

#### City of Hamilton GENERAL ISSUES COMMITTEE REVISED

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.

	*5.3.a	Marihuana Dispensaries	65
5.3	Hamilton Police Services Board - 2018 Operating Budget Submission (10:45 a.m.)		38
5.2	Hamilto (10:15 a	n Farmers' Market Board - 2018 Operating Budget Submission a.m.)	31
5.1	Hamilton Library Board - 2018 Operating Budget Submission (9:45 a.m.)		2

- 6. MOTIONS
- 7. NOTICES OF MOTION
- 8. ADJOURNMENT

Page 2 of 74



# **2018 Operating Budget**

FREEDOM TO DISCOVER

HPL.CA

Page 3 of 74



- 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

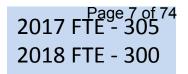
Budget Year	Direction	Library
2011	2.0%	0.7%
2012	0.0%	1.0%
2013	0.0%	0.0%
2014	0.0%	0.2%
2015		1.5%
2016	1.0%	1.0%
2017	1.8%	1.8%
2018	1.5%	1.8%

HPL Increase Averages 1% Per Year

2018 Budget Overview	2017	2018	2018 BudgePayboinsi4r	
	Budget	Budget	vs. 2017 Resta	ated Budget
Account	Restated	Submission	\$	%
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%) 5



#### **2018 Budget Drivers**



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

2019-2021 Budget Forecast	2019	2020 <sub>P</sub>	<b>2021</b> age 8 of 74	
	2018	Budget	Budget	Budget
Account	Budget	Change	Change	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 7
GRANTS AND SUBSIDIES	(1,192,450)	-	-	-



#### **Economic Impact of HPL on Hamilton**

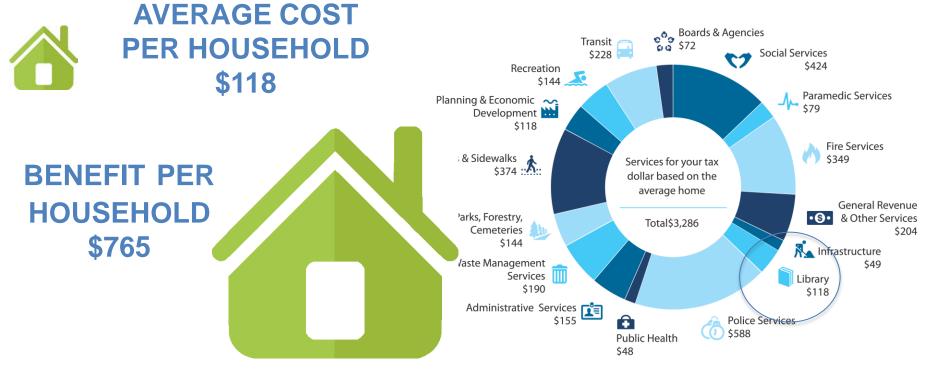
## **RETURN ON** INVESTMENT **TURNS INTO INVESTED OF ECONOMIC BENEFIT INTO HPL**

### Return on Investment = 459%

Full Report at: www.hpl.ca/articles/strategic-priorities-2018-2021

#### **Economic Impact of HPL on Hamilton - 2016**

**2016 Taxes** 



#### **NET BENEFIT OF \$647 PER HOUSEHOLD**

#### Page 11 of 74

### **Municipal Benchmark Measures**

#### Fig. 18.3 Total Cost per Library Use

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



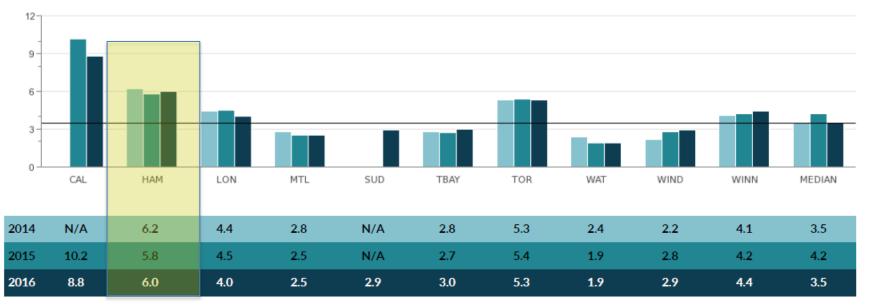
HPL cost per use = \$1.78

#### 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.

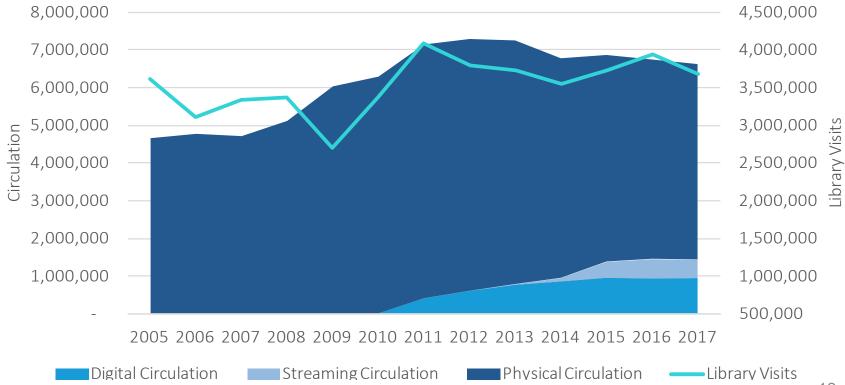


HPL circulation turnover = 6 times per year. That's 2.5 times higher than median

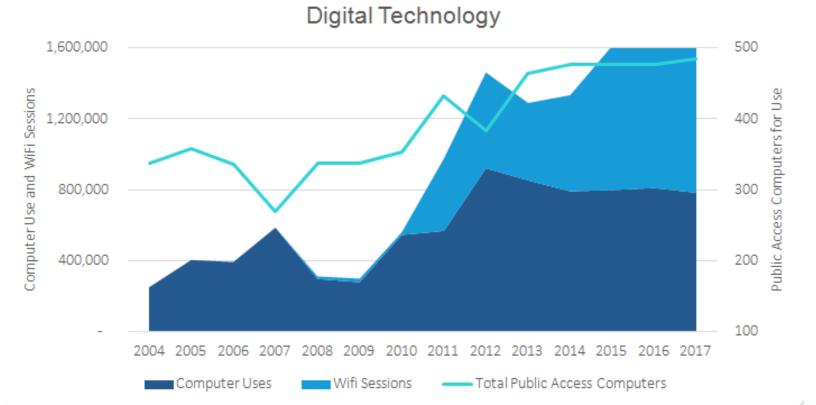


#### **Circulation & In Person Visits**

#### **Circulation and Library Visits**











### **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

Page 17 of 74

#### **Major Capital Projects Underway**

#### Binbrook



#### **Dundas Renovation**



#### Page 18 of 74

#### Major Capital Projects Underway

#### Greensville



# Central Windows & Doors

#### Valley Park

PARK HAMILTON PUBLIC LIGHT

Page 19 of 74

#### 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**







eBooks & eAudiobooks





Page 21 of 74



#### MagnusCards

Page 22 of 74



### 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**



#### Hamilton NEIGHBOURHOOD ACTION STRATEGY





### **Community Survey - Values**

Level of agreement for value statements

#### More than 7,000 responses

**98%** Libraries are IMPORTANT FOR THE COMMUNITY

**96%**AGREEMENT
Libraries
SUPPORT LIFELONG LEARNING

**94%** Libraries are a TRUSTWORTHY SOURCE OF INFORMATION

**93%** I really like using public libraries in Hamilton AGREEMENT

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

82% AGREEMENT **TRUTH &** RECONCILIATION 91% AGREEMENT **CRITICAL ACCESS** TO TECHNOLOGY 92% **AGREEMEN** PRESERVE LOCAL HISTORY 23

**()** 

**ALUE** 

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Page 24 of 74



#### **Community Survey - Satisfaction**

95% QUALITY of HPL SATISFIED

92% **CLEANLINESS & ATTRACTIVENESS** SATISFIED

93% **HELPFULNESS** of library staff SATISFIED

**KNOWLEDGE** of library staff 90% SATISFIED

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

Page 25 of 74 ⊢ Z **SATISFIED** HOURS ш Σ Ш > 61% **SATISFIED M** WIFI Ω Σ 56% R **SATISFIED** PROGRAM ш. Σ 44% 0 **SATISFIED** EBOOK **M SELECTION** 

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### **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



Page 28 of 74

#### **Preserving Hamilton's Past**



Page 29 of 74

#### **Access to Culture & Building Community**



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

Page 30 of 74

Page 31 of 74

# 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.

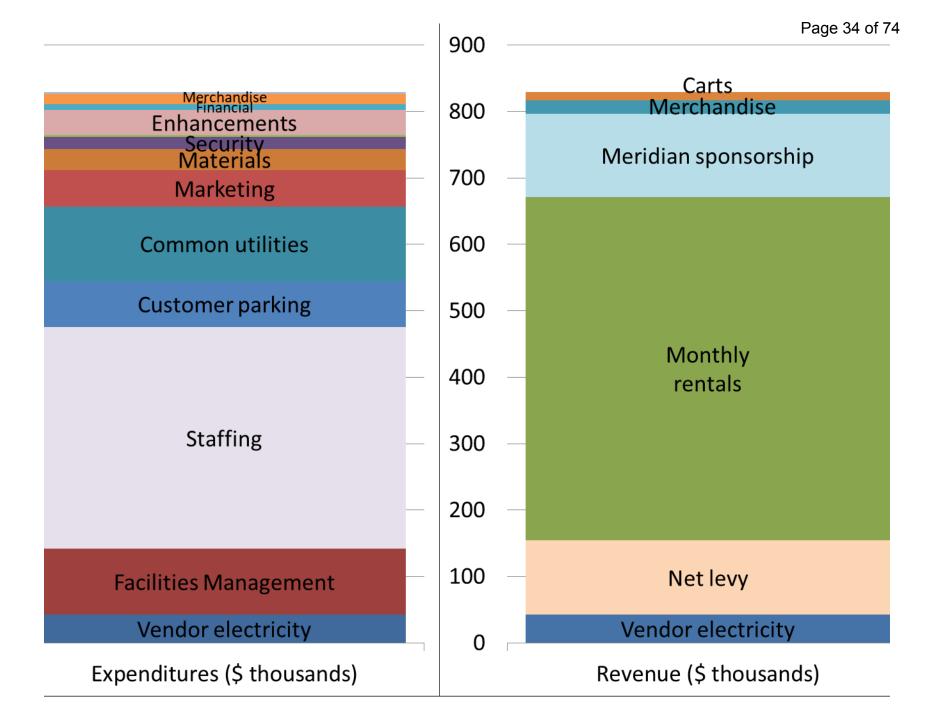
Since the establishment of the Hamilton Farmers' Market Board in 2015, the Board has addressed a number of concerns and issues to grow the Market.

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



# 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 onetime 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-asusual 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

Page 38 of 74

1

## 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%

Page 40 of 74







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

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

Page 42 of 74





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

Page 43 of 74



Case Law and New Law

- R vs. Marakah
  - Dec 8, 2017
  - Privacy Interests on digital devices judicial authorization to seize

Page 44 of 74

- 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





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

Page 45 of 74





Mental Health and Addictions

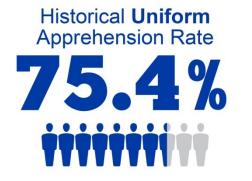
- Increased calls for service
- Opioid crisis
- Continued need for Persons in Crisis Unit
- Prevention, Diversion, integrated response with other service providers
  - Harm reduction & decreased criminalization

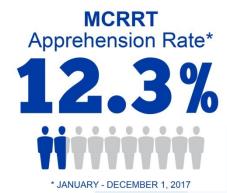




Mental Health and Addictions

#### **HOSPITAL APPREHENSION RATE**





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

Page 47 of 74



• "Tidal wave" of growth

- Touches <u>all</u> 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

Page 48 of 74



### INCREASED INVESTIGATIVE DEMANDS

Page 49 of 74





### **Cyber Crime**

#### Crime Enabling Tools

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



### **Global Issues**

Complex, international, multi-jurisdictional



## **MAJOR CASES**

Page 50 of 74

#### **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

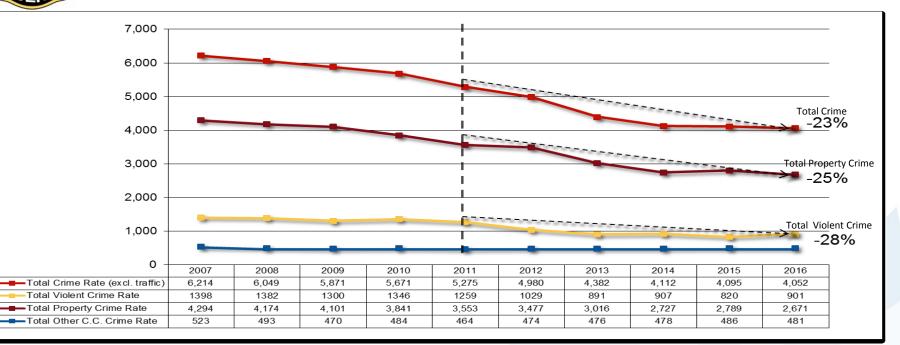
Arrest of James Matheson and Dale King

#### **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



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

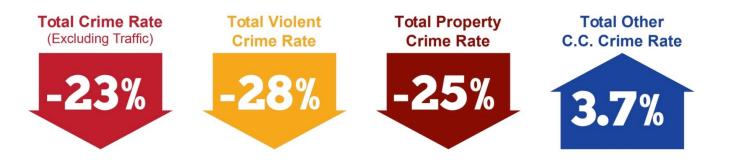
Page 51 of 74



### **CRIME RATES**

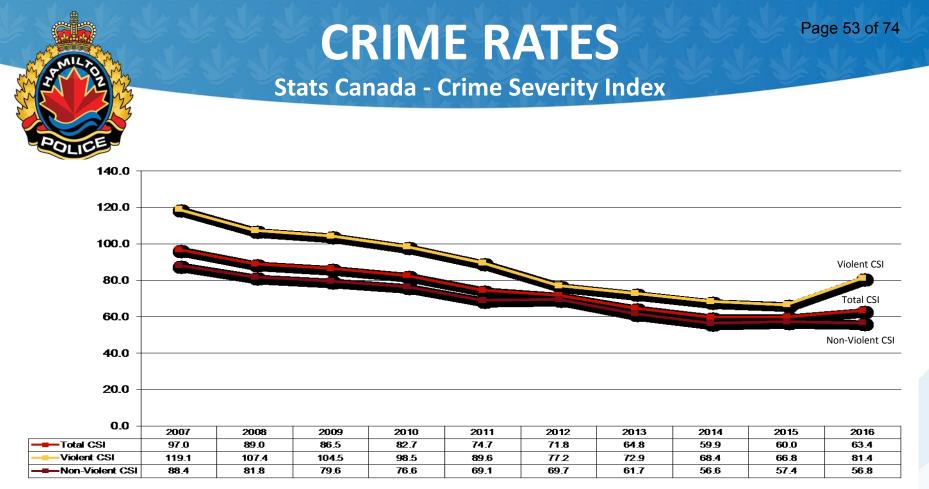
#### **Unified Crime Reporting Stats**

Page 52 of 74



	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



Source:

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

16



### **CRIME RATES**

**Crime Severity Index** 

Page 54 of 74



	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

WINNIPEG 💩 **REGINA @** THUNDER BAY 🔶 TORONTO MONTREAL # **HAMILTON** WINDSOR 9 LONDON 🙆 MEDIAN CALGARY SUDBURY WATERLOO DURHAM 🎄 NIAGARA 2016 NATIONAL AVERAGE: 75 YORK 2014 2014 2015 HALTON

Source: PLCE170 (Community Impact)

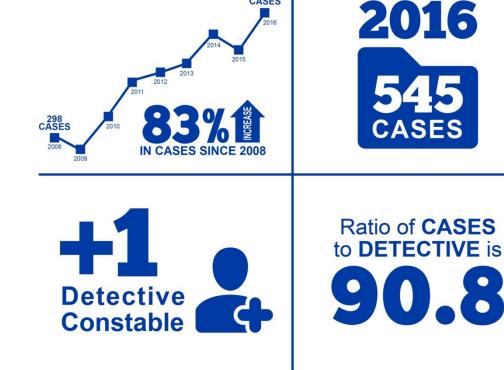
#### Page 55 of 74

### **STAFFING INCREASES**

**Sexual Assault** 

CASES

Page 56 of 74





### **STAFFING INCREASES**

**Digital Evidence** 

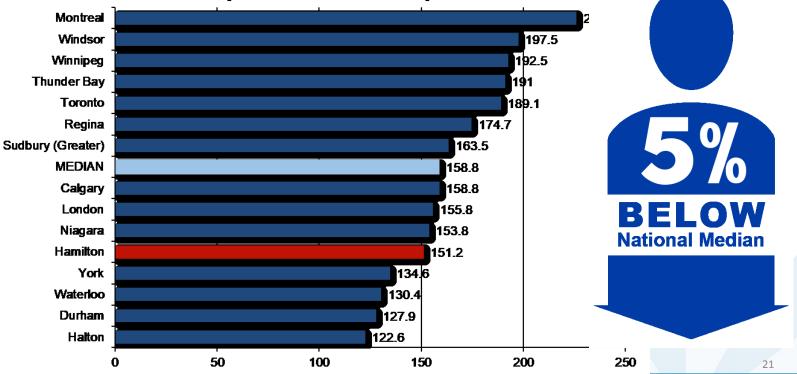


Page 57 of 74



Page 58 of 74

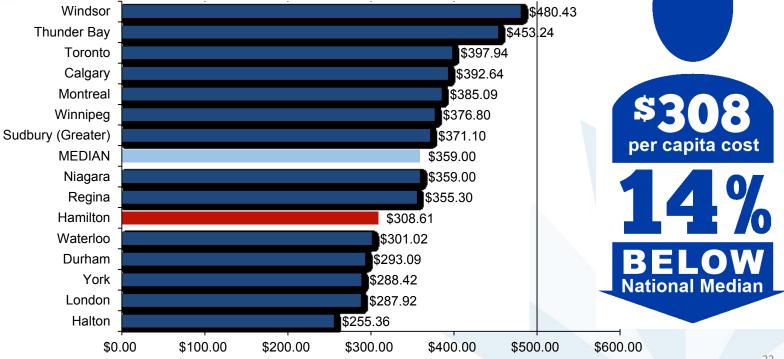
#### **Officers per 100,000 Population**



## BENCHMARKING

Page 59 of 74

#### **Cost of Police Service per Capita**



Page 60 of 74

## **ECONOMIC INDICATORS**

	Į				
	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%

23



## **BUDGET REQUEST**

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

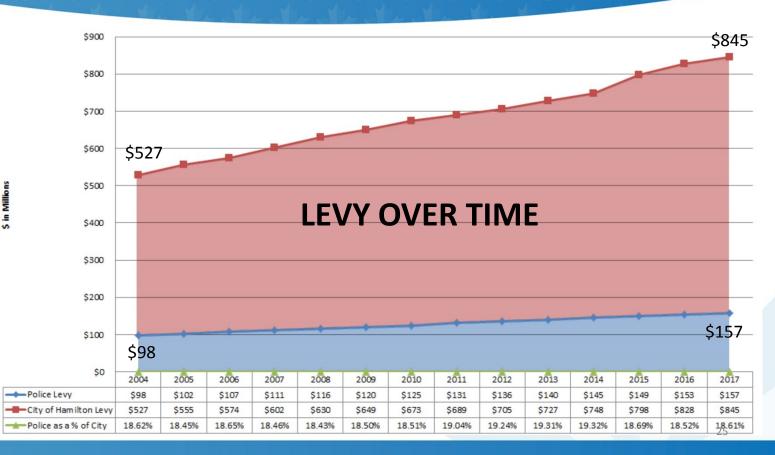
# Assessment Growth 1% (1.45%)

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

Page 61 of 74



#### HPS LEVY AS A % OF TOTAL COH LEVY



Page 62 of 74

### MULTI-YEAR ROLLING BUDGETPage 63 of 74 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		
Expenditues						
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:

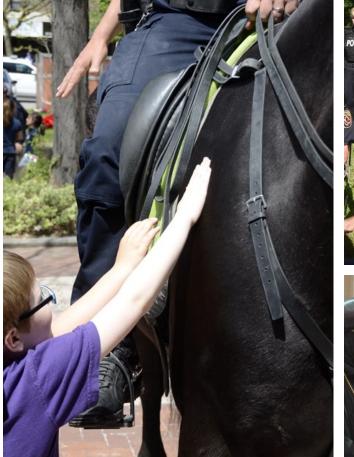
1) Collective Agreement increases were estimated based on anticipated "Big 12" Police Services comparators.

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 adjustements.

Page 64 of 74







#### Recommendation:

Police Service Board approve the 2018 Operating Budget Request

2.45%



TO SERVE AND PROTECT IN PARTNERSHIP WITH OUR COMMUNITIES

### Marihuana Dispensaries

## Investigative Services Division January 2018





### Controlled Drugs and Substances Act (CDSA) to Cannabis Act (Bill C45)

- Cannabis Marihuana is listed as a schedule two substance in the CDSA.
- Under the CDSA production, trafficking, possessing for the purpose of trafficking and possession of controlled substances is illegal and a criminal offence.
- The Cannabis Act when implemented will decriminalize the possession of cannabis marihuana, where 30 grams of cannabis marihuana can be legally purchased and possessed through provincial run facilities.





### TO SERVE AND PROTECT IN PARTNERSHIP WITH OUR COMMUNITIES

### Marihuana Dispensaries

- Over 46 known operating illegal marihuana dispensaries in the City of Hamilton.
- Stakeholders such as business entrepreneurs drug traffickers, including organized crime, have seen the opportunity to profit from the sale of marihuana despite the criminal nature of the business.





### TO SERVE AND PROTECT IN PARTNERSHIP WITH OUR COMMUNITIES

### **Police Investigations**

 Police must properly investigate the illegal activity of these dispensaries in order to hold the owners and/or responsible parties accountable for trafficking a controlled substance.





### **Investigative Process**

- Marihuana Dispensary identified.
- Investigator assigned.
- Investigative techniques used to develop reasonable grounds that an offence is occurring.
- Search Warrant preparation, review and authorization.
- Operational Planning.
- Search Warrant Execution.
- Evidence Collection and Processing.
- Court Brief Preparation.





### **Investigative Issues/Limitations**

- Storage of Evidence (Space / Duration)
- Costs of Processing Exhibits
- Time to properly process exhibits
- Health Canada not testing edibles for scheduled substances
- Court timeframes (R. v. Jordan)





### **Investigative Cost**

- CDSA Investigation in December search warrant
- Approx. 130 hours of staffing time invested in this one investigation.
- 51 Drug exhibits(most of items were placed in bulk sealed exhibit bags to reduce numbers of seized items down to 51) 10 samples were submitted to Health Canada.
- Seized items ranged from processed marihuana, edible based products, Hash oils, Shatter and Resin based THC products.





### Challenges

- Determining the owner responsible for each premise, as they are all identified as illegal businesses.
- Identifying people inside premise called "Volunteers" not employees. Owners will not identify or come forward to accept consequences.
- Investigations are time sensitive, thorough and require multiple members
- Large amounts of Marihuana and Marihuana based products are seized-<u>Storage</u> of items is required to be held until court dates.
- Premises often have the financial backing and product surplus available to them. They therefore re-open within up to 24hrs after warrant execution with a group of new people responsible for the operation.
- Court documents, paperwork, processing exhibits and court attendance.





### TO SERVE AND PROTECT IN PARTNERSHIP WITH OUR COMMUNITIES

### Multi-Agency Task Force?

- Supreme Court Of Canada
- R. v. Nolet
- Regulatory vs Criminal
- The lawful aim cannot be used as a pretext, or ruse to perpetuate the unlawful aim....it is a question whether a lawful purpose is being exploited to achieve an impermissible aim.
- A valid regulatory purpose, whether predominant or not, would not sanitize or excuse a *Charter* violation.





### TO SERVE AND PROTECT IN PARTNERSHIP WITH OUR COMMUNITIES

### **Criminal Prosecution**

- Public Prosecution Service of Canada (PPSC) has provided the following direction to Federal Crown Attorneys and Police Services.
  - Current operating Marihuana Dispensaries are illegal.

