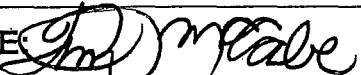




Hamilton

# INFORMATION REPORT

TO: Mayor and Members General Issues Committee	WARD(S) AFFECTED: CITY WIDE
COMMITTEE DATE: April 1, 2011	
SUBJECT/REPORT NO: Follow-up to February 22, 2011, Planning Committee, Budget Meeting: Additional Information Requested and Directions Given (PED11017) (City Wide)	
SUBMITTED BY: Tim McCabe Planning & Economic Development Department	PREPARED BY: Tim McCabe x4339
SIGNATURE 	

**Council Direction:**

Planning Committee Budget Report 11-004 referred to GIC.

**Planning Committee Direction:**

In response to the February 22, 2011 Planning & Economic Development Department's budget presentation, the Planning Committee requested additional information/provided direction on the following 15 items:

1. Commercial and Industrial growth charts, separate from residential.
2. Comparison of building permits with other local municipalities.
3. List of accounts and departmental costs by cost category.
4. Industrial/commercial and residential building permit charts from 2008-1010.
5. Replacement of Director position with Manager in Downtown Community Renewal Division.
6. History of funding for Small Business Enterprise Centre (SBEC).
7. Jobs Prosperity Collaborative; Breakdown of budget/staff time.
8. Partnership funding with Chamber of Commerce and Hamilton International Airport.

9. Job descriptions for Senior Director/Directors in Growth Management Division.
10. SMT investigation of reorganizing municipal service centres and call centre with Parking and By-law Services Division.
11. Comparison of 2010 and 2011 budget presentation references to FTEs.
12. Opportunities/efficiencies with the merger of Downtown and Community Renewal and Tourism with the Economic Development and Real Estate Division.
13. On-going funding for the two, Pan Am Games positions.
14. Budget reductions to 0% for Parking and By-law Services and Tourism Divisions.
15. Pay scales for Senior Director/Director positions across the organization.

**Information:**

In response to the Planning Committee's requests and direction, the following are staff comments addressing these in addition to the information included in the Appendices attached:

1. Commercial and Industrial Growth Charts

Appendix "A" to this Report includes a Table showing building permits and assessment growth broken down by Residential, Commercial/Industrial and Institutional. Information for the years 1998-2010 is provided.

2. Comparison of Building Permits with Other Municipalities

Appendix "B" and "C" to this Report includes charts summarizing Hamilton's building permits for 2008-2010 in comparison to other local municipalities (Mississauga, Burlington and Brampton).

3. Accounts/Department Costs by Cost Category

This information was previously distributed to GIC members at its March 3, 2011 meeting. Cost summaries by Department were provided broken down by 2010 Budget and Actual, and 2011 Budget.

Accounts such as Advertising, Conferences, Consulting, Contractual, Furniture, General Studies, Overtime, Memberships, Projects/Studies, Relocation Expenses and Special Projects were all provided.

4. Industrial/Commercial and Residential Permit Charts for 2088-2010

This information is also provided in Appendix "A" to this Report.

5. Replacement of Director Position with Manager in Downtown and Community  
Renewal

Since the Committee's February 22, 2011 meeting, the vacant Director position responsibilities have been updated and evaluated through the Job Evaluation system.

The position has been "down-graded" to a Manager position, reporting to the Director of Economic Development. Corresponding savings of \$40,813 have been included in the most up-to-date Corporate Budget submission, presented to GIC on March 28, 2011.

6. History of Funding for Small Business Enterprise Centre

Appendix "D" to this Report provides a complete four year history of the funding partnerships for the City's, Small Business Enterprise Centre (SBEC). Ontario's Ministry of Economic Development & Trade is the principle partner with the City of Hamilton in the operation of the SBEC. Their core funding has been increasing on an annual basis and a request for more dollars has been made based on the continued increase in volumes with the Centre's new location in City Hall.

7. Jobs Prosperity Collaborative; Budget/Staff Time

A detailed breakdown of the Jobs Prosperity Collaborative (JPC) revenues and expenses for 2011 are attached as Appendix "E" which includes the \$100,000.00 grant from the City of Hamilton.

JPC's budget includes \$35,000 for meeting/activity expenses. Below is an itemized breakdown of that specific budget line item:

- Interns/Community Liaisons  
(Interns to execute on community engagement outreach plan) \$18,000
- Printing, materials, survey monkey \$ 2,900
- Key Stakeholder consultation \$ 2,700
- Workshops (Clean-Tech, Creative Cluster, Transportation) \$ 2,400
- Membership meetings (10) \$ 9,000
- \$35,000

Regarding City staff time, we would estimate approximately 120 hours annually covering 4 senior staff members involved; General Manager (Director on the Board)

Director of Economic Development, Senior Advisor and Director of Tourism. The City Manager and General Manager of Community Services also occasionally attend meetings. Other staff attend sub-committee meetings and assist in luncheon fundraisers throughout the year, contributing approximately an additional 100 hours in total staff time.

8. Partnership Funding with Chamber of Commerce and Hamilton International Airport

Any sponsorship/advertising partnerships with a Chamber of Commerce are purely discretionary in nature. The Economic Development Department traditionally has sponsored the annual Hamilton Economic Summit (from \$10,000 - \$15,000) and has a Corporate Advertising package with the Hamilton Chamber of Commerce (\$15,000) which includes a monthly column and advertising in the Panorama magazine, a [www.investinhamilton.ca](http://www.investinhamilton.ca) link on the Chamber web-site, sponsorship and tickets for major Chamber events. The Department also funds the Stoney Creek and Flamborough Chambers (\$1,500 each) which goes towards sponsorships of Business Achievement Awards, Golf Tournaments and Directory and Newsletter advertising.

The City also provides \$113,000 to Physician Recruitment that flows through the Hamilton Chamber. This funding is discretionary, as well.

Regarding the Hamilton Airport, the lease agreement between "The Regional Municipality of Hamilton-Wentworth" and "Tradeport International Corporation" dated July 19, 1996, it specifically states in Section 34.03.01 Joint Economic Development Initiatives that "The landlord and the Tenant agree that monies dedicated by the Landlord for marketing purposes shall be used to promote growth at the Airport". Of this total amount 25% is allocated specifically for Marketing purposes while the remaining 75% is placed in a Capital Reserve for capital expenditures directly related to the airport which are approved by Council. The lease also specifies 13 types of uses that are deemed eligible. The City is contractually obligated to spend these monies.

Some examples of the expenditures for Marketing activities include: Hamilton International Business Survey; Marketing CD, Brochures and trade shows, foreign investment strategy and lead generation.

Airport revenues from 2007-2010 are summarized below:

Year	Marketing (25%)	Capital (75%)	Total
2007	\$40,703	\$122,112	\$162,815
2008	\$45,647	\$136,941	\$182,588
2009	\$43,813	\$131,426	\$175,235
2010	\$65,295	\$163,025	\$217,367

9. Job Descriptions for Senior Director/Directors in Growth Management Division

Descriptions for these three positions have been drafted and attached as Appendix "F" to this Report. These position descriptions are still under review and have yet to be submitted for Job Evaluation/Job Rating.

10. Investigation of Merging the Municipal Service Centres and Call Centre with Parking and By-law Services Division

This matter has been referred to the City Manager and General Manager of Corporate Services for consideration/action.

11. Comparison of 2010 and 2011 FTEs Budget Presentation References

Appendix "G" to this Report explains, by Division, the differences in FTEs between what was presented as part of the 2010 Budget and that shown in the 2011 presentation.

Four of the Divisions: General Manager/Finance/Support Services, Economic Development and Real Estate, Industrial Parks and Airport, and Parking and By-law Services all showed increased, restated FTE totals for 2011. Reasons for these changes are noted and these primarily relate to transfers between Divisions/Departments and In-Year (2010) Council approved FTE increases.

12. Opportunities/Efficiencies with Merging of Downtown and Community Renewal and Tourism with Economic Development and Real Estate Division

The merger of Downtown and Community Renewal with Economic Development and Real Estate has now been implemented. The previous Director of Downtown position has been changed to a Manager and now reports to the Director of

Economic Development. This reorganization was part of the plan for the Department as presented to Council in May 2007.

The General Manager, Director and Managers involved with the new Division are currently reviewing services provided and desired focus areas moving forward. This will be followed by decisions for allocation of resources, all for the purposes of creating opportunities for efficiencies, job growth and increasing assessment throughout all areas of the City.

The Tourism Division was part of the Economic Development Division post-2007. The current model reporting to a Board of Directors (Tourism Hamilton Board) has been in place since 2002. With the uncertainty of the workload impact of being the corporate lead on the Pan Am Games, and transitioning to working with the new Regional Tourism Organization (RTO) created by the Ministry of Tourism, it is felt not to be the right time to "re-merge" Tourism with the Economic Development Division.

Management believes the Tourism Hamilton model has worked quite effectively and successfully over the years. However, we certainly acknowledge the recent concerns of Councillors related to the Tourism Division Budget and its continued reliance on the City levy. We will be reviewing this as part of future budget submissions with a goal of increased annual reductions in the Tourism levy impact. This will have to materialize by exploring, more aggressively, private partner funding and additional revenue opportunities. This will be addressed further by the Executive Director as part of his Annual Report to Committee in late Spring 2011.

In the interim, as part of the 2011 Budget, the Tourism Division is proposing a 2% budget reduction. We have eliminated the Manager position, previously approved, but never filled. This position is to be replaced with a Sales Co-ordinator and the resulting budget savings is \$30,711. Tourism had also found miscellaneous savings as directed by Planning Committee reducing the 2011 Budget request from that presented at Committee. Both of these cost reductions, totalling 2%, have been included in the revised Corporate Budget.

It is also being proposed that surplus year-end funds be transferred to the existing Tourism Marketing Reserve. Use of this Reserve will assist to mitigate against levy impacts and help Tourism reach its goal of increased sustainability in future years.

### 13. On-going Funding for Pan Am Positions

This matter has been referred to the General Manager of Corporate Services. Information will be presented to GIC as part of the Budget process.

**SUBJECT:** Follow-up to February 22, Planning Committee, Budget Meeting:  
Additional Information Requested and Directions Given (PED11017) (City  
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14. Budget Reductions to 0% for Parking and By-law Services and Tourism Division

These Divisions have both found additional savings/efficiencies to accomplish the 0% or lower 2011 Budget requests (\$25,901 for P&BL and \$13,361 for Tourism). These savings/reductions have been included in the most recent Corporate Budget submitted to GIC.

15. Pay Scales for Senior Director/Director Positions Across the Organization

This matter was referred to the City Manager and Human Resources to report back to Committee on this.

Appendix "A" - Building Permits and Assessment Growth  
Appendix "B" - "Non-Residential Permits" and "Res vs. Non-Res Comparisons"  
Appendix "C" - Building Permit Comparisons 2008-2010  
Appendix "D" - Small Business Enterprise Centre Revenue Breakdown 2007-2010  
Appendix "E" - Jobs Prosperity Collaborative 2011 Budget  
Appendix "F" - Job Descriptions – Sr. Director/Directors  
Appendix "G" - Comparison of 2010/2011 Budget FTE Presentations

TM/dkm



Hamilton

# BUILDING PERMITS & ASSESSMENT GROWTH

Year	Total (\$ million)	% of Total			Assessment Growth
		Residential	Commercial/ Industrial	Institutional/ Government	
1998	\$440.0	51%	31%	16%	1.0%
1999	\$369.7	66%	25%	7%	1.4%
2000	\$479.7	49%	27%	22%	1.2%
2001	\$515.3	56%	25%	19%	0.8%
2002	\$664.3	53%	24%	23%	1.3%
2003	\$664.4	39%	22%	38%	1.4%
2004	\$595.2	64%	25%	10%	1.7%
2005	\$640.9	59%	24%	17%	1.6%
2006	\$682.5	60%	27%	13%	1.0%
2007	\$801.7	49%	24%	26%	0.8%
2008	\$818.5	51%	23%	25%	1.0%
2009	\$692.4	41%	45%	12%	1.3%
<b>2010</b>	<b>\$1,096.3</b>	<b>54%</b>	<b>28%</b>	<b>17%</b>	<b>1.3%</b>
Average (98-03)	\$522.2				
Average (04-10)	\$887.9				





# NON-RESIDENTIAL PERMITS

## Total \$ Value of Construction

<b>2008</b>	<b>\$403,031,887</b>
<b>2009</b>	<b>\$410,232,504</b>
<b>2010</b>	<b>\$505,402,639</b>
<b>Change</b>	<b>+ 23.2%</b>



# RES VS. NON-RES COMPARISONS

	2008		2009		2010	
	Res	Non-Res	Res	Non-Res	Res	Non-Res
<b>Brampton</b>	51%	49%	63%	37%	72%	28%
<b>Burlington</b>	56%	44%	55%	45%	61%	39%
<b>Hamilton</b>	50%	50%	41%	59%	54%	46%
<b>Mississauga</b>	49%	51%	61%	39%	42%	58%

<b>Building Permit Comparisons 2008-2010</b>								
<b>2008</b>			<b>2009</b>			<b>2010</b>		
<b>Hamilton</b>		% Breakdown	<b>Hamilton</b>		% Breakdown	<b>Hamilton</b>		% Breakdown
Residential	415,430,563	50.8%	Residential	282,169,882	40.8%	Residential	590,896,451	53.9%
Industrial	53,002,526	6.5%	Industrial	115,039,969	16.6%	Industrial	139,750,335	12.7%
Commercial	139,215,985	17.0%	Commercial	194,656,100	28.1%	Commercial	163,631,410	14.9%
Institutional	202,548,954	24.7%	Institutional	85,847,282	12.4%	Institutional	188,237,078	17.2%
Other/Misc	8,264,422	1.0%	Other/Misc	14,689,153	2.1%	Other/Misc	13,783,816	1.3%
<b>Total</b>	<b>\$818,462,450</b>		<b>Total</b>	<b>\$692,402,386</b>		<b>Total</b>	<b>\$1,096,299,090</b>	
<b>Ind/Com Total</b>	<b>\$192,218,511</b>	<b>23.5%</b>	<b>Ind/Com Total</b>	<b>\$309,696,069</b>	<b>44.7%</b>	<b>Ind/Com Total</b>	<b>\$303,381,745</b>	<b>27.7%</b>
<b>Non-Res Total</b>	<b>\$403,031,887</b>	<b>49.2%</b>	<b>Non-Res Total</b>	<b>\$410,232,504</b>	<b>59.2%</b>	<b>Non-Res Total</b>	<b>\$505,402,639</b>	<b>46.1%</b>
<b>2008</b>			<b>2009</b>			<b>2010</b>		
<b>Mississauga</b>		% Breakdown	<b>Mississauga</b>		% Breakdown	<b>Mississauga</b>		% Breakdown
Residential	545,094,000	48.4%	Residential	387,955,000	60.6%	Residential	190,604,000	42.2%
Industrial	145,636,000	12.9%	Industrial	81,993,000	12.8%	Industrial	42,415,000	9.4%
Commercial	329,839,000	29.3%	Commercial	81,243,000	12.7%	Commercial	131,454,000	29.1%
Institutional	103,296,000	9.2%	Institutional	86,024,000	13.4%	Institutional	82,325,000	18.2%
Other/Misc	3,329,000	0.3%	Other/Misc	3,293,000	0.5%	Other/Misc	5,008,000	1.1%
<b>Total</b>	<b>\$1,127,194,000</b>		<b>Total</b>	<b>\$640,508,000</b>		<b>Total</b>	<b>\$451,806,000</b>	
<b>Ind/Com Total</b>	<b>\$475,475,000</b>	<b>42.2%</b>	<b>Ind/Com Total</b>	<b>\$163,236,000</b>	<b>25.5%</b>	<b>Ind/Com Total</b>	<b>\$173,869,000</b>	<b>38.5%</b>
<b>Non-Res Total</b>	<b>\$582,100,000</b>	<b>51.6%</b>	<b>Non-Res Total</b>	<b>\$252,553,000</b>	<b>39.4%</b>	<b>Non-Res Total</b>	<b>\$261,202,000</b>	<b>57.8%</b>
<b>2008</b>			<b>2009</b>			<b>2010</b>		
<b>Burlington</b>		% Breakdown	<b>Burlington</b>		% Breakdown	<b>Burlington</b>		% Breakdown
Residential	264,727,710	56.2%	Residential	164,381,653	54.6%	Residential	218,932,653	60.8%
Industrial	53,497,091	11.4%	Industrial	13,771,100	4.6%	Industrial	14,954,855	4.2%
Commercial	109,479,190	23.2%	Commercial	56,757,549	18.9%	Commercial	56,585,370	15.7%
Institutional	39,000,762	8.3%	Institutional	60,361,375	20.1%	Institutional	56,494,500	15.7%
Other/Misc	4,188,126	0.9%	Other/Misc	5,680,613	1.9%	Other/Misc	12,956,272	3.6%
<b>Total</b>	<b>\$470,892,879</b>		<b>Total</b>	<b>\$300,952,290</b>		<b>Total</b>	<b>\$359,923,650</b>	
<b>Ind/Com Total</b>	<b>\$162,976,281</b>	<b>34.6%</b>	<b>Ind/Com Total</b>	<b>\$70,528,649</b>	<b>23.4%</b>	<b>Ind/Com Total</b>	<b>\$71,540,225</b>	<b>19.9%</b>
<b>Non-Res Total</b>	<b>\$206,165,169</b>	<b>43.8%</b>	<b>Non-Res Total</b>	<b>\$136,570,637</b>	<b>45.4%</b>	<b>Non-Res Total</b>	<b>\$140,990,997</b>	<b>39.2%</b>
<b>2008</b>			<b>2009</b>			<b>2010</b>		
<b>Brampton</b>		% Breakdown	<b>Brampton</b>		% Breakdown	<b>Brampton</b>		% Breakdown
Residential	477,885,168	50.7%	Residential	378,919,726	63.4%	Residential	1,064,340,174	72.3%
Industrial	127,815,721	13.6%	Industrial	71,441,508	12.0%	Industrial	82,114,864	5.6%
Commercial	148,350,567	15.7%	Commercial	85,971,110	14.4%	Commercial	181,273,503	12.3%
Institutional	185,288,867	19.7%	Institutional	58,670,105	9.8%	Institutional	141,355,502	9.6%
Other/Misc	2,814,231	0.3%	Other/Misc	2,597,989	0.4%	Other/Misc	3,348,268	0.2%
<b>Total</b>	<b>\$942,154,554</b>		<b>Total</b>	<b>\$597,600,438</b>		<b>Total</b>	<b>\$1,472,432,311</b>	
<b>Ind/Com Total</b>	<b>\$276,166,288</b>	<b>29.3%</b>	<b>Ind/Com Total</b>	<b>\$157,412,618</b>	<b>26.3%</b>	<b>Ind/Com Total</b>	<b>\$263,388,367</b>	<b>17.9%</b>
<b>Non-Res Total</b>	<b>\$464,269,386</b>	<b>49.3%</b>	<b>Non-Res Total</b>	<b>\$218,680,712</b>	<b>\$0</b>	<b>Non-Res Total</b>	<b>\$408,092,137</b>	
		100.0%						
					1			

<b>SBEC Revenue Breakdown 2007 - 2010</b>				
<b>Partner/ Sponsor</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
MEDT Core Funding	75,000.00	80,000.00	85,000.00	97,750.00
MEDT relocation funding				20,000.00
Summer Company	16,000.00	18,500.00	23,200.00	22,970.00
Business Plan Competition	3,500.00	3,500.00	3,500.00	3,500.00
Host Regional Business Plan Comp.			13,220.00	
Bridges to Better Business	7,000.00	6,000.00	5,585.57	5,930.61
E-Business Event	0.00	2,501.00	0.00	0.00
One-time Year-end funding	15,000.00	28,000.00	0.00	0.00
<b>Total MEDT Contribution</b>	<b><u>116,500.00</u></b>	<b><u>138,501.00</u></b>	<b><u>130,505.57</u></b>	<b><u>150,150.61</u></b>
Ontario Works SEB Program	59620.00	66610.00	40250.00	46000.00
Canada Business Ontario			2751.10	2994.50
Event Sponsors - Salute	1500.00		3200.00	1200.00
RBC	7500.00	7500.00	7500.00	7500.00
Simpson Wigle LLP	2000.00	2000.00	2500.00	2500.00
PricewaterhouseCoopers LLP	2000.00	2000.00	2500.00	2500.00
CYBF	200.00	1950.00	4700.00	2900.00
<b>Total Partnership funding</b>	<b><u>72820.00</u></b>	<b><u>80060.00</u></b>	<b><u>63401.10</u></b>	<b><u>65594.50</u></b>
<b>Total Revenue from Partnerships</b>	<b><u>189,320.00</u></b>	<b><u>218,561</u></b>	<b><u>193,907</u></b>	<b><u>215745.11</u></b>

\*MEDT increased core funding to \$95,000 in 2010

\*\*All MEDT program funding is based on staffing and ability to implement programs

\*\*\*As per MOU with MEDT City of Hamilton is to match MEDT funding

**JOBS PROSPERITY COLLABORATIVE '2011 BUDGET'**

**2011 Budget**

Funding:

Carry over 2010	\$ 14,981
City of Hamilton	\$ 100,000
Cornerstone Partners & Sponsors	\$ 100,000
Special Events	\$ 20,000
Other Levels of Government	\$ 30,000
<b>Total</b>	<b>\$264,981</b>

Costs:

Human Resources	\$ 157,500
Contract Services	\$ 45,000
Meeting/activity expenses	\$ 35,000
Facility	\$ 25,000
<b>Total</b>	<b>\$ 262,500</b>

As a collaborative, the main focus for the JPC is Community Engagement. Facilitating key community stakeholder meetings, hosting multiple working groups, JPC membership meeting on an on-going basis as well as delivering workshops for key sector initiatives, all drives towards the JPC's ability to leverage over 16,000 hours (\$1.6M) in volunteer value.

The \$100,000 received from the City directly supports the \$157,000 Human Resource cost. JPC resources provide the ability to make meetings happen, make meetings matter, follow up and perform work activities. While the \$35,000 meeting/activity expenses are covered through funding by JPC private sector partnerships, below is a breakdown of that specific budget line item.

- Interns/Community Liaisons  
(Interns to execute on community engagement outreach plan) \$18,000
  - Printing, materials, survey monkey \$ 2,900
  - Key Stakeholder consultation \$ 2,700
  - Workshops (Clean-Tech, Creative Cluster, Transportation) \$ 2,400
  - Membership meetings (10) \$ 9,000
- \$35,000

## CITY OF HAMILTON

### PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT (GROWTH MANAGEMENT DIVISION – LOCATION – CITY HALL – 71 MAIN ST. W)

#### SENIOR DIRECTOR, GROWTH MANAGEMENT (1 PERMANENT FULL TIME POSITION)

##### OVERVIEW

Reporting to the General Manager of Planning and Economic Development provides strategic leadership, through subordinate management, to a multi-functional workforce engaged in the delivery of services to the City Council, public and internal clients. Recommends specific policies and long-range strategies in the delivery of services to meet mandated goals and objectives.

Accountable for establishing and achieving departmental goals and objectives through the effective and efficient use of financial staff and resources. Uses a "best practices" approach in developing and delivering quality services in a timely and cost effective manner. Instills a customer service focus in the division.

Evaluates and reports on the division's service, financial, administrative and staff performance against internal and external benchmarks. Designs and implements strategies to improve effectiveness and efficiency. Sets above average standards and leads by example.

Provides creative divisional leadership through consultation with an effective division management team.

Promotes teamwork and integration between units within the division and with other parties participating in cross functional and cross-program initiatives.

Possesses a demonstrated record of strong leadership and guidance, customer focus, innovation / creativity, team advocacy, staff delegation, empowerment and staff development, and are results oriented.

##### RESPONSIBILITIES

Assumes lead accountability and responsibility for the Growth Management Division to meet the growing needs of staff, the public, residents and the businesses of Hamilton.

The senior director is accountable to the General Manager of Planning and Economic Development for the administration and overall management of the:

- Development Engineering Group:
  - Engineering Design and Development Approvals
  - Construction implementation and commissioning of municipal infrastructure
  - Site Plan Servicing/Lot Grading approval and Acceptance
  - Implementation of the Staging of Development
  - Subdivision/Development Agreement Administration

- Growth Planning Group:
  - Environmental Assessments related to growth
  - Infrastructure Planning and Capital Budgeting
  - Storm Water Management
  - Development and Administration of the Staging of Development Program
  - Subdivision/Development Agreement Administration
  - Monitoring of Growth Trends and its Impacts Financially and Operationally Budget
  - Legislative Approvals
  - Shovel Ready Initiatives – Industrial Parks
  - Airport Lease Administration
  
- Oversees research and analysis for the policy development as it relates to growth.
- Develop and Implement a Growth Management Strategy to ensure coordinated and orderly development of land so the city receives timely and effective assessment growth.

All of which shall be managed in accordance with City and Provincial guidelines with minimal disruption to the public in the most effective and efficient manner consistent with the City of Hamilton Strategic Plan and Mission, Vision and Values and the Planning and Economic Development Work plan.

#### GENERAL DUTIES

Monitors the operations and projects within the Division to ensure safety, service quality, cost-effective and timely delivery of services, and environmental and legislative compliance.

Builds and encourages staff commitment to strive for a consistently high level of performance in all areas of service delivery recognizing the underlying values of the department and City.

Oversees the development and monitoring of annual operating and capital budgets.

Develops studies, procedures and programs as assigned by the General Manager.

Attends public meetings to present the city's position/actions to the public, media and outside government bodies. Participates, and regularly acts as main spokesperson, in discussions on Operations issues.

Responds to issues and queries raised by Council.

Ensures compliance with Provincial and Federal statutes and regulations and municipal by-laws and policies.

Responds to various corporate, community, provincial or federal proposals for service initiatives, changes or enhancements.

Provides professional opinion, advice and guidance through consultation, including reports, to Council and its Committees.

Provides leadership in short and long range planning activities for the division by applying a strategic vision consistent with department and corporate goals.

Acts as a stand in General Manager on a rotating basis with other members of the departmental Management Team.

Provides effective leadership in all areas of ongoing activity.

Possesses a high level of personal integrity and is an excellent communicator.

Ensures that employees are provided with and use the appropriate equipment, material and/or procedures required to perform the assigned duties. Ensures that all employees perform work in accordance with applicable Health and Safety legislation and all City of Hamilton corporate and departmental policies and procedures. Ensures that appropriate action is recommended for those employees who do not work in compliance with legislation, policies and procedures.

Works in accordance with the provisions of applicable Health and Safety legislation and all City of Hamilton corporate and departmental policies and procedures related to Occupational Health and Safety.

Performs other duties as assigned which are directly related to the responsibilities of the position.

#### QUALIFICATIONS

1. First consideration will be given to those candidates with a post secondary education in civil or environmental engineering with extensive related and progressive management experience.
2. Member in good standing of the Professional Engineers Association
3. Highly developed analytical and business planning skills with a proven track record for long term visioning and big-picture thinking
4. Highly developed ability to articulate a vision to lead and inspire others.
5. Highly effective leadership, facilitation, communication, presentation, interpersonal and organizational skills.
6. Demonstrated ability to effectively manage a large multi-disciplinary staff in a results oriented environment and in a predominantly unionized environment.
7. Demonstrated experience in designing and delivering customer focused programs and services.
8. Ability to deal effectively with elected officials, representatives of other levels of government, management, peers, staff and the general public.
9. Thorough knowledge and understanding of statutes, regulations and by-laws affecting the department/section including: Planning Law, Planning Act, Official Plan, Provincial Policy Statements, Municipal Act, Environmental Assessment Act, City Of Hamilton Design and Construction requirements, OPSD and MOE requirements.
10. Must possess strong interpersonal skills and communication skills with demonstrated ability to deal effectively with staff, management, elected officials and the public and demonstrated facilitation skills in order to build consensus.
11. Knowledge of collective bargaining process.

12. Working knowledge of computer software applications.
13. Demonstrated knowledge of Health and Safety Act and applicable regulations as it relates to the position.
14. Valid Class "G" Ontario Driver's Licence.

**THIS POSITION REQUIRES A VALID CLASS "G" DRIVER'S LICENCE AND PROOF THEREOF IS REQUIRED AFTER HIRE.**

**SALARY:**

Under Review

**HOURS:**

35 per week

**NOTE:**

This position(s) currently requires the incumbent(s) to use their personal vehicle(s) 3 or more times per week for City business. In accordance with the City policy, parking is provided at this time. Should the job requirement change, parking will only be provided in accordance with the City policy in force at that time.

**THE INCUMBENT SHALL COMPLY WITH ALL HEALTH AND SAFETY POLICIES AND PRACTICES FOR THIS POSITION AND THE WORKPLACE.**

This Notice was posted on

It is the responsibility of applicants to supply qualifications, licences and related experience relevant to the qualifications outlined above with their application for this competition and ensure that their application reaches **Human Resources by the closing date** or they may not be considered. On the basis of the criteria set out above, this posting is open to all present employees

**Applications should be forwarded to:**

**Mailing Address:**

Debbie Paddock, Staffing Specialist  
Human Resources  
City Hall, 71 Main Street West

**Physical Address:**

Debbie Paddock, Staffing Specialist  
Human Resources  
120 King Street West, 9<sup>th</sup> Floor

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## CITY OF HAMILTON

### PLANNING & ECONOMIC DEVELOPMENT DEPARTMENT (GROWTH MANAGEMENT DIVISION – LOCATION - CITY HALL - 71 MAIN ST. W.)

#### DIRECTOR, GROWTH PLANNING (1 PERMANENT FULL TIME POSITION)

#### OVERVIEW

Reporting to the Senior Director, Growth Management Division of the Planning and Economic Development, provides leadership, through subordinate management, to a multi-functional workforce engaged in delivery of services to the public. Recommends broad policies and long-range strategies in the delivery of services to meet mandated goals and objectives.

Accountable for establishing and achieving Divisional goals and objectives through the effective and efficient use of financial and staff resources. Uses a "best practices" approach in developing and delivering quality services in a timely and cost-effective manner. Instills a customer service focus in the Division.

Evaluates and reports on the groups service, financial, administrative and staff performance against internal and external benchmarks. Assist in the development and implements strategies to improve effectiveness and efficiency. Sets above average standards and leads by example.

Possess a demonstrated record of strong leadership and guidance, customer focus, innovation, creativity, team building, team advocacy, staff delegation, empowerment and staff development and are results oriented.

Possess a high level of personal integrity and is an excellent communicator.

#### RESPONSIBILITIES

You will assume lead accountability and responsibility for the Growth Planning Group and delivery of the Development Program and meet the growing needs of the residents and businesses of the City of Hamilton.

Responsibilities will encompass the following jurisdictions:

- Environmental Assessments related to growth
- Infrastructure Planning and Capital Budgeting
- Storm Water Management
- Development and Administration of the Staging of Development Program
- Subdivision/Development Agreement Administration
- Monitoring of Growth Trends and its Impacts Financially and Operationally Budget
- Legislative Approvals
- Shovel Ready Initiatives – Industrial Parks
- Airport Lease Administration

The Director is accountable to the Senior Director, Growth Management Division of the Planning and Economic Development, for ensuring the Growth Plan is provided in accordance with City and Provincial guidelines with minimal disruption to the public and in the most effective and efficient manner consistent with the City of Hamilton's and Department's Mission, Vision and Values.

GENERAL DUTIES

Participate in strategic planning and direction of the Division as a member of the Management Team.

Lead an effective Section management team, providing coaching and advice to subordinate managers / supervisors to optimize performance.

Develop and monitor the annual Capital / Operating Budget for the Division.

Ensure compliance with Provincial and Federal statutes and regulations and Municipal by-laws and policies.

Respond to various Corporate, community, Provincial or Federal proposals for service initiatives, changes or enhancements.

Implement customer service improvement initiatives and create a customer-focused culture.

Provide professional engineering advice and consultation including reports to Council and its Committees, the business community and the public.

Establish and complete goals and objectives and initiate studies and servicing related to the Staging of Development Program integrated with community / secondary planning, develop the Capital Budget for growth projects, lead in preparing background studies for the Development Charge By-law, develop and monitoring of financial policies for development, develop servicing strategies to ensure controlled and orderly growth can occur, infrastructure planning is completed, ensures sewer and water distribution analysis has been completed, participates as required with Public Works Master Planning Team, master drainage plans, storm water management, traffic analysis / planning for collector / local road networks, special projects implementation, Municipal Act petitions, a member of the cities liaison committee with the Industry Association, participates in liaison with the Conservation Authorities, construction policy development, engineering design approval for development projects, Establishes and Maintains the Engineering Design Guidelines and Standards, Preparing Subdivision and Development Agreement and administration as required, Development and implementation of activity Tracking Systems, Review and evaluate development trends and establish servicing requirements and impacts to both operation budget and financial policies and Application review for Noise study approval, street addressing and names.

Responsible for enforcement of legislative requirements under delegated authority including Subdivision Agreement Administration, MOE Transfer of approval program, Subdivision and Condominium Plan Approval,

Direct and manage the general administration of the work areas under his / her jurisdiction by developing and recommending new policies and procedures and monitoring existing ones to maximize utilization of Development resources and improve customer service.

Establish criteria and priorities for annual work program and performance measures. Prepare work schedules, assign duties to staff, establish priorities, conduct staff hiring, monitor and evaluate staff performance, discipline and train staff, as well as assist in developing staff to their full potential.

Provide strong Corporate leadership by developing strategies to attract and retain more businesses, increase employment opportunities, and financially improve the City's non-residential tax base.

Provide strategic advice and participate on numerous and various Corporate committees including chairing key committees to ensure financial growth, new development and to increase confidence in investment by the business community.

**QUALIFICATIONS**

1. University Degree in Civil Engineering or Degree in Urban or Regional Planning with progressive relevant work experience at a senior management level.
2. Member in good standing of the Professional Engineer's Association or a registered Planner with the Canadian Institute of Planning
3. Progressively responsible experience in the application engineering practices and trends to manage contracts and projects, including reviewing, approving and implementing work plans and budgets.
4. Detail working knowledge of both the planning process and infrastructure planning requirements for growth.
5. Demonstrated financial management skills in developing, implementing and monitoring sectional budgets and capital budgets
6. Highly developed analytical and business planning skills with a proven track record for long-term visioning and big picture thinking.
7. Highly developed ability to articulate a vision, to lead and inspire others
8. Highly effective leadership, facilitation, communication, interpersonal and organizational skills in a predominantly unionized environment.
9. Demonstrated mediation / dispute resolution and negotiation skills.
10. Demonstrated ability to effectively manage a large multi-disciplinary staff in a results-oriented environment.
11. Extensive experience in designing and delivering customer-focused programs and services.
12. Proven ability to deal effectively with elected officials, media, other levels of government, management, peers, staff and the general public.
13. General knowledge of Planning Law, Planning Act, Provincial Policy Statements, Municipal Act, Environmental Assessment Act, Official Plans, Development Engineering Standards, Engineering Construction and Design.
14. Thorough knowledge and understanding of statutes, regulations and by-laws affecting the Section.
15. Working knowledge of computer software applications.
16. Proven ability to effectively negotiate complex agreements and excellent facilitation skills in order to build consensus.
17. Must possess strong organizational and time management skills.
18. Demonstrated knowledge of the Health and Safety Act and applicable regulations as it relates to the position.

**SALARY:**

Under review

**HOURS:**

35 per week

**THE INCUMBENT SHALL COMPLY WITH ALL HEALTH AND SAFETY POLICIES AND PRACTICES FOR THIS POSITION AND THE WORKPLACE.**

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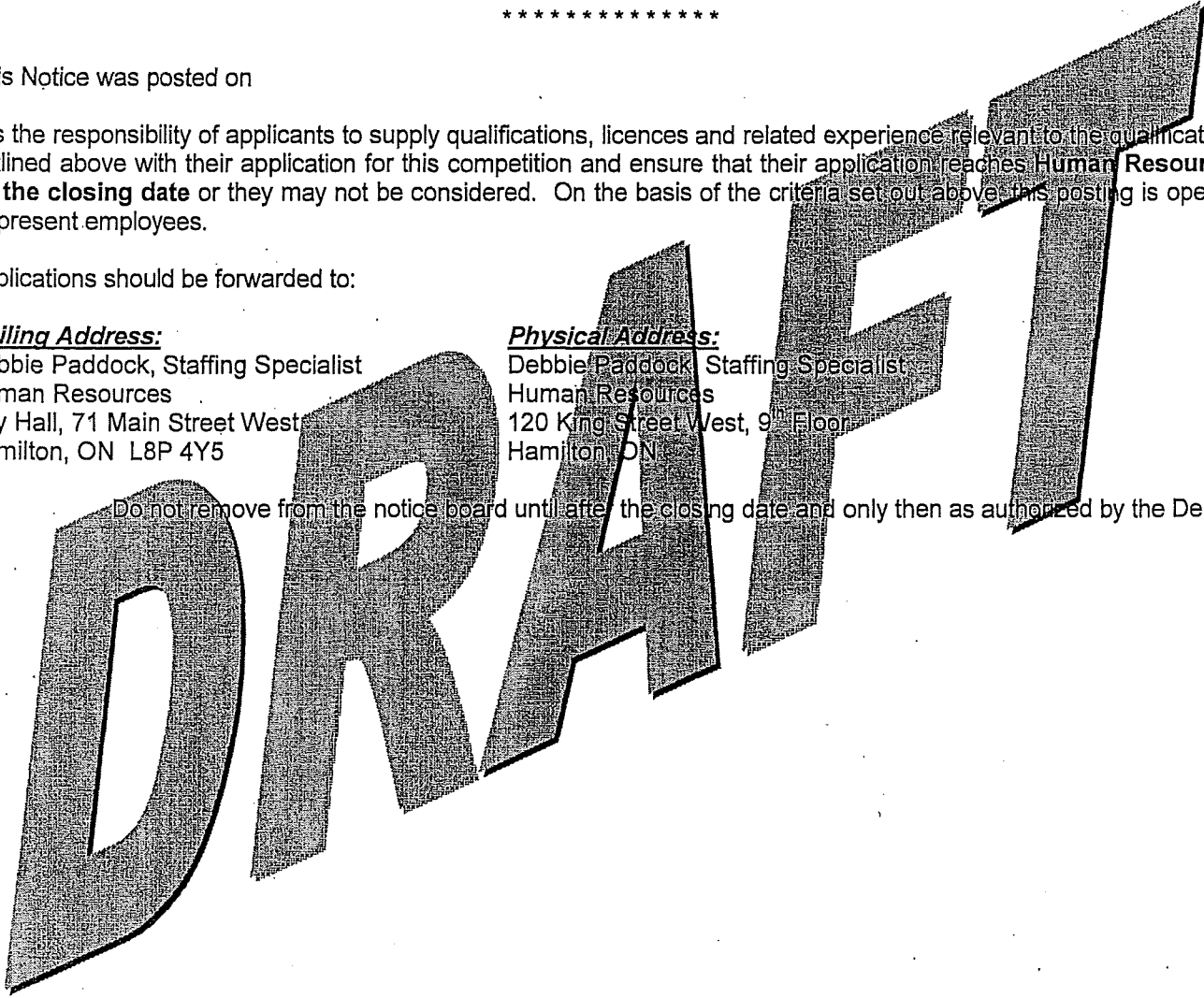
**Mailing Address:**

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Hamilton, ON

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## CITY OF HAMILTON

### PLANNING & ECONOMIC DEVELOPMENT DEPARTMENT (GROWTH MANAGEMENT DIVISION – LOCATION - CITY HALL - 71 MAIN ST. W.)

#### DIRECTOR, DEVELOPMENT ENGINEERING (1 PERMANENT FULL TIME POSITION)

##### OVERVIEW

Reporting to the Senior Director, Growth Management Division of the Planning and Economic Development, provides leadership, through subordinate management, to a multi-functional workforce engaged in delivery of services to the public. Recommends specific policies and long-range strategies in the delivery of services to meet mandated goals and objectives.

Accountable for establishing and achieving Divisional goals and objectives through the effective and efficient use of financial and staff resources. Uses a "best practices" approach in developing and delivering quality services in a timely and cost-effective manner. Instills a customer service focus in the Division.

Evaluates and reports on the groups service, financial, administrative and staff performance against internal and external benchmarks. Assist in the development Designs and implements strategies to improve effectiveness and efficiency. Sets above average standards and leads by example.

Possess a demonstrated record of strong leadership and guidance, customer focus, innovation / creativity, team building / team advocacy, staff delegation, empowerment and staff development and are results oriented.

Possess a high level of personal integrity and is an excellent communicator.

##### RESPONSIBILITIES

You will assume lead accountability and responsibility for the Development Engineering Section and delivery of the Development Program and meet the growing needs of the residents and businesses of the City of Hamilton.

Responsibilities will encompass the following jurisdictions:

- Engineering Design and Development Approvals
- Construction implementation and commissioning of municipal infrastructure
- Site Plan Servicing/Lot Grading approval and Acceptance
- Implementation of the Staging of Development
- Subdivision/Development Agreement Administration

The Director is accountable to the Senior Director, Growth Management Division of the Planning and Economic Development, for ensuring the Development Engineering Program is provided in accordance with City and Provincial guidelines with minimal disruption to the public and in the most effective and efficient manner consistent with the City of Hamilton's and Department's Mission, Vision and Values.

##### GENERAL DUTIES

Participate in strategic planning and direction of the Division as a member of the Management Team.

Lead an effective Section management team, providing coaching and advice to subordinate managers / supervisors to optimize performance.

Develop and monitor the annual Capital / Operating Budget for the Division.

Ensure compliance with Provincial and Federal statutes and regulations and Municipal by-laws and policies.

Respond to various Corporate, community, Provincial or Federal proposals for service initiatives, changes or enhancements.

Implement customer service improvement initiatives and create a customer-focused culture.

Provide professional engineering advice and consultation, including reports, to Council and its Committees, the business community and the public.

Establish and complete goals and objectives and initiate projects dealing with the Staging of Development Program, Review of Capital Budget planning for growth projects, assist in preparing background studies for the Development Charge By-law, implementation of financial policies for development, ensure servicing conforms with big picture infrastructure planning, ensures sewer and water distribution analysis, participates as required with Public Works Master Planning Team, master drainage plans, storm water management, traffic analysis / planning for collector / local road networks, special projects implementation, Municipal Act petitions, a member of the cities liaison committee with the Industry Association, participates in liaison with the Conservation Authorities, construction policy development, engineering design approval for development projects, Engineering Design Guidelines and Standards, Preparing Subdivision and Development Agreement and administration as required, Development Tracking Systems, construction inspection for Subdivisions / Site Plans, Sewer and Water Permits, Driveway / Access Permits, Lot Grading approval and acceptance, liaison with contractors / construction communication with the public.

Direct and manage the general administration of the work areas under his / her jurisdiction by developing and recommending new policies and procedures and monitoring existing ones to maximize utilization of Development resources and improve customer service.

Establish criteria and priorities for annual work program and performance measures. Prepare work schedules, assign duties to staff, establish priorities, conduct staff hiring, monitor and evaluate staff performance, discipline and train staff, as well as assist in developing staff to their full potential.

Provide strong Corporate leadership by developing strategies to attract and retain more businesses, increase employment opportunities, and financially improve the City's non-residential tax base.

Provide strategic advice and participate on numerous and various Corporate committees including chairing key committees to ensure financial growth, new development and to increase confidence in investment by the business community.

### QUALIFICATIONS

1. University Degree in Civil Engineering with progressive relevant work experience at a senior management level.
2. Member in good standing of the Professional Engineer's Association.
3. Progressively responsible experience in the application engineering practices and trends to manage contracts and projects, including reviewing, approving and implementing work plans and budgets.

4. Demonstrated financial management skills in developing, implementing and monitoring sectional budgets and capital budgets
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17. Demonstrated knowledge of the Health and Safety Act and applicable regulations as it relates to the position.

**SALARY:**

Under review

**HOURS:**

35 per week

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**DRAFT**



**CITY OF HAMILTON  
TAX OPERATING BUDGET  
2011 DRAFT COMPLEMENT**

Reconciliation of Complement - 2010 Budget Presentation to 2011 Requested Budget											
	2010						2011			2011 Requested vs 2010 Restated	
	2010 Budget Presentation	Corrections	Trf Within P & ED	Trf from PW	In Year Appr	Restated	Base	Program Change	Requested		
<b>PLANNING &amp; ECONOMIC DEVELOPMENT</b>											
GM, Finance & Support Services * <sup>3&amp;7</sup>	29.60		(3.68)			25.92	26.00		26.00	0.08	0.3%
Building Services <sup>7</sup>	88.72					88.72	88.82		88.82	0.10	0.1%
Growth Management ( aka Engineering) <sup>5</sup>	35.50		2.00	3.00		40.50	40.50		40.50	0.00	0.0%
Downtown & Community Renewal <sup>8</sup>	9.47					9.47	7.67		7.67	-1.80	-19.0%
Economic Development & Real Estate <sup>4</sup>	28.26		(1.00)			27.26	27.26		27.26	0.00	0.0%
Industrial Parks & Airport <sup>5</sup>	2.00		(2.00)			0.00	0.00		0.00	0.00	0.0%
Parking & By-Law Services <sup>1&amp;6</sup>	222.02	0.05	(0.32)		6.08	227.83	227.83		227.83	0.00	0.0%
Planning	56.84					56.84	56.84		56.84	0.00	0.0%
Strategic Services/Special Projects <sup>2</sup>	18.00		5.00			23.00	23.00		23.00	0.00	0.0%
Tourism Hamilton <sup>1</sup>	10.54	0.20				10.74	10.74		10.74	0.00	0.0%
Tourism Pan AM Games	3.00					3.00	3.00		3.00	0.00	0.0%
<b>Total Planning &amp; Economic Development</b>	<b>503.95</b>	<b>0.25</b>	<b>0.00</b>	<b>3.00</b>	<b>6.08</b>	<b>513.28</b>	<b>511.66</b>	<b>0.00</b>	<b>511.66</b>	<b>-1.62</b>	<b>-0.3%</b>
<b>Explanation of increases from 2010 Budget Presentation to 2010 Restated Budget</b>											
<u>Corrections</u>											
1	Budget corrections comprised of : correction in calculation of FTE values for PT Travel Councillors of .20 plus + P& BLS School Crossing Guards of 0.05.										
<u>Transfers Within Planning &amp; Ec Dev and from Public Works</u>											
2	Transfer of GIS section (5 FTE's) from Finance & Support Services to SSSP										
3	Transfer of Admin Clerk (1 FTE) from EcDev & Real Estate plus transfer of 5 FTEs to SSSP (see note 2 above). Also transfer of 0.6 FTE GIS Tech in Info Systems to P & BLS Division to bring Applications Analyst to full FTE & .92 FTE from P & BLS Division to Finance & Admin.										
4	Transfer of Admin Clerk ( 1 FTE) from Ecdev & Real Estate division to GM's division										
5	Transfer of of 3 FTE's from Public Works. RE:- Infrastructure Planning process to Growth Management										
5	Transfer Industrial Lands & Airport function (2 FTE's) to Growth Management Division										
6	Council in-year approval March 31 2010. 5.08 temporary FTE's positions in P&BLS division in respect of ProActive By Law Enforcement 18 month Pilot Program. (Item 15 of ED & P Committee Rept 10-006 Mar.31/10). Fully funded										
6	Council in-year approval on October 31 2010 - 1.0 additional FTE In P & BLS division for enforcing and administering the Vacant Building Registry By-law. (PED09031(c)) ED&P Report 10-020 Item 6.14)										
<b>Explanation of increases from 2010 Restated to 2011 Maintenance Level</b>											
7	Slight increase to bring to FT complement										
8	Elimination of 1.8 FTE positions In Downtown & Community Renewal related to Ont Realty Corp due to change in contract terms										

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