional plan to address the \$94.7M annual infrastructure funding gap for transportation assets that was identified in the Transportation Asset Management Plan; and,
- \$4.7M, or 0.45%, for year one of a four-year phase-in strategy to address statutory DC exemptions resulting from the More Homes Built Faster Act, 2022 (Bill 23).

Budget and Financing Plan Overview

In addition to the Capital Levy increase, the 2024 Capital Financing Plan relies heavily on contributions from reserves to support the proposed level of investment. Discretionary reserves are being used to phase-in the property tax impacts of development charge exemptions and to address the extraordinary inflation impacts on construction projects.

The proposed 2024 Tax Supported Capital Budget and 2025-2033 Capital Forecast is supported by a multi-year Capital Financing Plan that prioritizes asset reinvestment in accordance with Asset Management Plans, as well as, investment required to support growth and development and the City's Strategic Plan, while maintaining the City's strong financial position and AAA credit rating. The primary elements of the multi-year Capital Financing Plan include:

- A. Annual increases to the Capital Levy to meet the required asset reinvestment needs and inflationary increases to maintain infrastructure in its current state, as well as a transitional plan to address the \$94.7M annual funding gap for transportation assets that was identified in the Transportation Asset Management Plan over the next 10 years;
- B. Increases to the Capital Levy equal to the annual debt servicing charges for all new debt to be issued over the 10-year planning period. It is necessary to increase the Capital

Levy at least in proportion with the amount needed to finance new debt in order to ensure continuity of the level of funding available for replacement and rehabilitation, as well as the proportion of debt repayments to City own-source revenues in order to maintain the City's AAA credit rating;

- C. A four-year phase-in strategy to incorporate the annual sustainable funding required for development charge exemptions. The phase-in strategy leverages the City's Unallocated Capital Levy Reserve to spread the immediate financial burden over several years given the current economic environment. It is necessary to fund the DC reserves for the lost revenues resulting from exemptions to continue with growth and development plans. Not funding these exemptions would result in delayed investment in infrastructure that supports growth and development;
- D. All program block allocations are increased annually at the rate of inflation (Non-Residential Construction Price Index). This ensures that program areas maintain the same level of investment in capital infrastructure over the planning period and purchasing power is not eroded by inflation. Block allocations and service level targets will be revisited with the presentation of Asset Management Plans by the July 1, 2025, legislated deadline;

Budget and Financing Plan Overview

- E. The Capital Financing Plan includes a strategy to address the \$54M funding shortfall in discretionary DC exemptions. Beginning in 2023, the Capital Financing Plan incorporated an additional \$6.5M per year over an eight-year period (ending in 2030) as dedicated funding for unfunded DC exemptions that were realized prior to 2020. This financing strategy was amended through 2024 budget deliberations;
- F. The Capital Financing Plan has prioritized funding for growth and development, such as the West Harbour Waterfront and Airport Employment Growth District, that will provide both economic and socio-economic advantages to businesses and residents while also increasing the City’s non-residential assessment; and,
- G. The Capital Financing Plan advances key priorities of the 2016-2025 Strategic Plan through investment in strategic initiatives including Transportation, Transit, Housing and Homelessness, Parkland Development, Integrated Growth and Development and others.

Table 4 provides a summary of the Capital Levy increases required to support the 2024 Tax Supported Capital Budget, as well as the multi-year investments for 2025 through 2027.

**TABLE 4
Tax Supported Capital Financing Plan 2024-2027**

	2024	2025	2026	2027
Transportation Asset Management Plan	0.77%	0.89%	0.89%	0.89%
Non-Core Asset Management Plans	0.00%	0.00%	0.50%	0.50%
Development Charge Exemptions	0.45%	1.06%	1.06%	0.63%
Servicing Requirements for New Debt	0.00%	1.24%	0.10%	0.13%
Total Net for Levy Impact	1.23%	3.19%	2.55%	2.15%

Some capital projects, especially those that provide new or expanded services, have an impact on operating costs on an ongoing basis once the projects have been completed. The estimated operating budget impacts of the recommended 2024 capital projects is \$13.6 million and 78.8 FTE positions. The operating impacts are detailed in the “Tax Supported Budget and Financing Plan Schedules” section.

Table 5 provides a summary of the historical Capital Levy increases over the past four years in comparison to the approved increase for 2024.



Budget and Financing Plan Overview

TABLE 5
Historical Capital Levy Increases

	2020	2021	2022	2023	2024
General Capital Levy	0.50%	0.00%	0.50%	0.50%	0.00%
Transportation Asset Management Plan	0.00%	0.00%	0.00%	0.00%	0.77%
Climate Change Action Strategy	0.00%	0.00%	0.00%	0.25%	0.00%
Development Charge Exemptions Servicing	0.00%	0.22%	0.00%	0.00%	0.45%
Requirements for New Debt	0.38%	0.18%	0.15%	0.17%	0.00%
Total Levy Impact	0.88%	0.40%	0.65%	0.92%	1.23%

2024 Tax Supported Capital Budget

The 2024 Tax Supported Capital Budget is a gross investment of \$406.9 million and is detailed in the “Tax Supported Budget and Financing Plan Schedules” section. Table 6 summarizes the 2024 Tax Supported Capital Budget by program area and compares it to the previous year’s approved capital program. The 2024 capital budget incorporates a 1.23% net levy increase (\$13.1 million) dedicated to the Capital Levy. The \$13.1 million increase in the Capital Levy represents an average residential tax impact of 1.09%, or approximately \$49 for the average household assessed at \$385 thousand.



Budget and Financing Plan Overview

TABLE 6
Tax Supported Capital Budget

(\$000's)	2023 CAPITAL PROGRAM		2024 CAPITAL PROGRAM		Difference	
	GROSS	NET	GROSS	NET	GROSS	NET
Proposed Program Funding						
Corporate Facilities & Energy Management	30,981	13,999	25,855	17,243	(5,126)	3,244
Corporate Asset Management	-	-	16,743	-	16,743	-
Environmental Services	18,724	7,928	18,775	6,585	51	(1,343)
Waste Management	3,206	2,870	14,718	13,140	11,513	10,270
Transit Services	3,661	2,133	2,386	606	(1,275)	(1,527)
Transit Services (ICIP PW19083/FCS18048(a))	28,923	533	62,953	27,588	34,030	27,055
Roads / Bridges / Sidewalk / Street Lighting / Traffic	110,845	65,852	121,887	72,885	11,043	7,033
West Harbour & Waterfront Initiatives	8,172	8,172	7,000	4,404	(1,172)	(3,768)
Healthy and Safe Communities- Other	510	510	356	256	(154)	(254)
Housing Services	3,653	3,653	3,746	3,746	93	93
Fire / Paramedics	14,851	1,526	23,002	1,600	8,152	74
Corporate Services / City Manager	6,625	5,754	12,974	6,054	6,349	300
Area Rating	900	-	900	-	-	-
Planning & Development	8,100	1,322	11,381	1,909	3,281	587
Tourism & Culture	4,761	2,325	2,727	2,585	(2,034)	260
Commercial Districts and Small Business	5,994	5,094	6,206	5,081	212	(13)
Total Program Funding	249,904	121,671	331,610	163,682	81,706	42,011
Other Major Projects						
Parkland Acquisition	2,064	2,064	2,399	2,399	335	335
DC Exemptions	19,451	19,451	57,642	57,642	38,191	38,191
Council Priorities	3,500	3,500	-	-	(3,500)	(3,500)
Climate Change Action Plan	3,300	3,300	2,500	2,500	(800)	(800)
Total Other Major Projects	28,315	28,315	62,541	62,541	34,226	34,226
Total Before Special Levies and Boards	278,220	149,987	394,151	226,223	115,931	76,237
Special Levies & Boards						
CityHousing	688	688	-	-	(688)	(688)
Police Services	4,748	4,748	7,820	7,372	3,072	2,624
Hamilton Public Library	-	-	2,913	1,080	2,913	1,080
Hamilton Farmer's Market	-	-	-	-	-	-
Beach Rescue	70	-	31	-	(39)	-



Budget and Financing Plan Overview

(\$000's)	2023 CAPITAL PROGRAM		2024 CAPITAL PROGRAM		Difference	
	GROSS	NET	GROSS	NET	GROSS	NET
	Hamilton Conservation Authority	2,000	2,000	2,000	2,000	-
Total Special Levies & Boards	7,506	7,436	12,764	10,452	5,258	3,016
Total Funded Projects	285,726	157,423	406,915	236,675	121,189	79,253



Budget and Financing Plan Overview

The large increase in capital year-over-year is driven by the additional investments in Asset Management and Development Charge Exemptions, as well as investments in Waste Management per the Waste Management Master Plan. Also, the 2024 Tax Supported Capital Budget addresses extraordinary inflation on construction projects by increasing all program blocks in accordance with the non-residential construction price index and cost escalation funding for the Transit Storage Facility.

The proposed Capital Levy balances the need for additional investment required to support asset rehabilitation, continuity for municipal services, growth and development, and Council’s priorities with affordability for residents and businesses within the community. The City’s Senior Leadership Team supports a total Capital Levy increase of 1.23%, or \$13.1 million, in 2024 to accomplish these objectives. This is in recognition of the sustainable funding required for the Transportation Asset Management Plan, as well as other non-core asset management plans that will be before Council over the next couple years, development charge exemptions and annual requirements for debt financing.

Table 7 illustrates the distribution of the proposed Capital Levy of \$156.0 million between annual debt servicing costs and “dollar-for-dollar” capital reinvestment.

**TABLE 7
Capital Budget Impact on Operating Budget**

(\$000's)	2023	2024	CHANGE	
	Restated	Approved	\$	%
Debt Charges	37,245	41,519	4,273	11.5
Transfer from Operating	105,714	114,495	8,781	8.3
Total Tax Supported Capital Levy	142,959	156,014	13,055	9.1
Municipal Tax Impact on Average Household \$49				

Figure 4 and Figure 5 illustrate the proposed 2024 capital funding sources and the corresponding recommended allocation across City programs and services.



Budget and Financing Plan Overview

FIGURE 4

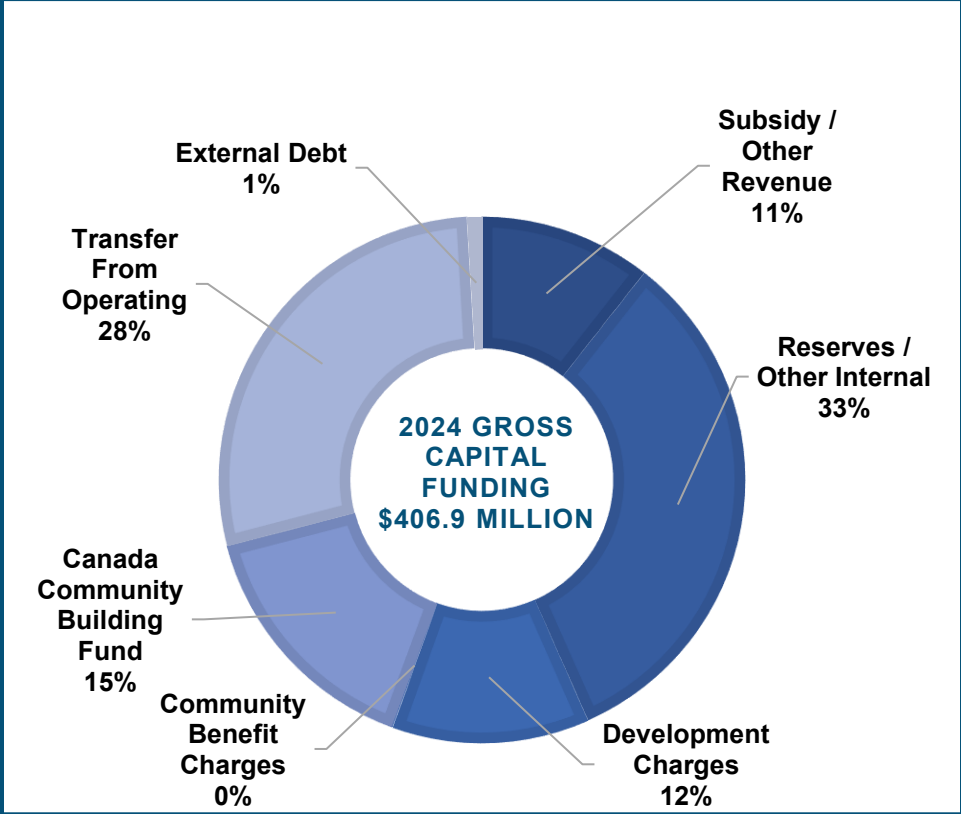
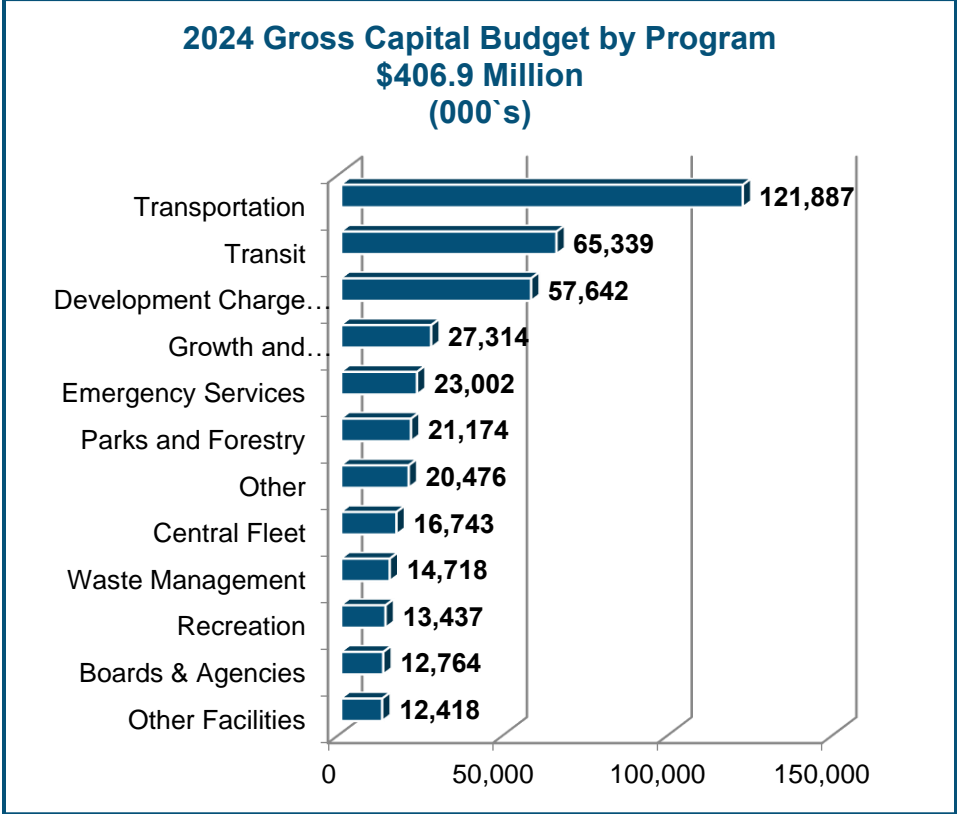


FIGURE 5



Budget and Financing Plan Overview

2024 to 2027 Multi-Year Operating Budget

Council, at its meeting on July 14, 2017, approved GIC Report 17-015 and Multi-Year Budget Planning Sub-Committee Report 17-001 (Report FCS17066) adopting the Multi-Year Business Planning and Budget Policy for City Departments and forwarding the policy to Hamilton Police Service, Hamilton Public Library and Hamilton Farmers' Market Boards for consideration.

Multi-year budgeting strengthens the link between budgeting and strategic priorities and enables Council to implement a multi-year vision, assessing the long-term financial implications of current and proposed operating and capital budgets and policies. A detailed three-year outlook for 2025 to 2027 is located in the "Tax Supported Budget and Financing Plan Schedules" section, which has been approved in principle by City Council.

During the 2023 Tax Supported Operating Budget process, staff prepared a 2024 to 2026 Multi-year Outlook based on assumptions and known increases. The initial Outlook for 2024 was a projected levy increase of \$55.3 million and a 3.7% tax increase. An updated outlook for 2024 was provided to Council through Report FCS23074 in September 2023, which had forecasted a 14.2% residential tax impact. Based on updated information and deliberations by the Senior Leadership Team, the 2024 forecast was revised and submitted for Council's consideration with a levy increase of \$100.5 million and a 7.9% tax increase. The 2024

Proposed Tax Supported Budget, as submitted, did not include any measures that would adversely impact programs and services.

The major factors in arriving at the proposed net for levy increase of \$100.5 million (tax impact of 7.9%) in comparison to the forecast in September (14.2%) are as follows:

- Reduction in the proposed Capital Levy from 5.5% to 2.0% with the implementation of three key strategies:
 - i. Four-year phase-in strategy of development charge exemptions by leveraging City discretionary reserves.
 - ii. Updated cash flow forecast and use of the Canada Community Building Fund for the Transit Maintenance and Storage Facility.
 - iii. Leveraging of discretionary reserves to fund extraordinary inflationary pressures for construction projects.
- Leveraging of \$72M in reserves to fund the proposed actions in the Housing Sustainability and Investment Roadmap;
- Leveraging of \$16M in reserves to offset funding shortfalls in provincially mandated programs and employee related costs pressures; and,
- Identification of approximately \$16 M in budget reductions and efficiency savings to offset the general net for tax levy.

Budget and Financing Plan Overview

Through budget deliberations by City Council, the proposed budget was reduced by a further \$13.6 million landing at the final approved net levy increase of \$86.9 million, or a 5.79% residential tax impact.

The initial outlook for 2025 and 2026 prepared during the 2023 budget process resulted in projected tax increases of 2.8% in each year. However, these projections have been re-evaluated based on current information including known factors such as contractual agreements and operating impacts from capital projects, as well as service adjustments approved by Council and the multi-year reserve financing strategy proposed through Report FCS24002. Table 8 shows the updated projected levy and tax increases for the 2025 to 2027 period.

TABLE 8
2024 to 2027 Tax Supported Budget Multi-Year Outlook (\$000's)

DEPARTMENT	2023 Restated Budget	2024 Budget	%	2025 Outlook	%	2026 Outlook	%	2027 Outlook	%
Planning & Economic Development	33,326	35,055	5.2%	39,409	12.4%	41,511	5.3%	42,693	2.8%
Healthy and Safe Communities	299,145	332,240	11.1%	362,903	9.2%	379,234	4.5%	392,479	3.5%
Public Works	294,768	323,854	9.9%	339,576	4.9%	357,557	5.3%	373,200	4.4%
Legislative	5,555	7,472	34.5%	7,620	2.0%	7,774	2.0%	7,937	2.1%
City Manager	15,182	16,369	7.8%	17,324	5.8%	17,553	1.3%	17,774	1.3%
Corporate Services	44,951	48,282	7.4%	51,074	5.8%	53,167	4.1%	54,472	2.5%
Corporate Financials / Non-Program Rev.	(29,164)	(42,008)	44.0%	(45,576)	8.5%	(38,412)	-15.7%	(25,958)	-32.4%
Hamilton Entertainment Facilities	154	-	100.0%	-	0.0%	-	0.0%	-	0.0%
City Departments	663,918	721,264	8.6%	772,330	7.1%	818,384	6.0%	862,597	5.4%
Hamilton Police Service	193,596	207,451	7.2%	219,866	6.0%	227,169	3.3%	235,100	3.5%
Other Boards & Agencies	50,541	52,698	4.3%	54,296	3.0%	56,363	3.8%	58,378	3.6%
City Enrichment Fund	6,575	7,101	8.0%	7,101	0.0%	7,101	0.0%	7,101	0.0%
Boards & Agencies	250,713	267,250	6.6%	281,264	5.2%	290,633	3.3%	300,579	3.4%
Capital Financing	154,977	168,032	8.4%	201,231	19.8%	227,491	13.0%	239,018	5.1%
Total Net for Levy	1,069,608	1,156,547	8.1%	1,254,825	8.5%	1,336,508	6.5%	1,402,195	4.9%



Budget and Financing Plan Overview

AVERAGE RESIDENTIAL TAX IMPACT	2024	2025	2026	2027
Municipal Net Levy Tax Impact	7.2%	7.5%	5.7%	4.3%
Assessment Growth	-1.9%	-1.0%	-1.0%	-1.0%
Reassessment	0.0%	1.2%	1.2%	1.2%
Tax Policy	0.5%	0.5%	0.5%	0.5%
Education Tax Impact	0.0%	0.0%	0.0%	0.0%
Average Residential Tax Impact	5.8%	8.2%	6.4%	5.0%



Budget and Financing Plan Overview

Capital Financing Plan 2024-2033

The Capital Financing Plan is an important tool in achieving Council’s strategic priorities ensuring programs have the resources needed to provide services and in maintaining the fiscal health and financial management of the City. It is an essential component of municipal financial planning. Table 9 illustrates a four-year snapshot of the Capital Financing Plan.

This plan consists of a ten-year phased investment to address the \$94.7 million annual funding gap identified in the Transportation Asset Management Plan resulting in net levy increases of 0.77% in 2024 and 0.89% annually for 2025 through 2033. Additionally, discretionary capital blocks are increased at the pace of inflation as reported through Statistics Canada for the Non-Residential Construction Price Index over the ten-year Capital Financing Plan. This is to ensure that programs maintain their current rate of investment towards asset replacement and rehabilitation.

The Capital Financing Plan also incorporates additional levy increases for new debt planned within the ten-year outlook. This ensures that funding capacity for the replacement and rehabilitation of existing assets is maintained throughout the Capital Financing Plan and that the City maintains its current financial position and AAA credit rating.

Additionally, the Capital Financing Plan incorporates a four-year phase-in strategy for the lost development charge revenues resulting from the *More Homes, More Choice Act, 2022*, as well as a three-year phase-in strategy for historically unfunded DC exemptions under the *Development Charges Act, 1997* and the City’s DC By-law inclusive of anticipated grant revenues from the Housing Accelerator Fund and the Building Faster Fund.



Budget and Financing Plan Overview

TABLE 9
Discretionary Tax Supported Net Capital Forecast for 2024 – 2027

Capital Financing Plan (Net) (\$000's)	2023 Restated	2024 Final	2025 Forecast	2026 Forecast	2027 Forecast
SOURCES OF FUNDING					
Sustainable Funding Sources					
Contribution from Operating	105,714	122,190	145,089	177,680	201,545
Hydro Dividends	2,300	2,300	2,300	2,300	2,300
Hydro Dividends - Poverty reduction	3,000	3,000	3,000	3,000	3,000
Federal Gas Tax	35,537	62,421	40,216	35,537	35,537
Total Sustainable Funding Sources	146,551	189,911	190,605	218,517	242,382
Non-Sustainable Funding Sources					
Unallocated / Other Capital Reserve	6,500	24,612	11,607	-	-
Capital Financing Surplus	-	10,500	6,500	6,500	6,500
Housing Accelerator Fund	-	6,063	6,063	6,063	6,063
Building Faster Fund	-	6,750	6,750	6,750	-
Total Non-Sustainable Funding Sources	6,500	47,925	30,920	19,313	12,563
New External Debt (Principal)					
West Harbour	7,772	-	28,240	-	3,974
ICIP Transit 15 Yr.	533	-	-	-	-
Police Marine Unit	-	3,720	-	-	-
Transit MRF	-	-	99,268	-	-
Main Street Two-Way Conversion	-	-	-	13,110	13,090
Macassa B Wing Expansion	-	-	16,224	-	-
General Debt	-	-	375	840	-
Total New External Debt (Principal)	8,305	3,720	144,107	13,950	17,064
Total Funding (Net)	161,356	241,557	365,632	251,780	272,010
NET CAPITAL FUNDING					
Block Funding					
Corporate Services	1,955	500	148	151	155
Information Technology	3,755	3,686	4,586	4,709	4,829
Corporate Facilities	6,308	9,691	7,518	7,711	7,908
Cultural Facilities	2,575	2,585	2,792	2,864	2,937
DC exemptions	12,951	55,642	57,066	58,527	60,025
Downtowns & Commercial Districts	3,042	3,298	3,625	3,718	3,813
Economic Development Initiatives	2,053	2,000	3,281	3,365	3,451



Budget and Financing Plan Overview

Capital Financing Plan (Net) (\$000's)	2023 Restated	2024 Final	2025 Forecast	2026 Forecast	2027 Forecast
Fire / Paramedic Services	1,376	1,600	1,640	1,682	1,726
Forestry & Horticulture	1,851	35	2,206	2,263	2,321
Health and Safe Communities - Other	310	256	262	269	276
Housing Services	3,653	4,400	4,682	4,466	4,580
Long Term Care Facilities	688	500	820	841	863
Park Development (New/Expansion)	4,511	4,674	5,317	5,453	5,593
Park's Operations	1,566	1,876	1,867	1,915	1,964
Parkland Acquisition	2,064	2,399	2,461	2,524	2,588
Planning / Development	1,322	1,419	213	219	224
Recreation Facilities	6,303	7,052	7,513	7,706	7,903
Roads / Bridges / Sidewalk / Street Lighting / Traffic	65,852	72,385	89,811	102,092	114,176
Block Funding Total	122,135	173,998	195,810	210,475	225,333
Net Capital Funding (Corporate Initiatives)					
City Manager	44	1,868	500	3,000	1,500
DC Exemptions Beyond Block	6,500	6,500	6,500	6,500	6,500
Main Street Two-Way Conversion		500	500	13,110	13,090
Macassa B Wing Expansion		-	16,224	-	-
Corporate Facilities Security Program	800	-	800	800	800
Council Priorities	3,500	-	-	-	-
Climate Change Action Plan	3,300	2,500	2,500	2,500	2,500
Transit & ICIP	2,666	28,194	105,115	1,125	4,125
Waste Management	2,870	13,140	2,892	10,123	8,190
West Harbour Development	8,172	4,404	31,290	1,005	4,674
Corporate Initiatives Total	27,852	57,106	166,321	38,163	41,379
Total Block & Major Capital	149,987	231,104	362,131	248,638	266,712
Boards & Agencies					
CityHousing Hamilton	688	(0)	820	841	863
Hamilton Conservation Authority	2,000	2,000	2,000	2,000	2,000
Library	-	1,080	-	-	-
Police Services	4,565	7,372	680	300	1,100
Boards & Agencies Total	7,253	10,452	3,500	3,141	3,963
Total Expenditures (Net)	157,240	241,556	365,631	251,779	270,675



Budget and Financing Plan Overview

In past budget cycles, 0.50% Capital Levy increases have been utilized to keep up with the rising costs of construction and rehabilitation, as well as to support debt servicing requirements for priority capital investment. The primary emphasis has been on the rehabilitation of the City's Road and Transportation network, with these programs receiving 4.0% increases to their annual capital block allotments in order to maintain year-over-year asset replacement value as a result of inflation and to support improvements towards overall asset condition for assets in those categories.

In June of 2022, City Council approved the Transportation Asset Management Plan (Report PW22048), which identified an annual funding gap of \$94.7 million for Transportation assets (\$86.6 million for the Road Network and \$8.1 million for Engineered Structures). To provide for the annual funding required for asset renewal, the historical Capital Levy of 0.50% was increased to 0.77% beginning in 2024 and continuing annually at 0.89% until 2033. This will effectively increase the Roads / Bridges / Sidewalk / Streetlighting / Traffic block from \$65.9 million in 2023 to \$193.5 million by 2033.

The 10-year Capital Financing Plan includes annual inflationary increases to the capital block allotments for all other asset categories managed by the City, in addition to transportation infrastructure to ensure that all City assets are maintained in their current state until formal Asset Management Plans can be adopted with approved level of service targets by the July 1, 2025, deadline.

At that time, the Capital Financing Plan will need to reflect required investment to achieve Council approved service level standards.

Extraordinary inflation pressures over the past several years resulting from global social and economic factors have been a major theme in budget discussions of late and continue to be a theme for 2024. Inflationary pressures of capital expenditures relative to the inflationary capacity of the Capital Levy and property tax increases are illustrated in Table 10. Over the past two years, the inflation on construction activities has far outpaced Capital Levy and property tax increases. The City has funded these pressures in 2024, as well as in previous years, with the reprioritization of retired debt and additional contributions from discretionary reserves.

Moving forward, it is imperative that the Capital Financing Plan continues to increase program funding blocks at least at the rate of the Non-Residential Construction Price Index to maintain consistent reinvestment into the City's capital program and the current state of infrastructure. Investment beyond the rate of inflation would be required to address the infrastructure gap and provide for new assets related to growth that are ineligible for DC or Community Benefit Charges (CBC) funding or new assets for enhancements to existing service levels.

Budget and Financing Plan Overview

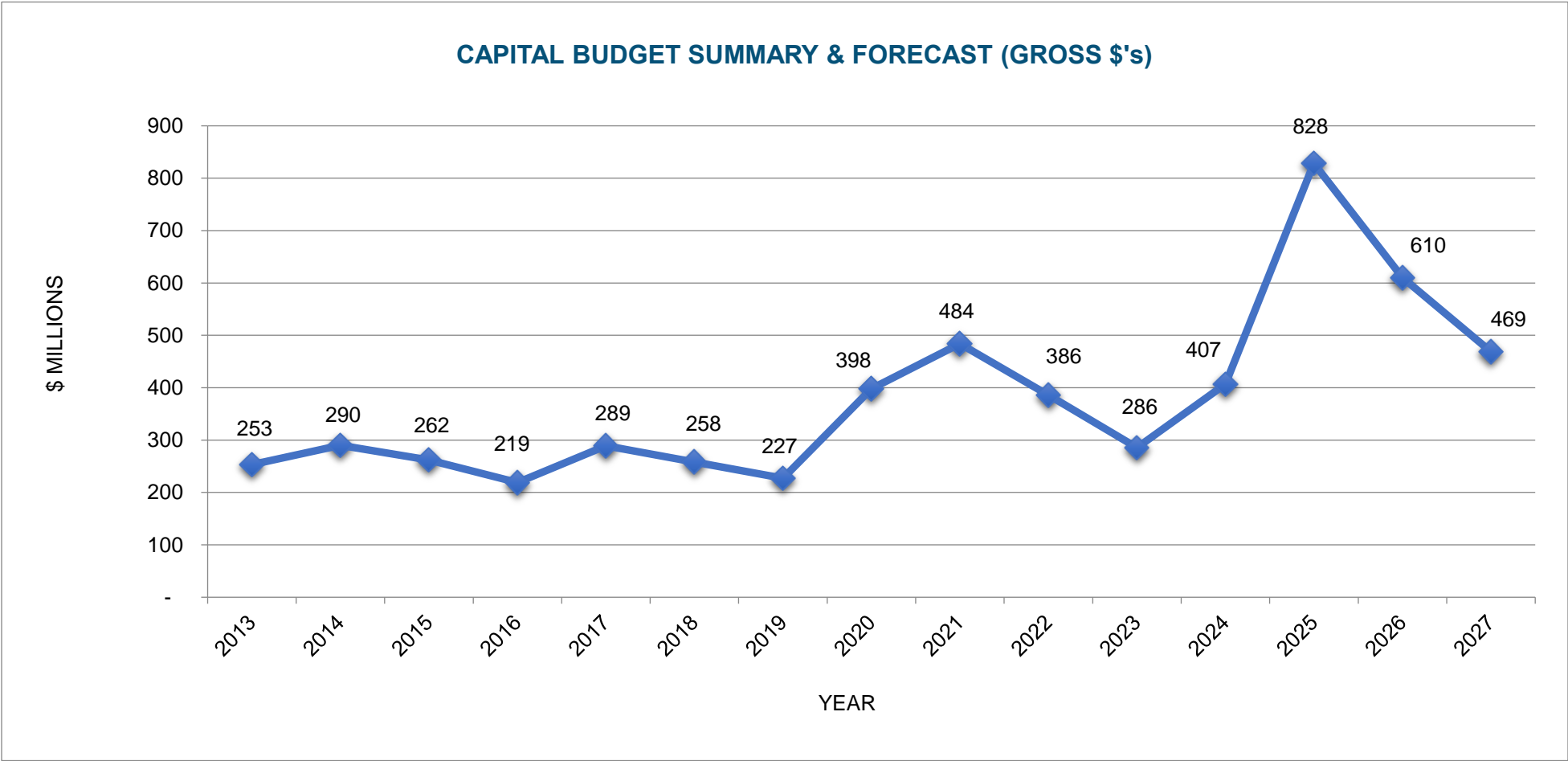
TABLE 10
Inflationary Pressures on Capital Expenditures

(%)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Non-Residential Building Construction Price Index	1.4	1.8	2.9	3.2	4.6	3.9	2.6	9.5	16.2	5.5
Capital Levy Increase	-	4.9	4.7	3.9	8.8	3.9	6.3	3.0	5.0	6.9
Property Tax Increase	1.5	3.4	1.7	2.1	1.9	2.2	2.9	1.9	2.8	5.8

Budget and Financing Plan Overview

The following 15-year Capital Budget summary of gross spending (Figure 6) shows historical and forecasted levels of capital investment.

FIGURE 6



Budget and Financing Plan Overview

2024 Rate Supported Budget and Financing Plan

The 2024 Rate Supported Budget balances the need to invest in environmental infrastructure upgrades, changing trends in demand for water, and growth in users, in consideration of affordability and the financial burden on residential properties given the current economic environment.

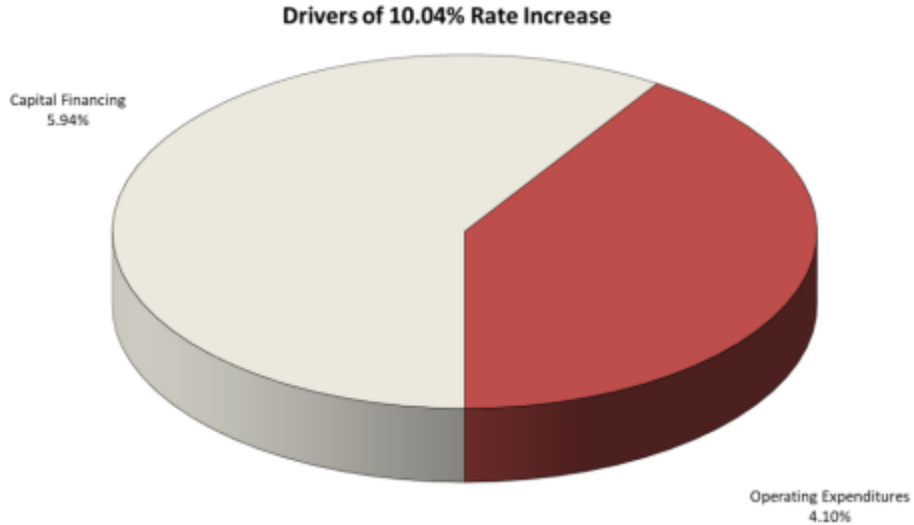
The approved budget results in an average residential water / wastewater / stormwater bill of \$965.40 based on 200 m³ of consumption, representing an increase of 10.04%, or \$88.10 per household, over 2023. Table 11 summarizes the budget changes for the 2024 Rate Supported Budget.

TABLE 11

Summary of the 2024 Operating Budget				
(\$ millions)	2023 Restated Budget	2024 Requested Budget	2024 Requested / 2023 Restated Change	
Expenditures				
Program Expenditures	\$ 108.5	\$ 121.1	\$ 12.6	11.6%
Capital / Debt / Reserve Financing	\$ 163.9	\$ 182.2	\$ 18.3	11.2%
Total Expenditures	\$ 272.4	\$ 303.3	\$ 30.9	11.3%
Revenues				
Rate Revenue	\$ 269.4	\$ 295.7	\$ 26.3	9.7%
Non-Rate Revenue	\$ 3.0	\$ 7.7	\$ 4.7	153.1%
Total Revenue	\$ 272.4	\$ 303.3	\$ 30.9	11.3%
Average Residential Water / Wastewater / Storm Bill	\$ 877.30	\$ 965.40	\$ 88.10	10.04%

Figure 7 provides the breakdown of the combined 10.04% rate increase between operating and capital financing expenditures in 2024.

FIGURE 7



The 2024 Rate Operating Budget program expenditures of \$121.1 million reflects an increase of \$12.6 million or 11.6% over the 2023 Budget. Beyond employee related costs, there are increases in operating and maintenance expenditures (O&M). Increases in O&M expenditures are largely driven by existing facility pressures, increased compliance standards in soils management, utility locate services and contractual pressures, such as the Biosolids contract.

Capital financing costs, including reserve transfers, in the 2024 Requested Budget of \$182.2 million reflects an increase of \$30.9



Budget and Financing Plan Overview

million over the 2023 Budget. With non-rate revenues of \$7.7 million, rate revenues of \$295.7 million are required to meet operating (program and capital financing) expenditures.

Over the period 2024 to 2033, capital investments in water, wastewater and stormwater infrastructure are forecasted at \$4.14 billion, which represents an increase of \$0.87 billion from last year's 10-year forecast. This increase is mostly attributable to the additional works required to eliminate the infrastructure deficit identified in the Waterworks Asset Management Plan for water, wastewater and storm assets. Major projects include the Woodward Wastewater Treatment Plant expansion (2024 – 2030), the Dundas Wastewater Treatment Plant upgrade (2024 – 2032), work associated with the Flooding & Drainage Improvement Framework (2024 – 2029) and Phase 2A (2024 – 2033) and 2B (2027 – 2033) of the Woodward Wastewater Treatment Plant upgrades. All major projects except for Phase 2B of the Woodward Wastewater Treatment Plant upgrades (design scheduled to begin in 2027) are already underway and are included in the forecast beginning in 2024.

The recommended 2024 Rate Budget strategy is consistent with the strategy approved by Council, in principle, for 2023 representing a combined rate increase of 10.04% in 2024 and an annual average rate increase of 10% over the 10-year planning period. The forecasted need of 10.04% had included a phased approach for additional annual investment needed to support the

Waterworks Asset Management Plan. However, it did not include the financial impacts of the *More Homes Built Faster Act, 2022* (Bill 23) that was passed by Provincial Parliament in November 2022.

Additionally, historically unfunded statutory and discretionary Development Charge (DC) exemptions had not been fully addressed through previous financing plans as reported through Report FCS23064, Development Charges Exemptions Sustainable Funding Strategy. As outlined in that Report, the combined impact of Bill 23 and the historically unfunded DC exemptions translates into an average residential bill increase of 9.75%, which would have resulted in a total increase of 19.79%.


The recommended rate increases from 2024 – 2032 have not changed from the amounts approved, in principle, in the 2023 Budget. The proposed Financing Plan addresses the DC Exemptions Sustainable Funding Strategy and additional capital plan requirements by leveraging the City's current financial position through the issuance of additional debt and reserve contributions to maintain stability in the water / wastewater / stormwater user fees and limit the financial burden on residential households.

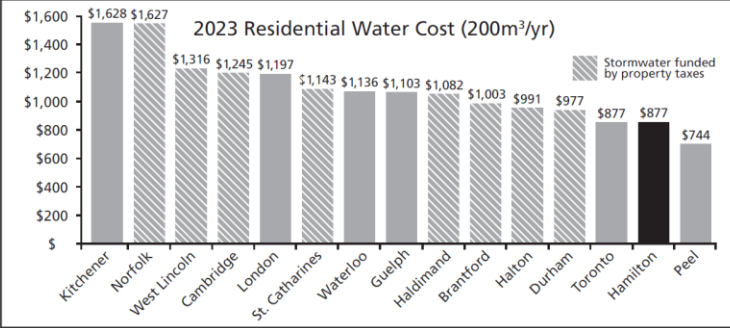
In general, the goal of the financing strategy has been to support the water, wastewater and storm programs with the level of funding required to provide safe and reliable drinking water, protect homes and the environment, maintain assets in a state of good repair in accordance with the Waterworks Asset Management Plan for

Budget and Financing Plan Overview

water, wastewater and storm assets and to support Council’s priorities of sustainable economic and ecological development, safe and thriving neighbourhoods and responsiveness and transparency.


HAMILTON'S
water and
wastewater/
stormwater
residential costs
are among
the lowest in
Ontario.






Municipality	Cost (\$)
Kitchener	\$1,628
Norfolk	\$1,627
West Lincoln	\$1,316
Cambridge	\$1,245
London	\$1,197
St. Catharines	\$1,143
Waterloo	\$1,136
Guelph	\$1,103
Haldimand	\$1,082
Brantford	\$1,003
Halton	\$991
Durham	\$977
Toronto	\$877
Hamilton	\$877
Peel	\$744

The combined
10.04%
rate increase
will be used to
support:



Provincial Legislation
Impacts
7.65%



Municipal Operations and
Capital Investment
2.39%



Budget and Financing Plan Overview

FIGURE 8

2024 - 2033 Financing Strategy Average Residential Increase

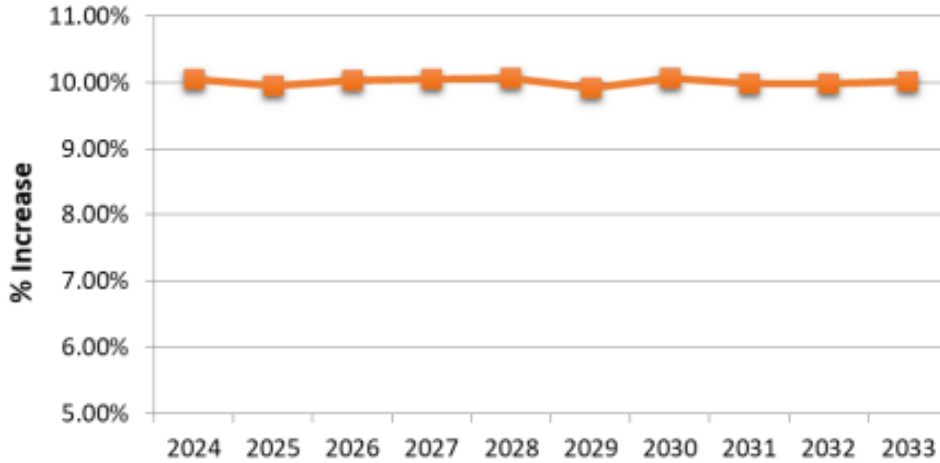
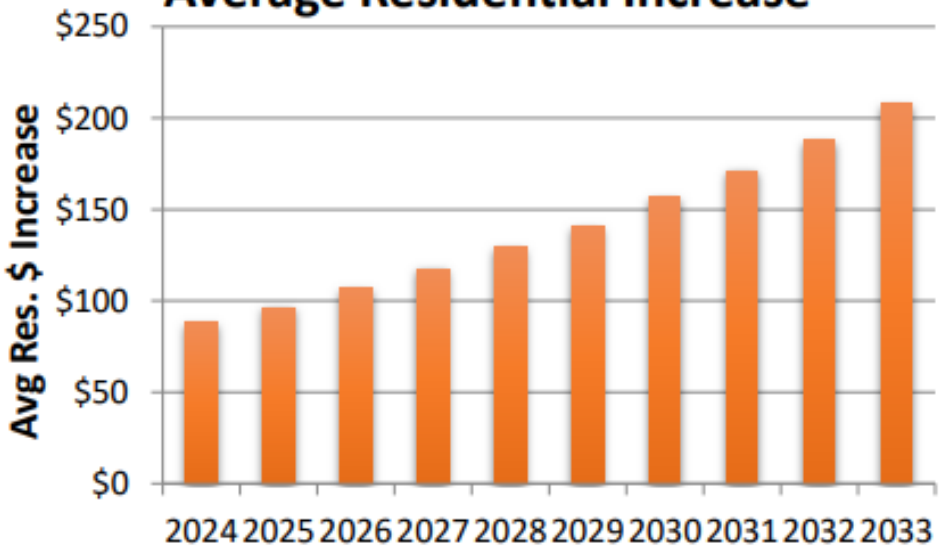


FIGURE 9

2024 - 2033 Financing Strategy Average Residential Increase



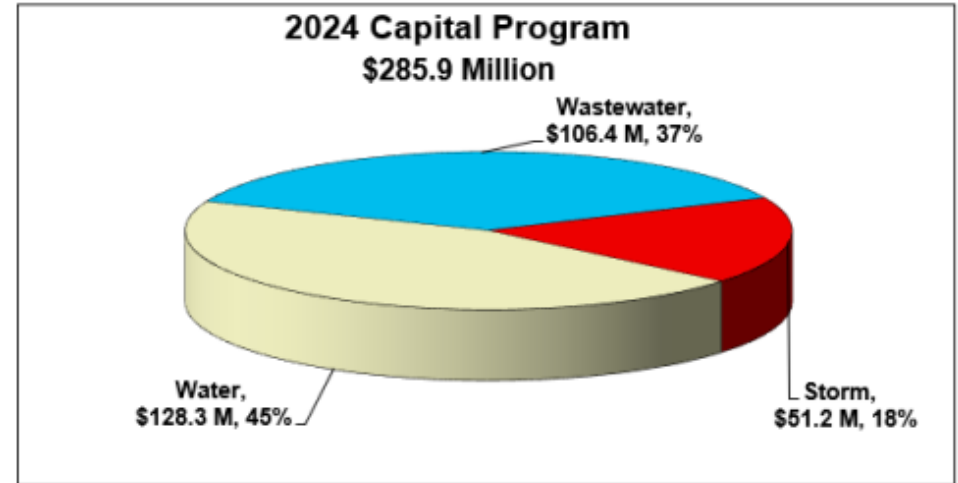
Budget and Financing Plan Overview

The recommended 2024 Rate Supported Financing Strategy endeavours to achieve a balance between capital investment needs, rate of growth and rate stability. The 2024 Rate Supported Financing Strategy links forecasted water demand and estimated wastewater discharge with a staged approach to necessary capital investments in the water, wastewater and stormwater systems. The current strategy calls for capital funding in 2024 of approximately \$285.87 million and \$4.14 billion for the 2024 – 2033 timeframe.

The 2024 Strategy includes financing from the federal and provincial governments with respect to the Woodward WWTP rehabilitation and upgrades and Dundas WWTP improvements. The 2024 Strategy also includes \$12.90 million of assumed federal grant funding through the Disaster Mitigation and Adaptation Fund (DMAF). Advocacy efforts with the Province of Ontario and the Federal Government of Canada for financial assistance are required to address the infrastructure deficit and the climate action goals in the water, wastewater and storm programs.

Figure 10 provides a breakdown of the 2024 Rate Capital Program totaling \$285.87 million, by the three major program areas: Water, Wastewater and Storm.

FIGURE 10



The City's water utility rates are among the lowest in Ontario. A total of 7.65% of the water rate increase is due to new provincial legislation that is reducing revenue from development charges and costs from other regulatory changes. The remaining 2.39% of the water rate increase represents the increased costs of delivering water, wastewater and stormwater services.

Budget and Financing Plan Overview

Debt Management

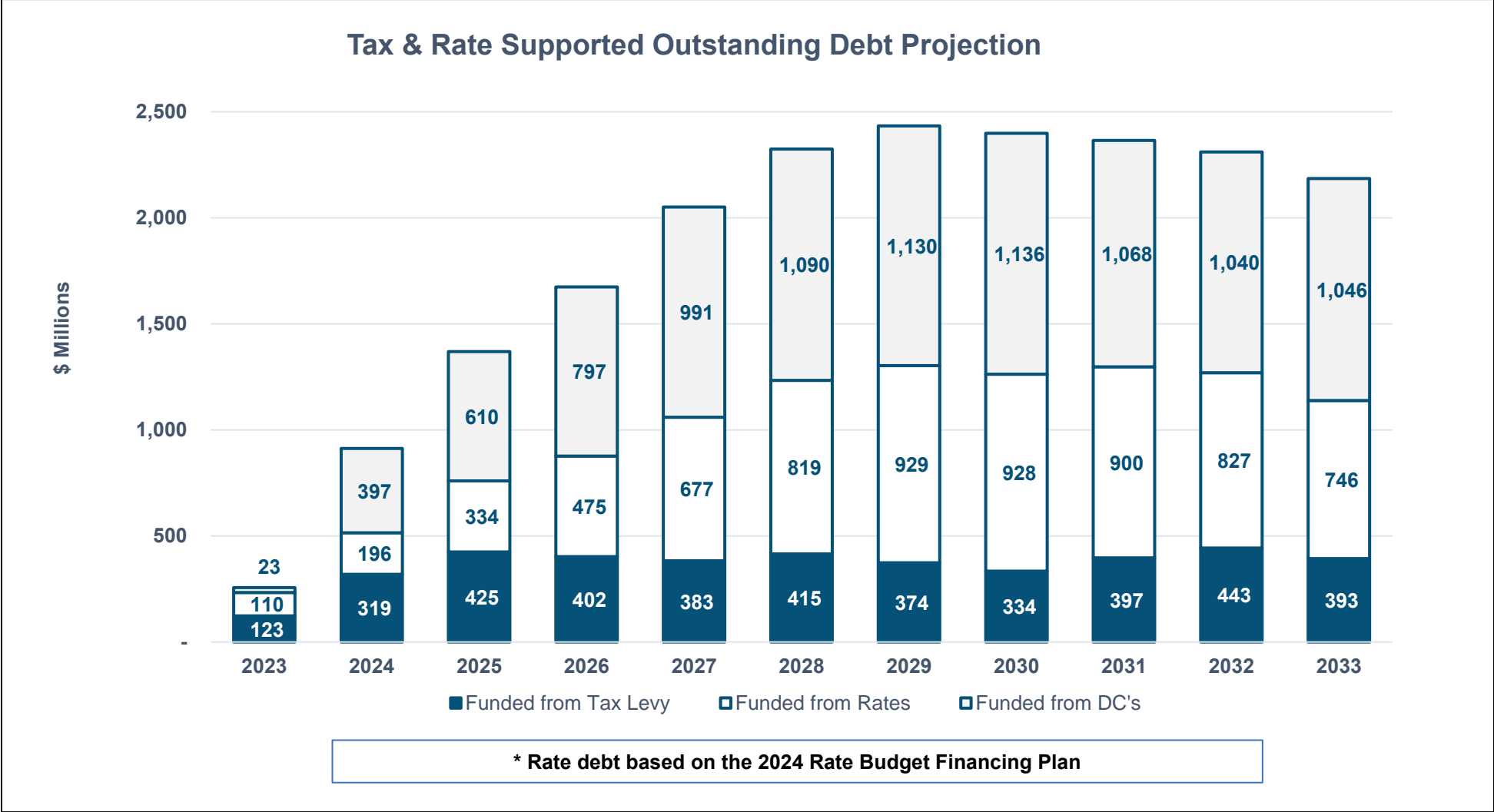
Proposed debt financing in the 2024 to 2033 Capital Financing Plan has increased by \$150 million in comparison to the Capital Financing Plan approved in principle last year. The increase in debt is required to support the Transit Maintenance and Storage Facility, Police Marine Unit, Macassa Lodge B-Wing Expansion, and Main Street Two-Way Conversion and amounts to approximately \$12.6 million in annual debt charges over a 15-year term or an estimated additional 1.06% residential tax increase. Figure 11 provides the projected combined tax and rate supported outstanding debt amounts across the ten-year forecast.

The actual debt forecast takes into consideration the many reasons that debt issuance may be delayed (i.e., capital projects require a longer environmental assessment process, availability of contractors, lead times on materials, etc.). The City will only issue debt upon substantial completion of associated capital works. In the latter end of the ten-year debt forecast, the City is still issuing debt for previous period capital investments and that is why the budgeted debt is greater than the actual debt. Credit Rating Agencies are most focused on the level of actual external debt in assessing investor risk.

On October 17, 2023, City Council received a communication update that the City of Hamilton maintained its AAA credit rating and stable outlook from S&P Global Ratings. The City has maintained its AAA credit rating since June 2022 when S&P Global Ratings had raised the City of Hamilton's rating from AA+ to AAA following the revision of the Canadian municipal institutional framework assessment to extremely supportive and predictable from very predictable and well-balanced. S&P Global Ratings cited that the City is expected to have a relatively modest and stable debt burden and prudent long-term financial planning policies such that budgetary performance remains strong.

Budget and Financing Plan Overview

FIGURE 11



Budget and Financing Plan Overview

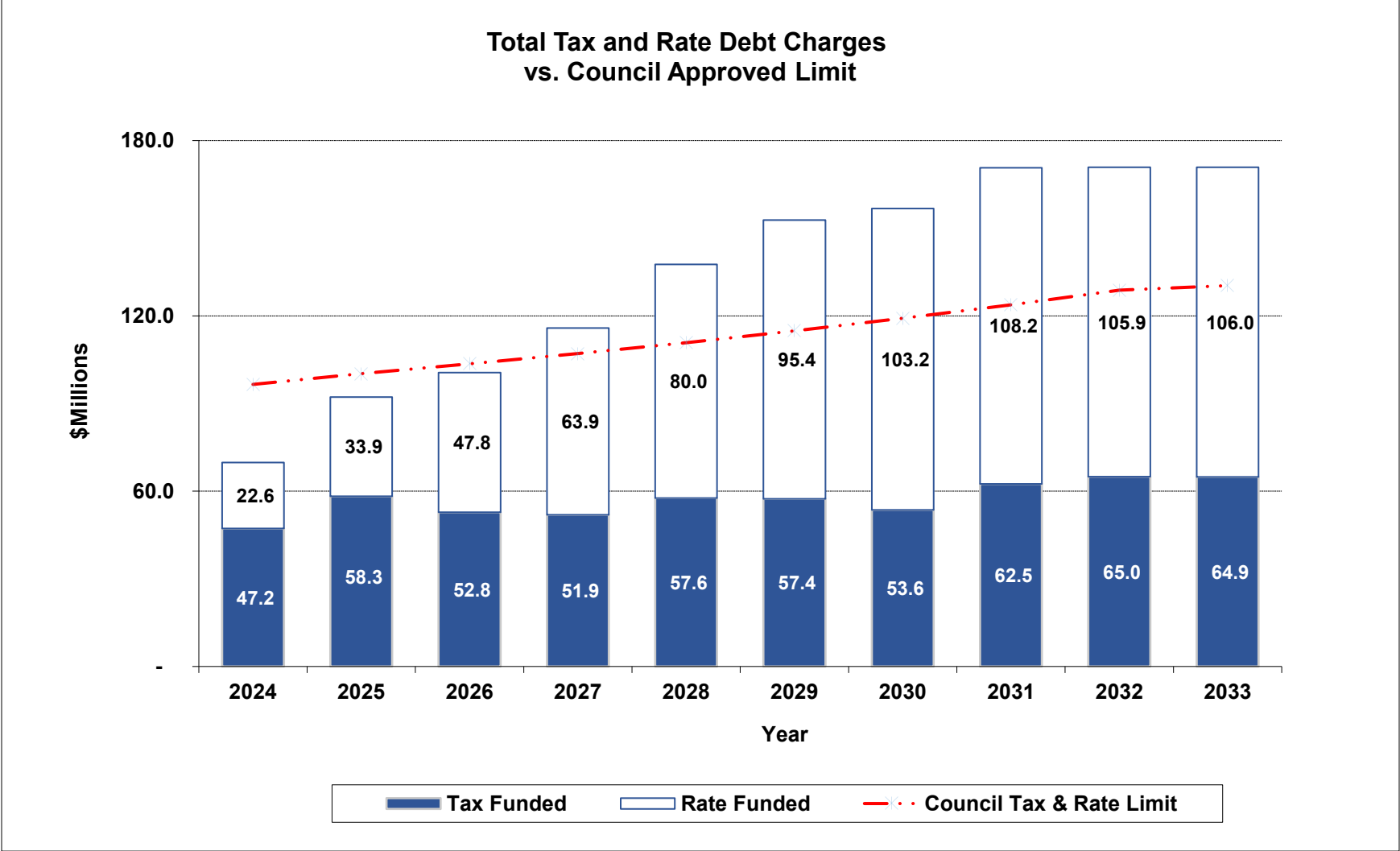
However, approximately \$1.4 billion in capital works in progress have been approved for debt funding that has not yet been issued due to timing of completion and cash flow requirements. Given the amount of debt that has been previously approved and the reliance on debt financing for infrastructure improvements needed in the ten-year Rate Financing Plan, the City will exceed Council's approved DC supported debt limit in 2027 and the approved tax and rate limit in 2028 as illustrated in Figures 12 and 13.

Finance staff will continue to monitor cash flow requirements and only issue debt when needed, but there will likely be a need to revisit Council's approved debt policy in this term of Council. Staff will minimize the risk associated with DC debt by ensuring that any growth-related debt principal and interest are forecasted to be covered by future growth projections.



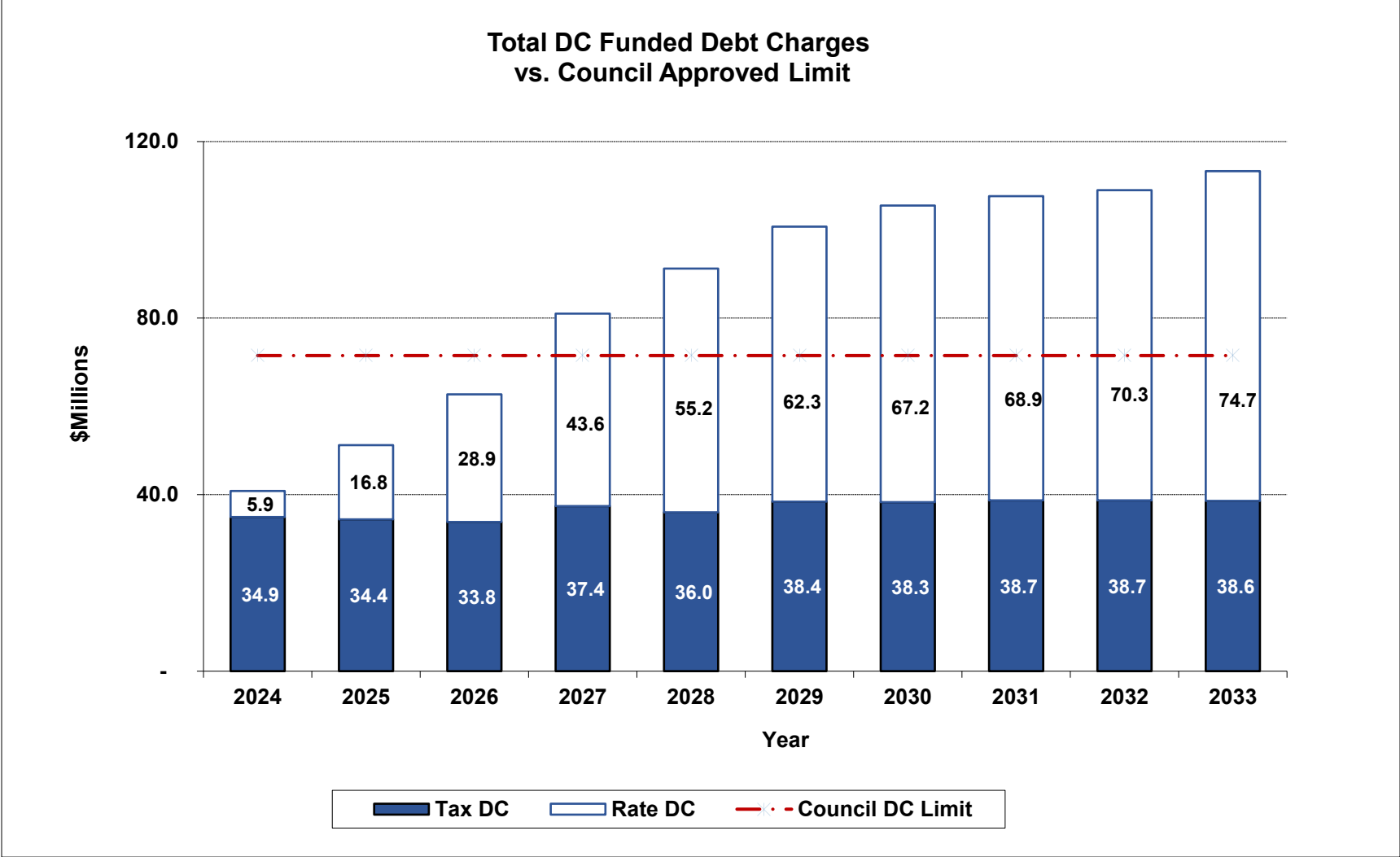
Budget and Financing Plan Overview

FIGURE 12



Budget and Financing Plan Overview

FIGURE 13



Budget and Financing Plan Overview

Council Approved Debt Limits:

- I. Total tax and rate-supported debt as a percentage of City Own-Source revenues, not to exceed 60%, unless approved by Council. The City's debt ratio in 2022 was 17.5% and is forecasted to be 15.1% in 2023 and 18.5% in 2024, well within the limit of 60%.
- II. Total Development Charge (DC) supported debt as a percentage of the total DC Eligible Costs for the forecast period of the latest DC Background Study, not to exceed 25%, unless approved by Council. The City's DC supported debt in 2022 was 1.0% and is forecasted to be 1.5% in 2023 and 1.4% in 2024, well within the limit of 25%.

Statutory Limits:

- I. The annual debt and financial obligation limit for the City is calculated in accordance with Section 3 of Ontario Regulation 403/02, as amended. The City's debt service charges as a percentage of City Own Source Revenue of 4.0% in 2022 and forecasted at 3.1% in 2023 and 2.8% for 2024 are well within the limit of 25%.
- II. Outstanding variable interest rate bank loan agreements and variable interest rate debentures, in total, cannot exceed 15% of the total outstanding debt of the City as set out in Ont. Reg. 276/02 s (2). The City's debt ratios are below the limit of 15% with 3.6% in 2022 and forecasted at 3.6% in 2023 and 2.2% in 2024.

Financial Ratios:

The debt related financial ratios remain within statutory and Council approved limits for 2024 and are forecasted to achieve the highest scoring in budgetary performance in assessing the City's credit rating. Figure 14 highlights key financial ratios related to debt over the past several years.

Budget and Financing Plan Overview

FIGURE 14

City of Hamilton Debt Policy: Ratios

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023f</u>	<u>2024f</u>
<u>Affordability:</u>							
Debt Per Capita	\$848.78	\$747.23	\$743.40	\$686.93	\$596.82	\$477.61	\$578.17
Debt Per Capita Year Over Year (% Change)	14.4%	-12.0%	-0.5%	-7.6%	-13.1%	-20.0%	21.1%
Debt Per Household	\$2,066.38	\$1,813.41	\$1,798.58	\$1,689.68	\$1,441.08	\$1,162.51	\$1,400.22
Debt Per Household Year Over Year (% Change)	14.0%	-12.2%	-0.8%	-6.1%	-14.7%	-19.3%	20.4%
Debt Service Charges Per Capita	\$99.34	\$113.89	\$103.16	\$108.27	\$104.96	\$80.93	\$78.43
Debt Service Charges Per Capita Year Over Year (% Change)	-17.8%	14.6%	-9.4%	5.0%	-3.1%	-22.9%	-3.1%
<u>Sustainability:</u>							
Debt Service Charges(Net) As A % of City Own Source Revenue	4.2%	4.6%	4.3%	4.3%	4.0%	3.1%	2.8%
Debt Service Charges(Net) As A % of the Municipal Levy	6.6%	7.4%	6.6%	6.6%	6.3%	4.5%	4.3%
Debt to City Own-Source Revenue	35.9%	30.2%	30.8%	27.3%	22.5%	18.0%	20.9%
Debt to S&P Adjusted Operating Revenue (S&P Global Ratings)	29.5%	26.1%	26.7%	30.1%	#DIV/0!	19.9%	23.0%
Debt to Total Reserves and Reserve Funds	0.51	0.43	0.38	0.31	0.26	0.20	0.22
Cash & Liquid Assets to Debt Service Charges	1509%	1365%	1652%	1582%	3758%	4828%	4926%
Cash & Liquid Assets minus Debt	\$371,700,146	\$467,407,123	\$563,711,013	\$598,857,492	\$1,981,983,331	\$2,049,854,381	\$1,985,793,315
<u>Goals:</u>							
Tax & Rate Supported Debt as a % of City Own-Source Revenue <i>Maximum (60%)</i>	27.3%	23.1%	23.5%	21.2%	17.5%	15.1%	18.5%
DC Supported Debt as a % of Total DC Eligible Costs <i>Maximum (25%)</i>	2.6%	1.8%	2.0%	1.2%	1.0%	1.5%	1.4%
<u>Statutory Limits:</u>							
Debt Service Charges as a % of City Own-Source Revenue (AR <i>Limit (25%)</i>)	4.2%	4.6%	4.3%	4.3%	4.0%	3.1%	2.8%
Total Variable Rate Debt as a % of Outstanding Total Debt <i>Limit (15%)</i>	4.7%	4.7%	4.1%	3.8%	3.6%	3.6%	2.2%



Budget and Financing Plan Overview

Reserve Management

The City maintains reserves and reserve funds to retain capital for future use. Reserves serve as general pools of capital that are often used to mitigate risk, maintain assets, support growth, or meet unexpected expenses. Reserve funds are established for a specific purpose such as covering a foreseeable future expense or retaining monies for a particular goal, such as, defined capital projects or initiatives that involve substantial expense. Reserves and reserve funds share the purpose of easing the burden of the levy on the taxpayer for significant or infrequent expenses, minimizing credit market risk by accumulating financial resources for future capital needs, decreasing reliance on borrowing, and offering a form of protection against unforeseeable situations, such as, catastrophic events, emergencies, etc. Reserves and reserve funds are leveraged to contribute to the City's long-term financial stability and flexibility.

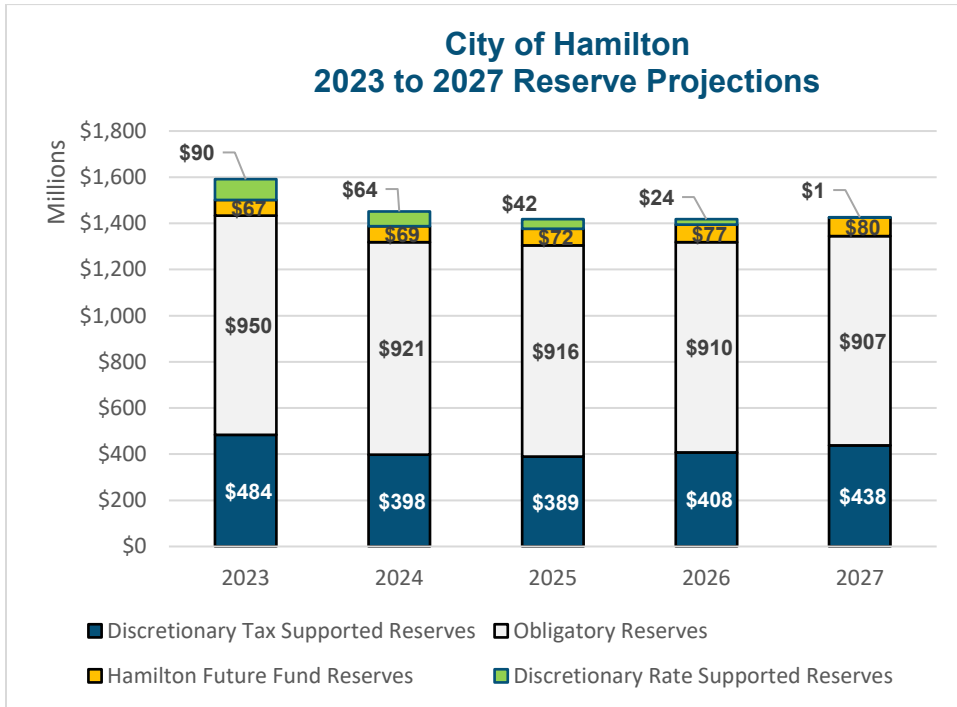
Reserve Funds may be obligatory (required by legislation) or discretionary (voluntarily established by Council). Council has the authority to allocate funds from obligatory reserve funds subject to the restrictions of applicable legislation. In contrast, Council has defined what constitutes an authorized use from discretionary reserve funds and there are processes that can be undertaken should Council seek to use funds for alternate purposes.

As detailed in the 2022 Reserve Report (FCS23027), reserve balances have increased substantially over the last five years from \$897 million in 2018 to a balance of \$1.4 billion on December 31, 2022. The change is the result of increases in reserve provisions and overall collections, including DCs, Canada Community Building Fund and Parkland Dedication offset by completion of major projects and capital financing charges.

In line with the Mayoral Directive to Staff, the 2024 Tax Supported Budget recommends leveraging the City's strong financial position to advance the Housing Sustainability and Investment Roadmap, phase-in property tax impacts resulting from Provincial legislation and to phase-in funding pressures from provincially mandated programs and collective bargaining, given the current economic environment and affordability concerns. Figure 15 provides an updated outlook of the City's reserve projections showing the recommended reserve financing strategies that leverage discretionary tax and rate supported reserves over the next several years.

Budget and Financing Plan Overview

FIGURE 15



PW23044. On March 15, 2021, O. Reg. 588/17 was amended to extend regulatory timelines for phases 2, 3 and 4 by one year:

1. July 1, 2019: Date for municipalities to have a finalized strategic asset management policy that promotes best practices and links asset management planning with budgeting, operations, maintenance, and other municipal planning activities.
2. July 1, 2022: Date for municipalities to have an approved asset management plan (AMP) for core assets (roads, bridges and culverts, water, wastewater, and stormwater management systems) that identifies current levels of service and the cost of maintaining those levels of service.
3. July 1, 2024: Date for municipalities to have an approved asset management plan for all municipal infrastructure assets that identifies current levels of service and the cost of maintaining those levels of service.
4. July 1, 2025: Date for municipalities to have an approved asset management plan for all municipal infrastructure assets that builds upon the requirements set out in 2024. This includes an identification of proposed levels of service, what activities will be required to meet proposed levels of service and a strategy to fund these activities.

Asset Management

The municipal asset management planning regulation (O. Reg. 588/17) under Bill 6, *Infrastructure for Jobs and Prosperity Act, 2015*, was adopted on January 1, 2018. On June 26, 2019, City Council adopted a Strategic Asset Management Policy (Report PW19053) and recently updated in June 2023 through Report

Through Report PW22048, Core Asset Management Plan, Council approved Asset Management Plans for transportation and waterworks assets on June 22, 2022, in accordance with the

Budget and Financing Plan Overview

provincial regulations introduced through Ontario Regulation 588/17. Additionally, Asset Management Plans for Waste Management, the Hamilton Police Service and the Hamilton Municipal Parking System were approved in December 2023 through Report PW23073. Financial plans to address the annual funding gaps identified for these services will be developed in alignment with the legislated requirements by July 1, 2025.

The goal of asset management is to provide a set level of service in the most cost-effective manner through the acquisition, operation, maintenance, renewal and disposal of assets. The effective management of infrastructure involves taking a lifecycle view, ensuring that cost, risk and level of service are all considered in decision making. This view ensures that, with its limited financial resources, the City can effectively sustain service delivery to residents and businesses.

In the future, the Province will require any municipality seeking provincial capital funding to prepare a detailed Asset Management Plan and show how its proposed project fits within the plan. It is reasonable to assume the ability to demonstrate the benefit of a project to the community through quantifiable metrics tied to legislative-based levels of service and costs will be a component of future provincial funding requests.

Beyond compliance, there are further benefits to the establishment of an Asset Management Program for the City of Hamilton.

Enhancements will provide opportunity to gain perspective on the current service levels being rendered to the community and identify the infrastructure needs to maintain current service levels or achieve proposed service levels. A sound policy along with a robust plan provides Council and staff new tools and information to make informed decisions, by offering:

- The annual requirements for lifecycle management based on asset performance and industry asset management best practices.
- Co-ordinated efforts for the planning of growth-related infrastructure and the ongoing operating and maintenance requirements for those assets.
- A means towards risk assessment and prevention, as well as a clearer understanding of the risks involved with deferring or foregoing capital investment;
- An interpretation of the impacts of capital investment levels on municipal service delivery; and,
- A framework to prioritize capital investment amongst competing priorities for limited resources.

Through Report PW22048, an annual funding gap of \$94.7 million for the transportation network was identified based on asset renewal needs and planned operations and maintenance. A \$101.1 million annual funding gap was identified for rate supported programs.

Budget and Financing Plan Overview

The proposed Capital Financing Plan reflects a phase-in approach to increase the annual funding amounts for Transportation assets over the 10-year planning period beginning in 2024 that would effectively close the annual funding gap by 2033. This results in an additional investment of \$9.5M annually, or 0.89%.

Basis of Budgeting

The City prepares two key financial documents annually – the Budget and Financing Plan and the Financial Statement. The Budget and Financing Plan is a resource planning and spending control tool that is used to calculate the property tax levy and the annual water and wastewater rates in accordance with the *Municipal Act*. The Budget and Financing Plan is a fund-based budget that is prepared using a hybrid approach of cash-based and accrual-based accounting.

The City uses Fund Accounting for budgeting purposes, in which accounts are grouped and balanced under separate entities called funds as the basis for recording and reporting financial transactions. The budget is broken down into these primary funds:

- **Operating Fund:** Resources are budgeted annually for programs and services based on the estimated operating costs for Council-approved service levels. At the end of any given budget year as part of the year-end closing, any surplus or deficit is transferred to or from reserves and/or

reserve funds in accordance with Council-approved policies, ensuring a closing balance of zero dollars in the operating fund.

- **Capital Fund:** Capital projects can be budgeted in one year or several years depending on the requirements of the project (i.e., design, land purchase, construction, etc.). The corresponding expenditures may materialize over several years as the project is completed. Upon completion, each project is closed in accordance with the Capital Closing and Monitoring Policies, and any surplus or deficit is transferred to or from the appropriate reserves, reserve funds or Capital Holding Account.
- **Reserves and Reserve Funds:** The use of reserves is an integral part of the budget planning process and is an important tool in developing financial planning policies. Prudent use of reserves mitigates fluctuations in taxation and rate requirements and assists in stabilizing the impact of unanticipated occurrences. Budgeted reserve transactions flow through either the operating or capital budgets.

The *Municipal Act* requires that municipalities prepare annual financial statements using the accrual basis of accounting in accordance with Public Sector Accounting Standards (PSAS) for local governments as recommended by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada (CPA Canada).

Budget and Financing Plan Overview

On June 5, 2009, the Provincial Government of Ontario approved Bill 162 - *An Act Respecting the Budget Measures and Other Matters* and Schedule 18 *Municipal Act, 2001*. On July 31, 2009, Regulation 284/09 titled "*Budget Matters – Expenses*" was filed with the Ontario Registrar of Regulations.

Ontario Regulation 284/09 was introduced to reconcile the major differences between the annual financial statements and the annual budgeting process that result from using the two different accounting bases. The main differences include:

- Transfers in or out of reserves are recorded as either revenues or expenses in the budget but are not recorded as revenues or expenses in the financial statements.
- Amortization expenses on tangible capital assets are not included in the annual budget but are in the annual financial statements. In the budgeting process, funds are set aside in reserves to pay for the future asset replacement.
- Contributed assets received through development are not included in the budget but are in the financial statements.
- Employee related liabilities, such as post-employment benefits and vacation, are not included in the budget but are in the financial statements.
- Solid waste landfill closure and post closure liabilities are not included in the budget but are in the financial statements.

As per Public Sector Accounting Board (PSAB) standards, which follows the full accrual basis of accounting, these expenses are reported in the City's annual financial statements. Although these expenses do not need to be allocated for in the budget, there is a requirement under Ontario Regulation 284/09 to report on the excluded expenses before adopting a budget. Below is a summary of the excluded expenses:

Excluded Expense	2022 Amount (\$M)
Amortization expenses on tangible capital assets	\$227.9 M
Increase in post-employment benefits liability	14.8 M
Increase in solid waste landfill closure and post closure liability	5.2 M
Total	\$247.9 M

| COMMUNITY PROFILE

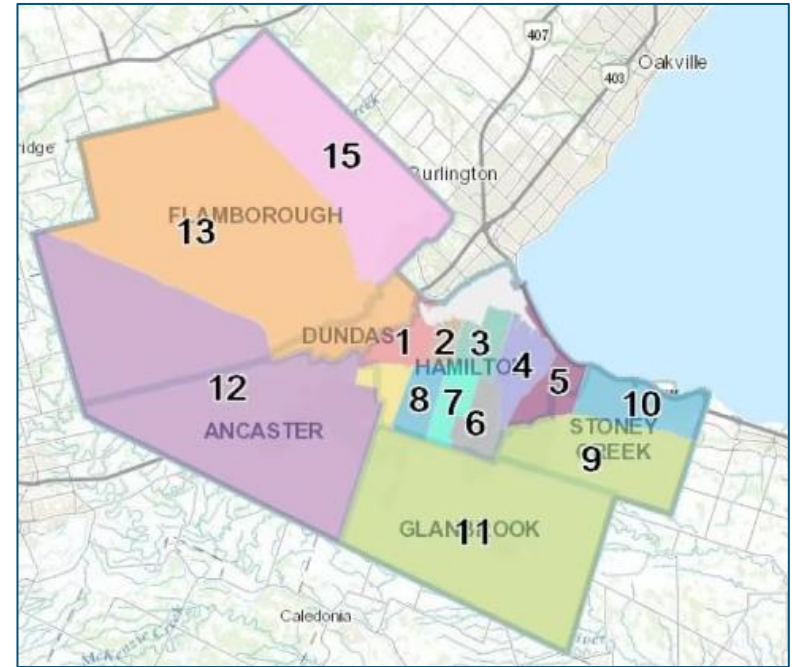
Community Profile

About Hamilton

The City of Hamilton is the fifth-largest municipality in Ontario and the tenth-largest municipality in Canada. As a global city, Hamilton boasts a renowned education sector as well as a thriving arts scene. Industries in Hamilton include manufacturing, bioscience and medical, and agriculture. Our vision is to be the best place to raise a child and age successfully. Our mission is to provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.



With the 2016-2025 Strategic Plan always in our focus, and with Council's support, the Senior Leadership Team is committed to using performance measurement, continuous improvement methods, digital strategies and increased business acumen to accomplish our goals.



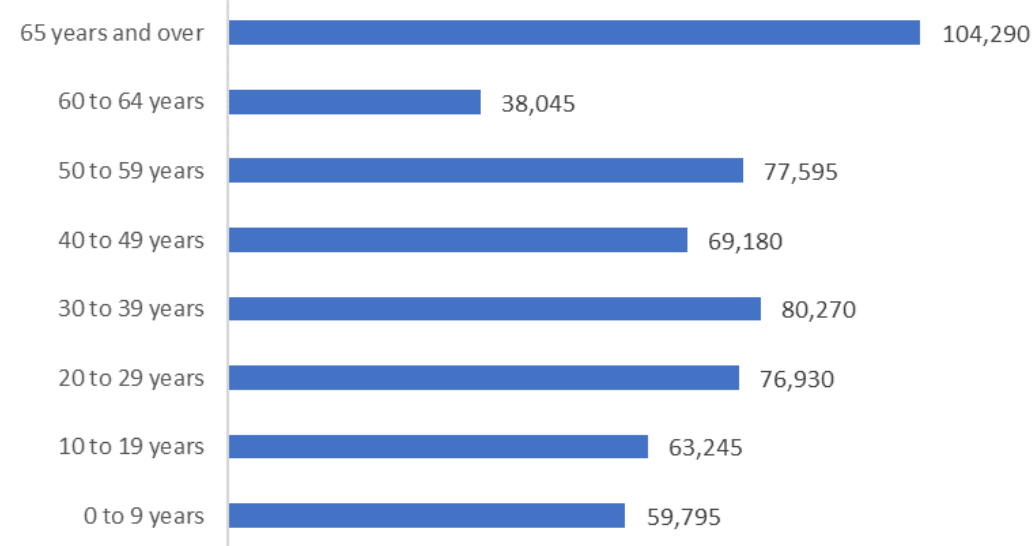
While each of our 15 Wards and six amalgamated communities are unique in landscape, needs and community focus; the commonality that over 500,000 residents share is the pride they feel when calling Hamilton home. To learn more, visit hamilton.ca.

Community Profile

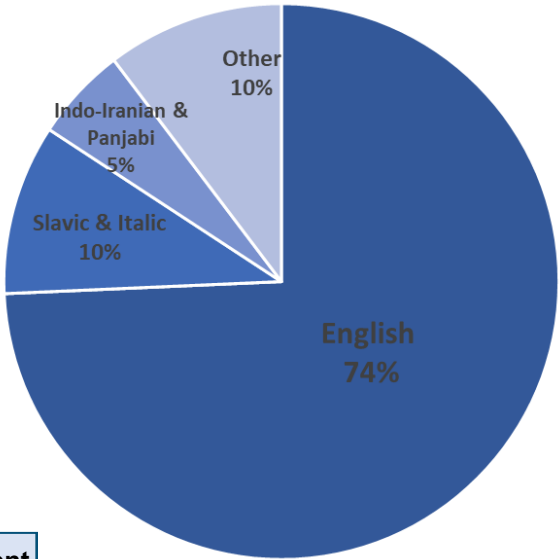
Demographic Profile

Source: Statistics Canada 2021 Data

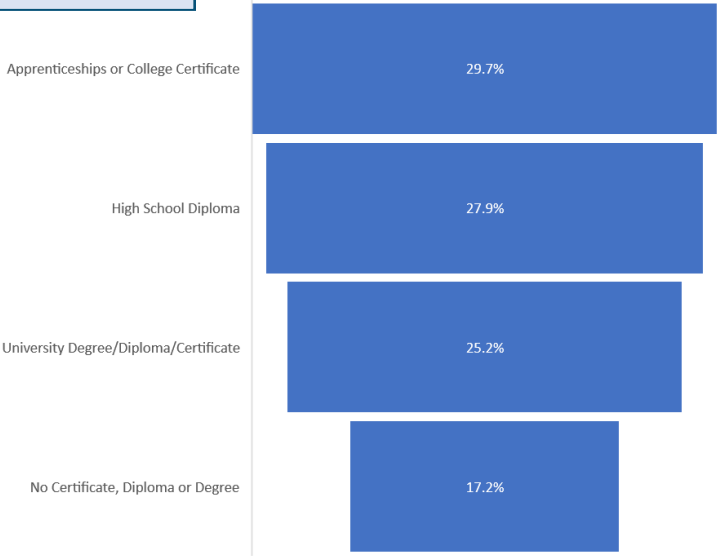
Population by Age



Mother Tongue



Educational Attainment



Community Profile

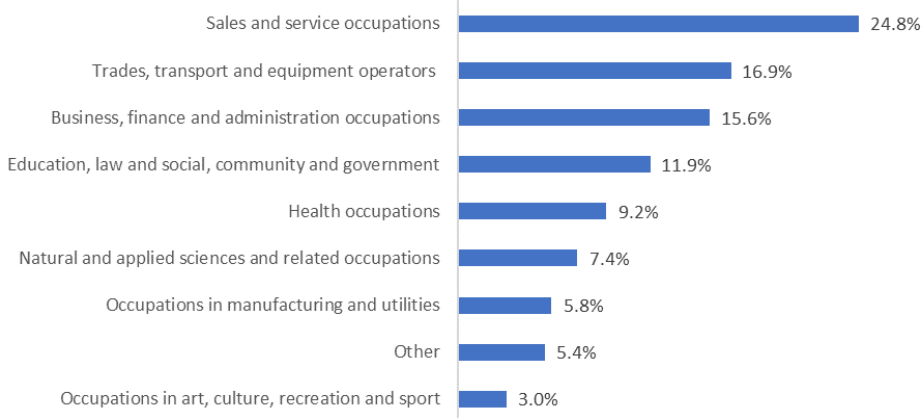
Labour Force Profile

Source: Statistics Canada 2021 Data

Basic Indicators	
Number of Persons Employed	255,075
Unemployment Rate	12.3%
Labour Force Participation Rate	61.9%

- Hamilton’s working age population (ages 15 to 64) represent about 65.7% of the total population. The city’s population is relatively young with the median age being 40.8 years.
- Hamilton residents are highly educated. For the population ages 25 to 64, 65% have at least some post-secondary education.

Labour Force by Industry



Community Profile

BMA Study

Since 2000, BMA Management Consulting Inc. has annually completed a municipal comparative study on behalf of participating Ontario municipalities.

The study identifies both key quantifiable indicators and selective environmental factors that should be considered as part of a comprehensive evaluation of a local municipality's financial condition. Use of the study over a number of years provides trends to allow decision makers to monitor selected indicators over time. Trend analysis helps to provide interpretative context. In addition, context can be provided by comparing a municipality's own experience with the experience of other municipalities.

2023 Socio-Economic and Tax Affordability Findings:

Socio-Economic Factors - Socio-economic indicators describe and quantify a municipality's wealth and economic conditions and provide insight into a municipality's collective ability to generate revenue relative to the municipality's demand for public services. An evaluation of socio-economic factors contributes to the development of sound financial policies.

2023 Property Taxes and Water/Wastewater Costs as a % of Income provides a comparison of the availability of gross household income to fund municipal services on a typical household. This provides a measure of affordability within each community.

Socio-Economic Factors	Total Survey		
	Hamilton	Average	GTHA
2023 Population Density per sq. km.	548	557	1,180
2016-2021 Population Increase %	6.0%	5.8%	5.8%
2022 Building Construction Value per Capita	\$ 3,027	\$ 5,083	\$ 4,555
2023 Estimated Average Household Income	\$ 111,188	\$ 121,388	\$ 150,005
2023 Weighted Median Value of Dwelling	\$ 381,778	\$ 368,534	\$ 613,845
2023 Unweighted Assessment per Capita	\$ 136,631	\$ 171,895	\$ 223,111
2023 Weighted Assessment per Capita	\$ 159,123	\$ 172,983	\$ 235,396

2023 Affordability Indicators	Total Survey		
	Hamilton	Average	GTHA
Property Taxes as a % of Household Income	4.6%	3.6%	3.7%
Water/Sewer + Taxes as a % of Household Income	5.3%	4.8%	4.4%



Community Profile

2022 to 2026 Hamilton Council



MAYOR
Andrea Horwath

The Mayor and Councillors are the decision-making body for the City of Hamilton.

They are elected by the residents of the City for a four-year term. Councillors represent each of the 15 City Wards.

Council agendas, meeting schedules, documents and streaming videos are available online at Hamilton.ca



WARD 1
Maureen Wilson



WARD 2
Cameron Kroetsch



WARD 3
Nrinder Nann



WARD 4
Tammy Hwang



WARD 5
Matt Francis



WARD 6
Tom Jackson



WARD 7
Esther Pauls



WARD 8
John-Paul Danko



WARD 9
Brad Clark



WARD 10
Jeff Beattie



WARD 11
Mark Tadeson



WARD 12
Craig Cassar



WARD 13
Alex Wilson



WARD 14
Mike Spadafora



WARD 15
Ted McMeekin



| STRATEGIC PLAN AND COUNCIL PRIORITIES

Strategic Plan and Council Priorities

2016 – 2025 STRATEGIC PLAN

All public and private sector organizations use strategic plans as blueprints for priority actions to guide decision makers to achieve the desired outcomes identified by their stakeholders. The 2016 - 2025 Strategic Plan was informed by Council, the community, City of Hamilton leadership and employees, and incorporated more than 3,200 staff conversations and nearly 55,000 resident conversations that took place as part of the Our Future Hamilton: Communities in Conversation initiative (2015), that asked one simple question: “What is your vision for the future of Hamilton?”. The 2016 - 2025 Strategic Plan is a 10-year plan and includes:

- Our Vision - what we aspire to be
- Our Mission - why we exist as an organization
- Our Culture - how we conduct ourselves (our values)
- Seven Strategic Plan Priorities that provide guidance on broad desired outcomes for all City Services

OUR VISION:

The City’s vision “To be the best place to raise a child and age successfully” reflects the kind of city Hamiltonians want to aspire to become. It means having an inclusive community, actively engaged in making Hamilton a better place for everyone. It is creating an accessible environment, supporting residents through all of life’s stages, and one that encourages positive development of children as they grow towards becoming healthy adults and seniors.

OUR MISSION AND OUR CULTURE:

The City’s mission, “To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner”, provides the context for the delivery of City services across all our priorities. Our culture guides the conduct, behaviours and actions to which we hold each other accountable.

An organization's culture greatly impacts its performance and reputation. It reflects the City’s values, drives high performance, and engenders the trust and confidence of our citizens. Our culture was developed by a cross-section of employees with diverse backgrounds and experiences, from front-line to senior management, and was endorsed by City Council through its adoption into the Strategic Plan. The culture revolves around five pillars



Strategic Plan and Council Priorities

Collective Ownership - We cooperate and collaborate; we support teamwork and breaking down silos. We build relationships across departments and divisions to achieve our objectives and bring the ideas of others forward. Each and all of us understand that what we do affects the work of others and the results we achieve. We are one City with one vision and one mission, serving our citizens and stakeholders.

Steadfast Integrity - We build trust and demonstrate integrity in our work. We are direct and truthful individuals, accountable for doing what is right. We can be trusted to perform in an accountable and respectful manner.

Courageous Change - We embrace innovation, creativity and risk taking. We support, discuss and proceed with innovative ideas and actions to continuously improve our service delivery. We make evidence-based recommendations.

Sensational Service - We are passionate about customer service and service delivery excellence. We take a citizen-centred approach to providing exceptional service in a timely and responsive manner. We communicate in an open and transparent manner, especially when mistakes occur. We take pride in our work as public servants, serving our community. Performance measurement is a cornerstone to our service delivery.

Engaged and Empowered Employees - We invest in our employees, support and empower them to improve performance and be accountable for results. We communicate clear purpose and direction, build relationships through ongoing communication, regularly invite input and feedback, and treat employees equitably. We create a work environment where there is continual development, respect and recognition. Our employees are trusted, inspired to do their best work, and would not hesitate to recommend the City of Hamilton as a great place to work.

STRATEGIC PLAN PRIORITIES:

Priority 1: Community Engagement & Participation

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

Priority 2: Economic Prosperity & Growth

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

Strategic Plan and Council Priorities

Priority 3: Healthy & Safe Communities

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

Priority 4: Clean & Green

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

Priority 5: Built Environment & Infrastructure

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

Priority 6: Culture & Diversity

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

Priority 7: Our People & Performance

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

2022 – 2026 COUNCIL PRIORITIES

At the start of each new Council term, Council confirms the City's goals and objectives, and identifies key priorities for the term. Specific projects, initiatives and actions have been identified to achieve Council's objectives and move the strategic plan forward. The 2022 - 2026 Council Priorities were developed to reflect Hamilton's most pressing needs and biggest opportunities, and in support of our vision to be the best place to raise a child and age successfully. They are designed to guide the decisions of Council and City staff and allow for the prioritization of resources and the clear and transparent progression towards achievable goals and measures of success. All these priorities were used to guide the 2024 budget process and will be applied with an equity and accessibility lens, ensuring their maximum benefit for the people of Hamilton.

There are 11 outcomes across the three priorities with supporting measures of success.

Strategic Plan and Council Priorities

Priority 1: Sustainable Economic & Ecological Development

Great cities need strong, resilient economies, and Hamilton's commitment to being a sustainable global city is part of its competitive advantage. As we facilitate job creation, business growth and industry excellence we will protect our unique natural landscape and waterways and mitigate the impacts of climate change.

OUTCOMES

KEY ACTIVITIES

Outcome 1:

Reduce the Burden on Residential Taxpayers

- 1.1 Increased funding from provincial and federal partners and advocate for a new fiscal framework for municipalities
- 1.2 Exploration and introduction of new City revenue models and efficiencies
- 1.3 Expanded commercial tax base through the acceleration of new commercial and industrial construction

Outcome 2:

Facilitate the Growth of Key Sectors

- 2.1 Growth of key industries identified in the Economic Development Action Plan to accelerate job creation
- 2.2 Streamlined services to facilitate the growth and success of small and new business
- 2.3 Enhancements to the City's reputation as a centre of culture, sport, and tourism

Outcome 3:

Accelerate Our Response to Climate Change

- 3.1 Accelerated reduction in the City's GHG emissions
- 3.2 Assessment of infrastructure projects against their impact on the City's climate resilience and readiness

Outcome 4:

Protect Green Space and Waterways

- 4.1 Increased tree canopy by 20,000 trees per year
- 4.2 Increased inventory of municipally owned natural areas and preservation of farmland, greenspace, woodlots and watersheds
- 4.3 Acceleration of the city's Water Strategy and delisting of Hamilton Harbour as an International Joint Commission area of Concern

The 2024 Budget includes service enhancements for an annualized gross investment of **\$559,000** related to **Sustainable Economic & Ecological Development**.



Hamilton

Strategic Plan and Council Priorities

Priority 2: Safe & Thriving Neighbourhoods

We want Hamilton to be a great place to live, for everyone. That means making sure people of all ages and income levels can afford to live here, that our neighbourhoods are cared for and vibrant, and that people can move around safely and effectively no matter how they travel.

OUTCOMES

KEY ACTIVITIES

Outcome 1: Increase the Supply of Affordable and Supportive Housing and Reduce Chronic Homelessness	1.1 Streamlined and accelerated approvals of new residential development, with a goal of 30% rental and 10% affordable or supportive housing 1.2 Preservation and expansion of affordable rental housing 1.3 Reduce the number of individuals who are actively homeless by 30%
Outcome 2: Make Sure People Can Safely and Efficiently Move Around By Foot, Bike, Transit or Car	2.1 Expanded and upgraded active transportation networks 2.2 Increased transit ridership and accessibility 2.3 Application of Vision Zero principles to eliminate road injuries and death 2.4 Maintained roads and sidewalks
Outcome 3: Provide Vibrant Parks, Recreation and Public Space	3.1 Increased cleanliness of public spaces through the expansion of public works standards related to garbage and litter collection, street cleaning and park maintenance 3.2 Increased availability of washroom facilities in public spaces 3.3 Increased access to the Waterfront, recreational and senior's facilities and services

The 2024 Budget includes service enhancements for an annualized gross investment of **\$66.9 million** related to **Safe & Thriving Neighbourhoods**.

Strategic Plan and Council Priorities

Priority 3: Responsiveness & Transparency

Government plays an important role in people's lives through the provision of vital services, programs and support systems. To fulfill those responsibilities, City Hall must continue to develop its approach to public engagement, respond effectively and efficiently to public need and feedback, and communicate its approach in an accessible and transparent manner.

OUTCOMES

KEY ACTIVITIES

Outcome 1: Prioritize Customer Service and Proactive Communication

- 1.1 Established city-wide customer service strategy that improves response times, accessibility and public satisfaction
- 1.2 Improved clarity, legibility, availability and accessibility of City communications, reports and products
- 1.3 Clear service backlogs, including property standards complaints and FOI requests

Outcome 2: Get More People Involved in Decision Making and Problem Solving

- 2.1 Expanded stakeholder engagement with public, private, Indigenous and not-for-profit partners through collaborative problem solving around City priorities
- 2.2 Measurement and expansion of demographic representation of those engaged in City processes, identifying and reducing barriers to participation
- 2.3 Consistently apply public engagement practices on City initiatives

Outcome 3: Build a High Performing Public Service

- 3.1 Increased participation and performance through the Employee Engagement Index
- 3.2 Reduction of the voluntary employee turnover rate
- 3.3 Tracked improvement in the City's accept job offer rate

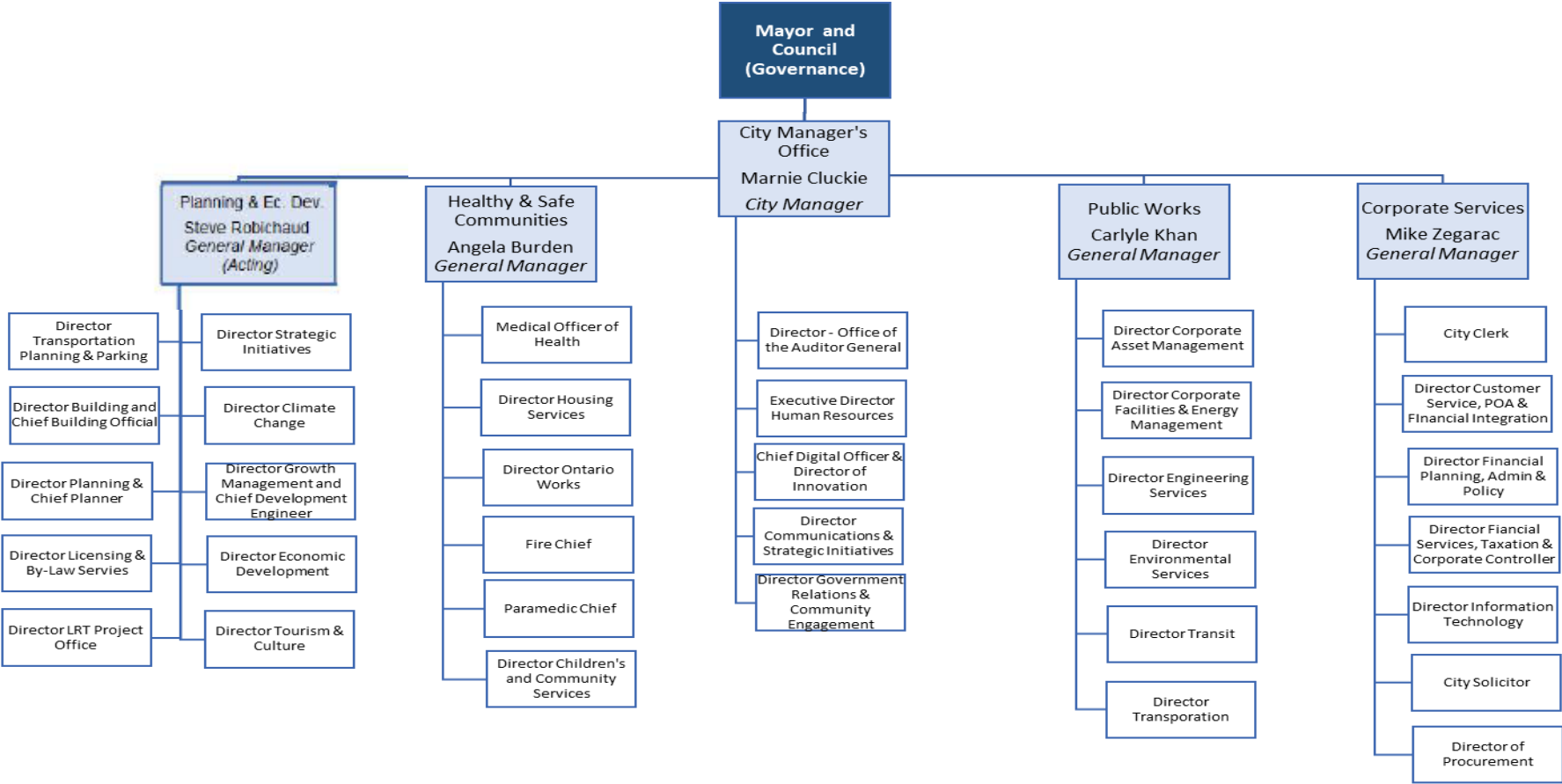
Outcome 4: Modernize City Systems

- 4.1 Transition to a revised budget process that emphasises long-term financial planning, asset management, public engagement and climate principles
- 4.2 Implementation of the City's Digital Strategy to enhance customer centred service design
- 4.3 Streamlined processes and accelerated approvals for city services

The 2024 Budget includes service enhancements for an annualized gross investment of **\$12.6 million** related to **Responsiveness & Transparency**.

Strategic Plan and Council Priorities

ORGANIZATION STRUCTURE



TAX SUPPORTED BUDGET AND FINANCING PLAN

Net Levy Summary

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Planning & Economic Development					
General Manager PED	\$ 833,344	\$ 1,605,917	\$ 1,765,200	\$ 159,283	9.9%
Transportation Planning and Parking	759,490	3,054,446	3,125,092	70,646	2.3%
Building	1,011,715	1,178,568	1,153,000	(25,568)	(2.2)%
Economic Development	5,506,077	5,546,712	5,864,800	318,088	5.7%
Growth Management	(213,386)	814,496	790,330	(24,166)	(3.0)%
Licensing & By-Law Services	6,249,696	7,139,561	7,461,060	321,499	4.5%
Planning	3,648,219	3,634,695	3,646,313	11,618	0.3%
Tourism & Culture	8,758,203	10,351,714	11,249,000	897,286	8.7%
LRT	(301)	-	-	-	-%
Total Planning & Economic Development	26,553,057	33,326,109	35,054,795	1,728,686	5.2%
Healthy & Safe Communities					
HSC Administration	3,035,716	3,165,100	3,868,518	703,418	22.2%
Children's and Community Services	7,482,573	10,180,767	10,180,767	-	-%
Ontario Works	10,850,865	13,250,416	14,180,689	930,273	7.0%
Housing Services	65,771,318	70,090,932	89,139,777	19,048,845	27.2%
Long Term Care	11,396,189	13,004,149	14,670,101	1,665,952	12.8%
Recreation	33,154,072	37,347,829	38,703,964	1,356,135	3.6%
Housing Secretariat	-	80,991	215,673	134,682	166.3%
Indigenous Relations	588,993	846,612	865,178	18,566	2.2%
Hamilton Fire Department	97,121,710	100,971,653	107,537,519	6,565,866	6.5%
Hamilton Paramedic Service	29,524,354	35,430,705	36,807,751	1,377,046	3.9%
Public Health Services	13,820,064	14,776,296	16,070,250	1,293,954	8.8%
Total Healthy & Safe Communities	272,745,854	299,145,450	332,240,187	33,094,737	11.1%

Net Levy Summary

	2022 Actual	2023 Restated Budget	2024 Approved Budget	Change \$	Change %
Public Works					
PW-General Administration	250,510	(78,461)	-	78,461	(100.0)%
Corporate Asset Management	2,405,448	2,299,037	2,706,712	407,675	17.7%
Corporate Facilities & Energy Management	14,899,615	14,925,202	17,272,178	2,346,976	15.7%
Engineering Services	(398,672)	143,333	-	(143,333)	(100.0)%
Environmental Services	46,019,858	47,815,184	50,192,204	2,377,020	5.0%
Transit	88,485,427	93,488,419	105,205,926	11,717,507	12.5%
Transportation	85,091,501	87,481,793	92,984,182	5,502,389	6.3%
Waste Management	46,557,918	48,693,941	55,493,594	6,799,653	14.0%
Total Public Works	283,311,605	294,768,448	323,854,796	29,086,348	9.9%
Legislative					
Legislative General	(287,748)	(293,176)	(273,985)	19,191	(6.6)%
Mayors Office	1,138,182	1,261,485	1,339,092	77,607	6.2%
Volunteer Committee	85,019	121,242	160,302	39,060	32.2%
Ward Budgets	3,955,164	4,465,704	6,246,535	1,780,831	39.9%
Total Legislative	4,890,617	5,555,255	7,471,944	1,916,689	34.5%
City Manager					
Auditor General	1,179,999	1,259,776	1,263,361	3,585	0.3%
CMO - Admin	303,837	269,441	301,642	32,201	12.0%
Communication & Strategic Initiatives	2,546,475	2,902,666	3,180,920	278,254	9.6%
Digital & Innovation Office	479,658	473,399	554,900	81,501	17.2%
Government & Community Relations	755,158	1,350,833	1,732,819	381,986	28.3%
Human Resources	7,626,829	8,926,134	9,335,325	409,191	4.6%
Total City Manager	12,891,956	15,182,249	16,368,967	1,186,718	7.8%

Net Levy Summary

	2022 Actual	2023 Restated Budget	2024 Approved Budget	Change \$	Change %
Corporate Services					
Corporate Services Administration	287,616	342,224	349,555	7,331	2.1%
City Clerk's Office	3,336,308	3,652,923	4,441,131	788,208	21.6%
Customer Service POA and Finl Integration	5,128,581	6,333,583	6,409,723	76,140	1.2%
Financial Planning Admin & Policy	5,115,898	5,695,853	5,871,727	175,874	3.1%
Financial Serv Taxation and Corp Controller	3,223,456	3,651,234	3,534,054	(117,180)	(3.2)%
Legal Services and Risk Management	3,780,437	4,828,082	5,188,577	360,495	7.5%
Information Technology	14,782,759	19,415,701	20,354,424	938,723	4.8%
Procurement	-	1,031,383	2,132,719	1,101,336	106.8%
Total Corporate Services	35,655,055	44,950,983	48,281,910	3,330,927	7.4%
Corporate Financials - Expenditures					
Corporate Initiatives	7,733,471	2,958,759	5,287,605	2,328,846	78.7%
Corporate Pensions Benefits & Contingency	36,928,074	20,663,797	11,813,098	(8,850,699)	(42.8)%
Total Corporate Financials - Expenditures	44,661,545	23,622,556	17,100,703	(6,521,853)	(27.6)%
Hamilton Entertainment Facilities					
Operating	960,406	153,925	-	(153,925)	(100.0)%
Total Hamilton Entertainment Facilities	960,406	153,925	-	(153,925)	(100.0)%
Total City Expenditures	681,670,095	716,704,975	780,373,302	63,668,327	8.9%

Net Levy Summary

	2022 Actual	2023 Restated Budget	2024 Approved Budget	Change \$	Change %
City Depts Capital Financing					
Debt Healthy & Safe Communities	2,215,894	1,168,801	1,622,270	453,469	38.8%
Debt Infrastructure Renewal Levy	13,428,870	13,428,870	13,428,870	-	-%
Debt Corporate Financials	97,343,846	105,910,621	115,656,540	9,745,919	9.2%
Debt Planning & Economic Development	25,547	1,304,265	1,822,690	518,425	39.8%
Debt Public Works	21,925,219	33,164,495	35,501,750	2,337,255	7.1%
Total City Depts Capital Financing	134,939,376	154,977,052	168,032,120	13,055,068	8.4%
Boards & Agencies					
Hamilton Police Service					
Operating	180,959,945	192,361,228	206,237,310	13,876,082	7.2%
Capital Financing	1,234,780	1,234,780	1,213,431	(21,349)	(1.7)%
Total Hamilton Police Service	182,194,725	193,596,008	207,450,741	13,854,733	7.2%
Boards & Agencies					
Library	32,710,939	33,532,323	35,015,701	1,483,378	4.4%
Conservation Authorities	8,684,001	8,929,908	9,357,346	427,438	4.8%
MPAC	6,844,884	6,833,220	6,976,052	142,832	2.1%
Hamilton Beach Rescue	132,870	143,051	145,651	2,600	1.8%
Royal Botanical Gardens	647,408	660,351	673,559	13,208	2.0%
Farmers' Market	243,423	244,508	331,903	87,395	35.7%
Total Other Boards & Agencies	49,263,525	50,343,361	52,500,212	16,011,584	31.8%
Library Capital Financing	165,055	198,001	198,001	-	-%

Net Levy Summary

	2022 Actual	2023 Restated Budget	2024 Approved Budget	Change \$	Change %
City Enrichment Fund	6,088,340	6,575,410	7,101,410	526,000	8.0%
Total Boards & Agencies	237,711,645	250,712,780	267,250,364	16,537,584	6.6%
Total Expenditures	1,054,321,116	1,122,394,807	1,215,655,786	92,734,979	8.3%
Non Program Revenues					
Payment In Lieu	(17,584,849)	(17,518,600)	(18,291,404)	(772,804)	4.4%
Penalties & Interest	(11,872,403)	(11,500,000)	(12,000,000)	(500,000)	4.4%
Right Of Way	(3,229,550)	(3,229,500)	(3,229,342)	158	-%
Senior Tax Credit	523,514	534,100	557,000	22,900	4.3%
Supplementary Taxes	(13,999,161)	(10,130,000)	(12,130,000)	(2,000,000)	19.7%
Tax Remissions & Write Offs	4,481,854	8,818,000	8,618,000	(200,000)	(2.3)%
Hydro Dividend & Other Interest	(9,358,704)	(6,567,700)	(9,460,600)	(2,892,900)	44.1%
Investment Income	(4,800,000)	(4,800,000)	(4,800,000)	-	-%
Slot Revenues	(5,462,944)	(5,695,000)	(6,261,200)	(566,200)	9.9%
POA Revenues	(848,579)	(2,697,913)	(2,111,752)	586,161	(21.7)%
Total Non Program Revenues	(62,150,822)	(52,786,613)	(59,109,298)	(6,322,685)	12.0%
Total Net Levy Summary	\$ 992,170,294	\$ 1,069,608,194	\$ 1,156,546,488	\$ 86,938,294	8.1%



Cost Category Summary - Operating

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 854,573,323	\$ 924,798,244	\$ 985,862,096	61,063,852	6.6%
Contractual	134,402,248	135,367,205	144,100,521	8,733,316	6.5%
Material & Supply	63,431,931	65,128,964	69,496,102	4,367,138	6.7%
Recoveries from Capital	(31,889,497)	(35,374,714)	(39,589,355)	(4,214,641)	11.9%
Vehicle Expenses	47,800,324	46,618,376	49,389,408	2,771,032	5.9%
Building & Ground	50,368,913	45,652,604	47,778,474	2,125,870	4.7%
Consulting	1,750,543	1,369,004	2,001,692	632,688	46.2%
Agencies & Support Payments	322,501,737	407,901,101	405,062,997	(2,838,104)	(0.7)%
Reserves/Recoveries	96,665,890	56,062,226	49,595,893	(6,466,333)	(11.5)%
Cost Allocations	(6,171,313)	(5,653,241)	(5,599,724)	53,517	(0.9)%
Financial	46,621,613	50,549,642	103,412,902	52,863,260	104.6%
Capital Financing	134,589,633	160,573,246	180,470,115	19,896,869	12.4%
Capital Expenditures	83,367	9,730	9,730	-	-
Total Expenses	1,714,728,712	1,853,002,387	1,991,990,851	138,988,464	7.5%
Fees & General	(220,933,136)	(224,519,984)	(243,969,542)	(19,449,558)	(8.7)%
Tax & Rates	(41,540,061)	(31,968,100)	(34,740,746)	(2,772,646)	8.7%
Grants & Subsidies	(429,992,234)	(485,410,967)	(491,266,929)	(5,855,962)	1.2%
Reserves	(30,092,987)	(41,495,142)	(65,467,146)	(23,972,004)	57.8%
Total Revenues	(722,558,418)	(783,394,193)	(835,444,363)	(52,050,170)	6.6%
Net Levy	\$ 992,170,294	\$ 1,069,608,194	\$ 1,156,546,488	86,938,294	8.1%

Complement Summary

	2023 Restated Budget	2024 Approved Budget	Change in FTE	Change %
Planning & Economic Development				
General Manager PED	11.00	11.00	-	-%
Building	103.82	118.82	15.00	14.4%
Economic Development	48.24	49.24	1.00	2.1%
Growth Management	62.88	62.88	-	-%
Licensing & By-Law Services	115.40	126.72	11.32	9.8%
LRT	6.00	6.00	-	-%
Transportation Planning and Parking	150.91	149.41	(1.50)	(1.0)%
Planning	100.10	108.30	8.20	8.2%
Tourism & Culture	77.84	80.04	2.20	2.8%
Total Planning & Economic Development	676.19	712.41	36.22	5.4%
Healthy & Safe Communities				
HSC Administration	38.50	38.50	-	-%
Children's and Community Services	92.00	91.00	(1.00)	(1.1)%
Ontario Works	209.50	209.50	-	-%
Housing Services	68.00	88.00	20.00	29.4%
Housing Secretariat	2.00	2.00	-	-%
Indigenous Relations	6.00	6.00	-	-%
Long Term Care	534.37	536.37	2.00	0.4%
Recreation	449.98	449.98	-	-%
Hamilton Fire Department	599.30	615.30	16.00	2.7%
Hamilton Paramedic Service	409.36	419.36	10.00	2.4%
Public Health Services	404.84	407.89	3.05	0.8%

Complement Summary

	2023 Restated Budget	2024 Approved Budget	Change in FTE	Change %
Total Healthy & Safe Communities	2,813.85	2,863.90	50.05	1.8%
Public Works				
PW-General Administration	2.00	2.00	-	-%
Corporate Asset Management	73.30	73.30	-	-%
Corporate Facilities & Energy Management	126.71	131.71	5.00	3.8%
Engineering Services	137.33	140.33	3.00	2.2%
Environmental Services	405.91	408.99	3.08	0.8%
Transit	869.41	912.41	43.00	4.9%
Transportation	407.96	412.26	4.30	1.1%
Waste Management	117.01	127.97	10.96	9.4%
Total Public Works	2,139.63	2,208.97	69.34	3.2%
Legislative				
Mayors Office	6.00	6.00	-	-%
Ward Budgets	16.00	31.00	15.00	93.8%
Total Legislative	22.00	37.00	15.00	68.2%
City Manager				
Auditor General	7.00	7.00	-	-%
CMO - Admin	2.00	2.00	-	-%
Communication & Strategic Initiatives	24.00	26.00	2.00	8.3%
Digital & Innovation Office	7.00	8.00	1.00	14.3%
Government & Community Relations	8.00	9.00	1.00	12.5%
Human Resources	79.50	80.50	1.00	1.3%

Complement Summary

	2023 Restated Budget	2024 Approved Budget	Change in FTE	Change %
Total City Manager	127.50	132.50	5.00	3.9%
Corporate Services				
City Clerk's Office	33.00	35.00	2.00	6.1%
Customer Service POA and Finl Integration	98.97	100.47	1.50	1.5%
Financial Serv Taxation and Corp Controller	63.00	63.00	-	-%
Legal Services and Risk Management	85.00	85.00	-	-%
Corporate Services Administration	2.00	2.00	-	-%
Financial Planning Admin & Policy	101.08	101.08	-	-%
Information Technology	136.00	147.00	11.00	8.1%
Procurement	23.00	31.00	8.00	34.8%
Total Corporate Services	542.05	564.55	22.50	4.2%
Total City Complement	6,321.22	6,519.23	198.01	3.1%
Boards & Agencies				
Library	304.00	309.57	5.57	1.8%
Police Services	1,227.50	1,256.50	29.00	2.4%
Farmers' Market	4.42	5.12	0.70	15.8%
Total Boards & Agencies	1,535.92	1,571.19	35.27	2.3%
Total Complement	7,857.14	8,090.52	233.38	3.0%

2024 to 2027 Multi-Year Budget

Tax Supported Operating Budget (\$000's) 2024-2027

	2024	2025				2026			2027		
	Approved Budget	(\$000's)	2025 vs 2024		(\$000's)	2026 vs 2025		(\$000's)	2027 vs 2026		
			\$	%		\$	%		\$	%	
PLANNING & ECONOMIC DEVELOPMENT											
General Manager PED	1,765	1,838	73	4.1%	1,915	77	4.2%	1,995	80	4.2%	
Transportation Planning and Parking	3,125	3,651	526	16.8%	4,219	568	15.6%	4,264	45	1.1%	
Building	1,153	1,196	43	3.7%	1,233	37	3.1%	1,267	35	2.8%	
Economic Development	5,865	6,100	235	4.0%	6,345	245	4.0%	6,599	254	4.0%	
Growth Management	790	864	73	9.3%	890	26	3.0%	917	27	3.0%	
Licensing & By-Law Services	7,461	10,530	3,069	41.1%	11,328	798	7.6%	11,685	358	3.2%	
Planning	3,646	3,756	109	3.0%	3,868	113	3.0%	3,984	116	3.0%	
Tourism & Culture	11,249	11,476	227	2.0%	11,715	239	2.1%	11,981	267	2.3%	
LRT	0	0	0	0.0%	0	0	0.0%	0	0	0.0%	
TOTAL PLANNING & ECONOMIC DEVELOPMENT	35,055	39,409	4,354	12.4%	41,511	2,102	5.3%	42,693	1,182	2.8%	
HEALTHY & SAFE COMMUNITIES											
Housing Secretariat	216	561	345	160.1%	702	141	25.1%	717	15	2.2%	
Children's and Community Services	10,181	12,627	2,447	24.0%	13,243	616	4.9%	13,657	414	3.1%	
Hamilton Fire Department	107,538	114,971	7,434	6.9%	120,734	5,763	5.0%	126,185	5,451	4.5%	
Hamilton Paramedic Service	36,808	41,775	4,967	13.5%	43,614	1,839	4.4%	44,956	1,342	3.1%	
Housing Services	89,140	98,709	9,569	10.7%	102,593	3,884	3.9%	104,139	1,546	1.5%	
HSC Administration	3,869	3,360	(509)	(13.2)%	3,475	115	3.4%	3,558	83	2.4%	
Indigenous Relations	865	911	46	5.3%	960	49	5.3%	1,010	51	5.3%	
Long Term Care	14,670	16,795	2,125	14.5%	18,117	1,321	7.9%	19,320	1,203	6.6%	
Ontario Works	14,181	14,831	651	4.6%	15,627	795	5.4%	16,348	721	4.6%	
Public Health Services	16,070	17,670	1,600	10.0%	18,720	1,050	5.9%	20,024	1,304	7.0%	
Recreation	38,704	40,692	1,989	5.1%	41,451	758	1.9%	42,567	1,116	2.7%	
TOTAL HEALTHY & SAFE COMMUNITIES	332,240	362,903	30,663	9.2%	379,234	16,331	4.5%	392,479	13,245	3.5%	
PUBLIC WORKS											
PW-General Administration	0	0	0	0.0%	0	0	0.0%	0	0	0.0%	



2024 to 2027 Multi-Year Budget

	2024	2025			2026			2027		
	Approved Budget	(\$000's)	2025 vs 2024		(\$000's)	2026 vs 2025		(\$000's)	2027 vs 2026	
Corporate Asset Management	2,707	2,809	102	3.8%	2,910	102	3.6%	3,040	130	4.5%
Corporate Facilities & Energy Management	17,272	18,447	1,175	6.8%	18,862	415	2.2%	18,779	(83)	(0.4)%
Engineering Services	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Environmental Services	50,192	52,235	2,043	4.1%	53,867	1,632	3.1%	55,454	1,587	2.9%
Transit	105,206	102,002	(3,204)	(3.0)%	108,677	6,675	6.5%	115,015	6,338	5.8%
Transportation	92,984	100,775	7,791	8.4%	103,406	2,631	2.6%	106,134	2,728	2.6%
Waste Management	55,494	63,309	7,815	14.1%	69,834	6,526	10.3%	74,777	4,943	7.1%
TOTAL PUBLIC WORKS	323,855	339,576	15,721	4.9%	357,557	17,980	5.3%	373,200	15,643	4.4%
LEGISLATIVE										
Legislative General	(307)	(280)	27	8.7%	(288)	(8)	(2.8)%	(289)	(1)	(0.2)%
Mayors Office	1,372	1,393	21	1.5%	1,449	56	4.0%	1,502	54	3.7%
Volunteer Committee	160	161	0	0.4%	161	0	0.0%	161	0	0.0%
Ward Budgets	6,247	6,346	100	2.2%	6,453	107	1.7%	6,563	110	1.7%
TOTAL LEGISLATIVE	7,472	7,620	148	2.0%	7,774	154	2.0%	7,937	163	2.1%
CITY MANAGER										
Auditor General	1,263	1,445	181	14.4%	1,467	23	1.6%	1,492	24	1.7%
CMO - Admin	302	305	4	1.2%	309	4	1.3%	315	6	1.9%
Communication & Strategic Initiatives	3,181	3,307	126	4.0%	3,367	60	1.8%	3,443	76	2.3%
Digital & Innovation Office	555	779	224	40.4%	785	6	0.7%	802	17	2.1%
Government & Community Relations	1,733	2,056	323	18.6%	2,087	31	1.5%	2,124	37	1.8%
Human Resources	9,335	9,431	96	1.0%	9,537	106	1.1%	9,598	61	0.6%
TOTAL CITY MANAGER	16,369	17,324	955	5.8%	17,553	229	1.3%	17,774	221	1.3%
CORPORATE SERVICES										
City Clerk's Office	4,441	4,582	141	3.2%	4,651	69	1.5%	4,738	87	1.9%
Corporate Services Administration	350	352	2	0.6%	354	2	0.7%	357	3	0.8%
Customer Service POA and Finl Integration	6,410	6,537	127	2.0%	6,663	126	1.9%	6,776	113	1.7%
Financial Planning Admin & Policy	5,872	6,257	385	6.6%	6,437	180	2.9%	6,557	120	1.9%
Financial Serv Taxation and Corp Controller	3,534	3,649	115	3.3%	3,758	109	3.0%	3,851	92	2.5%
Legal Services and Risk Management	5,189	5,666	478	9.2%	5,962	296	5.2%	6,202	240	4.0%
Information Technology	20,354	21,515	1,161	5.7%	22,780	1,265	5.9%	23,391	611	2.7%
Procurement	2,133	2,516	383	18.0%	2,561	45	1.8%	2,601	40	1.6%
TOTAL CORPORATE SERVICES	48,282	51,074	2,792	5.8%	53,167	2,093	4.1%	54,472	1,306	2.5%
CORPORATE FINANCIALS - EXPENDITURES										



2024 to 2027 Multi-Year Budget

	2024	2025			2026			2027		
	Approved Budget	(\$000's)	2025 vs 2024		(\$000's)	2026 vs 2025		(\$000's)	2027 vs 2026	
Corporate Initiatives	5,288	10,171	4,884	92.4%	6,274	(3,897)	(38.3)%	3,099	(3,175)	(50.6)%
Corporate Pensions, Benefits & Contingency	11,813	3,477	(8,336)	-70.6%	12,646	9,169	263.7%	23,553	10,907	86.2%
TOTAL CORPORATE FINANCIALS - EXPENDITURES	17,101	13,649	(3,452)	-20.2%	18,920	5,272	38.6%	26,652	7,732	40.9%
HAMILTON ENTERTAINMENT FACILITIES										
Operating	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
TOTAL HAMILTON ENTERTAINMENT FACILITIES	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
TOTAL CITY EXPENDITURES	780,373	831,555	51,181	6.6%	875,716	44,162	5.3%	915,207	39,491	4.5%
CAPITAL FINANCING										
Debt-Healthy & Safe Communities	1,622	1,536	(86)	(5.3)%	1,453	(83)	(5.4)%	1,432	(21)	(1.5)%
Debt-Infrastructure Renewal Levy	13,429	13,429	0	0.0%	13,429	0	0.0%	0	(13,429)	(100.0)%
Debt-Corporate Financials	115,657	138,130	22,474	19.4%	170,715	32,584	23.6%	197,769	27,054	15.8%
Debt-Planning & Economic Development	1,823	1,720	(103)	(5.6)%	1,658	(63)	(3.6)%	1,657	(1)	(0.0)%
Debt-Public Works	35,502	46,415	10,914	30.7%	40,237	(6,179)	-13.3%	38,161	(2,076)	-5.2%
TOTAL CAPITAL FINANCING	168,032	201,231	33,199	19.8%	227,491	26,260	13.0%	239,018	11,528	5.1%
BOARDS & AGENCIES										
Police Services										
Operating	206,237	218,653	12,415	6.0%	225,956	7,303	3.3%	233,887	7,931	3.5%
Capital Financing	1,213	1,213	0	0.0%	1,213	0	0.0%	1,213	0	0.0%
Total Police Services	207,451	219,866	12,415	6.0%	227,169	7,303	3.3%	235,100	7,931	3.5%
Other Boards & Agencies										
Library	35,016	36,633	1,617	4.6%	38,340	1,707	4.7%	39,989	1,649	4.3%
Conservation Authorities	9,357	9,123	(234)	(2.5)%	9,304	181	2.0%	9,488	184	2.0%
MPAC	6,976	7,109	133	1.9%	7,251	142	2.0%	7,397	145	2.0%
Hamilton Beach Rescue Unit	146	152	6	4.0%	156	4	2.9%	161	5	2.9%
Royal Botanical Gardens	674	687	13	2.0%	701	14	2.0%	715	14	2.0%
Farmers Market	332	395	63	18.9%	413	18	4.7%	431	18	4.4%
Total Other Boards & Agencies	52,500	54,098	1,598	3.0%	56,165	2,067	3.8%	58,180	2,015	3.6%
Capital Financing - Other Boards & Agencies	198	198	0	0.0%	198	0	0.0%	198	0	0.0%



2024 to 2027 Multi-Year Budget

	2024	2025			2026			2027		
	Approved Budget	(\$000's)	2025 vs 2024		(\$000's)	2026 vs 2025		(\$000's)	2027 vs 2026	
City Enrichment Fund	7,101	7,101	0	0.0%	7,101	0	0.0%	7,101	0	0.0%
TOTAL BOARDS & AGENCIES	267,250	281,264	14,013	5.2%	290,633	9,370	3.3%	300,579	9,946	3.4%
TOTAL EXPENDITURES	1,215,656	1,314,049	98,393	8.1%	1,393,840	79,791	6.1%	1,454,805	60,965	4.4%
NON-PROGRAM REVENUES										
Payment In Lieu	(18,291)	(18,291)	0	0.0%	(18,291)	0	0.0%	(18,291)	0	0.0%
Penalties and Interest	(12,000)	(12,000)	0	0.0%	(12,000)	0	0.0%	(12,000)	0	0.0%
Right of Way	(3,229)	(3,229)	0	0.0%	(3,229)	0	0.0%	(3,229)	0	0.0%
Senior Tax Credit	557	557	0	0.0%	557	0	0.0%	557	0	0.0%
Supplementary Taxes	(12,130)	(12,130)	0	0.0%	(12,130)	0	0.0%	(12,130)	0	0.0%
Tax Remissions and Write Offs	8,618	8,618	0	0.0%	8,618	0	0.0%	8,618	0	0.0%
Hydro Dividend and Other Interest	(9,461)	(9,461)	0	0.0%	(9,461)	0	0.0%	(9,461)	0	0.0%
Investment Income	(4,800)	(4,800)	0	0.0%	(4,800)	0	0.0%	0	4,800	(100.0)%
Slot Revenues	(6,261)	(6,449)	(188)	3.0%	(6,578)	(129)	2.0%	(6,710)	(132)	2.0%
POA Revenues	(2,112)	(2,039)	73	(3.4)%	(18)	2,021	(99.1)%	36	54	(297.6)%
TOTAL NON-PROGRAM REVENUES	(59,109)	(59,225)	(115)	(0.2)%	(57,332)	1,892	3.2%	(52,610)	4,722	8.2%
TOTAL LEVY REQUIREMENT	1,156,546	1,254,825	98,278	8.5%	1,336,508	81,683	6.5%	1,402,195	65,687	4.9%



2024 Capital Budget

2024 Tax Supported Capital Budget Capital Financing for Projects Included in Financing Plan (\$000's)

Project ID	Project Title	Gross Cost	Grants & Subsidies	Other Revenue	Com. Benefit Charge (CBC)	Dev. Charges (Incl Debt)*	Rate Funding	Reserves	WIP	Net Costs	Financing Sources			
											From Operating	From Debt	From CCBF	From Other Reserves
BOARDS & AGENCIES														
<i>Conservation Authorities</i>														
3802156100	Hamilton Conservation Authority Critical and Safety Projects	1,850	0	0	0	0	0	0	0	1,850	1,850	0	0	0
3802158902	Westfield Heritage Village - Critical and/or Safety Projects	150	0	0	0	0	0	0	0	150	150	0	0	0
<i>Conservation Authorities Total</i>		2,000	0	0	0	0	0	0	0	2,000	2,000	0	0	0
<i>Other Boards & Agencies</i>														
2862151700	HBRU Renovations & Equipment Purchases	31	0	0	0	0	0	31	0	0	0	0	0	0
<i>Other Boards & Agencies Total</i>		31	0	0	0	0	0	31	0	0	0	0	0	0
BOARDS & AGENCIES Total		2,031	0	0	0	0	0	31	0	2,000	2,000	0	0	0
CITY MANAGER														
<i>Communication & Strategic Initiatives</i>														
3382457002	Digital Accessibility FTE Resources (Temporary)	224	0	0	0	0	0	0	0	224	224	0	0	0
<i>Communication & Strategic Initiatives Total</i>		224	0	0	0	0	0	0	0	224	224	0	0	0
<i>Digital & Innovation Office</i>														
3381858503	Digital/Open Data Infrastructure	75	0	0	1	0	0	0	0	74	74	0	0	0
3381959501	Digital Office: Smart City and Digital Transformation Program	150	0	0	3	0	0	0	0	147	147	0	0	0
3382455001	Public Safety Network Feasibility Review	200	0	0	0	0	0	0	0	200	200	0	0	0
3382457001	Enterprise Customer Service	250	0	0	0	0	0	0	0	250	250	0	0	0
<i>Digital & Innovation Office Total</i>		675	0	0	4	0	0	0	0	671	671	0	0	0
<i>Human Resources</i>														
2052457001	Enterprise UKG Dimensions (KRONOS)	973	0	0	0	0	0	0	0	973	973	0	0	0
<i>Human Resources Total</i>		973	0	0	0	0	0	0	0	973	973	0	0	0



2024 Capital Budget

Project ID	Project Title	Gross Cost	Grants & Subsidies	Other Revenue	Com. Benefit Charge (CBC)	Dev. Charges (Incl Debt)*	Rate Funding	Reserves	WIP	Net Costs	Financing Sources			
											From Operating	From Debt	From CCBF	From Other Reserves
CITY MANAGER Total		1,872	0	0	4	0	0	0	0	1,868	1,868	0	0	0
CORPORATE SERVICES														
<i>Customer Service POA and Finl Integration</i>														
3452357001 Customer Relationship Management (CRM) -		100	0	0	0	0	0	0	0	100	0	0	0	100
3452457002 Enterprise Point of Sale (POS)		400	0	0	0	0	0	0	0	400	0	0	0	400
<i>Customer Service POA and Finl Integration Total</i>		500	0	0	0	0	0	0	0	500	0	0	0	500
<i>Financial Planning Admin & Policy</i>														
3622480002 2025 CBC Study		275	0	0	275	0	0	0	0	0	0	0	0	0
<i>Financial Planning Admin & Policy Total</i>		275	0	0	275	0	0	0	0	0	0	0	0	0
<i>Information Technology</i>														
3502157101 Next Generation 9-1-1 (nG 9-1-1)		1,925	1,925	0	0	0	0	0	0	0	0	0	0	0
3502257200 IT Strategy Refresh		285	0	0	5	0	0	280	0	0	0	0	0	0
3502257203 Information Security Program		450	0	0	8	0	0	442	0	0	0	0	0	0
3502357001 Information Technology Infrastructure Asset Management		4,053	0	0	0	0	0	226	193	3,635	3,635	0	0	0
3502357002 Platform End of Life		200	0	0	0	0	0	200	0	0	0	0	0	0
3502357003 Enterprise Data Management Strategy		200	0	0	0	0	0	200	0	0	0	0	0	0
3502457001 Windows 11 Upgrade		150	0	0	0	0	0	99	0	51	51	0	0	0
3502457002 Telephony Infrastructure Upgrade		3,064	0	0	0	0	0	3,064	0	0	0	0	0	0
<i>Information Technology Total</i>		10,327	1,925	0	14	0	0	4,510	193	3,686	3,686	0	0	0
CORPORATE SERVICES Total		11,102	1,925	0	289	0	0	4,510	193	4,186	3,686	0	0	500
HAMILTON PUBLIC LIBRARY														
<i>Public Service - Branches</i>														
7501941800 Mount Hope Library		2,913	0	0	0	1,833	0	0	0	1,080	1,080	0	0	0
<i>Public Service - Branches Total</i>		2,913	0	0	0	1,833	0	0	0	1,080	1,080	0	0	0
HAMILTON PUBLIC LIBRARY Total		2,913	0	0	0	1,833	0	0	0	1,080	1,080	0	0	0
HEALTHY & SAFE COMMUNITIES														
<i>Hamilton Fire Department</i>														
7402441108 Facility Renovations & Upgrades		630	0	0	0	0	0	0	0	630	630	0	0	0



2024 Capital Budget

Project ID	Project Title	Gross Cost	Grants & Subsidies	Other Revenue	Com. Benefit Charge (CBC)	Dev. Charges (Incl Debt)*	Rate Funding	Reserves	WIP	Net Costs	Financing Sources			
											From Operating	From Debt	From CCBF	From Other Reserves
7402451100	Annual Equipment Replacement	4,471	0	0	0	0	0	4,471	0	0	0	0	0	0
7402451101	Annual Vehicle Replacement	8,544	0	0	0	0	0	8,544	0	0	0	0	0	0
7402451102	Mechanical Division Equipment Upgrades	170	0	0	0	0	0	0	0	170	170	0	0	0
7402451107	Mechanical Mobile Repair Unit	600	0	0	0	0	0	600	0	0	0	0	0	0
<i>Hamilton Fire Department Total</i>		<i>14,415</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>13,615</i>	<i>0</i>	<i>800</i>	<i>800</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Hamilton Paramedic Service</i>														
7642451100	Annual Vehicle Replacement	5,042	0	0	0	0	0	5,042	0	0	0	0	0	0
7642451101	Annual Equipment Replacement	2,354	0	0	0	0	0	2,354	0	0	0	0	0	0
7642451102	Operational and Clinical Innovation	800	0	0	0	0	0	0	0	800	800	0	0	0
7642451110	2024 Ambulance Enhancement	392	0	0	0	392	0	0	0	0	0	0	0	0
<i>Hamilton Paramedic Service Total</i>		<i>8,587</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>392</i>	<i>0</i>	<i>7,396</i>	<i>0</i>	<i>800</i>	<i>800</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Housing Secretariat</i>														
6502141100	Human Services Integration - Continuous Improvement Projects	256	0	0	0	0	0	0	0	256	256	0	0	0
<i>Housing Secretariat Total</i>		<i>256</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>256</i>	<i>256</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Housing Services</i>														
6730041000	Social Housing Capital Repairs and Regeneration	568	0	0	0	0	0	0	0	568	568	0	0	0
6731841610	Poverty Reduction Investment (PRI) - Indigenous Poverty Reduction	1,178	0	0	0	0	0	0	0	1,178	178	0	0	1,000
6731841611	Poverty Reduction Investment (PRI) - Social Housing Repairs & Renovations	2,000	0	0	0	0	0	0	0	2,000	0	0	0	2,000
<i>Housing Services Total</i>		<i>3,746</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>3,746</i>	<i>746</i>	<i>0</i>	<i>0</i>	<i>3,000</i>
<i>Long Term Care</i>														
6302051801	ML & WL - Security Systems	100	0	0	0	0	0	100	0	0	0	0	0	0
<i>Long Term Care Total</i>		<i>100</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>100</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
HEALTHY & SAFE COMMUNITIES Total		27,104	0	0	0	392	0	21,111	0	5,602	2,602	0	0	3,000
LEGISLATIVE														
<i>Legislative General</i>														
2052180510	DC Exemptions Recovery	57,642	0	0	0	0	0	0	0	57,642	7,805	0	0	49,836
2112156401	Confidential - Parkland Acquisition	2,399	0	0	0	0	0	0	0	2,399	2,399	0	0	0
3302348302	Climate Change Action Plan	2,500	0	0	0	0	0	0	0	2,500	2,500	0	0	0
<i>Legislative General Total</i>		<i>62,541</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>62,541</i>	<i>12,705</i>	<i>0</i>	<i>0</i>	<i>49,836</i>
<i>Ward Budgets</i>														



2024 Capital Budget

Project ID	Project Title	Gross Cost	Grants & Subsidies	Other Revenue	Com. Benefit Charge (CBC)	Dev. Charges (Incl Debt)*	Rate Funding	Reserves	WIP	Net Costs	Financing Sources				
											From Operating	From Debt	From CCBF	From Other Reserves	
3302309014	Ward 14 Capital Reinvestment	100	0	0	0	0	0	100	0	0	0	0	0	0	0
3302309100	Ward 1 Capital Reinvestment	100	0	0	0	0	0	100	0	0	0	0	0	0	0
3302309200	Ward 2 Capital Reinvestment	100	0	0	0	0	0	100	0	0	0	0	0	0	0
3302309300	Ward 3 Capital Reinvestment	100	0	0	0	0	0	100	0	0	0	0	0	0	0
3302309400	Ward 4 Capital Reinvestment	100	0	0	0	0	0	100	0	0	0	0	0	0	0
3302309500	Ward 5 Capital Reinvestment	100	0	0	0	0	0	100	0	0	0	0	0	0	0
3302309600	Ward 6 Capital Reinvestment	100	0	0	0	0	0	100	0	0	0	0	0	0	0
3302309700	Ward 7 Capital Reinvestment	100	0	0	0	0	0	100	0	0	0	0	0	0	0
3302309800	Ward 8 Capital Reinvestment	100	0	0	0	0	0	100	0	0	0	0	0	0	0
<i>Ward Budgets Total</i>		900	0	0	0	0	0	900	0	0	0	0	0	0	0
LEGISLATIVE Total		63,441	0	0	0	0	0	900	0	62,541	12,705	0	0	49,836	
PLANNING & ECONOMIC DEVELOPMENT															
<i>Economic Development</i>															
3621708900	Economic Development Initiatives	2,000	0	0	0	0	0	0	0	2,000	2,000	0	0	0	0
3621750301	Employment Land Bank Interest	900	0	0	0	0	0	900	0	0	0	0	0	0	0
3622208202	Brownfield Development	300	0	0	0	0	0	0	0	300	300	0	0	0	0
3622441001	ERASE Affordable Housing Grant Program	1,500	0	0	0	0	0	0	0	1,500	1,500	0	0	0	0
8202203200	Start Up and Office Tenant Attraction Program	33	0	0	0	0	0	0	0	33	33	0	0	0	0
8202203204	Commercial District Revitalization Grant Program	200	0	0	0	0	0	200	0	0	0	0	0	0	0
8202203206	Community Downtowns and BIAs	224	0	0	0	0	0	0	0	224	224	0	0	0	0
8202241200	Hamilton Heritage Property Grant Program	200	0	0	0	0	0	0	0	200	200	0	0	0	0
8202403001	Downtown and Commercial Districts Improvements	224	0	0	0	0	0	0	0	224	224	0	0	0	0
8202408001	ERASE Commercial Districts Remediation Loan Program	600	0	0	0	0	0	0	0	600	600	0	0	0	0
8202441001	Hamilton Heritage Conservation Grant Program	25	0	0	0	0	0	25	0	0	0	0	0	0	0
<i>Economic Development Total</i>		6,206	0	0	0	0	0	1,125	0	5,081	5,081	0	0	0	0
<i>Growth Management</i>															



2024 Capital Budget

Project ID	Project Title	Gross Cost	Grants & Subsidies	Other Revenue	Com. Benefit Charge (CBC)	Dev. Charges (Incl Debt)*	Rate Funding	Reserves	WIP	Net Costs	Financing Sources			
											From Operating	From Debt	From CCBF	From Other Reserves
4030980978	Growth Related Studies (URVP/Twenty Road Class EA)	205	0	0	0	174	0	0	0	31	31	0	0	0
4031380360	Waterdown - Burlington Road Upgrades	1,800	0	0	0	1,800	0	0	0	0	0	0	0	0
4031480481	Barton Street Improvements	60	0	0	0	36	0	0	0	24	24	0	0	0
4031780781	Highway 8 Improvements Class EA (Stoney Creek)	60	0	0	0	36	0	0	0	24	24	0	0	0
4031880883	Dickenson Road Class EA (Upper James to Southcote) (AEGD)	120	0	0	0	102	0	0	0	18	18	0	0	0
4031980783	Glancaster Road Class EA (Garner to Dickenson) (AEGD)	60	0	0	0	51	0	0	0	9	9	0	0	0
4032180184	Dickenson - Upper James to Glancaster (AEGD)	3,000	0	0	0	2,550	0	450	0	0	0	0	0	0
4032380582	Development Road Urbanization	500	0	25	0	475	0	0	0	0	0	0	0	0
4032480180	Smith - Garner to Dickenson Extension	2,550	0	0	0	2,168	0	383	0	0	0	0	0	0
4032480388	Lewis - Barton to Hwy 8	5,250	0	0	0	4,463	0	788	0	0	0	0	0	0
4032480481	Barton - Fruitland to Fifty (Fruitland - Winona)	1,400	0	0	0	840	0	560	0	0	0	0	0	0
4032480482	Clappison Ave Ext - Parkside Dr to North Waterdown Dr	400	0	0	0	400	0	0	0	0	0	0	0	0
4032480483	McNeilly Rd Urbanization - Barton St to Hwy 8	4,000	0	600	0	3,400	0	0	0	0	0	0	0	0
4032480490	Fruitland Rd Widening - Arvin Ave to Barton St	800	0	0	0	680	0	0	0	120	120	0	0	0
4032480583	Glancaster - Garner to Dickenson (AEGD)	2,000	0	0	0	1,700	0	300	0	0	0	0	0	0
4140046100	City Share of Servicing Costs in Subdivisions	3,000	0	0	0	3,000	0	0	0	0	0	0	0	0
8122480001	Farm 911 – Emergency Access Point Program	95	0	0	0	0	0	95	0	0	0	0	0	0
<i>Growth Management Total</i>		<i>25,300</i>	<i>0</i>	<i>625</i>	<i>0</i>	<i>21,874</i>	<i>0</i>	<i>2,575</i>	<i>0</i>	<i>226</i>	<i>226</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Licensing & By-Law Services</i>														
4502451001	Licensing By Law Vehicles - Safe Apartments, Renovation By laws, Waterfront	273	0	0	0	0	0	0	0	273	0	0	0	273
<i>Licensing & By-Law Services Total</i>		<i>273</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>273</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>273</i>
<i>Planning</i>														



2024 Capital Budget

Project ID	Project Title	Gross Cost	Grants & Subsidies	Other Revenue	Com. Benefit Charge (CBC)	Dev. Charges (Incl Debt)*	Rate Funding	Reserves	WIP	Net Costs	Financing Sources			
											From Operating	From Debt	From CCBF	From Other Reserves
8100655600	SCUBE Secondary Plan	50	0	0	0	0	0	0	50	0	0	0	0	0
8101655600	Comprehensive Zoning By-Law	494	0	0	86	0	0	0	408	0	0	0	0	0
8120955900	Community Planning Studies	200	0	0	0	0	0	0	200	0	0	0	0	0
8121755705	Urban and Rural Official Plan Five Year Review	400	0	0	0	0	0	0	166	234	234	0	0	0
8121957900	3D Model Development	160	0	0	0	0	0	0	0	160	160	0	0	0
8122457001	Planning Division Digital Zoning By-law	300	0	0	0	0	0	0	0	300	300	0	0	0
8141155103	Zoning By-law OLT Appeals	265	0	0	0	0	0	0	48	217	217	0	0	0
8141555600	Hamilton Growth Management Review	400	0	0	0	0	0	0	0	400	400	0	0	0
8142455001	Review and Update of Municipal Tree By-laws	325	0	0	0	0	0	0	0	325	325	0	0	0
8142455800	Official Plan LPAT Appeals	100	0	0	0	0	0	0	100	0	0	0	0	0
<i>Planning Total</i>		<i>2,694</i>	<i>0</i>	<i>0</i>	<i>86</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>972</i>	<i>1,635</i>	<i>1,635</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Tourism & Culture</i>														
7202041201	ICIP CCR Griffin House Stabilization	400	0	0	0	0	0	0	0	400	400	0	0	0
7202041204	ICIP CCR Children's Museum Expansion Phase 2	600	0	0	82	0	0	0	0	518	518	0	0	0
7202058201	Conservation of Art and Monuments	55	0	0	0	0	0	0	55	0	0	0	0	0
7202058202	Collections Management	55	0	0	0	0	0	0	0	55	55	0	0	0
7202158213	Civic Museum Development	205	0	0	0	0	0	0	0	205	205	0	0	0
7202341003	Veever's Estate Rehabilitation	175	0	0	0	0	0	0	0	175	175	0	0	0
7202341008	Gardener's Cottage at Dundurn Park Rehabilitation	75	0	0	0	0	0	0	0	75	75	0	0	0
7202341203	Major Historic Site Repainting	100	0	0	0	0	0	0	0	100	100	0	0	0
7202441001	Ancaster Old Town Hall Exterior Restoration	1,000	0	0	0	0	0	0	0	1,000	1,000	0	0	0
7202441002	Dundurn Interior Conservation	57	0	0	0	0	0	0	0	57	57	0	0	0
7202458000	Placemaking Repairs and Conservation	5	0	0	0	0	0	5	0	0	0	0	0	0
<i>Tourism & Culture Total</i>		<i>2,727</i>	<i>0</i>	<i>0</i>	<i>82</i>	<i>0</i>	<i>0</i>	<i>5</i>	<i>55</i>	<i>2,585</i>	<i>2,585</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Transportation Planning and Parking</i>														
4030058030	Open Streets Hamilton	120	0	0	0	0	0	0	120	0	0	0	0	0
4032311222	New Sidewalk Program	250	0	0	0	238	0	0	0	13	13	0	0	0
4032317050	Bicycle Infrastructure Upgrades	200	0	0	0	0	0	0	0	200	200	0	0	0
4032317053	Bicycle Boulevard (Neighbourhood Greenways) Program	120	0	0	0	0	0	0	0	120	120	0	0	0



2024 Capital Budget

Project ID	Project Title	Gross Cost	Grants & Subsidies	Other Revenue	Com. Benefit Charge (CBC)	Dev. Charges (Incl Debt)*	Rate Funding	Reserves	WIP	Net Costs	Financing Sources			
											From Operating	From Debt	From CCBF	From Other Reserves
4032317125	Active Transportation Fund - Capital Stream	1,570	942	0	0	0	0	0	0	628	628	0	0	0
4032355744	TMP Modelling & Monitoring	30	0	0	0	0	0	0	0	30	30	0	0	0
4032355820	Sustainable Mobility Program	550	0	0	0	0	0	0	0	550	550	0	0	0
4032355821	Micromobility Program	200	0	0	0	0	0	0	0	200	200	0	0	0
4032355940	Transportation Tomorrow Survey	100	0	0	0	0	0	0	0	100	100	0	0	0
4032416435	Fifty Road & QEW Interchange Area Transportation Improvements	200	0	0	0	170	0	0	21	9	9	0	0	0
4032416436	Longwood-Aberdeen Transportation Improvements	150	0	0	0	75	0	0	0	75	75	0	0	0
4032417126	Longwood - Macklin Cycle Track	250	0	0	0	0	0	0	0	250	10	0	240	0
4032451001	Hamilton Bike Share Fleet - E-Bike Purchase	550	0	0	0	0	0	550	0	0	0	0	0	0
4032455224	RHBP to Airport Connector EA	730	0	0	0	0	0	730	0	0	0	0	0	0
4032455415	Urban Boundary Expansion - Secondary Planning Area Transportation Plans	225	0	0	0	0	0	0	0	225	225	0	0	0
4662317124	On Street Bike Facilities	750	0	0	0	0	0	0	0	750	750	0	0	0
4902141201	Surface Lots and Garage Repairs and Improvements	500	0	0	0	0	0	500	0	0	0	0	0	0
4902141203	Surface Lot Lighting Replacement	500	0	0	0	0	0	500	0	0	0	0	0	0
4902141210	Fence Repairs	300	0	0	0	0	0	300	0	0	0	0	0	0
4902157201	Parking Meter Mechanism and Housing Replacement	200	0	0	0	0	0	200	0	0	0	0	0	0
4902257200	Municipal Car Park and Wayfinding Signage Replacement	50	0	0	0	0	0	50	0	0	0	0	0	0
4902441001	Parking Office Improvements	100	0	0	0	0	0	100	0	0	0	0	0	0
4902441002	Greening & Sustainable Surface Treatments in Municipal Parking Lots	200	0	0	0	0	0	200	0	0	0	0	0	0
4902451002	Collection Cart and Can Replacement	20	0	0	0	0	0	20	0	0	0	0	0	0
4902455001	Secure Bike Parking Facility Expansion and Enhancements	350	0	0	0	0	0	350	0	0	0	0	0	0
4902457001	Wayfinding Signage Improvements	100	0	0	0	0	0	100	0	0	0	0	0	0
<i>Transportation Planning and Parking Total</i>		8,315	942	0	0	483	0	3,600	141	3,149	2,909	0	240	0
PLANNING & ECONOMIC DEVELOPMENT Total		45,515	942	625	167	22,357	0	7,305	1,169	12,950	12,437	0	240	273



2024 Capital Budget

Project ID	Project Title	Gross Cost	Grants & Subsidies	Other Revenue	Com. Benefit Charge (CBC)	Dev. Charges (Incl Debt)*	Rate Funding	Reserves	WIP	Net Costs	Financing Sources			
											From Operating	From Debt	From CCBF	From Other Reserves
POLICE CAPITAL FINANCING														
<i>Debt Police</i>														
3761951812	Hamilton Police Stations- Roof Repairs and HVAC	2,825	0	0	0	0	0	0	0	2,825	1,590	0	0	1,235
3762051007	Police Personal Issued Portable Radio Replacement	1,400	0	0	0	0	0	0	0	1,400	1,400	0	0	0
3762251202	Generator System/Fuel Upgrade - Station 10 - Central	300	0	0	0	0	0	0	0	300	300	0	0	0
3762251208	9MM Conversion (Glock Program)	183	0	0	0	0	0	183	0	0	0	0	0	0
3762341201	Parking Lot Replacement/patch work - All Police Stations	500	0	0	0	0	0	0	0	500	500	0	0	0
3762341302	Police EV Charging Station	100	0	0	0	0	0	100	0	0	0	0	0	0
3762351303	Prisoner Escort Vehicles	190	0	0	0	0	0	0	0	190	190	0	0	0
3762441401	Police Structural Wall Waterproofing - Station 10 - Central	60	0	0	0	0	0	0	0	60	60	0	0	0
3762441402	Police Barrier Gates With Access Control - Station 30 - Mountain	140	0	0	0	0	0	0	0	140	140	0	0	0
3762451401	Chiller Overhaul - Station 10 (Central)	80	0	0	0	0	0	0	0	80	80	0	0	0
3762451403	Police Active Attacker Equipment	1,877	0	0	0	0	0	0	0	1,877	1,877	0	0	0
<i>Debt Police Total</i>		7,655	0	0	0	0	0	283	0	7,372	6,137	0	0	1,235
POLICE CAPITAL FINANCING Total		7,655	0	0	0	0	0	283	0	7,372	6,137	0	0	1,235
PUBLIC WORKS														
<i>Corporate Asset Management</i>														
4031957944	PW Asset Management (PW-AM) System Implementation	600	0	0	0	0	300	0	0	300	300	0	0	0
4940051003	Shop Equipment Replacement	2,173	0	0	0	0	0	2,173	0	0	0	0	0	0
4940051004	Street Sweeper Purchase	1,040	0	0	0	0	0	1,040	0	0	0	0	0	0
4940051100	Fleet Vehicle&Equipment Replace Program	13,345	0	0	0	0	0	13,345	0	0	0	0	0	0
4942151103	Fuel site Restoration	75	0	0	0	0	0	75	0	0	0	0	0	0
<i>Corporate Asset Management Total</i>		17,233	0	0	0	0	300	16,633	0	300	300	0	0	0
<i>Corporate Facilities & Energy Management</i>														
3540041009	Program-Compliance Remediation	131	0	0	0	0	0	0	0	131	131	0	0	0



2024 Capital Budget

Project ID	Project Title	Gross Cost	Grants & Subsidies	Other Revenue	Com. Benefit Charge (CBC)	Dev. Charges (Incl Debt)*	Rate Funding	Reserves	WIP	Net Costs	Financing Sources			
											From Operating	From Debt	From CCBF	From Other Reserves
3540041010	Program-Facility Upgrades to Hamilton Public Libraries	500	0	0	0	0	0	0	0	500	500	0	0	0
3540041013	Program-Firestations Facility Upgrade	750	0	0	0	0	0	0	0	750	750	0	0	0
3540041015	Program-EMS Facility Upgrade	200	0	0	0	0	0	0	0	200	200	0	0	0
3540041016	Program-Park & Fieldhouses Retrofits (non-Recreation)	100	0	0	0	0	0	0	0	100	100	0	0	0
3540041409	Program-Facilities Code & Legislative Compliance	100	0	0	0	0	0	0	0	100	100	0	0	0
3540041412	Program-Roof Management	2,500	0	0	0	0	0	0	0	2,500	2,500	0	0	0
3540041532	Program-Facilities Capital Maintenance	1,000	0	0	0	0	0	0	0	1,000	1,000	0	0	0
3540041910	Stoney Creek City Hall-RCMP Lease Capital Replacement	210	0	0	0	0	0	210	0	0	0	0	0	0
3540051001	Program-Mechanical Infrastructure Lifecycle Renewal	1,000	0	0	0	0	0	0	0	1,000	1,000	0	0	0
3540051900	Program-Generator Compliance Testing & Upgrades	450	0	0	0	0	0	0	0	450	450	0	0	0
3540055001	Program-Yards Capital Renewal	200	0	0	0	0	0	0	0	200	200	0	0	0
3540055100	Program-Corporate Facilities Audit	400	0	0	0	0	0	0	0	400	400	0	0	0
3542441103	Facilities Demolition Program	1,700	0	0	0	0	0	0	0	1,700	1,700	0	0	0
3542457101	Program -BAS systems upgrades and Life Cycle Renewal	100	0	100	0	0	0	0	0	0	0	0	0	0
3542457102	Meeting Room Technologies-Hybrid Meeting Rooms	660	0	0	0	0	0	0	0	660	660	0	0	0
4412206104	Police Marine Facility Replacement	6,300	0	0	0	2,580	0	0	0	3,720	0	3,720	0	0
6300041101	Program-ML & WL Facility Capital Maintenance	187	0	0	0	0	0	187	0	0	0	0	0	0
6300041103	Program-Mechanical Infrastructure Lifecycle Renewal	350	0	0	0	0	0	125	0	225	225	0	0	0
6300051103	Program-ML & WL Equipment Lifecycle Renewal	238	0	0	0	0	0	238	0	0	0	0	0	0
6302151101	Macassa Lodge Carpet Removal	575	0	0	0	0	0	300	0	275	275	0	0	0
7100041701	Program-Community Halls Retrofits	150	0	0	0	0	0	0	0	150	150	0	0	0
7100041706	Program-Recreation Centre Retrofits	1,800	0	0	0	0	0	0	0	1,800	1,800	0	0	0
7100051001	Program-Mechanical Infrastructure Lifecycle Renewal	600	0	0	0	0	0	0	0	600	600	0	0	0



2024 Capital Budget

Project ID	Project Title	Gross Cost	Grants & Subsidies	Other Revenue	Com. Benefit Charge (CBC)	Dev. Charges (Incl Debt)*	Rate Funding	Reserves	WIP	Net Costs	Financing Sources			
											From Operating	From Debt	From CCBF	From Other Reserves
7100054105	Program-Park & Fieldhouse Retrofits Recreation Programmed	100	0	0	0	0	0	0	0	100	100	0	0	0
7100054216	Program-Roof Management	2,250	0	0	0	0	0	0	0	2,250	2,250	0	0	0
7100054536	Program-Arena Retrofits	400	0	0	0	0	0	0	0	400	400	0	0	0
7100054702	Program-Facility Capital Maintenance	600	0	0	0	0	0	198	0	402	402	0	0	0
7100054703	Program-Senior Centre Retrofits	200	0	0	0	0	0	0	0	200	200	0	0	0
7100055101	Program-Recreation Facilities Audit	400	0	0	0	0	0	0	0	400	400	0	0	0
7101754708	Waterdown Pool and Recreation Centre Feasibility	2,200	0	0	0	2,200	0	0	0	0	0	0	0	0
7101954901	Binbrook/Glanbrook Recreation Centre Feasibility	350	0	0	0	350	0	0	0	0	0	0	0	0
7101954907	Winona Recreation Centre Feasibility (New)	1,800	0	0	0	1,800	0	0	0	0	0	0	0	0
7102351201	Facility Vehicles	300	0	0	0	0	0	0	0	300	300	0	0	0
7102441001	Ancaster Senior Achievement Centre Gym Expansion	1,800	0	0	0	1,350	0	0	0	450	450	0	0	0
7102441002	Gage Park Ice Loop Facility Space	487	0	0	0	487	0	0	0	0	0	0	0	0
7902351102	Corporate Assets Solar Projects	40	0	0	0	0	0	40	0	0	0	0	0	0
7902451100	Macassa Lodge Heat Reclaim	102	0	0	0	0	0	102	0	0	0	0	0	0
7902451101	Rec Low Flow Showerheads & Drain Heat Recovery	255	0	0	0	0	0	255	0	0	0	0	0	0
7902451106	Macassa Lodge Equipment Replacement for Net Zero	550	0	0	0	0	0	550	0	0	0	0	0	0
7902451107	Arenas Stand Heaters to Electric	120	0	0	0	0	0	120	0	0	0	0	0	0
Corporate Facilities & Energy Management Total		32,155	0	100	0	8,767	0	2,325	0	20,963	17,243	3,720	0	0
Engineering Services														
4030011400	Asset Preservation - State of Good Repair	2,500	0	0	0	0	0	0	633	1,867	0	0	1,867	0
4030017242	Noise Wall Rehabilitation Program	520	0	0	0	0	0	0	0	520	520	0	0	0
4030020722	Overhead Sign Structures Rehabilitation	300	0	0	0	0	0	0	0	300	300	0	0	0
4030055460	New Technologies/Pilot Projects	100	0	0	0	0	0	0	0	100	100	0	0	0
4031218526	Bridge 451 - Hwy 5 E, 120m e/o Mill St S	3,000	0	0	0	0	0	0	0	3,000	0	0	3,000	0
4031618090	Bridge 090 - McMurray St, 100m s/o of Hatt St	150	0	0	0	0	0	0	0	150	0	0	150	0
4031818108	Bridge 108 - Indian Trail, 1025m w/o Lynden Rd	425	0	0	0	0	0	0	0	425	0	0	425	0



2024 Capital Budget

Project ID	Project Title	Gross Cost	Grants & Subsidies	Other Revenue	Com. Benefit Charge (CBC)	Dev. Charges (Incl Debt)*	Rate Funding	Reserves	WIP	Net Costs	Financing Sources			
											From Operating	From Debt	From CCBF	From Other Reserves
4031818404	Bridge 404 - Harrison Rd - 910m s/o Kirk Road	1,100	0	0	0	0	0	0	0	1,100	0	0	1,100	0
4031911021	Asset Preservation - Westdale South Neighbourhood (North Section)	278	0	0	0	0	0	0	0	278	0	0	278	0
4031917943	Sherman Access East Retaining Wall Replacement	225	0	0	0	0	0	0	110	115	115	0	0	0
4031918126	Bridge 126 - Regional Rd 56, 605m n/o Guyatt Rd	485	0	0	0	0	0	0	0	485	0	0	485	0
4032011024	Fifty Road Escarpment Access - Retaining Walls	4,680	0	0	0	0	0	0	0	4,680	8	0	4,672	0
4032080288	Upper Wellington - Stone Church to Limeridge	200	0	0	0	120	0	0	0	80	80	0	0	0
4032117144	Claremont Access - Steel Facing Wall Removal (1 & 2)	180	0	0	0	0	0	0	0	180	180	0	0	0
4032118279	Bridge 279 - Safari, 50m east of Cooper	575	0	0	0	0	0	0	0	575	10	0	565	0
4032119108	Concession / Mountain Brow - Upper Gage to Oakcrest	280	0	0	0	0	0	0	0	280	280	0	0	0
4032218113	Bridge 113 - Sulphur Springs Rd, 255m s/o Governor's Rd	250	0	0	0	0	0	0	0	250	0	0	250	0
4032218464	Bridge 464 - Regional Rd 56, 790m s/o Golf Club Rd	200	0	0	0	0	0	0	0	200	0	0	200	0
4032219105	Rymal - Upper James to Upper Wellington	621	0	0	0	528	0	0	0	93	93	0	0	0
4032219107	Duke - Hess to west end & Robinson - Queen to west end	173	0	0	0	0	0	0	0	173	0	0	173	0
4032255962	Road Network Pavement Inspection	130	0	0	0	0	0	0	0	130	130	0	0	0
4032280290	Mohawk - McNiven to Hwy 403	500	0	0	0	300	0	0	0	200	200	0	0	0
4032301099	Engineering Services Staffing Costs - Road	4,500	0	0	0	0	0	0	2,046	2,454	2,454	0	0	0
4032310006	Minor Construction Program	444	0	0	0	0	0	0	444	0	0	0	0	0
4032310215	Retaining Wall - RW0551 & RW0552 at Golfview Crescent, 65m south of Soble Plural	475	0	0	0	0	0	0	0	475	0	0	475	0
4032310230	Retaining Walls - RW0131 - Joya Place & RW0133 at Mercer Street	500	0	0	0	0	0	0	0	500	0	0	500	0



2024 Capital Budget

Project ID	Project Title	Gross Cost	Grants & Subsidies	Other Revenue	Com. Benefit Charge (CBC)	Dev. Charges (Incl Debt)*	Rate Funding	Reserves	WIP	Net Costs	Financing Sources			
											From Operating	From Debt	From CCBF	From Other Reserves
4032310235	SS0001 - Mountain Park Ave (Phase 02 Project)	1,920	0	0	0	0	0	0	0	1,920	5	0	1,915	0
4032311013	Sherman - King to south end (LRT Enabling)	470	0	0	0	0	0	0	0	470	33	0	437	0
4032311014	Wentworth - Wilson to King (LRT Enabling)	41	35	0	0	0	0	0	0	6	6	0	0	0
4032311019	Upper Wentworth - LINC to Mohawk	3,200	0	0	0	0	0	0	0	3,200	26	0	3,174	0
4032311225	Geotechnical Investigation Program	500	0	0	0	0	0	0	500	0	0	0	0	0
4032311601	Council Priority - Ward 1 Minor Rehabilitation	180	0	0	0	0	0	0	0	180	180	0	0	0
4032311602	Council Priority - Ward 2 Minor Rehabilitation	180	0	0	0	0	0	0	0	180	180	0	0	0
4032311603	Council Priority - Ward 3 Minor Rehabilitation	180	0	0	0	0	0	0	0	180	180	0	0	0
4032311604	Council Priority - Ward 4 Minor Rehabilitation	180	0	0	0	0	0	0	0	180	180	0	0	0
4032311605	Council Priority - Ward 5 Minor Rehabilitation	180	0	0	0	0	0	0	0	180	180	0	0	0
4032311606	Council Priority - Ward 6 Minor Rehabilitation	180	0	0	0	0	0	0	0	180	180	0	0	0
4032311607	Council Priority - Ward 7 Minor Rehabilitation	180	0	0	0	0	0	0	0	180	180	0	0	0
4032311608	Council Priority - Ward 8 Minor Rehabilitation	180	0	0	0	0	0	0	0	180	180	0	0	0
4032311609	Council Priority - Ward 9 Minor Rehabilitation	180	0	0	0	0	0	0	0	180	180	0	0	0
4032311610	Council Priority - Ward 10 Minor Rehabilitation	180	0	0	0	0	0	0	0	180	180	0	0	0
4032311611	Council Priority - Ward 11 Minor Rehabilitation	180	0	0	0	0	0	0	0	180	180	0	0	0
4032311612	Council Priority - Ward 12 Minor Rehabilitation	180	0	0	0	0	0	0	0	180	180	0	0	0
4032311613	Council Priority - Ward 13 Minor Rehabilitation	180	0	0	0	0	0	0	0	180	180	0	0	0
4032311614	Council Priority - Ward 14 Minor Rehabilitation	180	0	0	0	0	0	0	0	180	180	0	0	0



2024 Capital Budget

Project ID	Project Title	Gross Cost	Grants & Subsidies	Other Revenue	Com. Benefit Charge (CBC)	Dev. Charges (Incl Debt)*	Rate Funding	Reserves	WIP	Net Costs	Financing Sources			
											From Operating	From Debt	From CCBF	From Other Reserves
4032311615	Council Priority - Ward 15 Minor Rehabilitation	180	0	0	0	0	0	0	0	180	180	0	0	0
4032318193	Bridge 193 - Concession 2W, 1004m w/o Weir Rd	330	0	0	0	0	0	0	0	330	0	0	330	0
4032318218	OSIM Bridge, Park Bridge, Culvert, Retaining Wall & Overhead Sign Inspections	1,680	0	0	0	0	0	0	480	1,200	1,200	0	0	0
4032318219	Structural Investigations and Reports	100	0	0	0	0	0	0	0	100	100	0	0	0
4032318476	Bridge 476 - Hall Rd, 35m w/o Woodburn Rd	80	0	0	0	0	0	0	0	80	80	0	0	0
4032319105	Upper James - Mohawk to Fennell	240	0	0	0	0	0	0	0	240	0	0	240	0
4032319108	Rymal - Glanaster to Upper Paradise	180	0	0	0	153	0	0	0	27	27	0	0	0
4032319109	Wilson - Victoria to Sherman - CASH FLOW	1,000	0	0	0	0	0	0	0	1,000	0	0	1,000	0
4032349555	QA-QC Service Contract Program	360	0	0	0	0	0	0	360	0	0	0	0	0
4032355556	Mapping Update Program	138	0	0	0	0	0	0	98	40	40	0	0	0
4032362073	Field Data Systems Program	167	0	0	0	0	0	0	57	110	110	0	0	0
4032410457	Retaining Wall - RW0057 - Old Dundas Road	230	0	0	0	0	0	0	0	230	230	0	0	0
4032410458	Retaining Wall - RW0576 - Beckett Drive	300	0	0	0	0	0	0	0	300	5	0	295	0
4032410459	Retaining Wall - RW0116 - Sherman Access West Leg	150	0	0	0	0	0	0	0	150	150	0	0	0
4032411015	Main - Queenston Traffic Circle to Delena & Rosewood (LRT Enabling)	2,000	393	0	0	0	0	0	0	1,607	1,607	0	0	0
4032411030	Nebo - Rymal to Stone Church	250	0	0	0	0	0	0	0	250	250	0	0	0
4032411048	Main - James to Frid - Two Way Conversion	500	0	0	0	0	0	0	0	500	50	0	450	0
4032411420	Dundas (Hwy 5) - Mill to Reynold	1,436	0	0	0	0	0	0	0	1,436	10	0	1,426	0
4032411459	Highway 8 - Middletown to approx. 180m w/o Rosebough	4,000	0	0	0	0	0	0	2,377	1,623	0	0	1,623	0
4032417945	Sherman Cut Steel Wall Replacement	3,850	0	0	0	0	0	0	0	3,850	10	0	3,840	0
4032418029	Bridge 029 - Middletown Rd, 780m n/oHighway No. 8	150	0	0	0	0	0	0	0	150	0	0	150	0
4032418043	Bridge 043 - Seaman St, 410m wesdt of Dewitt Rd	150	0	0	0	0	0	0	0	150	0	0	150	0



2024 Capital Budget

Project ID	Project Title	Gross Cost	Grants & Subsidies	Other Revenue	Com. Benefit Charge (CBC)	Dev. Charges (Incl Debt)*	Rate Funding	Reserves	WIP	Net Costs	Financing Sources			
											From Operating	From Debt	From CCBF	From Other Reserves
4032418295	Bridge 295 - Mountain Brow Blvd, 55m e/o Mohawk Rd E	150	0	0	0	0	0	0	0	150	0	0	150	0
4032418307	Bridge 307 - Main Street W, 135m w/o Dundurn St S	150	0	0	0	0	0	0	0	150	0	0	150	0
4032418310	Bridge 310 - York Blvd	300	0	0	0	0	0	0	0	300	0	0	300	0
4032418313	Bridge 313 - Arkledun Ave (Jolley Cut), over Claremont Access	300	0	0	0	0	0	0	0	300	0	0	300	0
4032418335	Bridge 335 - Regional Rd 97, 625 metre east of Foreman Rd	30	0	0	0	0	0	0	0	30	30	0	0	0
4032418380	Bridge 380 - Regional Rd 97, 645 metres west of Lennon Rd	30	0	0	0	0	0	0	0	30	30	0	0	0
4032418409	Bridge 409 - Regional Rd 97, 230m e/o Valens	30	0	0	0	0	0	0	30	0	0	0	0	0
4032418430	Bridge 430 - Westbrook, 280m s/o RR 20	80	0	0	0	0	0	0	0	80	0	0	80	0
4032418431	Bridge 431 - Westbrook Rd, 205m s/o Golf Club Rd	150	0	0	0	0	0	0	0	150	0	0	150	0
4032418444	Bridge 444 - Guyatt Rd - 200m w.o. Hendershot Rd	30	0	0	0	0	0	0	0	30	30	0	0	0
4032419103	Rymal - Upper Sherman to Upper Gage	216	0	0	0	184	0	0	0	32	32	0	0	0
4032419106	Grays - Barton to Community	1,600	0	0	0	0	0	0	0	1,600	10	0	1,590	0
4032419112	Aberdeen - Queen to Studholme	187	0	0	0	0	0	0	0	187	187	0	0	0
4032419114	Brampton - Parkdale to Woodward & Brighton	300	0	0	0	0	0	0	0	300	0	0	300	0
4032455227	Binbrook/White Church/Trinity Church Intersection improvement EA	450	0	0	0	0	0	0	0	450	450	0	0	0
4042310004	Escarpment Slope & Appurtenance Stabilization Program	2,500	0	0	0	0	0	0	2,300	200	200	0	0	0
4042310417	Retaining Wall Rehabilitation Program ES	200	0	0	0	0	0	0	150	50	50	0	0	0
4242009701	A/R - Eastmount Neighbourhood	1,000	0	0	0	0	0	0	0	1,000	0	0	1,000	0
4242209202	Area Rating - Hughson - Simcoe to Brock & Wood - James to Hughson	173	0	0	0	0	0	0	0	173	173	0	0	0
4411606002	West Harbour Real Estate Disposition Process	200	0	0	0	0	0	0	0	200	200	0	0	0
4412306105	West Harbour Waterfront Animation & Programming	200	0	0	0	0	0	0	0	200	200	0	0	0



2024 Capital Budget

Project ID	Project Title	Gross Cost	Grants & Subsidies	Other Revenue	Com. Benefit Charge (CBC)	Dev. Charges (Incl Debt)*	Rate Funding	Reserves	WIP	Net Costs	Financing Sources			
											From Operating	From Debt	From CCBF	From Other Reserves
4412406103	West Harbour Parking Garage	300	0	0	16	0	0	0	0	284	284	0	0	0
<i>Engineering Services Total</i>		<i>57,489</i>	<i>428</i>	<i>0</i>	<i>16</i>	<i>1,284</i>	<i>0</i>	<i>0</i>	<i>9,585</i>	<i>46,176</i>	<i>12,986</i>	<i>0</i>	<i>33,190</i>	<i>0</i>
<i>Environmental Services</i>														
4400011001	Cemetery Roads Rehabilitation Program	100	0	0	0	0	0	0	0	100	100	0	0	0
4400041001	Cemetery Building Repairs	100	0	0	0	0	0	0	0	100	100	0	0	0
4400049001	Park Pathway Resurfacing Program	271	0	0	0	0	0	0	0	271	271	0	0	0
4400049002	Park Fencing Program	50	0	0	0	0	0	0	0	50	50	0	0	0
4400049007	Cemetery Columbarium	125	0	0	0	0	0	125	0	0	0	0	0	0
4400049009	Sport Lighting	364	0	0	0	0	0	0	0	364	364	0	0	0
4400049104	Pedestrian/Security Lighting Replacement Program	245	0	0	0	0	0	0	0	245	245	0	0	0
4400051001	Equipment Upgrades	60	0	0	0	0	0	60	0	0	0	0	0	0
4400051002	Playground Lifecycle Replacement Program	466	0	0	0	0	0	110	0	356	356	0	0	0
4400051601	Equipment Acquisition (DC) Program	247	0	0	0	247	0	0	0	0	0	0	0	0
4400051701	Small Equipment Replacement (Reserve) Program (Parks/Cem)	85	0	0	0	0	0	85	0	0	0	0	0	0
4400051903	Confederation Beach Park - Capital Maintenance Program	175	0	0	0	0	0	175	0	0	0	0	0	0
4400052100	CSA Safety Material Replacement Program	130	0	0	0	0	0	0	0	130	130	0	0	0
4400054699	Tennis and Multi -use Court Rehabilitation Program	55	0	0	0	0	0	0	0	55	55	0	0	0
4400055600	Parks Testing and Reporting	40	0	0	0	0	0	0	0	40	40	0	0	0
4400055800	QC/CA - Parks and Cemeteries Material Testing	25	0	0	0	0	0	0	0	25	25	0	0	0
4401756703	Mountain Brow Path	130	0	0	0	111	0	0	0	20	20	0	0	0
4401856804	Highbury Meadows North Park (Proposed)	158	0	0	0	158	0	0	0	0	0	0	0	0
4402056003	Mohawk Sports Park Masterplan	100	0	0	0	0	0	0	0	100	100	0	0	0
4402056011	Valley Community Centre Park	1,400	0	0	0	0	0	0	0	1,400	1,400	0	0	0
4402156117	Victoria Park Spray Pad Replacement	25	0	0	0	0	0	25	0	0	0	0	0	0
4402156124	Mountain Drive Park Redevelopment	500	0	0	0	450	0	0	0	50	50	0	0	0
4402256106	Carter Park Spray Pad Redevelopment	200	0	0	0	0	0	0	0	200	200	0	0	0
4402256113	Inch Park inclusive playground	1,902	0	0	0	427	0	1,000	0	475	475	0	0	0
4402256203	Gourley Park Spray Pad Redevelopment	445	0	0	0	0	0	0	0	445	445	0	0	0



2024 Capital Budget

Project ID	Project Title	Gross Cost	Grants & Subsidies	Other Revenue	Com. Benefit Charge (CBC)	Dev. Charges (Incl Debt)*	Rate Funding	Reserves	WIP	Net Costs	Financing Sources			
											From Operating	From Debt	From CCBF	From Other Reserves
4402356124	Pier 4 Tugboat Play Structure and spray pad Replacement	1,645	0	0	0	0	0	0	0	1,645	1,645	0	0	0
4402356125	Meadowlands Community Park	100	0	0	0	50	0	0	0	50	50	0	0	0
4402441101	Cemetery Vault Repairs	80	0	0	0	0	0	0	0	80	80	0	0	0
4402456103	Clear Skies Proposed Park - Sadielou Blvd	930	0	0	0	930	0	0	0	0	0	0	0	0
4402456104	Beasley Park Phase 3	500	0	0	0	500	0	0	0	0	0	0	0	0
4402456134	Parks and Cemeteries - Erosion and Drainage Repairs	100	0	0	0	0	0	0	0	100	100	0	0	0
4402456135	Lake Point Park Multi-Use Court	275	0	0	0	275	0	0	0	0	0	0	0	0
4402456136	Springbrook Subdivision Parkette	480	0	0	0	480	0	0	0	0	0	0	0	0
4402456207	Parkside Hills	200	0	0	0	200	0	0	0	0	0	0	0	0
4402456211	Waterdown South Neighbourhood Park 3 (East Side) - Smoky Hollow	1,000	0	0	0	1,000	0	0	0	0	0	0	0	0
4402456401	Powell Park	250	0	0	0	0	0	0	0	250	250	0	0	0
4450053001	Tree Planting Program	3,476	0	1,530	0	0	0	0	1,946	0	0	0	0	0
4450053702	Spongy Moth IPM Program	35	0	0	0	0	0	0	0	35	35	0	0	0
<i>Environmental Services Total</i>		<i>16,468</i>	<i>0</i>	<i>1,530</i>	<i>0</i>	<i>4,827</i>	<i>0</i>	<i>1,580</i>	<i>1,946</i>	<i>6,585</i>	<i>6,585</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Transit</i>														
5301785701	Transit Maintenance and Storage Facility (Cash Flow Project) (ICIP)	30,000	0	0	0	3,079	0	0	0	26,921	0	0	26,921	0
5301785703	Limeridge Mall Terminal Redevelopment	665	0	0	0	67	0	599	0	0	0	0	0	0
5302183503	Nonrevenue Vehicle Replace Program	85	0	0	0	0	0	85	0	0	0	0	0	0
5302185803	Terminal and End of Line Rehabilitation	200	0	0	0	0	0	200	0	0	0	0	0	0
5302185804	Bus Stop Shelter Rehabilitation	175	0	0	0	0	0	175	0	0	0	0	0	0
5302185902	Transit Shelter and Landing Pad Expansion Program	220	220	0	0	0	0	0	0	0	0	0	0	0
5302385807	HSR Bus Marker Bench	32	0	0	0	0	0	0	0	32	32	0	0	0
5302385808	HSR Solar Transit Pole Lighting	39	0	0	0	0	0	0	0	39	39	0	0	0
5302410001	Transit Supportive Intersection Improvements	100	0	0	0	0	0	65	0	35	35	0	0	0
5302451101	Transit Capital Hoist Replacement	250	0	0	0	0	0	250	0	0	0	0	0	0
5302451102	Solar Rechargeable Battery Replacement	320	0	0	0	0	0	0	0	320	320	0	0	0
5302455110	Transit Growth Strategy Studies	150	0	0	0	0	0	120	0	30	30	0	0	0
5302458001	HSR 150	150	0	0	0	0	0	0	0	150	150	0	0	0
<i>Transit Total</i>		<i>32,386</i>	<i>220</i>	<i>0</i>	<i>0</i>	<i>3,145</i>	<i>0</i>	<i>1,494</i>	<i>0</i>	<i>27,527</i>	<i>606</i>	<i>0</i>	<i>26,921</i>	<i>0</i>



2024 Capital Budget

Project ID	Project Title	Gross Cost	Grants & Subsidies	Other Revenue	Com. Benefit Charge (CBC)	Dev. Charges (Incl Debt)*	Rate Funding	Reserves	WIP	Net Costs	Financing Sources			
											From Operating	From Debt	From CCBF	From Other Reserves
<i>Transportation</i>														
4031541910	Snow Disposal Facility	4,578	0	0	0	0	0	0	0	4,578	4,498	0	80	0
4032311045	LINC Preservation	2,000	0	0	0	0	0	0	0	2,000	10	0	1,990	0
4032311224	Sidewalk Rehabilitation Program	1,100	0	0	0	0	0	0	0	1,100	1,100	0	0	0
4032317241	Fencing/Sound Barrier Rehabilitation/Replacement within the Road Allowance	250	0	0	0	0	0	0	0	250	250	0	0	0
4032317677	Preventative Road Maintenance Program	3,250	0	0	0	0	0	1,500		1,750	1,750	0	0	0
4032318216	Bridge and Structure Maintenance - T.O.M.	2,550	0	0	0	0	0	0		2,550	2,550	0	0	0
4032321350	Fleet Additions - Roads O&M	1,070	0	0	0	1,070	0	0	0	0	0	0	0	0
4032341762	Yard Facility Maintenance and Improvement Program	200	0	0	0	0	0	0	0	200	200	0	0	0
4032351410	Roads - Small Equipment Replacement	50	0	0	0	0	0	50	0	0	0	0	0	0
4032420499	Public Realm Improvements - LRT	3,330	0	0	0	1,665	0	0	0	1,665	1,665	0	0	0
4040021444	Transportation Operations Fleet Upgrades	150	0	0	0	0	0	0	0	150	150	0	0	0
4042210223	Nicola Tesla Underpass Lighting LED Retrofit	50	0	0	0	0	0	50	0	0	0	0	0	0
4042310017	Street Lighting Capital Program	350	0	0	0	0	0	270		80	80	0	0	0
4042310418	Retaining Wall Maintenance - TOM	150	0	0	0	0	0	0	0	150	150	0	0	0
4042311351	Roads - Alleyway Rehabilitation	100	0	0	0	0	0	0	0	100	100	0	0	0
4042317384	Guide Rail Replacement Program	678	0	0	0	0	0	78		600	600	0	0	0
4042317678	Preventative Maintenance - Crack Sealing	165	0	0	0	0	0	0	0	165	165	0	0	0
4042455385	Citywide Guiderail Condition Assessments	1,000	0	0	0	0	0	0	0	1,000	1,000	0	0	0
4660015018	Street Lighting Inventory	125	0	0	0	0	0	0	0	125	125	0	0	0
4661820821	New Traffic Signal - Drakes Drive and N Service Road	250	0	0	0	238	0	0	0	13	13	0	0	0
4662020021	New Traffic Signal - Centre Rd. & Concession 8	400	0	0	0	380	0	0	20	0	0	0	0	0
4662020029	New Traffic Signal - Cannon & Lottridge / Cannon & Melrose	100	0	0	0	95	0	0	0	5	5	0	0	0
4662210023	Sanders - Thorndale to West Park & Sterling-North Oval to Forsyth - New Street Light	300	0	0	0	0	0	0	0	300	300	0	0	0



2024 Capital Budget

Project ID	Project Title	Gross Cost	Grants & Subsidies	Other Revenue	Com. Benefit Charge (CBC)	Dev. Charges (Incl Debt)*	Rate Funding	Reserves	WIP	Net Costs	Financing Sources			
											From Operating	From Debt	From CCBF	From Other Reserves
4662220223	New Traffic Signal - Old Guelph Rd & York Rd	150	0	0	0	143	0	0	0	8	8	0	0	0
4662220224	New Traffic Signal - RR 56 & Kirk Road	200	0	0	0	190	0	0	0	10	10	0	0	0
4662220242	Intersection widening - Upper James & White Church	250	0	0	0	0	0	0	0	250	250	0	0	0
4662220723	Portable Variable Message Sign /Queue End Warning System	150	0	0	0	0	0	0	0	150	150	0	0	0
4662220988	Signal Cabinet Wrapping	75	0	0	0	0	0	0	0	75	75	0	0	0
4662301099	Transportation Cost Allocation to Engineering Services Projects	317	0	0	0	0	0	0	317	0	0	0	0	0
4662310012	Railway Roadway Crossings Rehabilitation Program	100	0	0	0	0	0	0	0	100	100	0	0	0
4662310020	Street Lighting Pole Inspections & Replacements	150	0	0	0	0	0	0	0	150	150	0	0	0
4662310217	In-Fill Street Lighting Program in Former Town of Ancaster	250	0	0	0	0	0	0	0	250	250	0	0	0
4662315820	Traffic Counts Program	300	0	0	0	0	0	0	0	300	300	0	0	0
4662320001	ATMS – Advanced Traffic Management System	1,042	0	0	0	0	0	0	1,042	0	0	0	0	0
4662320011	Traffic Signal Infrastructure/Upgrades	300	0	0	0	0	0	0	0	300	300	0	0	0
4662320017	Traffic Signal LED Lighting Upgrade Program	250	0	0	0	0	0	250	0	0	0	0	0	0
4662320019	Traffic Cabinet & Controller Replacement Program	1,000	0	0	0	0	0	0	0	1,000	1,000	0	0	0
4662320048	Durable Pavement Markings (New Installations)	489	0	0	0	0	0	0	489	0	0	0	0	0
4662320050	Engagement Priorities - Vision Zero	140	0	0	0	0	0	140	0	0	0	0	0	0
4662320051	Education Priorities - Vision Zero	400	0	0	0	0	0	400	0	0	0	0	0	0
4662320052	Evaluation Priorities - Vision Zero	500	0	0	0	0	0	500	0	0	0	0	0	0
4662320053	Engineering Priorities - Vision Zero	800	0	0	0	0	0	800	0	0	0	0	0	0
4662320280	Eco Counter Program	83	0	0	0	0	0	0	0	83	83	0	0	0
4662320375	Waterdown TMP Implementation	200	0	0	0	0	0	0	0	200	200	0	0	0
4662320525	Pedestrian Crossovers	210	0	0	0	0	0	0	0	210	210	0	0	0
4662320531	APS - Accessible Pedestrian Signals	250	0	0	0	0	0	0	0	250	250	0	0	0
4662320720	Durable Plastic Pavement Marking Rehabilitation	546	0	0	0	0	0	0	546	0	0	0	0	0



2024 Capital Budget

Project ID	Project Title	Gross Cost	Grants & Subsidies	Other Revenue	Com. Benefit Charge (CBC)	Dev. Charges (Incl Debt)*	Rate Funding	Reserves	WIP	Net Costs	Financing Sources			
											From Operating	From Debt	From CCBF	From Other Reserves
466235240	Capacity Reviews	75	0	0	0	0	0	0	75	0	0	0	0	0
4662415417	Central Nine Controls Conversion	100	0	0	0	0	0	0	0	100	100	0	0	0
4662415418	Country Club Drive Lighting Improvement	275	0	0	0	0	0	0	0	275	275	0	0	0
4662420404	Bike Facilities Crossing RHVP	100	0	0	0	0	0	0	0	100	100	0	0	0
4662420405	Dundurn St Crossing - Baker Street & Lamoreaux Ave	100	0	0	0	85	0	0	15	0	0	0	0	0
4662420407	Pearl - Kent Bicycle Boulevard & Implementation (Kent & Aberdeen Signalization)	350	0	0	0	333	0	0	18	0	0	0	0	0
4662420408	Upper Paradise - Stone Church to Rymal	450	0	0	0	383	0	0	68	0	0	0	0	0
4662420416	New Traffic Signal - Sherman Cut at Sherman Access	100	0	0	0	95	0	0	5	0	0	0	0	0
4662420417	New Traffic Signal - Centre Road at Carlisle Road	50	0	0	0	48	0	0	0	3	3	0	0	0
4662420418	New Traffic Signal - Emerald & Barton	350	0	0	0	333	0	0	18	0	0	0	0	0
4662420419	New Traffic Signal - Regional Road 20 at Westbrook	50	0	0	0	48	0	0	3	0	0	0	0	0
4662420420	West 5th MUP - Fennell Ave to Governor's Blvd (Mohawk College)	500	0	0	0	425	0	0	0	75	75	0	0	0
4662420423	New Pedestrian Crossings - Wilson St at Meadowbrook Dr/Hamilton Dr	250	0	0	0	0	0	0	0	250	250	0	0	0
4662420424	Traffic Signal Modernization - Upper James & Twenty	400	0	0	0	0	0	0	0	400	400	0	0	0
4662420425	New Pedestrian Crossings - Meadowlands Neighborhood	250	0	0	0	0	0	0	0	250	250	0	0	0
4662420426	New Intersection Pedestrian Signal (IPS) - 85 Centennial Parkway S	350	0	0	0	0	0	0	0	350	350	0	0	0
4662420427	Traffic Signal Modernization - Garth & Limeridge	400	0	0	0	0	0	0	400	0	0	0	0	0
4662420428	Traffic Signal Modernization - Hester at Upper James	50	0	0	0	0	0	0	0	50	50	0	0	0
4662420429	Traffic Signal Modernization - Dewitt & Highway 8 - Stoney Creek	350	0	0	0	0	0	0	0	350	350	0	0	0
4662420430	Traffic Signal Modernization - Gateshead/Durham & Highway 8 - Stoney Creek	50	0	0	0	0	0	0	0	50	50	0	0	0



2024 Capital Budget

Project ID	Project Title	Gross Cost	Grants & Subsidies	Other Revenue	Com. Benefit Charge (CBC)	Dev. Charges (Incl Debt)*	Rate Funding	Reserves	WIP	Net Costs	Financing Sources			
											From Operating	From Debt	From CCBF	From Other Reserves
4662420431	Traffic Signal Modernization - Grays Road & Highway 8 - Stoney Creek	50	0	0	0	0	0	0	0	50	50	0	0	0
4662420432	Traffic Signal Modernization - Mohawk & Upper Gage	400	0	0	0	0	0	0	0	400	400	0	0	0
4662420433	Old Ancaster and Ogilvie - Traffic Calming	350	0	0	0	0	0	0	0	350	350	0	0	0
4662420434	Traffic Signal Modernization - Highland & Upper Centennial Parkway	50	0	0	0	0	0	0	0	50	50	0	0	0
4662455403	Bicycle Lanes Asset Management / Condition Assessment Methodology	150	0	0	0	0	0	0	0	150	150	0	0	0
4662455457	Binbrook TMP Implementation	200	0	0	0	0	0	0	0	200	200	0	0	0
4662455486	Traffic Signs Asset Management / Condition Assessment Methodology	150	0	0	0	0	0	0	0	150	150	0	0	0
<i>Transportation Total</i>		36,298	0	0	0	5,528	0	2,190	4,862	23,719	21,649	0	2,070	0
<i>Waste Management</i>														
5120051501	Waste Collection Fleet Replacement	9,030	0	0	0	0	0	0	0	9,030	9,030	0	0	0
5120055137	Waste Management R & D Program	240	0	0	0	0	0	0	0	240	240	0	0	0
5120090200	Diversion Container Replacement Program	900	0	0	0	70	0	0	200	630	630	0	0	0
5120090700	Public Space & Special Event Containers	250	0	0	0	0	0	0	0	250	250	0	0	0
5120091000	Glanbrook Landfill Capital Improvement Program	324	0	0	0	0	0	0	324	0	0	0	0	0
5120091002	Stage 3 Development - Glanbrook Landfill Site	250	0	0	0	0	0	0	0	250	250	0	0	0
5120092000	Closed Landfill Maintenance & Capital Improvement Program	584	0	0	0	0	0	0	384	200	200	0	0	0
5120094001	Transfer Station/CRC Maintenance & Capital Improvement Program	330	0	0	0	0	0	0	100	230	230	0	0	0
5120094300	Maintenance & Capital Improvements to the Resource Recovery Centre (RRC) Program	220	0	0	0	77	0	0	143	0	0	0	0	0
5120094920	Environmental Services Legislative Compliance Program	205	0	0	0	0	0	0	100	105	105	0	0	0
5120095525	SWMMP Approvals	1,150	0	0	0	0	0	0	0	1,150	1,150	0	0	0
5122251102	Security System Upgrades - Waste Collections Yard	10	0	0	0	0	0	10	0	0	0	0	0	0



2024 Capital Budget

Project ID	Project Title	Gross Cost	Grants & Subsidies	Other Revenue	Com. Benefit Charge (CBC)	Dev. Charges (Incl Debt)*	Rate Funding	Reserves	WIP	Net Costs	Financing Sources			
											From Operating	From Debt	From CCBF	From Other Reserves
5122251104	Waste Collection Vehicle Technology	20	0	0	0	0	0	0	0	20	20	0	0	0
5122449001	Waste Collections Office Expansion Review and Office Configuration	150	0	0	0	0	0	150	0	0	0	0	0	0
5122451001	Waste Collection Mini Packer Acquisition	250	0	0	0	0	0	0	0	250	250	0	0	0
5122451002	Waste Collection Sidewalk Sweeper Acquisition	410	0	0	0	0	0	0	0	410	410	0	0	0
5122451003	Waste Collection Support Vehicle Acquisition	335	0	0	0	0	0	0	0	335	335	0	0	0
5122451104	Waste Collection Vehicle Technology	60	0	0	0	0	0	0	20	40	40	0	0	0
	<i>Waste Management Total</i>	<i>14,718</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>147</i>	<i>0</i>	<i>160</i>	<i>1,271</i>	<i>13,140</i>	<i>13,140</i>	<i>0</i>	<i>0</i>	<i>0</i>
PUBLIC WORKS Total		206,747	648	1,630	16	23,698	300	24,382	17,664	138,409	72,508	3,720	62,181	0
TOTAL 2024 TAX SUPPORTED CAPITAL BUDGET		368,381	3,515	2,255	476	48,280	300	58,521	19,025	236,008	115,023	3,720	62,421	54,844
Previously Approved 2024 Capital Program Projects		38,535	24,535	0	0	1,050	0	11,446	836	667	667	0	0	0
TOTAL 2024 CAPITAL PROGRAM		406,915	28,050	2,255	476	49,330	300	69,968	19,861	236,675	115,690	3,720	62,421	54,844

*Includes DC debt of \$17,427



2024 to 2033 Capital Financing Plan

Discretionary Tax Supported Net Capital Funding 2024-2033 Forecast

CAPITAL FINANCING PLAN (Net) (\$000's)	2023	2024	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	Totals 2024-2033
SOURCES OF FUNDING												
Sustainable Funding Sources												
Contribution from Operating	105,714	122,190	145,089	177,680	201,545	216,622	231,590	249,130	263,564	281,171	298,504	2,187,087
HUC/Alectra Dividends	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	23,000
HUC/Alectra Dividends - Poverty reduction	3,000	3,000	3,000	3,000	3,000	-	-	-	-	-	-	12,000
Canada Community Building Fund (CCBF)	35,537	62,421	40,216	35,537	35,537	35,537	35,537	35,537	35,537	35,537	35,537	386,933
Total Sustainable Funding Sources	146,551	189,911	190,605	218,517	242,382	254,459	269,427	286,967	301,401	319,008	336,341	2,609,020
Non-Sustainable Funding Sources												
Unallocated / Other Capital Reserve	6,500	24,612	11,607	-	-	-	-	-	-	-	-	36,219
Capital Financing Surplus	-	10,500	6,500	6,500	6,500	6,500	6,500	6,500	-	-	-	49,500
Housing Accelerator Fund	-	6,063	6,063	6,063	6,063	-	-	-	-	-	-	24,252
Building Faster Fund	-	6,750	6,750	6,750	-	-	-	-	-	-	-	20,250
Total Non-Sustainable Funding Sources	6,500	47,925	30,920	19,313	12,563	6,500	6,500	6,500	-	-	-	130,221
New External Debt (Principal)												
New Debt (West Harbour)	7,772	-	28,240	-	3,974	-	-	-	-	-	-	32,214
New Debt (ICIP Transit 15 Yr)	533	-	-	-	-	-	-	-	-	-	-	-



2024 to 2033 Capital Financing Plan

CAPITAL FINANCING PLAN (Net) (\$000's)	2023	2024	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	Totals 2024-2033
New Debt (Waste Management)	-	-	-	-	-	50,000	-	-	97,000	88,000	-	235,000
New Debt (Library Board)	-	-	-	-	-	22,550	-	-	5,600	-	-	28,150
New Debt (Police Marine Unit)	-	3,720	-	-	-	-	-	-	-	-	-	3,720
Transit MRF	-	-	99,268	-	-	-	-	-	-	-	-	99,268
Main Street Two-Way Conversion	-	-	-	13,110	13,090	-	-	-	-	-	-	26,200
Macassa B Wing Expansion	-	-	16,224	-	-	-	-	-	-	-	-	16,224
General Debt	-	-	375	840	-	-	1,460	-	6,970	7,615	1,115	18,375
Total New External Debt (Principal)	8,305	3,720	144,107	13,950	17,064	72,550	1,460	-	109,570	95,615	1,115	459,151
Total Funding (Net)	161,356	241,557	365,632	251,780	272,010	333,509	277,387	293,467	410,971	414,623	337,456	3,198,392
NET CAPITAL FUNDING (\$000's)												
Block Funding												
Corporate Services	1,955	500	148	151	155	159	163	168	172	176	176	1,969
Information Technology	3,755	3,686	4,586	4,709	4,829	4,953	5,080	5,210	5,343	5,480	5,620	49,496
Corporate Facilities	6,308	9,691	7,518	7,711	7,908	8,111	8,318	8,531	8,750	8,974	8,974	84,485
Cultural Facilities	2,575	2,585	2,792	2,864	2,937	3,012	3,089	3,168	3,249	3,333	3,333	30,362
DC exemptions	12,951	55,642	57,066	58,527	60,025	61,562	63,138	64,754	66,412	68,112	69,856	625,094
Commercial Districts and Small Business	3,042	3,298	3,625	3,718	3,813	3,911	4,011	4,114	4,219	4,327	4,327	39,365
Economic Development Initiatives	2,053	2,000	3,281	3,365	3,451	3,539	3,630	3,723	3,818	3,916	3,916	34,640
Fire / Paramedic Services	1,376	1,600	1,640	1,682	1,726	1,770	1,815	1,861	1,909	1,958	1,958	17,920



2024 to 2033 Capital Financing Plan

CAPITAL FINANCING PLAN (Net) (\$000's)	2023	2024	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	Totals 2024-2033
Forestry & Horticulture	1,851	35	2,206	2,263	2,321	2,380	2,441	2,504	2,568	2,634	2,634	21,985
Health and Safe Communities - Other Div	310	256	262	269	276	283	290	298	305	313	313	2,867
Housing Services	3,653	4,400	4,682	4,466	4,580	4,698	4,818	4,941	5,068	5,198	5,198	48,049
Long Term Care Facilities	688	500	820	841	863	885	908	931	955	979	979	8,660
Park Development (New/Expansion)	4,511	4,674	5,317	5,453	5,593	5,736	5,883	6,033	6,188	6,346	6,346	57,567
Park's Operations	1,566	1,876	1,867	1,915	1,964	2,014	2,066	2,118	2,173	2,228	2,228	20,448
Parkland Acquisition	2,064	2,399	2,461	2,524	2,588	2,655	2,723	2,792	2,864	2,937	3,012	26,954
Planning / Development	1,322	1,419	213	219	224	230	236	242	248	255	255	3,541
Recreation Facilities	6,303	7,052	7,513	7,706	7,903	8,105	8,313	8,526	8,744	8,968	8,968	81,798
Roads / Bridges / Sidewalk / Street Lighting / Traffic	65,852	72,385	89,811	102,092	114,176	126,569	139,279	152,315	165,684	179,395	193,458	1,335,164
Block Funding Total	122,135	173,998	195,810	210,475	225,333	240,572	256,200	272,229	288,668	305,528	321,550	2,490,364
Corporate Initiatives												
Ash Borer	-	-	-	-	-	-	-	-	-	-	-	-
City Manager	44	1,868	500	3,000	1,500	-	-	-	-	-	-	6,868
DC Exemptions Beyond Block	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	-	-	-	45,500
Main Street Two-Way Conversion		500	500	13,110	13,090	-	-	-	-	-	-	27,200
Macassa B Wing Expansion		-	16,224	-	-	-	-	-	-	-	-	16,224
Corporate Facilities Security Program	800	-	800	800	800	800	800	800	800	800	800	7,200
Climate Change Action Plan	3,300	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	25,000
Transit & ICIP	2,666	28,194	105,115	1,125	4,125	4,000	3,950	3,950	3,950	3,950	7,650	166,009



2024 to 2033 Capital Financing Plan

CAPITAL FINANCING PLAN (Net) (\$000's)	2023	2024	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	Totals 2024-2033
Waste Management	2,870	13,140	2,892	10,123	8,190	46,119	2,989	3,398	105,553	98,582	355	291,341
West Harbour Development	8,172	4,404	31,290	1,005	4,674	-	1,412	-	-	-	-	42,786
Corporate Initiatives Total	27,852	57,106	166,321	38,163	41,379	59,919	18,151	17,148	112,803	105,832	11,305	628,128
Total Block & Corporate Initiatives	149,987	231,104	362,131	248,638	266,712	300,491	274,351	289,377	401,471	411,360	332,855	3,118,492
Boards & Agencies												
CityHousing Hamilton	688	0	820	841	863	885	908	931	955	979	1,004	8,185
Hamilton Conservation Authority	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,000
Library	-	1,080	-	-	-	22,550	-	-	5,600	-	-	29,230
Police Services	4,565	7,372	680	300	1,100	400	125	420	940	280	1,596	13,213
Boards & Agencies Total	7,253	10,452	3,500	3,141	3,963	25,835	3,033	3,351	9,495	3,259	4,600	70,628
Total Net Capital Funding	157,240	241,556	365,631	251,779	270,675	326,326	277,384	292,728	410,966	414,619	337,454	3,189,120
Unallocated - Surplus(Shortfall)	4,117	0	1	0	1,334	7,183	4	739	6	4	2	9,272



| RATE SUPPORTED BUDGET AND FINANCING PLAN

2024 Rate Supported Budget and Financing Plan

2024 Hamilton Water, Wastewater and Storm Operating Budget

	2023 Restated Budget (\$)	2023 Projected Actual (\$)	2024 Approved Budget (\$)	2024 vs. 2023 Budget (\$)	
EXPENDITURES					
Operating Expenditures					
Divisional Administration & Support	11,498,313	14,487,816	11,911,663	413,350	3.6%
Woodward Upgrades	1,953,429	1,953,429	1,862,321	(91,108)	-4.7%
Customer Service & Community Outreach	6,923,785	8,998,306	11,957,546	5,033,761	72.7%
Compliance & Regulations	7,843,466	7,732,610	9,035,998	1,192,532	15.2%
Water Distribution & Wastewater Collection	24,239,426	24,239,426	25,449,695	1,210,269	5.0%
Plant Operations	35,866,472	36,862,400	40,003,970	4,137,498	11.5%
Plant Maintenance	12,563,094	12,563,094	13,618,557	1,055,463	8.4%
Capital Planning & Delivery	5,306,737	5,306,737	5,905,415	598,678	11.3%
Watershed Management	1,642,718	1,642,718	1,863,619	220,901	13.4%
Wastewater Abatement Program	1,142,465	1,142,465	1,141,839	(626)	-0.1%
Alectra Utilities Service Contract	6,010,198	6,010,198	6,250,606	240,408	4.0%
Low Income Seniors Utility Rebate	500,328	500,328	500,061	(267)	-0.1%
Sewer Lateral Management Program	325,000	325,000	300,000	(25,000)	-7.7%
Hamilton Harbour Remedial Action Plan	604,011	604,011	679,084	75,073	12.4%
Protective Plumbing Program (3P)	752,938	752,938	750,016	(2,922)	-0.4%
Financial Charges	86,118	86,118	84,483	(1,635)	-1.9%
Sub-Total	117,258,498	123,207,595	131,314,874	14,056,376	12.0%
Capital and Reserve Recoveries	(8,746,180)	(8,746,180)	(10,201,749)	(1,455,569)	16.6%
Sub-Total Operating Expenditures	108,512,318	114,461,415	121,113,125	12,600,807	11.6%
CAPITAL AND RESERVE IMPACTS ON OPERATING					
Contributions to Capital					
Water Quality Initiatives	64,300,080	62,960,080	61,897,966	(2,402,114)	-3.7%
Wastewater	54,231,042	54,901,042	53,114,298	(1,116,744)	-2.1%
Stormwater	14,822,000	15,492,000	19,858,000	5,036,000	34.0%
Sub-Total Contributions to Capital	133,353,122	133,353,122	134,870,264	1,517,142	1.1%



2024 Rate Supported Budget and Financing Plan

	2023 Restated Budget (\$)	2023 Projected Actual (\$)	2024 Approved Budget (\$)	2024 vs. 2023 Budget (\$)	
Contributions for DC Exemptions					
Water Quality Initiatives	2,520,000	2,520,000	18,872,380	16,352,380	648.9%
Wastewater	4,590,000	4,590,000	11,323,428	6,733,428	146.7%
Stormwater	1,890,000	1,890,000	7,548,952	5,658,952	299.4%
Sub-Total Contributions for DC Exemptions	9,000,000	9,000,000	37,744,760	28,744,760	319.4%
Capital Debt Charges					
Water Quality Initiatives	11,694,759	7,973,746	11,493,793	(200,966)	-1.7%
Wastewater	13,229,466	7,728,980	12,870,675	(358,791)	-2.7%
Stormwater	3,780,708	2,921,146	4,171,929	391,221	10.3%
DC Debt Charges Recoveries	(7,123,627)	(457,127)	(5,925,607)	1,198,020	-16.8%
Sub-Total Debt Charges	21,581,306	18,166,745	22,610,790	1,029,484	4.8%
Sub-Total Capital Financing	163,934,428	160,519,867	195,225,814	31,291,386	19.1%
Reserve Transfers	(2)	(2,624,538)	(13,000,001)	(12,999,999)	N/A
Sub-Total Capital and Reserve Impacts on Operating	163,934,426	157,895,329	182,225,814	18,291,388	11.2%
TOTAL EXPENDITURES	272,446,745	272,356,743	303,338,939	30,892,194	11.3%
REVENUES					
Rate Revenue					
Residential	121,736,239	121,736,239	134,524,794	12,788,555	10.5%
Industrial/Commercial/Institutional/Multi-res	128,334,602	128,084,602	140,870,792	12,536,190	9.8%
Haldimand	3,606,687	3,806,687	3,959,129	352,442	9.8%
Halton	310,551	310,550	338,834	28,283	9.1%
Raw Water	190,100	150,100	197,704	7,604	4.0%
Non-Metered	1,100,000	1,100,000	1,195,700	95,700	8.7%
Private Fire Lines	1,800,000	1,800,000	1,956,600	156,600	8.7%
Hauler / 3rd Party Sales	1,892,800	1,892,800	1,968,512	75,712	4.0%
Overstrength Agreements	3,439,098	3,439,098	3,507,880	68,782	2.0%
Sewer Surcharge Agreements	7,005,322	7,005,322	7,145,429	140,107	2.0%



2024 Rate Supported Budget and Financing Plan

	2023 Restated Budget (\$)	2023 Projected Actual (\$)	2024 Approved Budget (\$)	2024 vs. 2023 Budget (\$)	
Sub-Total Utility Rates	269,415,400	269,325,398	295,665,374	26,249,974	9.7%
Non-Rate Revenue					
Local Improvement Recoveries	275,850	275,850	275,850	-	0.0%
Permits / Leases / Agreements	1,151,958	1,151,958	1,198,036	46,078	4.0%
Investment Income	450,000	450,000	450,000	-	0.0%
General Fees and Recoveries	1,153,537	1,153,537	1,199,679	46,142	4.0%
Building Faster Fund	-	-	4,550,000	4,550,000	N/A
Sub-Total Non-Rate Revenue	3,031,345	3,031,345	7,673,565	4,642,220	153.1%
TOTAL REVENUES	272,446,745	272,356,743	303,338,939	30,892,194	11.3%
NET EXPENDITURES	-	-	-	-	0.0%



2024 Rate Supported Budget and Financing Plan

2024 Hamilton Water, Wastewater and Storm Capital Budget Capital Financing for Projects Included in Financing Plan (\$000's)

Project ID	Project Title	Gross Cost	Grants & Subsidies	Dev. Charges (Incl Debt)	Reserves	WIP	Net Costs	Financing Sources	
								From Operating	From Debt
WATER									
5142171328	Southcote - Garner to Highway 403 Bridge	500	0	250	0	0	250	250	0
5142480388	Lewis - Barton to Hwy 8	750	0	750	0	0	0	0	0
5142399999	Rates Projects Included in Tax Budget	300	0	0	0	0	300	300	0
5142467057	Soil Remediation - Water Reservoir Sites	3,330	0	0	0	0	3,330	3,330	0
5142171310	Barton - Parkdale to Talbot	240	0	0	0	0	240	240	0
5142471304	Ferguson/Foster/Walnut/Patrick/Charlton/James	500	0	0	0	0	500	500	0
5142471307	Duke - Hess to west end & Robinson - Queen to west end	50	0	0	0	0	50	50	0
5142480584	RHBP - Nebo - Rymal to Twenty	810	0	0	0	0	810	810	0
5141971313	Sherman - King to south end (LRT Enabling)	180	50	0	0	0	130	130	0
5141971314	Wentworth - Wilson to King (LRT Enabling)	266	260	0	0	0	6	6	0
5141971315	Main - Delena to Normanhurst & Normanhurst - Main to Queenston (LRT Enabling)	7,530	6,730	0	0	0	800	800	0
5142070015	Main - Delena to Normanhurst & Normanhurst - Main to Queenston (LRT Enabling)	165	0	0	0	0	165	165	0



2024 Rate Supported Budget and Financing Plan

Project ID	Project Title	Gross Cost	Grants & Subsidies	Dev. Charges (Incl Debt)	Reserves	WIP	Net Costs	Financing Sources	
								From Operating	From Debt
5142363277	Hwy 5 and 6 MTO Interchange Strategic Upsizing of Existing Watermains	1,240	0	0	0	0	1,240	1,240	0
5142067420	St. Joseph's Tank Pulsation Dampener (HD002STK)	450	0	0	0	0	450	450	0
5142166608	Lynden Water System - Phase 2 Treatment	300	0	0	0	0	300	300	0
5142320499	City Initiated Subsurface Priorities Coordinated or Integrated with LRT	3,010	0	1,505	0	0	1,505	1,505	0
5142467423	Freelton Well (FDF01) Capacity Increase	880	0	0	0	880	0	0	0
5142496850	Locke St Trunk Watermain - Main to York (W-19)	180	0	180	0	0	0	0	0
5142257800	Water Facility Asset Management Implementation Plan	110	0	0	0	0	110	110	0
5142355010	Water Systems Planning Program	670	0	0	0	0	670	670	0
5142355247	Alterations to the Drinking Water System	180	0	0	0	0	180	180	0
5142355340	Water Distribution Studies	300	0	0	0	0	300	300	0
5142355556	Mapping Update Program	130	0	0	0	90	40	40	0
5142355851	Water Efficiency Plan/Program	120	0	0	0	102	18	18	0
5142366711	Water Treatment Studies Program	300	0	0	0	0	300	300	0
5142367752	Water Outstations Inspections - Asset Management	650	0	0	0	0	650	650	0
5142406222	Lake Ontario Monitoring & Modelling	200	0	0	0	0	200	200	0
5142455789	Plant Maintenance and Reliability Studies	150	0	0	0	0	150	150	0
5142480486	Red Hill Business Park South Servicing Study - Water/Wasterwater	200	0	200	0	0	0	0	0



2024 Rate Supported Budget and Financing Plan

Project ID	Project Title	Gross Cost	Grants & Subsidies	Dev. Charges (Incl Debt)	Reserves	WIP	Net Costs	Financing Sources	
								From Operating	From Debt
5142495850	Greenhill Water Pumping Station Class Environmental Assessment	1,100	0	0	0	0	1,100	1,100	0
5142362073	Field Data Systems Program	169	0	0	0	59	110	110	0
5142480480	Fletcher Road Watermain - Binbrook Rd to Pumpkin Pass	389	0	389	0	0	0	0	0
5142480485	Glancaster Rd Watermain - Rymal Rd to Twenty Rd	200	0	200	0	0	0	0	0
		0	0	0	0	0	0	0	0
5141495551	PD7 (Upper Stoney Creek/Glanbrook) Elevated Reservoir (W-23)	5,300	0	5,300	0	0	0	0	0
5141895852	Carlisle Water Supply System - Additional Water Storage (CASH FLOWED)	150	0	0	0	0	150	150	0
5142167840	PD9 & PD10 East Stoney Creek Booster Pumping Station	3,150	0	0	0	0	3,150	0	3,150
5142351110	Fleet Additions	1,375	0	0	0	875	500	500	0
5142361502	Water Meter - Installation/Replacement/Repair - General Maintenance	4,015	0	0	0	700	3,315	3,315	0
5142441226	New Water and Wastewater Operations Facilities (CASH FLOWED)	375	0	0	0	0	375	375	0
5142460550	Utility Locate Program - Vehicle & Equipment	900	0	0	900	0	0	0	0
5142495552	P.S. HD07A - New District 7 (Elfrida area) Pumping Station (W-21)	290	0	290	0	0	0	0	0
5141269250	HVAC system Upgrades at New Environmental Laboratory and Administration Building	3,110	0	0	0	750	2,360	2,360	0

2024 Rate Supported Budget and Financing Plan

Project ID	Project Title	Gross Cost	Grants & Subsidies	Dev. Charges (Incl Debt)	Reserves	WIP	Net Costs	Financing Sources	
								From Operating	From Debt
5141567520	Stone Church/Garth Water (HDR05) Reservoir	4,175	0	0	0	0	4,175	135	4,040
5141695883	PS HD016 (York and Valley) Capacity Upgrade, Standby Power & Building Expansion (W-26) (CASH FLOWED)	75	0	68	0	0	8	8	0
5141760754	Kenilworth Transmission Watermain Renewal	500	0	0	0	0	500	500	0
5141795850	Greenhill PS HD04B & HD05A Upgrades (W-28) (CASH FLOWED)	4,570	0	1,802	0	0	2,768	2,768	0
5141967375	HDR01 Kenilworth and HDR1C Ben Nevis Reservoir Upgrades	250	0	0	0	0	250	250	0
5141995951	Binbrook HD019 PS Capacity Expansion (W-20) & Binbrook Tower HDT23 Upgrades	820	0	820	0	0	0	0	0
5142067450	Lee Smith Reservoir (HDR00) Upgrades	825	0	0	0	0	825	825	0
5142166110	Water Treatment Plant Phase 2A Water Quality Upgrades (UV Disinfection, Filters & Chlorine Building)	6,810	0	0	0	0	6,810	0	6,810
5142167420	HDR18 Glancaster Reservoir Ugrades	1,200	0	0	0	0	1,200	1,200	0
5142167421	HDR11 Woodley Lane Reservoir Upgrades	1,200	0	0	0	0	1,200	1,200	0
5142266320	Woodward Water Treatment Plant - Low Lift Pumping Station Intake Repairs	1,000	0	0	0	0	1,000	1,000	0
5142267585	Diesel Fuel Storage Compliance Upgrades	1,200	0	0	0	0	1,200	1,200	0
5142311101	Road Cut Restoration Program	8,215	0	0	0	8,215	0	0	0
5142357626	Critical Watermain Inspection Program	1,800	0	0	0	1,200	600	600	0
5142360072	Watermain Structural Lining	7,500	0	0	0	7,500	0	0	0



2024 Rate Supported Budget and Financing Plan

Project ID	Project Title	Gross Cost	Grants & Subsidies	Dev. Charges (Incl Debt)	Reserves	WIP	Net Costs	Financing Sources	
								From Operating	From Debt
5142360330	Water Distribution Capital Repairs, Replacement and New Installation Parts	1,700	0	0	0	0	1,700	1,700	0
5142361741	Resetting or Adjusting of Water Utility Structures	250	0	0	0	0	250	250	0
5142366712	Water Maintenance - Rebuild, Replacement and New Capital	700	0	0	0	640	60	60	0
5142366713	Water Maintenance Capital Program	2,500	0	0	0	1,470	1,030	1,030	0
5142367187	Bulk Water Stations Upgrades	200	0	0	0	0	200	200	0
5142441413	Brampton Street Facility office rehabilitation	6,050	0	1,634	0	0	4,417	4,417	0
5142466450	Woodward WTP - HLPS Large Valve Upgrades & Sedimentation Tank Concrete Restorations	1,370	0	0	0	0	1,370	1,370	0
5142466710	Miscellaneous Roof Replacement at Hamilton Water Facilities	100	0	0	0	0	100	100	0
5142467221	Scenic Drive Reservoir New Access and Structural/Restoration Upgrades	4,300	0	0	0	0	4,300	4,300	0
5142467586	HD06B Tunbridge & HD018/HDR18 Underground Diesel Storage Tanks	150	0	0	0	0	150	150	0
		0	0	0	0	0	0	0	0
5142066310	WTP Pre-Treatment Isolation Valves	675	0	0	0	0	675	675	0
5142201967	New Water WW Billing Services	5,000	0	0	0	0	5,000	5,000	0
5142349555	QA-QC Service Contract Program	315	0	0	0	315	0	0	0
5142360080	Valve Replacement Program	2,400	0	0	0	2,400	0	0	0
5142360750	Unscheduled Valve, Hydrant, Watermain & Misc Water Replace Program	5,000	0	0	0	1,250	3,750	3,750	0
5142362078	Substandard Water Service Replacement Program	2,500	0	0	0	0	2,500	2,500	0



2024 Rate Supported Budget and Financing Plan

Project ID	Project Title	Gross Cost	Grants & Subsidies	Dev. Charges (Incl Debt)	Reserves	WIP	Net Costs	Financing Sources	
								From Operating	From Debt
5142366151	SCADA Maintenance Program	275	0	0	0	0	275	275	0
5142461302	Bold - Queen to Locke	700	0	0	0	0	700	700	0
5142467220	Greenville & Carlisle Well Stations - UV Replacement	1,100	0	0	0	0	1,100	1,100	0
5142472420	Bridge 451 - Hwy 5 E, 120m e/o Mill St S	300	0	0	0	0	300	300	0
5142266351	Woodward SCADA Cybersecurity Program	200	0	0	0	0	200	200	0
5142266871	Hamilton Water Capital Security Plan	1,130	0	0	0	1,130	0	0	0
5142101000	Unalloc Staff Cost Recoveries	2,500	0	0	0	0	2,500	2,500	0
5142301099	Engineering Services Staffing Costs - Water	4,500	0	0	0	3,468	1,032	1,032	0
WATER Total		128,269	7,040	13,387	900	31,044	75,898	61,898	14,000
WASTEWATER									
5162180187	Garner Road Trunk Sanitary Sewer - Hwy 6 w/o Raymond - CASH FLOW	10,000	0	10,000	0	0	0	0	0
5162371015	Sewer Lateral Replacement for Co-ordinated Projects	750	0	0	0	750	0	0	0
5162471307	Duke - Hess to west end & Robinson - Queen to west end	30	0	0	0	0	30	30	0
5162471325	CCBF - Corktown Neighbourhood - Phase 2	100	0	0	0	0	100	100	0
5162071315	Main - Queenston Traffic Circle to Delena & Rosewood (LRT Enabling)	85	0	0	0	0	85	85	0
5162241350	Pilot solar power installation at a Class B Hamilton Water facility	400	0	0	0	0	400	400	0
5162360303	Rosemary/Wentworth Regulator Gate (HCG03)	200	0	0	0	0	200	200	0



2024 Rate Supported Budget and Financing Plan

Project ID	Project Title	Gross Cost	Grants & Subsidies	Dev. Charges (Incl Debt)	Reserves	WIP	Net Costs	Financing Sources	
								From Operating	From Debt
5162467374	HC058 Binbrook SPS Odour Control	350	0	0	0	0	350	350	0
5161966102	Woodward WWTP - Expansion (CASH FLOWED)	7,570	0	5,526	0	0	2,044	2,044	0
5162467373	HC005 Old Dundas Rd SPS Capacity Expansion	200	0	0	0	0	200	200	0
5162480480	Millen Road Sanitary Sewer QEW crossing	2,000	0	2,000	0	0	0	0	0
5160055470	Capital Infrastructure Inspection & Condition Assessment Program – Linear Wastewater & Storm	2,500	0	0	0	2,489	11	11	0
5162055050	Municipal Class EA Studies	200	0	0	0	0	200	200	0
5162168777	Chedoke Creek Water Quality Improvements (CASH FLOWED)	1,100	0	0	1,100	0	0	0	0
5162255242	Combined Sewer Outfall Monitoring Study	40	0	0	0	0	40	40	0
5162257800	Wastewater Facility Asset Management Implementation Plan	110	0	0	0	0	110	110	0
5162262305	Ainslie Wood Sewer Improvements	550	0	0	0	0	550	550	0
5162349555	QA-QC Service Contract Program	345	0	0	0	145	200	200	0
5162355010	Wastewater Systems Planning	730	0	0	0	0	730	730	0
5162355556	Mapping Update Program	116	0	0	0	76	40	40	0
5162355880	Inflow & Infiltration Studies and Flow Monitoring Program	1,060	0	530	0	0	530	530	0
5162357545	Wastewater Computer Model Update & Maintenance	500	0	0	0	0	500	500	0
5162366711	Wastewater Treatment Studies Program	150	0	0	0	0	150	150	0
5162367752	Wastewater Outstation Inspections - Asset Management Program	620	0	0	0	0	620	620	0



2024 Rate Supported Budget and Financing Plan

Project ID	Project Title	Gross Cost	Grants & Subsidies	Dev. Charges (Incl Debt)	Reserves	WIP	Net Costs	Financing Sources	
								From Operating	From Debt
5162455789	Plant Maintenance and Reliability Studies	150	0	0	0	0	150	150	0
5162466575	Greenhouse Gas and Energy Assessment of Hamilton Water Facilities	400	0	0	0	0	400	400	0
5162562543	CSO Characterization Program	200	0	0	0	0	200	200	0
5162362073	Field Data Systems Program	200	0	0	0	90	110	110	0
5162360315	Parkside Drive Fire/EMS Facility Servicing	800	0	0	0	0	800	800	0
5162360316	Parkside Drive Fire/EMS Facility Servicing Interim	1,000	0	0	0	0	1,000	1,000	0
5162480481	Barton St Sanitary Sewer - 200m east of McNeilly to Lewis	869	0	869	0	0	0	0	0
5162480482	Barton St Sanitary Sewer - Lewis to 350m east of Lewis	507	0	456	0	0	51	51	0
5162480483	Barton St Sanitary Sewer - McNeilly Rd to 200m east of McNeilly Rd	270	0	270	0	0	0	0	0
5161667421	New Haulage Receiving Station	1,070	0	0	0	0	1,070	1,070	0
5162441226	New Water and Wastewater Operations Facilities (CASH FLOWED)	375	0	0	0	0	375	0	375
5160060471	Capital Infrastructure Renewal Program – Linear Wastewater & Storm	7,250	0	0	0	2,650	4,600	4,600	0
5160966910	Woodward WWTP - Biosolids Management Facility	2,770	0	526	0	0	2,244	2,244	0
5161266213	Dundas WWTP Improvements (CASH FLOWED)	1,150	0	0	0	0	1,150	1,150	0
5161467756	Greenhill & Cochrane HCS01 Combined Sewer Overflow Tank Cleaning & Upgrades (CASH FLOWED)	350	0	0	0	0	350	350	0



2024 Rate Supported Budget and Financing Plan

Project ID	Project Title	Gross Cost	Grants & Subsidies	Dev. Charges (Incl Debt)	Reserves	WIP	Net Costs	Financing Sources	
								From Operating	From Debt
5161667622	FC001, DC009 & HC011 Wastewater Pumping Stations Upgrades	200	0	100	0	0	100	100	0
5161966511	Woodward WWTP - Digester 3 & 5 (CASH FLOWED)	1,850	0	0	0	0	1,850	1,850	0
5162066813	Dundas WWTP - Health & Safety Immediate Needs	5,150	0	0	0	0	5,150	5,150	0
5162067420	Main & King CSO Rehabilitation	500	0	0	0	0	500	500	0
5162167420	DC007 McMaster Sewage Pumping Station Upgrades	250	0	0	0	0	250	250	0
5162266911	Woodward WWTP - North Digester Complex Rehabilitation (CASH FLOW)	1,600	0	0	0	0	1,600	1,600	0
5162267585	Diesel Fuel Storage Compliance Upgrades	3,300	0	0	0	0	3,300	3,300	0
5162311101	Road Cut Restoration Program	2,300	0	0	0	1,609	691	691	0
5162360302	Cross Connections Program	400	0	0	0	0	400	400	0
5162360522	Sewer Lateral Management Program (WWC)	5,340	0	0	0	1,840	3,500	3,500	0
5162360942	Ancaster Sewage Works Sewer & Pipe Bridge Rehabilitation - Hwy 403 to Bluebell	500	0	0	0	0	500	500	0
5162361741	Resetting or Adjusting of Wastewater Utility Structures	250	0	0	0	0	250	250	0
5162366420	Woodward WWTP - Primary Clarifiers (Galleries 1-8)	14,650	0	0	0	0	14,650	0	14,650
5162366712	Wastewater Maintenance - Rebuild, Replacement and New Capital	1,000	0	0	0	0	1,000	1,000	0
5162366713	Wastewater Capital Maintenance Program	4,000	0	0	0	650	3,350	3,350	0

2024 Rate Supported Budget and Financing Plan

Project ID	Project Title	Gross Cost	Grants & Subsidies	Dev. Charges (Incl Debt)	Reserves	WIP	Net Costs	Financing Sources	
								From Operating	From Debt
5162367425	Beach Boulevard (HC031) Wastewater Pumping Station Upgrades	660	0	0	0	0	660	660	0
5162460051	Satellite City - Phase 2	2,000	0	0	0	0	2,000	356	1,644
5162460372	Large Sewer Lining - Blanshard St: Locke St to Poulette St	500	0	0	0	0	500	500	0
5162460572	Large Sewer Lining : Upper James – Inverness to Claremont	180	0	0	0	0	180	180	0
5162460592	Strathearne - Barton to Brampton	200	0	0	0	0	200	200	0
5162461401	Mountain Industrial Trunk Sewer Rehab - Glover to Rymal	500	0	0	0	0	500	500	0
5162461402	Governor's Rd - Sanitary Trunk Rehabilitation	1,000	0	0	0	0	1,000	1,000	0
5162466220	Dundas WWTP Digester Storage Tank Upgrades	1,000	0	0	0	0	1,000	1,000	0
5162467375	Parkdale Wastewater Outstation (HC001) Health & Safety Upgrades	1,210	0	0	0	0	1,210	1,210	0
5162467586	HC017 Eastport Underground Diesel Storage Tank	130	0	0	0	0	130	130	0
5162360820	Open Cut Repairs for CIPP Program	500	0	0	0	420	80	80	0
5162361740	Unscheduled Manhole and Sewermain Replacement Program	980	0	0	0	330	650	650	0
5162366151	SCADA Maintenance Program	275	0	0	0	0	275	275	0
5162367065	Replacement of the Eastport Sanitary Pumping Station	400	0	0	0	0	400	400	0
5162418420	Bridge 451 - Hwy 5 E, 120m e/o Mill St S	3,500	0	0	0	300	3,200	0	3,200
5162466121	Woodward WWTP - Dewatering Polymer System Upgrades	300	0	0	0	0	300	300	0

2024 Rate Supported Budget and Financing Plan

Project ID	Project Title	Gross Cost	Grants & Subsidies	Dev. Charges (Incl Debt)	Reserves	WIP	Net Costs	Financing Sources	
								From Operating	From Debt
5162266351	Woodward SCADA Cybersecurity Program	200	0	0	0	0	200	200	0
5162301099	Engineering Services Staffing Costs - Wastewater	4,500	0	0	0	682	3,818	3,818	0
WASTEWATER Total		106,392	0	20,278	1,100	12,031	72,983	53,114	19,869
STORM									
5182271328	Southcote - Garner to Highway 403 Bridge	1,260	0	0	0	0	1,260	0	1,260
5182471325	CCBF - Corktown Neighbourhood - Phase 2	1,000	0	0	0	0	1,000	1,000	0
5182470235	Mountain Park Ave Phase 02 - East Of Poplar Ave To Bridge Over Sherman Access and Mountain Brow Trail	100	0	0	0	0	100	100	0
5182471089	Bridge 089 - Creighton Rd, 30 m s/o Mill St	450	0	0	0	0	450	450	0
5182471322	Birch Ave (Phase 2) - Princess St to Burlington St	150	0	0	0	0	150	150	0
5182172210	Barton - Parkdale to Talbot	320	0	0	0	0	320	320	0
5182371309	Wilson - Wentworth to Sherman	100	0	0	0	0	100	100	0
5182471114	Pinelands / Teal / Garden / Community / Greensfield	100	0	0	0	0	100	100	0
5182471305	Upper James - Mohawk to Fennell	100	0	0	0	0	100	100	0
5182472422	Byron and Aubrey Urbanization	150	0	0	0	0	150	150	0
5182170010	Barton - Parkdale to Talbot - Coordinated Road Restoration	240	0	0	0	0	240	240	0
5181972940	Evans Road Culvert Twinning	135	0	0	0	88	47	47	0
5182317550	Small Culvert Rehab/Repair - Engineering Services	363	0	0	0	363	0	0	0



2024 Rate Supported Budget and Financing Plan

Project ID	Project Title	Gross Cost	Grants & Subsidies	Dev. Charges (Incl Debt)	Reserves	WIP	Net Costs	Financing Sources	
								From Operating	From Debt
5182349555	QA-QC Service Contract Program	200	0	0	0	0	200	200	0
5182355340	Stormwater & Drainage Studies	300	0	0	0	0	300	300	0
5182355347	Watercourse Erosion Sites Rehabilitation and Mitigation	320	0	0	0	0	320	320	0
5182355421	Stormwater System Planning Program	440	0	0	0	0	440	440	0
5182355556	Mapping Update Program	117	0	0	0	77	40	40	0
5182357545	Stormwater Computer Model and Flow Monitoring	1,220	0	0	0	0	1,220	1,220	0
5182367751	Stormwater Infrastructure Criticality Assessment	320	0	0	0	0	320	320	0
5182368678	City of Hamilton Watershed Action Plan	200	0	0	0	0	200	200	0
5182374680	Storm Sewer Network Planning - Transportation Program	750	0	0	0	0	750	750	0
5182374840	Stormwater Analysis for Bridge, Culvert and Ditch Replacement Projects	570	0	0	0	0	570	570	0
5182374951	Shoreline Protection Program	1,000	0	0	0	250	750	750	0
5182418401	Citywide Driveway Culvert and Ditch Identification	675	0	0	0	0	675	675	0
5182455425	Stormwater Marketing Campaign	150	0	0	0	150	0	0	0
5182480484	Dartnall Rd Extension SWM Strategy Study	300	0	300	0	0	0	0	0
5182362073	Field Data Systems Program	194	0	0	0	84	110	110	0
5182360315	Parkside Drive Fire/EMS Facility Servicing	2,340	0	0	0	0	2,340	2,340	0
5182067875	Beach Strip Stormwater Pumping Stations (CASH FLOWED)	830	0	0	0	0	830	0	830
5182323875	Beach Strip Stormwater Collection System Improvements	620	0	0	0	0	620	0	620
5182380090	Storm Water Management Program	4,000	0	4,000	0	0	0	0	0



2024 Rate Supported Budget and Financing Plan

Project ID	Project Title	Gross Cost	Grants & Subsidies	Dev. Charges (Incl Debt)	Reserves	WIP	Net Costs	Financing Sources	
								From Operating	From Debt
5182460214	SERG - Parkside & Kipling Stormwater Infrastructure - CASH FLOW	200	0	0	0	0	200	20	180
5182480491	SWMP - SCM22 - Nash Neighbourhood - Davis Creek Subwatershed Study	2,970	0	2,970	0	0	0	0	0
5182480496	SWMP - SCL12 - Block 3 - Fruitland/Winona Subwatershed Study (Phase 3)	10,334	0	10,334	0	0	0	0	0
5182480497	SWMP - SCM21 - Nash Neighbourhood - Davis Creek	4,746	0	4,746	0	0	0	0	0
5181767723	Grafton and Centennial Stormwater Pumping Stations - Standby Power	750	0	0	0	0	750	750	0
5182317152	Right of Way Drainage Program	2,470	0	0	0	0	2,470	2,470	0
5182317549	Concrete Box Culvert Rehab/Repair - T.O.M.	250	0	0	0	0	250	250	0
5182360622	SWM Facility Maintenance Program	2,087	0	0	0	87	2,000	2,000	0
5182374950	Watercourse and Drainage Channel Maintenance	1,260	0	0	0	800	460	460	0
5182417402	Sydenham Hill Cross Culvert Replacements	320	0	0	0	0	320	320	0
5182460430	Queenston Storm Sewer Rehabilitation	500	0	0	0	0	500	500	0
5181874841	Lower Davis Creek - Flood Control Facility	300	0	0	0	0	300	300	0
5182317458	Catch Basin Replacement/Rehabilitation Program	750	0	0	0	0	750	750	0
5182318320	Woodhill Road Culvert	1,500	0	0	0	0	1,500	0	1,500
5182361740	Unscheduled Manhole and Sewermain Replacement Program	200	0	0	0	0	200	200	0
5182372074	Contingency for Unscheduled Works Program	100	0	0	0	100	0	0	0



2024 Rate Supported Budget and Financing Plan

Project ID	Project Title	Gross Cost	Grants & Subsidies	Dev. Charges (Incl Debt)	Reserves	WIP	Net Costs	Financing Sources	
								From Operating	From Debt
5182460420	Culvert HAM-37223 and Slope Stabilization - Sanatorium - 200m N/O Scenic	150	0	0	0	0	150	150	0
5182460421	Culvert ANC 33332 - Westbound Golf Links Offramp	500	0	0	0	0	500	0	500
5182461451	Church Street Storm Outfall Replacement	500	0	0	0	0	500	0	500
5182471421	771 Safari Road Culverts	610	0	0	0	0	610	0	610
5182301099	Engineering Services Staffing Costs - Storm	1,700	0	0	0	1,004	696	696	0
STORM Total		51,211	0	22,350	0	3,003	25,858	19,858	6,000
TOTAL RATE SUPPORTED CAPITAL BUDGET		285,872	7,040	56,015	2,000	46,078	174,739	134,870	39,869

2024 Rate Supported Budget and Financing Plan

2024 to 2027 Hamilton Water, Wastewater and Storm Multi-Year Budget (\$'000's)

	2023 Restated Budget	2024 Approved Budget	2025 Projected Budget	2025 vs. 2024		2026 Projected Budget	2026 vs. 2025		2027 Projected Budget	2027 vs. 2026	
EXPENDITURES											
Operating Expenditures											
Divisional Administration & Support	11,498	11,912	12,388	476	4.0%	12,884	496	4.0%	13,399	515	4.0%
Woodward Upgrades	1,953	1,862	1,937	74	4.0%	2,014	77	4.0%	2,095	81	4.0%
Customer Service & Community Outreach	6,924	11,958	7,802	(4,156)	-34.8%	8,114	312	4.0%	8,439	325	4.0%
Compliance & Regulations	7,843	9,036	9,434	398	4.4%	9,811	377	4.0%	10,204	392	4.0%
Water Distribution & Wastewater Collection	24,239	25,450	26,468	1,018	4.0%	27,526	1,059	4.0%	28,627	1,101	4.0%
Plant Operations	35,866	40,004	41,604	1,600	4.0%	43,268	1,664	4.0%	44,999	1,731	4.0%
Plant Maintenance	12,563	13,619	14,163	545	4.0%	14,730	567	4.0%	15,319	589	4.0%
Capital Planning & Delivery	5,307	5,905	6,221	316	5.4%	6,470	249	4.0%	6,729	259	4.0%
Watershed Management	1,643	1,864	1,984	121	6.5%	2,064	79	4.0%	2,146	83	4.0%
Wastewater Abatement Program	1,142	1,142	1,188	46	4.0%	1,235	48	4.0%	1,284	49	4.0%
Alectra Utilities Service Contract	6,010	6,251	6,501	250	4.0%	6,761	260	4.0%	7,031	270	4.0%
Low Income Seniors Utility Rebate	500	500	520	20	4.0%	541	21	4.0%	563	22	4.0%
Sewer Lateral Management Program	325	300	312	12	4.0%	324	12	4.0%	337	13	4.0%
Hamilton Harbour Remedial Action Plan	604	679	706	27	4.0%	734	28	4.0%	764	29	4.0%
Protective Plumbing Program (3P)	753	750	780	30	4.0%	811	31	4.0%	844	32	4.0%
Financial Charges	86	84	88	3	4.0%	91	4	4.0%	95	4	4.0%
Sub-Total	117,258	131,315	132,096	781	0.6%	137,380	5,284	4.0%	142,875	5,495	4.0%
Capital and Reserve Recoveries	(8,746)	(10,202)	(10,610)	(408)	4.0%	(11,034)	(424)	4.0%	(11,476)	(441)	4.0%
Sub-Total Operating Expenditures	108,512	121,113	121,486	373	0.3%	126,346	4,859	4.0%	131,400	5,054	4.0%



2024 Rate Supported Budget and Financing Plan

	2023 Restated Budget	2024 Approved Budget	2025 Projected Budget	2025 vs. 2024		2026 Projected Budget	2026 vs. 2025		2027 Projected Budget	2027 vs. 2026	
CAPITAL AND RESERVE IMPACTS ON OPERATING											
Contributions to Capital											
Water Quality Initiatives	64,300	61,898	74,734	12,836	20.7%	90,291	15,557	20.8%	74,545	(15,747)	-17.4%
Wastewater	54,231	53,114	43,022	(10,093)	-19.0%	42,037	(985)	-2.3%	43,021	985	2.3%
Stormwater	14,822	19,858	28,015	8,157	41.1%	20,246	(7,769)	-27.7%	42,465	22,219	109.7%
Sub-Total Contributions to Capital	133,353	134,870	145,771	10,900	8.1%	152,574	6,803	4.7%	160,031	7,457	4.9%
Contributions for DC Exemptions											
Water Quality Initiatives	2,520	18,872	19,356	483	2.6%	19,851	496	2.6%	20,359	508	2.6%
Wastewater	4,590	11,323	11,613	290	2.6%	11,911	297	2.6%	12,216	305	2.6%
Stormwater	1,890	7,549	7,742	193	2.6%	7,940	198	2.6%	8,144	203	2.6%
Sub-Total Contributions for DC Exemptions	9,000	37,745	38,711	966	2.6%	39,702	991	2.6%	40,718	1,016	2.6%
Capital Debt Charges											
Water Quality Initiatives	11,695	11,494	19,911	8,417	73.2%	30,516	10,606	53.3%	42,004	11,488	37.6%
Wastewater	13,229	12,871	23,887	11,016	85.6%	37,112	13,225	55.4%	54,776	17,664	47.6%
Stormwater	3,781	4,172	6,893	2,721	65.2%	9,132	2,240	32.5%	10,720	1,587	17.4%
DC Debt Charges Recoveries	(7,124)	(5,926)	(16,764)	(10,839)	182.9%	(28,943)	(12,178)	72.6%	(43,630)	(14,687)	50.7%
Sub-Total Debt Charges	21,581	22,611	33,926	11,315	50.0%	47,818	13,892	40.9%	63,870	16,052	33.6%
Sub-Total Capital Financing	163,934	195,226	218,408	23,182	11.9%	240,094	21,687	9.9%	264,620	24,525	10.2%
Reserve Transfers	(0)	(13,000)	(7,150)	5,850	-45.0%	(1,300)	5,850	-81.8%	(0)	1,300	-100.0%



2024 Rate Supported Budget and Financing Plan

	2023 Restated Budget	2024 Approved Budget	2025 Projected Budget	2025 vs. 2024		2026 Projected Budget	2026 vs. 2025		2027 Projected Budget	2027 vs. 2026	
Sub-Total Capital and Reserve Impacts on Operating	163,934	182,226	211,258	29,032	15.9%	238,794	27,537	13.0%	264,620	25,825	10.8%
TOTAL EXPENDITURES	272,447	303,339	332,744	29,405	9.7%	365,140	32,396	9.7%	396,019	30,879	8.5%
REVENUES											
Rate Revenue											
Residential	121,736	134,525	148,642	14,118	10.5%	164,368	15,725	10.6%	181,814	17,447	10.6%
Industrial/Commercial/Institutional/Multi-res	128,335	140,871	155,018	14,147	10.0%	170,484	15,466	10.0%	187,210	16,725	9.8%
Haldimand	3,607	3,959	4,359	400	10.1%	4,780	421	9.7%	5,225	446	9.3%
Halton	311	339	372	33	9.8%	409	37	9.9%	447	39	9.4%
Raw Water	190	198	206	8	4.0%	214	8	4.0%	222	9	4.0%
Non-Metered	1,100	1,196	1,314	118	9.9%	1,443	129	9.8%	1,577	134	9.3%
Private Fire Lines	1,800	1,957	2,150	194	9.9%	2,361	211	9.8%	2,581	220	9.3%
Hauler / 3rd Party Sales	1,893	1,969	2,047	79	4.0%	2,129	82	4.0%	2,214	85	4.0%
Overstrength Agreements	3,439	3,508	3,578	70	2.0%	3,650	72	2.0%	3,723	73	2.0%
Sewer Surcharge Agreements	7,005	7,145	7,288	143	2.0%	7,434	146	2.0%	7,583	149	2.0%
Sub-Total Utility Rates	269,415	295,665	324,975	29,309	9.9%	357,271	32,296	9.9%	392,596	35,325	9.9%
Non-Rate Revenue											
Local Improvement Recoveries	276	276	276	-	0.0%	276	-	0.0%	276	-	0.0%
Permits / Leases / Agreements	1,152	1,198	1,246	48	4.0%	1,296	50	4.0%	1,348	52	4.0%
Investment Income	450	450	450	-	0.0%	450	-	0.0%	450	-	0.0%
General Fees and Recoveries	1,154	1,200	1,248	48	4.0%	1,298	50	4.0%	1,349	52	4.0%
Building Faster Fund	-	4,550	4,550	-	0.0%	4,550	-	0.0%	-	(4,550)	100.0%
Sub-Total Non-Rate Revenue	3,031	7,674	7,769	96	1.2%	7,869	100	1.3%	3,423	(4,446)	-56.5%



2024 Rate Supported Budget and Financing Plan

	2023 Restated Budget	2024 Approved Budget	2025 Projected Budget	2025 vs. 2024		2026 Projected Budget	2026 vs. 2025		2027 Projected Budget	2027 vs. 2026	
TOTAL REVENUES	272,447	303,339	332,744	29,405	9.7%	365,140	32,396	9.7%	396,019	30,879	8.5%
NET EXPENDITURES	-	-	-	-	N/A	-	-	N/A	-	-	N/A
RATE INCREASE	6.49%	10.04%	9.95%			10.04%			10.06%		
RESIDENTIAL BILL (200m3 p.a.)	\$877.30	\$ 965.40	\$1,061.50			\$1,168.05			\$1,285.50		

2024 Rate Supported Budget and Financing Plan

2024 to 2033 Hamilton Water, Wastewater and Storm Capital Forecast (\$'000's)

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
WATER												
HVAC system Upgrades at New Environmental Laboratory and Administration Building	3,110	2,360	980	980	1,150	1,150	-	-	5,240	4,490	5,240	4,490
PD18 (Ancaster) Water Servicing Strategy (W-14) (CASH FLOWED)	-	-	6,850	3,425	7,050	3,525	-	-	13,900	6,950	13,900	6,950
PD7 (Upper Stoney Creek/Glanbrook) Elevated Reservoir (W-23)	5,300	-	2,075	-	-	-	-	-	7,375	-	7,375	-
Main / Whitney Pumping Station Replacement and Decommissioning	-	-	4,120	4,120	-	-	-	-	4,120	4,120	4,120	4,120
Stone Church/Garth Water (HDR05) Reservoir	4,175	4,175	3,125	3,125	-	-	-	-	7,300	7,300	7,300	7,300
PS HD12A (Governors @ Huntingwood) Rebuild with Capacity Upgrade & Standby Power Installation (W-04)	-	-	4,350	1,088	645	161	-	-	4,995	1,249	4,995	1,249
Stone Church Feedermain (W-24) - CASH FLOW	-	-	20,000	-	8,000	-	-	-	28,000	-	28,000	-
Glancaster Rd & Hwy 53 Pumping Station (HD018) Upgrades (CASH FLOWED)	-	-	-	-	-	-	1,100	1,100	1,100	1,100	5,500	5,500



2024 Rate Supported Budget and Financing Plan

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
PS HD016 (York and Valley) Capacity Upgrade, Standby Power & Building Expansion (W-26) (CASH FLOWED)	75	8	8,390	839	4,150	415	-	-	12,615	1,262	12,615	1,262
Kenilworth Transmission Watermain Renewal	500	500	-	-	-	-	-	-	500	500	500	500
New Greensville Communal Well	-	-	-	-	4,000	4,000	3,000	3,000	7,000	7,000	7,000	7,000
Greenhill PS HD04B & HD05A Upgrades (W-28) (CASH FLOWED)	4,570	2,768	570	345	625	379	13,905	8,422	19,670	11,914	49,920	30,237
PD16 (Waterdown) Trunk Feedermain - PS HD016 to Hwy 5 at Algonquin (W-25) (CASH FLOWED)	-	-	-	-	8,220	2,055	-	-	8,220	2,055	8,220	2,055
Carlisle Water Supply System - Additional Water Storage (CASH FLOWED)	150	150	700	700	3,150	3,150	3,150	3,150	7,150	7,150	7,150	7,150
HDR01 Kenilworth and HDR1C Ben Nevis Reservoir Upgrades	250	250	1,050	1,050	-	-	-	-	1,300	1,300	1,300	1,300
Sherman - King to south end (LRT Enabling)	180	130	-	-	-	-	-	-	180	130	180	130
Wentworth - Wilson to King (LRT Enabling)	266	6	-	-	-	-	-	-	266	6	266	6
Main - Delena to Normanhurst & Normanhurst - Main to Queenston (LRT Enabling)	7,530	800	-	-	-	-	-	-	7,530	800	7,530	800

2024 Rate Supported Budget and Financing Plan

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Binbrook HD019 PS Capacity Expansion (W-20) & Binbrook Tower HDT23 Upgrades	820	-	620	-	7,150	-	7,150	-	15,740	-	15,740	-
WTP Pre-Treatment Isolation Valves	675	675	-	-	-	-	-	-	675	675	675	675
St. Joseph's Tank Pulsation Dampener (HD002STK)	450	450	-	-	-	-	-	-	450	450	450	450
Lee Smith Reservoir (HDR00) Upgrades	825	825	-	-	-	-	-	-	825	825	825	825
Main - Delena to Normanhurst & Normanhurst - Main to Queenston (LRT Enabling)	165	165	-	-	-	-	-	-	165	165	165	165
Unalloc Staff Cost Recoveries	2,500	2,500	-	-	-	-	-	-	2,500	2,500	2,500	2,500
Water Treatment Plant Phase 2A Water Quality Upgrades (UV Disinfection, Filters & Chlorine Building)	6,810	6,810	4,810	4,810	4,810	4,810	28,010	28,010	44,440	44,440	333,396	333,396
Lynden Water System - Phase 2 Treatment	300	300	-	-	-	-	-	-	300	300	300	300
HDR18 Glancaster Reservoir Ugrades	1,200	1,200	1,650	1,650	-	-	-	-	2,850	2,850	2,850	2,850
HDR11 Woodley Lane Reservoir Upgrades	1,200	1,200	-	-	-	-	-	-	1,200	1,200	1,200	1,200
PD9 & PD10 East Stoney Creek Booster Pumping Station	3,150	3,150	-	-	-	-	-	-	3,150	3,150	3,150	3,150
Barton - Parkdale to Talbot	240	240	-	-	-	-	-	-	240	240	240	240



2024 Rate Supported Budget and Financing Plan

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Southcote - Garner to Highway 403 Bridge	500	250	-	-	-	-	-	-	500	250	500	250
New Water WW Billing Services	5,000	5,000	-	-	-	-	-	-	5,000	5,000	5,000	5,000
City-Wide Water Master Plan	-	-	-	-	-	-	-	-	-	-	700	700
Water Facility Asset Management Implementation Plan	110	110	-	-	-	-	-	-	110	110	110	110
Woodward Water Treatment Plant - Low Lift Pumping Station Intake Repairs	1,000	1,000	-	-	-	-	-	-	1,000	1,000	1,000	1,000
Woodward SCADA Cybersecurity Program	200	200	200	200	200	200	200	200	800	800	2,000	2,000
Hamilton Water Capital Security Plan	1,130	-	790	790	450	450	10	10	2,380	1,250	2,450	1,320
Diesel Fuel Storage Compliance Upgrades	1,200	1,200	-	-	-	-	-	-	1,200	1,200	1,200	1,200
Glenmorris / Underhill / Sleepy Hollow / Wilmar (York Heights / Hunter NBHD)	-	-	900	900	-	-	-	-	900	900	900	900
Engineering Services Staffing Costs - Water	4,500	1,032	4,500	4,500	4,500	4,500	4,500	4,500	18,000	14,532	45,000	41,532
Road Cut Restoration Program	8,215	-	5,400	5,400	5,400	5,400	5,400	5,400	24,415	16,200	56,815	48,600
City Initiated Subsurface Priorities Coordinated or Integrated with LRT	3,010	1,505	3,010	1,505	3,010	1,505	-	-	9,030	4,515	9,030	4,515
QA-QC Service Contract Program	315	-	200	200	200	200	200	200	915	600	2,115	1,800



2024 Rate Supported Budget and Financing Plan

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Fleet Additions	1,375	500	-	-	100	100	100	100	1,575	700	2,175	1,300
Water Systems Planning Program	670	670	690	690	710	710	730	730	2,800	2,800	7,621	7,621
Engineering Consultant Watermain Projects	-	-	400	400	400	400	400	400	1,200	1,200	3,600	3,600
Alterations to the Drinking Water System	180	180	190	190	200	200	210	210	780	780	1,980	1,980
Water Distribution Studies	300	300	300	300	300	300	-	-	900	900	900	900
Mapping Update Program	130	40	40	40	40	40	40	40	250	160	490	400
Pressure Districts and Drinking Water System Optimization	-	-	210	210	220	220	230	230	660	660	1,960	1,960
Water Efficiency Plan/Program	120	18	122	122	124	124	129	129	495	393	1,339	1,237
Water - Computer Model	-	-	330	330	340	340	350	350	1,020	1,020	3,260	3,260
Critical Watermain Inspection Program	1,800	600	1,230	1,230	1,230	1,230	1,230	1,230	5,490	4,290	12,870	11,670
Watermain Structural Lining	7,500	-	7,500	7,500	7,500	7,500	7,500	7,500	30,000	22,500	75,000	67,500
Valve Replacement Program	2,400	-	2,000	2,000	2,000	2,000	2,000	2,000	8,400	6,000	20,400	18,000
Water Distribution Capital Repairs, Replacement and New Installation Parts	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	6,800	6,800	10,200	10,200
Watermain Rehabilitation/Replacement Coordinated with Development	-	-	1,180	1,180	1,220	1,220	1,260	1,260	3,660	3,660	11,620	11,620



2024 Rate Supported Budget and Financing Plan

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
PW Capital Water Consumption Program	-	-	250	250	250	250	250	250	750	750	2,250	2,250
Unscheduled Valve, Hydrant, Watermain & Misc Water Replace Program	5,000	3,750	3,750	3,750	3,750	3,750	3,750	3,750	16,250	15,000	38,750	37,500
Stand-Alone Watermain Replacement	-	-	-	-	-	-	-	-	-	-	8,000	8,000
Water Meter - Installation/Replacement/Repair - General Maintenance	4,015	3,315	4,135	4,135	4,260	4,260	4,400	4,400	16,810	16,110	46,025	45,325
Advanced Metering Infrastructure (AMI) / Automated Meter Reading (AMR) Implementation - CASH FLOW	-	-	7,250	7,250	7,250	7,250	-	-	14,500	14,500	14,500	14,500
Resetting or Adjusting of Water Utility Structures	250	250	250	250	250	250	250	250	1,000	1,000	2,500	2,500
Field Data Systems Program	169	110	110	110	110	110	110	110	499	440	1,159	1,100
Substandard Water Service Replacement Program	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	10,000	10,000	25,000	25,000
Security of Supply for PD 18 Suction Side Watermain Twinning	-	-	550	550	-	-	-	-	550	550	550	550
PD 13 Ancaster Heights Servicing Strategy	-	-	370	370	1,150	1,150	-	-	1,520	1,520	1,520	1,520
Hwy 5 and 6 MTO Interchange Strategic Upsizing of Existing Watermains	1,240	1,240	-	-	-	-	-	-	1,240	1,240	1,240	1,240
SCADA Maintenance Program	275	275	900	900	275	275	1,400	1,400	2,850	2,850	3,750	3,750



2024 Rate Supported Budget and Financing Plan

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
GAC Replacement	-	-	-	-	-	-	600	600	600	600	6,600	6,600
Water Treatment Studies Program	300	300	300	300	300	300	-	-	900	900	900	900
Water Maintenance - Rebuild, Replacement and New Capital	700	60	700	700	700	700	700	700	2,800	2,160	7,000	6,360
Water Maintenance Capital Program	2,500	1,030	2,000	2,000	2,000	2,000	2,000	2,000	8,500	7,030	20,500	19,030
Bulk Water Stations Upgrades	200	200	1,250	1,250	-	-	-	-	1,450	1,450	1,450	1,450
Water Outstations Inspections - Asset Management	650	650	930	930	960	960	990	990	3,530	3,530	9,014	9,014
City Environmental Lab Improvements Program	-	-	80	80	105	105	1,100	1,100	1,285	1,285	2,700	2,700
Rates Share of Road Reconstruction - NOT TO BE SET UP IN PEOPLESOFT	-	-	6,549	6,549	17,314	17,314	16,806	16,806	40,669	40,669	109,205	109,205
Contingency for Unscheduled Works Program	-	-	100	100	100	100	100	100	300	300	900	900
Watermain Replacement Coordinated with Roads	-	-	-	-	-	-	-	-	-	-	27,400	27,400
Intensification Infrastructure Upgrades Program - Water	-	-	400	200	-	-	400	200	800	400	2,000	1,000
Rates Projects Included in Tax Budget - NOT TO BE SET UP IN PEOPLESOFT	300	300	810	810	810	810	810	810	2,730	2,730	7,590	7,590
Lake Ontario Monitoring & Modelling	200	200	-	-	-	-	-	-	200	200	200	200

2024 Rate Supported Budget and Financing Plan

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
New Water and Wastewater Operations Facilities (CASH FLOWED)	375	375	1,563	1,563	1,563	1,563	5,063	5,063	8,563	8,563	13,625	13,625
Brampton Street Facility office rehabilitation	6,050	4,417	-	-	-	-	-	-	6,050	4,417	6,050	4,417
Plant Maintenance and Reliability Studies	150	150	150	150	150	150	150	150	600	600	1,500	1,500
Utility Locate Program - Vehicle & Equipment	900	-	-	-	-	-	-	-	900	-	900	-
Bold - Queen to Locke	700	700	-	-	-	-	-	-	700	700	700	700
SCADA HVAC Maintenance Program	-	-	-	-	-	-	75	75	75	75	525	525
Woodward WTP - HLPS Large Valve Upgrades & Sedimentation Tank Concrete Restorations	1,370	1,370	820	820	4,900	4,900	9,400	9,400	16,490	16,490	16,490	16,490
Miscellaneous Roof Replacement at Hamilton Water Facilities	100	100	1,000	1,000	-	-	-	-	1,100	1,100	1,100	1,100
Soil Remediation - Water Reservoir Sites	3,330	3,330	-	-	-	-	-	-	3,330	3,330	3,330	3,330
Greenville & Carlisle Well Stations - UV Replacement	1,100	1,100	-	-	-	-	-	-	1,100	1,100	1,100	1,100
Scenic Drive Reservoir New Access and Structural/Restoration Upgrades	4,300	4,300	1,200	1,200	2,050	2,050	3,150	3,150	10,700	10,700	10,700	10,700
New PD2 Water Pumping Station (CASH FLOWED)	-	-	1,280	1,280	6,180	6,180	6,370	6,370	13,830	13,830	13,830	13,830
Freelton Well (FDF01) Capacity Increase	880	-	1,370	1,370	1,370	1,370	-	-	3,620	2,740	3,620	2,740



2024 Rate Supported Budget and Financing Plan

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
HD06B Tunbridge Sewage Pumping Station Upgrades	-	-	-	-	-	-	1,100	1,100	1,100	1,100	14,300	14,300
HD06B Tunbridge & HD018/HDR18 Underground Diesel Storage Tanks	150	150	500	500	-	-	-	-	650	650	650	650
Ferguson/Foster/Walnut/Patrick/Charlton/James	500	500	-	-	-	-	-	-	500	500	8,600	8,600
Duke - Hess to west end & Robinson - Queen to west end	50	50	630	630	-	-	-	-	680	680	680	680
Bridge 451 - Hwy 5 E, 120m e/o Mill St S	300	300	-	-	-	-	-	-	300	300	300	300
Lewis - Barton to Hwy 8	750	-	-	-	-	-	-	-	750	-	750	-
Fletcher Road Watermain - Binbrook Rd to Pumpkin Pass	389	-	-	-	-	-	-	-	389	-	389	-
Glancaster Rd Watermain - Rymal Rd to Twenty Rd	200	-	-	-	1,924	-	-	-	2,124	-	2,124	-
Red Hill Business Park South Servicing Study - Water/Wasterwater	200	-	-	-	-	-	-	-	200	-	200	-
RHBP - Nebo - Rymal to Twenty	810	810	-	-	-	-	-	-	810	810	810	810
Highland Reservoir HDR07 (W-11) Expansion (CASH FLOWED)	-	-	2,130	-	5,700	-	5,860	-	13,690	-	13,690	-
P.S. HD07A - New District 7 (Elfrida area) Pumping Station (W-21)	290	-	-	-	3,630	-	10,650	-	14,570	-	25,540	-



2024 Rate Supported Budget and Financing Plan

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Greenhill Water Pumping Station Class Environmental Assessment	1,100	1,100	-	-	-	-	-	-	1,100	1,100	1,100	1,100
Locke St Trunk Watermain - Main to York (W-19)	180	-	5,400	-	-	-	-	-	5,580	-	5,580	-
Portable Equipment for the Supply of Drinking Water at Public Events	-	-	85	85	-	-	-	-	85	85	85	85
Large Valve/Chamber Abandonment (SE04V001): 100 m w/o Centennial PKY	-	-	500	500	-	-	-	-	500	500	500	500
John - Cannon to Barton	-	-	980	980	-	-	-	-	980	980	980	980
Amelia - Queen to West End	-	-	70	70	490	490	-	-	560	560	560	560
Myler - Sanford to Milton/Milton - Barton to Princess	-	-	700	700	-	-	-	-	700	700	700	700
Bonita - King to Jasper	-	-	200	200	-	-	-	-	200	200	200	200
Hughson - Simcoe to Brock & Wood - James to Hughson	-	-	1,550	1,550	-	-	-	-	1,550	1,550	1,550	1,550
Upper James - Mohawk to Fennell	-	-	3,070	3,070	-	-	-	-	3,070	3,070	3,070	3,070
Scenic - Chateau to Upper Paradise	-	-	1,850	1,850	1,250	1,250	-	-	3,100	3,100	3,100	3,100
Barton - Sherman to Ottawa	-	-	10,000	10,000	-	-	-	-	10,000	10,000	10,000	10,000
Upper Centennial - Rymal to Mud	-	-	6,100	6,100	-	-	-	-	6,100	6,100	6,100	6,100



2024 Rate Supported Budget and Financing Plan

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
RHBP - Nebo - 900m s/o Twenty to Dickenson	-	-	400	-	-	-	-	-	400	-	400	-
RHBP - Dickenson - Nebo to 800m e/o Nebo	-	-	100	-	-	-	-	-	100	-	900	-
Frid St. Extension - McMaster Innovation Park to Chatham	-	-	410	410	-	-	-	-	410	410	410	410
HD07A Feedermain (W-22)	-	-	1,040	-	6,431	-	-	-	7,471	-	7,471	-
Robinson - Hess to Park	-	-	-	-	950	950	-	-	950	950	950	950
Dallas - Upper Gage to West End	-	-	-	-	1,430	1,430	-	-	1,430	1,430	1,430	1,430
Watermain Replacement under Rail Tracks at Ferguson	-	-	-	-	300	300	-	-	300	300	300	300
Water Outstation Upgrades - Asset Management Program	-	-	-	-	-	-	10,200	10,200	10,200	10,200	71,400	71,400
Beach - Ottawa to Kenilworth, Dofasco - Beach to Kenilworth, & Ottawa - Barton to Beach	-	-	-	-	18,000	18,000	-	-	18,000	18,000	18,000	18,000
Rymal - Upper Sherman to Upper Gage	-	-	-	-	1,500	1,500	-	-	1,500	1,500	1,500	1,500
Rymal - Glancaster to Upper Paradise	-	-	-	-	340	340	-	-	340	340	340	340
Pinelands / Teal / Garden / Community / Greensfield	-	-	-	-	2,110	2,110	-	-	2,110	2,110	2,110	2,110
Simcoe - James to Wellington & Hughson - Strachan to Simcoe	-	-	-	-	1,600	1,600	-	-	1,600	1,600	1,600	1,600

2024 Rate Supported Budget and Financing Plan

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Rennie - Woodward to East End	-	-	-	-	1,000	1,000	-	-	1,000	1,000	1,000	1,000
Arvin - Dosco to Jones	-	-	-	-	1,050	1,050	-	-	1,050	1,050	1,050	1,050
Hatt & Bond - King to Market (Phase 1)	-	-	-	-	900	900	-	-	900	900	900	900
Dundurn - CPR bridge (s/o Main St) to King	-	-	-	-	30	30	400	400	430	430	430	430
Barton - Ottawa to Kenilworth	-	-	-	-	4,700	4,700	-	-	4,700	4,700	4,700	4,700
Aberdeen - Queen to Studholme	-	-	-	-	3,200	3,200	-	-	3,200	3,200	3,200	3,200
Brampton - Parkdale to Woodward & Brighton	-	-	-	-	810	810	-	-	810	810	810	810
Fennell - Upper James to Upper Wellington	-	-	-	-	670	670	-	-	670	670	670	670
Osler - Grant to West Park	-	-	-	-	90	90	-	-	90	90	900	900
Arvin Ave - McNeilly to Lewis	-	-	-	-	1,000	-	-	-	1,000	-	1,000	-
Book - Southcote to Smith (AEGD)	-	-	-	-	386	-	-	-	386	-	386	-
George - Queen to Ray	-	-	-	-	-	-	420	420	420	420	420	420
Edgemont - Main to King	-	-	-	-	-	-	60	60	60	60	660	660
Lawrence - Gage to Kenilworth	-	-	-	-	-	-	1,550	1,550	1,550	1,550	1,550	1,550
Rymal - Upper Gage to Upper Ottawa	-	-	-	-	-	-	950	950	950	950	950	950
Wentworth - Barton to Burlington	-	-	-	-	-	-	2,000	2,000	2,000	2,000	2,000	2,000



2024 Rate Supported Budget and Financing Plan

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Strathearne - Brampton to gate at north end	-	-	-	-	-	-	820	820	820	820	820	820
Hatt - Market to east end & York / Kerr (Phase 2)	-	-	-	-	-	-	1,160	1,160	1,160	1,160	1,160	1,160
Westdale North Neighbourhood Phase 1	-	-	-	-	-	-	2,500	2,500	2,500	2,500	2,500	2,500
Barton St BIA - Wentworth to Sherman	-	-	-	-	-	-	3,440	3,440	3,440	3,440	3,440	3,440
Gray - King to Hwy 8	-	-	-	-	-	-	2,000	2,000	2,000	2,000	2,000	2,000
Rymal - Upper Wellington to Upper Wentworth	-	-	-	-	-	-	4,000	4,000	4,000	4,000	4,000	4,000
WM Structural Lining - Dundas Valley Watermain	-	-	-	-	-	-	-	-	-	-	1,550	1,550
Structural Watermain Lining - Charlton Ave 750mm	-	-	-	-	-	-	-	-	-	-	2,680	2,680
Edward - Barnesdale to Lottridge	-	-	-	-	-	-	-	-	-	-	360	360
Hess - Markland to Aberdeen	-	-	-	-	-	-	-	-	-	-	460	460
Rymal - Upper Ottawa to Dartnall	-	-	-	-	-	-	-	-	-	-	1,200	1,200
Southcote - Hwy 403 bridge to Oldoakes /Dorval	-	-	-	-	-	-	-	-	-	-	2,100	2,100
Westdale North Neighbourhood Phase 2	-	-	-	-	-	-	-	-	-	-	2,000	2,000
Charlton - Ferguson to Sherman Access	-	-	-	-	-	-	-	-	-	-	2,700	2,700
Burlington & Industrial - Birch to Gage	-	-	-	-	-	-	-	-	-	-	2,820	2,820
Birge - Emerald to Cheever	-	-	-	-	-	-	-	-	-	-	240	240

2024 Rate Supported Budget and Financing Plan

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Barton St BIA - Ferguson to Wentworth	-	-	-	-	-	-	-	-	-	-	4,440	4,440
Burlington & Industrial - Ottawa to Kenilworth	-	-	-	-	-	-	-	-	-	-	2,150	2,150
Oak/Emerald/East Ave - Cannon to Barton	-	-	-	-	-	-	-	-	-	-	1,640	1,640
Cairns / East St N / Spencer / (Hunter Neighbourhood)	-	-	-	-	-	-	-	-	-	-	630	630
Clinton\Case\Ruth\Barnesdale	-	-	-	-	-	-	-	-	-	-	1,810	1,810
James and Charlton Intersection	-	-	-	-	-	-	-	-	-	-	940	940
Sanford - Cannon to Barton	-	-	-	-	-	-	-	-	-	-	850	850
Brucevale - Upper Gage to Upper Ottawa	-	-	-	-	-	-	-	-	-	-	1,400	1,400
Westdale North Neighbourhood Phase 3	-	-	-	-	-	-	-	-	-	-	2,200	2,200
Green - Carla to Barton	-	-	-	-	-	-	-	-	-	-	1,300	1,300
Florence/Head/Morden/Napier/Nelson/Peel/Wellesley (Strathcona Neighbourhood)	-	-	-	-	-	-	-	-	-	-	720	720
Carling / Macklin St S / Olmstead / Tope (Westdale South)	-	-	-	-	-	-	-	-	-	-	680	680
Upper Wellington - Bryna to Mohawk	-	-	-	-	-	-	-	-	-	-	1,050	1,050
Oxford / Tecumseh (Strathcona Neighbourhood)	-	-	-	-	-	-	-	-	-	-	820	820



2024 Rate Supported Budget and Financing Plan

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Sanford - Main to Cannon	-	-	-	-	-	-	-	-	-	-	1,410	1,410
Princess/Westinghouse/Milton/Fullerton/Gibson/Earl	-	-	-	-	-	-	-	-	-	-	4,200	4,200
Caroline - Herkimer to Robinson	-	-	-	-	-	-	-	-	-	-	420	420
Water Treatment Plant Phase 2B Expansion (Sedimentation Tanks & Low Lift Pumping Station)	-	-	-	-	-	-	-	-	-	-	146,200	10,234
2030 SCADA Master Plan	-	-	-	-	-	-	-	-	-	-	10,125	10,125
Nash – Barton to 350 metres north of Bancroft	-	-	-	-	-	-	-	-	-	-	1,100	1,100
Hughson - Wilson to Barton	-	-	-	-	-	-	-	-	-	-	550	550
Evans - Wellington to East	-	-	-	-	-	-	-	-	-	-	390	390
Stipeley Neighbourhood (South) - Connaught / Balasm / Dunsmure	-	-	-	-	-	-	-	-	-	-	950	950
South Service Rd - Millen to Dewitt	-	-	-	-	-	-	-	-	-	-	2,280	-
South Service Rd - Fruitland to Jones	-	-	-	-	-	-	-	-	-	-	1,280	-
Glover - Barton to South Service Rd Extension	-	-	-	-	-	-	-	-	-	-	790	-
Shaver - Kastura to Westview	-	-	-	-	-	-	-	-	-	-	925	694
Dewitt CNR Tracks to Barton	-	-	-	-	-	-	-	-	-	-	610	-
Dawson - King to Passmore	-	-	-	-	-	-	-	-	-	-	300	300



2024 Rate Supported Budget and Financing Plan

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Jones - Barton to South Service	-	-	-	-	-	-	-	-	-	-	1,310	-
Barton - Gray to Green	-	-	-	-	-	-	-	-	-	-	430	430
Subtotal Water	128,269	75,898	166,464	118,530	196,582	146,700	189,988	160,645	681,302	501,773	1,679,936	1,333,643
WASTEWATER												
Capital Infrastructure Inspection & Condition Assessment Program – Linear Wastewater & Storm	2,500	11	3,000	3,000	6,000	6,000	6,000	6,000	17,500	15,011	53,500	51,011
Capital Infrastructure Renewal Program – Linear Wastewater & Storm	7,250	4,600	7,250	7,250	7,250	7,250	7,250	7,250	29,000	26,350	72,500	69,850
Woodward WWTP - Biosolids Management Facility	2,770	2,244	2,770	2,244	2,770	2,244	2,770	2,244	11,080	8,975	27,700	22,437
Dundas WWTP Improvements (CASH FLOWED)	1,150	1,150	1,650	1,650	2,150	2,150	26,750	26,750	31,700	31,700	137,450	137,450
Dundas Wastewater Outstations Upgrades	-	-	1,650	1,650	-	-	-	-	1,650	1,650	1,650	1,650
Greenhill & Cochrane HCS01 Combined Sewer Overflow Tank Cleaning & Upgrades (CASH FLOWED)	350	350	1,200	1,200	-	-	-	-	1,550	1,550	1,550	1,550
City-Wide Wastewater Master Plan	-	-	-	-	-	-	-	-	-	-	700	700
New Haulage Receiving Station	1,070	1,070	150	150	150	150	6,670	6,670	8,040	8,040	14,910	14,910



2024 Rate Supported Budget and Financing Plan

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
FC001, DC009 & HC011 Wastewater Pumping Stations Upgrades	200	100	-	-	-	-	-	-	200	100	200	100
Battlefield Trunk Sewer Twinning (WW-33) (CASH FLOWED)	-	-	-	-	15,000	-	15,000	-	30,000	-	60,000	-
Parkdale Avenue HC001 Wastewater Pumping Station Upgrades	-	-	-	-	4,600	4,600	4,600	4,600	9,200	9,200	53,500	53,500
Decommissioning Aberdeen Sewage Pumping Station	-	-	-	-	140	140	1,440	1,440	1,580	1,580	1,580	1,580
Woodward WWTP - Expansion (CASH FLOWED)	7,570	2,044	7,570	2,044	57,920	15,638	108,730	29,357	181,790	49,083	457,170	123,436
Woodward WWTP - Digester 3 & 5 (CASH FLOWED)	1,850	1,850	150	150	-	-	-	-	2,000	2,000	2,000	2,000
Municipal Class EA Studies	200	200	-	-	-	-	-	-	200	200	200	200
Sewer Outfall Monitoring Study	-	-	1,100	1,100	-	-	-	-	1,100	1,100	1,100	1,100
Dundas WWTP - Health & Safety Immediate Needs	5,150	5,150	-	-	-	-	-	-	5,150	5,150	5,150	5,150
Eastport Drive SPS (HC017) Interim Upgrades	-	-	2,150	2,150	-	-	-	-	2,150	2,150	2,150	2,150
Main & King CSO Rehabilitation	500	500	-	-	-	-	-	-	500	500	500	500
Main - Queenston Traffic Circle to Delena & Rosewood (LRT Enabling)	85	85	-	-	-	-	-	-	85	85	85	85
Flooding & Drainage Master Plan Capital Improvements	-	-	520	34	210	210	-	-	730	244	730	244



2024 Rate Supported Budget and Financing Plan

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
DC007 McMaster Sewage Pumping Station Upgrades	250	250	2,750	2,750	2,750	2,750	-	-	5,750	5,750	5,750	5,750
Chedoke Creek Water Quality Improvements (CASH FLOWED)	1,100	-	-	-	-	-	-	-	1,100	-	1,100	-
Garner Road Trunk Sanitary Sewer - Hwy 6 w/o Raymond - CASH FLOW	10,000	-	-	-	-	-	-	-	10,000	-	10,000	-
Pilot solar power installation at a Class B Hamilton Water facility	400	400	-	-	-	-	-	-	400	400	400	400
Combined Sewer Outfall Monitoring Study	40	40	-	-	-	-	-	-	40	40	40	40
Wastewater Facility Asset Management Implementation Plan	110	110	-	-	-	-	-	-	110	110	110	110
Eastern Sewer Interceptor (ESI) - South Service - Fruitland to Green	-	-	-	-	8,000	8,000	-	-	8,000	8,000	8,000	8,000
Ainslie Wood Sewer Improvements	550	550	550	550	1,100	1,100	-	-	2,200	2,200	2,200	2,200
Woodward SCADA Cybersecurity Program	200	200	200	200	200	200	200	200	800	800	2,000	2,000
Woodward WWTP - North Digester Complex Rehabilitation (CASH FLOW)	1,600	1,600	20,750	20,750	20,750	20,750	-	-	43,100	43,100	43,100	43,100
Beach Boulevard (HC051) Wastewater Pump Station Upgrades	-	-	-	-	770	770	770	770	1,540	1,540	20,840	20,840
Diesel Fuel Storage Compliance Upgrades	3,300	3,300	-	-	-	-	-	-	3,300	3,300	3,300	3,300



2024 Rate Supported Budget and Financing Plan

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Lower Chedoke Combined EA Study	-	-	1,100	-	2,100	-	2,100	-	5,300	-	5,300	-
Chedoke Watershed Stormwater Retrofit EA Study	-	-	3,150	-	3,150	-	3,150	-	9,450	-	10,600	-
Glenmorris / Underhill / Sleepy Hollow / Wilmar (York Heights / Hunter NBHD)	-	-	1,100	1,100	-	-	-	-	1,100	1,100	1,100	1,100
Engineering Services Staffing Costs - Wastewater	4,500	3,818	4,500	4,500	4,500	4,500	4,500	4,500	18,000	17,318	45,000	44,318
Road Cut Restoration Program	2,300	691	2,300	2,300	2,300	2,300	2,300	2,300	9,200	7,591	23,000	21,391
QA-QC Service Contract Program	345	200	200	200	200	200	200	200	945	800	2,145	2,000
Wastewater Systems Planning	730	730	750	750	770	770	800	800	3,050	3,050	7,940	7,940
Engineering Consultant Sewermain Projects	-	-	500	500	500	500	500	500	1,500	1,500	4,500	4,500
Mapping Update Program	116	40	40	40	40	40	40	40	236	160	476	400
Inflow & Infiltration Studies and Flow Monitoring Program	1,060	530	460	230	480	240	500	250	2,500	1,250	5,580	2,790
Wastewater Computer Model Update & Maintenance	500	500	330	330	220	220	230	230	1,280	1,280	2,750	2,750
Cross Connections Program	400	400	400	400	350	350	100	100	1,250	1,250	1,850	1,850
Rosemary/Wentworth Regulator Gate (HCG03)	200	200	-	-	-	-	-	-	200	200	200	200



2024 Rate Supported Budget and Financing Plan

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Parkside Drive Fire/EMS Facility Servicing	800	800	-	-	-	-	-	-	800	800	800	800
Parkside Drive Fire/EMS Facility Servicing Interim	1,000	1,000	-	-	-	-	-	-	1,000	1,000	1,000	1,000
Sewer Lateral Management Program (WWC)	5,340	3,500	3,500	3,500	3,500	3,500	3,500	3,500	15,840	14,000	36,840	35,000
PW Capital Water Consumption Program	-	-	250	250	250	250	250	250	750	750	2,250	2,250
Open Cut Repairs for CIPP Program	500	80	500	500	500	500	500	500	2,000	1,580	5,000	4,580
Ancaster Sewage Works Sewer & Pipe Bridge Rehabilitation - Hwy 403 to Bluebell	500	500	-	-	-	-	4,000	4,000	4,500	4,500	4,500	4,500
Unscheduled Manhole and Sewermain Replacement Program	980	650	650	650	650	650	650	650	2,930	2,600	6,730	6,400
Resetting or Adjusting of Wastewater Utility Structures	250	250	250	250	250	250	250	250	1,000	1,000	2,500	2,500
Field Data Systems Program	200	110	110	110	110	110	110	110	530	440	1,190	1,100
Eastport Sanitary Pumping Station Upgrades - Linear	-	-	910	910	-	-	2,690	2,690	3,600	3,600	6,370	6,370
SCADA Maintenance Program	275	275	900	900	275	275	1,400	1,400	2,850	2,850	3,750	3,750
Dundas WWTP Immediate Needs	-	-	3,950	3,950	-	-	-	-	3,950	3,950	3,950	3,950
Woodward WWTP - Primary Clarifiers (Galleries 1-8)	14,650	14,650	14,650	14,650	-	-	-	-	29,300	29,300	29,300	29,300



2024 Rate Supported Budget and Financing Plan

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Wastewater Treatment Studies Program	150	150	150	150	150	150	-	-	450	450	450	450
Wastewater Maintenance - Rebuild, Replacement and New Capital	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	4,000	4,000	10,000	10,000
Wastewater Capital Maintenance Program	4,000	3,350	2,000	2,000	2,000	2,000	2,000	2,000	10,000	9,350	22,000	21,350
Replacement of the Eastport Sanitary Pumping Station	400	400	1,170	1,170	660	660	680	680	2,910	2,910	16,360	16,360
Beach Boulevard (HC031) Wastewater Pumping Station Upgrades	660	660	660	660	7,850	7,850	7,350	7,350	16,520	16,520	16,520	16,520
Wastewater Outstation Inspections - Asset Management Program	620	620	1,060	1,060	1,090	1,090	1,120	1,120	3,890	3,890	10,660	10,660
City Environmental Lab Improvements Program	-	-	80	80	105	105	1,100	1,100	1,285	1,285	2,700	2,700
Sewer Lateral Replacement for Co-ordinated Projects	750	-	500	500	500	500	500	500	2,250	1,500	5,250	4,500
Contingency for Unscheduled Works Program	-	-	100	100	100	100	100	100	300	300	900	900
Intensification Infrastructure Upgrades Program - Wastewater	-	-	400	200	-	-	400	200	800	400	2,000	1,000
Unspecified Wastewater Projects - NOT TO BE SET UP IN PEOPLESOFT	-	-	-	-	-	-	-	-	-	-	253,907	253,907
Bridge 451 - Hwy 5 E, 120m e/o Mill St S	3,500	3,200	-	-	-	-	-	-	3,500	3,200	3,500	3,200



2024 Rate Supported Budget and Financing Plan

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
New Water and Wastewater Operations Facilities (CASH FLOWED)	375	375	1,563	1,563	1,563	1,563	5,063	5,063	8,563	8,563	13,625	13,625
Plant Maintenance and Reliability Studies	150	150	150	150	150	150	150	150	600	600	1,500	1,500
Satellite City - Phase 2	2,000	2,000	-	-	-	-	-	-	2,000	2,000	2,000	2,000
Large Sewer Lining - Blanshard St: Locke St to Poulette St	500	500	2,500	2,500	-	-	-	-	3,000	3,000	3,000	3,000
Large Sewer Lining : Upper James – Inverness to Claremont	180	180	3,000	3,000	-	-	-	-	3,180	3,180	3,180	3,180
Strathearne - Barton to Brampton	200	200	500	500	-	-	7,280	7,280	7,980	7,980	7,980	7,980
Mountain Industrial Trunk Sewer Rehab - Glover to Rymal	500	500	7,000	7,000	-	-	-	-	7,500	7,500	7,500	7,500
Governor's Rd - Sanitary Trunk Rehabilitation	1,000	1,000	-	-	-	-	-	-	1,000	1,000	1,000	1,000
Woodward WWTP - Dewatering Polymer System Upgrades	300	300	1,500	1,500	-	-	-	-	1,800	1,800	1,800	1,800
SCADA HVAC Maintenance Program	-	-	-	-	-	-	175	175	175	175	1,225	1,225
Dundas WWTP Digester Storage Tank Upgrades	1,000	1,000	3,900	3,900	-	-	-	-	4,900	4,900	4,900	4,900
Greenhouse Gas and Energy Assessment of Hamilton Water Facilities	400	400	-	-	-	-	-	-	400	400	400	400

2024 Rate Supported Budget and Financing Plan

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
HC007 St Margarets SPS & HC010 Sulphur Springs SPS Upgrades	-	-	-	-	1,710	1,710	6,450	6,450	8,160	8,160	8,160	8,160
HC005 Old Dundas Rd SPS Capacity Expansion	200	200	550	550	3,050	3,050	2,550	2,550	6,350	6,350	6,350	6,350
HC058 Binbrook SPS Odour Control	350	350	-	-	-	-	-	-	350	350	350	350
Parkdale Wastewater Outstation (HC001) Health & Safety Upgrades	1,210	1,210	-	-	-	-	-	-	1,210	1,210	1,210	1,210
HC017 Eastport Underground Diesel Storage Tank	130	130	550	550	-	-	-	-	680	680	680	680
Duke - Hess to west end & Robinson - Queen to west end	30	30	270	270	-	-	-	-	300	300	300	300
CCBF - Corktown Neighbourhood - Phase 2	100	100	-	-	-	-	-	-	100	100	100	100
Millen Road Sanitary Sewer QEW crossing	2,000	-	-	-	-	-	-	-	2,000	-	2,000	-
Barton St Sanitary Sewer - 200m east of McNeilly to Lewis	869	-	-	-	-	-	-	-	869	-	869	-
Barton St Sanitary Sewer - Lewis to 350m east of Lewis	507	51	-	-	-	-	-	-	507	51	507	51
Barton St Sanitary Sewer - McNeilly Rd to 200m east of McNeilly Rd	270	-	-	-	-	-	-	-	270	-	270	-
John - Cannon to Barton	-	-	250	250	-	-	-	-	250	250	250	250



2024 Rate Supported Budget and Financing Plan

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
West 31st 400mm Forcemain Replacement & Rehabilitation	-	-	3,500	3,500	-	-	-	-	3,500	3,500	3,500	3,500
CSO Characterization Program	200	200	700	700	220	220	230	230	1,350	1,350	2,650	2,650
DC008 King Street East SPS Upgrades	-	-	770	770	2,650	2,650	-	-	3,420	3,420	3,420	3,420
Hughson - Simcoe to Brock & Wood - James to Hughson	-	-	400	400	-	-	-	-	400	400	400	400
Upper James - Mohawk to Fennell	-	-	330	330	-	-	-	-	330	330	330	330
Scenic - Chateau to Upper Paradise	-	-	100	100	1,350	1,350	-	-	1,450	1,450	1,450	1,450
Barton - Sherman to Ottawa	-	-	850	850	-	-	-	-	850	850	850	850
Glover Road Sanitary Sewer - Hwy 8 to 900m north, past Watercourse 7	-	-	724	72	-	-	-	-	724	72	724	72
South Service Rd Sanitary Sewer - 50m east of Fifty Rd to 500m east.	-	-	362	-	-	-	-	-	362	-	362	-
Glancaster Rd Sanitary Sewer - Book Rd to Dickenson Rd	-	-	270	-	-	-	-	-	270	-	270	-
Locke - King To York and Margaret - Main To King And King St - Margaret To Locke (W-19)	-	-	225	225	-	-	-	-	225	225	225	225
Large Sewer Lining - Claremont Access to James St S	-	-	-	-	500	500	-	-	500	500	6,500	6,500



2024 Rate Supported Budget and Financing Plan

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Wastewater Outstation Upgrades - Asset Management Program	-	-	-	-	-	-	9,500	9,500	9,500	9,500	66,500	66,500
Pinelands / Teal / Garden / Community / Greensfield	-	-	-	-	130	130	-	-	130	130	130	130
Simcoe - James to Wellington & Hughson - Strachan to Simcoe	-	-	-	-	400	400	-	-	400	400	400	400
Rennie - Woodward to East End	-	-	-	-	130	130	-	-	130	130	130	130
Arvin - Dosco to Jones	-	-	-	-	250	250	-	-	250	250	250	250
Brampton - Parkdale to Woodward & Brighton - Brampton to Morley	-	-	-	-	120	120	-	-	120	120	120	120
Book - Southcote to Smith (AEGD)	-	-	-	-	710	-	-	-	710	-	710	-
Jones Sanitary Sewer - 350m south of Barton to 200m south	-	-	-	-	290	29	-	-	290	29	290	29
Garth St Extension (Artial Road 1N) Sanitary Sewer - Smith Rd to Dickenson Rd	-	-	-	-	331	301	-	-	331	301	331	301
Barton St Sanitary Sewer - 350m east of Fruitland Rd to 200m east	-	-	-	-	319	32	-	-	319	32	319	32
Barton St Sanitary Sewer - Jones Rd to 470m east toward Glover Rd	-	-	-	-	680	-	-	-	680	-	680	-
Flooding & Drainage Master Plan Capital Forecast	-	-	-	-	-	-	9,310	9,310	9,310	9,310	28,780	28,780

2024 Rate Supported Budget and Financing Plan

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Dundurn - CPR bridge (s/o Main St) to King	-	-	-	-	-	-	145	145	145	145	145	145
Westdale North Neighbourhood Phase 1	-	-	-	-	-	-	1,590	1,590	1,590	1,590	1,590	1,590
Pier 25 Dredging - Windermere Basin	-	-	-	-	-	-	200	200	200	200	13,750	13,750
Westdale North Neighbourhood Phase 2	-	-	-	-	-	-	-	-	-	-	750	750
Charlton - Ferguson to Sherman Access	-	-	-	-	-	-	-	-	-	-	120	120
Burlington & Industrial - Ottawa to Kenilworth	-	-	-	-	-	-	-	-	-	-	760	760
Oak/Emerald/East Ave - Cannon to Barton	-	-	-	-	-	-	-	-	-	-	440	440
Fennell/Greenhill Drop Shaft	-	-	-	-	-	-	-	-	-	-	14,850	14,850
Sanford - Cannon to Barton	-	-	-	-	-	-	-	-	-	-	20	20
Bruce Dale - Upper Gage to Upper Ottawa	-	-	-	-	-	-	-	-	-	-	170	170
Wentworth - Barton to Burlington	-	-	-	-	-	-	250	250	250	250	250	250
Westdale North Neighbourhood Phase 3	-	-	-	-	-	-	-	-	-	-	750	750
Green - Carla to Barton	-	-	-	-	-	-	-	-	-	-	100	100
Ferguson/Foster/Walnut/Patrick/Charlton/James	-	-	-	-	-	-	-	-	-	-	1,500	1,500
Oxford / Tecumseh (Strathcona Neighbourhood)	-	-	-	-	-	-	-	-	-	-	420	420
2030 SCADA Master Plan	-	-	-	-	-	-	-	-	-	-	10,125	10,125



2024 Rate Supported Budget and Financing Plan

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Woodward WWTP - Digester Cleanout & Maintenance Program	-	-	-	-	-	-	-	-	-	-	4,500	4,500
Stipeley Neighbourhood (South) - Connaught / Balasm / Dunsmure	-	-	-	-	-	-	-	-	-	-	80	80
Subtotal Wastewater	106,392	72,983	130,994	118,492	177,913	112,647	265,093	164,493	680,391	468,615	1,788,830	1,339,579
STORM												
SERG - Mount Albion Stormwater Management Facility Rehabilitation	-	-	550	550	-	-	-	-	550	550	550	550
Grafton and Centennial Stormwater Pumping Stations - Standby Power	750	750	-	-	50	50	-	-	800	800	800	800
South St E and East St S in Dundas Drainage Improvement - SERG	-	-	1,280	1,280	-	-	-	-	1,280	1,280	1,280	1,280
SERG - Winona Area Drainage Improvements	-	-	-	-	220	220	-	-	220	220	1,620	1,620
Lower Davis Creek - Flood Control Facility	300	300	1,350	707	-	-	-	-	1,650	1,007	1,650	1,007
Evans Road Culvert Twinning	135	47	-	-	-	-	-	-	135	47	135	47
Beach Strip Stormwater Pumping Stations (CASH FLOWED)	830	830	4,360	-	8,200	6,701	3,930	3,930	17,320	11,461	17,320	11,461
Flooding & Drainage Master Plan Capital Improvements	-	-	510	24	210	210	-	-	720	234	720	234



2024 Rate Supported Budget and Financing Plan

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Barton - Parkdale to Talbot - Coordinated Road Restoration	240	240	-	-	-	-	-	-	240	240	240	240
Glenmorris / Underhill / Sleepy Hollow / Wilmar (York Heights / Hunter NBHD)	-	-	600	600	-	-	-	-	600	600	600	600
Barton - Parkdale to Talbot	320	320	-	-	-	-	-	-	320	320	320	320
Streathearne - Main to Britannia	-	-	700	700	-	-	-	-	700	700	700	700
Southcote - Garner to Highway 403 Bridge	1,260	1,260	-	-	-	-	-	-	1,260	1,260	1,260	1,260
Engineering Services Staffing Costs - Storm	1,700	696	1,700	1,700	1,700	1,700	1,700	1,700	6,800	5,796	17,000	15,996
Right of Way Drainage Program	2,470	2,470	2,000	2,000	2,000	2,000	2,000	2,000	8,470	8,470	20,470	20,470
Catch Basin Replacement/Rehabilitation Program	750	750	750	750	750	750	750	750	3,000	3,000	7,500	7,500
Concrete Box Culvert Rehab/Repair - T.O.M.	250	250	250	250	250	250	250	250	1,000	1,000	2,500	2,500
Small Culvert Rehab/Repair - Engineering Services	363	-	250	250	250	250	250	250	1,113	750	2,613	2,250
Culvert rehabilitation (Bridge 086) - Cross St, 25 metres south of Alma St	-	-	1,700	1,700	-	-	-	-	1,700	1,700	1,700	1,700
Woodhill Road Culvert	1,500	1,500	-	-	-	-	-	-	1,500	1,500	1,500	1,500
Beach Strip Stormwater Collection System Improvements	620	620	-	-	2,950	2,950	-	-	3,570	3,570	3,570	3,570



2024 Rate Supported Budget and Financing Plan

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
QA-QC Service Contract Program	200	200	200	200	200	200	200	200	800	800	2,000	2,000
Stormwater & Drainage Studies	300	300	300	300	300	300	-	-	900	900	900	900
Watercourse Erosion Sites Rehabilitation and Mitigation	320	320	3,510	3,510	340	340	350	350	4,520	4,520	19,080	19,080
Stormwater System Planning Program	440	440	460	460	480	480	500	500	1,880	1,880	5,060	5,060
Mapping Update Program	117	40	40	40	40	40	40	40	237	160	477	400
Stormwater Computer Model and Flow Monitoring	1,220	1,220	1,260	1,260	100	100	350	350	2,930	2,930	5,170	5,170
Parkside Drive Fire/EMS Facility Servicing	2,340	2,340	-	-	-	-	-	-	2,340	2,340	2,340	2,340
SWM Facility Maintenance Program	2,087	2,000	2,500	2,500	2,500	2,500	2,500	2,500	9,587	9,500	24,587	24,500
Municipal Drain Program	-	-	100	25	100	25	100	25	300	75	900	225
Unscheduled Manhole and Sewermain Replacement Program	200	200	200	200	200	200	200	200	800	800	2,000	2,000
Field Data Systems Program	194	110	110	110	110	110	110	110	524	440	1,184	1,100
Stormwater Infrastructure Criticality Assessment	320	320	330	330	340	340	350	350	1,340	1,340	3,580	3,580
City of Hamilton Watershed Action Plan	200	200	1,200	1,200	1,200	1,200	1,200	1,200	3,800	3,800	9,800	9,800
Wilson - Wentworth to Sherman	100	100	-	-	-	-	-	-	100	100	100	100
Contingency for Unscheduled Works Program	100	-	100	100	100	100	100	100	400	300	1,000	900



2024 Rate Supported Budget and Financing Plan

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Storm Sewer Network Planning - Transportation Program	750	750	780	780	810	810	840	840	3,180	3,180	8,490	8,490
Stormwater Analysis for Bridge, Culvert and Ditch Replacement Projects	570	570	590	590	610	610	630	630	2,400	2,400	6,350	6,350
Watercourse and Drainage Channel Maintenance	1,260	460	860	860	460	460	460	460	3,040	2,240	6,070	5,270
Shoreline Protection Program	1,000	750	150	150	400	400	750	750	2,300	2,050	4,900	4,650
Storm Water Management Program	4,000	-	4,000	-	4,000	-	4,000	-	16,000	-	40,000	-
Unspecified Storm Projects - NOT TO BE SET UP IN PEOPLESOFT	-	-	-	-	-	-	-	-	-	-	257,428	257,428
Sydenham Hill Cross Culvert Replacements	320	320	-	-	-	-	-	-	320	320	320	320
Citywide Driveway Culvert and Ditch Identification	675	675	-	-	-	-	-	-	675	675	675	675
Stormwater Master Plan	-	-	-	-	-	-	-	-	-	-	1,320	264
Stormwater Marketing Campaign	150	-	100	100	-	-	-	-	250	100	250	100
SERG - Parkside & Kipling Stormwater Infrastructure - CASH FLOW	200	200	6,900	1,464	-	-	4,700	4,700	11,800	6,364	15,100	9,664
Culvert HAM-37223 and Slope Stabilization - Sanatorium - 200m N/O Scenic	150	150	350	350	-	-	-	-	500	500	500	500

2024 Rate Supported Budget and Financing Plan

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Culvert ANC 33332 - Westbound Golf Links Offramp	500	500	-	-	-	-	-	-	500	500	500	500
Queenston Storm Sewer Rehabilitation	500	500	-	-	-	-	-	-	500	500	500	500
Church Street Storm Outfall Replacement	500	500	-	-	-	-	-	-	500	500	500	500
Stormwater Outstations Inspections - Asset Management Program	-	-	-	-	-	-	-	-	-	-	550	550
Mountain Park Ave Phase 02 - East Of Poplar Ave To Bridge Over Sherman Access and Mountain Brow Trail	100	100	-	-	-	-	-	-	100	100	100	100
Bridge 089 - Creighton Rd, 30 m s/o Mill St	450	450	-	-	-	-	-	-	450	450	450	450
Pinelands / Teal / Garden / Community / Greensfield	100	100	-	-	-	-	-	-	100	100	100	100
Upper James - Mohawk to Fennell	100	100	6,000	6,000	-	-	-	-	6,100	6,100	6,100	6,100
Birch Ave (Phase 2) - Princess St to Burlington St	150	150	-	-	-	-	-	-	150	150	150	150
CCBF - Corktown Neighbourhood - Phase 2	1,000	1,000	-	-	-	-	-	-	1,000	1,000	1,000	1,000
771 Safari Road Culverts	610	610	-	-	-	-	-	-	610	610	610	610
Byron and Aubrey Urbanization	150	150	-	-	2,800	2,800	-	-	2,950	2,950	2,950	2,950
Dartnall Rd Extension SWM Strategy Study	300	-	-	-	-	-	-	-	300	-	300	-



2024 Rate Supported Budget and Financing Plan

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
SWMP - SCM22 - Nash Neighbourhood - Davis Creek Subwatershed Study	2,970	-	-	-	-	-	-	-	2,970	-	2,970	-
SWMP - SCL12 - Block 3 - Fruitland/Winona Subwatershed Study (Phase 3)	10,334	-	-	-	-	-	-	-	10,334	-	10,334	-
SWMP - SCM21 - Nash Neighbourhood - Davis Creek	4,746	-	-	-	-	-	-	-	4,746	-	4,746	-
Wilson St E, 1500m e/o Rousseaux - Culvert Rehab	-	-	300	300	-	-	-	-	300	300	300	300
Amelia - Queen to West End	-	-	100	100	550	550	-	-	650	650	650	650
Nebo - Rymal to Stone Church	-	-	3,000	3,000	-	-	-	-	3,000	3,000	3,000	3,000
Duke - Hess to west end & Robinson - Queen to west end	-	-	575	575	-	-	-	-	575	575	575	575
Aberdeen - Queen to Studholme	-	-	100	100	1,500	1,500	-	-	1,600	1,600	1,600	1,600
Highland Rd W - First Rd W to Upper Centennial	-	-	2,900	2,900	-	-	-	-	2,900	2,900	2,900	2,900
SWMP - H28 - 305 Stone Church Road West	-	-	5,175	-	-	-	-	-	5,175	-	5,175	-
SWMP - BMH21 - Binbrook Settlement Area	-	-	4,036	-	-	-	-	-	4,036	-	4,036	-
SWMP - BMH24 - Caterini Subdivision	-	-	2,089	-	-	-	-	-	2,089	-	2,089	-
SWMP - SCL29 - Block 1 - Fruitland/Winona	-	-	7,458	-	-	-	-	-	7,458	-	7,458	-

2024 Rate Supported Budget and Financing Plan

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
SWMP - SCL30 - Block 1 - Fruitland/Winona Subwatershed Study (Phase 3)	-	-	4,724	-	-	-	-	-	4,724	-	4,724	-
Hatt & Bond - King to Market (Phase 1)	-	-	-	-	2,100	2,100	-	-	2,100	2,100	2,100	2,100
Flooding & Drainage Master Plan Capital Forecast	-	-	-	-	-	-	27,880	27,880	27,880	27,880	86,190	86,190
Large Sewermain Lining - Stanley Ave	-	-	-	-	-	-	2,000	2,000	2,000	2,000	2,000	2,000
Industrial - Ottawa to Gage / Gage / Depew	-	-	-	-	-	-	400	400	400	400	400	400
Westdale North Neighbourhood Phase 2	-	-	-	-	-	-	-	-	-	-	2,500	2,500
Burlington & Industrial - Ottawa to Kenilworth	-	-	-	-	-	-	-	-	-	-	700	700
Main - Prospect to Gage - SERG B-3	-	-	-	-	-	-	-	-	-	-	1,710	1,710
Sanford - Cannon to Barton	-	-	-	-	-	-	-	-	-	-	1,200	1,200
Westdale North Neighbourhood Phase 3	-	-	-	-	-	-	-	-	-	-	1,250	1,250
Hughson - Wilson to Barton	-	-	-	-	-	-	-	-	-	-	280	280
Stipeley Neighbourhood (South) - Connaught / Balasm / Dunsmure	-	-	-	-	-	-	-	-	-	-	850	850
751 Mud St E Drainage Cleanout	-	-	-	-	-	-	-	-	-	-	400	400
Parkside Dr Urbanization - Phase 2 - Storm Sewer	-	-	-	-	-	-	-	-	-	-	1,100	440



2024 Rate Supported Budget and Financing Plan

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Subtotal Storm	51,211	25,858	76,497	38,015	35,820	30,246	56,540	52,465	220,068	146,584	668,676	569,026
Total Rate Supported Capital Forecast	285,872	174,739	373,954	275,037	410,314	289,593	511,620	377,603	1,581,760	1,116,972	4,137,442	3,242,248



2024 Rate Supported Budget and Financing Plan

2024 to 2033 Hamilton Water, Wastewater and Storm Financing Plan (\$'000's)

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
EXPENDITURES											
OPERATING EXPENDITURES	108,512	121,113	121,486	126,346	131,400	136,656	142,122	147,807	153,719	159,868	166,262
CAPITAL AND RESERVE IMPACTS ON OPERATING											
Contributions to Capital											
Water Quality Initiatives	64,300	61,898	74,734	90,291	74,545	66,849	72,869	101,775	109,835	134,069	83,443
Wastewater	54,231	53,114	43,022	42,037	43,021	63,918	79,611	85,282	89,256	114,341	162,507
Stormwater	14,822	19,858	28,015	20,246	42,465	46,265	45,559	43,882	71,935	76,233	129,568
Sub-Total Contributions to Capital	133,353	134,870	145,771	152,574	160,031	177,032	198,039	230,939	271,026	324,643	375,518
Contributions for DC Exemptions											
Water Quality Initiatives	2,520	18,872	19,356	19,851	20,359	20,880	21,415	21,963	22,525	23,102	23,693
Wastewater	4,590	11,323	11,613	11,911	12,216	12,528	12,849	13,178	13,515	13,861	14,216
Stormwater	1,890	7,549	7,742	7,940	8,144	8,352	8,566	8,785	9,010	9,241	9,477
Sub-Total Contributions for DC Exemptions	9,000	37,745	38,711	39,702	40,718	41,760	42,830	43,926	45,050	46,204	47,386
Capital Debt Charges											
Water Quality Initiatives	11,695	11,494	19,911	30,516	42,004	52,413	60,974	64,999	67,608	68,601	72,998
Wastewater	13,229	12,871	23,887	37,112	54,776	70,919	84,575	93,282	97,385	96,075	96,134
Stormwater	3,781	4,172	6,893	9,132	10,720	11,861	12,180	12,090	12,030	11,534	11,483
DC Debt Charges Recoveries	(7,124)	(5,926)	(16,764)	(28,943)	(43,630)	(55,183)	(62,286)	(67,184)	(68,851)	(70,348)	(74,652)
Sub-Total Debt Charges	21,581	22,611	33,926	47,818	63,870	80,010	95,443	103,187	108,172	105,862	105,963
Sub-Total Capital Financing	163,934	195,226	218,408	240,094	264,620	298,802	336,311	378,054	424,248	476,709	528,867
Reserve Transfers	(0)	(13,000)	(7,150)	(1,300)	(0)	-	-	-	-	-	5,633



2024 Rate Supported Budget and Financing Plan

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Sub-Total Capital and Reserve Impacts on Operating	163,934	182,226	211,258	238,794	264,620	298,802	336,311	378,054	424,248	476,709	534,500
TOTAL EXPENDITURES	272,447	303,339	332,744	365,140	396,019	435,459	478,433	525,860	577,967	636,577	700,762
REVENUES											
Rate Revenue											
Residential	121,736	134,525	148,642	164,368	181,814	201,131	222,146	245,704	271,600	300,078	331,683
Industrial/Commercial/ Institutional/Multi-res	128,335	140,871	155,018	170,484	187,210	205,846	226,350	248,673	273,117	301,260	331,724
Haldimand	3,607	3,959	4,359	4,780	5,225	5,789	6,326	6,906	7,594	8,395	9,289
Halton	311	339	372	409	447	494	540	591	650	719	794
Raw Water	190	198	206	214	222	231	241	250	260	271	276
Non-Metered	1,100	1,196	1,314	1,443	1,577	1,746	1,908	2,082	2,290	2,530	2,799
Private Fire Lines	1,800	1,957	2,150	2,361	2,581	2,857	3,122	3,407	3,747	4,141	4,580
Hauler / 3rd Party Sales	1,893	1,969	2,047	2,129	2,214	2,303	2,395	2,491	2,590	2,694	2,748
Overstrength Agreements	3,439	3,508	3,578	3,650	3,723	3,797	3,873	3,950	4,029	4,110	4,192
Sewer Surcharge Agreements	7,005	7,145	7,288	7,434	7,583	7,734	7,889	8,047	8,208	8,372	8,539
Sub-Total Utility Rates	269,415	295,665	324,975	357,271	392,596	431,928	474,790	522,101	574,085	632,570	696,624
Sub-Total Non-Rate Revenue	3,031	7,674	7,769	7,869	3,423	3,531	3,643	3,760	3,881	4,007	4,139
TOTAL REVENUES	272,447	303,339	332,744	365,140	396,019	435,459	478,433	525,860	577,967	636,577	700,762
NET EXPENDITURES	-	-	-	-	-	-	-	-	-	-	-
RATE INCREASE	6.49%	10.04%	9.95%	10.04%	10.06%	10.07%	9.92%	10.06%	9.99%	9.99%	10.02%
RESIDENTIAL BILL (200m3 p.a.)	\$877.30	\$965.40	\$1,061.50	\$1,168.05	\$1,285.50	\$1,415.00	\$1,555.35	\$1,711.80	\$1,882.75	\$2,070.85	\$2,278.30

| DEPARTMENTAL BUDGET SUMMARIES



| PLANNING AND ECONOMIC DEVELOPMENT



Departmental Budget Summaries

Planning and Economic Development

Description:

Planning and Economic Development (PED) contributes to the City of Hamilton's vision to be the best place to raise a child and age successfully. Together with its partners, the department brings this vision to life through effective planning for existing and future communities, processing of development applications, support for new and existing businesses, delivery of major infrastructure and development projects, support for the city's heritage, culture and arts, and ensuring the health, safety and well-being of the public through compliance with municipal by-laws.

Key Performance Measures:

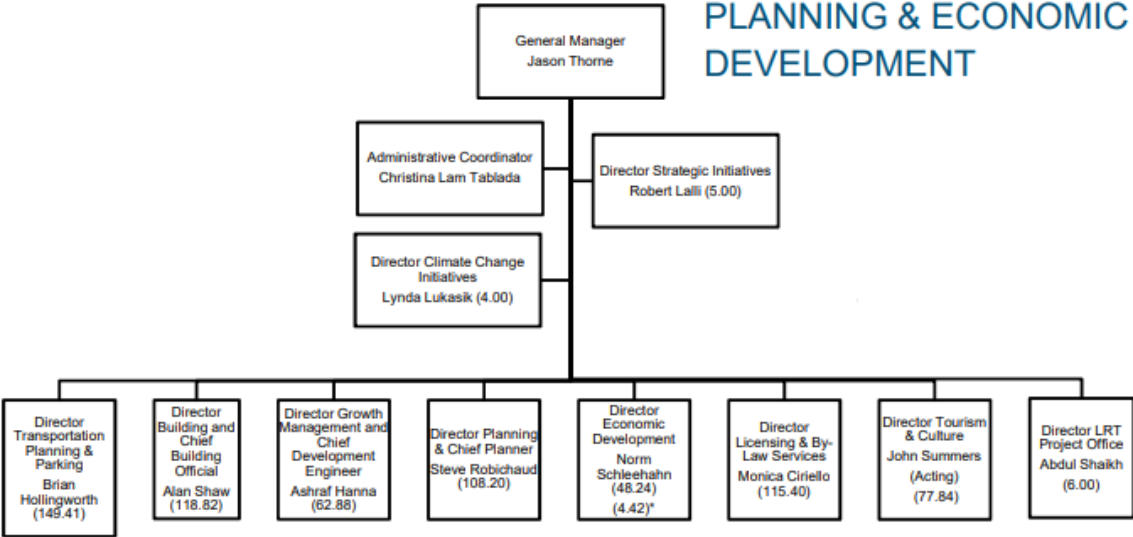
Performance Indicator	2021	2022	2023
Building Permits – Construction Value by Year	\$2,120,631,421	\$1,856,371,962	\$2,550,392,065
Average days to issue a building permit by the City of Hamilton's Building Division (10-day)	7.7	8.4	9.1
Average days to issue a building permit by the City of Hamilton's Building Division (20-day)	19.4	23.5	18.0
Non-Residential Assessment	11.9%	12.4%	12.0%
New Housing Starts	3,604	3,670	4,142
Hotel Stays	N/A	459,400	483,540



Departmental Budget Summaries

Performance Indicator	2021	2022	2023
Film Permits Issued	816	986	711

Organization Chart:



Complement (FTE)	Management	* Distributed Management	Other	* Distributed Other	Total	Staff to Management Ratio
2023	47.00	1.00	629.19	3.42	676.19	13.38:1
2024	49.00	1.00	648.79	3.42	697.79	13.24:1
Change	2.00	0.00	19.6	0.00	21.60	0.17:1



Departmental Budget Summaries

Budget Summary:

Net Levy Summary – Planning and Economic Development

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
General Manager PED	\$ 833,344	\$ 1,605,917	\$ 1,765,200	\$ 159,283	9.9%
Transportation Planning and Parking	759,490	3,054,446	3,125,092	70,646	2.3%
Building	1,011,715	1,178,568	1,153,000	(25,568)	(2.2)%
Economic Development	5,506,077	5,546,712	5,864,800	318,088	5.7%
Growth Management	(213,386)	814,496	790,330	(24,166)	(3.0)%
Licensing & By-Law Services	6,249,696	7,139,561	7,461,060	321,499	4.5%
Planning	3,648,219	3,634,695	3,646,313	11,618	0.3%
Tourism & Culture	8,758,203	10,351,714	11,249,000	897,286	8.7%
LRT	(301)	-	-	-	-%
Total Planning & Economic Development	\$26,553,057	\$33,326,109	\$35,054,795	\$ 1,728,686	5.2%



Departmental Budget Summaries

Cost Category Summary – Planning and Economic Development

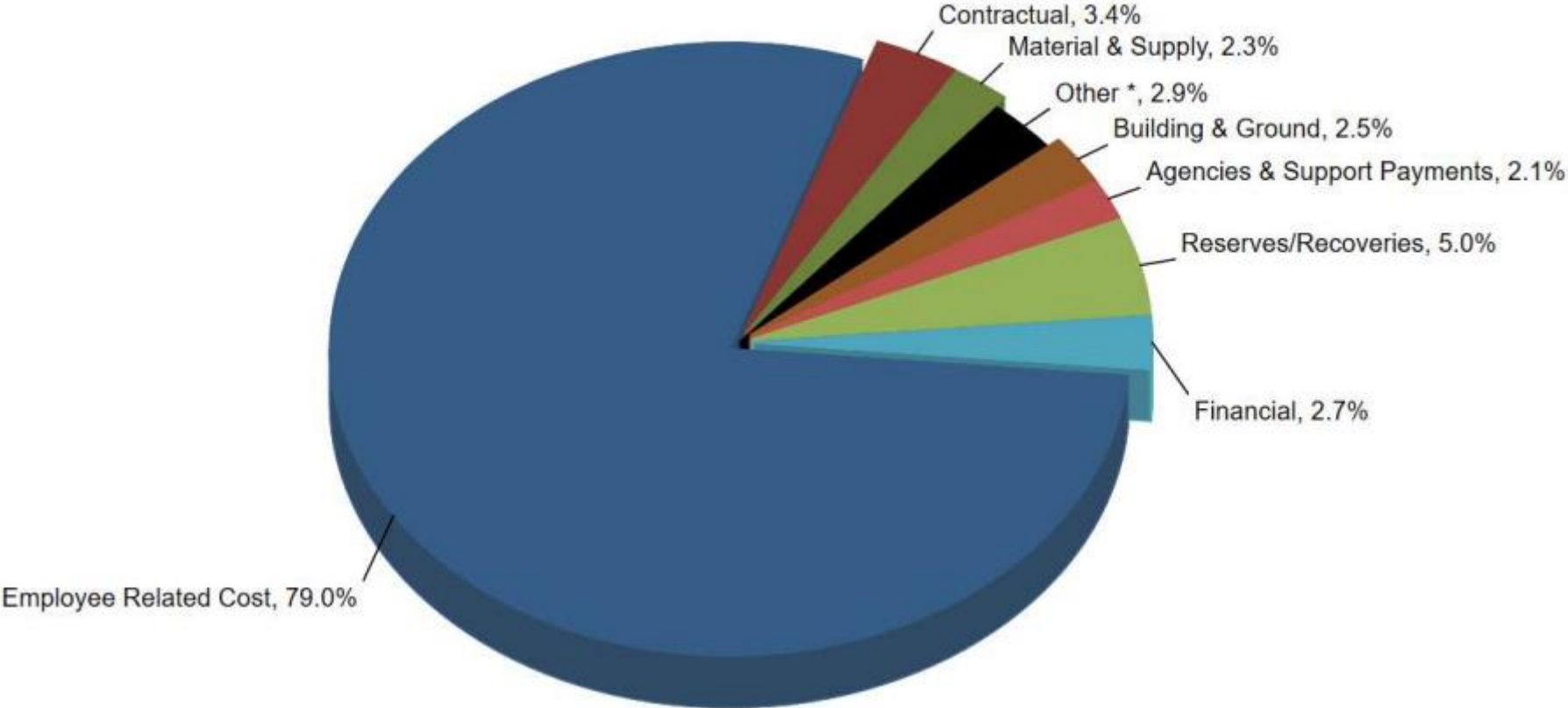
	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost*	\$ 63,412,579	\$ 74,582,361	\$ 81,508,152	6,925,791	9.3%
Contractual*	4,356,109	3,413,604	3,506,063	92,459	2.7%
Material & Supply*	2,077,195	2,337,309	2,418,487	81,178	3.5%
Recoveries from Capital*	(3,778,284)	(3,945,961)	(4,053,560)	(107,599)	2.7%
Vehicle Expenses*	749,825	732,802	675,088	(57,714)	(7.9)%
Building & Ground*	1,684,452	1,924,572	2,616,855	692,283	36.0%
Consulting*	255,738	296,166	288,505	(7,661)	(2.6)%
Agencies & Support Payments*	644,776	1,900,250	2,126,834	226,584	11.9%
Reserves/Recoveries*	9,748,797	7,168,475	5,194,021	(1,974,454)	(27.5)%
Cost Allocations*	1,465,970	2,076,540	2,022,119	(54,421)	(2.6)%
Financial*	2,120,135	2,289,298	2,836,333	547,035	23.9%
Capital Financing*	(84,736)	86,000	-	(86,000)	(100.0)%
Capital Expenditures*	7,520	4,730	4,730	-	-%
Total Expenses	82,660,076	92,866,146	99,143,627	6,277,481	6.8%
Fees & General	(50,935,255)	(52,851,370)	(56,846,579)	(3,995,209)	7.6%
Tax & Rates	(2,285,288)	-	-	-	-%
Grants & Subsidies	(2,059,272)	(3,445,107)	(4,261,599)	(816,492)	23.7%
Reserves	(827,207)	(3,243,560)	(2,980,654)	262,906	(8.1)%
Total Revenues	(56,107,022)	(59,540,037)	(64,088,832)	(4,548,795)	7.6%
Net Levy	\$ 26,553,054	\$ 33,326,109	\$ 35,054,795	1,728,686	5.2%
Full-Time Equivalents		676.19	712.41	36.22	5.4%



Departmental Budget Summaries

Breakdown of Expenses – Planning and Economic Development

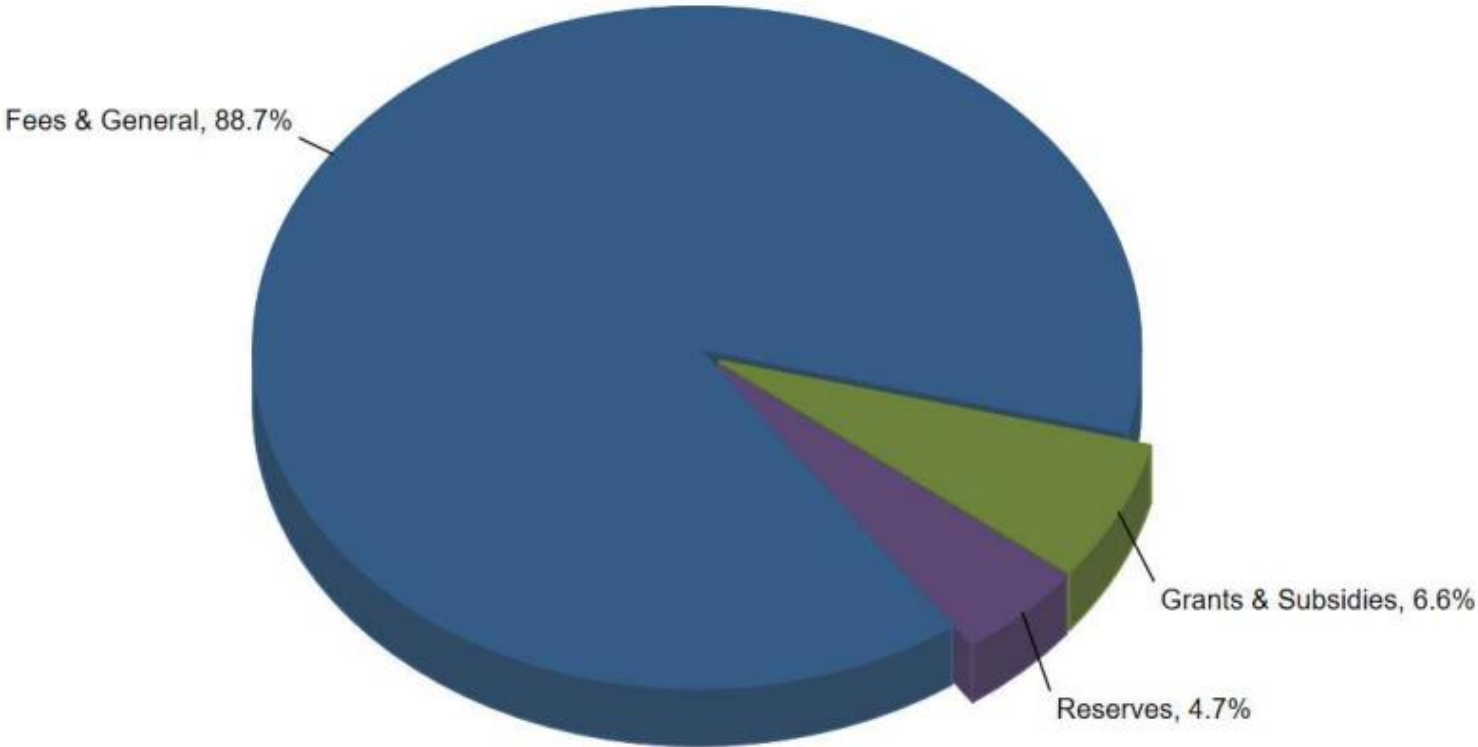
2024 Approved Budget Expenses



Departmental Budget Summaries

Breakdown of Revenues – Planning and Economic Development

2024 Approved Budget Revenues



Departmental Budget Summaries

10-Year Capital Forecast – Planning and Economic Development (\$000's)

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Economic Development												
3621708900 - Economic Development Initiatives	2,000	2,000	3,199	3,199	3,199	3,199	3,199	3,199	11,597	11,597	30,791	30,791
3621750301 - Employment Land Bank Interest	900	-	900	900	900	900	900	900	3,600	2,700	9,000	8,100
3622208202 - Brownfield Development	300	300	300	300	300	300	300	300	1,200	1,200	3,000	3,000
3622441001 - ERASE Affordable Housing Grant Program	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	6,000	6,000	15,000	15,000
7642250001 - Confidential RE2202 - Immediate Real Estate Strategy - EMS	-	-	65,000	65,000	-	-	-	-	65,000	65,000	65,000	65,000
8202203200 - Start Up and Office Tenant Attraction Program	33	33	262	262	262	262	262	262	819	819	2,391	2,391
8202203204 - Commercial District Revitalization Grant Program	200	-	200	-	200	-	200	-	800	-	2,000	-
8202203206 - Community Downtowns and BIAs	224	224	224	224	224	224	224	224	896	896	2,240	2,240
8202241200 - Hamilton Heritage Property Grant Program	200	200	200	200	200	200	200	200	800	800	2,000	2,000
8202403001 - Downtown and Commercial Districts Improvements	224	224	224	224	224	224	224	224	896	896	2,240	2,240
8202408001 - ERASE Commercial Districts Remediation Loan Program	600	600	600	600	600	600	600	600	2,400	2,400	6,000	6,000
8202441001 - Hamilton Heritage Conservation Grant Program	25	-	25	-	25	-	25	-	100	-	250	-
Economic Development Total	6,206	5,081	72,634	72,409	7,634	7,409	7,634	7,409	94,108	92,308	139,912	136,762



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Growth Management												
4030980978 - Growth Related Studies (URVP/Twenty Road Class EA)	205	31	-	-	-	-	-	-	205	31	205	31
4031380360 - Waterdown - Burlington Road Upgrades	1,800	-	-	-	-	-	-	-	1,800	-	1,800	-
4031480481 - Barton Street Improvements	60	24	-	-	-	-	-	-	60	24	60	24
4031780781 - Highway 8 Improvements Class EA (Stoney Creek)	60	24	-	-	-	-	-	-	60	24	60	24
4031880883 - Dickenson Road Class EA (Upper James to Southcote) (AEGD)	120	18	-	-	-	-	-	-	120	18	120	18
4031980783 - Glancaster Road Class EA (Garner to Dickenson) (AEGD)	60	9	-	-	-	-	-	-	60	9	60	9
4032180184 - Dickenson - Upper James to Glancaster (AEGD)	3,000	-	-	-	-	-	-	-	3,000	-	9,280	942
4032280253 - Arvin Ave - McNeilly to Lewis	-	-	-	-	3,255	-	-	-	3,255	-	3,255	-
4032280281 - Shaver Rd - Trustwood to Garner (AIP)	-	-	-	-	4,114	617	-	-	4,114	617	4,114	617
4032280285 - Southcote - Garner to 970m southerly (hydro corridor) (AEGD)	-	-	-	-	-	-	-	-	-	-	3,400	510
4032355322 - Two-Way Conversion Feasibility Studies	-	-	320	320	-	-	-	-	320	320	320	320
4032380582 - Development Road Urbanization	500	-	500	25	500	25	500	25	2,000	75	5,000	225
4032455225 - RHVP - LINC EA	-	-	530	530	530	530	530	530	1,590	1,590	1,590	1,590



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
4032480180 - Smith - Garner to Dickenson Extension	2,550	-	2,550	383	-	-	-	-	5,100	383	9,919	1,105
4032480388 - Lewis - Barton to Hwy 8	5,250	-	-	-	-	-	-	-	5,250	-	5,250	-
4032480481 - Barton - Fruitland to Fifty (Fruitland - Winona)	1,400	-	4,000	1,600	9,560	3,824	13,000	5,200	27,960	10,624	27,960	10,624
4032480482 - Clappison Ave Ext - Parkside Dr to North Waterdown Dr	400	-	-	-	-	-	-	-	400	-	5,650	-
4032480483 - McNeilly Rd Urbanization - Barton St to Hwy 8	4,000	-	4,700	705	-	-	-	-	8,700	705	8,700	705
4032480490 - Fruitland Rd Widening - Arvin Ave to Barton St	800	120	-	-	-	-	-	-	800	120	3,810	572
4032480583 - Glancaster - Garner to Dickenson (AEGD)	2,000	-	2,220	333	10,180	1,527	-	-	14,400	1,860	14,400	1,860
4032580188 - Highway 8 (Stoney Creek) - Fruitland to Fifty	-	-	3,000	1,200	3,000	1,200	14,710	5,884	20,710	8,284	20,710	8,284
4032580280 - First Road West Urbanization from Bedrock to Ridgeview	-	-	4,200	630	-	-	-	-	4,200	630	4,200	630
4032580381 - Frid St Extension - Chatham to Longwood	-	-	2,700	675	-	-	-	-	2,700	675	2,700	675
4032580383 - Garner Road - Hwy 2/Wilson to Highway 6 (AEGD) - CASH FLOW	-	-	3,000	450	-	-	10,100	1,515	13,100	1,965	23,200	3,480
4032580393 - Airport - Upper James to Glancaster (AEGD) - CASH FLOW	-	-	1,345	538	5,500	2,200	-	-	6,845	2,738	14,100	5,640
4032580480 - Garner Road - Highway 6 to e/o Glancaster (AEGD)	-	-	2,990	449	16,930	2,540	-	-	19,920	2,988	19,920	2,988
4032580485 - Arterial Road 1N Oversizing (AEGD) - Glancaster Road to Dickenson Road	-	-	21,500	-	-	-	-	-	21,500	-	21,500	-
4032580580 - Parkside Dr Urbanization - Hollybush Dr to Highway No. 6	-	-	500	200	10,700	4,280	-	-	11,200	4,480	11,200	4,480



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
4032580591 - Book - Southcote to Smith (AEGD)	-	-	550	-	2,700	-	-	-	3,250	-	3,250	-
4032580784 - RHBP - Dickenson - w/o Nebo to w/o Glover	-	-	840	336	-	-	-	-	840	336	5,590	2,236
4032655625 - Centennial-QEW Interchange Ramp Operational Improvements Study	-	-	-	-	500	500	-	-	500	500	500	500
4032680381 - Glover - Rymal to Twenty Rd	-	-	-	-	20,650	3,098	-	-	20,650	3,098	20,650	3,098
4032680484 - Glover Rd Urbanization - Barton St to Hwy 8	-	-	-	-	8,000	1,200	-	-	8,000	1,200	8,000	1,200
4032680680 - McNiven - Mohawk to Golf Links	-	-	-	-	150	120	150	120	300	240	2,630	2,104
4032680681 - Jones Rd Urbanization - Barton St to Hwy 8	-	-	-	-	9,250	1,388	-	-	9,250	1,388	9,250	1,388
4032680689 - Book - Southcote to Highway 6 (AEGD)	-	-	-	-	1,100	165	5,060	759	6,160	924	6,160	924
4032680692 - Book Rd Extension - Smith to Glancaster (AEGD)	-	-	-	-	1,100	-	5,500	-	6,600	-	6,600	-
4032755715 - Transportation Plan and Development Charges Update	-	-	-	-	-	-	750	750	750	750	750	750
4032780486 - Centre Rd - Northlawn to Parkside	-	-	-	-	-	-	2,430	970	2,430	970	2,430	970
4032980985 - Garth Extension - Twenty to Dickenson (AEGD)	-	-	-	-	-	-	-	-	-	-	8,440	-
4033080080 - Golf Links - McNiven to Kitty Murray	-	-	-	-	-	-	-	-	-	-	3,950	593
4033080085 - Twenty Rd - Glancaster to Aldercrest (Upper James) (AEGD)	-	-	-	-	-	-	-	-	-	-	17,820	2,673
4033080086 - Parkside Dr Urbanization - Phase 2	-	-	-	-	-	-	-	-	-	-	2,940	1,176



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
4033080089 - Arvin - Jones to existing West end	-	-	-	-	-	-	-	-	-	-	2,560	-
4033080486 - Regional Rd 56 Urbanization - Cemetery Rd to South Limits of ROPA 9	-	-	-	-	-	-	-	-	-	-	11,867	1,780
4033080487 - Fletcher Rd Urbanization - 500m south of Rymal Rd to Golf Club Rd	-	-	-	-	-	-	-	-	-	-	10,124	1,519
4033080488 - Golf Club Rd Urbanization - Trinity Church Rd to Hendershot Rd	-	-	-	-	-	-	-	-	-	-	29,795	4,469
4033080489 - Trinity Church Rd Urbanization - Hydro Corridor to Golf Club Rd	-	-	-	-	-	-	-	-	-	-	9,541	1,431
4033180182 - Fletcher Rd - Golf Club to Binbrook	-	-	-	-	-	-	-	-	-	-	17,500	7,000
4033180187 - Highway 8 (Stoney Creek) - Dewitt to Fruitland	-	-	-	-	-	-	-	-	-	-	6,530	2,612
4033180685 - Fifty Rd - QEW to Hwy. 8	-	-	-	-	-	-	-	-	-	-	5,270	791
4033280280 - Jones - Barton to South Service	-	-	-	-	-	-	-	-	-	-	3,730	1,865
4033280282 - Miles Road - Rymal to Hydro Corridor	-	-	-	-	-	-	-	-	-	-	10,770	1,616
4033280684 - Southcote - Hydro Corridor to Book (AEGD)	-	-	-	-	-	-	-	-	-	-	3,400	510
4140046100 - City Share of Servicing Costs in Subdivisions	3,000	-	3,000	-	3,000	-	3,000	-	12,000	-	27,000	-
8122480001 - Farm 911 – Emergency Access Point Program	95	-	-	-	-	-	-	-	95	-	95	-
Growth Management Total	25,300	226	58,445	8,373	110,719	23,213	55,730	15,753	250,194	47,564	459,625	86,555



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Licensing & By-Law Services												
4502451001 - Licensing By Law Vehicles - Safe Apartments, Renovation By laws, Waterfront	273	273	542	542	-	-	-	-	815	815	815	815
Licensing & By-Law Services Total	273	273	542	542	-	-	-	-	815	815	815	815
Transportation Planning & Parking												
4030058030 - Open Streets Hamilton	120	-	120	120	120	120	120	120	480	360	1,200	1,080
4032311222 - New Sidewalk Program	250	13	250	13	250	13	250	13	1,000	50	2,500	125
4032317050 - Bicycle Infrastructure Upgrades	200	200	250	250	250	250	250	250	950	950	2,650	2,650
4032317053 - Bicycle Boulevard (Neighbourhood Greenways) Program	120	120	120	120	120	120	120	120	480	480	1,260	1,260
4032317125 - Active Transportation Fund - Capital Stream	1,570	628	2,440	976	-	-	-	-	4,010	1,604	4,010	1,604
4032355744 - TMP Modelling & Monitoring	30	30	30	30	30	30	30	30	120	120	300	300
4032355820 - Sustainable Mobility Program	550	550	450	450	450	450	450	450	1,900	1,900	4,900	4,900
4032355821 - Micromobility Program	200	200	150	150	150	150	150	150	650	650	1,550	1,550
4032355940 - Transportation Tomorrow Survey	100	100	100	100	100	100	100	100	400	400	1,000	1,000
4032416435 - Fifty Road & QEW Interchange Area Transportation Improvements	200	9	750	-	-	-	-	-	950	9	950	9



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
4032416436 - Longwood-Aberdeen Transportation Improvements	150	75	700	150	-	-	-	-	850	225	850	225
4032417126 - Longwood - Macklin Cycle Track	250	250	-	-	-	-	-	-	250	250	250	250
4032451001 - Hamilton Bike Share Fleet - E-Bike Purchase	550	-	100	-	100	-	-	-	750	-	750	-
4032455224 - RHBP to Airport Connector EA	730	-	-	-	1,550	1,550	-	-	2,280	1,550	2,280	1,550
4032455415 - Urban Boundary Expansion - Secondary Planning Area Transportation Plans	225	225	300	300	300	300	-	-	825	825	825	825
4662317124 - On Street Bike Facilities	750	750	600	600	600	600	600	600	2,550	2,550	6,500	6,500
4901751700 - Parking Payment Equipment	-	-	228	222	-	-	-	-	228	222	628	613
4902141201 - Surface Lots and Garage Repairs and Improvements	500	-	1,000	-	500	-	500	-	2,500	-	5,500	-
4902141203 - Surface Lot Lighting Replacement	500	-	300	-	-	-	100	-	900	-	1,000	-
4902141210 - Fence Repairs	300	-	-	-	100	-	-	-	400	-	500	-
4902157201 - Parking Meter Mechanism and Housing Replacement	200	-	-	-	-	-	200	-	400	-	600	-
4902257200 - Municipal Car Park and Wayfinding Signage Replacement	50	-	-	-	-	-	25	-	75	-	75	-
4902441001 - Parking Office Improvements	100	-	-	-	-	-	-	-	100	-	100	-
4902441002 - Greening & Sustainable Surface Treatments in Municipal Parking Lots	200	-	-	-	-	-	-	-	200	-	200	-
4902451002 - Collection Cart and Can Replacement	20	-	-	-	-	-	-	-	20	-	20	-



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
4902455001 - Secure Bike Parking Facility Expansion and Enhancements	350	-	-	-	-	-	-	-	350	-	350	-
4902457001 - Wayfinding Signage Improvements	100	-	100	-	-	-	-	-	200	-	200	-
4902845001 - Downtown and Waterfront Parking	-	-	-	-	-	-	-	-	-	-	61,080	42,170
5302183101 - Active Transportation Connections (ICIP)	3,000	-	2,300	-	-	-	-	-	5,300	-	5,300	-
Transportation Planning & Parking Total	11,315	3,149	10,288	3,481	4,620	3,683	2,895	1,833	29,118	12,145	107,327	66,611
Tourism & Culture												
7202041201 - ICIP CCR Griffin House Stabilization	400	400	-	-	-	-	-	-	400	400	400	400
7202041204 - ICIP CCR Children's Museum Expansion Phase 2	600	518	-	-	-	-	-	-	600	518	600	518
7202058201 - Conservation of Art and Monuments	55	-	55	-	55	-	55	-	220	-	550	-
7202058202 - Collections Management	55	55	232	232	212	212	212	212	711	711	1,987	1,987
7202158210 - Built Heritage Inventory	-	-	-	-	250	250	250	250	500	500	1,870	1,870
7202158212 - Heritage Site Documentation Study	-	-	75	75	-	-	-	-	75	75	75	75
7202158213 - Civic Museum Development	205	205	250	250	250	250	250	250	955	955	2,455	2,455
7202341003 - Veever's Estate Rehabilitation	175	175	150	150	150	150	150	150	625	625	625	625
7202341006 - Dundurn Castle HVAC Renewal	-	-	530	530	1,265	1,265	225	225	2,020	2,020	2,020	2,020



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
7202341008 - Gardener's Cottage at Dundurn Park Rehabilitation	75	75	75	75	75	75	75	75	300	300	300	300
7202341203 - Major Historic Site Repainting	100	100	100	100	100	100	100	100	400	400	400	400
7202355001 - Heritage Facility Designated Substance Survey Studies	-	-	280	280	-	-	-	-	280	280	280	280
7202441001 - Ancaster Old Town Hall Exterior Restoration	1,000	1,000	100	100	-	-	-	-	1,100	1,100	1,100	1,100
7202441002 - Dundurn Interior Conservation	57	57	57	57	57	57	-	-	171	171	171	171
7202458000 - Placemaking Repairs and Conservation	5	-	5	-	5	-	5	-	20	-	30	-
Tourism & Culture Total	2,727	2,585	1,909	1,849	2,419	2,359	1,322	1,262	8,377	8,055	12,863	12,201
Planning												
8100655600 - SCUBE Secondary Plan	50	-	50	50	-	-	-	-	100	50	100	50
8101655600 - Comprehensive Zoning By-Law	494	-	880	797	880	797	850	770	3,104	2,364	3,104	2,364
8120955900 - Community Planning Studies	200	-	100	100	-	-	-	-	300	100	300	100
8121255620 - Part IV & V Designations Under the Ontario Heritage Act	-	-	144	141	147	144	150	147	441	433	1,406	1,379
8121755705 - Urban and Rural Official Plan Five Year Review	400	234	-	-	-	-	-	-	400	234	400	234
8121957900 - 3D Model Development	160	160	169	169	169	169	169	169	667	667	667	667
8122255200 - Municipal Comprehensive Review Official Plan Amendments Implementation	-	-	210	210	150	150	150	150	510	510	660	660



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
8122457001 - Planning Division Digital Zoning By-law	300	300	300	300	300	300	300	300	1,200	1,200	1,200	1,200
8141155103 - Zoning By-law OLT Appeals	265	217	265	265	265	265	265	265	1,060	1,012	1,060	1,012
8141555600 - Hamilton Growth Management Review	400	400	30	30	-	-	-	-	430	430	430	430
8141655600 - City Wide Employment Survey	-	-	190	154	220	178	195	158	605	491	1,945	1,578
8142455001 - Review and Update of Municipal Tree By-laws	325	325	180	180	-	-	-	-	505	505	505	505
8142455800 - Official Plan LPAT Appeals	100	-	-	-	-	-	150	150	250	150	700	600
Planning Total	2,694	1,635	2,518	2,396	2,131	2,004	2,229	2,109	9,572	8,145	12,477	10,779
Planning & Economic Development Total	48,515	12,950	146,336	89,050	127,523	38,667	69,810	28,366	392,183	169,033	733,019	313,724

Departmental Budget Summaries

General Manager's Office

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 1,125,970	\$ 1,679,704	\$ 1,846,917	\$ 167,213	10.0%
Material & Supply	10,773	54,730	57,430	2,700	4.9%
Recoveries from Capital*	(184,646)	-	-	-	-%
Building & Ground*	1,916	2,326	2,189	(137)	(5.9)%
Contractual	3,477	178,038	177,712	(326)	(0.2)%
Capital Expenditures*	-	4,730	4,730	-	-%
Cost Allocations*	(190,363)	(393,972)	(400,298)	(6,326)	1.6%
Reserves/Recoveries	66,216	80,361	76,519	(3,842)	(4.8)%
Total Expenses	833,343	1,605,917	1,765,199	159,282	9.9%
Total Revenues	-	-	-	-	-%
Net Levy	\$ 833,343	\$ 1,605,917	\$ 1,765,199	\$ 159,282	9.9%
Full-Time Equivalents		11.00	11.00	-	-%

Departmental Budget Summaries

Transportation Planning and Parking

Description:

The Transportation Planning and Parking Division is responsible for ensuring that people's day to day travel choices are safe, convenient and reliable, and over time, help the City become more sustainable. Transportation planning and parking are closely linked to land use planning, healthy communities, environmental sustainability, and affordability. Increasingly technology is influencing the range of travel and parking options available and how people pay for them. Transportation Planning and Parking is tasked with predicting the future and assessing how our infrastructure will be planned, designed and operated to maximize economic prosperity and manage lifecycle costs.

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Transportation Planning	\$ 1,569,371	\$ 2,535,094	\$ 2,746,213	\$ 211,119	8.3%
Directors Office TPP	(1,192,579)	(1,236,769)	(786,814)	449,955	(36.4)%
Hamilton Municipal Parking System	(1,362,819)	(390,191)	(1,154,110)	(763,919)	195.8%
School Crossing	1,745,518	2,146,312	2,319,804	173,492	8.1%
Total Transportation Planning and Parking	\$ 759,491	\$ 3,054,446	\$ 3,125,093	\$ 70,647	2.3%

Departmental Budget Summaries

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 10,171,257	\$ 11,869,436	\$ 12,439,168	\$ 569,732	4.8%
Material & Supply*	297,087	362,108	413,858	51,750	14.3%
Recoveries from Capital*	(28,762)	-	-	-	-%
Vehicle Expenses*	233,719	256,403	229,123	(27,280)	(10.6)%
Building & Ground	608,788	691,260	907,398	216,138	31.3%
Contractual	1,546,677	1,286,930	1,387,410	100,480	7.8%
Agencies & Support Payments*	45	486,400	486,400	-	-%
Capital Financing*	(100,000)	-	-	-	-%
Financial	1,638,526	1,468,440	1,729,059	260,619	17.7%
Cost Allocations*	721,153	760,036	769,051	9,015	1.2%
Reserves/Recoveries	1,738,059	1,697,191	1,798,796	101,605	6.0%
Total Expenses	16,826,549	18,878,204	20,160,263	1,282,059	6.8%
Fees & General	(14,376,716)	(14,323,758)	(16,035,170)	(1,711,412)	11.9%
Tax & Rates	(1,635,943)	-	-	-	-%
Reserves	(54,401)	(1,500,000)	(1,000,000)	500,000	(33.3)%
Total Revenues	(16,067,060)	(15,823,758)	(17,035,170)	(1,211,412)	7.7%
Net Levy	\$ 759,489	\$ 3,054,446	\$ 3,125,093	\$ 70,647	2.3%
Full-Time Equivalents		150.91	149.41	(1.5)	(1.0)%



Departmental Budget Summaries

Building

Description:

The Building Division's primary roles are issuing building permits and performing related inspections to enforce the Ontario Building Code Act and its corresponding regulation, the Ontario Building Code (OBC). The OBC is essentially a set of minimum provisions regarding the safety of buildings with reference to public health, fire protection, accessibility and structural sufficiency. Enforcement of this regulation ensures buildings are safe to live, work and play in. As well as reviewing Planning and Building Applications for compliance with the six area zoning bylaws. Zoning By-laws establish land use and dimensional limitations on properties (i.e., height, location, coverage etc.). The division accomplishes this by developing and implementing building and zoning related policies, regulations and services that support and enhance the sustainability, growth and prosperity of the City.

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Administration - Building	\$ 391,820	\$ 283,874	\$ 280,578	\$ (3,296)	(1.2)%
Building Inspections	571,164	665,241	690,211	24,970	3.8%
Engineering Services	(183,452)	-	1	1	-%
Plan Examination	232,183	229,453	182,210	(47,243)	(20.6)%
Total Building	\$ 1,011,715	\$ 1,178,568	\$ 1,153,000	\$ (25,568)	(2.2)%



Departmental Budget Summaries

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 12,023,290	\$ 12,698,138	\$ 14,786,525	\$ 2,088,387	16.4%
Material & Supply*	353,662	186,770	190,310	3,540	1.9%
Recoveries from Capital*	(21,970)	-	-	-	-%
Vehicle Expenses*	144,262	127,615	138,610	10,995	8.6%
Building & Ground*	24,032	19,850	16,994	(2,856)	(14.4)%
Consulting*	18,344	-	-	-	-%
Contractual*	394,769	55,410	55,410	-	-%
Capital Expenditures*	7,520	-	-	-	-%
Financial*	142,956	112,000	112,000	-	-%
Cost Allocations	1,550,424	1,990,321	2,039,878	49,557	2.5%
Reserves/Recoveries	2,174,163	1,137,363	1,028,369	(108,994)	(9.6)%
Total Expenses	16,811,452	16,327,467	18,368,096	2,040,629	12.5%
Fees & General	(15,799,736)	(15,148,900)	(17,215,097)	(2,066,197)	13.6%
Net Levy	\$ 1,011,716	\$ 1,178,567	\$ 1,152,999	\$ (25,568)	(2.2)%
Full-Time Equivalents		103.82	118.82	15.00	14.4%

Departmental Budget Summaries

Economic Development

Description:

Economic Development is tasked with growing and retaining the workforce and increasing the non-residential tax base for the City of Hamilton. The four sections within Economic Development that deliver the mandate of the division are: Business Investment & Sector Development which focuses on business retention and expansion; investment attraction; Commercial Districts and Small Business – which focuses on downtowns, commercial areas, BIAs and the Hamilton Business Centre (HBC); Municipal Land Development Office - facilitates significant re-development projects by leveraging a portfolio of city-owned assets and the Corporate Real Estate Office which is responsible for the management of the City’s real estate assets and real estate portfolio including leases, acquisitions, dispositions and valuations in every asset category.

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Corporate Real Estate Office	\$ 780,634	\$ 406,587	\$ 409,153	\$ 2,566	0.6%
Commercial Districts and Small Business	1,634,191	1,802,976	1,884,758	81,782	4.5%
Municipal Land Development	132,860	238,581	243,932	5,351	2.2%
Business Development	2,958,393	3,098,568	3,326,957	228,389	7.4%
Total Economic Development	\$ 5,506,078	\$ 5,546,712	\$ 5,864,800	\$ 318,088	5.7%

Departmental Budget Summaries

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 6,509,036	\$ 7,015,911	\$ 7,306,129	\$ 290,218	4.1%
Material & Supply*	327,847	274,691	285,359	10,668	3.9%
Recoveries from Capital*	(1,842,022)	(1,935,349)	(1,915,111)	20,238	(1.0)%
Building & Ground*	15,476	12,980	9,622	(3,358)	(25.9)%
Consulting*	5,239	21,936	14,275	(7,661)	(34.9)%
Contractual	465,255	457,860	402,588	(55,272)	(12.1)%
Agencies & Support Payments	373,455	1,058,600	1,285,184	226,584	21.4%
Financial	(23,630)	347,188	447,927	100,739	29.0%
Cost Allocations	297,599	962,571	981,478	18,907	2.0%
Reserves/Recoveries	919,026	795,931	838,889	42,958	5.4%
Total Expenses	7,047,281	9,012,319	9,656,340	644,021	7.1%
Fees & General	(716,633)	(1,716,470)	(1,827,510)	(111,040)	6.5%
Grants & Subsidies	(639,063)	(655,977)	(742,170)	(86,193)	13.1%
Reserves	(185,508)	(1,093,160)	(1,221,860)	(128,700)	11.8%
Total Revenues	(1,541,204)	(3,465,607)	(3,791,540)	(325,933)	9.4%
Net Levy	\$ 5,506,077	\$ 5,546,712	\$ 5,864,800	\$ 318,088	5.7%
Full-Time Equivalents		48.24	49.24	1.00	2.1%

Departmental Budget Summaries

Growth Management

Description:

Growth Management Division coordinates and oversees the review and approval of all engineering aspects related to development applications submitted under the Planning Act. It also manages the planning and implementation of growth-related infrastructure in accordance with City policies and standards. Growth Management supports the coordination of policy and infrastructure to ensure that growth aligns with the objectives of the City of Hamilton’s Official Plan, Growth Related Integrated Development Strategy, CityWide Transportation Master Plan, Water and Wastewater Master Plan and the Comprehensive Development Engineering Guidelines and Financial Policies.

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Director & Admin Growth Management	\$ 4,099	\$ (273,103)	\$ (264,255)	\$ 8,848	(3.2)%
Development Engineering	89,102	(772,920)	(797,445)	(24,525)	3.2%
Grading & Construction	(612,357)	235,547	123,988	(111,559)	(47.4)%
Infrastructure Planning	(245,815)	948,267	1,018,367	70,100	7.4%
Legislative Approvals and Staging of Development	551,584	676,704	709,676	32,972	4.9%
Total Growth Management	\$ (213,387)	\$ 814,495	\$ 790,331	\$ (24,164)	(3.0)%



Departmental Budget Summaries

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 6,135,180	\$ 7,777,386	\$ 8,202,184	\$ 424,798	5.5%
Material & Supply*	102,477	157,580	157,580	-	-%
Recoveries from Capital*	(435,227)	(352,262)	(355,051)	(2,789)	0.8%
Vehicle Expenses*	42,717	38,574	38,597	23	0.1%
Building & Ground*	18,148	10,510	8,402	(2,108)	(20.1)%
Consulting*	96,859	70,000	70,000	-	-%
Contractual*	464,445	10,270	13,000	2,730	26.6%
Financial*	20,365	23,500	23,500	-	-%
Cost Allocations*	(662,471)	(961,820)	(1,059,068)	(97,248)	10.1%
Reserves/Recoveries*	1,894,669	782,094	96,584	(685,510)	(87.7)%
Total Expenses	7,677,162	7,555,832	7,195,728	(360,104)	(4.8)%
Fees & General	(7,483,098)	(6,741,336)	(6,405,398)	335,938	(5.0)%
Reserves	(407,450)	-	-	-	-%
Total Revenues	(7,890,548)	(6,741,336)	(6,405,398)	335,938	(5.0)%
Net Levy	\$ (213,386)	\$ 814,496	\$ 790,330	\$ (24,166)	(3.0)%
Full-Time Equivalents		62.88	62.88	-	-%



Departmental Budget Summaries

Licensing and By-Law Services

Description:

Licensing and By-law Services is focused on seeking compliance, while ensuring public safety is obtained through education and enforcement of the City’s By-laws. The major sections that comprise the division, includes Business Licensing, Municipal Law Enforcement and Animal Services. Together these sections enforce most of the City’s By-laws in relation to public safety, nuisance control and consumer protection.

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Service Delivery	\$ 732,953	\$ 735,094	\$ 659,976	\$ (75,118)	(10.2)%
Animal Services	3,275,954	3,018,268	3,298,687	280,419	9.3%
Directors Office L&BL	827,433	627,369	2,434,608	1,807,239	288.1%
Licensing	(1,206,749)	(273,934)	(2,235,380)	(1,961,446)	716.0%
Municipal Law Enforcement	2,620,104	3,032,764	3,303,169	270,405	8.9%
Total Licensing & By-Law Services	\$ 6,249,695	\$ 7,139,561	\$ 7,461,060	\$ 321,499	4.5%



Departmental Budget Summaries

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 10,765,252	\$ 11,414,351	\$ 12,004,977	\$ 590,626	5.2%
Material & Supply*	377,393	413,580	411,500	(2,080)	(0.5)%
Recoveries from Capital*	(90,000)	-	-	-	-%
Vehicle Expenses*	322,453	303,596	261,119	(42,477)	(14.0)%
Building & Ground*	100,179	125,158	137,521	12,363	9.9%
Consulting*	4,063	30,350	30,350	-	-%
Contractual*	601,437	161,510	160,470	(1,040)	(0.6)%
Capital Financing*	15,264	86,000	-	(86,000)	(100.0)%
Financial*	128,996	120,500	306,377	185,877	154.3%
Cost Allocations*	418,365	417,287	427,957	10,670	2.6%
Reserves/Recoveries	992,729	1,225,592	999,753	(225,839)	(18.4)%
Total Expenses	13,636,131	14,297,924	14,740,024	442,100	3.1%
Fees & General	(6,295,805)	(6,614,962)	(7,000,171)	(385,209)	5.8%
Tax & Rates	(649,345)	-	-	-	-%
Grants & Subsidies	(301,850)	(4,000)	(4,000)	-	-%
Reserves	(139,435)	(539,400)	(274,794)	264,606	49.1%
Total Revenues	(7,386,435)	(7,158,362)	(7,278,965)	(120,603)	1.7%
Net Levy	\$ 6,249,696	\$ 7,139,562	\$ 7,461,059	\$ 321,497	4.5%
Full-Time Equivalents		115.40	126.72	11.32	9.8%



Departmental Budget Summaries

Planning

Description:

The Planning Division prepares and implements land use plans and strategies, which contribute to quality development, quality of life, and a good business environment for our community. The Division accomplishes this by the formulation and implementation of planning related legislation policies, regulations, programs and development approvals that support and enhance the sustainability, growth and prosperity of the City.

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Sustainable Communities	\$ 730,043	\$ 1,059,010	\$ 1,144,560	\$ 85,550	8.1%
Zoning & Committee of Adjmt	(34,654)	40,986	359,247	318,261	776.5%
Development Planning	49,779	(1,661,998)	(2,951,467)	(1,289,469)	77.6%
Director & Admin Planning	1,157,687	1,243,390	1,287,250	43,860	3.5%
Heritage & Urban Design	1,745,364	2,953,307	3,806,723	853,416	28.9%
Total Planning	\$ 3,648,219	\$ 3,634,695	\$ 3,646,313	\$ 11,618	0.3%



Departmental Budget Summaries

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 8,288,250	\$ 11,007,388	\$ 12,454,242	\$ 1,446,854	13.1%
Material & Supply*	157,167	255,890	256,990	1,100	0.4%
Recoveries from Capital*	(691,519)	(1,026,865)	(1,161,419)	(134,554)	13.1%
Vehicle Expenses*	-	1,500	1,500	-	-%
Building & Ground*	18,728	16,920	15,460	(1,460)	(8.6)%
Consulting*	100,101	164,380	164,380	-	-%
Contractual*	101,041	99,343	99,683	340	0.3%
Agencies & Support Payments*	121,552	168,000	168,000	-	-%
Financial*	90,128	86,270	86,270	-	-%
Cost Allocations*	(752,848)	(794,427)	(826,365)	(31,938)	4.0%
Reserves/Recoveries*	1,458,206	977,394	(2,143,084)	(3,120,478)	(319.3)%
Total Expenses	8,890,806	10,955,793	9,115,657	(1,840,136)	(16.8)%
Fees & General	(5,242,586)	(7,297,099)	(5,445,343)	1,851,756	(25.4)%
Reserves	-	(24,000)	(24,000)	-	-%
Total Revenues	(5,242,586)	(7,321,099)	(5,469,343)	1,851,756	(25.3)%
Net Levy	\$ 3,648,220	\$ 3,634,694	\$ 3,646,314	\$ 11,620	0.3%
Full-Time Equivalents		100.10	108.30	8.20	8.2%



Departmental Budget Summaries

Tourism and Culture

Description:

The work of the Tourism and Culture Division cultivates a love for Hamilton by strengthening and celebrating the City’s tourism and cultural resources to further the local quality of life and economic prosperity. The major strategies that drive the work performed by the division include the City of Hamilton Cultural Plan – Transforming Hamilton through Culture, Public Art Master Plan, Tourism Strategy, Music Strategy, Economic Development Action Plan and the Provincial Community Museum Standards.

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Directors Office T&C	\$ 657,498	\$ 713,727	\$ 708,083	\$ (5,644)	(0.8)%
Tourism & Cultural Operations	8,100,706	9,637,988	10,540,917	902,929	9.4%
Total Tourism & Culture	\$ 8,758,204	\$10,351,715	\$11,249,000	\$ 897,285	8.7%



Departmental Budget Summaries

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 7,515,448	\$ 8,558,517	\$ 9,187,232	\$ 628,715	7.3%
Material & Supply	463,524	631,960	645,460	13,500	2.1%
Recoveries from Capital*	(484,138)	(631,485)	(621,979)	9,506	(1.5)%
Vehicle Expenses*	6,674	5,114	6,139	1,025	20.0%
Building & Ground	896,912	1,045,398	1,518,449	473,051	45.3%
Consulting*	4,550	9,500	9,500	-	-%
Contractual	772,678	1,164,243	1,209,790	45,547	3.9%
Agencies & Support Payments*	149,724	187,250	187,250	-	-%
Financial*	122,667	131,400	131,200	(200)	(0.2)%
Cost Allocations*	84,111	96,544	89,487	(7,057)	(7.3)%
Reserves/Recoveries	483,896	470,348	2,490,491	2,020,143	429.5%
Total Expenses	10,016,046	11,668,789	14,853,019	3,184,230	27.3%
Fees & General	(975,715)	(1,008,845)	(2,917,890)	(1,909,045)	189.2%
Grants & Subsidies	(216,129)	(221,230)	(226,130)	(4,900)	2.2%
Reserves	(66,000)	(87,000)	(460,000)	(373,000)	428.7%
Total Revenues	(1,257,844)	(1,317,075)	(3,604,020)	(2,286,945)	173.6%
Net Levy	\$ 8,758,202	\$ 10,351,714	\$ 11,248,999	\$ 897,285	8.7%
Full-Time Equivalents		77.84	80.04	2.20	2.8%



Departmental Budget Summaries

Light Rail Transit

Description:

The LRT Project Office provides support to Metrolinx for the implementation of the Hamilton Light Rail Transit (LRT) project. The Hamilton LRT project is a 14 km and 17 stop rapid transit line, which runs from McMaster University through the downtown core to Eastgate Square in Stoney Creek. The LRT Project Office provides support in accordance with the City's Memorandum of Understanding (MOU) with Metrolinx and the Ministry of Transportation (MTO), which was ratified in September 2021.

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 878,897	\$ 2,561,530	\$ 3,280,775	\$ 719,245	28.1%
Material & Supply*	(12,735)	-	-	-	-%
Building & Ground*	273	170	821	651	382.9%
Consulting*	26,582	-	-	-	-%
Contractual*	6,330	-	-	-	-%
Financial*	128	-	-	-	-%
Reserves/Recoveries*	2,453	2,200	7,703	5,503	250.1%
Total Expenses	901,928	2,563,900	3,289,299	725,399	28.3%
Grants & Subsidies	(902,230)	(2,563,900)	(3,289,299)	(725,399)	28.3%
Total Revenues	(902,230)	(2,563,900)	(3,289,299)	(725,399)	28.3%

| HEALTHY AND SAFE COMMUNITIES

Departmental Budget Summaries

Healthy and Safe Communities

Description:

Healthy and Safe Communities Department contributes towards the City of Hamilton's vision to be the best place to raise a child and age successfully. Together with its partners, the department brings this vision to life by creating a city where people of all ages, backgrounds, cultures and income levels have the opportunity to succeed. Enhancing the quality of life for Hamiltonians requires building a diverse and inclusive city, connecting people and neighbourhoods, assuring accessible and affordable housing, achieving health through safe and healthy environments and ensuring public safety.

The department delivers a broad array of social, recreation and leisure programs that promote active lifestyles, wellness, inclusive communities and vibrant neighbourhoods. It ensures citizens have access to public health programs they need from monitoring the city for communicable diseases, to developing services for local families of all stages during their children's development, and working to ensure the safety of the food we eat, the water we drink and the air we breathe. In addition, the department promotes and protects public safety through education programs and services, the deployment of paramedic medical services, fire protection/rescue services and emergency management.

Key Performance Measures:

Performance Indicator	2021	2022	2023
Active Households on Waitlist	5,716	6,110	N/A
Long-Term Care Satisfaction	88%	93%	93%
Total Long-Term Care Beds	430	430	430



Departmental Budget Summaries

Performance Indicator	2021	2022	2023
Recreation Drop-In Visits	251,260	548,365	N/A
Recreation Program Registrants	8,422	35,477	N/A
Recreation Fill Rate	92.4%	87.9%	89.1%
Percentage of Paramedic Response Times less than 6 minutes for a VSA call	82%	87%	88%
Paramedic Code Zero Events	97	344	29



Departmental Budget Summaries

Budget Summary:

Net Levy Summary – Healthy and Safe Communities

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
HSC Administration	\$ 3,035,716	\$ 3,165,100	\$ 3,868,518	\$ 703,418	22.2%
Children's and Community Services	7,482,573	10,180,767	10,180,767	-	-%
Ontario Works	10,850,865	13,250,416	14,180,689	930,273	7.0%
Housing Services	65,771,318	70,090,932	89,139,777	19,048,845	27.2%
Long Term Care	11,396,189	13,004,149	14,670,101	1,665,952	12.8%
Recreation	33,154,072	37,347,829	38,703,964	1,356,135	3.6%
Housing Secretariat	-	80,991	215,673	134,682	166.3%
Indigenous Relations	588,993	846,612	865,178	18,566	2.2%
Hamilton Fire Department	97,121,710	100,971,653	107,537,519	6,565,866	6.5%
Hamilton Paramedic Service	29,524,354	35,430,705	36,807,751	1,377,046	3.9%
Public Health Services	13,820,064	14,776,296	16,070,250	1,293,954	8.8%
Total Healthy & Safe Communities	\$ 272,745,854	\$ 299,145,450	\$ 332,240,187	\$ 33,094,737	11.1%



Departmental Budget Summaries

Cost Category Summary – Healthy and Safe Communities

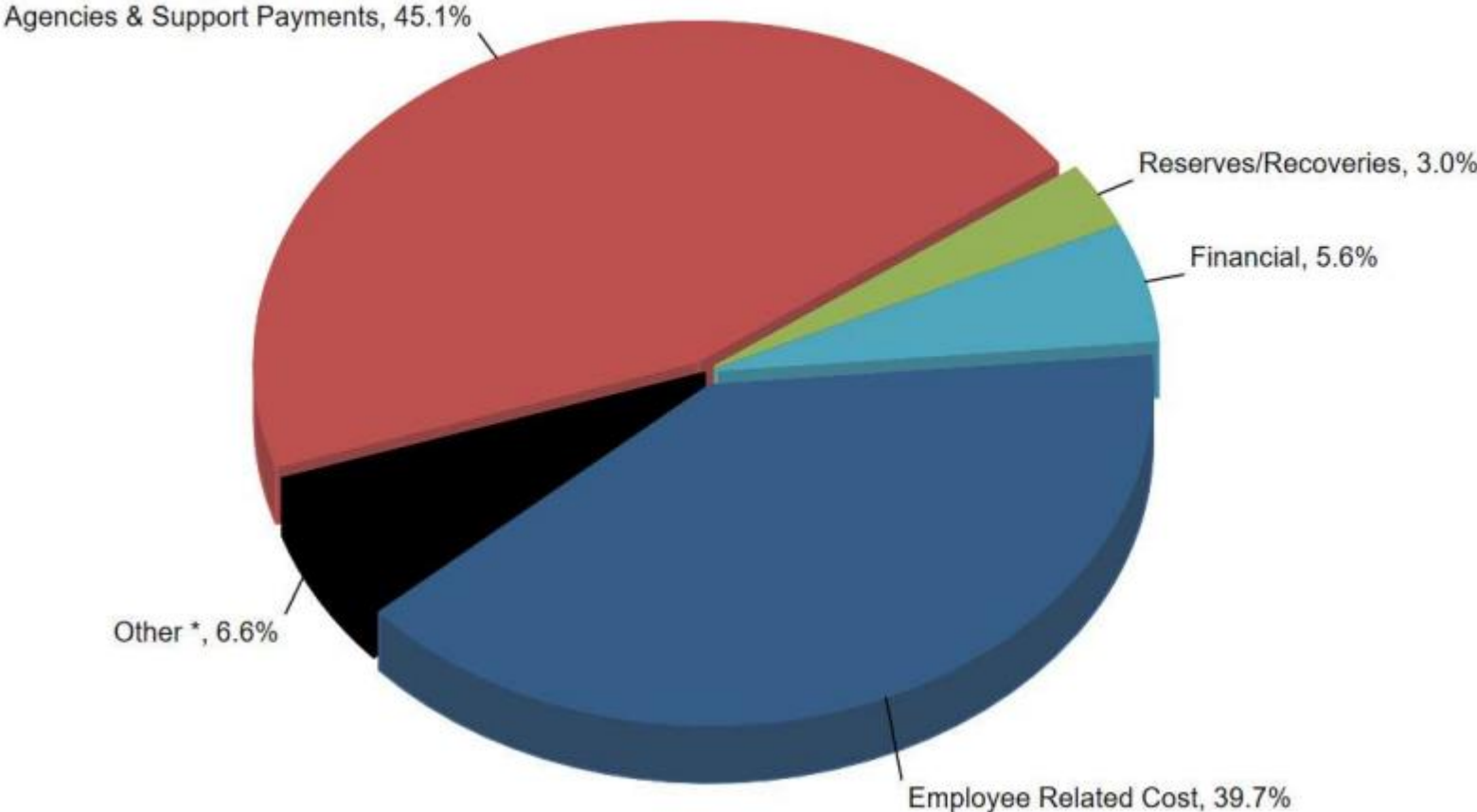
	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 318,748,814	\$ 335,551,810	\$ 339,773,365	4,221,555	1.3%
Contractual	11,004,203	10,342,417	11,590,546	1,248,129	12.1%
Material & Supply	15,258,429	15,461,447	16,945,266	1,483,819	9.6%
Recoveries from Capital*	(1,217,897)	(658,413)	(2,914,658)	(2,256,245)	342.7%
Vehicle Expenses	3,590,163	3,816,111	4,173,271	357,160	9.4%
Building & Ground	15,606,596	14,854,032	14,398,997	(455,035)	(3.1)%
Consulting	154,813	164,028	454,377	290,849	177.3%
Agencies & Support Payments	306,554,335	389,773,370	385,436,737	(4,336,633)	(1.1)%
Reserves/Recoveries	22,996,786	24,281,295	25,486,675	1,205,380	5.0%
Cost Allocations	6,517,061	6,514,188	6,631,513	117,325	1.8%
Financial	3,535,845	4,133,374	47,580,611	43,447,237	1,051.1%
Capital Financing	1,242,618	1,944,526	2,426,878	482,352	24.8%
Capital Expenditures*	16,924	-	-	-	-%
Total Expenses	704,008,690	806,178,185	851,984,078	45,805,893	5.7%
Fees & General	(35,310,448)	(34,750,474)	(40,904,169)	(6,153,695)	17.7%
Tax & Rates	(1,195,727)	-	-	-	-%
Grants & Subsidies	(387,606,950)	(449,508,601)	(451,159,828)	(1,651,227)	0.4%
Reserves	(7,149,711)	(22,773,660)	(27,679,894)	(4,906,234)	21.5%
Total Revenues	(431,262,836)	(507,032,735)	(519,743,891)	(12,711,156)	2.5%
Net Levy	\$ 272,745,854	\$ 299,145,450	\$ 332,240,187	33,094,737	11.1%
Full-Time Equivalents		2,813.85	2,863.90	50.05	1.8%



Departmental Budget Summaries

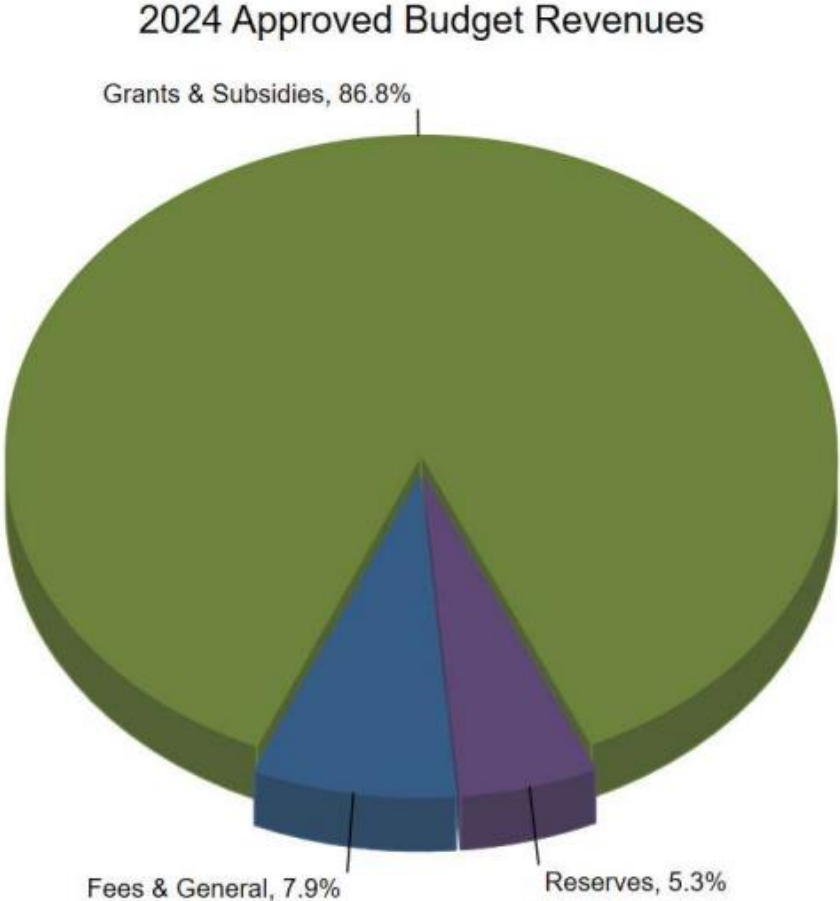
Breakdown of Expenses – Healthy and Safe Communities

2024 Approved Budget Expenses



Departmental Budget Summaries

Breakdown of Revenues – Healthy and Safe Communities



Departmental Budget Summaries

10-Year Capital Forecast – Healthy and Safe Communities (\$000's)

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Long-Term Care												
6302051801 - ML & WL - Security Systems	100	-	-	-	100	30	150	100	350	130	1,100	630
Long-Term Care Total	100	-	-	-	100	30	150	100	350	130	1,100	630
Housing Secretariat												
6502141100 - Human Services Integration - Continuous Improvement Projects	256	256	160	160	160	160	160	160	736	736	896	896
6502541001 - Red Hill Valley Environmental Interpretive Centre	-	-	10,000	10,000	-	-	-	-	10,000	10,000	10,000	10,000
Housing Secretariat Total	256	256	10,160	10,160	160	160	160	160	10,736	10,736	10,896	10,896
Housing Services												
6730041000 - Social Housing Capital Repairs and Regeneration	568	568	1,144	1,144	1,222	1,222	1,302	1,302	4,237	4,237	16,158	16,158
6731841610 - Poverty Reduction Investment (PRI) - Indigenous Poverty Reduction	1,178	1,178	1,211	1,211	1,244	1,244	1,278	1,278	4,911	4,911	4,911	4,911
6731841611 - Poverty Reduction Investment (PRI) - Social Housing Repairs & Renovations	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	8,000	8,000	8,000	8,000
Housing Services Total	3,746	3,746	4,355	4,355	4,466	4,466	4,580	4,580	17,147	17,147	29,068	29,068
Hamilton Fire Department												



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
7402141100 - Station 24 Renovation	-	-	2,600	2,600	-	-	-	-	2,600	2,600	2,600	2,600
7402141101 - Mechanical/Stores Relocation	-	-	-	-	-	-	-	-	-	-	14,500	14,500
7402341100 - Station 17 Renovation	-	-	-	-	-	-	-	-	-	-	2,600	-
7402441103 - Station 14-Upper Stoney Creek	-	-	28,940	28,940	-	-	-	-	28,940	28,940	28,940	28,940
7402441104 - Station 6 Addition-Renovation	-	-	-	-	-	-	-	-	-	-	8,479	8,479
7402441106 - Station 19 Addition-Renovation	-	-	-	-	-	-	-	-	-	-	8,479	8,479
7402441108 - Facility Renovations & Upgrades	630	630	-	-	-	-	-	-	630	630	630	630
7402451100 - Annual Equipment Replacement	4,471	-	2,156	-	2,304	-	1,652	-	10,582	-	20,234	-
7402451101 - Annual Vehicle Replacement	8,544	-	5,898	-	8,453	-	3,854	-	26,749	-	58,772	-
7402451102 - Mechanical Division Equipment Upgrades	170	170	-	-	-	-	-	-	170	170	170	170
7402451107 - Mechanical Mobile Repair Unit	600	-	-	-	-	-	-	-	600	-	600	-
7402451109 - HFD - Future Block Project	-	-	820	820	841	841	863	863	2,524	2,524	8,160	8,160
7402751100 - West End-Urban-Intensification	-	-	-	-	-	-	3,435	3,435	3,435	3,435	3,435	3,435
Hamilton Fire Department Total	14,415	800	40,413	32,360	11,598	841	9,804	4,298	76,230	38,299	157,597	75,392
Hamilton Paramedic Service												



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
7642441103 - Paramedic Satellite Station 1	-	-	2,400	2,400	-	-	-	-	2,400	2,400	2,400	2,400
7642441104 - Paramedic Satellite Station 2	-	-	-	-	2,400	2,400	-	-	2,400	2,400	2,400	2,400
7642441105 - Paramedic Satellite Station 3	-	-	-	-	-	-	2,400	2,400	2,400	2,400	2,400	2,400
7642441106 - Paramedic Satellite Station 4	-	-	-	-	-	-	-	-	-	-	2,400	2,400
7642441107 - Paramedic Satellite Station 5	-	-	-	-	-	-	-	-	-	-	2,400	2,400
7642451100 - Annual Vehicle Replacement	5,042	-	3,077	-	2,136	-	2,246	-	12,500	-	28,867	-
7642451101 - Annual Equipment Replacement	2,354	-	1,217	-	300	-	279	-	4,151	-	12,387	-
7642451102 - Operational and Clinical Innovation	800	800	-	-	-	-	-	-	800	800	800	800
7642451109 - HPS - Future Block Project	-	-	820	820	841	841	863	863	2,524	2,524	8,160	8,160
7642451110 - 2024 Ambulance Enhancement	392	-	-	-	-	-	-	-	392	-	392	-
Hamilton Paramedic Service Total	8,587	800	7,514	3,220	5,677	3,241	5,788	3,263	27,567	10,524	62,606	20,960
Health & Safe Communities Total	27,104	5,602	62,442	50,095	22,001	8,738	20,482	12,401	132,029	76,836	261,267	136,945



Departmental Budget Summaries

HSC Administration

Description:

The Healthy & Safe Communities Administration team provides leadership and oversight through the General Manager's Office and supports a variety of tactical and strategic projects and programs with a focus on driving efficiency, quality and improving coordination across the Department.

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 3,214,868	\$ 3,279,092	\$ 3,447,857	\$ 168,765	5.1%
Material & Supply*	185,526	46,940	47,250	310	0.7%
Building & Ground*	6,306	7,148	5,883	(1,265)	(17.7)%
Contractual*	29,363	2,028	3,020	992	48.9%
Financial	272	-	1,250,000	1,250,000	-%
Cost Allocations*	31,950	23,348	23,885	537	2.3%
Reserves/Recoveries	146,545	159,436	114,117	(45,319)	(28.4)%
Total Expenses	3,614,830	3,517,992	4,892,012	1,374,020	39.1%
Fees & General	(1,469)	2,244	-	(2,244)	100.0%
Tax & Rates	(20,687)	-	-	-	-%
Grants & Subsidies	(350,377)	(355,136)	(395,764)	(40,628)	11.4%
Reserves	(206,581)	-	(627,730)	(627,730)	-%
Total Revenues	(579,114)	(352,892)	(1,023,494)	(670,602)	190.0%
Net Levy	\$ 3,035,716	\$ 3,165,100	\$ 3,868,518	\$ 703,418	22.2%
Full-Time Equivalents		38.50	38.50	-	-%



Departmental Budget Summaries

Children's and Community Services

Description:

The Children's and Community Services Division works with community partners and teams to develop collaborative strategies and approaches that foster a sense of belonging and enhance the lives of children, youth, families, and residents.

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Neighbourhoods & Community	\$ 793,556	\$ 607,636	\$ 606,769	\$ (867)	(0.1)%
CCS	(14,167)	19,492	19,882	390	2.0%
Early Years & Child Care	6,415,794	9,048,161	8,987,212	(60,949)	(0.7)%
Home Management	287,391	505,478	566,904	61,426	12.2%
Total Children's and Community Services	\$ 7,482,574	\$10,180,767	\$10,180,767	\$ -	-%

Departmental Budget Summaries

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 8,893,638	\$ 10,499,090	\$ 11,263,094	\$ 764,004	7.3%
Material & Supply	601,172	1,673,135	1,878,655	205,520	12.3%
Building & Ground*	48,505	48,194	48,789	595	1.2%
Contractual*	534,060	241,729	176,318	(65,411)	(27.1)%
Agencies & Support Payments	100,185,452	160,793,692	161,136,329	342,637	0.2%
Capital Expenditures*	6,635	-	-	-	-%
Financial*	48,527	43,750	45,610	1,860	4.3%
Cost Allocations*	384,949	393,856	402,843	8,987	2.3%
Reserves/Recoveries*	(2,268,760)	307,340	370,425	63,085	20.5%
Total Expenses	108,434,178	174,000,786	175,322,063	1,321,277	0.8%
Fees & General	(3,559,488)	(2,445,000)	(2,430,000)	15,000	(0.6)%
Grants & Subsidies	(97,278,079)	(161,165,020)	(162,355,524)	(1,190,504)	0.7%
Reserves	(114,036)	(210,000)	(355,773)	(145,773)	69.4%
Total Revenues	(100,951,603)	(163,820,020)	(165,141,297)	(1,321,277)	0.8%
Net Levy	\$ 7,482,575	\$ 10,180,766	\$ 10,180,766	\$ -	-%
Full-Time Equivalent s		92.00	91.00	(1.00)	-1.1%



Departmental Budget Summaries

Ontario Works

Description:

Ontario Works Hamilton helps eligible residents meet their basic food and shelter needs by providing financial assistance. Staff and programs assist them to pursue the goal of sustainable employment or alternate sources of permanent financial support. In addition, we provide a range of health and non-health related benefits to assist qualified applicants improve their quality of life, health, safety and self-sufficiency.

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 19,424,541	\$ 21,347,406	\$ 22,155,210	\$ 807,804	3.8%
Material & Supply*	804,530	307,850	348,218	40,368	13.1%
Building & Ground	2,011,843	1,688,080	1,686,179	(1,901)	(0.1)%
Contractual*	191,983	390,940	396,510	5,570	1.4%
Agencies & Support Payments	96,823,616	120,774,692	119,217,552	(1,557,140)	(1.3)%
Financial*	202,556	312,450	314,600	2,150	0.7%
Cost Allocations*	767,538	786,061	812,378	26,317	3.3%
Reserves/Recoveries*	454,126	483,787	496,692	12,905	2.7%
Total Expenses	120,680,733	146,091,266	145,427,339	(663,927)	(0.5)%
Fees & General	(1,278,831)	(1,923,160)	(1,630,000)	293,160	15.2%
Grants & Subsidies	(108,430,037)	(130,917,690)	(129,616,650)	1,301,040	(1.0)%
Reserves	(121,000)	-	-	-	-%
Total Revenues	(109,829,868)	(132,840,850)	(131,246,650)	1,594,200	(1.2)%
Net Levy	\$ 10,850,865	\$ 13,250,416	\$ 14,180,689	\$ 930,273	7.0%
Full-Time Equivalents		209.50	209.50	-	-%

Departmental Budget Summaries

Housing Services

Description:

The Housing Services Division provides leadership and administration funding, oversees standards, and builds capacity in the community to ensure everyone has a home. This is done through providing affordable housing options across the continuum of housing needs, from shelters, transitional and supportive housing to rent-geared-to-income, affordable rental and affordable homeownership that is funded by all levels of government. Meeting the unique and complex housing needs of our community is informed by Council approved priorities in the 10-year Housing and Homelessness Action Plan, as well as provincial and federal programs and legislation.

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Affordable Housing and Neighbourhood Development	\$ 6,691,552	\$12,656,386	\$13,345,363	\$ 688,977	5.4%
Homelessness Policy & Program	21,053,416	11,109,490	25,832,182	14,722,692	132.5%
Housing Services Administration	768,122	796,804	1,402,431	605,627	76.0%
Social Housing	37,258,227	45,528,252	48,559,800	3,031,548	6.7%
Total Housing Services	\$65,771,317	\$70,090,932	\$89,139,776	\$ 19,048,844	27.2%

Departmental Budget Summaries

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 7,304,236	\$ 8,887,814	\$ 8,334,754	\$ (553,060)	(6.2)%
Material & Supply*	1,883,461	768,240	1,133,131	364,891	47.5%
Recoveries from Capital*	(1,208,572)	(658,413)	(2,914,658)	(2,256,245)	342.7%
Building & Ground*	1,483,353	333,141	276,584	(56,557)	(17.0)%
Consulting*	57,937	80,300	106,800	26,500	33.0%
Contractual*	541,801	1,182,680	981,097	(201,583)	(17.0)%
Agencies & Support Payments	108,082,334	106,915,202	103,839,086	(3,076,116)	(2.9)%
Capital Financing*	-	850,786	1,516,962	666,176	78.3%
Capital Expenditures*	10,289	-	-	-	-%
Financial	1,291,390	2,175,010	39,908,418	37,733,408	1,734.9%
Cost Allocations*	(18,060)	(233,925)	(225,645)	8,280	(3.5)%
Reserves/Recoveries*	3,688,471	895,468	1,010,309	114,841	12.8%
Total Expenses	123,116,640	121,196,303	153,966,838	32,770,535	27.0%
Fees & General	(562,759)	(100,000)	(100,000)	-	-%
Grants & Subsidies	(53,742,232)	(48,905,921)	(41,420,980)	7,484,941	(15.3)%
Reserves	(3,040,334)	(2,099,450)	(23,306,082)	(21,206,632)	1,010.1%
Total Revenues	(57,345,325)	(51,105,371)	(64,827,062)	(13,721,691)	26.8%
Net Levy	\$ 65,771,315	\$ 70,090,932	\$ 89,139,776	\$ 19,048,844	27.2%
Full-Time Equivalents		68.00	88.00	20.00	29.4%



Departmental Budget Summaries

Long-Term Care

Description:

The Long-Term Care Division provides person-centred, long-term care that promotes well-being and creates opportunities to maximize the quality of life of our residents. Services include medical and nursing care, accommodation services including meals, laundry and housekeeping and community outreach, including Meals on Wheels and Adult Day Program.

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Macassa Lodge	\$ 7,260,294	\$ 7,828,602	\$ 9,045,819	\$ 1,217,217	15.5%
Wentworth Lodge	4,135,895	5,175,548	5,624,282	448,734	8.7%
Total Long Term Care	\$11,396,189	\$13,004,150	\$14,670,101	\$ 1,665,951	12.8%



Departmental Budget Summaries

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 48,900,210	\$ 49,473,846	\$ 53,465,006	\$ 3,991,160	8.1%
Material & Supply	3,961,783	3,732,103	3,489,626	(242,477)	(6.5)%
Building & Ground*	32,808	31,620	26,563	(5,057)	(16.0)%
Contractual	731,160	653,455	692,642	39,187	6.0%
Agencies & Support Payments*	174,758	139,244	134,808	(4,436)	(3.2)%
Capital Financing*	223,872	-	369,343	369,343	-%
Financial	213,693	94,790	1,136,916	1,042,126	1,099.4%
Cost Allocations*	3,250	3,123	3,399	276	8.8%
Reserves/Recoveries	1,107,334	1,289,029	1,182,466	(106,563)	(8.3)%
Total Expenses	55,348,868	55,417,210	60,500,769	5,083,559	9.2%
Fees & General	(10,587,204)	(10,999,270)	(12,206,893)	(1,207,623)	11.0%
Grants & Subsidies	(33,365,475)	(29,910,246)	(32,582,509)	(2,672,263)	8.9%
Reserves	-	(1,503,544)	(1,041,266)	462,278	(30.7)%
Total Revenues	(43,952,679)	(42,413,060)	(45,830,668)	(3,417,608)	8.1%
Net Levy	\$ 11,396,189	\$ 13,004,150	\$ 14,670,101	\$ 1,665,951	12.8%
Full-Time Equivalents		534.37	536.37	2.00	0.4%

Departmental Budget Summaries

Recreation

Description:

The Recreation Division is responsible for providing high quality accessible recreation services that contribute to a healthy, safe and prosperous community, in a sustainable manner. These services include all activities and support services associated with existing recreation facilities, including programming, rentals, maintenance, and inclusion services.

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 26,815,253	\$ 31,129,026	\$ 35,251,881	\$ 4,122,855	13.2%
Material & Supply	1,526,909	1,362,497	2,186,055	823,558	60.4%
Vehicle Expenses*	595,786	673,581	742,484	68,903	10.2%
Building & Ground	8,039,608	8,525,666	8,508,603	(17,063)	(0.2)%
Contractual	3,265,606	3,172,031	3,422,248	250,217	7.9%
Agencies & Support Payments*	816,854	900,760	930,430	29,670	3.3%
Capital Financing*	484,967	484,960	484,960	-	-%
Financial*	765,397	661,010	736,025	75,015	11.3%
Cost Allocations*	246,426	285,660	292,936	7,276	2.5%
Reserves/Recoveries	7,711,255	7,626,255	8,030,708	404,453	5.3%
Total Expenses	50,268,061	54,821,446	60,586,330	5,764,884	10.5%
Fees & General	(16,393,831)	(16,279,017)	(21,467,177)	(5,188,160)	(31.9)%
Grants & Subsidies	(564,726)	(341,600)	(415,190)	(73,590)	21.5%
Reserves	(155,431)	(853,000)	-	853,000	(100.0)%
Total Revenues	(17,113,988)	(17,473,617)	(21,882,367)	(4,408,750)	25.2%
Net Levy	\$ 33,154,073	\$ 37,347,829	\$ 38,703,963	\$ 1,356,134	3.6%
Full-Time Equivalents		449.98	449.98	-	-%



Departmental Budget Summaries

Housing Secretariat

Description:

The newly formed Housing Secretariat Division of the City of Hamilton embraces a “Whole of Hamilton” approach to identify and facilitate housing solutions that result in safe, affordable, rental and ownership housing for lower-income residents. Creating affordable housing is one of the City of Hamilton’s key priorities and is clearly outlined in the Housing Sustainability & Investment Roadmap (HSIR). City Council established the Housing Secretariat through the adoption of the HSIR in April 2023. The Office reports to the General Manager, Healthy & Safe Communities with a mandate to work effectively with housing stakeholders.

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ -	\$ 333,220	\$ 559,567	\$ 226,347	67.9%
Material & Supply	10,685	100,488	101,000	512	0.5%
Recoveries from Capital*	(11,301)	-	-	-	-%
Building & Ground*	-	170	1,231	1,061	624.1%
Consulting	-	-	271,099	271,099	-%
Contractual*	617	-	1,997	1,997	-%
Capital Financing*	-	-	(478,177)	(478,177)	-%
Reserves/Recoveries	-	3,178	5,054	1,876	59.0%
Total Expenses	1	437,056	461,771	24,715	5.7%
Fees & General	-	-	(125,000)	(125,000)	-%
Reserves	-	(356,065)	(121,099)	234,966	(66.0)%
Total Revenues	-	(356,065)	(246,099)	109,966	(66.0)%
Net Levy	\$ 1	\$ 80,991	\$ 215,672	\$ 134,681	166.3%
Full-Time Equivalents		2.00	2.00	-	-%



Departmental Budget Summaries

Indigenous Relations

Description:

The Indigenous Relations Division works with the Indigenous community to advance the City's Urban Indigenous Strategy, strengthen the City's relationship with the Indigenous community and enhance the quality of life and lived experience of Indigenous people within the City of Hamilton.

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 295,996	\$ 567,951	\$ 584,698	\$ 16,747	2.9%
Material & Supply*	7,329	19,500	18,955	(545)	(2.8)%
Building & Ground*	540	1,482	820	(662)	(44.7)%
Consulting	19,131	51,978	51,978	-	-%
Contractual*	2,898	8,877	8,877	-	-%
Agencies & Support Payments	257,623	181,200	185,310	4,110	2.3%
Financial*	3,450	4,300	6,300	2,000	46.5%
Reserves/Recoveries*	4,721	11,324	8,240	(3,084)	(27.2)%
Total Expenses	591,688	846,612	865,178	18,566	2.2%
Fees & General	(2,696)	-	-	-	-%
Net Levy	\$ 588,992	\$ 846,612	\$ 865,178	\$ 18,566	2.2%
Full-Time Equivalents		6.00	6.00	-	-%



Departmental Budget Summaries

Hamilton Fire Department

Description:

The Hamilton Fire Department is dedicated to preserving life, property, and the environment, through the integration of an “allhazards approach” within it's service delivery. The Hamilton Fire Department provides Fire Protection/Rescue services and Emergency Management including:– Fire and rescue services, life threatening medical response, Rope Rescue, Hazardous Materials, Confined Space Rescue, Ice and Water Rescue, Public Fire Safety Education, Fire Code Inspections and Enforcement all focused on supporting a healthy and safe community.– Development and Co-ordination of the City’s Emergency Management Program, Emergency Plan development/updates, training, exercises, and Public Safety Education and Hazard Identification/Risk Assessment development in order to enhance the City’s disaster resiliency and state of readiness.

Departmental Budget Summaries

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 90,367,032	\$ 90,704,275	\$ 93,658,618	\$ 2,954,343	3.3%
Material & Supply*	1,489,286	1,765,218	1,824,493	59,275	3.4%
Recoveries from Capital*	1,976	-	-	-	-%
Vehicle Expenses*	1,375,074	1,302,129	1,547,215	245,086	18.8%
Building & Ground*	1,093,131	1,105,920	1,146,632	40,712	3.7%
Consulting*	53,933	-	-	-	-%
Contractual*	271,167	292,154	239,017	(53,137)	(18.2)%
Financial*	411,692	382,090	1,641,650	1,259,560	329.7%
Cost Allocations*	155,519	188,730	162,697	(26,033)	(13.8)%
Reserves/Recoveries	6,905,225	7,844,091	8,528,657	684,566	8.7%
Total Expenses	102,124,035	103,584,607	108,748,979	5,164,372	5.0%
Fees & General	(857,006)	(1,172,810)	(1,211,459)	(38,649)	3.3%
Tax & Rates	(1,175,040)	-	-	-	-%
Reserves	(2,970,279)	(1,440,143)	-	1,440,143	(100.0)%
Total Revenues	(5,002,325)	(2,612,953)	(1,211,459)	1,401,494	(53.6)%
Net Levy	\$ 97,121,710	\$ 100,971,654	\$ 107,537,520	\$ 6,565,866	6.5%
Full-Time Equivalents		599.30	615.30	16.00	2.7%



Departmental Budget Summaries

Hamilton Paramedic Service

Description:

The Hamilton Paramedic Service provides quality mobile health services in support of community needs and is authorized under the Ambulance Act of Ontario to provide paramedic services to all City of Hamilton citizens and visitors. The Hamilton Paramedic Service provides pre-hospital advanced medical and trauma care as well as the transportation of patients from emergency incidents to appropriate health care facilities. The Hamilton Paramedic service also undertakes demand mitigation activities including public education, safety promotion, and risk prevention activities in neighbourhoods and public facilities.

Departmental Budget Summaries

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 55,488,220	\$ 60,688,399	\$ 62,939,686	\$ 2,251,287	3.7%
Material & Supply	2,670,186	3,086,117	3,887,830	801,713	26.0%
Vehicle Expenses*	1,532,658	1,698,340	1,795,423	97,083	5.7%
Building & Ground*	347,460	420,359	439,758	19,399	4.6%
Contractual	2,095,231	1,686,167	3,201,550	1,515,383	89.9%
Financial*	142,424	77,500	1,647,200	1,569,700	2,025.4%
Cost Allocations*	1,578,926	1,617,986	1,625,077	7,091	0.4%
Reserves/Recoveries	4,190,776	4,612,062	4,879,065	267,003	5.8%
Total Expenses	68,045,881	73,886,930	80,415,589	6,528,659	8.8%
Fees & General	(309,530)	(90,654)	(94,643)	(3,989)	4.4%
Grants & Subsidies	(37,670,996)	(34,856,744)	(41,953,495)	(7,096,751)	20.4%
Reserves	(541,000)	(3,508,828)	(1,559,700)	1,949,128	(55.5)%
Total Revenues	(38,521,526)	(38,456,226)	(43,607,838)	(5,151,612)	13.4%
Net Levy	\$ 29,524,355	\$ 35,430,704	\$ 36,807,751	\$ 1,377,047	3.9%
Full-Time Equivalents		409.36	419.36	10.00	2.4%



Departmental Budget Summaries

Public Health Services

Description:

Public Health Services contributes towards the City of Hamilton's vision to be the best place to raise a child and age successfully. From monitoring for communicable diseases, developing programs and services for local families of all ages and stages, to working with community partners to ensure that residents have access to safe food, water and air. Public Health Services plays an important role in the community by providing all citizens support to build resilience and achieve health through safe and healthy environments. Through leadership, evidence, performance measures, innovative practices and technology, this division will continue to be a catalyst in the formation of healthy public policy, provision of preventative services, and advocating for healthy environments through courage, innovation and collaboration.

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Medical Officer of Health & Provincial Subsidy	\$ (26,766,593)	\$ (26,618,257)	\$ (27,170,504)	\$ (552,247)	2.1%
Healthy Environments	8,570,125	11,950,203	12,078,557	128,354	1.1%
Healthy Families	11,358,114	13,549,743	14,317,959	768,216	5.7%
Epidemiology Wellness and Communicable Disease Con	20,658,418	15,894,608	16,844,239	949,631	6.0%
Total Public Health Services	\$ 13,820,064	\$ 14,776,297	\$ 16,070,251	\$ 1,293,954	8.8%

Departmental Budget Summaries

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 58,044,820	\$ 58,641,690	\$ 48,112,992	\$ (10,528,698)	(18.0)%
Material & Supply	2,117,562	2,599,360	2,030,054	(569,306)	(21.9)%
Vehicle Expenses*	86,646	142,060	88,149	(53,911)	(37.9)%
Building & Ground	2,543,042	2,692,253	2,257,954	(434,299)	(16.1)%
Consulting*	23,812	31,750	25,000	(6,750)	(21.3)%
Contractual	3,340,318	2,712,357	2,467,270	(245,087)	(9.0)%
Agencies & Support Payments*	213,697	68,580	(6,779)	(75,359)	(109.9)%
Capital Financing*	533,779	608,780	533,790	(74,990)	(12.3)%
Financial	456,443	382,474	893,893	511,419	133.7%
Cost Allocations	3,366,563	3,449,350	3,533,942	84,592	2.5%
Reserves/Recoveries	1,057,093	1,049,323	860,942	(188,381)	(18.0)%
Total Expenses	71,783,775	72,377,977	60,797,207	(11,580,770)	(16.0)%
Fees & General	(1,757,632)	(1,742,807)	(1,638,997)	103,810	(6.0)%
Grants & Subsidies	(56,205,028)	(43,056,244)	(42,419,716)	636,528	(1.5)%
Reserves	(1,051)	(12,802,630)	(668,244)	12,134,386	(94.8)%
Total Revenues	(57,963,711)	(57,601,681)	(44,726,957)	12,874,724	(22.4)%
Net Levy	\$ 13,820,064	\$ 14,776,296	\$ 16,070,250	\$ 1,293,954	8.8%
Full-Time Equivalents		404.84	407.89	3.05	0.8%

| PUBLIC WORKS



Departmental Budget Summaries

Public Works

Description:

Public Works contributes towards the City of Hamilton’s vision to be the best place to raise a child and age successfully. Together with its partners, the department brings this vision to life, whether it’s moving people or goods comfortably and predictably along our roads, ensuring they are clear and in good repair, making our drinking water safe and reliable, keeping waste out of our environment and recovering resources for sustainability. Public Works provides services that are central to the lives of Hamiltonians.

Quality of life is further enhanced through the development and maintenance of beautiful public parks, trails, cemeteries, golf courses and open spaces, as well as providing facilities that enable fitness and entertainment for citizens to enjoy.

To ensure that this is possible for all citizens now and in the future, the department plans, rehabilitates and replaces our built infrastructure efficiently and in a timely way whenever needed. In addition to the built environment and infrastructure, many people work behind the scenes to provide high value internal services for the entire corporation; from caring for the City’s vehicles and equipment, to planning and implementing energy and environmental initiatives in order to help the City achieve its energy efficiency targets and improve air quality.

Key Performance Measures:

Performance Indicator	2021	2022	2023
Corporate Facilities Emissions – GHG (t CO2e)	22,449	25,525	24,104
Corporate Facilities Emissions - GHG Intensity (t CO2e/ m ²)	0.036	0.041	0.039
Trees planted	18,916	12,273	14,254



Departmental Budget Summaries

Performance Indicator	2021	2022	2023
KM of recreation pathways maintained	127.6	205.0	N/A
Hamilton Street Railway Ridership	9,972,964	15,216,323	19,092,625
Hamilton Street Railway On-Time Service %	87%	86%	83%
Total Road Lane Kilometres Serviced	6,523	6,544	N/A
KM of sidewalks maintained	2,458	2,452	N/A
Fatal injuries	16	16	14
Non-fatal injuries	1,162	1,144	N/A
Residential waste diversion rate	43%	42%	43%
Waste tonnage processed from all sectors (residential and IC&I)	246,027	236,849	229,934
Volume of Water Treated (mL)	74,894	75,488	74,470
Annual number of wastewater main backups per 100 km of wastewater main	1.14	0.65	N/A



Departmental Budget Summaries

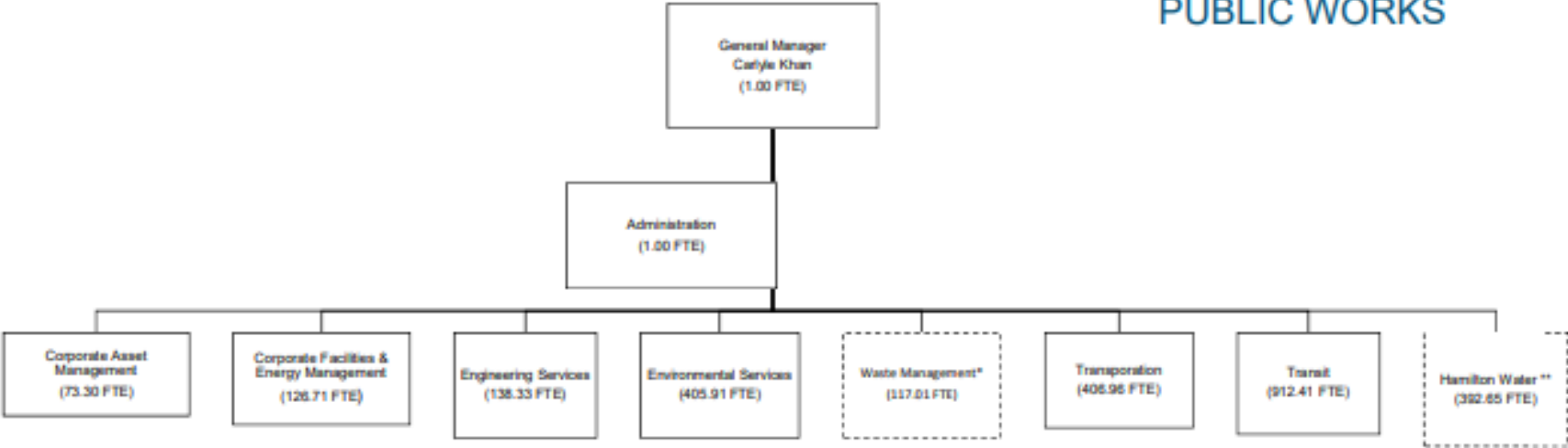
Performance Indicator	2021	2022	2023
Volume of wastewater bypassed (mL)	2,404	1,674	2,495
Volume of wastewater treated (mL)	104,074	95,810	117,456
Number of water main breaks per 100 km of water distribution pipe excluding connections	12.02	10.66	N/A
Percent of wastewater estimated to have bypassed treatment	7.2%	3.6%	N/A



Departmental Budget Summaries

Organization Chart:

PUBLIC WORKS



Permanent Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2023	33.00	2106.63	2139.63	63.84:1
2024	34.00	2148.63	2182.63	63.20:1
Change	1.00	42.00	43.00	

Departmental Budget Summaries

Budget Summary:

Net Levy Summary – Public Works

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
PW-General Administration	\$ 250,510	\$ (78,461)	\$ -	\$ 78,461	(100.0)%
Corporate Asset Management	2,405,448	2,299,037	2,706,712	407,675	17.7%
Corporate Facilities & Energy Management	14,899,615	14,925,202	17,272,178	2,346,976	15.7%
Engineering Services	(398,672)	143,333	-	(143,333)	(100.0)%
Environmental Services	46,019,858	47,815,184	50,192,204	2,377,020	5.0%
Transit	88,485,427	93,488,419	105,205,926	11,717,507	12.5%
Transportation	85,091,501	87,481,793	92,984,182	5,502,389	6.3%
Waste Management	46,557,918	48,693,941	55,493,594	6,799,653	14.0%
Total Public Works	\$ 283,311,605	\$ 294,768,448	\$323,854,796	\$ 29,086,348	9.9%

Note: Total Public Works does not include Hamilton Water

Departmental Budget Summaries

Cost Category Summary – Public Works

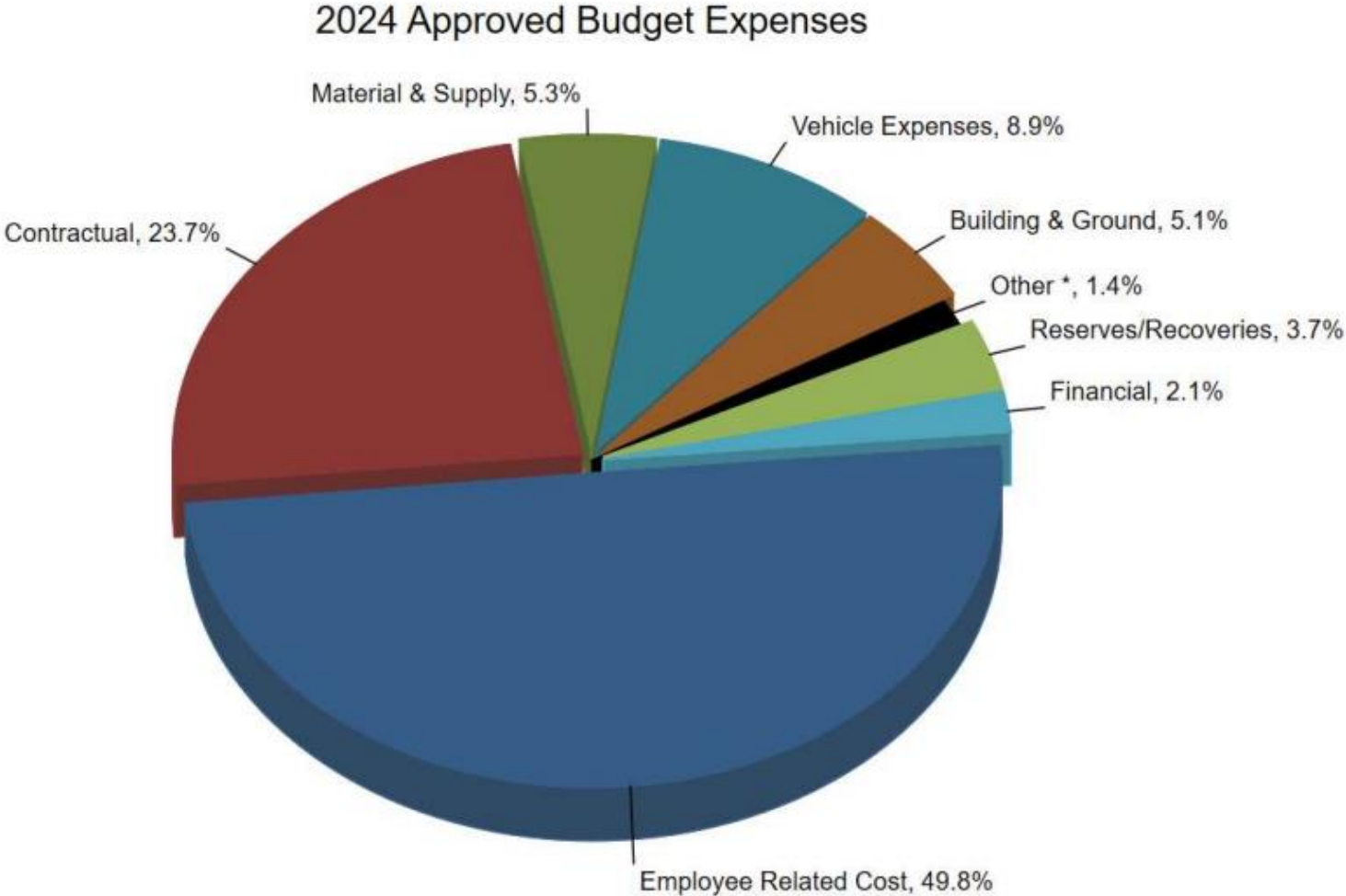
	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost*	\$ 198,472,027	\$ 213,984,800	\$ 233,312,570	19,327,770	9.0%
Contractual*	100,350,682	104,691,176	111,108,744	6,417,568	6.1%
Material & Supply*	24,502,347	24,393,942	24,969,917	575,975	2.4%
Recoveries from Capital*	(24,414,498)	(28,403,013)	(30,183,263)	(1,780,250)	6.3%
Vehicle Expenses*	41,000,798	39,244,357	41,734,637	2,490,280	6.3%
Building & Ground*	24,756,077	22,159,728	23,861,998	1,702,270	7.7%
Consulting*	368,924	371,970	479,060	107,090	28.8%
Agencies & Support Payments*	8,713	29,480	888,480	859,000	2,913.8%
Reserves/Recoveries*	10,271,800	13,190,230	17,096,513	3,906,283	29.6%
Cost Allocations*	4,144,339	2,809,882	3,335,231	525,349	18.7%
Financial*	5,473,723	6,006,170	9,715,002	3,708,832	61.8%
Capital Financing*	2,673,207	1,650,000	1,650,000	-	-%
Capital Expenditures*	61,938	-	-	-	-%
Total Expenses	387,670,077	400,128,722	437,968,889	37,840,167	9.5%
Fees & General	(73,451,611)	(81,717,071)	(85,008,571)	(3,291,500)	4.0%
Tax & Rates	(97,844)	-	-	-	-%
Grants & Subsidies	(26,842,906)	(21,514,689)	(23,895,270)	(2,380,581)	11.1%
Reserves	(3,966,111)	(2,128,514)	(5,210,252)	(3,081,738)	144.8%
Total Revenues	(104,358,472)	(105,360,274)	(114,114,093)	(8,753,819)	8.3%
Net Levy	\$ 283,311,605	\$ 294,768,448	\$ 323,854,796	29,086,348	9.9%
Full-Time Equivalents		2,139.63	2,208.97	69.34	3.2%

Note: Total Public Works does not include Hamilton Water



Departmental Budget Summaries

Breakdown of Expenses – Public Works



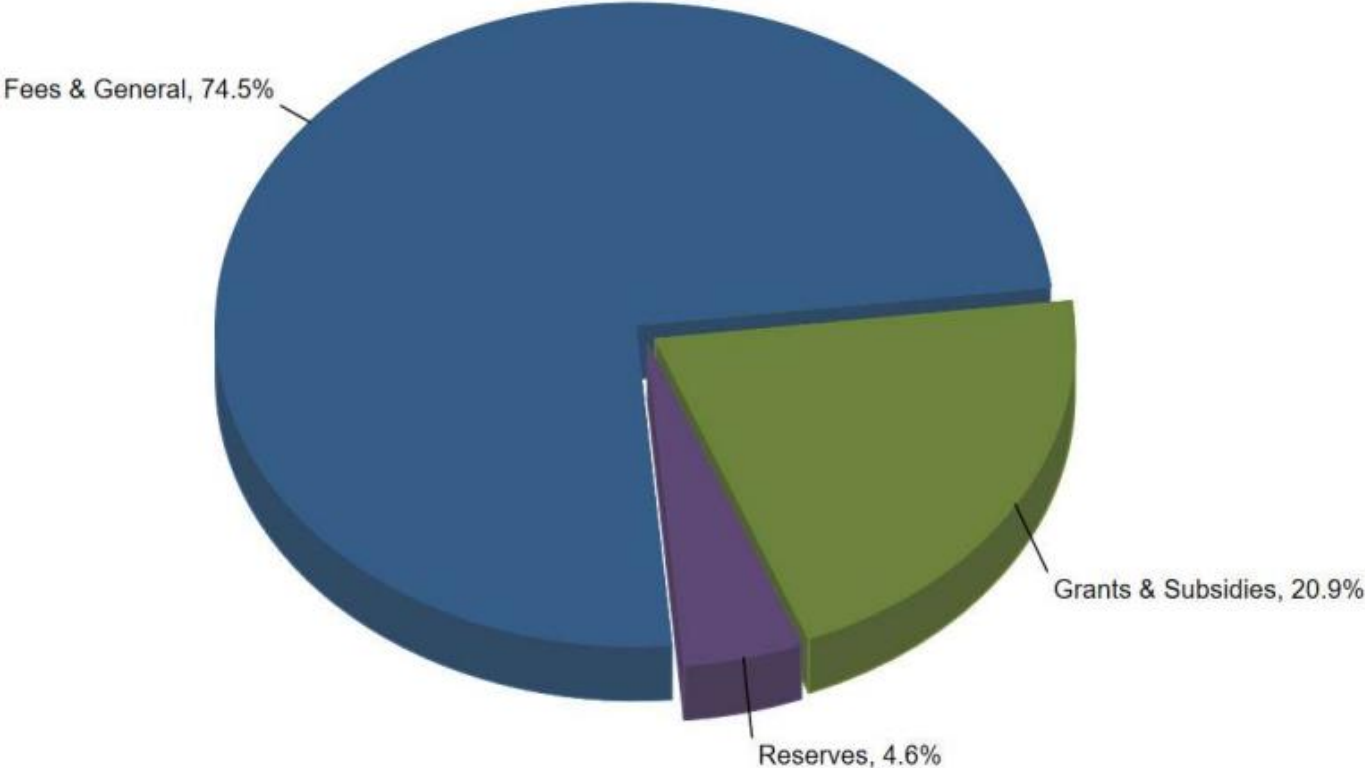
Note: Total Public Works does not include Hamilton Water



Departmental Budget Summaries

Breakdown of Revenues – Public Works

2024 Approved Budget Revenues



Note: Total Public Works does not include Hamilton Water



Departmental Budget Summaries

10-Year Capital Forecast – Public Works (\$000's)

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Corporate Asset Management												
4031957944 - PW Asset Management (PW-AM) System Implementation	600	300	-	-	-	-	-	-	600	300	600	300
4940051003 - Shop Equipment Replacement	2,173	-	170	-	170	-	170	-	2,683	-	3,703	-
4940051004 - Street Sweeper Purchase	1,040	-	1,060	-	1,082	-	1,104	-	4,286	-	7,731	-
4940051100 - Fleet Vehicle&Equipment Replace Program	13,345	-	13,612	-	13,884	-	14,162	-	55,003	-	99,211	-
4942151103 - Fuel site Restoration	75	-	-	-	-	-	-	-	75	-	75	-
4942251006 - Green Fleet Strategy	110	-	-	-	-	-	-	-	110	-	110	-
Corporate Asset Management Total	17,343	300	14,842	-	15,136	-	15,435	-	62,757	300	111,430	300
Corporate Facilities & Energy Management												
3540041009 - Program-Compliance Remediation	131	131	300	300	430	430	465	465	1,326	1,326	4,196	4,196
3540041010 - Program-Facility Upgrades to Hamilton Public Libraries	500	500	300	300	430	430	330	330	1,560	1,560	4,430	4,430
3540041013 - Program-Firestations Facility Upgrade	750	750	475	475	550	550	600	600	2,375	2,375	6,055	6,055
3540041015 - Program-EMS Facility Upgrade	200	200	240	240	310	310	330	330	1,080	1,080	3,125	3,125
3540041016 - Program-Park & Fieldhouses Retrofits (non-Recreation)	100	100	240	240	310	310	330	330	980	980	3,025	3,025



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
3540041409 - Program-Facilities Code & Legislative Compliance	100	100	300	300	430	430	465	465	1,295	1,295	4,160	4,160
3540041412 - Program-Roof Management	2,500	2,500	3,750	3,750	2,030	2,030	2,865	2,865	11,145	11,145	28,739	28,739
3540041532 - Program-Facilities Capital Maintenance	1,000	1,000	538	538	610	610	663	663	2,811	2,811	6,896	6,896
3540041648 - Program-Parking Lot Rehabilitation	-	-	180	180	310	310	330	330	820	820	2,870	2,870
3540041910 - Stoney Creek City Hall-RCMP Lease Capital Replacement	210	-	210	-	210	-	210	-	840	-	2,100	-
3540051001 - Program-Mechanical Infrastructure Lifecycle Renewal	1,000	1,000	535	535	610	610	665	665	2,810	2,810	6,897	6,897
3540051900 - Program-Generator Compliance Testing & Upgrades	450	450	-	-	900	900	-	-	1,350	1,350	3,479	3,479
3540055001 - Program-Yards Capital Renewal	200	200	360	360	430	430	465	465	1,455	1,455	4,318	4,318
3540055100 - Program-Corporate Facilities Audit	400	400	300	300	361	361	400	400	1,461	1,461	3,936	3,936
3542441103 - Facilities Demolition Program	1,700	1,700	1,000	1,000	1,000	1,000	1,000	1,000	4,700	4,700	7,700	7,700
3542441104 - Ferguson Station Washroom	-	-	250	-	1,300	-	-	-	1,550	-	1,550	-
3542457101 - Program -BAS systems upgrades and Life Cycle Renewal	100	-	-	-	-	-	-	-	100	-	100	-
3542457102 - Meeting Room Technologies-Hybrid Meeting Rooms	660	660	660	660	-	-	-	-	1,320	1,320	1,320	1,320
3542741700 - 125 Barton - Yard Relocation Accommodation	-	-	-	-	-	-	6,600	6,600	6,600	6,600	6,600	6,600
3720041805 - Corporate Security	-	-	965	965	910	910	945	945	2,820	2,820	7,300	7,300



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
4412206104 - Police Marine Facility Replacement	6,300	3,720	2,000	2,000	-	-	-	-	8,300	5,720	8,300	5,720
6300041101 - Program-ML & WL Facility Capital Maintenance	187	-	250	-	250	-	250	-	937	-	2,187	-
6300041103 - Program-Mechanical Infrastructure Lifecycle Renewal	350	225	400	60	600	111	600	213	1,950	609	5,550	2,068
6300051103 - Program-ML & WL Equipment Lifecycle Renewal	238	-	250	250	500	500	588	588	1,576	1,338	4,516	4,278
6301841800 - ML - Refurbishment of A Wing	-	-	1,110	110	655	-	-	-	1,765	110	1,765	110
6302041001 - ML - Refurbish Basement	-	-	50	-	508	-	500	-	1,058	-	1,058	-
6302141102 - Macassa Lodge B-Wing	-	-	22,347	16,224	-	-	-	-	22,347	16,224	22,347	16,224
6302151101 - Macassa Lodge Carpet Removal	575	275	200	200	200	200	-	-	975	675	975	675
7100041701 - Program-Community Halls Retrofits	150	150	120	120	246	246	250	250	766	766	2,406	2,406
7100041706 - Program-Recreation Centre Retrofits	1,800	1,800	478	478	670	670	690	690	3,638	3,638	8,051	8,051
7100045215 - Program-Parking Lot Management	-	-	240	240	490	490	500	500	1,230	1,230	4,489	4,489
7100051001 - Program-Mechanical Infrastructure Lifecycle Renewal	600	600	540	540	730	730	750	750	2,620	2,620	7,460	7,460
7100054105 - Program-Park & Fieldhouse Retrofits Recreation Programmed	100	100	480	480	610	610	630	630	1,820	1,820	5,915	5,915
7100054216 - Program-Roof Management	2,250	2,250	4,400	4,400	3,060	3,060	3,010	3,010	12,720	12,720	32,250	32,250
7100054508 - Public Use Feasibility Needs & Study	-	-	-	-	-	-	-	-	-	-	250	-



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
7100054536 - Program-Arena Retrofits	400	400	300	300	490	490	500	500	1,690	1,690	4,934	4,934
7100054702 - Program-Facility Capital Maintenance	600	402	535	535	730	730	750	750	2,615	2,417	7,498	7,300
7100054703 - Program-Senior Centre Retrofits	200	200	120	120	310	310	313	313	943	943	3,003	3,003
7100055101 - Program-Recreation Facilities Audit	400	400	300	300	370	370	380	380	1,450	1,450	4,970	4,970
7101754708 - Waterdown Pool and Recreation Centre Feasibility	2,200	-	27,900	-	-	-	-	-	30,100	-	30,100	-
7101954901 - Binbrook/Glanbrook Recreation Centre Feasibility	350	-	-	-	-	-	-	-	350	-	38,676	-
7101954903 - Riverdale Community Hub	-	-	1,900	-	17,100	-	-	-	19,000	-	19,000	-
7101954905 - Sackville Hill Senior Expansion & Lifecycle Renewal	-	-	-	-	14,300	-	-	-	14,300	-	14,300	-
7101954906 - Mt. Hope New Recreation Facility	-	-	-	-	-	-	-	-	-	-	4,500	-
7101954907 - Winona Community Centre (expansion of existing)	1,800	-	16,200	-	-	-	-	-	18,000	-	18,000	-
7102141101 - Fruitland/Winona Recreation Complex Feasibility (New)	-	-	-	-	-	-	3,750	-	3,750	-	36,930	-
7102145001 - Turner Park - Parking Lot	-	-	550	-	-	-	-	-	550	-	1,100	-
7102154004 - Huntington Park Recreation Centre Retrofit Phase 2	-	-	150	-	700	-	-	-	850	-	850	-
7102254102 - Program - Chedoke Golf Course Improvements	-	-	800	800	7,210	7,210	-	-	8,010	8,010	8,010	8,010
7102254103 - Program - King's Forest Golf Course Improvements	-	-	605	605	7,405	7,405	-	-	8,010	8,010	8,010	8,010



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
7102254201 - Stadium Precinct Park Fieldhouses & Washrooms	-	-	2,120	-	-	-	-	-	2,120	-	2,120	-
7102351201 - Facility Vehicles	300	300	-	-	-	-	130	130	430	430	570	570
7102354301 - William Connell - Phase 3	-	-	-	-	4,875	-	-	-	4,875	-	4,875	-
7102354302 - Meadowlands Community Park	-	-	-	-	200	200	-	-	200	200	200	200
7102441001 - Ancaster Senior Achievement Centre Gym Expansion	1,800	450	16,200	4,050	-	-	-	-	18,000	4,500	18,000	4,500
7102441002 - Gage Park Ice Loop Facility Space	487	-	4,387	-	-	-	-	-	4,874	-	4,874	-
7102441003 - Norman Pinky Lewis Rec Gym Exp	-	-	-	-	920	460	8,280	4,140	9,200	4,600	9,200	4,600
7102654601 - Kanétskare Recreation Centre - Refurbishing	-	-	-	-	-	-	300	300	300	300	2,500	2,500
7102658600 - Chedoke Splashpad Redevelopment	-	-	-	-	-	-	800	800	800	800	800	800
7102854802 - Bennetto Recreation Centre - Retrofit	-	-	-	-	-	-	-	-	-	-	6,400	3,200
7102854803 - Sir Winston Churchill Recreation Centre - Expansion & Renovation	-	-	-	-	-	-	-	-	-	-	6,400	6,400
7902351102 - Corporate Assets Solar Projects	40	-	915	-	-	-	-	-	955	-	955	-
7902451100 - Macassa Lodge Heat Reclaim	102	-	-	-	-	-	-	-	102	-	102	-
7902451101 - Rec Low Flow Showerheads & Drain Heat Recovery	255	-	-	-	-	-	-	-	255	-	255	-
7902451106 - Macassa Lodge Equipment Replacement for Net Zero	550	-	-	-	-	-	-	-	550	-	550	-



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
7902451107 - Arenas Stand Heaters to Electric	120	-	-	-	-	-	-	-	120	-	120	-
7902551102 - Corporate Asset Solar Projects phase 2	-	-	1,941	1,941	521	521	-	-	2,462	2,462	2,462	2,462
Corporate Facilities & Energy Management Total	32,155	20,963	118,391	43,896	74,781	33,934	39,634	30,397	264,961	129,190	476,579	256,151
Engineering Services												
4030011400 - Asset Preservation - State of Good Repair	2,500	1,867	5,000	5,000	6,000	6,000	6,000	6,000	19,500	18,867	67,500	66,867
4030017242 - Noise Wall Rehabilitation Program	520	520	700	700	700	700	700	700	2,620	2,620	6,820	6,820
4030020722 - Overhead Sign Structures Rehabilitation	300	300	300	300	300	300	300	300	1,200	1,200	3,000	3,000
4030055460 - New Technologies/Pilot Projects	100	100	100	100	100	100	100	100	400	400	1,000	1,000
4031218526 - Bridge 451 - Hwy 5 E, 120m e/o Mill St S	3,000	3,000	2,000	2,000	-	-	-	-	5,000	5,000	5,000	5,000
4031618090 - Bridge 090 - McMurray St, 100m s/o of Hatt St	150	150	-	-	-	-	-	-	150	150	150	150
4031818108 - Bridge 108 - Indian Trail, 1025m w/o Lynden Rd	425	425	-	-	-	-	-	-	425	425	425	425
4031818404 - Bridge 404 - Harrison Rd - 910m s/o Kirk Road	1,100	1,100	-	-	-	-	-	-	1,100	1,100	1,100	1,100
4031911021 - Asset Preservation - Westdale South Neighbourhood (North Section)	278	278	-	-	-	-	-	-	278	278	278	278
4031917943 - Sherman Access East Retaining Wall Replacement	225	115	3,150	3,150	-	-	-	-	3,375	3,265	3,375	3,265
4031918126 - Bridge 126 - Regional Rd 56, 605m n/o Guyatt Rd	485	485	-	-	-	-	-	-	485	485	485	485



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
4032011021 - Dundas - First to Hamilton-Burlington boundary	-	-	2,500	2,500	-	-	-	-	2,500	2,500	2,500	2,500
4032011024 - Fifty Road Escarpment Access - Retaining Walls	4,680	4,680	-	-	-	-	-	-	4,680	4,680	4,680	4,680
4032018372 - Bridge 372 - Wilson St E, 1700m e/o Rousseaux St (south side original culvert)	-	-	1,000	1,000	-	-	-	-	1,000	1,000	1,000	1,000
4032018452 - Bridge 452 - Centennial Pkwy, 990m n/o Ridge	-	-	-	-	5,940	5,940	-	-	5,940	5,940	5,940	5,940
4032019108 - Scenic - Chateau to Upper Paradise	-	-	3,500	2,000	3,500	2,000	-	-	7,000	4,000	7,000	4,000
4032080288 - Upper Wellington - Stone Church to Limeridge	200	80	850	340	6,180	2,472	-	-	7,230	2,892	7,230	2,892
4032117144 - Claremont Access - Steel Facing Wall Removal (1 & 2)	180	180	-	-	2,700	2,700	-	-	2,880	2,880	2,880	2,880
4032118279 - Bridge 279 - Safari, 50m east of Cooper	575	575	-	-	-	-	-	-	575	575	575	575
4032118329 - Bridge 329 - Burlington St E over Wilcox St	-	-	7,000	7,000	5,000	5,000	-	-	12,000	12,000	12,000	12,000
4032119102 - Arvin - Dosco to Jones	-	-	180	180	4,200	3,720	-	-	4,380	3,900	4,380	3,900
4032119104 - Hatt & Bond - King to Market (Phase 1)	-	-	180	180	4,400	2,530	-	-	4,580	2,710	4,580	2,710
4032119105 - Barton - Ottawa to Kenilworth	-	-	180	180	2,986	2,202	-	-	3,166	2,382	3,166	2,382
4032119108 - Concession / Mountain Brow - Upper Gage to Oakcrest	280	280	-	-	-	-	-	-	280	280	280	280
4032119114 - Pinelands / Teal / Garden / Community / Greensfield	-	-	-	-	3,253	1,841	-	-	3,253	1,841	3,253	1,841
4032119115 - Strathearne - Brampton to gate at north end	-	-	187	187	194	194	3,947	2,296	4,328	2,677	4,328	2,677



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
4032119122 - Barton - Sherman to Ottawa	-	-	-	-	8,000	5,424	-	-	8,000	5,424	8,000	5,424
4032210032 - Retaining Wall - RW0032 - Arkledun Ave, 200m w/o Claremont Access	-	-	2,250	2,250	-	-	-	-	2,250	2,250	2,250	2,250
4032210069 - Retaining Wall - RW0069 Wilson Street E, 150m w/o Lions Club Rd	-	-	1,345	1,345	-	-	-	-	1,345	1,345	1,345	1,345
4032218113 - Bridge 113 - Sulphur Springs Rd, 255m s/o Governor's Rd	250	250	-	-	-	-	-	-	250	250	250	250
4032218280 - Bridge 280 - Claremont Ac, 250m w/o Claremont Ac (West 5th Ramp)	-	-	1,000	1,000	-	-	-	-	1,000	1,000	1,000	1,000
4032218301 - Bridge 301 - Cootes Dr, 660m e/o Olympic Dr	-	-	-	-	1,500	1,500	-	-	1,500	1,500	1,500	1,500
4032218318 - Bridge 318 - Claremont Access, over James Mountain	-	-	300	300	-	-	-	-	300	300	300	300
4032218330 - Bridge 330 - Birch Ave, 75 metres south of Burlington Street	-	-	-	-	2,000	2,000	-	-	2,000	2,000	2,000	2,000
4032218346 - Bridge 346 - Centre Rd, 195m s/o Carlisle Rd	-	-	1,850	1,850	-	-	-	-	1,850	1,850	1,850	1,850
4032218347 - Bridge 347 - Carlisle Rd, 355 m w/o Wildberry Way	-	-	-	-	-	-	1,200	1,200	1,200	1,200	1,200	1,200
4032218350 - Bridge 350 - Centre, 435 metres n/o Concession 5E	-	-	750	750	-	-	-	-	750	750	750	750
4032218464 - Bridge 464 - Regional Rd 56, 790m s/o Golf Club Rd	200	200	-	-	-	-	-	-	200	200	200	200
4032219105 - Rymal - Upper James to Upper Wellington	621	93	-	-	3,660	549	-	-	4,281	642	4,281	642
4032219106 - Rymal - Upper Ottawa to Dartnall	-	-	-	-	-	-	621	93	621	93	4,604	691



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
4032219107 - Duke - Hess to west end & Robinson - Queen to west end	173	173	718	442	-	-	-	-	891	615	891	615
4032219321 - Safari - Kirkwall to Valens	-	-	300	300	4,500	4,500	-	-	4,800	4,800	4,800	4,800
4032255962 - Road Network Pavement Inspection	130	130	130	130	130	130	150	150	540	540	1,440	1,440
4032280280 - RHBP - Nebo - 800m s/o Twenty to future Dartnall Rd Extension	-	-	3,300	495	-	-	-	-	3,300	495	3,300	495
4032280290 - Mohawk – McNiven to Hwy 403	500	200	5,000	2,000	-	-	-	-	5,500	2,200	5,500	2,200
4032301099 - Engineering Services Staffing Costs - Road	4,500	2,454	4,500	4,500	4,500	4,500	4,500	4,500	18,000	15,954	45,000	42,954
4032310006 - Minor Construction Program	444	-	500	500	500	500	500	500	1,944	1,500	4,944	4,500
4032310108 - Retaining Wall - RW0531 Scenic - 100m east of Goulding - N/S	-	-	-	-	1,228	1,228	-	-	1,228	1,228	1,228	1,228
4032310210 - Retaining Wall - RW0039,RW0040, RW0188 - Jerseyville Road West	-	-	-	-	1,895	1,895	-	-	1,895	1,895	1,895	1,895
4032310215 - Retaining Wall - RW0551 & RW0552 at Golfview Crescent, 65m south of Soble Plural	475	475	-	-	-	-	-	-	475	475	475	475
4032310225 - Retaining Wall - RW0126 at Kenilworth Access, 240 m west of Mountain Brow Blvd - S/S	-	-	1,500	1,500	-	-	-	-	1,500	1,500	1,500	1,500
4032310230 - Retaining Walls - RW0131 - Joya Place & RW0133 at Mercer Street	500	500	-	-	-	-	-	-	500	500	500	500
4032310235 - SS0001 - Mountain Park Ave (Phase 02 Project)	1,920	1,920	-	-	-	-	-	-	1,920	1,920	1,920	1,920



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
4032310240 - Battlefield Creek Retaining Wall and Tributary Erosion	-	-	2,000	2,000	-	-	-	-	2,000	2,000	2,000	2,000
4032311013 - Sherman - King to south end (LRT Enabling)	470	470	-	-	-	-	-	-	470	470	470	470
4032311014 - Wentworth - Wilson to King (LRT Enabling)	41	6	-	-	-	-	-	-	41	6	41	6
4032311016 - Local Road Asset Preservation	-	-	-	-	-	-	-	-	-	-	30,000	30,000
4032311017 - Arterial Asset Preservation Program	-	-	-	-	-	-	3,900	3,900	3,900	3,900	53,700	53,700
4032311019 - Upper Wentworth - LINC to Mohawk	3,200	3,200	-	-	-	-	-	-	3,200	3,200	3,200	3,200
4032311034 - Rural Hot Mix Program	-	-	1,000	1,000	1,000	1,000	1,000	1,000	3,000	3,000	7,000	7,000
4032311225 - Geotechnical Investigation Program	500	-	500	500	500	500	500	500	2,000	1,500	5,000	4,500
4032311601 - Councillor Initiative - Ward 1 Minor Rehabilitation	180	180	180	180	180	180	180	180	720	720	1,800	1,800
4032311602 - Councillor Initiative - Ward 2 Minor Rehabilitation	180	180	180	180	180	180	180	180	720	720	1,800	1,800
4032311603 - Councillor Initiative - Ward 3 Minor Rehabilitation	180	180	180	180	180	180	180	180	720	720	1,800	1,800
4032311604 - Councillor Initiative - Ward 4 Minor Rehabilitation	180	180	180	180	180	180	180	180	720	720	1,800	1,800
4032311605 - Councillor Initiative - Ward 5 Minor Rehabilitation	180	180	180	180	180	180	180	180	720	720	1,800	1,800
4032311606 - Councillor Initiative - Ward 6 Minor Rehabilitation	180	180	180	180	180	180	180	180	720	720	1,800	1,800
4032311607 - Councillor Initiative - Ward 7 Minor Rehabilitation	180	180	180	180	180	180	180	180	720	720	1,800	1,800

Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
4032311608 - Councillor Initiative - Ward 8 Minor Rehabilitation	180	180	180	180	180	180	180	180	720	720	1,800	1,800
4032311609 - Councillor Initiative - Ward 9 Minor Rehabilitation	180	180	180	180	180	180	180	180	720	720	1,800	1,800
4032311610 - Councillor Initiative - Ward 10 Minor Rehabilitation	180	180	180	180	180	180	180	180	720	720	1,800	1,800
4032311611 - Councillor Initiative - Ward 11 Minor Rehabilitation	180	180	180	180	180	180	180	180	720	720	1,800	1,800
4032311612 - Councillor Initiative - Ward 12 Minor Rehabilitation	180	180	180	180	180	180	180	180	720	720	1,800	1,800
4032311613 - Councillor Initiative - Ward 13 Minor Rehabilitation	180	180	180	180	180	180	180	180	720	720	1,800	1,800
4032311614 - Councillor Initiative - Ward 14 Minor Rehabilitation	180	180	180	180	180	180	180	180	720	720	1,800	1,800
4032311615 - Councillor Initiative - Ward 15 Minor Rehabilitation	180	180	180	180	180	180	180	180	720	720	1,800	1,800
4032311905 - Milton/City Cost Share - Milborough Line - RR7/Derry to Concession 10 East	-	-	700	700	-	-	-	-	700	700	700	700
4032314405 - Contaminated Soil & Rock Disposal Program	-	-	600	150	600	150	600	150	1,800	450	5,400	1,350
4032318009 - Bridge 009 - Concession 6W, 470m w/o Sheffield Rd	-	-	-	-	-	-	450	450	450	450	450	450
4032318046 - Bridge 046 - Christina Ave, 10m s/o Willow Lane	-	-	-	-	150	150	-	-	150	150	700	700
4032318119 - Bridge 119 - Woodburn, 750m s/o RR 20 Rd	-	-	-	-	-	-	30	30	30	30	780	780
4032318193 - Bridge 193 - Concession 2W, 1004m w/o Weir Rd	330	330	-	-	-	-	-	-	330	330	330	330
4032318218 - OSIM Bridge, Park Bridge, Culvert, Retaining Wall & Overhead Sign Inspections	1,680	1,200	1,200	1,200	-	-	1,200	1,200	4,080	3,600	7,680	7,200



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
4032318219 - Structural Investigations and Reports	100	100	400	400	400	400	400	400	1,300	1,300	3,700	3,700
4032318297 - Bridge 297 - Main St, 120m s/o Governors Road	-	-	30	30	250	250	-	-	280	280	2,280	2,280
4032318300 - Bridge 300 - Cootes Dr. 185m e/o Olympic Dr	-	-	-	-	300	300	-	-	300	300	300	300
4032318320 - Bridge 320 - Kenilworth Access, over Sherman Access. EB Off-Ramp	-	-	1,800	1,800	-	-	-	-	1,800	1,800	1,800	1,800
4032318328 - Bridge 328 - Industrial Drive, 240m east of Gage	-	-	-	-	150	150	150	150	300	300	2,300	2,300
4032318476 - Bridge 476 - Hall Rd, 35m w/o Woodburn Rd	80	80	150	150	-	-	-	-	230	230	230	230
4032318737 - Bridge Replacement / Rehabilitation Reserve	-	-	-	-	-	-	-	-	-	-	57,000	57,000
4032319105 - Upper James - Mohawk to Fennell	240	240	4,702	2,599	-	-	-	-	4,942	2,839	4,942	2,839
4032319108 - Rymal - Glancaster to Upper Paradise	180	27	187	28	2,976	-	-	-	3,343	55	3,343	55
4032319109 - Wilson - Victoria to Sherman - CASH FLOW	1,000	1,000	2,800	2,800	-	-	-	-	3,800	3,800	3,800	3,800
4032319122 - Leckie - Byron to Highland	-	-	180	180	1,145	771	-	-	1,325	951	1,325	951
4032349555 - QA-QC Service Contract Program	360	-	187	187	194	194	202	202	943	583	2,338	1,978
4032355222 - Corridor Infrastructure Condition and Programming	-	-	540	270	540	270	540	270	1,620	810	4,860	2,430
4032355556 - Mapping Update Program	138	40	40	40	40	40	40	40	258	160	498	400
4032358001 - Consultation and Accommodation	-	-	120	30	120	30	120	30	360	90	1,080	270

Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
4032362073 - Field Data Systems Program	167	110	110	110	110	110	110	110	497	440	1,157	1,100
4032370000 - Rates Share of Road Restoration - Coordinated Projects	-	-	-	-	-	-	-	-	-	-	36,397	-
4032380384 - West 5th - Rymal to Stone Church (SMA)	-	-	-	-	4,100	1,640	-	-	4,100	1,640	4,100	1,640
4032410457 - Retaining Wall - RW0057 - Old Dundas Road	230	230	970	970	-	-	-	-	1,200	1,200	1,200	1,200
4032410458 - Retaining Wall - RW0576 - Beckett Drive	300	300	-	-	-	-	-	-	300	300	300	300
4032410459 - Retaining Wall - RW0116 - Sherman Access West Leg	150	150	-	-	500	500	-	-	650	650	650	650
4032411015 - Main - Queenston Traffic Circle to Delena & Rosewood (LRT Enabling)	2,000	1,607	2,555	2,053	-	-	-	-	4,555	3,660	4,555	3,660
4032411030 - Nebo - Rymal to Stone Church	250	250	5,200	3,850	-	-	-	-	5,450	4,100	5,450	4,100
4032411048 - Main - James to Frid - Two Way Conversion	500	500	500	500	4,370	4,370	4,350	4,350	9,720	9,720	9,720	9,720
4032411420 - Dundas (Hwy 5) - Mill to Reynold	1,436	1,436	-	-	-	-	-	-	1,436	1,436	1,436	1,436
4032411459 - Highway 8 - Middletown to approx. 180m w/o Rosebough	4,000	1,623	-	-	-	-	-	-	4,000	1,623	4,000	1,623
4032417945 - Sherman Cut Steel Wall Replacement	3,850	3,850	-	-	-	-	-	-	3,850	3,850	3,850	3,850
4032418029 - Bridge 029 - Middletown Rd, 780m n/oHighway No. 8	150	150	-	-	150	150	-	-	300	300	1,300	1,300
4032418043 - Bridge 043 - Seaman St, 410m wesdtd of Dewitt Rd	150	150	-	-	500	500	-	-	650	650	650	650
4032418295 - Bridge 295 - Mountain Brow Blvd, 55m e/o Mohawk Rd E	150	150	150	150	-	-	400	400	700	700	700	700



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
4032418307 - Bridge 307 - Main Street W, 135m w/o Dundurn St S	150	150	-	-	150	150	-	-	300	300	1,750	1,750
4032418310 - Bridge 310 - York Blvd	300	300	-	-	-	-	-	-	300	300	300	300
4032418313 - Bridge 313 - Arkledun Ave (Jolley Cut), over Claremont Access	300	300	200	200	-	-	8,100	8,100	8,600	8,600	8,600	8,600
4032418335 - Bridge 335 - Regional Rd 97, 625 metres east of Foreman Rd	30	30	75	75	-	-	450	450	555	555	555	555
4032418380 - Bridge 380 - Regional Rd 97, 645 metres west of Lennon Rd	30	30	75	75	-	-	450	450	555	555	555	555
4032418409 - Bridge 409 - Regional Rd 97, 230m e/o Valens	30	-	75	75	-	-	300	300	405	375	405	375
4032418430 - Bridge 430 - Westbrook, 280m s/o RR 20	80	80	-	-	200	200	-	-	280	280	280	280
4032418431 - Bridge 431 - Westbrook Rd, 205m s/o Golf Club Rd	150	150	-	-	750	750	-	-	900	900	900	900
4032418444 - Bridge 444 - Guyatt Rd - 200m w.o. Hendershot Rd	30	30	150	150	-	-	800	800	980	980	980	980
4032419103 - Rymal - Upper Sherman to Upper Gage	216	32	672	101	3,959	594	-	-	4,847	727	4,847	727
4032419106 - Grays - Barton to Community	1,600	1,600	-	-	-	-	-	-	1,600	1,600	1,600	1,600
4032419112 - Aberdeen - Queen to Studholme	187	187	194	194	6,189	3,700	-	-	6,570	4,081	6,570	4,081
4032419114 - Brampton - Parkdale to Woodward & Brighton	300	300	187	187	4,205	2,536	-	-	4,692	3,023	4,692	3,023
4032455227 - Binbrook/White Church/Trinity Church Intersection improvement EA	450	450	-	-	-	-	-	-	450	450	450	450



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
4032510109 - Retaining Wall - RW0530 at Scenic - 70m west of Denlow - N/S (Chedoke Falls)	-	-	200	200	-	-	1,279	1,279	1,479	1,479	1,479	1,479
4032511017 - Upper Paradise - Sanatorium to Scenic	-	-	1,742	1,742	-	-	-	-	1,742	1,742	1,742	1,742
4032511020 - Claremont Access – Inverness to Main (Ph 2 - Downbound & Centre Barrier)	-	-	3,110	3,110	-	-	-	-	3,110	3,110	3,110	3,110
4032511021 - Arvin - Glover to 500m East of Glover	-	-	1,500	1,500	-	-	-	-	1,500	1,500	1,500	1,500
4032511025 - Garth - Stone Church to LINC	-	-	1,617	1,617	-	-	-	-	1,617	1,617	1,617	1,617
4032511029 - Upper Kenilworth - Limeridge to Mohawk	-	-	1,617	1,617	-	-	-	-	1,617	1,617	1,617	1,617
4032511032 - Kenilworth Access to Upper Traffic Circle to Kenilworth	-	-	5,450	5,450	-	-	-	-	5,450	5,450	5,450	5,450
4032511036 - Asset Preservation - Bonnington Neighbourhood	-	-	4,354	4,354	-	-	-	-	4,354	4,354	4,354	4,354
4032511040 - Fennell - Garth to 200m e/o Governors and West 4th to Upper James	-	-	5,500	5,500	-	-	-	-	5,500	5,500	5,500	5,500
4032511050 - Upper Centennial Pkwy - Mud to Green Mountain	-	-	766	766	-	-	-	-	766	766	766	766
4032511121 - Highland Rd W - First Rd W to Upper Centennial	-	-	1,350	920	-	-	-	-	1,350	920	1,350	920
4032511327 - Upper Centennial - Rymal to Mud	-	-	1,735	1,735	-	-	-	-	1,735	1,735	1,735	1,735
4032511514 - Brampton - Woodward to Red Hill Valley Trail	-	-	1,480	1,480	-	-	-	-	1,480	1,480	1,480	1,480
4032518021 - Bridge 021 - Sager Rd, 475m n/o Patrick Rd	-	-	90	90	30	30	150	150	270	270	900	900



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
4032518025 - Bridge 025 - Lynden Rd, 650m n/o Highway No. 5	-	-	30	30	150	150	-	-	180	180	630	630
4032518033 - Bridge 033 - Foxden Rd	-	-	150	150	-	-	-	-	150	150	150	150
4032518049 - Bridge 049 - Collegiate Ave, 30m w/o Donn Ave	-	-	30	30	150	150	-	-	180	180	980	980
4032518091 - Bridge 091 - Ogilvie St, 3m n/o Governor's Rd	-	-	180	180	150	150	-	-	330	330	1,140	1,140
4032518164 - Bridge 164 - Kenilworth Ave, 35m s/o Lawrence Rd	-	-	150	150	225	225	-	-	375	375	1,775	1,775
4032518303 - Bridge 303 - Pedestrian Rail Trail Bridge over Main St W	-	-	150	150	-	-	500	500	650	650	650	650
4032518326 - Bridge 326 - Nikola Tesla Overpass at Kenilworth Ave	-	-	150	150	300	300	-	-	450	450	4,950	4,950
4032518327 - Bridge 327 - Nikola Tesla Overpass over Strathearne	-	-	270	270	-	-	4,680	4,680	4,950	4,950	4,950	4,950
4032518346 - Bridge 246 - Glover Rd, 335m s/o Barton Street	-	-	30	30	150	150	-	-	180	180	730	730
4032518403 - Bridge 403 - Harrison Rd, 275m s/o Kirk Rd	-	-	90	90	-	-	340	340	430	430	430	430
4032519027 - Lawrence - Gage to Kenilworth	-	-	180	180	180	180	4,800	3,320	5,160	3,680	5,160	3,680
4032519102 - Rymal - Upper Wellington to Upper Wentworth	-	-	233	35	727	109	4,156	623	5,116	767	5,116	767
4032519104 - Rymal - Upper Gage to Upper Ottawa	-	-	207	31	646	97	3,695	554	4,548	682	4,548	682
4032519105 - Dundurn - CPR bridge (s/o Main St) to King	-	-	180	180	187	187	1,941	1,216	2,308	1,583	2,308	1,583
4032519106 - Wentworth - Barton to Burlington	-	-	187	187	194	194	4,171	2,422	4,552	2,803	4,552	2,803



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
4032519107 - Lake - Barton to South Service	-	-	187	187	194	194	2,301	2,301	2,682	2,682	2,682	2,682
4032519108 - Hatt - Market to east end & York / Kerr (Phase 2)	-	-	180	180	311	311	3,881	1,669	4,372	2,160	4,372	2,160
4032519109 - Scenic - Upper Paradise to Garth & Denlow	-	-	187	187	194	194	3,606	3,606	3,987	3,987	3,987	3,987
4032519114 - Westdale North Neighbourhood Phase 1	-	-	187	187	194	194	5,920	525	6,301	906	6,301	906
4032519115 - Barton St BIA - Wentworth to Sherman	-	-	187	187	194	194	7,534	5,986	7,915	6,367	7,915	6,367
4032519509 - Gray - King to Hwy 8	-	-	187	187	194	194	3,229	2,072	3,610	2,453	3,610	2,453
4032519850 - Locke - King To York and Margaret - Main To King And King St - (W-19)	-	-	2,450	1,700	-	-	-	-	2,450	1,700	2,450	1,700
4032611024 - Osler - Grant to West Park	-	-	-	-	117	117	122	122	239	239	2,786	2,156
4032611026 - Upper Gage - Mohawk to Seventh Ave	-	-	-	-	932	932	-	-	932	932	932	932
4032611027 - Beach - Ottawa to Kenilworth	-	-	180	180	4,220	3,210	-	-	4,400	3,390	4,400	3,390
4032611028 - King - Kenilworth to RHVP	-	-	-	-	2,795	2,795	-	-	2,795	2,795	2,795	2,795
4032611029 - King - RHVP to Centennial	-	-	-	-	3,144	3,144	-	-	3,144	3,144	3,144	3,144
4032611030 - Golf Links - bridge over Hwy 403 to Stone Church	-	-	-	-	2,368	2,368	-	-	2,368	2,368	2,368	2,368
4032611046 - Main - King to Wentworth - Two Way Conversion	-	-	-	-	4,370	4,370	4,370	4,370	8,740	8,740	8,740	8,740
4032611047 - Main - Wentworth to James - Two Way Conversion	-	-	-	-	4,370	4,370	4,370	4,370	8,740	8,740	8,740	8,740



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
4032611051 - Paramount - Winterberry to Mud (south side of Mud)	-	-	-	-	1,600	1,600	-	-	1,600	1,600	1,600	1,600
4032611228 - Rennie - Woodward to East End	-	-	-	-	2,000	900	-	-	2,000	900	2,000	900
4032618007 - Bridge 007 - Concession 7W, 95m e/o Sager	-	-	-	-	30	30	150	150	180	180	630	630
4032618117 - Bridge 117 - Old Guelph Rd, 110m south of Homestead Ave	-	-	-	-	150	150	225	225	375	375	1,825	1,825
4032618186 - Bridge 186 - Emerald Street, Pedestrian Bridge over CNR Tracks	-	-	-	-	150	150	-	-	150	150	400	400
4032618224 - Bridge 224 - Pedestrian Bridge over QEW	-	-	-	-	150	150	-	-	150	150	150	150
4032618232 - Bridge 232 - South Service Rd, 390m e/o Fruitland Rd	-	-	-	-	150	150	-	-	150	150	1,150	1,150
4032619023 - Fennell - Upper James to Upper Wellington	-	-	-	-	3,800	2,650	-	-	3,800	2,650	3,800	2,650
4032619103 - Burlington & Industrial - Birch to Gage	-	-	-	-	194	194	202	202	396	396	6,945	4,048
4032619104 - Birge - Emerald to Cheever	-	-	-	-	194	194	202	202	396	396	1,124	844
4032619105 - Rymal - Upper Wentworth to Upper Sherman	-	-	-	-	224	34	699	105	923	138	4,798	720
4032619107 - Barton St BIA - Ferguson to Wentworth	-	-	-	-	194	194	202	202	396	396	10,051	8,008
4032619108 - Burlington & Industrial - Ottawa to Kenilworth	-	-	-	-	194	194	202	202	396	396	5,923	3,642
4032619109 - Southcote - Hwy 403 bridge to Oldoakes /Dorval	-	-	-	-	194	194	202	202	396	396	1,152	844
4032619110 - Lake - Queenston to Barton	-	-	-	-	194	194	202	202	396	396	4,678	4,678



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
4032619111 - Oak/Emerald/East Ave - Cannon to Barton - Cannon to Barton	-	-	-	-	194	194	202	202	396	396	3,335	2,103
4032619112 - Cairns / East St N / Spencer / (Hunter Neighbourhood)	-	-	-	-	194	194	202	202	396	396	2,313	1,571
4032619115 - Westdale North Neighbourhood Phase 2	-	-	-	-	194	194	202	202	396	396	5,769	1,501
4032619118 - Charlton - Ferguson to Sherman Access	-	-	-	-	194	194	202	202	396	396	3,196	2,376
4032711021 - Industrial - Ottawa to Gage / Gage / Depew	-	-	-	-	-	-	2,772	1,883	2,772	1,883	2,772	1,883
4032711024 - Green - Barton to South Service	-	-	-	-	-	-	1,480	1,480	1,480	1,480	1,480	1,480
4032711025 - Kenilworth - Britannia to Main	-	-	-	-	-	-	1,346	1,346	1,346	1,346	1,346	1,346
4032718019 - Bridge 019 - Norman Rd, 555m e/o Sager Rd	-	-	-	-	-	-	30	30	30	30	900	900
4032718234 - Bridge 234 - South Service Rd, 257m e/o Jones Rd	-	-	-	-	-	-	150	150	150	150	500	500
4032718359 - Bridge 359 - Blackheath to 495m n/o Hall Rd	-	-	-	-	-	-	30	30	30	30	345	345
4032719020 - Sanford - Cannon to Barton	-	-	-	-	-	-	202	202	202	202	2,013	1,372
4032719026 - Brucedale - Upper Gage to Upper Ottawa	-	-	-	-	-	-	202	202	202	202	3,212	2,412
4032719103 - Florence/Head/Morden/Napier/Nelson/Peel/Wellesley (Strathcona Neighbourhood)	-	-	-	-	-	-	202	202	202	202	3,090	2,158
4032719105 - Carling / Macklin St S / Olmstead / Tope (Westdale South)	-	-	-	-	-	-	202	202	202	202	2,377	1,634



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
4032719110 - Upper Wellington - Bryna to Mohawk	-	-	-	-	-	-	202	202	202	202	4,079	2,478
4032719111 - Oxford / Tecumseh (Strathcona Neighbourhood)	-	-	-	-	-	-	202	202	202	202	2,188	1,373
4032719113 - Westdale North Neighbourhood Phase 3	-	-	-	-	-	-	202	202	202	202	5,520	2,478
4032719116 - Sanford - Main to Cannon	-	-	-	-	-	-	202	202	202	202	2,348	1,387
4032719117 - Green - Carla to Barton	-	-	-	-	-	-	202	202	202	202	5,505	3,365
4032811025 - Olympic - York to Cootes	-	-	-	-	-	-	-	-	-	-	1,100	1,100
4032811031 - Asset Preservation - Rolston Neighbourhood (North Section)	-	-	-	-	-	-	-	-	-	-	2,897	2,897
4032811036 - Asset Preservation - Rosedale Neighbourhood	-	-	-	-	-	-	-	-	-	-	2,127	2,127
4032811037 - Asset Preservation - Trenholme Neighbourhood	-	-	-	-	-	-	-	-	-	-	1,050	1,050
4032811038 - Asset Preservation - York Heights Neighbourhood	-	-	-	-	-	-	-	-	-	-	2,897	2,897
4032811039 - Asset Preservation - Hunter Neighbourhood	-	-	-	-	-	-	-	-	-	-	2,015	2,015
4032811410 - Limeridge - Garth to West 5th	-	-	-	-	-	-	-	-	-	-	4,800	4,800
4032818080 - Bridge 080 - Rock Chappel Rd, 1135 metres east of Sydenham Rd	-	-	-	-	-	-	-	-	-	-	550	550
4032818433 - Bridge 433 - Westbrook Road, 135m n/o Regional Rd 9A	-	-	-	-	-	-	-	-	-	-	800	800
4032819103 - Hughson - Wilson to Barton	-	-	-	-	-	-	-	-	-	-	3,320	2,578

Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
4032819104 - Evans - Wellington to East	-	-	-	-	-	-	-	-	-	-	1,005	778
4032819108 - Stipeley Neighbourhood (South) - Connaught / Balasm / Dunsmure	-	-	-	-	-	-	-	-	-	-	3,153	1,972
4032819129 - Nash – Barton to 350 metres north of Bancroft	-	-	-	-	-	-	-	-	-	-	4,061	2,608
4032911018 - Wentworth - Charlton to King	-	-	-	-	-	-	-	-	-	-	1,048	1,048
4032911023 - Stone Church - Upper Wellington to Upper Sherman	-	-	-	-	-	-	-	-	-	-	1,600	1,600
4032911028 - Mohawk - Upper Kenilworth to Mountain Brow	-	-	-	-	-	-	-	-	-	-	728	728
4032911029 - Fennell - Upper Wentworth to Upper Sherman	-	-	-	-	-	-	-	-	-	-	860	860
4032911030 - Fruitland - Barton to South Service	-	-	-	-	-	-	-	-	-	-	655	655
4032911033 - Asset Preservation - Creighton West Neighbourhood	-	-	-	-	-	-	-	-	-	-	2,750	2,750
4032911034 - Asset Preservation - Battlefield Neighbourhood	-	-	-	-	-	-	-	-	-	-	730	730
4032911035 - Asset Preservation - Rolston Neighbourhood (South Section)	-	-	-	-	-	-	-	-	-	-	4,715	4,715
4032911037 - Asset Preservation - Westdale South Neighbourhood (South Section)	-	-	-	-	-	-	-	-	-	-	3,798	3,798
4032911038 - Asset Preservation - Dewitt Neighbourhood	-	-	-	-	-	-	-	-	-	-	5,370	5,370
4032911039 - Asset Preservation - Industrial Sector A and B Neighbourhood	-	-	-	-	-	-	-	-	-	-	1,700	1,700



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
4032919104 - Ferguson/Foster/Walnut/Patrick/Charlton/James	-	-	-	-	-	-	202	202	202	202	5,192	3,832
4033011022 - Stone Church - Upper Sherman to Upper Ottawa	-	-	-	-	-	-	-	-	-	-	2,043	2,043
4033011023 - Upper Ottawa - Stone Church to Reno	-	-	-	-	-	-	-	-	-	-	2,528	2,528
4033011025 - King - Main to Kenilworth	-	-	-	-	-	-	-	-	-	-	2,392	2,392
4033011026 - Stone Church - Upper Ottawa to Dartnall	-	-	-	-	-	-	-	-	-	-	1,362	1,362
4033011028 - Stone Church - Omni to Upper James	-	-	-	-	-	-	-	-	-	-	3,678	3,678
4033011033 - Asset Preservation - Waterdown Neighbourhood (Central East Section)	-	-	-	-	-	-	-	-	-	-	4,900	4,900
4033011035 - Asset Preservation - Strathcona Neighbourhood	-	-	-	-	-	-	-	-	-	-	1,090	1,090
4033211020 - Carlisle - Centre to Parkshore	-	-	-	-	-	-	-	-	-	-	933	933
4033211021 - Centre Rd - Concession 10 to Concession 11	-	-	-	-	-	-	-	-	-	-	1,850	1,850
4033211022 - Centre Rd - Concession 7 to Concession 8	-	-	-	-	-	-	-	-	-	-	1,850	1,850
4033211023 - Highway 8 - Millikin Dr to east City boundary	-	-	-	-	-	-	-	-	-	-	1,408	1,408
4033211024 - Ridge - First Rd E to Second Rd E	-	-	-	-	-	-	-	-	-	-	933	933
4033219102 - Hunter - Bay to Queen	-	-	-	-	-	-	-	-	-	-	270	270
4033311020 - York Rd - Valley to Olympic	-	-	-	-	-	-	-	-	-	-	1,480	1,480



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
4033311021 - Hess / Rebecca / Park / York two-way Conversion	-	-	-	-	-	-	-	-	-	-	2,000	2,000
4033311022 - King / King William two-way Conversion	-	-	-	-	-	-	-	-	-	-	460	460
4033311023 - White Church Rd W - Glancaster to Highway 6 overpass	-	-	-	-	-	-	-	-	-	-	1,240	1,240
4033311024 - York Rd - Newman Rd to Valley Rd	-	-	-	-	-	-	-	-	-	-	1,670	1,670
4033311025 - Kirkwall - Regional 97 to private rd s/o Concession 8 W	-	-	-	-	-	-	-	-	-	-	1,800	1,800
4033319102 - Barton - Gray to Green	-	-	-	-	-	-	-	-	-	-	2,700	2,700
4042310004 - Escarpment Slope & Appurtenance Stabilization Program	2,500	200	1,000	1,000	1,000	1,000	1,000	1,000	5,500	3,200	11,500	9,200
4042310417 - Retaining Wall Rehabilitation Program ES	200	50	200	200	200	200	200	200	800	650	2,000	1,850
4242009701 - A/R - Eastmount Neighbourhood	1,000	1,000	-	-	-	-	-	-	1,000	1,000	1,000	1,000
4242209201 - Area Rating - Simcoe - James to Wellington & Hughson - Strachan to Simcoe	-	-	173	173	2,410	1,700	-	-	2,583	1,873	2,583	1,873
4242209202 - Area Rating - Hughson - Simcoe to Brock & Wood - James to Hughson	173	173	2,120	1,480	-	-	-	-	2,293	1,653	2,293	1,653
4242356117 - W4 Pipeline Trail	-	-	263	39	1,493	224	-	-	1,756	263	1,756	263
4411606002 - West Harbour Real Estate Disposition Process	200	200	200	200	200	200	-	-	600	600	600	600
4412106103 - Pier 8 - Streetscaping	-	-	650	650	-	-	700	700	1,350	1,350	2,137	2,137
4412306101 - Pier 8 Greenway	-	-	-	-	605	605	-	-	605	605	1,230	1,230



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
4412306105 - West Harbour Waterfront Animation & Programming	200	200	200	200	200	200	-	-	600	600	600	600
4412406103 - West Harbour Parking Garage	300	284	31,907	30,240	-	-	4,193	3,974	36,400	34,499	36,400	34,499
Engineering Services Total	57,489	46,176	154,405	136,734	152,602	116,421	122,870	97,240	487,366	396,572	990,056	819,186
Environmental Services												
4400011001 - Cemetery Roads Rehabilitation Program	100	100	300	300	300	300	350	350	1,050	1,050	3,550	3,550
4400041001 - Cemetery Building Repairs	100	100	220	220	220	220	220	220	760	760	2,770	2,770
4400049001 - Park Pathway Resurfacing Program	271	271	350	350	400	400	400	400	1,421	1,421	4,271	4,271
4400049002 - Park Fencing Program	50	50	275	275	275	275	330	330	930	930	3,120	3,120
4400049007 - Cemetery Columbarium	125	-	125	-	150	-	150	-	550	-	1,500	-
4400049009 - Sport Lighting	364	364	600	600	600	600	700	700	2,264	2,264	6,364	6,364
4400049104 - Pedestrian/Security Lighting Replacement Program	245	245	300	300	350	350	400	400	1,295	1,295	4,020	4,020
4400051001 - Equipment Upgrades	60	-	50	50	50	50	50	50	210	150	360	300
4400051002 - Playground Lifecycle Replacement Program	466	356	700	700	700	700	700	700	2,566	2,456	7,516	7,406
4400051601 - Equipment Acquisition (DC) Program	247	-	247	-	247	-	247	-	988	-	1,976	-
4400051700 - Small Equipment Replacement (Reserve) Program (Forestry/Hort)	-	-	-	-	75	-	-	-	75	-	150	-



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
4400051701 - Small Equipment Replacement (Reserve) Program (Parks/Cem)	85	-	85	-	150	-	90	-	410	-	690	-
4400051903 - Confederation Beach Park - Capital Maintenance Program	175	-	175	-	175	-	175	-	700	-	1,750	-
4400052100 - CSA Safety Material Replacement Program	130	130	150	150	150	150	150	150	580	580	1,580	1,580
4400054699 - Tennis and Multi-use Court Rehabilitation Program	55	55	255	255	260	260	260	260	830	830	2,930	2,930
4400055600 - Parks Testing and Reporting	40	40	120	120	80	80	80	80	320	320	640	640
4400055800 - QC/CA - Parks and Cemeteries Material Testing	25	25	20	20	20	20	20	20	85	85	240	240
4400056124 - Drainage Improvements in Parks	-	-	100	100	100	100	100	100	300	300	800	800
4401756703 - Mountain Brow Path	130	20	76	11	838	126	439	66	1,483	222	3,630	545
4401856601 - Legislated Monitoring	-	-	-	-	37	37	-	-	37	37	37	37
4401856804 - Highbury Meadows North Park (Proposed)	158	-	-	-	-	-	-	-	158	-	158	-
4401956929 - HRTMP Initiative 7-1 - Limeridge Mall Hydro Corridor Trail	-	-	1,122	168	-	-	-	-	1,122	168	1,122	168
4401956934 - Chedoke Falls Viewing Implementation	-	-	-	-	-	-	3,337	1,669	3,337	1,669	7,853	3,927
4402056003 - Mohawk Sports Park Masterplan	100	100	353	353	900	900	-	-	1,353	1,353	1,353	1,353
4402056011 - Valley Community Centre Park	1,400	1,400	-	-	-	-	-	-	1,400	1,400	1,400	1,400
4402056926 - ICIP CCR - HAAA Park Redevelopment (Hamilton Amateur Athletic Assoc.)	2,307	-	-	-	-	-	-	-	2,307	-	2,307	-



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
4402156006 - Rail Trail Improvements	-	-	1,100	1,100	150	150	1,677	1,677	2,927	2,927	2,927	2,927
4402156117 - Victoria Park Spray Pad Replacement	25	-	-	-	-	-	-	-	25	-	25	-
4402156120 - Cherry Beach Park	-	-	1,200	-	-	-	-	-	1,200	-	1,200	-
4402156124 - Mountain Drive Park Redevelopment	500	50	-	-	-	-	-	-	500	50	500	50
4402256106 - Carter Park Spray Pad Redevelopment	200	200	900	900	-	-	-	-	1,100	1,100	1,100	1,100
4402256108 - Broughton Park Upgrades	-	-	1,000	1,000	-	-	-	-	1,000	1,000	1,000	1,000
4402256111 - Highland Gardens Park	-	-	660	660	-	-	-	-	660	660	660	660
4402256113 - Inch Park inclusive playground	1,902	475	-	-	-	-	-	-	1,902	475	1,902	475
4402256118 - Churchill Park	-	-	150	150	1,500	1,500	-	-	1,650	1,650	5,250	5,250
4402256124 - Sam Lawrence Park	-	-	754	754	264	264	1,316	197	2,334	1,215	10,887	4,504
4402256201 - Leaside Park Redevelopment	-	-	100	100	-	-	420	420	520	520	520	520
4402256203 - Gourley Park Spray Pad Redevelopment	445	445	-	-	-	-	-	-	445	445	445	445
4402256204 - William Connell Phase 3	-	-	300	-	-	-	3,000	-	3,300	-	3,300	-
4402356101 - Nash Orchard Park	-	-	-	-	793	-	-	-	793	-	793	-
4402356118 - Open Space Replacement Strategy-East Mtn Trail Loop	-	-	273	259	-	-	-	-	273	259	273	259



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
4402356119 - Gage Park Redevelopment	-	-	550	-	250	-	-	-	800	-	3,300	-
4402356120 - Confederation Park Redevelopment	-	-	1,810	855	1,800	270	1,770	425	5,380	1,550	9,075	1,825
4402356122 - Trails Master Plan Programming	-	-	1,485	223	1,500	225	1,500	225	4,485	673	38,006	5,701
4402356123 - Gore Master Plan (Open Space Development Blk)	-	-	150	150	2,000	2,000	-	-	2,150	2,150	2,150	2,150
4402356124 - Pier 4 Tugboat Play Structure and spray pad Replacement	1,645	1,645	-	-	-	-	-	-	1,645	1,645	1,645	1,645
4402356125 - Meadowlands Community Park	100	50	-	-	-	-	-	-	100	50	100	50
4402356127 - Hamilton Beach Lift Bridge Pier	-	-	550	550	-	-	-	-	550	550	550	550
4402356130 - Olympic Park Trails	-	-	430	65	-	-	-	-	430	65	430	65
4402356208 - Eastmount Park Spray Pad Redevelopment	-	-	100	100	1,500	1,500	-	-	1,600	1,600	1,600	1,600
4402356210 - Shawinigan Park Spray Pad Park Redevelopment	-	-	1,100	1,100	-	-	-	-	1,100	1,100	1,100	1,100
4402356501 - Fruitland/Winona Community Parkland	-	-	-	-	1,237	-	-	-	1,237	-	1,237	-
4402441101 - Cemetery Vault Repairs	80	80	-	-	-	-	-	-	80	80	80	80
4402455101 - Parkland Encroachment Study	-	-	50	50	-	-	-	-	50	50	50	50
4402455102 - Natural Lands Acquisition Strategy	-	-	120	120	-	-	-	-	120	120	120	120
4402456103 - Clear Skies Proposed Park - Sadielou Blvd	930	-	-	-	-	-	-	-	930	-	930	-



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
4402456104 - Beasley Park Phase 3	500	-	-	-	183	-	2,013	-	2,696	-	3,916	-
4402456105 - Project Acquisition-Parks Master Plan 2025-2033	-	-	33,018	-	33,864	-	34,731	-	101,613	-	329,485	(0)
4402456107 - Chedoke Browlands Improvement	-	-	475	475	-	-	-	-	475	475	475	475
4402456121 - Heritage Green Community Sports Park Implementation	-	-	520	-	4,800	-	-	-	5,320	-	5,320	-
4402456129 - Lake Avenue School Development	-	-	100	-	430	-	-	-	530	-	530	-
4402456134 - Parks and Cemeteries - Erosion and Drainage Repairs	100	100	-	-	-	-	-	-	100	100	100	100
4402456135 - Lake Point Park Multi-Use Court	275	-	-	-	-	-	-	-	275	-	275	-
4402456136 - Springbrook Subdivision Parkette	480	-	-	-	-	-	-	-	480	-	480	-
4402456205 - Open Space Replacement Strategy - Acquisitions	-	-	-	-	-	-	648	-	648	-	948	-
4402456207 - Parkside Hills	200	-	766	-	-	-	-	-	966	-	966	-
4402456209 - Brooks @ Rymal Park (Proposed) - Summit Ph 10 Development	-	-	750	-	-	-	-	-	750	-	750	-
4402456211 - Waterdown South Neighbourhood Park 3 (East Side) - Smoky Hollow	1,000	-	-	-	-	-	-	-	1,000	-	1,000	-
4402456302 - The Crossings Park (Proposed)	-	-	750	-	-	-	-	-	750	-	750	-
4402456401 - Powell Park	250	250	-	-	2,000	2,000	-	-	2,250	2,250	2,250	2,250
4402556114 - Kinsman Park Wading Pool conversion to spray pad	-	-	210	210	-	-	700	700	910	910	910	910



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
4402556117 - Red Hill Park	-	-	140	-	700	-	-	-	840	-	840	-
4402556131 - Turner Park Pathway Improvements	-	-	100	100	-	-	-	-	100	100	400	400
4402656101 - Skatepark Facility - Recreation study implementation	-	-	-	-	100	-	2,000	-	2,100	-	7,100	-
4402656115 - Lewis Road Park (Winona)	-	-	-	-	150	-	750	-	900	-	900	-
4402656125 - Dundurn Park pathways	-	-	-	-	300	300	1,000	1,000	1,300	1,300	1,300	1,300
4402656309 - Fletcher Road Parkette (Proposed)	-	-	-	-	250	-	-	-	250	-	250	-
4402656517 - Hunter Estates Park Sun Shelter	-	-	-	-	101	-	-	-	101	-	101	-
4402756126 - Fruitland Winona Neighbourhood Parks	-	-	-	-	-	-	100	-	100	-	3,750	-
4402756301 - Elfrida Secondary Plan Parks	-	-	-	-	-	-	100	-	100	-	3,750	-
4402756702 - Tennis Court Improvements	-	-	-	-	-	-	200	200	200	200	200	200
4402756703 - Billy Sherring	-	-	-	-	-	-	2,735	1,368	2,735	1,368	2,735	1,368
4402856803 - Strathcona Pedestrian Bridge	-	-	-	-	-	-	-	-	-	-	8,854	8,039
4402856922 - Alexander Park Baseball Upgrades	-	-	-	-	-	-	-	-	-	-	1,200	1,200
4450053001 - Tree Planting Program	3,476	-	3,176	-	3,176	-	3,176	-	13,004	-	30,745	-
4450053702 - Spongy Moth IPM Program	35	35	35	35	120	120	400	400	590	590	1,580	1,580



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
4452341003 - Horticulture Depot Renovation/Construction	-	-	8,000	8,000	-	-	-	-	8,000	8,000	8,000	8,000
Environmental Services Total	18,775	6,585	66,445	20,928	63,245	12,897	66,434	12,106	214,898	52,516	573,101	103,367
Transportation												
4031541910 - Snow Disposal Facility	4,578	4,578	2,000	2,000	-	-	-	-	6,578	6,578	6,578	6,578
4032311045 - LINC Preservation	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	8,000	8,000	20,000	20,000
4032311224 - Sidewalk Rehabilitation Program	1,100	1,100	1,150	1,150	1,210	1,210	1,270	1,270	4,730	4,730	13,795	13,795
4032317241 - Fencing/Sound Barrier Rehabilitation/Replacement within the Road Allowance	250	250	250	250	250	250	250	250	1,000	1,000	2,500	2,500
4032317677 - Preventative Road Maintenance Program	3,250	1,750	3,500	3,500	3,750	3,750	3,750	3,750	14,250	12,750	36,750	35,250
4032318216 - Bridge and Structure Maintenance - T.O.M.	2,550	2,550	2,550	2,550	2,550	2,550	2,550	2,550	10,200	10,200	25,500	25,500
4032321350 - Fleet Additions - Roads O&M	1,070	-	200	-	200	-	200	-	1,670	-	2,870	-
4032341762 - Yard Facility Maintenance and Improvement Program	200	200	200	200	200	200	200	200	800	800	2,000	2,000
4032351410 - Roads - Small Equipment Replacement	50	-	50	-	50	-	50	-	200	-	500	-
4032420499 - Public Realm Improvements - LRT	3,330	1,665	3,330	1,665	3,330	1,665	-	-	9,990	4,995	9,990	4,995
4040021444 - Transportation Operations Fleet Upgrades	150	150	150	150	150	150	150	150	600	600	1,500	1,500
4042210223 - Nicola Tesla Underpass Lighting LED Retrofit	50	-	-	-	-	-	-	-	50	-	50	-



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
4042310017 - Street Lighting Capital Program	350	80	150	150	150	150	150	150	800	530	1,700	1,430
4042310418 - Retaining Wall Maintenance - TOM	150	150	150	150	150	150	150	150	600	600	1,500	1,500
4042311351 - Roads - Alleyway Rehabilitation	100	100	100	100	100	100	100	100	400	400	1,000	1,000
4042317384 - Guide Rail Replacement Program	678	600	400	400	400	400	400	400	1,878	1,800	4,278	4,200
4042317678 - Preventative Maintenance - Crack Sealing	165	165	174	174	182	182	191	191	712	712	2,076	2,076
4042455385 - Citywide Guiderail Condition Assessments	1,000	1,000	-	-	-	-	-	-	1,000	1,000	1,000	1,000
4042521520 - Paint Truck Upgrade	-	-	1,000	1,000	-	-	-	-	1,000	1,000	1,000	1,000
4660015018 - Street Lighting Inventory	125	125	125	125	125	125	125	125	500	500	1,250	1,250
4661820821 - New Traffic Signal - Drakes Drive and N Service Road	250	13	-	-	-	-	-	-	250	13	250	13
4661820822 - New Traffic Signal - Fifty @ North Service Rd	-	-	420	21	-	-	-	-	420	21	420	21
4661820823 - New Traffic Signal - Fruitland @ North Service Rd	-	-	420	21	-	-	-	-	420	21	420	21
4662020021 - New Traffic Signal - Centre Rd. & Concession 8	400	-	-	-	-	-	-	-	400	-	400	-
4662020029 - New Traffic Signal - Cannon & Lottridge / Cannon & Melrose	100	5	-	-	-	-	-	-	100	5	100	5
4662210023 - Sanders - Thorndale to West Park & Sterling - North Oval to Forsyth - New Street Light	300	300	-	-	-	-	-	-	300	300	300	300
4662220223 - New Traffic Signal - Old Guelph Rd & York Rd	150	8	-	-	-	-	-	-	150	8	150	8



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
4662220224 - New Traffic Signal - RR 56 & Kirk Road	200	10	-	-	-	-	-	-	200	10	200	10
4662220242 - Intersection widening - Upper James & White Church	250	250	-	-	-	-	-	-	250	250	250	250
4662220723 - Portable Variable Message Sign /Queue End Warning System	150	150	150	150	150	150	150	150	600	600	750	750
4662220988 - Signal Cabinet Wrapping	75	75	75	75	75	75	75	75	300	300	375	375
4662301099 - Transportation Cost Allocation to Engineering Services Projects	317	-	300	300	300	300	300	300	1,217	900	3,017	2,700
4662310012 - Railway Roadway Crossings Rehabilitation Program	100	100	100	100	100	100	100	100	400	400	1,000	1,000
4662310020 - Street Lighting Pole Inspections & Replacements	150	150	250	250	250	250	250	250	900	900	2,400	2,400
4662310217 - In-Fill Street Lighting Program in Former Town of Ancaster	250	250	250	250	250	250	250	250	1,000	1,000	2,500	2,500
4662315820 - Traffic Counts Program	300	300	300	300	300	300	300	300	1,200	1,200	3,300	3,300
4662320001 - ATMS – Advanced Traffic Management System	1,042	-	750	750	750	750	750	750	3,292	2,250	7,792	6,750
4662320011 - Traffic Signal Infrastructure/Upgrades	300	300	300	300	300	300	300	300	1,200	1,200	3,000	3,000
4662320017 - Traffic Signal LED Lighting Upgrade Program	250	-	250	250	250	250	250	250	1,000	750	2,500	2,250
4662320019 - Traffic Cabinet & Controller Replacement Program	1,000	1,000	800	800	800	800	800	800	3,400	3,400	8,200	8,200
4662320048 - Durable Pavement Markings (New Installations)	489	-	300	300	300	300	300	300	1,389	900	3,189	2,700
4662320050 - Engagement Priorities - Vision Zero	140	-	140	-	140	-	140	-	560	-	1,400	-



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
4662320051 - Education Priorities - Vision Zero	400	-	400	-	400	-	400	-	1,600	-	4,000	-
4662320052 - Evaluation Priorities - Vision Zero	500	-	500	-	500	-	500	-	2,000	-	5,000	-
4662320053 - Engineering Priorities - Vision Zero	800	-	600	-	600	-	600	-	2,600	-	6,200	-
4662320280 - Eco Counter Program	83	83	83	83	83	83	83	83	332	332	830	830
4662320340 - Barton-Nash-Bancroft-Kenora MUP (Kentley-Nashdale)	-	-	740	740	-	-	-	-	740	740	740	740
4662320343 - Dundas St MUP - Hwy 6 to Hamilton St	-	-	315	315	-	-	-	-	315	315	315	315
4662320375 - Waterdown TMP Implementation	200	200	200	200	200	200	200	200	800	800	800	800
4662320525 - Pedestrian Crossovers	210	210	210	210	210	210	210	210	840	840	2,100	2,100
4662320531 - APS - Accessible Pedestrian Signals	250	250	250	250	250	250	250	250	1,000	1,000	2,500	2,500
4662320720 - Durable Plastic Pavement Marking Rehabilitation	546	-	325	325	350	350	350	350	1,571	1,025	3,671	3,125
4662355240 - Capacity Reviews	75	-	50	50	50	50	50	50	225	150	525	450
4662415417 - Central Nine Controls Conversion	100	100	-	-	-	-	-	-	100	100	100	100
4662415418 - Country Club Drive Lighting Improvement	275	275	-	-	-	-	-	-	275	275	275	275
4662420404 - Bike Facilities Crossing RHVP	100	100	721	721	-	-	-	-	821	821	821	821
4662420405 - Dundurn St Crossing - Baker Street & Lamoreaux Ave	100	-	500	75	-	-	-	-	600	75	600	75



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
4662420407 - Pearl - Kent Bicycle Boulevard & Implementation (Kent & Aberdeen Signalization)	350	-	-	-	-	-	-	-	350	-	350	-
4662420408 - Upper Paradise - Stone Church to Rymal	450	-	-	-	-	-	-	-	450	-	450	-
4662420416 - New Traffic Signal - Sherman Cut at Sherman Access	100	-	500	25	-	-	-	-	600	25	600	25
4662420417 - New Traffic Signal - Centre Road at Carlisle Road	50	3	350	18	-	-	-	-	400	20	400	20
4662420418 - New Traffic Signal - Emerald & Barton	350	-	-	-	-	-	-	-	350	-	350	-
4662420419 - New Traffic Signal - Regional Road 20 at Westbrook	50	-	350	18	-	-	-	-	400	18	400	18
4662420420 - West 5th MUP - Fennell Ave to Governor's Blvd (Mohawk College)	500	75	-	-	-	-	-	-	500	75	500	75
4662420423 - New Pedestrian Crossings - Wilson St at Meadowbrook Dr/Hamilton Dr	250	250	-	-	-	-	-	-	250	250	250	250
4662420424 - Traffic Signal Modernization - Upper James & Twenty	400	400	-	-	-	-	-	-	400	400	400	400
4662420425 - New Pedestrian Crossings - Meadowlands Neighborhood	250	250	-	-	-	-	-	-	250	250	250	250
4662420426 - New Intersection Pedestrian Signal (IPS) - 85 Centennial Parkway S	350	350	-	-	-	-	-	-	350	350	350	350
4662420427 - Traffic Signal Modernization - Garth & Limeridge	400	-	-	-	-	-	-	-	400	-	400	-
4662420428 - Traffic Signal Modernization - Hester at Upper James	50	50	350	350	-	-	-	-	400	400	400	400
4662420429 - Traffic Signal Modernization - Dewitt & Highway 8 - Stoney Creek	350	350	-	-	-	-	-	-	350	350	350	350



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
4662420430 - Traffic Signal Modernization - Gateshead/Durham & Highway 8 - Stoney Creek	50	50	350	350	-	-	-	-	400	400	400	400
4662420431 - Traffic Signal Modernization - Grays Road & Highway 8 - Stoney Creek	50	50	350	350	-	-	-	-	400	400	400	400
4662420432 - Traffic Signal Modernization - Mohawk & Upper Gage	400	400	-	-	-	-	-	-	400	400	400	400
4662420433 - Old Ancaster and Ogilvie - Traffic Calming	350	350	-	-	-	-	-	-	350	350	350	350
4662420434 - Traffic Signal Modernization - Highland & Upper Centennial Parkway	50	50	400	400	-	-	-	-	450	450	450	450
4662455403 - Bicycle Lanes Asset Management / Condition Assessment Methodology	150	150	-	-	-	-	-	-	150	150	150	150
4662455457 - Binbrook TMP Implementation	200	200	-	-	-	-	-	-	200	200	200	200
4662455486 - Traffic Signs Asset Management / Condition Assessment Methodology	150	150	-	-	-	-	-	-	150	150	150	150
4662515517 - Bannisdale Way Lighting Improvement	-	-	150	150	-	-	-	-	150	150	150	150
4662520406 - Bay St Bike Lane Enhancements - Hunter St to Cannon St	-	-	275	41	-	-	-	-	275	41	275	41
4662520552 - Traffic Signal Modernization - Upper James & Fennell	-	-	400	400	-	-	-	-	400	400	400	400
4662655215 - Highway 403 Ramp Improvements	-	-	-	-	6,400	1,450	-	-	6,400	1,450	6,400	1,450
Transportation Total	36,298	23,719	30,653	24,501	27,805	19,300	18,144	16,254	112,900	83,774	221,402	180,936
Waste Management												



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
5120051501 - Waste Collection Fleet Replacement	9,030	9,030	-	-	-	-	-	-	9,030	9,030	10,830	10,830
5120055137 - Waste Management R & D Program	240	240	245	245	250	250	260	260	995	995	2,420	2,420
5120090200 - Diversion Container Replacement Program	900	630	800	720	600	540	600	540	2,900	2,430	5,300	4,590
5120090700 - Public Space & Special Event Containers	250	250	250	250	250	250	250	250	1,000	1,000	2,250	2,250
5120091000 - Glanbrook Landfill Capital Improvement Program	324	-	357	357	367	367	377	377	1,425	1,101	3,469	3,145
5120091002 - Stage 3 Development - Glanbrook Landfill Site	250	250	-	-	6,000	6,000	-	-	6,250	6,250	13,025	13,025
5120092000 - Closed Landfill Maintenance & Capital Improvement Program	584	200	437	437	450	450	465	465	1,936	1,552	4,493	4,109
5120094001 - Transfer Station/CRC Maintenance & Capital Improvement Program	330	230	235	235	240	240	244	244	1,049	949	2,269	2,169
5120094300 - Maintenance & Capital Improvements to the Resource Recovery Centre (RRC) Program	220	-	220	143	224	146	229	149	893	438	2,108	1,227
5120094920 - Environmental Services Legislative Compliance Program	205	105	205	205	205	205	205	205	820	720	2,050	1,950
5120095525 - SWMMP Approvals	1,150	1,150	150	150	150	150	150	150	1,600	1,600	2,500	2,500
5121290111 - Leaf & Yard Waste Composting Facility Relocation	-	-	-	-	-	-	5,000	2,500	5,000	2,500	5,000	2,500
5121594511 - Transfer Station/CRC Expansion & Capital Replacement	-	-	-	-	-	-	-	-	-	-	25,000	11,645
5121949003 - CCF Lifecycle Replacement	-	-	-	-	1,525	1,525	3,050	3,050	4,575	4,575	35,776	35,776



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
5122251102 - Security System Upgrades - Waste Collections Yard	10	-	-	-	-	-	-	-	10	-	10	-
5122251104 - Waste Collection Vehicle Technology	20	20	-	-	-	-	-	-	20	20	20	20
5122441001 - Waste Collections Yard - Overhead Door Design and Installation	-	-	150	150	-	-	-	-	150	150	150	150
5122449001 - Waste Collections Office Expansion Review and Office Configuration	150	-	-	-	-	-	-	-	150	-	150	-
5122451001 - Waste Collection Mini Packer Acquisition	250	250	-	-	-	-	-	-	250	250	250	250
5122451002 - Waste Collection Sidewalk Sweeper Acquisition	410	410	-	-	-	-	-	-	410	410	410	410
5122451003 - Waste Collection Support Vehicle Acquisition	335	335	-	-	-	-	-	-	335	335	335	335
5122451104 - Waste Collection Vehicle Technology	60	40	-	-	-	-	-	-	60	40	60	40
5123194029 - SWMMP - Recommendation 6: Alternative Disposal Facility	-	-	-	-	-	-	-	-	-	-	192,000	192,000
Waste Management Total	14,718	13,140	3,049	2,892	10,261	10,123	10,830	8,190	38,859	34,345	309,876	291,341
Transit												
5301783700 - HSR Bus Expansion Program - 10 Year Plan (ICIP)	5,196	-	6,183	-	-	-	-	-	11,379	-	11,379	-
5301785701 - Transit Maintenance and Storage Facility (Cash Flow Project) (ICIP)	30,000	26,921	115,835	103,947	-	-	-	-	145,835	130,868	145,835	130,868
5301785703 - Limeridge Mall Terminal Redevelopment	665	-	-	-	-	-	-	-	665	-	665	-



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
5302083001 - HSR Expansion Buses - Modal Split (ICIP)	7,794	-	7,949	-	-	-	-	-	15,743	-	15,743	-
5302183100 - HSR Bus Replacement Program (ICIP)	15,163	-	14,545	-	15,545	-	15,856	-	61,109	-	221,871	3,700
5302183503 - Nonrevenue Vehicle Replace Program	85	-	110	-	185	-	90	-	470	-	1,228	-
5302184103 - A-Line Priority Bus Corridor (ICIP)	2,500	667	-	-	-	-	-	-	2,500	667	2,500	667
5302185803 - Terminal and End of Line Rehabilitation	200	-	200	200	200	200	200	200	800	600	1,250	1,050
5302185804 - Bus Stop Shelter Rehabilitation	175	-	175	145	175	175	175	175	700	495	1,750	1,545
5302185902 - Transit Shelter and Landing Pad Expansion Program	220	-	220	-	220	-	220	-	880	-	2,200	-
5302283002 - Reserve Shortfall - OBR Program	-	-	700	700	700	700	3,700	3,700	5,100	5,100	27,300	27,300
5302385807 - HSR Bus Marker Bench	32	32	33	33	-	-	-	-	65	65	65	65
5302385808 - HSR Solar Transit Pole Lighting	39	39	41	41	-	-	-	-	80	80	80	80
5302385809 - Transit Hub Planning and Development (ICIP)	300	-	600	-	300	-	-	-	1,200	-	1,200	-
5302410001 - Transit Supportive Intersection Improvements	100	35	-	-	-	-	-	-	100	35	100	35
5302451101 - Transit Capital Hoist Replacement	250	-	250	-	250	-	150	-	900	-	1,200	-
5302451102 - Solar Rechargeable Battery Replacement	320	320	-	-	-	-	-	-	320	320	320	320
5302455110 - Transit Growth Strategy Studies	150	30	150	50	150	50	150	50	600	180	750	230



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
5302458001 - HSR 150	150	150	-	-	-	-	-	-	150	150	150	150
5312383001 - Integrated Transit Accessible Vehicles (ICIP)	2,000	-	2,000	-	-	-	5,000	-	9,000	-	9,000	-
Transit Total	65,339	28,194	148,991	105,115	17,725	1,125	25,541	4,125	257,595	138,559	444,585	166,009
Public Works Development Total	242,117	139,076	536,776	334,067	361,555	193,800	298,888	168,312	1,439,336	835,255	3,127,029	1,817,290



Departmental Budget Summaries

PW General Administration

Description:

PW General Administration department provides support and guidance to all PW Divisions to strive and promote the City's vision of the best place to raise a child and age successfully. By collaborating efforts with Transit, Transportation, Environmental, Engineering, Corporate Asset Management and Corporate Fleet & Energy Management the division works to enhance the lives of Hamiltonians.

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 464,384	\$ 502,303	\$ 515,662	\$ 13,359	2.7%
Material & Supply	271,403	37,870	37,870	-	-%
Building & Ground	60,568	115,840	66,745	(49,095)	(42.4)%
Consulting	18,753	-	49,090	49,090	-%
Contractual	67,613	74,720	74,720	-	-%
Financial*	40,931	-	-	-	-%
Cost Allocations*	(784,978)	(846,635)	(767,211)	79,424	(9.4)%
Reserves/Recoveries	111,836	37,441	44,184	6,743	18.0%
Total Expenses	250,510	(78,461)	21,060	99,521	(126.8)%
Fees & General	-	-	(21,060)	(21,060)	-%
Net Levy	\$ 250,510	\$ (78,461)	\$ -	\$ 78,461	(100.0)%
Full-Time Equivalents		2.00	2.00	-	-%



Departmental Budget Summaries

Corporate Asset Management

Description:

The Corporate Asset Management Division contains four sections, each with a unique responsibility. (1) Asset Management is responsible for the city-wide Asset Management Program and for embedding asset management practices and governance in the City's processes as well as corporate compliance with O. Reg. 588/17, (2) Fleet Services is responsible for providing and servicing sustainable, fit-for-purpose non-emergency fleet assets and driver training programs that deliver cost-effective support to municipal operations service delivery programs, (3) PW Departmental Programs & Initiatives is responsible for the PW Management System and driving operational performance throughout Public Works, as well as climate change responsibility department-wide, (4) Innovation & Technology is responsible for developing and managing strategies and process that will innovatively support the management of Operations. The Enterprise Asset Management (EAM) project lies within this section.



Departmental Budget Summaries

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 8,889,725	\$ 8,871,708	\$ 9,792,189	\$ 920,481	10.4%
Material & Supply	299,674	254,443	272,800	18,357	7.2%
Recoveries from Capital*	(781,168)	(12,010)	(14,238)	(2,228)	18.6%
Vehicle Expenses	6,884,987	7,215,185	7,638,792	423,607	5.9%
Building & Ground*	61,326	60,080	66,307	6,227	10.4%
Consulting	1,587	245,000	245,000	-	-%
Contractual	105,171	103,750	121,017	17,267	16.6%
Financial*	1,892	2,000	2,000	-	-%
Cost Allocations*	(447,666)	(527,402)	(615,322)	(87,920)	16.7%
Reserves/Recoveries*	(11,221,078)	(11,877,902)	(13,064,931)	(1,187,029)	10.0%
Total Expenses	3,794,450	4,334,852	4,443,614	108,762	95.8%
Fees & General	(733,233)	(1,064,211)	(735,568)	328,643	(30.9)%
Grants & Subsidies	361	-	-	-	-%
Reserves	(656,131)	(971,604)	(1,001,334)	(29,730)	3.1%
Total Revenues	(1,389,003)	(2,035,815)	(1,736,902)	298,913	(27.8)%
Net Levy	\$ 2,405,447	\$ 2,299,037	\$ 2,706,712	\$ 407,675	17.7%
Full-Time Equivalent		73.30	73.30	-	-%



Departmental Budget Summaries

Corporate Facilities and Energy Management

Description:

The Corporate Facilities & Energy Management Division provides a range of high quality and value-added services to the City of Hamilton's stakeholders and the community through its multi-disciplinary teams including design, delivery, construct, operate and maintain City facilities , which include managing energy procurement, billing, policies and guidelines, consultation on the rationalization of Net Zero programs, strategic capital planning, design and project management, facilities operations and maintenance, lease/contract management, stadium management, accommodations and space planning, and the delivery of Corporate Security for municipal facilities and public engagement sections. The division is also responsible for reporting and maintaining various compliance and regulatory reporting around facilities and energy files.

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Corporate Facility Ops & Tech	\$ 1,407,687	\$ 1,761,811	\$ 1,242,895	\$ (518,916)	(29.5)%
Facilities Planning and Business Solutions	1,397,901	1,190,969	2,836,941	1,645,972	138.2%
Community Facility Ops & Tech Serv	6,413,201	7,371,788	7,654,387	282,599	3.8%
Sports & Entertainment Facilities	4,198,733	3,876,525	4,195,595	319,070	8.2%
Director EFF	713,379	575,224	1,082,133	506,909	88.1%
Energy Initiatives	-	(18,308)	(87,700)	(69,392)	379.0
Strategic Plan & Capital Compliance	768,714	167,192	347,927	180,735	108.1
Total Corporate Facilities & Energy Management	\$14,899,615	\$14,925,201	\$17,272,178	\$ 2,346,977	15.7%

Departmental Budget Summaries

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 13,571,663	\$ 14,540,718	\$ 15,557,056	\$ 1,016,338	7.0%
Material & Supply	1,433,716	1,329,092	1,505,012	175,920	13.2%
Recoveries from Capital*	(2,102,493)	(2,880,102)	(2,661,277)	218,825	(7.6)%
Vehicle Expenses*	231,873	229,145	237,104	7,959	3.5%
Building & Ground	17,351,298	14,980,725	16,424,807	1,444,082	9.6%
Consulting*	93,679	15,000	95,000	80,000	533.3%
Contractual	9,909,548	8,615,301	9,501,677	886,376	10.3%
Capital Financing	755,597	750,000	750,000	-	-%
Capital Expenditures*	41,942	-	-	-	-%
Financial	813,762	563,280	1,342,412	779,132	138.3%
Cost Allocations*	(119,008)	(335,124)	(391,895)	(56,771)	16.9%
Reserves/Recoveries*	(18,864,823)	(16,379,235)	(17,858,626)	(1,479,391)	9.0%
Total Expenses	23,116,754	21,428,800	24,501,270	3,072,470	14.3%
Fees & General	(7,379,001)	(6,018,288)	(6,569,904)	(551,616)	9.2%
Tax & Rates	(49,572)	-	-	-	-%
Reserves	(788,566)	(485,310)	(659,188)	(173,878)	35.8%
Total Revenues	(8,217,139)	(6,503,598)	(7,229,092)	(725,494)	11.2%
Net Levy	\$ 14,899,615	\$ 14,925,202	\$ 17,272,178	\$ 2,346,976	15.7%
Full-Time Equivalents		126.71	131.71	5.00	3.9%



Departmental Budget Summaries

Engineering Services

Description:

Engineering Services is a technology and process leader within the corporation. The division is responsible for the development of the capital budget and program that identifies the priority replacement and rehabilitation of all infrastructure within the roadway corridor through its asset management processes. The division is responsible for the provision of surveying, conditional assessment, engineering design, tendering and construction administration and inspection services associated with the delivery of the capital program and other corporate initiatives requiring the construction of municipal infrastructure that supports key corporate objectives including West Harbour, Transportation Master Plan Projects, and Water/ Wastewater Master Plan Projects. The coordination of all utility, road occupancy and activity permitting is also delivered by the Engineering Services teams.

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Infrastructure Renewal	\$ -	\$ (55,130)	\$ -	\$ 55,130	(100.0)%
Construction	-	(75,186)	-	75,186	(100.0)%
Design Services	-	(51,754)	-	51,754	(100.0)%
Director of Engineering Services	-	378,711	-	(378,711)	(100.0)%
Geomatics and Corridor Management	(398,672)	(53,308)	-	53,308	(100.0)%
Total Engineering Services	\$ (398,672)	\$ 143,333	\$ -	\$ (143,333)	(100.0)%

Departmental Budget Summaries

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 13,560,034	\$ 16,346,908	\$ 17,787,157	\$ 1,440,249	8.8%
Material & Supply	153,115	174,320	177,550	3,230	1.9%
Recoveries from Capital*	(14,789,040)	(18,446,941)	(20,203,296)	(1,756,355)	9.5%
Vehicle Expenses	90,273	102,907	101,289	(1,618)	(1.6)%
Building & Ground	668,062	715,650	711,866	(3,784)	(0.5)%
Consulting*	(1,068)	-	-	-	-%
Contractual	1,684,446	2,291,560	2,287,560	(4,000)	(0.2)%
Capital Financing	1,366,228	900,000	900,000	-	-%
Capital Expenditures*	14,469	-	-	-	-%
Financial	93,072	90,900	221,400	130,500	143.6%
Cost Allocations	1,513,236	1,819,201	1,711,581	(107,620)	(5.9)%
Reserves/Recoveries	759,692	869,438	1,220,648	351,210	40.4%
Total Expenses	5,112,519	4,863,943	4,915,755	51,812	1.1%
Fees & General	(5,499,971)	(4,720,610)	(4,785,255)	(64,645)	1.4%
Tax & Rates	(6,221)	-	-	-	-%
Reserves	(5,000)	-	(130,500)	(130,500)	-%
Total Revenues	(5,511,192)	(4,720,610)	(4,915,755)	(195,145)	4.1%
Net Levy	\$ (398,673)	\$ 143,333	\$ -	\$ (143,333)	(100.0)%
Full-Time Equivalent		137.33	140.33	3.00	2.2%



Departmental Budget Summaries

Environmental Services

Description:

Environmental Services is responsible for planning, designing, constructing, operating and maintaining municipal parks, green spaces, programmed open space, recreational trails, and municipal cemeteries. To enhance the environment, promote safe and healthy spaces, and recreational opportunities for the citizens of the City of Hamilton, the division maintains the urban and rural tree canopy on municipal property, including streets, parks, and cemeteries. It also provides horticultural features in traffic islands, roundabouts, boulevards and civic properties, as well as maintaining hanging baskets and planters.

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Business Programs	\$ 1,120,527	\$ 1,264,029	\$ 1,395,826	\$ 131,797	10.4%
Director Environ Services	118,750	(784,530)	(896,370)	(111,840)	14.3%
Forestry & Horticulture	14,124,313	15,025,509	15,388,667	363,158	2.4%
Landscape & Architectural Serv	416,875	835,701	1,197,591	361,890	43.3%
Parks & Cemeteries	30,239,392	31,474,476	33,106,490	1,632,014	5.2%
Total Environmental Services	\$46,019,857	\$47,815,185	\$50,192,204	\$ 2,377,019	5.0%

Departmental Budget Summaries

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 31,333,521	\$ 34,112,619	\$ 35,475,995	\$ 1,363,376	4.0%
Material & Supply	2,787,649	2,618,262	2,371,651	(246,611)	(9.4)%
Recoveries from Capital*	(2,075,816)	(2,767,730)	(2,821,479)	(53,749)	1.9%
Vehicle Expenses	3,368,696	3,849,061	3,804,396	(44,665)	(1.2)%
Building & Ground	3,373,794	2,897,473	2,943,782	46,309	1.6%
Consulting*	136,337	17,000	17,000	-	-%
Contractual	6,540,042	4,898,698	4,063,422	(835,276)	(17.1)%
Agencies & Support Payments*	-	12,000	870,000	858,000	7,150.0%
Capital Financing*	349,281	-	-	-	-%
Capital Expenditures*	174	-	-	-	-%
Financial	198,860	96,810	1,323,860	1,227,050	1,267.5%
Cost Allocations*	459,969	302,151	290,497	(11,654)	(3.9)%
Reserves/Recoveries	4,610,877	4,963,050	5,736,599	773,549	15.6%
Total Expenses	51,083,384	50,999,394	54,075,723	3,076,329	6.0%
Fees & General	(3,726,760)	(3,184,211)	(3,258,841)	(74,630)	2.3%
Grants & Subsidies	(8,700)	-	-	-	-%
Reserves	(1,328,065)	-	(624,680)	(624,680)	-%
Total Revenues	(5,063,525)	(3,184,211)	(3,883,521)	(699,310)	22.0%
Net Levy	\$ 46,019,859	\$ 47,815,183	\$ 50,192,202	\$ 2,377,019	5.0%
Full-Time Equivalents		405.91	408.99	3.08	0.8%



Departmental Budget Summaries

Transit

Description:

Transit strives to provide customer-focused experience that is safe, reliable, inclusive and accessible to all users of the City of Hamilton's public transit services. The division achieves this by providing a customer experience that meets or exceeds their expectations, by maintaining the service and infrastructure in a state of good repair, and by having a vision to accommodate future needs. Transit will continue building a reputation that leads people to choose transit first.

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Customer Experience and Innovation	\$ 1,581,183	\$ 2,136,914	\$ 2,397,723	\$ 260,809	12.2%
Transit Scheduling and Infrastructure	2,309,406	3,067,850	1,887,864	(1,179,986)	(38.5)%
Support Services	1,554,496	1,736,973	1,799,118	62,145	3.6%
Director Of Transit	(7,359,493)	(218,875)	7,021,777	7,240,652	3,308.1)%
Financial Charges & General Revenue	21,802,541)	33,211,126)	(38,547,638)	(5,336,512)	16.1%
Operations HSR	57,912,500	59,639,032	65,670,496	6,031,464	10.1%
Transit Fleet	37,324,139	37,711,087	40,683,067	2,971,980	7.9
ATS	16,965,378	22,622,735	23,056,057	433,322	1.9
Transit Strategic Planning	360	3,830	1,237,462	1,233,632	32,209.7
Total Transit	\$88,485,428	\$93,488,420	\$105,205,926	\$ 11,717,506	12.5%



Departmental Budget Summaries

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 82,155,960	\$ 87,633,935	\$ 100,573,526	\$ 12,939,591	14.8%
Material & Supply	1,850,452	2,505,770	2,491,040	(14,730)	(0.6)%
Recoveries from Capital*	(156,670)	-	-	-	-%
Vehicle Expenses	19,360,480	16,599,830	17,951,300	1,351,470	8.1%
Building & Ground*	878,326	1,063,380	1,151,474	88,094	8.3%
Consulting*	4,803	51,880	51,880	-	-%
Contractual	18,969,657	24,634,870	25,261,650	626,780	2.5%
Capital Expenditures*	2,449	-	-	-	-%
Financial	3,119,589	4,183,160	4,504,520	321,360	7.7%
Cost Allocations*	644,905	714,710	876,200	161,490	22.6%
Reserves/Recoveries	19,005,398	19,529,524	20,941,705	1,412,181	7.2%
Total Expenses	145,835,349	156,917,059	173,803,295	16,886,236	10.8%
Fees & General	(37,433,077)	(49,592,640)	(52,746,370)	(3,153,730)	6.4%
Grants & Subsidies	(19,802,135)	(13,836,000)	(15,851,000)	(2,015,000)	14.6%
Reserves	(114,710)	-	-	-	-%
Total Revenues	(57,349,922)	(63,428,640)	(68,597,370)	(5,168,730)	8.1%
Net Levy	\$ 88,485,427	\$ 93,488,419	\$ 105,205,925	\$ 11,717,506	12.5%
Full-Time Equivalents		869.41	912.41	43.00	4.9%



Departmental Budget Summaries

Transportation

Description:

The Transportation Division operates, maintains and oversees the movement of people and goods throughout Hamilton's road network; incorporating a Vision Zero Road Safety lens. Hamilton's right-of-way infrastructure is approximately 6,521 lane kms of roadway and 237 kms of bike lanes. As the asset owner of the road network, the Division oversees and maintains everything within the City's road right-of-way; signage, pavement markings, signals, streetlighting, roadway operations including potholes, maintenance of culverts, sidewalks, winter and summer operations. The Transportation Division is committed to advancing roadway safety with a multidisciplinary approach for all road users; motorists, pedestrians, and cyclists within the City of Hamilton and achieving vision zero.

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Roadway Maintenance	\$65,163,297	\$65,238,078	\$69,973,512	\$ 4,735,434	7.3%
Director – Trans Ops & Mtce	35,764	67,152	-	(67,152)	(100.0)%
Transportation Operations	15,751,471	17,487,635	17,991,141	503,506	2.9%
Business Initiatives	4,140,968	4,688,928	5,019,530	330,602	7.1%
Total Transportation	\$85,091,500	\$87,481,793	\$92,984,183	\$ 5,502,390	6.3%

Departmental Budget Summaries

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 36,776,673	\$ 39,911,738	\$ 41,148,436	\$ 1,236,698	3.1%
Material & Supply	17,086,393	16,958,025	17,628,834	670,809	4.0%
Recoveries from Capital*	(4,383,443)	(4,296,230)	(4,482,974)	(186,744)	4.3%
Vehicle Expenses	7,913,091	8,395,954	8,920,413	524,459	6.2%
Building & Ground*	771,064	988,240	919,213	(69,027)	(7.0)%
Consulting*	107,012	42,000	20,000	(22,000)	(52.4)%
Contractual	18,949,046	17,497,290	20,129,128	2,631,838	15.0%
Capital Financing*	150,000	-	-	-	-%
Capital Expenditures*	2,904	-	-	-	-%
Financial*	418,545	246,000	722,900	476,900	193.9%
Cost Allocations	2,643,418	1,379,326	1,921,118	541,792	39.3%
Reserves/Recoveries	13,506,519	13,757,840	17,195,667	3,437,827	25.0%
Total Expenses	93,941,222	94,880,183	104,122,735	9,242,552	9.7%
Fees & General	(8,050,786)	(6,726,790)	(8,344,003)	(1,617,213)	24.0%
Tax & Rates	(42,051)	-	-	-	-%
Reserves	(756,884)	(671,600)	(2,794,550)	(2,122,950)	316.1%
Total Revenues	(8,849,721)	(7,398,390)	(11,138,553)	(3,740,163)	50.6%
Net Levy	\$ 85,091,501	\$ 87,481,793	\$ 92,984,182	\$ 5,502,389	6.3%
Full-Time Equivalents		407.96	412.26	4.30	1.1%



Departmental Budget Summaries

Waste Management

Description:

The division oversees the collection and processing of approximately 240,000 tonnes of waste materials annually, including the operation and maintenance of three Transfer Stations/Community Recycling Centres, Material Recycling Facility, Central Composting Facility, Glanbrook Landfill, and 12 closed landfills.

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Recycling & Waste Disposal	\$ 4,582,735	\$ 5,463,264	\$ 8,527,473	\$ 3,064,209	56.1%
Waste Collections	39,808,929	41,535,729	45,254,513	3,718,784	9.0%
Waste Policy & Planning	1,768,123	1,847,306	1,863,969	16,663	0.9%
Director Waste	398,130	(152,358)	(152,360)	(2)	-%
Total Waste Management	\$46,557,917	\$48,693,941	\$55,493,595	\$ 6,799,654	14.0%

Departmental Budget Summaries

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 11,720,065	\$ 12,064,871	\$ 12,462,548	\$ 397,677	3.3%
Material & Supply*	619,945	516,160	485,160	(31,000)	(6.0)%
Recoveries from Capital*	(125,869)	-	-	-	-%
Vehicle Expenses	3,151,398	2,852,276	3,081,343	229,067	8.0%
Building & Ground	1,591,639	1,338,340	1,577,805	239,465	17.9%
Consulting*	7,822	1,090	1,090	-	-%
Contractual	44,125,159	46,574,987	49,669,570	3,094,583	6.6%
Agencies & Support Payments*	8,713	17,480	18,480	1,000	5.7%
Capital Financing*	52,101	-	-	-	-%
Financial	787,073	824,020	1,597,910	773,890	93.9%
Cost Allocations*	234,463	303,653	310,263	6,610	2.2%
Reserves/Recoveries	2,363,379	2,290,074	2,881,267	591,193	25.8%
Total Expenses	64,535,888	66,782,951	72,085,436	5,302,485	7.9%
Fees & General	(10,628,783)	(10,410,320)	(8,547,570)	1,862,750	(17.9)%
Grants & Subsidies	(7,032,432)	(7,678,689)	(8,044,270)	(365,581)	(4.8)%
Reserves	(316,757)	-	-	-	-%
Total Revenues	(17,977,972)	(18,089,009)	(16,591,840)	1,497,169	(8.3)%
Net Levy	\$ 46,557,916	\$ 48,693,942	\$ 55,493,596	\$ 6,799,654	14.0%
Full-Time Equivalents		117.01	127.97	10.96	9.4%



| CITY MANAGERS OFFICE



Departmental Budget Summaries

City Manager's Office

Description:

The City Manager's Office contributes directly towards the City of Hamilton's vision to be the best place to raise a child and age successfully. The department provides leadership and direction to the organization, focusing and aligning activities to the vision, mission and priorities of the City's Strategic Plan. Along with corporate guidance, the department provides critical support services and targeted professional advice to Council, Boards and Agencies, internal departments in the fields of auditing services, human resource management, digital transformation, communications, strategic partnerships, community engagement, and revenue generation.

The department provides strategic and administrative support to the Senior Leadership Team (SLT) and Corporate Leadership Team (CLT) to ensure Council's decisions are coordinated and implemented effectively into City services. The City Manager's Office is committed to transparency, continuous improvement and performance measurement, working collaboratively with Council and the operating departments to ensure the delivery of value for money projects and programs. In addition, the department plays a vital role in advancing the City of Hamilton's progressive brand reputation through strategic communications, citizen engagement and community partnerships.

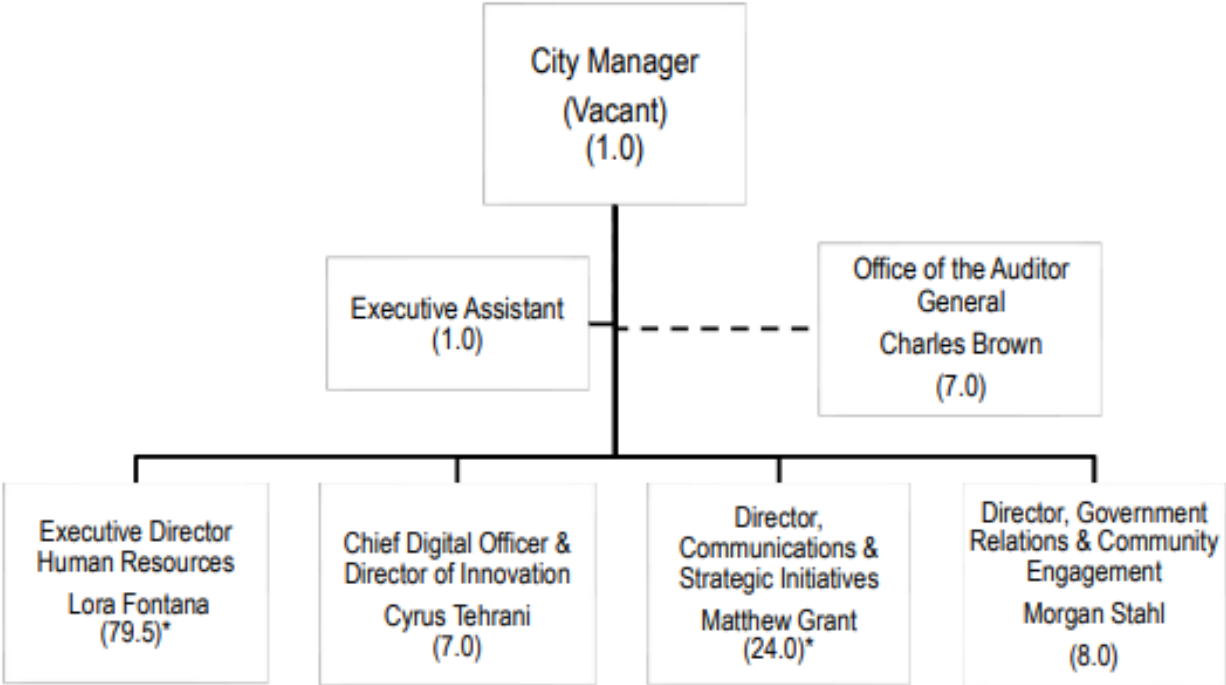
Key Performance Measures:

Performance Indicator	2021	2022	2023
Fraud and waste audit investigations (July 1 – June 30)	24	22	13
Internal Audit Substantiated %	32%	32%	31%
Employee Turnover	9.0%	11.4%	7.8%

Departmental Budget Summaries

Organization Chart:

CITY MANAGER'S OFFICE



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2023	21	106.5	123.5	5.1:1
2024	21	106.5	123.5	5.1:1
Change	0	0	0	

Departmental Budget Summaries

Budget Summary:

Net Levy Summary – City Manager’s Office

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Auditor General	\$ 1,179,999	\$ 1,259,776	\$ 1,263,361	\$ 3,585	0.3%
CMO - Admin	303,837	269,441	301,642	32,201	12.0%
Communication & Strategic Initiatives	2,546,475	2,902,666	3,180,920	278,254	9.6%
Digital & Innovation Office	479,658	473,399	554,900	81,501	17.2%
Government & Community Relations	755,158	1,350,833	1,732,819	381,986	28.3%
Human Resources	7,626,829	8,926,134	9,335,325	409,191	4.6%
Total City Manager	\$12,891,956	\$15,182,249	\$16,368,967	\$ 1,186,718	7.8%



Departmental Budget Summaries

Cost Category Summary – City Manager’s Office

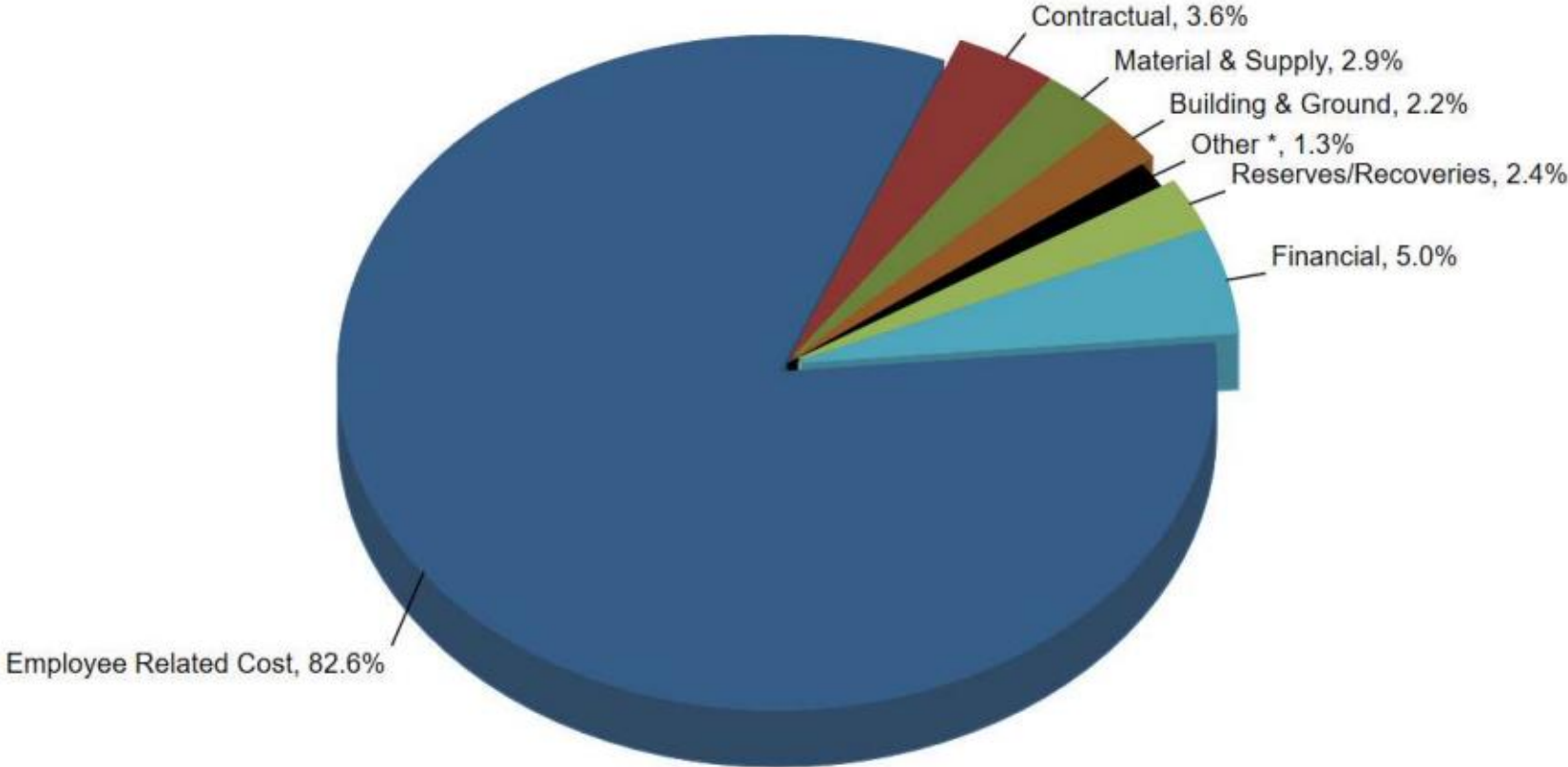
	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 16,375,407	\$ 18,009,474	\$ 18,992,492	983,018	5.5%
Contractual*	923,211	872,394	837,924	(34,470)	(4.0)%
Material & Supply*	665,993	643,210	661,890	18,680	2.9%
Recoveries from Capital*	(346,538)	(30,000)	(30,000)	-	-%
Building & Ground*	507,429	512,990	509,807	(3,183)	(0.6)%
Consulting*	288,001	290,790	230,790	(60,000)	(20.6)%
Agencies & Support Payments*	3,627	4,700	7,000	2,300	48.9%
Reserves/Recoveries*	493,173	521,445	553,728	32,283	6.2%
Cost Allocations*	(3,542,324)	(3,647,286)	(3,738,776)	(91,490)	2.5%
Financial*	793,451	689,300	1,149,250	459,950	66.7%
Capital Financing*	56,210	56,210	56,210	-	-%
Total Expenses	16,217,640	17,923,227	19,230,315	1,307,088	7.3%
Fees & General	(1,170,274)	(679,891)	(720,677)	(40,786)	6.0%
Tax & Rates	(112,542)	-	-	-	-%
Grants & Subsidies	(6,000)	-	-	-	-%
Reserves	(2,036,869)	(2,061,087)	(2,140,671)	(79,584)	3.9%
Total Revenues	(3,325,685)	(2,740,978)	(2,861,348)	(120,370)	4.4%
Net Levy	\$ 12,891,956	\$ 15,182,249	\$ 16,368,967	1,186,718	7.8%
Full-Time Equivalents		127.50	132.50	5.00	3.9%



Departmental Budget Summaries

Breakdown of Expenses – City Manager’s Office

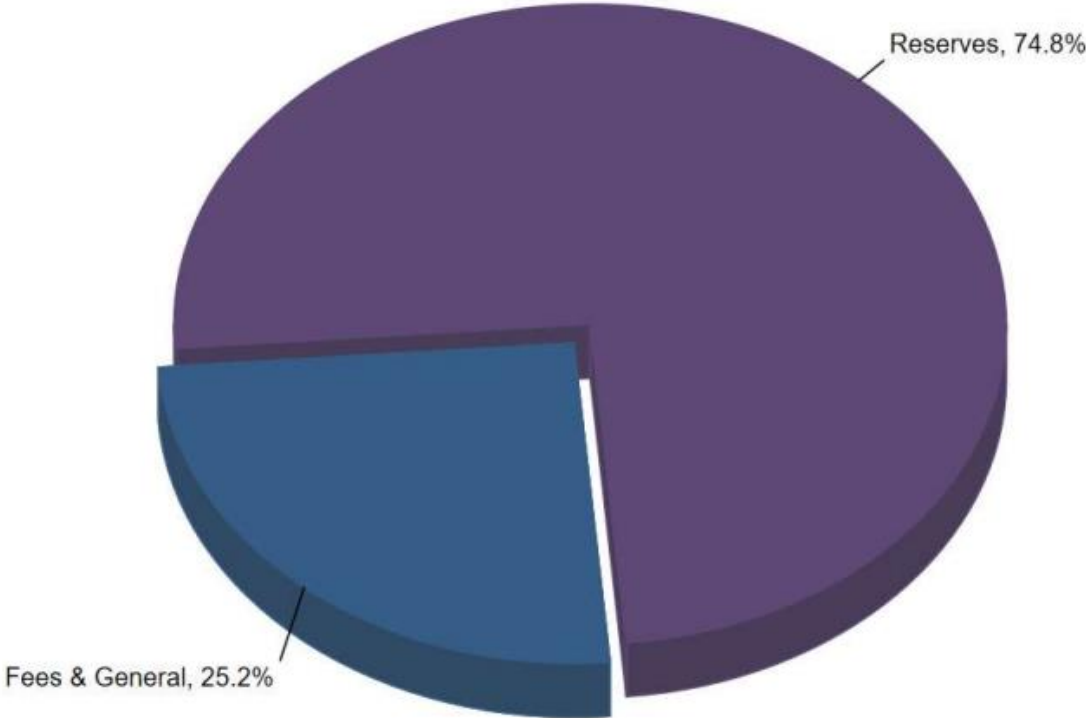
2024 Approved Budget Expenses



Departmental Budget Summaries

Breakdown of Revenues – City Manager’s Office

2024 Approved Budget Revenues



Departmental Budget Summaries

10-Year Capital Forecast – City Manager’s Office (\$000’s)

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Human Resources												
2052457001 - Enterprise UKG Dimensions (KRONOS)	973	973	4,053	4,053	2,400	2,400	-	-	7,426	7,426	7,426	7,426
Human Resources Total	973	973	4,053	4,053	2,400	2,400	-	-	7,426	7,426	7,426	7,426
Digital & Innovation Office												
3202557001 - PS End of Life Replacmnt,Migr&Implmnt	-	-	500	500	3,000	3,000	1,500	1,500	5,000	5,000	5,000	5,000
3381858503 - Digital/Open Data Infrastructure	75	74	-	-	-	-	-	-	75	74	75	74
3381959501 - Digital Office: Smart City and Digital Transformation Program	150	147	-	-	-	-	-	-	150	147	150	147
3382455001 - Public Safety Network Feasibility Review	200	200	-	-	-	-	-	-	200	200	200	200
3382457001 - Enterprise Customer Service	250	250	-	-	-	-	-	-	250	250	250	250
Digital & Innovation Office Total	675	671	500	500	3,000	3,000	1,500	1,500	5,675	5,671	5,675	5,671
Communications & Strategic Initiatives												
3382457002 - Digital Accessibility FTE Resources (Temporary)	224	224	451	451	234	234	-	-	909	909	909	909
Communications & Strategic Initiatives Total	224	224	451	451	234	234	-	-	909	909	909	909
City Manager Total	1,872	1,868	5,004	5,004	5,634	5,634	1,500	1,500	14,010	14,006	14,010	14,006



Departmental Budget Summaries

CMO Administration

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 572,008	\$ 531,834	\$ 560,452	\$ 28,618	5.4%
Material & Supply	29,131	17,250	17,250	-	-%
Recoveries from Capital*	(30,000)	(30,000)	(30,000)	-	-%
Building & Ground*	2,741	1,000	958	(42)	(4.2)%
Consulting*	9,754	-	-	-	-%
Contractual*	74,069	1,240	1,240	-	-%
Financial*	2,313	3,000	3,000	-	-%
Cost Allocations*	(322,790)	(330,214)	(337,809)	(7,595)	2.3%
Reserves/Recoveries	79,154	75,332	86,552	11,220	14.9%
Total Expenses	416,380	269,442	301,643	32,201	12.0%
Tax & Rates	(112,542)	-	-	-	-%
Net Levy	\$ 303,838	\$ 269,442	\$ 301,643	\$ 32,201	12.0%
Full-Time Equivalents		2.00	2.00	-	-%

Departmental Budget Summaries

Office of the Auditor General

Description:

The division performs process and operational reviews of the City of Hamilton. The division conducts studies of issues and investigations of matters brought forward by members of Council, staff and citizens to provide advice and make recommendations on how to improve City operations and bring transparency to the public. By providing objective evaluation, consultation and facilitated assessments, the ultimate goal is to help the City manage risk, exploit opportunities and realize improvements that make operations more efficient, effective and compliant with policies and regulations.

	2022	2023	2024	Change	
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 978,767	\$ 1,116,142	\$ 1,128,078	\$ 11,936	1.1%
Material & Supply*	49,359	2,390	2,390	-	-%
Building & Ground*	2,142	1,490	1,231	(259)	(17.4)%
Consulting*	11,873	-	-	-	-%
Contractual*	15,007	1,000	1,000	-	-%
Capital Financing	56,210	56,210	56,210	-	-%
Financial*	6,386	1,000	1,000	-	-%
Cost Allocations*	433	-	-	-	-%
Reserves/Recoveries	72,783	81,544	73,452	(8,092)	(9.9)%
Total Expenses	1,192,960	1,259,776	1,263,361	3,585	0.3%
Reserves	(12,962)	-	-	-	-%
Net Levy	\$ 1,179,998	\$ 1,259,776	\$ 1,263,361	\$ 3,585	0.3%
Full-Time Equivalent s		7.00	7.00	-	-%

Departmental Budget Summaries

Communications and Strategic Initiatives

Description:

The Division is responsible for providing external and internal communications services to 70+ divisions using a variety of channels, including the corporate website, social media, traditional media, and publications.

	2022	2023	2024	Change	
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 2,663,298	\$ 3,048,414	\$ 3,251,022	\$ 202,608	6.6%
Material & Supply	99,748	68,340	88,340	20,000	29.3%
Recoveries from Capital*	(35,978)	-	-	-	-%
Building & Ground*	7,907	7,260	5,349	(1,911)	(26.3)%
Consulting*	21,356	18,920	8,920	(10,000)	(52.9)%
Contractual*	161,737	24,690	24,690	-	-%
Financial	-	1,500	71,900	70,400	4,693.3%
Cost Allocations*	(371,939)	(403,263)	(420,141)	(16,878)	4.2%
Reserves/Recoveries	137,242	166,805	180,840	14,035	8.4%
Total Expenses	2,683,371	2,932,666	3,210,920	278,254	9.5%
Fees & General	(42,112)	(30,000)	(30,000)	-	-%
Reserves	(94,785)	-	-	-	-%
Total Revenues	(136,897)	(30,000)	(30,000)	-	-%
Net Levy	\$ 2,546,474	\$ 2,902,666	\$ 3,180,920	\$ 278,254	4,662.6%
Full-Time Equivalents		24.00	26.00	2.00	8.3%



Departmental Budget Summaries

Digital and Innovation Office

Description:

The Division is accountable for and aims to support innovation and strategic partnership opportunities to advance both Council and city-wide departmental priorities including the implementation of the City's Digital Strategy, Open Data, City Dashboard, Smart City related pilots, broadband advocacy, digital infrastructure, digital equity as well as delivery of several Economic Development Action Plan priorities. This includes delivery of the CityLAB program and Strategic Partnerships that secure external partners to enhance City programs via both revenue and non-revenue partnership opportunities. Corporate Initiatives support senior leadership, strategic planning and policy development, council priorities tracking and advancing data usage and collaboration.

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 1,301,378	\$ 945,880	\$ 1,032,845	\$ 86,965	9.2%
Material & Supply	12,252	18,010	18,010	-	-%
Recoveries from Capital*	(280,560)	-	-	-	-%
Building & Ground*	2,270	1,820	1,231	(589)	(32.4)%
Consulting	10,264	20,760	20,760	-	-%
Contractual	(651)	68,670	88,798	20,128	29.3%
Financial	29,824	34,450	46,650	12,200	35.4%
Reserves/Recoveries	29,206	29,200	32,783	3,583	12.3%
Total Expenses	1,103,983	1,118,790	1,241,077	122,287	10.9%
Fees & General	(624,325)	(645,391)	(686,177)	(40,786)	6.3%
Net Levy	\$ 479,658	\$ 473,399	\$ 554,900	\$ 81,501	17.2%
Full-Time Equivalents		7.00	8.00	1.00	14.3%



Departmental Budget Summaries

Government and Community Relations

Description:

The Division supports transparency, trust, and confidence in City government through initiatives that support meaningful engagement opportunities and increased public participation in shaping decision-making processes that impact residents and their community. Through this work, the Division builds collaborative relationships with internal and external partners to support key City strategies such as the City's 25-year Community Vision (Our Future Hamilton) and Term of Council priorities (2022-2026). The Division is responsible for convening collaborative opportunities for productive dialogue amongst equity deserving groups, community organizations, businesses and other local institutions, with the goal of building a welcoming City together. The Division also oversees the government relations strategy for the City, developing key priority areas that can be used in our advocacy efforts on behalf of the City, Mayor & Members of Council in the lead up to provincial and federal elections. In doing this, we emphasize grant readiness and investment opportunities, with the goal of establishing and maintaining a strong, open, pro-active and transparent relationship between the City and its provincial, federal, municipal, and advocacy partners. The division supports ongoing participation in the Ontario Big City Mayor's Caucus, the Association of Municipalities of Ontario Conference, the Rural Ontario Municipalities Association Conference and the Federation of Canadian Municipalities Conference.

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Government & Community Relations	\$ 497,684	\$ 690,778	\$ 910,383	\$ 219,605	31.8%
Community Initiatives	257,474	660,055	822,435	162,380	24.6%
Total Government & Community Relations	\$ 755,158	\$ 1,350,833	\$ 1,732,818	\$ 381,985	28.3%

Departmental Budget Summaries

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 600,319	\$ 1,085,178	\$ 1,259,747	\$ 174,569	16.1%
Material & Supply*	9,319	20,050	18,730	(1,320)	(6.6)%
Building & Ground*	1,687	1,160	821	(339)	(29.2)%
Consulting*	10,890	-	-	-	-%
Contractual	224,699	221,180	200,400	(20,780)	(9.4)%
Agencies & Support Payments*	3,627	4,700	7,000	2,300	48.9%
Financial	22,667	-	221,350	221,350	-%
Reserves/Recoveries*	31,160	18,565	24,771	6,206	33.4%
Total Expenses	904,368	1,350,833	1,732,819	381,986	28.3%
Grants & Subsidies	(6,000)	-	-	-	-%
Reserves	(143,212)	-	-	-	-%
Total Revenues	(149,212)	-	-	-	-%
Net Levy	\$ 755,156	\$ 1,350,833	\$ 1,732,819	\$ 381,986	28.3%
Full-Time Equivalents		8.00	9.00	1.00	12.5%



Departmental Budget Summaries

Human Resources

Description:

Human Resources is accountable for attracting, retaining and building organizational talent. This internal support service also works closely with organizational partners to ensure the consistent application of our guiding documents including collective agreements, City policies, and relevant employment legislation. Through our various specialty areas, Human Resources promotes and administers programs supporting diversity and inclusion, employee engagement, and employee health and wellness (including benefits, safety and wellness programs). By incorporating best practice and leveraging technology, the division also supports the employee lifecycle through the administration of pay and leave programs, including records maintenance and compensation services.

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Health & Labour Relations	\$ 2,833,581	\$ 3,182,867	\$ 3,326,315	\$ 143,448	4.5%
HR Systems & Operations	1,826,811	2,425,666	2,715,559	289,893	12.0%
Human Resources Admin	474,123	257,032	153,249	(103,783)	(40.4)%
Talent & Diversity	2,492,314	3,060,569	3,140,201	79,632	2.6%
Total Human Resources	\$ 7,626,829	\$ 8,926,134	\$ 9,335,324	\$ 409,190	4.6%

Departmental Budget Summaries

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 10,259,637	\$ 11,282,027	\$ 11,760,349	\$ 478,322	4.2%
Material & Supply	466,184	517,170	517,170	-	-%
Building & Ground	490,681	500,260	500,217	(43)	-%
Consulting	223,865	251,110	201,110	(50,000)	(19.9)%
Contractual	448,350	555,614	521,796	(33,818)	(6.1)%
Financial	732,262	649,350	805,350	156,000	24.0%
Cost Allocations*	(2,848,029)	(2,913,809)	(2,980,827)	(67,018)	2.3%
Reserves/Recoveries	143,628	149,999	155,331	5,332	3.6%
Total Expenses	9,916,578	10,991,721	11,480,496	488,775	4.4%
Fees & General	(503,837)	(4,500)	(4,500)	-	-%
Reserves	(1,785,911)	(2,061,087)	(2,140,671)	(79,584)	3.9%
Total Revenues	(2,289,748)	(2,065,587)	(2,145,171)	(79,584)	3.9%
Net Levy	\$ 7,626,830	\$ 8,926,134	\$ 9,335,325	\$ 409,191	4.6%
Full-Time Equivalents		79.50	80.50	1.00	1.3%



| CORPORATE SERVICES



Departmental Budget Summaries

Corporate Services

Description:

Corporate Services contributes towards the City of Hamilton's vision to be the best place to raise a child and age successfully. This department provides critical support services and targeted professional advice in the field of law, risk management, information technology, municipal governance, financial management, provincial offences administration, and customer service to Council, Boards and Agencies, internal departments and key stakeholders in order to successfully achieve strategic objectives.

An array of financial and administrative support is offered across the organization to help fund and deliver vital programs and services to the citizens of Hamilton. Corporate Services proactively reports financial performance and effectively manages the flow of money that has resulted in the achievement of an AAA credit rating. In addition, this department provides convenient phone, counter, and email access to City services, inclusive of after-hours City emergency support. Corporate Services is committed to providing sensational service and has been awarded the internationally recognized 2017 Gold Marcom Award for its Customer Service training program.

Key Performance Measures:

Performance Indicator	2021	2022	2023
Total FOI requests	214	N/A	N/A
% of FOI requests completed	81.3%	72.6%	N/A
MSC - # of citizens served	93,695	99,447	105,275
CCC - # of phone calls	572,190	488,805	486,319

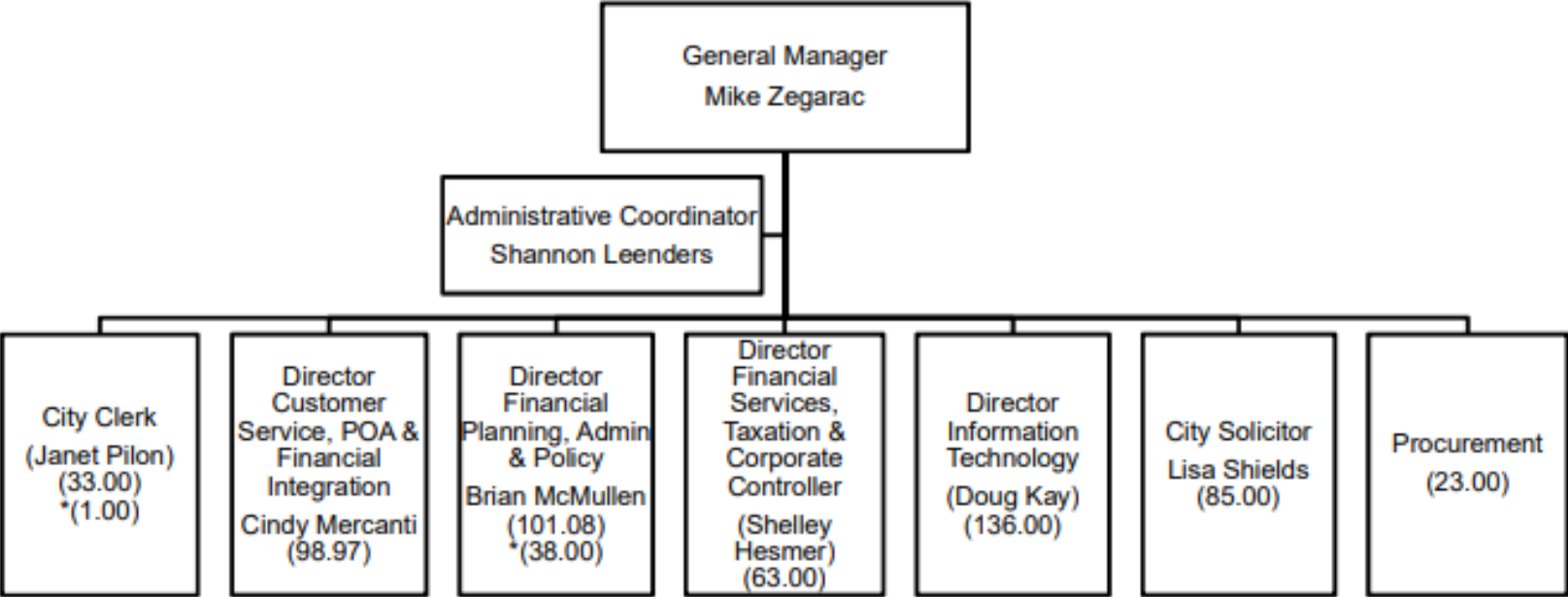


Departmental Budget Summaries

Performance Indicator	2021	2022	2023
Credit Rating	AAA	AAA	AAA
Tax arrears as a percent of the levy	3.3%	3.5%	N/A
Total debt charges (less W/WW) as % of own-source revenue	4.5%	4.2%	N/A
Property taxes as a % of Household Income	4.6%	4.7%	4.6%
Water/Sewer + taxes as a % of Household Income	5.4%	5.5%	5.3%
OLT appearances	15	18	N/A
Real estate transactions (acquisitions and dispositions)	37	26	N/A
Claims faced	\$115,082,392	\$237,307,156	N/A
Claims paid	\$4,064,438	\$3,391,380	N/A
Settlement dollars paid as a % of claims faced	3.5%	1.4%	N/A
# of Procurement Contracts (Construction)	247	245	108

Departmental Budget Summaries

Organization Chart:



Complement (FTE)	Management	*Management Distributed	Other	*Other Distributed	Total	Staff to Management Ratio
2023	34.00	1.00	508.05	38.00	581.05	15.6:1
2024	34.00	1.00	508.05	38.00	581.05	15.6:1
Change	0.00	0.00	0.00	0.00	0.00	

* Represents distributed staff whose budget are in operating departments.



Departmental Budget Summaries

Budget Summary:

Net Levy Summary – Corporate Services

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Corporate Services Administration	\$ 287,616	\$ 342,224	\$ 349,555	\$ 7,331	2.1%
City Clerk's Office	3,336,308	3,652,923	4,441,131	788,208	21.6%
Customer Service POA and Finl Integration	5,128,581	6,333,583	6,409,723	76,140	1.2%
Financial Planning Admin & Policy	5,115,898	5,695,853	5,871,727	175,874	3.1%
Financial Serv Taxation and Corp Controller	3,223,456	3,651,234	3,534,054	(117,180)	(3.2)%
Legal Services and Risk Management	3,780,437	4,828,082	5,188,577	360,495	7.5%
Information Technology	14,782,759	19,415,701	20,354,424	938,723	4.8%
Procurement	-	1,031,383	2,132,719	1,101,336	106.8%
Total Corporate Services	\$35,655,055	\$44,950,983	\$48,281,910	\$ 3,330,927	7.4%



Departmental Budget Summaries

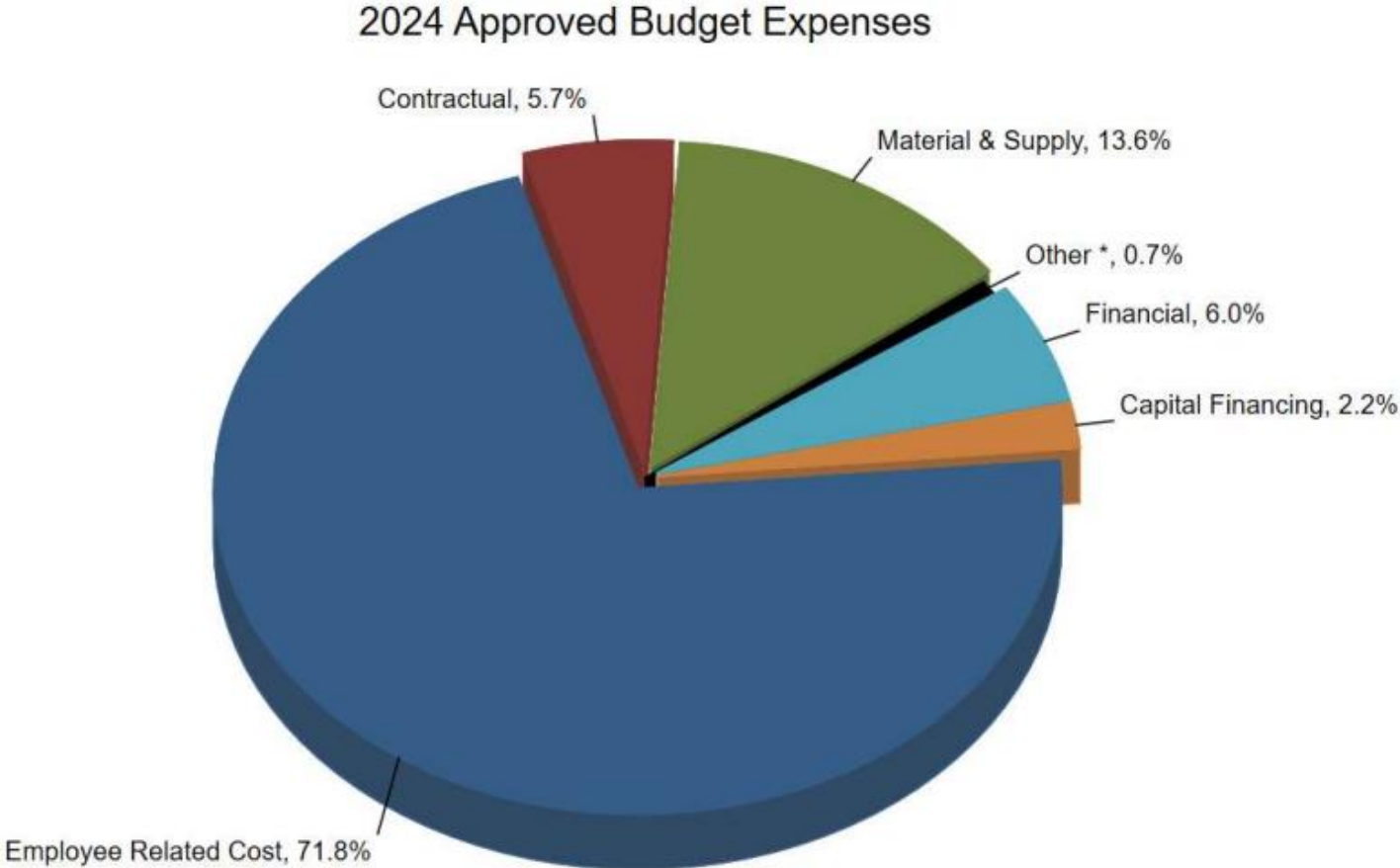
Cost Category Summary – Corporate Services

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost*	\$ 48,395,813	\$ 57,931,150	\$ 62,621,663	4,690,513	8.1%
Contractual*	3,620,870	5,000,240	4,949,439	(50,801)	(1.0)%
Material & Supply*	10,888,853	11,953,754	11,858,151	(95,603)	(0.8)%
Recoveries from Capital*	(2,132,280)	(2,337,327)	(2,407,874)	(70,547)	3.0%
Vehicle Expenses*	16,844	30,133	23,346	(6,787)	(22.5)%
Building & Ground*	773,152	471,086	462,650	(8,436)	(1.8)%
Consulting*	460,677	110,760	109,960	(800)	(0.7)%
Reserves/Recoveries*	(2,219,383)	(5,025,193)	(4,878,193)	147,000	(2.9)%
Cost Allocations*	(14,987,481)	(14,136,720)	(14,535,471)	(398,751)	2.8%
Financial*	1,911,295	3,355,730	5,210,995	1,855,265	55.3%
Capital Financing*	1,656,620	1,959,620	1,959,620	-	-%
Total Expenses	48,384,980	59,313,233	65,374,286	6,061,053	10.2%
Fees & General	(9,163,308)	(12,608,689)	(14,894,946)	(2,286,257)	18.1%
Tax & Rates	(862,734)	(620,000)	(620,000)	-	-%
Reserves	(2,703,883)	(1,133,561)	(1,577,430)	(443,869)	(39.2)%
Total Revenues	(12,729,925)	(14,362,250)	(17,092,376)	(2,730,126)	19.0%
Net Levy	\$ 35,655,055	\$ 44,950,983	\$ 48,281,910	3,330,927	7.4%
Full-Time Equivalents		542.05	564.55	22.50	4.2%



Departmental Budget Summaries

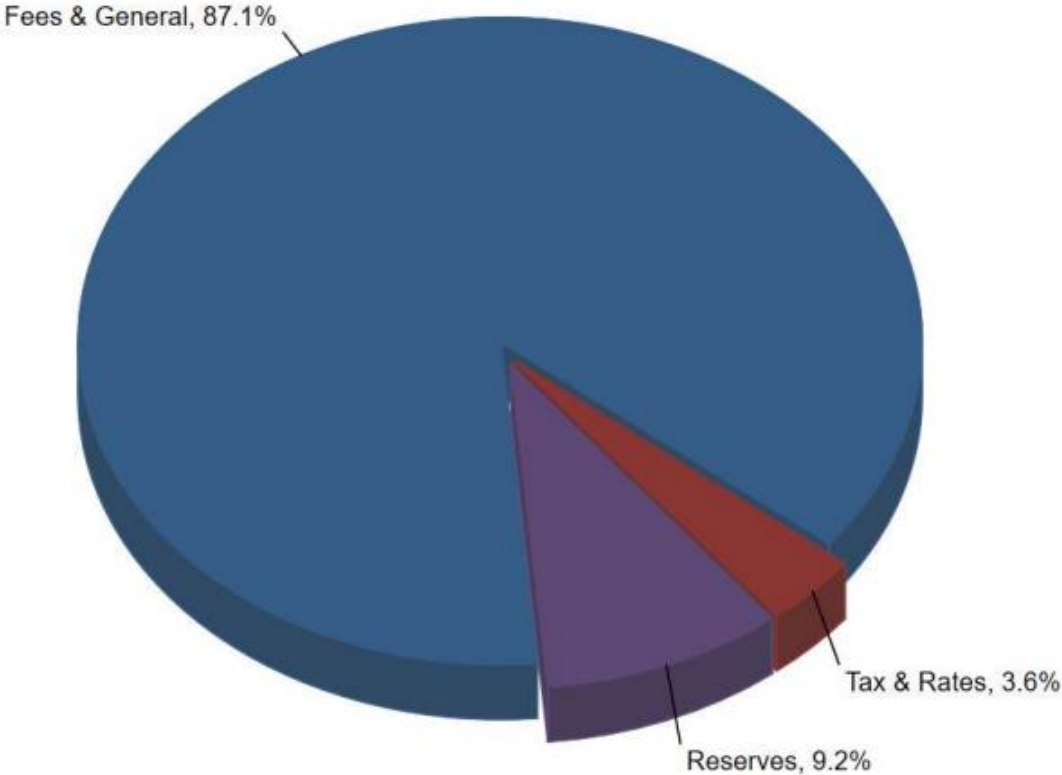
Breakdown of Expenses – Corporate Services



Departmental Budget Summaries

Breakdown of Revenues – Corporate Services

2024 Approved Budget Revenues



Departmental Budget Summaries

10-Year Capital Forecast – Corporate Services (\$000's)

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Customer Service, POA and Financial Integration												
2052157002 - Replacement of Integrated Court Offences Network and Collections Administration Management Software	-	-	200	200	150	150	-	-	350	350	350	350
3452357001 - Customer Relationship Management (CRM) - Upgrade and 311 Customer Service Number Introduction	100	100	-	-	-	-	-	-	100	100	100	100
3452457001 - Customer Relationship Management Expansion/Enterprise Roll Out	-	-	600	600	250	250	-	-	850	850	850	850
3452457002 - Enterprise Point of Sale (POS)	400	400	-	-	-	-	-	-	400	400	400	400
3452457003 - Annual Maintenance and Updating of Customer Relationship Maintenance Platform	-	-	150	150	150	150	150	150	450	450	1,200	1,200
Customer Service, POA and Financial Integration Total	500	500	950	950	550	550	150	150	2,150	2,150	2,900	2,900
Financial Planning, Administration & Policy												
3381957502 - Budget System Upgrades and Enhancements	-	-	200	200	-	-	-	-	200	200	200	200
3382655601 - 2026 Development Charges' Bylaw Studies	-	-	-	-	1,030	1,030	-	-	1,030	1,030	1,030	1,030
3383155101 - 2034 Development Charges' Bylaw Studies	-	-	-	-	-	-	-	-	-	-	1,100	1,100
3622480001 - 2030 CBC Study	-	-	-	-	-	-	-	-	-	-	315	-

Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
3622480002 - 2025 CBC Study	275	-	-	-	-	-	-	-	275	-	275	-
Financial Planning, Administration & Policy Total	275	-	200	200	1,030	1,030	-	-	1,505	1,230	2,920	2,330
Information Technology												
3502157101 - Next Generation 9-1-1 (nG 9-1-1)	1,925	-	-	-	-	-	-	-	1,925	-	1,925	-
3502257200 - IT Strategy Refresh	285	-	285	-	-	-	-	-	570	-	570	-
3502257203 - Information Security Program	450	-	-	-	-	-	-	-	450	-	450	-
3502357001 - Information Technology Infrastructure Asset Management	4,053	3,635	2,100	2,100	1,500	1,500	1,500	1,500	9,153	8,735	16,653	16,235
3502357002 - Platform End of Life	200	-	200	-	-	-	-	-	400	-	400	-
3502357003 - Enterprise Data Management Strategy	200	-	-	-	-	-	-	-	200	-	200	-
3502457001 - Windows 11 Upgrade	150	51	150	150	-	-	-	-	300	201	300	201
3502457002 - Telephony Infrastructure Upgrade	3,064	-	833	833	833	833	-	-	4,730	1,666	4,730	1,666
Information Technology Total	10,327	3,686	3,568	3,083	2,333	2,333	1,500	1,500	17,728	10,602	25,228	18,102
Corporate Services Total	11,102	4,186	4,718	4,233	3,913	3,913	1,650	1,650	21,383	13,982	31,048	23,332



Departmental Budget Summaries

Corporate Services Administration

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 409,310	\$ 438,556	\$ 446,692	\$ 8,136	1.9%
Material & Supply*	3,952	3,430	3,430	-	-%
Building & Ground*	314	330	274	(56)	(17.0)%
Consulting	-	25,000	25,000	-	-%
Contractual*	2,302	5,900	5,900	-	-%
Financial	6,928	7,500	7,500	-	-%
Cost Allocations*	(136,649)	(139,791)	(143,006)	(3,215)	2.3%
Reserves/Recoveries	15,736	15,079	17,545	2,466	16.4%
Total Expenses	301,893	356,004	363,335	7,331	2.1%
Fees & General	(14,276)	(13,780)	(13,780)	-	-%
Net Levy	\$ 287,617	\$ 342,224	\$ 349,555	\$ 7,331	2.1%
Full-Time Equivalents		2.00	2.00	-	-%

Departmental Budget Summaries

Office of the City Clerk

Description:

City Clerk's Office delivers transparent, impartial, and accessible services to Council, the corporation, and our citizens. It is organized into three business units, Legislative Services, Election/ Print and Mail Services, and Records/Information Management Services. The division provides services under various responsibilities legislated through provincial Acts, striving to build public trust and confidence in local government. These services include secretariat support to Council and its committees and various boards, conducting municipal and school board elections, managing Freedom of Information requests, administration of vital statistics on behalf of the province, and management of the organization's records and lobbyist registry. In addition to providing legislative, electoral and administrative services, the Office of the City Clerk also provides an internal business support to the corporation by offering distribution and collection of mail, internal courier services between facilities, along with printing and imaging services.

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
City Clerk - Admin	\$ 574,127	\$ 559,648	\$ 563,179	\$ 3,531	0.6%
Elections	896,044	1,172,006	1,810,890	638,884	54.5%
Legislative Support	978,636	1,073,783	1,132,689	58,906	5.5%
Print & Mail	480,792	195,591	179,133	(16,458)	(8.4)%
Records	406,708	651,895	755,240	103,345	15.9%
Total City Clerk's Office	\$ 3,336,307	\$ 3,652,923	\$ 4,441,131	\$ 788,208	21.6%

Departmental Budget Summaries

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 4,231,698	\$ 3,318,354	\$ 3,481,166	\$ 162,812	4.9%
Material & Supply	2,035,650	867,120	882,300	15,180	1.8%
Vehicle Expenses*	9,758	13,173	14,358	1,185	9.0%
Building & Ground*	10,764	6,310	5,062	(1,248)	(19.8)%
Consulting*	-	50,000	50,000	-	-%
Contractual	386,024	145,530	145,530	-	-%
Financial	328	-	549,600	549,600	-%
Cost Allocations*	(398,803)	(410,228)	(419,667)	(9,439)	2.3%
Reserves/Recoveries	(80,796)	542,424	644,817	102,393	18.9%
Total Expenses	6,194,623	4,532,683	5,353,166	820,483	18.1%
Fees & General	(879,524)	(879,760)	(912,035)	(32,275)	3.7%
Tax & Rates	(39,206)	-	-	-	-%
Reserves	(1,939,585)	-	-	-	-%
Total Revenues	(2,858,315)	(879,760)	(912,035)	(32,275)	3.7%
Net Levy	\$ 3,336,308	\$ 3,652,923	\$ 4,441,131	\$ 788,208	21.6%
Full-Time Equivalents		33.00	35.00	2.00	6.1%



Departmental Budget Summaries

Customer Service, POA and Financial Integration

Description:

The division is comprised of the Customer Contact Centre, Municipal Service Centres, the Service Channel Unit and the Provincial Offences Administration office. The Division provides residents with convenient access to City services, inclusive of provincial court administration services, through counter, electronic and phone service in a welcoming, responsive and accessible manner that fosters trust and confidence in government. In addition, the Division provides after-hour City emergency support on behalf of City departments. The Division is committed to providing sensational service to our customers, both internally and externally.

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Customer Contact Centre	\$ 3,083,016	\$ 3,734,841	\$ 3,692,208	\$ (42,633)	(1.1)%
Customer Service - Administration	360,912	306,403	229,166	(77,237)	(25.2)%
Provincial Offences Administration	-	527	-	(527)	(100.0)%
Service Channel	1,684,653	2,291,811	2,488,350	196,539	8.6%
Total Customer Service POA and Financial Integration	\$ 5,128,581	\$ 6,333,582	\$ 6,409,724	\$ 76,142	1.2%

Departmental Budget Summaries

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 7,511,598	\$ 9,018,094	\$ 9,289,986	\$ 271,892	3.0%
Material & Supply	246,536	343,110	355,169	12,059	3.5%
Building & Ground*	224,039	266,050	254,033	(12,017)	(4.5)%
Consulting*	12,847	3,000	3,000	-	-%
Contractual	268,311	313,810	348,810	35,000	11.2%
Capital Financing	1,575,000	1,575,000	1,575,000	-	-%
Financial	856,819	1,425,930	1,425,930	-	-%
Cost Allocations*	(3,348,077)	(1,915,427)	(1,999,375)	(83,948)	4.4%
Reserves/Recoveries	2,311,630	2,980,322	3,080,921	100,599	3.4%
Total Expenses	9,658,703	14,009,889	14,333,474	323,585	2.3%
Fees & General	(4,494,155)	(7,676,306)	(7,923,749)	(247,443)	3.2%
Tax & Rates	(35,968)	-	-	-	-%
Total Revenues	(4,530,123)	(7,676,306)	(7,923,749)	(247,443)	3.2%
Net Levy	\$ 5,128,580	\$ 6,333,583	\$ 6,409,725	\$ 76,142	1.2%
Full-Time Equivalents		98.97	100.47	1.50	1.5%



Departmental Budget Summaries

Financial Planning, Administration and Policy

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 8,218,351	\$ 9,658,623	\$ 11,682,685	\$ 2,024,062	21.0%
Material & Supply*	18,564	38,430	38,430	-	-%
Recoveries from Capital*	(912,933)	(980,576)	(1,015,458)	(34,882)	3.6%
Building & Ground*	53,738	40,890	52,978	12,088	29.6%
Consulting*	32,380	15,700	15,700	-	-%
Contractual*	155,264	149,580	149,180	(400)	(0.3)%
Financial	321,649	310,310	310,310	-	-%
Cost Allocations*	(1,668,115)	(2,066,047)	(2,182,981)	(116,934)	5.7%
Reserves/Recoveries	261,656	262,636	292,121	29,485	11.2%
Total Expenses	6,480,554	7,429,546	9,342,965	1,913,419	25.8%
Fees & General	(1,263,448)	(1,628,193)	(3,365,739)	(1,737,546)	106.7%
Tax & Rates	(1,213)	-	-	-	-%
Reserves	(99,994)	(105,500)	(105,500)	-	-%
Total Revenues	(1,364,655)	(1,733,693)	(3,471,239)	(1,737,546)	100.2%
Net Levy	\$ 5,115,899	\$ 5,695,853	\$ 5,871,726	\$ 175,873	3.1%
Full-Time Equivalents		101.08	101.08	-	-%

Departmental Budget Summaries

Financial Services, Taxation and Corporate Controller

Description:

The division plays a key role in ensuring that Hamilton is financially sound, accountable and transparent in managing public funds. Each section within the division delivers a range of services that contribute to the financial success of the City, including the collection of property taxes and non-tax revenues, payroll and pension services, collection of accounts receivables and payments of goods and services to enable the City to carry out mandated and Council directed services. As well as, providing advice to Council, Committee and management to ensure City finances are managed in accordance with legislative requirements, while mitigating financial risks and reporting of financial performance on a timely basis.

	2022	2023	2024	Change	
	Actual	Restated Budget	Approved Budget	\$	%
Accounts Payable	\$ 173,364	\$ 318,964	\$ 337,087	\$ 18,123	5.7%
Accounts Receivable	146,720	168,500	175,336	6,836	4.1%
Financial Accounting Services	561,374	762,056	783,739	21,683	2.8%
Financial Application Support	343,459	535,177	568,608	33,431	6.2%
Financial Services Admin	425,807	420,599	310,307	(110,292)	(26.2)%
Payroll and Pensions	927,756	1,072,119	1,130,052	57,933	5.4%
Procurement	943,198	1	-	(1)	(100.0)
Taxation	(298,222)	373,818	228,925	(144,893)	(38.8)
Total Financial Serv Taxation and Corp Controller	\$ 3,223,456	\$ 3,651,234	\$ 3,534,054	\$ (117,180)	(3.2)%

Departmental Budget Summaries

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 7,104,802	\$ 6,734,414	\$ 6,946,695	\$ 212,281	3.2%
Material & Supply	612,899	788,685	802,416	13,731	1.7%
Recoveries from Capital*	(343,384)	(440,016)	(476,998)	(36,982)	8.4%
Building & Ground*	14,231	11,950	8,756	(3,194)	(26.7)%
Consulting*	186,415	-	-	-	-%
Contractual*	120,325	92,140	92,920	780	0.8%
Capital Financing	-	303,000	303,000	-	-%
Financial*	232,205	67,700	68,275	575	0.8%
Cost Allocations*	(2,026,807)	(1,705,336)	(1,747,210)	(41,874)	2.5%
Reserves/Recoveries	751,612	452,448	453,096	648	0.1%
Total Expenses	6,652,298	6,304,985	6,450,950	145,965	2.3%
Fees & General	(2,296,648)	(1,890,130)	(2,153,275)	(263,145)	13.9%
Tax & Rates	(719,637)	(620,000)	(620,000)	-	-%
Reserves	(412,557)	(143,620)	(143,620)	-	-%
Total Revenues	(3,428,842)	(2,653,750)	(2,916,895)	(263,145)	9.9%
Net Levy	\$ 3,223,456	\$ 3,651,235	\$ 3,534,055	\$ (117,180)	(3.2)%
Full-Time Equivalents		63.00	63.00	-	-%

Departmental Budget Summaries

Legal Services and Risk Management

Description:

Legal and Risk Management Services provides a full range of legal and risk management services to the City in an effort to leverage the close working relationships with City Council and City departments. The division continues to support the core business, projects, and initiatives led by other areas of the City of Hamilton by: – advising on achieving compliance with provincial and federal regulations. – identifying legislative authority, drafting, interpreting and enforcing by-laws. – identifying, managing or monitoring risk and securing appropriate insurance. – addressing real estate, planning, development, environmental, financial, tax, intellectual property and privacy issues, as well as labour and employment matters. – advocating before the courts, quasi-judicial and regulatory bodies and prosecuting violations of City By-laws, Fire and Building Code Act, Highway Traffic Act and other provincial legislation. – negotiating and executing enforceable contracts.

Departmental Budget Summaries

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 8,510,529	\$ 10,904,079	\$ 11,648,325	\$ 744,246	6.8%
Material & Supply	177,010	174,200	137,650	(36,550)	(21.0)%
Recoveries from Capital*	(875,963)	(916,735)	(915,418)	1,317	(0.1)%
Building & Ground*	17,748	17,160	15,793	(1,367)	(8.0)%
Consulting*	-	5,000	4,200	(800)	(16.0)%
Contractual	198,724	50,680	55,350	4,670	9.2%
Capital Financing	81,620	81,620	81,620	-	-%
Financial	380,859	202,960	214,850	11,890	5.9%
Cost Allocations*	(800,501)	(818,912)	(837,747)	(18,835)	2.3%
Reserves/Recoveries*	(3,591,976)	(4,714,110)	(5,058,186)	(344,076)	7.3%
Total Expenses	4,098,050	4,985,942	5,346,437	360,495	7.2%
Fees & General	(62,916)	(157,860)	(157,860)	-	-%
Tax & Rates	(2,949)	-	-	-	-%
Reserves	(251,747)	-	-	-	-%
Total Revenues	(317,612)	(157,860)	(157,860)	-	-%
Net Levy	\$ 3,780,438	\$ 4,828,082	\$ 5,188,577	\$ 360,495	7.5%
Full-Time Equivalents		85.00	85.00	-	-%



Departmental Budget Summaries

Information Technology

Description:

Information Technology (IT) services supports all City departments to enhance existing processes and identify and leverage innovative and sustainable technologies to address both current and future business challenges and opportunities. The Information Technology division follows industry best practices and processes, and keeps abreast of current trends; achieving its objectives through a range of services including Strategy and Enterprise Architecture, Application Support, Infrastructure and Operations Support, and Information Security.

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Business Applications	\$ 6,913,190	\$ 8,426,737	\$ 7,119,018	\$ (1,307,719)	(15.5)%
Infrastructure & Operations	7,286,882	9,084,365	4,799,588	(4,284,777)	(47.2)%
Strategy & Architecture	3,222,829	4,102,331	3,939,696	(162,635)	(4.0)%
IT - Admin	(3,948,726)	(3,807,165)	(4,268,614)	(461,449)	12.1%
Technology & Security	1,302,842	1,609,432	6,232,436	4,623,004	287.2%
Modems	1	-	-	-	-
Data Services	-	-	2,532,301	2,532,301	-
Printers	5,741	-	-	-	-
Total Information Technology	\$14,782,759	\$19,415,700	\$20,354,425	\$ 938,725	4.8%



Departmental Budget Summaries

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 12,409,526	\$ 16,032,803	\$ 16,933,326	\$ 900,523	5.6%
Material & Supply	7,794,243	9,723,930	9,607,806	(116,124)	(1.2)%
Vehicle Expenses*	7,086	16,960	8,989	(7,971)	(47.0)%
Building & Ground*	452,317	125,076	121,929	(3,147)	(2.5)%
Consulting*	229,035	12,060	12,060	-	-%
Contractual	2,489,920	4,241,100	4,149,049	(92,051)	(2.2)%
Financial	112,507	1,338,520	2,020,420	681,900	50.9%
Cost Allocations*	(6,608,528)	(6,712,397)	(6,827,730)	(115,333)	1.7%
Reserves/Recoveries*	(1,887,245)	(4,591,991)	(4,336,934)	255,057	(5.6)%
Total Expenses	14,998,861	20,186,061	21,688,915	1,502,854	7.4%
Fees & General	(152,341)	(93,650)	(93,780)	(130)	0.1%
Tax & Rates	(63,761)	-	-	-	-%
Reserves	-	(676,710)	(1,240,710)	(564,000)	(83.3)%
Total Revenues	(216,102)	(770,360)	(1,334,490)	(564,130)	73.2%
Net Levy	\$ 14,782,759	\$ 19,415,701	\$ 20,354,425	\$ 938,724	4.8%
Full-Time Equivalents		136.00	147.00	11.00	8.1%



Departmental Budget Summaries

Procurement

Description:

The division plays a key role in ensuring that Hamilton’s procurement functions meet the current and future needs of the corporation, in a fair and transparent manner, and managed in accordance with legislated and contractual requirements. The division delivers a wide range of services that contribute to the overall success of the City, including the administration of the Procurement Policy. It advises on the practicability of specifications and appropriate acquisition methods for the procurement of goods and services; it prepares, issues and administers competitive procurement processes and ensures that they are carried out both ethically and professionally at all times. The division also provides assistance with respect to contract management, vendor management and relations, administers and manages some corporate contracts on behalf of the City and provides contract maintenance services in hosting a central depository for insurance certificates, WSIB, as well as other necessary documentation for all contracts procured through the division. The City Procurement division currently provides all of these procurement related services for the entire City of Hamilton as well as for Hamilton Police Services, Hamilton Public Library and CityHousing Hamilton (currently under a Service Level Agreement). In alliance with Corporate and Council’s priorities, the Procurement Division is also working towards expanding its role of procurement as it relates to broader interests, such as community benefits, social procurement and green or circular procurement.

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Procurement Admin	\$ -	\$ 33,622	\$ 765,883	\$ 732,261	2,177.9%
Policy & Contracts	-	157,332	190,520	33,188	21.1%
Strategic Procurement	-	840,429	1,176,315	335,886	40.0%
Total Procurement	\$ -	\$ 1,031,383	\$ 2,132,718	\$ 1,101,335	106.8%



Departmental Budget Summaries

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ -	\$ 1,826,227	\$ 2,192,788	\$ 366,561	20.1%
Material & Supply	-	14,850	30,950	16,100	108.4%
Building & Ground*	-	3,320	3,826	506	15.2%
Contractual*	-	1,500	2,700	1,200	80.0%
Financial	-	2,810	614,110	611,300	1,754.4%
Cost Allocations*	-	(368,581)	(377,754)	(9,173)	2.5%
Reserves/Recoveries	-	27,998	28,426	428	1.5%
Total Expenses	-	1,508,124	2,495,046	986,922	1,982.1%
Fees & General	-	(269,010)	(274,728)	(5,718)	2.1%
Reserves	-	(207,731)	(87,600)	120,131	(57.8)%
Total Revenues	-	(476,741)	(362,328)	114,413	(55.7)%
Net Levy	\$ -	\$ 1,031,383	\$ 2,132,718	\$ 1,101,335	106.8%
Full-Time Equivalents		23.00	23.00	-	-%



| NON-PROGRAM EXPENDITURES AND REVENUES

Departmental Budget Summaries

Non Program Expenditures

Budget Summary:

Net Levy Summary – Non Program Expenditures

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Corporate Initiatives (NPE)	\$ 7,733,471	\$ 2,958,759	\$ 5,287,605	\$ 2,328,846	78.7%
Corporate Pensions Benefits & Contingency	36,928,074	20,663,797	11,813,098	(8,850,699)	(42.8)%
Total Non Program Expenditures	\$44,661,545	\$23,622,556	\$17,100,703	\$ (6,521,853)	(27.6)%

Departmental Budget Summaries

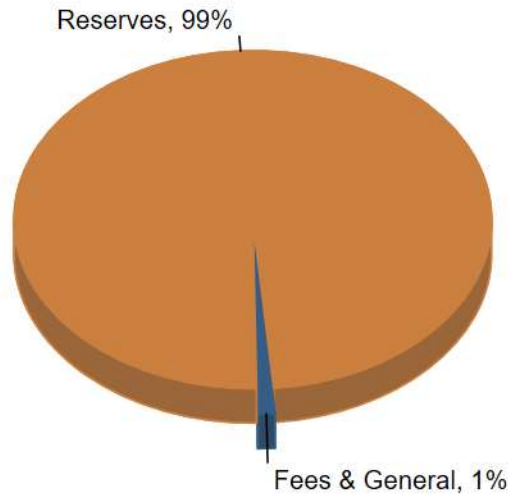
Cost Category Summary – Non Program Expenditures

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost	\$ 10,170,186	\$ 14,469,797	\$ 21,569,536	\$ 7,099,739	49.1%
Material & Supply*	1,206,424	(777,838)	96,196	874,034	(112.4)%
Vehicle Expenses*	23,422	-	370,136	370,136	-%
Building & Ground*	693,861	-	-	-	-%
Contractual*	534,609	484,025	1,035,450	551,425	113.9%
Agencies & Support Payments*	270	30,000	(83,350)	(113,350)	(377.8)%
Capital Financing*	75,000	961,511	961,511	-	-%
Financial	25,027,589	21,934,052	24,660,434	2,726,382	12.4%
Cost Allocations*	44	-	-	-	-%
Reserves/Recoveries*	13,033,774	(12,452,671)	(20,427,738)	(7,975,067)	64.0%
Total Expenses	50,765,179	24,648,876	28,182,175	3,533,299	14.3%
Fees & General	(1,110,915)	(126,320)	(126,320)	-	-%
Tax & Rates	(1,904,437)	-	-	-	-%
Reserves	(3,088,282)	(900,000)	(10,955,152)	(10,055,152)	(1,117.2)%
Total Revenues	(6,103,634)	(1,026,320)	(11,081,472)	(10,055,152)	979.7%
Net Levy	\$ 44,661,545	\$ 23,622,556	\$ 17,100,703	\$ (6,521,853)	(27.6)%

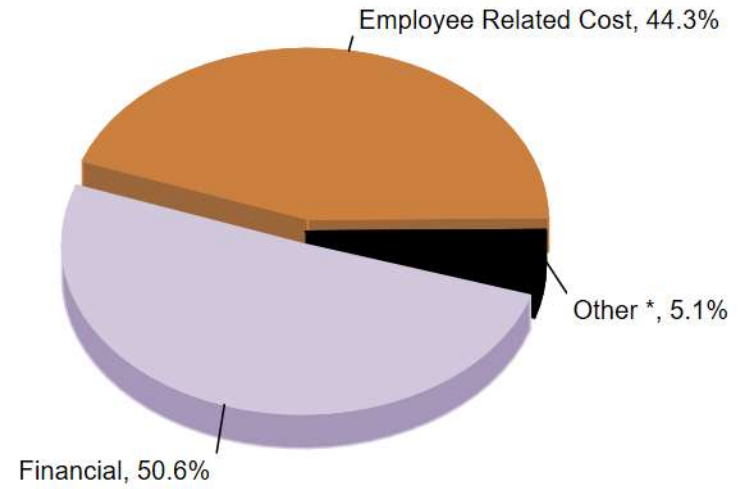
Departmental Budget Summaries

Breakdown of Revenues and Expenses – Non Program Expenditures

2024 Restated Budget Revenues



2024 Restated Budget Expenses



Departmental Budget Summaries

Non Program Revenues

Budget Summary:

Net Levy Summary – Non Program Revenues

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Payment In Lieu	\$ (17,584,849)	\$ (17,518,600)	\$ (18,291,404)	\$ (772,804)	4.4%
Penalties & Interest	(11,872,403)	(11,500,000)	(12,000,000)	(500,000)	4.3%
Right Of Way	(3,229,550)	(3,229,500)	(3,229,342)	158	-%
Senior Tax Credit	523,514	534,100	557,000	22,900	4.3%
Supplementary Taxes	(13,999,161)	(10,130,000)	(12,130,000)	(2,000,000)	19.7%
Tax Remissions & Write Offs	4,481,854	8,818,000	8,618,000	(200,000)	(2.3)%
Hydro Dividend & Other Interest	(9,358,704)	(6,567,700)	(9,460,600)	(2,892,900)	44.0%
Investment Income	(4,800,000)	(4,800,000)	(4,800,000)	-	-%
Slot Revenues	(5,462,944)	(5,695,000)	(6,261,200)	(566,200)	9.9%
POA Revenues	(848,579)	(2,697,913)	(2,111,752)	586,161	(21.7)%
Total Non Program Revenues	\$ (62,150,822)	\$ (52,786,613)	\$ (59,109,298)	\$ (6,322,685)	12.0%

Departmental Budget Summaries

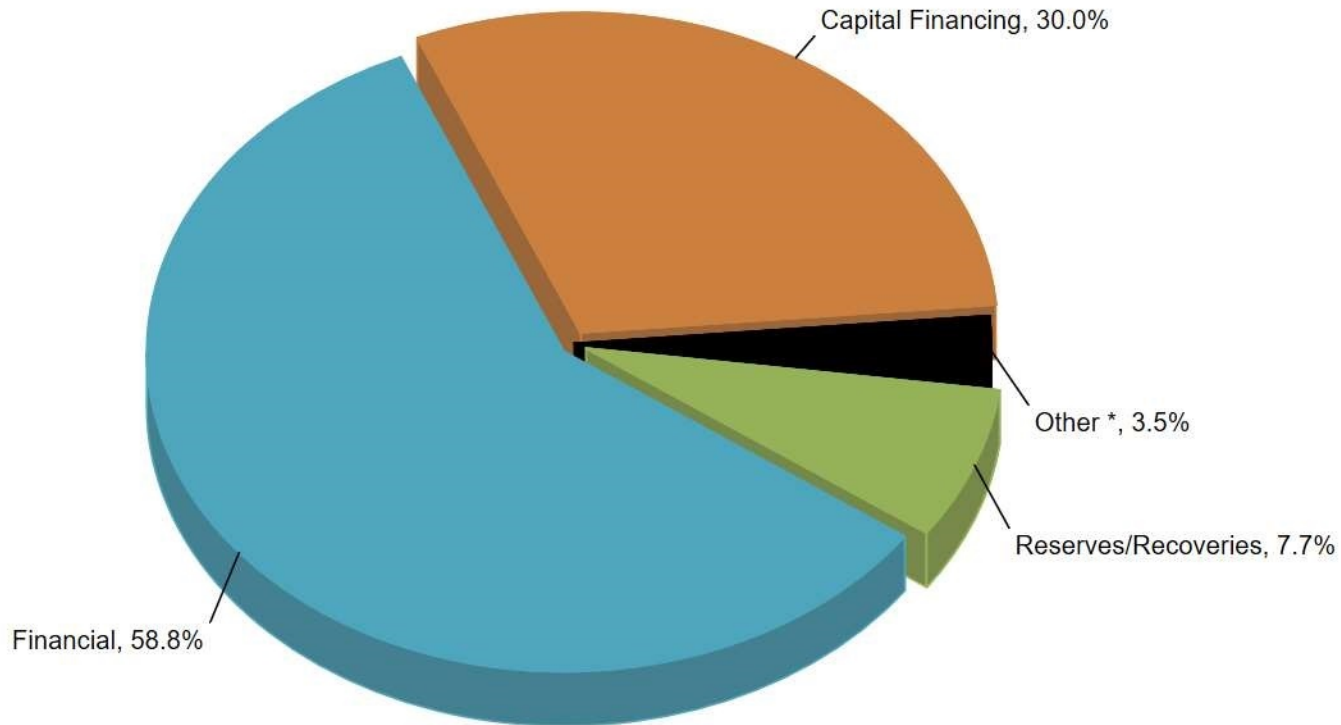
Cost Category Summary – Non Program Revenues

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Contractual*	\$ 276,870	\$ 315,000	\$ 315,000	-	-%
Consulting*	-	-	300,000	300,000	-%
Reserves/Recoveries*	1,538,091	1,360,000	1,360,000	-	-%
Financial*	5,911,006	10,869,000	10,389,000	(480,000)	(4.4)%
Capital Financing*	5,812,748	5,300,000	5,300,000	-	-%
Total Expenses	13,538,715	17,844,000	17,664,000	(180,000)	(1.0)%
Fees & General	(39,860,145)	(38,310,513)	(41,680,552)	(3,370,039)	8.8%
Tax & Rates	(34,857,085)	(31,348,100)	(34,120,746)	(2,772,646)	8.8%
Grants & Subsidies	(972,307)	(972,000)	(972,000)	-	-%
Total Revenues	(75,689,537)	(70,630,613)	(76,773,298)	(6,142,685)	8.7%
Net Levy	\$ (62,150,822)	\$ (52,786,613)	\$ (59,109,298)	(6,322,685)	12.0%

Departmental Budget Summaries

Breakdown of Expenses – Non Program Revenues

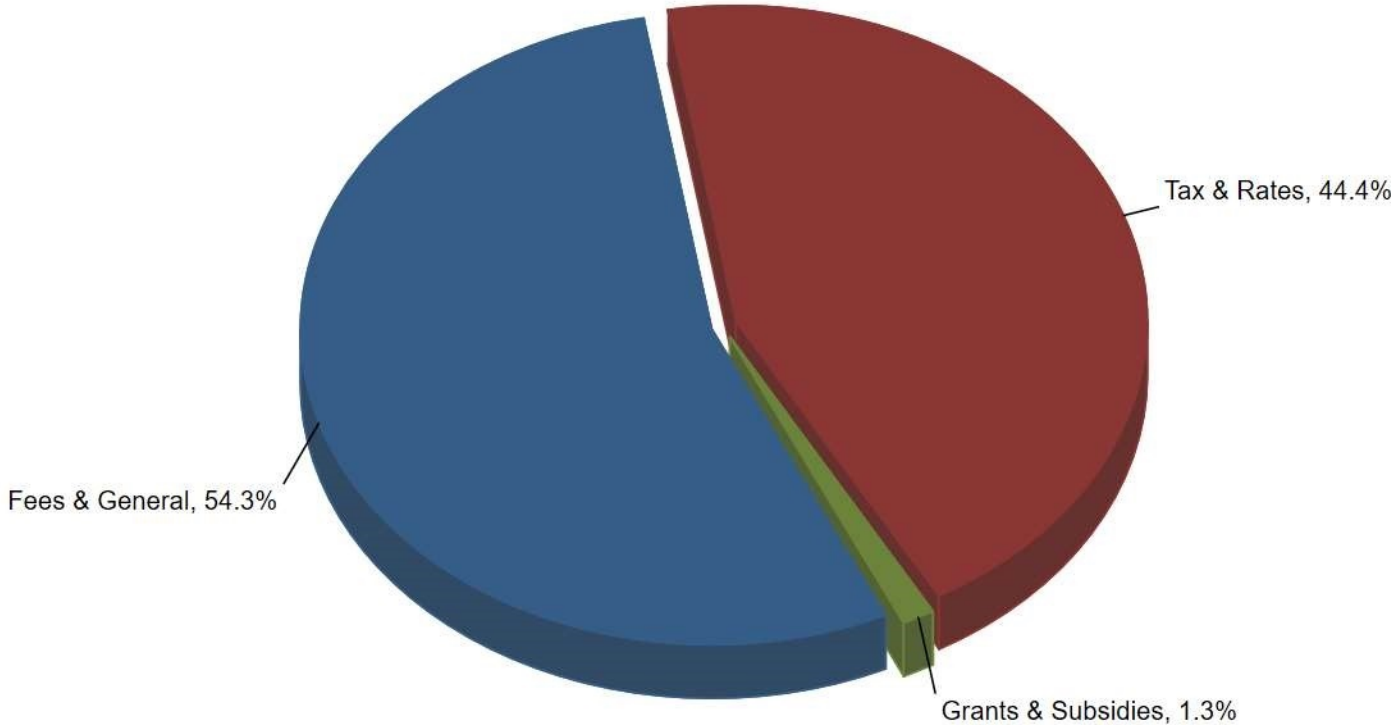
2024 Approved Budget Expenses



Departmental Budget Summaries

Breakdown of Revenue – Non Program Revenues

2024 Approved Budget Revenues



| LEGISLATIVE



Departmental Budget Summaries

Legislative

Budget Summary:

Net Levy Summary – Legislative

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Legislative General	\$ (287,748)	\$ (293,176)	\$ (273,985)	\$ 19,191	(6.5)%
Mayors Office	1,138,182	1,261,485	1,339,092	77,607	6.2%
Volunteer Committee	85,019	121,242	160,302	39,060	32.2%
Ward Budgets	3,955,164	4,465,704	6,246,535	1,780,831	39.9%
Total Legislative	\$ 4,890,617	\$ 5,555,255	\$ 7,471,944	\$ 1,916,689	34.5%



Departmental Budget Summaries

Cost Category Summary – Legislative

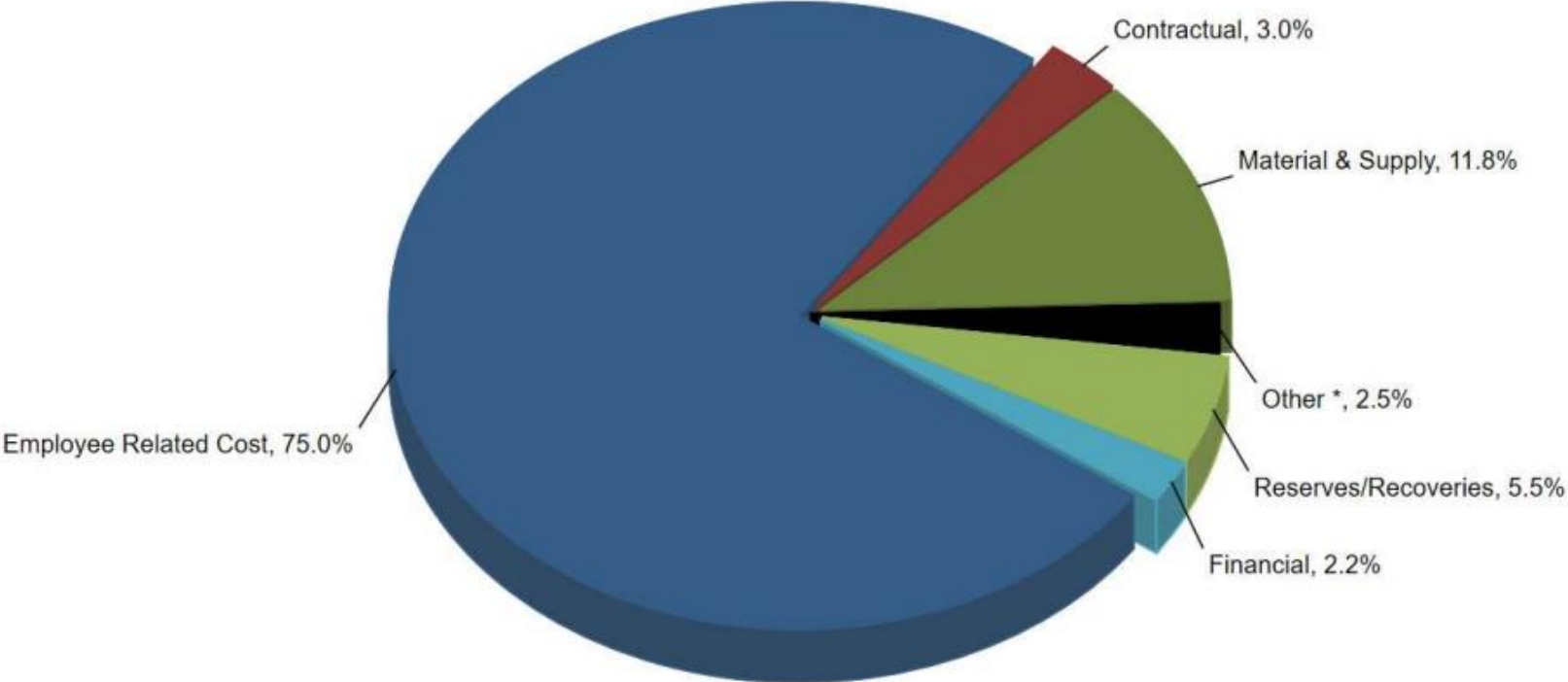
	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Employee Related Cost*	\$ 4,748,087	\$ 4,508,275	\$ 6,360,837	1,852,562	41.1%
Contractual*	209,033	219,530	255,392	35,862	16.3%
Material & Supply*	137,388	985,163	997,429	12,266	1.2%
Vehicle Expenses*	1,553	4,172	-	(4,172)	(100.0)%
Building & Ground*	125,159	146,080	145,111	(969)	(0.7)%
Consulting*	-	54,190	50,000	(4,190)	(7.7)%
Agencies & Support Payments*	63,417	19,070	19,070	-	-%
Reserves/Recoveries*	505,519	448,316	469,461	21,145	4.7%
Cost Allocations*	(962,560)	(986,503)	(1,009,356)	(22,853)	2.3%
Financial*	163,825	185,250	184,000	(1,250)	(0.7)%
Total Expenses	4,991,421	5,583,543	7,471,944	1,888,401	33.8%
Fees & General	(1,939)	-	-	-	-%
Tax & Rates	(1,733)	-	-	-	-%
Reserves	(97,132)	(28,288)	-	28,288	(100.0)%
Total Revenues	(100,804)	(28,288)	-	28,288	(100.0)%
Net Levy	\$ 4,890,617	\$ 5,555,255	\$ 7,471,944	1,916,689	34.5%
Full-Time Equivalents		22.00	37.00	15.00	68.2%



Departmental Budget Summaries

Breakdown of Expenses – Legislative

2024 Approved Budget Expenses



Departmental Budget Summaries

10-Year Capital Forecast – Legislative (\$000's)

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
2052180510 - DC Exemptions Recovery	57,642	57,642	59,566	41,536	61,527	54,777	63,525	63,525	242,260	217,480	660,478	635,698
2112156401 - Confidential - Parkland Acquisition	2,399	2,399	2,461	2,461	2,524	2,524	2,588	2,588	9,972	9,972	26,879	26,879
3302309014 - Ward 14 Capital Reinvestment	100	-	100	-	100	-	-	-	300	-	300	-
3302309100 - Ward 1 Capital Reinvestment	100	-	100	-	100	-	-	-	300	-	300	-
3302309200 - Ward 2 Capital Reinvestment	100	-	100	-	100	-	-	-	300	-	300	-
3302309300 - Ward 3 Capital Reinvestment	100	-	100	-	100	-	-	-	300	-	300	-
3302309400 - Ward 4 Capital Reinvestment	100	-	100	-	100	-	-	-	300	-	300	-
3302309500 - Ward 5 Capital Reinvestment	100	-	100	-	100	-	-	-	300	-	300	-
3302309600 - Ward 6 Capital Reinvestment	100	-	100	-	100	-	-	-	300	-	300	-
3302309700 - Ward 7 Capital Reinvestment	100	-	100	-	100	-	-	-	300	-	300	-
3302309800 - Ward 8 Capital Reinvestment	100	-	100	-	100	-	-	-	300	-	300	-
3302348302 - Climate Change Action Plan	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	10,000	10,000	22,500	22,500
3302709014 - Ward 14 Capital Reinvestment	-	-	-	-	-	-	100	-	100	-	400	-
3302709100 - Ward 1 Capital Reinvestment	-	-	-	-	-	-	100	-	100	-	400	-



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
3302709200 - Ward 2 Capital Reinvestment	-	-	-	-	-	-	100	-	100	-	400	-
3302709300 - Ward 3 Capital Reinvestment	-	-	-	-	-	-	100	-	100	-	400	-
3302709400 - Ward 4 Capital Reinvestment	-	-	-	-	-	-	100	-	100	-	400	-
3302709500 - Ward 5 Capital Reinvestment	-	-	-	-	-	-	100	-	100	-	400	-
3302709600 - Ward 6 Capital Reinvestment	-	-	-	-	-	-	100	-	100	-	400	-
3302709700 - Ward 7 Capital Reinvestment	-	-	-	-	-	-	100	-	100	-	400	-
3302709800 - Ward 8 Capital Reinvestment	-	-	-	-	-	-	100	-	100	-	400	-
3303109014 - Ward 14 Capital Reinvestment	-	-	-	-	-	-	-	-	-	-	300	-
3303109100 - Ward 1 Capital Reinvestment	-	-	-	-	-	-	-	-	-	-	300	-
3303109200 - Ward 2 Capital Reinvestment	-	-	-	-	-	-	-	-	-	-	300	-
3303109300 - Ward 3 Capital Reinvestment	-	-	-	-	-	-	-	-	-	-	300	-
3303109400 - Ward 4 Capital Reinvestment	-	-	-	-	-	-	-	-	-	-	300	-
3303109500 - Ward 5 Capital Reinvestment	-	-	-	-	-	-	-	-	-	-	300	-
3303109600 - Ward 6 Capital Reinvestment	-	-	-	-	-	-	-	-	-	-	300	-
3303109700 - Ward 7 Capital Reinvestment	-	-	-	-	-	-	-	-	-	-	300	-



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
3303109800 - Ward 8 Capital Reinvestment	-	-	-	-	-	-	-	-	-	-	300	-
Legislative Total	63,441	62,541	65,427	46,497	67,451	59,801	69,514	68,614	265,832	237,452	718,857	685,077



| BOARDS AND AGENCIES



Departmental Budget Summaries

Boards and Agencies

Budget Summary:

Net Levy Summary – Boards and Agencies

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Hamilton Police Service	\$ 180,959,945	\$ 192,361,228	\$206,237,210	\$ 13,875,982	7.2%
Police Capital Financing	1,234,780	1,234,780	1,213,431	(21,349)	(1.7)%
Hamilton Public Library	32,710,939	33,532,323	35,015,701	1,483,378	4.4%
Library Capital Financing	198,000	198,000	198,000	-	-%
Conservation Authorities	8,684,001	8,929,908	9,357,346	427,438	4.8%
Other Boards & Agencies	7,868,585	7,881,130	8,127,165	246,035	3.1%
City Enrichment Fund	6,088,340	6,575,410	7,101,410	526,000	8.0%
Total Boards & Agencies	\$ 237,744,590	\$ 250,712,779	\$267,250,263	\$ 16,537,484	6.6%

Departmental Budget Summaries

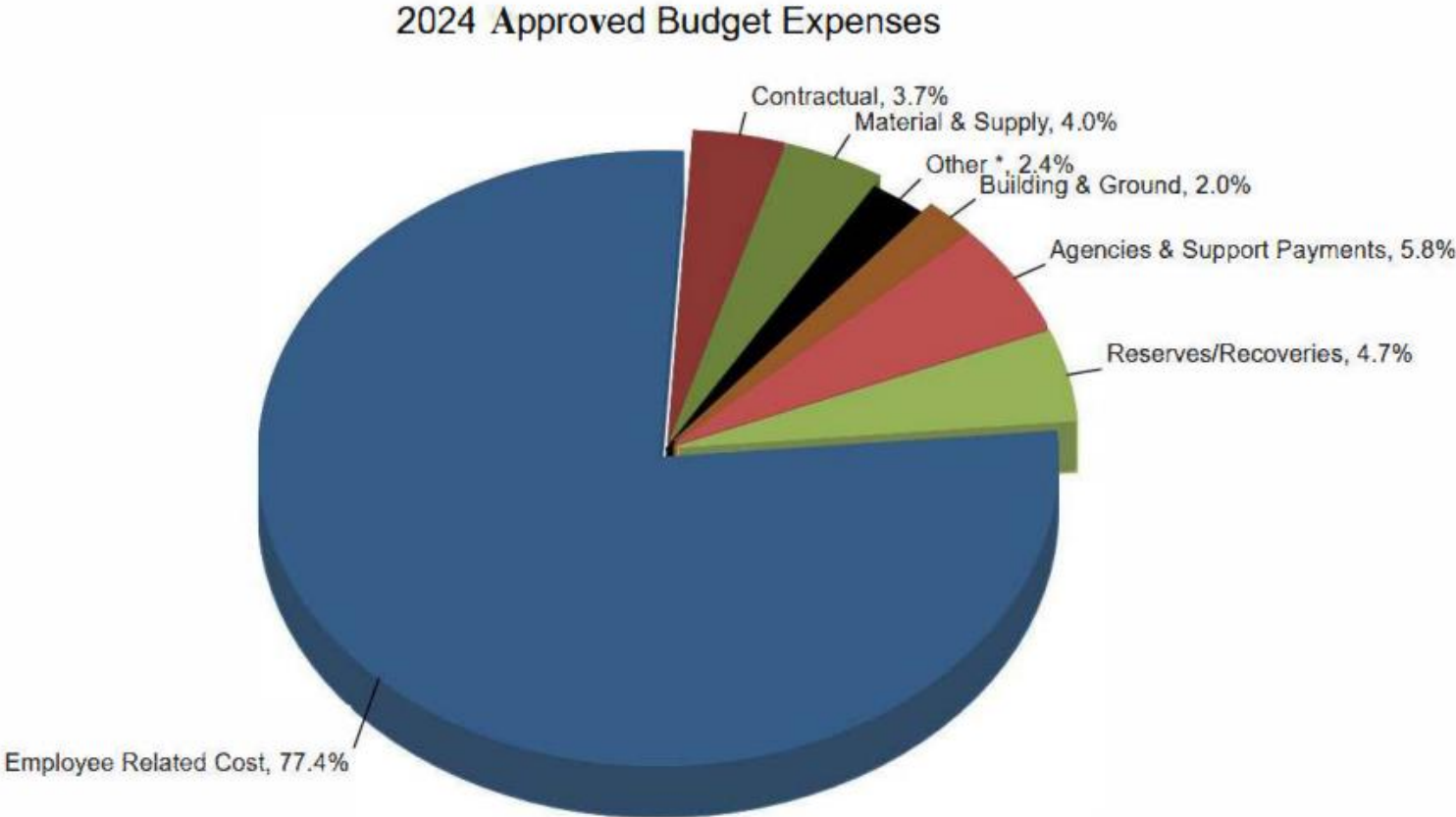
Cost Category Summary – Boards and Agencies

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approvd Budget	\$	%
Employee Related Cost*	\$ 194,294,586	\$ 205,760,580	\$ 221,193,746	15,433,166	7.5%
Contractual*	10,955,541	10,028,820	10,501,962	473,142	4.7%
Material & Supply*	8,684,329	10,131,976	11,548,766	1,416,790	14.0%
Vehicle Expenses*	2,417,719	2,790,801	2,412,930	(377,871)	(13.5)%
Building & Ground*	5,336,048	5,584,116	5,783,056	198,940	3.6%
Consulting*	222,391	81,100	88,500	7,400	9.1%
Agencies & Support Payments*	15,226,338	16,144,230	16,584,876	440,646	2.7%
Reserves/Recoveries*	14,119,033	10,744,345	13,517,144	2,772,799	25.8%
Cost Allocations*	1,193,639	1,716,657	1,695,016	(21,641)	(1.3)%
Financial*	1,645,679	1,087,468	1,770,626	683,158	62.8%
Capital Financing*	1,665,995	1,801,526	761,588	(1,039,938)	(57.7)%
Capital Expenditures*	8,433	5,000	5,000	-	-%
Total Expenses	255,769,731	265,876,619	285,863,210	19,986,591	7.5%
Fees & General	(4,780,948)	(3,475,657)	(3,610,502)	(134,845)	3.9%
Tax & Rates	(222,671)	-	-	-	-%
Grants & Subsidies	(12,096,811)	(9,970,570)	(10,570,232)	(599,662)	6.0%
Reserves	(924,711)	(1,717,613)	(4,432,213)	(2,714,600)	158.0%
Total Revenues	(18,025,141)	(15,163,840)	(18,612,947)	(3,449,107)	22.7%
Net Levy	\$ 237,744,590	\$ 250,712,779	\$ 267,250,263	16,537,484	6.6%
Full-Time Equivalents		1,535.92	1,571.19	35.27	2.3%



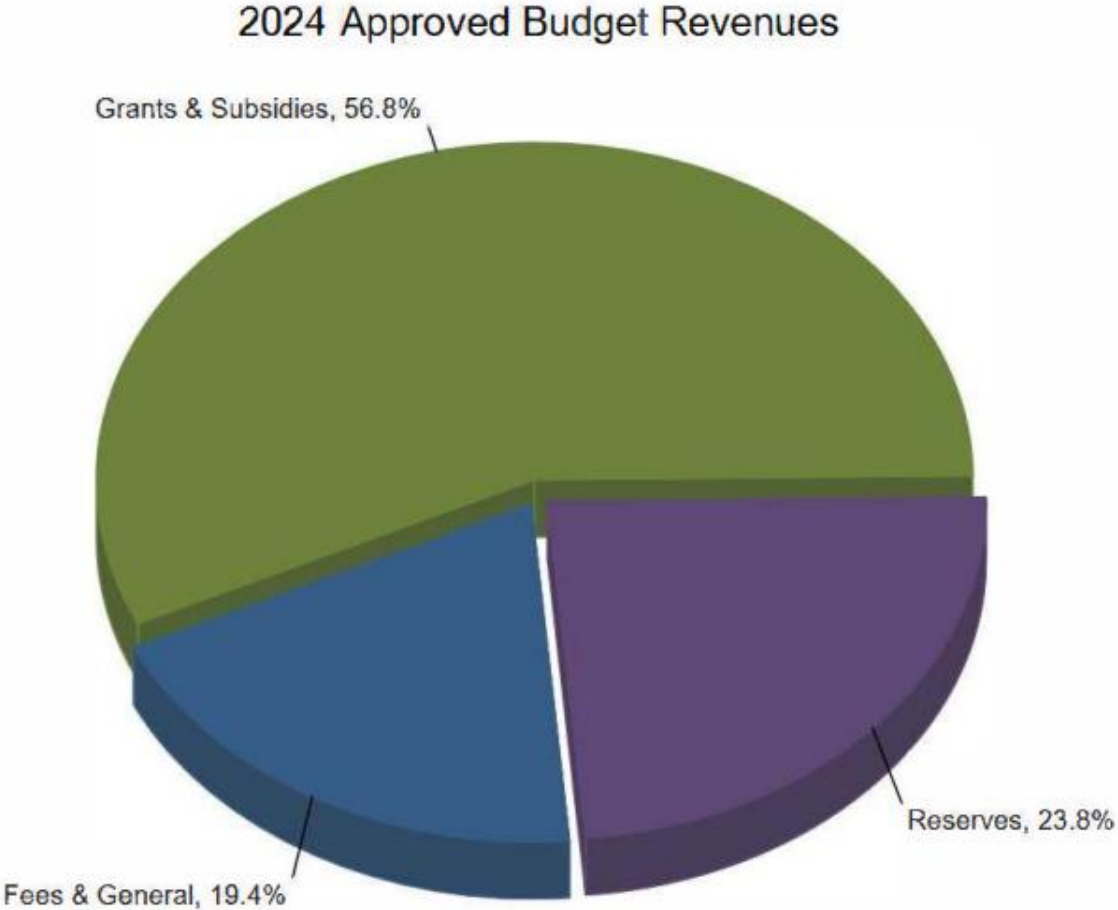
Departmental Budget Summaries

Breakdown of Expenses – Boards and Agencies



Departmental Budget Summaries

Breakdown of Revenues – Boards and Agencies



Departmental Budget Summaries

10-Year Capital Forecast – Boards and Agencies (\$000's)

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Hamilton Police Service												
3761951812 - Hamilton Police Stations- Roof Repairs and HVAC	2,825	2,825	-	-	-	-	-	-	2,825	2,825	2,825	2,825
3762051007 - Police Personal Issued Portable Radio Replacement	1,400	1,400	-	-	-	-	-	-	1,400	1,400	1,400	1,400
3762251202 - Generator System/Fuel Upgrade - Station 10 - Central	300	300	-	-	-	-	-	-	300	300	300	300
3762251208 - 9MM Conversion (Glock Program)	183	-	183	-	183	-	-	-	549	-	549	-
3762341201 - Parking Lot Replacement/patch work - All Police Stations	500	500	-	-	300	300	-	-	800	800	800	800
3762341302 - Police EV Charging Station	100	-	-	-	-	-	-	-	100	-	100	-
3762351303 - Prisoner Escort Vehicles	190	190	-	-	-	-	-	-	190	190	190	190
3762357304 - Police Digital Storage - Investigative Service Division	165	-	-	-	-	-	-	-	165	-	165	-
3762441401 - Police Structural Wall Waterproofing - Station 10 - Central	60	60	-	-	-	-	-	-	60	60	60	60
3762441402 - Police Barrier Gates with Access Control - Station 30 - Mountain	140	140	-	-	-	-	-	-	140	140	140	140
3762451401 - Chiller Overhaul - Station 10 (Central)	80	80	-	-	-	-	-	-	80	80	80	80
3762451403 - Police Active Attacker Equipment	1,877	1,877	-	-	-	-	-	-	1,877	1,877	1,877	1,877
3762541501 - Police Reseal Concrete Floors - Station 10 & 30	-	-	105	105	-	-	-	-	105	105	105	105



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
3762541502 - Police Carpet Replacement - Station 20 - East End	-	-	50	50	-	-	-	-	50	50	50	50
3762551501 - Cooling Tower Replacement - Station 10 (Central)	-	-	175	175	-	-	-	-	175	175	175	175
3762551502 - Police Marine Vessel	-	-	350	350	-	-	-	-	350	350	1,350	1,350
3762741701 - Police Flooring Replacement - Station 30 - Mountain	-	-	-	-	-	-	40	40	40	40	160	160
3762751502 - Motor Control Centre - Station 10 & 20	-	-	-	-	-	-	50	50	50	50	100	100
3762751701 - Central Air System - Make-Up Air Handling Unit (AHU) - Station 10 & 20	-	-	-	-	-	-	1,010	1,010	1,010	1,010	1,010	1,010
3762851702 - Police Windows Replacement - Station 10, 20 & 30	-	-	-	-	-	-	-	-	-	-	600	600
3762951703 - Gym Floor Replacement - Station 10 & 20	-	-	-	-	-	-	-	-	-	-	188	188
3763041001 - Police Building Improvements - Station 10 & 30	-	-	-	-	-	-	-	-	-	-	683	683
3763041002 - Police Kitchen Replacement - Station 30 - Mountain	-	-	-	-	-	-	-	-	-	-	60	60
3763141001 - Police Curtain Walls - Station 30 - Mountain	-	-	-	-	-	-	-	-	-	-	210	210
3763141002 - Police Armoured Vehicle	-	-	-	-	-	-	-	-	-	-	530	530
3763241001 - Police Interior Lighting Replacements - Station 20 & 30	-	-	-	-	-	-	-	-	-	-	320	320
Hamilton Police Service Total	7,820	7,372	863	680	483	300	1,100	1,100	10,266	9,452	14,026	13,213

Hamilton Public Library



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	
7501941800 - Mount Hope Library	2,913	1,080	-	-	-	-	-	-	2,913	1,080	2,913	1,080	
7502341300 - Library Discovery Centre and Feasibility Study	-	-	-	-	15,000	-	-	-	15,000	-	15,000	-	
7502351301 - New Bookmobile	-	-	-	-	-	-	-	-	-	-	1,000	-	
7502441001 - Winona/ Stoney Creek Library Construction	-	-	-	-	-	-	-	-	-	-	11,000	-	
7502451900 - New Maintenance Van	-	-	49	-	-	-	-	-	49	-	49	-	
7502741100 - Ancaster Expansion	-	-	-	-	-	-	-	-	-	-	10,000	5,600	
7502841200 - East Hamilton Replace & Expand	-	-	-	-	-	-	-	-	-	-	14,000	9,920	
7502841303 - West Mountain Branch	-	-	-	-	-	-	-	-	-	-	8,500	-	
7503141000 - Lower City New/ Expanded Library	-	-	-	-	-	-	-	-	-	-	10,360	-	
7503141100 - Downtown Stoney Creek	-	-	-	-	-	-	-	-	-	-	19,000	12,630	
7503141200 - Elfrida Library	-	-	-	-	-	-	-	-	-	-	11,940	-	
Hamilton Public Library Total	2,913	1,080	49	-	15,000	-	-	-	17,962	1,080	103,762	29,230	
Conservation Authorities													
3802156100 - Hamilton Conservation Authority Critical and Safety Projects	1,850	1,850	1,850	1,850	1,850	1,850	1,850	1,850	1,850	7,400	7,400	18,500	18,500
3802158902 - Westfield Heritage Village - Critical and/or Safety Projects	150	150	150	150	150	150	150	150	150	600	600	1,500	1,500



Departmental Budget Summaries

Project	2024		2025		2026		2027		4 Year		10 Year		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	
Conservation Authorities Total	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	8,000	8,000	20,000	20,000
Hamilton Beach Rescue Unit													
2862151700 - HBRU Renovations & Equipment Purchases	31	-	132	-	190	-	-	-	353	-	850	-	
Hamilton Beach Rescue Unit Total	31	-	132	-	190	-	-	-	353	-	850	-	
CityHousing Hamilton													
6182141602 - City Housing Contribution	-	-	820	820	841	841	863	863	2,524	2,524	8,185	8,185	
CityHousing Hamilton Total	-	-	820	820	841	841	863	863	2,524	2,524	8,185	8,185	
Boards & Agencies Total	12,764	10,452	3,865	3,500	18,514	3,141	3,963	3,963	39,105	21,056	146,824	70,628	



| CAPITAL FINANCING

Departmental Budget Summaries

Capital Financing

Budget Summary:

Net Levy Summary – Capital Financing

	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Debt Healthy & Safe Communities	\$ 2,215,894	\$ 1,168,801	\$ 1,622,270	\$ 453,469	38.8%
Debt Infrastructure Renewal Levy	13,428,870	13,428,870	13,428,870	-	-%
Debt Corporate Financials	97,343,846	105,910,621	115,656,540	9,745,919	9.2%
Debt Planning & Economic Development	25,547	1,304,265	1,822,690	518,425	39.7%
Debt Public Works	21,925,219	33,164,495	35,501,750	2,337,255	7.0%
Total City Depts Capital Financing	\$134,939,376	\$ 154,977,052	\$ 168,032,120	\$ 13,055,068	8.4%



Departmental Budget Summaries

Cost Category Summary – Capital Financing

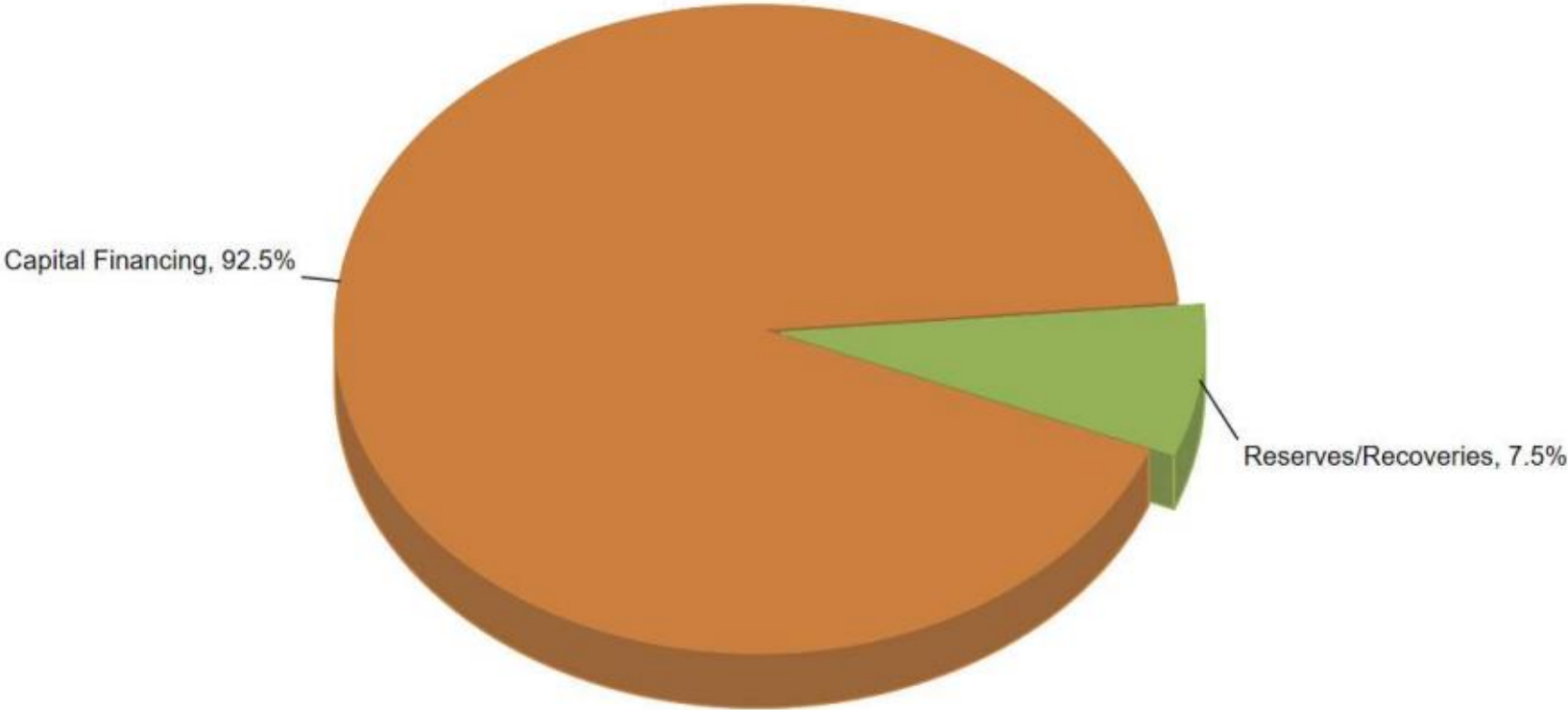
	2022	2023	2024	Change	Change
	Actual	Restated Budget	Approved Budget	\$	%
Reserves/Recoveries*	\$ 23,115,410	\$ 17,545,586	\$ 13,428,870	\$ (4,116,716)	(23.5)%
Financial*	35,859	-	-	-	-%
Capital Financing*	121,491,970	144,940,326	165,502,130	20,561,804	14.2%
Total Expenses	144,643,239	162,485,912	178,931,000	16,445,088	10.1%
Grants & Subsidies	(407,988)	-	(408,000)	(408,000)	-%
Reserves	(9,295,875)	(7,508,860)	(10,490,880)	(2,982,020)	(39.7)%
Total Revenues	(9,703,863)	(7,508,860)	(10,898,880)	(3,390,020)	45.1%
Net Levy	\$ 134,939,376	\$ 154,977,052	\$ 168,032,120	\$ 13,055,068	8.4%



Departmental Budget Summaries

Breakdown of Expenses – Capital Financing

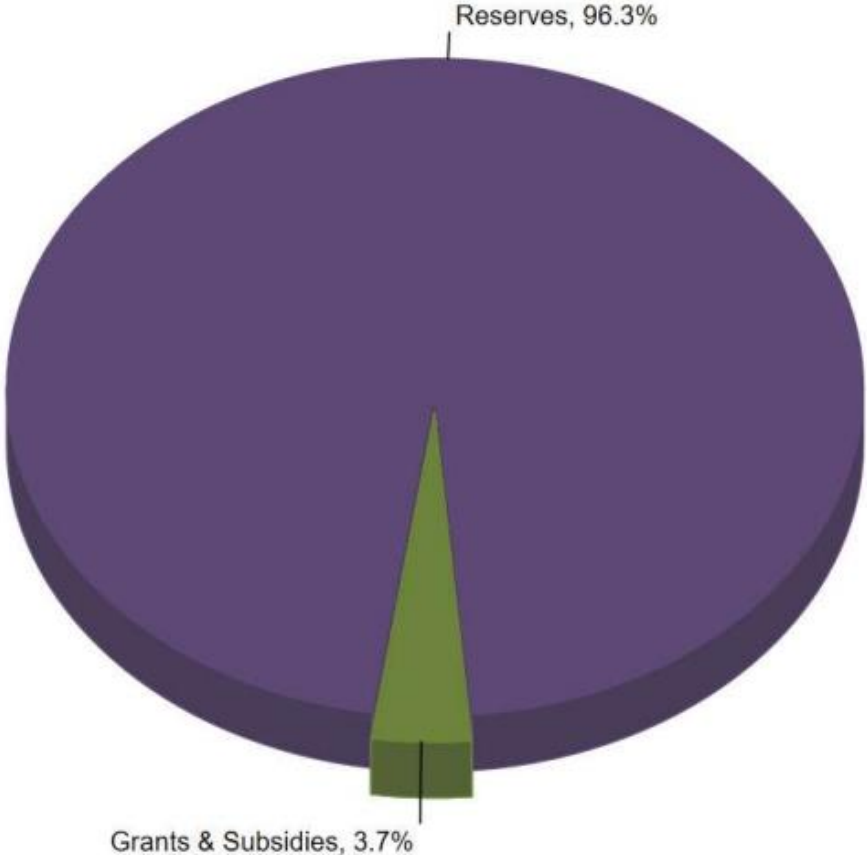
2024 Approved Budget Expenses



Departmental Budget Summaries

Breakdown of Revenues – Capital Financing

2024 Approved Budget Revenues



| FINANCIAL POLICIES



Financial Policies

Policy Name	Policy Summary	Approval Date	Policy Link
Budgeted Complement Control Policy (FCS16024)	The purpose of this policy is to ensure that the City's staff complement is managed in an effective and efficient manner.	30-Mar-16	https://pub-hamilton.escribemeetings.com/filestream.ashx?DocumentId=119474
Budget Control Policy (FCS12010)	The purpose of this policy is to ensure that City staff have appropriate authority to manage budget resources to ensure programs and services are delivered in an effective and efficient manner. Council also requires assurance that budget resources are used for the purpose intended through the approval of the annual budget.	2-Feb-22	https://pub-hamilton.escribemeetings.com/filestream.ashx?documentid=100908
Capital Closing Policy (FCS05044, FCS07081(b), and FCS09083(a))	The purpose of this policy is to provide guidance on the procedures for closing capital projects.	9-Sep-09	N/A
Capital Pre-Approval Policy (FCS01005, and PW05117/FCS05104)	The purpose of this policy is to provide guidance on the procedures for capital pre-approval.	3-Oct-05	N/A
Capital Projects' Budget Appropriation and Work-in-Progress Transfer Policy (FCS14031)	The purpose of this Policy is to ensure that Appropriation and WIP Transfers are managed in a transparent and effective manner.	14-May-14	https://pub-hamilton.escribemeetings.com/filestream.ashx?DocumentId=112143

Financial Policies

Policy Name	Policy Summary	Approval Date	Policy Link
Capital Projects' Monitoring Policy (FCS14031)	The purpose of this Policy is to ensure that Capital Projects are managed in a transparent and effective manner.	14-May-14	https://pub-hamilton.escribemeetings.com/filestream.ashx?DocumentId=112145
Debt Management Policy (FCS13074)	The Debt Management Policy (the "Debt Policy") provides guidelines and a framework for the issuance of bonds and other forms of indebtedness for the City of Hamilton (the "City"). The Debt Policy contains written objectives, allowances and restrictions (including applicable statutory requirements) for the debt issuance process and the management of debt.	23-Oct-13	https://pub-hamilton.escribemeetings.com/filestream.ashx?documentid=107803
General Reserve Policy (FCS14028)	The purpose of this policy is to establish guidelines and criteria for proper administration of financial reserves.	14-May-14	https://pub-hamilton.escribemeetings.com/filestream.ashx?DocumentId=112135
Procurement Policy (By-Law 20-205)	To ensure that the procurement function meets the current and future needs of the corporation, provides an economical and efficient service and is considered a value-added partner in the securing of Goods and/or Services for the corporation.	30-Sep-20	https://www.hamilton.ca/sites/default/files/2022-04/20-205.pdf
Ward-Specific Funding Initiatives (FCS18014(a))	The purpose of this Policy is to provide enhanced guidelines and tracking/reporting procedures on Area Rating Special Capital Re-investment Reserve Funding, Area Rating Special Capital Re-investment Discretionary Fund, Cellular Tower and Ward-Specific Non-Property Tax Revenues and Minor Maintenance Council Priority Projects.	19-Dec-18	https://pub-hamilton.escribemeetings.com/filestream.ashx?DocumentId=174656
Ward Specific Non-Property Tax Revenues (FCS16042)	The purpose of this Policy is to change the accounting of the Ward-specific non-property tax revenues.	8-Jul-16	https://pub-hamilton.escribemeetings.com/filestream.ashx?DocumentId=121156



| GLOSSARY OF TERMS AND ACRONYMS

Glossary of Terms and Acronyms

Terms

Term	Description
AMANDA	A computerized document management system
Administrative Penalty Systems (APS)	An emerging approach to dealing with minor by-law infractions in a manner that is fair, effective and efficient.
Airport Employment Growth District (AEGD)	A Provincially significant employment zone, strategically located in the City of Hamilton to provide stable and reliable employment for the City and across the region.
Amortized	Accounting process of allocating cost less residual value of a tangible capital asset to operating periods as an expense over the asset's useful life in a rational and systematic manner appropriate to its nature and use; "depreciation" is another commonly used term.
Annual Repayment Limit (ARL)	The maximum amount that a municipality has available to commit to additional payments relating to debt and financial obligations.
Approved Budget	The budget as formally adopted by the City's Council.
Area Rating	A municipal property taxation policy tool permitted by the Provincial Government, intended to account for either significant differences in service levels or differences in the cost of providing services across different parts of the City.
Assessment	Nominal value assigned by the provincial Municipal Property Assessment Corporation (MPAC) to each property in the province as a basis for property taxation.
Asset Management	A systematic process to guide the planning, acquisition, operation and maintenance, renewal and disposal of assets. Its objective is to maximize asset service delivery potential and manage related risks and costs over their entire lives.
Balanced Budget	A budget in which the estimated revenues are equal to the estimated expenses with reserves and reserve fund adjustments.

Glossary of Terms and Acronyms

Term	Description
Benefits	Statutory or supplementary plans to which employees are or may be entitled including Employment Insurance, pension, medical or dental benefits.
BLAST Network	A plan for a frequent rapid transit system in the city of Hamilton, Ontario, Canada. The system is planned to include five routes, with two light rail transit (LRT) lines, and three bus rapid transit (BRT) lines.
Boards and Agencies	Deliver many key services on behalf of the City of Hamilton. They generally operate at arm's length or independently of the City.
Budget	A financial plan for a specified period (usually one year) that outlines planned expenditures and the proposed means of financing these expenditures.
Building Faster Fund	A Provincial funding program to reward municipalities that reach at least 80% of their annual provincial housing target. Municipalities that exceed their target will receive a bonus on top of their allocation.
Business Case	Budget requests that have been put forward by staff through the budget process.
By-laws	Rules and regulations governing everyone in the City, including associations or corporations. Municipal councils pass municipal by-laws which can affect the local community.
Canada Community Building Fund (CCBF)	Formerly known as the Gas Tax Fund, is a permanent source of funding provided up front, twice-a-year, to provinces and territories, who in turn flow this funding to their municipalities to support local infrastructure priorities.
Capital Asset	Tangible assets that are purchased, constructed, developed or otherwise acquired and are held for use in the production or supply of goods, the delivery of services or to produce program outputs, have a useful life extending beyond one fiscal year and are intended to be used on a continuing basis and are not intended for resale in the ordinary course of operations.
Capital Block	Funding set aside for infrastructure program areas and facilities priority planning outcomes in order to maintain long-term capital funding.
Capital Budget	The expenditures and financing sources to acquire or construct City's assets.

Glossary of Terms and Acronyms

Term	Description
Capital Expenditure	Money spent for replacement, purchase, construction or betterment of tangible capital assets.
Capital Forecast	The expenditures and funding sources projected for consideration in the subsequent years of the Capital Budget approval year.
Capital Project	Any significant expenditure incurred to acquire or improve land, buildings, engineering structures, machinery and equipment used in improving municipal services. It includes vehicles, office furniture and equipment and normally confers benefit lasting beyond one year and results in the acquisition of or extends the life of a fixed asset.
City Enrichment Fund (CEF)	The City of Hamilton's municipal investment in a wide range of program areas that supports the City's Strategic Plan and 25 Year Community Vision.
CityHousing Hamilton (CHH)	As the largest social housing provider in Hamilton, CHH provide homes that are safe, well-maintained and affordable for people who live and work in the community.
Community Benefit Charge (CBC)	A new revenue tool for municipalities to fund growth. CBCs will work with Development Charges and Parkland Dedication to ensure that municipalities have the tools and resources needed to build complete communities.
Comprehensive Ontario Police Services Act, 2019 (Bill 68)	A legal means to define the role of all police forces in Ontario (excluding the Royal Canadian Mounted Police).
Council Referred Items	Items previously considered at Council and referred to the budget process for further discussion and consideration via motion or staff report.
Credit Rating	An estimate of the ability of a person or organization to fulfill their financial commitments, based on previous dealings.
Crime Prevention Through Environmental Design (CPTED)	Involves three basic and overlapping principles and is based on the simple theory that a proper design and an effective use of the physical environment can help reduce the number of crimes.
Debenture	A form of long- term corporate debt that is not secured by the pledge of specific assets.

Glossary of Terms and Acronyms

Term	Description
Debt Ratio	Indicates what proportion of debt a municipality has relative to the total of all reserves and reserve funds. The measure gives an idea of the potential risks the municipality faces in terms of its debt-load.
Debt Service Costs/Charge	Annual principal and interest payments on contracted debt.
Deficit	An excess of expenditure over revenue. A loss in business operations.
Development Charges (DC)	Fees collected from developers at the time a building permit to help pay for the cost of infrastructure required to provide municipal services to new development, such as roads, transit, water and sewer infrastructure, community centres and fire and police facilities.
Development Charges Act, 1997	Enables municipalities in the province to enact by-laws to impose development charges against lands to be developed to pay for growth-related capital costs for municipal services such as roads, water, wastewater, public works, recreation, police and fire protection.
Discretionary	Funds that are to be spent at the discretion of Council without any conditions or obligations.
Dividend	A sum of money paid regularly (typically quarterly) by a company to its shareholders out of its profits (or reserves).
End of Mortgage (EOM)	When an organization's mortgage is completely paid.
Financial Plan	A plan that identifies the revenue sources and the proposed expenditures to be incurred to meet the outlined objectives.
Full Time Equivalents (FTE)	A statistic used to compare staffing levels between departments or organizations and is calculated by dividing the total number of hours one full- time staff member is scheduled to work in a year.
General Issue Committee (GIC)	Standing committee of Council established to deliberate general issues for the City.
Hamilton Food Share (HFS)	Hamilton's emergency food shipping & receiving hub and the systems coordinator for the emergency food network comprised of 23 hunger relief programs operating in neighbourhoods across the city.
Housing Accelerator Fund	Funding from the Government of Canada to support municipalities with new and transformational change in building 100,000 new homes in Canada by September 2026.

Glossary of Terms and Acronyms

Term	Description
Inflation	A fundamental economic concept characterized by a persistent increase in the general price levels of goods and services within an economy. Over time the purchasing power of money diminishes as the cost of living rises.
Infrastructure	The basic physical and organizational structures and facilities (i.e. buildings, roads, power supplies) needed for the operation of a society or enterprise.
Infrastructure for Jobs and Prosperity Act, 2015 (Bill 6)	Provides the planning framework for delivery of \$130 Billion of infrastructure projects across the province over the next 10 years.
Investing in Canada Infrastructure Program (ICIP)	A Canadian government funding program created to support long-term economic growth and shape sustainable, inclusive communities, all while helping to establish a low-carbon economy.
Levels of Service (LOS)	A term in asset management referring to the quality of a given service.
Levy	The amount of property tax, in dollars, which is paid by the City's taxpayers. To determine the tax levy for a particular property, the property's assessment value is multiplied by the appropriate rate for the property's tax class.
Light Rail Transit (LRT)	A project that will provide frequent and limited stop service along Main West, King Street and Main East; connecting McMaster University to Queenston.
More Homes Built Faster Act, 2022 (Bill 23)	It is part of Ontario's Housing Supply Action Plan and aims to support the province's goal to add 1.5 million new homes in Ontario by 2031.
Multi-Year Budget	A financial plan for several years that outlines planned expenditures and the proposed means of financing these expenditures.
Municipal Act, 2001	Legislation of the province for administering and regulating the activities of municipalities within Ontario.
Net Levy	The total spending required for a municipality to provide its services (as determined by the administration and council) and ultimately feeds into required property tax revenues.

Glossary of Terms and Acronyms

Term	Description
Non-Residential Construction Price Index	A quarterly series measuring the changes in contractors' selling prices of non-residential building construction (i.e. commercial, industrial and institutional).
Ontario Regulation 276/02: <i>Bank Loans</i>	Ontario municipalities may enter into bank loan agreements and interest rate exchange agreements where the limit for such loans is not to exceed 15% of the total outstanding principal of indebtedness of the municipality including the proposed loan.
Ontario Regulation 284/09: <i>Budget Matters-Expenses</i>	A municipality may exclude certain expenses (amortization expenses, post-employment benefit expenses and solid waste landfill closure and post-closure expenses) from the budgeted amounts for which revenue must be raised during this transitory period.
Ontario Regulation 293/02: <i>Minimum Maintenance Standards for Municipal Highways</i>	This Regulation sets out the minimum standards of repair for highways under municipal jurisdiction for the purpose of clause 44 (3) (c) of the Act. O. Reg. 288/03, s. 1.
Ontario Regulation 403/02: <i>Debt and Financial Obligation Limits</i>	Defines the debt and financial obligation limits for municipalities. This limit (Annual Repayment Limit) represents the maximum amount which the municipality has available to commit to payments relating to debt and financial obligations without seeking the approval of the Ontario Land Tribunal.
Ontario Regulation 530/22: <i>Part VI of The Municipal Act, 2001</i>	Identifies municipalities with heads of council that have strong mayor powers and outlines the additional powers given.
Ontario Regulation 588/17: <i>Asset Management Planning for Municipal Infrastructure</i>	The goal of this regulation is to help improve the way municipalities plan for their infrastructure. The regulation builds on the progress municipalities have made while bringing consistency and standardization to asset management plans to help spread best practices throughout the sector and enable the collection of comparable data.
Operating Budget	The budget that provides the various departments with funding for their annual recurring operating costs (i.e. salaries, materials and supplies, contracted services, utilities). Compared to the capital budget, items funded in the operating budget do not give rise to assets that are expected to provide benefits over several years.



Glossary of Terms and Acronyms

Term	Description
Own-Source Revenues	All revenues received by the City, not including Federal and Provincial Grants.
PRESTO	Cashless payment system for transit within the GTA.
Rate Supported Budget	Provides the cost and financing sources to deliver water, wastewater and stormwater programs and services to ratepayers and the capital investment required to maintain infrastructure and support growth. The cost for water, wastewater and stormwater programs are almost entirely funded from user fees and, therefore, do not principally affect municipal property taxes.
Rent-Geared-to-income (RGI)	Helps low- and moderate-income households with housing costs. RGI provides affordable housing to eligible low-income families in subsidized housing and households pay no more than 30 per cent of their income towards rent.
Reserves	A specified amount of funds set aside to meet future or unanticipated expenses.
Standard & Poor's (S&P)	A company well known around the world as a creator of financial market indices, data source, and an issuer of credit ratings for companies and debt obligations.
Strong Mayor Powers	The mayor has the power to appoint and dismiss the Chief Administrative Officer as well as the heads of organizational units. The mayor also has the power to determine the administrative structure of the City and establish committees of Council and appoint chairs and vice-chairs of committees of Council. These powers may all be delegated. There are other powers which cannot be delegated. They include bringing to Council matters, or veto by-laws (if the mayor believes it will advance a prescribed Provincial Priority), preparing the budget and presenting it to Council (subject to Council amendments, a Mayoral veto, and a Council override process) and directing City staff in writing.
Structural Emergency Response Team (SERT)	A team dedicated to structural emergencies, ensuring adherence to road safety with the goal of mitigating traffic-related serious injuries and fatalities.
Surplus	The excess of actual revenue over operating expenditures incurred during a budget period. Surpluses at the end of each year are transferred to the appropriate reserve, based on Council direction.



Glossary of Terms and Acronyms

Term	Description
Tax Rate	A percentage rate that is used to determine the property tax levy to be paid by a particular taxpayer within the City. The rate for a property depends on its tax class, which in turn depends on the type of property (residential, commercial, industrial, etc.). The rate is multiplied by the assessment to provide the tax levy. Tax rates are established by a Council by-law.
Urban Forest Strategy (UFS)	A high-level plan and the roadmap for a sustainable urban forest. It sets the long-term direction for the urban forest for the next 20 years and is supported by a technical report that provides background for the UFS priorities.
User Fees	A charge imposed by the City for the primary purpose of covering the cost of providing a service, directly raising funds from the people who benefit from the particular public good or service being provided.



Glossary of Terms and Acronyms

Acronyms

Acronyms	Description
AEGD	Airport Employment Growth District
AHU	Air Handling Unit
AIP	Ancaster Industrial Park
AM	Asset Management
AMANDA	Automated Management of Document Access
AMP	Asset Management Plan
APS	Administrative Penalty Systems
ARL	Annual Repayment Limit
BIA	Business Improvement Area
CBC	Community Benefit Charge
CCBF	Canada Community Building Fund
CEF	City Enrichment Fund
CHH	CityHousing Hamilton
CLT	Corporate Leadership Team
CMP	Cycling Master Plan
CNG	Compressed Natural Gas
CPTED	Crime Prevention Through Environmental Design
CRM	Customer Relationship Management

Acronyms	Description
CSA	Canadian Standard Association
DC	Development Charge
EAM	Enterprise Asset Management
EOM	End of Mortgage
ES	Engineering Services
EV	Electric Vehicle
F&A	Finance and Administration
FTE	Full Time Equivalents
GIC	General Issue Committee
HAAA	Hamilton Amateur Athletic Association
HBC	Hamilton Business Centre
HFS	Hamilton Food Share
HSIR	Housing Sustainability & Investment Roadmap
HSR	Hamilton Street Railway
ICIP	Investing in Canada Infrastructure Program
IPS	Intersection Pedestrian Signal
IT	Information Technology
LOS	Levels of Service
LRT	Light Rail Transit
MOU	Memorandum of Understanding

Glossary of Terms and Acronyms

Acronyms	Description
MTC	Mountain Transit Centre
MTO	Ministry of Transportation
NPE	Non-Program Expenditure
O&M	Operations and Maintenance
OBC	Ontario Building Code
PED	Planning and Economic Development
PM	Project Manager
POA	Provincial Offences Administration
POS	Point of Sale
PRI	Poverty Reduction Investment
PS	Peoplesoft
PTE	Part Time Employees
PW	Public Works
RGI	Rent-Geared-to-income
RHVP	Red Hill Valley Parkway
RRC	Resource Recovery Centre
S&P	Standard and Poor's
SERT	Structural Emergency Response Team
SLT	Senior Leadership Team
SPM	Senior Project Manager
TMP	Transportation Master Plan

Acronyms	Description
UFS	Urban Forest Strategy
UKG	Ultimate Kronos Group
URHVP	Upper Red Hill Valley Parkway
WIP	Works in Progress