



**City of Hamilton**  
**GENERAL ISSUES COMMITTEE REVISED**

**Meeting #:** 18-003(d)  
**Date:** January 30, 2018  
**Time:** 9:30 a.m.  
**Location:** Council Chambers, Hamilton City Hall  
71 Main Street West

Stephanie Paparella, Legislative Coordinator (905) 546-2424 ext. 3993

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	<b>Pages</b>
<b>1. CHANGES TO THE AGENDA</b>	
<b>2. DECLARATIONS OF INTEREST</b>	
<b>3. APPROVAL OF MINUTES OF PREVIOUS MEETINGS</b>	
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3.3 January 26, 2018 (to be distributed)	10
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<b>5. STAFF PRESENTATIONS</b>	
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<b>6. DISCUSSION ITEMS</b>	
*6.1 Licensing Rental Units (PED10049(v) - Sub-Section (a) (Referred by the Planning Committee on August 15, 2017)	79
<b>7. MOTIONS</b>	
<b>8. NOTICES OF MOTION</b>	

9. ADJOURNMENT



## **GENERAL ISSUES COMMITTEE (BUDGET) MINUTES 18-003(b)**

9:30 a.m.

Tuesday, January 23, 2018

Council Chambers

Hamilton City Hall

71 Main Street West

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**Present:** Mayor F. Eisenberger, Deputy Mayor A. Johnson (Chair)  
Councillors T. Whitehead, D. Skelly, T. Jackson, C. Collins,  
S. Merulla, M. Green, J. Farr, D. Conley, M. Pearson, B. Johnson,  
L. Ferguson A. VanderBeek, J. Partridge

**Absent**

**with Regrets:** Councillors R. Pasuta – Other City Business

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**FOR INFORMATION:**

**(a) CHANGES TO THE AGENDA (Item 1)**

There were no changes to the agenda.

**(Whitehead/Skelly)**

That the agenda for the January 23, 2018 General Issues Committee (Budget) meeting be approved, as presented.

**CARRIED**

**(b) DECLARATIONS OF INTEREST (Item 2)**

There were no declarations of interest.

**(c) PRESENTATIONS (Item 4)**

**(i) Conservation Halton (Item 5.1)**

Hassaan Basit, General Manager of Conservation Halton, addressed Committee and provided a PowerPoint presentation respecting Conservation Halton's 2018 Operating Budget submission.

**(Skelly/Partridge)**

That the presentation, respecting Conservation Halton's 2018 Operating Budget submission, be received.

**CARRIED**

The presentation is available on the City's website at [www.hamilton.ca](http://www.hamilton.ca) or through the Office of the City Clerk.

**(ii) Grand River Conservation Authority (Item 5.2)**

Joe Farwell, CAO of the Grand River Conservation Authority; and, Keith Murch, Secretary-Treasurer and Assistant CAO, addressed Committee and provided a PowerPoint presentation respecting the Grand River Conservation Authority's 2018 Operating Budget submission.

**(B. Johnson/Pearson)**

That the presentation, respecting the Grand River Conservation Authority's 2018 Operating Budget submission, be received.

**CARRIED**

The presentation is available on the City's website at [www.hamilton.ca](http://www.hamilton.ca) or through the Office of the City Clerk.

**(iii) Hamilton Beach Rescue Unit (Item 5.3)**

Chief Charlie Witherington, of the Hamilton Beach Rescue Unit, addressed Committee and provided a PowerPoint presentation respecting the Hamilton Beach Rescue Unit's 2018 Operating Budget submission.

**(Partridge/Eisenberger)**

That the presentation, respecting the Hamilton Beach Rescue Unit's 2018 Operating Budget submission, be received.

**CARRIED**

The presentation above is available on the City's website at [www.hamilton.ca](http://www.hamilton.ca) or through the Office of the City Clerk.

**(iv) Royal Botanical Gardens (Item 5.4)**

Ruth Lee, Chair of the Royal Botanical Gardens Board; Mark Runciman, CAO of the Royal Botanical Gardens; and, Andrew Duncan, Director of Finance & Administration, addressed Committee and provided a video and verbal overview respecting the Royal Botanical Gardens' 2018 Operating Budget submission.

**(Collins/Merulla)**

That the presentation, respecting the Royal Botanical Gardens' 2018 Operating Budget submission, be received.

**CARRIED**

The presentation is available on the City's website at [www.hamilton.ca](http://www.hamilton.ca) or through the Office of the City Clerk.

**(v) Hamilton Region Conservation Authority (Item 5.5)**

Lisa Burnside, CAO of the Hamilton Region Conservation Authority; Scott Peck, Deputy CAO; and, Neil McDougall, Secretary-Treasurer, addressed Committee and provided a PowerPoint presentation, respecting the Hamilton Region Conservation Authority's 2018 Operating Budget submission.

**(Eisenberger/Whitehead)**

That the presentation, respecting the Hamilton Region Conservation Authority's 2018 Operating Budget submission, be received.

**CARRIED**

The presentation is available on the City's website at [www.hamilton.ca](http://www.hamilton.ca) or through the Office of the City Clerk.

**(vi) Niagara Peninsula Conservation Authority (Item 5.6)**

Peter Graham, Acting CAO of the Niagara Peninsula Conservation Authority (NPCA), and Councillor Sandy Annunziata, Chair of the NPCA Board, addressed Committee and provided a PowerPoint presentation respecting the Niagara Peninsula Conservation Authority's 2018 Operating Budget submission.

**(B. Johnson/Conley)**

That the presentation, respecting the Niagara Peninsula Conservation Authority's 2018 Operating Budget submission, be received.

**CARRIED**

The presentation is available on the City's website at [www.hamilton.ca](http://www.hamilton.ca) or through the Office of the City Clerk.

**(d) ADJOURNMENT (Item 10)**

**(Pearson/Partridge)**

That, there being no further business, the General Issues Committee, be adjourned at 1:59 p.m.

**CARRIED**

Respectfully submitted,

A. Johnson, Deputy Mayor  
Chair, General Issues Committee

Stephanie Paparella  
Legislative Coordinator  
Office of the City Clerk



## **GENERAL ISSUES COMMITTEE MINUTES 18-003(b)**

9:30 a.m.

Thursday, January 25, 2018

Council Chambers

Hamilton City Hall

71 Main Street West

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**Present:** Mayor F. Eisenberger, Acting Deputy Mayor B. Johnson (Chair),  
Deputy Mayor A. Johnson (Chair)  
Councillors D. Skelly, T. Jackson, C. Collins, S. Merulla, M. Green,  
J. Farr, D. Conley, M. Pearson, L. Ferguson, A. VanderBeek,  
R. Pasuta, J. Partridge

**Absent**  
**with Regrets:** Councillor T. Whitehead – Personal

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### **FOR INFORMATION:**

**(a) CHANGES TO THE AGENDA (Item 1)**

There were no changes to the agenda.

**(Farr/Eisenberger)**

That the agenda for the January 26, 2017 General Issues Committee (Budget) meeting be approved, as presented.

**CARRIED**

**(b) DECLARATIONS OF INTEREST (Item 2)**

There were no declarations of interest.

**(c) PRESENTATIONS (Item 5)**

**(i) Hamilton Library Board – 2018 Operating Budget Submission (Item 5.1)**

Lori-Anne Spence-Smith, Chair, of the Library Board; and, Paul Takala, Chief Librarian / CAO, addressed Committee respecting the Hamilton Library Board's 2018 Operating Budget Submission.

**(Jackson/Collins)**

That Councillor J. Farr be permitted additional time, beyond the 5 minute limit, to continue with his questions to the presenter.

**CARRIED****(Pearson/Partridge)**

That the presentation, respecting the Hamilton Library Board's 2018 Operating Budget submission, be received.

**CARRIED**

The presentation is available on the City's website at [www.hamilton.ca](http://www.hamilton.ca) or through the Office of the City Clerk.

**(ii) Hamilton Farmers' Market Board 2018 Operating Budget Submission (Item 5.2)**

Eric Miller, Treasurer, addressed Committee and provided a PowerPoint presentation respecting the Hamilton Farmers' Market Board's 2018 Operating budget submission.

**(Farr/Pasuta)**

That the presentation, respecting the Hamilton Farmers' Market Board's 2018 Operating Budget submission, be received.

**CARRIED**

The presentation is available on the City's website at [www.hamilton.ca](http://www.hamilton.ca) or through the Office of the City Clerk.

**(iii) Hamilton Police Services Board – 2018 Operating Budget Submission (5.3)**

Chief Girt, addressed Committee respecting the Hamilton Police Service Board's 2018 Operating Budget.

**(Ferguson/Merulla)**

That Councillor T. Jackson be permitted time, beyond the 5 minute limit, to continue with his questions to the presenter.

**CARRIED****(Partridge/Conley)**

That the presentation, respecting the Hamilton Police Services Board's 2018 Operating Budget submission, be received.

**CARRIED**



The presentation and the video are available on the City's website at [www.hamilton.ca](http://www.hamilton.ca) or through the Office of the City Clerk.

**(iv) Marihuana Dispensaries (Item 5.3(a))**

At the December 6, 2018 General Issues Committee (GIC) meeting, Committee requested that Chief Girt provide a separate presentation at today's GIC meeting respecting the process and constraints of enforcing the criminal code, with respect to the current laws regarding the illegal sale of marihuana.

Superintendent Ryan Diodati, Investigative Services Division, Hamilton Police Service, addressed Committee and provided a PowerPoint presentation, respecting marihuana dispensaries.

**(Farr/Pearson)**

That the presentation, respecting marihuana dispensaries, be received.

**CARRIED**

The presentation is available on the City's website at [www.hamilton.ca](http://www.hamilton.ca) or through the Office of the City Clerk.

**(d) ADJOURNMENT (Item 10)**

**(Farr/Ferguson)**

That, there being no further business, the General Issues Committee, be adjourned at 1:24 p.m.

**CARRIED**

Respectfully submitted,

B. Johnson, Acting Deputy Mayor  
Chair, General Issues Committee

A. Johnson, Deputy Mayor  
Chair, General Issues Committee



## **GENERAL ISSUES COMMITTEE (BUDGET) MINUTES 18-003(c)**

9:30 a.m.

Friday, January 26, 2018

Council Chambers

Hamilton City Hall

71 Main Street West

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**Present:** Mayor F. Eisenberger, Deputy Mayor A. Johnson (Chair)  
Councillors T. Whitehead, D. Skelly, T. Jackson, C. Collins,  
S. Merulla, M. Green, J. Farr, D. Conley, M. Pearson,  
A. VanderBeek, R. Pasuta, J. Partridge

**Absent**

**with Regrets:** Councillors B. Johnson, L. Ferguson – Personal

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### **THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR INFORMATION:**

**(a) CHANGES TO THE AGENDA (Item 1)**

The Committee Clerk advised that there were no changes to the agenda.

**(Merulla/Green)**

That the agenda for the January 26, 2018 General Issues Committee (Budget) meeting be approved, as presented.

**CARRIED**

**(b) DECLARATIONS OF INTEREST (Item 2)**

There were no declarations of interest.

**(c) STAFF PRESENTATIONS (Item 4)**

**(i) Transit 2018 Operating Budget Overview (Item 5.1)**

Debbie Dalle Vedove, Director of Transit, addressed Committee and provided a PowerPoint presentation respecting the Transit 2018 Operating Budget.

**(Eisenberger/Green)**

That the presentation, respecting the Transit 2018 Operating budget, be received.

**CARRIED**

The presentation is available on the City's website at [www.hamilton.ca](http://www.hamilton.ca) or through the Office of the City Clerk.

**(d) ADJOURNMENT (Item 11)**

**(Farr/Skelly)**

That, there being no further business, the General Issues Committee, be adjourned at 11:57 p.m.

**CARRIED**

Respectfully submitted,

A. Johnson, Deputy Mayor  
Chair, General Issues Committee

Stephanie Paparella  
Legislative Coordinator  
Office of the City Clerk



# PLANNING & ECONOMIC DEVELOPMENT 2018 OPERATING BUDGET

January 30, 2018

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.

# SERVICES AND SUB-SERVICES

## Building Permits

- Applicable Law Review
- IC&I, and High Density Residential
- Low Density Residential
- Ontario Building Code Pre-Consultation

## Building Inspections

- Building Code Inspections and Enforcement
- Enforcement of By-laws

## Parking Operations

- Off-street Facilities
- On-street Regulations

## By-Law Enforcement

- Lottery Licensing
- Municipal Law Enforcement
- Parking Enforcement
- Public Complaints Handling
- Public Education
- Residential Care Facility Inspection
- Revenue Collection and Accounting
- Sign By-law
- Business and Trade Licensing
- Zoning Verification and Property Reports
- AGCO Liquor Licensing

## Animal Services

- Municipal Law Enforcement
- Public Complaints Handling
- Pound Services
- Public Education

## Business Development

- Business Attraction and Retention

## Growth Management

- Airport Lease Management/Liaison
- Growth Planning

## Urban Renewal

# SERVICES AND SUB-SERVICES

## Cultural Development

- Cultural Marketing
- Cultural Policies and Strategies
- Emerging Creative Sectors (Fashion)
- Events Development
- Film/Film Permits
- Music
- Public Art and Arts Development

## Tourism Development

- Major Events
- Meetings and Conventions
- Sport Tourism
- Tourism Marketing
- Visitor Services and Visitor Centre

## Heritage Resource Management

- Heritage Facility and Resource Management
- Heritage Policy, Initiatives and Strategies
- Museum Operations

## Development Approvals

- Approvals/Implementation
- Grading

## Real Estate Property Management

## School Safety

- Parking Regulations
- School Crossing Guards

## Land Use Planning

- Official Plans
- Secondary Plans
- Special Studies (Community)
- Special Studies (Long-Range)

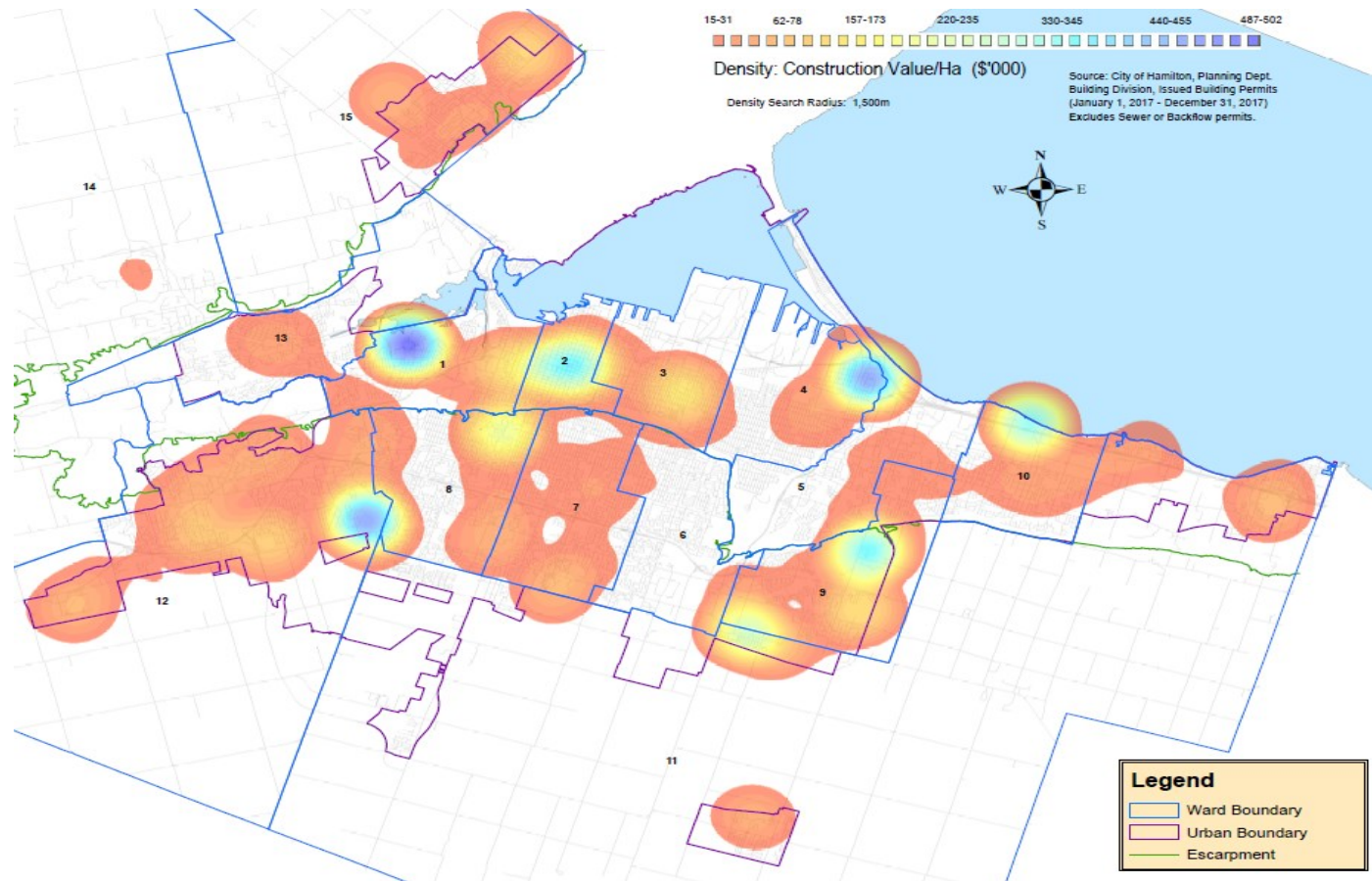
# 2017 HIGHLIGHTS



# 2017 HIGHLIGHTS

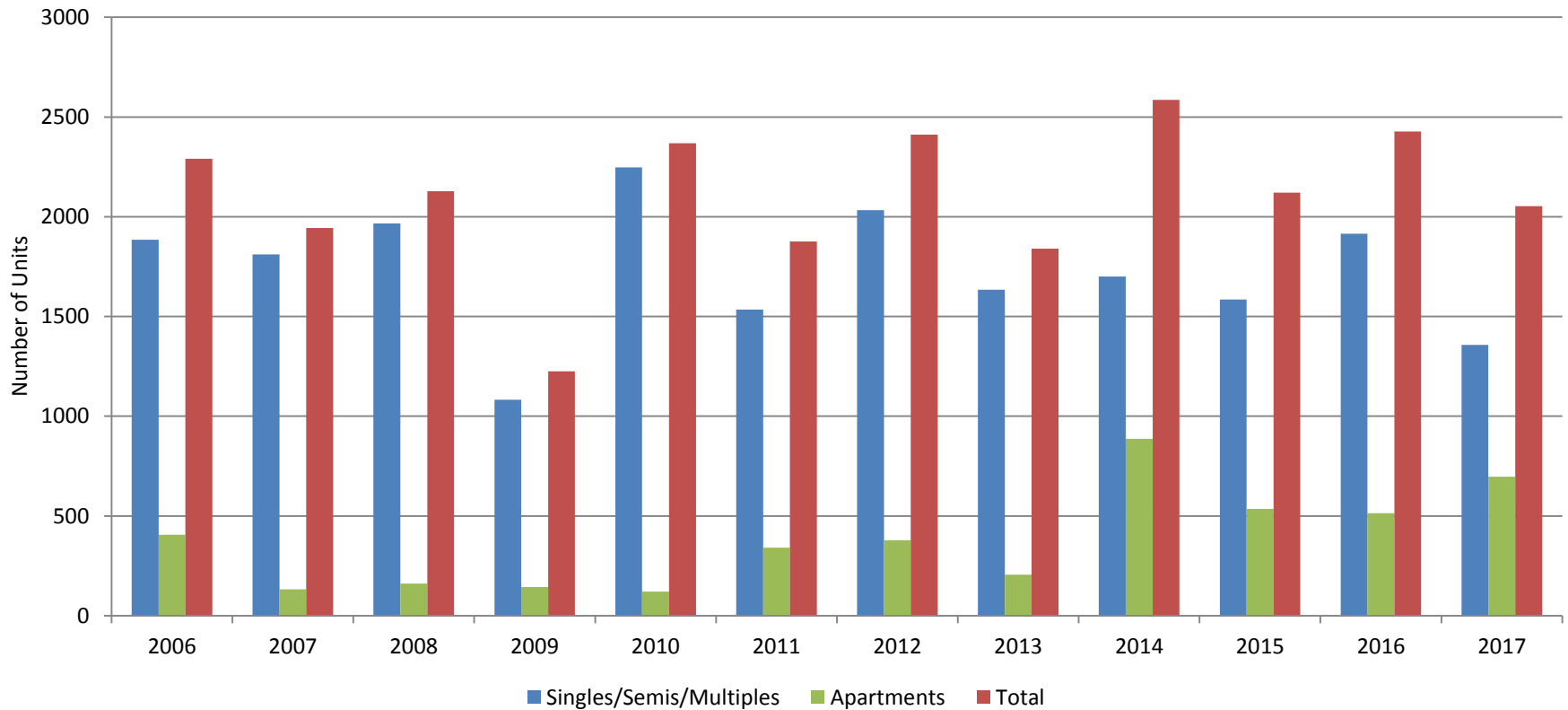
## Planning & Development

Year	Construction Value
2006	\$682,547,814
2007	\$801,719,348
2008	\$818,462,450
2009	\$692,402,386
2010	\$1,096,299,091
2011	\$731,019,287
2012	\$1,499,627,394
2013	\$1,025,785,000
2014	\$1,143,192,846
2015	\$1,108,192,846
2016	\$1,056,237,746
2017	<b>\$1,364,145,418</b>



## Planning & Development (cont'd)

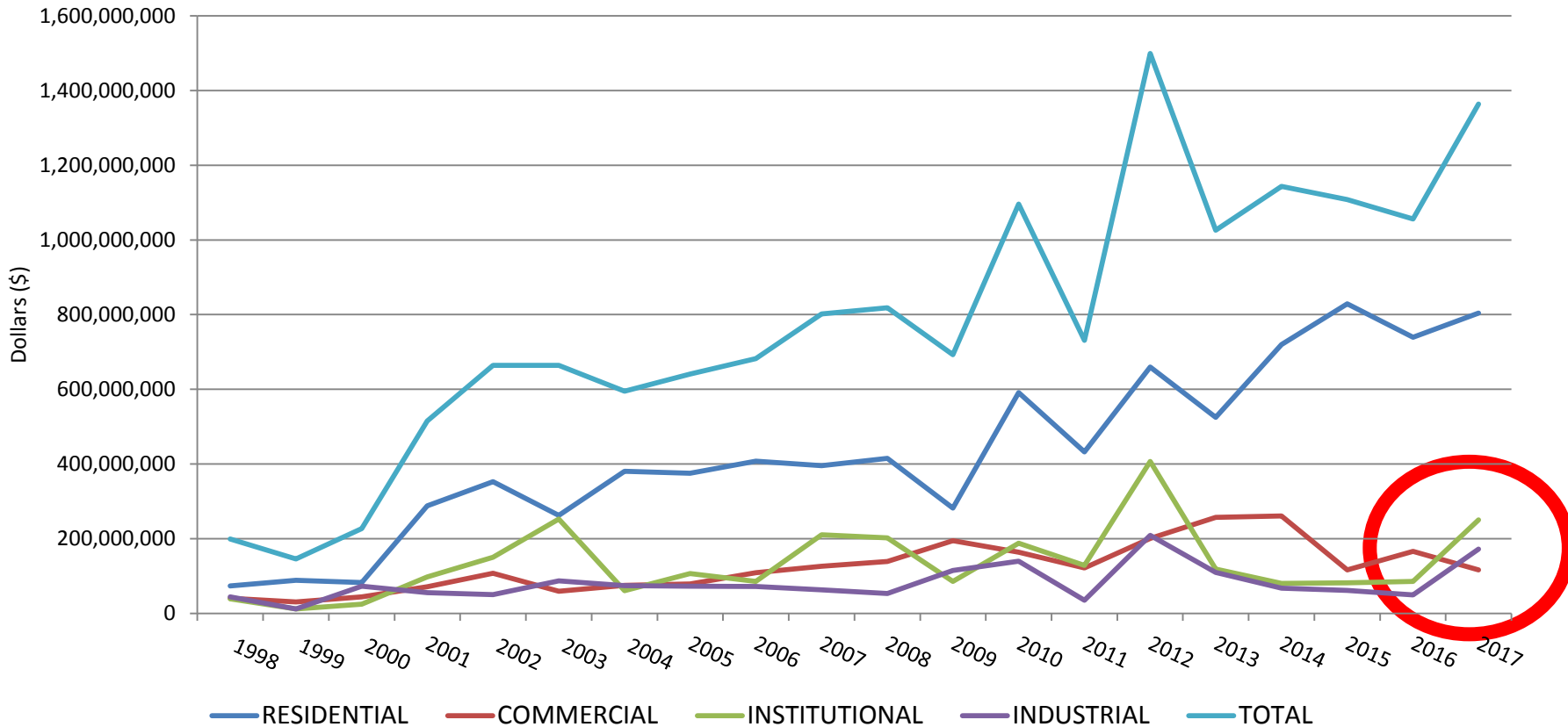
### Housing Units



# 2017 HIGHLIGHTS

## Planning & Development (cont'd)

### Building Permit Construction Values By Type

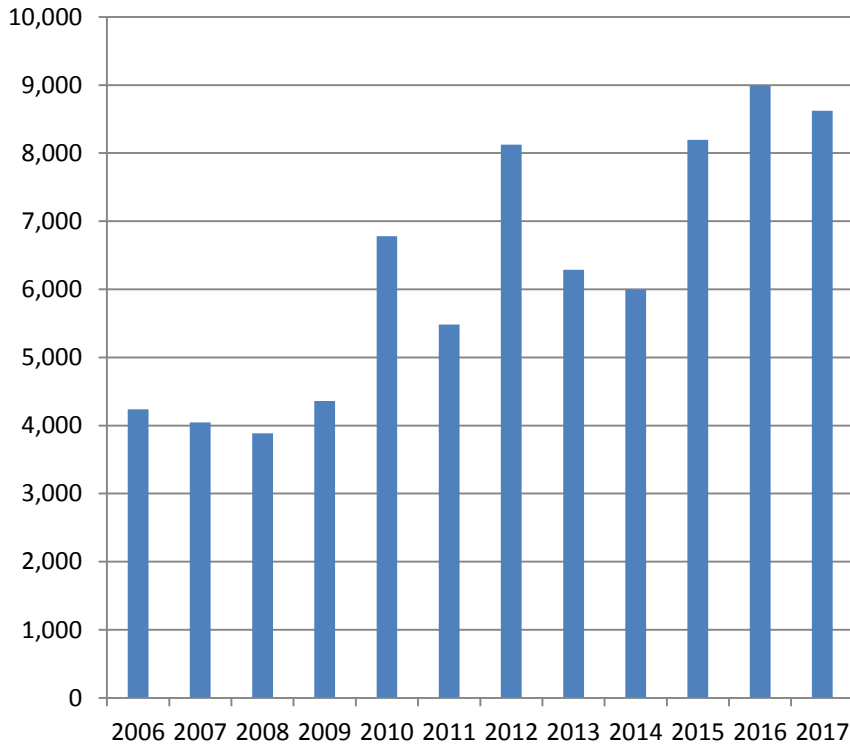


## Planning & Development (cont'd)

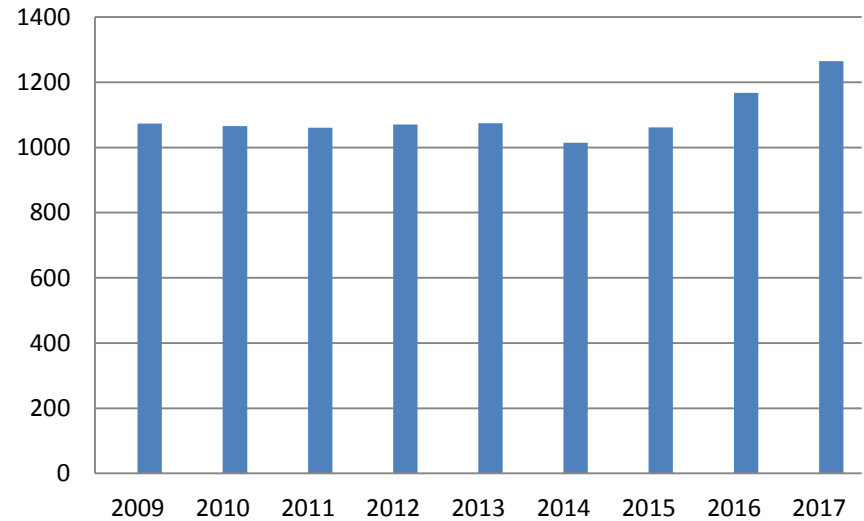


## Planning & Development (cont'd)

### Number of Building Permits Issued



### Number of Development Applications



## Planning & Development (cont'd)

- Upper Centennial Sanitary Tunnel
- Waterdown Water Tower
- Parkside Drive
- Dartnall Road widening and urbanization
- Sheldon/Mewburn Neighbourhood pond construction
- Barton Street and Fifty Road improvements

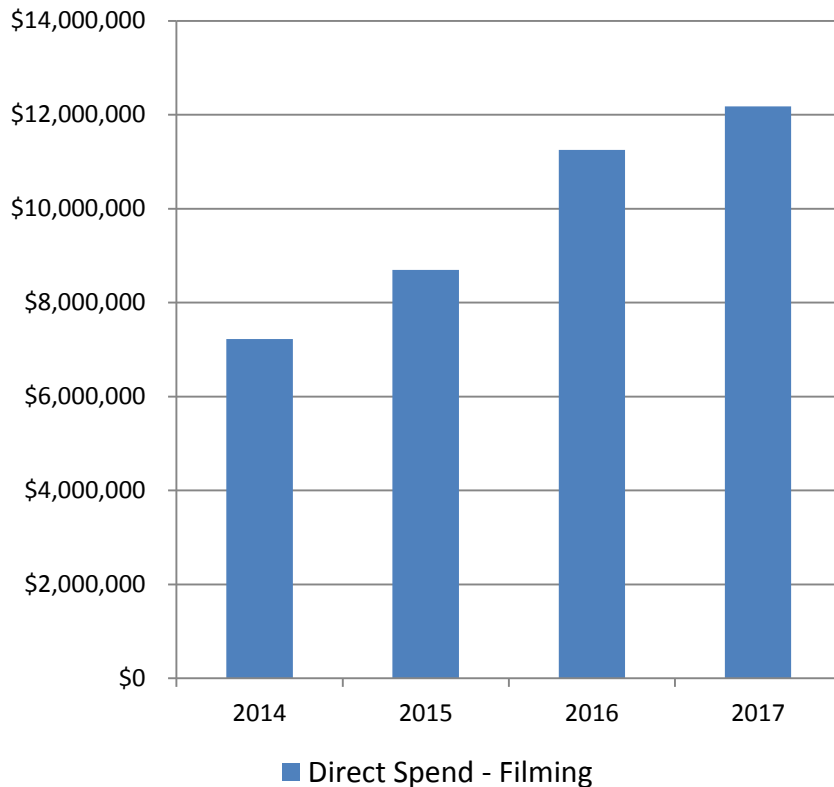
# Culture & Economic Development

- First land acquisition under the Shovel-Ready Employment Land Strategy
- Amazon proposal
- Over 1,000 consultations through the Small Business Enterprise Centre, leading to 167 new jobs created and 161 new businesses
- Creative Industries zoning initiative
- Music Strategy implementation

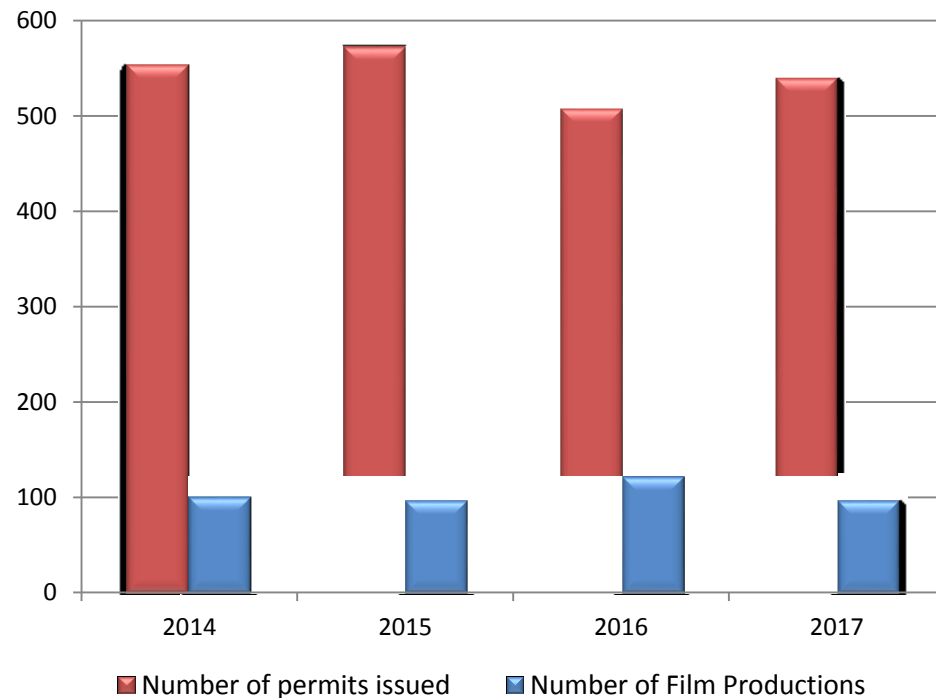
# 2017 HIGHLIGHTS

## Culture & Economic Development (cont'd)

**Direct Spend - Filming**



**Number of Film Permits Issued and Number of Film Productions**

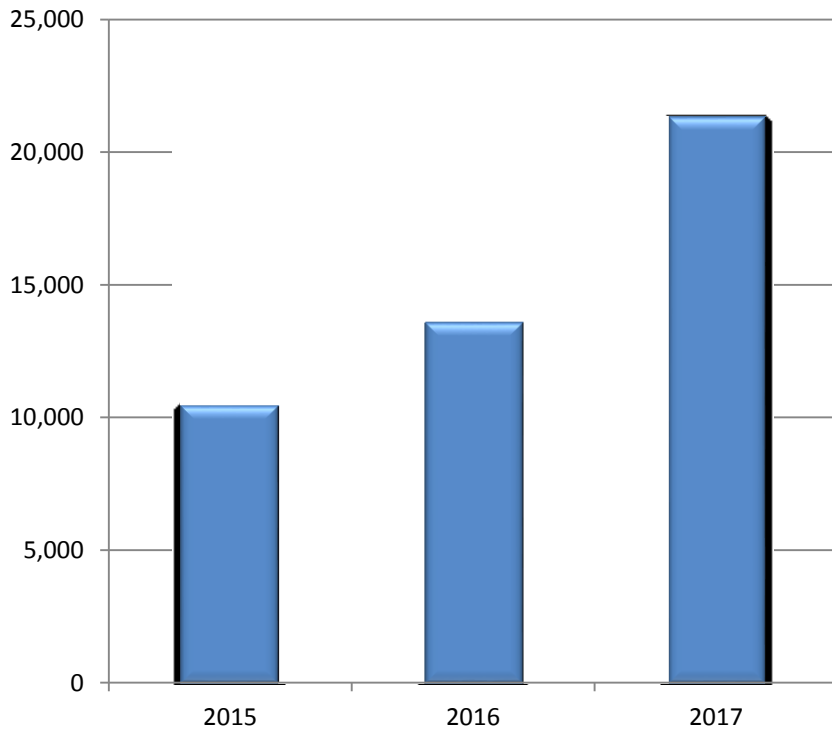




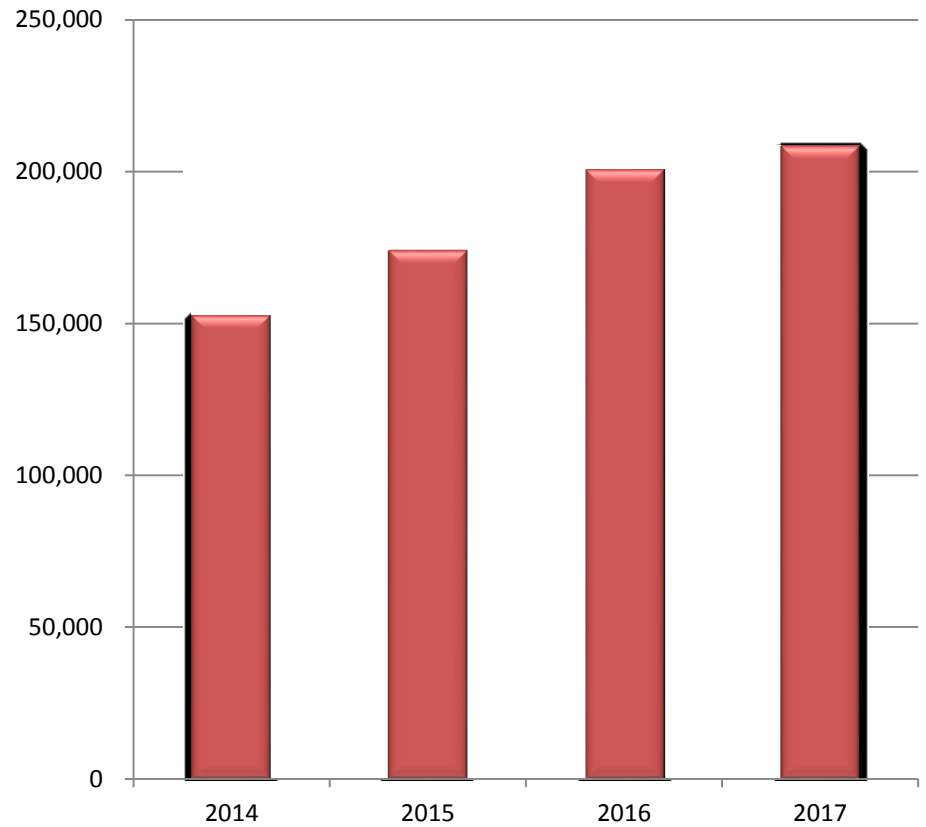
# 2017 HIGHLIGHTS

## Culture & Economic Development (cont'd)

### Hotel Stays (Room Nights)



### Number of Museum Visits



# Open For Business

## Eliminating Unnecessary Steps

- Temporary Encroachment Agreements
- Variance process for Sign By-law
- New approvals process for patios

## Streamlining Necessary Steps

- New Commercial/Mixed Use ZBL
- Conditional Permit process for brownfields
- Business Licensing By-law review
- Zoning Reviews for Formal Consultations

## Use of technology

- Upgrade to AMANDA 7 platform
- Digital applications for Building Permits

Pilot Project # 5 – City of Hamilton

**Regulatory process “re-engineering” and continuous improvement**

Ontario's economy owes a great deal of its prosperity to the role played by residential, industrial and institutional construction. New home construction and redevelopment creates demand for a wide range of products and services, from appliances, decor and fixtures, to the services of architects, surveyors and landscapers. The land-development industry supplies the increasing demand for these services, and is one of the most important sectors of the construction industry and its related sectors.

However, the land-development process is becoming increasingly complex and costly. Some major changes to the regulatory process are required to ensure that applicants will still be required to meet the same standards, but the process will be more efficient and less costly.

The use of process-review and provincial approval authority, also yields serviced land to market more quickly.

The City of Hamilton's Business Review Process (BRP) is a provincial approval authority, and led by an experienced Director of Planning and Development.

The goals of Open For Business are:

- Eliminating unnecessary steps
- Establishing clear guidelines
- Technology to assist staff
- Establishing and tracking performance
- Developing staff and improving processes

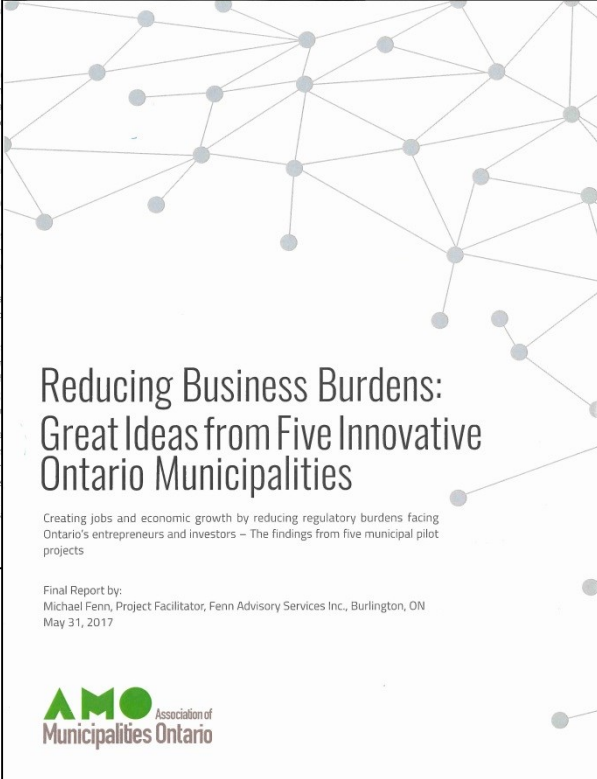
Through the City's General Municipal Review (GMR) process, regular reports on "continuous improvement" are submitted to the provincial government. Individual past applications or projects are reviewed for changes in existing policies and procedures. The Improvement Team, made up of representatives from various departments meet on a regular basis to discuss and

**Reducing Business Burdens: Great Ideas from Five Innovative Ontario Municipalities**

Creating jobs and economic growth by reducing regulatory burdens facing Ontario's entrepreneurs and investors – The findings from five municipal pilot projects

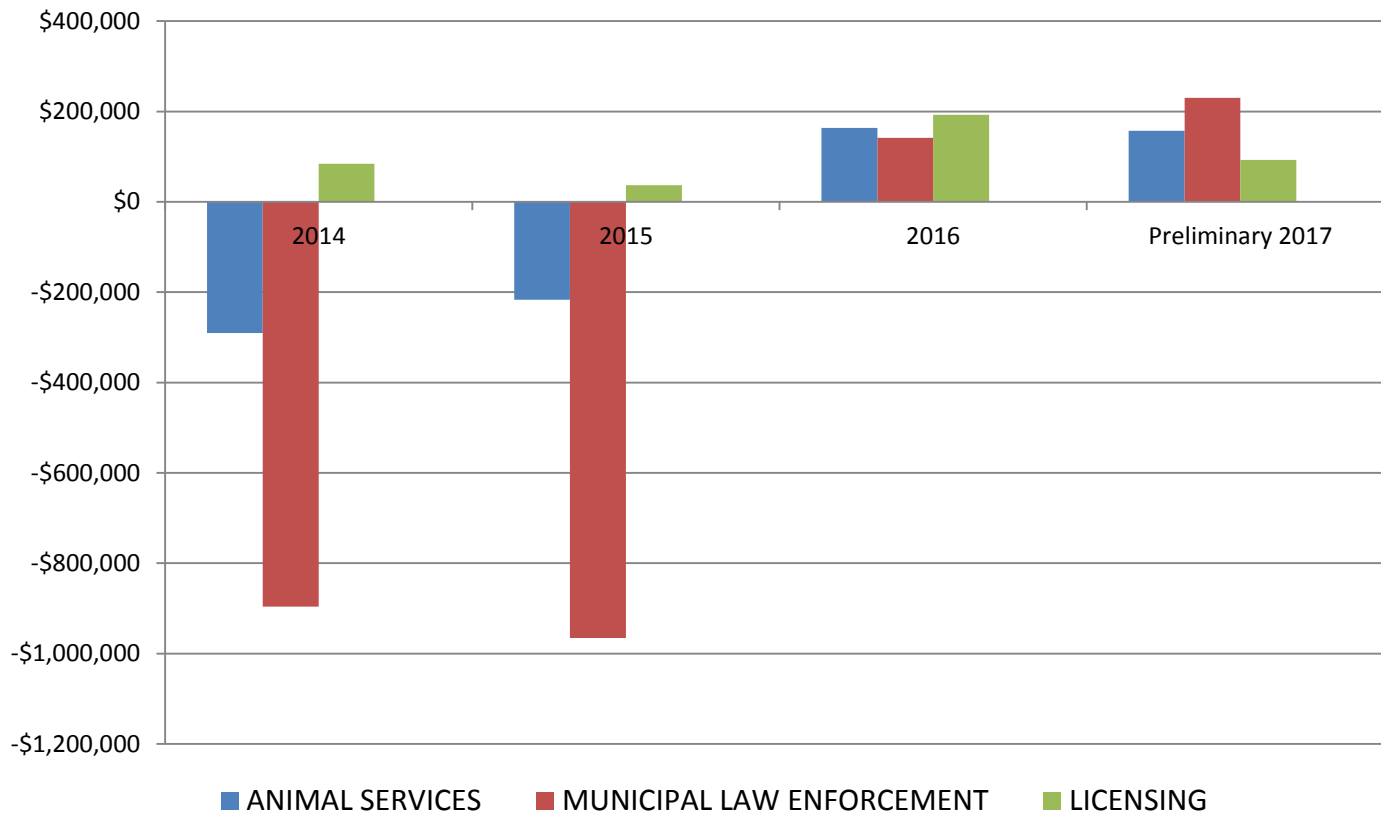
Final Report by:  
Michael Fenn, Project Facilitator, Fenn Advisory Services Inc., Burlington, ON  
May 31, 2017

**AMO** Association of Municipalities Ontario



## Licensing & By-law Services

Revenue Variances (Budget vs Actuals)



# West Harbour & LRT

## LRT

- Submission and approval of Environmental Project Report Addendum
- Development of the Project Specific Output Specifications (PSOS) and the Reference Concept Design in preparation for procurement
- Two Community Connector Outreach Program canvasses reaching 1,379 properties

## West Harbour

- Launched the Pier 8 Request for Proposals (RFP) stage to the five short-listed proponent teams
- Held design competition process to choose a design for the highly anticipated Pier 8 Promenade Park
- Continued planning for Piers 6 & 7 public realm design

# TRENDS & ISSUES

# TRENDS AND ISSUES 2018 - 2021

## Growth & Economic Development

- Serviced land supply for residential and non-residential development
- Cost competitiveness with nearby municipalities
- CIP/Incentive Program review
- Parking supply/delivery
- Development staging with LRT
- Housing affordability

# TRENDS AND ISSUES 2018 - 2021

## Open For Business

- Keeping up with demand/development activity levels
- Finalizing KPIs and benchmarks
- Transition to electronic submissions

## Legislation

- OMB and Local Planning Appeals Tribunal
- Ministry of Environment Transfer of Review Program
- New regulatory areas (marijuana, sharing economy)

## Workforce Development

- Workload
- Training to address changing regulatory environments
- Staff retirement and turnover

# METRICS



**Official Plan/Zoning By-law Amendments**



**Subdivisions/Site Plans/C of A**



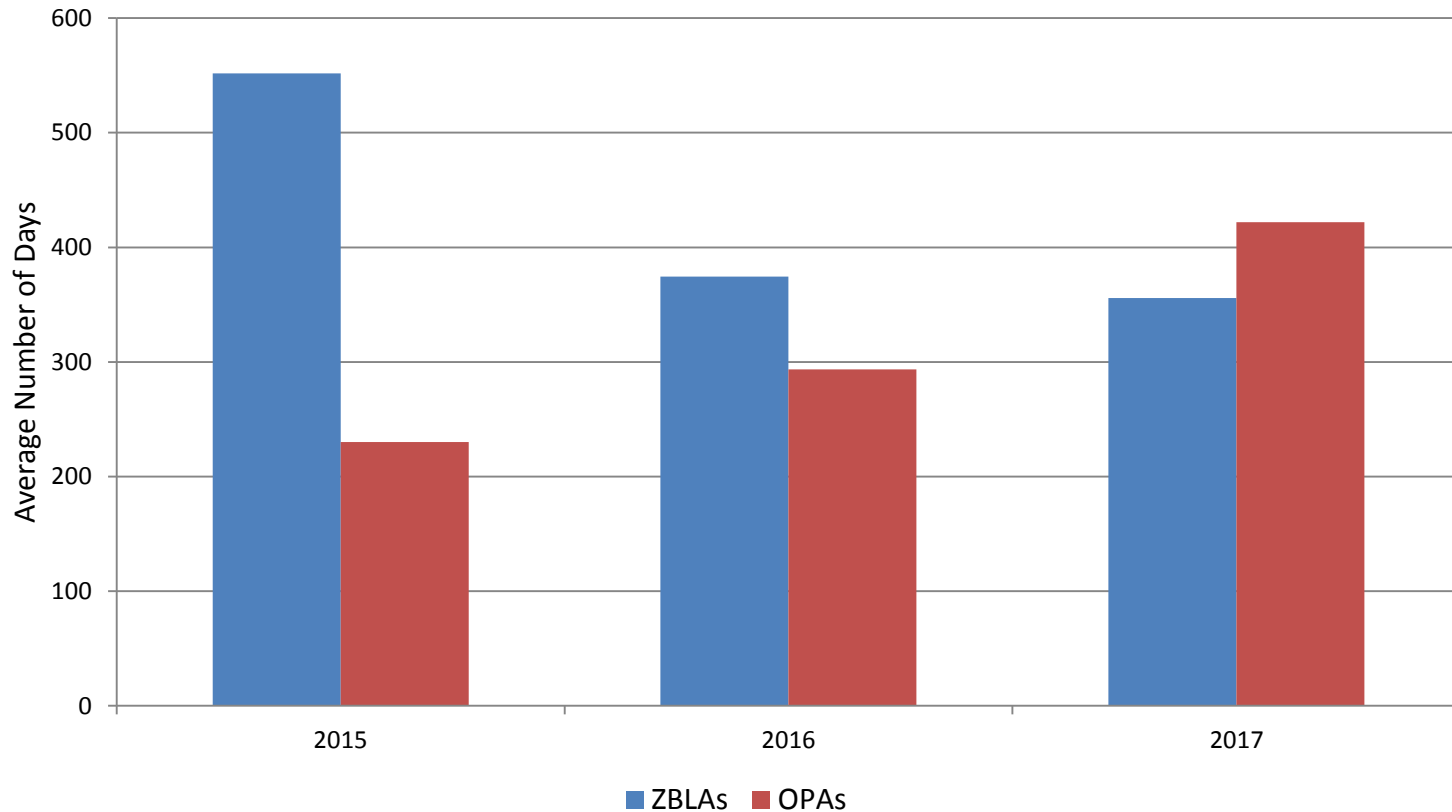
**Building Permits**



**Business Licences**

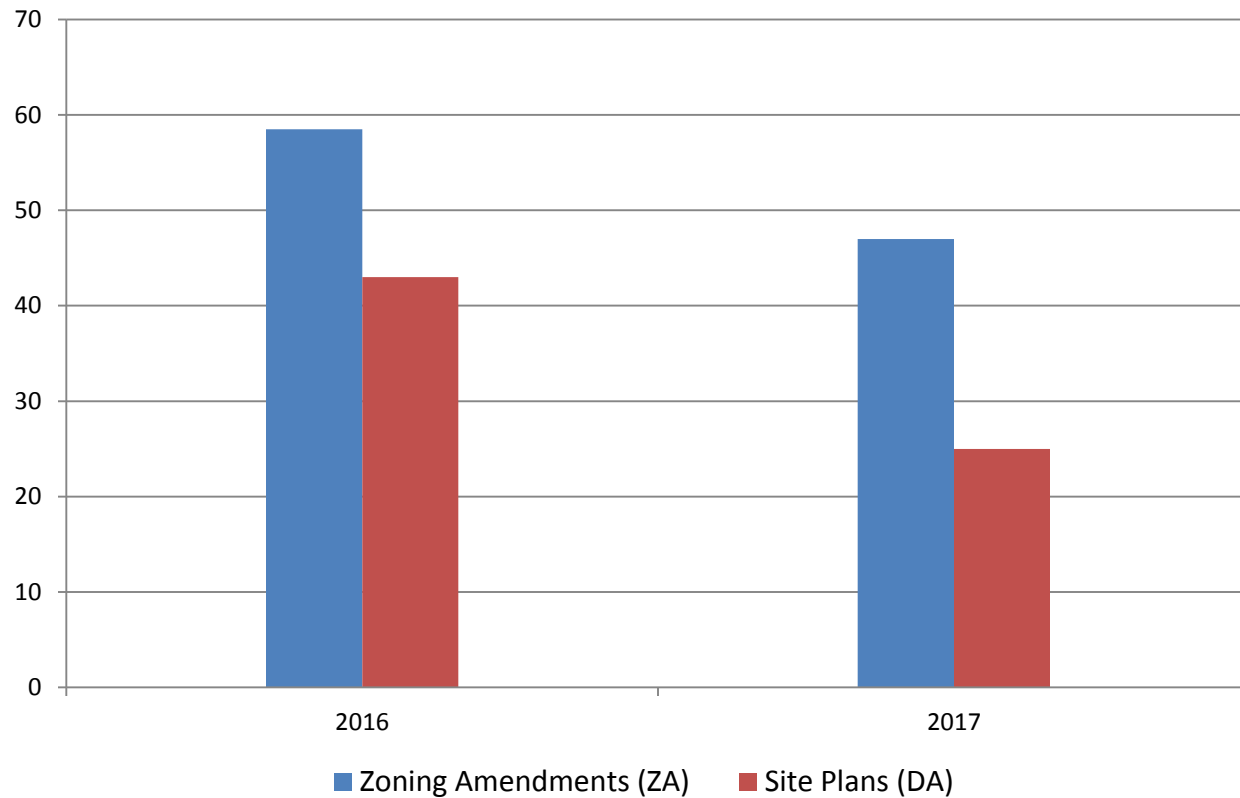
# Official Plan/Zoning By-law Amendments

### Approval Timelines – Reports to Planning Committee



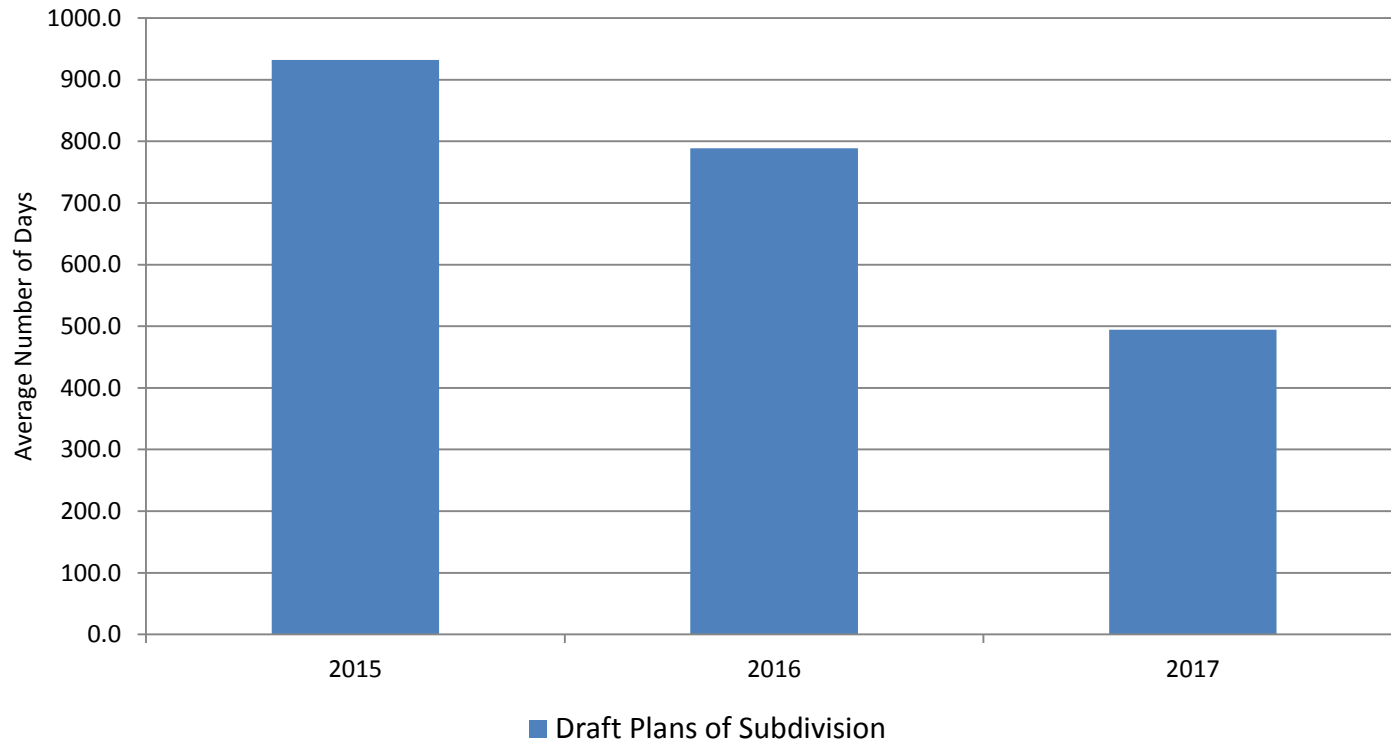
## Official Plan/Zoning By-law Amendments

### Average Number of Days to Complete a Zoning Verification for Planning Files



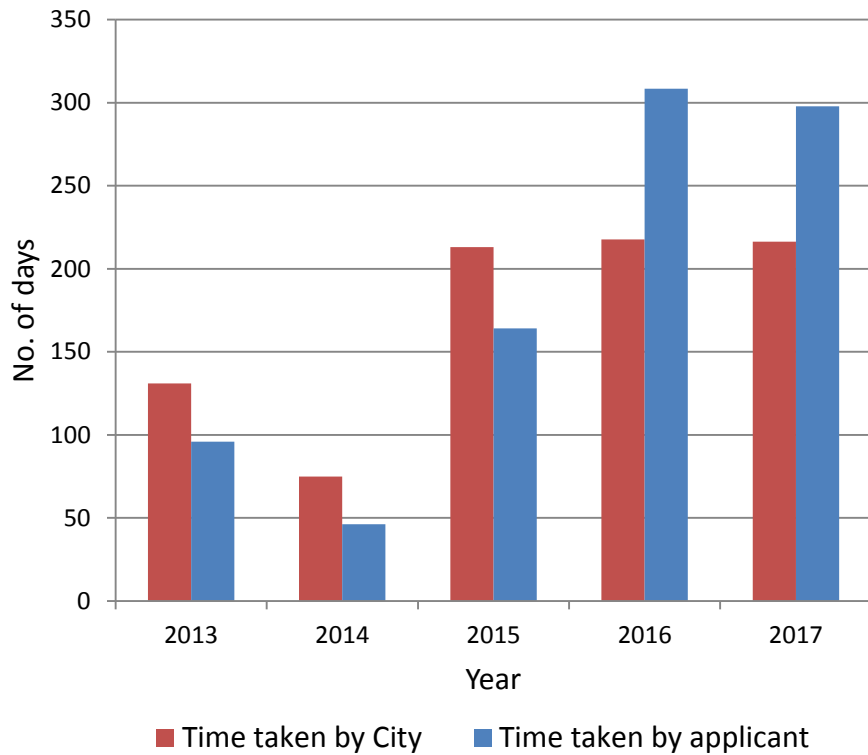
# Subdivisions

## Approval Timelines - Draft Plans to Planning Committee

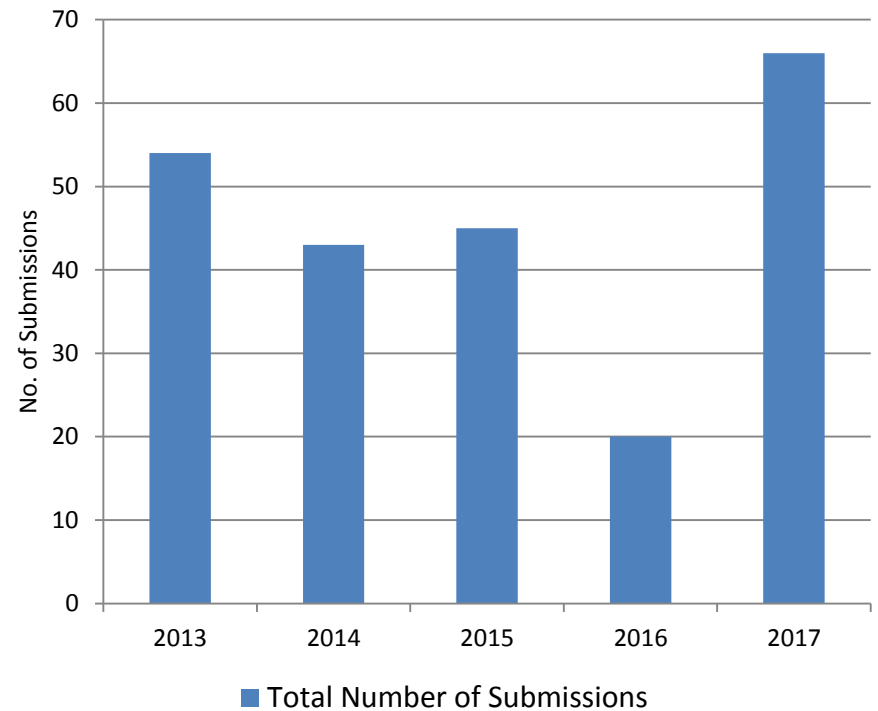


# Subdivisions

**Processing Time for Engineering Submissions (Subdivisions)**

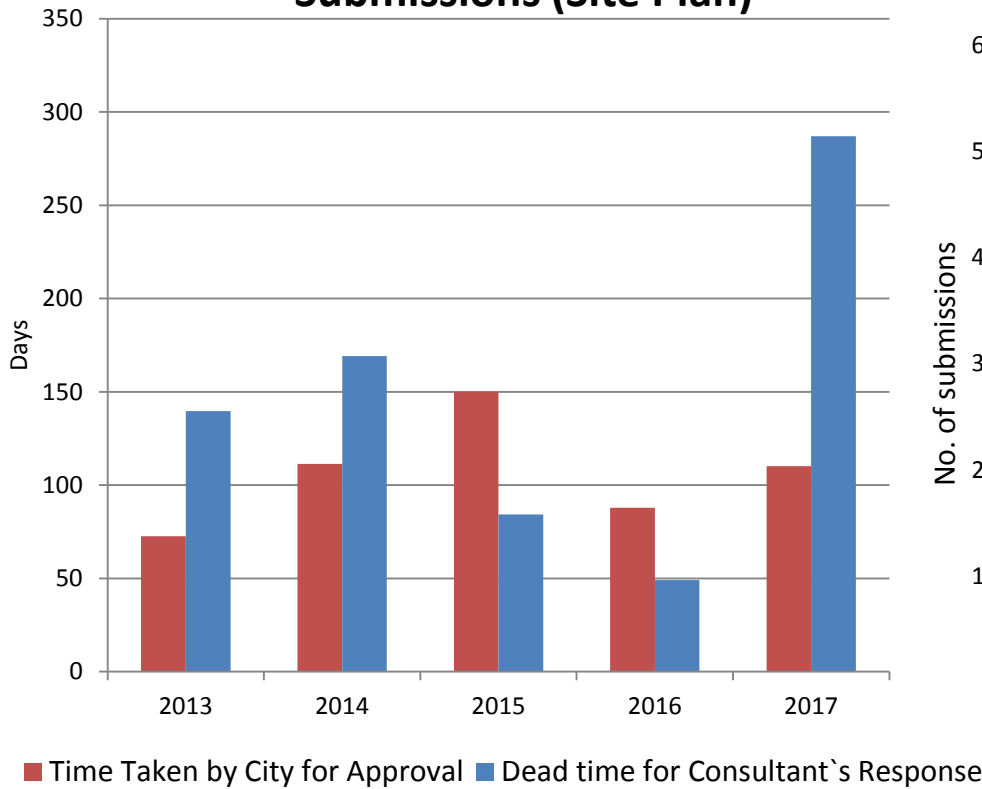


**Engineering Submissions Per Year (Subdivisions)**

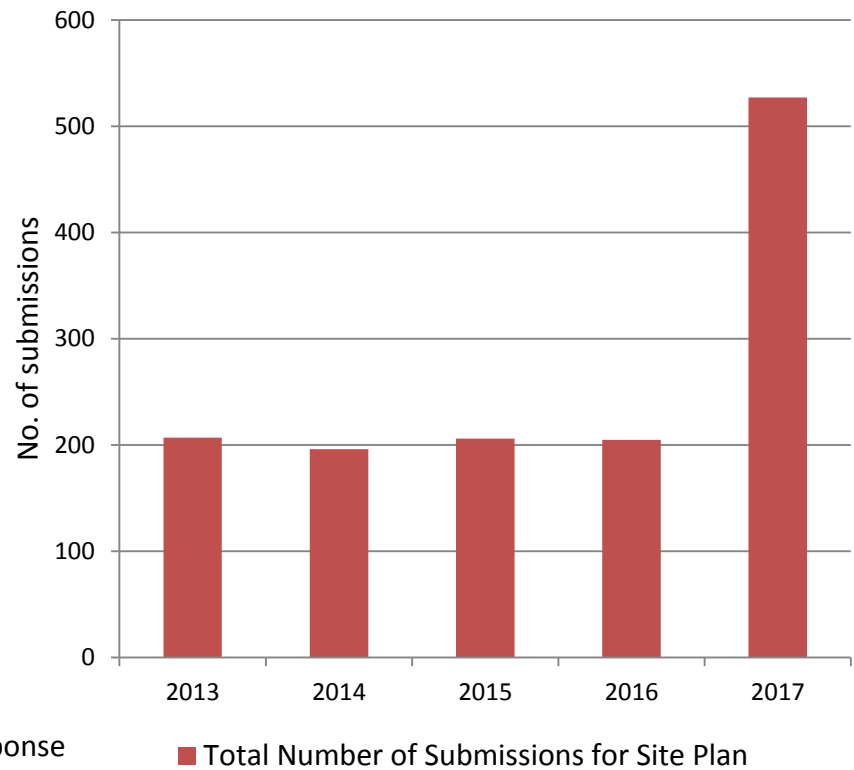


# Site Plans

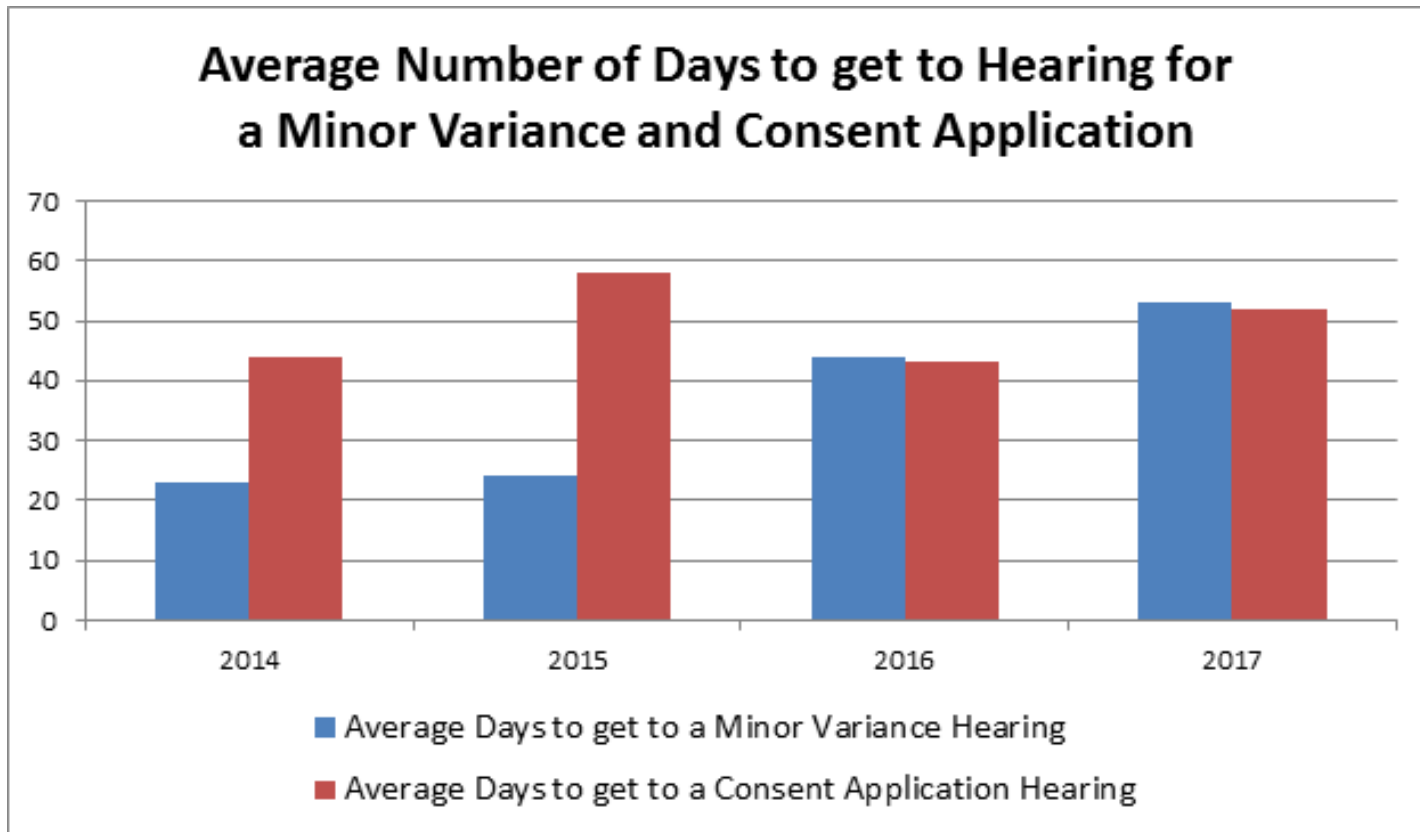
**Processing Time for Engineering Submissions (Site Plan)**



**Engineering Submissions Per Year (Site Plan)**

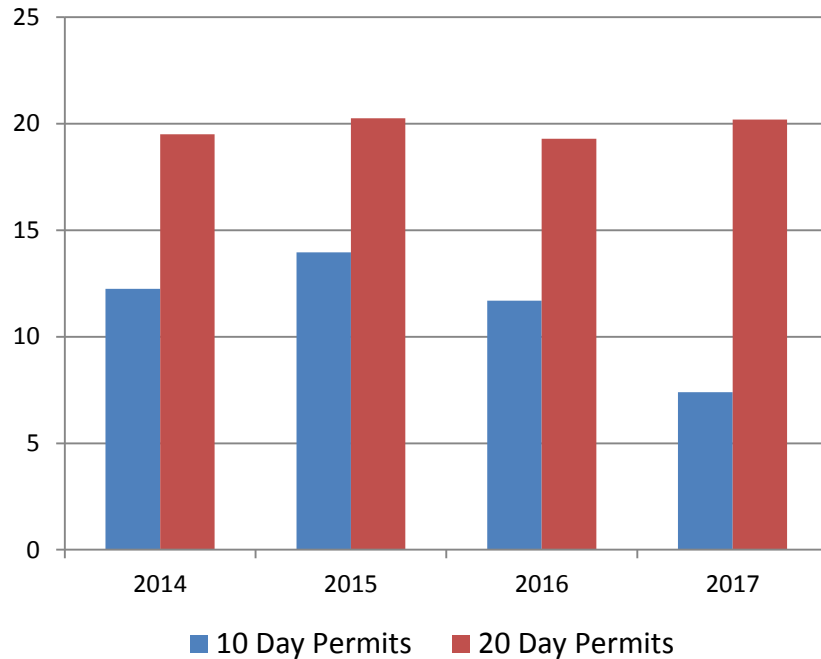


# Committee of Adjustment

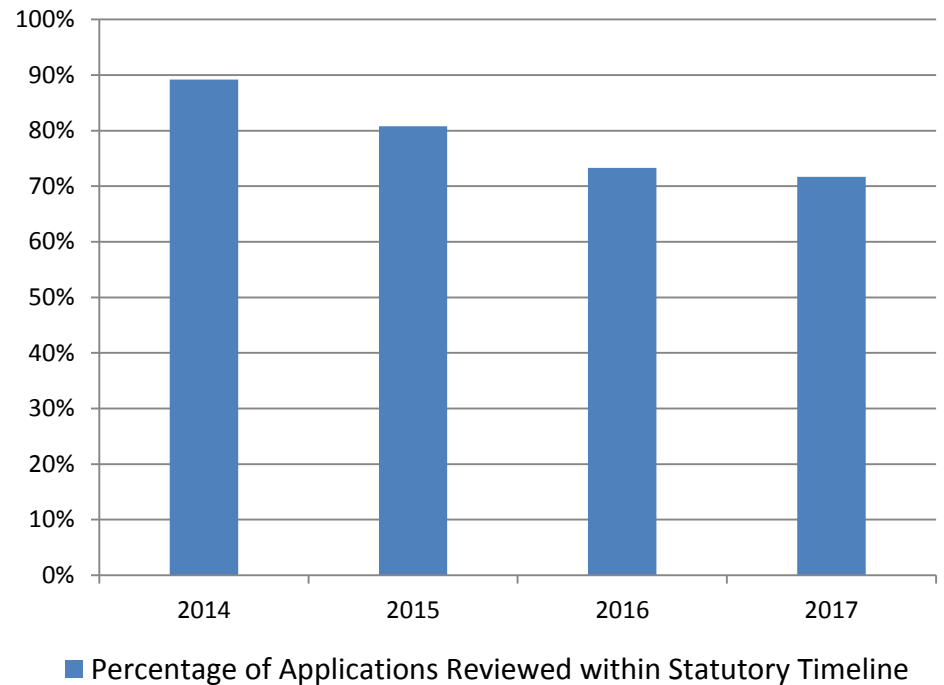


## Building Permits

### Average Review Time for Building Permits



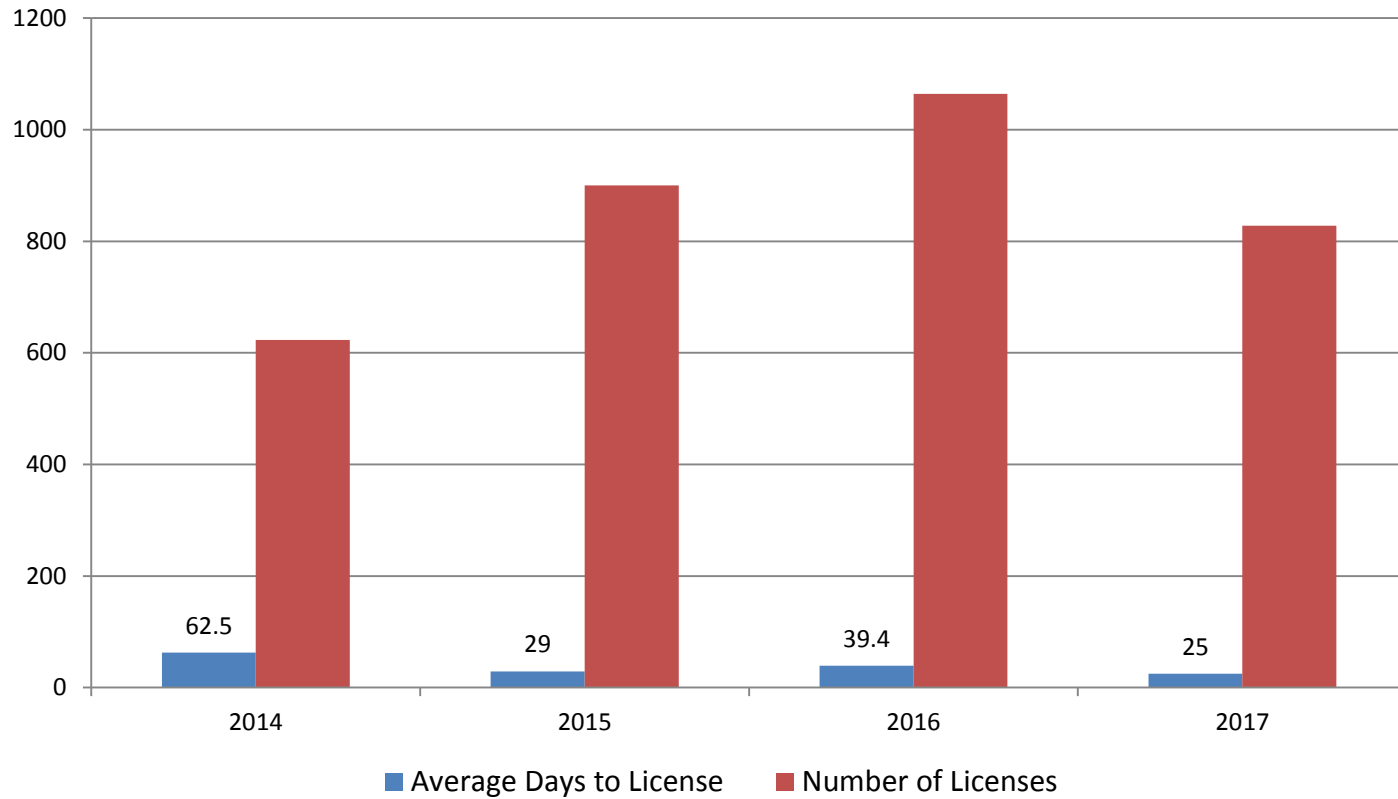
### Percentage of Permit Applications Reviewed within Statutory Timeline





# Business Licences

## Approval Timelines - Business Licences



# LOOK AHEAD METRICS

**KPIs** → **Benchmarks**

**Benchmarks** → **Resources**

**Resources** → **Fees & Budget**

# MAJOR INITIATIVES

# MAJOR INITIATIVES 2018

## Planning, Growth Management and Building

- Fruitland Winona block servicing
- Preliminary land use concept plans for the Elfrida Study Area
- Downtown Secondary Plan
- Residential Zoning By-law
- Strategic growth initiatives in support of DC review
- Growth-related infrastructure:
  - Waterdown South and Binbrook Sanitary Pumping Station upgrades
  - Urbanization of Highland Road and Upper Mount Albion
  - Cormorant Road
  - Upper Red Hill Valley Parkway and Twenty Road extension Class EA
  - AEGD / Dickinson Road

## Culture and Economic Development

- Complete review of the CIP and Incentive Programs
- Develop sector profile for Creative Industries
- Finalize Bayfront Strategy
- 2018 Canadian Country Music Week and the Canadian Country Music Awards
- Art in Public Places Policy, Cultural Plan update, Tourism Strategy review and Civic Museum Strategy

# MAJOR INITIATIVES 2018

## Parking and Licensing and By-law Services

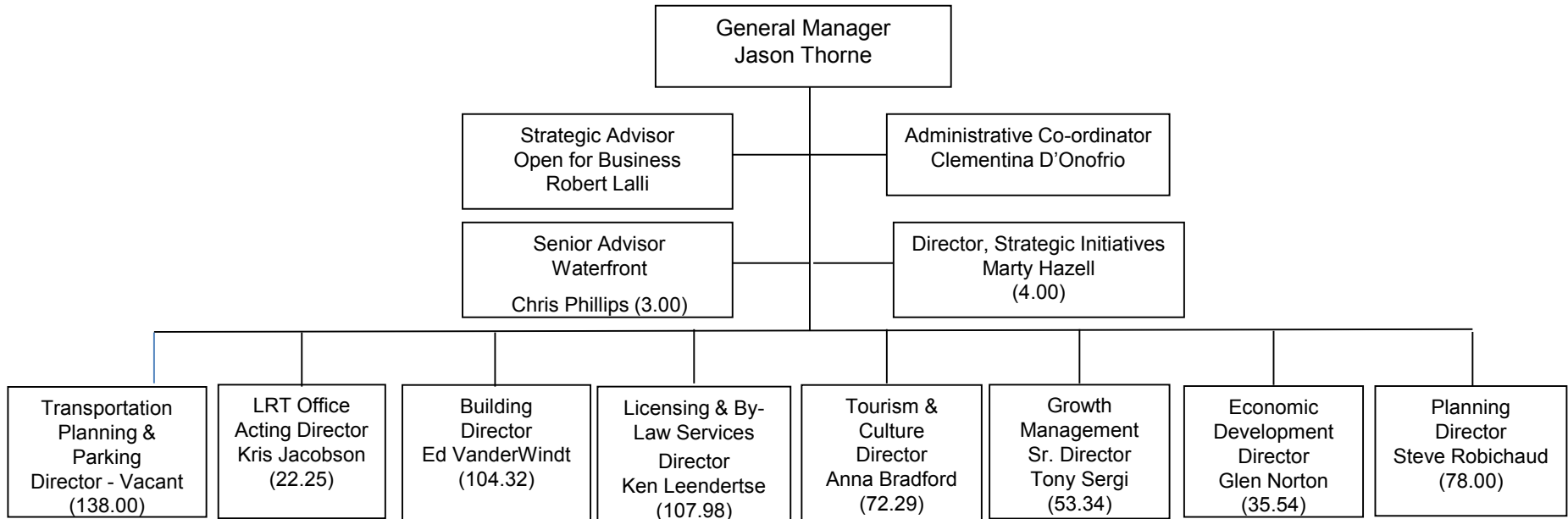
- Implementation of Administrative Penalty System for Animal Services
- Roll-out of credit card machines in downtown lots and development of a pay-by-phone application for parking meter payments

## LRT and Waterfront

- Procurement process for LRT
- Procurement process for Pier 8 lands
- Initiate construction for Pier 8 Promenade Park

# 2018 PRELIMINARY TAX OPERATING BUDGET

# ORGANIZATIONAL CHART – NEW STRUCTURE



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2017	37.50	576.22	613.72	15.36:1
2018	37.50	573.22	610.72	15.29:1
Change	0.00	(3.00)	(3.00)	



# 2018 OPERATING BUDGET BY DIVISION

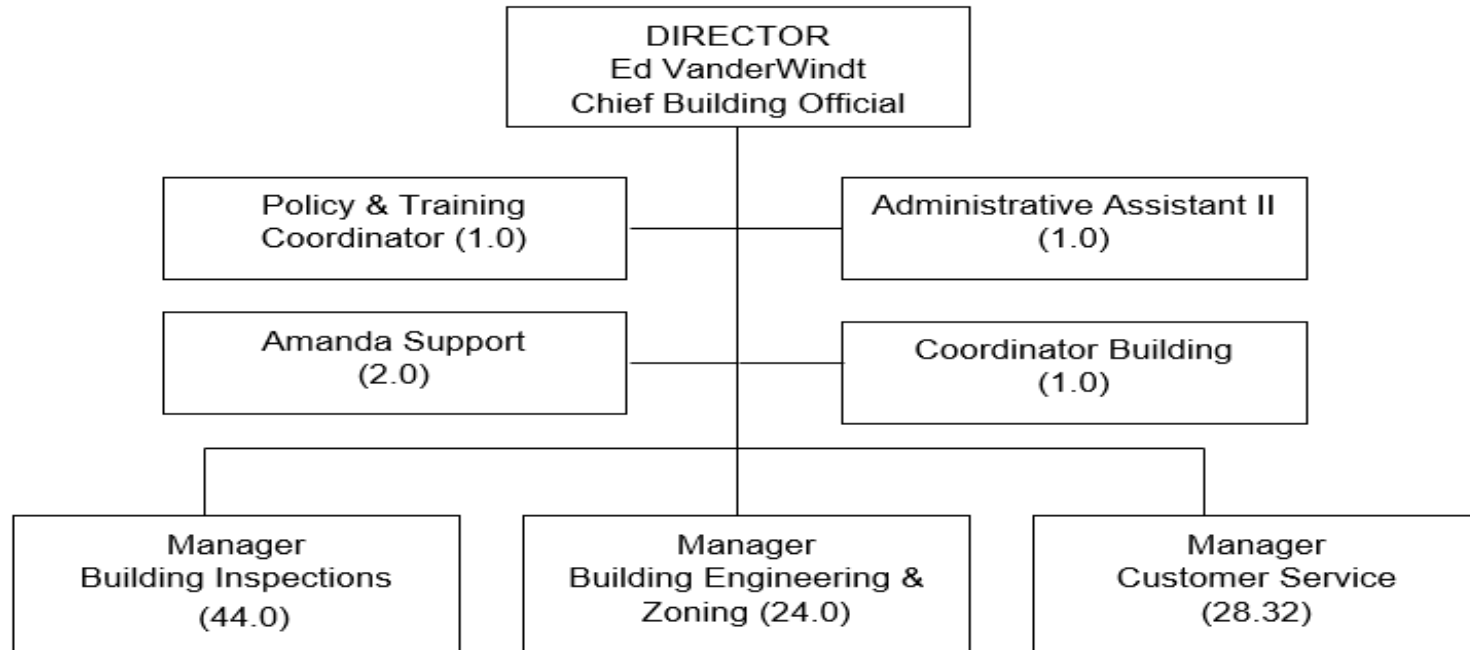
	2017	2018	2018	\$	%
	Restated	Preliminary	Preliminary	2018 vs 2017 Net Change	
	Net	Gross	Net		
<b>General Manager</b>	<b>303,540</b>	<b>426,760</b>	<b>304,810</b>	<b>1,270</b>	<b>0.4%</b>
<b>Building</b>	<b>957,540</b>	<b>12,977,700</b>	<b>965,250</b>	<b>7,710</b>	<b>0.8%</b>
<b>Economic Development</b>	<b>5,675,670</b>	<b>7,713,130</b>	<b>5,649,520</b>	<b>(26,150)</b>	<b>(0.5%)</b>
<b>Growth Management</b>	<b>478,040</b>	<b>6,102,820</b>	<b>492,220</b>	<b>14,180</b>	<b>3.0%</b>
<b>Licensing &amp; By-Law Services</b>	<b>6,693,410</b>	<b>12,115,230</b>	<b>6,773,480</b>	<b>80,070</b>	<b>1.2%</b>
<b>LRT Office</b>	<b>-</b>	<b>6,260,760</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Parking/School Crossing</b>	<b>316,750</b>	<b>13,854,110</b>	<b>675,090</b>	<b>358,340</b>	<b>113.1%</b>
<b>Planning</b>	<b>3,772,230</b>	<b>8,507,480</b>	<b>3,601,480</b>	<b>(170,750)</b>	<b>(4.5%)</b>
<b>Tourism &amp; Culture</b>	<b>8,802,390</b>	<b>10,271,260</b>	<b>8,942,290</b>	<b>139,900</b>	<b>1.6%</b>
<b>Total PED</b>	<b>26,999,570</b>	<b>78,229,250</b>	<b>27,404,140</b>	<b>404,570</b>	<b>1.5%</b>

# 2018 BUDGET DRIVERS

Item (Pressure)	Cost	Item (Savings)	Cost
Net Employee Related	\$748k	Development Application Fees	(\$462k)
Minimum Wage Increase – School Crossing	\$114k	Parking Fine Fee Revenue	(\$130k)
Property Taxes – Parking Lots	\$217k	Licensing Fees	(\$96k)
Engineering Review Fees	\$200k	Zoning Fee Revenue	(\$127k)
Affordable Housing Application Fee Rebate	\$86k	Animal Tag Revenue	(\$89k)
Increase in Parking Reserve Contributions	\$25k	HTC Operating Budget Savings	(\$52k)

# BUILDING

# ORGANIZATIONAL CHART



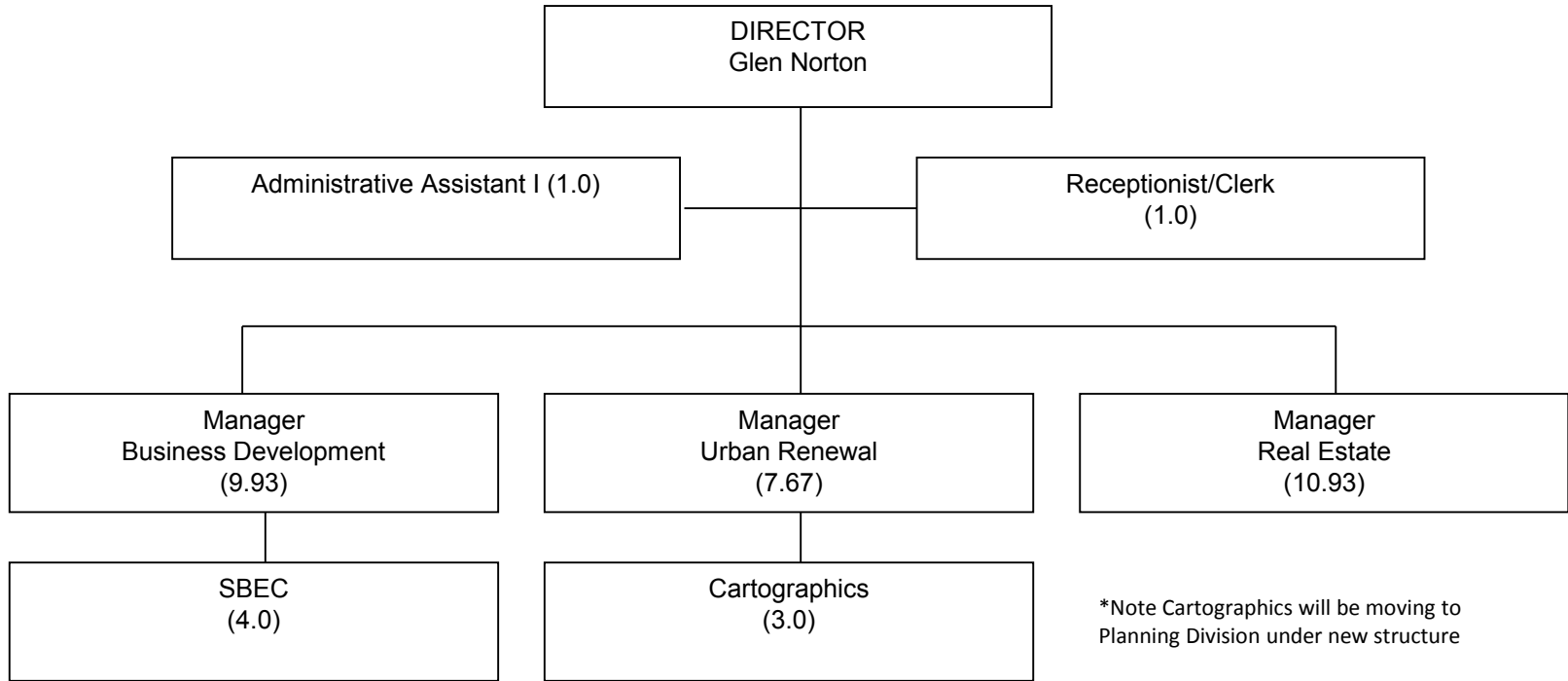
Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2017	4.00	98.32	102.32	24.58:1
2018	4.00	98.32	102.32	24.58:1
Change	0.00	0.00	0.00	

# 2018 OPERATING BUDGET BY SECTION

	2017	2018	2018	\$	%
	Restated	Preliminary	Preliminary	2018 vs 2017 Net Change	
	Net	Gross	Net		
<b>Administration - Building</b>	292,170	307,100	303,100	10,930	3.7%
<b>Building Inspections</b>	605,450	609,010	599,010	(6,440)	(1.1%)
<b>Engineering &amp; Zoning Services</b>	(146,840)	442,410	(137,050)	9,790	6.7%
<b>Enterprise Model</b>	11,780	11,418,990	-	(11,780)	(100.0%)
<b>Plan Examination Sec</b>	194,980	200,190	200,190	5,210	2.7%
<b>Total Building</b>	<b>957,540</b>	<b>12,977,700</b>	<b>965,250</b>	<b>7,710</b>	<b>0.8%</b>

# ECONOMIC DEVELOPMENT

# ORGANIZATIONAL CHART



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2017	4.00	34.53	38.53	8.63:1
2018	4.00	34.53	38.53	8.63:1
Change	0.00	0.00	0.00	

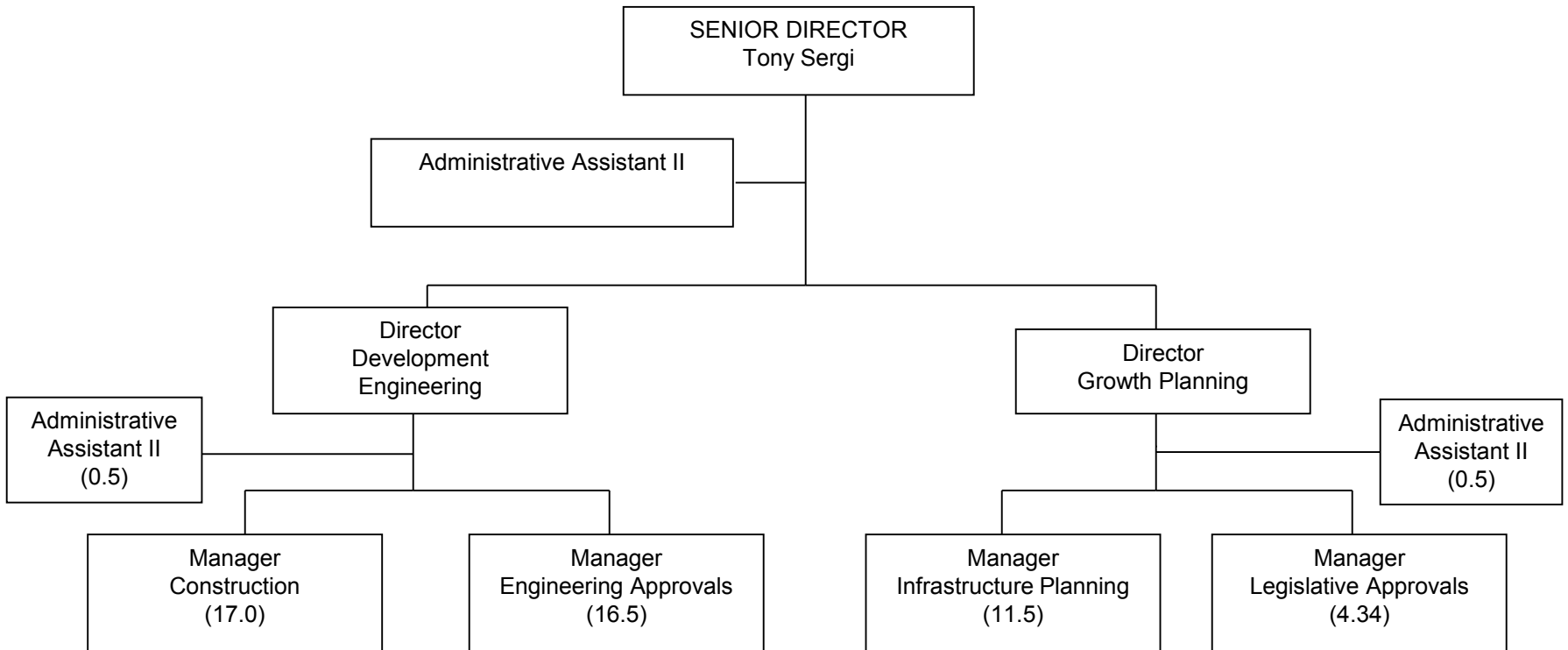
# 2018 OPERATING BUDGET BY SECTION

	2017	2018	2018	\$	%
	Restated	Preliminary	Preliminary	2018 vs 2017 Net Change	
	Net	Gross	Net		
<b>Business Development</b>	<b>3,167,880</b>	<b>3,465,630</b>	<b>3,180,830</b>	<b>12,950</b>	<b>0.4%</b>
<b>HTC Operations</b>	<b>52,620</b>	<b>-</b>	<b>-</b>	<b>(52,620)</b>	<b>(100.0%)</b>
<b>Real Estate</b>	<b>708,420</b>	<b>1,201,590</b>	<b>719,380</b>	<b>10,960</b>	<b>1.5%</b>
<b>Urban Renewal</b>	<b>1,746,750</b>	<b>3,045,910</b>	<b>1,749,310</b>	<b>2,560</b>	<b>0.1%</b>
<b>Total Economic Development</b>	<b>5,675,670</b>	<b>7,713,130</b>	<b>5,649,520</b>	<b>(26,150)</b>	<b>(0.5%)</b>



# GROWTH MANAGEMENT

# ORGANIZATIONAL CHART



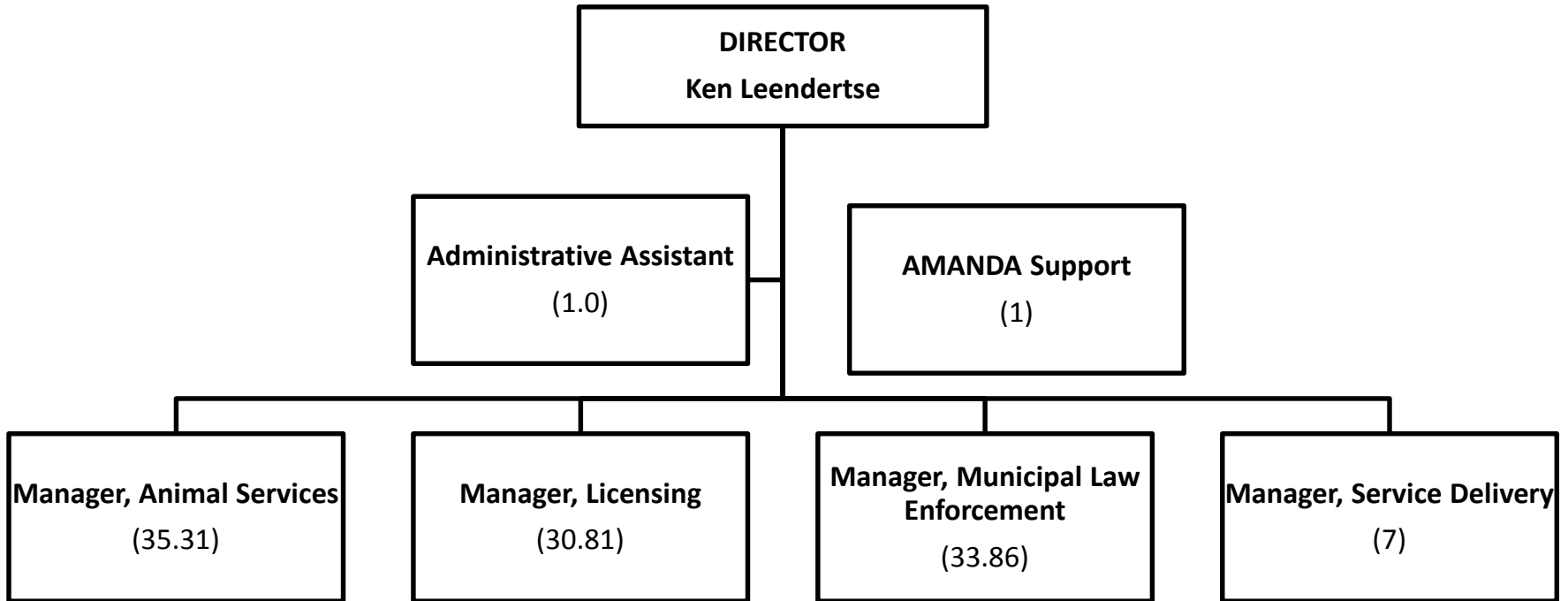
Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2017	7.00	47.34	54.34	6.76:1
2018	7.00	47.34	54.34	6.76:1
Change	0.00	0.00	0.00	

# 2018 OPERATING BUDGET BY SECTION

	2017	2018	2018	\$	%
	Restated Net	Preliminary Gross	Preliminary Net	2018 vs 2017 Net Change	
<b>Grading &amp; Construction Services</b>	<b>116,120</b>	<b>704,150</b>	<b>112,010</b>	<b>(4,110)</b>	<b>(3.5%)</b>
<b>Growth Management</b>	<b>(797,850)</b>	<b>3,207,630</b>	<b>(802,230)</b>	<b>(4,380)</b>	<b>0.5%</b>
<b>Infrastructure Planning</b>	<b>1,159,770</b>	<b>2,191,040</b>	<b>1,182,440</b>	<b>22,670</b>	<b>2.0%</b>
<b>Total Growth Management</b>	<b>478,040</b>	<b>6,102,820</b>	<b>492,220</b>	<b>14,180</b>	<b>3.0%</b>

# LICENSING & BY-LAW SERVICES

# ORGANIZATIONAL CHART



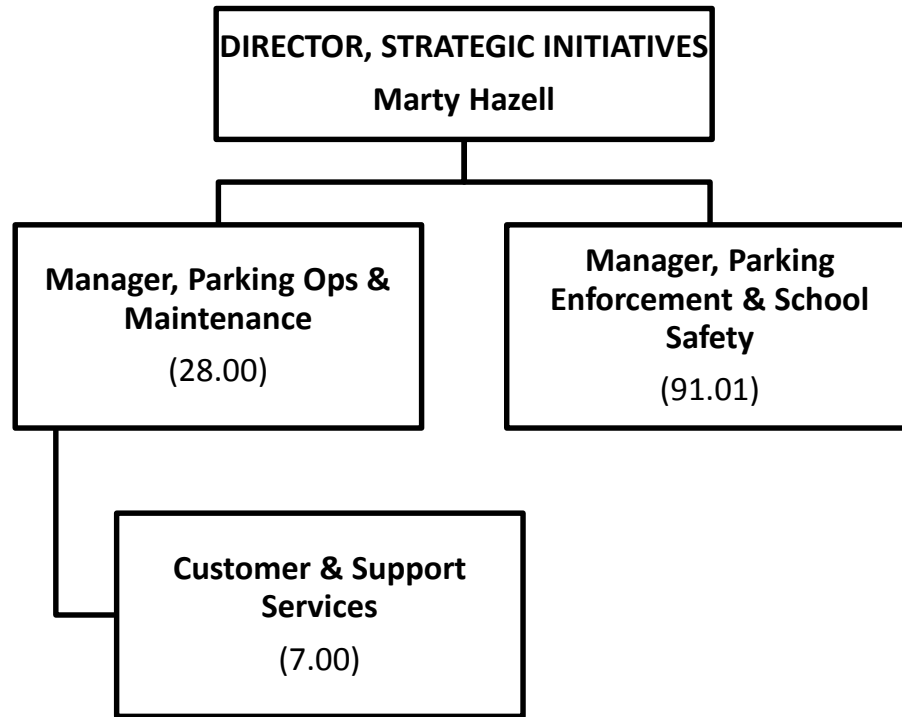
<b>Complement (FTE)</b>	<b>Management</b>	<b>Other</b>	<b>Total</b>	<b>Staff to Mgt Ratio</b>
<b>2017</b>	4.00	108.98	112.98	27.25:1
<b>2018</b>	5.00	104.98	109.98	21.00:1
<b>Change</b>	1.00	(4.00)	(3.00)	

# 2018 OPERATING BUDGET BY SECTION

	2017 Restated Net	2018 Preliminary Gross	2018 Preliminary Net	\$ 2018 vs 2017 Net Change	%
Service Delivery	552,550	631,280	631,280	78,730	14.2%
Animal Services	2,734,790	4,132,630	2,682,890	(51,900)	(1.9%)
Directors Office L&BL	677,420	721,390	721,390	43,970	6.5%
Licensing	(137,010)	3,076,530	(15,050)	121,960	89.0%
Municipal Law Enforcement	2,865,660	3,553,400	2,752,970	(112,690)	(3.9%)
<b>Total LBS</b>	<b>6,693,410</b>	<b>12,115,230</b>	<b>6,773,480</b>	<b>80,070</b>	<b>1.2%</b>

# PARKING/SCHOOL CROSSING

# ORGANIZATIONAL CHART



<b>Complement (FTE)</b>	<b>Management</b>	<b>Other</b>	<b>Total</b>	<b>Staff to Mgt Ratio</b>
<b>2017</b>	3.00	123.01	126.01	41.00:1
<b>2018</b>	3.00	123.01	126.01	41.00:1
<b>Change</b>	0.00	0.00	0.00	

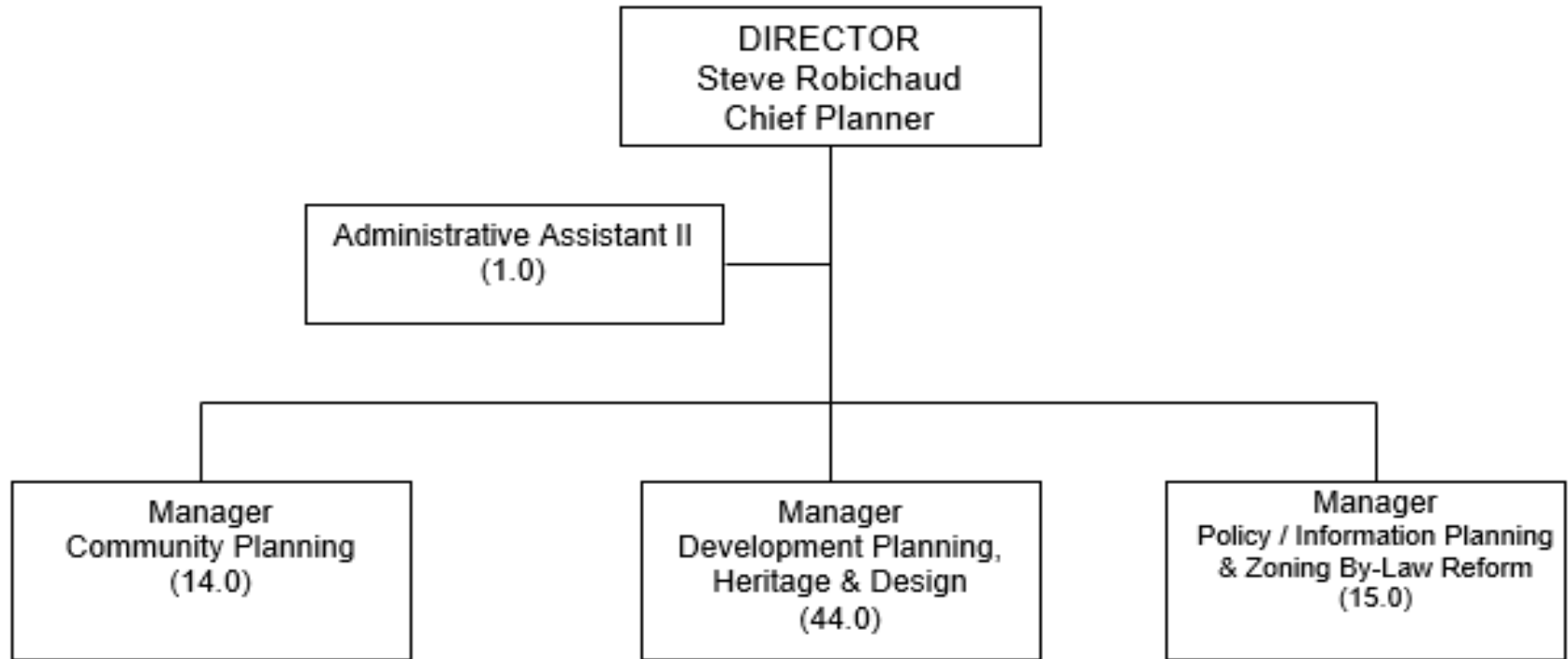


# 2018 OPERATING BUDGET BY SECTION

	2017	2018	2018	\$	%
	Restated Net	Preliminary Gross	Preliminary Net	2018 vs 2017 Net Change	
Hamilton Municipal Parking System	(1,168,680)	12,253,060	(925,960)	242,720	20.8%
School Crossing	1,485,430	1,601,050	1,601,050	115,620	7.8%
<b>Total Parking/School Crossing</b>	<b>316,750</b>	<b>13,854,110</b>	<b>675,090</b>	<b>358,340</b>	<b>113.1%</b>

# PLANNING

# ORGANIZATIONAL CHART



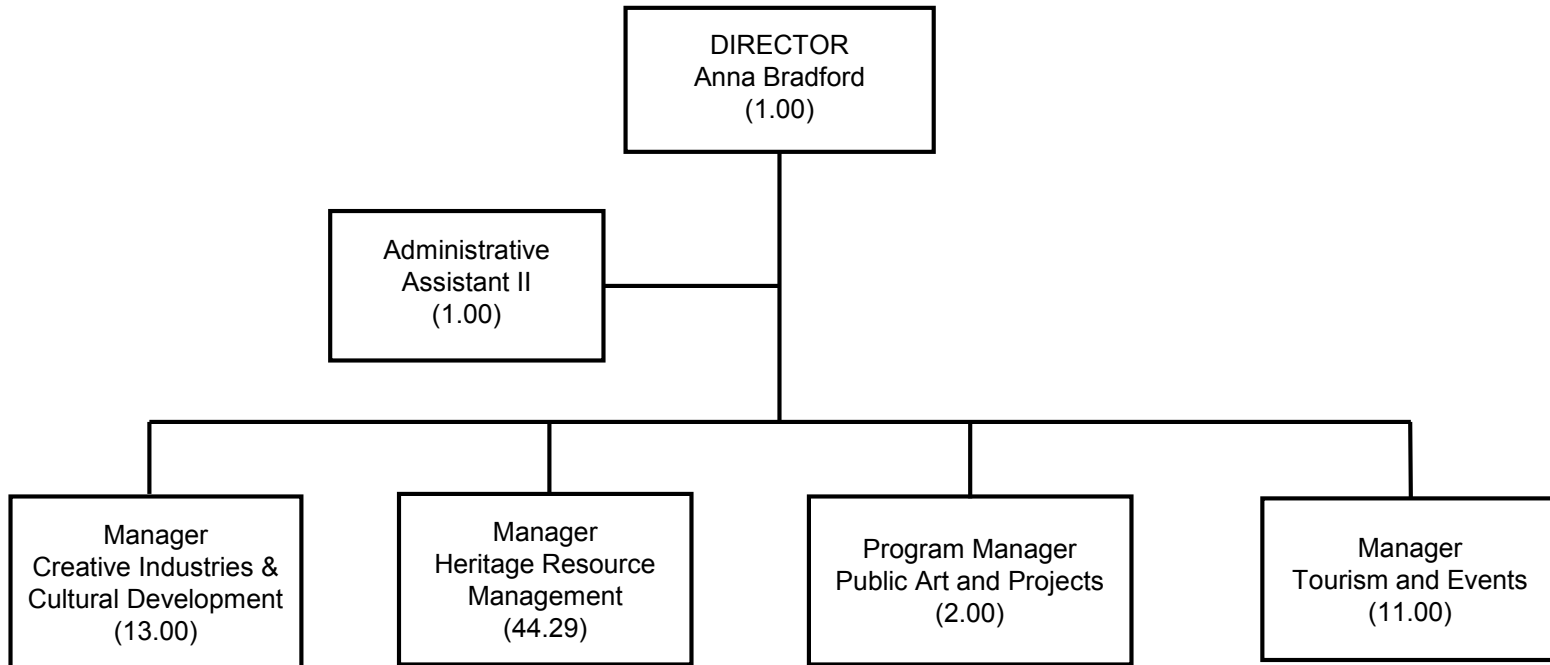
Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2017	4.00	71.00	75.00	17.75:1
2018	4.00	71.00	75.00	17.75:1
Change	0.00	0.00	0.00	

# 2018 OPERATING BUDGET BY SECTION

	2017	2018	2018	\$	%
	Restated	Preliminary	Preliminary	2018 vs 2017 Net Change	
	Net	Gross	Net		
Community Planning	1,378,910	1,490,440	1,413,090	34,180	2.5%
Planning & Committee of Adjmt	2,149,460	5,504,090	1,937,500	(211,960)	(9.9%)
Policy Planning, Zoning & Data	243,860	1,512,950	250,890	7,030	2.9%
<b>Total Planning</b>	<b>3,772,230</b>	<b>8,507,480</b>	<b>3,601,480</b>	<b>(170,750)</b>	<b>(4.5%)</b>

# TOURISM & CULTURE

# ORGANIZATIONAL CHART



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2017	6.00	66.29	72.29	11.05:1
2018	5.00	67.29	72.29	13.46:1
Change	(1.00)	1.00	0.00	

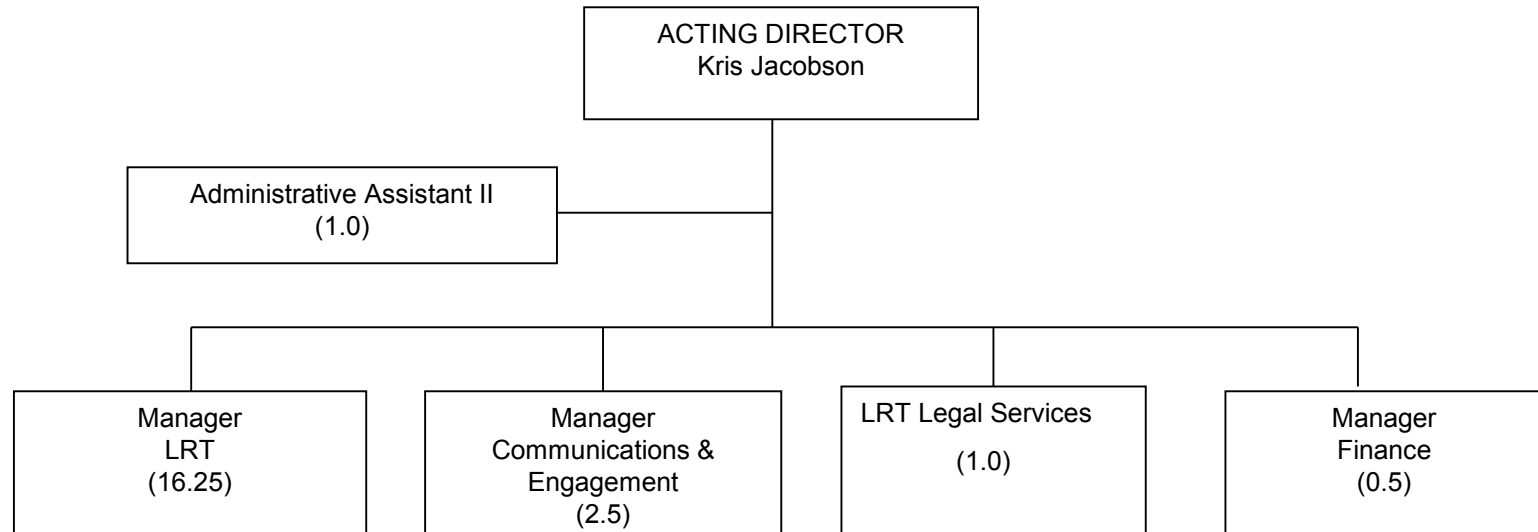
# 2018 OPERATING BUDGET BY SECTION

	2017	2018	2018	\$	%
	Restated	Preliminary	Preliminary	2018 vs 2017 Net change	
	Net	Gross	Net		
Directors Office T&C	683,980	695,220	695,220	11,240	1.6%
Tourism and Cultural Operations	8,118,410	9,576,040	8,247,070	128,660	1.6%
<b>Total Tourism &amp; Culture</b>	<b>8,802,390</b>	<b>10,271,260</b>	<b>8,942,290</b>	<b>139,900</b>	<b>1.6%</b>

# LRT OFFICE



# ORGANIZATIONAL CHART



<b>Complement (FTE)</b>	<b>Management</b>	<b>Other</b>	<b>Total</b>	<b>Staff to Mgt Ratio</b>
<b>2017</b>	3.50	18.75	22.25	5.36:1
<b>2018</b>	3.50	18.75	22.25	5.36:1
<b>Change</b>	0.00	0.00	0.00	

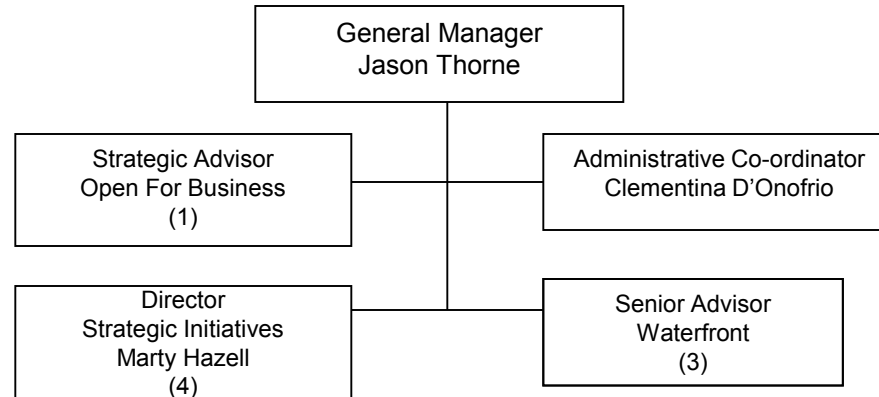
*Not Included: Real Estate - Property Acquisition Unit = 15 Contract Positions (approved by Metrolinx & City)*

# 2018 OPERATING BUDGET BY SECTION

	2017	2018	2018	\$	%
	Restated	Preliminary	Preliminary	2018 vs 2017 Net Change	
	Net	Gross	Net		
<b>LRT Office</b>	-	<b>6,260,760</b>	-	-	-
<b>Total LRT Office</b>	-	<b>6,260,760</b>	-	-	-

# GENERAL MANAGER'S OFFICE

# ORGANIZATIONAL CHART



<b>Complement (FTE)</b>	<b>Management</b>	<b>Other</b>	<b>Total</b>	<b>Staff to Mgt Ratio</b>
<b>2017</b>	2.00	8.00	10.00	4.00:1
<b>2018</b>	2.00	8.00	10.00	4.00:1
<b>Change</b>	0	0	0	

# 2018 OPERATING BUDGET BY SECTION

	2017	2018	2018	\$	%
	Restated Net	Preliminary Gross	Preliminary Net	2018 vs 2017 Net Change	
<b>Executive Leadership</b>	<b>404,900</b>	<b>410,310</b>	<b>410,310</b>	<b>5,410</b>	<b>1.3%</b>
<b>GM Office</b>	<b>(101,360)</b>	<b>16,450</b>	<b>(105,500)</b>	<b>(4,140)</b>	<b>(4.1%)</b>
<b>Total General Manager</b>	<b>303,540</b>	<b>426,760</b>	<b>304,810</b>	<b>1,270</b>	<b>0.4%</b>



THANK YOU

**Item 6, Planning Committee Report 17-013 (August 15, 2017)**

**The staffing and budget components of subsection (a) of the following Item were referred to the 2018 budget process:**

**6. Rental Housing Sub-Committee Report 17-003 (Item 5.7)**

**(a) Licensing of Rental Units (PED10049(v))(City Wide) (Item 8.1)**

That the Licensing and By-Law Services Division hire a full time Project Manager from the redistribution of resources within the Licensing and By-law Services Division, for a six month period at an estimated cost of \$60,000, to provide the following:

- (i) An Update of Report PED10049(h) respecting Regulation of Rental Housing;
- (ii) A comparison of municipalities and their use of regulations respecting rental housing, for inclusion in a staff report back to the Rental Housing Sub-Committee; and
- (iii) A list of municipalities for use in a future research trip respecting rental housing.



Hamilton

**CITY OF HAMILTON**  
**PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT**  
**Licensing and By-law Services Division**

<b>TO:</b>	Chair and Members Rental Housing Sub-Committee
<b>COMMITTEE DATE:</b>	July 18, 2017
<b>SUBJECT/REPORT NO:</b>	Licensing of Rental Units (PED10049(v))(City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Ken Leendertse (905) 546-2424 Ext. 3059
<b>SUBMITTED BY:</b>	Ken Leendertse Director, Licensing and By-law Services Planning and Economic Development
<b>SIGNATURE:</b>	

**RECOMMENDATION**

That Licensing and By-Law Services Division hire a full time Project Manager from the redistribution of resources within the Licensing and By-law Services Division to update the staff report PED10049(h) Regulation of Rental Housing, prepare the feasibility framework for a pilot project for Licensing Rental Housing for Wards 1 and 8 and municipality comparison to substantiate staff report.

**EXECUTIVE SUMMARY**

The purpose of this report is to seek approval to hire a temporary, full time Project Manager to update the existing research that supported PED10049(h) (Regulation of Rental Housing), prepare municipality comparison and conduct a feasibility study outlining the framework to pilot the Licensing of Rental Housing for Wards 1 & 8.

***Alternatives for Consideration – see Page 3*****FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

**Financial:** The funding for a Project Manager for six months is estimated to cost \$60,000. The sufficient funds will be made available through redistribution of resources within Licensing and By-law Services Division.

**Staffing:** It is anticipated that a Project Manager working for six months would be able to complete the work as outlined in the recommendation.

**Legal:** N/A

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*OUR Vision: To be the best place to raise a child and age successfully.*

*OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.*

*OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.*



**SUBJECT: Licensing of Rental Units (PED10049(v))(City Wide) - Page 2 of 3**

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**HISTORICAL BACKGROUND**

At the June 23, 2016, Rental Housing Sub-Committee meeting, staff were directed to report back to the Rental Housing Sub-Committee on the feasibility of establishing a voluntary landlord registry; and that a working group made up of five members of the Rental Housing Sub-Committee be created to work with staff to define the scope of the Feasibility of a Voluntary Landlord Report.

The Rental Housing Sub-Committee Working Group met twice (July 12, 2016 and Aug 11, 2016). The working group discussed the scope of a feasibility study, timelines, mission, vision and values to be considered in the creation of a voluntary registry.

At the September 15, 2016 Rental Housing Sub-Committee meeting, the working group addressed the Committee with an overview respecting the Scope of Work for the Feasibility of a Voluntary Registry.

At the January 30, 2017 Rental Housing Sub-Committee meeting staff provided the committee with an Information Report on the City of Toronto's witness fees and the City of Toronto's proposed framework for multi-residential rental properties.

At the Rental Housing Sub-Committee meeting of April 25, 2017, staff were directed to defer any further research related to a Voluntary Registry.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

N/A

**RELEVANT CONSULTATION**

N/A

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

At the April 25, 2017 Rental Housing Sub-Committee meeting, Information Report PED10049(u) Rental Housing Enforcement Pilot / Voluntary Registry was discussed and received. Staff were directed to focus their efforts on the following:

1. Investigate the feasibility of conducting a pilot program of licensing rental housing in Wards 1 and 8; the results of which would be used to assist future decision-making related to a comprehensive city wide Rental Housing Licensing By-law.
2. Report back to the Rental Housing Sub-Committee with a high-level comparison of rental housing programs, either compulsory or voluntary, in other municipalities.

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**SUBJECT: Licensing of Rental Units (PED10049(v))(City Wide) - Page 3 of 3**

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To develop this framework, staff will be updating report PED10049(h) and will complete a Municipal Comparison to support any future feasibility studies for the Licensing of Rental Housing. The Project Manager will also develop the framework for a future Pilot Project in Wards 1 and 8 for the Licensing of Rental Housing.

**ALTERNATIVES FOR CONSIDERATION**

Consideration can be given to request funding for the resources required as an enhancement to the 2018 Budget process without assessing the ability to undertake the work through redistribution of resources within the Licensing and By-law Services Division.

**ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN****Healthy and Safe Communities**

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

**APPENDICES AND SCHEDULES ATTACHED**

None

KL/st

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