



## City of Hamilton

# AUDIT, FINANCE AND ADMINISTRATION COMMITTEE REVISED

**Meeting #:** 19-008  
**Date:** May 16, 2019  
**Time:** 9:30 a.m.  
**Location:** Council Chambers, Hamilton City Hall  
71 Main Street West

Angela McRae, Legislative Coordinator (905) 546-2424 ext. 5987

---

**1. CEREMONIAL ACTIVITIES**

**2. APPROVAL OF AGENDA**

(Added Items, if applicable, will be noted with \*)

**3. DECLARATIONS OF INTEREST**

**4. APPROVAL OF MINUTES OF PREVIOUS MEETING**

4.1 May 2, 2019

**5. COMMUNICATIONS**

\*5.1 Correspondence from Janet Pilon, Acting City Clerk, respecting Supplementary Information - Changing the Time of Council Meetings

Recommendation: Be received and referred to the consideration of Item 3 of the Governance Review Sub-Committee Report 19-003 - April 25, 2019 (Item 10.4)

**6. DELEGATION REQUESTS**

\*6.1 Tania Amaral, respecting a burst pipe resulting in an exorbitant water bill (For a future meeting)

- \*6.2 Savan Chandaria, Tibro Group, respecting the proposed changes to Hamilton's Development Charge By-Laws (For today's meeting)
- \*6.3 Grant Ranalli, respecting advocating for CBC Radio service in Hamilton (For a future meeting)
- \*6.4 Tom Ker, respecting the proposed change of the Council meeting time to 9:30 a.m. (For today's meeting) (No copy)

## **7. CONSENT ITEMS**

- 7.1 2019 Freedom of Information Quarterly Report (January 1 to March 31) (CL19005) (City Wide)

## **8. PUBLIC HEARINGS / DELEGATIONS**

- \*8.1 Savan Chandaria, Tibro Group, respecting the proposed changes to Hamilton's Development Charge By-Laws
- \*8.2 Tom Ker, respecting the proposed change of the Council meeting time to 9:30 a.m. (No copy)

## **9. STAFF PRESENTATIONS**

## **10. DISCUSSION ITEMS**

- 10.1 Audit Services Report 2018-01 Hamilton Fire Department Risk Assessment (AUD19008) (City Wide)
- 10.2 Workplace Mental Health and Wellbeing Strategy (2019-2021) (HUR19010) (City Wide)
- 10.3 Best Practices in Other Municipalities - Council Meeting Times; Breaks and Adjournments (CL19001(a)) (City Wide) (Outstanding Business List Item)
- 10.4 Governance Review Sub-Committee Report 19-003 - April 25, 2019
- 10.5 Grants Sub-Committee Report 19-002 - May 6, 2019
- 10.6 2019 Development Charges Public Meeting Presentations - Additional Background Information (FCS19046) (City Wide)
- 10.7 2019 Proposed Development Charges By-law Revisions (FCS19045) (City Wide)

10.8 2019 McMaster University Follow-Up (FCS19047) (City Wide)

\*10.8.a Added Appendix "A" to Report FCS19047

## 11. MOTIONS

11.1 2019 Development Charges By-law - Garden Suites

11.2 2019 Development Charges By-law - Commercial Greenhouse - Revised

11.3 2019 Development Charges By-law - CityHousing Hamilton

11.4 Academic and Student Residence Development Grant Program

## 12. NOTICES OF MOTION

\*12.1 Access by Design Policy

## 13. GENERAL INFORMATION / OTHER BUSINESS

13.1 Outstanding Business List:

13.1.a Items Considered Complete and Needing To Be Removed:

Item: 19-E

Best Practices in Other Municipalities - Council Meeting Times; Breaks and Adjournments - more information

Completed: May 16, 2019 - Item 10.3 - (CL19001(a))

## 14. PRIVATE AND CONFIDENTIAL

\*14.1 Commercial Relationship between the City and Canada Fibers Ltd. (LS18047(c) / FCS18088(a)) (City Wide) (Distributed under separate cover)

Pursuant to Section 8.1, Sub-sections (e) and (f) of the City's Procedural By-law 18-270, and Section 239(2), Sub-sections (e) and (f) of the *Ontario Municipal Act*, 2001, as amended, as the subject matter pertains to litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board; and advice that is subject to solicitor/client privileges, including communications necessary for that purpose.

## 15. ADJOURNMENT





## AUDIT, FINANCE AND ADMINISTRATION COMMITTEE MINUTES 19-007

9:30 a.m.  
May 2, 2019  
Council Chambers  
Hamilton City Hall

---

**Present:** Councillors C. Collins (Chair), M. Wilson (Vice-Chair), B. Clark, B. Johnson, M. Pearson, J. Partridge, A. VanderBeek, and L. Ferguson

---

### THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:

1. **Hamilton Future Fund Investment Performance Report - December 31, 2018 (FCS19027) (City Wide) (Item 7.1)**

**(Wilson/Johnson)**

That Report FCS19027, respecting the Hamilton Future Fund Investment Performance Report - December 31, 2018, be received.

**CARRIED**

2. **Reserve / Revenue Fund Investment Performance Report - December 31, 2018 (FCS19028) (City Wide) (Item 7.2)**

**(Clark/Pearson)**

That Report FCS19028, respecting the Reserve / Revenue Fund Investment Performance Report - December 31, 2018, be received.

**CARRIED**

3. **Cemetery Trust Accounts Investment Performance Report - December 31, 2018 (FCS19029) (City Wide) (Item 7.3)**

**(Johnson/Wilson)**

That Report FCS19029, respecting the Cemetery Trust Accounts Investment Performance Report - December 31, 2018, be received.

**CARRIED**

4. **Vacancy Rebate - Delegation Request (FCS19037) (City Wide) (Item 7.4)**

**(Pearson/Johnson)**

That Report FCS19037, respecting the Vacancy Rebate - Delegation Request, be received.

**CARRIED**

**5. Treasurer's Investment Report 2018 Fiscal Year by Aon (FCS19019) (City Wide) (Item 7.5)**

**(VanderBeek/Ferguson)**

- (a) That Report FCS19019, respecting the Treasurer's Investment Report 2018 Fiscal Year by Aon, be received; and
- (b) That Report FCS19019, be forwarded to the Hamilton Future Fund Board of Governors.

**Result: Motion CARRIED by a vote of 8 to 0, as follows:**

YES - Councillor Maureen Wilson  
YES - Chair Chad Collins  
YES - Councillor Judi Partridge  
YES - Councillor Arlene VanderBeek  
YES - Councillor Lloyd Ferguson  
YES - Councillor Brenda Johnson  
YES - Councillor Maria Pearson  
YES - Councillor Brad Clark

**6. Whistleblower, Fraud & Waste Information Updated for Q1 2019 (AUD19003) (City Wide) (Item 7.6)**

**(Clark/Pearson)**

That Report AUD19003, respecting the Whistleblower, Fraud & Waste Information Updated for Q1 2019, be received.

**CARRIED**

**7. Accounts Receivable Write-Offs for 2018 (FCS19033) (City Wide) (Item 10.1)**

**(Johnson/Wilson)**

- (a) That the Acting General Manager of Finance and Corporate Services be authorized to write-off uncollectible General Accounts Receivables in the amount of \$62,869.84 attached as Appendix "A" to Report FCS19033;
- (b) That the General Accounts Receivable Write-Offs, less than \$1,000 each, in the amount of \$3,549.42 attached as Appendix "B" to Report FCS19033, be received for information; and,
- (c) That the Acting General Manager of Finance and Corporate Services be authorized to write-off uncollectible Lodge Accounts Receivables in the amount of \$34,422.27 attached as Appendix "C" to Report FCS19033.

**Result: Motion CARRIED by a vote of 8 to 0, as follows:**

YES - Councillor Maureen Wilson  
YES - Chair Chad Collins  
YES - Councillor Judi Partridge  
YES - Councillor Arlene VanderBeek

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

**8. Delegation Authority for Property Taxation Matters (FCS19039) (City Wide)  
(Item 10.2)**

**(Johnson/Pearson)**

- (a) That delegated authority to hold meetings, give notice and make decisions under sections 110(17), 334, 356, 357, 357.1, 358, 359 and 359.1 of the *Municipal Act, 2001* be given to the Treasurer, Deputy Treasurers, Manager of Taxation, Tax Assessment and Appeals Administrator; and,
- (b) That the by-law attached as Appendix "A" to Report FCS19039, being a By-law for the Delegation of Authority to Treasurer and Deputy Treasurers with Respect to the Adjustment of Taxes and Payments in lieu of Taxes, which has been prepared in a form satisfactory to the City Solicitor, be approved.

**Result: Motion CARRIED by a vote of 8 to 0, as follows:**

YES - Councillor Maureen Wilson  
YES - Chair Chad Collins  
YES - Councillor Judi Partridge  
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 2)**

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

**1. COMMUNICATIONS (Item 5.1)**

- 5.1 Correspondence from Redeemer University College respecting clarification on Redeemer's request for an amendment to the development charges by-law change proposal

Recommendation: Be received and referred to staff for appropriate action.

**(Clark/Pearson)**

That the agenda for the May 2, 2019 Audit, Finance and Administration Committee meeting be approved, as amended.

**Result: Motion CARRIED by a vote of 8 to 0, as follows:**

YES - Councillor Maureen Wilson  
YES - Chair Chad Collins  
YES - Councillor Judi Partridge  
YES - Councillor Arlene VanderBeek  
YES - Councillor Lloyd Ferguson  
YES - Councillor Brenda Johnson  
YES - Councillor Maria Pearson  
YES - Councillor Brad Clark

**(b) DECLARATIONS OF INTEREST (Item 3)**

There we no declarations of interest.

**(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 4)**

**(i) April 18, 2019 (Item 4.1)**

**(Johnson/VanderBeek)**

That the Minutes of the April 18, 2019 meeting of the Audit, Finance and Administration Committee be approved, as presented.

**Result: Motion CARRIED by a vote of 8 to 0, as follows:**

YES - Councillor Maureen Wilson  
YES - Chair Chad Collins  
YES - Councillor Judi Partridge  
YES - Councillor Arlene VanderBeek  
YES - Councillor Lloyd Ferguson  
YES - Councillor Brenda Johnson  
YES - Councillor Maria Pearson  
YES - Councillor Brad Clark

**(d) COMMUNICATIONS (Item 5)**

**(i) Correspondence from Redeemer University College respecting clarification on Redeemer's request for an amendment to the development charges by-law change proposal (Added Item 5.1)**

**(Partridge/VanderBeek)**

That the correspondence from Redeemer University College respecting clarification on Redeemer's request for an amendment to the development charges by-law change proposal, be received and referred to staff for appropriate action.

**CARRIED**



**(e) CONSENT ITEMS (Item 7)**

- (i) Hamilton Mundialization Advisory Committee Minutes – March 20, 2019 (Item 7.7)**

**(Partridge/VanderBeek)**

That the Hamilton Mundialization Advisory Committee Minutes from March 20, 2019, be received.

**CARRIED**

**(f) MOTIONS (Item 11)**

Councillor Collins asked that the following motions be considered at the May 16<sup>th</sup>, 2019 Audit, Finance & Administration Meeting:

- (i) 2019 Development Charges By-law – Garden Suites (Added Item 12.1)**

WHEREAS, the proposed 2019 Development Charges By-law provides an exemption for Laneway Houses;

WHEREAS, a Garden Suite is an alternative form of a detached dwelling that only exists on a lot ancillary to a principal dwelling which expands the housing stock on properties with existing single and semi-detached dwellings in a manner similar to Laneway Houses; and,

WHEREAS, a Garden Suite is already defined within the proposed 2019 Development Charges By-law;

**BE IT THEREFORE RESOLVED:**

That a Garden Suite be added to the list of exempted uses within Section 25 of the proposed 2019 Development Charges By-law.

- (ii) 2019 Development Charges By-law – Commercial Greenhouse (Added Item 12.2)**

WHEREAS, the proposed 2019 Development Charges By-law lists Commercial Greenhouse within the definition of Industrial Development;

WHEREAS, per the proposed 2019 DC By-law a Commercial Greenhouse “means a Building, that is made primarily of translucent building material, used, designed or intended to be used for the sale and display of plants products grown or stored therein gardening supplies and equipment, or landscaping supplies and equipment” which is a retail use, not an industrial use;

WHEREAS, comparator municipalities assess these types of retail greenhouses as commercial; and,

WHEREAS, "Retail Greenhouse" is a more descriptive term to ensure that there is no confusion with a wholesale greenhouse, which is an agriculture use;

THEREFORE BE IT RESOLVED:

- (a) That the term Commercial Greenhouse be removed from the definition of Industrial Development in the proposed 2019 DC By-law, thereby having the use default to being assessed as non-industrial; and,
- (b) That the defined term Commercial Greenhouse be restated as Retail Greenhouse.

**(iii) 2019 Development Charges By-law – CityHousing Hamilton (Added Item 12.3)**

WHEREAS, buildings developed and used for the City of Hamilton and Local Boards is exempt pursuant to Section 3 of the Development Charges Act, 1997 and Section 20 of the proposed 2019 Development Charges By-law;

WHEREAS, the 2019 Development Charges Background Study includes capital projects by CityHousing Hamilton to fulfil the service of social housing provided by the City of Hamilton;

WHEREAS, CityHousing Hamilton is not a Board per the enacting legislation; and,

WHEREAS, the capital cost of social housing projects would increase, thereby increasing the overall Development Charge rates if the City were to charge Development Charges on projects owned and used by CityHousing Hamilton to fulfillment of the social housing service provided by the City of Hamilton;

THEREFORE BE IT RESOLVED:

That CityHousing Hamilton be added to the list of exempted organizations in Section 20 of the proposed 2019 Development Charges By-law.

**(g) GENERAL INFORMATION / OTHER BUSINESS (Item 13)**

**(i) Amendments to the Outstanding Business List:**

**(Pearson/Wilson)**

That the following amendments to the Audit, Finance & Administration Committee's Outstanding Business List, be approved:

**(a) Items to be removed:**

Item: 19-C

Voislav Bjelajac, respecting a Vacancy Rebate for 2016

Completed: May 2, 2019 - Item 7.4 - Vacancy Rebate - Delegation Request (FCS19037)

**Result: Motion CARRIED by a vote of 7 to 0, as follows:**

YES - Councillor Maureen Wilson

YES - Chair Chad Collins

NOT PRESENT - Councillor Judi Partridge

YES - Councillor Arlene VanderBeek

YES - Councillor Lloyd Ferguson

YES - Councillor Brenda Johnson

YES - Councillor Maria Pearson

YES - Councillor Brad Clark

**(h) ADJOURNMENT (Item 15)**

**(VanderBeek/Wilson)**

That, there being no further business, the Audit, Finance and Administration Committee, be adjourned at 10:02 a.m.

**CARRIED**

Respectfully submitted,

Councillor Collins, Chair  
Audit, Finance and Administration  
Committee

Angela McRae  
Legislative Coordinator  
Office of the City Clerk





Hamilton

Office of the City Clerk

## Memorandum

**Date:** May 16, 2019

**To:** Chair and Members of the Audit, Finance and Administration Committee

**From:** Janet Pilon, Acting City Clerk

**Subject:** Supplementary Information – Changing the Time of Council Meetings (Item 3 – Governance Review Sub-Committee Report 19-003) - Duration of 2019 Council Meetings (January – May 8, 2019)

---

### 2019 Council Meetings:

January 14, 2019 - Special Council meeting re: Cannabis:  
Began at 2:25 p.m. and ended at 5:37 p.m. = 3 hours and 12 minutes

January 23, 2019 - Regular Council meeting:  
Began at 5:00 p.m. and ended at 10:45 p.m. = 5 hours and 45 minutes

February 13/14, 2019 - Regular Council meeting:  
Began at 5:00 p.m. and ended at 3:07 a.m. on February 14<sup>th</sup> = 10 Hours and 7 minutes

February 27, 2019 - Regular Council meeting:  
Began at 5:00 p.m. and at ended at 9:46 p.m. = 4 hours and 46 minutes

March 20, 2019 - Special Council meeting re: Red Hill Valley Expressway:  
Began at 5:00 p.m. and ended at 11:40 p.m. = 6 hours and 40 minutes

March 27, 2019 - Regular Council meeting:  
Began at 5:00 p.m. and ended at 11:39 p.m. = 6 hours and 39 minutes

April 10, 2019 - Regular Council meeting:

Began at 5:00 p.m. and ended at 7:24 p.m. = 2 hours and 24 minutes

April 24, 2019 - Regular Council meeting:

Began at 5:00 p.m. and ended at 6:41 p.m. = 1 hour and 41 minutes

May 8, 2019 - Regular Council meeting:

Began at 5:00 p.m. and ended at 12:32 a.m. on May 9<sup>th</sup> = 7 hours and 32 minutes

**Form: Request to Speak to Committee of Council**

Submitted on Friday, May 10, 2019 - 11:26 am

==Committee Requested==

**Committee:** Audit, Finance & Administration

==Requestor Information==

**Name of Individual:** Tania Amaral

**Name of Organization:**

**Contact Number:**

**Email Address:**

**Mailing Address:**

**Reason(s) for delegation request:**

I would like the opportunity to address Council regarding an issue at my property where, unbeknownst to me, a (previously) unknown pipe burst in my backyard under the back deck causing an undetected water leak that resulted in an exorbitant water bill in excess of \$2500. I would like for Council to hear my case (as current water leak adjustment policy does not cover leaks outside of the property).

Thank you in advance for your consideration.

Respectfully yours,  
Tania Amaral

**Will you be requesting funds from the City? Yes**

**Will you be submitting a formal presentation? Yes**





## Added Item 6.2

### Form: Request to Speak to Committee of Council

Submitted on Monday, May 13, 2019 - 3:32 pm

==Committee Requested==

**Committee:** Audit, Finance & Administration

==Requestor Information==

**Name of Individual:** Savan Chandaria

**Name of Organization:** Tibro Group

**Contact Number:**

**Email Address:** [savan@tibro.ca](mailto:savan@tibro.ca)

**Mailing Address:**

Unit 7, 25 Scarsdale Road

Toronto, ON M3B 2R2

Canada

**Reason(s) for delegation request:** I am making a delegation request to speak to the proposed changes to Hamilton's Development Charge By-Laws

**Will you be requesting funds from the City?** No

**Will you be submitting a formal presentation?** No



# 2019 Development Charge By-Laws

*Effects of Proposed DC By-Law Changes on Developments*

Prepared by Tibro Group

Audit, Finance & Administration Committee

May 16<sup>th</sup>, 2019



# Drastic DC Increases With No Phasing-In

- DCs are already 10% of total project costs for developments
- New By-Laws propose DC increases of up to 50%
- Phase-in period omitted: justification is that DCs have increased less than new home sale prices
- No phase-in period leaves developers unable to plan for DC increases; no means of mitigating effects of those substantial cost increases



# DC Transition Policies Removed

- Previous DC By-Laws locked-in DCs to existing rates if Site Plan Application (SPA) made by May 1<sup>st</sup> prior to new by-law taking effect
- Developers knew their costs going into SPA; removal of transition policy leaving developers scrambling to make projects work
- Ontario's Bill 108 proposes DCs to be set at SPA; Hamilton's proposed DC By-Laws changes not in line with direction of Province
- Drastic, unexpected cost increases causes developers to lose confidence in Municipalities; drives developers away



Thank You



## Added Item 6.3

### Form: Request to Speak to Committee of Council

Submitted on Wednesday, May 15, 2019 - 10:53 am

==Committee Requested==

**Committee:** Audit, Finance & Administration

==Requestor Information==

**Name of Individual:** Grant Ranalli

**Name of Organization:**

**Contact Number:**

**Email Address:**

**Mailing Address:**

**Reason(s) for delegation request:** Advocating for CBC Radio service in Hamilton since we do not have a CBC radio station. Looking for municipal support on the issue.

**Will you be requesting funds from the City?** No

**Will you be submitting a formal presentation?** Yes







## INFORMATION REPORT

<b>TO:</b>	Chair and Members Audit, Finance and Administration Committee
<b>COMMITTEE DATE:</b>	May 16, 2019
<b>SUBJECT/REPORT NO:</b>	2019 Freedom of Information Quarterly Report (January 1 to March 31) (CL19005) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Lisa Barroso, Manager, Records / Freedom of Information 905 546-2424 x2743
<b>SUBMITTED BY:</b>	Rose Caterini City Clerk Corporate Services
<b>SIGNATURE:</b>	

### Council Direction:

As directed by Council in 2004, quarterly reports on Freedom of Information activity are presented to the Audit, Finance & Administration Committee. The intent of these reports is to keep the Committee and Council informed of the types and numbers of requests received and processed under the *Municipal Freedom of Information and Protection Act*.

### Information:

Listed on Appendix "A", attached to Report CL19005, are details of the Freedom of Information requests received during the first quarter of 2019 from January 1 to March 31. These details include the length of time it took to process each request, the status or disposition of the request, the type of request, and the originator of the request, based on the categories set by the Information & Privacy Commissioner. We also include the total of time spent by each city department on Freedom of Information requests.

Should Committee and Council wish to address a specific access request identified in this report, the matter would have to be dealt with, in closed session, in accordance with the *Municipal Act* and the City's Procedural By-law.

---

*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.*



**Access Requests Received Under the Municipal Freedom of Information and Protection of Privacy Act  
for January 1, 2019 to Mar 31, 2019**

File #	Request Type	Requester Type	General Description	Information Requested From	Date Received	Date Completed	No. of Days to Finish	Disposition of Request	Clerk Time (Min.)	City Manager	Human Resources	Legal Services	Healthy & Safe Communities	Emergency Services	Corporate Services	Procurement	Mayors Office	Councillors	Planning Economic Development	Public Health	Public Works
19-001	G	IP	property	Planning & Economic Development	Jan 2/19	Feb 1/19	30	all disclosed	63	0	0	0	0	0	3	0	0	0	0	0	0
19-002	G	B	environmental	Public Works	Jan 2/19	Jan 14/19	12	records available directly through City department	54	0	0	0	0	0	3	0	0	0	0	0	0
19-003	G	M	transit	Public Works	Jan 2/19	Feb 1/19	30	all disclosed	252	0	0	0	0	0	3	0	0	0	0	0	78
19-004	G	IP	property	Planning & Economic Development	Jan 3/19	Feb 4/19	30	disclose in part	540	0	0	0	0	0	6	0	0	0	55	0	0
19-005	G	IP	property	Planning & Economic Development	Jan 3/19	Feb 4/19	30	disclosed in part	115	0	0	0	0	0	3	0	0	0	15	0	0
19-006	G	M	procurement	Public Works, Corporate Services	Jan 4/19	Feb 4/19	30	abandoned	286	0	0	0	0	0	183	0	0	0	0	0	294
19-007	G	M	volunteers	Corporate Services	Jan 4/19	Jan 21/19	17	no records disclosed	236	0	0	0	0	0	95	0	0	0	0	0	0
19-008	G	M	employment	City Manager's Office	Jan 4/19			in progress													
19-009	G	M	emails	Corporate Services	Jan 4/19			in progress													
19-010	G	B	property	Public Works	Jan 7/19	Jan 14/19	7	records available directly through City department	34	0	0	0	0	0	3	0	0	0	0	0	0
19-011	G	B	property	Public Works	Jan 7/19	Feb 6/19	30	disclose in part	265	0	0	0	0	0	6	0	0	0	0	0	90
19-012	G	IP	property	Healthy and Safe Communities	Jan 10/19	Feb 7/19	28	no responsive records	99	0	0	0	14	0	3	0	0	0	0	0	0
19-013	G	B	property	Planning & Economic Development	Jan 10/19	Feb 11/19	30	records publicly available all disclosed	218	0	0	0	0	0	6	0	0	0	0	0	38
19-014	G	M	infrastructure	Public Works	Jan 11/19	Feb 11/19	30	all disclosed	178	0	0	0	0	0	3	0	0	0	0	0	19
19-015	G	B	infrastructure	Public Works	Jan 15/19	Mar 22/19	63	disclosed in part	705	0	0	0	0	0	6	0	0	0	0	0	76

**Legend:**

IP - Individual/Public

B - Business

AR - Academic/Researcher

IA - Individual by Agent

M - Media

AG - Association/Group

File #	Requester Type	Requester Type	General Description	Information Requested From	Date Received	Date Completed	No. of Days to Finish	Disposition of Request	Clerk Time (Min.)	City Manager	Human Resources	Legal Services	Healthy & Safe Communities	Emergency Services	Corporate Services	Procurement	Mayors Office	Councillors	Planning Economic Development	Public Health	Public Works
19-016	G	B	property	Planning & Economic Development	Jan 17/19			in progress													
19-017	G	B	property	Planning & Economic Development	Jan 17/19			in progress													
19-018	G	B	property	Planning & Economic Development	Jan 17/19			in progress													
19-019	G	B	property	Planning & Economic Development	Jan 17/19			in progress													
19-020	G	B	property	Planning & Economic Development	Jan 17/19			in progress													
19-021	G	B	report	Planning & Economic Development	Jan 17/19	Feb 19/19	30	no records disclosed	378	0	0	0	0	0	6	0	0	0	23	0	0
19-022	G	B	infrastructure	Public Works	Jan 17/19	Feb 19/19	30	disclosed in part	225	0	0	0	0	0	6	0	0	0	0	0	360
19-023	G	B	infrastructure	Public Works	Jan 21/19	Feb 23/19	30	all disclosed	114	0	0	0	0	0	3	0	0	0	0	0	8
19-024	G	IP	infrastructure	Public Works	Jan 25/19			in progress													
19-025	G	M	report	Corporate Services	Jan 25/19	Feb 25/19	30	no records disclosed	145	0	0	0	0	0	3	0	0	0	0	0	0
19-026	G	B	property	Planning & Economic Development	Jan 28/19			in progress													
19-027	G	IP	animal	Healthy and Safe Communities; Planning & Economic Development	Jan 28/19			in progress													
19-028	G	IP	property	Healthy and Safe Communities	Jan 30/19	Mar 13/19	39	disclosed in part	248	0	0	0	20	0	6	0	0	0	0	0	0
19-029	G	AG	administrative	Planning & Economic Development	Jan 31/19			in progress													
19-030	G	IP	property	Planning & Economic Development	Jan 31/19			in progress													
19-031	G	B	communications/infrastructure	Planning & Economic Development	Jan 31/19			in progress													

**Legend:**

IP - Individual/Public

B - Business

AR - Academic/Researcher

IA - Individual by Agent

M - Media

AG - Association/Group

File #	Requester Type	Requester Type	General Description	Information Requested From	Date Received	Date Completed	No. of Days to Finish	Disposition of Request	Clerk Time (Min.)	City Manager	Human Resources	Legal Services	Healthy & Safe Communities	Emergency Services	Corporate Services	Procurement	Mayors Office	Councillors	Planning Economic Development	Public Health	Public Works
19-032	G	IP	communications	Corporate Services	Feb 1/19			in progress													
19-033	G	IP	property	Planning & Economic Development	Feb 1/19	Mar 1/19	28	disclosed in part	397	0	0	0	0	0	6	0	0	0	260	0	0
19-034	G	IP	reports	Healthy and Safe Communities	Jan 28/19			in progress													
19-035	G	B	infrastructure	Planning & Economic Development	Feb 5/19			in progress													
19-036	G	B	procurement	Public Works	Feb 5/19			in progress													
19-037	G	B	infrastructure	Public Works	Feb 5/19			in progress													
19-038	G	IP	property	Planning & Economic Development	Feb 7/19	Mar 12/19	30	disclosed in part	240	0	0	0	0	0	6	0	0	0	15	0	0
19-039	G	IP	recording	Public Works	Feb 11/19	Mar 15/19	30	all disclosed	90	0	0	0	0	0	3	0	0	0	0	0	0
19-040	G	IP	infrastructure	Public Works	Feb 11/19			in progress													
19-041	G	M		Corporate Services	Feb 12/19			in progress													
19-042	G	B	animal	Healthy and Safe Communities	Feb 13/19	Mar 15/19	30	disclosed in part	164	0	0	0	5	0	3	0	0	0	0	0	0
19-043	G	B	infrastructure	Public Works	Feb 20/19			in progress													
19-044	G	M	infrastructure	Corporate Services	Feb 20/19	Mar 22/19	30	disclosed	171	0	0	0	0	0	3	0	0	0	0	0	0
19-045	G	M	economic	City Manager's Office	Feb 20/19			in progress													
19-046	G	B	infrastructure	Public Works	Feb 21/19			in progress													
19-047	G	IP	property	Planning & Economic Development	Feb 21/19	Mar 25/19	30	all disclosed	212	0	0	0	0	0	5	0	0	0	33	7	0
19-048	G	B	video	Public Works	Feb 21/19			in progress													

**Legend:**

IP - Individual/Public

B - Business

AR - Academic/Researcher

IA - Individual by Agent

M - Media

AG - Association/Group

File #	Request Type	Requester Type	General Description	Information Requested From	Date Received	Date Completed	No. of Days to Finish	Disposition of Request	Clerk Time (Min.)	City Manager	Human Resources	Legal Services	Healthy & Safe Communities	Emergency Services	Corporate Services	Procurement	Mayors Office	Councillors	Planning Economic Development	Public Health	Public Works
19-049	G	IP	property	Planning & Economic Development	Feb 22/19	Mar 25/19	30	disclosed in part	263	0	0	0	0	0	4	0	0	0	156	0	0
19-050	G	B	animal	Planning & Economic Development	Feb 25/19			in progress													
19-051	G	IP	property	Planning & Economic Development	Feb 25/19	April 10/19	30	disclosed in part													
19-052	G	IP	property	Planning & Economic Development, Healthy and Safe Communities	Feb 26/19			in progress													
19-053	G	B	property	Healthy and Safe Communities	Feb 26/19	Mar 28/19	30	all disclosed	173	0	0	0	0	0	6	0	0	0	0	8	0
19-054	G	B	property	Planning & Economic Development	Feb 26/19			in progress													
19-055	G	M	infrastructure	Public Works, Corporate Services, Office of the Mayor	Feb 27/19			in progress													
19-056	G	IP	minutes, letter to requester requesting	Corporate Services	Feb 27/19			in progress													
19-057	G	B	report	Public Works	Feb 28/19			in progress													
19-058	G	B	property	Planning & Economic Development	Feb 28/19			in progress													
19-059	G	IP	property	Health and Safe Communities, Planning and Economic Development	Mar 1/19			in progress													
19-060	G	B	infrastructure	Public Works	Mar 5/19			in progress													
19-061	G	M	infrastructure	Public Works	Mar 6/19			in progress													
19-062	G	B	property	Public Works	Mar 6/19	Mar 11/19	5	available directly through City department	39	0	0	0	0	0	5	0	0	0	0	0	0
19-063	G	B	infrastructure	Public Works	Mar 8/19			in progress													

**Legend:**

- IP - Individual/Public
- B - Business
- AR - Academic/Researcher
- IA - Individual by Agent
- M - Media
- AG - Association/Group

File #	Requester Type	Requester Type	General Description	Information Requested From	Date Received	Date Completed	No. of Days to Finish	Disposition of Request	Clerk Time (Min.)	City Manager	Human Resources	Legal Services	Healthy & Safe Communities	Emergency Services	Corporate Services	Procurement	Mayors Office	Councillors	Planning Economic Development	Public Health	Public Works	
19-064	G	IP	property	Planning and Economic Development, Healthy and Safe Communities	Mar 8/19			in progress														
19-065	G	IP	property	Planning and Economic Development	Mar 11/19			in progress														
19-066	G	B	infrastructure	Public Works	Mar 12/19			in progress														
19-067	G	B	property	Public Works	Mar 12/19	Mar 19/19	7	available directly through City department	41	0	0	0	0	0	3	0	0	0	0	0	0	0
19-068	G	B	infrastructure	Public Works	Mar 13/19			in progress														
19-069	G	B	property	Planning and Economic Development	Mar 14/19			in progress														
19-070	G	IP	property	Public Works	Mar 14/19			in progress														
19-071	G	M	environmental	Public Works	Mar 18/19			in progress														
19-072	G	IP	property	Planning & Economic Development	Mar 21/19			in progress														
19-073	G	IP	infrastructure	Corporate Services	Mar 21/19			in progress														
19-074	G	B	environmental	Public Works, Planning & Economic Development	Mar 22/19			in progress														
19-075	G	IP	property	Planning & Economic Development	Mar 25/19			in progress														
19-076	G	B	animal	Planning & Economic Development	Mar 25/19			in progress														
19-077	G	IP	property	Planning & Economic Development	Mar 25/19			in progress														
19-078	G	B	infrastructure	Public Works	Mar 28/19			in progress														
19-079	G	M	property	Healthy & Safe Communities	Mar 28/19			in progress														
19-080	G	IP	property	Planning & Economic Development	Mar 29/19			in progress														

**Legend:**

- IP - Individual/Public      IA - Individual by Agent
- B - Business                M - Media
- AR - Academic/Researcher    AG - Association/Group

File #	Requester Type	Requester Type	General Description	Information Requested From	Date Received	Date Completed	No. of Days to Finish	Disposition of Request	Clerk Time (Min.)	City Manager	Human Resources	Legal Services	Healthy & Safe Communities	Emergency Services	Corporate Services	Procurement	Mayors Office	Councillors	Planning Economic Development	Public Health	Public Works
19-081	G	B	property	Planning & Economic Development	Mar 29/19			in progress													
19-082	G	B	property	Planning & Economic Development	Mar 29/19			in progress													
19-083	G	B	agreement	Corporate Services	Mar 29/19			in progress													
18-004	G	IP	water	Public Health Services	Jan 19/18			in progress (under appeal)	654	0	0	0	0	0	6	0	0	0	0	900	0
18-019	G	B	property	Safe & Healthy Communities	Feb 9/18			in progress													
18-030	G	IP	infrastructure	Planning & Economic Development, Emergency & Community Services	Feb 20/18	Apr. 23/18	30	partial disclosure (under appeal)	819	0	0	0	0	8	6	0	0	0	80	0	60
18-042	G	IP	equipment	Public Works	Mar 7/18			suspended													
18-050	G	IP	maintenance	Public Works	Mar 16/18			in progress													
18-052	G	IP	animal	Planning & Economic Development	Mar 23/18			in progress													
18-053	G	IP	property	Planning & Economic Development	Mar 26/18			in progress													
18-056	G	IP	property	Planning & Economic Development	Mar 28/18			in progress													
18-075	G	B	property	Planning & Economic Development	April 20/18			in progress													
18-076	G	IP	property	Public Works, Councillor Office	April 25/18			in progress													
18-082	G	B	infrastructure	Planning & Economic Development	May 15/18			in progress													
18-089	G	IP	animal	Planning & Economic Development	June 4/18			in progress													
18-090	G	IP	property	Healthy and Safe Communities - Fire	June 4/18			in progress													
18-092	G	IP	property	Healthy and Safe Communities - Fire	June 4/18			in progress													

**Legend:**

IP - Individual/Public

B - Business

AR - Academic/Researcher

IA - Individual by Agent

M - Media

AG - Association/Group



File #	Requester Type	Requester Type	General Description	Information Requested From	Date Received	Date Completed	No. of Days to Finish	Disposition of Request	Clerk Time (Min.)	City Manager	Human Resources	Legal Services	Healthy & Safe Communities	Emergency Services	Corporate Services	Procurement	Mayors Office	Councillors	Planning Economic Development	Public Health	Public Works
18-100	G	M	property	Planning & Economic Development; Safe & Healthy Communities	June 13/18	Feb 26/19	90+	disclosed in part	1904	0	0	0	548	0	6	0	0	0	459	0	0
18-111	G	IA	animal	Planning & Economic Development	June 28/18			in progress													
18-115	G	IP	property	Healthy and Safe Communities	July 12/18			in progress													
18-118	G	IP	property	Planning & Economic Development	July 13/18			in progress													
18-123	G	B	property	Planning & Economic Development, Corporate Services	July 18/18			in progress													
18-124	G	IA	property	Public Works	July 23/18			in progress													
18-125	G	IP	infrastructure	Public Works, Healthy & Safe Communities	July 27/18	Sept 14/18	30	partial disclosure (under appeal)	935	0	0	0	0	0	13	0	0	0	0	0	130
18-126	G	IP	property	Corporate Services	July 27/18	Sept 17/18	30	no records disclosed	369	0	0	0	0	0	3	0	0	0	12	0	0
18-132	G	B	contracts	Corporate Services	Aug 3/18			in progress													
18-133	G	IA	property	Safe and Healthy Communities	Aug 3/18			in progress													
18-135	G	IP	property	Planning & Economic Development	Aug 3/18	Jan 18/19	60+	disclosed in part	736	0	0	0	0	0	13	0	0	0	125	0	0
18-136	G	IP	property	Planning & Economic Development	Aug 7/18	Nov 27/18	90+	disclosed in part (under appeal)	242	0	0	0	0	0	6	0	0	0	84	0	0
18-137	G	IP	property	Planning & Economic Development	Aug 9/18	Feb 15/19	90+	disclosed in part	175	0	0	0	0	0	3	0	0	0	30	0	0
18-139	G	IA	law enforcement	Planning & Economic Development	Aug 13/18			in progress													
18-140	G	IP	property	Planning & Economic Development	Aug 13/18			in progress													

**Legend:**

IP - Individual/Public      IA - Individual by Agent  
 B - Business                M - Media  
 AR - Academic/Researcher      AG - Association/Group

File #	Requester Type	Requester Type	General Description	Information Requested From	Date Received	Date Completed	No. of Days to Finish	Disposition of Request	Clerk Time (Min.)	City Manager	Human Resources	Legal Services	Healthy & Safe Communities	Emergency Services	Corporate Services	Procurement	Mayors Office	Councillors	Planning Economic Development	Public Health	Public Works	
18-141	G	IA	infrastructure	Public Works	Aug 16/18			suspended														
18-142	G	IP	property	Planning & Economic Development	Aug 21/18			in progress														
18-143	G	IP	property	Corporate Services	Aug 24/18			in progress														
18-144	G	IP	property	Corporate Services	Aug 24/18	Sept 17/18	24	no records disclosed	58	0	0	0	0	0	3	0	0	0	5	0	0	
18-145	G	IP	property	Planning & Economic Development	Aug 27/18	Oct 26/18	30	all disclosed	294	0	0	0	0	0	6	0	0	0	32	0	0	
18-150	G	IA	property	Planning & Economic Development	Aug 27/18	Oct 31/18	41	all disclosed	224	0	0	0	0	0	8	0	0	0	16	0	0	
18-151	G	B	property	Planning & Economic Development	Aug 27/18			in progress														
18-152	G	IA	infrastructure	Public Works	Aug 29/18			in progress														
18-153	G	IP	property	Planning & Economic Development	Aug 29/18	Sept 28/18	30	abandoned	219	0	0	0	0	0	3	0	0	0	18	0	0	
18-154	G	B	property	Planning & Economic Development	Aug 29/18			in progress														
18-155	G	IP	law enforcement	Planning & Economic Development	Aug 27/18	Nov 13/18	77	abandoned	326	0	0	0	16	0	3	0	0	0	36	0	0	
18-156	G	IP	video	Public Works	Sept 4/18	Oct 4/18	30	all disclosed	156	0	0	0	0	0	6	0	0	0	0	0	5	
18-158	G	B	property	Planning & Economic Development	Sept 4/18	Feb 8/19	90 +	disclosed in part	640	0	0	0	0	0	6	0	0	0	270	0	0	
18-159	G	IP	property	Planning & Economic Development	Sept 10/18			in progress														
18-160	G	IP	infrastructure	Public Works, Corporate Services	Sept 17/18			in progress														
18-161	G	IA	animal	Planning & Economic Development	Sept 18/18			in progress														
18-165	G	IP	property	Planning & Economic Development	Oct 1/18			in progress														

**Legend:**

IP - Individual/Public

B - Business

AR - Academic/Researcher

IA - Individual by Agent

M - Media

AG - Association/Group

File #	Request Type	Requester Type	General Description	Information Requested From	Date Received	Date Completed	No. of Days to Finish	Disposition of Request	Clerk Time (Min.)	City Manager	Human Resources	Legal Services	Healthy & Safe Communities	Emergency Services	Corporate Services	Procurement	Mayors Office	Councillors	Planning Economic Development	Public Health	Public Works
18-168	G	IP	property	Planning & Economic Development	Oct 11/18			in progress													
18-172	G	IP	property	Planning & Economic Development	Oct 15/18			in progress													
18-174	G	IP	property	Planning & Economic Development	Oct 16/18			in progress													
18-175	G	IP	property	Planning & Economic Development	Oct 16/18			in progress													
18-178	G	M	services	Safe and Healthy Communities	Oct 17/18			in progress													
18-179	G	M	services	Safe and Healthy Communities	Oct 17/18			in progress													
18-185	G	IP	property	Safe and Healthy Communities, Planning and Economic Development	Oct 23/18	Jan 29/19	74	disclosed in part	336	0	0	0	3	0	3	0	0	0	30	0	0
18-186	G	B	infrastructure	Public Works	Oct 26/18			in progress													
18-189	G	M	infrastructure	Public Works	Nov 5/18			in progress													
18-190	G	M	transportation	Public Works	Nov 7/18	Feb 8/19	66	all disclosed	200	0	0	0	0	0	6	0	0	0	0	0	74
18-191	G	IA	property	Planning and Economic Development	Nov 7/18			in progress													
18-193	G	AG	infrastructure	Public Works	Nov 8/18			in progress													
18-195	G	IP	property	Planning & Economic Development	Nov 8/18			in progress													
18-196	G	IP	property	Planning & Economic Development	Nov 9/18	Jan 10/19	37	disclosed in part	362	0	0	0	16	0	6	0	0	0	0	0	0
18-197	G	IP	traffic	Public Works	Nov 15/18	Jan. 18/19	41	abandoned	448	0	0	0	0	0	3	0	0	0	0	0	30
18-199	G	B	property	Planning & Economic Development	Nov 15/18			in progress													
18-200	G	IA	infrastructure	Public Works	Nov 16/18			in progress													

**Legend:**

IP - Individual/Public

B - Business

AR - Academic/Researcher

IA - Individual by Agent

M - Media

AG - Association/Group

File #	Request Type	Requester Type	General Description	Information Requested From	Date Received	Date Completed	No. of Days to Finish	Disposition of Request	Clerk Time (Min.)	City Manager	Human Resources	Legal Services	Healthy & Safe Communities	Emergency Services	Corporate Services	Procurement	Mayor's Office	Councillors	Planning Economic Development	Public Health	Public Works
18-206	G	IP	property	Planning and Economic Development, Safe and Healthy Communities	Nov 27/18	Feb 8/19	51	disclosed in part	794	0	0	0	20	0	6	0	0	0	0	0	100
18-208	G	IP	property	Safe and Healthy Communities	Dec 5/18			in progress													
18-209	G	B	property	Planning and Economic Development	Dec 5/18	Jan 4/19	30	all disclosed	238	0	0	0	0	0	6	0	0	0	193	0	0
18-210	G	IP	property	Planning & Economic Development	Dec 6/18	Jan 10/19	30	disclosed in part	41	0	0	0	0	0	6	0	0	0	60	0	0
18-213	G	B	property	Planning and Economic Development	Dec 11/18			in progress													
18-214	G	IP	property	Planning and Economic Development	Dec 12/18	Jan 9/19	28	all disclosed	188	0	0	0	0	0	6	0	0	0	10	0	0
18-215	G	IP	property	Planning and Economic Development	Dec 14/18	Jan 11/19	28	abandoned	176	0	0	0	0	0	3	0	0	0	30	0	0
18-216	G	B	financial	Corporate Services	Dec 14/18	Jan 14/19	30	disclosed in part	198	0	0	0	0	0	66	0	0	0	0	0	0
18-217	G	IA	property	Planning and Economic Development; Safe and Healthy Communities	Dec 14/18			in progress													
18-218	G	IP	property	Planning and Economic Development	Dec 17/18	Jan 16/19	30	no records disclosed	320	0	0	0	0	0	33	0	0	0	0	0	0
18-219	G	IP	property	Planning and Economic Development	Dec 19/18	Jan 18/19	30	abandoned	114	0	0	0	0	0	3	0	0	0	30	0	0
18-220	G	IP	communications	City Manager's Office	Dec 19/18	Feb 1/19	30	abandoned	503	75	0	0	0	0	3	0	0	0	0	0	0
18-221	G	IP	applications	Corporate Services	Dec 19/18	Jan 18/19	30	abandoned	496	0	0	0	0	0	13	0	0	0	0	0	0
18-222	G	IP	tenders	Corporate Services/Public Works	Dec 19/18			in progress													
18-223	G	IP	animal	Planning and Economic Development	Dec 19/18			in progress													
18-224	G	IP	animal	Safe and Health Communities	Dec 19/18			in progress													

**Legend:**

IP - Individual/Public

B - Business

AR - Academic/Researcher

IA - Individual by Agent

M - Media

AG - Association/Group

File #	Requester Type	Requester Type	General Description	Information Requested From	Date Received	Date Completed	No. of Days to Finish	Disposition of Request	Clerk Time (Min.)	City Manager	Human Resources	Legal Services	Healthy & Safe Communities	Emergency Services	Corporate Services	Procurement	Mayors Office	Councillors	Planning Economic Development	Public Health	Public Works
18-225	G	B	property	Planning & Economic Development	Dec 20/18	Feb 20/19	44	disclosed in part	348	0	0	0	0	0	6	0	0	0	135	0	0
17-005	G	IP	animal	Planning & Economic Development	Jan 11/17			in progress													
17-008	G	IA	roads	Public Works	Jan 20/17			in progress													
17-021	G	B	parks	Public Works	Feb 8/17			in progress													
17-064	G	IP	property, alley	Planning & Economic Development, Public Works, City Manager Office, Office of Councillor Vanderbeek	April 12/17			in progress													
17-066	G	IP	infrastructure	Public Works, Public Health Services, City Manager Office, Office of Councillor Vanderbeek	April 12/17			in progress													
17-067	G	IP	infrastructure	Planning & Economic Development, Public Works, City Manager Office, Office of Councillor Vanderbeek	April 12/17			in progress													
17-068	G	IP	infrastructure	Public Works	April 12/17			in progress													
17-069	G	IP	procurement	Pulic Works	April 12/17			in progress													
17-070	G	IP	procurement	Public Works	April 12/17			in progress													
17-073	G	IA	infrastructure	Public Works	April 11/17			in progress													
17-075	G	IP	correspondence	City Manager's Officer	April 26/17	May 26/17	30	no records disclosed (under appeal)	2073	0	0	0	0	0	13	0	0	0	0	0	0
17-076	G	IP	correspondence	City Manager's Officer	April 26/17	May 26/17	30	no records disclosed (under appeal)	221	0	0	0	0	0	15	0	0	0	0	0	0
17-083	G	IP	correspondence	Planning & Economic Development	May 8/17			in progress													

**Legend:**

IP - Individual/Public

B - Business

AR - Academic/Researcher

IA - Individual by Agent

M - Media

AG - Association/Group

File #	Requester Type	Requester Type	General Description	Information Requested From	Date Received	Date Completed	No. of Days to Finish	Disposition of Request	Clerk Time (Min.)	City Manager	Human Resources	Legal Services	Healthy & Safe Communities	Emergency Services	Corporate Services	Procurement	Mayors Office	Councillors	Planning Economic Development	Public Health	Public Works	
17-087	G	AG	financial	Corporate Services	May 12/17			in progress														
17-088	G	AG	financial	Corporate Services	May 12/17			in progress														
17-089	G	AG	financial	Corporate Services	May 12/17			in progress														
17-092	G	B	infrastructure	Planning & Economic Development	May 15/17			in progress														
17-104	G	IA	animal	Planning & Economic Development	June 15/17			in progress														
17-105	G	B	property	Planning & Economic Development	June 16/17			in progress														
17-114	G	IP	traffic	Public Works	July 25/17			in progress														
17-115	G	IP	infrastructure	Public Works	July 25/17			in progress														
17-121	G	M	Financial	Corporate Services	Aug 4/17			in progress														
17-122	G	IP	enforcement	Office Councillor Whitehead, Public Works	Aug 4/17	Oct. 3/17	56	partial disclosure (under appeal)	930	0	0	0	0	0	17	0	0	4	3	0	0	
17-124	G	IP	property	Planning & Economic Development	Aug 10/17	Nov. 2/17	84	partial disclosure (under appeal)	1080	0	0	0	0	0	0	0	0	0	16	0	0	
17-126	G	IP	financial	Community & Emergency Services	Aug 14/17			in progress														
17-127	G	IP	contract	Public Works	Aug 14/17			in rprogress														
17-133	G	IP	property	Community & Emergency Services, Planning & Economic Development	Aug 28/17			in progress														
17-134	G	IA	property	Planning & Economic Development	Aug 28/17			in progress														
17-136	G	IP	animal	Planning & Economic Development	Aug 31/17			in progress														
17-138	G	B	financial	Public Works	Aug 28/17			in progress														

**Legend:**

IP - Individual/Public

B - Business

AR - Academic/Researcher

IA - Individual by Agent

M - Media

AG - Association/Group

File #	Requester Type	Requester Type	General Description	Information Requested From	Date Received	Date Completed	No. of Days to Finish	Disposition of Request	Clerk Time (Min.)	City Manager	Human Resources	Legal Services	Healthy & Safe Communities	Emergency Services	Corporate Services	Procurement	Mayor's Office	Councillors	Planning Economic Development	Public Health	Public Works	
17-142	G	B	property	Planning & Economic Development, Public Works, Corporate Services	Sept 12/17			in progress														
17-146	G	IP	property	Public Health Services, Planning & Economic Development	Sept 13/17			in progress														
17-152	G	B	property	Public Works	Sept 18/17			in progress														
17-153	G	B	property	Public Health Services	Sept 19/17			in progress														
17-157	G	B	property	Planning & Economic Development	Sept 25/17			in progress														
17-161	G	IA	property	Community and Emergency Services, Planning & Economic Development	Sept 27/17			in progress														
17-162	G	B	property	Planning & Economic Development	Sept 28/17			in progress														
17-163	G	IP	financial	Corporate Services, Public Works	Sept 28/17			in progress														
17-170	G	IA	infrastructure	Public Works	Oct 5/17			in progress														
17-171	G	IP	process	Office Councillor Whitehead, Public Works; Planning & Economic Development	Oct 19/17	Jan. 30/18	90+	no records disclosed (under appeal)	733	0	0	0	0	0	0	0	0	0	0	15	0	0
17-177	G	IA	traffic	Public Works	Oct 27/17			in progress														
17-181	G	IP	property	Community & Emergency Services, Planning & Economic Development	Nov 6/17			in progress														
17-182	G	IP	property	Community & Emergency Services, Planning & Economic Development	Nov 6/17			in progress														
17-191	G	IP	licensing	Planning & Economic Development	Nov 15/17	Dec 18/17	30	no records disclosed (under appeal)	616	0	0	0	0	0	0	0	0	0	0	0	0	0

**Legend:**

IP - Individual/Public

B - Business

AR - Academic/Researcher

IA - Individual by Agent

M - Media

AG - Association/Group

File #	Requester Type	Requester Type	General Description	Information Requested From	Date Received	Date Completed	No. of Days to Finish	Disposition of Request	Clerk Time (Min.)	City Manager	Human Resources	Legal Services	Healthy & Safe Communities	Emergency Services	Corporate Services	Procurement	Mayors Office	Councillors	Planning Economic Development	Public Health	Public Works
17-192	G	IP	licensing	Planning & Economic Development	Nov 15/17	Dec 18/17	30	no records disclosed (under appeal)	45	0	0	0	0	0	0	0	0	0	0	0	0
17-193	G	IP	licensing	Planning & Economic Development	Nov 15/17	Dec 18/17	30	no records disclosed (under appeal)	45	0	0	0	0	0	0	0	0	0	0	0	0
17-194	G	IP	licensing	Planning & Economic Development	Nov 15/17	Dec 18/17	30	no records disclosed (under appeal)	45	0	0	0	0	0	0	0	0	0	0	0	0
17-212	G	B	data	Public Works	Dec 1/17			in progress													
17-216	G	IP	property	Public Health Services, Planning & Economic Development	Dec 11/17			in progress													
17-218	G	IP	video	Public Works	Dec 19/17			in progress													
17-220	G	IP	inspection	Public Health Services	Dec 22/17			in progress													
16-015	G	IA	property	Planning & Economic Development	Jan 18/16			in progress													
16-063	G	IP	property	Planning & Economic Development	Mar 14/16			in progress													
16-090	G	B	enforcement	Public Health Services	May 5/16			in progress													
16-124	G	B	property	Planning & Economic Development, Community & Emergency Services, Public Works, Office of the City Clerk (Records)	July 8/16			in progress													
16-196	G	B	procurement	Corporate Services	Nov 1/16			in progress													
16-207	G	B	property	Community and Emergency Services	Nov 24/16			in progress													
15-104	G	B	environment	Public Works	Jun 29/15			in progress	565	0	0	0	0	0	3	0	0	0	0	0	0
15-176	G	B	property	Planning & Economic Development	Oct 19/15			in progress	369	0	0	0	0	0	3	0	0	0	1168	0	0

**Legend:**

IP - Individual/Public

B - Business

AR - Academic/Researcher

IA - Individual by Agent

M - Media

AG - Association/Group



File #	Requester Type	Request Type	General Description	Information Requested From	Date Received	Date Completed	No. of Days to Finish	Disposition of Request	Clerk Time (Min.)	City Manager	Human Resources	Legal Services	Healthy & Safe Communities	Emergency Services	Corporate Services	Procurement	Mayors Office	Councillors	Planning Economic Development	Public Health	Public Works

**Legend:**

IP - Individual/Public

B - Business

AR - Academic/Researcher

IA - Individual by Agent

M - Media

AG - Association/Group





**CITY OF HAMILTON**  
**CITY MANAGER'S OFFICE**  
**Audit Services Division**

<b>TO:</b>	Chair and Members Audit, Finance and Administration Committee
<b>COMMITTEE DATE:</b>	May 16, 2019
<b>SUBJECT/REPORT NO:</b>	Audit Services Report 2018-01 Hamilton Fire Department Risk Assessment (AUD19008) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Amy Bodner CPA, CA, CIA (905) 546-2424 Ext. 4438
<b>SUBMITTED BY:</b>	Charles Brown CPA, CA, CPA (Illinois) Director, Audit Services City Manager's Office
<b>SIGNATURE:</b>	

## RECOMMENDATION

That the General Manager of Healthy and Safe Communities be directed to instruct the appropriate staff to have the management responses implemented for the risks pertaining to:

- Workforce Planning and Staffing;
- Recruitment and Retention;
- Unsustainable Costs;
- Employee Skills and Aptitude; and
- Emerging Technology.

## EXECUTIVE SUMMARY

In 2018 Audit Services facilitated a risk assessment with the Hamilton Fire Department. This risk assessment allowed the Fire Department to proactively identify, assess and form responses to risks that were considered and incorporated into the Fire Department's newly developed ten-year Fire Service Delivery Plan. A diagram of the risk assessment process is included in Appendix "A" to Report AUD19008.

---

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: Audit Services Report 2018-01 Hamilton Fire Department Risk Assessment (AUD19008) (City Wide) – Page 2 of 6**

---

Participants in the risk assessment process identified 22 risks. A risk is an event that may impact or prevent the Fire Department from providing timely, quality service in a safe manner. A list containing the 22 risks identified is included in Appendix “B” to Report AUD19008.

The most significant risks related to staffing, recruitment, unsustainable costs, employee skills, emerging technology, legislative changes and critical infrastructure disruption.

Management accepted the risks related to legislative changes and critical infrastructure disruption as several controls and other actions are currently in place to prevent negative impacts and continue providing high quality services.

Management decided to take additional steps to further manage the risks related to staffing, recruitment, unsustainable costs, employee skills and emerging technology. Action plans have been developed and have been incorporated into the Fire Department’s newly developed ten-year Fire Service Delivery Plan where appropriate.

**Alternatives for Consideration – Not Applicable****FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

**Financial:** The Fire Chief and Deputy Chief made an informed decision on which risks would be managed further and the related actions. The implementation of management’s action plans may result in financial impacts which may be incorporated into operations, the budget process or the Fire Service Delivery Plan as necessary. As a result, the overall financial impact of management’s action plans cannot be estimated at this time.

**Staffing:** The Fire Chief and Deputy Chief made an informed decision on which risks would be managed further and the related actions. The implementation of management’s action plans may result in staffing impacts which may be incorporated into operations, the budget process or the Fire Service Delivery Plan as necessary. As a result, the overall staffing impact of management’s action plans cannot be estimated at this time.

**Legal:** None.

**SUBJECT: Audit Services Report 2018-01 Hamilton Fire Department Risk Assessment (AUD19008) (City Wide) – Page 3 of 6**

---

**HISTORICAL BACKGROUND**

The Audit Services Division broadened its portfolio of services in 2016 to include risk assessments. A risk assessment identifies risks proactively, so they can be managed, mitigated or accepted. This process involves working collaboratively with a department or division and facilitating discussions to ensure risks are appropriately identified and addressed.

The 2016-2018 Audit Services work plan approved by Council included a combined value-for-money and compliance audit related to fire services. In lieu of this audit, the Fire Chief and Director of Audit Services agreed it would be a beneficial opportunity to take a more wholistic approach and carry out a risk assessment to ensure various types of risks are considered as part of the Fire Department's newly developed ten-year Fire Service Delivery Plan. The Fire Chief plans on presenting this Fire Service Delivery Plan to the Emergency and Community Services Committee on June 6, 2019.

The Audit, Finance and Administration Committee receives and approves risk assessment reports as part of its responsibilities for the oversight of governance and work performed by Audit Services.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

None.

**RELEVANT CONSULTATION**

In order to carry out this risk assessment, interviews and workshops were carried out with representatives from the:

- Hamilton Fire Department of the Healthy and Safe Communities Department;
- Human Resources Division and Strategic Partnerships and Communications Division of the City Manager's Office;
- Hamilton Professional Fire Fighters Association Local 288; and
- Greater Hamilton Volunteer Firefighters Association, CLAC Local 911.

Responses for chosen risks, some of which are highlighted in the analysis section of this report, were provided by the Deputy Chief in the Hamilton Fire Department of the Healthy and Safe Communities Department.

**SUBJECT: Audit Services Report 2018-01 Hamilton Fire Department Risk Assessment (AUD19008) (City Wide) – Page 4 of 6**

---

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

Audit Services facilitated a risk assessment with the Hamilton Fire Department using the enterprise risk management (ERM) model. A risk is an event that may impact a business in meeting its objectives. ERM is a process to identify business risks and how these risks will be controlled further or eliminated to reduce the impact on business objectives. A diagram of the risk assessment process is included in Appendix “A” to Report AUD19008. Effective risk management requires that all risks that could negatively impact the achievement of a business’ objectives be recognized.

Through a series of interviews, participants from the Hamilton Fire Department, Human Resources, Communications and union representatives identified 22 risks. A list of these risks is included in Appendix “B” to Report AUD19008.

Through one large workshop and several one-on-one workshops, participants assessed the likelihood and impact of each risk and Audit Services mapped these scores onto a heat map to see how critical each risk was in relation to each other. The resulting heat map is included in Appendix “C” to Report AUD19008. Likelihood is an indication of how often the potential risk may occur or what may be the chances of it happening. Impact is an indication of how severe a potential loss or negative outcome may be for a risk event. The seven most significant risks related to staffing, recruitment, unsustainable costs, employee skills, emerging technology, legislative changes and critical infrastructure disruption.

Management was asked to provide a risk response for these seven risks which describes what management plans on doing about the risk. Management may choose to avoid, accept, manage or share/transfer the risk defined as follows:

- Avoid the risk – withdrawing from, or not performing, an activity that could contribute to the risk.
- Accept the risk – accepting the loss, or benefit of gain, from the risk when it occurs; no further action to be taken.
- Manage the risk – reducing the severity or likelihood of the loss by putting more controls in place or reducing/eliminating the source of the risk.
- Share/transfer the risk – sharing the burden of loss, or benefit of gain, from a particular risk with another party.

Management accepted the risks related to legislative changes and critical infrastructure disruption as several controls and other actions are currently in place to prevent negative impacts and continue providing high quality services.

**SUBJECT: Audit Services Report 2018-01 Hamilton Fire Department Risk Assessment (AUD19008) (City Wide) – Page 5 of 6**

---

Management decided to take additional steps to further manage the risks related to staffing, recruitment, unsustainable costs, employee skills and emerging technology. Action plans have been developed and have been incorporated into the Fire Department's newly developed ten-year Fire Service Delivery Plan where appropriate. Among the action plans are:

- Addressing human resource challenges, optimization of resources, revenue generating activities and technology improvements as part of the Fire Service Delivery Plan;
- Establishing performance metrics for all aspects of service delivery;
- Implementing a new training model; and
- Updating the development charges by-law on a more periodic basis.

Audit Services provided the Fire Chief with a detailed report outlining the background, methodology, rationale and observations from each stage of the risk assessment process as well as a comprehensive summary for each of the 22 risks identified as part of this exercise. A copy of this Fire Risk Assessment – Detailed Report is included in Appendix “D” to Report AUD19008.

Audit Services would like to thank the Hamilton Fire Department and other participants for their positivity, openness, enthusiasm and contributions throughout this risk assessment exercise. The ongoing monitoring of risks and action plans, as well as integration into strategic planning and decision-making processes, will be the responsibility of Fire Department management.

#### **ALTERNATIVES FOR CONSIDERATION**

Not applicable.

#### **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.

##### **Our People and Performance**

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

**SUBJECT: Audit Services Report 2018-01 Hamilton Fire Department Risk  
Assessment (AUD19008) (City Wide) – Page 6 of 6**

---

**APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” to Report AUD19008 – Risk Assessment Process

Appendix “B” to Report AUD19008 – List of Identified Risks

Appendix “C” to Report AUD19008 – Heat Map

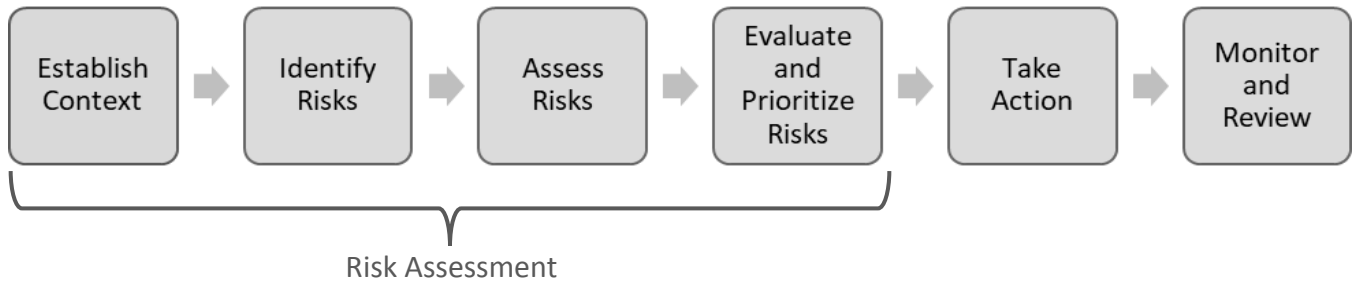
Appendix “D” to Report AUD19008 – Fire Risk Assessment – Detailed Report



**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**RISK ASSESSMENT PROCESS**





**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

**LIST OF IDENTIFIED RISKS**

<b>No.</b>	<b>Risk Category</b>	<b>Risk Statement</b>	<b>Heat Map Label</b>
1	Workforce Planning & Staffing	The Fire Department's staffing levels (non-union management and unionized front line staff) may be too lean.	Staffing
2	Recruitment & Retention	The Fire Department may face challenges in their ability to fill positions in a timely manner.	Recruitment
3	Unsustainable Costs	The Fire Department may face budgetary pressures to be able to fund unexpected or rising financial obligations and maintain current service levels.	Costs
4	Employee Skills & Aptitude	Fire Department employees may lack the skills or experience to be successful in their roles.	Skills
5	Emerging Technology	The Fire Department may be unable to utilize technology to make processes more efficient or effective.	Technology
6	Legislative Changes	The Fire Department may not have the capacity to react to regulatory changes made by third parties with jurisdiction over the Fire Department.	Legislation
7	Critical Infrastructure Disruption	The Fire Department may experience loss of functionality of critical systems.	Disruption
8	Employee Safety	Fire Department employees may experience physical or mental injury on the job.	Safety
9	Service Overlaps	Shared resource constraints between the Fire Department, Paramedic Service and Police Service may not be addressed.	Overlaps
10	Change Management	Employees may not have the desire to support or participate in change and improvement initiatives.	Change
11	Preparedness for Certain Emergencies	The Fire Department may face challenges responding to different types of emergency situations.	Preparedness

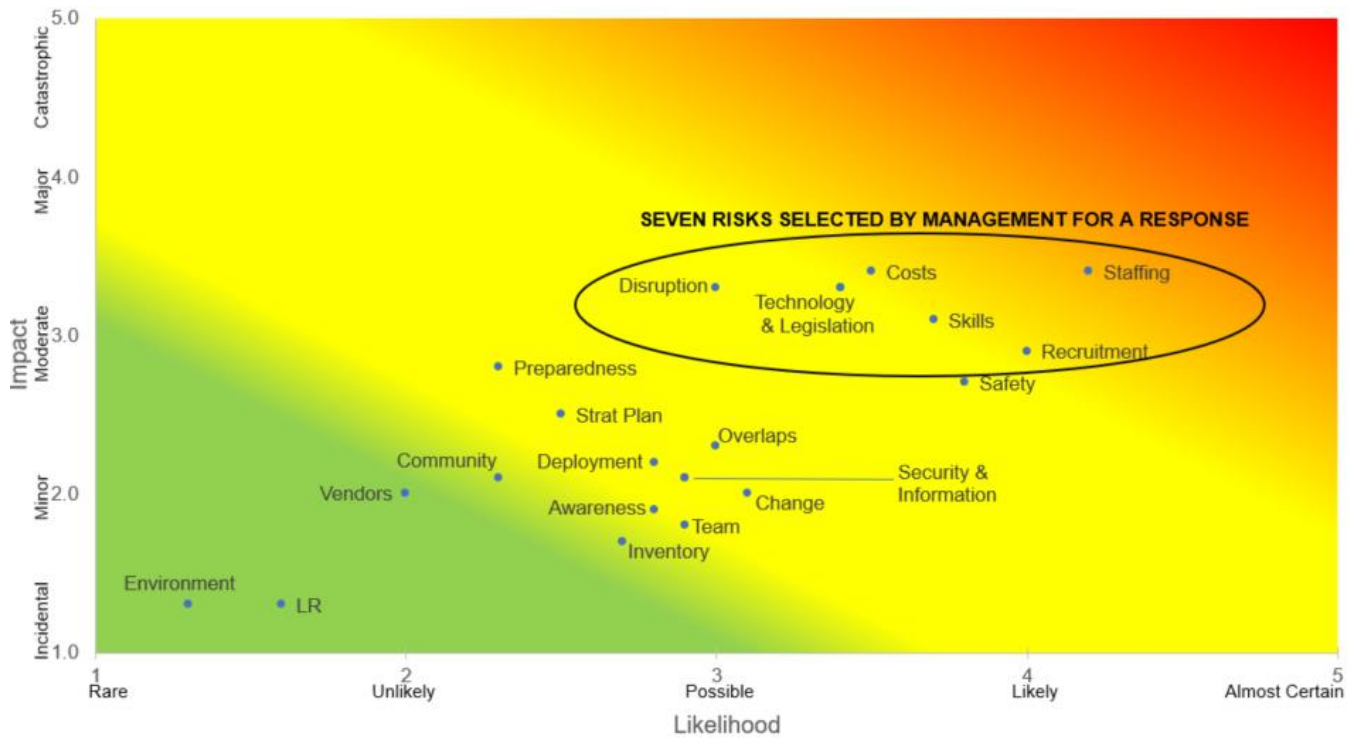
**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

**LIST OF IDENTIFIED RISKS**

<b>No.</b>	<b>Risk Category</b>	<b>Risk Statement</b>	<b>Heat Map Label</b>
12	Availability & Reliability of Information	Fire Department employees may not have the information necessary to perform their duties.	Information
13	Asset Security	Fire Department assets may be damaged, lost or stolen.	Security
14	Resource Deployment	The Fire Department may not have the necessary resources to affect the convergence of an effective fire and rescue force.	Deployment
15	Strategic Planning & Performance	The Fire Department may not anticipate future needs and proactively prepare for change.	Strat Plan
16	Team Atmosphere	Given the composite nature of the Fire Department, there may be challenges on different cultural attitudes.	Team
17	Stakeholder Awareness & Public Perception	There may be a difference in understanding between the services and level of service provided and the minds of Council and the Public.	Awareness
18	Inventory Controls	The Fire Department may have too much or too little inventory or supplies on hand.	Inventory
19	Community Response	The Fire Department may face challenges communicating with citizens.	Community
20	Third Party Vendors	The Fire Department may be unable to procure necessary goods and services.	Vendors
21	Labour Relations & Disruption	The Fire Department may not resolve labour relations issues in a timely manner.	LR
22	Environmental Damage	Through Fire Department activities, there is a potential to impact the environment.	Environment

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

**HEAT MAP**



Note – The risk corresponding to each label on the heat map is contained in Appendix “B” to Report AUD19008.



**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT  
DETAILED REPORT**

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT**

**TABLE OF CONTENTS**

EXECUTIVE SUMMARY .....	3
INTRODUCTION & RISK CONTEXT	
Project History .....	4
Scope .....	4
Background Information About the Fire Department .....	5
Risk Context .....	5
METHODOLOGY	
Enterprise Risk Management .....	8
Risk Management Process .....	9
RISK IDENTIFICATION .....	10
RISK ASSESSMENT .....	10
RISK RESPONSE .....	12
CONCLUSION .....	14
APPENDICES	
Appendix 1 – Fire Department Operating Divisions .....	15
Appendix 2 – Risk Assessment Participants .....	17
Appendix 3 – List of Identified Risks .....	18
Appendix 4 – Detailed Risk Summaries .....	20
Appendix 5 – Likelihood and Impact Scales .....	48



**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT**

**EXECUTIVE SUMMARY**

In 2018 Audit Services facilitated a risk assessment with the Hamilton Fire Department. This risk assessment allowed the Fire Department to proactively identify, assess and form responses to potential risks that were considered and incorporated into the Fire Department's newly developed ten-year Fire Service Delivery Plan.

Through a series of interviews, participants from the Hamilton Fire Department, Human Resources Division, Communications Division and union representatives identified 22 risks. A risk is an event that may impact or prevent the Fire Department from providing timely quality service in a safe manner. A variety of risks were identified which included strategic, operational, financial, compliance, information and organizational matters.

Through one large workshop and several one-on-one workshops, participants assessed the likelihood and impact of each risk and Audit Services mapped these scores onto a heat map to see how critical each risk was in relation to the other. The most significant risks related to staffing, recruitment, unsustainable costs, employee skills, emerging technology, legislative changes and critical infrastructure disruption.

Management accepted the risks related to legislative changes and critical infrastructure disruption as several controls and other actions are currently in place to prevent negative impacts and continue providing high quality services.

Management decided to take additional steps to further manage the risks related to staffing, recruitment, unsustainable costs, employee skills and emerging technology. Action plans have been developed and have been incorporated into the Fire Department's newly developed ten-year Fire Service Delivery Plan where appropriate.

Audit Services believes the risk assessment process with the Hamilton Fire Department was successful and remains optimistic that management will use this information to improve operations and to integrate proactive risk assessments into future strategic planning and decision-making processes.

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT**

**INTRODUCTION & RISK CONTEXT**

Project History

The Audit Services Division broadened its portfolio of services in 2016 to include risk assessments. A risk assessment identifies risks proactively, so they can be managed, mitigated or accepted. This process involves working collaboratively with a department/division and facilitating discussions to ensure risks are appropriately identified and addressed.

The Fire Chief and Director of Audit Services met in early 2018 to discuss the Fire Department developing and presenting a ten-year Fire Service Delivery Plan to Committee and Council in the near future. Both the Director of Audit Services and the Fire Chief saw this as an opportunity to facilitate a risk assessment with the Hamilton Fire Department to ensure risks are formally identified and considered while developing the Fire Service Delivery Plan. This approach will present a more fulsome picture for City Council of the Fire Department's operations, risks and constraints, and linkage to action items in the newly developed Fire Service Delivery Plan.

The 2016-2018 Audit Services Work Plan presented to the Audit, Finance and Administration Committee on April 25, 2018 contained a combined value-for-money and compliance audit related to the Fire Department. Audit Services performed the risk assessment in lieu of the audit outlined in the Work Plan to broaden the impact of its work in the Fire Department and take advantage of this unique opportunity.

Scope

Audit Services' role was to facilitate a risk assessment with the Hamilton Fire Department. Each operational group within the Fire Department was included in the scope of this project and risks were compiled, analyzed and reported on a department-wide basis. As facilitator, Audit Services guided the Hamilton Fire Department through the risk management process and ensured faithful representation of the information obtained from, and decisions made by, participants. Audit Services did not corroborate or formally validate participant evaluation of risk for accuracy or completeness. However, Audit Services applied professional judgement in ensuring due diligence was applied to risk identification and evaluation, and synthesized and correlated the risk information with its understanding of operations.

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT**

Background Information About the Fire Department

The Hamilton Fire Department is a division within the Healthy and Safe Communities Department. In 2018, the Hamilton Fire Department managed an operating budget of about \$91 million and capital projects totaling approximately \$6 million.

There are eight unique operating divisions within the Hamilton Fire Department. These include: firefighting and rescue operations, training, communications, city wide trunked radio, mechanical, fire prevention, emergency management and the leadership team. Detailed descriptions of the main activities carried out by each operating division is included in Appendix 1 to the Fire Risk Assessment – Detailed Report.

The Hamilton Fire Department operates out of 30 locations across the City which includes both administrative locations and fire stations. The Hamilton Fire Department is a composite fire service made up of 586 career fulltime personnel and 270 volunteer paid-on-call firefighters. Depending on their location, emergency response stations are composed of either full time career firefighters, on-call volunteer firefighters or a mix of career and volunteer firefighters.

Risk Context

Audit Services identified the following internal and external parameters unique to the Hamilton Fire Department that must be considered when managing risk in their environment.

Internal Parameters

- History – The current Hamilton Fire Department was formed in 2001 when the fire departments from Hamilton, Ancaster, Dundas, Glanbrook, Flamborough and Stoney Creek amalgamated. The type of fire service varies across the amalgamated City, depending on where fire stations are located, area rating and the amount of property taxes levied for fire services. As the Fire Department is funded largely from the tax levy, significant changes to the fire service requires Council approval and may impact property taxes.
- Objectives – The Fire Department’s objective to “protect and promote quality of life and public safety” was adopted after amalgamation in 2001. The Fire Department’s purpose statement “dedicated to preserving life, property and the environment in Hamilton through an integrated program of fire protection and rescue services and emergency management” was part of the Hamilton Fire Department’s service profile in the Trust and Confidence Report.

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT**

For the purposes of this risk assessment, a risk is defined as an event that may impact or prevent the Fire Department from meeting its objectives. To translate the above objective and purpose statements into something that could resonate with any participant, Audit Services used the concepts of safety and timely, quality service to facilitate discussions with interviewees to identify risks.

- Strategy – The Hamilton Fire Department is currently developing a ten-year Fire Service Delivery Plan. There has not been a service delivery plan in place in the recent past.
- Risk Appetite – Council is ultimately responsible for the determination and establishment of levels of fire protection service. By-Law No. 19-034 To Establish, Maintain and Operate Hamilton Fire Department, approved by Council on February 27, 2019, identifies services provided by the Hamilton Fire Department. The newly developed ten-year Fire Services Delivery Plan will provide additional clarity to existing service levels and bring service-related changes to Council for consideration.
- Environment – The majority of the Hamilton Fire Department consists of essential service unionized employees belonging to two predominant unions – the Hamilton Professional Fire Fighters Association (HPFFA) Local 288 and the Greater Hamilton Volunteer Firefighters Association, CLAC Local 911. Both unions play an active role in labour negotiations and other activities.
- Culture – The Hamilton Fire Department has a paramilitary command structure in which a chain of command exists. There are clear lines of authority and responsibility within the fire service and orders are passed along within a team or unit to achieve outcomes.
- Tone at the Top – The Fire Chief has demonstrated an encouraging and positive attitude toward risk assessment and innovation. The Chief's message in the 2017 Hamilton Fire Department Annual Report stated "moving forward, we remain committed to finding ways to continually improve. Our focus will be to gain a better understand(ing of) the level of risk and needs of the City so that we can optimize the utilization of our resources while delivering the required level of service." The Hamilton Fire Department was the first City division to publish performance information on the newly created citizen dashboard. Also, the Fire Chief requested that Audit Services perform a risk assessment on the service to incorporate the findings with the ten-year Fire Service Delivery Plan. These actions show constructive tone at the top regarding risk management.

**CITY OF HAMILTON**  
**AUDIT SERVICES REPORT 2018-01**  
**HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT**

- **Capability** – Certain Hamilton Fire Department management members and staff are familiar with risk management concepts. For example, the Hamilton Fire Department completed a community risk assessment which involved identifying emergency-related risks and hazards to public safety in various communities and occupancies, assessing the likelihood and impact of these risks, and deciding what action will be taken for which risks. The Hamilton Fire Department can apply these concepts to this risk assessment which is focused more on the service's operations as opposed to the emergency response situations that arise in the community. In addition, senior leadership has demonstrated understanding of risk management concepts in discussions with Audit Services throughout this risk assessment process.

**External Parameters**

- **Key Business Drivers** – Growth within the City as well as an aging population has increased the demand for services provided by the Fire Department.
- **Regulations** – The Hamilton Fire Department operates in a highly regulated environment. The Fire Protection & Prevention Act, 1997 (FPPA) legislates fire prevention, public education and fire protection mandatory responsibilities of municipalities and is overseen by the Office of the Fire Marshal. The Ontario Fire Code is a regulation under the FPPA that governs fire safety standards for equipment, systems, building structures, land and premises. The Fire Department is responsible for enforcing requirements under the Ontario Fire Code as well as municipal by-laws dealing with open air burning, fireworks and fire routes. The Ministry of Transportation regulates the Hamilton Fire Department with respect to driver training and vehicle safety inspections performed in-house. Emergency Management maintains the City's emergency management program which is mandated by the Emergency Management and Civil Protection Act and Ontario Regulation 380/04.
- **Political, Economic, Socio-Cultural & Technological Factors** – The Hamilton Fire Department receives direction from City Council with respect to service levels and budgetary commitment. Council may change this direction at any time. Those elected may have varying levels of knowledge about the Fire Department, the services it provides and the risks it faces. The Fire Department depends on a multitude of systems and other technology to carry out its operations. Advancements in technology may impact the service's ability to perform its activities in an efficient manner.

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

**FIRE RISK ASSESSMENT – DETAILED REPORT**

**METHODOLOGY**

Enterprise Risk Management

Audit Services used the enterprise risk management (ERM) model to carry out this risk assessment. A risk is an event that may impact a business in meeting its objectives. ERM is a process to identify business risks and how these risks will be controlled further or eliminated to reduce the impact on business objectives.

Effective risk management requires that all risks that could negatively impact the achievement of a business' objectives be recognized. The range of potential risks falls into seven broad categories and result from:

The business that you are in (volatility of external factors)	<b>Environmental Risk</b>		
The direction that you plan on going	<b>Strategic Risk</b>	<b>Organizational and Cultural Risk</b>	Systemic issues, culture and values, organizational capacity, commitment, and learning management systems, etc.
Carrying out your objectives	<b>Operational Risk</b>		
Obtaining, committing and using economic resources	<b>Financial Risk</b>		
Having to comply with laws, regulations, standards and policies	<b>Compliance Risk</b>		
Relying on information	<b>Informational Risk</b>		

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

**FIRE RISK ASSESSMENT – DETAILED REPORT**

Risk Management Process

The following risk management process was used to carry out this risk assessment:

Risk Management Process Step	Procedures
<b>1. Establish the Context</b> <i>Define objectives, values and environmental factors.</i>	Audit Services will perform research and carry out interviews to establish context and understand Fire Department operations.
<b>2. Identify Risks</b> <i>What can go wrong? How can it happen?</i>	Audit Services will conduct interviews to identify risks, contributing factors to the risk, and existing controls and mitigations.
<b>3. Assess Risks</b> <i>Review existing controls. Determine the likelihood and impact of each risk.</i>	Audit Services will facilitate a workshop for participants to assess the likelihood and impact of each risk.
<b>4. Evaluate and Prioritize</b> <i>Establish the level of risk. Decide on acceptance or action. Set action priorities.</i>	Audit Services will plot assessment information on a heat map to visualize the criticality of risks. Audit Services will present the heat map to management to allow them to decide which risks will be selected for a risk response.
<b>5. Take Action</b> <i>Identify treatment strategies. Prepare action plan. Implement action plan.</i>	Management will identify what actions may be taken to address the risks they have selected. Management will implement action plans.
<b>6. Monitor and Review</b>	Management will monitor the progress of action plans and environmental factors that may identify new risks or how existing risks were previously assessed. Audit Services will perform a follow up exercise to check in on management's actions and monitoring of the risk universe.

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT**

**RISK IDENTIFICATION**

Audit Services conducted interviews to facilitate the identification of risks facing the Hamilton Fire Department, internal and external factors contributing to those risks, and controls and mitigations currently in place to manage those risks.

The Fire Chief and Deputy Chief provided Audit Services with a list of 26 individuals (covering 24 positions) who would participate in the risk assessment process. A list of participants is included in Appendix 2 to the Fire Risk Assessment – Detailed Report. Audit Services agreed with management that the list of participants was adequate and represented a good cross section of stakeholders from the Fire Department, other City departments and union representatives who would positively contribute to the risk assessment process.

Audit Services analyzed interview responses and compiled a list of 22 risks facing the Hamilton Fire Department. Interviewees identified an assortment of strategic, operational, financial, compliance, information and organizational risks.

A list of these risks, including each risk category and risk statement, is included in Appendix 3 to the Fire Risk Assessment – Detailed Report. Additional details and information pertaining to these risks, including more extensive risk descriptions, contributing factors and existing controls and mitigations, are included in Appendix 4 to the Fire Risk Assessment – Detailed Report.

Audit Services agreed with participants that the list of risks captures the main events and conditions that may impact the Hamilton Fire Department in providing safe and timely quality services.

**RISK ASSESSMENT**

Audit Services used two criteria – likelihood and impact – to assess the level of risk or criticality of the 22 risks identified. Likelihood is an indication of how often the potential risk may occur or what may be the chances of it happening. Impact is an indication of how severe a potential loss or negative outcome may be for a risk event. Audit Services and the Hamilton Fire Department developed a five-point scale describing a progression from low to high likelihood and impact. These likelihood and impact scales are included in Appendix 5 to the Fire Risk Assessment – Detailed Report.

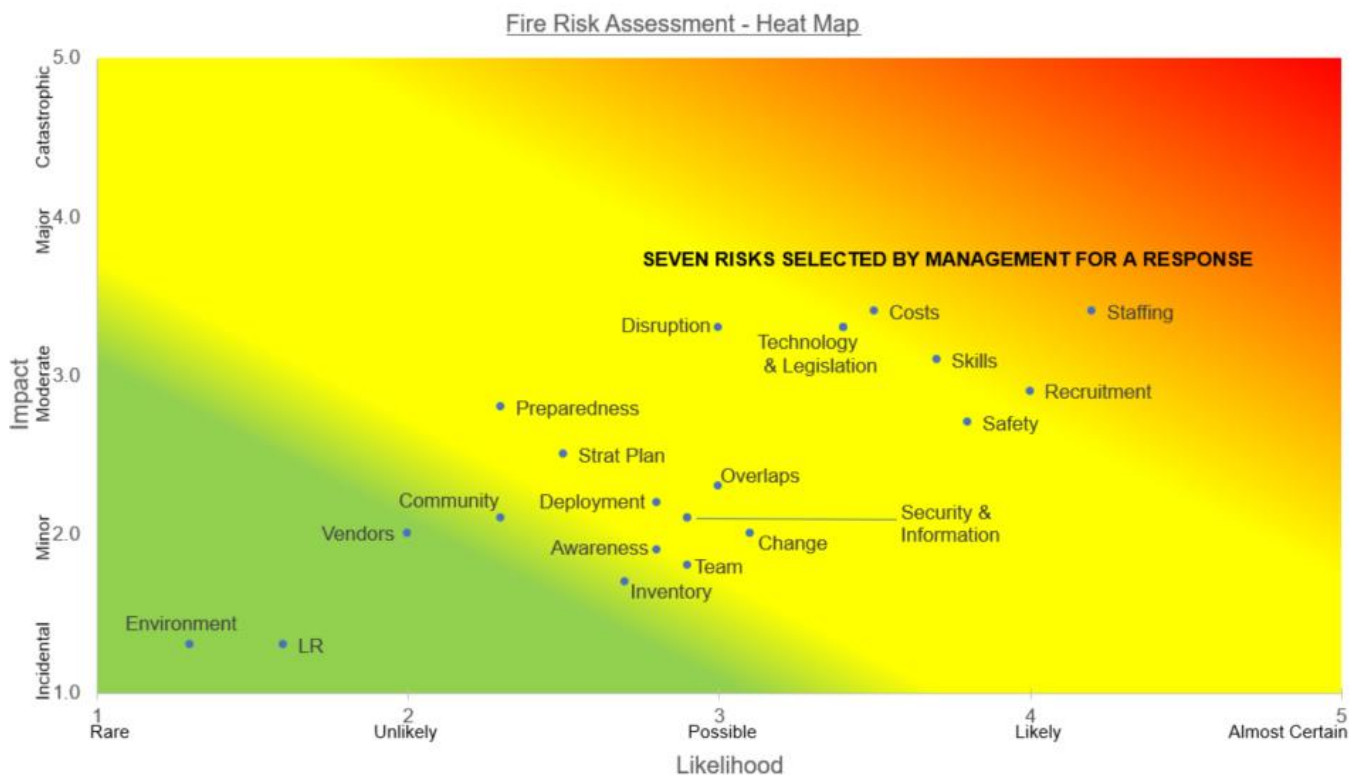


**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

**FIRE RISK ASSESSMENT – DETAILED REPORT**

Audit Services facilitated one large workshop and several one-on-one workshops with interviewees to present the identified risks, contributing factors and existing controls and mitigations. Participants were provided an opportunity to discuss the risks and identify additional factors and mitigations before voting on the likelihood and impact of each risk. Participants were asked to vote on the residual risk – the degree of likelihood and impact remaining after considering the controls and other mitigations currently in place to manage the risk. Audit Services collected each participant’s votes in an anonymous manner to encourage individual responses without fear of undue influence by management or union representatives.

Audit Services combined the votes from the workshop and smaller sessions to calculate an overall likelihood and impact score for each risk. These scores were plotted on the following heat map to create a visual representation of how critical each of the 22 risks were assessed in relation to each other.



See Appendix 3 of the Fire Risk Assessment – Detailed Report for a legend indicating which risks correspond to the labels in the heat map.

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT**

Audit Services was satisfied with the spread of risks across the heat map. Based on information obtained from participant interviews and discussions during the workshop, the risk rankings on the heat map (e.g. green = low risk, yellow = medium risk, red = high risk) appear consistent with and reflective of participants' feedback.

**RISK RESPONSE**

Audit Services met with the Fire Chief and Deputy Chief to present the heat map and decide which risks will require further response. A risk response describes what management plans on doing about the risk. Management may choose to avoid, accept, manage or share/transfer the risk defined as follows:

- Avoid the Risk – Withdrawing from, or not performing, an activity that could contribute to the risk.
- Accept the Risk – Accepting the loss, or benefit of gain, from the risk when it occurs; no further action to be taken.
- Manage the Risk – Reducing the severity or likelihood of the loss by putting more controls in place or reducing/eliminating the source of the risk.
- Share/Transfer the Risk – Sharing the burden of loss, or benefit of gain, from a particular risk with another party.

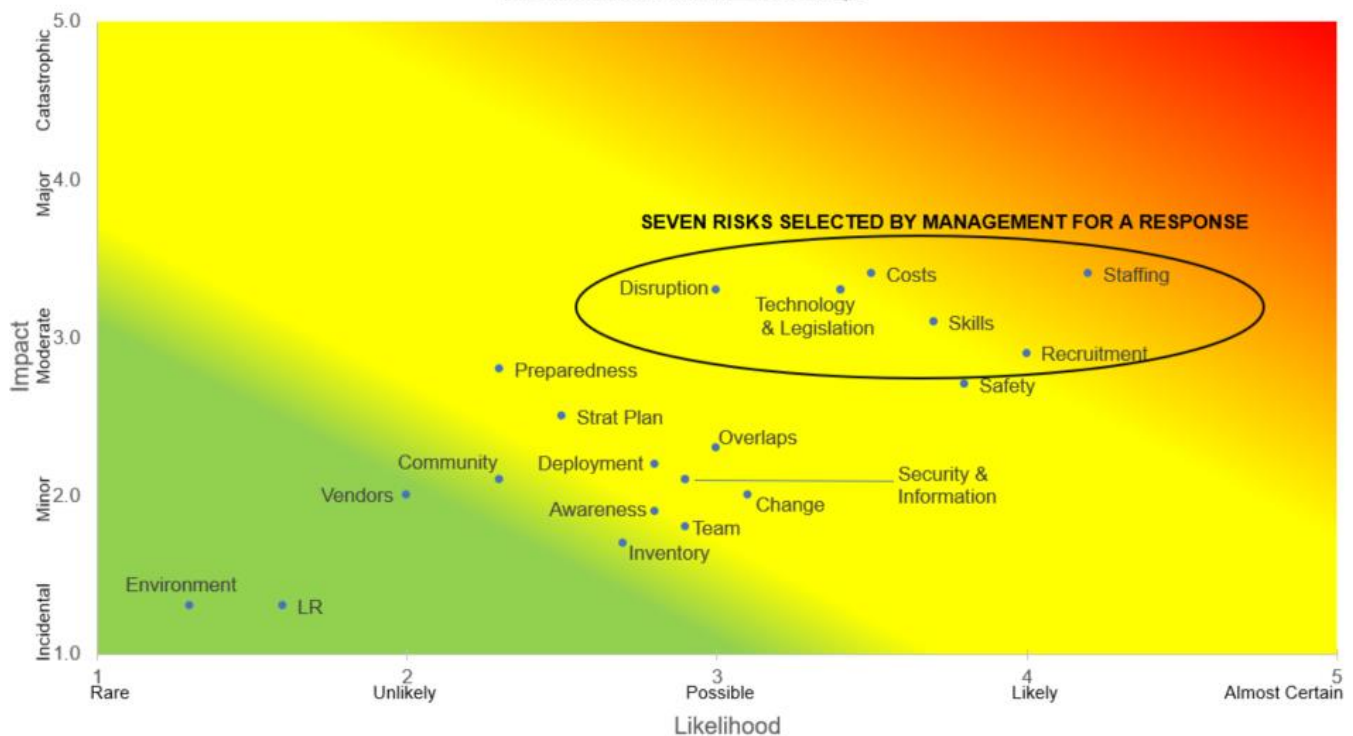
Audit Services would like to note that the Fire Chief was in agreement with the risk assessment levels in the heat map with the exception of having some concern for the risk ranking related to resource deployment. This is the risk that the Fire Department may not have the necessary resources to affect the convergence of an effective fire and rescue force. As a group, participants assessed this risk as moderate (possible with minor impact). However, the Fire Chief considers deployment to be a high-risk item based on his knowledge and strategic focus. Discussions about resources and convergence have been held at a very high level in the Fire Department. In addition, some aspects of deployment relate to staffing which ranked very high. Accordingly, management included reference to resource deployment and its inclusion in the newly developed ten-year Fire Service Delivery Plan in the staffing risk response as the ability to deploy resources depends on staffing levels.

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

**FIRE RISK ASSESSMENT – DETAILED REPORT**

The Fire Chief and Deputy Chief chose to respond to the seven risks assessed as likely and moderate impact as shown in the following heat map. This doesn't mean that the remaining 15 risks are unimportant. Management selected the top seven risks to focus their efforts and resources on the most critical risks facing the Fire Department today. Management may decide to respond to these other risks in the future once the more critical risks are addressed or if circumstances change making the other risks more significant.

Fire Risk Assessment - Heat Map



Of the seven risks selected, the Fire Chief and Deputy Chief decided to accept two of these risks and further manage the remaining five risks.

Management accepted the risks related to legislative changes and critical infrastructure disruption. Management believes that the controls and other mitigations currently in place are adequate to continue providing high quality service. The cost to implement additional controls would be greater over time as compared to any incremental benefit.

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT**

The Fire Chief and Deputy Chief decided to further manage the risks related to staffing, recruitment, unsustainable costs, employee skills and emerging technology. Management believes that additional cost-effective steps can be taken to further reduce the likelihood or impact of these risk events. Several of these steps are linked to action items in the Hamilton Fire Department's newly developed Fire Service Delivery Plan.

The detailed risk responses and action plans provided by management, including estimated timelines, are included in Appendix 4 to the Fire Risk Assessment – Detailed Report.

### **CONCLUSION**

The Hamilton Fire Department provides vital services that contribute to creating and supporting healthy and safe communities in all areas of the City.

As with all City operations, the Fire Department is not immune to risks or possible events that may impact providing timely, quality service to our citizens in a safe manner. Participants in this risk assessment exercise did an excellent job identifying 22 risks that may impact the Fire Department and assessing how significant those risks are to operations.

Management has chosen to mitigate five of the more significant risks pertaining to staffing, recruitment, unsustainable costs, employee skills and emerging technology. Additional steps and projects will be carried out in the short, medium and long term to reduce the likelihood and impact of these risks to further minimize potential obstacles to service delivery. The Fire Department has integrated some of these action items in their newly developed Fire Service Delivery Plan. Audit Services is optimistic that management will use this risk assessment process and results in the future to monitor their environment and integrate insights into their strategic planning and decision-making processes.

Audit Services would like to thank the Hamilton Fire Department and other participants for their positivity, openness, enthusiasm and contributions throughout this risk assessment exercise. We look forward to following up with the Hamilton Fire Department in the future to see how their risk response actions are coming and their impact on fire services.

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

**FIRE RISK ASSESSMENT – DETAILED REPORT  
APPENDIX 1 – FIRE DEPARTMENT OPERATING DIVISIONS**

<b>Operating Division</b>	<b>Main Activities</b>
Firefighting and Rescue Operations	Responds to various incidents (e.g. life threatening medical calls, alarm investigation, rescue, fires, explosions, gas and carbon monoxide leaks, open air burning, hazardous materials, trapped victim, etc.). Attends community events and teaches the public about fire prevention and the Fire Department. Performs certain inspections and other activities for the Prevention division. Provides peer-to-peer in-station training and communications coverage.
Training	Trains career, volunteer and recruit firefighters including specialties (e.g. high angle rope rescue). Develops, researches and updates training procedures and manuals for compliance with legislated standards and new technology matters. Trains other divisions within the Department as required.
Communications	Intake of emergency and non-emergency calls. Dispatches and relocates apparatus and resources. Assigns radio frequencies and monitors radio transmissions. Monitors and inputs hydrant status, road closures and alarm system testing into the Computer Aided Dispatch system. Processes non-emergency requests for service from the public, emergency agencies and other public safety services.
City Wide Trunked Radio	Plans, maintains and procures services for the corporate radio infrastructure (e.g. system, towers, radio units) used by Fire, Police, Public Works and Hamilton Airport. Maintains paging system infrastructure used to page out volunteer firefighters to emergency calls. Maintains the fire station alerting system and mobile computing hardware installed in fire apparatus. Provides ongoing consultation and support to end users.
Mechanical	Maintains, repairs and tests vehicles, breathing apparatus, ancillary equipment and firefighting clothing. Orders, delivers and stocks operating supplies, personal protective equipment, uniforms, clothing and large capital items (e.g. apparatus and vehicles). Maintains and repairs the Paramedic fleet.

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

**FIRE RISK ASSESSMENT – DETAILED REPORT  
APPENDIX 1 – FIRE DEPARTMENT OPERATING DIVISIONS**

<b>Operating Division</b>	<b>Main Activities</b>
Fire Prevention	Enforces the Fire Protection and Prevention Act, Ontario Fire Code and various municipal by-laws. Inspects for fire safety compliance. Issues open air burn permits, file search response letters, incident response reports and approval of fire safety plans. Runs programs and public education initiatives for school children, citizens, community service organizations, building staff and at-risk groups. Witnesses fire drills in all vulnerable occupancies annually.
Emergency Management	Prepares the organization to respond to emergencies and disasters through training, exercises, plans and procedures. Performs a hazard identification risk assessment and identifies critical infrastructure. Maintains two emergency operations centres. Educates citizens on emergency preparedness. Assists City departments and external agencies develop and implement their emergency management and business continuity programs.
Leadership Team	Supports, administers and maintains technology and databases used by the Fire Department. Overall responsibility for day-to-day operations of the Fire Department. Oversight of policies and procedures, budget preparation and monitoring. Participates in collective bargaining, labour relations and staffing activities. Interacts with Council, unions, other City divisions and the media.

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

**FIRE RISK ASSESSMENT – DETAILED REPORT  
APPENDIX 2 – RISK ASSESSMENT PARTICIPANTS**

<b>No.</b>	<b>Name</b>	<b>Position</b>
1	Dave Cunliffe	Fire Chief
2	John Verbeek	Deputy Fire Chief
3	Randy Moss	Deputy Fire Chief
4	Dan Milovanovic	Assistant Deputy Chief
5	Shawn DeJager	Assistant Deputy Chief
6	Stephen Miller	Assistant Deputy Chief
7	Carla MacDonald	Assistant Deputy Chief
8	Yvette McCormick	Division Chief of Administration
9	Mark Hommerson	Platoon Chief
10	Mark Middleton	Platoon Chief
11	Wayne Pryde	Platoon Chief
12	Mark Hodge	Platoon Chief
13	Ron Jeffries	Area Commander
14	Darrell Hicks	Chief of Training
15	Trish Schweitzer	Chief Communications Officer
16	Brian Keenan	Chief Mechanical Officer
17	Bob Simpson Pete DeBoer	Chief Fire Prevention Officer Assistant Chief Fire Prevention Officer
18	Connie Verhaeghe	Emergency Management Coordinator
19	Stan Double	President of HPPFA Local 288, Captain
20	Paul Leggatt Paul Osborne	President of CLAC 911, Volunteer Firefighter
21	Linda Button	Senior Project Manager
22	Allison Jones	Communications Officer
23	Bonnie MacPhail	Labour Relations Officer
24	Jackie Ross	Recruiter

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

**FIRE RISK ASSESSMENT – DETAILED REPORT  
APPENDIX 3 – LIST OF IDENTIFIED RISKS**

<b>No.</b>	<b>Risk Category</b>	<b>Risk Statement</b>	<b>Heat Map Label</b>
1	Workforce Planning & Staffing	The Fire Department's staffing levels (non-union management and unionized front line staff) may be too lean.	Staffing
2	Recruitment & Retention	The Fire Department may face challenges in their ability to fill positions in a timely manner.	Recruitment
3	Unsustainable Costs	The Fire Department may face budgetary pressures to be able to fund unexpected or rising financial obligations and maintain current service levels.	Costs
4	Employee Skills & Aptitude	Fire Department employees may lack the skills or experience to be successful in their roles.	Skills
5	Emerging Technology	The Fire Department may be unable to utilize technology to make processes more efficient or effective.	Technology
6	Legislative Changes	The Fire Department may not have the capacity to react to regulatory changes made by third parties with jurisdiction over the Fire Department.	Legislation
7	Critical Infrastructure Disruption	The Fire Department may experience loss of functionality of critical systems.	Disruption
8	Employee Safety	Fire Department employees may experience physical or mental injury on the job.	Safety
9	Service Overlaps	Shared resource constraints between the Fire Department, Paramedic Service and Police Service may not be addressed.	Overlaps
10	Change Management	Employees may not have the desire to support or participate in change and improvement initiatives.	Change
11	Preparedness for Certain Emergencies	The Fire Department may face challenges responding to different types of emergency situations.	Preparedness



**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

**FIRE RISK ASSESSMENT – DETAILED REPORT  
APPENDIX 3 – LIST OF IDENTIFIED RISKS**

<b>No.</b>	<b>Risk Category</b>	<b>Risk Statement</b>	<b>Heat Map Label</b>
12	Availability & Reliability of Information	Fire Department employees may not have the information necessary to perform their duties.	Information
13	Asset Security	Fire Department assets may be damaged, lost or stolen.	Security
14	Resource Deployment	The Fire Department may not have the necessary resources to affect the convergence of an effective fire and rescue force.	Deployment
15	Strategic Planning & Performance	The Fire Department may not anticipate future needs and proactively prepare for change.	Strat Plan
16	Team Atmosphere	Given the composite nature of the Fire Department, there may be challenges on different cultural attitudes.	Team
17	Stakeholder Awareness & Public Perception	There may be a difference in understanding between the services and level of service provided and the minds of Council and the Public.	Awareness
18	Inventory Controls	The Fire Department may have too much or too little inventory or supplies on hand.	Inventory
19	Community Response	The Fire Department may face challenges communicating with citizens.	Community
20	Third Party Vendors	The Fire Department may be unable to procure necessary goods and services.	Vendors
21	Labour Relations & Disruption	The Fire Department may not resolve labour relations issues in a timely manner.	LR
22	Environmental Damage	Through Fire Department activities, there is a potential to impact the environment.	Environment

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT  
APPENDIX 4 – DETAILED RISK SUMMARIES**

**RISK 1 – WORKFORCE PLANNING & STAFFING**

***The Fire Department's staffing levels (non-union management and unionized front line staff) may be too lean.***

Risk Description

The Fire Department's workforce size has seen limited growth since amalgamation. Meanwhile, the City continues to grow in population and geography which places greater demand for both public-facing and internal services provided by the Fire Department. There is a risk that the Fire Department's staffing levels, including the non-union leadership team, are too lean which may negatively impact its ability to sustain current service levels, meet additional demand, maintain employee morale and well-being, and control overtime-related costs.

While all Fire Department divisions expressed concerns over staffing levels, of concern to many interviewees was the size of the Training division. The Training division is primarily responsible for training both career and volunteer firefighters. This division is currently overwhelmed training double the usual volume of firefighter recruitment classes and meeting the training needs of existing staff.

In addition, Audit Services would like to highlight the significant workloads carried by the leadership team.

Contributing Factors

- Growth – A growing and aging population, an increase in personal and commercial transportation, and more development across the City has placed more demand on Fire suppression, prevention and communication services. More traffic and various hazardous materials are transported through the City via road, water and rail. This intensification increases the probability of an emergency event.
- Legislation – Earlier in the risk assessment process, proposed legislation was in front of the provincial legislature that would have required everyone in the Fire Department to be accredited in their field of expertise. This would have placed additional demand on all divisions to find coverage while staff carried out necessary training and certification testing. More strain would have been placed on the Training division to ensure all Suppression personnel received training to meet this higher standard. This legislation has been repealed. However, there is a chance that it may resurface.

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT  
APPENDIX 4 – DETAILED RISK SUMMARIES**

- Resources – City Council continues to strive toward minimal tax levy and staffing increases which result in management making few changes to current resources.
- Workforce Planning – Lack of strategic planning and key performance drivers makes it difficult for management to assess and communicate workforce size requirements and build a business case for additional resources.
- Collective Agreements – The Hamilton Professional Fire Fighters Association Local 288 collective agreement does not allow non-union leadership team positions to be backfilled by union members in an acting capacity.
- Responsibilities – Non-union leadership team members are responsible for handling front-line performance-related issues as staff and supervisors are part of the same union.
- Workforce Planning – Certain areas (e.g. dispatch, volunteer firefighters) are normally staffed at minimal levels.

Current Controls

- Suppression Coverage – The Suppression division has the largest full-time equivalent count in the Fire Department. Suppression staff provide in-station training, perform certain fire inspections and provide coverage for dispatch. This alleviates some workload and staffing pressures in other divisions.
- Overtime – Staff are asked to work additional shifts and are paid overtime premiums.
- Training – Cross training is underway for certain positions to ensure duties can be carried out by another staff member in the event of an extended absence.

Risk Response

The Hamilton Fire Department will **Manage the Risk** by:

- Establishing performance metrics for all aspects of service delivery. (ST)
- Addressing human resource challenges through implementing actions identified in the 10 Year Fire Service Delivery Plan (2019-2028). (ST,MT)

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT  
APPENDIX 4 – DETAILED RISK SUMMARIES**

- Ensuring the optimization of resources (apparatus, equipment and personnel) and deployment through implementing actions identified in the 10 Year Fire Service Delivery Plan. (ST,MT,LT)
- Continuing with training programs in compliance with the various National Fire Protection Association standards. (ST,MT,LT)
- Cross training Hamilton Fire Department personnel in various disciplines (e.g. firefighters more involved in inspection activities and public education). (MT)
- Cross training Hamilton Fire Department personnel within a Division to ensure when absences occur, the required work continues. (MT)

Risk Response Timelines: ST – Short Term – Within 1 Year

MT – Medium Term – Within 2-4 Years

LT – Long Term – Within 5+ Years

**RISK 2 – RECRUITMENT & RETENTION**

***The Fire Department may face challenges in their ability to fill positions in a timely manner.***

**Risk Description**

The Fire Department is finding it challenging to recruit candidates to the leadership team and volunteer firefighters. There is a risk that the Fire Department may not be able to fill leadership team and volunteer firefighter positions in a timely manner which may negatively impact its ability to maintain current service levels, employee morale and control overtime-related costs.

**Contributing Factors**

- External Events – Changes in demographics and the housing market has made it more difficult for potential volunteer firefighter recruits to live in the communities where the Fire Department needs volunteer firefighters.
- Diversity – Lack of diversity may inhibit different types of candidates to show interest in the leadership team.
- Succession Plan – There is no internal succession plan or other way to foster and build interest in non-union management positions.

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT  
APPENDIX 4 – DETAILED RISK SUMMARIES**

- Lifestyle – Non-union leadership team positions come with significantly higher levels of responsibility and time commitment as compared to what is expected from frontline Fire Department staff. Necessary lifestyle changes may inhibit staff from showing interest in leadership team roles.

Current Controls

- Succession Plan – The Fire Department has consulted with Human Resources about creating an internal succession plan and rolling out a general communication campaign to generate interest. This initiative has not yet commenced.
- Outreach – The Fire Department is doing some outreach to recruit volunteer firefighters.
- Transfer of Personnel – Within the first six years of a firefighter's career, the Fire Department transfers personnel to various stations throughout the City to ensure they experience all facets of fire service delivery.

Risk Response

The Hamilton Fire Department will **Manage the Risk** by:

- Addressing human resource challenges through implementing actions identified in the 10 Year Fire Service Delivery Plan. (ST,MT,LT)
- Exploring and enhancing diversity through implementing actions identified in the 10 Year Fire Service Delivery Plan. (MT,LT)

Risk Response Timelines: ST – Short Term – Within 1 Year

MT – Medium Term – Within 2-4 Years

LT – Long Term – Within 5+ Years

**RISK 3 – UNSUSTAINABLE COSTS**

***The Fire Department may face budgetary pressures to be able to fund unexpected or rising financial obligations and maintain current service levels.***

Risk Description

The Fire Department has or may face budgetary pressure due to:

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT  
APPENDIX 4 – DETAILED RISK SUMMARIES**

- Sick time and absenteeism;
- WSIB payments;
- Overtime costs;
- Upgrades to or replacement of the radio system;
- Repairs to aging fire trucks not yet due for replacement;
- Retroactive pay once new collective agreement interest arbitration is settled;
- Payment or lieu time for accumulated banked sick days; or
- Demand for more service without additional resources.

Without adequate budgets or reserves to fund the above items, there is a risk that the Fire Department may reduce service levels or cancel/delay improvement initiatives to find short term budgetary resources.

Contributing Factors

- Collective Agreements – The length of time to proceed through interest arbitration is out of the Fire Department's control.
- Collective Agreements – Collective agreements dictate terms surrounding overtime, sick time and accumulated banked sick days.
- Workforce – An aging workforce and significant number of retirements is driving sick time, overtime and payout of banked sick time. This is following the standard 30-year cycle for fire services across Canada.
- Resources – City Council continues to strive toward minimal tax levy increases which results in management making few changes to current resources.
- Strategic Planning – Lack of strategic planning and related funding make it difficult to stay focused on initiatives meant to improve service in the long term.
- Policies – A fire truck may not be replaced before the end of its useful life.

Current Controls

- Return to Work Specialist – A Return to Work Specialist is assigned to assist the Fire Department with sick time and absenteeism.
- Strategic Plan – The Fire Department is developing a ten-year Fire Service Delivery Plan to be presented to Council in 2019.

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT  
APPENDIX 4 – DETAILED RISK SUMMARIES**

- Reserves – Reserves exist and are used to fund equipment and apparatus replacement.
- Maintenance Program – The Fire Department has established preventative maintenance programs for vehicles, apparatus and equipment to avoid unexpected failures.

Risk Response

The Hamilton Fire Department will **Manage the Risk** by:

- Ensuring the Development Charge By-law is updated every five years which addresses fire needs (facilities, apparatus and equipment) based on future growth. (LT)
- The newly established temporary position of Executive Officer will be responsible for monitoring budgets, enhancing financial efficiencies and exploring and implementing revenue generation activities as identified in the 10 Year Fire Service Delivery Plan. (ST,MT)

Risk Response Timelines: ST – Short Term – Within 1 Year  
 MT – Medium Term – Within 2-4 Years  
 LT – Long Term – Within 5+ Years

**RISK 4 – EMPLOYEE SKILLS & APTITUDE**

***Fire Department employees may lack the skills or experience to be successful in their roles.***

Risk Description

The Fire Department is experiencing a high degree of turnover at all levels in all divisions, largely due to mass retirements. Successful candidates filling vacant staff positions are not always suited or have the right skills for the job. Staff being promoted to acting or permanent officer positions through an expression of interest process may not have the experience or leadership skills to be successful in the role. Staff and officers lacking the right skills for their role increases the risk of:

- Decline in productivity, quality, consistency and service levels;
- Reduction in morale of competent, engaged employees; or

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT  
APPENDIX 4 – DETAILED RISK SUMMARIES**

- Inadequate or unsafe decisions being made during emergency responses resulting in injury or legal liability.

Contributing Factors

- Legislation – Earlier in the risk assessment process, proposed legislation was in front of the provincial legislature that would have required everyone in the Fire Department to obtain certification for their role. This requirement could have weeded out candidates who are not qualified for the position. This legislation has been repealed. However, there is a chance it may resurface.
- Collective Agreements – Firefighters must retire from Suppression at 60 years old. Some firefighters will seek out another position in the Fire Department to continue working until they are ready to retire. Hamilton Professional Fire Fighters Association Local 288 job vacancies must be posted internally to other union members before the position is posted within the City or externally. The most senior union member is selected for the position. In some cases, internal positions are filled with those seeking age accommodation who may not have the necessary skills and aptitude for the position.
- Succession Plan – No succession plan exists.
- Officer Training – There is no skills syllabus, formal training or mentorship program for new officers.

Current Controls

- Training – Each division has a training program for new employees. Also, some divisions take extra steps to support their new recruits. For example, new Prevention Inspectors are assigned smaller, easier files first and gradually move up to more complex cases and are paired with a “buddy” for on-the-job assistance and advice.
- Debriefs – When there is a “close call” or subpar emergency response, senior officers and those involved in the response may decide to critique or debrief the event to understand what happened and what can be done better in the future. These debriefs are discretionary and not carried out in all cases.
- Certification – Mechanics have a Red Seal which indicates their achievement of interprovincial qualification skilled trade standards.



**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT  
APPENDIX 4 – DETAILED RISK SUMMARIES**

- Probationary Period – A minimum 12-month probationary period exists for employees entering a new role.

Risk Response

The Hamilton Fire Department will **Manage the Risk** by:

- Ensuring the required training and certification is completed that will qualify personnel for their roles. (ST)
- Implementing a new foundational training model to provide personnel with the competencies required throughout their career. (MT,LT)

Risk Response Timelines: ST – Short Term – Within 1 Year

MT – Medium Term – Within 2-4 Years

LT – Long Term – Within 5+ Years

**RISK 5 – EMERGING TECHNOLOGY**

***The Fire Department may be unable to utilize technology to make processes more efficient or effective.***

Risk Description

The Fire Department relies on various systems and technologies in performing its daily activities. Opportunities exist where technology can be used to allow employees to perform their jobs in a more efficient and effective manner. For example:

- Fire Prevention completes manual inspection forms which are later entered into the electronic database system. Tablets and portable printers may be used to complete work online in real time, eliminating travel back to the office to manually enter data.
- An eLearning online platform may be able to alleviate some capacity constraints in the Training division.

As service demands continue to rise, without additional staff, there is a risk that service levels may decline if technology is not adopted to make processes more efficient or effective.

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT  
APPENDIX 4 – DETAILED RISK SUMMARIES**

Contributing Factors

- Obsolescence – Certain technologies change, evolve and become obsolete rapidly.
- Resources – Budgetary pressures exist which limit the ability to purchase new technology.
- Policies – Technology may not be replaced before the end of its useful life.
- Employee Participation – Employees have many ideas on how existing or emerging technologies may be utilized to streamline and improve operations.
- Priorities – Prioritization and implementation of corporate-wide technology (e.g. SkyHawk Global Positioning System Automatic Vehicle Location) is determined by the Information Technology Division.

Current Controls

- Strategic Plan – The ten-year Fire Service Delivery Plan being developed by the Fire Department contains provisions related to technology.

Risk Response

The Hamilton Fire Department will **Manage the Risk** by:

- Improving technology across the Department through the implementation of actions identified in the 10 Year Fire Service Delivery Plan. (MT)
- The Application Analysts will be directed to investigate opportunities and implement solutions to increase efficiencies. (ST,MT,LT)
- IT Centralization will consolidate IT resources and systems across the City. IT Centralization will ensure that Departments continue to meet their priorities and improved allocation of resources for the benefit of the Corporation. (ST,MT,LT)

Risk Response Timelines: ST – Short Term – Within 1 Year

MT – Medium Term – Within 2-4 Years

LT – Long Term – Within 5+ Years

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT  
APPENDIX 4 – DETAILED RISK SUMMARIES**

**RISK 6 – LEGISLATIVE CHANGES**

***The Fire Department may not have the capacity to react to regulatory changes made by third parties with jurisdiction over the Fire Department.***

**Risk Description**

The Fire Department is required to comply with various regulatory and legislative requirements mandated by the Ministry of Transportation, Ministry of Community Safety and Correctional Services, Ministry of Labour, Ministry of Municipal Affairs and Housing, the Environmental Protection Agency and the City of Hamilton. Changes to regulatory and legislative requirements may occur at any time. There is a risk that the Fire Department may not have the capacity to implement change in a timely manner which may negatively impact its ability to achieve regulatory/legislative compliance. Lack of compliance may be accompanied by penalties, fines or lawsuits which may increase budgetary pressures, and providing inaccurate or incomplete services to citizens.

**Contributing Factors**

- External Events – The Fire Department has no control over when, how and what legislative/regulatory changes are passed.
- Guidance – The Ministry of Community Safety & Correctional Services and the Ontario Fire Marshall publishes compliance guidance notes when there are legislation changes.
- Responsibilities – Responsibility to interpret, understand and implement change to meet new requirements is decentralized throughout the Fire Department. Without adequate oversight or resources, the Fire Department's response may not be timely.
- Resources – The Fire Department may not have the financial resources and time to meet unexpected needs as they arise.

**Current Controls**

- Lobbying & Open Dialogue – The Fire Chief maintains dialogue with the Ontario Association of Fire Chiefs, Association of Municipalities Ontario and the Emergency Services Steering Committee and keeps open dialogue with political groups to understand and shape future legislative changes.

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT  
APPENDIX 4 – DETAILED RISK SUMMARIES**

- Accountability – Ultimate accountability for compliance rests with the Fire Chief. Work is delegated down as needed.

Risk Response

The Hamilton Fire Department will **Accept the Risk**.

The Hamilton Fire Department is working closely with the Office of the Ontario Fire marshal and other Fire Departments across the Province to ensure the sharing of resources and information in order to address any regulatory changes.

**RISK 7 – CRITICAL INFRASTRUCTURE DISRUPTION**

***The Fire Department may experience loss of functionality of critical systems.***

Risk Description

The radio and dispatch system, paging system, Fire Department management database, mechanical equipment and emergency operations centre are critical pieces of infrastructure for the Fire Department's operations.

These systems may be interrupted by a power outage, physical security threats, incorrectly installed updates or lack of vendor support. There is a risk that the Fire Department may lose functionality of critical systems which may negatively impact its ability to maintain service levels and respond to emergencies in a timely manner.

The Police Department, Public Works Department and the Hamilton Airport use the radio system as well. Therefore, a system disruption would impact more services than just those provided by the Fire Department.

Contributing Factors

- Vendors – The financial security and strategic direction of external vendors is out of the Fire Department's control. If some vendors discontinued their systems, the Fire Department would have little recourse.
- External Events – The Fire Department has no control over the occurrence of weather events and acts of terrorism which may cause disruption.

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT  
APPENDIX 4 – DETAILED RISK SUMMARIES**

Current Controls

- Backups – Backup systems and locations are in place to mitigate disruptions.
- Alternate Equipment – Other communications devices are available to mitigate disruptions.
- Virtual Server – Critical software operate on a virtual server maintained by the City's IT Division. Information on this server may be recovered and accessed at different locations. There are system and secondary backups.
- Vendor Services – System updates are installed by the vendor.
- Physical Security – Physical security measures are in place at Fire facilities.
- Align Responsibility – The Fire Department is working with IT to classify the radio system as a corporate asset so those with expertise will oversee the software, upgrades and maintenance.
- Maintenance – Preventative maintenance is performed on systems to proactively detect and prevent issues.

Risk Response

The Hamilton Fire Department will **Accept the Risk**:

Adequate back-up systems and contingency plans are in place which will allow the Hamilton Fire Department to maintain service levels and respond to emergencies in a timely manner.

**RISK 8 – EMPLOYEE SAFETY**

***Fire Department employees may experience physical or mental injury on the job.***

Risk Description

Staff across the Fire Department face a variety of events that pose a threat to their personal health, safety and wellbeing. Firefighters face many physical threats when responding to an emergency event. Prevention staff perform inspections and respond to complaints alone in varied environments. Mechanics may be injured in the shop from many items including slips,

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT  
APPENDIX 4 – DETAILED RISK SUMMARIES**

trips, noises and vehicle exhaust. All staff may experience post-traumatic stress, anxiety and other mental injury associated with their work.

Without adequate equipment and supports to perform their duties, there is a risk that Fire Department employees may experience a physical or mental injury on the job which may result in higher turnover, extended medical leaves and absences, death, higher WSIB claims or lawsuits.

Contributing Factors

- Legislation – The Fire Department must abide by the Ontario Health and Safety Act.
- Policies & Collective Agreements – The Fire Department must abide by health and safety provisions contained in City policies and collective agreements.

Current Controls

- Equipment – Staff are provided personal protective equipment to carry out their jobs in a safe manner. Firefighters receive bunker gear which is tested and maintained on a regular basis. Mechanics receive safety footwear. Prevention staff receive safety glasses, hard hats, vests, ear plugs and cell phones.
- Environment Changes – Air quality testing was performed in the shop and hoses were installed to draw exhaust out of the building.
- Inspection – People leaders will inspect work areas and point out possible safety issues to staff.
- Employee Assistance – All employees have access to the City's Employee and Family Assistance Program.
- Peer Support – A peer support team was created to help others deal with disturbing events and difficulties associated with their job.
- Training – Employees receive ongoing health and safety education and training.
- Screening – Employees participate in the Occupational Health & Exposure Program intended to prevent, detect and monitor job-related illnesses.

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT  
APPENDIX 4 – DETAILED RISK SUMMARIES**

**RISK 9 – SERVICE OVERLAPS**

***Shared resource constraints between the Fire Department, Paramedic Service and Police Service may not be addressed.***

Risk Description

The Fire Department has a tiered response agreement with the Paramedic Service to respond to life threatening (Code 4) medical calls (e.g. cardiac arrest, unconscious, trauma, burns, paramedic response will exceed 15 minutes). The Fire Department provides fleet maintenance and stores services to the Paramedic Service under a service level agreement. The Multi Agency Training Academy facilities are shared between Fire, the Paramedic Service and the Police Service. As service demands continue to rise without additional staff or resources, there is a risk that service levels will decline if shared resource constraints are not addressed.

Contributing Factors

- Growth – A growing and aging population has placed more demand on emergency medical services.
- Provincial Funding – There is a 50/50 cost recovery from the Province for Paramedic Service costs. Provincial funding is not available for stand-alone fire resources.
- Corporate Values – A tiered medical response is meant to provide the best possible care for a patient and embodies the City's cultural values of collective ownership and sensational service.
- Code Zero Events – Code zero events, which indicates one or fewer available ambulances to respond to emergency calls, will impact the Fire Department's volume of medical calls.

Current Controls

- Coordination – In response to space constraints at the Multi Agency Training Academy, Fire staff coordinate training dates with Paramedics and Police.
- Agreement – The service level agreement between the Fire Department and Paramedic Service, relative to mechanical and stores, was updated in the last 12-18 months. The two Chiefs discuss on a regular basis whether the terms are working.

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT  
APPENDIX 4 – DETAILED RISK SUMMARIES**

**RISK 10 – CHANGE MANAGEMENT**

***Employees may not have the desire to support or participate in change and improvement initiatives.***

**Risk Description**

In the past, the Fire Department has implemented new technology without consulting user groups, managing expectations or providing training to ease the transition. Several initiatives are undertaken at the same time with no guidance on priorities. Without proper change management, there is a risk that employees may not have the desire to support and participate in future initiatives, no matter how beneficial they may be, which may jeopardize achievement of desired outcomes from the initiative.

**Contributing Factors**

- Demographics – The demographics of Fire Department employees and management may impact the need and reception to change management.
- Para-Military Structure – The Fire Department's paramilitary command structure may limit the amount of feedback from user groups.
- Collective Agreements – Wording in collective agreements or direction from the unions may influence how employees participate in a change initiative.

**Current Controls**

- End User Groups – In the past year, end user working groups were established during the truck procurement process to provide input into the process.
- Training – The new Senior Project Manager has been trained in the City's change management approach.
- Communication Plan – The Fire Department has developed internal and external communication strategies in the past 12-18 months.



**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT  
APPENDIX 4 – DETAILED RISK SUMMARIES**

**RISK 11 – PREPAREDNESS FOR CERTAIN EMERGENCIES**

***The Fire Department may face challenges responding to different types of emergency situations.***

**Risk Description**

The Fire Department responds to different types of emergencies, including medical calls, hazardous materials, trapped victim, structural hazards, fires and rescues. If the Fire Department is not prepared for such emergencies, there is a risk that its response is not timely which may result in additional injury and property damage.

**Contributing Factors**

- Other First Responders – Larger scale emergencies often involve participation with other groups, including the Police, Paramedics and other community partners. During an emergency, there is not a lot of integration – each group has specific duties and their own task forces.
- External Events – Changes to climate, demographics, growth and aging infrastructure make it difficult to predict the types and severity of potential emergency responses.
- Resource Deployment – Dispatch of resources is based on geographic location as opposed to closest available unit. These parameters have not changed since amalgamation.
- Resource Deployment – Depending on the type of emergency, the City may not have enough resources (e.g. people and money) in the short term to respond to a large event and/or several smaller events.
- Other First Responders – Two large-scale mock events have been conducted in the past ten years involving a broader network of emergency responders. Smaller scale inter-agency training occurs on a more periodic basis.

**Current Controls**

- Training – The Fire Department conducts regular training sessions to ensure that firefighters' skills and emergency personnel's knowledge remain current.
- Coverage – The Fire Department has addressed the majority of risks identified in the City's hazard identification risk assessment and community risk assessment.

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT  
APPENDIX 4 – DETAILED RISK SUMMARIES**

- Provincial Support – Provincial mutual aid would allow the Fire Department to pull resources from other communities to assist with emergency events.
- Strategic Plan – Council has approved the Fire Department perform ice and shore-based water rescues. The ten-year Fire Service Delivery Plan will address the training and resources required to build on the ice program to include full water rescue.

**RISK 12 – AVAILABILITY & RELIABILITY OF INFORMATION OVERVIEW**

***Fire Department employees may not have the information necessary to perform their duties.***

**Risk Description**

The Fire Department's daily activities generate a significant amount of information that must be stored, shared and retrieved at any time. The Fire Department uses a radio and dispatch system, Fire Department management database and an intranet site to store this information. If information is inaccurate or not easy to access, there is a risk that staff are uninformed which may negatively impact their ability to perform their duties in an efficient and safe manner. Legal repercussions may also exist if data supporting legislative or legal requirements is not available.

In addition to data generated internally, the Fire Department relies on information from other City systems, such as Hansen, for fire hydrant status, maps and infrastructure details. The risk identified above holds true to information obtained and required from other City departments.

**Contributing Factors**

- Systems – The Fire Department management database is customizable so staff may create personalized forms and reports to enter and retrieve whatever information is required by divisions. Use of this database has grown to all divisions in the Fire Department.
- Systems – The dispatch system may make alternative recommendations due to the layers of previous changes and updates.
- Employee Participation – Data quality is dependent upon many people entering information into the system.

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT  
APPENDIX 4 – DETAILED RISK SUMMARIES**

- Strategic Planning – Data has been collected to show how much work has been done. Conversations about performance and supporting data are beginning.

Current Controls

- Email & Bulletin Boards – Procedural memos are emailed to staff and posted in fire stations; however, it is difficult to ensure staff have received, read and understood these communications.
- Training – In person training and instructional videos are available showing staff how to enter data into the Fire Department management database and other systems.
- Backups – System backups are performed every five minutes to minimize possible data loss.
- Control Levels – The Fire Department management database contains user input and supervisor approval levels to help ensure data is entered consistently and accurately.
- Intranet – The Fire Department’s intranet site has been redesigned to be more user friendly and easier to find information.

**RISK 13 – ASSET SECURITY**

***Fire Department assets may be damaged, lost or stolen.***

Risk Description

The Fire Department has a variety of assets which includes vehicles, equipment, buildings, gear, stores and electronic equipment. There is a risk that these assets may be damaged, lost or stolen which may negatively impact the Fire Department’s ability to maintain service levels.

Contributing Factors

- External Behaviour – One cannot predict individual motivations which makes it difficult to know whether certain assets are more susceptible to vandalism, damage or theft than others.
- Internal Behaviour – Staff behaviour and feelings of ownership and responsibility may impact how assets are handled or whether protocols are followed.

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT  
APPENDIX 4 – DETAILED RISK SUMMARIES**

- Replacement – It may be difficult to replace specialized vehicles and equipment in the short term.

Current Controls

- Physical Security – Measures are in place to secure assets. Each station is accountable for its equipment.
- GPS/Tags – Assets are labelled with identification tags or outfitted with a global positioning system (GPS) so Fire may locate lost assets. A new corporate GPS will be implemented soon.
- Insurance Coverage – The City has insurance coverage for damages exceeding a certain amount. All other costs are funded from operations.
- Procedures & Training – Policies, procedures and/or training exist on how staff are to handle assets. This may help reduce the amount of damage. A system is in place to track lost and damaged assets, so management may identify opportunities for individual attention.

**RISK 14 – RESOURCE DEPLOYMENT**

***The Fire Department may not have the necessary resources to affect the convergence of an effective fire and rescue force.***

Risk Description

Response boundaries existed before amalgamation dictating which town's fire service responded to calls. These boundaries are embedded in maps coded into the radio and dispatch system. As a result, the nearest available resource may not be dispatched to an emergency.

Certain emergency situations require crews with expertise in that kind of rescue operation (e.g. high angle rope, hazmat, etc.). Depending on where the emergency occurs, it may take time for that crew, and additional resources supporting that crew, to arrive to the location.

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT  
APPENDIX 4 – DETAILED RISK SUMMARIES**

If resources are not strategically located or dispatched in an efficient manner, there is a risk that the Fire Department may not be able to converge resources efficiently and achieve the best possible response times. This may increase the extent of property damage and injury to victims and staff during an emergency.

Contributing Factors

- Geography – The City’s geographic features (e.g. escarpment, bay and valley) and access routes contributes to travel and response times.
- Systems – The dispatch system is currently programmed with pre-amalgamation road boundaries.
- Collective Agreements – Provisions may impact which resources are considered “the best” for certain areas of the City.

Current Controls

- Override – Dispatchers are aware of the locations where pre-amalgamation boundaries impede a response. Dispatchers can override the dispatch system to dispatch the nearest available resource.
- Strategic Plan – The Fire Service Delivery Plan will contain a project related to eliminating station-based primary response areas in the dispatch system and using global positioning system units to identify and dispatch closest units.

**RISK 15 – STRATEGIC PLANNING & PERFORMANCE**

***The Fire Department may not anticipate future needs and proactively prepare for change.***

Risk Description

Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results and assess and adjust the organization’s direction in response to a changing environment. Without a strategic plan and related performance measures, there is a risk that the Fire Department may not envision the future needs of the community, anticipate service level

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT  
APPENDIX 4 – DETAILED RISK SUMMARIES**

changes, be prepared for such changes and obtain the necessary resources to meet future constraints.

Contributing Factors

- External Events – Community needs and types of emergency responses will change and evolve over time.
- Reactive Focus – In the past, management’s focus has been largely reactive as opposed to proactive. A proactive focus is needed for strategic planning.
- Skills – The Fire Department may lack necessary business-related skills such as reporting writing, project management and business case writing.

Current Controls

- Strategic Plan – The Fire Department is developing a ten-year Fire Service Delivery Plan to be presented to Council in 2019.
- Risk Assessment – The Fire Department completed a community risk assessment. This assessment will be reviewed annually and updated every five years to feed into operational and strategic decisions.
- Senior Project Manager – A part-time project manager (shared with the Paramedic Service) was hired to develop the Fire Service Delivery Plan.
- Work Plans – Areas of the Fire Department prepare annual work plans which are linked to leadership team members’ performance accountability and development plans.

**RISK 16 – TEAM ATMOSPHERE**

***Given the composite nature of the Fire Department, there may be challenges on different cultural attitudes.***

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT  
APPENDIX 4 – DETAILED RISK SUMMARIES**

Risk Description

Amalgamation brought career and volunteer firefighter divisions together under one Fire Department. Since amalgamation, management has taken steps to reduce perceptions of inequality between the career and volunteer divisions, and mistrust between front line staff/supervisors and the non-union leadership team. If the above challenges are not kept in check, there may be a risk of a divided team which may negatively impact the culture and outcome of department-wide initiatives.

Contributing Factors

- Workforce – Due to work schedules, it may be inherently difficult to bring the career and volunteer firefighter groups together for team building, training and other events.
- No Change – There has been little significant change in structure or operational objectives/processes since amalgamation.
- Collective Agreements – Wording in collective agreements or direction from the union may influence cultural attitudes.

Current Controls

- Steps to Eliminate Differences – The Fire Chief and management continue to take steps to ensure equality is maintained between career and volunteer divisions.
- Time – Over time, these cultural attitudes may continue to decline as personnel turnover and retire.

**RISK 17 – STAKEHOLDER AWARENESS & PUBLIC PERCEPTION**

***There may be a difference in understanding between the services and level of service provided and the minds of Council and the Public.***

Risk Description

The Fire Department tries to build awareness with the Public, Councillors and other community stakeholders of what the Fire Department does and the services it provides. Despite these efforts, there may still be misperceptions about the Fire Department.

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT  
APPENDIX 4 – DETAILED RISK SUMMARIES**

There is a risk of an expectation gap between the services provided by the Fire Department and what is expected by Councillors and the Public. This difference in understanding may negatively impact the Fire Department's ability to gain trust and cooperation with fire prevention and emergency preparedness initiatives and secure additional resources from Council.

Contributing Factors

- Reach – It is difficult to reach all members of the community and to change pre-formed perceptions of the service.
- Social Media – Social media is changing how the story of an event unfolds and how quickly it unfolds. This makes it challenging to manage the message.
- Conduct, Opinion & Brand – Fire personnel's conduct in the community impacts public opinion, media coverage and the Fire Department's brand. In turn, events shaping the City's overall brand impacts the Fire Department's brand.
- Service Levels – There are no stipulated expectations or goals that describe what the service levels are for the Fire Department which may fuel misunderstanding.

Current Controls

- Good News Stories – The Fire Department informs Council and the Public of services and good deeds when the opportunity arises.
- Community Involvement – Firefighters contribute to the community through charitable fundraising and attending public events.
- Media Relations Personnel – A Corporate Communications Officer is assigned to advise the Fire Department on media relations. The Fire Chief or a Deputy Chief is responsible for speaking to the media on scene during or after an event.
- Training – Platoon Chiefs and above have received public relations training.
- Relationship Building – Emergency Management fosters a rapport with community partners through involvement in meetings and presentations.
- Strategic Plan – The Fire Service Delivery Plan will help explain what the Fire Department currently looks like, identify gaps and identify what is required to fill these gaps.



**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT  
APPENDIX 4 – DETAILED RISK SUMMARIES**

- Citizen Survey – A citizen satisfaction survey was carried out in 2018. This survey will be conducted every three years to gauge the Public's satisfaction with services.
- Communication Plan – The Fire Department has mapped out messaging and branding initiatives for the year.
- Annual Report – The Fire Department submits a report annually to Council outlining services and achievements.
- Dashboard – The Fire Department was the first city division to post performance metrics on a public-facing dashboard. These metrics are updated at least annually.

**RISK 18 – INVENTORY CONTROLS**

***The Fire Department may have too much or too little inventory or supplies on hand.***

**Risk Description**

The Mechanical Division maintains a store containing parts, supplies, equipment and other consumables used by the Fire Department. There are few controls in place over inventory ordering, recording, tracking and security. There is a risk that too much or too little inventory may be on hand to meet the Fire Department's needs. This may result in delays repairing or maintaining vehicles and equipment or tying up financial resources in excess inventory.

**Contributing Factors**

- Systems – The Fire Department management database has an inventory tracking module which includes the ability to assign asset tags, track the location of assets and set inventory reordering triggers.
- Audit – An inventory audit was performed. Issues were identified and brought to management's attention.

**Current Controls**

- Manual Ordering System – Reliance is placed on staff to inform the Chief Mechanical Officer when items need to be ordered.

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT  
APPENDIX 4 – DETAILED RISK SUMMARIES**

- Order Entry – The Administration Clerk enters parts data into the Fire Department management database as documentation is received.

### **RISK 19 – COMMUNITY RESPONSE**

***The Fire Department may face challenges communicating with citizens.***

#### **Risk Description**

The reaction of citizens is a significant contributing factor to the success of an emergency response. There is a risk that the Fire Department may be unable to reach all citizens to inform them of an emergency and provide instruction. In addition, there is a risk that citizens may not be capable of understanding or responding to the message due to apathy, lack of preparedness, cultural constraints, literacy or special needs. These factors may impact the Fire Department's ability to assist the community during an emergency event.

#### **Contributing Factors**

- Alert Ready System – The Alert Ready system will send out notifications to TV, radio, highway signs and cell phones to alert the public of an event with pertinent instructions.
- Behaviour – The ability to change human behaviour is limited.

#### **Current Controls**

- Community Outreach – The Fire Department performs community outreach through training sessions and presentations about emergency preparedness. Outreach initiatives are undertaken with vulnerable populations (e.g. deaf community, seniors) to address their specific needs.
- Advertisements – The Fire Department posts advertisements via TV, radio and internet to remind citizens of their responsibilities before and during an emergency.
- Partnerships – The Fire Department has partnered with community agencies to gain access to translators when required.

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT  
APPENDIX 4 – DETAILED RISK SUMMARIES**

**RISK 20 – THIRD PARTY VENDORS**

***The Fire Department may be unable to procure necessary goods and services.***

**Risk Description**

The Fire Department uses third party vendors to procure various goods and services. The possibility exists that these vendors may go out of business, may not deliver the goods and services as agreed upon, or may not carry out their work in a competent manner. There is a risk that the Fire Department may not be able to obtain the necessary goods and services which may negatively impact its ability to sustain current service levels.

**Contributing Factors**

None identified.

**Current Controls**

- Due Diligence – The Fire Department ensures vendors are reliable, have good performance, have proof of insurance and provide a warranty period before entering into a contract.
- Contracts – The Fire Department works with the City's Procurement and Legal divisions to ensure contracts are adequate and enforceable.

**RISK 21 – LABOUR RELATIONS & DISRUPTION**

***The Fire Department may not resolve labour relations issues in a timely manner.***

**Risk Description**

The majority of the Fire Department consists of a unionized workforce. Grievances may be filed by employees or their unions. There is a risk that grievances may not be resolved in a timely manner, which may negatively impact morale.

Although most of the unionized workforce is considered an essential service, there are six Canadian Union of Public Employees (CUPE) Local 5167 positions that may participate in strike or other labour action. There is a risk that certain tasks may not be completed in a timely

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT  
APPENDIX 4 – DETAILED RISK SUMMARIES**

manner in the event of a strike, which may negatively impact the Fire Department's ability to sustain current service levels in those support divisions.

Contributing Factors

- Essential Service – Most unionized employees belong to the Hamilton Professional Fire Fighters Association Local 288 and the Greater Hamilton Volunteer Firefighters Association Local 911. Members of each of these unions are considered an essential service and cannot strike or take labour action.
- Responsibilities – CUPE 5167 labour negotiations are handled by the City's Labour Relations division. The Fire Department may provide input into these negotiations.
- Workforce Planning – The Fire Department has a lean workforce. The duties performed by CUPE 5167 positions are unique and may not be carried out by others in the service.
- Collective Agreements – Grievances and employee performance issues are escalated to non-union leadership team members because front line supervisors belong to the same union as most of their staff. This may make it difficult to effectively manage the workforce.

Current Controls

- Legislation – The Province has deemed firefighting to be an essential service. Most of the unionized workforce falls under this classification.

**RISK 22 – ENVIRONMENTAL DAMAGE**

***Through Fire Department activities, there is a potential to impact the environment.***

Risk Description

The Fire Department uses certain materials in its operations that may cause environmental damage (e.g. firefighting foam, oils, lubricants, diesel, etc.). If improperly handled, there is a risk that these chemicals may escape and contaminate the environment which may negatively impact the Fire Department's public image and result in punitive financial penalties and fines.

Contributing Factors

None identified.

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

---

**FIRE RISK ASSESSMENT – DETAILED REPORT  
APPENDIX 4 – DETAILED RISK SUMMARIES**

Current Controls

- Processes & Equipment – Processes and equipment are in place in the shop to handle and contain specific chemicals and waste in a safe manner. Processes are in place to contain foam and contaminated water from entering the wastewater and sewer system.
- Vendors – The Fire Department uses approved vendors to dispose of hazardous materials in a safe manner.

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

**FIRE RISK ASSESSMENT – DETAILED REPORT  
APPENDIX 5 – LIKELIHOOD AND IMPACT SCALES**

**Likelihood Scale**

Indication of how often the potential risk event may occur (frequency) or what may be the chances of it happening (probability).

<b>Rating</b>	<b>Descriptor</b>	<b>Definition</b>
1	Rare	May occur in exceptional circumstances. Frequency: No incidents in the past 15 years. Probability: Less than 5% chance of occurrence.
2	Unlikely	Could occur at some time, especially if circumstances change. Frequency: One incident in the past 5-15 years. Probability: 5% - 34% chance of occurrence.
3	Possible	Might occur under current circumstances. Frequency: One incident in the past 5 years. Probability: 35% - 64% chance of occurrence.
4	Likely	Will probably occur at some time under current circumstances. Frequency: Multiple or recurring incidents in the past 5 years. Probability: 65% - 89% chance of occurrence.
5	Almost Certain	Expected to occur in most cases unless circumstances change. Frequency: Multiple or recurring incidents in the past year. Probability: 90% or greater chance of occurrence.

**Impact Scale**

Indication of how severe a potential loss or negative outcome may be for a risk event. Loss or negative outcome may be encountered in the following areas:

- Financial – Negative financial burden borne by the City through additional expenses, cost overruns and/or lost revenue.
- Reputational – Negative perception or image of the City fueled through media coverage.
- Regulatory – Monetary loss and actions required relating to regulatory or compliance breaches.
- Employee – Level of employee satisfaction and voluntary/involuntary turnover stemming from the work environment.
- Safety – Injury or loss of life to first responders and citizens from exposure to life threatening situations.
- Property Loss – Monetary loss relating to private and public buildings, property content, irreplaceable assets, significant historic/symbolic landmarks and critical infrastructure.

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

**FIRE RISK ASSESSMENT – DETAILED REPORT  
APPENDIX 5 – LIKELIHOOD AND IMPACT SCALES**

- Economy – Monetary losses associated with property income, business closures, downturn in tourism, tax assessment value and employment layoffs.
- Environmental – Harm to human and non-human (e.g. wildlife, fish and vegetation) species of life and general decline in quality of life within the community due to air, water and/or soil contamination.

<b>Rating</b>	<b>Descriptor</b>	<b>Definition</b>
1	Incidental	<ul style="list-style-type: none"> <li>• Cost overrun / revenue loss up to \$100K.</li> <li>• Minor local media coverage, quickly remedied.</li> <li>• Not reportable to regulator.</li> <li>• Isolated staff dissatisfaction.</li> <li>• No safety issues (zero fatalities or injuries).</li> <li>• Limited or no property loss or damage.</li> <li>• No impact to local economy and/or no effect on general living conditions.</li> </ul>
2	Minor	<ul style="list-style-type: none"> <li>• Cost overrun / revenue loss of \$100K up to \$1 million.</li> <li>• Minor local media coverage, not remedied.</li> <li>• Reportable incident to regulator; no follow up.</li> <li>• Increase in turnover overall; general staff morale problems.</li> <li>• Potential threat to safety (0 fatalities or less than 5 injuries).</li> <li>• Minor property loss or damage.</li> <li>• Minimal disruption to business activity and/or minimal impact on general living conditions.</li> </ul>
3	Moderate	<ul style="list-style-type: none"> <li>• Cost overrun / revenue loss of \$1 million up to \$4.5 million.</li> <li>• Short term local and/or regional media coverage.</li> <li>• Report of breach to regulator; immediate correction to be implemented.</li> <li>• Some turnover of experienced staff; widespread morale problems.</li> <li>• Threat to safety (less than 5 fatalities or 5-10 injuries).</li> <li>• Moderate property loss or damage.</li> <li>• Poses a threat to small local businesses and/or could pose a threat to quality of the environment. Reversible disruption.</li> </ul>

**CITY OF HAMILTON  
AUDIT SERVICES REPORT 2018-01  
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

**FIRE RISK ASSESSMENT – DETAILED REPORT  
APPENDIX 5 – LIKELIHOOD AND IMPACT SCALES**

<b>Rating</b>	<b>Descriptor</b>	<b>Definition</b>
4	Major	<ul style="list-style-type: none"> <li>• Cost overrun / revenue loss of \$4.5 million up to \$9.5 million.</li> <li>• Mid-term local and/or regional media coverage. Short term national media coverage.</li> <li>• Report to regulator requiring major project for corrective action.</li> <li>• High turnover of experienced staff; some senior leaders leave.</li> <li>• Threat to safety (5-10 fatalities or 10-25 injuries).</li> <li>• Significant property loss or damage.</li> <li>• Poses threat to large businesses, economy and tourism and/or impact to the environment resulting in short term, partial evacuation of residents and businesses. Long term effects.</li> </ul>
5	Extreme / Critical / Catastrophic	<ul style="list-style-type: none"> <li>• Cost overrun / revenue loss of \$9.5 million or more.</li> <li>• Significant long term local, regional and/or national media coverage.</li> <li>• Significant prosecution and fines, litigation including class actions, incarceration of leadership.</li> <li>• Multiple senior leaders leave voluntarily or involuntarily.</li> <li>• Significant loss of life (greater than 10 fatalities or 25 injuries).</li> <li>• Multiple property damage to significant portion of the municipality.</li> <li>• Long term disruption of businesses, economy and tourism and/or environmental damage resulting in long term evacuation of residents and businesses. Permanent damage.</li> </ul>





**CITY OF HAMILTON**  
**CITY MANAGER'S OFFICE**  
**Human Resources Division**

<b>TO:</b>	Chair and Members Audit, Finance and Administration Committee
<b>COMMITTEE DATE:</b>	May 16, 2019
<b>SUBJECT/REPORT NO:</b>	Workplace Mental Health and Wellbeing Strategy (2019-2021) (HUR19010) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Gord Muise (905) 546-2424 Ext. 2655 David Lindeman (905) 546-2424 Ext. 5657 Miri Freimanis (905) 546-2424 Ext. 7141
<b>SUBMITTED BY:</b>	Lora Fontana Executive Director Human Resources
<b>SIGNATURE:</b>	

### RECOMMENDATION(S)

- (a) That staff be directed to execute the Workplace Mental Health and Wellbeing Strategy (2019-2021) that continues to foster, promote and support overall health and wellbeing, encourage dialogue and remove stigma associated with mental illness; and
- (b) That staff report back to the Audit, Finance and Administration Committee on the progress made on implementing the strategy on a periodic basis.

### EXECUTIVE SUMMARY

Human Resources continues to identify workplace mental health and wellbeing as a key priority for the City. It is fundamental to overall good mental health, ensuring that the workplace has an important role to play in maintaining and promoting good mental health and wellness.

---

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: Workplace Mental Health and Wellbeing Strategy (2019-2021)  
(HUR19010) (City Wide)**

**Page 2 of 11**

In 2016, Council and Senior Leadership Team (SLT) approved a Workplace Mental Health and Wellbeing Strategy 2016-2018. The strategy set out specific objectives for the organization and included the establishment of a Workplace Mental Health Action Committee (MHAC) to advise on the implementation of the strategy and make recommendations to improve our policies and programs.

Recently, SLT approved 14 recommendations that were developed and provided by the MHAC. As a result, the following actions will be taken over the next three years as part of the Workplace Mental Health and Wellbeing Strategy (2019-2021):

- Senior Leadership Team to complete either The Working Mind People Leader training or the Mental Health@Work certificate program.
- Mental health and wellbeing considerations will be incorporated into change management training and processes. Sufficient resources will be allocated to mitigate mental health hazards associated with workplace changes.
- Mental health promotion and stigma reduction campaigns to be held annually in May and October, with SLT visible participation.
- Undertake a review of relevant previous and future questions that ensure key indicators are incorporated into the questions within Our People Survey (OPS) in 2020.
- Human Resources to review the non-union benefit package and consider recommending more flexibility in choosing benefits that will improve access to psychological and other services promoting optimal mental health.
- SLT to set targets to train more employees in The Working Mind or Road to Mental Readiness training programs.
- Human Resources to examine current recruitment, job design and return-to-work processes and update where applicable to include cognitive demands.
- Promote the Manager Mental Health Toolkit through Howi and other platforms.
- Human Resources to begin tracking nature of illness and injury when available, for short-term sick absences using current disability management software.
- Replace the existing Zero Tolerance Program with a new program targeting preventing and responding to bad behaviour, harassment and violence against staff and users of city services i.e. (RZone).
- Develop and distribute checklists that staff can use to measure their individual and group respectfulness and civility in order to build better working relationships on their teams.
- Human Resources to identify best practices by benchmarking with other municipalities through established networks like the Single-Tier Municipal Group and the Association of Municipalities of Ontario (AMO).

---

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: Workplace Mental Health and Wellbeing Strategy (2019-2021)  
(HUR19010) (City Wide)**

---

Page 3 of 11

- Corporate Communications to include workplace mental health in its development of improved communication channels to ensure that key mental health and wellbeing resources are known and easy to find.
- MHAC to remain in place and meet quarterly.
- Mental health and wellness champions to be recruited and supported on a regular basis.

**Alternatives for Consideration – Not Applicable**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: Covered by existing operating budgets

Staffing: Not Applicable

Legal: Ongoing compliance with workplace harassment and violence prevention obligations under the *Occupational Health & Safety Act* and *Ontario Human Rights Code*.

**HISTORICAL BACKGROUND**

On May 19, 2016 Human Resources presented to the Audit, Finance and Administration Committee (AF&A) the Workplace Mental Health and Wellbeing Strategy (2016-2018) which was subsequently supported at Council on May 25, 2016 (HUR16006 Workplace Mental Health and Wellbeing Strategy).

The goals of the Workplace Mental Health and Wellbeing Strategy (2016-2018) were to:

1. Raise awareness of mental health and wellbeing and reduce stigma associated with mental illness
2. Align the strategy with our People and Performance Plan
3. Provide People Leaders with the skills, knowledge, tools and supports they need to create a workplace that supports positive mental health and wellbeing
4. Provide employees with the skills, knowledge, tools and supports they need to improve personal resilience and achieve optimal mental health and wellbeing
5. Create a sustainability plan

---

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: Workplace Mental Health and Wellbeing Strategy (2019-2021)  
(HUR19010) (City Wide)**

Page 4 of 11

To assist in our efforts to create a workplace that promotes optimal mental health and wellbeing, we adopted the P6 framework from the *Psychological Health and Safety: An Action Guide for Employers (2012)*. This guide, created by the Mental Health Commission of Canada, identifies actions an employer can take to enhance and protect employee psychological health and safety. The actions are evidence-based, practical and flexible.

### **P6 Framework**

<b>Policy</b>	Commitment by organizational leadership to enhance psychological health and safety through workplace interventions
<b>Planning</b>	Determination of key psychological health indicators across the organization, selection of actions, and specification of objectives.
<b>Promotion</b>	Actions taken to promote the general psychological health of the workforce.
<b>Prevention</b>	Actions taken to prevent the occurrence of significant psychological problems or mental disorders – may occur at the primary, secondary or tertiary level.
<b>Process</b>	Measure short - and longer - term outcomes
<b>Persistence</b>	Sustainment of effective actions in a process of continuous improvement.

### **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

None

### **RELEVANT CONSULTATION**

- Senior Leadership Team
- Workplace Mental Health Action Committee

**SUBJECT: Workplace Mental Health and Wellbeing Strategy (2019-2021)  
(HUR19010) (City Wide)**

---

Page 5 of 11

## **ANALYSIS AND RATIONALE FOR RECOMMENDATION(S)**

### **Mental Health & Wellbeing Strategy (2016 – 2018) Accomplishments:**

**Objective:** Consolidate and analyze the employee data

- Information was gathered from multiple sources, including prescription benefits, employee and family assistance program, short-term and long-term disability claims, worker's compensation claims and resource usage, (see Organizational Health Evaluation Report (HUR19002)).

**Objective:** Establish an advisory committee on Workplace Mental Health and Wellbeing comprised of stakeholders from across the organization including departmental and union leadership as well as Human Resources.

- Sponsored by the Executive Director, Human Resources, a multi-stakeholder Workplace Mental Health Action Committee (MHAC) was established in 2017. Two sub-committees were struck for the development of a stigma reduction campaign and identifying resources to support People Leaders. The committee developed the Shifting Minds anti-stigma awareness campaign, a tool kit on workplace mental health resources for People Leaders and completed a gap analysis of our practices against the national standard for workplace psychological safety. The analyses resulted in a list of recommendations presented and subsequently endorsed by SLT.

**Objective:** Establish a communication strategy to reach all employees.

- Awareness of available resources was facilitated through: distribution of new wellness brochures highlighting available resources for employees and supervisors, e-mail blasts, monthly wellness newsletters, in-person outreach sessions delivered by the Workplace Wellness Specialist at team meetings and other departmental events, intranet postings on eNet and Howi, showcasing service providers at Extended Management Team and Safety and Health Week events and through the online video series, Shifting Minds.

**Objective:** Promote our Employee and Family Assistance Program (EFAP) and mental health supports.

- As per the previous objective, multiple avenues were used to raise awareness and increase the use of EFAP services. As a result, utilization rate rose slightly from 2016 to 2018.

**Objective:** Provide education for our People Leaders on creating a psychologically safe and healthy workplace. This was achieved through the following initiatives:

---

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: Workplace Mental Health and Wellbeing Strategy (2019-2021)  
(HUR19010) (City Wide)**

---

Page 6 of 11

**a) Mental Health@Work Certificate Training for Leaders**

This certificate program was arranged through Queen's University and Mourneau Shepell and aligns with the National Standard for Psychological Health and Safety in the Workplace. The program helps People Leaders better understand mental illness and poor mental health, the stigma surrounding it and its effect on individuals and the workplace. Its primary objective is to increase employees' comfort level in discussing mental illness and give them the skills to improve their mental health and support each other. To date, 240 People Leaders across the organization have been certified through the program. Another 75 to 100 will be certified annually in the coming years.

**b) The Working Mind**

This program was developed by the Mental Health Commission of Canada and helps all employees in the workplace better understand mental illness and poor mental health, the stigma surrounding it and its effect on individuals and the workplace. There are two sessions in the program: one for employees without direct reports and one for People Leaders. To date, 200 People Leaders and 595 frontline staff have received the training.

**c) Manager's Workplace Mental Health Toolkit**

The Workplace Mental Health Action Committee (MHAC) also developed a tool kit for People Leaders that identifies available resources to help them deal with situations in the workplace that could contribute to stress and poor performance. The topics include:

- Workplace Stress
- Relationship Building
- Communication (difficult conversations, discussing sensitive topics)
- Managing workload, priorities, poor performance
- Bullying (co-worker)
- Interpersonal Conflict (defusing situations)

**Objective:** Provide targeted workshops for our employees based on needs identified through Return to Work Services and our EFAP provider.

- 42 workshops were conducted by our EFAP provider Homewood Health.
- Chronic Pain Self-Management Workshops for Employees were delivered jointly by the Human Resources Occupational Health Nurse (OHN) and the Healthy Workplace Specialist to employees who live with chronic or ongoing pain. The workshop provides skills to improve quality of life on and off the job.

---

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: Workplace Mental Health and Wellbeing Strategy (2019-2021)  
(HUR19010) (City Wide)**

---

Page 7 of 11

**Objective:** Assess our efforts at protecting our first-responders from Post-Traumatic Stress Disorder (PTSD) and supporting employees in accessing treatment and make improvements, as required

- Hamilton Paramedic Services (HPS) management and worker representatives jointly developed a peer-to-peer critical incident support team and program. The team will respond quickly to support paramedics who have been exposed to traumatic events or ongoing work-related stress. Paramedics were also provided with a presentation on the multiple mental health supports available through employer sponsored programs and community resources.
- The Fire Department will begin delivering the Mental Health Commission of Canada's Road to Mental Readiness workplace mental health training program to Firefighters this year.
- Paramedics and Firefighters are also provided with access to psychological supports through enhancements to the EFAP and other services.

**Objective:** Provide educational resources for all employees that promote good mental health and remove the stigma of mental illness

#### **d) Anti-Stigma Campaign – Shifting Minds**

The City of Hamilton's Workplace Mental Health Action Committee (MHAC) was formed as part of the City's Mental Health and Well Being Strategy and aims to help reduce the stigma surrounding mental health by encouraging conversations and self-reflections in the workplace. There is a focus on how employees think about themselves and others and how employees seek required support. The campaign includes videos that cover:

- Respect
- Rethink
- Reconnect
- Renew
- Resources



#### **e) LifeSpeak On Demand**

LifeSpeak On Demand is an expert-led online streaming video resource dealing with a wide variety of health, family, eldercare, personal growth and development, and work-life balance topics. Employees and their families are able to access the support they need to overcome hurdles and accomplish goals. The program was expanded to now include all topics in the LifeSpeak library.

---

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.

## f) Non-violence Crisis Intervention Training

Non-violence Crisis Intervention® (NVCi) classroom training focuses on prevention of violence in the workplace and offers proven strategies for safely defusing anxious, hostile, or violent behaviour at the earliest possible stage. It provides employees with a safe way to resolve situations when confronted by anxious, hostile or violent behaviour, while still protecting the important relationships with those in their care.

**Objective:** Monitor the outcomes of our programs provided to our employees.

- Feedback on effectiveness and satisfaction was gathered from all training programs. Our EFAP provider also undertakes quality assurance audits of its services. Overall satisfaction with our EFAP provider's counselling and Life Smart Coaching services is about 85%.

**Objective:** Get a measure of the prevalence of employees who are dealing with mental health issues and to monitor their perception of the City's support in creating a psychologically healthy and safe workplace; ask employees a series of evidence-based questions as part of the City's organizational culture survey.

- The Our People Survey (OPS) included Health, Safety and Wellness as one of the key measurement areas. Questions in this section sought to understand engagement drivers related to an employee's health and wellness with additional questions included on psychological wellness built on the National Standard of Canada for Psychological Health and Safety in the Workplace. Questions covered include:
  - Supervisor Support
  - Workload Manageability
  - Fair Distribution of Workload
  - Inappropriate Behaviors Not Tolerated
  - Importance of Mental Health

Overall, the City had positive results in the areas related Health, Safety and Wellness. The index average was 71.8% for Psychological Health. The results indicate that the majority of respondents to the survey feel positive about Health, Safety and Wellness at the City of Hamilton.

- Information was also gleaned from our long-term disability provider and WSIB experience to identify the extent of mental illness as a driver for these absences.
  - In 2016, mental health diagnoses accounted for 39% of LTD claims received. This percentage was reduced to 27% of all claims in 2018.
  - Work-related WSIB lost time claims for mental health rose from 4.5% of all lost time claims in 2016 to 7% in 2018.

---

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: Workplace Mental Health and Wellbeing Strategy (2019-2021)  
(HUR19010) (City Wide)**

---

Page 9 of 11

### **Workplace Mental Health Action Committee (MHAC) Recommendations**

The City of Hamilton's Mental Health Advisory Committee (MHAC) was established to guide the implementation and evaluation of the Workplace Mental Health Strategy. The 24 members on the committee are comprised of leadership from across the organization including union representatives. The committee is accountable to the Senior Leadership Team through sponsorship from the Executive Director of Human Resources.

The MHAC met twelve times in 2017/2018, spending most of their efforts on comparing City programs against the national standard on psychological health and safety in the workplace as well as creating the anti-stigma campaign (Shifting Minds) and a toolkit for People Leaders.

Based on the findings of the examination, MHAC recommended general considerations for the improvement of our mental health and wellbeing programming:

1. Increase senior leadership commitment and visibility through participation in training programs and communication campaigns.
2. Ensure employee mental health and wellbeing continues to be a key consideration in decision making including technology changes, reorganization of work, staff movement and allocation of work.
3. Continue to reduce the stigma associated with mental illness and promote good mental health through campaigns like Shifting Minds, promote staff events such as Mental Health Week in May and Mental Health Illness Awareness Week in October each year.
4. Ensure that Our People Survey (OPS) continues to include examination of key indicators related to mental health and wellbeing amongst staff.
5. Consider providing increased access to psychological health services by redistributing employee benefit resources.
6. Continue requiring mental health training for all supervisors and consider extending the requirement to all staff through programs like The Working Mind.
7. Include examination of cognitive demands for job tasks when developing job descriptions, job postings and return-to-work planning.
8. Ensure that the Manager's toolkit developed by the MHAC is available to all supervisors and updated periodically.
9. Measure the prevalence of mental health issues by tracking nature of illness or injury for short-term disability absences.

---

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: Workplace Mental Health and Wellbeing Strategy (2019-2021)  
(HUR19010) (City Wide)**

---

**Page 10 of 11**

10. Ensure programs and policies for employees and the public are in place that will help create supportive, respectful and civil workplaces by identifying bad behavior, addressing it in a timely and effective manner, as well as promoting positive behaviours.
11. Create tools that measure individual and group respectfulness and civility to build better working relationships.
12. Benchmark our programs with other employers.
13. Improve communications channels so that employees are provided with timely information that affects their work to improve engagement, increase connection between groups and relieve stress associated with lack of awareness of critical information.
14. Continue the work of the MHAC to advise on the Workplace Mental Health Strategy 2019-2021 and support mental health champions in the workplace.

**Specific Actions for 2019- 2021 (aligned to MHAC recommendations)**

In response to the recommendations from MHAC, the following actions will be taken over the next three years:

- Senior Leadership Team (SLT) to complete either The Working Mind people leader training or Mental Health@Work certificate program.
- Mental health and wellbeing considerations will be incorporated into change management training and processes, including sufficient resources allocated to mitigate mental health hazards associated with workplace change.
- Mental health promotion and stigma reduction campaigns to be held annually in May and October, with visible SLT participation.
- Undertake a review of relevant previous and future questions that ensure that key indicators are incorporated into the questions within the OPS in 2020.
- Human Resources to review the non-union benefit package and consider adding more flexibility in choosing benefits that will improve access to psychological and other services promoting positive mental health.
- SLT to set targets to train more employees in The Working Mind or Road to Mental Readiness training programs.
- Human Resources to examine current recruitment, job design and return-to-work processes and update them to include cognitive demands.
- Promote the Manager Mental Health Toolkit through Howi and other platforms.
- Human Resources to begin tracking nature of illness and injury, as appropriate, for short-term sick absences using current disability management software.

---

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: Workplace Mental Health and Wellbeing Strategy (2019-2021)  
(HUR19010) (City Wide)**

---

Page 11 of 11

- Replace the existing Zero Tolerance Program with a new program targeting preventing and responding to bad behaviour, harassment and violence against staff and users of city services i.e. (RZone).
- Develop and distribute checklists that staff can use to measure their individual and group respectfulness and civility in order to build better working relationships on their teams.
- Human Resources to identify best practices by benchmarking with other municipalities through established networks like the Single-Tier Municipal Group and Association of Municipalities of Ontario (AMO).
- Corporate Communications to include workplace mental health in its development of improved communication channels to ensure that key mental health and wellbeing resources are known and easy to find.
- MHAC to remain in place and meet quarterly, with continued sponsorship from the Executive Director of Human Resources.
- Mental health and wellness champions to be recruited and supported.

#### **ALTERNATIVES FOR CONSIDERATION**

Not applicable

#### **ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

##### **Our People and Performance**

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

#### **APPENDICES AND SCHEDULES ATTACHED**





# INFORMATION REPORT

<b>TO:</b>	Chair and Members of the Audit, Finance and Administration Committee
<b>COMMITTEE DATE:</b>	May 2, 2019
<b>SUBJECT/REPORT NO:</b>	Best Practices in Other Municipalities – Council Meeting Times; Breaks and Adjournments (CL19001(a)) (City Wide) <b>(Outstanding Business List Item)</b>
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Janet Pilon (905) 546-2424 Ext. 4304
<b>SUBMITTED BY:</b>	Janet Pilon Acting City Clerk Office of the City Clerk
<b>SIGNATURE:</b>	

## COUNCIL DIRECTION

In consideration of Changing the Time of Council Meetings, Council requested that staff research the times of Council Meetings in other municipalities, the initial report, Report CL19001 provided to Governance Review Sub-Committee contained the best practices in a number of municipalities.

On April 25, 2019 Governance Review Sub-Committee requested that staff report back to the Audit, Finance & Administration Committee on May 2<sup>nd</sup>, 2019 with a broader list of larger urban municipalities (York/Peel/Kitchener-Waterloo) and their start times for Council meetings, with respect to Breaks and Adjournments to be

## INFORMATION

Appendix A depicts the best practices of the municipalities listed in the initial report (CL19001) and a broader list of larger urban municipalities (York/Peel/Kitchener-Waterloo) with respect to their Council meeting times; populations; whether their Council meetings are livestreamed, if they permit delegations at their Council meeting; procedures in place for an adjournment hour (curfew); unfinished business; going beyond the curfew; length of meetings and health breaks.

## ATTACHMENTS

Appendix A – Best Practices of Other Municipalities – Council Meeting Times; Breaks and Adjournments.

---

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.



## Best Practices of Other Municipalities – Council Meeting Times; Breaks and Adjournments

Municipality with Population	Time - Council Meetings	Meetings Livestreamed	Delegations at Council	Recess (Break)	Adjournment Hour (curfew)	Extend the Adjournment hour (curfew)	Extension requires what type of vote	Procedure for Unfinished Business
York Region 1,192,600	9:00 a.m.	Yes	Delegations are encouraged to attend a Committee meeting, unless the item is going directly to Council or is urgent	No set time for breaks, however, they do break for lunch	No	N/A	N/A	N/A
City of Brampton 593,638	9:30 a.m.	Yes	Delegations are permitted only for business already on the agenda, new business is routed to the appropriate Standing Committee	Recess is 10 minutes after 2.5 hours unless unanimous consent to continue	11:55 p.m.	Requires a motion to extend	Majority	<p>Yes, as follows: (a) a motion to adjourn the meeting to another date and time has been passed; and (b) in the case of a meeting of the council, all the by-laws arising out of business dealt with by the council at that meeting to the time of the proposed adjournment have been presented and dealt with by the council; and (c) in the case of a meeting of the council, a confirming by-law of the proceedings of that meeting up to the time of the proposed adjournment has been presented and dealt with by the council.</p> <p>(4) The items on the agenda for a meeting adjourned before all items have been dealt with, shall be placed on the agenda for the next meeting.</p>
Durham Region 670,000	9:30 a.m.	Yes	Yes	No	No	N/A	N/A	N/A

<b>City of Vaughan 323,000</b>	1:00 p.m.	Yes	No	No	No	N/A	N/A	N/A
<b>City of Kingston 123,000</b>	7:30 p.m. (Closed Session takes place prior to the 7:30 p.m. start time)	Yes	Yes, a maximum of 3 delegations	No	Yes, 11:00 p.m.	Yes	2/3 Majority	Yes, Council will consider the time sensitive items, and at 10:55 p.m. Council will move directly to the by-laws, the remaining unfinished business will be deferred to the next meeting.
<b>City of Ottawa 1,000,000</b>	10:00 a.m.	Yes	No	No	7:00 p.m.	Yes	Majority	Council reconvenes the following Friday morning, in the same week at 10:00 a.m.
<b>Peel Region 1,400,000</b>	9:30 a.m.	Yes	Yes	They are to break at Noon for lunch for half an hour, however, practically, they don't interrupt the flow of the meeting and the break can take place anytime from noon to 1:30 p.m.	3:30 p.m.	Yes	Majority	Council can defer any unfinished business to the next meeting
<b>City of Toronto 2,731,570</b>	9:30 a.m.	Yes	No	Yes they break at 12:30 p.m. and reconvene at 2:00 p.m. for lunch and recess at 6:00 p.m. each day		Yes	2/3 Majority	Yes, If there is unfinished business at the end of the last scheduled meeting day, the Council meeting continues on the following day or can fix a time to hold a reconvened meeting before the next regular Council meeting.
<b>District of Muskoka 60,599</b>	3:00 p.m.	Yes	Yes, a maximum of 3 delegations	No	No	N/A	N/A	N/A



<b>City of London</b> 383,800	4:00 p.m.	Yes	No	They are to break at 6:30 p.m. for dinner, however, they usually don't interrupt the flow of the meeting and continue until the agenda has been completed	11:00 p.m.	Yes	2/3 Majority	Council defers any unfinished business to the next meeting
<b>Chatham-Kent</b> 105,000	6:00 p.m. (Closed Session is held at 4:00 p.m.)	Yes	Yes	Between Closed and Open Sessions	10:00 p.m.	Yes, up to an hour	Majority	Council defers any unfinished business to the next meeting
<b>Halton Region</b> 570,000	9:30 a.m.	Yes	Yes	Usually around Noon for lunch for 20 minutes if they have a lot of unfinished business, if not, they can work through in order to complete the agenda	11:30 p.m.	N/A	2/3 Majority	N/A
<b>City of Burlington</b> 205,960	6:30 p.m.	Yes	Yes	Council may after ninety minutes of consecutive deliberation, recess for a period deemed appropriate by the Chair	10:00 p.m.	Yes, to complete the agenda	2/3 Majority	Council defers any unfinished business to the next meeting
<b>City of Windsor</b> 233,763	6:00 p.m. (Closed Session is held at 4:00 p.m.)	Yes	Yes	No	11:00 p.m.	Yes, to extend to 12:00 midnight	Unanimous	All unfinished business is deferred to the next regular meeting, unless a motion to reconvene on another day is adopted by majority vote.

<b>City of Greater Sudbury 160,000</b>	6:00 p.m. (Closed Session is held at 4:00 p.m.)	Yes	Yes	Yes, at 8:00 p.m. (health break) and require a motion to go beyond 3 hours of meeting time	9:00 p.m.	Yes	2/3 Majority to proceed past 3 hours	They just updated their Procedural By-law as they were not getting to their by-laws in certain meetings, so a provision has been added that would require Council to deal with any Addendum items and by-laws prior to the adjournment of the meeting
<b>City of Mississauga 828,854</b>	9:00 a.m.	Yes	Yes	No	11:00 p.m.	No	N/A	All items not disposed of shall be placed on the Agenda of the next regular meeting, under the heading of "Unfinished Business"
<b>Town of Aurora 13,888</b>	7:00 p.m.	Yes	Yes	Yes, 10 minutes after 2 hours have passed since the last break	10:30 p.m.	Yes	Majority	N/A



Hamilton

**REPORT 19-003**  
**GOVERNANCE REVIEW SUB-COMMITTEE**  
**Thursday, April 25, 2019**  
**11:00 am, Council Chambers**  
**Hamilton City Hall**

**Present:** Councillors M. Wilson (Vice-Chair), A. VanderBeek, M. Pearson, B. Clark, and L. Ferguson

**Absent with Regrets:** Councillor T. Whitehead (Chair) - Personal

**THE GOVERNANCE REVIEW SUB-COMMITTEE PRESENTS REPORT 18-004 AND RESPECTFULLY RECOMMENDS:**

1. **2020 and 2021 Council and Committee Calendars (Item 10.1) (Attached hereto as Appendix "A")**

That the 2020 and 2021 Council and Committee Calendars be approved, as presented.

2. **Best Practices in Other Municipalities – Council Meeting Times; Breaks and Adjournments (CL19001) (City Wide) (Outstanding Business List Item) (Item 10.2)**

That Report CL19001, respecting the Best Practices in Other Municipalities – Council Meeting Times: Breaks and Adjournments, be received.

3. **Changing the Time of Council Meetings (Referred from Council at it's meeting of February 27, 2019) (Item 11.1)**

WHEREAS, Council does feel at present that the Council meetings held at 5:00 p.m., should be moved to an earlier time;

WHEREAS, an amendment to the time of Council meetings would constitute an amendment to the By-law to Govern the Proceedings of Council and Committees of Council;

WHEREAS, an amendment to the By-law to Govern the Proceedings of Council and Committees of Council requires that public notice be placed in the newspaper a minimum of 14 days prior to the Committee meeting; and,

WHEREAS, Council has mandated the Governance Review Sub-Committee the task of making recommendations on matters pertaining to governance structure and the governing proceedings of Council and its' committees.

THEREFORE, BE IT RESOLVED:

That the following motion be referred to the Governance Review Sub-Committee for consideration:

- (a) That Section 3.2 of the By-law to Govern the Proceedings of Council and Committees of Council **be amended** to reflect a **9:30 a.m.** start time as follows:

### **3.2 Regular Council Meeting Times**

- (1) Unless otherwise decided by Council, Regular Council meetings shall be held:

- (a) in January:

on the fourth Wednesday of the month, commencing at **9:30 a.m.** unless such day is a public or civic holiday, in which case Council shall set an alternate day and time;

- (b) in February, April, May, June, September, October and November:

every second and fourth Wednesday of each month, commencing at **9:30 a.m.**, unless such day is a public or civic holiday, in which case Council shall set an alternate day and time;

- (c) in March:

on the fourth Wednesday of the month, commencing at **9:30 a.m.** unless such day is a public or civic holiday, in which case Council shall set an alternate day and time;

- (d) in July and August:

on a Friday of each month (one meeting per month), commencing at 9:30 a.m., unless such a day is a public or civic holiday, in which case Council shall set an alternate day and time;

- (e) in December:

on the second Wednesday of the month, commencing a 9:30 a.m., unless such a day is a public or civic holiday, in which case Council shall set an alternative day and time; or

- (f) in accordance with the schedule approved by Council.
- (b) That the regular meetings of the City Council for the remainder of 2019, be held at 9:30 a.m.;
- (c) That, from time to time, there may be a need for Special Council Meeting at 5:00 p.m. to accommodate a Ceremonial Activity where the individuals being recognized are unable to attend a meeting during the day; and
- (d) That the required notice be placed in the newspaper a minimum of 14 days prior to the Audit, Finance & Administration Committee meeting when the amendment is to be considered.

**FOR INFORMATION:**

**(a) CHANGES TO THE AGENDA (Item 2)**

The Committee Clerk advised that there were no changes to the agenda.

The April 25, 2019 Agenda of the Governance Review Sub-Committee was approved, as presented.

**(b) DECLARATIONS OF INTEREST (Item 3)**

There were no declarations of interest.

**(c) APPROVAL OF MINUTES (Item 4)**

**(i) March 25, 2019 (Item 4.1)**

The Minutes of the March 25, 2019 meeting of the Governance Review Sub-Committee were approved, as presented.

**(d) COMMUNICATIONS (Item 5)**

**(i) Comments and Correspondence respecting the Change in Council Meeting Time:**

The following Comments and Correspondence, respecting the Change in Council Meeting time, were received and referred to Item 11.1 for consideration:

- 5.1.a William Custers, Cable 14
- 5.1.b Matt Trabucco
- 5.1.c Kris Button
- 5.1.d Kendra Cheeseman
- 5.1.e Rob Wagner

5.1.f Pamela Llewellyn  
5.1.g Janet OSullivan  
5.1.h Andrew Kelly  
5.1.i Anna Carter  
5.1.j Jason Nason  
5.1.k Carly Mary McLeod  
5.1.l Kelly Fremlin  
5.1.m Louise MacDonald  
5.1.n Jacqueline Bennett  
5.1.o Jess Plant-Weir  
5.1.p Graeme Weir  
5.1.q Bren Buckley  
5.1.r Jason Morse  
5.1.s Loretta Ray  
5.1.t Dr. Patrick Carter  
5.1.u Joey Pottinger  
5.1.v Don McLean  
5.1.w Mark Prier  
5.1.x Simon Carroll  
5.1.y Rich Gelder  
5.1.z Teresa LaFave  
5.1.aa Kris Button  
5.1.ab Sue White  
5.1.ac Jeremy Freiburger  
5.1.ad Alex Bishop  
5.1.ae Angela Di Nello  
5.1.af Frances Murray  
5.1.ag Cathy Swenson  
5.1.ah Laurie Nielsen  
5.1.ai Patti Randazzo Beckett  
5.1.aj Leanne Palmerston  
5.1.ak Chris Parkinson  
5.1.al Mark Gresch  
5.1.am Brian Martinson  
5.1.an Erin Shacklette  
5.1.ao Robin Williamson  
5.1.ap Ian Fox  
5.1.aq Bob Berberick  
5.1.ar Maggie Martineau  
5.1.as Paul Copcutt  
5.1.at AJ Bullivant  
5.1.au Gail Langdon  
5.1.av Natalie Seniuk  
5.1.aw Sandra Manners  
5.1.ax Lyla Miklos  
5.1.ay Cameron Kroetsch  
5.1.az Matt Jelly

**(e) DELEGATION REQUESTS (Item 6)**

The following delegation requests, respecting Item 11.1, being a Motion to change the Council meeting time, were approved for today's meeting:

- (i) Karl Andrus, respecting Item 11.1, being a Motion to change the Council meeting time (For today's meeting) (Item 6.1)
- (ii) Craig Burley, respecting Item 11.1, being a Motion to change the Council meeting time (For today's meeting) (Item 6.2)
- (iii) Deanna Allain, respecting Item 11.1, being a Motion to change the Council meeting time (For today's meeting) (Item 6.3)
- (iv) Cameron Kroetsch, respecting Item 11.1, being a Motion to change the Council meeting time (For today's meeting) (Item 6.4)

**(f) PUBLIC HEARINGS/DELEGATIONS (Item 8)**

**(i) Karl Andrus, respecting Item 11.1, being a Motion to change the Council meeting time (Added Item 8.1)**

Karl Andrus was not present when called upon.

The following delegations, respecting Item 11.1, being a Motion to change the Council meeting time, were received:

- (ii) Craig Burley, respecting Item 11.1, being a Motion to change the Council meeting time (Added Item 8.2)
- (iii) Deanna Allain, respecting Item 11.1, being a Motion to change the Council meeting time (Added Item 8.3)
- (iv) Cameron Kroetsch, respecting Item 11.1, being a Motion to change the Council meeting time (Added Item 8.4)

**(g) GENERAL INFORMATION/OTHER BUSINESS (Item 13)**

**(i) Changes to the Outstanding Business List (Item 13.1):**

- (a) That Item B-2019, respecting staff be directed to report back on best practices in other municipalities and in consultation with senior leadership and Human Resources, with respect to Breaks and Adjournments, remain on the Outstanding Business List; and,
- (b) That staff be directed to report back to the Audit, Finance & Administration Committee on May 2<sup>nd</sup>, 2019, with a broader list of larger urban municipalities (York/Peel/Kitchener-Waterloo) and their start times for Council meetings, with respect to Breaks and Adjournments.

**Audit, Finance & Administration Committee – May 16, 2019**

The following change to the Outstanding Business List was approved:

(a) Items to be Removed:

Item: B

That staff be directed to report back to Governance Review Sub-Committee following a thorough review to determine accurate populations in each Ward for the 2018-2022 term.

Completed: February 28, 2019 at General Issues Committee  
(Item 6.5 - FCS18093(b))

**(h) ADJOURNMENT (Item 15)**

There being no further business, the Governance Review Sub-Committee meeting adjourned at 12:58 p.m.

Respectfully submitted,

Councillor M. Wilson, Vice-Chair  
Governance Review Sub-Committee

Angela McRae  
Legislative Coordinator  
Office of the City Clerk



## January 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1 NEW YEAR'S DAY	2 <b>NO MEETINGS – PLEASE DO NOT USE</b>	3	4
5	6	7	8	9	10	11
<b>NO MEETINGS – PLEASE DO NOT USE</b>						
12	13 PW – 9:30 a.m.  BoH – 1:30 p.m.	14 Planning – 9:30 a.m.	15 GIC – 9:30 a.m.	16 AF&A – 9:30 a.m.  E&CS – 1:30 p.m.	17	18
19	20	21	22 5:00 p.m. COUNCIL	23	24	25
26	27	28	29	30	31	

- |                                |  |
|--------------------------------|--|
| GIC = General Issues Committee | AF&A = Audit, Finance & Administration |
| PW = Public Works Committee    | E&CS = Emergency & Community Services  |
| Planning = Planning Committee  | BOH = Board of Health                  |

**All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor**

## February 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3 PW – 9:30 a.m.	4 Planning – 9:30 a.m.	5 GIC – 9:30 a.m.	6 AF&A – 9:30 a.m.  E&CS – 1:30 p.m.	7	8
9	10	11	12 5:00 p.m. COUNCIL	13	14	15
16	17 FAMILY DAY	18 Planning – 9:30 a.m.	19 GIC – 9:30 a.m.	20 AF&A – 9:30 a.m. If required  E&CS – 1:30 p.m. If required	21 PW – 9:30 a.m.  BoH – 1:30 p.m.	22
23	24	25	26 5:00 p.m. COUNCIL	27	28	29 Leap Year!

GIC = General Issues Committee

AF&amp;A = Audit, Finance &amp; Administration

PW = Public Works Committee

E&amp;CS = Emergency &amp; Community Services

Planning = Planning Committee

BOH = Board of Health

All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor

March 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	
1	2	3	4	5	6	7	
8	<b>NO MEETINGS – PLEASE DO NOT USE</b>					13	14
15	<b>MARCH BREAK</b>		<b>MARCH BREAK</b>		<b>MARCH BREAK</b>		
22	23 PW – 9:30 a.m. BoH – 1:30 p.m.	24 Planning – 9:30 a.m.	25 GIC – 9:30 a.m.	26 AF&A – 9:30 a.m. E&CS – 1:30 p.m.	27	28	
29	30	31					

- GIC = General Issues Committee      AF&A = Audit, Finance & Administration
- PW = Public Works Committee      E&CS = Emergency & Community Services
- Planning = Planning Committee      BOH = Board of Health

**All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor**

## April 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1 5:00 p.m. COUNCIL	2	3	4
5	6 PW – 9:30 a.m.	7 Planning – 9:30 a.m.	8 GIC – 9:30 a.m.	9 AF&A – 9:30 a.m. E&CS – 1:30 p.m.	10 GOOD FRIDAY	11
12	13 EASTER MONDAY	14	15 5:00 p.m. COUNCIL	16	17	18
19	20 PW – 9:30 a.m. BoH – 1:30 p.m.	21 Planning – 9:30 a.m.	22 GIC – 9:30 a.m.	23 AF&A – 9:30 a.m. If required E&CS – 1:30 p.m. If required	24	25
26	27	28	29 5:00 p.m. COUNCIL	30		

GIC = General Issues Committee

AF&amp;A = Audit, Finance &amp; Administration

PW = Public Works Committee

E&amp;CS = Emergency &amp; Community Services

Planning = Planning Committee

BOH = Board of Health

All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor

## May 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3	4 PW – 9:30 a.m.	5 Planning – 9:30 a.m.	6 GIC – 9:30 a.m.	7 AF&A – 9:30 a.m. If required  E&CS – 1:30 p.m. If required	8	9
10	11	12	13 5:00 p.m. COUNCIL	14	15	16
18	18 VICTORIA DAY	19 Planning – 9:30 a.m.	20 GIC – 9:30 a.m.	21 AF&A – 9:30 a.m. If required  E&CS – 1:30 p.m. If required	22 PW – 9:30 a.m.  BoH – 1:30 p.m.	23
24	25	26	27 5:00 p.m. COUNCIL	28	29	30
31						

GIC = General Issues Committee

AF&amp;A = Audit, Finance &amp; Administration

PW = Public Works Committee

E&amp;CS = Emergency &amp; Community Services

Planning = Planning Committee

BOH = Board of Health

All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor

## June 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 PW – 9:30 a.m.	2 Planning – 9:30 a.m.	3 GIC – 9:30 a.m.	4 AF&A – 9:30 a.m.  E&CS – 1:30 p.m.	5	6
7	8	9	10 5:00 p.m. COUNCIL	11	12	13
14	15 PW – 9:30 a.m.  BoH – 1:30 p.m.	16 Planning – 9:30 a.m.	17 GIC – 9:30 a.m.	18 AF&A – 9:30 a.m. If required  E&CS – 1:30 p.m. If required	19	20
21	22	23	24 5:00 p.m. COUNCIL	25	26	27
28	29	30				

GIC = General Issues Committee

AF&amp;A = Audit, Finance &amp; Administration

PW = Public Works Committee

E&amp;CS = Emergency &amp; Community Services

Planning = Planning Committee

BOH = Board of Health

All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor

## July 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1 CANADA DAY	2	3	4
5	6 GIC – 9:30 a.m.	7 Planning – 9:30 a.m.	8 PW – 9:30 a.m.  BoH – 1:30 p.m.	9 AF&A – 9:30 a.m.  E&CS – 1:30 p.m.	10 9:30 a.m. COUNCIL	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

GIC = General Issues Committee

AF&amp;A = Audit, Finance &amp; Administration

PW = Public Works Committee

E&amp;CS = Emergency &amp; Community Services

Planning = Planning Committee

BOH = Board of Health

All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor

## August 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3 CIVIC HOLIDAY	4	5	6	7	8
9	10 GIC – 9:30 a.m.	11 Planning – 9:30 a.m.	12 PW – 9:30 a.m. BoH – 1:30 p.m.	13 AF&A – 9:30 a.m. E&CS – 1:30 p.m.	14 9:30 a.m. COUNCIL	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

GIC = General Issues Committee

AF&amp;A = Audit, Finance &amp; Administration

PW = Public Works Committee

E&amp;CS = Emergency &amp; Community Services

Planning = Planning Committee

BOH = Board of Health

**All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor**



## September 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	5
6	7 LABOUR DAY	8 Planning – 9:30 a.m.	9 GIC – 9:30 a.m.	10 AF&A – 9:30 a.m.  E&CS – 1:30 p.m.	11 PW – 9:30 a.m.	12
13	14	15	16 5:00 p.m. COUNCIL	17	18	19
20	21 PW – 9:30 a.m.  BoH – 1:30 p.m.	22 Planning – 9:30 a.m.	23 GIC – 9:30 a.m.	24 AF&A – 9:30 a.m. If required  E&CS – 1:30 p.m. If Required	25	26
27	28	29	30 5:00 p.m. COUNCIL			

GIC = General Issues Committee

AF&amp;A = Audit, Finance &amp; Administration

PW = Public Works Committee

E&amp;CS = Emergency &amp; Community Services

Planning = Planning Committee

BOH = Board of Health

All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor

## October 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
4	5 PW – 9:30 a.m.	6 Planning – 9:30 a.m.	7 GIC – 9:30 a.m.	8 AF&A – 9:30 a.m.  E&CS – 1:30 p.m.	9	10
11	12 THANKSGIVING	13	14 5:00 p.m. COUNCIL	15	16	17
18	19 PW – 9:30 a.m.  BoH – 1:30 p.m.	20 Planning – 9:30 a.m.	21 GIC – 9:30 a.m.	22 AF&A – 9:30 a.m. If required  E&CS – 1:30 p.m. If Required	23	28
25	26	27	28 5:00 p.m. COUNCIL	29	30	31

GIC = General Issues Committee

AF&amp;A = Audit, Finance &amp; Administration

PW = Public Works Committee

E&amp;CS = Emergency &amp; Community Services

Planning = Planning Committee

BOH = Board of Health

All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor

## November 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2 PW – 9:30 a.m.	3 Planning – 9:30 a.m.	4 GIC – 9:30 a.m.	5 AF&A – 9:30 a.m.  E&CS – 1:30 p.m.	6	7
8	9	10	11 5:00 p.m. COUNCIL	12	13	14
15	16 PW – 9:30 a.m.  BoH – 1:30 p.m.	17 Planning – 9:30 a.m.	18 GIC – 9:30 a.m.	19 AF&A – 9:30 a.m. If required  E&CS – 1:30 p.m. If Required	20	21
22	23	24	25 5:00 p.m. COUNCIL	26	27	28
29	30					

GIC = General Issues Committee      AF&A = Audit, Finance & Administration  
PW = Public Works Committee      E&CS = Emergency & Community Services  
Planning = Planning Committee      BOH = Board of Health

All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor

## December 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	5
6	7 PW – 9:30 a.m.  BoH – 1:30 p.m.	8 Planning – 9:30 a.m.	9 GIC – 9:30 a.m.	10 AF&A – 9:30 a.m.  E&CS – 1:30 p.m.	11	12
13	14	15	16  9:30 a.m. COUNCIL	17	18	19
20	21	22	23	24	25 CHRISTMAS DAY	26
27	28 CLOSED IN LEIU OF BOXING DAY	29 SHUTDOWN	30 SHUTDOWN	31 SHUTDOWN	1  NEW YEARS DAY	

GIC = General Issues Committee

AF&amp;A = Audit, Finance &amp; Administration

PW = Public Works Committee

E&amp;CS = Emergency &amp; Community Services

Planning = Planning Committee

BOH = Board of Health

All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor

## January 2021

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1 NEW YEAR'S DAY	2
3	4	5	6	7	8	9
<b>NO MEETINGS – PLEASE DO NOT USE</b>						
10	11 PW – 9:30 a.m. BoH – 1:30 p.m.	12 Planning – 9:30 a.m.	13 GIC – 9:30 a.m.	14 AF&A – 9:30 a.m. E&CS – 1:30 p.m.	15	16
17	18	19	20 5:00 p.m. COUNCIL	21	22	23
24	25	26	27	28	29	30
31						

GIC = General Issues Committee

AF&amp;A = Audit, Finance &amp; Administration

PW = Public Works Committee

E&amp;CS = Emergency &amp; Community Services

Planning = Planning Committee

BOH = Board of Health

**All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor**

## February 2021

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 PW – 9:30 a.m.	2 Planning – 9:30 a.m.	3 GIC – 9:30 a.m.	4 AF&A – 9:30 a.m.  E&CS – 1:30 p.m.	5	6
7	8	9	10 5:00 p.m. COUNCIL	11	12	13
14	15 FAMILY DAY	16 Planning – 9:30 a.m.	17 GIC – 9:30 a.m.	18 AF&A – 9:30 a.m. If required  E&CS – 1:30 p.m. If required	19 PW – 9:30 a.m.  BoH – 1:30 p.m.	20
21	22	23	24 5:00 p.m. COUNCIL	25	26	27
28						

GIC = General Issues Committee

AF&amp;A = Audit, Finance &amp; Administration

PW = Public Works Committee

E&amp;CS = Emergency &amp; Community Services

Planning = Planning Committee

BOH = Board of Health

All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor

## March 2021

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5	6
7	8	9	10	11	12	13
	<b>NO MEETINGS – PLEASE DO NOT USE</b>					
14	15	16	17	18	19	20
	<b>MARCH BREAK</b>		<b>MARCH BREAK</b>		<b>MARCH BREAK</b>	
21	22 PW – 9:30 a.m. BoH – 1:30 p.m.	23 Planning – 9:30 a.m.	24 GIC – 9:30 a.m.	25 AF&A – 9:30 a.m. E&CS – 1:30 p.m.	26	27
28	29	30	31 5:00 p.m. COUNCIL			

GIC = General Issues Committee

AF&amp;A = Audit, Finance &amp; Administration

PW = Public Works Committee

E&amp;CS = Emergency &amp; Community Services

Planning = Planning Committee

BOH = Board of Health

**All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor**

## April 2021

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2 GOOD FRIDAY	3
4	5 EASTER MONDAY	6 Planning – 9:30 a.m.	7 GIC – 9:30 a.m.	8 AF&A – 9:30 a.m.  E&CS – 1:30 p.m.	9 PW – 9:30 a.m.	10
11	12	13	14 5:00 p.m. COUNCIL	15	16	17
18	19 PW – 9:30 a.m.  BoH – 1:30 p.m.	20 Planning – 9:30 a.m.	21 GIC – 9:30 a.m.	22 AF&A – 9:30 a.m. If required  E&CS – 1:30 p.m. If required	23	24
25	26	27	28 5:00 p.m. COUNCIL	29	30	

GIC = General Issues Committee

AF&amp;A = Audit, Finance &amp; Administration

PW = Public Works Committee

E&amp;CS = Emergency &amp; Community Services

Planning = Planning Committee

BOH = Board of Health

All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor



## May 2021

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3 PW – 9:30 a.m.	4 Planning – 9:30 a.m.	5 GIC – 9:30 a.m.	6 AF&A – 9:30 a.m. If required  E&CS – 1:30 p.m. If required	7	8
9	10	11	12 5:00 p.m. COUNCIL	13	14	15
16	17 PW – 9:30 a.m.  BoH – 1:30 p.m.	18 Planning – 9:30 a.m.	19 GIC – 9:30 a.m.	20 AF&A – 9:30 a.m. If required  E&CS – 1:30 p.m. If required	21	22
23	24 VICTORIA DAY	25	26 5:00 p.m. COUNCIL	27	28	29
30	31 PW – 9:30 a.m.					

GIC = General Issues Committee

AF&amp;A = Audit, Finance &amp; Administration

PW = Public Works Committee

E&amp;CS = Emergency &amp; Community Services

Planning = Planning Committee

BOH = Board of Health

All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor

## June 2021

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1 Planning – 9:30 a.m.	2 GIC – 9:30 a.m.	3 AF&A – 9:30 a.m. E&CS – 1:30 p.m.	4	5
6	7	8	9 5:00 p.m. COUNCIL	10	11	12
13	14 PW – 9:30 a.m. BoH – 1:30 p.m.	15 Planning – 9:30 a.m.	16 GIC – 9:30 a.m.	17 AF&A – 9:30 a.m. If required E&CS – 1:30 p.m. If required	18	19
20	21	22	23 5:00 p.m. COUNCIL	24	25	26
27	28	29				

GIC = General Issues Committee

AF&amp;A = Audit, Finance &amp; Administration

PW = Public Works Committee

E&amp;CS = Emergency &amp; Community Services

Planning = Planning Committee

BOH = Board of Health

All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor

## July 2021

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1 8 CANADA DAY	2	3
4	5 GIC – 9:30 a.m.	6 Planning – 9:30 a.m.	7 PW – 9:30 a.m. BoH – 1:30 p.m.	9 AF&A – 9:30 a.m. E&CS – 1:30 p.m.	9 9:30 a.m. COUNCIL	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

GIC = General Issues Committee

AF&amp;A = Audit, Finance &amp; Administration

PW = Public Works Committee

E&amp;CS = Emergency &amp; Community Services

Planning = Planning Committee

BOH = Board of Health

All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor

## August 2021

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2 CIVIC HOLIDAY	3	4	5	6	7
8	9 GIC – 9:30 a.m.	10 Planning – 9:30 a.m.	11 PW – 9:30 a.m. BoH – 1:30 p.m.	12 AF&A – 9:30 a.m. E&CS – 1:30 p.m.	13 9:30 a.m. COUNCIL	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

GIC = General Issues Committee

AF&amp;A = Audit, Finance &amp; Administration

PW = Public Works Committee

E&amp;CS = Emergency &amp; Community Services

Planning = Planning Committee

BOH = Board of Health

All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor

## September 2021

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4
5	6 LABOUR DAY	7 Planning – 9:30 a.m.	8 GIC – 9:30 a.m.	9 AF&A – 9:30 a.m.  E&CS – 1:30 p.m.	10 PW – 9:30 a.m.	11
12	13	14	15 5:00 p.m. COUNCIL	16	17	18
19	20 PW – 9:30 a.m.  BoH – 1:30 p.m.	21 Planning – 9:30 a.m.	22 GIC – 9:30 a.m.	23 AF&A – 9:30 a.m. If required  E&CS – 1:30 p.m. If Required	24	25
26	27	28	29 5:00 p.m. COUNCIL	30		

GIC = General Issues Committee

AF&amp;A = Audit, Finance &amp; Administration

PW = Public Works Committee

E&amp;CS = Emergency &amp; Community Services

Planning = Planning Committee

BOH = Board of Health

All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor

## October 2021

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3	4 PW – 9:30 a.m.	5 Planning – 9:30 a.m.	6 GIC – 9:30 a.m.	7 AF&A – 9:30 a.m.  E&CS – 1:30 p.m.	8	9
10	11 THANKSGIVING	12	13 5:00 p.m. COUNCIL	14	15	16
17	18 PW – 9:30 a.m.  BoH – 1:30 p.m.	19 Planning – 9:30 a.m.	20 GIC – 9:30 a.m.	21 AF&A – 9:30 a.m. If required  E&CS – 1:30 p.m. If Required	22	23
24	25	26	27 5:00 p.m. COUNCIL	28	29	30
31						

GIC = General Issues Committee

AF&amp;A = Audit, Finance &amp; Administration

PW = Public Works Committee

E&amp;CS = Emergency &amp; Community Services

Planning = Planning Committee

BOH = Board of Health

All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor

## November 2021

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 PW – 9:30 a.m.	2 Planning – 9:30 a.m.	3 GIC – 9:30 a.m.	4 AF&A – 9:30 a.m.  E&CS – 1:30 p.m.	5	6
7	8	9	10  5:00 p.m. COUNCIL	11	12	13
14	15 PW – 9:30 a.m.  BoH – 1:30 p.m.	16 Planning – 9:30 a.m.	17 GIC – 9:30 a.m.	18 AF&A – 9:30 a.m. If required  E&CS – 1:30 p.m. If Required	19	20
21	22	23	24  5:00 p.m. COUNCIL	25	26	27
28	29	30				

GIC = General Issues Committee      AF&A = Audit, Finance & Administration  
PW = Public Works Committee      E&CS = Emergency & Community Services  
Planning = Planning Committee      BOH = Board of Health

All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor

## December 2021

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4
5	6 PW – 9:30 a.m.  BoH – 1:30 p.m.	7 Planning – 9:30 a.m.	8 GIC – 9:30 a.m.	9 AF&A – 9:30 a.m.  E&CS – 1:30 p.m.	10	11
12	13	14	15 9:30 a.m. COUNCIL	16	17	18
19	20	21	22	23	24 CHRISTMAS EVE	25 CHRISTMAS DAY
26	27 CLOSED IN LEIU OF CHRISTMAS DAY	28 CLOSED IN LEIU OF BOXING DAY	29 SHUTDOWN	30 SHUTDOWN	30 SHUTDOWN	1 New Year's Day

GIC = General Issues Committee

AF&amp;A = Audit, Finance &amp; Administration

PW = Public Works Committee

E&amp;CS = Emergency &amp; Community Services

Planning = Planning Committee

BOH = Board of Health

All meetings will be in the Council Chambers, Hamilton City Hall, 2<sup>nd</sup> Floor





Hamilton

**GRANTS SUB-COMMITTEE  
REPORT 19-002**

9:30 a.m.

May 6, 2019

Council Chambers, Hamilton City Hall

**Present:** Councillors B. Johnson (Chair), N. Nann (Vice Chair)  
L. Ferguson, S. Merulla, A. VanderBeek

**Absent:** Councillor T. Jackson – Personal

**THE GRANTS SUB-COMMITTEE PRESENTS REPORT 19-002 AND  
RESPECTFULLY RECOMMENDS:**

1. **2019 City Enrichment Funding Recommendations (GRA19002) (City Wide) (Item 5.1)**
  - (a) That, the 2019 City Enrichment Fund recommended funding allocation, in the amount of \$6,210,926, as outlined in Appendix “A” attached to Report 19-002, as amended, be approved;
  - (b) That the 2019 City Enrichment Fund Application Summary, attached as Appendix “B” to Report GRA19002, be received;
  - (c) That 2019 City Enrichment Fund Payment Plan, attached as Appendix “B” to Report 19-002, be approved; and,
  - (d) That the 2019 City Enrichment Fund grants, as listed in Appendix “C” attached to Report 19-002, be approved and the funds be released pending the submission of additional information, by July 19, 2019.

**FOR INFORMATION:**

**(a) CHANGES TO THE AGENDA (Item 1)**

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

1. DISCUSSION ITEMS (Item 6)
  - 6.1 2019 City Enrichment Funding Recommendations (GRA19002) (City Wide)
    - (i) Appendix B – pages 96 and 248 have been revised by staff.
    - (ii) Appendix D – has been replaced in its entirety.

Additionally, as there is a presentation to go with the report, this matter has been moved to Item 5.1.

The May 6, 2019 agenda for the Grants Sub-Committee was approved, as amended.

**(b) DECLARATIONS OF INTEREST (Item 2)**

There were no declarations of interest.

**(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 3)**

**(i) February 12, 2019 (Item 3.1)**

The Minutes of the February 12, 2019 Grants Sub-Committee meeting were approved, as presented.

**(d) STAFF PRESENTATIONS (Item 5)**

**(i) 2019 City Enrichment Funding Recommendations (GRA19002) (City Wide) (Item 5.1)**

John Hertel, Director, Strategic Partnerships & Communications, and staff addressed Committee and provided a PowerPoint overview of Report GRA19002, respecting the 2019 City Enrichment Funding Recommendations.

The presentation, respecting Report GRA19002, respecting the 2019 City Enrichment Funding Recommendations, was received.

A copy of the presentation is available on the City's website at [www.hamilton.ca](http://www.hamilton.ca) or through the Office of the City Clerk.

The following amendments to Appendix "A" of Report GRA19002 – 2019 City Enrichment Funding Recommendations, were approved:

- (a) YWCA Hamilton – Transitional Living (CS A2)

That the recommended 2019 City Enrichment Fund grant for the YWCA Hamilton – Transitional Living (CS A2), be increased by \$8,000, from \$21,979 to \$29,979, with the \$8,000 to be funded from the Grant Reserve #112230 for 2019.

- (b) Sexual Assault Centre (Hamilton and Area) – Abuse Prevention (CS B1)

That the recommended 2019 City Enrichment Fund grant for the Sexual Assault Centre (Hamilton and Area) – Abuse Prevention (CS B1), be increased by \$128, from \$6,565 to \$6,693, with the \$128 to be funded from the Grant Reserve #112230 for 2019.

- (c) Sexual Assault Centre (Hamilton and Area) – Counselling and Advocacy (CS B3)

That the recommended 2019 City Enrichment Fund grant for the Sexual Assault Centre (Hamilton and Area) – Counselling and Advocacy (CS B3), be increased by \$395, from \$20,155 to \$20,550, with the \$395 to be funded from the Grant Reserve #112230 for 2019.

- (d) Sexual Assault Centre (Hamilton and Area) – Crisis Support (CS B4)

That the recommended 2019 City Enrichment Fund grant for the Sexual Assault Centre (Hamilton and Area) – Crisis Support (CS B4), be increased by \$299, from \$15,242 to \$15,541, with the \$299 to be funded from the Grant Reserve #112230 for 2019.

- (f) Sexual Assault Centre (Hamilton and Area) – Diverse Communities Outreach (CS B5)

That the recommended 2019 City Enrichment Fund grant for the Sexual Assault Centre (Hamilton and Area) – Diverse

Communities Outreach (CS B5), be increased by \$235, from \$11,951 to \$12,186, with the \$235 to be funded from the Grant Reserve #112230 for 2019.

- (g) Hamilton East Kiwanis Boys and Girls Clubs of Hamilton – Community Outreach (CS C8)

That the recommended 2019 City Enrichment Fund grant for the Hamilton East Kiwanis Boys and Girls Clubs of Hamilton – Community Outreach (CS C8), be increased by \$935, from \$39,065 to \$40,000, with the \$935 to be funded from the Grant Reserve #112230 for 2019.

- (h) Dundas Youth Chaplaincy – Routes Youth Centre (CS D4)

That the recommended 2019 City Enrichment Fund grant for the Dundas Youth Chaplaincy – Routes Youth Centre (CS D4), be increased by \$94, from \$10,506 to \$10,600, with the \$94 to be funded from the Grant Reserve #112230 for 2019.

- (i) Famee Furlane of Hamilton – Everyone Can Age in Place (CS E20)

That the recommended 2019 City Enrichment Fund grant for the Famee Furlane of Hamilton – Everyone Can Age in Place (CS E20), be increased by \$603, from \$5,719 to \$6,322, with the \$603 to be funded from the Grant Reserve #112230 for 2019.

- (j) Rotary Club of Hamilton – Rotary Literacy in Action (CS F11)

That the recommended 2019 City Enrichment Fund grant for the Rotary Club of Hamilton – Rotary Literacy in Action (CS F11), be increased by \$1,000, from \$7,362 to \$8,362, with the \$1,000 to be funded from the Grant Reserve #112230 for 2019.

- (k) Cancer Assistance Program – Community Engagement – Code Red (CS H10)

That the recommended 2019 City Enrichment Fund grant for the Cancer Assistance Program – Community Engagement – Code Red (CS H10), be increased by \$2,500, from \$17,500 to \$20,000,

with the \$2,500 to be funded from the Grant Reserve #112230 for 2019.

- (l) Eva Rothwell Centre – The Literacy Express at the Eva Rothwell Centre (CS H11)

That the recommended 2019 City Enrichment Fund grant for the Eva Rothwell Centre – The Literacy Express at the Eva Rothwell Centre (CS H11), be increased by \$1,785, from \$3,715 to \$5,500, with the \$1,785 to be funded from the Grant Reserve #112230 for 2019.

- (m) Food4Kids Hamilton – Weekends without Hunger Waiting List Elimination (CS H14)

That the recommended 2019 City Enrichment Fund grant for the Food4Kids Hamilton – Weekends without Hunger Waiting List Elimination (CS H14), be increased by \$20,458 from \$9,542 to \$30,000, with the \$20,458 to be funded from the Grant Reserve #112230 for 2019.

- (n) Canadian National Institute for the Blind – Peer Support for Hamiltonians Living Blind or Partially Sighted (CS H16)

That the recommended 2019 City Enrichment Fund grant for the Canadian National Institute for the Blind – Peer Support for Hamiltonians Living Blind or Partially Sighted (CS H16), be increased by \$5,531 from \$0 to \$5,531, with the \$5,531 to be funded from the Grant Reserve #112230 for 2019.

- (o) Hamilton East Kiwanis Boys and Girls Club – McQuesten Boys and Girls Club (CS H17)

That the recommended 2019 City Enrichment Fund grant for the Hamilton East Kiwanis Boys and Girls Club – McQuesten Boys and Girls Club (CS H17), be increased by \$22,500, from \$0 to \$22,500, with the \$22,500 to be funded from the Grant Reserve #112230 for 2019.

- (p) Rockton Agricultural Society – Rockton World’s Fair (AGR A3)

That the recommended 2019 City Enrichment Fund grant for the Rockton Agricultural Society – Rockton World’s Fair (AGR A3), be increased by \$2,861, from \$27,139 to \$30,000, with the \$2,861 to be funded from the Grant Reserve #112230 for 2019.

- (q) Immigrant Culture and Art Association – Annual Operations (ART A21)

That the recommended 2019 City Enrichment Fund grant for the Immigrant Culture and Art Association – Annual Operations (ART A21), be increased by \$1,000, from \$18,000 to \$19,000, with the \$1,000 to be funded from the Grant Reserve #112230 for 2019.

- (r) Dundas Concert Band – Annual Operations (ART A32)

That the recommended 2019 City Enrichment Fund grant for the Dundas Concert Band – Annual Operations (ART A32), be increased by \$200, from \$2,400 to \$2,600, with the \$200 to be funded from the Grant Reserve #112230 for 2019.

- (s) Ancaster Society for the Performing Arts – Music at Fieldcote (ART B8)

That the recommended 2019 City Enrichment Fund grant for the Ancaster Society for the Performing Arts – Music at Fieldcote (ART B8), be increased by \$2,000, from \$13,000 to \$15,000, with the \$2,000 to be funded from the Grant Reserve #112230 for 2019.

- (t) Bay Area Restoration Council of Hamilton and Halton Inc. – Educational Programming for Harbour Restoration and Water Sustainability (ENV C3)

That the recommended 2019 City Enrichment Fund grant for the Bay Area Restoration Council of Hamilton and Halton Inc. – Educational Programming for Harbour Restoration and Water Sustainability (ENV C3), be increased by \$4,418, from \$14,382 to \$18,800, with the \$4,418 to be funded from the Grant Reserve #112230 for 2019.

- (u) Bruce Trail Conservancy (BTC) – 2019 BTC Hamilton Trail Access and Operation Project (ENV C4)

That the recommended 2019 City Enrichment Fund grant for the Bruce Trail Conservancy (BTC) – 2019 BTC Hamilton Trail Access and Operation Project (ENV C4), be increased by \$1,421, from \$5,287 to \$6,708, with the \$1,421 to be funded from the Grant Reserve #112230 for 2019.

- (v) Dundas Historical Society Museum – Dundas Museum and Archives Exhibition (CCH A17)

That the recommended 2019 City Enrichment Fund grant for the Dundas Historical Society Museum – Dundas Museum and Archives Exhibition (CCH A17), be increased by \$200, from \$10,200 to \$10,400, with the \$200 to be funded from the Grant Reserve #112230 for 2019.

- (w) Sikh Awareness Council of Hamilton –Sikh Heritage Month Celebrations (CCH A27)

That the recommended 2019 City Enrichment Fund grant for the Sikh Awareness Council of Hamilton – Sikh Heritage Month Celebrations (CCH A27), be increased by \$3,000, from \$0 to \$3,000, with the \$3,000 to be funded from the Grant Reserve #112230 for 2019.

- (x) Ancaster Heritage Days – Ancaster Heritage Days 2019 (CCH A28)

That the recommended 2019 City Enrichment Fund grant for the Ancaster Heritage Days – Ancaster Heritage Days 2019 (CCH A28), be increased by \$2,160, from \$26,550 to \$28,710, with the \$2,160 to be funded from the Grant Reserve #112230 for 2019.

- (y) Concession Street Business Improvement (BIA) – Streetfest 2019 (CHH A30)

That the recommended 2019 City Enrichment Fund grant for the Concession Street Business Improvement (BIA) – Streetfest 2019 (CHH A30), be increased by \$1,550, from \$6,450 to \$8,000, with the \$1,550 to be funded from the Grant Reserve #112230 for 2019.

- (z) Comunita Racalmutese Maria SS Del Monte Inc. - Comunita Racalmutese Maria SS Del Monte Festival (CHH A39)

That the recommended 2019 City Enrichment Fund grant for the Comunita Racalmutese Maria SS Del Monte Inc. - Comunita Racalmutese Maria SS Del Monte Festival (CHH A39), be increased by \$3,845, from \$6,000 to \$9,845, with the \$3,845 to be funded from the Grant Reserve #112230 for 2019.

- (aa) CANUSA Games – CANUSA Game (SAL G1)

That the recommended 2019 City Enrichment Fund grant for the CANUSA Games – CANUSA Game (SAL G-1), be increased by \$7,918, from \$30,284 to \$38,202, with the \$7,918 to be funded from the Grant Reserve #112230 for 2019.

For further disposition of this matter, please refer to Item 1.

**(e) ADJOURNMENT (Item 8)**

There being no further business, the Grants Sub-Committee adjourned at 10:45 a.m.

Respectfully submitted,

Councillor B. Johnson  
Chair, Grants Sub-Committee

Stephanie Paparella  
Legislative Coordinator  
Office of the City Clerk



## 2019 City Enrichment Fund SUMMARY

	Category	No. of Apps	2019 Budget (Total)	2019 Requested	2019 Approved	Budget vs Approved	
	<b>Community Services</b>						
CS - A	Hunger/Shelter	10		\$ 416,324	\$ 368,015		
CS - B	Everyone Safe	9		\$ 294,291	\$ 287,903		
CS - C	Everyone Thrives	9		\$ 299,588	\$ 269,256		
CS - D	No Youth Left Behind	7		\$ 180,209	\$ 159,702		
CS - E	Everyone Age in Place	20		\$ 485,352	\$ 455,101		
CS - F	Community Capacity Grows	11		\$ 214,373	\$ 190,492		
CS - G	Someone to Talk to	7		\$ 247,728	\$ 141,317		
CS - H	Emerging Needs	22		\$ 553,916	\$ 357,383		
	<b>Community Services Total</b>	<b>95</b>	<b>\$ 2,164,360</b>	<b>\$ 2,691,781</b>	<b>\$ 2,229,169</b>	<b>-\$64,809</b>	<b>-2.99%</b>
	<b>Agriculture</b>						
AGR A	Program & Events	18		\$ 178,615	\$ 133,356		
	<b>Agriculture Total</b>	<b>18</b>	<b>\$ 143,361</b>	<b>\$ 178,615</b>	<b>\$ 133,356</b>	<b>\$10,005</b>	<b>7.67%</b>
	<b>Arts</b>						
ART - A	Arts - Operating	34		\$ 3,977,467	\$ 2,437,364		
ART - B	Arts - Festival	10		\$ 300,070	\$ 181,486		
ART - C	Arts - Capacity Building	9		\$ 113,000	\$ 58,597		
ART - D	Arts - Creation & Presentation	35		\$ 238,877	\$ 96,295		
	<b>Arts Total</b>	<b>88</b>	<b>\$ 2,770,542</b>	<b>\$ 4,629,414</b>	<b>\$ 2,773,742</b>	<b>-\$3,200</b>	<b>-0.12%</b>
	<b>Environment</b>						
ENV-A	Capacity Building	-		\$ -	\$ -		
ENV-C	Project and Programs	8		\$ 180,364	\$ 120,764		
	<b>Environment Total</b>	<b>8</b>	<b>\$ 146,390</b>	<b>\$ 180,364</b>	<b>\$ 120,764</b>	<b>\$25,626</b>	<b>22.30%</b>

	Category	No. of Apps	2019 Budget (Total)	2019 Requested	2019 Approved	Budget vs Approved	
	<b>Communities, Culture &amp; Heritage</b>						
CCH - A	CCH - Events	57		\$ 782,985	\$ 546,350		
CCH - B	CCH - New Projects	11		\$ 165,092	\$ 44,645		
CCH - C	CCH - Capacity Building	1		\$ 6,900	\$ -		
	<b>CCH Total</b>	<b>69</b>	<b>\$ 564,972</b>	<b>\$ 954,977</b>	<b>\$ 590,995</b>	<b>-\$26,023</b>	<b>-4.48%</b>
	<b>Sport and Active Lifestyles</b>						
SAL-A	Long Term Athlete Dev (LTAD)	9		\$ 85,000	\$ 43,477		
SAL-B	Sport Awareness	5		\$ 37,500	\$ 26,068		
SAL-C	Capacity Building	5		\$ 37,500	\$ 23,232		
SAL-D	Sport for Development/Inclusion	10		\$ 67,376	\$ 58,451		
SAL-E	Accessibility	5		\$ 29,500	\$ 29,320		
SAL-F	Active for Life	13		\$ 87,868	\$ 58,069		
SAL-G	Multi-Sport Hosting	3		\$ 77,081	\$ 74,283		
	<b>Sport and Active Lifestyles Total</b>	<b>50</b>	<b>\$ 276,265</b>	<b>\$ 421,825</b>	<b>\$ 312,900</b>	<b>-\$36,635</b>	<b>-12.01%</b>
	<b>Total Traditional Grant Requests</b>	<b>328</b>	<b>\$ 6,065,890</b>	<b>\$ 9,056,976</b>	<b>\$ 6,160,926</b>	<b>-\$95,036</b>	<b>-1.54%</b>
	CEF Administration		50,000		50,000	\$50,000	
	<b>Total City Enrichment Fund</b>		<b>\$ 6,115,890</b>	<b>\$ 9,056,976</b>	<b>\$ 6,210,926</b>	<b>-\$95,036</b>	<b>-1.53%</b>

**2019 City Enrichment Fund**  
COMMUNITY SERVICES

Ref No	Organization	Program Name	Rating	2018 Funded	2019 Requested	2019 Approved	2019 Program Budget	2018 vs 2019 Approved
<b>CS No One is Hungry or Without Shelter</b>								
CS A1	Mission Services of Hamilton	Good Food Centre	92	\$ 28,143	\$ 28,695	\$ 28,695	\$ 411,799	\$552
CS A2	YWCA Hamilton	Transitional Living	91	\$ 43,857	\$ 43,857	\$ 29,979	\$ 897,482	-\$13,878
CS A3	Good Shepherd Centre Hamilton	MarketPlace	86	\$ 76,387	\$ 80,206	\$ 77,915	\$ 827,200	\$1,528
CS A4	Good Shepherd Centre Hamilton	Community Hot Meals	82	\$ 36,051	\$ 37,854	\$ 36,772	\$ 915,800	\$721
CS A5	Housing Help Centre - Hamilton & Area	Housing Stabilization Program	82	\$ 67,000	\$ 67,000	\$ 67,000	\$ 574,400	\$0
CS A6	Neighbour 2 Neighbour Centre	Neighbour to Neighbour Food Bank	81	\$ 29,560	\$ 30,151	\$ 30,151	\$ 264,273	\$591
CS A7	Neighbour 2 Neighbour Centre	Neighbour to Neighbour Home Delivery Program	79	\$ 17,669	\$ 18,022	\$ 17,669	\$ 61,756	\$0
CS A8	St. Matthew's House	Emergency Food/Food Security Programs	77	\$ 39,689	\$ 30,539	\$ 29,617	\$ 459,122	-\$10,072
CS A9	The Salvation Army	The Salvation Army Food Bank Program	69	\$ 23,627	\$ 50,000	\$ 23,627	\$ 1,058,992	\$0
CS A10	The Salvation Army Hamilton Booth Centre (Governing Council of the Salvation Army in Canada)	Soup Van Ministry	65	\$ 26,590	\$ 30,000	\$ 26,590	\$ 193,153	\$0
				<b>\$ 388,573</b>	<b>\$ 416,324</b>	<b>\$ 368,015</b>		<b>-\$20,558</b>
<b>CS Everyone Feels Safe</b>								
CS B1	Sexual Assault Centre (Hamilton and Area)	Abuse Prevention	97	\$ 6,436	\$ 6,693	\$ 6,693	\$ 129,393	\$257
CS B2	YWCA Hamilton	Phoenix Place VAW Residential Program	95	\$ 15,000	\$ 15,000	\$ 15,000	\$ 130,716	\$0
CS B3	Sexual Assault Centre (Hamilton and Area)	Counselling and Advocacy	94	\$ 19,760	\$ 20,550	\$ 20,550	\$ 256,867	\$790
CS B4	Sexual Assault Centre (Hamilton and Area)	Crisis Support	93	\$ 14,943	\$ 15,541	\$ 15,541	\$ 149,137	\$598
CS B5	Sexual Assault Centre (Hamilton and Area)	Diverse Communities Outreach	92	\$ 11,717	\$ 12,186	\$ 12,186	\$ 149,317	\$469
CS B6	Thrive Child and Youth Trauma Services	Child and Youth Trauma Services	87	\$ 84,373	\$ 88,591	\$ 86,060	\$ 481,023	\$1,687
CS B7	Interval House of Hamilton	Peer Support and Counselling	85	\$ 46,092	\$ 48,397	\$ 47,014	\$ 165,028	\$922
CS B8	Good Shepherd Centre Hamilton	2nd Stage Housing	83	\$ 58,450	\$ 61,350	\$ 59,619	\$ 762,490	\$1,169
CS B9	Interval House of Hamilton	Community Outreach, Counselling and Advocacy and Telephone Crisis	80	\$ 24,745	\$ 25,983	\$ 25,240	\$ 922,944	\$495

Ref No	Organization	Program Name	Rating	2018 Funded	2019 Requested	2019 Approved	2019 Program Budget	2018 vs 2019 Approved
				\$ 281,516	\$ 294,291	\$ 287,903		\$6,387
<b>CS Every Child and Family Thrives</b>								
CS C1	Immigrants Working Centre	IWC Childcare Program	87	\$ 23,506	\$ 24,681	\$ 23,976	\$ 826,776	\$470
CS C2	Wesley Urban Ministries	Wesley Children and Family Programs	85	\$ 43,012	\$ 43,872	\$ 43,872	\$ 233,969	\$860
CS C3	Big Brothers Big Sisters of Halton and Hamilton	Matching Program	81	\$ 24,000	\$ 25,200	\$ 24,480	\$ 816,055	\$480
CS C4	Hamilton East Kiwanis Boys & Girls Club (Boys and Girls Clubs of Hamilton Community Outreach)	Parent Education Outreach	79	\$ 51,664	\$ 52,000	\$ 51,664	\$ 177,100	\$0
CS C5	The Living Rock Ministries	Wellness Works	75	\$ 33,428	\$ 40,000	\$ 33,428	\$ 135,000	\$0
CS C6	Big Brothers Big Sisters of Halton and Hamilton	SOAR for BOYS	74	\$ 23,086	\$ 24,240	\$ 23,086	\$ 85,415	\$0
CS C7	Big Brothers Big Sisters of Halton and Hamilton	SOAR for GIRLS	74	\$ 23,548	\$ 24,725	\$ 23,548	\$ 83,390	\$0
CS C8	Hamilton East Kiwanis Boys & Girls Club (Boys and Girls Clubs of Hamilton Community Outreach)	Boys and Girls Clubs of Hamilton Community Outreach	74	\$ 39,065	\$ 40,000	\$ 40,000	\$ 135,019	\$935
CS C9	Elliott Heights Baptist Church	Larch After School Program	69	\$ 5,202	\$ 24,870	\$ 5,202	\$ 93,077	\$0
				\$ 266,511	\$ 299,588	\$ 269,256		\$2,745
<b>CS No Youth is Left Behind</b>								
CS D1	AY/Alternatives for Youth Hamilton	AY Outreach	94	\$ 25,830	\$ 27,121	\$ 26,347	\$ 123,310	\$517
CS D2	AY/Alternatives for Youth Hamilton	Street Involved Outreach	93	\$ 39,828	\$ 41,819	\$ 40,625	\$ 179,828	\$797
CS D3	Wesley Urban Ministries	Wesley Youth Housing	89	\$ 39,872	\$ 40,669	\$ 40,669	\$ 575,863	\$797
CS D4	Dundas Youth Chaplaincy	Routes Youth Centre	81	\$ 10,300	\$ 10,600	\$ 10,600	\$ 143,000	\$300
CS D5	Hamilton Association for Residential and Recreational Redevelopment Programs	YOUth Create	78	\$ 10,000	\$ 10,000	\$ 10,000	\$ 93,000	\$0
CS D6	The Living Rock Ministries	Evening Program Oasis Coffee House	77	\$ 15,801	\$ 30,000	\$ 15,801	\$ 90,000	\$0
CS D7	The Living Rock Ministries	It's a New Day Breakfast Program	73	\$ 15,660	\$ 20,000	\$ 15,660	\$ 72,380	\$0
				\$ 157,291	\$ 180,209	\$ 159,702		\$2,411
<b>CS Everyone Can Age in Place</b>								
CS E1	Banyan Community Services Inc.	Grocer-Ease	98	\$ 19,145	\$ 19,145	\$ 19,145	\$ 269,077	\$0
CS E2	Ancaster Community Services	Assisted Volunteer Driving Program	96	\$ 9,232	\$ 9,694	\$ 9,417	\$ 34,652	\$185
CS E3	Ancaster Community Services	Meals on Wheels	95	\$ 5,202	\$ 5,462	\$ 5,306	\$ 73,724	\$104

Ref No	Organization	Program Name	Rating	2018 Funded	2019 Requested	2019 Approved	2019 Program Budget	2018 vs 2019 Approved
CS E4	Flamborough Information & Community Services (Flamborough Connects)	Seniors Support	89	\$ 3,446	\$ 3,446	\$ 3,446	\$ 11,492	\$0
CS E5	Victorian Order of Nurses for Canada-Ontario Branch	Volunteer Visiting/Tele-Touch	88	\$ 52,191	\$ 52,191	\$ 52,191	\$ 236,388	\$0
CS E6	Victorian Order of Nurses for Canada-Ontario Branch	Meals on Wheels	87	\$ 56,852	\$ 56,852	\$ 56,852	\$ 885,147	\$0
CS E7	Victorian Order of Nurses for Canada-Ontario Branch	Adult Day Program	86	\$ 28,665	\$ 29,525	\$ 29,238	\$ 764,496	\$573
CS E8	Dundas Community Services	Services for Seniors	85	\$ 44,133	\$ 45,016	\$ 45,016	\$ 337,567	\$883
CS E9	Good Shepherd Centre Hamilton	SAM Adult Day Program	84	\$ 67,588	\$ 70,967	\$ 68,940	\$ 810,500	\$1,352
CS E10	Glanbrook Community Services (GCS)	Meal Support Program	81	\$ 23,725	\$ 23,962	\$ 23,962	\$ 206,213	\$237
CS E11	Glanbrook Community Services (GCS)	Volunteer Assisted Transportation (VAT)	81	\$ 12,864	\$ 12,993	\$ 12,993	\$ 63,013	\$129
CS E12	Glanbrook Community Services (GCS)	Community Supports	81	\$ 22,997	\$ 11,326	\$ 11,326	\$ 118,304	-\$11,671
CS E13	Mountberrry Adult Day Services	Mountberrry Adult Day Services	81	\$ 6,255	\$ 6,200	\$ 6,200	\$ 372,284	-\$55
CS E14	St. Joseph's Villa	A.C.T.I.V.E at the Villa Adult Day Program	81	\$ 20,400	\$ 20,400	\$ 20,400	\$ 860,692	\$0
CS E15	Wesley Urban Ministries	Seniors Outreach Program	81	\$ 18,547	\$ 18,918	\$ 18,918	\$ 63,190	\$371
CS E16	Shalom Village	Goldie's Place Adult Day Program	80	\$ 23,616	\$ 24,796	\$ 24,088	\$ 512,900	\$472
CS E17	Catholic Family Services of Hamilton	Intensive Case Management for Seniors Program	78	\$ 11,767	\$ 38,000	\$ 11,767	\$ 869,833	\$0
CS E18	Glanbrook Community Services (GCS)	Health & Fitness	78	\$ 16,574	\$ 16,740	\$ 16,574	\$ 84,755	\$0
CS E19	Boys and Girls Clubs of Hamilton Adult Day Program (East Kiwanis Boys & Girls Club)	Boys and Girls Clubs of Hamilton Adult Day Program	77	\$ 13,000	\$ 14,000	\$ 13,000	\$ 286,023	\$0
CS E20	Famee Furlane of Hamilton	Everyone Can Age in Place	66	\$ 6,322	\$ 5,719	\$ 6,322	\$ 24,041	\$0
				\$ 462,521	\$ 485,352	\$ 455,101		-\$7,420
<b>CS Community Capacity Grows</b>								
CS F1	Adult Basic Education Association	Lifelong Learning Opportunities and Pathways	98	\$ 8,394	\$ 8,500	\$ 8,500	\$ 92,600	\$106
CS F2	Ancaster Community Services	Community Outreach	92	\$ 35,285	\$ 37,049	\$ 35,991	\$ 205,685	\$706
CS F3	Flamborough Information & Community Services (Flamborough Connects)	Community Outreach Program	86	\$ 48,385	\$ 48,385	\$ 48,385	\$ 161,460	\$0

Ref No	Organization	Program Name	Rating	2018 Funded	2019 Requested	2019 Approved	2019 Program Budget	2018 vs 2019 Approved
CS F4	Hamilton Literacy Council	Literacy and Basic skills Program for Adults	83	\$ 5,778	\$ 6,000	\$ 5,894	\$ 312,838	\$116
CS F5	Hamilton Council on Aging (HCoA)	Seniors Engagement	80	\$ 8,160	\$ 8,511	\$ 8,323	\$ 149,000	\$163
CS F6	Neighbour to Neighbour Centre	Middle East Outreach Worker	80	\$ 2,763	\$ 3,000	\$ 2,818	\$ 13,000	\$55
CS F7	Social Planning and Research Council of Hamilton	Community based research, planning and community development	79	\$ 43,656	\$ 44,529	\$ 43,656	\$ 554,540	\$0
CS F8	Dundas Community Services <sup>2</sup>	Community Outreach	74	\$ 24,099	\$ 11,099	\$ 11,099	\$ 25,217	-\$13,000
CS F9	St. John Council for Ontario	Medical First Responders Program	70	\$ 6,091	\$ 6,300	\$ 6,091	\$ 76,980	\$0
CS F10	The Elizabeth Fry Society Southern Ontario Region	Court Support	67	\$ 11,373	\$ 16,000	\$ 11,373	\$ 39,240	\$0
CS F11	Rotary Club of Hamilton	Rotary Literacy in Action Program	64	\$ 7,362	\$ 25,000	\$ 8,362	\$ 32,000	\$1,000
				\$ 201,346	\$ 214,373	\$ 190,492		-\$10,854
<b>CS: Everyone Has Someone to Talk to</b>								
CS G1	Canadian Mental Health Association, Hamilton	The Evening Social Recreation Rehabilitation Program	96	\$ 24,466	\$ 25,200	\$ 24,955	\$ 100,173	\$489
CS G2	Catholic Family Services of Hamilton	Financial Wellness Credit Counselling	96	\$ 48,058	\$ 48,502	\$ 48,502	\$ 271,156	\$444
CS G3	The Bridge: From Prison to Community (Hamilton)	Community Reintegration and Support	85	\$ 5,520	\$ 54,000	\$ 5,630	\$ 263,783	\$110
CS G4	Catholic Family Services of Hamilton	Individual & Family Counselling	84	\$ 64,748	\$ 95,899	\$ 39,901	\$ 361,183	-\$24,847
CS G5	Multiple Sclerosis Society of Canada	Supports for Wellness	84	\$ 52,676	\$ 12,000	\$ 12,000	\$ 40,567	-\$40,676
CS G6	Schizophrenia Society of Ontario	Family Support Services Program	75	\$ 2,729	\$ 4,527	\$ 2,729	\$ 15,079	\$0
CS G7	Dundas Community Services	Counselling and Referral	70	\$ 37,731	\$ 7,600	\$ 7,600	\$ 24,766	-\$30,131
				\$ 235,928	\$ 247,728	\$ 141,317		-\$94,611
<b>CS: Emerging Needs and Program Innovation</b>								
CS H1	Thrive Child and Youth Trauma Services	OASIS	98	\$ 41,700	\$ 41,700	\$ 41,700	\$ 200,627	\$0
CS H2	Ancaster Community Services	Frozen Meals	96	\$ 7,568	\$ 7,946	\$ 7,946	\$ 43,812	\$378
CS H3	AY/Alternatives for Youth Hamilton	Parent Education, Support and Skill Development Program	95	\$ 17,298	\$ 18,162	\$ 18,162	\$ 69,192	\$864
CS H4	Wellwood Cancer Resource Centre	Information and Peer Support for Cancer Patients and Their Families	94	\$ 18,900	\$ 27,300	\$ 27,300	\$ 202,529	\$8,400
CS H5	Mission Services of Hamilton	Youth Afterschool Meal program	93	\$ 13,500	\$ 27,587	\$ 27,587	\$ 158,310	\$14,087
CS H6	Dr. Bob Kemp Hospice Foundation Inc.	Supports-for children and families with life limiting illness, end of life and bereavement	92	\$ -	\$ 37,500	\$ 37,500	\$ 170,000	\$37,500

Ref No	Organization	Program Name	Rating	2018 Funded	2019 Requested	2019 Approved	2019 Program Budget	2018 vs 2019 Approved
CS H7	Ancaster Community Services	Youth Empowerment Program	91	\$ -	\$ 17,575	\$ 17,575	\$ 58,611	\$17,575
CS H8	Welcome Inn Community Centre	Food Access Centre	90	\$ 19,663	\$ 23,000	\$ 16,482	\$ 54,939	-\$3,181
CS H9	Mission Services of Hamilton	Willow's Place	88	\$ 15,300	\$ 25,000	\$ 25,000	\$ 186,209	\$9,700
CS H10	Cancer Assistance Program	Cancer Assistance Program - Community Engagement - Code Red The Literacy Express at the Eva Rothwell Centre	79	\$ -	\$ 25,000	\$ 20,000	\$ 84,260	\$20,000
CS H11	Eva Rothwell Centre		78	\$ 12,600	\$ 5,500	\$ 5,500	\$ 12,383	-\$7,100
CS H12	Wayside House of Hamilton	Residential Treatment Program	77	\$ -	\$ 30,000	\$ 21,000	\$ 628,950	\$21,000
CS H13	Greater Hamilton Food Share	Food Procurement - Hamilton Food Share	76	\$ -	\$ 48,000	\$ 33,600	\$ 969,088	\$33,600
CS H14	Food4Kids Hamilton	Weekends without Hunger Waiting List Elimination	75	\$ 30,000	\$ 40,000	\$ 30,000	\$ 922,000	\$0
CS H15	Alzheimer Society of Brant, Haldimand Norfolk, Hamilton Halton	Diverse Communities Outreach (Hamilton)	74	\$ -	\$ 25,000	\$ -	\$ 92,790	\$0
CS H16	The Canadian National Institute for the Blind L'Institut national Canadien pour les aveugles Hamilton East Kiwanis Boys and Girls Club	Peer Support for Hamiltonians Living Blind or Partially Sighted	74	\$ 5,531	\$ 5,531	\$ 5,531	\$ 31,744	\$0
CS H17		McQuesten Boys and Girls Club	72	\$ 22,500	\$ 22,500	\$ 22,500	\$ 79,900	\$0
CS H18	City Kidz Ministry	CityKidz Saturday Program	64	\$ 25,000	\$ 30,000	\$ -	\$ 248,750	-\$25,000
CS H19	Micah House Refugee Reception Services Inc.	Huntley Street Redevelopment Program	62	\$ -	\$ 11,115	\$ -	\$ 37,050	\$0
CS H20	Colombian Refugee Association	Refugees Claimant Settlement Services	61	\$ 12,900	\$ 30,000	\$ -	\$ 30,000	-\$12,900
CS H21	Empowerment Squared	Hamilton Downtown Sports League (HDSL)	61	\$ -	\$ 30,500	\$ -	\$ 323,000	\$0
CS H22	Habitat for Humanity Hamilton	Home Build Program	DNQ	\$ -	\$ 25,000	\$ -	\$ 170,800	\$0
				\$ 242,460	\$ 553,916	\$ 357,383		\$114,923
<b>TOTAL COMMUNITY SERVICES</b>				\$ 2,236,146	\$ 2,691,781	\$ 2,229,169		-\$6,977

<sup>2</sup> Funding recommended as per 2018 Council approved amount

## 2019 City Enrichment Fund

### AGRICULTURE

Ref No	Organization	Program Name	Rating	2018 Funded	2019 Requested	2019 Approved	2019 Program Budget	2018 vs 2019 Approved
<b>Agriculture Grants</b>								
AGR A1	Ancaster Agricultural Society	Ancaster Fair	88	\$ 25,829	\$ 26,000	\$ 26,000	\$ 722,648	\$171
AGR A2	Binbrook Agricultural Society	Binbrook Fair	84	\$ 10,000	\$ 20,000	\$ 10,200	\$ 229,294	\$200
AGR A3	Rockton Agricultural Society	Rockton World's Fair	84	\$ 26,607	\$ 40,000	\$ 30,000	\$ 517,228	\$3,393
AGR A4	The Equestrian Association for the Disabled (TEAD) <sup>2</sup>	Horses Helping People	83	\$ 10,000	\$ 14,000	\$ 10,000	\$ 31,761	\$0
AGR A5	Ancaster Farmers' Market	Ancaster Farmers' Market	79	\$ 3,000	\$ 3,000	\$ 3,000	\$ 30,866	\$0
AGR A6	Hamilton Sustainable Victory Gardens Inc.	Hamilton Victory Gardens - Volunteer and Outreach Program	78	\$ 22,950	\$ 19,741	\$ 19,741	\$ 65,804	-\$3,209
AGR A7	Hamilton-Wentworth 4-H Association	Learn to Do by Doing Program	78	\$ 6,120	\$ 6,000	\$ 6,000	\$ 29,175	-\$120
AGR A8	2302747 Ontario Inc. (Locke Street Farmers' Market)	Events and Awareness Program	77	\$ 1,950	\$ 3,000	\$ 1,950	\$ 10,000	\$0
AGR A9	Southwentworth Plowmen's Association	Annual Plowing Match	74	\$ 1,428	\$ 1,500	\$ 1,428	\$ 7,635	\$0
AGR A10	Golden Horseshoe Pork Producers Association	AgEducation Events	72	\$ 600	\$ 1,000	\$ 600	\$ 4,079	\$0
AGR A11	Hamilton-Wentworth Federation of Agriculture	Six by Sixteen Campaign	71	\$ 2,000	\$ 3,000	\$ 2,000	\$ 18,254	\$0
AGR A12	Canteen Destiny	Where Agriculture Meets the Arts	70	\$ 8,800	\$ 25,000	\$ 8,800	\$ 127,500	\$0
AGR A13	Golden Horseshoe Beekeepers Association	Golden Horseshoe Beekeepers Association Education Events	70	\$ 1,590	\$ 1,600	\$ 1,475	\$ 4,915	-\$115
AGR A14	Hamilton-Wentworth Soil & Crop Improvement Association	Advancing Agriculture in Hamilton	70	\$ 1,000	\$ 4,176	\$ 2,923	\$ 13,920	\$1,923
AGR A15	Wentworth Niagara Guernsey Club	Fairs, Picnic and Tours	70	\$ 177	\$ 159	\$ 159	\$ 615	-\$18
AGR A16	Ancaster Horticultural Society	Trillium Awards, Beautifying Ancaster and educating Ancaster	68	\$ 4,000	\$ 4,000	\$ 4,000	\$ 17,839	\$0
AGR A17	Farm Crawls of Ontario	Farm Crawl Hamilton	61	\$ 4,080	\$ 5,000	\$ 4,080	\$ 16,989	\$0
AGR A18	North Wentworth Plowmen's Association	North Wentworth Plowmen's Association Plowing Match	61	\$ 1,000	\$ 1,439	\$ 1,000	\$ 3,599	\$0
				\$ 131,131	\$ 178,615	\$ 133,356		\$2,225
		<b>TOTAL AGRICULTURE</b>		\$ 131,131	\$ 178,615	\$ 133,356		\$2,225
<sup>2</sup> Funding recommended as per 2018 Council approved amount								



## 2019 City Enrichment Fund

### ARTS

Ref No	Organization	Program Name	Rating	2018 Funded	2019 Requested	2019 Approved	2019 Program Budget	2018 vs 2019 Approved
<b>ARTS Operating Grants</b>								
ART A1	Hamilton Festival Theatre Company	Annual Operations	95	\$ 52,013	\$ 62,000	\$ 53,053	\$ 517,635	\$1,040
ART A2	Rotary Club of Hamilton Sunshine Fund (Telling Tales c/o Rotary Club of Hamilton)	Annual Operations	92	\$ 16,375	\$ 40,000	\$ 16,703	\$ 346,726	\$328
ART A3	Art Gallery of Hamilton	Annual Operations	91	\$ 1,000,000	\$ 1,500,000	\$ 1,000,000	\$ 5,733,500	\$0
ART A4	Dundas Valley School of Art	Annual Operations	89	\$ 106,970	\$ 486,627	\$ 109,109	\$ 1,622,091	\$2,139
ART A5	Supercrawl Productions	Annual Operations	88	\$ 132,600	\$ 175,000	\$ 135,252	\$ 1,450,000	\$2,652
ART A6	Theatre Aquarius Inc.	Annual Operations	88	\$ 255,000	\$ 500,000	\$ 260,100	\$ 4,661,317	\$5,100
ART A7	Centre[3] for Print and Media Arts	Annual Operations	87	\$ 52,530	\$ 80,000	\$ 53,581	\$ 800,000	\$1,051
ART A8	Hamilton Artists Inc.	Annual Operations	86	\$ 57,000	\$ 78,000	\$ 58,140	\$ 253,278	\$1,140
ART A9	Workers Arts and Heritage Centre	Annual Operations	86	\$ 35,000	\$ 35,700	\$ 35,700	\$ 511,132	\$700
ART A10	Culture for Kids in the Arts	Annual Operations	85	\$ 23,180	\$ 30,000	\$ 23,644	\$ 309,100	\$464
ART A11	Hamilton Literary Festival Association	Annual Operations	84	\$ 13,000	\$ 15,000	\$ 13,260	\$ 75,500	\$260
ART A12	Hamilton Youth Steel Orchestra (HYSO)	Annual Operations	84	\$ 9,900	\$ 16,000	\$ 10,098	\$ 53,555	\$198
ART A13	Hamilton Music Collective	Annual Operations	82	\$ 62,400	\$ 70,000	\$ 63,648	\$ 444,236	\$1,248
ART A14	Hamilton Philharmonic Orchestra	Annual Operations	82	\$ 168,300	\$ 250,000	\$ 171,666	\$ 1,876,700	\$3,366
ART A15	Hamilton Children's Choir	Annual Operations	80	\$ 51,240	\$ 55,000	\$ 52,265	\$ 544,935	\$1,025
ART A16	Hamilton Arts Council	Annual Operations	79	\$ 42,700	\$ 44,000	\$ 42,700	\$ 256,224	\$0
ART A17	Red Betty Theatre	Annual Operations	78	\$ -	\$ 30,000	\$ 7,000	\$ 189,000	\$7,000
ART A18	The Harlequin Singers of Hamilton	Annual Operations	77	\$ -	\$ 5,500	\$ 3,850	\$ 34,190	\$3,850
ART A19	Hamilton Conservatory for the Arts Dance Theatre	Annual Operations	76	\$ 10,000	\$ 27,000	\$ 10,000	\$ 92,435	\$0
ART A20	Factory Media Centre	Annual operations	75	\$ 18,800	\$ 30,000	\$ 18,800	\$ 99,850	\$0
ART A21	Immigrant Culture and Art Association	Annual Operations	75	\$ 18,000	\$ 27,000	\$ 19,000	\$ 99,300	\$1,000
ART A22	Carnegie Gallery (Dundas Art and Craft Association)	Annual Operations	74	\$ 15,000	\$ 29,900	\$ 15,000	\$ 369,500	\$0
ART A23	Hamilton Philharmonic Youth Orchestra	Annual Operations	74	\$ 9,500	\$ 10,000	\$ 9,500	\$ 88,284	\$0
ART A24	Rosewood Consort: An Early Music Ensemble	Annual Operations	73	\$ -	\$ 2,000	\$ -	\$ 10,475	\$0
ART A25	Bach Elgar Choir (Bach Elgar Choral Society)	Annual Operations	69	\$ 28,500	\$ 30,000	\$ 28,500	\$ 122,144	\$0
ART A26	Brott Music Festival	Annual Operations	68	\$ 182,800	\$ 250,000	\$ 182,800	\$ 1,745,700	\$0
ART A27	Dundas Pipes and Drums	Annual Operations	68	\$ 3,860	\$ 4,730	\$ 3,860	\$ 15,770	\$0

Ref No	Organization	Program Name	Rating	2018 Funded	2019 Requested	2019 Approved	2019 Program Budget	2018 vs 2019 Approved
ART A28	Hamilton Academy of Performing Arts	Annual Operations	68	\$ 20,000	\$ 30,000	\$ 20,000	\$ 182,315	\$0
ART A29	Legacy Winter Guard <sup>1</sup>	Annual Operations	68	\$ 2,400	\$ 5,300	\$ 2,400	\$ 40,880	\$0
ART A30	Chamber Music Hamilton <sup>1</sup>	Annual Operations	66	\$ 5,635	\$ 17,500	\$ 5,635	\$ 59,868	\$0
ART A31	Hamilton All Star Jazz Bands Inc.	Annual Operations	60	\$ 9,500	\$ 9,500	\$ 9,500	\$ 111,950	\$0
ART A32	Dundas Concert Band	Annual Operations	60	\$ 2,400	\$ 2,600	\$ 2,600	\$ 8,686	\$200
ART A33	Tottering Biped Theatre	Annual Operations	59	\$ -	\$ 20,000	\$ -	\$ 143,000	\$0
ART A34	Canadian Orpheus Male Choir	Annual Operations	58	\$ -	\$ 9,110	\$ -	\$ 50,860	\$0
				\$ 2,404,603	\$ 3,977,467	\$ 2,437,364		\$32,761
<b>ARTS: Art Festivals</b>								
ART B1	Centre Francais Hamilton <sup>1</sup>	FrancoFEST	80	\$ 25,500	\$ 65,000	\$ 26,010	\$ 343,500	\$510
ART B2	Hamilton Youth Poets	Louder Than a Bomb Canada Festival	78	\$ 10,200	\$ 23,000	\$ 10,200	\$ 78,292	\$0
ART B3	Culture for Kids in the Arts	Kinderfest	77	\$ -	\$ 10,000	\$ 7,000	\$ 38,000	\$7,000
ART B4	Art Spin Hamilton (Hamilton Artists Inc.)	Art Spin Hamilton 2019 Programming Year	76	\$ -	\$ 4,770	\$ 3,339	\$ 15,900	\$3,339
ART B5	Renaissance Music (McMaster) (OPIRG)	Renaissance Music 6.0	73	\$ 2,625	\$ 7,300	\$ -	\$ 21,950	-\$2,625
ART B6	Festival of Friends <sup>1</sup>	Festival of Friends	72	\$ 90,000	\$ 100,000	\$ 90,000	\$ 473,000	\$0
ART B7	Greater Hamilton Arts & Events	ArtsFest	70	\$ 25,000	\$ 60,000	\$ 25,000	\$ 317,525	\$0
ART B8	Ancaster Society for the Performing Arts	Music at Fieldcote	68	\$ 13,000	\$ 15,000	\$ 15,000	\$ 82,000	\$2,000
ART B9	Shush Inc.	Strange Day at the Bay	67	\$ 4,937	\$ 10,000	\$ 4,937	\$ 33,500	\$0
ART B10	Steel City Jazz Festival	Seventh Annual Steel City Jazz Festival	66	\$ -	\$ 5,000	\$ -	\$ 17,711	\$0
				\$ 171,262	\$ 300,070	\$ 181,486		\$10,224
<b>ARTS: Capacity Building</b>								
ART C1	Dundas Valley School Of Art	Analytics, Marketing and Communication	80	\$ -	\$ 3,500	\$ 3,500	\$ 12,000	\$3,500
ART C2	Hamilton Artists Inc.	Outreach Strategies Research Project	80	\$ -	\$ 12,000	\$ 12,000	\$ 40,861	\$12,000
ART C3	Hamilton Festival Theatre Company	Revenue Development Work Plan & Pilot: Internal Capacity for Hamilton Fringe	80	\$ -	\$ 21,000	\$ 21,000	\$ 71,994	\$21,000
ART C4	Supercrawl Productions	Capacity Building - Security and Communications	80	\$ -	\$ 25,000	\$ 18,750	\$ 62,500	\$18,750

Ref No	Organization	Program Name	Rating	2018 Funded	2019 Requested	2019 Approved	2019 Program Budget	2018 vs 2019 Approved
ART C5	Culture for Kids in the Arts	CKA	76	\$ -	\$ 12,000	\$ 3,347	\$ 34,312	\$3,347
ART C6	Workers Arts and Heritage Centre	Organizational Capacity Building	74	\$ -	\$ 15,000	\$ -	\$ 48,855	\$0
ART C7	Hamilton Arts Council	Capacity Building	64	\$ -	\$ 5,000	\$ -	\$ 15,000	\$0
ART C8	The Harlequin Singers of Hamilton	The Harlequin Singers of Hamilton	48	\$ -	\$ 9,500	\$ -	\$ 38,490	\$0
ART C9	Tottering Biped Theatre	Technical Equipment Project	40	\$ -	\$ 10,000	\$ -	\$ 65,000	\$0
				\$ -	\$ 113,000	\$ 58,597		\$58,597
<b>ARTS Creations and Presentations Grants for Arts Professionals</b>								
ART D1	Diana Panton	Established Artist Project	93	\$ -	\$ 8,886	\$ 8,886	\$ 29,620	\$8,886
ART D2	Brandon Vickerd	Established Artist Project	91	\$ -	\$ 10,000	\$ 10,000	\$ 43,000	\$10,000
ART D3	Lisa Emmons	Established Artist Project	91	\$ -	\$ 10,000	\$ 10,000	\$ 86,346	\$10,000
ART D4	Proper Slang Productions (Anna Chatterton)	Established Artist Project	91	\$ -	\$ 10,000	\$ 10,000	\$ 37,106	\$10,000
ART D5	David Trautrimas	Established Artist Project	90	\$ -	\$ 10,000	\$ 10,000	\$ 35,000	\$10,000
ART D6	Sean Procyk	Established Artist Project	90	\$ -	\$ 7,200	\$ 7,200	\$ 24,000	\$7,200
ART D7	Gary Barwin	Established Artist Project	87	\$ -	\$ 5,000	\$ 5,000	\$ 20,000	\$5,000
ART D8	Abedar Kamgari	Emerging Artist Project	86	\$ -	\$ 5,000	\$ 5,000	\$ 17,840	\$5,000
ART D9	Laine Groeneweg	FeO(OH)	85	\$ -	\$ 10,000	\$ 7,260	\$ 24,200	\$7,260
ART D10	The Take Up (Rose Hopkins)	Emerging Artist Project	83	\$ -	\$ 5,000	\$ 5,000	\$ 17,165	\$5,000
ART D11	Azuline Duo (Sara Traficante)	Established Artist Project	82	\$ -	\$ 5,000	\$ 5,000	\$ 17,130	\$5,000
ART D12	Alex Whorms	Emerging Artist Project	80	\$ -	\$ 5,000	\$ 5,000	\$ 21,320	\$5,000
ART D13	Katrine Raymond	Emerging Artist Project	80	\$ -	\$ 2,039	\$ 2,039	\$ 6,798	\$2,039
ART D14	Piper Hayes	Emerging Artist Project	80	\$ -	\$ 5,000	\$ 5,000	\$ 22,900	\$5,000
ART D15	Kojo Dampthey	Established Artist Project	76	\$ -	\$ 1,300	\$ 910	\$ 4,000	\$910
ART D16	David Lee	Established Artist Project	73	\$ -	\$ 10,000	\$ -	\$ 36,420	\$0

Ref No	Organization	Program Name	Rating	2018 Funded	2019 Requested	2019 Approved	2019 Program Budget	2018 vs 2019 Approved
ART D17	George Qua-Enoo	Established Artist Project	72	\$ -	\$ 7,440	\$ -	\$ 24,840	\$0
ART D18	Vanessa Crosbie Ramsay	Established Artist Project	72	\$ -	\$ 7,500	\$ -	\$ 25,000	\$0
ART D19	Radha Sciara-Menon	Established Artist Project	71	\$ -	\$ 10,000	\$ -	\$ 54,308	\$0
ART D20	Aimee Burnett	Emerging Artist Project	70	\$ -	\$ 5,000	\$ -	\$ 16,930	\$0
ART D21	Gabriel Baribeau	Emerging Artist Project	70	\$ -	\$ 5,000	\$ -	\$ 19,000	\$0
ART D22	Nick La Rocca	Emerging Artist Project	70	\$ -	\$ 3,000	\$ -	\$ 10,200	\$0
ART D23	Ricardo Temporao	Emerging Artist Project	70	\$ -	\$ 5,000	\$ -	\$ 17,050	\$0
ART D24	Stephanie Vegh	Established Artist Project	70	\$ -	\$ 7,000	\$ -	\$ 34,830	\$0
ART D25	Dre Pao Music	Established Artist Project	67	\$ -	\$ 9,000	\$ -	\$ 30,000	\$0
ART D26	William James Gillespie	Established Artist Project	67	\$ -	\$ 10,000	\$ -	\$ 34,750	\$0
ART D27	John Bladen Bentley	Established Artist Project	66	\$ -	\$ 10,000	\$ -	\$ 35,000	\$0
ART D28	Brenda Brown	Emerging Artist Project	65	\$ -	\$ 5,000	\$ -	\$ 38,242	\$0
ART D29	Ms. Melissa Neil	Emerging Artist Project	63	\$ -	\$ 3,841	\$ -	\$ 11,950	\$0
ART D30	Cheryl-Ann Hills	Emerging Artist Project	61	\$ -	\$ 3,111	\$ -	\$ 10,370	\$0
ART D31	Anne Bokma	Established Artist Project	DNP	\$ -	\$ 9,930	\$ -	\$ 33,100	\$0
ART D32	Becky Katz	Established Artist Project	DNP	\$ -	\$ 10,000	\$ -	\$ 35,430	\$0
ART D33	Julia Veenstra	Established Artist Project	DNP	\$ -	\$ 10,000	\$ -	\$ 48,572	\$0
ART D34	Amanda Immurs	Emerging Artist Project	DNP	\$ -	\$ 3,630	\$ -	\$ 12,100	\$0
ART D35	Jessica Compton	Emerging Artist Project	DNP	\$ -	\$ 5,000	\$ -	\$ 34,200	\$0
				\$ -	\$ 238,877	\$ 96,295		\$96,295
<b>TOTAL ARTS</b>				\$ 2,575,865	\$ 4,629,414	\$ 2,773,742		\$197,877
<sup>1</sup> Awaiting submission of additional information								

**2019 City Enrichment Fund**  
ENVIRONMENT

Ref No	Organization	Program Name	Rating	2018 Funded	2019 Requested	2019 Approved	2019 Program Budget	2018 vs 2019 Approved
<b>ENV Projects &amp; Programs</b>								
ENV C1	Hamilton-Wentworth Green Venture	Catch the RAIN	95	\$ -	\$ 24,545	\$ 24,545	\$ 84,470	\$24,545
ENV C2	Hamilton-Wentworth Green Venture	Green Venture's Expanded Energy Education Program	88	\$ -	\$ 10,311	\$ 10,311	\$ 34,371	\$10,311
ENV C3	Bay Area Restoration Council of Hamilton and Halton Inc.	Educational Programming for Harbour Restoration and Water Sustainability	86	\$ 14,100	\$ 18,800	\$ 18,800	\$ 95,876	\$4,700
ENV C4	The Bruce Trail Conservancy	2019 BTC Hamilton Trail Access & Operation Project	85	\$ 5,183	\$ 6,708	\$ 6,708	\$ 22,361	\$1,525
ENV C5	Trees For Hamilton	Trees for Hamilton	76	\$ -	\$ 2,000	\$ 1,400	\$ 10,100	\$1,400
ENV C6	Sustainable Hamilton	Marketing Campaign Utilizing ROI for Sustainable Business Practices	71	\$ -	\$ 20,000	\$ 14,000	\$ 70,920	\$14,000
ENV C7	Stewards of Cootes Watershed <sup>1</sup>	Watershed Clean Ups	66	\$ 16,000	\$ 70,000	\$ 35,000	\$ 333,800	\$19,000
ENV C8	A Rocha Canada <sup>1</sup>	Operation Wild: Nature Experiences for People on the Margins	61	\$ 10,000	\$ 28,000	\$ 10,000	\$ 129,000	\$0
				\$ 45,283	\$ 180,364	\$ 120,764		\$75,481
<b>TOTAL ENVIRONMENT</b>				\$ 45,283	\$ 180,364	\$ 120,764		\$75,481
<sup>1</sup> Awaiting submission of additional information								

**2019 City Enrichment Fund**  
COMMUNITIES, CULTURE & HERITAGE

Ref.No.	Organization	Program Name	Rating	2018 Funded	2019 Requested	2019 Approved	2019 Program Budget	2018 vs 2019 Approved
<b>CCH Events and Established Activities</b>								
CCH A1	Dundas Valley Orchestra	Concerts presented in 2019	91	\$ 5,100	\$ 5,100	\$ 5,100	\$ 31,950	\$0
CCH A2	Downtown Dundas Business Improvement Area <sup>1</sup>	Dundas International Buskerfest	85	\$ 29,404	\$ 28,905	\$ 28,886	\$ 96,286	-\$518
CCH A3	Bet Nahrain Assyrian Heritage Centre	The Assyrian Festival of Nusardil 2019	84	\$ 1,173	\$ 2,682	\$ 1,196	\$ 8,940	\$23
CCH A4	Asociacion Fraternidad Hispana (Fraternity Hispanic Association)	2019 Hispanic Heritage Month	82	\$ 3,000	\$ 3,000	\$ 3,000	\$ 12,250	\$0
CCH A5	Pride Hamilton (The Aids Network)	Pride Hamilton 2019	81	\$ 7,500	\$ 12,323	\$ 7,650	\$ 38,577	\$150
CCH A6	Imagine in the Park (Rotary Club of Hamilton AM)	Imagine in the Park Children's Arts Festival	81	\$ 5,000	\$ 9,789	\$ 5,100	\$ 33,332	\$100
CCH A7	Winona Peach Festival	Winona Peach Festival - Communities, Culture & Heritage Program	81	\$ 85,000	\$ 94,000	\$ 86,700	\$ 322,500	\$1,700
CCH A8	Zula Music & Arts Collective Hamilton	2019 Something Else! Festival	81	\$ 10,000	\$ 27,000	\$ 10,200	\$ 94,450	\$200
CCH A9	Barton Village Business Improvement Area	Barton Village Festival	80	\$ 3,366	\$ 12,000	\$ 3,433	\$ 45,010	\$67
CCH A10	Hamilton Arts & Letters magazine	HAL Presents	80	\$ 7,140	\$ 9,000	\$ 7,283	\$ 37,150	\$143
CCH A11	Hammer City Makers Community Organization <sup>1</sup>	2019 Hamilton Mini Maker Faire	80	\$ 4,000	\$ 5,000	\$ 4,080	\$ 16,427	\$80
CCH A12	Ottawa Street BIA	Sew Hungry	76	\$ 7,892	\$ 16,380	\$ 7,892	\$ 46,409	\$0
CCH A13	ACFO - Regionale Hamilton (Association canadienne-française de l'Ontario - Conseil régional Hamilton)	Community Development & Networking Events	75	\$ -	\$ 4,000	\$ 2,800	\$ 14,000	\$2,800
CCH A14	Gourley Park Community Association	Gourley Park Various Community Events	75	\$ 2,765	\$ 3,904	\$ 2,765	\$ 13,015	\$0
CCH A15	Durand Neighbourhood Association Inc.	Grand Durand Garden Tour 2019, Movie Night in the Park, Pumpkin Patch in the Park & Easter Egg Hunt	74	\$ 1,378	\$ 4,893	\$ 1,378	\$ 16,410	\$0
CCH A16	Sinfonia Ancaster (Ancaster Society for the Performing Arts)	Communities, Culture & Heritage - Events & Established Activities	74	\$ 8,231	\$ 11,300	\$ 8,231	\$ 37,835	\$0
CCH A17	Dundas Historical Society Museum	Dundas Museum & Archives Exhibition Program	73	\$ 10,200	\$ 10,400	\$ 10,400	\$ 59,730	\$200
CCH A18	Hamilton Folk Arts Heritage Council	It's Your Festival	73	\$ 58,905	\$ 87,167	\$ 58,905	\$ 274,556	\$0
CCH A19	The Duet Club of Hamilton	The Duet Club Concert Series 2019	73	\$ -	\$ 3,500	\$ 2,450	\$ 15,350	\$2,450
CCH A20	Lynden Canada Day Committee	Lynden Canada Day Celebration	72	\$ 7,500	\$ 7,500	\$ 7,500	\$ 39,250	\$0
CCH A21	Oh Canada Rotary Ribfest (Rotary Club of Waterdown)	Waterdown's Oh Canada Ribfest	72	\$ 25,000	\$ 25,000	\$ 25,000	\$ 175,300	\$0
CCH A22	Ancaster Heritage Days	A Village Christmas 2019	71	\$ 1,995	\$ 2,205	\$ 1,995	\$ 7,350	\$0
CCH A23	Hamilton-Halton Chinese Choir	Choir 2019 Season	71	\$ -	\$ 5,000	\$ -	\$ 10,069	\$0

Ref No	Organization	Program Name	Rating	2018 Funded	2019 Requested	2019 Approved	2019 Program Budget	2018 vs 2019 Approved
CCH A24	Musicata - Hamilton's Voices (John Laing Singers)	Concert Series	71	\$ 3,000	\$ 5,000	\$ 3,000	\$ 28,934	\$0
CCH A25	Cactus Festival of Dundas Ontario	Dundas Cactus Festival	70	\$ 35,700	\$ 43,544	\$ 35,700	\$ 145,148	\$0
CCH A26	Dundas Cactus Parade Inc. <sup>2</sup>	Dundas Cactus Parade	70	\$ 10,649	\$ 10,649	\$ 10,649	\$ 33,825	\$0
CCH A27	Sikh Awareness Council of Hamilton-SACH	Sikh Heritage Month Celebrations	70	\$ -	\$ 3,000	\$ 3,000	\$ 14,200	\$3,000
CCH A28	Ancaster Heritage Days	Ancaster Heritage Days 2019	69	\$ 26,550	\$ 28,710	\$ 28,710	\$ 95,700	\$2,160
CCH A29	Cameroonian Association of Hamilton	Promoting Diversity: Cameroonians in Hamilton	69	\$ 3,000	\$ 5,000	\$ 3,000	\$ 12,500	\$0
CCH A30	Concession Street BIA	Streetfest 2019	69	\$ 8,000	\$ 13,800	\$ 8,000	\$ 53,590	\$0
CCH A31	The Children's International Learning Centre (Hamilton)	Festivals of Light Educational Programme	69	\$ 15,000	\$ 15,000	\$ -	\$ 50,600	-\$15,000
CCH A32	Concession Street BIA	Sidewalk Sounds 2019	68	\$ 4,000	\$ 6,618	\$ 2,822	\$ 27,560	-\$1,178
CCH A33	India Canada Society	Gandhi Peace Festival	67	\$ 5,000	\$ 5,000	\$ 4,140	\$ 13,800	-\$860
CCH A34	Stoney Creek Santa Claus Parade	Stoney Creek Santa Claus Parade 2019	67	\$ 2,155	\$ 5,000	\$ 2,155	\$ 28,335	\$0
CCH A35	The Living Rock Ministries	Arts of August	67	\$ 5,000	\$ 10,000	\$ 5,000	\$ 30,000	\$0
CCH A36	The Malhar Group (The Malhar Group Music Circle of Ontario)	Springfest 2019	67	\$ 3,400	\$ 3,400	\$ 3,400	\$ 11,900	\$0
CCH A37	Chorus Hamilton	Chorus Hamilton 2018-2019 Season	66	\$ 5,000	\$ 5,000	\$ 5,000	\$ 36,545	\$0
CCH A38	Pagan Pride Day Hamilton	PPD Hamilton Annual Harvesfest	66	\$ 1,261	\$ 1,156	\$ 1,156	\$ 3,854	-\$105
CCH A39	Comunita Racalmutese Maria SS Del Monte Inc.	Racalmutese Maria SS. Del Monte Festival	65	\$ 9,845	\$ 11,200	\$ 9,845	\$ 87,770	\$0
CCH A40	Festitalia Corporation	Festitalia 2019	65	\$ 18,750	\$ 22,500	\$ 18,750	\$ 123,842	\$0
CCH A41	Hamilton and District Labour Council	Hamilton Labour Day Parade & Picnic	65	\$ 11,250	\$ 10,000	\$ 10,000	\$ 37,045	-\$1,250
CCH A42	Hamilton Waterfront Trust	Waterfront Tours - Hamilton Waterfront Trolley / Hamiltonian Sightseeing Tour Boat	64	\$ 5,000	\$ 40,000	\$ 5,000	\$ 143,177	\$0
CCH A43	International Village BIA	Victorian Night in the Village & Movie Night	63	\$ 2,180	\$ 3,000	\$ 2,180	\$ 17,400	\$0
CCH A44	Downtown Hamilton BIA	Gore Park Summer Promenade	62	\$ 9,762	\$ 13,200	\$ 9,762	\$ 44,000	\$0
CCH A45	Polish Symfonia Choir	2019 Concert Series - Commemorate 200th Birthday Stanislaw Moniuszko.	60	\$ 4,125	\$ 4,960	\$ 4,038	\$ 14,295	-\$87
CCH A46	South Asian Heritage Association of Hamilton & Region	South Asian Heritage Month (Ontario) celebration - Spring Festival	60	\$ 5,250	\$ 8,000	\$ 5,250	\$ 17,725	\$0
CCH A47	Stoney Creek BIA <sup>1</sup>	Stoney Creek Saturdays in the Creek- Strawberry Folk Fest & PumpkinFest	60	\$ 3,000	\$ 5,000	\$ 3,000	\$ 23,000	\$0
CCH A48	Sunshine Seniors Association	Chinese New Year Gala(Previous Name: Traditional Chinese Dance Program)	60	\$ 4,470	\$ 5,000	\$ -	\$ 17,000	-\$4,470
CCH A49	Flamborough Santa Claus Parade	Flamborough Santa Claus Parade	60	\$ 15,000	\$ 15,000	\$ 15,000	\$ 63,100	\$0
CCH A50	Dundas Historical Society Museum	Discover Your Historical Dundas	60	\$ 5,100	\$ 5,200	\$ 5,100	\$ 38,100	\$0
CCH A51	Rotary Club of Dundas	Culture & Heritage	60	\$ 1,000	\$ 1,000	\$ 790	\$ 4,725	-\$210

Ref No	Organization	Program Name	Rating	2018 Funded	2019 Requested	2019 Approved	2019 Program Budget	2018 vs 2019 Approved
CCH A52	Hamilton Santa Claus Parade Committee <sup>1,2</sup>	Hamilton Santa Claus Parade	60	\$ 46,231	\$ 60,000	\$ 46,231	\$ 87,520	\$0
CCH A53	Wentworth District WI (Federated Women's Institute of Ontario)	Wentworth District Women's Institute	60	\$ 3,728	\$ 5,000	\$ 3,728	\$ 15,150	\$0
CCH A54	Sir John A. Macdonald Society(Hamilton)	Sir John A. Macdonald Gala Dinner and Statue Celerbration	55	\$ -	\$ 2,000	\$ -	\$ 7,210	\$0
CCH A55	Nikola Tesla Educational Corporation	Tesla Electric City Festival	48	\$ -	\$ 8,000	\$ -	\$ 28,150	\$0
CCH A56	Westdale Village BIA	Westdale Live!	36	\$ -	\$ 3,000	\$ -	\$ 20,280	\$0
CCH A57	RHLI Veterans Club	Culture and Heritage Face Lift	27	\$ -	\$ 10,000	\$ -	\$ 1,750	\$0
				\$ 556,955	\$ 782,985	\$ 546,350		-\$10,605
<b>CCH - New Projects</b>								
CCH B1	SalsaSoul Productions	SalsaSoul Latin Dance Congress, Lessons, & Workshops 2019	89	\$ -	\$ 4,000	\$ 3,742	\$ 12,475	\$3,742
CCH B2	Fraternity Hispanic Association ( Asociacion Fraternidad Hispana)	AFH Theater Workshop and Diaspora Group of Theater	80	\$ -	\$ 3,000	\$ 3,000	\$ 10,550	\$3,000
CCH B3	MOGAI Mentors	MOGAI Mentors (Rainbow Mentors)	79	\$ -	\$ 85,500	\$ 10,000	\$ 285,297	\$10,000
CCH B4	The Children's International Learning Centre (Hamilton)	Right to Play Educational Programme	76	\$ 12,227	\$ 15,000	\$ 12,227	\$ 51,400	\$0
CCH B5	Federated Women's Institutes of Ontario	Public Archaeology Dig	75	\$ 4,202	\$ 4,592	\$ 4,202	\$ 15,309	\$0
CCH B6	Colombian Refugees Association <sup>1</sup>	Hamilton Latino Festival	74	\$ 3,600	\$ 18,500	\$ 3,600	\$ 119,500	\$0
CCH B7	Hamilton-Halton Chinese Choir	Hamilton Chinese Art and Cultural Festival	73	\$ -	\$ 2,000	\$ 1,400	\$ 5,730	\$1,400
CCH B8	The Malhar Group (The Malhar Group Music Circle of Ontario)	Arohi 2019	73	\$ -	\$ 1,500	\$ 924	\$ 5,000	\$924
CCH B9	Barton Village Business Improvement Area	Celebrate Barton	72	\$ -	\$ 7,000	\$ -	\$ 26,200	\$0
CCH B10	Hamilton Sings! Community Choir	Hamilton Sings Growth Program	72	\$ -	\$ 6,000	\$ -	\$ 20,300	\$0
CCH B11	Afro-Canadian Caribbean Association of Hamilton & District Inc.	Memories Have Tongue: Stories of Migration, Race and Identity	71	\$ 5,550	\$ 18,000	\$ 5,550	\$ 60,000	\$0
				\$ 25,579	\$ 165,092	\$ 44,645		\$19,066
<b>CCH - Capacity Building for Cultural Organizations</b>								
CCH C1	The Children's International Learning Centre (Hamilton)	Collections Mangement Update Project	66	\$ -	\$ 6,900	\$ -	\$ 23,000	\$0
				\$ -	\$ 6,900	\$ -		\$0
<b>TOTAL COMMUNITIES, CULTURE &amp; HERITAGE</b>				\$ 582,534	\$ 954,977	\$ 590,995		\$8,461
<sup>1</sup> Awaiting submission of additional information <sup>2</sup> Funding recommended as per 2018 Council approved amount								



**2019 City Enrichment Fund**  
**SPORTS & ACTIVE LIFESTYLE**

Ref No	Organization	Program Name	Rating	2018 Funded	2019 Requested	2019 Approved	2019 Program Budget	2018 vs 2019 Approved
<b>SAL - Long-Term Athlete Development</b>								
SAL A-1	Ancaster Soccer Club	Ancaster Soccer Club Grassroots Competitive Program (U8-U12)	88	\$ -	\$ 7,500	\$ 7,500	\$ 146,726	\$7,500
SAL A-2	Hamilton Skating Club	HSC LTAD Education and Information Sessions	86	\$ -	\$ 7,500	\$ 7,500	\$ 26,275	\$7,500
SAL A-3	The Hamilton and District Soccer Association	H&DSA - Grass Roots Soccer Program - Retention of Program Initiatives	84	\$ 7,500	\$ 7,500	\$ 7,500	\$ 44,400	\$0
SAL A-4	Flamborough Dundas Soccer Club	FDSC Follows LTPD for Grassroots Soccer	83	\$ 3,825	\$ 7,500	\$ 3,902	\$ 25,000	\$77
SAL A-5	Hamilton Olympic Club	Hamilton Olympic Club Long Term Athlete Development Program	83	\$ 7,500	\$ 7,500	\$ 2,250	\$ 7,500	-\$5,250
SAL A-6	Hamilton Aquatic Water Polo Club	Long-Term Athlete Development Program Design and Implementation	79	\$ 7,500	\$ 7,500	\$ 7,500	\$ 124,400	\$0
SAL A-7	Croatian Sports and Community Centre of Hamilton (Hamilton Croatia)	Improving Player and Coaches Skill Development	72	\$ 3,500	\$ 7,500	\$ 3,500	\$ 29,000	\$0
SAL A-8	The Saltfleet Stoney Creek Soccer Club	LTAD - The Mission Continues for TPP Player Development Program	71	\$ 3,825	\$ 7,500	\$ 3,825	\$ 145,000	\$0
SAL A-9	Hamilton Hurricanes Football Club	Active for Life	67	\$ -	\$ 25,000	\$ -	\$ 111,162	\$0
				\$ 33,650	\$ 85,000	\$ 43,477		\$9,827
<b>SAL - Sport Awareness</b>								
SAL B-1	Flamborough Dundas Soccer Club	FDSC New Club Awareness Initiative	96	\$ 7,344	\$ 7,500	\$ 7,491	\$ 25,000	\$147
SAL B-2	Hamilton Olympic Club	Hamilton Olympic Club Community Pole Vault Program	93	\$ -	\$ 7,500	\$ 7,500	\$ 63,500	\$7,500
SAL B-3	The Saltfleet Stoney Creek Soccer Club	Sports Awareness - Grass Roots Soccer-Preferred Training Method	90	\$ 5,250	\$ 7,500	\$ 5,355	\$ 306,940	\$105
SAL B-4	The Hamilton and District Soccer Association	Continued Enhancement of the Match Official Mentorship Program	88	\$ 5,610	\$ 7,500	\$ 5,722	\$ 34,300	\$112
SAL B-5	Hamilton Cardinals Intercounty Baseball League Group Inc.	Hamilton Cardinals - Promotional Campaign	73	\$ -	\$ 7,500	\$ -	\$ 65,660	\$0
				\$ 18,204	\$ 37,500	\$ 26,068		\$7,864
<b>SAL - Capacity Building</b>								
SAL C-1	Flamborough Dundas Soccer Club	FDSC Builds Capacity	89	\$ 7,500	\$ 7,500	\$ 7,500	\$ 25,000	\$0
SAL C-2	The Golden Horseshoe Track & Field Council	Golden Horseshoe Track & Field Council Capacity Building Program	87	\$ -	\$ 7,500	\$ 2,250	\$ 7,500	\$2,250

Ref No.	Organization	Program Name	Rating	2018 Funded	2019 Requested	2019 Approved	2019 Program Budget	2018 vs 2019 Approved
SAL C-3	Hamilton Hornets Rugby Football Club	Hornets Sustainability Program	85	\$ -	\$ 7,500	\$ 7,500	\$ 25,225	\$7,500
SAL C-4	Hamilton Aquatic Water Polo Club	Succession Planning and Certification Program	82	\$ 5,865	\$ 7,500	\$ 5,982	\$ 25,000	\$117
SAL C-5	The Hamilton and District Soccer Association	Rebranding the Hamilton and District Soccer Association	77	\$ -	\$ 7,500	\$ -	\$ 34,500	\$0
				<b>\$ 13,365</b>	<b>\$ 37,500</b>	<b>\$ 23,232</b>		<b>\$9,867</b>
<b>SAL - Sport Development / Inclusion</b>								
SAL D-1	Knot A Breast - Breast Cancer Support Services	Dragonboat Sport Development and Wellness Program	89	\$ 7,500	\$ 7,500	\$ 7,500	\$ 27,700	\$0
SAL D-2	Wesley Urban Ministries	Wesley's Youth Centre at Beasley	89	\$ 7,500	\$ 7,500	\$ 7,500	\$ 24,750	\$0
SAL D-3	Binbrook Minor Baseball Association	Rally Cap	85	\$ 5,335	\$ 5,414	\$ 5,414	\$ 18,050	\$79
SAL D-4	Hamilton East Kiwanis Boys and Girls Club	Midnight Basketball	84	\$ 7,500	\$ 7,500	\$ 7,500	\$ 72,500	\$0
SAL D-5	The Equestrian Association for the Disabled (TEAD)	TEAD Taking Strides Program	84	\$ -	\$ 7,500	\$ 7,500	\$ 61,474	\$7,500
SAL D-6	Team Discipline Wrestling	Team Discipline kids wrestling	83	\$ -	\$ 5,862	\$ 5,862	\$ 19,540	\$5,862
SAL D-7	Afghan Sports Federation of Canada	Be Safe	82	\$ 7,199	\$ 3,600	\$ 3,600	\$ 12,000	-\$3,599
SAL D-8	The Golden Horseshoe Track & Field Council	Indoor Multi-Sport Facility Development Project	82	\$ -	\$ 7,500	\$ 2,250	\$ 7,500	\$2,250
SAL D-9	Hamilton-Wentworth Aquatic Club	Jimmy Thompson Swimmer Participation Program	81	\$ 7,500	\$ 7,500	\$ 7,500	\$ 38,800	\$0
SAL D-10	Colombian Refugees Association <sup>1</sup>	True Soccer and Sports Program	78	\$ 3,825	\$ 7,500	\$ 3,825	\$ 65,000	\$0
				<b>\$ 46,359</b>	<b>\$ 67,376</b>	<b>\$ 58,451</b>		<b>\$12,092</b>
<b>SAL - Accessibility</b>								
SAL E-1	The Equestrian Association for the Disabled (TEAD) <sup>2</sup>	Scholarship Program	93	\$ 7,500	\$ 7,500	\$ 7,500	\$ 23,474	\$0
SAL E-2	Hamilton Olympic Club	Hamilton Olympic Club Community Para Athletics Program	89	\$ -	\$ 7,500	\$ 7,500	\$ 55,238	\$7,500
SAL E-3	Flamborough Dundas Soccer Club	FDSC Special Soccer Program	87	\$ -	\$ 6,900	\$ 6,900	\$ 23,000	\$6,900
SAL E-4	The Royal Hamilton Yacht Club Inc.	RHYC Able Sail	85	\$ 6,000	\$ 6,300	\$ 6,120	\$ 21,176	\$120
SAL E-5	Ancaster Soccer Club	Ancaster All Abilities Special Needs Program	83	\$ -	\$ 1,300	\$ 1,300	\$ 4,354	\$1,300
				<b>\$ 13,500</b>	<b>\$ 29,500</b>	<b>\$ 29,320</b>		<b>\$15,820</b>
<b>SAL - Active for Life</b>								
SAL F-1	Hamilton East Kiwanis Boys and Girls Club	Girls Only Multi Sport	88	\$ 7,500	\$ 7,500	\$ 7,500	\$ 59,740	\$0
SAL F-2	Fit Active Beautiful Foundation (FAB)	FAB Girls 5K Challenge Program	84	\$ 7,500	\$ 7,500	\$ 7,500	\$ 56,955	\$0

Ref No	Organization	Program Name	Rating	2018 Funded	2019 Requested	2019 Approved	2019 Program Budget	2018 vs 2019 Approved
SAL F-3	Hamilton Muslim Basketball Association	Hamilton Muslim Basketball Association (HMBA) - Men's League and Youth League	84	\$ -	\$ 7,500	\$ 7,500	\$ 25,939	\$7,500
SAL F-4	Flamborough Dundas Soccer Club	Soccer For Life	83	\$ -	\$ 4,500	\$ 4,500	\$ 15,000	\$4,500
SAL F-5	Hamilton Basketball Association <sup>1</sup>	Basketball League	82	\$ 4,182	\$ 7,500	\$ 4,266	\$ 62,659	\$84
SAL F-6	Hamilton Chinese Sports Association	Go and Play	81	\$ 4,153	\$ 5,537	\$ 2,283	\$ 21,780	-\$1,870
SAL F-7	Hamilton Hornets Rugby Football Club	Rugby for Newcomers and At-Risk Youth	81	\$ 5,355	\$ 7,500	\$ 5,462	\$ 50,375	\$107
SAL F-8	The Living Rock Ministries	Rock-in-Action	81	\$ 3,978	\$ 10,000	\$ 4,058	\$ 15,000	\$80
SAL F-9	Hamilton Olympic Club	Hamilton Olympic Club Community Master's Athletics Program	79	\$ -	\$ 7,500	\$ -	\$ 7,500	\$0
SAL F-10	Hamilton Association for Residential and Recreational Redevelopment Programs <sup>1</sup>	HAVES Health, Active, Vibrant, Energetic, Seniors	76	\$ 7,500	\$ 7,500	\$ 7,500	\$ 24,650	\$0
SAL F-11	Hamilton Bay Sailing Club	Sports Awareness-Active for Life	72	\$ 7,500	\$ 7,500	\$ 7,500	\$ 36,538	\$0
SAL F-12	Hamilton Black Tigers	Active for Life	71	\$ -	\$ 2,331	\$ -	\$ 5,570	\$0
SAL F-13	Croatian Sports and Community Centre of Hamilton (Hamilton Croatia)	Promote Sports Opportunities to New Participants	65	\$ 3,375	\$ 5,500	\$ -	\$ 21,000	-\$3,375
				\$ 51,043	\$ 87,868	\$ 58,069		\$7,026
<b>SAL - Multi-Sport Hosting</b>								
SAL G-1	CANUSA Games	CANUSA Games	90	\$ 38,202	\$ 41,000	\$ 38,202	\$ 111,046	\$0
SAL G-2	Ontario Cycling Association Incorporated	Paris Ancaster Bicycle Race	85	\$ 12,546	\$ 12,546	\$ 12,546	\$ 197,200	\$0
SAL G-3	91st Highlanders Athletic Association	City Enrichment Fund	80	\$ 25,388	\$ 23,535	\$ 23,535	\$ 78,450	-\$1,853
				\$ 76,136	\$ 77,081	\$ 74,283		-\$1,853
<b>TOTAL SPORT &amp; ACTIVE LIFESTYLE</b>				\$ 252,257	\$ 421,825	\$ 312,900		\$60,643
<sup>1</sup> Awaiting submission of additional information								
<sup>2</sup> Funding recommended as per 2018 Council approved amount								



**Appendix “B” to Item 1 of Grants Sub-Committee Report 19-002**  
**Page 1 of 1**

City Enrichment Fund - Payment Plan

Upon Council approval and the receipt of the signed City Enrichment Fund Agreement, the following payment plan will apply:

\$0 - \$10,000	paid out 100% upon Council Approval
\$10,001 - \$100,000	paid 80% on Council Approval; 20% released November 1, 2019
Over \$100,000	paid monthly

City Enrichment Fund Agreements which are not completed and returned by November 1, 2019 will result in the grant being forfeited.

In the case where a successful grant applicant has outstanding arrears with the City of Hamilton as of December 31, 2018, the grant will first be applied against the outstanding arrears, with the remainder to be paid to the organization, in accordance with the City Enrichment Fund payment plan.



2019 City Enrichment Fund									
PENDING APPLICATIONS									
Awaiting submission of additional information									
Reference Number	Funding Program	Funding Stream	Organization	Program Name	Rating	2018 Total Funding	2019 Funding Request	2019 Program Budget	2019 Funding Recommend.
ART A-29	Arts	Arts Operating	Legacy Winter Guard	Annual Operations	68	\$ 2,400	\$ 5,300	\$ 40,880	\$ 2,400
ART A-30	Arts	Arts Operating	Chamber Music Hamilton	Annual Operations	66	\$ 5,635	\$ 17,500	\$ 59,868	\$ 5,635
ART B-1	Arts	Arts Festivals	Centre Francais Hamilton	FrancoFEST	80	\$ 25,500	\$ 65,000	\$ 343,500	\$ 26,010
ART B-6	Arts	Arts Festivals	Festival of Friends	Festival of Friends	72	\$ 90,000	\$ 100,000	\$ 473,000	\$ 90,000
CCH A-2	Communities, Culture & Heritage	Events and Established Activities	Downtown Dundas Business Improvement Area	Dundas International Buskerfest	85	\$ 29,404	\$ 28,905	\$ 96,286	\$ 28,886
CCH A-11	Communities, Culture & Heritage	Events and Established Activities	Hammer City Makers Community Organization	2019 Hamilton Mini Maker Faire	80	\$ 4,000	\$ 5,000	\$ 16,427	\$ 4,080
CCH A-47	Communities, Culture & Heritage	Events and Established Activities	Stoney Creek BIA	Stoney Creek Saturdays in the Creek- Strawberry Folk Fest & PumpkinFest	60	\$ 3,000	\$ 5,000	\$ 23,000	\$ 3,000
CCH A-52	Communities, Culture & Heritage	Events and Established Activities	Hamilton Santa Claus Parade Committee	Hamilton Santa Claus Parade	60	\$ 46,231	\$ 60,000	\$ 87,520	\$ 46,231
CCH B-6	Communities, Culture & Heritage	New Projects	Colombian Refugees Association	Hamilton Latino Festival	74	\$ 3,600	\$ 18,500	\$ 119,500	\$ 3,600
ENV C-7	Environment	Projects and Programs	Stewards of Cootes Watershed	Stewards of Cootes and Red Hill Watershed Clean Ups	66	\$ 16,000	\$ 70,000	\$ 333,800	\$ 35,000
ENV C-8	Environment	Projects and Programs	A Rocha Canada	Operation Wild: Nature Experiences for People on the Margins	61	\$ 10,000	\$ 28,000	\$ 129,000	\$ 10,000
SAL F-5	Sports & Active Lifestyle	Active for Life	Hamilton Basketball Association	Basketball League	82	\$ 4,182	\$ 7,500	\$ 62,659	\$ 4,266
SAL D-10	Sports & Active Lifestyle	Sport Development / Inclusion	Colombian Refugees Association	True Soccer and Sports Program	78	\$ 3,825	\$ 7,500	\$ 65,000	\$ 3,825
SAL F-10	Sports & Active Lifestyle	Active for Life	Hamilton Association for Residential and Recreational Redevelopment Programs	HAVES Health, Active, Vibrant, Energetic, Seniors	76	\$ 7,500	\$ 7,500	\$ 24,650	\$ 7,500







## INFORMATION REPORT

<b>TO:</b>	Chair and Members Audit, Finance and Administration Committee
<b>COMMITTEE DATE:</b>	May 16, 2019
<b>SUBJECT/REPORT NO:</b>	2019 Development Charges Public Meeting Presentations – Additional Background Information (FCS19046) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Lindsay Gillies (905) 546-2424 Ext. 2790
<b>SUBMITTED BY:</b>	Cindy Mercanti Acting Director, Financial Planning and Policy and Director Customer Service and POA Corporate Services Department
<b>SIGNATURE:</b>	

### COUNCIL DIRECTION

Not Applicable

### INFORMATION

On April 18, 2019, a public meeting related to the City's 2019 Development Charges (DC) Background Study and By-law was held during the Audit, Finance and Administration Committee (AF&AC) meeting. The public meeting was held in two parts, the first commencing at 9:30 am with the regularly scheduled AF&AC meeting and the second part commencing at 7:00 pm that same day.

Through the public meeting, Committee received several presentations and written submissions. This Information Report provides Committee with background information regarding key theme areas referenced during the various presentations. A separate information report is forthcoming related to the written submissions received. For ease of use, information is sorted into general themes.

---

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 Development Charges Public Meeting Presentations – Additional Background Information (FCS19046) (City Wide) - Page 2 of 4**

---

**Academic / Student Residences**

## Heads and Beds

Section 323(1) of the *Municipal Act, 2001* provides municipalities the authority to levy an amount payable not exceeding the prescribed amount for each full-time student enrolled in a university designated by the Minister of Training, Colleges and Universities or a college of applied arts and technology. This type of tax is referred to as a Payment-in-lieu of taxes and is commonly referred to as the heads and beds payment. The prescribed amount identified in Ontario Regulation 384/98 is \$75. This amount has not been amended since 1987 and equates to approximately \$39.00 in today's present value.

In 2011, the Municipal Property Assessment Corporation (MPAC) provided the City with clarity on the scope of the property tax exemption for private schools. As confirmed by MPAC, private schools that met the criteria for exemption prior to amendments of the *Assessment Act, 1990* through *Bill 149: Fair Municipal Finance Act, 1997 (No. 2)*, will continue to be exempt on the assessment roll, unless there has been an ownership change, a change in occupancy, or a change in usage. In addition, educational institutions that are not defined as a public educational institution are not required to pay heads and beds. Given the clarification from MPAC and the heads and beds parameters, there are educational institutions that do pay property taxes and are not required to provide a heads and beds contribution.

## Student Residence

As per the 2019 proposed DC By-law a student residence means “a Residential Development that is solely owned by a university, college of applied arts and technology or other accredited post-secondary institution, designed or intended to be used for sleeping and living accommodations by students of the university, college of applied arts and technology or other accredited post-secondary institution that owns the Residential Development.” *[emphasis added]*

Where a student residence is not solely owned by the academic institution it does not meet the definition in the proposed 2019 DC By-law and therefore, is not eligible for a 50% reduction until June 30, 2020.

Student residence developments located within the Downtown Hamilton Community Improvement Project Area (Downtown CIPA), would receive the Downtown CIPA exemption. The student residence exemption is proposed to end on June 30, 2020. Between July 6, 2019, the proposed effective date of the 2019 DC By-law, and June 30, 2020, the Downtown CIPA has a higher exemption value than the student residences exemption (60% versus 50%).

**SUBJECT: 2019 Development Charges Public Meeting Presentations – Additional Background Information (FCS19046) (City Wide) - Page 3 of 4**

---

**Phasing-in of Residential Increase**

The *Development Charges Act, 1997* (DC Act) allows a municipality to provide for phasing in of development charges through the rules in a DC By-law. The DC Act further states that “any phase in of a development charge may not provide for any resulting shortfall to be made up through higher development charges for other development”. This latter statement means that if a phase in of the calculated charge is provided then the lost collections must be made up through other non-DC sources (levy, rates, reserves) because they cannot be made up through other DCs.

The proposed 2019 DC By-law does not provide for any phasing in of the calculated residential increase.

The 2014 DC By-law provided a phase in which cost in excess of \$11 M. The increase per single detached dwelling was \$7 K which was phased in over 12 months with 0% of the increase for the first six months, 50% for the next six months and 100% in effect one year after the 2014 DC By-law adoption.

As presented at the January 28, 2019 DC Stakeholders Sub-Committee meeting, per Royal LePage statistics the increase in new home sales prices between 2014 and 2018 was 55%. As illustrated in Table 1 the increase for a single-family home in the proposed 2019 DC By-law compared to the calculated 2014 DC is 24% or 50% depending on if the dwelling is located in the combined or separated sewer system.

**Table 1: Increase in calculated DC between 2014 and 2019**

	2014 Calculated DC Single Family Dwelling	2019 Calculated DC Single Family Dwelling	Increase
Combined Sewer System	\$34,983	\$43,523	\$8,540 – 24%
Separated Sewer System	\$34,983	\$52,561	\$17,578 – 50%

Note: The current indexed DC for a single-family dwelling as of May 2019 is \$38,318

The proposed five-year increase for the residential DC is below the four-year increase in new home sales prices and therefore a phase-in is not warranted.

**Variable DCs**

The concept of area specific DCs, or variable DCs, was touched on through both the presentations and the written submissions. Staff comments on variable DCs will be provided through the information report addressing the responses to written submissions.

**SUBJECT: 2019 Development Charges Public Meeting Presentations – Additional Background Information (FCS19046) (City Wide) - Page 4 of 4**

---

**Rental Housing / Affordable Housing**

Two presentations touched on purpose built residential rentals and one presentation touched on affordable housing, specifically Habitat for Humanity.

Through the DC exemption review process, it was recommended and approved that the affordable housing DC exemption be removed from the DC By-law and a grant/loan program outside of the DC By-law be initiated to support affordable housing. Housing Services is in the process of establishing recommendations for the initial terms of such a program. Some benefits of a program outside of the DC By-law are in line with concerns in the presentations received. Namely, a program outside of the By-law can be more flexible, help ensure longer term housing affordability and can adapt to continue to meet local needs as other levels of government alter their approaches to delivering affordable housing programs.

**APPENDICES AND SCHEDULES ATTACHED**

Not Applicable

LG/dkm



## INFORMATION REPORT

<b>TO:</b>	Chair and Members Audit, Finance and Administration Committee
<b>COMMITTEE DATE:</b>	May 16, 2019
<b>SUBJECT/REPORT NO:</b>	2019 Proposed Development Charges By-law Revisions (FCS19045) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Lindsay Gillies (905) 546-2424 Ext. 2790
<b>SUBMITTED BY:</b>	Cindy Mercanti Director Customer Service and POA Acting Director, Financial Planning and Policy Corporate Services Department
<b>SIGNATURE:</b>	

### COUNCIL DIRECTION

N/A

### INFORMATION

The City of Hamilton's Audit, Finance and Administration Committee (AF&AC) will receive the Proposed 2019 Development Charges (DC) By-law in its entirety for consideration at its scheduled June 6, 2019 meeting.

This Information Report explains three motions dealing with development definitions / built forms contained within the proposed 2019 DC By-law.

The identification of the need for the motions arose during the public consultation period and the motions are being presented to the AF&AC on May 16, 2019 to provide advance notice to the public prior to the DC By-law being considered at the June 6, 2019 AF&AC.

---

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 Proposed Development Charges By-law Revisions (FCS19045)  
(City Wide) - Page 2 of 3**

---

The three issues which the motions are dealing with are as follows:

1. CityHousing Hamilton – housekeeping.
2. Commercial Greenhouse – Re-title as “Retail Greenhouse” and remove from the definition of industrial development to be consistent with comparator municipalities.
3. Garden Suites – Exempt Garden Suites consistent with the exemption for Laneway Houses. Garden Suites are temporary detached dwellings subject to a maximum 20-year authorization per the *Planning Act, 1990*.

**CityHousing Hamilton Motion**

In order to support clarity, CityHousing Hamilton will be included to the list of exempted organizations in Section 20 of the proposed 2019 Development Charges By-law. The 2019 Development Charges Background Study includes capital projects by CityHousing Hamilton. Under Section 3 of the *Development Charges Act, 1997* and Section 20 of the proposed 2019 Development Charges By-law, buildings owned and used for the City of Hamilton and Local Boards are exempt from development charges. This amendment is considered a general housekeeping item as there will be no impacts to the amount of exemptions or the proposed developed charges.

**Commercial Greenhouse Motion**

The proposed 2019 DC By-law defines a Commercial Greenhouse as “a Building, that is made primarily of translucent building material, used, designed or intended to be used for the sale and display of plants products grown or stored therein gardening supplies and equipment, or landscaping supplies and equipment“. In reviewing the nature of these buildings and how comparator municipalities assess these buildings, retail greenhouses are classified and assessed DCs as commercial. However, the proposed 2019 Development Charges By-law lists Commercial Greenhouse within the definition of Industrial Development.

There is an opportunity to align with the City’s municipal comparators by removing Commercial Greenhouse from the definition of Industrial Development, thereby having the use default to the non-industrial DC rates. It is also recommended to re-title the definition, without changing the definition, to “Retail Greenhouse” which is a more descriptive term to ensure that there is no confusion with a wholesale greenhouse, which is an agriculture use.

The impact of this change is an estimated \$34 K annual reduction in the discretionary DC exemptions that the City provides.

**SUBJECT: 2019 Proposed Development Charges By-law Revisions (FCS19045)  
(City Wide) - Page 3 of 3**

---

During the May 2, 2019 AF&AC meeting, Committee requested that additional clarity be added related to cannabis growing and production facilities. Further discussions yielded that the clarity being sought related to ensuring that the growing of cannabis be explicitly stated within the definition of Cannabis Production Facility. An amendment to the definition of Cannabis Production Facility has been incorporated into the motion addressing Commercial Greenhouses.

**Garden Suites**

A Garden Suite is a form of temporary housing permitted by the *Planning Act, 1990* and is an alternative form of a detached dwelling that only exists on a lot ancillary to a principal dwelling. This form of housing expands the housing stock on properties with existing single and semi-detached dwellings in a manner similar to Laneway Houses which are exempted under the proposed 2019 DC By-law. Garden Suites are subject to Council passing a by-law and a maximum authorization of 20 years which may be extended through Council approved three-year extensions.

Given the introduction of an exemption for Laneway Houses, there is an opportunity to extend the exemption to development that meet the criteria of a Garden Suite under the *Planning Act, 1990*.

The impact of this change is anticipated to be in-line with the estimate for the laneway housing exemption. Staff has estimated the cost of the Laneway House exemption at \$230 K annually, the addition of exempting Garden Suites is not expected to materially change the annual uptake of building detached second units but rather offer options regarding the form in which they can be permitted and exempted.

**APPENDICES AND SCHEDULES ATTACHED**

N/A

JS/LG/dt







Hamilton

## INFORMATION REPORT

<b>TO:</b>	Chair and Members Audit, Finance and Administration Committee
<b>COMMITTEE DATE:</b>	May 16, 2019
<b>SUBJECT/REPORT NO:</b>	2019 McMaster University Follow-Up (FCS19047) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Lindsay Gillies (905) 546-2424 Ext. 2790
<b>SUBMITTED BY:</b>	Cindy Mercanti Director Customer Service and POA Acting Director, Financial Planning and Policy Corporate Services Department
<b>SIGNATURE:</b>	

### COUNCIL DIRECTION

N/A

### INFORMATION

The City of Hamilton will receive the proposed 2019 Development Charges (DC) By-law in its entirety for consideration and adoption at its scheduled June 12, 2019 Council meeting after the Audit, Finance and Administration Committee considers the same at its scheduled June 6, 2019 meeting.

At the March 25, 2019 Development Charges Stakeholders Sub-Committee Meeting, McMaster provided a letter which indicated that a 2018 KPMG report showed that McMaster's annual Gross Domestic Product (GDP) impact to the City of Hamilton was almost \$3.9 B. Staff reached out to McMaster to obtain more detail regarding this statement.

On April 4, 2019, staff received the following overview from McMaster University with respect to the composition of the \$3.87 B economic impact (based on the 2015-2016 fiscal year) in relation to the total economic impact of \$9.23 B from McMaster University, which consists of four components shown as follows (excerpt from the McMaster information):

- Annual expenditures by and as a result of McMaster generate 14,232 full time equivalent (FTE) jobs and contribute about \$1.64 B in value-added to the Canadian economy annually;

---

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 McMaster University Follow-Up (FCS19047) (City Wide) – Page 2 of 2**

- Capital investments by McMaster over the past five years created approximately 5,560 FTE jobs and contributed an additional \$613 M to the GDP in Canada, resulting in an annual average impact of \$123 M to Canada's GDP and over 1,110 FTE jobs across Canada;
- Since 1971, it is estimated that \$3.5 B in annual GDP in Ontario can be linked to the cumulative impact of research and development at McMaster. From a local perspective, \$1.3 B in annual GDP in the City of Hamilton can be linked to the cumulative impact of research and development at McMaster;
- The annual GDP impact from additional income earned by McMaster alumni due to their education at McMaster was estimated to be \$3.94 B.

On May 3, 2019, McMaster advised staff that the full December 2017 Economic Impact Study was available (as of April 24) on their website.

KPMG reports that specific to \$545.4 M in capital investments made over the five years (2011-12 to 2015-16, presented in 2016 dollars), McMaster has contributed over \$600 M to Canada's GDP and is linked to over 5,550 FTE jobs across the nation. The report estimates the total benefits from the annual capital investments of about \$262 M. The report goes on to break down the benefits accordingly, Canada 47%, Ontario 43% and Hamilton 10%. In 2018, the City of Hamilton received approximately \$2.2 M in payments in lieu of property taxes.

**APPENDICES AND SCHEDULES ATTACHED**

N/A

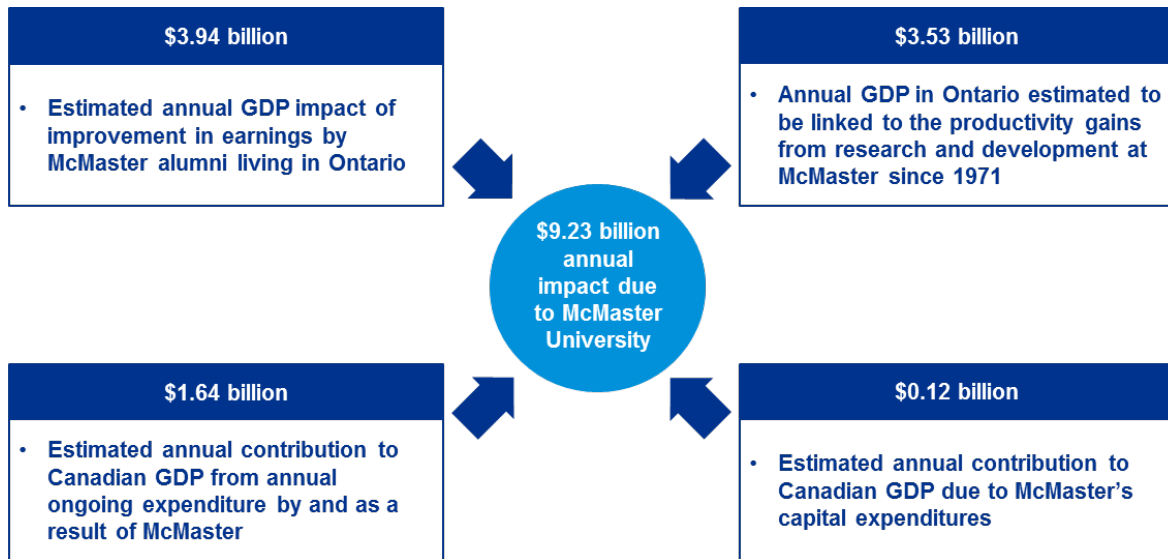
LG/dt

# McMaster Economic Impact Study

KPMG LLP

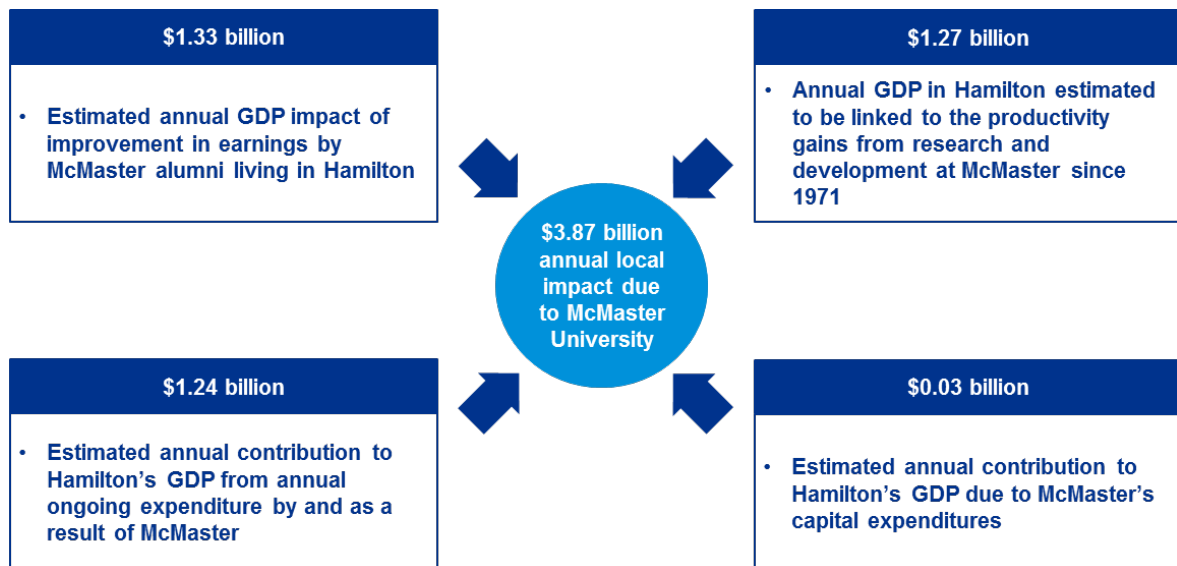
December 2017

### Total Economic Impacts from McMaster University



Within this total economic impacts, it is also estimated that McMaster contributed **\$3.9 billion in GDP impacts to the City of Hamilton**. This is summarized in the following figure.

### McMaster University's Economic Impacts to the City of Hamilton



The following subsections provide further commentary on breakdown of expenditures and economic impacts as a result of activities at McMaster.

## 6 Socioeconomic Impacts to the Hamilton Region

McMaster has maintained a long-lasting relationship with the Hamilton region through several means, including supporting local businesses, organizing and participating in community events, engaging in community-based research, and aligning to the City's economic development goals.

### 6.1 Supporting Local Businesses

As discussed earlier in Chapter 5 of this Report, McMaster plays a critical role in developing human capital. From a local and regional perspective, McMaster has been a source of skilled labour for the region and its businesses. For example, ArcelorMittal Dofasco, one of the largest steel-producing companies in the world and Hamilton's largest private sector employer<sup>85</sup>, has hired many McMaster graduates specializing in advanced manufacturing and materials science.

In addition to indirectly supporting local businesses through the provision of skilled labour, the University also directly supports local businesses through the procurement of goods, services and labour as part of its operations. For example, the Faculty of Science sources many of its goods and services from nearby businesses, including chemicals, compressed gases, specialized water filters, and transportation services. As presented in Section 3.2.2 of this Report, data provided by McMaster shows that 26% of McMaster's purchases of goods and services are from Hamilton vendors. This represents over \$100 million in annual revenues to local businesses as a result of McMaster's capital and operations spending. Indirectly, McMaster's activities contribute to building a vibrant local economy, which then in turn support the Hamilton region in city-building aspects.

McMaster also plays a role in assisting businesses with the commercialization of their products and services. The Innovation Factor ("iF"), located at the McMaster Innovation Park ("MIP"), focuses on promoting commercialization of innovation and technologies developed by Small-Medium Enterprises ("SMEs") located in Hamilton. These businesses are diverse in their endeavours, including: advanced manufacturing, clean tech, information technology, life sciences, health care, and social innovation. The McMaster Industry Liaison Office ("MILO") is another resource focused on commercialization. It is a resource available for McMaster, Hamilton Health Sciences, and St. Joseph's Healthcare Hamilton and is responsible for assisting and facilitating the commercialization process, particularly through providing connective support among academia, industry, and government. Through MILO, there has been an increase in the creation of start-ups by both faculty members and students, as highlighted in section 4.4. Lastly, The Forge has contributed significantly to the technology business community through its role as a start-up incubator. Since its establishment in 2014, The Forge has incubated over 60 companies. Of these, two have moved out as self-sustaining and profitable ventures.

The Faculty of Science is involved in a five-year research project funded by the Social Sciences and Humanities Research Council of Canada through the **Automotive Partnership of Canada** ("APC"). The project aims to develop a clear understanding of the wide range of costs and benefits associated with the adoption of electric mobility and will help prepare the automotive sector, electric utilities,

<sup>85</sup> ArcelorMittal Dofasco, 2017, At a Glance, Available at: <http://dofasco.arcelormittal.com/who-we-are/at-a-glance/about-dofasco.aspx>

government and other stakeholders within the Hamilton region as well as further afield, for the future of mobility.

## 6.2 Supporting Community Events and Activities

McMaster plays an integral role in the community and has a number of initiatives which support the development of the Hamilton region, ranging from community-focused events, community placements, mentoring programs, and charity projects. The Network for Community-Campus Partnerships (the "Network") is the structure that facilitates initiatives between McMaster and its community partners to achieve collectively developed goals. Managed by the Office of Community Engagement, the Network fosters ongoing relationship-building between community and University partners through a variety of approaches and actions.

### University-Sponsored Community Events

As an example of McMaster's role in the community, the University annually runs one week of events in Hamilton through a program titled "Big Ideas Better Cities". These events explore ways to build healthy, vibrant communities that work for everyone, young and old. The events include public talks, workshops and a public panel discussion. Further, the McMaster Children & Youth University ("MCYU") was launched in 2011 and is the first "children's university" in Canada with programming for interactive, family-based discovery. The program offers on-campus, family-oriented, monthly lectures on one Saturday a month. It also offers community-based programming for youth and their families through the "MCYU in the City" program.

### Faculty-Sponsored Applied Learning and Community Events

In addition to University-sponsored community events, individual Faculties are also involved in their own initiatives to support the development of the Hamilton region. Examples of these initiatives are provided below.

- The DeGroot School of Business hosts DeGroot Days, during which MBA students work with community organizations, non-profits and small businesses to provide services in exchange for applied-learning opportunities.
- The Faculty of Engineering holds an annual Engineering and Science Olympics for secondary school students and teachers across the province, with the prize being more than \$20,000 in McMaster Student Entrance Awards. Further, an all-female summer program called "Yes SHE Can" is led by female leaders and mentors from the Faculty and allows girls to explore their interests in Science, Engineering, and Technology.
- The Faculty of Humanities supports community engagement by investing in projects that integrate community leadership opportunities and through offering internship programs in partnership with local organizations. For example, the Faculty's Centre for Community-Engaged Narrative Arts ("CCENA") incorporates the stories and narrative traditions of community groups, individual community members, artists, and art organizations to provide support and facilitate conversations within the community.
- Let's Talk Science is a national outreach initiative that connects Faculty of Science educators with youths to deliver learning experiences that are focused in science, technology, engineering, and mathematics ("STEM") fields.

- The Faculty of Social Sciences runs McMaster's Research Shop, a program in which community organizations are able to approach the University with inquiries and are then teamed up with a student group who will assist them in addressing their problems. The initiative has proven to be successful and well-utilized in the Hamilton region. In 2016, it worked with more than 13 community projects and involved 40 McMaster students.
- With funding from the Hamilton Community Foundation, the Faculty of Health Sciences' Midwifery Education Program runs a pilot project that brings midwifery services to Hamilton's McQueen neighbourhood. The project evaluates the introduction of group prenatal care and involves both midwifery and nursing students in the provision of care.

These activities sponsored by Faculties build direct relationships between McMaster's programs and members of the community. In turn, McMaster's profile can be elevated through the delivery of these programs. Moreover, the programs bring educational and interaction opportunities to specific demographics in the region of Hamilton and across the province of Ontario.

Faculties have also been involved in the development of community spaces. For example, the Faculty of Engineering invested in the creation of community spaces, such as the expanded John Hodgins Engineering (JHE) Lobby and the launch of the Thode Makerspace, a new interdisciplinary experiential learning space for the McMaster community to explore new technologies, learn technical skills and work collaboratively. The Faculty of Science's Physical Activity Centre of Excellence (PACE) is an exercise and training centre devoted to studying and improving the health and well-being of adults and people with chronic diseases and disabilities. Community members pay a monthly fee in return for personalized, one-on-one guidance and access to specialized equipment. In 2016, over 200 student volunteers worked closely with more than 500 community PACE participants.

These initiatives sponsored by McMaster and its Faculties help to strengthen relationships and connections between its students and the larger community. Through these initiatives, McMaster also provides mentorship opportunities that go on to expand both student and community capacities.

### 6.3 Community-Based Research

As outlined in Chapter 4 of this Report, McMaster is globally recognized for its research capabilities and has a history of partnering with the private sector, public sector and research institutes around the world to tackle a wide range of scientific and societal challenges through its research programs. McMaster also applies its research capabilities for the benefit of the Hamilton region through the Office of Community Engagement and through multiple initiatives exemplified below.

- **McMaster's Research Shop** supports public, non-profit and community organizations by providing Rapid Research Reviews – reports containing academic literature reviews, key interviews, and a survey of existing practices, completed within six to eight weeks. The process provides community groups with the information they need, while also giving McMaster students the opportunity to apply their research skills to real-world, local problems.
- **The Faculty of Social Sciences' Scholar-in-Community Program** connects faculty members with organizations in the Hamilton community who may benefit from the knowledge and skillsets that faculty members have to offer. The first Scholar-in-Community ran a year-long research project in 2015/16 aimed at developing strategies to lower the rate of involvement that immigrant families have with child-welfare agencies. The project brought together representatives from St. Joseph's Immigrant Women's Centre, the Children's Aid Society and the University to produce resources to help immigrant families adapt to their new home and to address gaps in the current child-welfare system. Interviews were conducted with parents, social workers and community

members about their experiences, and the findings were used to help train social workers at McMaster.

- **The McMaster Centre for Climate Change** maintains an on-campus weather station which produces real-time and historic weather information for McMaster researchers and the local community. The Centre has also established a weather network across local high schools, where local weather data is made available to students and teachers for teaching and lab exercises at four Hamilton region high schools.
- In a joint university-community initiative, McMaster has partnered with United Way Toronto & York Region on the **Poverty and Employment Precarity in Southern Ontario** (PEPSO) research project. PEPSO aims to gather much-needed data on trends in precarious employment and encourage policy debate and further research. The impacts of PEPSO research is demonstrated by its many citations in federal, provincial and municipal government proceedings regarding precarious employment. Furthermore, the PEPSO research survey is being replicated in London, Ontario by the London Poverty Research Centre at King's University College, and in the Niagara Region by the Social Justice Research Institute at Brock University and United Way Niagara Falls & Greater Fort Erie through the **Poverty and Employment Precarity in Niagara** (PEPiN) project.
- With funding from the Hamilton Community Foundation, the **McMaster School of Nursing's Health in the Hubs initiative** combines existing research evidence around health issues with residents' views to come up with potential solutions.

## 6.4 Case Studies: Supporting City of Hamilton's Strategic Priorities

In its 2016-2020 Economic Development Action Plan, the City of Hamilton set out a vision to "be the best place to raise a child and age successfully."<sup>86</sup> Through extensive stakeholder engagement, and contextualized in the City's current state of its local economy, the City of Hamilton set out six goals in its Economic Development Action Plan. These goals are outline in Figure 40.

<sup>86</sup> 2016-2020 Economic Development Action Plan, City of Hamilton



Figure 40. City of Hamilton’s Six Goals for its Economic Development Mandate



Source: City of Hamilton, 2016, 2016-2020 Economic Development Action Plan

These six goals coincide with the areas of socioeconomic impact McMaster has and continues to impart on the local community. The following cases highlight some of the initiatives undertaken by the University in support of the City of Hamilton’s economic development goals. Anecdotally, McMaster’s involvement and continued relationship with the City has played an influential role in attracting private investment and philanthropic donations to both the University and the City.

The case studies below reflect the long-standing relationship between the City and McMaster, and how the two entities have continued to grow and evolve together over the years. The long-term success of these partnerships is strengthened by the two parties’ ongoing dialogue and collaboration to maintain a common understanding of the partnership’s goals – such as maintaining relevancy of programs delivered at the post-secondary institution against the municipality’s development objectives as they are updated over the long term.

**Grow Non-Residential Tax Assessment & Increase the Number of Living-Wage Jobs**

**The City maintains the goal of attracting and retaining businesses in Hamilton for the purposes of growing non-residential assessment and increasing living-wage jobs.**



In fall of 2016 and 2017, McMaster University was one of only 15 companies selected as a top employer in the Hamilton-Niagara region. This marks the third win for the University since it began entering in 2015.\*

Not only does the University employ roughly 6,200 people in Canada in full-time positions, most of which are high-skilled positions, it also has committed tremendous investments towards helping to develop Hamilton into a thriving business region.

\*McMaster Daily News. (2017, November 22). McMaster Named a Top Employer in the Hamilton Niagara Region. Available at: <https://dailynews.mcmaster.ca/article/mcmaster-named-a-top-employer-in-the-hamilton-niagara-region-2/>

**“Our people are our greatest asset”**  
 – Wanda McKenna, AVP and Chief Human Resources Officer, McMaster University

Graduates of McMaster University go onto seek employment within the City of Hamilton, as is the case with many graduates of its Health Sciences programs. A significant percentage of physicians, nurses, and other health care specialists in Hamilton health care centres have received training and education from the University.

In addition, McMaster alumni hold positions in regional agencies and make decisions regarding the city’s strategic directions and economic development projects. The knowledge and skillsets that students develop over the course of their academic careers at McMaster help prepare them to undertake roles that have lasting impacts on local businesses, the wider communities, and the nation at large.

**Support the Growth of a Diversified Economy**

**The City maintains the goal of attracting and retaining businesses in Hamilton for the purposes of growing non-residential assessment and increasing living-wage jobs.**



The **McMaster Manufacturing Research Institute** maintains the goal of enhancing productivity, quality, and product/process innovation through pursuing new manufacturing research projects with partnering academia.

In addition to the funding and research interest brought to Hamilton through McMaster’s research projects, initiatives to promote awareness of high- skilled careers in, for example, STEM fields among youths have continued to support the diversification of Hamilton’s economy. The shift from being a town predominantly known for its manufacturing capabilities to now having Canada’s most diverse economy, according to the Conference Board of Canada, can be linked to the efforts on the part of McMaster. Currently, Hamilton’s largest and most active industries include advanced manufacturing, agri-business and food processing, creative industries, goods movement, ICT and digital media, and life sciences.

Focused on understanding and developing methods to treat human and animal disease, the **McMaster Immunology Research Centre** invites students and faculty from health sciences and sciences to participate in cutting-edge research initiatives.



A free public art gallery located on McMaster’s main campus, the **Museum of Art** houses five galleries and more than 6,000 works of art. It attracts visitors onto campus as well as provides learning and research opportunities for McMaster community.

## Build a Talented Workforce

**A strong competitive advantage of setting up shop in Hamilton is the quality of the City's workforce, which it hopes will become one of Ontario's best.**



McMaster  
 Centre for  
 Continuing  
 Education

McMaster is devoted to providing higher education opportunities for people at all stages of their life, ensuring that this knowledge transfer is showcased through a strong Hamilton workforce. In addition, a large portion of the undergraduate and graduate student populations come from the GTHA.

Established in 1931, the **McMaster Centre for Continuing Education (CCE)** offers more than 300 courses and workshops in areas that include business and management, communication and design, health and social services, and metallurgy.

Numerous career resources, events, and flexibility in learning options are made available to students in an effort to create a dynamic, integrative experience for adult learners. Students are able to leverage McMaster's reputation for academic excellence to further their personal development and continue the tradition of lifelong learning.

Adding value to the broader community, the CCE also offers corporate training services for organizations interested in developing the skillsets of their employees. Employers are also qualified to receive the Canada-Ontario Jobs Grant when choosing to invest in their workforce through the CCE.

## Create a Culture of innovation and Entrepreneurship

**Known as "the Ambitious City", Hamilton is working towards maintaining a culture where innovation and entrepreneurship prospers.**



iF is a not-for-profit regional innovation centre that dedicates resources towards accomplishing the following objectives:

- Commercializing new ideas;
- Supporting SMEs during each phase of growth; and
- Building a culture of innovation in Hamilton.

The **City Lab Project** is a partnership among McMaster, the City of Hamilton, Mohawk College and Redeemer University College to create an innovation hub where students, city staff and community stakeholders are able to go to develop solutions that support city priorities. This initiative offers opportunities that benefit the overall Hamilton community in the following ways:

- Post-secondary students gain and develop skills through solving problems affecting the city, and may be presented with employment opportunities after they graduate;
- Academic and public groups are able to work in a collaborative environment, supporting the creation of synergies between schools and the City; and
- City staff are exposed to and can consider a pool of creative ideas that may have applications in many regional development challenges.

## Develop Vibrant Commercial and Cultural Districts

To maintain a high quality of life for its citizens, the City will focus on developing its arts and culture scene, create vibrant neighborhoods, and support commercial districts.



First introduced in 2003, **Pangaea** is McMaster's largest annual multicultural celebration and invites members of the University and the Hamilton community to attend events celebrating diversity. In 2017, Pangaea showcased more than 15 ethnicities and cultures.

### PANGAEA

Diversity, creativity, and freedom of expression remain on the forefront of importance at McMaster and is showcased through the numerous initiatives the University supports.

Founded in 1963 as **McMaster Radio**, **CFMU** has grown to become a prominent voice in the campus and community. The station has been named Radio Station of the Year by the Hamilton Music Industry Awards and is dedicated to upholding their mission of redefining radio:  
"We are a public meeting space for many voiceless dimensions in our society – local cutting-edge artists and musicians, marginalized groups, multicultural families, and people with a keen social conscience."

## Invest in Infrastructure that Drives Economic Growth

**Hamilton will strategically invest in infrastructure that will drive economic growth such as through new ICT (broadband) networks and social infrastructure.**



The **David Braley Health Sciences Centre**, located in downtown Hamilton, is dedicated to the advancement of health sciences innovation, research, and education across Canada while providing high quality medical services to Hamiltonians. This \$84.6 million project received joint funding from McMaster alumni, David Braley, the City of Hamilton, and the Province of Ontario.  
Adding to the Hamilton downtown revitalization initiative, the David Braley Health Sciences Centre is the new home to Hamilton Public Health Services, and is comprised of a large family health clinic and several McMaster departments. The centre is also open to the public for rental and booking space.

**11.1**

**CITY OF HAMILTON  
MOTION**

**Audit, Finance & Administration Committee: May 16, 2019**

**MOVED BY COUNCILLOR COLLINS.....**

**SECONDED BY MAYOR / COUNCILLOR .....**

**2019 Development Charges By-law – Garden Suites**

WHEREAS, the proposed 2019 Development Charges By-law provides an exemption for Laneway Houses;

WHEREAS, a Garden Suite is an alternative form of a detached dwelling that only exists on a lot ancillary to a principal dwelling which expands the housing stock on properties with existing single and semi-detached dwellings in a manner similar to Laneway Houses; and,

WHEREAS, a Garden Suite is already defined within the proposed 2019 Development Charges By-law;

THEREFORE BE IT RESOLVED:

That a Garden Suite be added to the list of exempted uses within Section 25 of the proposed 2019 Development Charges By-law.



**REVISED Item 11.2**

**CITY OF HAMILTON  
MOTION**

**Audit, Finance & Administration Committee: May 16, 2019**

**MOVED BY COUNCILLOR CHAD COLLINS .....**

**SECONDED BY MAYOR / COUNCILLOR .....**

**2019 Development Charges By-law – Commercial Greenhouse**

WHEREAS, the proposed 2019 Development Charges By-law lists Commercial Greenhouse within the definition of Industrial Development;

WHEREAS, per the proposed 2019 DC By-law a Commercial Greenhouse “means a Building, that is made primarily of translucent building material, used, designed or intended to be used for the sale and display of plants products grown or stored therein gardening supplies and equipment, or landscaping supplies and equipment” which is a retail use, not an industrial use;

WHEREAS, “Agricultural Use” means the use of lands and Buildings by a Farming Business outside of the Urban Area Boundary for apiaries, fish farming, dairy farming, fur farming, the raising or exhibiting of livestock, or the cultivation of trees, shrubs, flowers, grains, sod, fruits, vegetables and any other crops or ornamental plants, excluding:

- (i) Residential Uses, including Farm Help Houses;
- (ii) Non-agriculture uses, including but not limited to banquet halls, Commercial Greenhouses and retail stores; and,
- (iii) Cannabis Production Facilities;

WHEREAS, comparator municipalities assess these types of retail greenhouses as commercial; and,

WHEREAS, “Retail Greenhouse” is a more descriptive term to ensure that there is no confusion with a wholesale greenhouse, which is an agriculture use;

**THEREFORE BE IT RESOLVED:**

- (a) That the term Commercial Greenhouse be removed from the definition of Industrial Development in the proposed 2019 DC By-law, thereby having the use default to being assessed as nonindustrial;

## REVISED Item 11.2

- (b) That the defined term Commercial Greenhouse be restated as Retail Greenhouse; and,
- (c) That the definition of “Cannabis Production Facilities” in the 2019 DC By-law be amended to include the wording “growing”, as such, the definition would read “means Building, or part thereof, designed, used, or intended to be used for one or more of the following: growing, cultivation, propagation, production, processing, harvesting, testing, alteration, destruction, storage, packaging, shipment or distribution of cannabis where a licence, permit or authorization has been issued under applicable federal law but does not include a Building or part thereof solely designed, used, or intended to be used for retail sales of cannabis.”



**11.3**

**CITY OF HAMILTON  
MOTION**

**Audit, Finance & Administration Committee: May 16, 2019**

**MOVED BY COUNCILLOR COLLINS.....**

**SECONDED BY MAYOR / COUNCILLOR .....**

**2019 Development Charges By-law – CityHousing Hamilton**

WHEREAS, buildings developed and used for the City of Hamilton and Local Boards is exempt pursuant to Section 3 of the Development Charges Act, 1997 and Section 20 of the proposed 2019 Development Charges By-law;

WHEREAS, the 2019 Development Charges Background Study includes capital projects by CityHousing Hamilton to fulfil the service of social housing provided by the City of Hamilton;

WHEREAS, CityHousing Hamilton is not a Board per the enacting legislation; and,

WHEREAS, the capital cost of social housing projects would increase, thereby increasing the overall Development Charge rates if the City were to charge Development Charges on projects owned and used by CityHousing Hamilton to fulfillment of the social housing service provided by the City of Hamilton;

**THEREFORE BE IT RESOLVED:**

That CityHousing Hamilton be added to the list of exempted organizations in Section 20 of the proposed 2019 Development Charges By-law.



# CITY OF HAMILTON MOTION

**Audit, Finance & Administration Committee: May 7, 2019**

**MOVED BY COUNCILLOR MAUREEN WILSON.....**

**SECONDED BY MAYOR / COUNCILLOR .....**

## **Academic and Student Residence Development Grant Program**

WHEREAS, the proposed 2019 Development Charges (DC) By-law, inclusive of exemption policy, has been released for public input and consultation;

WHEREAS, the cost of providing the existing portfolio of discretionary DC exemptions exceeds the current capital financing plan allocation and the cost to maintain the existing discretionary DC exemption policy is forecasted at \$40 M annually of which the City current budgets approximately \$15 M annually;

WHEREAS, some academic institutions are established as Crown agents and a municipality is not able to enforce a Development Charge on academic space by those Crown agents;

WHEREAS, the 2019 Development Charges By-law is recommended to not provide an academic space exemption;

WHEREAS, student residences developed solely by a university, college of applied arts and technology or other accredited post-secondary institution is exempt from 50% of the applicable Development Charges until June 30, 2020 as currently recommended;

WHEREAS, in 2011, the Municipal Property Assessment Corporation (MPAC) confirmed that private schools that met the criteria for exemption prior to amendments in Bill 149, will continue to be exempt on the assessment roll, unless there has been an ownership change, a change in occupancy or a change in usage;

WHEREAS, educational institutions that are not defined as a public educational institution are not required to pay heads and beds; and,

WHEREAS, Council values and appreciates the contributions that academic institutions have on growth and prosperity and their support in achieving the City’s strategic vision of being “The Best Place to Raise a Child and Age Successfully”;

## THEREFORE BE IT RESOLVED:

That staff be directed to report back to the Audit, Finance & Administration Committee with options available to establish an academic and student residence (solely-owned by the academic institution) development grant program, with the following guidelines:

- (i) That staff only report on post-secondary non-profit universities which the Province of Ontario has authorized to offer degrees; and post-secondary universities which receive funding from the Province of Ontario (excluding Crown agents, for-profit institutions and trade institutions that are either for-profit or not-for-profit) that are located outside of the Downtown Hamilton Community Improvement Project Area (Downtown Hamilton CIPA);
- (ii) That consideration for the academic and student residence development grant program be predicated on financially sustainable funding principles and framework; and,
- (iii) That the student residence development grant program shall provide that projects receiving a Development Charge exemption will not be eligible for a development grant.

**CITY OF HAMILTON  
NOTICE OF MOTION**

**Audit, Finance & Administration Committee: May 16, 2019**

**MOVED BY COUNCILLOR B. CLARK.....**

**Access by Design Policy**

That the Manager of Corporate Records and Freedom of Information be directed to report back to Audit, Finance and Administration Committee on the development of a corporate wide Access by Design policy for the City of Hamilton to support the proactive disclosure of information/documents.