SUBJECT: Our Downtowns & BIAs - 2005 Annual Report & 2006 Downtown Renewal Division Work Plan (PED06073) (City Wide)

RECOMMENDATION:

That Report PED06073 respecting “Our Downtowns and BIAs - 2005 Annual Report and 2006 Downtown Renewal Division Work Plan” be received for information and that the relevant contents be made available through appropriate municipally-generated publications.

EXECUTIVE SUMMARY:

Report PED06073 summarizes events, undertakings and developments that occurred during 2005 in our city’s downtowns, in the City’s eleven (11) Business Improvement Areas (BIAs) as well as the Hamilton Municipal Parking System (HMPS). Also, included are 5 year reviews of our incentive programs and downtown construction activity. The report also outlines the Downtown Renewal Division’s accomplishments during 2005 and lays out the Division’s 2006 work plan. The information contained within this report will be used to create municipally-generated publications.

BACKGROUND:

The Downtown Renewal Division’s mission is to provide the public, Business Improvement Areas (BIAs), businesses, developers and City departments with a one-
window approach to various programs and incentives. These programs and incentives are focussed on the renewal and regeneration of our downtown areas and Business Improvement Areas (BIAs). The Hamilton Municipal Parking System’s mission is to be a self-sustaining business unit, financed entirely by its users, which manages the life-cycle of the municipal parking system - from planning, design and construction, to operation, maintenance and enforcement - in support of the residential and business communities, and the City’s Land Use, Transportation and Economic Development initiatives.

The Division is the principal point of contact for relevant matters related to the City’s six (6) downtowns, eleven (11) BIAs and the Hamilton Municipal Parking System. Last year at this time, the Downtown Renewal Division presented Council with its fourth annual report. The Division is not only committed to keeping Council apprised of developments and initiatives as they present themselves, but also to summarize these developments on an annual basis. Report PED06073 allows Council to review the previous year’s accomplishments and to examine the Division’s current work plan. The following narrative relates to what work the Downtown Renewal Division was involved in over the past year and what work the Division aims to accomplish over the next year. In addition, we have also provided certain statistics for comparison purposed over the past 5 years, the duration of the Downtown Renewal Division’s existence in the City organization.

ANALYSIS/RATIONALE:

2005 INITIATIVES AND ACCOMPLISHMENTS

Downtown Renewal

While the Downtown Renewal Division spearheaded many successful undertakings in 2005, these accomplishments were not achieved in isolation. For the most part, the successful conclusion of issues resulted because of support and participation by various City Departments. The Downtown Renewal Division recognizes that Downtown issues are complex and are a delicate interplay of a variety of forces therefore requiring an interdisciplinary approach. In this regard, committees such as the Downtown/West Harbourfront Co-ordinating Committee continued their work to co-ordinate municipal efforts.

The Downtown Renewal Division supported the City’s eleven (11) Business Improvement Areas (BIAs) along with the Ancaster Village Core Advisory Committee and the Hess Village Pedestrian Mall Authority. Part of the Division work plan saw the completion of the Commercial Market Analysis and Action Plans by Urban Marketing Collaborative for the remaining five BIAs. In addition to the foregoing, Downtown Renewal staff, led by Hazel Milsome, supported the BIA umbrella group known as the Hamilton Association of Business Improvement Areas (HABIA). Meeting on a monthly basis and chaired by Councillor McHattie, the HABIA meetings serve as an efficient forum for information sharing among BIAs and present an opportunity to focus on issues of common concern. In 2005, HABIA revisited its Strategic Plan providing an opportunity
to re-evaluate and re-prioritize its short, medium and long-term goals. HABIA met with local MPPs twice during 2005 for the purpose of discussing Provincial legislation affecting small business.

Staff from the Downtown Renewal Division and the Small Business Enterprise Centre, along with Mary Pocius, Executive Director of the International Village Business Improvement Area, organized the ‘Bridges to Better Business’ seminar in October. The program included keynote speakers Diane J. Brisebois, President and Chief Executive Officer of the Retail Council of Canada who spoke on "Trends - Telling the Retail Story", and Jim Albanese, President, Albanese Branding and Communication who spoke on "Branding not just for Big Business". Approximately 350 people attended the event.

The Downtown Renewal Division co-ordinated the 2005 ‘Excellence in Property Awards’, a awards program designed to recognize the vital contributions individual property and business owners make to their local community through the continual upkeep and beautification of their buildings within Hamilton’s Business Improvement Areas. The program culminated in an awards presentation at City Council in November. Winners from the participating BIAs were:

- G5 Promotions, 616 Barton Street East, Barton Village BIA
- The Movie Palace, 526 Concession Street, Concession Street BIA
- The Hamilton Club, 6 Main Street East, Downtown Hamilton BIA
- Vermeulen/Hind Architects, 41 King Street East, Dundas BIA
- Frank Lauinger, 201-203 King Street East, International Village BIA
- Adele, 283 Main Street West, Main West BIA
- European Textile, 263 Ottawa Street North, Ottawa Street BIA
- Village Restaurant, 35 King Street East, Stoney Creek BIA
- Grapes & Hops, 11 Paisley Avenue South, Westdale Village BIA.

The winner for the 2005 City of Hamilton award was the Hamilton Club, 6 Main Street East.

In the summer and fall of 2005, the Downtown Renewal Division led a multi-disciplinary team comprising Planning and Economic Development, Public Works, Public Health and Community Services, and Corporate Services Department staff to update the 10-Year Capital Improvement Plan for Downtown Hamilton and the West Harbourfront. This serves as a strategically-focused plan to spend public dollars to implement the public provisions of the Downtown Secondary Plan and the Downtown Transportation Master Plan as well as the Setting Sail Secondary Plan.

In addition, in 2005, the Downtown Renewal Division continued to participate and contribute to the work of the Development and Real Estate Division in the formulation of the new Downtown Zoning By-law and Heritage Character Zone Design Guidelines for
the planning area within the Downtown Hamilton Secondary Plan. The new Downtown Zoning By-law 05-200 was approved by Council in the spring of 2005.

In addition to the day to day activities, Downtown Renewal Division staff completed most tasks assigned to the Division through the Planning and Economic Development Department’s 2005-2007 Strategic Plan.

**Downtown Urban Development Corporation**

Division staff, together with other City staff and solicitors, continued to work on the establishment of a Downtown Urban Development Corporation based on the business plan that was approved by City Council in the summer of 2004. In 2006, staff will develop a Unanimous Shareholders Agreement and Management Agreement for Council approval. Currently, solicitors are drafting the relevant agreements and timing will be determined on the outcome of their deliberations.

**Downtown Cleanliness and Security Task Force**

In 2003 City Council approved the establishment of a task force on the cleanliness and security of the Downtown Core for the purpose of identifying issues related to the perception of the cleanliness and security of the Downtown Core and to recommend appropriate actions and strategies.

To date, City Council has approved $198,598 in enhanced capital projects and $839,650 in enhanced operating services in an effort to address the perception that Downtown is unsafe and unclean.

The Task Force meets on a quarterly basis to monitor the success of the implementation of the enhanced services as well as to identify additional services required. The Task Force agrees that the enhanced services are proving effective. The Task Force has forwarded a report for consideration during budget deliberations recommending the following services:

a) The reinstatement of the Gore to Shore Shuttle Services at a cost of $45,000;

b) The replacement of downtown tree lighting with LED lighting at a cost of $106,415; and,

c) An educational/promotional anti-littering campaign at a cost of $5,000.

**Downtown Ambassador Program**

Tourism Hamilton delivered the 2005 Downtown Ambassador Program as was recommended by the Task Force on Cleanliness and Security in the Downtown Core in 2004 so that public relations and visitor service programming would be enhanced to meet the needs of the program. Seventy percent of the program focused on the tourism component and the remaining thirty percent on the cleaning component.
The 2005 Downtown Ambassador Program consisted of eight Ambassadors (divided into two groups of four) and two Supervisors. The Downtown Ambassador Program operated seven days a week from 8 a.m. to 7:00 p.m.; Victoria Day Weekend to Labour Day Weekend. The Ambassadors commenced their duties on Monday, May 23, 2005 following one week of training. In 2005, the Outreach Program was limited to one hour a day (during extreme hot weather conditions), and police interaction was limited to calling the Beat Officer when witnessing or relaying messages obtained from the general public.

Each day, cleaning and poster removal occurred primarily in the Gore Park area. This was done in the early morning to prepare for any events that day. In addition, after the event litter was removed. Ambassadors patrolled the sidewalks within the downtown core, with emphasis on tourist attractions such as Whitehern Historic House and Garden, City Hall, Copps Coliseum, Hamilton Place, Art Gallery of Hamilton, Summers Lane, Jackson Square, etc.

### 2005 Program Statistics

<table>
<thead>
<tr>
<th>Activity</th>
<th>June</th>
<th>July</th>
<th>August</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pamphlet Distribution</td>
<td>1,246</td>
<td>1,466</td>
<td>2,188</td>
</tr>
<tr>
<td>Garbage Bags Collected</td>
<td>74</td>
<td>177</td>
<td>270</td>
</tr>
<tr>
<td>Poster Removal</td>
<td>270</td>
<td>100</td>
<td>66</td>
</tr>
</tbody>
</table>

A Community Relations Program was also developed that involved the Downtown Ambassadors actively engaging the public and promoting downtown Hamilton and the City of Hamilton as a whole. Each team developed two program activities to offer as part of the overall community relations mandate so that the public would be engaged more fully and to provide a value-added service to participating festivals and events.

Building on the platform established in 2005, the Downtown Ambassador Program will continue to enhance the community relations program and increase participation at festivals and events within Hamilton boundaries; and, when appropriate, in Hamilton’s geographic markets as identified by Tourism Hamilton’s Business and Marketing Plan. The Ambassadors will continue to carry out the following:

- Enhance the value-added programs offered as part of the community relations program to increase "downtown friendliness" efforts with the public.
- Continue to work closely with downtown BIA partners and downtown businesses in cleanliness initiatives.
- Continue to be “extra eyes” to assist downtown Hamilton policing and social services initiatives.
Fall/Winter Pilot of the Downtown Ambassador Program

City Council provided new funding to administer the Downtown Ambassador Program from Labour Day to December 31. The program ran on weekends in the fall, mainly when there were events and conventions taking place. There was only one program supervisor (as opposed to two for the summer) and six students (as opposed to eight in the summer). A typical week-end would see the supervisor working both days and two or three students working with the supervisor 7 hours each day.

The Task Force on Cleanliness and Security in the Downtown Core recommended extending the program to the Fall/Winter to support tourist and business visitations in the core to support shopping and event initiatives of the downtown BIAs.

The pilot provided the Downtown Ambassadors and Tourism Hamilton with enhanced opportunities for participation in Fall/Winter programs and activities. The longer program provided ongoing promotions and enhanced tourism visitor services in the downtown area.

The Fall/Winter Pilot Phase of the Downtown Ambassador Program was well received by all partners, especially in the downtown Hamilton geographic area.

Streetscape Projects in Downtown Hamilton:

The Public Works Department project managed the following streetscape projects in 2005 within the Downtown:

- King William Street between Hughson and Catharine Streets
- King William Street between Catharine and Wellington Streets (top course only)
- Bay Street between King and Cannon Streets
- James and John Streets two-way conversion

2006 Streetscape Projects:

- Ferguson Avenue between Main Street and Grange Avenue
- King William Street between Hughson and Catharine Streets (to complete the project)
- St. Joseph's Drive between James and John Streets (outside the Downtown core but related to the two-way conversion project in 2005).
- Resurfacing of the Hamilton Municipal Parking System parking Lot north of King William between John and Catharine Streets
Streetscape projects in the Community Downtowns and BIAs in 2005

Division staff designed, tendered and implemented a number of different streetscape improvement projects in the City’s Community Downtowns and BIAs in 2005. The Concession Street BIA gateway signs were designed and constructed as major entrance features to this established commercial district. The design process is underway for Dundas Memorial Square and Downtown Dundas BIA gateways as well as Waterdown BIA gateways.

Hamilton Municipal Parking System (HMPS)

A significant achievement of Marty Hazell’s group was the completion of the third phase of the five year rehabilitation of the Convention Centre Parking Garage. In addition, staff undertook an extensive review of Dundas school guard crossing locations in response to public school boundary changes. Another major achievement of staff was the development and issuance of a Request for Proposal (RFP) for a consultant to conduct a structural assessment of the York Boulevard Parkade. Staff also worked with the Development and Real Estate Division to finalize the Downtown Parking Study. HMPS staff prepared a comprehensive report on Downtown Parking (PED05019/SPH05038). Appendix “A” to Report PED06073 is the comprehensive list of HMPS’s 2005 Accomplishments.

2005 INITIATIVES AND ACCOMPLISHMENTS: DOWNTOWN/ BIA PROGRAMS

Loans and Grants

The loans and grants programs are designed to encourage the development of Downtown properties, the creation of new housing on a sustainable basis in Downtown Hamilton, and the upgrading of commercial properties within the eleven (11) Business Improvement Areas of the City of Hamilton.

The following represents a summary of major program and policy initiatives of the Downtown Renewal Division in 2005.
Enterprise Zone - Municipal Realty Incentive Grant Program

The intent of the Enterprise Zone Municipal Realty Tax Incentive Grant Program is to provide an economic catalyst for developing, redeveloping or renovating residential/commercial lands and buildings located within the Enterprise Zone. This program authorizes for each approved grant application, a nine (9) year grant, the amount of which is subject to Council approval, in an amount not exceeding the increase in municipal realty taxes as a direct result of the development/redevelopment of the land and/or building. The grant which may be approved by Council shall be an amount which does not exceed 100% of the municipal realty tax increase during the first 5 years, 80% in year 6, 60% in year 7, 40% in year 8, and 20% in year 9. For purposes of determining the eligible amount of the increase in municipal realty taxes, special charges including BIA levies are excluded from the calculation. The grant would reduce the effect of an increase in municipal (City portion only) realty taxes attributable to the differential between the pre-renovation assessment and the post-renovation assessment.

The Enterprise Zone Municipal Realty Tax Incentive Grant Program provides an effective incentive for development and redevelopment initiatives within the Downtown core area. Three (3) property owners made application under the terms of the program in 2005 bringing the total of program participants to twenty (20).

Since the beginning of the program in 2002, the Downtown Renewal Division has received 20 applications, of which 18 of the projects have or will be constructed, 2 of the projects will not move forward due to a change in ownership. However, Downtown Renewal staff has apprised the new owners of the City’s plans for downtown as well as incentive programs. The total construction value of these 18 projects is approximately $105,796,015. The Enterprise Zone program has proven to be an effective incentive to encourage downtown developments.

Hamilton Downtown Residential Loan Program

The Hamilton Downtown Residential Loan Program provides a financial incentive to developers to assist with the costs of converting commercial space into apartments, construction of new apartments and assistance in the renovation of existing residential units. The program is also intended to provide assistance towards the costs of creating new residential units on vacant land.

Eligible existing buildings/vacant properties must be located in the Downtown Hamilton Community Improvement Project Area. Only class C/D commercial buildings with a pre-existing annual vacancy of not less than 20% are eligible. Vacant lands include properties developed as parking lots.

Acting as a lender, the City provides financial support for the program and ensures that development arising from the program within the Downtown is consistent with the principles and design themes contained within the Downtown Hamilton Secondary Plan.

The loan is interest free for a maximum term of five (5) years and the principal is repayable in annual amounts of ten (10) percent, in twelve (12) equal monthly payments,
of the original loan amount. Payments will commence one (1) year following completion of construction. The balance outstanding will be paid by a balloon payment at the end of the five year term. The available loan is calculated on the basis of a maximum of $20 per square foot of habitable floor space.

A request for proposals was issued in 2005 for developers wishing to take advantage of the program. Fourteen proposals were submitted for the construction of over 700 units at a total construction cost of almost $117 million. Interest for the program has resulted in the $20 million line of credit being fully subscribed.

<table>
<thead>
<tr>
<th>Hamilton Downtown Residential Loan Program over the past 5 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constructed with Funding</td>
</tr>
<tr>
<td>--------------------------</td>
</tr>
<tr>
<td>448</td>
</tr>
</tbody>
</table>

Total of 1653 units with a construction value of over $217 million

*Council agreed to loan, but in the end projects did not need City money.

**Commercial Property Improvement Grant Program**

The grant program provides financial assistance for commercial property owners and owner-authorized tenants within the existing eleven City-wide Business Improvement Areas (BIAs).

The program is designed to provide financial assistance for property owners/authorized tenants within each of the eleven Business Improvement Areas across the entire City of Hamilton. The program aims to provide financial assistance for the improvement of the façades and entrance features of numerous commercial properties throughout the City. It is understood that smaller scale commercial activities contribute greatly to the economic vitality and health of the commercial sector within the City of Hamilton. This program seeks to build upon these successes, and to create long-lasting physical and aesthetic improvements to the assets of commercial property owners as defined by the Business Improvement Areas.

Under the terms of the program, grants are available to properties within the BIAs, through a request for funding application. Applicants can apply for up to $7,500 on a matching grant basis to be used for exterior and some limited interior improvements. Eligible improvements include upgrades to façades; work such as signage, lighting, architectural detailing and façade repair work. Up to $2,500 dollars can be used for interior work associated with the entrance to the commercial use and the display areas associated with the principal entrances.
### King Street East Stoney Creek CPIG Success

#### 2005 DOWNTOWN BUILDING ACTIVITY

2005 was another exciting year for construction activity in the various downtowns. Not only were new business ventures attracted to downtown Hamilton, but other developments were started in the area. The Downtown Renewal Division recorded the issuance of building permit results for Downtown Hamilton and other area Downtowns.

#### 2005 Downtown Hamilton Building Activity

Building Activity statistics were collected for the Downtown Hamilton Community Improvement Project area. This area is bounded by Queen Street to the west, Victoria Street to the east, Cannon Street to the north, Hunter Street to the south and properties fronting onto James Street north to Liuna Station and south to Charlton Avenue.
A total of 89 building permits, representing a value of $15,912,213, were issued within the Downtown in 2005. Although the value is down from previous years, it demonstrates that construction value is strong in the core.

The 2001, 2002, 2003, 2004 and 2005 split between residential permits and non-residential is as follows:
In 2005, in Downtown Hamilton, building permits were issued for the construction of 74 dwelling units. The dwelling units are contained within four projects, 1 unit at 231 Main St W; 1 unit at 142 James St. S; 21 units at 42 Mary St and 51 units at 47 Caroline St. Of these 74 units, 51 have received funding from Council under the terms of the Hamilton Downtown Residential Loan Program. The City View Terrace project at 47 Caroline Street North represents the first new apartment building constructed in Downtown Hamilton for a number of years. Another significant residential construction project within the core in 2005 was that of the 42 Mary Street. Urban Native Homes is spending in excess of $1.5 million dollars converting the vacant commercial building (originally known as Superior Engravers) into 21 apartment units for seniors. In 2005, the split between residential and non-residential construction values was 68% and 32% respectively. This split in construction values is along the lines of Council’s vision for the Downtown in that the principal goal is to increase the number of residents in the core.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Residential Units Constructed (with or without City HDRLP*)</th>
<th>Total Residential Units Constructed with assistance of HDRLP*</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>151</td>
<td>75</td>
</tr>
<tr>
<td>2002</td>
<td>214</td>
<td>192</td>
</tr>
<tr>
<td>2003</td>
<td>47</td>
<td>46</td>
</tr>
<tr>
<td>2004</td>
<td>211</td>
<td>211</td>
</tr>
<tr>
<td>2005</td>
<td>74</td>
<td>51</td>
</tr>
<tr>
<td>Totals</td>
<td>697</td>
<td>575</td>
</tr>
</tbody>
</table>

* HDRLP (Hamilton Downtown Residential Loan Program)

Average total units per year over the past 5 years is 140

Average units per year over the past 5 years with HDRLP is 115

Non-residential building permits were issued for alterations / renovations / new construction. One of the more visible non-residential revitalization projects is that of 250 Main Street East. The City of Hamilton signed a lease with the property owner to occupy the space. The project not only involved internal renovations but façade
improvements to the east side of the building. The construction value for this project is over $1.8 million.

### Downtown Construction Value Summary of the past 5 years

<table>
<thead>
<tr>
<th></th>
<th>Residential</th>
<th>Non-Residential</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$49,469,098</td>
<td>$96,176,543</td>
<td>$145,645,641</td>
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</table>

The Downtown Renewal Division has been tracking ground floor vacancies of commercial and mixed-use buildings since 2001 as shown on the following table:

#### Ground Floor Vacancies

<table>
<thead>
<tr>
<th>Year</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>16.4%</td>
<td>16.1%</td>
<td>9.0%</td>
<td>10.4%</td>
<td>12.6%</td>
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</table>

The Downtown Renewal Division will increase their efforts and solicit the assistance of the Downtown BIAs in an attempt to lower the Ground Floor Vacancy rate. Staff and the Downtown BIAs will continue to implement the Commercial Market Analyses and Action Plans that were prepared for the BIAs.

### 2005 COMMUNITY DOWNTOWN BUILDING ACTIVITY

Community Downtowns had a total of 21 building permits issued in 2005.
The total construction value of the permits issued in the community Downtowns outside of the core Downtown of Hamilton in 2005 was $12,575,850. Downtown Dundas led the way with a total of $12,280,600 largely attributed to the issuance of a building permit for the construction of an $11 million 6 storey retirement home as well as the construction of a new 2 storey retail complex at a construction value of $921,600.

A major construction project in Waterdown relates to the renovation of existing space to accommodate a new restaurant known as “Angel’s Diner Family Restaurant”. A new deli restaurant named “Cellis” opened on Wilson Street East in Ancaster in the former Tim Horton’s coffee shop that stood vacant for a couple of years. Stoney Creek saw some office alterations and façade improvements. Binbrook Village did not see any construction in 2005. The Downtown Renewal Division will continue to monitor all construction activity in the downtowns.

<table>
<thead>
<tr>
<th>Community Downtown Construction Value Summary of the past 5 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ancaster</td>
</tr>
<tr>
<td>$4,241,950</td>
</tr>
</tbody>
</table>

**2005 DOWNTOWN SUCCESSES**

A number of exciting events have occurred in Downtown Hamilton in 2005. The year marked the start of new business ventures, expanded businesses and the beginning and completion of various redevelopment projects.

**Some New Businesses and Improvements:**

July opening of the Staybridge Holiday Inn
118 Market St. Hamilton
The Hamilton Club Façade Improvements & Renovations, Main Street East

Construction underway at City View Terrace – 47 Caroline Street North

Brownies Downtown – New Restaurant – 275 King Street East
Other Successes in 2005:

Chateau Royale on James Street South containing 197 residential units fully paid back their $3.4 million loan granted to them under the Hamilton Downtown Residential Loan Program. As well, the project known as “The Annex” at 11 Rebecca Street containing 40 residential units has begun payback of the residential loan. The seniors apartment project at 155 James Street South continues paying back its City loan. Construction continued and has neared completion of phase I of Trinity Landing at 80 King William Street (35 units). The newly renovated Hamilton Art Gallery opened its doors to the public in May 2005. James Street North attracted gallery and related uses last year with the opening of Loose Cannon Gallery at 150 James St. N, The Print Studio at 173 James St. N, Sublimatus Gallery at 241 James St. N and Blue Angel Gallery at 243 James St. N.

New Restaurants and Businesses:

- Harvest Moon Banquet Facility – 80 James Street North
- Myron Corporate Sales Call Centre – 31 King Street East
- MD Funds Management - 12th Floor – 1 King Street West
- Baroli Café – 100 King Street West
- Reliable Life – 100 King Street West
- Elixir renovations in Hess Village – 18 Hess Street South
- KOI renovations in Hess Village – 27 Hess Street South
- New Petro Canada gas station – 126 Main Street East
- Wireless Wave – 100 King Street West
- Downtown Arts Centre – 28 Rebecca Street
- Skydragon Community Development Co-op - 27 King William Street
Performance Measurement

Measuring the performance of our incentive programs is an important commitment of the Division. The Division’s ultimate measure of success will be when the Division and the programs we measure are no longer required. The following outlines some of our performance measures for each of our incentive programs.

Commercial Property Improvement Grant Program: As we roll out the program each year we track how much total construction value is leveraged from the City’s grant contribution. As you have seen in a previous section of this report, although the program is a 50/50 matching grant, the true value of the work leveraged by the City grant is more than 50%. The 2005 program saw approximately a 40% to 60% ratio public vs. private contribution. The performance measure of the program is to maintain and to continually try to improve on this ratio.

Enterprise Zone – Municipal Realty Incentive Grant Program: In delivering this program we’d like to see a minimum of 5 new applications per year. This program involves the renovation/rehabilitation of buildings that are at least 50% vacant or vacant properties including parking lots. Therefore applications submitted under this program result in the utilization of existing space or new construction on surface parking lots.

Hamilton Downtown Residential Loan Program: With respect to this program the Division has two measures of success. The first measure of success is that the full $20 million line of credit is committed to projects; Council presently has before it requests in excess of $20 million. The second measure of success is that projects committed funding under the terms of the program release or pay back the commitment within a five (5) year time frame. This second measure of success is being met as well.

LOOKING FORWARD IN 2006

Downtown Renewal Division staff will continue to work with proposals submitted under a 2005 Request for Information relating to the development of a parking structure within the Downtown Hamilton core.

Divisional staff is continuing the work leading to the creation of an Urban Development Corporation. As noted previously, solicitors are presently in the midst of preparing the Unanimous Shareholders Agreement and Management Agreement.

The Division will oversee the construction of the Downtown Dundas and Waterdown Village BIA gateways, as well as finalize the design and oversee the construction of the Memorial Square project in Downtown Dundas. The Division will also prepare a Landscape Master Plan for Ancaster Square.

A principal focus of the Division will be on the continued delivery of programs and communication. Over the year we intend to continue to implement the Division’s communications plan designed to “sell” the downtowns and the functions of the Downtown Renewal Division to the private sector and businesses. From an incentive program perspective, a new program named the Main Street Housing Program to be
applied to BIAs will be developed for Council’s approval along with refinements to our existing financial incentive programs. These financial incentive program initiatives will be approved by City Council and the Province through the creation of a comprehensive Community Improvement Plan for Downtown Hamilton, Community Downtowns and BIAs.

The Division will continue to co-ordinate the work of the Downtown West Harbourfront Co-ordinating Committee.

A significant component of the Division’s work is focused on supporting BIAs and Advisory Committee’s such as the Ancaster Village Core Advisory Committee, and the Hess Village Pedestrian Mall Authority.

The Downtown Renewal Division will continue to work with the Development and Real Estate Division on all Downtown applications.

**Hamilton Municipal Parking System**

In addition to the core services that staff provide on an ongoing basis, in 2006 the Hamilton Municipal Parking System will:

- Participate in the development of the West Harbourfront Waterfront Recreation Master Plan;
- Participate in the Kirkendall Neighborhood Traffic Study;
- Participate on the Hess Village Task Force;
- Participate in the surface rehabilitation project of carpark #1 (John and Rebecca);
- Participate on the special event team and develop a parking plan for the 2006 Bell Canadian Open;
- Participate on the Technical Advisory Committee for the City Hall Renovations and develop parking plans and arrangements for the interim City Hall accommodations;
- Consult with the community, conduct a business case analysis, and report to the Planning and Economic Development Committee on whether or not to bring the Dundas parking program, currently operated by ParkSmart, in-house, or to re-tender or renew the contract;
- In accordance with the Planning and Economic Committee directive, review/report on the viability of maintaining the operation of Carpark 47 (Barton and Barnesdale);
- Complete third phase of the rehabilitation program for the Convention Centre Parking Garage;
- Conduct a comprehensive review/reassignment of school crossing guards in Dundas as a result of school boundary changes;
- Implement the final phase of Bill 25 (Plate Denial) for tighter control and recovery of non-paid parking;
- Tags;
- Finalize the comprehensive asset management program for all municipal carparks; and,
- Continue to support groups such as HABIA, the Downtown Safety and Cleanliness Task Force

**CITY STRATEGIC COMMITMENT:**

By evaluating the “Triple Bottom Line”, (community, environment, economic implications) we can make choices that create value across all three bottom lines, moving us closer to our vision for a sustainable community, and Provincial interests.

**Community Well-Being is enhanced.** ☑ Yes  ☐ No
Public services and programs are delivered in an equitable manner, coordinated, efficient, effective and easily accessible to all citizens.
Downtown Renewal actively engages Downtown and BIA stakeholders in decision making as well as other City Departments (Police, Public Works, Tourism etc). As well, community members are recognized for their contribution toward enhancing the character of their communities through awards events and recognition in Annual Reports.

**Environmental Well-Being is enhanced.** ☑ Yes  ☐ No
Human health and safety are protected.
The rehabilitation of the building stock and the development of properties in the Downtowns and BIAs makes efficient and effective use of City services as well as protecting human health and safety.

**Economic Well-Being is enhanced.** ☑ Yes  ☐ No
Investment in Hamilton is enhanced and supported.
Downtown Renewal programs lead to effective partnerships with community stakeholders and the development community. Developers and property owners invest in Downtown and BIA properties leading to property assessment increases through the rehabilitation of buildings and properties.

**Does the option you are recommending create value across all three bottom lines?**
☑ Yes  ☐ No

**Do the options you are recommending make Hamilton a City of choice for high performance public servants?**
☑ Yes  ☐ No

Hamilton continues to lead initiatives related to renewal. Such initiatives are professionally stimulating and result in Hamilton being a choice for employment to those interested in bettering community life.

RMM:jeg:jcs

Attach. (1)
# 2005 HMPS ACHIEVEMENTS

## 2005 HMPS WORKPLAN TRACKING FORM

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>ESTIMATED COMPLETION DATE</th>
<th>OWNER</th>
<th>COMPLETED</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participate in the development of policy, recommendations and reports with respect to the employee parking, which align with Transportation Master Plan principles.</td>
<td>Q2</td>
<td>Marty Hazell</td>
<td>√</td>
<td>Approved by City Council on March 9/05</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Now in implementation phase</td>
</tr>
<tr>
<td>Participate in the Downtown Parking Study</td>
<td>Q2</td>
<td>Marty Hazell, George Brovac, Paul Buckle</td>
<td>√</td>
<td>Marshall, Macklin, Monaghan report delivered Q4</td>
</tr>
<tr>
<td>Comprehensive report on Downtown parking</td>
<td>Q2</td>
<td>Marty Hazell, Paul Buckle</td>
<td>√</td>
<td>Report (PED05019/SPH05038) app'd by P+ED Committee and by City Council Oct 12, 2005</td>
</tr>
<tr>
<td>Develop and report on reinvesting parking surpluses (“RIPS”) into BIA parking programs</td>
<td>Q3</td>
<td>Marty Hazell</td>
<td>√</td>
<td>Report drafted, but instructed by LAC (via Sue O’Dwyer) to include this as an enhancement package for the 2006 budget process</td>
</tr>
<tr>
<td>Streamlining of driveway approvals</td>
<td>Q1</td>
<td>Sebastian Stula</td>
<td>√</td>
<td>Implemented for efficiencies and improved customer service</td>
</tr>
<tr>
<td>Support and participate at HABIA</td>
<td>Ongoing</td>
<td>Ron Marini Marty Hazell Hazel Milsome</td>
<td>√</td>
<td>Ongoing</td>
</tr>
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</tr>
<tr>
<td>Formalize and report on the strategic alliance with the Royal Botanical Gardens to deliver parking services</td>
<td>Q2</td>
<td>Ted Arnold</td>
<td>√</td>
<td>Operating under terms of the agreement, but still waiting for signed agreement by RBG. Additional time given due to RBG difficulties and management changes. Met with Interim CEO of the RBG on Nov 9, 2005.</td>
</tr>
<tr>
<td>As a result of upcoming school boundary changes in Dundas, work with school board, Councillor and public in realigning the school crossing guards prior to the 2005/2006 school year</td>
<td>Q4</td>
<td>Bill Young</td>
<td>√</td>
<td>Report (PED05141) approved at PED Committee (October 18/05) and by City Council on October 26/05.</td>
</tr>
<tr>
<td>Develop and issue an RFP for a consultant to conduct a structural assessment of the York Boulevard Parkade</td>
<td>Q4</td>
<td>George Brovac</td>
<td>√</td>
<td>The RFP has been awarded to Reed Jones Christoffersen Consulting Engineers and the structural assessment report will be completed by the Spring of 2006.</td>
</tr>
<tr>
<td>Participate, from a parking perspective, on the conversion of James and John Streets to two-way to improve traffic circulation in the downtown</td>
<td>Q4</td>
<td>Ted Arnold</td>
<td>√</td>
<td>Two-way conversion to be implemented Nov 2005. Required parking regulation changes complete.</td>
</tr>
<tr>
<td>Special Event Parking Policy</td>
<td>Q1</td>
<td>Marty Hazell</td>
<td>√</td>
<td>App’d by City Council March 23, 2005</td>
</tr>
<tr>
<td>Actively participate on the Health and Safety Committee (Union and Management)</td>
<td>On-going</td>
<td>Rose Salayko Mike Newell Bob Ledger</td>
<td>√</td>
<td>On-going Tony Christison replaced Mike Newell</td>
</tr>
<tr>
<td>Establish the requirement for completing an “Employee Development Plan” with all HMPS performance reviews not only to address deficiencies, but also to focus on employee growth/development</td>
<td>Q1</td>
<td>Marty Hazell</td>
<td>√</td>
<td>Implemented for all HMPS staff</td>
</tr>
<tr>
<td>Implement the final phase of Bill 25 (plate denial) for tighter control and recovery of unpaid parking tags</td>
<td>Q4</td>
<td>Susan Reeder</td>
<td></td>
<td>Spring 2005 approval anticipated, but still awaiting final approval from the Province. No responses to status inquiries.</td>
</tr>
<tr>
<td>External benchmarking for fees and fines on parking</td>
<td>Q3</td>
<td>Marty Hazell Rose Salayko</td>
<td>√</td>
<td>Benchmarking of parking fees completed in July</td>
</tr>
<tr>
<td>Task</td>
<td>Quarter</td>
<td>Assignee</td>
<td>Status</td>
<td>Notes</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
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</tr>
<tr>
<td>Develop a Parking Asset Management program to provide systematic approach to maintaining, upgrading and operating physical assets cost-effectively</td>
<td>Q4</td>
<td>George Brovac</td>
<td>✓</td>
<td>The asset management program will be completed in 2006 once the asphalt and subsurface RFP's are complete.</td>
</tr>
<tr>
<td>Develop a fiscal sustainability strategy for parking</td>
<td>Q3</td>
<td>Marty Hazell</td>
<td>✓</td>
<td>Developed and documented by memo dated August 9, 2005. Presented to LAC at September 6, 2005 meeting.</td>
</tr>
<tr>
<td>Investigate and recommend feasibility of a veterans’ license plate program</td>
<td>Q2</td>
<td>Paul Buckle</td>
<td>✓</td>
<td>App’d by City Council May 25th, 2005</td>
</tr>
<tr>
<td>Currently researching the feasibility and availability of an integrated parking permit, parking fine management and parking tag issuance (ie hand held) solution</td>
<td>2006/2007</td>
<td>Rose Salayko, Karen Gillen, Liz Booth</td>
<td>✓</td>
<td>Research has been completed and development of a parking permit issuance system is approximately 75% complete. Parking fine management and handhelds to be explored in 2006</td>
</tr>
<tr>
<td>Migration of content from current web pages to the new City Portal</td>
<td>Q3</td>
<td>Rose Salayko</td>
<td>✓</td>
<td>Migration to portal completed for launch September 13, 2005</td>
</tr>
<tr>
<td>Participate in the Streets Master Planning process</td>
<td>On-going</td>
<td>George Brovac</td>
<td>✓</td>
<td>On-going</td>
</tr>
</tbody>
</table>
2. The following documents major HMPS accomplishments for 2005, beyond those commitments in the annual work plan:

- assumed the responsibility for operating and maintaining the Jarvis Square Clock Tower in Municipal carpark #8 (King and Jarvis).

- worked with Real Estate to develop, negotiate and execute a lease for a pedestrian walkway to the Mulberry carpark at 225-227 James North.

- Developed and delivered a training program for the Hamilton Police Service (Station #20 East End) to decrease the error rate and make the Police more aware of the City’s parking bylaws.

- In accordance with the Manager’s delegated authority, adjusted parking rates and hours of operation for approximately 10 (15%) of municipal carparks.

- negotiated, reported and received City Council approval for a Parking for Services In Kind arrangement for Theatre Aquarius.

- Developed the “Project Manager, Business Information and Technology” position, including the development of the PBIS Program (Business Information and Internal Benchmarking Scorecard for core “Parking” activities).

- as a result of Council’s decision to sell the property at 74 Hughson St. S (old Health Building) removed equipment and closed 2 adjoining municipal carparks.

- worked with Facilities (Project Managers) to budget for and install a new HVAC system for the HMPS’ non-public office.

- Upon establishing and filling the “Project Manager, Parking Planning” position, participated in the Development Application Review Committee.

- Agreed to the request to allow free parking for the Veteran’s Day ceremonies at the Convention Centre.

- Participated in the OMBI initiative as well as in a comprehensive benchmarking exercise by the Canadian Parking Association.

- As a customer service initiative, created a new email box for City staff called HMPS-CustServ@hamilton.ca to eliminate the necessity of City staff waiting in line ups at the HMPS counter or waiting on the phone.

- Developed, negotiated and executed a Service Level Agreement with Public Works (Traffic) for the provision of parking sign manufacturing, erection and maintenance to the HMPS.

- resurfaced carpark #33 (Upper James and Genessee).

- Participated in the development and reporting of the King Street West Streetscape Master Plan.
- Worked with City Clerks to report to the Corporate Administration Committee (FCS05053/PD05133) respecting Chronic Offenders on Parking and Traffic Infractions.

- Agreed to become the broker for all staff employee parking arrangements. Departments can no longer make their own parking arrangements for City-paid parking in private lots.

- Sebastian Stula and George Brovac participated in the Leadership Roundtable.

- City Council directed that 171 Main Street East be maintained within the Municipal Inventory of Property and continue to be utilized for public parking pending the outcome of the Downtown Parking/Zoning By-law Study, currently underway.

- Several HMPS Superintendents/Supervisors participated in the CCOHS safety training program for managers/supervisors.

- worked with Forestry to improve customer service with respect to Driveway Permit/Residential Boulevard Parking Applications involving trees.

- Reported and received approval to adjust the HMPS staff complement by deleting two Municipal Offence Officer positions and replacing them with one additional Towing Officer position.

- Participated in a “user group” with other municipalities who use the JJ MacKay product to process their parking tickets in troubleshooting/facilitating upgrades.

- Agreed to and received City Council approval to sell a 0.6 metre (1.968 foot) strip along the westerly limit of Municipal Carpark No. 8, King and Jarvis to facilitate a new development.

- Created a Parking Resource Centre Folder on the eNet under the "Who’s Doing What" section so that employees now have easy access to various parking policies, applications and forms and can view and/or print copies for their needs.

- Reported on the City of Mississauga Resolution 0083-2005 respecting Bill 169 amending Section 176(3) of the *Highway Traffic Act*, RSO 1990 as it relates to School Crossing Guards and vehicles approaching School Crossing Guards displaying sign.

- Developed for 2006 implementation “Easy Pay Parking” – a customer service initiative which consolidates monthly payment options and introducing a new program to make paying for monthly permits easier.

- Executed Ministry of Transportation ARIS Agreement (web-based vehicle ownership database access agreement) to replace expired EDT Agreement.

- Co-ordinated parking requirements for 50 movie shoots involving the leasing of parking meters and carpark spaces for various production companies.

- Installed a new two way radio system in the Convention Centre Parking Garage resulting in improved communication by Special Event and Security Staff.

- Under the Manager’s delegated authority processed over 250 routine parking regulation changes.