Planning and Economic Development

Budget Outlook – Pressures, Issues and Opportunities

Workshop #2 – 2012 Tax Operating Budget
General Issues Committee
November 17, 2011
Operating Workshop #2 Outline

1. 2011 Budget Variance Projections
2. 2012 Budget Issues and Opportunities
3. 2012 Draft Budget Submission
4. Discussion - 2012 Departmental Priorities
5. Council Feedback
2011 Variance Projection
## 2011 Budget Projected Variance

<table>
<thead>
<tr>
<th>Department</th>
<th>2011 Budget</th>
<th>2011 Projected Actual</th>
<th>Variance</th>
<th>% Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Services</td>
<td>$967,360</td>
<td>$846,938</td>
<td>$120,422</td>
<td>12.4%</td>
</tr>
<tr>
<td>Economic Development</td>
<td>$5,196,330</td>
<td>$5,213,600</td>
<td>$(17,270)</td>
<td>(0.3)%</td>
</tr>
<tr>
<td>GM, Fin &amp; Supp Services</td>
<td>$966,960</td>
<td>$958,883</td>
<td>$8,077</td>
<td>0.8%</td>
</tr>
<tr>
<td>Growth Management</td>
<td>$(525,430)</td>
<td>$(525,430)</td>
<td>$0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Parking &amp; By-law Serv</td>
<td>$4,941,560</td>
<td>$4,931,499</td>
<td>$10,061</td>
<td>0.2%</td>
</tr>
<tr>
<td>Planning</td>
<td>$2,265,990</td>
<td>$2,265,990</td>
<td>$0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Strat Serv/Spec Projects</td>
<td>$1,305,630</td>
<td>$1,240,378</td>
<td>$65,252</td>
<td>5.0%</td>
</tr>
<tr>
<td>Tourism</td>
<td>$1,415,070</td>
<td>$1,398,549</td>
<td>$16,521</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$16,533,470</strong></td>
<td><strong>$16,330,407</strong></td>
<td><strong>$203,063</strong></td>
<td><strong>1.2%</strong></td>
</tr>
</tbody>
</table>

“( )“ – Denotes unfavourable variance
2011 Budget Variance Explanation

- Favourable Gapping
- Favourable Lot Grading Revenue
- Unbudgeted expenditures for Rural Animal Control Contractual Services based on Council decision
- Higher than budgeted Sub-Processing Fees of $1M is offset by lower than budgeted transfer from the Development Fee Reserve resulting in no Net Levy impact
- Higher than budgeted Building Permits of $2M resulting in a transfer to the Building Permit Stabilization Reserve
Additional 2012 Budget Issues and Opportunities
2012 Budget Pressures

- Employee related cost increases ($1.55M Gross)
- Continued loss of Parking Enforcement revenue from private lots ($20k)
- Unfavourable On-Street Parking Revenue (Stoney Creek and Waterdown) due to free parking in off-street lots ($120k)
- Sustainability of the Development Fee Stabilization Reserve
- Cost of communication and education of homeowners regarding the City’s grading and drainage program ($15k)
- 2 additional FTEs (POA staff) as approved by Council to meet increased enforcement workload, to be funded through increased fine revenues
- Uncertainty of Destination Marketing Fee continuing for Tourism ($93k)
- High activity volumes in Small Business Enterprise Centre
2012 Budget Opportunities

- Increased Property Report Revenue in Building Services
- Increased anticipated Revenue in Growth Management and Planning Divisions decreases transfers from Reserve
- Review of fees in Growth Management and Planning may result in additional increase in revenues
- Re-Org opportunities being explored
- Trillium Fund contribution to Tourism
2012 Draft Budget
## 2012 Draft Budget

<table>
<thead>
<tr>
<th>Service</th>
<th>2011 Budget *</th>
<th>2012 Draft</th>
<th>$ Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Services</td>
<td>$1,016,575</td>
<td>$940,519</td>
<td>($76,056)</td>
<td>(7.5)%</td>
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<tr>
<td>Economic Development</td>
<td>$5,420,108</td>
<td>$5,639,696</td>
<td>$219,588</td>
<td>4.1%</td>
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<tr>
<td>GM, Fin &amp; Supp Services</td>
<td>$1,003,810</td>
<td>$1,003,718</td>
<td>($92)</td>
<td>(0.0)%</td>
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<tr>
<td>Growth Management</td>
<td>$(383,671)</td>
<td>$(278,185)</td>
<td>$105,486</td>
<td>27.5%</td>
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<tr>
<td>Parking &amp; By-law Serv</td>
<td>$5,046,914</td>
<td>$4,997,193</td>
<td>($49,721)</td>
<td>(1.0)%</td>
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<tr>
<td>Planning</td>
<td>$2,026,176</td>
<td>$2,238,531</td>
<td>$212,355</td>
<td>10.5%</td>
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<tr>
<td>Strat Serv/Spec Projects</td>
<td>$1,412,416</td>
<td>$1,419,670</td>
<td>$7,254</td>
<td>0.5%</td>
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<tr>
<td>Tourism</td>
<td>$1,415,481</td>
<td>$1,360,171</td>
<td>($55,310)</td>
<td>(3.9)%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$16,957,809</td>
<td>$17,321,313</td>
<td>$363,504</td>
<td>2.1%</td>
</tr>
</tbody>
</table>

*Restated*
Discussion – 2012 Budget Priorities
2012 Budget Priorities

- Resolution of Urban and Rural Official Plan OMB appeals
- Comprehensive Zoning By-law
- Completion of B-line Corridor Study and initiative of Corridor Plans on James Street and Centennial Parkway
- Bayfront Industrial Secondary Plan/Redevelopment Strategy
- Complete investigation into licensing of rental housing and tow trucks
- Canadian Open arrangements and possible financial contribution of $75k
2012 Budget Priorities

- Commence Phase 1 of a 6 year structural rehabilitation program at York Boulevard Parkade
- Complete investigation into creating a mediation service in By-Law Enforcement
- Expansion of CIP programs
- Comprehensive fee review in Growth Management and Planning Divisions
- Open for Business Review
- Support of Corporate Healthy Neighbourhoods Initiative