

2023 Tax Supported Operating Budget

PLANNING & ECONOMIC DEVELOPMENT



2023 Tax Supported Operating Budget Overview of Services Provided

Land Use Planning

- Official Plans
- Secondary Plans
- Special Studies

Development Approvals

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

Zoning Review

- Zoning development
- Zoning review

Building Permits

- Applicable Law Review
- Ontario Building Code implementation

Building Inspections

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

Growth Management

- Development Engineering
- Growth Planning
- Growth-Related Infrastructure
- Construction Inspection

2023 Tax Supported Operating Budget Overview of Services Provided

Transportation Planning

- Sustainable Mobility and Active Transportation
- Transportation approvals

Parking

- Parking Enforcement
- School Crossing
- Parking Policy
- Parking Operations

Light Rail Transit

Climate Change Initiatives*

*In-year approval 2022

2023 Tax Supported Operating Budget Overview of Services Provided

Real Estate Property Management

- Real Estate Portfolio
- Municipal Land Development
- Farmer's Market
- Airport Lease Management

By-Law Enforcement

- Business Licensing
- Municipal Law Enforcement
- By-law Development
- Public Complaints Handling

Business Investment & Sector Development

- Business Attraction and Retention
- Sector Development

Animal Services

- Adoptions
- Dog Licensing
- By-law Enforcement
- Public Complaints Handling
- Public Education

Commercial Districts & Small Business

2023 Tax Supported Operating Budget Overview of Services Provided

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

2023 Tax Supported Operating Budget Organizational Chart

General Manager
Jason Thorne

Admin. Coordinator
Christina Lam
Tablada

Director Strategic
Growth Initiatives
Tony Sergi

Director Climate
Change Initiatives
Lynda Lukasik

Director LRT
Abdul Shaikh

Director Strategic
Initiatives
Robert Lalli

Director
Transportation
Planning & Parking
Brian Hollingworth
(143.74)

Director Building &
Chief Building Official
Alan Shaw
(102.82)

Director Licensing &
By-Law Services
Monica Ciriello
(112.15)

Director Tourism &
Culture
Carrie Brooks-Joiner
(74.04)

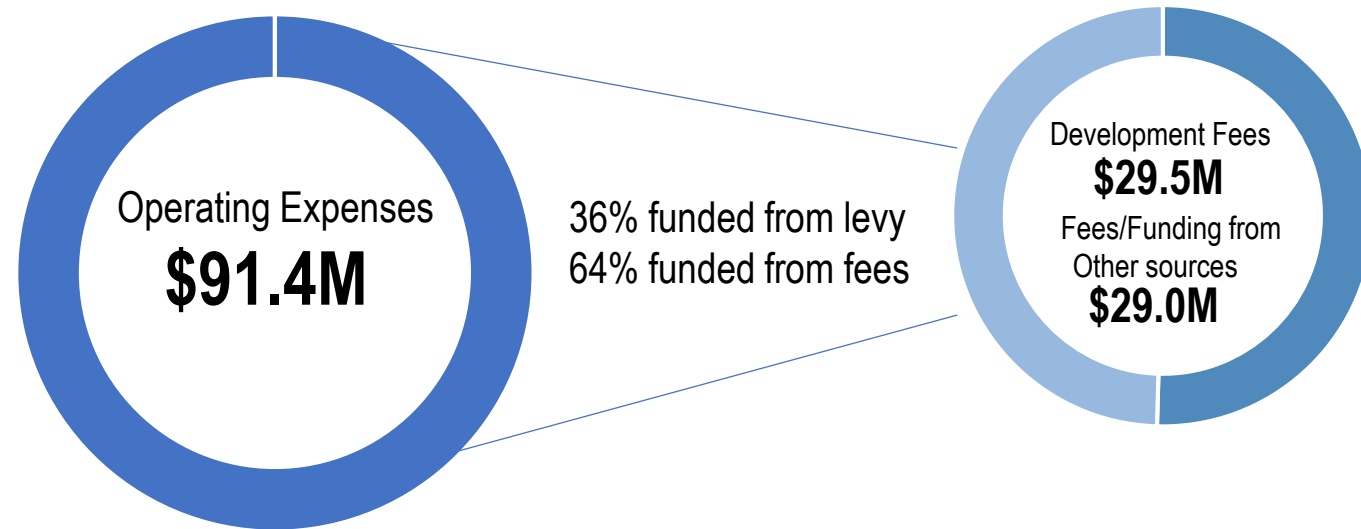
Director Growth
Management
Ashraf Hanna
(62.88)

Director Economic
Development
Norm Schleeahn
(46.99) (4.42*)

Director Planning &
Chief Planner
Steve Robichaud
(101.0)

- 1. Development and Development Approvals**
- 2. Supporting Economic Recovery**
- 3. Parking Revenues**
- 4. Planning for Future Growth**

1. Development and Development Approvals



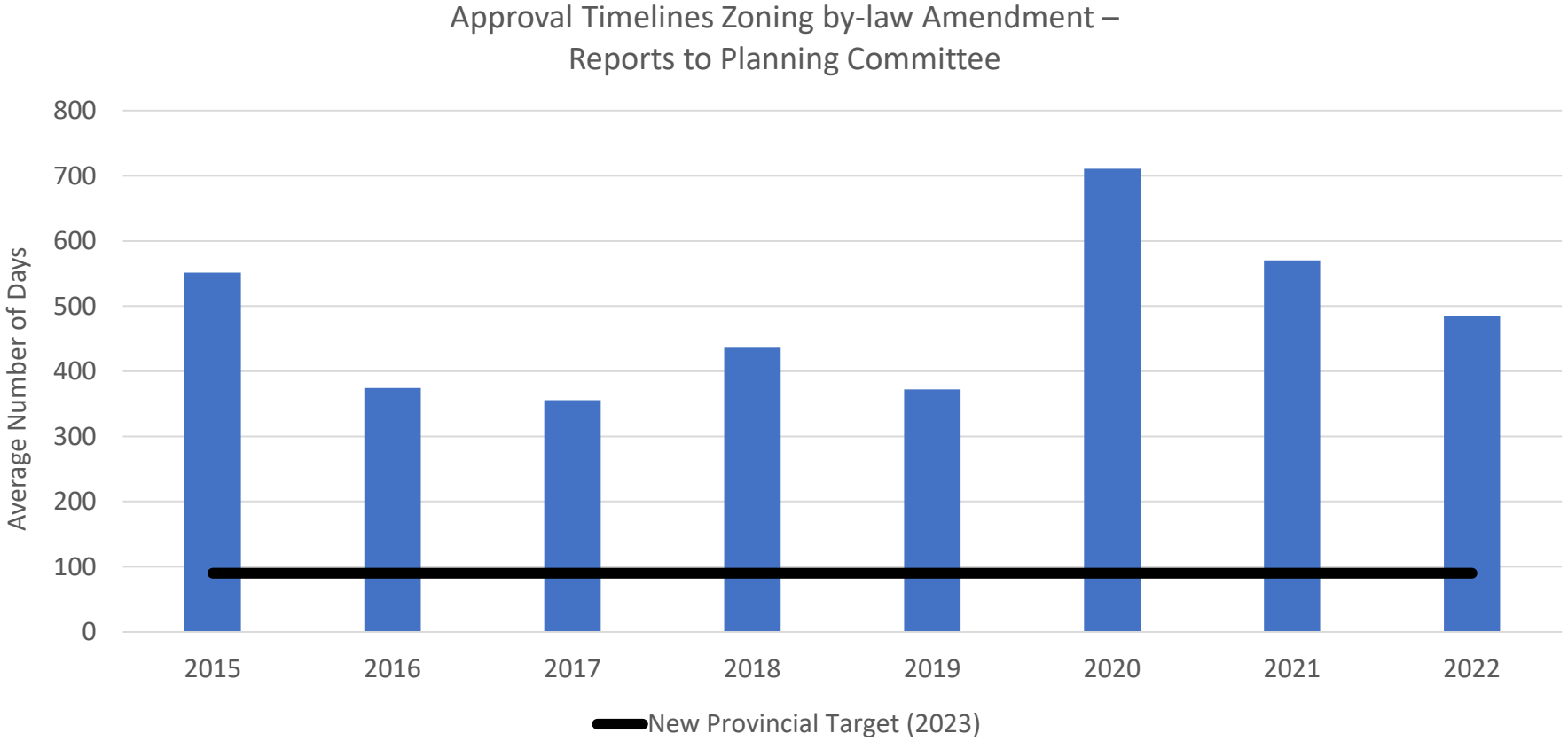
2023 Tax Supported Operating Budget 2023 Departmental Priorities

1. Development and Development Approvals (continued)

| | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 Forecast | 2023 Forecasted Revenue |
|--------------------------------|-------|-------|-------|-------|-------|------|-------|------|---------------|-------------------------|
| OPA (all types) | 23 | 27 | 41 | 25 | 16 | 28 | 24 | 24 | 13 | \$530,096 |
| ZBA (all types) * | 59 | 67 | 87 | 59 | 54 | 46 | 54 | 62 | 30 | \$1,634,569 |
| Condos (all types) | 19 | 16 | 12 | 16 | 8 | 15 | 21 | 10 | 15 | \$335,290 |
| Site Plans (all types)* | 186 | 192 | 234 | 223 | 179 | 130 | 191 | 174 | 128 | \$2,304,063 |
| Subdivision (all types) | 17 | 18 | 10 | 11 | 5 | 9 | 10 | 10 | 8 | \$858,994 |
| Severances | 112 | 107 | 114 | 157 | 135 | 94 | 132 | 113 | 129 | \$384,794 |
| Minor Variances | 386 | 444 | 470 | 428 | 466 | 268 | 455 | 341 | 415 | \$1,421,575 |
| Formal Consultation | 114 | 163 | 139 | 139 | 139 | 148 | 168 | 142 | 123 | \$2,592,005 |
| OTHER | 145 | 133 | 158 | 128 | 143 | 85 | 100 | 11 | 24 | \$4,355,036 |
| | | | | | | | | | | |
| TOTAL | 1,061 | 1,167 | 1,265 | 1,186 | 1,145 | 823 | 1,155 | 887 | 885 | 14,416,422 |

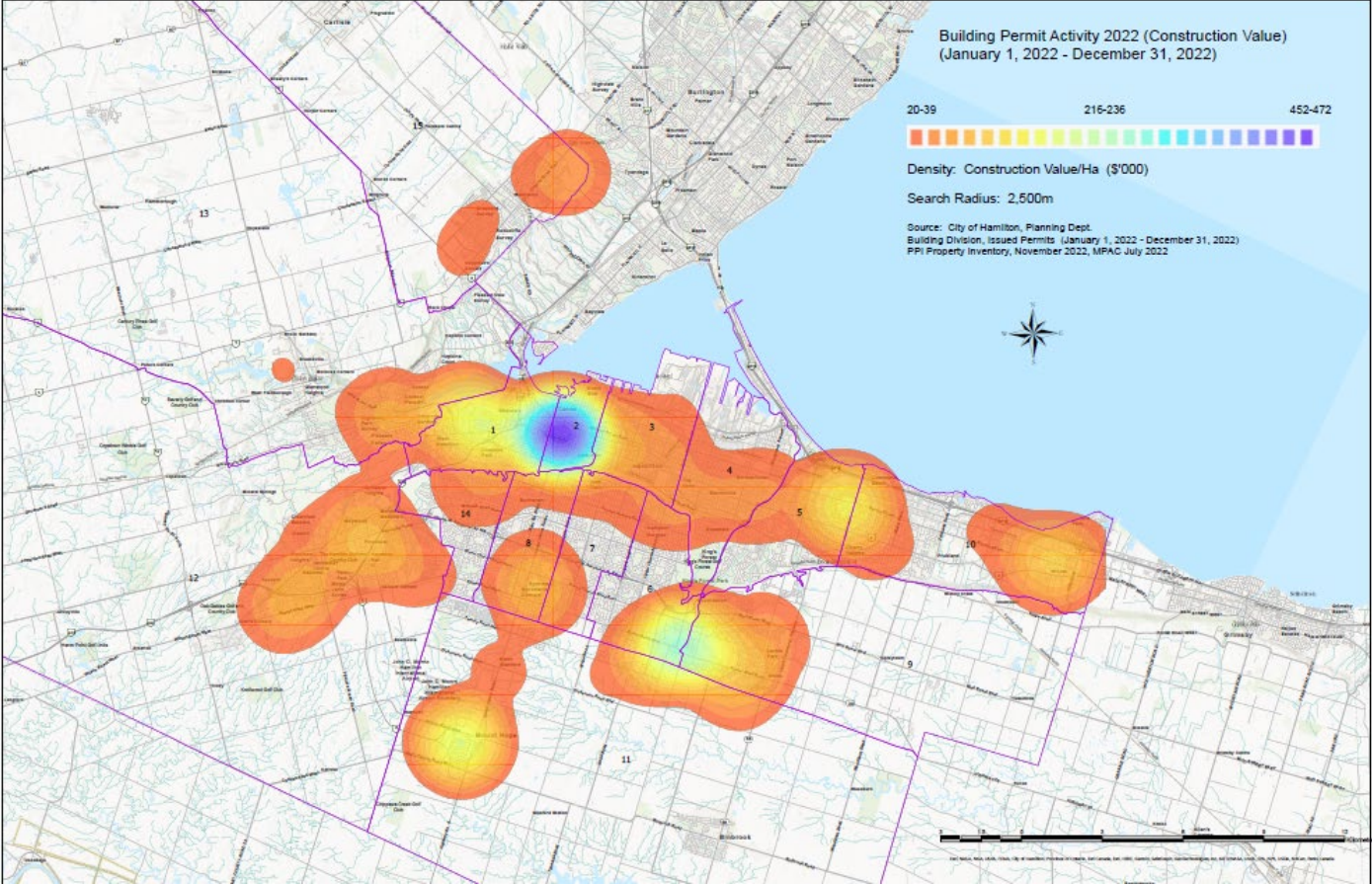
* Indicates application types eligible for refund with missed timeline (\$3.9M)

1. Development and Development Approvals (continued)

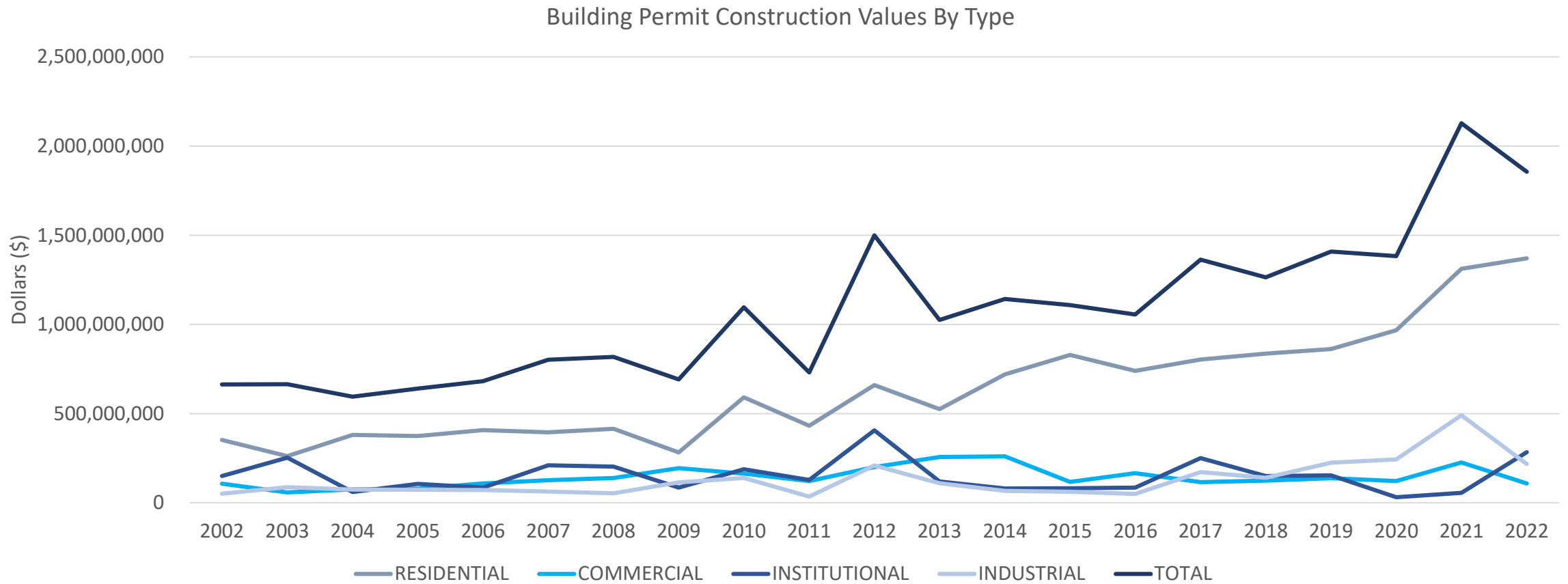


1. Development and Development Approvals (continued)

| 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 |
| 2020 | \$1,383,480,564 |
| 2021 | \$2,128,166,392 |
| 2022 | \$1,856,371,964 |

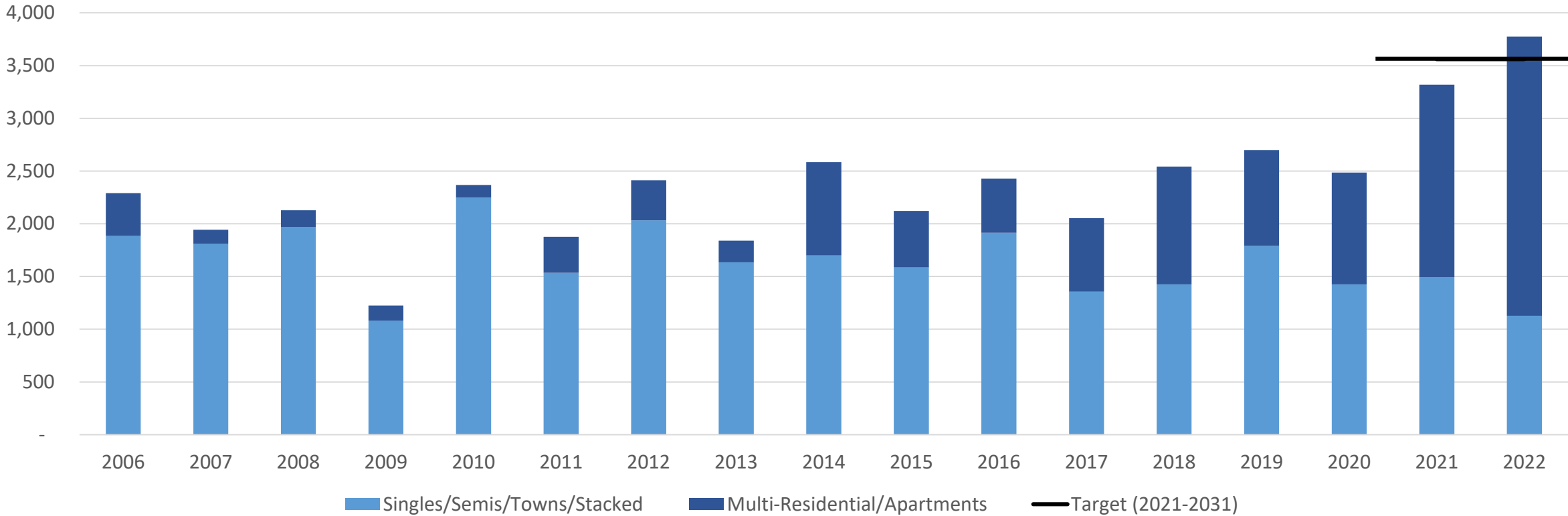


1. Development and Development Approvals (continued)

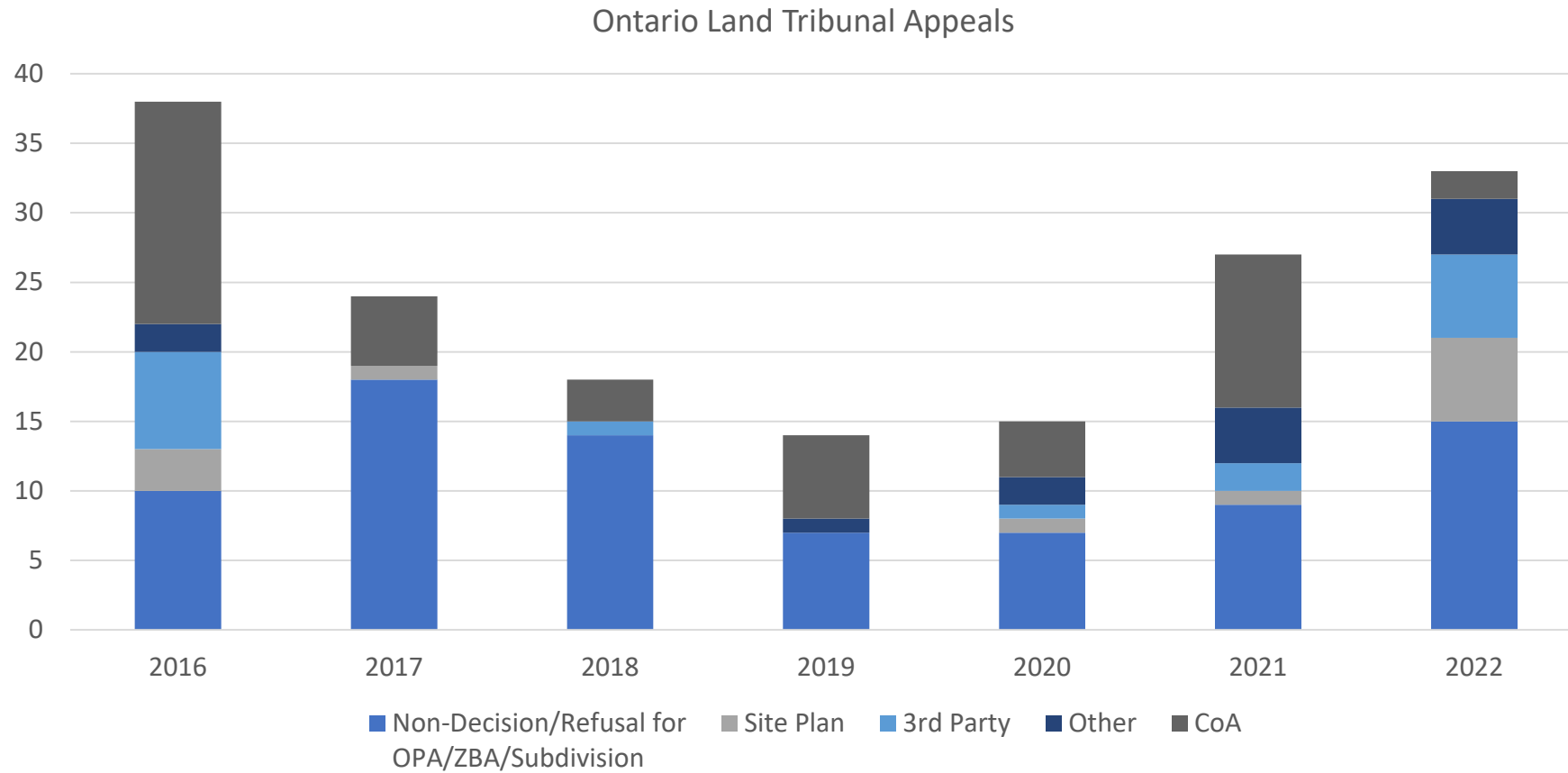


1. Development and Development Approvals (continued)

Housing Units



1. Development and Development Approvals (continued)

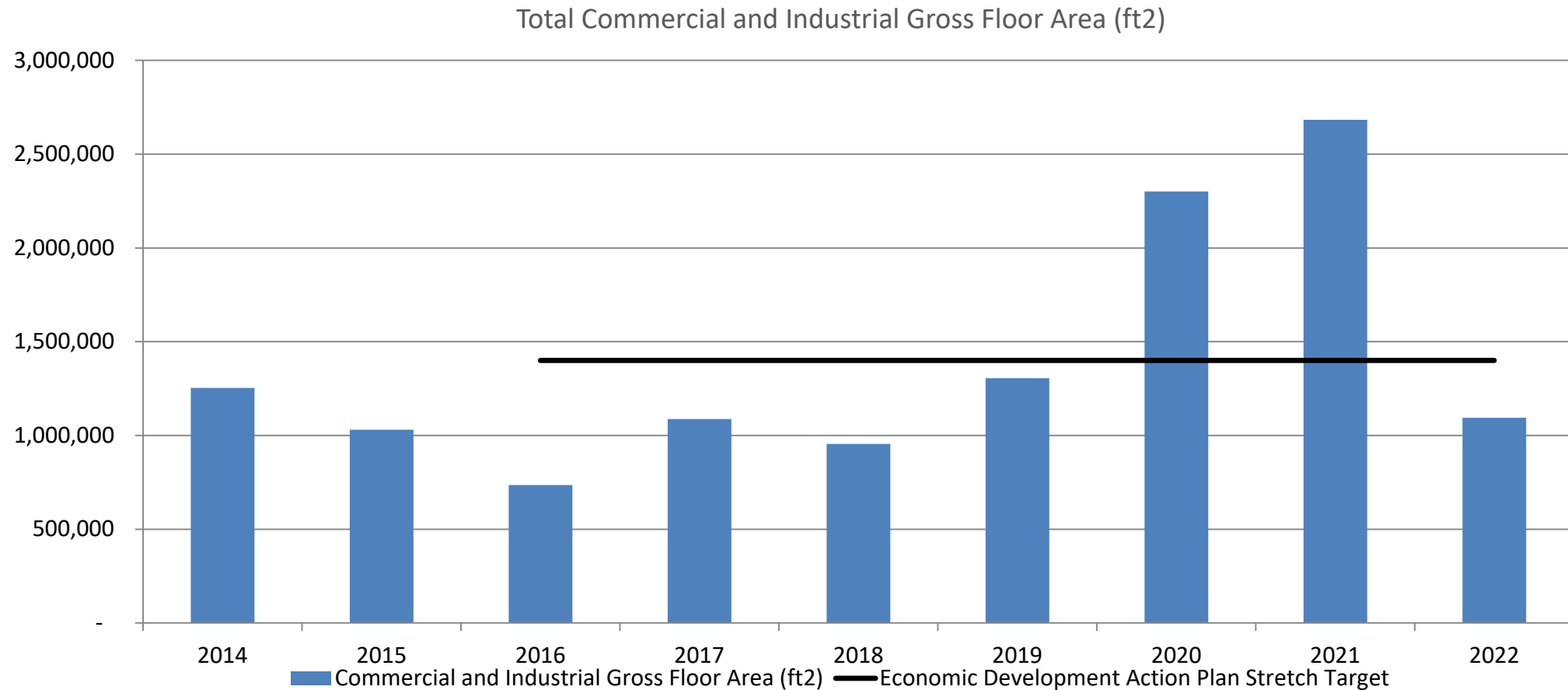


1. Development and Development Approvals (continued)

Key considerations and potential budget implications

- Development activity levels
 - Macro-economic trends
 - Uncertain response of development industry to legislative changes and to Minister's decision on urban boundary (e.g. Site Plan volumes, Plans of Subdivision)
 - OLT appeals
 - Budgeted revenues of approx. \$4M are "at risk" for refunds if timelines not met
- Development Fee Stabilization Reserve and Building Reserve
- Recruitment and retention

2. Supporting Economic Recovery

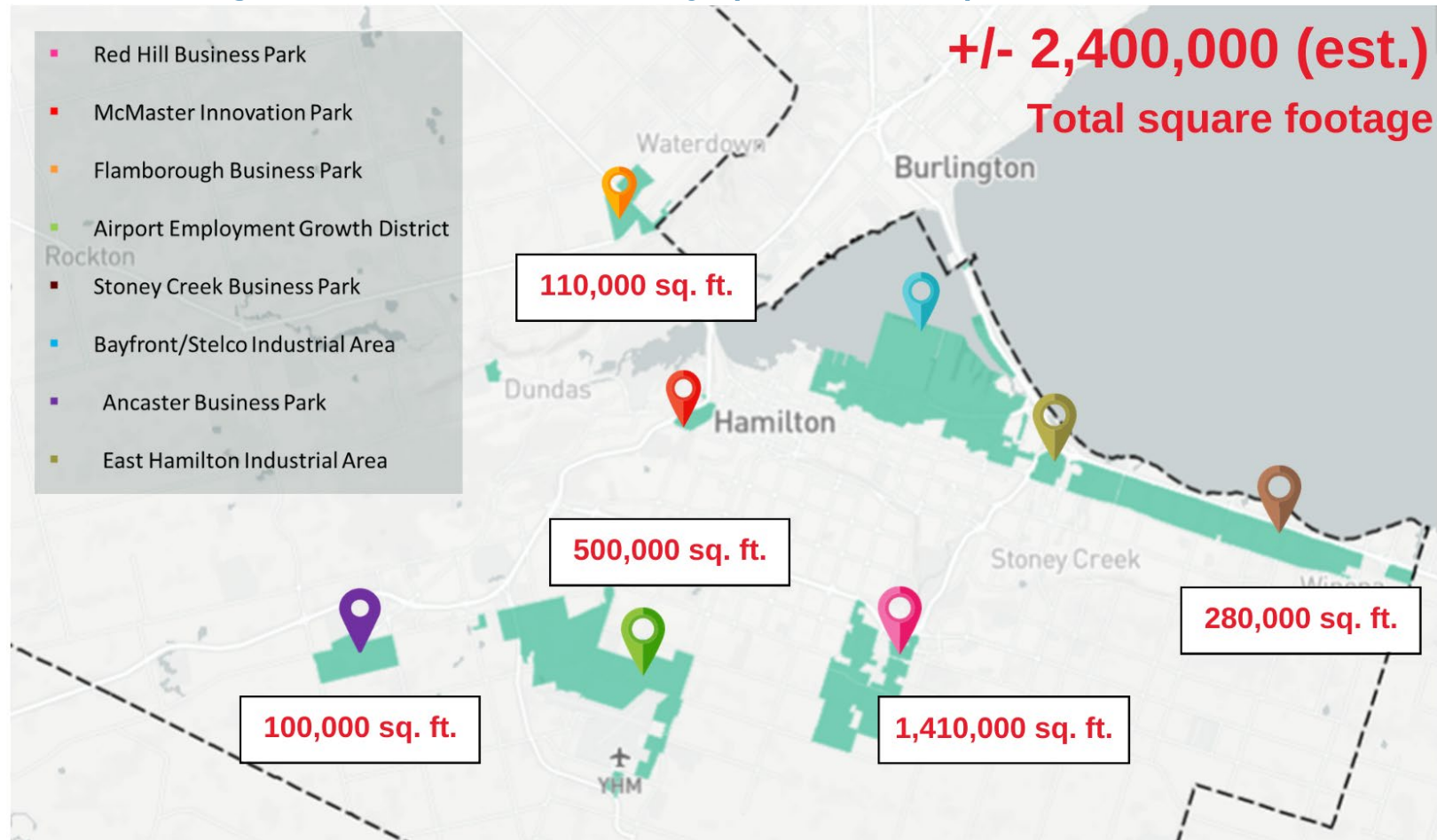


2. Supporting Economic Recovery (continued)



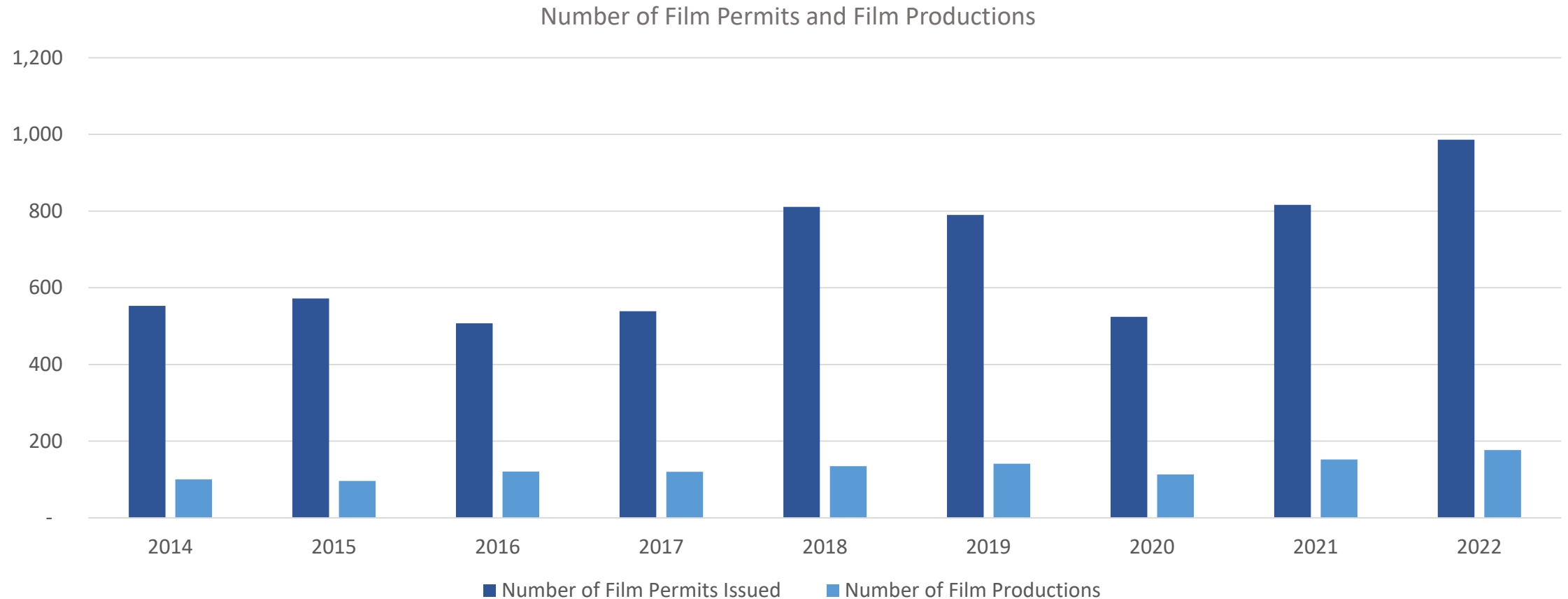
**Completed and Ongoing Projects
Business Park Developments 2022**

2. Supporting Economic Recovery (continued)



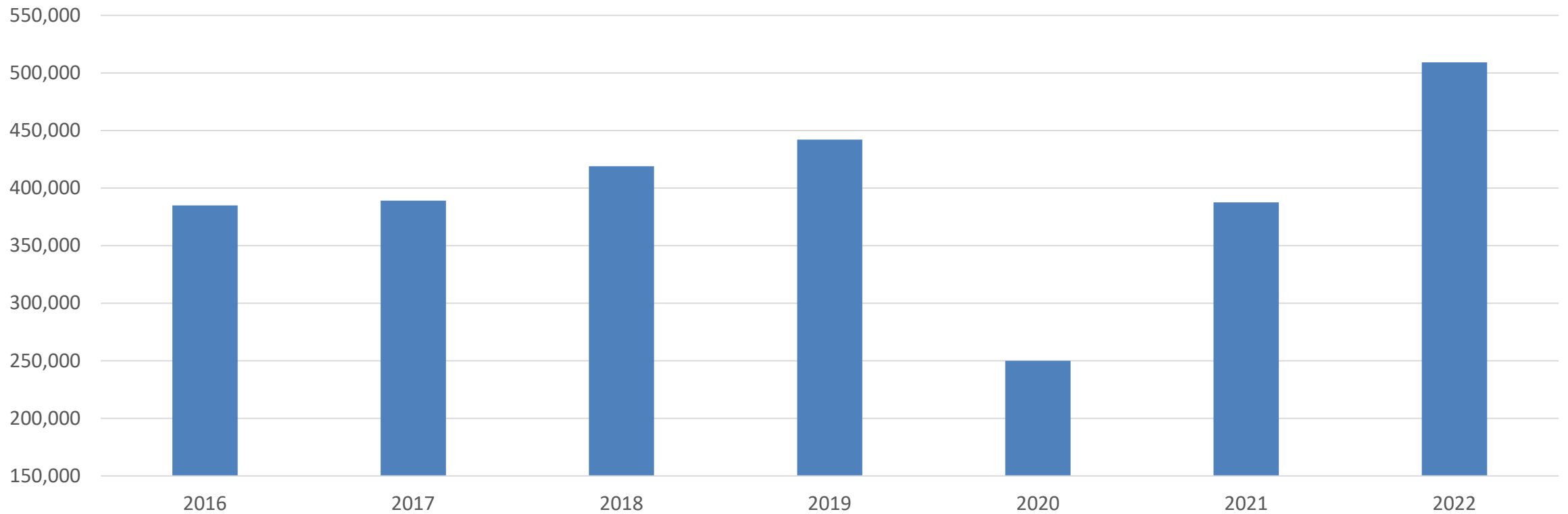
**Anticipated Projects
Business Park Developments 2023**

2. Supporting Economic Recovery (continued)



2. Supporting Economic Recovery (continued)

Total City-Wide Hotel Stays



2. Supporting Economic Recovery (continued)

| Year | Office Vacancy |
|------|----------------|
| 2019 | 11.9% |
| 2020 | 12.5% |
| 2021 | 12.9% |
| 2022 | 13.29% |

2. Supporting Economic Recovery (continued)

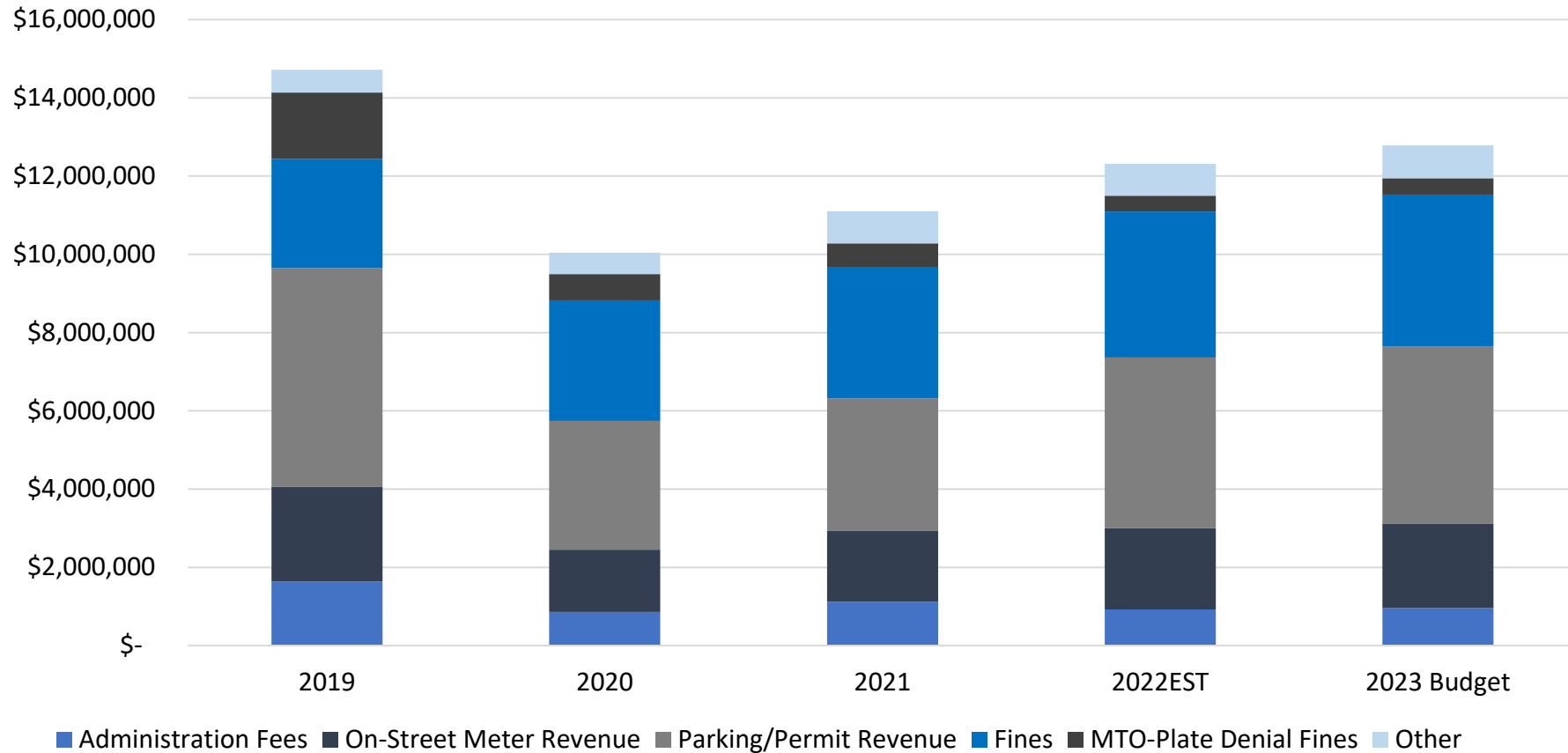
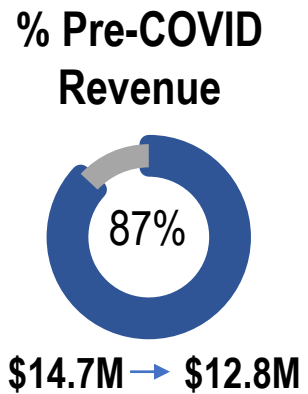
- High demand for small business support programs
 - Hamilton Business Centre
 - Digital Main Street
 - My Main Street Accelerator Program and My Main Street Ambassadors
 - Mayor's Task Force on Economic Recovery Investments

2. Supporting Economic Recovery (continued)

Key considerations and potential budget implications

- Commercial / Industrial
 - Pressure on DC revenues
 - Workforce development
 - Shovel ready land supply
- Film Industry
 - Continued strength in film production in Hamilton causing staffing pressures to support permitting, coordination of City services and community liaison
- Expect office study to identify need for further supports
- Continued emphasis on small business and Business Improvement Area (BIA) support programs

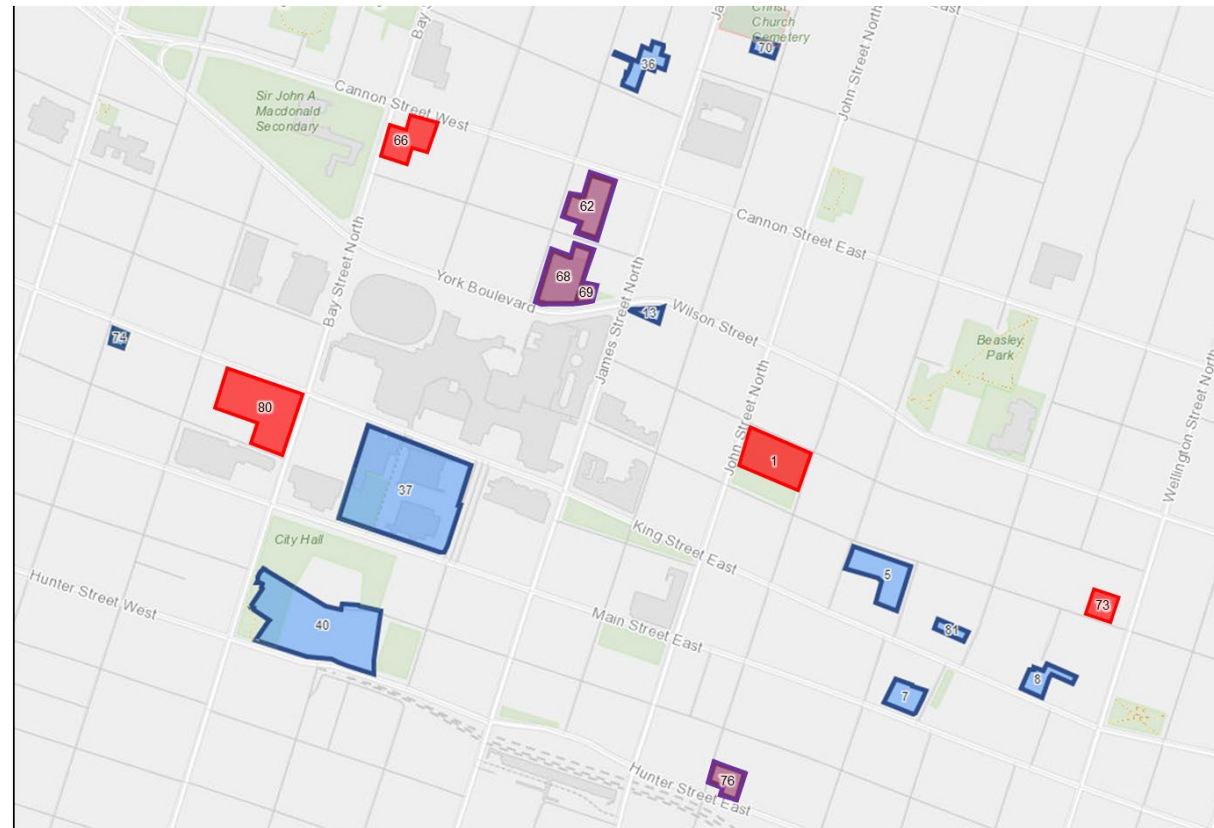
3. Parking Revenues



3. Parking Revenues (continued)

Downtown Municipal Carparks 2018 - 2028

- Re-purposed In Past 5 Years (502 spaces)
- To Be Repurposed In Next 5 Years (1,022 spaces)
- To Be Maintained (1,835 spaces)

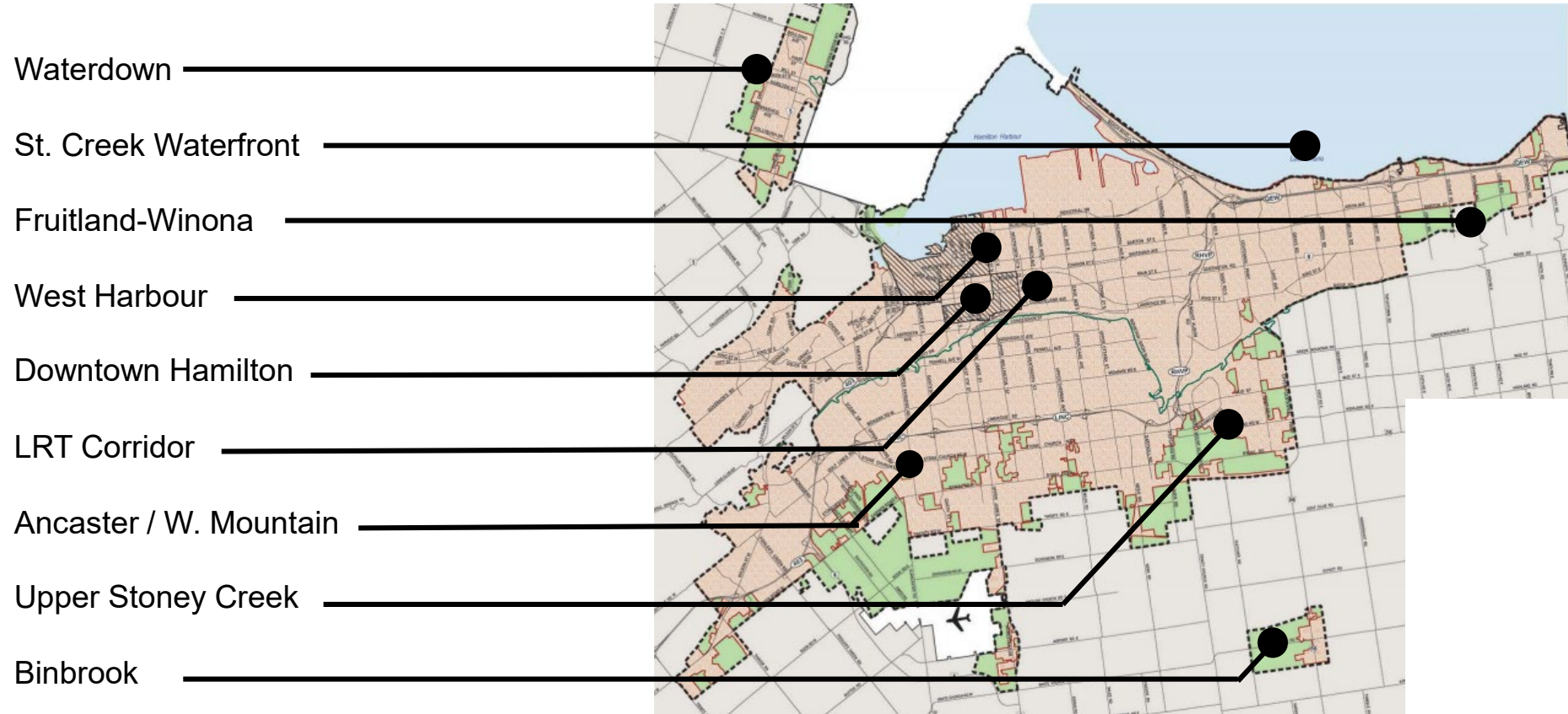


3. Parking Revenues (continued)

Key considerations and potential budget implications

- Augment parking supply with integrated parking in new development projects.
- Leveraging new technologies for supply management, cost-saving and revenue growth.
 - Pay by phone only zones
 - License Plate Recognition for enforcement
 - Curbside Management
 - Flex passes

4. Planning for Future Growth



4. Planning for Future Growth (continued)

Major growth-related infrastructure and investments

- LRT
- Waterdown Area – North Waterdown Drive construction east of Centre Road; Parkside Drive urbanization; Waterdown Road reconstruction
- Airport Employment Growth District (AEGD) – Garner Road and Dickenson Road trunk sanitary sewer and watermain construction
- Glanbrook / Binbrook – Nebo Road and Binbrook Road urbanization; Dartnall Road Extension
- Lower Stoney Creek – Centennial Parkway Trunk Sanitary Twinning; Arvin Road Extension; Barton Street urbanization; Gordon Dean Avenue construction
- City-Wide – Parks, public space, community services, transit, active transportation, placemaking,

4. Planning for Future Growth (continued)

Major growth-related policy and planning priorities

- Low density residential zoning / “fourplex” zoning initiative
- Family Friendly Housing
- Major Transit Station Area planning and Inclusionary Zoning
- Low impact development guidelines, green standards and engineering standards
- Parking standards

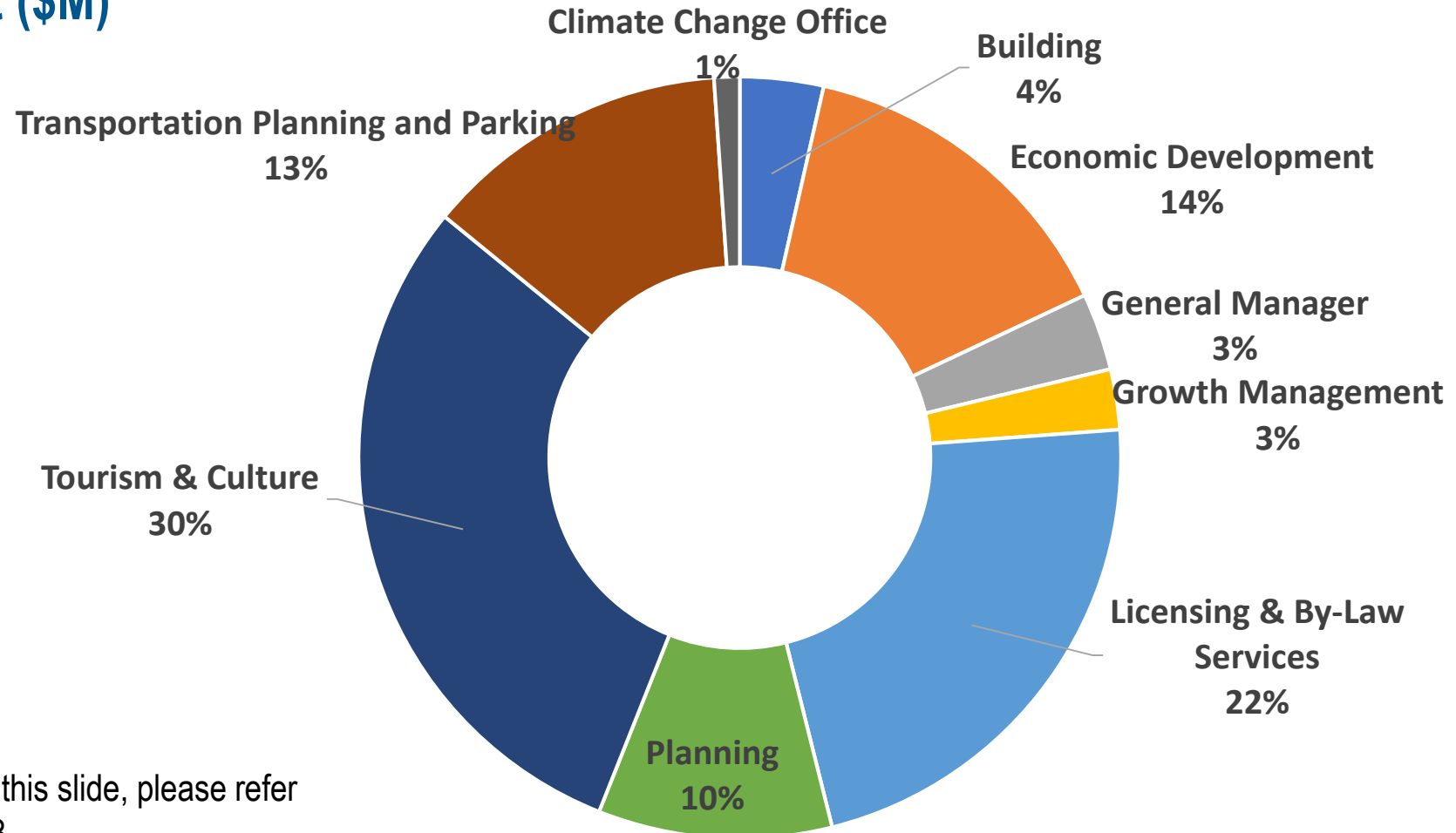
4. Planning for Future Growth (continued)

Key considerations and potential budget implications

- Secondary planning for new growth areas, including associated technical studies
- Likely need to respond to privately-initiated Official Plan Amendment, Zoning and/or Plan of Subdivision applications
- Potential implications for long-term master planning work

2023 Tax Supported Operating Budget Where Your Money Goes

Net Levy Budget (\$M)



NOTE: For more information on this slide, please refer to full budget report pages 44-83

2023 Tax Supported Operating Budget
2023 Preliminary Tax Operating Budget

| Division | 2022 | 2023 | Variance | Variance |
|--|-------------------|--------------------|------------------|-------------|
| | Restated Budget | Preliminary Budget | (\$) | (%) |
| Building | 1,184,186 | 1,202,445 | 18,260 | 1.5% |
| Economic Development | 5,386,969 | 5,511,979 | 125,010 | 2.3% |
| General Manager PED | 915,310 | 921,506 | 6,196 | 0.7% |
| Growth Management | 881,183 | 899,699 | 18,516 | 2.1% |
| Licensing & By-Law Services | 6,941,528 | 7,175,020 | 233,492 | 3.4% |
| LRT | (0) | (0) | 0 | - |
| Planning | 3,721,467 | 3,740,165 | 18,698 | 0.5% |
| Tourism & Culture | 9,716,929 | 10,155,665 | 438,736 | 4.5% |
| Transportation Planning and Parking | 2,873,713 | 2,921,633 | 47,920 | 1.7% |
| Sub-Total Planning & Economic Development | 31,621,284 | 32,528,113 | 906,829 | 2.9% |
| Climate Change Office | 147,954 | 368,264 | 220,309 | |
| Total Planning & Economic Development | 31,769,238 | 32,896,377 | 1,127,138 | 3.5% |

\$32.9M

represents

5%

of City Expenditures



2023 Preliminary Tax Operating Budget - Complement

| | 2022 Approved Budget | 2022 Restated Budget | 2023 Preliminary Budget | 2023 Preliminary vs. 2022 Restated | |
|---|----------------------------|----------------------------|-------------------------------|---------------------------------------|--------------|
| | | | | FTE | % |
| <u>PLANNING & ECONOMIC DEVELOPMENT</u> | | | | | |
| General Manager | 7 | 8 | 9 | 1.00 | 12.50% |
| Transportation, Planning and Parking | 141.24 | 141.24 | 143.74 | 2.50 | 1.80% |
| Building | 100.82 | 100.82 | 102.82 | 2.00 | 2.00% |
| Economic Development | 46.99 | 46.99 | 47.24 | 0.25 | 0.50% |
| Growth Management | 60.88 | 60.88 | 62.88 | 2.00 | 3.30% |
| Licensing & By-Law Services | 113.15 | 113.15 | 112.15 | (1.00) | -0.90% |
| Planning | 96 | 96 | 101 | 5.00 | 5.20% |
| Tourism & Culture | 74.04 | 74.04 | 74.04 | - | 0.00% |
| LRT | - | - | 6.00 | 6.00 | 100.00% |
| Total Planning & Economic Development | 640.12 | 641.12 | 658.87 | 17.75 | 2.80% |

Financial Implications of the Pandemic

- Continued pressure on parking revenues
 - Primary impact is on monthly permits and off-street
 - 2023 forecast of \$12.8M vs. 2019 revenues of \$14.7M
- Continued pressure on business licensing revenues
 - Primary impacts on Personal Transportation Provider and taxi licensing
- Delay of Municipal Accommodation Tax implementation
 - Approved by Council to be launched January 1, 2023

Inflation and Interest Rates

- Moderate impact on Planning and Economic Development
- Primary impacts reflected in cost pressures for delivery of capital programs in Tourism and Culture, Transportation Planning, and Growth Management

Supply Chain Issues

- Moderate impact on Planning and Economic Development
- Primary impacts reflected in cost pressures for delivery of capital programs in Tourism and Culture, Transportation Planning, and Growth Management

Service Demand Pressures

- Development approvals
- By-law enforcement calls for service (encampments, site alteration)
- Film permits and film office

Legislative / Provincial Funding Changes

- Loss of Cannabis Enforcement provincial funding
- Legislative changes impacting development review process
 - Reduced role for Conservation Authorities in development approvals process likely to add resource pressures on Planning Division
 - Changes to provincial heritage legislation impacting heritage designation process and priorities

2023 Council Referred Items and Business Cases

| | 2022 Restated Budget | 2023 Preliminary Budget | Variance (\$) | Variance (%) |
|--|-------------------------------------|--|--------------------------|-------------------------|
| Total Planning & Economic Development | 31,769,238 | 32,896,377 | 1,127,138 | 3.5% |
| Council Referred Items | | | - | |
| 1.1 Annual Support for Bay Area Climate Change Office | | 160,000 | 160,000 | |
| 1.2 New Project Manager for Climate Change Office | | 71,700 | 71,700 | |
| 1.3 New Senior Project Manager for Climate Change Office | | 79,800 | 79,800 | |
| 1.4 Canada Day Event | | 128,300 | 128,300 | |
| 1.5 Nuisance Party By-Law | | 70,900 | 70,900 | |
| Business Cases | | | - | |
| 1.1 Chief Real Estate Officer | | - | - | |
| 1.2 Film Production Facilitation | | - | - | |
| Total Council Referred Items and Business Cases | | 510,700 | 510,700 | |
| Total Planning & Economic Development with Enhancements | 31,769,238 | 33,407,077 | 1,637,838 | 5.2% |

2023 Tax Supported Operating Budget Department Multi-Year Outlook

| | 2024 | | | 2025 | | | 2026 | | |
|--|-------------------|------------------|-------------|-------------------|------------------|-------------|-------------------|------------------|-------------|
| | \$ | 2024 vs 2023 | | \$ | 2025 vs 2024 | | \$ | 2026 vs 2025 | |
| | | \$ | % | | \$ | % | | \$ | % |
| PLANNING & ECONOMIC DEVELOPMENT | | | | | | | | | |
| General Manager PED | 1,348,340 | 58,570 | 4.5% | 1,411,390 | 63,050 | 4.7% | 1,472,330 | 60,940 | 4.3% |
| Transportation Planning and Parking Building | 3,101,360 | 179,730 | 6.2% | 3,363,700 | 262,340 | 8.5% | 3,611,290 | 247,590 | 7.4% |
| Economic Development | 1,246,020 | 43,570 | 3.6% | 1,290,880 | 44,860 | 3.6% | 1,330,080 | 39,200 | 3.0% |
| Growth Management | 5,725,700 | 213,720 | 3.9% | 5,928,360 | 202,660 | 3.5% | 6,103,620 | 175,260 | 3.0% |
| Licensing & By-Law Services | 1,070,140 | 170,440 | 18.9% | 1,218,640 | 148,500 | 13.9% | 1,322,810 | 104,170 | 8.5% |
| Planning | 7,784,620 | 609,600 | 8.5% | 8,123,590 | 338,970 | 4.4% | 8,422,950 | 299,360 | 3.7% |
| Tourism & Culture | 4,011,860 | 271,700 | 7.3% | 4,277,200 | 265,340 | 6.6% | 4,450,530 | 173,330 | 4.1% |
| | 10,438,380 | 282,710 | 2.8% | 10,694,020 | 255,640 | 2.4% | 10,928,980 | 234,960 | 2.2% |
| TOTAL PLANNING & ECONOMIC DEVELOPMENT | 34,726,420 | 1,830,040 | 5.6% | 36,307,780 | 1,581,360 | 4.6% | 37,642,590 | 1,334,810 | 3.7% |

THANK YOU

Building Division

- Continued focus on service delivery and approval timelines
- Implementation of “good neighbour” guidelines
- Digitization of existing Microfiche and paper records to increase ease of access and reduce retrieval time
- Improvements to e-permit portal and streamlining digital permit application process
- Ongoing efforts to convert existing Building Division fleet to electric vehicles

Climate Change Office

- Finalizing staff resourcing and implementation of internal governance structure
- Establishment of Advisory Committee and external stakeholder relations
- Prioritization of actions within the Climate Action Strategy
- Prioritization of Climate Reserve Fund investments:
 - Home Energy Retrofit Opportunity (HERO) Pilot Project
 - Carbon Budget process
 - Green Procurement
 - Corporate and community climate action initiatives

Economic Development Division

- Complete sector strategies for Manufacturing and Foreign Direct Investment
- Complete Workforce Development strategy
- Update Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant Program
- Complete Commercial Centres and Retail Study
- Complete Hamilton Farmers' Market Visioning Exercise & Governance Review
- Complete Discovery Centre Strategy

Growth Management Division

- Continued focus on service delivery and approval timelines, and implementation of process changes as a result of Bill 109 and Bill 23
- Finalization of Fruitland-Winona Block 1 Servicing Strategy and subdivision approvals for Fruitland-Winona
- Delivery of key growth-related infrastructure investments
- Finalization and implementation of Low Impact Development / Green Infrastructure Guidelines
- Coordination of master planning and Local Service Policy updates for 2024 DC By-law

Licensing and By-Law Services Division

- Continued response to high volumes of service requests
- Update to By-law Enforcement Service Level and Prioritization Strategy
- Implementation of recent new by-laws: Short-Term Rentals, Rental Housing, Nuisance Parties
- Continued role of by-law services related to property standards and rental housing
- Strengthen Animal Services Adoption Program with Community Partners

Light Rail Transit Office

- Finalization of remaining MOU schedules, including train operator service agreement, municipal infrastructure agreement and municipal funding agreement
- Support for Metrolinx procurement process
- Support for Metrolinx community engagement
- Updating design concept to current standards
- Construction of LRT Enabling Works
- Determination of complementary City infrastructure betterments / enhancements

Planning Division

- Continued focus on approval timelines and implementation of process changes as a result of Bills 109/23
- Municipal Comprehensive Review Phase 2 and 3 including secondary plan conformity, Inclusionary Zoning Framework and Major Transit Station Area Planning
- Continue Zoning By-law Reform (parking, extension of new Low Density Residential Zoning)
- Update of Site Plan/Urban Design Guidelines incorporating sustainability and LID
- Review of public consultation and engagement requirements for development applications
- Housing policy (Family Friendly Housing, Condo Conversions, Rental Housing Protection)
- New policy initiatives including Urban Forest Strategy and Biodiversity Strategy
- Heritage designations and Dundas Heritage Conservation District Review

Tourism & Culture Division

- Major capital works (St. Mark's, Children's Museum, Griffin House, Visitor Experience Centre)
- Civic Museum Strategy implementation and monuments review
- Finalization of new Tourism Strategy and implementation of Municipal Accommodation Tax
- Secure and support major events (Grey Cup, Canadian Country Music Awards)
- Implementation of expanded placemaking program
- Anticipated increase in film activity

Transportation Planning and Parking Division

- Development review and implementation of new Complete Streets Guidelines
- Develop new Integrated Active Transportation and Recreational Trails Master Plan and acceleration of Cycling Master Plan Implementation
- Transportation Development Charges Background Study
- A-Line Rapid Transit Corridor Visioning and Preliminary Design
- Continued parking modernization, including technology deployments and EV strategy
- Sustainable mobility initiatives including Smart Commute, King Street Open Streets pilot project and launch of Commercial E-Scooter Program