



City of Hamilton
GENERAL ISSUES COMMITTEE

Meeting #: 19-002(k)
Date: February 28, 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 MEETING	
3.1 February 15, 2019	3
4. CONSENT ITEMS	
5. STAFF PRESENTATIONS	
6. DISCUSSION ITEMS	
6.1 Impacts of Changing Transit Area Rating (FCS19010) (City Wide)	17
6.2 2018 Assessment Growth (FCS19013) (City Wide)	21
6.3 2019 Operating Budget Offsets from Planning and Development Fees (PED19066) (City Wide)	32
6.4 2019 Tax Supported Operating Budget - Recommendations (FCS18096(a)) (City Wide)	39

- 6.5 Councillor Ward Office Budgets and Policy Guidelines for Eligible Expenses for Elected Officials (FCS18083(b)) (City Wide) 56

(Governance meeting did not take place; therefore, this report was forwarded to GIC due to timing of budget.)

- 6.6 Hamilton Strategic Road Safety Program and Vision Zero Action Plan 2019 - 2025 (PW19015) (City Wide) 65

(Referred to GIC Budget by the Public Works Committee.)

7. MOTIONS

- 7.1 A System-Wide Approach to Public Transit 124

- 7.2 Alternative Funding Options for Transit 125

- 7.3 At-Risk Taxpayer Trends 126

8. NOTICES OF MOTION

9. GENERAL INFORMATION / OTHER BUSINESS

10. ADJOURNMENT



**GENERAL ISSUES COMMITTEE
(OPERATING BUDGET)
MINUTES 19-002(i)**

9:30 a.m.

Friday, February 15, 2019

Council Chambers

Hamilton City Hall

71 Main Street West

Present: Mayor F. Eisenberger, Deputy Mayor C. Collins (Chair)
Councillors M. Wilson, J. Farr, N. Nann, S. Merulla, T. Jackson,
E. Pauls, J.P. Danko, B. Clark, M. Pearson, B. Johnson,
L. Ferguson, A. VanderBeek, T. Whitehead

Absent: Councillor J. Partridge - Personal

THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:

1. Savings Generated from Funded Projects (FCS19007) (City Wide) (Item 7.1)

(Eisenberger/Jackson)

That Report FCS19007, respecting the Savings Generated from Funded Projects, be received.

CARRIED

2. Food Advisory Committee 2019 Budget Request and Annual Report (BOH19004) (City Wide) (Item 7.2)

(Whitehead/Farr)

(a) That the Food Advisory Committee 2019 base budget submission, attached as Appendix "A" to Report BOH19004, in the amount of \$1,500, be approved;

(b) That, in addition to the base funding, a one-time budget allocation for 2019 in the amount of \$1,000, to be funded by an increase to the tax levy, be approved;

(c) That any remaining 2019 funds be returned to the Food Advisory Committee reserve; and,

(d) That the Food Advisory Committee's annual report included in this report, be received.

Result: Motion CARRIED by a vote of 14 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Tom Jackson
 YES - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Chad Collins
 YES - Mayor Fred Eisenberger
 NOT PRESENT - Councillor Judi Partridge
 YES - Councillor Terry Whitehead
 NOT PRESENT - Councillor Arlene VanderBeeck
 YES - Councillor Lloyd Ferguson
 YES - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

3. 2019 Volunteer Committee Budget Submission – Hamilton Cycling Committee (PED18224) (City Wide) (Item 7.3)

(Whitehead/Eisenberger)

- (a) That the Hamilton Cycling Committee's 2019 base budget submission, in the amount of \$10,000, attached as Appendix "A" to Report PED18224, be approved; and,
- (b) That, in addition to the base funding, a one-time budget allocation for 2019 in the amount of \$3,500, to be funded by the Hamilton Cycling Committee reserve, be approved.

Result: Motion CARRIED by a vote of 15 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Tom Jackson
 YES - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Chad Collins
 YES - Mayor Fred Eisenberger
 NOT PRESENT - Councillor Judi Partridge
 YES - Councillor Terry Whitehead
 YES - Councillor Arlene VanderBeeck
 YES - Councillor Lloyd Ferguson

YES - Councillor Brenda Johnson
YES - Councillor Maria Pearson
YES - Councillor Brad Clark

4. 2019 Volunteer Committee Budget – Keep Hamilton Clean and Green Committee (PW18095) (City Wide) (Item 7.4)

(Eisenberger/Merulla)

- (a) That the Keep Hamilton Clean and Green Committee's 2019 base budget submission, attached as Appendix "A" to Report PW18095. in the amount of \$18,250, be approved; and,
- (b) That, in addition to the base funding, a one-time budget allocation in the amount of \$15,615, to be funded by the Volunteer Committee Reserve (112212), be approved.

Result: Motion CARRIED by a vote of 15 to 0, as follows:

YES - Councillor Maureen Wilson
YES - Councillor Jason Farr
YES - Councillor Nrinder Nann
YES - Councillor Sam Merulla
YES - Councillor Tom Jackson
YES - Councillor Esther Pauls
YES - Councillor John-Paul Danko
YES - Deputy-Mayor Chad Collins
YES - Mayor Fred Eisenberger
NOT PRESENT - Councillor Judi Partridge
YES - Councillor Terry Whitehead
YES - Councillor Arlene VanderBeek
YES - Councillor Lloyd Ferguson
YES - Councillor Brenda Johnson
YES - Councillor Maria Pearson
YES - Councillor Brad Clark

5. 2019 Budget Submission Volunteer Advisory Committees (HUR18021) (City Wide) (Item 7.5)

(Whitehead/Ferguson)

That the Volunteer Advisory Committee 2019 budget base submissions be approved as follows:

- (a) Advisory Committee for Immigrants & Refugees in the amount of \$3,500 (attached as Appendix "A" to Report HUR18021);

- (b) Lesbian, Gay, Bisexual, Transgender and Queer Advisory Committee, in the amount of \$3,964 (attached as Appendix “B” to Report HUR18021);
- (c) That, in addition to the 2019 Lesbian, Gay, Bisexual, Transgender and Queer Advisory Committee’s base budget, \$1,000 to be funded from the Committee’s 2018 reserve for community consultation and a conference (attached as Appendix “B” to Report HUR18021);
- (d) Aboriginal Advisory Committee in the amount of \$3,552 (attached as Appendix “C” to Report HUR18021);
- (e) Hamilton Mundialization Committee in the amount of \$5,890 (attached as Appendix “D” to Report HUR18021);
- (f) That, in addition to the Hamilton Mundialization Committee’s 2019 budget, \$500 to be funded from the Hamilton Mundialization Committee’s reserve, to cover expenses that may arise throughout the year from twin city visits or unplanned Mundialization events (attached as Appendix “D” to Report HUR18021), be approved;
- (g) Hamilton Status of Women Committee in the amount of \$3,500 (attached as Appendix “E” to Report HUR18021);
- (h) That, in addition to the Status of Women Committee’s 2019 budget request, \$2,000 to be funded from the Status of Women Committee’s reserve to support the 2019 Women’s March and 2019 Women of Distinction Awards (attached as Appendix “E” to Report HUR18021), be approved;
- (i) Committee Against Racism (includes Lincoln Alexander Day Celebration) in the amount of \$8,900 (attached as Appendix “F” to Report HUR18021); and,
- (j) The in addition to the Committee Against Racism’s 2019 budget request, an additional 7,000 to be funded from the Committee Against Racism’s reserve to provide ongoing support to the Hamilton Anti-Racism Resource Centre and to support anti-racism related community events (attached as Appendix “F” to Report HUR18021), be approved.

Result: Motion CARRIED by a vote of 15 to 0, as follows:

YES - Councillor Maureen Wilson
YES - Councillor Jason Farr
YES - Councillor Nrinder Nann
YES - Councillor Sam Merulla
YES - Councillor Tom Jackson
YES - Councillor Esther Pauls

YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Chad Collins
 YES - Mayor Fred Eisenberger
 NOT PRESENT - Councillor Judi Partridge
 YES - Councillor Terry Whitehead
 YES - Councillor Arlene VanderBeek
 YES - Councillor Lloyd Ferguson
 YES - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

6. 2019 Budget Submission – Housing and Homelessness Advisory Committee (HSC18051) (City Wide) (Item 7.6)

(Nann/Wilson)

That the Housing and Homelessness Advisory Committee 2019 base budget submission, attached as Appendix “A” to Report HSC18051, in the amount of \$1,000, be approved.

Result: Motion CARRIED by a vote of 15 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Tom Jackson
 YES - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Chad Collins
 YES - Mayor Fred Eisenberger
 NOT PRESENT - Councillor Judi Partridge
 YES - Councillor Terry Whitehead
 YES - Councillor Arlene VanderBeek
 YES - Councillor Lloyd Ferguson
 YES - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

7. 2019 Budget Submission – Seniors Advisory Committee (HUR18019) (City Wide) (Item 7.7)

(Jackson/Nann)

That the Seniors Advisory Committee 2019 base budget submission, in the amount of \$2500, be approved.

Result: Motion CARRIED by a vote of 15 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Tom Jackson
 YES - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Chad Collins
 YES - Mayor Fred Eisenberger
 NOT PRESENT - Councillor Judi Partridge
 YES - Councillor Terry Whitehead
 YES - Councillor Arlene VanderBeek
 YES - Councillor Lloyd Ferguson
 YES - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

**8. City of Hamilton Veteran's Committee 2019 Budget Submission (PED18236)
(City Wide) (Item 7.8)**

(Johnson/Clark)

That the Hamilton Veterans Committee 2019 base budget submission, attached as Appendix "A" to Report PED18236, in the amount of \$30,000, be approved.

Result: Motion CARRIED by a vote of 15 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Tom Jackson
 YES - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Chad Collins
 YES - Mayor Fred Eisenberger
 NOT PRESENT - Councillor Judi Partridge
 YES - Councillor Terry Whitehead
 YES - Councillor Arlene VanderBeek
 YES - Councillor Lloyd Ferguson
 YES - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

9. Arts Advisory Commission 2019 Budget Submission (PED18235) (City Wide) (Item 7.9)

(Eisenberger/Pauls)

That the Arts Advisory Commission 2019 base budget submission, attached as Appendix 'A' to Report PED18235, in the amount of \$9,000, be approved.

Result: Motion CARRIED by a vote of 15 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Tom Jackson
 YES - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Chad Collins
 YES - Mayor Fred Eisenberger
 NOT PRESENT - Councillor Judi Partridge
 YES - Councillor Terry Whitehead
 YES - Councillor Arlene VanderBeek
 YES - Councillor Lloyd Ferguson
 YES - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

10. 2019 Tax Supported Capital Budget (Update) (FCS18097) (City Wide) (Item 7.10)

(Eisenberger/Danko)

That the operating budget and Full Time Equivalent (FTE) impacts of the 2019 Tax Supported Capital Budget in the amount of \$2,892,490 and 24.24 FTEs, attached as Appendix "A" to Report FCS18097, be incorporated into the 2019, or future, Tax Supported Operating Budgets.

Result: Motion CARRIED by a vote of 15 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Tom Jackson
 YES - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Chad Collins
 YES - Mayor Fred Eisenberger
 NOT PRESENT - Councillor Judi Partridge

YES - Councillor Terry Whitehead
 YES - Councillor Arlene VanderBeek
 YES - Councillor Lloyd Ferguson
 YES - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

11. 2019 Budget Submission for the Advisory Committee for Persons with Disabilities (HUR18020) (City Wide) (Item 7.11)

(Whitehead/Farr)

That the Advisory Committee for Persons with Disabilities 2019 base budget submission, in the amount of \$6,100, be approved.

Result: Motion CARRIED by a vote of 15 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Tom Jackson
 YES - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Chad Collins
 YES - Mayor Fred Eisenberger
 NOT PRESENT - Councillor Judi Partridge
 YES - Councillor Terry Whitehead
 YES - Councillor Arlene VanderBeek
 YES - Councillor Lloyd Ferguson
 YES - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 1)

The Committee Clerk advised of the following changes to the agenda:

1. APPROVAL OF MINUTES OF PREVIOUS MEETINGS (Item 3)

3.1 February 8, 2019 – REVISED

3.2 February 11, 2019

2. STAFF PRESENTATIONS (Item 6)

- 6.1 2019 Tax Supported Operating Budget – Recommendations (FCS18096(a)) (City Wide)

AMENDED Appendices “A”, “B”, “C”, and “D”.

3. DISCUSSION ITEMS (Item 7)

- 7.10 2019 Tax Supported Capital Budget (Update) (FCS18097) (City Wide) (Item 6.1) (Deferred to the Operating Budget Process by the General Issues Committee at its Capital Budget meeting of January 21, 2019) - REVISED
- 7.11 2019 Budget Submission Advisory Committee for Persons with Disabilities (HUR18020) (City Wide)

(Clark/Pearson)

That the agenda for the February 15, 2019 meeting of the General Issues Committee be approved, as amended.

Result: Motion CARRIED by a vote of 11 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Tom Jackson
 NOT PRESENT - Councillor Esther Pauls
 NOT PRESENT - Councillor John-Paul Danko
 YES - Deputy-Mayor Chad Collins
 NOT PRESENT - Mayor Fred Eisenberger
 NOT PRESENT - Councillor Judi Partridge
 YES - Councillor Terry Whitehead
 YES - Councillor Arlene VanderBeek
 NOT PRESENT - Councillor Lloyd Ferguson
 YES - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

(b) DECLARATIONS OF INTEREST (Item 2)

There were no declarations of interest.

(c) APPROVAL OF MINUTES OF PREVIOUS MEETINGS (Item 3)

(i) February 8, 2019 (Operating Budget) (Item 3.1)

(Whitehead/VanderBeek)

That the Minutes of the February 8, 2019 General Issues Committee (Operating Budget) meeting be approved, as presented.

Result: Motion CARRIED by a vote of 11 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Tom Jackson
 NOT PRESENT - Councillor Esther Pauls
 NOT PRESENT - Councillor John-Paul Danko
 YES - Deputy-Mayor Chad Collins
 NOT PRESENT - Mayor Fred Eisenberger
 NOT PRESENT - Councillor Judi Partridge
 YES - Councillor Terry Whitehead
 YES - Councillor Arlene VanderBeek
 NOT PRESENT - Councillor Lloyd Ferguson
 YES - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

(ii) February 11, 2019 (Operating Budget) (Item 3.2)

(Whitehead/VanderBeek)

That the Minutes of the February 11, 2019 General Issues Committee (Operating Budget) meeting be approved, as presented.

Result: Motion CARRIED by a vote of 11 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Tom Jackson
 NOT PRESENT - Councillor Esther Pauls
 NOT PRESENT - Councillor John-Paul Danko
 YES - Deputy-Mayor Chad Collins
 NOT PRESENT - Mayor Fred Eisenberger
 NOT PRESENT - Councillor Judi Partridge
 YES - Councillor Terry Whitehead

YES - Councillor Arlene VanderBeek
NOT PRESENT - Councillor Lloyd Ferguson
YES - Councillor Brenda Johnson
YES - Councillor Maria Pearson
YES - Councillor Brad Clark

(d) STAFF PRESENTATIONS (Item 6)

(i) 2019 Tax Supported Operating Budget – Recommendations (FCS18096(a) (City Wide) (Item 6.1)

Mike Zegarac, Interim City Manager, provided a PowerPoint overview respecting Report FCS18096(a) - 2019 Tax Supported Operating Budget – Recommendations.

(Clark/Jackson)

That the presentation, respecting Report FCS18096(a) - 2019 Tax Supported Operating Budget – Recommendations, be received.

CARRIED

The presentation is available on the City's website at www.hamilton.ca or through the Office of the City Clerk.

(Jackson/Eisenberger)

That the following reductions to the 2019 Operating Budget, be approved:

- (a) Bill 148 – PEL Days and Contractual Contingencies not required = (\$1.236 M)

Result: Motion CARRIED by a vote of 13 to 0, as follows:

YES - Councillor Maureen Wilson
YES - Councillor Jason Farr
YES - Councillor Nrinder Nann
YES - Councillor Sam Merulla
YES - Councillor Tom Jackson
YES - Councillor Esther Pauls
YES - Councillor John-Paul Danko
YES - Deputy-Mayor Chad Collins
YES - Mayor Fred Eisenberger
NOT PRESENT - Councillor Judi Partridge
NOT PRESENT - Councillor Terry Whitehead
NOT PRESENT - Councillor Arlene VanderBeek
YES - Councillor Lloyd Ferguson
YES - Councillor Brenda Johnson

YES - Councillor Maria Pearson
YES - Councillor Brad Clark

(Jackson/Eisenberger)

(b) Operating Impacts from Capital – Assume April 1, 2019 start = (\$500,000)

(i) Total Reductions = (\$1.736 M); and,

(b) Revised Residential Tax Impact = 2.7%

Result: Motion CARRIED by a vote of 14 to 0, as follows:

YES - Councillor Maureen Wilson
YES - Councillor Jason Farr
YES - Councillor Nrinder Nann
YES - Councillor Sam Merulla
YES - Councillor Tom Jackson
YES - Councillor Esther Pauls
YES - Councillor John-Paul Danko
YES - Deputy-Mayor Chad Collins
YES - Mayor Fred Eisenberger
NOT PRESENT - Councillor Judi Partridge
YES - Councillor Terry Whitehead
NOT PRESENT - Councillor Arlene VanderBeek
YES - Councillor Lloyd Ferguson
YES - Councillor Brenda Johnson
YES - Councillor Maria Pearson
YES - Councillor Brad Clark

(Clark/Jackson)

That Report FCS18096(a), respecting the 2019 Tax Supported Operating Budget – Recommendations, be DEFERRED to the February 28, 2019 General Issues Committee Budget meeting.

CARRIED

(e) NOTICES OF MOTION (Item 9)

Councillor L. Ferguson introduced the following Notice of Motion:

(i) Recalculation of the 10-year Transit Strategy (Item 9.1)

That the General Manager of Public Works be directed to recalculate the 10-year Transit Strategy using actual ridership and population numbers

rather than anticipated numbers, and report to the General Issues Committee of the impact during the 2019 Operating Budget process.

Mayor F. Eisenberger introduced the following Notice of Motion:

(ii) Transit Services Levels (Item 9.2)

- (a) That the General Manager of the Public Works Department be directed to report back to the General Issues Committee (2019 Operating Budget Process) with the transit volume forecast for Ancaster, Binbrook, Dundas, Waterdown and Stoney Creek, based on the significant growth projected in those communities; and,
- (b) That the General Manager of the Public Works Department be directed to report back to the General Issues Committee (2019 Operating Budget Process) on how existing transit service levels vary, based on volume and demand specifically in non-area-rated service areas.

Councillor T. Whitehead introduced the following Notice of Motion:

(iii) Alternative Funding Options for Transit (Item 9.3)

That staff be directed to incorporate an analysis that includes other options of funding for Transit:

- (i) kilometers of service and service levels city-wide; and,
- (ii) incorporating assessment part of the area rating formula (as was done by the Region).

Councillor T. Whitehead introduced the following Notice of Motion:

(iv) At Risk Taxpayers Trends (Item 9.4)

That staff be directed to report back to the General Issues Committee with a five-year trend that illustrates at risk tax payers (seniors, renters, etc.) with regard residential late taxes paid and outstanding taxes, with that report to show per capita spending on housing and housing units compared with similar communities, and social services spending and programs.

Councillor S. Merulla introduced the following Notice of Motion:

(v) A System-Wide Approach to Public Transit (Item 9.5)

WHEREAS, transportation and public transit continue to be significant and important public policy matters;

WHEREAS, public transit (known as HSR) in the City of Hamilton remains a priority for Council;

WHEREAS, public transit is currently apportioned to residents based on geographic area and service levels; and,

WHEREAS, Council has stated on numerous occasions, that it supports a system-wide approach to public transit that would include enhancing service levels;

THEREFORE, BE IT RESOLVED:

That staff be directed report back to the General Issues Committee, as part of the 2020 Budget process, respecting a system-wide approach to public transit that would include enhancing service levels, with that report to align with the overall City Transit strategy.

(f) ADJOURNMENT (Item 10)

(Clark/Wilson)

That, there being no further business, the General Issues Committee, be adjourned at 12:36 p.m.

CARRIED

Respectfully submitted,

C. Collins, Deputy Mayor
Chair, General Issues Committee

Stephanie Paparella
Legislative Coordinator
Office of the City Clerk



INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	February 28, 2019
SUBJECT/REPORT NO:	Tax Levy Impacts of Changing Area Rating Transit (FCS19010) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Gloria Rojas (905) 546-2424 Ext. 6247
SUBMITTED BY:	Brian McMullen Acting General Manager, Finance and Corporate Services Corporate Service Department
SIGNATURE:	

COUNCIL DIRECTION

At the January 25, 2019 General Issues Committee (GIC), staff was asked to report on the transit area rating during the 2019 Budget process. This Report contains information regarding the current methodology and the impacts of changing Transit area rating to the following two scenarios:

1. Move the Transit Operating Budget to the General Levy
2. Change the existing methodology of allocating Transit Operating Budget to an Urban / Rural model with the same tax rate city-wide

Council has directed staff to present similar analysis in previous years. This analysis is based on the 2018 Approved Budget, including conventional transit and TransCab and assumes no changes in the current level of service.

INFORMATION

The current Transit Service area rating formula has been in place since 2001. At that time, Council redefined the urban transit boundaries in recognition that properties, primarily in the rural areas of the City that do not receive Transit Service, should not pay for Transit. This Transit Service Area was developed using the urban boundary with some exceptions – excludes urban areas that do not receive transit, includes rural areas which receive transit.

The total levy for Transit area rating excludes the budgets for DARTS Contract and Taxi Scrip and includes the Capital Financing portion allocated to Transit. For 2018, the levy for Transit area rating was \$50.6 M.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

To account for the difference in service levels in the former area municipalities, the allocation of the levy is wholly determined by transit service mileage within the service area. This allocation is calculated by dividing the transit net levy by the mileage in the given service area. Therefore, the tax rate is the same for each property in each of the former municipalities. All properties in the same tax class in the former City of Hamilton have the same tax rate. Similarly, all properties in the same tax class in the former City of Stoney Creek have the same tax rate, as do all properties within Ancaster, Dundas, Flamborough and Glanbrook. Properties outside of the Transit Service Area (Rural) are not levied for the service.

Move Transit Budget to the General Levy

Under this scenario, there would be only one property tax rate regardless of the level of service received in any particular area of the City, including rural areas. Table 1 shows the tax impact by Ward using ward boundaries approved by the OMB in December 2017.

**Table 1
TRANSIT IN GENERAL LEVY
Average Residential Tax Impacts by Ward**

	2018 Average Residential Assessment	URBAN		RURAL	
		Average Tax Impact (%)	Average Tax Impact (\$)	Average Tax Impact (%)	Average Tax Impact (\$)
Ward 1	\$ 357,200	-2.7%	\$ (122)	N/A	N/A
Ward 2	\$ 241,700	-2.7%	\$ (83)	N/A	N/A
Ward 3	\$ 191,400	-2.7%	\$ (65)	N/A	N/A
Ward 4	\$ 205,400	-2.7%	\$ (70)	N/A	N/A
Ward 5 - HM	\$ 270,500	-2.7%	\$ (93)	N/A	N/A
Ward 5 - SC	\$ 318,400	2.9%	\$ 107	N/A	N/A
Ward 5	\$ 279,900	-1.5%	\$ (53)	N/A	N/A
Ward 6	\$ 298,000	-2.7%	\$ (102)	N/A	N/A
Ward 7	\$ 299,800	-2.7%	\$ (103)	N/A	N/A
Ward 8	\$ 323,900	-2.7%	\$ (111)	N/A	N/A
Ward 9 - HM	\$ 509,100	-2.7%	\$ (174)	N/A	N/A
Ward 9 - SC	\$ 361,200	2.9%	\$ 122	5.8%	\$ 220
Ward 9 - GL	\$ 380,400	1.8%	\$ 78	5.8%	\$ 232
Ward 9	\$ 366,500	2.5%	\$ 109	5.8%	\$ 223
Ward 10 - HM	\$ 606,600	-2.7%	\$ (208)	N/A	N/A
Ward 10 - SC	\$ 370,300	2.9%	\$ 125	N/A	N/A
Ward 10	\$ 370,900	2.9%	\$ 123	N/A	N/A
Ward 11	\$ 363,100	1.8%	\$ 75	5.8%	\$ 221
Ward 12 - AN	\$ 489,800	2.8%	\$ 163	5.8%	\$ 298
Ward 12 - FL	\$ 400,400	N/A	N/A	5.8%	\$ 244
Ward 12	\$ 482,000	2.8%	\$ 160	5.8%	\$ 294
Ward 13 - DN	\$ 418,300	3.0%	\$ 147	5.7%	\$ 255
Ward 13 - FL	\$ 470,600	N/A	N/A	5.8%	\$ 287
Ward 13	\$ 434,000	3.0%	\$ 152	5.8%	\$ 264
Ward 14 - HM	\$ 349,200	-2.7%	\$ (119)	N/A	N/A
Ward 14 - AN	\$ 615,900	2.8%	\$ 205	N/A	N/A
Ward 14 - GL	\$ 397,500	1.8%	\$ 82	N/A	N/A
Ward 14	\$ 361,200	-2.3%	\$ (105)	N/A	N/A
Ward 15	\$ 466,900	2.6%	\$ 142	5.8%	\$ 285

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

These impacts are exclusive of any reassessment, budget, tax policy and education impacts that may be approved during the 2019 budget process.

As shown in Table 1, the wards or portion of wards that have properties within the former Hamilton would see a significant decrease since the transit levy would be distributed across the entire city. Tax reductions in the former Hamilton would be approximately -2.7% which range from \$65 to \$122 depending on assessment. While tax increases in the rest of the urban areas of the City would be as high as 3.0% or \$152. Wards that have properties in more than one former municipality would have some properties experiencing a tax relief while others would see a tax increase.

One significant change in moving to this model is that the rural areas of the City, which are currently exempt of the transit levy, would be charged the same rate as the urban areas. The tax impact in rural areas would increase by 5.8% which range from \$220 to \$298.

Urban / Rural Transit Budget Allocation Model

The Urban / Rural model assumes that the urban areas of the City would be levied equally for Transit Service and use the same tax rate regardless of the level of service with rural areas continuing to be exempt. Table 2 shows the tax impact by ward under this option using ward boundaries approved by the OMB in December 2017.

Table 2
TRANSIT IN URBAN AREAS ONLY
Average Residential Tax Impact by Ward

	2018 Average Residential Assessment	Average Tax Impact (%)	Average Tax Impact (\$)
Ward 1	\$ 357,200	-2.2%	\$ (97)
Ward 2	\$ 241,700	-2.2%	\$ (66)
Ward 3	\$ 191,400	-2.2%	\$ (52)
Ward 4	\$ 205,400	-2.2%	\$ (56)
Ward 5 - HM	\$ 270,500	-2.2%	\$ (73)
Ward 5 - SC	\$ 318,400	3.5%	\$ 130
Ward 5	\$ 279,900	-1.0%	\$ (33)
Ward 6	\$ 298,000	-2.2%	\$ (81)
Ward 7	\$ 299,800	-2.2%	\$ (81)
Ward 8	\$ 323,900	-2.2%	\$ (88)
Ward 9 - HM	\$ 509,100	-2.2%	\$ (138)
Ward 9 - SC	\$ 361,200	3.5%	\$ 147
Ward 9 - GL	\$ 380,400	2.4%	\$ 105
Ward 9	\$ 366,500	3.2%	\$ 135
Ward 10 - HM	\$ 606,600	-2.2%	\$ (165)
Ward 10 - SC	\$ 370,300	3.5%	\$ 151
Ward 10	\$ 370,900	3.5%	\$ 150
Ward 11	\$ 363,100	2.4%	\$ 101
Ward 12 - AN	\$ 489,800	3.5%	\$ 197
Ward 12 - FL	\$ 400,400	N/A	N/A
Ward 12	\$ 482,000	3.5%	\$ 194
Ward 13 - DN	\$ 418,300	3.6%	\$ 176
Ward 13 - FL	\$ 470,600	N/A	N/A
Ward 13	\$ 434,000	3.6%	\$ 183
Ward 14 - HM	\$ 349,200	-2.2%	\$ (95)
Ward 14 - AN	\$ 615,900	3.5%	\$ 248
Ward 14 - GL	\$ 397,500	2.4%	\$ 110
Ward 14	\$ 361,200	-1.7%	\$ (79)
Ward 15	\$ 466,900	3.2%	\$ 175

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

Under this option, the tax impacts are similar to the ones presented in the previous option. However, since the assessment base to distribute the levy excludes the rural areas, the tax reductions are smaller while the tax increases are higher.

The decrease in taxes for properties within the boundaries of the former Hamilton would be approximately -2.2% which range from \$33 to \$97 based on average assessment. The savings experienced by the properties in these wards would be passed onto the rest of the urban properties with tax increases as high as 3.6% and range from \$110 to \$248.

As in the impacts shown under the previous option, these results are exclusive of any reassessment, budget, tax policy and education impacts that may be approved during the 2019 budget process.

Both of the options presented in Report FCS19010 could be phased-out over a period of time in order to lessen the burden of the resulting tax impacts across a number of years.

APPENDICES AND SCHEDULES ATTACHED

N/A

GR/dt



INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	February 28, 2019
SUBJECT/REPORT NO:	2018 Assessment Growth (FCS19013) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Gloria Rojas (905) 546-2424 Ext. 6247
SUBMITTED BY:	Brian McMullen Acting General Manager, Finance and Corporate Services Corporate Services Department
SIGNATURE:	

COUNCIL DIRECTION

N/A

INFORMATION

Assessment growth representing changes in assessed values of properties on new properties and changes in assessed values of existing properties is used for taxation purposes. Positive net assessment growth from 2018 has a positive impact on 2019 taxation by generating additional property taxation revenue.

The final 2018 net assessment growth used for 2019 taxation purposes is 1.2%, which is equivalent to approximately \$10.6 M in new tax revenue as shown in Table 1. This net assessment growth is the result of new assessment, changes in assessment due to Requests for Reconsiderations (RfR) and Appeals, as well as, Municipal Property Assessment Corporation's (MPAC's) proactive and ongoing reviews of key property sectors.

TABLE 1

2018 ASSESSMENT GROWTH

(Gross / Net)		
Increases	\$ 12,066,400	1.4%
Decreases	-\$ 1,504,200	-0.2%
Total	\$ 10,562,200	1.2%

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

Table 2 provides a historical look at the City's recent assessment growth.

**TABLE 2
NET ASSESSMENT GROWTH 2014 - 2018**

	2014	2015	2016	2017	2018
Total	1.3%	1.6%	0.7%	1.4%	1.2%
Residential	1.0%	1.3%	0.6%	1.3%	0.9%
Non-Residential	0.3%	0.3%	0.1%	0.1%	0.3%

It is important to note that the 1.2% growth is a net figure which takes into account both new construction / supplementary taxes (increase in assessment), as well as, write-offs / successful appeals, etc., (decrease in assessment). An existing property's assessment can change for many reasons, some of which include: a change as a result of a Request for Reconsideration or Assessment Review Board decision; a change to the actual property (i.e. new structure, addition, removal of old structure); or a change in classification (i.e. property class change). In addition, MPAC conducts regular reviews of properties, both individually and at the sector level, analyzing changing market conditions and economic trends to determine any potential changes in valuation in order to ensure that assessments are up to date and are reflective of the properties' current state.

Since each property class has its own specific tax ratio, some assessment changes have a larger impact on the net assessment growth than others. An assessment change on an industrial property (with a 2018 tax ratio of 3.4115) has a far greater impact on the net assessment growth than a similar assessment change on a residential property (with a tax ratio of 1.0000). As such, assessment reductions on a few properties (particularly in the industrial, large industrial and commercial property classes) can significantly reduce the overall net assessment growth, in spite of large growth in the residential property class.

Table 3 breaks down the 2018 assessment growth into major property classes.

TABLE 3

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**2018 TOTAL ASSESSMENT GROWTH
BY CLASS**

	Change in Unweighted Assessment	Change in Municipal Taxes	% Class Change¹	% of Total Change
Residential	\$ 776,293,300	\$ 7,827,800	1.3%	0.9%
Multi-Residential	\$ 37,671,000	\$ 90,700	0.1%	0.0%
Commercial	\$ 102,462,500	\$ 2,062,200	1.4%	0.2%
Industrial	\$ 23,694,500	\$ 703,800	1.7%	0.1%
Other	\$ (31,546,000)	\$ (122,500)	-1.6%	0.0%
Total	\$ 908,575,300	\$ 10,562,000	1.2%	1.2%

¹ % change in respective property class

Anomalies due to rounding

The change in unweighted assessment is the net change in the assessment base for each property class. The change in municipal taxes is the increase or decrease in the tax revenue for the City resulting from the change in unweighted assessment.

The percentage of class change column is the change in municipal taxes from the previous year for the class, while the percentage of total change column represents the contribution of each class to the total assessment growth increase.

The change in unweighted assessment recorded in 2018 of \$908.6 M is in line with the strong construction activity in the City which has exceeded the \$1.0 B mark for the seventh consecutive year. The value of building permits includes the construction value of Government / Institutional properties which are tax exempt and, therefore, will not result in additional revenue for the City.

Residential Property Class

The residential property class continues to have a strong building activity and remains the main driver of the assessment growth in the City with an increase of 1.3% from last year, which represents additional tax revenue of \$7.8 M. The residential property class contributed 0.9% to the total assessment growth of 1.2%.

The residential developments in Ward 9 had a year-over-year increase of 4.4% and is by far the ward with the highest assessment growth, followed by Ward 15 (3.3% increase) and Ward 2 (3.1% increase). Additional details of the residential property class assessment growth by ward can be found in Appendix "A" to Report FCS19013 "2018 Assessment Growth".

Multi-Residential and New Multi-Residential Property Classes

The multi-residential property class had a minimal increase of 0.1% or \$91 K from the previous year. Two new multi-residential developments (The William Thomas Building at 20 Rebecca Street and a conversion / expansion from multi-residential to new

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

SUBJECT: 2018 Assessment Growth (FCS19013) (City Wide) - Page 4 of 7

multi-residential on Upper Wellington Street) were mostly mitigated by the conversion of two rental properties into residential condominiums. Conversions affect the tax revenue for the City since the property tax classification changes from multi-residential, which has a tax ratio of 2.5582 to residential, which has a tax ratio of 1.0000. In addition, although the newly converted condominiums are assessed at a higher value than the multi-residential units, the valuation is generally lower than comparable properties in the market.

The tax revenue from the multi-residential property class has also been affected negatively since 2016 when restrictions imposed on the multi-residential property class prevented municipalities to increase taxes beyond the 2016 level, effectively reducing the tax rate for the multi-residential property class. Therefore, any increases in the multi-residential property class are taxed at a lower rate than in previous years.

Commercial Property Class

Assessment growth in the commercial property class is driven by new developments as well as renovations and expansions. During 2018, the commercial property class had a net increase of 1.4% which represents \$2.1 M in additional tax revenue to the City, contributing 0.2% to the overall assessment growth.

This net increase is the result of both assessment increases (either expansions, previously reflected as vacant land or partial development) and assessment decreases (successful assessment appeals, partial demolitions or due to properties moving from taxable to exempt).

Two major developments were recorded during 2018: the new Costco Wholesale facility in Stoney Creek and the Heritage Highland Plaza on Upper Red Hill Valley Parkway and Stone Church Road East, which tenants include Sobeys, The Brick, Wendy's and Pet Valu.

Other significant increases in the commercial property class include:

- SmartStop Self Storage
- Winona Crossing Shopping Centre (LCBO, Starbucks, RBC, Turtle Jacks)
- New tenants at the Centre on Barton
- Health care facilities in the previous location of Chedoke Hospital
- Seven Star Medical Centre and Pharmacy (Upper Gage)
- BMW Dealership (Upper James)
- Commercial Plaza on Clappison Avenue (Waterdown)
- New commercial plaza in Dundas (Tim Hortons, Gord's Service Centre)

Some notable decreases are:

- Canadian Tire (Assessment appeal)
- Home Depot (Assessment appeal)
- Football Hall of Fame (Changed to Exempt)

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

Other changes in the commercial property class are due to reclassification to tax qualifiers with lower tax rates (from fully taxable to excess). In addition, in 2018 several pieces of land were reclassified from commercial to residential. These changes in classification have a negative impact as the lower tax ratio of vacant or residential properties result in lower tax revenue, even if there is no change in the actual assessment of the property.

Industrial Property Class

The industrial property class had an overall assessment growth of 1.7% resulting in additional tax revenue of \$0.7 M. The industrial property class contributed 0.1% to the overall assessment growth.

The following are some examples of properties in the industrial property class that experienced growth either through expansions, renovations or new developments:

- Hamilton Central Business Park (development in progress)
- Stryker new facility (Waterdown) Robertson Electric Wholesale
- Stackpole International
- Vulcraft Canada facility
- Volm Companies facility
- Penske Truck Leasing Canada

It is worth highlighting that the assessment growth in the industrial property class is occurring in a variety of industries (electrical solutions, autoparts, packing, medical devices). This is of significant importance since diversification of the assessment base is key for a sustainable and robust economy.

Another positive finding in the industrial property class is that unlike the previous two years where the City saw significant reductions of the assessment base, the decrease in tax revenue recorded in 2018 is mostly due to reclassification from the industrial property class to the commercial property class and not from erosion of the assessment base.

Changes between Industrial and Commercial Property Class

Some of the mixed-used properties (properties with more than one property class) have assessment changes with one or more property classes increasing and the remaining property classes decreasing. The total change may be either an increase or decrease to the property's total assessment as a whole. The reason for the change in assessment may be due to a successful assessment appeal, a change in class or a change in use of the property. The net change for each individual class is recorded in its respective category.

Other Classes

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

SUBJECT: 2018 Assessment Growth (FCS19013) (City Wide) - Page 6 of 7

The other classes (farmland awaiting development, pipelines, landfills, farm and managed forest) had a minimal reduction of \$122 K in tax revenue. The majority of the assessment reduction experienced in these classes was in the farm property class due to reclassification from farm to residential.. However, due to the low tax ratio, the impact in the tax revenue is not significant. Changes in these classes are also due to Request for Reconsiderations (Pipelines) and reclassifications from farmland awaiting development to residential, multi-residential or commercial. Overall, the changes in the other classes are not substantial and do not have a significant impact on the City's assessment growth.

Assessment Growth by Ward

Table 4 breaks down the 2018 assessment growth by Ward.

**TABLE 4
2018 TOTAL ASSESSMENT GROWTH
BY WARD**

	Change in Unweighted Assessment	Change in Municipal Taxes	% Ward Change ¹	% of Total Change
Ward 1	\$ 16,987,500	\$ 175,100	0.3%	0.0%
Ward 2	\$ 89,105,800	\$ 1,182,700	2.2%	0.1%
Ward 3	\$ 28,097,300	\$ 376,700	0.8%	0.0%
Ward 4	\$ 22,658,900	\$ 327,000	0.6%	0.0%
Ward 5	\$ 40,349,000	\$ 334,900	0.5%	0.0%
Ward 6	\$ 22,896,900	\$ 345,900	0.6%	0.0%
Ward 7	\$ 34,496,200	\$ 309,700	0.5%	0.0%
Ward 8	\$ 35,909,000	\$ 452,200	0.9%	0.1%
Ward 9	\$ 173,100,500	\$ 2,035,000	4.7%	0.2%
Ward 10	\$ 80,148,200	\$ 773,300	1.1%	0.1%
Ward 11	\$ 73,342,700	\$ 742,200	1.8%	0.1%
Ward 12	\$ 93,231,300	\$ 1,285,400	1.4%	0.1%
Ward 13	\$ 17,668,800	\$ 143,200	0.2%	0.0%
Ward 14	\$ 32,016,500	\$ 513,200	1.2%	0.1%
Ward 15	\$ 148,566,700	\$ 1,565,600	2.7%	0.2%
Total	\$ 908,575,300	\$ 10,562,000	1.2%	1.2%

¹ % change in respective property class

Anomalies due to rounding

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

SUBJECT: 2018 Assessment Growth (FCS19013) (City Wide) - Page 7 of 7

Additional assessment growth tables by tax class and ward are available in Appendix “A” to Report FCS19013 “2018 Assessment Growth”.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” – 2018 Assessment Growth by Ward and Class

GR/dt

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

2018 RESIDENTIAL ASSESSMENT GROWTH BY WARD

	Change in Unweighted Assessment	Change in Municipal Taxes	% Ward Change ¹	% of Total Change
Ward 1	\$ 17,426,700	\$ 190,300	0.5%	0.0%
Ward 2	\$ 55,138,100	\$ 602,100	3.1%	0.1%
Ward 3	\$ 26,019,100	\$ 284,100	1.1%	0.0%
Ward 4	\$ 15,728,100	\$ 171,700	0.6%	0.0%
Ward 5	\$ 43,669,700	\$ 474,800	1.4%	0.1%
Ward 6	\$ 17,570,400	\$ 191,900	0.5%	0.0%
Ward 7	\$ 6,612,300	\$ 72,200	0.2%	0.0%
Ward 8	\$ 30,210,900	\$ 329,900	0.9%	0.1%
Ward 9	\$ 156,105,400	\$ 1,557,400	4.4%	0.3%
Ward 10	\$ 58,249,600	\$ 557,300	1.1%	0.1%
Ward 11	\$ 75,416,900	\$ 688,900	2.1%	0.1%
Ward 12	\$ 100,767,200	\$ 990,900	1.4%	0.2%
Ward 13	\$ 11,538,600	\$ 109,100	0.2%	0.0%
Ward 14	\$ 12,374,500	\$ 130,500	0.3%	0.0%
Ward 15	\$ 149,465,900	\$ 1,476,700	3.3%	0.3%
Total	\$ 776,293,300	\$ 7,827,800	1.3%	1.3%

¹ % change in respective property class

Anomalies due to rounding

2018 MULTI-RESIDENTIAL ASSESSMENT GROWTH BY WARD

	Change in Unweighted Assessment	Change in Municipal Taxes	% Ward Change ¹	% of Total Change
Ward 1	\$ (812,600)	\$ (23,400)	-0.2%	0.0%
Ward 2	\$ 24,120,300	\$ 262,400	1.4%	0.0%
Ward 3	\$ (198,500)	\$ (5,700)	-0.1%	0.0%
Ward 4	\$ -	\$ -	0.0%	0.0%
Ward 5	\$ (7,947,700)	\$ (230,100)	-1.8%	0.0%
Ward 6	\$ (5,793,000)	\$ (166,600)	-4.0%	0.0%
Ward 7	\$ 26,425,200	\$ 206,300	2.4%	0.0%
Ward 8	\$ (653,700)	\$ (18,800)	-0.5%	0.0%
Ward 9	\$ (952,500)	\$ (24,900)	-3.1%	0.0%
Ward 10	\$ -	\$ -	0.0%	0.0%
Ward 11	\$ -	\$ -	0.0%	0.0%
Ward 12	\$ 3,167,500	\$ 83,200	86.7%	0.0%
Ward 13	\$ 316,000	\$ 8,300	0.2%	0.0%
Ward 14	\$ -	\$ -	0.0%	0.0%
Ward 15	\$ -	\$ -	0.0%	0.0%
Total	\$ 37,671,000	\$ 90,700	0.0%	0.0%

¹ % change in respective property class

Anomalies due to rounding

2018 COMMERCIAL ASSESSMENT GROWTH BY WARD

	Change in Unweighted Assessment	Change in Municipal Taxes	% Ward Change ¹	% of Total Change
Ward 1	\$ 367,400	\$ 7,900	0.1%	0.0%
Ward 2	\$ 3,484,600	\$ 80,400	0.5%	0.1%
Ward 3	\$ (4,184,200)	\$ (66,700)	-0.7%	0.0%
Ward 4	\$ 6,787,500	\$ 146,700	1.2%	0.1%
Ward 5	\$ 3,470,600	\$ 71,900	0.4%	0.0%
Ward 6	\$ 6,736,300	\$ 145,900	1.5%	0.1%
Ward 7	\$ 1,270,600	\$ 27,500	0.2%	0.0%
Ward 8	\$ 6,334,100	\$ 140,500	1.4%	0.1%
Ward 9	\$ 29,076,400	\$ 562,600	8.2%	0.4%
Ward 10	\$ 29,809,800	\$ 535,600	4.1%	0.4%
Ward 11	\$ 3,283,700	\$ 61,100	2.1%	0.0%
Ward 12	\$ (4,486,400)	\$ (90,700)	-0.7%	-0.1%
Ward 13	\$ 1,557,200	\$ 27,000	0.5%	0.0%
Ward 14	\$ 17,536,400	\$ 378,700	16.9%	0.3%
Ward 15	\$ 1,418,500	\$ 33,800	0.5%	0.0%
Total	\$ 102,462,500	\$ 2,062,200	1.4%	1.4%

¹ % change in respective property class

Anomalies due to rounding

2018 INDUSTRIAL ASSESSMENT GROWTH BY WARD

	Change in Unweighted Assessment	Change in Municipal Taxes	% Ward Change ¹	% of Total Change
Ward 1	\$ 6,000	\$ 200	0.0%	0.0%
Ward 2	\$ 6,362,800	\$ 237,800	60.1%	0.6%
Ward 3	\$ 6,460,900	\$ 165,000	3.5%	0.4%
Ward 4	\$ 143,300	\$ 8,500	0.1%	0.0%
Ward 5	\$ 1,234,900	\$ 18,400	0.7%	0.0%
Ward 6	\$ 4,391,900	\$ 174,700	10.2%	0.4%
Ward 7	\$ -	\$ -	0.0%	0.0%
Ward 8	\$ 17,700	\$ 700	1.0%	0.0%
Ward 9	\$ -	\$ -	0.0%	0.0%
Ward 10	\$ (7,977,800)	\$ (319,800)	-3.2%	-0.8%
Ward 11	\$ -	\$ -	0.0%	0.0%
Ward 12	\$ 8,824,800	\$ 319,300	10.9%	0.8%
Ward 13	\$ (270,500)	\$ (8,100)	-0.6%	0.0%
Ward 14	\$ 20,700	\$ 800	5.1%	0.0%
Ward 15	\$ 4,479,800	\$ 106,300	6.7%	0.3%
Total	\$ 23,694,500	\$ 703,900	1.7%	1.7%


¹ % change in respective property class

Anomalies due to rounding



Hamilton

CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Growth Management Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	February 28, 2019
SUBJECT/REPORT NO:	2019 Operating Budget Offsets from Planning and Development Fees (PED19066) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Guy Paparella (905) 546-2424 Ext. 5807
SUBMITTED BY:	Jason Thorne General Manager Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATIONS

- (a) That the levy contribution to the 2019 Operating Budget for the Planning and Economic Development Department, that is directly related to the processing of development applications, be reduced by \$500K (\$750K annualized), with these levy funds to be offset by any additional revenues resulting from the General Issues Committee's consideration of potential planning and development fee increases at its March 22, 2019 meeting;
- (b) That if planning and development fees in 2019 are not increased at an amount sufficient to cover the \$500K (\$750K annualized) levy reduction in (a), that the difference be offset by a contribution from the Tax Stabilization Reserve (Reserve No. 110046);
- (c) That if planning and development fees in 2019 are increased at an amount that generates revenues that are greater than the \$500K (\$750K annualized) levy reduction in (a), that the difference be contributed to the Development Fee Stabilization Reserve (Reserve No. 110086);
- (d) That the Planning and Economic Development Department report back to the Planning Committee at the beginning of Q3 2019 with recommendations for the

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: 2019 Operating Budget Offsets from Planning and Development Fees
(PED19066) (City Wide) - Page 2 of 7**

utilization of any revenues contributed to the Development Fee Stabilization Reserve from (c) above; and,

- (e) That the Planning and Economic Development Department undertake a workforce attraction and retention strategy focussed on the Department's development approvals function, that includes a salary competitiveness survey, a review of staff workloads, and a review of the applicability of the Building Enterprise model to the Department's development approvals function, and that the results and any recommendations be incorporated into the report back in (d) above.

EXECUTIVE SUMMARY

The Planning and Economic Development Department (PED) presented report PED19015 on January 18, 2019 to the General Issues Committee outlining the results of the Department's review of planning and development fees and recommending a phased increase to planning and development fees, with an initial increase to begin effective February 1, 2019. The General Issues Committee directed that:

- (a) That report PED19015, respecting the 2019 Proposed Tariff of Fees for Planning and Engineering Development Applications, be deferred to a Special General Issues Committee meeting, to take place after the 30-day consultation period with the public and interested stakeholders; and,
- (b) That staff be directed to report back to the General Issues Committee respecting an alternate rate for Secondary Suites, as an interim measure until such time as the new residential zoning has been adopted, which will implement the Official Plan policies that permit Secondary Suites in all residential areas of the City. Staff have been undertaking the requested consultations, and will be reporting back to General Issues Committee with recommendations on March 22, 2019.

During the presentation of the Planning and Economic Development Department proposed 2019 Operating Budget on January 30, 2019, the General Issues Committee requested that PED staff work with Finance staff to review the PED operating budget, and the pending increases to the planning and development fees, and report back as part of the 2019 Budget process with recommendations for how the fee increases could be used to offset the PED levy impact.

This Report is in response to that General Issues Committee direction of January 30, 2019.

Alternatives for Consideration – See page six

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

SUBJECT: 2019 Operating Budget Offsets from Planning and Development Fees (PED19066) (City Wide) - Page 3 of 7

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: On January 30, 2019 the Planning and Economic Development Department presented its proposed 2019 Operating Budget with a net levy impact of 2.7%. A reduction of \$500K (\$750K annualized) in levy contribution would reduce the PED 2019 Operating Budget to a net levy impact of approximately 1%. It would also reduce the overall City-wide 2019 Operating Budget by approximately 0.1%.

Staffing: There are no staffing implications associated with the staff recommendation.

Legal: *Planning Act* Section 69 stipulates that planning and development fees can cover “only the anticipated cost ... in respect of the processing of each type of application”. Therefore planning and development fees cannot be used to offset other levy pressures or to fund other City services or programs.

HISTORICAL BACKGROUND

The Planning and Economic Development Department presented report PED19015 on January 18, 2019 to the General Issues Committee outlining the results of the Department’s review of planning and development fees and recommending a phased increase to planning and development fees, with an initial increase to begin February 1, 2019. General Issues Committee did not approve any fee increase at that time, and instead directed that:

- (a) That report PED19015, respecting the 2019 Proposed Tariff of Fees for Planning and Engineering Development Applications, be deferred to a Special General Issues Committee meeting, to take place after the 30-day consultation period with the public and interested stakeholders; and,
- (b) That staff be directed to report back to the General Issues Committee respecting an alternate rate for Secondary Suites, as an interim measure until such time as the new residential zoning has been adopted, which will implement the Official Plan policies that permit Secondary Suites in all residential areas of the City. Staff have been undertaking the requested consultations, and will be reporting back to General Issues Committee with recommendations on March 22, 2019.

Staff have been undertaking the requested consultations, and will be reporting back to General Issues Committee with recommendations on March 22, 2019.

During the presentation of the Planning and Economic Development Department proposed 2019 Operating Budget on January 30, 2019, the General Issues Committee requested that PED staff work with Finance staff to review the PED Operating Budget, and the pending increases to the planning and development fees, and report back as

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: 2019 Operating Budget Offsets from Planning and Development Fees
(PED19066) (City Wide) - Page 4 of 7**

part of the 2019 Budget process with recommendations for how the fee increases could be used to offset the PED levy impact.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Planning Act Section 69 stipulates that planning and development fees can cover “only the anticipated cost ... in respect of the processing of each type of application”. Therefore planning and development fees cannot be used to offset other levy pressures or to fund other City services or programs.

RELEVANT CONSULTATION

- Building Division, Planning Division, Growth Management Division, Transportation Planning & Parking Division of the Planning and Economic Development Department; General Manager’s Office, Finance and Administration
- City Manager’s Office

ANALYSIS AND RATIONALE FOR RECOMMENDATION

While Council has not yet made a decision on the extent and timing of any planning and development fee increases, Table 1 provides a summary of the estimated increase in revenues in 2019 (beyond what has already been budgeted in the 2019 PED Operating Budget) under the following two scenarios:

Scenario 1 – 50% of the full-cost recovery fee is implemented as of April 1, 2019; and,

Scenario 2 – 100% of the full-cost recovery fee is implemented as of April 1, 2019.

It should be noted that these are revenue estimates based on 2019 forecast activity levels. There is risk in achieving these revenues, should development activity in the city slow.

These revenue estimates also assume that all fees are increased to either 50% or 100% of the full cost recovery level. Following its consultation with stakeholders, PED staff is considering bringing forward a recommendation to General Issues Committee on March 22 that would provide different levels of levy “subsidy” to different types of applications.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

SUBJECT: 2019 Operating Budget Offsets from Planning and Development Fees (PED19066) (City Wide) - Page 5 of 7

Table 1 – Additional 2019 Revenues Associated with Varying Planning and Development Fee Increases

Scenario	Additional 2019 Revenues
Scenario 1 – 50% of the full-cost recovery fee is implemented as of April 1, 2019	\$1.849M*
Scenario 2 – 100% of the full-cost recovery fee is implemented as of April 1, 2019	\$3.654M*
Each increment of 10% of the full-cost recovery fee is implemented as of April 1, 2019	\$360K*

*Note: This revenue would include transfer to rates for Public Works component and liabilities for staff cost carried forward into future years which is held in Reserve.

The proposed 2019 PED Operating Budget that was presented to General Issues Committee indicated the following net levy impact by Division:

	2018	2019	2019	2019 vs. 2018	
	Restated Net	Preliminary Gross	Preliminary Net	Change	
				\$	%
General Manager	1,074,800	1,281,840	1,109,890	35,090	3.3%
Transportation, Planning and Parking	1,992,060	16,051,520	1,956,440	-35,620	(1.8%)
Building	1,334,080	14,065,550	1,394,540	60,460	4.5%
Economic Development	5,478,590	8,211,330	5,533,280	54,690	1.0%
Growth Management	176,940	6,524,080	542,860	365,920	206.8%
Licensing & By-Law Services	6,696,140	12,589,970	6,774,260	78,120	1.2%
LRT Office	-	8,606,550	-	-	-
Planning	3,747,150	8,819,400	3,742,010	-5,140	(0.1%)
Tourism & Culture	8,886,320	10,461,670	9,131,720	245,400	2.8%
Total Planning & Economic Development	29,386,080	86,611,910	30,185,000	798,920	2.7%

It is important to note that only a portion of PED's activities relate to the review of development applications, and any fees collected for development review can only be used for that purpose. Therefore, only the levy dollars that are currently allocated for PED's development review activities can be offset by an increase in fee revenues. These activities are primarily in the Planning Division and Growth Management Division,

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: 2019 Operating Budget Offsets from Planning and Development Fees
(PED19066) (City Wide) - Page 6 of 7**

and to a lesser extent in the Building Division and Transportation Planning & Parking Division. Overall, the current levy contribution to the PED Operating Budget for activities related to the review of development applications is approximately \$1.557M. Therefore that is the maximum amount of levy reduction that can be applied to the PED budget.

Depending on the fee increase that is endorsed by General Issues Committee when it considers the matter on March 22, 2019, the actual 2019 revenue increase may exceed the amount being recommended in (a) of this report. If that is the case, there would be five broad options available to Council which are itemized in the Alternatives for Consideration section of this Report.

Staff are recommending that, on an interim basis, any excess revenues be allocated to the Development Fee Stabilization Reserve. Staff would then report back at the beginning of Q3 2019 with recommendations for how any additional revenues should be utilized.

ALTERNATIVES FOR CONSIDERATION

Council could immediately allocate the full projected revenue increase to one of the following five options:

Option (i) – Do nothing and maintain existing operating budget;

Option (ii) – Use additional revenues to further reduce the overall levy impact of the Planning and Economic Development Department;

Option (iii) – Use additional revenues to increase staffing levels, or fund other departmental enhancements, to increase service levels provided to the development industry;

Option (iv) – Use additional revenues to further build the Development Fee Stabilization Reserve; or,

Option (v) – Use additional revenues for some combination of (ii), (iii) and (iv) above.

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Economic Prosperity and Growth

Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: 2019 Operating Budget Offsets from Planning and Development Fees
(PED19066) (City Wide) - Page 7 of 7**

Built Environment and Infrastructure

Hamilton is supported by state of the art infrastructure, transportation options, buildings and public spaces that create a dynamic City.

APPENDICES AND SCHEDULES ATTACHED

N/A

GP:as



CITY OF HAMILTON
CORPORATE SERVICES DEPARTMENT
Financial Planning, Administration and Policy Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	February 15, 2019
SUBJECT/REPORT NO:	2019 Tax Supported Operating Budget - Recommendations (FCS18096(a)) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Tom Hewitson (905) 546-2424 Ext. 4159 Lucia Chen (905) 546-2424 Ext. 4169 Kayla Petrovsky (905) 546-2424 Ext. 1335
SUBMITTED BY:	Brian McMullen Acting General Manager Finance and Corporate Services
SIGNATURE:	

RECOMMENDATIONS

- (a) Council Referred Items, Business Cases and 2020 – 2022 Multi-Year Outlook
 - (i) That Appendix “A” – 2019 Council Referred Items, be received;
 - (ii) That Appendix “B” – 2019 Business Cases, be received;
 - (iii) That Appendix “G” – 2020 – 2022 Multi-Year Outlook, be received;
- (b) Boards and Agencies
 - (i) That the Boards and Agencies operating budget Appendix “C”, \$214,854,184, inclusive of approved amendment as per Appendix “D”, be approved;
- (c) Planning and Economic Development Department
 - (i) That the Planning and Economic Development operating budget (Book 2 – 2019 – 2022 Business Plans), page 6, \$30,185,000, be approved;
- (d) Healthy and Safe Communities Department

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: 2019 Tax Supported Operating Budget - Recommendations (FCS18096(a))
(City Wide) – Page 2 of 5**

- (i) That the Healthy and Safe Communities operating budget (Book 2 - 2019 – 2022 Business Plans), page 91, \$243,245,010, be approved;
 - (ii) That the General Manager of Healthy and Safe Communities Department or his delegate be authorized and directed to execute all Federal and Provincial Program Service Level Funding Agreements and any ancillary agreements required to give effect thereto and contracts, as provided for in Book 2 – 2019 – 2022 Business Plans, until such time Council approves the subsequent budget. This also includes the authority to authorize the submission of budgets and quarterly / year end reporting;
 - (iii) Where required for Public Health Services, that the General Manager of Healthy and Safe Communities Department or his delegate or the Medical Officer of Health or her delegate be authorized and directed to execute all Federal and Provincial Program Service Level Funding Agreements and any ancillary agreements required to give effect thereto and contracts, as provided for in Book 2 - 2019 – 2022 Business Plans, until such time Council approves the subsequent budget. This also includes the authority to authorize the submission of budgets and quarterly / year end reporting;
- (e) Public Works Department
- (i) That the Public Works operating budget (Book 2 - 2019 – 2022 Business Plans), page 206, \$241,780,180, be approved;
- (f) City Manager's Office
- (i) That the City Manager's operating budget (Book 2 - 2019 – 2022 Business Plans), page 286, \$10,967,820, be approved;
- (g) Corporate Services Department
- (i) That the Corporate Services operating budget (Book 2 - 2019 – 2022 Business Plans), page 328, \$29,177,520, be approved;
- (h) Legislative
- (i) That the Legislative operating budget (Book 2 - 2019 – 2022 Business Plans), page 393, \$5,016,370, be approved;
- (i) Hamilton Entertainment Facilities
- (i) That the Hamilton Entertainment Facilities operating budget (Book 2 – 2019 – 2022 Business Plans), page 401, \$3,912,390, be approved;

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: 2019 Tax Supported Operating Budget - Recommendations (FCS18096(a))
(City Wide) – Page 3 of 5**

- (j) Corporate Financials – Expenditures / Non Program Revenues
 - (i) That the Corporate Financials - Expenditures operating budget (Book 2 - 2019 – 2022 Business Plans), page 395, \$24,846,360 inclusive of approved amendments as per Appendix “D”, be approved;
 - (ii) That the Non Program Revenues operating budget (Book 2 - 2019 – 2022 Business Plans), page 411, (\$44,964,500), be approved;
- (k) Capital Financing
 - (i) That the Capital Financing operating budget (Book 2 - 2019 – 2022 Business Plans), page 403, \$128,975,900, be approved;
 - (ii) That the Capital Financing portion of the Police Services budget (Book 1 – 2019 Preliminary Tax Operating Budget Report), page 18, \$805,750, inclusive of approved amendments as per Appendix “D”, be approved;
 - (iii) That the Capital Financing portion relating to the Hamilton Public Library budget (Book 1 – 2019 Preliminary Tax Operating Budget Report), page 19, \$187,290, be approved;
- (l) 2019 By-Law Authorization
 - (i) That the City Solicitor and Corporate Counsel be authorized and directed to prepare all necessary by-laws, for Council approval, for the purposes of establishing the tax levy;
- (m) Budgeted Complement Transfer Schedule
 - (i) That in accordance with the “Budgeted Complement Control Policy”, the requested complement transfers from one department/division/cost category to another, as outlined in Appendix “E”, be approved;
- (n) Budget Exclusions Related to Regulation 284/09
 - (i) That the budget exclusions related to Regulation 284/09 of the *Municipal Act* titled “Budget Matters – Expenses”, as per Appendix “F”, be received.

**SUBJECT: 2019 Tax Supported Operating Budget - Recommendations (FCS18096(a))
(City Wide) – Page 4 of 5**

EXECUTIVE SUMMARY

The 2019 Preliminary Tax Supported Operating Budget was submitted to the General Issues Committee (GIC) at its meeting on December 7, 2018. The Average Municipal Residential tax impact, excluding the reassessment impact, was 3.2%. Each department then provided GIC with an in-depth presentation of their 2019 budget. Boards and Agencies also presented their 2019 budgets. During this time, a few amendments were proposed. However, with those changes the Municipal Residential tax impact maintains at 3.2%. The amendments are identified in Appendix “D” to Report FCS18096(a).

The recommendations to this Report ask Council to approve the budget as submitted in the preliminary document, including the approved amendments contained in the attached Appendix “D” to Report FCS18096(a). Council may approve additional changes which would then be added to this amendment list (Appendix “D”).

Note: The average Municipal Residential tax impact of 3.2% does *not include* potential approval of any Council Referred Items or Business Cases in Recommendation (a): Appendix “A” and “B”. Should Council wish to approve items from the Council Referred Items (Appendix “A”) or Business Cases (Appendix “B”), it may do so by motion, and these would then be added to Appendix “D” of this Report (the amendment schedule). If all Council Referred Items and proposed Business Cases were approved, it would result a total of 0.13% Municipal Residential tax impact (Council Referred Items – 0.03%; Business Cases - 0.10%).

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: Full financial information can be found in Books 1 and 2 of the 2019 Preliminary Tax Supported Operating Budget.

Staffing: A complement summary can be found in Appendix “1 – 4” of the 2019 Preliminary Tax Supported Operating Budget (Book 1).

Legal: N/A

HISTORICAL BACKGROUND

The 2019 Committee calendar includes a number of scheduled General Issues Committee (GIC) meetings for the 2019 Tax Operating Budget. The budget kick-off took place on December 7, 2018, followed by various other GIC dates which allowed for departmental budget presentations.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: 2019 Tax Supported Operating Budget - Recommendations (FCS18096(a))
(City Wide) – Page 5 of 5**

As of the writing of this Report, the remaining scheduled GIC budget deliberation meeting dates are as follows:

- February 25th, February 28th
- March 1st (if required)
- March 27th (Council Budget Approval)

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

N/A

RELEVANT CONSULTATION

The budget has been developed in conjunction with internal and external partners.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

N/A

ALTERNATIVES FOR CONSIDERATION

As part of the budget deliberations, Council can direct changes to the budget as required.

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Community Engagement and Participation

Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.

Our People and Performance

Hamiltonians have a high level of trust and confidence in their City government.

APPENDICES AND SCHEDULES ATTACHED

- Appendix “A” – 2019 Council Referred Items
- Appendix “B” – 2019 Business Cases
- Appendix “C” – 2019 Boards and Agencies Operating Budget
- Appendix “D” – 2019 Tax Supported Operating Budget Amendments
- Appendix “E” – Budgeted Complement Transfer Schedule
- Appendix “F” – Budget Exclusions Related to Regulation 284/09
- Appendix “G” – 2020 – 2022 Multi-Year Outlook

TH/LC/KP/dt

CITY OF HAMILTON 2019 COUNCIL REFERRED ITEMS SUMMARY

FORM #	DIVISION	SERVICE / PROGRAM	DESCRIPTION OF REFERRED ITEM	2019 IMPACT		FTE Impact	Decision @ Feb 8 GIC
				\$ GROSS	\$ NET		
PLANNING & ECONOMIC DEVELOPMENT							
CR-01	Licensing and Bylaw Services	Illegal Businesses in Ward 11	Zoning Examiner/Enforcement Officer in Ward 11 - PED16207c) (Originally submitted as Gross \$116,240; Net \$116,240, 1.00 FTE)				Removed - 12-month extension to position funded through Tax Stabilization
CR-02	Licensing and Bylaw Services	Municipal Law Enforcement	Cigarette Butt By-law Enforcement Officer - PED18154(a), motion approved Sept 26, 2018 (Originally submitted as Gross \$30,000; Net \$30,000, 0.50 FTE)				Defer to 2020.
CR-03	Licensing and Bylaw Services	Support On-Demand Accessible Transportation	Financial Incentives for Taxi Operators to Provide Accessible Taxicab Trips - PED18082 Staff requesting deferral to 2020			Defer to 2020	Defer to 2020.
POST BUDGET BOOK							
CR-05	Licensing and Bylaw Services	Hess Village Paid Duty Policing	The cost for city staff to administer the current Paid Duty Policing Program exceeds the cost paid by the Hess Village Entertainment District licence holders - PED18081 (Originally submitted as Gross \$50,000; Net \$50,000; 0 FTE)				Tabled - Staff to provide further information on actual paid-duty cost.
CR-06	Licensing and Bylaw Services	Special Enforcement Team	A dedicated Municipal Enforcement Team is required to assist the Police and follow Councils direction to work closely with the Hamilton Police Service to close down illegal cannabis dispensaries. A vehicle at a gross cost of \$26,000 is required in capital budget with funding from Ontario Cannabis Legalization Implementation Fund. PED impact only. Potential Public Health and Police impacts are being reviewed.	\$ 147,000	\$ -	-	Approved.
PLANNING & ECONOMIC DEVELOPMENT SUBTOTAL				\$ 147,000	\$ -	0.00	
CITY MANAGER'S OFFICE							
CR-04	Strategic Partnerships & Communications	Administration	City Enrichment Fund - GRA18003	\$ 93,200	\$ 93,200	-	Approved
CITY MANAGER'S OFFICE SUBTOTAL				\$ 93,200	\$ 93,200	0.00	
TOTAL				\$ 240,200	\$ 93,200	0.00	

**CITY OF HAMILTON
2019 BUSINESS CASES
SUMMARY**

FORM #	DIVISION	SERVICE / PROGRAM	BUSINESS CASE DETAILS	2019 IMPACT		FTE Impact	Decision @ Feb 8 GIC
				\$ GROSS	\$ NET		
PLANNING & ECONOMIC DEVELOPMENT							
BC-01	Economic Development	Real Estate	Senior Business Development Consultant / Legal Services ¹	\$ 443,400	\$ -	3.00	Approved ²
BC-02	Economic Development	Business Development	Hamilton SBEC Business Development Officer position	\$ 103,430	\$ -	1.00	Approved ²
BC-03	Licensing and Bylaw Services	Student Program	Student Co-ordinator/Trainer	\$ 102,000	\$ -	1.00	Approved ²
BC-04	Licensing and Bylaw Services	Licensing Intake/Renewal & Compliance /Enforcement	Licensing Administrator, Licensing Compliance - Mobile PED16099(c)	\$ 95,000	\$ -	1.00	Approved ²
PLANNING & ECONOMIC DEVELOPMENT SUBTOTAL				\$ 743,830	\$ -	\$ 6.00	
CORPORATE SERVICES							
BC-05	Financial Services	Procurement Services	City Procurement Issuing Procurements on behalf of CityHousing Hamilton - AUD17024	\$ 102,630	\$ -	1.00	Approved
CORPORATE SERVICES SUBTOTAL				\$ 102,630	\$ -	\$ 1.00	
CITY MANAGER							
BC-06	Strategic Partnership & Communications	Digital Communications	Digital Media Administrator	\$ 68,790	\$ 68,790	1.00	Approved
BC-07	Strategic Partnership & Communications	Creative Design Services	Graphic Designer - HUR17007/CM17012/FCS17056	\$ 68,790	\$ -	1.00	Approved
BC-08	Strategic Partnership & Communications	Strategy and Performance Excellence	Citizen Engagement and Marketing (Our Citizen Survey) - CM18016 (Originally submitted as Gross \$65,000; Net \$65,000; 0 FTE)				Deferred
BC-09	Strategic Partnership & Communications	Revenue Generation	Converting Contractual Positions to Permanent	\$ 130,200	\$ -	1.40	Approved ²
BC-10	Strategic Partnership & Communications	Government Relations & Civic Engagement (new)	Government Relations & Civic Engagement	\$ 200,000	\$ 200,000	-	Approved
BC-11	Human Resources	Legal Fees and Contract Services	Arbitration Legal Fees	\$ 230,000	\$ 230,000	-	Approved
BC-12	Human Resources	Return to Work Services	Return to Work Services Assistant	\$ 71,960	\$ -	-	Approved
CITY MANAGER SUBTOTAL				\$ 769,740	\$ 498,790	\$ 3.40	
TOTAL				\$ 1,616,200	\$ 498,790	10.40	

Notes:
1. The Real Estate business case is a joint submission between Corporate Services and PED
2. Motion approved to report back through BER Reports on status of cost recovery.

2019 Boards and Agencies Operating Budget		
#	Board/Agency	2019 NET Preliminary Budget \$
City Boards:		
1	Hamilton Police Services *	165,036,328
2	Hamilton Public Library	30,700,190
3	Farmers' Market	112,800
	Subtotal	195,849,318
Conservation Authorities:		
4	Niagara Peninsula Conservation Authority	565,660
5	Grand River Conservation Authority	275,640
6	Conservation Halton	212,240
7	Hamilton Conservation Authority	4,444,360
	Subtotal	5,497,900
Grants:		
8	Hamilton Beach Rescue Unit Inc.	134,340
9	Royal Botanical Gardens	634,720
	Subtotal	769,060
Other Items:		
10	MPAC *	6,715,216
11	City Enrichment Fund	6,115,890
	Subtotal	12,831,106
Total for All Boards and Agencies		214,947,384

* including amendments from Appendix "D".

**CITY OF HAMILTON
2019 TAX SUPPORTED OPERATING BUDGET AMENDMENTS**

<u>Department</u>	<u>Description</u>	<u>FTE</u>	<u>Preliminary Budget</u>	<u>Net Levy Adjustment</u>	<u>Levy Increase \$</u>	<u>Residential Impact</u>
						<u>Municipal</u>
Recommended Operating Levy Impact Preliminary Budget - Budget Book - (Dec 7 GIC)		7,245.01	\$ 889,049,230		\$ 31,068,630	3.2%
PROPOSED AMENDMENTS:						
Jan 31 GIC						
B&A	MPAC - Assessment Services Adjustment	0.00		\$ 29,256		
B&A	Hamilton Police Services adjustment per Board Approval	27.00		\$ 30,788		
APPROVED AMENDMENTS:						
Feb 8 GIC						
Council Referred Items:						
CEF (CR-04)	City Enrichment Fund (Gross \$93,200)	0.00		\$ 93,200		
PED (CR-06)	Licensing and By-Law Services (Gross \$147,000)	0.00		\$ 0		
Business Cases:						
PED (BC-01)	Senior Business Development Consultant / Legal Services (Gross \$443,400)	3.00		\$ 0		
PED (BC-02)	Hamilton SBEC Business Development Officer (Gross \$103,430)	1.00		\$ 0		
PED (BC-03)	Student Coordinator/Trainer (Gross \$102,000)	1.00		\$ 0		
PED (BC-04)	Licensing Administrator, Licensing Compliance - Mobile PED16099(c) (Gross \$95,000)	1.00		\$ 0		
CS (BC-05)	City Procurement Issuing Procurements on behalf of CityHousing Hamilton - AUD17024 (Gross \$102,630)	1.00		\$ 0		
CMO (BC-06)	Digital Media Administrator (Gross \$68,790)	1.00		\$ 68,790		
CMO (BC-07)	Graphic Designer (Gross \$68,790)	1.00		\$ 0		
CMO (BC-09)	Converting Contractual Positions to Permanent (Gross \$130,200)	1.40		\$ 0		
CMO (BC-10)	Government Relations & Civic Engagement (Gross \$200,000)	0.00		\$ 200,000		
CMO (BC-11)	Arbitration Legal Fees (Gross \$230,000)	0.00		\$ 230,000		
CMO (BC-12)	Return to Work Services Assistant (Gross \$71,960)	0.00		\$ 0		
Feb 15 GIC						
Legislative	Volunteer Committee Budget Approvals	0.00		\$ 6,630		
Corp Fin	Bill 148 – PEL Days and Contractual Contingencies not required	0.00		\$ (1,236,000)		
Corp Fin	Operating Impacts from Capital – Assume April 1 start	0.00		\$ (500,000)		
Corp Fin	Adjustment for OIC - Project deferred to 2020 (project 3541849003)	0.00		\$ (120,000)		
					\$ (1,197,336)	(0.1)%
AVERAGE RESIDENTIAL TAX IMPACT (Inclusive of Above)		7,282.41	\$ 887,851,894		\$ 29,871,294	3.1%
Updated Assessment Growth Impact:						(0.2)%
Updated Reassessment / Policies:						(0.1)%
AVERAGE RESIDENTIAL TAX IMPACT (Inclusive of Above)						2.7%

Note - anomalies in totals due to rounding.

**CITY OF HAMILTON
BUDGETED COMPLEMENT TRANSFER SCHEDULE**

STAFF COMPLEMENT CHANGE

Complement Transfer to another division or department ⁽¹⁾

ITEM #	TRANSFER FROM				TRANSFER TO			
	Department	Division	Position Title (2)	FTE	Department	Division	Position Title (2)	FTE
1.1	PED	Licensing By Law Services	Senior Project Manager	Temporary	PED	Licensing By Law Services	Senior Project Manager	Temporary
	Explanation: Temporary position with a 24 month term expiring May 2019, requesting approval for additional 24 months extension. No financial impact, position covered from incremental revenues associated with position.							
1.2	Public Works	Environmental Services	Student Local 5	1.00	Public Works	Environmental Services	Sr. Proj Mgr - Operating	1.00
	Explanation: Requesting approval to convert 3 summer student positions into a Senior Project Manager - Operating, from a C5 Grade C25 (student) to a CA Grade 6. The cost differential between the two positions is approximately \$60,000 and will be absorbed within the operating budget. The budget impact will be zero.							
1.3	Public Works	EF&FM	Caretaker	1.00	Public Works	EF&FM	Property Mgmt Officer	1.00
	Explanation: The Caretaker position 1.0 FTE (\$56,844) was made redundant and converted to a Property Management Officer position 1.0 FTE (\$103,691) that is needed to affect leasing related administrative functions. To get the appropriate skill and also to be consistent with other similar role the Caretaker position is being converted to an N level. The difference in pay rate (\$46,848) is expected to be recovered from the revenue generation increases that will come from the leasing out and charging back for space. Revenue generation increases will offset the difference in pay rate resulting in no impact to the levy.							
1.4	Public Works	Transit	Automotive Mechanic Apprentice	0.50	Public Works	Energy, Fleet & Facilities	Corporate Security Officer	1.00
	Public Works	Environmental Services	Summer Student	0.50				
Explanation: To assist in the establishment of a Corporate Security Office, 0.5 FTE are being transferred from each of the Transit and Environmental Services Division to Energy, Fleet and Facilities. The 0.5 FTE from Transit (Position #3490) has 2019 Salary and Benefits of approximately \$37,225. The 0.5 FTE from Environmental Services (Position #4559) has 2019 Salary and Benefits of approximately \$15,200. There will be no impact to the levy as the salary for both the existing 0.5 FTE positions will be equivalent to the Corporate Security Officer position.								

Note - Complement transfers include the transfer of corresponding budget.

(1) - All other budgeted complement changes that require Council approval per Budgeted Complement Control Policy must be done through either separate report or the budget process (i.e. Increasing/decreasing budgeted complement).

(2) - If a position is changing, the impact of the change is within 1 pay band unless specified.

Budget Exclusions Related to Regulation 284/09

On June 5, 2009, the Provincial Government of Ontario approved Bill 162 - *An Act Respecting the Budget Measures and Other Matters* and Schedule 18 *Municipal Act, 2001*. On July 31, 2009, Regulation 284/09 titled "*Budget Matters – Expenses*" was filed with the Ontario Registrar of Regulations.

Regulation 284/09 states that municipalities may exclude certain estimated expenses from their budget.

These excluded expenses relate to:

- Amortization expenses on tangible capital assets
- Post-employment benefits expenses
- Solid waste landfill closure and post-closure expenses

As per Public Sector Accounting Board (PSAB) standards, which follows the full accrual basis of accounting, these expenses are reported on in the City's annual financial statements. Although these expenses do not need to be budgeted for, there is a requirement under Ontario Regulation 284/09 to report on the excluded expenses before adopting a budget.

Below is summary of these excluded expenses:

TABLE 1
Excluded Expenses

(Amounts are representative of 2017 expenses and are reported in \$millions)

1. Amortization expenses on tangible capital assets	\$192.1M
2. Increase in post-employment benefits liability	10.8M
3. Decrease in solid waste landfill closure and post closure liability	<u>(0.3)M</u>
Total	\$202.6M

The Table above outlines the expenses as reported in the City's audited 2017 financial statements. Expenses for 2018 and 2019 have not yet been determined and will be reported in the 2018 and 2019 financial statements respectively.

1. Amortization Expenses on Tangible Capital Assets

Amortization expenses on tangible capital assets were recorded in the 2017 financial statements of \$192.1 million as required by PSAB standards. Amortization expenses represent the cost of tangible capital assets allocated to the financial period, based on the *original* cost of the assets when they were originally constructed or purchased.

Although the City's 2019 Budget does not include amortization expenses on tangible capital assets, provisions are made in the 2019 tax and rate Operating Budgets for transfers to capital of \$169 million and transfers to capital reserves of \$24.2 million resulting in an infrastructure funding surplus estimated at \$1.1 million when compared to the amortization expenses. However, information provided as part of the 2019 capital budget workshops estimates the infrastructure repair deficit to be approximately \$195 million, annually, in *today's* dollars. The City's tangible capital asset spending requirements, funding requirements and capital financing policies are presented annually during the budget process.

2. Post-Employment Benefits Expenses

The PSAB standards do not require liabilities associated with post-employment benefits to be fully funded by setting aside any portion as reserves and reserve funds. The City's 2017 consolidated financial statements report liabilities of \$367.6 million and expenses increases of \$10.8 million while the City's 2019 budget includes expenses for expected 2019 payments for retirement benefit plans, sick leave benefit plans, long-term disability plans, *Workplace Safety and Insurance Act* benefits, vacation agreements and non-OMERS pension plans.

As of the end of 2017, the City has reserves associated with these liabilities of \$66.0 million which represent 18% funding for these liabilities. The future payments for these liabilities and expenditures for transfers to reserves will continue to be included in the operating budget as these unfunded liabilities are addressed.

3. Solid Waste Landfill Closure and Post-Closure Expenses

The PSAB standards do not require liabilities associated with solid waste landfill closure and post-closure care activities to be fully funded by setting aside any portion as reserves and reserve funds. The City's 2017 consolidated financial statements report liabilities of \$24.2 million and reduction in expenses of \$0.3 million for landfill closure and post-closure. As of the end of 2017, the City has reserves associated with these liabilities of \$1.1 million which represent 4.5% funding for these liabilities.

To conform to the PSAB standard, future liabilities reported on the City's financial statements have been estimated. As actual work is planned and undertaken related to the City's closure and post-closure care, the associated costs will be included in the budget.

CITY OF HAMILTON
2020 - 2022 MULTI-YEAR OUTLOOK
(Maintenance Budget Only - Excludes Business Cases)

Multi-Year Outlook					
2020		2021		2022	
\$	%	\$	%	\$	%

PLANNING & ECONOMIC DEVELOPMENT

General Manager	1,171,210	5.5%	1,225,710	4.7%	1,282,330	4.6%
Transportation, Planning and Parking	2,067,980	5.7%	2,093,690	1.2%	2,099,080	0.3%
Building	1,435,240	2.9%	1,474,460	2.7%	1,511,530	2.5%
Economic Development	5,667,970	2.4%	5,785,370	2.1%	5,896,840	1.9%
Growth Management	1,000,000	84.2%	1,063,740	6.4%	1,187,150	11.6%
Licensing & By-Law Services	7,058,490	4.2%	7,235,870	2.5%	7,402,620	2.3%
Planning	3,779,510	1.0%	3,923,890	3.8%	4,030,280	2.7%
Tourism & Culture	9,307,200	1.9%	9,468,340	1.7%	9,632,230	1.7%
TOTAL PLANNING & ECONOMIC DEVELOPMENT	31,487,600	4.3%	32,271,070	2.5%	33,042,060	2.4%

HEALTHY AND SAFE COMMUNITIES

HSC Administration	2,718,690	3.3%	2,800,800	3.0%	2,871,610	2.5%
Children's Services and Neighbourhood Dev.	8,689,120	1.4%	8,790,390	1.2%	8,891,220	1.1%
Ontario Works	12,267,320	2.6%	12,581,290	2.6%	12,899,400	2.5%
Housing Services	45,700,370	1.4%	46,514,260	1.8%	47,868,510	2.9%
Long Term Care	14,073,990	4.4%	14,749,240	4.8%	15,329,750	3.9%
Recreation	34,055,690	2.3%	34,852,200	2.3%	35,678,670	2.4%
Hamilton Fire Department	95,728,520	3.5%	98,559,540	3.0%	100,304,530	1.8%
Hamilton Paramedic Service	23,525,970	1.2%	24,056,330	2.3%	24,267,260	0.9%
Public Health Services	13,318,130	6.8%	14,235,580	6.9%	15,054,160	5.8%
TOTAL HEALTHY AND SAFE COMMUNITIES	250,077,800	2.8%	257,139,630	2.8%	263,165,110	2.3%

PUBLIC WORKS

Roads & Traffic	75,412,790	2.2%	76,940,320	2.0%	78,479,240	2.0%
PW-General Administration	730,590	2.1%	745,960	2.1%	761,330	2.1%
Energy Fleet and Facilities	9,362,990	2.4%	9,573,320	2.2%	9,786,990	2.2%
Engineering Services	5,741,000	0.2%	5,756,740	0.3%	5,769,580	0.2%
Environmental Services	79,743,420	2.9%	81,520,010	2.2%	83,286,840	2.2%
Transit	83,731,320	11.7%	92,958,280	11.0%	101,807,680	9.5%
TOTAL PUBLIC WORKS	254,722,110	5.4%	267,494,630	5.0%	279,891,660	4.6%

CITY OF HAMILTON
2020 - 2022 MULTI-YEAR OUTLOOK
(Maintenance Budget Only - Excludes Business Cases)

	Multi-Year Outlook					
	2020		2021		2022	
	\$	%	\$	%	\$	%
LEGISLATIVE						
Legislative General	(338,310)	0.2%	(340,710)	0.7%	(343,730)	0.9%
Mayors Office	1,171,570	3.3%	1,210,280	3.3%	1,250,560	3.3%
Volunteer Committee	110,360	(0.1%)	110,200	(0.1%)	110,040	(0.1%)
Ward Budgets	4,185,980	1.9%	4,263,990	1.9%	4,344,280	1.9%
TOTAL LEGISLATIVE	5,129,600	2.3%	5,243,760	2.2%	5,361,150	2.2%
CITY MANAGER						
Strategic Partnerships & Communications	2,486,580	3.1%	2,555,860	2.8%	2,608,240	2.0%
Audit Services	1,142,420	2.4%	1,169,700	2.4%	1,197,840	2.4%
CMO - Administration	407,020	3.2%	419,540	3.1%	432,320	3.0%
Human Resources	7,192,410	2.1%	7,348,980	2.2%	7,503,480	2.1%
TOTAL CITY MANAGER	11,228,430	2.4%	11,494,080	2.4%	11,741,880	2.2%
CORPORATE SERVICES						
City Clerk's Office	2,478,980	2.9%	2,545,350	2.7%	2,609,860	2.5%
Corporate Services - Administration	339,630	3.1%	347,020	2.2%	354,600	2.2%
Customer Service	5,381,350	2.1%	5,498,480	2.2%	5,615,170	2.1%
Financial Planning, Admin & Policy	4,976,330	3.7%	5,136,940	3.2%	5,294,110	3.1%
Financial Services	4,124,800	3.6%	4,232,660	2.6%	4,368,340	3.2%
Information Technology	9,265,020	2.9%	9,494,010	2.5%	9,712,130	2.3%
Legal Services	3,520,700	4.1%	3,654,980	3.8%	3,777,460	3.4%
TOTAL CORPORATE SERVICES	30,086,810	3.1%	30,909,440	2.7%	31,731,670	2.7%

CITY OF HAMILTON
2020 - 2022 MULTI-YEAR OUTLOOK
(Maintenance Budget Only - Excludes Business Cases)

	Multi-Year Outlook					
	2020		2021		2022	
	\$	%	\$	%	\$	%
<u>CORPORATE FINANCIALS - EXPENDITURES</u>						
Corporate Pensions, Benefits & Contingency	17,745,900	3.1%	18,259,490	2.9%	18,788,860	2.9%
Corporate Initiatives	10,324,430	33.3%	11,374,010	10.2%	12,837,710	12.9%
TOTAL CORPORATE FINANCIALS	28,070,330	12.4%	29,633,500	5.6%	31,626,570	6.7%
<u>HAMILTON ENTERTAINMENT FACILITIES</u>						
Operating	4,084,600	4.4%	4,189,810	2.6%	4,275,120	2.0%
TOTAL HAMILTON ENTERTAINMENT FACILITIES	4,084,600	4.4%	4,189,810	2.6%	4,275,120	2.0%
TOTAL CITY EXPENDITURES	614,887,280	4.4%	638,375,920	3.8%	660,835,220	2.9%
<u>CAPITAL FINANCING</u>						
Debt-Planning & Economic Development	193,120	(0.6%)	191,870	(0.6%)	190,600	(0.7%)
Debt-Healthy and Safe Communities	2,118,000	(2.6%)	2,059,810	(2.7%)	2,000,440	(2.9%)
Debt-Public Works	40,107,490	5.3%	43,920,010	9.7%	46,815,980	8.8%
Debt-Corporate Financials	80,736,260	7.9%	85,713,260	6.2%	91,334,260	6.6%
Infrastructure Renewal Levy	13,528,870	0.7%	13,628,870	0.7%	13,728,870	0.7%
TOTAL CAPITAL FINANCING	136,683,740	6.0%	145,513,820	6.5%	154,070,150	5.9%

CITY OF HAMILTON
2020 - 2022 MULTI-YEAR OUTLOOK
(Maintenance Budget Only - Excludes Business Cases)

	Multi-Year Outlook					
	2020		2021		2022	
	\$	%	\$	%	\$	%
BOARDS & AGENCIES						
<u>POLICE SERVICES</u>						
Operating	169,936,510	2.9%	174,924,110	2.9%	180,062,110	2.9%
Capital Financing	710,290	(0.9%)	703,950	(0.9%)	697,480	(0.9%)
TOTAL POLICE SERVICES	170,646,800	2.9%	175,628,060	2.9%	180,759,590	2.9%
<u>OTHER BOARDS & AGENCIES</u>						
Library	31,343,750	2.1%	31,924,050	1.9%	32,512,060	1.8%
Conservation Authorities	5,580,360	1.5%	5,664,060	1.5%	5,749,020	1.5%
Hamilton Beach Rescue Unit	136,300	1.5%	138,270	1.4%	140,280	1.5%
Royal Botanical Gardens	644,240	1.5%	653,900	1.5%	663,710	1.5%
MPAC	6,786,250	1.5%	6,888,040	1.5%	6,991,360	1.5%
Farmers Market	127,900	13.4%	138,600	8.4%	144,930	4.6%
TOTAL OTHER BOARDS & AGENCIES	44,618,800	1.9%	45,406,920	1.8%	46,201,360	1.7%
Capital Financing - Other Boards & Agencies	181,660	(3.0%)	175,920	(3.2%)	170,060	(3.3%)
City Enrichment Fund	6,022,690	0.0%	6,022,690	0.0%	6,022,690	0.0%
TOTAL BOARDS & AGENCIES	221,469,950	2.6%	227,233,590	2.6%	233,153,700	2.6%
TOTAL EXPENDITURES	973,040,970	4.2%	1,011,123,330	3.9%	1,048,059,070	3.7%

CITY OF HAMILTON
2020 - 2022 MULTI-YEAR OUTLOOK
(Maintenance Budget Only - Excludes Business Cases)

Multi-Year Outlook					
2020		2021		2022	
\$	%	\$	%	\$	%

NON PROGRAM REVENUES

Payment In Lieu	(15,726,700)	0.0%	(15,726,700)	0.0%	(15,726,700)	0.0%
Penalties and Interest	(10,500,000)	0.0%	(10,500,000)	0.0%	(10,500,000)	0.0%
Right of Way	(3,228,000)	0.0%	(3,228,000)	0.0%	(3,228,000)	0.0%
Senior Tax Credit	587,000	0.0%	587,000	0.0%	587,000	0.0%
Supplementary Taxes	(9,125,000)	0.0%	(9,125,000)	0.0%	(9,125,000)	0.0%
Tax Remissions and Write Offs	9,685,400	(1.1%)	9,580,400	(1.1%)	9,575,400	(0.1%)
Hydro Dividend and Other Interest	(5,300,000)	0.0%	(5,300,000)	0.0%	(5,300,000)	0.0%
Investment Income	(4,100,000)	0.0%	(4,100,000)	0.0%	(4,100,000)	0.0%
Slot Revenues	(5,000,000)	0.0%	(5,000,000)	0.0%	(5,000,000)	0.0%
POA Revenues	(2,197,410)	7.0%	(2,033,750)	7.4%	(1,867,920)	8.2%
TOTAL NON PROGRAM REVENUES	(44,904,710)	0.1%	(44,846,050)	0.1%	(44,685,220)	0.4%

TOTAL LEVY REQUIREMENT	928,136,260	4.4%	966,277,280	4.1%	1,003,373,850	3.8%
-------------------------------	--------------------	-------------	--------------------	-------------	----------------------	-------------

RESIDENTIAL MUNICIPAL TAX IMPACT		3.9%		3.6%		3.3%
---	--	-------------	--	-------------	--	-------------



CITY OF HAMILTON
CORPORATE SERVICES DEPARTMENT
Financial Planning, Administration and Policy Division

TO:	Chair and Members Governance Review Sub-Committee
COMMITTEE DATE:	February 14, 2019
SUBJECT/REPORT NO:	Councillor Ward Office Budgets and Policy and Guidelines for Eligible Expenses for Elected Officials (FCS18083(b)) (City Wide) (Outstanding Business List Item)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Amanda Thind (905) 546-2424 Ext. 4522
SUBMITTED BY:	Brian McMullen Acting General Manager, Finance and Corporate Services Corporate Services Department
SIGNATURE:	

RECOMMENDATION

That the Student Accommodation Benefit Factor be eliminated and the budget be allocated equally to the Councillor Ward Office Budgets.

EXECUTIVE SUMMARY

A number of reports have been presented to Council through standing committees and sub-committees addressing Councillor Ward Office Budgets. There are several factors considered when creating these budgets.

Report FCS18083(b) addresses two Outstanding Business List items related to some of the factors, as follows:

1. Council, at its meeting of October 11, 2017, approved Audit, Finance and Administration Committee (AF&AC) Report 17-013 directing staff to develop a calculation for student adjustments in Wards affected by post-secondary institutions, considering some full-time attendees live in particular Wards and some are transient.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

SUBJECT: Councillor Ward Office Budgets and Policy and Guidelines for Eligible Expenses for Elected Officials (FCS18083(b)) (City Wide) – Page 2 of 9

2. Council, at its meeting on December 19, 2018, approved Item 13 of the AF&AC Report 18-014, as follows:

“(d) That staff be directed to investigate the Geographic Factor as it relates to the new ward boundaries and report back to the Governance Review Sub-Committee.

(e) That staff be directed to review the Wards represented in the Inner-City Fund and report back to the Governance Review Sub-Committee.”

A new Student Accommodation Factor Benefit, introduced in 2015, refers to the impact on Ward Councillors and office staff of post-secondary students living in any of the fifteen wards of the City of Hamilton. This factor has benefitted old Wards 1, 8, 10 and 12. The total approved 2018 budget was \$6,879.

Statistics Canada has advised that they do not collect data on student housing. A student’s place of residence is considered to be their parent’s address and are counted as such, even if they live elsewhere while attending school. Staff has attempted to obtain information from McMaster University, Mohawk College and Redeemer University College on the post-secondary students living in the fifteen wards of the City of Hamilton. The data that is available does not provide the information needed. With the ward boundary changes effective December 1, 2018, it is expected that post-secondary students now live in new Wards 1, 8, 10, 12 and 14. The total preliminary estimated budget for 2019 increased to \$8,640, with no allocation to new Ward 14.

With uncertainty in the estimated number of post-secondary students living within the new wards, eliminating the Student Accommodation Factor Benefit is recommended by staff. This portion of the 2019 budget of \$8,640 will be distributed equally to each Councillor Ward Office Budget as Other Discretionary Expenses.

The Geographic Factor refers to additional funding received by specific Wards to offset increased commuting expenses due to the size of the Wards. The Geographic Factor was applicable to the largest wards of old Ward 11 and old Ward 14 and with the new ward boundaries effective as of December 1, 2018, is applicable to new Wards 11, 12 and 13. Table 1 (see Page 7) shows the size of each ward in acres and the percentage split for each ward.

The preliminary 2019 budget for the Geographic Factor is \$2,550 or \$850 each, for new Wards 11, 12 and 13.

The Inner City Fund refers to additional funding received by old Wards 2, 3, 4 and 5 to address inner city issues such as social services, language barriers, drug issues and

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

SUBJECT: Councillor Ward Office Budgets and Policy and Guidelines for Eligible Expenses for Elected Officials (FCS18083(b)) (City Wide) – Page 3 of 9

density of second level lodging homes / residential care facilities. Since these ward boundaries did not change significantly with the ward boundary changes effective December 1, 2018, the Inner City Fund is still applicable to the new Wards 2, 3, 4 and 5. The preliminary 2019 budget for the Inner City Fund is \$50,680 or \$12,670 each, for new Wards 2, 3, 4 and 5.

Alternatives for Consideration – See Page 8

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The elimination of the Student Accommodation Factor Benefit results in an available 2019 budget of \$8,640 to be distributed equally to all Ward Office Budgets.

Staffing: Not Applicable

Legal: Not Applicable

HISTORICAL BACKGROUND

Council, at its meeting of October 11, 2017, approved Audit, Finance and Administration Committee (AF&AC) Report 17-013 directing staff to develop a calculation for student adjustments in wards affected by post-secondary institutions, considering some full-time attendees live in particular wards and some are transient.

Council, at its meeting on December 19, 2018, approved item 13 of the AF&AC Report 18-014 as follows:

- “(d) That staff be directed to investigate the Geographic Factor as it relates to the new ward boundaries and report back to the Governance Review Sub-Committee.
- “(e) That staff be directed to review the Wards represented in the Inner-City Fund and report back to the Governance Review Sub-Committee.”

Student Accommodation Factor Benefit:

A Student Accommodation Factor Benefit was introduced through the Governance Review Sub-Committee Report 14-003 and approved by Council on September 24, 2014. The recommendation reads that the collective financial impact of the following recommendations be finalized to form part of the 2015 City Budget deliberations, as follows:

SUBJECT: Councillor Ward Office Budgets and Policy and Guidelines for Eligible Expenses for Elected Officials (FCS18083(b)) (City Wide) – Page 4 of 9

“That a new “Student Accommodation Factor Benefit”* be established to assist specific Ward budgets as outlined below:

Ward 1 (presence of main campuses of McMaster University and Columbia International College).

- 12% benefit* (29,496) = \$1,769.76

Ward 8 (presence of main campuses of Mohawk College and Hillfield Strathallan College and a presence by Columbia International College).

- 12% benefit*(49,661) = \$2,979.66

Ward 10 (presence of satellite campus of Mohawk College).

- 5% benefit*(24,278) = \$606.95

Ward 12 (presence of main campus of Redeemer University College).

- 7% benefit*(34,825) = \$1,218.88

Total: \$6,575.25

Benefit is percentage x ward population (based on 2011 census) x \$0.50/person = \$value.”

The calculation, as identified in the recommendation, was built into the 2015 Ward Budgets and approved as part of the 2015 Budget deliberations.

The Student Accommodation Factor Benefit is one component of the Councillor Ward Budgets. The calculation uses the Census population data tailored for each of the affected Wards by applying varying percentage benefits to arrive at a base student population. The base is then multiplied by \$0.50 per person to arrive at the Student Accommodation Factor Benefit.

Based on 2016 Census population data, the 2018 budget allowance for the Student Accommodation Factor Benefit was:

• Old Ward 1	\$ 1,786
• Old Ward 8	\$ 3,133
• Old Ward 10	\$ 604
• Old Ward 12	\$ 1,356
• Total	\$ 6,879

The benefit is not capped. The calculation is not indexed. The amounts fluctuate only when new Census data is available, when the ward boundaries change or when academic space at post-secondary institutions expand.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

SUBJECT: Councillor Ward Office Budgets and Policy and Guidelines for Eligible Expenses for Elected Officials (FCS18083(b)) (City Wide) – Page 5 of 9

Geographic Factor

The Geographic Factor refers to additional funding received by specific wards to offset increased commuting expenses due to the size of the wards. The Geographic Factor was established in 2004 at \$1,600 and in February 2012 it was increased to \$2,500. It increases annually by the guideline unless otherwise specified by Council and is split equally among the qualifying wards. The 2018 approved budget for the Geographic Factor was \$2,500.

Inner City Fund

The Inner City Fund refers to additional funding received by old Wards 2, 3, 4 and 5 to address inner city issues such as social services, language barriers, drug issues and density of second level lodging homes / residential care facilities. The Inner City Fund was established in 2004 at \$45,000. In 2015 an annual inflationary increase was applied to this component, representing the first amendment since 2004. It increases annually by the guideline unless otherwise specified by Council and is split equally among the qualifying wards. The approved 2018 budget for the Inner City Fund was \$49,704.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Not Applicable.

RELEVANT CONSULTATION

Not Applicable.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

Student Accommodation Factor

Data on post-secondary student accommodation by ward is the key component of the Student Accommodation Factor. Statistics Canada has advised that they do not collect data on student housing. A student's place of residence is considered to be their parent's address and are counted as such, even if they live elsewhere while attending school.

Consequently, staff has attempted to obtain the data from McMaster University, Mohawk College and Redeemer University College on the post-secondary students living in the fifteen wards of the City of Hamilton.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

SUBJECT: Councillor Ward Office Budgets and Policy and Guidelines for Eligible Expenses for Elected Officials (FCS18083(b)) (City Wide) – Page 6 of 9

During 2018, Mohawk College and McMaster University were able to provide data based on students that moved into the various wards after the time of application. Movement was determined by comparison of the first address on file with the current student address. Students who did not update their current address to reflect student housing are not captured in the data. Redeemer University College was not able to provide data.

With the ward boundary changes effective December 1, 2018, it is expected that post-secondary students now live in new Wards 1, 8, 10, 12 and 14. Data is not available based on the new ward boundaries.

The total preliminary estimated budget for 2019 increased to \$8,640 with no allocation to new Ward 14.

With uncertainty in the estimated number of post-secondary students living within the new wards, staff is recommending eliminating the Student Accommodation Factor Benefit with a budget reduction of \$8,640.

Geographic Factor

Prior to the new Ward boundaries effective as of December 1, 2018, the Geographic Factor was applicable to old Ward 11 and old Ward 14 based on being the largest area. With the new ward boundaries, this Factor is applicable to largest wards of new Wards 11, 12 & 13. Table 1 shows the size of each ward in acres and the percentage split for each Ward.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

SUBJECT: Councillor Ward Office Budgets and Policy and Guidelines for Eligible Expenses for Elected Officials (FCS18083(b)) (City Wide) – Page 7 of 9

Table 1

Old Wards	Area (acres)	Percentage of all Wards	New Wards	Area (acres)	Percentage of all Wards
Old Ward - 1	3,759	1%	New Ward - 1	3,787	1%
Old Ward - 2	1,636	1%	New Ward - 2	1,463	1%
Old Ward - 3	3,571	1%	New Ward - 3	3,746	1%
Old Ward - 4	4,089	1%	New Ward - 4	5,044	2%
Old Ward - 5	5,097	2%	New Ward - 5	4,865	2%
Old Ward - 6	3,950	1%	New Ward - 6	3,976	1%
Old Ward - 7	4,316	2%	New Ward - 7	3,207	1%
Old Ward - 8	4,296	2%	New Ward - 8	3,345	1%
Old Ward - 9	4,773	2%	New Ward - 9	18,155	7%
Old Ward - 10	3,047	1%	New Ward - 10	7,758	3%
Old Ward - 11	67,690	24%	New Ward - 11	48,630	17%
Old Ward - 12	27,189	10%	New Ward - 12	73,548	26%
Old Ward - 13	6,295	2%	New Ward - 13	67,460	24%
Old Ward - 14	102,414	37%	New Ward - 14	2,784	1%
Old Ward - 15	36,803	13%	New Ward - 15	31,075	11%
	278,925	100%		278,842	100%

Note to Table 1: Errors and Omissions Excepted (E&OE): Table may not add to 100%, due to rounding.

The preliminary 2019 budget for the Geographic Factor is \$2,550 or \$850 each, for new Wards 11, 12 and 13.

Inner City Fund

Staff were requested to review the Wards represented in the Inner City Fund. The Inner City Fund refers to additional funding received by old Wards 2, 3, 4 and 5 to address inner city issues such as social services, language barriers, drug issues and density of second level lodging homes / residential care facilities.

City staff undertake ward profiles using Statistics Canada data and other data to summarize various demographic and statistical information. These ward profiles are available on the City's open data website at <http://open.hamilton.ca/>. The information available indicates that there are many similarities and differences between the wards. Some of these differences can affect the Ward Councillor and the Ward office staff but they can also be City-wide issues. An extensive review of these differences has not been included in Report FCS18083(b).

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

SUBJECT: Councillor Ward Office Budgets and Policy and Guidelines for Eligible Expenses for Elected Officials (FCS18083(b)) (City Wide) – Page 8 of 9

Since these ward boundaries did not change significantly with the ward boundary changes effective December 1, 2018, staff is recommending that the Inner City Fund is still applicable to the new Wards 2, 3, 4 and 5. The preliminary 2019 budget for the Inner City Fund is \$50,680 or \$12,670 each, for new Wards 2, 3, 4 and 5.

ALTERNATIVES FOR CONSIDERATION

There are a number of alternatives that can be considered for the Student Accommodation Factor Benefit, Geographic Factor and Inner City Fund.

Alternative 1

Eliminate the Student Accommodation Factor Benefit and reduce the preliminary 2019 budget by \$8,640.

With the ward boundary changes effective December 1, 2018, it is expected that post-secondary students now live in new Wards 1, 8, 10, 12 and 14. With uncertainty in the estimated number of post-secondary students living within the new wards, eliminating the Student Accommodation Factor Benefit is an alternative. The budget for this factor could be reduced to zero dollars resulting in a budget reduction of \$8,640.

Alternative 2

Eliminate the Geographic Factor and allocate the preliminary 2019 budget of \$2,550 to all wards.

With the methods of communicating with residents and businesses changing since the introduction of this factor in 2004, eliminating the Geographic Factor is an alternative. The budget for this factor could be allocated to all wards resulting in no levy impact.

Alternative 3

Eliminate the Geographic Factor and reduce the preliminary 2019 budget by \$2,550.

Similar explanation to Alternative 2, the budget for this factor could be reduced to zero dollars resulting in a budget reduction of \$2,550.

Alternative 4

Eliminate the Inner City Fund and allocate the preliminary 2019 budget of \$50,680 to all wards.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

SUBJECT: Councillor Ward Office Budgets and Policy and Guidelines for Eligible Expenses for Elected Officials (FCS18083(b)) (City Wide) – Page 9 of 9

Each of the new ward offices has different challenges to be considered. With the changes in the population and the size of the wards with the new ward boundaries, eliminating the Inner City Fund is an alternative. The budget for this factor could be allocated to all wards in an attempt to equalize budgets and service levels resulting in no budget reduction.

Alternative 5

Eliminate the Inner City Fund and reduce the preliminary 2019 budget by \$50,680.

Similar explanation to Alternative 4, the budget for this factor could be reduced to zero dollars resulting in a budget reduction of \$50,680.

In addition, the Governance Review Sub-committee and Council can consider the Councillor Ward Office Preliminary 2019 Budget of \$3,936,730, which was approved as amended by Council at its meeting of December 19, 2018, through Audit, Finance and Administration Committee Report 18-014 and Report FCS18083(a). This Report titled “Councillor Ward Office Budgets and Policy and Guidelines for Eligible Expenses for Elected Officials” provides the details on all cost categories in the Councillor Ward Office Budgets.

Note to Report: E&OE: Report FCS18083(b) may contain minor adjustments to numbers presented in Report FCS18083(a) as a result of rounding.

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Community Engagement and Participation

Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.

Our People and Performance

Hamiltonians have a high level of trust and confidence in their City government.

APPENDICES AND SCHEDULES ATTACHED

N/A

AT/dt

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.



CITY OF HAMILTON
PUBLIC WORKS DEPARTMENT
Roads and Traffic Division

TO:	Chair and Members Public Works Committee
COMMITTEE DATE:	February 4, 2019
SUBJECT/REPORT NO:	Hamilton Strategic Road Safety Program and Vision Zero Action Plan 2019 – 2025 (PW19015) (City Wide) (Outstanding Business List)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	David Ferguson, C.E.T. (905) 546-2424, Extension 2433 Martin White, C.E.T. (905) 546-2424, Extension 4345
SUBMITTED BY:	Edward Soldo, P.Eng. Director, Roads & Traffic Public Works
SIGNATURE:	

RECOMMENDATION

- (a) That the Hamilton Strategic Road Safety Program and the Vision Zero Action Plan 2019-2025 as described in Report PW19015, be approved;
- (b) That an increase of \$1,700,000 be approved and deferred to the 2019 Tax Operating Budget process for consideration as a 2019 Tax Operating Budget amendment with zero net levy impact to be funded by the Red Light Camera (RLC) reserve #112203;
- (c) That the Outstanding Business List item, Strategic Road Safety Program update (Vision Zero) be identified as completed and removed from the list.

EXECUTIVE SUMMARY

On August 15, 2014 City Council approved report PW14090 to re-establish the Hamilton Strategic Road Safety Program. The Hamilton Strategic Road Safety Committee was formed to provide guidance, oversight, and direction to the Hamilton Strategic Road Safety Program. The Committee is formed of members from Roads and Traffic, Transportation Planning, Public Works Communications, Hamilton Police Services,

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Hamilton Strategic Road Safety Program and Vision Zero Action Plan
2019 – 2025 (PW19015) (City Wide) – Page 2 of 9**

Hamilton Public Health Services, and the Ministry of Transportation Road Safety Marketing Division.

Funding for identified Strategic Road Safety initiatives is financed by the revenues from the Red Light Camera Program (RLC). There is approximately \$6.3 million dollars accumulated in the RLC reserve. Since the Hamilton Strategic Road Safety Committee was re-established, the City of Hamilton has funded approximately \$2,000,000 each year on various safety initiatives.

As identified in the City of Hamilton Annual Collision Report, prior to re-establishing the Hamilton Strategic Road Safety Program, collisions involving injuries were increasing by 5% annually. Since the program was re-established and various safety initiatives implemented, collisions resulting in injuries have declined by 10% to 15%, even though total collisions continue to increase.

Many of the initiatives that have been implemented over the years through the Hamilton Strategic Road Safety Program, have become part of the annual work plan of the Roads and Traffic division. It is recommended that these works continue on an annual basis. Items such as ladder crosswalks, pedestrian crossovers, pedestrian signal modifications and traffic calming be funded through the Capital and Operations Budget process to ensure a sustainable funding model for the Hamilton Strategic Road Safety Program.

Staff have prepared the Vision Zero 2019-2025 Action Plan attached to Report PW19015 as Appendix “A” which aligns with the City of Hamilton’s 2016-2025 Strategic Plan, 2018 Transportation Master Plan Update and Canada’s Road Safety Strategy 2025 Towards Zero. This Action Plan is consistent with City of Hamilton policies which call for a safe, balanced, and integrated transportation network that offers a choice of integrated travel modes.

A road safety program to address transportation related injuries and fatalities, requires a multifaceted program that is coordinated with various stakeholders. The action items that are identified in this report, were developed through review of best practices, public survey, and public/stakeholder engagement. There are five main sections aligned with this Vision Zero Action Plan, Evaluation, Engineering, Enforcement, Education and Engagement (5 E’s).

The Action Plan, identifies key actions on two levels. The first level is to address action items that cover the 5 E’s and are high-level actions of road safety improvement. The second level of action items, are attached to Report PW19015 as Appendix “B”, address specific collision types that are occurring in Hamilton and are based on information from the Annual Collision Report, Hamilton Police Services and Hamilton Public Health.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Hamilton Strategic Road Safety Program and Vision Zero Action Plan
2019 – 2025 (PW19015) (City Wide) – Page 3 of 9**

The City of Hamilton has made great strides in traffic safety over the past 5 years and this action plan takes the City to the next level of traffic safety with a focus on analytic collision data analysis and public engagement.

Alternatives for Consideration – See Page 9

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: Recognizing the delayed timing of the report in relation to the budget process, staff is requesting that an increase of \$1,700,000 to be approved as a 2019 Tax Operating Budget Amendment with zero net levy impact to be funded by the Red Light Camera (RLC) Reserve #112203.

The RLC Reserve is funded from the issuance of violations through the Red-Light Camera program. As directed by Council, this reserve is to be used to address identified road safety issues throughout the City of Hamilton. This reserve account currently has a balance of \$6.3 million dollars.

The following is a breakdown of estimated annual costs associated with the Hamilton Strategic Road Safety Program and the Vision Zero Action Plan in 2019.

Projects to be funded through RLC Reserve in 2019

	Annual Funding Amount
Evaluation Priorities	\$ 50,000
Safety performance functions and collision counter	
Measure software and system maintenance	
Engineering Priorities	\$ 650,000
Variable message boards (RHVP/LINC)	
Q-end warning system (RHVP/LINC)	
Consulting, contract and design works	
Safety committee and road safety training	
Dynamic speed boards	
Engagement Priorities	\$ 400,000
Road safety app	
Environment Hamilton public neighbourhood engagement	
Development of open data portals	
Education Priorities	\$ 400,000
Pedestrian and cycling safety	
Safety programs (distracted driving and speeding campaign)	

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Hamilton Strategic Road Safety Program and Vision Zero Action Plan
2019 – 2025 (PW19015) (City Wide) – Page 4 of 9**

Lawn signs	
Other Potential Initiatives or Partnerships	\$ 200,000
Total 2019 RLC Reserve Funded Initiatives	\$ 1,700,000

Projects submitted as part of the 2019 Capital Budget Process

Pedestrian Crossovers – 4661720721	\$ 300,000
Traffic Calming - 4661916102	\$ 350,000
Neighbourhood Speed Limit Reductions – 4661920930	\$ 400,000
Total 2019 Proposed Capital Funded Initiatives	\$1,050,000

Staffing: There are no staffing implications related to this report.

Legal: There are no legal implications related to this report.

HISTORICAL BACKGROUND

On August 15, 2014, City Council approved report (PW14090), Re-establishment of the Hamilton Strategic Road Safety Program (City Wide). The Committee is comprised of members from Roads and Traffic, Transportation Planning, Public Works Communications, Hamilton Police Services, Hamilton Public Health and the Ministry of Transportation Ontario.

The Mission and Vision of the Hamilton Strategic Road Safety Program is to provide a safe road network for all road users and to eliminate incidents that result in injury or fatality.

Prior to the Hamilton Strategic Road Safety Program, collisions involving injuries were increasing by 5% annually. Since the program was re-established, collisions resulting in injuries have declined by 10% to 15%. In summary, the total number of collisions continues to increase on a yearly basis, yet the number of collisions that result in injuries is declining.

At the General Issues Committee (Budget) Date, January 22, 2016, the following motion was approved.

That the Director of Transportation Services be directed, in consultation with other City Departments, as appropriate, to report to the Public Works Committee in coordination with the Transportation Master Plan, with a comprehensive plan to improve road safety to include, but not be limited to, the following:

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Hamilton Strategic Road Safety Program and Vision Zero Action Plan
2019 – 2025 (PW19015) (City Wide) – Page 5 of 9**

- (i) A review of best practice from comparable jurisdictions including Vision Zero;
- (ii) A review of existing City policies, strategies and guidelines that respecting road safety;
- (iii) An enhanced analysis of city-wide traffic collision data;
- (iv) Specific recommendations to improve road safety, particularly for pedestrians and cyclists, over the short term, medium and long terms;
- (v) An implementation plan and funding strategy, as appropriate;
- (vi) A regular reporting mechanism and track progress;
- (vii) Continued consultation with the Hamilton Cycling Committee, Hamilton Wentworth District School Board Hamilton Wentworth Catholic District School Board, public Health, Hamilton Police Services, Cycle Hamilton and the Advisory Committee for Person with Disabilities; and,
- (viii) The creation of a Road Safety Task Force to be led by the Transportation Services Division.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

There are no policy implications or legislated requirements associated with this report.

RELEVANT CONSULTATION

The Vision Zero Action Plan was developed through stakeholder and public engagement. City staff, from various departments throughout the organization, were engaged in a workshop to review and discuss Vision Zero. Comments from this workshop and the public/stakeholder workshop were included in the development of the plan.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

Many of the initiatives that have been implemented over the years through the Hamilton Strategic Road Safety Program have become a regular part of the Annual Work Plan for Roads and Traffic Division.

The following is a list of some of those initiatives:

- Lawn sign program;
- Ladder crosswalks;
- Pedestrian crossovers;
- Audible/Accessible pedestrian signals;
- Dynamic speed boards;
- School zone reviews and Safe Routes to School;
- Pedestrian countdown signals and extended pedestrian crossing times;
- Red light camera program; and

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Hamilton Strategic Road Safety Program and Vision Zero Action Plan
2019 – 2025 (PW19015) (City Wide) – Page 6 of 9**

- Traffic calming and collision counter measures which are attached to Report PW19015 as Appendix “C”.

It is recommended these works continue annually and some items such as ladder crosswalks, pedestrian crossovers, pedestrian signal modifications and traffic calming be funded through Capital and Operating Budgets.

With the approval of the Transportation Master Plan in 2018, Council approved supporting the principles of Vision Zero.

The basic principles of Vision Zero are as follows:

- No loss of life is acceptable – traffic fatalities and injuries are preventable.
- We all make mistakes – the transportation system should be designed to anticipate error, so the consequences are not injury or fatality.
- We are all responsible for road safety – those of us who design and maintain the roads, those of us who make and enforce the rules of the road, and those of us who use the roads.
- Working together – will contribute to a safer road network.

Staff have prepared the Vision Zero Action 2019-2025 Action Plan which aligns with the City of Hamilton’s 2016-2025 Strategic Plan, 2018 Transportation Master Plan Update and Canada’s Road Safety Strategy 2025 Towards Zero. This Plan is consistent with City of Hamilton policies which call for a safe, balanced, and integrated transportation network that offers a choice of integrated travel modes.

A road safety program to address transportation related injuries and fatalities, needs a multifaceted program that is a coordinated effort amongst various stakeholders. The key action items identified in Appendix “A” and “B” to Report PW19015, were developed through review of best practices, public survey, and public/stakeholder engagement.

The following is a summary of each of the 5 E’s and priority actions for each section.

Evaluation

The evaluation component includes identifying the root causes behind traffic related injuries and fatalities while focusing on methods of collecting, sharing, maintaining, and improving data collection. This evidence-based approach to safety allows for the strategic deployment of effective countermeasures in addressing fatalities and injuries within the transportation network. Enhancing the availability of traffic and collision data is essential to finding programs for use in Engineering, Enforcement, Engagement and Education.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Hamilton Strategic Road Safety Program and Vision Zero Action Plan
2019 – 2025 (PW19015) (City Wide) – Page 7 of 9**

Priority Actions

- Annual collision reporting;
- Leverage technology to identify collision trends and “hot spots” through an open data portal;
- Purchase of the Traffic Safety Module for collision software program which will provide industry standard Safety Performance Functions evaluation of road network and recommend collision counter measures for identified high collision locations; and
- Through the Hamilton Strategic Road Safety Committee, evaluate each fatality collision including field reviews within one week of incident.

Engineering

The Vision Zero approach to safety is to design and operate roads to minimize the impacts of the mistakes made by road users. Considering the increasing trend in active transportation, proactive design approaches, including a review of speed limits, are required to ensure the safe accommodation of all road users. Consistent monitoring of the road network using safety and traffic data will allow for the incorporation of strategic engineering countermeasures in street design, traffic engineering, transportation planning and land use to prevent collisions involving injuries and fatalities.

Priority Actions

- Implementation of neighbourhood speed limit reductions as part of Bill 65;
- Evaluation of network screening priority locations and identifying collision counter measures for 2020 implementation through Capital Budget process;
- Evaluation and review of implementations including two-way conversions; and
- Continued development of cycling and pedestrian networks.

Enforcement

Considering that human error is the main cause of the collisions, efficient and effective law enforcement is necessary in improving roadway safety. The collaborative, data driven Vision Zero process will result in the efficient allocation of limited law enforcement resources for maximized effectiveness.

While redesigning roadways is key to achieving results, traffic enforcement is required to reduce inappropriate driving behaviours. Offences such as distracted driving, speeding, failing to yield to pedestrians, failing to stop on a signal and improper turns all expose vulnerable users to potential catastrophic consequences.

Priority Actions:

**SUBJECT: Hamilton Strategic Road Safety Program and Vision Zero Action Plan
2019 – 2025 (PW19015) (City Wide) – Page 8 of 9**

- Report on the financial and staff impacts to establish a Traffic Enforcement Unit;
- Implement targeted enforcement at high speed, high collision locations and reporting;
- Provide officer training on producing clear, detailed and error free MVC reports; and
- Automated Speed Enforcement Program as part of Bill 65.

Engagement

The Vision Zero engagement program should inspire Hamiltonians to become part of the solution on this journey towards zero fatalities and injuries. It should engage citizens of all ages and support engineering and enforcement initiatives.

Priority Actions

- Expand membership of Hamilton Strategic Road Safety Committee;
- Implement an open data approach to sharing information;
- Develop an interactive Vision Zero website and Road Safety app; and
- Develop a neighbourhood Vision Zero tool kit working in partnership with Environment Hamilton to undertake neighbourhood reviews.

Education

An education plan should be developed every year in consultation with the Hamilton Strategic Road Safety Committee. These identified education programs will primarily focus on issues identified through network screening and enforcement statistics. Education campaigns should continue re-enforcing previous messages that been communicated to ensure continued education for the residents of Hamilton. The education plan must also be flexible to undertake campaigns that are unexpected education opportunities and address unexpected challenges in terms of road safety

- Priority Actions:
- Pedestrian and cycling safety campaign focused on elementary and high school children; and
 - Speeding and distracted driving campaign.

In addition, staff are recommending Secondary Vision Zero Action Items, attached to Report PW19015 as Appendix “B”. These action items are specific to identified causes and actions related to collisions and have been identified by collision analysis and comments from the Hamilton Strategic Road Safety Committee members.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Hamilton Strategic Road Safety Program and Vision Zero Action Plan
2019 – 2025 (PW19015) (City Wide) – Page 9 of 9**

The City of Hamilton has made great strides in traffic safety over the past 5 years and this action plan takes the City to the next level of traffic safety with a focus on analytic collision data analysis and public engagement.

ALTERNATIVES FOR CONSIDERATION

Council has made significant investment into improving road safety for all road users since the re-establishment of the Hamilton Strategic Road Safety Committee and program. The Hamilton Strategic Road Safety Program and this Vision Zero Action Plan aligns with the various Council approved policies as well as the Corporate Strategic Plan.

Recognizing the delayed timing of the report in relation to the budget process and the requirement for a 2019 Tax Operating Budget Amendment, Council could choose to modify the program, through a reduction or increase in funding. Any modifications to the recommended program would require staff to review the impacts to the implementation of the Program and Action Plan.

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Healthy and Safe Communities

Hamilton is a safe and supportive City where people are active, healthy, and have a high quality of life.

APPENDICES AND SCHEDULES ATTACHED

- Appendix “A” – Vision Zero Hamilton 2019-2025 Action Plan
- Appendix “B” – Vision Zero Action Plan – Secondary Emphasis Areas
- Appendix “C” – List of Potential Safety Counter Measures

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.



**VISION
ZERO
HAMILTON**



Hamilton

2019–2025 ACTION PLAN

TABLE OF CONTENTS

	Executive Summary
1	Introduction
3	What is Vision Zero?
4	New Approach
5	Elements of Vision Zero
6	Vision Zero Network
7	Vision Zero Core Elements
8	Success Worldwide
11	Vision Zero in Hamilton
18	Safety Initiatives in Hamilton 2000 – 2012
20	Safety Initiatives in Hamilton 2013 – 2016
22	Vision Zero Action Plan
	▪ Evaluation
	▪ Engineering
	▪ Enforcement
	▪ Education
	▪ Engagement
30	Implementation
31	Conclusion



Executive Summary

The City of Hamilton continues to be an attractive place to live for people moving into the Greater Toronto Hamilton Area, providing a high quality of life, surrounded by the escarpment, and well connected to surrounding areas. It is one of the fastest growing communities in Ontario, playing a role as a key urban node within the GTHA. As a result, roadway utilization, traffic collisions and the safety of all road users have become a growing concern.

On average, there are over 8200 collisions a year in Hamilton (average over a 5-year period from 2013–2017). The majority of these collisions are vehicle-only collisions. However, on average 415 vulnerable road user collisions occur every year and the majority of these collisions result in injury or fatality. Not only are fatalities and severe injuries on the road unacceptable from an ethical perspective, they are also unacceptable from a societal cost perspective.

A safety survey completed as part of this study found that over 90% of Hamiltonians agree or strongly agree that Hamilton's roads could be safer.

The City of Hamilton is already addressing many aspects of road safety through its educational programs and campaigns, as well as its policies. Its commitment to road safety is shown with the re-establishment of the Strategic Road Safety Program (HSRSP) in 2014. However, despite these successes, the City recognizes

that more must be done. In January 2016, City of Hamilton Council directed City staff to provide a comprehensive plan to further improve road safety in Hamilton. Part of this direction was to examine the Vision Zero approach to road safety.

Vision Zero uses a data-based approach to road safety with the goal of reducing traffic-related serious injuries and fatalities towards the only acceptable goal: zero.

The Vision Zero concept originated in Sweden in 1997. Sweden has since experienced the lowest annual rates of road fatalities in the world through 20 years of implementation, resulting in one of the most successful Vision Zero campaigns. Cities across North America have started to adopt this new approach to road safety with measureable success.

The basic principles of Vision Zero are as follows:

- **No loss of life is acceptable** – traffic fatalities and serious injuries are preventable;
- **We all make mistakes** – the transportation system should be designed to anticipate error so the consequences are not serious injury or fatality
- **We are all responsible for road safety** – those of us who design and maintain the roads, those of us who make and enforce the rules of the roads, and those of us who use the roads;
- **Working together** will contribute to a safer road network.

Vision Zero can be achieved by addressing road safety holistically through five main elements (the five E's).

All of the elements need to be implemented in a coordinated and strategic manner to achieve improvements to road safety and to strive towards the goal of zero fatalities and severe injuries on the City of Hamilton's roads.

Evaluation – Identification of key challenges on Hamilton's road network using a data driven approach.

Engineering– Strategic use of resources to improve existing engineering practices and policies, as they pertain to road safety.

Enforcement – Strategic use of enforcement resources in key areas for maximized effectiveness.

Education – Targeted and collaborative campaigns to address safety for all road users.

Engagement – Enhanced community engagement to create a safe roads culture.

In addition to successes worldwide, the Vision Zero approach to road safety is consistent with Canada's

Road Safety Strategy 2025 (Towards Zero: The Safest Roads in the World) and the Ministry of Transportation's (MTO) Vision to be a leader in moving people and goods safely, efficiently and sustainably, and to support a globally competitive economy. It is also consistent with the City of Hamilton's existing plans and policies which call for a safe, balanced and integrated transportation network that offers a choice of integrated travel modes. In particular, Vision Zero will support the City of Hamilton's 2016-2025 Strategic Plan by being an engaging and open program, which embraces the community and supports local prosperity by striving towards a safe, reliable road network. Vision Zero further supports the Strategic Plan by encouraging active modes of transportation – it addresses road safety for vulnerable road users of all ages and abilities, thus reducing Hamilton's carbon footprint while encouraging a healthy lifestyle.

Transportation-related fatalities and serious injuries are multifaceted problems that require a coordinated effort to address. This Action Plan was developed using the five E's to direct this effort. Action items were identified as a result of the review of best practices, input from the Vision Zero engagement program, consultation with City staff from the City of Hamilton Strategic Road Safety Program (HSRSP), and from a collision analysis completed as part of this study. This Action Plan is a fluid plan that will likely evolve as the Vision Zero program develops and as the safety data becomes more targeted to the program's needs.

Implementing a Vision Zero program is a significant undertaking. It will take time, resources, commitment and funding. Changes as outlined in this Action Plan and those forthcoming from an established Task Force, will take time and funding to transform. Collecting and analyzing data is the cornerstone of the Vision Zero approach: more robust data, analyzing and sharing that data can help direct resources where they are most needed and help the City of Hamilton move towards its goal of eliminating serious injuries and fatalities.

The success of this program should be viewed as the benefit it would provide the City as a whole. The vision of zero fatalities or serious injuries on Hamilton roads is ambitious. It will take time. It will take all of us to achieve.



Introduction

The City of Hamilton continues to be an attractive place to live for people moving into the Greater Toronto Hamilton Area, providing a high quality of life, surrounded by the escarpment and well connected to surrounding areas. It is one of the fastest growing communities in Ontario, playing a role as a key urban node within the GTHA. As a result, roadway utilization, traffic collisions and the safety of all road users have become a growing concern.

On average, there are over 8200 collisions a year in Hamilton (average over a 5-year period from 2013– 2017). The majority of these collisions are vehicle-only collisions. However, on average 415 vulnerable road user collisions occur every year and the majority of these collision result in injury or fatality. A safety survey completed as part of this study found that over 90% of Hamiltonians agree or strongly agree that Hamilton’s road could be safer.

In January 2016, City of Hamilton Council directed City staff to provide a comprehensive plan to improve road safety in Hamilton. Part of this direction was to examine the Vision Zero approach to road safety.

Through progressive growth and development, Hamilton is playing a role as a key urban node within the Greater Toronto Hamilton Area





What is Vision Zero?

Data-Based Approach

Vision Zero uses a data-based approach to road safety with the goal of reducing traffic-related serious injuries and fatalities towards the goal of zero. The Vision Zero concept originated in Sweden in 1997 and has since been adopted in countries world-wide, including Canada and the United States.

Vision Zero is based on the following Principles:

No loss of life is acceptable – traffic fatalities and serious injuries are preventable;

We all make mistakes – the transportation system should be designed to anticipate error so the consequences are not serious injury or fatality;

We are all responsible for road safety – those of us who design and maintain the roads, those of us who make and enforce the rules of the roads, and those of us who use the roads; and

Working together will contribute to a safer road network.

Vision Zero uses a data-based approach to road safety with the goal of reducing traffic-related serious injuries and fatalities towards the only acceptable goal: zero.



A New Approach

Vision Zero is a new way of looking at how we deal with collisions on our roads. The Vision Zero way of thinking recognizes that we all make mistakes. Instead of blaming and trying to only correct human behaviour, it focuses on how we can minimize the impacts of our mistakes.

TRADITIONAL APPROACH

Traffic deaths are **INEVITABLE**

PERFECT human behavior

Prevent **COLLISIONS**

INDIVIDUAL responsibility

Saving lives is **EXPENSIVE**

VS

VISION ZERO

Traffic deaths are **PREVENTABLE**

Integrate **HUMAN FAILING** in approach

Prevent **FATAL AND SEVERE CRASHES**

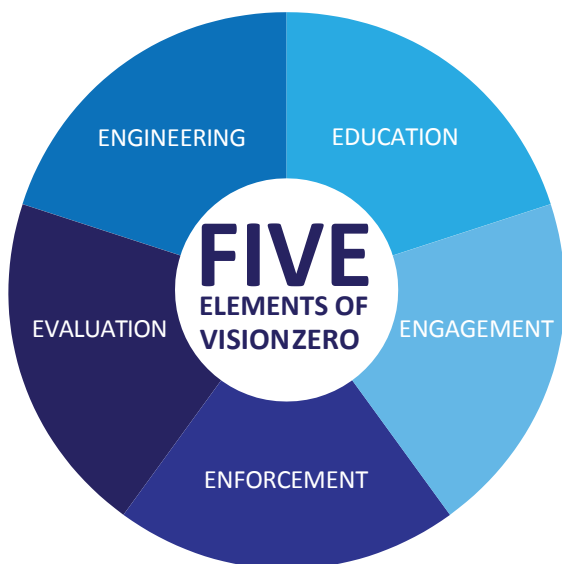
SYSTEMS approach

Saving lives is **NOT EXPENSIVE**

**Vision Zero recognizes we
all make mistakes.**



Elements of Vision Zero



Vision Zero can be achieved by addressing road safety holistically through five main elements.

All of the elements need to be implemented in a coordinated and strategic manner to achieve improvements to road safety and to strive towards the goal of zero fatalities and severe injuries on City of Hamilton roads.

Evaluation – Identification of key challenges on Hamilton’s road network using a data driven approach.

Engineering – Strategic use of resources to improve existing engineering practices and policies, as they pertain to road safety.

Enforcement – Strategic use of enforcement resources in key areas for maximized effectiveness.

Education – Targeted and collaborative campaigns to address safety for all road users.

Engagement – Enhanced community engagement to create a safe roads culture.

Vision Zero Network is an organization that has been established to be a resource for Cities that are committed to Vision Zero.

This Action Plan is being developed under the Core Principles and Elements as defined by the Vision Zero Network and will continue to be further developed as stakeholders are engaged and areas of improvement identified.









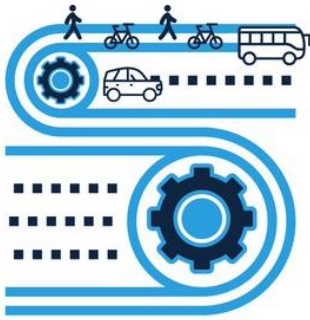
<h3>POLITICAL COMMITMENT</h3> <p>The highest-ranking local officials (Mayor, City Council, City Manager) make an official and public commitment to a Vision Zero goal to achieve zero traffic fatalities and severe injuries among all road users (including people walking, biking, using transit, and driving) within a set timeframe. This should include passage of a local policy laying out goals, timeline, stakeholders, and a commitment to community engagement, transparency, & equitable outcomes.</p> 	<h3>MULTI-DISCIPLINARY LEADERSHIP</h3> <p>An official city Vision Zero Taskforce (or Leadership Committee) is created and charged with leading the planning effort for Vision Zero. The Taskforce should include, at a minimum, high-ranking representatives from the Office of the Mayor, Police, Transportation (or equivalent), and Public Health. Other departments to involve include Planning, Fire, Emergency Services, Public Works, District Attorney, Office of Senior Services, Disability, and the School District.</p> 	
<h3>ACTION PLAN</h3> <p>Vision Zero Action Plan (or Strategy) is created within 1 year of initial commitment and is implemented with clear strategies, owners of each strategy, interim targets, timelines, & performance measures.</p> 	<h3>EQUITY</h3> <p>City stakeholders commit to both an equitable approach to Vision Zero by establishing inclusive and representative processes, as well as equitable outcomes by ensuring measurable benchmarks to provide safe transportation options for all road users in all parts of the city.</p> 	<h3>COOPERATION & COLLABORATION</h3> <p>A commitment is made to encourage meaningful cooperation and collaboration among relevant governmental agencies & community stakeholders to establish a framework for multiple stakeholders to set shared goals and focus on coordination and accountability.</p> 
<h3>SYSTEMS-BASED APPROACH</h3> <p>City leaders commit to and prioritize a systems-based approach to Vision Zero — focusing on the built environment, systems, and policies that influence behavior — as well as adopting messaging that emphasizes that these traffic losses are preventable.</p>	<h3>DATA-DRIVEN</h3> <p>City stakeholders commit to gather, analyze, utilize, and share reliable data to understand traffic safety issues and prioritize resources based on evidence of the greatest needs and impact.</p> 	
<h3>COMMUNITY ENGAGEMENT</h3> <p>Opportunities are created to invite meaningful community engagement, such as select community representation on the Taskforce, broader community input through public meetings or workshops, online surveys, and other feedback opportunities.</p> 	<h3>TRANSPARENCY</h3> <p>The city's process is transparent to city stakeholders and the community, including regular updates on the progress on the Action Plan and performance measures, and a yearly report (at minimum) to the local governing board (e.g., City Council).</p> 	

Photo and Information: Courtesy of Vision Zero Network



VISION ZERO

CORE ELEMENTS

Leadership and Commitment is identified as a key component to any Vision Zero Program. Through the approval of the Transportation Master Plan Update 2018, the City of Hamilton, Mayor and elected officials approved operating under the principles of Vision Zero.

The **Safe Roadways and Safe Speeds** component, have begun to be implemented with neighbourhood speed reductions and the approval of the Complete Street Policy developed by Transportation Planning.

Through this Action Plan, the **Data-driven Approach, Transparency & Accountability** component will be established to direct staff to focus on counter measures for identified trends and patterns involving injury and fatal collisions.



Vision Zero is not a “quick fix” solution program, there will be challenges and require a fundamental shift in thinking to insure traffic safety for all road users is the primary focus. With strong municipal leadership, the City of Hamilton can continue on its path to Vision Zero.

Success Worldwide

Vision Zero has had successes worldwide.

North America is driven by the car and as a result is at great risk of experiencing greater instances of car collisions. The Vision Zero approach, first perfected in Sweden, has proven that reducing fatalities and serious injuries on our roads is not only realistic but achievable.

1

Sweden

Has experienced the lowest annual rates of road fatalities in the world through 20 years of implementation, resulting one of the most successful Vision Zero campaigns.

2

North America

Cities across North America have started to adopt this new approach to road safety with measureable success.

3

City of Edmonton

The City of Edmonton adopted Vision Zero in 2015 with a 5-year road safety improvement plan with the target of 2020 as the safest year in Edmonton. The strategy relies heavily upon an evidence based approach through partnerships with road safety stakeholders, educators, the Office of Traffic Safety, the Edmonton Police Service and the City of Edmonton.

4

City of Toronto

The City of Toronto has developed a five-year Vision Zero Action Plan that identifies and focuses on six main areas of emphasis: pedestrians, school children, older adults, cyclists, motorcyclists, aggressive driving and distraction.



City of San Francisco

- 5** The City of San Francisco is committed to working together through Vision Zero to prioritize street safety and eliminate traffic fatalities by 2024. A comprehensive Transportation-related Injury Surveillance System is being developed under the leadership of a Vision Zero Epidemiologist, using Public Health tools and approaches to get to the root of the problem.

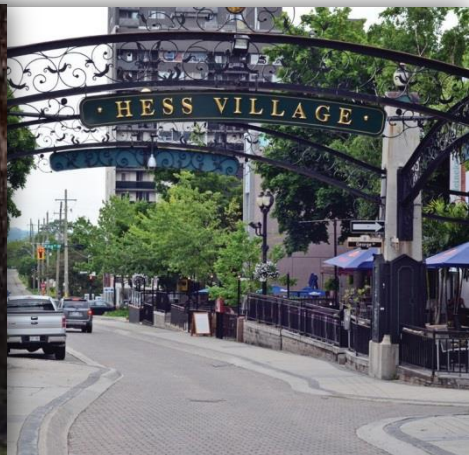
6 City of New York

The City of New York has established a Vision Zero taskforce with community driven initiatives which has have major successes in identifying and engaging the public into solving many of the safety issues on New York streets. These new initiatives have continued to have city wide success resulting in the City of New York having the safest year on record in 2016.

City of Austin

- 7** The City of Austin's goal is to begin reducing traffic fatalities using a two-year plan (2016-2018) and to eliminate transportation-related fatalities and serious injuries by 2025. Vision Zero partners are extensive – this is truly a City-wide initiative. The City of Austin is working to revise transportation policies and criteria with a focus on road safety and complete streets.





Vision Zero in Hamilton

The **Vision Zero** approach to road safety is consistent with Canada’s Road Safety Strategy 2025 (Towards Zero: The Safest Roads in the World) and the Ministry of Transportation (MTO)’s Vision to be a leader in moving people and goods safely, efficiently and sustainably, and to support a globally competitive economy.

It is also consistent with the City of Hamilton’s existing plans and policies which call for a safe, balanced and integrated transportation network that offers a choice of integrated travel modes. In particular, Vision Zero would support the City of Hamilton’s 2016-2025 Strategic Plan which, through extensive public consultation, identified seven priorities.



Community Engagement & Participation

Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.



Our People & Performance

Hamiltonians have a high level of trust and confidence in their City government.



Economic Prosperity & Growth

Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.



Culture and Diversity

Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrated.



Clean and Green

Hamilton is environmentally sustainable with a healthy balance of natural and urban spaces.



Healthy & Safe Communities

Hamilton is a safe and supportive city where people are active, healthy, and have a high quality of life.



Built Environment & Infrastructure

Hamilton is supported by state of the art infrastructure, transportation options, buildings and public spaces that create a dynamic City.

Vision Zero supports the City of Hamilton’s 2016-2025 Strategic Plan priorities by being an engaging and open program, which embraces the community and supports local prosperity by striving towards a safe, reliable road network. Vision Zero further supports these priorities by encouraging active modes of transportation by addressing road safety for vulnerable road users of all ages and abilities, thus reducing Hamilton’s carbon footprint while encouraging a healthy lifestyle.

Vision Zero in Hamilton

Input from stakeholders, including City staff as well as citizens of Hamilton was considered an integral part of developing the Vision Zero Action Plan. As such, a robust and comprehensive engagement program was developed to engage City staff and the community.

This engagement program followed the spirit of the Hamilton Engagement Charter. Elements of the program included a Vision Zero page on the City’s website and a safety survey, which was created to gauge the appetite and demand for a program such as Vision Zero. The survey was opened to Hamiltonians October 7th, 2016 to December 31st, 2016 and resulted in 2,274 responses. The program also included two workshops and an open house, designed to educate and engage City staff and residents on road safety and Vision Zero.

Safety Survey

The results of the safety survey are clear: over 90% of respondents agree or strongly agree that Hamilton roads could be safer, with almost 60% having been involved in a collision.

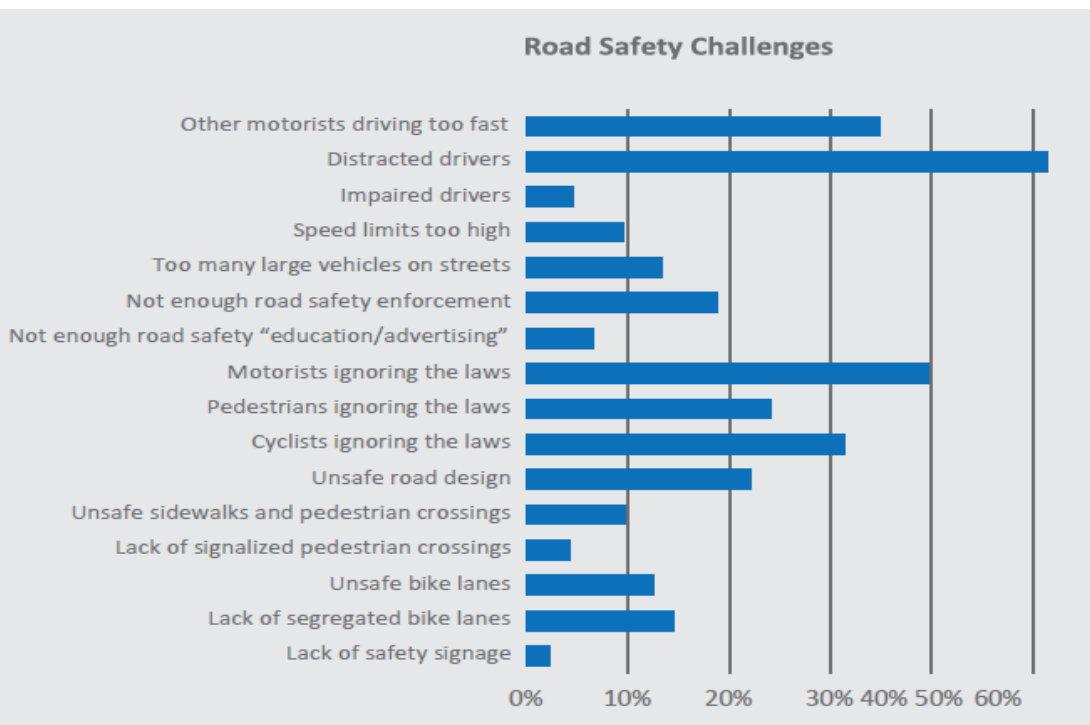
Driving a personal vehicle was found to be the primary mode of daily transportation for respondents, followed by walking, public transit, and lastly cycling.

The survey found that the top challenges faced by road users included distracted driving and road users ignoring the laws, or rules of the road.

Workshops

Vision Zero workshops and an open house were held on November 22, 2016 to engage key stakeholders, including City Staff and the community.

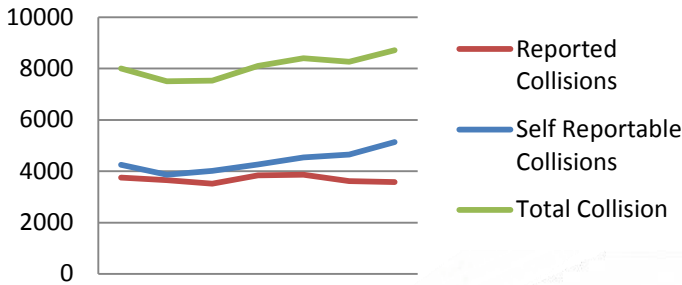
The purpose of this initiative was to introduce Vision Zero, engage invitees in how to implement Vision Zero, and define challenges and opportunities related to road safety in the City of Hamilton. It was intended to, and succeeded in gathering meaningful comments and insights which have been used in the Vision Zero Action Plan.



Collision History

An overview of total collisions from 2011 to 2017 shows that collisions are steadily increasing from year to year. As such, to further understand safety issues and challenges faced by Hamilton Road users, and to pinpoint emerging collision trends, analysis of the collision data between 2013 and 2017 was carried out. The assessment found that on average, from 2013 – 2017, there are approximately 8,200 total collisions a year in Hamilton, 95% of which were vehicle-only.

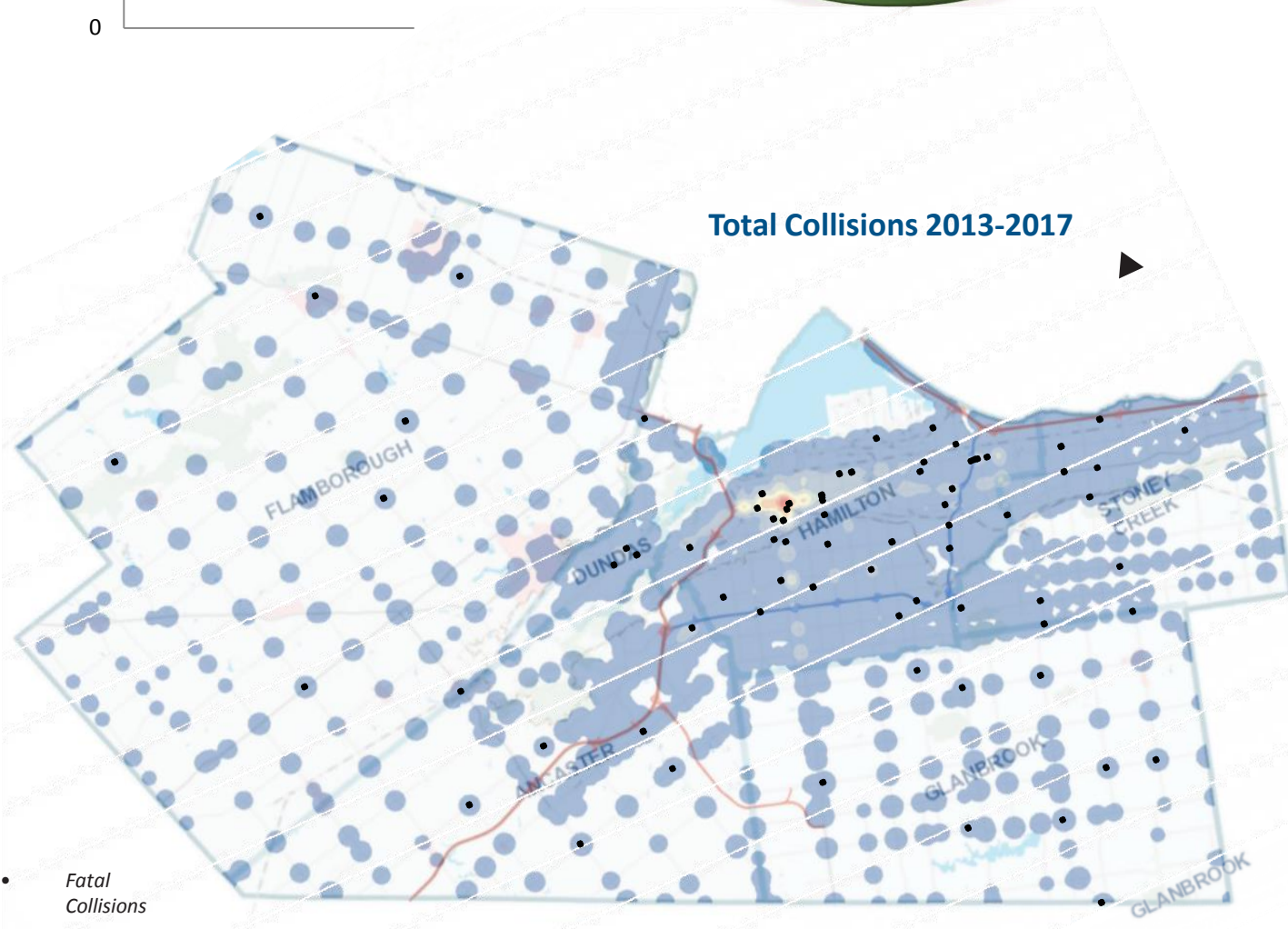
**All Collisions by year
 2011-2017**



Vehicle Only Collisions



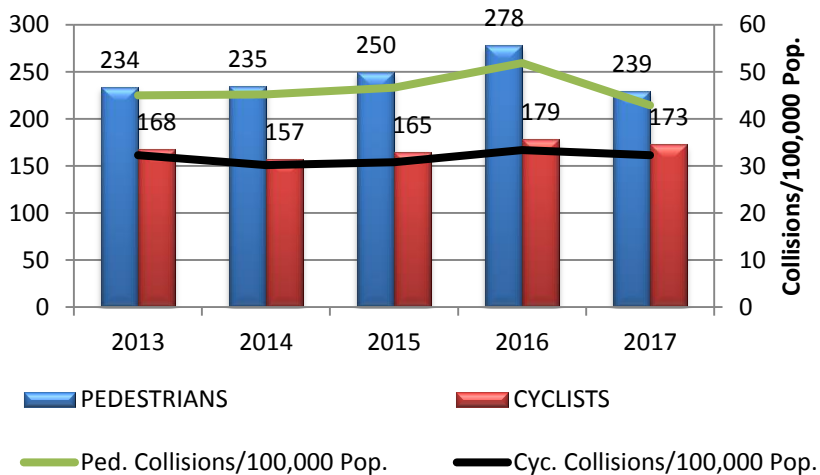
Total Collisions 2013-2017



Vulnerable Road Users

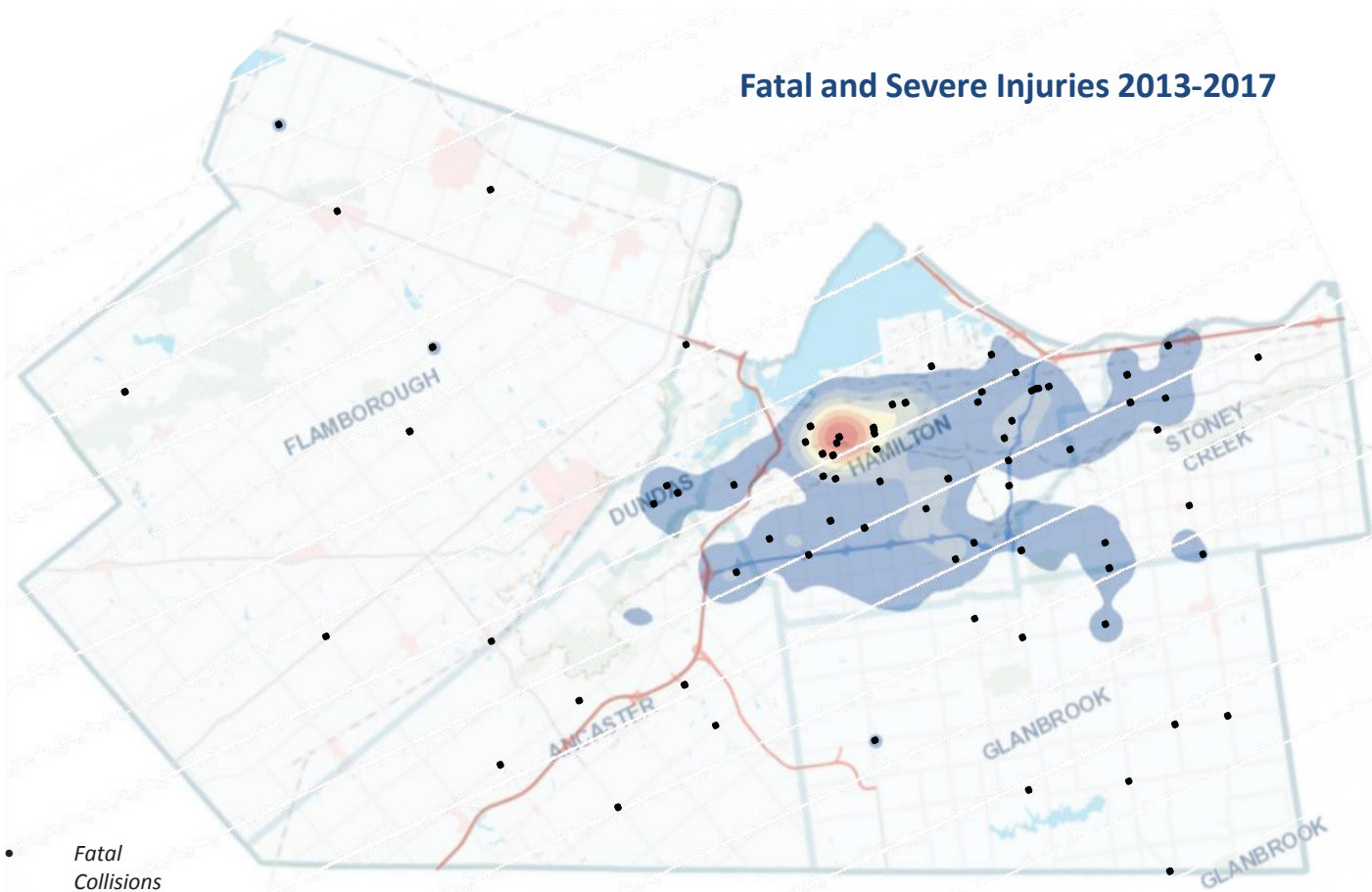
Out of the nearly 8,200 annual collisions, approximately 5% involve vulnerable road users (pedestrians and cyclists).

2013-2017 Pedestrian & Cyclist Collisions per Year

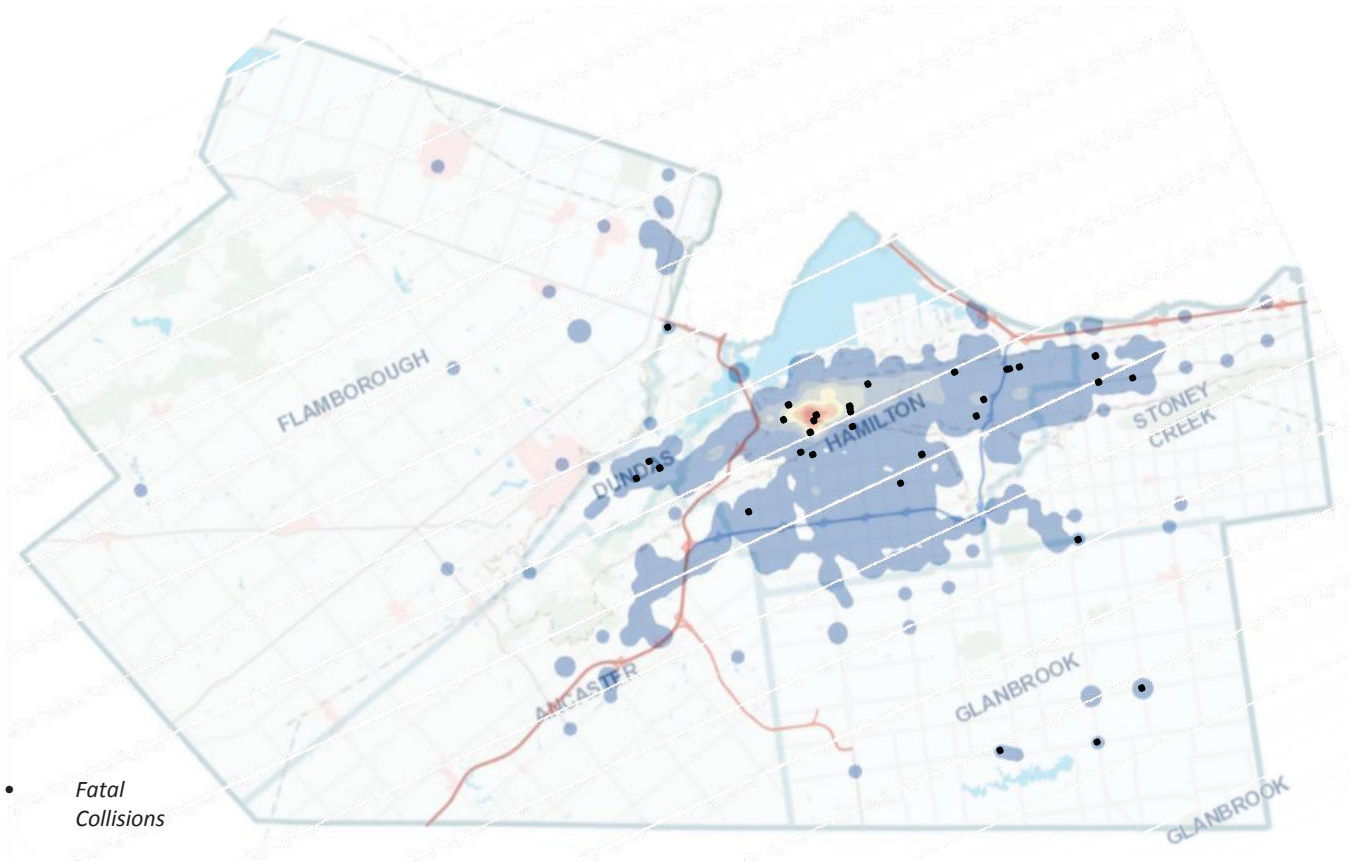


When a vulnerable road user is involved in a collision, a fatality or injury occurs 87% of the time

Fatal and Severe Injuries 2013-2017



Pedestrian and Cyclist Injuries (2013-2017)



Who Is At Risk On Hamilton Roads?

In order to fully understand who is at risk on Hamilton roads, a more detailed assessment was undertaken of injury and fatal collisions involving vulnerable road users. In total, there were 2,078 collisions involving cyclists and pedestrians on Hamilton roads between 2013 to 2017.

These collisions resulted in 1,236 involving pedestrians and 842 involving cyclists on which over 1,750 incidents resulted in injuries. These collisions tragically also resulted in 27 fatalities, 2 cyclists, 25 pedestrians .

Total Collisions Involving Pedestrians & Cyclists 2013-2017



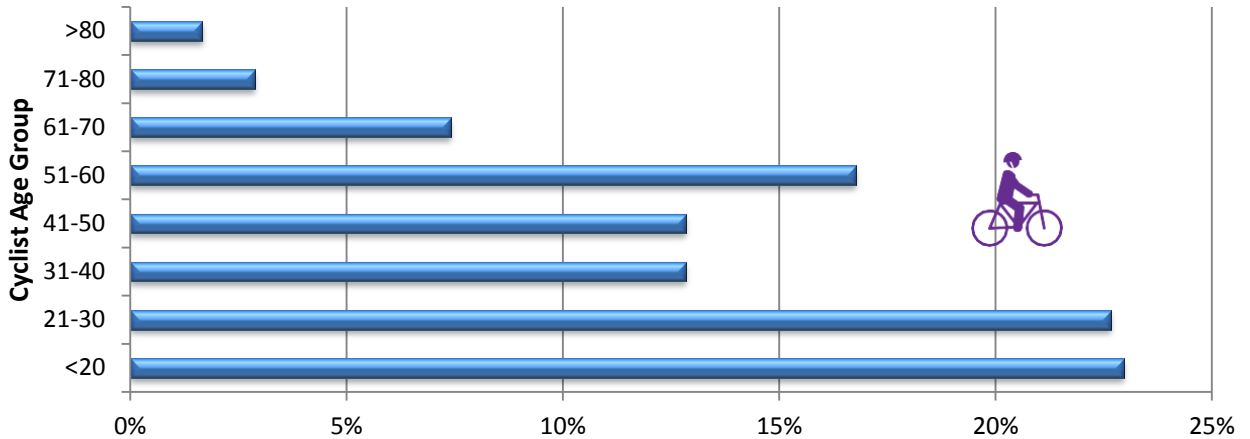
842 collisions



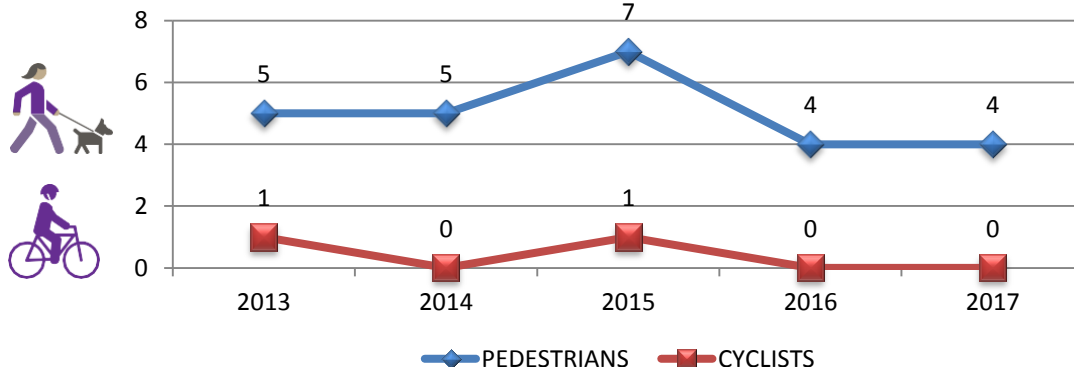
1,236 collisions

**2013-2017
1,700 Injury Collisions**

2013-2017 Cyclist Collisions by Age



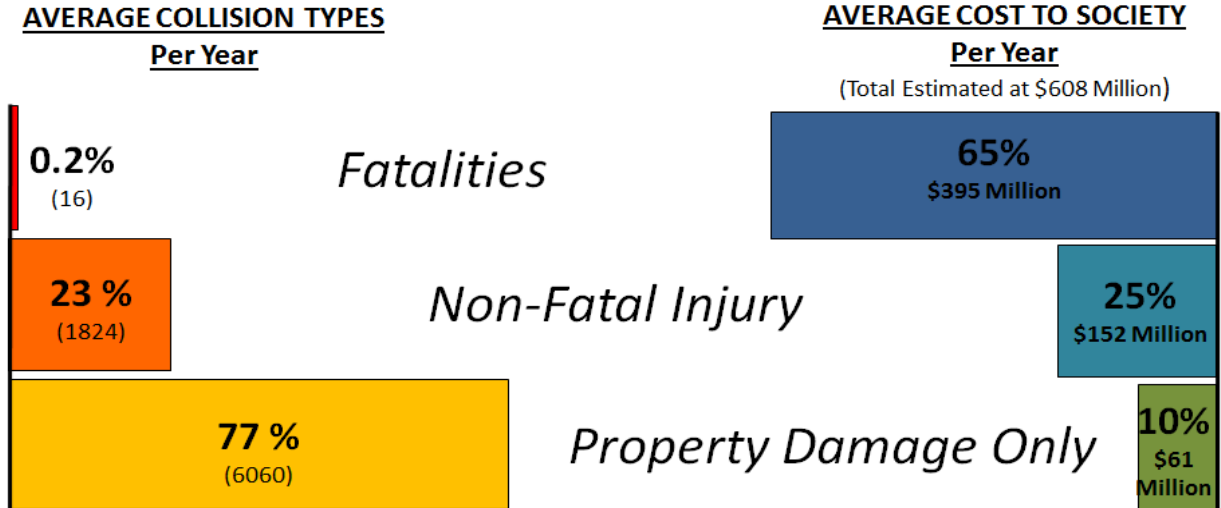
2013-2017 Pedestrian and Cyclist Fatal Collisions



Societal Cost of Collisions

Over the 5-year period from 2011-2015, there was on average 16 fatal collisions a year and over 1800 non-fatal injury collisions. These fatal and injury collisions together represented less than 25% of all collisions in Hamilton over that time period but resulted in approximately 90% of the total collision cost to society.

Not only are fatalities and severe injuries on the road unacceptable from an ethical perspective, they are also unacceptable from a societal cost perspective.



Building On Success

The City of Hamilton is already addressing many aspects of road safety through its many educational programs and campaigns, including Complete, Livable, Better Streets and Neighbourhood 40km/h Speed Limit Reductions. Its commitment to road safety is shown with the re-establishment of the Strategic Road Safety Program (HSRSP) in 2014. This program laid out a plan to tackle road safety by the addition of highly skilled staff and the re-introduction of the Hamilton Strategic Road Safety Committee.

Despite these successes, the City recognizes that more must be done. In January 2016, City of Hamilton Council directed City staff to provide a comprehensive plan to further improve road safety in Hamilton. Part of this direction was to examine the Vision Zero approach to road safety.

This Vision Zero plan ties together the existing initiatives and recommends others by providing an overarching goal to unite the City's transportation safety initiatives.



Safety Initiatives in Hamilton 2000 – 2012

2000

Network Screening Program

A program and process to evaluate collisions on each roadway and rank highest to lowest risk locations based on a weighted scoring system.

2000

Active & Sustainable School Transportation

The Active and Sustainable School Transportation (ASST)'s vision is that Hamilton schools exist in a safe, healthy, and complete community that enable the use of active and sustainable transportation daily.

2000

Red Light Camera Program

This program was Intended to improve road safety by reducing incidents of angle collision at traffic signals. Its revenues are used to fund other safety initiatives.



Safety Initiatives in Hamilton 2000 – 2012

2004

Collision Counter Measure Program (CCM)

As a result of this program, a report titled Hamilton Strategic Road Safety Action Plan was released in 2009. It focused on two primary areas: Aggressive Driving and Vulnerable Users.

Several initiatives resulted from this program including the Red Light Camera program and the Active & Safe Routes to School program.



2007

Hamilton Strategic Road Safety Program

As a result of this program, a report titled Hamilton Strategic Road Safety Action Plan was released in 2009. It focused on two primary areas: Aggressive Driving and Vulnerable Users.

Several initiatives resulted from this program including the Red Light Camera program and the Active & Safe Routes to School program.

Safety Initiatives in Hamilton 2013 – 2016

2013

Ladder Crosswalk Program

To highlight pedestrian crossing conditions and vulnerable users at priority locations



2013

Pedestrian mobility Plan

The City of Hamilton Pedestrian Mobility Plan focuses on rebalancing pedestrian and vehicular mobility on Hamilton's streets by providing for pedestrians needs, while accommodating vehicular traffic within the streetscape.

2014

Establishment of the Hamilton Strategic Road Safety Program

The Mission and Vision of the Hamilton Traffic Road Safety Program is to make roadways throughout the City of Hamilton the safest throughout North America and to address safety for ALL road users, including vulnerable road users such as seniors and children.

2013

Hamilton Helmet Initiative

The HHI is a comprehensive health promotion and injury prevention initiative focused on reducing brain injury by promoting access to helmets, educational and skill-building programming and messaging about using the right helmets and the right fit.



2013

Complete, Livable, Better Streets

The City of Hamilton intends and expects to realize long-term cost savings in improved public health, better environmental stewardship, reduced fuel consumption, and reduced lifecycle costs of motor vehicle infrastructure through the implementation of its Complete, Livable, Better Streets policy. Complete, Livable, Better Streets also contribute to walkable neighborhoods, which can foster interaction, strengthen street-level retail business, create a sense of community pride, and increase safety for all residents. In addition, Complete, Livable, Better Streets will contribute to reducing health disparities between Hamilton's high, middle and low income neighbourhoods.

2014

School Zone Safety Program

The goal is to provide designated safe routes to school, focused on providing children a safer, calmer environment to commute and also to encourage walking and cycling modes of travel compatible with a safer healthy lifestyle.

2014

Dynamic Radar Feedback Sign Program

This program is intended to enhance driver awareness of travel speeds as well as collect valuable traffic data for later analysis. Signs are rotated on a request basis throughout the City for a 4-8 week period per location.

Safety Initiatives in Hamilton 2013 – 2016



2016

New Permanent Traffic Calming Program

A pilot program to remove temporary traffic calming measures and construct permanent features using hard surface materials.

2016

Slow Down, Safety Zone Lawn Sign Program

This is a Hamilton Strategic Road Safety Program collaborative initiative designated to raise awareness about road safety and to remind motorists to drive cautiously on residential streets.



2015

Establish the Hamilton Strategic Road Safety Program

The City of Hamilton along with other stakeholder Municipalities is working with the Provincial Government on an initiative to support a change in legislation to the Highway Traffic Act (H.T.A.) to enable Municipalities to reduce default neighbourhood speed limit on municipal roadways.

A reduction in speed limits on local residential roadways would contribute to improved safety for all road users.

2016

Distracted Driving Campaign

The Just Drive Campaign was launched by the Hamilton Strategic Road Safety committee to address this serious safety concern.

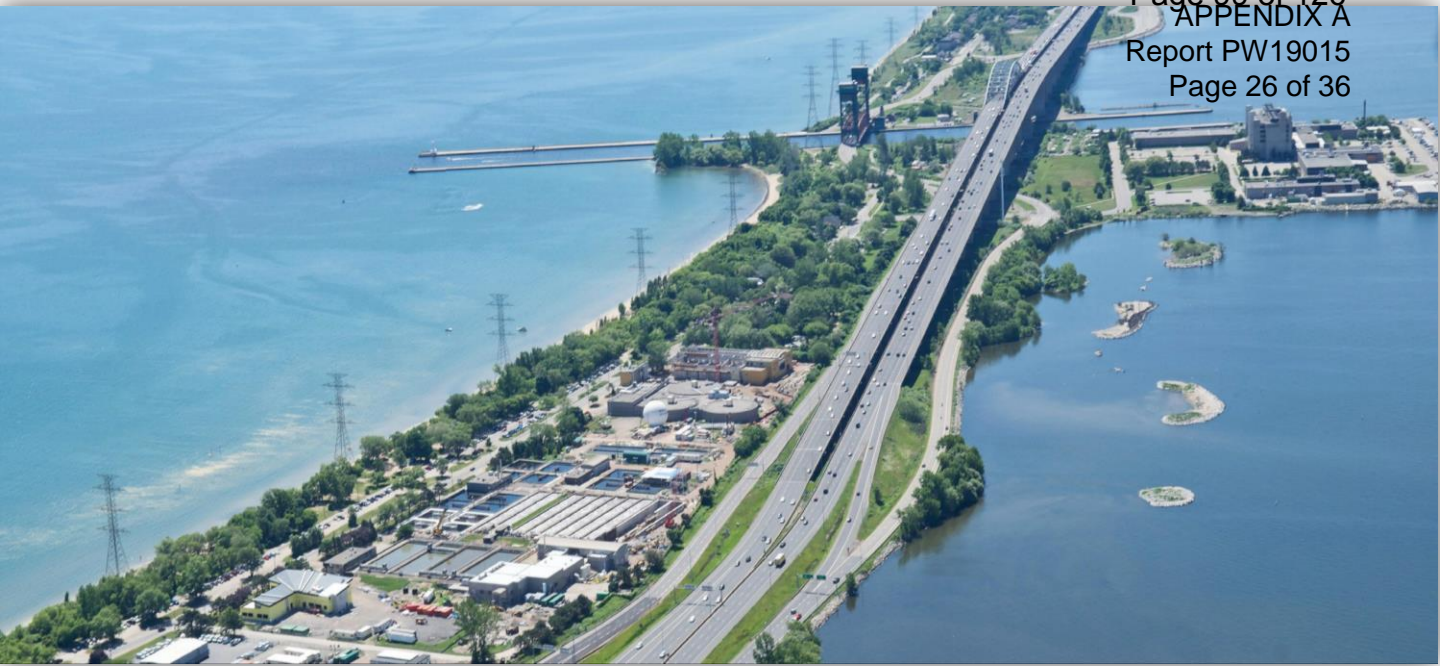


2016

Pedestrian Crossover Program

On January 1, 2016, Bill 31 legislative amendment to the Highway Traffic Act came into effect requiring drivers to stop and yield the entire right of way to pedestrians and school crossing guards at designated pedestrian crossover locations and school crossings. An education program launched by the City is raising awareness about these regulations.





Vision Zero Action Plan

Transportation-related fatalities and serious injuries are multifaceted problems that require a coordinated effort to address. The Vision Zero Action Plan was developed to direct this coordinated effort.

Action items were identified as a result of the review of best practices, input from the workshops and open house, consultation with City staff from the City of Hamilton Strategic Road Safety Program (HSRSP), and from a collision analysis completed as part of this study.

This Action Plan is a fluid plan that will likely evolve as the Vision Zero program develops and as the safety data becomes more targeted to the program's needs.



Evaluation – Identification of key challenges on Hamilton's road network using a data driven approach.



Engineering – Strategic use of resources to improve existing engineering practices and policies, as they pertain to road safety.



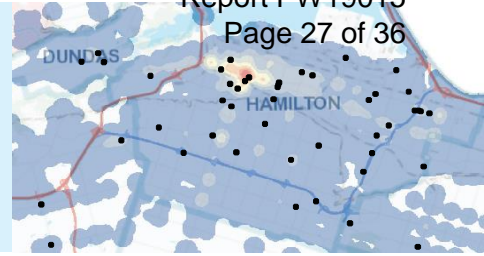
Enforcement – Strategic use of enforcement resources in key areas for maximize effectiveness.



Education – Targeted and collaborative campaigns to address safety for all road users.



Engagement – Enhanced community engagement to create a safe roads culture.



1 Evaluation

Record, monitor, assess and communicate shared data among various stakeholders to determine the trends and success of collisions within Hamilton. Incorporate these emerging trends within ongoing and future Vision Zero initiatives

The evaluation component includes identifying the root causes behind traffic related fatalities and severe injuries while focusing on methods of collecting, sharing, maintaining and improving data collection.

This evidence-based approach to safety allows for the strategic deployment of effective countermeasures in addressing fatalities and serious injuries within the transportation network. Enhancing the availability of traffic and collision data is essential for identifying programs for use in engineering, enforcement, engagement and education.

Evaluation – Key Actions

1. Evaluate the current Collision and Traffic Data Collection Program and make recommendations for improvements in order to identify and report on collision patterns, trends and hot spots.
2. Incorporate all collision reports into the database, and evaluation process, including self-reports.
3. Research innovative ways to monitor and collect data.

4. Coordinate a data-driven program to prioritize high volume/severity collision locations and corridors, as well as collision trends, to strategically focus resources. Identify the need for targeted programs and priority projects. Consider using a cost-benefit analysis to prioritize programs and projects.
5. Through regular reviews, get to the root causes behind traffic related fatalities and severe injuries. This includes a field review of each fatality within a week to assess the conditions/circumstances that led to the occurrence. Follow-up with Hamilton Police Services should also occur, as required.
6. Evaluate the Vision Zero initiatives and programs and recommend any adjustments or new programs using a multi-disciplinary committee within the City to gain a broader perspective of the successes and challenges. Evaluate the effectiveness of the engineering, education, enforcement and engagement programs as a cohesive and collaborative effort.
7. Identify secondary emphasis areas of focus



2

Engineering



Work toward synergizing engineering best practices to encourage safer streets through design with all road users in mind

The Vision Zero approach to safety is to design and operate roads to minimize the impacts of the mistakes we make as road users. Considering the increasing trend in active transportation, proactive design approaches, including a review of speed limits, are required to ensure safely accommodate all road users.

Consistent monitoring of the road network using safety and traffic data will allow for the incorporation of strategic engineering countermeasures in street design, traffic engineering, transportation planning and land use to prevent fatal and severe collisions.

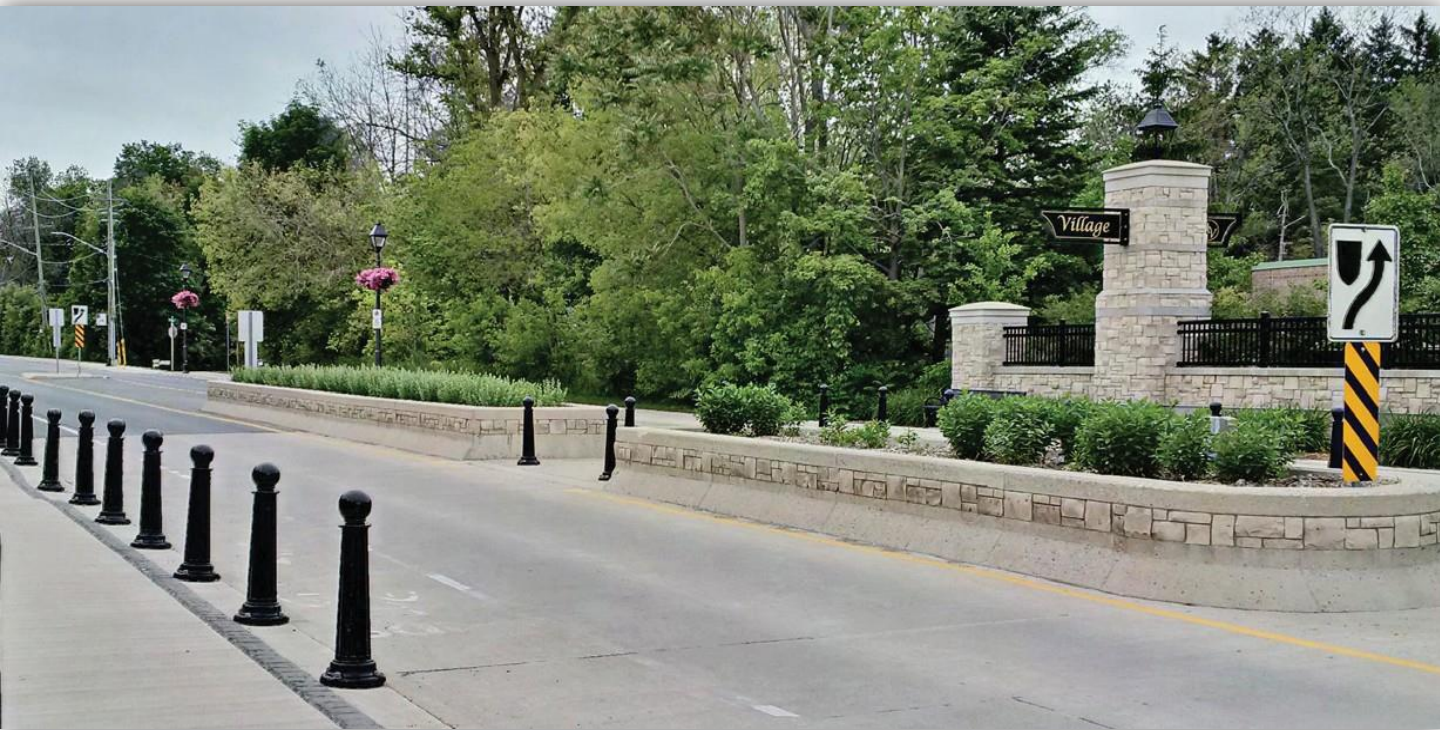
Engineering – Key Actions

1. Clearly identify Roads and Traffic as the City's road authority.
1. Implement five Priority Safety Projects yearly, as identified through the evaluation of collision and safety data.
3. Implement a Safe Speeds Review based on input from the evaluation of collision and safety data and make recommendations.
4. Review Road Maintenance practices, identify areas for improvement (ie. keep cycling and pedestrian facilities clear of snow and ice) and implement changes, as appropriate.
5. Traffic Engineering priority focus to become identified areas of concern through industry standards.
6. Establish a review mechanism within the City to ensure that road safety best practices, complete street, and cycling and pedestrian networks and needs, are implemented on all new or rehabilitation projects, and are integrated as part of all development projects.
7. Investigate opportunities to include cost of collisions in capital works budget / asset management – return on investment for all new and rehabilitation work.
8. Review construction budget practices to ensure safety is incorporated and reviewed for each project. Review projects to ensure funds are available to address identified locations of concerns.
9. Complete a cross-section and design standard review, from a complete streets perspective, and make recommendations for changes to the City's current standards to better support safe speeds, address collision trends and to better accommodate vulnerable road users, including those who are visually impaired. Evaluate traffic calming/speed reduction methods, other design details before implementation.
10. Research safety initiatives related to design, maintenance and operation of roadways and make recommendations for inclusion in the Action Plan.
11. Identify opportunities for changes to City Policies (ie. assess need for New Roadway Classification, evaluate and address current road uses throughout City such as trucking and bike routes).
12. Identify and fill in gaps in the cycling and pedestrian networks.



13. Confirm the issue of secondary incidents occurring due to driver frustration in the event of a road closure. If warranted, review contingency plans for scheduled (construction, special events) and unscheduled (collision, emergency) road closures to address the issue of secondary incidents occurring and make recommendations for improvements.
14. Identify opportunities for changes to policies and legislation related to traffic operations and engineering (ie. making winter tires a requirement).
15. Review the performance of improvements made as part of previous year's Priority Safety Projects and Safe Speeds Review, and apply any "lessons learned" to future projects.

Consistent monitoring of the road network using safety and traffic data will allow for the incorporation of strategic engineering countermeasures in street design, traffic engineering, transportation planning and land use to prevent fatal and severe collisions.



3 Enforcement

Provide clear and focused policing services directed to areas of concern.

Considering that human error is the main cause of fatal and serious injury vehicle collisions, efficient and effective law enforcement is necessary in improving roadway safety. The collaborative, data-driven Vision Zero process will result in the efficient allocation of limited law enforcement resources for maximized effectiveness.

Enforcement – Key Actions

1. Establish a Traffic Enforcement Unit.
2. Implement targeted enforcement at high speed, high collision locations.
3. Provide officer training on producing clear, detailed, Motor Vehicle Collision (MVC) Reports.
4. Establish a protocol for identifying and tracking locations with safety concerns and relaying these concerns to the Vision Zero office.
5. In conjunction with Engagement and Education, develop and implement an education and enforcement program that includes teaching, is community driven, and enforces the rules of the road equally for all road users.
6. Identify the need for, and recommend targeted enforcement and education programs for issues such as distracted driving, speeding, school zone enforcement and parking violations impeding road users.
7. Review Road Maintenance practices, identify areas for improvement (ie. keep cycling and pedestrian facilities clear of illegally parked vehicles) and implement changes, as appropriate.
8. Review current Red Light Camera Program and identify changes to existing locations and additional locations to target, as appropriate.
9. Research other safety initiatives (ghost cars, radar message boards, speed cameras, school bus cameras) and make recommendations.
10. Identify opportunities for changes to policies and legislation related to traffic operations and enforcement.



4 Engagement



APPENDIX A
Report PW19015
Page 31 of 36

An effective Engagement Program will help create a safe roads culture.

The Vision Zero engagement program should inspire Hamiltonians to become part of the solution on this journey towards zero fatalities and serious injuries. It should engage citizens of all ages and support engineering and enforcement initiatives.

Engagement – Key Actions

1. Expand the Hamilton Strategic Road Safety Committee with membership consisting of City departments, external agencies, neighbourhood representatives and committees, private company representatives and external organizations that support road safety.
2. Follow an open data approach in sharing information by enabling the public to make more informed decision resulting in improvement to their lives.
3. Develop an interactive Vision Zero website to provide information to the community, to provide a means for road users to communicate safety concerns, comments, to advertise new Vision Zero programs and initiatives, etc.
4. Leverage Technology to enhance Road Safety and encourage safe driving behaviours.
5. Explore other opportunities to use both conventional and social media outlets in a format the community can relate to or understand.
6. Create a Road Safety Pledge.
7. Create an Engagement Program for the community to promote the program, identify concerns and challenges, as well as successes. Figure out how to engage those who don't want to be engaged. This could include local Vision Zero working groups.
8. Develop a specific road safety program for school-age children (ie. consider bringing back the Safety Village). Consult with school boards, educators, Public Health, as well as the Vision Zero team.
9. Based on the results of the collision analysis completed as part of this study, develop specific road safety programs for various age categories. Consult with community partners, Public Health, as well as the Vision Zero team.
10. Develop and initiate a pedestrian and cyclist road safety programs.
11. Create a Vision Zero Neighbourhood tool kit working in partnership with local community groups.
12. Establish a single point of contact/resource for Vision Zero for both internal Councillors/City staff and the community.

4 Engagement



APPENDIX A
Report PW19015
Page 32 of 36

13. Develop a Community Vision Zero Events program. Consider fund-raising opportunities such as Fun Runs.
14. Coordinate engagement activities with Engineering, Enforcement, Public Health and community groups.
15. Engage other levels of government for financial resources.
16. Require established neighbourhood Vision Zero working Committees to develop full neighbourhood Traffic Calming plans rather than individual street requests.
17. Engage other partners (CAA, business leaders, and insurance companies) for financial or other resources.
18. Engage other levels of government for changes to policy or legislation, as identified through Engineering or Enforcement assessments.
19. Publish Yearly Vision Zero Reports.



5 Education



The education component of this Vision Zero Plan plays a supporting role to the other E's, in particular Engineering, Enforcement and Engagement.

An education plan should be developed every year in consultation with the Vision Zero Task Force and the Hamilton Strategic Road Safety Committee. These identified Education programs will primarily focus on issues identified through Network Screening and Enforcement patterns.

Education campaigns should continue reinforcing previous messages that have been communicated to ensure continued education for the residents on Hamilton.

The education plan must also be flexible in resources to undertake campaigns that are unexpected education opportunities and address unexpected challenges in terms of road safety.



HOW SAFE ARE OUR ROADS?



Implementation

Future resources may be required to implement the Vision Zero Action Plan, however, a number of Action Items are simply a different way of doing business at the City and would have negligible cost implications. For instance, the recommended review mechanism for all new or rehabilitation projects would not have any capital costs. Investigating opportunities to include cost of collisions in capital works budget / asset management would not require significant resources and could ultimately result in cost savings for the City.

In addition, by addressing safety as part of all construction projects and by including it in the planning and design process of all new development, significant cost savings would be realized by not having retrofit an existing condition at a later date.

Cost savings could also be realized to the City's Risk Management by reducing the severity of collisions and therefore magnitude of claims against the City. By reducing fatalities and severe collisions, there would be a significant savings to society as a whole, benefitting all Hamiltonians.

The success of the program can be considered in many different ways. A reduction in number of fatalities and serious injuries would be a clear indicator that the program is effective. However, the success of the program could also be seen with respect to how changing engineering practices and reducing fatalities and serious injuries would reduce overall costs to the City.

Finally, success can also be considered in terms of public response to the program and confidence that the City is making the safety of all road users a priority.





Conclusion

Implementing a Vision Zero Action Plan is a significant undertaking. However, based on the Safety Survey completed as part of this study, there is a clear perception by Hamiltonians that the City roads could be safer; this is confirmed by the collision data.

Based on a review of existing best practices, a rigorous consultation program, and an analysis of the available collision information, an Action Plan was developed for the City of Hamilton.

This plan should be considered fluid and will likely evolve over time. The success of this program should be viewed as the benefit it would provide the City as a whole.

The vision of zero fatalities or serious injuries on Hamilton roads is ambitious. It will take time. It will take all of us to achieve.



Vision Zero Action Plan Secondary Emphasis Areas #1 – Aggressive Driving

Performance Measures <ul style="list-style-type: none"> ▪ Number of aggressive driving collisions ▪ Number of aggressive driving violations/warning issued ▪ Number of red-light camera locations ▪ Operating speed reduction 				Aggressive Driving: is defined as operating a motor vehicle in a manner that is considered selfish, pushy, impatient and often unsafely in that it directly affects other drivers	
				<ul style="list-style-type: none"> ▪ Disobey Traffic Control ▪ Exceed Speed Limit 	<ul style="list-style-type: none"> ▪ Follow Too Close ▪ Improper Passing ▪ Improper Turns
Program	Lead Agency	Support Team	Action Description	Historical Effectiveness	Maintain, Enhanced or New
Aggressive Drivers Hot Line (A.D.H.L.)	Police Services	<ul style="list-style-type: none"> ▪ Public Health ▪ Safe Communities Coalition 	Phone number that citizens can call to report offenders. Review how ADHL can be more effective and efficient.	No information available.	Enhanced
Bus Watch	Police Services	<ul style="list-style-type: none"> ▪ HW Catholic School Board ▪ HW District School Board 	Reporting system for school bus drivers to report people that violate the School Bus Safety Laws. Warning letters are sent and serious violators are charged.	No information available.	Maintain annually
High Visibility Enforcement	Police Services	<ul style="list-style-type: none"> ▪ Communications ▪ Public Health ▪ Traffic Engineering 	Focus on high collision areas and roadways with identified high operation speed. Divisional Crime managers to incorporate monthly traffic statistics into their traffic deployment focus.	High-visibility aggressive driving enforcement can be effective.	Enhanced
Increased Penalties for Chronic Speeders and Aggressive Drivers	Police Services	<ul style="list-style-type: none"> ▪ MTO ▪ External Road Safety Committees ▪ Traffic Engineering 	Changing the Highway Traffic Act to increase the penalties. Consider use of Community Safe Zone designations for identified high operation speed roadways	Believed to be effective, but no effectiveness information available.	New

Program	Lead Agency	Support Team	Action Description	Historical Effectiveness	Maintain, Enhanced or New
Develop Just Drive Campaign and Speed Kills Campaign	Communications	<ul style="list-style-type: none"> ▪ All 	Implement various initiatives to address driver behavior, surveys, challenges, and pledges.	No information available.	Enhanced
Speed Watch/Road Watch	Police Services	<ul style="list-style-type: none"> ▪ Public Works 	Portable Electronic boards which display motorists' speed as they pass. Program offered to residents and recording of information which results in warning letters to registered owners who exceed speed limits.	Electronic boards have been shown to be an effective tool for short-term speed control.	New
Summer Safe Program	Police Services	<ul style="list-style-type: none"> ▪ Public Health ▪ Public Works 	Enforcement initiative that focuses on equipment (lights, tires, horn, seatbelts) and impaired driving during July and August. Includes R.I.D.E. spots.	20% estimated reduction in impaired driver collisions estimated because of the R.I.D.E. component.	Enhanced
Red Light Cameras	Public Works	<ul style="list-style-type: none"> ▪ Police Services 	Minimum 5 locations per year, consider future options of full operations city wide and impacts. Focus on high collision locations.	RLC Locations having a positive impact, full evaluation of system is required.	Maintain
Educational and Mass Media Campaigns	Police Services	<ul style="list-style-type: none"> ▪ Public Works ▪ Seniors Advisory Committee ▪ Public Health ▪ Police Services 	Mass media campaigns on radio, television, newspapers, social media to promote a change in driving behavior. Look at attending community events.	Education campaigns having a positive impact in the reduction of collisions, must work in conjunction with other initiatives.	Enhanced

Vision Zero Action Plan Secondary Emphasis Areas #2 – Intersections

Performance Measures <ul style="list-style-type: none"> ▪ Number of intersection related collisions ▪ Number of implemented counter measures ▪ Enforcement operations ▪ Number of red-light camera locations 				Intersection Collisions: represent collisions occurring within an intersection area if it involves vehicles waiting at or proceeding towards the intersection regardless of the distance from the intersection.	
				<ul style="list-style-type: none"> ▪ Disobey Traffic Control ▪ Vulnerable road user incidents 	<ul style="list-style-type: none"> ▪ Incidents involving turning vehicles
Program	Lead Agency	Support Team	Action Description	Historical Effectiveness	Maintain, Enhanced or New
Add Left-turn Lanes	Public Works Traffic Engineering	<ul style="list-style-type: none"> ▪ Asset Management ▪ Construction Services 	Provide dedicated left-turn lanes on existing or reconstructed roadways. Identify priority list of locations that require dedicated turn lanes.	Improved safety and operations	Enhanced
Improve Signal Operations	Public Works		Improve signal operations (i.e. phasing, timings, traffic responsive control, etc.) to improve traffic flow	Reduces the triggers which contribute to aggressive driving.	Enhanced, Complete 20% retiming of Hamilton traffic signal system yearly
Improve Visibility of Signal Heads and Street Name signs	Public Works		Includes increasing signal lens and sign size, install new backboards, add reflective tape to existing backboards, and/or installing additional signal heads.		Maintain
In-Service Road Safety Reviews	Public Works	<ul style="list-style-type: none"> ▪ Police Services ▪ Public Health ▪ School Boards 	Conduct safety reviews of high collision intersections and implement recommendations.	Variable and dependent on problem and mitigating measures.	Enhanced
Install Dilemma Zone Detection	Public Works		Extends the yellow or red signal phase for vehicles caught in the dilemma zone. Will require video detection and support from ATMS		New

Program	Lead Agency	Support Team	Action Description	Historical Effectiveness	Maintain, Enhanced or New
Paint Curb Cuts	Public Works	<ul style="list-style-type: none"> ▪ Advisory Committee for People with Disabilities 	Paint curb cuts in order to assist visually impaired pedestrians.		New
Prohibit or Protected turns at Intersections	Public Works	<ul style="list-style-type: none"> ▪ Emergency Services ▪ Police ▪ Services 	Restricting turning movements reduces the number of potential conflicts and incidents with pedestrians		Enhanced
Provide Protected/advanced Pedestrian crossing Phases	Public Works		Provide modifications to improve safety for pedestrian crossings.		Enhanced
Roundabouts for New and Revised Intersections	Public Works	<ul style="list-style-type: none"> ▪ Planning ▪ Public Health 	Compared to intersections, roundabouts reduce the number conflicts and the frequency of angle collisions.	Reduction in all collisions at converted signalized intersections. ⁱ Reduction in injury and fatal collisions at converted signalized intersections. ⁱ	Maintain
Media Campaign on Intersection Safety	Communications	<ul style="list-style-type: none"> ▪ ALL 	Provide Education for all road users.		Maintain

Vision Zero Action Plan Secondary Emphasis Areas #3 – Vulnerable Roads Users

Performance Measures <ul style="list-style-type: none"> ▪ Number of pedestrian collisions ▪ Number of cyclist collisions ▪ Number of motorcycle collisions ▪ Number of improved intersections ▪ Number of pedestrian crossover locations and protected cycling infrastructure implemented ▪ Number of schools completed 'Safe Routes to School' Plans and implementing bicycle safety training 				Vulnerable Road Users: do we need to define, as was done in #1 and #2? Vulnerable road users involved in collision incidents are 90% more likely to incur injuries.	
Program	Lead Agency	Support Team	Action Description	Historical Effectiveness	Maintain, Enhanced or New
Active & Safe Routes to School	Public Health	<ul style="list-style-type: none"> ▪ HW Catholic School Board ▪ HW District School Board ▪ Public Works ▪ Police Services 	Continued promotion of active modes of transportation for school trips. Also addresses school zone safety. Investigate enhancements to program to make schools and residents more aware of program. Review Technology that can assist in providing easy access to school with SRTS. Evaluate effectiveness of existing program.	School Travel Planning is an identified Best Practice and supported by City Council and School Boards	Enhanced
Bikes, Blades & Boards Program	Public Health	<ul style="list-style-type: none"> ▪ HW District School Board ▪ HW Catholic School Board ▪ Hamilton Police Services 	Program (administered by Hamilton Health Sciences Acquired Brain Injury Program) which targets Elementary students with education about the importance of wearing helmets for wheeled activities and includes helmet fitting.		Enhanced
Seniors Walking Education Class	Public Health	<ul style="list-style-type: none"> ▪ Public Works ▪ Hamilton Police Services 	With growing Senior population, host workshops in the community to educate Seniors on safe walking both in and outside of the home		New
Community Coalition Cycling & Wheeled Activities	Public Health	<ul style="list-style-type: none"> ▪ Public Works ▪ Police Services 	Representation from agencies, community groups in Hamilton working to promote use of gear (helmets, other protective gear) for cycling, inline skating, skateboarding, etc.		Enhanced

Program	Lead Agency	Support Team	Action Description	Historical Effectiveness	Maintain, Enhanced or New
Safe Kids Canada's Safe Kids Week	Public Health	<ul style="list-style-type: none"> ▪ Police Services ▪ HW District School Board ▪ HW Catholic School Board ▪ Seniors Advisory Committee 	National dedicated week focusing on child pedestrian safety combined with 3 days of "all hands-on deck" enforcement of zero tolerance of speeding in school zones. "Think of Me" cards which will be hand drawn by Hamilton School Children and distributed to all drivers who received a ticket during the increased enforcement blitz during this week.		Enhanced
Thinkfirst Assembly Presentations	Public Health	<ul style="list-style-type: none"> ▪ HW Catholic School Board ▪ HW District School Board 	Interactive assembly presentations to Elementary school children. Includes pedestrian and cycling safety.		New
Thinkfirst Binder Distribution to Schools	Public Health	<ul style="list-style-type: none"> ▪ HW Catholic School Board ▪ HW District School Board 	This project has produced binders with injury prevention content for grades kindergarten through grade 8. Binders have been distributed to every public and Catholic school in Hamilton. Includes material on pedestrian, vehicular and cycling safety		
Identify Main Pedestrian Routes and Ensure Sidewalk Continuity and Crossing Safety at Intersections and Mid-block	Public Works		Requires development of a sidewalk inventory for asset management.		New
Improve Signal Timing	Public Works		Improved signal timing to reduce potential for conflict.		Enhanced
Install Pedestrian Countdown Signal Heads	Public Works		Signal heads for pedestrians providing time in seconds for crossing.		Maintain

Program	Lead Agency	Support Team	Action Description	Historical Effectiveness	Maintain, Enhanced or New
Plan and Implement Cycling Routes Through the City	Planning	<ul style="list-style-type: none"> ▪ Public Works 	Construction of dedicated lanes for bicycles as per Cycling Master Plan. Develop 5-year implementation plan. Identify areas for dedicated protected lanes.		Enhanced
Cyclemania	Police Services	<ul style="list-style-type: none"> ▪ Public Health ▪ Public Works 	Education program at playgrounds and summer camps for children age 6-12 on the rules of the road and bicycle safety.		Maintain
Campaign Events	Public Health	<ul style="list-style-type: none"> ▪ All 	Partake in National and International dedicated dates, ex. Bike to School Week, Walk to school Day, etc.		New
Kids Safety Program	Police Services	<ul style="list-style-type: none"> ▪ HW District School Board ▪ HW Catholic School Board ▪ Public Health 	Reintroduction of “Elmer the Safety Elephant” combined with flags to raise awareness of road safety in school children in grade 2 and under.		New

Vision Zero Action Plan Secondary Emphasis Areas #4 – Young Drivers

Performance Measures				Collisions involving young drivers between the ages of 16 and 25.	
<ul style="list-style-type: none"> Number of collisions involving young drivers 					
Program	Lead Agency	Support Team	Action Description	Historical Effectiveness	Maintain, Enhanced or New
Assist Adults in Managing Teen Driving	Public Health		Develop and make available 'teen sensitive' young driver information for parents.		New
C.H.A.T. (Community Hospitals Against Trauma)	Public Health	<ul style="list-style-type: none"> HW Catholic School Board HW District School Board 	Communities and Hospitals Against Trauma (administered by Hamilton Health Sciences- Trauma Program- Public Health does not oversee this program but does actively promote it). This program targets high-risk youth and introduces them to the aftermath of aggressive or impaired driving. The program consists of a mock trauma conducted in hospital with debriefing afterwards and/or in-school presentation with a "survivor" of a trauma injury.		Maintain / Enhance if Needed
Youth Summit	Public Health	<ul style="list-style-type: none"> HW Catholic School Board HW District School Board Police Services 	This is the revised version of the Party in the Right Spirit Program, with the goal to reduce the harm associated with risk behaviours in youth using a youth engagement approach. The program is attended by student leaders and teachers and is open to all Hamilton High Schools, including private schools.		New
Media Campaigns Directed at Young Drivers	Communications Subcommittee	<ul style="list-style-type: none"> Public Health 	Educate young drivers on the perils of impaired driving, aggressive driving and not wearing seat belts		New

Vision Zero Action Plan Secondary Emphasis Areas #5 – Collision Data Improvements

Performance Measures <ul style="list-style-type: none"> ▪ Number of collisions ▪ Access to data ▪ Initiatives implemented 					
Program	Lead Agency	Support Team	Action Description	Historical Effectiveness	Maintain, Enhanced or New
Enhance Safety Data Collection on Rural Roads	Public Works		Develop a roadway inventory / asset management database.		New
Link Traffic Database to GIS	Public Works	<ul style="list-style-type: none"> ▪ Police Services 	Linking across traffic volume, roadway assets, and GIS allowing graphic analysis of collision trends. Implement Public portals for access by public.		New
Review Collision Reporting Centres Data	Public Works	<ul style="list-style-type: none"> ▪ Police Services 	Ensuring Q/C of data prior to inputting.		Maintain
Improve Collision Data Collection and Consistency	Police Services	<ul style="list-style-type: none"> ▪ MTO ▪ Public Works 	Make presentations to enforcement explaining how collision data is used by agencies to improve safety.		Maintain

List of Potential Safety Countermeasures

The following list of potential safety countermeasures is provided in order to assist staff in addressing identified safety concerns throughout the City of Hamilton. The most comprehensive resource is the Federal Highway Administration's (FHWA) Crash Modification Factors Clearinghouse, a database of studies on most safety countermeasures.

This list does not reflect details about the feasibility or appropriateness of a proposed countermeasure for a specific location. Location-specific constraints and existing facilities must be considered when determining the most appropriate countermeasure for a given location.

Signals

Pedestrian Countdown Heads: Signal head that provides pedestrian countdown, as opposed to traditional WALK/ DON'T WALK signal head.

Flashing Beacons (includes Rectangular Rapid Flash Beacons – RRFB): Flashing beacons highlighting stop signs, warning signs, pedestrian crossings and school zones through the addition of a flashing light. RRFB's provide a high visibility, brighter strobe-like flashing frequency.

Leading Pedestrian Phase/Leading Pedestrian Intervals: Traffic signals timed to allow pedestrians a short head start in crossing the intersection to minimize conflicts with turning vehicles.

Protected/Permissive Left-Turn Phasing Conversion: Protected left-turn phasing provides an exclusive phase for left-turning vehicles to enter the intersection separate from any conflicting vehicle or pedestrian movements. Permissive/protected left-turn phasing provides the exclusive left-turn phase in addition to a phase permitting left turns simultaneously with conflicting through movements.

Signal Timing Improvements: Modified signal cycle lengths and co-ordination, longer walk intervals.

Pedestrian Detection to Extend Crossing Time When a Pedestrian is Detected Within the Intersection: Sensors or push buttons that detect when pedestrians are present in a crossing and automatically increase crossing time when necessary.

Pedestrian Scrambles/Exclusive Pedestrian Phasing: Restricts all vehicular movements to provide an exclusive signal phase allowing pedestrians to cross in all directions, including diagonally.

Accessible Pedestrian Signals (APS): Pedestrian signals that provide audible or tactile cues to aid visually or cognitively impaired pedestrians in safely crossing the street.

New Traffic Signals: Traffic signal installed at previously unsignalized intersection.

Optimize Signal Timing for Bicyclists: Signal timing optimized for bicyclist speeds, reducing number of times bicyclists encounter red signals along a stretch of road.

Signal timing changes have been shown to reduce pedestrian and bicyclist injury collisions by 37%.

Additional countermeasures: The following countermeasures are currently being used in various municipalities throughout North America, but research is not yet available to indicate their effectiveness in reducing bicycle collisions.

- Bicycle Signal Detection (Push Button, Loop Detector)
- Bicycle Scramble
- Bicycle Signal Heads
- Leading Bicycle Interval
- Separate Bicycle Signal Phase

Geometrics

Painted Medians: Pavement striping that separates lanes of traffic but does not provide a raised surface.

Raised Pedestrian Crossing/Raised Crosswalks/Speed Tables and Raised Crosswalks: Pedestrian crossings that are elevated to the level of the sidewalk, with ramps on each vehicle approach.

Corner Bulb Outs and Curb Extensions: Raised devices, usually constructed from concrete and/or landscaping, that reduce the corner radius or narrow the roadway in order to reduce traffic speeds and shorten crossing distances.

Intersection Conversion to Roundabout: Roundabout installed at a previously unsignalized intersection or to replace a former traffic signal. Roundabouts are large circular islands, placed in the middle of an intersection, which direct flow in a continuous circular direction around the intersection.

Refuge Islands/Raised Median/Pedestrian Refuge Islands: Curbed sections in the center of the roadway that are physically separated from vehicular traffic. Raised medians or refuge islands shorten crossing distances across wider roadways.

Closed Crosswalk Removal/New Crosswalks: Removal of existing crosswalks, or installation of new crosswalks.

On-Street Parking Reconfiguration: Removing on-street parking near intersections and driveways, or reconfiguring parking to minimize conflict points with bicyclists.

Roadway Cross Section Reduction (Road Diet): Reduction in number of travel lanes in roadway.

Separated Bike Lane (Cycle Track): Designated bicycle lanes, separated from vehicle traffic, by a physical barrier, usually bollards, landscaping, parked cars, or through elevated separation.

Separate Shared-use or Bicycle Path: Off-street path, either for exclusive use by bicyclists or both bicyclists and pedestrians, usually with minimal street crossings, and designated by signs and/or pavement markings.

Wide Curb Lane: Provision of a wider curb lane that accommodates bicyclists and vehicles, where a dedicated bike lane or other bicycle facility is not possible.

Traffic Diverters: Physical barrier placed diagonally across an intersection, which restricts the flow of vehicular traffic, but allows for pedestrians and bicyclists to cross the intersection.

Additional countermeasures: The following countermeasures are currently being used, but industry research is limited to indicate the effectiveness in reducing collisions.

- Lane Narrowing
- Rumble Strips
- Paved Shoulder
- Curb Radius Reduction
- Mini-Circles
- Chicanes
- Full or Partial Street Closures

Signs, Markings, Regulatory

Intersection Lighting/Crosswalk Lighting: Lighting between the crosswalk and oncoming vehicles, usually beginning 3 to 4 metres before the crosswalk.

Segment Lighting: Quality and consistent placement of streetlights for drivers, as well as pedestrian scale lighting for sidewalks.

Right Turn on Red Restriction: Right turns prohibited on red to reduce conflicts between pedestrians and right-turning vehicles.

Left Turn Restriction: Left turns prohibited to reduce conflicts between pedestrians and left-turning vehicles.

Parking Restriction Near Intersections: Parking spaces removed near crossing locations to allow for improved sightlines for both pedestrians and drivers.

Pavement Friction (Textured Pavement): Textured pavement or a textured overlay on pavement to provide additional cues to drivers that they are reaching a pedestrian crossing, or other key area such as a tight radius corner.

High-Visibility Crosswalk: Distinct pavement markings, such as a continental, zebra or ladder pattern, or a reflective inlay or thermoplastic tape.

Pedestrian Warning Signage: Signs such as “Yield Here to Pedestrians” or “Stop Here for Pedestrians” that can be placed at the roadway surface level in advance of the crosswalk, on posts, or overhead.

Shared Bus-Bike Lane: Lanes designated for use only by public transit buses, bicycles and usually right-turning vehicles.

Shared Lane Markings: Pavement markings on travel lanes, also called a sharrow, which indicate that the road space should be shared between bicycles and vehicles.

Bike Lanes: Five to seven foot wide designated lanes for bicyclists adjacent to vehicle travel lanes, delineated with pavement markings.

Warning and Regulatory Signs for Drivers (“Share the Road,” “No Parking in Bike Lane”): Posted signs that provide warning and regulatory messages alerting drivers to the presence of bicyclists and shared roadway facilities.

Buffered Bike Lanes: Designated lanes for bicyclists, 1.2 to 1.5 metres wide, separated from vehicle travel lanes and/or parked cars by pavement markings, usually 1 metre wide and with a double-line, chevron or diagonal line pattern.

Bike Box: Designated area for bicycles to wait at red traffic signals in front of queuing vehicles, usually marked with green pavement, with the intent of reducing delay at signals, increasing visibility of bicyclists, and in some cases, facilitating left-turn positioning for bicyclists.

Green Colored Pavement Markings: Green markings, created with paint, epoxy, thermoplastic, or colored asphalt, used to designate bike lanes, cycle tracks, bike boxes, conflict zones or intersection crossings.

Speed Control Measures, Miscellaneous

Speed Limit Reductions: Speed limit reductions performed street by street or implemented as part of a speed reduction zone (often found near schools and parks) or bicycle boulevard program.

Speed Tables, Humps, and Cushions: Asphalt protrusions 30-40 cm high that extend the width of the roadway, varying in length depending on type. Speed humps are rounded, while speed tables have a flat top.

Portable Speed Trailer/and Radar Speed Display Signs: Portable speed trailers that display the speed limit as well as the speed of the approaching vehicle in real-time, and in some cases have changeable message display boards.

Hazard Identification and Response Program: Publicly-run program that allows for two-way communication between jurisdictions and the public, including temporary signage alerting bicyclists to potential hazards, as well as technology solutions that allows the public to submit real-time information (often via cell phone) on hazards, such as debris in the road.

Red Light Camera's: Use of digital camera's at locations with identified collision concerns and specifically angle collisions that potentially occur as a result of motorists running a red signal.

Automated Speed Enforcement: Use of digital cameras at locations identified with high operational speeds or community sensitive areas, schools, parks, senior centers, heavy pedestrian areas.

7.1

**CITY OF HAMILTON
MOTION**

General Issues Committee: February 28, 2019

MOVED BY COUNCILLOR S. MERULLA.....

SECONDED BY MAYOR / COUNCILLOR

A System-Wide Approach to Public Transit

WHEREAS, transportation and public transit continue to be significant and important public policy matters;

WHEREAS, public transit (known as HSR) in the City of Hamilton remains a priority for Council;

WHEREAS, public transit is currently apportioned to residents based on geographic area and service levels; and,

WHEREAS, Council has stated on numerous occasions, it supports a system-wide approach to public transit, which includes enhancing service levels;

THEREFORE, BE IT RESOLVED:

That City staff be directed to report back to the General Issues Committee with an area rating analysis for the 2020 budget deliberations, with respect to a public transit system that supports a system-wide approach, with that report to include enhanced service levels and align with the overall City Transit Strategy.

7.2

CITY OF HAMILTON MOTION

General Issues Committee: February 28, 2019

MOVED BY COUNCILLOR T. WHITEHEAD.....

SECONDED BY MAYOR / COUNCILLOR

Alternative Funding Options for Transit

That staff be directed to incorporate an analysis that includes other options of funding for Transit:

- (i) kilometers of service and service levels city-wide; and,
- (ii) incorporating assessment part of the area rating formula (as was done by the Region).

7.3

CITY OF HAMILTON MOTION

General Issues Committee: February 28, 2019

MOVED BY COUNCILLOR T. WHITEHEAD.....

SECONDED BY MAYOR / COUNCILLOR

At Risk Taxpayers Trends

That staff be directed to report back to the General Issues Committee with a five-year trend that illustrates at risk tax payers (seniors, renters, etc.) with regard residential late taxes paid and outstanding taxes, with that report to show per capita spending on housing and housing units compared with similar communities, and social services spending and programs.