

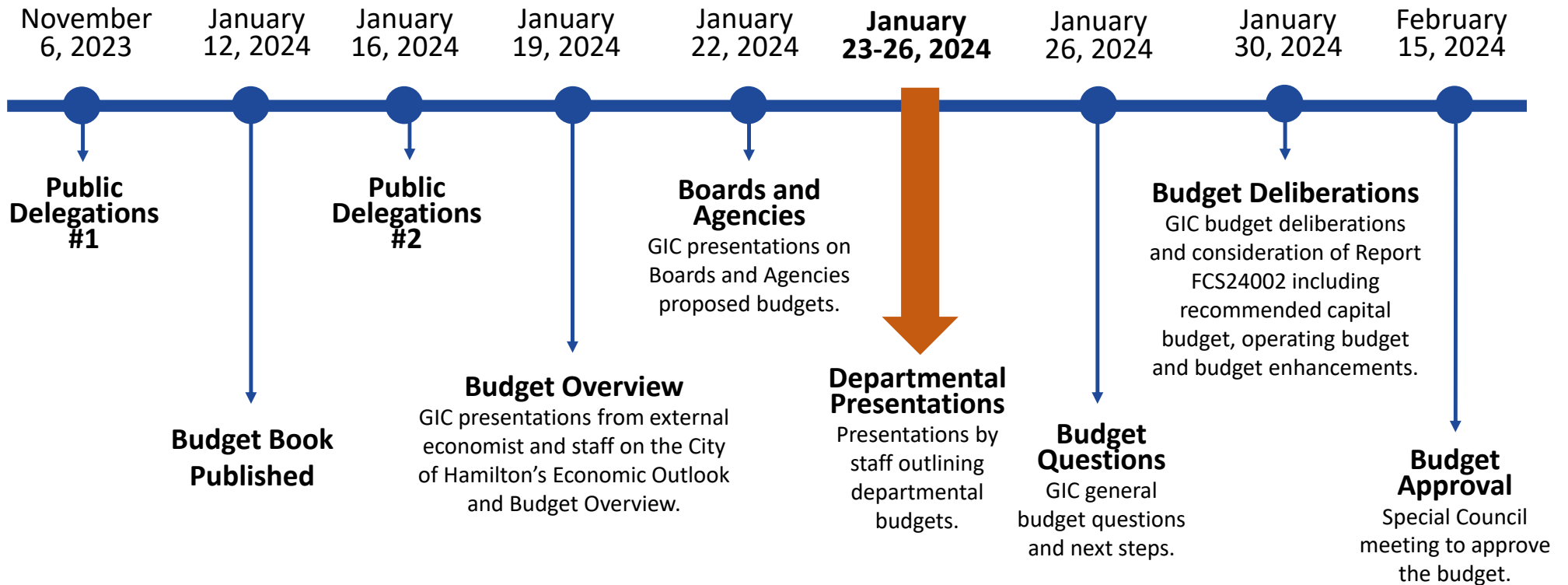
2024 Proposed Operating and Capital Budget Presentation

# PLANNING AND ECONOMIC DEVELOPMENT

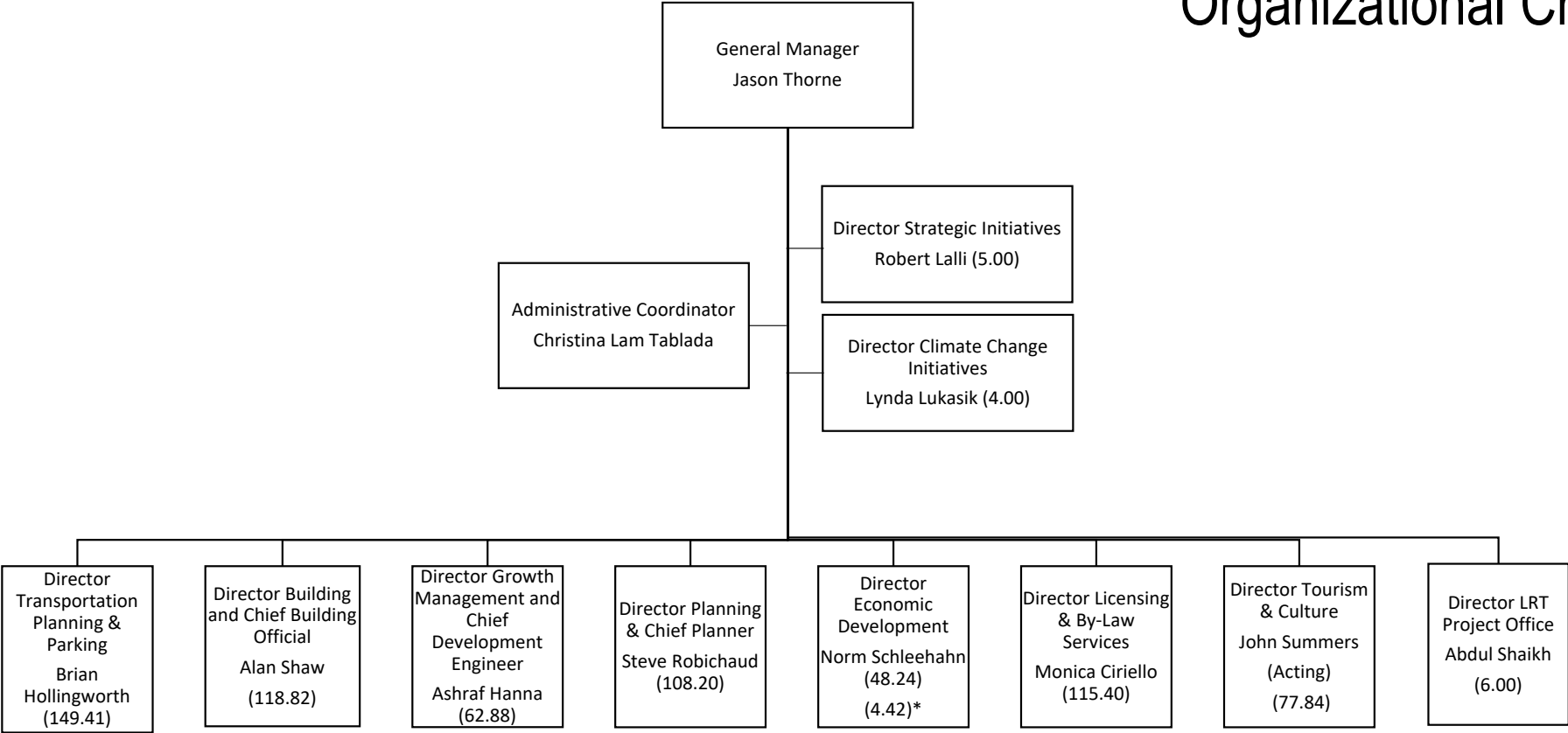


JANUARY 26, 2024

# 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%
<b>Total Planning &amp; Economic Development</b>	<b>33,326</b>	<b>34,884</b>	<b>1,558</b>	<b>4.7%</b>	<b>1,561</b>	<b>-</b>	<b>3,119</b>	<b>9.4%</b>

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

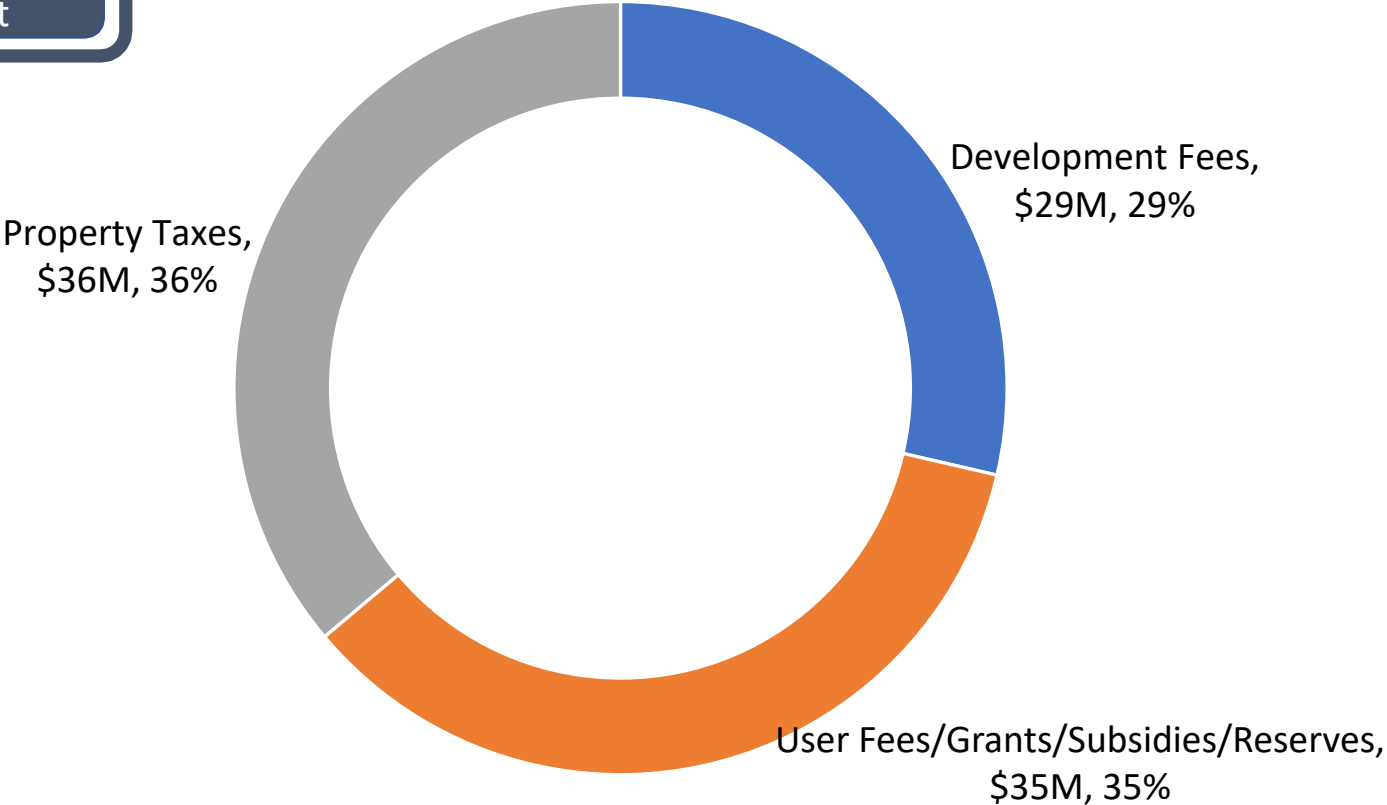
## 2024 Proposed Complement

	2023 Approved Budget	2023 Restated Budget	2024 Proposed Budget	2024 Proposed vs. 2023 Restated	
				FTE	%
<b><u>PLANNING &amp; ECONOMIC DEVELOPMENT</u></b>					
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%
<b>Total Planning &amp; Economic Development</b>	<b>676.19</b>	<b>676.19</b>	<b>697.79</b>	<b>21.60</b>	<b>3.2%</b>



# 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	
			\$	%		\$	%		\$	%
<b>PLANNING &amp; ECONOMIC DEVELOPMENT</b>										
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%
<b>TOTAL PLANNING &amp; ECONOMIC DEVELOPMENT</b>	<b>36,445</b>	<b>40,629</b>	<b>4,184</b>	<b>11.5%</b>	<b>41,965</b>	<b>1,335</b>	<b>3.3%</b>	<b>43,029</b>	<b>1,064</b>	<b>2.5%</b>

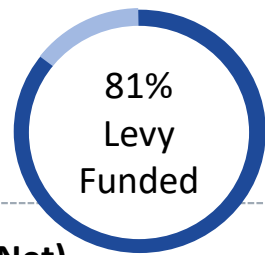
\* NOTE: For more information on this slide, please refer to full budget report page 24

# Proposed Capital Budget



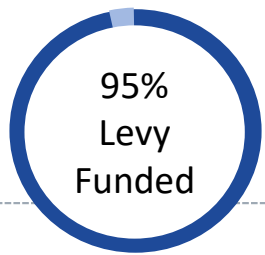
# 2024 Proposed Capital Budget Summary (1 of 3)

## 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

0%  
Levy  
Funded

### 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

38%  
Levy  
Funded

### 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

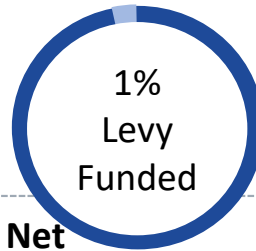
### Parking Repairs and Improvements (\$0 Net | \$2.3M gross)

### 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

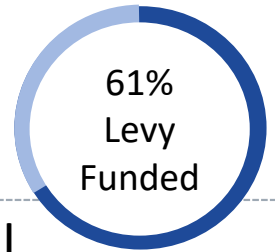
### Other (\$0M Net | \$3.6M gross)

- 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

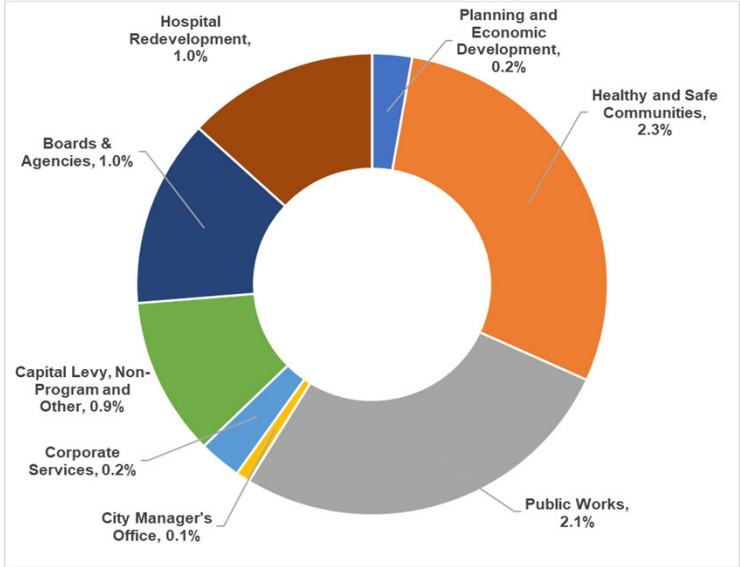
# Proposed Budget Summary

## Planning & Economic Development Impact on Tax Levy

<b>OPERATING</b>	<b>2023 Restated Budget</b>	<b>2024 Preliminary Budget</b>	<b>2024 vs 2023</b>	
			<b>\$</b>	<b>%</b>
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%
<b>Total Operating Budget</b>	<b>33,326</b>	<b>36,445</b>	<b>3,119</b>	<b>9.4%</b>

<b>CAPITAL</b>	<b>2023 Restated Budget</b>	<b>2024 Proposed Budget</b>	<b>2024 vs 2023</b>	
			<b>\$</b>	<b>%</b>
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%
<b>Capital Budget</b>	<b>11,425</b>	<b>12,616</b>	<b>1,191</b>	<b>10.4%</b>





# QUESTIONS?