



Hamilton

PLANNING AND ECONOMIC DEVELOPMENT

2022 TAX SUPPORTED OPERATING BUDGET

January 25, 2022

OVERVIEW

Together with its partners, the Planning and Economic Development (PED) Department brings the City's 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 and Zoning By-law Review

- AGCO Liquor License
- 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

- Operations and Maintenance

By-Law Enforcement

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

Parking Enforcement & School Crossing

Animal Services

- Municipal Law Enforcement
- Public Complaints Handling
- Public Education

Business Investment & Sector Development

- Business Attraction and Retention

Growth Management

- Airport Lease Management/Liaison
- Growth Planning

Commercial Districts & Small Business

SERVICES AND SUB-SERVICES

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

Cultural Development

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

Transportation Planning

- Sustainable Mobility and Active Transportation

Real Estate Property Management

Land Use Planning

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

Development Approvals

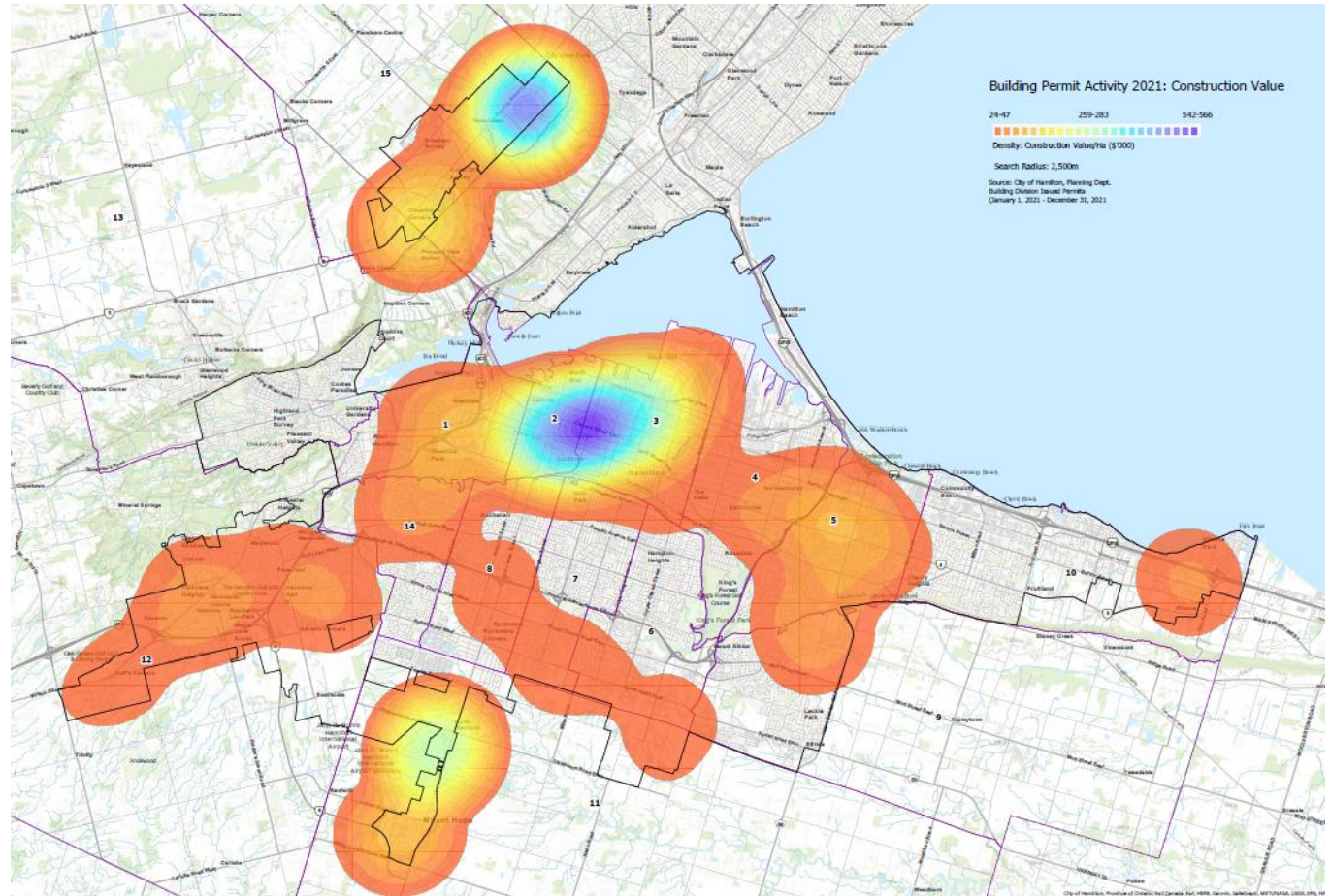
- Approvals/Implementation
- Grading

2021 HIGHLIGHTS

2021 Highlights

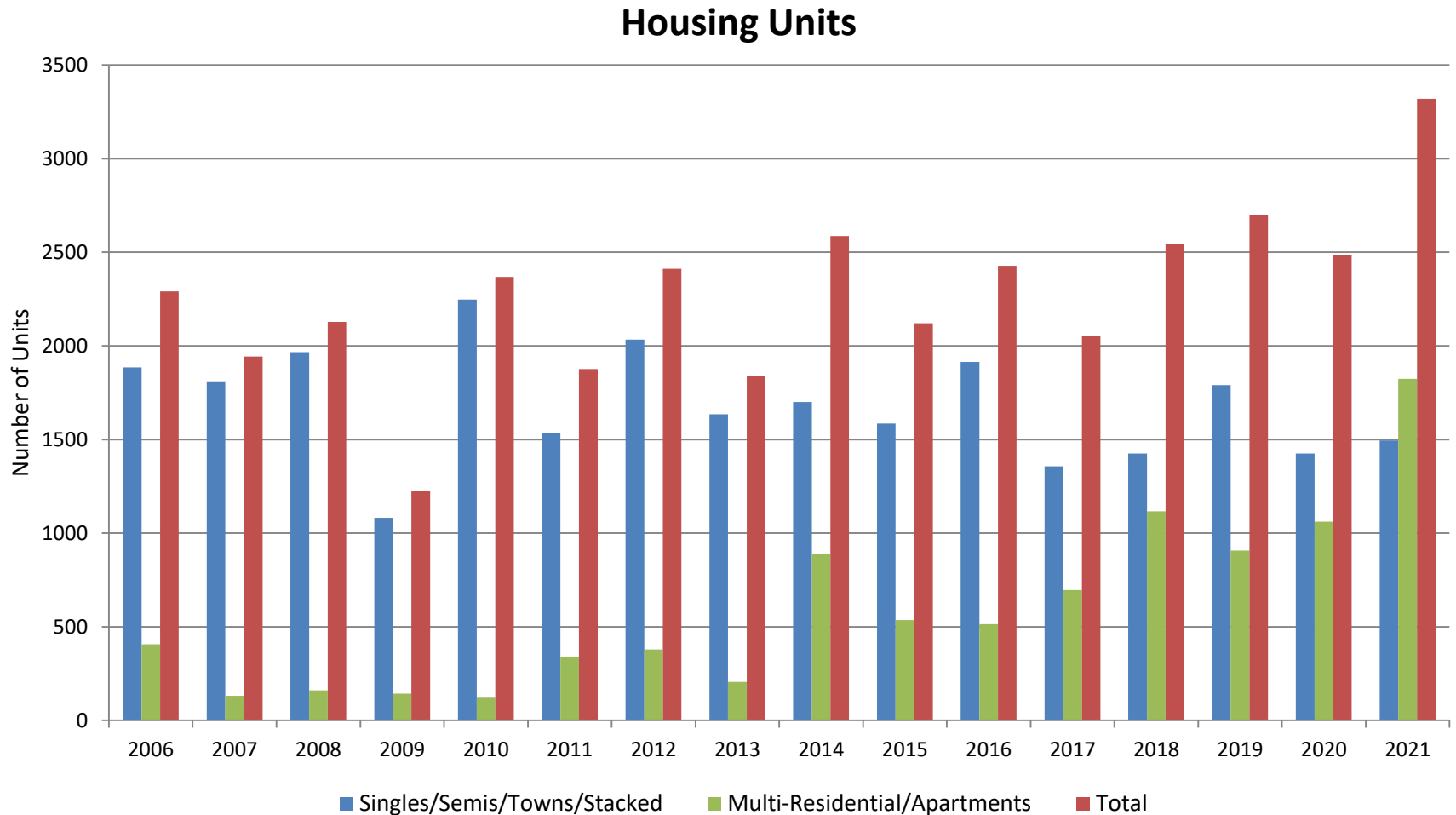
Growth and Development

Year	Construction Value
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	\$1,364,145,418
2018	\$1,264,757,129
2019	\$1,408,521,764 / \$1,538,521,764
2020	\$1,380,775,409
2021	\$2,120,631,421



2021 Highlights

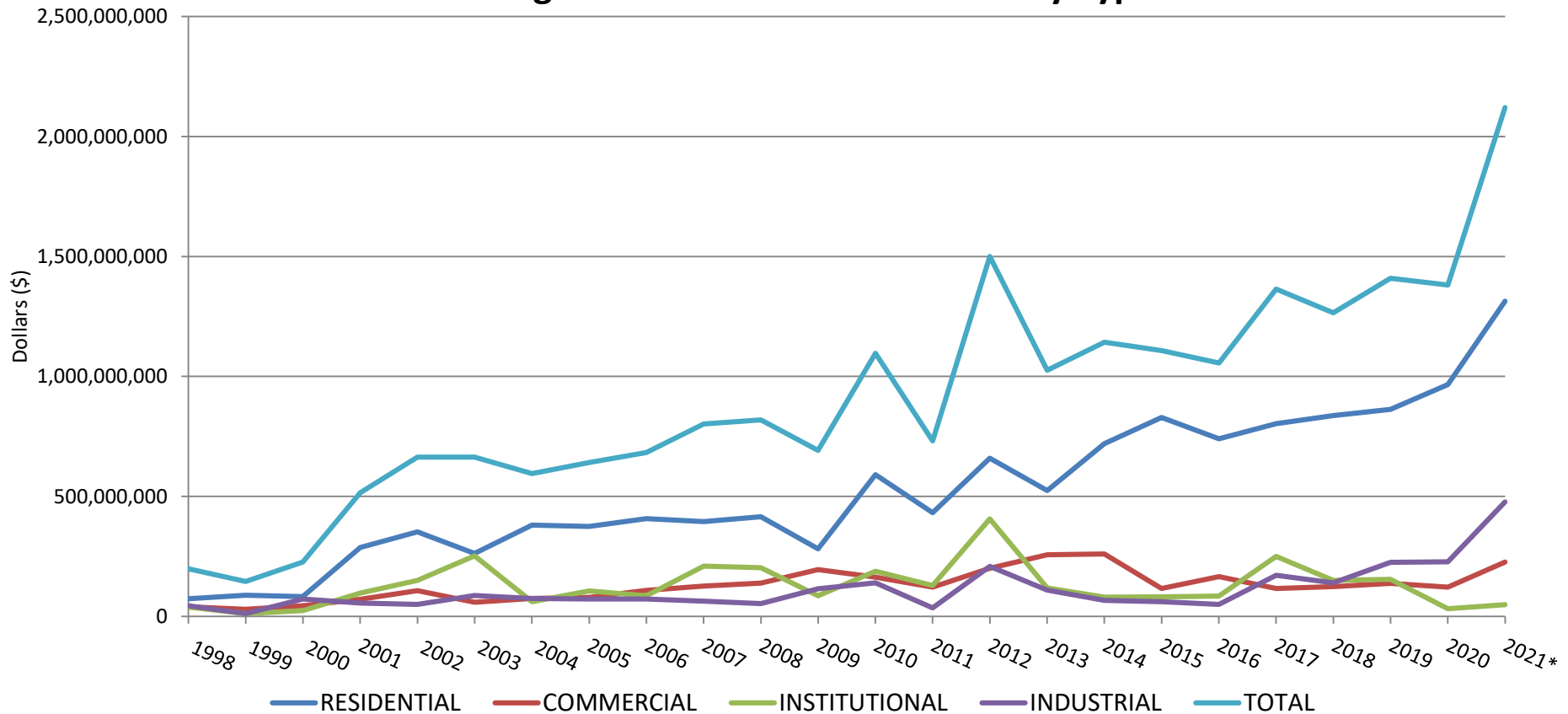
Growth and Development (cont'd)



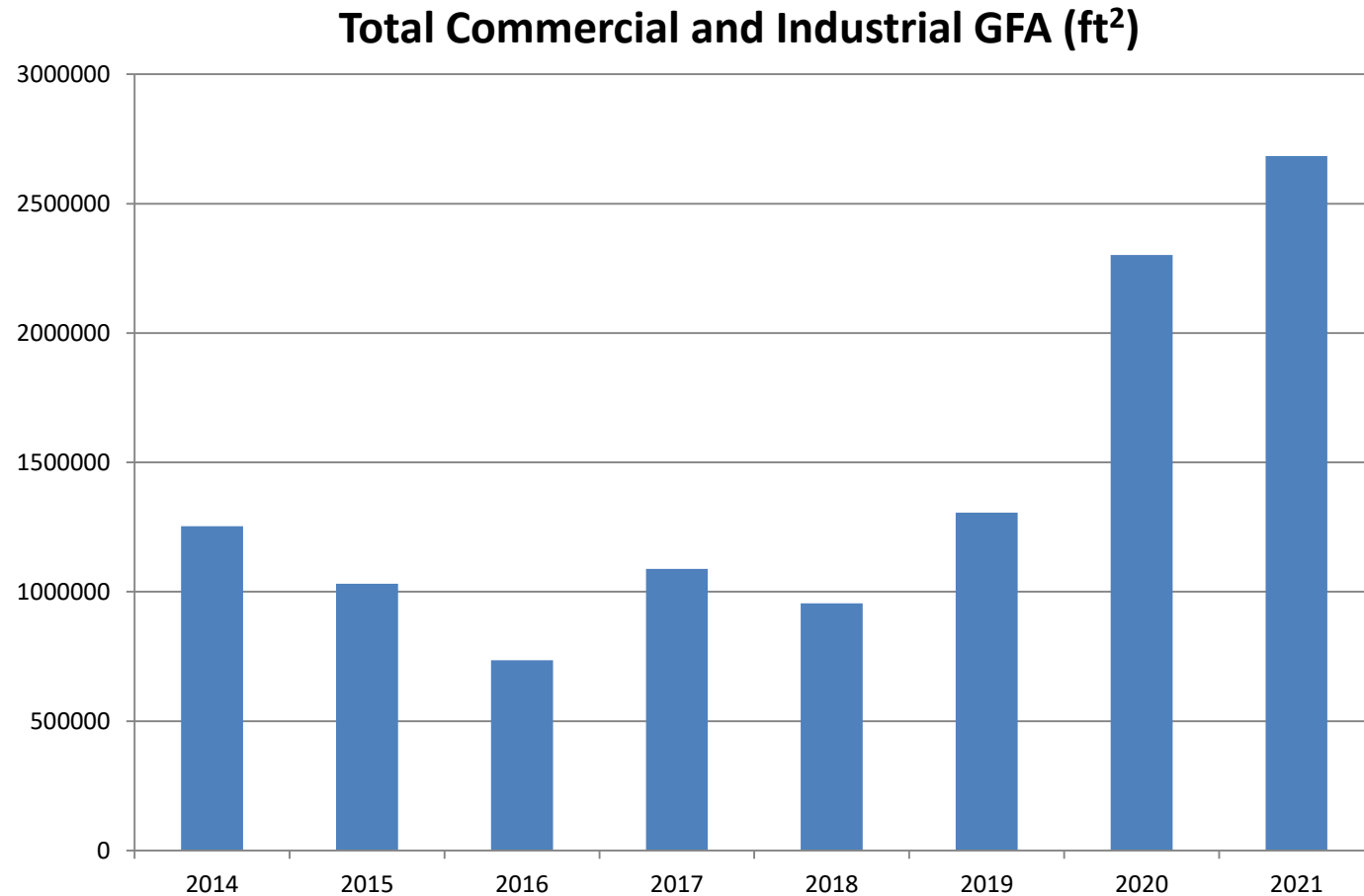
2021 Highlights

Growth and Development (cont'd)

Building Permit Construction Values By Type



Growth and Development (cont'd)



2021 Highlights

Growth and Development (cont'd)

BUSINESS PARK DEVELOPMENTS 2021 (COMPLETED)

- AIRPORT EMPLOYMENT GROWTH DISTRICT
- FLAMBOROUGH
- RED HILL
- ANCASTER
- STONEY CREEK
- EAST HAMILTON
- BAYFRONT
- DUNDAS
- WEST HAMILTON
- INNOVATION DISTRICT

2.8M (est.)
Total Square Footage

3,350 (est.)
Jobs Created or Retained



2021 Highlights

Growth and Development (cont'd)

Total Construction Value

Record Year

Housing Units

Record Year

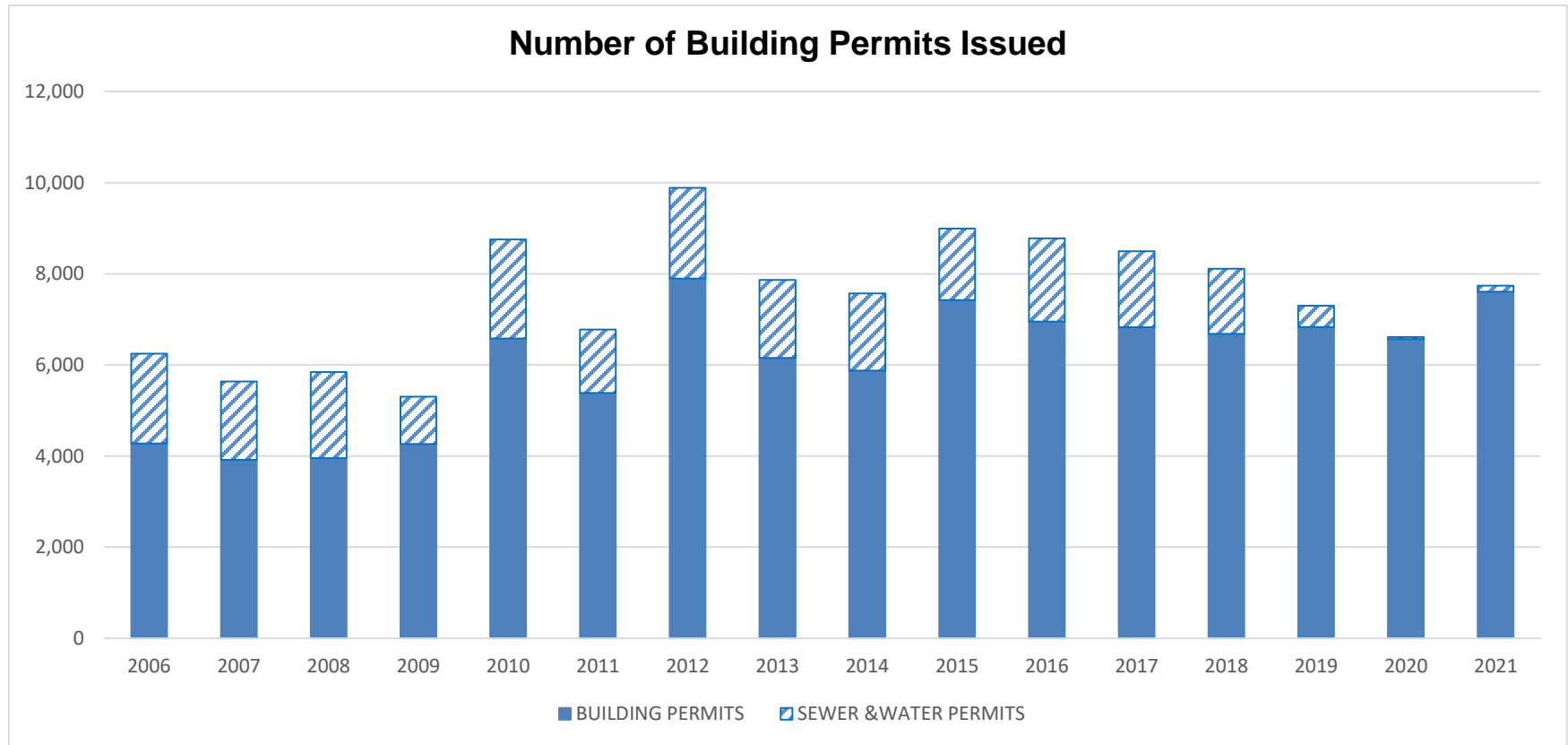
Industrial Construction

Record Year

Commercial/Industrial GFA

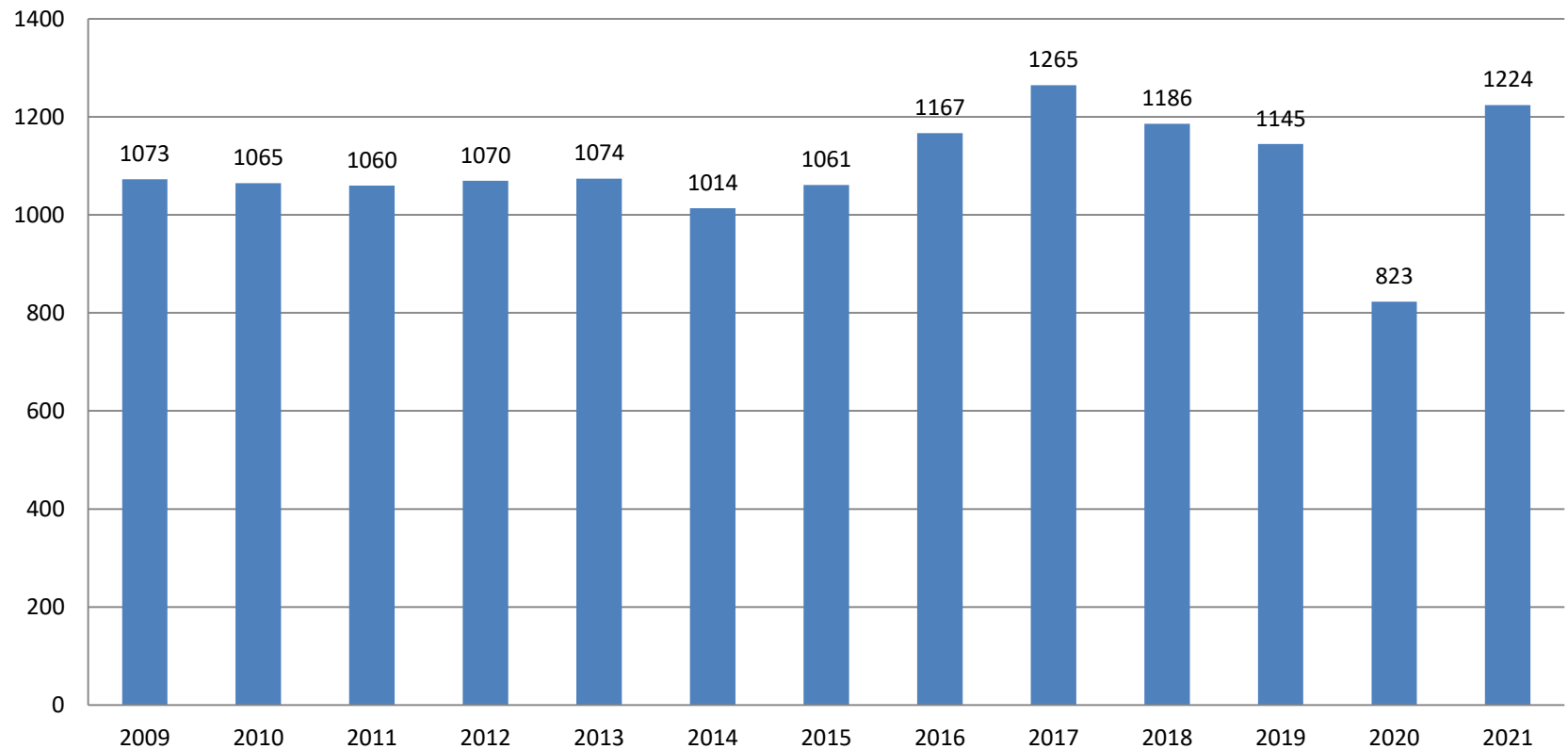
Record Year

Growth and Development (cont'd)



Growth and Development (cont'd)

Number of Development Applications



Growth and Development (cont'd)



2021 Highlights

Culture & Economic Development

- Mayor's Task Force on Economic Recovery
- 2021-2025 Economic Development Action Plan
- Hamilton Immigration Partnership Council Strategic Plan



2021 Highlights

Culture & Economic Development (cont'd)

- Small Business supports
 - COVID Concierge for Business
 - Hamilton Business Centre (195 new business start-ups, creating 227 jobs)
 - 52 Starter Company and Summer Company Program grants
 - 133 Digital Transformation Grants
 - Hometown Hub
 - Temporary Patio Program



2021 Highlights

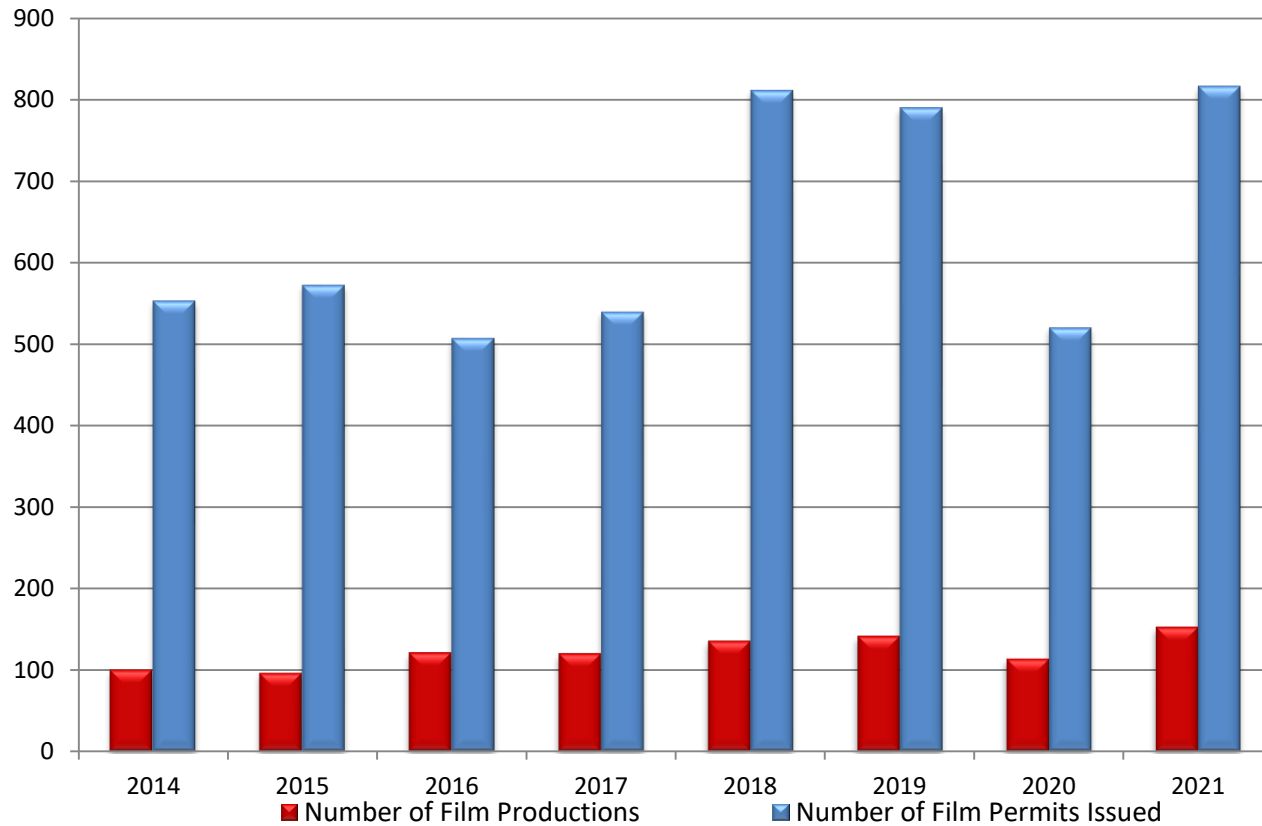
Culture & Economic Development (cont'd)

- Sector support
 - Music – on-line musician conference + fair payment policy
 - Creative Sector – one-on-one business coaching
- Civic Museum Strategy
- Public Art
 - Mount Hope Gateway
 - Stoney Creek BIA Gateway
 - Eagles Among Us interpretive panels



Culture & Economic Development (cont'd)

Number of Film Permits and Film Productions



2021 Highlights

Culture & Economic Development (cont'd)

- Tourism
 - Hamilton 175
 - 2021 Grey Cup
 - Toronto Rock
 - Support for local business

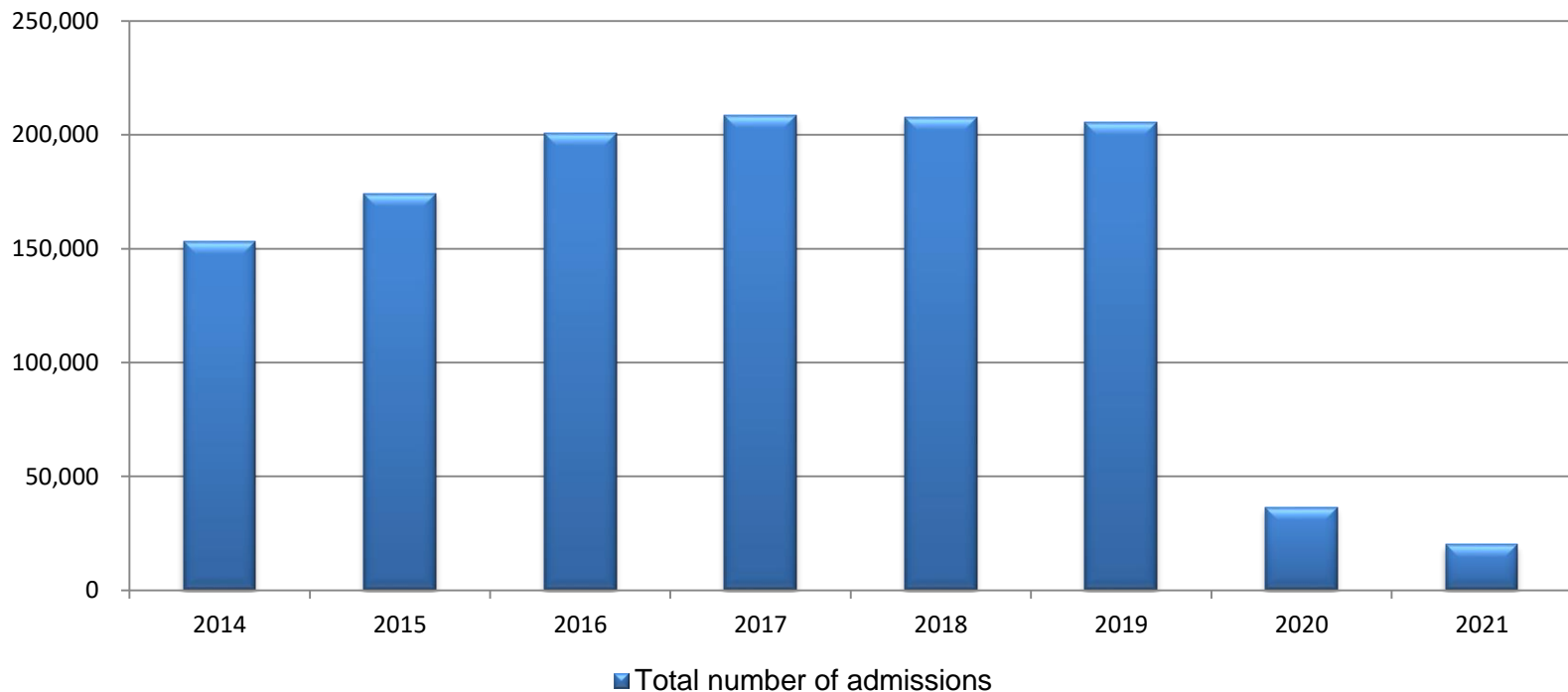


Culture & Economic Development (cont'd)



Culture & Economic Development (cont'd)

Museum Visitation



2021 Highlights

Infrastructure & Special Projects

- Road Extensions and Urbanizations
 - Clappison Drive extension
 - Leavitt Boulevard
 - North Waterdown Drive
 - Osprey Drive
 - Rachel Drive
- LRT Project
 - Signing of MOU with Metrolinx



Infrastructure & Special Projects (cont'd)



2021 Highlights

Infrastructure & Special Projects (cont'd)



2021 Highlights

Infrastructure & Special Projects (cont'd)

- Parking System Improvements
 - Completion of Parking Master Plan
 - 134 new EV charging stations
 - New payment technologies (credit card and pay-by-phone)
 - 42,000+ kgs of waste removed from HMPS property



2021 Highlights

Infrastructure & Special Projects (cont'd)

- Water and Sewer Works
 - Waterdown pumping station upgrades
 - AEGD pumping station upgrades
 - Dickenson Road Trunk Sanitary Sewer design
 - Woodward pumping station upgrades



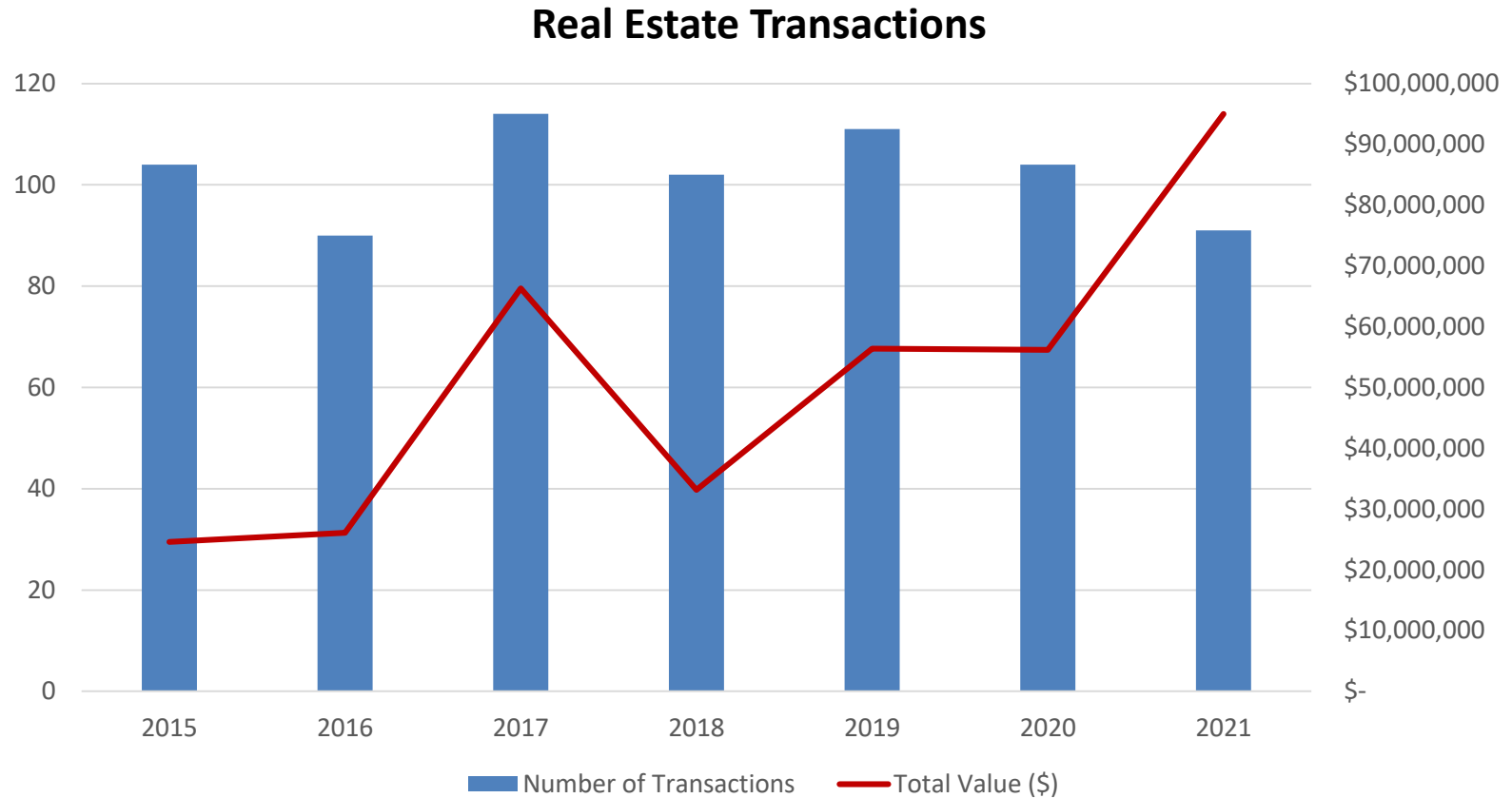
2021 Highlights

Real Estate and Development

- West Harbour
 - Pier 8 Development Agreement
 - Pier 8 Copps' Pier Park
 - Piers 6 and 7 boardwalk and public space
- Entertainment District
 - Master Development Agreement signed with HUPEG

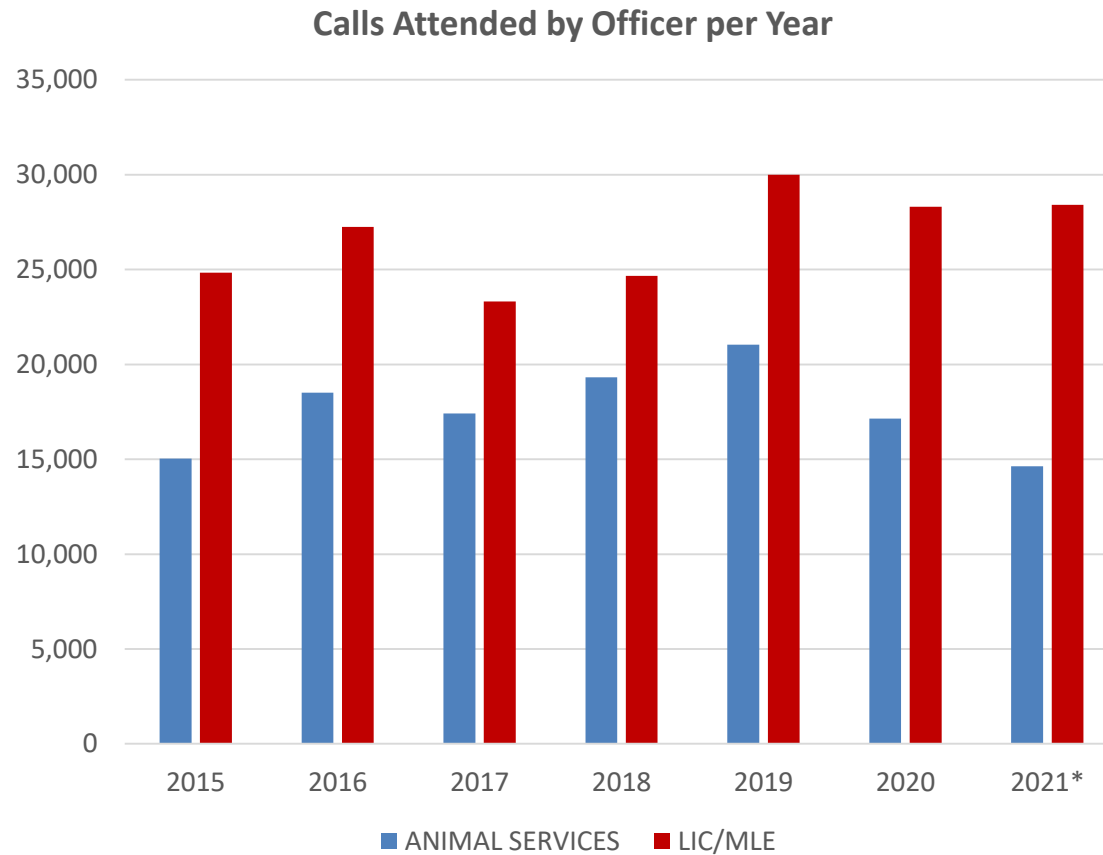


Real Estate and Development (cont'd)



2021 Highlights

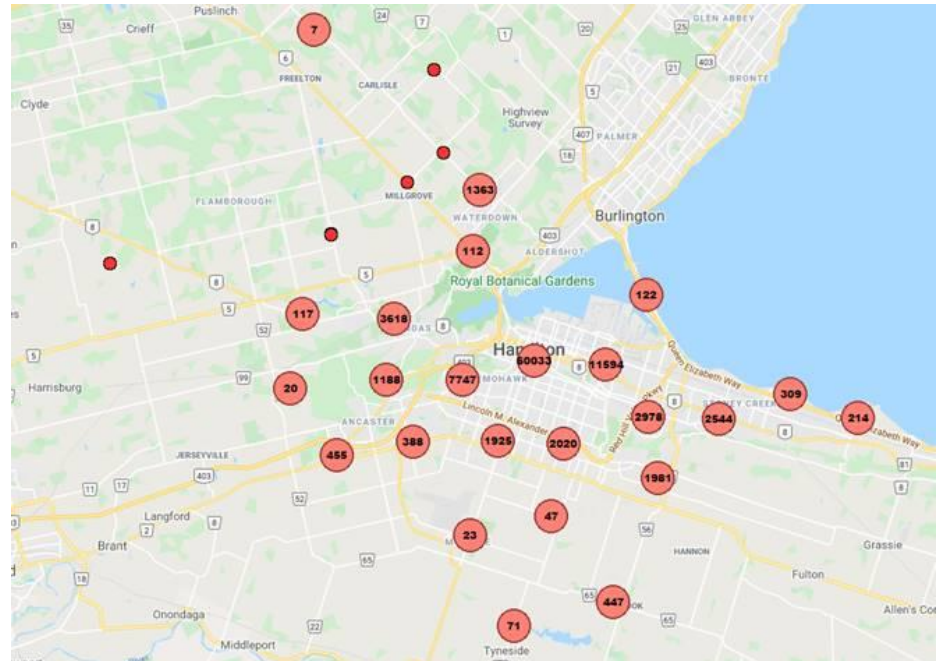
By-law Enforcement



2021 Highlights

Parking Enforcement

- 26,500 Calls for Service
- 1,500 Special Enforcement Area Penalties Issued (Waterfalls)
- 99,300 Parking Penalties Issued
- 14,700 Requests for Screenings
- 38 Hearing Days covering 615 matters



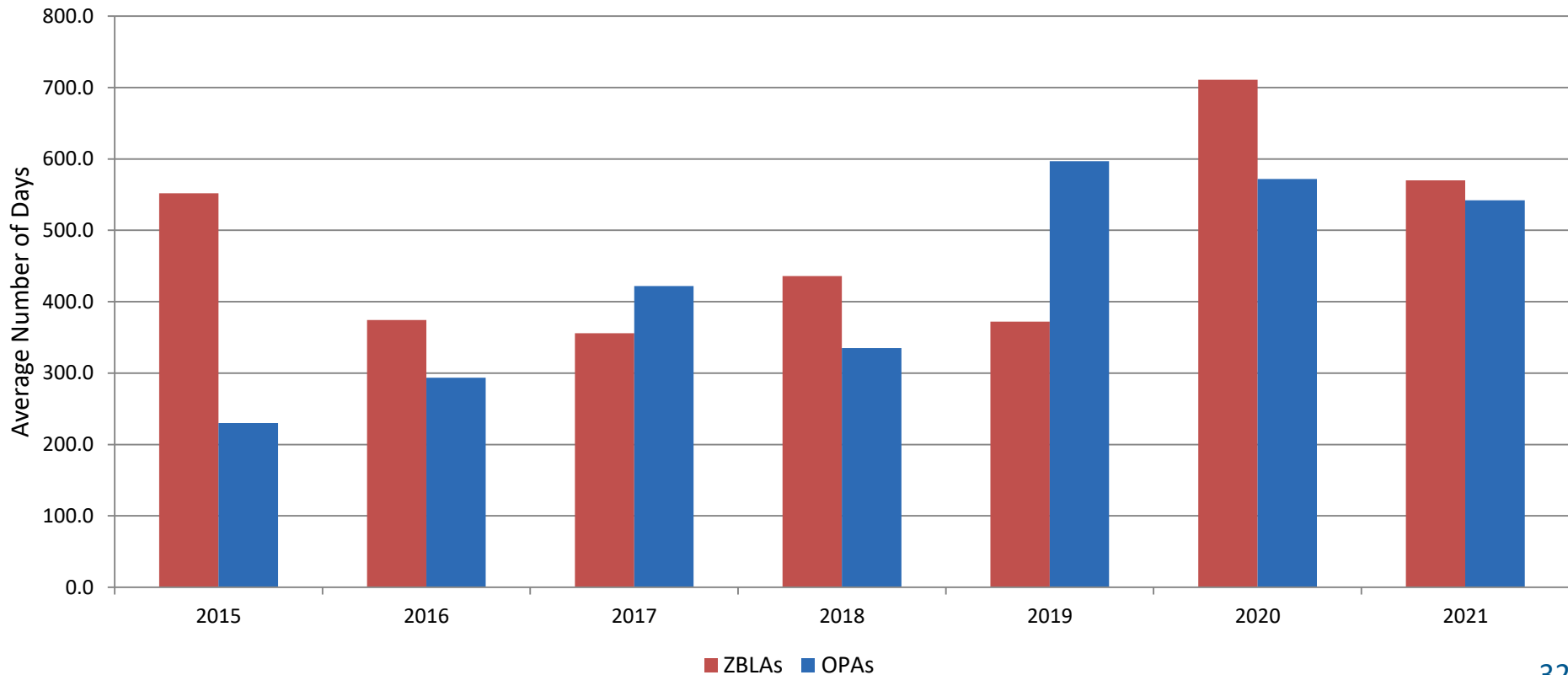
Annual Ticket Issuance in 2021

KEY PERFORMANCE INDICATORS

Key Performance Indicators

Official Plan/Zoning By-Law Amendments

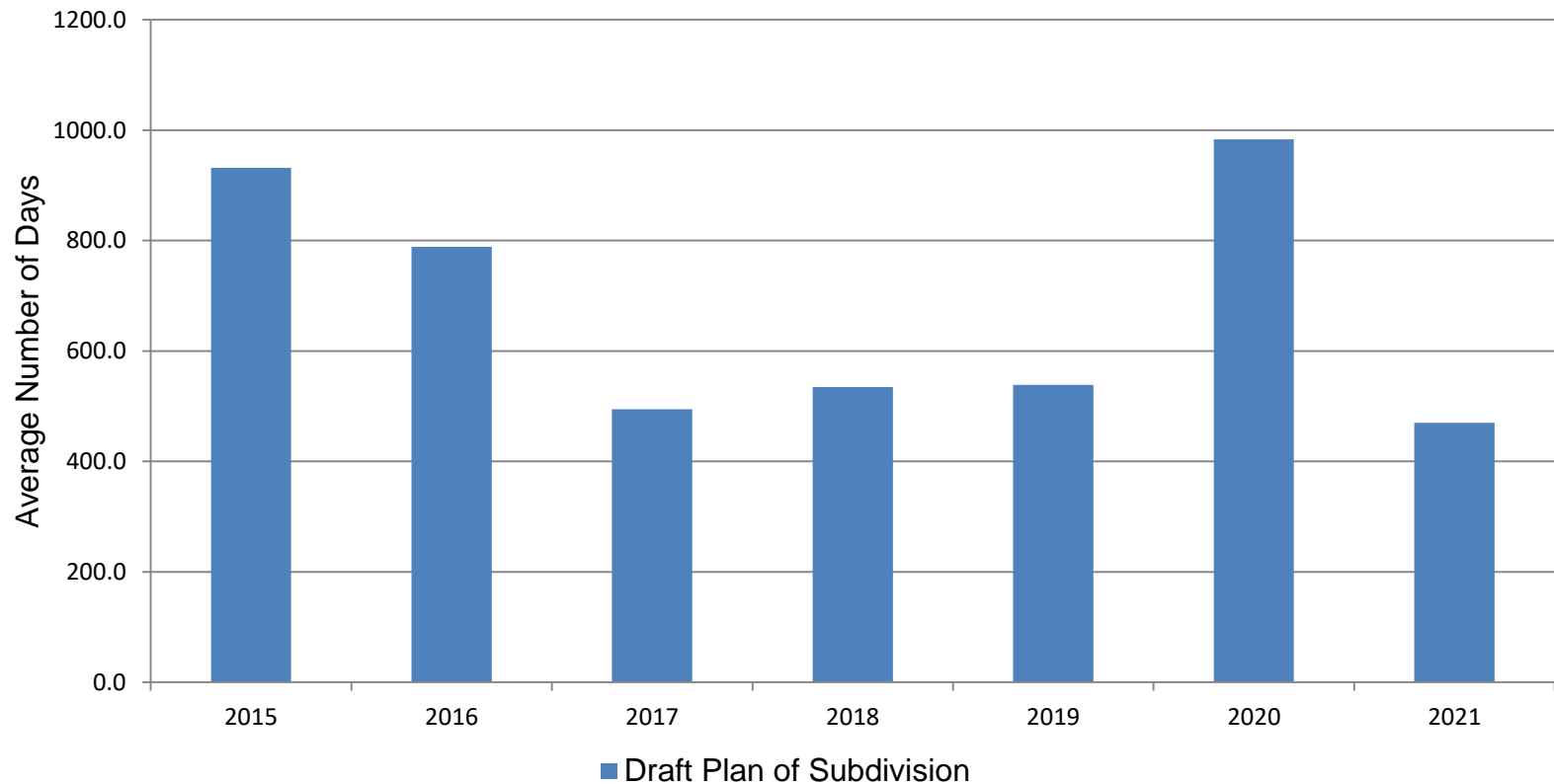
Approval Timelines - Reports to Planning Committee



Key Performance Indicators

Subdivisions

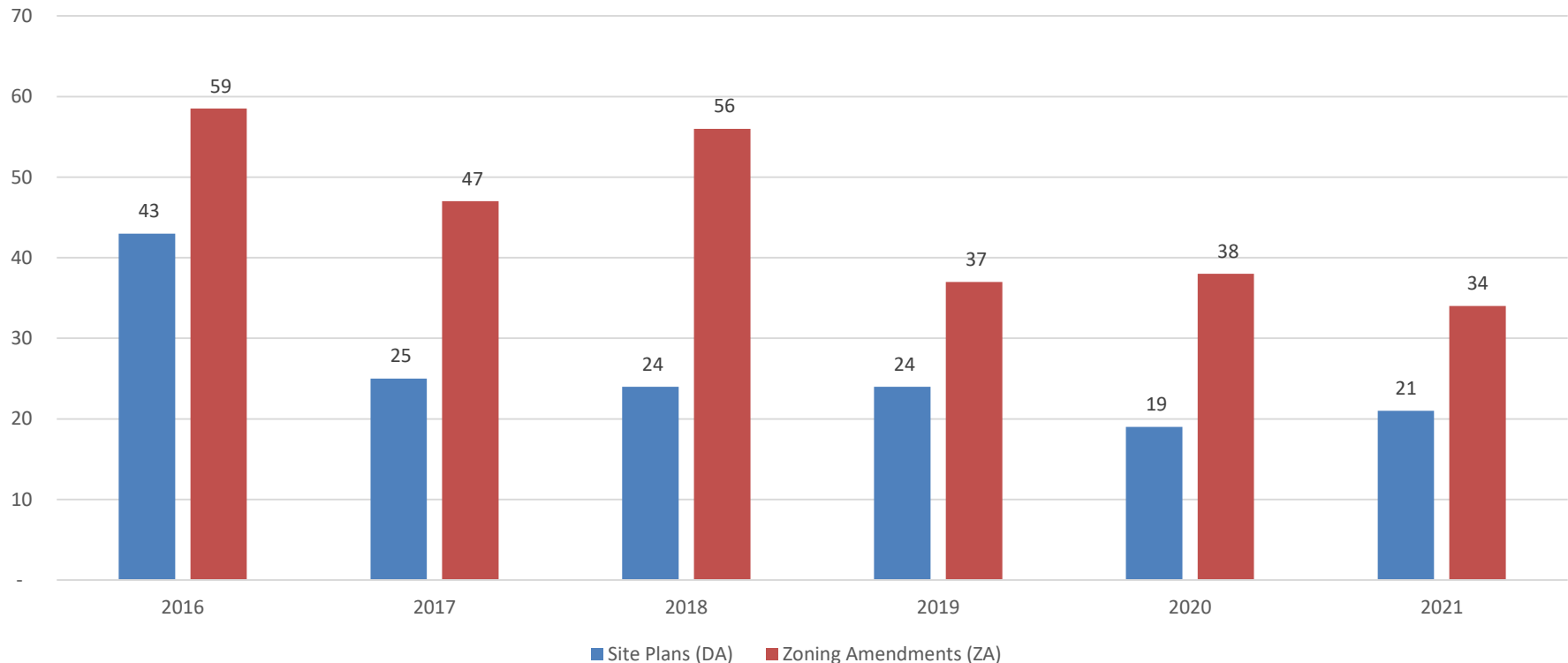
Approval Timelines - Draft Plans to Planning Committee



Key Performance Indicators

Zoning Reviews

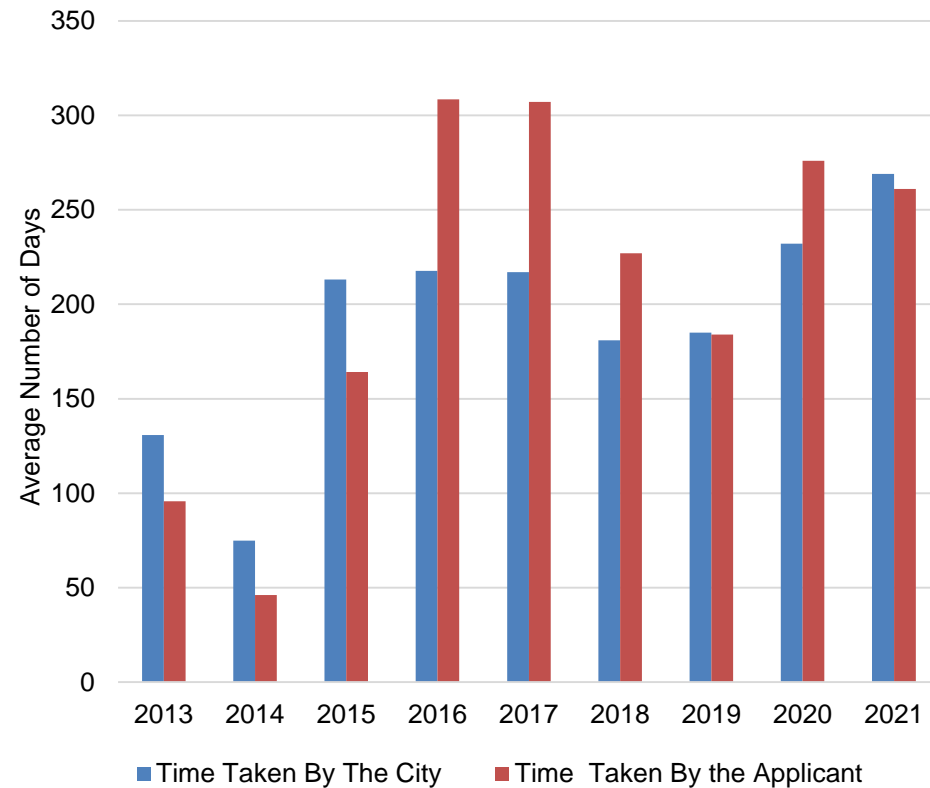
Average Number of Days to Complete a Zoning Review for Planning Files



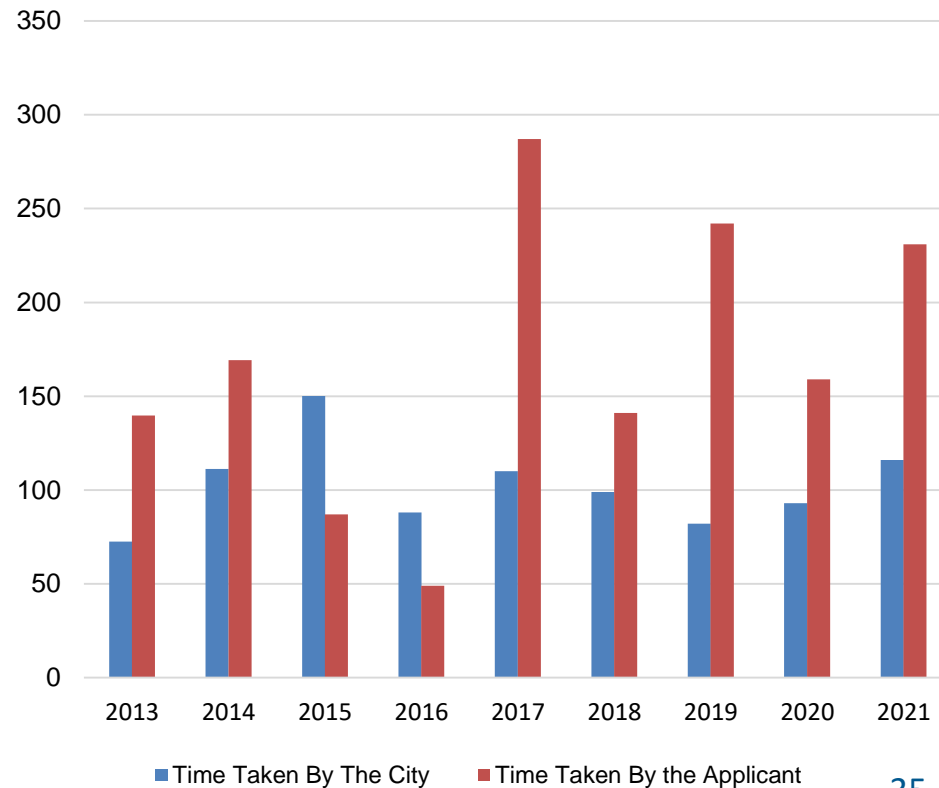
Key Performance Indicators

Engineering Submissions

Processing Time for Engineering Submissions (Subdivisions)



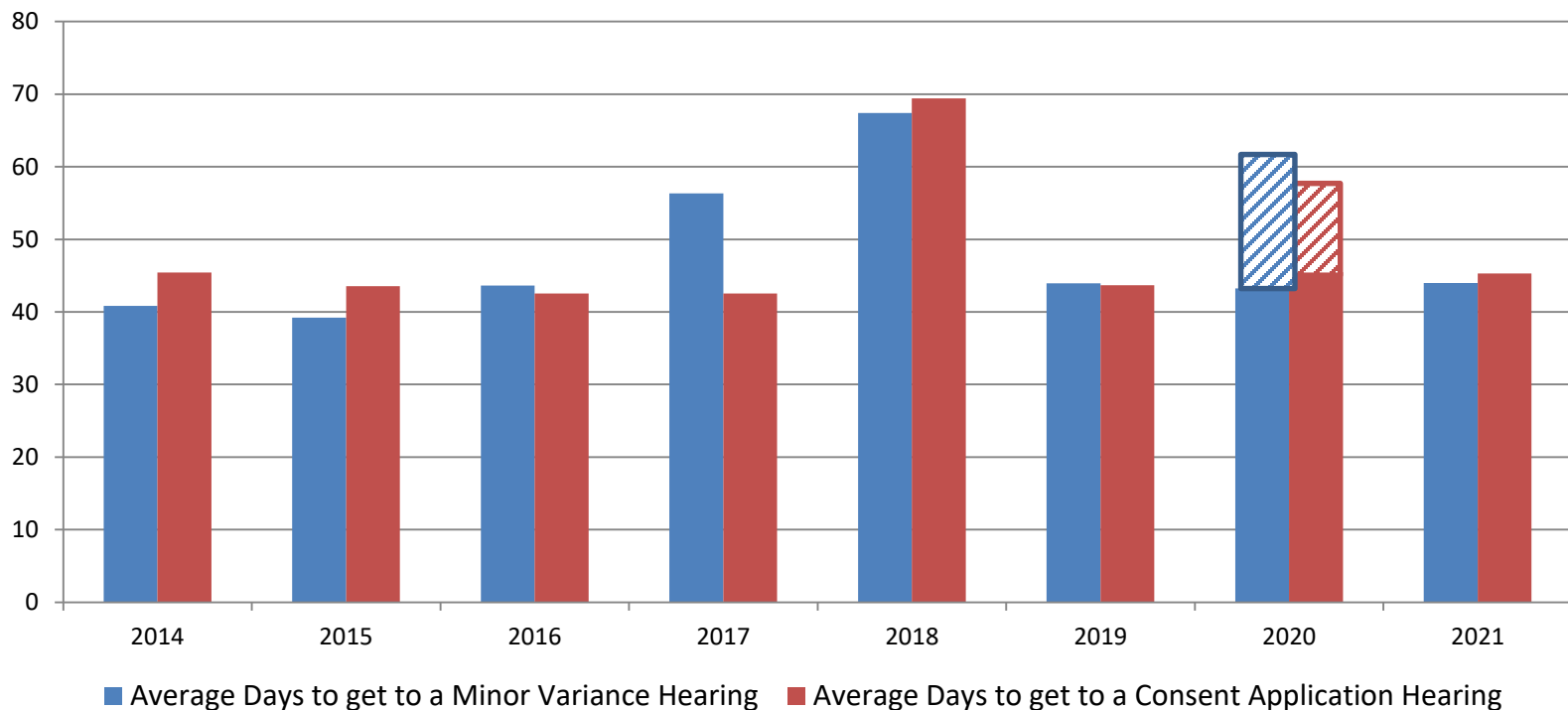
Processing Time for Engineering Submissions (Site Plan)



Key Performance Indicators

Committee of Adjustment

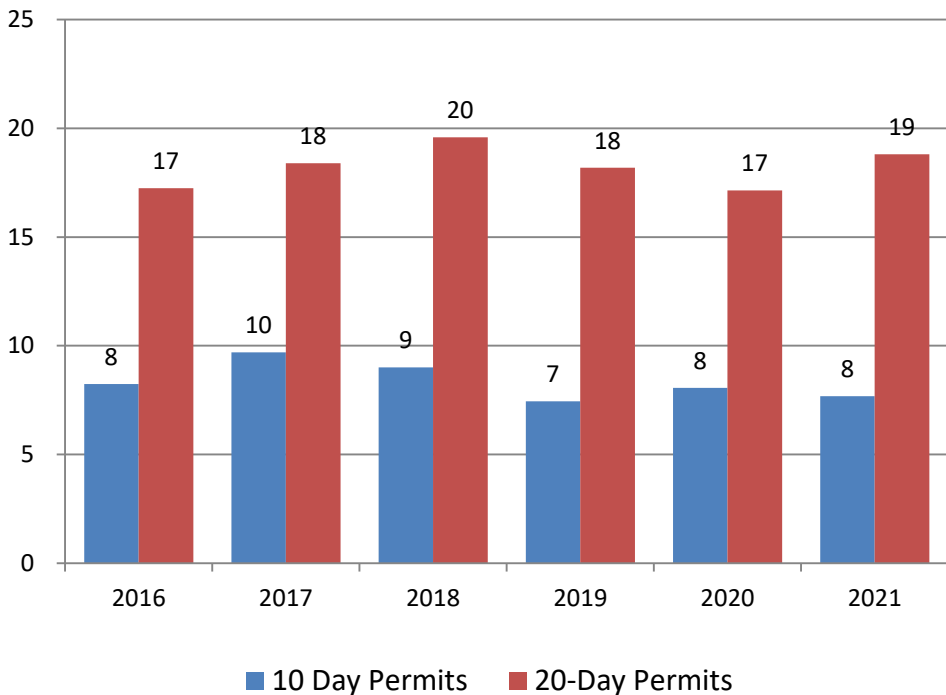
**Average Number of Days to get to Hearing for
a Minor Variance and Consent Application**



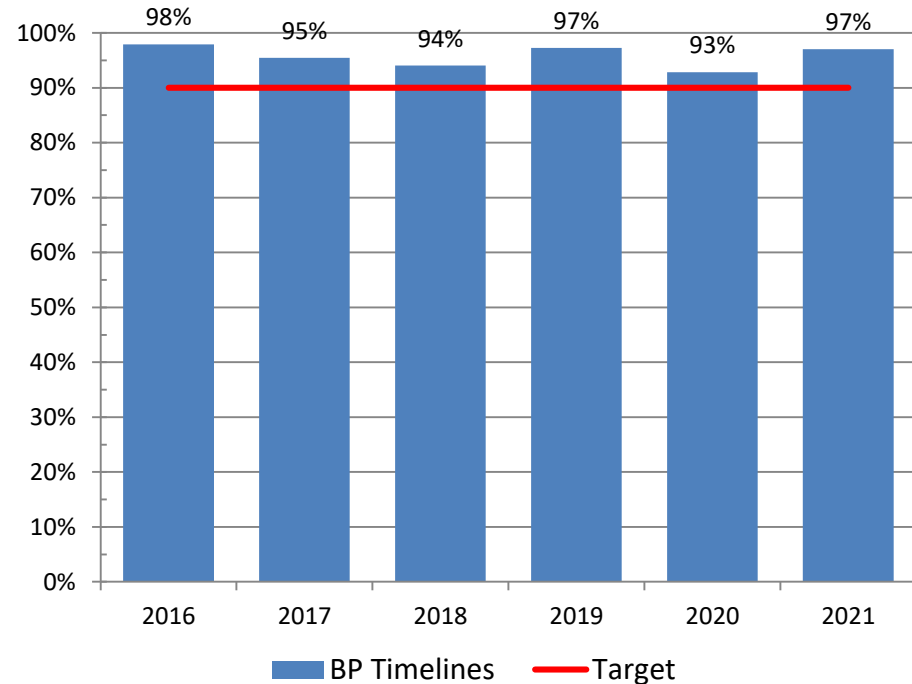
Key Performance Indicators

Building Permits

Average First Review Time for Building Permits



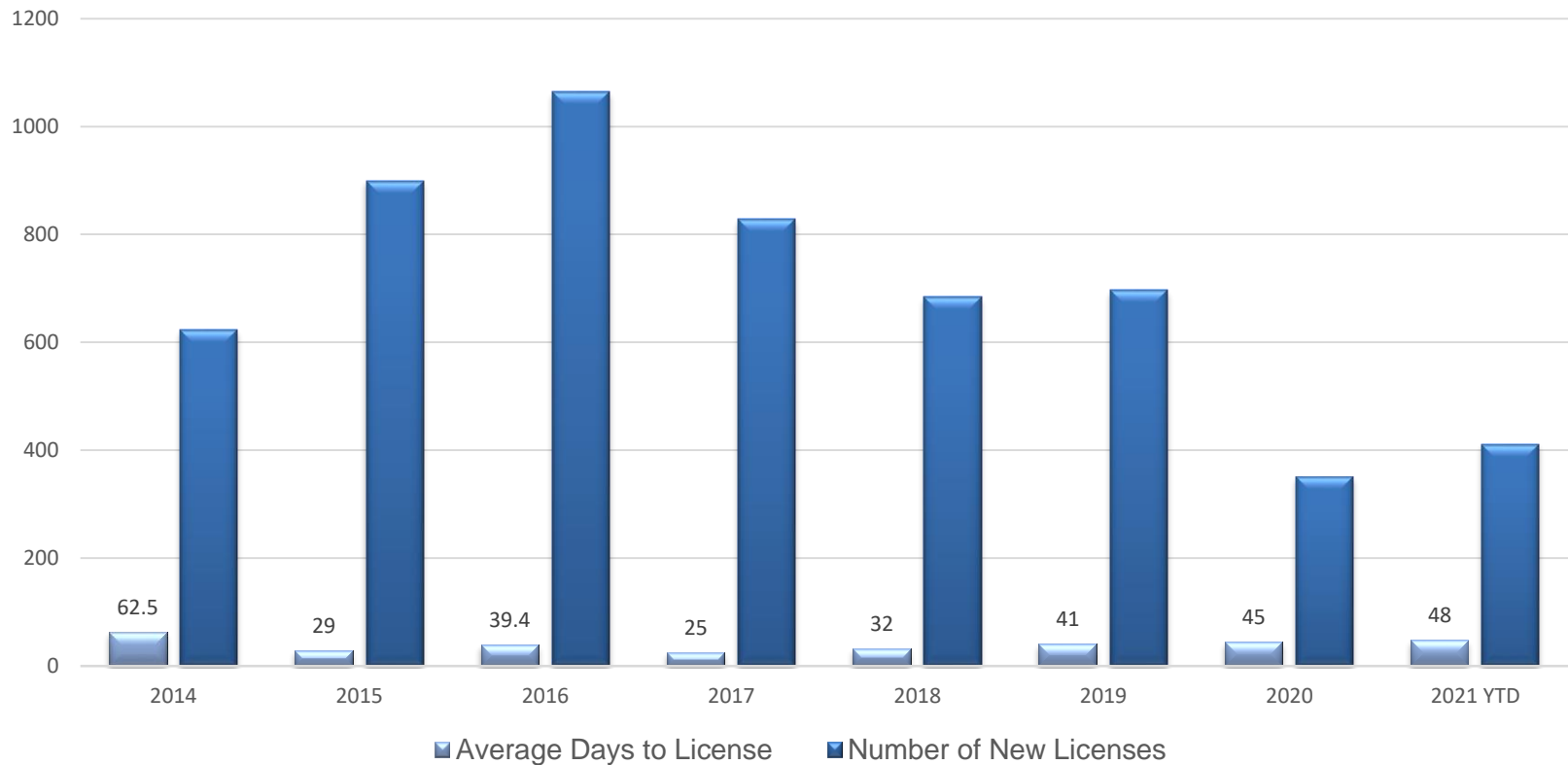
% of Applications Reviewed within 5 Days of Statutory Timeline



Key Performance Indicators

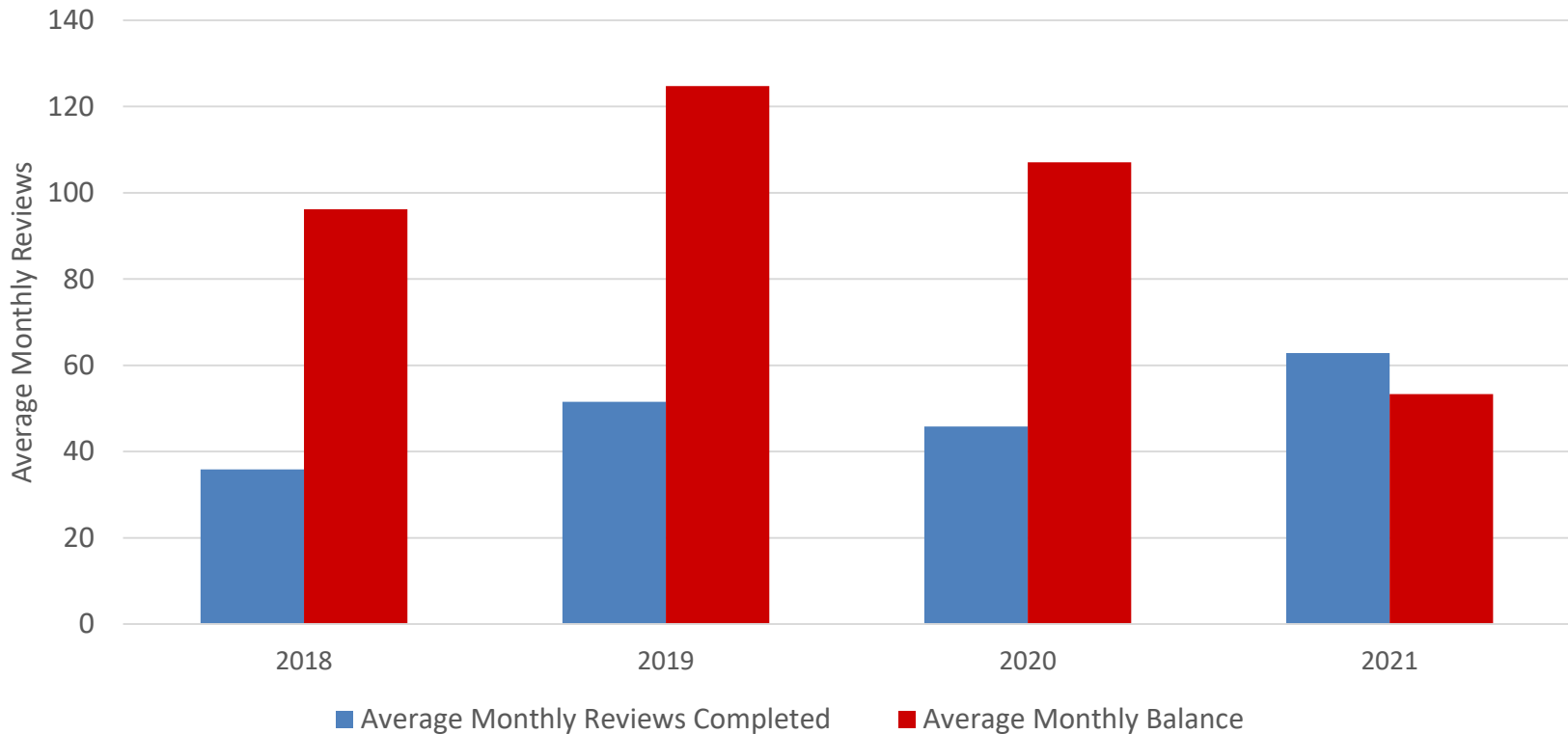
Business Licenses

Approval Timelines - Business Licences



Key Performance Indicators

Transportation Planning Reviews



TRENDS, ISSUES AND 2022 HIGHLIGHTS

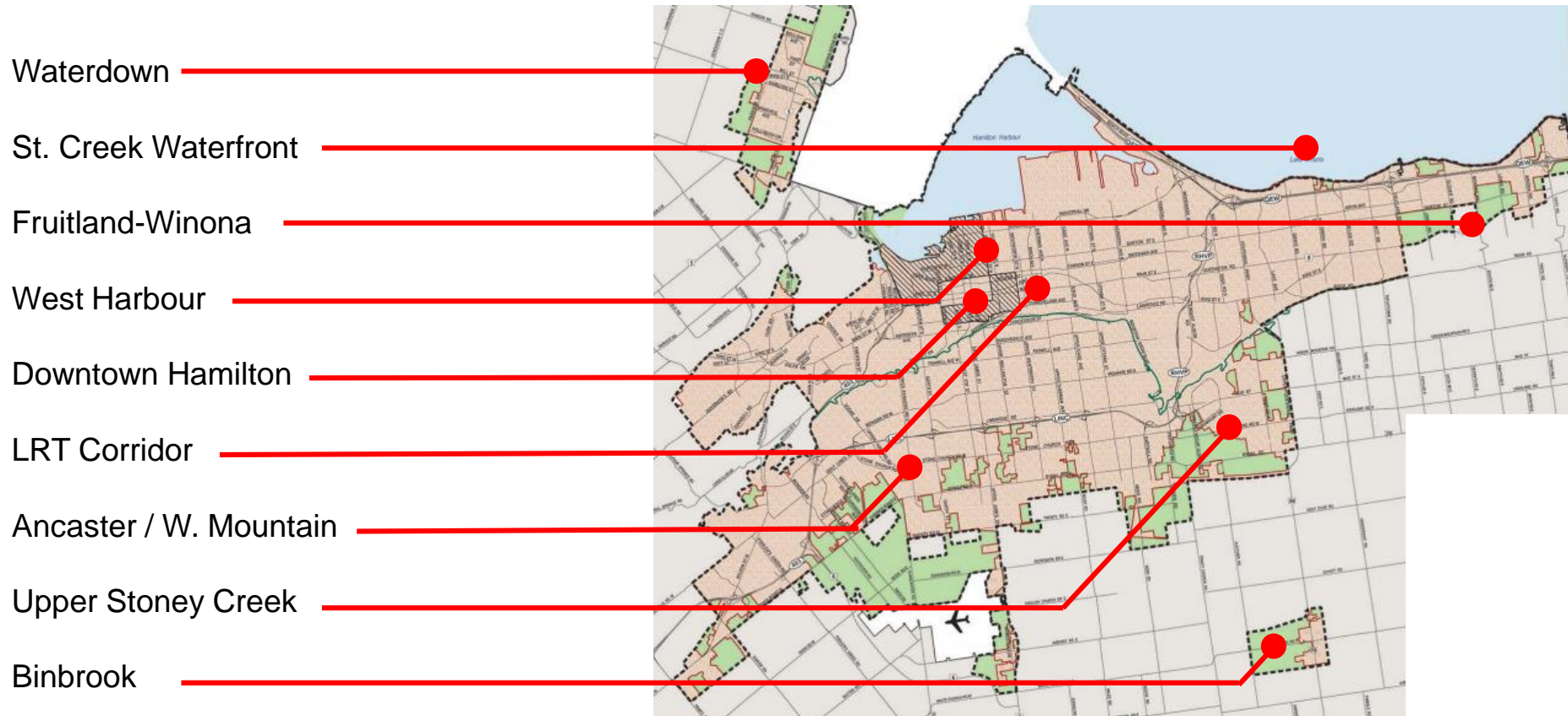
Trends, Issues and 2022 Highlights

Development Application Forecast

	2015	2016	2017	2018	2019	2020	2021	2022 (f)	2023 (f)
OPA (all types)	23	27	41	25	16	28	24	14	27
ZBA (all types)	59	67	87	59	54	46	54	68	73
Condos (all types)	19	16	12	16	8	15	21	6	13
Site Plans (all types)	186	192	234	223	179	130	191	172	186
Subdivision (all types)	17	18	10	11	5	9	10	15	8
Severances	112	107	114	157	135	94	132	114	121
Minor Variances	386	444	470	428	466	268	455	444	415
FC	114	163	139	139	139	148	168	139	145
OTHER	145	133	158	128	143	85	100	45	45
TOTAL	1061	1167	1265	1186	1145	823	1155	1017	1082

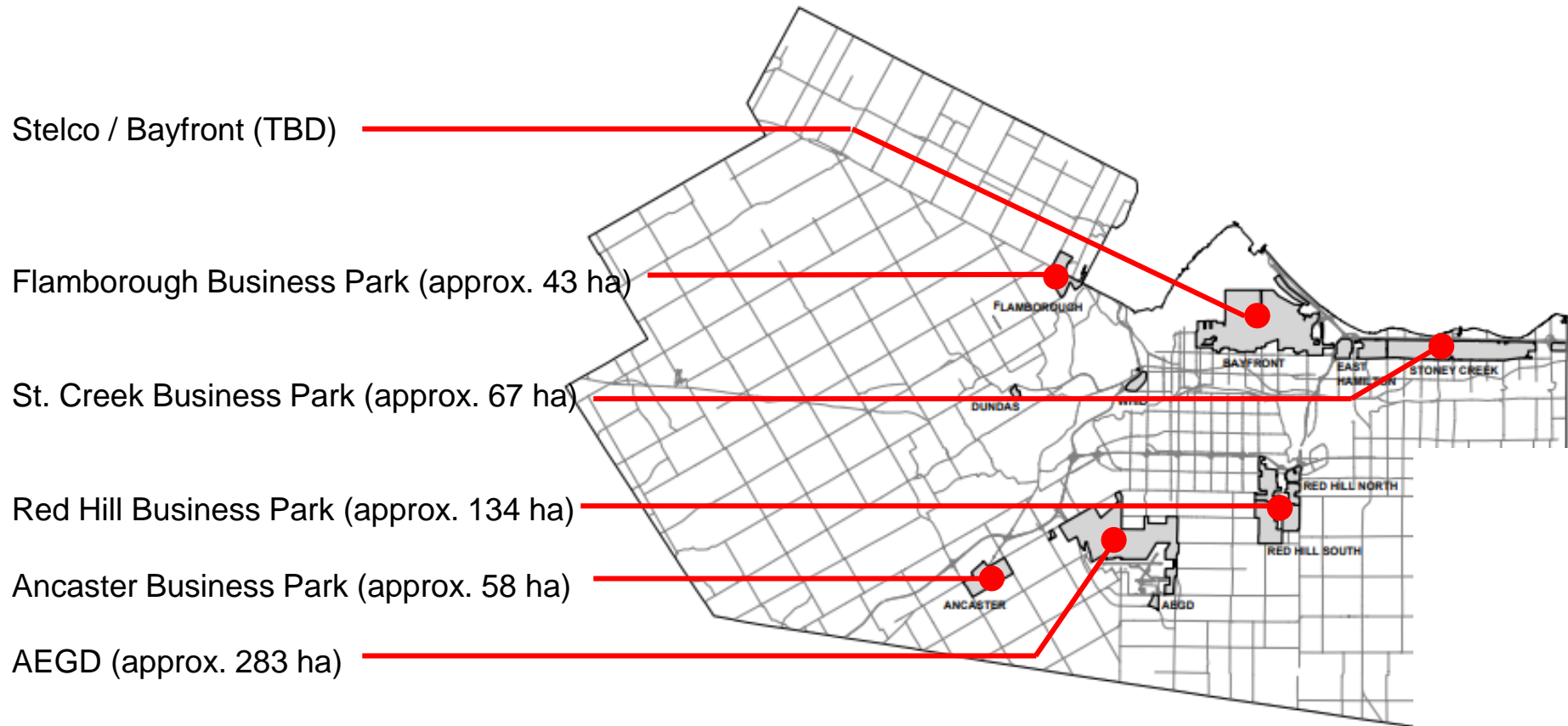
Trends, Issues and 2022 Highlights

Residential Development Potential 2022-2025



Trends, Issues and 2022 Highlights

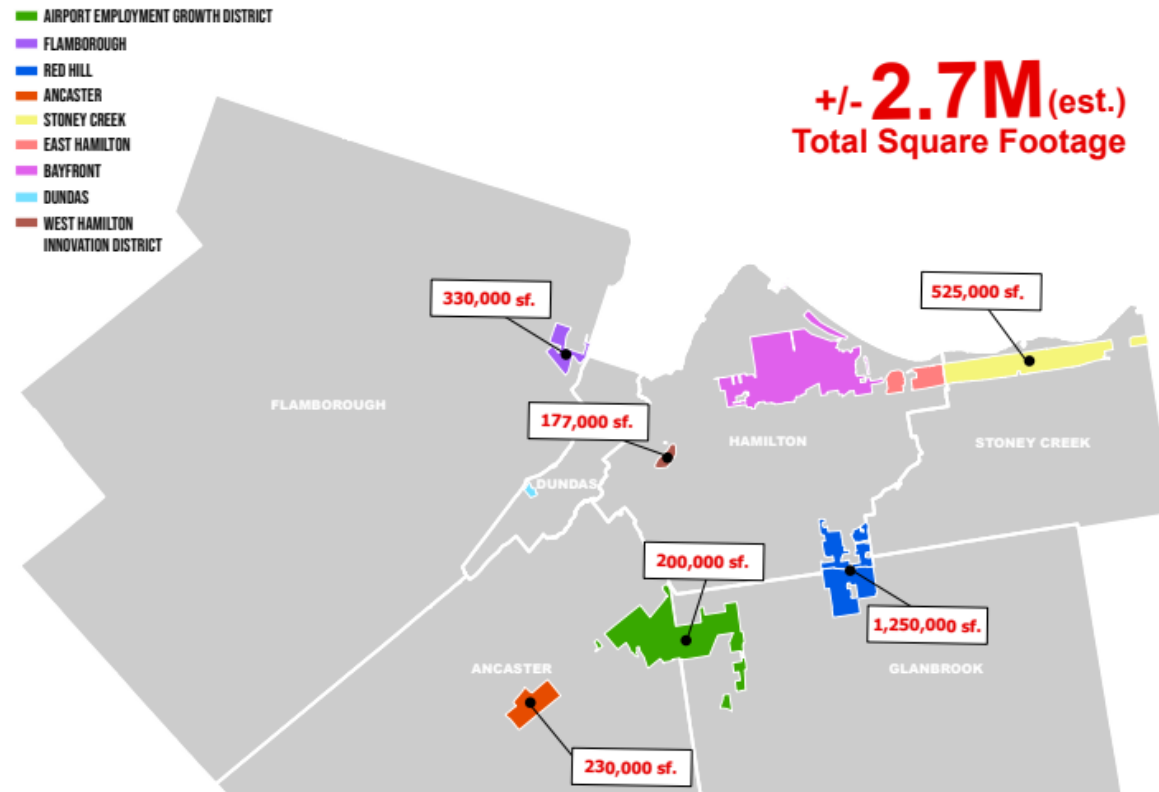
Employment Development Potential 2022-2025



Trends, Issues and 2022 Highlights

Employment Development Projects 2022

ANTICIPATED CONSTRUCTION ACTIVITY 2022



Trends, Issues and 2022 Highlights

Infrastructure Development

- Waterdown Area
 - North Waterdown Drive construction and Parkside Drive widening
 - Mountain Brow Road and Waterdown Road reconstruction
 - Solar Drive extension
- AEGD / Ancaster
 - Garner Road trunk sanitary sewer and watermain
 - Dickenson Road sanitary trunk and road urbanization
 - EAs for Dickenson Road West, Glancaster Road, Book Road and Southcote Road

Trends, Issues and 2022 Highlights

Infrastructure Development (cont'd)

- Upper Stoney Creek
 - Nebo Road urbanization
 - Dartnall Road extension
 - Class EA for the Upper Red Hill Valley Parkway and Twenty Road extension
- Lower Stoney Creek
 - Centennial Parkway trunk sanitary twinning
 - Arvin Road extension
 - Gordon Dean Avenue
 - Block 1 Servicing Strategy
 - Class EA for Barton Street, Fifty Road and Highway.8

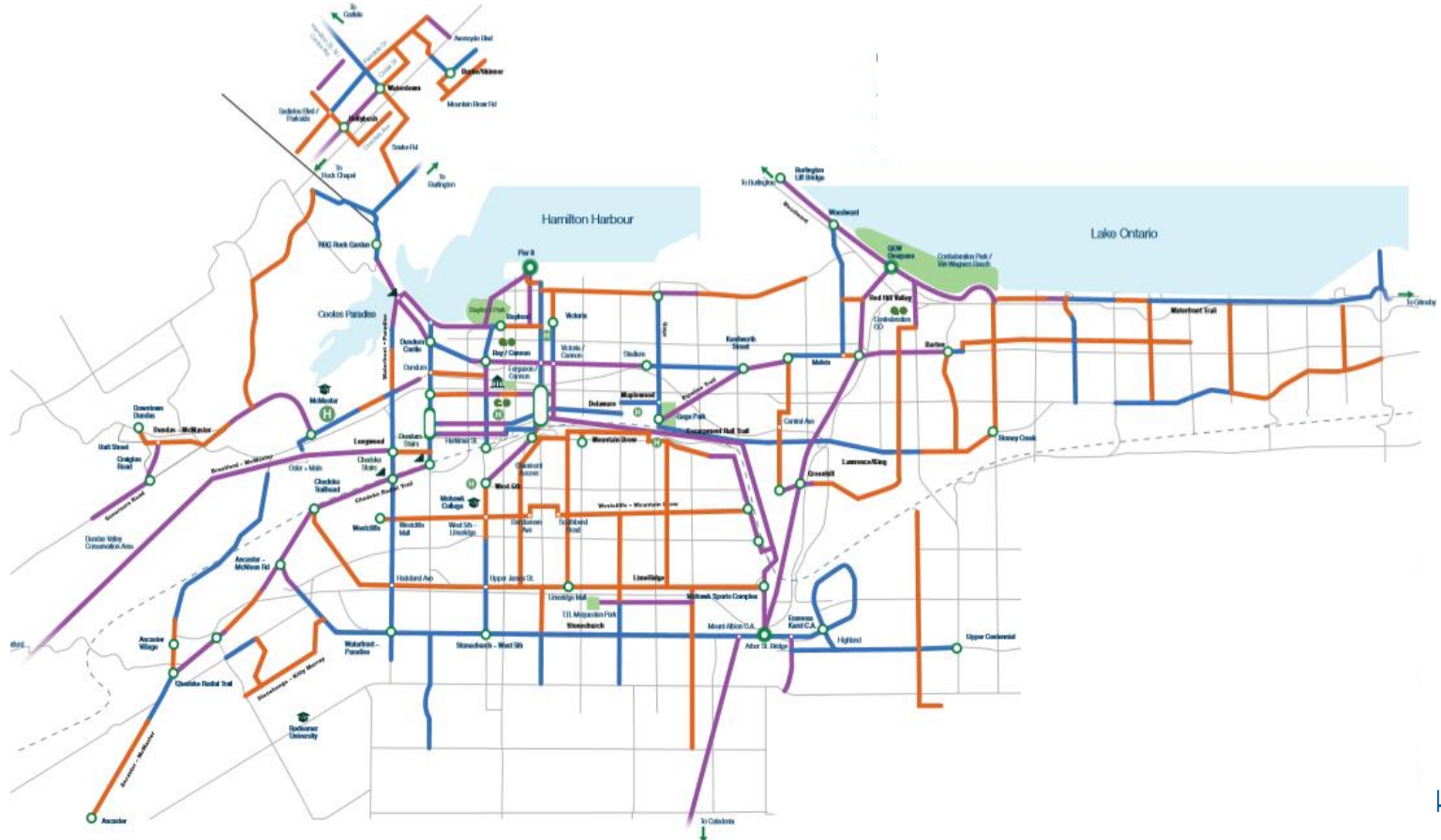
Trends, Issues and 2022 Highlights

Infrastructure Development (cont'd)

- LRT
 - Finalize MOU schedules
 - Launch procurement late April / early May
 - Identify shortlist of proponents in the Fall (preferred proponent selected Q1 2023)
 - Construction “early works” begin late 2022
 - Resume property acquisitions through 2022
 - Major construction estimated to begin early 2024

Trends, Issues and 2022 Highlights

Cycling Infrastructure



Trends, Issues and 2022 Highlights

Cycling Infrastructure (cont'd)

Mountainbrow Road

North Waterdown Drive

Centennial Link

King St. (Stoney Creek)

Gage

Charlton

Sydenham

Cootes Trail

Wilson

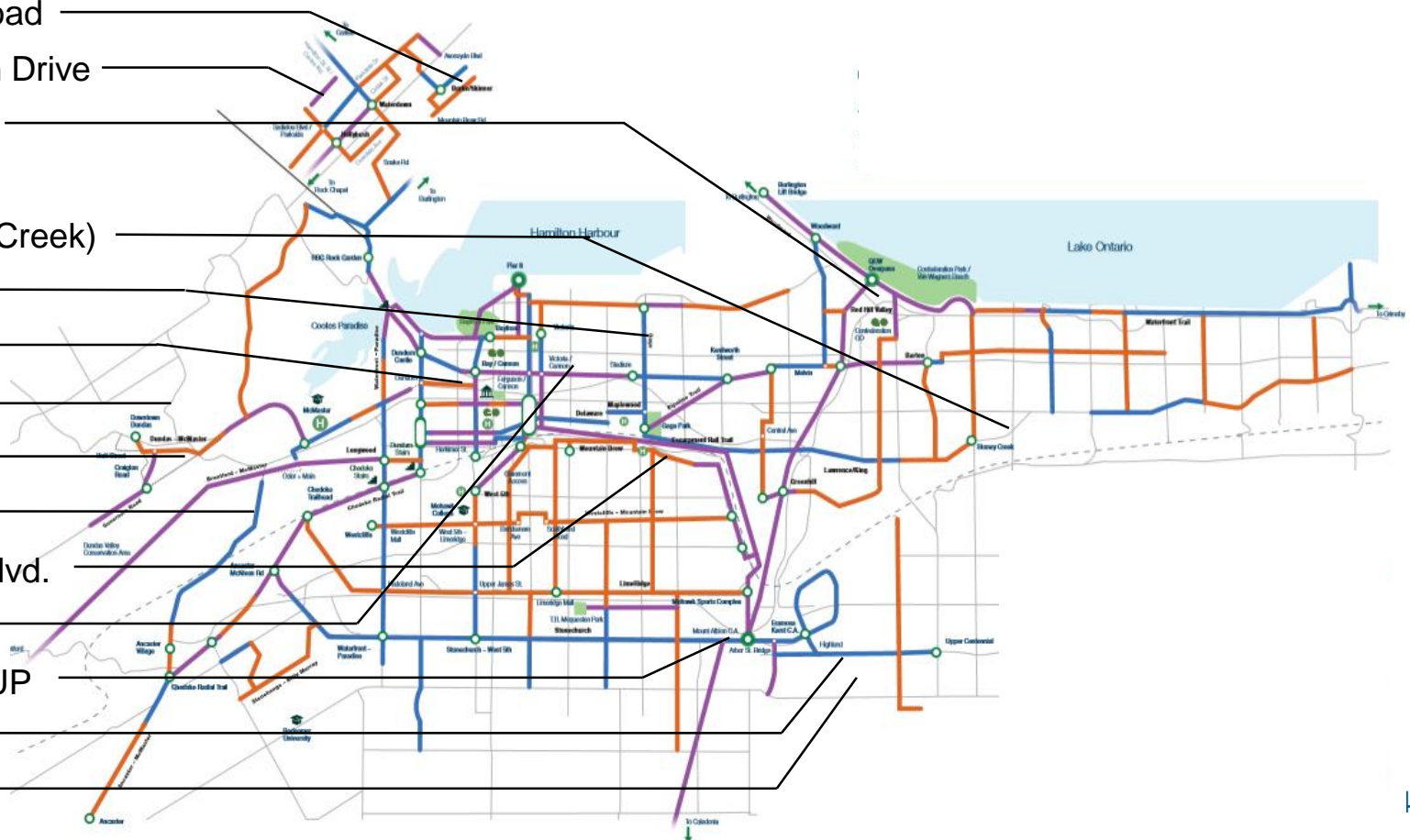
Mountain Brow Blvd.

Victoria

Stone Church MUP

Mud Street

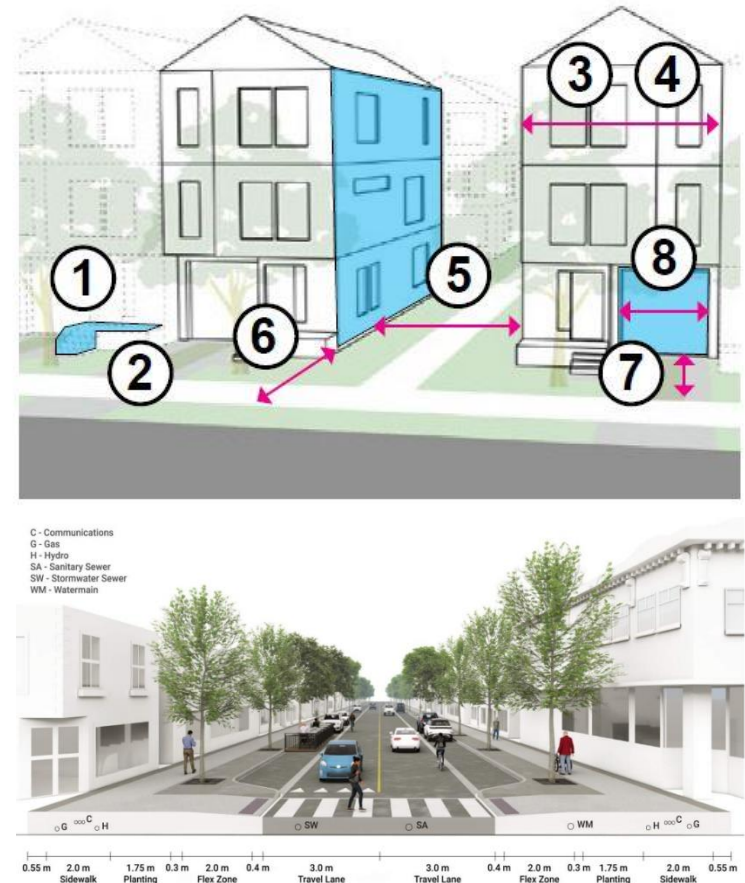
Highland



Trends, Issues and 2022 Highlights

Planning for Future Growth

- Planning Initiatives
 - GRIDS2 implementation
 - Residential Zoning By-law
 - Site Plan & Urban Design Guidelines (incl. Green Standards)
 - Urban Forest Strategy
 - Community Energy and Emissions Plan
- Transportation Planning
 - Complete Streets Guidelines
 - Truck Route Master Plan



Trends, Issues and 2022 Highlights

Real Estate & Special Projects

- West Harbour
 - Launch of marketing / pre-sales for Pier 8 development
 - Pier 8 Copps' Pier Park
 - Piers 6 and 7 public space and boardwalk.
 - Gateway Park
- Barton Tiffany Lands
- Entertainment Precinct



Trends, Issues and 2022 Highlights

Culture & Economic Development

- Sector Strategies
 - Advanced Manufacturing
 - Foreign Direct Investment
 - Workforce / Talent
- Local Commercial Areas
 - Commercial Retail Study
 - My Main Streets
 - Commercial areas placemaking and animation program

Trends, Issues and 2022 Highlights

Culture & Economic Development (cont'd)

- Tourism
 - Tourism Strategy update
 - Accommodation Tax
 - FIFA WORLD CUP Qualifier (Jan. 30)
 - NHL Heritage Classic (March 13)
 - ISU World Synchronized Skating Championships (April 7-9)
 - Future events (2023 Grey Cup, 2023 Canadian Country Music Awards, 2024 RBC Canadian Open)



Trends, Issues and 2022 Highlights

Post-COVID Economic Recovery

- Recovery of businesses in the retail, hospitality and creative industries
- Office market / impact of telework
- Consumer confidence in travel
- Changes in mobility patterns

Changing Policy Environment

- Changing role of Conservation Authorities
- New Consolidated Linear Infrastructure ECA
- Re-focusing growth toward intensification
- Increasing housing supply / reducing approval timelines

Trends, Issues and 2022 Highlights

Staffing and Resourcing

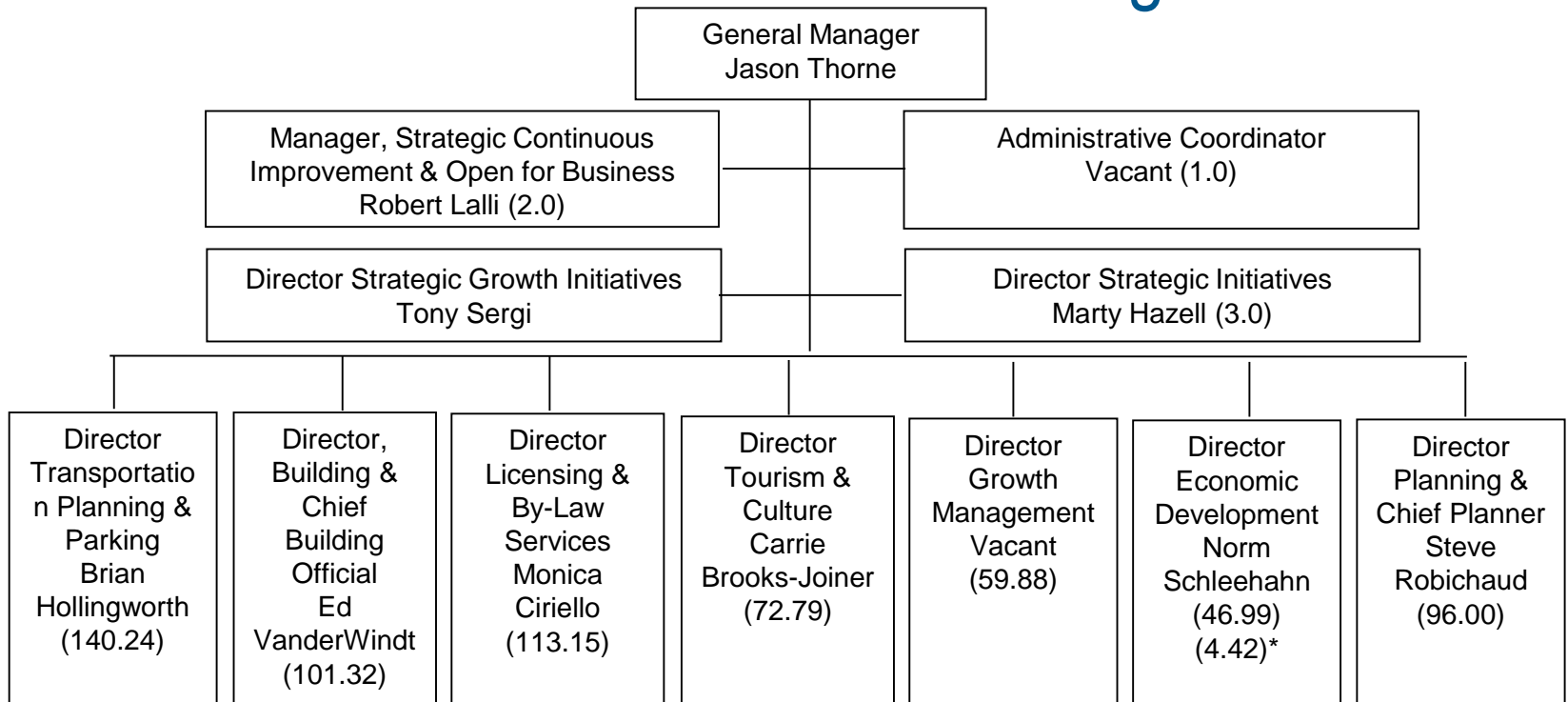
- Workload
- Staffing challenges (pending retirements, redeployment pressure, recruitment, retention)

Pressure Areas

- Heritage Planning
- Film
- By-law enforcement
- Development Review

2022 PRELIMINARY TAX OPERATING BUDGET

Organizational Chart



Complement (FTE)	Management	Distributed Management	Other	Distributed Other	Total	Staff to Management Ratio
2021	36.00	0.00	592.37	0.00	628.37	16.45:1
2022	37.00	1.00	604.79	3.42	641.79	17.34:1
Change	1.00	1.00	12.42	3.42	13.42	0.45:1

2022 Operating Budget By Division

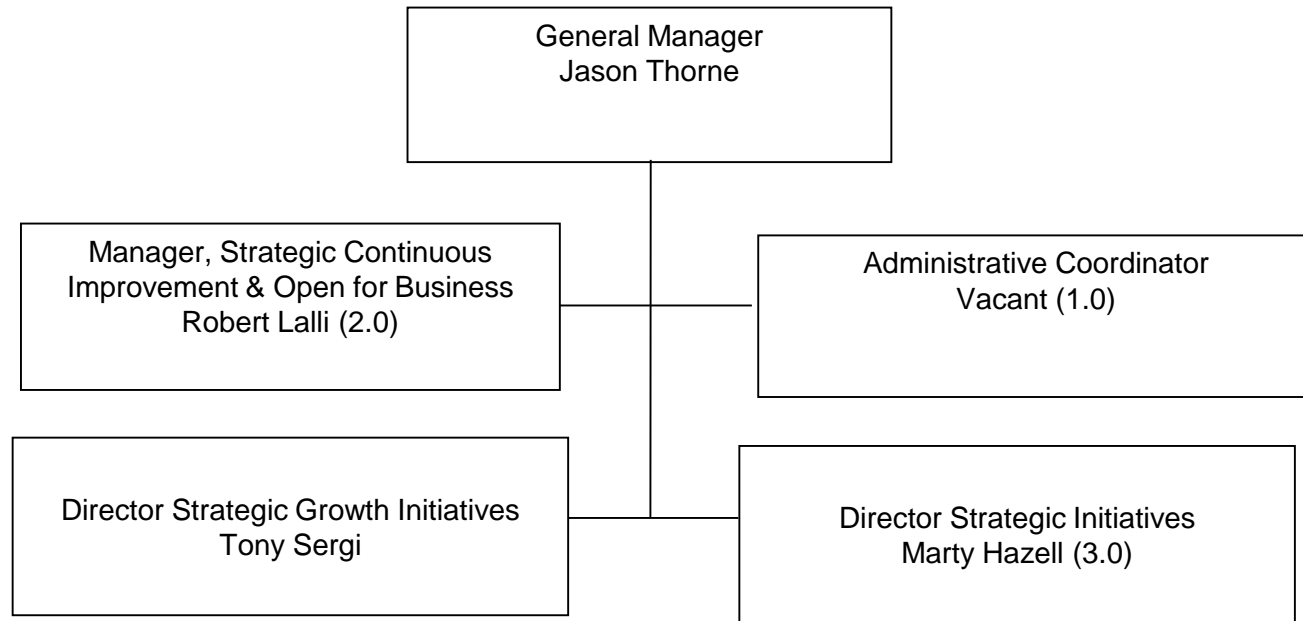
	2021 Restated Gross	2021 Restated Net	2022 Preliminary Gross	2022 Preliminary Net	2022 Preliminary vs. 2021 Restated	
					Change \$	Change %
General Manager PED	1,044,630	1,058,110	1,055,400	1,055,400	(2,710)	(0.3)%
Transportation, Planning and Parking	16,889,770	2,068,200	17,082,540	2,236,320	168,120	8.1%
Building	15,228,660	617,440	15,634,620	607,620	(9,820)	(1.6)%
Economic Development	7,576,380	5,584,010	7,692,260	5,668,070	84,060	1.5%
Growth Management	6,706,040	490,160	7,256,930	463,430	(26,730)	(5.5)%
Licensing & By-Law Services	13,177,530	6,801,670	13,402,310	6,943,520	141,850	2.1%
Planning	8,945,810	4,280,610	9,568,480	4,301,910	21,300	0.5%
Tourism & Culture	10,527,190	9,489,530	10,719,240	9,703,790	214,260	2.3%
Total Planning & Economic Development	80,096,010	30,389,730	82,411,780	30,980,060	590,330	1.9%

2022 Budget Drivers

Item	Impact (\$000s)
Employee Related	1,745
Insurance including Vehicle Insurance	230
Contractual Services	116
Recoveries from Capital	108
Fees and General Revenues	(1,467)
Transfers to Reserves	(232)

2022 PRELIMINARY
TAX OPERATING BUDGET
General Manager's Office

Organizational Chart



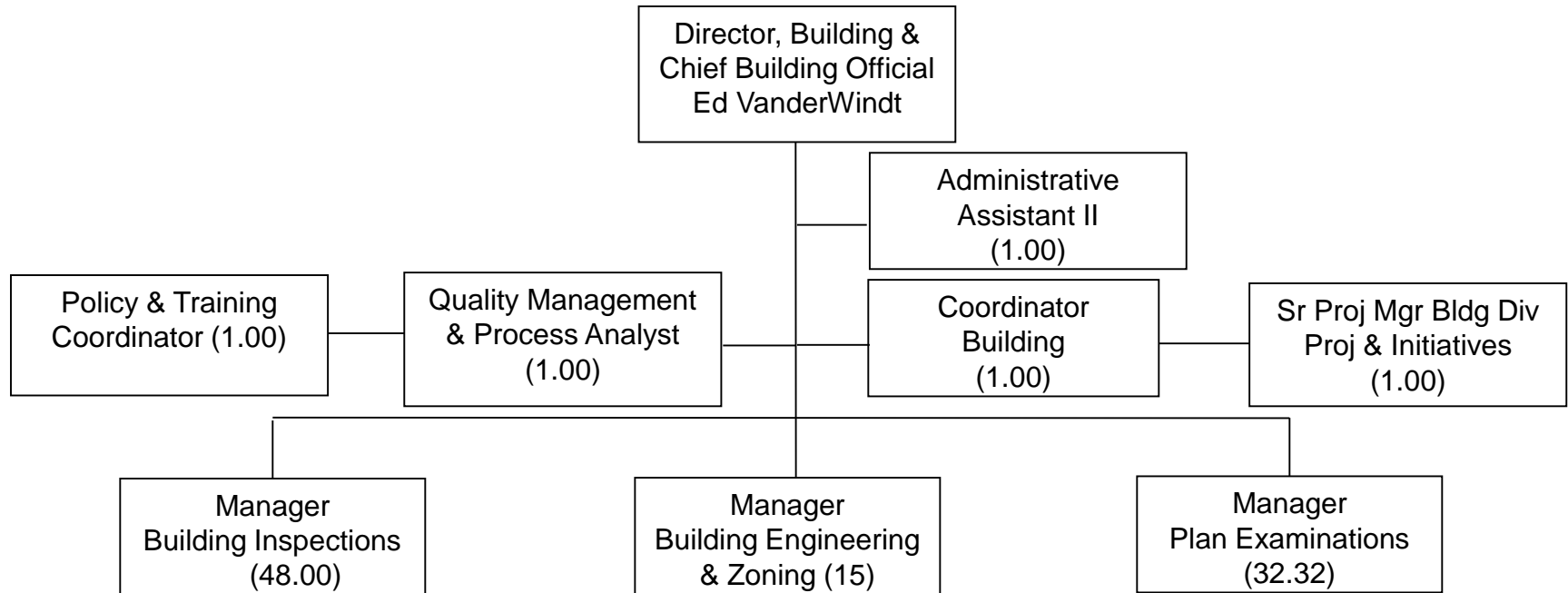
Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2021	3	4	7	1.33:1
2022	3	4	7	1.33:1
Change	0.00	0.00	0.00	

2022 Operating Budget by Section

	2021	2021	2022	2022	2022 Preliminary vs. 2021 Restated	
	Restated Gross	Restated Net	Preliminary Gross	Preliminary Net	Change \$	Change %
Strategic Initiatives	385,190	385,190	388,370	388,370	3,180	0.8%
GM Office	659,440	672,920	667,030	667,030	(5,890)	(0.9)%
Total General Manager PED	1,044,630	1,058,110	1,055,400	1,055,400	(2,710)	(0.3)%

2022 PRELIMINARY TAX OPERATING BUDGET **Building**

Organizational Chart



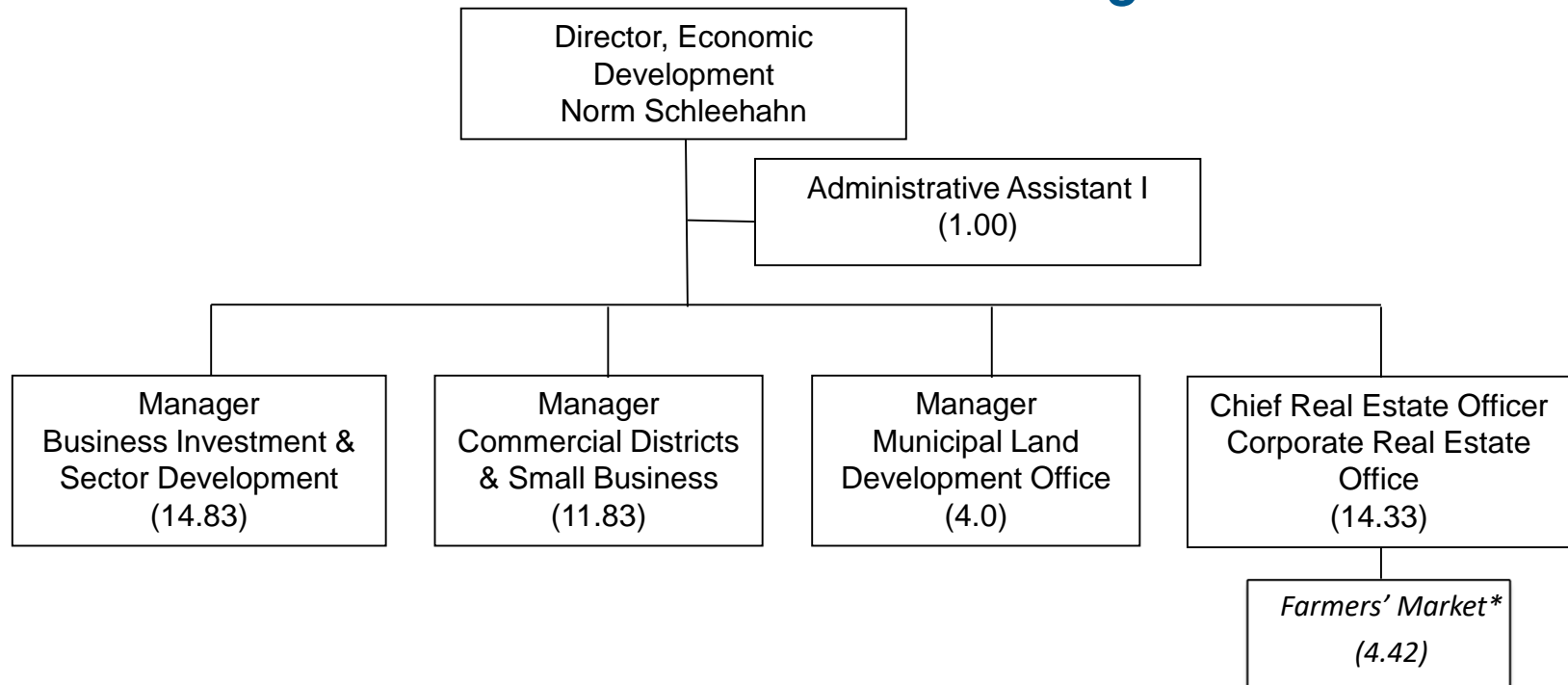
Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2021	4.00	97.32	101.32	24.33:1
2022	4.00	97.32	101.32	24.33:1
Change	0.00	0.00	0.00	

2022 Operating Budget by Section

	2021 Restated Gross	2021 Restated Net	2022 Preliminary Gross	2022 Preliminary Net	2022 Preliminary vs. 2021 Restated	
					Change \$	Change %
Administration - Building Serv	302,600	298,600	264,260	260,180	(38,420)	(12.9)%
Building Inspections	628,510	628,510	649,180	649,180	20,670	3.3%
Engineering & Zoning Services	121,210	(541,440)	131,460	(532,700)	8,740	1.6%
Enterprise Model	13,953,220	8,650	14,358,760	0	(8,650)	(100.0)%
Plan Examination	223,120	223,120	230,950	230,950	7,830	3.5%
Total Building	15,228,660	617,440	15,634,610	607,610	(9,830)	(1.6)%

2022 PRELIMINARY
TAX OPERATING BUDGET
Economic Development

Organizational Chart



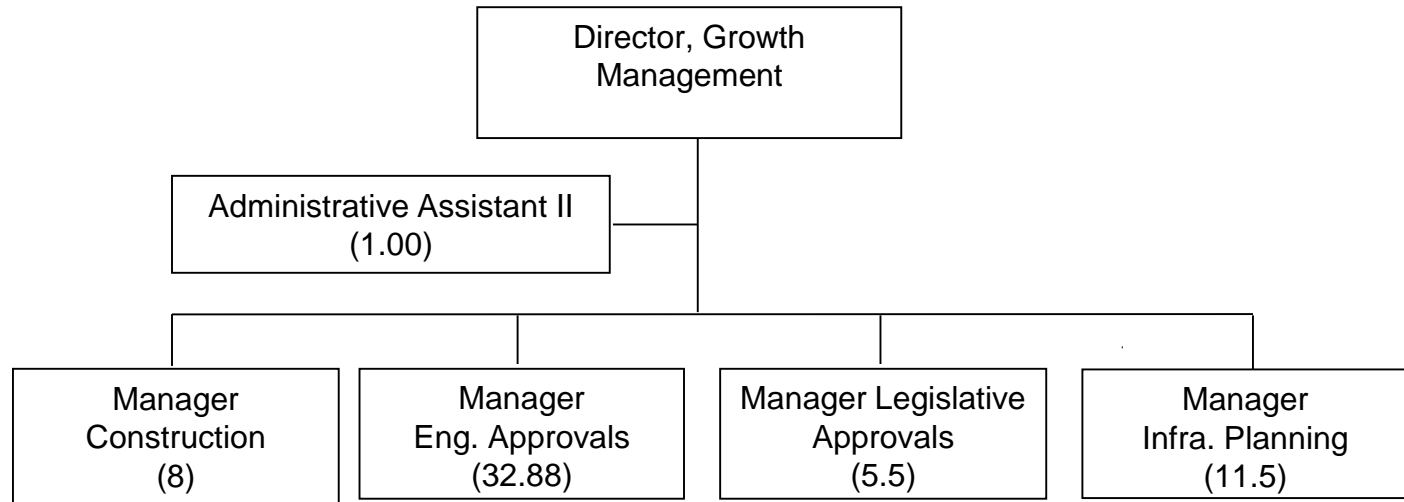
Complement (FTE)	Management	* Distributed Management	Other	* Distributed Other	Total	Staff to Management Ratio
2021	5.00	0.00	41.99	0.00	46.99	8.40:1
2022	5.00	1.00	41.99	3.42	51.41	7.57:1
Change	0.00	1.00	0.00	3.42	4.42	0.83:1

2022 Operating Budget by Section

	2021	2021	2022	2022	2022 Preliminary vs. 2021 Restated	
	Restated Gross	Restated Net	Preliminary Gross	Preliminary Net	Change \$	Change %
Corporate Real Estate Office	728,160	725,820	782,970	780,630	54,810	7.6%
Commercial Districts and Small Business	3,240,650	1,636,620	3,305,560	1,700,020	63,400	3.9%
Municipal Land Development	229,570	229,570	225,040	225,040	(4,530)	(2.0)%
Business Development	3,378,000	2,992,000	3,378,680	2,962,370	(29,630)	(1.0)%
Total Economic Development	7,576,380	5,584,010	7,692,250	5,668,060	84,050	1.5%

2022 PRELIMINARY TAX OPERATING BUDGET **Growth Management**

Organizational Chart



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2021	6.00	50.88	56.88	8.48:1
2022	6.00	53.88	59.88	8.98:1
Change	0.00	3.00	3.00	

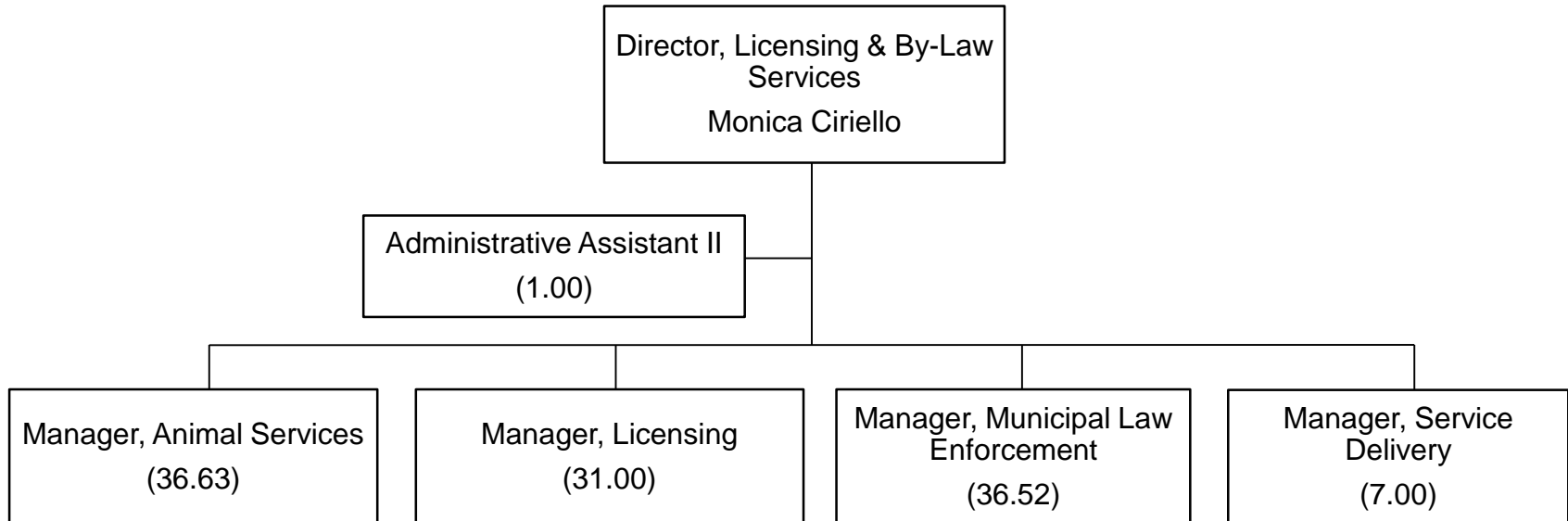
2022 Operating Budget by Section

	2021	2021	2022	2022	2022 Preliminary vs. 2021 Restated	
	Restated Gross	Restated Net	Preliminary Gross	Preliminary Net	Change \$	Change %
Director & Admin Growth Management	(92,820)	(92,820)	(13,440)	(13,440)	79,380	85.5%
Development Engineering	3,958,080	(632,830)	4,169,670	(736,640)	(103,810)	(16.4)%
Grading & Construction	765,520	150,550	962,380	135,190	(15,360)	(10.2)%
Infrastructure Planning	1,510,990	500,990	1,510,430	450,430	(50,560)	(10.1)%
Legislative Approvals	564,270	564,270	627,890	627,890	63,620	11.3%
Total Growth Management	6,706,040	490,160	7,256,930	463,430	(26,730)	(5.5)%

2022 PRELIMINARY TAX OPERATING BUDGET **Licensing & By-Law Services**

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Organizational Chart



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2021	5.00	105.15	110.15	21.03:1
2022	5.00	108.15	113.15	21.63:1
Change	0.00	3.00	3.00	

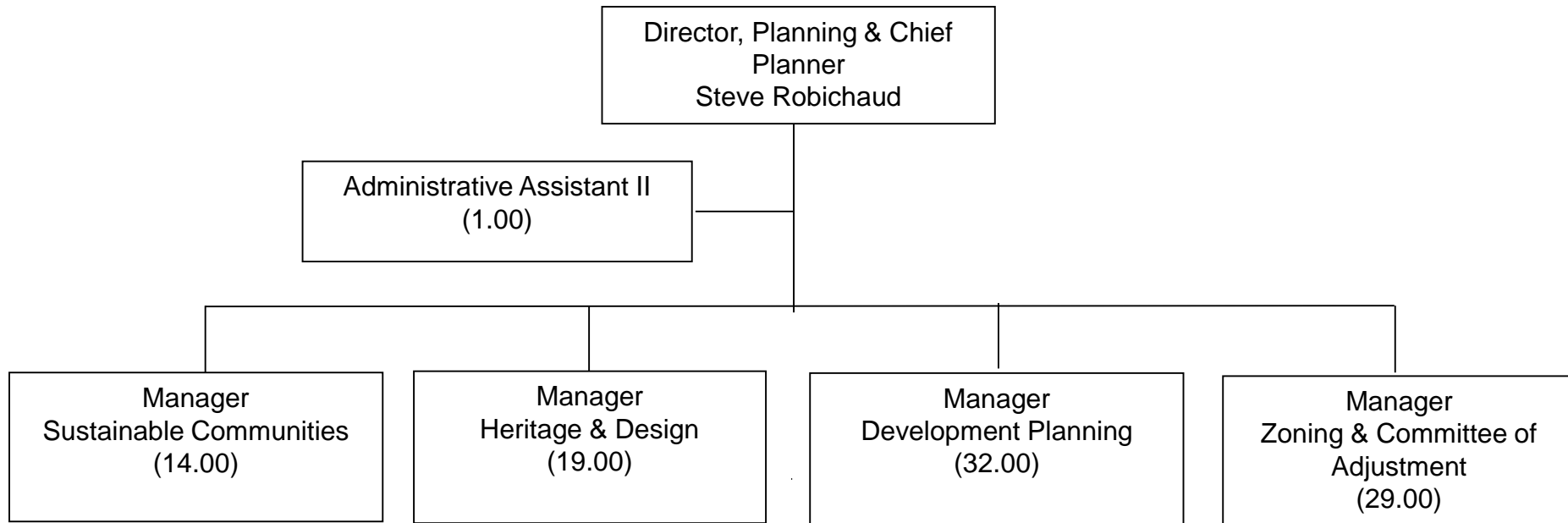
2022 Operating Budget by Section

	2021	2021	2022	2022	2022 Preliminary vs. 2021 Restated	
	Restated Gross	Restated Net	Preliminary Gross	Preliminary Net	Change \$	Change %
Service Delivery	671,910	671,910	669,330	669,330	(2,580)	(0.4)%
Animal Services	4,631,850	2,954,840	4,712,890	3,002,420	47,580	1.6%
Directors Office L&BL	591,460	599,570	594,300	594,300	(5,270)	(0.9)%
Licensing	3,195,810	(516,830)	3,224,700	(529,300)	(12,470)	(2.4)%
Municipal Law Enforcement	4,086,500	3,092,180	4,201,100	3,206,780	114,600	3.7%
Total Licensing & By-Law Services	13,177,530	6,801,670	13,402,320	6,943,530	141,860	2.1%

2022 PRELIMINARY TAX OPERATING BUDGET **Planning**

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Organizational Chart



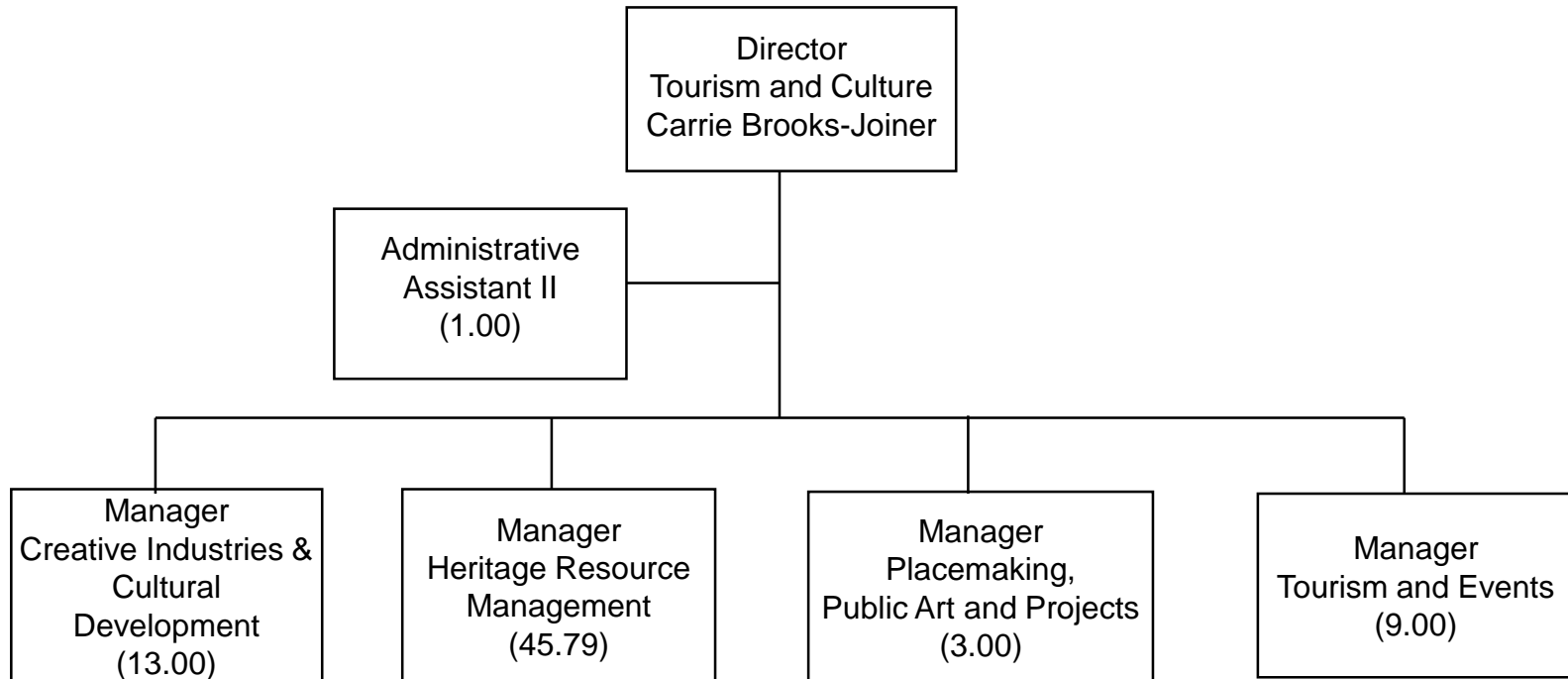
Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2021	4.00	89.00	93.00	22.25:1
2022	4.00	92.00	96.00	23.00:1
Change	0.00	3.00	3.00	

2022 Operating Budget by Section

	2021 Restated Gross	2021 Restated Net	2022 Preliminary Gross	2022 Preliminary Net	2022 Preliminary vs. 2021 Restated	
					Change \$	Change %
Sustainable Communities	951,380	951,380	983,060	983,060	31,680	3.3%
Zoning & Committee of Adjmt	1,426,430	552,600	1,874,440	306,310	(246,290)	(44.6)%
Development Planning	3,680,530	(106,840)	3,489,940	(204,430)	(97,590)	(91.3)%
Director & Admin Planning	975,500	975,500	1,052,590	1,052,590	77,090	7.9%
Heritage & Urban Design	1,911,970	1,907,970	2,168,440	2,164,360	256,390	13.4%
Total Planning	8,945,810	4,280,610	9,568,470	4,301,890	21,280	0.5%

2022 PRELIMINARY TAX OPERATING BUDGET **Tourism & Culture**

Organizational Chart



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2021	5.00	67.79	72.79	13.56:1
2022	5.00	67.79	72.79	13.56:1
Change	0.00	0.00	0.00	

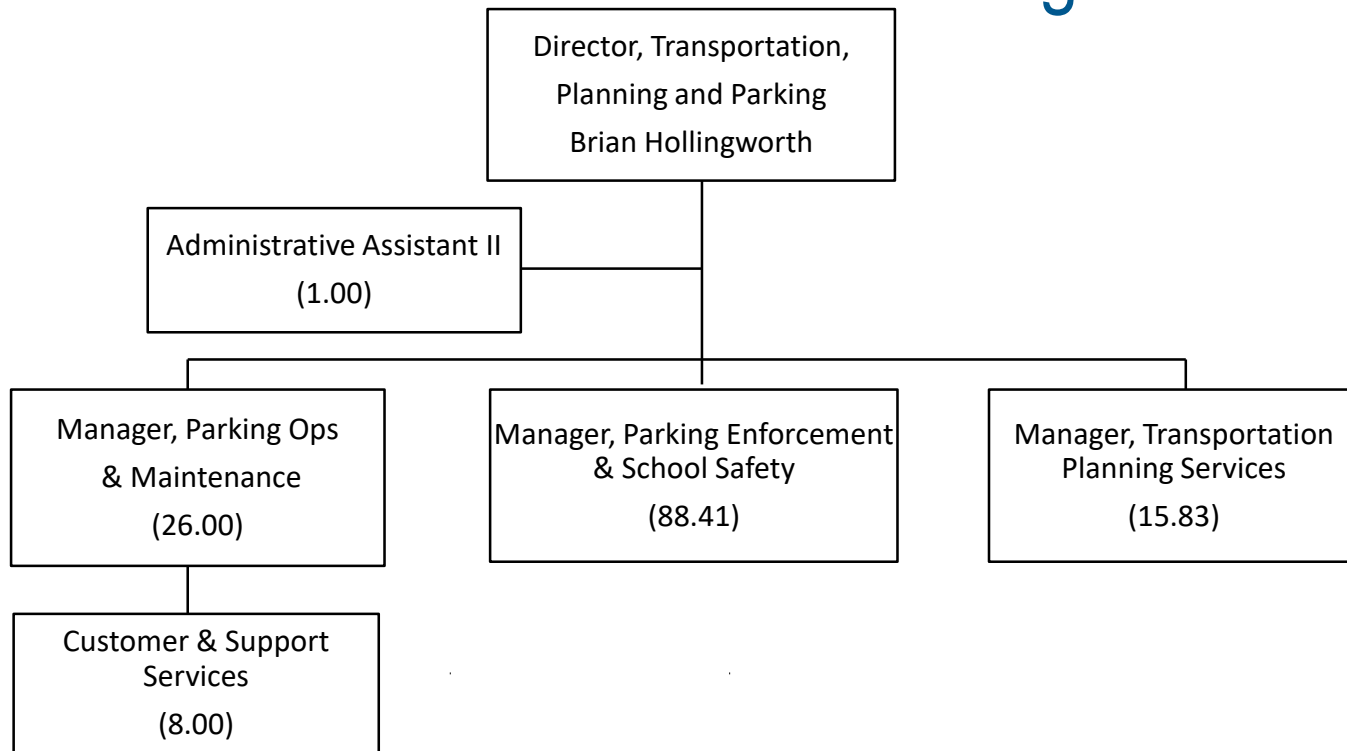
2022 Operating Budget by Section

	2021	2021	2022	2022	2022 Preliminary vs. 2021 Restated	
	Restated Gross	Restated Net	Preliminary Gross	Preliminary Net	Change \$	Change %
Place Making, Public Arts and Projects	695,290	682,990	698,740	683,840	850	0.1%
Creative Industries and Cultural Development	1,828,970	1,749,500	1,820,390	1,740,920	(8,580)	(0.5)%
Heritage Resource Management	5,704,420	4,884,890	5,860,440	5,066,190	181,300	3.7%
Tourism	1,592,830	1,466,470	1,623,370	1,496,530	30,060	2.0%
Directors Office T&C	705,680	705,680	716,310	716,310	10,630	1.5%
Total Tourism & Culture	10,527,190	9,489,530	10,719,250	9,703,790	214,260	2.3%

2022 PRELIMINARY TAX OPERATING BUDGET

Transportation Planning & Parking

Organizational Chart



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2021	4.00	136.24	140.24	34.06:1
2022	4.00	136.24	140.24	34.06:1
Change	0.00	0.00	0.00	

2022 Operating Budget by Section

	2021 Restated Gross	2021 Restated Net	2022 Preliminary Gross	2022 Preliminary Net	2022 Preliminary vs. 2021 Restated	
					Change \$	Change %
Transportation Planning	1,850,910	1,462,730	1,871,600	1,474,900	12,170	0.8%
Directors Office TPP	166,470	166,470	168,090	168,090	1,620	1.0%
Hamilton Municipal Parking System	12,959,320	(1,474,070)	13,058,400	(1,391,120)	82,950	5.6%
School Crossing	1,913,070	1,913,070	1,984,460	1,984,460	71,390	3.7%
Total Transportation Planning and Parking	16,889,770	2,068,200	17,082,550	2,236,330	168,130	8.1%



Hamilton

THANK YOU