



City of Hamilton
GENERAL ISSUES COMMITTEE

Meeting #: 19-002(b)
Date: January 24, 2019
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. APPROVAL OF AGENDA	
2. DECLARATIONS OF INTEREST	
3. APPROVAL OF MINUTES OF PREVIOUS MEETINGS	
4. COMMUNICATIONS	
5. CONSENT ITEMS	
6. PRESENTATIONS	
Note: Presentation start times are approximate only.	
6.1 Hamilton Library Board (9:45 a.m.)	2
6.2 Hamilton Farmers' Market (10:15 a.m.)	28
6.3 Hamilton Police Services Board (10:45 a.m.)	33
7. DISCUSSION ITEMS	
8. MOTIONS	
9. NOTICES OF MOTION	
10. ADJOURNMENT	



Hamilton
Public
Library

2019 Operating Budget Report

FREEDOM TO DISCOVER

HPL.CA



Presentation Outline

1. The Numbers

- Financial, Budget
- Comparative metrics

2. Looking back & forward

- 2018 Accomplishments
- The new Strategic Plan & areas of HPL's focus

HPL's Mission:
FREEDOM TO DISCOVER



2015-2018 Library Board

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%
2019	-----	2.4%

HPL Increase Averages 1.2% Per Year



2019 Library Board Budget Request

Increase of

2.4%

or

\$719,190

Total Net Levy Request

\$30,700,190



2019 Budget Drivers

Page 6 of 63
2018 FTE - 299
2019 FTE - 298

Pressures	Positive Drivers
<p>Salaries, Wages, Benefits – \$440,000 2% COLA assumed</p>	<p>Equipment Usage - \$33,000 Makerspace, Photocopy & Printer usage</p>
<p>City Cost Allocations – \$120,000 Direct Facilities Allocation, Indirect Allocations</p>	<p>Facility Usage – \$10,000 Increase in room rentals</p>
<p>Software / Equipment Maintenance – \$100,000 Sorters, RFID Gates, Self Check Units</p>	<p>Improved Technology – Shift to higher value work, control of FTE</p>
<p>Fine Revenue Reduction – \$30,000 Trend to Digital, eBooks</p>	

2019 Budget Overview

2018

2019

2019 Budget Submission

Budget

Budget

vs. 2018 Restated Budget

Account

Restated

Submission

\$

%

Account	2018 Budget Restated	2019 Budget Submission	2019 Budget Submission vs. 2018 Restated Budget \$	2019 Budget Submission vs. 2018 Restated Budget %
Net Levy	29,981,000	30,700,190	719,190	2.4%
Expense	31,776,520	32,513,110	736,590	2.3%
EMPLOYEE RELATED COST	21,564,670	22,005,410	440,740	2.0%
MATERIAL AND SUPPLY	3,836,880	3,853,880	17,000	0.4%
VEHICLE EXPENSES	80,640	82,790	2,150	2.7%
BUILDING AND GROUND	2,424,150	2,452,820	28,670	1.2%
CONTRACTUAL	1,247,380	1,367,980	120,600	9.7%
RESERVES / RECOVERIES	2,007,920	2,129,930	122,010	6.1%
COST ALLOCATIONS	229,660	233,080	3,420	1.5%
FINANCIAL	385,220	387,220	2,000	0.5%
Revenue	(1,795,520)	(1,812,920)	(17,400)	1.0%
FEES AND GENERAL	(603,070)	(620,470)	(17,400)	2.9%
GRANTS AND SUBSIDIES	(1,192,450)	(1,192,450)	-	-

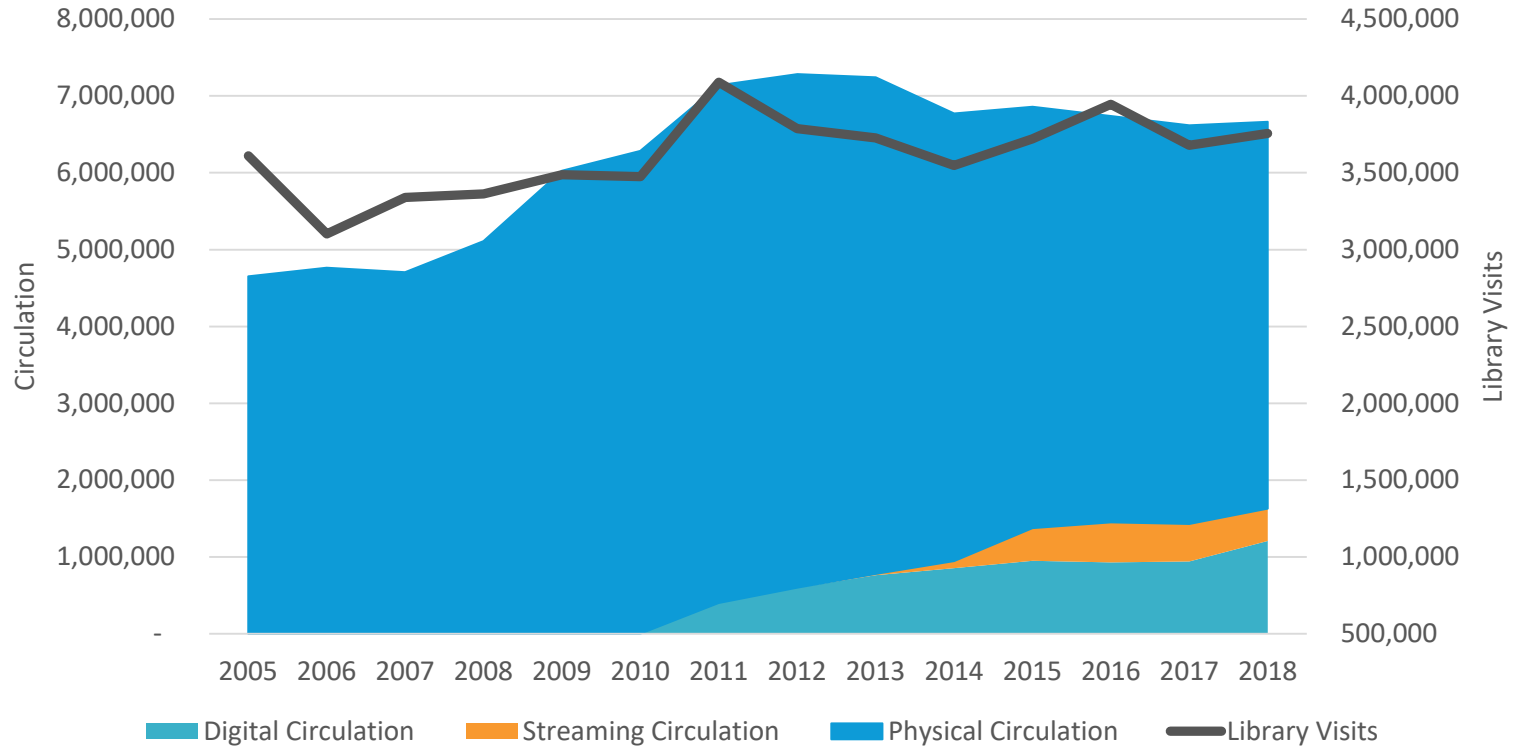
2020-2022 Budget Forecast

Account	2019 Budget	2020 Budget Change	2021 Budget Change	2022 Budget Change
% Increase	2.4%	2.1%	1.9%	1.8%
Net Levy	30,700,190	643,559	580,300	588,005
Expense	32,513,110	613,559	550,300	563,005
EMPLOYEE RELATED COST	22,005,410	440,108	448,910	457,889
MATERIAL AND SUPPLY	3,853,880	19,269	38,731	39,119
VEHICLE EXPENSES	82,790	1,656	1,689	1,723
BUILDING AND GROUND	2,452,820	42,264	(27,858)	24,672
CONTRACTUAL	1,367,980	55,600	34,072	34,753
RESERVES / RECOVERIES	2,129,930	50,000	50,000	-
COST ALLOCATIONS	233,080	4,662	4,755	4,850
FINANCIAL	387,220	-	-	-
Revenue	(1,812,920)	30,000	30,000	25,000
FEES AND GENERAL	(620,470)	30,000	30,000	25,000
GRANTS AND SUBSIDIES	(1,192,450)	-	-	-



Usage of Library Collections & In-Person Visits

Circulation and In-Person Visits





2018 Staffing & Activity Summary

	2016	2017	2018	% Change from 2017
Staffing in FTE	306	305	300	-1.6%
Open Hours	47,100	47,800	52,450	9.7%
In Person Visits	3.95 million	3.68 million	3.76 million	2.1%
Circulation of Materials	6.74 million	6.62 million	6.66 million	0.7%
Attendance per Program	19.8	18.5	19.4	4.9%
# of Computer Sessions	806,925	779,811	787,781	1.0%
# of WIFI Sessions	1,149,739	1,048,972	1,162,246	10.8%



Looking Back & Forward

- 2018 – 2021 Strategic Plan
- Accomplishments of 2018
- Important 2019 initiatives





2018 Accomplishments

Library Service Hours – Addressing service gaps

- **Open More Days** at Binbrook, Dundas, Waterdown, Westdale. (2017 – Barton, Red Hill)
- **Open Sundays** – Terryberry, Waterdown
- Most locations open on shared **PA days**

Service Innovations

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

Library Collections Promotion

- Digital Collection Growth: 31%
- New additions for 2018 included: Kanopy and an Express eBook collection



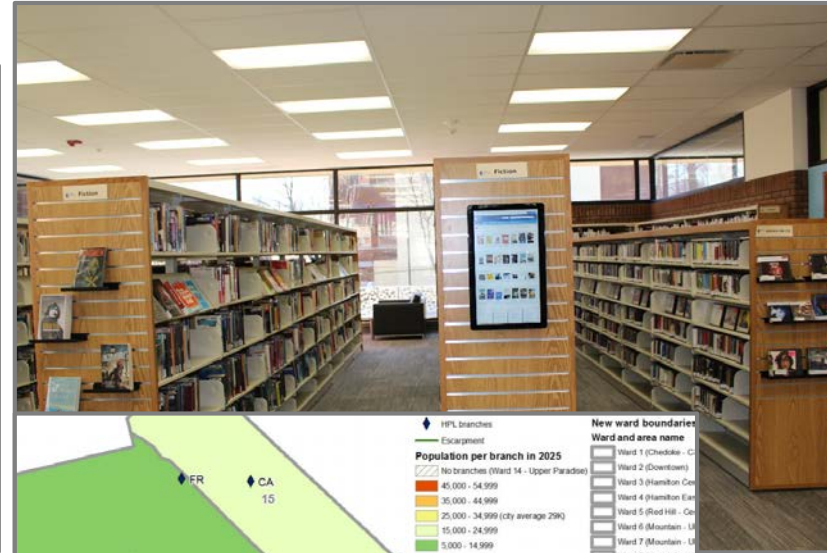


Facility Projects Completed in 2018

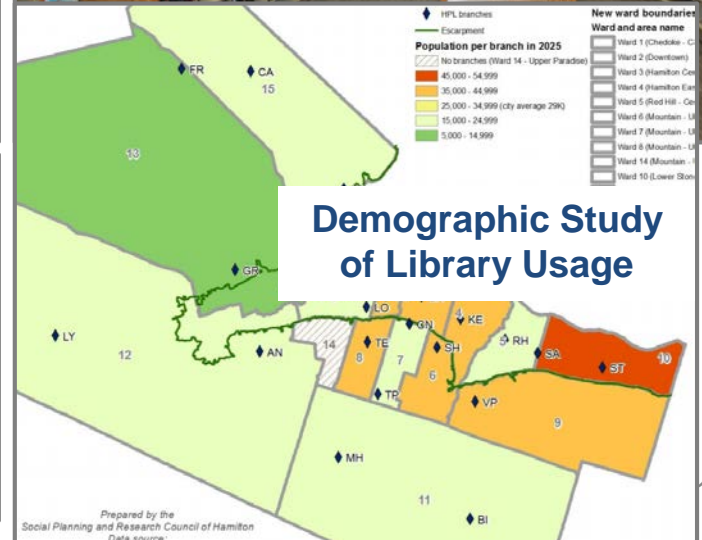
Binbrook



**Binbrook
HBSC Award of
Excellence Winner**



Locke





Major Capital Projects Underway

Greenville



Central Windows & Doors

Valley Park





Advancing Literacy & the Love of Reading in 2018

Helping families grow the **next generation of readers:**

- **Storytimes** – Baby, Family, Newcomer....
- **Summer Reading Club** – 10,000 young readers!
- **Telling Tales** 10th Anniversary
- **Children's Early Literacy** Computers
- **Forest of Reading** – 2,000 students
- **School Class Visits**
- **STEAM** Programs





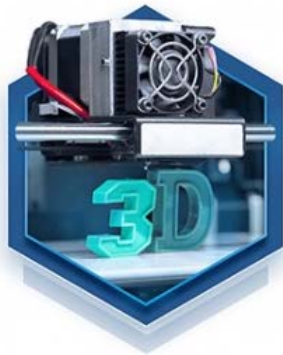
2018 Digital Literacy Activities

- **Expansion of Special Equipment:** Makerspaces and Digital Media Labs support skills development for young people, entrepreneurs and artists.
- **2nd Annual Hamilton Digital Summit**
- **Hack the Hammer Hackathon** – Students using Open Data

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



BEAUTIFY
YOUR **PHOTOS**
OR CREATE
YOUR **VIDEOS**



CREATE USING OUR
STATE OF ART
TECHNOLOGY



DIGITIZE YOUR
MEMORIES



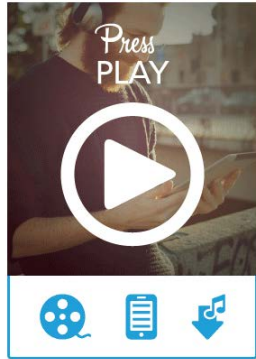
LEARN
CODING OR
GET **CREATIVE**
WITH **ADOBE SUITE**



PLAY OR
RECORD
YOUR **MUSIC**



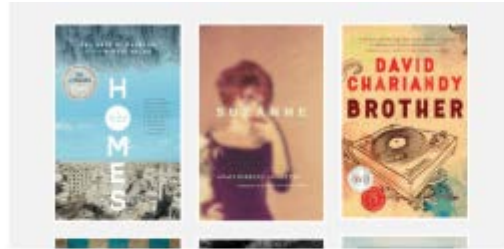
Equitable Access to Information & Culture



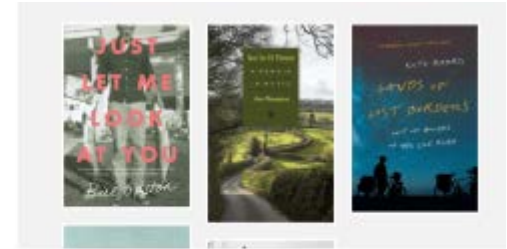
[Read. Watch. Listen.](#)



[Research. Learn. Explore.](#)



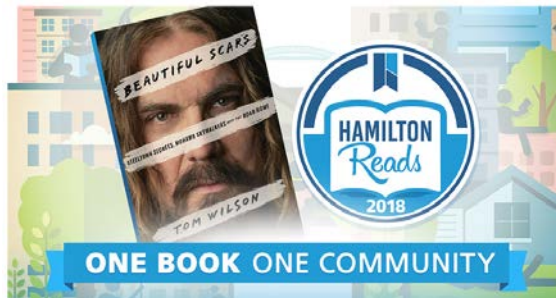
2019 Canada Reads Longlist



2019 RBC Taylor Prize finalists



HAMILTON READS 2018



Enhancing Social Inclusion & Participation

Enhancing Civic Engagement

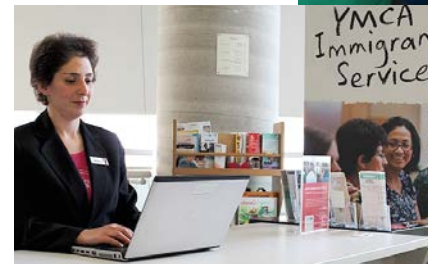
- Over **10,000 free** learning programs for all ages in 2018!

Programs & Services for Seniors

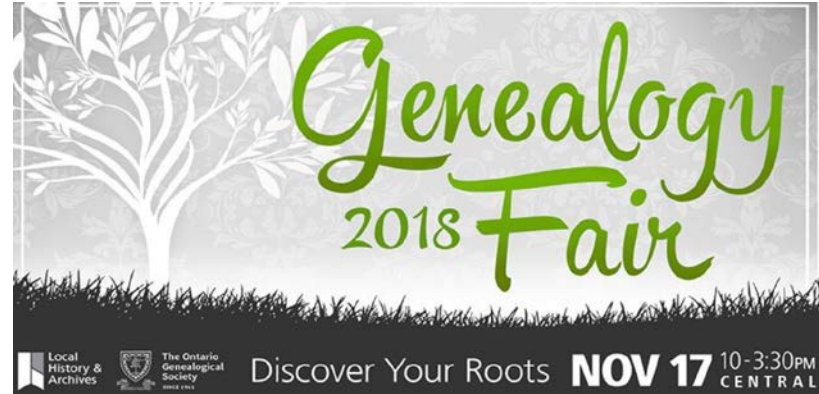
- HPL is the **Ex-Libris W Kaye Lamb Award** Winner for Excellence in Seniors Service
- **Creative Aging Programs** – writing, music, art
- **Memory Cafés** – supporting families experiencing dementia

Welcoming Newcomers

- Newcomer **Learning Centre**
- One to One **Tutoring**
- English **Classes**
- English **Conversation Circles**
- **Newcomer** support workers



Preserving Hamilton's Past





Key Areas of Focus in 2019

Continued Focusing on

- Addressing **gaps in service hours**
- **LEAN assessments** of work
- **Technology Innovation**

Enhanced Marketing and Promotion

- Library card campaign
- Online Card Registration
- Promoting collections & services

Reducing Barriers to Library Service

- Economic, geographic, cultural, convenience, awareness...

Service Developments

- Digital Collections Review
- Digital Strategy and Plan
- Local History and Archives Roadmap
- Pop-up Library and Bookmobile





Questions/Comments





Additional Information

Appendix I: Municipal Benchmark Measures

Appendix II: Technology Usage Metrics

Appendix III: HPL Partnership Policy & Partnership List

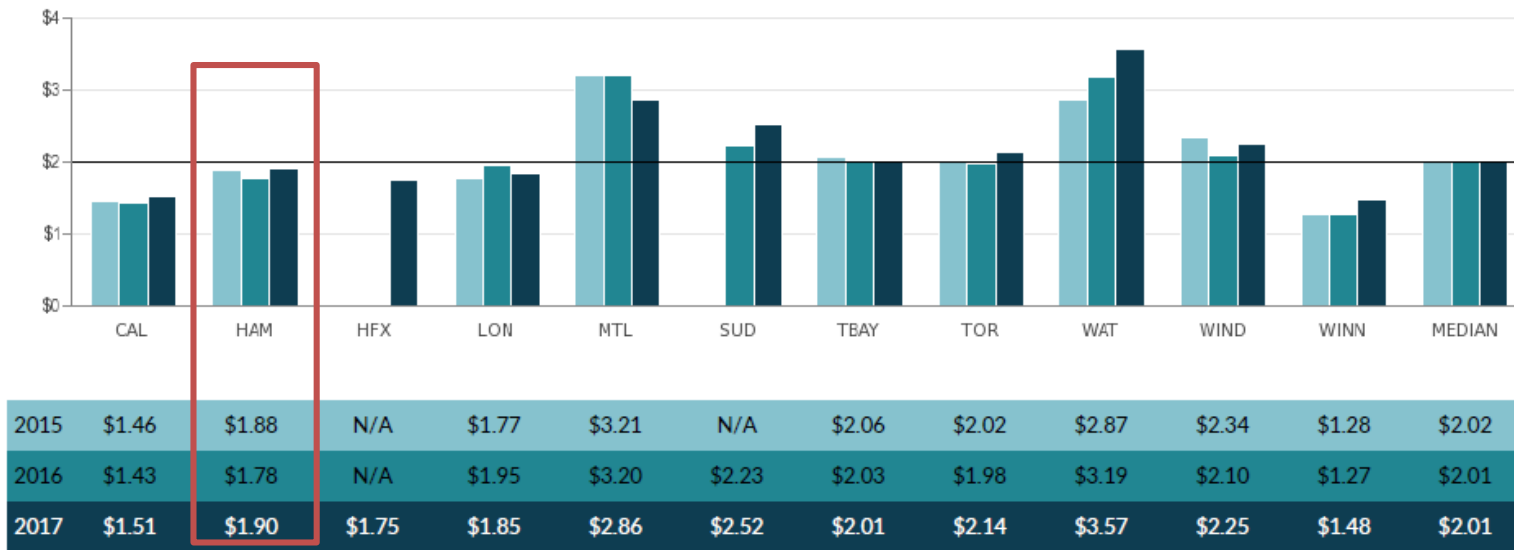
References

- Library Board Strategic Plan and Background Research:
<https://www.hpl.ca/articles/strategic-priorities-2018-2021>
- 2019 Facilities Master Plan:
<https://www.hpl.ca/sites/default/files/19-01-FMP.pdf>
- 2018 Library Usage and Demographic Report:
https://www.hpl.ca/sites/default/files/User_Demographic_Report_SPRC_HPL_report_Final_2018.pdf
- K W Lamb Award for Seniors Service:
https://www.exlibris.ca/doku.php?id=award:application_for_wk_lamb_award

Appendix I: Municipal Benchmark Measures

Fig. 18.3 Total Cost per Library Use

This measure reflects all costs to provide a wide range of library services including access, collections, technology, programs, and staff expertise.



Source: PLIB305T (Efficiency)

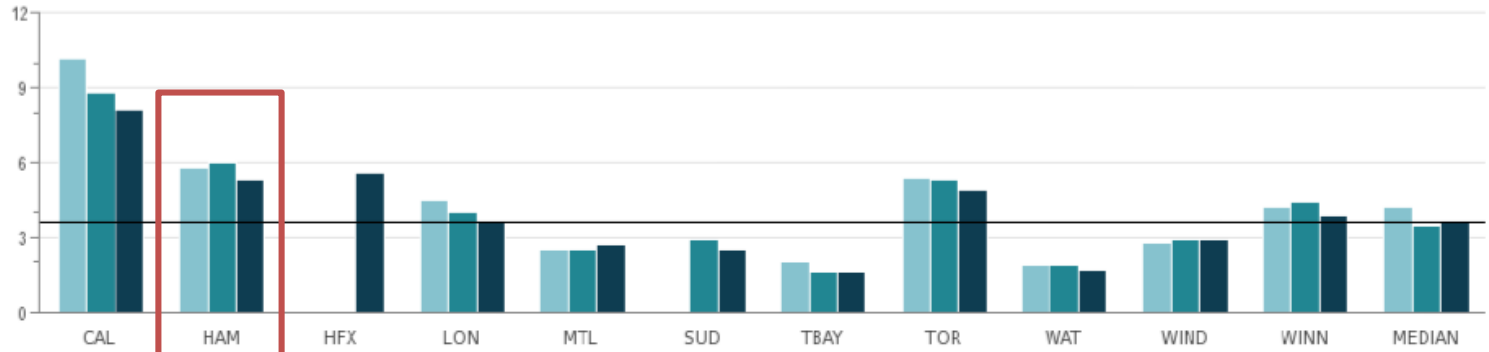
HPL cost per use = \$1.90 **That's \$0.11 below MBNCanada median cost per use.**



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.

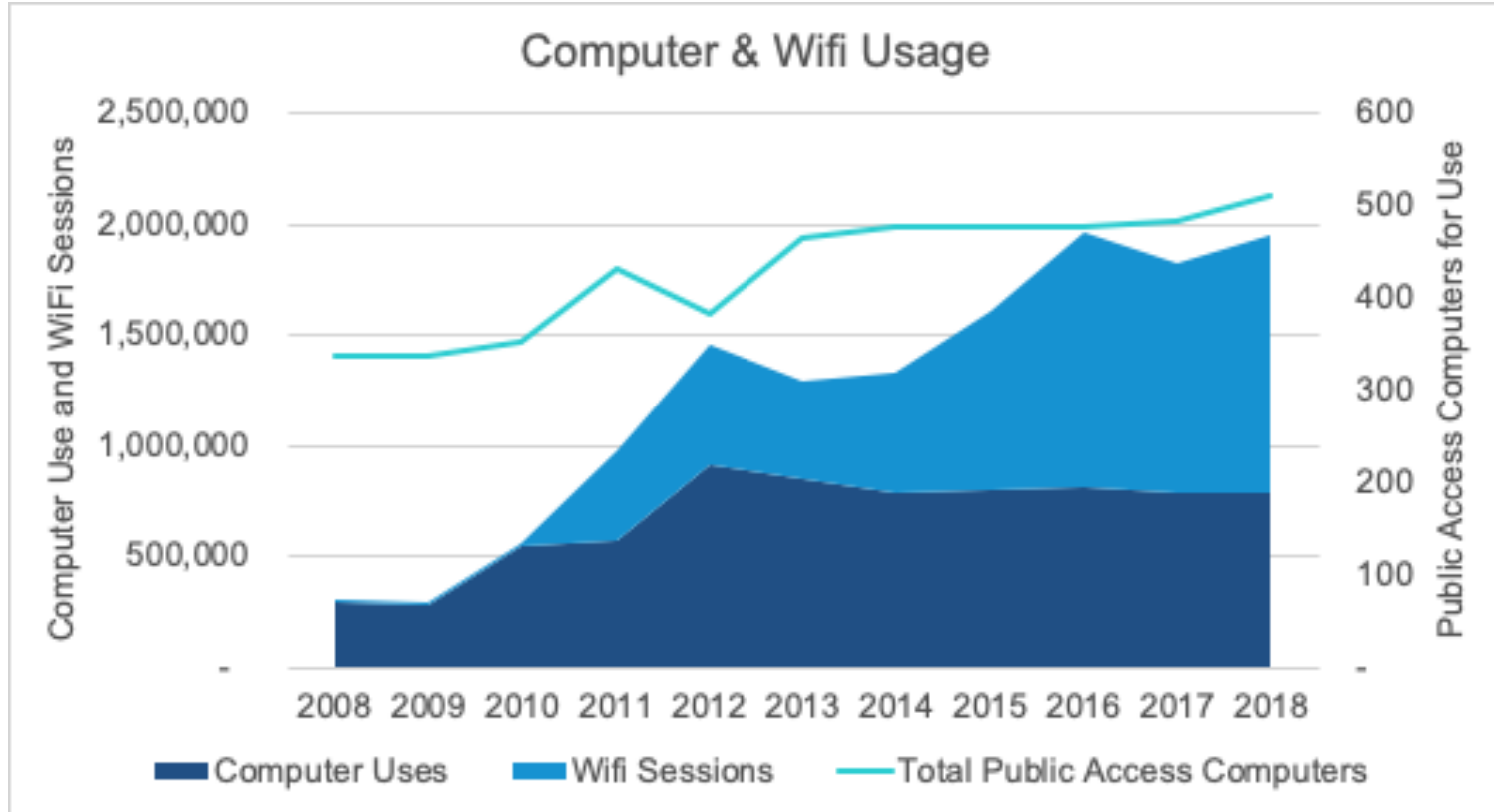


2015	10.2	5.8	N/A	4.5	2.5	N/A	2.0	5.4	1.9	2.8	4.2	4.2
2016	8.8	6.0	N/A	4.0	2.5	2.9	1.6	5.3	1.9	2.9	4.4	3.5
2017	8.1	5.3	5.6	3.6	2.7	2.5	1.6	4.9	1.7	2.9	3.9	3.6

Source: PLIB405 (Customer Service)

HPL circulation turnover = 5.3 times per year. That's almost 1.5 times higher than median

Appendix II: Technology Access Metrics



**HPL is helping to bridge the digital divide:
Our ~500 free public computers get used almost 800,000 times annually**



Appendix III: Partnership Policy

- Partnerships are critical to HPL's success, we maintain over 100 active partnerships


Goals of HPL Partnerships

1. Extend and enhance **Library services** and **programs in a sustainable way**
2. Increase **awareness of Library** services and programs
3. Support the **City of Hamilton** and **broad based community initiatives** that advance Hamilton's economic, social and cultural richness
4. Enhance **coordination and reduce overlap** in efforts between agencies serving Hamilton

Additional Information:

- **Partnership Policy:** <https://www.hpl.ca/articles/partnership-policy>
- **2018 HPL Summary Report on Partners:**
<https://www.hpl.ca/sites/default/files/2018%20Partnerships%20List.pdf>



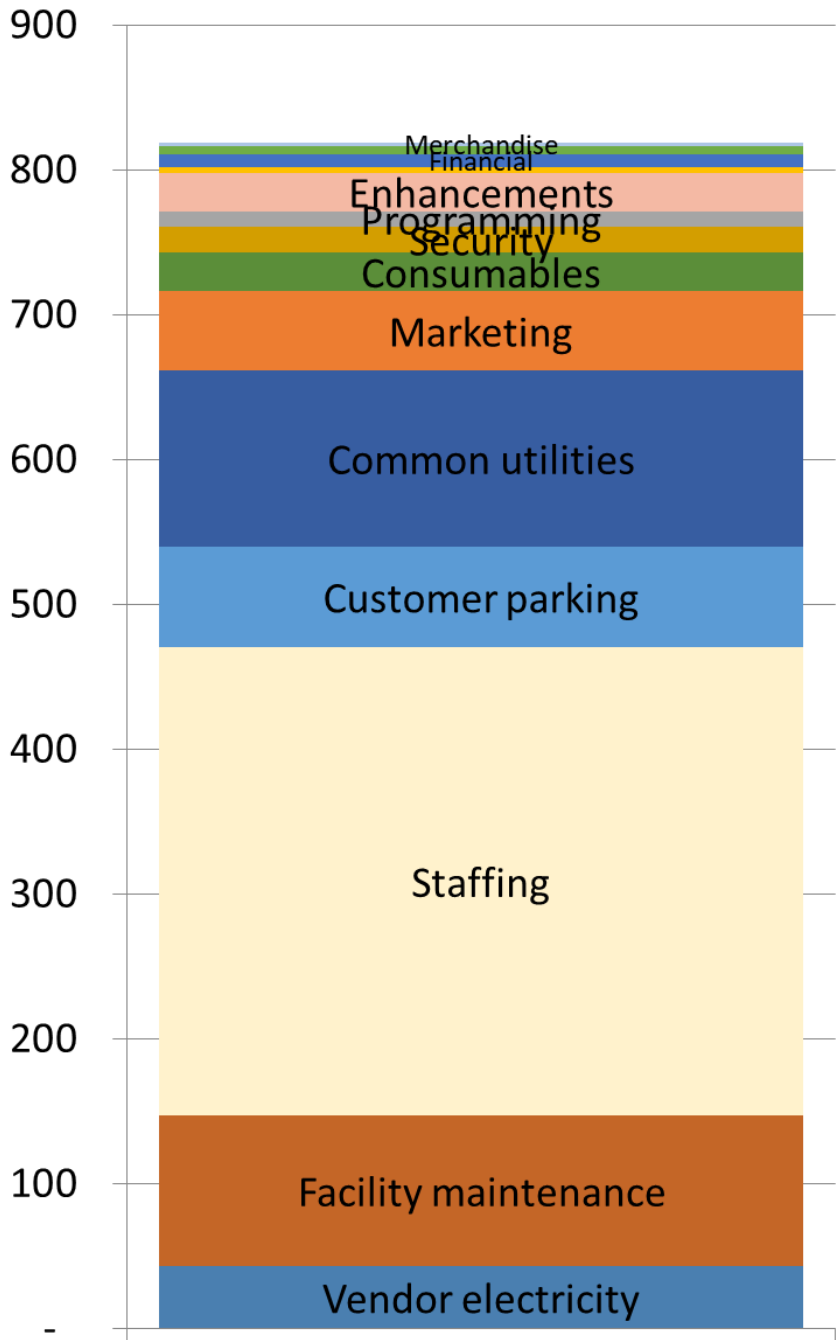
Proudly supported by Meridian[™]

Budget 2019

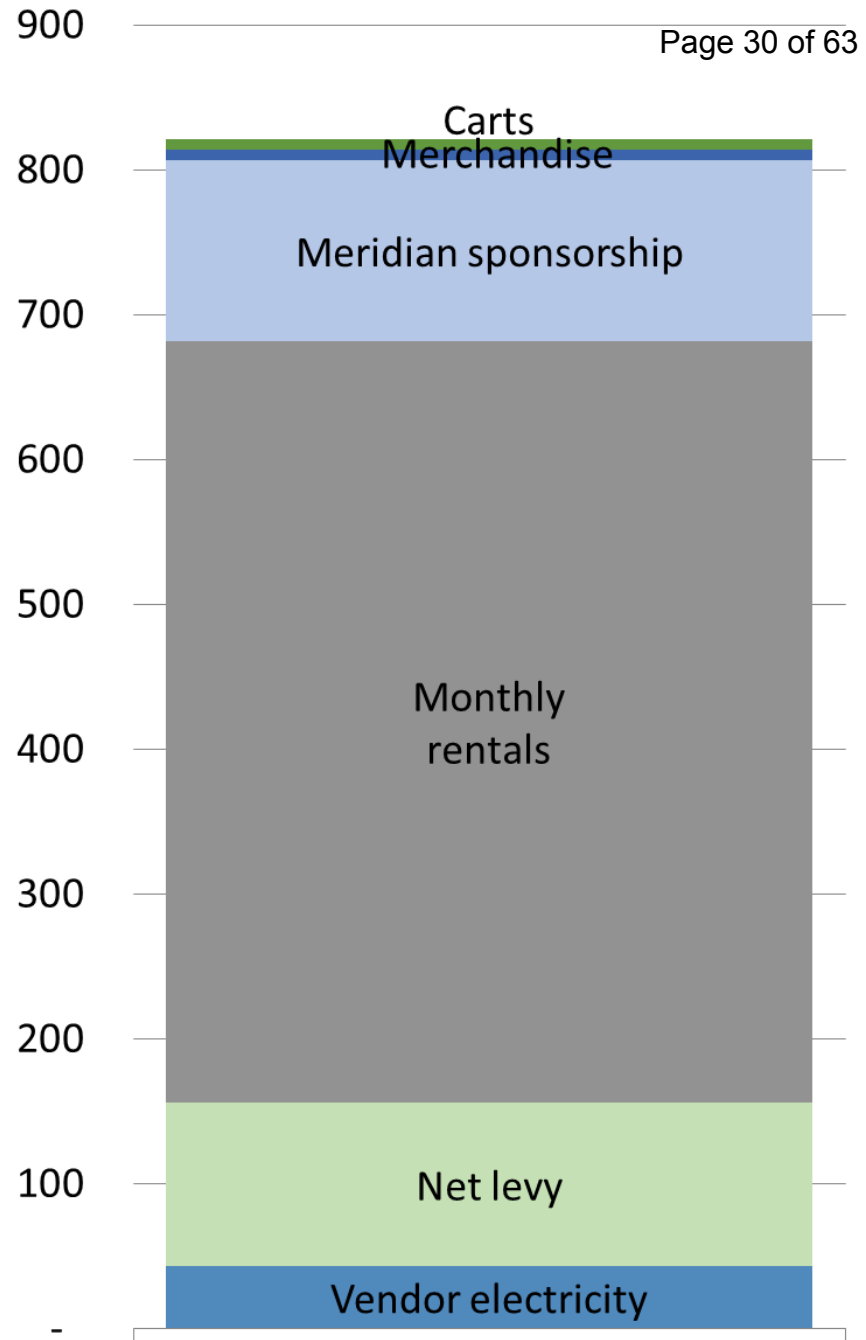
Presented by Eric Miller (Treasurer)
Hamilton Farmers' Market Board
January 24, 2019 in Council Chambers, Hamilton City Hall

Farmers' Market Budget 2019 Submission

- A frugal and business-as-usual budget, similar to Budget 2018
- Levy increase of \$ 1700 is within 2019 guideline increase of 1.5% (Levy in Budget 2018 was \$ 111,100. It is \$ 112,800 in Budget 2019 submission)
- Expenses totalling \$ 821,480 is a saving of \$ 8 K from Budget 2018
 - Staffing remains largest expense at \$ 323 K (reduction of 3% from Budget 2018)
 - Common utilities: \$ 121 K to be spent on water & sewer, hydro, Central Utilities operations
 - Facilities maintenance by City charged to market account: \$ 104 K (up 6% from Budget 2018)
 - Customer parking: \$ 70 K reimbursement of customer parking at City's York Parkade
 - Marketing: \$ 55 K on advertising and activities is the same level as in Budget 2018
- Own-source revenue of \$ 708,680 is a reduction of \$ 9 K over Budget 2018
 - Monthly stall rentals is the largest source of revenue at \$ 526 K (up 2% from Budget 2018)
 - Sponsorship: \$ 125 K from another year of Meridian Credit Union Sponsorship
- \$ 3 K contribution to Market reserve fund for future hydro meter recalibration



Expenditures (\$ thousands)



Revenue (\$ thousands)

Multi-year Scenarios for Planning Purposes

- Hamilton Farmers' Market internally projects revenues and expenditures for an additional three years to consider scenarios of growth and constraints
- 3-year forecast has expenses and revenue growing under business-as-usual assumptions to fit within a 1.5% annual growth of levy, as long as:
 - city departments do not pass on cost increases of more than 2% annually
(compare this to 5.5% inflation of facilities recovery costs in 2019)
(compare this to 27% inflation of CUP Operations costs in 2019)
- Meridian sponsorship is renewed at the end of its 5-year term, or another comparable sponsorship is secured to sustain the same level of revenue

See you at the Hamilton Farmers' Market

Meeting agendas, minutes, attendance records, past budgets, yearly audited financial statements, and other relevant information are all available online, via:

<https://hamiltonfarmersmarket.ca/about>



6.3



HAMILTON POLICE SERVICE 2019 BUDGET REQUEST





2019 DIRECTIVES



COMMUNITY SAFETY



ENGAGEMENT & PARTNERSHIPS



PEOPLE & PERFORMANCE



TECHNOLOGY & ASSET MANAGEMENT



DRAFT 2019 BUDGET

Hamilton Police Service's Board
Budget Request:

2.89%



POLICING CONTEXT



**Adequate &
Effective Service**



Quality of Life



Harm Reduction



**Case Law &
New Law**



Workload

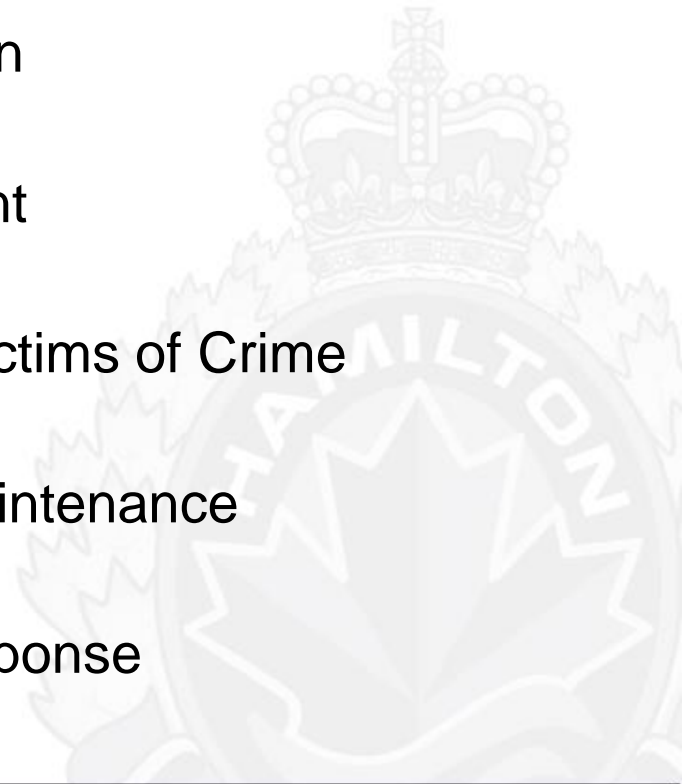


POLICING CONTEXT



**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



Quality of Life

- Aging population
 - Physical, emotional, financial abuse
 - Perceived fear of crime
- Increase in Indigenous youth
- Increasing diversity & newcomers
- Language / cultural diversity required



POLICING CONTEXT



Harm Reduction

- Suicide one of our leading call for service
- Opioid Crisis
- Persons In Crisis Unit – SNP, COAST & MCRRT



POLICING CONTEXT



Harm Reduction

- Community and Safety Well-Being Plan
 - Bill 175
- Prevention & diversion
- Integrated response with other service providers
 - Harm reduction & decreased criminalization
 - Wraparound, Best Start, Best place to raise a child...



POLICING CONTEXT



Mental Health and Addictions

HOSPITAL APPREHENSION RATE

Historical Uniform Apprehension Rate

75.4%



MCRRT Apprehension Rate

15.6%



* JANUARY - DECEMBER 2018

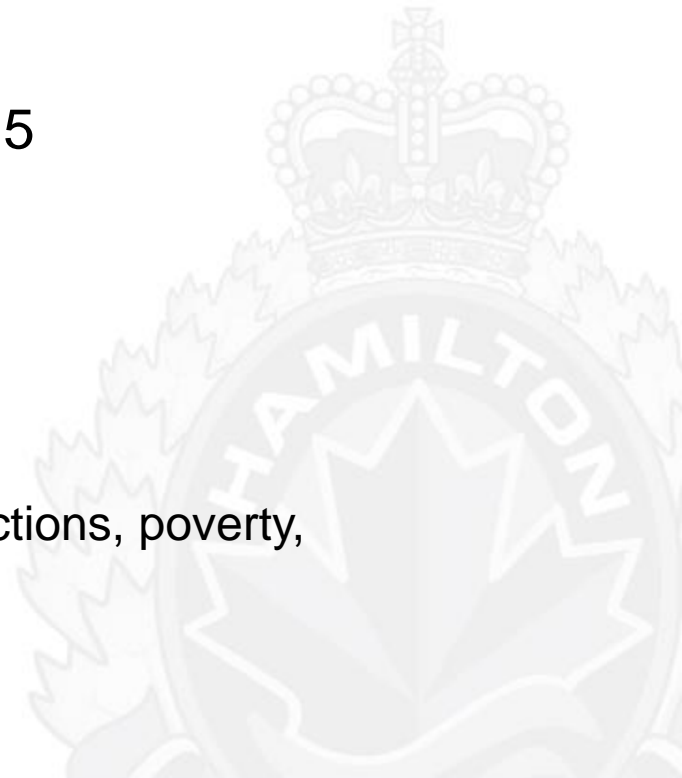


POLICING CONTEXT



Mental Health and Addictions

- Mental Health – 1 in 5
- Vulnerable persons
- Concurrent factors
 - homelessness, addictions, poverty, mental health





POLICING CONTEXT



Case Law and New Law

- Legalization and Sale of Cannabis
- Community and Safety Well-Being Plan



POLICING CONTEXT



Case Law and New Law

- Supreme Court (R vs Jordan)
 - 18-month / 30-month timeline from arrest to disposition
- MOU re disclosure to Crown Attorney disclosure, redaction, vetting - digital evidence
- R vs. Marakah (Privacy Interests on digital devices judicial authorization to seize)



POLICING CONTEXT



Workload

Calls for service
Service wide



2015
134,300



2016
137,578



2017
138,823



POLICING CONTEXT



Workload

Priority call types



PRIORITY

0

EMERGENCIES WHERE INJURIES ARE OCCURRING OR ARE IMMINENT



PRIORITY

1

PEOPLE AND PROPERTY EMERGENCIES THAT DO NOT INVOLVE PERSONAL INJURY



PRIORITY

2

A CRIME HAS JUST OCCURED WITHIN THE PAST 15 MINUTES



PRIORITY

3

DO NOT INVOLVE CRIMES THAT ARE IN PROGRESS OR HAVE JUST OCCURED



PRIORITY

4

NON-URGENT, LOW-RISK CALLS INVOLVING NON-EMERGENCY OR INCIDENTAL COMPLAINTS







POLICING CONTEXT




Workload

What are the most frequent and time consuming calls?

ALL DIVISIONS

-  DOMESTIC VIOLENCE
-  DISTURBANCES
-  MOTOR VEHICLE COLLISIONS
-  ASSIST AMBULANCE

DIVISION 1

-  ASSAULT

DIVISION 2 & 3

-  FAMILY TROUBLE



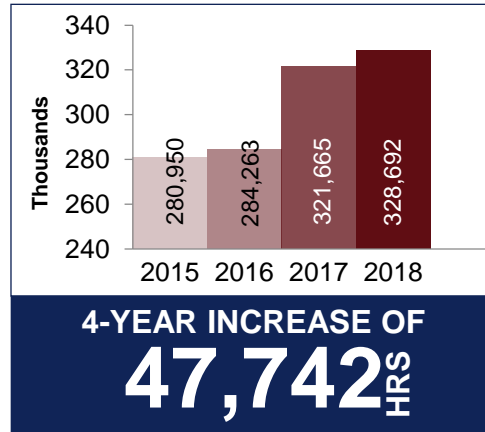
POLICING CONTEXT



TIME SPENT ON CALLS



Workload



22.86

**OFFICERS TO COVER
INCREASE IN HOURS**





MAJOR CASES

Project LINKS

Child Pornography and Sexual Assault of Children

Project SCOPA

Multi-jurisdictional investigation into the Angelo Musitano homicide.

Locke Street Investigation

Arrests of individuals in connection with large scale mischief in Durand neighbourhood

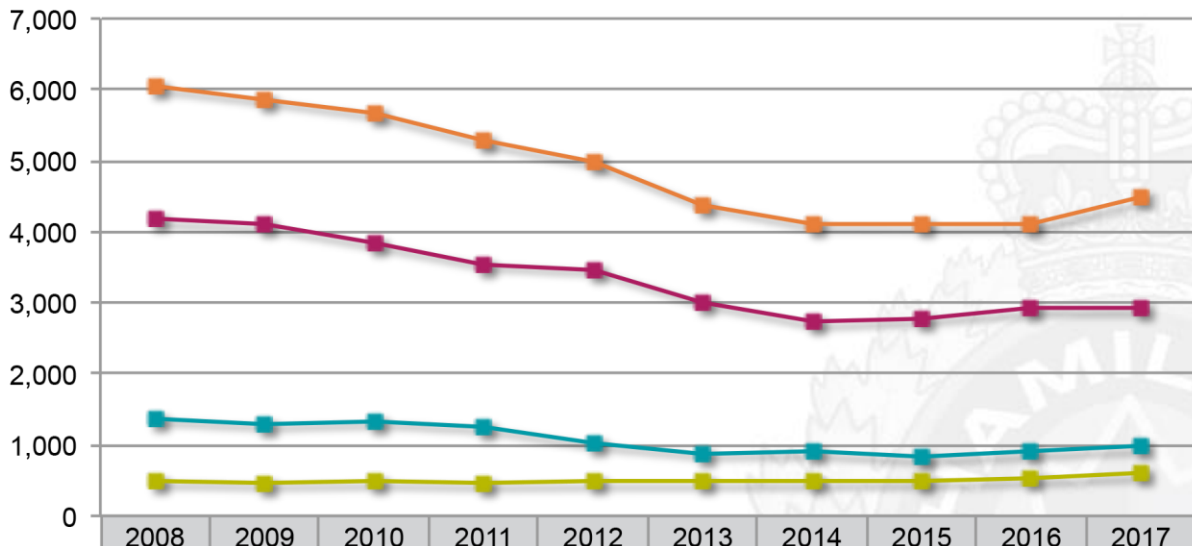
Sexual Assault Community Review Team

18-month review of unfounded sexual assaults



CRIME RATES

Stats Canada – Unified Crime Reporting Stats



	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
— Total Crime Rate (excl. traffic)	6,049	5,871	5,671	5,275	4,980	4,382	4,112	4,095	4101	4479
— Total Violent Crime Rate	1382	1300	1346	1259	1029	891	907	820	902	970
— Total Property Crime Rate	4,174	4,101	3,841	3,553	3,477	3,016	2,727	2,789	2916	2916
— Total Other C.C. Crime Rate	493	470	484	464	474	476	478	486	524	593

Source: Stats Canada - Unified Crime Reporting Stats Statistics Canada Table #35-10-0180-01 (As Of 2018/11/28) 2017 Population Used By Statistics Canada 567,993



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



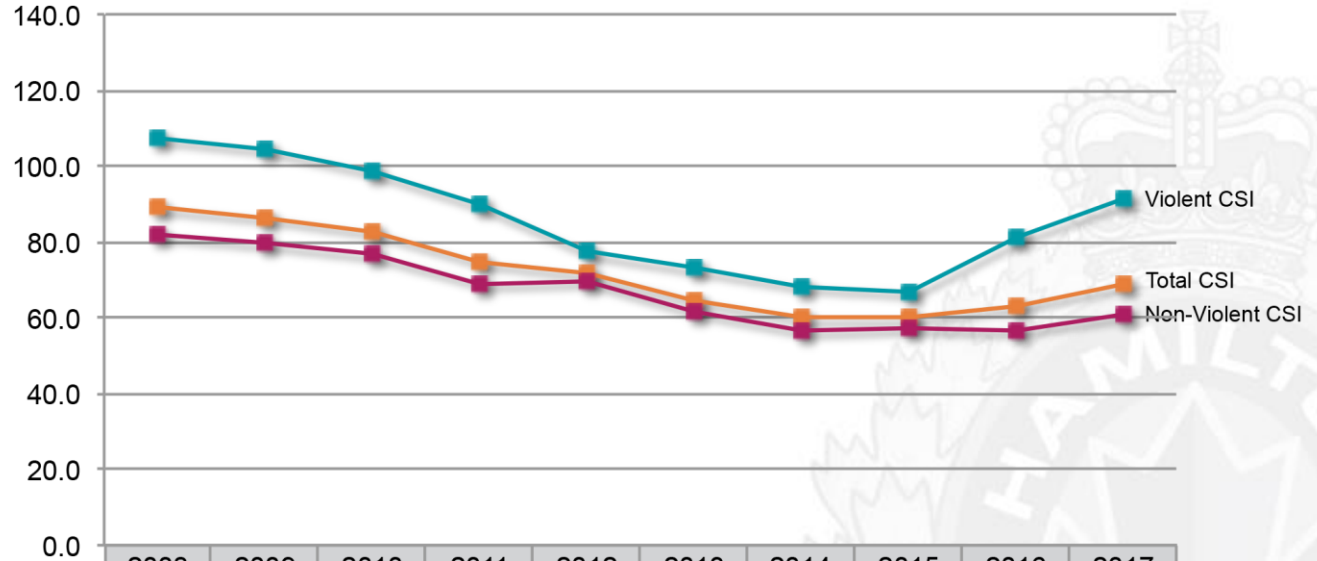
	2012	2013	2014	2015	2016	2017
Total Crime Rate (excl. traffic)	4,980	4,382	4,112	4,095	4,101	4,479
Total Violent Crime Rate	1,029	891	907	820	902	970
Total Property Crime Rate	3,477	3,016	2,727	2,789	2,916	2,916
Total Other C.C. Crime Rate	474	476	478	486	524	593

Source: **Stats Canada - Unified Crime Reporting Stats** Statistics Canada Table #35-10-0180-01 (As of 2018/11/28)
2017 Population Used By Statistics Canada 567,993



CRIME RATES

Stats Canada - Crime Severity Index



	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Total CSI	89.0	86.5	82.7	74.7	71.8	64.8	59.9	60.0	63.3	69.1
Violent CSI	107.4	104.5	98.5	89.6	77.2	72.9	68.4	66.8	81.1	91.1
Non-Violent CSI	81.8	79.6	76.6	69.1	69.7	61.7	56.6	57.4	56.8	61.0

Source: Stats Canada - Crime Severity Index Statistics Canada Table #35-10-0188-01 (As Of 2018/11/28)



CRIME RATES

Crime Severity Index

Total CSI



Violent CSI



Non-Violent CSI

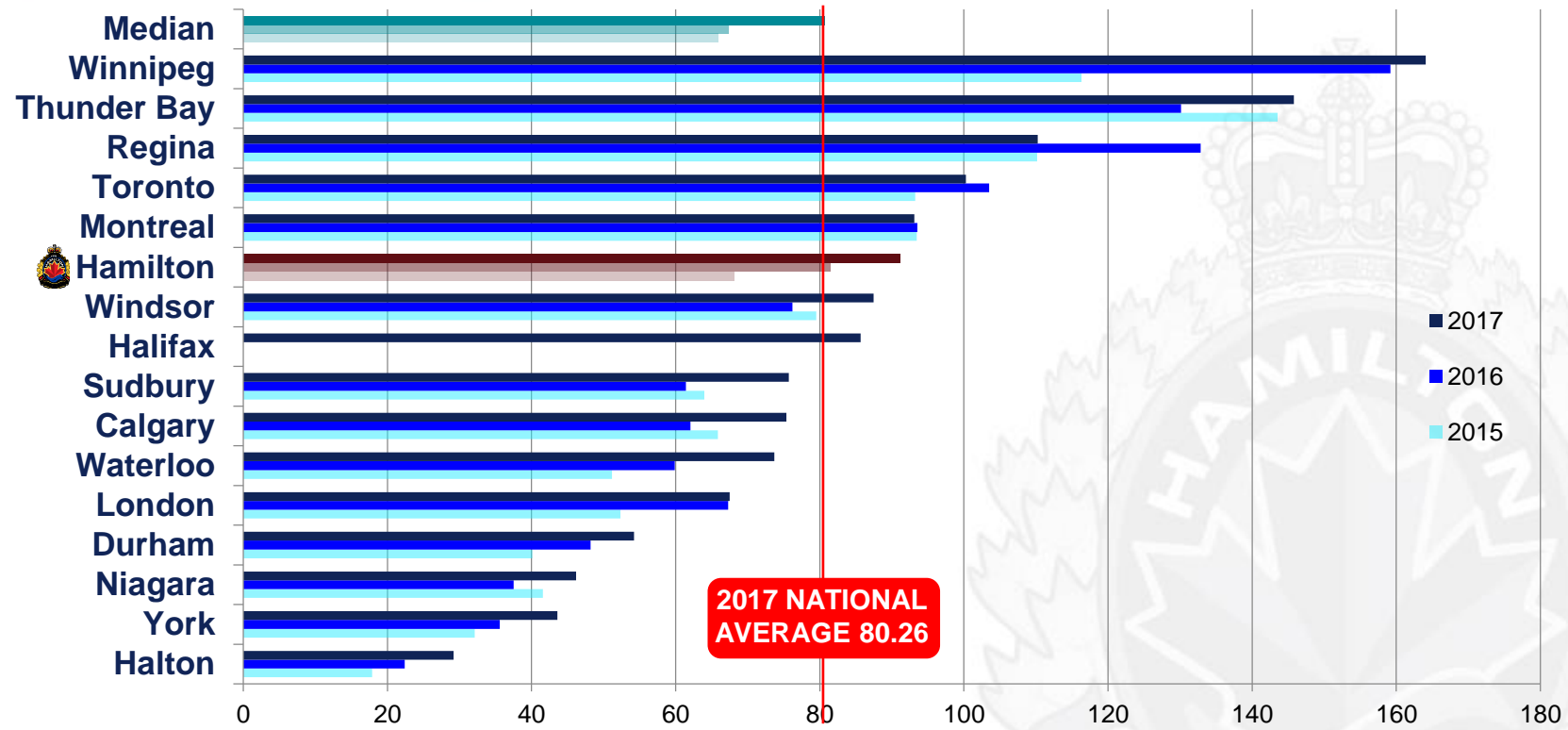


	2012	2013	2014	2015	2016	2017
Total CSI	71.8	64.8	59.9	60.0	63.3	69.1
Violent CSI	77.2	72.9	68.4	66.8	81.1	91.1
Non-Violent CSI	69.7	61.7	56.6	57.4	56.8	61.0

Source: Stats Canada - Crime Severity Index Statistics Canada Table #35-10-0188-01 (As of 2018/11/28)



VIOLENT CRIME SEVERITY INDEX 2017



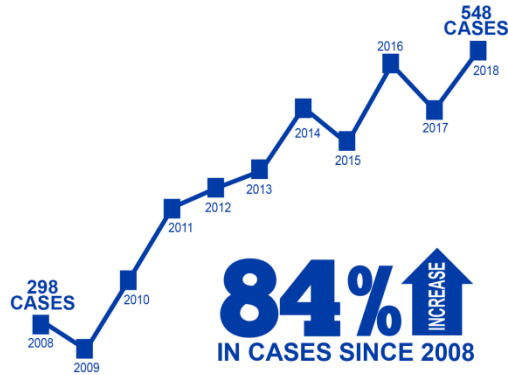
2017 NATIONAL AVERAGE 80.26

Source: MBNC (Municipal Benchmarking Network Canada) Table PLCE170



SEXUAL ASSAULT

Staffing Increases



2018

548 CASES

+1
Detective
Constable

Current Ratio of
CASES to
DETECTIVE is
78.3



STAFFING

+24 Officers
8 per division / 2 per squad



= more availability for proactive policing



STAFFING

+2 Special Constables

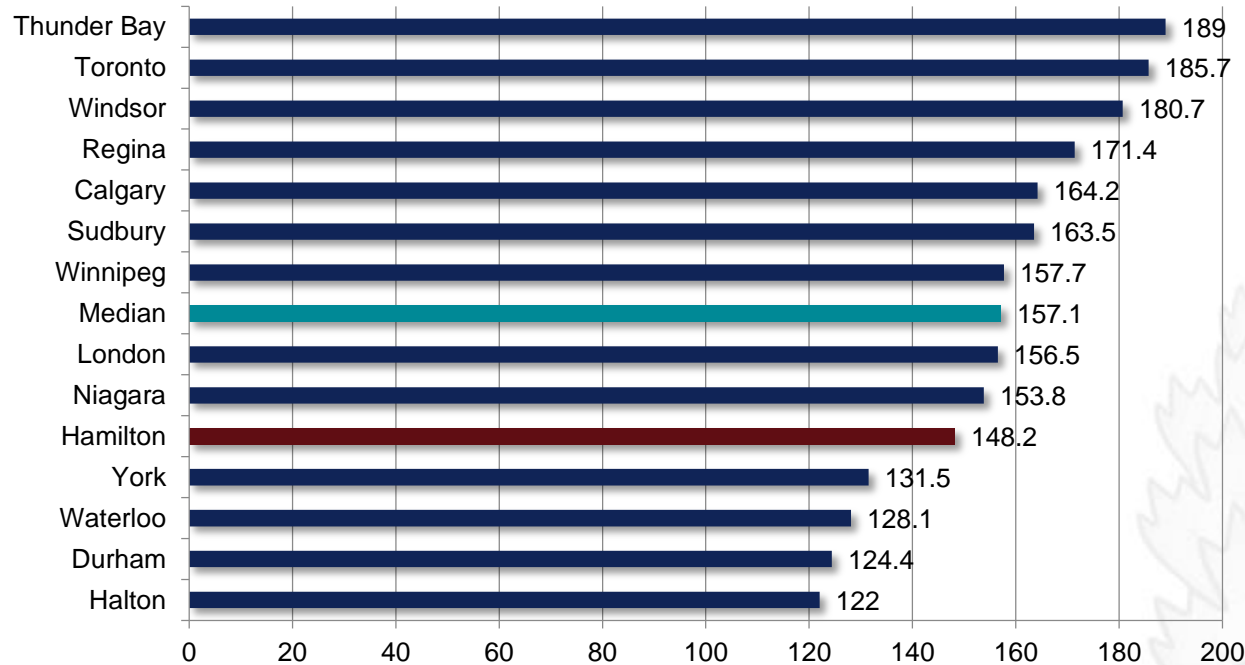
To staff new Provincial Offence Administration Courthouse





BENCHMARKING

Officers per 100,000 Population



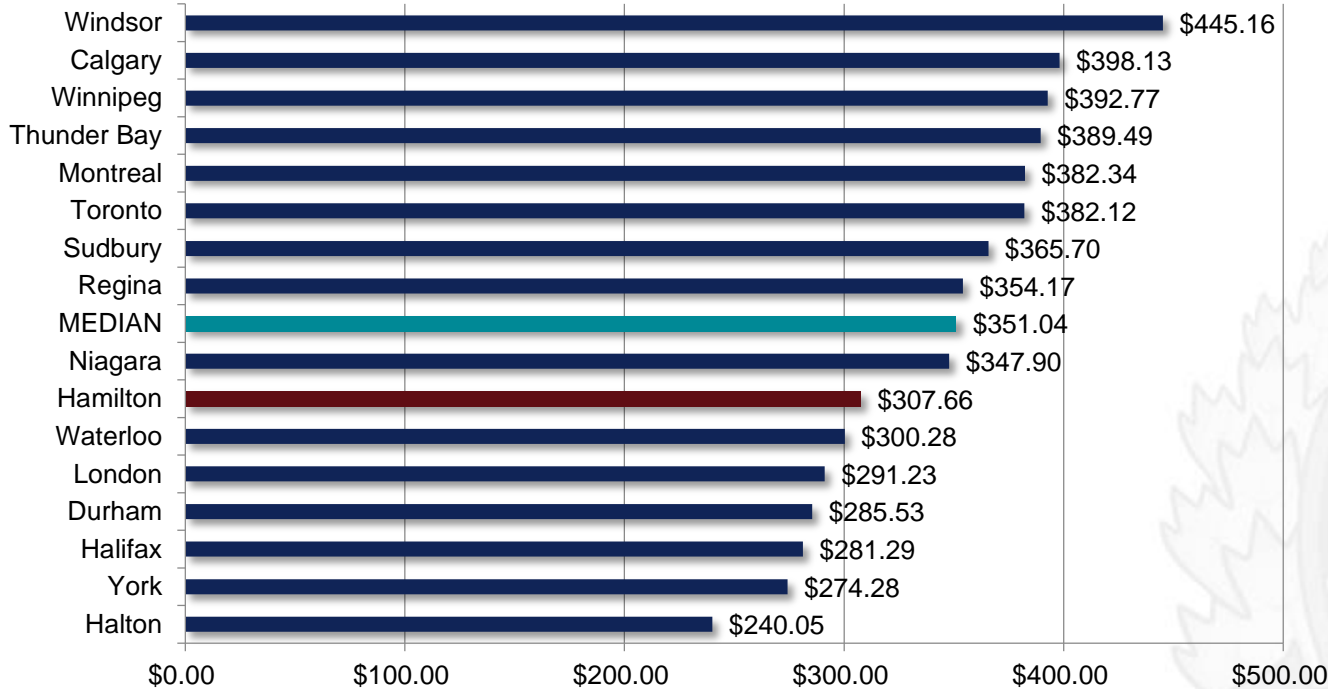
6%
BELOW
National Median

Source: MBNC (Municipal Benchmarking Network Canada) Table PLCE220



BENCHMARKING

Cost of Police Service per Capita



\$308
per capita cost

12%
BELOW
National Median

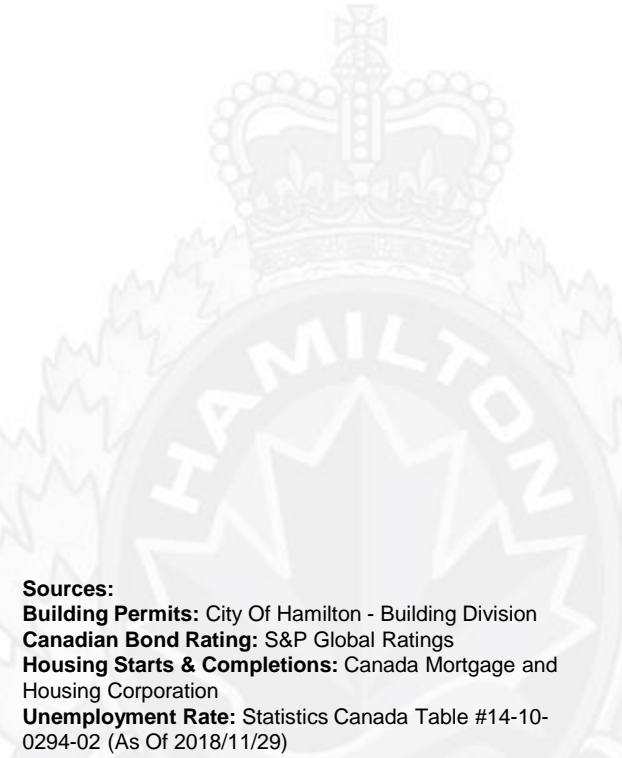
Source: MBNC (Municipal Benchmarking Network Canada) Table PLCE227M



ECONOMIC INDICATORS



	BUILDING PERMITS	CANADIAN BOND RATING	HOUSING STARTS	HOUSING COMPLETIONS	UNEMPLOYMENT RATE
2010	\$1,096,299,091	AA	2,282	1,902	7.7%
2011	\$731,019,287	AA	1,645	1,715	6.5%
2012	\$1,499,627,394	AA	2,209	2,313	6.6%
2013	\$1,025,785,758	AA	1,746	1,718	6.6%
2014	\$1,143,192,706	AA	2,136	1,737	5.9%
2015	\$1,108,192,846	AA	1,462	2,040	5.5%
2016	\$1,056,237,746	AA	2,119	1,767	6.1%
2017	\$1,364,145,419	AA+	1,967	1,899	5.0%
2018* (OCTOBER)	\$1,129,277,893	AA+	2,187	1,083	5.0%



Sources:
Building Permits: City Of Hamilton - Building Division
Canadian Bond Rating: S&P Global Ratings
Housing Starts & Completions: Canada Mortgage and Housing Corporation
Unemployment Rate: Statistics Canada Table #14-10-0294-02 (As Of 2018/11/29)



BUDGET REQUEST

Budget Increase

\$4.66M or 2.89%

Assessment Growth

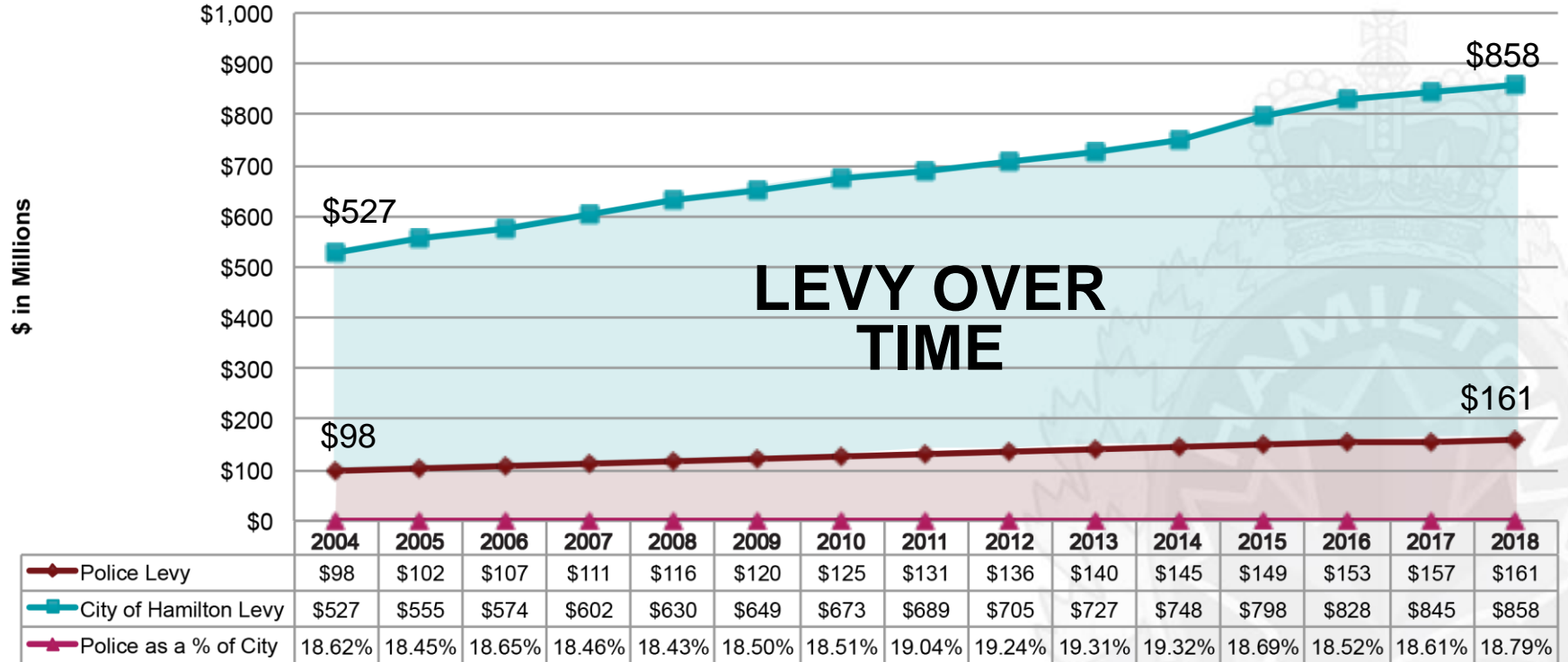
0.5% (2.73%)

Total Budget

\$165,842,078



HPS LEVY AS A % OF TOTAL COH LEVY





Recommendation:

Hamilton City Council GIC approve the Hamilton Police Service's Board 2019 Budget Request of :

2.89%