



City of Hamilton
GENERAL ISSUES COMMITTEE (BUDGET)
AGENDA

Meeting #: 24-001(e)
Date: January 26, 2024
Time: 9:30 a.m.
Location: Council Chambers (GIC)
Hamilton City Hall
71 Main Street West

Angela McRae, Legislative Coordinator (905) 546-2424 ext. 5987

	Pages
1. APPROVAL OF AGENDA	
2. DECLARATIONS OF INTEREST	
3. APPROVAL OF MINUTES OF PREVIOUS MEETING	
4. COMMUNICATIONS	
5. CONSENT ITEMS	
6. STAFF PRESENTATIONS	
6.1 Planning and Economic Development - 2024 Budget Presentation	3
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7. DISCUSSION ITEMS	
8. MOTIONS	
8.1 Municipally Generated Tax Cap	76
<i>**Referred to General Issues Committee (Budget) at Council on September 27, 2023.</i>	
9. NOTICES OF MOTION	

10. GENERAL INFORMATION / OTHER BUSINESS
11. PRIVATE & CONFIDENTIAL
12. ADJOURNMENT

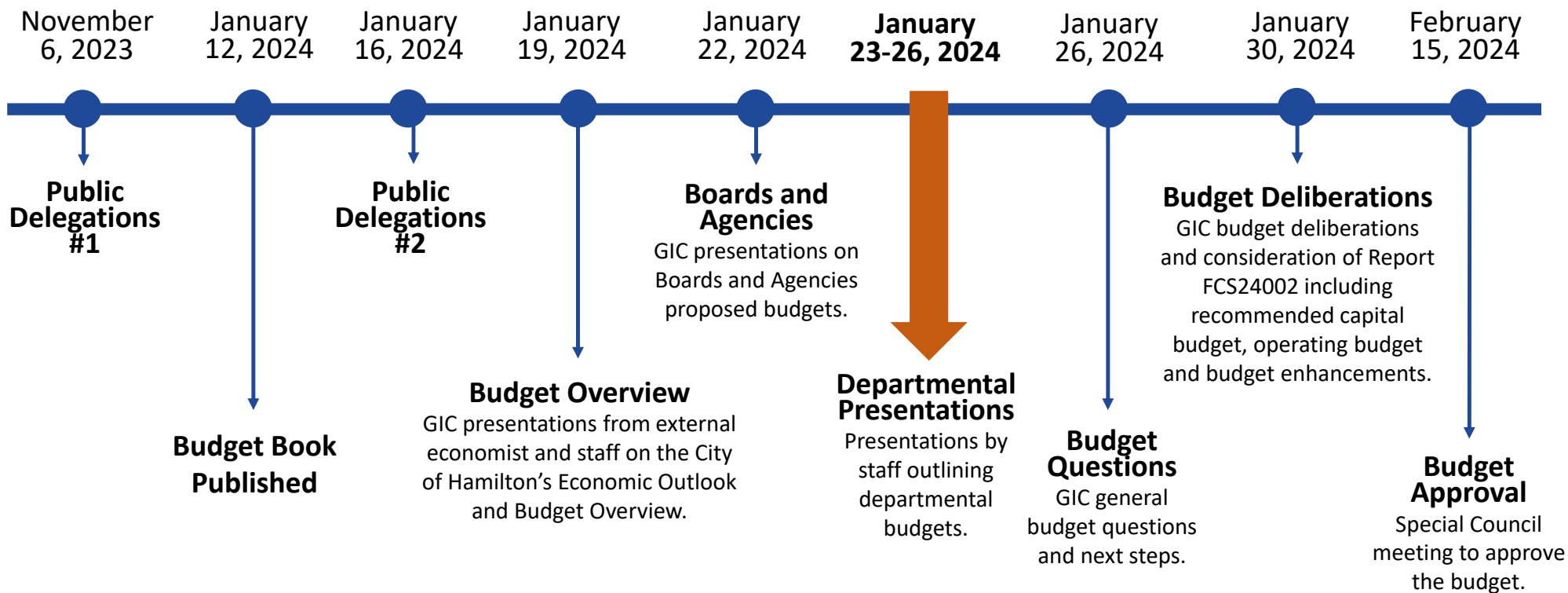


2024 Proposed Operating and Capital Budget Presentation

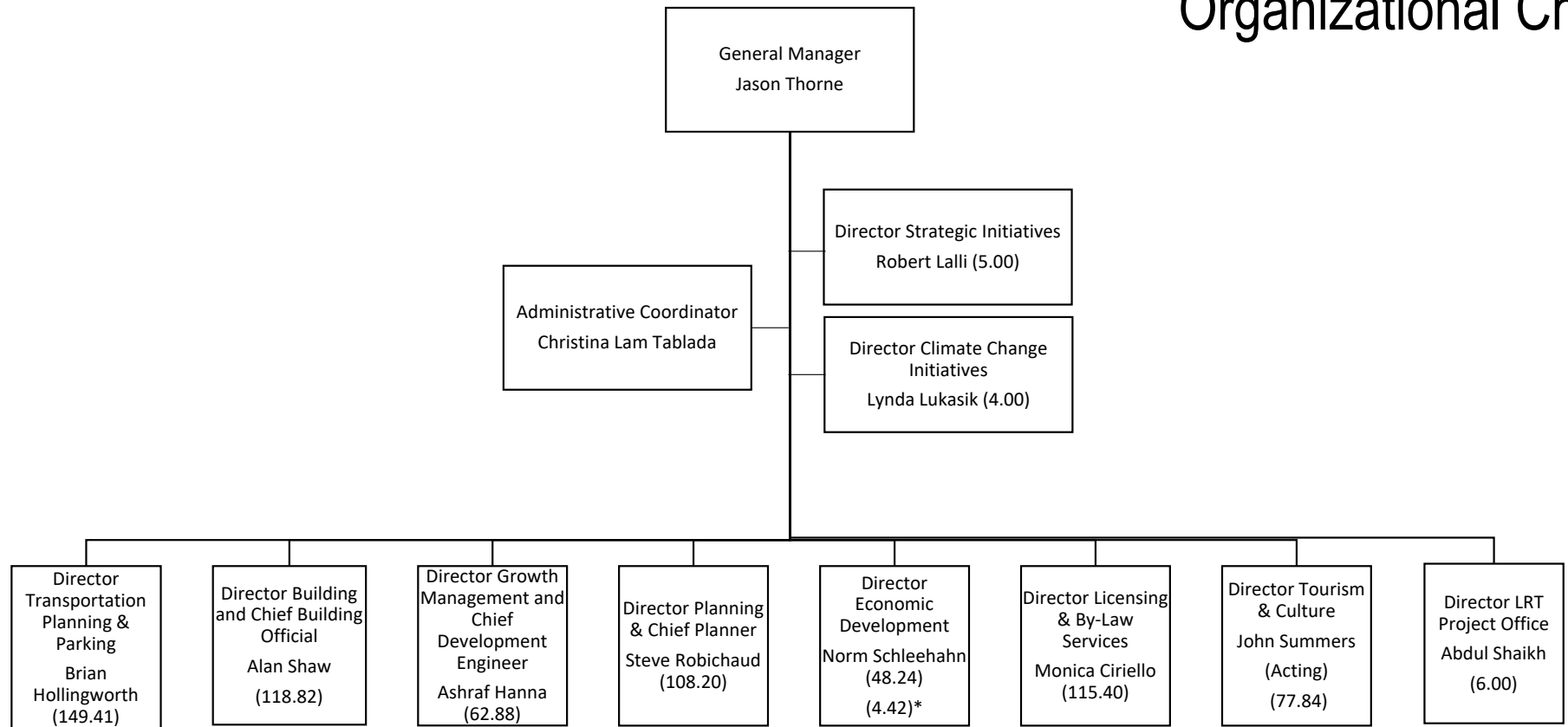
PLANNING AND ECONOMIC DEVELOPMENT

JANUARY 26, 2024

Tax Budget Process



Organizational Chart



* Economic Development Division includes 4.42 FTE within the Hamilton Farmer’s Market. The Hamilton Farmer’s Market operating budget resides in Boards & Agencies.

Overview of Services Provided (1 of 4)

Land Use Planning

- Official Plans
- Secondary Plans
- Special studies

Building Permits

- Applicable law review
- Ontario Building Code implementation

Building Inspections

- Building Code inspections and enforcement
- Enforcement of applicable By-Laws

Development Approvals

- Approvals / implementation
- Committee of Adjustment
- Servicing and grading

Zoning Review

- Zoning development
- Zoning review

Growth Management

- Development engineering
- Growth planning
- Growth-related infrastructure
- Construction inspection

Overview of Services Provided (2 of 4)

Transportation Planning

- Sustainable Mobility and Active Transportation
- Transportation approvals
- Transportation network planning

Parking

- Parking enforcement
- School crossing
- Parking operations and initiatives

Light Rail Transit

- LRT project design
- Permitting and approvals
- Project delivery
- Community outreach and engagement

Climate Change Initiatives

- Climate Action Strategy monitoring and implementation
- Community outreach and engagement
- Program design and delivery

Overview of Services Provided (3 of 4)

Real Estate

- Real estate portfolio management
- Municipal Land Development
- Farmer's Market
- Airport Lease Management

Animal Services

- Adoptions
- Dog licensing
- By-Law enforcement
- Public education

Business Investment and Sector Development

- Business attraction and retention
- Key industry sector development
- Hamilton Immigration Partnership Council

By-Law Enforcement

- Business licensing
- Municipal Law Enforcement
- By-Law development

Commercial Districts and Small Business

- Business Improvement Area coordination and support
- Financial incentive programs
- Hamilton Business Centre

Overview of Services Provided (4 of 4)

Tourism Development

- Major events
- Meetings and conventions
- Tourism marketing
- Visitor services and Visitor Centre

Heritage Resource Management

- Heritage facility and resource management
- Heritage policy, initiatives and strategies
- Museum operations

Cultural Development

- Cultural policies and strategies
- Emerging creative sectors
- Event development
- Film / film permits
- Music sector development
- Public art and arts development
- Placemaking

Advancing Council Priorities

Sustainable Economic & Ecological Development (1 of 2)

Expand the City's commercial and industrial tax base

- 2023 record levels of industrial construction, including nearly 2 million square feet of new industrial / commercial development.
- 2024 Capital Budget investment of \$2M to support economic development initiatives and the implementation of the 2021– 2025 Economic Development Action Plan, including continued support for our local Business Improvement Areas and commercial areas.
- 2024 Capital Budget investments in infrastructure to support further commercial and industrial development.

Facilitate the growth of key economic sectors

- 2023 completion of new Workforce Strategy, Manufacturing Strategy and Foreign Direct Investment Strategy.
- 2024 Capital Budget investments to advance key industry sectors identified in the Economic Development Action Plan.
- 2024 continued investment in Hamilton Business Centre services, including one-to-one business consultations, Digital Main Street and Starter Company Plus grants.

Sustainable Economic & Ecological Development (2 of 2)

Enhance the City's reputation as a centre of culture, sport and tourism

- Previous years' investments helped bring major events to the City in 2023 and 2024 and supported new public art and placemaking initiatives.
- 2024 Capital Budget investments will continue to focus on attracting major events to Hamilton.
- 2024 Capital Budget investments in programs and initiatives to attract local and non-local visitors to our local business areas.

Accelerate response to climate change

- 2023 Budget investments created the new Office of Climate Change Initiatives and established a new Climate Change Reserve.
- 2024 Capital Budget continues investment in the Climate Change Reserve.
- 2024 roll-out of the pilot phase of the carbon budgeting process, the new home energy retrofit program and the Biodiversity Action Plan and Urban Forest Strategy.

Safe & Thriving Neighbourhoods (1 of 2)

Increase housing development

- 2023 Budget investments in additional staffing resources and updated policies and processes to accelerate development approvals helped achieve significant number of housing approvals.
- 2024 Capital Budget investments will continue to focus on updating City zoning standards and land use policies.

Preservation and expansion of affordable housing

- 2024 Budget investments to protect existing affordable housing include implementation of a new Renovation License and Relocation By-Law, Safe Apartment Buildings By-Law, updates to the Property Standards and Vital Services By-Law, and the roll-out of the Short Term Rental Licensing By-Law.
- 2024 Budget investments to facilitate new affordable housing include expansion of the ERASE brownfield program to include not-for-profit housing providers, the new Housing Accelerator Fund programs, review of the City's land holdings to identify opportunities for affordable housing, and a new Inclusionary Zoning Framework for the City.

Safe & Thriving Neighbourhoods (2 of 2)

Expanded and upgraded active transportation networks

- 2023 initiatives included the Open Streets Temporary Linear Urban Park, launch of the E-Scooter Program and new cycling and active transportation facilities.
- 2024 Capital Budget includes the first year of rolling out the active transportation acceleration plan, with over \$6 million in Capital investments in cycling infrastructure.
- 2024 Capital Budget also includes new investments in secure bike parking facilities, expansion of the Open Streets program, and expansion of the bike share fleet to include e-bikes.

Responsiveness & Transparency

Open For Business Initiatives

- 2023 staffing investments and organizational changes, as well as updates to policies, helped improve development application review timelines. Bill 109 timelines were met for 100% of applications.
- Continued investment in online and digital services. Digital portal for Site Plan applications to launch in 2024.
- Ongoing review of approvals processes to be reported through the Open For Business Subcommittee.
- Construction value for issued building permits hit record of \$2.54 Billion.

Proposed Operating Budget

2024 Proposed Tax Operating Budget Summary

Division	2023 Restated Budget	2024 Proposed Budget	2024 vs 2023 (\$)	2024 vs 2023 (%)	Council Referred Items	Business Cases	2024 vs 2023 (\$)	2024 vs 2023 (%)
Building	1,179	1,153	(26)	(2.2%)			(26)	(2.2%)
Economic Development	5,547	5,865	318	5.7%		-	318	5.7%
General Manager PED	1,606	1,765	159	9.9%			159	9.9%
Growth Management	814	790	(24)	(3.0%)			(24)	(3.0%)
Licensing & By-Law Services	7,140	7,290	151	2.1%	1,561		1,712	24.0%
LRT	0	0	0	-			0	-
Planning	3,635	3,646	12	0.3%			12	0.3%
Tourism & Culture	10,352	11,249	897	8.7%			897	8.7%
Transportation Planning and Parking	3,054	3,125	71	2.3%			71	2.3%
Total Planning & Economic Development	33,326	34,884	1,558	4.7%	1,561	-	3,119	9.4%

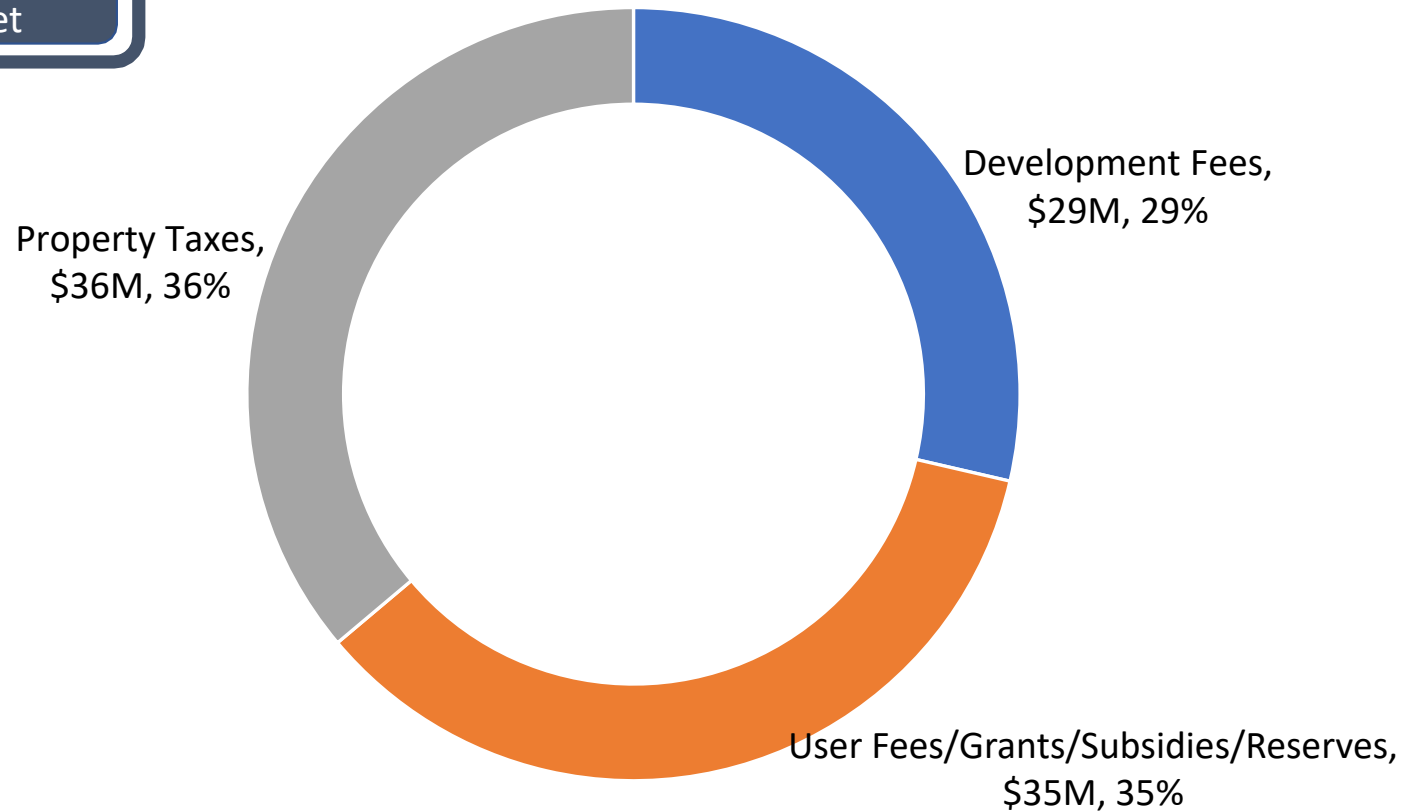
NOTE: For more information on this slide, please refer to full budget report pages 18-57

2024 Proposed Complement

	2023 Approved Budget	2023 Restated Budget	2024 Proposed Budget	2024 Proposed vs. 2023 Restated	
				FTE	%
<u>PLANNING & ECONOMIC DEVELOPMENT</u>					
General Manager	11.00	11.00	11.00	0.00	0.0%
Transportation, Planning and Parking	150.91	150.91	149.41	(1.50)	(1.0)%
Building	103.82	103.82	118.82	15.00	14.4%
Economic Development	48.24	48.24	48.24	0.00	0.0%
Growth Management	62.88	62.88	62.88	0.00	0.0%
Licensing & By-Law Services	116.40	115.40	115.40	0.00	0.0%
Planning	100.10	100.10	108.20	8.10	8.1%
Tourism & Culture	76.84	77.84	77.84	0.00	0.0%
LRT	6.00	6.00	6.00	0.00	0.0%
Total Planning & Economic Development	676.19	676.19	697.79	21.60	3.2%

Operating Budget Funding Sources

\$100M*
Gross Budget



** May include rounding anomalies*

Operating Budget Drivers

- \$1.7M | 5.0% Salaries, Wages and Benefits
- \$0.1M | 0.4% Annualization of Climate Change Office enhancements (approved in 2023)
- \$0.3M | 0.8% Annualization of Tourism and Culture Division enhancements (approved in-year)
- \$0.8M | 2.5% Reduction in COVID-19 reserve funding to offset parking revenue losses
- \$0.4M | 1.2% Increase in expenses in parking (contracted enforcement; credit card fees; property tax)
- \$0.2M | 0.6% Increased contribution to parking reserve for future capital needs and asset management
- \$0.7M | 2.1% Increased security requirements

- (\$2.6M) |(7.9%) Total operating budget mitigation

- **\$1.6M | 4.7% Total Net Levy Change**

Operating Budget Mitigation Strategies

Mitigation Achieved: \$2.635M | 7.9% Decrease in Planning and Economic Development Operating Budget

Parking Revenue: \$1.7M

- Gradual increase of parking revenues toward pre-COVID levels
- Above guideline increase to some penalties and fines

Licensing & By-Law Revenue: \$385K

- Increased licensing revenues to pre-COVID levels
- Increased revenues from tickets/by-law enforcement activities

Parking Lot Maintenance: \$80K

- Reduced labor requirements for parking lot maintenance due to the sale/disposition of lots

Museum security pressures funded through reserve: \$470K

- Increased requirement for security at museums funded through reserve

Council Referred Operational Investments (1 of 2)

Waterfront Ambassador Program (PED23237)

Licensing and By-Law Services Division

2024 Net Levy Impact: \$53,200 | Gross Annualized Impact: \$79,566

Staffing Impact: 4 summer students May-August

- Continuation of a pilot project initiated in 2020.
- Student by-law ambassadors engage with the public and inform and educate users about proper trail etiquette on the City's waterfront pathways and trails.

Council Referred Operational Investments (2 of 2)

Safe Apartment Buildings By-Law (PED23072)

Licensing and By-Law Services Division

2024 Net Levy Impact: \$978,775 | Gross Annualized Impact: \$3,094,350

Staffing Impact: 25 FTE (includes 1 FTE in Legal Services; 1 FTE in Parking Services as Screening Officer)

- New program and by-law to regulate apartment building standards.
- By-law will ensure that building conditions are sustained/improved, with a long-term goal of reducing the frequency of “renovictions.”

Renovation License and Relocation By-Law (PED23072(a))

Licensing and By-Law Services Division

2024 Net Levy Impact: \$529,475 | Gross Annualized Impact: \$942,850

Staffing Impact: 8 FTE (includes 1 FTE in Legal Services; 1 FTE in Housing Services as a Housing Clerk)

- New program and by-law to regulate repairs and renovations to rental units.
- By-law will provide for improved communication between the City, tenants and property owners to resolve issues in a timely manner, and ensure all parties are aware of their rights and obligations.

Business Cases

Senior Real Estate Consultant (Special Projects)

Economic Development Division

2024 Net Levy Impact: \$0 | Net Annualized Impact: \$0

Staffing Impact: 1 FTE (funded through real-estate fees)

- Conversion of existing, temporary position to permanent FTE to support strategic real estate initiatives.
- Priority initiatives include management of major leases including Hamilton International Airport and Downtown Entertainment District, Barton-Tiffany lands real estate disposition process, and City-wide lease administration.
- Fully-funded from real estate fees (no levy impact).

Department Multi-Year Outlook

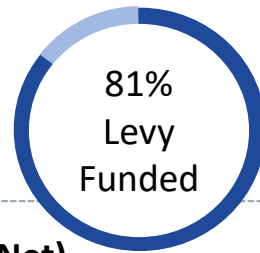
	2024	2025			2026			2027		
	Current Budget	\$	2025 vs 2024		\$	2026 vs 2025		\$	2027 vs 2026	
			\$	%		\$	%		\$	%
PLANNING & ECONOMIC DEVELOPMENT										
General Manager PED	1,765	1,838	73	4.1%	1,915	77	4.2%	1,995	80	4.2%
Transportation Planning and Parking	3,125	3,651	526	16.8%	4,219	568	15.6%	4,264	45	1.1%
Building	1,153	1,196	43	3.7%	1,233	37	3.1%	1,267	35	2.8%
Economic Development	5,865	6,100	235	4.0%	6,345	245	4.0%	6,599	254	4.0%
Growth Management	790	864	73	9.3%	890	26	3.0%	917	27	3.0%
Licensing & By-Law Services	8,852	11,750	2,898	32.7%	11,781	31	0.3%	12,021	240	2.0%
Planning	3,646	3,756	109	3.0%	3,868	113	3.0%	3,984	116	3.0%
Tourism & Culture	11,249	11,476	227	2.0%	11,715	239	2.1%	11,981	267	2.3%
LRT	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
TOTAL PLANNING & ECONOMIC DEVELOPMENT	36,445	40,629	4,184	11.5%	41,965	1,335	3.3%	43,029	1,064	2.5%

* NOTE: For more information on this slide, please refer to full budget report page 24

Proposed Capital Budget

2024 Proposed Capital Budget Summary (1 of 3)

Economic Development: \$5.1M Net



Economic Development Initiatives (\$2.0M Net)

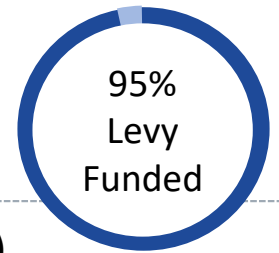
Employment Land Bank Interest (\$0 Net | \$0.9M gross)

Commercial Districts and Small Business (\$1.6M | \$1.8M gross)

Affordable Housing ERASE Grants (\$1.5M)

\$6.2M Gross

Tourism & Culture: \$2.6M Net



Museum Restoration Projects (\$1.5M Net)

- Griffin House; Ancaster Old Town Hall; Dundurn Castle

Museum Repairs and Expansion (\$0.7M Net)

- Children’s Museum; Veevers Estate

Cultural Resource Conservation (\$0.4M Net | \$0.5M gross)

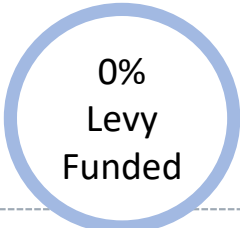
- Arts and Monuments; Major Site Repainting
- Museum Exhibits
- Collections Management

\$2.7M Gross

Net represents amount funded by tax levy. Gross represents total project cost. Difference is funded through reserves, grants, development charges, or transfers from existing approved capital.

2024 Proposed Capital Budget Summary (2 of 3)

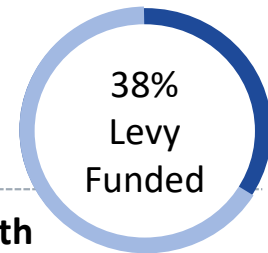
Licensing & By-Law Services: \$0M Net



Vehicles for Operational Investments (\$0 Net | \$0.7M gross)

- Renovation License and Relocation By-Law
- Renovictions Safe Apartment By-Law
- Waterfront Ambassador Program Enhancement
- **\$0.7M Gross**

Transportation Planning & Parking: \$3.2M Net



Active Transportation Infrastructure (joint delivery with Public Works) (\$2.0M Net | \$3.1M gross)

- Cycling Network Expansion and Secure Bike Parking Facilities

Sustainable Mobility Infrastructure and Programs (\$0.8M Net | \$1.4M gross)

- Open Streets Program, Micromobility Program, and Hamilton Bike-Share Fleet

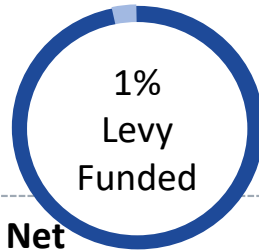
Parking Repairs and Improvements (\$0 Net | \$2.3M gross)

Transportation Planning (\$0.4M Net | \$1.5M gross)

\$8.3M Gross

Net represents amount funded by tax levy. Gross represents total project cost. Difference is funded through reserves, grants, development charges, or transfers from existing approved capital.

2024 Proposed Capital Budget Summary (3 of 3)



Growth Management: \$0.2M Net

Road Improvements – Residential (\$0.1M Net | \$13.8M gross)

- Waterdown; Stoney Creek

Road Improvements – Industrial (\$0.1M Net | \$7.9M gross)

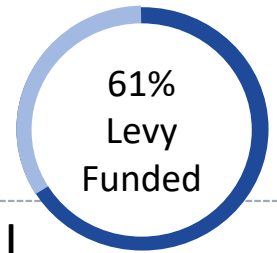
- Airport Employment Growth District; Red Hill Business Park

Other (\$0M Net | \$3.6M gross)

- City share of servicing costs in subdivisions
- Development road urbanization
- Farm 911 – Emergency Access Point Program

\$25.3M Gross

Net represents amount funded by tax levy. Gross represents total project cost. Difference is funded through reserves, grants, development charges, or transfers from existing approved capital.



Planning: \$1.6M Net

Planning Studies and By-Laws (\$1.3M Net | \$2.1M gross)

- Urban and Rural Official Plan Five Year Review
- Comprehensive Zoning By-Law
- Review and Update of Municipal Tree By-Laws

OLT Appeals (\$0.2M Net | \$0.4M gross)

Model Development (\$0.1M Net | \$0.2M gross)

\$2.7 Gross

Operating Impacts of Capital

\$179K | 2.3FTE

Planning

\$11.5K | 0.1 FTE

Designations Under the Ontario Heritage Act

- With an increasing number of properties being designated as heritage sites, there is a need for additional staffing support for administration of the heritage permit approvals process.

Tourism & Culture

\$62.5K | 1.2 FTE

Children's Museum Expansion \$41.5K | 1 FTE

- Expansion will double the size of the facility and expand exhibits and programming opportunities, thus requiring additional staff support.

Public Art \$21K | 0.2 FTE

- Preservation and lifecycle maintenance of the City's public art assets.

Transportation Planning & Parking

\$105K | 1 FTE

Open Streets

- Program coordinator to facilitate the Temporary Linear Park project and other Open Streets initiatives.

Capital Budget Mitigation Strategies

Mitigation Achieved: \$1.8M | 14% Decrease

- \$120K | Open Streets initiative funded through approved capital
- \$55K | Cultural resources conservation funded through existing approved capital
- \$972K | Planning studies ineligible for Development Charge funding funded through existing approved capital
- \$654K | Licensing & By-Law additional vehicles required to support new by-law enforcement funded through Unallocated Capital Reserve

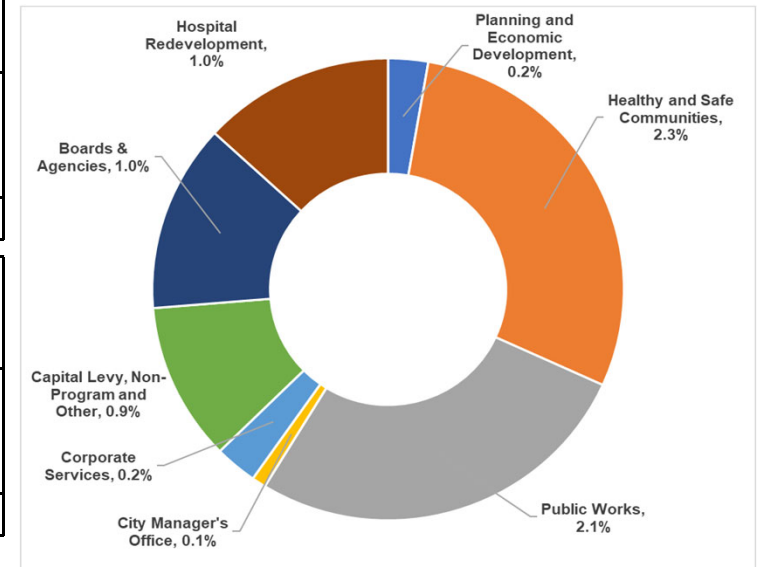
Proposed Budget Summary: Planning and Economic Development

Proposed Budget Summary

OPERATING	2023	2024	2024 vs 2023	
	Restated Budget	Preliminary Budget	\$	%
Preliminary Operating Budget	33,326	37,519	4,193	12.6%
Mitigation Strategies		(2,635)	(2,635)	-7.9%
Operational Investments		1,561	1,561	4.7%
Total Operating Budget	33,326	36,445	3,119	9.4%

CAPITAL	2023	2024	2024 vs 2023	
	Restated Budget	Proposed Budget	\$	%
Capital investments	11,425	14,238	2,813	24.6%
Mitigation Strategies		(1,801)	(1,801)	-15.8%
Operating impacts of capital		179	179	1.6%
Capital Budget	11,425	12,616	1,191	10.4%

Planning & Economic Development Impact on Tax Levy



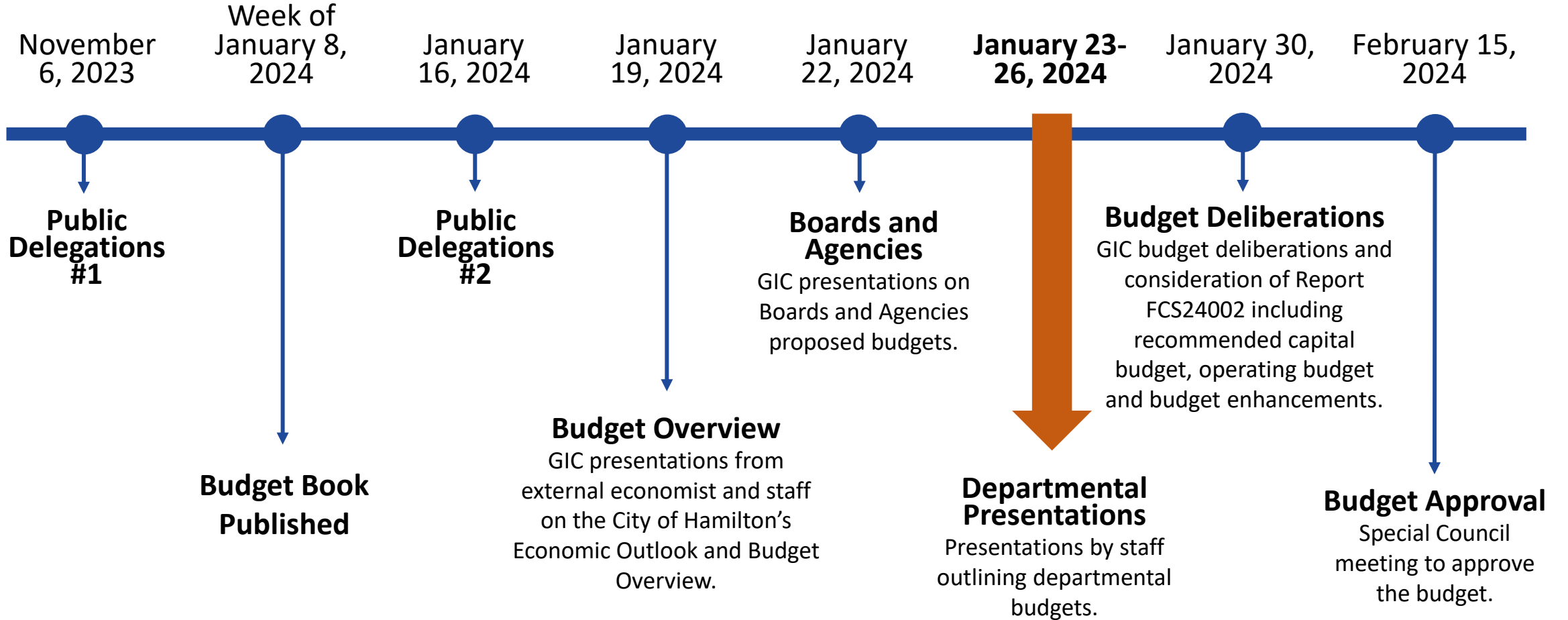
QUESTIONS?

2024 Proposed Operating and Capital Budget Presentation

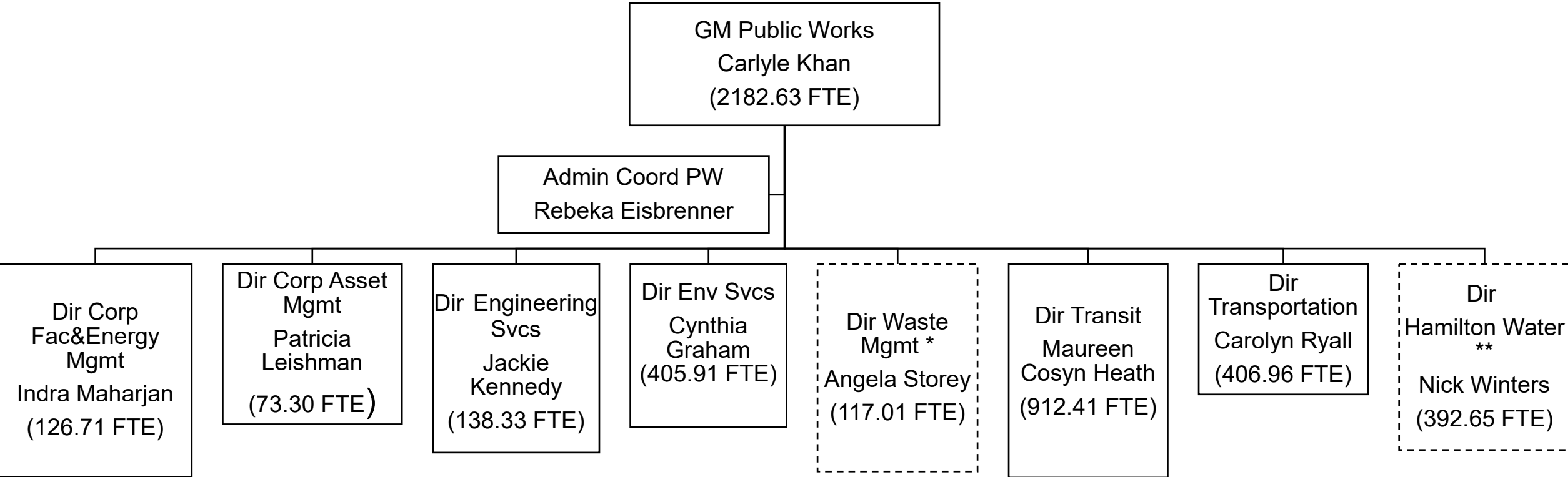
PUBLIC WORKS DEPARTMENT



Tax Budget Process



Organizational Chart



* Temporary Division

** Hamilton Water – not included in overall complement count for Public Works Tax

Overview of Services Provided (1 of 3)

Corporate Asset Management

- **Asset Management** (policy update)
- Departmental Programs & Initiatives – Quality Management
- Technology and Innovation (**EAM** implementation)
- **Fleet Services** Capital Planning & Contract Management
- Fleet Maintenance
- Materials, Fuel & Systems Management
- Regulatory Compliance & Driver Training

Energy Procurement and Management

- Energy Engineering Services, Utilities & Energy Assessments
- Procurement
- **Net Zero** & Renewable Energy Strategy
- Regulatory Reporting & Incentives
- Energy and Greenhouse Gas Emissions and Monitoring

Corporate Security Management

- Incident Response & Security Operations
- Public & Event Security Services
- Corporate Training

Facilities Management and Capital Projects Delivery

- **Facilities Operations & Maintenance**
- Facilities Planning & Business Solutions
- Space Management and Accommodations Design
- Stadium Operations
- **Capital Planning, Construction & Project Management**
- Legislative Compliance Programs/Accessibility
- Asset renewal & expansion

Overview of Services Provided (2 of 3)

Engineering Services

- **Capital Planning and Prioritization**
- **Infrastructure Condition Assessments**
- Environmental Assessments
- Engineering Design
- Construction Management & Inspection
- Corridor Management Services (Permitting)
- Surveying

Forestry

- Tree Maintenance
- Tree Planting
- Tree Maintenance & Planting Support Services

Horticultural Programs

- **Beautification**
- Beautification Support Services
- Tropical Greenhouse
- Floral Shows

Parks & Open Space

- Parks Maintenance
- Planning, Design, Development & Acquisition
- Natural Open Spaces
- Parks and Natural Open Space Support Services

Cemeteries

- Dormant Cemetery Management
- Active Cemetery Management
- Cemeteries Support Services

Overview of Services Provided (3 of 3)

Transportation - Operations

- Transportation Systems
- Transportation Engineering
- **Road Safety**
- Signs & Pavement Markings
- Signals, Systems & Street Lighting

Transportation - Roadway Maintenance

- Operations and Maintenance of right-of-way infrastructure (between property lines)

Waste Collection

(Garbage, Organics, Recycling, Yard Waste & Bulk)

- **Downtown Cleanliness**
- By-Law Enforcement
- Solid Waste Support Services

Waste Processing

(Organics, Recycling Yard Waste & Landfill)

- Disposal at the Operating Landfill
- Monitoring of Closed Landfills
- Drop Off Depot & Transfer Facilities

Transit

(Conventional, specialized and on demand transit)

- Scheduling, planning and operations
- Maintenance of bus fleet
- Strategic planning for transit network
- Contract manager for specialized service

Advancing Council Priorities

Sustainable Economic & Ecological Development (1 of 2)

Increase Tree Canopy

- 2023 - Approval of the Urban Forest Strategy
- 2024 - Implementing the Urban Forest Strategy jointly with Planning and Economic Development
- 2024 - Increase annual tree giveaway targets to 5000 yearly (from 3000); hire 2 FTE for enhanced program
- 2024 - Increase annual tree planting targets from 10,000 to 20,000

Accelerated Reduction in the City's Greenhouse Gas Emissions

- 2023 - Retired 99 diesel buses; replaced with CNG (compressed natural gas) buses
- 2023 - Purchased 19 electric vehicles as part of the Corporate Green Fleet Strategy
- 2023 - Multiple pathways to Net Zero actioned projects
- 2024 - Retire 26 diesel buses and 9 diesel powered waste collection vehicles; replace with CNG
- 2024 - Promote low carbon fuel transition within City operations and the acceleration of the electrification of municipal fleet by actioning the Corporate Green Fleet Strategy



Sustainable Economic & Ecological Development (2 of 2)

Funding from Provincial and Federal Partners to Reduce the Burden on Taxpayers

- 2023 - Completion of grant funded park projects; leveraged \$1,699,211 in non-City funds for park infrastructure renewal
- 2023 - Continued delivery of projects by Engineering and Transportation divisions under the 2021 (one time) Canada Community-Building Funds allocation under Bill-25 for sidewalk and road repairs (minor)
- 2023 - Corporate Facilities & Energy Management continues to deliver projects partially funded by the ***Investing in Canada's Infrastructure Program*** and other funding programs
- 2024 - \$23.3M investment to retire 26 diesel buses and convert to Compressed Natural Gas buses. 27% of the cost will be funded under the ***Investing in Canada's Infrastructure Program***
- 2024 - Electric vehicle charging station infrastructure supported by a \$300K grant from **National Resources Canada**; request for \$675K in progress

Safe & Thriving Neighbourhoods (1 of 2)

Increased Transit Ridership and Accessibility

- 2023 - Implemented Year 7 of the 10 Year Local Transit Strategy; added 49,000 service hours to the system and exceeded 2022 ridership levels
- 2024 - Implement Year 8 of the 10 Year Local Transit Strategy. This includes adding an additional 49,000 service hours, 43 FTE, 14 buses and a fare increase of \$0.10
- 2024 - Deliver the Transit Growth Plan to Council for consideration on the HSR(re)Designed Network

Application of Vision Zero Principles to Eliminate Road Injuries and Death

- 2023 - Completion of the Neighbourhood Speed Reduction Project, investment of \$1.75 M
- 2023 - Pre-work relating to the Main Street Two Way Conversion project has seen a reduction in collisions
- 2024 - Advance the implementation of the Vision Zero Action Plan (2019-2025) through the following ongoing measures:
 - Annual in-service roadway safety audits targeting collision prone locations
 - Ward Complete Streets Studies and implementing action plans to support traffic calming
 - Expansion of red-light camera and automated speed enforcement programs
 - Formalize the investigation of locations where fatal injuries have occurred
 - Implement the Complete Streets Design Manual by embedding into City wide roadway programming
- 2024 - Finalize a Council approved Traffic Calming Policy



Safe & Thriving Neighbourhoods (2 of 2)

Increased Cleanliness of Public Spaces

- 2023 - City wide Litter review program directed by two motions; project included public engagement
- 2024 - Implement an increased proactive and reactive response to litter across the City

Increased Availability of Washroom Facilities in Public Spaces

- Winter Washroom Program Pilot ended in March 2023; it is being continued in 2024 with extended hours

Expanded and Upgraded Active Transportation Networks

- 2023 - Completed crime prevention through environmental design study
- 2024 - Crime prevention through environmental design improvements to escarpment stairs

Maintained Roads and Sidewalks

- 2023 - Claremont Access Response. In February, a safety concern was identified during an inspection. A planned capital project was expedited and completed in the Fall
- 2024 - The Escarpment Access study is expected to start in 2024 and be completed in 2026. The study will review long-term strategies for escarpment preservation, safety and emergency response protocols

Responsiveness & Transparency (1 of 2)

Expanded Stakeholder Engagement on City Initiatives

- 2023 - Stemming from (Re)envision the HSR, Transit conducted extensive public consultation and engagement on the HSR(re)Designed Network; more than 6000 customer experience surveys received, and staff attended more than 100 public events to engage with current and future transit customers
- 2023 - Engineering leads the development of the Capital budget for the roads block of funding. Key stakeholders were engaged on the capital budget prioritization process and will continue collaborating to refine in 2024
- 2023 - 11 Asset Management public surveys completed. 6 surveys planned for 2024
- 2024 - Develop a new 20-Year Waste Management Strategy for the City. Stakeholder engagement will include residents, staff and members of Council



Transition to a Revised Budget Process that Emphasizes Long-Term Financial Planning and Asset Management

- 2023 - Alignment of lifecycle costing; pilot work completed for lifecycle costing in the right-of-way
- 2024 - Transition to a revised budget process that includes asset management, resulting in greater transparency of actual asset lifecycle costs City-wide

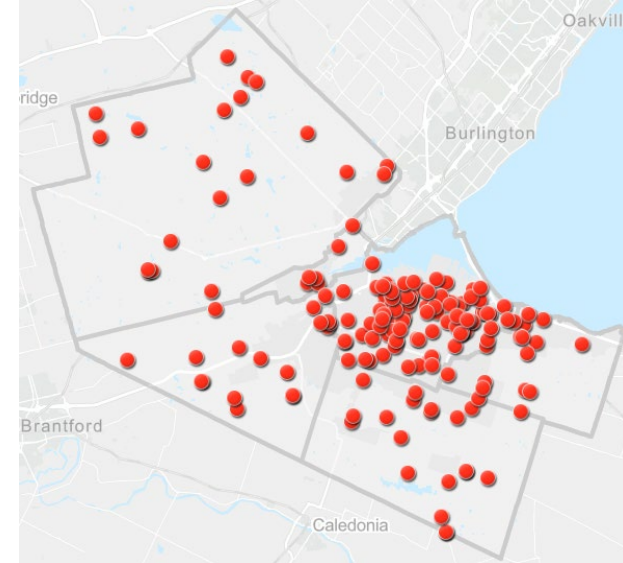
Responsiveness & Transparency (2 of 2)

Improved Availability and Accessibility of City Communications, Reports and Products

- 2023 - Corporate Facilities and Energy Management prepares a yearly Annual Energy Report; Energystar reporting tool leveraged
- 2024 - Updating of the online Vision Zero Dashboard which publishes data and progress on various road safety initiatives City-wide, including interactive mapping for injury and fatal collisions

Streamlined Processes

- 2023 - Design and implementation of Departmental processes in alignment with Corporate requirements following a standardized approval process. Corporate documents released:
 - Risk Management Procedure (March 2023)
 - Levels of Service Procedure (June 2023)
- 2024 - Red Hill Valley Parkway Inquiry Action Plan response
 - Lifecycle and Change Management Corporate Procedures



Vision Zero Dashboard

Proposed Operating Budget



2024 Proposed Tax Operating Budget Summary

Division (\$000s)	2023 Restated Budget	2024 Proposed Budget	2024 vs 2023 \$	2024 vs 2023 (%)	Council Referred Items	Business Cases	2024 vs 2023 (\$)	2024 vs 2023 (%)
PW-General Administration	(303)	0	303	(100.0)%	0	0	303	100.0%
Corporate Facilities & Energy Management	14,925	16,600	1,675	11.2%	360	312	2,347	15.7%
Corporate Asset Management	2,299	2,707	408	17.7%	0	0	408	17.7%
Engineering Services	143	0	(143)	100.0%	0	0	(143)	(100.0)%
Environmental Services	48,040	49,601	1,561	3.2%	557	34	2,152	4.5%
Waste Management	48,694	54,746	6,052	12.4%	2,378	0	8,430	17.3%
Transit	93,488	105,206	11,718	12.5%	0	0	11,718	12.5%
Transportation	87,482	92,505	5,023	5.7%	0	479	5,502	6.3%
Total Public Works Operating	294,768	321,365	26,597	9.0%	3,295	825	30,717	10.4%

**NOTE: For more information on this slide, please refer to full budget report pages 111-146*

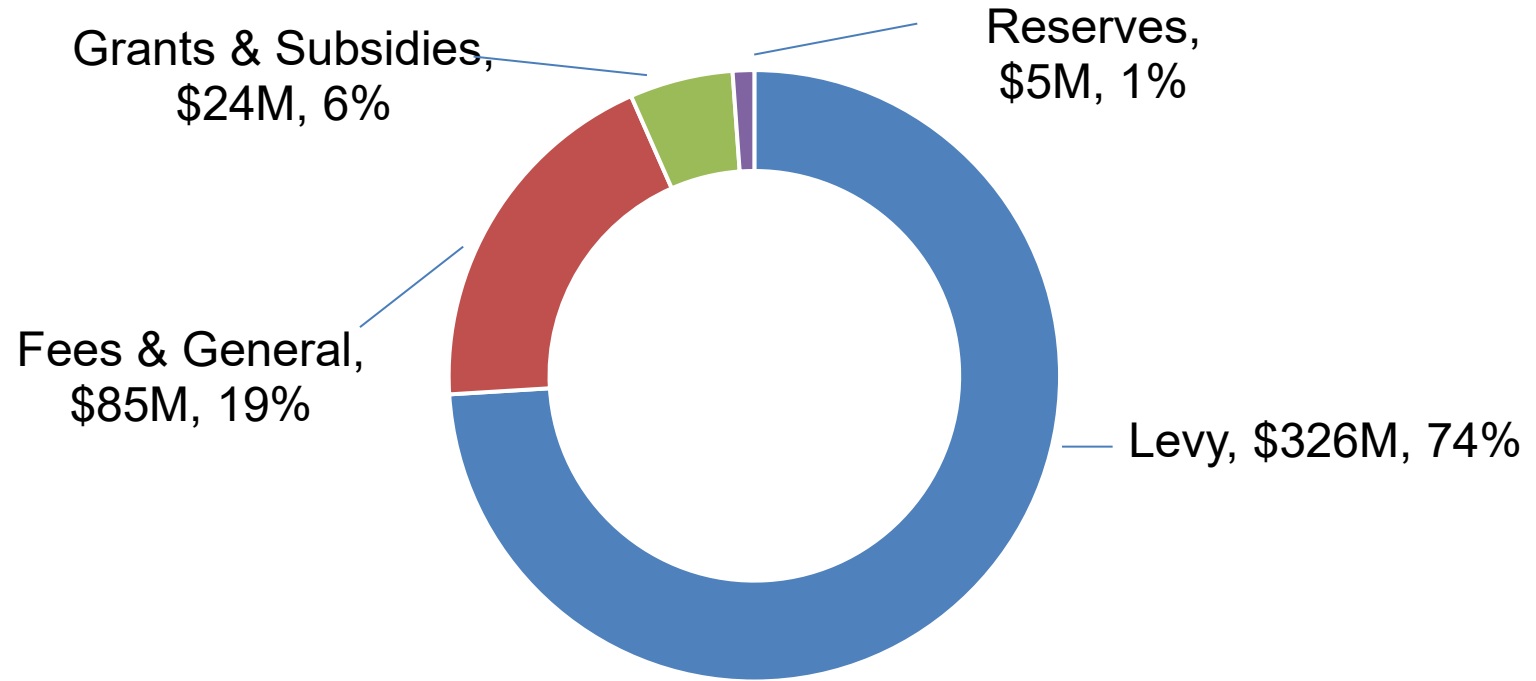
2024 Proposed Complement

	2023	2023	2024	2024 Proposed Budget vs. 2023 Restated Budget	
	Approved Budget FTEs	Restated Budget FTEs	Proposed Budget FTEs	FTE Change	% Change
PUBLIC WORKS					
PW-General Administration	2.00	2.00	2.00	0.00	0.0%
Corporate Facilities & Energy Management	126.71	126.71	126.71	0.00	0.0%
Corporate Asset Management	70.30	73.30	73.30	0.00	0.0%
Engineering Services	131.06	137.33	138.33	1.00	0.7%
Environmental Services	405.41	405.91	405.91	0.00	0.0%
Waste Management	117.01	117.01	117.01	0.00	0.0%
Transit	869.41	869.41	912.41	43.00	4.9%
Transportation	407.90	407.96	406.96	(1.00)	(0.2)
TOTAL Public Works	2,129.80	2,139.63	2,182.63	43.00	2.0%

**NOTE: For more information on this slide, please refer to full budget report pages 14 of 298*

Operating Budget Funding Sources

\$440M*
Gross Budget



** May include rounding anomalies*

Operating Budget Drivers (1 of 2)

- \$11M | 41.4% Employee related costs increases (CBA and employee benefits)
- \$7.5M | 28.2% Waste Contractual increases, inflationary pressures
- \$7.3M | 27.4% Reserve Contributions (vehicle/equipment, insurance due inflationary increases)
- \$5.9M | 22.2% Transit Year 7 Expense Annualization and Year 8 Phase in
- \$4.4M | 16.5% Contract inflationary increases (Facility, Security & Roads)
- \$2.1M | 7.9% Transit & Accessible Transportation Services contract (fleet, inflationary increases, door-to-door accessible contract increases)
- \$1.1M | 4.1% Revenue reduction – recycling revenues
- \$1.0M | 3.8% General Maintenance – inflationary increases in supplies, parts, repairs etc.
- \$0.4M | 1.5% Central Fleet charges increase

Operating Budget Drivers (2 of 2)

- (\$7.3M) | (27.4%) Total operating budget mitigation
 - (\$2.9M) | (10.9%) Transit Revenue increase – Annualization of Year 7 revenue and Phase in of Year 8
 - (\$2.0M) | (7.5%) Safe Restart Agreement Transit Revenue offset by Provincial Gas Tax reductions
 - (\$1.5M) | (5.6%) Cost Allocation – Fleet Recovery due to inflationary costs (Employee related, materials)
 - (\$0.4M) | (1.5%) Operational maintenance savings
-
- **\$26.60M | Total Net Levy Change**

Operating Budget Mitigation Strategies (1 of 2)

Mitigation Achieved: \$7.3M | 2.4% Decrease in Public Works Operating Budget

- **Fleet Services: \$2.29M**
 - Contribution to Fleet Reserve from 100% to 85% for all Public Works Divisions except Transit and Engineering offset by general operational savings primarily in Contractual Services
- **Transit: \$175K**
 - Ticket and Transfer expense savings due to new options in PRESTO card
 - Fees & services for Accessible Transportation Services based on projected use of third-party contractor for functional assessments resulting from Coordinator position created
- **Transportation (Winter Maintenance): \$1.99M**
 - Offset pressure of 2024 winter costs from Winter Control Reserve

Operating Budget Mitigation Strategies (2 of 2)

- **Waste Management: \$2.73M**
 - Reduced escalation factor for Waste Collection Contract, Central Composting Facility Operations Contract, Materials Recycling Facility Operations Contract, Transfer Station and Glanbrook Landfill to align with current trends
 - 2024 Resource Productivity and Recovery Authority subsidy confirmation
- **All Divisions: \$80K**
 - Deferred Business Cases (6)

Council Referred Operational Investments (1 of 3)

Parks Patrol Program (PW20046(a))

Corporate Facilities & Energy Management Division

2024 Net Levy Impact: \$360,000 | Gross annualized impact: \$360,000

Staffing Impact: 0

- Update on 2-Year Pilot Parks Patrol Program
- Continue program using a new delivery model of permanent Mobile Security Patrol team dedicated to all City owned properties

Litter Collection – Service Level Review (PW23076)

Waste Management Division

2024 Net Levy Impact: \$2,377,800 | Gross annualized impact: \$2,377,800

2024 Capital Budget Impact: \$2,245,000

Staffing Impact: 27.96 FTE

- To increase service levels for litter collection of public spaces City Wide
- To increase the cleanliness of parks, public spaces, roadways, cemeteries, sidewalks for a more vibrant City outlook

**NOTE: For more information on this slide, please refer to full budget report pages 241-293*

Council Referred Operational Investments (2 of 3)

Crime Prevention through Environmental Design (CPTED) (PW23075 item 11.3)

Environmental Services Division

2024 Net Levy Impact: \$190,700 | Gross annualized impact: \$254,000

2024 Capital Budget Impact: \$165,000

Staffing Impact: TBD FTE

- To conduct a review of the 5 City-owned escarpment staircases and report back on recommendations to improve the safety on the staircases, specifically to prevent sexual violence

Urban Forest Strategy FTEs (PED20173(a))

Environmental Services Division

2024 Net Levy Impact: \$0 | Gross annualized impact: \$0

Staffing Impact: 2 FTE

- To increase tree canopy by 20,000 trees per year
- 2 new FT positions - A Senior Project Manager Urban Forest Preservation and a Project Manager Forest Health to implement the Urban Forestry Strategy

**NOTE: For more information on this slide, please refer to full budget report pages 241-293*

Council Referred Operational Investments (3 of 3)

Winterizing Public Washrooms (PW21031(b))

Environmental Services Division

2024 Net Levy Impact: \$366,380 | Gross annualized impact: \$732,750

Staffing Impact: 0.5 FTE

- Continuation of the Winterizing of Public Washrooms based on the 2-year pilot program
- Council Priority – to improve the accessibility of washrooms for residents

**NOTE: For more information on this slide, please refer to full budget report pages 241-293*

Business Cases (1 of 4)

Corporate Security Office Resources

Corporate Facilities & Energy Management Division

2024 Net Levy Impact: \$312,400 | Gross annualized impact: \$623,000

Staffing Impact: 4 FTE

- Requirement to improve corporate security services
- Dedicated staff for the Corporate Security Office include a new Manager and 3 FTE's

Senior Project Manager – Energy Engineering & Emissions

Corporate Facilities & Energy Management Division

2024 Net Levy Impact: \$0 | Gross annualized impact: \$0

Staffing Impact: 1 FTE

- Due to the 2019 declaration of a climate emergency, there is a focus on achieving the corporate target of Net Zero emissions by 2050
- Requesting the current contracted FTE be made permanent to achieve the goals laid out by the City

**NOTE: For more information on this slide, please refer to full budget report pages 241-293*

Business Cases (2 of 4)

Treatment of Invasive Species - Phragmites

Transportation Division

2024 Net Levy Impact: \$200,000 | Gross annualized impact: \$200,000

Staffing Impact: 0 FTE

- Phragmites are an invasive species plant that cause damage to Ontario's biodiversity, wetlands and beaches
- Removal/destruction of the invasive plant is recommended to prevent further spread

Roadway Maintenance – Operator Roads

Transportation Division

2024 Net Levy Impact: \$166,600 | Gross annualized impact: \$332,338

Staffing Impact: 4 FTE

- Additional staff required to meet and satisfy the Legislated Provincial Minimum Maintenance Standards and Council Enhanced Levels of Service with current staffing complement
- With the increase infrastructure growth, the goal is to increase staff to avoid violation of excess working hours, raising liability costs and greater public complaints

**NOTE: For more information on this slide, please refer to full budget report pages 241-293*

Business Cases (3 of 4)

Roadway Maintenance – Superintendent-Afterhours

Transportation Division

2024 Net Levy Impact: \$112,800 | Gross annualized impact: \$168,682

Staffing Impact: 1 FTE

- Additional staff required to meet and satisfy the Legislated Provincial Minimum Maintenance Standards and Council Enhanced Levels of Service with current staffing complement
- An Afterhours Superintendent will oversee a proactive maintenance program for overnight services thereby reducing traffic interruptions

White Brick Church Cemetery Operations (PW22050(a))

Environmental Services Division

2024 Net Levy Impact: \$33,750 | Gross annualized impact: \$33,750

Staffing Impact: 0.25 FTE

- White Brick Church Cemetery operations were historically maintained by volunteers. In September 2023, this service ceased
- Requesting staff to maintain the property grounds to maintain our standard level of service

**NOTE: For more information on this slide, please refer to full budget report pages 241-293*

Structures Program (Additional Staff PM, Tech)

Engineering Division

2024 Net Levy Impact: \$0 | Gross annualized impact: \$0

Staffing Impact: 2 FTE

- Request an additional Program Manager and Technologist to enhance the Structural Emergency Response Team
- With the vast number of structural assets in the City, additional staff is required to inspect, develop work programs and carry out special investigations to diminish traffic related injuries

**NOTE: For more information on this slide, please refer to full budget report pages 241-293*

Department Multi-Year Outlook

DIVISION (\$000's)	2024	2025			2026			2027		
	Proposed Budget	\$	2025 vs 2024		\$	2026 vs 2025		\$	2027 vs 2026	
			\$	%		\$	%		\$	%
Corporate Asset Management	2,707	2,809	102	3.8%	2,910	102	3.6%	3,040	130	4.5%
Corporate Facilities & Energy Management	17,272	18,447	1,175	6.8%	18,862	415	2.2%	18,779	(83)	(0.4)%
Engineering Services	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Environmental Services	50,192	52,235	2,043	4.1%	53,867	1,632	3.1%	55,454	1,587	2.9%
PW-General Administration	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Transit	105,206	102,002	(3,204)	(3.0)%	108,677	6,675	6.5%	115,015	6,338	5.8%
Transportation	92,984	100,775	7,791	8.4%	103,406	2,631	2.6%	106,134	2,728	2.6%
Waste Management	57,124	64,939	7,815	13.7%	71,465	6,526	10.0%	76,408	4,943	6.9%
TOTAL PUBLIC WORKS	325,485	341,207	15,722	4.8%	359,187	17,981	5.3%	374,830	15,643	4.4%

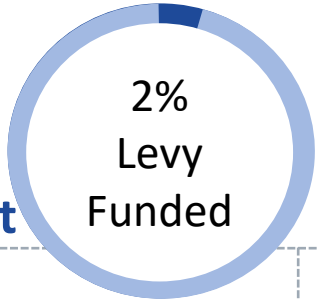
* NOTE: For more information on this slide, please refer to full budget report page 116 of 298

Proposed Capital Budget

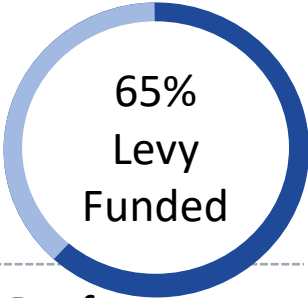


2024 Proposed Capital Budget Summary (1 of 4)

Corporate Asset Management: \$0.3M Net



Corporate Facilities & Energy Management: \$21M Net



Replacement/Relocation:

- \$300K | Enterprise Asset Management System Implementation

\$17.2M Gross

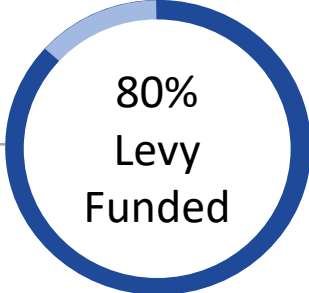
- \$12.9M | Rehabilitation/Renovation, including \$2.3M for Program-Roof Management and \$1.8M for the Recreation Centre Retrofits Programs
- \$4M | Replacement/Relocation, including \$3.7M for the Police Marine Facility Replacement
- \$1.7M | Demolition/Disposal, including, Facilities Demolition (SaltFleet)
- \$860K | Enhancements, including \$660K for meeting room technologies-hybrid
- \$800K | Feasibility Plans/Environmental Assessments/Studies
- \$450K | Extension/Expansion
- \$300K | New/Acquisition

\$32.1M Gross

Net represents amount funded by tax levy and Canada Community-Building Fund. Gross represents total project cost. Difference is funded through reserves, grants, development charges, or transfers from existing approved capital.

2024 Proposed Capital Budget Summary (2 of 4)

Engineering Services: \$46.2M Net



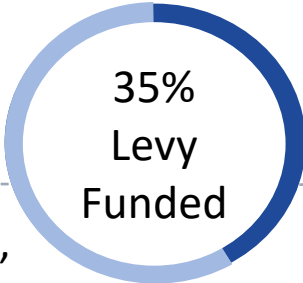
- \$28.2M | Rehabilitation/Renovation, including \$13.5M for Bridges & Structures, \$8.8M for Urban Road Rehabilitation/Resurfacing, \$2.7M for Councillor Minor Maintenance, \$1.6M for Local Road Rehabilitation/Resurfacing and \$1.6M for Rural Road
- \$12.5M | Replacement/Relocation, including \$8.1M for Bridges & Structures and \$4.4M Road Replacement/Reconstruction
- \$2.5M | Engineering Services Staffing Costs
- \$2.0M | Feasibility Plans/Environmental Assessments/Studies
- \$700K | Waterfront Development
- \$280K | Extension/Expansion

\$57.5M Gross

Net represents amount funded by tax levy and Canada Community-Building Fund. Gross represents total project cost. Difference is funded through reserves, grants, development charges, or transfers from existing approved capital.

2024 Proposed Capital Budget Summary (3 of 4)

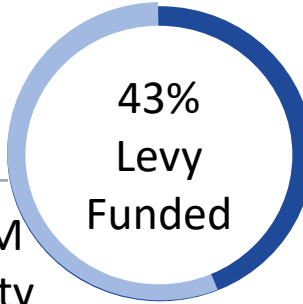
Environmental Services: \$6.6M Net



- \$3.2M | Replacement/Relocation, including, \$1.6M for Pier 4 Tugboat Play Structure and spray pad, \$445K for Gourley Park Spray Pad Redevelopment
- \$2.5M | Rehabilitation/Renovation, including \$1.4M for Valley Community Centre Park
- \$794K | Enhancements
- \$65K | Feasibility Plans/Environmental Assessments/Studies
- \$50K | New/Acquisition
- \$35K | Extension/Expansion

\$18.7M Gross

Transit: \$28.1M Net



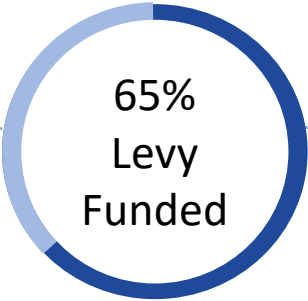
- \$27.1M | New/Acquisition including, \$27M for Transit Maintenance and Storage Facility
- \$667K | Extension/Expansion
- \$320K | Replacement/Relocation
- \$39K | Safety/Security
- \$35K | Rehabilitation/Renovation
- \$30K | Feasibility Plans/Environmental Assessments/Studies

\$65.3M Gross

Net represents amount funded by tax levy and Canada Community-Building Fund. Gross represents total project cost. Difference is funded through reserves, grants, development charges, or transfers from existing approved capital.

2024 Proposed Capital Budget Summary (4 of 4)

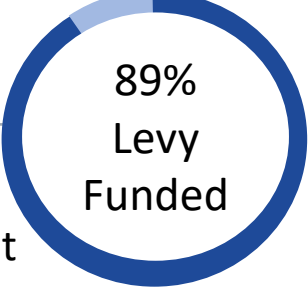
Transportation: \$23.7M Net



- \$10.5M | Rehabilitation/Renovation, including \$2.6M for Bridge and Structure Maintenance and \$2.0M for Lincoln Alexander Parkway Preservation
- \$7.3M | New/Acquisition, including \$4.6M Snow Disposal Facility
- \$2.3M | Enhancement, including \$1.7M for Public Realm Improvements
- \$1.6M | Feasibility Plans/Environmental Assessments/Studies including \$1.0M for Citywide Guiderail Condition Assessments
- \$1.1M | Replacement/Relocation, including \$1M for Traffic Cabinet and Controller Replacement Program
- \$485K | Safety/Security
- \$425K | Extension/Expansion

\$36.3M Gross

Waste Management: \$13.1M Net



- \$9.7M | Replacement/Relocation, including \$9.0M for Waste Collection Fleet Replacement
- \$1.5M | Feasibility Plans/Environmental Assessments/Studies, including, \$1.2M for Solid Waste Management Master Plan Approvals
- \$1.1M | New/Acquisition, including \$410K for Waste Collection Sidewalk Sweeper Acquisition and \$335K for Waste Collection Support Vehicle Acquisition
- \$680K | Rehabilitation/Renovation
- \$485K | Safety/Security
- \$250K | Enhancement

\$14.7M Gross

Net represents amount funded by tax levy and Canada Community-Building Fund. Gross represents total project cost. Difference is funded through reserves, grants, development charges, or transfers from existing approved capital.

Proposed Capital Budget Summary

	2024 Budget								
	Gross Expenditure	Grants & Subsidies	Other Revenue	Community Benefit Charge (CBC)	Development Charges (Including Debt)	Funded From Rate	Funded From Reserves	Work In Progress (WIP)	Net Expenditure
Divisions									
Corporate Asset Management	\$17,343	0	\$0	\$0	\$0	(\$300)	(\$16,743)	\$0	\$300
Corporate Facilities & Energy Management	\$32,155	0	(\$100)	\$0	(\$8,767)	\$0	(\$2,325)	\$0	\$20,963
Engineering Services	\$57,489	(\$428)	\$0	(\$16)	(\$1,284)	\$0	\$0	(\$9,585)	\$46,176
Environmental Services	\$18,775	(\$1,471)	(\$1,530)	\$0	(\$4,827)	\$0	(\$1,580)	(\$2,782)	\$6,585
Transit	\$65,339	(\$21,084)	\$0	\$0	(\$4,195)	\$0	(\$11,865)	\$0	\$28,194
Transportation	\$36,298	\$0	\$0	\$0	(\$5,528)	\$0	(\$2,190)	(\$4,862)	\$23,719
Waste Management	\$14,718	\$0	\$0	\$0	(\$147)	\$0	(\$160)	(\$1,271)	\$13,140
Total	\$242,117	(\$22,983)	(\$1,630)	(\$16)	(\$24,748)	(\$300)	(\$34,863)	(\$18,500)	\$139,076

Operating Impacts of Capital

\$413K | 1.02FTE

Corporate Facilities & Energy Management

Environmental Services

Transportation

\$57.6K | 0.33 FTE

- \$57.6K | 0.33FTE City Wide Facilities Flood Mitigation & Adaptation Framework

\$161.5K | 0.33 FTE

- \$144K | Required to support the programs including neighbourhood Greenways programs, Equipment acquisitions and Tree Planting Programs
- \$18K | 0.33 FTE Churchill Park

\$194.6K | 0.36FTE

- \$100K | On Street Bike Facilities
- \$58.8K | 0.30 FTE New Traffic Signal and crossover staffing cost
- \$36.2K | 0.06 FTE Southcott - Garner to Highway 403 Bridge

Capital Budget Mitigation Strategies

Mitigation Achieved: \$8.5M | 6.1% Decrease

- \$3.8M | Projects funded with reserve funds
- \$3.1M | Funding reallocations within Road's block
- \$1.6M | Deferred projects from current year to future years

Proposed Budget Summary: Public Works

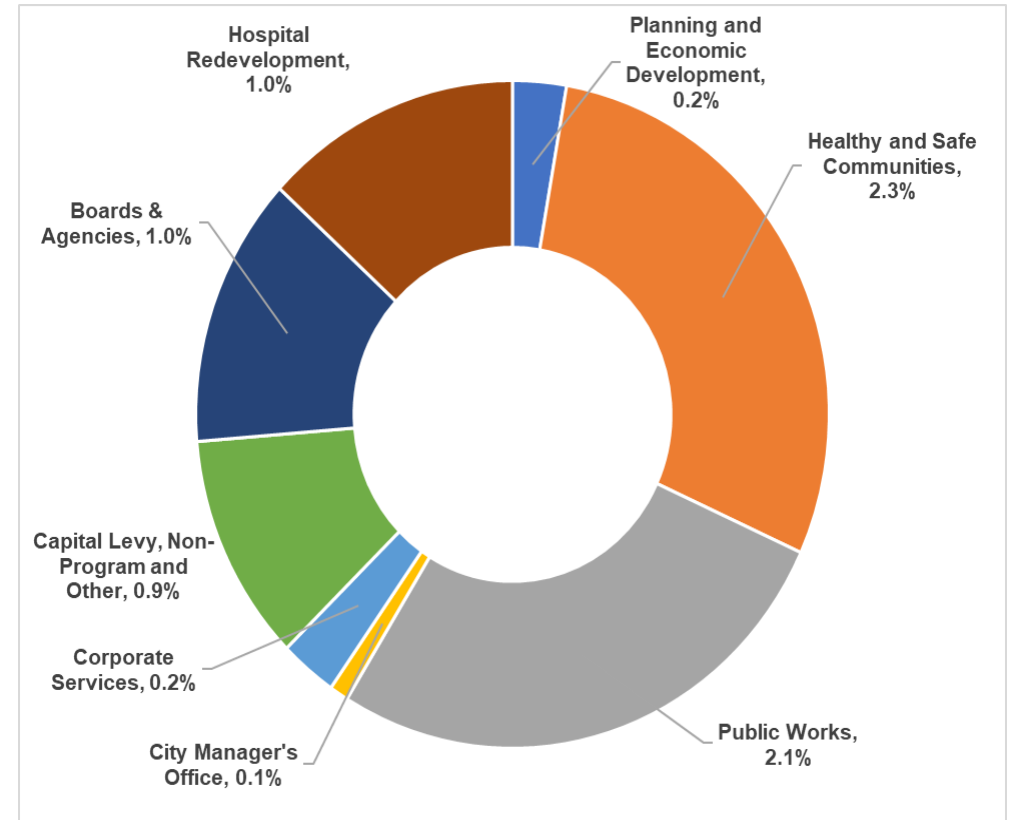


Proposed Budget Summary

OPERATING	2023	2024	2024 vs 2023	
	Restated Budget	Proposed Budget	(\$)	(%)
Proposed Operating Budget	294,768	328,633	33,865	10.3%
Mitigation Strategies	0	(7,268)	(7,268)	100.0%
Operational Investments	0	4,120	4,120	100.0%
Total Operating Budget	294,768	325,485	30,717	10.4%

CAPITAL	2023	2024	2024 vs 2023	
	Restated Budget	Proposed Budget	(\$)	(%)
Proposed Capital Budget	96,751	139,076	42,325	30.4%
Mitigation Strategies	0	(8,500)	(8,500)	100.0%
Operating Impacts of Capital	1,013	414	(599)	(144.7%)
Total Capital Budget	97,764	130,990	33,226	33.9%

Public Works Impact on Tax Levy



QUESTIONS?



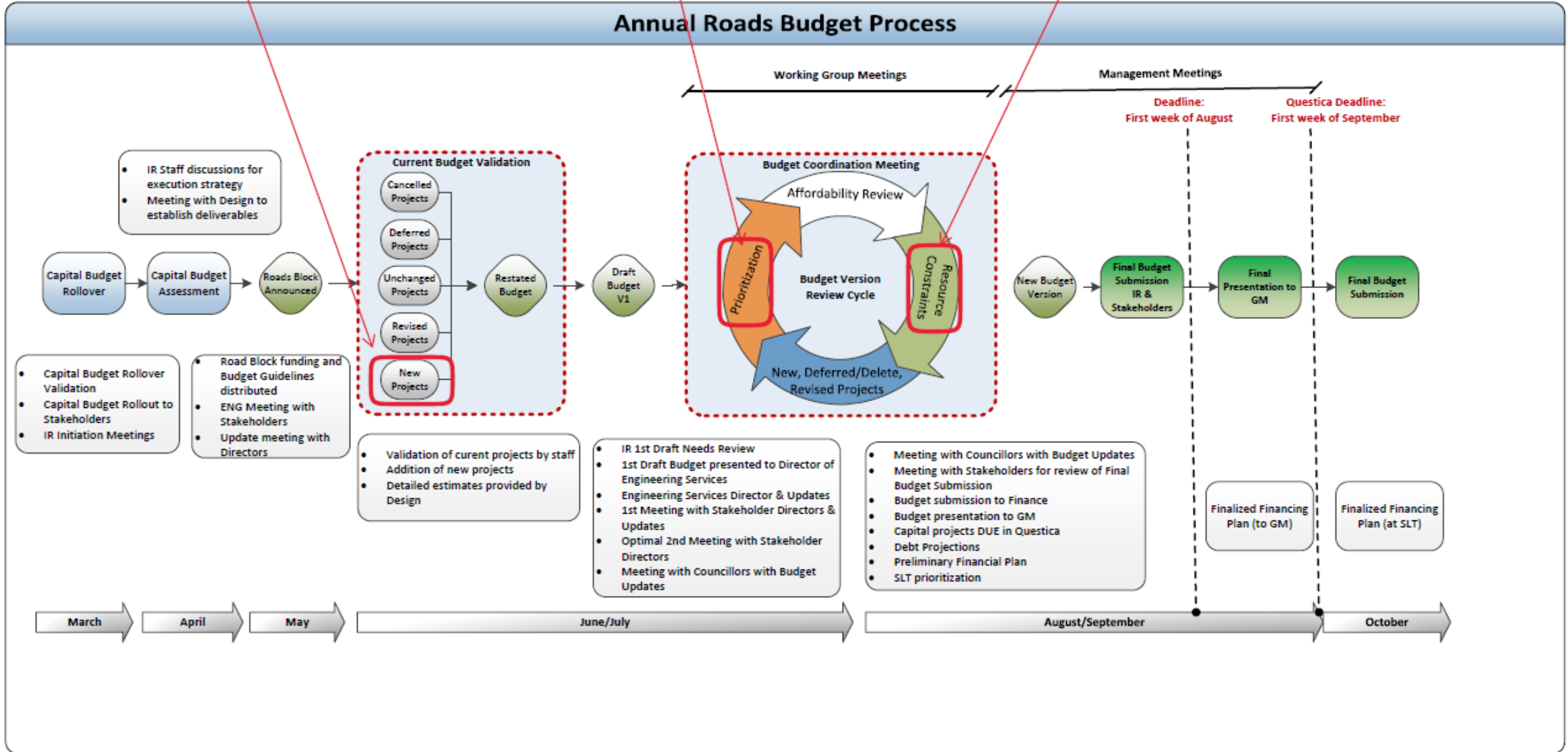
New projects may be identified from:

- * Condition assessments (roads, bridges, signals, etc.)
- * Master Plans
- * Development
- * Studies (e.g., safety)

In 2024, the prioritization process considered:

- * Asset condition
- * Coordination or projects
- * Strategic direction
- * Geographical location
- * Growth
- * Roadway safety
- * Complete Streets

E.g., staff resources



CITY OF HAMILTON MOTION

Council: September 27, 2023

MOVED BY COUNCILLOR T. MCMEEKIN.....

SECONDED BY COUNCILLOR

Municipally Generated Tax Cap

WHEREAS, municipal property tax is generally considered a regressive form of taxation;

WHEREAS, Hamilton residential taxpayers are subject to amongst the highest per-capita municipal taxes in the country;

WHEREAS, many Hamilton citizens are being hammered and facing their own financial crisis which includes high inflation, high housing rental rates (eg. a 103% rise in the cost of a bachelor apartment from 2021 to 2023); escalating mortgage costs; A Bank of Canada rise in interest rates (raised up eight times in the last ten months) and the soaring increase in the price of essentials, like food, as evidenced by a reported 40% increased use of area food banks.

THEREFORE, BE IT RESOLVED:

That Hamilton City Council go on record to embrace a municipally generated tax cap no greater than 4% for the 2024 Budget.