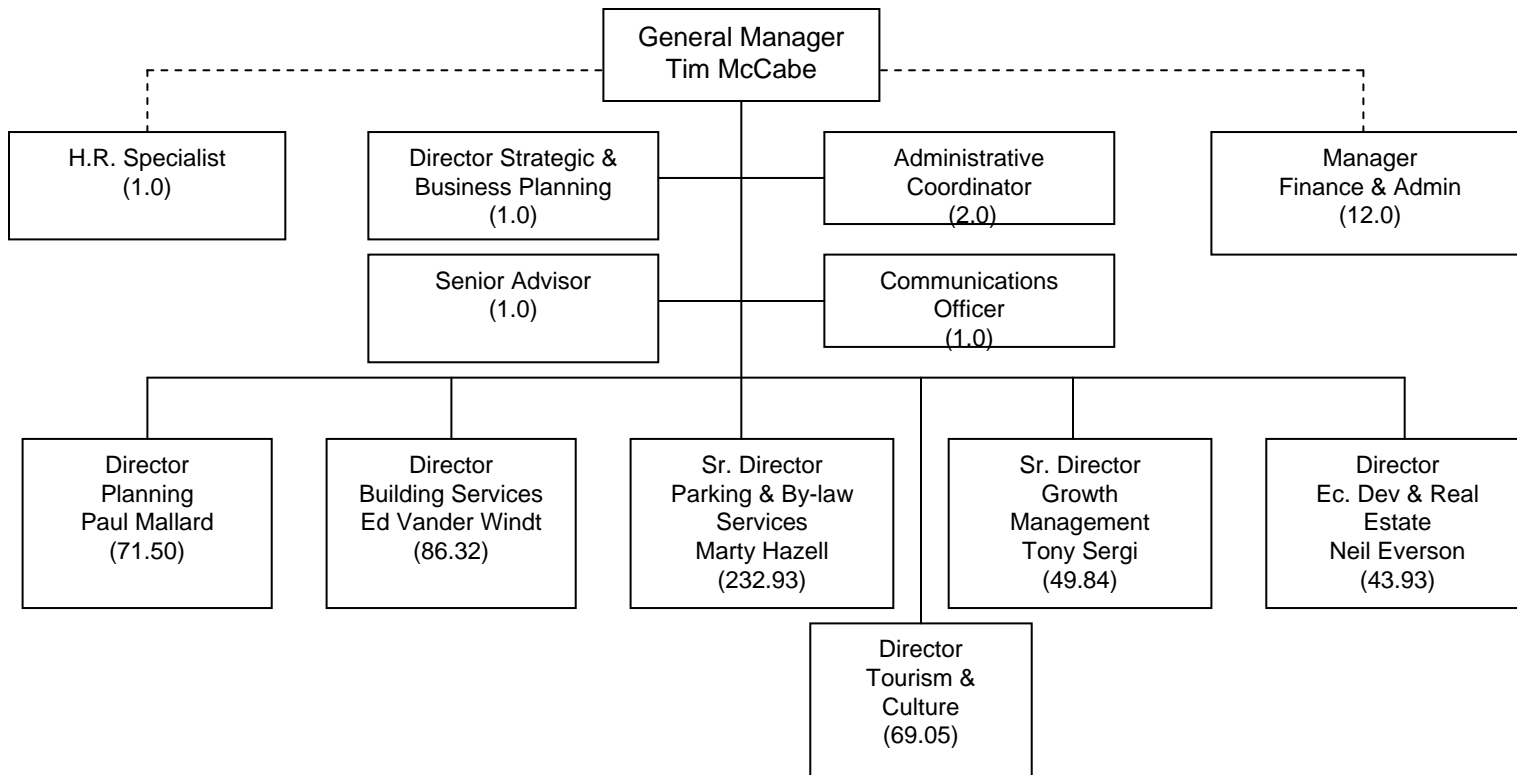


Planning & Economic Development



OVERVIEW



Complement (FTE)	Management	Other	Total	Staff/ Mgt Ratio
2012	33.00	539.84	572.84	16.35:1
2013	33.00	539.57	572.57	16.35:1
Change	0.00	(0.27)	(0.27)	

2013 INITIATIVES

- Resolution of OMB appeals
- Waterfront Development
- Nodes and Corridors Strategies
- Implementation of Open for Business Strategy
- Development of Employment lands
- Tourism and Culture Plans and Strategies



SERVICE DELIVERY REVIEW – SERVICE PROFILES

- Planning & Economic Development supports the following programs and related services (as defined by the Service Delivery Review¹):

Development & Growth

- Land Use Planning
- Development Approvals
- Zoning By-law Review
- Business Development
- Urban Renewal
- Growth Management

Tourism, Culture & Heritage

- Tourism Development
- Culture Development
- Museum and Heritage Presentation

Transportation

- Parking Operations

Public Safety

- Animal Services
- By-law Enforcement
- Business Licensing
- Building Inspections
- School Crossing Guards
- Building Permits

Corporate Services

- Building Services' Customer Service
- Heritage Asset Management
- Real Property Management
- Planning & Economic Development Departmental Support Services

¹ Service Profile Binder, General Issues Committee (October 18th, 2012)

2013 NET OPERATING BUDGET BY DIVISION

Planning & Economic Development

	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Budget	
				\$	%
GM, Finance & Support Services	1,319,800	1,083,900	1,324,440	4,640	0.4%
Building Services	939,210	960,030	943,380	4,170	0.4%
Economic Development	5,436,460	5,536,240	5,779,650	343,190	6.3%
Growth Management	(330,630)	(330,630)	(266,780)	63,850	19.3%
Parking & By-law Services	4,718,690	4,975,730	4,757,010	38,320	0.8%
Planning	2,992,390	3,096,670	3,078,240	85,850	2.9%
Tourism & Culture	7,060,650	6,739,330	7,060,520	(130)	(0.0)%
NET LEVY	22,136,560	22,061,270	22,676,450	539,890	2.4%
Downtown Loans Pre-approved Interest Expense				(200,000)	0.9%
REQUESTED BUDGET				\$ 339,890	1.5%

2013 GROSS - NET DEPARTMENTAL BUDGET

Planning & Economic Development

	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Restated	
				\$	%
<i>EMPLOYEE RELATED COSTS</i>	47,515,620	45,207,720	48,705,020	1,189,400	2.5%
<i>MATERIAL AND SUPPLY</i>	1,993,180	1,938,780	1,893,780	(99,410)	(5.0)%
<i>VEHICLE EXPENSES</i>	646,910	635,090	617,930	(28,980)	(4.5)%
<i>BUILDING AND GROUND</i>	2,181,860	2,254,120	2,041,820	(140,040)	(6.4)%
<i>CONSULTING</i>	175,090	213,600	158,660	(16,430)	(9.4)%
<i>CONTRACTUAL</i>	3,932,670	4,341,590	3,809,010	(123,660)	(3.1)%
<i>AGENCIES and SUPPORT PAYMENTS</i>	471,920	696,670	473,870	1,950	0.4%
<i>RESERVES / RECOVERIES</i>	546,430	2,036,750	1,502,410	955,980	175.0%
<i>COST ALLOCATIONS</i>	582,980	529,090	423,330	(159,650)	(27.4)%
<i>FINANCIAL</i>	2,026,200	1,923,160	2,277,390	251,190	12.4%
<i>CAPITAL EXPENDITURES</i>	0	2,010	0	0	0.0%
TOTAL EXPENDITURES	60,072,850	59,778,570	61,903,210	1,830,360	3.0%
<i>FEES AND GENERAL</i>	(33,998,420)	(33,237,760)	(35,680,270)	(1,681,850)	(4.9)%
<i>GRANTS AND SUBSIDIES</i>	(654,740)	(756,460)	(339,740)	315,000	48.1%
<i>RESERVES</i>	(3,283,130)	(3,723,080)	(3,206,750)	76,380	2.3%
TOTAL REVENUES	(37,936,290)	(37,717,300)	(39,226,760)	(1,290,470)	(3.4)%
NET LEVY	22,136,560	22,061,270	22,676,450	539,890	2.4%

Requested Budget \$339,560 1.5%

2013 MAJOR COST DRIVERS

- **Pre-approved Downtown Multi-Residential loan interest \$200k**
- **End of the provincial Destination Marketing Funding \$294k**
- **Employee related costs**
- **Additional Loans program interest payments \$167k**
- **Reduced reliance on the Development Fee Stabilization Reserve**



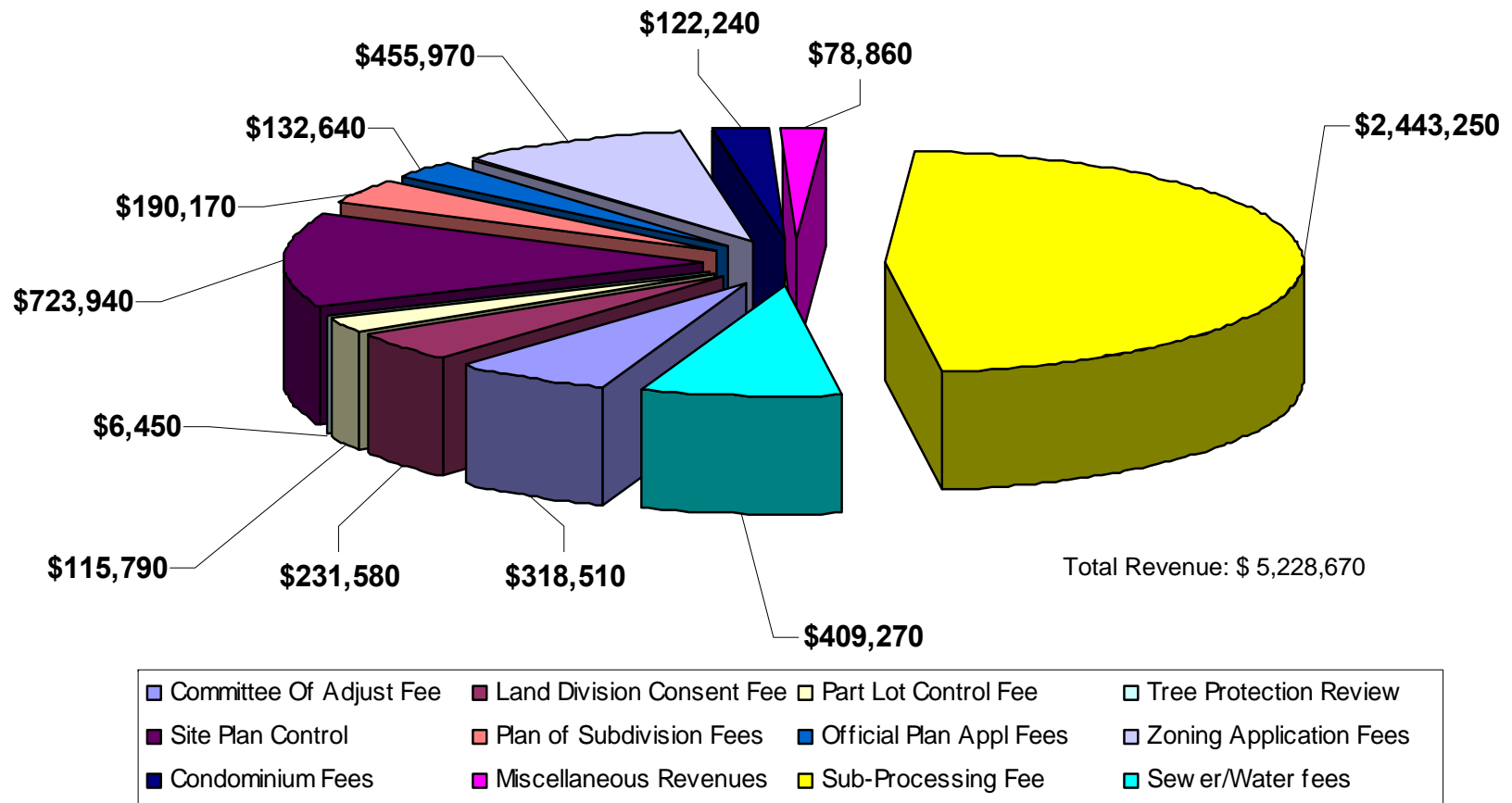
2013 BASE BUDGET SAVINGS

- Increased revenues \$(1.85m)
- Increased revenue from Trade Port agreement \$(110k)
- Reduction in Consulting expense \$(20k)
- Decrease in contractual DMF expenses \$(155k)

Total Gross Savings

(\$2,135,000)

2012 Development Revenues



DEVELOPMENT STABILIZATION RESERVE (110086)

Date Established by Council: November 21, 2001

Purpose: This reserve was established in order to minimize the impact of development fee fluctuations due to changes in economy and construction



DEVELOPMENT FEES STABILIZATION RESERVE (110086)

\$ Millions

	2008 Actuals	2009 Actuals	2010 Actuals	2011 Actuals	2012 Projected	2013 Projected
Opening Balance	(4.8)	(4.3)	(2.2)	(1.7)	(1.7)	(1.3)
Funding of positions from Reserve	0.1	0.2	0.2	0.2	0.2	0.2
Transfer (Surplus)/Deficit to/fr Res	0.6	1.7	0.4	(0.2)	0.3	0.0
Transfer to Capital	0.0	0.0	0.0	0.1	0.0	0.0
Investment Income	(0.2)	(0.1)	(0.1)	(0.1)	(0.1)	(0.1)
Prior Period adj.	0.0	0.3	0.0	0.0	0.0	0.0
Year End Balance	<u>(4.3)</u>	<u>(2.2)</u>	<u>(1.7)</u>	<u>(1.7)</u>	<u>(1.3)</u>	<u>(1.2)</u>

BUILDING STABILIZATION RESERVE (104050)

Reserve established 1993

Purpose: To address fluctuations in permit revenue in future years. To establish full cost recovery for Building Code Administration.



BUILDING PERMIT STABILIZATION RESERVE (104050)

(\$ millions)

	2008 Actuals	2009 Actuals	2010 Actuals	2011 Actuals	2012 Projected	2013 Projected
Opening Balance	(5.4)	(3.8)	(3.3)	(7.3)	(9.8)	(13.5)
Tsf to Capital from Reserve	0.1	0.1	0.1	0.0	0.0	0.0
Transfer (Surplus)/Deficit to/fr Reserve	1.7	0.5	(4.0)	(2.3)	(3.5)	0.0
Investment Income	(0.2)	(0.1)	(0.1)	(0.2)	(0.2)	(0.3)
Year End Balance	<u>(3.8)</u>	<u>(3.3)</u>	<u>(7.3)</u>	<u>(9.8)</u>	<u>(13.5)</u>	<u>(13.8)</u>



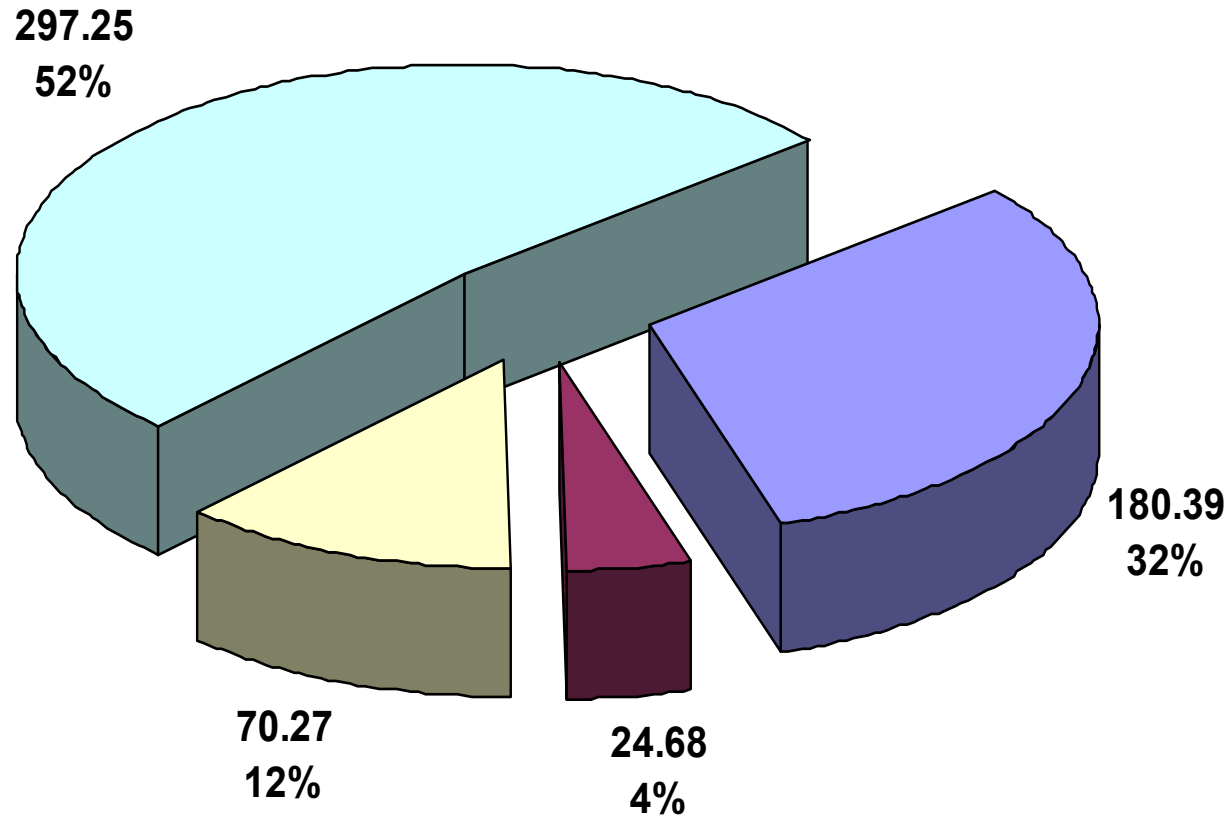
Economic Development Investment Reserve Fund

	2010 Actuals	2011 Actuals	2012 Projected	2013 Projected
Opening Balance	(1,324,000)	(1,475,000)	(1,792,000)	(1,793,500)
Transfer Yr End (Surplus)/Deficit to/from Reserve	(201,000)	(281,000)	(100,000)	0
Creative Catalyst (PED08258)	74,000			
Hamilton Chamber of Commerce	10,000			
Grants to Farmers' Market			10,000	
Funding of SBEC position			82,500	87,500
Innovation Factory			50,000	50,000
Investment Income	(34,000)	(36,000)	(44,000)	(44,000)
Year End Balance	(1,475,000)	(1,792,000)	(1,793,500)	(1,700,000)

2012 Vacancies, Gapping & OT Costs

Division	F/T Vacancies	2012 Gross Gapping	2012 Net Gapping	2012 Approved OT Budget	2012 Gross Actual OT Costs	2012 Net Actual OT Costs
GM, Finance & Support Services	0.0	(\$78,600)	(\$78,600)	\$0	\$2,270	\$2,270
Building Services	2.0	\$45,000	\$9,000	\$0	\$217,280	\$43,456
Growth Management	6.0	\$786,650	\$0	\$15,000	\$27,260	\$0
Planning	15.0	\$1,651,160	\$0	\$1,800	\$22,530	\$0
Parking & By-Law Services	7.0	\$76,780	\$51,510	\$33,860	\$103,230	\$101,280
Economic Development	2.0	\$295,780	\$73,945	\$500	\$6,850	\$30,766
Tourism & Culture	1.0	\$70,863	\$171,971	\$10,250	\$16,573	\$16,573
Grand Total	33.0	\$2,847,633	\$227,826	\$61,410	\$395,993	\$194,345

2013 FTE Funding Sources



■ Reserves/Revenues ■ Capital ■ Building Enterprise ■ Levy

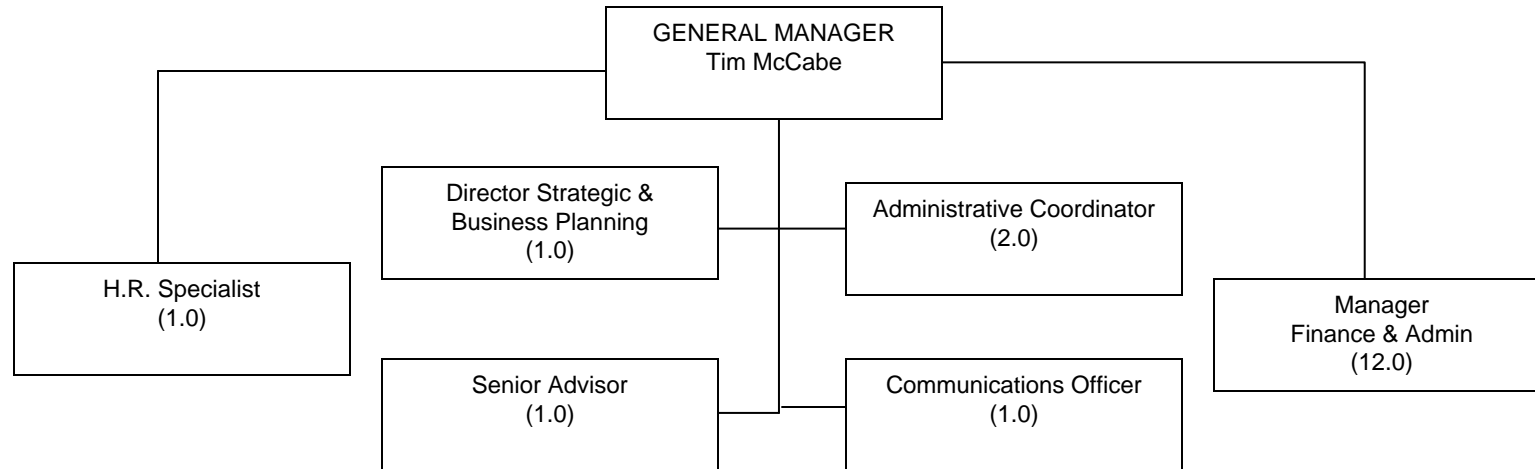
2013 Budget by Division



GM, Finance & Support Services



OVERVIEW



Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2012	3.0	16.0	19.0	5.33:1
2013	3.0	16.0	19.0	5.33:1
Change	0.0	0.0	0.0	

2013 NET OPERATING BUDGET BY SECTION

GM, Finance & Support Services

	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Budget	
				\$	%
GM Office	630,340	461,990	610,250	(20,090)	(3.2)%
Finance & Support Services	689,460	621,910	714,200	24,730	3.6%
NET LEVY	1,319,800	1,083,900	1,324,440	4,640	0.4%

2013 GROSS - NET DIVISIONAL BUDGET

GM, Finance & Support Services

	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Restated	
				\$	%
<i>EMPLOYEE RELATED COSTS</i>	1,702,310	1,463,690	1,760,980	58,670	3.4%
<i>MATERIAL AND SUPPLY</i>	25,410	28,490	26,290	880	3.5%
<i>BUILDING AND GROUND</i>	28,770	26,690	3,980	(24,790)	(86.2)%
<i>CONSULTING</i>	0	6,850	0	0	0.0%
<i>CONTRACTUAL</i>	32,930	27,800	32,930	0	0.0%
<i>RESERVES / RECOVERIES</i>	52,560	50,260	49,430	(3,130)	(6.0)%
<i>COST ALLOCATIONS</i>	(522,180)	(521,890)	(549,170)	(26,990)	(5.2)%
<i>CAPITAL EXPENDITURES</i>	0	2,010	0	0	0.0%
TOTAL EXPENDITURES	1,319,800	1,083,900	1,324,440	4,640	0.4%
TOTAL REVENUES	0	0	0	0	0.0%
NET LEVY	1,319,800	1,083,900	1,324,440	4,640	0.4%

Parking & Bylaw Services



PROFILE

- large, diverse workforce/contractual providers**
- services affect economic viability, quality of life, health & safety (by- law enforcement, parking, licensing, crossing guards, animal control)**
- major revenue producer \approx \$18.4m+**
- Parking self-sustaining; no levy funding (\$2.1m to levy)**



PERFORMANCE METRICS / SERVICE LEVELS

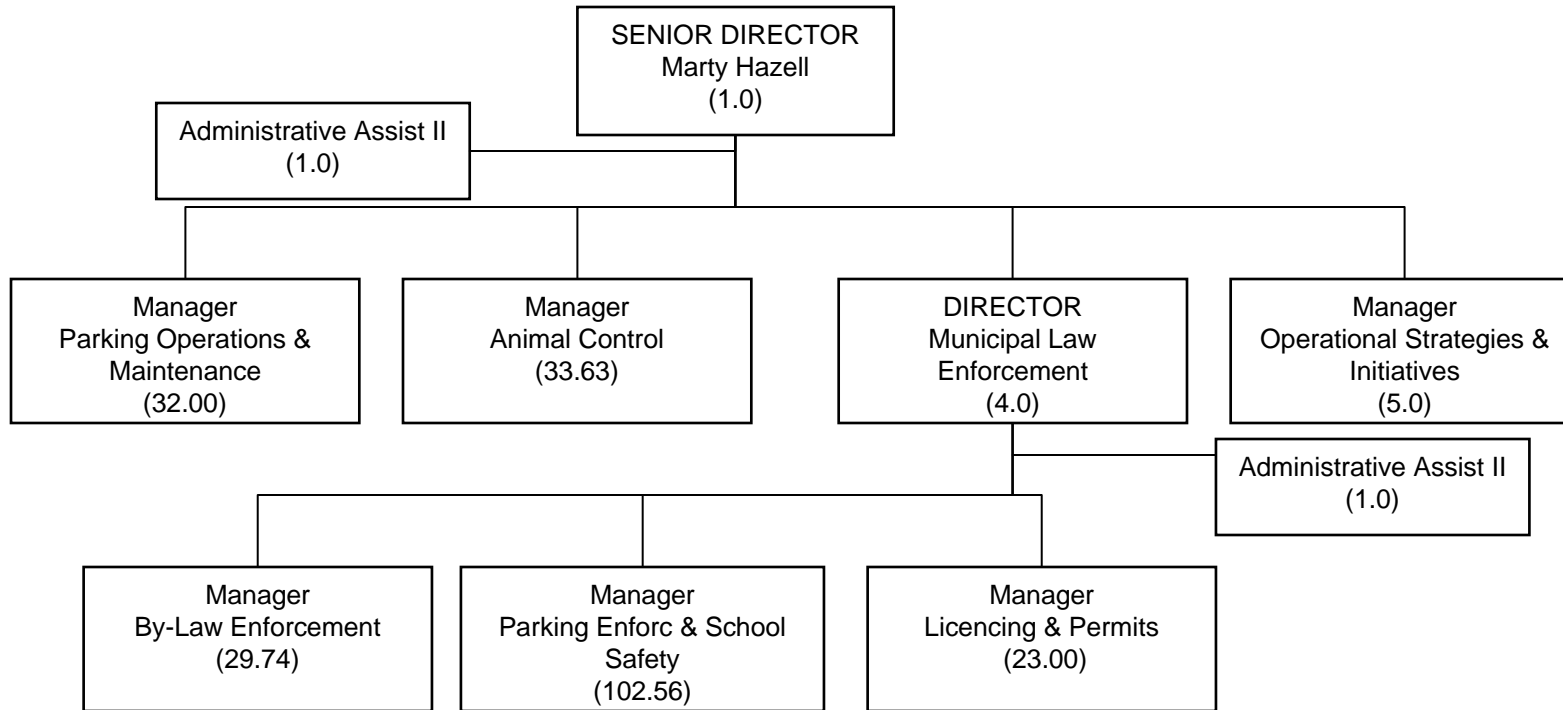
- **2012 OMBI: by-law compliance:**

60% (2009) → 93% (2011)

- **new license categories (food trucks, tow trucks, motels)**
- **new mediation service**
- **in-sourced Glanbrook Animal Control**
- **rental housing enforcement, illegal dumping, liquor license processing pilots**



OVERVIEW



Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2012	8.00	224.93	232.93	28.1:1
2013	8.00	224.93	232.93	28.1:1
Change	0.00	0.00	0.00	

2013 NET OPERATING BUDGET BY SECTION

Parking & By-law Services

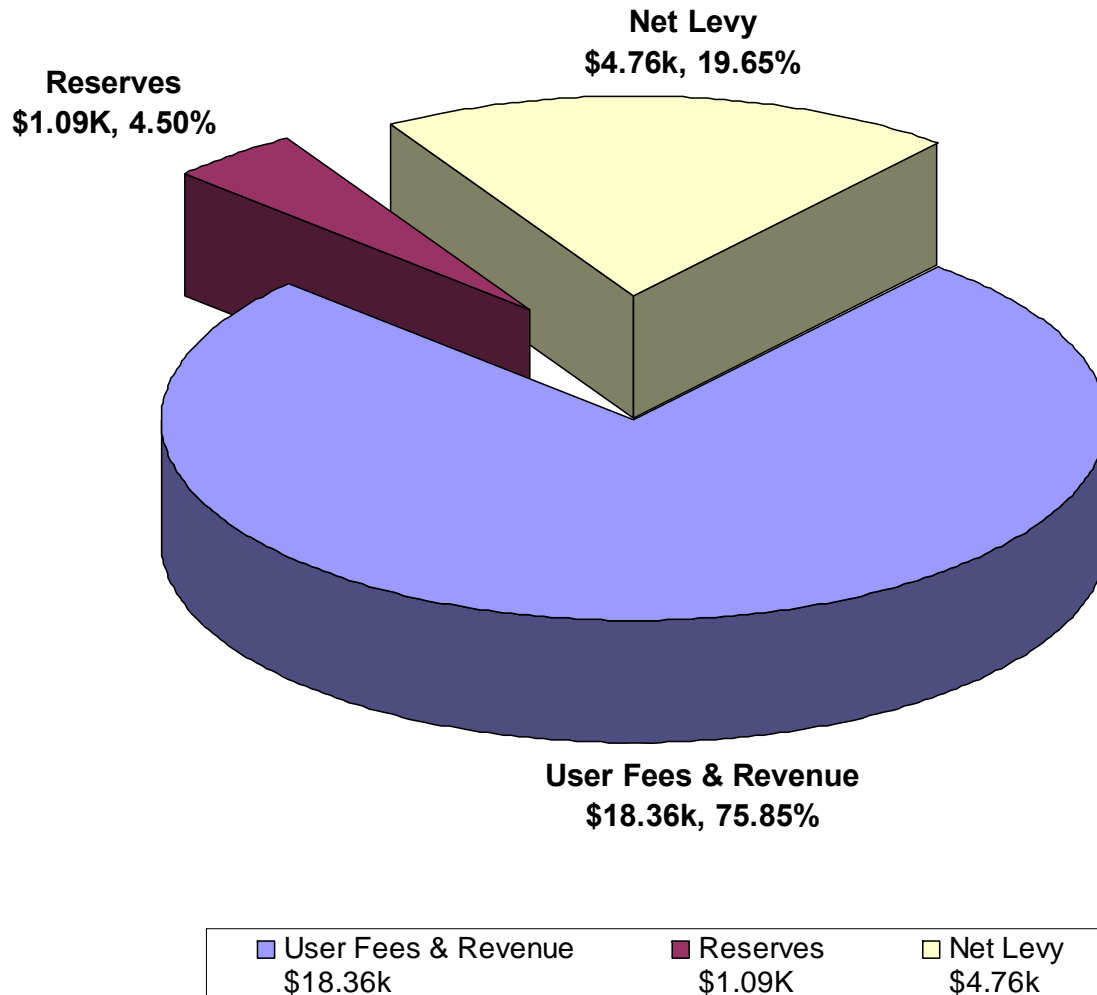
	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Budget	
				\$	%
Animal Control	2,396,120	2,693,140	2,375,610	(20,510)	(0.9)%
Director	842,210	872,690	860,070	17,860	2.1%
School Crossing	2,158,480	1,912,570	2,117,470	(41,010)	(1.9)%
Ham Municipal Parking System	(2,099,250)	(2,012,500)	(2,083,970)	15,280	0.7%
Municipal Law Enforcement	1,421,130	1,509,830	1,487,830	66,700	4.7%
NET LEVY	4,718,690	4,975,730	4,757,010	38,320	0.8%

2013 GROSS - NET DIVISIONAL BUDGET

Parking & By-law Services

	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Restated	
				\$	%
<i>EMPLOYEE RELATED COSTS</i>	15,560,100	15,193,770	15,956,720	396,620	2.5%
<i>MATERIAL AND SUPPLY</i>	609,590	578,440	541,470	(68,120)	(11.2)%
<i>VEHICLE EXPENSES</i>	472,580	449,210	440,680	(31,900)	(6.8)%
<i>BUILDING AND GROUND</i>	1,281,520	1,330,440	1,289,970	8,450	0.7%
<i>CONSULTING</i>	15,730	17,200	11,230	(4,500)	(28.6)%
<i>CONTRACTUAL</i>	2,175,600	2,446,870	2,225,020	49,420	2.3%
<i>RESERVES / RECOVERIES</i>	1,620,350	1,864,210	1,550,580	(69,770)	(4.3)%
<i>COST ALLOCATIONS</i>	988,800	1,006,780	945,420	(43,380)	(4.4)%
<i>FINANCIAL</i>	1,251,500	1,216,080	1,165,200	(86,300)	(6.9)%
TOTAL EXPENDITURES	23,975,770	24,103,000	24,126,290	150,520	0.6%
<i>FEES AND GENERAL</i>	(18,225,390)	(18,074,300)	(18,364,530)	(139,140)	(0.8)%
<i>GRANTS AND SUBSIDIES</i>	0	(5,950)	0	0	0.0%
<i>RESERVES</i>	(1,031,690)	(1,047,020)	(1,004,740)	26,950	2.6%
TOTAL REVENUES	(19,257,080)	(19,127,270)	(19,369,280)	(112,200)	(0.6)%
NET LEVY	4,718,690	4,975,730	4,757,010	38,320	0.8%

FUNDING SOURCES



2013 Budget Pressures

- \$396k Employee related costs
- \$32k Parking Security/\$53k Parking Cashiers
(contractual increases approved by Council)
- \$300k+ Continued loss due to decrease in
Private Lot Enforcement (PED10184)

Offset by:

- Fees for Services revenues
- School Crossing hours reduction (Council approved)
- Parking Revenue
- Other divisional efficiencies



2013 Services With no Sustainable Funding

Note: continued pressures on the Tax Stabilization Reserve:

- License fees \$412,000 (PD01104(e))
- On-street meter shortfall \$125,000 (PED11104)
- Off-street paid parking \$500,000 (Motion 8.4 – May 12, 2010)



Planning

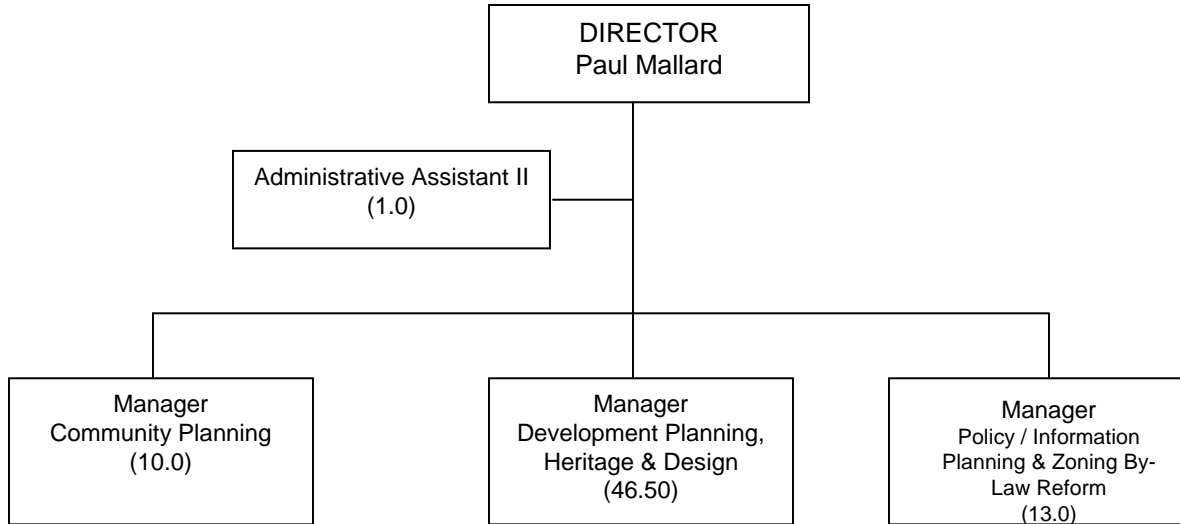


PERFORMANCE METRICS / SERVICE LEVELS

- Review of all Development Applications under the Planning Act, which for 2012, included Official Plan Amendments (22), Rezoning (58), Site Plans (248), Plans of Subdivision (5), Condominiums (10), Consents (106), Minor Variances (309), and Part Lot Control (29).
- 155 Formal Consultations.
- Answered approximately 25,000 inquiries.
- '61' Heritage Permits.
- '11' OMB Hearings and '4' Settlement Hearings including Parkside Hills.



OVERVIEW



Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2012	4.00	67.5	71.50	16.88:1
2013	4.00	67.5	71.50	16.88:1
Change	0.00	0.00	0.00	

2013 NET OPERATING BUDGET BY SECTION

Planning

	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Budget	
				\$	%
Director & Administration	893,150	993,150	894,280	1,130	0.1%
OP Reform & Zoning Reform	139,530	139,530	142,950	3,420	2.5%
Planning & Committee of Adjustment	623,370	623,370	668,710	45,340	7.3%
Strategic Information Resource	445,170	449,450	452,880	7,710	1.7%
Community Planning	891,170	891,170	919,420	28,250	3.2%
NET LEVY	2,992,390	3,096,670	3,078,240	85,850	2.9%

2013 GROSS - NET DIVISIONAL BUDGET

	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Restated	
				\$	%
<i>EMPLOYEE RELATED COSTS</i>	6,617,200	5,840,930	6,748,070	130,870	2.0%
<i>MATERIAL AND SUPPLY</i>	172,680	153,620	172,680	0	0.0%
<i>BUILDING AND GROUND</i>	12,400	11,960	9,140	(3,260)	(26.3)%
<i>CONSULTING</i>	46,430	12,630	46,430	0	0.0%
<i>CONTRACTUAL</i>	43,730	37,270	43,730	0	0.0%
<i>AGENCIES and SUPPORT PAYMENTS</i>	0	20,000	0	0	0.0%
<i>RESERVES / RECOVERIES</i>	(850,640)	(265,030)	(32,700)	817,940	96.2%
<i>COST ALLOCATIONS</i>	(84,730)	(66,210)	(70,060)	14,670	17.3%
<i>FINANCIAL</i>	57,530	38,460	57,530	0	0.0%
TOTAL EXPENDITURES	6,014,600	5,783,630	6,974,830	960,230	16.0%
<i>FEES AND GENERAL</i>	(2,523,670)	(2,234,450)	(3,388,280)	(864,610)	(34.3)%
<i>GRANTS AND SUBSIDIES</i>	0	(2,210)	0	0	0.0%
<i>RESERVES</i>	(498,540)	(450,290)	(508,300)	(9,760)	(2.0)%
TOTAL REVENUES	(3,022,210)	(2,686,960)	(3,896,590)	(874,380)	(28.9)%
NET LEVY	2,992,390	3,096,670	3,078,240	85,850	2.9%

2013 MAJOR COST DRIVERS

- Employee Related Costs: COLA, benefits, OMERS



Development Activity – 2009, 2010, 2011, 2012

APPLICATION TYPE	2009	2010	2011	2012
Official Plan Amendment	20	17	20	22
Re-zonings	67	52	76	58
Site Plans	131	162	182	248
Plans of Subdivision	12	5	9	5
Condominiums	11	18	15	10
Consents	105	183	123	106
Minor Variances	350	313	305	309
Part Lot Control	23	45	31	29
TOTAL	719	795	761	787



Growth Management



PERFORMANCE METRICS / SERVICE LEVELS

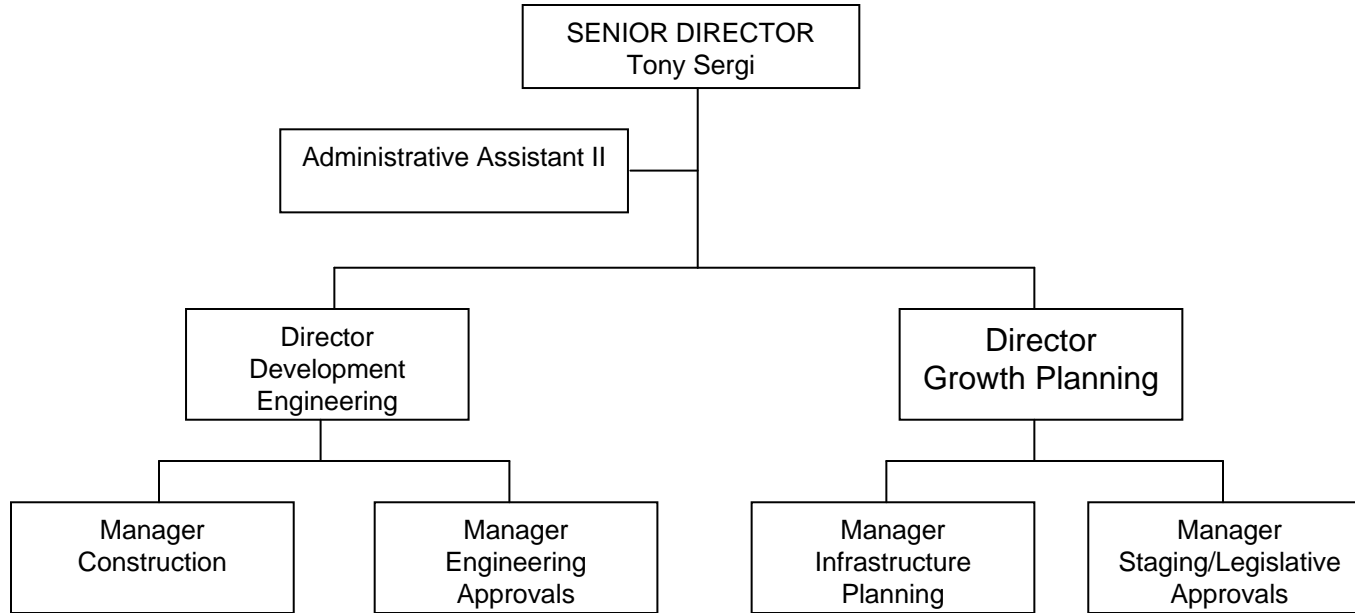
- Subdivision Activity for 2012
- 14 subdivisions requiring 3.8 engineering submissions/development – 2011 avg 5 sub/dev
- 10 .5 Km of new public roads – 19% reduction
- \$31M construction (Owner Share & City Share) – 40% less than previous year
- \$35M in LC reductions – increase of 40% value and 20% in requests. 52% processed under 20 days
- \$14M city share payments made.



PERFORMANCE METRICS / SERVICE LEVELS

- Site Plan Supported Activity for 2012
- 99 water, sanitary and storm permits
- 12,925 m of water services
- 31,136 m of sanitary and storm
- 243 road cut permits
- 95 site plan grading and drainage review
- 24 Consent Agreements
- 2 Special Service Agreements
- 11 External Servicing Agreements

OVERVIEW



Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2012	7.00	42.84	49.84	6.12:1
2013	7.00	42.84	49.94	6.12:1
Change	0.00	0.00	0.00	

2013 NET OPERATING BUDGET BY SECTION

Growth Management

	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Budget	
				\$	%
Director & Adm - Dev Eng	(219,130)	(219,130)	(52,820)	166,310	75.9%
Engineering Design & Construction	(1,104,760)	(1,104,760)	(1,435,470)	(330,710)	(29.9)%
Infrastructure Planning	994,210	993,260	1,102,450	108,240	10.9%
Grading & Construction Services	(950)	0	119,060	120,010	12632.6%
NET LEVY	(330,630)	(330,630)	(266,780)	63,850	19.3%

2013 GROSS - NET DIVISIONAL BUDGET

Growth Management

	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Restated	
				\$	%
<i>EMPLOYEE RELATED COSTS</i>	4,866,450	4,269,900	5,080,540	214,090	4.4%
<i>MATERIAL AND SUPPLY</i>	84,710	76,260	84,710	0	0.0%
<i>VEHICLE EXPENSES</i>	34,530	41,760	35,050	520	1.5%
<i>BUILDING AND GROUND</i>	9,250	8,690	7,440	(1,810)	(19.6)%
<i>CONSULTING</i>	70,000	149,710	70,000	0	0.0%
<i>CONTRACTUAL</i>	7,410	10,130	7,410	0	0.0%
<i>RESERVES / RECOVERIES</i>	(839,120)	(315,760)	(736,470)	102,650	12.2%
<i>COST ALLOCATIONS</i>	(511,320)	(511,380)	(607,490)	(96,170)	(18.8)%
<i>FINANCIAL</i>	7,300	9,920	7,300	0	0.0%
TOTAL EXPENDITURES	3,729,210	3,739,230	3,948,490	219,280	5.9%
<i>FEES AND GENERAL</i>	(3,068,610)	(2,657,550)	(3,396,810)	(328,200)	(10.7)%
<i>GRANTS AND SUBSIDIES</i>	0	(10,000)	0	0	0.0%
<i>RESERVES</i>	(991,230)	(1,402,310)	(818,460)	172,770	17.4%
TOTAL REVENUES	(4,059,840)	(4,069,860)	(4,215,270)	(155,430)	(3.8)%
NET LEVY	(330,630)	(330,630)	(266,780)	63,850	19.3%

2013 MAJOR COST DRIVERS

- Shift from reserve funding to base
- Revenues directly dependent on activity
- EA staff funded from capital budget – EA process time increasing
- Technical expertise become very specialized
- Grading and drainage impact to available resources



Building Services



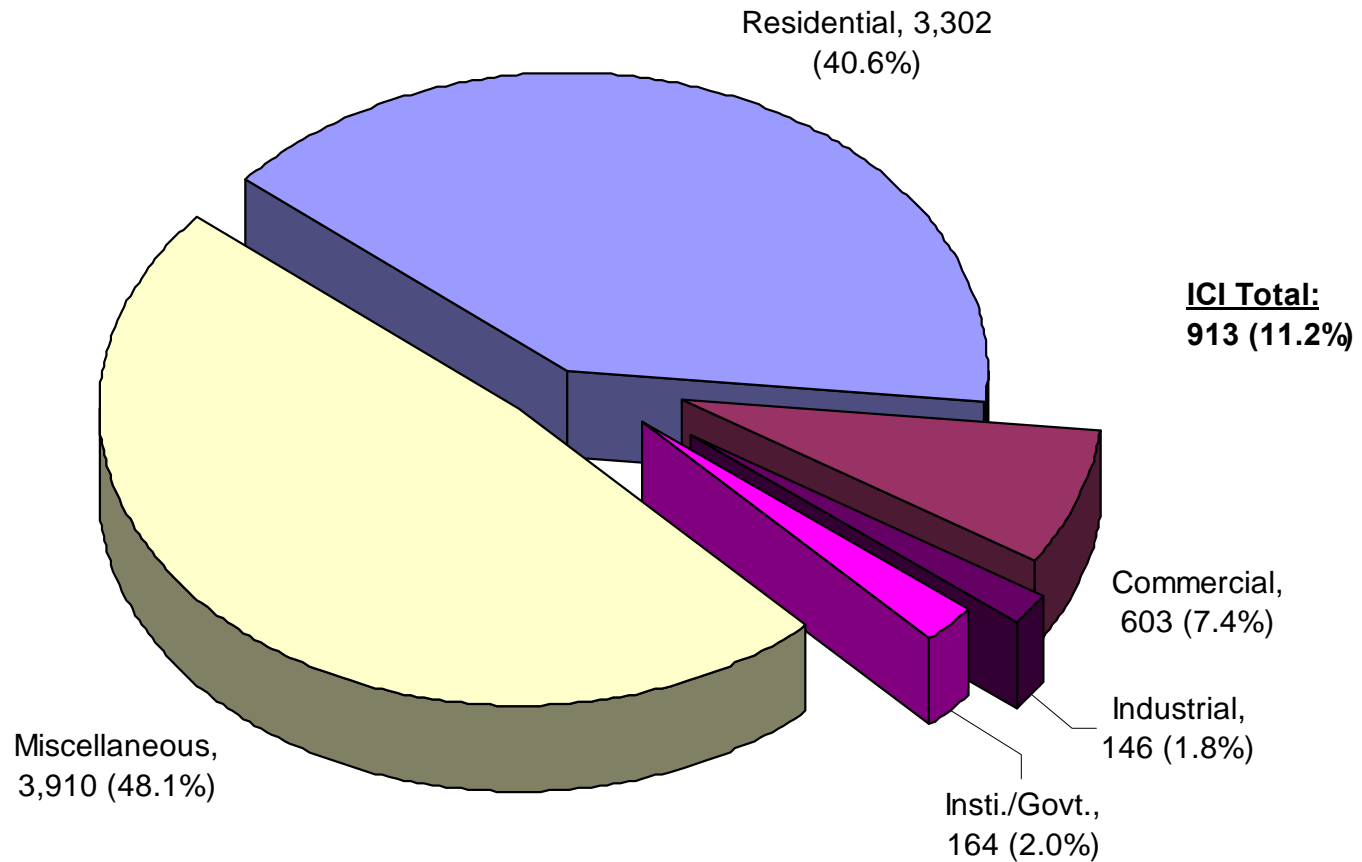
PERFORMANCE METRICS / SERVICE LEVELS

In 2012:

- \$1.5 billion in construction activity ➤ 105% increase over 2011
- 8,125 issued building permits ➤ 48% increase over 2011
- 87,299 new construction and enforcement inspections
- 433 by-law enforcement files
(Marijuana Grow-op/ Swimming Pool Enclosure/Site Alteration)
- 1,084 action requests received from the general public regarding construction without a permit, unsafe buildings, marijuana grow-ops, unsafe pools, site alteration and grading issues
- 4,133 zoning bylaw examination and interpretation applications
- 1,887 zoning verification certificates issue

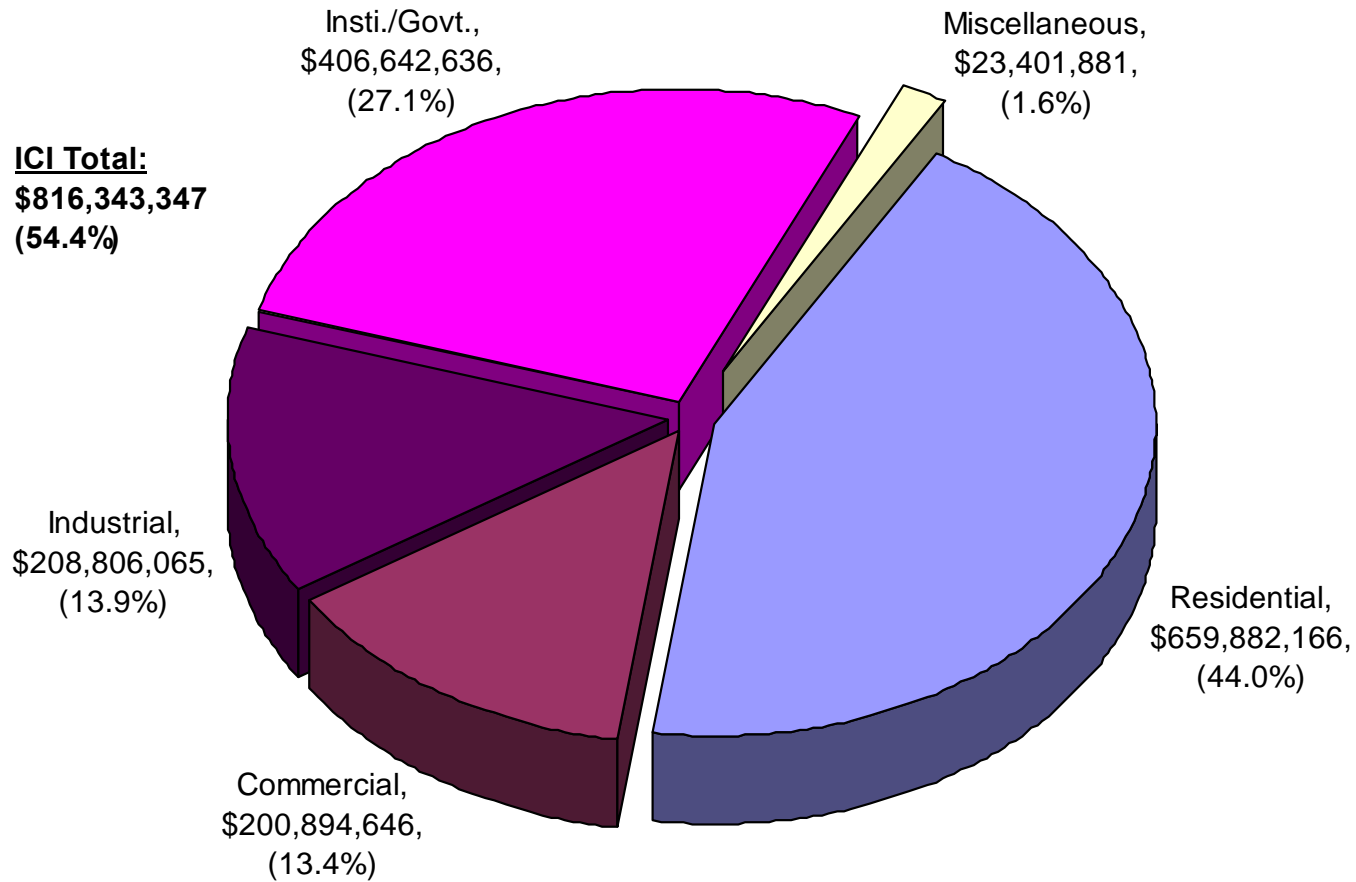


Number of Building Permits Issued in 2012



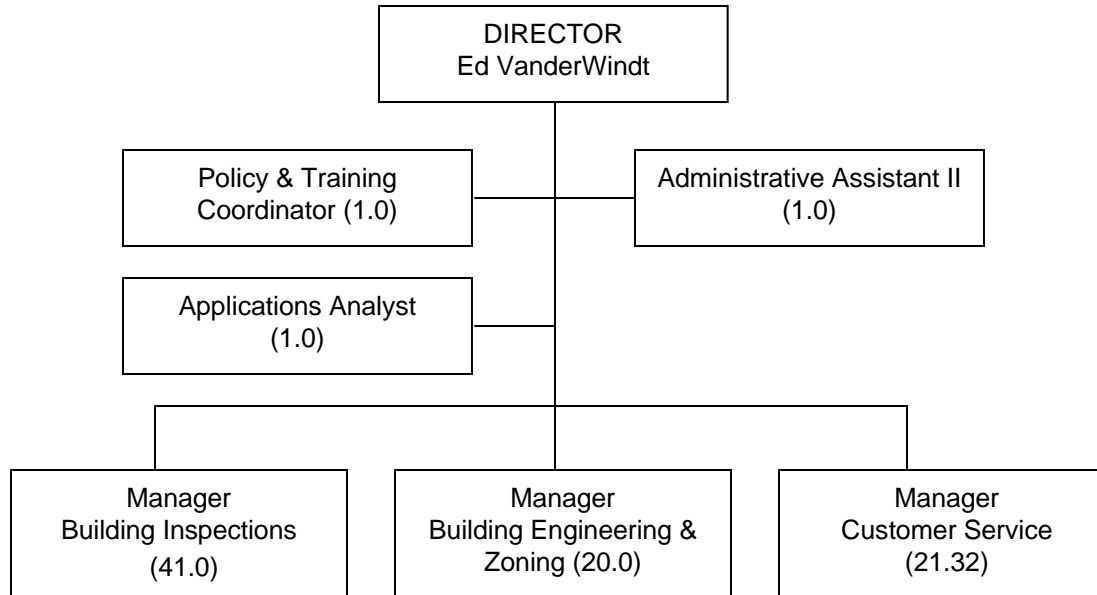
Total Permits Issued: 8,125

Value of Building Permits Issued in 2012



Total Construction Value: \$ 1,499,627,394

OVERVIEW



Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2012	4.00	82.33	86.33	20.43:1
2013	4.00	82.33	86.33	20.43:1
Change	0.00	0.00	0.00	

2013 NET OPERATING BUDGET BY SECTION

Building Services

	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Budget	
				\$	%
Engineering & Zoning Services	(169,520)	(165,520)	(191,540)	(22,020)	(13.0)%
Building Inspections	501,370	502,190	518,570	17,200	3.4%
Administration - Building Serv	369,490	389,490	377,410	7,920	2.1%
Customer Services	237,870	233,870	238,930	1,060	0.4%
Enterprise Model	0	0	0	0	0.0%
NET LEVY	939,210	960,030	943,380	4,170	0.4%

2013 GROSS - NET DIVISIONAL BUDGET

Building Services

	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Restated	
				\$	%
<i>EMPLOYEE RELATED COSTS</i>	8,340,610	8,255,350	8,570,230	229,620	2.8%
<i>MATERIAL AND SUPPLY</i>	132,560	177,180	132,560	0	0.0%
<i>VEHICLE EXPENSES</i>	135,690	140,810	138,090	2,400	1.8%
<i>BUILDING AND GROUND</i>	16,040	17,570	13,090	(2,950)	(18.4)%
<i>CONSULTING</i>	0	520	0	0	0.0%
<i>CONTRACTUAL</i>	65,830	38,350	57,490	(8,340)	(12.7)%
<i>RESERVES / RECOVERIES</i>	661,230	654,960	701,940	40,710	6.2%
<i>COST ALLOCATIONS</i>	380,580	380,520	381,240	660	0.2%
<i>FINANCIAL</i>	14,000	77,050	14,000	0	0.0%
TOTAL EXPENDITURES	9,746,540	9,742,290	10,008,640	262,100	2.7%
<i>FEES AND GENERAL</i>	(8,728,790)	(8,703,620)	(8,984,430)	(255,640)	(2.9)%
<i>RESERVES</i>	(78,540)	(78,650)	(80,830)	(2,290)	(2.9)%
TOTAL REVENUES	(8,807,330)	(8,782,260)	(9,065,260)	(257,930)	(2.9)%
NET LEVY	939,210	960,030	943,380	4,170	0.4%

2013 MAJOR COST DRIVERS

- Employee related costs \$229,620
(merit, contractual and benefit increases)



PROGRAM ENHANCEMENT

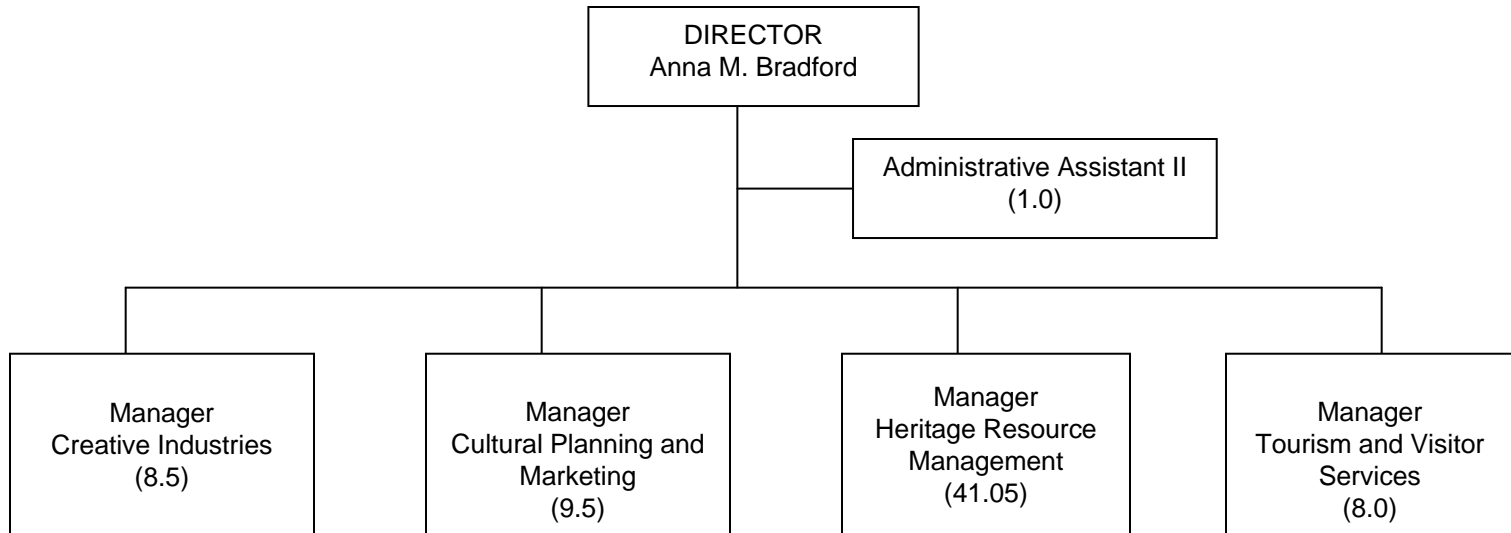
- In order to address the continual increase in construction activity the Building Services Division will be proposing an increase of four (4) FTE's (one Plans Examiner, one Engineer, one Zoning Examiner and one Construction Secretary) to the 2013 Building Services Division complement.
- The cost of these positions would be financed entirely through the Enterprise Model with no impact on the General Levy.
- A separate Information Report on this Program Enhancement will be presented at the February 14, 2013 General Issues Committee meeting.



Tourism & Culture



Overview



Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2012	5.00	64.32	69.32	12.86:1
2013	5.00	64.05	69.05	12.81:1
Change	0.00	(0.27)	(0.27)	

Creative Industries

FYI...

- ❖ Approximately 1,000,000 in total SEAT events attendance ; 350 approved SEAT events
- ❖ 95 film productions in 2012; 23% increase since 2010; estimated economic impact of film productions for 2012 = \$7.6M to \$8.0M
- ❖ Since the approval of the Public Art Master Plan 10 projects have been completed; 11 new projects are in progress
- ❖ Hamilton Digital Media Interaction (HDMI) showcase – 200+
- ❖ 1812 programming – Tall Ships
- ❖ City of Hamilton Events Strategy (2013)
- ❖ City of Hamilton Arts Awards (May 2013)
- ❖ Creative Industries Corporate Calling Program



Supercrawl

Cultural Planning and Marketing FYI...

- ❖ 2,100 citizens and cultural leaders provided input into the Cultural Policy – approved by City Council in June 2012; Cultural Plan to be completed in 2013
- ❖ 103 CPP grant applications and \$712,927 of funding approved for cultural organizations and special events
- ❖ Planning occurring in 2013 for the upcoming 2014 Creative City Summit
- ❖ 893,000 page views generated by 198,000 web visitors on tourismhamilton.com; 5,469 Twitter followers; 1,345 “likes” on Facebook; 46,099 total YouTube video views
- ❖ Hamilton is ranked #1 in Canada and #2 in North America (behind NYC) for use of social media for Economic Development and Tourism



Citizens' Reference Panel

Heritage Resource Management FYI...

- ❖ 200,000+ museum visitors in 2012; up 80% from 2003; visitors coming from Hamilton, all across Ontario and beyond
- ❖ \$710,000 in annual revenue for 2012; exceed revenue projections every year since 2007
- ❖ 4,000 objects catalogued in 2012 for the Collections Information Management Project
- ❖ 41 historical plaques completed in the last 5 yrs.
- ❖ War of 1812 Virtual Tour joins the rest of the Hamilton Civic Museum's Virtual Tours
- ❖ Heritage Policy Development gaining momentum – Downtown Built Heritage Inventory, Archaeology Plan, Heritage Districts, Heritage Landscapes, Municipal Heritage Policy
- ❖ 28,800 hours invested by 950 volunteers – this is the equivalent of 16 FTEs

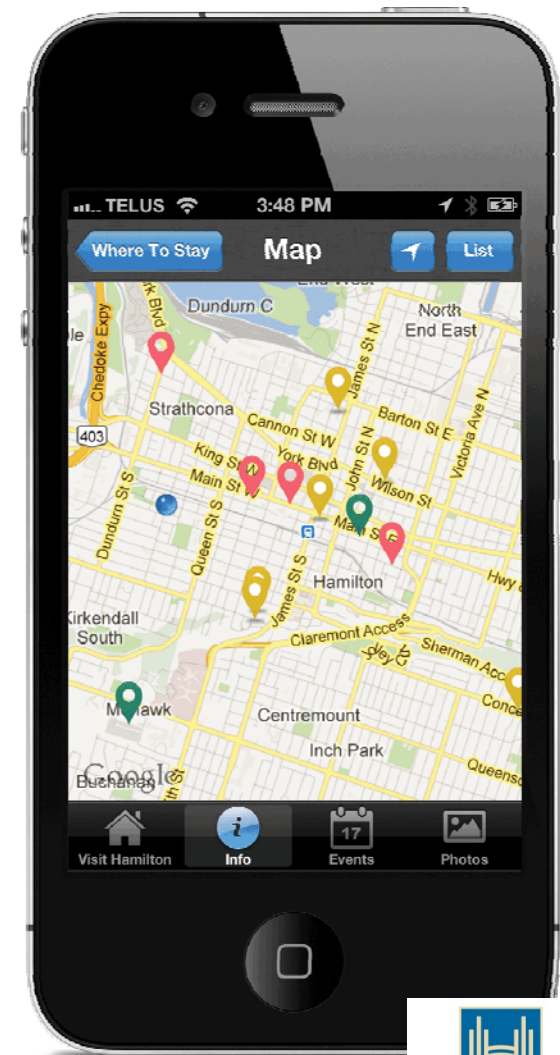


1812 Re-enactment

Tourism and Visitor Services FYI...

- ❖ Visit Hamilton App launched in October 2012 – 1,000 downloads in the first 11 days – current downloads are above 2,100; Android version of the app ready for download in March 2013
- ❖ New Visitor Information Center at the Lister Block – includes interactive displays, unique merchandise sales, special events programming and events space rentals
- ❖ 2012 RBC Canadian Open – 100,000+ visitors; estimated economic impact – \$23M
- ❖ Conventions and meetings – economic impact \$15M¹
- ❖ Sport events – economic impact \$25M¹
- ❖ Tourism Week (June 2013)
- ❖ Economic Developers Council of Ontario Awards – 5 awards

Visit Hamilton App



¹ IDSS – Internet Destination Sales System

2013 NET OPERATING BUDGET BY SECTION

Tourism & Culture

	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Budget	
				\$	%
Directors Office	557,160	433,290	457,130	(100,030)	(18.0)%
Cultural Operations	5,585,410	5,149,260	5,603,800	18,390	0.3%
Tourism Operations	918,080	1,156,790	999,590	81,510	8.9%
NET LEVY	7,060,650	6,739,330	7,060,520	(130)	(0.0)%

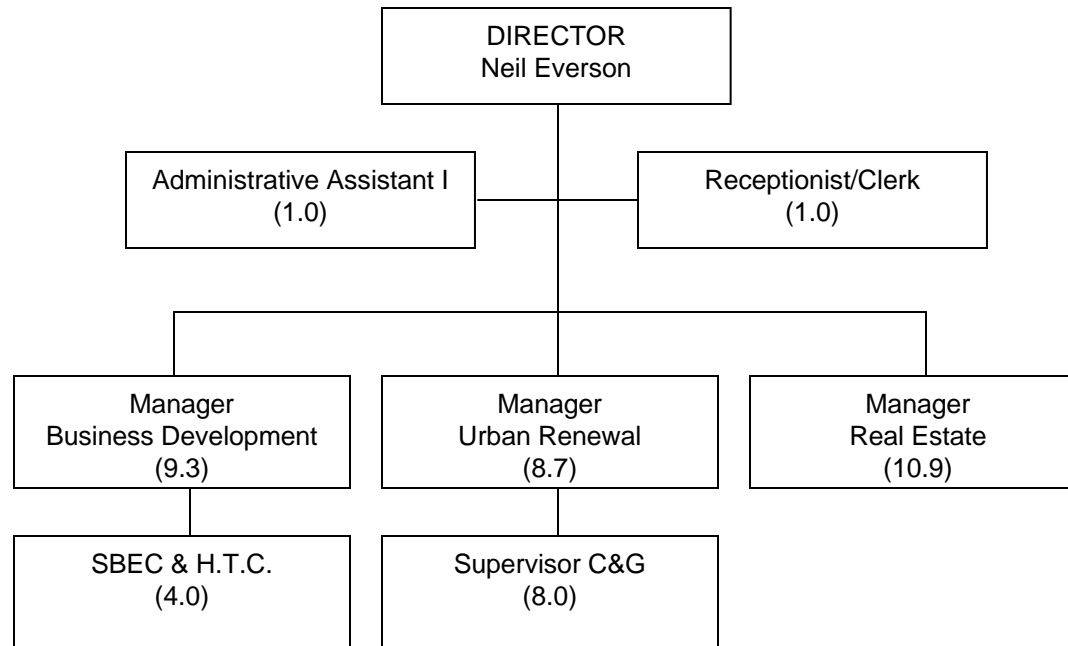
2013 GROSS - NET DIVISIONAL BUDGET

Tourism & Culture					
	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Restated	
				\$	%
<i>EMPLOYEE RELATED COSTS</i>	5,857,040	5,721,600	5,930,230	73,190	1.2%
<i>MATERIAL AND SUPPLY</i>	656,610	602,260	646,250	(10,370)	(1.6)%
<i>VEHICLE EXPENSES</i>	4,110	3,320	4,110	0	0.0%
<i>BUILDING AND GROUND</i>	702,640	755,530	609,190	(93,450)	(13.3)%
<i>CONSULTING</i>	0	4,120	0	0	0.0%
<i>CONTRACTUAL</i>	884,210	882,480	727,360	(156,850)	(17.7)%
<i>AGENCIES and SUPPORT PAYMENTS</i>	80,200	93,620	86,150	5,950	7.4%
<i>RESERVES / RECOVERIES</i>	16,490	(73,130)	16,250	(240)	(1.5)%
<i>COST ALLOCATIONS</i>	71,360	31,460	70,460	(900)	(1.3)%
<i>FINANCIAL</i>	88,180	86,460	75,180	(13,000)	(14.7)%
TOTAL EXPENDITURES	8,360,850	8,107,720	8,165,180	(195,670)	(2.3)%
<i>FEES AND GENERAL</i>	(666,510)	(656,990)	(694,310)	(27,800)	(4.2)%
<i>GRANTS AND SUBSIDIES</i>	(541,990)	(603,510)	(211,990)	330,000	60.9%
<i>RESERVES</i>	(91,700)	(107,900)	(198,360)	(106,660)	(116.3)%
TOTAL REVENUES	(1,300,200)	(1,368,390)	(1,104,660)	195,540	15.0%
NET LEVY	7,060,650	6,739,330	7,060,520	(130)	(0.0)%

Economic Development Division



OVERVIEW



Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2012	4.0	39.9	43.9	10.0:1
2013	4.0	39.9	43.9	10.0:1
Change	0.0	0.0	0.0	

DIVISION STRUCTURE

BUSINESS DEVELOPMENT

- **Small Business Enterprise Centre**
- **Hamilton Technology Centre**

REAL ESTATE

URBAN RENEWAL

- **Graphic & Cartographic Services**

2012 Economic Development Highlights

- **Record year in Building permits, \$1.5 Billion.**
- **2012 permit (values) also broke records for all sectors:**
- **Highest ever residential-(44% of total permit dollars)**
- **Highest ever commercial-(13.4% of total permit dollars)**
- **Highest ever industrial-(13.9% of total permit dollars)**
- **Highest ever institutional- 27.7% of total permit dollars)**



2012 Economic Development Highlights

- **Unemployment rate** **5.9%**
 - **Ontario 7.9 % Canada 7.1%**
- **Industrial Vacancy rate** **2.2%**
- **Diversification Index** **0.92**
- **2012 Housing starts** **up 50%**
- **2012 Housing completions** **up 35%**

- **Hamilton rated #1 city regarding investment activity in Canada** (Source: 2012 Site Selection Magazine)
- **Hamilton ranked #1 city to invest in Ontario** (Source: Real Estate Investment Network (REIN-Calgary))
- **Hamilton economy fastest growing in 2012 among Ontario cities** (Source: Conference Board of Canada)



Business Development Section



INVESTMENT HIGHLIGHTS**Attractions and Retention & Expansion:**

- ***Maple Leaf Foods* - \$395Million investment, 670 jobs, 498,500 sq. ft.**
- ***Navistar* - 250,000 sq. ft. distribution centre. 50-60 jobs.**
- ***Activation Labs* - 200,000 sq ft facility, adding 100 new jobs to their current staff of 350.**
- ***Anderson Water Systems* - 58,000 sq ft project**
- ***MARC Centre* - McMaster Automotive Resource Centre-88,000 sq ft +120 employees**
- ***Union Gas* – \$30 Million, 40,000 s.f. LEEDs**



2012 WORK PLAN HIGHLIGHTS

- **GTA Marketing Campaign – inserts in Globe and Mail, Mississauga Business as well as radio campaign on 680 News**
- **Corporate Calling Program – over 350 interviews and meetings with local companies**
- **Issued RFP and retained Deloitte to develop an updated Manufacturing Study/Profile**
- **Issued RFP for management services for the Hamilton Technology Centre**

2012 WORK PLAN HIGHLIGHTS

- **Recognized as the #1 City in Canada for investment by Atlanta based Site Selection Magazine**
- **Recognized as the #1 City in Canada for the use of social media in economic development by Intelegia**



PERFORMANCE METRICS / SERVICE LEVELS**Small Business Enterprise Centre:**

- *Total Jobs Created - **474** **
- *Total General Inquiries and Contacts - **54,895***
- *Client 1 on 1 consultations - **957***
- *Number of seminars - **57***
- *Professional Mentoring Sessions - **76***
- *# of events/ Attendance - **12 / 1024***
- *Community Outreach - **40/ 5380***
- *CYBF - **7** loans, creating **12** jobs with lending investment of **\$132,000.00***

* *Job creation numbers are significantly lower than that of 2011 and attributed to new reporting procedures with MEDI. No longer permits business registration tracking, each interaction must be followed up with directly by SBEC staff. 2012 survey's are currently underway and will reflect a significantly higher number of job creation numbers.*



Real Estate Section



DIVISION REVENUES & SAVINGS

- **REAL ESTATE**

• Total Dispositions	\$ 4,674,670
• Total Acquisitions	\$44,033,981
• Commission saved on leases/licenses	= \$210,000
• Commission saved on Land purchases	= \$761,360
• Commission saved on Land Sales	= \$186,986
• Savings on Internal Appraisals	= \$240,000
• Sub-Total	= \$1,398,346
• Cash-in-Lieu of Parkland (141 files)	= \$7,631,253

* *Value and opinion reviews in-house, \$1.85 million in savings has been realized through property acquisition negotiations based on Appraisal reviews*



Urban Renewal Section



2012 WORK PLAN HIGHLIGHTS:

- Expanded financial incentives to Community Downtowns, Business Improvement Areas, Barton Street and Kenilworth Avenue
- Design and implementation of the Ancaster and Barton Village BIA Gateways
- Approval of 2 tax grant applications for the development of office and retail buildings at:
 - 235 Main Street West (*a 2-storey office and retail building*)
 - 121-123 James Street North (*a 3-storey office and retail building*)



PERFORMANCE METRICS / SERVICE LEVELS**Number of Applications Processed Under Financial Incentive Programs**

Financial Incentive	2010	2011	2012
Commercial Property Improvement Grant	23	34	38
Commercial Corridor Housing Loan & Grant – Pre-Applications	9	14	21
Commercial Corridor Housing Loan & Grant – Final Applications	3	2	3
Hamilton Heritage Property Grant	1	2	2
Downtown Office Tenancy Assistance	2	1	1
Downtown Multi-Residential Loan*	1	2	4
Downtown Property Improvement Grant	1	2	8
Downtown Commercial Façade			17
Gore Building Improvement			5
ERASE Programs*	17	18	21
TOTAL	66	75	120

* Program requiring the interest enhancement, \$200,000 approved in 2012



PERFORMANCE METRICS / SERVICE LEVELS

Hamilton Downtown Office Inventory

Year End	2009	2010	2011	2012(June)
Total Inventoried Space	5,060,400 sq. ft.	5,159,800 sq. ft.	5,124,900 sq. ft.	5,264,400
Total Vacant Space	771,200 sq. ft.	678,600 sq. ft.	618,555 sq. ft.	715,900
Vacancy Rate	15.2%	13.2%	12.1%	13.6%*

Note: Urban Renewal tracks the office vacancy in buildings with greater than 5,000 square feet of office use.

*As of January 2013 the vacancy rate was 12.8% based on a total inventoried space: 5,327,345 sq. ft. and total vacant space: 684,009 sq. ft.

PERFORMANCE METRICS / SERVICE LEVELS**Downtown Hamilton Building Activity In Urban Growth Area:**

- 121 building permits representing \$56 million in construction
- Net increase of 224 dwelling units
- Nation's Fresh Foods Jackson Square 55,000 s.f.

Building Activity In Ancaster, Binbrook, Dundas, Stoney Creek and Waterdown:

- 38 building permits representing \$3.8 million
- *Addition to Carnegie Gallery in Dundas*
- *Tenant improvements at the new Binbrook Village Centre*
- *New mixed use commercial-residential development at 25-35 Main St. S. in Waterdown*



Division 2013 Budget Details



2013 NET OPERATING BUDGET BY SECTION

Economic Development

	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Budget	
				\$	%
HIT Operations	56,700	17,180	60,900	4,200	7.4%
SBEC	125,730	96,250	137,020	11,290	9.0%
Business Development	2,718,180	2,848,170	2,663,330	(54,850)	(2.0)%
Real Estate	637,400	645,660	668,050	30,650	4.8%
Urban Renewal	1,898,450	1,928,980	2,250,340	351,890	18.5%
NET LEVY	5,436,460	5,536,240	5,779,650	343,190	6.3%

Loan Interest Increases Built into Net Levy (367,000)

Levy Decrease Net of Interest Component (23,810)

2013 GROSS - NET DIVISIONAL BUDGET

Economic Development

	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Restated	
				\$	%
<i>EMPLOYEE RELATED COSTS</i>	4,571,900	4,462,470	4,658,250	86,350	1.9%
<i>MATERIAL AND SUPPLY</i>	311,620	322,540	289,820	(21,800)	(7.0)%
<i>BUILDING AND GROUND</i>	131,240	103,250	109,010	(22,230)	(16.9)%
<i>CONSULTING</i>	42,930	22,560	31,000	(11,930)	(27.8)%
<i>CONTRACTUAL</i>	722,960	898,690	715,070	(7,890)	(1.1)%
<i>AGENCIES and SUPPORT PAYMENTS</i>	391,720	583,050	387,720	(4,000)	(1.0)%
<i>RESERVES / RECOVERIES</i>	(114,440)	121,240	(46,630)	67,810	59.3%
<i>COST ALLOCATIONS</i>	260,470	209,810	252,930	(7,540)	(2.9)%
<i>FINANCIAL</i>	607,690	495,200	958,180	350,490	57.7%
TOTAL EXPENDITURES	6,926,090	7,218,800	7,355,350	429,270	6.2%
<i>FEES AND GENERAL</i>	(785,450)	(910,860)	(851,900)	(66,450)	(8.5)%
<i>GRANTS AND SUBSIDIES</i>	(112,750)	(134,790)	(127,750)	(15,000)	(13.3)%
<i>RESERVES</i>	(591,430)	(636,920)	(596,050)	(4,620)	(0.8)%
TOTAL REVENUES	(1,489,630)	(1,682,560)	(1,575,700)	(86,070)	(5.8)%
NET LEVY	5,436,460	5,536,240	5,779,650	343,190	6.3%

2013 MAJOR COST DRIVERS

- ***Interest for increased line-of-credit*** (from \$20,000,000 to \$35,000,000) for the Hamilton Downtown Multi-Residential Property Investment Program (HDMRPIP)*

*(3 applications are presently being evaluated under the HDMRPIP for a **potential total loan commitment of approximately \$10,200,000**. 2 applications are for the development of condominium projects, 1 application is for the development of an apartment building. Combined the applications represent 275 residential units. Additional applications are anticipated to be submitted throughout the year)*

- ***Salaries and Benefits***

**** N.B. Without the interest costs, Economic Development's Operating Budget would have decreased for 2013***

