



City of Hamilton
GENERAL ISSUES COMMITTEE REVISED

Meeting #: 20-002(k)
Date: March 2, 2020
Time: 9:30 a.m.
Location: Council Chambers, Hamilton City Hall
71 Main Street West

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

	Pages
1. APPROVAL OF AGENDA	
2. DECLARATIONS OF INTEREST	
3. APPROVAL OF MINUTES OF PREVIOUS MEETING	
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4. COMMUNICATIONS	
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MOVED FROM ITEM 7.3

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7.2	Parking Fee Review (PED19238(a)) (City Wide)	61
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(Referred by the Planning Committee at its meeting of February 4, 2020)

*7.2.a	Parking Fee Review (PED19238(b)) (City Wide)	67
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7.3	* 2019 Assessment Growth (FCS20019) (City Wide)	
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MOVED TO ITEM 6.4.

*7.4	Under-Performing HSR Routes (PW20015) (City Wide)	69
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8. MOTIONS

9. NOTICES OF MOTION

10. PRIVATE & CONFIDENTIAL

11. ADJOURNMENT



**GENERAL ISSUES COMMITTEE
(2020 OPERATING BUDGET)
MINUTES 20-002(j)**

9:30 a.m.

Monday, February 24, 2020

Council Chambers

Hamilton City Hall

71 Main Street West

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

Absent: Councillor T. Whitehead – Personal

THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 1)

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

1. STAFF PRESENTATIONS (Item 6)
 - 6.1 2020 Budget Update

(Pauls/Pearson)

That the agenda for the February 24, 2020 General Issues Committee (Budget) meeting be approved, as amended.

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

YES - Ward 1 Councillor Maureen Wilson
YES - Ward 2 Councillor Jason Farr
YES - Ward 3 Councillor Nrinder Nann
YES - Ward 4 Councillor Sam Merulla
NOT PRESENT - Ward 5 Councillor Chad Collins
NOT PRESENT - Ward 6 Councillor Tom Jackson
YES - Ward 7 Councillor Esther Pauls
YES - Deputy Mayor - Ward 8 Councillor John-Paul Danko
YES - Mayor Fred Eisenberger
YES - Ward 15 Councillor Judi Partridge

NOT PRESENT - Ward 14 Councillor Terry Whitehead
 NOT PRESENT - Ward 13 Councillor Arlene VanderBeek
 NOT PRESENT - Ward 12 Councillor Lloyd Ferguson
 YES - Ward 11 Councillor Brenda Johnson
 YES - Ward 10 Councillor Maria Pearson
 YES - Ward 9 Councillor Brad Clark

(b) DECLARATIONS OF INTEREST (Item 2)

There were no declarations of interest.

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

(Nann/Partridge)

That the following General Issues Committee meeting minutes be approved, as presented:

- (i) February 7, 2020 (Item 3.1)
- (ii) February 10, 2020 (Item 3.2)
- (iii) February 13, 2020 (Item 3.3)

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

YES - Ward 1 Councillor Maureen Wilson
 YES - Ward 2 Councillor Jason Farr
 YES - Ward 3 Councillor Nrinder Nann
 YES - Ward 4 Councillor Sam Merulla
 NOT PRESENT - Ward 5 Councillor Chad Collins
 NOT PRESENT - Ward 6 Councillor Tom Jackson
 YES - Ward 7 Councillor Esther Pauls
 YES - Deputy Mayor - Ward 8 Councillor John-Paul Danko
 YES - Mayor Fred Eisenberger
 YES - Ward 15 Councillor Judi Partridge
 NOT PRESENT - Ward 14 Councillor Terry Whitehead
 NOT PRESENT - Ward 13 Councillor Arlene VanderBeek
 NOT PRESENT - Ward 12 Councillor Lloyd Ferguson
 YES - Ward 11 Councillor Brenda Johnson
 YES - Ward 10 Councillor Maria Pearson
 YES - Ward 9 Councillor Brad Clark

(d) COMMUNICATION ITEMS (Item 4)**(Nann/Wilson)**

That the following Communication Items be approved, ***as amended***, as follows:

- (i) Correspondence from Elizabeth McGuire, Disability Justice Network of Ontario, respecting Sidewalk Snow Removal (Item 4.1)

Recommendation: Be received ***and referred to staff for review and consideration when preparing the report back to the General Issues Committee respecting Sidewalk Snow Removal.***

- (ii) Correspondence from Beatrice Ekoko, Senior Program Manager, Environment Hamilton, respecting Sidewalk Snow Removal (Item 4.2)

Recommendation: Be received ***and referred to staff for review and consideration when preparing the report back to the General Issues Committee respecting Sidewalk Snow Removal.***

CARRIED**(d) STAFF PRESENTATIONS (Item 6)****(i) 2020 Budget Update (Item 6.1)**

Mike Zegarac, General Manager of Finance & Corporate Services, addressed Committee and provided a PowerPoint presentation respecting the 2020 Operating Budget update.

(Pearson/Clark)

That the presentation, respecting the 2020 budget update, be received.

CARRIED

A copy of the presentation is available on the City's web site at www.hamilton.ca or through the Office of the City Clerk.

(a) Amendments to the 2020 Operating Budget**(Collins/Merulla)**

That the following amendments to the 2020 Operating Budget be approved, as follows:

(i)	Healthy & Safe Communities	Elimination of Vacant Position (Recreation) (1.00 FTE)	(\$82,000)
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General Issues Committee (Budget)
Minutes 20-002(j)

February 24, 2020
Page 4 of 7

(ii)	Healthy & Safe Communities	Revised Scheduling	(\$24,000)
(iii)	Healthy & Safe Communities	Align Training and Conference Budget to 2019 Actuals	(\$20,000)
(iv)	Healthy & Safe Communities	Use of City Vehicles Reduction	(\$10,000)
(v)	Healthy & Safe Communities	Defer Increased Reserve Transfer to Hamilton Fire Department Vehicle and Equipment Reserve to 2021	(\$356,000)
(vi)	Healthy & Safe Communities	Align Contribution to Line of Duty Death Budget to Forecasted Levels	(\$300,000)
(vii)	Healthy & Safe Communities	Defer Increased Reserve Transfer to Hamilton Paramedic Services Vehicle and Equipment Reserve to 2021	(\$108,100)
(viii)	Healthy & Safe Communities	Request 100% Provincial Funding (Raccoon Rabies Outbreak Program)	(\$111,500)
(ix)	Public Works	Shift Optimization (Winter Control)	(\$125,000)
(x)	Public Works	TransCab Contract Savings	(\$130,000)
(xi)	Corporate Financials	10% Reduction of Advertising and Promotion Costs	(\$270,000)
(xii)	Corporate Financials	Provincial Offences Administration (POA) Automated Speed Enforcement	(\$130,000)
(xiii)	Corporate Financials	Provincial Cannabis Funding (OCLIF)	(\$292,000)
(xiv)	City Manager's Office	Cost Efficiencies via Review of 2019 Actuals	(\$20,000)
(xv)	Corporate Services	Cost Efficiencies via Review of 2019 Actuals	(\$69,100)
(xvi)	Corporate Services	Increases in Taxation Related and Miscellaneous Revenues	(\$43,000)
(xvii)	Planning & Ec. Dev.	Elimination of Vacant Position (Licensing By-Law Services) (1.00 FTE)	(\$77,400)
(xviii)	Planning & Ec. Dev.	Elimination of Vacant Position (Transportation Planning & Parking) (1.00 FTE)	(\$66,600)
(xix)	Planning & Ec. Dev.	Align to 2019 Actuals – Airport Lease	(\$250,000)

Result: Motion CARRIED by a vote of 12 to 0, as follows:

YES - Ward 1 Councillor Maureen Wilson
 YES - Ward 2 Councillor Jason Farr
 YES - Ward 3 Councillor Nrinder Nann
 YES - Ward 4 Councillor Sam Merulla
 YES - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 NOT PRESENT - Ward 7 Councillor Esther Pauls
 YES - Deputy Mayor - Ward 8 Councillor John-Paul Danko
 YES - Mayor Fred Eisenberger
 YES - Ward 15 Councillor Judi Partridge
 NOT PRESENT - Ward 14 Councillor Terry Whitehead
 NOT PRESENT - Ward 13 Councillor Arlene VanderBeek
 YES - Ward 12 Councillor Lloyd Ferguson
 NOT PRESENT - Ward 11 Councillor Brenda Johnson
 YES - Ward 10 Councillor Maria Pearson
 YES - Ward 9 Councillor Brad Clark

(ii) Operating Costs for the 5th Year of the 10-Year Transit Plan

(Collins/Ferguson)

That the \$990,000 operating costs for the 5th year of the 10-Year Transit Plan, be funded from the Tax Stabilization Reserve.

Result: Motion CARRIED by a vote of 11 to 1, as follows:

NO - Ward 1 Councillor Maureen Wilson
 YES - Ward 2 Councillor Jason Farr
 YES - Ward 3 Councillor Nrinder Nann
 YES - Ward 4 Councillor Sam Merulla
 YES - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 NOT PRESENT - Ward 7 Councillor Esther Pauls
 YES - Deputy Mayor - Ward 8 Councillor John-Paul Danko
 YES - Mayor Fred Eisenberger
 YES - Ward 15 Councillor Judi Partridge
 NOT PRESENT - Ward 14 Councillor Terry Whitehead
 NOT PRESENT - Ward 13 Councillor Arlene VanderBeek
 YES - Ward 12 Councillor Lloyd Ferguson
 NOT PRESENT - Ward 11 Councillor Brenda Johnson
 YES - Ward 10 Councillor Maria Pearson
 YES - Ward 9 Councillor Brad Clark

(iii) Winter Quality Maintenance Standards for Roads

(Wilson/Nann)

That staff be directed to review the winter quality maintenance standards for roads, through service level alignments to comparator municipalities, industry standards, best practices and legislative requirements and identify where the City exceeds those comparators along with the financial implications.

Result: Motion DEFEATED by a vote of 10 to 4, as follows:

YES - Ward 1 Councillor Maureen Wilson
 YES - Ward 2 Councillor Jason Farr
 YES - Ward 3 Councillor Nrinder Nann
 NO - Ward 4 Councillor Sam Merulla
 NO - Ward 5 Councillor Chad Collins
 NO - Ward 6 Councillor Tom Jackson
 NOT PRESENT - Ward 7 Councillor Esther Pauls
 YES - Deputy Mayor - Ward 8 Councillor John-Paul Danko
 NO - Mayor Fred Eisenberger
 NO - Ward 15 Councillor Judi Partridge
 NOT PRESENT - Ward 14 Councillor Terry Whitehead
 NO - Ward 13 Councillor Arlene VanderBeek
 NO - Ward 12 Councillor Lloyd Ferguson
 NO - Ward 11 Councillor Brenda Johnson
 NO - Ward 10 Councillor Maria Pearson
 NO - Ward 9 Councillor Brad Clark

(iv) List of Under-Performing HSR Routes

(Ferguson/Clark)

Staff be directed to report back during the 2020 budget process with a list of under-performing HSR routes.

Result: Motion CARRIED by a vote of 10 to 4, as follows:

NO - Ward 1 Councillor Maureen Wilson
 YES - Ward 2 Councillor Jason Farr
 NO - Ward 3 Councillor Nrinder Nann
 YES - Ward 4 Councillor Sam Merulla
 YES - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 NOT PRESENT - Ward 7 Councillor Esther Pauls
 NO - Deputy Mayor - Ward 8 Councillor John-Paul Danko
 NO - Mayor Fred Eisenberger
 YES - Ward 15 Councillor Judi Partridge

NOT PRESENT - Ward 14 Councillor Terry Whitehead
YES - Ward 13 Councillor Arlene VanderBeek
YES - Ward 12 Councillor Lloyd Ferguson
YES - Ward 11 Councillor Brenda Johnson
YES - Ward 10 Councillor Maria Pearson
YES - Ward 9 Councillor Brad Clark

(e) DISCUSSION ITEMS (Item 7)

**(i) Summary of Communications Team Functions (CM20003) (City Wide)
(Item 7.1)**

(Jackson/Collins)

That the Report CM20003, respecting the Summary of Communications Team Functions, be DEFERRED to the March 2, 2020 General Issues Committee budget process.

CARRIED

(f) ADJOURNMENT (Item 11)

(Ferguson/Pearson)

That, there being no further business, the General Issues Committee (Budget), be adjourned at 12:05 p.m.

CARRIED

Respectfully submitted,

Deputy Mayor J. P. Danko
Chair, General Issues Committee

Stephanie Paparella
Legislative Coordinator
Office of the City Clerk

4.1

February 11, 2020

Members of the General Issues Committee (GIC),

Re: Sidewalk Snow Removal Report PW19022(a)

While it is understood that Report PW19022(a), respecting Sidewalk Snow Removal, was written for Budget purposes, and given that “staff were asked to prepare a report that integrated an Equity, Diversity and Inclusion (EDI) framework”, the Advisory Committee for Persons with Disability (ACPD) feels that an important stakeholder (namely persons with disabilities) was forgotten in the consultation process.

Further, insufficient time was provided to request a Delegation to present at GIC when the Report was first presented.

ACPD respectfully requests that Council advise Staff to consult with ACPD regarding any further matters with respect to Sidewalk Snow Removal.

ACPD perennially discusses this matter, and feels they have much experiential knowledge and wisdom to offer.

Many thanks for considering this issue, and for your continued support.

Regards,

Members of the Advisory Committee for Persons with Disability
(ACPD)



Hamilton

2020 BUDGET UPDATE

GENERAL ISSUES COMMITTEE

Report FCS20001

March 2nd, 2020

2020 BUDGET AMENDMENTS

			Residential Impact
Preliminary Residential Tax Increase - Budget Book		\$48,217,460	5.0%
APPROVED AMENDMENTS:			
Total Approved Amendments		(10,129,760)	
PENDING AMENDMENTS:			
Planning & Economic Dev.	Parking fines and rates	(500,000)	
Capital Financing	Corporate Capital Financing	143,360	
Board & Agencies	Police Services Board: Capital Financing	(143,360)	
Board & Agencies	Police Services Board: Operating	569,020	
Board & Agencies	Grand River Conservation Authority	17,270	
Board & Agencies	MPAC	(6,710)	
Total Pending Amendments		79,580	
PROPOSED AMENDMENTS:			
All departments	Increased gapping targets	(450,000)	
Total Proposed Amendments		(450,000)	
TOTAL AMENDMENTS		(10,500,180)	(1.2%)
		\$37,717,280	3.8%
Updated Assessment Growth Impact (from 1.0% to 1.2%)			(0.2%)
Elimination of tax discount for vacant & excess lands subclass			(0.2%)
AVERAGE RESIDENTIAL MUNICIPAL TAX IMPACT			3.4%
AVERAGE RESIDENTIAL TOTAL TAX IMPACT (INCLUSIVE OF EDUCATION)			3.0%

6.2



Hamilton

**2020 PRELIMINARY TAX
OPERATING BUDGET
BUSINESS CASES**

GENERAL ISSUES COMMITTEE

March 2, 2020

2020 BUSINESS CASES

- **9 Business Cases**

DEPARTMENT	# OF ITEMS	2020 IMPACT		
		\$ GROSS	\$ NET	FTE
Planning & Economic Development	3	593,120	168,000	7.50
Healthy and Safe Communities	1	1,039,500	1,039,500	10.00
Public Works - Tax	2	424,270	(89,530)	6.70
City Manager	1	120,000	-	1.00
Corporate Services	2	206,950	-	2.00
TOTAL	9	\$ 2,383,840	\$ 1,117,970	27.20

- **Results in a 0.1% tax impact**

2

2020 BUSINESS CASES

#	DEPARTMENT	DETAILS	\$ GROSS	\$ NET	FTE
BC-01	Planning & Economic Development	Real Estate - Converting Contract Positions to Permanent	323,620	-	3.00
BC-02	Planning & Economic Development	By-Law Enforcement - Graffiti Management- Amended	168,000	168,000	3.50
BC-03	Planning & Economic Development	Animal Services - PED18004(b) Now Council Referred: Dec 11, 2019 Council Minutes 19-022	Council Referred	Council Referred	Council Referred
BC-04	Planning & Economic Development	Transportation Development Review – Converting Contract Position to Permanent	101,500	-	1.00
BC-05	Healthy and Safe Communities	Hamilton Paramedic Service Enhancement (Ambulance)	1,039,500	1,039,500	10.00

2020 BUSINESS CASES

#	DEPARTMENT	DETAILS	\$ GROSS	\$ NET	FTE
BC-06	Public Works - Tax	T.O.M - Converting Consultant Inspectors to In-house Permanent Technologist Inspector & Student Inspectors	284,270	(89,530)	4.40
BC-07	Public Works - Tax	Tim Horton's Field - Assistant Stadium Technicians to handle the addition of Forge FC Soccer games	140,000	-	2.30
BC-08	City Manager	HR - Return to Work Services Specialist (funded by Fire)	120,000	-	1.00
BC-09	Corporate Services	Payroll - Enhanced WSIB Payroll Processing Services	100,000	-	1.00
BC-10	Corporate Services	IT - Conversion of an FTE from Temporary to Permanent	106,950	-	1.00
TOTAL			\$2,383,840	\$1,117,970	27.20

6.3



Hamilton

**2020 PRELIMINARY TAX
OPERATING BUDGET
COUNCIL REFERRED ITEMS**

GENERAL ISSUES COMMITTEE

March 2, 2020

2020 COUNCIL REFERRED ITEMS

- Items previously considered at Council and referred to the budget process for further discussion.

DEPARTMENT	# OF ITEMS	2020 IMPACT		FTE
		\$ GROSS	\$ NET	
Planning & Economic Development	3	135,000	45,000	1.50
Healthy and Safe Communities	3*	781,340	743,340	14.00
Public Works - Tax	3*	30,000	30,000	-
City Manager	2	295,280	295,280	-
Corporate Services	1	-	-	-
Board and Agencies	1	145,000	145,000	-
TOTAL	13	\$ 1,386,620	\$ 1,258,620	15.50

- Results in a 0.1% tax impact.**

*Including one council referred item (CR-10) jointly submitted with City Manager

2

2020 COUNCIL REFERRED ITEMS

#	DEPARTMENT	DETAILS	\$ GROSS	\$ NET	FTE
CR-01	Planning & Economic Development	Cigarette Butt By-law Enforcement Officer (PED18154(a))	45,000	45,000	0.50
CR-02	Planning & Economic Development	Hess Village Paid Duty Policing (PED18081(a))	TBD	TBD	-
CR-03	Healthy and Safe Communities	10 Year Fire Service Delivery Plan	610,420	572,420	14.00
CR-04	Healthy and Safe Communities	Enhancement for CANUSA Funding	10,920	10,920	-
CR-05*	Public Works - Tax	Sidewalk Clearing Program - PW19022 (a) Option 1: Existing Service Option 2: Priority 1 and 2A Roadways - additional \$1.78 M *Option 3: City Wide Roadways - additional \$3.78 M	DEFERRED	DEFERRED	-

*Updated gross and net amounts post budget book

3

2020 COUNCIL REFERRED ITEMS

#	DEPARTMENT	DETAILS	\$ GROSS	\$ NET	FTE
CR-06*	Public Works - Tax	Snow Angels Program - PW19022 (a)	REMOVED	REMOVED	-
CR-07	City Manager	City Enrichment Fund – Concession BIA	2,730	2,730	-
CR-08*	City Manager	Implement Living Wage: Option 1 Non-Union PT Casuals: \$432,640 Option 2 Non-Union FT Summer Students: \$119,600 Option 3 Unionized Summer Students: \$325,420 One Instalment (Options 1, 2 and 3): \$877,660 *Three Year (2020 - 2022) Phase-In: \$292,550/year	292,550	292,550	-
CR-09	Corporate Services	Establish Climate Change Reserve for Sustainable Funding	TBD	TBD	-

*Updated gross and net amounts post budget book

4

2020 COUNCIL REFERRED ITEMS

POST BUDGET BOOK					
#	DEPARTMENT	DETAILS	\$ GROSS	\$ NET	FTE
CR-10	Healthy and Safe Communities & City Manager	Corporate Goals and Areas of Focus for Climate Change Mitigation and Adaptation	160,000	160,000	-
CR-11	Public Works - Tax	Ongoing care and maintenance of the Aviary and birds	30,000	30,000	-
CR-12	Board and Agencies	Parkdale Landing Library Mini Branch	145,000	145,000	-
CR-13	Planning & Economic Development	Animal Adoption Pilot Program	90,000	-	1.00
TOTAL			\$ 1,386,620	\$ 1,258,620	15.50



INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	March 2, 2020
SUBJECT/REPORT NO:	2019 Assessment Growth (FCS20019) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Gloria Rojas (905) 546-2424 Ext. 6247
SUBMITTED BY:	Mike Zegarac General Manager, Finance and Corporate Services Corporate Services Department
SIGNATURE:	

COUNCIL DIRECTION

N/A

INFORMATION

Assessment growth is the change in the assessment base due to new properties, deleted rolls, as well as changes in the assessment of existing properties. Positive net assessment growth from 2019 has a positive impact on 2020 taxation by generating additional property tax revenue.

The final 2019 net assessment growth used for 2020 taxation purposes is 1.2%, which is equivalent to approximately \$10.6 M in new tax revenue as shown in Table 1.

TABLE 1

2019 ASSESSMENT GROWTH

	(Gross/Net)	
Increases	\$ 11,878,100	1.3%
Decreases	\$ (1,243,300)	-0.1%
Total	\$ 10,634,800	1.2%

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

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

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

SUBJECT: 2019 Assessment Growth (FCS20019) (City Wide) – Page 2 of 7

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

TABLE 2**NET ASSESSMENT GROWTH 2015 - 2019**

	2015	2016	2017	2018	2019
Total	1.6%	0.7%	1.4%	1.2%	1.2%
Residential	1.3%	0.6%	1.3%	0.9%	1.1%
Non-Residential	0.3%	0.1%	0.1%	0.3%	0.1%

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

It is important to note that year-over-year increases in assessment that are related to the four-year phase-in reassessment cycle do not count as assessment growth and, therefore, do not result in additional tax revenue for the City.

Since each property class has its own specific tax ratio, some assessment changes have a larger impact on the net assessment growth than others. An assessment change on an industrial property (with a 2019 tax ratio of 3.3696) has a far greater impact on the net assessment growth than a similar assessment change on a residential property (with a tax ratio of 1.0000). As such, assessment reductions on a few properties (particularly in the industrial, large industrial and commercial property classes) can reduce the overall net assessment growth, regardless of large growth in the residential property class.

Table 3 breaks down the 2019 assessment growth into major property classes.

SUBJECT: 2019 Assessment Growth (FCS20019) (City Wide) – Page 3 of 7**TABLE 3****2019 TOTAL ASSESSMENT GROWTH
BY CLASS**

	Change in Unweighted Assessment	Change in Municipal Taxes	% Class Change	% of Total Change
Residential	\$ 1,010,370,800	\$ 9,788,000	1.6%	1.1%
Multi-Residential	\$ 3,395,700	\$ (167,400)	-0.2%	0.0%
Commercial	\$ 30,052,900	\$ 491,100	0.3%	0.1%
Industrial	\$ 11,476,700	\$ 232,500	0.6%	0.0%
Other	\$ 15,455,600	\$ 290,700	3.9%	0.0%
Total	\$ 1,070,751,600	\$ 10,634,800	1.2%	1.2%

Anomalies due to rounding

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

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

The change in unweighted assessment recorded in 2019 of \$1,071 M is in line with the strong construction activity in the City. The value of building permits has exceeded the \$1.0 B mark for eight consecutive years and reached a record of \$1.4 B in 2019. The value of building permits includes the construction value of Government / Institutional properties which are tax exempt and, therefore, will not result in additional revenue for the City.

Residential Property Class

The residential property class continues to have a strong building activity and remains the main driver of the assessment growth in the City with an increase of 1.6% from last year, which represents additional tax revenue of \$9.8 M. The residential property class contributed approximately 90% of the total assessment growth of 1.2%.

Ward 9 continues to be the area of the City with the largest year-over-year assessment growth (5.6%) with a large number of residential developments including single homes, townhouses and condos. Wards 10, 12 and 15 also continue to have significant residential assessment growth.

SUBJECT: 2019 Assessment Growth (FCS20019) (City Wide) – Page 4 of 7

Additional details of the residential property class assessment growth by ward can be found in Appendix “A” to Report FCS20019 “2019 Assessment Growth”.

Multi-Residential and New Multi-Residential Property Classes

Assessment changes in the multi-residential property class (combined) resulted in a net decline in municipal property taxes of \$167 K or -0.2% from the previous year. This is mostly the result of multi-residential properties being converted to condominiums. The negative effect of these conversions is partially mitigated by a new multi-residential high rise on Cannon Street East.

Conversions affect the tax revenue for the City since the property tax classification changes from multi-residential which has a tax ratio of 2.5671 to residential which has a tax ratio of 1.0000. In addition, although the newly converted condominiums are assessed at a higher value than the multi-residential units, the valuation is generally lower than comparable properties in the market.

The tax revenue from the multi-residential property class has also been affected negatively since 2017 when restrictions were imposed on the multi-residential property class preventing municipalities from increasing taxes beyond the 2016 level, effectively reducing the valuation and tax rate for the multi-residential property class. Therefore, any increases in the multi-residential property class are taxed at a lower rate than in previous years.

Commercial Property Class

During 2019, the commercial property class had a minimal net increase of 0.3% which represents \$0.5 M in additional tax revenue to the City, contributing 0.1% to the overall assessment growth. It is important to note that although there were a large number of assessment increases of approximately \$53 M, the commercial property class experienced a notable decrease in the assessment base due to appeals and requests for reconsiderations (RfR). The total assessment decrease was approximately \$23 M. Report FCS20019 will present a summary of some of the most significant changes, but details of the appeals will be brought for Council’s consideration in the “Annual Assessment Appeals as of December 31, 2019” report, scheduled for the spring of 2020.

Assessment increases in the commercial property class are partially driven by previously reported developments that have continued their expansion and have been occupied by new tenants. Some of these commercial developments include Winona Crossing Shopping Centre, Clappison Power Centre, Heritage Green Shopping Centre as well as the commercial plaza on Portia Drive (Ancaster). It is important to note that these developments are spread across the City reflecting commercial trends and community needs.

SUBJECT: 2019 Assessment Growth (FCS20019) (City Wide) – Page 5 of 7

Other assessment increases recorded in 2019 in the commercial property class include:

- Stryker in Flamborough (development in progress)
- Commercial plaza on Upper Sherman and Rymal in Hamilton (No Frills)
- New commercial / flex building in the Stoney Creek commercial park
- New warehouse in Stoney Creek
- New Medical Building in Ancaster
- Hamilton Volkswagen on Upper James, Hamilton
- Terra Greenhouse in Glanbrook
- Restoration projects in downtown Hamilton (Bread Bar, Prowind, Hifyre)
- New / Change of tenants in the Ancaster Industrial Park
- New / Change of tenants in the Hamilton Port Authority
- Renovations at The Keg on Upper James, Hamilton

In addition, there are a number of large pieces of land that are in the process of being developed and, therefore, are not fully taxable as of yet. Some examples are the L3 Wescam headquarters in Flamborough and a commercial plaza at Trinity Church and Rymal Road East (Hamilton).

As previously mentioned, notwithstanding all the expansions and new developments, the commercial property class has experienced a notable decrease in the assessment base. The main reason is the large number of appeals and RfR's that are being settled with significantly lower assessments. Some of the most notable appeals are:

- Flamborough Power Centre
- Smart Centres on Centennial Parkway
- Waterdown Supercentre
- Eastgate Shopping Mall
- Other commercial plazas across the City
- Commercial Warehouse in Stoney Creek
- Walmart
- Large office building downtown (1 King Street West)
- Medical building (part of former Chedoke Hospital)
- Hamilton Hyundai
- Lowe's

Industrial Property Class

The industrial property class had an overall assessment growth of 0.6% resulting in additional tax revenue of \$0.2 M.

SUBJECT: 2019 Assessment Growth (FCS20019) (City Wide) – Page 6 of 7

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

- Industrial lands on Nebo Road and Twenty Road (development in progress)
- New industrial lands on Tradewind Drive (converted from farm)
- New industrial mall in Dundas
- Bennet Mechanical Installations
- Nova Steel
- Green Relief Cannabis

As in 2018, most of the assessment decreases in the Industrial property class were due to reclassification from the industrial property class to the commercial property class and not from erosion of the assessment base.

Changes between Industrial and Commercial Property Class

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

Other Classes

The other classes (farmland awaiting development, pipelines, landfills, farm and managed forest) had a minimal increase of \$0.3 M in tax revenue. Due to low tax ratio of these classes, assessment increases do not result in significant tax revenue. Changes in these classes are also due to RfR and reclassifications from farmland awaiting development to residential, multi-residential or commercial. Overall, the changes in the other classes are not substantial and do not have a significant impact on the City's assessment growth.

Assessment Growth by Ward

Table 4 breaks down the 2019 assessment growth by Ward.

SUBJECT: 2019 Assessment Growth (FCS20019) (City Wide) – Page 7 of 7**TABLE 4****2019 TOTAL ASSESSMENT GROWTH
BY WARD**

	Change in Unweighted Assessment	Change in Municipal Taxes	% Ward Change	% of Total Change
Ward 1	\$ 39,331,700	\$ 454,200	0.8%	0.1%
Ward 2	\$ 87,666,100	\$ 818,600	1.4%	0.1%
Ward 3	\$ 16,882,600	\$ 178,500	0.4%	0.0%
Ward 4	\$ 7,244,900	\$ 38,600	0.1%	0.0%
Ward 5	\$ (13,488,800)	\$ (303,400)	-0.5%	0.0%
Ward 6	\$ 14,432,800	\$ 159,400	0.3%	0.0%
Ward 7	\$ 24,944,800	\$ 317,900	0.5%	0.0%
Ward 8	\$ 5,337,100	\$ 3,300	0.0%	0.0%
Ward 9	\$ 233,291,600	\$ 2,356,500	5.1%	0.3%
Ward 10	\$ 169,843,200	\$ 1,656,900	2.2%	0.2%
Ward 11	\$ 40,527,300	\$ 513,400	1.2%	0.1%
Ward 12	\$ 264,165,000	\$ 2,681,900	2.9%	0.3%
Ward 13	\$ 34,451,700	\$ 400,400	0.7%	0.0%
Ward 14	\$ (810,800)	\$ (60,600)	-0.1%	0.0%
Ward 15	\$ 146,932,400	\$ 1,419,400	2.4%	0.2%
Total	\$ 1,070,751,600	\$ 10,634,800	1.2%	1.2%

Anomalies due to rounding

Additional assessment growth tables by tax class and ward are available in Appendix "A" to Report FCS20019 "2019 Assessment Growth".

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report FCS20019 – 2019 Assessment Growth by Ward and Class

GR/dt

2019 RESIDENTIAL ASSESSMENT GROWTH BY WARD

	Change in Unweighted Assessment	Change in Municipal Taxes	% Ward Change ¹	% of Total Change
Ward 1	\$ 36,097,200	\$ 382,900	1.0%	0.1%
Ward 2	\$ 83,617,400	\$ 886,900	4.2%	0.1%
Ward 3	\$ 14,456,900	\$ 153,300	0.6%	0.0%
Ward 4	\$ 10,575,300	\$ 112,200	0.4%	0.0%
Ward 5	\$ 943,200	\$ 10,500	0.0%	0.0%
Ward 6	\$ 8,208,400	\$ 87,100	0.2%	0.0%
Ward 7	\$ 19,652,400	\$ 208,400	0.5%	0.0%
Ward 8	\$ 10,142,000	\$ 107,600	0.3%	0.0%
Ward 9	\$ 219,614,500	\$ 2,105,100	5.6%	0.3%
Ward 10	\$ 156,187,900	\$ 1,485,300	2.9%	0.2%
Ward 11	\$ 26,464,000	\$ 227,800	0.7%	0.0%
Ward 12	\$ 233,031,500	\$ 2,238,100	3.0%	0.4%
Ward 13	\$ 42,512,200	\$ 366,300	0.7%	0.1%
Ward 14	\$ 3,847,000	\$ 38,900	0.1%	0.0%
Ward 15	\$ 145,020,900	\$ 1,377,700	2.9%	0.2%
Total	\$ 1,010,370,800	\$ 9,788,000	1.6%	1.6%

¹ % change in respective property class

Anomalies due to rounding

**2019 MULTI-RESIDENTIAL ASSESSMENT GROWTH
BY WARD**

	Change in Unweighted Assessment	Change in Municipal Taxes	% Ward Change¹	% of Total Change
Ward 1	\$ 1,078,600	\$ 29,400	0.3%	0.0%
Ward 2	\$ 16,502,100	\$ 185,600	1.0%	0.2%
Ward 3	\$ (1,753,400)	\$ (64,300)	-1.0%	-0.1%
Ward 4	\$ (935,300)	\$ (25,500)	-0.6%	0.0%
Ward 5	\$ -	\$ -	0.0%	0.0%
Ward 6	\$ (300,000)	\$ (8,200)	-0.2%	0.0%
Ward 7	\$ -	\$ -	0.0%	0.0%
Ward 8	\$ (952,300)	\$ (25,900)	-0.8%	0.0%
Ward 9	\$ 368,300	\$ 4,300	0.6%	0.0%
Ward 10	\$ (8,346,500)	\$ (205,100)	-26.2%	-0.3%
Ward 11	\$ -	\$ -	0.0%	0.0%
Ward 12	\$ (2,140,200)	\$ (52,900)	-29.0%	-0.1%
Ward 13	\$ 513,100	\$ 12,600	0.4%	0.0%
Ward 14	\$ (638,800)	\$ (17,400)	-0.6%	0.0%
Ward 15	\$ -	\$ -	0.0%	0.0%
Total	\$ 3,395,700	\$ (167,400)	-0.2%	-0.4%

¹ % change in respective property class

Anomalies due to rounding

2019 COMMERCIAL ASSESSMENT GROWTH BY WARD

	Change in Unweighted Assessment	Change in Municipal Taxes	% Ward Change ¹	% of Total Change
Ward 1	\$ 2,155,900	\$ 41,900	0.6%	0.0%
Ward 2	\$ (12,931,300)	\$ (271,600)	-1.6%	-0.2%
Ward 3	\$ 3,840,700	\$ 78,200	0.8%	0.1%
Ward 4	\$ (2,433,000)	\$ (53,400)	-0.4%	0.0%
Ward 5	\$ (14,278,500)	\$ (298,800)	-1.8%	-0.2%
Ward 6	\$ 10,529,300	\$ 223,200	2.2%	0.1%
Ward 7	\$ 4,924,200	\$ 103,400	0.7%	0.1%
Ward 8	\$ (3,848,200)	\$ (78,300)	-0.8%	-0.1%
Ward 9	\$ 8,159,200	\$ 151,200	2.0%	0.1%
Ward 10	\$ 28,665,500	\$ 523,500	3.8%	0.3%
Ward 11	\$ 1,305,900	\$ 20,500	0.7%	0.0%
Ward 12	\$ 7,052,700	\$ 129,700	1.0%	0.1%
Ward 13	\$ (175,200)	\$ (2,900)	-0.1%	0.0%
Ward 14	\$ (3,900,600)	\$ (81,900)	-3.0%	-0.1%
Ward 15	\$ 986,500	\$ 6,500	0.1%	0.0%
Total	\$ 30,052,900	\$ 491,100	0.3%	0.3%

¹ % change in respective property class

Anomalies due to rounding

2019 INDUSTRIAL ASSESSMENT GROWTH BY WARD

	Change in Unweighted Assessment	Change in Municipal Taxes	% Ward Change ¹	% of Total Change
Ward 1	\$ -	\$ -	0.0%	0.0%
Ward 2	\$ 477,900	\$ 17,700	2.8%	0.0%
Ward 3	\$ 338,500	\$ 11,200	0.2%	0.0%
Ward 4	\$ 37,800	\$ 5,200	0.1%	0.0%
Ward 5	\$ (153,400)	\$ (15,000)	-0.6%	0.0%
Ward 6	\$ (4,093,500)	\$ (142,800)	-7.6%	-0.3%
Ward 7	\$ -	\$ -	0.0%	0.0%
Ward 8	\$ -	\$ -	0.0%	0.0%
Ward 9	\$ 4,570,500	\$ 95,300	40.8%	0.2%
Ward 10	\$ (6,923,700)	\$ (147,100)	-1.6%	-0.4%
Ward 11	\$ 9,757,100	\$ 196,900	4.8%	0.5%
Ward 12	\$ 8,686,900	\$ 216,500	6.7%	0.5%
Ward 13	\$ 1,546,500	\$ 39,100	3.0%	0.1%
Ward 14	\$ -	\$ -	0.0%	0.0%
Ward 15	\$ (2,767,900)	\$ (44,300)	-2.6%	-0.1%
Total	\$ 11,476,700	\$ 232,500	0.6%	0.6%

¹ % change in respective property class

Anomalies due to rounding



Hamilton

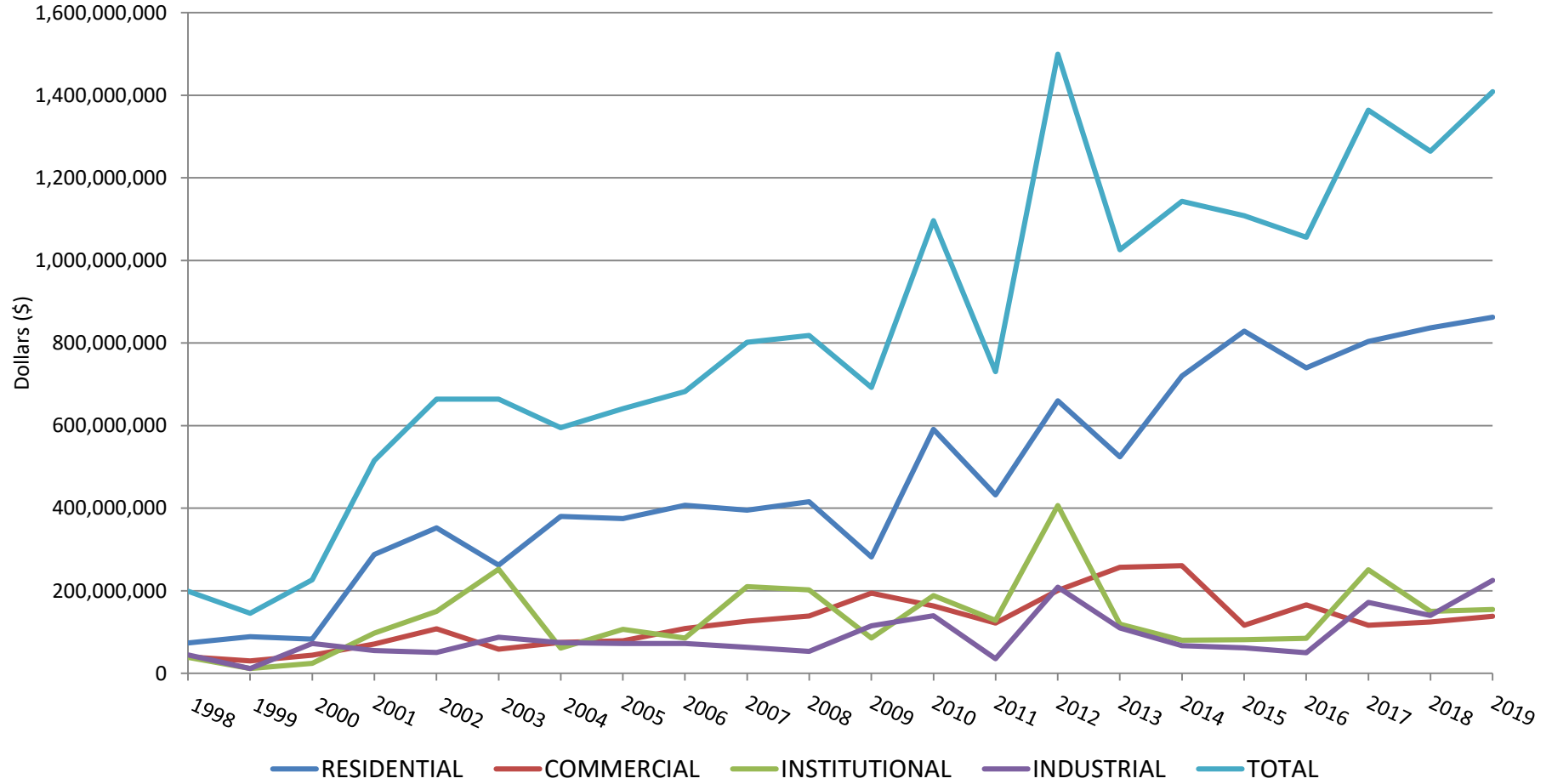
**2019 ASSESSMENT GROWTH
FCS20019**

GENERAL ISSUES COMMITTEE

March 2, 2020

Building Permit Activity

1998 - 2019



Residential vs. Non-Residential Growth

	2015	2016	2017	2018	2019
Total	1.6%	0.7%	1.4%	1.2%	1.2%
Residential	1.3%	0.6%	1.3%	0.9%	1.1%
Non-Residential	0.3%	0.1%	0.1%	0.3%	0.1%

- Continued reliance on the residential property class
- Assessment changes in non-residential properties have a larger impact on tax revenue
- Appeals in the commercial and industrial property classes are eroding the assessment base

2019 Assessment Growth

- 2019 recorded a net assessment growth of 1.2% or \$10.6 M in tax revenue

(Gross/Net)		
Increases	\$ 11,878,100	1.3%
Decreases	\$ (1,243,300)	-0.1%
Total	\$ 10,634,800	1.2%

- Includes new assessment, changes in assessment due to Request for Reconsiderations (RfR) and Appeals, as well as MPAC's proactive and ongoing reviews of key property sectors

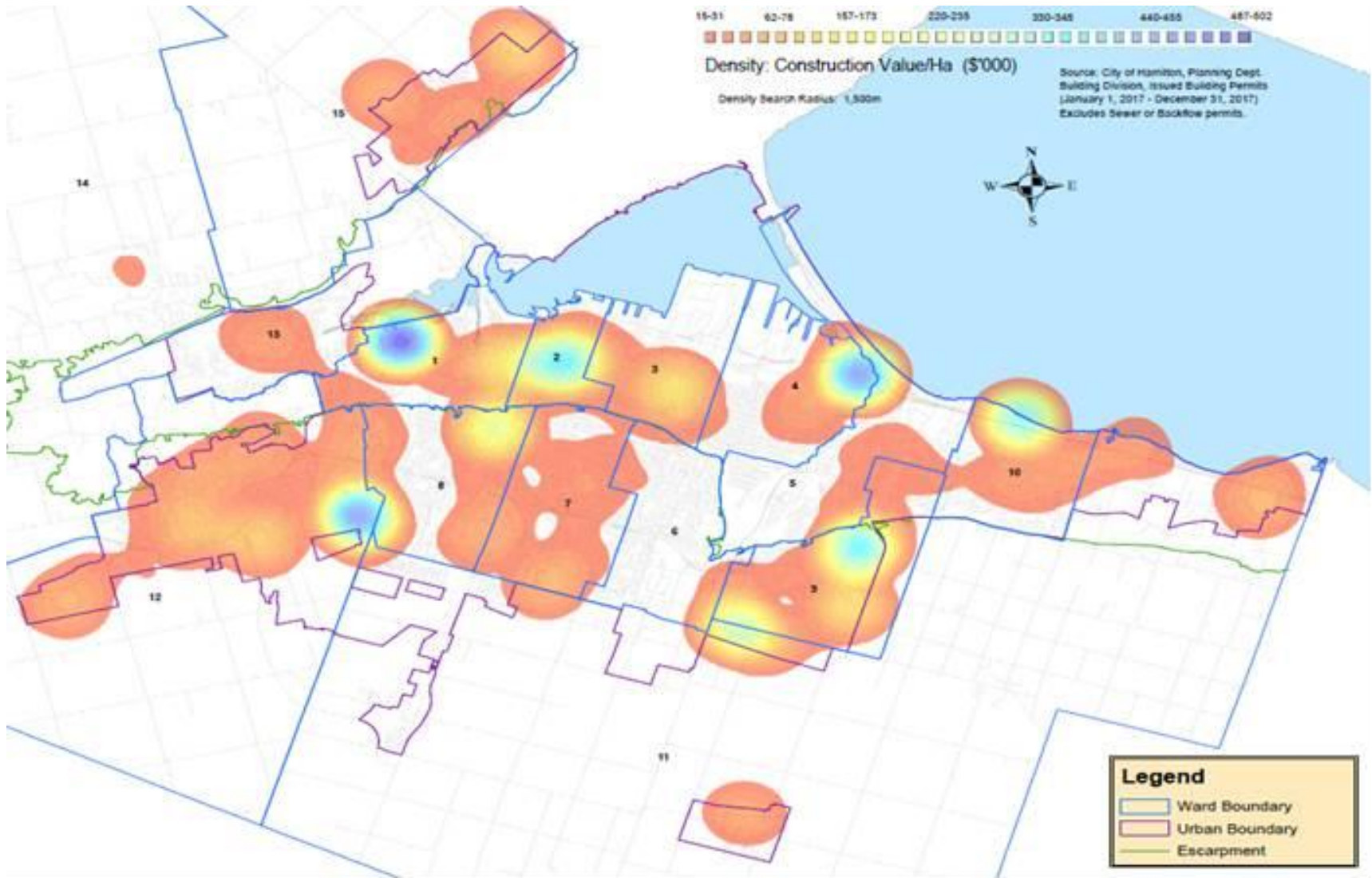
2019 Assessment Growth

	Gross Change in Unweighted Assessment	Net Change in Unweighted Assessment	Difference \$	Difference %
Residential	\$ 1,012,163,200	\$ 1,010,370,800	\$ (1,792,400)	0%
Multi-Residential	\$ 17,689,400	\$ 3,395,700	\$ (14,293,700)	-81%
Commercial	\$ 52,652,700	\$ 30,052,900	\$ (22,599,800)	-43%
Industrial	\$ 25,152,600	\$ 11,476,700	\$ (13,675,900)	-54%
Other	\$ 30,743,700	\$ 15,455,600	\$ (15,288,100)	-50%
Total	\$ 1,138,401,600	\$ 1,070,751,700	\$ (67,649,900)	-6%

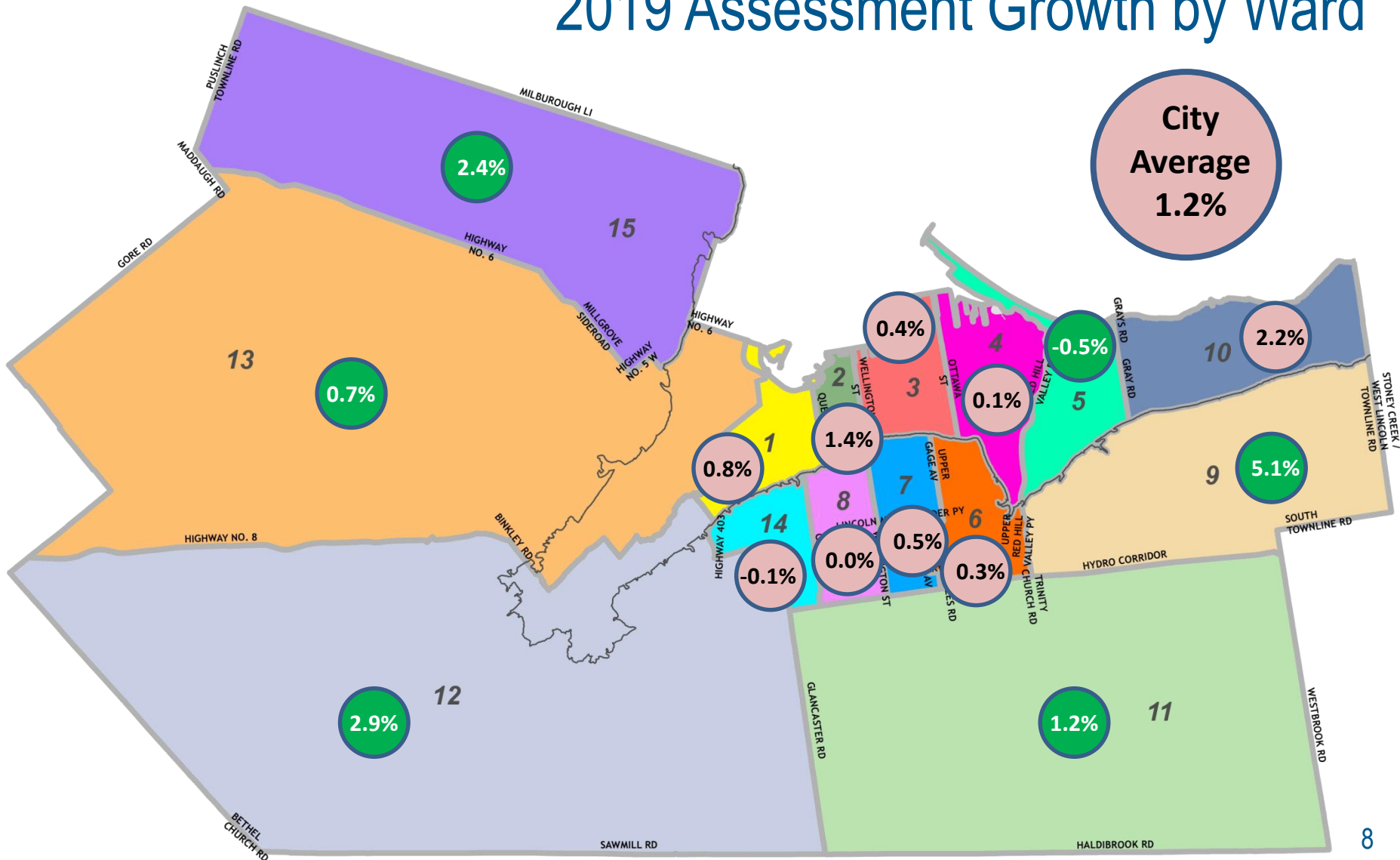
2019 Net Assessment Growth by Class

	Change in Unweighted Assessment	Change in Municipal Taxes	% Class Change	% of Total Change
Residential	\$ 1,010,370,800	\$ 9,788,000	1.6%	1.1%
Multi-Residential	\$ 3,395,700	\$ (167,400)	-0.2%	0.0%
Commercial	\$ 30,052,900	\$ 491,100	0.3%	0.1%
Industrial	\$ 11,476,700	\$ 232,500	0.6%	0.0%
Other	\$ 15,455,600	\$ 290,700	3.9%	0.0%
Total	\$ 1,070,751,600	\$ 10,634,800	1.2%	1.2%

The Residential property class continues to have a strong building activity and remains the main driver of the assessment growth in the City with an increase of 1.6% from last year, which represents additional tax revenue of \$9.8 M



2019 Assessment Growth by Ward



Residential vs. Non-Residential Growth

It's all about the tax ratio...

- \$1 million increase in residential assessment results in \$10,000 in additional taxes
- \$1 million increase in commercial assessment results in \$19,800 in additional taxes
- \$1 million increase in industrial assessment results in \$33,700 in additional taxes

	2019 RATIOS
RESIDENTIAL	1.0000
COMMERCIAL	1.9800
INDUSTRIAL	3.3696

Multi-Residential Property Class

- The Multi-Residential property class had a decrease of -\$167 k or -0.2%
- Mostly as a result of the conversion of multi-residential properties to residential condos.
- Conversions affect the tax revenue for the City since the property tax classification changes from Multi-Residential, which has a tax ratio of 2.5671 to Residential, which has a tax ratio of 1.0000.

Multi-Residential Property Class

- Provincial policy also restricts tax increases beyond the 2016 level resulting in increases in the Multi-Residential property class being taxed at a lower rate than in previous years
- No indication from the provincial government as to whether the policy will change in the upcoming years

Commercial Property Class

- During 2019 the Commercial property class had a net increase of 0.3% which represents \$0.5 M in additional tax revenue
- This class has been negatively affected by a significant number of appeals and request for reconsiderations. Net assessment growth for 2019 was \$30M

Commercial Property Class

- Assessment increase is partially driven by previously reported developments that have continued their expansion and have been occupied by new tenants
- Examples:
 - Winona Crossing Shopping Centre
 - Clappison Power Centre
 - Heritage Green Shopping Centre
 - The commercial plaza on Portia Drive (Ancaster)
- These developments are spread across the City reflecting commercial trends and community needs

Commercial Property Class

- Other assessment increases include:
 - Stryker (development in progress)
 - Commercial plaza on Upper Sherman & Ryman (NoFrills)
 - New commercial/flex building in the Stoney Creek commercial park
 - New warehouse in Stoney Creek
 - New Medical Building in Ancaster
 - Hamilton Volkswagen
 - Terra GreenHouse in Binbrook
 - Restoration projects in downtown Hamilton (James St. North)

Commercial Property Class

- Assessment appeals are causing a significant erosion of the assessment base. Some examples include:

Retail

- Flamborough Power Centre
- Eastgate
- Smart Centres on Centennial Parkway
- Waterdown Supercentre
- Other commercial plazas across the City
- Commercial Warehouse in Stoney Creek
- Walmart
- Hamilton Hyundai

Office
Building

- Large office building downtown (1 King St. W.)
- Medical building (part of former Chedoke Hospital)

Industrial Property Class

- The Industrial property class had a net assessment growth of 0.6% resulting in additional tax revenue of \$0.2 M.
- The decreases that are occurring (Approx. \$13 M) are mostly due to reclassification from the industrial property class to the commercial property class.

Industrial Property Class

Assessment increases include:

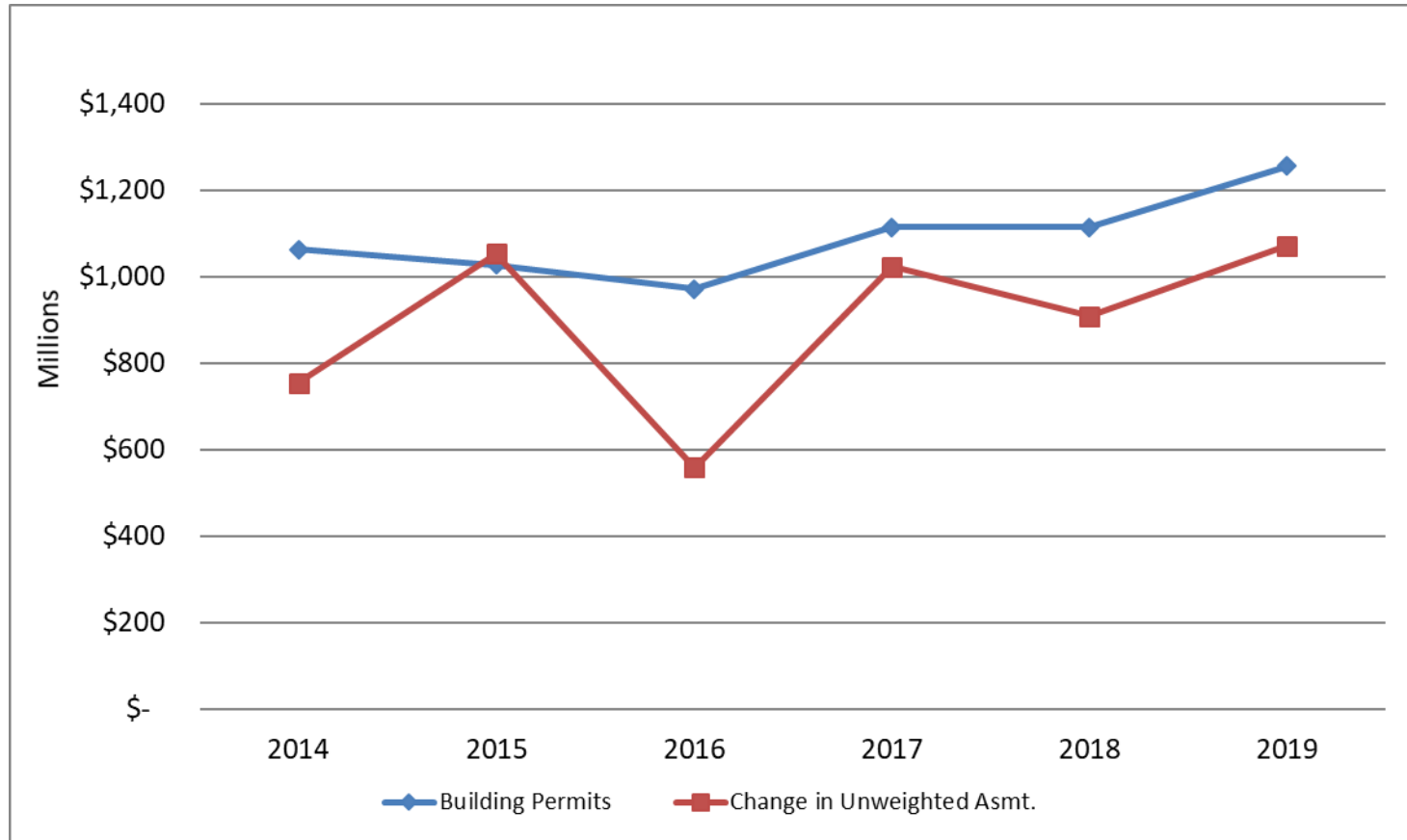
- Industrial lands on Nebo Rd. & Twenty Rd.
(development in progress)
- New industrial lands in the Ancaster Industrial Park
(vacant)
- New industrial mall in Dundas
- Bennet Mechanical Installations
- Nova Steel



Hamilton

VALUE OF BUILDING PERMITS VS. ASSESSMENT GROWTH

Assessment Growth vs. Value of Building Permits (*)



(*) Building permits are net of Government/Institutional construction value as they do not result in taxable assessment for the City.

Assessment Growth vs. Value of Building Permits (Cont'd)

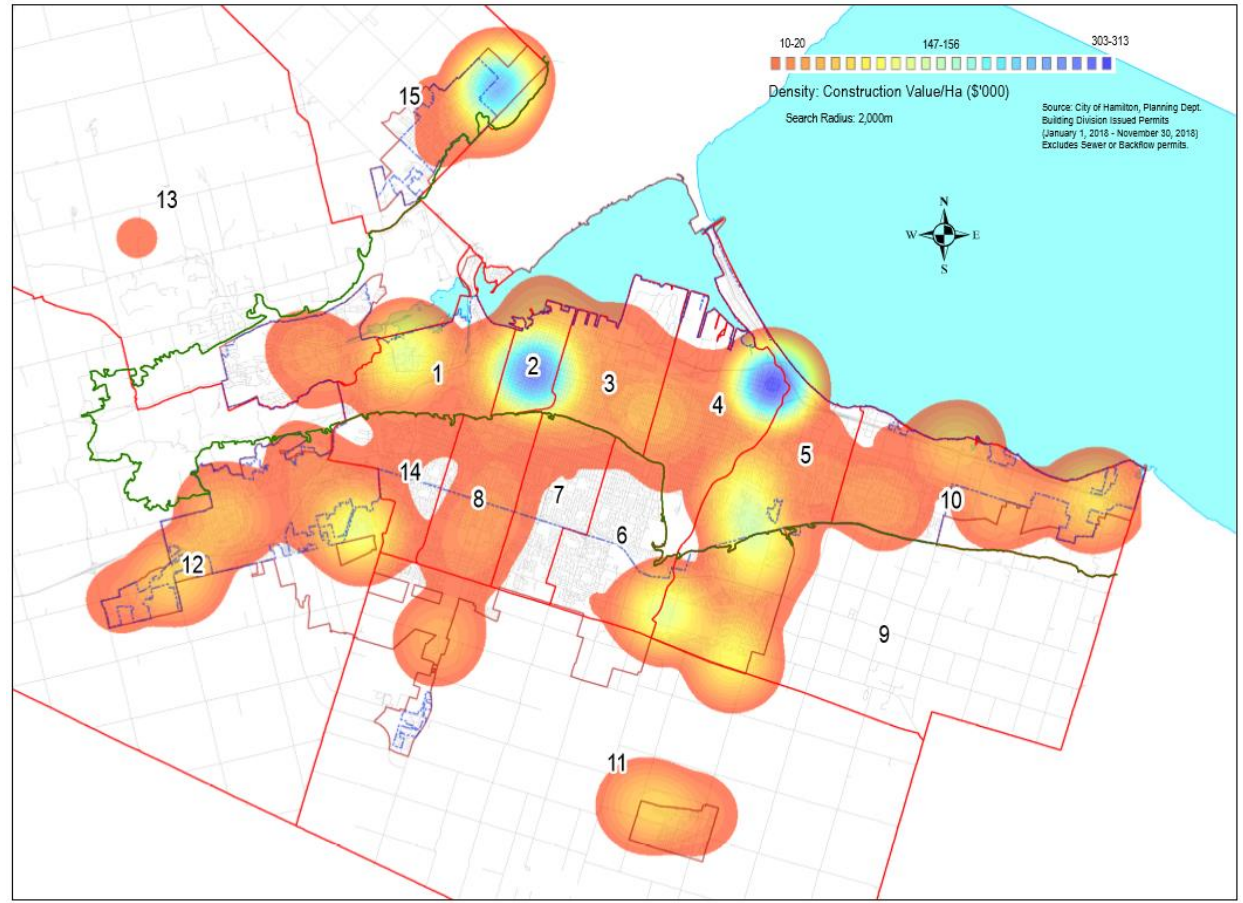
Property Type	Building Permit Value	Increase in Assessment	Assessment to Building Permit Ratio
Typical Subdivision House (Ancaster)	\$250,000	\$224,000	90%
Custom Built House (Ancaster)	\$3,070,000	\$2,190,000	71%
Apartment Building (Downtown)	\$7,936,110	\$10,164,000	128%
Hotel (Downtown)	\$6,983,000	\$10,531,000	151%
Industrial Building (Ancaster)	\$7,175,000	\$12,198,000	170%
Industrial Building (Waterdown)	\$12,256,750	\$11,662,000	95%
Industrial Building (Glanbrook)	\$26,601,700	\$20,095,500	76%
Hotel (Downtown)	\$30,215,000	\$14,347,500	47%
Institutional/Industrial Building (Hamilton)	\$55,000,000	\$15,366,000	28%
Industrial Building (Glanbrook)	\$85,531,933	\$34,406,000	40%

Assessment Growth vs. Value of Building Permits (Cont'd)

Property Type	Building Permit Year	MPAC Assessment	Assessment Effective Date	Taxes Received	Time Lag (Years)
Typical Subdivision House (Ancaster)	2013	2015	2015	2016	3
Custom Built House (Ancaster)	2012	2016	2015	2016	4
Apartment Building (Downtown)	2014	2015	2015	2016	2
Hotel (Downtown)	2011	2013	2012	2014	3
Industrial Building (Ancaster)	2012	2015	2014	2015	3
Industrial Building (Waterdown)	2017	2019	2019	2019	2
Industrial Building (Glanbrook)	2010	2012	2011	2012	2
Hotel (Downtown)	2012	2014	2014	2015	3
Institutional/Industrial Building (Hamilton)	2009	2016	2014	2014	5
Industrial Building (Glanbrook)	2012	2014	2014	2015	3

Building Permit Activity - 2019

Year	Construction Value
2009	\$692,402,386
2010	\$1,096,299,091
2011	\$731,019,287
2012	\$1,499,627,394
2013	\$1,025,785,000
2014	\$1,143,192,846
2015	\$1,108,192,846
2016	\$1,056,237,746
2017	\$1,364,145,418
2018	\$1,264,757,129
2019	\$1,408,521,764 / \$1,538,521,764



Building Permit Activity: Construction Value 2019

2020 Average Res. Assessment

	Average Residential Assessment	Asmt as % of City Average
Ward 1	\$ 412,500	108%
Ward 2	\$ 285,200	75%
Ward 3	\$ 223,100	59%
Ward 4	\$ 232,800	61%
Ward 5	\$ 312,700	82%
Ward 6	\$ 332,600	87%
Ward 7	\$ 337,700	89%
Ward 8	\$ 366,900	96%
Ward 9	\$ 392,900	103%
Ward 10	\$ 425,300	112%
Ward 11	\$ 401,800	106%
Ward 12	\$ 533,500	140%
Ward 13	\$ 484,300	127%
Ward 14	\$ 405,500	107%
Ward 15	\$ 532,300	140%

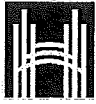
2020 Average City-wide Residential Assessment = \$380,300

2019 Average City-wide Residential Assessment = \$358,600



Hamilton

THANK YOU



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INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	February 24, 2020
SUBJECT/REPORT NO:	Summary of Communications Team Functions (CM20003) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	John Hertel
SUBMITTED BY:	John Hertel Director Strategic Partnerships and Communications
SIGNATURE:	

COUNCIL DIRECTION

At General Issues Committee Budget meeting January 29, 2020, Council requested a more detailed summary of roles and responsibilities within the Communications team.

INFORMATION

Communications is an enabling support to all the Divisions of the Corporation, communicating with the public and staff about City business, programs, services, and engagement opportunities through a variety of channels.

The Communications team supports all 70 of the City's services through a unique set of skills in four main categories; an organized, integrated approach to delivering services to the community and the corporation:

<ol style="list-style-type: none"> 1. Media relations and information 2. Marketing and Social Media 3. Graphic Design and Production 4. Digital Communication Operations 	Roles: The prime point of contact for all media relations, keeps the public informed through all media channels, develops & executes campaigns with operating departments, manages the City's digital channels. Seeks out savings through media buys, use of digital tools
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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: Summary of Communications Team Functions – February 24, 2020
(CM200003) (City Wide) - Page 2 of 4**

The City of Hamilton is a 24-hour, 7 day a week operation, as is the news cycle. The majority of staff including the Communications Officers, Social Media and Digital Communications Officers are available seven (7) days a week to provide timely public communications related to emergencies, closures, cancellations, roads and inclement weather events, urgent matters, etc. The strong media relationships that have been established through the team are very important to the City.

In the past, many of these resources were decentralized across the operating departments. Council approved Centralization of City Internal support Services (HUR17007/CM17012 /FCS170560), dated May 8, 2017, to gain consistency, efficiency, and standards across the corporation. Centralized media buying, for example, has resulted in a dramatic reduction in rates and better placements of ads in the appropriate media channel.

Many of these Communications deliverables would otherwise require contracting out to suppliers. Bringing the work in house for core projects is a cost-effective delivery method compared to outsourcing. For example, some of our operating groups used 3rd party suppliers to develop and maintain micro web sites for their Division. The Digital team developed a framework within Hamilton.ca to meet their needs and eliminate the costs for design, content management, and hosting.

Both digital and traditional media activity has continued to increase significantly in 2019, for example, there was a 42% increase in the number of campaigns and projects, continued growth across our digital platform followers, and Hamilton.ca enhancements that created \$35,000 in savings.

While the team has grown modestly through centralization, the incremental FTE's and their funding have mostly resulted from transfers of work, and in some cases people, from the operating groups. Much of this work was previously outsourced. By centralizing these resources, it has provided capacity through efficiencies that enabled additional work to be handled, and it has avoided additional staffing or outsourcing costs.

There are four (4) functional teams within the collective group, each reporting to the Director: Total current FTE = 24

<p>Communications Officer Team – 9 FTE</p> <p>Manager 1 - supports team, CMO and all departments:</p>	<p>Key responsibilities:</p> <p>Leads public communications on behalf of the corporation:</p> <ul style="list-style-type: none"> • Media relations • Issues management messaging and plans
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**SUBJECT: Summary of Communications Team Functions – February 24, 2020
(CM200003) (City Wide) - Page 3 of 4**

<ul style="list-style-type: none"> • 3 - supporting Healthy and Safe Communities (1 solely funded by the Province) • 1 - supporting Public Works • 2 - supporting PED • 1 - supporting the CMO and Corporate Services • 1 - Videographer – supports team and all departments 	<ul style="list-style-type: none"> • Emergency response communications • Public awareness campaigns • Event protocols and support • Media training • Internal communications; employee communications, support organizational changes, etc. • Video production to communicate with the public about City programs, services and initiatives
<p>Marketing & Social Media – 4*</p> <p>Senior Communications Officer – 1</p> <ul style="list-style-type: none"> • 1 - Media Buyer • 1 - Marketing Officer (moved from Recreation Division)1 • *1- Social Media and Marketing Coordinator – FTE and funding transferring to HSR 	<p>Key Responsibilities:</p> <ul style="list-style-type: none"> • Social Media & Marketing: Leads City's social media strategy, policy and disclaimer, brand and reputation management, marketing strategies, plans and tactics, logo/brand development • Management of City of Hamilton social media accounts (Twitter, Instagram, LinkedIn, YouTube) • Media Buyer: Management of centralized media buying program to achieve significant savings • Marketing Officer: Responsible for all marketing and outreach tactics for Recreation including Municipal Golf
<p>Graphic Design – 6</p> <p>Creative Design Lead – 1</p> <ul style="list-style-type: none"> • 5 - Graphic Designers (1 moved from Recreation and 1 funded by Waste & HSR vs. outsource) 	<p>Key Responsibilities:</p> <ul style="list-style-type: none"> • Supports communications efforts by developing creative and professionally designed materials for public and internal campaigns
<p>Digital Communications – 5</p> <p>Senior Digital Officer – 1</p> <ul style="list-style-type: none"> • 2- Digital Communications Officers • 2- Digital Media Administrator (1 incremental 	<p>Key Responsibilities:</p> <ul style="list-style-type: none"> • Ensuring that the City's suite of digital channels' presence is strategic, professional, and effective in reaching key audiences

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

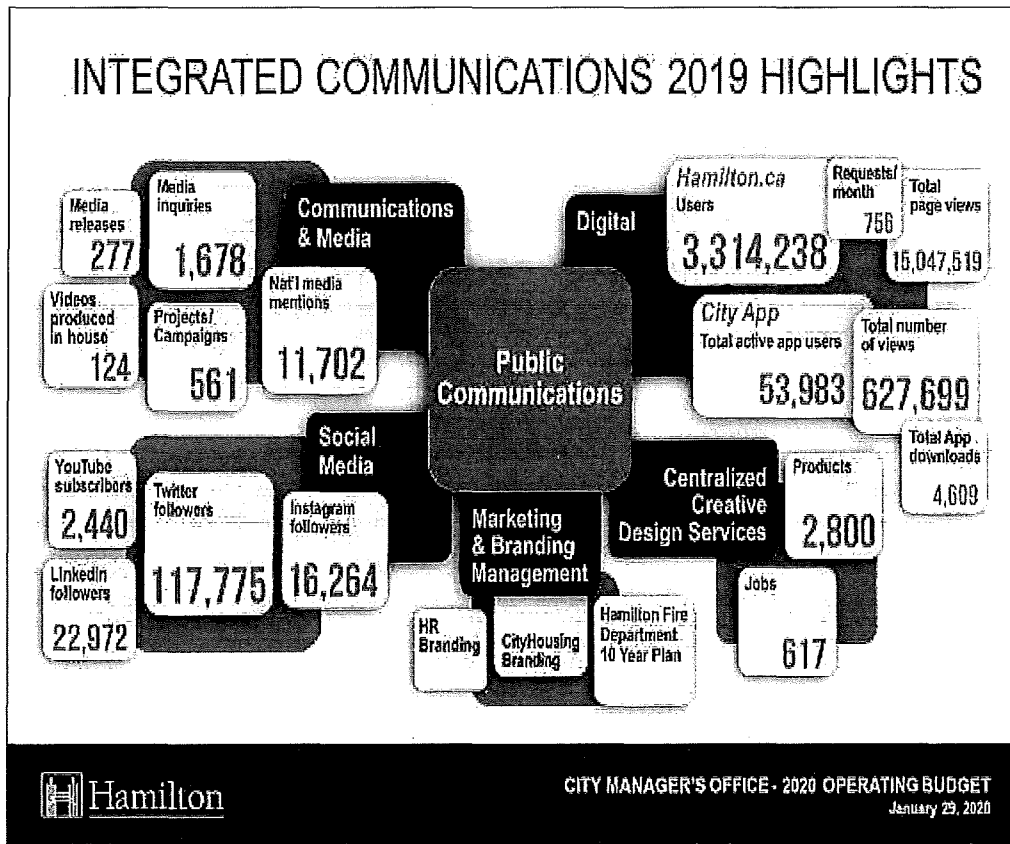
OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

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**SUBJECT: Summary of Communications Team Functions – February 24, 2020
(CM200003) (City Wide) - Page 4 of 4**

<p>FTE approved by Council in 2019 budget)</p>	<ul style="list-style-type: none"> Operational management of City’s digital channels: Hamilton.ca, CityApp, Open Data Portal, Public Engagement Portal, Intranet/ internal communications, Google Analytics program Each channel has its own plan of action and implementation roadmap including: standards and policies, KPIs, business, user and legislative requirements, continuity planning, vendor management/procurement
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The intentional move towards centralization and the use of digital media has resulted in a significant increase in the volume of work, and importantly, a higher level of integration of the effectiveness and approaches to communications, branding, and campaigns.



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INFORMATION REPORT

TO:	Chair and Members Planning Committee
COMMITTEE DATE:	February 4, 2020
SUBJECT/REPORT NO:	Parking Fee Review (PED19238(a)) (City Wide) (Outstanding Business List Item)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Allister McLveen (905) 546-2424 Ext. 5958
SUBMITTED BY:	Brian Hollingworth Director, Transportation Planning and Parking Planning and Economic Development Department
SIGNATURE:	

COUNCIL DIRECTION

At the November 19, 2019, Planning Committee, staff were directed to report back to Planning Committee on the following:

- (a) That the options of a \$0.25 and \$0.50 increase for on-street metered parking be referred to local Business Improvement Areas for feedback;
- (b) That staff report back to the Planning Committee with additional information related to increasing parking penalties to a level equal to comparator municipalities;
- (c) That staff report back to the Planning Committee with the net budget revenues associated with the increasing parking permit fees by \$5.00 and \$10.00 per month;
- (d) That staff report back to the Planning Committee following consultation with Hamilton schools and school boards regarding issues related to parking and stopping in front of schools; and,
- (e) That staff report back to the Planning Committee with information related to increasing Special Event Rates in line with privately operated lots.

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SUBJECT: Parking Fee Review (PED19238(a)) (City Wide) - Page 2 of 4**INFORMATION****On-Street Parking Meter Increase**

As presented in Report PED19238, in 2018, parking meters in Hamilton generated approximately \$2.4 M in gross revenue. It is estimated that a \$0.25 cent increase in hourly meter rates would result in a net increase in revenue of \$280 K per year, after accounting for a potential reduction in demand due to the price increase. A \$0.50 cent increase could generate additional revenues of \$560 K.

Staff met with the Business Improvement Areas' (BIA) representatives at their regularly scheduled meeting of December 10, 2019 to discuss the direction from Planning Committee to refer the options of a \$0.25 and \$0.50 increase for on-street metered parking to the local BIA for feedback. The consensus from the BIA representatives was that they were not in support of an increase at this time in on-street parking meter rates but would consider an increase in conjunction with the implementation of the mobile app for Pay-by-Phone parking (scheduled for June-July 2020). At the writing of this Report, staff has received three written responses upon their request for formal feedback. The BIA written responses to date are outlined in Appendix "A" attached to this Report.

Increasing Parking Penalties to a Level Equal to Comparator Municipalities

Parking penalties are used to encourage compliance and increases in penalties can lead to greater compliance.

Staff previously indicated that in applying an average increase in parking fines of \$1.00, the incremental revenue impacts were estimated at \$161 K annually. As outlined in Table 1, Parking Violations, an increase in the most common parking penalties to a level equal to comparator municipalities, ranging from \$1.00 to \$5.00, generates a revised increase in the estimated annual revenue to \$383,633.

Table 1 - Parking Violations

EXISTING FINE	PROPOSED FINE	MUNICIPAL AVERAGE	COMMON VIOLATION TYPES	ESTIMATED ADDITIONAL REVENUE
\$24.00	\$25.00	\$27.00	Expired Meter	\$28,629
\$29.00	\$30.00	\$30.00	Exceeding Time Limit	\$19,250
\$33.00	\$35.00	\$37.00/\$43.00	Signed No Parking Area, Alternate Side Parking	\$79,244
\$50.00	\$55.00	\$42.00	Unauthorized Parking Private/Municipal Property	\$134,080
\$75.00	\$80.00	\$65.00	Signed No Stopping Area	\$122,430
TOTAL POTENTIAL NEW REVENUE				\$383,633

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SUBJECT: Parking Fee Review (PED19238(a)) (City Wide) - Page 3 of 4

At the Planning Committee meeting of November 19, 2019 questions were raised regarding the misuse of Accessibility Parking Permits (APP). The permits are issued by the Province and enforced by the Municipality. Clarity on eligibility requirements and rules for APP usage is outlined in Appendix "B" attached to this Report.

Hamilton's current fine for illegally parking in an accessible space is \$350. However, fraudulent use of an accessible parking permit, whether it is forged, altered, expired or somebody else's, is a separate provincial offence, and if found to be the case, Enforcement Officers can take away the permit and charge the driver with a fine up to \$5,000 and the person who the permit was issued to will no longer have access to his/her permit.

Increasing Parking Permit fees by \$5.00 and \$10.00 per Month

As indicated in Report PED19238, an increase in all monthly permit fees by \$10 per month, is estimated to generate a net annual increase in revenue of \$306 K based on monthly permits issued. An increase of \$5.00 per month is estimated to generate a net annual increase of \$153 K.

The estimated financial impact to City Departments whose employees qualify for permit parking and for City-owned vehicles for a \$5.00 and \$10.00 increase is \$24,180 and \$48,360 respectively. Table 2 – Monthly Permits, is a high-level summary of existing monthly permit holders.

Table 2 – Monthly Permits

Type of Permit	TOTAL
City Department Paid	403
City Employees (self-paid)	575
Police Subsidized	19
General Public	1052
Companies	324
TOTAL	2373

Parking and Stopping in Front of Schools

The current City of Hamilton Parking Bylaw No. 01-218, being a bylaw to regulate on-street parking does not make any differences in the penalty amounts for stopping and parking violations that typically occur near schools, creating localized traffic congestion and safety concerns for parents and students.

Staff have requested to be put on the agendas for the Hamilton-Wentworth District School Board (HWDSB) Liaison Committee and the Hamilton-Wentworth Catholic District School Board (HWCDSB) Liaison Committee in early 2020 to discuss parking

SUBJECT: Parking Fee Review (PED19238(a)) (City Wide) - Page 4 of 4

and stopping issues adjacent to schools, and possible solutions, including an increase in penalty amounts for stopping and parking violations.

Special Event Rates

Special event parking rates in City of Hamilton municipal lots are adjusted by staff based on the reservation of space, and not per regular operational hours and fees. With few exceptions, a special event fee of \$10.00 is utilized.

For the most part, private parking facility owners utilize their established day, weekend or evening rates and do not adjust based upon most typical special events occurring in the downtown areas. A review, of a number, of comparable municipalities provided a range of special event fees from \$5.50 to \$10.00 per event. The City of Niagara Falls implements a \$25.00 parking fee for their New Year's Eve special event activities.

As this Report addresses the issue of increasing parking fees, on the Planning Committee Outstanding Business List, it is appropriate to be identified as complete and can be removed from the list.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" - Written Feedback from the BIAs

Appendix "B" - Eligibility Requirements and Rules for Accessibility Parking Permits Usage

AM:BH:cr

Written Feedback from BIAs

International Village:

Our board met this morning and we are not in support of an increase to parking rates Unless the parking app is unveiled at the same time. It's hard enough getting people down to our BIAs to shop when they have to pay for parking, especially when the convenience of paying for that parking is non-existent.

Dundas Board of Management:

- We suggest peer municipalities in our area for comparison, other areas where our customers shop, within southern Ontario, remove out of province municipalities from the peer group comparison to give those reviewing a clearer overview;
- As small business owners we are in constant competition with big box and malls that have free parking;
- We request a preferred rate at BIA parking meters to encourage shoppers to stay longer in BIA areas;
- Removing cities from outside of Ontario lowers the parking average below \$1.50;
- A \$0.25 cent increase is higher than the rate of inflation over the past three years, may we have an explanation as to why the City wants to drive business out of the downtown cores into the suburbs;
- \$0.25 cents is approximately a 15% increase, \$0.50 cents is a 30% increase in parking, what is the justification in these increase amounts?;
- Neither increase is beneficial to us or to the people shopping in our communities;
- Keep the hours of enforcement in Dundas as they currently exist, Monday to Friday 9 a.m. to 6 p.m. free parking on Saturday and Sunday; and,
- The Dundas BIA is not in favour of raising parking fines.

Concession Street BIA:

- Parking rates were already adjusted on June 1, 2017 from \$1.00 to \$1.50/hour;
- As small business owners, we are in constant competition with big box, strip malls and large shopping centres that offer free parking;
- Neither the \$0.25 cent or \$0.50 cent increase is beneficial to the Concession BIA or to the people shopping in our area. To date, we have seen no changes or improvements with pay by app or pay by credit card implemented by the City in our BIA to justify this rate increase;
- We request a preferred rate for BIA parking meters so we can offer an advantage/perceived value to our shopping corridors. This will act not only to encourage shoppers to stay longer in BIA areas but will also attract potential new businesses to set up shop on our areas; and,
- The Concession BIA is not in favour of raising parking rates at this time without any changes to our current model or methods for customers to pay for meter parking.

Eligibility Requirements and Rules for Accessibility Parking Permits Usage

Eligibility

To qualify for Accessibility Parking Permits (APP), the individual must be certified by an APP program recognized health practitioner as having one or more of the following conditions:

- Cannot walk without assistance of another person or a brace, cane, crutch, a lower limb prosthetic device or similar assistive device or who requires the assistance of a wheelchair;
- Suffers from lung disease to such an extent that forced expiratory volume in one second is less than one litre;
- Portable oxygen is a medical necessity;
- Cardiovascular disease impairment classified as Class III or Class IV to standards accepted by the American Heart Association or Class III or IV according to the Canadian Cardiovascular Standard;
- Severely limited in the ability to walk due to an arthritic, neurological, musculoskeletal or orthopaedic condition;
- Visual acuity is 20/200 or poorer in the better eye with or without corrective lenses or whose greatest diameter of the field of vision in both eyes is 20 degrees or less;
- Condition(s) or functional impairment that severely limits his or her mobility; and,
- Licensed physician, chiropractor, nurse practitioner (extended class), physiotherapist or occupational therapist must certify the applicant's condition on the permit application.

A licensed physician, chiropractor, registered nurse practitioner (extended class), physiotherapist or occupational therapist, chiropodist or podiatrist must certify the applicant's condition on the permit application.

Permanent permit is valid for five years; temporary permits are issued when the disability is expected to last more than two months to a maximum of 12 months.

Permit Holder Rules

Permit must be displayed on the dashboard or sun visor of the car you are travelling in so the permit number and expiry date is clearly visible.

(P) means that the person who is the permit holder can be a passenger only.

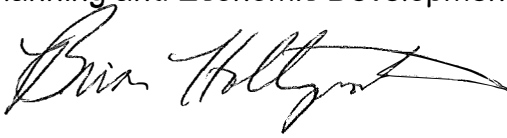
(P/D) means that the person who is the permit holder can be a passenger or driver.

Only the person named on the permit can use it to park in an accessible parking space. The permit must be returned to a ServiceOntario centre when the person named on the permit is either deceased, the holder is no longer a person with an eligible health condition, the permit contains incorrect information, or the permit is cancelled. If another person uses the permit, it can result in fines of up to \$5,000 and the permit may be seized.



Hamilton

INFORMATION REPORT

TO:	Mayor and Members City Council
DATE:	February 28, 2020
SUBJECT:	Financial Impacts of Parking Rate Increases (PED19238(b))
WARD(S) AFFECTED:	City Wide
SUBMITTED BY:	Brian Hollingworth Director, Transportation Planning and Parking Planning and Economic Development Department
SIGNATURE:	

On November 19, 2019, Report PED19238 provided a preliminary estimate of the revenue impacts of increases in on-street meter rates, off-street parking rates, weekend parking payment, parking penalties and modified parking lot operations. This Report was followed by an Information Update on November 27, 2019 which provided additional information on off-street parking rates. On February 4, 2020, Report PED19238(a) provided a more detailed assessment of some of the potential fee and rate increases, as well as initial feedback on consultation with the BIAs.

The purpose of this Information Update is to provide a consolidated summary of the potential parking rate increases and associated revenue impacts contained in those reports. This summary was requested of staff at the General Issues Committee meeting on February 24, 2020.

Category	Scenario	Net Revenue Impacts (Annual)
On-street meter rates	25 cent increase	\$280 K
	50 cent increase	\$560 K
	Weekend Parking Payment	\$40 K

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SUBJECT: Financial Impacts of Parking Rate Increases (City Wide) - Page 2 of 2

Category	Scenario	Net Revenue Impacts (Annual)
Off-street parking rates	Increase to \$3/hr and \$12/day in downtown parkades and lots	\$376 K
	\$10/month increase in monthly permits	\$306 K
Parking Penalties	Increase parking penalties to a level equal to comparator municipalities	\$383 K

The above estimates reflect the annual impacts. It is estimated that for 2020, most of the changes could be implemented with a three-month lead time.

If you have any questions regarding the above, please contact Brian Hollingworth at Ext. 2953 or via e-mail.

APPENDICES AND SCHEDULES ATTACHED

N/A

BH:cr



INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	March 2, 2020
SUBJECT/REPORT NO:	Under-Performing HSR Routes (PW20015) (City Wide) (Outstanding Business List Item)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Debbie Dalle Vedove (905) 546-2424 Ext. 1860
SUBMITTED BY:	Debbie Dalle Vedove Director, Transit Public Works Department
SIGNATURE:	

COUNCIL DIRECTION

At the February 24, 2020 General Issues Committee Budget meeting a motion was passed that staff be directed to report back during the 2020 budget process with a list of under-performing HSR routes.

INFORMATION

Detailed information regarding under-performing HSR routes is attached as Appendix “A” to Report PW20015 and also includes the Council approved service standards in the local 10-year strategy. Appendix “B” attached to Report PW20015 includes measures relative to how identified underperforming routes are performing against the approved service standards. Finally, Appendix “C” attached to Report PW20015 outlines a breakdown of possible service reductions on the low performing routes and other adjustments that could be made to reduce operating costs.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report PW20015 – Council Approved Service Standards
 Appendix “B” to Report PW20015 – Service Standards Application
 Appendix “C” to Report PW20015 – Budget Mitigation Options

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HSR Service Standards			
Coverage	Weekday	Saturday	Sunday
System Wide Minimum	90% of residents / workplaces within Urban Transit Area to be within 400 metres of Weekday Peak service.		
Span (Start of trip)			
Weekday	Saturday	Sunday	
Route Maximum	5:00 AM – 2:00 AM	5:00 AM – 2:00 AM	6:00 AM – 12:00 AM
Frequency (Time between buses)			
Weekday Peak / Non-Peak/ Evening	Saturday AM / Day / Evening	Sunday AM / Day / Evening	
Route Minimum	30 / 30 / 60	30 / 30 / 60	30 / 30 / 60
Productivity (Boardings per Service Hour)			
Weekday Peak / Non-Peak/ Evening	Saturday AM / Day / Evening	Sunday AM / Day / Evening	
Route Minimum	25 / 15 / 15	15 / 15 / 15	15 / 15 / 15
Loading (Expressed as Percentage of Seated Capacity)			
Weekday Peak / Non-Peak/ Evening	Saturday AM / Day / Evening	Sunday AM / Day / Evening	
Route Maximum	125 / 100 / 100	100 / 100 / 100	100 / 100 / 100

WARD	Route	Frequency (minimum time btwn buses (mins))																		Productivity (minimum boardings per serv. hr.)									Service Standard						Coverage (system wide minimum)		
		Wkdy						Sat						Sun						Wkdy			Sat			Sun			Wkdy			Sat			Sun		
		30	30	60	30	30	60	30	30	60	30	30	60	25	15	15	15	15	15	15	125	100	100	100	100	100	5AM to 2AM	5AM to 2AM	6AM to 12AM	90% of res./workpl. within UTA within 400m of service							
2,3,4	3-Cannon	☑	☑	☑	☑	☑	☑	☑	☑	☑	n/a	☑	☑	☒	☑	☑	☒	☑	☑	n/a	☑	☑	☑	☑	☑	☑	☑	☑	☑	44,587 population within 400m of route stops							
2,3,4,5	4-Bayfront	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	39,505 population within 400m of route stops							
1,2	6-Aberdeen	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☒	☒	☒	☒	☒	☒	☒	☑	☑	☑	☑	☑	☑	☑	☑	☑	25,896 population within 400m of route stops							
1,2	7-Locke	☑	☑	☑	☑	☑	☑	☑	☑	n/a	☒	☒	☒	☒	☒	☒	☒	☒	☒	n/a	☑	☑	☑	☑	☑	☑	☑	☑	☑	24,594 population within 400m of route stops							
1,2	8-York	☑	☑	☑	☑	☑	☑	☑	☑	n/a	☒	☒	☒	☒	☒	☒	☒	☒	☒	n/a	☑	☑	☑	☑	☑	☑	☑	☑	☑	18,822 population within 400m of route stops							
1,2	9-Rock Gardens	n/a	n/a	n/a	n/a	n/a	n/a	☒	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	☒	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	☑	does not contribute to coverage standard							
9,4,5	11-Parkdale	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☒	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	24,466 population within 400m of route stops							
3	12-Wentworth	☑	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	☒	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Analysis yet to be completed						☑	n/a	n/a	19,907 population within 400m of route stops							
12	16-Ancaster	☑	☒	n/a	☒	☒	n/a	n/a	n/a	n/a	n/a	☒	☒	☒	☒	☒	☒	n/a	n/a	n/a	☑	☑	☑	☑	☑	☑	☑	☑	n/a	14,712 population within 400m of route stops							
15	18-Waterdown	☑	☑	n/a	☑	☑	n/a	n/a	n/a	n/a	n/a	☒	☒	☒	☒	☒	☒	n/a	n/a	n/a	☑	☑	☑	☑	☑	☑	☑	☑	n/a	12,770 population within 400m of route stops							
6,7	42-Mohawk East	☒	☒	n/a	☒	☒	n/a	☒	☒	n/a	n/a	☒	☒	n/a	☒	☒	n/a	☒	☒	n/a	☑	☑	☑	☑	☑	☑	☑	☑	☑	15,223 population within 400m of route stops							
1,13	52A-Dundas Loc.	☒	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	☒	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	☑	☑	☑	☑	☑	☑	☑	n/a	n/a	8,245 population within 400m of route stops							
5,10	55-St. Creek Cent.	☑	☑	☑	☑	☑	n/a	☑	n/a	☑	☑	☑	☑	☒	☒	☑	☑	☑	n/a	☒	n/a	☑	☑	☑	☑	☑	☑	☑	☑	☑	22,361 population within 400m of route stops						
5	56-Centennial	n/a	n/a	n/a	n/a	☒	n/a	n/a	☒	n/a	n/a	n/a	n/a	n/a	☒	n/a	n/a	☒	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	☑	☑	5,323 population within 400m of route stops								
5,10	58-St. Creek Loc.	☑	☑	☑	n/a	☑	☑	n/a	☑	n/a	☒	☒	☒	☒	n/a	☒	☒	n/a	☒	n/a	☑	☑	☑	☑	☑	☑	☑	☑	☑	11,907 population within 400m of route stops							
2	99-Waterfront	☑	☑	n/a	n/a	☑	n/a	n/a	☑	n/a	☒	☒	n/a	n/a	☑	n/a	n/a	☑	n/a	n/a	☑	☑	☑	☑	☑	☑	☑	☑	☑	does not contribute to coverage standard							

Legend	
n/a	not applicable (bus does not operate during defined period)
☒	does not meet standard in defined period
☑	meets or exceeds standard

2020 Budget Mitigation - Under Performing Route				26-Nov-19										
Route	Recommendation	Rationale	Hours	Annualized Savings Non-Peak 2020	Non Peak Savings at Fall Board Implementation	Non Peak Savings at Summer Board Implementation	Annualized Savings Peak 2020	Peak Savings at Fall Board Implementation	Peak Savings at Summer Board Implementation	Annualized Total Savings	Fall Implementation Total Savings	Summer Implementation Total Savings	Comments	Customer Impact
1	(WD) Adjust frequency to 15mins at 7pm eb from GO Station.	Introduction of B line from 7pm to 10pm adds capacity to corridor	725	\$58,373	\$18,746	\$29,855				\$58,373	\$18,746	\$29,855	This is not an unperforming time period, however, introduction of extended B line service between 7pm and 9pm in Fall 2019 will offset the need for 10 minute King service and will support the change.	average wait +2 min.
3	(M to SA) Reduce span to have last depart at 10pm eb	Route underperforming to standard	689	\$55,532	\$18,010	\$28,561				\$55,532	\$18,010	\$28,561	Frequency drops from 30 minutes to 1 hour during this period and the lone bus on route after 10 pm operates below 10 boardings/hour in the westerly direction and between 10 and 14 boardings per/hour in the easterly direction. (Service standard = 15 boardings per hour)	average wait +15 min.
3	(WD) Eliminate first eb trips on keys 1, 2, and 3 starting them at Reid/Dunsmere instead	Route underperforming to standard	441	\$35,531	\$11,411	\$18,173				\$35,531	\$11,411	\$18,173	The first 3 eb trips operate with an average of 3.5 boardings per bus.	EB service starts 1h later
3	(SA) Eliminate first eb trips on keys 1 and 2 starting them at Reid/Dunsmere instead	Route underperforming to standard	97	\$7,793	\$2,644	\$4,113				\$7,793	\$2,644	\$4,113	The first 2 eb tips operate with an average of 2.2 boardings per bus.	EB service starts 1h later
3	(SA) Adjust frequency to 30 minutes during the day, to match Weekday base	Lower demand than WD base	399	\$32,147	\$10,909	\$16,969				\$32,147	\$10,909	\$16,969	The route is operating just above the service standard of 15 boardings/hour at 15.75 boardings/hour and could support a reduction in frequency based on current demand.	average wait +5 min.
4	(SU) 4-1 end at 11:10pm, (SU) 4 2 end at 11:02pm - span reduction to 10pm eb depart	Route underperforming to standard	183	\$14,744	\$4,911	\$7,857				\$14,744	\$4,911	\$7,857	Frequency drops from 30 minutes to 1 hour after 9pm and after 10pm the route operates with one bus and at 10.4 boardings per hour.	average wait +15 min.
4	(SU) Eliminate first eb trips on keys 1 and 3 starting them at Mt Albion. Reduced frequency until 8am	Route underperforming to standard	114	\$9,172	\$3,055	\$4,887				\$9,172	\$3,055	\$4,887	The first 3 eb trips operate with an average of 6.2 boardings per bus. Eliminating 2 of 3 trips would set frequency back to one hour for the first hour of the day and could achieve the boarding service standard with 18 boardings per bus.	EB service starts 40 min. later; average wait +15 min.
5	(SA) Adjust frequency to 12 minutes (36 min. on tails), 6a to 9p; allocate r'tic to 5A/C	Addition of B Line provides west end coverage, east end underperforming	2,340	\$188,534	\$63,975	\$99,516				\$188,534	\$63,975	\$99,516	This is not an unperforming time period, however, a 2 min reduction from 10 min truck frequency to 12 min truck frequency and a 6 min tail reduction could be handle demand across the route were r'tic buses to be allocated to route (approx 10 more boardings per hour per bus with a capacity increase of 18 additional seats on an r'tic)	average wait on trunk +1 min. and on tails +3 min.
5	(SU) Adjust frequency to 12 minutes (36 min. on tails), 9a to 6p	East end underperforming; r'tics will accommodate west end	1,647	\$132,699	\$44,195	\$70,711				\$132,699	\$44,195	\$70,711	Same as above.	average wait on trunk +1 min. and on tails +3 min.
6	(SU) 6-1 end at 10:52pm - span reduction to 10pm wb depart	Route underperforming to standard	122	\$9,830	\$3,274	\$5,238				\$9,830	\$3,274	\$5,238	Frequency drops to one hour after 5pm. After 10pm less than 3 boardings are taking place per hour.	service ends 2h earlier
7 and 8	(WD) 6-1 end at 10:15pm, (SA) 6-2 end at 9:35pm. Only route 6 after 10pm	Route underperforming to standard	1,168	\$94,109	\$30,520	\$48,401				\$94,109	\$30,520	\$48,401	Route 7 operates once per hour in the identified periods and has less than 2 boardings per hour during these periods. Route 8 operates once per hour in the identified periods and has less than 1 boarding per hour during these periods. Similar treatment on interlined routes occurs on Sunday night as well.	service ends 3h earlier
9	(SU) Reduce span by 2 hours	Route underperforming to standard	48	\$3,867	\$1,288	\$2,061				\$3,867	\$1,288	\$2,061	Less than 2 boardings per hour are taking place on trips after 5pm. The route does not meet service standard in any period but has one trip midday that approx 10 boardings take place.	service ends 2h earlier
11	(SA) change start time on key 2 to 7:19am VP, and (SU) key 2 to 7:17am VP. Reduced frequency until 7am	Route underperforming to standard	169	\$13,656	\$4,588	\$7,245				\$13,656	\$4,588	\$7,245	Less than 6 boardings per hour take place on the identified key during the time period on Saturdays and less than 3 boardings per hour take place on the identified key during the time period on Sundays. Route frequency would drop from 30 minutes to one hour for the first trip of each day and service standard would be achieved on the one operating bus on Saturday morning during the period. The one operating bus on Sunday morning would continue to not achieve the standard with approx 8 boardings per hour.	average wait +15 min.

Route	Recommendation	Rationale	Hours	Annualized Savings Non-Peak 2020	Non Peak Savings at Fall Board Implementation	Non Peak Savings at Summer Board Implementation	Annualized Savings Peak 2020	Peak Savings at Fall Board Implementation	Peak Savings at Summer Board Implementation	Annualized Total Savings	Fall Implementation Total Savings	Summer Implementation Total Savings	Comments	Customer Impact
16	(SA) end service at 6:10pm w/ trip - span reduction	Route underperforming to standard	208	\$16,759	\$5,687	\$8,846				\$16,759	\$5,687	\$8,846	Currently operating at approx 6 boardings per hour during period. Standard = 15	service ends 4h earlier
18	(WD) Reduce span with final trips arriving at ALGO at key 1 - 6:52p, 2 - 7:12p, 3 - 7:42p	Route underperforming to standard	907	\$73,093	\$23,474	\$37,384				\$73,093	\$23,474	\$37,384	Currently operating at less than 8 boardings per hour during period. Standard = 15	service ends 1h earlier; average wait +22 min.
18	(SA) Reduce span with final trips arriving at ALGO at key 1 - 7:15p, 2 - 7:10p, 3 - 6:45p, 4 - 7:00p	Route underperforming to standard	312	\$25,138	\$8,530	\$13,269				\$25,138	\$8,530	\$13,269	Currently operating at less than 3 boardings per hour during period. Standard = 15	service ends 1.5h earlier; average wait +22 min.
33	(WD) 33-1 end at 10:34pm, 33-2 (SU) end at 10:46pm - span reduction to 10pm sb depart	Route underperforming to standard	626	\$50,437	\$16,198	\$25,796				\$50,437	\$16,198	\$25,796	(WD) route operates just above standard during this period but demand could be handled by one bus. (SU) route operates below 9 boardings per hour during period. Standard = 15	service ends 3h earlier
34	(WD) Reduce frequency to 1 hour at 10:15pm sb depart. 34-1 ends at 10:22p	Route underperforming to standard	504	\$40,607	\$13,041	\$20,769				\$40,607	\$13,041	\$20,769	(WD) route operates just below standard during this period @ 14 boardings per hour. One bus could handle demand and potentially meet standard.	average wait on trunk +15 min. and on tails +30 min.
35	(SU) change start time on key 1 to 6am MCTM, key 2 to 5:59am SEVI	Route underperforming to standard	57	\$4,587	\$1,528	\$2,444				\$4,587	\$1,528	\$2,444	Annual boardings on keys averaged 7 and 5 customers respectively during the identified period.	service starts 30 min. later
42	Eliminate route - all periods	Grossly underperforming to standard in all periods	3,989				\$409,224	\$104,690	\$166,273	\$409,224	\$104,690	\$166,273	Grossly underproductive and is achieving less than 5 boardings per hour during off peak (standard = 15) and less than 15 boardings per hour in peak periods (standard = 25). During summer the route fails to achieve 5 boardings per hour in any period. 75% of the route operates over top of existing routes. 87% of annual activity is taking place at stops on existing routes and only 5.5% of annual activity is taking place at the Arena which was the intended destination of purpose for the route. Pilot that was never removed when it underperformed.	no service at Mohawk 4 Ice Centre
99	Eliminate route - all periods	2018 = 27,000+ boardings. No fares. Service area available by 2 routes. Takes away fares from other routes.	848				\$87,037	\$0	\$0	\$87,037	\$0	\$0	The route meets productivity service standards, however it is provided with no return on investment. A regular fare charge could produce approx \$50,000 in revenue to offset costs or the route could be eliminate as productivity on routes 4 and 20 show a slight decline during the summer months (potentially shifting to no cost offering) and could support the additional demand should it be removed.	no free Summer service between Downtown and Waterfront; 2 other routes available
Drop off	Eliminate Mountain/West End drop off for all day types and operate only one drop off	Over resourced based on demand. Consider using driver shuttle for remaining drop off	465	\$37,459	\$12,202	\$19,380				\$37,459	\$12,202	\$19,380	Not customer based	no customer impact
Festival	Require fare payment for Peach Festival Shuttle customers	Estimated 16,000 boardings in 2018 at avg fare of \$1.90 = potential lost revenue to offset service	264	\$21,299	\$0	\$21,299				\$21,299	\$0	\$21,299	Approx 10,000 shuttle boardings took place in 2019. At an average customer cost of \$1.90, revenue of approx. \$19,000 could be produced to offset cost of service.	fare payment required
Holiday	Service 4 (Christmas) on New Years Day, Family Day and Good Friday	Closures and limited demand	2,036	\$164,041	\$0	\$0				\$164,041	\$0	\$0	Customer demand on these 3 stat holidays drops approx 40% compared to normal Sunday demand which is currently offered.	service ends 3h earlier
Holiday	Alternative delivery model for Boxing Day - 1, 2, 21, 25, 26, 41 and 43 on SA schedule all others on SU schedule	Over resourced on routes that do not have major shopping centers	402	\$32,389	\$32,389	\$32,389				\$32,389	\$32,389	\$32,389	Customer demand on Boxing day is equivalent to demand on a normal Sunday. The routes identified represent 56% of the total demand on this holiday.	majority of routes converted to Sunday sched.
Holiday	Alternative delivery model for Thanksgiving - end Service 3 (SU) at 10pm	Closures and limited demand	77	\$6,204	\$6,204	\$6,204				\$6,204	\$6,204	\$6,204	Customer demand on this stat holiday drops approx 40% compared to normal Sunday demand and only 6.5% of existing demand is taking place after the hour 10pm	service ends 2h earlier
ScEx	Extra 7010 eliminated for Fall 2019	No longer required based on Fall enhancements	459	\$36,949	\$36,949	\$36,949				\$36,949	\$36,949	\$36,949	Completed	none
ScEx	Eliminate Part B - 7054, Part C - 7061, Part B and C - 7004, Part B - 7014	Added capacity through Mohawk College based on Fall 2019 enhancements	688	\$55,423	\$55,423	\$55,423				\$55,423	\$55,423	\$55,423	School extra pieces could be re-aligned. Identified ones are those that have redundancy with regular routes that could handle demand.	some students may be required to transfer
	Total		19,984	\$1,220,370	\$429,148	\$623,738	\$496,262	\$104,690	\$166,273	\$1,716,632	\$533,838	\$790,011		