



City of Hamilton
GENERAL ISSUES COMMITTEE

Meeting #: 18-003(b)
Date: January 25, 2018
Time: 9:30 a.m.
Location: Council Chambers, Hamilton City Hall
71 Main Street West

Stephanie Paparella, Legislative Coordinator (905) 546-2424 ext. 3993

	Pages
1. CHANGE TO THE AGENDA	
2. DECLARATIONS OF INTEREST	
3. APPROVAL OF MINUTES OF PREVIOUS MEETING	
4. CONSENT ITEMS	
5. PRESENTATIONS	
Note: Presentation start times are approximate only.	
5.1 Hamilton Library Board - 2018 Operating Budget Submission (9:45 a.m.)	2
5.2 Hamilton Farmers' Market Board - 2018 Operating Budget Submission (10:15 a.m.)	31
5.3 Hamilton Police Services Board - 2018 Operating Budget Submission (10:45 a.m.)	38
6. MOTIONS	
7. NOTICES OF MOTION	
8. ADJOURNMENT	



Hamilton
Public
Library

2018 Operating Budget

FREEDOM TO DISCOVER

HPL.CA



Presentation Outline

1. The Numbers

- Financial, Budget
- Return on Investment (ROI)
- Activity Levels

2. 2017 Highlights

3. New Strategic Plan





2018 Library Board Budget Request

Increase of

1.8%

or

\$535,330

Total Net Levy Request

\$29,978,770

Recent Library Board Budget Submissions

Budget Year	Direction	Library
2011	2.0%	0.7%
2012	0.0%	1.0%
2013	0.0%	0.0%
2014	0.0%	0.2%
2015	-----	1.5%
2016	1.0%	1.0%
2017	1.8%	1.8%
2018	1.5%	1.8%

HPL Increase Averages 1% Per Year

2018 Budget Overview

2017

2018

2018 Budget vs. 2017 Restated Budget

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Account

Budget
Restated

Budget
Submission

vs. 2017 Restated Budget
\$ %

Net Levy	29,443,440	29,978,770	535,330	1.8%
Expense	31,249,510	31,774,290	524,780	1.7%
EMPLOYEE RELATED COST	21,146,820	21,564,670	417,850	2.0%
MATERIAL AND SUPPLY	3,836,880	3,836,880	-	-
VEHICLE EXPENSES	37,480	80,640	43,160	115.2%
BUILDING AND GROUND	2,471,170	2,424,010	(47,160)	(1.9%)
CONTRACTUAL	1,241,180	1,247,380	6,200	0.5%
RESERVES / RECOVERIES	1,920,340	2,006,310	85,970	4.5%
COST ALLOCATIONS	210,420	229,180	18,760	8.9%
FINANCIAL	385,220	385,220	-	-
Revenue	(1,806,070)	(1,795,520)	10,550	(0.6%)
FEES AND GENERAL	(596,620)	(603,070)	(6,450)	1.1%
GRANTS AND SUBSIDIES	(1,209,450)	(1,192,450)	17,000	(1.4%)



2018 Budget Drivers

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2017 FTE - 305
2018 FTE - 300

Pressures	Positive Drivers
Minimum Wage – \$110,000 Gross Impact of \$254k reduced by \$144k	Rent Reduction – \$68,900 savings Temporary locations Binbrook & Dundas locations
City Cost Allocations – \$100,000 Direct Facilities Allocation, Indirect Allocations	Improved Workflows – \$30,000 savings Contracted Courier service brought in-house
Equipment Maintenance – \$97,000 Sorters, RFID Gates, Self Check Units	Equipment Usage – \$27,000 revenue increase in 3D Printing, scanning, colour copying
Fine Revenue Reduction – \$25,000 No overdue fines for eBooks, Digital	Improved Technology – Shift to higher value work, control of FTE

2019-2021 Budget Forecast

Account	2018 Budget	2019 Budget Change	2020 Budget Change	2021 Budget Change
% Increase	1.8%	2.4%	1.8%	1.7%
Net Levy	29,978,770	712,204	545,877	530,546
Expense	31,774,290	699,204	537,877	522,546
EMPLOYEE RELATED COST	21,564,670	573,681	440,155	448,958
MATERIAL AND SUPPLY	3,836,880	19,184	19,568	19,959
VEHICLE EXPENSES	80,640	1,442	1,471	1,500
BUILDING AND GROUND	2,424,010	25,999	(15,432)	9,791
CONTRACTUAL	1,247,380	76,306	87,432	37,561
RESERVES / RECOVERIES	2,006,310	-	-	-
COST ALLOCATIONS	229,180	4,592	4,683	4,777
FINANCIAL	385,220	(2,000)	-	-
Revenue	(1,795,520)	13,000	8,000	8,000
FEES AND GENERAL	(603,070)	13,000	8,000	8,000
GRANTS AND SUBSIDIES	(1,192,450)	-	-	-



Economic Impact of HPL on Hamilton

RETURN ON INVESTMENT

\$1
INVESTED
INTO HPL

URNS
INTO
→

\$5.59
OF ECONOMIC BENEFIT

Return on Investment = 459%

Full Report at:

www.hpl.ca/articles/strategic-priorities-2018-2021

Economic Impact of HPL on Hamilton - 2016

2016 Taxes

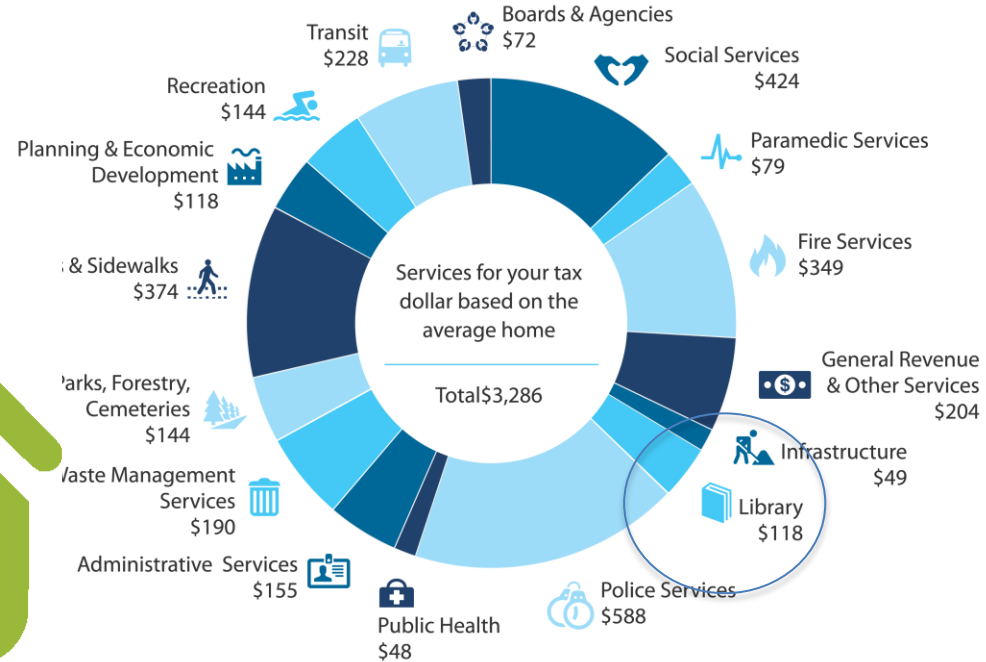


**AVERAGE COST
PER HOUSEHOLD
\$118**

**BENEFIT PER
HOUSEHOLD
\$765**



NET BENEFIT OF \$647 PER HOUSEHOLD

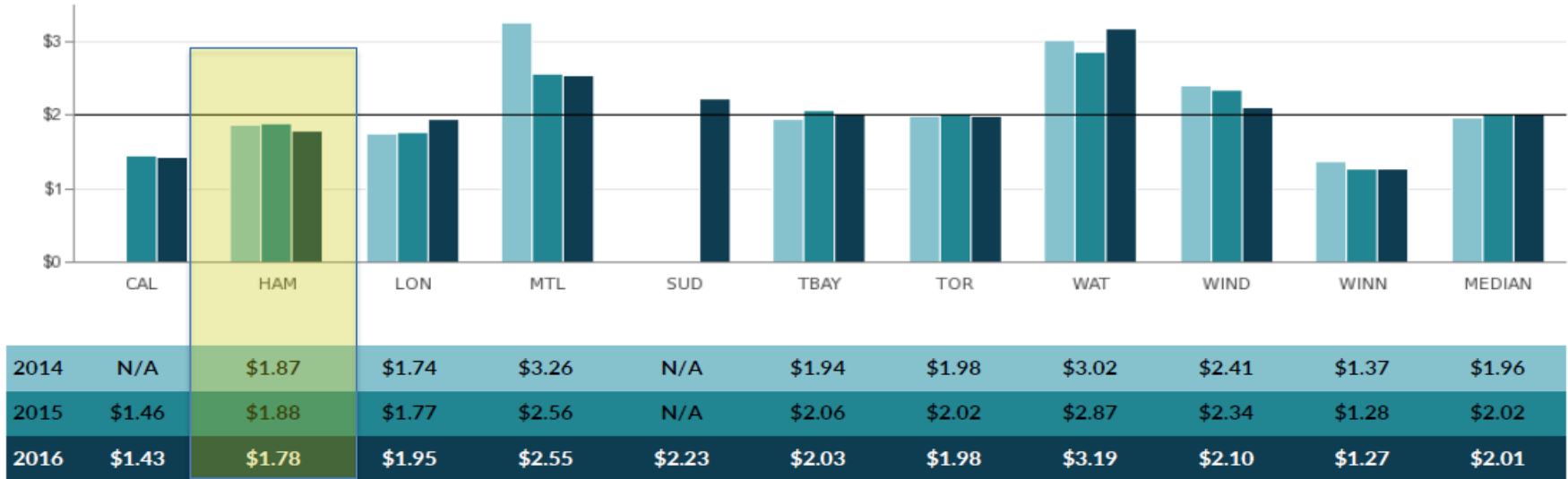




Municipal Benchmark Measures

Fig. 18.3 Total Cost per Library Use

This measure includes operating costs to operate library branches and provide paper and electronic resources for citizens.



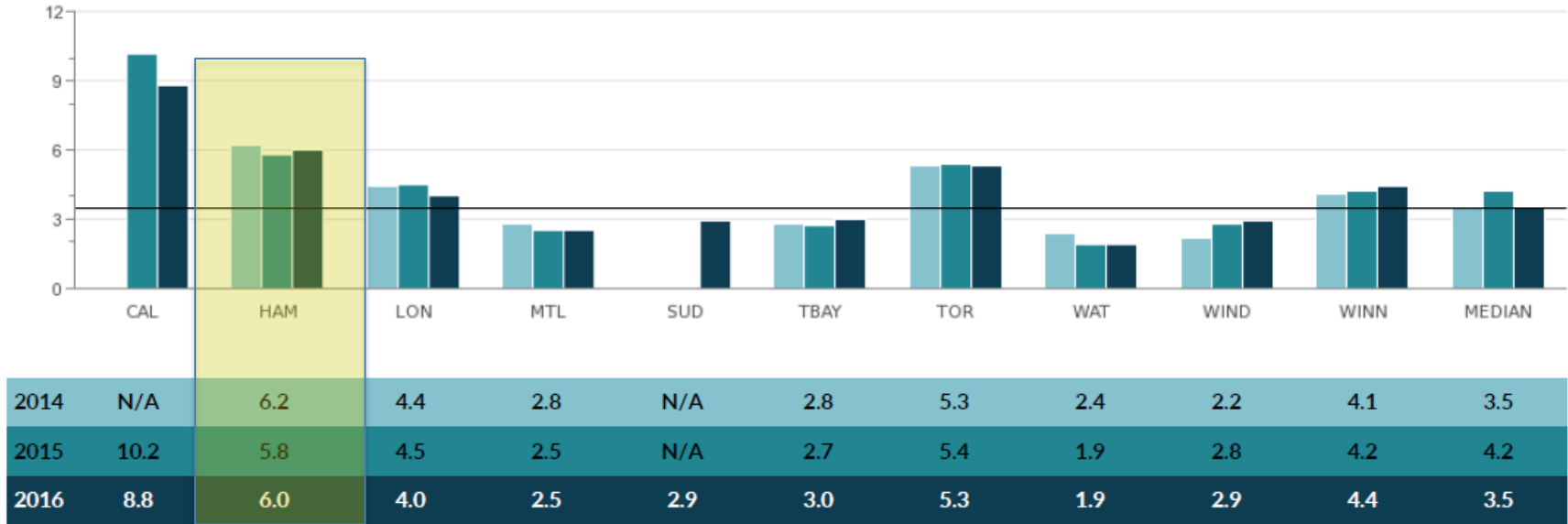
HPL cost per use = \$1.78 That's \$0.23 below MBNCanada median cost per use.



Municipal Benchmark Measures

Fig. 18.4 Average Number of Times in Year Circulating Items are Borrowed (Turnover)

Circulating items include print material and electronic media.

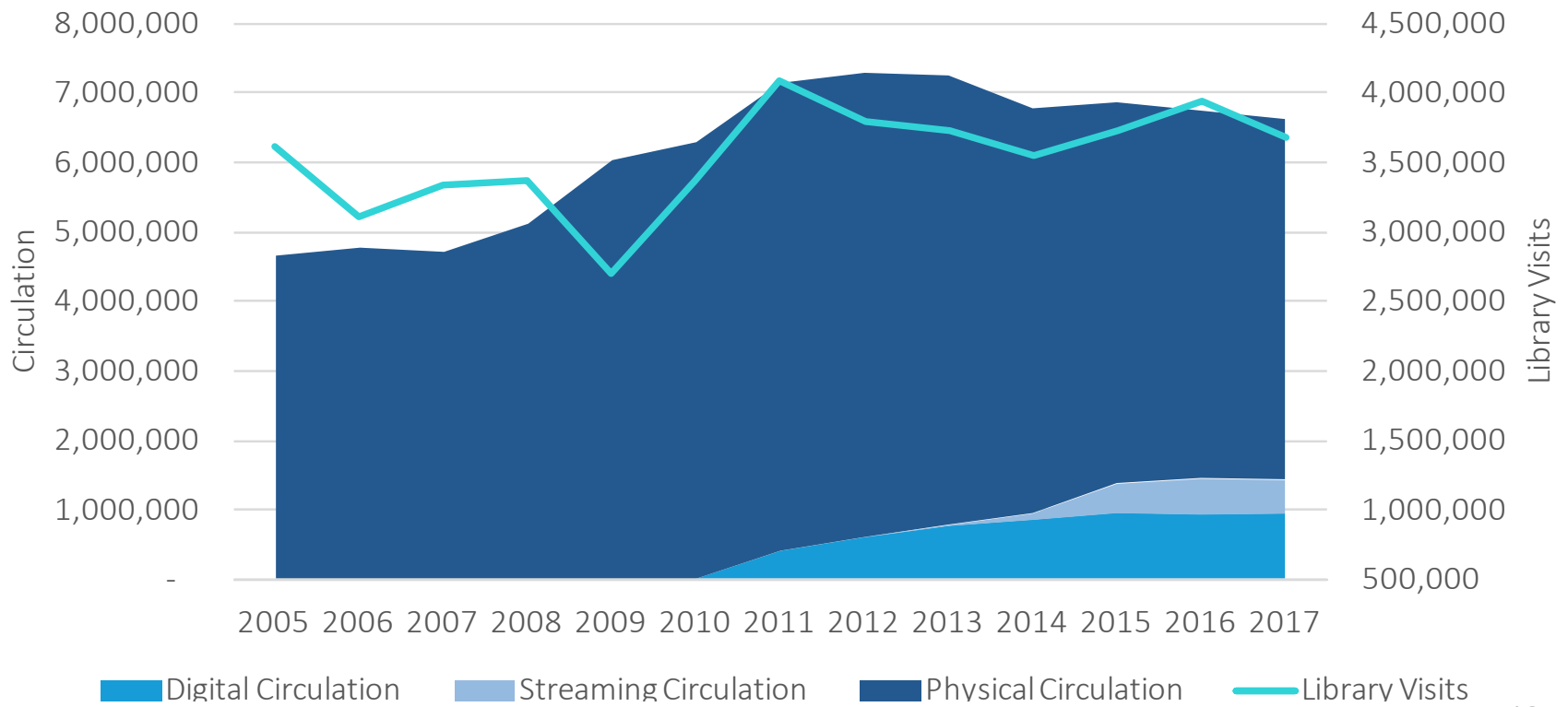


HPL circulation turnover = 6 times per year. That's 2.5 times higher than median



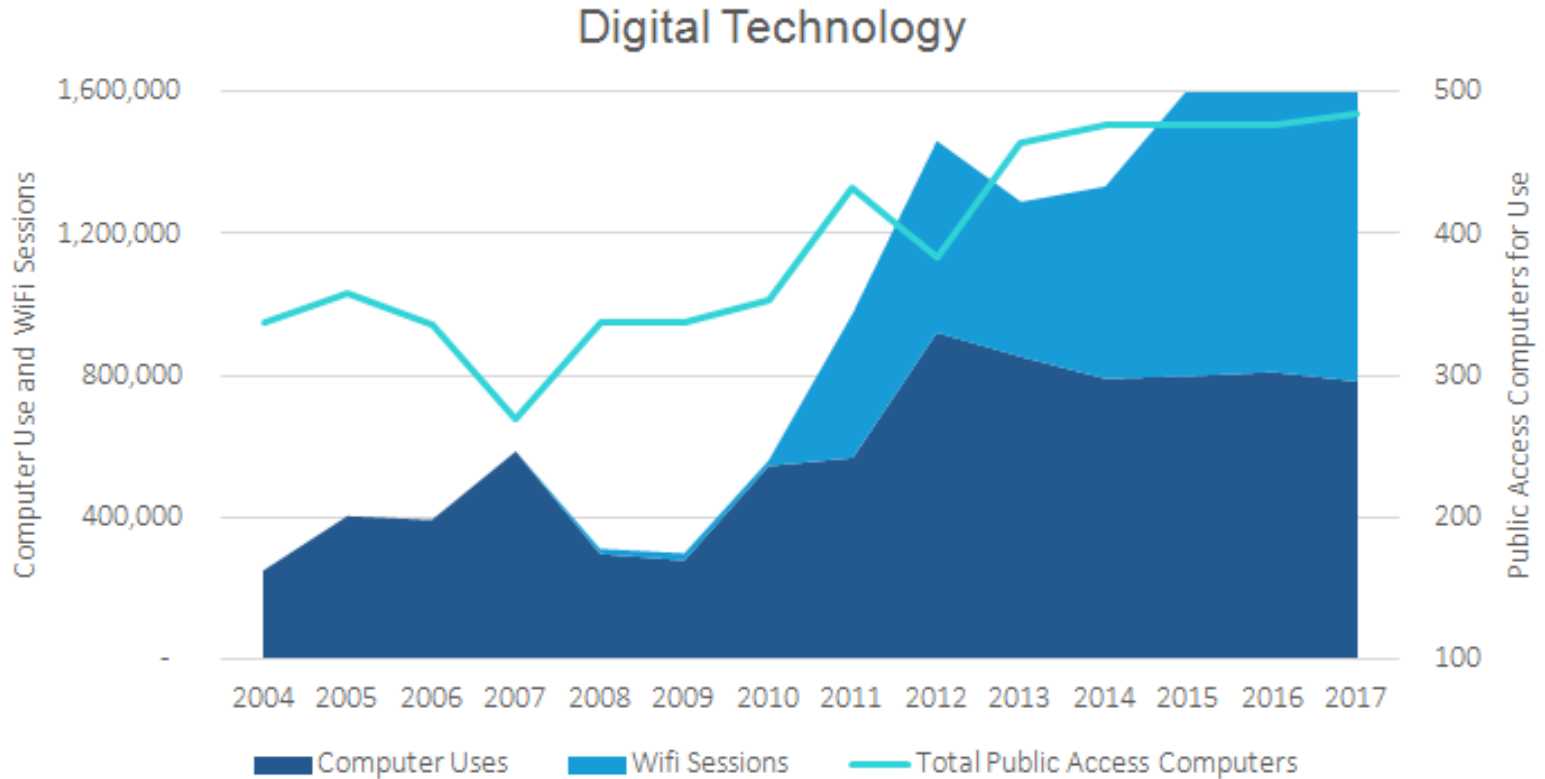
Circulation & In Person Visits

Circulation and Library Visits





Computer & Wifi Usage





2017 Highlights





2017 Accomplishments

Library Service Hours

- **Open on closed Mon. or Fri. -** Barton, Binbrook*, Dundas, Red Hill, Westdale*
- **Additional Sunday Hours –** Terryberry*, all extended until end of June

Service Innovations

- **Study Hall –** Terryberry open weeknights until midnight
- **Rural Extended Access Model –** Freelton now open 60 Hrs/ Week
- **Pop Up Library & Bookmobile**



* Starting early 2018



Major Capital Projects Underway

Binbrook



Dundas Renovation



Locke



Major Capital Projects Underway

Greenville



Central Windows & Doors

Valley Park



Advancing Literacy & the Love of Reading





Access to Advanced Technology

Makerspaces to support skills development, young people, entrepreneurs and artists with...

- **Scanners**, digital cameras, VHS conversion
- **Printing** – Vinyl printer/cutter, large format printer
- **Green Screen** studio
- **Music** recording equipment
- **3D printers**
- **Coding**
- **Embroidery machine**

Branches with special equipment: Ancaster, Barton, Central, Concession, Dundas, Kenilworth, Lynden, Red Hill, Saltfleet, Sherwood, Stoney Creek, Terryberry, Turner Park, Valley Park, Waterdown & Westdale





Intellectual Freedom & Equitable Access



 <p>Way to Go By Ryan, Tom, 1977 February 26- Book - 2012</p> <p>White Pine Award Nominee, Fiction, 2013</p>	 <p>The Emperor of Any Place By Wynne-Jones, Tim Book - 2015</p> <p>White Pine Award Nominee, Fiction, 2017</p>
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New Library Board Strategic Plan 2018-2021





New Library Strategic Plan

- Developing a new plan that builds on the success of the current plan
- **Aligning service priorities** with current and **future needs**
- Aligning HPL's priorities to support community priorities like **Our Future Hamilton**





Community Survey - Values

Level of agreement for value statements

More than 7,000 responses

98%
AGREEMENT Libraries are
IMPORTANT FOR THE COMMUNITY

96%
AGREEMENT Libraries
SUPPORT LIFELONG LEARNING

94%
AGREEMENT Libraries are a
TRUSTWORTHY SOURCE OF INFORMATION

93%
AGREEMENT I really like using public libraries in Hamilton

Agreement is defined as 5 or higher on Likert 7 point scale

SHIFTING VALUES

82%
AGREEMENT
TRUTH &
RECONCILIATION

91%
AGREEMENT
CRITICAL ACCESS
TO TECHNOLOGY

92%
AGREEMENT
PRESERVE
LOCAL HISTORY



Community Survey - Satisfaction

95%
SATISFIED

QUALITY of HPL

92%
SATISFIED

CLEANLINESS & ATTRACTIVENESS

93%
SATISFIED

HELPFULNESS of library staff

90%
SATISFIED

KNOWLEDGE of library staff

Satisfied is defined as 5 or higher on Likert 7 point scale

ROOM FOR IMPROVEMENT

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74%
SATISFIED
HOURS

61%
SATISFIED
WIFI

56%
SATISFIED
PROGRAM

44%
SATISFIED
EBOOK
SELECTION



Community Survey Conclusions

Most survey respondents are **very satisfied** with the library and its services

We should:

- Better **market & promote** library services
- Better **address under-served** groups
- **Break-down barriers to library use** (e.g., forgiving library-fines; undoing past bad experiences with the library; improving library hours)
- Improve access to **library collections** (physical and online)
- Increase our impact by continuing to **improve library spaces**



Upcoming Initiatives

- **Continue focusing on:**
 - Service hours
 - LEAN assessments of work
 - Technology Innovation
 - Working with seniors
- **Enhanced marketing and promotion**
 - Library card campaign
 - Promoting collections & services
- **Independent Assessment of Library Facilities**





Preserving Hamilton's Past





Access to Culture & Building Community





Ask us about the things you
can do at HPL this year!

HAMILTON FARMERS'
MARKET

EST. 1837

Budget 2018

Presented by Wilfred Arndt (Chair) and Eric Miller (Treasurer)
Hamilton Farmers' Market Board

January 25, 2018 in Council Chambers
Hamilton City Hall, 71 Main Street West

Message from the Chair of the Board

2017 was the 180th anniversary of the Hamilton Farmers' Market. During its 180 years, the Market has undergone numerous changes, including a major physical renovation and a complete change in the external market environment.

At present, almost 50% of the vendor community has been with the Market for over ten (10) years. This ratio presents both a stabilizing influence as well as an opportunity for the Market's growth.

Since the establishment of the Hamilton Farmers' Market Board in 2015, the Board has addressed a number of concerns and issues to grow the Market.

The board's proposed 2018 Budget builds upon recent successes, including the multi-year sponsorship by Meridian Credit Union. As always, the Board remains focussed on the Market's financial sustainability and accountability.

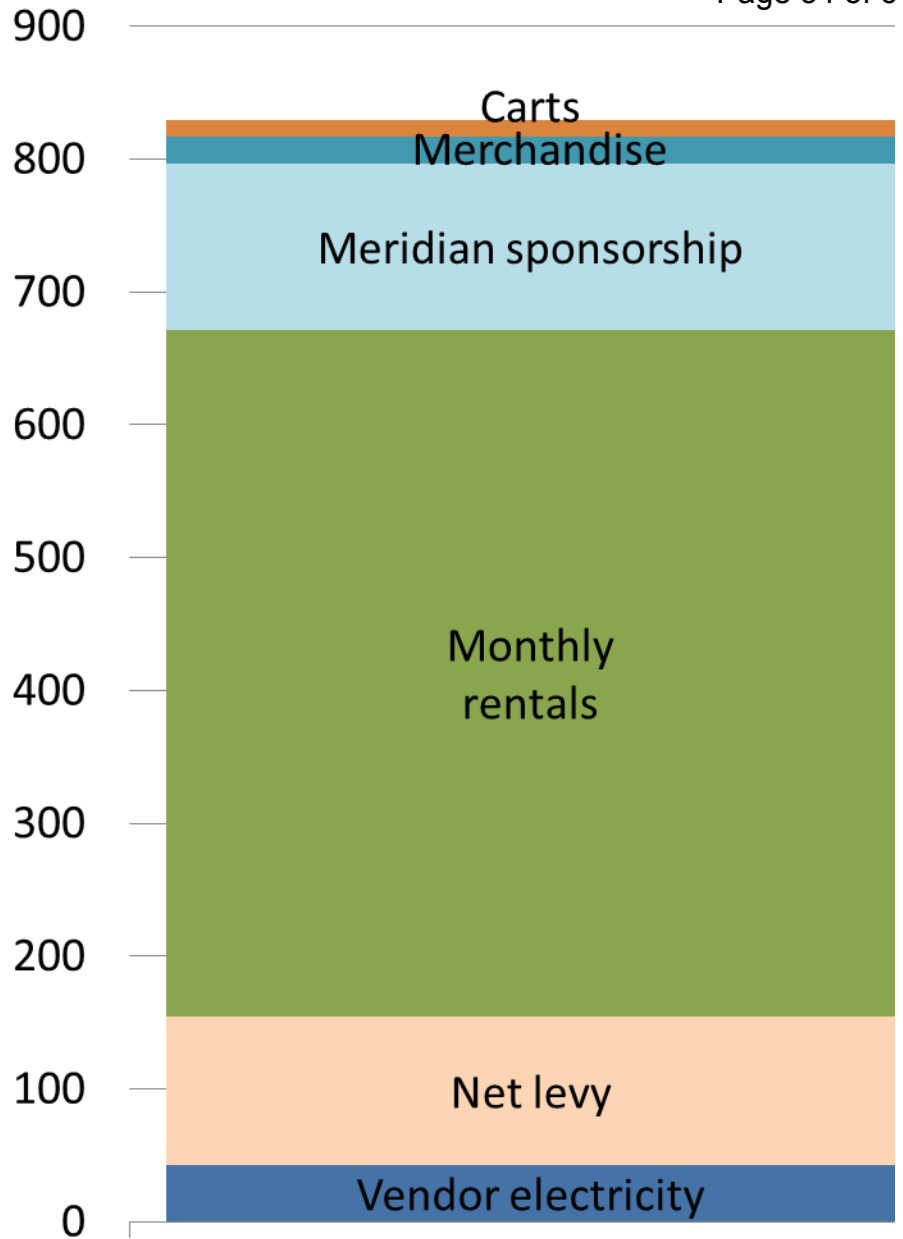
- Wilfred Arndt (Chair, Hamilton Farmers' Market)

Farmers' Market Budget 2018 Submission

- Levy increase of \$1650 meets Council's 2018 guideline increase of 1.5% (Levy in Budget 2017 was \$109,450. It is \$111,100 in Budget 2018 submission)
- Own-source revenue: \$120K higher compared to Budget 2017
 - Stall rents: \$58K increase from more rentable area, high occupancy, and 2% rent increase
 - Sponsorship: \$31K increase from full year of Meridian Credit Union Sponsorship (\$125K/yr)
- Expenses: \$122K higher compared to Budget 2017
 - Programming: \$38K for additional initiatives that will provide lasting improvements
 - Facilities recovery: \$27K increased cost of same level of service from Facilities Management
 - Staffing: \$17K increase includes full year of Marketing Coordinator on staff
 - Common utilities: \$12K increase in costs of water & sewer, hydro, Central Utilities operations
 - Marketing: \$10K increase for additional advertising and activities
- \$3K contribution to a Market reserve fund, for future hydro meter recalibration



Expenditures (\$ thousands)



Revenue (\$ thousands)

Request to Establish a Reserve Fund

- At a future meeting, the Hamilton Farmers' Market Board will be presenting a request to establish a Reserve Fund and Policy for your consideration.
- Purpose is to smooth significant fluctuations in operating budget variances in future years and to help the Market manage its cash flow by providing a source of funding to offset extraordinary and unforeseen expenditures, to fund one-time expenditures, to offset revenue shortfalls and to provide for various contingent and potential future liabilities.

Participation in Multi-year Budget Process

- Hamilton Farmers' Market Board agreed to voluntarily participate
- 3-year forecast plan has expenses and revenue growing under business-as-usual assumptions to fit within a 1.5% annual growth of levy

See you at the Hamilton Farmers' Market

- Meeting agendas, minutes, attendance records, and other relevant information is available online, via:

<https://hamiltonfarmersmarket.ca/about>





2018

OPERATING BUDGET REQUEST

OUR FOCUS

- Public safety and crime prevention is our focus.
- We are dedicated to preserving the peace and by working with the community we serve.
- Thanks to our community partners and citizens for the continued support in the pursuit of public safety.





DRAFT 2018 BUDGET

Operating Budget Request:

2.45%



POLICING CONTEXT



**Adequate &
Effective Service**



Case Law & New Law



**Changing
Demographics**



**Mental Health
& Addictions**



Digital Evidence



POLICING CONTEXT



**Police Service Act 4(2) requires
Adequate & Effective Service**

- Crime Prevention
- Law Enforcement
- Assistance to Victims of Crime
- Public Order Maintenance
- Emergency Response



POLICING CONTEXT



Case Law and New Law

- Bill 175 - Changes to PSA
 - Justice Tulloch's recommendations
 - Suspension without pay
 - Community and Safety Well-Being Plan
- Legalization and Sale of Marihuana



POLICING CONTEXT



Case Law and New Law

- R vs. Marakah
 - Dec 8, 2017
 - Privacy Interests on digital devices judicial authorization to seize
- R vs Jordan Decision
 - 18 month / 30 month timeline from arrest to disposition
- COI Training completed and met the deadline of Jan 1, 2017
- MOU re disclosure to Crown Attorney negotiated and signed
 - Includes disclosure / vetting of digital evidence



POLICING CONTEXT



- Aging population
- Increase in First Nations youth
- Increasing diversity & newcomers
- Increase in elder abuse
- Fear of crime in older people
- Language / cultural diversity required



POLICING CONTEXT



**Mental Health and
Addictions**

- Increased calls for service
- Opioid crisis
- Continued need for Persons in Crisis Unit
- Prevention, Diversion, integrated response with other service providers
 - Harm reduction & decreased criminalization



POLICING CONTEXT



Mental Health and Addictions

HOSPITAL APPREHENSION RATE

Historical Uniform
Apprehension Rate

75.4%



MCRRT
Apprehension Rate*

12.3%



* JANUARY - DECEMBER 1, 2017

- Mental Health – 1 in 5
- Vulnerable persons
 - homeless, addictions, poverty
- Persons In Crisis Unit – SNP, COAST & MCRRT



POLICING CONTEXT



- “Tidal wave” of growth
- Touches all investigations
 - Homicides, domestics, frauds, thefts, assaults
- Variety of sources
 - Phones, computers, videos, residential, commercial, CCTV
- Variety of formats
- Evidentiary integrity is critical
- Presentation in court



INCREASED INVESTIGATIVE DEMANDS



Cyber Crime



Crime Enabling Tools

Fraud, mischief, harrasment, child porn, bullying, threats, terrorism...



Global Issues

Complex, international, multi-jurisdictional



MAJOR CASES

Project LINKS

Child Pornography and Sexual Assault
of Children

Michael Parmer Homicide

Arrest in 12-year-old case
– assistance of public

Yosif Al-Hasnawi Homicide

Arrest of James Matheson
and Dale King

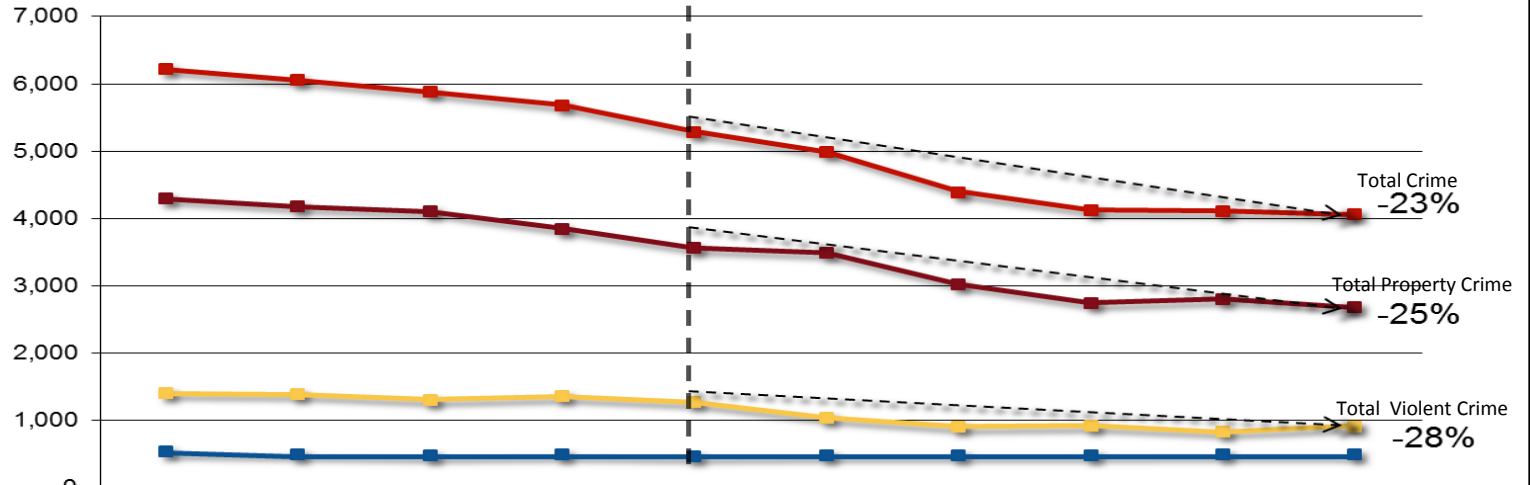
Project Phoenix

44 Search Warrants, 80 persons charged
382 g. Fentanyl & Heroin, 2.2 kg Cocaine,
1.1 kgs Meth, 1.4 kgs MDMA, 16.2 kg marihuana,
2 handguns, 3 shotguns, 2 rifles, \$250 k in
cash proceeds



CRIME RATES

Stats Canada – Unified Crime Reporting Stats



	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Total Crime Rate (excl. traffic)	6,214	6,049	5,871	5,671	5,275	4,980	4,382	4,112	4,095	4,052
Total Violent Crime Rate	1398	1382	1300	1346	1259	1029	891	907	820	901
Total Property Crime Rate	4,294	4,174	4,101	3,841	3,553	3,477	3,016	2,727	2,789	2,671
Total Other C.C. Crime Rate	523	493	470	484	464	474	476	478	486	481

Source: Statistics Canada CANSIM 252-0077 Table (As of 2017/11/29) 2016 Population used by Statistics Canada = 536,930



CRIME RATES

Unified Crime Reporting Stats

Total Crime Rate
(Excluding Traffic)



Total Violent Crime Rate



Total Property Crime Rate



Total Other C.C. Crime Rate



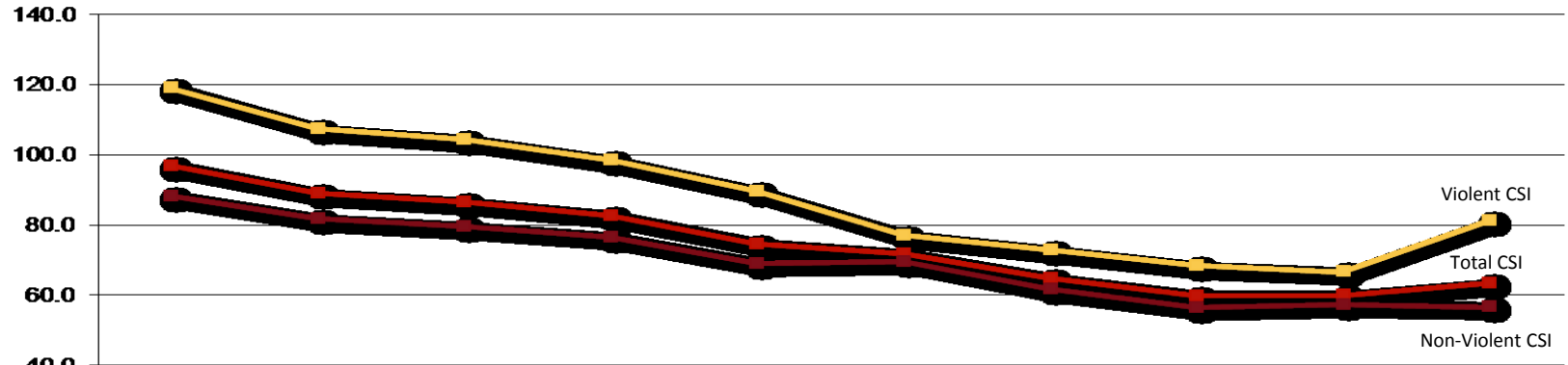
	2011	2012	2013	2014	2015	2016
Total Crime Rate (excl. traffic)	5,275	4,980	4,382	4,112	4,095	4,052
Total Violent Crime Rate	1259	1029	891	907	820	901
Total Property Crime Rate	3553	3477	3016	2727	2789	2671
Total Other C.C. Crime Rate	464	474	476	478	486	481

Source: Statistics Canada CANSIM 252-0077 Table (As of 2017/11/29) 2016 Population used by Statistics Canada = 536,930



CRIME RATES

Stats Canada - Crime Severity Index



	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Total CSI	97.0	89.0	86.5	82.7	74.7	71.8	64.8	59.9	60.0	63.4
Violent CSI	119.1	107.4	104.5	98.5	89.6	77.2	72.9	68.4	66.8	81.4
Non-Violent CSI	88.4	81.8	79.6	76.6	69.1	69.7	61.7	56.6	57.4	56.8

Source:

Statistics Canada CANSIM 252-0085 Table (As of 2017/11/29)



CRIME RATES

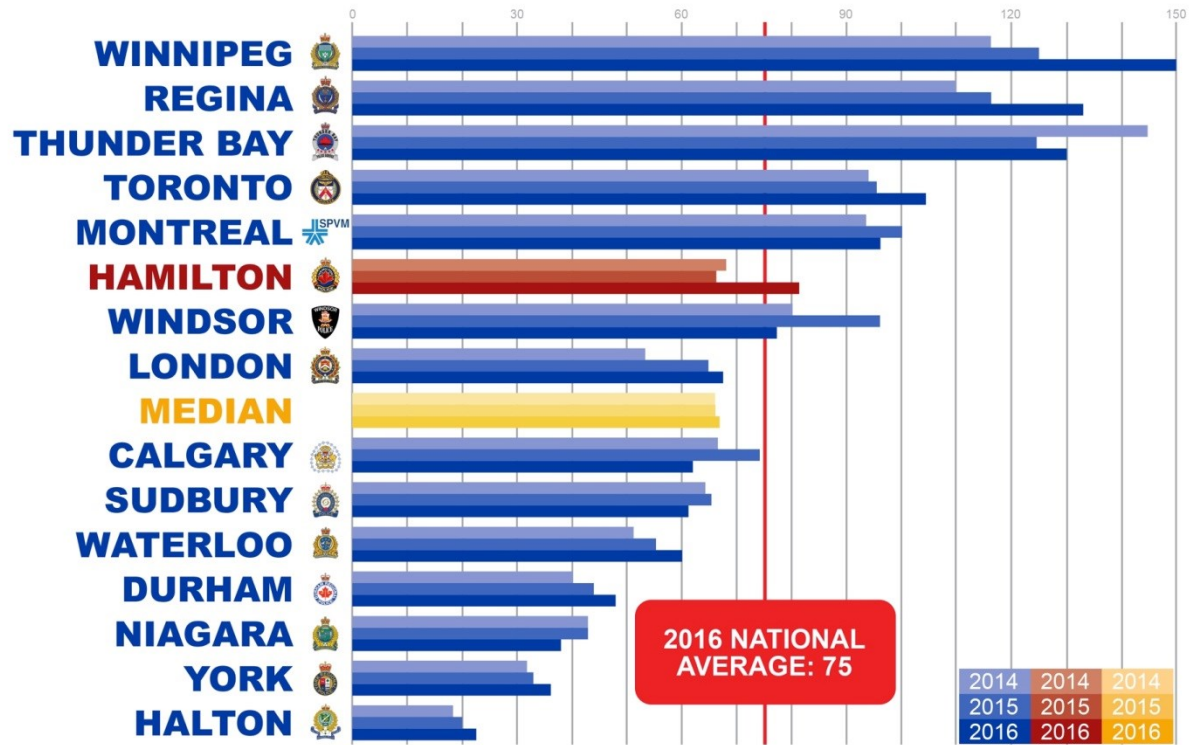
Crime Severity Index



	2011	2012	2013	2014	2015	2016
Total CSI	74.7	71.8	64.8	59.9	60.0	63.4
Violent CSI	89.6	77.2	72.9	68.4	66.8	81.4
Non-Violent CSI	69.1	69.7	61.7	56.6	57.4	56.8

Source: Statistics Canada CANSIM 252-0085 Table (As of 2017/11/29)

VIOLENT CRIME SEVERITY INDEX 2016

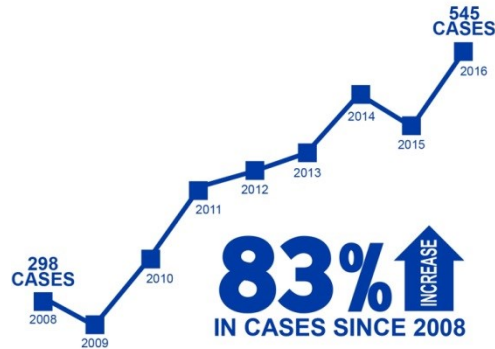


Source: PLCE170 (Community Impact)



STAFFING INCREASES

Sexual Assault



2016

545 CASES

+1

Detective
Constable

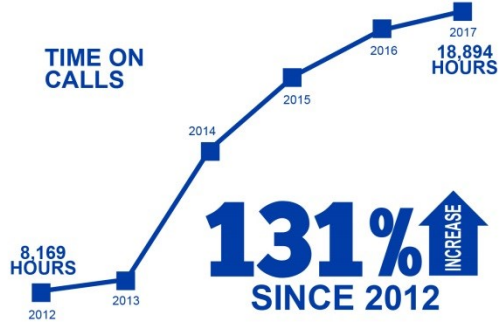
Ratio of CASES
to DETECTIVE is

90.8



STAFFING INCREASES

Digital Evidence



2017
5621*
CALLS FOR SERVICE
*PROJECTED

29% INCREASE SINCE 2010

! RISK
to Investigations
BACKLOG
of Collection &
Processing Evidence

+1 Detective Constable

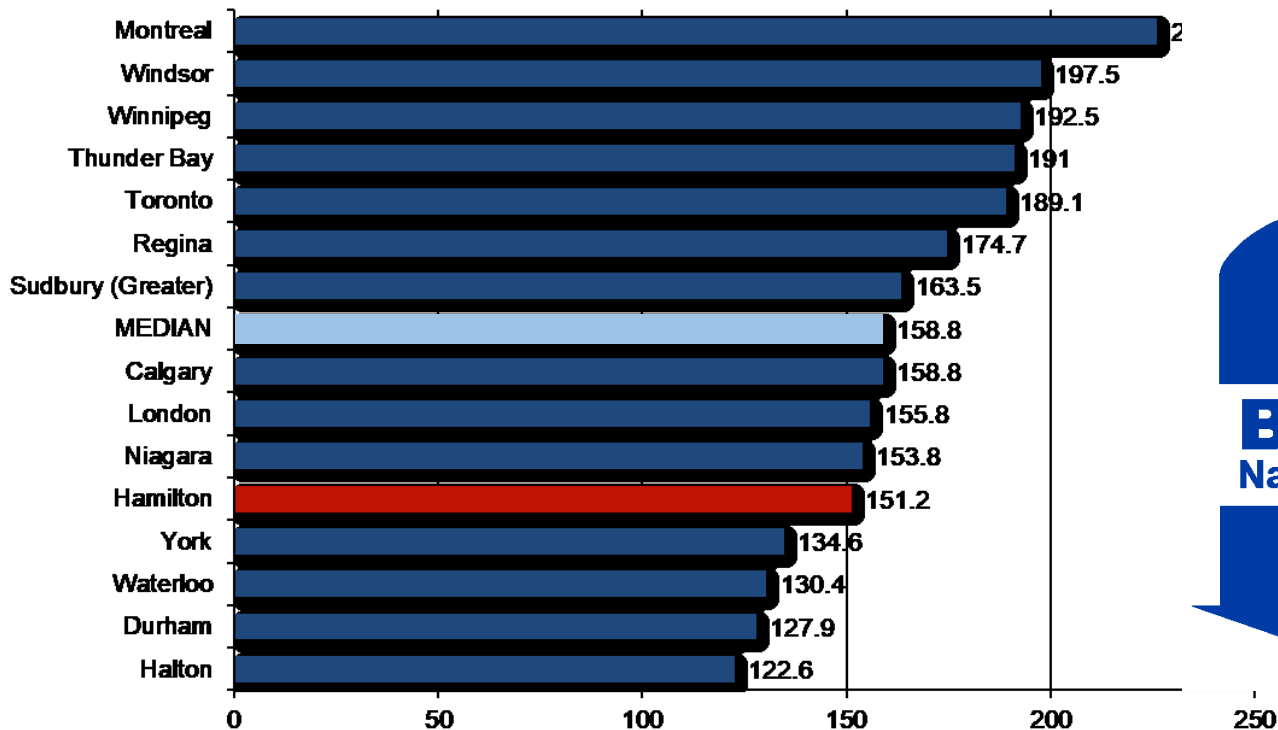
+1 Special Constable

+6 Scenes of Crime - Special Constables
*** 6 Police Officers Back To Frontline**



BENCHMARKING

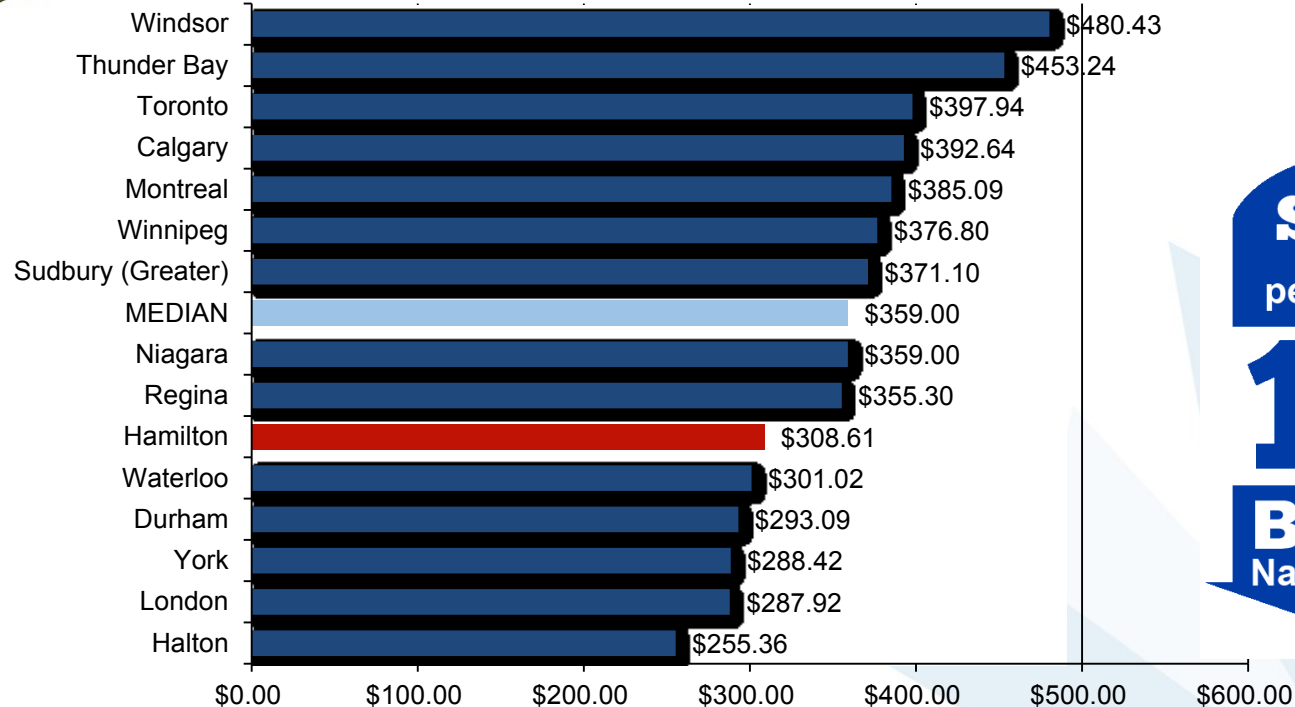
Officers per 100,000 Population





BENCHMARKING

Cost of Police Service per Capita



\$308
per capita cost

14%

BELOW
National Median



ECONOMIC INDICATORS



	BUILDING PERMITS	CANADIAN BOND RATING	HOUSING STARTS	HOUSING COMPLETIONS	UNEMPLOYMENT RATE
2010	\$1,096,299,091	AA	2,282	1,902	7.8%
2011	\$731,019,287	AA	1,645	1,715	6.3%
2012	\$1,499,627,394	AA	2,209	2,313	6.6%
2013	\$1,025,785,758	AA	1,746	1,718	6.5%
2014	\$1,143,192,706	AA	2,136	1,737	5.8%
2015	\$1,108,192,846	AA	1,884	2,494	5.4%
2016	\$1,056,237,746	AA	2,331	1,736	6.1%
2017	\$1,223,550,328	AA+	2,141	2,100	4.0%



BUDGET REQUEST

Budget Increase

\$3.85M or 2.45% (lowest increase in 19 years)

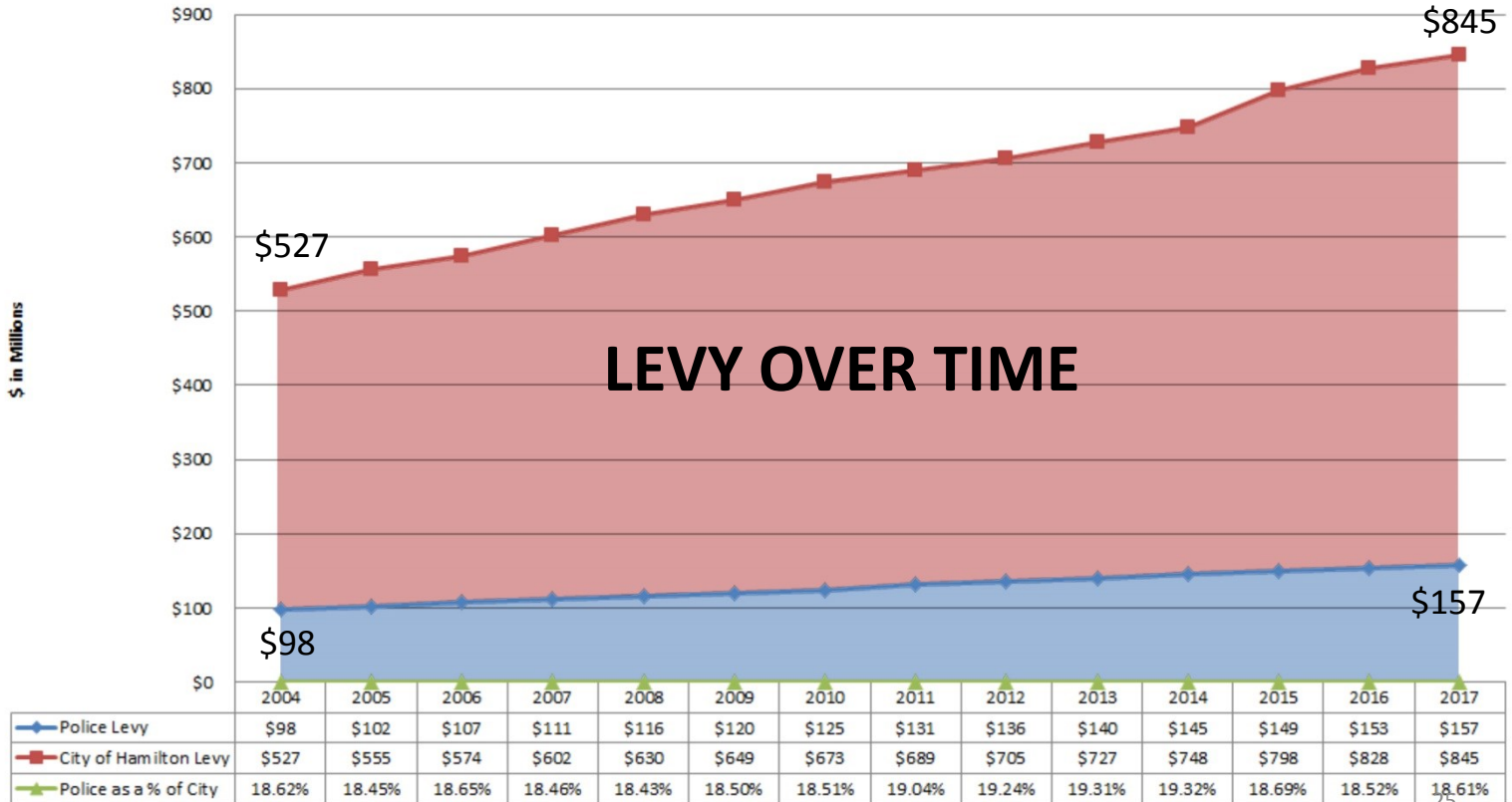
Assessment Growth

1% (1.45%)

Total Budget \$161,187,106 (2018)



HPS LEVY AS A % OF TOTAL COH LEVY





MULTI-YEAR ROLLING BUDGET Page 63 of 64 2018-2021

	(\$ in Millions)			
	2018	2019	2020	2021
Revenues				
Grants and Subsidies	8.21	8.21	8.21	8.21
Fees and General Revenues	2.67	2.67	2.67	2.67
Reserves/Capital Recoveries	1.99	1.24	1.23	1.23
Total Revenues	12.87	12.12	12.11	12.11
Expenditures				
Employee Related Costs	154.49	157.33	160.24	163.17
Capital Financing	1.03	1.03	1.45	1.45
Financial	0.29	0.29	0.29	0.29
Material and Supplies	7.11	7.57	6.84	6.83
Vehicle Expenses	1.98	1.98	2.04	2.09
Buildings and Grounds	2.66	3.11	3.47	3.66
Consulting	0.06	0.03	0.03	0.08
Contractual	0.78	0.82	0.87	0.88
Agencies and Support Payments	0.04	0.04	0.04	0.04
Reserves/Recoveries	4.95	4.15	4.17	4.18
Cost Allocations	0.66	0.66	0.66	0.66
Total Expenditures	174.05	177.01	180.11	183.34
Total Net Expenditure	161.19	164.89	168.00	171.23
% Increase over Prior Year	2.45%	2.30%	1.88%	1.93%

Assumptions:

- 1) Collective Agreement increases were estimated based on anticipated "Big 12" Police Services comparators.
- 2) Forecasting for 2019 - 2021 includes current staffing members which reflects the 2018 new staffing enhancements.
- 3) Grants/Revenues remain constant for multi-year forecasting.
- 4) Operating expenditures are based on current costing with no CPI adjustments.



Recommendation:

Police Service Board approve the 2018 Operating Budget Request

2.45%
