

ADOPTED

**CITY OF HAMILTON
BUDGET AND FINANCING PLAN**

2026



Hamilton



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For the Fiscal Year Beginning

January 01, 2025

Christopher P. Morrill

Executive Director



Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to The City of Hamilton, Ontario, for its budget for the fiscal year beginning January 01, 2025. To receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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Budget and Financing Plan Overview

Executive Summary

The 2026 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 (Water Budget). The proposed tax supported and water budgets were released by Mayor Andrea Horwath on November 10, 2025, and January 20, 2026, respectively. Accompanying staff reports (FCS26001 and FCS25050) provided City Council with additional information to support deliberations during the budget amendment period from November 2025 to February 2026.

On February 19th, 2026, Hamilton City Council considered the 2026 Tax Budget. The 2026 Tax 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, while also balancing affordability. On February 24th, 2026, Mayor Andrea Horwath issued a Mayoral Decision, indicating she would not exercise her veto and the 2026 Tax Budget was deemed adopted.

The adopted \$2.9 billion 2026 Tax Supported Budget resulted in a 3.87%, or \$209, 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 2026 Water Budget, deemed adopted on December 20, 2025, resulted in an average combined rate increase of 7.32% or \$77 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	\$128	2.36%		
Police	\$55	1.03%		
Other Boards and Agencies	\$11	0.20%		
Infrastructure	\$15	0.28%		
Water, Wastewater, Stormwater			\$77	7.32%
Average Residential Impact	\$209	3.87%	\$77	7.32%

Note: Based on average household assessment of \$387,100 and water consumption of 200 cubic meters.



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Municipalities are facing increasingly complex challenges, such as, tackling homelessness and climate change. Barring a more progressive Provincial-Municipal fiscal framework, these challenges combined with frequent legislative changes impact the City's ability to deliver services and invest in infrastructure, in an affordable way. The 2026 Tax Budget addresses these challenges while taking into consideration affordability for taxpayers and citizens.

Municipal governments face a balancing act in maintaining and expanding services in a way that is fiscally sustainable. The need for funding, including added property tax funding, may come from the requirement to maintain and replace aging infrastructure, as well as, from the need to service growth areas. In alignment with the Mayoral Directive to Staff (MDI-2025-01), the 2026 budget achieved the "Hold the Line" maximum tax increase target of 4.25%.

The 2026 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 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 2026 Budget and Financing Plan include:

- Infrastructure Enhancement
- Public Health and Safety
- Economic Stability/Development
- Responding to the Housing Crisis
- Advancing Customer Experience and Transparency
- Building Better

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. Through the 2025 Budgets, multi-year financing strategies were approved to respond to a variety of issues, in response to the economic conditions and addressing tax competitiveness and affordability concerns. The 2026 Budget and Financing Plan continues to balance the need to advance priority investments with affordability over a four-year period (2026 to 2029).

On Sunday, February 25, 2024, the City experienced a cybersecurity incident that resulted in the disabling of a majority of the City's Information Technology Systems and Infrastructure. The City is committed to making thoughtful, intentional and incremental improvements aimed at achieving a state superior to that before the

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incident. Informed by the external experts, the full recovery process is expected to extend over many months. As a result, the annual financial statements for 2024 have not been completed and are not available for presentation in this document. The latest fiscal year data for 2023 has been used for comparative purposes throughout the document.

Budget Process

The process for the 2026 Tax Budget was amended in accordance with the Mayoral Directive to Staff (MDI-2025-01), 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 (water) budgets into two annual budgets (Rate Supported (Water) Budget and a Tax Supported Budget).

For the 2026 budget, the City of Hamilton launched a series of budget engagement opportunities between September 15 to October 10, 2025 to hear directly from residents on what matters most to them.

Over this time, residents could participate in several ways:

- In-person Budget Engagement sessions;
- Virtual Engagement session;
- 2026 Budget Survey;
- Online participation using the Engage Hamilton platform; and
- A virtual budget simulator named “Balancing Act”.

In total, over 1,350 contributions were shared through a combination of in-person, virtual, online and survey engagement activities. Budget Survey results were shared with the General Issues Committee (GIC) through Report CM25012 on November 12, 2025.

On October 7, 2025, the Mayor pursuant to Subsection 284.16 of the *Municipal Act, 2001* and Section 7 of O. Regulation 530/22, directed the City Manager and City Treasurer under Mayoral Directive MDI 2025-01 to prepare the 2026 Budgets (Water and Tax Supported) for consideration by City Council, with certain directions.

As the Mayor’s directive allows for the budget to be presented in two parts and separately (Water Budget and Tax Supported

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Budget), the legislated timelines outlined below will apply and run based on the dates that they are each presented.

Section 284.16 of the *Municipal Act, 2001* and O. Reg. 530/22 sets out the process for the preparation of a proposed budget by the Mayor, the provision of the budget to each Member of Council for its consideration, for amendments to the budget by resolution of Council, for the veto of resolutions respecting amendments to the budget by the Mayor, for the override of a Mayoral veto by Council, and for the deemed adoption of the budget. In particular, the Mayor must prepare and provide a proposed budget to Council for its consideration by February 1. Council then has 30 calendar days to pass a resolution making amendment(s) to that budget. Council can approve a shorter amendment period if it chooses to do so.

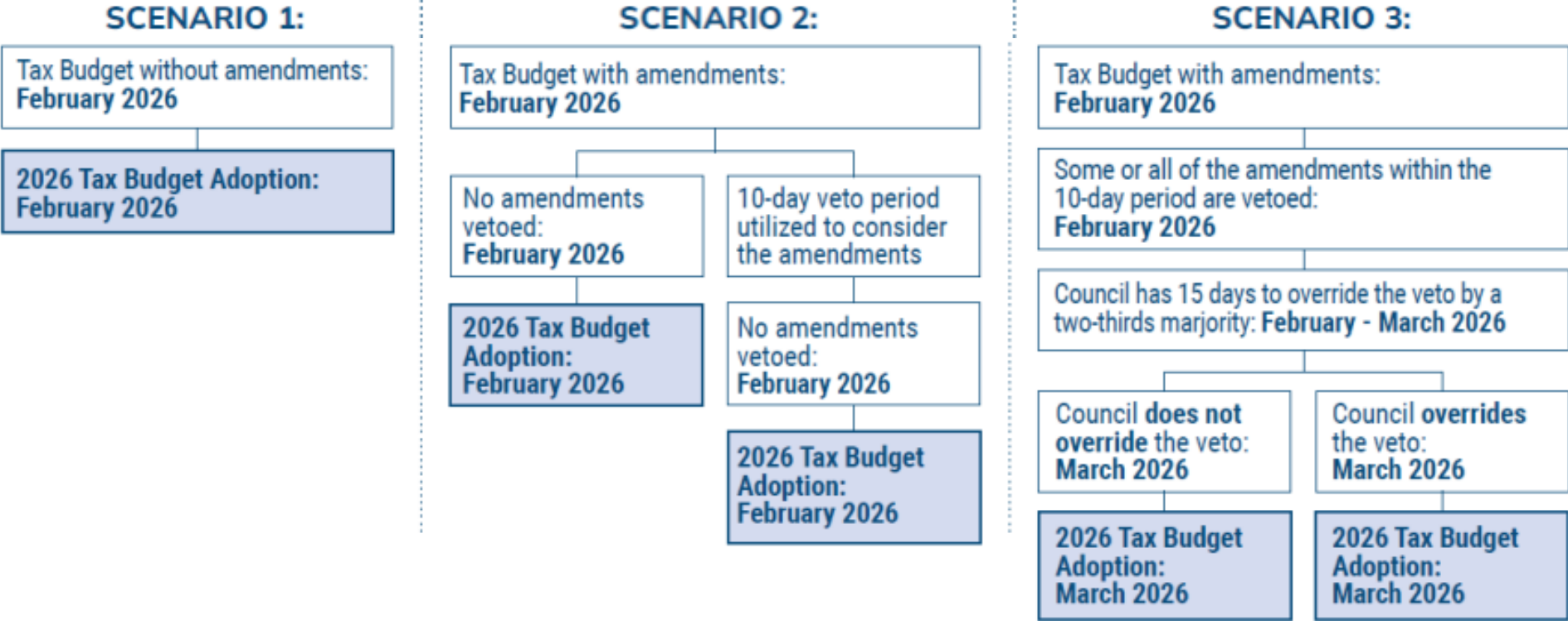
If no resolution is made by Council, the budget is deemed to be adopted. If a resolution is passed, the Mayor has 10 calendar days following the expiration of the amendment period to veto any budget amendments passed by Council. The Mayor can approve a shorter veto period if they choose to do so. If the Mayor does not veto any amendments, the budget is deemed to be adopted. If the Mayor vetoes any amendments, then within 15 days after the expiry of the veto period, Council may seek to override the veto by a two-thirds majority. If Council does not exercise an override of the Mayor's veto, the proposed budget is deemed adopted.

Figure 1 summarizes the 2026 Budget Schedule Consideration Timeline:



Budget and Financing Plan Overview

FIGURE 1
2026 Tax Supported Budget Consideration Timeline



Budget and Financing Plan Overview

The 2026 budget process incorporates the following major deliverables:

- A. **Tax Operating Budget:** The City's 2026 Tax Budget and 2027-2029 Multi-Year Outlook details the investments required to deliver municipal programs and services and the funding available to the City to support those programs and services.

Included in the City's 2026 Tax Budget are the proposed budgets for City Departments and the proposed budget submissions received from external Boards and Agencies.

The 2026 Tax Budget includes details on service level enhancements, including those defined as either Council Referred Items (budget requests that have been referred to the Mayor for consideration) or Business Cases (investments that have been put forward for consideration).

- B. **Tax Capital Budget:** The City's multi-year capital budget supports the City's planned investment in capital infrastructure and assets. The Tax Capital Budget and Financing Plan details the multi-year financing required to better the state of the City's infrastructure, support growth and economic development and infrastructure investments required to support services in accordance with strategic plans endorsed by Council.

- C. **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 financing strategy of the budget.
- D. **Water Budget:** The City's Operating and Capital Water 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.
- E. The 2026 Tax Budget was prepared in accordance with the Mayoral Directive to Staff and the principles outlined in the 2026 Budget and Financing Plan Outlook Report (FCS25036):
- 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.

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- Reserves are maintained per policy in order to repair / replace infrastructure, fund identified priorities and ensure long-term sustainability.
- Total tax and water 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 adjusted for inflation, or reflective of full cost recovery as permitted under the *Municipal Act, 2001* unless an alternative strategy is approved by Council.

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

2026 Tax Supported Budget and Financing Plan

The 2026 Tax Supported Operating Budget, summarized in Table 2 and Figure 2, represents a gross investment of \$2.9 billion and a net for tax levy requirement of \$1.3 billion, which results in an average residential tax increase of 3.87%. The \$65.9 million increase in the 2026 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.

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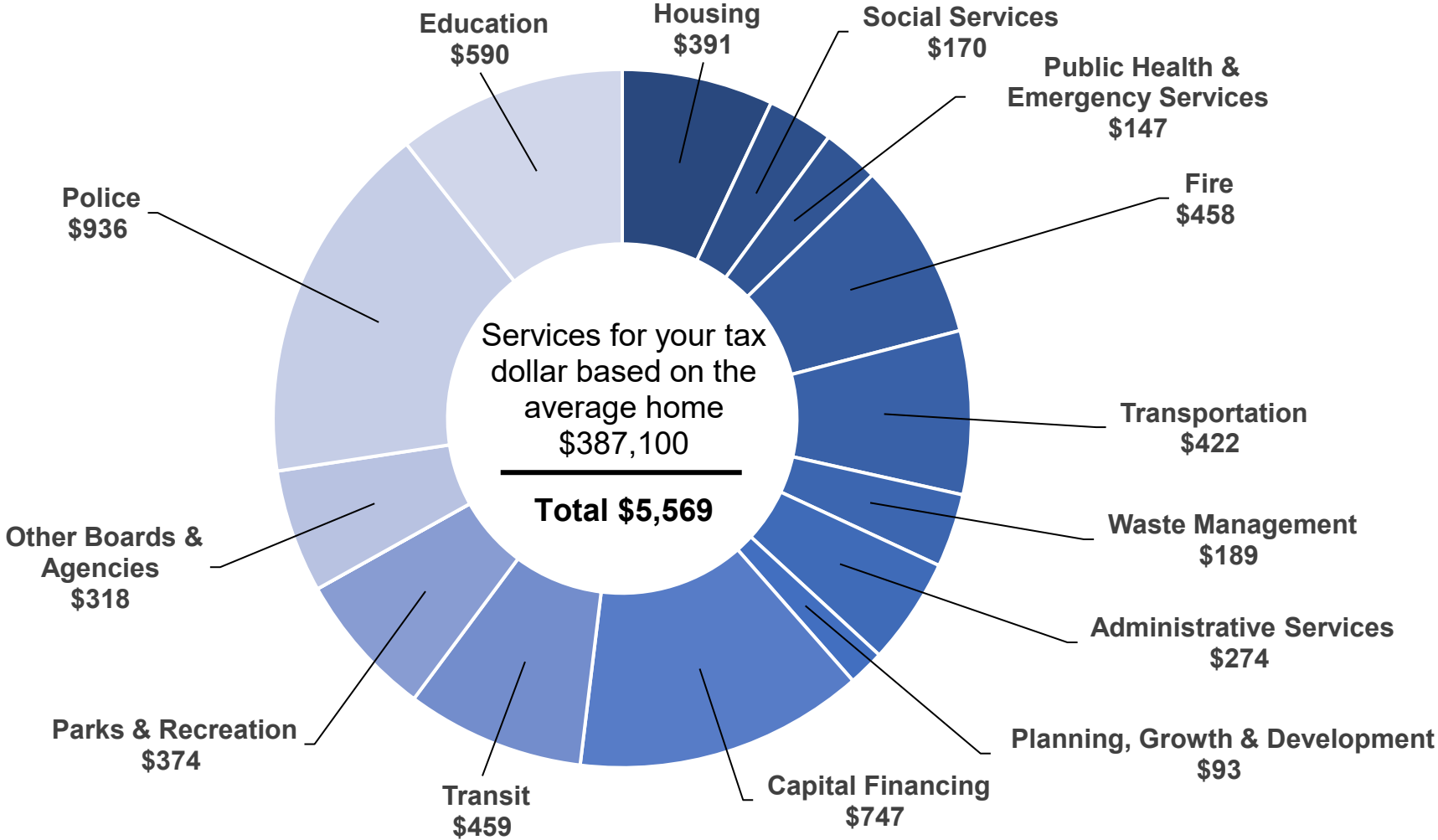
TABLE 2
2026 Tax Supported Operating Budget Summary (\$000's)

(\$000's)	2025		2026							
	Restated Budget	Maintenance	Maintenance vs. Restated		Capital Levy	Strategic Priorities		Total	Total vs. Restated	
						Business Cases	Council Referred			
Planning and Ec. Dev.	38,435	38,025	(409)	-1.1%	-	-	414	38,439	4	0.0%
Healthy and Safe Communities	342,574	350,828	8,254	2.4%	-	-	-	350,828	8,254	2.4%
Public Works	342,742	357,106	14,363	4.2%	-	155	344	357,605	14,862	4.3%
Legislative	7,733	7,923	189	2.4%	-	-	-	7,923	189	2.4%
City Manager	16,877	17,044	167	1.0%	-	-	-	17,044	167	1.0%
Corporate Services	54,899	64,322	9,423	17.2%	-	-	-	64,447	9,548	17.4%
Corporate Financials & Non Program Revenue	(59,720)	(52,881)	6,839	-11.5%	-	-	-	(52,756)	6,964	-11.7%
Total City Expenditures	743,540	782,366	38,826	5.2%	-	155	758	783,529	39,989	5.4%
Hamilton Police Services	223,720	238,958	15,238	6.8%	-	-	-	238,958	15,238	6.8%
Hamilton Police Service Board	1,035	1,936	901	87.1%	-	-	-	1,936	901	87.1%
Hamilton Police Services – 911 Service	5,099	5,285	187	3.7%	-	-	-	5,285	187	3.7%
Other Boards and Agencies	73,238	76,796	3,558	4.9%	-	-	-	76,796	3,558	4.9%
City Enrichment Fund	6,770	6,770	-	0.0%	-	-	-	6,770	-	0.0%
Total Boards and Agencies	309,861	329,744	19,884	6.4%	-	-	-	329,744	19,884	6.4%
Capital Financing	190,486	190,486	-	0.0%	6,001	-	-	196,486	6,001	3.2%
Total Net for Levy	1,243,887	1,302,597	58,710	4.7%	6,001	155	758	1,309,760	65,873	5.3%
Average Residential Tax Impact										
Municipal Net Levy Tax Impact				4.52%						5.07%
Assessment Growth				-1.70%						-1.70%
Reassessment				0.00%						0.00%
Tax Policy				0.50%						0.50%
Education Tax Impact				0.00%						0.00%
Total				3.32%						3.87%



Budget and Financing Plan Overview

FIGURE 2
2026 Distribution of Tax Dollars

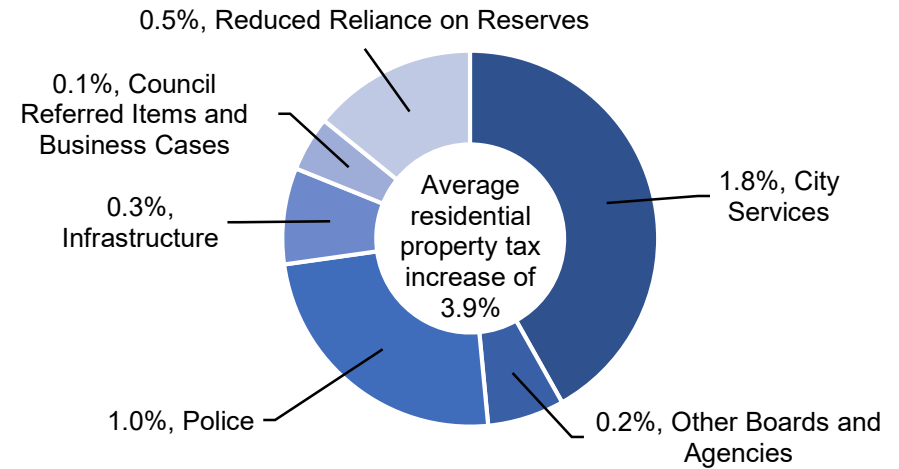


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The 3.87% property tax increase (Figure 3) includes:

- 1.8% (avg. of \$96.13 per household) increase related to the cost of City services.
- 1.0% (avg. of \$55.24 per household) increase related to Hamilton Police Service.
- 0.5% (avg. of \$27.93 per household) increase related to reduced reliance on reserves.
- 0.3% (avg. of \$15.10 per household) increase related to Infrastructure.
- 0.2% (avg. of \$10.57 per household) increase related to other Boards and Agencies.
- 0.1% (avg. of \$3.72 per household) increase related to Council Referred Items and Business Cases.

FIGURE 3
City of Hamilton's 2026 Adopted Budget



Hamilton's 2026 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.

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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 critical investments included in the 2026 Budget that highlight the City's dedication to community well-being:

- Housing and Homelessness Initiatives
 - The 2026 Tax Budget includes a total investment of \$209 million in housing and homelessness programs. These investments will increase access to affordable and social housing, shelters and encampment supports, and much needed tenant support programs to keep people housed.
- Infrastructure and Transit Enhancements
 - A \$622 million investment in infrastructure, including \$127 million for transportation network assets and \$116 million for transit, to support Hamilton's growth and development.
- Public Safety, Emergency and Community Services
 - \$10 million investment to construct a new Paramedic Central Reporting Station to provide high-quality care across the City.
 - \$17 million for a new Fire and Police Station in Waterdown to support public safety.
 - \$21 million investment to expand Macassa Lodge, adding 20 new Long-term Care beds and redeveloping 44 existing ones.

- Cybersecurity and Resiliency
 - Investing \$50 million in technology projects and strategies to help rebuild a better and stronger City which was impacted from the cybersecurity incident

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.

2026 Budget for City Services

City Departments undertook a comprehensive line by line review of their 2026 budgets to identify cost-saving or revenue generation opportunities. The 2026 Tax Supported Operating Budget incorporates roughly \$24.7 million in savings derived from this exercise. These actions include adjusting budgets to reflect current cost realities, such as, reduced fuel expenses due to pricing and carbon tax changes. Departments also examined resourcing requirements and implemented selective reductions to align with the Mayor's Directive.

The mitigation measures have reduced the 2026 City departmental gross operating expenditures increase to 1.3% year-over-year compared to the approved 2025 budget. At the same time, despite efforts to limit gross operating expenditures, the City is projecting a

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0.5% increase in non-property tax revenues generated from City services.

The total City expenditure net levy increase from 2025 to the 2026 Tax Budget is \$40.0 million. The major cost drivers of the budget increase are summarized in Table 3. The \$40.0 million increase is inclusive of the net levy impact of Council Referred Items and Business Cases of \$0.9 million.

TABLE 3
City Departments Budget Drivers – by Cost Category

(\$000's)	2025	2026	Change	
	Restated Budget	Proposed Tax Budget	\$	%
Employee Related Cost	771,268	809,504	38,236	5.0%
Agencies & Support	498,153	501,767	3,614	0.7%
Payments	129,865	134,173	4,308	3.3%
Contractual	59,242	74,683	15,441	26.1%
Material & Supply	52,851	50,075	(2,776)	-5.3%
Financial	48,730	43,647	(5,083)	-10.4%
Vehicle Expenses	46,661	49,382	2,721	5.8%
Building & Ground	32,588	29,382	(3,206)	-9.8%
Reserves/Recoveries	13,382	12,342	(1,041)	-7.8%
Capital Financing	1,521	1,315	(206)	-13.5%
Consulting	5	5	0	0.0%
Capital Expenditures				
Total Expenditures	1,654,266	1,706,273	52,007	3.1%
Grants & Subsidies	(505,858)	(505,249)	609	-0.1%
Fees & General	(244,069)	(247,787)	(3,718)	1.5%
Reserves	(64,942)	(70,990)	(6,048)	9.3%
Recoveries from Capital	(43,937)	(45,565)	(1,628)	3.7%
Tax & Rates	(34,971)	(35,046)	(75)	0.2%
Cost Allocations	(10,180)	(11,338)	(1,158)	11.4%
Total Revenues	(903,957)	(915,975)	(12,018)	1.3%
Net Levy	750,310	790,299	39,989	5.3%

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2026 Strategic Priorities for City Services

On July 14, 2023, City Council set its priorities and outcomes for this term of Council (2022 to 2026). Through 2025, Council has referred several potential investments for consideration as part of the 2026 Tax Budget. These items are termed “Council Referred Items”.

Items that have been referred to the budget process represent a total gross investment represent a total gross investment of \$6.8 million, no net new full-time equivalent positions (FTE) in the 2026 budget and an annualized gross investment of \$12.7 million. These investments have a net tax levy impact of \$0.8 million in 2026 and

subsequent years. The residential tax impact of Council Referred Items in 2026 and subsequent years is 0.1%. Business Cases (items put forward by staff) represent a total gross investment of \$1.8 million and 14.00 FTE in the 2026 budget and an annualized gross investment of \$2.0 million. These investments have a net levy impact of \$0.2 million in 2026 and subsequent years.

Table 4 provides a consolidated summary of approved investments by Council priority. Additionally, Council Referred Items and Business Cases:

TABLE 4
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	\$ -	\$ -	\$ 1,965	\$ 758	\$ 1,965	\$ 758
Safe & Thriving Neighbourhoods	\$ 143	\$ -	\$ 10,746	\$ -	\$ 10,889	\$ -
Responsiveness & Transparency	\$ 1,868	\$ 155	\$ -	\$ -	\$ 1,868	\$ 155
TOTAL	\$ 2,010	\$ 155	\$ 12,711	\$ 758	\$ 14,721	\$ 913

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2026 Capital Levy

The gross capital investment in the 2026 budget is \$621.7 million. To support the investment, the Capital Financing Plan incorporates a \$6.0 million increase to the Capital Levy, or a 0.48% increase to the net for tax levy. The increase in the Capital Levy is broken down as follows:

- \$6.8 M, or 0.55%, reduction for year three of a ten-year transitional plan to address the \$94.7 M annual infrastructure funding gap for transportation assets that was identified in the Transportation Asset Management Plan; and,
- \$9.5 M, or a 0.76% reduction for year two of a 25-year transitional plan to address the \$187.0 M annual infrastructure funding gap for non-core assets that were identified in the various Non-Core Asset Management Plan; and,
- \$3.6 M, or 0.29%, for year three of a four-year phase-in strategy to address statutory DC exemptions resulting from the More Homes Built Faster Act, 2022 (Bill 23).
- \$2.3 M, or 0.18%, to fund statutory DC exemptions
- \$2.2 M, or 0.17%, to fund discretionary DC exemptions
- \$0.6 M, or 0.05%, concerning a 2025 WIP Surplus
- \$13.6 M, or 1.10%, for servicing requirements of new debt for various capital projects.

In addition to the Capital Levy increase, the 2026 Capital Financing Plan relies on approximately \$35.1 million in 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 2026 Tax Supported Capital Budget and 2027-2035 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. The primary elements of the multi-year Capital Financing Plan include:

- A. Increases to the Capital Levy in 2027 – 2035 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 \$94.7 million annual funding gap for transportation assets and \$187.0 million annual funding gap for non-core assets;
- 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

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as the proportion of debt repayments to City own-source revenues;

- 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 by the rate of inflation (Consumer Price Index of 2.3%). 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;
- E. The Capital Financing Plan includes a strategy to address the \$43 million funding shortfall in discretionary DC exemptions;
- F. The Capital Financing Plan has prioritized funding for growth and development, such as the Waterdown Pool and Recreation Centre, Waterdown Fire and Police Station and

Binbrook / Glanbrook Recreation Centre. These will provide both economic and socio-economic advantages to businesses and residents; and,

- G. The Capital Financing Plan advances key priorities of the 2022 to 2026 Council Priorities through investment in strategic initiatives including Transportation, Transit, Housing and Homelessness, Parkland Development, Integrated Growth and Development and others.

Table 5 provides a summary of the Capital Levy increases required to support the 2026 Tax Supported Capital Budget, as well as the multi-year investments for 2027 through 2029.

TABLE 5
Tax Supported Capital Financing Plan 2026-2029

	2026	2027	2028	2029
Total Levy Impact	0.48%	2.08%	1.59%	1.36%

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 2026 capital projects is \$15.7 million and 77.86 FTE positions. The operating impacts are detailed in the “Tax Supported Budget and Financing Plan Schedules” section.

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Table 6 provides a summary of the historical Capital Levy increases over the past four years in comparison to the approved increase for 2026.

TABLE 6
Historical Capital Levy Increases

	2022	2023	2024	2025	2026
Total Levy Impact	0.65%	0.92%	1.23%	2.54%	0.48%

2026 Tax Supported Capital Budget

The 2026 Tax Supported Capital Budget is a gross investment of \$621.7 million and is detailed in the “Tax Supported Budget and Financing Plan Schedules” section. Table 7 summarizes the 2026 Tax Supported Capital Budget by program area and compares it to the previous year’s approved capital program. The 2026 capital budget incorporates a 0.48% net levy increase (\$6.0 million) dedicated to the Capital Levy. The \$6.0 million increase in the Capital Levy represents an average residential tax impact of 0.28%, or approximately \$15 for the average household assessed at \$387 thousand.



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TABLE 7
Tax Supported Capital Budget

(\$000's)	2025		2026		Difference	
	CAPITAL PROGRAM		CAPITAL PROGRAM			
	GROSS	NET	GROSS	NET	GROSS	NET
Proposed Program Funding						
Corporate Facilities & Energy Management	37,474	39,103	60,937	44,348	23,463	5,245
Corporate Asset Management	19,302	0	15,669	0	(3,633)	0
Environmental Services	51,329	9,991	49,558	3,095	(1,770)	(6,896)
Waste Management	3,980	2,984	7,340	3,203	3,360	219
Transit Services	4,840	395	74,935	11,704	70,095	11,309
Transit Services (ICIP PW19083/FCS18048(a))	106,013	45,778	41,399	41,099	(64,615)	(4,679)
Roads / Bridges / Sidewalk / Street Lighting / Traffic	189,896	98,258	126,844	98,068	(63,053)	(190)
West Harbour & Waterfront Initiatives	1,050	1,050	388	388	(662)	(662)
Healthy and Safe Communities- Other	275	275	0	0		
Housing Services	4,478	4,478	19,896	4,581	15,418	103
Fire / Paramedics	87,776	10,471	36,724	11,590	(51,052)	1,118
Corporate Services / City Manager	53,165	37,237	55,345	52,134	2,180	14,896
Area Rating	900	0	900	0	0	0
Planning & Economic Development	27,636	16,270	48,884	13,261	21,248	(3,010)
Tourism & Culture	2,954	2,881	4,025	3,188	1,071	307
Total Program Funding	591,069	269,172	542,843	286,658	(48,226)	17,486
Other Major Projects						
Parkland Acquisition	2,530	2,530	2,588	2,588	58	58
DC Exemptions	38,778	38,778	40,151	36,651	1,373	(2,127)
Climate Change Action Plan	2,500	2,500	2,500	2,497	0	(3)
Total Other Major Projects	43,808	43,808	45,239	41,736	1,431	(2,072)
Total Before Special Levies and Boards	634,877	312,980	588,082	328,394	(46,795)	15,414
Special Levies & Boards						
Board of Health	0	0	135	135	135	135
CityHousing	844	844	863	863	19	19
Police Services	17,118	16,400	27,144	5,725	10,026	(10,675)
Hamilton Public Library	49	0	3,150	550	3,101	550
Beach Rescue	132	0	315	0	183	0



Budget and Financing Plan Overview

(\$000's)	2025 CAPITAL PROGRAM		2026 CAPITAL PROGRAM		Difference	
	GROSS	NET	GROSS	NET	GROSS	NET
	Hamilton Conservation Authority	2,000	2,000	2,000	2,000	0
Total Special Levies & Boards	20,143	19,244	33,607	9,273	13,464	(9,971)
Total Funded Projects	655,020	332,224	621,689	337,667	(33,331)	5,443



Budget and Financing Plan Overview

The increase in capital year-over-year is driven by the additional investments in Asset Management for both Transportation and Non-Core Assets, as well as investments in the Cybersecurity Strategy and the Macassa Lodge B-Wing Expansion.

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 0.48%, or \$6.0 million, in 2026 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, development charge exemptions and annual requirements for debt financing.

Table 8 illustrates the distribution of the proposed Capital Levy of \$183.1 million between annual debt servicing costs and “dollar-for-dollar” capital reinvestment.

TABLE 8
Capital Budget Impact on Operating Budget

	(\$000's)			
	2025	2026	CHANGE	
	FINAL	PROPOSED	\$	%
Debt Charges	47,468	49,866	2,397	5.1
Transfer from Operating	137,997	133,192	(4,805)	(3.5)
Total Tax Supported Capital Levy	185,465	183,058	(2,408)	(1.3)

Figure 4 and Figure 5 illustrate the proposed 2026 capital funding sources and the corresponding recommended allocation across City programs and services.



Budget and Financing Plan Overview

FIGURE 4

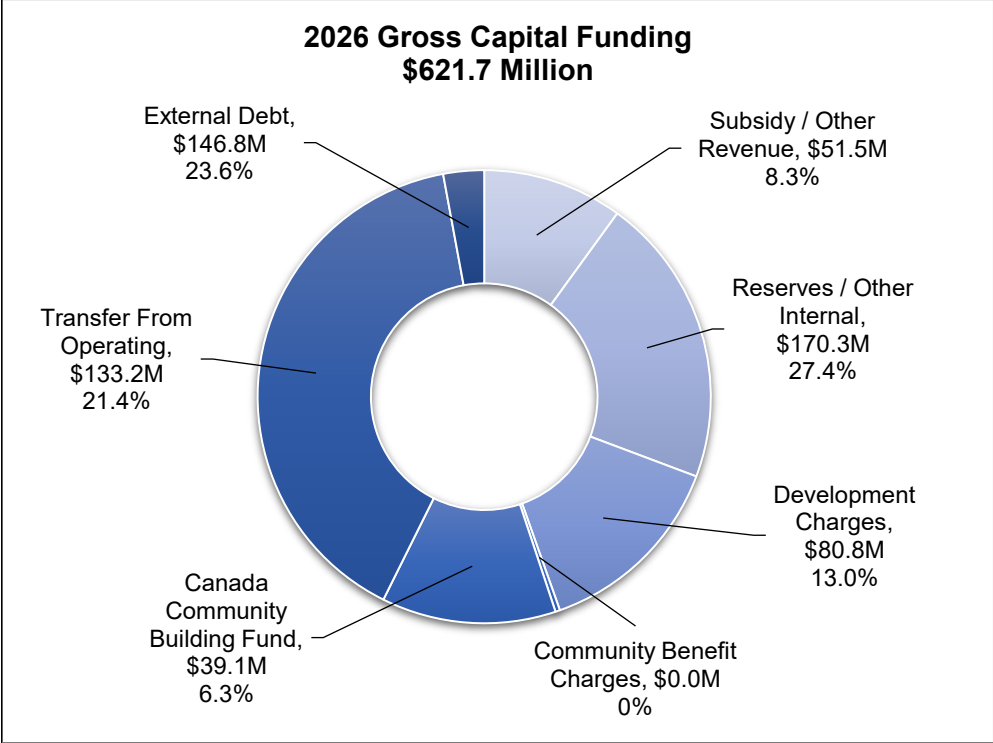
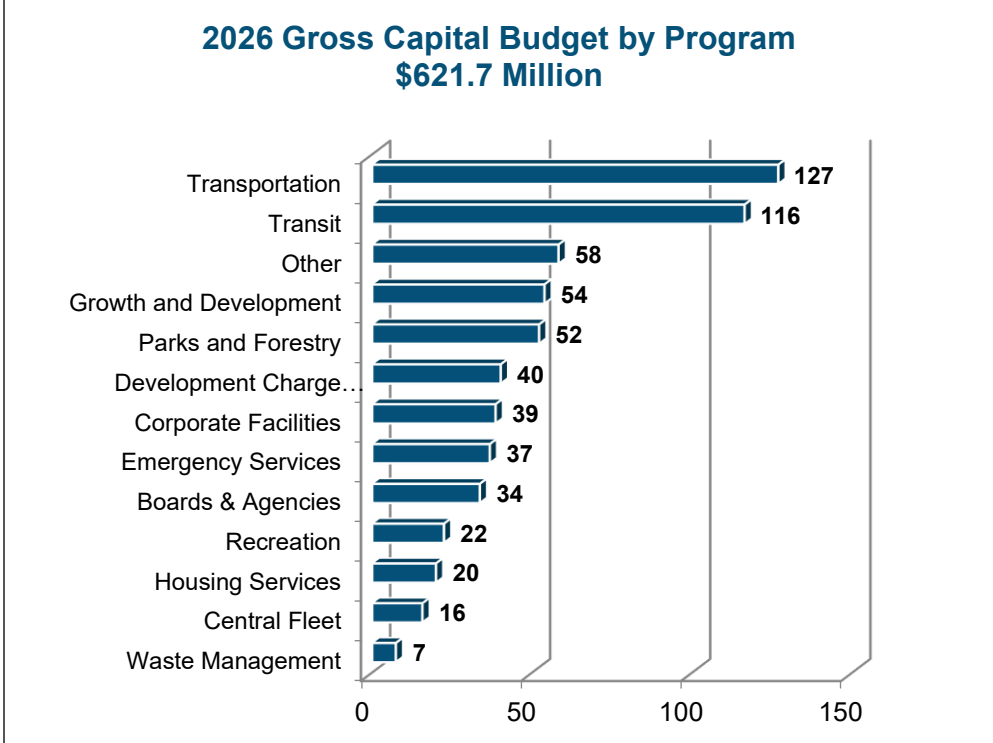


FIGURE 5



Budget and Financing Plan Overview

2026 to 2029 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 2027 to 2029 is located in the "Tax Supported Budget and Financing Plan Schedules" section, which has been approved in principle by City Council.

During the 2025 Tax Supported Operating Budget process, staff prepared a 2026 to 2029 Multi-year Outlook based on assumptions and known increases. The initial Outlook for 2026 was a projected levy increase of \$126.2 million and an 8.5% tax increase. An updated outlook for 2026 was provided to Council through Report FCS25036 in September 2025, which had forecasted an 8.9% residential tax impact.

The 2026 Staff Proposed Budget was published on December 12, 2025.

In response to affordability challenges, departments applied disciplined budget reviews, aligned spending to Council priorities, and implemented a range of mitigation measures. The proposed tax levy was reduced by \$45.2 million, equivalent to a 3.4% residential tax impact.

After the publishing of the Staff Proposed 2026 Budget on December 12, 2025, further amendments were incorporated into the 2026 Proposed Tax Budget that further reduced the budget by \$15.8 million, or a 1.2% residential tax impact.

The 2026 Proposed Tax Budget was submitted for Council's consideration on January 20, 2026, through the Mayor's Memorandum with a levy increase of \$70.9 million and a 4.25% tax increase.

The major factors in arriving at the proposed net for levy increase of \$70.8 million (tax impact of 4.25%) in comparison to the forecast in September (tax impact of 8.9%) are as follows:

- A modified capital financing plan, utilizing surpluses in capital and 2025 forecast yearend surplus, that enables greater investment through a lesser capital levy increase (0.92% versus 3.37%)
- A revised financing approach that supports affordability by:
 - Leveraging surpluses from capital projects

Budget and Financing Plan Overview

- Phasing capital investments over multiple years without jeopardizing completion or operationally required delivery dates
- Prudent utilization of debt and reserves
- Deferring the repayment of loans from the Hamilton Future Fund for 2026
- Alignment of operating costs in support of new capital with operational requirements
- A line by line review and right sizing of departmental budgets including business cases

Through budget deliberations by City Council, the proposed budget was reduced by an additional \$5.0 million landing at the approved net levy increase of \$65.9 million, or 3.87%. The initial outlook for 2027 and 2028 prepared during the 2025 budget process resulted in projected tax increases of 4.3% in 2027 and 4.6% in 2028, respectively. 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, amendments approved by Council in 2026 with multi-year impacts and the multi-year reserve financing strategy proposed through Report FCS25004. Table 9 shows the updated projected levy and tax increases for the 2027 to 2029 period.



Budget and Financing Plan Overview

TABLE 9
2026 to 2029 Tax Supported Budget Multi-Year Outlook (\$000's)

DEPARTMENT	2025 Restated Budget	2026 Budget	%	2027 Outlook	%	2028 Outlook	%	2029 Outlook	%
Planning & Economic Development	38,435	38,439	0.0%	40,845	6.3%	42,849	4.9%	43,958	2.6%
Healthy and Safe Communities	342,574	350,828	2.4%	386,517	10.2%	408,481	5.7%	428,303	4.9%
Public Works	342,742	357,605	4.3%	386,879	8.2%	414,091	7.0%	437,774	5.7%
Legislative	7,733	7,923	2.4%	8,165	3.1%	8,422	3.1%	8,687	3.1%
City Manager	16,877	17,044	1.0%	17,471	2.5%	18,043	3.3%	18,642	3.3%
Corporate Services	54,899	64,447	17.4%	67,953	5.4%	70,647	4.0%	73,256	3.7%
Corporate Financials / Non-Program Rev.	(59,720)	(52,756)	-11.7%	2,203	104.2%	12,276	457.3%	324	-97.4%
City Departments	743,540	783,529	5.4%	910,032	16.1%	974,809	7.1%	1,010,944	3.7%
Hamilton Police Service	229,853	246,179	7.1%	274,867	11.7%	287,958	4.8%	305,681	6.2%
Other Boards & Agencies	73,238	76,796	4.9%	71,292	-7.2%	75,566	6.0%	80,053	5.9%
City Enrichment Fund	6,770	6,770	0.0%	7,433	9.8%	8,096	8.9%	8,811	8.8%
Boards & Agencies	309,861	329,744	6.4%	353,592	7.2%	371,620	5.1%	394,545	6.2%
Capital Financing	190,486	196,486	3.2%	254,356	29.5%	261,465	2.8%	278,109	6.4%
Total Net for Levy	1,243,887	1,309,760	5.3%	1,517,980	15.9%	1,607,894	5.9%	1,683,599	4.7%

AVERAGE RESIDENTIAL TAX IMPACT	2026	2027	2028	2029
Municipal Net Levy Tax Impact	5.1%	16.0%	6.9%	5.8%
Assessment Growth	-1.7%	-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	3.9%	16.7%	7.6%	6.5%



Budget and Financing Plan Overview

Capital Financing Plan 2026-2035

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 10 illustrates a four-year snapshot of the Capital Financing Plan.

This Plan consists of a 10-year phased investment to address the \$94.7 million annual funding gap identified in the Transportation Asset Management Plan spanning 2027 to 2035, as well as a 25-year phased investment to address the \$187.0 million annual funding gap identified for non-core assets. Additionally, discretionary capital blocks are increased by an inflation factor over the 10-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.

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.



Budget and Financing Plan Overview

TABLE 10
Discretionary Tax Supported Net Capital Forecast for 2026 – 2029

Capital Financing Plan (Net) (\$000's)	2025 Final	2026 Approved	2027 Forecast	2028 Forecast	2029 Forecast
Sustainable Funding Sources					
Contribution from Operating	130,968	133,192	183,232	195,985	212,833
HUC/Alectra Dividends	2,300	2,300	2,300	2,300	2,300
Investment Reserve Funding	5,000	3,000	3,000	3,000	3,000
Future Fund	-	1,337	-	-	-
Canada Community Building Fund (CCBF)	41,972	39,065	38,784	38,784	40,336
Total Sustainable Funding Sources	180,239	178,894	227,316	240,069	258,469
Non-Sustainable Funding Sources					
Unallocated / Other Capital Reserve	21,641	-	-	-	-
Capital Financing Surplus	9,000	5,900	6,500	6,500	9,000
Housing Accelerator Fund	6,063	6,063	-	-	-
Total Non-Sustainable Funding Sources	36,704	11,963	6,500	6,500	9,000
New External Debt (Principal)					
West Harbour & Waterfront Initiatives	-	-	4,000	30,000	-
ICIP Transit - 10 Yr Term	-	-	-	-	-
ICIP Transit - 15 Yr Term	-	8,004	410	1,471	-
Hamilton Paramedic Service Master Plan (Central Station)	-	10,059	10,059	-	-
Transit Maintenance & Storage Facility	41,099	37,000	-	-	-
Main Street Upgrades	-	13,000	13,000	-	-
Macassa Lodge B Wing Expansion	21,148	21,148	-	-	-
Additions to the new Waterdown Fire and Police Station	22,551	-	-	-	-
Confidential Settlement	4,300	-	-	-	-
Build Better and Stronger	22,975	46,742	7,178	-	-
Summer's Lane Structural Slab and Expansion Joint Repairs	1,325	2,948	-	-	-
Stadium Technology Infrastructure Replacement	-	3,809	-	-	-
Confidential - RE2301	-	4,100	-	-	-
General Debt	-	-	20,000	60,000	5,000
Total New External Debt (Principal)	113,398	146,810	54,646	91,471	5,000
Total Funding (Net)	330,341	337,667	288,463	338,040	272,469



Budget and Financing Plan Overview

Net Capital Funding (Block Funding) (\$000's)	2025	2026	2027	2028	2029
	Final	Approved	Forecast	Forecast	Forecast
Corporate Services	-	150	158	162	165
Information Technology	3,613	2,500	1,697	1,775	1,854
Corporate Facilities	8,075	11,648	8,792	9,248	9,708
Cultural Facilities	2,710	2,718	3,456	3,711	3,968
DC exemptions	36,278	33,651	41,096	38,656	29,471
Commercial Districts and Small Business	3,728	1,900	3,894	3,976	4,059
Economic Development Initiatives	3,440	1,077	4,058	4,269	4,481
Corporate Facilities Security Program	800	776	800	800	800
Fire / Paramedic Services	1,999	1,531	3,316	3,975	4,634
Forestry & Horticulture	2,272	1,327	2,387	2,443	2,501
Housing Services	4,478	4,581	4,677	4,775	4,876
Long Term Care Facilities	894	989	1,129	1,246	1,364
Park Development (New/Expansion)	5,779	565	7,265	8,006	8,750
Park's Operations	1,940	1,202	2,106	2,188	2,271
Parkland Acquisition	2,530	2,588	2,588	2,655	2,723
Planning / Development	4,748	8,114	2,229	234	238
Recreation Facilities	3,907	9,787	10,366	11,454	12,546
Transportation Network	94,380	87,597	120,874	132,156	143,477
Block Funding Total	181,571	172,701	220,888	231,730	237,885
Net Capital Funding (Corporate Initiatives)					
Additions to the new Waterdown Fire and Police Station	22,551				
Climate Change Action Plan	2,500	2,497	2,500	2,500	2,500
Build Better and Stronger	38,825	49,484	7,180	-	-
DC Exemptions Beyond Block	2,500	3,000	3,500	5,750	5,750
Hamilton Paramedic Service Master Plan (Central Station)	-	10,059	10,059	-	-
Macassa Lodge B Wing Expansion	21,148	21,148	-	-	-
Main Street Upgrades	1,300	13,110	13,090	-	-
Confidential Settlement	4,300				
Transit & ICIP Master Plan	46,173	52,803	5,759	6,288	6,892
Transformation Office (CMO)		-	1,000	1,000	1,000
Waste Management Master Plan	2,984	3,203	8,651	46,765	3,819
West Harbour & Waterfront Initiatives	1,050	388	4,674	30,240	1,412
Corporate Initiatives Total	143,331	155,692	56,413	92,543	21,373
Total Block & Major Capital	324,902	328,394	277,301	324,273	259,258



Budget and Financing Plan Overview

Net Capital Funding (Boards & Agencies) (\$000's)	2025 Final	2026 Approved	2027 Forecast	2028 Forecast	2029 Forecast
Boards & Agencies					
Board of Health	275	135	308	324	341
CityHousing Hamilton	843	863	879	900	918
Hamilton Conservation Authority	2,000	2,000	150	150	150
Library	-	550	2,160	1,700	-
Police Services	2,321	5,725	5,845	5,968	6,093
Boards & Agencies Total	5,440	9,273	9,342	9,042	7,502
Total Expenditures (Net)	330,341	337,667	286,643	333,315	266,760



Budget and Financing Plan Overview

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).

In between late 2023 and mid-2024, City Council approved various Non-Core Asset Management Plans (Report PW23073, PW23073(a) and PW23073(b)). Combined, these reports have identified a total annual funding gap of \$187.0 million for all non-core assets. To provide for the annual funding required for asset renewal, the Capital Levy was increased to 0.32% beginning in 2025 and annually at 0.65% until 2050 for a 25-year strategy. This annual Capital Levy funding increase was removed for 2026 as the City balances the need for infrastructure investment with affordability for residents.

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.

On June 11, 2025, Council approved the 2025 Proposed Levels of Service Asset Management Plan and related documentation in compliance with Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure through Report PW25036. The approval of this Report ensured the City of Hamilton met the

regulatory requirement to define proposed levels of service and the associated financial strategy. Report PW25036 identified a 10-year Infrastructure Funding Gap of \$5.2 billion, or \$520 million annually over ten years for all City assets. A large portion of this infrastructure funding gap is due to a backlog of unfunded renewal and maintenance needs which have accumulated over the City's long history.

The 2027 Capital Financing Plan will be updated to reflect the required investments identified through PW25036 in order to achieve Council approved service level standards.

Inflation pressures have been a major theme in budget discussions over the past several years due to a variety of global social and economic factors. Inflationary pressure on capital expenditures relative to the inflationary capacity of the Capital Levy and property tax increases are illustrated in Table 11.

Moving forward, it is imperative that the Capital Financing Plan continues to increase program funding blocks at least at the rate of the inflation 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 funding or new assets for enhancements to existing service level.

Budget and Financing Plan Overview

TABLE 11
Inflationary Pressures on Capital Expenditures

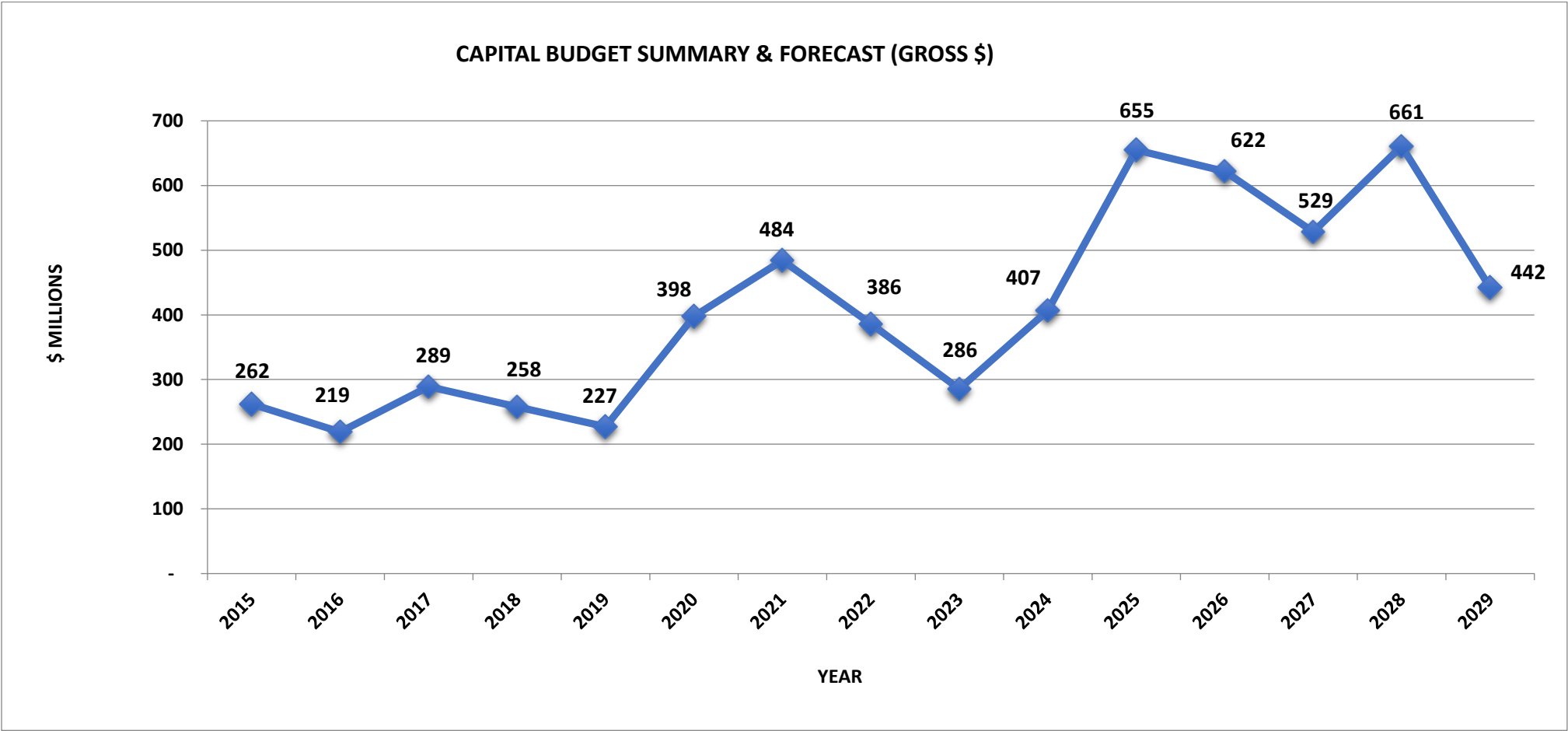
(%)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Non-Residential Building Construction Price Index	2.9	3.2	4.6	3.9	2.6	9.5	16.2	6.6	3.3	5.5
Capital Levy Increase	4.7	3.9	8.8	3.9	6.3	3.0	5.0	6.9	9.1	18.9
Property Tax Increase	1.7	2.1	1.9	2.2	2.9	1.9	2.8	5.8	5.8	5.6



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

2026 Water Supported Budget and Financing Plan

The 2026 Water Budget balances the need to invest in major generational infrastructure projects and 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 \$1,139.15 based on 200 m³ of consumption, representing an increase of 7.32%, or \$77.65 per household, over 2025. Table 12 summarizes the budget changes for the 2026 Water Supported Budget.

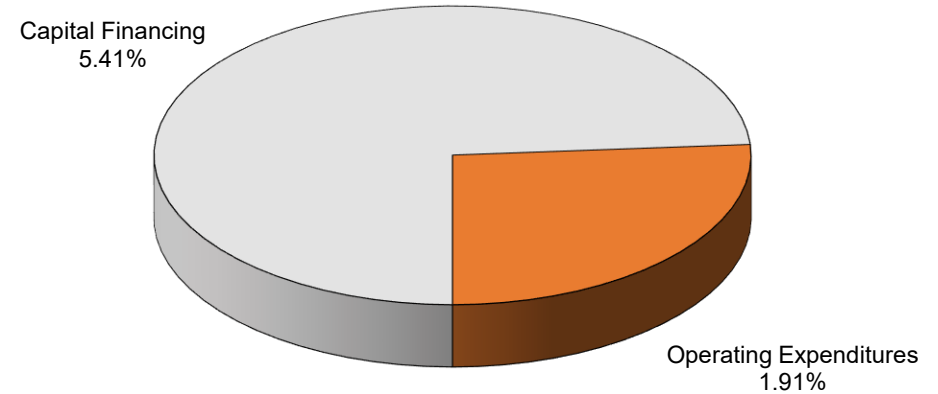
TABLE 12

Summary of the 2026 Budget				
(\$ millions)	2025	2026	2026 Approved / 2025 Restated Change	
	Restated Budget	Approved Budget		
Expenditures				
Program Expenditures	\$121.5	\$127.6	\$6.1	5.02%
Capital / Debt / Reserve Financing	\$206.3	\$223.6	\$17.3	8.39%
Total Expenditures	\$327.8	\$351.2	\$23.4	7.14%
Revenues				
Rate Revenue	\$324.6	\$347.8	\$23.2	7.15%
Non-Rate Revenue	\$3.2	\$3.4	\$0.2	6.25%
Total Revenue	\$327.8	\$351.2	\$23.4	7.14%
Average Residential Water / Wastewater / Storm Bill	\$1,061.50	\$1,139.15	\$77.65	7.32%

Figure 7 provides the breakdown of the combined 7.32% rate increase between operating and capital financing expenditures in 2026.

FIGURE 7

Drivers of 7.32% Rate Increase



The 2026 Water Operating Budget program expenditures of \$127.6 million reflects an increase of \$6.1 million or 5.0% over the 2025 Water Budget. The majority of costs are largely fixed in nature, including employee-related expenses and corporate allocations. Variable costs relate to production volumes, such as utilities, chemicals, biosolids contract, materials and supplies. The transition to in-house utility billing is largely offset by the termination of the Alectra meter reading and billing contract. The maintenance operating budget pressures were partially offset by savings related to reduced fuel and natural gas prices expected in 2026.

Budget and Financing Plan Overview

Capital financing costs, including reserve transfers, in the 2026 Approved Budget of \$223.6 million reflects an increase of \$17.3 million over the 2025 Budget. With non-rate revenues of \$3.4 million, rate revenues of \$347.8 million are required to meet operating (program and capital financing) expenditures.

The current strategy calls for capital funding in 2026 of approximately \$251 million and \$4.6 billion for the 2026 to 2035 timeframe, which represents an increase of \$71 million from last year's 10-year forecast. This increase is mostly attributable to the additional works required to address the infrastructure deficit identified in the Waterworks Asset Management Plan for water, wastewater and storm assets, as well as, a \$6.6 million budget increase for the Woodward Water Treatment Plant Phase 2A (2025 to 2032) and work associated with the Flooding and Drainage Improvement Framework (2025 to 2031). Other major projects include the Woodward Wastewater Treatment Plant expansion (2027 – 2032), work associated with the Flooding and Drainage Improvement Framework (2025 – 2033) and Phase 2A (2025 – 2033) and 2B (2030 – 2035) of the Woodward WTP upgrades. All major projects, except for Phase 2B of the Woodward WTP upgrades (design scheduled to begin in 2030), are already underway and were included in the forecast beginning in 2025.

The previous strategy approved by Council, in principle, for 2026 was a combined rate increase of 10.04% and an annual average rate increase of 10% from 2026 to 2033 before returning to historic

inflationary figures in 2034. A needs-based approach was applied in developing the 2026 Water Budget and 10-year financing plan. This approach ensures that all resources required to deliver water, wastewater and stormwater services are fully reflected in the budget. This is particularly important as the City of Hamilton works to address the infrastructure deficit identified in the Waterworks Asset Management Plan. In order to finance the planned level of investment of \$4.6 billion, the current financing plan reflects annual increases of approximately 5.50% in 2027, 7.00% from 2028-2033 before returning to a lower approximate figure of 5.00% in 2034 and 2035.

As a result of legislative changes through the More Homes Built Faster Act, 2022, a significant portion of growth-related infrastructure will need to be funded through water, wastewater and stormwater revenues. Combined with previous legislation for statutory DC exemptions and Council approved discretionary exemptions provided through the City's DC By-law, growth-related development is anticipated to be subsidized by ratepayers for a 10-year total of \$359 million in DC exemptions. If the City chose not to replace the foregone DC revenues through exemptions, the impact would be significantly delayed growth plans as there would be insufficient funding to provide the infrastructure within the same timeline.

In order to reduce the immediate burden on ratepayers, a three-year, phase-in strategy was approved through the 2024 Rate

Budget and Financing Plan Overview

(Water) Budget (FCS23100). This strategy utilized the City's discretionary rate reserves in alignment with the Mayoral Directive to Staff (MDI-2023-02). As the 2025 Mayoral Directive to Staff (MDI-2025-01) continues to emphasize the importance of affordability and the prudent utilization of reserves, the 2026 Water budget continues to proceed with this phase-in strategy.

In alignment with the Mayoral Directive to Staff (MDI-2025-01), the 2026 Water Budget maintains investment in water, wastewater and stormwater systems, while keeping rates affordable. This budget brings the financing and capital investment plans into alignment and adjusts for the timing of transformative, generational and growth-driven projects. The Financing Plan leverages the City's strong financial position through the application of debt and reserve contributions in order to maintain stability in the water / wastewater / stormwater user fees, while holding in check the financial risks. This plan, as with the capital investment plan, reflects a reduced reliance on debt in 2026 than previously forecast, and a lesser reliance on reserves.

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 water, wastewater and stormwater services, protect homes and the environment, including enhancing the City's resilience to flooding linked to climate change. The strategy was also developed to maintain assets in a state of good repair in accordance with the Waterworks Asset Management

Plan for 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 residential annual water/ wastewater / stormwater bill continues to be one of the lowest within its local municipal comparator group. Though Hamilton currently largely funds its stormwater management program through its wastewater / storm fee, it still has been able to maintain competitive rates. The proposed Water Budget was approved to be amended at the December 10 General Issues Committee, which deferred the launch of the Stormwater Management Fee from July 1, 2026 to January 1, 2027. The 2026 Water Budget was adopted on December 20, 2025.

See Figure 8 and Figure 9 for Average Rate Residential Increases from 2026 – 2035 based on the approved 2026 Water Budget Financing Strategy in comparison to the previous 2025 Water Budget financing strategy.

Budget and Financing Plan Overview

FIGURE 8

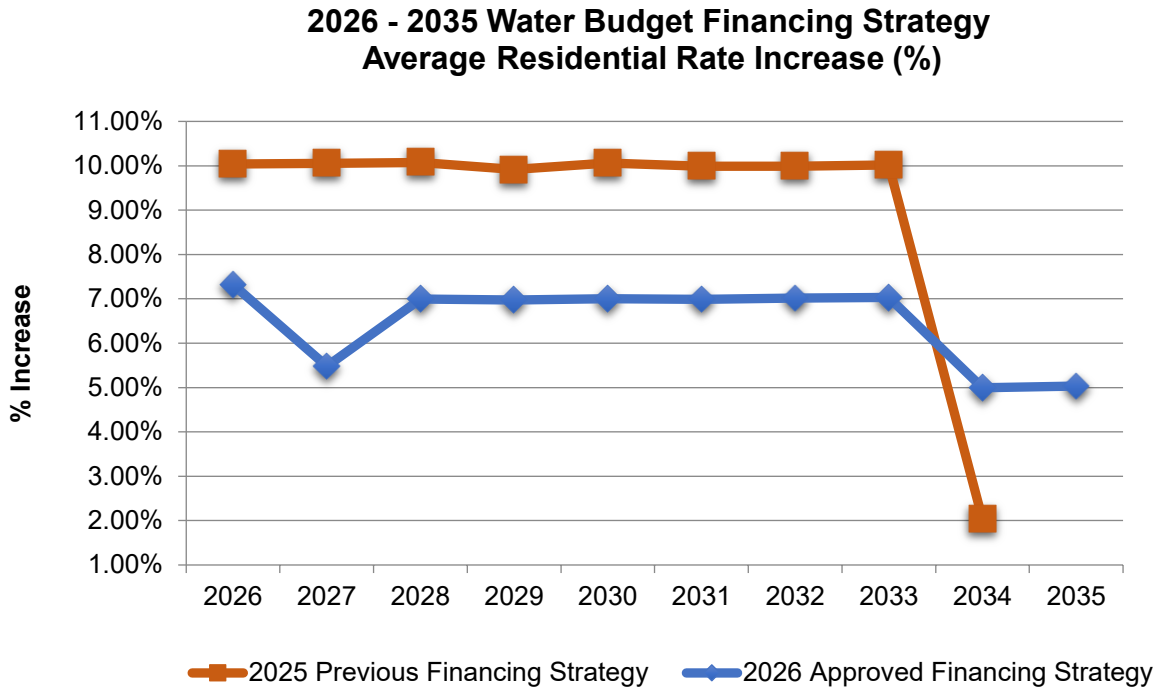
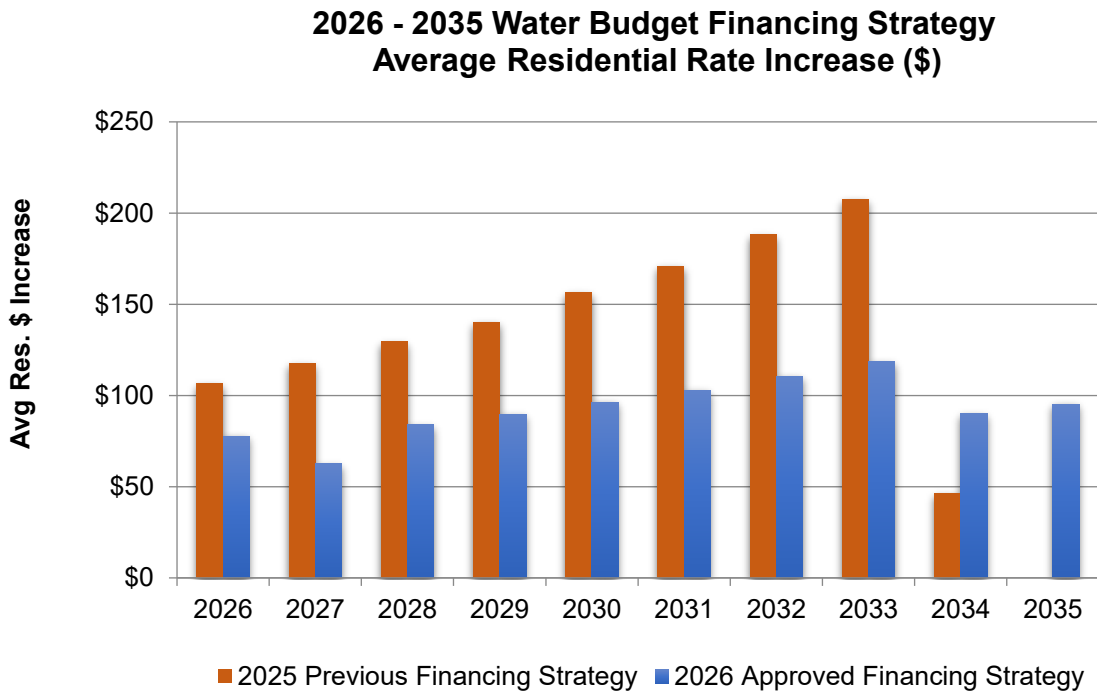


FIGURE 9



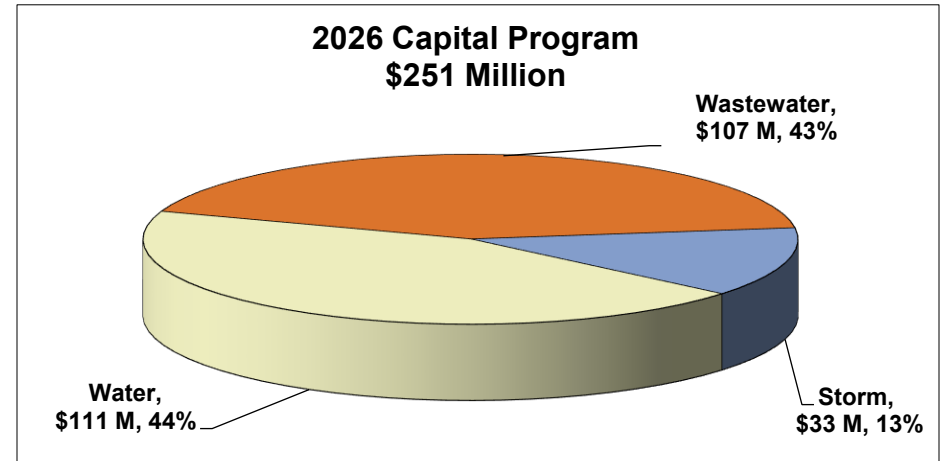
Budget and Financing Plan Overview

The approved 2026 Water Supported Financing Strategy supports the identified capital investment needs, rate of growth, through stable rate increases. The 2026 Water Supported Financing Strategy links forecast 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 2026 of approximately \$251 million and \$4.6 billion for the 2026 – 2035 timeframe, which represents an increase of \$71 million from last year’s 10-year forecast.

The 2026 Strategy includes anticipated financing from the federal and provincial governments with respect to the Woodward WWTP rehabilitation and upgrades and Dundas WWTP improvements in the amount of \$90 million. The 2026 Strategy also includes \$5.9 million of confirmed federal grant funding through the Disaster Mitigation and Adaptation Fund (DMAF) and \$4.3 million from the Housing-Enabling Water Systems Fund. 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 2026 Water Capital Program totaling \$251 million, by the three major program areas: Water, Wastewater and Storm.

FIGURE 10



Budget and Financing Plan Overview

Debt Management

As outlined in the debt policy (report FCS13074), the City of Hamilton aims to achieve internal goals (Council approved limits) for debt levels while being mindful of the statutory limits which are limited to a maximum of 25% of City Own Source Revenues. Further details and analysis can be found below on the Council Approved Debt Limits and the Statutory Limits.

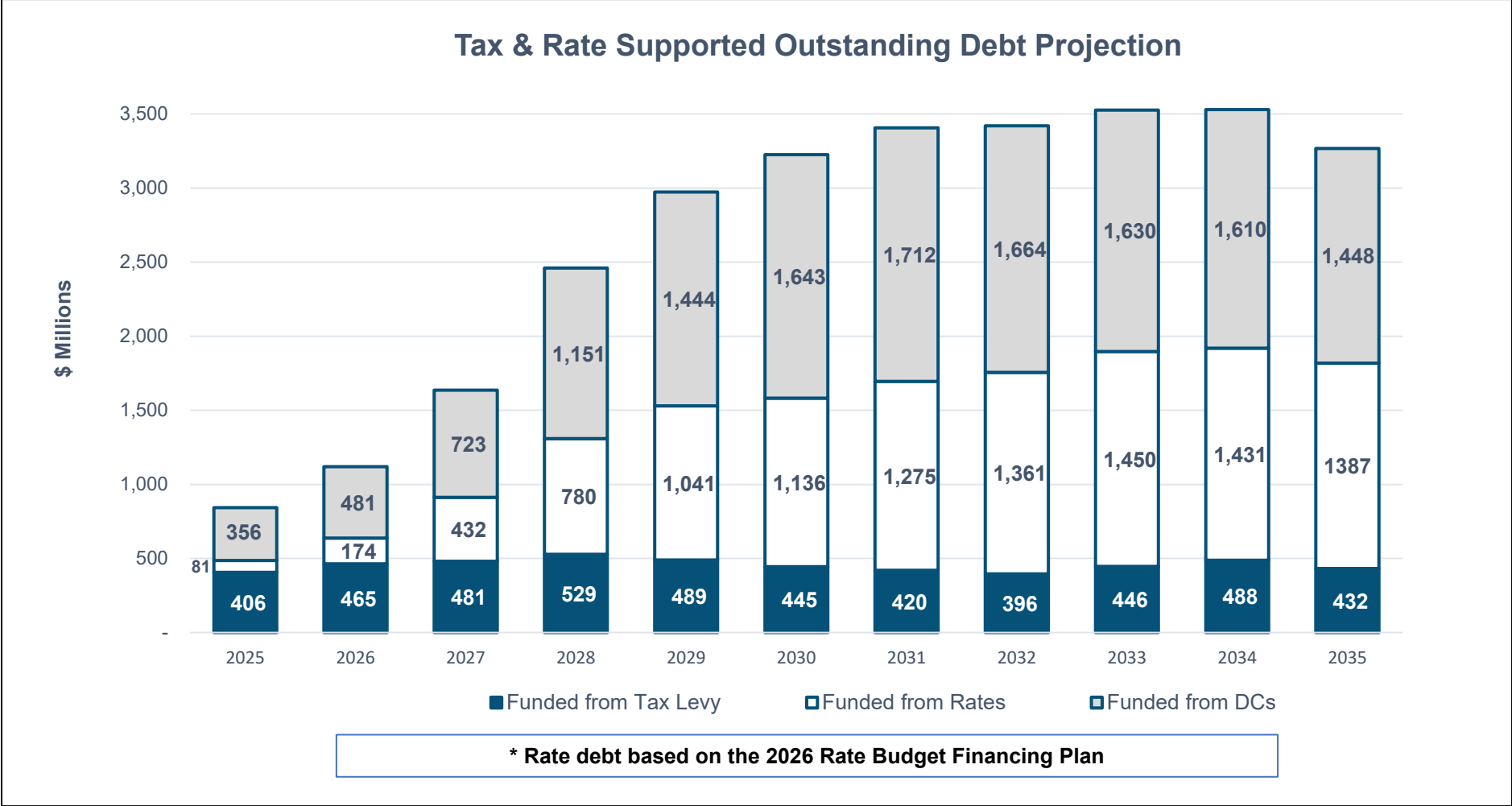
Planned debt financing in the 2026 to 2035 Capital Financing Plan has increased by \$6.7 million compared to the Capital Financing Plan approved last year. The increase in debt is required to support the Transit Maintenance and Storage Facility, Building Better initiative, Macassa Lodge B-Wing Expansion, Main Street Upgrades, Hamilton Paramedic Facilities (Central Station) and Transportation Network debt support. Figure 11 provides the projected combined tax and rate supported outstanding debt amounts across the 10-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 24, 2025, City Council received a communication update that S&P Global Ratings (S&P) lowered its long-term issuer credit and senior unsecured debt ratings on the City of Hamilton to 'AA+' from 'AAA'. S&P stated that the downgrade reflects their view that the longer-than-expected and persistent lag in data recovery (resulting in the City continuing to experience delay in reconstituting and compiling audited financial statements for 2023 and 2024) reflects weaknesses in financial and risk management practices compared with those of its peers. S&P also noted that the City demonstrates adequate financial planning capabilities with budget variance forecast report for 2025, a four-year operating budget and a 10-year capital budget along with maintaining solid policies for investments, debt and liquidity management.

Budget and Financing Plan Overview

FIGURE 11



Budget and Financing Plan Overview

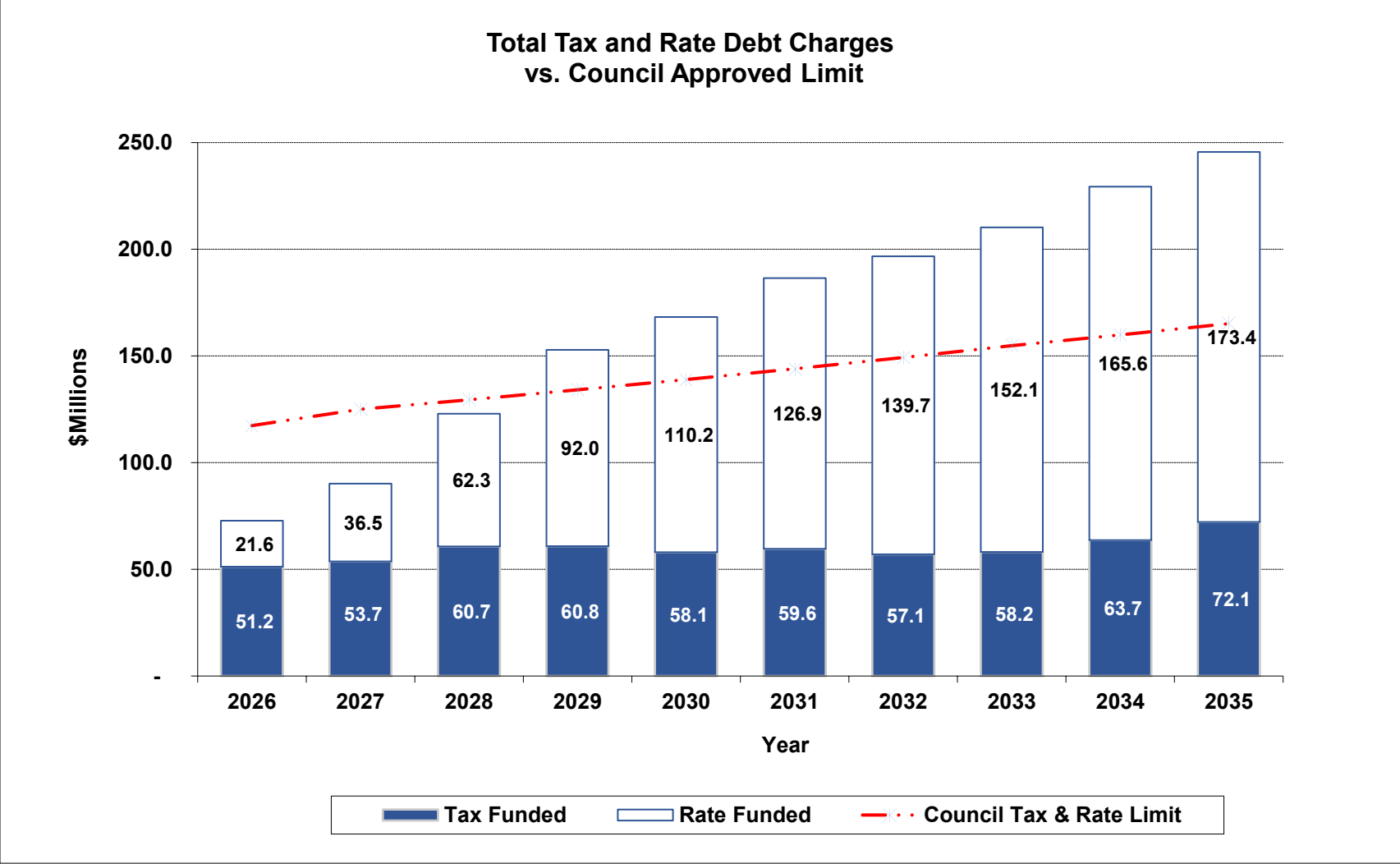
However, approximately \$1.4 billion in capital works in progress have been approved for debt funding that has not yet been issued due to timing of completion and cash flow requirements. Given the amount of debt that has been previously approved and the reliance on debt financing for infrastructure improvements needed in the ten-year Water Financing Plan, the City will exceed Council's approved DC supported debt limit in 2028 and the approved tax and rate limit in 2029 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.



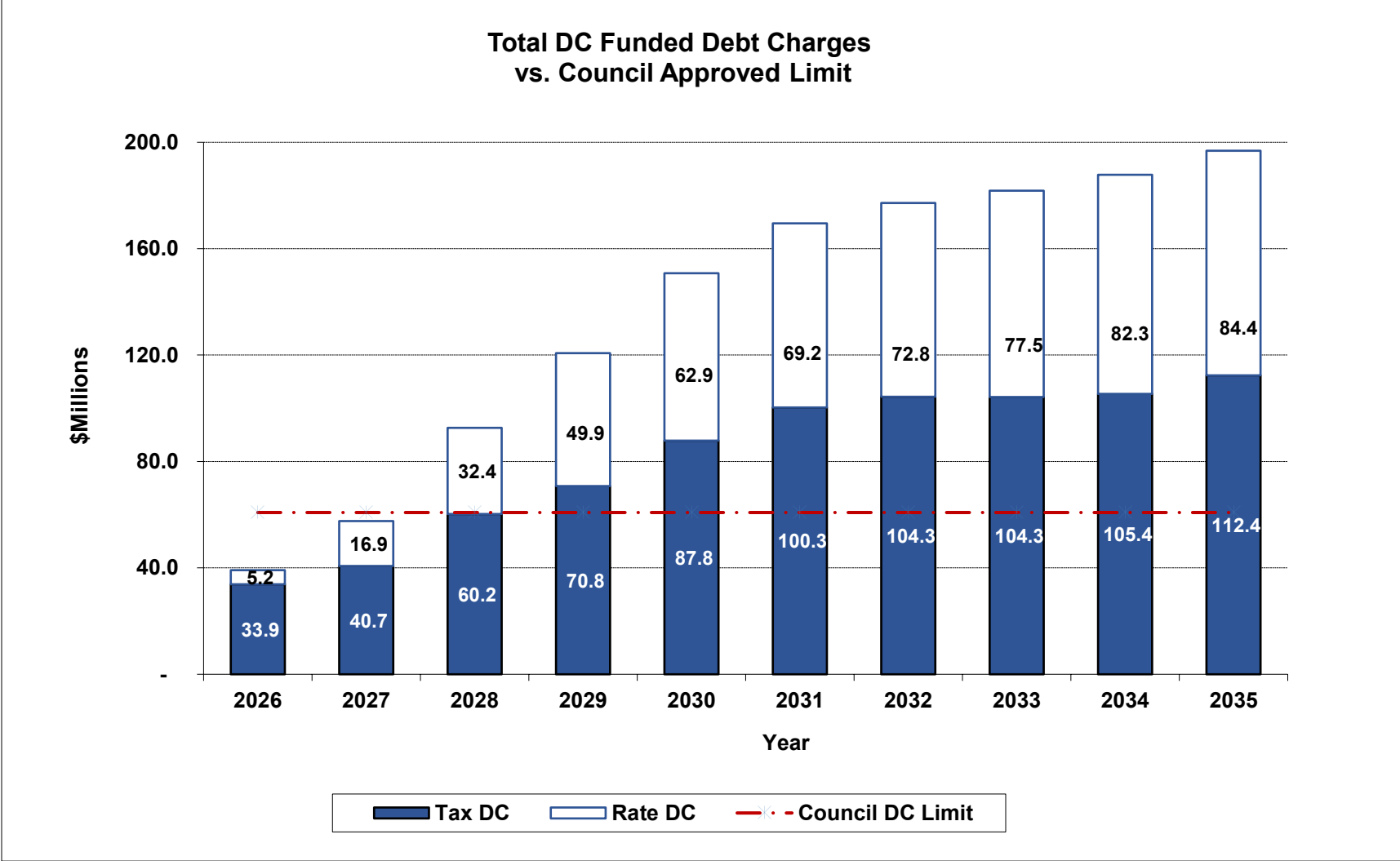
Budget and Financing Plan Overview

FIGURE 12



Budget and Financing Plan Overview

FIGURE 13



Budget and Financing Plan Overview

Council Approved Debt Limits:

- I. Total tax and Water-supported debt as a percentage of City Own-Source revenues, not to exceed 60%, unless approved by Council. The City's debt ratio in 2025 was 12.9% and is forecasted to be 10.4% in 2026 and 14.9% in 2027, 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 2025 was 1.6% and is forecasted to be 1.5% in 2026 and 3.3% in 2027, 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 3.2% in 2025 and forecasted at 2.8% in 2026 and 3.4% for 2027 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 is well below this limit of 15% with 1.8% in 2025 and forecasted at 1.0% in 2026 and 0.0% in 2027 and beyond.

Financial Ratios:

The debt related financial ratios remain within statutory and Council approved limits for 2026 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.

*Please note that 2023 actuals are not available currently.

Budget and Financing Plan Overview

FIGURE 14

City of Hamilton Debt Policy: Ratios							
	<u>2021</u>	<u>2022</u>	<u>2023f</u>	<u>2024f</u>	<u>2025f</u>	<u>2026f</u>	<u>2027f</u>
<u>Affordability:</u>							
Debt Per Capita	\$686.93	\$596.89	\$437.19	\$368.88	\$465.89	\$399.08	\$641.35
Debt Per Capita Year Over Year (% Change)	-7.6%	-13.1%	-26.8%	-15.6%	26.3%	-14.3%	60.7%
Debt Per Household	\$1,689.61	\$1,464.81	\$1,070.53	\$901.33	\$1,135.98	\$971.11	\$1,557.57
Debt Per Household Year Over Year (% Change)	-6.1%	-13.3%	-26.9%	-15.8%	26.0%	-14.5%	60.4%
Debt Service Charges Per Capita	\$108.27	\$104.97	\$80.63	\$78.00	\$99.54	\$89.91	\$114.72
Debt Service Charges Per Capita Year Over Year (% Change)	5.0%	-3.0%	-23.2%	-3.3%	27.6%	-9.7%	27.6%
<u>Sustainability:</u>							
Debt Service Charges(Net) As A % of City Own Source Revenue	4.3%	4.0%	2.9%	2.7%	3.2%	2.8%	3.4%
Debt Service Charges(Net) As A % of the Municipal Levy	6.6%	6.3%	4.5%	4.3%	5.5%	4.9%	6.3%
Debt to City Own-Source Revenue	27.3%	22.5%	15.9%	12.7%	15.1%	12.3%	18.7%
Debt to S&P Adjusted Operating Revenue (S&P Global Ratings)	30.1%	24.3%	17.1%	13.6%	16.1%	n/a	n/a
Debt to Total Reserves and Reserve Funds	0.31	0.26	0.18	0.15	0.20	0.18	0.28
Cash & Liquid Assets to Debt Service Charges	1582%	3758%	4828%	4926%	3810%	4164%	3222%
Cash & Liquid Assets minus Debt	\$598,857,492	\$1,981,983,331	\$2,073,031,936	\$2,111,072,812	\$2,048,396,953	\$2,086,359,559	\$1,930,125,469

Budget and Financing Plan Overview

	<u>2021</u>	<u>2022</u>	<u>2023f</u>	<u>2024f</u>	<u>2025f</u>	<u>2026f</u>	<u>2027f</u>
Tax & Rate Supported Debt as a % of City Own-Source Revenue <i>Maximum (60%)</i>	21.2%	17.5%	14.5%	11.7%	12.9%	10.4%	14.9%
DC Supported Debt as a % of Total DC Eligible Costs <i>Maximum (25%)</i>	1.2%	1.0%	0.8%	0.7%	1.6%	1.5%	3.3%
Debt to S&P Adjusted Operating Revenue (S&P Global Ratings) <i>Maximum (30%)</i>	30.1%	24.3%	17.1%	13.6%	16.1%	-	-
Statutory Limits:							
Debt Service Charges as a % of City Own-Source Revenue (ARL) <i>Limit (25%)</i>	4.3%	4.0%	2.9%	2.7%	3.2%	2.8%	3.4%
Total Variable Rate Debt as a % of Outstanding Total Debt <i>Limit (15%)</i>	3.8%	3.6%	3.9%	3.4%	1.8%	1.0%	0.0%

Note – f as referenced in 2023f through 2027f denotes forecast



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.

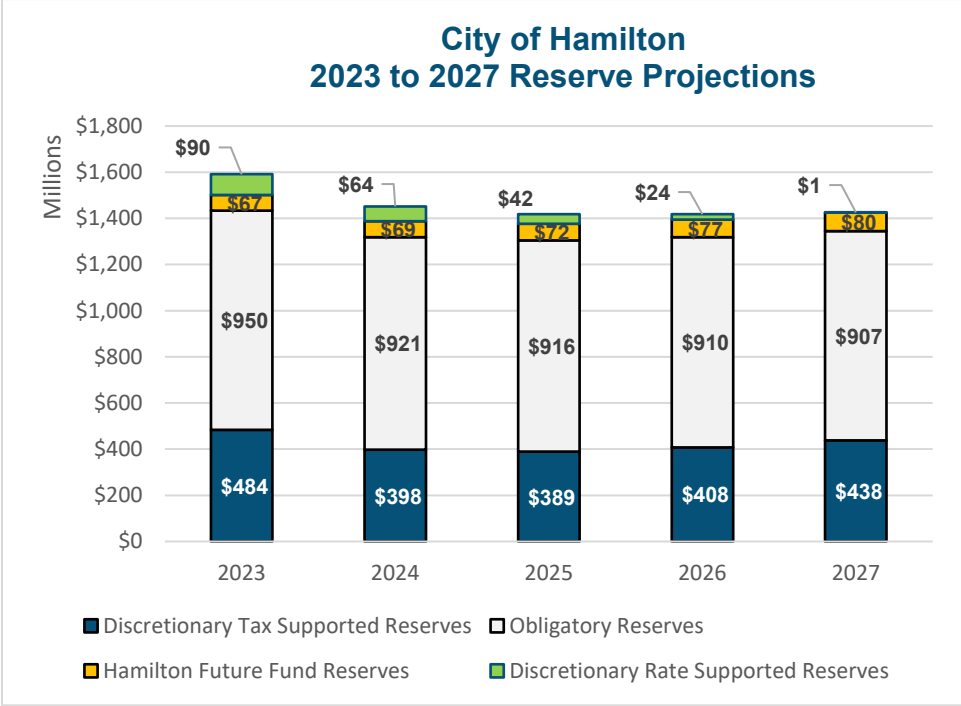
In line with the Mayoral Directive to Staff, the 2026 Tax Supported Budget leverages the City's strong financial position to phase-in funding pressures from collective bargaining and to fund operational needs while balancing affordability.

The proposed reserves strategy is sustainable as it continues to phase out the City's reliance on reserves for the purposes identified above. Notably, the draws on reserves have decreased from \$63 million in 2025 to \$39 million in 2026. The reserves strategy is dependent upon other orders of government increasing funding for priorities such as affordable housing.

Figure 15 provides an updated outlook of the City's reserve projections showing the recommended reserve financing strategies that leverage discretionary tax and water 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. The Asset Management Plans for HSR, Hamilton Fire, Hamilton Paramedic, Corporate Real Estate Office and Hamilton Public Library were approved in April 2024 while the remaining departments were approved in June 2024.

On June 11, 2025, Council approved the 2025 Proposed Levels of Service Asset Management Plan and related documentation in compliance with Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure through Report PW25036. The approval of this Report ensured the City of Hamilton met the regulatory requirement to define proposed levels of service and the associated financial strategy.

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;

Budget and Financing Plan Overview

- 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 \$187.0 million annual funding gap was identified for the non-core assets of tax capital programs and \$101.1 million for water supported programs.

Report PW25036 identified a 10-year Infrastructure Funding Gap of \$5.2 billion, or \$520 annually over ten years for all City assets. A large portion of this infrastructure funding gap is due to a backlog of unfunded renewal and maintenance needs which have accumulated over the City's long history.

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

Budget and Financing Plan Overview

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).

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. Table 13 is a summary of the excluded expenses based on available data (2022):

Budget and Financing Plan Overview

TABLE 13
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



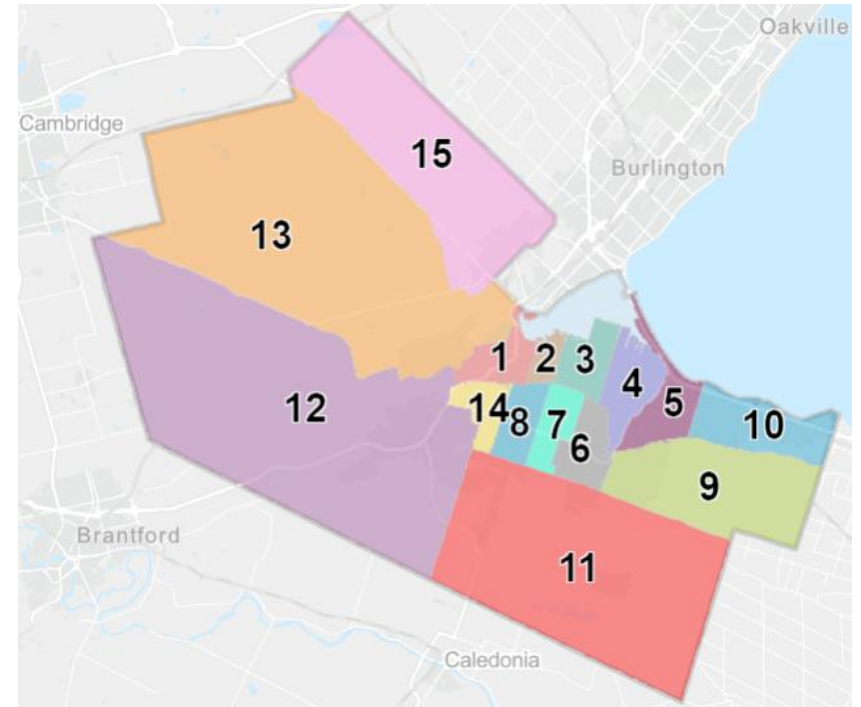
| COMMUNITY PROFILE



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.



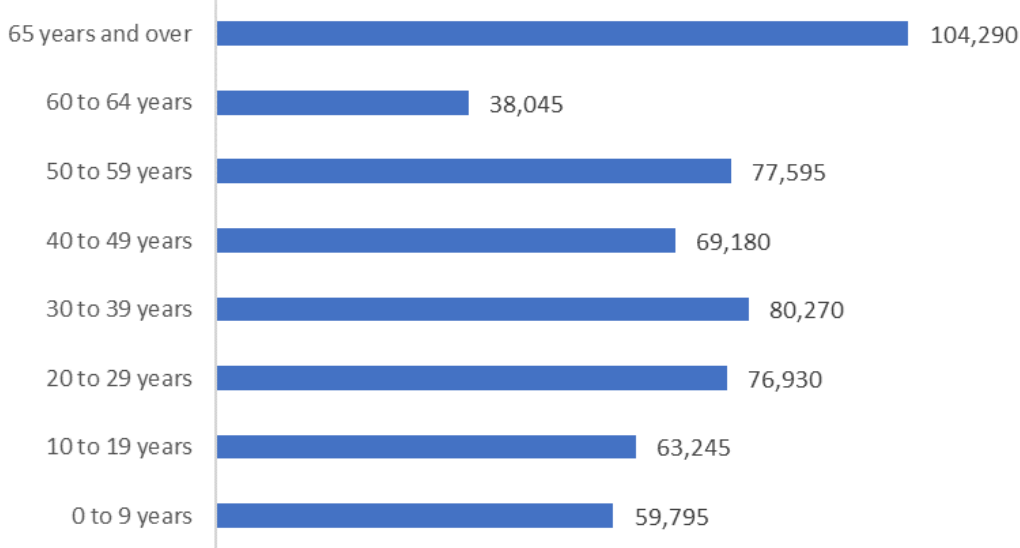
While each of our 15 Wards and six amalgamated communities are unique in landscape, needs and community focus; the commonality that over 500,000 residents share is the pride they feel when calling Hamilton home. To learn more, visit hamilton.ca.

Community Profile

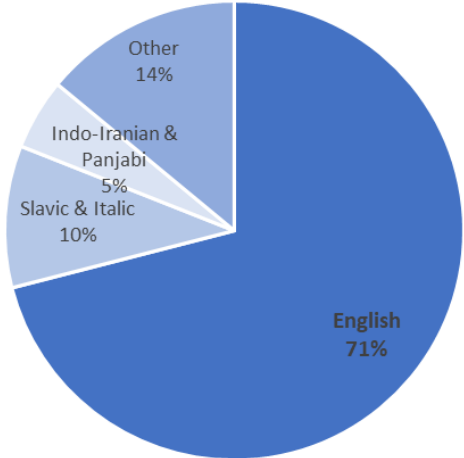
Demographic Profile

Source: Statistics Canada 2021 Data

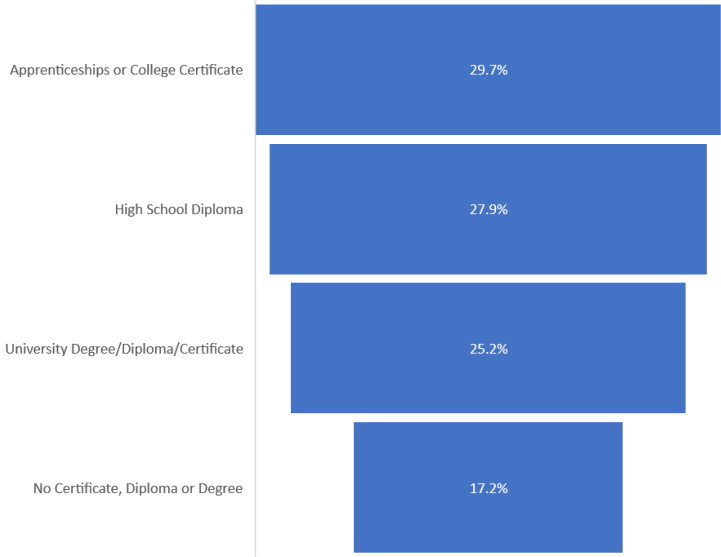
Population by Age



Mother Tongue



Educational Attainment



Community Profile

Labour Force Profile

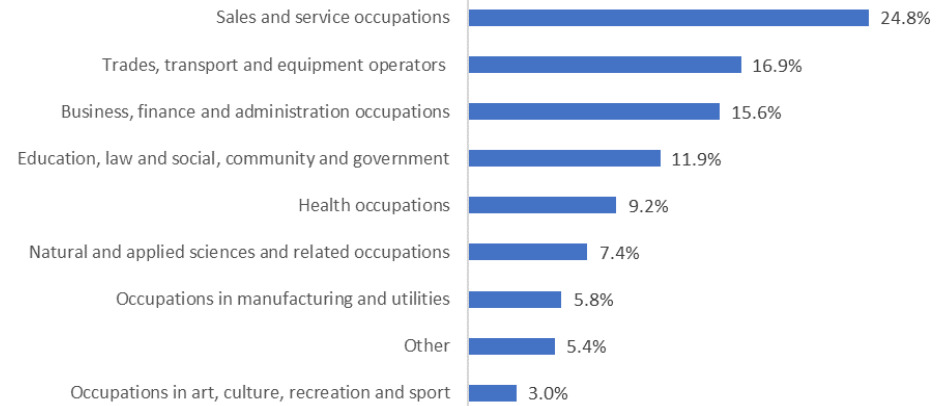
Source: Statistics Canada 2021 Data

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



Hamilton

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.

2025 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.

2025 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	Hamilton	Total Survey Average	GTHA
2025 Population Density per sq. km.	588	573	1,275
2016-2021 Population Increase %	6.0%	5.8%	5.8%
2024 Building Construction Value per Capita	\$ 7,794	\$ 4,330	\$ 4,138
2025 Estimated Average Household Income	\$ 117,152	\$ 127,959	\$ 157,568
2025 Weighted Median Value of Dwelling	\$ 381,778	\$ 364,259	\$ 613,845
2025 Unweighted Assessment per Capita	\$ 131,469	\$ 168,920	\$ 215,018
2025 Weighted Assessment per Capita	\$ 152,079	\$ 168,431	\$ 226,357

2025 Affordability Indicators	Hamilton	Total Survey Average	GTHA
Property Taxes as a % of Household Income	4.9%	3.8%	3.9%
Water/Sewer + Taxes as a % of Household Income	5.8%	5.0%	4.6%



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 Rob Cooper	 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 - 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



Strategic Plan and Council Priorities

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:

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.

Strategic Plan and Council Priorities

Priority 2: Economic Prosperity & Growth

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

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 2026 Proposed Budget includes service enhancements for an annualized gross investment of **\$2.0 million** related to **Sustainable Economic & Ecological Development**.



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 2026 Proposed Budget includes service enhancements for an annualized gross investment of **\$10.9 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

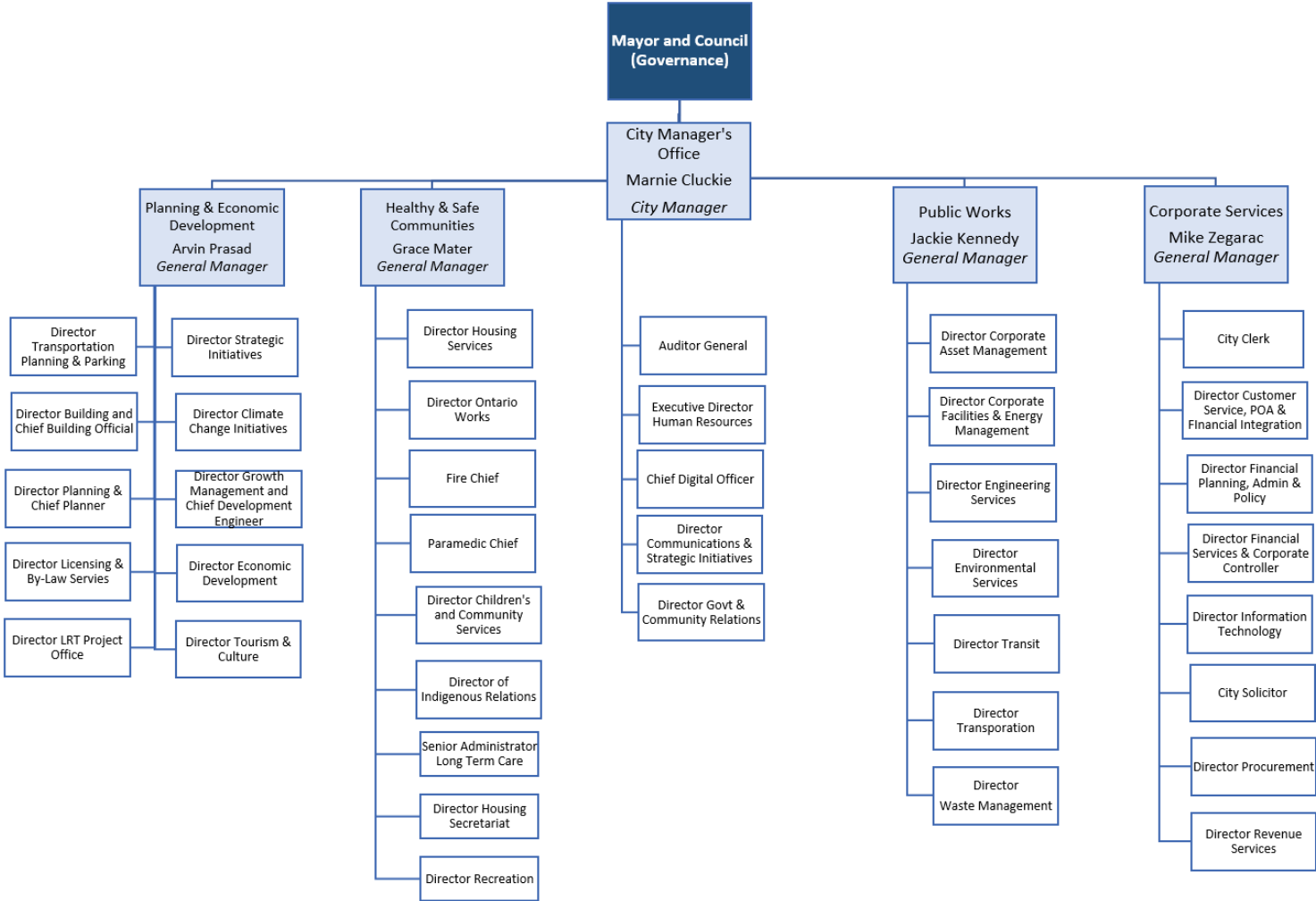
- 4.1 Transition to a revised budget process that emphasises long-term financial planning, asset management, public engagement and climate principles
- 4.2 Implementation of the City’s Digital Strategy to enhance customer centred service design
- 4.3 Streamlined processes and accelerated approvals for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

The 2026 Proposed Budget includes service enhancements for an annualized gross investment of **\$1.1 million** related to **Responsiveness & Transparency**.



Strategic Plan and Council Priorities

ORGANIZATION STRUCTURE



TAX SUPPORTED BUDGET AND FINANCING PLAN



2026 Net Levy Summary

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Planning & Economic Development					
General Manager PED	\$ 1,665,790	\$ 2,051,419	\$ 2,122,386	\$ 70,967	3.5%
Transportation Planning and Parking	2,698,373	3,467,754	3,223,745	(244,009)	(7.0)%
Building	1,181,959	1,177,113	1,149,295	(27,818)	(2.4)%
Economic Development	5,606,684	6,033,021	5,988,199	(44,822)	(0.7)%
Growth Management	796,000	687,979	631,702	(56,277)	(8.2)%
Licensing & By-Law Services	7,069,674	8,381,074	8,514,215	133,141	1.6%
Planning	3,616,265	3,754,307	3,746,051	(8,256)	(0.2)%
Tourism & Culture	10,635,187	12,882,036	13,063,283	181,247	1.4%
Total Planning & Economic Development	33,269,932	38,434,703	38,438,876	4,173	-%
Healthy & Safe Communities					
HSC Administration	3,811,635	3,268,384	2,395,890	(872,494)	(26.7)%
Children's and Community Services	6,412,054	13,464,796	13,336,865	(127,931)	(1.0)%
Ontario Works	12,581,329	13,808,605	14,384,223	575,618	4.2%
Housing Services	66,658,022	97,025,705	98,001,252	975,547	1.0%
Long Term Care	12,892,575	15,087,236	17,087,397	2,000,161	13.3%
Recreation	34,997,610	39,827,007	40,701,092	874,085	2.2%
Housing Secretariat	83,517	4,713,022	4,749,362	36,340	0.8%
Indigenous Relations	681,271	896,640	936,543	39,903	4.5%
Hamilton Fire Department	103,679,998	115,736,595	120,559,681	4,823,086	4.2%
Hamilton Paramedic Service	34,985,134	38,745,866	38,675,668	(70,198)	(0.2)%
Total Healthy & Safe Communities	276,783,145	342,573,856	350,827,973	8,254,117	2.4%



2026 Net Levy Summary

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Public Works					
PW-General Administration	3,113	-	(821,509)	(821,509)	-%
Corporate Asset Management	3,470,736	2,978,886	3,186,057	207,171	7.0%
Corporate Facilities & Energy Management	17,143,727	20,100,621	22,342,056	2,241,435	11.2%
Engineering Services	(866,915)	(175,028)	(180,365)	(5,337)	3.0%
Environmental Services	50,486,768	54,658,997	57,672,011	3,013,014	5.5%
Transit	99,948,349	110,610,944	120,875,592	10,264,648	9.3%
Transportation	87,195,506	101,586,537	104,676,666	3,090,129	3.0%
Waste Management	52,074,514	52,981,361	49,854,276	(3,127,085)	(5.9)%
Total Public Works	309,455,798	342,742,318	357,604,784	14,862,466	4.3%
Legislative					
Legislative General	(91,222)	6,420,212	6,591,788	171,576	2.7%
Mayors Office	1,254,075	377,000	375,713	(1,287)	(0.3)%
Volunteer Committee	83,705	23,126	23,044	(82)	(0.4)%
Ward Budgets	4,270,155	912,833	931,981	19,148	2.1%
Total Legislative	5,516,713	7,733,171	7,922,526	189,355	2.4%
City Manager					
Auditor General	1,191,530	1,448,557	1,565,358	116,801	8.1%
CMO - Admin	355,686	315,078	320,725	5,647	1.8%
Communication & Strategic Initiatives	3,028,646	3,317,360	3,262,546	(54,814)	(1.7)%
Digital & Innovation Office	483,813	644,819	584,034	(60,785)	(9.4)%
Government & Community Relations	1,212,773	1,741,516	1,769,686	28,170	1.6%
Human Resources	8,877,398	9,409,876	9,541,527	131,651	1.4%
Total City Manager	15,149,846	16,877,206	17,043,876	166,670	1.0%



2026 Net Levy Summary

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Corporate Services					
Corporate Services Administration	344,275	355,610	272,278	(83,332)	(23.4)%
City Clerk's Office	3,942,404	4,764,740	4,992,338	227,598	4.8%
Customer Service POA and Finl Integration	5,602,389	6,683,241	7,813,016	1,129,775	16.9%
Financial Planning Admin & Policy	5,930,617	6,026,514	6,316,199	289,685	4.8%
Financial Services	4,049,328	3,376,236	3,617,788	241,552	7.2%
Legal Services and Risk Management	4,938,522	5,374,805	5,661,967	287,162	5.3%
Information Technology	19,249,977	25,688,781	33,080,384	7,391,603	28.8%
Procurement	-	2,439,549	2,614,832	175,283	7.2%
Revenue Services	(251,029)	189,095	78,061	(111,034)	(58.7)%
Total Corporate Services	43,806,483	54,898,571	64,446,863	9,548,292	17.4%
Corporate Financials - Expenditures					
Corporate Initiatives	4,556,196	1,047,308	9,030,042	7,982,734	762.2%
Corporate Pensions Benefits & Contingency	16,593,204	(1,668,944)	(4,087,800)	(2,418,856)	144.9%
Total Corporate Financials - Expenditures	21,149,400	(621,636)	4,942,242	5,563,878	(895.0)%
Hamilton Entertainment Facilities					
Operating	207,417	-	-	-	-%
Total Hamilton Entertainment Facilities	207,417	-	-	-	-%
Total City Expenditures	705,338,734	802,638,189	841,227,140	38,588,951	4.8%



2026 Net Levy Summary

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
City Depts Capital Financing					
Debt Healthy & Safe Communities	238,317	2,921,717	3,763,435	841,718	28.8%
Debt Infrastructure Renewal Levy	13,428,870	13,428,870	13,428,870	-	-%
Debt Corporate Financials	116,254,502	133,838,623	139,731,001	5,892,378	4.4%
Debt Planning & Economic Development	25,123	1,635,164	1,620,595	(14,569)	(0.9)%
Debt Public Works	24,433,430	37,383,114	37,942,537	559,423	1.5%
Debt - Boards & Agencies	-	1,278,414	-	(1,278,414)	(100.0)%
Total City Depts Capital Financing	154,380,242	190,485,902	196,486,438	6,000,536	3.2%
Boards & Agencies					
Hamilton Police Service					
Operating	189,521,008	223,719,900	238,957,652	15,237,752	6.8%
Capital Financing	1,234,780	-	-	-	-%
Police Services Board	-	1,034,520	1,935,960	901,440	87.1%
911 Service	-	5,098,700	5,285,360	186,660	3.7%
Total Hamilton Police Service	190,755,788	229,853,120	246,178,972	16,325,852	7.1%
Boards & Agencies					
Library	35,255,992	37,481,489	39,449,273	1,967,784	5.3%
Board of Health	15,220,924	17,706,697	18,508,974	802,277	4.5%
Conservation Authorities	8,929,909	9,756,293	10,101,856	345,563	3.5%
MPAC	6,833,219	7,115,600	7,454,169	338,569	4.8%
Hamilton Beach Rescue	143,052	148,304	154,606	6,302	4.2%
Royal Botanical Gardens	660,351	687,029	700,770	13,741	2.0%



2026 Net Levy Summary

	2023 Actual	2025 Restated Budget	2026 Adopted Budget	Change \$	Change %
Farmers' Market	193,008	342,628	426,256	83,628	24.4%
Total Other Boards & Agencies	67,236,455	73,238,040	76,795,904	3,557,864	4.9%



2026 Net Levy Summary

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Library Capital Financing	197,506	-	-	-	-%
City Enrichment Fund	6,575,410	6,769,531	6,769,531	-	-%
Total Boards & Agencies	264,765,159	309,860,691	329,744,407	19,883,716	6.4%
Total Expenditures	1,124,484,135	1,302,984,782	1,367,457,985	64,473,203	4.9%
Non Program Revenues					
Payment In Lieu	(16,302,122)	(18,291,404)	(18,291,404)	-	-%
Penalties & Interest	(14,161,479)	(12,000,000)	(12,000,000)	-	-%
Right Of Way	(3,229,383)	(3,229,342)	(3,229,342)	-	-%
Senior Tax Credit	541,603	557,000	557,000	-	-%
Supplementary Taxes	(15,412,511)	(12,130,000)	(12,130,000)	-	-%
Tax Remissions & Write Offs	5,126,495	8,618,000	7,618,000	(1,000,000)	(11.60)%
Hydro Dividend & Other Interest	(6,457,684)	(9,460,600)	(9,460,600)	-	-%
Investment Income	(4,827,380)	(4,800,000)	(7,050,000)	(2,250,000)	46.88%
Slot Revenues	(6,855,967)	(6,250,000)	(6,000,000)	250,000	(4.0)%
POA Revenues	(737,313)	(2,111,752)	2,288,315	4,400,067	(208.36)%
Total Non Program Revenues	(62,315,741)	(59,098,098)	(57,698,031)	1,400,067	(2.4)%
Total Net Levy Summary	\$1,062,168,394	\$1,243,886,684	\$1,309,759,954	\$ 65,873,270	5.3%



2026 Cost Category Summary

	2023 Actual	2025 Restated Budget	2026 Adopted Budget	Change \$	Change %
Employee Related Cost	\$ 916,532,392	\$ 1,065,162,121	\$ 1,125,310,349	60,148,228	5.6%
Contractual	143,682,028	144,941,189	154,825,889	9,884,700	6.8%
Material & Supply	70,313,593	75,824,683	86,507,057	10,682,374	14.1%
Recoveries from Capital	(34,803,551)	(43,936,613)	(45,564,989)	(1,628,376)	3.7%
Vehicle Expenses	47,358,490	51,434,165	46,482,535	(4,951,630)	(9.6)%
Building & Ground	52,800,288	54,943,848	57,998,802	3,054,954	5.6%
Consulting	2,216,737	1,644,719	1,958,615	313,896	19.1%
Agencies & Support Payments	372,853,086	508,623,955	512,597,953	3,973,998	0.8%
Reserves/Recoveries	85,485,948	50,521,307	55,065,847	4,544,540	9.0%
Cost Allocations	(6,496,828)	387,753	(446,671)	(834,424)	(215.2)%
Financial	51,243,459	54,968,107	52,281,539	(2,686,568)	(4.9)%
Capital Financing	146,408,115	201,797,901	202,784,027	986,126	0.5%
Capital Expenditures	4,253,790	9,730	29,730	20,000	205.55
Total Expenses	1,851,847,547	2,166,322,865	2,249,830,683	83,507,818	3.9%
Fees & General	(241,608,085)	(249,830,674)	(255,477,638)	(5,646,964)	(2.3)%
Tax & Rates	(35,934,566)	(34,970,746)	(35,045,746)	(75,000)	0.2%
Grants & Subsidies	(475,063,296)	(561,605,736)	(562,380,580)	(774,844)	0.1%
Reserves	(37,073,206)	(76,029,025)	(87,166,765)	(11,137,740)	14.6%
Total Revenues	(789,679,153)	(922,436,181)	(940,070,729)	(17,634,548)	1.9%
Net Levy	\$ 1,062,168,394	\$ 1,243,886,684	\$ 1,309,759,954	65,873,270	5.3%

2026 Complement Summary

	2024 Restated Budget	2025 Restated Budget	2026 Adopted Budget	Change in FTE	Change %
Planning & Economic Development					
General Manager PED	12.00	12.00	12.00	-	-%
Transportation Planning and Parking	150.41	149.91	150.91	1.00	0.7%
Building	118.82	122.82	123.82	1.00	0.8%
Economic Development	48.99	53.99	53.99	-	-%
Growth Management	62.88	62.88	63.88	1.00	1.6%
Licensing & By-Law Services	123.72	140.72	140.72	-	-%
Planning	107.30	118.50	119.00	0.50	0.4%
Tourism & Culture	79.04	81.18	81.18	-	-%
LRT	2.00	3.00	3.00	-	-%
Total Planning & Economic Development	705.16	745.00	748.50	3.50	0.5%

2026 Complement Summary

	2024	2025	2026	Change	Change
	Restated Budget	Restated Budget	Adopted Budget	in FTE	%
Healthy & Safe Communities					
HSC Administration	39.50	39.50	26.59	(12.91)	(32.7)%
Children's and Community Services	91.00	91.00	91.00	-	-%
Ontario Works	209.50	222.50	224.50	2.00	0.9%
Housing Services	84.00	93.00	92.00	(1.00)	(1.1)%
Long Term Care	536.97	576.87	606.87	30.00	5.2%
Housing Secretariat	3.00	4.00	4.00	-	-%
Recreation	449.98	456.09	456.09	-	-%
Indigenous Relations	6.00	6.00	6.00	-	-%
Hamilton Fire Department	615.30	611.30	614.30	3.00	0.5%
Hamilton Paramedic Service	419.36	422.36	432.36	10.00	2.4%
Total Healthy & Safe Communities	2,454.61	2,522.62	2,553.71	31.09	1.2%



2026 Complement Summary

	2024 Restated Budget	2025 Restated Budget	2026 Adopted Budget	Change in FTE	Change %
Public Works					
PW-General Administration	2.00	2.00	(5.00)	(7.00)	140.0%
Corporate Asset Management	73.30	73.30	73.30	-	-%
Corporate Facilities & Energy Management	131.71	136.21	141.71	5.50	3.9%
Engineering Services	139.33	138.33	140.33	2.00	1.4%
Environmental Services	413.31	422.12	426.96	4.84	1.1%
Transit	905.84	971.84	987.84	16.00	1.6%
Transportation	419.26	420.87	428.21	7.34	1.7%
Waste Management	123.65	122.65	123.33	0.68	0.6%
Total Public Works	2,208.40	2,287.32	2,316.68	29.36	1.3%
Legislative					
Mayors Office	6.00	6.00	6.00	-	-%
Ward Budgets	31.00	31.00	31.00	-	-%
Total Legislative	37.00	37.00	37.00	-	-%

2026 Complement Summary

	2024 Restated Budget	2025 Restated Budget	2026 Adopted Budget	Change in FTE	Change %
City Manager					
Auditor General	7.00	8.00	8.00	-	-%
CMO - Admin	2.00	2.00	2.00	-	-%
Communication & Strategic Initiatives	26.00	27.00	26.00	(1.00)	(3.7)%
Digital & Innovation Office	8.00	8.00	8.00	-	-%
Government & Community Relations	9.00	9.00	9.00	-	-%
Human Resources	81.00	82.00	80.00	(2.00)	(2.4)%
Total City Manager	133.00	136.00	133.00	(3.00)	(2.2)%
Corporate Services					
Corporate Services Administration	2.00	2.00	2.00	-	-%
City Clerk's Office	35.00	35.00	35.00	-	-%
Customer Service POA and Finl Integration	100.47	100.47	99.47	(1.00)	(1.0)%
Financial Planning Admin & Policy	81.58	81.58	83.58	2.00	2.5%
Financial Services	50.00	51.00	51.00	-	-%
Legal Services and Risk Management	83.00	84.00	85.00	1.00	-%
Information Technology	150.00	166.50	172.25	5.75	3.3%
Procurement	31.00	31.00	31.00	-	-%
Revenue Services	47.00	47.00	47.00	-	-%
Total	580.05	598.55	606.30	7.75	1.3%

2026 Complement Summary

	2024 Restated Budget	2025 Restated Budget	2026 Adopted Budget	Change in FTE	Change %
Corporate Financials - Expenditures	-	-	0.85	0.85	100.0%
<small>1. Operating Impacts from Capital.</small>					
Total City Complement	6,118.22	6,326.49	6,396.04	69.55	1.1%
Boards & Agencies					
Library	309.57	307.03	307.38	0.35	0.1%
Board of Health	405.69	405.54	405.54	-	-%
Police Services	1,261.00	1,301.00	1,379.00	78.00	6.0%
Police Services Board	-	3.00	5.00	2.00	40.0%
Farmers' Market	5.12	5.12	5.12	-	-%
Total Boards & Agencies	1,981.38	2,021.69	2,102.04	80.35	4.0%
Total Complement	8,099.60	8,348.18	8,498.08	149.90	1.8%

2026 Operating Impacts of Capital

Project ID	Project Title	Project Total FTE	2026 FTE	2026 OIC	2027 OIC	2028 OIC	2029 OIC	OIC 2030 Beyond	Total Project
CITY MANAGER									
<i>Human Resources</i>									
2052457001	Enterprise Time and Attendance System	5.95	-	-	2,105,000	-	-	-	2,646,000
<i>Human Resources Total</i>		5.95	-	-	2,105,000	-	-	-	2,646,000
<i>Transformation</i>									
3502557003	BBB Permit Applications and Licensing	3.00	-	-	485,400	-	-	-	485,400
3502557012	BBB Enterprise Resource Planning System	16.00	-	-	-	4,229,856	4,356,752	-	8,586,608
<i>Transformation Total</i>		19.00	-	-	485,400	4,229,856	4,356,752	-	9,072,008
CITY MANAGER Total		24.95	-	-	2,590,400	4,229,856	4,356,752	-	11,718,008
CORPORATE SERVICES									
<i>Customer Service POA and Finl Integration</i>									
2052255201	Administrative Penalties Expansion and Operational Enhancement Review	-	-	-	-	-	-	-	-
3452357001	Customer Relationship Management (CRM) - Upgrade and 311 Customer Service Number Introduction	-	-	-	-	-	-	-	-
3452457001	Customer Relationship Management Expansion/Enterprise Roll Out	-	-	-	-	-	-	-	-
3452457002	Enterprise Point of Sale (POS)	-	-	-	-	-	-	-	-
3502557007	BBB Corporate Customer Relationship Management (CRM) Platform	-	-	721,000	-	-	-	-	721,000
3502557010	BBB Point of Sale (POS) System	-	-	625,259	-	-	-	-	625,259
<i>Customer Service POA and Finl Integration Total</i>		-	-	1,346,259	-	-	-	-	1,346,259
<i>Financial Planning Admin & Policy</i>									
3382255001	Vacant Home Tax	-	-	-	-	-	-	-	-
5301785701	Transit Maintenance and Storage Facility (Cash Flow Project) (ICIP)	2.00	2.00	196,129	-	-	-	-	196,129
<i>Financial Planning Admin & Policy Total</i>		2.00	2.00	196,129	-	-	-	-	196,129
<i>Information Technology</i>									
3502157101	Next Generation 9-1-1 (nG 9-1-1)	-	-	-	150,000	-	50,000	-	200,000
3502157202	IT Asset Management Program	-	-	-	-	-	-	-	-
3502257200	IT Strategy Refresh	3.00	-	390,000	540,000	300,000	-	-	1,330,000
3502357001	Information Technology Infrastructure Asset Management	-	-	-	-	-	-	-	-
3502357002	Platform End of Life	-	-	-	-	-	-	-	-
3502357003	Enterprise Data Management Strategy	-	-	-	-	-	-	-	-
3502557001	Automated Vehicle Locator Software Replacement	1.00	-	-	1,127,000	-	-	-	1,127,000
3502557002	Cyber Resilience	15.00	15.00	6,113,331	1,143,471	11,400,000	-	-	18,656,802
3502557003	BBB Permit Applications and Licensing	4.00	1.00	80,900	485,400	-	-	-	566,300
3502557011	BBB Corporate Document and Records Management	2.00	-	-	569,450	-	-	-	569,450



2026 Operating Impacts of Capital

Project ID	Project Title	Project Total FTE	2026 FTE	2026 OIC	2027 OIC	2028 OIC	2029 OIC	OIC 2030 Beyond	Total Project
3502557012	BBB Enterprise Resource Planning System	6.00	4.00	323,600	323,600	-	-	-	647,200
3502557013	BBB Modernize Information Technology Service Model	5.75	1.00	80,900	768,550	-	-	-	849,450
3502557014	BBB Fire Emergency Response Infrastructure Resiliency	1.00	1.00	80,900	-	-	-	-	80,900
3502557015	BBB User and Accounts Management System	1.00	1.00	80,900	-	507,000	-	-	587,900
3502557016	BBB Corporate Reporting and Integrations	1.00	-	111,240	161,800	-	-	-	273,040
3502557021	BBB Transit Scheduling and Dispatch System	1.00	-	-	150,620	-	-	-	150,620
3502657001	Critical Infrastructure Replacement and Refresh	0.75	-	-	-	5,425,000	-	-	5,425,000
<i>Information Technology Total</i>		<i>41.50</i>	<i>23.00</i>	<i>7,261,771</i>	<i>5,419,891</i>	<i>17,632,000</i>	<i>50,000</i>	<i>-</i>	<i>30,463,662</i>
<i>Legal Services and Risk Management</i>									
2052357002	Claims Management Software Replacement	-	-	-	-	-	-	-	-
<i>Legal Services and Risk Management Total</i>		<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
<i>Revenue Services</i>									
3382355002	Taxation Billing Replacement	-	-	-	-	-	-	-	-
<i>Revenue Services Total</i>		<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
CORPORATE SERVICES Total		43.50	25.00	8,804,159	5,419,891	17,632,000	50,000	-	32,006,050
HEALTHY & SAFE COMMUNITIES									
<i>Hamilton Fire Department</i>									
3502557014	BBB Fire Emergency Response Infrastructure Resiliency	-	-	20,000	230,000	-	-	-	250,000
3502557018	BBB Fire Department Computer Aided Dispatch	-	-	-	820,028	-	-	-	820,028
7401841801	Waterdown New Station	15.00	-	-	1,600,270	-	-	-	1,600,270
7402251102	BBB - HFD Technology	-	-	174,000	-	-	-	-	174,000
7402441103	New Upper Stoney Creek (Station 14)	15.00	-	-	-	-	-	2,318,459	2,318,459
7402441104	Station 6 Addition-Renovation	20.00	-	-	-	-	-	2,769,732	2,769,732
7402441106	Station 19 Addition	5.00	-	-	-	-	-	771,635	771,635
7402451102	Mechanical Division Equipment Upgrades	-	-	-	-	-	-	-	-
7402451107	Mechanical Mobile Repair Unit	-	-	53,330	-	-	-	-	53,330
7402551102	Training Division Props and Equipment	-	-	17,550	-	-	-	-	17,550
7402551104	Training Division Cargo Vehicle	-	-	8,500	-	-	-	-	8,500
7402551105	Ladder Remote Upgrades	-	-	8,750	-	-	-	-	8,750
7402551106	Large Volume Hazard Storage - Vehicles	-	-	10,500	-	-	-	-	10,500
7402551107	Mechanical Equipment and Storage Upgrades	-	-	17,000	-	-	-	-	17,000
7402551108	Fire Prevention Inspector Vehicles	-	-	-	-	-	-	-	-
7402641103	Stores Relocation	-	-	-	21,250	-	-	-	21,250



2026 Operating Impacts of Capital

Project ID	Project Title	Project Total FTE	2026 FTE	2026 OIC	2027 OIC	2028 OIC	2029 OIC	OIC 2030 Beyond	Total Project
7402651102	Fire Response Support Vehicle Acquisition	-	-	-	50,000	-	-	-	50,000
7402751100	Station 10 - West End-Urban-Intensification	20.00	-	-	-	-	-	2,765,497	2,765,497
Hamilton Fire Department Total		75.00	-	309,630	2,721,548	-	-	8,625,323	11,656,501
Hamilton Paramedic Service									
7642441103	Paramedic Posting Station 1 - Waterdown	-	-	-	-	8,000	-	-	8,000
7642441104	Paramedic Posting Station 2 - Winona	-	-	-	-	8,000	-	-	8,000
7642441105	Paramedic Posting Station 3 - Elfrida	-	-	-	-	8,000	-	-	8,000
7642441106	Paramedic Posting Station 4 - Dundas	-	-	-	-	-	8,000	-	8,000
7642441107	Paramedic Posting Station 5 - Twenty Road	-	-	-	-	-	-	8,000	8,000
7642441111	Paramedic Central Reporting Station	-	-	-	-	-	3,112,800	-	3,112,800
7642451102	Operational and Clinical Innovation	-	-	-	-	-	-	-	-
7642551103	2026 Ambulance Enhancement	-	-	-	-	-	-	-	-
7642651102	Safety, Equipment, and Operations Improvements	-	-	-	50,000	-	-	-	50,000
Hamilton Paramedic Service Total		-	-	-	50,000	24,000	3,120,800	8,000	3,202,800
Long Term Care									
6302141102	Macassa Lodge B-Wing	30.00	30.00	483,415	493,401	-	-	-	976,816
Long Term Care Total		30.00	30.00	483,415	493,401	-	-	-	976,816
Recreation									
7101754706	Valley Park Community Centre Fit-up	-	-	-	-	-	-	-	-
7101754708	Waterdown Pool and Recreation Centre	21.96	-	-	-	-	1,593,070	-	1,593,070
7101754805	Sir Wilfrid Laurier Gymnasium Addition.	3.61	-	-	-	-	-	-	-
7102441001	Ancaster Senior Achievement Centre Gym Expansion	-	-	-	-	8,800	-	-	8,800
Recreation Total		25.57	-	-	-	8,800	1,593,070	-	1,601,870
HEALTHY & SAFE COMMUNITIES Total		130.57	30.00	793,045	3,264,949	32,800	4,713,870	8,633,323	17,437,987
PLANNING & ECONOMIC DEVELOPMENT									
Economic Development									
8202203206	Strategic Commercial Districts and BIAs	-	-	-	-	-	-	-	-
8202305001	International Village Business Improvement Area Gateway	-	-	-	-	-	-	-	-
8202305002	King Street West Business Improvement Area Gateway	-	-	-	-	-	-	-	-
8202403001	Downtown and Commercial Districts Improvements	-	-	-	-	-	-	-	-
Economic Development Total		-	-	-	-	-	-	-	-
Planning									
8101655600	Comprehensive Zoning By-Law	-	-	-	-	-	-	-	-
8121255620	Part IV & V Designations Under the Ontario Heritage Act	0.20	-	-	24,000	24,000	24,000	96,000	168,000



2026 Operating Impacts of Capital

Project ID	Project Title	Project Total FTE	2026 FTE	2026 OIC	2027 OIC	2028 OIC	2029 OIC	OIC 2030 Beyond	Total Project
8122657001	First Wave Automated Plan Review Portal	-	-	-	-	1,344,345	-	-	1,344,345
<i>Planning Total</i>		0.20	-	-	24,000	1,368,345	24,000	96,000	1,512,345
<i>Tourism & Culture</i>									
3502557005	BBB Museum Collections Management Application	-	-	75,000	-	-	-	-	75,000
4241209103	Public Art -Ward 1	-	-	-	-	-	-	-	-
7102258200	Binbrook Branch Hamilton Public Library Public Art	-	-	-	-	-	-	-	-
7102258201	Vincent Massey Park Public Art	-	-	-	-	-	-	-	-
7102258202	Andrew Warburton Memorial Park Public Art	-	-	-	-	-	-	-	-
7202041204	Children's Museum Exterior Improvements	-	-	-	-	-	-	-	-
7202058202	Collections Management	1.00	-	-	70,000	70,000	70,000	70,000	280,000
7202441005	Auchmar Estate Restoration	-	-	-	-	-	-	-	-
<i>Tourism & Culture Total</i>		1.00	-	75,000	70,000	70,000	70,000	70,000	355,000
<i>Transportation Planning and Parking</i>									
4030058030	Open Streets Hamilton	-	-	-	-	-	-	-	-
4032311222	New Paths and Sidewalks Program	-	-	-	-	-	-	-	-
4032355820	Sustainable Mobility Program	-	-	-	-	-	-	-	-
4032355821	Micromobility Program	0.50	-	-	55,688	-	-	-	55,688
4662355001	Electric Vehicle (EV) Strategy	0.50	-	-	60,000	-	-	-	60,000
<i>Transportation Planning and Parking Total</i>		1.00	-	-	115,688	-	-	-	115,688
PLANNING & ECONOMIC DEVELOPMENT Total		2.20	-	75,000	209,688	1,438,345	94,000	166,000	1,983,033
PUBLIC WORKS									
<i>Corporate Facilities & Energy Management</i>									
3502557017	BBB Building Access and Security	-	-	158,724	-	-	-	-	158,724
3542455101	MTC & City Wide Facilities Flood Mitigation & Adaptation Framework	0.33	-	-	-	-	-	-	-
3542557111	Meeting Room Technologies-Hybrid Meeting Rooms (Phase 2)	-	-	28,380	-	-	-	-	28,380
3622551101	Stadium Technology Infrastructure Replacement	-	-	-	387,600	-	-	-	387,600
5301785701	Transit Maintenance and Storage Facility (Cash Flow Project) (ICIP)	6.50	2.00	-	-	-	-	-	-
6302141102	Macassa Lodge B-Wing	2.00	2.00	688,890	492,068	-	-	-	1,180,958
7101754708	Waterdown Pool and Recreation Centre	1.00	-	-	-	-	286,147	-	286,147
7101754805	Sir Wilfrid Laurier Gymnasium Addition.	0.50	-	-	-	-	-	-	-
7101954901	Binbrook/Glanbrook Recreation Centre Feasibility	1.00	-	-	-	-	-	294,236	294,236
7101954905	Sackville Hill Senior Expansion & Lifecycle Renewal	-	-	-	-	-	110,500	-	110,500
7101954907	Winona Community Centre (expansion of existing)	-	-	-	-	-	-	225,000	225,000



2026 Operating Impacts of Capital

Project ID	Project Title	Project Total FTE	2026 FTE	2026 OIC	2027 OIC	2028 OIC	2029 OIC	OIC 2030 Beyond	Total Project
7102058001	Victoria Park Outdoor Pool	1.00	-	-	-	133,949	-	-	133,949
7102441001	Ancaster Senior Achievement Centre Gym Expansion	1.00	-	-	-	266,640	-	-	266,640
7401841801	Waterdown New Station	4.00	-	-	539,140	-	-	-	539,140
<i>Corporate Facilities & Energy Management Total</i>		<i>17.33</i>	<i>4.00</i>	<i>875,994</i>	<i>1,418,808</i>	<i>400,589</i>	<i>396,647</i>	<i>519,236</i>	<i>3,611,274</i>
<i>Environmental Services</i>									
4032317053	Neighbourhood Active Transportation Program	-	-	-	-	-	-	-	-
4241409341	W4 Pipeline Trail	0.20	-	-	-	-	-	-	-
4242109404	Kenilworth Traffic Circle Beautification	0.33	-	-	-	-	-	-	-
4242109701	Inch Park Play Structure	-	-	-	200,400	-	-	-	200,400
4242356117	W4 Pipeline Trail	-	-	-	42,000	-	-	-	42,000
4242509401	WARD 4- Water drinking fountain (WDF)upgrades and installs.	-	-	9,000	-	-	-	-	9,000
4242609100	Bayfront Park Dock Replacement and Repair	-	-	-	10,000	-	-	-	10,000
4400049007	Cemetery Columbarium	-	-	-	-	-	-	-	-
4400051601	Equipment Acquisition (DC) Program	-	-	-	25,120	-	-	-	25,120
4400056109	Maplewood Park Multi-Use Court	-	-	-	12,000	-	-	-	12,000
4401756703	Mountain Brow Path	0.20	-	-	-	-	-	-	-
4401756706	Roxborough Park Redevelopment	-	-	-	60,700	-	-	-	60,700
4401856804	Highbury Meadows North Park (Proposed)	1.00	-	-	96,400	-	-	-	96,400
4401856819	Albion Falls - Waterfalls Viewing	0.50	-	-	67,970	-	-	-	67,970
4401858800	Skatepark Facility - Recreation study implementation	-	-	-	-	-	-	-	-
4401956802	Beach Park Development Program	-	-	-	7,500	-	-	-	7,500
4401956904	Andrew Warburton Memorial Park	-	-	-	-	-	-	-	-
4401956906	Gatesbury Park	-	-	-	-	-	-	-	-
4401956922	Alexander Park Skate Park	0.84	0.84	105,300	-	-	-	-	105,300
4401956929	HRTMP Initiative 7-1 - Limeridge Mall Hydro Corridor Trail	-	-	-	35,000	-	-	-	35,000
4401956930	City wide Shoreline Protection Measures (per Cynthia July 12, 2019)	-	-	-	15,000	-	-	-	15,000
4401956932	HRTMP Initiative 15-12 Mountain Brow Road Link	-	-	-	-	-	-	-	-
4402049006	Millgrove Drainage & Repair	-	-	-	-	-	-	-	-
4402056008	Southam Park Master Plan	1.24	-	-	32,700	-	-	-	32,700
4402056010	Highland Road Park (Proposed) - Central Park Development	-	-	-	96,400	-	-	-	96,400
4402056011	Valley Community Centre Park	-	-	-	42,400	-	-	-	42,400
4402056918	Beasley Park Rehabilitation Phase 2 - Kelly Street Pedestrianization	0.43	-	-	-	-	-	-	-



2026 Operating Impacts of Capital

Project ID	Project Title	Project Total FTE	2026 FTE	2026 OIC	2027 OIC	2028 OIC	2029 OIC	OIC 2030 Beyond	Total Project
4402056926	ICIP CCR - HAAA Park Redevelopment (Hamilton Amateur Athletic Assoc.)	-	-	-	360,000	-	-	-	360,000
4402149003	Backflow Prevention for Various Parks Facilities	1.00	-	-	-	-	-	-	-
4402151601	Equipment Acquisition (DC) Program	-	-	-	-	-	-	-	-
4402156117	Victoria Park Spray Pad Replacement	-	-	-	-	-	-	-	-
4402156121	Tiffany Hills Park Pathway Connection to School	-	-	-	-	-	-	-	-
4402156124	Mountain Drive Park Redevelopment	1.66	-	-	327,500	-	-	-	327,500
4402256102	Brightside Park (Stadium Precinct Community)	1.00	-	-	156,045	-	-	-	156,045
4402256109	Glen Castle Park	-	-	-	-	-	-	-	-
4402256110	Golf Links Park Ice Rink Servicing	-	-	-	-	-	-	-	-
4402256113	Inch Park inclusive playground	0.20	-	-	-	-	-	-	-
4402256116	Pipeline Trail Gateway	-	-	-	-	-	-	-	-
4402256118	Churchill Park	-	-	-	54,000	-	-	-	54,000
4402256124	Sam Lawrence Park	0.33	-	-	-	-	-	-	-
4402256203	Gourley Park Spray Pad Redevelopment	-	-	-	72,000	-	-	-	72,000
4402256204	William Connell Phase 3	0.50	-	-	51,000	-	-	-	51,000
4402356119	Gage Park Redevelopment	0.66	-	-	72,000	-	-	-	72,000
4402356124	Pier 4 Tugboat Play Structure and spray pad Replacement	0.20	-	-	29,100	-	-	-	29,100
4402456103	Clear Skies Proposed Park - Sadielou Blvd	0.70	-	-	-	-	-	-	-
4402456135	Lake Point Park Multi-Use Court	-	-	-	50,400	-	-	-	50,400
4402456136	Springbrook Subdivision Parkette	-	-	10,000	-	-	-	-	10,000
4402456207	Parkside Hills	-	-	-	96,400	-	-	-	96,400
4402456211	Waterdown South Neighbourhood Park 3 (East Side) - Smoky Hollow	0.50	-	-	96,400	-	-	-	96,400
4402551001	Cemetery Equipment	-	-	-	30,750	-	-	-	30,750
4402556106	Natural Areas Program	-	-	-	10,000	-	-	-	10,000
4402556107	Beverly Community Park Path Addition	-	-	-	10,000	-	-	-	10,000
4402557100	EAM Implementation Technology Acquisition and set up	-	-	-	-	-	-	-	-
4411606104	Pier 7 Commercial Village	1.26	-	-	-	-	-	-	-
4411806201	Central Park Redevelopment	0.66	-	-	-	-	-	-	-
4450053001	Tree Planting Program	1.00	-	-	-	50,000	-	100,000	150,000
4450057100	Tree Tweeting Pilot Project	-	-	2,000	-	-	-	-	2,000
4452253204	Fleet Assets - Forestry & Horticulture	-	-	-	-	-	-	-	-
7102054002	Confederation Park Sports Park Buildings	0.50	-	-	-	-	-	-	-
<i>Environmental Services Total</i>		<i>14.91</i>	<i>0.84</i>	<i>126,300</i>	<i>2,159,185</i>	<i>50,000</i>	<i>-</i>	<i>100,000</i>	<i>2,435,485</i>
<i>Transit</i>									
5301785701	Transit Maintenance and Storage Facility (Cash Flow Project) (ICIP)	34.00	14.00	3,518,354	-	-	-	-	3,518,354



2026 Operating Impacts of Capital

Project ID	Project Title	Project Total FTE	2026 FTE	2026 OIC	2027 OIC	2028 OIC	2029 OIC	OIC 2030 Beyond	Total Project
5302184109	Ranger Equipment Replacement	2.00	-	-	-	-	-	-	-
5302185902	Transit Shelter and Landing Pad Expansion Program	-	-	20,000	20,000	20,000	-	-	60,000
5302249001	Operator Washroom Conveniences	-	-	-	-	-	-	-	-
5302551021	HSR New Radio Deployment	-	-	-	-	-	-	-	-
5302551022	MTC Security Camera Replacement	-	-	-	-	-	-	-	-
5302684105	Pilot of 13" E-Paper Real-Time Displays Across HSR Network	-	-	9,100	13,000	-	-	-	22,100
5302685103	HSR Next Infrastructure	-	-	29,010	118,330	-	61,560	64,050	272,950
Transit Total		36.00	14.00	3,576,464	151,330	20,000	61,560	64,050	3,873,404
Transportation									
4031380390	East-West Road Corridor (Waterdown By-Pass) CASH FLOW	0.06	0.06	146,243	-	-	-	-	146,243
4031880887	Multi-Area Employment Lands - Street A Extension to Pritchard (new road)	0.03	0.03	15,697	-	-	-	-	15,697
4032011028	Southcote - Garner to Highway 403 Bridge	0.06	-	-	-	-	-	-	-
4032019108	Scenic - Chateau to Goulding (Phase 2) & Goulding to Angela (Phase 3) - CASH FLOW	0.39	-	-	60,653	-	-	-	60,653
4032119111	Highway 8 - Bond to Woodleys Lane	-	-	-	-	-	-	-	-
4032280253	Arvin Ave - McNeilly to Lewis	0.14	0.14	66,771	-	-	-	-	66,771
4032280282	Binbrook - Royal Winter/Binhaven to Fletcher	0.24	0.24	47,735	-	-	-	-	47,735
4032280283	Twenty Road Extension - Glover Road to future Upper Red Hill Valley Parkway	0.09	0.09	14,214	-	-	-	-	14,214
4032280285	Southcote - Garner to 970m southerly (hydro corridor) (AEGD)	0.05	0.05	31,064	-	-	-	-	31,064
4032311013	Sherman - King to south end (LRT Enabling)	0.09	-	-	-	-	-	-	-
4032311019	Upper Wentworth - LINC to Mohawk	0.01	0.01	2,778	-	-	-	-	2,778
4032311222	New Paths and Sidewalks Program	-	-	-	-	-	-	-	-
4032317125	Active Transportation	0.44	0.44	112,099	-	-	-	-	112,099
4032319109	Wilson - Victoria to Sherman - CASH FLOW	0.25	-	-	38,198	-	-	-	38,198
4032411015	Main - Queenston Traffic Circle to Delena & Rosewood (LRT Enabling)	0.09	-	-	14,195	-	-	-	14,195
4032417126	Longwood - Macklin Cycle Track	0.40	0.40	100,890	-	-	-	-	100,890
4032480180	Smith - Garner to Dickenson Extension	0.08	0.08	38,052	-	-	-	30,146	68,198
4032480388	Lewis - Barton to Hwy 8	0.04	-	-	-	-	-	18,841	18,841
4032480482	Clappison Ave Ext - Parkside Dr to North Waterdown Dr	0.07	-	-	-	-	-	36,740	36,740
4032480483	McNeilly Rd - Barton St to Hwy 8	0.03	0.03	15,073	-	-	-	-	15,073
4032517505	Strathearne Multi-use Path	0.12	0.12	18,067	-	-	-	-	18,067



2026 Operating Impacts of Capital

Project ID	Project Title	Project Total FTE	2026 FTE	2026 OIC	2027 OIC	2028 OIC	2029 OIC	OIC 2030 Beyond	Total Project
4032580280	First Road West Urbanization from Bedrock to Ridgeview	0.11	0.11	20,342	-	-	-	-	20,342
4032580381	Frid St Extension - Chatham to Longwood	0.05	0.05	25,337	-	-	-	-	25,337
4032580485	Arterial Road 1N Oversizing (AEGD) - Glancaster Road to Dickenson Road	0.70	0.70	276,551	-	-	-	-	276,551
4032580585	Hamilton Dr Urbanization (387 - 409 Hamilton Dr) LUX Ancaster	0.01	0.01	2,372	-	-	-	-	2,372
4032611046	Main - Wentworth to King/Main - Two Way Conversion	0.06	-	-	20,868	-	-	-	20,868
4032611047	Main - James to Wentworth - Two Way Conversion	0.04	-	-	15,071	-	-	-	15,071
4042057014	Drive Cam	-	-	95,000	-	-	-	-	95,000
4661820821	New Traffic Signal - Drakes Drive and N Service Road	0.05	-	-	14,930	-	-	-	14,930
4661820822	New Traffic Signal - Fifty @ North Service Rd	0.05	0.05	14,350	-	-	-	-	14,350
4661820823	New Traffic Signal - Fruitland @ North Service Rd	0.05	0.05	14,350	-	-	-	-	14,350
4661920921	New Traffic Signal - Waterdown Rd/Mill St @ Mountain	0.20	-	-	-	-	-	-	-
4662020021	New Traffic Signal - Centre Rd. & Concession 8	0.05	0.05	13,400	-	-	-	-	13,400
4662020023	New Traffic Signal - King at Kenilworth North Bound Off Ramp	0.05	-	-	-	-	-	-	-
4662020026	New Traffic Signal - 36 Dundas St E (Waterdown) 300m w/o Clappison Ave	0.05	-	-	-	-	-	-	-
4662020029	New Traffic Signal - Cannon & Lottridge / Cannon & Melrose	0.05	0.05	13,400	-	-	-	-	13,400
4662117124	2021 On Street Bike Facilities	-	-	-	-	-	-	-	-
4662120531	APS - Accessible Pedestrian Signals	0.15	-	-	-	-	-	-	-
4662220223	New Traffic Signal - Old Guelph Rd & York Rd	0.05	0.05	13,810	-	-	-	-	13,810
4662220224	New Traffic Signal - RR 56 & Kirk Road	0.05	0.05	13,810	-	-	-	-	13,810
4662220225	New Traffic Signal - South Service Rd @ Vince Mazza Way	0.05	-	-	-	-	-	-	-
4662220227	New Signalized Intersection – Wellington St. S. & Hunter St. E	0.05	-	-	-	-	-	-	-
4662220228	New Traffic Signal - Mud St & First Rd E	0.05	-	-	-	-	-	-	-
4662220229	New Traffic Signal - Fennell Ave & 50m W/O East 43rd St	0.05	-	-	-	-	-	-	-
4662220230	New Traffic Signal - Rymal Rd & Pritchard Rd	0.05	-	-	-	-	-	-	-
4662220232	New Traffic Signal - York & Olympic	0.05	-	-	-	-	-	-	-
4662220234	Main & Paradise - Pedestrian Cross-Over - (IPS and 2 x Type C)	0.05	0.05	13,810	-	-	-	-	13,810



2026 Operating Impacts of Capital

Project ID	Project Title	Project Total FTE	2026 FTE	2026 OIC	2027 OIC	2028 OIC	2029 OIC	OIC 2030 Beyond	Total Project
4662220247	Stone Church - Arbour to Upper Red Hill Valley Pkwy	0.05	0.05	13,810	-	-	-	-	13,810
4662310217	In-Fill Street Lighting Program in Former Town of Ancaster	-	-	2,221	-	-	-	-	2,221
4662317124	Active Transportation Paths and Facilities (New Installations)	1.55	-	-	-	-	-	-	-
4662320375	Waterdown TMP Implementation	0.05	-	-	14,930	-	-	-	14,930
4662320525	Pedestrian Crossovers	0.30	-	-	44,790	-	-	-	44,790
4662320531	APS - Accessible Pedestrian Signals	0.30	-	-	44,790	-	-	-	44,790
4662420404	Bike Facilities Crossing RHVP	0.07	0.07	16,815	-	-	-	-	16,815
4662420405	Dundurn St Crossing - Baker Street & Lamoreaux Ave	0.05	0.05	14,640	-	-	-	-	14,640
4662420407	Pearl - Kent Bicycle Boulevard & Implementation (Kent & Aberdeen Signalization)	0.05	-	-	-	-	-	-	-
4662420408	Upper Paradise - Stone Church to Rymal	0.11	-	-	-	-	-	-	-
4662420416	New Traffic Signal - Sherman Cut at Sherman Access	0.05	0.05	14,350	-	-	-	-	14,350
4662420417	New Traffic Signal - Centre Road at Carlisle Road	0.05	0.05	14,640	-	-	-	-	14,640
4662420418	New Traffic Signal - Emerald & Barton	0.05	0.05	14,350	-	-	-	-	14,350
4662420419	New Traffic Signal - Regional Road 20 at Westbrook	0.05	0.05	14,640	-	-	-	-	14,640
4662420420	West 5th MUP - Fennell Ave to Governor's Blvd (Mohawk College)	0.09	0.09	23,820	-	-	-	-	23,820
4662420423	New Pedestrian Crossings - Wilson St at Meadowbrook Dr/Hamilton Dr	0.05	0.05	14,350	-	-	-	-	14,350
4662420425	New Pedestrian Crossings - Meadowlands Neighborhood	0.05	0.05	14,350	-	-	-	-	14,350
4662420426	New Intersection Pedestrian Signal (IPS) - 85 Centennial Parkway S	0.05	0.05	14,350	-	-	-	-	14,350
4662420433	Old Ancaster and Ogilvie - Traffic Calming	0.05	0.05	14,350	-	-	-	-	14,350
4662455457	Binbrook TMP Implementation	0.05	-	-	-	-	-	-	-
4662510520	Twenty Road, Twentyplace Boulevard Sidewalk Lighting	-	-	-	-	1,999	-	-	1,999
4662510522	Nebo Road Streetlighting Enhancements Underneath Hydro One Corridor	-	-	-	333	-	-	-	333
4662510911	Linc / RHVP Emergency Detour Route Traffic Signal UPS Implementation	0.15	-	-	-	-	-	26,780	26,780
4662520161	161 Meadowlands - PXO & Raised Crosswalk	0.05	0.05	14,640	-	-	-	-	14,640
4662520504	Garth & Whiterock - Raised PXO	0.05	0.05	14,640	-	-	-	-	14,640
4662520505	Highland, Winterberry, Upp Mt Albion & Marston - Controlled Crossings	0.05	0.05	14,640	-	-	-	-	14,640
4662520506	James & Murray - Controlled Crossing	0.05	0.05	14,640	-	-	-	-	14,640



2026 Operating Impacts of Capital

Project ID	Project Title	Project Total FTE	2026 FTE	2026 OIC	2027 OIC	2028 OIC	2029 OIC	OIC 2030 Beyond	Total Project
4662520509	Mountview Park (Lavender Dr & Scenic Dr) - Controlled Crossing	0.05	0.05	14,640	-	-	-	-	14,640
4662520512	Selkirk & Main - New Intersection Pedestrian Signal	0.05	0.05	14,640	-	-	-	-	14,640
4662520513	New Intersection Pedestrian Signal - Stone Church at Normajeau/Rambo	0.05	0.05	14,640	-	-	-	-	14,640
4662520514	New Intersection Pedestrian Signal - Stonechurch & Juliebeth	0.05	0.05	14,640	-	-	-	-	14,640
4662520517	Dewitt at Glenashton - Pedestrian Cross-Over	0.05	0.05	14,640	-	-	-	-	14,640
4662520535	New Intersection Pedestrian Signal - Cannon & Elgin	0.05	-	-	14,640	-	-	-	14,640
4662610610	Grays - Barton to Community Streetlighting Enhancements	-	-	-	1,822	-	-	-	1,822
4662620604	Sundial & Livingstone - Pedestrian Cross Over	0.05	-	-	14,930	-	-	-	14,930
4662620605	Bennetto Elementary School Student Intersection Safety	0.10	-	-	29,860	-	-	-	29,860
4662620610	Airport Road - Pedestrian Enhancements between Provident Way and Mohawk College/KF Aerospace	-	-	-	696	-	-	-	696
4662620615	New Traffic Signal - Upper Gage Avenue and Beryl Street	0.05	-	-	14,930	-	-	-	14,930
4662620620	New Pedestrian Cross-Over - Halson St and Radial Trail Type B	0.05	-	-	14,930	-	-	-	14,930
4662620625	Binbrook Transportation Master Plan Implementation	0.35	-	-	104,510	-	-	-	104,510
4662620640	Ottawa Streetscape Master Plan Transportation Enhancements	0.10	-	-	29,860	-	-	-	29,860
4662620655	New Traffic Signal - Charlton Ave E and Victoria Ave S	0.05	-	-	14,930	-	-	-	14,930
4662620660	New Traffic Signal - Barton St W and Queen St N	0.05	-	-	14,930	-	-	-	14,930
4662620665	New Intersection Pedestrian Signal - Bay St S and Bold St	0.05	-	-	14,930	-	-	-	14,930
4662620670	New Intersection Pedestrian Signal - Cannon St and Park St N	0.05	-	-	14,930	-	-	-	14,930
4662620675	New Intersection Pedestrian Signal - 1900 Main St W	0.05	-	-	14,930	-	-	-	14,930
4662620685	King St W and Bond St New Pedestrian Cross-Over Type B	0.05	-	-	14,930	-	-	-	14,930
4662620690	Catharine St, Walnut St, and Yong St Underpass Lighting Upgrades	0.01	-	-	17,085	-	-	-	17,085
<i>Transportation Total</i>		9.53	4.02	1,443,661	601,601	1,999	-	112,507	2,159,768
<i>Waste Management</i>									
5120051501	Waste Collection Fleet Replacement	-	-	-	-	-	-	-	-



2026 Operating Impacts of Capital

Project ID	Project Title	Project Total FTE	2026 FTE	2026 OIC	2027 OIC	2028 OIC	2029 OIC	OIC 2030 Beyond	Total Project
5122451001	Waste Collection Mini Packer Acquisition	-	-	-	-	-	-	-	-
5122451002	Waste Collection Sidewalk Sweeper Acquisition	-	-	-	-	-	-	-	-
5122451003	Waste Collection Support Vehicle Acquisition	-	-	-	-	-	-	-	-
5122694002	Transfer Station Support Vehicle Acquisition	-	-	-	14,600	-	-	-	14,600
<i>Waste Management Total</i>		-	-	-	14,600	-	-	-	14,600
PUBLIC WORKS Total		77.77	22.86	6,022,419	4,345,524	472,588	458,207	795,793	12,094,531
GRAND TOTAL		278.99	77.86	15,694,623	15,830,452	23,805,589	9,672,828	9,595,116	75,239,608

2026 to 2029 Multi-Year Budget

Tax Supported Operating Budget (\$000's)

2026-2029

	2026	2027		2028		2029				
	Adopted Budget (\$000's)	(\$000's)	2027 vs 2026		(\$000's)	2028 vs 2027		(\$000's)	2028 vs 2027	
			\$	%		\$	%		\$	%
PLANNING & ECONOMIC DEVELOPMENT										
General Manager PED	2,122	2,226	104	4.9%	2,332	106	4.7%	2,444	112	4.8%
Transportation Planning and Parking	3,224	4,442	1,218	37.8%	4,767	325	7.3%	4,350	(417)	(8.8)%
Building	1,149	1,215	66	5.7%	1,267	52	4.3%	1,309	42	3.3%
Economic Development	5,988	6,181	193	3.2%	6,424	243	3.9%	6,661	237	3.7%
Growth Management	632	689	57	9.1%	748	59	8.6%	813	64	8.6%
Licensing & By-Law Services	8,514	8,819	305	3.6%	9,509	690	7.8%	10,132	623	6.6%
Planning	3,746	3,864	118	3.2%	3,995	131	3.4%	4,159	164	4.1%
Tourism & Culture	13,063	13,408	345	2.6%	13,807	399	3.0%	14,091	284	2.1%
TOTAL PLANNING & ECONOMIC DEVELOPMENT	38,439	40,845	2,406	6.3%	42,849	2,004	4.9%	43,958	1,109	2.6%
HEALTHY & SAFE COMMUNITIES										
Housing Secretariat	4,749	4,783	34	0.7%	4,818	35	0.7%	5,009	191	4.0%
Children's and Community Services	13,337	13,930	594	4.5%	14,274	344	2.5%	14,671	397	2.8%
Hamilton Fire Department	120,560	129,163	8,604	7.1%	137,587	8,424	6.5%	145,559	7,972	5.8%
Hamilton Paramedic Service	38,676	41,895	3,219	8.3%	44,357	2,462	5.9%	47,057	2,699	6.1%
Housing Services	98,001	114,112	16,111	16.4%	120,406	6,294	5.5%	124,347	3,941	3.3%
HSC Administration	2,396	2,556	160	6.7%	2,712	156	6.1%	2,854	142	5.2%
Indigenous Relations	937	987	51	5.4%	1,035	47	4.8%	1,085	50	4.8%
Long Term Care	17,087	21,452	4,364	25.5%	23,553	2,101	9.8%	25,565	2,012	8.5%
Ontario Works	14,384	15,118	733	5.1%	16,051	934	6.2%	17,148	1,096	6.8%
Recreation	40,701	42,520	1,819	4.5%	43,687	1,167	2.7%	45,009	1,322	3.0%
TOTAL HEALTHY & SAFE COMMUNITIES	350,828	386,517	35,689	10.2%	408,481	21,964	5.7%	428,303	19,823	4.9%



2026 to 2029 Multi-Year Budget

	2026	2027		2028			2029			
	Adopted Budget (\$000's)	(\$000's)	2027 vs 2026		(\$000's)	2028 vs 2027		(\$000's)	2028 vs 2027	
			\$	%		\$	%		\$	%
PUBLIC WORKS										
PW-General Administration	(822)	0	822	(100.0)%	0	0	0.0%	0	0	0.0%
Corporate Asset Management	3,186	3,282	96	3.0%	3,418	137	4.2%	3,543	125	3.7%
Corporate Facilities & Energy Management	22,342	23,047	705	3.2%	23,639	592	2.6%	24,236	597	2.5%
Engineering Services	(180)	(187)	(7)	0.0%	(194)	(7)	0.0%	(200)	(7)	0.0%
Environmental Services	57,672	59,713	2,041	3.5%	61,443	1,730	2.9%	63,243	1,801	2.9%
Transit	120,876	144,411	23,536	19.5%	165,590	21,179	14.7%	182,954	17,364	10.5%
Transportation	104,677	103,366	(1,311)	(1.3)%	105,662	2,296	2.2%	108,138	2,476	2.3%
Waste Management	49,854	53,247	3,392	6.8%	54,532	1,286	2.4%	55,860	1,327	2.4%
TOTAL PUBLIC WORKS	357,605	386,879	29,274	8.2%	414,091	27,212	7.0%	437,774	23,684	5.7%
LEGISLATIVE										
Legislative General	6,592	6,831	239	3.6%	7,084	253	3.7%	7,343	259	3.7%
Mayors Office	376	378	2	0.5%	380	3	0.7%	384	4	1.0%
Volunteer Committee	23	23	0	0.0%	23	0	0.0%	23	0	0.0%
Ward Budgets	932	933	1	0.2%	935	1	0.2%	937	2	0.2%
TOTAL LEGISLATIVE	7,923	8,165	243	3.1%	8,422	257	3.1%	8,687	265	3.1%
CITY MANAGER										
Auditor General	1,565	1,605	40	2.5%	1,657	52	3.2%	1,711	54	3.3%
CMO - Admin	321	331	11	3.3%	344	13	3.9%	358	14	4.0%
Communication & Strategic Initiatives	3,263	3,357	94	2.9%	3,476	119	3.6%	3,603	126	3.6%
Digital & Innovation Office	584	608	24	4.1%	637	29	4.8%	667	30	4.8%
Government & Community Relations	1,770	1,821	51	2.9%	1,875	55	3.0%	1,933	57	3.1%
Human Resources	9,542	9,749	207	2.2%	10,053	305	3.1%	10,371	317	3.2%
TOTAL CITY MANAGER	17,044	17,471	427	2.5%	18,043	572	3.3%	18,642	599	3.3%
CORPORATE SERVICES										
City Clerk's Office	4,992	5,153	161	3.2%	5,333	180	3.5%	5,519	186	3.5%
Corporate Services Administration	272	284	12	4.3%	296	12	4.4%	310	14	4.6%



2026 to 2029 Multi-Year Budget

	2026	2027			2028			2029		
	Adopted Budget (\$000's)	(\$000's)	2027 vs 2026		(\$000's)	2028 vs 2027		(\$000's)	2028 vs 2027	
			\$	%		\$	%		\$	%
Customer Service POA and Finl Integration	7,813	7,937	124	1.6%	8,156	218	2.7%	8,501	346	4.2%
Financial Planning Admin & Policy	6,316	6,569	253	4.0%	6,855	286	4.4%	7,136	281	4.1%
Financial Services	3,618	3,768	151	4.2%	3,939	171	4.5%	4,105	166	4.2%
Legal Services and Risk Management	5,662	5,997	335	5.9%	6,597	600	10.0%	6,944	348	5.3%
Information Technology	33,080	35,400	2,320	7.0%	36,399	999	2.8%	37,441	1,042	2.9%
Procurement	2,615	2,724	109	4.2%	2,860	136	5.0%	3,000	139	4.9%
Revenue Services	78	120	42	54.2%	212	92	76.0%	299	87	40.9%
TOTAL CORPORATE SERVICES	64,447	67,953	3,506	5.4%	70,647	2,694	4.0%	73,256	2,608	3.7%
CORPORATE FINANCIALS - EXPENDITURES										
Corporate Initiatives	7,118	38,361	31,243	439.0%	46,952	8,590	22.4%	33,341	(13,611)	(29.0)%
Corporate Pensions, Benefits & Contingency	(4,088)	16,760	20,848	(510.0)%	17,319	559	3.3%	17,930	611	3.5%
Parkland Purchase	1,912	1,165	(747)	(39.1)%	830	(335)	(28.7)%	830	0	0.0%
TOTAL CORPORATE FINANCIALS - EXPENDITURES	4,942	56,286	51,344	1038.9%	65,101	8,815	15.7%	52,101	(13,000)	(20.0)%
TOTAL CITY EXPENDITURES	841,227	964,116	122,889	14.6%	1,027,633	63,517	6.6%	1,062,721	35,088	3.4%
CAPITAL FINANCING										
Debt-Healthy & Safe Communities	3,763	4,652	888	23.6%	4,650	(1)	(0.0)%	4,649	(2)	(0.0)%
Debt-Infrastructure Renewal Levy	13,429	13,429	0	0.0%	13,429	0	0.0%	13,429	0	0.0%
Debt-Corporate Financials	139,731	196,049	56,318	40.3%	201,575	5,526	2.8%	218,422	16,847	8.4%
Debt-Planning & Economic Development	1,621	1,620	(1)	(0.0)%	1,619	(1)	(0.0)%	1,619	(1)	(0.0)%
Debt-Public Works	37,943	38,606	663	1.7%	40,192	1,586	4.1%	39,991	(201)	(0.5)%
Debt-Boards & Agencies	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
TOTAL CAPITAL FINANCING	196,486	254,356	57,869	29.5%	261,465	7,110	2.8%	278,109	16,644	6.4%



2026 to 2029 Multi-Year Budget

	2026	2027		2028			2029			
	Adopted Budget (\$000's)	(\$000's)	2027 vs 2026		(\$000's)	2028 vs 2027		(\$000's)	2028 vs 2027	
			\$	%		\$	%		\$	%
BOARDS & AGENCIES										
Police Services										
Hamilton Police Service	238,958	267,750	28,792	12.0%	280,655	12,905	4.8%	298,188	17,533	6.2%
Hamilton Police Service Board	1,936	1,721	(215)	(11.1)%	1,793	72	4.2%	1,868	75	4.2%
911 Service	5,285	5,396	111	2.1%	5,510	113	2.1%	5,625	116	2.1%
Total Police Services	246,179	274,867	28,688	11.7%	287,958	13,090	4.8%	305,681	17,724	6.2%
Other Boards & Agencies										
Board of Health	18,509	20,290	1,782	9.6%	22,172	1,881	9.3%	24,028	1,856	8.4%
Library	39,449	41,409	1,960	5.0%	43,519	2,110	5.1%	45,852	2,333	5.4%
Conservation Authorities	10,102	716	(9,386)	(92.9)%	738	21	3.0%	760	22	3.0%
MPAC	7,454	7,549	95	1.3%	7,775	226	3.0%	8,009	233	3.0%
Hamilton Beach Rescue Unit	155	159	5	3.0%	164	5	3.0%	169	5	3.0%
Royal Botanical Gardens	701	715	14	2.0%	720	5	0.7%	734	14	2.0%
Farmers Market	426	453	26	6.2%	478	25	5.6%	501	23	4.8%
Total Other Boards & Agencies	76,796	71,292	(5,504)	(7.2)%	75,566	4,275	6.0%	80,053	4,486	5.9%
City Enrichment Fund	6,770	7,433	664	9.8%	8,096	663	8.9%	8,811	716	8.8%
TOTAL BOARDS & AGENCIES	329,744	353,592	23,848	7.2%	371,620	18,027	5.1%	394,545	22,926	6.2%
TOTAL EXPENDITURES	1,367,458	1,572,064	204,606	15.0%	1,660,718	88,655	5.6%	1,735,376	74,657	4.5%
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%



2026 to 2029 Multi-Year Budget

	2026	2027			2028			2029		
	Adopted Budget (\$000's)	(\$000's)	2027 vs 2026		(\$000's)	2028 vs 2027		(\$000's)	2028 vs 2027	
			\$	%		\$	%		\$	%
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	7,618	7,618	0	0.0%	7,618	0	0.0%	7,618	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	(7,050)	(4,800)	2,250	(31.9)%	(4,800)	0	0.0%	(4,800)	0	0.0%
Slot Revenues	(6,000)	(6,000)	0	0.0%	(6,000)	0	0.0%	(6,000)	0	0.0%
POA Revenues	2,288	3,653	1,364	59.6%	4,912	1,259	34.5%	5,959	1,048	21.3%
TOTAL NON PROGRAM REVENUES	(57,698)	(54,084)	3,614	(6.3)%	(52,825)	1,259	(2.3)%	(51,777)	1,048	(2.0)%
TOTAL LEVY REQUIREMENT	1,309,760	1,517,980	208,220	15.9%	1,607,894	89,913	5.9%	1,683,599	75,705	4.7%

2026 Capital Budget by Department

2026 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>Board of Health</i>																								
6772551102	PHS - Purchase of New Air Pointer Unit	135	0	0	0	0	0	0	0	135	135	0	0	0										
<i>Board of Health Total</i>												135	0	0	0	135	135	0	0	0				
<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	2,000	2,000	0	0	0			
<i>Other Boards & Agencies</i>																								
2862151700	HBRU Renovations & Equipment Purchases	315	0	0	0	0	0	315	0	0	0	0	0	0										
<i>Other Boards & Agencies Total</i>												315	0	0	0	0	0	315	0	0	0			
BOARDS & AGENCIES Total												2,450	0	0	0	0	0	315	0	2,135	2,135	0	0	0
CITY HOUSING HAMILTON																								
<i>City Housing Company</i>																								
6182141602	City Housing Contribution	863	0	0	0	0	0	0	0	863	863	0	0	0										
<i>City Housing Company Total</i>												863	0	0	0	0	0	0	0	863	863	0	0	0



2026 Capital Budget by Department

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 HOUSING HAMILTON Total		863	0	0	0	0	0	0	0	863	863	0	0	0
CITY MANAGER														
<i>Communication & Strategic Initiatives</i>														
3382457002	AODA Compliance	234	0	0	0	0	0	0	0	234	234	0	0	0
<i>Communication & Strategic Initiatives Total</i>		<i>234</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>234</i>	<i>234</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Human Resources</i>														
2052457001	Enterprise Time and Attendance System	1,882	0	0	0	0	0	0	330	1,552	1,552	0	0	0
<i>Human Resources Total</i>		<i>1,882</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>330</i>	<i>1,552</i>	<i>1,552</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Transformation</i>														
2059999999	Program/Process efficiencies	700	0	0	0	0	0	700	0	0	0	0	0	0
3502557003	BBB Permit Applications and Licensing	1,242	0	0	0	0	0	0	0	1,242	0	1,242	0	0
3502557005	BBB Museum Collections Management Application	828	0	0	0	0	0	0	0	828	0	828	0	0
3502557007	BBB Corporate Customer Relationship Management (CRM) Platform	147	0	0	0	0	0	0	0	147	0	147	0	0
3502557008	BBB Asset Management	3,092	0	0	0	0	0	0	0	3,092	0	3,092	0	0
3502557010	BBB Point of Sale (POS) System	120	0	0	0	0	0	0	0	120	0	120	0	0



2026 Capital Budget by Department

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
3502557011	BBB Corporate Document and Records Management	127	0	0	0	0	0	0	0	127	0	127	0	0
3502557012	BBB Enterprise Resource Planning System	9,272	0	0	0	0	0	0	0	9,272	0	9,272	0	0
3502557014	BBB Fire Emergency Response Infrastructure Resiliency	6	0	0	0	0	0	0	0	6	0	6	0	0
3502557015	BBB User and Accounts Management System	778	0	0	0	0	0	0	0	778	0	778	0	0
3502557018	BBB Fire Department Computer Aided Dispatch	949	0	0	0	0	0	0	0	949	0	949	0	0
3502557021	BBB Transit Scheduling and Dispatch System	543	0	0	0	0	0	0	0	543	0	543	0	0
<i>Transformation Total</i>		<i>17,803</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>700</i>	<i>0</i>	<i>17,103</i>	<i>0</i>	<i>17,103</i>	<i>0</i>	<i>0</i>
CITY MANAGER Total		19,919	0	0	0	0	0	700	330	18,889	1,786	17,103	0	0
CORPORATE SERVICES														
<i>Customer Service POA and Finl Integration</i>														
2052157002	Replacement of Integrated Court Offences Network and Collections Administration Management Software	150	0	150	0	0	0	0	0	0	0	0	0	0



2026 Capital Budget by Department

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>Customer Service POA and Finl Integration Total</i>		150	0	150	0	0	0	0	0	0	0	0	0	0
<i>Information Technology</i>														
3502257200	IT Strategy Refresh	225	0	0	0	0	0	0	0	225	225	0	0	0
3502357001	Information Technology Infrastructure Asset Management	1,500	0	0	0	0	0	0	0	1,500	1,500	0	0	0
3502557001	Automated Vehicle Locator Software Replacement	775	0	0	0	0	0	0	0	775	775	0	0	0
3502557002	Cyber Resilience	19,026	0	0	0	0	0	0	2,032	16,994	956	16,038	0	0
3502657001	Critical Infrastructure Replacement and Refresh	13,600	0	0	0	0	0	0	0	13,600	0	13,600	0	0
<i>Information Technology Total</i>		35,126	0	0	0	0	0	0	2,032	33,094	3,456	29,638	0	0
<i>Procurement</i>														
3382655001	Review and Revision of Procurement Document Templates	75	0	0	0	0	0	0	0	75	75	0	0	0
3382655002	Social Value Procurement	75	0	0	0	0	0	0	0	75	75	0	0	0
<i>Procurement Total</i>		150	0	0	0	0	0	0	0	150	150	0	0	0
CORPORATE SERVICES Total		35,426	0	150	0	0	0	0	2,032	33,244	3,606	29,638	0	0
HAMILTON PUBLIC LIBRARY <i>Collections & Program Development</i>														



2026 Capital Budget by Department

											Financing Sources			
Project ID	Project Title	Gross Cost	Grants & Subsidies	Other Revenue	Com. Benefit Charge (CBC)	Dev. Charges (Incl Debt)	Rate Funding	Reserves	WIP	Net Costs	From Operating	From Debt	From CCBF	From Other Reserves
7502351301	New Bookmobile	900	0	0	0	900	0	0	0	0	0	0	0	0
7503141300	Mount Hope Collection	250	0	0	0	250	0	0	0	0	0	0	0	0
<i>Collections & Program Development Total</i>		<i>1,150</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>1,150</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Finance & Facilities</i>														
7502451900	New Maintenance Van	100	0	0	0	100	0	0	0	0	0	0	0	0
7502636015	Electric Mini Bookmobiles	1,100	0	0	0	0	0	1,100	0	0	0	0	0	0
<i>Finance & Facilities Total</i>		<i>1,200</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>100</i>	<i>0</i>	<i>1,100</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Public Service - Branches</i>														
7502635001	Red Hill Renovations	700	0	0	0	0	0	200	0	500	500	0	0	0
7502660001	Ancaster Expansion	100	0	0	0	0	0	50	0	50	50	0	0	0
<i>Public Service - Branches Total</i>		<i>800</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>250</i>	<i>0</i>	<i>550</i>	<i>550</i>	<i>0</i>	<i>0</i>	<i>0</i>
HAMILTON PUBLIC LIBRARY Total		3,150	0	0	0	1,250	0	1,350	0	550	550	0	0	0
HEALTHY & SAFE COMMUNITIES														
<i>Hamilton Fire Department</i>														
7402441108	Facility Renovations & Upgrades	300	0	0	0	0	0	0	0	300	300	0	0	0
7402551101	Annual Vehicle Replacement - Increase to 2025 Aerial	1,250	0	0	0	0	0	1,250	0	0	0	0	0	0
7402641103	Stores Relocation	1,029	0	0	0	0	0	0	545	484	484	0	0	0
7402651100	Annual Equipment Replacement	3,778	0	0	0	0	0	3,778	0	0	0	0	0	0
7402651101	Annual Vehicle Replacement	8,177	0	0	0	0	0	8,177	0	0	0	0	0	0



2026 Capital Budget by Department

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
7402651102	Fire Response Support Vehicle Acquisition	350	0	0	0	0	0	350	0	0	0	0	0	0
<i>Hamilton Fire Department Total</i>		<i>14,884</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>13,555</i>	<i>545</i>	<i>784</i>	<i>784</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Hamilton Paramedic Service</i>														
7642651100	Annual Vehicle Replacement	2,100	0	0	0	0	0	2,100	0	0	0	0	0	0
7642651101	Annual Equipment Replacement	410	0	0	0	0	0	410	0	0	0	0	0	0
7642651102	Safety, Equipment, and Operations Improvements	771	0	0	0	0	0	0	24	747	747	0	0	0
<i>Hamilton Paramedic Service Total</i>		<i>3,281</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>2,510</i>	<i>24</i>	<i>747</i>	<i>747</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Housing Services</i>														
6730041000	Social Housing Capital Repairs and Regeneration	1,337	0	0	0	0	0	0	0	1,337	0	0	0	1,337
6730041001	COCHI MY Allocation	13,024	13,024	0	0	0	0	0	0	0	0	0	0	0
6730041002	OPHI MY Allocation	2,291	2,291	0	0	0	0	0	0	0	0	0	0	0
6731841610	Poverty Reduction Investment (PRI) - Indigenous Poverty Reduction	1,244	0	0	0	0	0	0	0	1,244	0	0	0	1,244
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>19,896</i>	<i>15,315</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>4,581</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>4,581</i>



2026 Capital Budget by Department

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
HEALTHY & SAFE COMMUNITIES Total		38,061	15,315	0	0	0	0	16,065	569	6,112	1,531	0	0	4,581
LEGISLATIVE														
<i>Legislative General</i>														
2052180510	DC Exemptions Recovery	40,151	0	0	0	0	0	0	3,500	36,651	22,632	0	0	14,019
2112156401	Confidential - Parkland Acquisition	2,588	0	0	0	0	0	0	0	2,588	2,588	0	0	0
3302348302	Climate Change Action Plan	2,500	0	0	0	0	0	0	3	2,497	2,497	0	0	0
<i>Legislative General Total</i>		45,239	0	0	0	0	0	0	3,503	41,736	27,717	0	0	14,019
<i>Ward Budgets</i>														
3302309014	Ward 14 Capital Reinvestment	100	0	0	0	0	0	100	0	0	0	0	0	0
3302309100	Ward 1 Capital Reinvestment	100	0	0	0	0	0	100	0	0	0	0	0	0
3302309200	Ward 2 Capital Reinvestment	100	0	0	0	0	0	100	0	0	0	0	0	0
3302309300	Ward 3 Capital Reinvestment	100	0	0	0	0	0	100	0	0	0	0	0	0
3302309400	Ward 4 Capital Reinvestment	100	0	0	0	0	0	100	0	0	0	0	0	0
3302309500	Ward 5 Capital Reinvestment	100	0	0	0	0	0	100	0	0	0	0	0	0
3302309600	Ward 6 Capital Reinvestment	100	0	0	0	0	0	100	0	0	0	0	0	0
3302309700	Ward 7 Capital Reinvestment	100	0	0	0	0	0	100	0	0	0	0	0	0
3302309800	Ward 8 Capital Reinvestment	100	0	0	0	0	0	100	0	0	0	0	0	0
<i>Ward Budgets Total</i>		900	0	0	0	0	0	900	0	0	0	0	0	0
LEGISLATIVE Total		46,139	0	0	0	0	0	900	3,503	41,736	27,717	0	0	0



2026 Capital Budget by Department

											Financing Sources			
Project ID	Project Title	Gross Cost	Grants & Subsidies	Other Revenue	Com. Benefit Charge (CBC)	Dev. Charges (Incl Debt)	Rate Funding	Reserves	WIP	Net Costs	From Operating	From Debt	From CCBF	From Other Reserves
PLANNING & ECONOMIC DEVELOPMENT														
<i>Economic Development</i>														
8202203200	Start Up and Office Tenant Attraction Program	548	0	0	0	0	0	0	448	100	100	0	0	0
8202203204	Commercial District Revitalization Grant Program	650	0	0	0	0	0	0	500	150	150	0	0	0
8202203205	Commercial Vacancy Assistance Program-Downtown Block	50	0	0	0	0	0	0	23	27	27	0	0	0
8202203206	Strategic Commercial Districts and BIAs	1,892	0	0	0	0	0	0	1,718	174	174	0	0	0
8202241200	Hamilton Heritage Property Grant Program	300	0	0	0	0	0	0	0	300	300	0	0	0
8202408001	ERASE Commercial Districts Remediation Loan Program	162	0	0	0	0	0	0	120	42	42	0	0	0
8202441001	Hamilton Heritage Conservation Grant Program	550	0	0	0	0	0	0	492	58	58	0	0	0
8202508001	GREEN Incentives Program	400	0	0	0	0	0	0	0	400	400	0	0	0
8202603001	Hamilton Community Heritage Fund Loan Program	597	0	0	0	0	0	97	0	500	500	0	0	0
8202605001	Annual BIA Supplement	150	0	0	0	0	0	0	0	150	150	0	0	0



2026 Capital Budget by Department

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
8202608001	Placemaking & Public Art	500	0	0	0	0	0	0	500	0	0	0	0	0
8202608002	Commercial District Housing Opportunities Program	500	0	0	0	0	0	0	500	0	0	0	0	0
8202608003	Downtown and Barton/Kenilworth Housing Opportunities Program	500	0	0	0	0	0	0	500	0	0	0	0	0
<i>Economic Development Total</i>		6,799	0	0	0	0	0	97	4,801	1,900	1,900	0	0	0
<i>General Manager PED</i>														
8122657001	First Wave Automated Plan Review Portal	1,078	0	0	0	0	0	0	800	278	278	0	0	0
<i>General Manager PED Total</i>		1,078	0	0	0	0	0	0	800	278	278	0	0	0
<i>Growth Management</i>														
4031880887	Multi-Area Employment Lands - Street A Extension to Pritchard (new road)	2,200	0	0	0	2,200	0	0	0	0	0	0	0	0
4032280253	Arvin Ave - McNeilly to Lewis	11,510	0	0	0	11,510	0	0	0	0	0	0	0	0
4032380582	Development Road Urbanization	500	0	0	0	475	0	0	0	25	25	0	0	0
4032680620	Fletcher Rd - Binbrook Rd north 550m to Enbridge gas corridor	2,100	0	0	0	1,785	0	0	109	206	206	0	0	0
4032680630	RHBP - Twenty Rd Multi-Use Path - Nebo Rd to Glover Rd	1,000	0	0	0	1,000	0	0	0	0	0	0	0	0



2026 Capital Budget by Department

											Financing Sources			
Project ID	Project Title	Gross Cost	Grants & Subsidies	Other Revenue	Com. Benefit Charge (CBC)	Dev. Charges (Incl Debt)	Rate Funding	Reserves	WIP	Net Costs	From Operating	From Debt	From CCBF	From Other Reserves
4032680640	Stoney Creek Block 1 Phase 2 Lands	400	0	0	0	400	0	0	0	0	0	0	0	0
4032680650	Eleanor Ave - Stone Church Rd to Dulgaren St	1,500	0	0	0	1,275	0	0	0	225	225	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
<i>Growth Management Total</i>		<i>22,210</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>21,645</i>	<i>0</i>	<i>0</i>	<i>109</i>	<i>456</i>	<i>456</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Licensing & By-Law Services</i>														
4502350001	Confidential - RE2301	4,100	0	0	0	0	0	0	0	4,100	0	4,100	0	0
<i>Licensing & By-Law Services Total</i>		<i>4,100</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>4,100</i>	<i>0</i>	<i>4,100</i>	<i>0</i>	<i>0</i>
<i>Planning</i>														
8120955900	Community Planning Studies	224	0	0	0	0	0	0	0	224	224	0	0	0
8121755706	Planning & Zoning Growth Area	335	0	0	0	335	0	0	0	0	0	0	0	0
8141555600	Hamilton Growth Management Review	350	0	0	0	350	0	0	0	0	0	0	0	0
8141655600	City Wide Employment Survey	220	0	0	42	0	0	0	0	178	178	0	0	0
8142555800	Urban Boundary Expansion Appeals	3,000	0	0	0	0	0	0	2,158	842	842	0	0	0
8142655001	Downtown Revitalization Urban Design	150	0	0	0	0	0	0	0	150	150	0	0	0
<i>Planning Total</i>		<i>4,279</i>	<i>0</i>	<i>0</i>	<i>42</i>	<i>685</i>	<i>0</i>	<i>0</i>	<i>2,158</i>	<i>1,395</i>	<i>1,395</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Tourism & Culture</i>														
7202041204	Children's Museum Exterior Improvements	200	0	0	0	0	0	0	0	200	200	0	0	0



2026 Capital Budget by Department

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
7202058201	Conservation of Art and Monuments	60	0	0	0	0	0	0	0	60	60	0	0	0
7202058202	Collections Management	104	0	0	0	0	0	0	0	104	104	0	0	0
7202158213	Civic Museum Development	194	0	0	0	0	0	0	0	194	194	0	0	0
7202341004	Civic Museum Artifact Storage Facility Improvements	606	0	0	0	0	0	0	332	274	274	0	0	0
7202341008	Dundurn Gardener's Cottage Rehabilitation	228	0	0	0	0	0	0	0	228	228	0	0	0
7202341203	Major Historic Site Repainting	63	0	0	0	0	0	0	0	63	63	0	0	0
7202441002	Dundurn Interior Conservation	97	0	0	0	0	0	0	0	97	97	0	0	0
7202458000	Placemaking Repairs and Conservation	5	0	0	0	0	0	5	0	0	0	0	0	0
7202541001	Whitehern Exteriors and Shutters Restoration	218	0	0	0	0	0	0	0	218	218	0	0	0
7202541003	Auchmar Estate Rehabilitation	970	0	0	0	0	0	500	0	470	470	0	0	0
7202558001	Civic Museum Tree Succession Planting	53	0	0	0	0	0	0	0	53	53	0	0	0
7202641001	Gage Park Fountain Restoration	204	0	0	0	0	0	0	0	204	204	0	0	0
7202641002	Multi-site HVAC Replacement	388	0	0	0	0	0	0	0	388	388	0	0	0
7202641003	Dundurn Historic Garden Fence Replacement	170	0	0	0	0	0	0	0	170	170	0	0	0
7202641004	Dundurn Exterior Restoration	97	0	0	0	0	0	0	0	97	97	0	0	0



2026 Capital Budget by Department

											Financing Sources			
Project ID	Project Title	Gross Cost	Grants & Subsidies	Other Revenue	Com. Benefit Charge (CBC)	Dev. Charges (Incl Debt)	Rate Funding	Reserves	WIP	Net Costs	From Operating	From Debt	From CCBF	From Other Reserves
7202641005	Nash Jackson Exterior Restoration	295	0	0	0	0	0	0	0	295	295	0	0	0
7202641006	Hammill House Repairs	73	0	0	0	0	0	0	0	73	73	0	0	0
<i>Tourism & Culture Total</i>		<i>4,025</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>505</i>	<i>332</i>	<i>3,188</i>	<i>3,188</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	0	120	120	0	0	0
4032311222	New Paths and Sidewalks Program	500	0	0	0	500	0	0	0	0	0	0	0	0
4032317050	Active Transportation Paths and Facilities (Upgrades)	250	0	0	0	0	0	0	225	25	25	0	0	0
4032317053	Neighbourhood Active Transportation Program	70	0	0	0	0	0	0	0	70	70	0	0	0
4032355744	TMP Modelling & Monitoring	30	0	0	0	0	0	0	0	30	30	0	0	0
4032355820	Sustainable Mobility Program	450	0	0	0	0	0	0	320	130	130	0	0	0
4032355821	Micromobility Program	100	0	0	0	0	0	0	0	100	100	0	0	0
4032355940	Transportation Tomorrow Survey	100	0	0	0	0	0	0	0	100	100	0	0	0
4032451001	Hamilton Bike Share Fleet - E-Bike Purchase	100	0	0	0	0	0	100	0	0	0	0	0	0
4032455415	Urban Boundary Expansion - Secondary Planning Area Transportation Plans	300	0	0	0	0	0	0	0	300	300	0	0	0



2026 Capital Budget by Department

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
4032555501	Accelerated Active Transportation Plan Implementation	1,000	0	0	0	0	0	0	900	100	100	0	0	0
4032617670	Ferrie - Wellington Active Transportation Connections	100	0	0	0	0	0	0	0	100	100	0	0	0
4032617680	Bay Street Active Transportation Enhancements	100	0	0	0	0	0	0	0	100	100	0	0	0
4032617690	Limeridge Rd Active Transportation Path	265	0	0	0	50	0	0	0	215	215	0	0	0
4032655625	Centennial-QEW Interchange Ramp Operational Improvements Study	500	0	0	0	0	0	0	443	57	57	0	0	0
4032655630	Post-Development Travel Surveys	26	0	0	0	0	0	0	0	26	26	0	0	0
4032655635	Access Management Guidelines for Development	80	0	0	0	0	0	0	0	80	80	0	0	0
4662317124	Active Transportation Paths and Facilities (New Installations)	600	0	0	0	0	0	0	53	547	547	0	0	0
4662320280	Eco Counter Program	83	0	0	0	0	0	0	0	83	83	0	0	0
4901945900	Convention Centre Garage Waterproofing & Structural Repairs	775	215	0	0	0	0	561	0	0	0	0	0	0
4902141201	Surface Lot Repairs and Improvements	500	0	0	0	0	0	500	0	0	0	0	0	0



2026 Capital Budget by Department

											Financing Sources			
Project ID	Project Title	Gross Cost	Grants & Subsidies	Other Revenue	Com. Benefit Charge (CBC)	Dev. Charges (Incl Debt)	Rate Funding	Reserves	WIP	Net Costs	From Operating	From Debt	From CCBF	From Other Reserves
4902541001	Summer's Lane Structural Slab and Expansion Joint Repairs	4,368	0	0	0	0	0	0	1,420	2,948	0	2,948	0	0
	<i>Transportation Planning and Parking Total</i>	10,418	215	0	0	550	0	1,161	3,361	5,131	2,183	2,948	0	0
PLANNING & ECONOMIC DEVELOPMENT Total		52,909	215	0	42	22,880	0	1,903	11,561	16,449	9,401	7,048	0	0
POLICE CAPITAL FINANCING														
<i>Debt Police</i>														
3761651901	Police Computer Hardware	2,136	0	0	0	625	0	1,511	0	0	0	0	0	0
3762457404	Police Service Website Redesign	350	0	0	0	0	0	350	0	0	0	0	0	0
3762541502	Police Carpet Replacement - Station 20 - East End	130	0	0	0	0	0	0	0	130	130	0	0	0
3762551501	Cooling Tower Replacement - Station 10 (Central)	400	0	0	0	0	0	0	0	400	400	0	0	0
3762551502	Police Marine Vessel	550	0	0	0	0	0	550	0	0	0	0	0	0
3762551503	Police - Virtual Reality Training Equipment	175	0	0	0	0	0	175	0	0	0	0	0	0
3762641602	Police - Window Caulking Station 10 & 30	85	0	0	0	0	0	0	0	85	85	0	0	0
3762651100	Police Vehicle Purchases	4,544	0	0	0	0	0	4,544	0	0	0	0	0	0
3762651101	Station 40 Vehicles	2,425	0	0	0	2,425	0	0	0	0	0	0	0	0
3762651102	New Vehicles	1,575	0	0	0	1,575	0	0	0	0	0	0	0	0



2026 Capital Budget by Department

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
3762651200	Equipment for New Officers	1,043	0	0	0	1,043	0	0	0	0	0	0	0	0
3762651201	Glock New Purchase	65	0	0	0	65	0	0	0	0	0	0	0	0
3762651202	Taser 10 Transition	1,378	0	0	0	0	0	0	0	1,378	1,378	0	0	0
3762651204	Classroom Upgrades - Equipment	56	0	0	0	0	0	56	0	0	0	0	0	0
3762651503	Window Replacements	326	0	0	0	0	0	0	0	326	326	0	0	0
3762651504	ERU Relocation	100	0	0	0	0	0	0	0	100	100	0	0	0
3762651505	Enclosure at Station 20 & 30 (Station 10 on hold)	376	0	0	0	0	0	0	0	376	376	0	0	0
3762651506	Gun Locker Management System w/card reader	645	0	0	0	0	0	0	0	645	645	0	0	0
3762657100	Management System (including contracted staffing)	2,285	0	0	0	0	0	0	0	2,285	2,285	0	0	0
<i>Debt Police Total</i>		<i>18,644</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>5,733</i>	<i>0</i>	<i>7,186</i>	<i>0</i>	<i>5,725</i>	<i>5,725</i>	<i>0</i>	<i>0</i>	<i>0</i>
POLICE CAPITAL FINANCING Total		18,644	0	0	0	5,733	0	7,186	0	5,725	5,725	0	0	0
PUBLIC WORKS														
<i>Corporate Asset Management</i>														
4940051003	Shop Equipment Replacement	170	0	0	0	0	0	170	0	0	0	0	0	0
4940051100	Fleet Vehicle&Equipment Replace Program	13,405	0	0	0	0	0	13,405	0	0	0	0	0	0
4940051103	Fuel Site Restoration	504	0	0	0	0	0	504	0	0	0	0	0	0
4942151103	Fuel site Restoration	1,590	0	0	0	0	0	1,590	0	0	0	0	0	0
<i>Corporate Asset Management Total</i>		<i>15,669</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>15,669</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>



2026 Capital Budget by Department

											Financing Sources			
Project ID	Project Title	Gross Cost	Grants & Subsidies	Other Revenue	Com. Benefit Charge (CBC)	Dev. Charges (Incl Debt)	Rate Funding	Reserves	WIP	Net Costs	From Operating	From Debt	From CCBF	From Other Reserves
<i>Corporate Facilities & Energy Management</i>														
3540041009	Program-Compliance Remediation	340	0	0	0	0	0	0	0	340	340	0	0	0
3540041010	Program-Facility Upgrades to Hamilton Public Libraries	437	0	0	0	0	0	0	0	437	437	0	0	0
3540041013	Program-Firestations Facility Upgrade	689	0	0	0	0	0	0	0	689	689	0	0	0
3540041015	Program-EMS Facility Upgrade	437	0	0	0	0	0	0	0	437	437	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	194	0	0	0	0	0	0	0	194	194	0	0	0
3540041412	Program-Roof Management	194	0	0	0	0	0	0	0	194	194	0	0	0
3540041532	Program-Facilities Capital Maintenance	1,400	0	0	0	0	0	0	180	1,220	1,220	0	0	0
3540041648	Program-Parking Lot Rehabilitation	437	0	0	0	0	0	0	0	437	437	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	412	0	0	0	0	0	0	0	412	412	0	0	0



2026 Capital Budget by Department

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
3540051900	Program-Generator Compliance Testing & Upgrades	388	0	0	0	0	0	0	0	388	388	0	0	0
3540055001	Program-Yards Capital Renewal	243	0	0	0	0	0	0	0	243	243	0	0	0
3540055100	Program-Corporate Facilities Audit	243	0	0	0	0	0	0	0	243	243	0	0	0
3542141014	City Hall Forecourt Security Enhancements	213	0	0	0	0	0	0	0	213	213	0	0	0
3542541103	Central Library Lifecycle Renewal	882	0	0	0	0	0	0	0	882	882	0	0	0
3542541106	Gage Park Facility Restoration Program	100	0	0	0	0	0	0	0	100	100	0	0	0
3542557111	Meeting Room Technologies-Hybrid Meeting Rooms (Phase 2)	580	0	0	0	0	0	0	0	580	580	0	0	0
3542641100	Demolition of Firestone Foundation at 1579 Burlington St. East	175	0	0	0	0	0	0	0	175	175	0	0	0
3542641101	Facilities Planning - Adaptive ReUse Projects	558	0	0	0	0	0	0	0	558	558	0	0	0
3620051102	Stadium (former Tim Hortons Field) Capital Repairs	388	0	0	0	0	0	0	0	388	388	0	0	0
3622551101	Stadium Technology Infrastructure Replacement	3,809	0	0	0	0	0	0	0	3,809	0	3,809	0	0

2026 Capital Budget by Department

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
3622651101	Stadium - WIFI, Internal Media Room Infrastructure & Phase 2 Re-Design of Upper Speakers	1,050	0	0	0	0	0	0	1,050	0	0	0	0	0
3720041805	Corporate Security	388	0	0	0	0	0	0	0	388	388	0	0	0
6300041101	Program-ML & WL Facility Capital Maintenance	312	0	0	0	0	0	312	0	0	0	0	0	0
6300041103	Program-Mechanical Infrastructure Lifecycle Renewal	600	0	0	0	0	0	500	0	100	100	0	0	0
6300051103	Program-ML & WL Equipment Lifecycle Renewal	749	0	0	0	0	0	0	0	749	749	0	0	0
6301841800	ML - Refurbishment of A Wing	1,110	0	0	0	0	0	1,000	0	110	110	0	0	0
6302041001	ML - Refurbish Basement	508	0	0	0	0	0	508	0	0	0	0	0	0
6302051801	ML & WL - Security Systems	100	0	0	0	0	0	70	0	30	30	0	0	0
6302641102	WL - Roof Replacement	144	0	0	0	0	0	0	144	0	0	0	0	0
7100041701	Program-Community Halls Retrofits	340	0	0	0	0	0	0	0	340	340	0	0	0
7100041706	Program-Recreation Centre Retrofits	1,940	0	0	0	0	0	0	0	1,940	1,940	0	0	0
7100045215	Program-Parking Lot Management	437	0	0	0	0	0	0	0	437	437	0	0	0

2026 Capital Budget by Department

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
7100051001	Program-Mechanical Infrastructure Lifecycle Renewal	2,632	0	0	0	0	0	0	0	2,632	2,632	0	0	0
7100054105	Program-Park & Fieldhouse Retrofits Recreation Programmed	146	0	0	0	0	0	0	0	146	146	0	0	0
7100054536	Program-Arena Retrofits	485	0	0	0	0	0	0	0	485	485	0	0	0
7100054702	Program-Facility Capital Maintenance	1,795	0	0	0	0	0	0	0	1,795	1,795	0	0	0
7100055101	Program-Recreation Facilities Audit	100	0	0	0	0	0	0	0	100	100	0	0	0
7101754708	Waterdown Pool and Recreation Centre	4,500	0	0	0	4,500	0	0	0	0	0	0	0	0
7101954901	Binbrook/Glanbrook Recreation Centre Feasibility	6,500	0	0	0	6,500	0	0	0	0	0	0	0	0
7102058001	Victoria Park Outdoor Pool	750	0	0	0	0	0	0	0	750	750	0	0	0
7102551100	Chedoke Twin Pad Lifecycle Renewal	679	0	0	0	0	0	0	0	679	679	0	0	0
7102551101	Pat Quinn Parkdale Arena Roof & Rooftop Mechanical Equipment	243	0	0	0	0	0	0	0	243	243	0	0	0
7102618100	Chedoke Golf Bridges rehabilitation (two)	243	0	0	0	0	0	0	0	243	243	0	0	0
7902641100	Retro-Commissioning Corporate Facilities	150	0	0	0	0	0	150	0	0	0	0	0	0
7902641101	Harry Howell Solar PV	1,265	0	0	0	0	0	1,265	0	0	0	0	0	0
7902648208	Energy Initiatives Incremental Costs for Fleet & Facilities	200	0	0	0	0	0	200	0	0	0	0	0	0



2026 Capital Budget by Department

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>Corporate Facilities & Energy Management Total</i>		39,789	0	0	0	11,000	0	4,215	1,374	23,200	19,391	3,809	0	0
<i>Engineering Services</i>														
4030011400	Asset Preservation - State of Good Repair	5,750	0	0	0	0	0	0	0	5,750	0	0	5,750	0
4030020722	Overhead Sign Structures Rehabilitation	291	0	0	0	0	0	0	0	291	291	0	0	0
4030055460	New Technologies/Pilot Projects	100	0	0	0	0	0	0	0	100	100	0	0	0
4030055650	Capital Investment: Road Asset Protection Adjacent to Ravines and Watercourses	100	0	0	0	0	0	0	0	100	100	0	0	0
4031280294	Highway 5 & 6 Interchange EA & Implementation	6,550	0	0	0	6,550	0	0	0	0	0	0	0	0
4031917943	Sherman Access East Retaining Wall Replacement	2,135	0	0	0	0	0	0	0	2,135	130	0	2,005	0
4032011024	Fifty Road Escarpment Access - Retaining Walls	270	0	0	0	0	0	0	0	270	0	0	270	0
4032018452	Bridge 452 - Centennial Pkwy, 990m n/o Ridge	480	0	0	0	0	0	0	0	480	0	0	480	0
4032080288	Upper Wellington - Stone Church to Limeridge - CASH FLOW	1,150	0	0	0	690	0	0	0	460	460	0	0	0
4032118329	Bridge 329 - Burlington St E over Wilcox St	10,000	0	0	0	0	0	0	0	10,000	0	0	10,000	0
4032119105	Barton - Ottawa to Kenilworth	243	0	0	0	0	0	0	0	243	243	0	0	0



2026 Capital Budget by Department

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											From Operating	From Debt	From CCBF	From Other Reserves
4032119108	Concession / Mountain Brow - Upper Gage to Oakcrest	1,100	0	0	0	0	0	0	0	1,100	0	0	1,100	0
4032119122	Barton - Sherman to Ottawa	243	0	0	0	0	0	0	0	243	243	0	0	0
4032218280	Bridge 280 - Claremont Ac, 250m w/o Claremont Ac (West 5th Ramp)	3,800	0	0	0	0	0	0	0	3,800	0	0	3,800	0
4032218301	Bridge 301 - Cootes Dr, 660m e/o Olympic Dr	80	0	0	0	0	0	0	0	80	80	0	0	0
4032218318	Bridge 318 - Claremont Access, over James Mountain	291	0	0	0	0	0	0	0	291	291	0	0	0
4032218330	Bridge 330 - Birch Ave, 75 metres south of Burlington Street	243	0	0	0	0	0	0	0	243	243	0	0	0
4032218346	Bridge 346 - Centre Rd, 195m s/o Carlisle Rd	80	0	0	0	0	0	0	0	80	80	0	0	0
4032218347	Bridge 347 - Carlisle Rd, 355 m w/o Wildberry Way	100	0	0	0	0	0	0	0	100	100	0	0	0
4032218350	Bridge 350 - Centre, 435 metres n/o Concession 5E	70	0	0	0	0	0	0	0	70	70	0	0	0
4032219106	Rymal - Dartnall to Upper Ottawa (Phase 1)	710	0	0	0	604	0	0	0	107	107	0	0	0
4032219321	Safari - Kirkwall to Valens	291	0	0	0	0	0	0	0	291	291	0	0	0

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											From Operating	From Debt	From CCBF	From Other Reserves
4032255962	Road Network Pavement Inspection	126	0	0	0	0	0	0	0	126	126	0	0	0
4032301099	Engineering Services Staffing Costs - Road	4,500	0	0	0	0	0	0	2,800	1,700	1,700	0	0	0
4032310210	Retaining Wall - RW0039,RW0040, RW0188 - Jerseyville Road West	1,895	0	0	0	0	0	0	0	1,895	0	0	1,895	0
4032310240	Battlefield Creek Retaining Wall and Tributary Erosion	100	0	0	0	0	0	0	0	100	100	0	0	0
4032311031	Cannon - James to Queen and York - Dundurn to Caroline	300	0	0	0	0	0	0	0	300	0	0	300	0
4032311225	Geotechnical Investigation Program	485	0	0	0	0	0	0	0	485	485	0	0	0
4032311601	Councillor Initiative - Ward 1 Minor Rehabilitation	175	0	0	0	0	0	0	0	175	175	0	0	0
4032311602	Councillor Initiative - Ward 2 Minor Rehabilitation	175	0	0	0	0	0	0	0	175	175	0	0	0
4032311603	Councillor Initiative - Ward 3 Minor Rehabilitation	175	0	0	0	0	0	0	0	175	175	0	0	0
4032311604	Councillor Initiative - Ward 4 Minor Rehabilitation	175	0	0	0	0	0	0	0	175	175	0	0	0
4032311605	Councillor Initiative - Ward 5 Minor Rehabilitation	175	0	0	0	0	0	0	0	175	175	0	0	0
4032311606	Councillor Initiative - Ward 6 Minor Rehabilitation	175	0	0	0	0	0	0	0	175	175	0	0	0



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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
4032311607	Councillor Initiative - Ward 7 Minor Rehabilitation	175	0	0	0	0	0	0	0	175	175	0	0	0
4032311608	Councillor Initiative - Ward 8 Minor Rehabilitation	175	0	0	0	0	0	0	0	175	175	0	0	0
4032311609	Councillor Initiative - Ward 9 Minor Rehabilitation	175	0	0	0	0	0	0	0	175	175	0	0	0
4032311610	Councillor Initiative - Ward 10 Minor Rehabilitation	175	0	0	0	0	0	0	0	175	175	0	0	0
4032311611	Councillor Initiative - Ward 11 Minor Rehabilitation	175	0	0	0	0	0	0	0	175	175	0	0	0
4032311612	Councillor Initiative - Ward 12 Minor Rehabilitation	175	0	0	0	0	0	0	0	175	175	0	0	0
4032311613	Councillor Initiative - Ward 13 Minor Rehabilitation	175	0	0	0	0	0	0	0	175	175	0	0	0
4032311614	Councillor Initiative - Ward 14 Minor Rehabilitation	175	0	0	0	0	0	0	0	175	175	0	0	0
4032311615	Councillor Initiative - Ward 15 Minor Rehabilitation	175	0	0	0	0	0	0	0	175	175	0	0	0
4032314405	Contaminated Soil & Rock Disposal Program	600	0	0	0	0	450	0	0	150	150	0	0	0
4032318009	Bridge 009 - Concession 6W, 470m w/o Sheffield Rd	243	0	0	0	0	0	0	0	243	243	0	0	0
4032318046	Bridge 046 - Christina Ave, 10m s/o Willow Lane	213	0	0	0	0	0	0	0	213	213	0	0	0



2026 Capital Budget by Department

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
4032318219	Structural Investigations and Reports	631	0	0	0	0	0	0	0	631	631	0	0	0
4032318297	Bridge 297 - Main St, 120m s/o Governors Road	243	0	0	0	0	0	0	0	243	243	0	0	0
4032318328	Bridge 328 - Industrial Drive, 240m east of Gage	146	0	0	0	0	0	0	0	146	146	0	0	0
4032318476	Bridge 476 - Hall Rd, 35m w/o Woodburn Rd	485	0	0	0	0	0	0	0	485	485	0	0	0
4032349555	QA-QC Service Contract Program	188	0	0	0	0	0	0	0	188	188	0	0	0
4032355222	Corridor Infrastructure Condition and Programming	1,040	0	0	0	0	520	0	0	520	520	0	0	0
4032355556	Mapping Update Program	40	0	0	0	0	0	0	0	40	40	0	0	0
4032358001	Consultation and Accommodation	120	0	0	0	0	90	0	0	30	30	0	0	0
4032362073	Field Data Systems Program	149	0	0	0	0	0	0	0	149	149	0	0	0
4032380384	West 5th - Rymal to Stone Church (SMA)	294	0	0	0	176	0	0	0	118	118	0	0	0
4032410459	Retaining Wall - RW0116 - Sherman Access West Leg	146	0	0	0	0	0	0	0	146	146	0	0	0
4032411048	Main - Dundurn to James - Two Way Conversion	4,370	0	0	0	0	0	0	0	4,370	37	4,333	0	0
4032416436	Aberdeen Avenue Improvements - Longwood to Studholme	150	0	0	0	75	0	0	0	75	75	0	0	0



2026 Capital Budget by Department

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
4032418313	Bridge 313 - Arkledun Ave (Jolley Cut), over Claremont Access	475	0	0	0	0	0	0	0	475	0	0	475	0
4032418430	Bridge 430 - Westbrook, 280m s/o RR 20	70	0	0	0	0	0	0	0	70	70	0	0	0
4032418431	Bridge 431 - Westbrook Rd, 205m s/o Golf Club Rd	146	0	0	0	0	0	0	0	146	146	0	0	0
4032418444	Bridge 444 - Guyatt Rd - 200m w.o. Hendershot Rd	70	0	0	0	0	0	0	0	70	70	0	0	0
4032501099	Main St Two-Way Conversion Engineering Services Staffing	146	0	0	0	0	0	0	0	146	146	0	0	0
4032510144	Retaining Wall - RW0144 - Hwy 8	194	0	0	0	0	0	0	0	194	194	0	0	0
4032510574	Retaining Wall RW0574 - Beckett Drive	141	0	0	0	0	0	0	0	141	141	0	0	0
4032510575	Retaining Wall - RW0575 - Harvest Road	194	0	0	0	0	0	0	0	194	194	0	0	0
4032511029	King - Pottruff to Centennial	3,500	0	0	0	0	0	0	0	3,500	0	0	3,500	0
4032511030	Golf Links - bridge over Hwy 403 to Stone Church	300	0	0	0	0	0	0	0	300	0	0	300	0
4032511225	Olympic - York to Cootes	500	0	0	0	0	0	0	0	500	0	0	500	0
4032518021	Bridge 021 - Sager Rd, 475m n/o Patrick Rd	30	0	0	0	0	0	0	0	30	30	0	0	0



2026 Capital Budget by Department

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
4032518025	Bridge 025 - Lynden Rd, 650m n/o Highway No. 5	213	0	0	0	0	0	0	0	213	213	0	0	0
4032518049	Bridge 049 - Collegiate Ave, 30m w/o Donn Ave	243	0	0	0	0	0	0	0	243	243	0	0	0
4032518303	Bridge 303 - Pedestrian Rail Trail Bridge over Main St W	80	0	0	0	0	0	0	0	80	80	0	0	0
4032518326	Bridge 326 - Nikola Tesla Overpass at Kenilworth Ave	146	0	0	0	0	0	0	0	146	146	0	0	0
4032518332	Bridge 332 - Birch, 95m n/o Princess St	388	0	0	0	0	0	0	0	388	388	0	0	0
4032518346	Bridge 246 - Glover Rd, 335m s/o Barton Street	213	0	0	0	0	0	0	0	213	213	0	0	0
4032518403	Bridge 403 - Harrison Rd, 275m s/o Kirk Rd	146	0	0	0	0	0	0	0	146	146	0	0	0
4032519106	Amelia - Queen to West End	188	0	0	0	0	0	0	0	188	188	0	0	0
4032519114	Westdale North Neighbourhood Phase 1	188	0	0	0	0	0	0	0	188	188	0	0	0
4032580510	Collector Road 6N (AEGD) - Upper James west to Collector 6E	450	0	0	0	450	0	0	0	0	0	0	0	0
4032610382	Retaining Wall RW0382 - White Church Road	243	0	0	0	0	0	0	0	243	243	0	0	0
4032610605	Retaining Wall Remediation - Sydenham Creek	146	0	0	0	0	0	0	0	146	146	0	0	0



2026 Capital Budget by Department

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											From Operating	From Debt	From CCBF	From Other Reserves
4032610610	Retaining Wall - Highway 8 Dundas Replacements	485	0	0	0	0	0	0	0	485	485	0	0	0
4032610620	Retaining Wall - RW0184 - Wilson St E	243	0	0	0	0	0	0	0	243	243	0	0	0
4032610625	Retaining Walls - RW0008, RW0134, & RW0446	97	0	0	0	0	0	0	0	97	97	0	0	0
4032610630	Upper James - Mohawk to Fennell RW0264 & RW0375	146	0	0	0	0	0	0	0	146	146	0	0	0
4032611028	King - Kenilworth to Pottruff	243	0	0	0	0	0	0	0	243	243	0	0	0
4032611032	Kenilworth Access to Upper Traffic Circle to Kenilworth Main - Wentworth to King/Main - Two Way Conversion	188	0	0	0	0	0	0	0	188	188	0	0	0
4032611046	Main - James to Wentworth - Two Way Conversion	4,370	0	0	0	0	0	0	0	4,370	37	4,333	0	0
4032611047	Main - James to Wentworth - Two Way Conversion	4,370	0	0	0	0	0	0	0	4,370	37	4,333	0	0
4032611410	Limeridge - Garth to West 5th	243	0	0	0	0	0	0	0	243	243	0	0	0
4032611525	Valley Rd Failure Remediation	340	0	0	0	0	0	0	0	340	340	0	0	0
4032611610	RHVP Super Elevation Adjustment	2,902	0	0	0	0	0	0	0	2,902	742	0	2,160	0
4032611620	Dundurn - Rail Bridge s/o Main to King	500	0	0	0	0	0	0	0	500	215	0	285	0
4032611650	Mud St E - Upper Centennial Pkwy to First Rd E	1,000	0	0	0	0	0	0	0	1,000	100	0	900	0



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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
4032617650	Sherman Access East Leg Steel Facing Wall (adjacent to Bridge 320 Kenilworth) Replacement	100	0	0	0	0	0	0	0	100	100	0	0	0
4032618007	Bridge 007 - Concession 7W, 95m e/o Sager	30	0	0	0	0	0	0	0	30	30	0	0	0
4032618008	Bridge 008 - Wilson St W 545 metres west of Ferguson	184	0	0	0	0	0	0	0	184	184	0	0	0
4032618011	Bridge 011 - Concession 8 W 980 metres west of Westover Rd	184	0	0	0	0	0	0	0	184	184	0	0	0
4032618019	Bridge 019 - Norman Rd, 555m e/o Sager Rd	68	0	0	0	0	0	0	0	68	68	0	0	0
4032618031	Bridge 031 - Pedestrian Bridge off of R.O.W. (Fallsview Rd/HWY 8, 70 metres east of Highway No. 8)	184	0	0	0	0	0	0	0	184	184	0	0	0
4032618047	Bridge 047 - First Road E, 155 metres south of Ridge RD	184	0	0	0	0	0	0	0	184	184	0	0	0
4032618053	Bridge 053 - Third Rd E, 320 metres south of Mud St E	184	0	0	0	0	0	0	0	184	184	0	0	0
4032618054	Bridge 054 - Green Mountain Rd E, 970 metres east of Sixth Rd E	184	0	0	0	0	0	0	0	184	184	0	0	0



2026 Capital Budget by Department

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											From Operating	From Debt	From CCBF	From Other Reserves
4032618075	Bridge 075 - Concession 5 E, 535 metres east of Centre Rd	40	0	0	0	0	0	0	0	40	40	0	0	0
4032618100	Bridge 100 - Pedestrian Rail Trail Bridge Over Gravel Pit Rd (Bridge Decommission & Road Realign)	291	0	0	0	0	0	0	0	291	291	0	0	0
4032618104	Bridge 104 - Book Rd W, 1110 metres west of Shaver Rd	184	0	0	0	0	0	0	0	184	184	0	0	0
4032618106	Bridge 106 - Alberton Rd, 540 metres south of Book Rd W	184	0	0	0	0	0	0	0	184	184	0	0	0
4032618114	Bridge 114 - Golf Links Rd, 100 metres west of Chancery Dr	184	0	0	0	0	0	0	0	184	184	0	0	0
4032618117	Bridge 117 - Old Guelph Rd, 110m south of Homestead Ave	146	0	0	0	0	0	0	0	146	146	0	0	0
4032618177	Bridge 177 - Chatham St, 160 metres west of Dundurn St S	146	0	0	0	0	0	0	0	146	146	0	0	0
4032618186	Bridge 186 - Emerald Street, Pedestrian Bridge over CNR Tracks	146	0	0	0	0	0	0	0	146	146	0	0	0
4032618224	Bridge 224 - Pedestrian Bridge Over QEW (Red Hill Creek Expressway Trail)	80	0	0	0	0	0	0	0	80	80	0	0	0



2026 Capital Budget by Department

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
4032618232	Bridge 232 - South Service Rd, 390m e/o Fruitland Rd	146	0	0	0	0	0	0	0	146	146	0	0	0
4032618274	Bridge 274 - York Bv, 110 metres south of Valley Inn Rd	146	0	0	0	0	0	0	0	146	146	0	0	0
4032618305	Bridge 305 - Dundurn St S, 25 metres north of Hill St	146	0	0	0	0	0	0	0	146	146	0	0	0
4032618323	Bridge 323 - Lawrence Rd Over Kenilworth Ave S	75	0	0	0	0	0	0	0	75	75	0	0	0
4032618361	Bridge 361 - Tapleystown Rd, 95 metres south of Mud St E	184	0	0	0	0	0	0	0	184	184	0	0	0
4032618401	Bridge 401 - Nebo Rd, 965 metres north of Airport Rd E	184	0	0	0	0	0	0	0	184	184	0	0	0
4032618416	Bridge 416 - Trinity Church Rd, 355 metres north of Guyatt Rd	184	0	0	0	0	0	0	0	184	184	0	0	0
4032618428	Bridge 428 - Hall Rd, 335 metres west of Woodburn Rd	184	0	0	0	0	0	0	0	184	184	0	0	0
4032618438	Bridge 438 - English Church Rd E, 1025 metres west of Miles	184	0	0	0	0	0	0	0	184	184	0	0	0
4032618439	Bridge 439 - Trinity Church Rd, 100 metres north of Chippewa Rd	184	0	0	0	0	0	0	0	184	184	0	0	0



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											From Operating	From Debt	From CCBF	From Other Reserves
4032618493	Bridge 493 - Old Dundas Road 10m north of Lions Club Road	204	0	0	0	0	0	0	0	204	204	0	0	0
4032618620	Sealey Park Active Transportation Bridge	500	0	0	0	500	0	0	0	0	0	0	0	0
4032619016	Upper Paradise - Stone Church to Rymal	291	0	0	0	0	0	0	0	291	291	0	0	0
4032619040	Fennell - Garth to 200m e/o Governors and West 4th to Upper James	243	0	0	0	0	0	0	0	243	243	0	0	0
4032619102	Bold - Queen to Locke	188	0	0	0	0	0	0	0	188	188	0	0	0
4032619105	Barton St BIA - Ferguson to Wentworth	243	0	0	0	0	0	0	0	243	243	0	0	0
4032619113	Westdale North Neighbourhood Phase 3	400	0	0	0	0	0	0	0	400	400	0	0	0
4032619115	Westdale North Neighbourhood Phase 2	384	0	0	0	0	0	0	0	384	384	0	0	0
4032619116	Barton St BIA - Wentworth to Sherman	243	0	0	0	0	0	0	0	243	243	0	0	0
4032619301	Robinson - Queen to Park	188	0	0	0	0	0	0	0	188	188	0	0	0
4032619305	John - Cannon to Barton	188	0	0	0	0	0	0	0	188	188	0	0	0
4032619307	Dallas - Upper Gage to West End	188	0	0	0	0	0	0	0	188	188	0	0	0

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											From Operating	From Debt	From CCBF	From Other Reserves
4032619347	Highway 52 at Powerline Rd W - Roundabout	291	0	0	0	0	0	0	0	291	291	0	0	0
4032619630	Implementation Brock St S- Hatt to King	243	0	0	0	0	0	0	0	243	243	0	0	0
4032619850	Locke - King To York and Margaret - Main To King And King St - (W-19)	2,600	1,053	0	0	0	1,300	0	0	247	247	0	0	0
4032680393	Airport - Upper James to Terminal Access Road	500	0	0	0	300	0	0	0	200	200	0	0	0
4032680480	Garner Road - Highway 6 to e/o Glancaster (AEGD)	2,000	0	0	0	1,700	0	0	0	300	300	0	0	0
4032680680	McNiven - Mohawk to Golf Links	400	0	0	0	80	0	0	0	320	320	0	0	0
4042310004	Escarpment Slope & Appurtenance Stabilization Program	1,164	0	0	0	0	0	0	0	1,164	1,164	0	0	0
4042310417	Retaining Wall Rehabilitation Program ES	194	0	0	0	0	0	0	0	194	194	0	0	0
4411606002	West Harbour Real Estate Disposition Process	194	0	0	0	0	0	0	0	194	194	0	0	0
4412306105	West Harbour Waterfront Animation & Programming	194	0	0	0	0	0	0	0	194	194	0	0	0
<i>Engineering Services Total</i>		92,049	1,053	0	0	11,125	2,360	0	2,800	74,711	27,991	13,000	33,720	0



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											From Operating	From Debt	From CCBF	From Other Reserves
<i>Environmental Services</i>														
4242609100	Bayfront Park Dock Replacement and Repair	146	0	0	0	0	0	0	122	23	23	0	0	0
4400011001	Cemetery Roads Rehabilitation Program	107	0	0	0	0	0	0	61	46	46	0	0	0
4400049001	Park Pathway Resurfacing Program	243	0	0	0	0	0	0	200	43	43	0	0	0
4400049002	Park Fencing Program	146	0	0	0	0	0	0	0	146	146	0	0	0
4400049007	Cemetery Columbarium	125	0	0	0	0	0	125	0	0	0	0	0	0
4400049104	Pedestrian/Security Lighting Replacement Program	194	0	0	0	0	0	0	0	194	194	0	0	0
4400051001	Equipment Upgrades	50	0	0	0	0	0	0	0	50	50	0	0	0
4400051002	Playground Lifecycle Replacement Program	412	0	0	0	0	0	0	400	12	12	0	0	0
4400051601	Equipment Acquisition (DC) Program	247	0	0	0	247	0	0	0	0	0	0	0	0
4400051700	Small Equipment Replacement (Reserve) Program (Forestry/Hort)	75	0	0	0	0	0	75	0	0	0	0	0	0
4400051701	Small Equipment Replacement (Reserve) Program (Parks/Cem)	150	0	0	0	0	0	150	0	0	0	0	0	0
4400051903	Confederation Beach Park - Capital Maintenance Program	600	0	0	0	0	0	175	373	52	52	0	0	0
4400052100	CSA Safety Material Replacement Program	209	0	0	0	0	0	0	0	209	209	0	0	0



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											From Operating	From Debt	From CCBF	From Other Reserves
4400054699	Tennis and Multi - use Court Rehabilitation Program	130	0	0	0	0	0	0	0	130	130	0	0	0
4400055600	Parks Testing and Reporting	80	0	0	0	0	0	0	65	15	15	0	0	0
4400055800	QC/CA - Parks and Cemeteries Material Testing	35	0	0	0	0	0	0	0	35	35	0	0	0
4400056001	Leash Free Dog Park Program	80	0	0	0	0	0	80	0	0	0	0	0	0
4401956922	Alexander Park Skate Park	1,375	0	0	0	1,375	0	0	0	0	0	0	0	0
4402056003	Mohawk Sports Park Masterplan	243	0	0	0	0	0	0	0	243	243	0	0	0
4402056011	Valley Community Centre Park	315	0	0	0	0	0	0	285	30	30	0	0	0
4402156006	Rail Trail Improvements	534	0	0	0	0	0	0	500	34	34	0	0	0
4402156124	Mountain Drive Park Redevelopment	562	0	0	0	0	0	562	0	0	0	0	0	0
4402256124	Sam Lawrence Park	954	0	0	0	715	0	0	184	54	54	0	0	0
4402356119	Gage Park Redevelopment	750	0	0	0	750	0	0	0	0	0	0	0	0
4402356208	Eastmount Park Spray Pad Redevelopment	1,500	0	0	0	0	0	1,500	0	0	0	0	0	0
4402456104	Beasley Park Phase 3	183	0	0	0	183	0	0	0	0	0	0	0	0
4402456105	Project Acquisition-Parks Master Plan 2025-2033	33,864	0	0	0	0	0	33,864	0	0	0	0	0	0
4402456134	Parks and Cemeteries - Erosion and Drainage Repairs	121	0	0	0	0	0	0	0	121	121	0	0	0
4402456135	Lake Point Park Multi-Use Court	129	0	0	0	129	0	0	0	0	0	0	0	0



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4402556106	Natural Areas Program	107	0	0	0	0	0	0	0	107	107	0	0	0
4402556109	Redevelopment of Strachan Open Space	213	0	0	0	0	0	0	170	43	43	0	0	0
4402556114	Kinsman Park Wading Pool conversion to spray pad	1,225	0	0	0	0	0	1,225	0	0	0	0	0	0
4402556117	Red Hill Park	220	0	0	0	110	0	0	0	110	110	0	0	0
4402556131	Turner Park Pathway Improvements	437	0	0	0	0	0	0	400	37	37	0	0	0
4402649103	Cemetery Fencing	70	0	0	0	0	0	0	35	35	35	0	0	0
4402656102	Peachwood Park Shade Structure	280	0	0	0	280	0	0	0	0	0	0	0	0
4402656104	Agro Park Spray Pad	225	0	0	0	225	0	0	0	0	0	0	0	0
4402656309	Fletcher Road Parkette (Proposed)	525	0	0	0	525	0	0	0	0	0	0	0	0
4402656517	Hunter Estates Park Sun Shelter	101	0	0	0	101	0	0	0	0	0	0	0	0
4450049100	Hanging Basket Bracket Replacement Program	40	0	0	0	0	0	0	0	40	40	0	0	0
4450053001	Tree Planting Program	919	0	333	0	0	0	0	530	56	56	0	0	0
4450053102	Naturalized Tree Planting	107	0	0	0	0	0	0	0	107	107	0	0	0
4450053702	Integrated Pest Management Program	116	0	0	0	0	0	0	0	116	116	0	0	0
4452341002	Tropical Greenhouse Landscape Feature Upgrades	50	0	0	0	0	0	0	10	40	40	0	0	0



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											From Operating	From Debt	From CCBF	From Other Reserves
4452341003	Horticulture Depot Renovation/Construction	437	0	0	0	0	0	0	400	37	37	0	0	0
4452549001	Backflow Prevention and Water Meter Installation	50	0	0	0	0	0	0	0	50	50	0	0	0
4452553001	Free Tree Giveaway Program	73	0	0	0	0	0	0	0	73	73	0	0	0
4452609106	Gage Park Tropical Greenhouse Tropical Feature Plants	5	0	0	0	0	0	0	0	5	5	0	0	0
4452653101	Hard Surface Tree Restoration and Rehabilitation	146	0	0	0	0	0	0	0	146	146	0	0	0
4452653103	Fleet Upgrades	75	0	0	0	0	0	0	0	75	75	0	0	0
4452653104	Hard Surface Trees Revitalization and Enhancement	155	0	0	0	0	0	0	0	155	155	0	0	0
4452655105	Tree Risk Management Strategy	146	0	0	0	0	0	0	0	146	146	0	0	0
4452655108	Construction Details	45	0	0	0	0	0	0	0	45	45	0	0	0
4452655109	Drivers of Canopy Change	107	0	0	0	0	0	0	0	107	107	0	0	0
4452655110	Horticulture Strategy	131	0	0	0	0	0	0	0	131	131	0	0	0
<i>Environmental Services Total</i>		<i>49,558</i>	<i>0</i>	<i>333</i>	<i>0</i>	<i>4,640</i>	<i>0</i>	<i>37,755</i>	<i>3,735</i>	<i>3,095</i>	<i>3,095</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Transit</i>														
5301785701	Transit Maintenance and Storage Facility (Cash Flow Project) (ICIP)	41,099	0	0	0	-0	0	0	0	41,099	4,099	37,000	0	0
5301785703	Limeridge Mall Terminal Redevelopment	600	0	0	0	0	0	600	0	0	0	0	0	0



2026 Capital Budget by Department

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
5302183503	Nonrevenue Vehicle Replace Program	185	0	0	0	0	0	185	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	200	0	0	0	0	0	200	0	0	0	0	0	0
5302185902	Transit Shelter and Landing Pad Expansion Program	200	200	0	0	0	0	0	0	0	0	0	0	0
5302385809	Transit Hub Planning and Development (ICIP)	300	220	0	0	0	0	80	0	0	0	0	0	0
5302451101	Transit Capital Hoist Replacement	250	0	0	0	0	0	250	0	0	0	0	0	0
5302551023	Transit Operations Management System – BTC Software Support Services	75	0	0	0	0	0	75	0	0	0	0	0	0
5302651104	HSR Facility Transit Facility Radio Systems	260	0	0	0	0	0	260	0	0	0	0	0	0
5302683104	HSR Next - Expansion Fleet	32,764	24,867	0	0	0	0	7,897	0	0	0	0	0	0
5302684105	Pilot of 13" E-Paper Real-Time Displays Across HSR Network	195	0	0	0	0	0	195	0	0	0	0	0	0
5302684107	Transit Operations Management System - EAM Integrations	175	0	0	0	0	0	175	0	0	0	0	0	0
5302684108	Transit Operations Management System - BTC Facility Configuration	50	0	0	0	0	0	50	0	0	0	0	0	0



2026 Capital Budget by Department

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
5302685103	HSR Next Infrastructure	13,460	1,756	0	0	0	0	0	0	11,704	700	8,004	3,000	0
<i>Transit Total Transportation</i>		<i>90,013</i>	<i>27,043</i>	<i>0</i>	<i>0</i>	<i>-0</i>	<i>0</i>	<i>10,167</i>	<i>0</i>	<i>52,803</i>	<i>4,799</i>	<i>45,004</i>	<i>3,000</i>	<i>0</i>
4032311045	LINC/RHVP Preservation	2,345	0	0	0	0	0	0	0	2,345	0	0	2,345	0
4032311224	Sidewalk Rehabilitation Program	1,174	0	0	0	0	0	0	0	1,174	1,174	0	0	0
4032317241	Fencing/Sound Barrier Rehabilitation/Noise Studies/Replacement within the Road Allowance	388	0	0	0	0	0	0	0	388	388	0	0	0
4032317677	Preventative Road Maintenance Program	8,500	0	0	0	0	0	0	4,236	4,264	4,264	0	0	0
4032318216	Bridge and Structure (Culvert) Maintenance - T.O.M.	1,933	0	0	0	0	0	0	0	1,933	1,933	0	0	0
4032321350	Fleet Additions - Roads O&M	1,245	0	0	0	1,245	0	0	0	0	0	0	0	0
4032341762	Yard Facility Maintenance and Improvement Program	194	0	0	0	0	0	0	0	194	194	0	0	0
4032351410	Roads - Small Equipment Replacement	78	0	0	0	0	0	78	0	0	0	0	0	0
4040021444	Transportation Operations Fleet Upgrades	148	0	0	0	0	0	0	0	148	148	0	0	0
4042310017	Street Lighting Capital Program	146	0	0	0	0	0	0	0	146	146	0	0	0



2026 Capital Budget by Department

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
4042310418	Retaining Wall Maintenance - TOM	146	0	0	0	0	0	0	0	146	146	0	0	0
4042311351	Roads - Assumed Alleyway	100	0	0	0	0	0	0	0	100	100	0	0	0
4042317384	Rehabilitation Guide Rail Replacement Program	388	0	0	0	0	0	0	0	388	388	0	0	0
4042317678	Preventative Maintenance - Crack Sealing	177	0	0	0	0	0	0	0	177	177	0	0	0
4042541505	Transportation Operations Center Upgrades	50	0	0	0	0	0	0	0	50	50	0	0	0
4042549220	Concrete Block Purchase - Temporary Outdoor Patio Program	136	0	0	0	0	0	0	0	136	136	0	0	0
4042551520	New Bench Installations	20	0	0	0	0	0	0	20	0	0	0	0	0
4042611620	Ward 1 - Unassumed Alleys & Standalone Unconnected Catch Basins	291	0	0	0	0	0	0	0	291	291	0	0	0
4042614615	Downtown Revitalization & Beatification	485	0	0	0	0	0	0	0	485	485	0	0	0
4042651605	Hostile Vehicle Mitigation Equipment	291	0	0	0	0	0	0	0	291	291	0	0	0
4660015018	Street Lighting Inventory	121	0	0	0	0	0	0	0	121	121	0	0	0
4661820821	New Traffic Signal - Drakes Drive and N Service Road	300	0	0	0	285	0	0	0	15	15	0	0	0



2026 Capital Budget by Department

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
4661820822	New Traffic Signal - Fifty @ North Service Rd	420	0	0	0	399	0	0	0	21	21	0	0	0
4661820823	New Traffic Signal - Fruitland @ North Service Rd	420	0	0	0	399	0	0	0	21	21	0	0	0
4662020021	New Traffic Signal - Centre Rd. & Concession 8	250	0	0	0	238	0	0	0	13	13	0	0	0
4662220223	New Traffic Signal - Old Guelph Rd & York Rd	300	0	0	0	285	0	0	0	15	15	0	0	0
4662220723	Portable Variable Message Sign /Queue End Warning System	146	0	0	0	0	0	0	0	146	146	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	291	0	0	0	0	0	0	0	291	291	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	243	0	0	0	0	0	0	0	243	243	0	0	0
4662310217	In-Fill Street Lighting Program in Former Town of Ancaster	243	0	0	0	0	0	0	0	243	243	0	0	0
4662315820	Traffic Counts Program	437	0	0	0	0	0	0	0	437	437	0	0	0
4662320001	ATMS – Advanced Traffic Management System	728	0	0	0	0	0	0	0	728	728	0	0	0

2026 Capital Budget by Department

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
4662320011	Traffic Signal Infrastructure/Upgrades	291	0	0	0	0	0	0	0	291	291	0	0	0
4662320017	Traffic Signal LED Lighting Upgrade Program	243	0	0	0	0	0	0	0	243	243	0	0	0
4662320019	Traffic Cabinet & Controller Replacement Program	776	0	0	0	0	0	0	0	776	776	0	0	0
4662320048	Durable Pavement Markings (New Installations)	291	0	0	0	0	0	0	0	291	291	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	700	0	0	0	0	0	700	0	0	0	0	0	0
4662320340	Barton-Nash-Bancroft-Kenora MUP (Kentley-Nashdale)	718	0	0	0	0	0	0	0	718	718	0	0	0
4662320375	Waterdown TMP Implementation	194	0	0	0	0	0	0	0	194	194	0	0	0
4662320525	Pedestrian Crossovers	204	0	0	0	0	0	0	0	204	204	0	0	0
4662320531	APS - Accessible Pedestrian Signals	340	0	0	0	0	0	0	0	340	340	0	0	0
4662320720	Durable Plastic Pavement Marking Rehabilitation	340	0	0	0	0	0	0	0	340	340	0	0	0
4662510520	Twenty Road, Twentypace Boulevard Sidewalk Lighting	194	0	0	0	0	0	0	0	194	194	0	0	0
4662510911	Linc / RHVP Emergency Detour Route Traffic Signal UPS Implementation	315	0	0	0	0	0	0	0	315	315	0	0	0



2026 Capital Budget by Department

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
4662515508	Main & Osler - Traffic Signal Rehabilitation	243	0	0	0	0	0	0	0	243	243	0	0	0
4662520521	Meadowlands Neighbourhood Roundabout Safety Enhancements	146	0	0	0	0	0	0	0	146	146	0	0	0
4662520525	Pedestrian Cross-Over Conversions - Solar to AC	243	0	0	0	0	0	0	0	243	243	0	0	0
4662555487	Traffic signal Asset Management Condition Inspections	194	0	0	0	0	0	0	0	194	194	0	0	0
4662610610	Grays - Barton to Community Streetlighting Enhancements	243	0	0	0	0	0	0	0	243	243	0	0	0
4662610615	Street Lighting Engineering Project Support	100	0	0	0	0	0	0	0	100	100	0	0	0
4662615517	Bannisdale Way Lighting Improvement	146	0	0	0	0	0	0	0	146	146	0	0	0
4662620603	King & Dundurn N/S - AODA and APS Enhancements	100	0	0	0	0	0	0	0	100	100	0	0	0
4662620604	Sundial & Livingstone - Pedestrian Cross Over	60	0	0	0	11	0	0	0	49	49	0	0	0
4662620605	Bennetto Elementary School Student Intersection Safety	500	0	0	0	475	0	0	0	25	25	0	0	0
4662620606	RHVP & LINC Information Board System Design	146	0	0	0	0	0	0	0	146	146	0	0	0

2026 Capital Budget by Department

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
4662620607	Downtown Westdale Traffic Signal Enhancement; King St W between Paisley Ave and Marion Ave	100	0	0	0	0	0	0	0	100	100	0	0	0
4662620608	23 Delawana Dr at Eastgate - PXO B	107	0	0	0	0	0	0	0	107	107	0	0	0
4662620610	Airport Road - Pedestrian Enhancements between Provident Way and Mohawk College/KF Aerospace	615	0	0	0	615	0	0	0	0	0	0	0	0
4662620615	New Traffic Signal - Upper Gage Avenue and Beryl Street	400	0	0	0	380	0	0	0	20	20	0	0	0
4662620620	New Pedestrian Cross-Over - Halson St and Radial Trail Type B	90	0	0	0	17	0	0	0	73	73	0	0	0
4662620625	Binbrook Transportation Master Plan Implementation	243	0	0	0	0	0	0	0	243	243	0	0	0
4662620630	QEW Niagara off-ramp to Fruitland Rd	50	0	0	0	0	0	0	0	50	50	0	0	0
4662620635	Old Ancaster ISRSR Recommendations (Multiple Locations)	291	0	0	0	0	0	0	0	291	291	0	0	0
4662620640	Ottawa Streetscape Master Plan Transportation Enhancements	679	0	0	0	0	0	0	0	679	679	0	0	0

2026 Capital Budget by Department

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
4662620645	Queenston and Centennial Parkway Intersection Safety Enhancements	100	0	0	0	0	0	0	0	100	100	0	0	0
4662620650	Ottawa Streetscape Public Art	243	0	0	0	0	0	0	0	243	243	0	0	0
4662620655	New Traffic Signal - Charlton Ave E and Victoria Ave S	250	0	0	0	238	0	0	0	13	13	0	0	0
4662620660	New Traffic Signal - Barton St W and Queen St N	300	0	0	0	285	0	0	0	15	15	0	0	0
4662620665	New Intersection Pedestrian Signal - Bay St S and Bold St	200	0	0	0	190	0	0	0	10	10	0	0	0
4662620670	New Intersection Pedestrian Signal - Cannon St and Park St N	150	0	0	0	143	0	0	0	8	8	0	0	0
4662620675	New Intersection Pedestrian Signal - 1900 Main St W	150	0	0	0	143	0	0	0	8	8	0	0	0
4662620680	Isaac Brock Dr Existing Raised Pedestrian Crossing Enhancement Type D to B	40	0	0	0	0	0	0	0	40	40	0	0	0
4662620685	King St W and Bond St New Pedestrian Cross-Over Type B	90	0	0	0	17	0	0	0	73	73	0	0	0
4662620690	Catharine St, Walnut St, and Yong St Underpass Lighting Upgrades	437	0	0	0	0	0	0	0	437	437	0	0	0

2026 Capital Budget by Department

											Financing Sources			
Project ID	Project Title	Gross Cost	Grants & Subsidies	Other Revenue	Com. Benefit Charge (CBC)	Dev. Charges (Incl Debt)	Rate Funding	Reserves	WIP	Net Costs	From Operating	From Debt	From CCBF	From Other Reserves
4662620695	Old Ancaster / Old Dundas Environmental Assessment	582	0	0	0	0	0	0	0	582	582	0	0	0
<i>Transportation Total</i>		<i>35,182</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>5,364</i>	<i>0</i>	<i>1,818</i>	<i>4,256</i>	<i>23,745</i>	<i>21,400</i>	<i>0</i>	<i>2,345</i>	<i>0</i>
<i>Waste Management</i>														
5120055137	Waste Management R & D Program	250	0	0	0	20	0	0	0	230	230	0	0	0
5120090200	Diversion Container Replacement Program	400	0	0	0	40	0	0	0	360	360	0	0	0
5120090700	Public Space & Special Event Containers	283	0	0	0	28	0	0	0	255	255	0	0	0
5120091000	Glanbrook Landfill Capital Improvement Program	1,338	0	0	0	120	0	0	715	502	502	0	0	0
5120091002	Stage 3 Development - Glanbrook Landfill Site	225	0	0	0	0	0	0	0	225	225	0	0	0
5120092000	Closed Landfill Maintenance & Capital Improvement Program	437	0	0	0	0	0	0	0	437	437	0	0	0
5120094001	Transfer Station/CRC Maintenance & Capital Improvement Program	3,597	0	0	0	1,439	0	0	1,600	558	558	0	0	0



2026 Capital Budget by Department

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
5120094300	Maintenace & Capital Improvements to the Resource Recovery Centre (RRC) Program	225	0	0	0	79	0	0	0	146	146	0	0	0
5120094920	Environmental Services Legislative Compliance Program	243	0	0	0	0	0	0	0	243	243	0	0	0
5120095525	SWMMP Approvals	150	0	0	0	96	0	0	0	54	54	0	0	0
5122590001	Multi-Residential Building Wheeled Garbage Carts	194	0	0	0	0	0	0	0	194	194	0	0	0
<i>Waste Management Total</i>		<i>7,340</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>1,822</i>	<i>0</i>	<i>0</i>	<i>2,315</i>	<i>3,203</i>	<i>3,203</i>	<i>0</i>	<i>0</i>	<i>0</i>
PUBLIC WORKS Total		329,600	28,096	333	0	33,951	2,360	69,625	14,480	180,756	79,878	61,813	39,065	0
TOTAL BLOCK, RECOMMENDED		547,161	43,625	483	42	63,814	2,360	97,904	32,474	306,460	133,192	115,603	39,065	18,600
TOTAL IN YEAR APPROVAL		74,528	7,826	0	0	17,000	0	18,495	0	31,207	0	31,207	0	0
TOTAL 2026 CAPITAL PROGRAM		621,689	51,451	483	42	80,814	2,360	116,399	32,474	337,667	133,192	146,810	39,065	18,600



2026 to 2035 Capital Financing Plan

Discretionary Tax Supported Net Capital Funding 2026-2035 Forecast

CAPITAL FINANCING PLAN (Net) (\$000's)	2025 Final	2026 Approved	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2032 Forecast	2033 Forecast	Totals 2026-2035
SOURCES OF FUNDING												
Sustainable Funding Sources												
Contribution from Operating	130,968	133,192	183,232	195,985	212,833	232,573	248,023	267,515	285,858	294,126	295,686	2,349,023
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	5,000	3,000	3,000	3,000	3,000	-	-	-	-	-	-	12,000
Future Fund - Poverty Reduction	-	1,337	-	-	-	-	-	-	-	1,337	-	2,674
Canada Community Building Fund (CCBF)	41,972	39,065	38,784	38,784	40,336	40,336	41,949	41,949	43,627	43,627	43,627	412,086
Total Sustainable Funding Sources	180,239	178,894	227,316	240,069	258,469	275,209	292,272	311,764	331,785	341,390	341,613	2,798,783
Non-Sustainable Funding Sources												
Unallocated / Other Capital Reserve	21,641	-	-	-	-	-	-	-	-	-	-	-
Capital Financing Surplus	9,000	5,900	6,500	6,500	9,000	8,300	-	-	-	-	-	36,200
Housing Accelerator Fund	6,063	6,063	-	-	-	-	-	-	-	-	-	6,063
Total Non-Sustainable Funding Sources	36,704	11,963	6,500	6,500	9,000	8,300	-	-	-	-	-	42,263

2026 to 2035 Capital Financing Plan

CAPITAL FINANCING PLAN (Net) (\$000's)	2025 Final	2026 Approved	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2032 Forecast	2033 Forecast	Totals 2026-2035
New External Debt (Principal)												
West Harbour & Waterfront Initiatives	-	-	4,000	30,000	-	-	-	-	-	-	-	34,000
ICIP Transit - 10 Yr Term	-	-	-	-	-	-	-	-	-	-	-	-
ICIP Transit - 15 Yr Term	-	8,004	410	1,471	-	-	-	-	-	-	-	9,885
Waste Management Master Plan	-	-	-	-	-	-	-	-	96,000	96,000	-	192,000
Hamilton Paramedic Service Master Plan (Central Station)	-	10,059	10,059	-	-	-	-	-	-	-	-	20,118
Transit Maintenance & Storage Facility	41,099	37,000	-	-	-	-	-	-	-	-	-	37,000
Main Street Upgrades	-	13,000	13,000	-	-	-	-	-	-	-	-	26,000
Macassa Lodge B Wing Expansion	21,148	21,148	-	-	-	-	-	-	-	-	-	21,148
Additions to the new Waterdown Fire and Police Station	22,551	-	-	-	-	-	-	-	-	-	-	-
Confidential Settlement	4,300	-	-	-	-	-	-	-	-	-	-	-
Build Better and Stronger	22,975	46,742	7,178	-	-	-	-	-	-	-	-	53,919
Summer's Lane Structural Slab and Expansion Joint Repairs	1,325	2,948	-	-	-	-	-	-	-	-	-	2,948
Stadium Technology Infrastructure Replacement	-	3,809	-	-	-	-	-	-	-	-	-	3,809
Confidential - RE2301	-	4,100	-	-	-	-	-	-	-	-	-	4,100
General Debt	-	-	20,000	60,000	5,000	-	20,000	20,000	5,000	-	-	130,000
Total New External Debt (Principal)	113,398	146,810	54,646	91,471	5,000	-	20,000	20,000	101,000	96,000	-	534,927
Total Funding (Net)	330,341	337,667	288,463	338,040	272,469	283,509	312,272	331,764	432,785	437,390	341,613	3,375,973



2026 to 2035 Capital Financing Plan

CAPITAL FINANCING PLAN (Net) (\$000's)	2025 Final	2026 Approved	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2032 Forecast	2033 Forecast	Totals 2026-2035
NET CAPITAL FUNDING (\$000's)												
Block Funding												
Corporate Services	-	150	158	162	165	168	172	176	179	183	187	1,700
Information Technology	3,613	2,500	1,697	1,775	1,854	1,755	1,833	1,912	1,990	2,069	648	18,033
Corporate Facilities	8,075	11,648	8,792	9,248	9,708	9,523	9,990	10,461	10,935	11,414	11,896	103,616
Cultural Facilities	2,710	2,718	3,456	3,711	3,968	3,790	4,049	4,310	4,572	4,835	5,100	40,508
DC exemptions	36,278	33,651	41,096	38,656	29,471	29,318	29,138	29,502	30,257	30,257	30,257	321,603
Commercial Districts and Small Business	3,728	1,900	3,894	3,976	4,059	4,145	4,232	4,321	4,411	4,504	4,598	40,040
Economic Development Initiatives	3,440	1,077	4,058	4,269	4,481	4,396	4,611	4,829	5,048	5,269	5,492	43,530
Corporate Facilities Security Program	800	776	800	800	800	800	800	800	800	800	800	7,976
Fire / Paramedic Services	1,999	1,531	3,316	3,975	4,634	3,889	4,551	5,212	5,875	6,539	7,203	46,725
Forestry & Horticulture	2,272	1,327	2,387	2,443	2,501	2,544	2,604	2,665	2,727	2,790	2,855	24,843
Housing Services	4,478	4,581	4,677	4,775	4,876	4,978	5,083	5,189	5,298	5,410	5,523	50,391
Long Term Care Facilities	894	989	1,129	1,246	1,364	1,259	1,377	1,497	1,616	1,736	1,857	14,070
Park Development (New/Expansion)	5,779	565	7,265	8,006	8,750	8,092	8,841	9,593	10,348	11,105	11,866	84,430
Park's Operations	1,940	1,202	2,106	2,188	2,271	2,264	2,349	2,435	2,522	2,610	2,698	22,645
Parkland Acquisition	2,530	2,588	2,588	2,655	2,723	2,792	2,864	2,937	3,012	5,653	8,362	36,174
Planning / Development	4,748	8,114	2,229	234	238	243	249	254	259	265	270	12,354
Recreation Facilities	3,907	9,787	10,366	11,454	12,546	11,564	12,663	13,766	14,872	15,983	17,097	130,099
Transportation Network	94,380	87,597	120,874	132,156	143,477	138,583	149,982	161,422	172,902	178,266	180,362	1,465,620
Block Funding Total	181,571	172,701	220,888	231,728	237,886	230,105	245,388	261,279	277,625	289,686	297,071	2,464,358



2026 to 2035 Capital Financing Plan

CAPITAL FINANCING PLAN (Net) (\$000's)	2025 Final	2026 Approved	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2032 Forecast	2033 Forecast	Totals 2026-2035
Corporate Initiatives												
Additions to the new Waterdown Fire and Police Station	22,551											-
Ash Borer	-	-	-	-	-	-	-	-	-	-	-	-
Climate Change Action Plan	2,500	2,497	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	-	22,497
Build Better and Stronger	38,825	49,484	7,180	-	-	-	-	-	-	-	-	56,664
DC Exemptions Beyond Block	2,500	3,000	3,500	5,750	5,750	5,750	10,182	8,482	6,739	-	-	49,154
Hamilton Paramedic Service Master Plan (Central Station)	-	10,059	10,059	-	-	-	-	-	-	-	-	20,118
Macassa Lodge B Wing Expansion	21,148	21,148	-	-	-	-	-	-	-	-	-	21,148
Main Street Upgrades	1,300	13,110	13,090	-	-	-	-	-	-	-	-	26,200
Confidential Settlement	4,300											-
Transit & ICIP Master Plan	46,173	52,803	4,282	4,810	5,414	6,068	6,722	7,375	11,729	4,733	5,387	109,322
Transformation Office (CMO)		-	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	9,000
Waste Management Master Plan	2,984	3,203	8,234	46,348	3,402	3,996	10,335	3,549	97,506	97,336	1,520	275,429
West Harbour & Waterfront Initiatives	1,050	388	4,674	30,240	1,412	-	-	-	-	-	-	36,714
Provision for ICIP	-	-	-	-	-	-	-	-	-	-	-	-
Provision for in-year S.O.G.R/Boards & Agencies	-	-	-	-	-	-	-	-	-	-	-	-
Stadium Precinct Master Plan	-	-	-	-	-	-	-	-	-	-	-	-
Randle Reef	-	-	-	-	-	-	-	-	-	-	-	-
Council Priorities	-	-	-	-	-	-	-	-	-	-	-	-
Corporate Initiatives Total	143,331	155,692	54,519	90,649	19,478	19,313	30,739	22,907	119,475	105,568	7,907	626,246
Total Block & Corporate Initiatives	324,902	328,393	275,407	322,377	257,364	249,418	276,127	284,185	397,100	395,255	304,977	3,090,604



2026 to 2035 Capital Financing Plan

CAPITAL FINANCING PLAN (Net) (\$000's)	2025 Final	2026 Approved	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2032 Forecast	2033 Forecast	Totals 2026-2035
Boards & Agencies												
Board of Health	275	135	284	301	317	334	350	367	384	401	419	3,293
CityHousing Hamilton	843	863	879	900	918	938	957	978	998	1,019	1,040	9,490
Hamilton Conservation Authority	2,000	2,000	150	150	150	150	150	150	150	150	150	3,350
Library	-	550	2,160	1,700	-	-	1,200	13,940	-	-	-	19,550
Police Services	2,321	5,725	5,845	5,968	6,093	6,221	6,352	6,485	6,621	6,761	6,902	62,974
Boards & Agencies Total	5,440	9,273	9,319	9,018	7,479	7,643	9,010	21,920	8,154	8,331	8,512	98,657
Total Net Capital Funding	330,341	337,666	284,726	331,395	264,843	257,061	285,137	306,105	405,254	403,586	313,489	3,189,261
Unallocated - Surplus(Shortfall)	-	-	3,737	6,645	7,626	26,448	27,136	25,659	27,532	33,804	28,124	186,712



2026 Capital Budget by Ward

2026 Tax Supported Capital Budget 2026-2035 Capital Projects by Ward (\$000's)

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
WARD 1												
Legislative												
3302309100	Ward 1 Capital Reinvestment	100	0	0	0	0	0	0	0	0	0	100
<i>LEGISLATIVE TOTAL</i>		<i>100</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>100</i>
Planning & Economic Development												
7202341008	Dundurn Gardener's Cottage Rehabilitation	228	75	0	0	0	0	0	0	0	0	303
7202441002	Dundurn Interior Conservation	97	190	220	0	0	0	0	0	0	0	507
7202641003	Dundurn Historic Garden Fence Replacement	170	0	0	0	0	0	0	0	0	0	170
7202641004	Dundurn Exterior Restoration	97	100	100	100	0	0	0	0	0	0	397
<i>PLANNING & ECONOMIC DEVELOPMENT TOTAL</i>		<i>592</i>	<i>365</i>	<i>320</i>	<i>100</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>1,377</i>
Public Works												
3542541103	Central Library Lifecycle Renewal	882	0	0	0	0	0	0	0	0	0	882
4032311601	Councillor Initiative - Ward 1 Minor Rehabilitation	175	180	180	180	180	180	180	180	180	180	1,795
4032416436	Aberdeen Avenue Improvements - Longwood to Studholme	150	202	210	2,000	0	0	0	0	0	0	2,562
4032418307	Bridge 307 - Main Street W, 135m w/o Dundurn St S	0	250	1,450	0	0	0	0	0	0	0	1,700
4032419112	Aberdeen - Queen to Studholme & Dundurn - Aberdeen to Hill	0	9,600	0	0	0	0	0	0	0	0	9,600
4032510093	Retaining Wall RW0093 - Aberdeen Ave	0	0	450	0	0	0	0	0	0	0	450
4032518303	Bridge 303 - Pedestrian Rail Trail Bridge over Main St W	80	0	1,000	0	0	0	0	0	0	0	1,080
4032519106	Amelia - Queen to West End	188	1,240	0	0	0	0	0	0	0	0	1,428

2026 Capital Budget by Ward

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
4032519114	Westdale North Neighbourhood Phase 1	188	5,920	0	0	0	0	0	0	0	0	6,108
4032611620	Dundurn - Rail Bridge s/o Main to King	500	0	0	0	0	0	0	0	0	0	500
4032618177	Bridge 177 - Chatham St, 160 metres west of Dundurn St S	146	0	0	600	0	0	0	0	0	0	746
4032618274	Bridge 274 - York Bv, 110 metres south of Valley Inn Rd	146	150	0	2,000	0	0	0	0	0	0	2,296
4032618305	Bridge 305 - Dundurn St S, 25 metres north of Hill St	146	150	500	0	0	0	0	0	0	0	796
4032619113	Westdale North Neighbourhood Phase 3	400	0	0	5,108	0	0	0	0	0	0	5,508
4032619115	Westdale North Neighbourhood Phase 2	384	0	5,373	0	0	0	0	0	0	0	5,757
4032619850	Locke - King To York and Margaret - Main To King And King St - (W-19)	2,600	0	0	0	0	0	0	0	0	0	2,600
4042611620	Ward 1 - Unassumed Alleys & Standalone Unconnected Catch Basins	291	0	0	0	0	0	0	0	0	0	291
4401956922	Alexander Park Skate Park	1,375	0	0	0	0	0	0	0	0	0	1,375
4402256118	Churchill Park	0	0	900	250	0	0	0	0	0	0	1,150
4402656125	Dundurn Park pathways	0	200	1,000	0	0	0	0	0	0	0	1,200
4662515508	Main & Osler - Traffic Signal Rehabilitation	243	0	0	0	0	0	0	0	0	0	243
4662620603	King & Dundurn N/S - AODA and APS Enhancements	100	0	0	0	0	0	0	0	0	0	100
4662620607	Downtown Westdale Traffic Signal Enhancement; King St W between Paisley Ave and Marion Ave	100	500	0	0	0	0	0	0	0	0	600
4662620675	New Intersection Pedestrian Signal - 1900 Main St W	150	0	0	0	0	0	0	0	0	0	150
4662620685	King St W and Bond St New Pedestrian Cross-Over Type B	90	0	0	0	0	0	0	0	0	0	90
7102058001	Victoria Park Outdoor Pool	750	0	0	0	8,000	0	0	0	0	0	8,750
7102618100	Chedoke Golf Bridges rehabilitation (two)	243	1,250	0	0	0	0	0	0	0	0	1,493

2026 Capital Budget by Ward

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
<i>PUBLIC WORKS TOTAL</i>		9,324	19,642	11,063	10,138	8,180	180	180	180	180	180	59,247
WARD 1 TOTAL		10,016	20,007	11,383	10,238	8,180	180	180	180	180	180	60,724
WARD 2												
Legislative												
3302309200	Ward 2 Capital Reinvestment	100	0	0	0	0	0	0	0	0	0	100
<i>LEGISLATIVE TOTAL</i>		<i>100</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>100</i>
Planning & Economic Development												
4032617680	Bay Street Active Transportation Enhancements	100	500	500	0	0	0	0	0	0	0	1,100
4902541001	Summer's Lane Structural Slab and Expansion Joint Repairs	4,368	1,300	1,304	1,307	0	0	250	0	0	100	8,629
4902541002	Summers Lane Parking Office	0	400	250	0	0	0	0	0	0	0	650
7202541001	Whitehern Exteriors and Shutters Restoration	218	150	0	0	0	0	0	0	0	0	368
8142655001	Downtown Revitalization Urban Design	150	175	175	0	0	0	0	0	0	0	500
<i>PLANNING & ECONOMIC DEVELOPMENT TOTAL</i>		<i>4,837</i>	<i>2,525</i>	<i>2,229</i>	<i>1,307</i>	<i>0</i>	<i>0</i>	<i>250</i>	<i>0</i>	<i>0</i>	<i>100</i>	<i>11,247</i>
Public Works												
3542441104	Ferguson Station Washroom	0	1,300	0	0	0	0	0	0	0	0	1,300
4032210032	Retaining Wall - RW0032 - Arkledun Ave, 200m w/o Claremont Access	0	2,250	0	0	0	0	0	0	0	0	2,250
4032211022	Burlington - James to Ferguson	0	0	0	0	227	237	3,000	0	0	0	3,464
4032311602	Councillor Initiative - Ward 2 Minor Rehabilitation	175	180	180	180	180	180	180	180	180	180	1,795
4032501099	Main St Two-Way Conversion Engineering Services Staffing	146	150	0	0	0	0	0	0	0	0	296
4032519105	Ferguson/Foster/Walnut/Patrick/Charlton/James	0	0	0	800	5,000	2,500	2,500	0	0	0	10,800
4032619301	Robinson - Queen to Park	188	1,550	0	0	0	0	0	0	0	0	1,738
4032619305	John - Cannon to Barton	188	202	2,000	0	0	0	0	0	0	0	2,390



2026 Capital Budget by Ward

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
4402256106	Carter Park Spray Pad Redevelopment	0	900	0	0	0	0	0	0	0	0	900
4402456104	Beasley Park Phase 3	183	2,013	1,220	0	0	0	0	0	0	0	3,416
4402556109	Redevelopment of Strachan Open Space	213	0	750	0	0	0	0	0	0	0	963
4411606002	West Harbour Real Estate Disposition Process	194	200	200	0	0	0	0	0	0	0	594
4412106103	Pier 8 - Streetscaping	0	700	0	787	0	0	0	0	0	0	1,487
4412306101	Pier 8 Greenway	0	605	0	625	0	0	0	0	0	0	1,230
4412306105	West Harbour Waterfront Animation & Programming	194	200	200	200	0	0	0	0	0	0	794
4662620665	New Intersection Pedestrian Signal - Bay St S and Bold St	200	0	0	0	0	0	0	0	0	0	200
4662620670	New Intersection Pedestrian Signal - Cannon St and Park St N	150	0	0	0	0	0	0	0	0	0	150
4662620690	Catharine St, Walnut St, and Yong St Underpass Lighting Upgrades	437	300	0	0	0	0	0	0	0	0	737
<i>PUBLIC WORKS TOTAL</i>		<i>2,267</i>	<i>10,550</i>	<i>4,550</i>	<i>2,592</i>	<i>5,407</i>	<i>2,917</i>	<i>5,680</i>	<i>180</i>	<i>180</i>	<i>180</i>	<i>34,503</i>
WARD 2 TOTAL		7,204	13,075	6,779	3,899	5,407	2,917	5,930	180	180	280	45,851
WARD 3												
Legislative												
3302309300	Ward 3 Capital Reinvestment	100	0	0	0	0	0	0	0	0	0	100
<i>LEGISLATIVE TOTAL</i>		<i>100</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>100</i>
Planning & Economic Development												
7202041204	Children's Museum Exterior Improvements	200	0	0	0	0	0	0	0	0	0	200
7202341004	Civic Museum Artifact Storage Facility Improvements	606	0	0	0	0	0	0	0	0	0	606
7202641001	Gage Park Fountain Restoration	204	185	185	300	100	0	0	0	0	0	974
<i>PLANNING & ECONOMIC DEVELOPMENT TOTAL</i>		<i>1,010</i>	<i>185</i>	<i>185</i>	<i>300</i>	<i>100</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>1,780</i>
Public Works												
3542541106	Gage Park Facility Restoration Program	100	0	0	0	0	0	0	0	0	0	100

2026 Capital Budget by Ward

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
3620051102	Stadium (former Tim Hortons Field) Capital Repairs	388	400	400	400	400	400	400	400	400	400	3,988
3622551101	Stadium Technology Infrastructure Replacement	3,809	1,053	0	0	0	0	0	0	0	0	4,862
3622651101	Stadium - WIFI, Internal Media Room Infrastructure & Phase 2 Re-Design of Upper Speakers	1,050	0	0	0	0	0	0	0	0	0	1,050
4031917943	Sherman Access East Retaining Wall Replacement	2,135	0	0	0	0	0	0	0	0	0	2,135
4032118329	Bridge 329 - Burlington St E over Wilcox St	10,000	8,000	0	0	0	0	0	0	0	0	18,000
4032119122	Barton - Sherman to Ottawa	243	250	8,000	0	0	0	0	0	0	0	8,493
4032218330	Bridge 330 - Birch Ave, 75 metres south of Burlington Street	243	0	6,500	0	0	0	0	0	0	0	6,743
4032311603	Councillor Initiative - Ward 3 Minor Rehabilitation	175	180	180	180	180	180	180	180	180	180	1,795
4032318320	Bridge 320 - Kenilworth Access, over Sherman Access. EB Off-Ramp	0	0	5,000	0	0	0	0	0	0	0	5,000
4032410459	Retaining Wall - RW0116 - Sherman Access West Leg	146	0	0	750	0	0	0	0	0	0	896
4032418313	Bridge 313 - Arkledun Ave (Jolley Cut), over Claremont Access	475	8,100	5,900	1,500	0	0	0	0	0	0	15,975
4032518332	Bridge 332 - Birch, 95m n/o Princess St	388	0	8,000	0	0	0	0	0	0	0	8,388
4032611046	Main - Wentworth to King/Main - Two Way Conversion	4,370	4,370	0	0	0	0	0	0	0	0	8,740
4032617650	Sherman Access East Leg Steel Facing Wall (adjacent to Bridge 320 Kenilworth) Replacement	100	0	4,500	0	0	0	0	0	0	0	4,600
4032618186	Bridge 186 - Emerald Street, Pedestrian Bridge over CNR Tracks	146	0	250	0	0	0	0	0	0	0	396

2026 Capital Budget by Ward

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
4402356119	Gage Park Redevelopment	750	225	0	1,000	0	0	0	0	0	0	1,975
4402456401	Powell Park	0	1,500	0	0	0	0	0	0	0	0	1,500
4452609106	Gage Park Tropical Greenhouse Tropical Feature Plants	5	5	0	0	0	0	0	0	0	0	10
4662620605	Bennetto Elementary School Student Intersection Safety	500	0	0	0	0	0	0	0	0	0	500
4662620655	New Traffic Signal - Charlton Ave E and Victoria Ave S	250	0	0	0	0	0	0	0	0	0	250
<i>PUBLIC WORKS TOTAL</i>		<i>25,271</i>	<i>24,083</i>	<i>38,730</i>	<i>3,830</i>	<i>580</i>	<i>580</i>	<i>580</i>	<i>580</i>	<i>580</i>	<i>580</i>	<i>95,393</i>
WARD 3 TOTAL		26,380	24,268	38,915	4,130	680	580	580	580	580	580	97,273
WARD 4												
Legislative												
3302309400	Ward 4 Capital Reinvestment	100	0	0	0	0	0	0	0	0	0	100
<i>LEGISLATIVE TOTAL</i>		<i>100</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>100</i>
Public Works												
3542641100	Demolition of Firestone Foundation at 1579 Burlington St. East	175	3,000	0	0	0	0	0	0	0	0	3,175
4032119105	Barton - Ottawa to Kenilworth	243	250	2,986	0	0	0	0	0	0	0	3,479
4032311604	Councillor Initiative - Ward 4 Minor Rehabilitation	175	180	180	180	180	180	180	180	180	180	1,795
4032318328	Bridge 328 - Industrial Drive, 240m east of Gage	146	150	0	2,000	0	0	0	0	0	0	2,296
4032511027	Beach - Ottawa to Kenilworth, Dofasco - Beach to Kenilworth, & Ottawa - Barton to Beach - CASH FLOW	0	0	4,220	0	0	0	0	0	0	0	4,220
4032518164	Bridge 164 - Kenilworth Ave, 35m s/o Lawrence Rd	0	225	0	1,400	0	0	0	0	0	0	1,625
4032518326	Bridge 326 - Nikola Tesla Overpass at Kenilworth Ave	146	300	0	3,500	3,000	0	0	0	0	0	6,946
4032518327	Bridge 327 - Nikola Tesla Overpass over Strathearne	0	250	6,000	2,500	0	0	0	0	0	0	8,750

2026 Capital Budget by Ward

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
4032611028	King - Kenilworth to Pottruff	243	2,795	0	0	0	0	0	0	0	0	3,038
4032618323	Bridge 323 - Lawrence Rd Over Kenilworth Ave S	75	0	0	300	0	0	0	0	0	0	375
4402256201	Leaside Park Redevelopment	0	430	0	0	0	0	0	0	0	0	430
7102551101	Pat Quinn Parkdale Arena Roof & Rooftop Mechanical Equipment	243	0	0	0	0	0	0	0	0	0	243
<i>PUBLIC WORKS TOTAL</i>		<i>1,443</i>	<i>7,580</i>	<i>13,386</i>	<i>9,880</i>	<i>3,180</i>	<i>180</i>	<i>180</i>	<i>180</i>	<i>180</i>	<i>180</i>	<i>36,369</i>
WARD 4 TOTAL		1,543	7,580	13,386	9,880	3,180	180	180	180	180	180	36,469
WARD 5												
Legislative												
3302309500	Ward 5 Capital Reinvestment	100	0	0	0	0	0	0	0	0	0	100
<i>LEGISLATIVE TOTAL</i>		<i>100</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>100</i>
Planning & Economic Development												
4032655625	Centennial-QEW Interchange Ramp Operational Improvements Study	500	0	0	0	0	0	0	0	0	0	500
7202341003	Veever's Estate Rehabilitation	0	150	0	0	0	0	0	0	0	0	150
7202641005	Nash Jackson Exterior Restoration	295	100	200	0	0	0	0	0	0	0	595
<i>PLANNING & ECONOMIC DEVELOPMENT TOTAL</i>		<i>795</i>	<i>250</i>	<i>200</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>1,245</i>
Public Works												
4032018452	Bridge 452 - Centennial Pkwy, 990m n/o Ridge	480	0	6,000	4,000	0	0	0	0	0	0	10,480
4032310240	Battlefield Creek Retaining Wall and Tributary Erosion	100	0	2,000	0	0	0	0	0	0	0	2,100
4032311605	Councillor Initiative - Ward 5 Minor Rehabilitation	175	180	180	180	180	180	180	180	180	180	1,795
4032511029	King - Pottruff to Centennial	3,500	0	0	0	0	0	0	0	0	0	3,500
4032518049	Bridge 049 - Collegiate Ave, 30m w/o Donn Ave	243	0	1,200	0	0	0	0	0	0	0	1,443
4032618224	Bridge 224 - Pedestrian Bridge Over QEW (Red Hill Creek Expressway Trail)	80	0	200	0	0	0	0	0	0	0	280



2026 Capital Budget by Ward

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
4400051903	Confederation Beach Park - Capital Maintenance Program	600	175	175	175	175	175	175	175	175	0	2,000
4402556114	Kinsman Park Wading Pool conversion to spray pad	1,225	0	0	0	0	0	0	0	0	0	1,225
4402556117	Red Hill Park	220	0	0	0	0	0	0	0	0	0	220
4662320340	Barton-Nash-Bancroft-Kenora MUP (Kentley-Nashdale)	718	0	0	0	0	0	0	0	0	0	718
4662420404	Bike Facilities Crossing RHVP	0	707	0	0	0	0	0	0	0	0	707
4662610610	Grays - Barton to Community Streetlighting Enhancements	243	0	0	0	0	0	0	0	0	0	243
4662620608	23 Delawana Dr at Eastgate - PXO B	107	0	0	0	0	0	0	0	0	0	107
4662620645	Queenston and Centennial Parkway Intersection Safety Enhancements	100	600	0	0	0	0	0	0	0	0	700
<i>PUBLIC WORKS TOTAL</i>		7,789	1,662	9,755	4,355	355	355	355	355	355	180	25,516
WARD 5 TOTAL		8,684	1,912	9,955	4,355	355	355	355	355	355	180	26,861
WARD 6												
Legislative												
3302309600	Ward 6 Capital Reinvestment	100	0	0	0	0	0	0	0	0	0	100
<i>LEGISLATIVE TOTAL</i>		100	0	0	0	0	0	0	0	0	0	100
Planning & Economic Development												
4032617690	Limeridge Rd Active Transportation Path	265	1,000	0	0	0	0	0	0	0	0	1,265
4032680650	Eleanor Ave - Stone Church Rd to Dulgaren St	1,500	0	0	0	0	0	0	0	0	0	1,500
<i>PLANNING & ECONOMIC DEVELOPMENT TOTAL</i>		1,765	1,000	0	0	0	0	0	0	0	0	2,765
Public Works												
4032119108	Concession / Mountain Brow - Upper Gage to Oakcrest	1,100	0	0	0	0	0	0	0	0	0	1,100
4032219106	Rymal - Dartnall to Upper Ottawa (Phase 1)	710	0	15,100	0	0	0	0	0	0	0	15,810

2026 Capital Budget by Ward

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
4032310225	Retaining Wall - RW0126 at Kenilworth Access, 240 m west of Mountain Brow Blvd - S/S	0	1,500	0	0	0	0	0	0	0	0	1,500
4032311606	Councillor Initiative - Ward 6 Minor Rehabilitation	175	180	180	180	180	180	180	180	180	180	1,795
4402056003	Mohawk Sports Park Masterplan	243	900	0	0	0	0	0	0	0	0	1,143
4402256108	Broughton Park Upgrades	0	1,500	0	0	0	0	0	0	0	0	1,500
4662620615	New Traffic Signal - Upper Gage Avenue and Beryl Street	400	0	0	0	0	0	0	0	0	0	400
7102154004	Huntington Park Recreation Centre Retrofit Phase 2	0	0	150	700	0	0	0	0	0	0	850
<i>PUBLIC WORKS TOTAL</i>		2,627	4,080	15,430	880	180	180	180	180	180	180	24,097
WARD 6 TOTAL		4,493	5,080	15,430	880	180	180	180	180	180	180	26,963
WARD 7												
Legislative												
3302309700	Ward 7 Capital Reinvestment	100	0	0	0	0	0	0	0	0	0	100
<i>LEGISLATIVE TOTAL</i>		100	0	0	0	0	0	0	0	0	0	100
Public Works												
4032311607	Councillor Initiative - Ward 7 Minor Rehabilitation	175	180	180	180	180	180	180	180	180	180	1,795
4032619307	Dallas - Upper Gage to West End	188	1,200	0	0	0	0	0	0	0	0	1,388
4032719625	Sherman Cut Intersection Improvements	0	400	0	0	0	0	0	0	0	0	400
4402356208	Eastmount Park Spray Pad Redevelopment	1,500	0	0	0	0	0	0	0	0	0	1,500
4402556131	Turner Park Pathway Improvements	437	450	0	0	0	0	0	0	0	0	887
5301785703	Limeridge Mall Terminal Redevelopment	600	0	0	0	0	0	0	0	0	0	600
<i>PUBLIC WORKS TOTAL</i>		2,899	2,230	180	180	180	180	180	180	180	180	6,569
WARD 7 TOTAL		2,999	2,230	180	180	180	180	180	180	180	180	6,669

2026 Capital Budget by Ward

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
WARD 8												
Legislative												
3302309800	Ward 8 Capital Reinvestment	100	0	0	0	0	0	0	0	0	0	100
<i>LEGISLATIVE TOTAL</i>		<i>100</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>100</i>
Planning & Economic Development												
4502350001	Confidential - RE2301	4,100	10,000	10,000	10,000	10,000	10,000	0	0	0	0	54,100
7202541003	Auchmar Estate Rehabilitation	970	1,625	1,425	825	1,125	5,125	5,125	7,125	525	635	24,505
<i>PLANNING & ECONOMIC DEVELOPMENT TOTAL</i>		<i>5,070</i>	<i>11,625</i>	<i>11,425</i>	<i>10,825</i>	<i>11,125</i>	<i>15,125</i>	<i>5,125</i>	<i>7,125</i>	<i>525</i>	<i>635</i>	<i>78,605</i>
Public Works												
4032311608	Councillor Initiative - Ward 8 Minor Rehabilitation	175	180	180	180	180	180	180	180	180	180	1,795
4032319105	Upper James - Mohawk to Fennell	0	7,600	0	0	0	0	0	0	0	0	7,600
4032380384	West 5th - Rymal to Stone Church (SMA)	294	202	4,100	0	0	0	0	0	0	0	4,596
4032510574	Retaining Wall RW0574 - Beckett Drive	141	0	350	0	0	0	0	0	0	0	491
4032611410	Limeridge - Garth to West 5th	243	0	4,800	0	0	0	0	0	0	0	5,043
4032619040	Fennell - Garth to 200m e/o Governors and West 4th to Upper James	243	202	8,500	0	0	0	0	0	0	0	8,945
4401856811	Cross of Lorraine-Restoration	0	150	0	0	0	0	0	0	0	0	150
<i>PUBLIC WORKS TOTAL</i>		<i>1,094</i>	<i>8,334</i>	<i>17,930</i>	<i>180</i>	<i>180</i>	<i>180</i>	<i>180</i>	<i>180</i>	<i>180</i>	<i>180</i>	<i>28,618</i>
WARD 8 TOTAL		6,264	19,959	29,355	11,005	11,305	15,305	5,305	7,305	705	815	107,323
WARD 9												
Healthy & Safe Communities												
7402441103	New Upper Stoney Creek (Station 14)	0	0	0	5,000	53,940	0	0	0	0	0	58,940
<i>HEALTHY & SAFE COMMUNITIES TOTAL</i>		<i>0</i>	<i>0</i>	<i>0</i>	<i>5,000</i>	<i>53,940</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>58,940</i>
Public Works												
4032311609	Councillor Initiative - Ward 9 Minor Rehabilitation	175	180	180	180	180	180	180	180	180	180	1,795



2026 Capital Budget by Ward

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
4032319122	Leckie - Byron to Highland	0	0	1,145	0	0	0	0	0	0	0	1,145
4032511015	Regional Road 20 - Upper Centennial to East City Limits	0	6,000	0	0	0	0	0	0	0	0	6,000
4032519422	Byron and Aubrey Urbanization	0	0	3,550	0	0	0	0	0	0	0	3,550
4032611650	Mud St E - Upper Centennial Pkwy to First Rd E	1,000	0	0	0	0	0	0	0	0	0	1,000
4032618047	Bridge 047 - First Road E, 155 metres south of Ridge RD	184	150	0	750	0	0	0	0	0	0	1,084
4032618053	Bridge 053 - Third Rd E, 320 metres south of Mud St E	184	150	850	0	0	0	0	0	0	0	1,184
4032618054	Bridge 054 - Green Mountain Rd E, 970 metres east of Sixth Rd E	184	150	0	1,000	0	0	0	0	0	0	1,334
4032618361	Bridge 361 - Tapleystown Rd, 95 metres south of Mud St E	184	150	0	1,000	0	0	0	0	0	0	1,334
4402456121	Heritage Green Community Sports Park Implementation	0	4,800	0	0	0	0	0	0	0	0	4,800
4662620680	Isaac Brock Dr Existing Raised Pedestrian Crossing Enhancement Type D to B	40	0	0	0	0	0	0	0	0	0	40
<i>PUBLIC WORKS TOTAL</i>		<i>1,952</i>	<i>11,580</i>	<i>5,725</i>	<i>2,930</i>	<i>180</i>	<i>180</i>	<i>180</i>	<i>180</i>	<i>180</i>	<i>180</i>	<i>23,267</i>
WARD 9 TOTAL		1,952	11,580	5,725	7,930	54,120	180	180	180	180	180	82,207
WARD 10												
Planning & Economic Development												
4032280253	Arvin Ave - McNeilly to Lewis	11,510	750	0	8,674	0	0	0	0	0	0	20,934
4032480481	Barton - Fruitland to Fifty (Fruitland - Winona)	0	2,000	18,474	15,000	0	15,000	0	0	0	0	50,474
4032680640	Stoney Creek Block 1 Phase 2 Lands	400	0	0	0	0	0	0	0	0	0	400
<i>PLANNING & ECONOMIC DEVELOPMENT TOTAL</i>		<i>11,910</i>	<i>2,750</i>	<i>18,474</i>	<i>23,674</i>	<i>0</i>	<i>15,000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>71,808</i>
Public Works												
3540041910	Stoney Creek City Hall-RCMP Lease Capital Replacement	210	210	210	210	210	210	210	210	0	0	1,680



2026 Capital Budget by Ward

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
4032011024	Fifty Road Escarpment Access - Retaining Walls	270	0	0	0	0	0	0	0	0	0	270
4032311610	Councillor Initiative - Ward 10 Minor Rehabilitation	175	180	180	180	180	180	180	180	180	180	1,795
4032318046	Bridge 046 - Christina Ave, 10m s/o Willow Lane	213	0	800	0	0	0	0	0	0	0	1,013
4032518346	Bridge 246 - Glover Rd, 335m s/o Barton Street	213	0	800	0	0	0	0	0	0	0	1,013
4032618232	Bridge 232 - South Service Rd, 390m e/o Fruitland Rd	146	0	1,000	0	0	0	0	0	0	0	1,146
4402456135	Lake Point Park Multi-Use Court	129	0	0	0	0	0	0	0	0	0	129
4402656102	Peachwood Park Shade Structure	280	0	0	0	0	0	0	0	0	0	280
4402656517	Hunter Estates Park Sun Shelter	101	0	0	0	0	0	0	0	0	0	101
4661820821	New Traffic Signal - Drakes Drive and N Service Road	300	0	0	0	0	0	0	0	0	0	300
4661820822	New Traffic Signal - Fifty @ North Service Rd	420	0	0	0	0	0	0	0	0	0	420
4661820823	New Traffic Signal - Fruitland @ North Service Rd	420	0	0	0	0	0	0	0	0	0	420
4662620630	QEW Niagara off-ramp to Fruitland Rd	50	0	0	0	0	0	0	0	0	0	50
<i>PUBLIC WORKS TOTAL</i>		2,927	390	2,990	390	390	390	390	390	180	180	8,617
WARD 10 TOTAL		14,837	3,140	21,464	24,064	390	15,390	390	390	180	180	80,425
WARD 11												
Planning & Economic Development												
4032580485	Arterial Road 1N Oversizing (AEGD) - Glancaster Road to Dickenson Road	0	5,040	0	0	0	0	0	0	0	0	5,040
4032680620	Fletcher Rd - Binbrook Rd north 550m to Enbridge gas corridor	2,100	0	0	0	0	0	0	0	0	0	2,100
4032680630	RHBP - Twenty Rd Multi-Use Path - Nebo Rd to Glover Rd	1,000	0	0	0	0	0	0	0	0	0	1,000



2026 Capital Budget by Ward

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
<i>PLANNING & ECONOMIC DEVELOPMENT TOTAL</i>		<i>3,100</i>	<i>5,040</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>8,140</i>
Public Works												
4032311611	Councillor Initiative - Ward 11 Minor Rehabilitation	175	180	180	180	180	180	180	180	180	180	1,795
4032318476	Bridge 476 - Hall Rd, 35m w/o Woodburn Rd	485	0	0	0	0	0	0	0	0	0	485
4032418430	Bridge 430 - Westbrook, 280m s/o RR 20	70	50	250	0	0	0	0	0	0	0	370
4032418431	Bridge 431 - Westbrook Rd, 205m s/o Golf Club Rd	146	150	750	0	0	0	0	0	0	0	1,046
4032418444	Bridge 444 - Guyatt Rd - 200m w.o. Hendershot Rd	70	1,200	0	0	0	0	0	0	0	0	1,270
4032510386	Retaining Walls RW0386, RW0387, RW0388 and RW0389 and Adjoining Structures on Chippewa Rd E	0	1,750	0	0	0	0	0	0	0	0	1,750
4032518403	Bridge 403 - Harrison Rd, 275m s/o Kirk Rd	146	0	1,500	0	0	0	0	0	0	0	1,646
4032580510	Collector Road 6N (AEGD) - Upper James west to Collector 6E	450	0	10,308	0	0	0	0	0	0	0	10,758
4032610382	Retaining Wall RW0382 - White Church Road	243	0	0	0	0	0	0	0	0	0	243
4032618401	Bridge 401 - Nebo Rd, 965 metres north of Airport Rd E	184	150	0	1,200	0	0	0	0	0	0	1,534
4032618416	Bridge 416 - Trinity Church Rd, 355 metres north of Guyatt Rd	184	150	0	500	0	0	0	0	0	0	834
4032618428	Bridge 428 - Hall Rd, 335 metres west of Woodburn Rd	184	150	0	1,200	0	0	0	0	0	0	1,534
4032618438	Bridge 438 - English Church Rd E, 1025 metres west of Miles	184	150	0	850	0	0	0	0	0	0	1,184
4032618439	Bridge 439 - Trinity Church Rd, 100 metres north of Chippewa Rd	184	150	0	1,000	0	0	0	0	0	0	1,334

2026 Capital Budget by Ward

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
4032680393	Airport - Upper James to Terminal Access Road	500	0	0	0	0	12,038	0	0	0	0	12,538
4402656309	Fletcher Road Parkette (Proposed)	525	0	0	0	0	0	0	0	0	0	525
4662620610	Airport Road - Pedestrian Enhancements between Provident Way and Mohawk College/KF Aerospace	615	0	0	0	0	0	0	0	0	0	615
4662620625	Binbrook Transportation Master Plan Implementation	243	250	250	250	0	0	0	0	0	0	993
7101954901	Binbrook/Glanbrook Recreation Centre Feasibility	6,500	0	0	6,000	60,000	0	0	0	0	0	72,500
<i>PUBLIC WORKS TOTAL</i>		<i>11,087</i>	<i>4,330</i>	<i>13,238</i>	<i>11,180</i>	<i>60,180</i>	<i>12,218</i>	<i>180</i>	<i>180</i>	<i>180</i>	<i>180</i>	<i>112,953</i>
WARD 11 TOTAL		14,187	9,370	13,238	11,180	60,180	12,218	180	180	180	180	121,093
WARD 12												
Planning & Economic Development												
4032480180	Smith – Garner to Dickenson Extension	0	0	0	0	0	0	0	15,869	0	0	15,869
7202641006	Hammill House Repairs	73	0	0	0	0	0	0	0	0	0	73
<i>PLANNING & ECONOMIC DEVELOPMENT TOTAL</i>		<i>73</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>15,869</i>	<i>0</i>	<i>0</i>	<i>15,942</i>
Public Works												
4032310210	Retaining Wall - RW0039,RW0040, RW0188 - Jerseyville Road West	1,895	0	0	0	0	0	0	0	0	0	1,895
4032311612	Councillor Initiative - Ward 12 Minor Rehabilitation	175	180	180	180	180	180	180	180	180	180	1,795
4032410457	Retaining Wall - RW0057 - Old Dundas Road	0	1,600	0	0	0	0	0	0	0	0	1,600
4032511030	Golf Links - bridge over Hwy 403 to Stone Church	300	0	7,900	0	0	0	0	0	0	0	8,200
4032518021	Bridge 021 - Sager Rd, 475m n/o Patrick Rd	30	150	0	630	0	0	0	0	0	0	810
4032518025	Bridge 025 - Lynden Rd, 650m n/o Highway No. 5	213	0	800	0	0	0	0	0	0	0	1,013

2026 Capital Budget by Ward

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
4032610620	Retaining Wall - RW0184 - Wilson St E	243	0	805	0	0	0	0	0	0	0	1,048
4032618007	Bridge 007 - Concession 7W, 95m e/o Sager	30	220	0	800	0	0	0	0	0	0	1,050
4032618008	Bridge 008 - Wilson St W 545 metres west of Ferguson	184	150	0	1,000	0	0	0	0	0	0	1,334
4032618019	Bridge 019 - Norman Rd, 555m e/o Sager Rd	68	180	1,000	0	0	0	0	0	0	0	1,248
4032618100	Bridge 100 - Pedestrian Rail Trail Bridge Over Gravel Pit Rd (Bridge Decommission & Road Realign)	291	230	0	500	0	0	0	0	0	0	1,021
4032618104	Bridge 104 - Book Rd W, 1110 metres west of Shaver Rd	184	150	0	850	0	0	0	0	0	0	1,184
4032618106	Bridge 106 - Alberton Rd, 540 metres south of Book Rd W	184	150	0	850	0	0	0	0	0	0	1,184
4032618114	Bridge 114 - Golf Links Rd, 100 metres west of Chancery Dr	184	150	0	1,500	0	0	0	0	0	0	1,834
4032618493	Bridge 493 - Old Dundas Road 10m north of Lions Club Road	204	1,500	0	0	0	0	0	0	0	0	1,704
4032619347	Highway 52 at Powerline Rd W - Roundabout Implementation	291	0	2,500	0	0	0	0	0	0	0	2,791
4032680480	Garner Road - Highway 6 to e/o Glancaster (AEGD)	2,000	2,000	32,550	0	0	0	0	0	0	0	36,550
4032680680	McNiven - Mohawk to Golf Links	400	0	360	0	4,896	0	0	0	0	0	5,656
4032710615	Retaining Wall - RW0041 and RW0042 - Jerseyville Road W	0	250	970	0	0	0	0	0	0	0	1,220
4402656100	Fieldcote Park Enhancement Strategy	0	450	0	0	0	0	0	0	0	0	450
4662310217	In-Fill Street Lighting Program in Former Town of Ancaster	243	250	250	250	250	250	250	250	250	250	2,493
4662520521	Meadowlands Neighbourhood Roundabout Safety Enhancements	146	300	225	0	0	0	0	0	0	0	671

2026 Capital Budget by Ward

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
4662620620	New Pedestrian Cross-Over - Halson St and Radial Trail Type B	90	0	0	0	0	0	0	0	0	0	90
<i>PUBLIC WORKS TOTAL</i>		<i>7,354</i>	<i>7,910</i>	<i>47,540</i>	<i>6,560</i>	<i>5,326</i>	<i>430</i>	<i>430</i>	<i>430</i>	<i>430</i>	<i>430</i>	<i>76,840</i>
WARD 12 TOTAL		7,427	7,910	47,540	6,560	5,326	430	430	16,299	430	430	92,782
WARD 13												
Public Works												
4032119104	Hatt & Bond - King to Market (Phase 1)	0	4,400	0	0	0	0	0	0	0	0	4,400
4032219321	Safari - Kirkwall to Valens	291	0	4,500	0	0	0	0	0	0	0	4,791
4032311613	Councillor Initiative - Ward 13 Minor Rehabilitation	175	180	180	180	180	180	180	180	180	180	1,795
4032318009	Bridge 009 - Concession 6W, 470m w/o Sheffield Rd	243	0	1,500	0	0	0	0	0	0	0	1,743
4032318297	Bridge 297 - Main St, 120m s/o Governors Road	243	0	2,800	0	0	0	0	0	0	0	3,043
4032510144	Retaining Wall - RW0144 - Hwy 8	194	0	0	0	0	0	0	0	0	0	194
4032510575	Retaining Wall - RW0575 - Harvest Road	194	0	0	0	0	0	0	0	0	0	194
4032511225	Olympic - York to Cootes	500	0	0	0	0	0	0	0	0	0	500
4032518091	Bridge 091 - Ogilvie St, 3m n/o Governor's Rd	0	150	0	810	0	0	0	0	0	0	960
4032610605	Retaining Wall Remediation - Sydenham Creek	146	500	0	1,700	0	0	0	0	0	0	2,346
4032610610	Retaining Wall - Highway 8 Dundas Replacements	485	0	3,380	0	0	0	0	0	0	0	3,865
4032611525	Valley Rd Failure Remediation	340	0	2,250	0	0	0	0	0	0	0	2,590
4032618011	Bridge 011 - Concession 8 W 980 metres west of Westover Rd	184	150	0	750	0	0	0	0	0	0	1,084
4032618031	Bridge 031 - Pedestrian Bridge off of R.O.W. (Fallsview Rd/HWY 8, 70 metres east of Highway No. 8)	184	150	0	850	0	0	0	0	0	0	1,184

2026 Capital Budget by Ward

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
4032618117	Bridge 117 - Old Guelph Rd, 110m south of Homestead Ave	146	225	0	1,450	0	0	0	0	0	0	1,821
4032619630	Brock St S- Hatt to King	243	820	0	0	0	0	0	0	0	0	1,063
4402056011	Valley Community Centre Park	315	0	0	0	0	0	0	0	0	0	315
4662220223	New Traffic Signal - Old Guelph Rd & York Rd	300	0	0	0	0	0	0	0	0	0	300
4662620604	Sundial & Livingstone - Pedestrian Cross Over	60	0	0	0	0	0	0	0	0	0	60
4662620635	Old Ancaster ISRSR Recommendations (Multiple Locations)	291	300	250	0	0	0	0	0	0	0	841
6302641102	WL - Roof Replacement	144	0	0	0	0	0	0	0	0	0	144
<i>PUBLIC WORKS TOTAL</i>		4,675	6,875	14,860	5,740	180	180	180	180	180	180	33,230
WARD 13 TOTAL		4,675	6,875	14,860	5,740	180	180	180	180	180	180	33,230
WARD 14												
Legislative												
3302309014	Ward 14 Capital Reinvestment	100	0	0	0	0	0	0	0	0	0	100
<i>LEGISLATIVE TOTAL</i>		100	0	0	0	0	0	0	0	0	0	100
Public Works												
4032019108	Scenic - Chateau to Goulding (Phase 2) & Goulding to Angela (Phase 3) - CASH FLOW	0	3,975	3,475	0	0	0	0	0	0	0	7,450
4032311614	Councillor Initiative - Ward 14 Minor Rehabilitation	175	180	180	180	180	180	180	180	180	180	1,795
4032510109	Retaining Wall - RW0530 at Scenic - 70m west of Denlow - N/S (Chedoke Falls)	0	0	0	0	1,279	0	0	0	0	0	1,279
4032619016	Upper Paradise - Stone Church to Rymal	291	6,100	0	0	0	0	0	0	0	0	6,391
4402356210	Shawinigan Park Spray Pad Park Redevelopment	0	225	1,100	0	0	0	0	0	0	0	1,325
4402456107	Chedoke Browlands Improvement	0	0	475	0	0	0	0	0	0	0	475

2026 Capital Budget by Ward

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
7102551100	Chedoke Twin Pad Lifecycle Renewal	679	2,400	3,100	0	0	0	0	0	0	0	6,179
<i>PUBLIC WORKS TOTAL</i>		<i>1,145</i>	<i>12,880</i>	<i>8,330</i>	<i>180</i>	<i>1,459</i>	<i>180</i>	<i>180</i>	<i>180</i>	<i>180</i>	<i>180</i>	<i>24,894</i>
WARD 14 TOTAL		1,245	12,880	8,330	180	1,459	180	180	180	180	180	24,994
WARD 15												
Healthy & Safe Communities												
7401841801	Waterdown New Station	8,500	500	0	0	0	0	0	0	0	0	9,000
<i>HEALTHY & SAFE COMMUNITIES TOTAL</i>		<i>8,500</i>	<i>500</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>9,000</i>
Public Works												
4031280294	Highway 5 & 6 Interchange EA & Implementation	6,550	1,742	9,742	9,742	0	0	0	0	0	0	27,775
4032218346	Bridge 346 - Centre Rd, 195m s/o Carlisle Rd	80	0	3,500	0	0	0	0	0	0	0	3,580
4032218347	Bridge 347 - Carlisle Rd, 355 m w/o Wildberry Way	100	0	0	2,000	2,000	0	0	0	0	0	4,100
4032218350	Bridge 350 - Centre, 435 metres n/o Concession 5E	70	0	2,850	0	0	0	0	0	0	0	2,920
4032311615	Councillor Initiative - Ward 15 Minor Rehabilitation	175	180	180	180	180	180	180	180	180	180	1,795
4032618075	Bridge 075 - Concession 5 E, 535 metres east of Centre Rd	40	150	0	500	0	0	0	0	0	0	690
4032618620	Sealey Park Active Transportation Bridge	500	0	0	0	0	0	0	0	0	0	500
4402656104	Agro Park Spray Pad	225	975	0	0	0	0	0	0	0	0	1,200
4662020021	New Traffic Signal - Centre Rd. & Concession 8	250	0	0	0	0	0	0	0	0	0	250
4662615517	Bannisdale Way Lighting Improvement	146	0	0	0	0	0	0	0	0	0	146
7101754708	Waterdown Pool and Recreation Centre	4,500	6,000	60,000	0	0	0	0	0	0	0	70,500
7902641101	Harry Howell Solar PV	1,265	0	0	0	0	0	0	0	0	0	1,265
<i>PUBLIC WORKS TOTAL</i>		<i>13,900</i>	<i>9,047</i>	<i>76,272</i>	<i>12,422</i>	<i>2,180</i>	<i>180</i>	<i>180</i>	<i>180</i>	<i>180</i>	<i>180</i>	<i>114,720</i>

2026 Capital Budget by Ward

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
WARD 15 TOTAL		22,400	9,547	76,272	12,422	2,180	180	180	180	180	180	123,720
MULTI-WARD												
Planning & Economic Development												
4031880887	Multi-Area Employment Lands - Street A Extension to Pritchard (new road)	2,200	0	0	0	0	0	0	0	0	0	2,200
4032451001	Hamilton Bike Share Fleet - E-Bike Purchase	100	0	0	0	0	0	0	0	0	0	100
4032617670	Ferrie - Wellington Active Transportation Connections	100	400	0	0	0	0	0	0	0	0	500
4901945900	Convention Centre Garage Waterproofing & Structural Repairs	775	2,230	2,235	100	0	100	0	0	1,060	1,030	7,530
4902141201	Surface Lot Repairs and Improvements	500	2,000	2,000	0	0	2,000	0	0	550	5,250	12,300
8122255200	Municipal Comprehensive Review Official Plan Amendments Implementation	0	150	150	0	0	0	0	0	0	0	300
8202203200	Start Up and Office Tenant Attraction Program	548	548	548	548	548	548	548	548	548	548	5,480
8202203204	Commercial District Revitalization Grant Program	650	150	150	150	150	150	150	150	150	150	2,000
8202203205	Commercial Vacancy Assistance Program- Downtown Block	50	50	50	50	50	50	50	50	50	50	500
8202203206	Strategic Commercial Districts and BIAs	1,892	1,124	1,124	1,124	1,124	1,124	1,124	1,124	1,124	1,124	12,008
8202241200	Hamilton Heritage Property Grant Program	300	300	300	300	300	300	300	300	300	300	3,000
8202441001	Hamilton Heritage Conservation Grant Program	550	550	550	550	550	550	550	550	550	550	5,500
8202605001	Annual BIA Supplement	150	150	150	150	150	150	150	150	150	150	1,500
8202608002	Commercial District Housing Opportunities Program	500	0	0	0	0	0	0	0	0	0	500
8202608003	Downtown and Barton/Kenilworth Housing Opportunities Program	500	0	0	0	0	0	0	0	0	0	500



2026 Capital Budget by Ward

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
<i>PLANNING & ECONOMIC DEVELOPMENT TOTAL</i>		8,815	7,652	7,257	2,972	2,872	4,972	2,872	2,872	4,482	9,152	53,918
Police Capital Financing												
3762041002	Police Station 40 (New Division 4)	8,500	500	0	0	0	0	0	0	0	0	9,000
<i>POLICE CAPITAL FINANCING TOTAL</i>		8,500	500	0	0	0	0	0	0	0	0	9,000
Public Works												
3542641101	Facilities Planning -Adaptive ReUse Projects	558	0	0	0	0	0	0	0	0	0	558
4030017242	Noise Wall Rehabilitation Program	0	1,400	700	700	700	700	700	700	700	700	7,000
4032080288	Upper Wellington - Stone Church to Limeridge - CASH FLOW	1,150	0	6,180	0	0	0	0	0	0	0	7,330
4032218280	Bridge 280 - Claremont Ac, 250m w/o Claremont Ac (West 5th Ramp)	3,800	0	0	0	0	0	0	0	0	0	3,800
4032218301	Bridge 301 - Cootes Dr, 660m e/o Olympic Dr	80	0	4,400	0	0	0	0	0	0	0	4,480
4032218318	Bridge 318 - Claremont Access, over James Mountain	291	0	0	0	0	0	0	0	0	0	291
4032311031	Cannon - James to Queen and York - Dundurn to Caroline	300	0	0	0	0	0	0	0	0	0	300
4032319108	Rymal - Glancaster to Upper Paradise	0	0	2,976	0	0	0	0	0	0	0	2,976
4032411048	Main - Dundurn to James - Two Way Conversion	4,370	4,350	0	0	0	0	0	0	0	0	8,720
4032419103	Rymal - Upper Ottawa to Upper Sherman (Phase 2)	0	1,685	0	24,300	0	0	0	0	0	0	25,985
4032420499	Public Realm Improvements - LRT	0	3,330	0	0	0	0	0	0	0	0	3,330
4032610625	Retaining Walls - RW0008, RW0134, & RW0446	97	200	780	0	0	0	0	0	0	0	1,077
4032610630	Upper James - Mohawk to Fennell RW0264 & RW0375	146	180	0	0	0	0	0	0	0	0	326
4032611032	Kenilworth Access to Upper Traffic Circle to Kenilworth	188	0	5,450	0	0	0	0	0	0	0	5,638



2026 Capital Budget by Ward

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
4032611047	Main - James to Wentworth - Two Way Conversion	4,370	4,370	0	0	0	0	0	0	0	0	8,740
4032611610	RHVP Super Elevation Adjustment	2,902	0	0	0	0	0	0	0	0	0	2,902
4032619102	Bold - Queen to Locke	188	202	1,500	0	0	0	0	0	0	0	1,890
4032619105	Barton St BIA - Ferguson to Wentworth	243	250	0	0	9,655	0	0	0	0	0	10,148
4032619116	Barton St BIA - Wentworth to Sherman	243	250	0	7,534	0	0	0	0	0	0	8,027
4401056060	Open Space Replacement Strategy- East Mtn Trail Loop	0	225	0	0	0	0	0	0	0	0	225
4402156124	Mountain Drive Park Redevelopment	562	0	0	0	0	0	0	0	0	0	562
4402256124	Sam Lawrence Park	954	1,612	6,193	66	61	319	302	0	0	0	9,507
4662510520	Twenty Road, Twentyplace Boulevard Sidewalk Lighting	194	0	0	0	0	0	0	0	0	0	194
4662510911	Linc / RHVP Emergency Detour Route Traffic Signal UPS Implementation	315	325	325	325	0	0	0	0	0	0	1,290
4662620606	RHVP & LINC Information Board System Design	146	0	0	0	0	0	0	0	0	0	146
4662620640	Ottawa Streetscape Master Plan Transportation Enhancements	679	0	0	0	0	0	0	0	0	0	679
4662620650	Ottawa Streetscape Public Art	243	0	0	0	0	0	0	0	0	0	243
4662620660	New Traffic Signal - Barton St W and Queen St N	300	0	0	0	0	0	0	0	0	0	300
4662620695	Old Ancaster / Old Dundas Environmental Assessment	582	0	0	0	0	0	0	0	0	0	582
4940051103	Fuel Site Restoration	504	504	504	504	504	504	504	504	504	0	4,536
4942151103	Fuel site Restoration	1,590	1,355	1,355	0	0	0	0	504	504	0	5,308
7902641100	Retro-Commissioning Corporate Facilities	150	0	0	0	0	0	0	0	0	0	150
7902648208	Energy Initiatives Incremental Costs for Fleet & Facilities	200	0	0	0	0	0	0	0	0	0	200
<i>PUBLIC WORKS TOTAL</i>		<i>25,343</i>	<i>20,238</i>	<i>30,363</i>	<i>33,429</i>	<i>10,920</i>	<i>1,523</i>	<i>1,506</i>	<i>1,708</i>	<i>1,708</i>	<i>700</i>	<i>127,438</i>

2026 Capital Budget by Ward

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
MULTI-WARD TOTAL		42,658	28,390	37,620	36,401	13,792	6,495	4,378	4,580	6,190	9,852	190,356
CITY-WIDE												
Boards & Agencies												
2862151700	HBRU Renovations & Equipment Purchases	315	50	51	11	16	100	97	217	50	5	912
3802156100	Hamilton Conservation Authority Critical and Safety Projects	1,850	0	0	0	0	0	0	0	0	0	1,850
3802158902	Westfield Heritage Village - Critical and/or Safety Projects	150	150	150	150	150	150	150	150	150	150	1,500
6772551102	PHS - Purchase of New Air Pointer Unit	135	0	0	0	0	0	0	0	0	0	135
<i>BOARDS & AGENCIES TOTAL</i>		<i>2,450</i>	<i>200</i>	<i>201</i>	<i>161</i>	<i>166</i>	<i>250</i>	<i>247</i>	<i>367</i>	<i>200</i>	<i>155</i>	<i>4,397</i>
City Housing Hamilton												
6182141602	City Housing Contribution	863	883	903	924	945	967	989	1,012	1,035	0	8,520
<i>CITY HOUSING HAMILTON TOTAL</i>		<i>863</i>	<i>883</i>	<i>903</i>	<i>924</i>	<i>945</i>	<i>967</i>	<i>989</i>	<i>1,012</i>	<i>1,035</i>	<i>0</i>	<i>8,520</i>
City Manager												
2052457001	Enterprise Time and Attendance System	1,882	2,750	0	0	0	0	0	0	0	0	4,632
2059999999	Program/Process efficiencies	700	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	9,700
3382457002	AODA Compliance	234	0	0	0	0	0	0	0	0	0	234
3502557003	BBB Permit Applications and Licensing	1,242	0	0	0	0	0	0	0	0	0	1,242
3502557005	BBB Museum Collections Management Application	828	853	352	362	0	0	0	0	0	0	2,395
3502557007	BBB Corporate Customer Relationship Management (CRM) Platform	147	0	0	0	0	0	0	0	0	0	147
3502557008	BBB Asset Management	3,092	0	0	0	0	0	0	0	0	0	3,092
3502557010	BBB Point of Sale (POS) System	120	0	0	0	0	0	0	0	0	0	120
3502557011	BBB Corporate Document and Records Management	127	160	0	0	0	0	0	0	0	0	286
3502557012	BBB Enterprise Resource Planning System	9,272	5,803	0	0	0	0	0	0	0	0	15,075



2026 Capital Budget by Ward

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
3502557014	BBB Fire Emergency Response Infrastructure Resiliency	6	0	0	0	0	0	0	0	0	0	6
3502557015	BBB User and Accounts Management System	778	778	0	0	0	0	0	0	0	0	1,556
3502557018	BBB Fire Department Computer Aided Dispatch	949	0	0	0	0	0	0	0	0	0	949
3502557021	BBB Transit Scheduling and Dispatch System	543	0	0	0	0	0	0	0	0	0	543
<i>CITY MANAGER TOTAL</i>		<i>19,919</i>	<i>11,343</i>	<i>1,352</i>	<i>1,362</i>	<i>1,000</i>	<i>1,000</i>	<i>1,000</i>	<i>1,000</i>	<i>1,000</i>	<i>1,000</i>	<i>39,976</i>
Corporate Services												
2052157002	Replacement of Integrated Court Offences Network and Collections Administration Management Software	150	0	0	0	0	0	0	0	0	0	150
3382557501	Cybersecurity Recovery Build Back Stronger Strategy	0	7,178	0	0	0	0	0	0	0	0	7,178
3382655001	Review and Revision of Procurement Document Templates	75	0	0	0	0	0	0	0	0	0	75
3382655002	Social Value Procurement	75	0	0	0	0	0	0	0	0	0	75
3382655601	2026 Development Charges' Bylaw Studies	0	1,030	0	0	0	0	0	0	0	0	1,030
3502257200	IT Strategy Refresh	225	700	535	221	232	243	255	268	281	295	3,255
3502357001	Information Technology Infrastructure Asset Management	1,500	1,500	1,500	1,500	1,500	1,500	1,500	0	0	0	10,500
3502557001	Automated Vehicle Locator Software Replacement	775	605	0	0	0	0	0	0	0	0	1,380
3502557002	Cyber Resilience	19,026	9,900	0	0	0	0	0	0	0	0	28,926
3502657001	Critical Infrastructure Replacement and Refresh	13,600	7,100	0	0	7,605	2,339	0	0	0	9,456	40,100
<i>CORPORATE SERVICES TOTAL</i>		<i>35,426</i>	<i>28,013</i>	<i>2,035</i>	<i>1,721</i>	<i>9,337</i>	<i>4,082</i>	<i>1,755</i>	<i>268</i>	<i>281</i>	<i>9,751</i>	<i>92,669</i>



2026 Capital Budget by Ward

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
Hamilton Public Library												
7502341300	Discovery Centre Study	0	0	0	16,000	0	0	0	0	0	0	16,000
7502351301	New Bookmobile	900	0	0	0	0	0	0	0	0	0	900
7502451900	New Maintenance Van	100	0	0	0	0	0	0	0	0	0	100
7502635001	Red Hill Renovations	700	0	0	0	0	0	0	0	0	0	700
7502636015	Electric Mini Bookmobiles	1,100	0	0	0	0	0	0	0	0	0	1,100
7502660001	Ancaster Expansion	100	0	0	0	0	0	0	0	0	0	100
7502736002	Saltfleet Renovations	0	750	0	0	0	0	0	0	0	0	750
7502736003	Turner Park Renovations	0	1,000	0	0	0	0	0	0	0	0	1,000
7502736004	Concession Renovations	0	700	0	0	0	0	0	0	0	0	700
7502736005	Tech Collection Room Refresh	0	100	0	0	0	0	0	0	0	0	100
7502836010	Children Area and 5th Floor Expansion	0	0	5,500	0	0	0	0	0	0	0	5,500
7503136008	Ancaster Expansion Part 2	0	0	0	0	0	1,500	0	0	0	0	1,500
7503141300	Mount Hope Collection	250	0	0	0	0	0	0	0	0	0	250
7503236008	Local History and Archive Project 2032	0	0	0	0	0	0	3,000	0	0	0	3,000
<i>HAMILTON PUBLIC LIBRARY TOTAL</i>		<i>3,150</i>	<i>2,550</i>	<i>5,500</i>	<i>16,000</i>	<i>0</i>	<i>1,500</i>	<i>3,000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>31,700</i>
Healthy & Safe Communities												
6730041000	Social Housing Capital Repairs and Regeneration	1,337	1,409	1,794	1,905	2,017	2,133	2,251	2,372	2,495	0	17,713
6730041001	COCHI MY Allocation	13,024	14,125	14,125	14,125	0	0	0	0	0	0	55,399
6730041002	OPHI MY Allocation	2,291	860	860	860	0	0	0	0	0	0	4,870
6731841610	Poverty Reduction Investment (PRI) - Indigenous Poverty Reduction	1,244	1,278	0	0	0	0	0	0	0	0	2,522
6731841611	Poverty Reduction Investment (PRI) - Social Housing Repairs & Renovations	2,000	2,000	0	0	0	0	0	0	0	0	4,000
7402441108	Facility Renovations & Upgrades	300	0	0	0	0	0	0	0	0	0	300
7402551101	Annual Vehicle Replacement - Increase to 2025 Aerial	1,250	0	0	0	0	0	0	0	0	0	1,250

2026 Capital Budget by Ward

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
7402641103	Stores Relocation	1,029	1,660	0	0	0	0	0	0	0	0	2,689
7402651100	Annual Equipment Replacement	3,778	1,987	1,429	1,888	1,444	1,949	2,378	1,656	2,064	2,111	20,684
7402651101	Annual Vehicle Replacement	8,177	3,854	7,390	5,881	6,220	2,177	2,138	11,166	6,032	6,170	59,205
7402651102	Fire Response Support Vehicle Acquisition	350	0	0	0	0	0	0	0	0	0	350
7642441111	Paramedic Central Reporting Station	10,059	10,059	0	0	0	0	0	0	0	0	20,118
7642651100	Annual Vehicle Replacement	2,100	2,515	2,254	3,640	3,287	4,220	2,640	2,833	2,538	4,575	30,601
7642651101	Annual Equipment Replacement	410	269	1,141	1,347	366	2,981	1,149	1,248	2,113	2,049	13,073
7642651102	Safety, Equipment, and Operations Improvements	771	0	0	0	0	0	0	0	0	0	771
<i>HEALTHY & SAFE COMMUNITIES TOTAL</i>		<i>48,119</i>	<i>40,016</i>	<i>28,993</i>	<i>29,646</i>	<i>13,334</i>	<i>13,460</i>	<i>10,556</i>	<i>19,275</i>	<i>15,242</i>	<i>14,905</i>	<i>233,545</i>
Legislative												
2052180510	DC Exemptions Recovery	40,151	47,024	46,647	47,020	47,393	52,199	50,872	48,513	43,169	43,169	466,156
2112156401	Confidential - Parkland Acquisition	2,588	2,648	2,709	2,771	2,835	2,900	2,967	3,035	3,105	0	25,558
3302348302	Climate Change Action Plan	2,500	2,500	2,500	2,500	2,500	2,500	2,500	0	0	0	17,500
<i>LEGISLATIVE TOTAL</i>		<i>45,239</i>	<i>52,172</i>	<i>51,856</i>	<i>52,291</i>	<i>52,728</i>	<i>57,599</i>	<i>56,339</i>	<i>51,548</i>	<i>46,274</i>	<i>43,169</i>	<i>509,214</i>
Planning & Economic Development												
4030058030	Open Streets Hamilton	120	120	120	120	120	120	120	120	120	120	1,200
4032311222	New Paths and Sidewalks Program	500	750	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	9,250
4032317050	Active Transportation Paths and Facilities (Upgrades)	250	250	250	250	300	300	300	300	300	300	2,800
4032317053	Neighbourhood Active Transportation Program	70	170	130	130	130	130	130	130	130	130	1,280
4032355744	TMP Modelling & Monitoring	30	30	30	30	30	30	30	30	30	30	300
4032355820	Sustainable Mobility Program	450	450	500	500	500	500	500	500	500	500	4,900
4032355821	Micromobility Program	100	150	150	150	150	150	150	150	150	150	1,450
4032355940	Transportation Tomorrow Survey	100	100	100	100	100	100	100	100	100	100	1,000
4032380582	Development Road Urbanization	500	500	500	500	500	500	500	500	500	500	5,000
4032455415	Urban Boundary Expansion - Secondary Planning Area Transportation Plans	300	300	0	0	0	0	0	0	0	0	600



2026 Capital Budget by Ward

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
403255225	LINC Improvements	0	1,100	235	0	0	0	0	0	0	0	1,335
403255501	Accelerated Active Transportation Plan Implementation	1,000	2,500	3,000	0	0	0	0	0	0	0	6,500
4032655630	Post-Development Travel Surveys	26	26	26	0	0	0	0	0	0	0	78
4032655635	Access Management Guidelines for Development	80	0	0	0	0	0	0	0	0	0	80
4140046100	City Share of Servicing Costs in Subdivisions	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	30,000
4662317124	Active Transportation Paths and Facilities (New Installations)	600	600	650	650	650	700	700	600	600	600	6,350
4662320280	Eco Counter Program	83	83	83	83	83	83	83	83	83	83	830
4901751700	Parking Payment Equipment	0	0	200	0	200	200	0	0	0	0	600
4902141203	Surface Lot Lighting Replacement	0	100	100	0	0	0	0	0	0	0	200
4902141210	Fence Repairs	0	0	0	100	0	0	0	0	0	0	100
4902457001	Wayfinding Signage Improvements	0	25	0	0	0	0	0	0	0	0	25
7202058201	Conservation of Art and Monuments	60	62	62	62	62	62	62	62	62	62	618
7202058202	Collections Management	104	250	250	250	250	250	250	250	250	250	2,354
7202158213	Civic Museum Development	194	250	250	250	250	250	250	250	250	250	2,444
7202341203	Major Historic Site Repainting	63	65	65	65	65	65	65	65	65	65	648
7202458000	Placemaking Repairs and Conservation	5	5	5	5	0	0	0	0	0	0	20
7202558001	Civic Museum Tree Succession Planting	53	0	0	0	0	0	0	0	0	0	53
7202641002	Multi-site HVAC Replacement	388	275	0	0	0	0	0	0	0	0	663
8101655600	Comprehensive Zoning By-Law	0	850	700	0	0	0	0	0	0	0	1,550
8120955900	Community Planning Studies	224	250	0	0	0	0	0	0	0	0	474
8121755706	Planning & Zoning Growth Area	335	0	0	0	0	0	0	0	0	0	335
8121957900	3D Model Development	0	180	185	190	195	201	206	211	216	0	1,584
8122555001	Natural Areas Inventory	0	100	0	0	0	0	0	0	0	0	100
8122657001	First Wave Automated Plan Review Portal	1,078	1,299	0	0	0	0	0	0	0	0	2,377
8141155103	Zoning By-law OLT Appeals	0	100	100	0	0	0	0	0	0	0	200



2026 Capital Budget by Ward

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
8141555600	Hamilton Growth Management Review	350	0	0	0	0	0	0	0	0	0	350
8141655600	City Wide Employment Survey	220	195	205	240	220	220	270	235	255	255	2,315
8142555800	Urban Boundary Expansion Appeals	3,000	2,000	0	0	0	0	0	0	0	0	5,000
8202408001	ERASE Commercial Districts Remediation Loan Program	162	42	42	42	42	42	42	42	42	42	540
8202508001	GREEN Incentives Program	400	400	400	400	400	400	400	400	400	400	4,000
8202603001	Hamilton Community Heritage Fund Loan Program	597	500	500	500	500	500	500	500	500	500	5,097
8202608001	Placemaking & Public Art	500	0	0	0	0	0	0	0	0	0	500
<i>PLANNING & ECONOMIC DEVELOPMENT TOTAL</i>		14,942	17,077	12,838	8,617	8,747	8,803	8,658	8,528	8,553	8,337	105,100
Police Capital Financing												
3761651901	Police Computer Hardware	2,136	0	0	0	0	0	0	0	0	0	2,136
3762457404	Police Service Website Redesign	350	0	0	0	0	0	0	0	0	0	350
3762541501	Police Reseal Concrete Floors - Station 10 & 30	0	0	0	126	0	0	0	0	0	0	126
3762541502	Police Carpet Replacement - Station 20 - East End	130	0	0	0	0	0	0	0	0	0	130
3762551501	Cooling Tower Replacement - Station 10 (Central)	400	0	0	0	0	0	0	0	0	0	400
3762551502	Police Marine Vessel	550	0	0	0	0	0	0	1,000	50	0	1,600
3762551503	Police - Virtual Reality Training Equipment	175	0	350	0	0	350	0	0	350	0	1,225
3762641602	Police - Window Caulking Station 10 & 30	85	0	0	0	0	0	0	0	0	0	85
3762651100	Police Vehicle Purchases	4,544	3,708	3,547	5,730	1,200	1,619	3,967	2,397	2,679	5,964	35,354
3762651101	Station 40 Vehicles	2,425	0	0	0	0	0	0	0	0	0	2,425
3762651102	New Vehicles	1,575	266	266	266	266	266	266	266	266	266	3,970
3762651200	Equipment for New Officers	1,043	0	0	0	0	0	0	0	0	0	1,043
3762651201	Glock New Purchase	65	0	0	0	0	0	0	0	0	0	65
3762651202	Taser 10 Transition	1,378	1,378	1,378	1,378	1,378	0	0	0	0	0	6,888



2026 Capital Budget by Ward

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
3762651204	Classroom Upgrades - Equipment	56	0	0	0	0	0	0	0	0	0	56
3762651503	Window Replacements	326	0	0	0	0	0	0	0	0	0	326
3762651504	ERU Relocation	100	0	0	0	0	0	0	0	0	0	100
3762651505	Enclosure at Station 20 & 30 (Station 10 on hold)	376	0	0	0	0	0	0	0	0	0	376
3762651506	Gun Locker Management System w/card reader	645	0	0	0	0	0	0	0	0	0	645
3762657100	Management System (including contracted staffing)	2,285	0	0	0	0	0	0	0	0	0	2,285
<i>POLICE CAPITAL FINANCING TOTAL</i>		<i>18,644</i>	<i>5,351</i>	<i>5,541</i>	<i>7,500</i>	<i>2,844</i>	<i>2,235</i>	<i>4,233</i>	<i>3,663</i>	<i>3,345</i>	<i>6,230</i>	<i>59,586</i>
Public Works												
3540041009	Program-Compliance Remediation	340	500	530	560	590	620	650	680	710	727	5,907
3540041010	Program-Facility Upgrades to Hamilton Public Libraries	437	700	740	780	820	860	900	940	980	1,003	8,160
3540041013	Program-Firestations Facility Upgrade	689	800	840	880	920	960	1,000	1,040	1,080	1,105	9,314
3540041015	Program-EMS Facility Upgrade	437	500	530	560	590	620	650	680	710	727	6,004
3540041016	Program-Park & Fieldhouses Retrofits (non-Recreation)	100	450	470	490	510	530	550	570	590	604	4,864
3540041409	Program-Facilities Code & Legislative Compliance	194	500	530	560	590	620	650	680	710	727	5,761
3540041412	Program-Roof Management	194	600	610	627	648	673	704	739	778	796	6,369
3540041532	Program-Facilities Capital Maintenance	1,400	1,604	1,690	1,780	1,870	1,960	2,050	2,140	2,230	2,282	19,006
3540041648	Program-Parking Lot Rehabilitation	437	500	530	560	590	620	650	680	710	727	6,004
3540051001	Program-Mechanical Infrastructure Lifecycle Renewal	412	1,604	1,700	1,790	1,880	1,970	2,060	2,150	2,240	2,292	18,098
3540051900	Program-Generator Compliance Testing & Upgrades	388	0	0	0	0	0	0	0	0	0	388
3540055001	Program-Yards Capital Renewal	243	550	580	610	640	670	700	730	760	778	6,261



2026 Capital Budget by Ward

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
3540055100	Program-Corporate Facilities Audit	243	500	530	560	590	620	650	680	710	727	5,810
3542141014	City Hall Forecourt Security Enhancements	213	0	0	0	0	0	0	0	0	0	213
3542557111	Meeting Room Technologies-Hybrid Meeting Rooms (Phase 2)	580	90	0	0	0	0	0	0	0	0	670
3720041805	Corporate Security	388	945	820	800	900	925	900	135	0	0	5,813
4030011400	Asset Preservation - State of Good Repair	5,750	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,750
4030020722	Overhead Sign Structures Rehabilitation	291	300	300	300	300	300	300	300	300	300	2,991
4030055460	New Technologies/Pilot Projects	100	100	100	100	100	100	100	100	100	100	1,000
4030055650	Capital Investment: Road Asset Protection Adjacent to Ravines and Watercourses	100	100	100	100	100	100	100	100	100	100	1,000
4032255962	Road Network Pavement Inspection	126	150	150	150	150	150	150	150	150	150	1,476
4032301099	Engineering Services Staffing Costs - Road	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	45,000
4032310006	Minor Construction Program	0	500	500	500	500	500	500	500	500	500	4,500
4032311045	LINC/RHVP Preservation	2,345	2,500	2,500	2,750	3,000	3,250	3,500	3,750	4,000	4,250	31,845
4032311224	Sidewalk Rehabilitation Program	1,174	1,270	1,335	1,400	1,470	1,545	1,625	1,690	1,758	1,828	15,095
4032311225	Geotechnical Investigation Program	485	500	500	500	500	500	500	500	500	500	4,985
4032314405	Contaminated Soil & Rock Disposal Program	600	600	600	600	600	600	600	600	600	600	6,000
4032317241	Fencing/Sound Barrier Rehabilitation/Noise Studies/Replacement within the Road Allowance	388	400	400	400	400	400	400	400	400	400	3,988
4032317677	Preventative Road Maintenance Program	8,500	8,500	8,500	8,500	8,500	8,500	8,500	8,500	8,500	8,500	85,000
4032318216	Bridge and Structure (Culvert) Maintenance - T.O.M.	1,933	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	19,933



2026 Capital Budget by Ward

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
4032318218	OSIM Bridge, Park Bridge, Culvert, Retaining Wall & Overhead Sign Inspections	0	1,200	0	1,200	0	1,200	0	1,200	0	1,200	6,000
4032318219	Structural Investigations and Reports	631	650	650	650	650	650	650	650	650	650	6,481
4032321350	Fleet Additions - Roads O&M	1,245	256	262	269	275	282	289	297	304	310	3,789
4032341762	Yard Facility Maintenance and Improvement Program	194	200	200	200	200	200	200	200	200	200	1,994
4032349555	QA-QC Service Contract Program	188	202	210	219	227	237	246	256	266	277	2,328
4032351410	Roads - Small Equipment Replacement	78	81	84	87	91	94	98	102	106	110	931
4032355222	Corridor Infrastructure Condition and Programming	1,040	540	540	540	540	540	540	540	540	540	5,900
4032355556	Mapping Update Program	40	40	40	40	40	40	40	40	40	40	400
4032358001	Consultation and Accommodation	120	120	120	120	120	120	120	120	120	120	1,200
4032362073	Field Data Systems Program	149	154	154	154	154	154	154	154	154	154	1,535
4040021444	Transportation Operations Fleet Upgrades	148	157	161	165	169	173	178	182	187	192	1,712
4042310004	Escarpment Slope & Appurtenance Stabilization Program	1,164	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	11,964
4042310017	Street Lighting Capital Program	146	150	150	150	150	150	150	150	150	150	1,496
4042310417	Retaining Wall Rehabilitation Program ES	194	200	200	200	200	200	200	200	200	200	1,994
4042310418	Retaining Wall Maintenance - TOM	146	150	150	150	150	150	150	150	150	150	1,496
4042311351	Roads - Assumed Alleyway Rehabilitation	100	100	100	100	100	100	100	100	100	100	1,000
4042317384	Guide Rail Replacement Program	388	400	400	400	400	400	400	400	400	400	3,988
4042317678	Preventative Maintenance - Crack Sealing	177	191	201	211	222	233	245	252	262	273	2,267
4042521520	Paint Truck Upgrade	0	1,000	0	0	0	0	0	0	0	0	1,000
4042541505	Transportation Operations Center Upgrades	50	50	50	50	50	50	50	50	50	50	500
4042549220	Concrete Block Purchase - Temporary Outdoor Patio Program	136	0	0	0	0	0	0	0	0	0	136



2026 Capital Budget by Ward

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
4042551520	New Bench Installations	20	20	20	20	20	20	20	20	20	20	200
4042614615	Downtown Revitalization & Beatification	485	500	500	500	500	500	500	500	500	500	4,985
4042651605	Hostile Vehicle Mitigation Equipment	291	0	0	0	0	0	0	0	0	0	291
4242609100	Bayfront Park Dock Replacement and Repair	146	0	0	0	0	0	0	0	0	0	146
4400011001	Cemetery Roads Rehabilitation Program	107	208	316	225	234	243	253	263	0	0	1,850
4400049001	Park Pathway Resurfacing Program	243	312	324	337	351	365	380	395	0	0	2,707
4400049002	Park Fencing Program	146	182	182	197	205	213	221	230	0	0	1,576
4400049007	Cemetery Columbarium	125	150	150	150	150	150	175	175	0	0	1,225
4400049104	Pedestrian/Security Lighting Replacement Program	194	364	379	394	409	426	443	461	0	0	3,069
4400051001	Equipment Upgrades	50	52	54	56	58	0	0	0	0	0	271
4400051002	Playground Lifecycle Replacement Program	412	544	568	590	611	690	711	729	0	0	4,855
4400051601	Equipment Acquisition (DC) Program	247	247	247	247	247	247	0	0	0	0	1,482
4400051700	Small Equipment Replacement (Reserve) Program (Forestry/Hort)	75	0	0	75	0	0	0	0	0	0	150
4400051701	Small Equipment Replacement (Reserve) Program (Parks/Cem)	150	90	90	95	95	0	0	0	0	0	520
4400052100	CSA Safety Material Replacement Program	209	215	162	169	175	182	190	197	0	0	1,500
4400054699	Tennis and Multi -use Court Rehabilitation Program	130	270	281	292	304	316	329	342	0	0	2,266
4400055600	Parks Testing and Reporting	80	80	80	80	80	80	0	0	0	0	480
4400055800	QC/CA - Parks and Cemeteries Material Testing	35	21	22	22	23	24	25	26	0	0	199
4400056001	Leash Free Dog Park Program	80	80	80	80	80	80	80	90	0	0	650
4402154699	Tennis and Multi -use Court Rehabilitation Program	0	270	281	292	304	316	329	342	0	0	2,136



2026 Capital Budget by Ward

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
4402156006	Rail Trail Improvements	534	250	1,677	0	0	0	0	0	0	0	2,461
4402455102	Natural Lands Acquisition Strategy	0	150	0	0	0	0	0	0	0	0	150
4402456105	Project Acquisition-Parks Master Plan 2025-2033	33,864	34,731	35,620	36,532	37,467	38,426	39,410	40,419	0	0	296,467
4402456134	Parks and Cemeteries - Erosion and Drainage Repairs	121	0	0	0	0	0	0	0	0	0	121
4402556106	Natural Areas Program	107	0	0	0	0	0	0	0	0	0	107
4402649103	Cemetery Fencing	70	0	0	0	0	0	0	0	0	0	70
4450049100	Hanging Basket Bracket Replacement Program	40	25	25	25	25	0	0	0	0	0	140
4450053001	Tree Planting Program	919	2,419	2,419	2,419	2,419	2,419	2,419	0	0	0	15,433
4450053102	Naturalized Tree Planting	107	110	110	110	110	0	0	0	0	0	547
4450053702	Integrated Pest Management Program	116	400	400	35	35	120	400	0	0	0	1,506
4452341002	Tropical Greenhouse Landscape Feature Upgrades	50	0	0	0	0	0	0	0	0	0	50
4452341003	Horticulture Depot Renovation/Construction	437	9,000	0	0	0	0	0	0	0	0	9,437
4452549001	Backflow Prevention and Water Meter Installation	50	0	0	0	0	0	0	0	0	0	50
4452553001	Free Tree Giveaway Program	73	72	100	100	100	100	100	100	100	100	945
4452653101	Hard Surface Tree Restoration and Rehabilitation	146	150	150	150	150	150	150	150	150	150	1,496
4452653103	Fleet Upgrades	75	75	75	75	75	0	0	0	0	0	375
4452653104	Hard Surface Trees Revitalization and Enhancement	155	668	680	686	0	0	0	0	0	0	2,189
4452653107	Urban Forest Strategy Branded Truck Wraps	0	22	22	22	0	0	0	0	0	0	66
4452653112	Backyard Tree Planting, Pilot	0	44	55	0	0	0	0	0	0	0	99
4452655105	Tree Risk Management Strategy	146	150	0	0	0	0	0	0	0	0	296
4452655108	Construction Details	45	0	0	0	0	0	0	0	0	0	45



2026 Capital Budget by Ward

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
4452655109	Drivers of Canopy Change	107	0	0	0	0	0	0	0	0	0	107
4452655110	Horticulture Strategy	131	0	0	0	0	0	0	0	0	0	131
4660015018	Street Lighting Inventory	121	125	125	125	125	125	125	125	125	125	1,246
4662220723	Portable Variable Message Sign /Queue End Warning System	146	150	150	0	0	0	0	0	0	0	446
4662220988	Signal Cabinet Wrapping	75	75	75	0	0	0	0	0	0	0	225
4662301099	Transportation Cost Allocation to Engineering Services Projects	291	300	300	300	300	300	300	300	300	300	2,991
4662310012	Railway Roadway Crossings Rehabilitation Program	100	100	100	100	100	100	100	100	100	100	1,000
4662310020	Street Lighting Pole Inspections & Replacements	243	250	250	250	250	250	250	250	250	250	2,493
4662315820	Traffic Counts Program	437	350	450	300	300	300	300	450	450	300	3,637
4662320001	ATMS – Advanced Traffic Management System	728	750	750	750	750	750	750	750	750	750	7,478
4662320011	Traffic Signal Infrastructure/Upgrades	291	300	300	300	300	300	300	300	300	300	2,991
4662320017	Traffic Signal LED Lighting Upgrade Program	243	250	250	250	250	250	250	250	250	250	2,493
4662320019	Traffic Cabinet & Controller Replacement Program	776	800	800	800	800	800	800	800	800	800	7,976
4662320048	Durable Pavement Markings (New Installations)	291	300	300	300	300	300	300	300	300	300	2,991
4662320050	Engagement Priorities - Vision Zero	140	140	140	140	140	140	140	140	140	140	1,400
4662320051	Education Priorities - Vision Zero	400	400	400	400	400	400	400	400	400	400	4,000
4662320052	Evaluation Priorities - Vision Zero	500	500	500	500	500	500	500	500	500	500	5,000
4662320053	Engineering Priorities - Vision Zero	700	700	700	700	700	700	700	700	700	700	7,000
4662320375	Waterdown TMP Implementation	194	50	0	0	0	0	0	0	0	0	244
4662320525	Pedestrian Crossovers	204	210	210	210	210	210	210	210	210	210	2,094
4662320531	APS - Accessible Pedestrian Signals	340	350	350	350	350	350	350	350	350	350	3,490



2026 Capital Budget by Ward

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
4662320720	Durable Plastic Pavement Marking Rehabilitation	340	350	350	350	350	350	350	350	350	350	3,490
4662520525	Pedestrian Cross-Over Conversions - Solar to AC	243	250	0	0	0	0	0	0	0	0	493
4662555487	Traffic signal Asset Management Condition Inspections	194	0	0	0	0	0	0	0	0	0	194
4662610615	Street Lighting Engineering Project Support	100	0	0	0	0	0	0	0	0	0	100
4940051003	Shop Equipment Replacement	170	170	170	170	170	170	170	170	0	0	1,360
4940051100	Fleet Vehicle&Equipment Replace Program	13,405	15,450	15,914	16,391	16,883	17,389	17,911	18,448	19,002	19,572	170,364
5120055137	Waste Management R & D Program	250	260	315	375	290	295	300	305	310	315	3,015
5120090200	Diversion Container Replacement Program	400	400	400	400	400	400	400	400	400	400	4,000
5120090700	Public Space & Special Event Containers	283	289	295	301	307	313	319	326	332	339	3,103
5120091000	Glanbrook Landfill Capital Improvement Program	1,338	614	627	639	598	1,961	471	482	543	902	8,176
5120091002	Stage 3 Development - Glanbrook Landfill Site	225	0	6,000	0	0	275	0	6,500	0	0	13,000
5120092000	Closed Landfill Maintenance & Capital Improvement Program	437	465	480	496	511	527	543	559	576	593	5,187
5120094001	Transfer Station/CRC Maintenance & Capital Improvement Program	3,597	1,101	602	603	605	606	607	607	607	607	9,541
5120094300	Maintenance & Capital Improvements to the Resource Recovery Centre (RRC) Program	225	229	234	238	243	248	253	258	263	268	2,458
5120094920	Environmental Services Legislative Compliance Program	243	250	250	250	250	250	250	250	250	250	2,493
5120095525	SWMMP Approvals	150	200	200	150	150	150	150	150	150	150	1,600
5121949003	CCF Lifecycle Replacement	0	3,050	30,000	0	642	262	297	0	0	0	34,251

2026 Capital Budget by Ward

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
5122590001	Multi-Residential Building Wheeled Garbage Carts	194	150	50	50	50	50	50	50	50	50	744
5122694002	Transfer Station Support Vehicle Acquisition	0	90	0	0	0	0	0	0	0	0	90
5301785701	Transit Maintenance and Storage Facility (Cash Flow Project) (ICIP)	41,099	0	0	0	0	0	0	0	0	0	41,099
5302183100	HSR Bus Replacement Program (ICIP)	0	15,856	15,600	37,003	26,139	10,230	28,230	44,660	29,845	29,302	236,865
5302183503	Nonrevenue Vehicle Replace Program	185	90	79	179	143	88	189	80	99	128	1,260
5302185803	Terminal and End of Line Rehabilitation	200	200	75	75	75	75	75	75	75	75	1,000
5302185804	Bus Stop Shelter Rehabilitation	200	200	200	200	200	200	200	200	200	200	2,000
5302185902	Transit Shelter and Landing Pad Expansion Program	200	220	260	260	240	240	100	250	150	150	2,070
5302385809	Transit Hub Planning and Development (ICIP)	300	0	0	0	0	0	0	0	0	0	300
5302451101	Transit Capital Hoist Replacement	250	150	150	150	0	0	0	0	0	0	700
5302551023	Transit Operations Management System – BTC Software Support Services	75	0	0	0	0	0	0	0	0	0	75
5302651104	HSR Facility Transit Facility Radio Systems	260	90	0	0	0	0	0	0	0	0	350
5302683104	HSR Next - Expansion Fleet	32,764	26,564	13,952	0	0	13,643	0	0	0	0	86,923
5302683106	HSR Education & Engagement Bus Replacement	0	0	225	0	0	0	0	0	225	0	450
5302683110	HSR Bus Replacement (CPTF)	26,321	0	0	0	0	0	0	0	0	0	26,321
5302684105	Pilot of 13" E-Paper Real-Time Displays Across HSR Network	195	363	0	0	0	0	0	0	0	0	558
5302684107	Transit Operations Management System - EAM Integrations	175	0	0	0	0	0	0	0	0	0	175
5302684108	Transit Operations Management System - BTC Facility Configuration	50	0	0	0	0	0	0	0	0	0	50



2026 Capital Budget by Ward

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
5302685103	HSR Next Infrastructure	13,460	4,266	5,368	3,823	5,295	3,736	3,700	3,700	0	0	43,348
5312383001	Integrated Transit Accessible Vehicles (ICIP)	0	5,000	0	0	0	0	0	0	0	0	5,000
6300041101	Program-ML & WL Facility Capital Maintenance	312	250	250	250	250	250	250	250	250	250	2,562
6300041103	Program-Mechanical Infrastructure Lifecycle Renewal	600	600	600	600	600	600	600	600	0	0	4,800
6300051103	Program-ML & WL Equipment Lifecycle Renewal	749	818	1,003	1,050	1,147	1,244	1,341	1,563	1,976	2,075	12,966
6301841800	ML - Refurbishment of A Wing	1,110	655	0	0	0	0	0	0	0	0	1,765
6302041001	ML - Refurbish Basement	508	500	0	0	0	0	0	0	0	0	1,008
6302051801	ML & WL - Security Systems	100	150	150	150	150	150	150	0	0	0	1,000
6302141102	Macassa Lodge B-Wing	21,148	0	0	0	0	0	0	0	0	0	21,148
7100041701	Program-Community Halls Retrofits	340	470	520	570	620	670	720	770	820	820	6,320
7100041706	Program-Recreation Centre Retrofits	1,940	1,032	1,170	2,380	2,590	2,800	3,010	3,220	3,430	3,430	25,002
7100045215	Program-Parking Lot Management	437	620	690	760	830	900	970	1,040	1,110	1,110	8,467
7100051001	Program-Mechanical Infrastructure Lifecycle Renewal	2,632	1,200	1,170	2,380	2,590	2,800	3,010	3,220	3,430	3,430	25,862
7100054105	Program-Park & Fieldhouse Retrofits Recreation Programmed	146	310	750	820	890	960	1,030	1,100	1,170	1,170	8,346
7100054216	Program-Roof Management	0	700	980	1,070	1,160	1,290	1,340	1,430	1,520	1,970	11,460
7100054536	Program-Arena Retrofits	485	700	880	1,070	1,160	1,350	1,340	1,493	1,520	1,970	11,968
7100054702	Program-Facility Capital Maintenance	1,795	1,000	1,177	2,395	2,618	2,706	3,078	3,253	3,556	3,575	25,152
7100054703	Program-Senior Centre Retrofits	0	300	500	550	600	650	700	750	800	800	5,650
7100055101	Program-Recreation Facilities Audit	100	400	550	600	650	700	750	800	850	850	6,250
7902551100	Pathway to Net Zero Reports	0	100	100	100	100	0	0	0	0	0	400
PUBLIC WORKS TOTAL		255,972	187,398	194,962	170,060	162,696	164,637	169,662	193,849	126,249	129,185	1,754,669



2026 Capital Budget by Ward

Project ID	Project Title	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026-2035
CITY-WIDE TOTAL		444,725	345,003	304,180	288,280	251,796	254,533	256,439	279,510	202,179	212,732	2,839,377
2026-2035 CAPITAL FORECAST TOTAL		621,689	528,805	654,611	437,323	418,890	309,663	275,427	310,819	212,419	226,669	3,996,315



| WATER SUPPORTED BUDGET AND FINANCING PLAN



2026 Water, Wastewater and Storm Operating Budget

	2025 Restated Budget (\$)	2025 Projected Actual (\$)	2026 Approved Budget (\$)	2026 vs. 2025 Budget (\$)	
EXPENDITURES					
Operating Expenditures					
Divisional Administration & Support	13,666,088	13,666,088	18,885,101	5,219,013	38.2%
Woodward Upgrades	1,762,125	1,762,125	1,820,870	58,745	3.3%
Customer Service & Community Outreach	8,360,659	8,360,659	8,902,623	541,964	6.5%
Compliance & Regulations	9,606,800	9,606,800	9,982,791	375,991	3.9%
Water Distribution & Wastewater Collection	25,535,797	25,535,797	26,475,770	939,973	3.7%
Plant Operations	41,036,030	41,036,030	42,513,720	1,477,691	3.6%
Plant Maintenance	14,168,733	14,168,733	15,439,459	1,270,726	9.0%
Capital Planning & Delivery	6,789,205	6,789,205	7,111,534	322,328	4.7%
Watershed Management	1,959,317	1,959,317	2,033,507	74,190	3.8%
Wastewater Abatement Program	1,141,840	1,141,840	1,141,841	1	0.0%
Alectra Utilities Service Contract	5,807,621	5,807,621	1,582,623	(4,224,997)	(72.7%)
Low Income Seniors Utility Rebate	500,066	500,066	500,067	2	0.0%
Sewer Lateral Management Program	300,000	300,000	310,000	10,000	3.3%
Hamilton Harbour Remedial Action Plan	679,088	679,088	1,178,297	499,210	73.5%
Residential Stormwater Subsidy Program	500,000	500,000	500,000	-	0.0%
Protective Plumbing Program (3P)	750,018	750,018	750,020	2	0.0%
Financial Charges	84,486	84,486	84,489	3	0.0%
Sub-Total	132,647,871	132,647,871	139,212,711	6,564,840	4.9%
Capital and Reserve Recoveries	(11,157,253)	(11,157,253)	(11,596,926)	(439,673)	3.9%
Sub-Total Operating Expenditures	121,490,618	121,490,618	127,615,786	6,125,168	5.0%
CAPITAL AND RESERVE IMPACTS ON OPERATING					
Contributions to Capital					
Water Quality Initiatives	68,249,774	68,249,774	84,241,532	15,991,758	23.4%
Wastewater	66,360,038	66,360,038	66,462,690	102,652	0.2%
Stormwater	31,470,621	31,470,621	17,948,300	(13,522,321)	(43.0%)
Sub-Total Contributions to Capital	166,080,432	166,080,432	168,652,522	2,572,089	1.5%



2026 Water, Wastewater and Storm Operating Budget

	2025 Restated Budget (\$)	2025 Projected Actual (\$)	2026 Approved Budget (\$)	2026 vs. 2025 Budget (\$)	
Contributions for DC Exemptions					
Water Quality Initiatives	17,316,329	17,316,329	14,239,492	(3,076,837)	(17.8%)
Wastewater	10,389,797	10,389,797	8,543,695	(1,846,102)	(17.8%)
Stormwater	6,926,532	6,926,532	5,695,797	(1,230,735)	(17.8%)
Sub-Total Contributions for DC Exemptions	34,632,658	34,632,658	28,478,985	(6,153,673)	(17.8%)
Capital Debt Charges					
Water Quality Initiatives	11,785,204	11,785,204	10,915,619	(869,585)	(7.4%)
Wastewater	12,984,897	12,984,897	11,889,481	(1,095,416)	(8.4%)
Stormwater	4,655,119	4,655,119	4,036,581	(618,539)	(13.3%)
DC Debt Charges Recoveries	(6,541,418)	(6,541,418)	(5,204,900)	1,336,518	(20.4%)
Sub-Total Debt Charges	22,883,803	22,883,803	21,636,781	(1,247,022)	(5.4%)
Sub-Total Capital Financing	223,596,894	223,596,894	218,768,287	(4,828,606)	(2.2%)
Reserve Transfers	(17,308,023)	(17,308,023)	4,829,125	22,137,148	(127.9%)
Sub-Total Capital and Reserve Impacts on Operating	206,288,871	206,288,871	223,597,412	17,308,541	8.4%
TOTAL EXPENDITURES	327,779,489	327,779,489	351,213,198	23,433,709	7.1%
REVENUES					
Rate Revenue					
Residential	147,041,410	147,041,410	158,249,738	11,208,329	7.6%
Industrial/Commercial/Institutional/Multi-res	155,304,758	155,304,758	166,671,491	11,366,733	7.3%
Haldimand	4,837,766	4,837,766	5,006,208	168,442	3.5%
Halton	475,022	475,022	492,075	17,053	3.6%
Raw Water	215,624	215,624	-	(215,624)	(100.0%)
Non-Metered	1,314,074	1,314,074	1,195,700	(118,374)	(9.0%)
Private Fire Lines	2,500,000	2,500,000	2,760,000	260,000	10.4%
Hauler / 3rd Party Sales	2,013,788	2,013,788	2,812,916	799,128	39.7%
Overstrength Agreements	3,588,562	3,588,562	3,507,880	(80,681)	(2.2%)
Sewer Surcharge Agreements	7,309,774	7,309,774	7,145,429	(164,345)	(2.2%)
Sub-Total Utility Rates	324,600,776	324,600,776	347,841,437	23,240,660	7.2%



2026 Water, Wastewater and Storm Operating Budget

	2025 Restated Budget (\$)	2025 Projected Actual (\$)	2026 Approved Budget (\$)	2026 vs. 2025 Budget (\$)	
Non-Rate Revenue					
Local Improvement Recoveries	275,850	275,850	275,850	-	0.0%
Permits / Leases / Agreements	1,225,591	1,225,591	1,322,049	96,458	7.9%
Investment Income	450,000	450,000	450,000	-	0.0%
General Fees and Recoveries	1,227,271	1,227,271	1,323,862	96,590	7.9%
Sub-Total Non-Rate Revenue	3,178,713	3,178,713	3,371,761	193,049	6.1%
TOTAL REVENUES	327,779,489	327,779,489	351,213,198	23,433,709	7.1%
NET EXPENDITURES	-	-	-	-	0.0%



2026 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									
5140055650	Capital Works for Ravine and Waterways - Water	150	0	0	0	0	150	150	0
5141269250	HVAC system Upgrades at New Environmental Laboratory and Administration Building	1,150	0	0	0	0	1,150	1,150	0
5141567273	Main / Whitney Pumping Station Replacement and Decommissioning	400	0	0	0	0	400	400	0
5141695883	PS HD016 (York and Valley) Capacity Upgrade, Standby Power & Building Expansion (W-26) (CASH FLOWED)	4,150	0	3,735	0	0	415	415	0
5141767650	New Greensville Communal Well	7,000	0	0	0	0	7,000	1,426	5,574
5141795850	Greenhill PS HD04B & HD05A Upgrades (W-28) (CASH FLOWED)	125	0	99	0	0	26	26	0
5141895852	Carlisle Water Supply System - Additional Water Storage (CASH FLOWED)	5,650	0	0	0	0	5,650	5,650	0
5141971315	Main - Delena to Normanhurst & Normanhurst - Main to Queenston (LRT Enabling)	230	0	0	0	0	230	230	0
5141995951	Binbrook HD019 PS Capacity Expansion (W-20) & Binbrook Tower HDT23 Upgrades	7,150	0	2,002	0	0	5,148	5,148	0
5142066310	WTP Pre-Treatment Isolation Valves	800	0	0	0	0	800	800	0
5142166110	Water Treatment Plant Phase 2A Water Quality Upgrades (Cash-Flowed)	5,182	0	0	0	1,996	3,186	3,186	0
5142167421	HDR11 Woodley Lane Reservoir Upgrades	3,841	0	0	0	0	3,841	3,841	0



2026 Water, Wastewater and Storm Capital Budget

Project ID	Project Title	Gross Cost	Grants & Subsidies	Dev. Charges (Incl Debt)	Reserves	WIP	Net Costs	Financing Sources	
								From Operating	From Debt
5142266320	Woodward Water Treatment Plant - Low Lift Pumping Station Intake Repairs	550	0	0	0	0	550	550	0
5142266351	Woodward SCADA Cybersecurity Program	200	0	0	0	0	200	200	0
5142266871	Hamilton Water Capital Security Plan	450	0	0	0	0	450	450	0
5142301099	Engineering Services Staffing Costs - Water	4,500	0	0	0	0	4,500	4,500	0
5142311101	Road Cut Restoration Program	5,400	0	0	0	0	5,400	5,400	0
5142320499	City Initiated Subsurface Priorities Coordinated or Integrated with LRT	3,010	0	1,505	0	0	1,505	1,505	0
5142349555	QA-QC Service Contract Program	50	0	0	0	0	50	50	0
5142351110	Fleet Additions	200	0	0	0	0	200	200	0
5142355010	Water Systems Planning Program	580	0	435	0	0	145	145	0
5142355022	Engineering Consultant Watermain Projects	150	0	0	0	0	150	150	0
5142355247	Alterations to the Drinking Water System	200	0	0	0	0	200	200	0
5142355340	Water Distribution Studies	100	0	0	0	0	100	100	0
5142355556	Mapping Update Program	40	0	0	0	0	40	40	0
5142355713	Pressure Districts and Drinking Water System Optimization	220	0	0	0	0	220	220	0
5142355851	Water Efficiency Plan/Program	25	0	0	0	0	25	25	0
5142357545	Water - Computer Model	780	0	0	0	0	780	780	0
5142357626	Critical Watermain Inspection Program	1,500	0	0	0	0	1,500	1,500	0



2026 Water, Wastewater and Storm Capital Budget

Project ID	Project Title	Gross Cost	Grants & Subsidies	Dev. Charges (Incl Debt)	Reserves	WIP	Net Costs	Financing Sources	
								From Operating	From Debt
5142360072	Watermain Structural Lining	7,500	0	0	0	0	7,500	7,500	0
5142360080	Valve Replacement Program	2,000	0	0	0	0	2,000	2,000	0
5142360330	Water Distribution Capital Repairs, Replacement and New Installation Parts	3,000	0	0	0	0	3,000	3,000	0
5142360711	PW Capital Water Consumption Program	250	0	0	0	0	250	250	0
5142360750	Unscheduled Valve, Hydrant, Watermain & Misc Water Replace Program	3,750	0	0	0	0	3,750	3,750	0
5142361502	Water Meter - Installation/Replacement/Repair - General Maintenance	4,500	0	0	0	0	4,500	4,500	0
5142361503	Advanced Metering Infrastructure (AMI) / Automated Meter Reading (AMR) Implementation - CASH FLOW	5,000	0	0	0	0	5,000	5,000	0
5142361741	Resetting or Adjusting of Water Utility Structures	250	0	0	0	0	250	250	0
5142362073	Field Data Systems Program	154	0	0	0	0	154	154	0
5142362078	Substandard Water Service Replacement Program	2,400	0	0	0	0	2,400	2,400	0
5142366151	SCADA Maintenance Program	275	0	0	0	0	275	275	0
5142366711	Water Treatment Studies Program	300	0	0	0	0	300	300	0
5142366713	Water Maintenance Capital Program	500	0	0	0	0	500	500	0
5142367187	Bulk Water Stations Upgrades	300	0	0	0	263	38	38	0

2026 Water, Wastewater and Storm Capital Budget

Project ID	Project Title	Gross Cost	Grants & Subsidies	Dev. Charges (Incl Debt)	Reserves	WIP	Net Costs	Financing Sources	
								From Operating	From Debt
5142367752	Water Outstations Inspections - Asset Management	680	0	0	0	0	680	680	0
5142369075	City Environmental Lab Improvements Program	635	0	0	0	0	635	635	0
5142370000	Rates Share of Road Reconstruction - NOT TO BE SET UP IN PEOPLESOFT	1,300	0	0	0	0	1,300	1,300	0
5142371074	Contingency for Unscheduled Works Program	200	0	0	0	0	200	200	0
5142399999	Rates Projects Included in Tax Budget - NOT TO BE SET UP IN PEOPLESOFT	1,060	0	0	0	0	1,060	1,060	0
5142466450	Woodward WTP - HLPS Large Valve Upgrades & Sedimentation Tank Concrete Restorations	900	0	0	0	0	900	900	0
5142467057	Soil Remediation - Water Reservoir Sites	1,998	0	0	0	0	1,998	1,998	0
5142467221	Scenic Drive Reservoir New Access and Structural/Restoration Upgrades	2,131	0	0	0	0	2,131	2,131	0
5142467423	Freelton Well (FDF01) Capacity Increase	1,970	0	1,803	0	0	167	167	0
5142467586	HD018/HDR18 Underground Diesel Storage Tank	500	0	0	0	0	500	500	0
5142495251	Highland Reservoir HDR07 (W-11) Expansion (CASH FLOWED)	2,130	0	2,130	0	0	0	0	0
5142496850	Locke St Trunk Watermain - Main to York (W-19)	5,400	4,179	1,221	0	0	0	0	0
5142541226	New Water and Wastewater Operations Facilities (CASH FLOWED)	550	0	0	0	550	0	0	0
5142550072	WM Structural Lining - Dundas Valley Watermain	2,100	0	0	0	0	2,100	2,100	0

2026 Water, Wastewater and Storm Capital Budget

Project ID	Project Title	Gross Cost	Grants & Subsidies	Dev. Charges (Incl Debt)	Reserves	WIP	Net Costs	Financing Sources	
								From Operating	From Debt
5142555503	Service Coordination Studies	150	0	0	0	0	150	150	0
5142566001	Guarding Upgrades Hamilton Water Facilities (Water)	715	0	193	0	0	522	522	0
5142566002	Fall Protection Upgrades at Hamilton Water Facilities (Water)	300	0	74	0	0	226	226	0
5142660311	George - Queen to Ray	100	0	0	0	0	100	100	0
5142661310	Woodward Treatment Plant to Main St E	500	0	0	0	0	500	500	0
5142667008	FDC05/3R Well Pumping Station Upgrades	677	0	183	0	0	494	494	0
5142671016	Upper Paradise - Stone Church To Rymal	250	0	0	0	0	250	250	0
5142671105	Barton - Ottawa to Kenilworth	440	0	0	0	0	440	440	0
5142671106	Rymal - Dartnall to Upper Ottawa (Phase 1)	150	0	0	0	0	150	150	0
5142671113	Westdale North Neighbourhood Phase 3	150	0	0	0	0	150	150	0
5142671115	Westdale North Neighbourhood Phase 2	140	0	0	0	0	140	140	0
5142671306	Amelia - Queen to West End	70	0	0	0	0	70	70	0
5142671314	Westdale North Neighbourhood Phase 1	175	0	0	0	0	175	175	0
5142671322	Barton - Sherman to Ottawa	700	0	0	0	0	700	700	0
5142671630	Brock St S - Hatt to King	150	0	0	0	0	150	150	0
5142680253	Arvin Ave - McNeilly to Lewis	100	0	100	0	0	0	0	0
5142680480	Garner Road - Highway 6 to e/o Glancaster (AEGD)	75	0	75	0	0	0	0	0

2026 Water, Wastewater and Storm Capital Budget

Project ID	Project Title	Gross Cost	Grants & Subsidies	Dev. Charges (Incl Debt)	Reserves	WIP	Net Costs	Financing Sources	
								From Operating	From Debt
5142680580	RHBP - Nebo - Dickenson to Hydro Corridor	595	0	595	0	0	0	0	0
WATER Total		110,953	4,179	14,149	0	2,809	89,816	84,242	5,574
WASTEWATER									
5160055470	Capital Infrastructure Inspection & Condition Assessment Program – Linear Wastewater & Storm	7,000	0	0	0	0	7,000	7,000	0
5160055650	Capital Works for Ravine and Waterways - Waste Water	100	0	0	0	0	100	100	0
5160060471	Capital Infrastructure Renewal Program – Linear Wastewater & Storm	8,000	0	0	0	2,100	5,900	5,900	0
5161266213	Dundas WWTP Improvements (CASH FLOWED)	3,381	0	0	0	0	3,381	3,381	0
5161467756	Greenhill & Cochrane HCS01 Combined Sewer Overflow Tank Cleaning & Upgrades (CASH FLOWED)	660	0	0	0	0	660	660	0
5161695747	Battlefield Trunk Sewer Twinning (WW-33) (CASH FLOWED)	15,000	0	15,000	0	0	0	0	0
5161767420	Parkdale Avenue HC001 Wastewater Pumping Station Upgrades	4,600	0	0	0	0	4,600	0	4,600
5161955640	Flow Monitoring Program	2,000	0	1,000	0	0	1,000	1,000	0
5161966102	Woodward WWTP - Expansion (CASH FLOWED)	1,000	0	948	0	0	52	52	0
5161966511	Woodward WWTP - Digester 3 & 5 (CASH FLOWED)	1,750	0	0	0	0	1,750	1,750	0
5162055800	Sewer Outfall Monitoring Study	3,400	0	0	0	0	3,400	3,400	0



2026 Water, Wastewater and Storm Capital Budget

Project ID	Project Title	Gross Cost	Grants & Subsidies	Dev. Charges (Incl Debt)	Reserves	WIP	Net Costs	Financing Sources	
								From Operating	From Debt
5162067420	Main & King CSO Rehabilitation	1,000	0	0	0	0	1,000	1,000	0
5162095800	Flooding & Drainage Master Plan Capital Improvements	800	0	0	0	0	800	800	0
5162167420	DC007 McMaster Sewage Pumping Station Upgrades	440	0	0	0	0	440	440	0
5162262250	Eastern Sewer Interceptor (ESI) - South Service - Fruitland to Green	500	0	0	0	0	500	500	0
5162266351	Woodward SCADA Cybersecurity Program	200	0	0	0	0	200	200	0
5162266911	Woodward WWTP - North Digester Complex Rehabilitation (CASH FLOW)	150	0	0	0	0	150	150	0
5162267376	Rockcliffe (DC015) Wastewater Pumping Station Upgrades	1,195	0	0	0	0	1,195	699	496
5162268757	Lower Chedoke Combined EA Study	550	0	0	550	0	0	0	0
5162268767	Chedoke Watershed Stormwater Retrofit EA Study	3,150	0	0	3,150	0	0	0	0
5162280285	Drop Structure Installation - Upper Centennial Trunk Sewer Manhole #10	300	0	300	0	0	0	0	0
5162301099	Engineering Services Staffing Costs - Wastewater	4,500	0	0	0	0	4,500	4,500	0
5162311101	Road Cut Restoration Program	2,300	0	0	0	0	2,300	2,300	0
5162349555	QA-QC Service Contract Program	50	0	0	0	0	50	50	0
5162355010	Wastewater Systems Planning	1,100	0	825	0	0	275	275	0

2026 Water, Wastewater and Storm Capital Budget

Project ID	Project Title	Gross Cost	Grants & Subsidies	Dev. Charges (Incl Debt)	Reserves	WIP	Net Costs	Financing Sources	
								From Operating	From Debt
5162355022	Engineering Consultant Sewermain Projects	300	0	0	0	0	300	300	0
5162355556	Mapping Update Program	40	0	0	0	0	40	40	0
5162355880	Inflow & Infiltration Studies and Flow Monitoring Program	2,030	0	1,015	0	0	1,015	1,015	0
5162357545	Wastewater Computer Model Update & Maintenance	770	0	0	0	0	770	770	0
5162360303	Rosemary/Wentworth Regulator Gate (HCG03)	30	0	0	0	0	30	30	0
5162360522	Sewer Lateral Management Program (WWC)	3,500	0	0	0	0	3,500	3,500	0
5162360711	PW Capital Water Consumption Program	250	0	0	0	0	250	250	0
5162360820	Open Cut Repairs for CIPP Program	500	0	0	0	0	500	500	0
5162361740	Unscheduled Manhole and Sewermain Replacement Program	500	0	0	0	0	500	500	0
5162361741	Resetting or Adjusting of Wastewater Utility Structures	250	0	0	0	0	250	250	0
5162362073	Field Data Systems Program	154	0	0	0	0	154	154	0
5162366151	SCADA Maintenance Program	275	0	0	0	0	275	275	0
5162366420	Woodward WWTP - Primary Clarifiers (Galleries 1-8)	4,950	0	0	0	0	4,950	0	4,950
5162366711	Wastewater Treatment Studies Program	200	0	0	0	0	200	200	0
5162366713	Wastewater Capital Maintenance Program	1,000	0	0	0	813	188	188	0



2026 Water, Wastewater and Storm Capital Budget

Project ID	Project Title	Gross Cost	Grants & Subsidies	Dev. Charges (Incl Debt)	Reserves	WIP	Net Costs	Financing Sources	
								From Operating	From Debt
5162367065	Replacement of the Eastport Sanitary Pumping Station	1,170	0	0	0	0	1,170	1,170	0
5162367117	HCG14 Wellington Street North Burlington Street East Regulator Upgrade	153	0	0	0	0	153	153	0
5162367425	Beach Boulevard (HC031) Wastewater Pumping Station Upgrades	7,850	0	0	0	0	7,850	7,850	0
5162367752	Wastewater Outstation Inspections - Asset Management Program	1,030	0	0	0	0	1,030	1,030	0
5162369075	City Environmental Lab Improvements Program	235	0	0	0	0	235	235	0
5162371015	Sewer Lateral Replacement for Co-ordinated Projects	500	0	0	0	0	500	500	0
5162371074	Contingency for Unscheduled Works Program	200	0	0	0	0	200	200	0
5162466220	Dundas WWTP Digester Storage Tank Upgrades	5,800	0	0	0	0	5,800	5,800	0
5162467372	HC007 St Margarets SPS & HC010 Sulphur Springs SPS Upgrades	1,710	0	0	0	0	1,710	1,710	0
5162467373	HC005 Old Dundas Rd SPS Capacity Expansion	3,050	0	0	0	0	3,050	0	3,050
5162467374	HC058 Binbrook SPS Odour Control	450	0	0	0	0	450	450	0
5162467586	HC017 Eastport Underground Diesel Storage Tank	500	0	0	0	0	500	500	0
5162562543	CSO Characterization Program	220	0	0	0	0	220	220	0
5162566001	Guarding Upgrades Hamilton Water Facilities (Wastewater)	715	0	193	0	0	522	522	0



2026 Water, Wastewater and Storm Capital Budget

Project ID	Project Title	Gross Cost	Grants & Subsidies	Dev. Charges (Incl Debt)	Reserves	WIP	Net Costs	Financing Sources	
								From Operating	From Debt
5162566002	Fall Protection Upgrades at Hamilton Water Facilities (Wastewater)	385	0	104	0	0	281	281	0
5162566004	HC003 Upgrades and Rehabilitation	880	0	0	0	0	880	880	0
5162596850	Locke - King To York and Margaret - Main To King And King St - Margaret To Locke (W-19)	225	164	0	0	0	61	61	0
5162667006	HC002 Wastewater Pumping Station Upgrades	1,136	0	107	0	0	1,029	1,029	0
5162667007	HC003 Wastewater Pumping Station Upgrades	831	0	92	0	0	739	739	0
5162671113	Westdale North Neighbourhood Phase 3	50	0	0	0	0	50	50	0
5162671115	Westdale North Neighbourhood Phase 2	50	0	0	0	0	50	50	0
5162671322	Barton - Sherman to Ottawa	60	0	0	0	0	60	60	0
5162672214	Westdale North Neighbourhood Phase 1	120	0	0	0	0	120	120	0
5162680480	Garner Road - Highway 6 to e/o Glancaster (AEGD)	200	0	200	0	0	0	0	0
5162680690	Queenston Rd Trunk Sanitary Sewer - Nash Rd to Centennial Ave	600	0	450	0	0	150	150	0
5162680780	Sanitary Pumping Station (SPS) Upgrades Due to Intensification	750	0	375	0	0	375	375	0
5162868851	Pier 25 Dredging - Windermere Basin	200	0	0	0	0	200	200	0
WASTEWATER Total		106,945	164	20,609	3,700	2,913	79,559	66,463	13,096



2026 Water, Wastewater and Storm Capital Budget

Project ID	Project Title	Gross Cost	Grants & Subsidies	Dev. Charges (Incl Debt)	Reserves	WIP	Net Costs	Financing Sources	
								From Operating	From Debt
STORM									
5180055650	Capital Works for Ravine and Waterways - Storm	100	0	0	0	0	100	100	0
5181767723	Grafton and Centennial Stormwater Pumping Stations - Standby Power	50	0	0	0	0	50	50	0
5181823155	South St E and East St S in Dundas Drainage Improvement - SERG	1,280	0	0	0	0	1,280	0	1,280
5181880887	Multi-Area Employment Lands - Storm Sewer for Street A Extension to Pritchard (new road)	400	0	400	0	0	0	0	0
5181967500	DMAF- CSO Backflow Preventors	4,004	0	0	0	0	4,004	0	4,004
5182055825	Stormwater Drainage Analysis and Conceptual Design for Road Corridor Upgrades	600	0	0	0	0	600	600	0
5182067875	Beach Strip Stormwater Pumping Stations (CASH FLOWED)	740	0	0	0	0	740	0	740
5182095800	Flooding & Drainage Master Plan Capital Improvements	210	0	0	0	0	210	210	0
5182156100	Hamilton Conservation Authority Critical and Safety Projects	0	0	0	0	0	0	0	0
5182160129	Residential Drainage Assistance Program	100	0	0	0	0	100	100	0
5182301099	Engineering Services Staffing Costs - Storm	1,700	0	0	0	0	1,700	1,700	0
5182317152	Right of Way Drainage Program	3,279	0	0	0	0	3,279	3,279	0
5182317458	Catch Basin Replacement/Rehabilitation Program	1,224	0	0	0	0	1,224	1,224	0
5182317549	Concrete Box Culvert Rehab/Repair - T.O.M.	250	0	0	0	0	250	250	0
5182317550	Small Culvert Rehab/Repair - Engineering Services	250	0	0	0	0	250	250	0



2026 Water, Wastewater and Storm Capital Budget

Project ID	Project Title	Gross Cost	Grants & Subsidies	Dev. Charges (Incl Debt)	Reserves	WIP	Net Costs	Financing Sources	
								From Operating	From Debt
5182318086	Culvert rehabilitation (Bridge 086) - Cross St, 25 metres south of Alma St	1,000	0	0	0	0	1,000	1,000	0
5182318320	Woodhill Road Culvert	1,000	0	0	0	0	1,000	1,000	0
5182349555	QA-QC Service Contract Program	50	0	0	0	0	50	50	0
5182355421	Stormwater System Planning Program	480	0	0	0	0	480	480	0
5182355556	Mapping Update Program	40	0	0	0	0	40	40	0
5182357545	Stormwater Computer Model and Flow Monitoring	320	0	0	0	0	320	320	0
5182360622	SWM Facility Maintenance Program	1,500	0	0	0	0	1,500	1,500	0
5182361740	Unscheduled Manhole and Sewermain Replacement Program	200	0	0	0	0	200	200	0
5182362073	Field Data Systems Program	154	0	0	0	0	154	154	0
5182368678	City of Hamilton Watershed Action Plan	650	0	0	0	0	650	650	0
5182372074	Contingency for Unscheduled Works Program	200	0	0	0	0	200	200	0
5182380090	Storm Water Management Program	4,000	0	4,000	0	0	0	0	0
5182460214	SERG - Parkside & Kipling Stormwater Infrastructure - CASH FLOW	2,100	400	0	0	0	1,700	0	1,700
5182471421	771 Safari Road Culverts	620	0	0	0	0	620	620	0
5182567002	West Harbour Front Eutrophication	350	0	0	0	0	350	350	0
5182571290	Mohawk – McNiven to Hwy 403	200	0	0	0	0	200	0	200



2026 Water, Wastewater and Storm Capital Budget

Project ID	Project Title	Gross Cost	Grants & Subsidies	Dev. Charges (Incl Debt)	Reserves	WIP	Net Costs	Financing Sources	
								From Operating	From Debt
5182580480	Garner Road - Highway 6 to e/o Glancaster (AEGD)	200	0	200	0	0	0	0	0
5182671027	Beach - Ottawa to Kenilworth, Dofasco - Beach to Kenilworth, & Ottawa - Barton to Beach	200	0	0	0	0	200	0	200
5182671106	Rymal - Dartnall to Upper Ottawa (Phase 1)	140	0	119	0	0	21	21	0
5182671113	Westdale North Neighbourhood Phase 3	90	0	0	0	0	90	0	90
5182671115	Westdale North Neighbourhood Phase 2	175	0	0	0	0	175	0	175
5182671306	Amelia - Queen to West End	150	0	0	0	0	150	150	0
5182671307	Dallas - Upper Gage to West End (Cameo)	100	0	0	0	0	100	0	100
5182671651	Paramount - Winterberry to Mud	50	0	0	0	0	50	50	0
5182680660	Jackson Heights Extension - SWM Pond Retrofit and Downstream Channel Works	1,150	0	1,150	0	0	0	0	0
5182696475	Flooding & Drainage Master Plan Capital Forecast	3,400	0	0	0	0	3,400	3,400	0
5182696850	Locke St - King To York and Margaret - Main To King (W-19)	490	0	0	0	0	490	0	490
STORM Total		33,196	400	5,869	0	0	26,927	17,948	8,979
TOTAL WATER SUPPORTED CAPITAL BUDGET		251,094	4,744	40,627	3,700	5,721	196,302	168,653	27,649



2026 to 2029 Water, Wastewater and Storm Multi-Year Budget (\$000's)

	2025 Restated Budget	2026 Approved Budget	2027 Projected Budget	2027 vs. 2026		2028 Projected Budget	2028 vs. 2027		2029 Projected Budget	2029 vs. 2028	
EXPENDITURES											
Operating Expenditures											
Divisional Administration & Support	13,666	18,885	19,641	755	4.0%	20,426	786	4.0%	21,243	817	4.0%
Woodward Upgrades	1,762	1,821	1,894	73	4.0%	1,969	76	4.0%	2,048	79	4.0%
Customer Service & Community Outreach	8,361	8,903	9,259	356	4.0%	9,629	370	4.0%	10,014	385	4.0%
Compliance & Regulations	9,607	9,983	10,382	399	4.0%	10,797	415	4.0%	11,229	432	4.0%
Water Distribution & Wastewater Collection	25,536	26,476	27,535	1,059	4.0%	28,636	1,101	4.0%	29,782	1,145	4.0%
Plant Operations	41,036	42,514	44,214	1,701	4.0%	45,983	1,769	4.0%	47,822	1,839	4.0%
Plant Maintenance	14,169	15,439	16,057	618	4.0%	16,699	642	4.0%	17,367	668	4.0%
Capital Planning & Delivery	6,789	7,112	7,396	284	4.0%	7,692	296	4.0%	8,000	308	4.0%
Watershed Management	1,959	2,034	2,115	81	4.0%	2,199	85	4.0%	2,287	88	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	5,808	1,583	-	(1,583)	(100.0%)	-	-	N/A	-	-	N/A
Low Income Seniors Utility Rebate	500	500	520	20	4.0%	541	21	4.0%	563	22	4.0%
Sewer Lateral Management Program	300	310	322	12	4.0%	335	13	4.0%	349	13	4.0%
Hamilton Harbour Remedial Action Plan	679	1,178	1,225	47	4.0%	1,274	49	4.0%	1,325	51	4.0%
Residential Stormwater Subsidy Program	500	500	500	-	0.0%	500	-	0.0%	500	-	0.0%
Protective Plumbing Program (3P)	750	750	780	30	4.0%	811	31	4.0%	844	32	4.0%
Stormwater Conservation Authorities	-	-	9,697	9,697	N/A	10,002	305	3.1%	10,317	316	3.2%
Stormwater Drainage	-	-	5,217	5,217	N/A	5,217	-	0.0%	5,218	-	0.0%
Financial Charges	84	84	88	3	4.0%	91	4	4.0%	95	4	4.0%
Sub-Total	132,648	139,213	158,030	18,817	13.5%	164,039	6,009	3.8%	170,288	6,248	3.8%
Capital and Reserve Recoveries	(11,157)	(11,597)	(25,911)	(14,315)	123.4%	(26,633)	(721)	2.8%	(27,381)	(748)	2.8%
Sub-Total Operating Expenditures	121,491	127,616	132,118	4,503	3.5%	137,407	5,288	4.0%	142,907	5,500	4.0%
Contributions to Capital											
Water Quality Initiatives	68,250	84,242	85,014	772	0.9%	81,650	(3,364)	(4.0%)	75,348	(6,302)	(7.7%)



2026 to 2029 Water, Wastewater and Storm Multi-Year Budget (\$000's)

	2025 Restated Budget	2026 Approved Budget	2027 Projected Budget	2027 vs. 2026		2028 Projected Budget	2028 vs. 2027		2029 Projected Budget	2029 vs. 2028	
Wastewater	66,360	66,463	46,160	(20,303)	(30.5%)	39,457	(6,702)	(14.5%)	37,138	(2,320)	(5.9%)
Stormwater	31,471	17,948	35,287	17,339	96.6%	39,428	4,141	11.7%	37,657	(1,771)	(4.5%)
Sub-Total Contributions to Capital	166,080	168,653	166,461	(2,192)	(1.3%)	160,535	(5,926)	(3.6%)	150,143	(10,393)	(6.5%)
Contributions for DC Exemptions											
Water Quality Initiatives	17,316	14,239	17,663	3,423	24.0%	17,836	173	1.0%	18,009	173	1.0%
Wastewater	10,390	8,544	10,598	2,054	24.0%	10,701	104	1.0%	10,805	104	1.0%
Stormwater	6,927	5,696	7,065	1,369	24.0%	7,134	69	1.0%	7,204	69	1.0%
Sub-Total Contributions for DC Exemptions	34,633	28,479	35,325	6,846	24.0%	35,672	346	1.0%	36,018	346	1.0%
Capital Debt Charges											
Water Quality Initiatives	11,785	10,916	19,708	8,793	80.6%	35,207	15,499	78.6%	53,630	18,423	52.3%
Wastewater	12,985	11,889	26,452	14,562	122.5%	49,141	22,689	85.8%	75,949	26,809	54.6%
Stormwater	4,655	4,037	7,198	3,162	78.3%	10,329	3,131	43.5%	12,395	2,065	20.0%
DC Debt Charges Recoveries	(6,541)	(5,205)	(16,906)	(11,701)	224.8%	(32,419)	(15,513)	91.8%	(49,948)	(17,530)	54.1%
Sub-Total Debt Charges	22,884	21,637	36,452	14,815	68.5%	62,258	25,806	70.8%	92,026	29,767	47.8%
Sub-Total Capital Financing	223,597	218,768	238,239	19,470	8.9%	258,465	20,227	8.5%	278,186	19,721	7.6%
Reserve Transfers	(17,308)	4,829	-	(4,829)	(100.0%)	-	-	N/A	2,498	2,498	N/A
Sub-Total Capital and Reserve Impacts on Operating	206,289	223,597	238,239	14,641	6.5%	258,465	20,227	8.5%	280,684	22,219	8.6%
TOTAL EXPENDITURES	327,779	351,213	370,357	19,144	5.5%	395,872	25,515	6.9%	423,591	27,719	7.0%
REVENUES											
Rate Revenue											
Residential	147,041	158,250	137,303	(20,946)	(13.2%)	146,698	9,394	6.8%	158,957	12,259	8.4%
Industrial/Commercial/Institutional/Multi-res	155,305	166,671	143,066	(23,605)	(14.2%)	151,888	8,821	6.2%	164,240	12,352	8.1%
Haldimand	4,838	5,006	5,310	304	6.1%	5,621	311	5.9%	5,919	299	5.3%
Halton	475	492	524	31	6.4%	554	30	5.8%	583	29	5.2%



2026 to 2029 Water, Wastewater and Storm Multi-Year Budget (\$000's)

	2025 Restated Budget	2026 Approved Budget	2027 Projected Budget	2027 vs. 2026		2028 Projected Budget	2028 vs. 2027		2029 Projected Budget	2029 vs. 2028	
Stormwater Charge	-	-	62,700	62,700	N/A	68,970	6,270	10.0%	71,039	2,069	3.0%
Raw Water	216	-	-	-	N/A	-	-	N/A	-	-	N/A
Non-Metered	1,314	1,196	1,314	118	9.9%	1,443	129	9.8%	1,577	134	9.3%
Private Fire Lines	2,500	2,760	2,870	110	4.0%	2,985	115	4.0%	3,105	119	4.0%
Hauler / 3rd Party Sales	2,014	2,813	2,925	113	4.0%	3,042	117	4.0%	3,164	122	4.0%
Overstrength Agreements	3,589	3,508	3,578	70	2.0%	3,650	72	2.0%	3,723	73	2.0%
Sewer Surcharge Agreements	7,310	7,145	7,288	143	2.0%	7,434	146	2.0%	7,583	149	2.0%
Sub-Total Utility Rates	324,601	347,841	366,879	19,038	5.5%	392,284	25,405	6.9%	419,889	27,605	7.0%
Non-Rate Revenue											
Local Improvement Recoveries	276	276	276	-	0.0%	276	-	0.0%	276	-	0.0%
Permits / Leases / Agreements	1,226	1,322	1,375	53	4.0%	1,430	55	4.0%	1,487	57	4.0%
Investment Income	450	450	450	-	0.0%	450	-	0.0%	450	-	0.0%
General Fees and Recoveries	1,227	1,324	1,377	53	4.0%	1,432	55	4.0%	1,489	57	4.0%
Sub-Total Non-Rate Revenue	3,179	3,372	3,478	106	3.1%	3,588	110	3.2%	3,702	114	3.2%
TOTAL REVENUES	327,779	351,213	370,357	19,144	5.5%	395,872	25,515	6.9%	423,591	27,719	7.0%
NET EXPENDITURES	-	-	-	-	N/A	-	-	N/A	-	-	N/A
RATE INCREASE	9.95%	7.32%	5.48%			6.99%			6.98%		
AVERAGE RESIDENTIAL BILL	\$1,061.50	\$1,139.15	\$1,201.63			\$1,285.66			\$1,375.34		

2026 to 2035 Water, Wastewater and Storm Capital Forecast (\$000's)

Project	2026		2027		2028		2029		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
WATER												
Capital Works for Ravine and Waterways - Water	150	150	150	150	150	150	150	150	600	600	1,500	1,500
HVAC system Upgrades at New Environmental Laboratory and Administration Building	1,150	1,150	-	-	-	-	-	-	1,150	1,150	1,150	1,150
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
Main / Whitney Pumping Station Replacement and Decommissioning	400	400	4,420	4,420	3,000	3,000	-	-	7,820	7,820	7,820	7,820
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	-	-	8,000	-	-	-	-	-	8,000	-	8,000	-
Glancaster Rd & Hwy 53 Pumping Station (HD018) Upgrades (CASH FLOWED)	-	-	1,100	1,100	2,200	2,200	2,200	2,200	5,500	5,500	5,500	5,500
PS HD016 (York and Valley) Capacity Upgrade, Standby Power & Building Expansion (W-26) (CASH FLOWED)	4,150	415	2,150	215	-	-	-	-	6,300	630	6,300	630
New Greensville Communal Well	7,000	7,000	-	-	-	-	-	-	7,000	7,000	7,000	7,000
Greenhill PS HD04B & HD05A Upgrades (W-28) (CASH FLOWED)	125	26	125	26	125	26	125	26	500	105	500	105
PD16 (Waterdown) Trunk Feedermain - PS HD016 to Hwy 5 at Algonquin (W-25) (CASH FLOWED)	-	-	8,220	2,055	12,000	3,000	5,300	1,325	25,520	6,380	25,520	6,380
Carlisle Water Supply System - Additional Water Storage (CASH FLOWED)	5,650	5,650	5,650	5,650	-	-	-	-	11,300	11,300	11,300	11,300
Main - Delena to Normanhurst & Normanhurst - Main to Queenston (LRT Enabling)	230	230	-	-	-	-	-	-	230	230	230	230



2026 to 2035 Water, Wastewater and Storm Capital Forecast (\$000's)

Project	2026		2027		2028		2029		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	7,150	5,148	7,150	5,148	-	-	-	-	14,300	10,296	14,300	10,296
WTP Pre-Treatment Isolation Valves	800	800	-	-	-	-	-	-	800	800	800	800
Water Treatment Plant Phase 2A Water Quality Upgrades (Cash-Flowed)	5,182	3,186	8,982	28,982	57,112	57,112	61,702	61,702	52,978	150,982	330,980	28,984
HDR11 Woodley Lane Reservoir Upgrades	3,841	3,841	-	-	-	-	-	-	3,841	3,841	3,841	3,841
City-Wide Water Master Plan	-	-	-	-	700	-	-	-	700	-	700	-
Woodward Water Treatment Plant - Low Lift Pumping Station Intake Repairs	550	550	-	-	-	-	-	-	550	550	550	550
Woodward SCADA Cybersecurity Program	200	200	200	200	200	200	200	200	800	800	2,000	2,000
Hamilton Water Capital Security Plan	450	450	10	10	25	25	10	10	495	495	530	530
Glenmorris / Underhill / Sleepy Hollow / Wilmar (York Heights / Hunter NBHD)	-	-	-	-	900	900	-	-	900	900	900	900
Engineering Services Staffing Costs - Water	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	18,000	18,000	45,000	45,000
Road Cut Restoration Program	5,400	5,400	5,400	5,400	5,400	5,400	5,400	5,400	21,600	21,600	54,000	54,000
City Initiated Subsurface Priorities Coordinated or Integrated with LRT	3,010	1,505	-	-	-	-	-	-	3,010	1,505	3,010	1,505
QA-QC Service Contract Program	50	50	200	200	200	200	200	200	650	650	1,850	1,850
Fleet Additions	200	200	300	300	100	100	100	100	700	700	1,300	1,300
Water Systems Planning Program	580	145	730	183	750	188	770	193	2,830	708	7,920	1,980
Engineering Consultant Watermain Projects	150	150	400	400	400	400	400	400	1,350	1,350	3,750	3,750
Alterations to the Drinking Water System	200	200	210	210	220	220	230	230	860	860	1,610	1,610



2026 to 2035 Water, Wastewater and Storm Capital Forecast (\$000's)

Project	2026		2027		2028		2029		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Water Distribution Studies	100	100	300	300	300	300	300	300	1,000	1,000	1,300	1,300
Mapping Update Program	40	40	40	40	40	40	40	40	160	160	400	400
Pressure Districts and Drinking Water System Optimization	220	220	230	230	240	240	250	250	940	940	1,750	1,750
Water Efficiency Plan/Program	25	25	129	129	132	132	136	136	422	422	1,311	1,311
Water - Computer Model	780	780	350	350	360	360	370	370	1,860	1,860	3,930	3,930
Critical Watermain Inspection Program	1,500	1,500	1,500	1,500	1,500	1,500	1,230	1,230	5,730	5,730	13,110	13,110
Watermain Structural Lining	7,500	7,500	8,000	8,000	7,500	7,500	7,500	7,500	30,500	30,500	75,500	75,500
Valve Replacement Program	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	8,000	8,000	20,000	20,000
Water Distribution Capital Repairs, Replacement and New Installation Parts	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	12,000	12,000	32,100	32,100
PW Capital Water Consumption Program	250	250	250	250	250	250	250	250	1,000	1,000	2,500	2,500
Unscheduled Valve, Hydrant, Watermain & Misc Water Replace Program	3,750	3,750	4,000	4,000	3,750	3,750	3,750	3,750	15,250	15,250	37,750	37,750
Stand-Alone Watermain Replacement	-	-	-	-	500	500	1,500	1,500	2,000	2,000	11,000	11,000
Water Meter - Installation/Replacement/Repair - General Maintenance	4,500	4,500	5,000	5,000	4,520	4,520	4,650	4,650	18,670	18,670	49,185	49,185
Advanced Metering Infrastructure (AMI) / Automated Meter Reading (AMR) Implementation - CASH FLOW	5,000	5,000	2,250	2,250	-	-	-	-	7,250	7,250	7,250	7,250
Resetting or Adjusting of Water Utility Structures	250	250	250	250	250	250	250	250	1,000	1,000	2,500	2,500

2026 to 2035 Water, Wastewater and Storm Capital Forecast (\$000's)

Project	2026		2027		2028		2029		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Field Data Systems Program	154	154	154	154	154	154	154	154	616	616	1,540	1,540
Substandard Water Service Replacement Program	2,400	2,400	3,000	3,000	2,500	2,500	2,500	2,500	10,400	10,400	25,400	25,400
PD 13 Ancaster Heights Servicing Strategy	-	-	-	-	1,150	1,150	-	-	1,150	1,150	1,150	1,150
SCADA Maintenance Program	275	275	1,400	1,400	150	150	150	150	1,975	1,975	2,875	2,875
Water Treatment Studies Program	300	300	300	300	300	300	300	300	1,200	1,200	3,000	3,000
Water Maintenance - Rebuild, Replacement and New Capital	-	-	500	500	500	500	500	500	1,500	1,500	4,900	4,900
Water Maintenance Capital Program	500	500	1,000	1,000	1,000	1,000	2,000	2,000	4,500	4,500	16,500	16,500
Bulk Water Stations Upgrades	300	38	950	950	-	-	-	-	1,250	988	1,250	988
Water Outstations Inspections - Asset Management	680	680	990	990	1,020	1,020	1,050	1,050	3,740	3,740	7,323	7,323
City Environmental Lab Improvements Program	635	635	134	134	193	193	640	640	1,602	1,602	3,963	3,963
Rates Share of Road Reconstruction - NOT TO BE SET UP IN NETSUITE	1,300	1,300	12,908	12,908	14,540	4,540	10,921	10,921	39,669	39,669	133,436	133,436
Contingency for Unscheduled Works Program	200	200	200	200	200	200	200	200	800	800	2,000	2,000
Watermain Replacement Coordinated with Roads	-	-	-	-	-	-	-	-	-	-	51,400	51,400
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 NETSUITE	1,060	1,060	810	810	810	810	810	810	3,490	3,490	8,350	8,350
Plant Maintenance and Reliability Studies	-	-	150	150	150	150	150	150	450	450	1,350	1,350

2026 to 2035 Water, Wastewater and Storm Capital Forecast (\$000's)

Project	2026		2027		2028		2029		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
SCADA HVAC Maintenance Program	-	-	75	75	75	75	75	75	225	225	675	675
Woodward WTP - HLPS Large Valve Upgrades & Sedimentation Tank Concrete Restorations	900	900	4,900	4,900	8,500	8,500	-	-	14,300	14,300	14,300	14,300
Miscellaneous Roof Replacement at Hamilton Water Facilities (Water)	-	-	50	50	50	50	50	50	150	150	250	250
Soil Remediation - Water Reservoir Sites	1,998	1,998	1,332	1,332	-	-	-	-	3,330	3,330	3,330	3,330
Scenic Drive Reservoir New Access and Structural/Restoration Upgrades	2,131	2,131	3,150	3,150	-	-	-	-	5,281	5,281	5,281	5,281
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	1,970	167	-	-	-	-	-	-	1,970	167	1,970	167
HD06B Tunbridge Water Pumping Station Upgrades	-	-	1,100	1,100	6,650	6,650	7,300	7,300	15,050	15,050	15,050	15,050
HD018/HDR18 Underground Diesel Storage Tank	500	500	-	-	-	-	-	-	500	500	500	500
Ferguson/Foster/Walnut/Patrick/Charlton/James	-	-	-	-	-	-	800	800	800	800	8,900	8,900
Duke - Hess to west end & Robinson - Queen to west end	-	-	680	680	-	-	-	-	680	680	680	680
Glancaster Rd Watermain - Rymal Rd to Twenty Rd	-	-	3,514	-	-	-	-	-	3,514	-	3,514	-
Highland Reservoir HDR07 (W-11) Expansion (CASH FLOWED)	2,130	-	5,700	-	5,860	-	3,740	-	17,430	-	17,430	-
P.S. HD07A - New District 7 (Elfrida area) Pumping Station (W-21)	-	-	-	-	3,630	-	10,650	-	14,280	-	25,250	-
Locke St Trunk Watermain - Main to York (W-19)	5,400	-	-	-	-	-	-	-	5,400	-	5,400	-



2026 to 2035 Water, Wastewater and Storm Capital Forecast (\$000's)

Project	2026		2027		2028		2029		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Unspecified Water Projects - NOT TO BE SET UP IN NETSUITE	-	-	-	-	-	-	-	-	-	-	84,497	84,497
New Water and Wastewater Operations Facilities (CASH FLOWED)	550	-	550	550	5,500	5,500	4,400	4,400	11,000	10,450	11,000	10,450
WM Structural Lining - Dundas Valley Watermain	2,100	2,100	-	-	-	-	-	-	2,100	2,100	2,100	2,100
Service Coordination Studies	150	150	150	150	-	-	-	-	300	300	300	300
Robinson - Queen to Park	-	-	1,500	1,500	-	-	-	-	1,500	1,500	1,500	1,500
Dallas - Upper Gage to West End	-	-	1,470	1,470	-	-	-	-	1,470	1,470	1,470	1,470
Guarding Upgrades Hamilton Water Facilities (Water)	715	522	-	-	-	-	-	-	715	522	715	522
Fall Protection Upgrades at Hamilton Water Facilities (Water)	300	226	-	-	-	-	-	-	300	226	300	226
Beach - Ottawa to Kenilworth, Dofasco - Beach to Kenilworth, & Ottawa - Barton to Beach - CASH FLOW	-	-	-	-	18,000	18,000	-	-	18,000	18,000	18,000	18,000
Rymal - Upper Ottawa to Upper Sherman (Phase 2)	-	-	75	75	-	-	2,450	2,450	2,525	2,525	2,525	2,525
Rymal - Glancaster to Upper Paradise	-	-	-	-	515	515	-	-	515	515	515	515
Upper Wellington - Stone Church to Limeridge	-	-	-	-	600	600	-	-	600	600	600	600
Upper James - Mohawk to Fennell	-	-	3,070	3,070	-	-	-	-	3,070	3,070	3,070	3,070
Scenic - Chateau to Goulding (Phase 2) & Goulding to Upper Paradise (Phase 3)	-	-	1,450	1,450	-	-	-	-	1,450	1,450	1,450	1,450
Aberdeen - Queen to Studholme & Dundurn - Aberdeen to Hill	-	-	5,500	5,500	-	-	-	-	5,500	5,500	5,500	5,500



2026 to 2035 Water, Wastewater and Storm Capital Forecast (\$000's)

Project	2026		2027		2028		2029		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Birch (Phase 2) - Princess to Burlington	-	-	-	-	715	715	-	-	715	715	715	715
Binbrook - Trinity Church to Fletcher (Binbrook/Glanbrook Recreation Centre Servicing)	-	-	2,000	-	-	-	-	-	2,000	-	2,000	-
HD07A Feedermain (W-22)	-	-	-	-	-	-	6,431	-	6,431	-	6,431	-
George - Queen to Ray	100	100	430	430	-	-	-	-	530	530	530	530
Woodward Treatment Plant to Main St E	500	500	-	-	8,500	8,500	8,500	8,500	17,500	17,500	17,500	17,500
FDC05/3R Well Pumping Station Upgrades	677	494	3,520	2,570	-	-	-	-	4,197	3,063	4,197	3,063
Water Outstation Upgrades - Asset Management Program	-	-	10,200	10,200	10,200	10,200	10,200	10,200	30,600	30,600	91,800	91,800
Upper Paradise - Stone Church To Rymal	250	250	1,650	1,650	-	-	-	-	1,900	1,900	1,900	1,900
Barton - Ottawa to Kenilworth	440	440	-	-	4,700	4,700	-	-	5,140	5,140	5,140	5,140
Rymal - Dartnall to Upper Ottawa (Phase 1)	150	150	-	-	1,200	1,200	-	-	1,350	1,350	1,350	1,350
Westdale North Neighbourhood Phase 3	150	150	-	-	-	-	2,200	2,200	2,350	2,350	2,350	2,350
Westdale North Neighbourhood Phase 2	140	140	-	-	2,000	2,000	-	-	2,140	2,140	2,140	2,140
Amelia - Queen to West End	70	70	700	700	-	-	-	-	770	770	770	770
Westdale North Neighbourhood Phase 1	175	175	2,500	2,500	-	-	-	-	2,675	2,675	2,675	2,675
Barton - Sherman to Ottawa	700	700	-	-	10,000	10,000	-	-	10,700	10,700	10,700	10,700
Brock St S - Hatt to King	150	150	1,300	1,300	-	-	-	-	1,450	1,450	1,450	1,450



2026 to 2035 Water, Wastewater and Storm Capital Forecast (\$000's)

Project	2026		2027		2028		2029		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Arvin Ave - McNeilly to Lewis	100	-	1,000	-	-	-	-	-	1,100	-	1,100	-
Garner Road - Highway 6 to e/o Glancaster (AEGD)	75	-	75	-	500	-	-	-	650	-	650	-
RHBP - Nebo - Dickenson to Hydro Corridor	595	-	-	-	-	-	-	-	595	-	595	-
Edgemont - Main to King	-	-	120	120	800	800	-	-	920	920	920	920
Stroud - Main to Baxter	-	-	200	200	1,400	1,400	-	-	1,600	1,600	1,600	1,600
Hess - Markland to Aberdeen	-	-	50	50	500	500	-	-	550	550	550	550
Woodview - Falling Brook to Brookview	-	-	200	200	1,400	1,400	-	-	1,600	1,600	1,600	1,600
Church - Teal to Green	-	-	150	150	1,250	1,250	-	-	1,400	1,400	1,400	1,400
HDT01 Stand Pipe Upgrades	-	-	836	610	4,730	3,453	-	-	5,566	4,063	5,566	4,063
Lawrence - Gage to Kenilworth	-	-	150	150	-	-	1,800	1,800	1,950	1,950	1,950	1,950
Bold - Queen to Locke	-	-	100	100	980	980	-	-	1,080	1,080	1,080	1,080
Edward - Barnesdale to Lottridge	-	-	100	100	500	500	-	-	600	600	600	600
Hatt & Bond - King to Market (Phase 1)	-	-	900	900	-	-	-	-	900	900	900	900
John - Cannon to Barton	-	-	50	50	800	800	-	-	850	850	850	850
Hatt - Market to east end & York / Kerr (Phase 2)	-	-	90	90	1,160	1,160	-	-	1,250	1,250	1,250	1,250
Charlton & Chatham - Dundurn to Locke	-	-	240	240	2,460	2,460	-	-	2,700	2,700	2,700	2,700

2026 to 2035 Water, Wastewater and Storm Capital Forecast (\$000's)

Project	2026		2027		2028		2029		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Barton St BIA - Wentworth to Sherman	-	-	400	400	-	-	3,440	3,440	3,840	3,840	3,840	3,840
Osler - Grant to West Park	-	-	90	90	-	-	970	970	1,060	1,060	1,060	1,060
Upper Centennial - Rymal to Mud	-	-	200	200	6,100	6,100	-	-	6,300	6,300	6,300	6,300
West 5th - Rymal to Stone Church	-	-	100	100	1,700	1,700	-	-	1,800	1,800	1,800	1,800
Barton - Fruitland to Fifty	-	-	200	200	2,700	2,700	-	-	2,900	2,900	2,900	2,900
Structural Watermain Lining - Charlton Ave 750mm	-	-	-	-	150	150	2,530	2,530	2,680	2,680	2,680	2,680
Bowman - Whitney to 100m n/o Ward	-	-	-	-	200	200	1,200	1,200	1,400	1,400	1,400	1,400
Ashley - Cannon to Century	-	-	-	-	200	200	500	500	700	700	700	700
Village Green - King to Faircourt	-	-	-	-	200	200	700	700	900	900	900	900
Mohawk - Magnolia to Upper Paradise	-	-	-	-	150	150	2,200	2,200	2,350	2,350	2,350	2,350
Fennell - Upper James to Upper Wellington	-	-	-	-	750	750	-	-	750	750	750	750
Gray - King to Hwy 8	-	-	-	-	100	100	2,400	2,400	2,500	2,500	2,500	2,500
RHBP - Dickenson - Nebo to 800m e/o Nebo	-	-	-	-	200	-	-	-	200	-	1,361	-
Clinton\Case\Ruth\Barnesdale	-	-	-	-	-	-	1,810	1,810	1,810	1,810	1,810	1,810
Lynndale - Highland Park to Creighton, Mayfair - Lynndale	-	-	-	-	-	-	200	200	200	200	1,600	1,600

2026 to 2035 Water, Wastewater and Storm Capital Forecast (\$000's)

Project	2026		2027		2028		2029		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Caroline - Herkimer to Robinson	-	-	-	-	-	-	200	200	200	200	760	760
Rymal - Upper Wentworth to Upper James (Phase 4)	-	-	-	-	-	-	200	100	200	100	4,200	2,100
Simcoe - James to Wellington & Hughson - Strachan to Simcoe	-	-	-	-	-	-	100	100	100	100	1,700	1,700
Scenic - Upper Paradise to Garth & Denlow (Phase 4)	-	-	-	-	-	-	150	150	150	150	1,450	1,450
Stipley Neighbourhood (South) - Connaught / Balasm / Dunsmure	-	-	-	-	-	-	50	50	50	50	1,000	1,000
Princess/Westinghouse/Milton/Fullerton/Gibson/Earl	-	-	-	-	-	-	-	-	-	-	4,200	4,200
Water Treatment Plant Phase 2B Expansion (Sedimentation Tanks & Low Lift Pumping Station)	-	-	-	-	-	-	-	-	-	-	211,867	14,831
2030 SCADA Master Plan	-	-	-	-	-	-	125	125	125	125	12,625	12,625
Southcote - Hwy 403 bridge to Oldoakes /Dorval	-	-	-	-	-	-	-	-	-	-	2,400	2,400
Hughson - Simcoe to Brock & Wood - James to Hughson	-	-	-	-	-	-	-	-	-	-	1,550	1,550
Evans - Wellington to East	-	-	-	-	-	-	-	-	-	-	425	425
Barton St BIA - Ferguson to Wentworth	-	-	400	400	-	-	-	-	400	400	4,840	4,840
Burlington & Industrial - Ottawa to Kenilworth	-	-	-	-	-	-	-	-	-	-	2,150	2,150
Cairns / Spencer / (Hunter Neighbourhood)	-	-	-	-	-	-	-	-	-	-	630	630
Florence/Head/Morden/Napier/Nelson/Peel/Wellesley (Strathcona Neighbourhood)	-	-	-	-	-	-	-	-	-	-	720	720

2026 to 2035 Water, Wastewater and Storm Capital Forecast (\$000's)

Project	2026		2027		2028		2029		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
South Service Rd - Millen to Dewitt	-	-	-	-	-	-	-	-	-	-	4,536	-
South Service Rd - Fruitland to Jones	-	-	-	-	-	-	-	-	-	-	2,693	-
Book Rd PD6 Watermain - Hwy 6 to Smith Rd	-	-	-	-	-	-	-	-	-	-	1,102	-
Book Rd PD18 Watermain - Hwy 6 to Smith Rd	-	-	-	-	-	-	-	-	-	-	1,157	-
Sanford - Cannon to Barton	-	-	-	-	-	-	-	-	-	-	850	850
Brucedale - Upper Gage to Upper Ottawa	-	-	-	-	-	-	-	-	-	-	1,400	1,400
Wentworth - Barton to Burlington	-	-	-	-	-	-	-	-	-	-	2,000	2,000
Pinelands / Teal / Garden / Community / Greensfield	-	-	-	-	-	-	-	-	-	-	2,110	2,110
Strathearne - Brampton to gate at north end	-	-	-	-	-	-	-	-	-	-	820	820
Green - Carla to Barton	-	-	-	-	-	-	-	-	-	-	1,300	1,300
Charlton - Ferguson to Sherman Access	-	-	-	-	-	-	-	-	-	-	3,300	3,300
Nash – Barton to 350 metres north of Bancroft	-	-	-	-	-	-	-	-	-	-	1,100	1,100
Rennie - Woodward to East End	-	-	-	-	-	-	-	-	-	-	1,000	1,000
Arvin - Dosco to Jones	-	-	-	-	-	-	-	-	-	-	1,050	1,050
Hughson - Wilson to Barton	-	-	-	-	-	-	-	-	-	-	550	550
Birge - Emerald to Cheever	-	-	-	-	-	-	-	-	-	-	280	280

2026 to 2035 Water, Wastewater and Storm Capital Forecast (\$000's)

Project	2026		2027		2028		2029		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Carling / Glen / Macklin St S / Olmstead / Tope (Westdale South)	-	-	-	-	-	-	-	-	-	-	680	680
Upper Wellington - Limeridge to Mohawk	-	-	-	-	-	-	-	-	-	-	1,050	1,050
Oak/Emerald/East Ave - Cannon to Barton	-	-	-	-	-	-	-	-	-	-	1,640	1,640
Oxford / Tecumseh (Strathcona Neighbourhood)	-	-	-	-	-	-	-	-	-	-	820	820
Brampton - Parkdale to Woodward & Brighton	-	-	-	-	-	-	-	-	-	-	920	920
Sanford - Main to Cannon	-	-	-	-	-	-	-	-	-	-	1,410	1,410
Burlington & Industrial - Birch to Gage	-	-	-	-	-	-	-	-	-	-	2,820	2,820
Glover - Barton to South Service Rd Extension	-	-	-	-	-	-	-	-	-	-	1,191	-
Shaver - Kastura to Westview	-	-	-	-	-	-	-	-	-	-	1,361	1,021
Dewitt CNR Tracks to Barton	-	-	-	-	-	-	-	-	-	-	1,038	-
Book - Smith to Glancaster	-	-	-	-	-	-	-	-	-	-	1,522	-
Dawson - King to Passmore	-	-	-	-	-	-	-	-	-	-	300	300
Barton - Gray to Green	-	-	-	-	-	-	-	-	-	-	650	650
Jones - Barton to South Service	-	-	-	-	-	-	-	-	-	-	2,594	-
Hunter - Bay to Queen	-	-	-	-	-	-	-	-	-	-	340	340
Millen - Arvin to South Service	-	-	-	-	-	-	-	-	-	-	1,420	-



2026 to 2035 Water, Wastewater and Storm Capital Forecast (\$000's)

Project	2026		2027		2028		2029		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Southcote Rd Watermain - Hydro Corridor to Book Rd	-	-	-	-	-	-	-	-	-	-	1,001	-
Dundurn - CPR bridge (s/o Main St) to King	-	-	-	-	-	-	-	-	-	-	430	430
Subtotal Water	110,953	89,816	195,939	160,263	264,291	238,554	215,079	185,782	786,262	674,415	1,846,543	1,500,516
WASTEWATER												
Capital Infrastructure Inspection & Condition Assessment Program – Linear Wastewater & Storm	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	28,000	28,000	70,000	70,000
Capital Works for Ravine and Waterways - Waste Water	100	100	100	100	100	100	100	100	400	400	1,000	1,000
Capital Infrastructure Renewal Program – Linear Wastewater & Storm	8,000	5,900	8,000	8,000	8,000	8,000	8,000	8,000	32,000	29,900	80,000	77,900
Woodward WWTP - Biosolids Management Facility	-	-	2,770	1,994	2,770	1,994	2,770	1,994	8,310	5,983	24,930	17,950
Dundas WWTP Improvements (CASH FLOWED)	3,381	3,381	46,093	31,251	41,893	29,325	34,993	24,495	126,360	88,452	245,729	172,010
Greenhill & Cochrane HCS01 Combined Sewer Overflow Tank Cleaning & Upgrades (CASH FLOWED)	660	660	-	-	-	-	-	-	660	660	660	660
City-Wide Wastewater Master Plan	-	-	-	-	700	-	-	-	700	-	700	-
New Haulage Receiving Station	-	-	6,670	6,670	6,870	6,870	-	-	13,540	13,540	13,540	13,540
Battlefield Trunk Sewer Twinning (WW-33) (CASH FLOWED)	15,000	-	15,000	-	15,000	-	15,000	-	60,000	-	60,000	-
Parkdale Avenue HC001 Wastewater Pumping Station Upgrades	4,600	4,600	4,600	4,600	8,100	8,100	28,100	28,100	45,400	45,400	53,500	53,500

2026 to 2035 Water, Wastewater and Storm Capital Forecast (\$000's)

Project	2026		2027		2028		2029		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Decommissioning Aberdeen Sewage Pumping Station	-	-	-	-	140	140	1,440	1,440	1,580	1,580	1,580	1,580
Flow Monitoring Program	2,000	1,000	-	-	-	-	-	-	2,000	1,000	2,000	1,000
Woodward WWTP - Expansion (CASH FLOWED)	1,000	52	52,900	2,735	108,057	5,587	111,057	5,742	273,014	14,115	51,485	23,342
Woodward WWTP - Digester 3 & 5 (CASH FLOWED)	1,750	1,750	-	-	-	-	-	-	1,750	1,750	1,750	1,750
Sewer Outfall Monitoring Study	3,400	3,400	-	-	-	-	-	-	3,400	3,400	3,400	3,400
Main & King CSO Rehabilitation	1,000	1,000	-	-	-	-	-	-	1,000	1,000	1,000	1,000
Flooding & Drainage Master Plan Capital Improvements	800	800	770	770	-	-	-	-	1,570	1,570	1,570	1,570
DC007 McMaster Sewage Pumping Station Upgrades	440	440	3,225	3,225	3,225	3,225	-	-	6,890	6,890	6,890	6,890
Eastern Sewer Interceptor (ESI) - South Service - Fruitland to Green	500	500	-	-	8,000	8,000	-	-	8,500	8,500	8,500	8,500
Ainslie Wood Sewer Improvements	-	-	-	-	550	550	1,100	1,100	1,650	1,650	1,650	1,650
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)	150	150	-	-	19,898	11,879	19,487	11,692	39,535	23,721	39,535	23,721
Beach Boulevard (HC051) Wastewater Pump Station Upgrades	-	-	1,470	1,470	10,270	10,270	8,950	8,950	20,690	20,690	20,840	20,840
Rockcliffe (DC015) Wastewater Pumping Station Upgrades	1,195	1,195	-	-	-	-	-	-	1,195	1,195	1,195	1,195
Lower Chedoke Combined EA Study	550	-	2,100	-	2,100	-	550	-	5,300	-	5,300	-



2026 to 2035 Water, Wastewater and Storm Capital Forecast (\$000's)

Project	2026		2027		2028		2029		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Chedoke Watershed Stormwater Retrofit EA Study	3,150	-	3,150	-	3,150	-	1,150	-	10,600	-	10,600	-
Glenmorris / Underhill / Sleepy Hollow / Wilmar (York Heights / Hunter NBHD)	-	-	-	-	1,100	1,100	-	-	1,100	1,100	1,100	1,100
Drop Structure Installation - Upper Centennial Trunk Sewer Manhole #10	300	-	-	-	-	-	-	-	300	-	300	-
Engineering Services Staffing Costs - Wastewater	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	18,000	18,000	45,000	45,000
Road Cut Restoration Program	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	9,200	9,200	23,000	23,000
QA-QC Service Contract Program	50	50	200	200	200	200	200	200	650	650	1,850	1,850
Wastewater Systems Planning	1,100	275	800	200	830	208	860	215	3,590	898	7,670	1,918
Engineering Consultant Sewermain Projects	300	300	300	300	300	300	300	300	1,200	1,200	3,000	3,000
Mapping Update Program	40	40	40	40	40	40	40	40	160	160	400	400
Inflow & Infiltration Studies and Flow Monitoring Program	2,030	1,015	500	250	520	260	540	270	3,590	1,795	6,170	3,085
Wastewater Computer Model Update & Maintenance	770	770	230	230	240	240	250	250	1,490	1,490	2,810	2,810
Cross Connections Program	-	-	100	100	100	100	100	100	300	300	900	900
Rosemary/Wentworth Regulator Gate (HCG03)	30	30	-	-	-	-	-	-	30	30	30	30
Sewer Lateral Management Program (WWC)	3,500	3,500	4,000	4,000	3,500	3,500	3,500	3,500	14,500	14,500	35,500	35,500
PW Capital Water Consumption Program	250	250	250	250	250	250	250	250	1,000	1,000	2,500	2,500

2026 to 2035 Water, Wastewater and Storm Capital Forecast (\$000's)

Project	2026		2027		2028		2029		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Open Cut Repairs for CIPP Program	500	500	500	500	500	500	500	500	2,000	2,000	5,000	5,000
Ancaster Sewage Works Sewer & Pipe Bridge Rehabilitation - Hwy 403 to Bluebell	-	-	-	-	4,000	4,000	-	-	4,000	4,000	4,000	4,000
Unscheduled Manhole and Sewermain Replacement Program	500	500	800	800	750	750	700	700	2,750	2,750	6,450	6,450
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	154	154	154	154	154	154	154	154	616	616	1,540	1,540
Eastport Sanitary Pumping Station Upgrades - Linear	-	-	2,690	2,690	2,770	2,770	-	-	5,460	5,460	5,460	5,460
SCADA Maintenance Program	275	275	1,400	1,400	150	150	150	150	1,975	1,975	2,875	2,875
Woodward WWTP - Primary Clarifiers (Galleries 1-8)	4,950	4,950	-	-	-	-	-	-	4,950	4,950	4,950	4,950
Wastewater Treatment Studies Program	200	200	300	300	450	450	450	450	1,400	1,400	3,800	3,800
Wastewater Maintenance - Rebuild, Replacement and New Capital	-	-	1,200	1,200	1,200	1,200	1,200	1,200	3,600	3,600	10,400	10,400
Wastewater Capital Maintenance Program	1,000	188	2,000	2,000	2,000	2,000	2,000	2,000	7,000	6,188	19,000	18,188
Replacement of the Eastport Sanitary Pumping Station	1,170	1,170	1,160	1,160	680	680	6,510	6,510	9,520	9,520	16,460	16,460
HCG14 Wellington Street North Burlington Street East Regulator Upgrade	153	153	-	-	-	-	-	-	153	153	153	153
Beach Boulevard (HC031) Wastewater Pumping Station Upgrades	7,850	7,850	7,350	7,350	-	-	-	-	15,200	15,200	15,200	15,200
Wastewater Outstation Inspections - Asset Management Program	1,030	1,030	1,120	1,120	1,150	1,150	1,190	1,190	4,490	4,490	10,160	10,160
City Environmental Lab Improvements Program	235	235	134	134	193	193	640	640	1,202	1,202	3,563	3,563



2026 to 2035 Water, Wastewater and Storm Capital Forecast (\$000's)

Project	2026		2027		2028		2029		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Sewer Lateral Replacement for Co-ordinated Projects	500	500	500	500	500	500	500	500	2,000	2,000	5,000	5,000
Contingency for Unscheduled Works Program	200	200	200	200	200	200	200	200	800	800	2,000	2,000
Intensification Infrastructure Upgrades Program - Wastewater	-	-	400	200	-	-	400	200	800	400	2,000	1,000
Plant Maintenance and Reliability Studies	-	-	150	150	150	150	150	150	450	450	1,350	1,350
Large Sewer Lining - Blanshard St: Locke St to Poulette St	-	-	2,500	2,500	-	-	-	-	2,500	2,500	2,500	2,500
Large Sewer Lining : Upper James – Inverness to Claremont	-	-	-	-	2,100	2,100	-	-	2,100	2,100	2,100	2,100
SCADA HVAC Maintenance Program	-	-	175	175	175	175	175	175	525	525	1,575	1,575
Dundas WWTP Digester Storage Tank Upgrades	5,800	5,800	-	-	-	-	-	-	5,800	5,800	5,800	5,800
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	3,050	3,050	2,550	2,550	-	-	-	-	5,600	5,600	5,600	5,600
HC058 Binbrook SPS Odour Control	450	450	-	-	-	-	-	-	450	450	450	450
HC017 Eastport Underground Diesel Storage Tank	500	500	-	-	-	-	-	-	500	500	500	500
Duke - Hess to west end & Robinson - Queen to west end	-	-	270	270	-	-	-	-	270	270	270	270
Unspecified Wastewater Projects - NOT TO BE SET UP IN NETSUITE	-	-	-	-	-	-	-	-	-	-	282,997	282,997
West 31st 400mm Forcemain Replacement & Rehabilitation	-	-	350	350	-	-	3,500	3,500	3,850	3,850	3,850	3,850



2026 to 2035 Water, Wastewater and Storm Capital Forecast (\$000's)

Project	2026		2027		2028		2029		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Large Sewer Lining - Claremont Access to James St S	-	-	-	-	300	300	3,000	3,000	3,300	3,300	3,300	3,300
CSO Characterization Program	220	220	230	230	240	240	250	250	940	940	1,750	1,750
Guarding Upgrades Hamilton Water Facilities (Wastewater)	715	522	-	-	-	-	-	-	715	522	715	522
Fall Protection Upgrades at Hamilton Water Facilities (Wastewater)	385	281	-	-	-	-	-	-	385	281	385	281
HC003 Upgrades and Rehabilitation	880	880	2,310	2,310	-	-	-	-	3,190	3,190	3,190	3,190
HC059 Upgrades and Rehabilitation	-	-	-	-	495	495	1,760	1,760	2,255	2,255	2,255	2,255
HCS09 Upgrades and Rehabilitation	-	-	-	-	-	-	550	550	550	550	2,200	2,200
DC008 King Street East SPS Upgrades	-	-	-	-	2,650	2,650	-	-	2,650	2,650	2,650	2,650
Fennell/Greenhill Drop Structure Twinning - CASH FLOW	-	-	300	300	-	-	10,000	10,000	10,300	10,300	30,300	30,300
Scenic - Chateau to Goulding (Phase 2) & Goulding to Upper Paradise (Phase 3)	-	-	1,350	1,350	-	-	-	-	1,350	1,350	1,350	1,350
Aberdeen - Queen to Studholme & Dundurn - Aberdeen to Hill	-	-	2,800	2,800	-	-	-	-	2,800	2,800	2,800	2,800
Binbrook - Trinity Church to Fletcher (Binbrook/Glanbrook Recreation Centre Servicing)	-	-	3,200	-	-	-	-	-	3,200	-	3,200	-
Locke - King To York and Margaret - Main To King And King St - Margaret To Locke (W-19)	225	61	-	-	-	-	-	-	225	61	225	61
HC002 Wastewater Pumping Station Upgrades	1,136	1,029	3,925	3,554	-	-	-	-	5,061	4,583	5,061	4,583

2026 to 2035 Water, Wastewater and Storm Capital Forecast (\$000's)

Project	2026		2027		2028		2029		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
HC003 Wastewater Pumping Station Upgrades	831	739	2,390	2,048	-	-	-	-	3,221	2,787	3,221	2,787
Wastewater Outstation Upgrades - Asset Management Program	-	-	12,500	12,500	12,500	12,500	12,500	12,500	37,500	37,500	112,500	112,500
Westdale North Neighbourhood Phase 3	50	50	-	-	-	-	750	750	800	800	800	800
Westdale North Neighbourhood Phase 2	50	50	-	-	750	750	-	-	800	800	800	800
Barton - Sherman to Ottawa	60	60	-	-	850	850	-	-	910	910	910	910
Westdale North Neighbourhood Phase 1	120	120	1,590	1,590	-	-	-	-	1,710	1,710	1,710	1,710
Garner Road - Highway 6 to e/o Glancaster (AEGD)	200	-	200	-	4,900	-	-	-	5,300	-	5,300	-
Queenston Rd Trunk Sanitary Sewer - Nash Rd to Centennial Ave	600	150	-	-	6,000	1,500	-	-	6,600	1,650	6,600	1,650
Sanitary Pumping Station (SPS) Upgrades Due to Intensification	750	375	4,000	2,000	-	-	-	-	4,750	2,375	12,750	6,375
Flooding & Drainage Master Plan Capital Forecast	-	-	9,310	9,310	9,590	9,590	9,880	9,880	28,780	28,780	28,780	28,780
DC017 Wastewater Pumping Station Upgrades	-	-	1,147	1,007	6,390	5,529	-	-	7,537	6,536	7,537	6,536
Upper Paradise - Stone Church To Rymal	-	-	100	100	-	-	-	-	100	100	100	100
Beach - Ottawa to Kenilworth, Dofasco - Beach to Kenilworth, & Ottawa - Barton to Beach - CASH FLOW	-	-	-	-	80	80	-	-	80	80	80	80
Robinson - Queen to Park	-	-	550	550	-	-	-	-	550	550	550	550

2026 to 2035 Water, Wastewater and Storm Capital Forecast (\$000's)

Project	2026		2027		2028		2029		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Upper James - Mohawk to Fennell	-	-	330	330	-	-	-	-	330	330	330	330
Amelia - Queen to West End	-	-	180	180	-	-	-	-	180	180	180	180
Dallas - Upper Gage to West End (Cameo)	-	-	70	70	-	-	-	-	70	70	70	70
Barton - Fruitland to Fifty	-	-	400	200	4,000	2,000	-	-	4,400	2,200	4,400	2,200
Glover Road Sanitary Sewer - Hwy 8 to 900m north, past Watercourse 7	-	-	924	92	-	-	-	-	924	92	924	92
Ancaster Industrial Park Area Sanitary Sewer - Hydro Corridor to Shaver	-	-	571	-	-	-	-	-	571	-	571	-
Barton St Sanitary Sewer - 350m east of Fruitland Rd to 200m east	-	-	157	16	-	-	-	-	157	16	157	16
Barton St Sanitary Sewer - Jones Rd to 470m east toward Glover Rd	-	-	304	-	-	-	-	-	304	-	304	-
Woodward Treatment Plant to Main St E	-	-	-	-	210	210	-	-	210	210	210	210
Pier 25 Dredging - Windermere Basin	200	200	450	450	13,100	13,100	-	-	13,750	13,750	13,750	13,750
Rymal - Glancaster to Upper Paradise	-	-	-	-	55	55	-	-	55	55	55	55
Edgemont - Main to King	-	-	-	-	160	160	-	-	160	160	160	160
Bold - Queen to Locke	-	-	-	-	140	140	-	-	140	140	140	140
Edward - Barnesdale to Lottridge	-	-	-	-	110	110	-	-	110	110	110	110
John - Cannon to Barton	-	-	-	-	250	250	-	-	250	250	250	250

2026 to 2035 Water, Wastewater and Storm Capital Forecast (\$000's)

Project	2026		2027		2028		2029		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Bridge 313 & RW0032 - Arkledun Ave (Jolley Cut), Over & adjacent to Claremont Access	-	-	-	-	140	140	-	-	140	140	140	140
Charlton & Chatham - West End to Locke	-	-	-	-	430	430	-	-	430	430	430	430
Fennell - Upper James to Upper Wellington	-	-	-	-	150	150	-	-	150	150	150	150
Jones Sanitary Sewer - 350m south of Barton to 200m south	-	-	-	-	489	49	-	-	489	49	489	49
Garner Rd Sanitary Sewer - Kitty Murray Lane to 120m west of Southcote Rd	-	-	-	-	953	-	-	-	953	-	953	-
Clinton\Case\Ruth\Barnesdale	-	-	-	-	-	-	380	380	380	380	380	380
Stipley Neighbourhood (South) - Connaught / Balasm / Dunsmure	-	-	-	-	-	-	10	10	10	10	90	90
Gray - King to Hwy 8	-	-	-	-	-	-	300	300	300	300	300	300
2030 SCADA Master Plan	-	-	-	-	-	-	125	125	125	125	12,625	12,625
Woodward WWTP - Digester Cleanout & Maintenance Program	-	-	-	-	-	-	-	-	-	-	6,750	6,750
Simcoe - James to Wellington & Hughson - Strachan to Simcoe	-	-	-	-	-	-	-	-	-	-	400	400
Hughson - Simcoe to Brock & Wood - James to Hughson	-	-	-	-	-	-	-	-	-	-	400	400
Ferguson/Foster/Walnut/Patrick/Charlton/James	-	-	-	-	-	-	-	-	-	-	1,500	1,500
Burlington & Industrial - Ottawa to Kenilworth	-	-	-	-	-	-	-	-	-	-	760	760
Cairns / Spencer / (Hunter Neighbourhood)	-	-	-	-	-	-	-	-	-	-	100	100

2026 to 2035 Water, Wastewater and Storm Capital Forecast (\$000's)

Project	2026		2027		2028		2029		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Florence/Head/Morden/Napier/Nelson/Peel/Wellesley (Strathcona Neighbourhood)	-	-	-	-	-	-	-	-	-	-	310	310
Book - Southcote to Smith (AEGD)	-	-	-	-	-	-	-	-	-	-	1,183	-
Twenty Rd Sanitary Sewer - Silver Birch to Upper James	-	-	-	-	-	-	-	-	-	-	4,252	-
Sanford - Cannon to Barton	-	-	-	-	-	-	-	-	-	-	20	20
Bruce Dale - Upper Gage to Upper Ottawa	-	-	-	-	-	-	-	-	-	-	170	170
Wentworth - Barton to Burlington	-	-	-	-	-	-	-	-	-	-	250	250
Pinelands / Teal / Garden / Community / Greensfield	-	-	-	-	-	-	-	-	-	-	130	130
Green - Carla to Barton	-	-	-	-	-	-	-	-	-	-	300	300
Nash – Barton to 350 metres north of Bancroft	-	-	-	-	-	-	-	-	-	-	100	100
Rennie - Woodward to East End	-	-	-	-	-	-	-	-	-	-	130	130
Arvin - Dosco to Jones	-	-	-	-	-	-	-	-	-	-	250	250
Hughson - Wilson to Barton	-	-	-	-	-	-	-	-	-	-	150	150
Carling / Glen / Macklin St S / Olmstead / Tope (Westdale South)	-	-	-	-	-	-	-	-	-	-	90	90
Oak/Emerald/East Ave - Cannon to Barton	-	-	-	-	-	-	-	-	-	-	440	440
Oxford / Tecumseh (Strathcona Neighbourhood)	-	-	-	-	-	-	-	-	-	-	420	420
Brampton - Parkdale to Woodward & Brighton - Brampton to Morley	-	-	-	-	-	-	-	-	-	-	150	150



2026 to 2035 Water, Wastewater and Storm Capital Forecast (\$000's)

Project	2026		2027		2028		2029		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Woodward WWTP Headworks Upgrades	-	-	-	-	-	-	-	-	-	-	92,902	92,902
Woodward WWTP Dewatering Building Upgrades	-	-	-	-	-	-	-	-	-	-	90,219	90,219
Woodward WWTP Secondary Effluent Water Distribution System Upgrades	-	-	-	-	-	-	-	-	-	-	18,120	18,120
Charlton - Ferguson to Sherman Access	-	-	-	-	-	-	-	-	-	-	215	215
Glancaster Rd Sanitary Sewer – Arterial Rd 1N to Twenty Rd	-	-	-	-	-	-	-	-	-	-	1,425	-
Southcote Rd Sanitary Sewer - Hydro Corridor to Book Rd	-	-	-	-	-	-	-	-	-	-	1,035	-
Shaver Rd - Osprey Dr to Hydro Corridor	-	-	-	-	-	-	-	-	-	-	780	-
Dundurn - CPR bridge (s/o Main St) to King	-	-	-	-	-	-	-	-	-	-	145	145
Subtotal Wastewater	106,945	79,559	249,159	153,776	342,207	182,887	310,911	168,712	1,009,221	584,934	2,176,530	1,524,909
STORM												
Capital Works for Ravine and Waterways - Storm	100	100	100	100	100	100	100	100	400	400	1,000	1,000
Grafton and Centennial Stormwater Pumping Stations - Standby Power	50	50	-	-	-	-	-	-	50	50	50	50
South St E and East St S in Dundas Drainage Improvement - SERG	1,280	1,280	-	-	-	-	-	-	1,280	1,280	1,280	1,280
Multi-Area Employment Lands - Storm Sewer for Street A Extension to Pritchard (new road)	400	-	-	-	-	-	-	-	400	-	400	-
DMAF- CSO Backflow Preventors	4,004	4,004	-	-	-	-	-	-	4,004	4,004	4,004	4,004
Stormwater Drainage Analysis and Conceptual Design for Road Corridor Upgrades	600	600	450	450	-	-	-	-	1,050	1,050	1,050	1,050



2026 to 2035 Water, Wastewater and Storm Capital Forecast (\$000's)

Project	2026		2027		2028		2029		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Beach Strip Stormwater Pumping Stations (CASH FLOWED)	740	740	-	-	3,550	3,550	3,310	3,310	7,600	7,600	15,530	15,530
Flooding & Drainage Master Plan Capital Improvements	210	210	-	-	-	-	-	-	210	210	210	210
Hamilton Conservation Authority Critical and Safety Projects	-	-	1,850	-	1,850	-	1,850	-	5,550	-	11,100	-
Residential Drainage Assistance Program	100	100	-	-	-	-	-	-	100	100	100	100
Glenmorris / Underhill / Sleepy Hollow / Wilmar (York Heights / Hunter NBHD)	-	-	-	-	600	600	-	-	600	600	600	600
Engineering Services Staffing Costs - Storm	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	6,800	6,800	17,000	17,000
Right of Way Drainage Program	3,279	3,279	3,345	3,345	3,412	3,412	3,480	3,480	13,516	13,516	35,907	35,907
Catch Basin Replacement/Rehabilitation Program	1,224	1,224	1,248	1,248	1,273	1,273	1,299	1,299	5,045	5,045	13,403	13,403
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	250	250	250	250	250	250	250	250	1,000	1,000	2,500	2,500
Culvert rehabilitation (Bridge 086) - Cross St, 25 metres south of Alma St	1,000	1,000	-	-	-	-	-	-	1,000	1,000	1,000	1,000
Woodhill Road Culvert	1,000	1,000	-	-	-	-	-	-	1,000	1,000	1,000	1,000
Beach Strip Stormwater Collection System Improvements	-	-	1,000	1,000	500	500	1,500	1,500	3,000	3,000	3,000	3,000
QA-QC Service Contract Program	50	50	200	200	200	200	200	200	650	650	1,850	1,850

2026 to 2035 Water, Wastewater and Storm Capital Forecast (\$000's)

Project	2026		2027		2028		2029		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Watercourse Erosion Sites Rehabilitation and Mitigation	-	-	350	350	3,840	3,840	370	370	4,560	4,560	19,210	19,210
Stormwater System Planning Program	480	480	500	500	520	520	540	540	2,040	2,040	4,920	4,920
Mapping Update Program	40	40	40	40	40	40	40	40	160	160	400	400
Stormwater Computer Model and Flow Monitoring	320	320	350	350	360	360	370	370	1,400	1,400	3,470	3,470
SWM Facility Maintenance Program	1,500	1,500	1,500	1,500	1,500	1,500	2,500	2,500	7,000	7,000	22,000	22,000
Municipal Drain Program	-	-	300	225	175	100	175	100	650	425	1,650	975
Unscheduled Manhole and Sewermain Replacement Program	200	200	200	200	200	200	200	200	800	800	2,000	2,000
Field Data Systems Program	154	154	154	154	154	154	154	154	616	616	1,540	1,540
Stormwater Infrastructure Criticality Assessment	-	-	350	350	360	360	370	370	1,080	1,080	3,150	3,150
City of Hamilton Watershed Action Plan	650	650	2,650	2,650	2,650	2,650	2,650	2,650	8,600	8,600	21,850	21,850
Contingency for Unscheduled Works Program	200	200	200	200	200	200	200	200	800	800	2,000	2,000
Storm Sewer Network Planning - Transportation Program	-	-	840	840	870	870	900	900	2,610	2,610	7,470	7,470
Stormwater Analysis for Bridge, Culvert and Ditch Replacement Projects	-	-	630	630	650	650	670	670	1,950	1,950	5,580	5,580
Watercourse and Drainage Channel Maintenance	-	-	210	210	710	710	210	210	1,130	1,130	4,090	4,090
Shoreline Protection Program	-	-	750	750	150	150	400	400	1,300	1,300	3,900	3,900



2026 to 2035 Water, Wastewater and Storm Capital Forecast (\$000's)

Project	2026		2027		2028		2029		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Storm Water Management Program	4,000	-	-	-	4,000	-	-	-	8,000	-	20,000	-
Stormwater Master Plan	-	-	-	-	-	-	1,320	264	1,320	264	2,860	572
SERG - Parkside & Kipling Stormwater Infrastructure - CASH FLOW	2,100	1,700	2,100	1,700	2,650	1,650	4,900	2,940	11,750	7,990	17,250	11,330
Stormwater Outstations Inspections - Asset Management Program	-	-	-	-	-	-	-	-	-	-	550	550
Upper James - Mohawk to Fennell	-	-	3,000	3,000	-	-	-	-	3,000	3,000	3,000	3,000
771 Safari Road Culverts	620	620	-	-	-	-	-	-	620	620	620	620
Byron and Aubrey Urbanization	-	-	-	-	3,050	3,050	-	-	3,050	3,050	3,050	3,050
Unspecified Storm Projects - NOT TO BE SET UP IN NETSUITE	-	-	-	-	-	-	-	-	-	-	118,498	118,498
West Harbour Front Eutrophication	350	350	-	-	-	-	-	-	350	350	350	350
Nebo - Rymal to Stone Church	-	-	5,350	5,350	-	-	-	-	5,350	5,350	5,350	5,350
Leckie - Byron to Highland	-	-	-	-	2,200	2,200	-	-	2,200	2,200	2,200	2,200
Mohawk – McNiven to Hwy 403	200	200	-	-	5,000	5,000	-	-	5,200	5,200	5,200	5,200
Robinson - Queen to Park	-	-	1,350	1,350	-	-	-	-	1,350	1,350	1,350	1,350
Duke - Hess to west end & Robinson - Queen to west end	-	-	750	750	-	-	-	-	750	750	750	750

2026 to 2035 Water, Wastewater and Storm Capital Forecast (\$000's)

Project	2026		2027		2028		2029		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Aberdeen - Queen to Studholme & Dundurn - Aberdeen to Hill	-	-	19,000	19,000	-	-	-	-	19,000	19,000	19,000	19,000
Highland Rd W - First Rd W to Upper Centennial	-	-	-	-	3,150	3,150	-	-	3,150	3,150	3,150	3,150
Garner Road - Highway 6 to e/o Glancaster (AEGD)	200	-	200	-	5,300	-	-	-	5,700	-	5,700	-
SWMP - SCL29 - Block 1 - Fruitland/Winona	-	-	3,400	-	-	-	-	-	3,400	-	3,400	-
SWMP - SCL30 - Block 1 - Fruitland/Winona Subwatershed Study (Phase 3)	-	-	2,150	-	-	-	-	-	2,150	-	2,150	-
Beach - Ottawa to Kenilworth, Dofasco - Beach to Kenilworth, & Ottawa - Barton to Beach	200	200	-	-	2,600	2,600	-	-	2,800	2,800	2,800	2,800
Rymal - Dartnall to Upper Ottawa (Phase 1)	140	21	-	-	1,400	210	-	-	1,540	231	1,540	231
Westdale North Neighbourhood Phase 3	90	90	-	-	-	-	1,250	1,250	1,340	1,340	1,340	1,340
Westdale North Neighbourhood Phase 2	175	175	-	-	2,500	2,500	-	-	2,675	2,675	2,675	2,675
Amelia - Queen to West End	150	150	1,500	1,500	-	-	-	-	1,650	1,650	1,650	1,650
Dallas - Upper Gage to West End (Cameo)	100	100	1,150	1,150	-	-	-	-	1,250	1,250	1,250	1,250
Paramount - Winterberry to Mud	50	50	500	500	-	-	-	-	550	550	550	550
Jackson Heights Extension - SWM Pond Retrofit and Downstream Channel Works	1,150	-	-	-	-	-	-	-	1,150	-	1,150	-
Flooding & Drainage Master Plan Capital Forecast	3,400	3,400	-	-	-	-	10,000	10,000	13,400	13,400	98,400	98,400

2026 to 2035 Water, Wastewater and Storm Capital Forecast (\$000's)

Project	2026		2027		2028		2029		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Locke St - King To York and Margaret - Main To King (W-19)	490	490	-	-	-	-	-	-	490	490	490	490
Claremont Access - Inverness to Bridge Over CPR (Ph 2 - Downbound)	-	-	325	325	-	-	-	-	325	325	325	325
Rymal - Upper Ottawa to Upper Sherman (Phase 2)	-	-	240	36	-	-	2,400	360	2,640	396	2,640	396
Bold - Queen to Locke	-	-	200	200	880	880	-	-	1,080	1,080	1,080	1,080
Scenic - Goulding to Angela	-	-	150	150	-	-	-	-	150	150	150	150
West 5th - Rymal to Stone Church	-	-	80	32	1,200	480	-	-	1,280	512	1,280	512
Hatt & Bond - King to Market (Phase 1)	-	-	2,100	2,100	-	-	-	-	2,100	2,100	2,100	2,100
Terni Blvd Extension / Miles Rd Storm Sewer Works	-	-	2,000	-	-	-	-	-	2,000	-	2,000	-
Watercourse 5 Barton St Culvert Crossing	-	-	750	-	-	-	-	-	750	-	750	-
Osler Outfall from Grant to Main	-	-	-	-	100	100	600	600	700	700	700	700
Kenilworth Access to Upper Traffic Circle to Kenilworth	-	-	-	-	180	180	-	-	180	180	180	180
Rymal - Upper Sherman to Upper Wentworth (Phase 3)	-	-	-	-	200	30	-	-	200	30	1,400	210
Rymal - Glanaster to Upper Paradise	-	-	-	-	65	65	-	-	65	65	65	65
Upper Centennial - Rymal to Mud	-	-	-	-	90	90	-	-	90	90	90	90
Main - Prospect to Gage - SERG B-3	-	-	-	-	1,710	1,710	-	-	1,710	1,710	1,710	1,710
Industrial - Ottawa to Gage / Gage / Depew	-	-	-	-	-	-	400	400	400	400	400	400



2026 to 2035 Water, Wastewater and Storm Capital Forecast (\$000's)

Project	2026		2027		2028		2029		4 Year		10 Year	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Rymal - Upper Wentworth to Upper James (Phase 4)	-	-	-	-	-	-	200	30	200	30	2,700	405
Stipley Neighbourhood (South) - Connaught / Balasm / Dunsmure	-	-	-	-	-	-	50	50	50	50	900	900
Burlington & Industrial - Ottawa to Kenilworth	-	-	-	-	-	-	-	-	-	-	700	700
Sanford - Cannon to Barton	-	-	-	-	-	-	-	-	-	-	1,200	1,200
Pinelands / Teal / Garden / Community / Greensfield	-	-	-	-	-	-	-	-	-	-	1,000	1,000
Rennie - Woodward to East End	-	-	-	-	-	-	-	-	-	-	1,370	1,370
Hughson - Wilson to Barton	-	-	-	-	-	-	-	-	-	-	280	280
751 Mud St E Drainage Cleanout	-	-	-	-	-	-	-	-	-	-	400	400
Parkside Dr Urbanization - Phase 2 - Storm Sewer	-	-	-	-	-	-	-	-	-	-	1,100	440
Subtotal Storm	33,196	26,927	65,712	54,635	62,339	48,034	44,808	37,657	206,055	167,253	567,506	503,507
Total Water Supported Capital Forecast	251,094	196,302	510,810	368,674	668,837	469,475	570,798	392,151	2,001,539	1,426,602	4,590,579	3,528,932

2026 to 2035 Water, Wastewater and Storm Financing Plan (\$000's)

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
EXPENDITURES											
OPERATING EXPENDITURES	121,491	127,616	132,118	137,407	142,907	148,623	154,568	160,751	167,181	173,868	180,823
Contributions to Capital											
Water Quality Initiatives	68,250	84,242	85,014	81,650	75,348	75,403	75,937	79,866	91,406	97,532	106,725
Wastewater	66,360	66,463	46,160	39,457	37,138	41,224	46,872	55,267	59,894	58,413	60,715
Stormwater	31,471	17,948	35,287	39,428	37,657	41,427	43,049	44,657	45,929	48,409	49,998
Sub-Total Contributions to Capital	166,080	168,653	166,461	160,535	150,143	158,054	165,858	179,790	197,228	204,354	217,438
DC Exemptions											
Water Quality Initiatives	17,316	14,239	17,663	17,836	18,009	18,182	18,355	18,528	18,702	18,875	19,048
Wastewater	10,390	8,544	10,598	10,701	10,805	10,909	11,013	11,117	11,221	11,325	11,429
Stormwater	6,927	5,696	7,065	7,134	7,204	7,273	7,342	7,411	7,481	7,550	7,619
Sub-Total Contributions for DC Exemptions	34,633	28,479	35,325	35,672	36,018	36,364	36,711	37,057	37,403	37,749	38,095
Capital Debt Charges											
Water Quality Initiatives	11,785	10,916	19,708	35,207	53,630	64,827	73,759	81,087	85,479	94,810	97,288
Wastewater	12,985	11,889	26,452	49,141	75,949	95,094	108,574	117,096	128,739	137,927	144,382
Stormwater	4,655	4,037	7,198	10,329	12,395	13,225	13,745	14,351	15,403	15,215	16,150
DC Debt Charges Recoveries	(6,541)	(5,205)	(16,906)	(32,419)	(49,948)	(62,948)	(69,155)	(72,849)	(77,524)	(82,331)	(84,389)
Sub-Total Debt Charges	22,884	21,637	36,452	62,258	92,026	110,197	126,923	139,684	152,097	165,621	173,430
Sub-Total Capital Financing	223,597	218,768	238,239	258,465	278,186	304,616	328,492	358,532	386,729	407,724	428,964
Reserve Transfers	(17,308)	4,829	-	-	2,498	-	-	-	-	-	1,857
Sub-Total Capital and Reserve Impacts on Operating	206,289	223,597	238,239	258,465	280,684	304,616	328,492	358,532	386,729	407,724	430,821
TOTAL EXPENDITURES	327,779	351,213	370,357	395,872	423,591	453,239	484,060	517,283	553,909	581,592	611,643



2026 to 2035 Water, Wastewater and Storm Financing Plan (\$000's)

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
REVENUES											
Rate Revenue											
Residential	147,041	158,250	137,303	146,698	158,957	172,255	186,316	201,543	217,875	230,355	243,530
Industrial/Commercial/ Institutional/Multi-res	155,305	166,671	143,066	151,888	164,240	177,363	190,090	203,871	219,681	230,269	242,326
Haldimand	4,838	5,006	5,310	5,621	5,919	6,218	6,517	6,846	7,260	7,627	8,040
Halton	475	492	524	554	583	614	644	677	718	755	796
Stormwater Charge	-	-	62,700	68,970	71,039	73,170	76,097	79,141	82,307	85,599	89,023
Raw Water	216	-	-	-	-	-	-	-	-	-	-
Non-Metered	1,314	1,196	1,314	1,443	1,577	1,746	1,908	2,082	2,290	2,530	2,799
Private Fire Lines	2,500	2,760	2,870	2,985	3,105	3,229	3,358	3,492	3,632	3,777	3,928
Hauler / 3rd Party Sales	2,014	2,813	2,925	3,042	3,164	3,291	3,422	3,559	3,702	3,850	3,977
Overstrength Agreements	3,589	3,508	3,578	3,650	3,723	3,797	3,873	3,950	4,029	4,110	4,192
Sewer Surcharge Agreements	7,310	7,145	7,288	7,434	7,583	7,734	7,889	8,047	8,208	8,372	8,539
Sub-Total Utility Rates	324,603	347,843	366,881	392,282	419,889	449,418	480,115	513,209	549,702	577,245	607,152
Sub-Total Non-Rate Revenue	3,179	3,372	3,478	3,588	3,702	3,821	3,945	4,074	4,208	4,347	4,492
TOTAL REVENUES	327,779	351,213	370,357	395,872	423,591	453,239	484,060	517,283	553,909	581,592	611,643
NET EXPENDITURES	-	-	-	-	-	-	-	-	-	-	-
RATE INCREASE	9.95%	7.32%	5.48%	6.99%	6.98%	7.01%	6.99%	7.02%	7.03%	5.00%	5.03%
AVERAGE RESIDENTIAL BILL	\$1,061.50	\$1,139.15	\$1,201.63	\$1,285.66	\$1,375.34	\$1,471.70	\$1,574.56	\$1,685.08	\$1,803.58	\$1,893.67	\$1,988.98

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

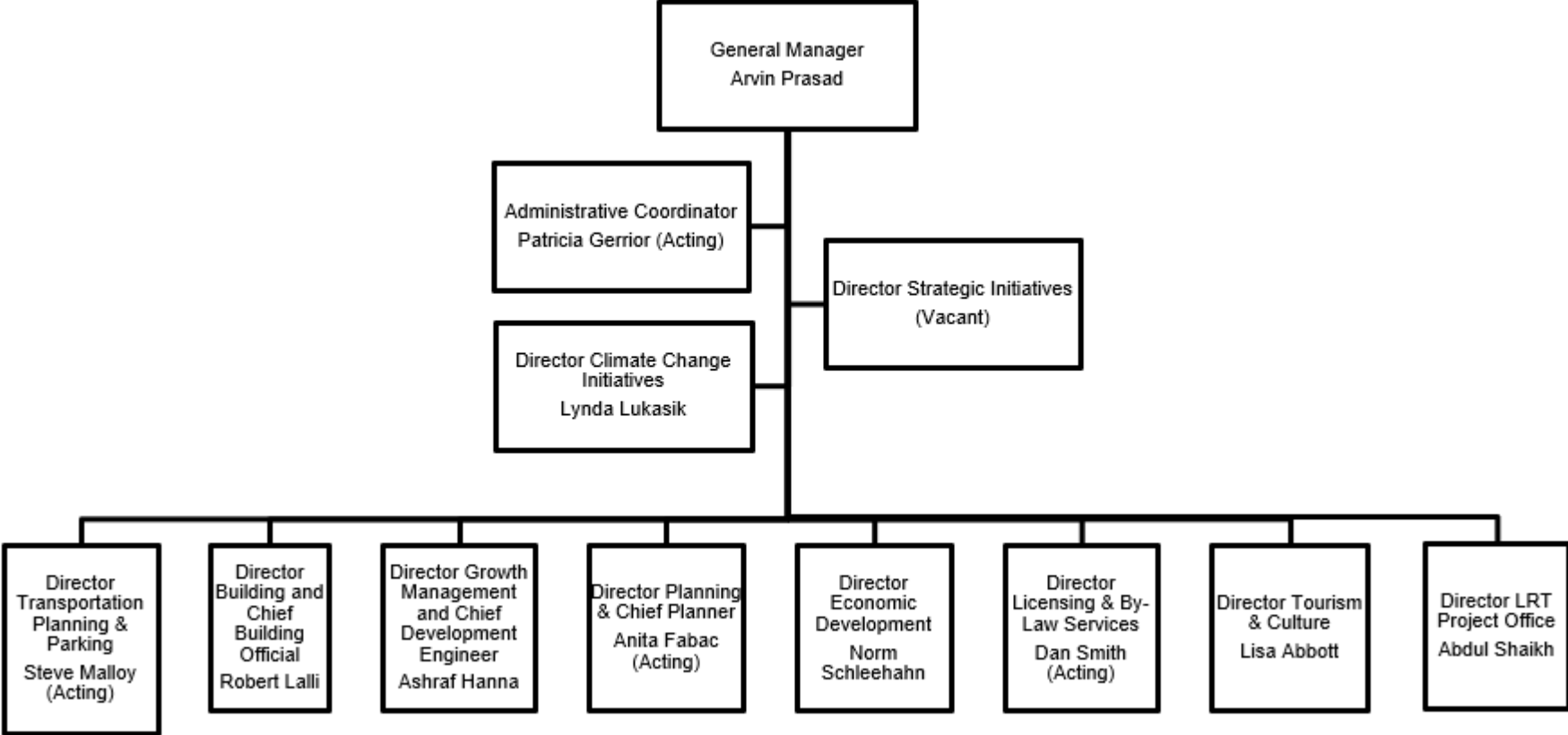
Departmental Budget Summaries

Performance Indicator	2021	2022	2023
Film Permits Issued	816	986	711



Departmental Budget Summaries

Organization Chart:



Departmental Budget Summaries

Budget Summary:

Net Levy Summary – Planning and Economic Development

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
General Manager PED	\$ 1,665,790	\$ 2,051,419	\$ 2,122,386	\$ 70,967	3.5%
Transportation Planning and Parking	2,698,373	3,467,754	3,223,745	(244,009)	(7.0)%
Building	1,181,959	1,177,113	1,149,295	(27,818)	(2.4)%
Economic Development	5,606,684	6,033,021	5,988,199	(44,822)	(0.7)%
Growth Management	796,000	687,979	631,702	(56,277)	(8.2)%
Licensing & By-Law Services	7,069,674	8,381,074	8,514,215	133,141	1.6%
Planning	3,616,265	3,754,307	3,746,051	(8,256)	(0.2)%
Tourism & Culture	10,635,187	12,882,036	13,063,283	181,247	1.4%
LRT	-	-	-	-	-%
Total Planning & Economic Development	\$33,269,932	\$38,434,703	\$38,438,876	\$ 4,173	-%



Departmental Budget Summaries

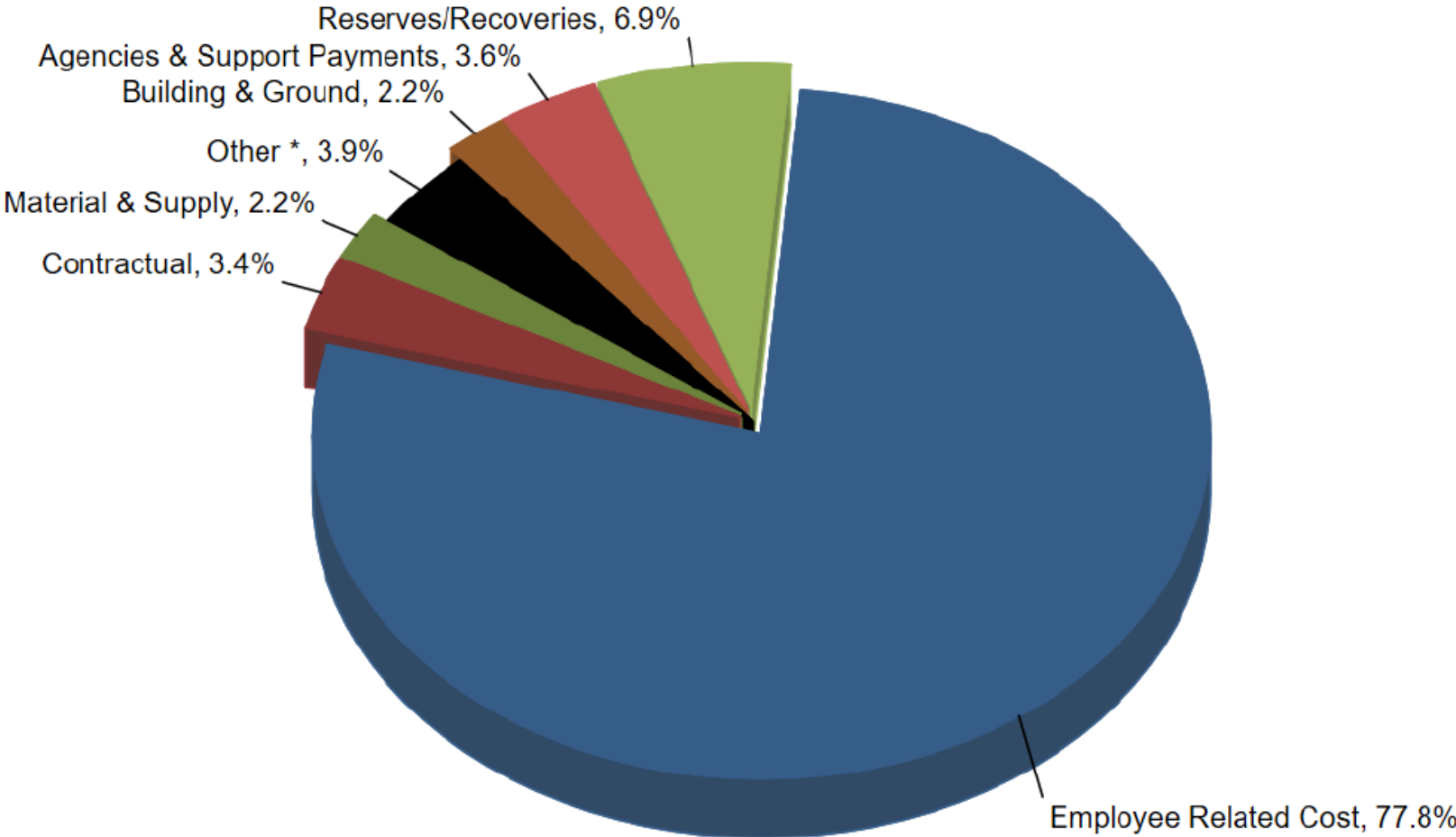
Cost Category Summary – Planning and Economic Development

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost*	\$ 71,619,861	\$ 89,153,545	\$ 93,536,543	4,382,998	4.9%
Contractual*	5,066,046	3,859,237	4,131,127	271,890	7.0%
Material & Supply*	2,346,232	2,616,068	2,666,995	50,927	1.9%
Recoveries from Capital*	(3,195,401)	(5,281,928)	(5,998,961)	(717,033)	13.6%
Vehicle Expenses*	807,931	702,367	622,115	(80,252)	(11.4)%
Building & Ground*	2,610,876	2,911,835	2,633,517	(278,318)	(9.6)%
Consulting*	218,149	287,019	186,482	(100,537)	(35.0)%
Agencies & Support Payments*	685,857	3,136,979	4,332,420	1,195,441	38.1%
Reserves/Recoveries*	7,605,356	10,445,008	8,309,014	(2,135,994)	(20.4)%
Cost Allocations*	2,122,746	2,135,641	1,888,443	(247,198)	(11.6)%
Financial*	2,655,166	2,484,707	1,988,716	(495,991)	(20.0)%
Capital Financing*	108,639	-	-	-	-%
Capital Expenditures*	4,410	4,730	4,730	-	-%
Total Expenses	92,655,868	112,455,208	114,301,141	1,845,933	1.6%
Fees & General	(56,065,884)	(61,516,878)	(61,938,631)	(421,753)	0.7%
Grants & Subsidies	(3,153,244)	(3,870,416)	(4,106,043)	(235,627)	6.1%
Reserves	(166,808)	(8,633,211)	(9,817,591)	(1,184,380)	13.7%
Total Revenues	(59,385,936)	(74,020,505)	(75,862,265)	(1,841,760)	2.5%
Net Levy	\$ 33,269,932	\$ 38,434,703	\$ 38,438,876	4,173	-%
Full-Time Equivalents		744.00	748.50	4.50	0.6%

Departmental Budget Summaries

Breakdown of Expenses – Planning and Economic Development

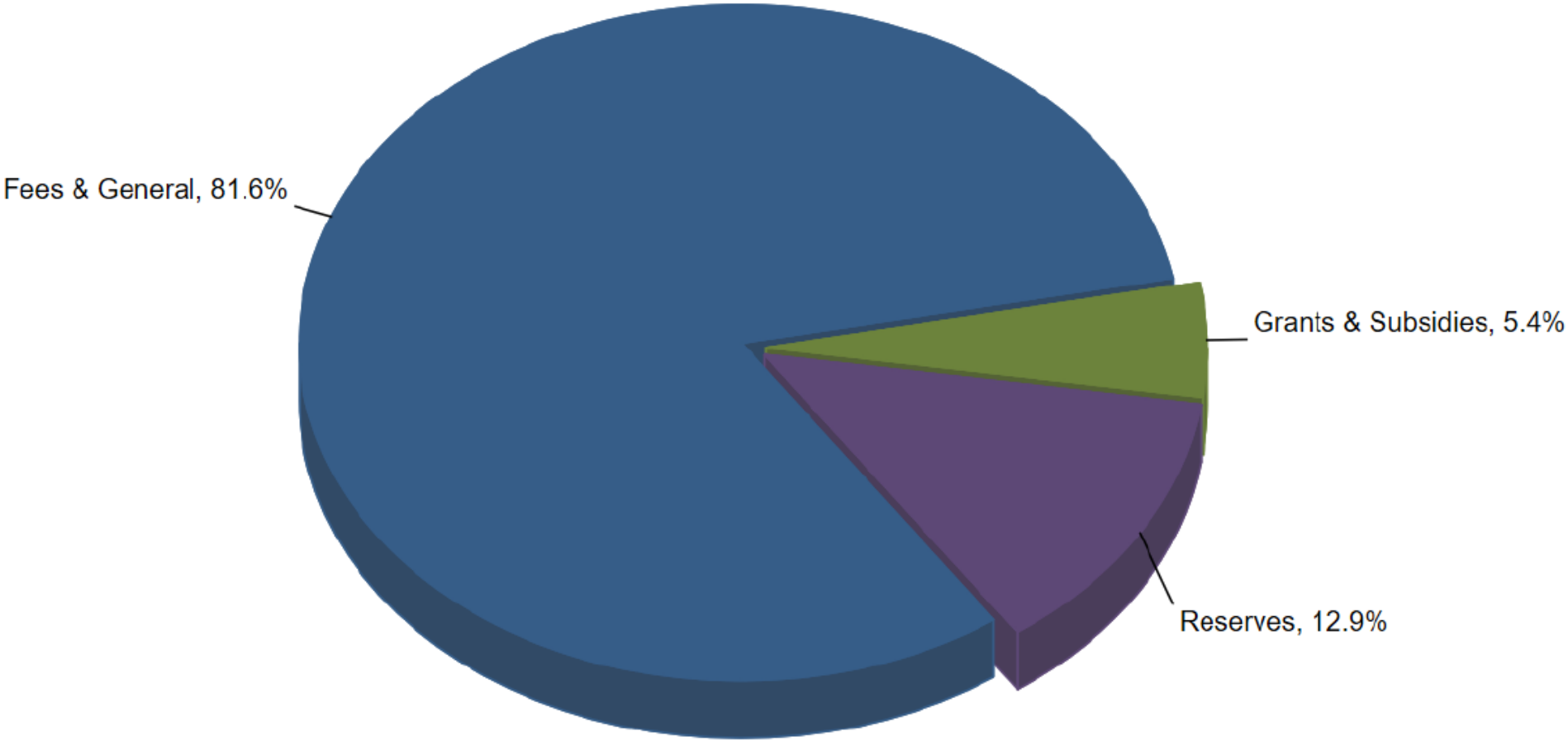
2026 Adopted Budget Expenses



Departmental Budget Summaries

Breakdown of Revenues – Planning and Economic Development

2026 Adopted Budget Revenues



Departmental Budget Summaries

General Manager's Office

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Strategic Initiatives	\$ 516,951	\$ 487,725	\$ 499,904	\$ 12,179	2.5%
GM Office	1,148,839	1,563,693	1,622,481	58,788	3.8%
Total General Manager	\$ 1,665,790	\$ 2,051,418	\$ 2,122,385	\$ 70,967	3.5%



Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 1,967,043	\$ 2,061,383	\$ 2,137,331	\$ 75,948	3.7%
Material & Supply	15,609	66,830	76,230	9,400	14.1%
Recoveries from Capital*	(188,593)	-	-	-	-%
Building & Ground*	2,335	2,239	2,291	52	2.3%
Consulting*	6,882	-	-	-	-%
Contractual	165,204	218,255	218,311	56	-%
Capital Expenditures*	-	4,730	4,730	-	-%
Financial*	13,428	-	-	-	-%
Cost Allocations*	(391,077)	(406,335)	(412,554)	(6,219)	1.5%
Reserves/Recoveries	74,959	104,317	96,047	(8,270)	(7.9)%
Total Expenses	1,665,790	2,051,419	2,122,386	70,967	3.5%
Total Revenues	-	-	-	-	-%
Net Levy	\$ 1,665,790	\$ 2,051,419	\$ 2,122,386	\$ 70,967	3.5%
Full-Time Equivalents		12.00	12.00	-	-%



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. In addition, the Division is responsible for the enforcement of parking regulations and provide school crossing guards to help school-age children and families travel to school in safe manner. 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.

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Transportation Planning	\$ 2,296,536	\$ 3,114,710	\$ 3,595,599	\$ 480,889	15.4%
Directors Office TPP	467,568	(438,059)	190,491	628,550	(143.5)%
Hamilton Municipal Parking System	(1,861,207)	(1,743,053)	(3,142,557)	(1,399,504)	80.3%
School Crossing	1,795,476	2,534,156	2,580,212	46,056	1.8%
Total Transportation Planning and Parking	\$ 2,698,373	\$ 3,467,754	\$ 3,223,745	\$ (244,009)	(7.0)%

Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 11,198,214	\$ 13,014,629	\$ 13,725,278	\$ 710,649	5.5%
Material & Supply*	400,422	445,108	449,458	4,350	1.0%
Recoveries from Capital*	(151,829)	-	-	-	-%
Vehicle Expenses*	270,270	226,554	203,126	(23,428)	(10.3)%
Building & Ground*	755,721	953,238	663,863	(289,375)	(30.4)%
Contractual	1,944,915	1,768,126	1,921,060	152,934	8.6%
Agencies & Support Payments*	150	486,400	744,000	257,600	53.0%
Financial	1,798,170	1,730,360	1,388,206	(342,154)	(19.8)%
Cost Allocations*	881,710	777,548	785,653	8,105	1.0%
Reserves/Recoveries	1,867,949	1,974,937	2,200,107	225,170	11.4%
Total Expenses	18,965,692	21,376,900	22,080,751	703,851	3.3%
Fees & General	(16,162,580)	(17,409,146)	(18,857,006)	(1,447,860)	8.3%
Grants & Subsidies	(100,000)	-	-	-	-%
Reserves	(4,739)	(500,000)	-	500,000	(100.0)%
Total Revenues	(16,267,319)	(17,909,146)	(18,857,006)	(947,860)	5.3%
Net Levy	\$ 2,698,373	\$ 3,467,754	\$ 3,223,745	\$ (244,009)	(7.0)%
Full-Time Equivalents		149.91	150.91	1.00	0.7%



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. The Division also reviews Building Applications for compliance with the City's six area Zoning By-laws, which establish land use and dimensional limitations on properties (e.g., height, location, coverage etc.). The Division accomplishes this by developing and implementing building policies, regulations and services that support and enhance the sustainability, growth and prosperity of the City.

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Administration - Building	\$ 306,963	\$ 280,157	\$ 243,135	\$ (37,022)	(13.2)%
Building Inspections	599,921	709,525	720,924	11,399	1.6%
Plan Examination	275,075	187,431	185,236	(2,195)	(1.2)%
Total Building	\$ 1,181,959	\$ 1,177,113	\$ 1,149,295	\$ (27,818)	(2.4)%

Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 12,989,490	\$ 15,897,187	\$ 16,261,216	\$ 364,029	2.3%
Material & Supply*	320,592	190,310	190,310	-	-%
Recoveries from Capital*	(11,835)	(77,175)	(79,558)	(2,383)	3.1%
Vehicle Expenses*	168,966	149,446	110,735	(38,711)	(25.9)%
Building & Ground*	23,894	17,375	17,765	390	2.2%
Consulting*	10,942	-	-	-	-%
Contractual*	387,351	55,410	60,347	4,937	8.9%
Capital Expenditures*	4,410	-	-	-	-%
Financial*	261,205	112,000	113,000	1,000	0.9%
Cost Allocations	1,923,079	2,148,550	1,898,170	(250,380)	(11.7)%
Reserves/Recoveries	1,656,634	1,242,811	1,188,557	(54,254)	(4.4)%
Total Expenses	17,734,728	19,735,914	19,760,542	24,628	0.1%
Fees & General	(16,552,769)	(18,558,801)	(18,611,247)	(52,446)	0.3%
Net Levy	\$ 1,181,959	\$ 1,177,113	\$ 1,149,295	\$ (27,818)	(2.4)%
Full-Time Equivalents		122.82	123.82	1.00	0.8%



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. There are four sections within Economic Development that deliver the mandate of the division: Business Investment & Sector Development (BISD), which focuses on business retention and expansion, investment attraction and trade, immigrant entrepreneurship and international student retention; the Hamilton Immigration Partnership Council (HIPC), which is embedded within BISD and supports seamless settlement experiences for immigrants in Hamilton; Commercial Districts and Small Business (CDSB), which focuses on downtowns, commercial areas, BIAs, the Hamilton Business Centre (HBC), and administers the Economic Development Municipal Financial Incentives; the Municipal Land Development Office (MLDO), which facilitates significant redevelopment projects by leveraging a portfolio of City-owned assets; and the Corporate Real Estate Office (CREO), 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, and also provides administrative oversight to the Hamilton Farmers' Market.

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Corporate Real Estate Office	\$ 548,281	\$ 463,547	\$ 510,797	\$ 47,250	10.2%
Commercial Districts and Small Business	1,819,545	1,973,375	1,854,780	(118,595)	(6.0)%
Municipal Land Development	111,097	267,988	82,867	(185,121)	(69.1)%
Business Investment & Sector Development	3,127,761	3,328,111	3,539,755	211,644	6.4%
Total Economic Development	\$ 5,606,684	\$ 6,033,021	\$ 5,988,199	\$ (44,822)	(0.7)%

Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 6,924,916	\$ 8,406,553	\$ 8,754,635	\$ 348,082	4.1%
Material & Supply*	349,989	323,519	322,292	(1,227)	(0.4)%
Recoveries from Capital*	(853,793)	(2,571,446)	(2,811,883)	(240,437)	9.4%
Building & Ground*	12,502	9,307	8,989	(318)	(3.4)%
Consulting*	4,998	13,289	12,724	(565)	(4.3)%
Contractual	463,982	412,023	481,708	69,685	16.9%
Agencies & Support Payments	440,281	1,285,329	1,497,614	212,285	16.5%
Financial*	212,696	247,577	92,430	(155,147)	(62.7)%
Cost Allocations	928,897	992,858	1,002,458	9,600	1.0%
Reserves/Recoveries	140,108	2,205,377	1,025,360	(1,180,017)	(53.5)%
Total Expenses	8,624,576	11,324,386	10,386,327	(938,059)	(8.3)%
Fees & General	(1,824,901)	(3,449,247)	(2,453,558)	995,689	(28.9)%
Grants & Subsidies	(891,064)	(748,958)	(851,410)	(102,452)	13.7%
Reserves	(301,927)	(1,093,160)	(1,093,160)	-	-%
Total Revenues	(3,017,892)	(5,291,365)	(4,398,128)	893,237	(16.9)%
Net Levy	\$ 5,606,684	\$ 6,033,021	\$ 5,988,199	(44,822)	(0.7)%
Full-Time Equivalents		53.99	53.99	-	-%



Departmental Budget Summaries

Growth Management

Description:

The 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, City-Wide Transportation Master Plan, Water and Wastewater Master Plan and the Comprehensive Development Engineering Guidelines and Financial Policies.

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Director & Admin Growth Management	\$ 121,293	\$ (51,836)	\$ (85,771)	\$ (33,935)	65.5%
Development Engineering	(734,993)	70,000	-	(70,000)	(100.0)%
Grading & Construction	250,735	145,694	149,591	3,897	2.7%
Infrastructure Planning	482,028	298,514	340,984	42,470	14.2%
Legislative Approvals and Staging of Development	676,937	217,218	226,898	9,680	4.5%
Development Fees	-	8,389	-	(8,389)	(100.0)%
Total Growth Management	\$ 796,000	\$ 687,979	\$ 631,702	\$ (56,277)	(8.2)%

Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 6,959,372	\$ 8,460,177	\$ 8,975,560	\$ 515,383	6.1%
Material & Supply*	131,419	157,580	157,580	-	-%
Recoveries from Capital*	(354,505)	(394,180)	(406,005)	(11,825)	3.0%
Vehicle Expenses*	46,872	42,780	43,735	955	2.2%
Building & Ground*	14,081	9,957	10,170	213	2.1%
Consulting*	84,428	70,000	-	(70,000)	(100.0)%
Contractual*	54,688	13,000	13,457	457	3.5%
Financial*	56,541	23,500	23,500	-	-%
Cost Allocations*	(1,058,232)	(1,056,871)	(1,054,665)	2,206	(0.2)%
Reserves/Recoveries	1,046,575	485,493	473,129	(12,364)	(2.5)%
Total Expenses	6,981,239	7,811,436	8,236,461	425,025	5.4%
Fees & General	(6,185,069)	(6,188,213)	(6,649,731)	(461,518)	7.5%
Reserves	(170)	(935,244)	(955,028)	(19,784)	(2.1)%
Total Revenues	(6,185,239)	(7,123,457)	(7,604,759)	(481,302)	6.8%
Net Levy	\$ 796,000	\$ 687,979	\$ 631,702	\$ (56,277)	(8.2)%
Full-Time Equivalents		62.88	63.88	1.00	1.6%



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 include Business Licensing, Municipal Law Enforcement, Animal Services, Policy and Programs, and Rental Compliance. Together, these sections enforce most of the City's by-laws in relation to public safety, responsible animal ownership, nuisance control and consumer protection.

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Service Delivery	\$ 961,286	\$ 541,912	\$ 36,928	\$ (504,984)	(93.2)%
Animal Services	3,465,446	3,494,661	3,604,718	110,057	3.1%
Directors Office L&BL	708,875	266,239	309,644	43,405	16.3%
Licensing	(946,743)	(503,815)	(518,346)	(14,531)	2.9%
Municipal Law Enforcement	2,810,257	3,487,761	3,679,435	191,674	5.5%
Policy and Programs	70,553	593,385	809,857	216,472	36.5%
Rental Compliance	-	500,931	591,979	91,048	18.2%
Total Licensing & By-Law Services	\$ 7,069,674	\$ 8,381,074	\$ 8,514,215	\$ 133,141	1.6%

Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 10,778,041	\$ 14,531,484	\$ 16,087,750	\$ 1,556,266	10.7%
Material & Supply*	404,782	439,390	440,217	827	0.2%
Recoveries from Capital*	(379)	-	-	-	-%
Vehicle Expenses*	315,613	276,770	259,167	(17,603)	(6.4)%
Building & Ground*	124,690	160,131	161,501	1,370	0.9%
Consulting*	6,651	31,850	25,850	(6,000)	(18.8)%
Contractual*	902,247	190,540	201,112	10,572	5.5%
Capital Financing*	108,639	-	-	-	-%
Financial*	152,495	153,800	154,110	310	0.2%
Cost Allocations*	494,912	437,425	462,895	25,470	5.8%
Reserves/Recoveries	964,998	1,174,069	1,205,957	31,888	2.7%
Total Expenses	14,252,689	17,395,459	18,998,559	1,603,100	9.2%
Fees & General	(7,124,300)	(7,098,725)	(9,398,749)	(2,300,024)	32.4%
Grants & Subsidies	(4,790)	(4,000)	(4,000)	-	-%
Reserves	(53,925)	(1,911,660)	(1,081,595)	830,065	43.4%
Total Revenues	(7,183,015)	(9,014,385)	(10,484,344)	(1,469,959)	16.3%
Net Levy	\$ 7,069,674	\$ 8,381,074	\$ 8,514,215	\$ 133,141	1.6%
Full-Time Equivalents		140.72	140.72	-	-%



Departmental Budget Summaries

Planning

Description:

The 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 legislative policies, regulations, programs and development approvals that support and enhance the sustainability, growth and prosperity of the City.

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Sustainable Communities	\$ 735,801	\$ 1,157,569	\$ 1,249,797	\$ 92,228	8.0%
Zoning & Committee of Adjmt	275,581	451,686	624,332	172,646	38.2%
Development Planning	(1,861,581)	(3,154,253)	(3,551,243)	(396,990)	12.6%
Director & Admin Planning	1,561,894	1,153,989	1,218,754	64,765	5.6%
Heritage & Urban Design	2,904,570	4,145,316	4,204,411	59,095	1.4%
Total Planning	\$ 3,616,265	\$ 3,754,307	\$ 3,746,051	\$ (8,256)	(0.2)%

Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 10,202,648	\$ 14,198,462	\$ 14,406,311	\$ 207,849	1.5%
Material & Supply*	243,774	256,990	244,515	(12,475)	(4.9)%
Recoveries from Capital*	(1,041,156)	(1,544,733)	(2,012,918)	(468,185)	30.3%
Vehicle Expenses*	-	1,500	-	(1,500)	(100.0)%
Building & Ground*	20,339	16,095	16,608	513	3.2%
Consulting*	50,650	164,380	140,408	(23,972)	(14.6)%
Contractual*	204,493	99,683	90,683	(9,000)	(9.0)%
Agencies & Support Payments*	41,606	168,000	168,000	-	-%
Financial*	72,486	86,270	86,270	-	-%
Cost Allocations*	(784,622)	(847,949)	(882,717)	(34,768)	4.1%
Reserves/Recoveries	1,390,526	700,235	702,686	2,451	0.4%
Total Expenses	10,400,744	13,298,933	12,959,846	(339,087)	(2.5)%
Fees & General	(6,769,298)	(5,895,164)	(3,811,109)	2,084,055	(35.4)%
Reserves	(15,181)	(3,649,462)	(5,402,686)	(1,753,224)	(48.0)%
Total Revenues	(6,784,479)	(9,544,626)	(9,213,795)	330,831	(3.5)%
Net Levy	\$ 3,616,265	\$ 3,754,307	\$ 3,746,051	(8,256)	(0.2)%
Full-Time Equivalents		118.50	119.00	0.50	0.4%



Departmental Budget Summaries

Tourism and Culture

Description:

The Division drives art, culture, and heritage initiatives to improve quality of life for residents, to inspire pride of place, to drive economic development and to position Hamilton as a top Canadian tourism destination. Multiple strategies direct work that strengthens heritage, live performance, music, visual, digital, and public art, placemaking activities and events. The Heritage Resource Management section cares for, preserves, interprets, and shares Hamilton's tangible and intangible history through 8 civic museums, 39 heritage sites and a collection of over 100,000 artifacts and archaeological specimens.

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Directors Office T&C	\$ 760,454	\$ 736,735	\$ 961,555	\$ 224,820	30.5%
Heritage Resource Management	-	6,325,828	6,446,353	120,525	1.9%
Creative Industries and Cultural Development	-	2,923,799	2,099,308	(824,491)	(28.2)%
Marketing Tourism & Culture	-	-	1,096,169	1,096,169	-%
Placemaking Public Art and Projects	-	1,197,218	1,296,073	98,855	8.3%
Tourism	-	1,698,456	1,163,825	(534,631)	(31.5)%
Tourism & Cultural Operations	9,874,733	-	-	-	-%
Total Tourism & Culture	\$10,635,187	\$12,882,036	\$13,063,283	\$ 181,247	1.4%

Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 8,721,437	\$ 9,701,023	\$ 10,206,709	\$ 505,686	5.2%
Material & Supply	476,693	736,341	786,393	50,052	6.8%
Recoveries from Capital*	(593,311)	(694,393)	(688,598)	5,795	(0.8)%
Vehicle Expenses*	6,210	5,317	5,352	35	0.7%
Building & Ground	1,656,010	1,742,652	1,751,471	8,819	0.5%
Consulting*	32,024	7,500	7,500	-	-%
Contractual	939,227	1,102,200	1,144,450	42,250	3.8%
Agencies & Support Payments	203,820	1,197,250	1,922,806	725,556	60.6%
Financial*	87,698	131,200	131,200	-	-%
Cost Allocations*	127,777	90,415	89,202	(1,213)	(1.3)%
Reserves/Recoveries	438,158	2,549,928	1,409,151	(1,140,777)	(44.7)%
Total Expenses	12,095,743	16,569,433	16,765,636	196,203	1.2%
Fees & General	(1,100,874)	(2,917,582)	(2,157,231)	760,351	(26.1)%
Grants & Subsidies	(237,077)	(226,130)	(260,000)	(33,870)	15.0%
Reserves	(122,605)	(543,685)	(1,285,122)	(741,437)	136.4%
Total Revenues	(1,460,556)	(3,687,397)	(3,702,353)	(14,956)	0.4%
Net Levy	\$ 10,635,187	\$ 12,882,036	\$ 13,063,283	\$ 181,247	1.4%
Full-Time Equivalents		81.18	81.18	-	-%



Departmental Budget Summaries

Light Rail Transit

Description:

The Division 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.

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 1,878,702	\$ 2,882,649	\$ 2,981,754	\$ 99,105	3.4%
Material & Supply*	2,950	-	-	-	-%
Building & Ground*	1,304	840	859	19	2.3%
Consulting*	21,575	-	-	-	-%
Contractual*	3,938	-	-	-	-%
Financial*	447	-	-	-	-%
Cost Allocations*	301	-	-	-	-%
Reserves/Recoveries*	11,095	7,839	8,020	181	2.3%
Total Expenses	1,920,312	2,891,328	2,990,633	99,305	3.4%
Grants & Subsidies	(1,920,312)	(2,891,328)	(2,990,633)	(99,305)	3.4%
Total Revenues	(1,920,312)	(2,891,328)	(2,990,633)	(99,305)	3.4%
Net Levy	\$ -	\$ -	\$ -	\$ -	-%
Full-Time Equivalents		3.00	3.00	-	-%

| HEALTHY AND SAFE COMMUNITIES

Departmental Budget Summaries

Healthy and Safe Communities

Description:

The 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 across the continuum, 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. 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
Recreation Drop-In Visits	251,260	548,365	844,644

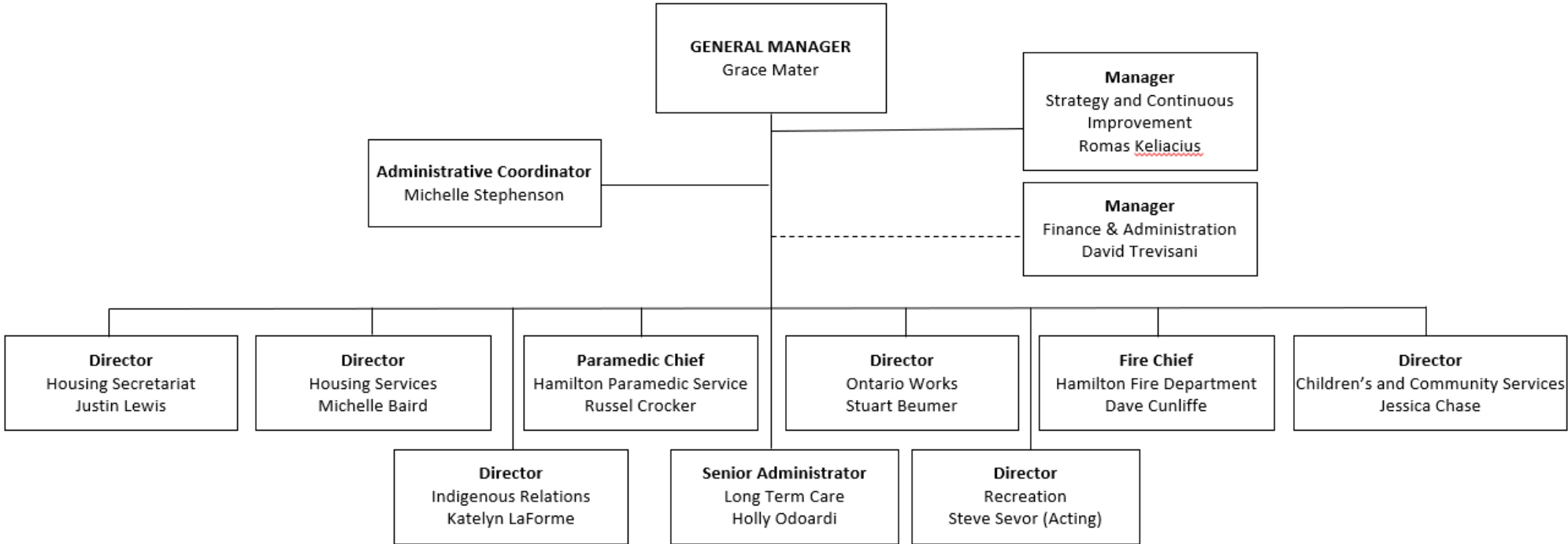
Departmental Budget Summaries

Performance Indicator	2021	2022	2023
Recreation Program Registrants	8,422	35,477	15,995
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

Organization Chart:



Departmental Budget Summaries

Budget Summary:

Net Levy Summary – Healthy and Safe Communities

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
HSC Administration	\$ 3,811,635	\$ 3,268,384	\$ 2,395,890	\$ (872,494)	(26.7)%
Children's and Community Services	6,412,054	13,464,796	13,336,865	(127,931)	(1.0)%
Ontario Works	12,581,329	13,808,605	14,384,223	575,618	4.2%
Housing Services	66,658,022	97,025,705	98,001,252	975,547	1.0%
Long Term Care	12,892,575	15,087,236	17,087,397	2,000,161	13.3%
Recreation	34,997,610	39,827,007	40,701,092	874,085	2.2%
Housing Secretariat	83,517	4,713,022	4,749,362	36,340	0.8%
Indigenous Relations	681,271	896,640	936,543	39,903	4.5%
Hamilton Fire Department	103,679,998	115,736,595	120,559,681	4,823,086	4.2%
Hamilton Paramedic Service	34,985,134	38,745,866	38,675,668	(70,198)	(0.2)%
Total Healthy & Safe Communities	\$ 276,783,145	\$ 342,573,856	\$350,827,973	\$ 8,254,117	2.4%

Departmental Budget Summaries

Cost Category Summary – Healthy and Safe Communities

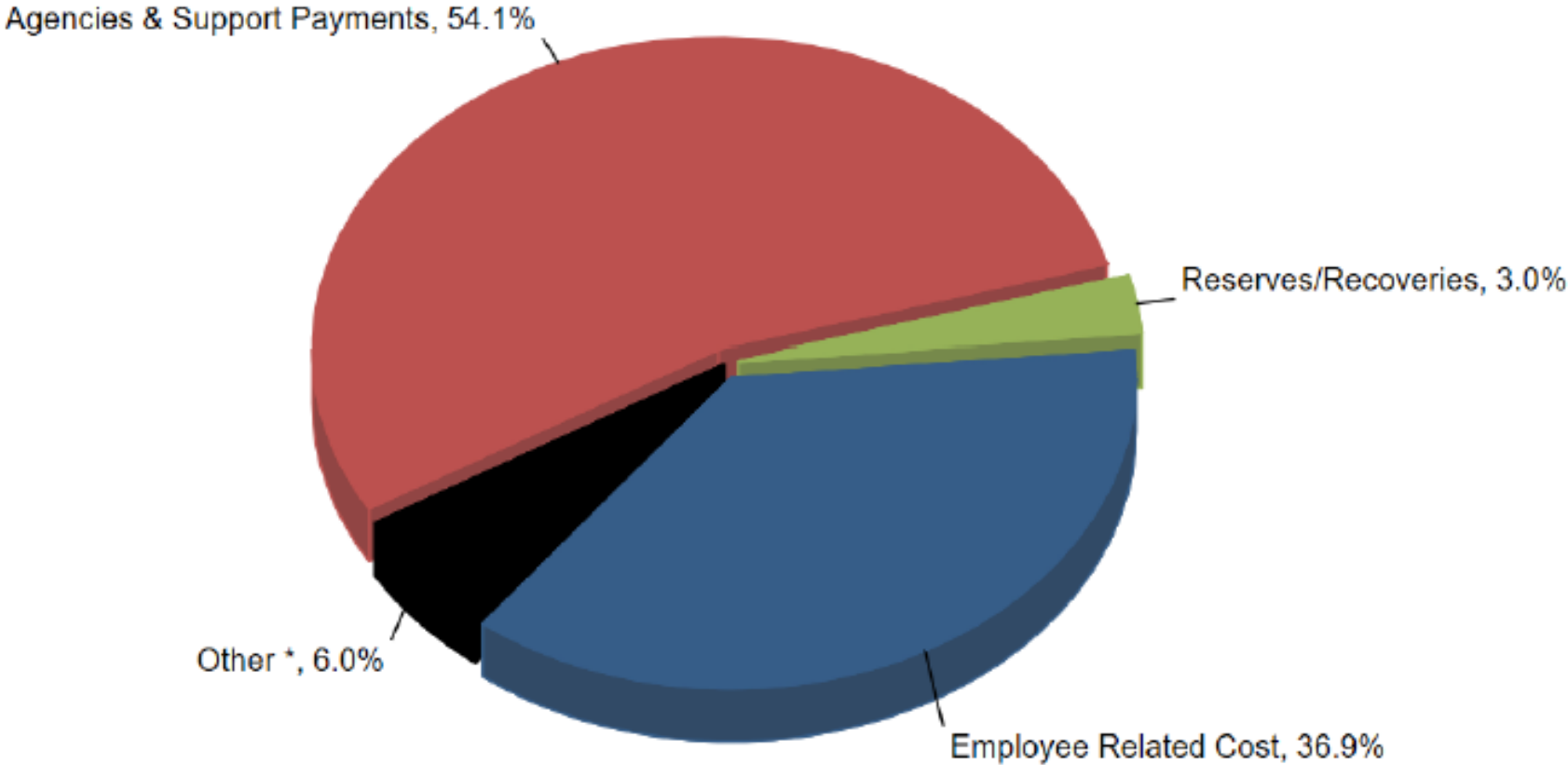
	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 279,335,637	\$ 319,933,667	\$ 333,205,808	13,272,141	4.1%
Contractual*	9,799,001	11,296,680	10,736,057	(560,623)	(5.0)%
Material & Supply	16,666,488	15,954,475	17,607,414	1,652,939	10.4%
Recoveries from Capital*	(2,365,897)	(2,380,790)	(4,143,197)	(1,762,407)	74.0%
Vehicle Expenses*	4,018,721	4,461,432	4,086,200	(375,232)	(8.4)%
Building & Ground*	12,135,813	13,246,818	13,161,338	(85,480)	(0.6)%
Consulting*	293,602	275,200	169,700	(105,500)	(38.3)%
Agencies & Support Payments	354,478,165	487,350,478	489,350,827	2,000,349	0.4%
Reserves/Recoveries	31,113,578	26,180,223	26,917,193	736,970	2.8%
Cost Allocations*	2,997,039	3,697,106	3,607,244	(89,862)	(2.4)%
Financial*	8,180,423	4,155,643	2,130,734	(2,024,909)	(48.7)%
Capital Financing*	1,175,414	3,745,116	2,788,475	(956,641)	(25.5)%
Capital Expenditures*	3,953,324	-	-	-	-%
Total Expenses	721,781,308	887,916,048	899,617,793	11,701,745	1.3%
Fees & General	(40,182,687)	(41,562,228)	(43,067,953)	(1,505,725)	3.6%
Grants & Subsidies	(389,247,948)	(479,775,503)	(481,234,543)	(1,459,040)	0.3%
Reserves	(15,567,528)	(24,004,461)	(24,487,324)	(482,863)	2.0%
Total Revenues	(444,998,163)	(545,342,192)	(548,789,820)	(3,447,628)	0.6%
Net Levy	\$ 276,783,145	\$ 342,573,856	\$ 350,827,973	8,254,117	2.4%
Full-Time Equivalents		2,522.62	2,553.71	31.09	1.2%



Departmental Budget Summaries

Breakdown of Expenses – Healthy and Safe Communities

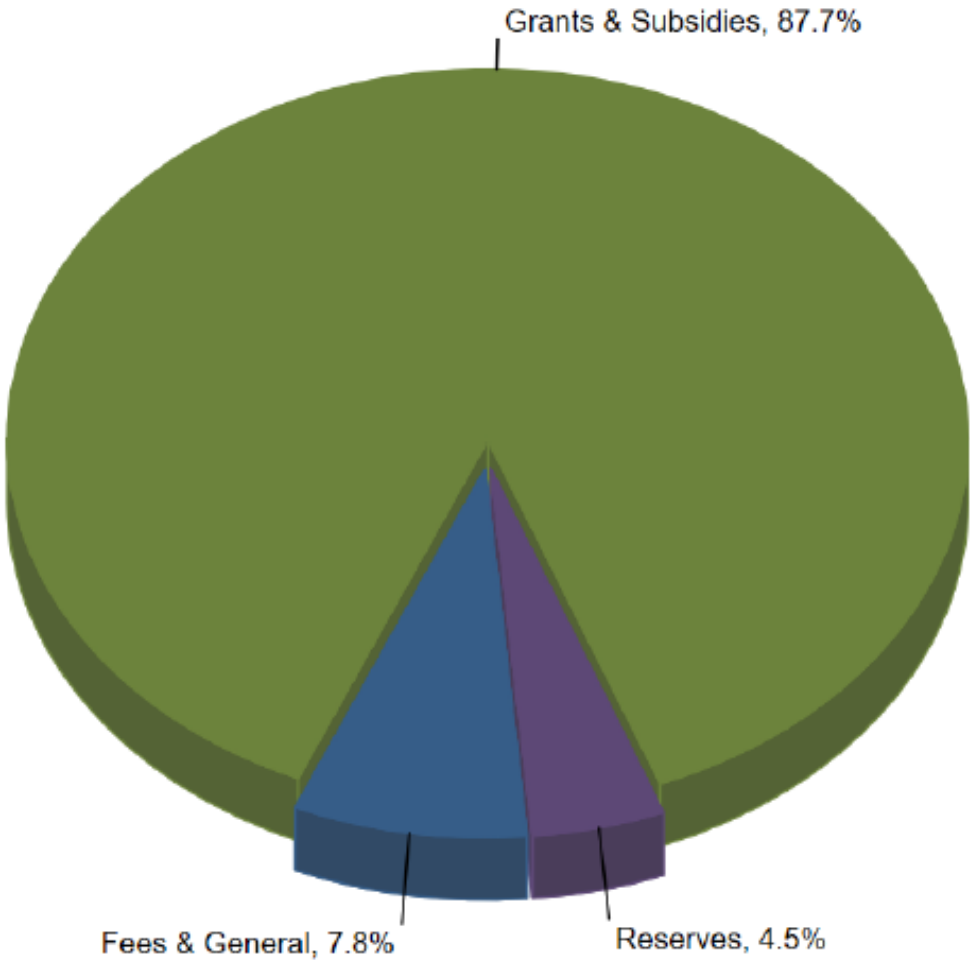
2026 Adopted Budget Expenses



Departmental Budget Summaries

Breakdown of Revenues – Healthy and Safe Communities

2026 Adopted Budget Revenues



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.

	2023 Actual	2025 Restated Budget	2026 Adopted Budget	Change \$	Change %
HSC - Finance & Administration	\$ 2,026,137	\$ 2,278,282	\$ 2,393,670	\$ 115,388	5.1%
General Managers Office	1,785,498	990,102	2,220	(987,882)	(99.8)%
Total HSC Administration	\$ 3,811,635	\$ 3,268,384	\$ 2,395,890	\$ (872,494)	(26.7)%



Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 3,408,451	\$ 3,453,479	\$ 2,568,041	\$ (885,438)	(25.6)%
Material & Supply	705,159	41,860	41,860	-	-%
Building & Ground*	5,462	6,188	6,157	(31)	(0.5)%
Consulting*	4,070	-	-	-	-%
Contractual*	12,161	3,380	3,380	-	-%
Financial*	301	-	-	-	-%
Cost Allocations*	23,348	24,434	24,996	562	2.3%
Reserves/Recoveries	140,611	136,671	149,268	12,597	9.2%
Total Expenses	4,299,563	3,666,012	2,793,702	(872,310)	(23.8)%
Grants & Subsidies	(487,928)	(397,628)	(397,812)	(184)	-%
Net Levy	\$ 3,811,635	\$ 3,268,384	\$ 2,395,890	\$ (872,494)	(26.7)%
Full-Time Equivalents		39.50	26.59	(12.91)	-32.7%



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. The Division also leads evaluation and data efforts to guide evidence-based planning and continuous improvement.

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Neighbourhoods & Community	\$ 137,700	\$ -	\$ -	\$ -	-%
CCS Admin	3,358	223,642	139,792	(83,850)	(37.5)%
Business Supports	5,153,605	7,740,943	7,681,108	(59,835)	(0.8)%
Community Strategies	173,191	834,481	1,269,524	435,043	52.1%
Early Years - Fee Subsidy Home Mgmt & Youth Servic	457,850	1,839,513	1,601,669	(237,844)	(12.9)%
Early Years - Redhill Family Centre & Quality	257,375	340,191	375,883	35,692	10.5%
Early Years - Service System Management	44,620	636,160	359,961	(276,199)	(43.4)%
Performance Planning & Evaluation	184,355	1,849,866	1,908,928	59,062	3.2%
Total Children's and Community Services	\$ 6,412,054	\$13,464,796	\$13,336,865	\$ (127,931)	(1.0)%

Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 10,142,919	\$ 11,687,769	\$ 11,879,588	\$ 191,819	1.6%
Material & Supply*	695,616	1,247,330	848,345	(398,985)	(32.0)%
Building & Ground*	125,428	50,721	51,845	1,124	2.2%
Contractual*	669,527	127,068	293,480	166,412	131.0%
Agencies & Support Payments	143,271,735	196,320,686	194,121,744	(2,198,942)	(1.1)%
Financial*	38,305	46,800	47,140	340	0.7%
Cost Allocations*	393,995	408,925	418,606	9,681	2.4%
Reserves/Recoveries*	(1,359,856)	444,967	408,405	(36,562)	(8.2)%
Total Expenses	153,977,669	210,334,266	208,069,153	(2,265,113)	(1.1)%
Fees & General	(2,790,027)	(2,901,277)	(2,221,398)	679,879	(23.4)%
Grants & Subsidies	(144,534,588)	(193,968,193)	(192,344,590)	1,623,603	(0.8)%
Reserves	(241,000)	-	(166,300)	(166,300)	-%
Total Revenues	(147,565,615)	(196,869,470)	(194,732,288)	2,137,182	(1.1)%
Net Levy	\$ 6,412,054	\$ 13,464,796	\$ 13,336,865	\$ (127,931)	(1.0)%
Full-Time Equivalents		91.00	91.00	-	-%



Departmental Budget Summaries

Ontario Works

Description:

Ontario Works Hamilton provides financial assistance to help eligible residents meet their basic needs. Our staff and programs support clients in achieving sustainable employment or other long-term financial stability. We also offer a range of health and non-health benefits to low-income residents that enhance quality of life, promote well-being, and foster self-sufficiency.

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Client Benefits/Spec Supports	\$ 1,338,272	\$ 1,249,955	\$ 1,269,502	\$ 19,547	1.6%
OW Admin	11,243,057	12,558,650	13,114,721	556,071	4.4%
Total Ontario Works	\$12,581,329	\$13,808,605	\$14,384,223	\$ 575,618	4.2%

Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 21,199,545	\$ 23,863,277	\$ 25,234,635	\$ 1,371,358	5.7%
Material & Supply*	370,519	626,763	326,759	(300,004)	(47.9)%
Building & Ground	1,659,292	1,763,615	1,788,374	24,759	1.4%
Contractual*	168,443	417,298	423,367	6,069	1.5%
Agencies & Support Payments	104,573,566	123,912,662	125,205,250	1,292,588	1.0%
Financial*	261,802	360,250	363,620	3,370	0.9%
Cost Allocations*	788,295	831,377	735,774	(95,603)	(11.5)%
Reserves/Recoveries*	461,432	545,361	543,407	(1,954)	(0.4)%
Total Expenses	129,482,894	152,320,603	154,621,186	2,300,583	1.5%
Fees & General	(1,558,516)	(1,630,000)	(1,640,000)	(10,000)	(0.6)%
Grants & Subsidies	(115,343,049)	(136,881,999)	(138,596,964)	(1,714,965)	1.3%
Total Revenues	(116,901,565)	(138,511,999)	(140,236,964)	(1,724,965)	1.2%
Net Levy	\$ 12,581,329	\$ 13,808,604	\$ 14,384,222	\$ 575,618	4.2%
Full-Time Equivalents		222.50	224.50	2.00	0.9%



Departmental Budget Summaries

Housing Services

Description:

The Housing Services Division administers housing and homelessness programs and supports across the city, providing sector leadership and building capacity to ensure that everyone has a home. Services are provided across the continuum of housing needs, from emergency shelters, transitional and supportive housing, rent-geared-to-income housing, and affordable rental and homeownership, which are funded by all levels of government. Meeting the unique and complex needs of our community is informed by the Division's 10-year Housing and Homelessness Action Plan, as well as provincial and federal programs and legislation.

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Affordable Housing and Neighbourhood Development	\$ 4,000,000	\$ -	\$ -	\$ -	-%
Business Operations	126,515	478,632	585,221	106,589	22.3%
Capital Repair Maintenance & Contracts	3,462,645	3,333,908	491,996	(2,841,912)	(85.2)%
Community & Social Housing	56,540,123	63,470,127	70,120,256	6,650,129	10.5%
Homelessness System Operations	20,796,983	18,081,755	15,757,762	(2,323,993)	(12.9)%
Housing & Homeless Policy	2,550,601	(1)	-	1	(100.0)%
Housing Focused Street Outreach	1,571,447	1,574,975	1,036,306	(538,669)	(34.2)%
Tenant Support Program	3,782,255	9,149,473	9,107,481	(41,992)	(0.5)%
Homelessness Policy & Program	(27,359,173)	-	-	-	-%
Housing Services Administration	1,186,626	936,836	902,230	(34,606)	(3.7)%
Total Housing Services	\$ 66,658,022	\$97,025,705	\$ 98,001,252	\$ 975,547	1.0%

Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 9,059,266	\$ 13,128,697	\$ 13,364,328	\$ 235,631	1.8%
Material & Supply	3,777,995	1,610,053	3,012,538	1,402,485	87.1%
Recoveries from Capital*	(2,075,633)	(2,230,790)	(4,143,197)	(1,912,407)	85.7%
Building & Ground*	381,323	283,754	202,118	(81,636)	(28.8)%
Consulting*	178,541	104,200	98,700	(5,500)	(5.3)%
Contractual	986,514	2,680,986	2,059,989	(620,997)	(23.2)%
Agencies & Support Payments	105,522,846	151,479,647	154,285,099	2,805,452	1.9%
Capital Financing	-	3,251,646	2,561,304	(690,342)	(21.2)%
Capital Expenditures*	3,953,324	-	-	-	-%
Financial*	6,390,992	2,182,310	82,310	(2,100,000)	(96.2)%
Cost Allocations*	(221,664)	280,676	286,421	5,745	2.0%
Reserves/Recoveries*	9,601,635	1,240,139	1,427,268	187,129	15.1%
Total Expenses	137,555,139	174,011,318	173,236,878	(774,440)	(0.4)%
Fees & General	(1,738,914)	-	-	-	-%
Grants & Subsidies	(55,887,829)	(63,474,955)	(62,704,955)	770,000	(1.2)%
Reserves	(13,270,374)	(13,510,658)	(12,530,671)	979,987	(7.3)%
Total Revenues	(70,897,117)	(76,985,613)	(75,235,626)	1,749,987	(2.3)%
Net Levy	\$ 66,658,022	\$ 97,025,705	\$ 98,001,252	\$ 975,547	1.0%
Full-Time Equivalents		93.00	92.00	(1.00)	-1.1%



Departmental Budget Summaries

Long-Term Care

Description:

The Long -Term Care (LTC) Division provides services to residents in Long-Term Care and supports the City of Hamilton’s Senior’s Strategy. Our Long-Term Care homes provide person-centred care, that promotes wellbeing and creates opportunities to maximize the quality of life of our residents. The LTC division is supported by active engagement with residents, families and volunteers and with a commitment to continuous quality improvement. The Seniors Strategy is responsible for annual and drives the Age- Friendly plan which is a guide for municipal decision-makers and community stakeholders in addressing the current needs and priorities of older adults and seniors living in Hamilton.

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Macassa Lodge	\$ 8,089,172	\$ 9,219,938	\$10,941,323	\$ 1,721,385	18.7%
Wentworth Lodge	4,803,403	5,867,298	6,146,074	278,776	4.8%
Total Long Term Care	\$12,892,575	\$15,087,236	\$17,087,397	\$ 2,000,161	13.3%

Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 51,077,883	\$ 60,000,190	\$ 63,736,783	\$ 3,736,593	6.2%
Material & Supply	4,197,009	4,044,209	4,140,651	96,442	2.4%
Building & Ground*	26,569	23,973	24,495	522	2.2%
Contractual	694,188	749,019	776,417	27,398	3.7%
Agencies & Support Payments*	117,616	142,300	152,714	10,414	7.3%
Capital Financing*	385,587	372,230	227,171	(145,059)	(39.0)%
Financial*	143,175	115,528	119,158	3,630	3.1%
Cost Allocations*	3,262	3,274	3,696	422	12.9%
Reserves/Recoveries*	1,320,797	377,927	395,935	18,008	4.8%
Total Expenses	57,966,086	65,828,650	69,577,020	3,748,370	5.7%
Fees & General	(11,805,950)	(12,631,511)	(13,051,806)	(420,295)	3.3%
Grants & Subsidies	(33,267,561)	(38,109,903)	(39,437,817)	(1,327,914)	3.5%
Total Revenues	(45,073,511)	(50,741,414)	(52,489,623)	(1,748,209)	3.4%
Net Levy	\$ 12,892,575	\$ 15,087,236	\$ 17,087,397	\$ 2,000,161	13.3%
Full-Time Equivalents		576.87	606.87	30.00	5.2%



Departmental Budget Summaries

Recreation

Description:

The 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. The programs that the Recreation Division delivers contribute to the health and wellbeing of the residents of the City of Hamilton including seniors, adults and youth populations.

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
City Wide Services & Programs	\$ 4,555,599	\$ 4,433,077	\$ 4,949,337	\$ 516,260	11.6%
Recreation Administration	351,002	(342,237)	172,086	514,323	(150.3)%
Recreation Operations	30,091,009	35,736,167	35,579,669	(156,498)	(0.4)%
Total Recreation	\$34,997,610	\$39,827,007	\$40,701,092	\$ 874,085	2.2%

Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 31,524,584	\$ 36,525,148	\$ 37,960,957	\$ 1,435,809	3.9%
Material & Supply	1,792,079	2,330,863	2,698,134	367,271	15.8%
Vehicle Expenses*	680,804	749,624	752,433	2,809	0.4%
Building & Ground	8,461,265	9,214,539	9,142,457	(72,082)	(0.8)%
Contractual	3,582,094	3,848,515	3,841,656	(6,859)	(0.2)%
Agencies & Support Payments*	813,150	946,540	1,033,640	87,100	9.2%
Capital Financing*	513,198	121,240	-	(121,240)	(100.0)%
Financial*	760,858	750,255	799,506	49,251	6.6%
Cost Allocations*	274,381	328,371	289,383	(38,988)	(11.9)%
Reserves/Recoveries	8,341,812	8,802,753	9,359,463	556,710	6.3%
Total Expenses	56,744,225	63,617,848	65,877,629	2,259,781	3.6%
Fees & General	(21,040,233)	(23,317,251)	(24,667,947)	(1,350,696)	(5.8)%
Grants & Subsidies	(550,761)	(473,590)	(508,590)	(35,000)	7.4%
Reserves	(155,621)	-	-	-	-%
Total Revenues	(21,746,615)	(23,790,841)	(25,176,537)	(1,385,696)	5.8%
Net Levy	\$ 34,997,610	\$ 39,827,007	\$ 40,701,092	\$ 874,085	2.2%
Full-Time Equivalent		456.09	456.09	-	-%



Departmental Budget Summaries

Housing Secretariat

Description:

The Housing Secretariat Division 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 with a mandate to work effectively with community partners and housing stakeholders.

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Housing Secretariat Administration	\$ 45,678	\$ 453,005	\$ 255,884	\$ (197,121)	(43.5)%
Housing Policy & Relations	37,839	119,194	346,696	227,502	190.9%
Infrastructure Planning & Development	-	4,140,823	4,146,782	5,959	0.1%
Total Housing Secretariat	\$ 83,517	\$ 4,713,022	\$ 4,749,362	\$ 36,340	0.8%

Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 308,552	\$ 729,244	\$ 774,777	\$ 45,533	6.2%
Material & Supply*	13,227	96,691	44,767	(51,924)	(53.7)%
Recoveries from Capital*	(290,263)	(150,000)	-	150,000	(100.0)%
Building & Ground*	262	1,764	1,805	41	2.3%
Consulting*	98,199	150,000	50,000	(100,000)	(66.7)%
Contractual*	56,958	2,554	2,612	58	2.3%
Agencies & Support Payments	-	14,333,333	14,333,333	-	-%
Financial*	737	-	-	-	-%
Cost Allocations*	-	2,728	2,728	-	-%
Reserves/Recoveries*	3,467	5,041	26,673	21,632	429.1%
Total Expenses	191,139	15,171,355	15,236,695	65,340	0.4%
Fees & General	(32,622)	(125,000)	(154,000)	(29,000)	(23.2)%
Reserves	(75,000)	(10,333,333)	(10,333,333)	-	-%
Total Revenues	(107,622)	(10,458,333)	(10,487,333)	(29,000)	(23.2)%
Net Levy	\$ 83,517	\$ 4,713,022	\$ 4,749,362	\$ 36,340	0.8%
Full-Time Equivalents		4.00	4.00	-	-%



Departmental Budget Summaries

Indigenous Relations

Description:

The Indigenous Relations Division works across departments and 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.

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Indigenous Relations	\$ 681,271	\$ 896,640	\$ 936,543	\$ 39,903	4.5%
Total Indigenous Relations	\$ 681,271	\$ 896,640	\$ 936,543	\$ 39,903	4.5%

Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 402,469	\$ 618,254	\$ 650,820	\$ 32,566	5.3%
Material & Supply	41,378	28,205	30,205	2,000	7.1%
Building & Ground*	518	839	858	19	2.3%
Consulting*	6,483	21,000	21,000	-	-%
Contractual*	35,772	6,407	6,407	-	-%
Agencies & Support Payments	179,252	190,310	194,046	3,736	2.0%
Financial*	9,700	8,000	9,000	1,000	12.5%
Cost Allocations*	-	2,728	2,728	-	-%
Reserves/Recoveries*	6,850	20,897	21,479	582	2.8%
Total Expenses	682,422	896,640	936,543	39,903	4.5%
Fees & General	(1,151)	-	-	-	-%
Net Levy	\$ 681,271	\$ 896,640	\$ 936,543	\$ 39,903	4.5%
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, using an “all-hazards approach” service delivery model. The Hamilton Fire Department provides Fire Protection and Rescue services as well as City-wide Emergency Management, including:

- Public fire safety education, fire code inspections and enforcement, fire suppression including search and rescue, life threatening medical response, hazardous materials event mitigation, and specialty technical rescues including high angle rope, confined space, ice, and water - all focused on ensuring and preserving 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 components aimed at enhancing the City’s state of readiness and disaster recovery resiliency.

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Emergency Management	\$ 457,853	\$ 466,021	\$ 460,259	\$ (5,762)	(1.2)%
Fire Administration	2,209,620	1,922,203	2,100,719	178,516	9.3%
Fire Operations	101,012,525	113,348,371	117,998,703	4,650,332	4.1%
Total Hamilton Fire Department	\$ 103,679,998	\$ 115,736,595	\$ 120,559,681	\$ 4,823,086	4.2%

Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 93,311,449	\$ 101,346,583	\$ 106,255,971	\$ 4,909,388	4.8%
Material & Supply*	1,592,188	1,950,120	2,347,561	397,441	20.4%
Vehicle Expenses*	1,651,239	1,768,704	1,692,811	(75,893)	(4.3)%
Building & Ground*	1,103,916	1,219,206	1,246,015	26,809	2.2%
Consulting*	6,309	-	-	-	-%
Contractual*	342,151	257,084	271,359	14,275	5.6%
Agencies & Support Payments*	-	25,000	25,000	-	-%
Financial*	448,254	605,000	622,500	17,500	2.9%
Cost Allocations*	103,932	167,547	116,178	(51,369)	(30.7)%
Reserves/Recoveries	7,906,533	9,255,732	9,212,722	(43,010)	(0.5)%
Total Expenses	106,465,971	116,594,976	121,790,117	5,195,141	4.5%
Fees & General	(960,439)	(858,381)	(1,230,436)	(372,055)	43.3%
Reserves	(1,825,534)	-	-	-	-%
Total Revenues	(2,785,973)	(858,381)	(1,230,436)	(372,055)	43.3%
Net Levy	\$ 103,679,998	\$ 115,736,595	\$ 120,559,681	\$ 4,823,086	4.2%
Full-Time Equivalents		611.30	614.30	3.00	0.5%



Departmental Budget Summaries

Hamilton Paramedic Service

Description:

The Hamilton Paramedic Service provides 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. Health services focus on pre-hospital advanced medical and trauma care, that includes transportation of patients from emergency incidents to appropriate health care facilities. Additionally, through collaborative partnerships, Hamilton Paramedic Service undertakes demand mitigation activities including Community and Social Paramedicine, public education, safety promotion, and risk prevention activities in neighbourhoods and public facilities.

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Paramedic Service Admin	\$ 2,486,764	\$ 2,537,148	\$ 2,745,434	\$ 208,286	8.2%
Paramedic Service Operations	63,212,795	74,329,238	76,220,429	1,891,191	2.5%
Paramedic Service Provincial Funding	(30,714,425)	(38,120,520)	(40,290,195)	(2,169,675)	5.7%
Total Hamilton Paramedic Service	\$ 34,985,134	\$ 38,745,866	\$ 38,675,668	\$ (70,198)	(0.2)%

Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 58,900,513	\$ 68,581,025	\$ 70,779,908	\$ 2,198,883	3.2%
Material & Supply	3,481,321	3,978,380	4,116,593	138,213	3.5%
Vehicle Expenses*	1,686,679	1,943,104	1,640,956	(302,148)	(15.5)%
Building & Ground*	371,778	682,219	697,215	14,996	2.2%
Contractual	3,251,193	3,204,370	3,057,390	(146,980)	(4.6)%
Capital Financing*	276,629	-	-	-	-%
Financial*	126,300	87,500	87,500	-	-%
Cost Allocations*	1,631,490	1,647,044	1,726,733	79,689	4.8%
Reserves/Recoveries	4,690,298	5,350,736	5,372,573	21,837	0.4%
Total Expenses	74,416,201	85,474,378	87,478,868	2,004,490	2.3%
Fees & General	(254,834)	(98,807)	(102,365)	(3,558)	3.6%
Grants & Subsidies	(39,176,233)	(46,469,235)	(47,243,815)	(774,580)	1.7%
Reserves	-	(160,470)	(1,457,020)	(1,296,550)	808.0%
Total Revenues	(39,431,067)	(46,728,512)	(48,803,200)	(2,074,688)	4.4%
Net Levy	\$ 34,985,134	\$ 38,745,866	\$ 38,675,668	\$ (70,198)	(0.2)%
Full-Time Equivalents		422.36	432.36	10.00	2.4%



| PUBLIC WORKS



Departmental Budget Summaries

Public Works

Description:

Public Works contribute 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 on Transit, 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	6,522
KM of sidewalks maintained	2,458	2,452	2,470
Fatal injuries	16	16	14
Non-fatal injuries	1,162	1,144	988
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	1.14

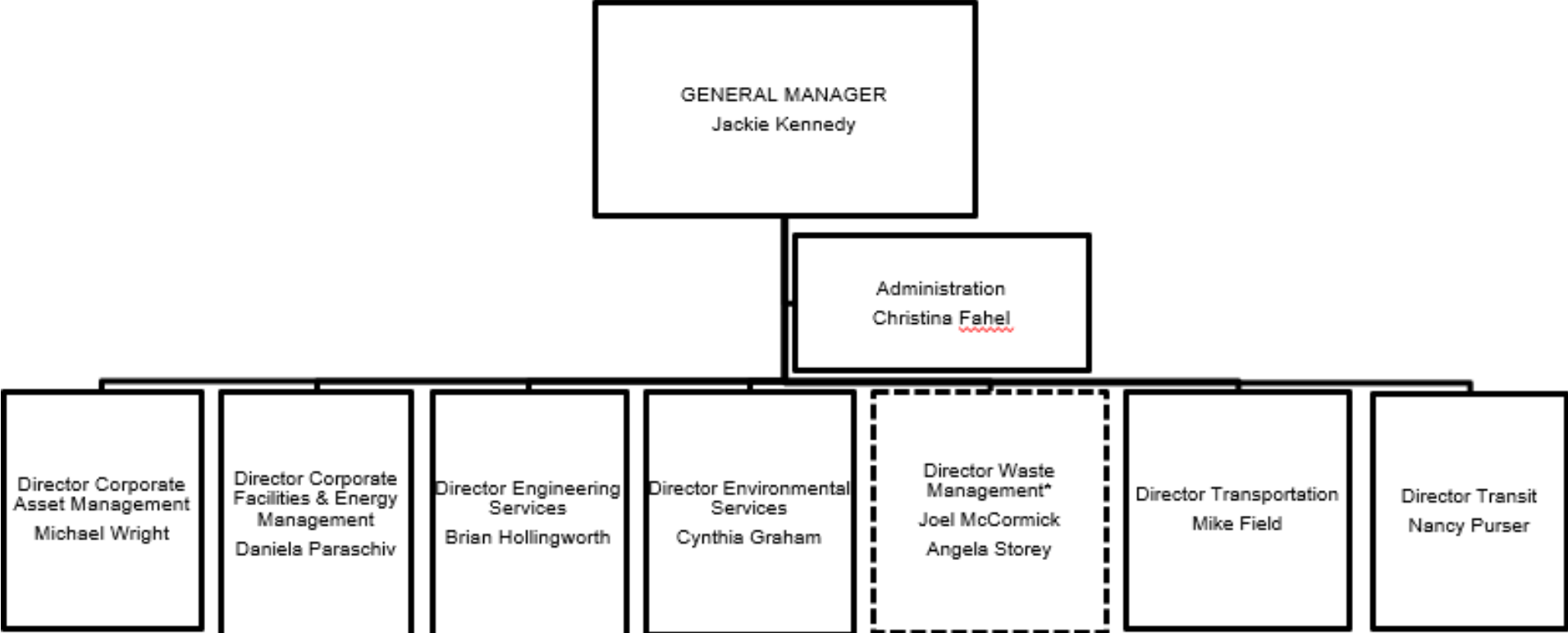
Departmental Budget Summaries

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	8.91
Percent of wastewater estimated to have bypassed treatment	7.2%	3.6%	N/A



Departmental Budget Summaries

Organization Chart:



General Note: Hamilton Water is part of Public Works but not part of the Operating Tax Budget
*Waste Management is a temporary Division.

Departmental Budget Summaries

Budget Summary:

Net Levy Summary – Public Works

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
PW-General Administration	\$ 3,113	\$ -	\$ (821,509)	\$ (821,509)	-%
Corporate Asset Management	3,470,736	2,978,886	3,186,057	207,171	7.0%
Corporate Facilities & Energy Management	17,143,727	20,100,621	22,342,056	2,241,435	11.2%
Engineering Services	(866,915)	(175,028)	(180,365)	(5,337)	3.0%
Environmental Services	50,486,768	54,658,997	57,672,011	3,013,014	5.5%
Transit	99,948,349	110,610,944	120,875,592	10,264,648	9.3%
Transportation	87,195,506	101,586,537	104,676,666	3,090,129	3.0%
Waste Management	52,074,514	52,981,361	49,854,276	(3,127,085)	(5.9)%
Total Public Works	\$ 309,455,798	\$ 342,742,318	\$357,604,784	\$ 14,862,466	4.3%

Departmental Budget Summaries

Cost Category Summary – Public Works

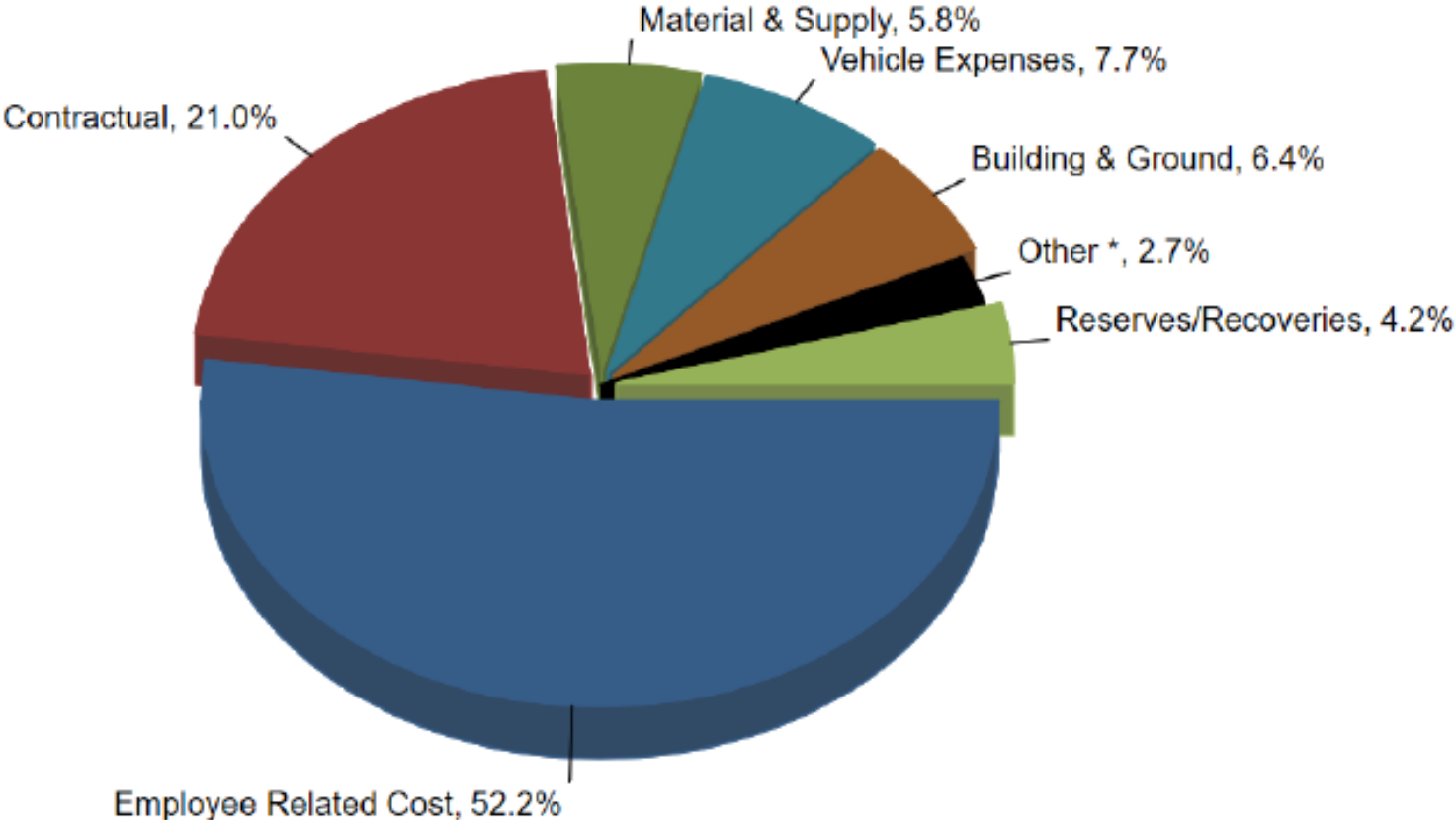
	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost*	\$ 213,637,246	\$ 248,239,362	\$ 263,613,227	15,373,865	6.2%
Contractual*	107,846,223	107,991,895	106,313,500	(1,678,395)	(1.6)%
Material & Supply*	25,932,592	25,886,082	29,228,705	3,342,623	12.9%
Recoveries from Capital*	(26,267,623)	(31,636,436)	(32,616,842)	(980,406)	3.1%
Vehicle Expenses*	40,234,704	43,540,129	38,844,007	(4,696,122)	(10.8)%
Building & Ground*	27,335,030	29,279,684	32,469,353	3,189,669	10.9%
Consulting*	269,294	264,060	281,233	17,173	6.5%
Agencies & Support Payments*	15,948	919,640	1,337,980	418,340	45.5%
Reserves/Recoveries*	11,108,611	18,651,886	21,282,423	2,630,537	14.1%
Cost Allocations*	4,426,938	3,620,689	3,231,989	(388,700)	(10.7)%
Financial*	6,236,517	6,748,995	7,125,054	376,059	5.6%
Capital Financing*	2,404,698	1,650,000	1,650,000	-	-%
Capital Expenditures*	3,804	-	-	-	-%
Total Expenses	413,183,982	455,155,986	472,760,629	17,604,643	3.9%
Fees & General	(81,031,311)	(86,736,139)	(88,231,712)	(1,495,573)	1.7%
Grants & Subsidies	(19,631,426)	(21,243,181)	(18,936,500)	2,306,681	(10.9)%
Reserves	(3,065,447)	(4,434,348)	(7,897,633)	(3,463,285)	78.1%
Total Revenues	(103,728,184)	(112,413,668)	(115,065,845)	(2,652,177)	2.4%
Net Levy	\$ 309,455,798	\$ 342,742,318	\$ 357,694,784	14,952,466	4.3%
Full-Time Equivalents		2,287.32	2,316.68	29.36	1.3%



Departmental Budget Summaries

Breakdown of Expenses – Public Works

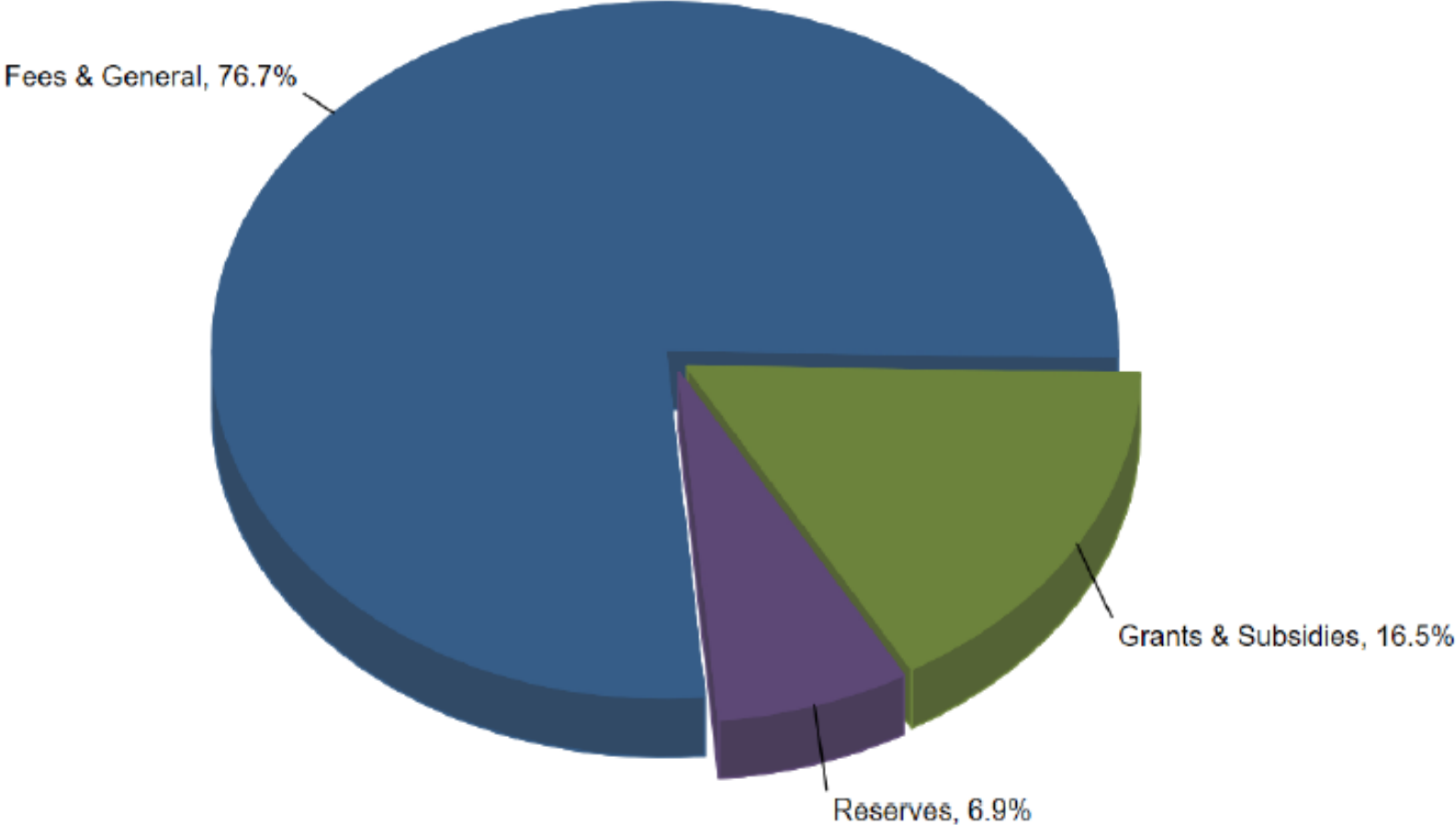
2026 Adopted Budget Expenses



Departmental Budget Summaries

Breakdown of Revenues – Public Works

2026 Adopted Budget Revenues



Departmental Budget Summaries

PW General Administration

Description:

The Public Works (PW) General Administration Division provides leadership and support to all PW Divisions in order to promote the City’s vision of “the best place to raise a child and age successfully”. By collaborating efforts across Transit, Transportation, Environmental Services, Engineering Services, Corporate Asset Management, Corporate Facilities & Energy Management, Waste Management and Hamilton Water, the Division works to provide essential services and enhance the lives of Hamiltonians.

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
PW General Managers Office	\$ 3,113	\$ -	\$ (821,509)	\$ (821,509)	-%
Total PW-General Administration	\$ 3,113	\$ -	\$ (821,509)	\$ (821,509)	-%



Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 479,753	\$ 535,170	\$ (279,198)	\$ (814,368)	(152.2)%
Material & Supply*	(8,821)	37,870	31,400	(6,470)	(17.1)%
Building & Ground*	61,151	66,490	67,749	1,259	1.9%
Consulting*	7,123	49,090	49,090	-	-%
Contractual*	68,049	74,720	70,430	(4,290)	(5.7)%
Financial*	19,049	-	18,200	18,200	-%
Cost Allocations	(718,686)	(771,556)	(787,359)	(15,803)	2.0%
Reserves/Recoveries*	123,634	8,216	8,179	(37)	(0.5)%
Total Expenses	31,252	-	(821,509)	(821,509)	-%
Fees & General	(28,139)	-	-	-	-%
Net Levy	\$ 3,113	\$ -	\$ (821,509)	\$ (821,509)	-%
Full-Time Equivalentents		2.00	(5.00)	(7.00)	-350.0%



Departmental Budget Summaries

Corporate Asset Management

Description:

The Corporate Asset Management Division contains four sections, each with a unique responsibility:

- (1) Asset Management oversees the city-wide Asset Management Program, ensuring compliance with O. Reg. 588/17 and the integration of asset management practices and governance into the City's operational processes for infrastructure systems.
- (2) Fleet Services is responsible for providing, servicing, refueling, and recharging sustainable, fit-for-purpose non-emergency fleet assets and driver training programs that support cost-effective municipal operations for their service delivery programs.
- (3) PW Departmental Programs & Initiatives manages the Public Works Management System and enhances operational performance across the Public Works Department, while also addressing climate change initiatives throughout the organization.
- (4) Innovation & Technology is tasked with developing and managing innovative strategies and processes that support the effective management of operations.

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Corporate Asset Management	\$ 3,173,179	\$ 2,787,952	\$ 2,822,045	\$ 34,093	1.2%
Fleet Services	297,557	190,935	364,013	173,078	90.6%
Total Corporate Asset Management	\$ 3,470,736	\$ 2,978,887	\$ 3,186,058	\$ 207,171	7.0%

Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 10,152,756	\$ 10,278,597	\$ 10,522,852	\$ 244,255	2.4%
Material & Supply	726,246	295,080	327,530	32,450	11.0%
Recoveries from Capital*	(879,927)	(17,213)	(20,668)	(3,455)	20.1%
Vehicle Expenses	7,655,935	8,311,481	8,234,372	(77,109)	(0.9)%
Building & Ground	66,964	93,262	106,665	13,403	14.4%
Consulting*	89,717	65,000	87,173	22,173	34.1%
Contractual	103,489	159,267	137,919	(21,348)	(13.4)%
Financial*	4,009	100	150	50	50.0%
Cost Allocations*	(552,989)	(649,529)	(630,323)	19,206	(3.0)%
Reserves/Recoveries*	(11,935,593)	(13,736,672)	(13,957,919)	(221,247)	1.6%
Total Expenses	5,430,607	4,799,373	4,807,751	8,378	116.3%
Fees & General	(1,152,529)	(930,189)	(702,834)	227,355	(24.4)%
Reserves	(807,342)	(890,297)	(918,859)	(28,562)	3.2%
Total Revenues	(1,959,871)	(1,820,486)	(1,621,693)	198,793	(21.2)%
Net Levy	\$ 3,470,736	\$ 2,978,887	\$ 3,186,058	\$ 207,171	7.0%
Full-Time Equivalents		73.30	73.30	-	-%



Departmental Budget Summaries

Corporate Facilities and Energy Management

Description:

The Corporate Facilities and Energy Management (CFEM) Division delivers comprehensive stewardship of municipal facilities and assets. Services include strategic planning, design, and construction of new and existing facilities, ensuring legislative compliance and effective corporate accommodations. The Division provides innovative space planning, business solutions, and technical services, while advancing energy and environmental initiatives to meet corporate sustainability targets through efficiency improvements, renewable energy, and emerging technologies. CFEM ensures safety and security for employees, customers, and critical infrastructure, maintains sports and entertainment venues to meet or exceed industry standards and proactively manages facility operations and maintenance with a proactive and professional approach. A dedicated quality management framework drives collaboration, performance, and continuous improvement across all capital and operational programs.

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Corporate Security	\$ 1,366,521	\$ 4,176,045	\$ 4,254,379	\$ 78,334	1.9%
Corporate Facility Ops & Tech	1,571,007	1,310,605	1,716,206	405,601	30.9%
Facilities Planning and Business Solutions	1,541,501	712,331	857,557	145,226	20.4%
Community Facility Ops & Tech Serv	6,989,684	7,714,486	8,864,679	1,150,193	14.9%
Sports & Entertainment Facilities	4,350,192	4,574,585	4,988,796	414,211	9.1%
Director EFF	860,031	1,287,481	1,330,826	43,345	3.4%
Energy Initiatives	-	1,319	(10)	(1,329)	(100.8)
Strategic Plan & Capital Compliance	464,791	323,769	329,623	5,854	1.8
Total Corporate Facilities & Energy Management	\$17,143,727	\$20,100,621	\$22,342,056	\$ 2,241,435	11.2%

Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 14,279,637	\$ 17,235,488	\$ 18,704,388	\$ 1,468,900	8.5%
Material & Supply	1,693,993	1,785,161	2,022,254	237,093	13.3%
Recoveries from Capital*	(2,229,423)	(2,877,700)	(3,551,966)	(674,266)	23.4%
Vehicle Expenses*	230,053	299,192	269,152	(30,040)	(10.0)%
Building & Ground	19,068,832	20,487,046	22,173,778	1,686,732	8.2%
Consulting*	69,955	60,000	60,000	-	-%
Contractual	10,123,968	9,361,757	10,588,427	1,226,670	13.1%
Capital Financing*	997,253	750,000	750,000	-	-%
Capital Expenditures*	1,013	-	-	-	-%
Financial*	684,842	61,732	89,204	27,472	44.5%
Cost Allocations*	(179,236)	(257,225)	(190,700)	66,525	(25.9)%
Reserves/Recoveries*	(19,882,887)	(20,335,459)	(21,883,469)	(1,548,010)	7.6%
Total Expenses	24,858,000	26,569,992	29,031,068	2,461,076	9.3%
Fees & General	(6,986,534)	(5,717,804)	(5,488,297)	229,507	(4.0)%
Reserves	(727,739)	(751,567)	(1,200,715)	(449,148)	59.8%
Total Revenues	(7,714,273)	(6,469,371)	(6,689,012)	(219,641)	3.4%
Net Levy	\$ 17,143,727	\$ 20,100,621	\$ 22,342,056	\$ 2,241,435	11.2%
Full-Time Equivalents		136.71	141.71	5.00	3.7%



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 also responsible for the provision of surveying, conditional assessment, engineering design, tendering, 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, Water/Wastewater Master Plan Projects and State of Good Repair projects. The coordination of all utility, road occupancy and activity permitting is also delivered by the Engineering Services teams.

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Construction	\$ (25,197)	\$ (175,028)	\$ (180,365)	\$ (5,337)	3.0%
Geomatics and Corridor Management	(841,718)	-	-	-	-%
Total Engineering Services	\$ (866,915)	\$ (175,028)	\$ (180,365)	(5,337)	3.0%

Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 14,745,046	\$ 19,190,090	\$ 19,904,659	\$ 714,569	3.7%
Material & Supply	375,103	184,720	184,720	-	-%
Recoveries from Capital*	(16,264,948)	(22,044,969)	(22,123,965)	(78,996)	0.4%
Vehicle Expenses	82,144	99,950	87,814	(12,136)	(12.1)%
Building & Ground	682,487	723,625	734,073	10,448	1.4%
Contractual	1,952,398	2,290,560	2,290,560	-	-%
Capital Financing	1,018,503	900,000	900,000	-	-%
Capital Expenditures*	2,792	-	-	-	-%
Financial	14,715	90,900	90,900	-	-%
Cost Allocations	1,622,462	1,804,199	1,873,225	69,026	3.8%
Reserves/Recoveries	764,811	1,485,791	827,970	(657,821)	(44.3)%
Total Expenses	4,995,513	4,724,866	4,769,956	45,090	1.0%
Fees & General	(5,732,814)	(4,899,894)	(4,950,321)	(50,427)	1.0%
Grants & Subsidies	(28,614)	-	-	-	-%
Reserves	(101,000)	-	-	-	-%
Total Revenues	(5,862,428)	(4,899,894)	(4,950,321)	(50,427)	1.0%
Net Levy	\$ (866,915)	\$ (175,028)	\$ (180,365)	\$ (5,337)	3.0%
Full-Time Equivalents		138.33	140.33	2.00	1.4%



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.

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Business Programs	\$ 1,217,491	\$ 1,532,628	\$ 1,569,941	\$ 37,313	2.4%
Director Environ Services	28,859	(519,576)	-	519,576	(100.0)%
Forestry & Horticulture	15,494,935	16,321,864	17,153,015	831,151	5.1%
Landscape & Architectural Serv	234,215	1,567,648	2,605,505	1,037,857	66.2%
Parks	33,511,268	32,331,532	32,749,622	418,090	1.3%
Cemeteries	-	3,424,901	3,593,928	169,027	4.9%
Total Environmental Services	\$50,486,768	\$54,658,997	\$57,672,011	\$ 3,013,014	5.5%

Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 33,351,493	\$ 37,761,915	\$ 40,326,761	\$ 2,564,846	6.8%
Material & Supply	3,384,501	2,488,780	2,537,360	48,580	2.0%
Recoveries from Capital*	(1,628,885)	(2,112,299)	(2,133,626)	(21,327)	1.0%
Vehicle Expenses	3,732,835	4,036,850	3,957,255	(79,595)	(2.0)%
Building & Ground	4,173,763	3,653,154	3,652,981	(173)	-%
Consulting*	96,636	17,000	12,000	(5,000)	(29.4)%
Contractual	5,969,117	4,839,301	5,228,456	389,155	8.0%
Agencies & Support Payments	6,791	893,000	1,315,000	422,000	47.3%
Capital Financing*	387,416	-	-	-	-%
Financial*	175,787	129,860	146,730	16,870	13.0%
Cost Allocations*	487,594	303,117	311,049	7,932	2.6%
Reserves/Recoveries	5,514,458	6,878,001	7,242,817	364,816	5.3%
Total Expenses	55,651,506	58,888,679	62,596,783	3,708,104	6.3%
Fees & General	(4,657,820)	(3,924,225)	(4,579,405)	(655,180)	16.7%
Grants & Subsidies	(6,188)	-	-	-	-%
Reserves	(500,730)	(305,457)	(345,367)	(39,910)	13.1%
Total Revenues	(5,164,738)	(4,229,682)	(4,924,772)	(695,090)	16.4%
Net Levy	\$ 50,486,768	\$ 54,658,997	\$ 57,672,011	\$ 3,013,014	5.5%
Full-Time Equivalents		422.12	426.96	4.84	1.1%



Departmental Budget Summaries

Transit

Description:

Transit strives to provide a 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.

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Customer Experience and Innovation	\$ 1,896,748	\$ 2,488,524	\$ 2,503,747	\$ 15,223	0.6%
Transit Scheduling and Infrastructure	2,045,464	1,777,392	1,809,467	32,075	1.8%
Support Services	1,597,376	1,950,096	2,149,250	199,154	10.2%
Director Of Transit	768,168	1,423,860	1,012,931	(410,929)	(28.9)%
Financial Charges & General Revenue	(26,703,565)	(41,703,334)	(36,955,263)	4,748,071	(11.4)%
Operations HSR	63,436,907	74,908,869	78,580,632	3,671,763	4.9%
Transit Fleet	36,654,123	42,751,357	43,674,374	923,017	2.2
ATS	19,985,101	25,635,114	26,810,507	1,175,393	4.6
Transit Strategic Planning	268,027	1,379,066	1,289,947	(89,119)	(6.5)
Total Transit	\$ 99,948,349	\$110,610,944	\$120,875,592	\$ 10,264,648	9.3%



Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 89,367,097	\$ 106,415,978	\$ 114,174,397	\$ 7,758,419	7.3%
Material & Supply*	1,839,562	2,741,930	3,211,780	469,850	17.1%
Recoveries from Capital*	(145,220)	-	-	-	-%
Vehicle Expenses	17,246,326	18,224,150	14,555,388	(3,668,762)	(20.1)%
Building & Ground*	781,339	1,451,190	2,517,668	1,066,478	73.5%
Consulting*	14,538	51,880	51,880	-	-%
Contractual	21,669,863	27,783,900	29,006,130	1,222,230	4.4%
Financial	4,216,270	5,308,120	5,602,600	294,480	5.5%
Cost Allocations*	743,186	984,270	1,190,465	206,195	20.9%
Reserves/Recoveries	20,580,907	22,079,976	26,602,158	4,522,182	20.5%
Total Expenses	156,313,868	185,041,394	196,912,466	11,871,072	6.4%
Fees & General	(44,666,519)	(55,389,450)	(57,011,339)	(1,621,889)	2.9%
Grants & Subsidies	(11,699,000)	(19,041,000)	(18,925,000)	116,000	(0.6)%
Reserves	-	-	(100,535)	(100,535)	-%
Total Revenues	(56,365,519)	(74,430,450)	(76,036,874)	(1,606,424)	2.2%
Net Levy	\$ 99,948,349	\$ 110,610,944	\$ 120,875,592	\$ 10,264,648	9.3%
Full-Time Equivalents		971.84	987.84	16.00	1.6%



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 and Complete Streets approach. Hamilton’s right-of-way infrastructure includes approximately 6,522.13 lane kilometres of roadway and 414 kilometres 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, including signage, pavement markings, signals, streetlighting, pedestrian crossings, roadway operations (including preventative maintenance techniques, pothole repairs, and the maintenance of culverts and sidewalks), and winter and summer operations. The Transportation Division is committed to advancing roadway safety with a multidisciplinary and equity-based approach for all road users – motorists, pedestrians, and cyclists – within the City of Hamilton and to achieving Vision Zero.

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Roadway Maintenance	\$65,216,524	\$77,779,655	\$ 79,573,044	\$ 1,793,389	2.3%
Director – Trans Ops & Mtce	1,906	(659,651)	-	659,651	(100.0)%
Transportation Operations	17,344,169	18,680,630	17,893,466	(787,164)	(4.2)%
Business Initiatives	4,632,907	5,785,903	7,210,156	1,424,253	24.6%
Total Transportation	\$87,195,506	\$01,586,537	\$104,676,666	\$ 3,090,129	3.0%

Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 38,709,211	\$ 43,335,155	\$ 46,544,020	\$ 3,208,865	7.4%
Material & Supply	17,279,010	17,767,181	20,282,140	2,514,959	14.2%
Recoveries from Capital*	(4,909,843)	(4,584,255)	(4,786,617)	(202,362)	4.4%
Vehicle Expenses	8,289,729	9,232,307	8,629,997	(602,310)	(6.5)%
Building & Ground*	797,304	1,583,939	2,247,118	663,179	41.9%
Consulting*	(8,675)	20,000	20,000	-	-%
Contractual	19,707,723	24,253,590	22,439,596	(1,813,994)	(7.5)%
Financial*	267,663	290,033	243,500	(46,533)	(16.0)%
Cost Allocations*	2,714,426	1,825,376	1,120,240	(705,136)	(38.6)%
Reserves/Recoveries	13,614,697	18,918,986	18,150,064	(768,922)	(4.1)%
Total Expenses	96,461,245	112,642,312	114,890,058	2,247,746	2.0%
Fees & General	(8,621,691)	(8,568,748)	(7,705,235)	863,513	(10.1)%
Reserves	(644,048)	(2,487,027)	(2,508,157)	(21,130)	0.8%
Total Revenues	(9,265,739)	(11,055,775)	(10,213,392)	842,383	(7.6)%
Net Levy	\$ 87,195,506	\$ 101,586,537	\$ 104,676,666	\$ 3,090,129	3.0%
Full-Time Equivalents		420.87	428.21	7.34	1.7%



Departmental Budget Summaries

Waste Management

Description:

The Waste Management Division is dedicated to protecting public health, preserving the environment and ensuring sustainable stewardship of the City's waste resources. This is accomplished through a comprehensive system of collection, processing, and long-term planning. Annually, the Division reliably manages approximately 240,000 tonnes of waste materials, through curbside collection, the operation of three Transfer Stations/Community Recycling Centres, the Central Composting Facility, the Glanbrook Landfill, and 12 closed landfills. The team develops promotion and education material and reviews existing and new programs for opportunities for improvement. Beyond day-to-day operations, the Division leads strategic planning to shape the future of waste management in the City and utilizes research, community engagement, partnerships with industry associations and other levels of government to advance initiatives such as circular economy programs, extended producer responsibility, waste diversion and efficient material recovery. Together, these services ensure the City's waste is managed responsibly and sustainably.

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Recycling & Waste Disposal	\$ 7,214,652	\$15,144,288	\$15,465,328	\$ 321,040	2.1%
Waste Collections	43,201,408	35,870,996	32,256,940	(3,614,056)	(10.1)%
Waste Policy & Planning	1,658,454	2,044,800	2,132,008	87,208	4.3%
Director Waste	-	(78,723)	-	78,723	(100.0)%
Total Waste Management	\$52,074,514	\$52,981,361	\$49,854,276	\$ (3,127,085)	(5.9)%

Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 12,552,258	\$ 13,324,652	\$ 13,540,142	\$ 215,490	1.6%
Material & Supply*	642,997	485,360	471,930	(13,430)	(2.8)%
Recoveries from Capital*	(209,378)	-	-	-	-%
Vehicle Expenses	2,997,681	3,336,061	3,109,905	(226,156)	(6.8)%
Building & Ground*	1,703,190	1,220,978	969,321	(251,657)	(20.6)%
Consulting*	-	1,090	1,090	-	-%
Contractual	48,251,615	39,228,800	36,551,981	(2,676,819)	(6.8)%
Agencies & Support Payments*	9,156	26,640	22,980	(3,660)	(13.7)%
Capital Financing*	1,526	-	-	-	-%
Financial*	854,181	868,250	933,770	65,520	7.5%
Cost Allocations*	310,181	382,038	345,391	(36,647)	(9.6)%
Reserves/Recoveries	2,328,584	3,615,504	4,627,548	1,012,044	28.0%
Total Expenses	69,441,991	62,489,373	60,574,058	(1,915,315)	(3.1)%
Fees & General	(9,185,264)	(7,305,830)	(7,884,281)	(578,451)	7.9%
Grants & Subsidies	(7,897,624)	(2,202,181)	(11,500)	2,190,681	99.5%
Reserves	(284,589)	-	(2,824,000)	(2,824,000)	-%
Total Revenues	(17,367,477)	(9,508,011)	(10,719,781)	(1,211,770)	12.7%
Net Levy	\$ 52,074,514	\$ 52,981,362	\$ 49,854,277	\$ (3,127,085)	(5.9)%
Full-Time Equivalents		122.65	123.33	0.68	0.6%



| CITY MANAGER'S 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 Council Priorities. Along with corporate guidance, the department provides critical support services and targeted professional advice to Council, Boards and Agencies, and City departments in the fields of auditing services, human resource management, digital transformation, communications, strategic partnerships, community engagement, government relations and revenue generation.

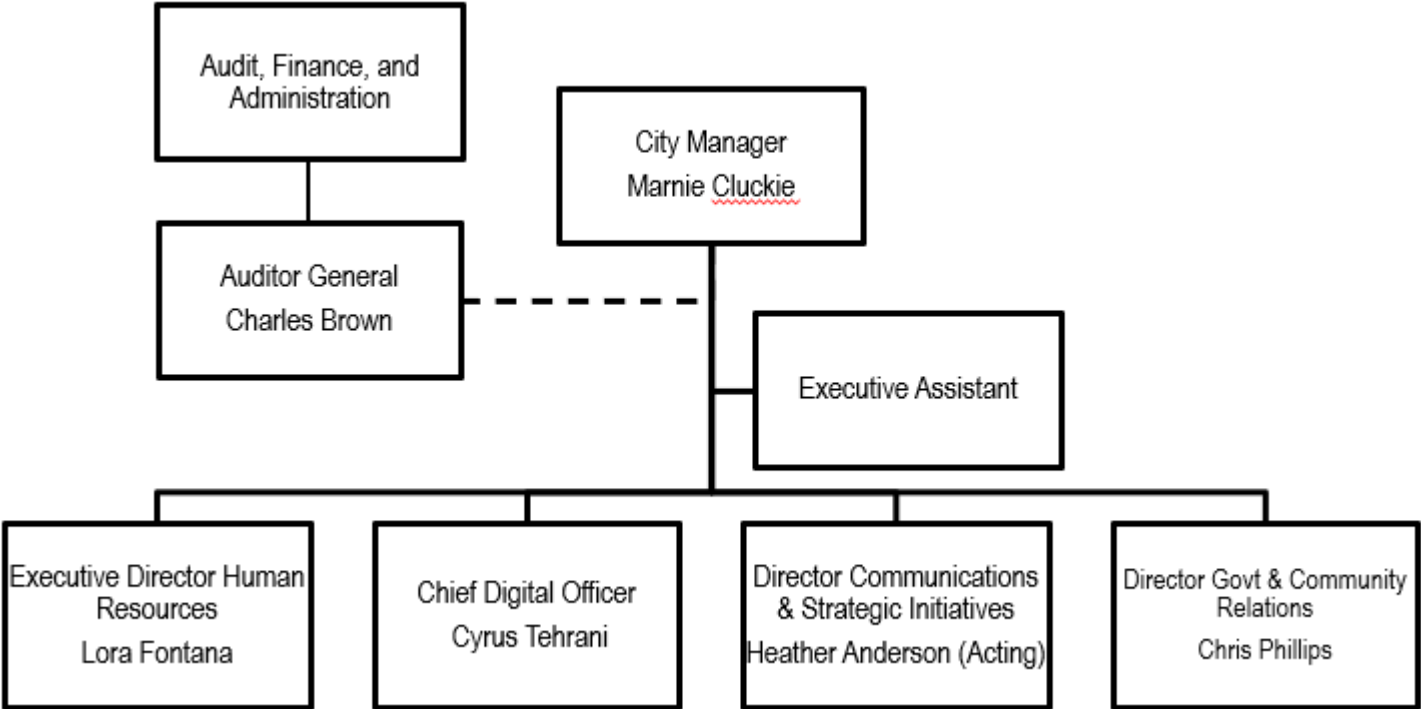
The department provides strategic and administrative support to the Senior Leadership Team (SLT) and Corporate Leadership Team (CLT) to ensure Council's decisions are coordinated and implemented effectively into City services. The City Manager's Office is committed to transparency, continuous improvement and performance measurement, working collaboratively with Council and the City 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	2023	2024	2025
Fraud and waste audit investigations (July 1 – June 30)	13	13	14
Internal Audit Substantiated % (July 1 – June 30)	31%	33%	32%
Employee Turnover	7.8%	N/A	N/A

Departmental Budget Summaries

Organization Chart:



Departmental Budget Summaries

Budget Summary:

Net Levy Summary – City Manager’s Office

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Auditor General	\$ 1,191,530	\$ 1,448,557	\$ 1,565,358	\$ 116,801	8.1%
CMO - Admin	355,686	315,078	320,725	5,647	1.8%
Communication & Strategic Initiatives	3,028,646	3,317,360	3,262,546	(54,814)	(1.7)%
Digital & Innovation Office	483,813	644,819	584,034	(60,785)	(9.4)%
Government & Community Relations	1,212,773	1,741,516	1,769,686	28,170	1.6%
Human Resources	8,877,398	9,409,876	9,541,527	131,651	1.4%
Total City Manager	\$15,149,846	\$16,877,206	\$17,043,876	\$ 166,670	1.0%

Departmental Budget Summaries

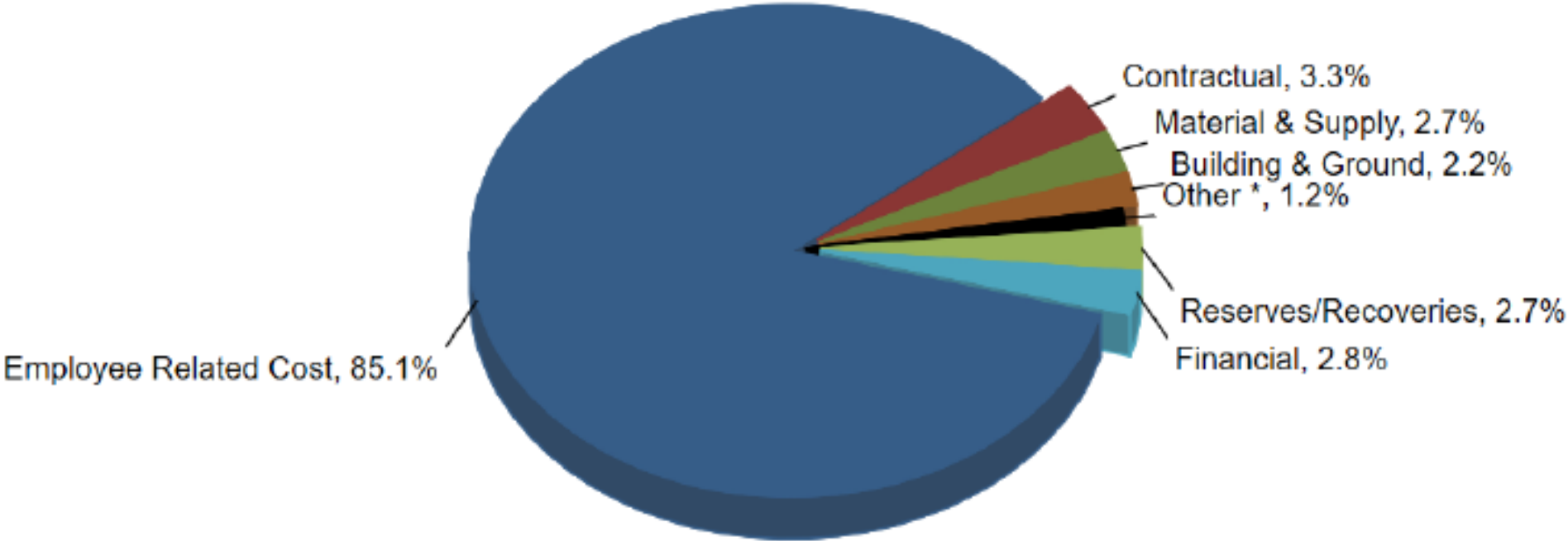
Cost Category Summary – City Manager’s Office

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 18,775,096	\$ 20,068,344	\$ 20,524,858	456,514	2.3%
Contractual*	737,937	784,972	786,933	1,961	0.2%
Material & Supply*	692,780	665,890	655,840	(10,050)	(1.5)%
Recoveries from Capital*	(346,648)	(30,000)	(30,000)	-	-%
Building & Ground*	510,671	512,614	520,405	7,791	1.5%
Consulting*	581,347	230,790	230,790	-	-%
Agencies & Support Payments*	7,104	7,000	7,000	-	-%
Reserves/Recoveries*	632,671	645,175	645,660	485	0.1%
Cost Allocations*	(3,645,535)	(3,829,283)	(3,921,888)	(92,605)	2.4%
Financial*	779,692	712,300	677,850	(34,450)	(4.8)%
Capital Financing*	56,210	56,210	56,210	-	-%
Total Expenses	18,781,325	19,824,012	20,153,658	329,646	1.7%
Fees & General	(1,309,643)	(740,520)	(810,572)	(70,052)	9.5%
Grants & Subsidies	(4,000)	-	-	-	-%
Reserves	(2,317,836)	(2,206,286)	(2,299,210)	(92,924)	4.2%
Total Revenues	(3,631,479)	(2,946,806)	(3,109,782)	(162,976)	5.5%
Net Levy	\$ 15,149,846	\$ 16,877,206	\$ 17,043,876	166,670	1.0%
Full-Time Equivalents		136.00	133.00	(3.00)	(2.2)%

Departmental Budget Summaries

Breakdown of Expenses – City Manager’s Office

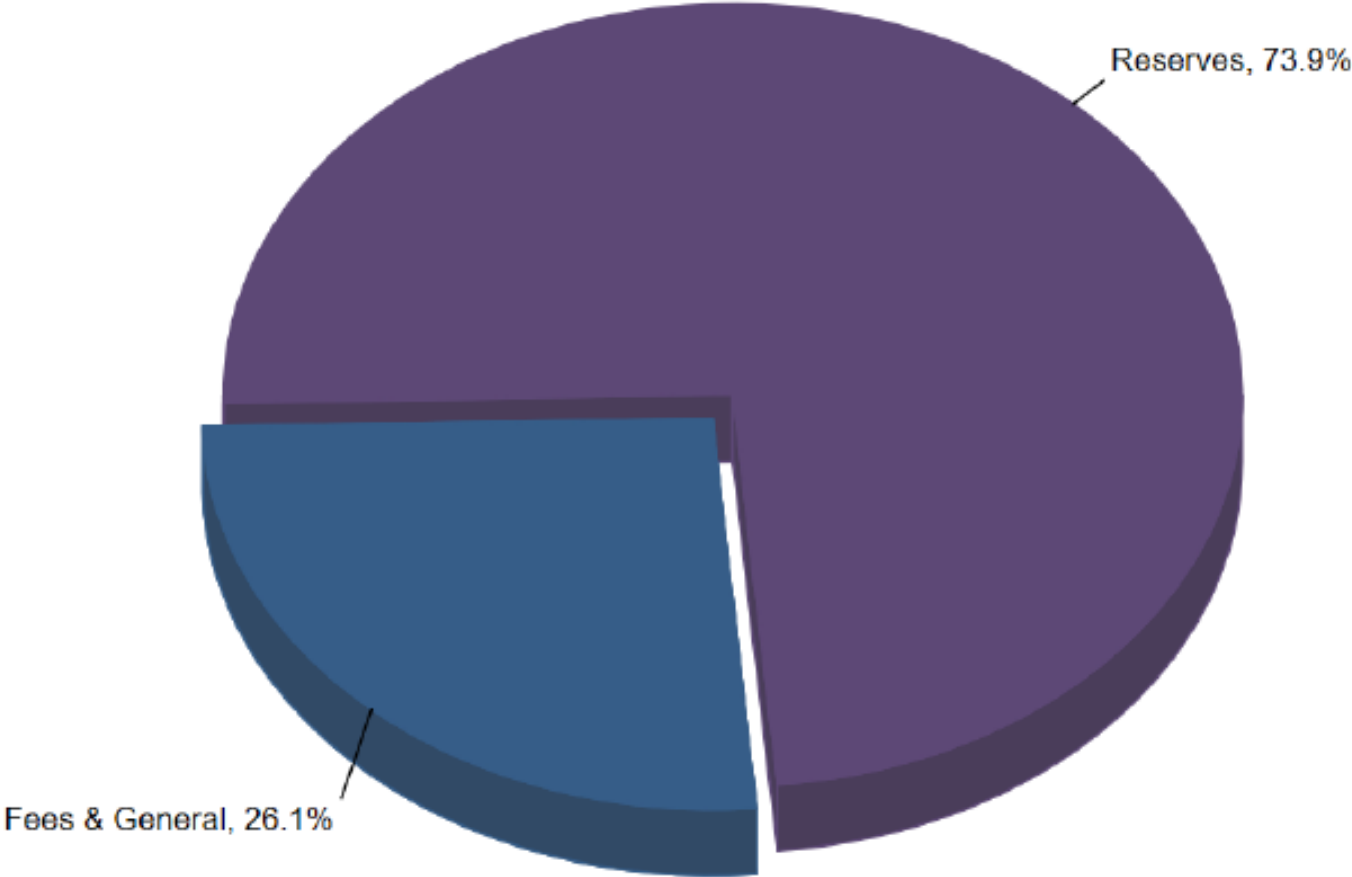
2026 Adopted Budget Expenses



Departmental Budget Summaries

Breakdown of Revenues – City Manager’s Office

2026 Adopted Budget Revenues



Departmental Budget Summaries

CMO Administration

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
City Manager Administration	\$ 355,686	\$ 315,078	\$ 320,725	\$ 5,647	1.8%
Total CMO - Admin	\$ 355,686	\$ 315,078	\$ 320,725	\$ 5,647	1.8%

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 533,658	\$ 567,397	\$ 586,748	\$ 19,351	3.4%
Material & Supply	2,703	17,250	17,250	-	-%
Recoveries from Capital*	(30,000)	(30,000)	(30,000)	-	-%
Building & Ground*	938	980	1,002	22	2.2%
Consulting*	3,256	-	-	-	-%
Contractual*	1,559	1,240	1,240	-	-%
Agencies & Support Payments*	774	-	-	-	-%
Financial*	82,671	3,000	3,000	-	-%
Cost Allocations*	(330,214)	(345,579)	(353,527)	(7,948)	2.3%
Reserves/Recoveries	90,437	100,789	95,011	(5,778)	(5.7)%
Total Expenses	355,782	315,077	320,724	5,647	1.8%
Fees & General	(96)	-	-	-	-%
Net Levy	\$ 355,686	\$ 315,077	\$ 320,724	\$ 5,647	1.8%
Full-Time Equivalents		2.00	2.00	-	-%



Departmental Budget Summaries

Office of the Auditor General

Description:

The Division performs value for money audits of City programs and functions. It also investigates matters brought forward by members of Council, staff and citizens that involve potential wrongdoing, fraud or waste. These audits and investigations provide insights and recommendations on how to improve City operations and they bring transparency to the public. The Auditor General function assists members of Council in holding itself and its administrators accountable for the quality of stewardship over public funds and the achievement of value for money in municipal operations.

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Auditor General	\$ 1,191,530	\$ 1,448,557	\$ 1,565,358	\$ 116,801	8.1%
Total Auditor General	\$ 1,191,530	\$ 1,448,557	\$ 1,565,358	\$ 116,801	8.1%



Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 1,027,863	\$ 1,292,650	\$ 1,407,653	\$ 115,003	8.9%
Material & Supply*	2,892	2,390	2,490	100	4.2%
Building & Ground*	1,989	1,260	1,289	29	2.3%
Contractual	20,212	8,505	16,010	7,505	88.2%
Capital Financing	56,210	56,210	56,210	-	-%
Financial*	24,484	1,000	1,000	-	-%
Reserves/Recoveries	71,842	86,542	80,706	(5,836)	(6.7)%
Total Expenses	1,205,492	1,448,557	1,565,358	116,801	8.1%
Reserves	(13,962)	-	-	-	-%
Net Levy	\$ 1,191,530	\$ 1,448,557	\$ 1,565,358	\$ 116,801	8.1%
Full-Time Equivalents		8.00	8.00	-	-%



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, publications.

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Communications	\$ 3,028,646	\$ 3,317,360	\$ 3,262,546	\$ (54,814)	(1.7)%
Total Communication & Strategic Initiatives	\$ 3,028,646	\$ 3,317,360	\$ 3,262,546	\$ (54,814)	(1.7)%



Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 3,139,598	\$ 3,450,278	\$ 3,398,188	\$ (52,090)	(1.5)%
Material & Supply*	115,165	92,340	89,340	(3,000)	(3.2)%
Recoveries from Capital*	(1,412)	-	-	-	-%
Building & Ground*	7,002	2,379	2,434	55	2.3%
Consulting*	3,408	8,920	8,920	-	-%
Contractual*	31,954	24,690	24,690	-	-%
Financial*	5,553	1,500	1,500	-	-%
Cost Allocations*	(403,263)	(434,318)	(448,840)	(14,522)	3.3%
Reserves/Recoveries	193,181	201,571	216,314	14,743	7.3%
Total Expenses	3,091,186	3,347,360	3,292,546	(54,814)	(1.6)%



Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Fees & General	(35,657)	(30,000)	(30,000)	-	-%
Reserves	(26,883)	-	-	-	-%
Total Revenues	(62,540)	(30,000)	(30,000)	-	-%
Net Levy	\$ 3,028,646	\$ 3,317,360	\$ 3,262,546	\$ (54,814)	(1.7)%
Full-Time Equivalents		27.00	26.00	(1.00)	-3.7%



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.

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Corporate Initiatives	\$ 351,692	\$ 269,412	\$ 238,257	\$ (31,155)	(11.6)%
Corporate Partnership	(240,986)	(199,082)	(250,000)	(50,918)	25.6%
Digital & Innovation Office Admin	373,107	574,489	595,777	21,288	3.7%
Total Digital & Innovation Office	\$ 483,813	\$ 644,819	\$ 584,034	\$ (60,785)	(9.4)%

Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 1,358,434	\$ 1,214,769	\$ 1,256,515	\$ 41,746	3.4%
Material & Supply*	14,863	18,010	10,860	(7,150)	(39.7)%
Recoveries from Capital*	(315,235)	-	-	-	-%
Building & Ground*	1,419	1,260	1,289	29	2.3%
Consulting	25,439	20,760	20,760	-	-%
Contractual	38,032	23,798	32,574	8,776	36.9%
Financial*	38,284	34,450	-	(34,450)	(100.0)%
Reserves/Recoveries	32,625	37,792	38,108	316	0.8%
Total Expenses	1,193,861	1,350,839	1,360,106	9,267	0.7%
Fees & General	(710,048)	(706,020)	(776,072)	(70,052)	9.9%
Net Levy	\$ 483,813	\$ 644,819	\$ 584,034	\$ (60,785)	(9.4)%
Full-Time Equivalents		8.00	8.00	-	-%



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 on-going 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.

	2023 Actual	2025 Restated Budget	2026 Adopted Budget	Change \$	Change %
Government & Community Relations	\$ 663,046	\$ 886,328	\$ 890,527	\$ 4,199	0.5%
Community Initiatives	549,727	855,188	879,159	23,971	2.8%
Total Government & Community Relations	\$ 1,212,773	\$ 1,741,516	\$ 1,769,686	\$ 28,170	1.6%

Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 1,131,862	\$ 1,460,187	\$ 1,508,183	\$ 47,996	3.3%
Material & Supply*	49,821	18,730	18,730	-	-%
Building & Ground*	878	840	859	19	2.3%
Consulting*	36,965	-	-	-	-%
Contractual	215,362	200,400	180,400	(20,000)	(10.0)%
Agencies & Support Payments*	6,329	7,000	7,000	-	-%
Financial*	3,282	23,000	23,000	-	-%
Cost Allocations*	801	-	-	-	-%
Reserves/Recoveries*	41,114	31,359	31,514	155	0.5%
Total Expenses	1,486,414	1,741,516	1,769,686	28,170	1.6%
Grants & Subsidies	(4,000)	-	-	-	-%
Reserves	(269,641)	-	-	-	-%
Total Revenues	(273,641)	-	-	-	-%
Net Levy	\$ 1,212,773	\$ 1,741,516	\$ 1,769,686	\$ 28,170	1.6%
Full-Time Equivalents		9.00	9.00	-	-%



Departmental Budget Summaries

Human Resources

Description:

The Division 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.

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Health & Labour Relations	\$ 3,003,409	\$ 3,426,787	\$ 3,494,543	\$ 67,756	2.0%
HR Systems & Operations	2,483,467	2,857,771	2,941,277	83,506	2.9%
Human Resources Admin	511,365	(139,148)	(61,138)	78,010	(56.1)%
Talent & Diversity	2,879,157	3,264,466	3,166,845	(97,621)	(3.0)%
Total Human Resources	\$ 8,877,398	\$ 9,409,876	\$ 9,541,527	\$ 131,651	1.4%

Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 11,583,681	\$ 12,083,060	\$ 12,367,571	\$ 284,511	2.4%
Material & Supply	507,335	517,170	517,170	-	-%
Building & Ground	498,445	505,896	513,532	7,636	1.5%
Consulting	512,279	201,110	201,110	-	-%
Contractual	430,818	526,339	532,019	5,680	1.1%
Financial	625,419	649,350	649,350	-	-%
Cost Allocations*	(2,912,859)	(3,049,386)	(3,119,522)	(70,136)	2.3%
Reserves/Recoveries	203,473	187,123	184,007	(3,116)	(1.7)%
Total Expenses	11,448,591	11,620,662	11,845,237	224,575	1.9%
Fees & General	(563,842)	(4,500)	(4,500)	-	-%
Reserves	(2,007,351)	(2,206,286)	(2,299,210)	(92,924)	4.2%
Total Revenues	(2,571,193)	(2,210,786)	(2,303,710)	(92,924)	4.2%
Net Levy	\$ 8,877,398	\$ 9,409,876	\$ 9,541,527	\$ 131,651	1.4%
Full-Time Equivalents		82.00	80.00	(2.00)	-2.4%



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. The City of Hamilton was recently awarded the GFOA (Government Finance Officers Association of the United States and Canada) Distinguished Budget Award for its 2025 Budget.

Key Performance Measures:

Performance Indicator	2023	2024	2025
Total FOI requests	221	N/A	N/A
% of FOI requests completed	88.2%	N/A	N/A
MSC - # of citizens served	105,275	N/A	N/A

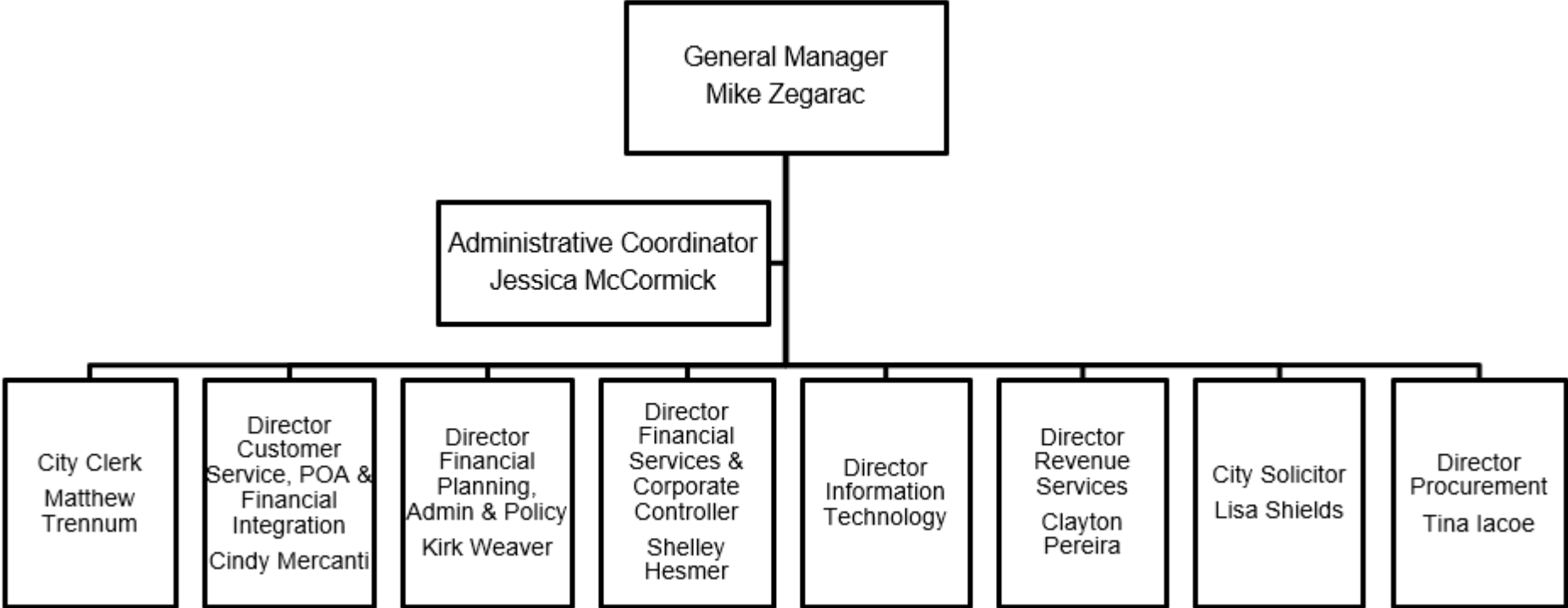
Departmental Budget Summaries

Performance Indicator	2023	2024	2025
CCC - # of phone calls	486,319	N/A	N/A
Credit Rating	AAA	AAA	AA+
Property taxes as a % of Household Income	4.6%	4.7%	4.9%
Water/Sewer + taxes as a % of Household Income	5.3%	5.6%	5.8%
# of Procurement Contracts (Construction)	108	N/A	N/A



Departmental Budget Summaries

Organization Chart:



Departmental Budget Summaries

Budget Summary:

Net Levy Summary – Corporate Services

	2023 Actual	2025 Restated Budget	2026 Adopted Budget	Change \$	Change %
Corporate Services Administration	\$ 344,275	\$ 355,610	\$ 272,278	\$ (83,332)	(23.4)%
City Clerk's Office	3,942,404	4,764,740	4,992,338	227,598	4.8%
Customer Service POA and Finl Integration	5,602,389	6,683,241	7,813,016	1,129,775	16.9%
Financial Planning Admin & Policy	5,930,617	6,026,514	6,316,199	289,685	4.8%
Financial Services	4,049,328	3,376,236	3,617,788	241,552	7.2%
Legal Services and Risk Management	4,938,522	5,374,805	5,661,967	287,162	5.3%
Information Technology	19,249,977	25,688,781	33,080,384	7,391,603	28.8%
Procurement	-	2,439,549	2,614,832	175,283	7.2%
Revenue Services	(251,029)	189,095	78,061	(111,034)	(58.7)%
Total Corporate Services	\$43,806,483	\$54,898,571	\$64,446,863	\$ 9,548,292	17.4%

Departmental Budget Summaries

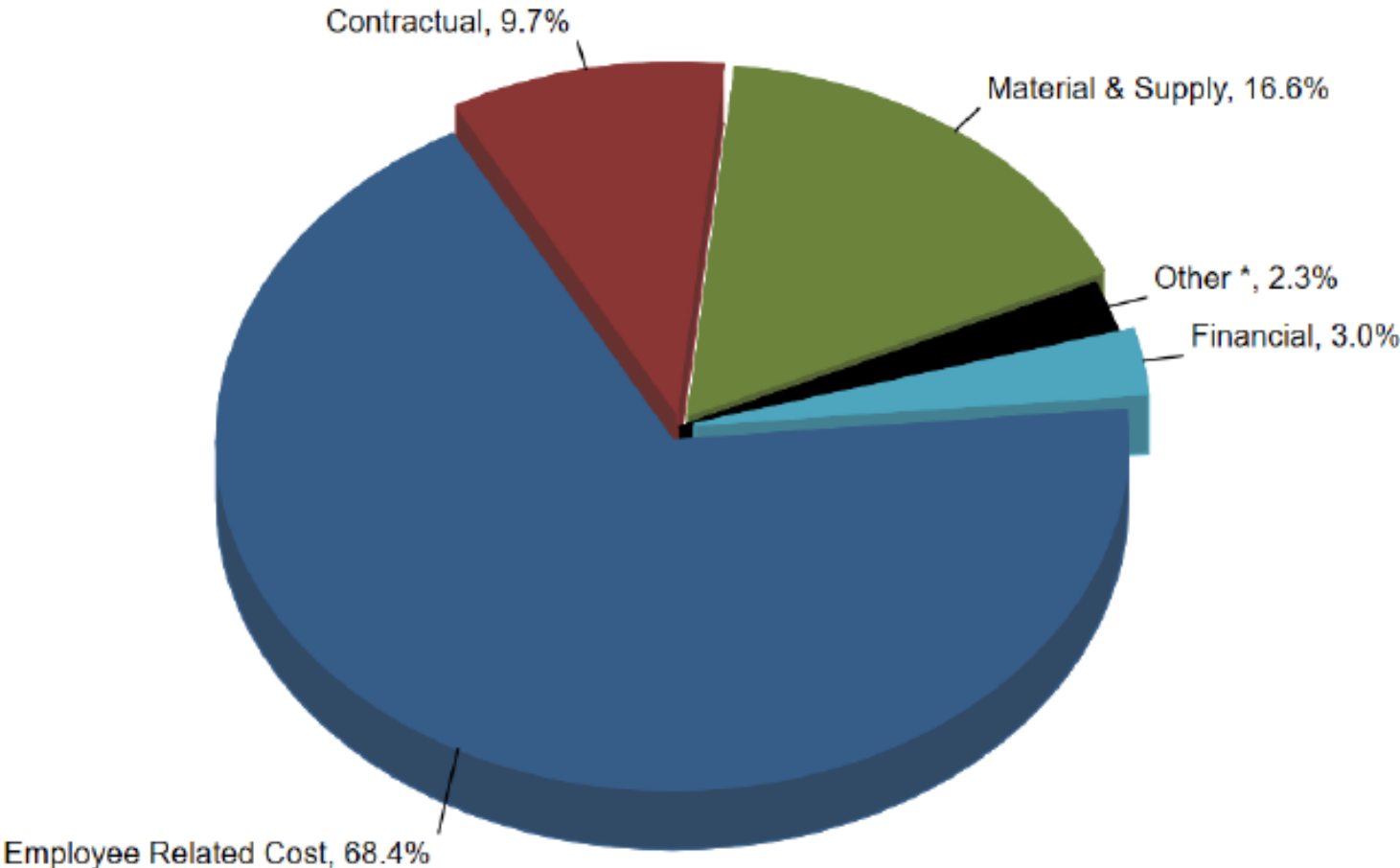
Cost Category Summary – Corporate Services

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 54,545,933	\$ 70,499,787	\$ 75,641,071	5,141,284	7.3%
Contractual	5,407,084	6,699,976	10,679,797	3,979,821	59.4%
Material & Supply	12,485,120	13,736,748	18,387,479	4,650,731	33.9%
Recoveries from Capital*	(2,619,164)	(4,607,460)	(2,775,989)	1,831,471	(39.8)%
Vehicle Expenses*	29,279	26,478	94,783	68,305	258.0%
Building & Ground*	1,036,313	564,283	451,525	(112,758)	(20.0)%
Consulting*	438,722	109,960	92,960	(17,000)	(15.5)%
Reserves/Recoveries*	(4,330,119)	(5,030,772)	(8,910,441)	(3,879,669)	77.1%
Cost Allocations*	(15,890,139)	(14,771,389)	(15,087,518)	(316,129)	2.1%
Financial*	2,097,662	3,393,150	3,321,475	(71,675)	(2.1)%
Capital Financing*	1,656,620	1,959,620	1,959,620	-	-%
Capital Expenditures*	182,390	-	-	-	-%
Total Expenses	55,039,701	72,580,381	83,854,762	11,274,381	15.5%
Fees & General	(9,556,546)	(15,460,580)	(17,111,669)	(1,651,089)	10.7%
Tax & Rates	(849,270)	(850,000)	(925,000)	(75,000)	8.8%
Reserves	(827,402)	(1,371,230)	(1,371,230)	-	-%
Total Revenues	(11,233,218)	(17,681,810)	(19,407,899)	(1,726,089)	9.8%
Net Levy	\$ 43,806,483	\$ 54,898,571	\$ 64,446,863	9,548,292	17.4%
Full-Time Equivalents		598.55	606.30	7.75	1.3%

Departmental Budget Summaries

Breakdown of Expenses – Corporate Services

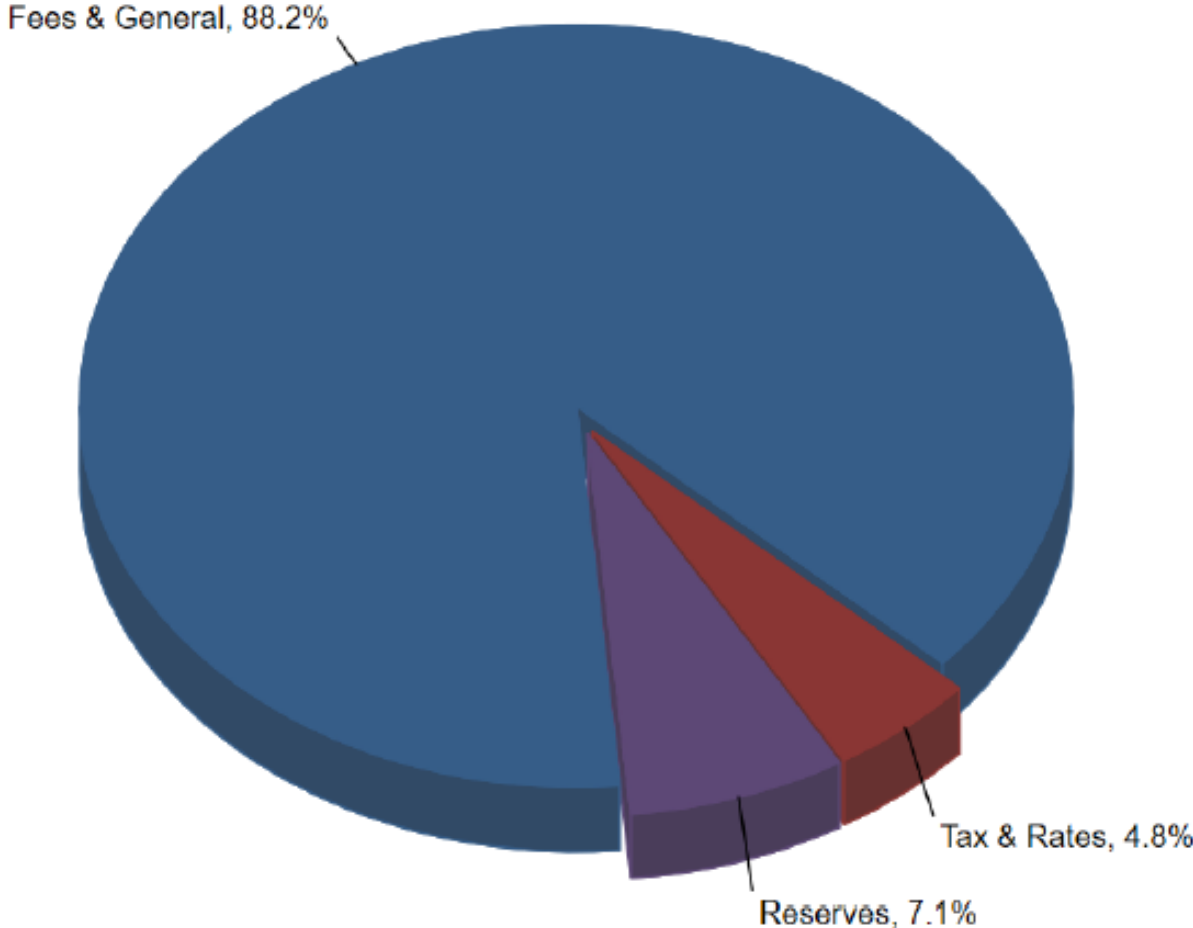
2026 Adopted Budget Expenses



Departmental Budget Summaries

Breakdown of Revenues – Corporate Services

2026 Adopted Budget Revenues



Departmental Budget Summaries

Corporate Services Administration

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Corporate Services Administration	\$ 344,275	\$ 355,610	\$ 272,278	\$ (83,332)	(23.4)%
Total Corporate Services Administration	\$ 344,275	\$ 355,610	\$ 272,278	\$ (83,332)	(23.4)%

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 424,804	\$ 452,900	\$ 373,093	\$ (79,807)	(17.6)%
Material & Supply*	2,351	3,430	3,430	-	-%
Building & Ground*	268	280	286	6	2.1%
Consulting	33,355	25,000	25,000	-	-%
Contractual	17,371	5,900	5,900	-	-%
Financial	3,229	7,500	7,500	-	-%
Cost Allocations*	(139,791)	(146,295)	(149,660)	(3,365)	2.3%
Reserves/Recoveries	17,479	20,675	20,509	(166)	(0.8)%
Total Expenses	359,066	369,390	286,058	(83,332)	(22.6)%
Fees & General	(14,791)	(13,780)	(13,780)	-	-%
Net Levy	\$ 344,275	\$ 355,610	\$ 272,278	\$ (83,332)	(23.4)%

Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Full-Time Equivalents		2.00	2.00	-	-%



Departmental Budget Summaries

Office of the City Clerk

Description:

The Division 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.

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
City Clerk - Admin	\$ 801,866	\$ 591,937	\$ 656,315	\$ 64,378	10.9%
Elections	1,493,282	1,894,610	1,965,029	70,419	3.7%
Legislative Support	852,751	1,194,011	1,224,025	30,014	2.5%
Print & Mail	257,913	166,432	180,311	13,879	8.3%
Records	536,592	917,750	966,658	48,908	5.3%
Total City Clerk's Office	\$ 3,942,404	\$ 4,764,740	\$ 4,992,338	\$ 227,598	4.8%

Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 3,202,917	\$ 3,760,901	\$ 3,996,753	\$ 235,852	6.3%
Material & Supply	1,126,318	897,829	923,715	25,886	2.9%
Vehicle Expenses*	21,692	17,534	17,795	261	1.5%
Building & Ground*	6,343	5,178	5,298	120	2.3%
Consulting*	144,926	50,000	33,000	(17,000)	(34.0)%
Contractual	298,895	180,530	180,530	-	-%
Financial*	25	-	-	-	-%
Cost Allocations*	(406,281)	(429,301)	(439,239)	(9,938)	2.3%
Reserves/Recoveries	608,132	1,093,742	1,105,048	11,306	1.0%
Total Expenses	5,002,967	5,576,413	5,822,900	246,487	4.4%
Fees & General	(942,718)	(811,673)	(830,562)	(18,889)	2.3%
Reserves	(117,845)	-	-	-	-%
Total Revenues	(1,060,563)	(811,673)	(830,562)	(18,889)	2.3%
Net Levy	\$ 3,942,404	\$ 4,764,740	\$ 4,992,338	\$ 227,598	4.8%
Full-Time Equivalents		35.00	35.00	-	-%



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.

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Customer Contact Centre	\$ 3,202,561	\$ 4,033,280	\$ 4,039,481	\$ 6,201	0.2%
Customer Service - Administration	361,641	71,654	67,446	(4,208)	(5.9)%
Provincial Offences Administration	-	(5,928)	(190,010)	(184,082)	3,105.3%
Service Channel	2,038,187	2,584,235	3,896,099	1,311,864	50.8%
Total Customer Service POA and Finl Integration	\$ 5,602,389	\$ 6,683,241	\$ 7,813,016	\$ 1,129,775	16.9%

Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 8,422,116	\$ 9,631,627	\$ 9,853,655	\$ 222,028	2.3%
Material & Supply	175,655	355,169	1,000,678	645,509	181.7%
Building & Ground*	221,249	254,517	255,126	609	0.2%
Consulting*	(1,292)	3,000	3,000	-	-%
Contractual	230,956	373,810	874,560	500,750	134.0%
Capital Financing	1,575,000	1,575,000	1,575,000	-	-%
Financial	859,448	1,425,885	1,351,030	(74,855)	(5.2)%
Cost Allocations*	(3,647,994)	(2,044,204)	(2,095,962)	(51,758)	2.5%
Reserves/Recoveries	2,403,956	3,331,830	3,331,887	57	-%
Total Expenses	10,239,094	14,906,634	16,148,974	1,242,340	8.3%
Fees & General	(4,636,705)	(8,223,393)	(8,335,958)	(112,565)	1.4%
Net Levy	\$ 5,602,389	\$ 6,683,241	\$ 7,813,016	\$ 1,129,775	16.9%
Full-Time Equivalents		100.47	99.47	(1.00)	-1.0%



Departmental Budget Summaries

Financial Planning, Administration and Policy

Description:

The Division is responsible for providing financial management, financial policies and program financial services. Financial management includes budgeting, multi-year financial planning, financial analysis, financial advice, operating and capital variance analysis and reporting, development charges management, community benefits charges management, debt management, reserve management and user fees strategy and reporting for the corporation. Program financial services includes budgeting, multi-year financial planning, financial analysis, financial advice, user fee, operating and capital budget variance analysis and reporting of city programs and programs and grants from senior levels of government and transaction processing for the programs for the operating departments.

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Budgets & Fiscal Policy	\$ 1,172,275	\$ 815,866	\$ 834,242	\$ 18,376	2.3%
Admin Financial Policy & Planning	58,675	(280,361)	(283,235)	(2,874)	1.0%
Finance	4,699,667	5,491,009	5,765,192	274,183	5.0%
Total Financial Planning Admin & Policy	\$ 5,930,617	\$ 6,026,514	\$ 6,316,199	\$ 289,685	4.8%

Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 8,644,570	\$ 9,431,926	\$ 9,838,350	\$ 406,424	4.3%
Material & Supply*	91,503	36,180	32,350	(3,830)	(10.6)%
Recoveries from Capital*	(990,977)	(1,165,874)	(1,206,670)	(40,796)	3.5%
Building & Ground*	53,219	53,296	54,522	1,226	2.3%
Consulting*	7,848	700	700	-	-%
Contractual*	214,236	60,030	53,030	(7,000)	(11.7)%
Financial*	3,198	-	-	-	-%
Cost Allocations*	(2,048,871)	(2,404,801)	(2,470,572)	(65,771)	2.7%
Reserves/Recoveries	265,778	314,210	316,975	2,765	0.9%
Total Expenses	6,240,504	6,325,667	6,618,685	293,018	4.6%
Fees & General	(307,547)	(289,153)	(292,486)	(3,333)	1.2%
Reserves	(2,340)	(10,000)	(10,000)	-	-%
Total Revenues	(309,887)	(299,153)	(302,486)	(3,333)	1.1%
Net Levy	\$ 5,930,617	\$ 6,026,514	\$ 6,316,199	\$ 289,685	4.8%
Full-Time Equivalents		81.58	83.58	2.00	2.5%



Departmental Budget Summaries

Financial Services

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 payroll and pension services, collection of accounts receivables and payments of goods and services, investment services and debt issuance 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.

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Investments	\$ (93,998)	\$ (98,224)	\$ (95,827)	\$ 2,397	(2.4)%
Accounts Payable	181,892	406,740	421,720	14,980	3.7%
Accounts Receivable	148,725	180,745	189,128	8,383	4.6%
Financial Accounting Services	639,007	845,151	926,824	81,673	9.7%
Financial Application Support	485,145	578,765	604,403	25,638	4.4%
Financial Services Admin	408,736	275,890	365,402	89,512	32.4%
Payroll and Pensions	1,067,286	1,187,169	1,206,138	18,969	1.6%
Procurement	1,212,535	-	-	-	-
Total Financial Services	\$ 4,049,328	\$ 3,376,236	\$ 3,617,788	\$ 241,552	7.2%

Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 7,014,193	\$ 5,807,191	\$ 6,171,012	\$ 363,821	6.3%
Material & Supply*	55,139	74,406	66,531	(7,875)	(10.6)%
Recoveries from Capital*	(460,583)	(490,645)	(506,477)	(15,832)	3.2%
Building & Ground*	10,222	7,278	7,445	167	2.3%
Consulting*	71,365	15,000	15,000	-	-%
Contractual*	1,427	64,090	60,275	(3,815)	(6.0)%
Capital Financing	-	303,000	303,000	-	-%
Financial	429,071	316,885	316,885	-	-%
Cost Allocations*	(1,853,550)	(1,557,635)	(1,593,467)	(35,832)	2.3%
Reserves/Recoveries	631,816	324,163	328,797	4,634	1.4%
Total Expenses	5,899,100	4,863,733	5,169,001	305,268	6.3%
Fees & General	(1,572,915)	(1,248,377)	(1,312,093)	(63,716)	5.1%
Reserves	(276,857)	(239,120)	(239,120)	-	-%
Total Revenues	(1,849,772)	(1,487,497)	(1,551,213)	(63,716)	4.3%
Net Levy	\$ 4,049,328	\$ 3,376,236	\$ 3,617,788	\$ 241,552	7.2%
Full-Time Equivalent s		51.00	51.00	-	-%



Departmental Budget Summaries

Legal Services and Risk Management

Description:

The Division 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

	2023 Actual	2025 Restated Budget	2026 Adopted Budget	Change \$	Change %
Legal Services	\$ 4,938,522	\$ 5,370,567	\$ 5,668,946	\$ 298,379	5.6%
Risk Management	-	4,238	(6,979)	(11,217)	(264.7)%
Total Legal Services and Risk Management	\$ 4,938,522	\$ 5,374,805	\$ 5,661,967	\$ 287,162	5.3%

Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 10,252,857	\$ 12,092,801	\$ 12,589,234	\$ 496,433	4.1%
Material & Supply	99,855	217,750	238,140	20,390	9.4%
Recoveries from Capital*	(839,790)	(1,126,642)	(1,142,842)	(16,200)	1.4%
Building & Ground*	14,892	12,177	16,347	4,170	34.2%
Consulting*	28,767	4,200	4,200	-	-%
Contractual*	59,989	54,510	73,800	19,290	35.4%
Capital Financing*	81,620	81,620	81,620	-	-%
Financial	633,046	239,850	243,030	3,180	1.3%
Cost Allocations*	(818,912)	(857,015)	(876,833)	(19,818)	2.3%
Reserves/Recoveries*	(4,291,212)	(5,186,585)	(5,418,869)	(232,284)	4.5%
Total Expenses	5,221,112	5,532,666	5,807,827	275,161	5.0%
Fees & General	(98,369)	(157,860)	(145,860)	(12,000)	(7.6)%
Reserves	(184,221)	-	-	-	-%
Total Revenues	(282,590)	(157,860)	(145,860)	(12,000)	(7.6)%
Net Levy	\$ 4,938,522	\$ 5,374,806	\$ 5,661,967	\$ 263,161	4.9%
Full-Time Equivalents		84.00	85.00	1.00	1.2%



Departmental Budget Summaries

Information Technology

Description:

The Division 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 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.

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Business Applications	\$ 7,596,878	\$ 7,377,591	\$ 8,250,568	\$ 872,977	11.8%
Infrastructure & Operations	9,595,387	5,090,485	5,035,421	(55,064)	(1.1)%
Strategy & Architecture	3,998,848	4,518,886	4,686,347	167,461	3.7%
IP Telephony	(11,336)	-	4,179	4,179	-%
IT - Admin	(3,584,571)	(3,445,771)	(3,245,216)	200,555	(5.8)%
Technology & Security	1,216,283	8,473,457	14,589,391	6,115,934	72.2%
Modems	58	-	-	-	-
Data Services	389,784	3,674,133	3,591,536	(82,597)	(2.2)
Printers	48,645	-	-	-	-
Equipment & Maintenance	-	-	168,158	168,158	-
Total Information Technology	\$19,249,976	\$25,688,781	\$33,080,384	\$ 7,391,603	28.8%

Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 15,088,544	\$ 20,255,423	\$ 23,303,852	\$ 3,048,429	15.0%
Material & Supply	10,324,193	10,961,277	13,207,742	2,246,465	20.5%
Recoveries from Capital*	(308,245)	-	-	-	-%
Vehicle Expenses*	7,587	8,945	76,988	68,043	760.7%
Building & Ground*	728,110	122,578	103,419	(19,159)	(15.6)%
Consulting*	153,753	12,060	12,060	-	-%
Contractual	4,543,193	5,574,141	7,857,175	2,283,034	41.0%
Capital Expenditures*	182,390	-	-	-	-%
Financial	111,490	1,338,520	1,338,520	-	-%
Cost Allocations*	(6,975,626)	(6,945,694)	(7,066,455)	(120,761)	1.7%
Reserves/Recoveries*	(4,154,517)	(4,422,580)	(4,537,028)	(114,448)	2.6%
Total Expenses	19,700,872	26,904,670	34,296,273	7,391,603	27.5%
Fees & General	(204,755)	(93,780)	(93,780)	-	-%
Reserves	(246,140)	(1,122,110)	(1,122,110)	-	-%
Total Revenues	(450,895)	(1,215,890)	(1,215,890)	-	-%
Net Levy	\$ 19,249,977	\$ 25,688,780	\$ 33,080,383	\$ 7,391,603	28.8%
Full-Time Equivalents		166.50	172.25	5.75	3.5%



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 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 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.

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Procurement Admin	\$ -	\$ 316,772	\$ 314,641	\$ (2,131)	(0.7)%
Policy & Contracts	-	845,143	878,311	33,168	3.9%
Strategic Procurement	-	1,277,634	1,421,880	144,246	11.3%
Total Procurement	\$ -	\$ 2,439,549	\$ 2,614,832	\$ 175,283	7.2%



Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ -	\$ 3,026,971	\$ 3,215,650	\$ 188,679	6.2%
Material & Supply*	-	30,950	23,351	(7,599)	(24.6)%
Building & Ground*	-	3,879	3,934	55	1.4%
Contractual*	-	2,700	2,700	-	-%
Financial*	-	2,810	2,810	-	-%
Cost Allocations*	-	(386,443)	(395,331)	(8,888)	2.3%
Reserves/Recoveries	-	33,410	36,446	3,036	9.1%
Total Expenses	-	2,714,277	2,889,560	175,283	(5.6)%
Fees & General	-	(274,728)	(274,728)	-	-%
Net Levy	\$ -	\$ 2,439,549	\$ 2,614,832	\$ 175,283	7.2%
Full-Time Equivalents		31.00	31.00	-	-%



Departmental Budget Summaries

Revenue Services

Description:

The Division plays a key role in ensuring that the City of Hamilton maintains strong financial management. It significantly contributes to the financial well-being of the City through its responsibilities in collecting property taxes and non-tax revenues such as utility billing, and vacant unit tax. These essential functions support the City's fiscal stability and long-term sustainability.

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Revenue Services Admin	\$ -	\$ (109,076)	\$ (184,656)	(75,580)	69.3%
Taxation	(251,029)	296,272	262,716	(33,556)	(11.3)%
Utility Billing	-	897	-	(897)	(100.0)%
Vacant Unit Tax and General Revenue	-	1,002	1	(1,001)	(99.9)%
Total Revenue Services	\$ (251,029)	\$ 189,095	\$ 78,061	(111,034)	(58.7)%

Departmental Budget Summaries

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 1,495,933	\$ 6,040,045	\$ 6,299,474	\$ 259,429	4.3%
Material & Supply	610,105	1,159,757	2,891,541	1,731,784	149.3%
Recoveries from Capital	(19,569)	(1,824,298)	80,000	1,904,298	(104.4)%
Building & Ground*	2,010	105,099	5,148	(99,951)	(95.1)%
Contractual	41,019	384,265	1,571,827	1,187,562	309.0%
Financial*	58,154	61,700	61,700	-	-%
Cost Allocations*	886	-	-	-	-%
Reserves/Recoveries*	188,449	(539,637)	(4,094,207)	(3,554,570)	658.7%
Total Expenses	2,376,987	5,386,931	6,815,483	1,428,552	921.8%
Fees & General	(1,778,746)	(4,347,836)	(5,812,422)	(1,464,586)	33.7%
Tax & Rates	(849,270)	(850,000)	(925,000)	(75,000)	8.8%
Total Revenues	(2,628,016)	(5,197,836)	(6,737,422)	(1,539,586)	42.5%
Net Levy	\$ (251,029)	\$ 189,095	\$ 78,061	\$ (111,034)	(58.7)%
Full-Time Equivalents		47.00	47.00	-	-%



| NON-PROGRAM EXPENDITURES AND REVENUES

Departmental Budget Summaries

Non Program Expenditures

Budget Summary:

Net Levy Summary – Non Program Expenditures

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Corporate Initiatives (NPE)	\$ 4,556,196	\$ 1,047,308	\$ 9,030,042	\$ 7,982,734	762.2%
Corporate Pensions Benefits & Contingency	16,593,204	(1,668,944)	(4,087,800)	(2,418,856)	144.9%
Total Non Program Expenditures	\$ 21,149,400	\$ (621,636)	\$ 4,942,242	\$ 5,563,878	(895.0)%

Departmental Budget Summaries

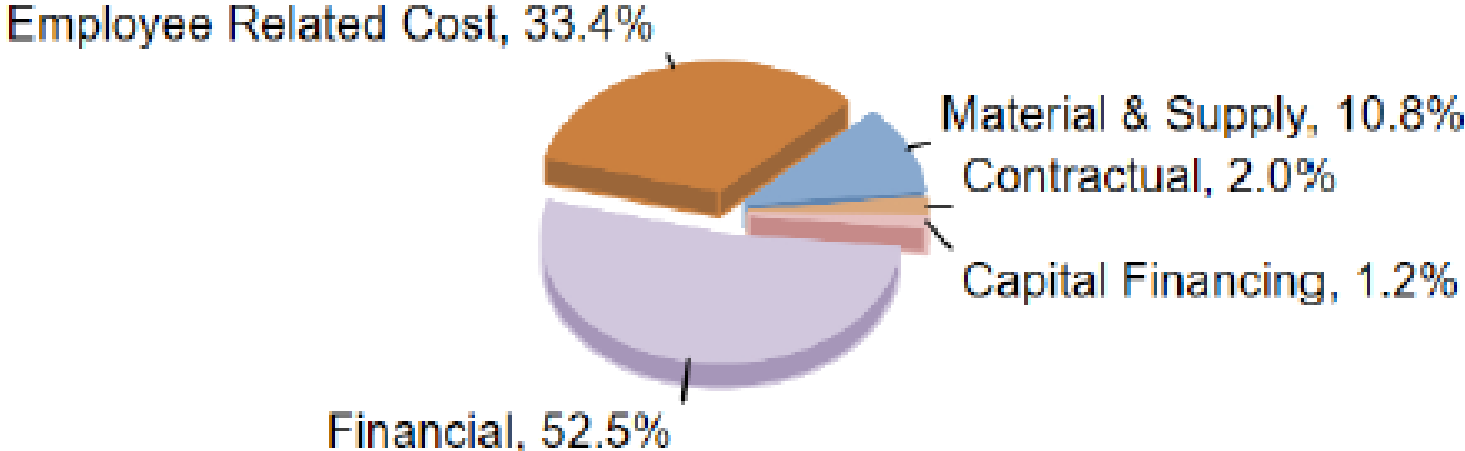
Cost Category Summary – Non Program Expenditures

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost	\$ 12,497,197	\$ 16,688,358	\$ 16,093,570	\$ (594,788)	(3.6)%
Material & Supply	47,717	(554,800)	5,206,645	5,761,445	(1,038.5)%
Vehicle Expenses*	284	-	-	-	-%
Building & Ground*	224,662	-	-	-	-%
Consulting*	10,120	-	-	-	-%
Contractual*	487,204	(1,316,406)	976,873	2,293,279	(174.2)%
Capital Financing*	-	671,404	587,283	(84,121)	(12.5)%
Financial	23,264,142	24,781,983	25,256,778	474,795	1.9%
Reserves/Recoveries*	(11,814,743)	(20,411,995)	(20,871,214)	(459,219)	2.2%
Total Expenses	24,716,583	19,858,544	27,249,935	7,391,391	37.2%
Fees & General	(1,473,853)	(126,320)	(126,320)	-	-%
Grants & Subsidies	-	3,438	-	(3,438)	100.0%
Reserves	(4,652,168)	(20,357,300)	(22,181,375)	(1,824,075)	(9.0)%
Total Revenues	(6,126,021)	(20,480,182)	(22,307,695)	(1,827,513)	8.9%
Net Levy	\$ 18,590,562	\$ (621,638)	\$ 4,942,240	\$ 5,563,878	(895.0)%
Full-Time Equivalents		-	0.85	0.85	-%

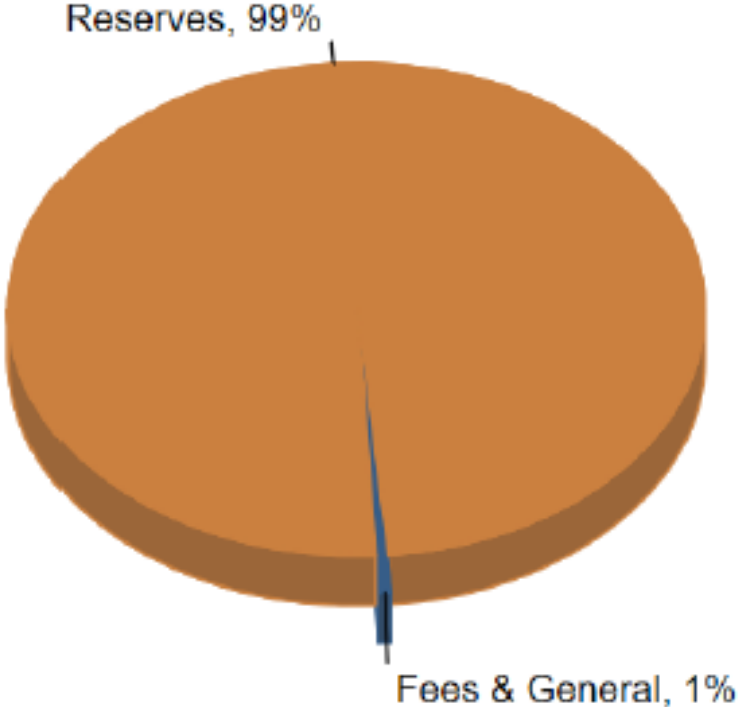
Departmental Budget Summaries

Breakdown of Revenue and Expenses – Non Program Expenditures

2026 Adopted Budget Expenses



2026 Adopted Budget Revenues



Departmental Budget Summaries

Non Program Revenues

Budget Summary:

Net Levy Summary – Non Program Revenues

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Payment In Lieu	\$ (16,302,122)	\$ (18,291,404)	\$ (18,291,404)	-	-%
Penalties & Interest	(14,161,479)	(12,000,000)	(12,000,000)	-	-%
Right Of Way	(3,229,383)	(3,229,342)	(3,229,342)	-	-%
Senior Tax Credit	541,603	557,000	557,000	-	-%
Supplementary Taxes	(15,412,511)	(12,130,000)	(12,130,000)	-	-%
Tax Remissions & Write Offs	5,126,495	8,618,000	7,618,000	(1,000,000)	(11.6)%
Hydro Dividend & Other Interest	(6,457,684)	(9,460,600)	(9,460,600)	-	-%
Investment Income	(4,827,380)	(4,800,000)	(7,050,000)	(2,250,000)	46.9%
Slot Revenues	(6,855,967)	(6,250,000)	(6,000,000)	250,000	(4.0)%
POA Revenues	(737,313)	(2,111,752)	2,288,315	4,400,067	(208.4)%
Total Non Program Revenues	\$ (62,315,741)	\$ (59,098,098)	\$ (57,698,031)	1,400,067	(2.4)%

Departmental Budget Summaries

Cost Category Summary – Non Program Revenues

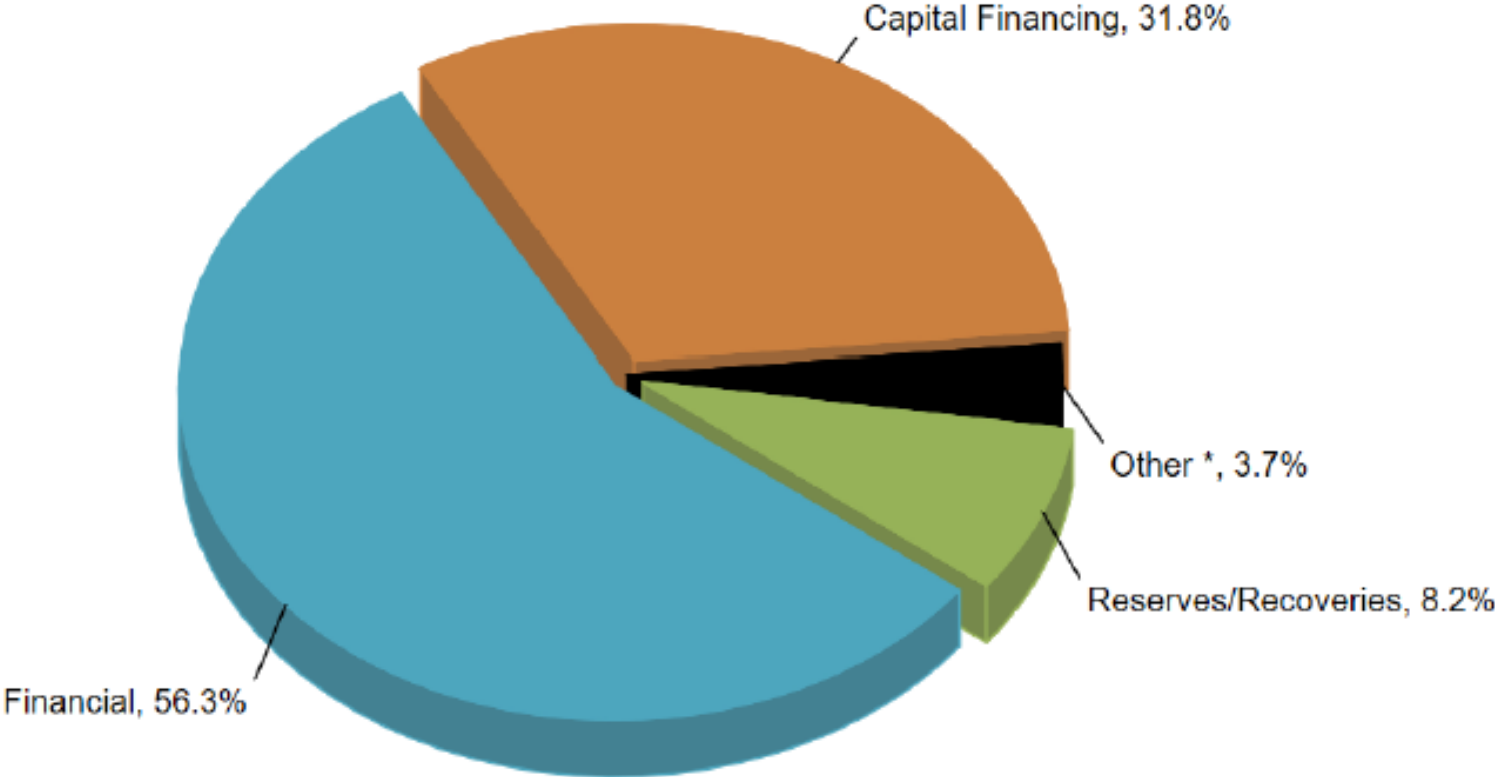
	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Contractual*	\$ -	\$ 315,000	\$ 315,000	-	-%
Material & Supply*	828	-	-	-	-%
Consulting*	196,298	300,000	300,000	-	-%
Reserves/Recoveries*	3,369,192	1,360,000	1,360,000	-	-%
Financial*	5,386,093	10,389,000	9,389,000	(1,000,000)	(9.6)%
Capital Financing*	6,017,263	5,300,000	5,300,000	-	-%
Total Expenses	14,969,674	17,664,000	16,664,000	(1,000,000)	(5.7)%
Fees & General	(41,233,087)	(37,733,752)	(36,333,685)	1,400,067	(3.7)%
Tax & Rates	(35,080,021)	(34,120,746)	(34,120,746)	-	-%
Grants & Subsidies	(972,307)	(972,000)	(972,000)	-	-%
Reserves	-	(3,935,600)	(2,935,600)	1,000,000	(25.4)%
Total Revenues	(77,285,415)	(76,762,098)	(74,362,031)	2,400,067	(3.1)%
Net Levy	\$ (62,315,741)	\$ (59,098,098)	\$ (57,698,031)	1,400,067	(2.4)%



Departmental Budget Summaries

Breakdown of Expenses – Non Program Revenues

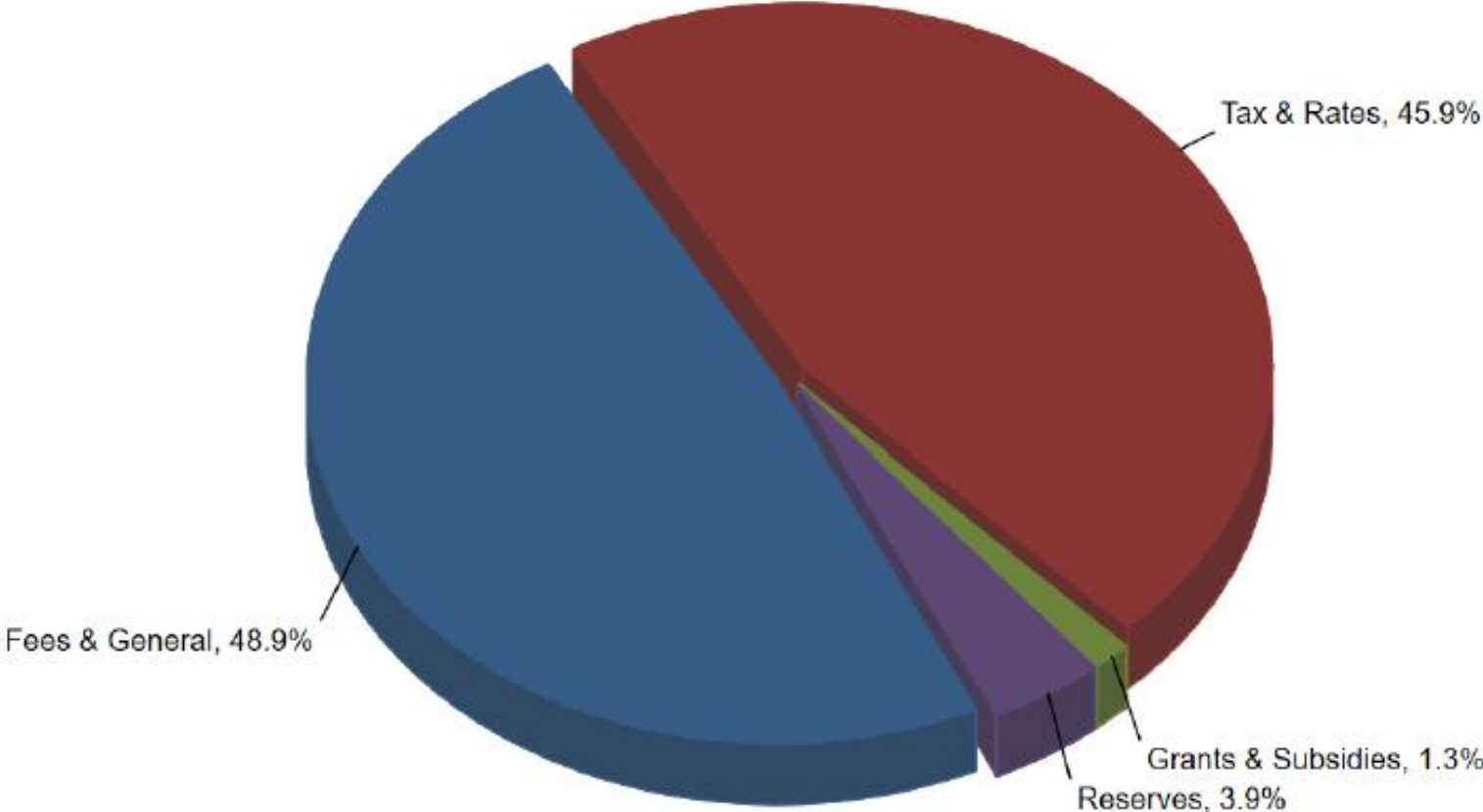
2026 Adopted Budget Expenses



Departmental Budget Summaries

Breakdown of Revenue – Non Program Revenues

2026 Adopted Budget Revenues



LEGISLATIVE

Departmental Budget Summaries

Legislative

Budget Summary:

Net Levy Summary – Legislative

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Legislative General	\$ (91,222)	\$ 6,420,212	\$ 6,591,788	\$ 171,576	2.7%
Mayors Office	1,254,075	377,000	375,713	(1,287)	(0.3)%
Volunteer Committee	83,705	23,126	23,044	(82)	(0.4)%
Ward Budgets	4,270,155	912,833	931,981	19,148	2.1%
Total Legislative	\$ 5,516,713	\$ 7,733,171	\$ 7,922,526	\$ 189,355	2.4%

Departmental Budget Summaries

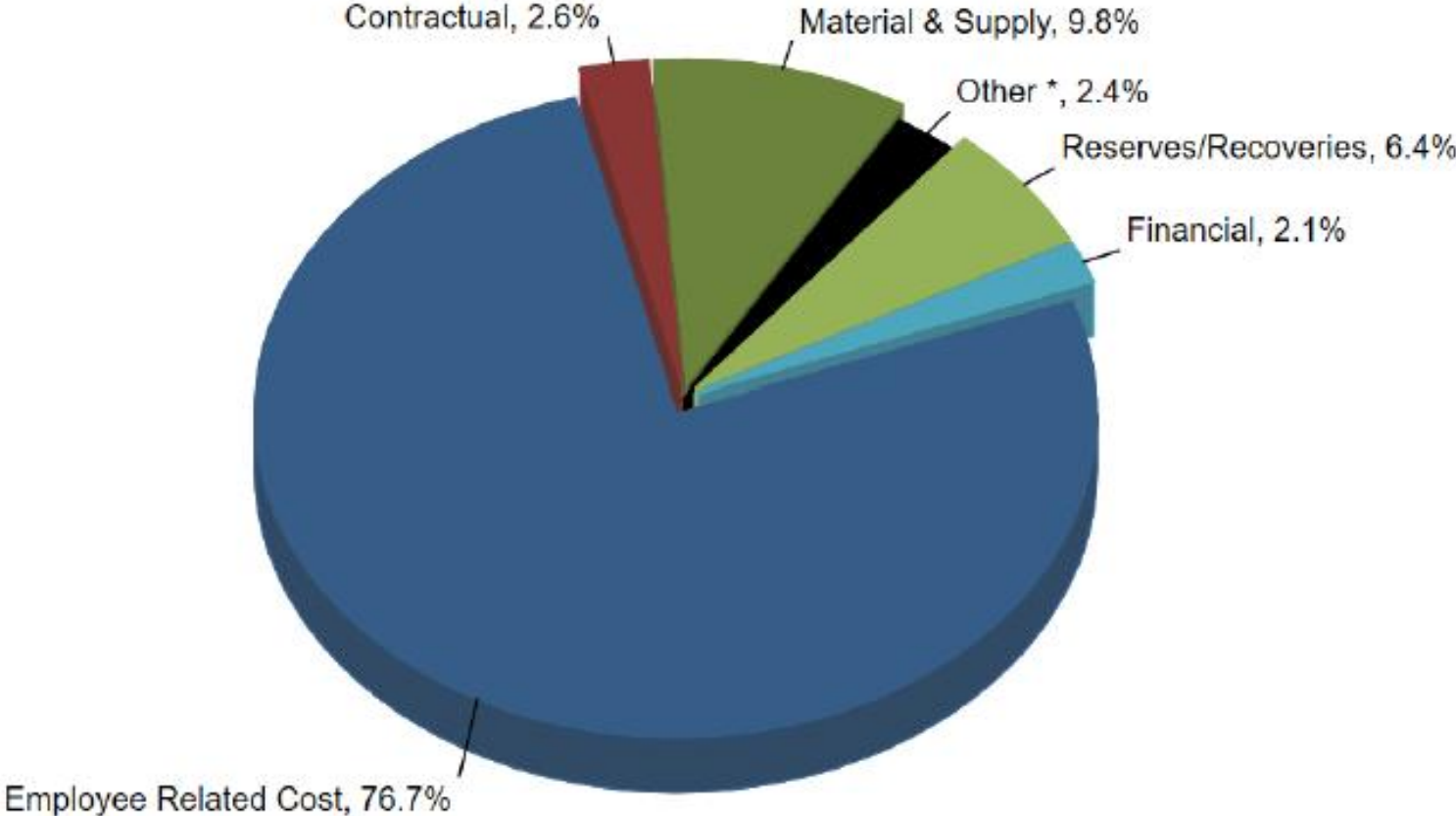
Cost Category Summary – Legislative

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost*	\$ 5,423,617	\$ 6,684,938	\$ 6,888,787	203,849	3.0%
Contractual*	205,287	233,530	233,530	-	-%
Material & Supply*	261,109	887,788	879,747	(8,041)	(0.9)%
Building & Ground*	136,577	145,287	145,468	181	0.1%
Consulting*	563	54,190	54,190	-	-%
Agencies & Support Payments*	34,028	19,070	19,070	-	-%
Reserves/Recoveries*	534,399	555,689	572,805	17,116	3.1%
Cost Allocations*	(980,787)	(1,032,571)	(1,056,321)	(23,750)	2.3%
Financial*	187,647	185,250	185,250	-	-%
Total Expenses	5,802,440	7,733,171	7,922,526	189,355	2.4%
Fees & General	(2,566)	-	-	-	-%
Reserves	(283,161)	-	-	-	-%
Total Revenues	(285,727)	-	-	-	-%
Net Levy	\$ 5,516,713	\$ 7,733,171	\$ 7,922,526	189,355	2.4%
Full-Time Equivalents		37.00	37.00	-	-%

Departmental Budget Summaries

Breakdown of Expenses – Legislative

2026 Adopted Budget Expenses



| BOARDS AND AGENCIES



Departmental Budget Summaries

Boards and Agencies

Budget Summary:

Net Levy Summary – Boards and Agencies

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Hamilton Police Service	\$ 189,521,008	\$223,719,900	\$238,957,652	\$ 15,237,752	6.8%
Police Capital Financing	1,234,780	-	-	-	-%
Police Services Board	-	1,034,520	1,935,960	901,440	87.1%
911 Service - Police	-	5,098,700	5,285,360	186,660	3.7%
Hamilton Public Library	35,255,992	37,481,489	39,449,273	1,967,784	5.3%
Library Capital Financing	197,506	-	-	-	-%
Board of Health	15,220,924	17,706,697	18,508,974	802,277	4.5%
Conservation Authorities	8,929,909	9,756,293	10,101,856	345,563	3.5%
Other Boards & Agencies	7,829,630	8,293,561	8,735,801	442,240	5.3%
City Enrichment Fund	6,575,410	6,769,531	6,769,531	-	-%
Total Boards & Agencies	\$ 264,765,159	\$309,860,691	\$329,744,407	\$ 19,883,716	6.4%

Departmental Budget Summaries

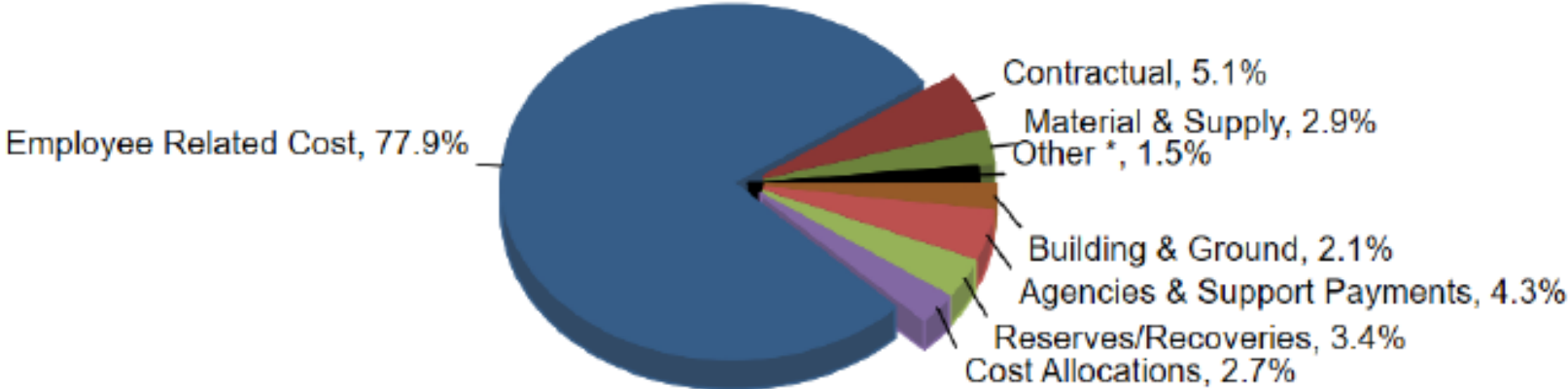
Cost Category Summary – Boards and Agencies

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Employee Related Cost*	\$ 260,710,845	\$ 293,894,117	\$ 315,806,484	21,912,367	7.5%
Contractual*	14,062,545	15,076,306	20,653,072	5,576,766	37.0%
Material & Supply*	11,873,327	16,632,432	11,874,232	(4,758,200)	(28.6)%
Recoveries from Capital*	(8,818)	-	-	-	-%
Vehicle Expenses*	2,267,572	2,703,758	2,835,429	131,671	4.9%
Building & Ground*	8,086,755	8,283,327	8,617,196	333,869	4.0%
Consulting*	208,642	123,500	643,260	519,760	420.9%
Agencies & Support Payments*	17,630,885	17,190,788	17,550,656	359,868	2.1%
Reserves/Recoveries*	11,990,298	5,883,583	13,741,319	7,857,736	133.6%
Cost Allocations*	4,472,910	10,567,560	10,891,380	323,820	3.1%
Financial*	2,413,588	2,117,080	2,206,682	89,602	4.2%
Capital Financing*	2,981,409	3,093,283	533,780	(2,559,503)	(82.7)%
Capital Expenditures*	109,862	5,000	25,000	20,000	400.0%
Total Expenses	336,799,820	375,570,734	405,378,490	29,807,756	7.9%
Fees & General	(7,702,266)	(5,761,309)	(7,690,651)	(1,929,342)	33.5%
Tax & Rates	(5,275)	-	-	-	-%
Grants & Subsidies	(61,646,383)	(55,748,074)	(57,131,494)	(1,383,420)	2.5%
Reserves	(2,680,737)	(4,200,660)	(10,811,938)	(6,611,278)	157.4%
Total Revenues	(72,034,661)	(65,710,043)	(75,634,083)	(9,924,040)	15.1%
Net Levy	\$ 264,765,159	\$ 309,860,691	\$ 329,744,407	19,883,716	6.4%
Full-Time Equivalents		2,021.69	2,102.04	80.35	4.0%

Departmental Budget Summaries

Breakdown of Expenses – Boards and Agencies

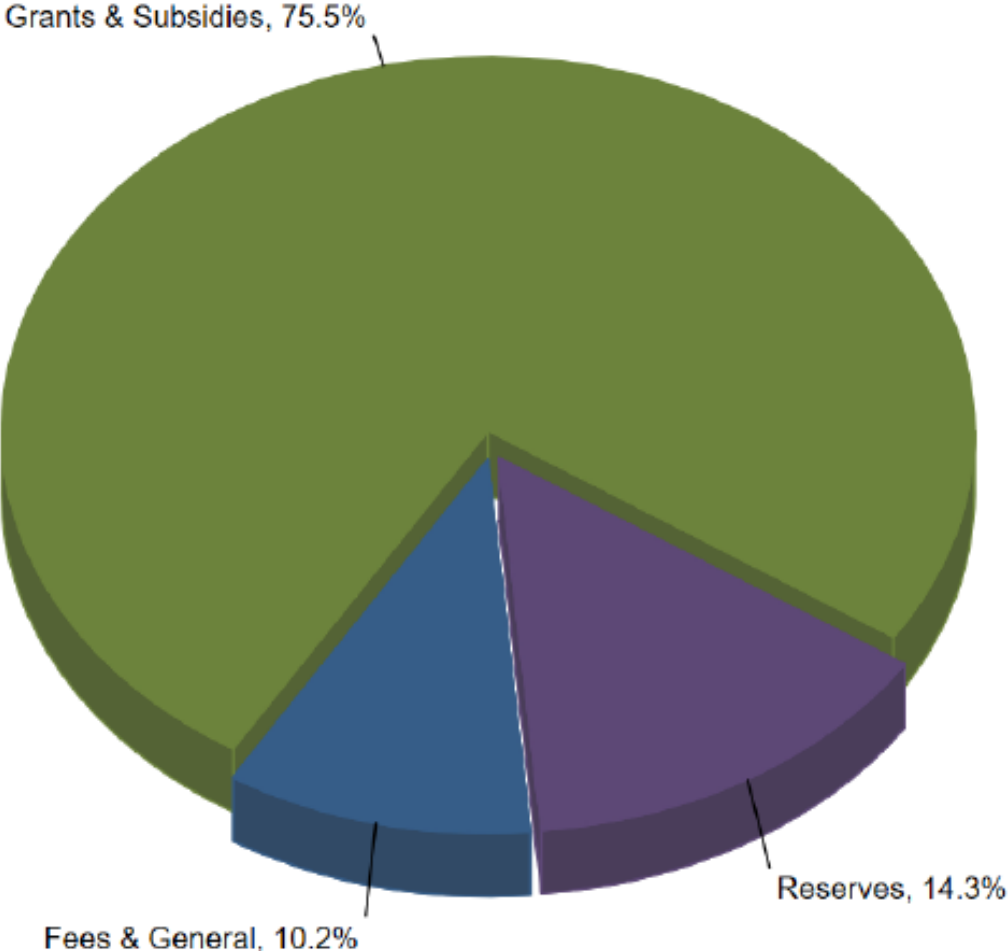
2026 Adopted Budget Expenses



Departmental Budget Summaries

Breakdown of Revenues – Boards and Agencies

2026 Adopted Budget Revenues



| CAPITAL FINANCING

Departmental Budget Summaries

Capital Financing

Budget Summary:

Net Levy Summary – Capital Financing

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Debt Healthy & Safe Communities	\$ 238,317	\$ 2,921,717	\$ 3,763,435	\$ 841,718	28.8%
Debt Infrastructure Renewal Levy	13,428,870	13,428,870	13,428,870	-	-%
Debt Corporate Financials	116,254,502	133,838,623	139,731,001	5,892,378	4.4%
Debt Planning & Economic Development	25,123	1,635,164	1,620,595	(14,569)	(0.9)%
Debt Public Works	24,433,430	37,383,114	37,942,537	559,423	1.5%
Debt - Boards & Agencies	-	1,278,414	-	(1,278,414)	(100.0)%
Total City Depts Capital Financing	\$154,380,242	\$ 190,485,902	\$ 196,486,438	\$ 6,000,536	3.2%

Departmental Budget Summaries

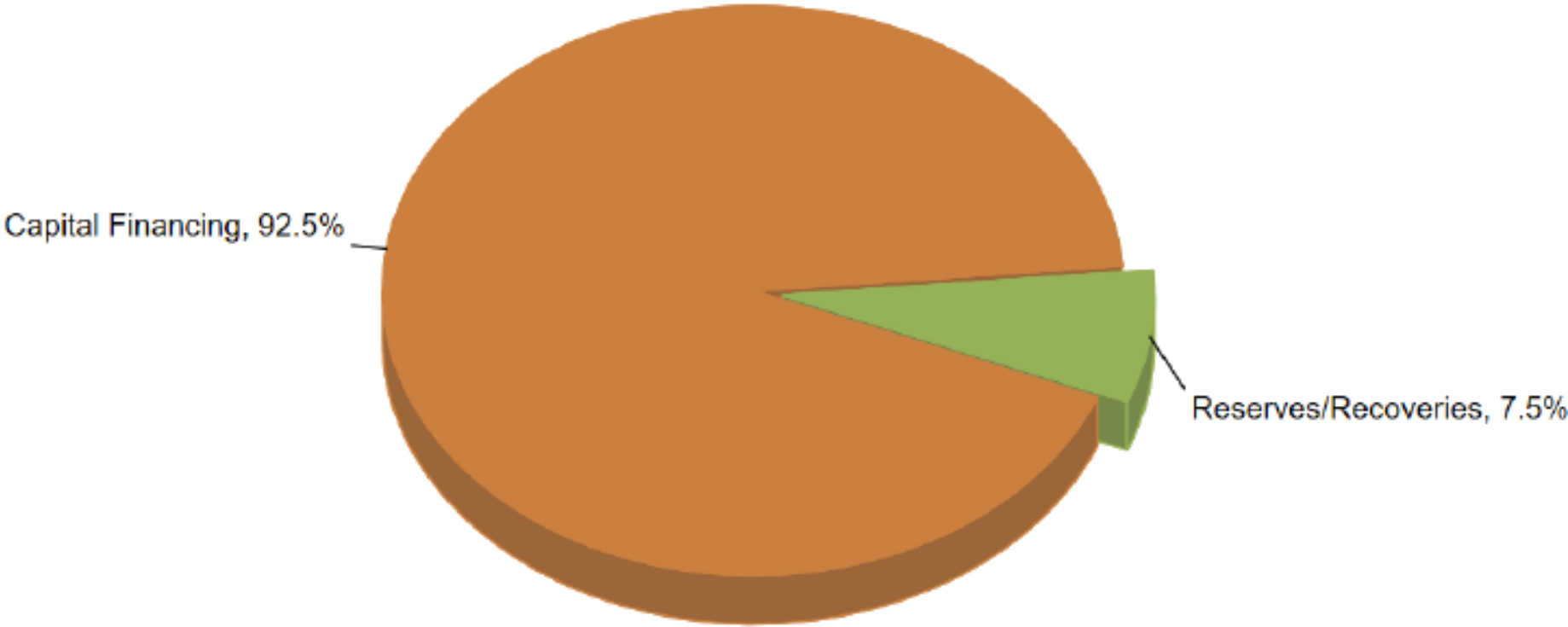
Cost Category Summary – Capital Financing

	2023	2025	2026	Change	Change
	Actual	Restated Budget	Adopted Budget	\$	%
Reserves/Recoveries*	\$ 30,252,805	\$ 16,302,284	\$ 15,024,020	\$ (1,278,264)	(7.8)%
Financial*	36,424	-	-	-	-%
Capital Financing*	132,007,861	179,757,547	185,649,282	5,891,735	3.3%
Total Expenses	162,297,090	196,059,831	200,673,302	4,613,471	2.4%
Grants & Subsidies	(407,988)	-	-	-	-%
Reserves	(7,508,860)	(5,573,929)	(4,186,864)	1,387,065	24.9%
Total Revenues	(7,916,848)	(5,573,929)	(4,186,864)	1,387,065	(24.9)%
Net Levy	\$ 154,380,242	\$ 190,485,902	\$ 196,486,438	\$ 6,000,536	3.2%

Departmental Budget Summaries

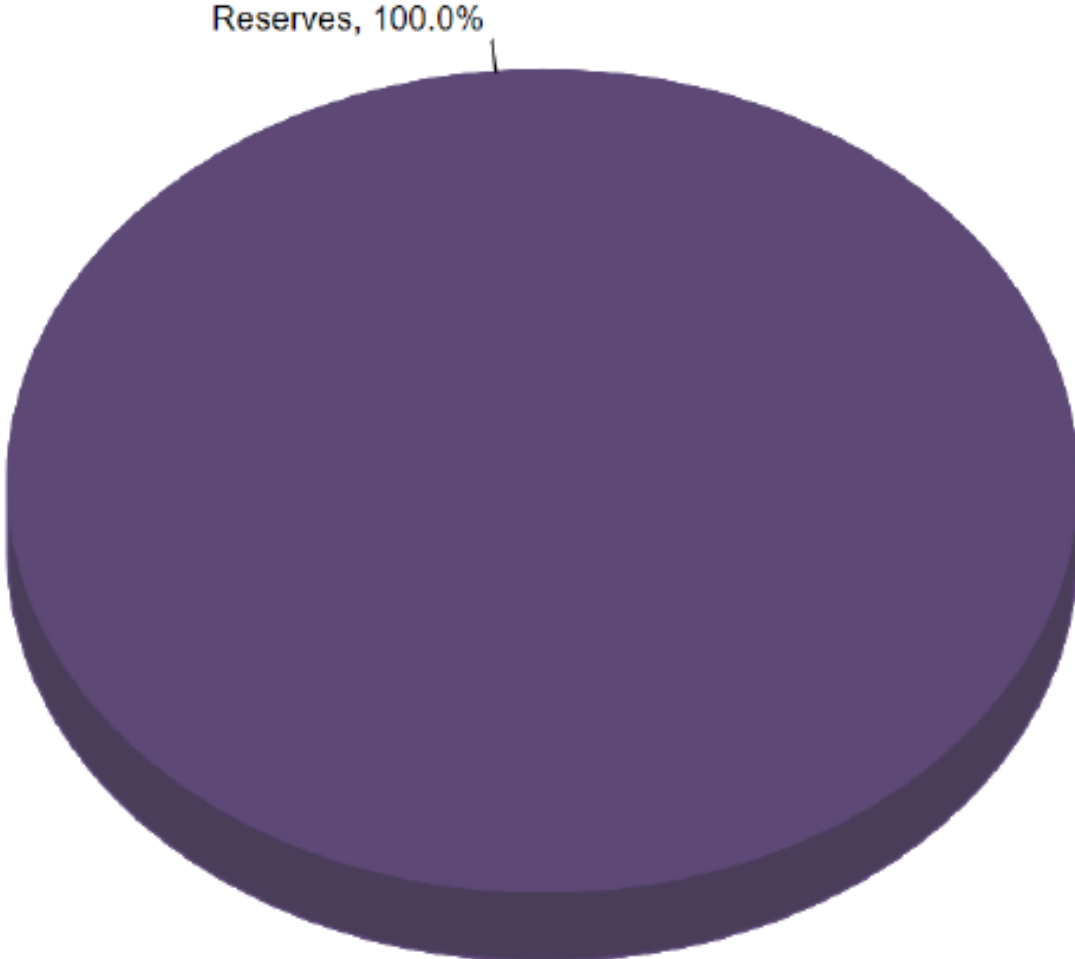
Breakdown of Expenses – Capital Financing

2026 Adopted Budget Expenses



Breakdown of Revenues – Capital Financing

2026 Adopted 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.	22-Feb-12	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, PW05117/FCS05104, and FCS21103(a)/PW22081)	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 (FCS25002)	The purpose of this policy is to establish guidelines and criteria for proper administration of financial reserves.	26-Mar-25	https://pub-hamilton.escribemeetings.com/filestream.ashx?DocumentId=441148
Procurement Policy (By-Laws 20-205, 21-215, 22-255, and 25-181)	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	By-Law 20-205: https://www.hamilton.ca/sites/default/files/2025-11/20-205_0.pdf By-Law 21-215: https://www.hamilton.ca/sites/default/files/2025-04/21-215.pdf By-Law 22-255: https://www.hamilton.ca/sites/default/files/2025-04/22-255.pdf By-Law 25-181: https://www.hamilton.ca/sites/default/files/2025-10/25-181.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	19-Dec-18	https://pub-hamilton.escribemeetings.com/filestream.ashx?DocumentId=174656

Financial Policies

Policy Name	Policy Summary	Approval Date	Policy Link
	Ward-Specific Non-Property Tax Revenues and Minor Maintenance Council Priority Projects.		
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
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.
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.
Benefits	Statutory or supplementary plans to which employees are or may be entitled including Employment Insurance, pension, medical or dental benefits.
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.
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.

Glossary of Terms and Acronyms

Term	Description
Capital Budget	The expenditures and financing sources to acquire or construct City's assets.
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 provides 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.
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.
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.

Glossary of Terms and Acronyms

Term	Description
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.
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.
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.
Hamilton Street Railway (HSR)	The City of Hamilton's municipal public transit system, providing bus service across the city to support local mobility and access to employment, services and community destinations.
Hamilton Street Railway (HSR) Next (HSR Next)	The City of Hamilton's long-term plan to redesign and modernize its transit network. HSR Next introduces a more connected, frequent and reliable system through new routes, transit hubs and improved integration with regional transit and future Light Rail Transit (LRT).
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.

Glossary of Terms and Acronyms

Term	Description
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.
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 Street, King Street and Queenston Road, connecting McMaster University to Eastgate Square.
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.
O. Reg. 276/02 (Bank Loans)	A regulation under the Municipal Act, 2001 that limits a municipality's exposure to variable interest rate debt. It requires that variable rate debt not exceed 15% of total outstanding municipal debt.
O. Reg. 284/09 (Budget Matters – Expenses)	A regulation under the Municipal Act, 2001 that allows municipalities to exclude certain non-cash expenses from the annual budget for tax levy purposes, with required disclosure of the financial impact.
O. Reg. 403/02 (Debt and Financial Obligation Limit)	A regulation under the Municipal Act, 2001 that establishes limits on municipal debt and financial obligations. It requires municipalities to ensure that annual debt servicing costs do not exceed 25% of revenues, as defined by the regulation, and sets out the methodology for calculating this limit.

Glossary of Terms and Acronyms

Term	Description
O. Reg. 530/22 (Strong Mayor Powers – Budget)	A regulation under the Municipal Act, 2001 that sets out the Mayor’s authority in the budget process, including proposing the budget and vetoing Council amendments, subject to override.
O. Reg. 588/17 (Asset Management Planning for Municipal Infrastructure)	A regulation under the Infrastructure for Jobs and Prosperity Act, 2015 that requires municipalities to develop and maintain asset management policies and plans for municipal infrastructure. It sets out phased requirements and timelines for identifying current and proposed levels of service, lifecycle costs and funding strategies.
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.
Own-Source Revenues	All revenues received by the City, not including Federal and Provincial Grants.
PRESTO	Cashless payment system for transit within the GTA.
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.

Glossary of Terms and Acronyms

Term	Description
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.
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.
Transit Maintenance and Storage Facility (MSF)	A municipal transit facility used for the storage, maintenance and operation of a transit vehicle fleet. In Hamilton, the MSF is a key piece of infrastructure designed to increase capacity and support the City's growing transit system, including fleet expansion and service improvements.
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
AM	Asset Management
AMP	Asset Management Plan
AODA	Accessible Ontarians with Disabilities Act
APS	Accessible Pedestrian Signals
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
CRM	Customer Relationship Management
CSA	Canadian Standard Association
DC	Development Charge
EAM	Enterprise Asset Management
ES	Engineering Services
F&A	Finance and Administration
FTE	Full Time Equivalents

Acronyms	Description
GIC	General Issue Committee
HAAA	Hamilton Amateur Athletic Association
HBC	Hamilton Business Centre
HSIR	Housing Sustainability & Investment Roadmap
HSR	Hamilton Street Railway
IPS	Intersection Pedestrian Signal
IT	Information Technology
LOS	Levels of Service
LRT	Light Rail Transit
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
PTE	Part Time Employees

Glossary of Terms and Acronyms

Acronyms	Description
PW	Public Works
RRC	Resource Recovery Centre
S&P	Standard and Poor's
SLT	Senior Leadership Team
SPM	Senior Project Manager
TMP	Transportation Master Plan
WIP	Works in Progress