



City of Hamilton
GENERAL ISSUES COMMITTEE
REVISED

Meeting #: 20-019
Date: October 6, 2021
Time: 9:30 a.m.
Location: Due to the COVID-19 and the Closure of City Hall (CC)

All electronic meetings can be viewed at:

City's Website:
<https://www.hamilton.ca/council-committee/council-committee-meetings/meetings-and-agendas>

City's YouTube Channel:
<https://www.youtube.com/user/InsideCityofHamilton> or Cable 14

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

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. September 22, 2021

5. COMMUNICATIONS

*5.1. Correspondence from Darlene Wesley, ACORN, respecting the Tax Increment Grants reports

Recommendation: To be received, and referred to Items 10.7 to 10.11, for consideration.

- *5.2. Correspondence from ACORN Hamilton, respecting the Tax Increment Grants reports

Recommendation: To be received, and referred to Items 10.7 to 10.11, for consideration.

6. DELEGATION REQUESTS

- *6.1. Delegation Request, Elizabeth Ellis, ACORN, respecting the Tax Increment Grants reports (for today's meeting)
- *6.2. Delegation Request, Karl Andrus, Hamilton Community Benefits Network, respecting the 2022 Budget Guidelines, Outlook and Process (for today's meeting)
- *6.3. Delegation Request, K.W. Campol, respecting the Tax Increment Grants reports (for today's meeting)
- *6.4. Delegation Request, Veronica Gonzalez, ACORN, respecting the Tax Increment Grants reports (for today's meeting) (

Video Submission

7. CONSENT ITEMS

8. STAFF PRESENTATIONS

- 8.1. COVID-19 Verbal Update
- 8.2. CityLab Pilot Update (CM21009) (City Wide)
- *8.3. 2022 Budget Guidelines, Outlook and Process (FCS210957(a)) (City Wide)

9. PUBLIC HEARINGS / DELEGATIONS

- 9.1. Louis Frapporti, Hamilton100 Commonwealth Bid Committee, respecting the 2030 Commonwealth Games (no copy)

10. DISCUSSION ITEMS

- 10.1. Election Expense Reserve Needs Related to Consideration of Internet Voting for the 2026 Municipal Election (FCS20081(a)) (City Wide)
- 10.2. Scope of Work and Project Activity Plan: Public Engagement Policy and Administrative Framework (CM21011) (City Wide)
- 10.3. Code of Conduct for Boards and Committees - Integrity Commissioner Work Plan (FCS21081) (City Wide)

- 10.4. 2020 Municipal Tax Competitiveness Study (FCS21083) (City Wide)
- 10.5. Disaster Mitigation and Adaptation Fund (DMAF) Intake Two (FCS21090) (City Wide)
- 10.6. Capital Projects Work-in-Progress Review Sub-Committee Report 21-003 - September 27, 2021
- 10.7. Barton Kenilworth Tax Increment Grant - 675-681 Barton Street East, Hamilton (PED21182) (Ward 3)
- 10.8. Hamilton Tax Increment Grant - 571-575 King Street East and 6-8 Steven Street, Hamilton (PED21183) (Ward 3)
- 10.9. Hamilton Tax Increment Grant - 408-414 King Street East and 4 Victoria Avenue South, Hamilton (PED21184) (Ward 3)
- 10.10. Hamilton Tax Increment Grant - 152-154 James Street North and 4-6 Cannon Street East, Hamilton (PED21185) (Ward 2)
- 10.11. Barton Kenilworth Tax Increment Grant - 289-293 Kenilworth Avenue North, Hamilton (PED21193) (Ward 4)
- *10.12. 2022 Municipal Election Voting Technology Procurement (FCS21094) (City Wide)

11. MOTIONS

12. NOTICES OF MOTION

13. GENERAL INFORMATION / OTHER BUSINESS

14. PRIVATE AND CONFIDENTIAL

- 14.1. Hamilton Wentworth District School Board Property Located at 630-640 Rymal Road East, Hamilton (PED21131(a)) (Ward 7)

Pursuant to Section 9.1, Sub-section (c) of the City's Procedural By-law 21-021 and Section 239(2), Sub-section (c) of the *Ontario Municipal Act*, 2001, as amended, as the subject matter pertains to a proposed or pending acquisition or disposition of land by the municipality or local board.

- 14.2. Hamilton-Wentworth District School Board Property located at 20 Lake Avenue South, Stoney Creek (PED21132(a)) (Ward 5)

Pursuant to Section 9.1, Sub-section (c) of the City's Procedural By-law 21-021 and Section 239(2), Sub-section (c) of the *Ontario Municipal Act*, 2001, as amended, as the subject matter pertains to a proposed or pending acquisition or disposition of land by the municipality or local board.

- *14.3. Closed Session Minutes - September 22, 2021

15. ADJOURNMENT



GENERAL ISSUES COMMITTEE MINUTES 21-018

9:30 a.m.

September 22, 2021

Due to COVID-19 and the closure of City Hall, this meeting was held virtually.

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

Absent: Councillor T. Whitehead – Leave of Absence
Councillor C. Collins – Personal

THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:

1. Equity, Diversity and Inclusion Framework (HUR19019(b)) (City Wide) (Item 8.1)

(Nann/Eisenberger)

- (a) That the Senior Leadership Team be directed to implement the following:
 - (i) Equity, Diversity, and Inclusion (EDI) Framework, as outlined in Appendix “A” attached to Report HUR19019(b);
 - (ii) EDI Roadmap and Implementation Plan, as outlined in Appendix “B” attached to Report HUR19019(b); and,
 - (iii) Ensure their respective staff are required to attend the mandatory training, outlined in Recommendation (b,) to be delivered to Council members, the Senior Leadership Team, all Supervisor and above employees, and Union Executive Leadership in 2022 and 2023, in accordance with the timelines outlined in Appendix “C” to Report HUR19019(b);

- (b) That Human Resources staff be directed to source suitable training from an external provider(s) on Equity, Diversity, and Inclusion, relating to such elements including, but not limited, to anti-racism,

anti-oppression, unconscious bias, and inclusionary best practices as outlined in Appendix "D" attached to Report HUR19019(b);

- (c) That an amount not to exceed \$200,000, to be funded from Tax Stabilization Reserve Account #110046, to facilitate the Equity, Diversity and Inclusion 2022 and 2023 training and continued consultant organizational and leadership assessments, be approved; and,
- (d) ***That the equivalent of three (3) FTEs (a Senior Project Manager, full-time permanent; an EDI Business Partner, full-time permanent; and, a Training Coordinator, temporary full-time for a two-year period), to be added to the Human Resources Division, to provide the necessary resources and structure to support the Equity, Diversity, and Inclusion Roadmap and Implementation Plan, at a an estimated cost of \$396,870.14 annually, be approved and to be funded through the Tax Stabilization Reserve for 2021 and incorporated into the City Manager's 2022 Operating Maintenance budget;***
- (e) That Human Resources staff be directed to source options for systems/process enhancements to support Diversity and Inclusion data metric dashboard requirements;
- (f) That staff be directed to revise the Equity, Diversity, and Inclusion (EDI) Toolkit to ensure alignment with the EDI Framework and Implementation Plan and introduce as a staff resource in 2022;
- (g) That staff be directed to report back to the General Issues Committee by December 31, 2022 with a status update respecting the Equity, Diversity and Inclusion Roadmap and Implementation Plan; and,
- (h) That the matter respecting the Equity, Diversity and Inclusion Framework be considered complete and removed from the General Issues Committee's outstanding business list.

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls

Yes	-	Ward 8	Councillor J. P. Danko
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 10	Councillor Maria Pearson
Yes	-	Ward 11	Councillor Brenda Johnson
Yes	-	Ward 12	Councillor Lloyd Ferguson
Yes	-	Ward 13	Councillor Arlene VanderBeek
Absent	-	Ward 14	Councillor Terry Whitehead
Absent	-	Ward 15	Councillor Judi Partridge

2. COVID-19 Recovery Framework (CM21003) (City Wide) (Item 8.3.a.)

(Eisenberger/VanderBeek)

That Report CM21003, respecting the COVID-19 Recovery Framework, be received.

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Absent	-	Ward 15 Councillor Judi Partridge

3. Hamilton@Work - Future Work Models (HUR21007) (City Wide) (Item 8.3.b.)

(Pauls/Farr)

That Report HUR21007, respecting the Hamilton@Work - Future Work Models, be received.

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr

Yes	-	Ward 3	Councillor Nrinder Nann
Yes	-	Ward 4	Councillor Sam Merulla
Absent	-	Ward 5	Councillor Chad Collins
Yes	-	Ward 6	Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7	Councillor Esther Pauls
Yes	-	Ward 8	Councillor J. P. Danko
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 10	Councillor Maria Pearson
Yes	-	Ward 11	Councillor Brenda Johnson
Yes	-	Ward 12	Councillor Lloyd Ferguson
Yes	-	Ward 13	Councillor Arlene VanderBeek
Absent	-	Ward 14	Councillor Terry Whitehead
Absent	-	Ward 15	Councillor Judi Partridge

4. Return to Workplace Strategy (PED21181) (City Wide) (Item 8.3.c.)

(Danko/Clark)

That Report PED21181, respecting the Return to Workplace Strategy, be received.

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Absent	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Absent	-	Ward 15 Councillor Judi Partridge

**5. Costs of Accessibility for Ontarians with Disabilities Act (AODA)
Exclusions Listed in Report PW18064 (HUR21010) (City Wide) (Item 10.1)**

(Pearson/Eisenberger)

That Report HUR21010, respecting the Costs of Accessibility for Ontarians with Disabilities Act (AODA) Exclusions Listed in Report PW18064, be received.

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Absent	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Absent	-	Ward 15 Councillor Judi Partridge

6. Workforce Development - McMaster Humanities Career Apprenticeship Program (PED21174) (City Wide) (Item 10.2)

(Wilson/Partridge)

- (a) That the Humanities Career Apprenticeship Program Collaboration Agreement, attached as Appendix "A" to Report PED21174, be approved with such other terms and conditions deemed appropriate by the General Manager of the Planning and Economic Development Department, and in a form satisfactory to the City Solicitor;
- (b) That the City Solicitor be authorized and directed to complete any related or ancillary steps set out in the Humanities Career Apprenticeship Program Collaboration Agreement, attached as Appendix "A" to Report PED21174, including authorizing an extension of the Term; and,
- (c) That the Mayor and City Clerk be authorized and directed to execute a Humanities Career Apprenticeship Program Collaboration Agreement, attached as Appendix "A" to Report PED21174, together with any ancillary documentation required, in a form satisfactory to the City Solicitor.

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla

Absent	-	Ward 5	Councillor Chad Collins
Yes	-	Ward 6	Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7	Councillor Esther Pauls
Yes	-	Ward 8	Councillor J. P. Danko
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 10	Councillor Maria Pearson
Yes	-	Ward 11	Councillor Brenda Johnson
Yes	-	Ward 12	Councillor Lloyd Ferguson
Yes	-	Ward 13	Councillor Arlene VanderBeek
Absent	-	Ward 14	Councillor Terry Whitehead
Yes	-	Ward 15	Councillor Judi Partridge

7. Business Improvement Advisory Committee Report 21-008, September 14, 202 (Item 10.3)

(Pauls/VanderBeek)

(a) Waterdown Business Improvement Area Expenditure Request (Item 11.1)

That the expenditure request from the Waterdown Business Improvement Area, in the amount of \$5,581.91 for the purchase and maintenance of 49 hanging baskets, to be funded from the Community Improvement Plan (CIP) Contribution Program (BIA Payments Account 815010-56905), be approved.

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Absent	-	Ward 15 Councillor Judi Partridge

8. Review of Area Rating Methodologies (FCS21078) (City Wide) (Item 10.4)

(Johnson/Wilson)

That Report FCS21078, respecting the Review of Area Rating Methodologies, be received.

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Absent	-	Ward 15 Councillor Judi Partridge

9. Advisory Committee for Persons with Disabilities Report 21-009, September 14, 2021 (Item 10.5)

(Eisenberger/VanderBeek)

(a) Correspondence from Andrea McDowell, City of Hamilton, respecting Invitation to Climate Change Impact Adaptation Plan - Vision, Goals and Objectives Workshop (Added Item 4.1)

- (i) That the correspondence from Andrea McDowell, City of Hamilton, respecting an Invitation to the Climate Change Impact Adaptation Plan - Vision, Goals and Objectives Workshop, be received; and,
- (ii) That Mark McNeil, or another designated Committee member, be approved to represent the Advisory Committee for Persons with Disabilities at the Climate Change Impact Adaptation Plan - Vision, Goals and Objectives Workshop.

(b) Authorization for Advisory Committee for Persons with Disabilities Member to Submit a Delegation Request to the Hamilton Municipal Heritage Committee (Item 6.1(c))

That Paula Kilburn and Tom Manzuk (alternate) be authorized to submit a delegation request to the Hamilton Municipal Heritage Committee, on behalf of the Advisory Committee for Persons with Disabilities, respecting the integration of accessibility in heritage properties.

(c) Printing and Distribution of Advisory Committee for Persons with Disabilities' 2021 Disability Awareness Calendar (Added Item 6.3(b))

WHEREAS, the Advisory Committee for Persons with Disabilities' 2021 Disability Awareness Calendar was approved by the General Issues Committee on September 8, 2021 (see Item 3 of General Issues Committee Report 21-017 for reference), and will be before Council for ratification on September 15, 2021;

WHEREAS, the Disability Awareness Calendar generates awareness to a wide variety of annual health, disability awareness and inclusion campaigns and includes various disability awareness dates and commemorative observance days, weeks and months;

WHEREAS, International Day of Persons with Disabilities is being observed on December 3, 2021; and,

WHEREAS, in lieu of a public event due to the ongoing COVID-19 pandemic, the Advisory Committee for Persons with Disabilities would like to celebrate International Day of Persons with Disabilities by distributing hard copies of the 2021 Disability Awareness Calendar to various stakeholders for the purposes of highlighting the diversity of all disabilities and the special events designated to inform the public about them;

THEREFORE, BE IT RESOLVED:

That the costs, to an upset limit of \$300, for printing and distributing 100 copies of the Advisory Committee for Persons with Disabilities' 2021 Disability Awareness Calendar, to be funded from the Advisory Committee for Persons with Disabilities 2021 Budget, be approved.

(d) Funding for American Sign Language (ASL) Interpreting Services for Transportation Virtual Collaborative Roundtable (Added Item 6.4(b))

WHEREAS, Council approved the Transportation Working Group of the Advisory Committee for Persons with Disabilities to organize and host a virtual collaborative roundtable meeting in 2021, with key stakeholders and staff experts, to discuss changes and challenges to public transportation in Hamilton during the pandemic and beyond (see Item 6(a) of General Issues Committee Report 21-010 for reference);

WHEREAS, the City of Hamilton's virtual meeting software was approved for an upgrade to implement closed captioning and live streaming through the City's website for all Advisory Committee meetings through the acquisition of an additional encoder from eSCRIBE Software Ltd. (see Item 4 of Audit, Finance and Administration Committee Report 21-008 for reference); and,

WHEREAS, if the virtual meeting software upgrade isn't completed in time to allow for closed captioning of the virtual collaborative roundtable meeting, then American Sign Language (ASL) interpreting services will help to ensure that the meeting is accessible to deaf and hard of hearing audience members;

THEREFORE, BE IT RESOLVED:

That the Advisory Committee for Persons with Disabilities allocate funding to an upset limit of \$1,000 from their 2021 budget to support the cost of two American Sign Language (ASL) Interpreters for the Transportation Virtual Collaborative Roundtable scheduled for Thursday, October 14, 2021.

(e) Presenters List for the Advisory Committee for Persons with Disabilities (Item 12.3)

(a) Invitation to David Lepofsky to Present to the Advisory Committee for Persons with Disabilities

WHEREAS, David Lepofsky is a life-long disability rights advocate, blind lawyer, and Chair of the Accessibility for *Ontarians with Disabilities Act Alliance*; and,

WHEREAS, in 2005, the Ontario Government passed the *Accessibility for Ontarians with Disabilities Act (AODA)* to make Ontario accessible by 2025;

THEREFORE, BE IT RESOLVED:

That David Lepofsky be invited to attend the November 9, 2021 meeting (or earliest meeting thereafter) of the Advisory Committee for Persons with Disabilities to discuss the current activities of the *Accessibility for Ontarians with Disabilities Act Alliance* and the progress being made towards a fully accessible Ontario by 2025.

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Absent	-	Ward 15 Councillor Judi Partridge

10. Disposition of City-Owned Industrial Land (PED20086(b)) (Ward 11) (Item 14.2)

(Johnson/Pauls)

- (a) That an Amendment (to the transaction approved in Report PED20086(a)) for the sale of City-owned land shown in Appendix "A" and described in Appendix "B" attached to Report PED20086(b), substantially on terms and conditions outlined in Appendix "B" attached to Report PED20086(b), and on such other terms and conditions deemed appropriate by the General Manager, Planning and Economic Development Department, be approved;
- (b) That the General Manager, Planning and Economic Development Department, or designate, acting on behalf of the City as land owner, be authorized and directed to provide any requisite consents, approvals and notices related to any applications for land use approval related to the Disposition of City-Owned Industrial Land;

- (c) That staff be authorized and directed to allocate all proceeds from the Disposition of City-Owned Industrial Lands to the Employment Land Banking Principal Project Account No. 47702-3621750302, in accordance with the Financial implications section of Report PED20086(b), and that the sum of \$99,723 be funded from Dept. ID Account No. 59806-3621750302 and credited to Dept. ID Account No. 59806-812036 (Property Purchases and Sales) for recovery of expenses including appraisal, due diligence, property management and real estate and legal fees;
- (d) That the City Solicitor be authorized and directed to complete the Disposition of City-Owned Industrial Land on behalf of the City, including paying any necessary expenses, amending the closing, due diligence and other dates, and amending and waiving terms and conditions on such terms as considered reasonable;
- (e) That the Mayor and City Clerk be authorized and directed to execute any necessary documents respecting the Disposition of City-Owned Industrial Land, in a form satisfactory to the City Solicitor; and,
- (f) That Report PED20086(b), respecting the Disposition of City-Owned Industrial Land, remain confidential until final completion of the real estate transaction.

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

Absent	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Absent	-	Ward 15 Councillor Judi Partridge

11. Acquisition of Industrial Land (PED21173) (Ward 11) (Item 14.3)

(Johnson/Danko)

- (a) That an Option to Purchase, scheduled to close on or before December 16, 2021, to purchase the industrial lands shown on Appendix "A" attached to Report PED21173, and described in Appendix "B" to Report PED21173, based substantially on the Major Terms and Conditions outlined in Appendix "B" to Report PED21173, and such other terms and conditions deemed appropriate by the General Manager of Planning and Economic Development Department, be approved and completed;
- (b) That the General Manager, Planning and Economic Development Department, or designate, acting on behalf of the City as land owner, be authorized and directed to provide any requisite consents, approvals and notices related to any applications for land use approval related to the Acquisition of Industrial Land;
- (c) That staff be authorized to fund the Acquisition of Industrial Land from the Employment Land Banking Principal Project Account No. 59259-3621750302, in accordance with the Financial implications section of Report PED21173, and that the sum of \$168,168 for recovery of expenses including appraisal, due diligence, property management and real estate and legal fees be funded from 59806-3621750302 and credited to 59806-812036 (Property Purchases and Sales);
- (d) That the City Solicitor be authorized and directed to complete the Acquisition of Industrial Land on behalf of the City, including paying any necessary expenses, amending the closing, due diligence and other dates, and amending and waiving terms and conditions on such terms as considered reasonable;
- (e) That the Mayor and City Clerk be authorized and directed to execute any necessary documents respecting the Acquisition of Industrial Land, in a form satisfactory to the City Solicitor;
- (f) That Report PED21173, respecting the Acquisition of Industrial Land, remain confidential until final completion of the Real Estate transaction.

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

Absent	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor

Yes	-	Ward 7	Councillor Esther Pauls
Yes	-	Ward 8	Councillor J. P. Danko
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 10	Councillor Maria Pearson
Yes	-	Ward 11	Councillor Brenda Johnson
Yes	-	Ward 12	Councillor Lloyd Ferguson
Yes	-	Ward 13	Councillor Arlene VanderBeek
Absent	-	Ward 14	Councillor Terry Whitehead
Absent	-	Ward 15	Councillor Judi Partridge

12. Disposition of City-Owned Industrial Land (PED21170) (Ward 12) (Item 14.4)

(Ferguson/VanderBeek)

- (a) That an Offer to Purchase, for the sale of City-owned land shown in Appendix "A" attached to Report PED21170 and described in Appendix "B" attached to Report PED21170, substantially on terms and conditions outlined in Appendix "B" attached to Report PED21170, and on such other terms and conditions deemed appropriate by the General Manager, Planning and Economic Development Department, be approved;
- (b) That the General Manager, Planning and Economic Development Department, or designate, acting on behalf of the City as land owner, be authorized and directed to provide any requisite consents, approvals and notices related to any applications for land use approval related to the Disposition of City-Owned Industrial Lands;
- (c) That staff be authorized and directed to allocate \$210,136 of the proceeds from the Disposition of City-Owned Industrial Lands to Dept. ID Account No. 59806-812036 (Property Purchases and Sales) for recovery of expenses including appraisal, due diligence, property management and real estate and legal fees, and \$2,771,257.43 of the net proceeds, after other closing costs, be transferred to Project ID Account No. 47702-3621507501 Cormorant Road Extension, and the remaining proceeds to Project ID 3561850200 (Property Purchases and Sales), in accordance with the City's Proceeds of Sale policy;
- (d) That the City Solicitor be authorized and directed to complete the agreements required for the Disposition of City-Owned Industrial Lands on behalf of the City, including paying any necessary expenses, amending the closing, due diligence and other dates, and amending and waiving terms and conditions on such terms as considered reasonable;
- (e) That the Mayor and City Clerk be authorized and directed to execute any necessary documents respecting the Disposition of City-Owned Industrial Lands, in a form satisfactory to the City Solicitor; and,

- (f) That Report PED21170, respecting the Disposition of City-Owned Industrial Lands, remain confidential until final completion of the real estate transaction.

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

Absent	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Absent	-	Ward 15 Councillor Judi Partridge

13. Disposition of City-Owned General Industrial Property (PED21163) (Ward 3) (Item 14.5)

(Nann/Wilson)

- (a) That the City's vacant property identified in Appendix "A" to Report PED21163, be declared surplus for sale in accordance with the City's Real Estate Portfolio Management Strategy Plan and the Sale of Land Policy By-law 14-204;
- (b) That an Offer to Purchase for the sale of the City's property identified in Appendix "A" attached to Report PED21163, based substantially on the Major Terms and Conditions outlined in Appendix "B" attached to Report PED21163, and such other terms and conditions deemed appropriate by the General Manager of Planning and Economic Development Department, be approved and completed;
- (c) That the net proceeds of the Disposition of City-Owned General Industrial Property be credited to Project ID Account No. 3561850200 (Property Purchase and Sales);
- (d) That the Real Estate and Legal fees of \$18 K be funded from Project ID Account No. 3561850200 (Property Purchase and Sales) and credited to Dept. ID Account No. 812036 (Real Estate – Admin Recovery);

- (e) That the City Solicitor be authorized to complete the transaction for the Disposition of City-Owned General Industrial Property, on behalf of the City, including paying any necessary expenses, amending the closing, due diligence and other dates, and amending and waiving terms and conditions on such terms deemed appropriate;
- (f) That the Mayor and City Clerk be authorized and directed to execute any necessary documents related to the Disposition of City-Owned General Industrial Property, in a form satisfactory to the City Solicitor; and,
- (g) That Report PED21163, respecting the Disposition of City-Owned General Industrial Property, remain confidential until final completion of the property transaction.

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

Absent	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Absent	-	Ward 15 Councillor Judi Partridge

14. Personnel Matter (Item 14.6)

(Pearson/Wilson)

That the direction provided to staff in Closed Session, respecting the Personnel Matter, be approved.

Result: Motion CARRIED by a vote of 9 to 2, as follows:

Absent	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla

Absent	-	Ward 5	Councillor Chad Collins
Yes	-	Ward 6	Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7	Councillor Esther Pauls
No	-	Ward 8	Councillor J. P. Danko
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 10	Councillor Maria Pearson
Yes	-	Ward 11	Councillor Brenda Johnson
No	-	Ward 12	Councillor Lloyd Ferguson
Yes	-	Ward 13	Councillor Arlene VanderBeek
Absent	-	Ward 14	Councillor Terry Whitehead
Absent	-	Ward 15	Councillor Judi Partridge

FOR INFORMATION:

(a) APPROVAL OF AGENDA (Item 2)

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

10. ADDED DISCUSSION ITEM

10.5. Advisory Committee for Persons with Disabilities Report 21-009, September 14, 2021

13. ADDED GENERAL INFORMATION / OTHER BUSINESS

13.1. Amendments to the Outstanding Business List

13.1.a. Items to be removed:

13.1.a.b. Outline of the costs of the exclusions outlined in Report PW18064 (AODA) (Addressed as Item 10.1 on this agenda - Report HUR21010)

13.1.b. Proposed New Due Dates:

13.1.b.a. Election Expense Reserve Needs related to consideration of Internet Voting for the 2026 Municipal Election
Current Due Date: September 22, 2021
Proposed New Due Date: October 6, 2021

(Johnson/Nann)

That the agenda for the September 22, 2021 General Issues Committee meeting, be approved, as amended.

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Absent	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Absent	-	Ward 15 Councillor Judi Partridge

(b) DECLARATIONS OF INTEREST (Item 3)

There were no declarations of interest.

(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 4)**(i) September 8, 2021 (Item 4.1)****(Farr/Ferguson)**

That the Minutes of the September 8, 2021 General Issues Committee meeting, be approved, as presented.

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls

Yes	-	Ward 8	Councillor J. P. Danko
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 10	Councillor Maria Pearson
Yes	-	Ward 11	Councillor Brenda Johnson
Yes	-	Ward 12	Councillor Lloyd Ferguson
Absent	-	Ward 13	Councillor Arlene VanderBeek
Absent	-	Ward 14	Councillor Terry Whitehead
Absent	-	Ward 15	Councillor Judi Partridge

(d) DELEGATION REQUESTS (Item 6)

(i) Louis Frapporti, Hamilton100 Commonwealth Bid Committee, respecting the 2030 Commonwealth Games (For the October 6, 2021 GIC) (Item 6.1)

(Pauls/Pearson)

That the delegation request, submitted by Louis Frapporti, Hamilton100 Commonwealth Bid Committee, respecting the 2030 Commonwealth Games, be approved for the October 6, 2021 General Issues Committee meeting.

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Absent	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Absent	-	Ward 15 Councillor Judi Partridge

(e) STAFF PRESENTATIONS (Item 8)**(i) Equity, Diversity and Inclusion Framework (HUR19019(b)) (City Wide) (Item 8.1)**

Janette Smith, City Manager, introduced the presentation respecting Report HUR19019(b) - Equity, Diversity and Inclusion Framework.

The following parties continued with the balance of the presentation:

- Jodi Koch, Director of Talent and Diversity, City of Hamilton
- Antoine Mindjimba, People Advisory Services, Ernst & Young
- Peter Trevor, Subject Matter Expert, TWI Inc.
- Jackie Robinson, People Advisory Services, Ernst & Young
- Lora Fontana, Executive Director, Human Resources, City of Hamilton

(Nann/Eisenberger)

That the presentation, respecting Report HUR19019(b), Equity, Diversity and Inclusion Framework, be received.

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Absent	-	Ward 15 Councillor Judi Partridge

(Nann/Eisenberger)

That sub-section (d) to Report HUR19019(b), respecting the Equity, Diversity and Inclusion Framework, be deleted in its entirety and replaced with the following in lieu thereof:

- (d) ~~That the equivalent of three (3) FTE and associated budget be added to the complement of the Human Rights Division in the 2022 budget to provide necessary resources and structure to support the EDI Roadmap and Implementation Plan;~~
- (d) ***That the equivalent of three (3) FTEs (a Senior Project Manager, full-time permanent; an EDI Business Partner, full-time permanent; and, a Training Coordinator, temporary full-time for a two-year period), to be added to the Human Resources Division, to provide the necessary resources and structure to support the Equity, Diversity, and Inclusion Roadmap and Implementation Plan, at an estimated cost of \$396,870.14 annually, be approved and to be funded through the Tax Stabilization Reserve for 2021 and incorporated into the City Manager's 2022 Operating Maintenance budget;***

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Absent	-	Ward 15 Councillor Judi Partridge

For disposition for this matter, please refer to Item 1.

(ii) COVID-19 Verbal Update (Item 8.2)

Jason Thorne, Director of the Emergency Operations Centre; and, Michelle Baird, Director of Public Health Services, Epidemiology Wellness and Communicable Disease Control, provided the verbal update regarding the COVID-19 pandemic.

(Pearson/VanderBeek)

That the verbal update, respecting COVID-19, be received.

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Absent	-	Ward 15 Councillor Judi Partridge

(iii) COVID-19 Recovery Framework & Hamilton@work (Item 8.3)

Janette Smith, City Manager; Nenzi Cocca, Director of Human Resources Operations; and, Jason Thorne, Director of the Emergency Operations Centre, provided the PowerPoint presentation respecting the COVID-19 Recovery Framework & Hamilton@work.

(Pearson/Johnson)

That the presentation, respecting the COVID-19 Recovery Framework & Hamilton@work, be received.

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson

Yes	-	Ward 11	Councillor Brenda Johnson
Yes	-	Ward 12	Councillor Lloyd Ferguson
Yes	-	Ward 13	Councillor Arlene VanderBeek
Absent	-	Ward 14	Councillor Terry Whitehead
Absent	-	Ward 15	Councillor Judi Partridge

For disposition of these matters, please refer to Items 2, 3 and 4.

(f) GENERAL INFORMATION / OTHER BUSINESS (Item 13)

(i) Amendments to the Outstanding Business List (Item 13.1)

(Pearson/Danko)

That the following amendments to the General Issues Committee's Outstanding Business List, be approved:

- (1) Items to be removed (13.1.a.)
 - (aa) Correspondence from Lisa Burnside, CAO, Hamilton Conservation Authority-Hamilton Conservation Authority Board of Directors resolution related to acquisition of lands owned by the City of Hamilton, 263 Jerseyville Road West (Addressed at the August 9, 2021 GIC as Item 14.2 - Report PED21154) (13.1.a.a.)
 - (bb) Outline of the costs of the exclusions outlined in Report PW18064 (AODA) (Addressed as Item 10.1 on this agenda - Report HUR21010) (Item 13.1.a.b.)
- (2) Proposed New Due Dates (Item 13.1.b.)
 - (aa) Election Expense Reserve Needs related to consideration of Internet Voting for the 2026 Municipal Election (Item 13.1.b.a.)

Current Due Date: September 22, 2021
Proposed New Due Date: October 6, 2021

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla

Absent	-	Ward 5	Councillor Chad Collins
Yes	-	Ward 6	Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7	Councillor Esther Pauls
Yes	-	Ward 8	Councillor J. P. Danko
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 10	Councillor Maria Pearson
Yes	-	Ward 11	Councillor Brenda Johnson
Yes	-	Ward 12	Councillor Lloyd Ferguson
Yes	-	Ward 13	Councillor Arlene VanderBeek
Absent	-	Ward 14	Councillor Terry Whitehead
Yes	-	Ward 15	Councillor Judi Partridge

(g) PRIVATE & CONFIDENTIAL (Item 14)

(i) Closed Session Minutes – September 8, 2021 (Item 14.1)

(Farr/Partridge)

- (a) That the Closed Session Minutes of the September 8, 2021 General Issues Committee meetings, be approved; and,
- (b) That the Closed Session Minutes of the September 8, 2021 General Issues Committee meetings remain confidential.

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

(Johnson/Ferguson)

That the General Issues Committee move into Closed Session respecting Items 14.2 to 14.6, pursuant to Section 9.1, Sub-sections (b) and (c) of the City's Procedural By-law 21-021 and Section 239(2), Sub-sections (b) and (c) of the

Ontario Municipal Act, 2001, as amended, as the subject matters pertain to personal matters about an identifiable individual, including municipal or local board employees; and, a proposed or pending acquisition or disposition of land by the municipality or local board.

Result: Motion CARRIED by a vote of 12 to 1, as follows:

No	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

(h) ADJOURNMENT (Item 14)

(Pauls/Ferguson)

That there being no further business, the General Issues Committee be adjourned at 5:54 p.m.

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

Absent	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek

**General Issues Committee
Minutes 21-018**

**September 22, 2021
Page 25 of 25**

Absent - Ward 14 Councillor Terry Whitehead
Absent - Ward 15 Councillor Judi Partridge

Respectfully submitted,

Tom Jackson, Deputy Mayor
Chair, General Issues Committee

Stephanie Paparella
Legislative Coordinator,
Office of the City Clerk



October 5 2021

**Written correspondence from Darlene Wesley for October 6th
General Issues Committee regarding items 10.7 - 10.11**

My name is Darlene Wesley and I am a member of ACORN's East Hamilton chapter and tenant in Ward 4.

I am joining other ACORN members again to ask the city to deny all grant applications submitted by Malleum. We do not think the new policy amendments go far enough - we need Council to stop giving money to companies who are displacing low income residents through predatory tactics such as buyouts.

City Hall has to have more backbone and stand up for us, it's not fair and not right for Malleum to receive public money after what they have done to tenants. I am disappointed with the decision made at Council to reverse the decision on 540 King St E.

At my building we are going through renoviction. It would be extremely upsetting to find out if my landlord got city money after we were all out so I know how Elizabeth Ellis and other tenants must feel.

We need Hamilton to put all effort into implementing local legislation to protect tenants! We need healthy homes and protection from renoviction.

Thank you.

5.2



October 6th - General Issues Committee
ACORN Submission regarding items 10.7 - 10.11

ACORN is submitting this communication in support of delegations asking for Council to reject all grant applications to Malleum. Public money should not be going to renovating “boutique” residential units where tenants were displaced.

ACORN worked closely with tenants at 675-681 Barton St E between 2018-2019 when Malleum bought the building. We also have spoken to tenants that lived at 575 ½ King Street East, 6 Steven Street, 4 Victoria Avenue South, and a family member of a tenant at 293 Kenilworth Avenue North.

As stated on their website, “MALLEUM was established in 2016, out of a vision to transform abandoned, run down and neglected yet beautiful buildings in the heart of Hamilton...Since inception, MALLEUM has now worked on transforming dozens of multi unit residential and commercial properties across Hamilton.”

None of the five grants up for approval were abandoned buildings. While we are not aware of any tenants that lived at 152-154 James Street North / 4-6 Cannon Street East, this is a successful commercial space on James St N that included previous commercial tenants Dresden Vision & Mixed Media and is currently occupied by Bichette, a women’s clothing store. We question the need for public funds to assist in renovations at this property.

The transformation that has or will take place at 675-681 Barton St E, 575 King Street East, 6 Steven Street, 4 Victoria Avenue South, and 293 Kenilworth Avenue North is turning affordable housing into high end rentals (or as Malleum calls it on their website “boutique living”).

There is no public and community benefit for the city to fund these renovations. The City of Hamilton must focus on:

- Implementing a city wide landlord licensing program for all rentals to:
 - 1) Ensure landlords are keeping their properties in good repair

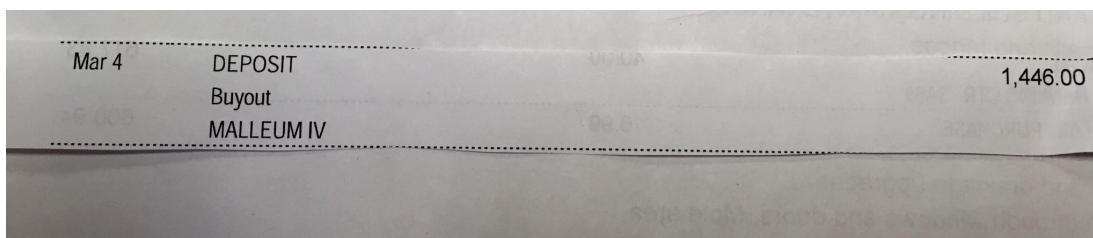
- 2) Based on municipal policy from New Westminster, BC restrictions on renoviction
- Improvements and increased funding to the Tenant Defense Fund
 - Implementing a proactive tenant education program
 - 1) Track when buildings change ownership and immediately conduct outreach to the building to inform tenants of their rights
 - 2) Tenant education should include sharing contact info for the Tenant Defense Fund, property standards by-law, their City Councillor, Hamilton Community Legal Clinic, Housing Help, ACORN Tenant Union and general tenant rights regarding displacement

The City of Hamilton has the power to protect the city's market affordable housing stock from substandard housing conditions and renoviction. Without this policy in place, we urge the city to not allow Malleum to justify the displacement of tenants because buildings were "run down and neglected".

Please see the rest of our submission for comments and evidence at each of the 5 grant addresses.

1) 10.7 Barton Kenilworth Tax Increment Grant - 675-681 Barton Street East, Hamilton (PED21182) (Ward 3)

Malleum bought the building in July 2018. The rental portion of this property was previously known as 160 Sherman Ave N. A tenant at the building contacted ACORN concerned that new ownership had intentions to push out existing tenants. ACORN worked with tenants in the building in September 2018 to demand Malleum do repairs and pest treatment. Although the company agreed to pest control, shortly after tenants informed ACORN that they were being offered money to move out. ACORN informed tenants of their rights but by spring 2019 unfortunately all tenants were gone. ACORN leader Elizabeth Ellis moved out in February 2019.



Mar 4	DEPOSIT	1,446.00
	Buyout	
	MALLEUM IV	

Photo 1, copy of Elizabeth Ellis bank statement with part of buyout from Malleum.



Photo 2, Tenants Elizabeth Ellis and Bruce Mills outside 160 Sherman Ave N in September 2018 at an organized ACORN event calling for Malleum to take care of the building and stop all effort to force out tenants from their homes.

Elizabeth Ellis has spoken publicly about her experience to raise awareness about renoviction in Hamilton.

Press:

<https://www.thespec.com/news/hamilton-region/2019/05/13/fight-renovictions-with-policy-hamilton-tenant-advocates-urge-city.html>

<https://www.cbc.ca/news/canada/hamilton/160-sherman-problems-1.4833633>

2) 10.8 Hamilton Tax Increment Grant - 571-575 King Street East and 6-8 Steven Street, Hamilton(PED21183) (Ward 3)

ACORN spoke to tenants at 6 Steven Street and 575 ½ King Street in 2019. Malleum in their September 8th submission said there were “no ongoing residential leases in place”. A former tenant of 575 ½ King St shared with ACORN that the landlord before Malleum announced he had sold the building and everyone had to move. The tenant said they did not get compensation or an eviction notice.

MALLEUM Real Estate Management
232 Cannon Street East P.O. Box 37086
Hamilton, ON, Canada L8L 0A0

Copy of Key Required – 6 Steven

January 8, 2019

Attn: Tenants of 6 Steven

Property Management requires a key to your unit. It is the landlord's right to have a key for all areas and the ability to access to all units.

If management does not have a key in hand by **245pm on Wednesday January 9,** **your lock will be drilled and a new deadbolt will be installed.** Instructions on how to obtain your new keys will be posted at that time should that be the case.

Please contact Andrew immediately at (905) 630-9902 to make arrangements for providing management with a copy of your current key.

Thank you.

905-630-9902

Photo 3. Letter provided to ACORN from tenant at 6 Steven Street.

UNIT TYPES

Unit Type	Baths	From	SqFt	Photos	Floorplans	Availability
+ 2 Bedroom	1	\$1875/mo	N/A	View Photos	No Floorplans	AVAILABLE ON 2021-09-01

Photo 5, price of an apartment at the building as posted on Malleum's website. <https://www.malleumproperties.com/residential/mosaic-lofts> Rents are starting at \$1875/mo. Previous tenant said they paid around \$1,200 for the 2 bedroom.

3) 10.9 Hamilton Tax Increment Grant - 408-414 King Street East and 4 Victoria Avenue South, Hamilton (PED21184) (Ward 3)

ACORN conducted door to door outreach to the building in April 2019 and the building was occupied with tenants. ACORN reached out to one of the tenants spoken with in 2019 to ask what happened at the building after seeing the property was up for a city grant. They are not comfortable to speak publicly about it but shared that a new company (Malleum) took over and told tenants they had to move and gave them \$2,000.

ACORN Mountain secretary / treasurer Rebecca Guzzo lived at this building in 2018 and paid around \$800 for one bedroom but ACORN has also heard rents as affordable as \$500 at the building.



Photo 6, exterior shot of the building (October 2021)

4) 10.10 Hamilton Tax Increment Grant - 152-154 James Street North and 4-6 Cannon Street East, Hamilton (PED21185) (Ward 2)



Photo 5, exterior of apartments (October 2021).

UNIT TYPES

Unit Type	Baths	From	SqFt	Photos	Floorplans	Availability
+ Studio and 1 Bedroom Units Coming Soon	1	\$1495/mo	N/A	View Photos	No Floorplans	INQUIRE NOW

Photo 5, price of apartment at the building as posted on Malleum's website. <https://www.malleumproperties.com/residential/mosaic-lofts> Rents are starting at \$1495/mo.

5) 10.11 Barton Kenilworth Tax Increment Grant - 289-293 Kenilworth Avenue North, Hamilton (PED21193) (Ward 4)

In October 2019, a son of a tenant living at 293 Kenilworth Ave N called the ACORN office to complain about his father being displaced by Malleum. He provided ACORN with the following documents.

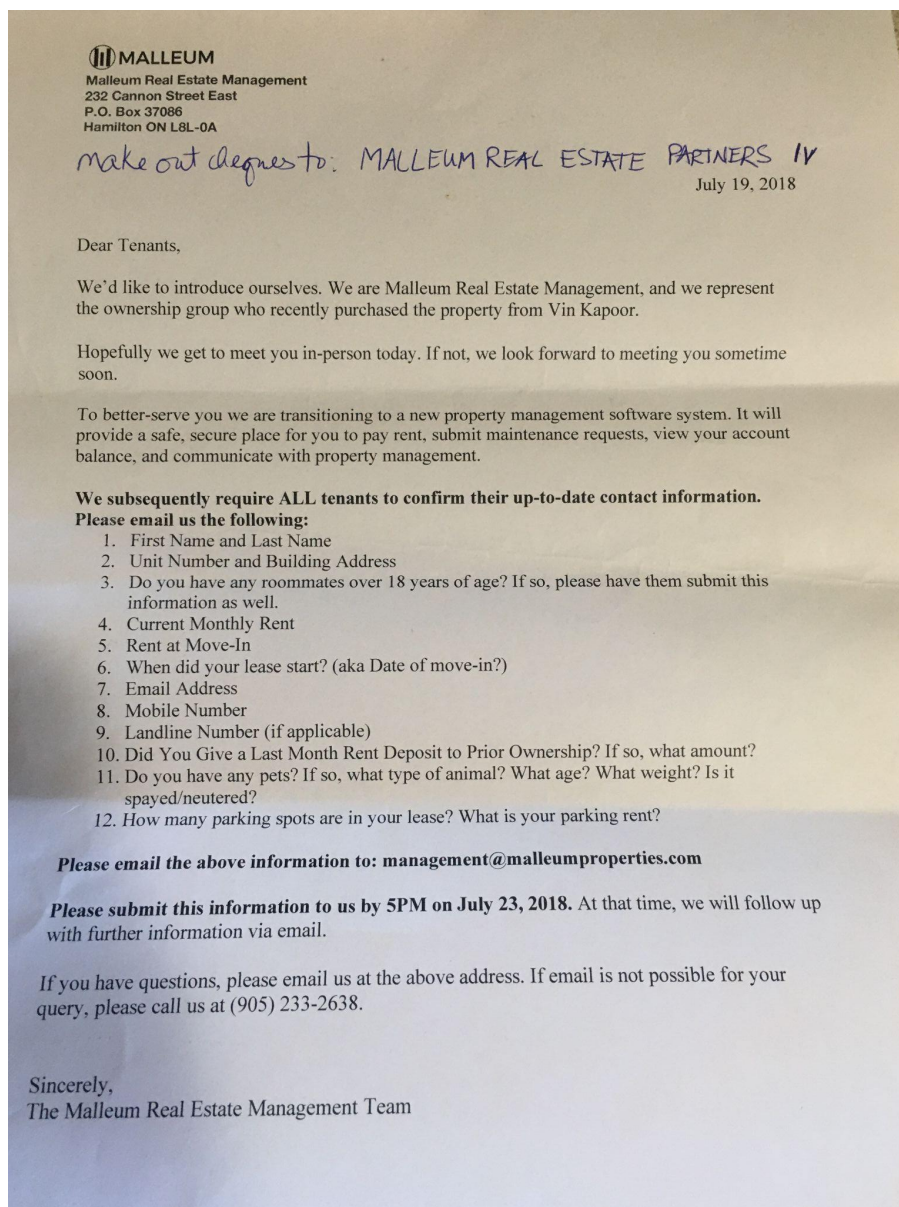


Photo 6, Malleum introducing themselves as the new landlord in a July 2018 notice to tenants.

121

Notice to End your Tenancy
Because the Landlord Wants to Demolish the Rental Unit, Repair it or Convert it to Another Use
N13

To: (Tenant's name) Include all tenant names	From: (Landlord's name)
	MALLEUM REAL ESTATE MANAGEMENT

Address of the Rental Unit:
 293 Kenilworth Ave. N. Unit 4, Hamilton, ON L8H 4S8

This is a legal notice that could lead to you being evicted from your home.

The following information is from your landlord

I am giving you this notice because I want to end your tenancy. I want you to move out of your rental unit by the following termination date: 3 / 0 / 04 / 2019.

dd/mm/yyyy

My Reason for Ending your Tenancy
 I have shaded the circle next to my reason for ending your tenancy.

- Reason 1:** I intend to demolish the rental unit or the residential complex.
- Reason 2:** I require the rental unit to be vacant in order to do repairs or renovations so extensive that I am required to get a building permit and the rental unit must be vacant to do the work.

Note: You have the right to move back into the rental unit once I have completed the repairs or renovations. If you want to move back in once the work is done, you must give me written notice telling me you want to move back in. Also, you must keep me informed in writing any time your address changes.

- Reason 3:** I intend to convert the rental unit or the residential complex to a non-residential use.

Details About the Work I Plan to do
 I have described below the work I plan to do for the reason shown above, including specific details about how I will carry out the work.

Work planned	Details of the Work

09/2017 Page 1 of 3

Photo 7, N13 given to the tenant.

From: clerk@hamilton.ca
To: [Kolar, Loren](#)
Cc: [Paparella, Stephanie](#); [Vernem, Christine](#)
Subject: FW: Form submission from: Request to Speak to Committee of Council Form
Date: Monday, October 4, 2021 8:31:26 AM

6.1

-----Original Message-----

From: no-reply@hamilton.ca <no-reply@hamilton.ca>
Sent: Friday, October 1, 2021 6:09 PM
To: clerk@hamilton.ca
Subject: Form submission from: Request to Speak to Committee of Council Form

Submitted on Friday, October 1, 2021 - 6:09pm Submitted by anonymous user: 172.70.38.131 Submitted values are:

==Committee Requested==
Committee: General Issues Committee

==Requestor Information==
Name of Individual: Elizabeth Ellis
Name of Organization: ACORN Hamilton
Contact Number: [REDACTED]
Email Address: [REDACTED]
Mailing Address: [REDACTED]
Reason(s) for delegation request: To speak on item 10.7 - 10.11
at October 6th GIC meeting.
Will you be requesting funds from the City? No
Will you be submitting a formal presentation? No

The results of this submission may be viewed at:
<https://www.hamilton.ca/node/286/submission/545396>

From: clerk@hamilton.ca
To: [Kolar, Loren](#); [Paparella, Stephanie](#)
Cc: [Vernem, Christine](#)
Subject: FW: Form submission from: Request to Speak to Committee of Council Form
Date: Monday, October 4, 2021 9:51:37 AM

6.2

-----Original Message-----

From: no-reply@hamilton.ca <no-reply@hamilton.ca>
Sent: Monday, October 4, 2021 9:41 AM
To: clerk@hamilton.ca
Subject: Form submission from: Request to Speak to Committee of Council Form

Submitted on Monday, October 4, 2021 - 9:41am Submitted by anonymous user: 172.70.34.145 Submitted values are:

==Committee Requested==
Committee: General Issues Committee

==Requestor Information==
Name of Individual: Karl Andrus
Name of Organization: Hamilton Community Benefits Network
Contact Number: [REDACTED]
Email Address: [REDACTED]
Mailing Address:

[REDACTED]

Reason(s) for delegation request:
To speak to Item - 8.3 -
08.3 FCS21057(a) - 2022 Budget Guidelines, Outlook and Process
Report -
ANALYSIS AND RATIONALE FOR RECOMMENDATION(S)

1. 2022 BUDGET PROCESS TIMELINE
Will you be requesting funds from the City? No
Will you be submitting a formal presentation? No

The results of this submission may be viewed at:
<https://www.hamilton.ca/node/286/submission/545866>

From: clerk@hamilton.ca
To: [Kolar, Loren](#); [Paparella, Stephanie](#)
Cc: [Vernem, Christine](#)
Subject: FW: Form submission from: Request to Speak to Committee of Council Form
Date: Monday, October 4, 2021 2:07:51 PM

-----Original Message-----

From: no-reply@hamilton.ca <no-reply@hamilton.ca>
Sent: Monday, October 4, 2021 12:34 PM
To: clerk@hamilton.ca
Subject: Form submission from: Request to Speak to Committee of Council Form

Submitted on Monday, October 4, 2021 - 12:34pm Submitted by anonymous user: 172.70.130.92 Submitted values are:

==Committee Requested==
Committee: General Issues Committee

==Requestor Information==
Name of Individual: KW CAMPOL
Name of Organization: COVEN MARKET
Contact Number: 2893890666 x3
Email Address: COVENMARKET@GMAIL.COM
Mailing Address: 949 MAIN ST. EAST HAMILTON, ON L8M 1M9
Reason(s) for delegation request: To speak to item Barton
Kenilworth Tax Increment Grant - 675-681 Barton Street East,
Hamilton (PED21182) (Ward 3)
Will you be requesting funds from the City? No
Will you be submitting a formal presentation? No

The results of this submission may be viewed at:
<https://www.hamilton.ca/node/286/submission/545951>

From: clerk@hamilton.ca
To: [Kolar, Loren](#); [Paparella, Stephanie](#)
Cc: [Vernem, Christine](#)
Subject: FW: Form submission from: Request to Speak to Committee of Council Form
Date: Monday, October 4, 2021 11:53:52 AM

-----Original Message-----

From: no-reply@hamilton.ca <no-reply@hamilton.ca>
Sent: Monday, October 4, 2021 11:51 AM
To: clerk@hamilton.ca
Subject: Form submission from: Request to Speak to Committee of Council Form

Submitted on Monday, October 4, 2021 - 11:51am Submitted by anonymous user: 172.70.38.202 Submitted values are:

==Committee Requested==
Committee: General Issues Committee

==Requestor Information==
Name of Individual: Veronica Gonzalez
Name of Organization: ACORN Hamilton
Contact Number: [REDACTED]
Email Address: [REDACTED]
Mailing Address: [REDACTED]
Reason(s) for delegation request: Submit pre recorded delegation for October 6 GIC meeting on grants to Malleum.
Will you be requesting funds from the City? No
Will you be submitting a formal presentation? No

The results of this submission may be viewed at:
<https://www.hamilton.ca/node/286/submission/545906>



CITY OF HAMILTON
CITY MANAGER'S OFFICE
Digital and Innovation Office

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	October 6, 2022
SUBJECT/REPORT NO:	CityLAB Pilot Update (CM21009) (City Wide) (Outstanding Business List Item)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Patrick Byrne (905) 546-2424 Ext. 2903
SUBMITTED BY:	Cyrus Tehrani
SIGNATURE:	<i>Cyrus Tehrani</i>

RECOMMENDATION

- (a) That transition of the CityLAB Hamilton Program from a pilot project to a permanent program, at a cost of \$63,000/year starting in 2022 and standard operational maintenance budget increases thereafter as per standard operating budget process, be referred to the 2022 Tax Supported Operating Budget for consideration;
- (b) That an extension of the in-kind lease of the former CFL Hall of Fame building for CityLAB's use or until a more suitable long-term location has been found, at an in-kind contribution cost of \$76,000 per year, be approved; and,
- (c) That the Mayor and City Clerk be authorized and directed to execute a Contract between the City of Hamilton and its partners, McMaster University, Mohawk College and Redeemer University, for the continuation of the CityLAB program, as well as any ancillary documents, with content acceptable to the Chief Digital Officer and Director of Innovation and in a form satisfactory to the City Solicitor, as applicable following 2022 Operating Budget approvals process.

EXECUTIVE SUMMARY

As part of the approval of the CityLAB Hamilton Feasibility Review (Report CM16016 – November 16, 2016), staff were directed to provide an annual update to the General Issues Committee respecting the success of CityLAB Hamilton for the duration of the

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SUBJECT: CityLAB Pilot Update (CM21009) (City Wide) - Page 2 of 11

pilot. As we approach the end of the extended pilot phase of the program, CityLAB is ready to move to a fully operational state that allows for the program's demonstrated success to continue into the long term.

The purpose of this report is to provide Council with an update on the progress of CityLAB including overall status of the actions, highlights of key achievements, and next steps. CityLAB continues to offer value for the City through leveraging partnerships with Hamilton's post-secondary institutions. CityLAB has increased the number of matched projects, pivoted to online delivery during the COVID-19 pandemic, and is well-positioned to assist staff in meeting the Term of Council priorities in service of the Strategic Plan.

The CityLAB program is governed by the Steering Committee which is made up of executive-level representation from each of our partner schools as well as the City. The Steering Committee has endorsed this request and is in support of the recommendations.

Principles of Co-operation and Alignment to Strategic Plan

CityLAB is moving the City's Strategic Priorities forward through an emphasis on Community Engagement and Participation by actively including students and the community in meaningful projects that allow for mutual understanding of City processes and encourage a more open and transparent government, rooted in a spirit of collaboration and partnership.

CityLAB also supports the Our People and Performance priority by providing opportunities for City staff to grow their network, collaborate with peers from across the City, and work with top students and faculty members in areas directly related to their work. CityLAB offers staff an excellent opportunity for professional development by contributing to a vibrant culture that fosters innovative thinking.

Overall Status of CityLAB

CityLAB continues to have an enthusiastic response from students, faculty members, and City staff. Throughout 2020, we have matched a number of projects successfully that represent shared interests and alignments between staff, faculty, and student expertise, we have conducted extensive consultation with faculty members and administration at Hamilton's three post-secondary institutions, and we have formalized and strengthened our process for accepting challenges from City staff members. CityLAB continues to break down institutional barriers as we form communities of experts across and within institutions in order to better achieve Hamilton's Strategic Priorities.

From engaging with project partners and conducting ongoing evaluation, we know that CityLAB is:

- saving the City money on research and data collection

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SUBJECT: CityLAB Pilot Update (CM21009) (City Wide) - Page 3 of 11

- giving City staff direct access to extra resources and people power
- leveraging valuable City staff time to do more with less
- creating new ideas, insights, and data
- engaging young people in the community
- growing networks and developing strong partnerships
- helping students to see their future in Hamilton

Evaluation Highlights

Since 2019, we have engaged CityLAB students, faculty, and City staff members through an evaluation that has included pre and post surveys as well as focus groups. It was led by an outside researcher. Our goal has been to better understand the impact of the program in order to evaluate its success moving out of the pilot phase and to make improvements that will help set the vision for our next phase.

The main three areas where CityLAB has had a positive impact are:

- student learning and skill development
- instructor pedagogy and the creation of professional networks
- collaborative contributions to projects led by City of Hamilton staff that are working to address a range of local issues

Offering students the opportunity to work directly with City staff and develop solutions for local problems was an important impact highlighted by some students, faculty, and City staff and was identified as a unique experience compared to other municipalities. Students also make valuable contributions to City projects which helps City staff accomplish tasks and test new ideas.

Because of the nature of the program being focused on cohorts of students taking part in a variety of different projects, as well as CityLAB being a young program, the evaluation focused on the measurable short term impacts that we have evidence for, and noted the potential long-term impacts that we can expect to see with more time and focused efforts on ongoing evaluation.

Short Term Impacts of CityLAB

In the short-term, CityLAB Hamilton has helped to connect City staff with student groups who can complete specific tasks that help to move a project forward. This leads to tangible benefits such as cost savings and intangible benefits such as new knowledge, ideas, or solutions.

While only a small number of students completed both the Pre and Post Surveys since September 2019, the responses indicate that the CityLAB Hamilton experience contributed to changes in students' perceived ability to take action and their understanding of complex issues and increased their awareness of things they could do

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SUBJECT: CityLAB Pilot Update (CM21009) (City Wide) - Page 4 of 11

right away to improve their community. Additionally, students' outlook for the future and for Hamilton was more positive after their experience. The survey indicates that CityLAB helped to build their professional networks and shifted their thinking about solving complex problems.

Potential Long-Term Impacts of CityLAB

In the long-term, CityLAB Hamilton could expect to see results such as the achievement of the program's ultimate impact regarding civic, social, or economic changes. For instance, students who participated in a CityLAB project may have decided to settle permanently in Hamilton. Students who participated in a CityLAB project may also be seeking a job that specifically focuses on making cities more healthy, sustainable, and vibrant. Long-term changes for the City of Hamilton could include tangible benefits that result from projects such as new programs or policy changes. Because of the nature of these long-term impacts, further study is needed to assess validity.

Areas for Improvement

There were two main areas for improvement noted in the evaluation. The first concerned the wide variety of different experiences that faculty, staff, and students have had in their CityLAB projects largely dependent on factors such as the style of course and the capacity of the City staff member to support a project. Because of the considerable range of outcomes and experiences between different projects, it was at times difficult to assess the value of the program as a whole. The evaluation recommended that CityLAB consider taking steps to add greater consistency to the program to ensure more reliably positive outcomes.

The second recommendation noted by the evaluation was that the Steering Committee may wish to identify a specific ultimate impact with measurable long-term outcomes to evaluate whether the program achieves what it sets out to do. The ultimate impact may include a range of changes that the City and post-secondary institutions hope to see including increased civic engagement, retention of alumni in Hamilton, and progress on municipal issues.

For the full report, see Appendix "B" to CityLAB Pilot Update (CM21009)

Cumulative Highlights (since 2017)

People

- 2,309 Students, 83 City Staff, 63 Faculty Members

Projects

- 133

SUBJECT: CityLAB Pilot Update (CM21009) (City Wide) - Page 5 of 11**Student hours**

- 46,900 + hours

A selection of recent projects includes:

Project Title	Outcome	Strategic Priority	Term of Council Priority
Public Works Climate Resiliency Program	Initial scoping completed for the Public Works Climate Resiliency Program	Clean and Green	Climate Change
Transit's Role in Enhancing Community Sustainability and Improving Quality of Life	Conducted rapid research review of best practices for limiting drug use on public transit	Healthy and Safe Communities; Clean and Green	Multi-Modal Transportation
Animating Community-Driven Open Streets	Engaged community members in design of safe intersections	Community Engagement and Participation; Healthy and Safe Communities	Multi-Modal Transportation
Covid-19 Effects on Parkland (multipart)	Analysed how parkland usage has helped community members cope with COVID-19	Clean and Green; Healthy and Safe Communities	
Neighbourhood Development	Created implementation plan for re-engaging with neighbourhood groups after the pandemic	Culture and Diversity; Community Engagement and Participation	Equity, Diversity, and Inclusion
Public Engagement Strategy	Developed marketing plan to increase number of Engage Hamilton users	Community Engagement and Participation	Trust and Confidence in City Government
Test and Trace: Urban Waters Edition	Designing a system to monitor and track Chedoke Creek water quality in real time	Clean and Green; Built Environment and Infrastructure	
Connecting Families with Loved Ones in LTC Facilities (multipart)	Created communication plans to connect families with loved ones in Hamilton's long-term care homes	Healthy and Safe Communities	
Accelerating Climate Resilience	Conducted horizon scan for Climate Resiliency Program	Clean and Green	Climate Change
Your City in Data: Visualizing Info That Matters	Created data visualizations and communication strategies for Canadian municipalities	Community Engagement and Participation	Trust and Confidence in City Government
Enhancing Wifi at HPL	Improved HPL's wireless guest network	Community Engagement and Participation	Equity, Diversity, and Inclusion

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SUBJECT: CityLAB Pilot Update (CM21009) (City Wide) - Page 6 of 11

Vanier Towers Data Analysis	Developed data visualization and analysis tools to improve health outcomes	Healthy and Safe Communities	Homelessness and Affordable Housing
Visitor Management for Hamilton's Waterfalls	Created best practices for improving visitor experience while protecting natural habitats at Spence Gorge	Clean and Green	
Digital Accessibility at CityLAB	Completed AODA compliance scan for CityLAB website and developed best practice guide	Community Engagement and Participation	Equity, Diversity, and Inclusion
Engaging Library Members Offline	Created activity guides for library users to use offline	Community Engagement and Participation	Equity, Diversity, and Inclusion
Beasley Neighbourhood Community Wifi	Conducted research for a public Wifi program in Beasley Park	Community Engagement and Participation	Equity, Diversity, and Inclusion
Equity, Diversity, and Inclusion in the Hamilton Fire Department	Created EDI action items for the Hamilton Fire Department's recruitment strategy	Culture and Diversity	Equity, Diversity, and Inclusion
Furniture Bank for City Housing Hamilton Tenants	Created best practice guide for a potential CityHousing furniture bank	Healthy and Safe Communities	Homelessness and Affordable Housing
Hamilton's History, Today	Developed a historical context statement to describe what makes Dundas unique	Culture and Diversity	
HSRnow Accessibility	Completed AODA compliance scan for HSR suite of digital trip planning tools	Community Engagement and Participation	Multi-Modal Transportation; Equity, Diversity, and Inclusion

For full listing of completed projects and additional details on each, please refer to www.citylabhamilton.com/projects

For visual and geographic summaries of our results based on ward, please see <https://www.citylabhamilton.com/results>

Website and Communications

CityLAB continues to develop its website, www.citylabhamilton.com which showcases the projects underway, provides a form for staff to submit their challenges, and gives background and contact information.

Period	Unique Visitors	Page Views	Visits
Oct. 1 – Dec. 31, 2017	284	1019	259
2018	5,480	15,700	5,628

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SUBJECT: CityLAB Pilot Update (CM21009) (City Wide) - Page 7 of 11

2019	8,307	28,100	8,068
2020	7,277	29,850	10,954
Jan. 1 – Aug. 30, 2021	5,907	18,191	7,710

CityLAB also shares information through a newsletter, Instagram, Twitter, Facebook, and LinkedIn.

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: Moving the CityLAB program from a pilot to fully operational status requires modest increases to the partner contributions. Our academic partners have agreed in principle to the below contributions which represent 74% of the total cost of the program. The Steering Committee is requesting that the City of Hamilton contribute \$63,000/year starting in 2022 and standard operational maintenance budget increases thereafter as per standard operating budget process and indicated in Table 2 below.

The shared costs of the CityLAB program are broken down according to the annual operating budgets of each institution, with the City of Hamilton's contribution of the in-kind lease of the CityLAB space in the former CFL Hall of Fame (valued at \$76,000/year in 2017) being a significant factor in the relative size of the City's contribution.

Table 1: Requested contributions by institution

Source	Current Annual Contributions	Proposed Annual Contributions	Change
City of Hamilton*	\$ 45,000	\$ 63,000	\$18,000
McMaster	\$ 85,000	\$ 116,000	\$ 31,000
Mohawk	\$ 36,000	\$ 48,000	\$ 12,000
Redeemer	\$ 10,000	\$ 14,000	\$ 4,000
Total	\$ 176,000	\$ 241,000	\$ 65,000

*The City of Hamilton also contributes the in-kind lease to the CityLAB space, valued at \$76,000 per year

SUBJECT: CityLAB Pilot Update (CM21009) (City Wide) - Page 8 of 11**Table 2: Schedule of annual requested contributions from City of Hamilton**

2022	2023	2024	2025	2026
\$63,000	\$66,020	\$69,190	\$72,510	\$75,990

Staffing: This request includes funding that will ensure program stability through a three-member team with two of the positions being regular full-time employees and a third being an entry level temporary position staffed by recent graduates of the program.

Legal: Not applicable.

HISTORICAL BACKGROUND

CityLAB is an innovation hub that brings together student, academic, and civic leaders to co-create a better Hamilton for all. This partnership between McMaster University, Mohawk College, Redeemer University, and the City of Hamilton matches students and faculty with City staff to develop innovative solutions to city-identified projects that align with the City's Strategic and Term of Council Priorities.

CityLAB Hamilton is contributing towards the Post-Secondary Education Principles of Co-operation that were agreed upon by the post-secondary schools and the City in 2016, particularly in the areas of:

- Working in Collaboration
- Community Engagement
- Community Building
- Retaining Local Talent

In 2019, the academic partners and the City extended CityLAB's Program and Licence Agreement until May 31, 2022 in order to provide more time to effectively evaluate the program.

November 2016	City Council officially endorses CityLAB Hamilton
January 2017	CityLAB pilot officially begins and Steering Committee formed
May 2017	Project Manager hired
September 2017	First official round of CityLAB projects are launched
December 2017	Lights On @ CityLAB event officially opens our space
March 2018	Update presentation to City Council

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SUBJECT: CityLAB Pilot Update (CM21009) (City Wide) - Page 9 of 11

April 2018	Project Showcase highlights innovative projects
April and June 2018	Matchmaker events spur new collaborations and launch new partnerships
September 2018	CityLAB Semester in Residence program launches and new projects begin at McMaster, Mohawk, and Redeemer
May 2019	City Council endorses the extension of the CityLAB pilot until May 31, 2022
June 2019	CityLAB hires part time coordinator
March 2020	CityLAB pivots to online operation throughout COVID-19 pandemic by hosting digital events, producing video content, and streamlining our website operations
August 2020	CityLAB hires full time coordinator

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

N/A

RELEVANT CONSULTATION

- City Manager's Office
- Planning and Economic Development
- Strategic Partnerships
- Facilities
- Legal
- CityLAB Steering Committee (McMaster, Mohawk, Redeemer, City of Hamilton)
- Finance and Administration

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The CityLAB Hamilton program was conceived as a pilot project to test that the collaborative model developed jointly by Hamilton's post-secondary institutions and the City of Hamilton would be of value to students, faculty, and City staff before committing to a fully-funded program. With the extension of the pilot in 2019, and strong indications from our evaluation that the program has met its goals in terms of project results, quantity of projects, and number of involved students, faculty, and staff members, CityLAB's Steering Committee has indicated that they would like to move to a fully-funded model that allows for the program to move beyond the pilot phase and become a regular operating program between the four institutions that can be sustainably funded and built into the future.

By moving the program to a fully-operational state, staff will be able to focus their efforts on building the program and ensuring that it continues to meet the unique needs of each partner. Moving forward with a fully-operational program will allow CityLAB to continue to expand its efforts in project continuation and implementation as well as limit the risks

SUBJECT: CityLAB Pilot Update (CM21009) (City Wide) - Page 10 of 11

posed by staff turnover and loss of institutional knowledge faced by time-limited pilot projects.

ALTERNATIVES FOR CONSIDERATION

The alternative option is to continue funding the City's portion of the program costs through the Tax Stabilization Reserve for the next 5 years including small annual budget increase to account for standard operational maintenance budget cost increases to ensure program stability going forward as outlined in Table 2.

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

The CityLAB program supports a broad range of strategic areas depending on the project.

Community Engagement and Participation

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

Economic Prosperity and Growth

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

Healthy and Safe Communities

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

Clean and Green

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

Built Environment and Infrastructure

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

Culture and Diversity

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

Our People and Performance

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

SUBJECT: CityLAB Pilot Update (CM21009) (City Wide) - Page 11 of 11

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report CM21009 – CityLAB Project Highlights, March 2021

Appendix "B" to Report CM21009 – CityLAB Evaluation

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Engaged Empowered Employees.

CITYLAB HAMILTON

PROJECT HIGHLIGHTS ACROSS HAMILTON

Designing a system to monitor and track water quality in real time
Chedoke Creek

Improved HPL's wireless guest network at all branches

Engaged stakeholders in design of proposed Greenway
Cootes Paradise

Developed marketing plan to increase number of Engage Hamilton users

Housed 8 families by renovating vacant CityHousing units

Created best practice guide for developing a furniture bank for tenants
CityHousing

Analyzed how park-land usage has helped community members cope with COVID-19
Gage Park

Created best practices for improving visitor experience while protecting natural habitats
Spencer Gorge

Piloted street openings to create space for cyclists and pedestrians
King William St.

Created communication plans to connect families with loved ones in Hamilton's Long-Term care homes
Macassa Lodge, Wentworth Lodge

Creating EDI action items for the Hamilton Fire Dept. recruitment strategy

Designed a student-focused app prototype to incentivize bike share use
McMaster University

2,301 students

63 faculty members

83 City staff

133 projects

44,000+ student hours

CityLAB, 2017- 2020

TERM OF COUNCIL PRIORITIES

- Climate Change
- Multi-Modal Transportation
- Homelessness & Affordable Housing
- Equity, Diversity & Inclusion
- Integrated Growth & Development
- Trust & Confidence in City Government
- Fiscal Health & Financial Manag.
- A Healthy, Respectful & Supportive Work-place

Demonstrating and Scaling the Impact of CityLAB Hamilton

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Appendix “B” to Report CM21009
Page 2 of 56

Table of Contents

Introduction	4
Objective of Report.....	4
Student Pre and Post Surveys	4
Overview.....	4
Pre Survey Findings.....	6
Post Survey Findings.....	7
Recommendations.....	7
Pre and Post Survey Response Changes.....	8
Qualitative Findings.....	11
Semester in Residence One Year Follow Up Student Survey	14
Overview.....	14
Survey Findings.....	14
Qualitative Findings.....	16
Recommendations.....	17
Staff and Faculty Exit Survey	17
Overview.....	17
Survey Findings.....	18
Qualitative Findings.....	18
Recommendations.....	20
Focus Groups	21
Participant Sample.....	21
Inclusion Criteria.....	21
Letter of Information & Consent.....	21
Recruitment.....	22
Ethical and Privacy Considerations.....	22
Informed Consent.....	22
Anonymity and Confidentiality.....	22
Privacy and Security Issues.....	23
Focus Group Guide.....	23
Analysis.....	23

**Appendix “B” to Report CM21009
Page 3 of 56**

Procedure..... 23

Findings 24

 Students 24

 Faculty 30

 City Staff..... 35

Suggestions for Improving CityLAB Hamilton 38

Summary..... 40

Appendix..... 43

Introduction

CityLAB Hamilton is an innovation hub that brings together student, academic, and civic leaders to co-create a better Hamilton for all. Since 2017, 2,301 students, 63 faculty members, and 83 City of Hamilton staff have created 133 projects and contributed over 46,500 student hours towards moving Hamilton forward. In 2020, CityLAB celebrated 3 years of successful City staff, student, and faculty partnerships that are making the City of Hamilton more vibrant, healthy, and sustainable.

Students and Faculty at McMaster University, Mohawk College, and Redeemer University gain a variety of knowledge, skills, and experience through CityLAB’s *Semester in Residence* course and the *Campus Course Network* including project management and data collection. City of Hamilton staff also gain benefits from their involvement in CityLAB Hamilton including saving money on research and data collection, direct access to extra resources (i.e., human), and leveraging student time and expertise to support staff initiatives.

Objective of Report

The purpose of this report is to demonstrate CityLAB Hamilton’s impact on students and Faculty from the city’s post-secondary institutions, as well as City of Hamilton staff, and to explore opportunities for scaling the program’s impact to achieve its long-term outcomes.

Student Pre and Post Surveys

In 2019, CityLAB Hamilton hired a consultant from Junxion Consulting to develop a Pre- and Post Survey for CityLAB students to measure changes in attitudes and perceptions on a variety of topics after completing a CityLAB project. These include, among others, perceived ability to take action on local issues or the knowledge and benefits gained through their CityLAB experience. The surveys are administered through Survey Monkey at the start and end of the Fall and Winter academic terms for all students.

Overview

Appendix “B” to Report CM21009
Page 5 of 56

Pre and Post Surveys have been conducted with CityLAB Hamilton students each academic term since September 2019. The Pre Survey collects only quantitative data and includes 27 questions on a 7-point ordinal scale (i.e., disagree strongly to agree strongly). The Post Survey collects both quantitative and qualitative data. It includes the same 27 questions as the Pre Survey and an additional 11 questions about students’ experience in CityLAB Hamilton. Among the 11 questions about students’ experience in CityLAB Hamilton, two of them are open-ended. The survey is not mandatory, and students currently receive no grades or incentives for completion.

Since September 2019, 1,662 students have been enrolled in CityLAB but only 429 responses have been submitted to the Pre-Survey (100% completion rate, meaning that all survey questions are answered) and only 166 responses to the Post-Survey¹ (76% completion rate, meaning that some survey questions were not answered by all students). As of May 2021, only 92 students completed both surveys.

Institution	Total Students enrolled since Fall 2019	# of Students (Pre-Survey)	# of Students (Post-Survey)	Difference
McMaster University	882	287	71	216
Mohawk College	352	93	65	28
Redeemer University	652	49	30	19

Semester in Residence is a 15-unit course that has been offered three times to date (each Fall semester since 2018) but has only collected survey data in Fall 2019 and 2020.

Term	Institution	Total Students enrolled	# of Students who completed the Pre-Survey	# of Students who completed the Post-Survey	Difference
Fall 2019	McMaster University	21	21	14	7
	Redeemer University	1	1	1	0
Fall 2020	McMaster University	21	18	5	13

With respect to the Pre Survey:

- 67% of respondents are students at McMaster University
- 22% of respondents are students at Mohawk College
- 11% of respondents are students at Redeemer University

¹ As of May 20, 2021.

With respect to the Post Survey:

- 43% of respondents are students at McMaster University
- 39% of respondents are students at Mohawk College
- 18% of respondents are students at Redeemer University

Pre Survey Findings

The following responses provide a high-level overview of the most frequent response to select survey questions; the responses are ordered on a 7-point scale (i.e., *agree strongly* to *disagree strongly*):

- 43% of students **agree moderately** that they feel confident in their ability to take action on complex issues like climate change, social equity, and economic resilience
- 60% of students have some level of **agreement** that they feel confident in their ability to find meaningful work in Hamilton after their graduate
- 26% of students **agree moderately** that their education is relevant to their daily life in the Hamilton region
- 47% of students have some level of **disagreement** with the statement “I would like to live in Hamilton for the long term”
- 57% of students have some level of **agreement** with the statement “CityLAB helps students find employment opportunities after graduating”
- 39% of students **agree moderately** that solving complex problems mainly requires sustained collaboration between different groups and organizations
- 33% of students **agree slightly** that solving complex problems mainly requires changing social and cultural norms
- 28% of students **neither agree or disagree** that the City of Hamilton is well-informed of the issues that local residents face day-to-day
- 34% of students **neither agree or disagree** that the City of Hamilton is making good, informed decisions for the future of the community
- 64% of students have some level of **agreement** that with the statement “The future outlook for Hamilton is mostly positive”

Appendix “B” to Report CM21009 Page 7 of 56

- 24% of students **agree moderately** that Hamilton is a vibrant city full of people that care about the future

Post Survey Findings

The following responses to the last 11 questions from the Post Survey, which are not included in the Pre Survey, represent the majority of student opinions:

- 37% of students **agree moderately** that the CityLAB process was clear and well-organized
- 31% of students **agree strongly** that they received clear instructions/guidance on how to complete the project
- 39% of students **agree moderately** that the project workload was appropriate
- 37% of students **agree strongly** that the external partners that they worked with were adequately responsive
- 42% of students **agree strongly** that they would recommend their CityLAB course/project to others if it were repeated
- 41% of students **agree strongly** that their CityLAB experience developed their professional skills
- 35% of students **agree strongly** that their CityLAB experience shifted the way they think
- 32% of students **agree strongly** that their CityLAB experience got them more involved in the community
- 34% of students **neither agree or disagree** that their CityLAB experience helped them find an opportunity for employment
- 23% of students **agree slightly** that my CityLAB experience helped them make new social connections outside of their school
- 41% of students **agree strongly** that they are satisfied with their CityLAB project experience

Recommendations

Low response rates to the Pre and Post Surveys can limit the conclusions drawn since they are not representative of the CityLAB Hamilton student population. In particular, Post Survey response rates are significantly lower than the Pre Survey. Only 20% of CityLAB students who filled out the Pre Survey also filled out the Post Survey. This makes it challenging to fully understand the impact of CityLAB Hamilton on

Appendix “B” to Report CM21009

Page 8 of 56

students’ development of skills and knowledge or potential changes in behaviour as a result of their experience (i.e., civic engagement, desire to stay in Hamilton after graduation, etc.).

CityLAB Hamilton should consider making survey completion a required and mandatory component for courses that include a CityLAB project. This will ensure that CityLAB Hamilton collects sufficient data to understand the impact of the program and to explore similarities and differences of experience across programs and post-secondary institution. If feasible, instructors could offer an incentive for completing (i.e., the survey contributes 2% of the final grade). CityLAB Hamilton could also consider setting annual targets for the percentage of students who respond *agree strongly* to particular survey questions that align most with the program’s aims and then identify strategies to meet those goals. For instance, CityLAB could host networking events to increase social connections among CityLAB students if the goal were to reach 75% of students who *agree strongly* with that statement. CityLAB Hamilton could also focus on increasing consensus among respondents so that the impact of the program is more consistent among all students across the post-secondary institutions.

Pre and Post Survey Response Changes

Agreement vs. Consensus Among Respondents: Compare Pre and Post

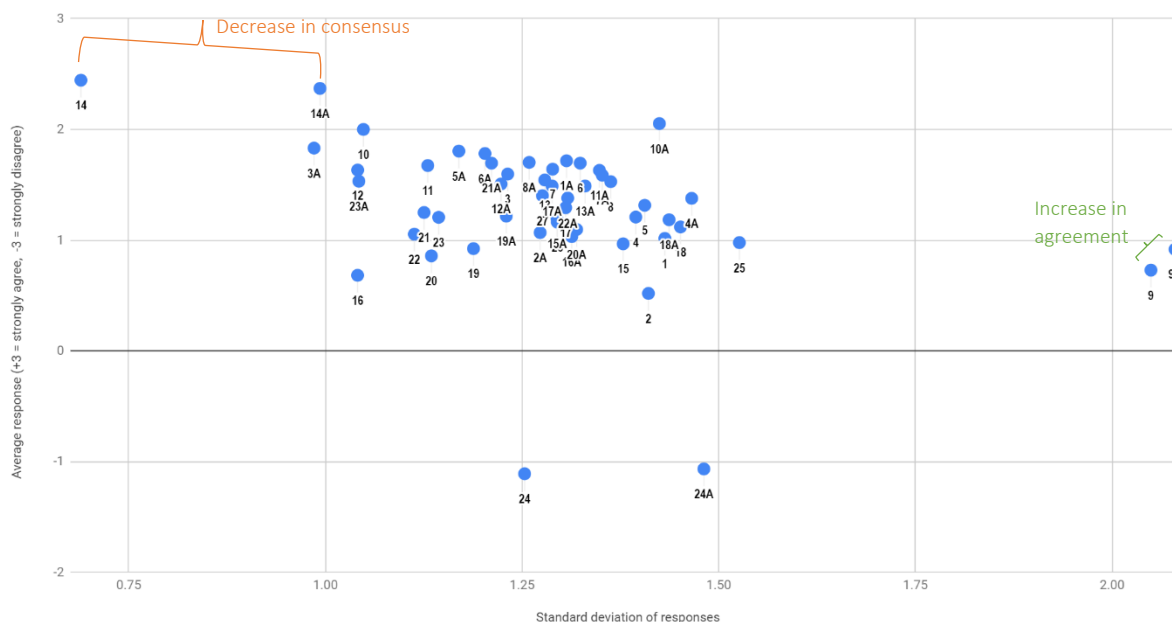


Figure 1. A comparison of Pre and Post Survey responses from 92 students who completed both surveys.

Appendix “B” to Report CM21009
Page 9 of 56

The impact of CityLAB Hamilton on students’ skills, knowledge, and attitudes can be determined by measuring changes to responses between the Pre and Post Surveys. [Figure 1](#) compares the average response (AR) to each survey item and the standard deviation (SD) of the responses between the two surveys. The AR represents agreement among respondents, while the SD indicates how spread out the responses are from the mean (i.e., AR). Therefore, the SD represents consensus among respondents. A low SD indicates that the responses tend to be close together and there is more consensus among respondents. Conversely, a higher SD indicates that the responses are more spread out and there is less consensus. It is also important to note that the SD is affected by extreme responses (i.e., outliers) since it is based on the distance from the mean. Responses in [Figure 1](#) are labelled according to the survey item (i.e., 1, 2, 3, etc.) and which survey they correspond to (i.e., Post Survey responses are 1A, 2A, 3A, etc.) to allow for a visual comparison of pre- and post-responses to each survey item. The SD for most survey items was between 1.00 and 1.50 which reveals that most items have responses that are spread out.

For all survey items but one (24/24A), the AR was positive (i.e., agree strongly, agree moderately, or agree slightly). The only survey item that had a negative AR was *“The future outlook for Hamilton is mostly negative”*. There was less consensus among respondents on this survey item in the Post Survey which indicates that the responses have become more polarized. The survey item with the highest positive AR (14/14A) was *“Solving complex problems requires sustained collaboration between different groups and organizations”*. The AR was around 2.5 (i.e., between agree moderately and agree strongly). The AR in the Post Survey was very similar, however the SD had increased meaning that there was slightly less consensus among respondents after finishing their CityLAB project. The survey item with the highest SD, meaning the responses were the most spread out and there was the least consensus, was *“I would like to live in Hamilton for the long term”* (see 9 and 9A in [Figure 1](#)). Respondents were more polarized on this question than any other, but the AR was around 1 (i.e., agree slightly) for both Pre and Post Surveys which reveals that opinions did not change significantly. See [Tables 1 and 2](#) in the Appendix for the descriptive statistics.

Agreement and consensus were **higher** following the Post Survey for survey items such as:

- I feel confident in my ability to take action on complex issues like climate change, social equity, and economic resilience
- I feel confident in my understanding of complex issues such as climate change, social equity and economic resilience

Appendix “B” to Report CM21009
Page 10 of 56

- The future outlook for Hamilton is mostly positive
- My outlook for the future is mostly positive
- My day-to-day actions and choices make a difference at the local level
- I know some things I can do right away that would significantly change my neighborhood for the better
- CityLAB helps students build their professional networks
- Solving complex problems mainly requires new ideas and approaches

Agreement and consensus were **lower** following the Post Survey for these questions:

- CityLAB helps students find employment opportunities after graduating
- My education is relevant to my daily life in the Hamilton region

Agreement was **higher** but consensus was **lower** following the Post Survey for the following questions:

- Solving complex problems requires sustained collaboration between different groups and organizations
- Solving complex problems mainly requires the application of new technologies
- CityLAB projects have immediate results that benefit the City and the people who were involved
- The City of Hamilton is making good, informed decisions for the future of the community
- CityLAB projects make a difference with respect to big-picture issues like climate change, social equity, and economic resilience
- I feel confident in my ability to find meaningful work in Hamilton after I graduate

The findings from the Pre-and Post Survey comparison should be interpreted with an understanding that the CityLAB experience is varied for students. Differences in course instructors, projects, post-secondary institutions, and degree of involvement in CityLAB (i.e., *Semester in Residence* vs. undergraduate course) can help to explain the divergence of responses. If survey responses increase in the future, CityLAB Hamilton will be able to conduct a comparison of Pre and Post Survey responses for different CityLAB projects or post-secondary institutions to better understand which environments encourage the greatest positive change to students' skills, knowledge, and attitudes.

Qualitative Findings

The Student Post Survey includes two open-ended questions. These questions were coded to identify salient and common themes, as well as noteworthy comments. The first open-ended question was answered by 94 students and skipped by 72 students. The second open-ended question was answered by 91 students and skipped by 75 students.

Students reported that the most significant change that took place over the course of their CityLAB project was **their own learning** (n = 60/108 references), specifically their **understanding or knowledge of local issues in Hamilton and current community challenges** (n = 16/60 references). One student shared, *“It was a really eye-opening experience to learn about how long-term care homes run and what the challenges are for the homes themselves as well as residents”*. Another student from **Semester in Residence** noted, *“I received an opportunity to learn about the history of the City; current state of municipal politics, policies, and governance; demographics of different neighbourhoods; and initiatives being led by residents and City staff.”*. Many students (n = 11/60 references) also noted that they gained **relevant skills pertaining to communication, time management, professionalism, and project management**. Others (n = 7/60 references) noted that they learned **how to think about solving problems**. One student discussed both of these themes: *“I completely shifted the way I understand operations and complex approaches to seemingly simple problems. My understanding of how to approach difficult tasks and communicate relevant information in an attempt to market change improved drastically”*. Several students also discussed how they learned that the most significant change was that they recognized **their ability to make or contribute to change in their communities** (n = 7/60 references), and to **work collaboratively** (n = 4/60 references) or **with diverse peers** (n = 6/60 references). Finally, the nature and process of the projects they worked on gave some students an important experience **working in the “real world”** (n = 5/60 references), and taught them **how to be flexible and adapt to unexpected changes** throughout project development (n = 2/60 references).

Several students from **Semester in Residence** highlighted that the most significant change for them was **feeling empowered or determined** (n = 5/108 references). One student said, *“Realizing that City of Hamilton staff and elected officials are interested in our ideas and value our insight into municipal issues was empowering”*. Other students, not specific to **Semester in Residence**, noted that they had **more engagements and connections to the broader Hamilton community** as a result of their CityLAB project (n = 8/108 references). Being able to work and interact with City officials and community partners was cited as

Appendix “B” to Report CM21009
Page 12 of 56

an example that helped some students feel more connected and engaged. **Mutually beneficial relationships** between students and instructors or City staff were also established (n = 4/108 references) through **Semester in Residence**. One student shared, *“City Staff partners had the opportunity to see us as more than just students but as colleagues and professionals with new and creative ideas on how to make our city a better place. The relationship between the professors and students were beneficial in both directions. The students had the chance to learn about how city hall works, project management, deep skills, dialogue, and design. While the professors were able to learn something from each of us as well”*. Other significant changes not specific only to **Semester in Residence** were identified but were less common including **changes in students’ mindset or outlook** (n = 4/108 references) and **the impact of the COVID-19 pandemic** (n = 6/108 references). While *“COVID took away a lot of the personal experiences we could have had with interacting with different people”*, as explained by one student, CityLAB Hamilton gave one student the opportunity to be more connected to Hamilton despite the pandemic making the University *“isolated from downtown core of the community”*.

“I think that what really change for us was the shift from looking at a project for the sake of completing a course to, we are actually tackling a real project. The level of caring does change, it’s not the same when you just care about marks than caring about the lives of real people, and how you will actually be impacting that. Then you get serious and think deeply about how to make that impact positive, effective, and long lasting.”

Students identified that the CityLAB program could be improved for future participants by **enhancing the structure and process** (n = 46/106 references). Several students highlighted that the project scope (n = 11/46 references) needed to be clearer. For example, **a lack of clear purpose or understanding of the project scope** was identified by some students. Similarly, others stated that **expectations of students should be more clear** because many experienced shifts to the direction of their project throughout the term. One student shared, *“Having an explanation for topics [of the project] would help us understand more clearly what was expected of us”*. Students also identified that the **schedule and organization of the term** in **Semester in Residence** should be improved (n = 7/46 references). Two students noted that the first month of **Semester in Residence** was *“confusing”* with *“poor organization and a loose schedule”*. The different components of the course also elicited some confusion or challenges (n = 3/46 references). Two students expressed a desire to have “Project 1” removed from the course and to focus more of their time in the term instead on “Project 2”. One student also felt that the last month of term was very busy and that the workload was

Appendix “B” to Report CM21009
Page 13 of 56

“unmanageable” with the various deliverables that were due. Finally, some students discussed that they would like to see more **continuity** with their CityLAB projects (n = 5/46 references) or **adjusted timelines** to ensure that their projects could be seen to the end (n = 4/46 references). One student stated, *“Recognizing the difference in working timelines between academic institutions and the City of Hamilton, I think the CityLAB program could be extended in some capacity so that students don't suddenly stop project work after four months. Retaining some level of continuity into a second semester would be very valuable”*.

Several students recommend **more guidance or support from City staff and CityLAB instructors** (n = 13/106 references). One student suggested, *“Give the class some ideas of what was previously suggested to get us on the right track and also to get us to make solutions that could be more innovative. [This would] avoid suggesting the same solution over and over again”*. Another shared, *“It would have been nice to receive more support from the project coordinator as we worked on the project, as I believe a big part of CityLAB is building connections with the community, and we really weren't given a chance to do that”*. Lack of information about CityLAB Hamilton, and how their project fit into the broader picture of work being completed by the City of Hamilton, was a common challenge identified by students. **Increased engagement or connection with Hamilton communities or local government** could also improve the CityLAB program for future participants. Students expressed a desire to visit locations that were related to their project, for instance a branch of a local bookstore, or to have more interactions with City staff for both professional development and clarity of expectations. One student suggested, *“Build in the opportunity to see the side of the municipal government that is not often seen. That way, students can have a more full learning experience learning both perspectives. [This would] allow students to question and challenge established systems rather than just following mindlessly”*. Presenting in front of a municipal committee or in a community hall was another suggestion.

Students also identified that **more connections and contact with the CityLAB program** are needed (n = 8/106 references). One student shared, *“For future students, a clear description/information about what CityLAB is would be extremely beneficial. As someone who has never been to Hamilton in my life, I had no idea what this program was or what it entailed. It was simply that my group's final project for the term was in partnership with CityLAB - however it only came to light near the end of the project what the actual goal was. I think it was either a lack or a miscommunication near the beginning of the semester that left me in the dark with respect to the overarching goal of the program. To improve*

Appendix “B” to Report CM21009 Page 14 of 56

this, more context around topics/themes/CityLAB itself would be beneficial for future participants”. Another student echoed this view, “Have more integration and guidance with students. I felt that we spoke/met with people from CityLAB right at the beginning of the project and it would have been more helpful to get guidance on what [they] wanted from us. We came up with the topic and there were no check ins with us throughout the whole project until it was done and CityLAB came to see our final results. Since we invested a lot of time and work into completing a project, it would have been nice for CityLAB to check in with us (not the reverse - us checking in when we need help). It felt as if CityLAB sort of 'used' students to get work done, and just thanked us at the end. More integration is necessary to feel as if students contributed to a greater cause and it was being appreciated more”.

Finally, a few students suggested that the **topics of the projects** could be broadened or based on community-identified needs, while two students recommended **professional support for students after they completed the CityLAB project**. This could involve help with making more connections in Hamilton or with finding job opportunities. CityLAB Hamilton could also host in-person or virtual job fairs and networking opportunities.

Semester in Residence One Year Follow Up Student Survey

Overview

Since 2019, students who have completed *Semester in Residence* are invited to fill out a survey one year after the semester. As of May 2021, 27 students have completed the survey: 21 students from Fall 2018 and 6 students from Fall 2019. The majority of respondents are from McMaster University (96.3%). Only one student from Redeemer University completed the survey. At the time that they completed the survey, 57% of students currently worked or resided in Hamilton.

Survey Findings

The following responses provide a high-level overview of the most frequent response to select survey questions; the responses are ordered on a 7-point scale (i.e., *agree strongly* to *disagree strongly*):

- 41% of students **agree strongly** that following politics is a good use of their time

Appendix “B” to Report CM21009
Page 15 of 56

- 63% of students have some level of **agreement** that they feel confident in their ability to find meaningful work in Hamilton after their graduate
- 100% of students have some level of **agreement** with the statement “I feel confident in my understanding of complex issues such as climate change, social equity, and economic resilience”
- 55% of students have some level of **agreement** with the statement “I would like to live in Hamilton for the long term”
- 75% of students **agree strongly** with the statement “CityLAB helps students to connect theory with real world practice”
- 56% of students **agree strongly** with the statement “CityLAB helps students build their professional networks”
- 30% of students **agree moderately** with the statement “CityLAB helps students find employment opportunities after graduating”
- 75% of students **agree strongly** with the statement “Solving complex problems mainly requires sustained collaboration between different groups and organizations”
- 52% of students **agree moderately** with the statement “Solving complex problems requires changing social and cultural norms”
- 52% of students **agree moderately** that the City of Hamilton is well-informed of the issues that local residents face day-to-day
- 30% of students **agree slightly** that the City of Hamilton is making good, informed decisions for the future of the community
- 77% of students have some level of **agreement** with the statement “Hamilton is a good place to settle for the long term”
- 64% of students **agree strongly** that their CityLAB experience developed their professional skills
- 52% of students **agree strongly** that their CityLAB experience got them more involved in the community

opportunity_{experience} see_{think} issues_{definitely} made_{many}
 community_{local} people_{learn} Hamilton
 course_{city} know_{CityLAB} love_{Hamilton} work_{great}
 projects_{grew} change_{area} involved_{aspects} also

Figure 2. A word cloud from the responses to survey item 42 regarding the impact of CityLAB on students' opinion of Hamilton.

Qualitative Findings

The survey includes three open-ended questions, two of which are also included in the Post Survey. Responses to the only question that was unique to this survey, regarding the impact of CityLAB on students' opinion of Hamilton, were coded to identify salient and common themes. This question was answered by 21 students and skipped by 6 students.

The majority of students (n = 12/21) shared that **CityLAB helped them experience or understand Hamilton in new and different ways**. Some of these students (n = 4/12) discussed how they were able to explore more areas or aspects of the city through CityLAB. A highlight for one student was the walking tour led by a City staff which gave them new insights into the context and history of neighbourhoods in the downtown core. Furthermore, working directly with City staff **increased some students' understanding of local issues** faced by different residents (n = 5/21), and the role that the City of Hamilton can play in addressing them. One student explained, *“I began to see how municipalities participate in the community. I also began to see the work that goes into every little reach out program. I have appreciated the importance of municipalities and the complexity that is involvement with governments.”* **Greater appreciation for the complexity of municipal governance and the work to be done addressing complex issues** was also identified by other students (n = 3/21) which suggests that CityLAB offered them the opportunity to better understand how the City functions and responds to local issues, as well as the challenges City staff face in affecting change. One student said, *“As a born and raised Hamiltonian who's always had a passion for local politics, it definitely gave me a better understanding of how quickly projects and ideas can change. It helped me understand why projects can take so long to advance as well. I know we have great city staff and community partners who do important work, and it's up to having the right leaders to use it”*. However, two students reported different and more negative perceptions of Hamilton and the City. One felt that the course focused on “a

Appendix “B” to Report CM21009 Page 17 of 56

few city affairs” which wasn’t enough to impact their opinion on Hamilton and that the City works “very, very slow”, while another felt “pretty disillusioned with city politics after working on city projects and seeing how content people are with moving slowly and microscopically rather than rallying the community for big change and big responses to their issues”.

Some students (n = 3/21) indicated that **CityLAB encouraged them to become more involved in the Hamilton community**. One student started volunteering in the social services pertaining to areas that related to their CityLAB project. The other student shared, *“CityLAB has encouraged me to be an active citizen in my community, seeking out opportunities to be involved. CityLAB taught me the importance of civic engagement when solving complex challenges at a municipal level”*. Finally, two students reported that **CityLAB led them to love Hamilton more**. One of these students wrote, *“[CityLAB] made me fall in love with Hamilton and see it as a city made of engaged and active people”*.

One unique finding from this survey is the role that *Semester in Residence* plays in introducing students to the physical places and people of Hamilton. In contrast to other students who complete a project in a 3-unit course, *Semester in Residence* students have a longer and more immersive experience to connect with City staff and the broader Hamilton community. Coupled with the responses from *Semester in Residence* students in the Post Survey that were described in the section above, their experience of CityLAB appears to be deeper and more impactful on their lives.

Recommendations

Similar to the other surveys, low response rates to the One Year Follow Up Student Survey can limit the conclusions drawn since they may not be representative of the *Semester in Residence* student population. CityLAB Hamilton should consider offering incentives to encourage *Semester in Residence* alumni to complete the survey so that the findings can be more insightful.

Staff and Faculty Exit Survey

Overview

Appendix “B” to Report CM21009

Page 18 of 56

Since 2019, the CityLAB Staff and Faculty Exit survey² has received 48 responses (81% completion rate). The majority of respondents are City staff (52%) and the rest are Faculty (48%).

With respect to their academic institutions:

- 20% are affiliated with McMaster University
- 60% are affiliated with Mohawk College
- 20% are affiliated with Redeemer University

Survey Findings

The following responses to 7-point ordinal scale questions (e.g., *agree strongly* to *disagree strongly*) in the exit survey represent the majority of City Staff and Faculty opinions:

- 36% **agree moderately** that their project helped to build their professional network
- 40% **agree moderately** that their project had immediate results that benefitted the City and the people involved
- 49% **agree strongly** that they are satisfied with their CityLAB experience
- 34% **agree moderately** that their experience with their project shifted the way they think
- 40% **agree strongly** that the project workload and time commitment were appropriate
- 36% **agree moderately** that the City of Hamilton is well-informed of the issues that local residents face day-to-day
- 51% **agree moderately** that the future outlook for Hamilton is mostly positive
- 57% **agree strongly** that they would recommend CityLAB to a colleague

Qualitative Findings

The Staff and Faculty Exit Survey includes five open-ended questions. These questions were coded to identify salient and common themes, as well as noteworthy comments. All of the open-ended questions were answered by 38 respondents and skipped by 10.

The findings from this survey were consistent with the responses from the Student Post-Survey. Staff and faculty reported that the most significant change that took place over the course of their CityLAB project

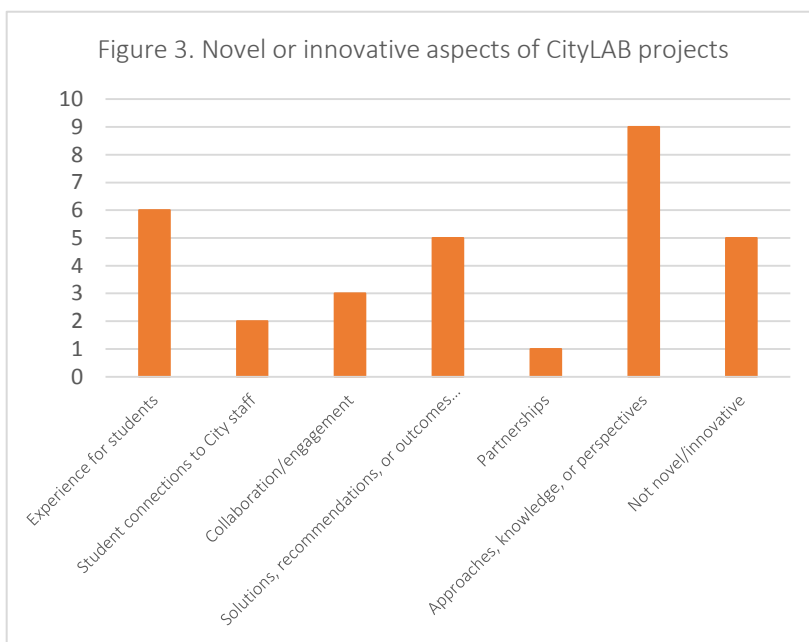
² As of May 20, 2021.

Appendix “B” to Report CM21009

Page 19 of 56

was their **students’ learning** (n = 20/36 references), specifically their **understanding or knowledge of local issues in Hamilton and current community challenges** (n = 8/20 references). Staff and faculty also highlighted how CityLAB Hamilton gave students the opportunity to gain **real-world experience**. One respondent shared, *“For students: becoming aware of the complexities and challenges of addressing real-world problems (it’s a lot harder than it looks!)”*. Other significant changes include **a shift in students’ mindset or outlook** (n = 2/36 references). One staff or faculty touched upon several changes, *“Students were made aware of issues affecting the community and given an opportunity to support future change. They were able to look beyond their own experiences”*. Finally, some respondents reported that there were **changes to the City staff** responsible for leading the project. The responses suggest that this had a negative impact on the outcome of the project or the experience of participants in the project. It is worth noting that one respondent shared that the *“new PowerPoint introducing the City of Hamilton and its services - viewed by the students [gave] them more understanding of the work the city does”*.

Most staff and faculty identified at least one aspect of the CityLAB project that was innovative or novel (n = 27/32 references), but several did not (n = 5/32 references). Most respondents highlighted how the project led to **new approaches, knowledge, or perspectives to working on or solving a problem** (n = 9/32 references). Other common responses include the **experience for students** and **solutions, outcomes, or recommendations from the projects were innovative or novel** (see Figure 3).



One City staff highlighted, *“It was innovative in that the research done was by students, not a consulting company, and the ideas presented were unique and well thought out”*. Another explained that the project was *“multi-phased, but we do anticipate that tangible benefits will result upon full completion”*.

Appendix “B” to Report CM21009
Page 20 of 56

There are mixed responses with respect to whether CityLAB projects result in “immediate” wins for the City of Hamilton. Nearly half of staff and faculty indicated that there no “immediate” wins (n = 9/40 references) or that they were unsure (n = 8/40 references). However, some staff indicated that the CityLAB projects led to **time or cost savings**. One staff shared highlighted a few tangible and intangible benefits, including the cost savings, *“New ways of online dialogue. Reports that will inform the next steps for city strategic priorities. High quality background research. All of this would have equated to hundreds of thousands of dollars in expenses if a consultant were hired”*. Other identified that there were project-specific **tangible benefits** (n = 6/40 references) that resulted from their CityLAB work including *“two new types of programs and some valuable research that our staff wouldn't have had the time to create”*, *“immediate accessibility changes”*, and *“more affordable housing units”*. Staff and faculty also highlighted that their CityLAB project led to intangible benefits such as **new insights, knowledge, or ideas** (n = 6/40 references), as well as **support provided to an ongoing project** (n = 3/40 references).

Interacting with students was a favourite part of the CityLAB experience for many staff and faculty (n = 12/41 references). One respondent shared, *“The report, the enthusiasm of the students. Their ability to be professional showed us they are ready for the employment world and are well equipped to get out there”*. Another explained, *“Space to be more innovative than usual and seeing the amazing work students were able to create as a result”*. Other popular favourite aspects that were identified include **innovation** (n = 4/41 references), **interacting with project partners and the City** (n = 9/41 references), **mentoring students** (n = 4/41 references), **applied learning for students** (n = 5/41 references), and **student growth and learning** (n = 3/41 references).

Recommendations

CityLAB Hamilton should consider revisions to the Staff and Faculty Exit Survey. For instance, a question could be included to ask staff and Faculty about the intangible benefits that came from the CityLAB projects. The existing question regarding improvements could also be split in two: improvements for the staff and Faculty experience and improvements for the project scoping or integration with courses. In addition, questions from the Faculty focus groups (described below) could also be added as open-ended questions to the Staff and Faculty Exit Survey.

Focus Groups

CityLAB Hamilton conducted focus groups with different program stakeholders (e.g., CityLAB student alumni, City of Hamilton staff, and post-secondary Faculty) to develop an understanding of the intermediate outcomes and tangible and intangible benefits that were experienced during and after their involvement with CityLAB. The focus group questions were designed to complement the Student Pre- and Post-Surveys and the Staff and Faculty Exit Survey, and further explore potential impacts of the program that were not included in the surveys.

Participant Sample

CityLAB aimed to recruit 30 participants from the CityLAB Hamilton community (i.e., 10 student alumni, 10 staff, and 10 Faculty) to participate in the focus groups.

Inclusion Criteria

Student alumni who meet the following criteria are eligible to participate:

- Attending or attended one of the following institutions as a post-secondary student: McMaster University, Mohawk College, or Redeemer University College
- Completed one or more CityLAB Hamilton projects
- Speaks English
- Access to technology and internet to participate in an online focus group

City Staff and Faculty who meet the following criteria are eligible to participate:

- Employed at one of the following institutions: City of Hamilton, McMaster University, Mohawk College, or Redeemer University College
- Participated in one or more CityLAB Hamilton projects
- Speaks English
- Access to technology and internet to participate in an online focus group

Letter of Information & Consent

Appendix “B” to Report CM21009
Page 22 of 56

A Letter of Information (LOI) and Consent package outlining the purpose of the focus groups and the facilitation procedure will be sent to interested participants by CityLAB Hamilton. At the suggestion of CityLAB’s Steering Committee, the LOI was reviewed by Stine Hansen at McMaster University who previously worked as a Research Ethics Officer. Minor revisions were made to clarify the rationale for not requiring ethics approval. The purpose of data collection for program evaluation purposes was clarified. This package can be updated for future focus groups.

Recruitment

CityLAB Hamilton staff sent targeted recruitment messages by email to four stakeholder groups: CityLAB Hamilton alumni, City staff and Faculty, and Hamilton community members. The email included a brief preamble outlining the purpose of the focus groups. Stakeholders who were interested in participating were asked to respond to the email, after which CityLAB staff sent them the Letter of Information and Consent package and request a signed Consent Form to confirm participation.

Ethical and Privacy Considerations

Informed Consent

Each stakeholder who expressed interest in participating in their respective focus group was sent the Letter of Information & Consent package from CityLAB staff via email. Interested participants were asked to sign the consent form either electronically or by hand.

Anonymity and Confidentiality

Participating in a face-to-face focus group online does not ensure anonymity because stakeholders will learn each other’s first names and see and hear each other. Some stakeholders may also be familiar with others participating in the focus group, due to the small nature of CityLAB Hamilton’s community. Participants were reminded to use a neutral background so that others have a limited view of their homes, offices, etc. They were also reminded in the Letter of Information that some parts of their immediate

Appendix “B” to Report CM21009 Page 23 of 56

environment will be revealed via video and should be mindful of how much detail they wish to share with others in the focus group.

The focus groups were not audio and video recorded. Only notes of the discussion were taken by a research assistant hired from McMaster Office of Community Engagement’s Research Shop. Stakeholders were reminded in the Letter of Information to share only stories or details that they are comfortable disclosing publicly, and that they may be able to be identified based on the references they make. The focus group moderator made a similar reminder before beginning the discussion. To protect what has been said, participants were advised in advance that they are not permitted to record any part of the focus group.

Privacy and Security Issues

Zoom is a recommended video conference platform for conducting qualitative research during a time of physical distancing (Lobe et al. 2020). Participants were provided with the online link 24 hours in advance. A virtual “meeting room” was set up to allow the moderator to vet participants and manually let them into the virtual space. CityLAB Hamilton will store all consent forms, typed notes, and data analysis from the focus groups on the City of Hamilton’s secure and private drive for one year.

Focus Group Guide

A focus group guide outlining the questions to be asked in each stakeholder group was developed in consultation with CityLAB’s Steering Committee. The guide can be updated for future focus groups.

Analysis

Focus group questions were coded to identify salient and common themes, as well as noteworthy comments. See [Tables 10 to 12](#) in the Appendix for the coding framework and number of references for each identified theme.

Procedure

Task	Who is involved?	Date
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Appendix “B” to Report CM21009
Page 24 of 56

Select 8 dates/times for the focus groups	CityLAB staff, Elise, Astara, Gabriella	February 10
Purchase incentives	CityLAB staff	After focus groups
Recruitment email sent to CityLAB stakeholder lists with invitation to participate in a focus group	CityLAB staff	February 12
LOI and consent forms are sent to each person who expresses interest in participating Follow-up after 2 days if consent form not received	CityLAB staff	As they come
Download signed consent forms & store in secure drive	CityLAB staff	As they come
Confirm focus group date and time Send WebEx link	CityLAB staff	February 22
Send electronic gift card and thank you letter	CityLAB staff	After focus groups
Send electronic gift card and thank you letter to notetakers	CityLAB staff	After focus groups

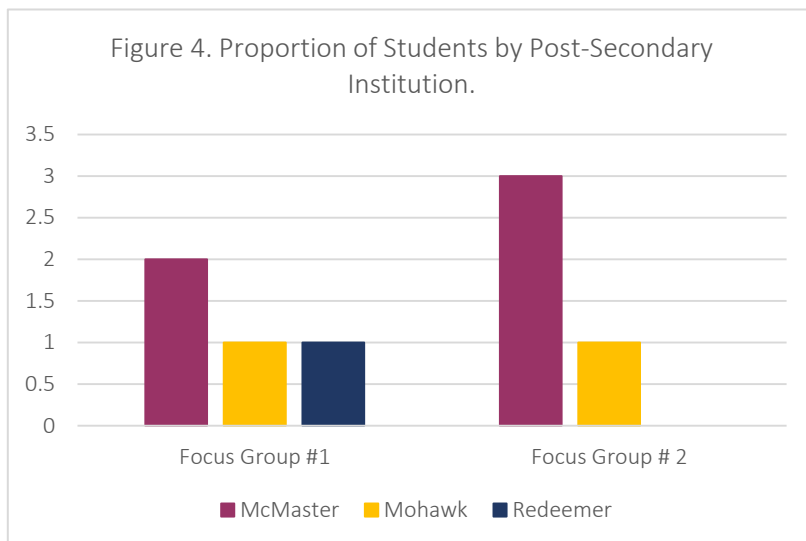
Findings

Students

Participant Sample

Appendix “B” to Report CM21009
Page 25 of 56

CityLAB Hamilton sent the recruitment email to a list of students who had completed the Student Pre-Survey. In total, 13 students responded to the email to indicate interest in participating in a focus group. The first 10 students were invited to attend. See [Figure 4](#) for a breakdown of the proportion of participants. Although 5 participants were recruited for

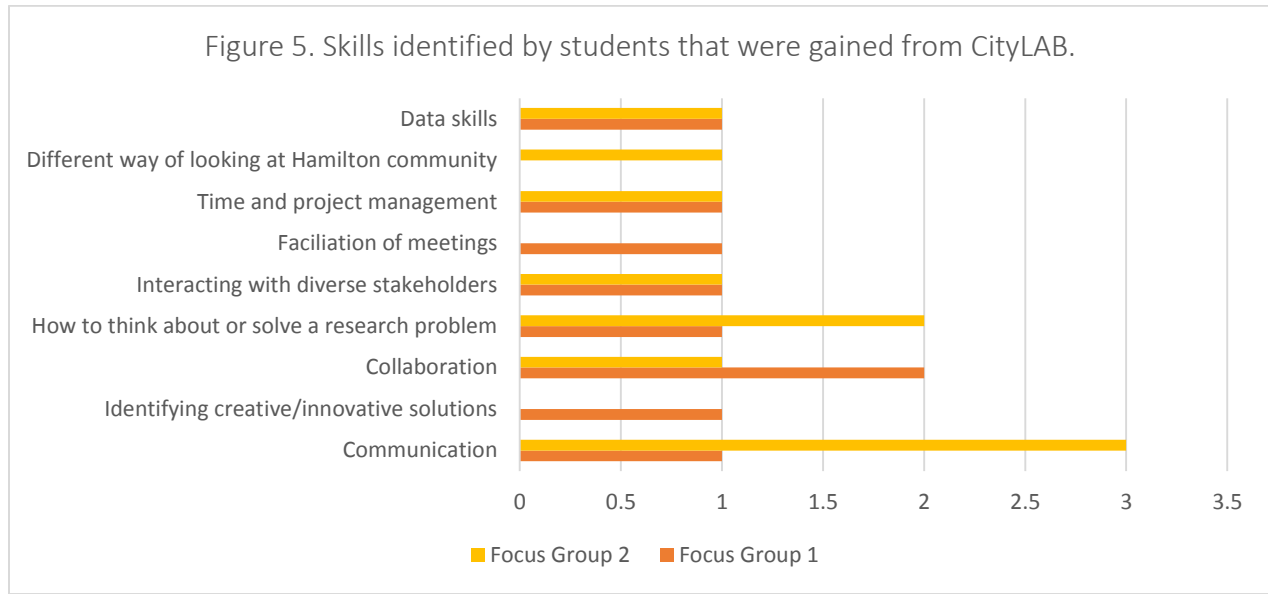


each focus group, 1 student from Mohawk did not attend Focus Group #1 and another student from Mohawk joined from Focus Group #2 but ultimately did not meet the inclusion criteria to participate. The student had not completed a CityLAB project because they dropped the course at Mohawk partway through the semester. The student was invited to stay in the focus group but advised that they would not be able to answer the following questions. They left after 10 minutes and their data was removed from the focus group notes. Therefore, only 8 students participated in the focus groups, with 4 in each. It is also worth noting that there was 1 graduate student from McMaster in each focus group, both from the same graduate program. 37.5% of participants ($n = 3/8$) completed their project in 2019 and 62.5% ($n = 5/8$) completed their project in 2020 after the COVID-19 pandemic began. This means that those students in 2020 had a virtual project experience, while participants in 2019 completed their projects in-person.

Skills Gained from CityLAB Projects

All participants identified at least two skills that were gained from their CityLAB experience (see [Figure 5](#)).

Appendix “B” to Report CM21009
Page 26 of 56



Two participants (one in each focus group) were McMaster students in *Semester in Residence (SIR)*, one in Fall 2019 and the other in Fall 2020. They both expressed similar experiences with respect to **connecting with project stakeholders**: one learned to effectively interact with various community stakeholders (i.e., government, City of Hamilton, residents) and the other stated that she was able to learn from these groups. This also aligns with the experience of other participants. Two graduate students from the same program at McMaster discussed how their interactions with CityLAB project leads helped them to get feedback on the direction they were taking the project. These interactions also helped one of the students understand the perspective of stakeholders and **how to approach and solve research problems in a different way**. Two students from Mohawk (one in each focus group) who worked on the same project shared that they gained **practical skills** related to gathering information about timing and budgets to inform plan management, as well as data skills to communicate information, respectively.

Application of Skills Gained from CityLAB Projects

Some participants described how they were currently applying the skills they gained from their CityLAB project. Participants generally stated that the **skills they gained could be applied in their educational or professional activities**. Two students in one focus group were planning to pursue further undergraduate or graduate studies and felt that the skills they gained would either be useful or make them prepared. Similarly, one participant explained that they were **currently applying the skills they gained in a graduate**

Appendix “B” to Report CM21009 Page 27 of 56

program they began last year. Another said that they were **applying new data skills in other courses**. Two participants in the same focus group highlighted that their new ability to gauge the right questions to ask when working on a project or to think differently about solving a problem would be useful. The latter shared that this skill has enabled them to work more closely with users of the research that they are engaged with now. Other participants identified how skills gained or deliverables produced in their CityLAB project would be **useful in the future for a job application or interview**.

Supporting Academic Goals and Interests

Likely owing to their different degree programs, each participant described unique ways in which their CityLAB project fostered their academic goals or interests (see [Figure 6](#)). There were no strong commonalities in perspectives, which suggests that CityLAB Hamilton is able to support students heading on different paths and is able to offer something of value to all students. Participants generally discussed the impact of having new skills or perspectives on their academic goals or interests and current activities.

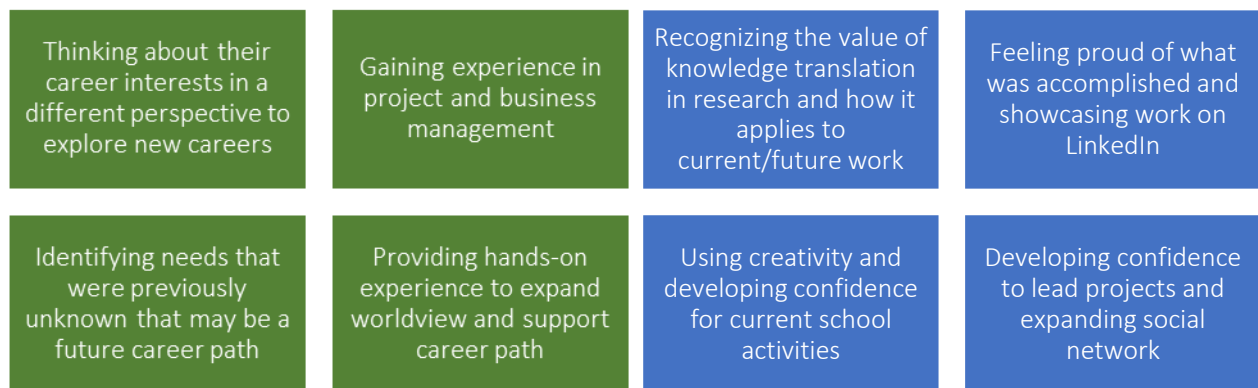


Figure 6. Responses from focus group #1 (green) and #2 (blue) identified many ways their CityLAB projects helped to support their academic goals or interests.

Changes in Relationship to Hamilton

Most participants in the first focus group shared that they had **new or greater appreciation** for the project topic that they worked to address. This suggests that the immersive experience of CityLAB Hamilton gives students sufficient knowledge to better understand the complexity of local issues and how to solve them. However, most participants in the first focus group did not report that their outlook about Hamilton had changed. For some, it was acknowledged that they had few opportunities to experience or explore

Appendix “B” to Report CM21009
Page 28 of 56

Hamilton, either due to the COVID-19 pandemic or because they are not local to Hamilton. One of the participants was a student in *Semester in Residence* and explained that it was the first time that they had the chance to spend time in the city, which was a positive experience. None of the participants considered themselves a “Hamiltonian”, again, because they were either not local to Hamilton or because they had not had the opportunity to experience the city enough.

Participants in the second focus group reported stronger changes in their relationship to Hamilton as a result of their CityLAB project. One participant reported that their **perspective of the city had shifted** and, although no longer living in Hamilton, they identify as a Hamiltonian. Another participant who was in *Semester in Residence* explained that they were **more exposed to municipal politics**, and now followed city councillors on Twitter in addition to joining Facebook groups in their area of Hamilton. While one participant acknowledged that it was too soon to report changes since they had only finished their CityLAB project last term, they identified as a Hamiltonian and were more proud to be one after completing their project. This participant reported that **their CityLAB experience showed them that the government cares about the ideas of young people** and noted how different it is to be asked by the government for help in addressing local issues. They also considered themselves a Hamiltonian. Finally, the last participant shared that they were **more aware of local services** for themselves and their family members, as well as the City’s priority to improve quality of life for Hamiltonians. Although no one in this group explicitly said that their outlook had changed, participants provided examples that suggest that their outlook was more positive or different as a result of their CityLAB experience.

Changes in Social Connections

All participants in the first focus group reported that they had **stronger connections with their peers** whom they worked with during their CityLAB experience. Two students also reported that they developed **stronger connections with their professors** or CityLAB staff because the CityLAB project gave them an opportunity to interact more with them. Participants in the second focus group were less explicit about having stronger or new connections as a result of their project. However, they offered examples to demonstrate their change in relationship with the city which suggests that it had a positive effect on their social network. One participant reported that they keep in touch with their project partners from last term, and another stated that they had a stronger connection to the Hamilton community overall.

Appendix “B” to Report CM21009
Page 29 of 56

Changes to Academic or Life Plans

There were no changes to academic or life plans for any of the participants in the first focus group. Their CityLAB projects aligned with their career interests. However, they reiterated that their **CityLAB experience will help them achieve their academic or life plans**. One student explained that they would now be more likely to sign up for a problem-solving challenge in their future profession. Another explained that their project demonstrated that they were on the right track with their career interests because it reinforced that there is a need for more work in this area. Furthermore, **CityLAB projects had a mixed effect on present or future life trajectories** for this group. Two participants said that they would be open to working in the city after graduating. The other participants stated that it had not impacted their plans and that they do not see themselves staying in Hamilton.

Unlike the first focus group, many participants in the second focus group did not have concrete academic or life plans and were still exploring different options. One participant, who is currently living and working in Hamilton, plans to stay after completing their program. Other participants explained that their plans were not finalized yet, but one stated that **the skills they gained from their CityLAB experience would be applicable**. One participant would not hesitate to come back to Hamilton if an opportunity arose for them.

“[Semester in Residence] pretty much taught me everything I know about civic engagement, which is saying a lot given that I’m a student in social sciences”.

Increased Civic Engagement

Half of participants in the first focus group stated that their **CityLAB projects increased their knowledge of municipal government** and of various city issues. These participants were a graduate student and a former student of *Semester in Residence*. The other two participants said that they did not learn much more about the local government. None of these participants identified an increase in civic engagement as a result of their involvement with CityLAB. However, one explained that they have always been involved, even before CityLAB, while the other participants are not local to Hamilton or do not spend a lot of time in the city. It is important to note that this change may take more time – half of the participants in this focus group completed their CityLAB project online in Fall 2020 which may affect their ability or desire to become more civically engaged. Changes in civic engagement may occur if they return to in-person learning in Hamilton.

Appendix “B” to Report CM21009 Page 30 of 56

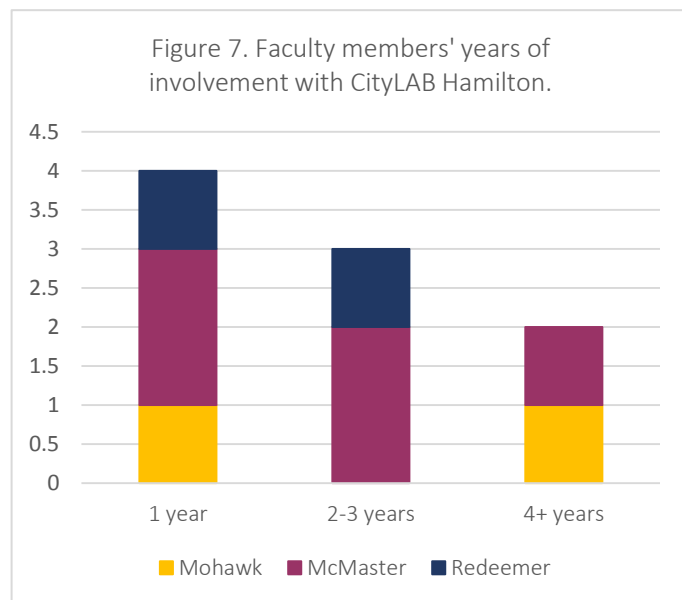
Two participants in the second focus group articulated **a desire to continue being involved in the community and civic engagement**. Another participant noted that before the CityLAB project, Hamilton was not on their radar, but they are now **thinking about ways to make meaningful contributions through their career**. Being able to see results in real-time excited this participant and encouraged them to see what might be possible in a career within research or academia. This suggests that CityLAB Hamilton has encouraged these participants to identify and/or seek out careers that might their **desire to have an impact in their community**.

Faculty

Participant Sample

CityLAB Hamilton sent the recruitment email to all instructors who had previously had a CityLAB project. In total, 10 Faculty responded to the email to indicate interest in participating in a focus group. They were all invited to join one of two focus groups. Due to the timing of the focus groups, participation interest was lower than expected, and only two focus groups with 3 participants each were facilitated. To meet the goal of recruiting 10 Faculty, CityLAB staff then sent follow-up emails to specific Faculty to identify their

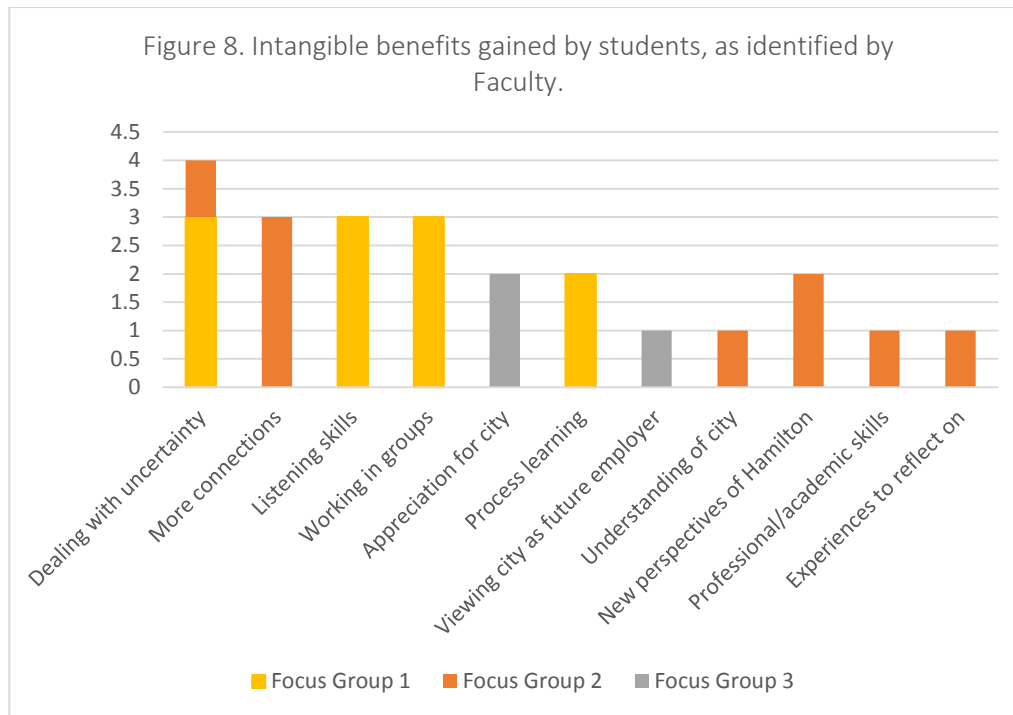
availability in order to schedule a third focus group. In total, 9 Faculty from the city’s three post-secondary institutions participated in three focus groups: 4 Faculty from McMaster, 3 from Mohawk, and 2 from Redeemer. See [Figure 7](#) for a breakdown of the number of years that Faculty participants have been involved with CityLab. Notably, one third of Faculty participants had their first CityLAB experience in 2020.



Intangible Benefits from CityLAB Involvement

Appendix “B” to Report CM21009
Page 31 of 56

Faculty discussed intangible benefits that either students or they gained from their CityLAB project. There was a high level of agreement within focus groups with respect to certain intangible benefits gained by students, and a moderate level of agreement between focus groups on related topics (see [Figure 8](#)).



“One of the first meetings for the project was in the board room at Hamilton Public Library - Central with library staff and the entire class. It was intimidating for many students – being around the board table, and in the downtown building ... [The board room has a panoramic view of the James Street and Bayfront area, which offered students] views of the city they’d not had before. It allowed [students] to look at the city from a different perspective [...] It was an interesting start experientially and philosophically and creatively for them [...] necessary for students to change meaning of project - more than ‘we’re going to put pretty things on the wall’ [for the project]”.

“[In other courses I teach that are not connected to CityLAB], I try to create simulations, for instance, imagining another audience (ex., in a case study or role play). But in CityLAB, [students] don’t have to imagine another audience – there really is. I tell students ‘don’t make [the project] for me’. The coursework is going to be something that has impact. Students are doing work that is not just for a grade, but being evaluated in other contexts as it would in the real world”

There was less agreement within and between focus groups with respect to intangible benefits gained by Faculty themselves, which can be explained for the most part by the heterogenous nature of the group.

Appendix “B” to Report CM21009
Page 32 of 56

Faculty come from different post-secondary institutions and programs or departments. They also have different degrees of involvement with CityLAB and have supported a variety of projects led by City staff. Similar to findings from the student focus groups, it appears that CityLAB is able to offer different intangible benefits that are of value to all Faculty. One participant in the first focus group highlighted that they enjoyed making **new connections and relationships with City staff** that they would not have interacted with otherwise. A Faculty member in the second focus group noted that CityLAB helped them **gain a better understanding of nuances and complexities of working with the city**. Furthermore, two participants in the third focus group shared that they had **increased knowledge and appreciation for how the city operates**. CityLAB also provided a space for all stakeholders with an interest in a project (e.g., Faculty, City staff, students, etc.) to come together and interact more. Finally, this **matchmaking process** was highly valued by all Faculty in the third focus group because participants did not have to source the projects for their course(s). One participant, who became involved with CityLAB for the first time in 2020, noted “*without [the CityLAB structure], I would not have been able to find or manage projects in the same way*”.

Changes in Pedagogy

For most Faculty, CityLAB Hamilton changed their pedagogy or offered support for pedagogical growth. The change appeared to be quite meaningful for participants with only one year of involvement with CityLAB, which were Faculty or instructors that incorporated experiential learning for the first time. Indeed, three Faculty from different focus groups noted that CityLAB allowed them to **build real-world experiences or project-based learning in their course**. One of these participants in the first focus group acknowledged that it was something that they had previously wanted to do but found hard to get started with. Another described how their course was delivered to be centred on the project so that all of the assignments had real-world applications. However, one participant in the second focus group did not experience this particular change in their pedagogy because their program already had an established model of offering experiential learning opportunities to students. Furthermore, focusing on the problem that students were trying to solve and adapting their pedagogy to **coach students in thinking about solutions and problem-solving** was another shift described by all Faculty in the first focus group.

On the other hand, one participant in the second focus group described a shift in their pedagogy whereby **they had to take on the role of advising students throughout their CityLAB project**. They stated that they had

**Appendix “B” to Report CM21009
Page 33 of 56**

to “*patch some information together*” and take on a “*pseudo City role*” to keep the momentum going with the project. It was implied that this is not the model usually taken by this Faculty in their teaching program and that this shift was driven by a lack of prompt responding from City staff. No other participants described this experience. Although this participant did not acknowledge that CityLAB encouraged them to adopt an “*adaptive learning*” pedagogy, which was articulated by another participant in their focus group, their experience implies that some Faculty do have to adjust their teaching approaches in response to the direction of the projects and/or the support offered by City staff who are leading the work.

For two Faculty in different focus groups, CityLAB did not have a significant impact on their pedagogy. One participant in the first focus group noted that they were undergoing a shift in their approach to the “*learning and project process*” before and throughout their involvement with CityLAB. They explained that problem-based learning was a common pedagogical approach within their teaching program, but that this transformation had already happened over many years. The other participant stated that their teaching program was also already geared towards incorporating real-world experiences in student learning and in course components. Nonetheless, CityLAB gave these Faculty an opportunity to offer specific projects in their respective programs which suggests that **CityLAB does fill a pedagogical need for many Faculty who are looking for experiential learning opportunities for their students.**

Changes in Professional Networks

A few Faculty in different focus groups reported that they had either made new relationships outside of academia or with other Faculty. One participant shared that it gave them the opportunity to meet City of Hamilton staff working on issues related to their area of research or expertise. They note that these connections would not have been made without their involvement with CityLAB Hamilton. A few Faculty did note that their **connections to CityLAB staff have expanded their professional networks.**

However, most participants did not agree that CityLAB had helped to build their professional network. Faculty who have only one year of involvement with CityLAB Hamilton and/or a focused area of research may not have had enough time to experience any change. Two Faculty acknowledged that **limited involvement with CityLAB can explain why they have not gained new connections or relationships yet.** The same was true for several Faculty in the second focus group who are already well-connected in the

Appendix “B” to Report CM21009
Page 34 of 56

community as a result of their teaching programs or other off-campus roles. Two participants in the same group explained that CityLAB reinforced a *“bias to work with familiar partners”*. While this bias helps to scope and scale projects, and offers a degree of familiarity with working with those partners, it does not appear that many new relationships were built through CityLAB for these participants. This suggests that **additional involvement with CityLAB or more strategic partnership building is needed** for newer and more established Faculty, respectively, to make new relationships and contacts.

Changes in Relationship to and Outlook of Hamilton

Most Faculty acknowledged that their involvement with **CityLAB increased their understanding and appreciation of how the City of Hamilton operates as a municipal organization**. This perspective was echoed previously by a participant when discussing the intangible benefits gained from the program, particularly a greater understanding of the nuances and complexities of working within a municipal government.

<i>“[I have an] appreciation for the processes and the length of time it takes to move something through a process from conception to proposal to practice/testing/research. It takes more than one semester or [the projects] are multi-dimensional.”</i>	<i>“[CityLAB Hamilton] helped to continue [my] understanding of complexities of how the city operates in a way that strengthened empathy for city staff that were trying to make change in a challenging organization.”</i>	<i>“Before [my] involvement, I thought city processes were tough and made the city slow but now [I have] greater appreciation at least for why the city is slow.”</i>
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Many Faculty also noted that their involvement with CityLAB **increased their awareness of issues that the City is working to address** and of ongoing work that City staff are currently involved in. Many participants also noted that they had **greater appreciation for the complexity and breadth of issues that Hamilton’s municipal government deals with**. CityLAB provides a *“window”* into the challenges that City staff face. One Faculty in the second focus group described how their CityLAB project led to them wanting to go downtown more and strengthened their relationship with the city’s downtown area. This participant shared that they *“would walk on roof of library and talk to people to hear their stories and how they spend time up there”*.

Faculty in the third focus group highlighted the **optics of connecting post-secondary institutions to municipal government**. For one of these participants, Hamilton is the *“best definition of a city that values input of*

Appendix “B” to Report CM21009

Page 35 of 56

post-secondary institutions students”. Having a program like CityLAB in Hamilton “demonstrates this connection [between stakeholder groups] to communities but also to others around Canada/Ontario”.

“Anecdotally other cities ‘value’ contributions of students for large projects but don’t necessarily take it into consideration. The City could look at a project and say, ‘isn’t that cute, Mohawk came up with a solution’. Whereas CityLAB really emboldens the three post-secondary institutions to participate, to come to the table, to have solutions, to work with staff [...] This is happening under a single umbrella – [it] means no institution is being favoured over another, [there is] equal representation, value and contributions of the three post-secondary institutions. Many of the projects [my Faculty/program] were involved with had partnerships with the other institutions. It shows that [Hamilton] values localized student opinions and student research, visibly more so than other jurisdictions in the area. It helps Hamilton be a catalyst for other cities.”

However, most participants did not report a significant or explicit change in their relationship to the city. For some Faculty who are already well-connected to the City or a variety of Hamilton’s communities, CityLAB did not influence the community relationships that were already in place. Only **one Faculty stated that their CityLAB experience made them less hopeful about the city**. They expressed frustration that recommendations or ideas from students who work on projects with City staff do not get adopted by the City. Over time, this participant “becomes more confident that things won’t change and [I] feel less hopeful every time.” However, they noted that they feel that the CityLAB experience is a good learning opportunity and they “keep coming back hoping that something will change”.

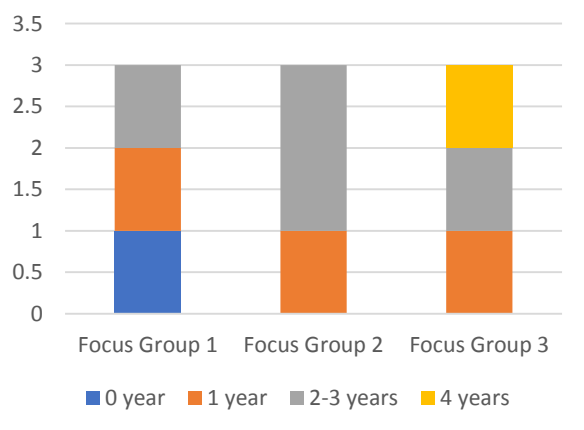
City Staff

Participant Sample

CityLAB Hamilton sent the recruitment email to all Staff who had previously led a CityLAB project. In total, 12 City staff responded to the email to indicate interest in participating in a focus group. They were all invited to join one of two focus groups. Due to the timing of the focus groups, participation was lower than expected because many City staff were shifted

to COVID-19 work, and only two focus groups with 3 participants each were facilitated by the end of March

Figure 9. City Staff years of involvement with CityLAB.



Appendix “B” to Report CM21009
Page 36 of 56

2021. To meet the goal of recruiting 10 City staff, CityLAB staff then sent emails to specific City staff to encourage them to participate in a third focus group. In total, 9 City staff participated in three focus groups by the end of April 2021. See [Figure 9](#) for a breakdown of the number of years that City staff have been involved with CityLab. Notably, one participant in the first focus group had not directly overseen a CityLAB project but had a peripheral role with projects that either solicited their input or were from their department.

Intangible Benefits from CityLAB Projects

City staff acknowledged that many intangible benefits gained from their CityLAB projects were related to **student learning** or **new partnerships and connections with the community**. In the second focus group, one participant noted that she was impressed with the creativity of students, while Rikki appreciated the knowledge and research skills that students brought to the project. Another shared that students have a better understanding of how the City of Hamilton operates, which echoes the intangible benefits that were identified by Faculty. One City staff highlighted how the CityLAB project brought “credibility” to HSR’s work; in particular, it is “easier to build connections with stakeholders in the community and with stakeholders when we can showcase a really healthy collaboration [with the city’s post-secondary institutions]”. Furthermore, a City staff from the third focus group noted that **students gain experience and confidence in community consultation** which is a unique opportunity to work with the public in Hamilton. Two participants in that focus group also noted that **strengthening connections between the University and the City** occurred as a result of CityLAB. Having a **new way of thinking** about existing problems to address was another intangible benefit for a City staff.

Other intangible benefits provided to City staff in terms of their ability to move projects forward. City staff in the third focus group emphasized how **CityLAB enables them to explore and test new ideas**. These projects are not already established so City staff have the flexibility to let students be creative and then understand where to proceed next. For one participant, it **was rewarding and inspiring to see the enthusiasm of students** working on the project which they noted is not something that they always experience when only working with other City staff. Finally, one City staff also explained that their **CityLAB project alleviated stress for their team** because they would not have been able to move this project forward due to additional workloads from the COVID-19 pandemic.

Contributions from CityLAB Projects

Most City staff acknowledged that their **CityLAB projects enabled them to move forward with their work on these issues**. Many discussed how there can be several projects that compete for their time and that they often have to prioritize what they work on. However, **CityLAB ensures that City staff can work with students who can contribute to specific parts of a project that either would not get done at all or that would not get accomplished at this time due to a lack of capacity**. Some City staff highlighted that the work completed over the course of CityLAB projects would be quite costly or time-consuming for them to do, so the deliverables from CityLAB projects contributes to their work on these issues. The projects would have happened anyway, but they may not have been worked on in the short-term. For example, two participants in the first focus group noted that students had the time over the course of their project to complete research or consultation that City staff could not have completed in a similar timeframe. In another focus group, one City staff noted that CityLAB “forces [staff] to scope the work and move project along and keep to deadlines that are set”. One participant in the third focus group uses CityLAB to explore and test new ideas because **the deliverables from projects serve as “proof of concepts”** for future projects even though they had not yet progressed to fruition. Finally, some City staff indicated that their project(s) often lead to more CityLAB projects that continue this work. See [Table 10](#) in the Appendix for a list of outputs and contributions made through CityLAB to specific projects.

Changes in Professional Networks

Stronger connections between the City and post-secondary institutions were reported by many City staff. Participants from all focus groups highlighted that they established new contacts with either researchers or students that they had not previously worked with or with new disciplines that helped them address their work in a new way. For example, one participant explained “[I] typically work with Social Work students, not often engineering students; so that was a new connection”. Only one City staff reported that she made **new connections with staff in other City departments**, but another participant indicated that CityLAB also led to more internal dialogue within the City although it was not clear if this was within his department or due to new connections with other City staff. It is important to note that one focus group did not answer this question due to lack of time, and that many City staff reported that they were already well-connected at the City.

Appendix “B” to Report CM21009
Page 38 of 56

Suggestions for Improving CityLAB Hamilton

The following table summarizes all of the suggestions or recommendations made by participants across all focus groups.

	Students	Faculty	City Staff
Process			
Help Faculty and students understand where their project fits in with the City’s goals or overall work on this issue <ul style="list-style-type: none"> For example: include a video or materials that introduce the program, the City of Hamilton operations, and the structure of the semester 			
Improve the process of soliciting and scoping projects <ul style="list-style-type: none"> Clarify who initiates communication with City staff, how projects are identified and scoped, what types of projects would or would not work with different City departments Consider having specific themes for each year of projects Consider approaching City staff who may benefit from a CityLAB project (e.g., primary data collection or literature review for a particular project) Consider having CityLAB ask for specific projects instead of putting out a call for projects that may not reach all interested City staff (e.g., projects tied to KPIs, etc.) Consider having Faculty or students propose projects to increase creativity and bring in new ideas Consider establishing a multi-department team of City staff who make connections between projects and inform scoping of projects over an entire “themed” year 			
Engage more programs at post-secondary institutions who would benefit from experiential learning or who have skill sets that are aligned with City projects			
Make proactive connections with more City staff who are open to innovation or working with students to address City issues			
Ensure that CityLAB is involved in high-level planning for City-wide strategies to scope and match projects as they are initiated <ul style="list-style-type: none"> Secure support from senior leadership 			
Project Scoping			
Facilitate matchmaking process and scoping in the Winter/Spring to avoid Faculty vacation times in Summer			

Appendix “B” to Report CM21009
Page 39 of 56

Adjust timelines to ensure that scoping is complete before project starts and parameters are clarified <ul style="list-style-type: none"> Find the right balance of scoping and allowing students the flexibility or creativity to take project in new directions Align course and City timelines as much as possible 			
Align projects with tangible issues that have prior buy-in from City <ul style="list-style-type: none"> For example: take a lab-based approach to social innovation where ideas are generated to tackle pre-established issue 			
Increase projects that are focused on art and connecting with artists in Hamilton			
Implementation			
Offer projects that are multi-semester and during the Summer term <ul style="list-style-type: none"> Consider making project timelines longer to accomplish more adequately address complexity of topic 			
Establish continuity between projects <ul style="list-style-type: none"> For example: facilitate a “hand off” of projects from one course/program to another to move ideas forward and create connections between post-secondary institutions 			
Incorporate more implementation of ideas generated from CityLAB projects <ul style="list-style-type: none"> Offer application-based opportunities for students to apply their ideas or findings in the real world to strengthen student learning and experience 			
Provide updates and/or follow-up to CityLAB alumni <ul style="list-style-type: none"> Communicate progress on implementation of ideas that were generated from projects 			
Investigate and source funding opportunities for students to continue and scale their projects with City support			
Support			
Offer more opportunities for communication between City staff and students working on projects <ul style="list-style-type: none"> Could include regular check-in calls or an online platform for answering questions 			
Establish a “community of practice” to foster connections and learning between Faculty and support professional development			
Offer workshops to improve Faculty and City staff working together on CityLAB projects <ul style="list-style-type: none"> For example: new pedagogy tools Integrate networking opportunities at the Project Showcase 			

Most recommendations were identified by more than one participant in each stakeholder group; however, some were not. CityLAB Hamilton staff are encouraged to read through the raw data from the focus groups,

**Appendix “B” to Report CM21009
Page 40 of 56**

particularly from City staff, for additional context to the recommendations. CityLAB’s Steering and Program Committees should consider which recommendations would most help to scale the program’s impact and explore strategies and opportunities for integrating these suggestions in CityLAB’s process. The Steering and Program Committees could undertake further evaluation or add specific questions to the existing surveys to measure how well CityLAB has been adapted in response to these recommendations. The Committees could also conduct further meetings or establish new committees to involve students, City staff, and Faculty in enhancing the CityLAB model.

Summary

Although only in operation for 4 years, most students and faculty at the city’s post-secondary institutions and City of Hamilton staff who have had a CityLAB experience report that the program has made positive impacts. CityLAB Hamilton is a diverse program; it brings together students and Faculty from different backgrounds at different post-secondary institutions to work with City staff on a variety of project topics. For this reason, students, Faculty, and City staff have different and unique experiences of CityLAB Hamilton.

The focus groups with these stakeholders highlighted that CityLAB Hamilton has had a positive impact in three main areas: **student learning and skill development, instructor pedagogy and professional networks,** and **collaborative contributions to projects** led by City of Hamilton staff that are working to address a range of local issues. Many students and Faculty also noted that they had **increased awareness about issues** that the City is working to address. This suggests that the program increases exposure to the City of Hamilton more broadly, which in turn encouraged some students and Faculty to see the city from a new or different perspective. **Offering students the opportunity to work directly with City staff and develop solutions for local problems was an important impact highlighted by some students, Faculty, and City staff and was identified as a unique experience compared to other municipalities.** Students also make **valuable contributions to City projects** which helps City staff accomplish tasks and test new ideas.

In the short-term, programs like CityLAB Hamilton can expect to see results such as increased learning, awareness, and knowledge, as well as changes to attitudes and skill development. The findings from the Student Post Survey indicate that the program enabled students to develop a variety of skills that will help them solve complex problems that they may encounter in their academic or professional pursuits: working

**Appendix “B” to Report CM21009
Page 41 of 56**

in diverse teams, collaborating with a range of stakeholders, and adapting to change. These findings were corroborated by the focus groups conducted with students, which helped to further highlight how CityLAB Hamilton has made some type of positive impact on students regardless of program or post-secondary institution. The focus groups with Faculty also revealed that CityLAB Hamilton helped many of them integrate experiential learning in their courses or changed their understanding of how the City operates and addresses local issues. In the short-term, CityLAB Hamilton has helped to connect City staff with student groups who can complete specific tasks that help to move a project forward. This leads to tangible benefits such as cost savings and intangible benefits such as new knowledge, ideas, or solutions.

While only a small number of students completed both the Pre and Post Surveys since September 2019, the responses indicate that the CityLAB Hamilton experience contributed to changes in students’ perceived **ability to take action** and their **understanding of complex issues**, and **increased their awareness of things they could do right away to improve their community**. Their outlook for the future and for Hamilton was more positive after their experience. The survey indicates that **CityLAB helped to build their professional networks** and **shifted their thinking about solving complex problems**. Most of the data available to date that has been summarized in this report to evaluate the program’s impact indicates that CityLAB has achieved important and relevant short-term outcomes such as changes in skills and attitudes among students. CityLAB Hamilton also appears to have a deeper and more impactful outcome for *Semester in Residence* students due to the immersive experience. Given that most students experience CityLAB Hamilton over the duration of an academic term (i.e., no more than 4 months), additional data is required to evaluate how whether these short-term outcomes remain over time.

In the medium-term, CityLAB Hamilton could expect to see results such as a change in action, behaviour, or practice as a result of increased knowledge, awareness, or skills gained from the program. In future follow up surveys, this could translate to students reporting that they are following municipal politics more or that they made an academic or career change as a result of their CityLAB experience. Medium-term outcomes could also include the implementation of CityLAB project ideas or solutions that were identified by students. There was some evidence of medium-term outcomes in the second student focus group and the CityLAB One Year Follow Up Student Survey, but CityLAB Hamilton should examine this further with more students over time. The CityLAB One Year Follow Up Student Survey is an ideal tool to track some of these changes over time, but many questions would need to be revised to specifically measure how CityLAB

Appendix “B” to Report CM21009
Page 42 of 56

contributed to career and residential decisions. The survey could also be disseminated to all students, not just those from *Semester in Residence*, to gauge the long-lasting impact of CityLAB. Other questions could be added to measure specific changes in behaviours. Suggestions for improving CityLAB surveys are included in [Table 3](#) in the Appendix. CityLAB Hamilton could expect to see medium-term results after one year of participating in CityLAB and with further annual evaluation. It is important to note that medium-term outcomes may be more likely among *Semester in Residence* alumni since the immersive experience appears to impact their learning, skills, and actions more so than students who only complete a CityLAB project as one component of a course offered through their post-secondary institution. Furthermore, [Table 4](#) in the Appendix summarizes some of the outcomes that have been accomplished in City projects to date as a result of CityLAB Hamilton.

In the long-term, CityLAB Hamilton could expect to see results such as the achievement of the program’s ultimate impact regarding civic, social, or economic changes. For instance, students who participated in a CityLAB project may have decided to settle permanently in Hamilton. Students who participated in a CityLAB project may also be seeking a job that specifically focuses on making cities more healthy, sustainable, and vibrant. Long-term changes for the City of Hamilton could include tangible benefits that result from projects such as new programs or policy changes. CityLAB’s Steering and Program Committees may wish to identify a specific ultimate impact with measurable long-term outcomes to evaluate whether the program achieves what it sets out to do. The ultimate impact may include a range of changes that the City and post-secondary institutions hope to see including increased civic engagement, retention of alumni in Hamilton, and progress on municipal issues. At present, the Pre and Post Surveys for students include over 25 survey items that CityLAB hopes to influence in the course of one semester. It may be helpful for CityLAB Hamilton to review the survey items and select 5-10 that best represent the ultimate impact of the project. Furthermore, the Staff and Faculty Exit Survey could be disseminated again one or more years after the projects are completed to capture changes that resulted from CityLAB projects but that take longer to implement; some respondents indicated that there were no tangible benefits immediately after the term but that they anticipate benefits in the future. CityLAB Hamilton could expect to see long-term results after one or more years and with further annual evaluation. Identifying an ultimate impact could help CityLAB Hamilton scale its impact by setting clear targets.

Although CityLAB Hamilton is still in its infancy, this report has identified a number of opportunities to strengthen the current model and process based on data collected from CityLAB participants.

Appendix “B” to Report CM21009
Page 43 of 56

Improvements to the program are recommended in order to enhance the experience of students, Faculty, and City staff, as well as increase the impacts on student learning and skill development, instructor pedagogy and professional networks, and collaborative contributions to projects led by City of Hamilton. To further scale CityLAB’s impact, the Steering and Program Committees should focus on ensuring greater congruence in the CityLAB experience so that students experience the same benefits regardless of their program or post-secondary institution.

Appendix

Table 1. Pre- and Post-Survey Response Comparisons

Appendix “B” to Report CM21009
Page 44 of 56

Survey Item	Change in AR (POST-PRE)	Change in SD (POST-PRE)	Agreement	Consensus
Following civic politics is a good use of my time	0.7008521	-0.1249496978	Increase	Increase
I know some things I can do right away that would significantly change my neighborhood for the better	0.5480126312	-0.1376960847	Increase	Increase
I feel confident in my ability to take action on complex issues like climate change, social equity and economic resilience	0.2343103758	-0.2461538114	Increase	Increase
I feel confident in my ability to find meaningful work in Hamilton after I graduate	0.168986569	0.07097792527	Increase	Decrease
I feel confident in my understanding of complex issues such as climate change, social equity and economic resilience	0.4891304348	-0.236299978	Increase	Increase
My outlook for the future is mostly positive	0.0869565217	-0.1210236594	Increase	Increase
My education is relevant to my daily life in the Hamilton region	-0.05434782609	0.06300886061	Decrease	Decrease
My day-to-day actions and choices make a difference at the local level	0.1736453202	-0.1036266835	Increase	Increase
I would like to live in Hamilton for the long term	0.1880784894	0.03064810902	Increase	Decrease
CityLAB helps students to connect theory with real world practice	0.05263157895	0.3761853601	Increase	Decrease
CityLAB helps students build their professional networks	-0.04347826087	0.2182244218	Decrease	Decrease
CityLAB helps students find employment opportunities after graduating	-0.1258706468	0.1822056962	Decrease	Decrease
Solving complex problems mainly requires new ideas and approaches	-0.05434782609	0.05123171704	Decrease	Decrease
Solving complex problems mainly requires sustained collaboration between different groups and organizations	-0.07407407407	0.3038288364	Decrease	Decrease
Solving complex problems mainly requires significant financial investment	0.2282608696	-0.08396953484	Increase	Increase
Solving complex problems mainly requires the application of new technologies	0.3496818664	0.2722186926	Increase	Decrease
Solving complex problems mainly requires changing social and cultural norms	0.1956521739	-0.01731677505	Increase	Increase

Appendix “B” to Report CM21009
Page 45 of 56

My school’s program is well-informed of the issues that local residents face day-to-day	0.0652173913	-0.01455773778	Increase	Increase
The City of Hamilton is well-informed of the issues that local residents face day-to-day	0.2934782609	0.04174067619	Increase	Decrease
The City of Hamilton is making good, informed decision for the future of the community	0.2380785414	0.1846093946	Increase	Decrease
CityLAB projects make a difference with respect to big-picture issues like climate change, social equity and economic resilience	0.4456521739	0.08573124449	Increase	Decrease
CityLAB projects have immediate results that benefit the City and the people who were involved	0.3260869565	0.1949824719	Increase	Decrease
The future outlook for Hamilton is mostly positive	0.3260869565	-0.1013944899	Increase	Increase
The future outlook for Hamilton is mostly negative	0.04347826087	0.2278625088	Increase	Decrease
The future outlook for Hamilton is mixed	-0.01086956522	-0.1557511033	Decrease	Increase
Hamilton is a good place to settle for the long term	0.08695652174	0.06092923293	Increase	Decrease
Hamilton is a vibrant city full of people that care about the future	0.3043478261	-0.1128449199	Increase	Increase

Table 2. Pre- and Post-Survey Responses

Appendix “B” to Report CM21009
Page 46 of 56

	Label Key	Min Response	Mean - SD	Mean + SD	Max response	Standard Deviation	Average Response
Following civic politics is a good use of my time	1	-2	-0.4152744	2.4475325	3	1.431403478	1.016129032
I know some things I can do right away that would significantly change my neighborhood for the better	2	-2	-0.8911034	1.9300644	3	1.410583955	0.519480519
I feel confident in my ability to take action on complex issues like climate change, social equity, and economic resilience	3	-3	0.3653653	2.8286644	3	1.231649565	1.597014925
I feel confident in my ability to find meaningful work in Hamilton after I graduate	4	-2	-0.1857735	2.6033559	3	1.394564715	1.208791209
I feel confident in my understanding of complex issues such as climate change, social equity and economic resilience	5	-2	-0.0906521	2.7210869	3	1.405869547	1.315217391
My outlook for the future is mostly positive	6	-3	0.3718287	3.0194755	3	1.323823387	1.695652174
My education is relevant to my daily life in the Hamilton region	7	-2	0.3524551	2.9301535	3	1.288849233	1.641304348
My day-to-day actions and choices make a difference at the local level	8	-3	0.1661194	2.8913517	3	1.362616161	1.528735632
I would like to live in Hamilton for the long term	9	-3	-1.3196423	2.7791018	3	2.049372088	0.729729729
CityLAB helps students to connect theory with real world practice	10	-1	0.9517151	3.0482848	3	1.048284837	2

Appendix “B” to Report CM21009
Page 47 of 56

CityLAB helps students build their professional networks	11	-1	0.5438182	2.8040078	3	1.13009477	1.673913043
CityLAB helps students find employment opportunities after graduating	12	-1	0.5923646	2.6743020	3	1.040968693	1.633333333
Solving complex problems mainly requires new ideas and approaches	13	-3	0.2646305	2.8223259	3	1.278847726	1.543478261
Solving complex problems mainly requires sustained collaboration between different groups and organizations	14	0	1.7552420	3.1336468	3	0.689202437	2.444444444
Solving complex problems mainly requires significant financial investment	15	-2	-0.4110222	2.3458048	3	1.378413541	0.967391304
Solving complex problems mainly requires the application of new technologies	16	-3	-0.3579423	1.7237959	2	1.040869162	0.682926829
Solving complex problems mainly requires changing social and cultural norms	17	-3	-0.0119461	2.5989026	3	1.305424385	1.293478261
My school's program is well-informed of the issues that local residents face day-to-day	18	-3	-0.3317880	2.5709184	3	1.451353225	1.119565217
The City of Hamilton is well-informed of the issues that local residents face day-to-day	19	-3	-0.2642492	2.1120753	3	1.188162268	0.923913043
The City of Hamilton is making good, informed decisions	20	-3	-0.2759875	1.9933788	3	1.134683203	0.858695652

Appendix “B” to Report CM21009
Page 48 of 56

for the future of the community							
CityLAB projects make a difference with respect to big-picture issues like climate change, social equity, and economic resilience	21	-2	0.1246185	2.3753814	3	1.125381498	1.25
CityLAB projects have immediate results that benefit the City and the people who were involved	22	-2	-0.0586535	2.1673492	3	1.113001391	1.054347826
The future outlook for Hamilton is mostly positive	23	-2	0.0626124	2.3504310	3	1.143909274	1.206521739
The future outlook for Hamilton is mostly negative	24	-3	-2.3618807	0.1444894	2	1.253185144	-1.10869565
The future outlook for Hamilton is mixed	25	-3	-0.5479083	2.5044301	3	1.526169239	0.978260869
Hamilton is a good place to settle for the long term	26	-3	-0.1317234	2.4578104	3	1.294766931	1.163043478
Hamilton is a vibrant city full of people that care about the future	27	-3	0.1263653	2.6779824	3	1.275808579	1.402173913
	Label Key	Min Response	Mean - SD	Mean + SD	Max response	Standard Deviation	Average Response
Following civic politics is a good use of my time	1A	-1	0.4105273	3.0234349	3	1.30645378	1.716981132
I know some things I can do right away that would significantly change my neighborhood for the better	2A	-2	-0.2043947	2.3413810	3	1.272887871	1.068493151
I feel confident in my ability to take action on complex issues like climate change, social equity, and economic resilience	3A	0	0.8458295	2.8168210	3	0.985495753	1.831325301
I feel confident in my ability to find	4A	-2	-0.0877648	2.8433204	3	1.46554264	1.377777778

Appendix “B” to Report CM21009
Page 49 of 56

meaningful work in Hamilton after I graduate							
I feel confident in my understanding of complex issues such as climate change, social equity and economic resilience	5A	-2	0.6347782	2.9739173	3	1.169569569	1.804347826
My outlook for the future is mostly positive	6A	-1	0.5798089	2.9854084	3	1.202799728	1.782608696
My education is relevant to my daily life in the Hamilton region	7A	-3	0.2350984	2.9388146	3	1.351858094	1.586956522
My day-to-day actions and choices make a difference at the local level	8A	-2	0.4433914	2.9613704	3	1.258989477	1.702380952
I would like to live in Hamilton for the long term	9A	-3	-1.1622119	2.9978284	3	2.080020197	0.917808219
CityLAB helps students to connect theory with real world practice	10A	-3	0.6281613	3.4771017	3	1.424470197	2.052631579
CityLAB helps students build their professional networks	11A	-3	0.2821155	2.9787539	3	1.348319192	1.630434783
CityLAB helps students find employment opportunities after graduating	12A	-2	0.2842882	2.7306370	3	1.223174389	1.507462687
Solving complex problems mainly requires new ideas and approaches	13A	-3	0.1590509	2.8192098	3	1.330079443	1.489130435
Solving complex problems mainly requires sustained collaboration between different groups and organizations	14A	-1	1.3773390	3.3634016	3	0.993031274	2.37037037

Appendix “B” to Report CM21009
Page 50 of 56

Solving complex problems mainly requires significant financial investment	15A	-2	-0.0987918	2.4900961	3	1.294444006	1.195652174
Solving complex problems mainly requires the application of new technologies	16A	-3	-0.2804791	2.3456965	3	1.313087854	1.032608696
Solving complex problems mainly requires changing social and cultural norms	17A	-2	0.2010228	2.7772380	3	1.288107609	1.489130435
My school's program is well-informed of the issues that local residents face day-to-day	18A	-3	-0.2520128	2.6215780	3	1.436795487	1.184782609
The City of Hamilton is well-informed of the issues that local residents face day-to-day	19A	-3	-0.0125116	2.4472942	3	1.229902944	1.217391304
The City of Hamilton is making good, informed decisions for the future of the community	20A	-3	-0.2225184	2.4160667	3	1.319292598	1.096774194
CityLAB projects make a difference with respect to big-picture issues like climate change, social equity, and economic resilience	21A	-2	0.4845394	2.9067649	3	1.211112743	1.695652174
CityLAB projects have immediate results that benefit the City and the people who were involved	22A	-2	0.0724509	2.6884186	3	1.307983863	1.380434783
The future outlook for Hamilton is mostly positive	23A	-2	0.4900939	2.5751234	3	1.042514785	1.532608696
The future outlook for Hamilton is mostly negative	24A	-3	-2.5462650	0.4158302	3	1.481047653	-1.06521739

**Appendix “B” to Report CM21009
Page 51 of 56**

The future outlook for Hamilton is mixed	25A	-3	-0.4030268	2.3378094	3	1.370418136	0.967391304
Hamilton is a good place to settle for the long term	26A	-3	-0.1056961	2.6056961	3	1.355696164	1.25
Hamilton is a vibrant city full of people that care about the future	27A	-3	0.5435580	2.8694853	3	1.162963659	1.706521739
The CityLAB process was clear and well-organized	28A	-2	0.2241453	2.8223663	3	1.299110503	1.523255814
I received clear instructions/guidance on how to complete the project	29A	-2	0.1567025	2.9035384	3	1.373417932	1.530120482
The project workload was appropriate	30A	-1	0.8846789	2.8827628	3	0.999041948	1.88372093
The external partners I worked with were adequately responsive	31A	-2	0.5008375	3.0107903	3	1.254976414	1.755813953
I would recommend this CityLAB course/project to others if it were repeated	32A	-2	0.6305430	3.2299220	3	1.299689535	1.930232558
My CityLAB experience developed my professional skills	33A	-2	0.3912374	3.2831811	3	1.445971809	1.837209302
My CityLAB experience shifted the way I think	34A	-2	0.3377436	3.0343493	3	1.34830288	1.686046512
My CityLAB experience got me more involved in the community	35A	-2	0.1967699	3.0590440	3	1.431137036	1.627906977
My CityLAB experience helped me find an opportunity for employment	36A	-3	-1.6803361	1.6803361	3	1.680336101	0
My CityLAB experience helped me make new social connections outside of my school	37A	-3	-1.7723752	2.0530770	2	1.912726144	0.140350877

Appendix “B” to Report CM21009
Page 52 of 56

I am satisfied with my CityLAB project experience	38A	-2	0.7275563	2.5282575	2	0.900350614	1.627906977
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Table 3. Recommendations for CityLAB Surveys

Student Pre- and Post-Surveys

Appendix “B” to Report CM21009
Page 53 of 56

New Questions	Likert Scale	<ul style="list-style-type: none"> • I would like to <u>work</u> in Hamilton for the long term • CityLAB helps students find <u>volunteer or co-op/internship</u> opportunities • CityLAB projects <u>will</u> have <u>long-term</u> results that benefit the City and the people who were involve • My CityLAB experience shifted the way I think about... <ul style="list-style-type: none"> ○ <u>Municipal governance</u> ○ <u>Solutions for addressing local issues</u> ○ [Any other change in thinking that CityLAB would like to encourage among students] • My CityLAB experienced helped me find an opportunity for <u>volunteering or co-op/internship</u>
	Open-Ended	<ul style="list-style-type: none"> • What skills did you gain from your CityLAB experience? • How are you applying those skills now or differently in your current academic program or job? • How has your CityLAB experience supported or fostered your academic goals or interests? • Do you feel your involvement with CityLAB has increased your level of Civic Engagement or knowledge of Municipal Government? If so, to what impact?
Revised Questions	<p>Over the course of your CityLAB project, in your opinion, what was the most significant change that took place for participants in the project (can include students, staff, and/or other involved stakeholders)?</p> <ul style="list-style-type: none"> • Consider removing <i>What Changed?</i> 	
CityLAB One Year Follow Up Student Survey		
New Questions	Likert Scale	<ul style="list-style-type: none"> • I would like to <u>work</u> in Hamilton for the long term • CityLAB projects <u>will</u> have <u>long-term</u> results that benefit the City and the people who were involve • My CityLAB experienced helped me find an opportunity for <u>volunteering or co-op/internship</u>
	Open-Ended	<ul style="list-style-type: none"> • How are you applying skills you gained in CityLAB in your current academic program or job? • How has your CityLAB experience supported or fostered your academic goals or interests over the past year?

Appendix “B” to Report CM21009
Page 54 of 56

		<ul style="list-style-type: none"> Do you feel your involvement with CityLAB has increased your level of Civic Engagement or knowledge of Municipal Government? If so, to what impact?
Revised Questions	<p>A year later, how would you say your involvement with CityLAB helped shape or change your opinion about Hamilton?</p> <ul style="list-style-type: none"> Consider removing <i>How did CityLAB influence or change your opinion of Hamilton?</i> <p>Do you currently work in Hamilton? } Do you currently reside in Hamilton? } Separate these questions to measure two different constructs (i.e., working and residing)</p> <p>Do you have plans to work in Hamilton in the next 2-5 years? } Do you have plans to reside in Hamilton in the next 2-5 years? } Separate them to measure two different constructs (i.e., working and residing)</p>	
Remove Questions	Likert Scale	<ul style="list-style-type: none"> The CityLAB process was clear and well-organized I received clear instructions/guidance on how to complete the project The project workload was appropriate The external partners I worked with were adequately responsive I would recommend this CityLAB course/project to others if it were repeated I am satisfied with my CityLAB project experience
	Open-Ended	<ul style="list-style-type: none"> What Changed? Over the course of your CityLAB project, in your opinion, what was the most significant change that took place for participants in the project (can include students, staff, and/or other involved stakeholders)?

Table 4. CityLAB Project Outcomes

Appendix “B” to Report CM21009
Page 55 of 56

Project	Output(s) from CityLAB	Contribution to Project	Where is the Project Now?
Sustainable Neighbourhood Action Plan	<ul style="list-style-type: none"> • Surveys “on the ground” with residents in the community • Analysis of different assets across the neighbourhood 	Robust data collection methodology to inform neighbourhood priorities	Final design phase of the Sustainable Neighbourhood Action Plan
Welcome to Hamilton: mapping the narratives of immigrant and international student communities	Primary data collection through phone interviews to solicit feedback from new immigrants on different programs and opportunities	Research outputs informed programming efforts	Mostly complete
Keeping international students in Hamilton after graduation	Presentations and ideas about how to keep international students in Hamilton post-graduation	Not discussed	Mostly complete
Navigating Community Resources: a qualitative analysis of staff perspectives from a healthcare setting	Not discussed	Findings from the project helped to inform changes (i.e., policy or procedures) to improve access to services at the centre	The report was shared with the Board of Compass Community Health Centre
Connecting social service agencies and service providers	Not discussed	Not discussed	Ongoing, but some pieces on hold due to COVID-19
Identifying barriers to indigenous inclusion within the governance of environmental organizations in Hamilton	<ul style="list-style-type: none"> • Environmental scan of organizations in Hamilton • Interviews to explore how to include Indigenous people in environmental planning sector • Coordinated an event to facilitate connections between environmental organizations and Indigenous groups 	Identified strategies to remove challenges (i.e., how to let Indigenous groups know about Board postings, etc.)	Completed
Amplifying Engage Hamilton	Hosted a dialogue session	Identified “relationship-based projects” to build online community (e.g., seasonal projects)	Not discussed

Appendix “B” to Report CM21009
Page 56 of 56

Transit’s role in enhancing community sustainability and improving quality of life	Rapid reviews on a number of complex urban problems related to transit (e.g., drug use, precarious housing)	Identified creative and novel solutions to address problems	To be shared with relevant working groups
Connecting families with loved ones in long-term care	<ul style="list-style-type: none"> • Primary research (e.g., survey with loved ones to determine how they want to receive information) • Secondary research (e.g., literature review on best practices for communication) 	Research helped to move forward with CityLAB project in Winter 2021	Ongoing in Winter 2021
King William street opening study	Design charette was facilitated with community groups	Informed street closure, which was helpful for most of COVID-19 pandemic where King William was closed to help BIA, and a public art call	Implementation of public art gateway to close street to traffic is underway
Community art research and toolkit	Not discussed	Outputs helped to inform the <i>Art in Public Places Policy</i> and the Community Art Toolkit	Toolkit is being finalized; Staff are deciding if it is going to be presented to Council; requires one more Staff meeting
Cootes Paradise Greenway Loop	Not discussed	Proof of concept is needed first to explore new ideas	Has not advanced beyond the CityLAB phase
Complete Streets Ward 1 intersection makeover project	Consultation session with public	Helped to explore questions (e.g., painting intersections)	Not discussed



2021 CITYLAB ANNUAL UPDATE (CM21009)

October 6, 2021

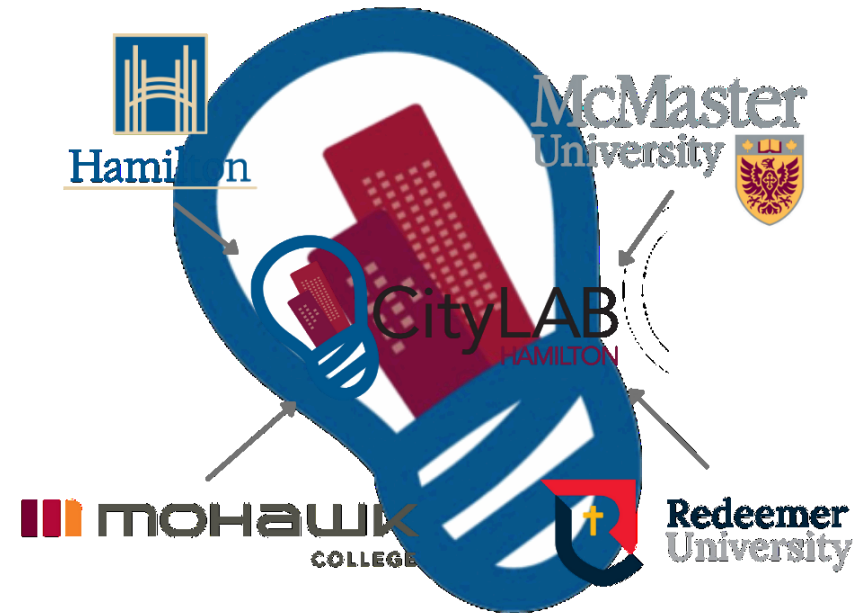
Background



CityLAB is an innovation hub that brings together student, academic, and civic leaders to co-create a better Hamilton for all.

CityLAB matches students and faculty with City staff to develop innovative solutions to city-identified projects that align with the City's Strategic Priorities.

Since 2017, CityLAB has operated as a pilot project has been extended until May 31, 2022 and with support from all partners





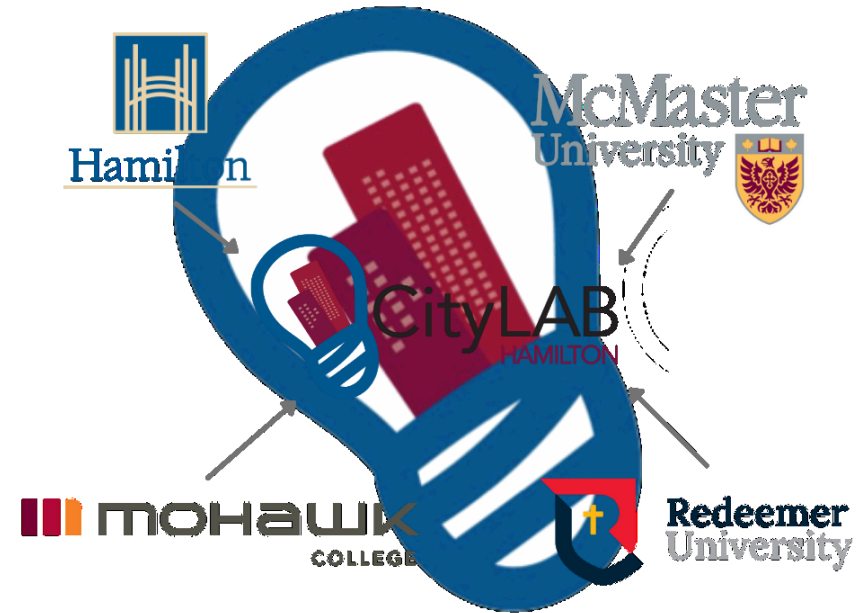
Steering Committee Members

Paul Armstrong – Chief Operating Officer, Mohawk College

Dr. Kim Dej – Associate Vice Provost (Faculty), McMaster University

Christine Giancola – Director, Strategic Relations, Redeemer University

Cyrus Tehrani – Chief Digital Officer and Director of Innovation



Operational Staff

Patrick Byrne – Project Manager

Juliana Weber – Project Coordinator



Program Update

Pilot Success

Next Steps and Recommendation



By the Numbers



In less than **4** years,

2,301 students

63 faculty members

83 City staff

have created **133** projects & contributed

44,000+ student hours

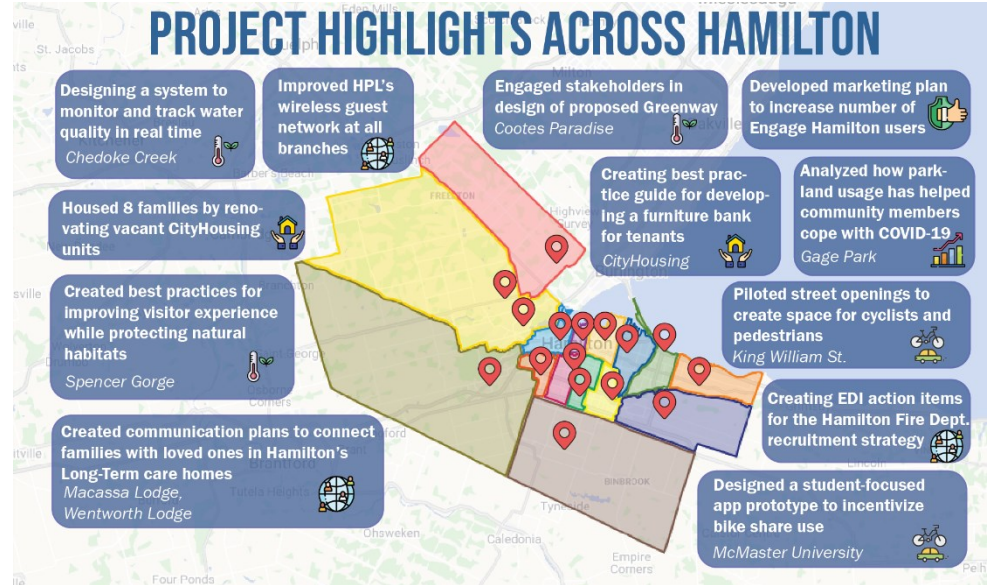
towards moving our City forward, *together.*

Supporting Term of Council Priorities across wards

TERM OF COUNCIL PRIORITIES

- Climate Change
- Integrated Growth & Development
- Multi-Modal Transportation
- Trust & Confidence in City Government
- Homelessness & Affordable Housing
- Fiscal Health & Financial Manag.
- Equity, Diversity & Inclusion
- A Healthy, Respectful & Supportive Work-place

Ward by ward impact reports



BUILDING ON THE SUCCESS OF THE CITYLAB PILOT

The CityLAB model has demonstrated the following key strengths for the City



Saving the City money on research and data collection



Giving City staff direct access to extra resources and people power



Leveraging valuable City staff time to do more with less



Lowering risk and prototyping

Evaluation Highlights



student

instructor pedagogy and the creation of professional networks

collaborative contributions to projects led by City of Hamilton staff that are working to address a range of local issues



More **support** for lifecycle of projects; more focus on **implementation**

More **consistency** and **higher quality** projects

Engage departments to integrate with action plans



Recommendation Overview

Ensuring the long term success of CityLAB

- That transition of the CityLAB Hamilton Program from a pilot project to a permanent program, at a cost of \$63,000/year starting in 2022 and standard operational maintenance budget increases thereafter as per standard operating budget process, be referred to the 2022 Tax Supported Operating Budget for consideration
- Extension of the in-kind lease of the former CFL Hall of Fame building for CityLAB's use or until a more suitable long-term location has been found



Recommendation Overview

Committed funds from our academic partners



Table 1: Requested contributions by institution

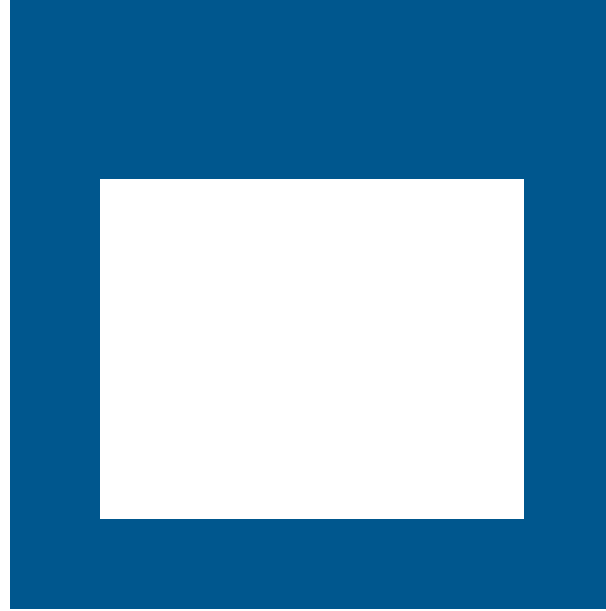
*The City of Hamilton also contributes the in-kind lease to the CityLAB space, valued at \$76,000 per year

Source	Current Annual Contributions	Proposed Annual Contributions	Change
City of Hamilton*	\$ 45,000	\$ 63,000	\$18,000
McMaster	\$ 85,000	\$ 116,000	\$ 31,000
Mohawk	\$ 36,000	\$ 48,000	\$ 12,000
Redeemer	\$ 10,000	\$ 14,000	\$ 4,000
Total	\$ 176,000	\$ 241,000	\$ 65,000



<https://youtu.be/-vS71BMHzF0>






THANK YOU



Hamilton

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

TO:	Chair and Members General Issues Committee
COMMITTEE DATE:	October 6, 2021
SUBJECT/REPORT NO:	2022 Budget Guidelines, Outlook and Process (FCS21057(a)) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Duncan Robertson (905) 546-2424 Ext. 4744
SUBMITTED BY:	Mike Zegarac General Manager, Finance and Corporate Services Corporate Services Department
SIGNATURE:	

RECOMMENDATION(S)

- (a) That City Departments be directed to prepare the 2022 Tax Operating Budget at an increase required to maintain current service levels and report back through the 2022 budget process;
- (b) That staff be directed to increase user fees at the rate of inflation and that any user fee increases below the guideline be forwarded for consideration with appropriate explanation;
- (c) That Boards and Agencies be directed to prepare their 2022 Tax Operating Budget submissions at an increase required to maintain current service levels and that any increase beyond the guideline be forwarded for consideration with appropriate explanation;
- (d) That staff be directed to prepare the 2022 Tax Capital Budget with a 0.6% municipal tax levy increase for capital financing of discretionary block funded projects and debt servicing requirements for the Investing in Canada Infrastructure Program – Transit Stream and West Harbour Redevelopment strategic initiatives;

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**SUBJECT: 2022 Budget Guidelines, Outlook and Process (FCS21057(a))
(City Wide) – Page 2 of 27**

- (e) That staff be directed to prepare the 2022 Rate Supported Budget at a rate increase required to maintain current service levels and priority infrastructure;
- (f) That the Mayor provide correspondence to the local MPs and MPPs thanking senior levels of government for past and continued support in navigating through the COVID-19 pandemic.

EXECUTIVE SUMMARY

The General Issues Committee (GIC) was provided with an update on the 2022 to 2024 multi-year outlook and capital financing plan through Report FCS21057 on June 16, 2021, which outlined the pressures and opportunities faced by the City of Hamilton in the development of the 2022 budget and multi-year outlook, as well as, the budget principles and timeline to be deployed by staff.

The 2022 budget outlook, that was presented on June 16, 2021, has been updated with the most current information available. Staff is forecasting a municipal levy increase of \$48.7 M, which amounts to an estimated 4.1% total average residential tax increase in order to maintain existing service levels and incorporate priorities that have been previously approved by Council or referred to the budget process for consideration.

Due to rising inflation on municipal goods and services throughout 2021, staff is requesting that user fees be increased at the rate of inflation in order to maintain the rate of subsidy for municipally provided services that had been approved in the 2021 budget. User fee increases below inflation would result in increased reliance on property taxes and an increase to the subsidy provided.

Staff recommends continuing with the 2022 tax capital financing plan that was approved, in principle, through Report FCS20101. This included a supplemental net municipal levy increase of 0.6%, or \$6.0 M, for debt repayments for the municipal share of the Investing in Canada Infrastructure Program – Transit Stream (ICIP) and debt repayments for capital financing of the West Harbour Redevelopment strategic initiatives.

In order to incorporate priority investments required to maintain water, wastewater and storm infrastructure in a state-of-good-repair, as well as, to outfit new capital assets in the Clean Harbour initiative, it is anticipated that the 2022 Rate Supported Budget would exceed the 4.05% average rate increase approved, in principle, in the long-term financing plan. Staff will be revising and reporting on rate supported reserve forecasts for initiatives including, but not limited to, the Chedoke Creek – Cootes Paradise workplan.

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**SUBJECT: 2022 Budget Guidelines, Outlook and Process (FCS21057(a))
(City Wide) – Page 3 of 27**

It is currently estimated that the emergency funding provided by senior levels of government will offset the City's anticipated pressures for the COVID-19 pandemic response in 2021. However, it is expected that the City will continue to face many challenges in 2022 and beyond as the economy begins to recover. At this point, there is limited capacity to carryover Federal and Provincial pandemic funds to next year and no committed funding from senior levels of government beyond 2022. It will be important to continue the conversation of recovery between the municipality and senior levels of government, moving forward, to ensure the continuity of essential municipal services.

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The Preliminary Tax Operating Budget pressures and risks identified within Report FCS21057(a) would result in a levy increase of approximately \$48.7 M (inclusive of City Departments, Boards and Agencies and Capital Financing) which represents an estimated total average residential tax increase of 4.1%.

The Preliminary Rate Operating Budget within Report FCS21057 reflects the amount approved, in principle, as part of the 2021 Rate Operating Budget and Outlook which would result in a projected operating and capital budget expenditure increase of approximately \$11.1 M or a combined rate increase of 4.05%. It is anticipated that this preliminary number will increase once all required infrastructure investment, as well as, operational outfitting of new infrastructure has been fully incorporated in the long-term financing plan.

Through the approval of Report FCS21057(a), there are no financial implications. The General Issues Committee (GIC) and Council will deliberate on the 2022 budget and multi-year outlook in accordance with the schedule provided in Appendix "A" to Report FCS21057(a).

Staffing: There are no staffing implications as a result of Report FCS21057(a). During the budget process, staffing changes are highlighted for Council approval.

Legal: N/A

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**SUBJECT: 2022 Budget Guidelines, Outlook and Process (FCS21057(a))
(City Wide) – Page 4 of 27**

HISTORICAL BACKGROUND

Council, at its meeting on July 14, 2017, approved GIC Report 17-015 and Multi-Year Budget Planning Sub-Committee Report 17-001 (Report FCS17066) adopting the Multi-Year Business Planning and Budget Policy (“Policy”) for City Departments and forwarding the Policy to Hamilton Police Service, Hamilton Public Library and Hamilton Farmers’ Market Boards for consideration.

The 2021 Tax Operating Budget approved by Council in March 2021 included a 2022-2024 Multi-Year Budget Outlook with a preliminary budget increase of \$37.7 M or a residential municipal tax increase of 3.7% for 2022. This projection has been updated to reflect opportunities and pressures that have materialized since the preparation of the initial outlook during the 2021 budget process, such as, negotiated contractual agreements, legislated changes or pre-approved impacts.

The 2021 Rate Supported Budget approved by Council in November 2020, resulted in a combined rate increase of 4.28%. The budget also included a projection for 2022 of 4.05%. The Rate Supported Budget reflects Council's ongoing commitment and dedication to implement a sustainable financing plan while bridging the divide between the funding shortfalls for necessary infrastructure with affordable rates.

Staff provided GIC with an update on the 2022 to 2024 multi-year outlook and capital financing plan on June 16, 2021 through Report FCS21057 which outlined changes in assumptions to the multi-year outlook presented during 2021 budget deliberations and provided background information on key inputs to the development of the 2022 budget, including:

- COVID-19 economic recovery;
- Debt capacity;
- Leveraging of reserves;
- Forecasted increase in inflation for municipal goods and services;
- Forecasted growth; and
- Advancing the term of Council priorities.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

There are no policy implications related to the recommendations within Report FCS21057(a).

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**SUBJECT: 2022 Budget Guidelines, Outlook and Process (FCS21057(a))
(City Wide) – Page 5 of 27**

RELEVANT CONSULTATION

Staff has consulted with operating departments and senior leadership in determining the projected tax and rate budget pressures for 2022. Staff has also consulted with Council, the City Clerk's Office and the operating departments in developing the timeline for the 2022 budget process outlined in Appendix "A" to Report FCS21057(a).

ANALYSIS AND RATIONALE FOR RECOMMENDATION(S)

1. 2022 BUDGET PROCESS TIMELINE

Appendix "A" to Report FCS21057(a) provides a high-level summary of the budget calendar for the 2022 Rate and Tax Budgets (Operating and Capital). The Rate Operating and Capital Budgets and Tax Capital Budget are scheduled to be deliberated on November 21, 2021 and November 26, 2021, respectively. If required, additional dates of November 30, 2021 and December 2, 2021 are also scheduled. The Tax Supported Operating Budget deliberations (which sets the property tax levy) will commence in January 2022 with an expected approval in March 2022. All budgets will be deliberated at meetings of the General Issues Committee (GIC).

For the 2022 budget process, there has been a change in the timing of Public Delegations from their usual date in February. Public delegations have been held in February, in past years, as part of the Tax Supported Operating Budget deliberations in order to coincide with the timing of when the preliminary budget books and reports would be available for public consumption. In an effort to provide the public the opportunity for input at the beginning of the process, the Public Delegations meeting at GIC has been moved up to November 8, 2021.

2. 2022 PRELIMINARY TAX SUPPORTED BUDGET

Based on updated information since Report FCS21057 was presented in June, the current projection for 2022 has been revised to a levy increase of \$48.7 M, which is estimated at a 4.1% total average residential tax increase.

Table 1 shows the 2022 outlook by department, as well as, outlines the estimated total average residential tax impact based on assumptions for assessment growth, reassessment, levy restrictions, tax policy changes and education tax adjustments.

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**SUBJECT: 2022 Budget Guidelines, Outlook and Process (FCS21057(a))
(City Wide) – Page 6 of 27**

**TABLE 1
City of Hamilton
2022 Preliminary Tax Budget Outlook by Department**

Department	2021	2022	2022	2022
	Approved Budget	Outlook	Change	Change
	\$	\$	\$	%
Planning and Economic Development	\$30,357,480	\$31,514,130	\$1,156,650	3.8%
Healthy and Safe Communities	\$255,023,200	\$270,529,060	\$15,505,860	6.1%
Public Works	\$266,803,330	\$282,387,720	\$15,584,390	5.8%
Legislative	\$5,164,412	\$5,249,752	\$85,340	1.7%
City Manager	\$13,016,920	\$13,610,140	\$593,220	4.6%
Corporate Services	\$37,210,120	\$37,967,210	\$757,090	2.0%
Corporate Financials / Non Program Revenues	(\$27,940,780)	(\$25,632,980)	\$2,307,800	-8.3%
Hamilton Entertainment Facilities	\$4,037,180	\$4,095,980	\$58,800	1.5%
Total City Expenditures	\$583,671,862	\$619,721,012	\$36,049,150	6.2%
Hamilton Police Services	\$176,587,027	\$181,884,638	\$5,297,611	3.0%
Other Boards and Agencies	\$48,529,804	\$49,927,364	\$1,397,560	2.9%
City Enrichment Fund	\$6,088,340	\$6,088,340	\$0	0.0%
Total Boards and Agencies	\$231,205,171	\$237,900,342	\$6,695,171	2.9%
Capital Financing	\$139,541,860	\$145,538,860	\$5,997,000	4.3%
Total Levy Requirement	\$ 954,418,893	\$ 1,003,160,210	\$ 48,741,320	5.1%
Assessment Growth				(1.0%)
Reassessment				0.0%
Levy Restrictions				0.1%
Tax Policy				0.2%
Education Impact				(0.3%)
Total Average Residential Tax Impact				4.1%

Assumptions:

Assessment Growth - based on initial projections and continued construction activity in the City.

Reassessment - 0% for 2022 as announced by the Province

Levy Restrictions - based on historical results

Tax Policy - assumes adoption of small business subclass

Education Impact - Based on historical results

A. City Expenditures

The preliminary outlook for the 2022 Tax Supported Budget is detailed in Table 2, which provides a breakdown of the anticipated pressures the City will face next year. The projected costs to maintain current service levels are \$18.6 M for City departments or approximately 38% of the total projected net levy increase. This equates to an average residential property tax increase of approximately 0.9%. The majority of the budget pressures are comprised of enhancements and service level adjustments with significant planned and pre-approved investments in capital infrastructure, transit and housing.

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**SUBJECT: 2022 Budget Guidelines, Outlook and Process (FCS21057(a))
(City Wide) – Page 7 of 27**

**TABLE 2
City of Hamilton
2022 – Summary of Budget Pressures**

Budget Pressure	2022 Increase
Current Service Level	
Employee related and misc. other current service-level pressures	\$ 18,609,759
Boards & Agencies	\$ 6,695,171
Total Maintenance Budget	\$ 25,304,930
Enhancements/Service Level Adjustments	
Capital Levy for Discretionary Blocks	\$ 4,800,000
10-Year Transit Strategy	\$ 4,144,000
Insurance	\$ 2,745,000
Sidewalk Snow Clearing	\$ 1,776,000
DARTS	\$ 1,720,000
Area Rating for Fire Services	\$ 1,400,000
National Housing Strategy	\$ 1,264,300
Capital Levy for New Debt Related to ICIP – Transit and West Harbour	\$ 1,197,000
Affordable Housing - Roxborough	\$ 1,047,000
Child Care Provincial Funding Ageement	\$ 1,001,800
Macassa Lodge Redevelopment	\$ 896,300
Social Housing – provincial benchmarks	\$ 753,790
Area Rating for Parkland Purchases	\$ 381,200
Equity, Diversity and Inclusion Roadmap and Implementation	\$ 310,000
Total Enhancements/Service Level Adjustments	\$ 23,436,390
Total	\$ 48,741,320

- **Employee Related and Miscellaneous Other** – for general maintenance and inflation including salaries and benefits increases. This includes previously approved contract adjustments, performance increments, job evaluation changes, as well as, employer provided benefits, Canada Pension Plan, Employment Insurance and Workers' Safety and Insurance Board changes.
- **Capital Levy for Discretionary Blocks** – the \$4.8 M pressure represents a net levy increase of 0.5% for the purpose of state-of-good-repair infrastructure. Combined with the debt servicing costs for new debt related to ICIP-Transit and West Harbour Redevelopment, the net levy increase for the Capital Levy is estimated at 0.6%.
- **Ten-Year Local Transit Strategy** – Financial Impact of Year 6 of implementation of the Transit Strategy. The 2022 pressure includes \$990 K pressure due to one-time contribution from reserve in 2021.

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**SUBJECT: 2022 Budget Guidelines, Outlook and Process (FCS21057(a))
(City Wide) – Page 8 of 27**

- **Insurance** – as detailed in Report LS21027, there is a \$2.1 M pressure related to the change in the City’s insurance premiums as a result of economic conditions in the insurance market. In addition to the increased premiums, the City’s change in coverage to a higher deductible will result in a higher volume of claims, which will need additional staff to meet litigation needs and requirements and is estimated at \$645K annually.
- **Sidewalk Snow Clearing** – the level of service for winter sidewalk snow removal will be enhanced as approved by Council on April 28, 2021, defined as Scenario 2 in Report PW19022(c). This scenario includes the clearing of an additional 783 km of sidewalk along transit routes. The total cost of the enhancement is estimated at \$4.4 M annually with a \$1.8 M impact in 2022 and a \$2.7 M impact in 2023.
- **DARTS** – contractual increases are expected in DARTS as ridership is projected to increase in 2022 after the fall of ridership in 2021 due to COVID-19.
- **Area Rating for Fire Services** – at its meeting on May 12, 2021, Council approved a two-year phase-in for the impact of rural fire area rating, which amended the 2021 Tax Operating Budget with a \$1.4 M contribution from the Tax Stabilization Reserve and a corresponding reduction in the 2021 net levy. This \$1.4 M impact for the provision of Fire Services will hit the 2022 net levy.
- **Roxborough Housing Incentive Program (RHIPP)** – as approved in Report HSC19034, the RHIPP allows developers of affordable rental or ownership housing units to receive grants to offset the cost of the City’s development charges and parkland dedication fees for 10 years after the issuance of a building permit. Total cost of the program is estimated at \$10.47 M over five years. The pressure in 2022 represents the annualization of year one of the 10-year program that began in 2021.
- **Child Care Provincial Funding Agreement** – due to the unique circumstances resulting from the COVID-19 outbreak, the ministry provided a one-time Transitional Grant in 2021 to offset and assist with the new required 50/50 cost share for provincial child care administration, including Wage Enhancement / Home Child Care Enhancement Grant administration funding. This one-time Transitional Grant could also be used to assist with the provision of child care programs and services, as well as, other increased operating costs related to COVID-19. The pressure identified in 2022 is the elimination of this one-time grant.
- **Macassa Lodge Redevelopment** – through Report HSC20050(b), Council approved the financing plan for the redevelopment of Macassa Lodge. The total project cost of \$27.8 M was funded through a \$19.3 M loan from the Unallocated Capital Levy Reserve, \$7.3 M from development charges and \$1.3 M from grants

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**SUBJECT: 2022 Budget Guidelines, Outlook and Process (FCS21057(a))
(City Wide) – Page 9 of 27**

from the Ministry of Long-Term Care. The \$896 K pressure in 2022 represents the first annual loan repayment to the Unallocated Capital Levy Reserve.

- **Capital Levy for New Debt (ICIP – Transit and West Harbour)** – to support the annual debt servicing requirements for new debt issuance in ICIP, Transit and the West Harbour Waterfront Development planned capital investments, a net levy increase of \$1.2 M is required in 2022.
- **Social Housing – Provincial Benchmarks** – Forecasted 2022 – 2024 provincial benchmarks are based on a moving five-year historical average. Based on these estimates of the minimum operating costs of the City’s social housing units covered by the Province, the pressures identified in the next few years are based on the remaining amounts the City is responsible to cover over and above what is covered by our Housing Service Providers.
- **Area Rating for Parkland Purchases** – a net levy pressure of \$381 K for the repayment of the Investment Stabilization Reserve related to parkland purchases.
- **Equity, Diversity and Inclusion Roadmap and Implementation** – as approved through Report HUR19019(b), there is an estimated \$310 K pressure for three staff positions necessary to support the EDI Roadmap and Implementation Plan.
- **Public Health Funding** – A \$2.2 M pressure was noted in Report FCS21057. The Ministry of Health confirmed that the one-time transitional funding of the Mitigation Subsidy for the Public Health Annual Service Plan will continue in 2022. The budget pressure of \$2.2 M will move to 2023 in the multi-year outlook.

B. COVID-19 Economic Recovery and Financial Pressures

The COVID-19 pandemic has resulted in many changes affecting human behavior and impacting the world’s economic condition. Municipalities were hit particularly hard as they managed service continuity for essential services and infrastructure during the lockdown period. While financial pressures for municipalities in 2020 and 2021 are expected to be fully mitigated through the historic Safe Restart Agreement, Social Services Relief Fund and many other funding announcements, it is anticipated that health risks will continue to remain on an ongoing basis and economic activity is not expected to return to pre-COVID-19 levels beyond 2022.

As the economy reopens, municipalities will play a crucial role in implementing public health safeguards and community support for the most vulnerable. It is essential that municipalities continue to provide service continuity for front-line workers and to play a key role in local economic recovery through rebuilding growth and providing stimulus.

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**SUBJECT: 2022 Budget Guidelines, Outlook and Process (FCS21057(a))
(City Wide) – Page 10 of 27**

It is anticipated that the City will continue to face many financial pressures in 2022 including the loss of revenue from transit operations and recreation user fees, as well as, increased costs for Public Health and housing for the most vulnerable.

Since the onset of the COVID-19 pandemic, there have been numerous announcements from the Federal and Provincial governments regarding funding opportunities to address financial pressures for individuals and organizations including the Safe Restart Agreement, the Social Services Relief Fund and the COVID-19 Recovery Funding for Municipalities Program.

i. Safe Restart Agreement – Transit

On August 12, 2020, the City received confirmation of \$17.2 M of immediate funding through the “Safe Restart Agreement: Municipal Transit Funding – Phase 1” to support COVID-19 pressures incurred from April 1, 2020 to September 30, 2020. These financial pressures include reduced revenues from farebox, advertising, parking and contracts, as well as, added expenses related to cleaning, new contracts, labour, driver protection, passenger protection and other capital costs.

Total Phase 1 funds utilized under the eligible periods from April 1, 2020 to September 30, 2020 and October 1, 2020 to March 31, 2021 was \$13.8 M. The \$3.4 M of unused Phase 1 funding is expected to be returned to the Province. To date, no request has been made by the Ministry of Transportation (MTO) to return the remaining unused funds. The City of Hamilton received an allocation of \$21.5 M in Phase 2 funding, which covers the period from October 1, 2020 and March 31, 2021. The funding was not claimed by the Transit Division since there were no further eligible expenditures incurred within that timeframe to be offset by additional funding.

Phase 3 funding was confirmed in a letter from the Ministry of Transportation on March 3, 2021 for the period between April 1, 2021 and December 31, 2021 for a total allocation to the City of \$16.8 M. The City will be required to return any unused funding, including interest, at the end of the eligibility period. The Province may also, at its sole discretion and on a case-by-case basis, grant extensions to the Phase 3 eligibility period for costs incurred after December 31, 2021 to January 1, 2023.

As of June 30, 2021, it is projected that \$13.2 M will be required from the Safe Restart – Transit Phase 3 funding to cover projected COVID-19 related costs to be incurred during the year, leaving \$3.6 M in funding remaining at the end of 2021. If the Transit Division does not incur enough eligible expenditures to utilize all of the Phase 3 funding before December 31, 2021, the City will request that the MTO allow the remaining funding to be used to cover eligible expenditures in 2022.

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**SUBJECT: 2022 Budget Guidelines, Outlook and Process (FCS21057(a))
(City Wide) – Page 11 of 27**

ii. Safe Restart Agreement – Municipal

In a letter dated August 12, 2020, the Province advised the City of Hamilton of its Phase 1 funding allocation of \$27.6 M under the Safe Restart Agreement to support the operating costs and pressures related to COVID-19. Based on eligible expenses and lost revenues, the City recognized \$17.4 M in 2020 and carried the remaining \$10.2 M in Safe Restart Funding forward to 2021 to address ongoing pressures as a result of the pandemic.

An additional \$11.7 M was provided to the City under the Phase 2 allocation for the purpose of assisting with COVID-19 operating costs and pressures in 2021 on December 16, 2020. Combined with the unused portion from Phase 1, \$21.9 M of Safe Restart Agreement – Municipal funding is available to December 31, 2021.

As of June 30, 2021, it is projected that the Safe Restart Funding will be fully utilized. There have been no further announcements pertaining to funding that might be available to offset pressures in 2022 and beyond.

iii. COVID-19 Recovery Funding for Municipalities Program

Additional to the Safe Restart Agreement, the Province of Ontario announced a \$500 M funding commitment to municipalities under the COVID-19 Recovery Funding for the Municipalities Program. The City of Hamilton's share under this program is \$18.7 M, which can be used to address general municipal COVID-19 costs and pressures in 2021. Remaining funds at the end of 2021 will be put into a reserve to support potential COVID-19 costs and pressures in 2022.

As of June 30, 2021, it is projected that \$3.9 M will be drawn from the COVID-19 Recovery Funding Program, leaving an eligible amount of \$14.9 M to be carried over to 2022.

iv. Social Services Relief Fund

In late March 2020, the Province announced the \$200 M Social Services Relief Fund (SSRF) in response to the ongoing COVID-19 crisis to allow communities to expand a wide range of services and supports for vulnerable populations, based on local need, to better respond to the emergency. The City of Hamilton received an initial \$6.9 M under this program.

On August 12, 2020, the SSRF was expanded by an additional \$362 M as part of the federal-provincial Safe Restart Agreement. Under Phase 2 of the program, the City of Hamilton has received an allocation of \$11.3 M, as well as, an application for an additional \$6.4 M. The SSRF Phase 2 includes an operating component and

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**SUBJECT: 2022 Budget Guidelines, Outlook and Process (FCS21057(a))
(City Wide) – Page 12 of 27**

two new capital components with the objectives of mitigating ongoing risk for vulnerable people, encouraging long-term housing-based solutions to homelessness post COVID-19 and enhancing rent assistance provided to households in rent arrears due to COVID-19. In accordance with program guidelines and eligibility requirements, \$13.0 M in revenue from the SSRF was recognized in 2020.

On March 10, 2021, the City received a letter from the Ministry of Municipal Affairs and Housing announcing Phase 3 of the SSRF and the City's allocation of \$12.3 M for the period of March 1, 2021 up to December 31, 2021.

Another letter was received by the City on August 16, 2021 from the Ministry of Municipal Affairs and Housing detailing the fourth and final Phase of the Province's SSRF and through Canada-Ontario Community Housing Initiative (COCHI). Under Phase 4 of the SSRF program, the City of Hamilton has received an allocation of \$13.8 M for the 2021 – 2022 fiscal year. Under the COCHI program, the government has also approved the release of up to an additional \$21 M. This funding will support community housing providers across Ontario, including the state of repair of the legacy social housing stock. Under COCHI, the City of Hamilton has received an additional funding allocation in the amount of \$1.0 M for the 2021 - 2022 fiscal year.

Combining Phase 3 and 4 allocations with the carryover amounts from Phases 1 and 2, a total of \$37.7 M for SSRF is available for use in 2021. As of June 30, 2021, it is forecasted that \$12.6 M will be leveraged in 2021. Remaining funds at the end of 2021 will be put into a reserve to support potential COVID-19 costs and pressures in 2022.

v. Ministry of Health and Other Funding

There have been various other funding announcements, outside of the Social Services Relief Fund and Safe Restart Agreement, to assist municipalities in the delivery of critical programs and services throughout the pandemic as detailed in Appendix "B" to FCS21057(a). This includes funding from the Ministry of Health for the COVID-19 response and vaccination programs, mental health and addictions funding, enhancements to the Reaching Home Initiative, as well as, funding for other emergency response and essential services such as paramedics, long-term care and children services.

vi. Forecasted Pressures in 2022 due to the COVID-19 Pandemic Response

Based on current information, staff is projecting additional financial pressures related to COVID-19 in 2022 of \$59.0 M. Details of potential impacts and corresponding funding assumptions are itemized in Appendix "B" to

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**SUBJECT: 2022 Budget Guidelines, Outlook and Process (FCS21057(a))
(City Wide) – Page 13 of 27**

Report FCS21057(a). Staff will continue to monitor these assumptions and how they are impacted by changes in various COVID-19 prevention measures through the balance of the year. In the 2022 outlook, it is assumed that these pressures will be funded from the available funding carried forward from 2021 under the Safe Restart Agreement, the COVID-19 Recovery Funding for Municipalities Program, the Social Services Relief Fund and the funds set aside in the COVID-19 Emergency Reserve from the 2020 tax operating budget surplus.

Based on the funding announcements received to date and the funds set aside from the 2020 operating surplus for COVID-19 recovery, it is anticipated that the financial pressures related to COVID-19 will be mitigated to the end of 2022 as outlined in Appendix “B” to Report FCS21057(a). However, it is expected that the City will continue to face many challenges in the medium term (2023-2025) as the economy begins to recover. At this point, there is no committed funding from senior levels of government beyond 2022 and it is yet to be determined what impact is to be seen on municipal services moving forward. The pandemic may have several lasting effects as it relates to transit, recreation, parking and tourism revenues depending on many socio-economic factors during the recovery period that the City must prepare to mitigate in order to limit the impact on taxpayers.

C. Boards and Agencies

Based on historical trends and updated information, a preliminary projected budget increase of approximately \$6.7 M is presented for Boards and Agencies for 2022 (refer to Table 3). The Hamilton Police Service budget pressures are based on a five-year average operating budget increase, while the Hamilton Public Library is based on their forecasted 2022 outlook presented in the 2021 budget process. The other Boards and Agencies are based on a projected 2% per year increase.

**TABLE 3
Boards and Agencies
Projected Net Levy Impact**

Board / Agency	2021 Approved Budget	2022 Outlook \$	2022 Change \$	2022 Change %
Police	\$ 176,587,027	\$ 181,884,638	\$ 5,297,611	3.0%
Conservation Authorities	\$ 8,459,770	\$ 8,628,965	\$ 167,100	2.0%
Library	\$ 32,196,330	\$ 33,162,220	\$ 1,073,910	3.3%
Other Boards and Agencies	\$ 7,873,710	\$ 8,031,184	\$ 156,550	2.0%
Total Impact	\$ 225,116,837	\$ 231,707,007	\$ 6,695,171	3.0%

Table 4 displays the historical budget increases for Boards and Agencies over the past three years.

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**SUBJECT: 2022 Budget Guidelines, Outlook and Process (FCS21057(a))
(City Wide) – Page 14 of 27**

**TABLE 4
Boards and Agencies
Historical Budget Trends 2019-2021**

Historical Budget Board or Agency	Annual % Increase		
	2019	2020	2021
Conservation Authorities			
Niagara Peninsula Conservation	1.50%	161.15%	2.00%
Binbrook Special Levy	N/A	N/A	6.20%
Grand River Conservation	1.50%	433.90%	3.30%
Halton Region Conservation	1.50%	243.98%	2.70%
Hamilton Conservation	1.50%	1.64%	1.70%
Other Agencies			
Hamilton Beach Rescue	1.50%	0.00%	(2.10%)
Royal Botanical Gardens	1.50%	0.00%	2.00%
MPAC	1.94%	1.90%	2.00%
City Boards			
Hamilton Farmer's Market	1.53%	0.00%	2.00%
Hamilton Public Library	2.40%	2.86%	1.50%
Hamilton Police Service	2.38%	3.97%	2.70%

Notes:

- 1) 2020 increases for Conservation Authorities are the result of a levy formula change after loss of appeal
- 2) Binbrook Special Levy approved in 2021 represents a 6.2% year over year increase to the Niagara Peninsula Conservation Authority approved levy in 2020

D. Capital Financing

The multi-year outlook for Capital Financing includes an annual tax levy increase of 0.5% for discretionary block funding related to state-of-good-repair asset replacement, as well as, additional increases for debt servicing requirements for the municipal share of the Investing in Canada Infrastructure – Public Transit Stream (ICIP) and West Harbour Waterfront Development strategic initiatives, resulting in a total tax levy impact of 0.6%. Table 5 provides the forecasted net levy pressures related to the financing of the Tax Capital Budget for 2022.

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**SUBJECT: 2022 Budget Guidelines, Outlook and Process (FCS21057(a))
(City Wide) – Page 15 of 27**

**TABLE 5
City of Hamilton
Tax Capital Financing Net Levy Impact**

Capital Financing	2022	
	(\$)	(%)
Discretionary Block Funding	\$ 4,800,000	0.5%
West Harbour Development	\$ 374,000	0.0%
ICIP - Transit	\$ 823,000	0.1%
Total Impact	\$ 5,997,000	0.6%

Note - Anomalies due to rounding

During the 2021 budget process, the Capital Financing Plan was updated with new assumptions around the cost to borrow given recent changes in the investment market, cash flow assumptions required for debt servicing upcoming transit and affordable housing projects and leveraging of existing capacity from reserves. This provided additional capacity to fund capital investments over the 10-year period in comparison to the previous Financing Plan.

Preparation of the Capital Financing Plan prioritizes that the City maintain its AA+ credit rating. This is an important aspect of the overall budget as it reduces the City's cost to borrow and limits the tax impact on residents and businesses. The Capital Financing Plan balances the financial obligations required for the effective management of infrastructure in a state-of-good-repair, support growth and development and advance strategic priorities while limiting the overall impact on taxpayers and staying within Council's approved debt limits.

i. Debt

Preliminary debt assumptions have been updated through consultation with staff and approved capital requirements over the summer. Based on the capital investment pressures for the Tax Capital and Rate Capital Supported Budgets over the next 10 years, tax and rate supported debt is projected to exceed Council's approved debt limit in 2025 and development charge supported debt is projected to exceed Council's approved debt limit in 2027 as illustrated in Figures 1 and 2. While total debt would still be within legislated requirements in accordance with the provincial Annual Repayment Limit, exceeding the debt limits approved by Council could adversely affect the City's AA+ credit rating. Figure 3 shows the City's projected debt levels in comparison to the provincial Annual Repayment Limit.

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**SUBJECT: 2022 Budget Guidelines, Outlook and Process (FCS21057(a))
(City Wide) – Page 16 of 27**

Figure 1

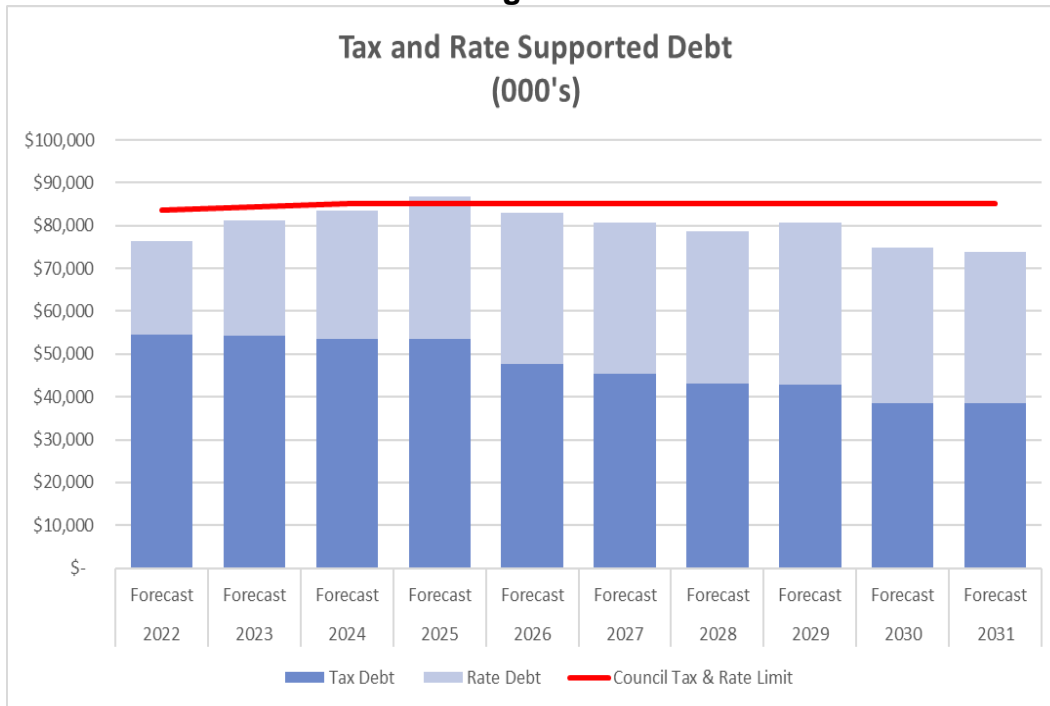
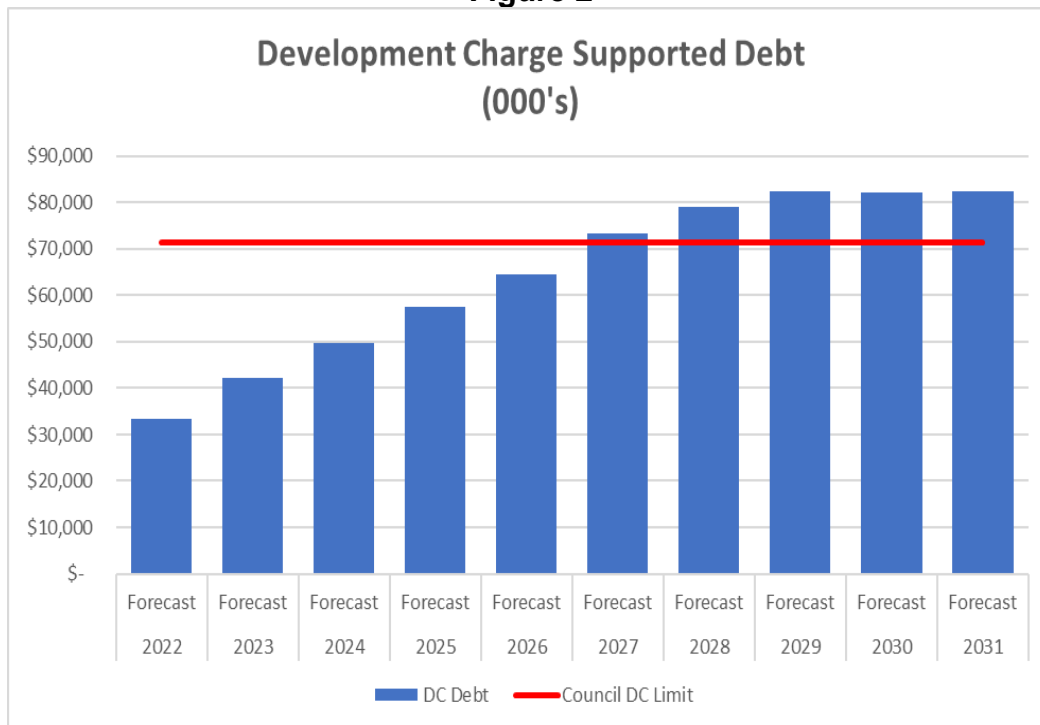


Figure 2

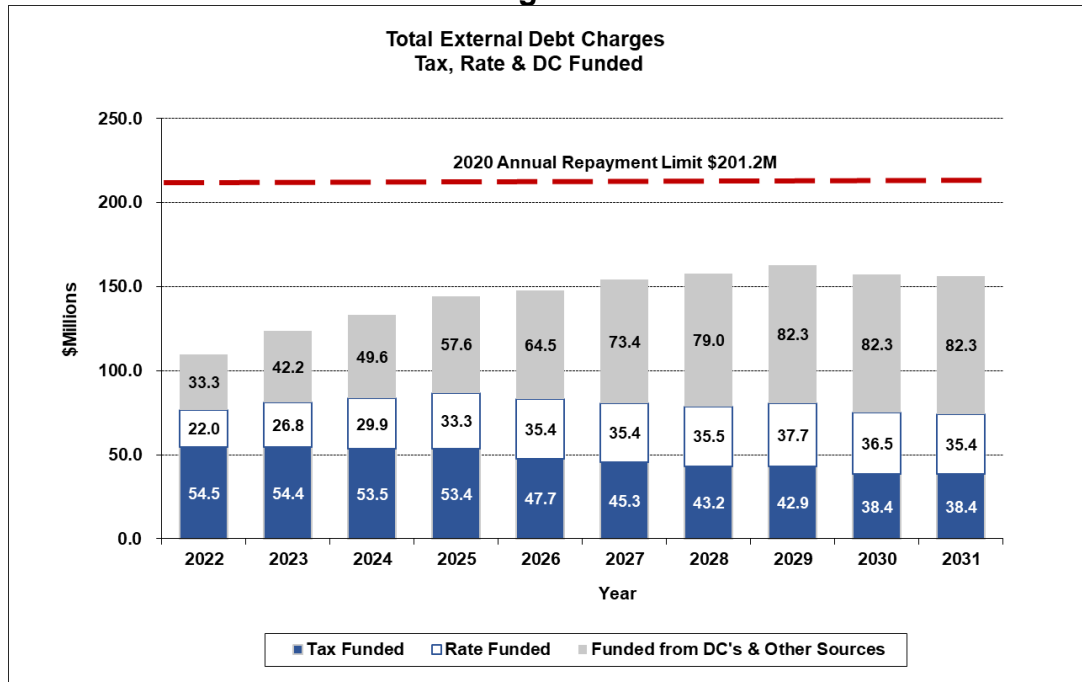


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**SUBJECT: 2022 Budget Guidelines, Outlook and Process (FCS21057(a))
(City Wide) – Page 17 of 27**

During the 2022 budget process, staff will continue to update assumptions as it pertains to interest rates, timing of issuance and the financing strategies for various initiatives. This may mean revisiting capital funding strategies that previously leveraged debt financing, introducing alternative funding sources to the Capital Financing Plan, such as, reserves or Federal Gas Tax or the deferral of previously planned capital works in order to best position the City for financial stability to support economic recovery over the next few years.

Figure 3



ii. Reserves

The detailed 2020 Reserve Report was provided to Council through Report FCS21063 earlier this summer. Based on updated projections, capital reserve balances are expected to decrease from \$685 M at the end of 2020 to \$592 M in 2022 as shown in Table 6. The decrease is the result of draws on the Parkland Acquisition and Dedication Reserves, Rate Supported Reserves and Transit Vehicle Replacement Reserves in order to meet planned requirements in the capital program over the next three years. These decreases are partially offset by an increase in anticipated Development Charge (DC) collections over capital financing requirements in the next two years. Initial indication is that the COVID-19 pandemic has not drastically affected growth in the short-term. Staff will continue to monitor for any declines in development over the next year and adjust growth related infrastructure forecasts accordingly. The decline in non-tax capital reserves from \$410 M at the end of 2020 to \$357 M projected at the end of 2022 is driven by the distribution of the 2020 operating surplus, approved through Report FCS20069(b),

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**SUBJECT: 2022 Budget Guidelines, Outlook and Process (FCS21057(a))
(City Wide) – Page 18 of 27**

and the use of the Safe Restart Agreement and COVID-19 Emergency Reserves to offset financial pressures in 2021 and 2022 in response to the pandemic.

**TABLE 6
City of Hamilton
Projected Reserve Balances (\$000's)**

CITY OF HAMILTON RESERVES	Projected Balances December 31			
	2020	2021	2022	2023
CAPITAL RESERVES				
DEVELOPMENT CHARGES	285,421	322,678	349,023	377,910
PARKLAND RESERVES	70,638	38,035	48,641	59,491
VEHICLE & EQUIPMENT RESERVES	50,112	43,955	21,589	28,529
UNALLOCATED CAPITAL LEVY	37,209	16,639	20,857	25,175
RATE RESERVES	164,977	89,286	64,837	45,613
FEDERAL GAS TAX RESERVE	59,102	56,415	58,626	58,626
OTHER	17,463	22,275	28,165	42,165
TOTAL CAPITAL RESERVES	684,922	589,283	591,738	637,509
NON- TAX CAPITAL RESERVES				
TAX STABILIZATION	65,917	14,609	14,920	15,256
SAFE RESTART AGREEMENT	15,276	18,500	-	-
COVID-19 EMERGENCY RESERVE	1,144	20,581	231	-
EMPLOYEE RELATED RESERVES	108,111	117,058	124,567	132,469
PROGRAM SPECIFIC RESERVES	104,469	93,164	92,917	92,426
OTHER	114,721	118,428	124,645	132,429
TOTAL NON- TAX CAPITAL RESERVES	409,638	382,340	357,280	372,580
FUTURE FUND RESERVES				
HAMILTON FUTURE FUND A	56,420	60,498	66,040	71,694
HAMILTON FUTURE FUND B	2,047	1,879	1,669	1,459
TOTAL FUTURE FUND RESERVES	58,467	62,377	67,709	73,153
TOTAL ALL RESERVES	1,153,027	1,034,000	1,016,727	1,083,242

Reserve Funds have been established either through legislation or by Council to be used for specific future liabilities. The reserve amounts available to fund tax supported capital in future years will vary depending upon operating transfers, senior level government funding and the financing implications of large, multi-year capital projects. Staff will continually review existing reserve and reserve fund balances and make appropriate recommendations to Council during the annual capital budget process.

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**SUBJECT: 2022 Budget Guidelines, Outlook and Process (FCS21057(a))
(City Wide) – Page 19 of 27**

iii. Development Charges

An amending By-law to the 2019 Development Charges Background Study was prepared and reported to the Audit, Finance and Administration Committee on June 3, 2021 in response to the changes in legislation affecting DCs. While some of the legislated changes were adopted at the time of the change, others required an update to the DC By-law for the City to adopt the changes.

The main impacts from the Amending By-law and accompanying 2019 DC Background Study Update is the removal of the 10% statutory deduction. The removal of the 10% statutory deduction means that 100% of growth-related capital costs are now eligible for inclusion in the DC calculations allowing the City to collect more for DC eligible services. The annualized effect of implementing the changes in the Development Charges Update Study is an estimated increase in forecasted 2021 DC collections of \$3.1 M (to \$114.1 M from \$111.0 M).

Concurrent with the changes to DC legislation, the Province introduced a new tool through the *Planning Act*, namely a Community Benefits Charges (CBC) regime. In effect, the CBC replaces the former Density Bonus Provisions (Section 37) of the *Planning Act* and moves some services from the DC legislation over to the newly created CBC regime with a two-year transition period. Accordingly, the City will no longer be able collect DCs for those services as of the CBC By-law adoption or September 18, 2022. City staff will be undertaking the work necessary to have CBC By-law in place by September 2022. The effect of removing the ineligible services (Airport Lands and Parking Services) has an estimated annual decrease in forecasted collections of \$1.1 M.

Therefore, the estimated net effects on annual DC collections, after considering the future reduction due to the loss of Airport Lands and Parking Services becoming ineligible, is an estimated increase of \$2.0 M.

The Eight-Year Development Charges Exemption Summary is attached as Appendix “C” to Report FCS21057(a). This summary outlines that after the \$15.0 M of funding contributed to DC exemptions funding through the disposition of the 2020 tax operating budget surplus, there is still an outstanding amount of \$84.3 M unfunded exemptions (\$54.3 M in discretionary unfunded exemptions). Staff will be coming forward with a financing strategy for unfunded DC exemptions in 2022.

iv. 2021 In-Year Budget Approvals

Table 7 provides the average gross capital investment made by the City over the past three budget cycles, as well as, the projected 2022 Tax Capital Budget.

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**SUBJECT: 2022 Budget Guidelines, Outlook and Process (FCS21057(a))
(City Wide) – Page 20 of 27**

**TABLE 7
City of Hamilton
Gross Tax Capital Budget Expenditures**

(\$000s)	2019		2020		2021		2022	
	Gross Restated	%	Gross Restated	%	Gross Restated	%	Gross Projected	%
State of Good Repair	176,308	78%	313,006	79%	363,724	75%	262,825	70%
New Assets (DCs + exemption funding)	50,812	22%	84,668	21%	120,673	25%	111,921	30%
TOTAL CAPITAL PROJECTS	227,120	100%	397,674	100%	484,397	100%	374,746	100%

In addition to the approved 2021 Tax Supported Capital Budget, City Council has approved several in-year capital projects through the use of reserves and leveraging of grant funding made available from senior levels of government.

a. Federal Gas Tax / Canada Community Building Fund

In recognition of the extraordinary pressures faced by municipalities during the ongoing pandemic, the federal government introduced legislation that would provide an additional \$7.2 B in support for urgent health care needs introduced through Bill C-25 on March 25, 2021.

Included in the proposed funding was \$2.2 B to address short-term infrastructure priorities in municipalities and First Nations communities. The funds would flow through the Federal Gas Tax Fund. The federal government also proposed to rename the fund as the Canada Community-Building Fund.

The City of Hamilton's allocation as a one-time transfer payment in 2021 was \$32.7 M. In July, Council approved the use of \$30.0 M of this funding towards investment in sidewalk and road repairs in an equal allocation of \$2.0 M per Ward across the municipality.

b. Canada Mortgage and Housing Corporation Rapid Housing Initiative

On October 27, 2020, the Federal Government publicly announced an immediate total investment of \$1 B through the Rapid Housing Initiative (RHI) to fund rapid production of affordable housing across Canada. The City of Hamilton received notification on October 23, 2020 of an allocation of \$10.8 M under the RHI Major Cities Stream to support projects selected by the City. The City received notification on June 30, 2021 of a further allocation of \$12.9 M to create a minimum of 49 units of new permanent affordable housing. Details on the use of the funds can be found in reports HSC20056 and HSC20056(a).

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**SUBJECT: 2022 Budget Guidelines, Outlook and Process (FCS21057(a))
(City Wide) – Page 21 of 27**

c. Investing in Canada Infrastructure Program (ICIP)

On March 14, 2018, the Federal Government of Canada and Government of Ontario announced the signing of a bilateral agreement that will provide more than \$11.8 B in federal funding to Ontario dedicated to infrastructure projects over the next decade through the ICIP.

One key element of the plan is over \$33 B in infrastructure funding to be delivered through bilateral agreements between the Federal government and each of the provinces and territories. Provinces will have to cost-share on municipal projects at a minimum of 33.33% of eligible costs. Municipalities will be required to contribute at least 26.67% of total project costs. The funding is broken down into the following streams:

- \$20.1 B for public transit (ICIP – Transit) – Ontario’s allocation is \$8.3 B
- \$9.2 B for green infrastructure – Ontario to receive \$2.8 B
- \$1.3 B for community, culture and recreation infrastructure – Ontario to get \$407 M
- \$2.4 B for rural and northern communities – Ontario to receive \$250 M
- \$3.0 B for COVID-19 resilience

The City was eligible to apply for funding under the ICIP – Transit, ICIP CCR, and ICIP Resilience streams. The City’s submissions under eligible streams are provided in Tables 8, 9, 10 and 11 below.

**TABLE 8
City of Hamilton
ICIP – Transit Approved Projects**

Project Description	Total Gross	Total Eligible	Cost Sharing Breakdown		
			Federal 40%	Provincial 33.33%	City 26.67%
			(000's)	(000's)	(000's)
HAM-01 Birch Bridge & Associated Road Works/Salt Management Facility	\$ 39,965	\$ 39,965	\$ 15,986.0	\$ 13,320.3	\$ 10,658.7
HAM-03 CAD/AVL	\$ 9,000	\$ 9,000	\$ 3,600.0	\$ 2,999.7	\$ 2,400.3
HAM-04 Expansion Fleet	\$ 73,334	\$ 73,334	\$ 29,333.6	\$ 24,442.2	\$ 19,558.2
HAM-05 Active Transportation Connections	\$ 9,800	\$ 9,800	\$ 3,920.0	\$ 3,266.4	\$ 2,613.7
HAM-06 A-Line Priority Bus Measures	\$ 8,500	\$ 8,500	\$ 3,400.0	\$ 2,833.1	\$ 2,267.0
HAM-07 Replacement Fleet	\$ 114,077	\$ 114,077	\$ 45,630.8	\$ 38,021.9	\$ 30,424.3
HAM-08 Maintenance & Storage Facility	\$ 250,000	\$ 250,000	\$ 100,000.0	\$ 83,325.0	\$ 66,675.0
Total	\$ 504,676	\$ 504,676	\$ 201,870	\$ 168,208	\$ 134,597

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**SUBJECT: 2022 Budget Guidelines, Outlook and Process (FCS21057(a))
(City Wide) – Page 22 of 27**

**TABLE 9
City of Hamilton
ICIP – CCR Approved Projects**

Project Description	Cost Sharing Breakdown						
	Total Gross	Total Eligible	Federal 40%	Provincial 33.33%	City 26.67%	City Ineligible	City Total
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Children's Museum Expansion	\$ 3,520	\$ 3,520	\$ 1,408.0	\$ 1,173.2	\$ 938.8	\$ -	\$ 938.8
Griffin House Museum Stabilization	\$ 1,000	\$ 1,000	\$ 400.0	\$ 333.3	\$ 266.7	\$ -	\$ 266.7
HAAA Redevelopment	\$ 4,119	\$ 3,582	\$ 1,432.8	\$ 1,193.9	\$ 955.3	\$ 537.0	\$ 1,492.3
Central Memorial Rec Centre Elevator	\$ 432	\$ 400	\$ 160.0	\$ 133.3	\$ 106.7	\$ 32.0	\$ 138.7
Rec Roof Replacements (Phase B)	\$ 4,620	\$ 4,400	\$ 1,760.0	\$ 1,466.5	\$ 1,173.5	\$ 220.0	\$ 1,393.5
Mohawk Quad Pad (partial), Bennetto (partial), Dundas Rec (partial), Chedoke Golf Roof							
Total	\$ 13,691	\$ 12,902	\$ 5,160.8	\$ 4,300.2	\$ 3,441.0	\$ 789.0	\$ 4,230.0

**TABLE 10
City of Hamilton
ICIP – Resilience Approved Projects**

Project Description	Cost Sharing Breakdown				
	Total Gross	Total Eligible	Federal 80%	Provincial 20.00%	City Share
	(000's)	(000's)	(000's)	(000's)	(000's)
HVAC Upgrades Program	\$ 3,689	\$ 3,354	\$ 2,683.2	\$ 670.8	\$ 335.4
Public Service Counter Enhancements	\$ 1,100	\$ 1,000	\$ 800.0	\$ 200.0	\$ 100.0
Andrew Warburton Memorial Park and Pipeline Trail	\$ 2,400	\$ 960	\$ 768.0	\$ 192.0	\$ 1,440.0
Gage Park Walkways Redevelopment	\$ 1,705	\$ 1,550	\$ 1,240.0	\$ 310.0	\$ 155.0
Cycling Network Enhancements	\$ 570	\$ 570	\$ 456.0	\$ 114.0	\$ -
Total	\$ 9,464	\$ 7,434	\$ 5,947	\$ 1,487	\$ 2,030

The final intake for ICIP – Green Infrastructure funding is only open to municipalities with less than 100 K population and so the City of Hamilton is ineligible to receive additional money under that stream.

d. Green and Inclusive Community Buildings Program

On April 14, 2021, the Government of Canada announced the launch of a program across Canada to support green and inclusive community buildings through retrofits, repairs, upgrades and new builds. The Green and Inclusive Community Buildings program (GICB) will deliver \$1.5 B in funding over the next

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**SUBJECT: 2022 Budget Guidelines, Outlook and Process (FCS21057(a))
(City Wide) – Page 23 of 27**

five years to projects that retrofit or build new publicly-accessible buildings while saving energy and cutting pollution. GICB will invest in projects that meet a minimum threshold for energy efficiency improvements and that increase social inclusion in under-served and high-needs communities across Canada. Table 11 provides the City's submission as approved through Report FCS21055.

**TABLE 11
City of Hamilton
GICB – Project Submissions**

Project Description	Total Gross (000's)	Cost Sharing Breakdown		
		Total Eligible (000's)	Federal Share (000's)	City Share (000's)
Division Name				
Harry Howell Arena - Solar PV System	\$ 650,000	\$ 650,000	\$ 520,000	\$ 130,000
Morgan Firestone Arena - Solar PV and HVAC	\$ 900,000	\$ 720,000	\$ 720,000	\$ 180,000
Victoria Park Outdoor Pool Redevelopment	\$ 6,450,000	\$ 6,450,000	\$ 3,870,000	\$ 2,580,000
Total	\$ 8,000,000	\$ 7,820,000	\$ 5,110,000	\$ 2,890,000

e. Canada Healthy Communities Initiative

On February 9, 2021, the Government of Canada, in conjunction with the Community Foundations of Canada (CFC) and the Canadian Urban Institute (CUI), announced the launch of the first application intake for projects under the Canada Healthy Communities Initiative (CHCI).

The CHCI supports communities as they create and adapt public spaces and programming and services for public spaces to respond to ongoing needs arising from COVID-19 over the next two years. This \$31 M investment from the Government of Canada will fund small-scale infrastructure projects to create safer, more vibrant and inclusive Communities.

There were two intakes for project applications with the first ending on March 9, 2021 and the second on June 25, 2021. Applicants could apply for funding ranging from \$5 K to \$250 K for eligible projects within an overall envelope of \$31 M in federal government funding. Eligible applicants could submit one application per intake.

In the first project intake, the City submitted the Hamilton Street Art Festival 2021 for \$250 K, which was unsuccessful. In the second intake, the City submitted the Public Space and Park Wi-Fi Connectivity project for \$250 K. Details of the submissions can be found in Reports FCS21020 and FCS21020(a).

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**SUBJECT: 2022 Budget Guidelines, Outlook and Process (FCS21057(a))
(City Wide) – Page 24 of 27**

f. Canada Community Revitalization Fund

On June 23, 2021, the Federal government announced the launch of the Canada Community Revitalization Fund (CCRF) which aims to help non-profit organizations, municipalities, Indigenous communities and other community groups across Canada to build and improve community infrastructure projects so they can rebound from the effects of the COVID-19 pandemic, assist with community vitality, support social and economic cohesion and help reanimate communities. Through Report FCS21077, staff identified the projects in Table 12 as the City's application under the program.

**TABLE 12
City of Hamilton
CCRF – Project Submissions**

Project Title	Cost Sharing Breakdown						
	Total Gross (000's)	Total Eligible (000's)	Federal CCRF Share (000's)	Other Grants (000's)	City Share (000's)	City Ineligible (000's)	City Total (000's)
St. Mark's Cultural Space Enhancements	\$ 4,750	\$ 4,750	\$ 500	\$ -	\$ 4,250	\$ -	\$ 4,250
Beasley Park Rehabilitation Phase 2	\$ 1,213	\$ 1,106	\$ 750	\$ -	\$ 356	\$ 107	\$ 463
Victoria Park Spray Pad Replacement	\$ 1,020	\$ 925	\$ 694	\$ -	\$ 231	\$ 95	\$ 326
Children's Museum Accessibility	\$ 6,551	\$ 6,551	\$ 450	\$ 2,581	\$ 3,520	\$ -	\$ 3,520
Washroom Touchless Accessories	\$ 750	\$ 750	\$ 563	\$ -	\$ 188	\$ -	\$ 188
	\$ 14,284	\$ 14,082	\$ 2,957	\$ 2,581	\$ 8,545	\$ 202	\$ 8,747

g. Disaster Mitigation and Adaptation Fund

In 2018, the Government of Canada launched the Disaster Mitigation and Adaptation Fund (DMAF) committing \$2 B over 10 years to invest in structural and natural infrastructure projects to increase the resilience of communities that are impacted by natural disasters triggered by climate change.

Through Report FCS21090, staff has proposed projects for the City's application for the second intake under that program for approval by Council. The potential funding contribution from the DMAF would enhance the City's ability to address built infrastructure, such as, escarpment biodiversity and stability, trail asset condition and wastewater and stormwater asset additions and enhancements. Total estimated project spending equates to \$105.957 M of which \$64.619 M is the City's share, cash flowed over a 10-year period.

The majority of the proposed projects in the City's application are currently in the 10-year Tax and Rate Capital forecasts, however, eight projects are not included in the 10-year forecast and an additional six projects are partially funded. Should

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**SUBJECT: 2022 Budget Guidelines, Outlook and Process (FCS21057(a))
(City Wide) – Page 25 of 27**

this application be successful, staff will report back with a recommended financing strategy to accommodate the City's portion of these projects.

h. In-year Initiatives Funded from Reserves

Table 13 provides a list of initiatives approved during 2021 through various motions and staff reports with funding from either the Tax Stabilization or the Unallocated Capital Levy Reserves. These amounts are all reflected in the reserve balance forecasts in Table 6.

**TABLE 13
City of Hamilton
2021 In-Year Initiatives Funded from Corporate Reserves**

Description	Gross Amount	Funding Source			
		Tax Stabilization Reserve	Unallocated Capital Levy Reserve	Development Charges	Grants
Hamilton Anti-Racism Resource Centre	\$ 50,000	\$ 50,000			
Social Housing Rapid Repair	\$ 500,000	\$ 500,000			
Water Well Testing at Waterdown Gardens	\$ 100,000	\$ 100,000			
Next Generation 9-1-1 Requirements	\$ 40,000	\$ 40,000			
Increased Enforcement at Waterfall Viewing Areas	\$ 354,000	\$ 354,000			
Neighbour 2 Neighbour Community Food Centre	\$ 200,000	\$ 200,000			
Green Fleet Strategy & Action Plan	\$ 2,500,000		\$ 2,500,000		
Property and Liability Insurance Renewal	\$ 1,033,690	\$ 1,033,690			
Westoby Arena Ice Plant Replacement	\$ 700,000		\$ 700,000		
Macassa Lodge Redevelopment	\$ 27,800,000		\$ 19,253,034	\$ 7,269,446	\$ 1,277,520
Municipal Election: Enhanced Communication Plan	\$ 96,000	\$ 96,000			
Municipal Election: Vote by Mail	\$ 125,000	\$ 125,000			
Council Chamber Technology Equipment	\$ 60,000	\$ 60,000			
Total	\$ 33,558,690	\$ 2,558,690	\$ 22,453,034	\$ 7,269,446	\$ 1,277,520

2022-2025 Preliminary Rate Budget Pressures (Outlook)

The 2021 Rate Supported Budget approved by Council in November 2020, resulted in a combined rate increase of 4.28%. The budget also included a projection for 2022 to 2025. The Rate Supported Budget reflects Council's ongoing commitment and dedication to implement a sustainable financing plan while bridging the divide between the funding shortfalls for necessary infrastructure with affordable rates.

A number of pressures / risks have been identified for 2022 to 2025 (refer to Table 14).

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**SUBJECT: 2022 Budget Guidelines, Outlook and Process (FCS21057(a))
(City Wide) – Page 26 of 27**

**TABLE 14
2022-2025 Preliminary Rate Supported
Budget Outlook**

	2022	2023	2024	2025
Rate Budget Pressures	\$ M	\$ M	\$ M	\$ M
City Division (Hamilton Water)				
Energy and Other Operating Costs	\$1.8	\$1.8	\$1.9	\$1.9
Capital Financing	\$9.1	\$10.2	\$10.7	\$10.8
Preliminary Pressures / Risks	\$10.9	\$12.0	\$12.6	\$12.7
Combined Rate Impact	4.05%	4.29%	4.35%	4.16%

The preliminary outlook for the 2022 Rate Operating Budget projected an operating expenditure increase for Hamilton Water Division of approximately \$1.8 M or 2.0% over the 2021 Budget. Staff is currently reviewing the impact of significant inflationary pressures on key materials, as well as, pressures related to new infrastructure assets coming on stream which may result in changes to this initial estimate.

The estimated rate increase of 4.05% was largely comprised of capital financing requirements. Net capital costs are estimated at \$172.7 M in 2022 versus \$173.4 M in 2021.

During 2021 budget deliberations, City Council directed staff to perform a comprehensive evaluation of all City stormwater programs to identify existing gaps, immediate needs, risks to the City, including risks from climate change and extreme weather, outline the levels of service that the City should strive to achieve, quantify funding requirements along with options for long-term maintenance, second cycle replacements and financing alternatives.

The City continues to face upward pressure on water rates to maintain infrastructure in a state-of-good-repair and sustain service delivery. In response, Hamilton Water has undertaken a review of the Water, Wastewater and Stormwater budget process to better understand long-term sustainability and provide greater transparency to customers and Council. The scope of work included a review of the prioritization process and risk portfolio for decision making, impacts of corporate strategic priorities and sustainable infrastructure investment needs to maintain the desired level of service.

The current Rate Financing Plan has leveraged debt to its full extent in accordance with Council's debt limits, as well as, forecasts drawing reserves down to minimum required balances in the medium term as illustrated in Figure 4. There is little capacity within the existing financial constraints to absorb unexpected events or leverage federal and provincial subsidy programs that may come available.

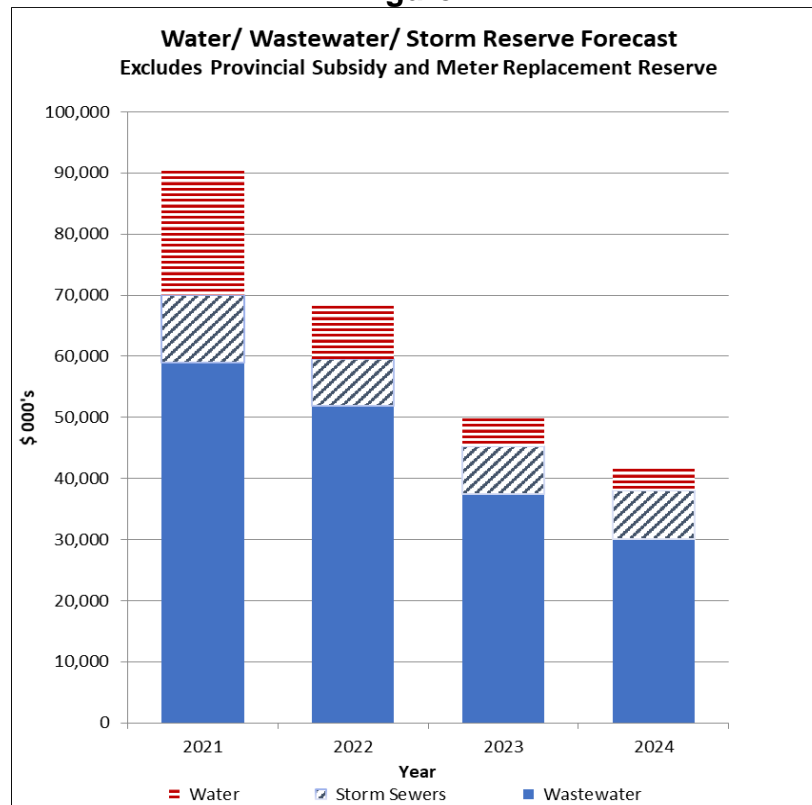
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**SUBJECT: 2022 Budget Guidelines, Outlook and Process (FCS21057(a))
(City Wide) – Page 27 of 27**

Figure 4



In the early stages of development of the 2022 budget and 2023-2031 financing plan, it is anticipated that in order to incorporate priority investment required to maintain water, wastewater and storm infrastructure in a state-of-good-repair that the 2022 Rate Supported Budget would exceed the 4.05% average rate increase approved in principle.

It is recommended that the 2022 Preliminary Rate Budget and 2023-2031 Financing Plan be prepared and presented to Council at the rate and debt levels required to maintain service level standards and priority infrastructure.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report FCS21057(a) – 2022 City of Hamilton Budget Schedule

Appendix “B” to Report FCS21057(a) – 2021-2022 COVID-19 Financial Forecast

Appendix “C” to Report FCS21057(a) – Eight-Year Development Charges Exemption Summary

DR/dt

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2022 City of Hamilton Budget Schedule

ITEM	DATE
2022 Budget Guidelines, Outlook and Process Update Report	September 2021
Public Delegations	November 8, 2021
Rate Supported Budget	November 22, 2021 (November 30, 2021 if required)
Tax Supported Capital Budget	November 26, 2021 (December 2, 2021 if required)
User Fee Report	December 8, 2021
Tax Supported Operating Budget Overview	January 14, 2022
Boards and Agencies Presentations	January 18, 2022 January 20, 2022
Transit Day	January 21, 2022
Departmental Budget Presentations	January 25, 2022 January 26, 2022 January 27, 2022 February 4, 2022
GIC Budget Deliberations	February 10, 2022 February 22, 2022 February 25, 2022 March 1, 2022 March 3, 2022
Tax Assessment and Growth Reports	February and March 2021
Council Budget Approval	March 30, 2022

City of Hamilton
2022 COVID-19 Financial Forecast (\$000's)
As at June 30, 2021

Department - Division - Pressure	Net Financial Pressures from COVID-19	2022 Funding from Senior Levels of Government					2022 Funding from City of Hamilton		Net Total Impact
		Social Services Relief Fund	Ministry of Health*	Safe Restart Agreement - Transit	COVID-19 Recovery Funding for Municipalities Program	Subtotal Funding from Senior Levels of Government	COVID-19 Emergency Reserve	Total Funding	
Available Balance		3,350	16,800	3,600	14,900	38,650	20,581	59,231	
Planning & Economic Development									
Parking Revenues	3,000				(3,000)	(3,000)		(3,000)	-
Planning & Economic Development Subtotal	3,000	-	-	-	(3,000)	-	-	-	-
Healthy and Safe Communities									
Children's Services and Neighbourhood Development	4,500				(4,500)	(4,500)		(4,500)	-
Housing Services	13,400	(3,350)			(1,300)	(4,650)	(8,750)	(13,400)	-
Long Term Care	3,500				(3,500)	(3,500)		(3,500)	-
Hamilton Paramedic Service	1,800		(1,800)			(1,800)		(1,800)	-
Public Health Services	15,000		(15,000)			(15,000)		(15,000)	-
Healthy and Safe Communities Subtotal	38,200	(3,350)	(16,800)	-	(9,300)	-	(8,750)	-	-
Public Works									
Transit	13,400			(3,600)		(3,600)	(9,800)	(13,400)	-
Public Works Subtotal	13,400	-	-	(3,600)	-	-	(9,800)	-	-
Corporate Services									
POA Revenues	1,800					-	(1,800)	(1,800)	-
Corporate Services Subtotal	1,800	-	-	-	-	-	(1,800)	-	-
Corporate Financials & Non-Program Revenue									
Slot Revenues	2,600				(2,600)	(2,600)		(2,600)	-
Corporate Financials & Non-Program Revenue Subtotal	2,600	-	-	-	(2,600)	-	-	-	-
Total	59,000	(3,350)	(16,800)	(3,600)	(14,900)	-	(20,350)	-	-
Ending Balance		-	-	-	-	-	231	231	

* Note: Assumes Public Health and Paramedic Services COVID-19 response and vaccine program will be 100% funded by Province in 2022 based on publicly made comments of continued support.

CITY OF HAMILTON
Eight Year Development Charges Exemption Summary

Eight Year History

	2013	2014	2015	2016	2017	2018	2019	2020	8 Year Total
DC Exemptions By Area									
Hamilton	\$ 9,237,467	\$ 16,179,960	\$ 4,955,063	\$ 11,629,859	\$ 19,009,777	\$ 7,910,391	\$ 29,929,989	\$ 17,596,731	\$ 116,449,237
Stoney Creek	2,920,238	2,681,818	2,480,781	1,933,947	2,039,113	571,919	582,847	1,011,190	\$ 14,221,853
Flamborough	217,578	8,217,783	801,666	2,858,491	2,085,378	6,753,806	3,608,418	5,271,469	\$ 29,814,589
Ancaster	1,369,355	537,364	655,867	1,021,527	2,253,048	2,530,883	1,464,329	4,671,298	\$ 14,503,670
Glanbrook	60,617	1,811,077	4,533,314	431,516	378,343	483,534	5,458,725	12,682,093	\$ 25,839,219
Dundas	59,300	679,060	298,946	96,791	169,840	132,483	297,593	74,586	\$ 1,808,599
Total Exemptions By Area	\$ 13,864,555	\$ 30,107,062	\$ 13,725,637	\$ 17,972,132	\$ 25,935,498	\$ 18,383,016	\$ 41,341,901	\$ 41,307,367	\$ 202,637,168

DC Act Statutory Exemptions									
Residential Intensification	\$ 11,576	\$ 528,665	\$ 685,923	\$ 1,189,027	\$ 2,251,960	\$ 2,634,333	\$ 3,086,550	\$ 3,972,243	\$ 14,360,277
50% Industrial expansion	2,341,814	1,220,113	485,441	2,718,715	3,537,639	1,512,450	303,275	3,564,391	\$ 15,683,838
Subtotal DC Act Statutory Exemptions	\$ 2,353,390	\$ 1,748,778	\$ 1,171,363	\$ 3,907,742	\$ 5,789,599	\$ 4,146,783	\$ 3,389,825	\$ 7,536,634	\$ 30,044,114
Council Authorized									
Residential Exemptions									
Affordable Housing	\$ 56,190	\$ 414,023	\$ 283,720	\$ 36,113		\$ 525,460	\$ 1,341,836	\$ -	\$ 2,657,342
Farm Help Houses					53,730	-	-	-	\$ 53,730
Student Residence			115,070	103,570	2,050,125	-	-	489,308	\$ 2,758,073
Redevelopment for residential facility					17,089	-	-	20,045	\$ 37,133
Laneway House / Garden Suite								43,489	\$ 43,489
Non-Residential Exemptions									
Industrial rate reduced from max	670,131	1,053,241	1,844,481	666,318	2,652,471	1,955,378	6,144,739	19,057,768	\$ 34,044,528
Stepped non-industrial rates	2,034,575	1,190,944	463,987	761,142	813,419	1,641,659	1,329,341	52,844	\$ 8,287,910
Non-industrial expansion	525,025	1,081,948	256,693	449,210	713,225	748,338	851,001	4,843	\$ 4,630,283
Academic ^[4]	4,289,403	325,912	-	3,176,896	2,114,952	1,407,708	2,463,843	-	\$ 13,778,714
Public Hospital	10,870								\$ 10,870
Agricultural Use		7,652,982	1,257,589	2,579,039	491,027	6,905,765	4,367,557	3,161,098	\$ 26,415,057
Place of Worship		614,436	161,318	84,509	24,407	115,043	24,670	750,922	\$ 1,775,304
Parking Structure					3,841,662	-	-	-	\$ 3,841,662
Covered Sports Field									\$ -
Residential & Non-residential Exemptions									
Downtown Hamilton CIPA	2,814,787	11,095,535	1,118,464	4,891,965	5,820,647	493,249	20,157,605	8,694,113	\$ 55,086,365
Downtown Public Art	231,191	44,333			641,050	-	-	-	\$ 916,574
Heritage Building					337,372	-	-	-	\$ 337,372
Transition Policy	56,584	4,802,094	6,761,281	228,632	532,585	443,634	1,271,486	1,496,304	\$ 15,592,599
Council Granted	822,409	82,836	4,406	1,086,996	42,138	-	-	-	\$ 2,038,785
ERASE ^[1]			287,265						\$ 287,265
Subtotal Council Authorized Exemptions	\$ 11,511,165	\$ 28,358,283	\$ 12,554,273	\$ 14,064,390	\$ 20,145,899	\$ 14,236,233	\$ 37,952,076	\$ 33,770,733	\$ 172,593,053
Total Exemptions By Development Type	\$ 13,864,555	\$ 30,107,062	\$ 13,725,637	\$ 17,972,132	\$ 25,935,498	\$ 18,383,016	\$ 41,341,901	\$ 41,307,367	\$ 202,637,168

DC Exemption Funding									
Exemptions funded from Rates Budget ^[2]	\$ 7,280,599	\$ 8,000,000	\$ 7,750,000	\$ 7,640,000	\$ 7,400,000	\$ 4,979,919	\$ 9,000,000	\$ 8,000,000	\$ 60,050,518
Exemptions funded from Tax Budget ^[3]				3,000,000	3,000,000	5,525,460	7,841,836	8,500,000	\$ 27,867,296
Exemptions funded from Council (Rate portion)					18,895				\$ 18,895
Exemptions funded from Council (Tax portion)					23,243				\$ 23,243
Exemptions funded from 2020 Surplus								15,100,000	\$ 15,100,000
Total DC Exemption Funding	\$ 7,280,599	\$ 8,000,000	\$ 7,750,000	\$ 10,640,000	\$ 10,442,138	\$ 10,505,379	\$ 16,841,836	\$ 31,600,000	\$ 103,059,952
Net total unfunded Exemptions	\$ 6,583,956	\$ 22,107,062	\$ 5,975,637	\$ 7,332,132	\$ 15,493,360	\$ 7,877,637	\$ 24,500,066	\$ 9,707,367	\$ 99,577,216

Prior Year DC Exemption Funding									
2017 YE Surplus allocated to NR Roads Exemptions									\$ 8,000,000
2018 Rates Exemption Funding Surplus									4,020,081
2018 YE Surplus allocated to NR Roads Exemptions									\$ 538,630
2018 YE Surplus allocated to Rates Exemption									2,700,000
Total Prior Year DC Exemption Funding									\$ 15,258,711
Net total unfunded Exemptions (Prior Years)									\$ 84,318,505
Net total Discretionary unfunded Exemptions (Prior Years)									\$ 54,274,391

Notes:

[1] ERASE used to be grouped with other exemptions, now funding recovered through the future ERASE grant/future taxes.

[2] 2020 Rates Budget funded \$8M

[3] In the prior year, Exemptions funded from the Housing Reserve were included as funded under the "Tax Budget." However, in 2020, there were no Housing exemptions to be funded.



2022 BUDGET GUIDELINES, OUTLOOK AND PROCESS

FCS21057(a)

1. Tax 2022 Tax Supported Operating Budget Preliminary Outlook
2. 2022 Rate Supported Operating Budget Preliminary Outlook
3. 2022 Budget Schedule
4. 2022 Budget Guidelines & Recommendations



2022 TAX SUPPORTED OPERATING BUDGET PRELIMINARY OUTLOOK

2022 Operating Budget Outlook by Department

Department	2021 Approved Budget	2022 Outlook	2022 Change	2022 Change
	\$	\$	\$	%
Planning and Economic Development	\$30,357,480	\$31,514,130	\$1,156,650	3.8%
Healthy and Safe Communities	\$255,023,200	\$270,529,060	\$15,505,860	6.1%
Public Works	\$266,803,330	\$282,387,720	\$15,584,390	5.8%
Legislative	\$5,164,412	\$5,249,752	\$85,340	1.7%
City Manager	\$13,016,920	\$13,610,140	\$593,220	4.6%
Corporate Services	\$37,210,120	\$37,967,210	\$757,090	2.0%
Corporate Financials / Non Program Revenues	(\$27,940,780)	(\$25,632,980)	\$2,307,800	-8.3%
Hamilton Entertainment Facilities	\$4,037,180	\$4,095,980	\$58,800	1.5%
Total City Expenditures	\$583,671,862	\$619,721,012	\$36,049,150	6.2%
Hamilton Police Services	\$176,587,027	\$181,884,638	\$5,297,611	3.0%
Other Boards and Agencies	\$48,529,804	\$49,927,364	\$1,397,560	2.9%
City Enrichment Fund	\$6,088,340	\$6,088,340	\$0	0.0%
Total Boards and Agencies	\$231,205,171	\$237,900,342	\$6,695,171	2.9%
Capital Financing	\$139,541,860	\$145,538,860	\$5,997,000	4.3%
Total Levy Requirement	\$ 954,418,893	\$ 1,003,160,210	\$ 48,741,320	5.1%
Assessment Growth				(1.0%)
Reassessment				0.0%
Levy Restrictions				0.1%
Tax Policy				0.2%
Education Impact				(0.3%)
Total Average Residential Tax Impact				4.1%

BUDGET PRESSURES SUMMARY

Budget Pressure	2022 Increase
Current Service Level	
Employee related and misc. other current service-level pressures	\$ 18,609,759
Boards & Agencies	\$ 6,695,171
Total Maintenance Budget	\$ 25,304,930
Enhancements/Service Level Adjustments	
10-Year Transit Strategy	\$ 4,144,000
Insurance	\$ 2,745,000
Sidewalk Snow Clearing	\$ 1,776,000
DARTS	\$ 1,720,000
Area Rating for Fire Services	\$ 1,400,000
Child Care Provincial Funding Ageement	\$ 1,001,800
Social Housing – provincial benchmarks	\$ 753,790
Equity, Diversity and Inclusion Roadmap and Implementation	\$ 310,000
Subtotal	\$ 13,850,590
Additional Capital Investment	
Capital Levy for Discretionary Blocks	\$ 4,800,000
National Housing Strategy	\$ 1,264,300
Capital Levy for New Debt Related to ICIP – Transit and West Harbour	\$ 1,197,000
Affordable Housing - Roxborough	\$ 1,047,000
Macassa Lodge Redevelopment	\$ 896,300
Area Rating for Parkland Purchases	\$ 381,200
Subtotal	\$ 9,585,800
Total Enhancements/Service Level Adjustments/Capital Investment	\$ 23,436,390
Total	\$ 48,741,320

INFLATIONARY AND OTHER PRESSURES

- The expenditure profiles of municipal governments are much different than the expenditure profiles of an average Canadian consumer
- The CPI is a useful indicator of inflation because it is consistent, well known and readily available, but it does not reflect the purchasing patterns of municipal governments
- Municipal services are most heavily weighted in salaries & wages, benefits, professional services, hydro, natural gas, fuel and capital / construction costs, such as land purchases, equipment, materials and contracted services
- On a year-over-year basis in August 2021 Consumer Price Index is 4.1%

FORECASTED COVID-19 IMPACT ON 2022

- Additional financial pressures related to COVID-19 in 2022 of \$59 M
- 65% is forecasted to be funding from senior levels of government with no commitment beyond 2022
- It is anticipated that the pressures will be funded either through funding from senior levels of government or through the COVID-19 Emergency Reserve with no additional impact on the levy
- The nature of recovery is unknown - the City continues to forecast service impacts in the short-term

BOARDS AND AGENCIES LEVY IMPACT

Board / Agency	2021 Approved Budget	2022 Outlook \$	2022 Change \$	2022 Change %
Police	\$ 176,587,027	\$ 181,884,638	\$ 5,297,611	3.0%
Conservation Authorities	\$ 8,459,770	\$ 8,628,965	\$ 167,100	2.0%
Library	\$ 32,196,330	\$ 33,162,220	\$ 1,073,910	3.3%
Other Boards and Agencies	\$ 7,873,710	\$ 8,031,184	\$ 156,550	2.0%
Total Impact	\$ 225,116,837	\$ 231,707,007	\$ 6,695,171	3.0%

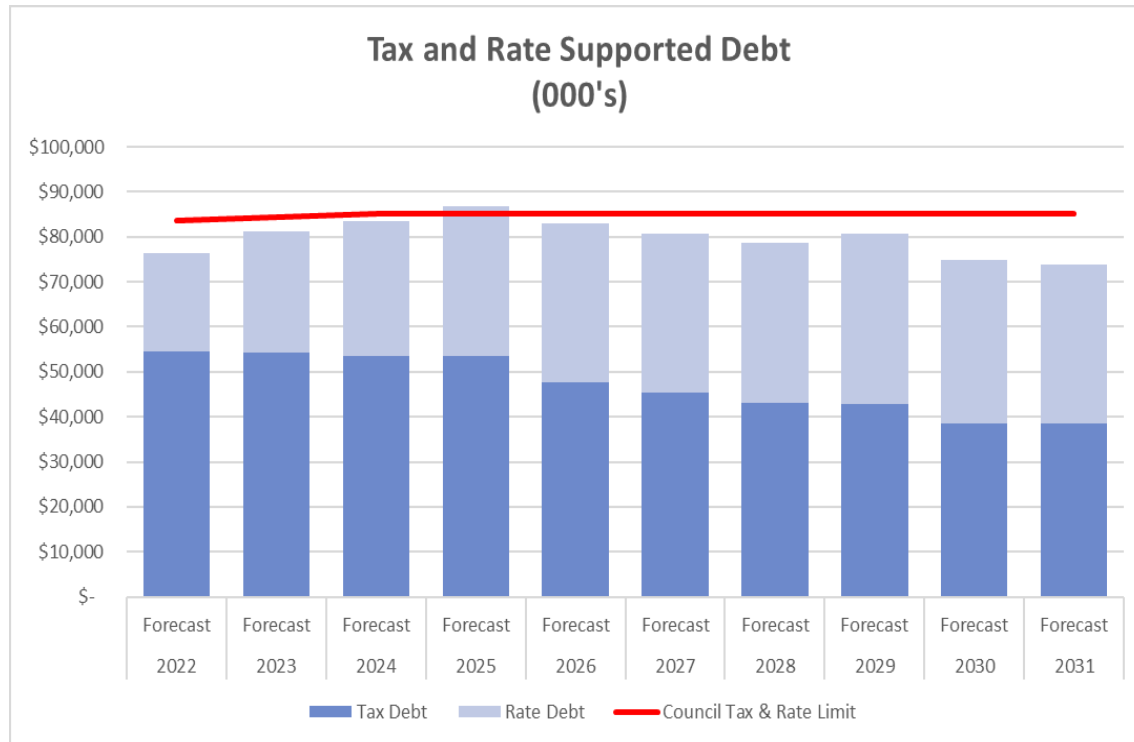
CAPITAL FINANCING OUTLOOK

Capital Financing	2022	
	(\$)	(%)
Discretionary Block Funding	\$ 4,800,000	0.5%
West Harbour Development	\$ 374,000	0.0%
ICIP - Transit	\$ 823,000	0.1%
Total Impact	\$ 5,997,000	0.6%

Note - Anomalies due to rounding

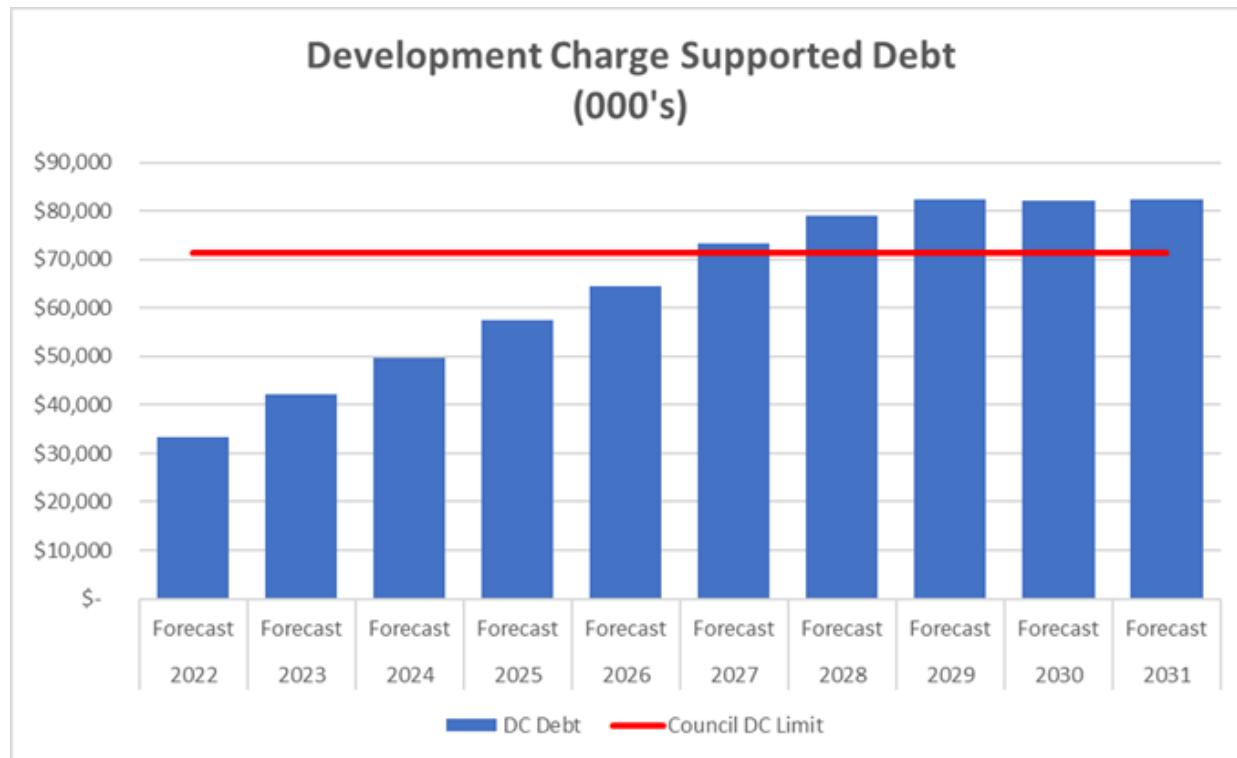
CAPITAL FINANCING – TAX & RATE DEBT

- Total tax and rate supported debt as a percentage of City own-source revenues does not exceed 60% unless approved by Council



CAPITAL FINANCING - DC DEBT

- Total development charge supported debt as a percentage of the total development charge eligible costs for the forecast period of the latest Development Charge Background Study does not exceed 25% unless approved by Council



PREVIOUSLY APPROVED

- Federal Gas Tax / Canada Community Building Fund **\$32.7M**
- CMHC Rapid Housing Initiative **\$23.7M**
- ICIP **\$527.0M**
- Macassa Lodge Redevelopment **\$27.8M**
- Green Fleet Strategy & Action Plan **\$2.5M**

PENDING

- Green and Inclusive Community Buildings Program **\$8.0M**
- Canada Healthy Communities Initiative **\$0.3M**
- Canada Community Revitalization Fund **\$14.3M**
- DMAF **\$106.0M**



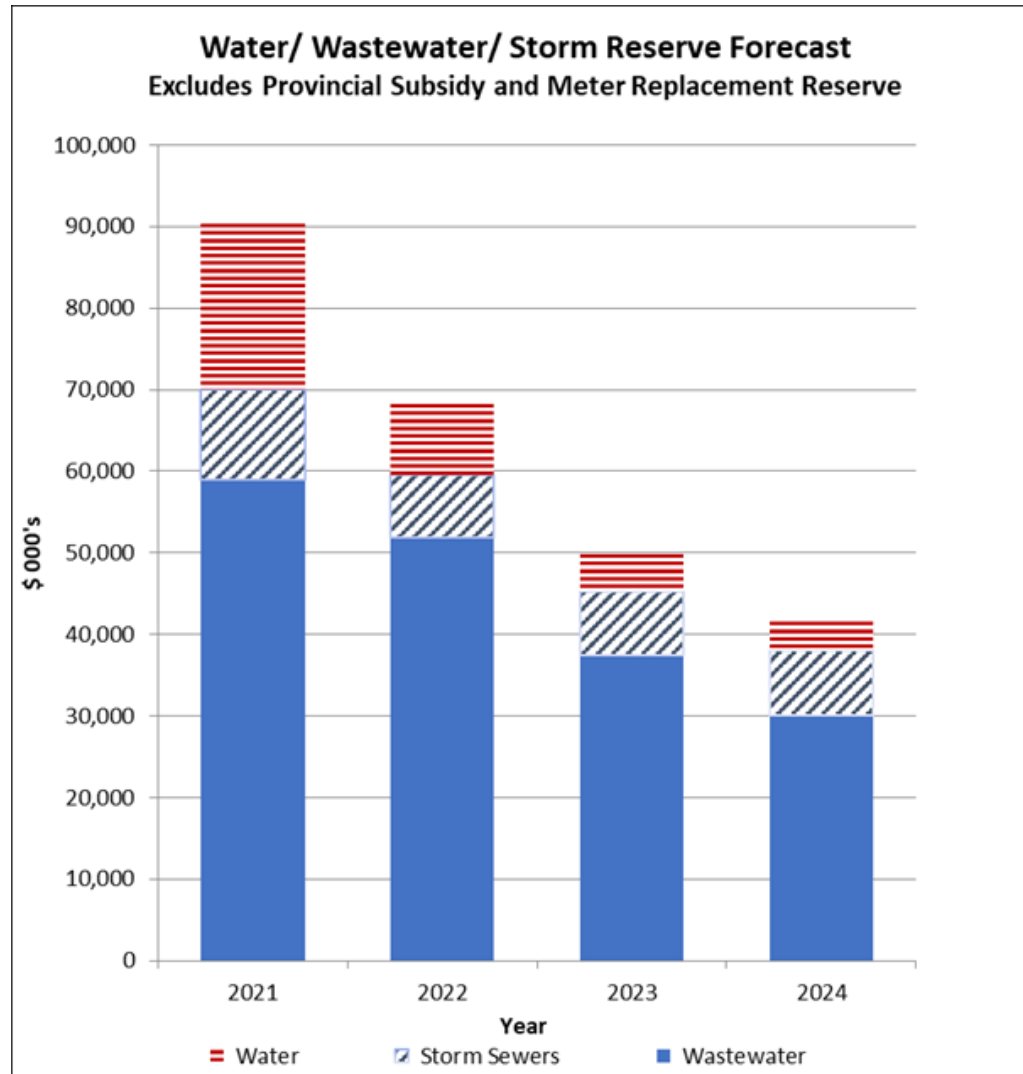
**2022 RATE SUPPORTED
OPERATING BUDGET
PRELIMINARY OUTLOOK**

RATE BUDGET OUTLOOK

APPROVED IN PRINCIPLE

	2022	2023	2024	2025
Rate Budget Pressures	\$ M	\$ M	\$ M	\$ M
City Division (Hamilton Water)				
Energy and Other Operating Costs	\$1.8	\$1.8	\$1.9	\$1.9
Capital Financing	\$9.1	\$10.2	\$10.7	\$10.8
Preliminary Pressures / Risks	\$10.9	\$12.0	\$12.6	\$12.7
Combined Rate Impact	4.05%	4.29%	4.35%	4.16%

RATE BUDGET OUTLOOK – RESERVE FORECAST





BUDGET SCHEDULE

2022 BUDGET KEY DATES

ITEM	DATE
GIC – Public Delegations	November 8 th
GIC – 2022 Rate Supported Budget	November 22 nd and November 30 th (if required)
GIC – 2022 Tax Capital Budget	November 26 th and December 2 nd (if required)
GIC – User Fee Report	December 8 th
GIC – Tax Operating Overview	January 14 th
GIC – Boards and Agencies	January 18 th & 20 th
GIC – Transit Day	January 21 st
GIC – Departmental Presentations	January 25 th , 26 th , 27 th , February 4 th
GIC – Budget Deliberations	Feb. 10 th , 22 nd , 25 th and March 1 st & 3 rd
Council – Budget Approval	March 30 th



2022 BUDGET GUIDELINES & RECOMMENDATIONS

Guidelines & Recommendations

- a) That City Departments be directed to prepare the 2022 Tax Operating Budget at an increase required to maintain current service levels and report back through the 2022 budget process;
- b) That staff be directed to increase user fees at the rate of inflation and that any user fee increases below the guideline be forwarded for consideration with appropriate explanation;
- c) That Boards and Agencies be directed to prepare their 2022 Tax Operating Budget submissions at an increase required to maintain current service levels and that any increase beyond the guideline be forwarded for consideration with appropriate explanation;

Guidelines & Recommendations

- d) That staff be directed to prepare the 2022 Tax Capital Budget with a 0.6% municipal tax levy increase for capital financing of discretionary block funded projects and debt servicing requirements for the Investing in Canada Infrastructure Program – Transit Stream and West Harbour Redevelopment strategic initiatives;
- e) That staff be directed to prepare the 2022 Rate Supported Budget at a rate increase required to maintain current service levels and priority infrastructure;
- f) That the Mayor provide correspondence to the local MPs and MPPs thanking senior levels of government for past and continued support in navigating through the COVID-19 pandemic.



THANK YOU



From 'Event' to 'Movement'

City of Hamilton - General
Issues Committee
Presentation

Oct 6, 2021



*The 2030 Centenary
Commonwealth Games
re-imagined as a
Comprehensive
Integrated Framework
for Regional
Sustainability &
Wellbeing*

Indigenous Land Acknowledgment

The venues for the Games are situated upon the traditional territories of the Erie, Neutral, Huron-Wendat, Haudenosaunee and Mississaugas. This land is covered by the Dish With One Spoon Wampum Belt Covenant, which was an agreement between the Haudenosaunee, Anishinaabek and other Indigenous Nations to share and care for the resources around the Great Lakes. We further acknowledge that this land is covered by the Haudenosaunee 1701 Beaver Hunting Grounds Treaty and the Between the Lakes Purchase, 1792, between the Crown and the Mississauga's of the Credit First Nation.

Establishing meaningful Indigenous partnerships and integrated engagement is core to the development of the Hamilton 2030 Games initiative. We are pleased to partner with Six Nations of the Grand River and the Mississauga's of the Credit in this effort.



INDIGENOUS LAND
ACKNOWLEDGMENT

Agenda

- Transition to International Bid Phase;
- Critical Path to Submission;
- Key Insights;
- GC2030 v. 2 – A New Approach;
- Downtown Urban Precinct Project;
- Social Impact Games;
- Questions.



c/o House of Sport - La Maison du Sport
2401 promenade Riverside Drive
Ottawa, ON, Canada K1H 7K7



Tel: (613) 2
info@commonwealth
www.commonwealth

Sport with Social Purpose

Sport à vocation sociale

PJ Mercanti
President, Hamilton100 Bid Corporation
c/o Camer's Group
77 James St. N, Unit 300
Hamilton, Ontario L8R 2K3

June 17,
sent by:

Dear PJ,

Thank you for participating in Commonwealth Sport Canada's (CSC) process to select Canada's 2030 Commonwealth Games Candidate. The Hamilton100 Bid Committee has constantly demonstrated enthusiasm and commitment to the Commonwealth Games and submitted a compelling and exciting 2030 Commonwealth Games Hosting Proposal.

Following up on the March 26th phone call, on behalf of CSC's Bid & Hosting Committee and the CSC Bc Directors I am pleased to inform you that Hamilton100 Bid Committee has been selected as Canada's Candidate for the 2030 Commonwealth Games. This selection is contingent upon Hamilton100 receiving support from the 3 levels of governments and CSC will assist you in securing this support.

On behalf of CSC, congratulations and we look forward to working with the Hamilton bid committee in bringing the Commonwealth Games home, to their birthplace.

Yours Truly,

Richard C. Powers
President, Commonwealth Sport Canada



Critical Path Timeline



The pandemic changes everything.

- A large celebratory centenary sporting event in 2030 promoted by enthusiasts – however passionate and well intentioned – centred almost entirely in Hamilton with little meaningful legacy is no longer tenable. The world has changed. So have we;
- Government subsidized multi-sport Games are nearing extinction everywhere.

Key Insights

- A sport centric government financed event, planned by a small group of enthusiasts, and held a decade from now, is difficult to generate enormous public enthusiasm around.
- As you are all aware, this is not a City initiative. The rights are vested in a private organization that has received 'support in principle' from the City and Province for the domestic phase of the Games effort only.
- The effort has not enjoyed municipal (or provincial) financial or staff support to date.

Key Insights

- The solicitation of investment or staff engagement by a community bid group for what some perceive are its purposes is divisive.
- A centenary return to the Games' birthplace is of little significance to the Federation. It is not universally celebrated in Hamilton. It is not determinative for us.
- The Province of Ontario is expected to need a stronger value proposition than event related programming and sport infrastructure in Hamilton years from now;

Key Insights

- The Games is a value multiplier in Hamilton in the confluence of the LRT and HUPEG and for other communities in other ways in its attraction of private sector and government interest and international profile.
- There is strong regional interest in the opportunity outside of Hamilton;
- Relevance demands impact and solutions now across a variety of measures.

Key Insights

Private Sector Engagement is Critical



The screenshot shows the Toronto Star website header with the logo and navigation menu. The main article is titled "No Olympics, but Tory open to other international events" and is categorized under "CITY HALL". The author is David Rider, City Hall Bureau Chief, and the article is dated Tuesday, September 15, 2015, with a 3-minute read time.

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CITY HALL

No Olympics, but Tory open to other international events

By **David Rider** City Hall Bureau Chief
▲ Tue., Sept. 15, 2015 | 3 min. read

“I applaud the mayor because we have important challenges in transit, housing, daycare and more, and an Olympic bid would have been a terrible distraction,” he said.

Councillor Kristyn Wong-Tam, who wants Toronto to host Expo 2025, a world’s fair like the one happening this year in Milan, was encouraged by Tory’s pledge to look for other showcase opportunities.

Expos “involve nation-to-nation solutions to common challenges facing mankind,” and attract business opportunities and many millions of visitors, said the downtown councillor.

A key factor was the business community’s cool reaction to a Toronto bid. Tory had hoped corporate sponsors would bankroll the complex bidding process expected to cost as much as \$60 million.

2030 v. 2 – Core Concepts



2030 v. 2 – Core Concepts

- We are shifting the Games from an “event in time” to a “movement” centered on the CGF’s vision of building “healthy, sustainable and prosperous” communities;
- We are activating the movement by creating a process (rather than a bid group prescribing a bid) that invites broad community and stakeholder consultation around existing needs and priorities.

2030 v. 2 – Core Concepts

- We have abandoned the concept of 'legacy' as the 'thing that's left behind'.
- We are focus on social impact now - in an innovative, comprehensive and measurable way.
- We are expanding the stakeholder group and regional footprint.

2030 v. 2 – Core Concepts

- We are re -orienting the financial model to require private sector engagement up front, minimizing public sector funding needs while deferring them materially in time;
- We will promote equality, diversity and inclusion by expanding the concept of ‘competition’ and ‘athlete’. (the "Social Impact Games")

2030 v. 2 – Core Concepts

- We will not make staff or financial demands of the city given current circumstances and do not wish to distract from the City's efforts to solicit government support for affordable housing.
- The City is at liberty to propose its degree of engagement at its prerogative.

Hamilton Inspired – Regionally Experienced

THE GAMES FOOTPRINT

While we finalize our venue plan, we are proud to be working with municipalities across the region to make the Games a success. |



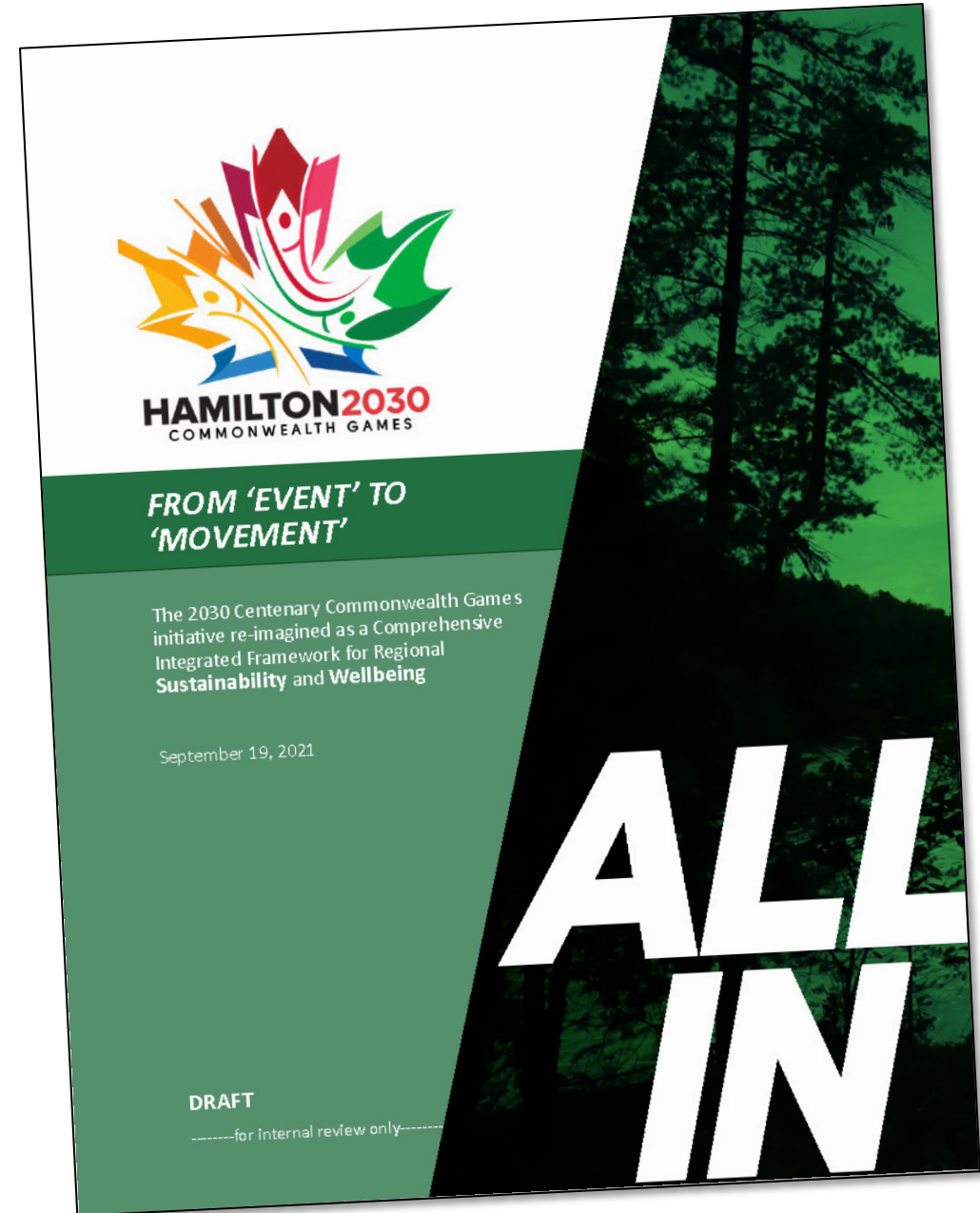
CG 2030 - Key Pillars

- A UN SDG Inspired **Movement**
- Designed with a **Sustainability and Wellness Framework**
- **Immediately** activated through:
 - Games inspired, Games aligned, Games Curated Private Sector Regional Multi Use Development
 - The Social Impact Games – A New Platform to Incent and Resource Corporate Social Responsibility through Community Engagement
- New Approach to Sport Programming
- Regionalization



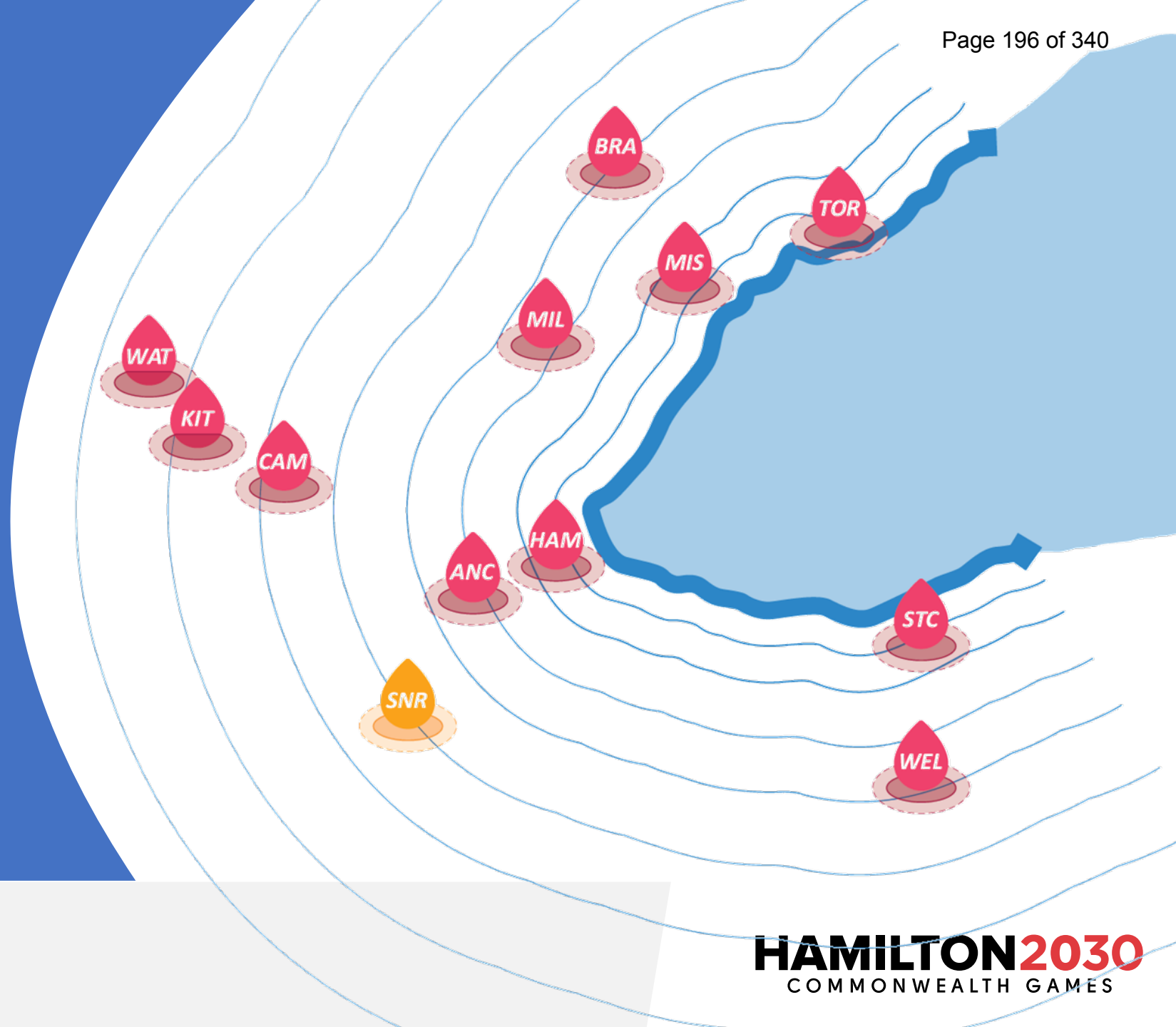
From 'Event' to 'Movement'

The 2030 Centenary Commonwealth Games initiative re-imagined as a Comprehensive Integrated Framework for Regional Sustainability & Wellbeing



A Framework to...

- ... host a conversation with community and partners
- ... establish a shared foundation of commitment among partners
- ... imbed Sustainability and Wellbeing as a core aspect of the Games



The UN Sustainable Development Goals

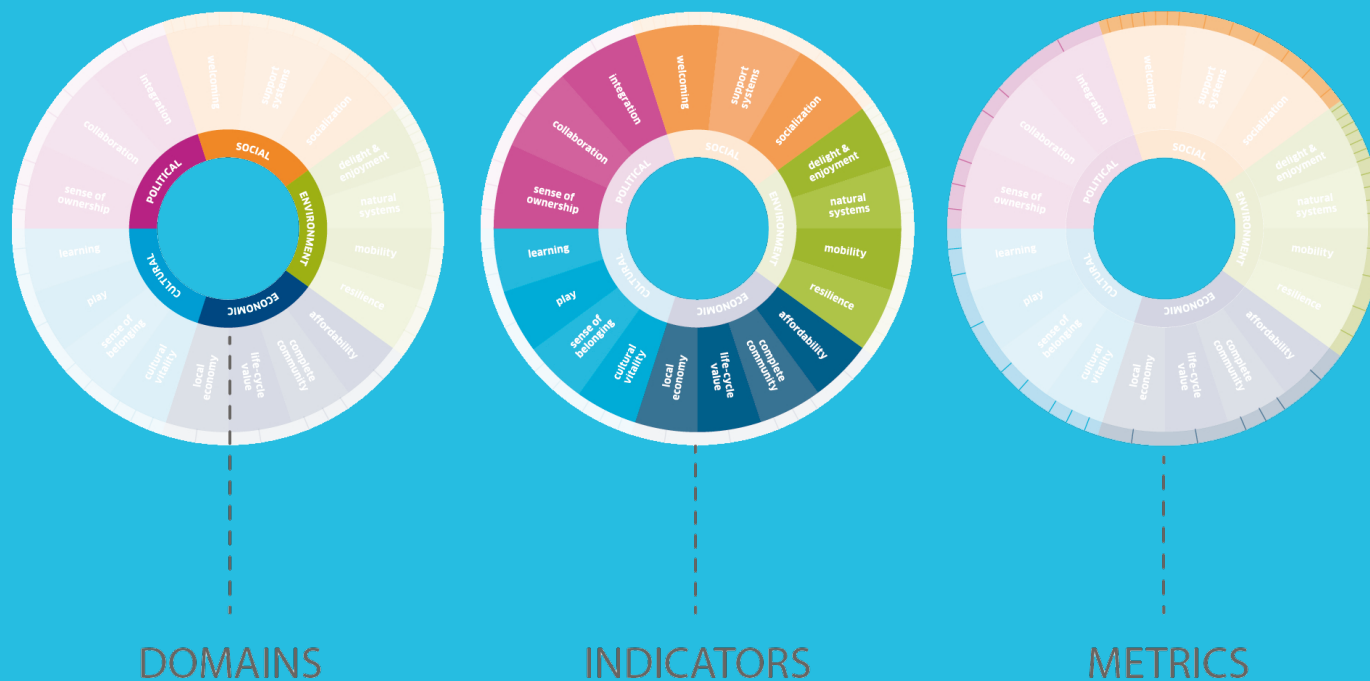


The Community Wellbeing Framework



The vision for the Games themselves and for the legacy of the Games, is to meaningfully improve the wellbeing of the communities and environment we all share

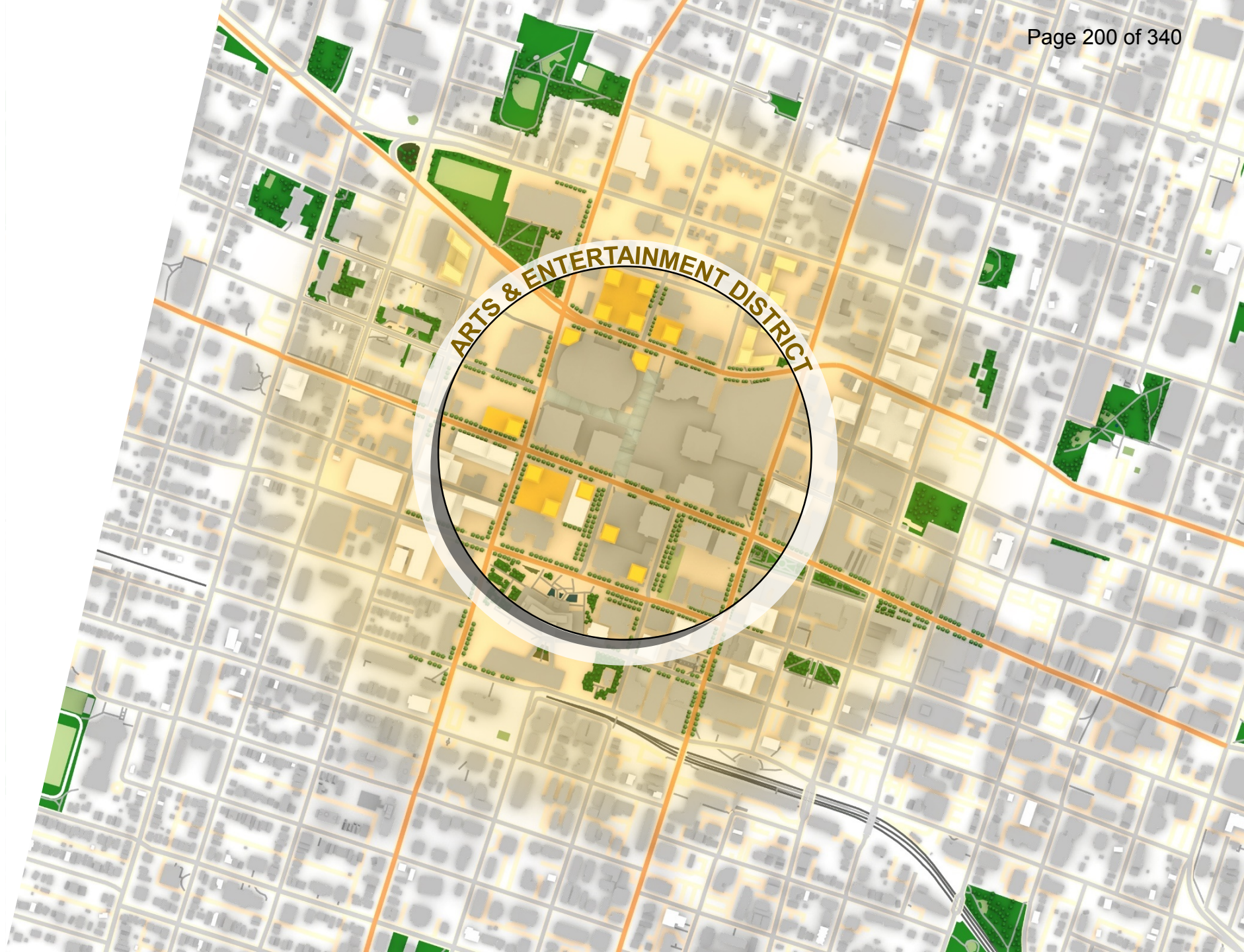
The Community Wellbeing Framework



The Framework becomes a tool, enabling more effective decision making that is transparent and accountable



HUPEG



Hamilton2030 Impact Initiative: Transforming Hamilton's Urban Ecosystem

- Multi Sport Games invariably involve a 'bid proponent' inviting government subsidization of games related urban infrastructure – venues, accommodation, transportation etc.
- As an accident of timing these elements (the LRT and HUPEG) are already the subject of commitments and financing independent of the Games but critical to the Games success



ALIGNMENT OF VALUES & INITIATIVES

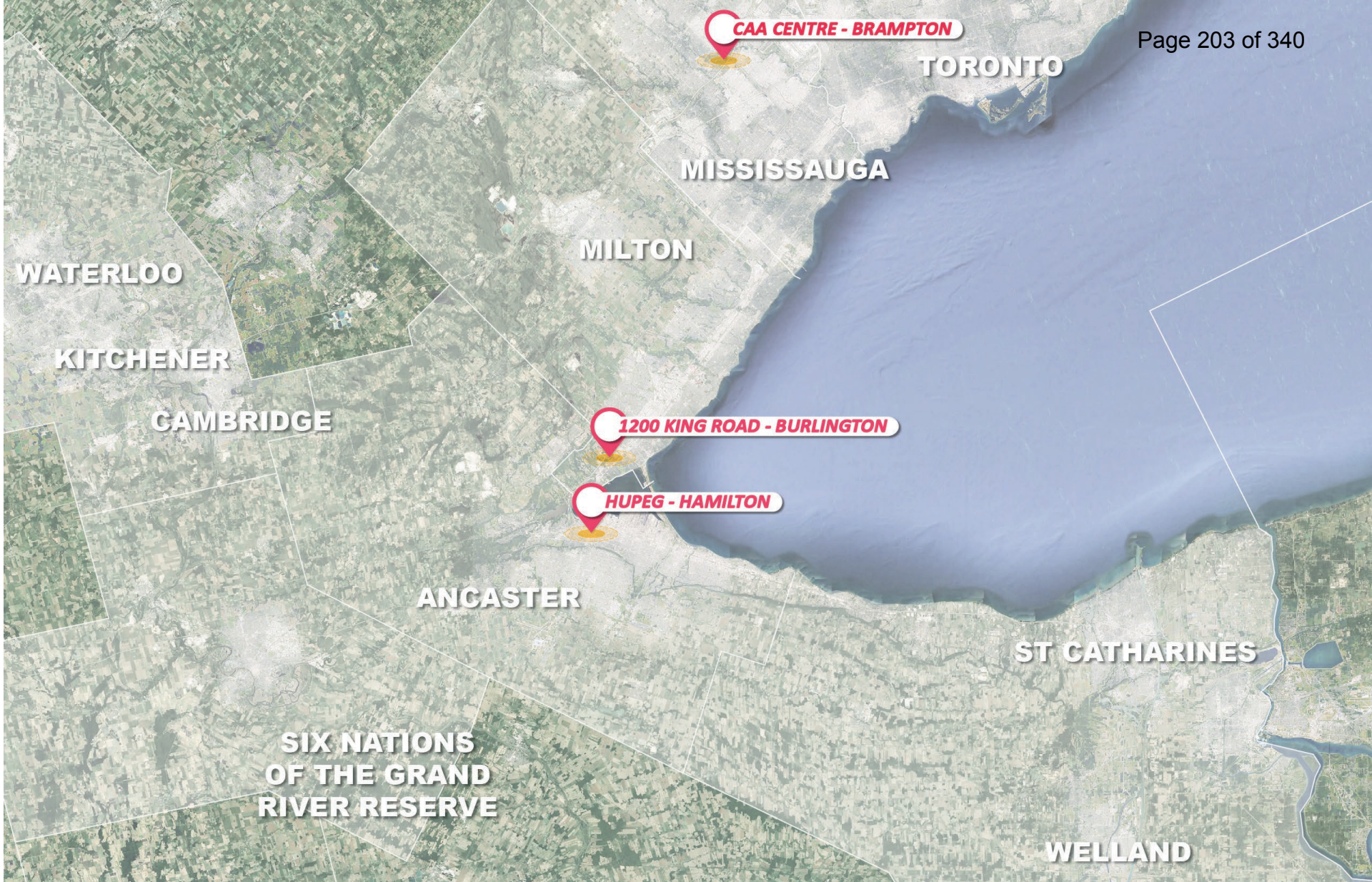
SOCIAL
IMPACT
GAMES

PUBLIC

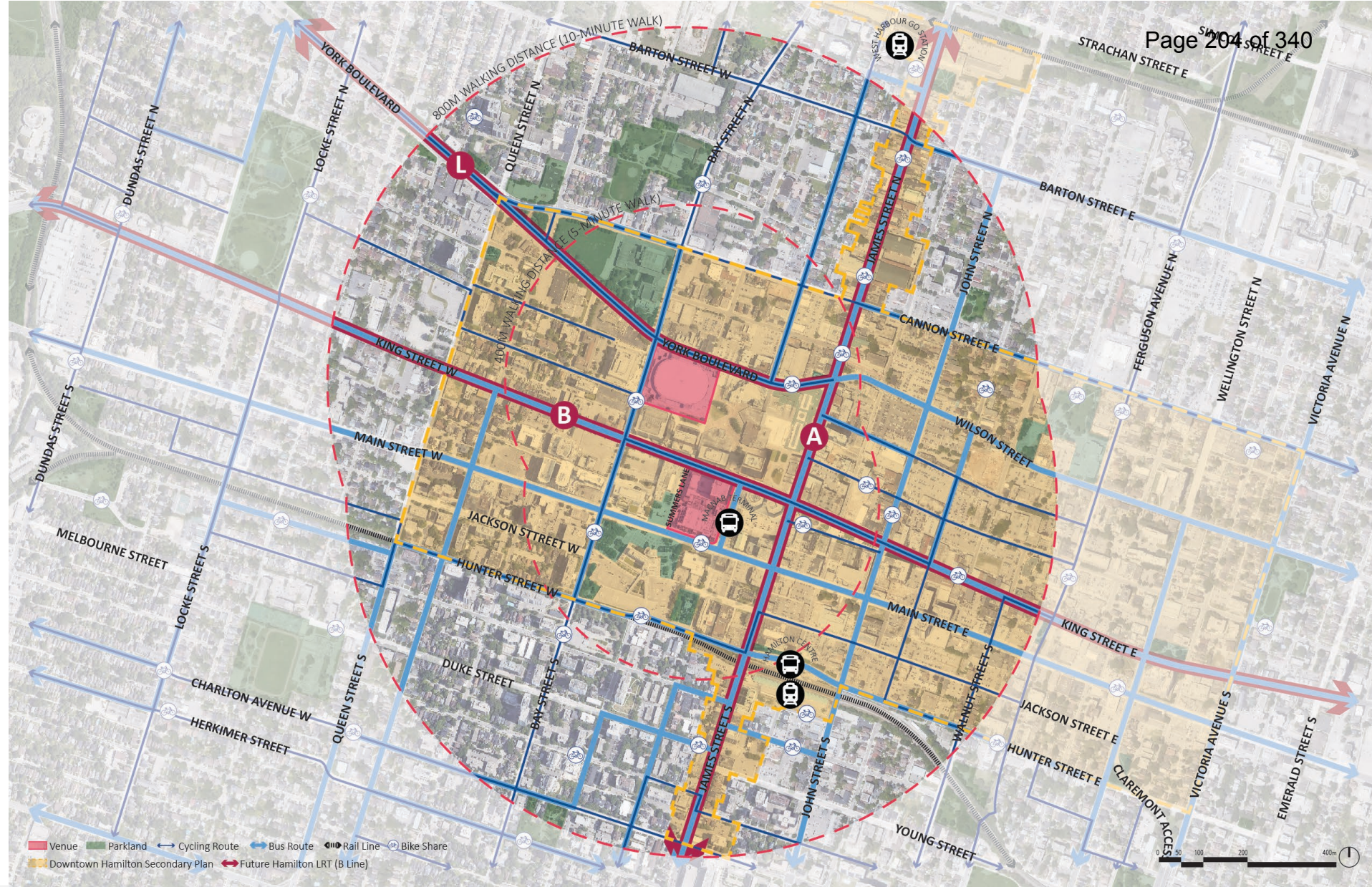
PRIVATE

Catalyst Projects

- Utilizing city - building initiatives as catalysts to start the movement and initiate impact now
- Working collaboratively and aligning values with Municipal Partners

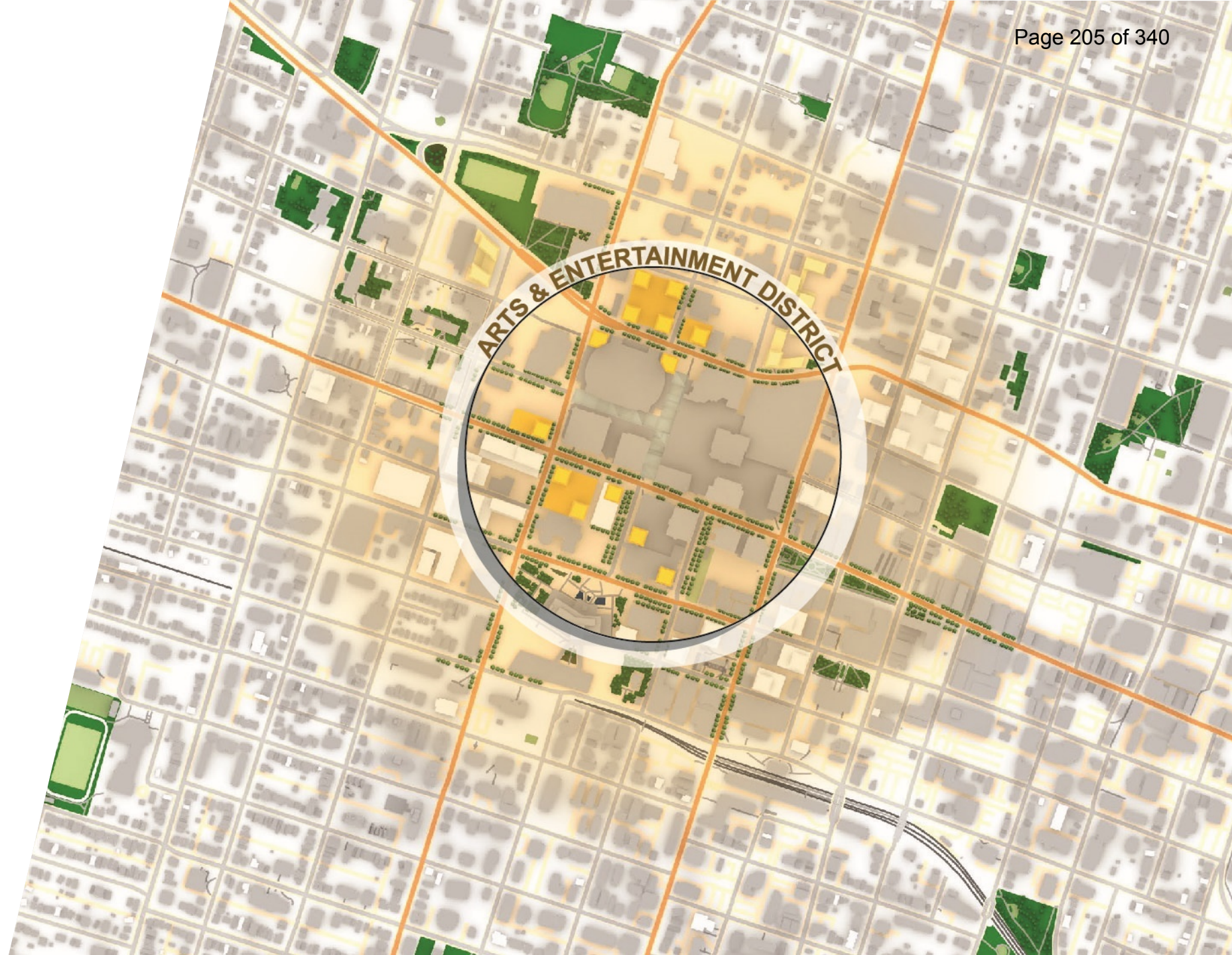


Hamilton Urban Precinct Ent. Group



HUPEG

- Kick -start the revitalization of the downtown area
- Transform into a mixed -use Art & Entertainment Precinct
- Vibrant 18 -hour hub to live, work and play in
- Aligning with City public realm, transit and affordability initiatives







City life, arts & culture is much more than the big venues...

ENHANCING AFFORDABILITY
LEVERAGING INVESTMENTS IN TRANSIT
BUILDING A ROBUST PUBLIC REALM

● The Commonwealth Games can help HUPEG be a catalyst for SOCIAL IMPACT

Collaboration

Committed to an engaging and collaborative process that celebrates diversity and advances goals of equity and accessibility, including GBA+



Accommodation & Affordable Housing

- We are proposing an initial baseline commitment in the Games Bid of post secondary accommodation;
- We are inviting Hamilton to focus on its own priority and initiatives;
- We will advance our affordable housing initiative immediately as an adjunct to the Games Bidco inviting private and public sector participation over time without obligation.

2030 Sport Program

- The CGF's sport program has not been publically released but we anticipate a move to flexibility for host communities;
- We have explored and costed a wide range of options;
- The bid's sport program cannot be viewed in isolation;
- It must reflect our approach to the initiative as a whole.

2030 Sport Program

- We are forming a Sport Program Consultation Group that will invite broad regional and stakeholder consultation in finalizing a sport program for inclusion in the bid;
- All participating municipalities and private sector partners will be invited to submit sport and venue proposals;
- These will be adjudicated and ultimately negotiated into an MPA and subject to post bid modification.



2030 Sport Program

This Group will Recommend a Plan for inclusion in the bid based on the following:

- Broad regional engagement;
- Optimal alignment with existing infrastructure;
- Minimizing the need for government support for land acquisition or development costs;
- Eliminating the need for post games operational funding;



2030 Sport Program

This Group will Recommend a Plan for inclusion in the bid based on the following:

Continued ..

- Rationalizing/Leveraging recent investments;
- Alignment with neighbouring uses and needs;
- Adherence to our Games value commitments particularly around Indigenous Partnership, EDI and accessibility;
- Opportunities for accelerated deployment.



Introducing:



INTRODUCING



**THE
SOCIAL
IMPACT
GAMES**

HAMILTON2030
IMPACT INITIATIVE

*ALL IN
FOR THE GOALS*

WHY SHOULD THE GAMES BE ONLY ABOUT COMPETITION FOR ELITE ATHLETES?

*THE SOCIAL
IMPACT GAMES
ARE ABOUT
HOW ALL OF US
CAN COMPETE
TO MAKE A
POSITIVE
IMPACT*

*WE ARE INVITING YOU TO
SUPPORT A CAUSE YOU LOVE,
TO PLAY WITH PURPOSE, AND
COMPETE WITH KINDNESS IN A
GAME WHERE EVERYONE WINS.*

41



ARE YOU ALL IN?



HAMILTON 2030
THE SOCIAL IMPACT GAMES

City of Hamilton – Next Steps

- Engagement and Collaboration in an exploration of a grander vision for Hamilton's urban redevelopment.
- Submission of proposals or recommendations by the City or individual wards/councillors for integration into the Games initiative in collaboration with Hamilton100.
- Participation in multi-party agreement negotiations should it wish to do so.
- The Mayor's continued leadership and support.





**THANK
YOU**



CITY OF HAMILTON
CORPORATE SERVICES
Office of the City Clerk

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	October 6, 2021
SUBJECT/REPORT NO:	Election Expense Reserve Needs Related to Consideration of Internet Voting for the 2026 Municipal Election (FCS20081(a)) (City Wide) (Outstanding Business List Item)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Aine Leadbetter 905-546-2424 Ext. 2753
SUBMITTED BY:	Andrea Holland City Clerk
SIGNATURE:	

RECOMMENDATION

- (a) That the annual contribution to the Election Expense Reserve (112206) be increased by \$150,000 to cover the increased costs to deliver internet voting for the 2026 and future municipal elections, and that this request be referred to the 2022 Operating Budget deliberations; and,
- (b) That the item respecting the Election Expense, be considered complete and removed from the General Issues Committee's Outstanding Business List.

EXECUTIVE SUMMARY

The provision of internet voting in municipal elections has the potential to increase the convenience and accessibility of voting for electors, would enhance flexibility, and would further modernize the voting process in the City of Hamilton. The current elections reserve does not have the funding available to provide this alternative method of voting, and as such, additional annual contributions to the elections reserve funding would be required to support this option in the 2026 and subsequent municipal elections.

HISTORICAL BACKGROUND

The 2017 Our Future Hamilton Summit focused on the topic of Shaping Democracy through Civic Engagement. Participants of this session looked at democratic engagement within the community and identified 12 barriers and 62 ideas for

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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: Election Expense Reserve Needs Related to Consideration of Internet Voting for the 2026 Municipal Election (FCS20081(a)) (City Wide) - Page 2 of 7

improvements. Among the barriers, participants recognized the lack of technological integration and access to voting as a barrier to demographic engagement. As a solution to this challenge, participants in the Summit recommended the use of e-voting or online voting and articulated their belief that these methods could lead to greater engagement, more information for residents, and enhanced voting experience.

At the General Issues Committee (GIC) meeting on December 9, 2020, the City Clerk brought forward FCS20081 2022 Municipal Elections: Alternative Voting Options for consideration. In this report, staff advised that while many municipalities across Ontario have implemented electronic voting for municipal elections, that this was not a viable option for Hamilton's 2022 election due largely to cost considerations. Staff were directed to return with a report outlining the cost requirements to implement internet voting in the 2026 municipal election.

INFORMATION

The use of internet voting as an alternative method of voting has become increasingly popular and prevalent especially among Ontario municipalities in recent years. While electronic voting was only employed by one dozen municipalities in 2003, in 2018, 40% of Ontario municipalities (177 of the 444) offered internet voting for the 2018 election in either advanced polls, on election day, or both. Of the 177 municipalities that offered online voting, 131 municipalities eliminated paper ballots completely. Currently, staff are of the opinion that internet voting, as the sole voting method for the City, would not be a well-balanced approach for its municipal elections. Based on recent consultations with our municipal counterparts, we expect that the number employing electronic voting will increase in the 2022 municipal election and beyond.

There are several advantages to providing internet voting as an alternative to the traditional in-person paper ballot approach. Internet voting has the potential to increase convenience, enhance accessibility, and encourage participation from voters who are less inclined to visit a physical voting location to vote. This method also may provide additional voting opportunities for those voters who are away during the voting period, such as students and vacationers. Additionally, internet voting has the potential to provide greater flexibility for the City to address challenges such as that posed by COVID-19; as internet voting is remote, large in-person gatherings can be avoided and concerns about contact and virus spread can be mitigated.

While there are advantages to implementing internet voting, there are some disadvantages and risks with this method of voting many of which were outlined in Appendix A of Report FCS20081. Many municipalities have adopted models and frameworks for online voting, however, there are currently no Canadian standards at the present time that provide overarching governance for online voting. In addition, there

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SUBJECT: Election Expense Reserve Needs Related to Consideration of Internet Voting for the 2026 Municipal Election (FCS20081(a)) (City Wide) - Page 3 of 7

are no requirements or Regulations that speak to online voting in *Ontario's Municipal Election Act, 1996*. In the absence of a standard framework or legislative direction, the City would be required to develop tools and a robust framework to ensure that the process of online voting is secure, valid, and transparent. Internet voting can additionally be vulnerable to cyber-attack or fraud, can be subject to technological issues and disruptions, can be difficult to audit, and can be difficult to administer with inaccuracies in the voters list.

As with any method of voting that is outside of a traditional polling station the potential for others to influence the electors' vote is enhanced. Additionally, socio-economic or rural/urban divisions within the community could be furthered as this method would only be an option for those who have access to the internet. To address this potential, internet voting is commonly implemented with telephone voting as a part of a multi-channel voting platform that allows for votes to be cast using a computer, tablet, mobile phone, or by selecting options over the phone. The offering of internet and telephone voting together is often done to address concerns around the digital divide; electors who do not have access to the internet typically can access a telephone to cast their ballot. Additionally, staff is monitoring federal initiatives to increase access to high speed internet in rural areas as it will alleviate concerns about rural connectivity.

It is likely that many of the current disadvantages to internet voting will be improved before the 2026 Municipal Election. The voters list, which is currently maintained by the Municipal Property Assessment Corporation (MPAC), will be moved under the control and administration of Elections Ontario. This move is expected to improve the quality of the list and reduce inaccuracies, which will assist in the successful provision of internet voting. In addition, much research and work is underway to develop standards for internet voting in Ontario. Elections Ontario, various municipalities, and organizations such as the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO) have been discussing standards and there is much interest in developing common guidelines. Similarly, researchers from Western and Brock University have partnered with CIO Strategy Council, a national non-profit accredited by the Standards Council of Canada, to develop voluntary standards for online voting use in municipalities. With this work underway, staff is hopeful that there will be overarching standards and guidelines in place for 2026 particularly related to security, procurement and operations.

Staff will be participating in and evaluating some of the changes forthcoming surrounding internet voting for use in municipal elections. At this time, staff are recommending that funding be provided to position the City to take advantage of this accessible method of voting, should council wish to approve internet voting as a complementary channel for voting in the 2026 municipal election.

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SUBJECT: Election Expense Reserve Needs Related to Consideration of Internet Voting for the 2026 Municipal Election (FCS20081(a)) (City Wide) - Page 4 of 7

In order for the City to implement internet voting as a complementary method of voting, additional funds would be required to be added to the election reserve on an annual basis to account for the costs of this approach. While staff would have to go through the procurement process to arrive at a firm cost, through discussions with municipal counterparts and internal support resources, staff are estimating that the cost to implement internet voting would be approximately \$600,000. This estimate includes a vendor hosted solution for internet voting, software, training, testing, as well as estimated staffing costs to support this solution primarily from Information Technology.

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The cost to implement internet voting for the 2026 municipal election is estimated to be approximately \$600,000, though the final costs will be determined through a procurement process.

This budget request reflects the cost of securing software to enable and test electronic voting and additionally includes cost of resources to support and administer this alternative voting method from the Elections and Information Technology teams. Costs have been estimated based on information received from other Municipalities of a similar size to deliver this voting program and through consultation with the City's IT department to determine the support requirements necessary to implement this option.

To support electronic voting for 2026 and future elections beyond the 2026 municipal election, annual contributions to the Election Expense Reserve would have to be increased by \$150,000.

Staffing: Any staffing required to manage internet voting in an election year would be managed using existing resources.

Legal: n/a

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Under the *Municipal Elections Act, 1996*, (the MEA) as amended, and its regulations, the City Clerk is responsible for ensuring that elections are planned and delivered in a manner that reflects the principles of the MEA. While not established as part of the MEA, these principles are generally recognized as:

- the secrecy and confidentiality of the voting process is paramount;
- the election shall be fair and non-biased;
- the election shall be accessible to the voters;

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SUBJECT: Election Expense Reserve Needs Related to Consideration of Internet Voting for the 2026 Municipal Election (FCS20081(a)) (City Wide) - Page 5 of 7

- the integrity of the voting process shall be maintained throughout the election;
- there is to be certainty that the results of the election reflect the votes cast;
- voters and candidates shall be treated fairly and consistently; and
- the proper majority vote governs by ensuring that valid votes are counted, and invalid votes are rejected so far as reasonably possible.

In addition to ensuring the principles of the MEA are achieved, the City Clerk strives to deliver progressive and innovative elections that improve processes, enhance convenience, and encourage greater participation and engagement. Staff continuously monitor legislation updates, municipal trends and best practices to ensure alignment and identify opportunities for continuous improvement.

Section 42 (1) of the MEA allows for municipalities to enact by-laws to support the use of alternative voting methods:

42 (1) The council of a local municipality may pass by-laws,

- a) authorizing the use of voting and vote-counting equipment such as voting machines, voting recorders or optical scanning vote tabulators;
- b) authorizing electors to use an alternative voting method, such as voting by mail or telephone, that does not require electors to attend at a voting place in order to vote.

This report outlines the financial costs to implement internet voting and any decision surrounding the provision of internet voting for the 2026 municipal election would occur prior to May 1, 2026. Staff would return to Council with a report and updated by-law to include internet voting pending any legislative changes in advance of this date for the 2026 municipal election.

RELEVANT CONSULTATION

Internal consultation

Consultation for this report was received from:

- Information Technology
- Legal Services

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SUBJECT: Election Expense Reserve Needs Related to Consideration of Internet Voting for the 2026 Municipal Election (FCS20081(a)) (City Wide) - Page 6 of 7

Municipal Benchmarking

Surrounding and comparative municipalities have been consulted on internet voting approaches.

Community Consultation

Staff consulted with Council Advisory Committees on the 2022 Municipal Election, and while not the focus of the consultation, electronic voting was frequently raised as a topic of discussion.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

While internet voting was not a viable option for the 2022 Municipal Election due largely to cost considerations, the successful implementation of internet voting by 2026 can be achieved with appropriate funding to the election reserve throughout the next four years. There will be adequate time to plan, prepare for, and implement internet voting for the 2026 election, and additionally with the strong possibility of overarching standards being developed, there will likely be enhanced consistency and security in the process.

ALTERNATIVES FOR CONSIDERATION

Without an annual contribution beginning in 2022 to the Election Reserve to account for the potential of providing internet voting in 2026, funding would not be immediately available to implement this method using existing funding levels. Staff will return prior to the 2026 municipal election, within timelines of the *Municipal Elections Act, 1996*, to present voting methods for the 2026 election and any costs associated with recommended methods.

If internet voting was not selected for 2026, the City would continue to offer in-person paper ballot voting with the opportunity to cast a ballot in advance polls, through proxy-voting, or at a poll location on election day. Assistive voting technology would continue to be used to provide greater accessibility for persons with disabilities. In addition, the City would continue to offer a special vote-by-mail for electors who do not wish to attend a poll location in person.

Should Council approve this increase during the 2022 budget deliberation and chose to not move forward in 2026 with internet voting, staff recommend the additional funding be removed from the reserve fund and repurposed.

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SUBJECT: Election Expense Reserve Needs Related to Consideration of Internet Voting for the 2026 Municipal Election (FCS20081(a)) (City Wide) - Page 7 of 7

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Community Engagement & Participation

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

Our People and Performance

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APPENDICES AND SCHEDULES ATTACHED

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CITY OF HAMILTON
CITY MANAGER'S OFFICE
Government and Community Relations

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	October 6, 2021
SUBJECT/REPORT NO:	Scope of Work and Project Activity Plan: Public Engagement Policy and Administrative Framework (CM21011) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Cindy Mutch, Senior Project Manager, Community Engagement (905) 546-2424 Ext. 4992
SUBMITTED BY:	Morgan Stahl, Director of Government and Community Relations
SIGNATURE:	

RECOMMENDATION

- (a) That Appendix "A" attached to Report CM21011, respecting the Scope of Work and Project Work Plan for the development of a corporate-wide Public Engagement Policy and Administrative Framework, be approved; and,
- (b) That staff be directed report back to the General Issues Committee with a draft City of Hamilton Public Engagement Policy in the spring of 2022.

EXECUTIVE SUMMARY

Community engagement is a key pillar of our City's Strategic Plan and Term of Council Priorities to build transparency, trust, and confidence in City government through increased public access to City information and participation in decision-making processes that impact residents and their community. Many City services rely on community engagement as a critical component of legislative-required processes, City building initiatives, placemaking, or as best practice.

For most municipalities, the suspension of in-person public engagement during COVID-19 catalysed a rapid shift to conducting almost all engagement online. Over the past year of physical distancing, City staff have successfully integrated a variety of digital technologies into their public engagement practice with positive results. For example, the City's Engage Hamilton platform received over 53,431 visitors to the site within the first year of operation and currently averages 164 site visits per day.

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SUBJECT: Scope of Work and Project Activity Plan: Public Engagement Policy and Administrative Framework (CM21011) (City Wide) - Page 2 of 6

The adoption of digital technologies can add new dimensions and benefits to decision-making, building trust between local government and residents, and developing meaningful solutions to complex issues. However, city-wide disparities in broadband affordability, speed, and quality, in addition to uneven access to technological devices, and differences in communication preferences or abilities can create a ‘digital divide’ whereby some target audiences may not be reached through online engagement opportunities.

As the City of Hamilton continuously adapts and responds to the challenges of conducting public consultation during the COVID-19 pandemic, the need to establish a corporate wide Public Engagement Policy was identified as a key priority for the City Manager’s Office, as indicated in the City Manager’s 2021 budget presentation to the General Issues Committee on February 5, 2021.

Staff have developed a comprehensive Scope of Work and Project Activity Work Plan to establish a Council-approved Public Engagement Policy and related Administrative Framework to ensure consistency, transparency, accountability, equity, and inclusivity for all City-led public engagement processes. Attachment “A” to Report CM21011 outlines a path forward for modernizing public engagement at the City of Hamilton.

The opportunity to transform and cultivate a culture of public engagement has emerged out of the challenges of the COVID-19 pandemic. In-person public engagement will one day resume. In the meanwhile, the City’s public engagement processes can continue to evolve by building upon existing achievements such as the City’s Public Engagement Charter, Public Engagement Community of Practice, and Engage Hamilton online platform through the establishment of a Council-approved Public Engagement Policy.

Expected Outcomes

The expected outcomes of establishing a well-defined Public Engagement Policy will:

- Recognize, affirm, and contribute to the City of Hamilton’s commitment to public engagement
- Support high-level Term of Council Priorities including (1) Equity, Diversity and Inclusion; and (2) Trust and Confidence in City Government
- Advance City decision-making efforts by ensuring the process by which participants are provided information and are engaged is meaningful, clear, convenient, and accessible
- Ensure that City public engagement efforts meet the expectations of Council and community

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SUBJECT: Scope of Work and Project Activity Plan: Public Engagement Policy and Administrative Framework (CM21011) (City Wide) - Page 3 of 6

- Provide clear descriptions for the roles and responsibilities of Council, City staff, and the public in the City's public engagement processes
- Cultivate an internal culture and infrastructure of excellence and innovation in public consultation and participation in civic affairs

Scope of Work and Project Activities

The scope of work for this initiative includes the following objectives:

- Conducting engagement opportunities with residents, community stakeholders, staff, and Council using multiple methods and communication tactics to better understand and address current challenges and needs
- Establishing clear, consistent, and corporate-wide public engagement guidelines, principles, roles, responsibilities, expectations, and tools for City staff and Council, residents, and other key stakeholders
- Developing a collaborative internal implementation plan that will support staff in championing the City's Public Engagement Policy and Framework
- Creating an evaluation framework to continuously monitor, assess, improve, and report back on our progress
- Enhancing the City's public engagement approach to account for emerging and more robust practices, including new digital technologies, and foster inclusion, innovation, transparency, accountability and resident participation in City engagement and decision-making processes.

Hamilton is a diverse and engaged city. It is critical that the development of a Public Engagement Policy and Framework be created with input from residents, community stakeholders, Council and the City staff. Key activities to support this work will include a variety of engagement methodologies and communications tactics throughout various project stages and across all municipal wards and geographical regions to ensure broad and inclusive public participation including to rural residents.

Targeted engagement efforts with racialized, equity-seeking and traditionally under-represented groups will be conducted using an equity, diversity, and inclusion lens. The project will also include relevant consultation and collaboration with priority City initiatives such as the Urban Indigenous Strategy, Youth Engagement Strategy, Age Friendly Strategy, Hamilton Immigration Partnership Council, Hate Prevention and Mitigation Initiative, and Equity, Diversity and Inclusion Plan.

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SUBJECT: Scope of Work and Project Activity Plan: Public Engagement Policy and Administrative Framework (CM21011) (City Wide) - Page 4 of 6

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

There are no staffing or legal implications associated with Report CM21011. Incurred project costs will be covered through the existing Council approved budget.

HISTORICAL BACKGROUND

Public engagement at the City of Hamilton is continuously evolving. Following the City's controversial Our Voice, Our Hamilton engagement strategy in 2013, the City has made significant progress towards improving public engagement practices. In 2014, the City established the resident-driven Hamilton's Engagement Committee to advise staff on how to actively involve residents in the City's decision-making processes. A key outcome of the Committee was the creation of the Hamilton's first Public Engagement Charter in 2015.

Using the eight core principles of the Public Engagement Charter as guide, the City's Our Future Hamilton engagement initiative captured the voices of over 55,000 residents from 2015-2016, making it the broadest and most inclusive engagement strategy ever conducted by the City of Hamilton. Hamilton's annual public engagement summit is one of the legacies of the City's Our Future Hamilton Community Vision and has been successfully bringing over 450 residents, partners, and stakeholders together every year to explore key issues prioritized by the community since 2017.

In 2019, the City Manager's Office established an internal Public Engagement Community of Practice that consists of over 75 cross-departmental staff that meet regularly to share knowledge, explore best practices, and improve public engagement outcomes for residents and staff. A key priority of the Practice's four-year workplan was the creation of a centralized online engagement platform. In 2020, the City launched Engage Hamilton, a new and interactive website for Hamiltonians to learn about important City initiatives, share their feedback, and engage with community.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Legal requirements will be outlined in a core section of the City's public engagement policy. The legal requirement section will stipulate that the policy does not supersede any legal requirements for public consultation. For example, this would include provincially legislated community consultation requirements under a legislative authority such as the Environmental Assessment Act and Ontario Planning Act.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

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SUBJECT: Scope of Work and Project Activity Plan: Public Engagement Policy and Administrative Framework (CM21011) (City Wide) - Page 5 of 6

Several Canadian municipalities have policies for public engagement. These are often accompanied by an administrative document that outlines procedures and provides further guidance for staff. Some municipalities may have an overall “Public Engagement Strategy” or an all-encompassing “Public Engagement Framework” which contains similar content to a Council Policy, in addition to standardized procedures and administrative guidelines.

In the absence of a standardized Public Engagement Policy and Administrative Framework, internal challenges exist with ensuring that a variety of online, traditional, creative, and inclusive public engagement methods are being used and that the residents of Hamilton have a common and consistent engagement experience from the City, regardless of department or division. Unlike some municipalities, the City of Hamilton does not have an overarching Public Engagement Strategy or a centralized engagement unit to support public engagement practices across the corporation. The City’s Public Engagement Community of Practice was established to help reduce this gap and improve public engagement outcomes for residents and staff.

The City of Hamilton has a decentralized reporting structure for public engagement initiatives. This means that the majority of public engagement activities are led by staff within various departments and divisions across the corporation. Most of these staff members have varied professional backgrounds and levels of public engagement expertise. External consultants are often used to support public engagement initiatives related to complex projects.

Associated risks of having City divisions and/or external consultants implement their own engagement practices in the absence of a consistent corporate-wide approach can lead to disjointed engagement plans, duplication of efforts, outdated and ineffective engagement methodologies, a lack of consistency for residents, and limited opportunities for meaningful and inclusive public engagement. These risks can be effectively mitigated by establishing a corporate-wide Public Engagement Policy and related standards of practice among staff.

ALTERNATIVES FOR CONSIDERATION - None

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**SUBJECT: Scope of Work and Project Activity Plan: Public Engagement Policy
and Administrative Framework (CM21011) (City Wide) - Page 6 of 6**

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report CM21011: City of Hamilton Public Engagement Policy and Framework - Scope of Work and Project Activity Plan



Recommendation Report (CM21011)

Appendix A: City of Hamilton Public Engagement Policy and Framework Scope of Work and Project Activity Plan

Contents

1.0	Quick Reference: Overview of Municipal Public Engagement Policy and Procedures	1
2.0	Project Activity Plan: Phase One (Research, Engagement, Data Collection and Analysis)	2
3.0	Project Activity Plan: Phase Two (Draft Public Engagement Policy and Framework)	4
4.0	Project Activity Plan: Phase Three (Corporate-wide Implementation)	4
5.0	Project Activity Plan: Phase Four (Public Engagement Evaluation Framework)	5

1.0 Quick Reference: Overview of Municipal Public Engagement Policy and Procedures

Based on a preliminary review, some of the typical contents of municipal public engagement policies and administrative procedures are outlined below.

1.1 Public Engagement Policy

The main sections of municipal public engagement policies include:

- 1.1.1 Purpose
- 1.1.2 Policy
- 1.1.3 Procedure
- 1.1.4 Review Period/Amendments
- 1.1.5 Evaluation Outcomes

1.2 Public Engagement Administrative Procedures (Public Engagement Framework)

Municipalities have varying approaches to outlining their engagement procedures. Some municipalities appear to combine their public engagement procedures into a larger strategy or framework, while others have formalized governance procedures. Most cities' procedural documents are internally focused, but some appear to be more public-

facing while also providing guidance to internal employees. Common components of City procedures that apply to public engagement include:

- 1.2.1 Definitions and Terminology
- 1.2.2 Purpose
- 1.2.3 What is Public Engagement?
- 1.2.4 Expectations
- 1.2.5 Best Practices
- 1.2.6 Key Principles for Public Engagement or Guiding Principles of Public Engagement
- 1.2.7 Guidelines for Participation
- 1.2.8 Roles and Responsibilities
- 1.2.9 Public Engagement Continuum/Spectrum of Engagement
- 1.2.10 Public Engagement Planning Stages / Internal Process
- 1.2.11 Internal Public Engagement Implementation Plan
- 1.2.12 Important Engagement Tools or Standardized Work Sheets
- 1.2.13 Community Impact Matrix: Techniques for Public Engagement
- 1.2.14 Accessibility
- 1.2.15 Information and Privacy
- 1.2.16 Evaluation Framework / Reporting Back

2.0 Project Activity Plan: Phase One (Research, Engagement, Data Collection and Analysis)

	Work Package	Work Scope Details	Timelines / Targets
2.1	Municipal Best Practice Research	<ul style="list-style-type: none"> • Conduct environmental scan of municipal public engagement practices including comparative analysis across other jurisdictions • Engage with public engagement municipal leads via Canadian Municipal Public Engagement Network • Identify relevant legislation, regulations and connections to existing internal policies or procedures 	<ul style="list-style-type: none"> • Timeline: Q4 2021 • Target: Initiate October 2021
2.2	Key Stakeholder Engagement	<ul style="list-style-type: none"> • Engage with City Council and Mayor to better understand current challenges and opportunities for improvement • Engage with key community partners 	<ul style="list-style-type: none"> • Timeline: Q4 2021 • Target: Initiate November 2021

	Work Package	Work Scope Details	Timelines / Targets
2.3	Engagement with Equity Seeking / Impacted Groups	<ul style="list-style-type: none"> • Engage with racialized, equity-seeking, and traditionally under-represented groups including but not limited to: seniors, youth, rural residents and stakeholders, racialized and Indigenous community members, newcomers, low-income residents, and persons with disabilities • Identify key findings, themes and recommendations 	<ul style="list-style-type: none"> • Timeline: Mid Q4 2021 – Mid Q1 2022
2.4	Broad Stakeholder Engagement Initiative (City Wide)	<ul style="list-style-type: none"> • Develop and launch a broad engagement campaign to determine the public’s preferences and experiences with respect to: <ul style="list-style-type: none"> ○ Accessing information ○ Participating in public engagement methods ○ Identifying barriers to engagement ○ Supporting the City’s core public engagement principles ○ Sharing public engagement feedback and outcomes 	<ul style="list-style-type: none"> • Timeline: Q1 – Q2 2022 • Target: Initiate late Q1 (February) with completion expected early Q2 2022 (April/May)
2.5	Internal Engagement (Public Engagement Community of Practice)	<ul style="list-style-type: none"> • Engage with the City of Hamilton’s internal staff Public Engagement Community of Practice to assess current challenges and constraints 	<ul style="list-style-type: none"> • Ongoing quarterly meetings
2.6	Summary Report (Phase One)	<ul style="list-style-type: none"> • Assess engagement findings and develop a summary report based on key findings, themes, and recommendations to inform the development of a corporate-wide Public Engagement Policy and internal Public Engagement Framework • Report engagement results back to the City’s General Issues Committee, internal staff Public Engagement Community of Practice, and broader community 	<ul style="list-style-type: none"> • Target: completion by end of Q2 2022

3.0 Project Activity Plan: Phase Two (Draft Public Engagement Policy and Administrative Framework)

	Work Package	Work Scope Details	Timelines / Targets
3.1	Draft Public Engagement Policy and Framework	<ul style="list-style-type: none"> Based on research, engagement findings and Council direction, draft key elements of a corporate-wide Public Engagement Policy and Framework Review and further refine policy and framework in collaboration with the City's internal staff Public Engagement Community of Practice 	<ul style="list-style-type: none"> Target: Draft policy completed late Spring Q2 2022
3.2	Draft Internal Tools and Processes	<ul style="list-style-type: none"> Develop internal tools, materials, and processes to support corporate-wide adoption of the Public Engagement Policy and Framework 	<ul style="list-style-type: none"> Timeline: Q3 2022
3.3	Internal Evaluation Working Group	<ul style="list-style-type: none"> Establish an internal evaluation working group within the City's internal staff Public Engagement Community of Practice to pilot internal tools, materials, and processes Identify key elements to support a corporate-wide Public Engagement Evaluation Framework 	<ul style="list-style-type: none"> Timeline: Q3 2022
3.4	Final Public Engagement Policy and Framework	<ul style="list-style-type: none"> Finalize Public Engagement Policy based on Council direction Finalize Public Engagement Framework including internal tools, materials, and process to support corporate-wide adoption of the City's Public Engagement Policy 	<ul style="list-style-type: none"> Timeline: Q4 2022 Target: October 2022 (GIC)

4.0 Project Activity Plan: Phase Three (Corporate-wide Implementation)

	Work Package	Work Scope Details	Timelines / Targets
4.1	Implementation Plan	<ul style="list-style-type: none"> Develop an implementation plan to manage effective change and support the adoption of a standardized approach to public engagement 	<ul style="list-style-type: none"> Timeline: Q4 2022
4.2	Communications Strategy	<ul style="list-style-type: none"> Develop and launch a corporate-wide internal and external campaign to raise awareness of the City's new Public Engagement Policy and Framework 	<ul style="list-style-type: none"> Timeline: Q4 2021

5.0 Project Activity Plan: Phase Four (Public Engagement Evaluation Framework)*

	Work Package	Work Scope Details
5.1	Internal Tools and Evaluation Metrics	<ul style="list-style-type: none"> Develop internal tools and metrics to assess City-led public engagement efforts, demonstrate impact and value, inform future initiatives and improve practices
5.2	Stakeholder Engagement	<ul style="list-style-type: none"> Engage with stakeholders to review effectiveness of having established a standardized approach to public engagement and identify impact as well as opportunities for improvement
5.3	Annual/ Biennial Reporting	<ul style="list-style-type: none"> Report back to the General Issues Committee and community stakeholders on City-led public engagement practices and achievements

**This phase represents ongoing efforts to support continuous improvement in public engagement and is not a core work package for this initiative.*



CITY OF HAMILTON
CORPORATE SERVICES DEPARTMENT
City Clerk's Office

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	October 6, 2021
SUBJECT/REPORT NO:	Code of Conduct for Boards and Committees - Integrity Commissioner Work Plan (FCS21081) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Andrea Holland (905) 546-2424 Ext. 5409
SUBMITTED BY:	Andrea Holland City Clerk, Office of the City Clerk
SIGNATURE:	

- (a) That the City Clerk be directed to circulate the draft Code of Conduct, attached as Appendix "A" to Report FCS21081, to all entities listed in Appendix B, established by Council and whose membership is appointed by Council;
- (b) That the City Clerk be directed to coordinate all feedback on the draft Code of Conduct, with that feedback to be directed to the Integrity Commissioner;
- (c) That the City Clerk be directed to arrange for a Special General Issues Committee meeting for the Integrity Commissioner to present the feedback received and the draft Code of Conduct, attached as Appendix "A" to Report FCS21081; and,

EXECUTIVE SUMMARY – N/A

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: n/a

Staffing: n/a

Legal: n/a

SUBJECT: Code of Conduct for Boards and Committees - Integrity Commissioner Work Plan (FCS21081) (City Wide) - Page 2 of 4

HISTORICAL BACKGROUND

At the Council meeting on February 13 & 14, 2019; Council approved the following motion:

“That staff be directed to report back to the General Issues Committee with recommendations for implementing a code of conduct, applicable to Council appointed citizen members of independent external boards and agencies, including addressing the use of discriminatory language or actions, and the receiving of gifts or benefits by citizen board/agency members as well as the inclusion of a confidentiality agreement and remedies available to Council to address breaches of conduct and confidentiality such as Council’s right of recall.”

At the Council meeting on March 31, 2021; Council approved the following motion:

- (c) Integrity Commissioner Work Plan (FCS20016(b)) (City Wide) (Item 9.1)**
- (i) That the Integrity Commissioner’s Work Plan outlined in Appendix “A” to Governance Review Sub-Committee Report 21-002, as amended to remove any references to Council Code of Conduct and Council/Staff Relations Policy, be approved;
 - (ii) That the City Clerk be directed to manage the delivery of the Integrity Commissioner’s Work Plan as outlined in Appendix “A” to Governance Review Sub-Committee Report 21-002, as amended to remove any references to Council Code of Conduct and Council/Staff Relations Policy; and,
 - (iii) That completed Work Plan items outlined in Appendix “A” to Governance Review Sub-Committee Report 21-002, as amended to remove any references to Council Code of Conduct and Council/Staff Relations Policy, be presented to General Issues Committee for discussion.

The approved work plan comprised of the following:

“On a schedule to be established in consultation with the City Manager and the City Clerk, the Integrity Commissioner will present the following draft documents for discussion and consideration at [General Issues Committee/Governance Committee], and generally in the following order.

**SUBJECT: Code of Conduct for Boards and Committees - Integrity Commissioner
Work Plan (FCS21081) (City Wide) - Page 3 of 4**

1. Protocols for review and/or investigation of complaints, and reporting on complaints [Q2 2021]
2. Members' roles and responsibilities including with respect to appointments to, and sitting on, external bodies and separate entities such as municipal corporations [Q2 2021]
3. Advisory Committee/Task Force Governance Issues, and Codes of Conduct (Local Boards) [Q3 2021]
4. Such other issues of integrity or governance that Council wishes to consider, including an evaluation of the Lobbyist Registry By-law."

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Under the *Municipal Act 2001*, as amended, municipalities are required to establish codes of conduct:

Code of conduct

223.2 (1) A municipality shall establish codes of conduct for members of the council of the municipality and of its local boards. 2017, c. 10, Sched. 1, s. 18.

RELEVANT CONSULTATION

Principles Integrity, the City's Integrity Commissioner, as part of their approved work plan, has submitted a draft Code of Conduct (Appendix A) for Citizen Appointees to Local Boards and Committees. The City Clerk is seeking approval to circulate the draft Code of Conduct, attached as Appendix A, to all entities listed in Appendix B in order to receive feedback on the content of the draft. All feedback will be sent to the Integrity Commissioner and will be brought back to a future special General Issues Committee for discussion. The current Code of Conduct has been attached as Appendix C to this report for comparison.

ALTERNATIVES FOR CONSIDERATION –

Committee and Council have the authority to approve the draft code of conduct attached as Appendix A as presented, however, staff are recommending circulating the draft first for comment.

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

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**SUBJECT: Code of Conduct for Boards and Committees - Integrity Commissioner
Work Plan (FCS21081) (City Wide) - Page 4 of 4**

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APPENDICES AND SCHEDULES ATTACHED

Appendix A – Draft Code of Conduct for Citizen Appointees to Boards and Committees

Appendix B – Circulation list for draft Code of Conduct

Appendix C – Current Code of Conduct for Citizen Advisory Committees

**CITY OF HAMILTON
CODE OF CONDUCT FOR LOCAL BOARDS**

Part 1

General Introduction, Framework, and Interpretation Guiding Principles

- 1: Avoidance of Conflicts of Interest
- 2: Gifts, Benefits and Hospitality
- 3: Confidential Information
- 4: Use of City Resources
- 5: Election Campaigns
- 6: Improper Use of Influence
- 7: Business Relations
- 8: Member Conduct
- 9: Media Communications
- 10: Respect for the Town By-laws and Policies
- 11: Respectful Workplace
- 12: Conduct Respecting Staff
- 13: Reprisals and Obstructing
- 14: Acting on Advice of Integrity Commissioner

Part 2

Adjudicative Boards

- 15: Additional Requirements for Members of Adjudicative Boards
- 16. Communications with Parties
- 17: Independent Nature of Adjudicative Tribunals

Part 3

Complaint Protocol
Consequences of Failure to Adhere to Code of Conduct

Part 1

General Introduction, Framework, and Interpretation

This document is a Code of Conduct for members of Local Boards, both adjudicative and non-adjudicative. Local Boards, sometimes referred to as committees or tribunals, are as defined in

s.223.1 of the Municipal Act and as identified by the municipality.

This Code of Conduct is to be given broad, liberal interpretation in accordance with applicable legislation and the definitions set out herein. Commentary in this Code is illustrative and not exhaustive.

Members shall seek to serve the public interest by upholding both the letter of the law and the spirit of the laws and policies established by the Federal parliament, Ontario legislature, and by City Council. The provisions of this Code are intended to be applied in concert with existing legislation and go beyond the minimum standards of behaviour set out in current federal and provincial statutes.

Guiding Principles

Members shall act with honesty and integrity, serving in a diligent manner, and performing their duties in a manner which promotes public confidence.

Members are expected to perform their duties as a member of the Local Board and arrange their private affairs in a manner that promotes public confidence and will bear close public scrutiny.

Members shall serve the public in a conscientious and diligent manner.

Members should be committed to performing their functions with integrity, impartiality and transparency.

Members shall perform their duties in office and arrange their private affairs in a manner that promotes public confidence and will bear close public scrutiny.

There is a benefit to municipalities when Members have a broad range of knowledge and continue to be active in their own communities, whether in business, in the practice of a profession, in community associations, and otherwise.

Definitions:

“Adjudicative Board” means a Local Board that functions as a tribunal

“Council” means the Council of the City of Hamilton

Appendix “A” to Report FCS21081
Page 3 of 9

“Family” includes “child”, “parent” and “spouse” as those terms are defined in the *Municipal Conflict of Interest Act*, and also includes

- step-child and grand-child;
- siblings and step-siblings;
- aunt/uncle, and niece/nephew
- in-laws, including mother/father, sister/brother, daughter/son
- any person who lives with the Member on a permanent basis.

“Local Board” means a Local Board as defined in s.223.1 of the *Municipal Act*, or s. 1 of the *Municipal Conflict of Interest Act*, and includes citizen advisory committees and other bodies established by Council whose members are appointed by Council;

“Member” means a member of a City of Hamilton Local Board;

“Staff” includes employees, seasonal and contract workers, and volunteers of the City of Hamilton and/or of a City of Hamilton Local Board;

Rule 1: Avoidance of Conflicts of Interest In this Rule:

1. A disqualifying interest is an interest in a matter regarding which a reasonable person fully informed of the facts and circumstances would conclude that the Member could not participate impartially in the decision-making process related to the matter either because to do so would not be in compliance with the Municipal Conflict of Interest Act, or, because the Member’s relationship to persons or bodies involved in the matter or affected by the decision is so close, a reasonable person would conclude that the Member of Council could not effectively carry out their public duty with impartiality.
2. A non-disqualifying interest is an interest in a matter that, by virtue of the relationship between the Member and other persons or bodies associated with the matter, is of such a nature that reasonable persons fully informed of the facts would believe that the Member could still participate impartially in the decision-making processes related to the matter only so long as:

The Member fully discloses the interest so as to provide transparency about the relationship; and

The Member states why the interest does not prevent the Member from making an impartial decision on the matter.
3. Members shall not participate in the decision-making processes associated with their role or position when they have a disqualifying interest in a matter. Participation includes attempting to influence an outcome, whether the decision to be made is to be made by Council or a member of staff with delegated authority or operational responsibility.

**Appendix “A” to Report FCS21081
Page 4 of 9**

4. Members may participate in the decision-making process related to a matter in which they have a non-disqualifying interest provided they file at their earliest opportunity a Transparency Disclosure in a form and manner established by the City Clerk acting in consultation with the Integrity Commissioner.
5. Members shall avoid participating in or influencing a proceeding when the member, or another person with whom the member has a close personal or professional relationship, has a financial or other private interest that may be affected by the proceeding or its outcome.
6. Members shall not appear before the Local Board or committee on their own behalf or as a representative on behalf of any party.
7. Members shall not contract with the Local Board for the sale, rental or purchase of supplies, services, material or equipment, and shall not engage in the management of a business or otherwise profit directly or indirectly from a business that relies on an approval from the Local Board.

Commentary

Members of BIAs will frequently have an interest in common with other members of the BIA in matters that come before the Board, and as such would be exempted from the obligation to declare a disqualifying interest. Care should be taken however to recognize the existence of a disqualifying interest when the Member stands to gain or otherwise benefit in a manner that can be differentiated from others in the BIA. For example, while all members of the BIA would similarly benefit from the holding of a festival, any BIA member who supplies goods or services to the festival at a profit or loss would have a disqualifying interest in the event. The display of merchandise or the promotion of services at an event would not amount to a disqualifying interest.

Where a Member contributes to an event ‘at cost’, a disqualifying interest would not arise.

Rule 2: Gifts, Benefits and Hospitality

No Member shall accept any fee, gift or benefit that is connected, directly or indirectly, with the performance of the Member’s duties, except as permitted by one or more of the exceptions listed below:

- compensation authorized by law;
- such gifts or benefits that can be considered incidental mementos or tokens of appreciation

**Appendix “A” to Report FCS21081
Page 5 of 9****Rule 3: Confidential Information**

Confidential information includes any discussion that takes place between members of the Local Board when it is in a closed meeting; and includes information in the possession of, or received in confidence by, that the board or the City is either prohibited from disclosing, or is required to refuse to disclose, under the *Municipal Freedom of Information and Protection of Privacy Act* (“MFIPPA”).

No Member shall disclose or release by any means to any member of the public, any confidential information acquired by virtue of their office, in either oral or written form, except when required by law, or authorized to do so by the Local Board or, if applicable, by Council.

No Member shall use confidential information for personal or private gain, or for the gain of relatives or any person or corporation, either directly or indirectly.

Rule 4: Use of City Resources

No Member should use municipal equipment, or permit the use of Local Board or City land, facilities, equipment, supplies, services, staff or other resources (for example, Local Board or City-owned materials, websites, Local Board and City transportation delivery services,) for activities other than the business of the Local Board or the City; nor should any member obtain personal financial gain from the use or sale of Local Board or City-developed information, intellectual property (for example, inventions, creative writings and drawings), computer programs, technical innovations, or other items capable of being patented, since all such property remains exclusively that of the Local Board or City.

Rule 5: Election Campaigns

No member, while identifying themselves as a member of a Local Board, shall undertake any election campaign or election-related activities or work on, fund-raise, endorse or otherwise contribute to the election campaign of any person running in the municipal election for the municipality where the member serves on the Local Board.

Rule 6: Improper Use of Influence

No member shall use the influence of his or her position for any purpose other than the duties as a member of the Local Board.

Rule 7: Business Relations

No member shall allow the prospect of future employment by a person or entity to affect the performance of his/her duties as a member of the Local Board.

Rule 8: Member Conduct

Members shall conduct themselves with decorum at all times.

Members shall maintain proper control over meetings demonstrating respect for everyone who is involved in the meeting.

Members are expected to attend all meetings of the Local Board or Committee. If a member misses more than three (3) meetings during their term, the Chair, after hearing and considering any explanation provided by the member, may ask the member to resign, or request that Council remove the member.

Commentary

Members recognize the importance of cooperation and shall endeavour to create an atmosphere that is conducive to solving the issues before the board, listening to various points of view and using respectful language and behaviour in relation to all those in attendance.

Rule 9: Media Communications

Members shall accurately communicate recommendations and proceedings of their Local Board.

If a member is contacted directly by the media, the member should refer the media to the Chair, or in the absence of the Chair, to the Vice-Chair.

Commentary

A Member may state that they did not support a decision, or voted against the decision, however a Member must refrain from making disparaging comments about other Members or staff, or about the Board's processes and decisions, in doing so.

When communicating with the media, a Member should at all times refrain from speculating or reflecting upon the motives of other Members in respect of their actions on the Board.

Members who engage in social media should recognize that the rules around decorum and respect apply regardless of the communications medium used. Because social media posts attract participation by others, Members hosting such sites or accounts should consider articulating and posting their own policy of addressing how frequently they will monitor the site for the purpose of identifying and removing disparaging, abusive or hateful comments.

Rule 10: Respect for the Town By-laws and Policies

Members shall adhere to and encourage public respect for the Local Board, the municipality and its by-laws, policies and procedures.

**Appendix “A” to Report FCS21081
Page 7 of 9****Commentary**

A Member must not encourage disobedience of a City by-law in responding to a member of the public, as this undermines confidence in the City and in the Rule of Law.

Rule 11: Respectful Workplace

Members are governed by the workplace harassment and workplace violence policies in place for staff, recognizing that integrity commissioner is responsible for the administration and investigation of complaints.

All Members have a duty to treat members of the public, one another and staff appropriately and without abuse, bullying or intimidation and to ensure that their work environment is free from discrimination and harassment.

Rule 12: Conduct Respecting Staff

Members shall be respectful of the role of staff to advise based on political neutrality.

Members shall respect the professionalism of staff, and not exert undue influence on staff.

No Member shall maliciously or falsely impugn or injure the professional or ethical reputation or the prospects or practice of staff, and all Members shall show respect for the professional capacities of the staff of the City.

Commentary

It is inappropriate for a Member to attempt to influence staff to circumvent normal processes in a matter or overlook deficiencies in a file or application. It is also inappropriate for Members to involve themselves in matters of administration or departmental management which fall within the jurisdiction of the City Manager.

Rule 13: Reprisals and Obstructing

It is a violation of this Code of Conduct to obstruct the Integrity Commissioner in the carrying out of their responsibilities, or to engage in any activity in retaliation against any person because they made a complaint to or otherwise communicated with the Integrity Commissioner.

Rule 14: Acting on Advice of Integrity Commissioner

Any written advice given by the Integrity Commissioner to a Member binds the Integrity Commissioner in any subsequent consideration of the conduct of the Member in the same matter, as long as all the relevant facts known to the Member were disclosed to the Integrity Commissioner.

Members seeking clarification of any part of this *Code* should consult with the Integrity Commissioner.

Part 2

ADDITIONAL REQUIREMENTS APPLICABLE TO MEMBERS OF ADJUDICATIVE LOCAL BOARDS

Rule 15: In addition to the provisions applicable to Members of Non-adjudicative Local Boards, the following additional requirements are applicable with respect to the referenced rule:

Rule 2: Gifts, Benefits and Hospitality

Members should recuse themselves from any hearing, to avoid any perception of bias or conflict of interest which may arise as a result of a gift, benefit or hospitality which the Member may have received, from any of the parties or participants potentially affected by the decision of the Local Board.

Rule 5: Election Campaigns

Members of Adjudicative Local Boards are prohibited from fundraising for, endorsing, or otherwise contributing to the election campaign of any person running for a seat on Council.

Rule 9: Media Communications

Members of adjudicative boards should generally not comment to the media in relation to any decision made by the board or the rationale behind such decision. On the rare occasion when a comment may be appropriate, only the Chair shall serve as a media contact and all enquiries shall be referred to them.

Rule 16: Communications with Parties

Written communication to an adjudicative board shall take place only through the Secretary of the board or the appropriate municipal staff assigned to such board, and shall be copied to all parties or their representatives as appropriate. Oral communications with the adjudicative board about current proceedings shall take place only in the presence of or with the consent of all parties.

Where a party is represented by a representative, all communication between the adjudicative board and the party shall be through the representative, with the exception of notices of hearing, which shall be served upon all parties and their representatives known

to the adjudicative board as appropriate.

Rule 17: Independent Nature of Adjudicative Boards

The Chairs of adjudicative boards should ensure that the actions of any member, as well as Council members and staff attending adjudicative board meetings, are consistent with the arm’s-length, quasi-judicial nature of the adjudicative board. Any actions compromising this position should be immediately dealt with by the Chair or panel chair.

An adjudicative board is required by the applicable laws to operate at arm’s-length from and independently of Council. Members should therefore not request members of Council to intervene on applications considered by the adjudicative board. Members should refrain from seeking advice on their roles and responsibilities from Council members. In clarifying their roles and responsibilities, members should seek advice from appropriate staff.

Part 3

COMPLAINT PROTOCOL

The Complaint Protocol contained in the Council Code of Conduct applies with necessary modifications to complaints regarding members of Local Boards.

CONSEQUENCES OF FAILURE TO ADHERE TO CODE OF CONDUCT

Members who are found by the Integrity Commissioner to have failed to comply with the Code of Conduct for Local Boards may be subject to the following sanctions:

- (a) a reprimand; or
- (b) suspension of remuneration paid to the member in respect of his or her services as a member of the Local Board (if any).

Members may also be subject to such other remedial actions recommended by the Integrity Commissioner that directly flow from the action or behaviour of the member of the Local Board.

Members are subject to removal from the Local Board, or removal as Chair of the Local Board, by Council.

**Appendix “B” to Report FCS21081
Page 1 of 3**

Name
Development Charges Stakeholders Sub-Committee
HMRP/HWRF Pension Administration
Physician Recruitment and Retention Steering Committee
Expanding Housing and Support Services for Women and Transgender Community Sub-Committee
Wentworth Lodge Heritage Trust Fund Sub-Committee
Advisory Committee for Persons with Disabilities
Business Improvement Area (BIA) Advisory Committee
Business Improvement Area Boards: <ul style="list-style-type: none"> • Ancaster Village BIA; • Barton Village BIA; • Concession Street BIA; • Downtown Dundas BIA; • Downtown Hamilton BIA; • International Village BIA; • King West BIA; • Locke Street BIA; • Main West Esplanade BIA; • Ottawa Street BIA; • Westdale Village BIA
Capital Projects Work In-Progress Review Sub-Committee
Cleanliness and Security in the Downtown Core Task Force
Agriculture and Rural Affairs Advisory Committee
Cross-Melville District Heritage Committee (Dundas)
Hamilton Municipal Heritage Committee

Appendix “B” to Report FCS21081
Page 2 of 3

Name
Rental Housing Sub-Committee
Glanbrook Landfill Co-ordinating Committee
Hamilton Utilities Corporation Joint Advisory Committee
Storm Event Response Group (SERG)
Mayor’s Intelligent Community Sub-Committee
Heritage Permit Review Sub-Committee
Hess Village Pedestrian Mall Authority
Advisory Committee for Immigrants and Refugees
Committee Against Racism
Hamilton Aboriginal Advisory Committee
Hamilton Status of Women Committee
Lesbian, Gay, Bisexual, Transgender and Queer Advisory Committee (LGBTQ)
Mundialization Committee
Food Advisory Committee
Hamilton Veterans Committee
Housing and Homelessness Advisory Committee
Seniors Advisory Committee
Arts Advisory Commission
Hamilton Cycling Committee
Keep Hamilton Clean and Green Committee

Appendix "B" to Report FCS21081
Page 3 of 3

Name
Waste Management Advisory Committee
Hamilton Future Fund Board of Governors
Hamilton Renewable Power Inc. Board of Directors
Committee of Adjustment
Fence Viewers
Knowles Bequest Trust
Property Standards Committee
Community Benefits Protocol Advisory Committee

HAMILTON ADVISORY COMMITTEE/TASK FORCE CODE OF CONDUCT

Council has adopted this Code of Conduct for the guidance of Appointees to Advisory Committees and Task Forces providing recommendations to Standing Committees and to assist Appointees in performing their duties in a manner which will promote the public's confidence in these Advisory Committees and Task Forces operating with integrity, transparency and courtesy.

It is recognized that the Code of Conduct cannot anticipate all possible fact situations in which Appointees may be called upon to exercise judgement as to the appropriate standard of conduct. When this occurs, Appointees are to ensure that their decisions maintain the Advisory Committee or Task Force's integrity, transparency and courtesy.

This Code of Conduct does not apply to Members of Council who are subject to the Council Code of Conduct.

Failure to comply with this Code of Conduct may result in the Advisory Committee or Task Force:

- (1) requesting an apology from the Appointee; and/or
- (2) removing the Appointee from the Advisory Committee or Task Force for a portion or all of their term.

1. GOOD CONDUCT

Appointees shall act with honesty and integrity including:

- acting in a manner that contributes to the public's confidence in the Advisory Committee or Task Force; and
- not engaging in conduct that may, or may appear to, constitute an abuse of their position as an Appointees.

2. MEETINGS

Appointees shall maintain proper control over meetings demonstrating respect for everyone who is involved in a proceeding.

Appointees are expected to attend all meetings of the Advisory Committee or Task Force. If an Appointee misses more than three meetings during their term, the Chair, after hearing and considering any explanation provided by the Appointee, may remove the Appointee from the Advisory Committee or Task Force for the remainder of their term.

3. COLLEGIALLY

Appointees shall respect and co-operate with other Appointees and the Advisory Committee or Task Force staff.

4. GIFTS OR BENEFITS

Appointees shall not accept a gift or benefit that may appear as being offered because they are a Appointees.

5. CONFIDENTIAL INFORMATION

Appointees shall not disclose to any member of the public any confidential information acquired by virtue of their position.

6. MEDIA COMMUNICATION

Except for the Chair, who may accurately communicate a recommendation or direction, Appointees shall not comment to the media.

Should the media contact an Appointee directly, the Appointee shall refer the media to the Chair or, in the absence of the Chair, to the Vice Chair.



INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	October 6, 2021
SUBJECT/REPORT NO:	2020 Municipal Tax Competitiveness Study (FCS21083) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Ailish Brooke (905) 546-2424 Ext. 2132 Gloria Rojas (905) 546-2424 Ext. 6247
SUBMITTED BY:	Brian McMullen Director, Financial Planning, Administration and Policy Corporate Services Department
SIGNATURE:	

COUNCIL DIRECTION

Not Applicable

INFORMATION

Executive Summary

The City of Hamilton has participated in an annual tax competitiveness study since 2001. Report FCS20183 provides information for 2020 with comparison to prior years and other municipal comparators.

Overall, the 2020 data suggests that Hamilton's relative tax burden is trending towards the comparator groups and is becoming more competitive across metrics in the residential, commercial and industrial property classes.

Residential: While the City's property taxes in the residential property class are considered high overall, they have continued to converge with comparator groups. In 2015, Hamilton's detached bungalow property taxes were 17% higher than the ten most proximate municipalities, whereas in 2020, the difference had decreased to 9.5%. On average, the City has a residential tax rate of 4.6% of average household income. The effective residential property tax rate has continued to fall from nearly 1.4% in 2015 to 1.19% in 2020. Overall, Hamilton is trending in a much more competitive direction in this property class.

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**SUBJECT: 2020 Municipal Tax Competitiveness Study (FCS21083) (City Wide) –
Page 2 of 12**

Commercial: The City is very competitive in the commercial property class, especially when examining the tax rate for office buildings which is 13% lower than the 10 most proximate municipalities.

Industrial: The City's property taxes are very competitive in the large industrial property class (41% below the 10 most proximate municipalities in 2020). The trend has been improving for the standard industrial property class, as the tax rate in 2020 was 15.5% higher than the 10 most proximate municipalities which is an improvement from being 32% higher in 2015.

Non-Residential versus Residential Split: Hamilton's assessment is comprised primarily of residential properties. The proportion of non-residential assessment as a percentage of the total assessment is 14.38% and the residential assessment as a percentage of the total assessment is 85.62%. This translates to a large tax burden borne by the residential property class. Hamilton's proportion of non-residential assessment is 33% lower than the 10 most proximate municipalities.

Details

The City of Hamilton participates annually in the Municipal Study conducted by BMA Management Consulting Inc. which examines the relative property tax competitiveness of 123 municipalities in Ontario. Report FCS21083 provides an overview of the City of Hamilton's tax burden in 2020 and preceding years relative to other comparator municipalities. The complete Municipal Study has been made available through the City's website (<https://www.hamilton.ca/home-property-and-development/property-taxes/municipal-tax-competitiveness-study>).

Staff has conducted an analysis of the City of Hamilton's tax burden relative to two primary comparator municipality groups based on population similarity and geographic proximity. The 26 participating municipalities with the most similar population to the City of Hamilton were selected for the population similarity comparator group. The 10 most proximate municipalities to the City of Hamilton participating in the Municipal Study were selected for the geographic proximity comparator group.

Appendix "A" to Report FCS21083 lists the municipalities included in each comparator group. The selection of comparators utilized in Report FCS21083 represents a systematic enhancement of the methodology applied in previous reports. While the analytical conclusions are consistent with previous reports, Report FCS21083 will display slightly different and more accurate comparator results than presented in previous reports.

The objective of Report FCS21083 is to identify general trends in the municipal tax competitiveness of the City of Hamilton. Several factors impact a municipalities tax burden and many municipalities included in the Study are affected differently. Factors that influence the tax burden may include:

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**SUBJECT: 2020 Municipal Tax Competitiveness Study (FCS21083) (City Wide) –
Page 3 of 12**

- Variations in the specific type sample properties included in the Study
- Tax policies (e.g. tax ratios, Provincial levy restrictions on the Multi-Residential, Commercial and Industrial property classes)
- Optional property classes, area ratings
- Non-uniform education tax rates in the non-residential property classes
- Differences in level of municipal service provided
- Municipal access to other sources of revenue (provincial subsidies, gaming and casino revenue, etc.)

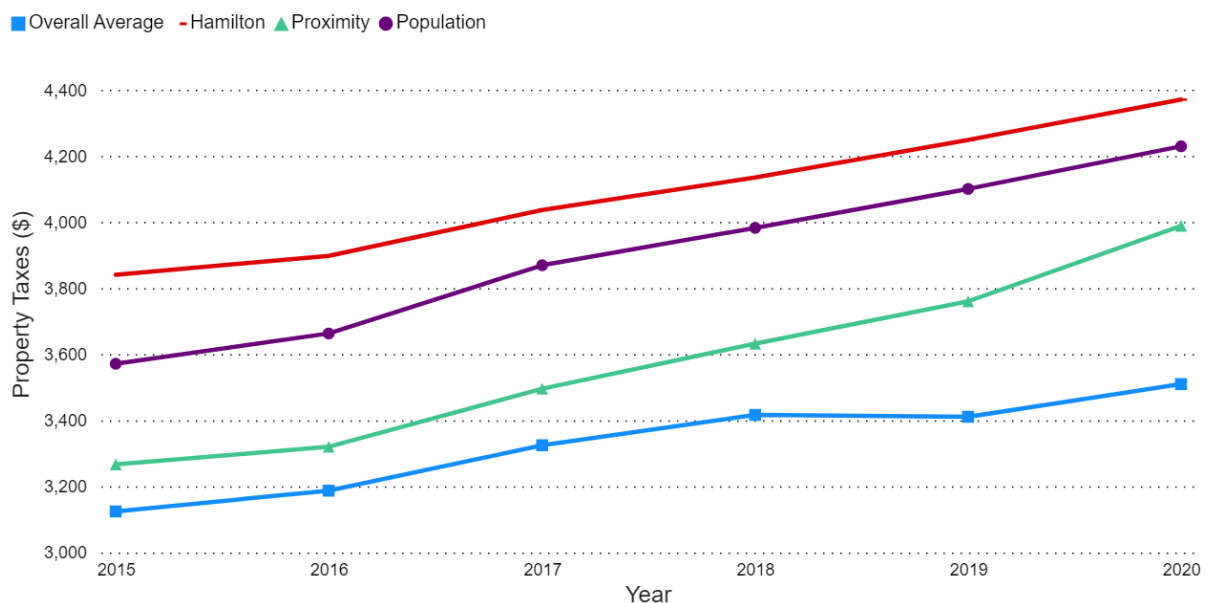
Report FCS21083 will examine Hamilton's relative tax burden in the Residential, Multi-Residential, Commercial and Industrial property classes. Overall, the data suggests that Hamilton's relative tax burden is becoming more competitive.

Residential Property Class

Tax Competitiveness for the residential property class is measured on the taxes paid by a detached bungalow. Figure 1 to Report FCS21083 depicts the relative stability of Hamilton's residential property taxes for the detached bungalow property class in relation to the comparator groups. In 2015, Hamilton's taxes were 17% higher than the proximity comparator group, whereas in 2020, the difference had decreased to 9.5%. Compared to the population group, the difference has decreased from 7.5% in 2015 to 3% in 2020. In 2020, Hamilton's taxes were 24% higher than the overall average.

The BMA Study has categorized Hamilton's residential property taxes as high in comparison to other study participants.

Figure 1: Residential Property Taxes – Detached Bungalow



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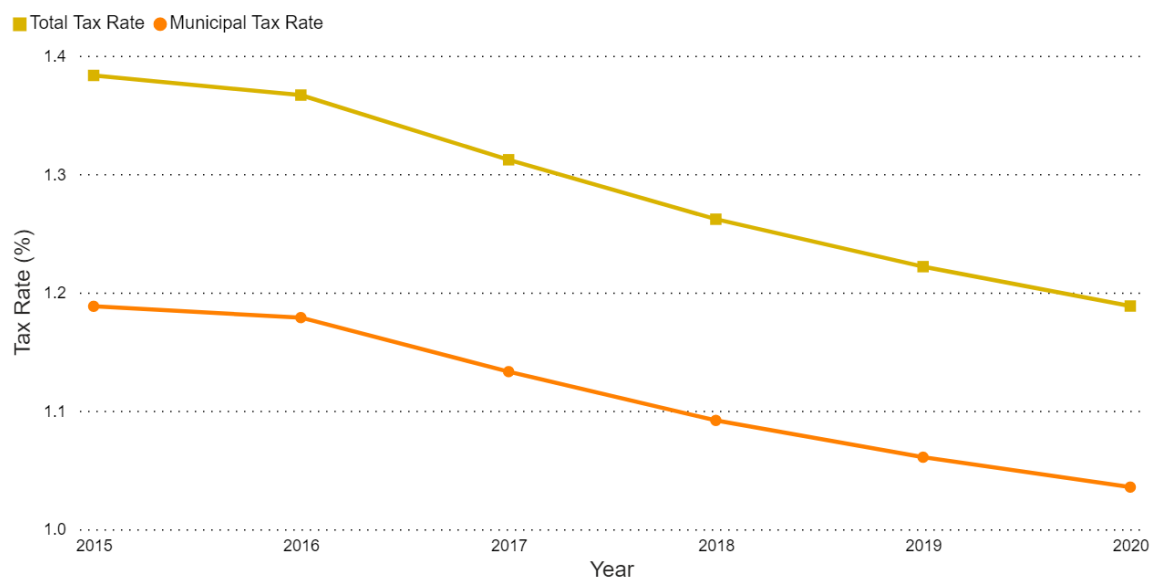
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**SUBJECT: 2020 Municipal Tax Competitiveness Study (FCS21083) (City Wide) –
Page 4 of 12**

Effective Residential Property Tax Rate

The effective residential property tax rate is a representation of the tax rate as a percentage of property value. This indicator demonstrates the capacity level municipalities may have to increase taxes. Those with the lowest effective property tax rates have the greatest capacity while those at the higher end have less capacity. Figure 2 to Report FCS21083 depicts the year-to-year relative stability of Hamilton's total effective tax rate, which was 1.19% in 2020 and has had a slight downward trend since 2017, which is related to the fact that reassessment has increased at a greater rate than the levy (reassessment was about 6% each year of the 2017-2020 cycle). The municipal effective tax rate follows a similar trend, since the education portion of the tax bill has remained stable since the last reassessment cycle.

Figure 2: Effective Residential Property Tax Rate



Residential Property Taxes per \$100,000 of Assessed Value

Figure 3 to Report FCS21083 depicts Hamilton's average residential property taxes for every \$100,000 of assessed value. Hamilton's rate has been steadily trending down since 2015 in part due to the increasing assessment value of homes in the City. As of 2020, Hamilton's rate remains 20% higher than proximity comparators and 11.5% higher than population comparators but is below the overall average of study participants.

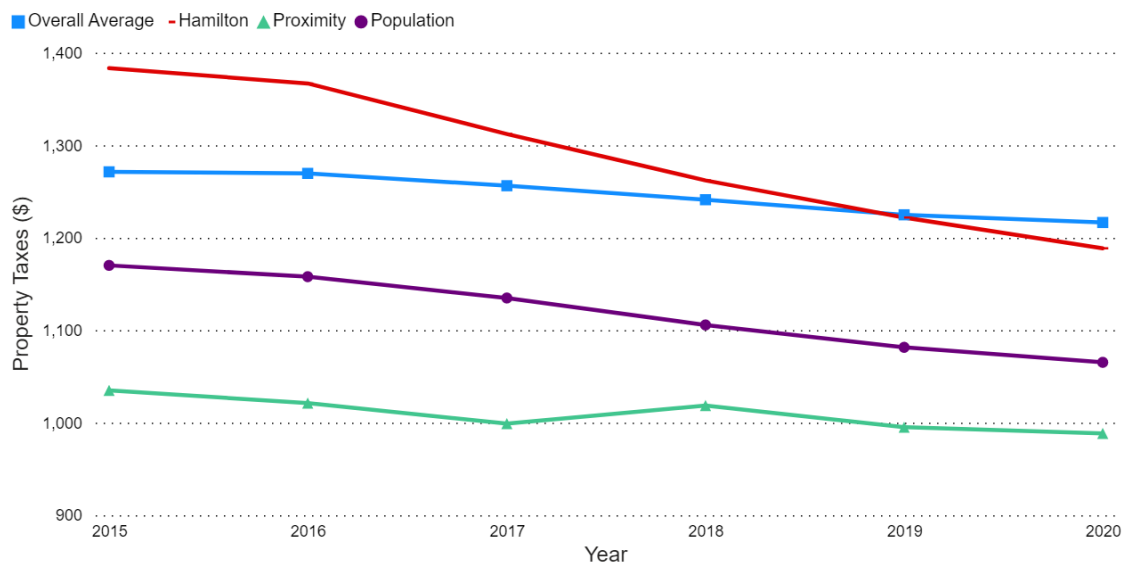
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**SUBJECT: 2020 Municipal Tax Competitiveness Study (FCS21083) (City Wide) –
Page 5 of 12**

Figure 3: Residential Property Taxes per \$100,000 of Assessed Value



Residential Property Taxes as a Percentage of Income

Average household income is an indication of a community's ability to pay for services. As shown in Figure 4 to Report FCS21083, Hamilton's residential property taxes represent a residential property tax burden of 4.6% of the average household income of approximately \$98,500. The overall average household income of all study participants is approximately \$102,280 with an average residential property tax burden of 3.7%. Figure 5 to Report FCS21083 compares Hamilton's residential property tax burden to municipalities with the most similar average household incomes and demonstrates that even when adjusting for household income, Hamilton continues to have one of the highest residential property tax burdens as the average for these municipalities is 3.9%.

Household income is one measure of a community's ability to pay for services. However, it can be a difficult measure for municipalities to affect change. To improve this measure, expenditures need to be reduced (possibly impacting services to residents) or incomes need to increase. Income is a long-term factor influenced by broader economic conditions.

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**SUBJECT: 2020 Municipal Tax Competitiveness Study (FCS21083) (City Wide) –
Page 6 of 12**

Figure 4: Residential Property Taxes and Average Household Income – Hamilton

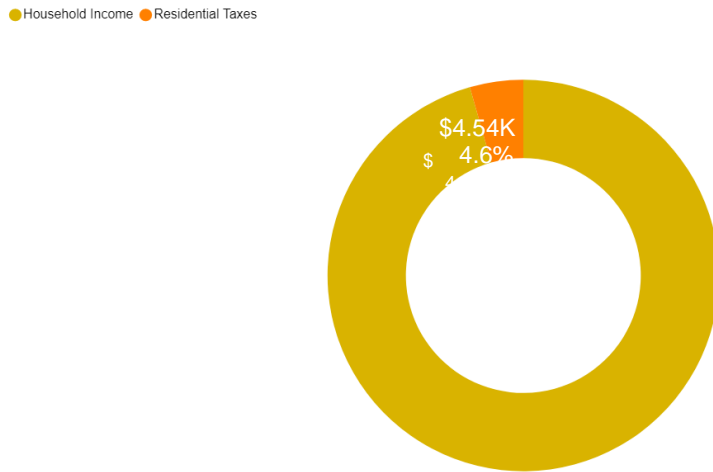
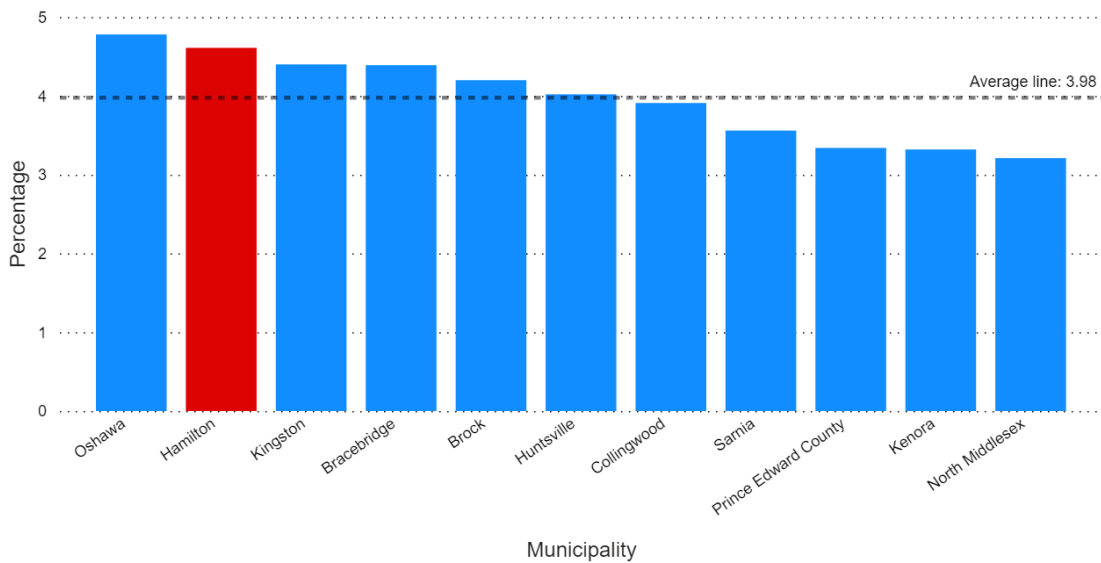


Figure 5: Residential Property Taxes as a Percentage of Income



Overall, Hamilton has shown improvement towards being more competitive which is in line with the relatively low tax increases passed by City Council over the last few years, despite the City continuing to be negatively impacted by the Provincial levy restrictions on the Industrial and Multi-Residential property classes. The reassessment cycle that was scheduled to start in 2020 has been postponed for 2020 and 2021 as a result of the COVID-19 pandemic. The results of the next reassessment and how Hamilton assessment values compare to the rest of the Province will be a key factor on whether the positive trend continues.

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**SUBJECT: 2020 Municipal Tax Competitiveness Study (FCS21083) (City Wide) –
Page 7 of 12**

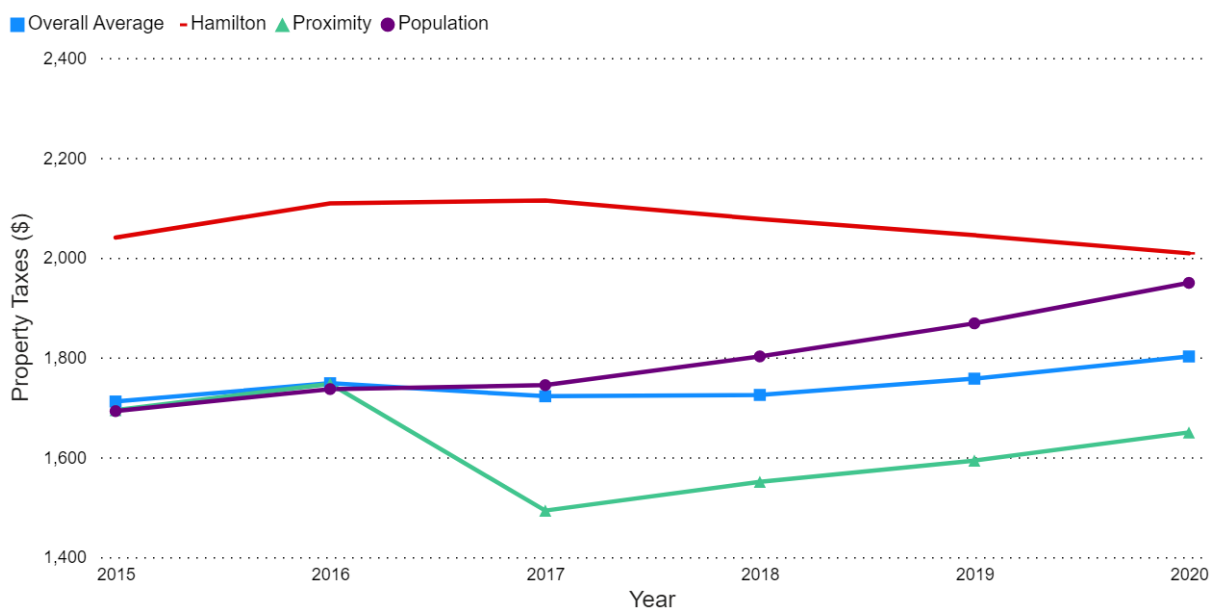
Multi-Residential Property Taxes

The tax competitiveness for the broader multi-residential property class is measured by taxes imposed on high-rise apartment buildings. Figure 6 to Report FCS21083 depicts property taxes for high-rise apartments on a per unit basis. Hamilton's property taxes in this class are converging with the overall study average and comparator groups. The average of each comparator group has been increasing and Hamilton trends downwards. Hamilton's tax rate is currently 22% above the proximity comparator group, 3% above the population comparator group and 11% above the overall average.

Ongoing reductions in the tax burden of the multi-residential property class are expected due to the 2017 legislation enacted by the Province to freeze the tax burden for multi-residential properties in municipalities where the tax ratio is above 2.0. As of 2021, the multi-residential tax ratio in Hamilton was 2.4407. Additional information on the multi-residential property class is available in Report FCS18002, "Update Respecting Multi-Residential Taxation".

The BMA Study has categorized Hamilton as having mid-range residential property taxes for the high-rise apartment property class in comparison to other study participants.

Figure 6: Multi-Residential Property Taxes – High-Rise Apartment



Commercial Property Class

There are several challenges to consider when measuring the competitiveness of the Commercial property class across the Province. Challenges due to the evolving economic landscape include:

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**SUBJECT: 2020 Municipal Tax Competitiveness Study (FCS21083) (City Wide) –
Page 8 of 12**

- Closure of major anchor retailers
- Entry of new, high-end international retailers into the Canadian marketplace
- Changing shopping patterns of Canadian consumers / online shopping
- Volume of appeals filed by owners / operators

Figure 7 to Report FCS21083 summarizes the dollar value of the property taxes per square foot imposed for neighbourhood shopping centres. Neighbourhood shopping centres have been defined as small centres which are comprised of retail tenants who cater to everyday needs (including pharmacies, convenience stores, hardware stores etc.) and range in size from approximately 4,000 to 100,000 square feet. Hamilton's property taxes per square foot have been relatively stable since 2015 while other comparator groups have increased. Hamilton's tax rate in 2020 was 26% higher than the proximity comparator group compared to 51% higher than the proximity comparator group in 2015.

Figure 7: Commercial Property Taxes – Neighbourhood Shopping Centre

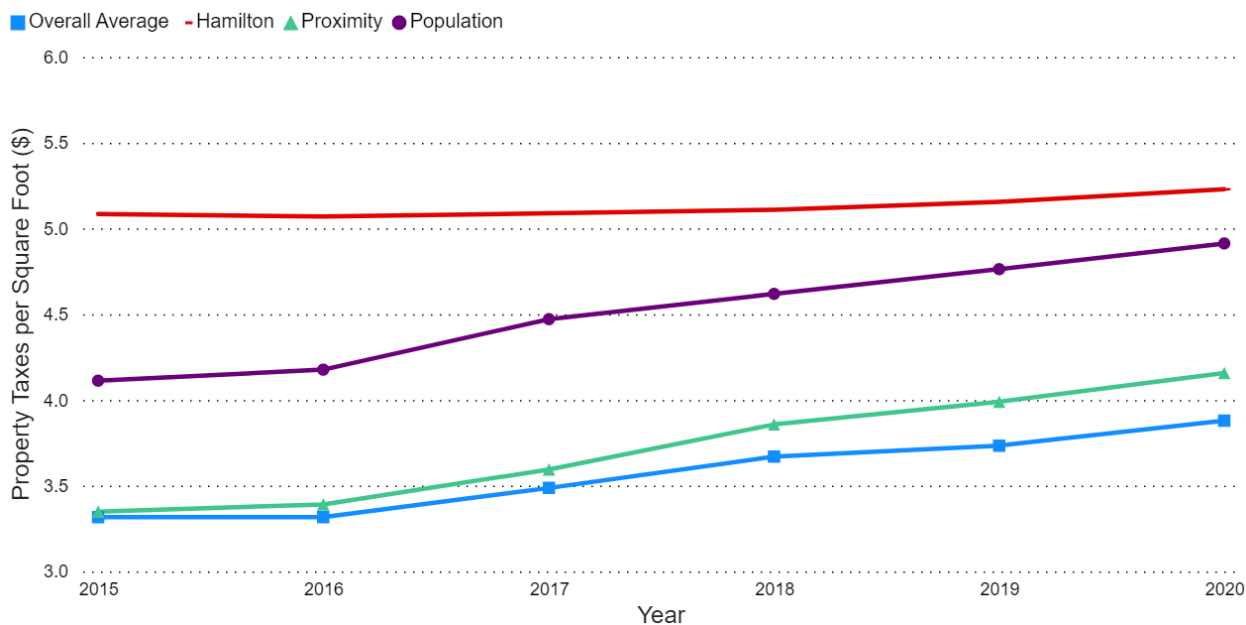


Figure 8 to Report FCS21083 summarizes the dollar value of the property taxes per square foot of gross leasable area imposed for office buildings. Office building data is focused on buildings in prime locations within each municipality. Hamilton's property taxes for this property type is quite competitive in comparison to proximate municipalities being 5.7% lower than the proximity comparator group in 2020 and 13% lower than the population group. Compared to the overall average it surpassed the average in 2018 but remains only 2% higher than the average in 2020.

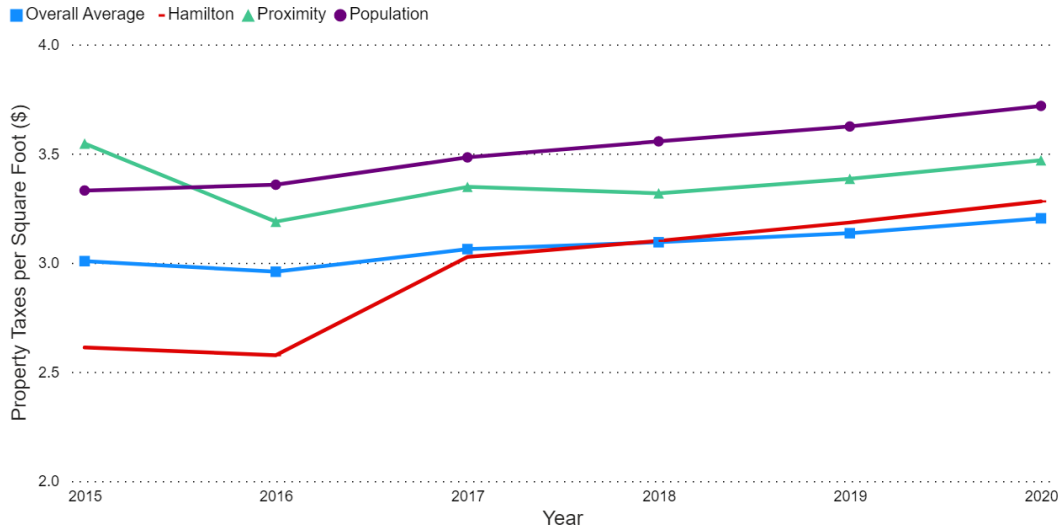
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**SUBJECT: 2020 Municipal Tax Competitiveness Study (FCS21083) (City Wide) –
Page 9 of 12**

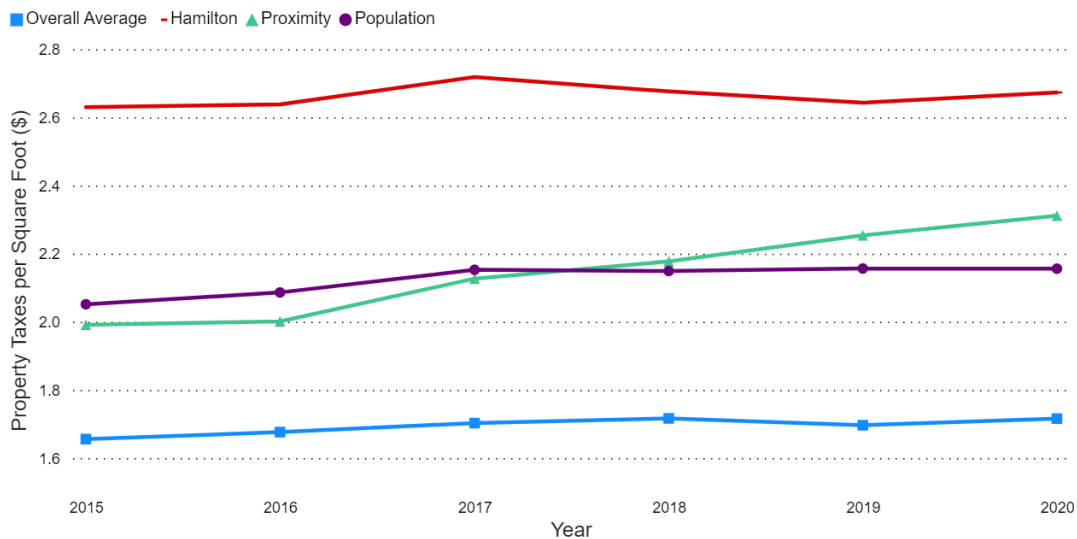
Figure 8: Commercial Property Taxes – Office Building



Industrial Property Class

Figure 9 to Report FCS21083 summarizes the dollar value of property taxes imposed per square foot for standard industrial buildings in the industrial property class. Standard industrial buildings are less than 125,000 square feet. Since 2015, the tax rate for Hamilton and the overall average have been relatively stable. In 2020, Hamilton’s tax rate per square foot was 15% higher than the proximity comparator group and 23% higher than the population group. It is, however, 55% higher than the overall average. The general trend is improving as in 2015 Hamilton’s tax rate was 32% higher than the proximity comparator group.

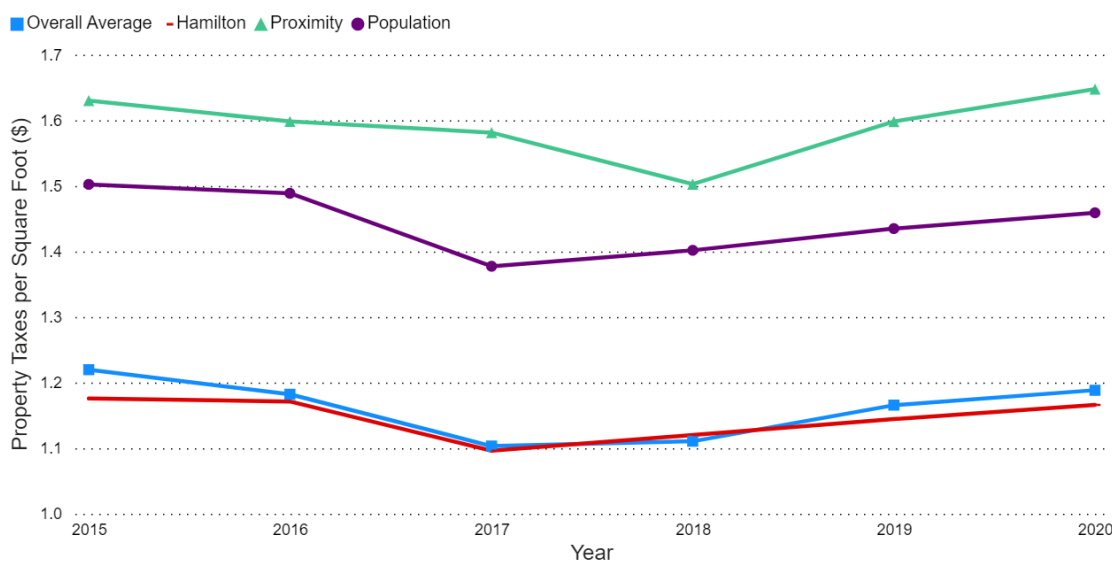
Figure 9: Industrial Property Taxes – Standard Industrial



**SUBJECT: 2020 Municipal Tax Competitiveness Study (FCS21083) (City Wide) –
Page 10 of 12**

Figure 10 to Report FCS21083 summarizes the dollar value of property taxes imposed per square foot for large industrial buildings in the industrial property class. Large industrial buildings are greater than 125,000 square feet. Hamilton is exceptionally competitive in the large industrial property class where Hamilton's tax rate is below all comparator groups. In 2020, Hamilton's tax rate was 41% below the proximity comparator group.

Figure 10: Industrial Property Taxes – Large Industrial



The gap between the comparators and Hamilton can be attributed to a variety of factors including the overall decline of the manufacturing industry in Ontario which has left many municipalities with a reduced assessment base due to appeals, vacancies, etc. In 2020, the Business Education Taxes (BET) were reduced across the Province for properties in the commercial and industrial property classes beginning in 2021. For Hamilton, this meant a reduction of 10% in the rate for the commercial property class and a reduction of 25% in the rate for the industrial property class, nevertheless some other municipalities had a more significant reduction. The impact on how this decision impacts Hamilton and the comparator groups will be clearer in the coming years.

Residential versus Non-Residential Split

Hamilton's proportion of non-residential assessment as a percentage of the total assessment is 14.4% and the residential assessment as a percentage of the total assessment is 85.6%. The non-residential assessment percentage figure is lower than all comparator groups as shown in Figures 11 and 12 to Report FCS21083. This translates to a larger proportional tax burden borne by the residential property class than in other municipalities.

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**SUBJECT: 2020 Municipal Tax Competitiveness Study (FCS21083) (City Wide) –
Page 11 of 12**

Figure 11: Non-Residential Assessment as a Percentage of Total Assessment

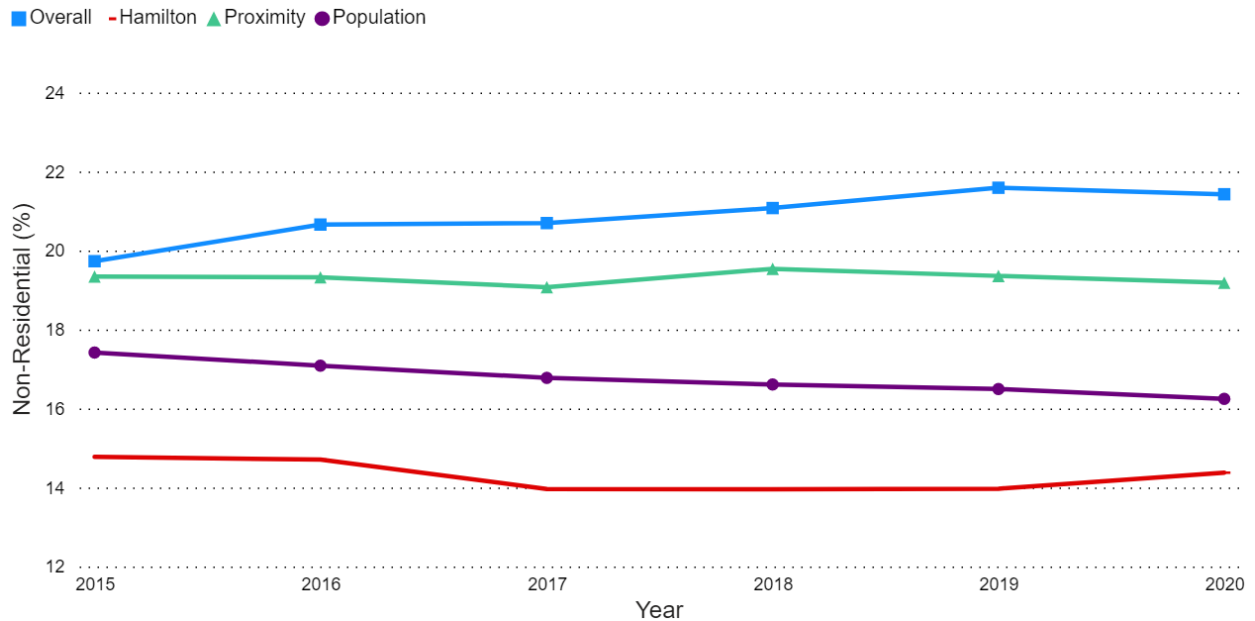
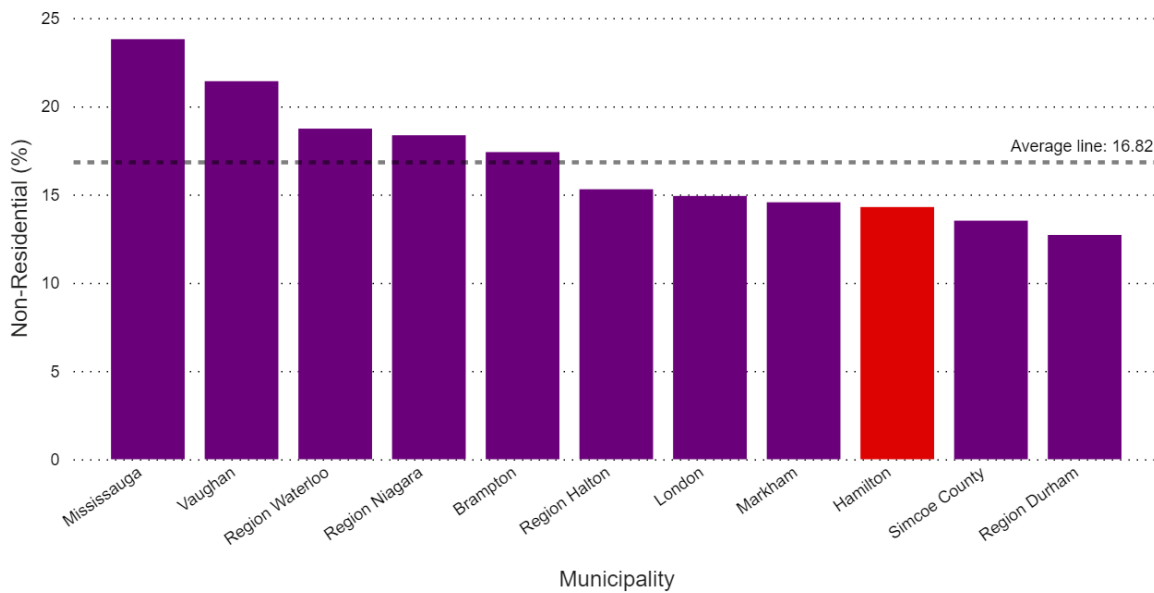


Figure 12: Non-Residential Assessment as a Percentage of Total Assessment – Proximity Comparators



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**SUBJECT: 2020 Municipal Tax Competitiveness Study (FCS21083) (City Wide) –
Page 12 of 12**

Overall, Hamilton has experienced significant total assessment growth in the last several years, with building permits exceeding \$1 B in the last eight years. Most of that growth continues to be in the residential property class. In addition, the growth attained in the non-residential property classes is driven largely by institutional properties (hospitals, educational institutions) which does not translate into additional property tax revenue for the City. Another factor that is negatively affecting the ratio of Residential versus Non-Residential assessment is the increasing number of successful appeals and ongoing assessment reviews by Municipal Property Assessment Corporation (MPAC) in the Commercial and Industrial property classes. Additional details on the assessment growth in the City can be found in Report FCS21016, “2020 Assessment Growth”.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report FCS21083 – Comparator Groups

AB/GR/dt

Comparator Groups

Geographic Proximity

The 10 most proximate municipalities to the City of Hamilton participating in the Municipal Study were selected for the geographic proximity comparator group.

The geographic proximity comparator group contains the following municipalities, listed alphabetically:

- Brant County
- Brantford
- Burlington
- Grimsby
- Lincoln
- Milton
- Oakville
- Puslinch
- Region Halton
- West Lincoln

Population Similarity

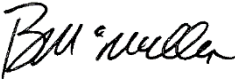
The 26 participating municipalities with the most similar population to the City of Hamilton were selected for the population similarity comparator group. The City of Hamilton’s population for the purposes of this study is 575,127.

The population similarity comparator group contains the following municipalities listed alphabetically:

- Barrie (151,600)
- Brampton (710,173)
- Burlington (193,824)
- Cambridge (138,575)
- Greater Sudbury (169,573)
- Guelph (145,920)
- Kingston (135,425)
- Kitchener (266,110)
- London (425,682)
- Markham (350,916)
- Milton (123,200)
- Mississauga (779,100)
- Oakville (212,665)
- Oshawa (175,202)
- Ottawa (1,033,081)
- Region Durham (705,836)
- Region Halton (607,902)
- Region Niagara (481,584)
- Region Waterloo (599,061)
- Richmond Hill (207,885)
- Simcoe County (350,762)
- St. Catharines (140,622)
- Vaughan (333,836)
- Waterloo (120,850)
- Whitby (139,027)
- Windsor (232,263)



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

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	October 6, 2021
SUBJECT/REPORT NO:	Disaster Mitigation and Adaptation Fund (DMAF) Intake Two (FCS21090) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Kirk Weaver (905) 546-2424 Ext. 2878
SUBMITTED BY:	Brian McMullen Director, Financial Planning, Administration and Policy Corporate Services Department
SIGNATURE:	

RECOMMENDATION(S)

- (a) That the projects listed in Appendix "A" to Report FCS21090, totalling \$105.957 M, be approved as the City of Hamilton's submission for consideration of the requested funding amount of \$41.338 M for the period from 2022 to 2032 in accordance with the terms and conditions associated with Infrastructure Canada's Disaster Mitigation and Adaptation Fund Intake Two;
- (b) That should the City's submission for the Disaster Mitigation and Adaptation Fund Intake Two program be approved by Infrastructure Canada, staff be directed to report back to the General Issues Committee to seek approval of a financing strategy, inclusive of future tax supported levy increases, for the City's portion of approximately \$64.619 M related to eligible project costs between 2022 to 2032, as outlined in Appendix "A" to Report FCS21090, in accordance with the terms and conditions associated with the Disaster Mitigation and Adaptation Fund Intake Two;
- (c) That the Mayor and City Clerk be authorized and directed to execute any funding agreement(s) and ancillary documents required for the City to receive funding for the projects listed in Appendix "A" to Report FCS21090, through Infrastructure Canada's Disaster Mitigation and Adaptation Fund Intake Two, in a form satisfactory to the City Solicitor;

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**SUBJECT: Disaster Mitigation and Adaptation Fund Intake Two (FCS21090)
(City Wide) – Page 2 of 7**

- (d) That copies of Report FCS21090, respecting the Disaster Mitigation and Adaptation Fund Intake Two, be forwarded to local Members of Parliament.

EXECUTIVE SUMMARY

The recommendations in Report FCS21090 are to seek Council approval of the City's application for the Government of Canada's Disaster Mitigation and Adaptation Fund (DMAF) Intake Two. Over the past decade, almost every jurisdiction in Canada has experienced significant weather-related events or disasters triggered by natural hazards.

Starting in 2021, the Government of Canada DMAF intake will have two streams, with \$670 M allocated to the small-scale project stream (projects with total eligible costs between \$1 M and \$20 M) and the remaining funding allocated to the large-scale project stream (projects with total eligible costs of \$20 M and above).

Eligible recipients for DMAF funding include Canadian provinces or territories, municipal / regional governments, authorized Canadian post-secondary institutions, not-for-profit organizations and eligible Indigenous groups. For municipal projects, DMAF will fund 40% of the eligible costs for approved projects, with the remaining costs to be funded by the municipality.

Staff proposes to submit applications in response to the DMAF Intake Two funding program for capital projects as identified in the tables in Appendix "A" to Report FCS21090. Projects are related to improvements of the City's escarpment resilience and improvements and additions to the City's wastewater and stormwater infrastructure to enhance levels of service during extreme events. The City's proposed DMAF Intake Two submission includes projects with total project costs of \$105.957 M, Infrastructure Canada DMAF share of 40% of \$41.338 M and City Share of 60% from tax capital and rate capital budgets of \$64.619 M over the next 10 years. The summary of the proposed City projects for the DMAF submission is included in the Analysis and Rationale for Recommendation(s) section of Report FCS21090, beginning on page 4.

The deadline for submission of applications for the large-scale stream is October 15, 2021 and November 15, 2021 for the small-scale stream. Approved projects must be substantially completed no later than December 31, 2032 to be eligible for funding. Project costs incurred prior to the DMAF project approval are not eligible for funding. Should some or all of the City's applications be approved, staff will report back with a financing strategy to fund the City's portion of the projects. The majority of projects put forward have been included in the City's ten-year Tax and Rate Capital forecasts.

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**SUBJECT: Disaster Mitigation and Adaptation Fund Intake Two (FCS21090)
(City Wide) – Page 3 of 7**

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The potential funding contribution from the DMAF would enhance the City's ability to address built infrastructure such as escarpment biodiversity and stability, trail asset condition and wastewater and stormwater asset additions and enhancements. Total estimated project spending equates to \$105.957 M of which \$64.619 M is the City's share, cash flowed over a 10-year period.

The majority of the proposed projects in Appendix "A" are currently in the City's 10-year Tax and Rate Capital forecasts, however, eight projects are not included in the 10-year forecast and an additional six projects are partially funded. Should this application be successful, staff will report back with a recommended financing strategy to accommodate the City's portion of these projects.

Staffing: There are no staffing implications associated with the recommendations in Report FCS21090.

Legal: The City will have to enter into a funding agreement to receive approved DMAF grants. The funding agreement will encompass the terms and conditions of the DMAF program.

HISTORICAL BACKGROUND

In 2018, the Government of Canada launched the Disaster Mitigation and Adaptation Fund (DMAF) committing \$2 B over 10 years to invest in structural and natural infrastructure projects to increase the resilience of communities that are impacted by natural disasters triggered by climate change.

The City of Hamilton was successful in the last intake for the Extreme Storms – Shoreline Protection Resilience Project) for \$31.715 M. That project is currently underway.

In July 2021, the Government of Canada announced an additional \$1.375 B in federal funding over 12 years allowing the opening of a new intake period for the DMAF.

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**SUBJECT: Disaster Mitigation and Adaptation Fund Intake Two (FCS21090)
(City Wide) – Page 4 of 7**

The focus of the DMAF is to provide support for large scale community projects which provide resiliency towards hazards associated with climate change. Climate change is impacting communities across the country and is contributing to natural hazards such as storms and floods with increasing frequency and intensity. These hazards have a significant impact on critical infrastructure such as water supply, sewer systems, buildings and natural areas and shorelines. Damage to critical infrastructure can result in interruptions in essential public services, cause health and safety risks and is associated with high costs for recovery and rehabilitation.

The City of Hamilton has been subject to severe weather conditions which has caused significant damage to the City's infrastructure. Ongoing impacts from erosion and water flow from the escarpment to trails, water infrastructure and amenities close to the escarpment face have been costly and ongoing in recent years. The City's aging infrastructure leaves the community at risk from future severe storm events.

Infrastructure Canada will be notifying applicants if they have been approved for funding through DMAF.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

N/A

RELEVANT CONSULTATION

Staff from Public Works, Environmental Services and Hamilton Water were consulted in the development of this report and put forward the proposed projects based on their review of DMAF program criteria. Staff consultation will continue as part of the next steps to complete the DMAF application.

ANALYSIS AND RATIONALE FOR RECOMMENDATION(S)

The information and recommendations in Report FCS21090 have City-wide implications related to the City's natural and built infrastructure which is at risk of damage associated with climate change.

The Disaster Mitigation and Adaptation Fund (DMAF) application intake is for capital projects related to Escarpment Resilience at a total value of \$23.547 M as summarized in Table 1 of Appendix "A" to Report FCS21090 and for Wastewater and Stormwater Infrastructure Resiliency at a total value of \$82.41 M as summarized in Tables 2 to 6 of Appendix "A" to Report FCS21090. The costs associated with these projects are spread over the period 2022 to 2032.

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**SUBJECT: Disaster Mitigation and Adaptation Fund Intake Two (FCS21090)
(City Wide) – Page 5 of 7**

Table 1 Project - Escarpment Resilience (Gross project cost of \$23.547 M)

Projects related to Escarpment Resilience (Appendix “A”, Table 1 projects) include capital projects being co-ordinated by the Environmental Services Division which include the following:

- Natural heritage assessment to identify invasive species, propose management and establishment of native species plantings
- Rail Trail improvements to address stormwater flow across the trail, trail base shifting causing health and safety concerns and overall asset quality
- Sam Lawrence Park lower trail removal and remediation
- Waterfall viewing platforms at Albion Falls and Chedoke Falls

Projects related to Wastewater and Stormwater Infrastructure Resiliency (Appendix “A”, Tables 2 to 6) have been bundled into two large projects and three small projects as described below:

Table 2 Project – Basement Flooding Mitigation Projects (Gross project cost of \$20.2 M)

Under this project, four sub-projects have been included to address historic surface and basement flooding issues.

- A portion of the Churchill Park Community (Ward 1) located east of Churchill Park, which is currently serviced with combined sewers will be separated with the installation of a dedicated storm sewer system discharging to Chedoke Creek.
- A portion of the Kirkendall South Community (Ward 1) which is currently serviced with combined sewers will be separated with the installation of a dedicated storm sewer system discharging to Chedoke Creek.
- The Rosedale Neighbourhood (Ward 4) will see the installation of a swale and stormwater pond along Greenhill Avenue to capture and retain surface runoff that presently flows north into the Rosedale Community.
- The area where East Street South and South Street East intersect (University Gardens Community in Ward 13) will see the addition of a new storm sewer system that will discharge to Spencer Creek or a Spencer Creek tributary.

Table 3 Project – High Lake Level Flood Mitigation (Gross project cost of \$37.36 M)

Under this project, four sub-projects have been included to address flooding of public or private assets due to high lake levels.

**SUBJECT: Disaster Mitigation and Adaptation Fund Intake Two (FCS21090)
(City Wide) – Page 6 of 7**

- Portions of the Hamilton Beach Community (Ward 5) experience severe basement flooding during periods of high lake levels. A new Stormwater Pump Station and associated storm sewer additions will provide improved surface water management to that community.
- During periods of high lake levels, portions of the Hamilton Beach Community (Ward 5) see elevated flows in the sanitary sewer collection system that cannot be adequately conveyed by the existing Eastport Sewage Pump Station and its associated downstream sewers and forcemains. This project will increase the capacity of those assets to accommodate these higher flowrates.
- Several Combined Sewer Overflow (CSO) tanks and Stormwater Management Ponds (SMP) experience ingress of flow from their respective receiving waters during high lake levels leaving these assets inoperative. This project includes the installation of control valves or similar devices to prevent these reverse flows thereby allowing these assets to function as intended.

Table 4 Project – CSO Outfall Monitoring Implementation (Gross project cost of \$2.0 M)

- A number of unmonitored CSO outfalls exist within the City's combined sewer network. This project will add equipment to allow the City to record flows being discharged from these outfalls during wet weather events. This information will enhance the data the City collects on CSO discharge and will improve the City's ability to identify and trend CSO volumes with changing climates and more severe storm events.

Table 5 Project – Greensville Communal Well (Gross project cost of \$8.0 M)

- The Greensville Communal Well supply (Ward 13) is currently served by a single well. Associated with climate change and extreme events comes the risk of changes to groundwater levels or groundwater quality degradation which could have impacts to the water supply to this community. This project is intended to provide redundancy to the Greensville water supply in response to these source water risks.

Table 6 Project – Fennell / Greenhill Drop Shaft (Gross project cost of \$14.85 M)

- The Fennell / Greenhill drop shaft is located near Fennell Avenue East and Mountain Brow Boulevard (Ward 6) and is a vertical pipe structure that carries combined sewer flows from the escarpment to the combined trunk sewer network in the lower City. There is no redundancy to this drop structure and, therefore, the construction of a parallel drop structure is desired to enhance the overall reliability of the combined sewer network located on the escarpment.

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**SUBJECT: Disaster Mitigation and Adaptation Fund Intake Two (FCS21090)
(City Wide) – Page 7 of 7**

If successful in obtaining funding, the DMAF program would allow the City to make significant progress to reconstruct and build critical infrastructure which will protect the City's communities from future hazard events.

ALTERNATIVES FOR CONSIDERATION

N/A

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Clean and Green

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

Built Environment and Infrastructure

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

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report FCS21090 – Disaster Mitigation and Adaptation Fund (DMAF) – Project List – DMAF Application Intake #2 (Tables 1 to 6)

KW/dt

Disaster Mitigation and Adaptation Fund (DMAF) – Project List – DMAF Application Intake #2				
Project Submission Summary				
Table	Total Project Cost (Million)	Proposed DMAF Funding (Million)	Proposed City Funding (Million)	Amount Included in the City's 10-Year Tax and Rate Capital Forecasts (Million)
Table 1	\$23.547	\$8.374	\$15.173	\$13.483
Table 2	\$20.200	\$8.080	\$12.120	\$15.870
Table 3	\$37.360	\$14.944	\$22.416	\$21.525
Table 4	\$2.000	\$0.800	\$1.200	\$1.500
Table 5	\$8.000	\$3.200	\$4.800	\$8.870
Table 6	\$14.850	\$5.940	\$8.910	\$0.000
Total DMAF Intake #2	\$105.957	\$41.338	\$64.619	\$61.248

Appendix "A" to Report FCS21090

Disaster Mitigation and Adaptation Fund (DMAF) – Project List – DMAF Application Intake #2						
Table 1 - Escarpment Resilience Project - Trail Improvement and Environmental Health						
Large Stream DMAF submission						
#	Description (Capital Account Number)	Total Project Cost (Million)	Proposed DMAF Funding (Million)	Proposed City Funding (Million)	Proposed Budget Source (Rate, Levy, DCs)	Amount Included in the City's 10-Year Tax and Rate Capital Forecasts (Million)
Project Funding Not Fully Identified in the 10-Year Capital Forecast						
1	Old Mud Street Trail - decommissioning and creation of new trail	\$5.000	\$1.800	\$3.200	Levy	\$0.000
2	Invasive Species Management	\$2.000	\$0.720	\$1.280	Levy	\$0.000
3	Environmental Study - natural areas, plantings etc.	\$3.000	\$1.000	\$2.000	Levy	\$0.000
	TOTAL	\$10.000	\$3.520	\$6.480		\$0.000
Project Funding Identified (Full or in Part) in the 10-Year Capital Forecast						
1	Albion Falls Viewing Platform (4401856819)	\$2.000	\$0.720	\$1.280	Levy, DCs	\$1.940
2	Chedoke Viewing Platform (4401956934)	\$6.233	\$2.244	\$3.989	Levy, DCs	\$6.233
3	Trail Improvements (4402156006)	\$4.000	\$1.440	\$2.560	Levy	\$4.000
4	Sam Lawrence Park (4402356124)	\$0.714	\$0.234	\$0.480	Levy	\$0.710
5	Mountain Brow Path Initiative 4 (4401756703)	\$0.600	\$0.216	\$0.384	Levy, DCs	\$0.600
	TOTAL	\$13.547	\$4.854	\$8.693		\$13.483
	GRAND TOTAL - DMAF Intake #2	\$23.547	\$8.374	\$15.173		\$13.483
Notes:						
<ul style="list-style-type: none"> • Federal Government Budget 2021 an additional \$1.375 billion in federal funding over 12 years was announced to renew the DMAF. • Starting in 2021, the DMAF funding will be split between two streams with \$670 million allocated to small-scale project stream and the remaining funding allocated to the large-scale project stream. • Investments under the DMAF must be aimed at reducing the socio-economic, environmental and cultural impacts triggered by natural hazards and extreme weather events taking into consideration current and potential future impacts of climate change in communities and infrastructure at high risk. • Eligible investments for infrastructure projects under the DMAF must involve new construction of public infrastructure and/or modification or reinforcement of existing public infrastructure including natural infrastructure that prevent, mitigate or protect against the impacts of climate change, disasters triggered by natural hazards, and extreme weather. • Eligible projects could include bundled sub-projects if it is demonstrated that each of the multiple mitigation/adaptation investments work systematically as a whole to reduce the same risk within the same time period. • The maximum federal contribution from all sources of the total eligible expenditures is 40%. 						

Disaster Mitigation and Adaptation Fund (DMAF) – Project List – DMAF Application Intake #2						
Table 2 - Wastewater and Stormwater Infrastructure Resiliency - Basement Flooding Mitigation Large Stream DMAF submission						
#	Description (Capital Account Number)	Total Project Cost (Million)	Proposed DMAF Funding (Million)	Proposed City Funding (Million)	Proposed Budget Source (Rate, Levy, DCs)	Amount Included in the City's 10-Year Tax and Rate Capital Forecasts (Million) ^(a)
Project Funding Not Fully Identified in the 10-Year Capital Forecast						
1	Aberdeen Hillcrest Sewer Separation	\$5.000	\$2.000	\$3.000	Rate	\$0.000
	TOTAL	\$5.000	\$2.000	\$3.000		\$0.000
Project Funding Identified (Full or in Part) in the 10-Year Capital Forecast						
1	SERG South St E & East St S in Dundas Drainage Improvement	\$1.000	\$0.400	\$0.600	Rate	\$1.440 ^(b)
2	Rosedale Neighbourhood Flood Protection Works	\$1.700	\$0.680	\$1.020	Rate	\$2.570 ^(c)
3	Churchill Park Community Flood Mitigation	\$12.500	\$5.000	\$7.500	Rate	\$11.860 ^(d)
	TOTAL	\$15.200	\$6.080	\$9.120		\$15.870
	GRAND TOTAL - DMAF Intake #2	\$20.200	\$8.080	\$12.120		\$15.870
Notes:						
<ul style="list-style-type: none"> Federal Government Budget 2021 an additional \$1.375 billion in federal funding over 12 years was announced to renew the DMAF. Starting in 2021, the DMAF funding will be split between two streams with \$670 million allocated to small-scale project stream and the remaining funding allocated to the large-scale project stream. Investments under the DMAF must be aimed at reducing the socio-economic, environmental and cultural impacts triggered by natural hazards and extreme weather events taking into consideration current and potential future impacts of climate change in communities and infrastructure at high risk. Eligible investments for infrastructure projects under the DMAF must involve new construction of public infrastructure and/or modification or reinforcement of existing public infrastructure including natural infrastructure that prevent, mitigate or protect against the impacts of climate change, disasters triggered by natural hazards, and extreme weather. Eligible projects could include bundled sub-projects if it is demonstrated that each of the multiple mitigation/adaptation investments work systematically as a whole to reduce the same risk within the same time period. The maximum federal contribution from all sources of the total eligible expenditures is 40%. 						
(a) includes allocations for internal staff costs, property costs, consultancy costs and/or other costs not associated with design or construction						
(b) includes \$0.23M of approved budget						
(c) includes \$2.57M of approved budget						
(d) includes \$0.0M of approved budget						

Appendix "A" to Report FCS21090

Disaster Mitigation and Adaptation Fund (DMAF) – Project List – DMAF Application Intake #2						
Table 3 - Wastewater and Stormwater Infrastructure Resiliency - High Lake Level Flooding Mitigation Large Stream DMAF submission						
#	Description (Capital Account Number)	Total Project Cost (Million)	Proposed DMAF Funding (Million)	Proposed City Funding (Million)	Proposed Budget Source (Rate, Levy, DCs)	Amount Included in the City's 10-Year Tax and Rate Capital Forecasts (Million) ^(a)
Project Funding Not Fully Identified in the 10-Year Capital Forecast						
1	CSS Outfall Backflow Protection	\$1.200	\$0.480	\$0.720	Rate	\$0.000
2	Storm Pond Backflow Protection	\$0.900	\$0.360	\$0.540	Rate	\$0.000
3	Eastport SPS Linear Works	\$5.010	\$2.004	\$3.006	Rate	\$0.000
TOTAL		\$7.110	\$2.844	\$4.266		\$0.000
Project Funding Identified (Full or in Part) in the 10-Year Capital Forecast						
1	Beach Blvd Lake level/Storm mitigation – Stormwater Pumping Stations	\$13.000	\$5.200	\$7.800	Rate	\$16.275 ^(b)
2	Beach Blvd Lake level/Storm mitigation – Linear System Improvements	\$5.000	\$2.000	\$3.000	Rate	\$3.000 ^(c)
3	Eastport SPS Replacement	\$12.250	\$4.900	\$7.350	Rate	\$2.250 ^(d)
TOTAL		\$30.250	\$12.100	\$18.150		\$21.525
GRAND TOTAL - DMAF Intake #2		\$37.360	\$14.944	\$22.416		\$21.525
Notes:						
<ul style="list-style-type: none"> • Federal Government Budget 2021 an additional \$1.375 billion in federal funding over 12 years was announced to renew the DMAF. • Starting in 2021, the DMAF funding will be split between two streams with \$670 million allocated to small-scale project stream and the remaining funding allocated to the large-scale project stream. • Investments under the DMAF must be aimed at reducing the socio-economic, environmental and cultural impacts triggered by natural hazards and extreme weather events taking into consideration current and potential future impacts of climate change in communities and infrastructure at high risk. • Eligible investments for infrastructure projects under the DMAF must involve new construction of public infrastructure and/or modification or reinforcement of existing public infrastructure including natural infrastructure that prevent, mitigate or protect against the impacts of climate change, disasters triggers by natural hazards, and extreme weather. • Eligible projects could include bundled sub-projects if it is demonstrated that each of the multiple mitigation/adaptation investments work systematically as a whole to reduce the same risk within the same time period. • The maximum federal contribution from all sources of the total eligible expenditures is 40%. <p>(a) includes allocations for internal staff costs, property costs, consultancy costs and/or other costs not associated with design or construction</p> <p>(b) includes \$0.3M of approved budget</p> <p>(c) includes \$0.0M of approved budget</p> <p>(d) includes \$0.0M of approved budget</p>						

Appendix "A" to Report FCS21090

Disaster Mitigation and Adaptation Fund (DMAF) – Project List – DMAF Application Intake #2						
Table 4 - Wastewater and Stormwater Infrastructure Resiliency - CSO Outfall Monitoring Implementation Small Stream DMAF submission						
#	Description (Capital Account Number)	Total Project Cost (Million)	Proposed DMAF Funding (Million)	Proposed City Funding (Million)	Proposed Budget Source (Rate, Levy, DCs)	Amount Included in the City's 10-Year Tax and Rate Capital Forecasts (Million) ^(a)
Project Funding Identified (Full or in Part) in the 10-Year Capital Forecast						
1	CSO Outfall Monitoring Implementation	\$2.000	\$0.800	\$1.200	Rate	\$1.500 ^(b)
TOTAL		\$2.000	\$0.800	\$1.200		\$1.500
GRAND TOTAL - DMAF Intake #2		\$2.000	\$0.800	\$1.200		\$1.500
Notes:						
<ul style="list-style-type: none"> Federal Government Budget 2021 an additional \$1.375 billion in federal funding over 12 years was announced to renew the DMAF. Starting in 2021, the DMAF funding will be split between two streams with \$670 million allocated to small-scale project stream and the remaining funding allocated to the large-scale project stream. Investments under the DMAF must be aimed at reducing the socio-economic, environmental and cultural impacts triggered by natural hazards and extreme weather events taking into consideration current and potential future impacts of climate change in communities and infrastructure at high risk. Eligible investments for infrastructure projects under the DMAF must involve new construction of public infrastructure and/or modification or reinforcement of existing public infrastructure including natural infrastructure that prevent, mitigate or protect against the impacts of climate change, disasters triggers by natural hazards, and extreme weather. Eligible projects could include bundled sub-projects if it is demonstrated that each of the multiple mitigation/adaptation investments work systematically as a whole to reduce the same risk within the same time period. The maximum federal contribution from all sources of the total eligible expenditures is 40%. 						
(a) includes allocations for internal staff costs, property costs, consultancy costs and/or other costs not associated with design or construction						
(b) includes \$0.5M of approved budget						

Disaster Mitigation and Adaptation Fund (DMAF) – Project List – DMAF Application Intake #2						
Table 5 - Wastewater and Stormwater Infrastructure Resiliency - Greensville Communal Well Small Stream DMAF submission						
#	Description (Capital Account Number)	Total Project Cost (Million)	Proposed DMAF Funding (Million)	Proposed City Funding (Million)	Proposed Budget Source (Rate, Levy, DCs)	Amount Included in the City's 10-Year Tax and Rate Capital Forecasts (Million) ^(a)
Project Funding Identified (Full or in Part) in the 10-Year Capital Forecast						
1	New Greensville Communal Well and Pump Station	\$8.000	\$3.200	\$4.800	Rate	\$8.870 ^(b)
TOTAL		\$8.000	\$3.200	\$4.800		\$8.870
GRAND TOTAL - DMAF Intake #2		\$8.000	\$3.200	\$4.800		\$8.870
Notes:						
<ul style="list-style-type: none"> Federal Government Budget 2021 an additional \$1.375 billion in federal funding over 12 years was announced to renew the DMAF. Starting in 2021, the DMAF funding will be split between two streams with \$670 million allocated to small-scale project stream and the remaining funding allocated to the large-scale project stream. Investments under the DMAF must be aimed at reducing the socio-economic, environmental and cultural impacts triggered by natural hazards and extreme weather events taking into consideration current and potential future impacts of climate change in communities and infrastructure at high risk. Eligible investments for infrastructure projects under the DMAF must involve new construction of public infrastructure and/or modification or reinforcement of existing public infrastructure including natural infrastructure that prevent, mitigate or protect against the impacts of climate change, disasters triggers by natural hazards, and extreme weather. Eligible projects could include bundled sub-projects if it is demonstrated that each of the multiple mitigation/adaptation investments work systematically as a whole to reduce the same risk within the same time period. The maximum federal contribution from all sources of the total eligible expenditures is 40%. 						
(a) includes allocations for internal staff costs, property costs, consultancy costs and/or other costs not associated with design or construction						
(b) includes \$1.57M of approved budget						

Disaster Mitigation and Adaptation Fund – Project List - DMAF Application Intake #2							
Table 6 - Wastewater and Stormwater Infrastructure Resiliency - Fennel / Greenhill Drop Shaft Small Stream DMAF submission							
#	Description (Capital Account Number)	Total Project Cost (Million)	Proposed DMAF Funding (Million)	Proposed City Funding (Million)	Proposed Budget Source (Rate, Levy, DCs)	Amount Included in the City's 10-Year Tax and Rate Capital Forecasts (Million) ^(a)	
Project Funding Not Fully Identified in the 10-Year Capital Forecast							
1	Fennel / Greenhill Drop Shaft	\$14.850	\$5.940	\$8.910	Rate	\$0.000	
TOTAL		\$14.850	\$5.940	\$8.910		\$0.000	
GRAND TOTAL - DMAF Intake #2		\$14.850	\$5.940	\$8.910		\$0.000	
Notes:							
<ul style="list-style-type: none"> • Federal Government Budget 2021 an additional \$1.375 billion in federal funding over 12 years was announced to renew the DMAF. • Starting in 2021, the DMAF funding will be split between two streams with \$670 million allocated to small-scale project stream and the remaining funding allocated to the large-scale project stream. • Investments under the DMAF must be aimed at reducing the socio-economic, environmental and cultural impacts triggered by natural hazards and extreme weather events taking into consideration current and potential future impacts of climate change in communities and infrastructure at high risk. • Eligible investments for infrastructure projects under the DMAF must involve new construction of public infrastructure and/or modification or reinforcement of existing public infrastructure including natural infrastructure that prevent, mitigate or protect against the impacts of climate change, disasters triggers by natural hazards, and extreme weather. • Eligible projects could include bundled sub-projects if it is demonstrated that each of the multiple mitigation/adaptation investments work systematically as a whole to reduce the same risk within the same time period. • The maximum federal contribution from all sources of the total eligible expenditures is 40%. 							
(a) includes allocations for internal staff costs, property costs, consultancy costs and/or other costs not associated with design or construction							



Hamilton

**CAPITAL PROJECTS WORK-IN-PROGRESS REVIEW
SUB-COMMITTEE
REPORT 21-003**

1:30 p.m.

September 27, 2021

Council Chambers

Hamilton City Hall

Present: Councillors M. Pearson (Chair), J.P. Danko (Vice-Chair), N. Nann and M. Wilson

**THE CAPITAL PROJECTS WORK-IN-PROGRESS REVIEW SUB-COMMITTEE
PRESENTS REPORT 21-003 AND RESPECTFULLY RECOMMENDS:**

- 1. Capital Project Closing Report as of June 30, 2021 (FCS21080) (City Wide) (Item 10.1)**
 - (a) That the General Manager, Finance and Corporate Services, be authorized to transfer \$366,793 to the Unallocated Capital Levy Reserve (108020) as outlined in Appendix "A" to Capital Projects Work-in-Progress Review Sub-Committee Report 21-003;
 - (b) That the General Manager, Finance and Corporate Services, be directed to close the completed and / or cancelled capital projects listed in Appendix "B" to Capital Projects Work-in-Progress Review Sub-Committee Report 21-003 in accordance with the Capital Projects Closing and Monitoring Policy;
 - (c) That Appendix "C" to Report FCS21080, Capital Projects Budget Appropriations for the period covering January 1, 2021 through June 30, 2021, be received as information;
 - (d) That Appendix "C" to Capital Projects Work-in-Progress Review Sub-Committee Report 21-003, Capital Projects Budget Appropriations of \$250,000 or greater and Capital Project Reserve Funding requiring Council authorization, be approved.

- 2. Capital Projects Status Report as of June 30, 2021 (FCS21079) (City Wide) (Item 10.2)**
 - (a) That Appendix "A" attached to Report FCS21079 respecting Capital Projects Status Report – Tax Supported, as of June 30, 2021, be received;

- (b) That Appendix “B” attached to Report FCS 21079 respecting Capital Projects Status Report – Rate Supported, as of June 30, 2021, be received; and,
- (c) That the confidential Appendix “C” to Report FCS21079, be received and remain confidential.

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 2)

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

The agenda for the September 27, 2021 Capital Projects Work-In-Progress Review Sub-Committee meeting was approved, as presented.

(b) DECLARATIONS OF INTEREST (Item 3)

There were no declarations of interest.

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

(i) June 21, 2021 (Item 4.1)

The Minutes of the June 21, 2021 meeting of the Capital Projects Work-In-Progress Review Sub-Committee meeting were approved, as presented.

(d) ADJOURNMENT (Item 15)

There being no further business, the Capital Projects Work-In-Progress Review Sub-Committee adjourned at 1:48 p.m.

Respectfully submitted,

Councillor Pearson, Chair
Capital Projects Work-in-Progress
Sub-Committee

Angela McRae
Legislative Coordinator
Office of the City Clerk

CITY OF HAMILTON CAPITAL PROJECT CLOSINGS AS OF JUNE 30, 2021						
Projects impacting the Unallocated Capital Levy Reserve and Other Sources						
Year Approved	ProjectID	Description	Surplus/ (Deficit) (\$)	Reserve	Description	
<u>Projects requiring funds</u>						
2020	4662017130	Claremont Access - Keddy Trail	(3,050.63)	108020	Unalloc Capital Levy	
			(3,050.63)			
<u>Projects returning funds</u>						
2014	4031418425	Bridge 450 - Highway No. 5, 150m w/o Hunter Rd	922.13	108020	Unalloc Capital Levy	
2017	4031711015	Annual Resurfacing 2017	59,152.45	108020	Unalloc Capital Levy	
2018	4401856817	Fifty Road Parkette Redev	187,656.73	108020	Unalloc Capital Levy	
2018	7201841802	Hamilton Museum of Steam & Technology Keefer Steps	87.00	108020	Unalloc Capital Levy	
2019	4401949510	Spraypad Infrastructure Rehab	20.79	108020	Unalloc Capital Levy	
2020	4662020010	Traffic Signal Modernization	119,783.76	108020	Unalloc Capital Levy	
2020	4662020022	New Traffic Signal - Queen Street at Napier Street	973.95	108020	Unalloc Capital Levy	
2021	5122151102	WstePckrsRevrsingSafetySensrs	1,246.42	108020	Unalloc Capital Levy	
			369,843.23			
Net impact to the Unallocated Capital Levy Reserve			366,792.60			

CITY OF HAMILTON
CAPITAL PROJECTS' CLOSING SCHEDULE
AS OF JUNE 30, 2021

Appendix "B" to Item 1 of CPWIP Report 21-003
Page 1 of 4

YEAR APPROVED	PROJECT ID	DESCRIPTION	APPROVED BUDGET (\$)	REVENUES (\$)	EXPENDITURES (\$)	PROJECT SURPLUS/ (DEFICIT) (\$)	% SPENT
			a	b	c	d = b - c	e=c/a
UNALLOCATED CAPITAL LEVY RESERVE							
2014	4031418425	Bridge 450 - Highway No. 5, 150m w/o Hunter Rd	1,780,000.00	1,667,315.58	1,666,393.45	922.13	93.6%
2017	4031711015	Annual Resurfacing 2017	4,441,300.29	4,559,605.19	4,500,452.74	59,152.45	101.3%
2018	4401856817	Fifty Road Parkette Redev	348,000.00	348,000.00	160,343.27	187,656.73	46.1%
2018	7201841802	Hamilton Museum of Steam & Technology Keefer Steps	95,000.00	95,000.00	94,913.00	87.00	99.9%
2019	4401949510	Spraypad Infrastructure Rehab	8,101.44	8,122.23	8,101.44	20.79	100.0%
2020	4662017130	Claremont Access - Keddy Trail	4,333,466.13	4,333,466.13	4,336,516.76	(3,050.63)	100.1%
2020	4662020010	Traffic Signal Modernization	200,000.00	200,000.00	80,216.24	119,783.76	40.1%
2020	4662020022	New Traffic Signal - Queen Street at Napier Street	150,000.00	126,625.28	125,651.33	973.95	83.8%
2021	5122151102	WstePckrsRevrnsngSafetySensrs	24,000.00	24,000.00	22,753.58	1,246.42	94.8%
TOTAL FUNDS TO UNALLOCATED CAPITAL LEVY (9)			11,379,867.86	11,362,134.41	10,995,341.81	366,792.60	96.6%
DELAYED/CANCELLED PROJECTS							
2016	4141646100	City Share of Servicing Costs under Subdivision Agreements	0.00	0.00	0.00	0.00	0.0%
2020	4032055556	Mapping Update Program	0.00	0.00	0.00	0.00	0.0%
2020	4402010555	2020 Chargebacks - Open Space	0.00	0.00	0.00	0.00	0.0%
2020	4662020027	New Traffic Signal - Lawrence @ Kenilworth Ramp - 652 Lawrence Ave	250,000.00	0.00	0.00	0.00	0.0%
2020	5142080080	Dundas - 575m w/o Evans to 210 w/o Evans	0.00	0.00	0.00	0.00	0.0%
2020	5182061740	Unscheduled Manhole and Sewermain Replacement Program	0.00	0.00	0.00	0.00	0.0%
2020	7102051005	Golf Cart Purchases	0.00	0.00	0.00	0.00	0.0%
2021	4242109601	East 43rd-Fennell - Queensdale	6,000,000.00	0.00	0.00	0.00	0.0%
2021	4242109602	Carson - Landron	1,020,000.00	0.00	0.00	0.00	0.0%
2021	5122194029	SWMMP-Reco 6_ AlternDispsalFac	200,000.00	0.00	0.00	0.00	0.0%
TOTAL DELAYED/CANCELLED PROJECTS (10)			7,470,000.00	0.00	0.00	0.00	0.0%
COMPLETED PROJECTS							
CORPORATE SERVICES DEPARTMENT (Tax Budget)							
Finance Program							
2012	2051241200	McMaster Health Campus Plan	20,000,000.00	19,000,000.00	19,000,000.00	0.00	95.0%
2015	2051580510	DC Exemptions Recovery	37,806,228.13	37,806,228.16	37,806,228.16	0.00	100.0%
Information Technology Program							
2016	3501657602	IT Security	538,737.83	538,737.83	538,737.83	0.00	100.0%
CORPORATE PROJECTS DEPARTMENT (Tax Budget)							
Councillor Infrastructure Program							
2014	4241409212	Adolescent Yth Developmnt Grnt	50,000.00	50,000.00	50,000.00	0.00	100.0%
2016	4241609503	CityHousing-Community Room for Youth at Congress Cres	40,000.00	35,819.52	35,819.52	0.00	89.5%
2018	4241809216	22 Patrick St Watermain	35,000.00	24,871.21	24,871.21	0.00	71.1%
2019	4241909144	Memorial Cairn Restoration	1,500.00	1,500.00	1,500.00	0.00	100.0%
2018	4241809217	Bill Simone Hall Fridge	3,000.00	2,642.71	2,642.71	0.00	88.1%
2019	4241909212	Shamrock Park Bike Path	75,000.00	75,000.00	75,000.00	0.00	100.0%
2019	4241909220	Art Crawl Temp Barriers	4,500.00	4,500.00	4,500.00	0.00	100.0%
2019	4241909305	Pedestrian Crossover Cannon	60,000.00	38,078.23	38,078.23	0.00	63.5%
2020	4242009304	Let's Get Growing Seed Share	995.00	995.00	995.00	0.00	100.0%
OUTSIDE BOARDS AND AGENCIES (Tax Budget)							
City Housing							
2018	4241809209	Security 155 Park	3,300.00	3,300.00	3,300.00	0.00	100.0%
2018	4241809301	430 Cumberland Reno	163,000.00	163,000.00	163,000.00	0.00	100.0%
2018	4241809308	430 Cumberland Playground	75,000.00	75,000.00	75,000.00	0.00	100.0%
2018	6181841602	City Housing Contribution	500,000.00	500,000.00	500,000.00	0.00	100.0%

**CITY OF HAMILTON
CAPITAL PROJECTS' CLOSING SCHEDULE
AS OF JUNE 30, 2021**

Appendix "B" to Item 1 of CPWIP Report 21-003
Page 2 of 4

YEAR APPROVED	PROJECT ID	DESCRIPTION	APPROVED BUDGET (\$) a	REVENUES (\$) b	EXPENDITURES (\$) c	PROJECT SURPLUS/ (DEFICIT) (\$) d = b - c	% SPENT e=c/a
Lodges Program							
2016	6301641501	Wentworth Lodge - Tub Room Renovations	723,565.57	723,563.69	723,563.69	0.00	100.0%
						0.00	0.0%
						0.00	0.0%
Social Housing Program							
2016	6731641605	SIF-SHIP	11,017,530.00	11,017,530.00	11,017,530.00	0.00	100.0%
2019	6731941010	COCHI - Administration Yr 2	71,523.00	71,523.00	71,523.00	0.00	100.0%
2019	6731941020	OPHI - Administration Yr 2	119,425.00	119,424.75	119,424.75	0.00	100.0%
2019	6731941910	COCHI - Administration	61,599.00	61,599.00	61,599.00	0.00	100.0%
2019	6731941912	COCHI - Rent Supplement	25,710.00	25,710.00	25,710.00	0.00	100.0%
2019	6731941920	OPHI - Administration	230,555.00	230,555.00	230,555.00	0.00	100.0%
2021	6732141105	COVID-19 Reaching Home Phase 2	5,164,664.00	5,164,663.61	5,164,663.61	0.00	100.0%
2021	6732141106	COVID-19 Reaching Home Ph2 Adm	142,136.00	142,135.79	142,135.79	0.00	100.0%
Fire Services Program							
2019	7401951601	Annual Fire Vehicle Replacement	5,595,000.00	5,646,040.80	5,646,040.80	0.00	100.9%
Planning & Development (Tax Budget)							
Economic Development Division							
2018	7201858801	(TCD) City of Hamilton Music Strategy	50,060.54	50,065.01	50,065.01	0.00	100.0%
Tourism, Cultural Services & Public Art Programs							
2014	7201455700	Battlefield NHS Interpretive Centre Concept Study	77,701.18	77,701.18	77,701.18	0.00	100.0%
2016	7201641602	Rehabilitation of St. Mark's Church - Canada 150 Grant	1,702,970.56	1,703,465.38	1,703,465.38	0.00	100.0%
2016	7201659600	Heritage Inventory and Strategic Priorities	428,346.31	433,357.32	433,357.32	0.00	101.2%
2017	7201758703	Gage House Upper Rooms	144,630.00	144,653.00	144,653.00	0.00	100.0%
2017	7201758704	Griffin House Condition Assessment and Remediation	97,991.01	98,029.59	98,029.59	0.00	100.0%
2019	7201941905	Dundurn Coachouse Interior Improvements	92,000.00	91,987.04	91,987.04	0.00	100.0%
2019	7201958904	Steam Museum Landscape Restoration	51,365.29	51,415.10	51,415.10	0.00	100.1%
2020	7202041203	Whitehern Museum Masonry Repairs	94,128.18	94,128.18	94,128.18	0.00	100.0%
2020	7202041210	Gage House Window Restoration	6,625.82	6,625.82	6,625.82	0.00	100.0%
Public Works (Tax Budget)							
Roads Division							
2016	4031611601	Council Priority - Ward 1 Minor Rehabilitation	191,637.52	191,637.52	191,637.52	0.00	100.0%
2016	4031611602	Council Priority - Ward 2 Minor Rehabilitation	314,058.36	314,060.94	314,060.94	0.00	100.0%
2016	4031611603	Council Priority - Ward 3 Minor Rehabilitation	1,399,659.72	1,399,662.30	1,399,662.30	0.00	100.0%
2016	4031611604	Council Priority - Ward 4 Minor Rehabilitation	1,010,930.30	1,010,930.30	1,010,930.30	0.00	100.0%
2016	4031611605	Council Priority - Ward 5 Minor Rehabilitation	761,777.39	761,774.39	761,774.39	0.00	100.0%
2016	4031611606	Council Priority - Ward 6 Minor Rehabilitation	1,461,014.24	1,461,017.38	1,461,017.38	0.00	100.0%
2016	4031611607	Council Priority - Ward 7 Minor Rehabilitation	644,671.10	644,664.95	644,664.95	0.00	100.0%
2016	4031611608	Council Priority - Ward 8 Minor Rehabilitation	1,646,623.76	1,646,623.76	1,646,623.76	0.00	100.0%
2016	4031611609	Council Priority - Ward 9 Minor Rehabilitation	1,149,901.35	1,149,901.35	1,149,901.35	0.00	100.0%
2016	4031611611	Council Priority - Ward 11 Minor Rehabilitation	626,215.96	624,865.91	624,865.91	0.00	99.8%
2016	4031611612	Council Priority - Ward 12 Minor Rehabilitation	122,757.04	122,757.04	122,757.04	0.00	100.0%
2016	4031611613	Council Priority - Ward 13 Minor Rehabilitation	990,116.89	990,119.47	990,119.47	0.00	100.0%
2016	4031611614	Council Priority - Ward 14 Minor Rehabilitation	525,548.91	525,539.95	525,539.95	0.00	100.0%
2016	4031611615	Council Priority - Ward 15 Minor Rehabilitation	475,110.65	475,110.65	475,110.65	0.00	100.0%
2016	4031619104	Highway 8 - Hillcrest to Park	1,090,319.07	1,075,085.49	1,075,085.49	0.00	98.6%
2016	4661620540	Signal Moderniz Coord with ESI	1,230,000.00	322,207.20	322,207.20	0.00	26.2%
2018	4031819101	Road Reconstruction 2018	6,695,419.67	6,631,632.68	6,631,632.68	0.00	99.0%
2018	4661820810	Queen - Aberdeen to Main Two Way Conversion	1,100,000.00	934,240.53	934,240.53	0.00	84.9%
2019	4031910005	Major Road Maintenance Program	903,000.00	903,000.00	903,000.00	0.00	100.0%
2019	4031910006	Minor Construction Program	90,000.00	90,000.00	90,000.00	0.00	100.0%

**CITY OF HAMILTON
CAPITAL PROJECTS' CLOSING SCHEDULE
AS OF JUNE 30, 2021**

Appendix "B" to Item 1 of CPWIP Report 21-003
Page 3 of 4

YEAR APPROVED	PROJECT ID	DESCRIPTION	APPROVED	REVENUES (\$)	EXPENDITURES (\$)	PROJECT	%
			BUDGET (\$)			SURPLUS/ (DEFICIT) (\$)	SPENT
			a	b	c	d = b - c	e=c/a
2019	4031919111	Brampton - Parkdale to Strathearne	1,363,000.00	1,363,000.00	1,363,000.00	0.00	100.0%
2019	4031949555	QA-QC Service Contract Program	15,914.51	15,914.51	15,914.51	0.00	100.0%
2019	4661916102	Traffic Calming	373,300.00	368,287.05	368,287.05	0.00	98.7%
2019	4661920010	Traffic Signal Modernization & Upgrades Program	817,000.00	817,000.00	817,000.00	0.00	100.0%
2020	4032010005	Major Road Maintenance Program	500,000.00	500,000.00	500,000.00	0.00	100.0%
2020	4032021350	Fleet Additions - Roads O&M	200,000.00	200,000.00	200,000.00	0.00	100.0%
2020	4032062073	Field Data Systems Program	63,000.00	63,000.00	63,000.00	0.00	100.0%
Waste Management Division							
2019	5121994000	Transfer Station/CRC Maintenance & Improvement Program	207,215.44	207,215.44	207,215.44	0.00	100.0%
2020	5122055137	Waste Management R&D	40,000.00	40,000.00	40,000.00	0.00	100.0%
Forestry & Horticulture Division							
2016	4241609227	Shamrock Park Outlets	8,231.59	8,231.59	8,231.59	0.00	100.0%
Facilities Division							
2013	3541351005	Generator BlackOut Testing	274,077.27	274,077.27	274,077.27	0.00	100.0%
Parks Division							
2017	4241709404	Montgomery Basketball Court	127,200.25	127,200.25	127,200.25	0.00	100.0%
2017	4401751700	2017 Small Equipment Replace	72,030.12	72,030.12	72,030.12	0.00	100.0%
2017	4401756907	Century Street Park	330,000.00	320,824.92	320,824.92	0.00	97.2%
2019	4241909210	Corktown Neighbourhood Play Equipment	61,056.12	61,056.12	61,056.12	0.00	100.0%
2019	4401911601	Cemetery Roads Rehabilitation Program	234,759.01	234,759.01	234,759.01	0.00	100.0%
2020	4242009101	Alexander Park Playground	51,825.55	51,825.55	51,825.55	0.00	100.0%
2020	4402011601	Cemetery Roads Rehab Program	73,019.47	73,019.47	73,019.47	0.00	100.0%
2020	4402056001	Leash Free Dog Park Program	118,198.56	117,447.41	117,447.41	0.00	99.4%
2021	4402156001	Leash Free Dog Park Program	80,000.00	39,515.61	39,515.61	0.00	49.4%
Planning & Development (Rate Budget)							
Growth Management Division							
Public Works (Rate Budget)							
Waterworks Regular Program							
2019	5141949555	QA-QC Service Contract Program	70,000.00	69,395.70	69,395.70	0.00	99.1%
2017	5141771301	WM Replacement Coordinated with Roads - 2017	2,550,559.22	2,550,559.22	2,550,559.22	0.00	100.0%
2020	5142060711	PW Capital Water Consumption Program	78,000.00	78,000.00	78,000.00	0.00	100.0%
2019	5141960750	Unscheduled Valve, Hydrant, Watermain & Misc Water Replace Program	3,033,000.00	3,033,000.00	3,033,000.00	0.00	100.0%
2019	5141962078	Substandard Water Service Replacement Program	2,750,000.00	2,750,000.00	2,750,000.00	0.00	100.0%

CITY OF HAMILTON
CAPITAL PROJECTS' CLOSING SCHEDULE
AS OF JUNE 30, 2021

Appendix "B" to Item 1 of CPWIP Report 21-003
Page 4 of 4

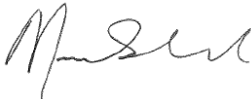
YEAR APPROVED	PROJECT ID	DESCRIPTION	APPROVED BUDGET (\$) a	REVENUES (\$) b	EXPENDITURES (\$) c	PROJECT SURPLUS/ (DEFICIT) (\$) d = b - c	% SPENT e=c/a
Wastewater Regular Program							
2020	5162060711	PW Capital Water Consumption Program	131,000.00	131,000.00	131,000.00	0.00	100.0%
2020	5162061740	Unscheduled Manhole and Sewermain Replacement Program	500,000.00	500,000.00	500,000.00	0.00	100.0%
2019	5161960522	Sewer Lateral Management Program (WWC)	4,500,000.00	4,500,000.00	4,500,000.00	0.00	100.0%
Storm Sewers Regular Program							
2016	5181672259	SERG - Gage Park Pond	2,213,000.00	2,073,811.51	2,073,811.51	0.00	93.7%
2015	5181560591	Barton St. Trunk Sewer Rehab - Strathearne to Weir	1,090,000.00	936,708.58	936,708.58	0.00	85.9%
2016	5181672650	West Mountain Sewers - Storm Interceptor a.k.a. "Juggernaut" (CASH FLO)	12,966,000.00	11,780,277.23	11,780,277.23	0.00	90.9%
2020	5182060533	Trenchless Manhole Rehabilitation	10,000.00	286.59	286.59	0.00	2.9%
2020	5182070002	Highway 8 - Hillcrest to Park - Coordinated Road Restoration	600,000.00	550,308.22	550,308.22	0.00	91.7%
2020	5182001099	Engineering Services Staffing Costs - Storm	1,199,000.00	1,433,062.10	1,433,062.10	0.00	119.5%
2010	5181080099	SWMP - SM14 - Mud St West (Losani)	1,430,000.00	1,478,531.44	1,478,531.44	0.00	103.4%
2010	5181080097	SWMP - B14 - Orlick Aeropark	510,000.00	512,814.43	512,814.43	0.00	100.6%
2010	5181080090	Annual Storm Water Management Program	2,000,000.00	1,778,861.68	1,778,861.68	0.00	88.9%
2012	5181280090	Storm Water Management Program	4,000,000.00	3,782,424.06	3,782,424.06	0.00	94.6%
2014	5181480090	Storm Water Management Program	4,000,000.00	3,601,172.77	3,601,172.77	0.00	90.0%
2019	5181960722	Municipal Drain Program	100,000.00	25,000.00	25,000.00	0.00	25.0%
2019	5181961740	Unscheduled Manhole and Sewermain Replacement Program	41,627.22	41,627.22	41,627.22	0.00	100.0%
Non Capital Clearing Accounts							
	5169309324	Unalloc Current Funds-Sanitary	0.00	183,250,854.69	183,250,854.69	0.00	0.0%
TOTAL COMPLETED PROJECTS (98)			156,464,563.68	335,360,777.49	335,360,777.49	0.00	214.3%
GRAND TOTAL COMPLETED/CANCELLED PROJECTS (117)			175,314,431.54	346,722,911.90	346,356,119.30	366,792.60	197.6%

CITY OF HAMILTON
CAPITAL PROJECTS BUDGET APPROPRIATIONS OF \$250,000 OR GREATER AND CAPITAL PROJECT RESERVE FUNDING
FOR THE PERIOD COVERING JANUARY 1, 2021 TO JUNE 30, 2021

Appropriated/ Transferred From	Description	Appropriated/ Transferred To	Description	Amount (\$)	Council Approval / Comments	Comments
Planning & Development (Tax)						
<i>Economic Development</i>						
58600-108020	Unallocated Capital Levy	3561955100	Entertainment Venue Review	\$ 500,000.00		The recommended funding as approved by Council of GIC Report 21-012 on June , 2021 for Report PED18168(g)) Downtown Entertainment Precinct Master Agreement needs to be changed as project 372214805 has insufficient funds. Funding of up to \$500,000 from the Unallocated Capital Levy Reserve (108020) is recommended.
Planning & Development Department Total				\$ 500,000.00		
Project Totals				\$ 500,000.00		



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Economic Development Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	October 6, 2021
SUBJECT/REPORT NO:	Barton Kenilworth Tax Increment Grant - 675-681 Barton Street East, Hamilton (PED21182) (Ward 3)
WARD(S) AFFECTED:	Ward 3
PREPARED BY:	Carlo Gorni (905) 546-2424 Ext. 2755
SUBMITTED BY:	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

- (a) That a Barton Kenilworth Tax Increment Grant Program Application submitted by Malleum Real Estate Partners IV, by its General Partner, Malleum General Partner IV Limited (Tyler Pearson, Greg Clewer), for the property at 675-681 Barton Street East, Hamilton estimated at \$45,015.11 over a maximum of a nine year period, and based upon the incremental tax increase attributable to the renovations of 675-681 Barton Street East, Hamilton, be authorized and approved in accordance with the terms and conditions of the Barton Kenilworth Tax Increment Grant Program;
- (b) That the Mayor and City Clerk be authorized and directed to execute a Grant Agreement together with any ancillary documentation required, to give effect to the Barton Kenilworth Tax Increment Grant for Malleum Real Estate Partners IV, by its General Partner, Malleum General Partner IV Limited (Tyler Pearson, Greg Clewer) for the property known as 675-681 Barton Street East, Hamilton, in a form satisfactory to the City Solicitor;
- (c) That the General Manager of the Planning and Economic Development Department be authorized and directed to administer the Grant and Grant Agreement including but not limited to: deciding on actions to take in respect of events of default and executing any Grant Amending Agreements, together with

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SUBJECT: Barton Kenilworth Tax Increment Grant - 675-681 Barton Street East, Hamilton (PED21182) (Ward 3) - Page 2 of 8

any ancillary amending documentation, if required, provided that the terms and conditions of the Barton Kenilworth Tax Increment Grant Program, as approved by City Council, are maintained.

EXECUTIVE SUMMARY

The Barton Kenilworth Tax Increment Grant Program (BKTIGP) Application for the renovation of 675-681 Barton Street East, Hamilton, was submitted by Malleum Real Estate Partners IV, by its General Partner, Malleum General Partner IV Limited in 2019. The building contains three commercial units on the ground floor and eight residential units on the upper floors. The residential units were vacant when the Application was submitted. The planned renovations at the time of application included the restoration of all residential units including new windows, new insulation, flooring and bathrooms/kitchens. New electrical, plumbing and natural gas distribution systems were also to be installed. Once the residential units are completed, restoration of the commercial units is to commence.

Development costs are estimated at \$567,708.61 and it is projected that the proposed redevelopment will increase the assessed value of the property from its 2019 value of \$678,000 to approximately \$900,000. This will increase total annual property taxes generated by the property. The municipal share of this property tax increase (municipal tax increment) will be approximately \$6,430.73 of which 100% would be granted to the owner during years one to five, 80% or approximately \$5,144.58 in year six, 60% or approximately \$3,858.44 in year seven, 40% or approximately \$2,572.29 in year eight and 20% or approximately \$1,286.15 in year nine. The estimated total value of the grant is approximately \$45,015.11. Note that every year the tax increment is based on actual taxes for that year.

Alternatives for Consideration – See Page 6

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The City will collect full property taxes on the property and, in turn, provide a grant for nine years, declining each year after the first five years by 20%, based on the increase in the municipal portion of the taxes, post-renovation completion of 675-681 Barton Street East, Hamilton. Following year five of the grant payment, the City will start to realize the positive results of the Program from a financial perspective. Based on the projected figures, the estimated tax increment over nine years totals \$57,876.57 of which the Applicant would receive a grant totalling approximately \$45,014.53 and the City retaining taxes totalling approximately \$12,861.46.

SUBJECT: Barton Kenilworth Tax Increment Grant - 675-681 Barton Street East, Hamilton (PED21182) (Ward 3) - Page 3 of 8

Staffing: Applicants and subsequent grant payments under the BKTIGP are processed by the Commercial Districts and Small Business Section and Taxation Division. There are no additional staffing requirements.

Legal: Section 28 of the *Planning Act* permits a municipality, in accordance with a Community Improvement Plan, to make loans and grants which would otherwise be prohibited under Section 106(2) of the *Municipal Act*, to registered/assessed owners and tenants of lands and buildings. A Community Improvement Plan can only be adopted and come into effect within a designated Community Improvement Project Area. Changes to a Community Improvement Plan or Community Improvement Project Area require formal amendments as dictated by the *Planning Act*.

The Applicant will be required to execute a Grant Agreement prior to the grant being advanced. The Grant Agreement will be developed in consultation with Legal Services.

As construction projects move forward, it is sometimes necessary to amend previously approved Grant Agreements and any ancillary documentation. Therefore, staff recommends that the General Manager of Planning and Economic Development be authorized to amend Grant Agreements and any ancillary documentation, provided that the terms and conditions of the HTIGP are maintained.

HISTORICAL BACKGROUND

City Council, at its meeting held May 11, 2016, approved an amendment to the Downtown and Community Renewal Community Improvement Plan which introduced the BKTIGP. The Program is offered exclusively to property owners of residential/commercial lands and buildings located within the boundaries of the Barton Village Business Improvement Area (BIA), the Barton and Kenilworth commercial corridors and the properties that front on Barton Street between James Street North and Victoria Avenue North as identified in the Downtown and Community Renewal Community Improvement Project Area By-law. The terms of the Program offer a nine-year grant not to exceed the increase in municipal realty taxes as a result of the development.

The grant is to be in an amount which does not exceed 100% of the municipal realty tax increase during the first five years, 80% in year six, 60% in year seven, 40% in year eight, and 20% in year nine.

SUBJECT: Barton Kenilworth Tax Increment Grant - 675-681 Barton Street East, Hamilton (PED21182) (Ward 3) - Page 4 of 8

The project at 675-681 Barton Street East, Hamilton, is an eligible project under the terms of the BKTIGP. The Applicant will qualify for the BKTIGP grant upon completion of the project. Development costs are estimated at \$567,708.61. The total estimated grant over the nine (9) year period is approximately \$45,015.11.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Urban Hamilton Official Plan

The subject site and building is municipally known as 675-681 Barton Street East and is located within “Neighbourhoods” on Schedule E – Urban Structure and designated “Neighbourhoods” on Map E-1 – Urban Land Use Designations which is intended to support a full range of residential dwelling types and densities as well as supporting commercial uses that will serve local residents. The specific ground floor commercial uses will be subject to the respective sections of the in force and effect Urban Hamilton Official Plan with respect to permitted commercial uses and associated policies.

The existing use of the site conforms to the above designation.

City of Hamilton Zoning By-law No. 05-200

The site is zoned “Neighbourhood Commercial (C2) Zone” which permits a range of commercial uses/buildings along major arterial and collector roads of a scale intended to serve the surrounding neighbourhood as well as dwelling units when provided in conjunction with a commercial use.

The existing use of the site is permitted. Ground floor commercial uses will be subject to the respective sections of the in force and effect Zoning By-Law with respect to permitted uses and associated regulations.

RELEVANT CONSULTATION

Staff from the Finance and Administration Division, Corporate Services Department and the Legal Services Division, City Manager’s Office was consulted, and the advice received is incorporated into Report PED21182.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The Hamilton Tax Increment Grant Program is established under the Downtown and Community Renewal Community Improvement Plan (2016) (DCR CIP) which is intended to provide programs that support the revitalization of strategic urban commercial districts by minimizing financial barriers to, and stimulating new private sector investment in, the development of under-utilized properties and/or to improve the

SUBJECT: Barton Kenilworth Tax Increment Grant - 675-681 Barton Street East, Hamilton (PED21182) (Ward 3) - Page 5 of 8

appearance, functionality, marketability, usability and/or safety of existing commercial and mixed use buildings. In 2020, staff commenced a comprehensive review of the DCR CIP and its programs. This review, which included a change to the plan's name (Revitalizing Hamilton's Commercial Districts Community Improvement Plan (RHCD CIP)), included several updates that were intended to support Council and community priorities including housing affordability, climate change and environmental sustainability and post-COVID economic recovery. Key updates included incentivizing the incorporation of housing affordability and/or environmental sustainability measures in developments, supporting environmentally sustainable building improvements to commercial and mixed-use buildings and establishing a new temporary pilot program to address street facing commercial vacancies, among other updates.

On July 9, 2021 a staff direction was approved by Council seeking policy revisions to the Hamilton Tax Increment Grant Program to address the eligibility of applications consisting of renovations to existing residential rental units at properties subject to potential historical displacement of tenants. In response, staff identified a series of program amendments that effectively remove from Program eligibility any renovations to existing residential rental units except in certain limited circumstances where there is a low or no risk of tenant displacement having occurred. These Amendments were presented via Report PED21159 with a recommendation that the Amendments be incorporated into the updated RHCD CIP and associated program Descriptions due to the amendments triggering a requirement for a statutory public meeting under the *Planning Act*. Report PED21159 was approved by Council on September 15, 2021.

Staff subsequently brought forward Report PED21035(a) containing the updated RHCD CIP and associated program Descriptions for a statutory public meeting at the September 21, 2021 Planning Committee which was approved by Committee and subsequently approved by City Council on September 29, 2021. The updated RHCD CIP is currently subject to a statutory 20-day appeal period before coming into effect. This appeal period will end no earlier than October 19, 2021 and, subject to no appeals being registered, the updated RHCD CIP and Program Descriptions will come into effect at that time. Upon coming into effect, the updated policies respecting the eligibility of renovations to existing residential rental units will become applicable to any new Program applications as well as any existing Program applications not already approved by Council.

Commercial Districts and Small Business staff, in co-operation with staff from the Taxation and Legal Services Divisions, developed an estimated schedule of grant payments under the terms of the Program. The final schedule of grant payments will be contingent upon a new assessment by Municipal Property Assessment Corporation (MPAC) following completion of the project. The Applicant will be required to sign a Grant Agreement. The Grant Agreement contains provisions for varying the grant payment in each and every year based on Municipal Property Assessment Corporation

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**SUBJECT: Barton Kenilworth Tax Increment Grant - 675-681 Barton Street East,
Hamilton (PED21182) (Ward 3) - Page 6 of 8**

(MPAC) assessed value. By signing, the Applicant will accept the terms and conditions outlined therein prior to any grant payments being made. The Agreement outlines the terms and conditions of the grant payments over the nine-year period.

The estimated grant shall be calculated according to the following formulas:

Grant Level:		100%
Total Eligible Costs (Maximum):	\$567,708.61	
*Pre-project CVA:		Year: 2019
CT (Commercial)	\$333,000.00	
MT (Residential)	<u>\$345,000.00</u>	
Total	\$678,000.00	
Municipal Levy:	\$14,810.96	
Education Levy:	<u>\$ 3,418.34</u>	
Pre-project Property Taxes	\$18,229.30	
**Estimated Post-project CVA:		Year: TBD
CT (Commercial)	\$400,000.00	
MT (Residential)	<u>\$500,000.00</u>	
Total	\$900,000.00	
Post-project Property Taxes		
**Estimated Municipal Levy:	\$21,241.69	
**Estimated Education Levy:	<u>\$ 4,285.00</u>	
**Estimated Post-Project Property Taxes:	\$25,526.69	

*The actual roll number(s) assessed value(s), tax classification(s) and value partitioning (where applicable) are to be determined by the Municipal Property Assessment Corporation (MPAC).

**2021 tax rates have been used for calculation of the estimated post-development property taxes.

Pre-project Municipal Taxes = Municipal Levy = \$14,810.96
Municipal Tax Increment = \$21,241.69 - \$14,810.96 = \$6,430.73
Payment in Year One = \$6,430.73 x 1.0 = \$6,430.73

**SUBJECT: Barton Kenilworth Tax Increment Grant - 675-681 Barton Street East,
Hamilton (PED21182) (Ward 3) - Page 7 of 8**

**ESTIMATED GRANT PAYMENT SCHEDULE for mixed use building with three
commercial units and eight residential units
(Subject to re-calculation each year and up to the total eligible costs)**

Year	Grant Factor	Tax Increment*	Grant
1	100%	\$6,430.73	\$6,430.73
2	100%	\$6,430.73	\$6,430.73
3	100%	\$6,430.73	\$6,430.73
4	100%	\$6,430.73	\$6,430.73
5	100%	\$6,430.73	\$6,430.73
6	80%	\$6,430.73	\$5,144.58
7	60%	\$6,430.73	\$3,858.44
8	40%	\$6,430.73	\$2,572.29
9	20%	\$6,430.73	\$1,286.15
Total		\$57,876.57	\$45,015.11

*Note that the tax increment is based every year on actual taxes for that year. The figures above are estimates. In other words, for each year a grant payment is paid, the actual taxes for the year of the grant payment will be used in the calculation of the Grant payment.

Details of the proposed renovation and its estimated assessment and municipal tax increments are based on the project as approved, or conditionally approved, at the time of writing this Report. Any minor changes to the planned renovation that occur prior to the final MPAC reassessment of the property may result in an increase/decrease in the actual municipal tax increment generated and will be reflected in the final Grant amount.

ALTERNATIVES FOR CONSIDERATION

Decline the Grant and Approve a Reduced Amount

Declining a grant and/or approving a reduced amount would undermine the principles of the BKTIGP and regeneration efforts in general. This alternative is not recommended.

Financial: Grants totalling \$45,015.11 over a nine-year period would not be issued.

Staffing: Not applicable

Legal: Not applicable

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Economic Prosperity and Growth

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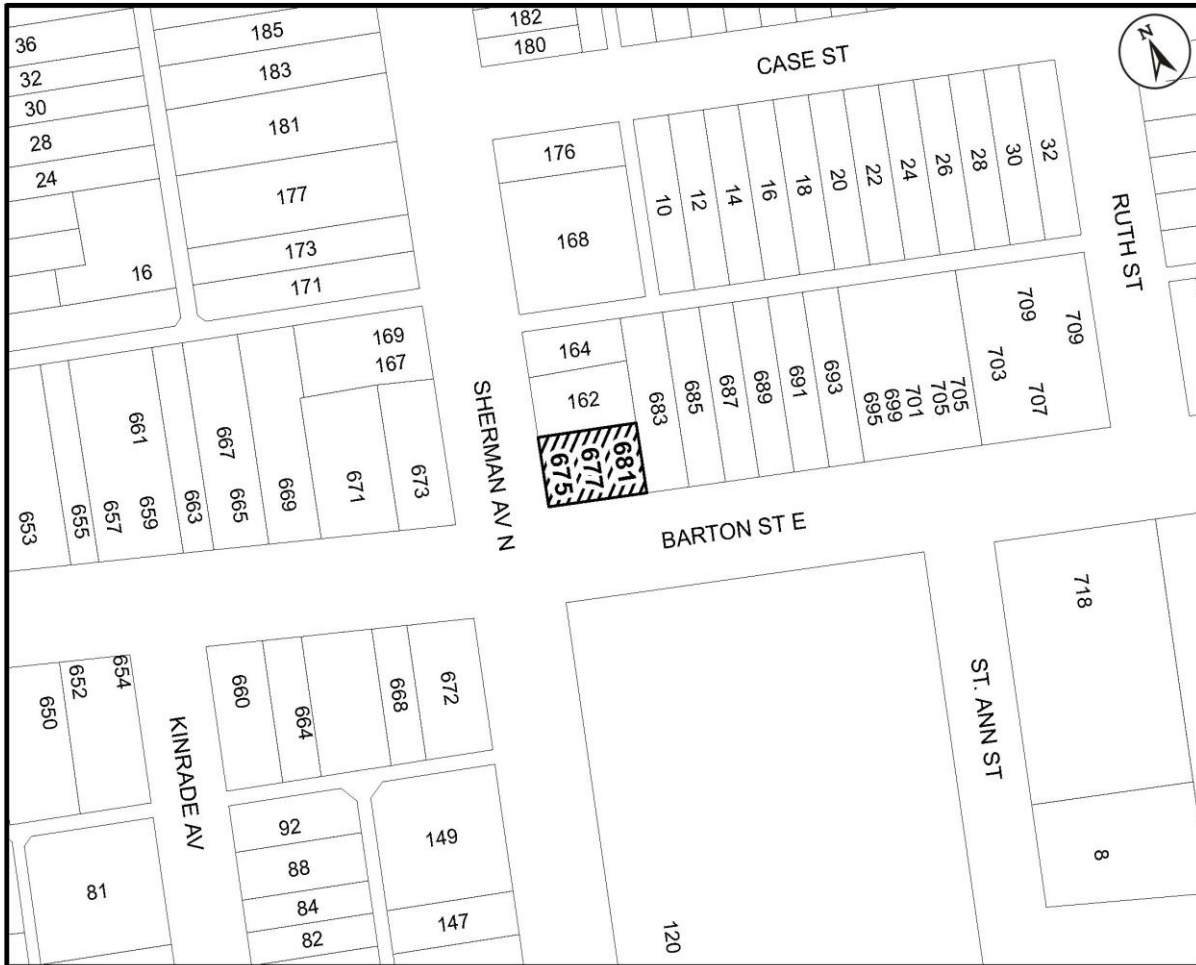
**SUBJECT: Barton Kenilworth Tax Increment Grant - 675-681 Barton Street East,
Hamilton (PED21182) (Ward 3) - Page 8 of 8**

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

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report PED21182 – Location Map

Appendix "A" to Report PED21182
Page 1 of 1



● Site Location



Key Map - Ward 3



Location Map



Hamilton

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT

File Name/Number:
675, 677 & 681 Barton St E

Date:
July 23, 2021

Appendix "A"

Scale:
N.T.S

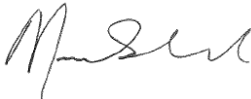
Planner/Technician:
CG/VS

Subject Property

 675, 677 & 681 Barton Street East



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Economic Development Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	October 6, 2021
SUBJECT/REPORT NO:	Hamilton Tax Increment Grant - 571-575 King Street East, Hamilton (PED21183) (Ward 3)
WARD(S) AFFECTED:	Ward 3
PREPARED BY:	Carlo Gorni (905) 546-2424 Ext. 2755
SUBMITTED BY:	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

- (a) That a Hamilton Tax Increment Grant Program Application submitted by Malleum Real Estate Partners IV, by its General Partner, Malleum General Partners IV Limited (Tyler Pearson and Greg Clewer) in 2019, for the property currently known as 571-575 King Street East and 6-8 Steven Street, Hamilton, and to be known as 571-575 King Street East, Hamilton upon successful completion of severance, (“the Property”) estimated at \$19,049.40 over a maximum of a five-year period, and based upon the incremental tax increase attributable to the renovation of occurring on the portion of 571-575 King Street East, Hamilton, as generally depicted on Appendix “A” attached to Report PED21183, be authorized and approved in accordance with the terms and conditions of the Hamilton Tax Increment Grant Program (HTIGP), and subject to the following conditions:
- (i) the portion of the Property, 571-575 King Street East, Hamilton, generally depicted on Appendix “A” attached to Report PED21183, be severed;
 - (ii) the HTIGP Grant only apply to the future severed portion of the Property, 571-575 King Street East, Hamilton, generally depicted on Appendix “A” attached to Report PED21183;

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SUBJECT: Hamilton Tax Increment Grant - 571-575 King Street East, Hamilton (PED21183) (Ward 3) - Page 2 of 9

- (iii) the approval of the Grant shall not prejudice or fetter City Council's discretion with respect to any current or future *Planning Act* Application regarding 571-575 King Street East and 6-8 Steven Street, Hamilton, including, but not limited to, a future Consent Application for a severance on the Property, 571-575 King Street East, Hamilton;
- (iv) Only the tax increment generated, based on the apportioned municipal taxes and actual post development taxes applicable to the future parcel generally depicted in Appendix "A" attached to Report PED21183, will be used to determine future Grant payment;
- (b) That the Mayor and City Clerk be authorized and directed to execute a Grant Agreement together with any ancillary documentation required, to give effect to the Hamilton Tax Increment Grant for Malleum Real Estate Partners IV, by its General Partner, Malleum General Partners IV Limited (Tyler Pearson and Greg Clewer) owner of the property at 571-575 King Street East and 6-8 Steven Street, Hamilton, at such time as the property has been severed as generally depicted on Appendix "A" to Report PED21183, in a form satisfactory to the City Solicitor;
- (c) That the General Manager of the Planning and Economic Development Department be authorized and directed to administer the Grant and Grant Agreement including but not limited to: Deciding on actions to take in respect of events of default and executing any Grant Amending Agreements, together with any ancillary amending documentation, if required, provided that the terms and conditions of the Hamilton Tax Increment Grant Program, as approved by City Council, are maintained.

EXECUTIVE SUMMARY

The Hamilton Tax Increment Grant Program (HTIGP) Application for the renovation of the property at 571-575 King Street East, Hamilton was submitted by Malleum Real Estate Partners IV, by its General Partner, Malleum General Partners IV Limited (Tyler Pearson and Greg Clewer), owner of the property. This property is comprised of a mixed-use building with three commercial units and three residential units and a separate semi-detached building with two residential units. The works proposed for funding would only include those taking place at the mixed-use building. These works will see the renovation of the interior of all residential and commercial units. Improvements will also be made to the exterior of the building including new windows, awnings, doors and painting.

The Property contains two independent buildings: a mixed use building municipally known as 571-575 King Street East and an existing, legal non-conforming semi-

SUBJECT: Hamilton Tax Increment Grant - 571-575 King Street East, Hamilton (PED21183) (Ward 3) - Page 3 of 9

detached dwelling municipally known as 6-8 Steven Street. The non-conforming status of the semi-detached dwelling is due to the lower-intensity scale of this use which is not permitted under the Transit-Oriented Corridor Zoning which applies to the entirety of the Property. Staff do not believe that the provision of financial incentives to support improvements to the existing semi-detached dwelling are in keeping with the purpose and intent of the Downtown and Community Renewal Community Improvement Plan (DCR CIP), the Urban Hamilton Official Plan (UHOPA) or applicable zoning. As such, this portion of the property has been excluded from staff's recommendation. The Applicant has indicated a future intention to apply for a severance to separate and redevelop the portion of the property containing the semi-detached dwelling. As a result, and due to the inability for staff to recommend more than one HTIGP on a single property, staff's recommendation is that the provision of a grant for the eligible portion of the renovations to occur at 571-575 King Street East be subject to the successful severance of the Property so as not to preclude the potential for a future HTIGP application to support a future redevelopment of 6-8 Steven Street.

Renovation costs are estimated at \$372,758.75 and it is projected that the proposed renovations will increase the assessed value of the property from its current value of \$355,000 to approximately \$700,000.

This will increase total annual property taxes generated by the property. The municipal share of this property tax increase (municipal tax increment) will be approximately \$6,349.80, of which 100% would be granted to the owner during year one, 80% or approximately \$5,079.84 in year two, 60% or approximately \$3,809.88 in year three, 40% or approximately \$2,539.92 in year four and 20% or approximately \$1,269.96 in year five. The estimated total value of the Grant is approximately \$19,049.40. Note that every year the tax increment is based on actual taxes for that year.

Alternatives for Consideration – See Page 8

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The City will collect full property taxes on the property and, in turn, provide a Grant for five years, declining each year after the first year by 20%, based on the increase in the municipal portion of the taxes, post-renovation completion of 571-575 King Street East, Hamilton. Following year one of the Grant payment, the City will start to realize the positive results of the Program from a financial perspective. Based on the projected figures, the estimated tax increment over five years totals \$31,749, of which the Applicant would receive a Grant totalling approximately \$19,049.40 and the City retaining taxes totalling approximately \$12,699.60.

SUBJECT: Hamilton Tax Increment Grant - 571-575 King Street East, Hamilton (PED21183) (Ward 3) - Page 4 of 9

Staffing: Applicants and subsequent Grant payments under the HTIGP are processed by the Commercial Districts and Small Business Section and Taxation Section, Corporate Services Department. There are no additional staffing requirements.

Legal: Section 28 of the *Planning Act* permits a municipality, in accordance with a Community Improvement Plan, to make loans and grants which would otherwise be prohibited under Section 106(2) of the *Municipal Act*, to registered/assessed owners and tenants of lands and buildings. A Community Improvement Plan can only be adopted and come into effect within a designated Community Improvement Project Area. Changes to a Community Improvement Plan or Community Improvement Project Area require formal amendments as dictated by the *Planning Act*.

The Applicant will be required to execute a Grant Agreement prior to the Grant being advanced. The Grant Agreement will be developed in consultation with the Legal Services Division.

As construction projects move forward, it is sometimes necessary to amend previously approved Grant Agreements and any ancillary documentation. Therefore, staff recommends that the General Manager of Planning and Economic Development be authorized to amend Grant Agreements and any ancillary documentation, provided that the terms and conditions of the HTIGP are maintained.

HISTORICAL BACKGROUND

City Council, at its meeting held August 22, 2001, approved an amendment to the Downtown and Community Renewal Community Improvement Plan which introduced the HTIGP. Since that time, a number of Program refinements have been approved by City Council, including expanding the Program to Community Downtowns, Business Improvement Areas, the Mount Hope/Airport Gateway, the corridors of Barton Street and Kenilworth Avenue as identified in the Downtown and Community Renewal Community Improvement Project Area and most recently, to properties designated under Part IV or V of the *Ontario Heritage Act*. The terms of the Program offer a five-year Grant not to exceed the increase in municipal realty taxes as a result of the development. The Grant is to be in an amount which does not exceed 100% of the municipal realty tax increase during the first year, 80% in year two, 60% in year three, 40% in year four, and 20% in year five.

The project at 571-575 King Street East, Hamilton, is an eligible project under the terms of the HTIGP. The Applicant will qualify for the HTIGP Grant upon completion of the

SUBJECT: Hamilton Tax Increment Grant - 571-575 King Street East, Hamilton (PED21183) (Ward 3) - Page 5 of 9

development project. Renovation costs are estimated at \$372,758.75. The total estimated Grant over the five-year period is approximately \$19,049.40.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Urban Hamilton Official Plan

The subject site and buildings are municipally known as 571-575 King Street East and 6-8 Steven Street and are located within a Primary Urban Corridor on Schedule E – Urban Structure and designated “Mixed Use – Medium Density” on Map E-1 – Urban Land Use Designations. This designation is intended to permit a full range of retail, service commercial, entertainment and residential uses at a moderate scale.

The existing uses at 571-575 King Street East conform to the above designation. The existing semi-detached dwelling at 6-8 Steven Street is a legal non-conforming use. The specific ground floor commercial uses at 571-575 King Street East will be subject to the respective sections of the in force and effect Urban Hamilton Official Plan with respect to permitted commercial uses and associated policies.

Zoning By-law No. 05-200

Under the City of Hamilton Zoning By-Law No. 05-200, the site is zoned “Transit Oriented Corridor Mixed Use Medium Density (TOC1) Zone” which provides for a mixture of uses in stand-alone or mixed-use buildings along higher order transit corridors in a built form that creates complete streets and are transit supportive.

The existing uses at 571-575 King Street East are permitted under the applicable zoning. The existing semi-detached dwelling at 6-8 Seven Street is a legal non-conforming use. The specific ground floor commercial uses at 571-575 King Street East will be subject to the respective sections of the in force and effect Urban Hamilton Official Plan with respect to permitted commercial uses and associated policies.

RELEVANT CONSULTATION

Staff from the Taxation Section and the Finance and Administration Section, Corporate Services Department and the Legal Services Division, Corporate Services Department was consulted, and the advice received is incorporated into Report PED21183.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The Hamilton Tax Increment Grant Program is established under the Downtown and Community Renewal Community Improvement Plan (2016) (DCR CIP) which is intended to provide programs that support the revitalization of strategic urban

SUBJECT: Hamilton Tax Increment Grant - 571-575 King Street East, Hamilton (PED21183) (Ward 3) - Page 6 of 9

commercial districts by minimizing financial barriers to, and stimulating new private sector investment in, the development of under-utilized properties and/or to improve the appearance, functionality, marketability, usability and/or safety of existing commercial and mixed use buildings. In 2020, staff commenced a comprehensive review of the DCR CIP and its programs. This review, which included a change to the plan's name (Revitalizing Hamilton's Commercial Districts Community Improvement Plan (RHCD CIP)), included several updates that were intended to support Council and community priorities including housing affordability, climate change and environmental sustainability and post-COVID economic recovery. Key updates included incentivizing the incorporation of housing affordability and/or environmental sustainability measures in developments, supporting environmentally sustainable building improvements to commercial and mixed-use buildings and establishing a new temporary pilot program to address street facing commercial vacancies, among other updates.

On July 9, 2021 a staff direction was approved by Council seeking policy revisions to the Hamilton Tax Increment Grant Program to address the eligibility of applications consisting of renovations to existing residential rental units at properties subject to potential historical displacement of tenants. In response, staff identified a series of Program amendments that effectively remove from Program eligibility any renovations to existing residential rental units except in certain limited circumstances where there is a low or no risk of tenant displacement having occurred. These amendments were presented via Report PED21159 with a recommendation that the amendments be incorporated into the updated RHCD CIP and associated Program Descriptions due to the amendments triggering a requirement for a statutory public meeting under the *Planning Act*. Report PED21159 was approved by Council on September 15, 2021.

Staff subsequently brought forward Report PED21035(a) containing the updated RHCD CIP and associated Program Descriptions for a statutory public meeting at the September 21, 2021 Planning Committee which was approved by Committee and subsequently approved by City Council on September 29, 2021. The updated RHCD CIP is currently subject to a statutory 20-day appeal period before coming into effect. This appeal period will end no earlier than October 19, 2021 and, subject to no appeals being registered, the updated RHCD CIP and Program Descriptions will come into effect at that time. Upon coming into effect, the updated policies respecting the eligibility of renovations to existing residential rental units will become applicable to any new Program applications as well as any existing Program applications not already approved by Council.

The original application submitted to the City was in respect to improvements planned for existing residential and commercial units by the Applicant for two buildings, located on the same property, municipally known as 571-575 King Street East and 6-8 Steven Street, Hamilton. As part of staff's due diligence on this application, it was identified that the existing semi-detached dwelling at 6-8 Steven Street is currently a legally non-

**SUBJECT: Hamilton Tax Increment Grant - 571-575 King Street East, Hamilton
(PED21183) (Ward 3) - Page 7 of 9**

conforming use due to semi-detached dwellings not being a permitted use under the property's existing zoning, TOC1 (Transit Oriented Corridor Mixed Use Medium Density) under Zoning By-law 05-200.

The ability for legally non-conforming uses to be eligible for financial incentive programs established via the Downtown and Community Renewal Community Improvement Plan (DCR CIP) are subject to an evaluation as to whether the planned development/improvements are in keeping with the policies and intent of the Urban Hamilton Official Plan (UHOP). In consultation with the Planning Division staff, it has been identified that the UHOP's identification of this site as forming part of a Primary Corridor combined with the existing Mixed Use Medium Density designation applied to the property and the resulting TOC1 mixed use zoning, signals that these lands are located in an area that is intended to transition to higher density mixed uses that will further support current and future transit.

As such, staff do not believe that the provision of financial incentives to support improvements to the existing semi-detached dwelling are in keeping with the purpose and intent of the DCR CIP and its programs and as such has been excluded from staff's recommendation.

Commercial Districts and Small Business staff, in co-operation with staff from the Taxation Section and Legal Services Division, developed an estimated Schedule of Grant Payments under the terms of the Program. The final Schedule of Grant Payments will be contingent upon a new assessment by Municipal Property Assessment (MPAC) following completion of the project. The Applicant will be required to sign a Grant Agreement. The Grant Agreement contains provisions for varying the Grant payment in each, and every year based on MPAC's assessed value. By signing, the Applicant will accept the terms and conditions outlined therein prior to any Grant Payments being made. The Agreement outlines the terms and conditions of the Grant Payments over the five-year period.

The estimated Grant shall be calculated according to the following formulas:

Grant Level:	100%	
Total Eligible Costs (Maximum):	\$372,758.75	
Pre-project CVA:		Year: 2019
RT (Residential)	\$148,700	
CT (Commercial)	<u>\$206,300</u>	
Total Pre-project CVA	\$355,000	

Pre-Project Property Taxes

**SUBJECT: Hamilton Tax Increment Grant - 571-575 King Street East, Hamilton
(PED21183) (Ward 3) - Page 8 of 9**

Municipal Levy:	\$5,694.22
Education Levy:	<u>\$2,278.89</u>
Pre-project Property Taxes	\$7,973.11

*Post-project CVA:		
RT (Residential)	\$250,000	Year: TBD
XT (Commercial)	<u>\$450,000</u>	
Estimated Post-project CVA	\$700,000	

Post-Project Property Taxes	
** Estimated Municipal Levy:	\$12,044.02
** Estimated Education Levy:	<u>\$ 4,342.50</u>
** Estimated Post-Project Property Taxes:	\$16,386.52

*The actual roll number(s) assessed value(s), tax classification(s) and value partitioning (where applicable) are to be determined by the Municipal Property Assessment Corporation (MPAC).

**2021 tax rates have been used for calculation of the estimated post-development property taxes.

Pre-project Municipal Taxes = Municipal Levy = \$5,694.22
Municipal Tax Increment = \$12,044.02 - \$5,694.22 = \$6,349.80
Payment in Year One = \$6,349.80 x 1.0 = \$6,349.80

ESTIMATED GRANT PAYMENT SCHEDULE for renovation of three commercial units and three residential units

Year	Grant Factor	Tax Increment*	Grant
1	100%	\$6,349.80	\$6,349.80
2	80%	\$6,349.80	\$5,079.84
3	60%	\$6,349.80	\$3,809.88
4	40%	\$6,349.80	\$2,539.92
5	20%	\$6,349.80	\$1,269.96
Total		\$31,749.00	\$19,049.40

*Note that the tax increment is based every year on actual taxes for that year. The figures above are estimates. In other words, for each year a Grant payment is paid, the actual taxes for the year of the Grant payment will be used in the calculation of the Grant payment.

**SUBJECT: Hamilton Tax Increment Grant - 571-575 King Street East, Hamilton
(PED21183) (Ward 3) - Page 9 of 9**

Details of the proposed renovation and its estimated assessment and municipal tax increments are based on the project as approved, or conditionally approved, at the time of writing this Report. Any minor changes to the planned renovation that occur prior to the final MPAC reassessment of the property may result in an increase/decrease in the actual municipal tax increment generated and will be reflected in the final Grant amount.

ALTERNATIVES FOR CONSIDERATION

Declining a Grant and/or approving a reduced amount would undermine the principles of the HTIGP and regeneration efforts in general. This alternative is not recommended.

Financial: Grants totalling \$19,049.40 over a five-year period would not be issued.

Staffing: Not applicable

Legal: Not applicable

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**Economic Prosperity and Growth**

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

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report PED21183 – Location Map (Approximate extent of future parcel containing the mixed use building municipally known as 571-575 King Street East, Hamilton)



● Site Location



Key Map - Ward 3

Location Map



Hamilton

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT

File Name/Number:
571-575 King St E

Date:
September 1, 2021

Appendix "A"

Scale:
N.T.S

Planner/Technician:
CG/NB

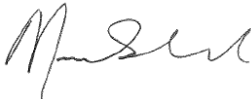
Subject Property



571 and 575 King Street East, Hamilton
(Ward 3)



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Economic Development Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	October 6, 2021
SUBJECT/REPORT NO:	Hamilton Tax Increment Grant - 408-414 King Street East and 4 Victoria Avenue South, Hamilton (PED21184) (Ward 3)
WARD(S) AFFECTED:	Ward 3
PREPARED BY:	Carlo Gorni (905) 546-2424 Ext. 2755
SUBMITTED BY:	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

- (a) That a Hamilton Tax Increment Grant Program Application submitted in 2019 by Malleum Real Estate Partners V LP, by their General Partner, Malleum Real Estate Partners V GP Limited (Tyler Pearson and Greg Clewer), for the property at 408-414 King Street East and 4 Victoria Avenue South, Hamilton, estimated at \$24,799.11 over a maximum of a five year period, and based upon the incremental tax increase attributable to the renovation of 408-414 King Street East and 4 Victoria Avenue South, Hamilton, be authorized and approved in accordance with the terms and conditions of the Hamilton Tax Increment Grant Program;
- (b) That the Mayor and City Clerk be authorized and directed to execute a Grant Agreement together with any ancillary documentation required, to give effect to the Hamilton Tax Increment Grant for Malleum Real Estate Partners V LP, by their General Partner, Malleum Real Estate Partners V GP Limited (Tyler Pearson and Greg Clewer) for the property known as 408-414 King Street East and 4 Victoria Avenue South, Hamilton, in a form satisfactory to the City Solicitor;
- (c) That the General Manager of the Planning and Economic Development Department be authorized and directed to administer the Grant and Grant Agreement including but not limited to: deciding on actions to take in respect of

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

SUBJECT: Hamilton Tax Increment Grant - 408-414 King Street East and 4 Victoria Avenue South, Hamilton (PED21184) (Ward 3) - Page 2 of 7

events of default and executing any Grant Amending Agreements, together with any ancillary amending documentation, if required, provided that the terms and conditions of the Hamilton Tax Increment Grant Program, as approved by City Council, are maintained.

EXECUTIVE SUMMARY

The Hamilton Tax Increment Grant Program (HTIGP) Application for the renovation of the property at 408-414 King Street East and 4 Victoria Avenue South, Hamilton was submitted by Malleum Real Estate Partners V LP, by their General Partner, Malleum Real Estate Partners V GP Limited (Tyler Pearson and Greg Clewer), owner of the property. This address contains two commercial units and nine residential units. The proposed works will see the renovation of the interior of all commercial and residential units. Improvements will also be made to the exterior of the buildings including new windows, doors and painting.

Renovation costs are estimated at \$378,150 and it is projected that the proposed renovations will increase the assessed value of the property from its current value of \$872,000 to approximately \$1,185,000.

This will increase total annual property taxes generated by the property. The municipal share of this property tax increase (municipal tax increment) will be approximately \$8,266.37, of which 100% would be granted to the owner during year one, 80% or approximately \$6,613.10 in year two, 60% or approximately \$4,959.82 in year three, 40% or approximately \$3,306.55 in year four and 20% or approximately \$1,653.27 in year five. The estimated total value of the Grant is approximately \$24,799.11. Note that every year the tax increment is based on actual taxes for that year.

Alternatives for Consideration – See Page 6

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The City will collect full property taxes on the property and, in turn, provide a Grant for five years, declining each year after the first year by 20%, based on the increase in the municipal portion of the taxes, post-renovation completion of 408-414 King Street East and 4 Victoria Avenue South, Hamilton. Following year one of the Grant payment, the City will start to realize the positive results of the Program from a financial perspective. Based on the projected figures, the estimated tax increment over five years totals \$41,331.85, of which the Applicant would receive a Grant totalling approximately \$24,799.11 and the City retaining taxes totalling approximately \$16,532.74.

SUBJECT: Hamilton Tax Increment Grant - 408-414 King Street East and 4 Victoria Avenue South, Hamilton (PED21184) (Ward 3) - Page 3 of 7

Staffing: Applicants and subsequent Grant payments under the HTIGP are processed by the Commercial Districts and Small Business Section and Taxation Section, Corporate Services Department. There are no additional staffing requirements.

Legal: Section 28 of the *Planning Act* permits a municipality, in accordance with a Community Improvement Plan, to make loans and grants which would otherwise be prohibited under Section 106(2) of the *Municipal Act*, to registered / assessed owners and tenants of lands and buildings. A Community Improvement Plan can only be adopted and come into effect within a designated Community Improvement Project Area. Changes to a Community Improvement Plan or Community Improvement Project Area require formal amendments as dictated by the *Planning Act*.

The Applicant will be required to execute a Grant Agreement prior to the Grant being advanced. The Grant Agreement will be developed in consultation with the Legal Services Division.

As construction projects move forward, it is sometimes necessary to amend previously approved Grant Agreements and any ancillary documentation. Therefore, staff recommends that the General Manager of Planning and Economic Development be authorized to amend Grant Agreements and any ancillary documentation, provided that the terms and conditions of the HTIGP are maintained.

HISTORICAL BACKGROUND

City Council, at its meeting held August 22, 2001, approved an amendment to the Downtown and Community Renewal Community Improvement Plan which introduced the HTIGP. Since that time, a number of Program refinements have been approved by City Council, including expanding the Program to Community Downtowns, Business Improvement Areas, the Mount Hope / Airport Gateway, the corridors of Barton Street and Kenilworth Avenue as identified in the Downtown and Community Renewal Community Improvement Project Area and most recently, to properties designated under Part IV or V of the *Ontario Heritage Act*. The terms of the Program offer a five-year Grant not to exceed the increase in municipal realty taxes as a result of the development. The Grant is to be in an amount which does not exceed 100% of the municipal realty tax increase during the first year, 80% in year two, 60% in year three, 40% in year four, and 20% in year five.

The project at 408-414 King Street East and 4 Victoria Avenue South, Hamilton, is an eligible project under the terms of the HTIGP. The Applicant will qualify for the HTIGP Grant upon completion of the development project. Renovation costs are estimated at

SUBJECT: Hamilton Tax Increment Grant - 408-414 King Street East and 4 Victoria Avenue South, Hamilton (PED21184) (Ward 3) - Page 4 of 7

\$378,150. The total estimated Grant over the five-year period is approximately \$24,799.11.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Urban Hamilton Official Plan

The subject site and buildings are municipally known as 408 and 414 King Street East and 4 Victoria Avenue South and are located within the “Downtown Urban Growth Centre” on Schedule E – Urban Structure. The site is located within the Downtown Hamilton Secondary Plan Area (OPA 102) and designated “Downtown Residential” on Map B.6.1-1 – Downtown Hamilton Secondary Plan – Land Use Plan which is intended to support a broad range of residential built forms and local commercial uses at grade.

The planned use of the site conforms to the above designation. The specific ground floor commercial uses of the development have not yet been identified and will be subject to the respective sections of the in force and effect Urban Hamilton Official Plan with respect to permitted commercial uses and associated policies.

Zoning By-law No. 05-200

The subject site is zoned “Downtown Residential (D5) Zone” which is intended to maintain residential areas by allowing for a range of housing forms and create opportunities for the integration of retail and commercial uses to meet the daily needs of local residents.

The planned use of the property is permitted. The specific ground floor commercial uses have not yet been identified and will be subject to the respective sections of the in force and effect Zoning By-Law with respect to permitted uses and associated regulations.

RELEVANT CONSULTATION

Staff from the Taxation Section and the Finance and Administration Section, Corporate Services Department and the Legal Services Division, Corporate Services Department was consulted, and the advice received is incorporated into Report PED21184.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The Hamilton Tax Increment Grant Program is established under the Downtown and Community Renewal Community Improvement Plan (2016) (DCR CIP) which is intended to provide programs that support the revitalization of strategic urban commercial districts by minimizing financial barriers to, and stimulating new private sector investment in, the development of under-utilized properties and/or to improve the

SUBJECT: Hamilton Tax Increment Grant - 408-414 King Street East and 4 Victoria Avenue South, Hamilton (PED21184) (Ward 3) - Page 5 of 7

appearance, functionality, marketability, usability and/or safety of existing commercial and mixed use buildings. In 2020, staff commenced a comprehensive review of the DCR CIP and its programs. This review, which included a change to the plan's name (Revitalizing Hamilton's Commercial Districts Community Improvement Plan (RHCD CIP)), included several updates that were intended to support Council and community priorities including housing affordability, climate change and environmental sustainability and post-COVID economic recovery. Key updates included incentivizing the incorporation of housing affordability and/or environmental sustainability measures in developments, supporting environmentally sustainable building improvements to commercial and mixed-use buildings and establishing a new temporary pilot program to address street facing commercial vacancies, among other updates.

On July 9, 2021 a staff direction was approved by Council seeking policy revisions to the Hamilton Tax Increment Grant Program to address the eligibility of applications consisting of renovations to existing residential rental units at properties subject to potential historical displacement of tenants. In response, staff identified a series of Program amendments that effectively remove from Program eligibility any renovations to existing residential rental units except in certain limited circumstances where there is a low or no risk of tenant displacement having occurred. These amendments were presented via Report PED21159 with a recommendation that the amendments be incorporated into the updated RHCD CIP and associated Program Descriptions due to the amendments triggering a requirement for a statutory public meeting under the *Planning Act*. Report PED21159 was approved by Council on September 15, 2021.

Staff subsequently brought forward Report PED21035(a) containing the updated RHCD CIP and associated Program Descriptions for a statutory public meeting at the September 21, 2021 Planning Committee which was approved by Committee and subsequently approved by City Council on September 29, 2021. The updated RHCD CIP is currently subject to a statutory 20-day appeal period before coming into effect. This appeal period will end no earlier than October 19, 2021 and, subject to no appeals being registered, the updated RHCD CIP and Program Descriptions will come into effect at that time. Upon coming into effect, the updated polices respecting the eligibility of renovations to existing residential rental units will become applicable to any new Program applications as well as any existing Program applications not already approved by Council.

Commercial Districts and Small Business staff, in co-operation with staff from the Taxation Section and Legal Services Division, developed an estimated Schedule of Grant Payments under the terms of the Program. The final Schedule of Grant Payments will be contingent upon a new assessment by Municipal Property Assessment Corporation (MPAC) following completion of the project. The Applicant will be required to sign a Grant Agreement. The Grant Agreement contains provisions for varying the Grant payment in each, and every year based on MPAC's assessed value.

SUBJECT: Hamilton Tax Increment Grant - 408-414 King Street East and 4 Victoria Avenue South, Hamilton (PED21184) (Ward 3) - Page 6 of 7

By signing, the Applicant will accept the terms and conditions outlined therein prior to any Grant Payments being made. The Agreement outlines the terms and conditions of the Grant Payments over the five-year period.

The estimated Grant shall be calculated according to the following formulas:

Grant Level:	100%	
Total Eligible Costs (Maximum):	\$378,150	
Total Pre-project CVA:		Year: 2020
CT (Commercial)	\$448,600	
MT (Residential)	<u>\$423,400</u>	
Total	<u>\$872,000</u>	
Pre-Project Property Taxes		
Municipal Levy:	\$20,106.16	
Education Levy:	<u>\$ 5,044.08</u>	
Pre-project Property Taxes	<u>\$25,150.24</u>	
*Post-project CVA:		
CT (Commercial)	\$ 410,000	Year: TBD
MT (Residential)	<u>\$ 775,000</u>	
Estimated Post-project CVA	<u>\$1,185,000</u>	
Post-Project Property Taxes		
** Estimated Municipal Levy:	\$28,372.53	
** Estimated Education Levy:	<u>\$ 5,203.75</u>	
** Estimated Post-Project Property Taxes:	<u>\$33,576.28</u>	

*The actual roll number(s) assessed value(s), tax classification(s) and value partitioning (where applicable) are to be determined by the Municipal Property Assessment Corporation (MPAC).

**2020 tax rates have been used for calculation of the estimated post-development property taxes.

Pre-project Municipal Taxes = Municipal Levy = \$20,106.16
Municipal Tax Increment = \$28,372.53 - \$20,106.16 = \$8,266.37
Payment in Year One = \$56,600.61 x 1.0 = \$8,266.37

SUBJECT: Hamilton Tax Increment Grant - 408-414 King Street East and 4 Victoria Avenue South, Hamilton (PED21184) (Ward 3) - Page 7 of 7

ESTIMATED GRANT PAYMENT SCHEDULE for renovation of two commercial units and nine residential units at the subject building

Year	Grant Factor	Tax Increment*	Grant
1	100%	\$8,266.37	\$8,266.37
2	80%	\$8,266.37	\$6,613.10
3	60%	\$8,266.37	\$4,959.82
4	40%	\$8,266.37	\$3,306.55
5	20%	\$8,266.37	\$1,653.27
Total		\$41,311.85	\$24,799.11

*Note that the tax increment is based every year on actual taxes for that year. The figures above are estimates. In other words, for each year a Grant payment is paid, the actual taxes for the year of the Grant payment will be used in the calculation of the Grant payment.

Details of the proposed renovation and its estimated assessment and municipal tax increments are based on the project as approved, or conditionally approved, at the time of writing this Report. Any minor changes to the planned renovation that occur prior to the final MPAC reassessment of the property may result in an increase / decrease in the actual municipal tax increment generated and will be reflected in the final Grant amount.

ALTERNATIVES FOR CONSIDERATION

Declining a Grant and / or approving a reduced amount would undermine the principles of the HTIGP and regeneration efforts in general. This alternative is not recommended.

Financial: Grants totalling \$24,799.11 over a five-year period would not be issued.

Staffing: Not applicable

Legal: Not applicable

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Economic Prosperity and Growth

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

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report PED21184 – Location Map

Appendix "A" to Report PED21184



● Site Location



Key Map - Ward 3

Location Map



Hamilton

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT

File Name/Number:
408-414 King St E / 4 Victoria Av S

Date:
December 10, 2019

Appendix "A"

Scale:
N.T.S

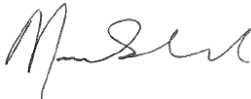
Planner/Technician:
CG/AL

Subject Property

 408 - 414 King Street East
4 Victoria Avenue South



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Economic Development Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	October 6, 2021
SUBJECT/REPORT NO:	Hamilton Tax Increment Grant - 152-154 James Street North and 4-6 Cannon Street East, Hamilton (PED21185) (Ward 2)
WARD(S) AFFECTED:	Ward 2
PREPARED BY:	Carlo Gorni (905) 546-2424 Ext. 2755
SUBMITTED BY:	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

- (a) That a Hamilton Tax Increment Grant Program Application submitted by Malleum Real Estate Partners V LP and Malleum Real Estate Partners V LP, by its General Partner Malleum Real Estate Partners V GP Limited (Tyler Pearson and Greg Clewer) in 2019, for the property at 152-154 James Street North and 4-6 Cannon Street East, Hamilton, estimated at \$32,424.03 over a maximum of a five year period, and based upon the incremental tax increase attributable to the renovation of 152-154 James Street North and 4-6 Cannon Street East, Hamilton, be authorized and approved in accordance with the terms and conditions of the Hamilton Tax Increment Grant Program;
- (b) That the Mayor and City Clerk be authorized and directed to execute a Grant Agreement together with any ancillary documentation required, to give effect to the Hamilton Tax Increment Grant for Malleum Real Estate Partners V LP and Malleum Real Estate Partners V LP, by its General Partner Malleum Real Estate Partners V GP Limited (Tyler Pearson and Greg Clewer) for the property known as 152-154 James Street North and 4-6 Cannon Street East, Hamilton, in a form satisfactory to the City Solicitor;

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

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

SUBJECT: Hamilton Tax Increment Grant - 152-154 James Street North and 4-6 Cannon Street East, Hamilton (PED21185) (Ward 2) - Page 2 of 8

- (c) That the General Manager of the Planning and Economic Development Department be authorized and directed to administer the Grant and Grant Agreement including but not limited to: deciding on actions to take in respect of events of default and executing any Grant Amending Agreements, together with any ancillary amending documentation, if required, provided that the terms and conditions of the Hamilton Tax Increment Grant Program, as approved by City Council, are maintained.

EXECUTIVE SUMMARY

The Hamilton Tax Increment Grant Program (HTIGP) Application for the renovation of the property at 152-154 James Street North and 4-6 Cannon Street East, Hamilton was submitted in 2019 by Malleum Real Estate Partners V LP and Malleum Real Estate Partners V LP., by its General Partner Malleum Real Estate Partners V GP Limited (Tyler Pearson and Greg Clewer), owner of the property. This address contains three commercial units on the ground floor and six residential units on the upper floors. The proposed works will see the renovation of the interior of all commercial and residential units. Improvements will also be made to the exterior of the buildings including new windows, doors and painting.

Renovation costs are estimated at \$412,000 and it is projected that the proposed renovations will increase the assessed value of the property from its current value of \$660,000 to approximately \$1,110,000.

This will increase total annual property taxes generated by the property. The municipal share of this property tax increase (municipal tax increment) will be approximately \$10,808.01, of which 100% would be granted to the owner during year one, 80% or approximately \$8,646.41 in year two, 60% or approximately \$6,484.81 in year three, 40% or approximately \$4,323.20 in year four and 20% or approximately \$2,161.60 in year five. The estimated total value of the Grant is approximately \$32,424.03. Note that every year the tax increment is based on actual taxes for that year.

Alternatives for Consideration – See Page 6

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The City will collect full property taxes on the property and, in turn, provide a Grant for five years, declining each year after the first year by 20%, based on the increase in the municipal portion of the taxes, post-renovation completion of 152-154 James Street North and 4-6 Cannon Street East, Hamilton. Following year one of the Grant Payment, the City will start to realize the positive results of the Program from a financial perspective. Based on the projected figures, the estimated tax increment over five years totals

SUBJECT: Hamilton Tax Increment Grant - 152-154 James Street North and 4-6 Cannon Street East, Hamilton (PED21185) (Ward 2) - Page 3 of 8

\$54,040.05, of which the Applicant would receive a Grant totalling approximately \$32,424.03 and the City retaining taxes totalling approximately \$21,616.02.

Staffing: Applicants and subsequent Grant Payments under the HTIGP are processed by the Commercial Districts and Small Business Section and Taxation Section, Corporate Services Department. There are no additional staffing requirements.

Legal: Section 28 of the *Planning Act* permits a municipality, in accordance with a Community Improvement Plan, to make loans and grants which would otherwise be prohibited under Section 106(2) of the *Municipal Act*, to registered/assessed owners and tenants of lands and buildings. A Community Improvement Plan can only be adopted and come into effect within a designated Community Improvement Project Area. Changes to a Community Improvement Plan or Community Improvement Project Area require formal amendments as dictated by the *Planning Act*.

The Applicant will be required to execute a Grant Agreement prior to the Grant being advanced. The Grant Agreement will be developed in consultation with the Legal Services Division.

As construction projects move forward, it is sometimes necessary to amend previously approved Grant Agreements and any ancillary documentation. Therefore, staff recommends that the General Manager of Planning and Economic Development be authorized to amend Grant Agreements and any ancillary documentation, provided that the terms and conditions of the HTIGP are maintained.

HISTORICAL BACKGROUND

City Council, at its meeting held August 22, 2001, approved an amendment to the Downtown and Community Renewal Community Improvement Plan which introduced the HTIGP. Since that time, a number of Program refinements have been approved by City Council, including expanding the Program to Community Downtowns, Business Improvement Areas, the Mount Hope/Airport Gateway, the corridors of Barton Street and Kenilworth Avenue as identified in the Downtown and Community Renewal Community Improvement Project Area and most recently, to properties designated under Part IV or V of the *Ontario Heritage Act*. The terms of the Program offer a five-year Grant not to exceed the increase in municipal realty taxes as a result of the development. The Grant is to be in an amount which does not exceed 100% of the municipal realty tax increase during the first year, 80% in year two, 60% in year three, 40% in year four, and 20% in year five.

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SUBJECT: Hamilton Tax Increment Grant - 152-154 James Street North and 4-6 Cannon Street East, Hamilton (PED21185) (Ward 2) - Page 4 of 8

The project at 152-154 James Street North and 4-6 Cannon Street East, Hamilton, is an eligible project under the terms of the HTIGP. The Applicant will qualify for the HTIGP Grant upon completion of the development project. Renovation costs are estimated at \$412,000. The total estimated Grant over the five-year period is approximately \$32,424.03.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**Urban Hamilton Official Plan**

The subject site and building are municipally known as 152-154 James Street North and 4-6 Cannon Street East and is located within the “Downtown Urban Growth Centre” on Schedule “E” – Urban Structure.

The site is located within the Downtown Hamilton Secondary Plan area (OPA 102) and designated “Downtown Mixed Use” and “Pedestrian Focus” on Map B.6.1-1 – Downtown Hamilton Secondary Plan – Land Use Plan which is intended to support intensive, urban-scale mixed use development.

The planned use of the site conforms to the above designation. The specific ground floor commercial uses will be subject to the respective sections of the in force and effect Urban Hamilton Official Plan with respect to permitted uses and associated policies.

Zoning By-law No. 05-200

The subject site is zoned “Downtown Mixed Use – Pedestrian Focus (D2) Zone” which is intended to support a range of active street level commercial uses and a pedestrian-oriented built form which may include residential uses above grade.

The existing use of the property is permitted. The specific ground floor commercial uses will be subject to the respective sections of the in force and effect Zoning By-Law with respect to permitted uses and associated regulations.

RELEVANT CONSULTATION

Staff from the Taxation Section and the Finance and Administration Section, Corporate Services Department and the Legal Services Division, Corporate Services Department was consulted, and the advice received is incorporated into Report PED21185.

SUBJECT: Hamilton Tax Increment Grant - 152-154 James Street North and 4-6 Cannon Street East, Hamilton (PED21185) (Ward 2) - Page 5 of 8

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The Hamilton Tax Increment Grant Program is established under the Downtown and Community Renewal Community Improvement Plan (2016) (DCR CIP) which is intended to provide programs that support the revitalization of strategic urban commercial districts by minimizing financial barriers to, and stimulating new private sector investment in, the development of under-utilized properties and/or to improve the appearance, functionality, marketability, usability and/or safety of existing commercial and mixed use buildings. In 2020, staff commenced a comprehensive review of the DCR CIP and its programs. This review, which included a change to the plan's name (Revitalizing Hamilton's Commercial Districts Community Improvement Plan (RHCD CIP)), included several updates that were intended to support Council and community priorities including housing affordability, climate change and environmental sustainability and post-COVID economic recovery. Key updates included incentivizing the incorporation of housing affordability and/or environmental sustainability measures in developments, supporting environmentally sustainable building improvements to commercial and mixed-use buildings and establishing a new temporary pilot program to address street facing commercial vacancies, among other updates.

On July 9, 2021 a staff direction was approved by Council seeking policy revisions to the Hamilton Tax Increment Grant Program to address the eligibility of applications consisting of renovations to existing residential rental units at properties subject to potential historical displacement of tenants. In response, staff identified a series of Program amendments that effectively remove from Program eligibility any renovations to existing residential rental units except in certain limited circumstances where there is a low or no risk of tenant displacement having occurred. These amendments were presented via Report PED21159 with a recommendation that the amendments be incorporated into the updated RHCD CIP and associated Program Descriptions due to the amendments triggering a requirement for a statutory public meeting under the *Planning Act*. Report PED21159 was approved by Council on September 15, 2021.

Staff subsequently brought forward Report PED21035(a) containing the updated RHCD CIP and associated Program Descriptions for a statutory public meeting at the September 21, 2021 Planning Committee which was approved by Committee and subsequently approved by City Council on September 29, 2021. The updated RHCD CIP is currently subject to a statutory 20-day appeal period before coming into effect. This appeal period will end no earlier than October 19, 2021 and, subject to no appeals being registered, the updated RHCD CIP and Program Descriptions will come into effect at that time. Upon coming into effect, the updated policies respecting the eligibility of renovations to existing residential rental units will become applicable to any new Program applications as well as any existing Program applications not already approved by Council.

SUBJECT: Hamilton Tax Increment Grant - 152-154 James Street North and 4-6 Cannon Street East, Hamilton (PED21185) (Ward 2) - Page 6 of 8

Commercial Districts and Small Business staff, in co-operation with staff from the Taxation Section and Legal Services Division, developed an estimated Schedule of Grant Payments under the terms of the Program. The final Schedule of Grant Payments will be contingent upon a new assessment by Municipal Property Assessment Corporation (MPAC) following completion of the project. The Applicant will be required to sign a Grant Agreement. The Grant Agreement contains provisions for varying the Grant payment in each, and every year based on MPAC's assessed value. By signing, the Applicant will accept the terms and conditions outlined therein prior to any Grant Payments being made. The Agreement outlines the terms and conditions of the Grant Payments over the five-year period.

The estimated Grant shall be calculated according to the following formulas:

Grant Level:	100%	
Total Eligible Costs (Maximum):	\$412,000	
Total Pre-project CVA:		Year: 2020
CT (Commercial)	\$280,700	
MT (Residential)	<u>\$379,300</u>	
Total	\$660,000	
Pre-Project Property Taxes		
Municipal Levy:	\$15,527.25	
Education Levy:	<u>\$ 3,331.19</u>	
Pre-project Property Taxes	\$18,858.44	
*Post-project CVA:		
XT (New Commercial)	\$ 430,000	Year: TBD
MT (Residential)	<u>\$ 680,000</u>	
Estimated Post-project CVA	\$1,110,000	
Post-Project Property Taxes		
**Estimated Municipal Levy:	\$26,335.26	
**Estimated Education Levy:	<u>\$ 5,254.40</u>	
**Estimated Post-Project Property Taxes:	\$31,589.66	

*The actual roll number(s) assessed value(s), tax classification(s) and value partitioning (where applicable) are to be determined by the Municipal Property Assessment Corporation (MPAC).

**2020 tax rates have been used for calculation of the estimated post-development property taxes.

SUBJECT: Hamilton Tax Increment Grant - 152-154 James Street North and 4-6 Cannon Street East, Hamilton (PED21185) (Ward 2) - Page 7 of 8

Pre-project Municipal Taxes = Municipal Levy = \$15,527.25
Municipal Tax Increment = \$26,335.26 - \$15,527.25 = 10,808.01
Payment in Year One = \$10,808.01 x 1.0 = \$10,808.01

ESTIMATED GRANT PAYMENT SCHEDULE for renovation of three commercial units and six residential units

Year	Grant Factor	Tax Increment*	Grant
1	100%	\$10,808.01	\$10,808.01
2	80%	\$10,808.01	\$8,646.41
3	60%	\$10,808.01	\$6,484.81
4	40%	\$10,808.01	\$4,323.20
5	20%	\$10,808.01	\$2,161.60
Total		\$54,040.05	\$32,424.03

*Note that the tax increment is based every year on actual taxes for that year. The figures above are estimates. In other words, for each year a Grant Payment is paid, the actual taxes for the year of the Grant Payment will be used in the calculation of the Grant Payment.

Details of the proposed renovation and its estimated assessment and municipal tax increments are based on the project as approved, or conditionally approved, at the time of writing this Report. Any minor changes to the planned renovation that occur prior to the final MPAC reassessment of the property may result in an increase/decrease in the actual municipal tax increment generated and will be reflected in the final Grant amount.

ALTERNATIVES FOR CONSIDERATION

Declining a Grant and/or approving a reduced amount would undermine the principles of the HTIGP and regeneration efforts in general. This alternative is not recommended.

Financial: Grants totalling \$32,424.03 over a five-year period would not be issued.

Staffing: Not applicable.

Legal: Not applicable.

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Economic Prosperity and Growth

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**SUBJECT: Hamilton Tax Increment Grant - 152-154 James Street North and 4-6
Cannon Street East, Hamilton (PED21185) (Ward 2) - Page 8 of 8**

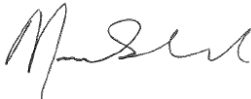
Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report PED21185 – Location Map



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Economic Development Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	October 6, 2021
SUBJECT/REPORT NO:	Barton Kenilworth Tax Increment Grant - 289-293 Kenilworth Avenue North, Hamilton (PED21193) (Ward 4)
WARD(S) AFFECTED:	Ward 4
PREPARED BY:	Carlo Gorni (905) 546-2424 Ext. 2755
SUBMITTED BY:	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

- (a) That a Barton Kenilworth Tax Increment Grant Program Application submitted by Malleum Real Estate Partners IV, by its General Partner, Malleum General Partner IV Limited (Tyler Pearson, Greg Clewer) in 2019, for the property at 289-293 Kenilworth Avenue North Street East, Hamilton estimated at \$30,719.85 over a maximum of a nine-year period, and based upon the incremental tax increase attributable to the renovations of 289-293 Kenilworth Avenue North, Hamilton, be authorized and approved in accordance with the terms and conditions of the Barton Kenilworth Tax Increment Grant Program;
- (b) That the Mayor and City Clerk be authorized and directed to execute a Grant Agreement together with any ancillary documentation required, to give effect to the Barton Kenilworth Tax Increment Grant for Malleum Real Estate Partners IV, by its General Partner, Malleum General Partner IV Limited (Tyler Pearson, Greg Clewer) for the property known as 289-293 Kenilworth Avenue North, Hamilton, in a form satisfactory to the City Solicitor;
- (c) That the General Manager of the Planning and Economic Development Department be authorized and directed to administer the Grant and Grant Agreement including but not limited to: Deciding on actions to take in respect of events of default and executing any Grant Amending Agreements, together with

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SUBJECT: Barton Kenilworth Tax Increment Grant - 289-293 Kenilworth Avenue North, Hamilton (PED21193) (Ward 4) - Page 2 of 8

any ancillary amending documentation, if required, provided that the terms and conditions of the Barton Kenilworth Tax Increment Grant Program, as approved by City Council, are maintained.

EXECUTIVE SUMMARY

The Barton Kenilworth Tax Increment Grant Program (BKTIGP) Application for the renovation of 289-293 Kenilworth Avenue North, Hamilton, was submitted by Malleum Real Estate Partners IV, by its General Partner, Malleum General Partner IV Limited. The property was vacant at the time of Application. Prior to work commencing on the building, it contained two commercial units on the ground floor and three residential units on the upper floors. The planned renovations include the creation of a fourth residential unit. The restoration of all residential units including new windows, new insulation, flooring and bathrooms/kitchens. New electrical, plumbing and natural gas distribution systems were also to be installed. Once the residential units are completed, restoration of the commercial units is to commence.

Development costs are estimated at \$366,120 and it is projected that the proposed redevelopment will increase the assessed value of the property from its 2019 value of \$331,000 to approximately \$638,000. This will increase total annual property taxes generated by the property. The municipal share of this property tax increase (municipal tax increment) will be approximately \$4,388.55 of which 100% would be granted to the owner during years one to five, 80% or approximately \$3,510.84 in year six, 60% or approximately \$2,633.13 in year seven, 40% or approximately \$1,755.42 in year eight and 20% or approximately \$877.71 year nine. The estimated total value of the Grant is approximately \$30,719.85. Note that every year the tax increment is based on actual taxes for that year.

Alternatives for Consideration – See Page 6

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The City will collect full property taxes on the property and, in turn, provide a grant for nine years, declining each year after the first five years by 20%, based on the increase in the municipal portion of the taxes, post-renovation completion of 289-293 Kenilworth Avenue North, Hamilton. Following year five of the Grant payment, the City will start to realize the positive results of the Program from a financial perspective. Based on the projected figures, the estimated tax increment over nine years totals \$39,496.95 of which the Applicant would receive a Grant totalling approximately \$30,719.85 and the City retaining taxes totalling approximately \$8,777.10.

SUBJECT: Barton Kenilworth Tax Increment Grant - 289-293 Kenilworth Avenue North, Hamilton (PED21193) (Ward 4) - Page 3 of 8

Staffing: Applicants and subsequent Grant payments under the BKTIGP are processed by the Commercial Districts and Small Business Section and Taxation Division. There are no additional staffing requirements.

Legal: Section 28 of the *Planning Act* permits a municipality, in accordance with a Community Improvement Plan, to make loans and grants which would otherwise be prohibited under Section 106(2) of the *Municipal Act*, to registered / assessed owners and tenants of lands and buildings. A Community Improvement Plan can only be adopted and come into effect within a designated Community Improvement Project Area. Changes to a Community Improvement Plan or Community Improvement Project Area require formal amendments as dictated by the *Planning Act*.

The Applicant will be required to execute a Grant Agreement prior to the Grant being advanced. The Grant Agreement will be developed in consultation with the Legal Services Division.

As construction projects move forward, it is sometimes necessary to amend previously approved Grant Agreements and any ancillary documentation. Therefore, staff recommends that the General Manager of Planning and Economic Development be authorized to amend Grant Agreements and any ancillary documentation, provided that the terms and conditions of the HTIGP are maintained.

HISTORICAL BACKGROUND

City Council, at its meeting held May 11, 2016, approved an amendment to the Downtown and Community Renewal Community Improvement Plan which introduced the BKTIGP. The Program is offered exclusively to property owners of residential / commercial lands and buildings located within the boundaries of the Barton Village Business Improvement Area (BIA), the Barton and Kenilworth commercial corridors and the properties that front on Barton Street between James Street North and Victoria Avenue North as identified in the Downtown and Community Renewal Community Improvement Project Area By-law. The terms of the Program offer a nine-year Grant not to exceed the increase in municipal realty taxes as a result of the development.

The Grant is to be in an amount which does not exceed 100% of the municipal realty tax increase during the first five years, 80% in year six, 60% in year seven, 40% in year eight, and 20% in year nine.

The project at 289-293 Kenilworth Avenue North, Hamilton, is an eligible project under the terms of the BKTIGP. The Applicant will qualify for the BKTIGP Grant upon

SUBJECT: Barton Kenilworth Tax Increment Grant - 289-293 Kenilworth Avenue North, Hamilton (PED21193) (Ward 4) - Page 4 of 8

completion of the project. Development costs are estimated at \$366,120. The total estimated Grant over the nine-year period is approximately \$30,719.85.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Urban Hamilton Official Plan

The subject site is municipally known as 289, 291 and 293 Kenilworth Avenue North and is located within a “Community Node” on Schedule “E” – Urban Structure and designated “Mixed Use – Medium Density” on Schedule “E-1” – Urban Land Use Designations which is intended to permit a full range of retail, service commercial, entertainment and residential uses at a moderate scale.

The planned use of the site conforms to the above designation. The specific ground floor commercial uses will be subject to the respective sections of the in force and effect Urban Hamilton Official Plan with respect to permitted uses and associated policies.

Zoning By-law No. 05-200

The subject site is zoned “Mixed Use Medium Density – Pedestrian Focus (C5a) Zone” which is intended to permit commercial uses at grade and residential, commercial and limited institutional uses on upper floors.

The planned use of the property is permitted. The specific ground floor commercial uses will be subject to the respective sections of the in force and effect Zoning By-Law with respect to permitted uses and associated regulations.

RELEVANT CONSULTATION

Staff from the Finance and Administration Division, Corporate Services Department and the Legal Services Division, City Manager’s Office was consulted, and the advice received is incorporated into Report PED21193.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The Hamilton Tax Increment Grant Program is established under the Downtown and Community Renewal Community Improvement Plan (2016) (DCR CIP) which is intended to provide programs that support the revitalization of strategic urban commercial districts by minimizing financial barriers to, and stimulating new private sector investment in, the development of under-utilized properties and/or to improve the appearance, functionality, marketability, usability and/or safety of existing commercial and mixed use buildings. In 2020, staff commenced a comprehensive review of the DCR CIP and its programs. This review, which included a change to the plan’s name

SUBJECT: Barton Kenilworth Tax Increment Grant - 289-293 Kenilworth Avenue North, Hamilton (PED21193) (Ward 4) - Page 5 of 8

(Revitalizing Hamilton's Commercial Districts Community Improvement Plan (RHCD CIP)), included several updates that were intended to support Council and community priorities including housing affordability, climate change and environmental sustainability and post-COVID economic recovery. Key updates included incentivizing the incorporation of housing affordability and/or environmental sustainability measures in developments, supporting environmentally sustainable building improvements to commercial and mixed-use buildings and establishing a new temporary pilot program to address street facing commercial vacancies, among other updates.

On July 9, 2021 a staff direction was approved by Council seeking policy revisions to the Hamilton Tax Increment Grant Program to address the eligibility of applications consisting of renovations to existing residential rental units at properties subject to potential historical displacement of tenants. In response, staff identified a series of Program amendments that effectively remove from Program eligibility any renovations to existing residential rental units except in certain limited circumstances where there is a low or no risk of tenant displacement having occurred. These amendments were presented via Report PED21159 with a recommendation that the amendments be incorporated into the updated RHCD CIP and associated Program Descriptions due to the amendments triggering a requirement for a statutory public meeting under the *Planning Act*. Report PED21159 was approved by Council on September 15, 2021.

Staff subsequently brought forward Report PED21035(a) containing the updated RHCD CIP and associated Program Descriptions for a statutory public meeting at the September 21, 2021 Planning Committee which was approved by Committee and subsequently approved by City Council on September 29, 2021. The updated RHCD CIP is currently subject to a statutory 20-day appeal period before coming into effect. This appeal period will end no earlier than October 19, 2021 and, subject to no appeals being registered, the updated RHCD CIP and Program Descriptions will come into effect at that time. Upon coming into effect, the updated policies respecting the eligibility of renovations to existing residential rental units will become applicable to any new Program applications as well as any existing Program applications not already approved by Council.

Commercial Districts and Small Business staff, in co-operation with staff from the Taxation and Legal Services Divisions, developed an estimated schedule of Grant payments under the terms of the Program. The final schedule of Grant payments will be contingent upon a new assessment by Municipal Property Assessment Corporation MPAC following completion of the project. The Applicant will be required to sign a Grant Agreement. The Grant Agreement contains provisions for varying the Grant payment in each and every year based on MPAC's assessed value. By signing, the Applicant will accept the terms and conditions outlined therein prior to any Grant payments being made. The Agreement outlines the terms and conditions of the Grant payments over the nine-year period.

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**SUBJECT: Barton Kenilworth Tax Increment Grant - 289-293 Kenilworth Avenue
North, Hamilton (PED21193) (Ward 4) - Page 6 of 8**

The estimated Grant shall be calculated according to the following formulas:

Grant Level:	100%	
Total Eligible Costs (Maximum):	\$366,120	
*Pre-project CVA:		Year: 2019
CT (Commercial)	\$331,000	
RT (Residential)	\$ <u>0</u>	
Total	\$331,000	
Municipal Levy:	\$ 6,742.40	
Education Levy:	\$ <u>3,308.34</u>	
Pre-project Property Taxes	\$10,050.74	
** Estimated Post-project CVA:		Year: TBD
CT (Commercial)	\$425,000	
RT (Residential)	\$ <u>213,000</u>	
Total	\$638,000	
Post-project Property Taxes		
** Estimated Municipal Levy:	\$11,130.95	
** Estimated Education Levy:	\$ <u>4,065.89</u>	
** Estimated Post-Project Property Taxes:	\$15,196.84	

*The actual roll number(s), assessed value(s), tax classification(s) and value partitioning (where applicable) are to be determined by the Municipal Property Assessment Corporation (MPAC).

**2021 tax rates have been used for calculation of the estimated post-development property taxes.

Pre-project Municipal Taxes = Municipal Levy = \$6,742.40
Municipal Tax Increment = \$11,130.95 - \$6,742.40 = \$4,388.55
Payment in Year One = \$4,388.55 x 1.0 = \$4,388.55

SUBJECT: Barton Kenilworth Tax Increment Grant - 289-293 Kenilworth Avenue North, Hamilton (PED21193) (Ward 4) - Page 7 of 8

**ESTIMATED GRANT PAYMENT SCHEDULE for mixed use building with two commercial units and four residential units
(Subject to re-calculation each year and up to the total eligible costs)**

Year	Grant Factor	Tax Increment*	Grant
1	100%	\$4,388.55	\$4,388.55
2	100%	\$4,388.55	\$4,388.55
3	100%	\$4,388.55	\$4,388.55
4	100%	\$4,388.55	\$4,388.55
5	100%	\$4,388.55	\$4,388.55
6	80%	\$4,388.55	\$3,510.84
7	60%	\$4,388.55	\$2,633.13
8	40%	\$4,388.55	\$1,755.42
9	20%	\$4,388.55	\$877.71
Total		\$39,496.95	\$30,719.85

*Note that the tax increment is based every year on actual taxes for that year. The figures above are estimates. In other words, for each year a Grant payment is paid, the actual taxes for the year of the Grant payment will be used in the calculation of the Grant payment.

Details of the proposed renovation and its estimated assessment and municipal tax increments are based on the project as approved, or conditionally approved, at the time of writing this Report. Any minor changes to the planned renovation that occur prior to the final MPAC reassessment of the property may result in an increase / decrease in the actual municipal tax increment generated and will be reflected in the final Grant amount

ALTERNATIVES FOR CONSIDERATION

Declining a Grant and/or approving a reduced amount would undermine the principles of the BKTIGP and regeneration efforts in general. This alternative is not recommended.

Financial: Grants totalling \$30,719.85 over a nine-year period would not be issued.

Staffing: Not applicable

Legal: Not applicable

**SUBJECT: Barton Kenilworth Tax Increment Grant - 289-293 Kenilworth Avenue
North, Hamilton (PED21193) (Ward 4) - Page 8 of 8**

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Economic Prosperity and Growth

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

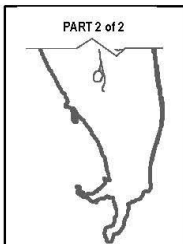
APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report PED21193 – Location Map

Appendix "A" to Report PED21193



● Site Location



Key Map - Ward 4

N.T.S.

Location Map



Hamilton

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT

File Name/Number:
289-293 Kenilworth Av N

Date:
Jan. 3, 2019

Appendix "A"

Scale:
N.T.S.

Planner/Technician:
CG/AL

Subject Property

 289 - 293 Kenilworth Avenue North

10.12



CITY OF HAMILTON
CORPORATE SERVICES
Office of the City Clerk

TO:	Mayor and Members of General Issues Committee
COMMITTEE DATE:	October 6, 2021
SUBJECT/REPORT NO:	2022 Municipal Election Voting Technology Procurement (FCS21094) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Aine Leadbetter (905) 546-2424 Ext. 2753
SUBMITTED BY:	Andrea Holland City Clerk
SIGNATURE:	

RECOMMENDATION

- (a) That, pursuant to Procurement Policy #12 – Cooperative Procurements, staff be directed to enter into an agreement with Her Majesty the Queen in Right of Ontario as represented by The Chief Electoral Officer of Ontario (the “Province”) to secure voting technology for the 2022 Municipal Election; and;
- (b) That Council approve the single source procurement, pursuant to Procurement Policy #11 – Non-competitive Procurements, for the purchase of technology support, assistive devices and election materials for the 2022 Municipal Election and that the General Manager, Corporate Services Department be authorized to negotiate, enter into and execute a Contract and any ancillary documents required to give effect thereto with Dominion Voting Systems Corporation (“Dominion”), in a form satisfactory to the City Solicitor.

EXECUTIVE SUMMARY

To support the 2022 Municipal Election the City will be leasing voting technology including vote tabulators and e-poll books. Staff is recommending that the City leverage the Elections Ontario Voting Technology Sharing Program, which provides the opportunity to leverage technology at cost. Staff propose to engage with the Province for voting technology equipment pursuant to Policy 12 of the City’s Procurement Policy By-law with the consent of the Manager of Procurement, and pursuant to Policy 11 of the City’s Procurement Policy By-law, with Council’s approval to engage with the vendor of the equipment, Dominion, for support, assistive devices, and materials.

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**SUBJECT: 2022 Municipal Election Voting Technology Procurement (FCS21094)
(City Wide) - Page 2 of 5**

HISTORICAL BACKGROUND

At the December 9, 2020 GIC 20-023 General Issues Committee Meeting, Staff brought forward report [FCS 20081: 2022 Municipal Elections: Alternative Voting Options](#).

At this meeting, Council approved the following recommendation:

- a) That the City Clerk be directed to prepare and issue a competitive procurement process in accordance with the City's Procurement Policy for the lease of a vote tabulation system for the 2022 municipal election, with options to extend the contract to include any by-elections leading up to 2026, and the 2026 municipal election.

The City of Hamilton participated in the pilot for the Provincial Voting Technology Sharing Program through the Province during the 2018 municipal election, and additionally entered into an agreement with Dominion to secure support, materials and assistive devices. The event ran smoothly, and there were no indications of issues with the program, equipment and support during the 2018 election.

INFORMATION

While preparing for the Request for Proposal (RFP) process to secure a vote tabulation system for the 2022 municipal election, staff conducted research into technical requirements, consulted with municipal counterparts, and engaged with internal stakeholders. Through this process, staff evaluated the program offered by the Province to lease voting technology, including vote tabulation equipment, to administer municipal elections. Staff determined that the City's participation in the pilot of this program in the 2018 municipal election concluded with no issue or concern.

The provincial Voting Technology Sharing Program (VTSP) provides municipalities with an opportunity to lease vote tabulators and e-poll books directly from the Province at cost. This program was created following the 2018 provincial election, where the Province enacted an initiative to modernize the provincial voting process by introducing technology in the polls. The Province issued a competitive RFP to secure technology. Through the RFP and the subsequent contract with the successful vendor, Dominion, the Province included provisions to allow for municipalities to leverage the equipment procured by the Province to support municipal elections. By leveraging these provisions, the City would lease equipment from the Province at cost and would engage with Dominion for equipment support and materials during the 2020 election period.

As the Province uses strict procurement policies and procedures, municipalities are further assured that voting technology and services was obtained through a robust and

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**SUBJECT: 2022 Municipal Election Voting Technology Procurement (FCS21094)
(City Wide) - Page 3 of 5**

fair process. Additionally, the City would be obtaining equipment that has been tested and used in other elections and is familiar to the City as it is the equipment used in 2018. Leveraging the Province's purchasing power will save time and resources, as training materials are already developed specifically for this equipment and staff would not have to engage in an RFP process that would take time away from other election preparations. As such, staff is looking to leverage the cooperative agreement with the Province to secure technology and will procure the equipment through a Policy 12 – Cooperative Procurements. The Manager of Procurement has provided written consent to pursue a Policy 12 procurement as required by the Procurement Policy By-law.

If the City engages with the Province for equipment rental, the City would additionally be required to negotiate an agreement with the Province's equipment vendor, Dominion, in order to secure technological support for the Province's equipment, to lease assistive devices, and for materials required for the devices during voting days. As this is a single source procurement, staff proposed to pursue a Policy 11 to engage with Dominion. The cost associated with the Dominion contract is yet to be determined as it will require negotiation. Staff is seeking Council approval for a Policy 11 procurement at \$250,000 to allow for engagement with the vendor.

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The cost to procure tabulators and e-poll books for the 2022 Municipal Election by leveraging the Provincial Voting Technology Sharing Program is estimated to be approximately \$175,000, including shipping costs.

The cost associated with support, assistive devices and materials to be procured through Dominion for the 2022 Municipal Election will be negotiated with the vendor, however in 2018, this cost was approximately \$165,000. Due to inflation and rise in prices, staff expect that this cost will be higher for 2022. As such, staff is requesting Council approval for a Policy 11 in the event that the costs associated with this support and service for the 2022 municipal election equates to an amount over \$250,000.

Staffing: Any staffing required to manage the procurement of technology for the 2022 municipal election would be managed using existing resources.

Legal: Formal Agreements with both the Province and Dominion will be provided to the City for its execution.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Under the Municipal Elections Act, 1996, Municipalities may use technology in support of elections provided a By-Law is enacted. The City of Hamilton passed [By-law 21-147:](#)

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**SUBJECT: 2022 Municipal Election Voting Technology Procurement (FCS21094)
(City Wide) - Page 4 of 5**

[A By-law to Authorize the Use of Optical Scanning Vote Tabulators and to Authorize Use of a Special Vote by Mail as an Alternative Voting Method and to repeal By-law 17-059 and By-law 03-200](#) on August 13, 2021, and no further action is required.

The City's Procurement Policy By-law 20-205 permits single source procurements pursuant to the provisions of Policy 11. Single Source Procurements of \$250,000 or greater must be approved by City Council.

Policy 12 of the City's Procurement Policy By-law permits Cooperative Procurements with the prior written approval of the Manager of Procurement, which has been obtained.

RELEVANT CONSULTATION

Internal consultation

Consultation for this report was received from:

- Information Technology
- Legal Services
- Procurement

Municipal Benchmarking

Staff have engaged with Municipalities across Ontario to discuss voting technology procurement as a part of the Municipal Elections Working Group.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The Voting Technology Sharing Program allows municipalities to leverage Provincial buying power to secure preferential pricing and services by creating economies of scale, as vendors bid on the Provincial Request for Proposal with the knowledge that this contract would be extended to municipalities. Through consultations with municipal counterparts and through independent research, staff is confident that leveraging the provincial program would provide the City with the opportunity for cost savings as it widely agreed that the program offers the best pricing available for voting equipment and support as the equipment is available at cost and the Province has established agreements and preferred pricing with the vendor that can be leveraged for service.

ALTERNATIVES FOR CONSIDERATION

Should the City not engage in the Voting Technology Sharing Program, staff would prepare an RFP with guidance from Procurement, and would go out to market to secure voting technology for the 2022 municipal election.

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**SUBJECT: 2022 Municipal Election Voting Technology Procurement (FCS21094)
(City Wide) - Page 5 of 5**

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Community Engagement & Participation

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

Our People and Performance

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

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