



**City of Hamilton**  
**GENERAL ISSUES COMMITTEE REVISED**

**Meeting #:** 23-001(h)  
**Date:** February 21, 2023  
**Time:** 9:30 a.m.  
**Location:** Council Chambers  
Hamilton City Hall  
71 Main Street West

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

---

	<b>Pages</b>
<b>1. APPROVAL OF AGENDA</b>	
<b>2. DECLARATIONS OF INTEREST</b>	
<b>3. APPROVAL OF MINUTES OF PREVIOUS MEETING</b>	
3.1 February 6, 2023	3
3.2 February 7, 2023	14
<b>4. COMMUNICATIONS</b>	
<b>5. CONSENT ITEMS</b>	
5.1 2004 Budget Adjustment - Accounting and Allocation of the Goods and Services Tax Rebate (FCS23028) (City Wide) (Outstanding Business List)	39
<b>6. STAFF PRESENTATIONS</b>	
6.1 Area Rating Review (FCS21078(d)) (City Wide)	41
6.2 2023 Tax Operating Budget Deliberations	73
<b>7. DISCUSSION ITEMS</b>	
7.1 2022 Assessment Growth (FCS23025) (City Wide)	97

- |     |  |     |
|-----|--|-----|
| 7.2 | 2023 Budget Submission – Advisory Committee for Persons with Disabilities (CM23005) (City Wide)                      | 108 |
| 7.3 | Encampment Pilot Evaluation (HSC20038(e) / PED21188(b)) (City Wide) (Outstanding Business List Item)                 | 115 |
|     | *a. WITHDRAWN - Encampment Pilot Evaluation (HSC20038(e) / PED21188(b)) (City Wide) (Outstanding Business List Item) |     |

**8. MOTIONS**

**9. NOTICES OF MOTION**

**10. GENERAL INFORMATION / OTHER BUSINESS**

**11. PRIVATE & CONFIDENTIAL**

11.1 Closed Session Minutes - February 7, 2023

Pursuant to Section 9.3, Sub-section (b) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-section (b) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to personal matters about an identifiable individual, including municipal or local board employees.

**12. ADJOURNMENT**



**GENERAL ISSUES COMMITTEE  
(OPERATING BUDGET)  
MINUTES 23-001(f)**

3:00 p.m.

Monday, February 6, 2023  
Council Chambers, City Hall, 2<sup>nd</sup> Floor  
71 Main Street West, Hamilton, Ontario

---

**Present:** Mayor A. Horwath, Councillors B. Clark (Chair)  
J. Beattie, C. Cassar, J. P. Danko, M. Francis, T. Hwang,  
T. Jackson, C. Kroetsch, T. McMeekin, N. Nann, E. Pauls,  
M. Spadafora, M. Tadeson, A. Wilson, M. Wilson

---

**THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR INFORMATION:**

**(a) APPROVAL OF AGENDA (Item 1)**

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

**4. COMMUNICATIONS**

- 4.1 Correspondence respecting a vote against the proposed 6.71% increase to the Hamilton Police Services budget, and to advocate for an investment into community-led, harm reduction supports:  
(f) Sarah Van Berkel

Recommendation: Be received.

- 4.3 Correspondence from Taylor DeCoste, respecting a Public Budget Delegation

Recommendation: Be received.

- 4.4 Correspondence from Melissa Dowdall, respecting the Hamilton Police Services Budget

Recommendation: Be received.

**5. DELEGATION REQUESTS**

- 5.18 Jo Aitcheson, respecting the 2023 Hamilton Police Services Budget (In-Person) (For today's meeting)
- 5.19 Karl Andrus, Hamilton Community Benefits Network, respecting the 2023 Just Recovery Policy Paper for consideration in the 2023 municipal budget (In-Person) (For today's meeting)
- 5.20 Dania Igdoura, respecting the proposed budget increase for HPS (Virtual) (For today's meeting)
- 5.21 Brock Bodo, Just Recovery Hamilton Coalition, respecting 2023 Municipal Budget (In-Person) (For today's meeting)
- 5.22 Damien Ash, ACORN, respecting the 2023 Municipal Budget (In-Person) (For today's meeting)
- 5.23 Jessica Merolli, respecting the 2023 Municipal Budget and the 2023 Hamilton Police Services Budget (Virtual) (For today's meeting)
- 5.24 Sid Ryan Eilers, Aeris Korper Contemporary Dance, respecting 2023 Hamilton Police Budget (Virtual) (For today's meeting)
- 5.25 Laura Katz, respecting the 2023 Hamilton Police Budget (Pre-Recorded Video) (For today's meeting)
- 5.26 Montana Mellett, respecting the 2023 Hamilton Police Budget (In-Person) (For today's meeting)
- 5.27 Greg Dunnett, Hamilton Chamber of Commerce, respecting the 2023 Municipal Budget (In-Person) (For today's meeting)
- 5.28 Marnie Schurter, ACORN, respecting the 2023 Municipal Budget (Pre-Recorded Video) (For today's meeting)
- 5.29 Sue Markey, respecting Increasing Staffing and Green Infrastructure (Virtual) (For today's meeting)
- 5.30 Kim Martin, Social Planning and Research Council of Hamilton, respecting 2023 Municipal Budget (In-Person) (For today's meeting)
- 5.31 Donald Currie, respecting Encampment Response Funding in the 2023 Budget (In-Person) (For today's meeting)
- 5.32 Gord Smyth, ACORN, respecting the 2023 Municipal Budget (Pre-Recorded Video) (For today's meeting)

**General Issues Committee (Budget)**  
**Minutes 23-001(f)****February 6, 2023**  
**Page 3 of 11**

- 5.33 Jane Jamnik, Hamilton Cycling Advisory Committee, respecting Expediting Cycling Plan and Cycling Infrastructure (In-Person) (For today's meeting)
- 5.34 Becky Shaini Katz, respecting the 2023 Hamilton Police Services Budget (In-Person) (For today's meeting)
- 5.35 Mohammed Shalalfeh, respecting Affordable Housing in the City of Hamilton (In-Person) (For today's meeting)
- 5.36 Evan Ubene, Kilometres for Public Healthcare, respecting the Expansion of Public Health Services and the 2023 Hamilton Police Services Budget (In-Person) (For today's meeting)
- 5.37 Elizabeth Bloomfield, respecting the 2023 Hamilton Police Services Budget (In-Person) (For today's meeting)
- 5.38 Jacqueline Cantar, respecting the 2023 Municipal Budget (In-Person) (For today's meeting)
- 5.39 Nick de Koning, respecting the 2023 Municipal Budget (In-Person) (For today's meeting)
- 5.40 Kara Jongeling, respecting the 2023 Hamilton Police Service Budget (Virtual) (For today's meeting)
- 5.41 Lucia Iannantuono, Hamilton 350, requesting Support for Care Fare Campaign (Virtual) (For today's meeting)
- 5.42 Miranda Vander Vliet, requesting the 2023 Hamilton Police Services Budget (Virtual) (For today's meeting)
- 5.43 Adeola Egbeyemi, Environment Hamilton, respecting Reducing Fossil Fuel Dependence in the City of Hamilton (In-Person) (For today's meeting)
- 5.44 Myles Demeter, respecting the 2023 Municipal Budget (In-Person) (For today's meeting)
- 5.45 Mike Burnet, ACORN, respecting 2023 Municipal Budget (In-Person) (For today's meeting)
- 5.46 Adan Amer, Hamilton 350, respecting Support for Care Fare Campaign Initiative (In-Person) (For today's meeting)
- 5.47 Ken Stone, Community Coalition Against Racism, respecting the 2023 Hamilton Police Services Budget (Virtual) (For today's meeting)

**(Cassar/Beattie)**

That the agenda for the February 6, 2023 General Issues Committee (Budget) meeting, be approved, as amended.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Absent	-	Ward 6 Councillor Tom Jackson
Absent	-	Ward 7 Councillor Esther Pauls
Absent	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Absent	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

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

There were no declarations of interest.

**(c) COMMUNICATIONS (Item 4)**

**(A. Wilson/Nann)**

That the following Communications Items, be approved, as presented:

- (i) Correspondence respecting a vote against the proposed 6.71% increase to the Hamilton Police Services budget, and to advocate for an investment into community-led, harm reduction supports:
  - (1) Robyn Deshaies (Item 4.1(a))
  - (2) Suzy Sebeslav (Item 4.1(b))
  - (3) Grace Cameron (Item 4.1(c))
  - (4) Thea Haines (Item 4.1(d))
  - (5) Adi Gelb (Item 4.1(e))
  - (6) Sarah Van Berkel (Added Item 4.1(f))

Recommendation: Be received.

- (ii) Correspondence from Alix MacLean respecting Please Vote No to a Police Budget Increase (Item 4.2)

Recommendation: Be received.

- (iii) Correspondence from Taylor DeCoste, respecting a Public Budget Delegation (Added Item 4.3)

Recommendation: Be received.

- (iv) Correspondence from Melissa Dowdall, respecting the Hamilton Police Services Budget (Added Item 4.4)

Recommendation: Be received.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Absent	-	Ward 6 Councillor Tom Jackson
Absent	-	Ward 7 Councillor Esther Pauls
Absent	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Absent	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**(d) DELEGATION REQUESTS (Item 5)**

**(M. Wilson/Nann)**

That the delegation requests for today's meeting, be approved, as follows:

- (i) Anthony Marco, Hamilton and District Labour Council respecting Care Fare Transit (Virtual) (Item 5.1)
- (ii) Elizabeth Wong, Vice-President, and Simranjeet Singh, President, McMaster Students Union, respecting the 2023 municipal budget (In-Person) (Item 5.2)
- (iii) Miriam Sager, respecting the 2023 Budget (In-Person) (Item 5.3)
- (iv) Alex Bonenfant, respecting Hamilton's waterfalls (Virtual) (Item 5.4)

**General Issues Committee (Budget)**  
**Minutes 23-001(f)****February 6, 2023**  
**Page 6 of 11**

- (v) Tara McFadyen, respecting installation of security cameras on all escarpment stair needing to be put into the budget process (In-Person) (Item 5.5)
- (vi) Kojo Dampthey, Hamilton Centre for Civic Inclusion, respecting public budget delegation on behalf of the Just Recovery HamOnt Coalition (In-Person) (Item 5.6)
- (vii) Ian Borsuk, Environment Hamilton, respecting the 2023 Budget (In-Person) (Item 5.7)
- (viii) Emily Scherzinger, respecting the 2023 Police Budget (In-Person) (Item 5.8)
- (ix) Nicole Tollenaar, respecting comments on the 2023 Budget (Pre-Recorded Video) (Item 5.9)
- (x) Elia Hamelin, respecting the police budget (Virtual) (Item 5.10)
- (xi) Rachel Chaplow, respecting the detrimental effects of the proposed budget cuts to specialized mental health and addiction services and the negative impact they will have on the citizens of Hamilton who rely on these services (In-Person) (Item 5.11)
- (xii) Ed Reece, Council of Canadians, Hamilton Chapter, respecting the Care Fare Campaign (Virtual) (Item 5.12)
- (xiii) Steacy Easton, respecting questions about funding the police budget (In-Person) (Item 5.13)
- (xiv) Theresa Cardey, respecting the Care Fare Campaign submission (In-Person) (Item 5.14)
- (xv) Katie King, respecting the 2023 Budget (Virtual) (Item 5.15)
- (xvi) Anna Norris, respecting the Care Fare Campaign submission (In-Person) (Item 5.16)
- (xvii) Anastasia Zavarella, respecting the proposed budget increase for HPS (In-Person) (Item 5.17)
- (xviii) Jo Aitcheson, respecting the 2023 Hamilton Police Services Budget (In-Person) (Added Item 5.18)
- (xix) Karl Andrus, Hamilton Community Benefits Network, respecting the 2023 Just Recovery Policy Paper for consideration in the 2023 municipal budget (In-Person) (Added Item 5.19)



**General Issues Committee (Budget)**  
**Minutes 23-001(f)****February 6, 2023**  
**Page 7 of 11**

- (xx) Dania Igdoura, respecting the proposed budget increase for HPS (Virtual) (Added Item 5.20)
- (xxi) Brock Bodo, Just Recovery Hamilton Coalition, respecting 2023 Municipal Budget (In-Person) (Added Item 5.21)
- (xxii) Damien Ash, ACORN, respecting the 2023 Municipal Budget (In-Person) (Added Item 5.22)
- (xxiii) Jessica Merolli, respecting the 2023 Municipal Budget and the 2023 Hamilton Police Services Budget (Virtual) (Added Item 5.23)
- (xxiv) Sid Ryan Eilers, Aeris Korper Contemporary Dance, respecting 2023 Hamilton Police Budget (Virtual) (Added Item 5.24)
- (xxv) Laura Katz, respecting the 2023 Hamilton Police Budget (Pre-Recorded Video) (Added Item 5.25)
- (xxvi) Montana Mellett, respecting the 2023 Hamilton Police Budget (In-Person) (Added Item 5.26)
- (xxvii) Greg Dunnett, Hamilton Chamber of Commerce, respecting the 2023 Municipal Budget (In-Person) (Added Item 5.27)
- (xxviii) Marnie Schurter, ACORN, respecting the 2023 Municipal Budget (Pre-Recorded Video) (Added Item 5.28)
- (xxix) Sue Markey, respecting Increasing Staffing and Green Infrastructure (Virtual) (Added Item 5.29)
- (xxx) Kim Martin, Social Planning and Research Council of Hamilton, respecting 2023 Municipal Budget (In-Person) (Added Item 5.30)
- (xxxi) Donald Currie, respecting Encampment Response Funding in the 2023 Budget (In-Person) (Added Item 5.31)
- (xxxii) Gord Smyth, ACORN, respecting the 2023 Municipal Budget (Pre-Recorded Video) (Added Item 5.32)
- (xxxiii) Jane Jamnik, Hamilton Cycling Advisory Committee, respecting Expediting Cycling Plan and Cycling Infrastructure (In-Person) (Added Item 5.33)
- (xxxiv) Becky Shaini Katz, respecting the 2023 Hamilton Police Services Budget (In-Person) (Added Item 5.34)
- (xxxv) Mohammed Shalalfeh, respecting Affordable Housing in the City of Hamilton (In-Person) (Added Item 5.35)

- (xxxvi) Evan Ubene, Kilometres for Public Healthcare, respecting the Expansion of Public Health Services and the 2023 Hamilton Police Services Budget (In-Person) (Added Item 5.36)
- (xxxvii) Elizabeth Bloomfield, respecting the 2023 Hamilton Police Services Budget (In-Person) (Added Item 5.37)
- (xxxviii) Jacqueline Cantar, respecting the 2023 Municipal Budget (In-Person) (Added Item 5.38)
- (xxxix) Nick de Koning, respecting the 2023 Municipal Budget (In-Person) (Added Item 5.39)
- (xxxx) Kara Jongeling, respecting the 2023 Hamilton Police Service Budget (Virtual) (Added Item 5.40)
- (xxxxi) Lucia Iannantuono, Hamilton 350, requesting Support for Care Fare Campaign (Virtual) (Added Item 5.41)
- (xxxixii) Miranda Vander Vliet, requesting the 2023 Hamilton Police Services Budget (Virtual) (Added Item 5.42)
- (xxxixiii) Adeola Egbeyemi, Environment Hamilton, respecting Reducing Fossil Fuel Dependence in the City of Hamilton (In-Person) (Added Item 5.43)
- (xxxixiv) Myles Demeter, respecting the 2023 Municipal Budget (In-Person) (Added Item 5.44)
- (xxxixv) Mike Burnet, ACORN, respecting 2023 Municipal Budget (In-Person) (Added Item 5.45)
- (xxxixvi) Adan Amer, Hamilton 350, respecting Support for Care Fare Campaign Initiative (In-Person) (Added Item 5.46)
- (xxxixvii) Ken Stone, Community Coalition Against Racism, respecting the 2023 Hamilton Police Services Budget (Virtual) (Added Item 5.47)

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Absent	-	Ward 6 Councillor Tom Jackson
Absent	-	Ward 7 Councillor Esther Pauls

Absent	-	Ward 8	Councillor J. P. Danko
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 10	Councillor Jeff Beattie
Yes	-	Ward 11	Councillor Mark Tadeson
Yes	-	Ward 12	Councillor Craig Cassar
Yes	-	Ward 13	Councillor Alex Wilson
Absent	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

**(e) DELEGATIONS (Item 6)**

The following Delegates addressed the Committee respecting the 2023 Budget:

- (i) Anthony Marco, Hamilton and District Labour Council respecting Care Fare Transit (Virtual) (Added Item 6.1)
- (ii) Elizabeth Wong, Vice-President, and Simranjeet Singh, President, McMaster Students Union, respecting the 2023 municipal budget (In-Person) (Added Item 6.2)
- (iii) Miriam Sager, respecting the 2023 Budget (In-Person) (Added Item 6.3)
- (iv) Alex Bonenfant, respecting Hamilton's waterfalls (Virtual) (Added Item 6.4)
- (v) Tara McFadyen, respecting installation of security cameras on all escarpment stair needing to be put into the budget process (In-Person) (Added Item 6.5)
- (vi) Kojo Dampsey, Hamilton Centre for Civic Inclusion, respecting public budget delegation on behalf of the Just Recovery HamOnt Coalition (In-Person) (Added Item 6.6)
- (vii) Ian Borsuk, Environment Hamilton, respecting the 2023 Budget (In-Person) (Added Item 6.7)
- (viii) Emily Scherzinger, respecting the 2023 Police Budget (In-Person) (Added Item 6.8)
- (ix) Elia Hamelin, respecting the police budget (Virtual) (Added Item 6.10)
- (x) Rachel Chaplow, respecting the detrimental effects of the proposed budget cuts to specialized mental health and addiction services and the negative impact they will have on the citizens of Hamilton who rely on these services (In-Person) (Added Item 6.11)
- (xi) Ed Reece, Council of Canadians, Hamilton Chapter, respecting the Care Fare Campaign (Virtual) (Added Item 6.12)

- (xii) Steacy Easton, respecting questions about funding the police budget (In-Person) (Added Item 6.13)
- (xiii) Theresa Cardey, respecting the Care Fare Campaign submission (In-Person) (Added Item 6.14)
- (xiv) Katie King, respecting the 2023 Budget (Virtual) (Added Item 6.15)
- (xv) Anna Norris, respecting the Care Fare Campaign submission (In-Person) (Added Item 6.16)
- (xvi) Anastasia Zavarella, respecting the proposed budget increase for HPS (In-Person) (Added Item 6.17)
- (xvii) Jo Aitcheson, respecting the 2023 Hamilton Police Services Budget (In-Person) (Added Item 6.18)
- (xviii) Karl Andrus, Hamilton Community Benefits Network, respecting the 2023 Just Recovery Policy Paper for consideration in the 2023 municipal budget (In-Person) (Added Item 6.19)
- (xix) Dania Igdoura, respecting the proposed budget increase for HPS (Virtual) (Added Item 6.20)
- (xx) Brock Bodo, Just Recovery Hamilton Coalition, respecting 2023 Municipal Budget (In-Person) (Added Item 6.21)
- (xxi) Damien Ash, ACORN, respecting the 2023 Municipal Budget (In-Person) (Added Item 6.22)
- (xxii) Jessica Merolli, respecting the 2023 Municipal Budget and the 2023 Hamilton Police Services Budget (Virtual) (Added Item 6.23)
- (xxiii) Sid Ryan Eilers, Aeris Korper Contemporary Dance, respecting 2023 Hamilton Police Budget (Virtual) (Added Item 6.24)
- (xxiv) Montana Mellett, respecting the 2023 Hamilton Police Budget (In-Person) (Added Item 6.26)
- (xxv) Greg Dunnett, Hamilton Chamber of Commerce, respecting the 2023 Municipal Budget (In-Person) (Added Item 6.27)
- (xxvi) Sue Markey, respecting Increasing Staffing and Green Infrastructure (Virtual) (Added Item 6.29)

**General Issues Committee (Budget)**  
**Minutes 23-001(f)****February 6, 2023**  
**Page 11 of 11**

- (xxvii) Kim Martin, Social Planning and Research Council of Hamilton, respecting 2023 Municipal Budget (In-Person) (Added Item 6.30)
- (xxviii) Donald Currie, respecting Encampment Response Funding in the 2023 Budget (In-Person) (Added Item 6.31)
- (xxix) Jane Jamnik, Hamilton Cycling Advisory Committee, respecting Expediting Cycling Plan and Cycling Infrastructure (In-Person) (Added Item 6.33)
- (xxx) Becky Shaini Katz, respecting the 2023 Hamilton Police Services Budget (In-Person) (Added Item 6.34)
- (xxxii) Mohammed Shalalfeh, respecting Affordable Housing in the City of Hamilton (In-Person) (Added Item 6.35)

The meeting was recessed at 6:22 p.m. in order to maintain order.

As per Appendix G, Sub-section (o) of the Procedural By-law 21-012, as amended, the Chair adjourned the meeting at 7:34 pm, without a motion being put.

Respectfully submitted,

---

Councillor Brad Clark  
Chair, General Issues Committee Budget

---

Angela McRae  
Legislative Coordinator  
Office of the City Clerk



**GENERAL ISSUES COMMITTEE  
(OPERATING BUDGET)  
MINUTES 23-001(g)**

9:30 a.m.

Tuesday, February 7, 2023  
Council Chambers, City Hall, 2<sup>nd</sup> Floor  
71 Main Street West, Hamilton, Ontario

**Present:** Mayor A. Horwath, Councillors B. Clark (Chair)  
J.P. Danko, J. Beattie, C. Cassar, M. Francis, T. Hwang, T. Jackson,  
C. Kroetsch, T. McMeekin, N. Nann, E. Pauls, M. Spadafora,  
M. Tadeson, A. Wilson, M. Wilson

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

**1. 2022 Council Referred Business Case – Waterfalls and Special Areas Enforcement (PED18011(d)) (City Wide) (Outstanding Business List Item) (Item 7.2)**

**(Jackson/Beattie)**

That Report PED18011(d), respecting the 2022 Council Referred Business Case – Waterfalls and Special Areas Enforcement, be approved and referred to the 2023 Budget for consideration, as follows:

- (a) That five Permanent Parking Control Officer Full-time Employees (FTEs) (with all associated costs) be referred to the 2023 Budget process to continue to support Waterfall and Special Enforcement Sites while enhancing overall service delivery to the entire City of Hamilton with a net cost of \$0;
- (b) That staff investigate, in collaboration with Human Resources, the enhancement of Parking Enforcement Services to a full seven-day service week;
- (c) That Municipal Law Enforcement staff be directed to discontinue operations for Hamilton Conservation Authority owned Waterfall site but continue routine assessment and program delivery to City-owned Waterfall sites;
- (d) That the dedicated Municipal Law and Parking Enforcement in Waterfall areas pilot program be discontinued and carried out on an as needed basis;

**General Issues Committee (Budget)**  
**Minutes 23-001(g)**

**February 7, 2023**  
**Page 2 of 25**

- (e) That the Waterfall multi-disciplinary working group move forward with collaboration on an as needed operational basis; and,
- (f) That the matter respecting Item 20-B, Increased Visitors to Waterfalls and the completion of a comprehensive traffic management plan for this area be identified as complete and removed from the Planning Committee Outstanding Business List.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Absent	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Absent	-	Ward 15 Councillor Ted McMeekin

**2. 2023 City Enrichment Fund Proposed Budget Increase (GRA23002) (City Wide) (Item 7.4)**

**(Hwang/Jackson)**

That Report GRA23002, respecting the 2023 City Enrichment Fund Proposed Budget Increase, be approved and referred to the 2023 Budget for consideration, as follows:

- (a) That an increase of 8% to the overall City Enrichment Fund occur for the 2023 Budget in an effort to meet the community need and requested demand with an overall City Enrichment Fund budget of \$6,575,410. This would result in an increase of \$487,070 for the 2023 City Enrichment Fund allocation.
- (b) That staff be directed to bring forward further City Enrichment Fund (CEF) proposed increases for Council consideration for the years 2024 to 2028 with a goal to reach a total amount of \$9,661,430 by 2028.
- (c) That the creation of 1 Permanent Full-time Employee (FTE) for a Grants & Community Advisor at an annual cost of approximately \$142,320 be referred to the 2023 Budget process for the purposes of having dedicated

and adequate resources to support the City Enrichment Fund, within the Government Relations & Community Engagement division, to facilitate associated programming, increased application in-take, relevant community supports, outreach methods and annual fund allocation associated with the City Enrichment Fund.

**Result: MOTION, CARRIED by a vote of 16 to 0, as follows:**

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**3. 2023 Volunteer Committee Budget - Keep Hamilton Clean and Green Committee (PW23002) (City Wide) (Item 7.5)**

**(Jackson/Francis)**

That the Keep Hamilton Clean and Green Committee's 2023 base budget submission, attached as Appendix "A" to Report PW23002, in the amount of \$18,250 representing a zero-net levy impact from the previous year budget, be approved and referred to the 2023 Budget for consideration.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson



**General Issues Committee (Budget)  
Minutes 23-001(g)**

**February 7, 2023  
Page 4 of 25**

Yes - Ward 12 Councillor Craig Cassar  
 Yes - Ward 13 Councillor Alex Wilson  
 Yes - Ward 14 Councillor Mike Spadafora  
 Yes - Ward 15 Councillor Ted McMeekin

**4. 2023 Food Advisory Committee Budget Request (BOH22019) (City Wide)  
(Item 7.6)**

**(Spadafora/Horwath)**

- (a) That the Food Advisory Committee 2023 base budget submission attached as Appendix “A” to Report BOH22019 in the amount of \$1,500, be approved referred to the 2023 Budget for consideration; and,
- (b) That, in addition to the \$1,500 base funding approval, a one-time budget allocation for 2023 of \$2,987.84 from Department ID 112212, be used for broader community engagement such as community event/workshop(s) and/or research on the Food Strategy to be funded by the Food Advisory Committee Reserve Account 29100, be approved and referred to the 2023 budget for consideration.

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

Yes - Mayor Andrea Horwath  
 Yes - Ward 1 Councillor Maureen Wilson  
 Yes - Ward 2 Councillor Cameron Kroetsch  
 Yes - Ward 3 Councillor Nrinder Nann  
 Absent - Ward 4 Councillor Tammy Hwang  
 Yes - Ward 5 Councillor Matt Francis  
 Yes - Ward 6 Councillor Tom Jackson  
 Yes - Ward 7 Councillor Esther Pauls  
 Yes - Ward 8 Councillor J. P. Danko  
 Yes - Ward 9 Councillor Brad Clark  
 Yes - Ward 10 Councillor Jeff Beattie  
 Yes - Ward 11 Councillor Mark Tadeson  
 Yes - Ward 12 Councillor Craig Cassar  
 Yes - Ward 13 Councillor Alex Wilson  
 Yes - Ward 14 Councillor Mike Spadafora  
 Yes - Ward 15 Councillor Ted McMeekin

**5. 2023 Budget Submission – Committee Against Racism (CM23003) (City Wide) (Item 7.7)**

**(Spadafora/Wilson)**

That the Committee Against Racism 2023 base budget attached as Appendix “A” to report CM23003 in the amount of \$8,900, be approved and referred to the 2023 Budget for consideration.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**6. 2023 Budget Submission - Advisory Committee for Immigrants and Refugees (CM23006) (City Wide) (Item 7.8)**

**(Horwath/Cassar)**

That the Advisory Committee for Immigrants and Refugees 2023 base budget submission attached as Appendix "A" to Report (CM23006) in the amount of \$3,500.00, be approved and referred to the 2023 Budget for consideration.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**7. 2023 Budget Submission: Mundialization Committee (CM23004) (City Wide)**  
**(Item 7.9)**

**(Pauls/Spadafora)**

That Appendix "A" to Report CM23004 respecting the Mundialization Committee's 2023 base budget submission be approved in the amount of \$5,890.00 and referred to the 2023 Budget for consideration.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**8. 2023 Budget Submission Hamilton Women and Gender Equity Committee**  
**(CM23002) (City Wide) (Item 7.10)**

**(Spadafora/M. Wilson)**

That the Hamilton Women and Gender Equity Committee 2023 base budget submission attached as Appendix "A" to Report CM23002 in the amount of \$3,500.00, be approved and referred to the 2023 Budget for consideration.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie

**General Issues Committee (Budget)  
Minutes 23-001(g)**

**February 7, 2023  
Page 7 of 25**

Yes	-	Ward 11	Councillor Mark Tadeson
Yes	-	Ward 12	Councillor Craig Cassar
Yes	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

**9. 2023 Budget Submission - Seniors Advisory Committee (HSC22054) (City Wide) (Item 7.11)**

**(Jackson/Pauls)**

That the Seniors Advisory Committee 2023 base budget submission attached as Appendix "A" to Report HSC22054 in the amount of \$3000 be approved and referred to the 2023 Budget for consideration.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**10. 2023 Budget Submission - Housing and Homelessness Advisory Committee (HSC22056) (City Wide) (Item 7.12)**

**(Kroetsch/Spadafora)**

That the Housing and Homelessness Advisory Committee 2023 base budget submission attached as Appendix "A" to Report HSC22056 in the amount of \$1,000 be approved and referred to the 2023 Budget for consideration.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Tammy Hwang

**General Issues Committee (Budget)  
Minutes 23-001(g)**

**February 7, 2023  
Page 8 of 25**

Yes	-	Ward 5	Councillor Matt Francis
Yes	-	Ward 6	Councillor Tom Jackson
Yes	-	Ward 7	Councillor Esther Pauls
Yes	-	Ward 8	Councillor J. P. Danko
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 10	Councillor Jeff Beattie
Yes	-	Ward 11	Councillor Mark Tadeson
Yes	-	Ward 12	Councillor Craig Cassar
Yes	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

**11. Hamilton Veterans Committee 2023 Budget Submission (PED22210) (City Wide) (Item 7.13)**

**(Horwath/M. Wilson)**

- (a) That the Hamilton Veterans Committee 2023 base budget of \$43,000, attached as Appendix "A" to Report PED22210, be approved and referred to the 2023 Budget for consideration; and,
- (b) That a one-time budget allocation for 2023 of \$12,000, funded by the Hamilton Veterans Committee Reserve, be approved and referred to the 2023 Budget for consideration.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**12. Indigenous Advisory Committee 2023 Budget Request (HSC22058) (City Wide) (Item 7.14)**

**(M. Wilson/Spadafora)**

That the Indigenous Advisory Committee base budget submission attached as Appendix "A" to Report HSC22058 in the amount of \$3,552, be approved and referred to the 2023 Budget for consideration.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**13. Hamilton Cycling Committee Budget 2023 (PED22196) (City Wide) (Item 7.15)**

**(Pauls/M. Wilson)**

- (a) That the Hamilton Cycling Committee 2023 Base Budget submission, in the amount of \$10,000, as described in Appendix "A" attached to Report PED22196, be approved and referred to the 2023 Budget for consideration;
- (b) That, in addition to the base funding, a one-time budget allocation for 2023 of \$4,000 to support community events and initiatives that meet the mandate of the Committee, funded by the Hamilton Cycling Committee Reserve, be approved and referred to the 2023 Budget for consideration; and,
- (c) That remaining funds from the 2022 Hamilton Cycling Committee Budget be allocated into the Hamilton Cycling Committee Reserve, to the upmost allowable amount.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**14. Arts Advisory Commission Budget Submission (PED22209) (City Wide)**  
**(Item 7.16)**

**(M. Wilson/Beattie)**

That the Arts Advisory Commission 2023 budget submission attached as Appendix "A" to Report PED22209 in the amount of \$9,000 be approved and referred to the 2023 Budget for consideration.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**15. 2023 Budget Submission LGBTQ Volunteer Advisory Committee (CM23001)  
 (City Wide) (Item 7.18)**

**(M. Wilson/Kroetsch)**

- (a) That the LGBTQ Advisory Committee 2023 base budget submission attached as Appendix "A" to Report CM23001 in the amount of \$4,050.00, be approved and referred to the 2023 Budget for consideration; and,
- (b) That, in addition to the base funding, a one-time budget allocation for 2023 of \$2,000, for training around anti-racism, anti-oppression, and other topics related to the committee's mandate, to be partially funded by the LGBTQ Advisory Committee reserve (\$1,300), be approved and referred to the 2023 Budget for consideration.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**16. Follow-up: Alcohol, Drug, & Gambling Services and Community Mental Health Promotion Budget 2022-2023 (BOH22012(c)) (City Wide) (Added Item 7.19)**

**(Kroetsch/Beattie)**

That funding for the net 0.6 FTE for Alcohol, Drug & Gambling Services and the net 0.65 FTE for the Community Mental Health Promotion Program, that is not covered in the capped Ontario Health West 2023-2024 budget, be referred to the 2023 Tax Operating Budget for Council deliberation.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch



**General Issues Committee (Budget)**  
**Minutes 23-001(g)**

**February 7, 2023**  
**Page 12 of 25**

Yes	-	Ward 3	Councillor Nrinder Nann
Absent	-	Ward 4	Councillor Tammy Hwang
Yes	-	Ward 5	Councillor Matt Francis
Yes	-	Ward 6	Councillor Tom Jackson
Yes	-	Ward 7	Councillor Esther Pauls
Yes	-	Ward 8	Councillor J. P. Danko
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 10	Councillor Jeff Beattie
Yes	-	Ward 11	Councillor Mark Tadeson
Yes	-	Ward 12	Councillor Craig Cassar
Yes	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

**17. Cycling Infrastructure 2023 – Accelerating the Cycling Master Plan (PED23042(a) / PW23008(a)) (City Wide) (Outstanding Business List Item) (Added Item 7.20)**

**(Hwang/Cassar)**

That Report PED23042(a) / PW23008(a), respecting the Cycling Infrastructure 2023 – Accelerating the Cycling Master Plan be approved and referred to the 2023 Budget for consideration, as follows:

- (a) That the General Managers of Planning and Economic Development (PED) and Public Works (PW) be authorized to create up to five Full-time Employee (FTE) positions for cycling and active transportation plan implementation as described in this Report PED23042(a)/PW23008(a) with an estimated annual cost of \$616,000 inclusive of salary and non-salary costs and a pro-rated impact of \$308,000 for the 2023 operating budget;
- (b) That staff be directed to report back in Q3 2023 with a detailed implementation plan and cost for an accelerated cycling infrastructure deployment plan which can inform the 2024 Capital Budget process;
- (c) That Staff be authorized to utilize Capital Funding of up to \$2,104,000 from Project ID 4032317125 which is the City's matching funds for submissions made to the Federal Active Transportation Fund (ICIP), for the implementation of cycling projects, in advance of or independent of approved Federal funding;
- (d) That the matter respecting Item BB, that staff initiate an Integrated Active Transportation Delivery Team of the Cycling Master Plan and report to 2023 Operating Budget be identified as complete and removed from the General Issues Committee Outstanding Operating Budget Business List;
- (e) That the matter respecting Item V, that staff was directed to prepare a supplemental report to GIC with the results of the project evaluations by

the Government of Canada and which provides a detailed financial plan, associated capital budgets including existing recurring Council approved budgets, and an implementation plan be identified as complete and removed from the General Issues Committee Outstanding Business List.

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

Absent	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Absent	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Absent	-	Ward 5 Councillor Matt Francis
No	-	Ward 6 Councillor Tom Jackson
Absent	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**18. 2023 Preliminary Tax Supported Budget - Referred Items and Business Cases (Item 6.1)**

**(Clark/Danko)**

That the 2023 Tax levy be reduced by \$747,464 resulting from additional revenue from the Blue Box program.

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

Absent	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Absent	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Absent	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Absent	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**19. Planning and Economic Development Realignments – Corporate Real Estate Office (PED21134(a)) (City Wide) (Item 11.1)**

**(Tadeson/Hwang)**

- (a) That the direction provided to staff in Closed Session, respecting Report PED21134(a), Planning and Economic Development Realignments – Corporate Real Estate Office, be approved and remain confidential; and,
- (b) That Report PED21134(a), respecting the Planning and Economic Development Realignments – Corporate Real Estate Office remain confidential until approved by Council.

**Result: MOTION, CARRIED by a vote of 10 to 0, as follows:**

Absent	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Absent	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Absent	-	Ward 5 Councillor Matt Francis
Absent	-	Ward 6 Councillor Tom Jackson
Absent	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Absent	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**FOR INFORMATION:**

**(a) APPROVAL OF AGENDA (Item 1)**

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

**3. APPROVAL OF THE MINUTES OF THE PREVIOUS MEETING**

3.1 February 3, 2023

**4. COMMUNICATIONS**

4.3 Correspondence from John Wigle, Carnegie Gallery, respecting the Living Wage Motion before General Issues Committee

Recommendation: Be received and referred to consideration of Item 7.3

- 4.4 Correspondence from Simranjeet Singh; President, and Elizabeth Wong; Vice President, McMaster Students Union, respecting the motion to provide a living wage for full-time student and seasonal employees

Recommendation: Be received and referred to consideration of Item 7.3.

## **7. DISCUSSION ITEMS**

- 7.19 Follow-up: Alcohol, Drug, & Gambling Services and Community Mental Health Promotion Budget 2022-2023 (BOH22012(c)) (City Wide)
- 7.20 Cycling Infrastructure 2023 – Accelerating the Cycling Master Plan (PED23042(a) / PW23008(a)) (City Wide) (Outstanding Business List Item)
- 7.17 2023 Budget Submission - Housing and Homelessness Advisory Committee (HSC22056) (City Wide) (Item 7.12) – **DUPLICATE ITEM - REMOVED**

### **(Spadafora/Hwang)**

That the agenda for the February 7, 2023 General Issues Committee (Budget) meeting, be approved, as amended.

### **Result: MOTION, CARRIED by a vote of 13 to 0, as follows:**

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Absent	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Absent	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Absent	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**General Issues Committee (Budget)  
Minutes 23-001(g)**

**February 7, 2023  
Page 16 of 25**

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

There were no declarations of interest.

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

**(i) February 3, 2023 (Item 3.1)**

**(Spadafora/Tadeson)**

That the minutes of the February 3, 2023 General Issues Committee (Budget), be approved, as presented.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Absent	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Absent	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Absent	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**(d) COMMUNICATIONS (Item 4)**

**(Pauls/Horwath)**

That Communications Items 4.1 through 4.4, be approved as follows:

- (i) Correspondence from the Royal Botanical Gardens respecting Updated 2023 Budget Documents (Item 4.1)

Recommendation: Be received.

- (ii) Correspondence from Grand River Conservation Authority, respecting the 2023 Grand River Conservation Authority Budget and Levy Meeting (Item 4.2)

Recommendation: Be received.

**General Issues Committee (Budget)**  
**Minutes 23-001(g)**

**February 7, 2023**  
**Page 17 of 25**

- (iii) Correspondence from John Wagle, Carnegie Gallery, respecting the Living Wage Motion before General Issues Committee (Added Item 4.3)

Recommendation: Be received and referred to consideration of Item 7.3

- (iv) Correspondence from Simranjeet Singh; President, and Elizabeth Wong; Vice President, McMaster Students Union, respecting the motion to provide a living wage for full-time student and seasonal employees (Added Item 4.4)

Recommendation: Be received and referred to consideration of Item 7.3.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Absent	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Absent	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**(e) STAFF PRESENTATIONS (Item 6)**

- (i) 2023 Preliminary Tax Supported Budget - Referred Items and Business Cases (Item 6.1)**

Mike Zegarac, General Manager of Finance and Corporate Services, provided the Committee with a presentation respecting the 2023 Preliminary Tax Supported Budget – Referred Items and Business Cases, and answered questions of Committee.

**(Kroetsch/M. Wilson)**

That the General Issues Committee recess for 15 minutes until 11:15 am.

**Result: MOTION, CARRIED by a vote of 14 to 2, as follows:**

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson

**General Issues Committee (Budget)**  
**Minutes 23-001(g)**

**February 7, 2023**  
**Page 18 of 25**

Yes	-	Ward 2	Councillor Cameron Kroetsch
Yes	-	Ward 3	Councillor Nrinder Nann
Yes	-	Ward 4	Councillor Tammy Hwang
No	-	Ward 5	Councillor Matt Francis
Yes	-	Ward 6	Councillor Tom Jackson
No	-	Ward 7	Councillor Esther Pauls
Yes	-	Ward 8	Councillor J. P. Danko
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 10	Councillor Jeff Beattie
Yes	-	Ward 11	Councillor Mark Tadeson
Yes	-	Ward 12	Councillor Craig Cassar
Yes	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

**(Hwang/Horwath)**

That the presentation respecting the 2023 Preliminary Tax Supported Budget – Referred Items and Business Cases, be received.

**Result: MOTION, CARRIED by a vote of 16 to 0, as follows:**

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**(Clark/Danko)**

That staff be directed to evaluate amending the 2023 Gapping Budget amount available for a one-time investment to lower the tax levy and/or other options for disbursement and report back to the 2023 Budget Process.

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

Absent	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson

**General Issues Committee (Budget)**  
**Minutes 23-001(g)**

**February 7, 2023**  
**Page 19 of 25**

Absent	-	Ward 2	Councillor Cameron Kroetsch
Yes	-	Ward 3	Councillor Nrinder Nann
Yes	-	Ward 4	Councillor Tammy Hwang
Absent	-	Ward 5	Councillor Matt Francis
Yes	-	Ward 6	Councillor Tom Jackson
Absent	-	Ward 7	Councillor Esther Pauls
Yes	-	Ward 8	Councillor J. P. Danko
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 10	Councillor Jeff Beattie
Yes	-	Ward 11	Councillor Mark Tadeson
Yes	-	Ward 12	Councillor Craig Cassar
Yes	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

For further disposition of this matter, please refer to Item 18.

**(Tadeson/Beattie)**

That the General Issues Committee recess for 30 minutes until 1:20 pm.

**Result: MOTION, CARRIED by a vote of 16 to 0, as follows:**

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**(f) DISCUSSION ITEMS (Item 7)**

**(i) Hamilton Beach Rescue Unit 2023 Budget Discussion (Item 7.1)**

**(McMeekin/Francis)**

That the discussion respecting the Hamilton Beach Rescue Unit 2023 Budget, be received.



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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Absent	-	Ward 7 Councillor Esther Pauls
Absent	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**(ii) Living Wage (HUR20003(b) / FCS20013(b)) (City Wide) (Item 7.3)**

**(Cassar/Hwang)**

- (a) That staff be directed to implement the Living Wage of \$19.05 per hour for School Crossing Guards and the non-union part-time casual employee group as follows:
- (i) Effective September 1, 2023, amend the hourly rate for School Crossing Guards from \$17.20 to \$19.05 per hour and update the salary schedule to reflect the new Living Wage rate;
  - (ii) Effective July 1, 2023, amend the hourly rates for positions in the non-union part-time casual employee group by updating the salary schedule for the first three grades (1EK, 1DI, 1DI) from \$17.20 to \$19.05 per hour and applying the same percentage increase to the rest of the non-union, part-time casual salary schedule to maintain internal equity in accordance with the City of Hamilton compensation policy and practices;
- (b) That staff be directed to maintain the unionized full-time summer student classifications at their existing rates whereby outside unionized student workers continue to earn \$16.00 per hour with a \$0.95 shift premium for afternoon and weekend work and inside unionized student workers continue to earn a minimum \$16.00 per hour and up to \$19.773 per hour. As these positions fall under CUPE 5167, the rates are subject to the collective bargaining process;

- (c) That staff be directed to maintain the non-union full-time summer student classifications at their existing rates of \$17.20 per hour (previous Living Wage rate). These rates can be adjusted separately by the department should attraction and retention become an issue;
- (d) That staff be directed to bring forward a report to Council for approval should there be any future changes to the Living Wage rate prior to implementation, in order to consider budget impacts and to assess the effects on the City's internal compensation system.

**(A. Wilson/Nann)**

That the following Sub-Section (e) be added; and Sub-Sections (b) and (c) be deleted in their entirety and replaced with the following:

- ~~(b) — That staff be directed to maintain the unionized full-time summer student classifications at their existing rates whereby outside unionized student workers continue to earn \$16.00 per hour with a \$0.95 shift premium for afternoon and weekend work and inside unionized student workers continue to earn a minimum \$16.00 per hour and up to \$19.773 per hour. As these positions fall under CUPE 5167, the rates are subject to the collective bargaining process;~~
- (b) That effective May 1, 2023, amend the hourly rates for unionized full time summer student classifications from \$16 per hour to \$19.05 per hour, and maintain the \$0.95 shift premium for afternoon shift and weekend work. That such amendments be made to the salary schedule to reflect the new Living Wage rate;**
- ~~(c) — That staff be directed to maintain the non-union full-time summer student classifications at their existing rates of \$17.20 per hour (previous Living Wage rate). These rates can be adjusted separately by the department should attraction and retention become an issue;~~
- (c) That effective May 1, 2023 staff be directed to adjust the non-union full-time summer student classifications to the 2023 Living Wage Rate of \$19.05 per hour as detailed in Appendix "B" to Report HUR20003(b)/FCS20013(b);**
- (e) That staff pursue appropriate certification for the City of Hamilton as a Living Wage Employer, as defined by the Ontario Living Wage Network.**

**Result: Amendment, DEFEATED by a vote of 8 to 8, as follows:**

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
No	-	Ward 5 Councillor Matt Francis
No	-	Ward 6 Councillor Tom Jackson
No	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
No	-	Ward 9 Councillor Brad Clark
No	-	Ward 10 Councillor Jeff Beattie
No	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
No	-	Ward 14 Councillor Mike Spadafora
No	-	Ward 15 Councillor Ted McMeekin

**(Beattie/Cassar)**

That staff be directed to report back to the 2023 Budget Process with current comparators on student wages from neighbouring municipalities and other local government agencies.

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

Absent	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Absent	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Absent	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Absent	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**(Jackson/Beattie)**

That Report HUR20003(b) / FCS20013(b), respecting the Living Wage be DEFERRED to a future 2023 Budget meeting for consideration, to provide staff the opportunity to report back on the current comparators on student

wages from neighbouring municipalities and other local government agencies.

**Result: MOTION, CARRIED by a vote of 15 to 1, as follows:**

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
No	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**(iii) Cycling Infrastructure 2023 – Accelerating the Cycling Master Plan (PED23042(a) / PW23008(a)) (City Wide) (Outstanding Business List Item) (Added Item 7.20)**

Councillor Jackson declared a Point of Order during Councillor Kroetsch's comments.

Councillor Clark, Chair of the General Issues Committee - Budget, ruled that Councillor Jackson's Point of Order was in order and therefore, asked Councillor Kroetsch to withdraw the comment, Councillor Kroetsch refused to withdraw the comment, therefore, Councillor Clark asked Councillor Kroetsch to leave the Council Chamber.

Councillor M. Wilson challenged the Chair's ruling. Upon issuing the challenge, the Clerk assumed the role of the Chair and a vote on the appeal was voted upon, as follows:

**(M. Wilson/Cassar)**

That the Chair's ruling be challenged.

**Result: MOTION, DEFEATED by a 2/3 Majority vote of 6 to 6, as follows:**

Absent	-	Mayor Andrea Horwath
No	-	Ward 1 Councillor Maureen Wilson
Absent	-	Ward 2 Councillor Cameron Kroetsch

**General Issues Committee (Budget)**  
**Minutes 23-001(g)**

**February 7, 2023**  
**Page 24 of 25**

No	-	Ward 3	Councillor Nrinder Nann
No	-	Ward 4	Councillor Tammy Hwang
Absent	-	Ward 5	Councillor Matt Francis
Yes	-	Ward 6	Councillor Tom Jackson
Absent	-	Ward 7	Councillor Esther Pauls
Yes	-	Ward 8	Councillor J. P. Danko
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 10	Councillor Jeff Beattie
Yes	-	Ward 11	Councillor Mark Tadeson
No	-	Ward 12	Councillor Craig Cassar
No	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

The Chair's ruling was upheld.

For disposition of this Item, refer to Item 17.

**(g) PRIVATE AND CONFIDENTIAL (Item 11)**

**(Beattie/Cassar)**

That the Committee move into Closed Session Pursuant to Section 9.3, Sub-section (b) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-section (b) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to personal matters about an identifiable individual, including municipal or local board employees.

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

Absent	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Absent	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Absent	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Absent	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**(i) Planning and Economic Development Realignments – Corporate Real Estate Office (PED21134(a)) (City Wide) (Item 11.1)**

For disposition of this matter, refer to Item 19.

**(h) ADJOURNMENT (Item 12)**

**(Hwang/Tadeson)**

That there being no further business, the General Issues Committee be adjourned at 5:30 p.m.

**Result: MOTION, CARRIED by a vote of 10 to 0, as follows:**

Absent	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Absent	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Absent	-	Ward 5 Councillor Matt Francis
Absent	-	Ward 6 Councillor Tom Jackson
Absent	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Absent	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

Respectfully submitted,

---


Councillor Brad Clark  
 Chair, General Issues Committee Budget

---

Angela McRae  
 Legislative Coordinator  
 Office of the City Clerk



## INFORMATION REPORT

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	February 21, 2023
<b>SUBJECT/REPORT NO:</b>	2004 Budget Adjustment - Accounting and Allocation of the Goods and Services Tax Rebate (FCS23028) (City Wide) (Outstanding Business List)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Katie Black (905) 546-2424 Ext. 6415
<b>SUBMITTED BY:</b>	Brian McMullen Director, Financial Planning, Administration and Policy Corporate Services Department
<b>SIGNATURE:</b>	

### COUNCIL DIRECTION

At the November 30, 2022 General Issues Committee meeting, during a discussion about Stormwater Funding Review, Report FCS22034(a), staff was directed to report back during the 2023 budget process on the accounting and allocation of the Goods and Services Tax (GST) rebate related to the 2004 budget restatement.

### INFORMATION

Over the years, the federal and provincial government tax rates and the municipal rebate rates have changed. Table 1 provides the history of the GST / Harmonized Sales Tax (HST) rates.

---

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

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

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

**SUBJECT: 2004 Budget Adjustment - Accounting and Allocation of the Goods and Services Tax Rebate (FCS23028) (City Wide) (Outstanding Business List)**  
**– Page 2 of 2**

---

**Table 1**  
**GST / HST Rate**

	July 2010 and Subsequent	January 2008 to June 2010	July 2006 to December 2007	January 1991 to June 2006
Ontario GST / HST Rate	13.00%	5.00%	6.00%	7.00%

**Municipal Rebate Rate**

	July 2020 and Subsequent	February 2004 to June 2010	January 1991 to January 2004
Ontario GST / HST Rebate	86.46%	100.00%	57.14%

In a February 2, 2004 Speech from the Throne, the Federal Government announced it would be making a down payment on a New Deal through 100% rebate of the GST payments made by municipalities.

The change in the GST Rebate from 57.14% to 100% rebate resulted in \$9.0 M in estimated cost savings for the City of Hamilton's 2004 budget. Approximately \$6.7 M was to be realized in the Tax Supported Operating Budget, with the balance of \$2.3 M to be realized in the Water and Wastewater Rate Supported Budget.

The 2004 Water and Wastewater Rate Budget included stormwater management costs of \$10.2 M with \$2.3 M in GST costs. With the Federal Government announcement, savings from the change in GST Rebates were identified and stormwater operating costs were transferred from the Tax Operating Budget to the Water and Wastewater rate supported budget.

Since 2004, the Stormwater management costs within the Water Wastewater Rate Budget have more than doubled to a budgeted amount over \$28 M in 2023. However, the HST related rebates have since decreased from 100% to 86.46% as seen in Table 1 of Report FCS23028.

For example, the 2021 Rate Budget related Stormwater Program was \$29.2 M. Actual costs totalled \$30.4 M. However, 2021 HST rebates in this program totalled only \$2.4 M (\$2.2 M relating to capital and \$242 K for operating).

Other 2021 HST rebates realized by the 2021 Rate budget were:


- Water related rate capital: \$4.1 M
- Wastewater related rate capital: \$15.0 M

KB/dt





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

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	February 21, 2023
<b>SUBJECT/REPORT NO:</b>	Area Rating Review (FCS21078(d)) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Gloria Rojas (905) 546-2424 Ext. 6247
<b>SUBMITTED BY:</b>	Brian McMullen Director, Financial Planning, Administration and Policy Corporate Services Department
<b>SIGNATURE:</b>	

### RECOMMENDATION(S)

- (a) That the area rating of the Fire Service be updated to a “Full Time / Composite / Volunteer” model in the 2023 tax year to align with the existing boundaries of the Fire Response Type as shown in Appendix “A” to Report FCS21078(d);
- (b) That the tax impact to the properties remaining in the Fire Service full-time level of service be phased in on a two-year period starting in the 2023 tax year.

### EXECUTIVE SUMMARY

Area rating is a municipal property taxation policy, Section 329 of the *Municipal Act, 2001* intended to account for either significant differences in service levels or differences in the cost of providing services across different parts of the municipality. The City of Hamilton provided eight area rated services until changes were approved by Council in 2022 following a series of reports and presentations.

On March 30, 2022, Council approved the elimination of the area rating of Sidewalk Snow Removal, Recreation, Sidewalk Maintenance and Streetlighting and Parkland Purchases and directed staff to prepare a public consultation on the impacts of modifying the existing methodology for the area rating of the Fire Service and report back for the 2023 tax year. Council also deferred Information Report FCS21078(c), “Area Rating Review”, which contained information on the impacts of phasing out area rating over four, six, eight and 10-year scenarios to the 2022 to 2026 Council and the 2023 Tax Supported operating budget.

---

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

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

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

**SUBJECT: Area Rating Review (FCS21078(d)) (City Wide) – Page 2 of 11**

---

Report FCS21078(d) recommends updating the area rating of the Fire Service to a “Full Time / Composite / Volunteer” model.

It is important to reiterate that changes to area rating are revenue neutral. However, there will be a redistribution of costs to property owners based on the changes. The analysis presented below is based on 2022 data excluding growth, tax policies, budget and education impacts.

Following Council direction, staff conducted public engagement on three possible tax policy options for the area rating of the Fire Service. These three tax policy options reflected the following for consideration: three different tax rates based on the three levels of service; no change; and one equal tax rate across the City. Overall, the majority of respondents agreed with the option to have three different rates to align with the three levels of service provided by the Fire Department.

For the area rating of fire services, staff is recommending a model in which there would be three different tax rates that would reflect the level of service delivery. The three proposed fire area rating boundaries are shown in the map contained in Appendix “A” to Report FCS21078(d) – “City of Hamilton – Fire Response Type”.

Under this model, there will be a redistribution of the budgeted Fire net levy. Properties that receive full-time service will see an average tax increase of 1.8% (\$80). Properties that receive volunteer service will see an average reduction of 2.0% (\$80). Properties that were paying for full-time service but are located in an area serviced by composite stations will see an average reduction of 3.8% (\$164) and the properties that were paying for volunteer service but are located in an area serviced by composite stations will see an average increase of 0.7% (\$25). The recommendation includes a two-year phased-in approach in order to assist with the tax impact to the properties receiving full time service. Details of the tax impact in each year of the phase-in periods are included later in Report FCS21078(d).

Transit staff will be bringing forward a report to the April 3, 2023 Public Works Committee presenting the (Re)envision transit network redesign. It is anticipated that a period of public consultation will follow. Once an updated Transit Growth Strategy is adopted by Council, there will be an opportunity to review the Transit area rating policy.

Staff is not recommending any changes to the Special Infrastructure Levy.

**Alternatives for Consideration – See Page 10**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: Changes to area rating are revenue neutral. However, there will be a redistribution of taxes based on the changes. The Analysis and Rationale section of Report FCS21078(d) includes the shift in taxes resulting from the recommended changes in area rating.

---

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

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

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

**SUBJECT: Area Rating Review (FCS21078(d)) (City Wide) – Page 3 of 11**

---

Staffing: N/A

Legal: Area rating is a municipal property taxation policy under Section 326 of the *Municipal Act, 2001*. Annual area rating services are approved in the tax policy report and implemented through an annual by-law.

**HISTORICAL BACKGROUND**

Prior to amalgamation, the former Regional Municipality of Hamilton-Wentworth area rated Transit, Waste Management, Libraries and Storm Sewers. Services such as Fire, Parks, Recreation and Garbage Collection were provided exclusively at the local area municipal level and, therefore, not part of the Regional government.

When the City amalgamated in 2001, City Council approved the area rating of the following services: Transit, Fire, Culture and Recreation, Storm Sewers, Senior's Tax Credit, Slot Revenues and Financial Adjustments (Report FCS01015(d), "Final 2001 CVA Reassessment, Amalgamation and Phase-in Tax Impacts").

After extensive review and consultation with the community in 2011, the City implemented a new area rating methodology largely based on an urban and rural model that aligns to the transit service area. Under this model, properties within the transit service area are considered urban, while properties outside the transit service area are considered rural (Reports FCS09087 "Area Rating Options" and FCS09087(a) "Area Rating Options – Update").

Transit, Recreation, Streetlights / Sidewalks and Fire were area rated based on the urban / rural model. However, the boundaries of the fire service were different from the boundaries that align to the transit service. Sidewalk Snow Removal (Ancaster only), Parkland Purchases and Special Infrastructure Levy (former Hamilton only) were rated based on the former municipality boundaries.

In 2021, staff undertook a review of the methodology applied to the area rated levies in order to ensure that these services met the criteria for area rating and that the existing methodologies were aligned with the projected growth and related service delivery strategies in the City. Additional information can be found in Reports FCS21078 and FCS21078(a), "Review of Area Rating Methodologies".

On March 30, 2022, Council approved the following recommendations contained in Report FCS21078(b), "Area Rating Review":

- (a) That the area rating of Sidewalk Snow Removal be eliminated in the 2023 tax year;
- (b) That the area rating of Sidewalks and Streetlighting be eliminated in a four-year, phase-out period starting in the 2022 tax year;

---

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

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

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

**SUBJECT: Area Rating Review (FCS21078(d)) (City Wide) – Page 4 of 11**

---

- (c) That the area rating of Recreation be eliminated in a four-year, phase-out period starting in the 2022 tax year;
- (d) That the area rating of Parkland Purchases be eliminated once the existing internal debt has been paid off;
- (e) That staff be directed to report back with analysis, as well as, a public consultation plan on the impacts of adjusting the area rating of the Fire Service from the existing urban / rural model to one that aligns with the three levels of service (full time / volunteer / composite) for possible implementation in the 2023 tax year;
- (f) That a transfer from the Tax Stabilization Reserve in the amount of \$1,400,000 be applied to reduce the rural fire levy in 2022.

On the same date, Council deferred Information Report FCS21078(c) which contained information on the impacts of phasing-out all area rating over four, six, eight and 10-year scenarios to the 2022 to 2026 Council and the 2023 Tax Supported operating budget. In consideration of the previous approval and upon completion of the phase-out periods, the only remaining area rated levies are Fire Service, Transit and the Special Infrastructure Levy.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

Provincial legislation allows the area rating of an identifiable special service, which is a service or activity that is not being provided or undertaken generally throughout the municipality or being provided or undertaken at different levels or in a different manner in different parts of the municipality. As per Ontario Regulation 585/06, the only services that cannot be identified as a “special service” are health programs and services.

Area rating is intended to account for either significant differentials in service levels or costs of providing services between different parts of the City. The cost of an area rated service could include all operating costs, capital financing charges and, if applicable, all related user fees / revenues and appropriate charges for indirect program costs (i.e. administration / overhead). Generally, in the absence of area rating, similarly assessed properties would pay the same level of property taxes city-wide. Conversely, in the presence of area rating, similarly assessed properties pay different levels of property taxes depending on the level of services provided in their specific area. Report FCS09087, “Area Rating Options”, identified four general principles to area rating:

1. **Revenue Neutral:** Assumes the same tax levy regardless of the area rating option. Area rating does not generate additional taxes for the City as a whole.
2. **Service Delivery Drives Taxes:** How a service is delivered can impact how it is appropriately taxed, not vice-versa.

---

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

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

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

**SUBJECT: Area Rating Review (FCS21078(d)) (City Wide) – Page 5 of 11**

---

3. It is not pay-for-use: Every property owner will utilize City services differently. Some services are never utilized but support a greater common good. Not all properties within each boundary will have exactly the same access or utilization to the service.
4. Area rating is an evolutionary process as growth may lead to changes in rural / urban boundaries over time.

It should be noted that area rating is an annual decision through the tax policy reports and implemented through the annual tax levy by-law.

**RELEVANT CONSULTATION**

Following Council direction, staff conducted a public engagement on the possible changes to the area rating of the Fire Service. The “Fire Service Area Rating Review” survey was open in Engage Hamilton from October 9, 2022 to November 6, 2022 and had 53 engaged participants. The survey provided information and the tax impacts on three options for the area rating of the Fire Service:

Option 1: Three different rates based on the three levels of service

Option 2: No change

Option 3: One equal rate across the City

The following are some of the findings of the engagement:

- 43.4% of participants live in the fire urban area, 26.4% in the fire rural area and 30.2% don't know what level of service they receive
- 48.1% of participants agree with Option 1
- 44.2% of participants agree with Option 2
- 23.5% of participants agree with Option 3

Of the three options, the option to have three different tax rates based on the level of service had marginally more support than the other options and it is the option recommended by staff in Report FCS21078(d).

Details of the public engagement are included in Appendix “B” to Report FCS21078(d) “Public Engagement Fire Service Area Rating Review”.

In addition to the public engagement, Finance staff have consulted with the Fire Department and the Transit Division on the recommended changes.

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

Following Council's approval of the elimination of the area rating of Recreation, Sidewalk Snow Removal, Sidewalk Maintenance, Streetlights and Parkland Purchases and direction on a consultation plan on the impacts of adjusting the area rating of the Fire Service from the existing urban / rural model to one that aligns with the three levels of service (full time / volunteer / composite) for possible implementation in the 2023 tax year, staff is recommending changes to the area rating methodology of the Fire Service.

It is important to reiterate that changes to area rating are revenue neutral. However, there will be a redistribution of costs to property owners based on the changes. Detailed tax shifts by ward for each of the recommended changes are included below. The following analysis is based on 2022 data excluding growth, tax policies, budget and education impacts.

**Fire**

The Hamilton Fire Department delivers fire protection and rescue services throughout the City using three different service delivery models:

- full-time resources only
- volunteer resources (the majority if not all resources are volunteer, dependent on response type, time of day / day of the week, etc.)
- composite resources (a combination of both full-time and volunteer resources)

However, the City's current area rating tax policy is based on two models for the delivery of fire services: an urban model for areas serviced by full-time resources and a rural model for areas serviced by volunteer resources.

Under the current area rating model, areas mainly serviced by a composite response are included in the urban model (if the identified geographic areas fall within the urban areas in the City's official plan) or are included in the rural model (if the identified geographic areas fall within the rural areas in the City's official plan).

For the area-rating of fire services, staff is recommending a model in which there would be three different tax rates that would reflect the level of service delivery. The three proposed fire area rating boundaries are shown in the map contained in Appendix "A" to Report FCS21078(d) – "City of Hamilton – Fire Response Type".

For the 2022 taxation year, Hamilton had 177,925 residential properties of which 160,508 were paying the urban tax rate and 17,417 were paying the rural tax rate. Under the recommended model, 122,877 will pay the full-time tax rate, 15,881 will pay the volunteer tax rate and 39,167 will pay the composite tax rate.

**SUBJECT: Area Rating Review (FCS21078(d)) (City Wide) – Page 7 of 11**

Changes in area rating are revenue neutral, but the redistribution of properties and the consequent redistribution of the costs among the three areas will result in tax shifts. The redistribution of the costs will ensure that each area pays taxes at a rate based on the type of service that they receive. It is important to reiterate that this change is not due to changes in service levels but rather to align taxation policy with the existing level of service in each area.

For the 2021 tax year, through an amending motion dated May 12, 2021 and for the 2022 tax year, through Report FCS21078(b), Council approved a transfer from the Tax Stabilization Reserve in the amount of \$1.4 M to be applied to the rural fire levy in order to mitigate the tax impact resulting from 5,800 properties that were reclassified from rural fire to urban fire due to a change in the level of service. Additional details on this change can be found in Report FCS21028, “2021 Tax Policies and Area Rating”. The transfer from reserve will no longer apply in the 2023 tax year and, therefore, the levy allocated to the volunteer area (formerly “rural area”) will increase by \$1.4 M. This 2023 budget pressure has been included within the 2023 Tax Operating Budget documents through Report FCS23007.

In order to mitigate the tax impact to the properties that remain in the full-time area, staff is recommending a two-year, phase-in approach. The tax impacts resulting from the redistribution of properties and costs among the three areas, plus the tax impact of the \$1.4 M applied to the volunteer area are shown in Table 1.

**Table 1  
Fire Service Area Rating – Estimated Tax Impacts**

		<b>REMAIN FULL TIME</b>	<b>REMAIN VOLUNTEER</b>	<b>FULL TIME TO COMPOSITE</b>	<b>VOLUNTEER TO COMPOSITE</b>
	Number of Properties	122,877	15,881	37,631	1,536
<b>Year 1</b>	Average Tax Impact (\$)	\$ 42	\$ (80)	\$ (67)	\$ 122
	Average Tax Impact (%)	1.0%	-2.0%	-1.5%	3.1%
<b>Year 2</b>	Average Tax Impact (\$)	\$ 38	\$ -	\$ (97)	\$ (97)
	Average Tax Impact (%)	0.9%	0.0%	-2.3%	-2.4%
<b>Total Tax Impact</b>	Average Tax Impact (\$)	\$ 80	\$ (80)	\$ (164)	\$ 25
	Average Tax Impact (%)	1.8%	-2.0%	-3.8%	0.7%

Differences due to rounding

**SUBJECT: Area Rating Review (FCS21078(d)) (City Wide) – Page 8 of 11**

At the end of the two-year, phase-in period, the properties that receive full-time service will see an average tax increase of 1.8% (\$80). The properties that were paying for full-time service but are located in an area serviced by composite stations will see an average reduction of 3.8% (\$164). The properties that were paying for volunteer service but are located in an area serviced by composite stations will see an average increase of 0.7% (\$25). Staff is not recommending a phase-in approach to the tax impact to properties that volunteer service in recognition that the volunteer costs are significantly lower than those of the full time and composite areas and, therefore, these properties will see an immediate decrease of 2.0% (\$80).

Estimated tax impacts by ward are shown in Table 2.

**Table 2**  
**Fire Service Area Rating - Estimated Tax Impacts by Ward**

**YEAR 1**

	REMAIN FULL TIME			REMAIN VOLUNTEER			FULL TIME TO COMPOSITE			VOLUNTEER TO COMPOSITE		
	# PROPERTIES	\$	%	# PROPERTIES	\$	%	# PROPERTIES	\$	%	# PROPERTIES	\$	%
Ward 1	10,068	\$ 45	1.0%									
Ward 2	7,963	\$ 31	1.0%									
Ward 3	12,624	\$ 25	1.0%									
Ward 4	13,781	\$ 26	1.0%									
Ward 5	11,473	\$ 34	1.0%									
Ward 6	11,769	\$ 37	1.0%									
Ward 7	13,544	\$ 37	1.0%									
Ward 8	10,916	\$ 40	1.0%				-					
Ward 9	148	\$ 45	1.0%	691	\$ (86)	-2.0%	10,664	\$ (72)	-1.5%	239	\$ 132	3.1%
Ward 10	2,500	\$ 46	1.0%				12,001	\$ (73)	-1.5%			
Ward 11	2,590	\$ 44	1.0%	7,001	\$ (84)	-2.0%	730	\$ (70)	-1.5%	140	\$ 127	3.1%
Ward 12	7,635	\$ 60	1.0%	2,216	\$ (115)	-2.0%	5,839	\$ (96)	-1.5%	488	\$ 174	3.1%
Ward 13	7,957	\$ 54	1.0%	3,519	\$ (103)	-2.0%	44	\$ (86)	-1.5%	233	\$ 156	3.1%
Ward 14	9,909	\$ 45	1.0%									
Ward 15				2,454	\$ (109)	-2.0%	8,353	\$ (91)	-1.5%	436	\$ 166	3.1%

**YEAR 2**

	REMAIN FULL TIME			REMAIN VOLUNTEER			FULL TIME TO COMPOSITE			VOLUNTEER TO COMPOSITE		
	# PROPERTIES	\$	%	# PROPERTIES	\$	%	# PROPERTIES	\$	%	# PROPERTIES	\$	%
Ward 1	10,068	\$ 41	0.9%	-			-			-		
Ward 2	7,963	\$ 28	0.9%	-			-			-		
Ward 3	12,624	\$ 22	0.9%	-			-			-		
Ward 4	13,781	\$ 23	0.9%	-			-			-		
Ward 5	11,473	\$ 31	0.9%	-			-			-		
Ward 6	11,769	\$ 33	0.9%	-			-			-		
Ward 7	13,544	\$ 34	0.9%	-			-			-		
Ward 8	10,916	\$ 37	0.9%	-			-			-		
Ward 9	148	\$ 41	0.9%	691	\$ -	0.0%	10,664	\$ (104)	-2.3%	239	\$ (104)	-2.4%
Ward 10	2,500	\$ 41	0.9%				12,001	\$ (105)	-2.3%	-		
Ward 11	2,590	\$ 39	0.9%	7,001	\$ -	0.0%	730	\$ (101)	-2.3%	140	\$ (101)	-2.4%
Ward 12	7,635	\$ 54	0.9%	2,216	\$ -	0.0%	5,839	\$ (138)	-2.3%	488	\$ (138)	-2.4%
Ward 13	7,957	\$ 48	0.9%	3,519	\$ -	0.0%	44	\$ (124)	-2.3%	233	\$ (124)	-2.4%
Ward 14	9,909	\$ 40	0.9%									
Ward 15				2,454	\$ -	0.0%	8,353	\$ (132)	-2.3%	436	\$ (132)	-2.4%

Minor variances from the above stated tax impacts may occur.

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

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

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



## **Transit**

The existing methodology for area rating of transit dates back from amalgamation (2001) and follows the transit service area which is the area of the City that receives transit and is known as “urban”. Properties outside the transit service area do not receive transit service. This area is known as “rural”.

The total levy for Transit area rating excludes the budgets for the DARTS Contract and Taxi Scrip and includes the Capital Financing portion allocated to Transit. This levy is allocated to the urban areas of each former area municipality based on their respective share of the total transit service mileage which results in six different tax rates for transit. Properties in the rural area do not receive transit and, therefore, are not charged for the service.

As part of the 10-Year Transit Strategy in 2018, the Transit Department launched (Re)envision with the objective of reconfiguring the transit network and improve the customer experience. The recommendations were expected to be presented to Council in the spring of 2020.

In March 2019, Council established the Transit Area Rating Review Sub-Committee with the purpose of evaluating and recommending alternatives to the existing area rating methodology for transit on time for the 2020 budget process. However, announcements related to the Light Rail Transit (LRT), the outstanding completion of the Memorandum of Understanding and the challenges resulting from the COVID-19 pandemic, required further changes to the work previously prepared which delayed the process of completing a network for proposal to Council.

Transit staff will be bringing forward a report to the April 3, 2023 Public Works Committee presenting the (Re)envision transit network redesign. It is anticipated that a period of public consultation will follow. Once an updated Transit Growth Strategy is adopted by Council, there will be an opportunity to review the current Transit area rating policy.

## **Special Infrastructure Levy**

The Special Infrastructure Levy was approved by Council in 2011 in which the tax shifts resulting from the approved area rating methodology are reinvested into the former City of Hamilton to address its infrastructure deficit.

In consideration that this service falls under the definition of special service, staff is not recommending any changes to the area rating of this service.

**SUBJECT: Area Rating Review (FCS21078(d)) (City Wide) – Page 10 of 11****ALTERNATIVES FOR CONSIDERATION**

Council could consider the elimination of the area rating for the Fire Service and include these costs as part of the general levy. This means that there would be a full redistribution and every property in the City, including rural areas, would pay the same rate for this service. There are no staff, legal or financial implications to these alternatives.

Table 3 shows the tax impacts that would result from eliminating the area rating of the Fire Service, based on a four-year phase-out approach.

**Table 3  
Eliminating Fire Service Area Rating  
Estimated Tax Impacts Year 1 of 4**

	URBAN		RURAL	
	Tax Impact (%)	Tax Impact (\$)	Tax Impact (%)	Tax Impact (\$)
Ward 1	-0.1%	\$ (5)	N/A	N/A
Ward 2	-0.1%	\$ (4)	N/A	N/A
Ward 3	-0.1%	\$ (3)	N/A	N/A
Ward 4	-0.1%	\$ (3)	N/A	N/A
Ward 5	-0.1%	\$ (4)	N/A	N/A
Ward 6	-0.1%	\$ (4)	N/A	N/A
Ward 7	-0.1%	\$ (4)	N/A	N/A
Ward 8	-0.1%	\$ (5)	N/A	N/A
Ward 9	-0.1%	\$ (5)	1.1%	\$ 46
Ward 10	-0.1%	\$ (5)	N/A	N/A
Ward 11	-0.1%	\$ (5)	1.1%	\$ 44
Ward 12	-0.1%	\$ (0)	1.1%	\$ 61
Ward 13	-0.1%	\$ (6)	1.1%	\$ 54
Ward 14	-0.1%	\$ (5)	N/A	N/A
Ward 15	-0.1%	\$ (7)	1.1%	\$ 58

By eliminating the area rating of the Fire Service, all properties in the City would contribute equally for this service regardless of the level of service received. Properties that currently pay the rural rate for fire will have a tax increase of 1.1% (\$44 - \$61) during the four-year, phase-out period, while properties currently paying the urban rate will see a tax benefit of -0.1% (\$0 - \$7).

Council also could consider any of the other alternatives presented in Report FCS21078(c) which are the phasing-out of the remaining area rating over four, six, eight and 10-year periods.

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

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

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

**SUBJECT: Area Rating Review (FCS21078(d)) (City Wide) – Page 11 of 11**

---

**ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN****Community Engagement and Participation**

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

**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.

**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**

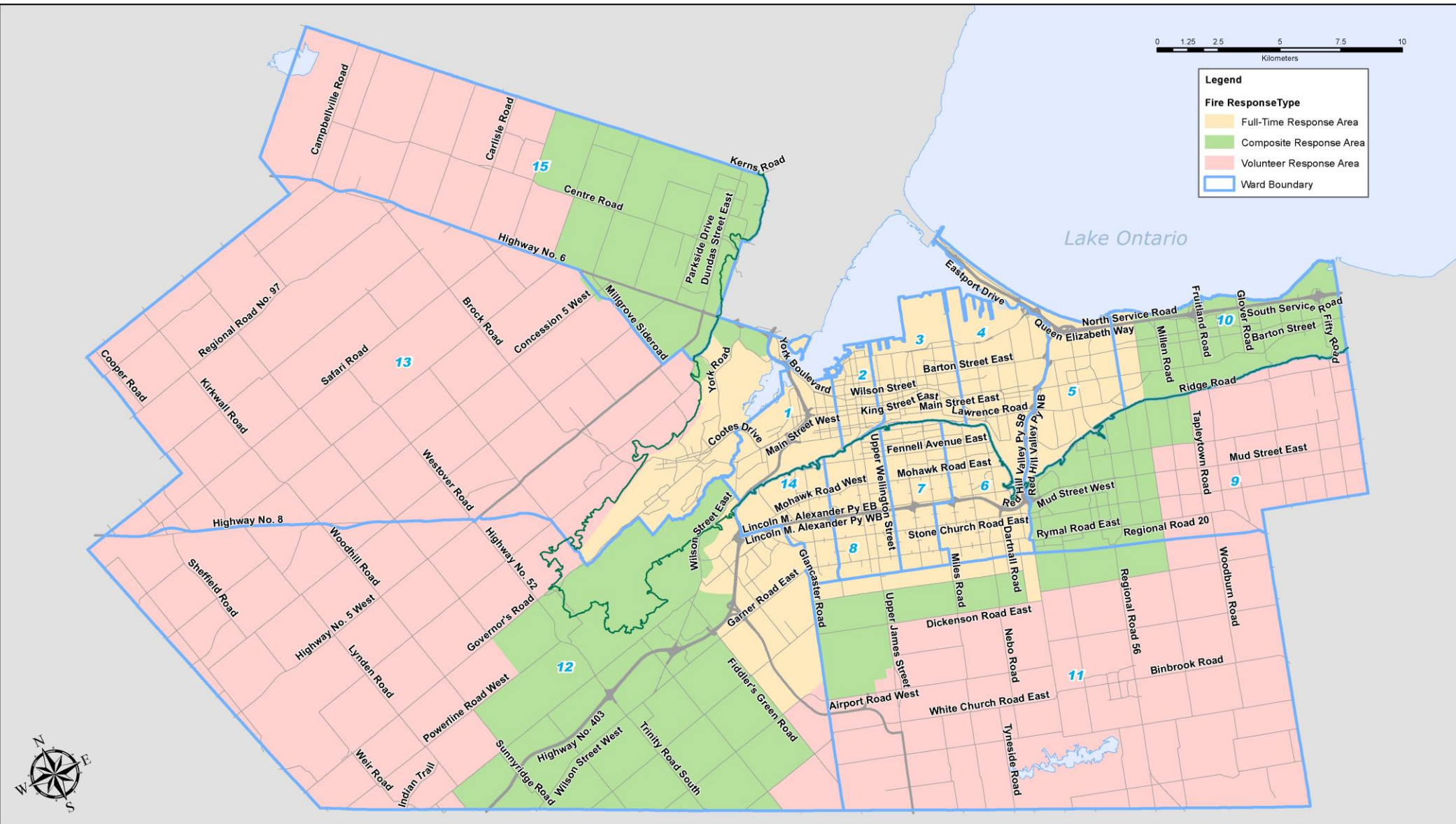
Appendix “A” to Report FCS21078(d) – City of Hamilton – Fire Response Type

Appendix “B” to Report FCS21078(d) – Public Engagement Fire Service Area Rating Review

GR/dt



# CITY OF HAMILTON - FIRE RESPONSE TYPE



The City of Hamilton accepts no liability for any loss, damage, or inconvenience resulting from the use of, or reliance on, the information contained herein. This product is provided "as-is" without any warranties, guarantees, or representations of any kind. This product is for informational purposes and may not have been prepared for, or be suitable for, legal, engineering, or surveying purposes. (c) 2021 City of Hamilton. Published by Spatial Solutions & Data Services, IT, City of Hamilton, on January 3, 2023

# Project Report

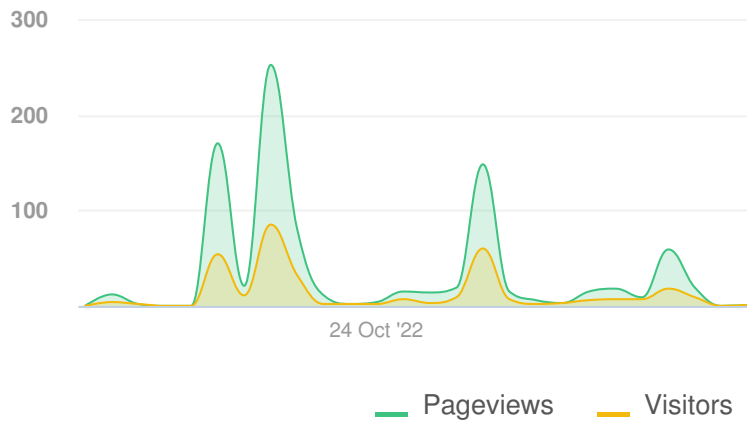
15 June 2020 - 06 November 2022

# Engage Hamilton

## Fire Service Area Rating Review



### Visitors Summary

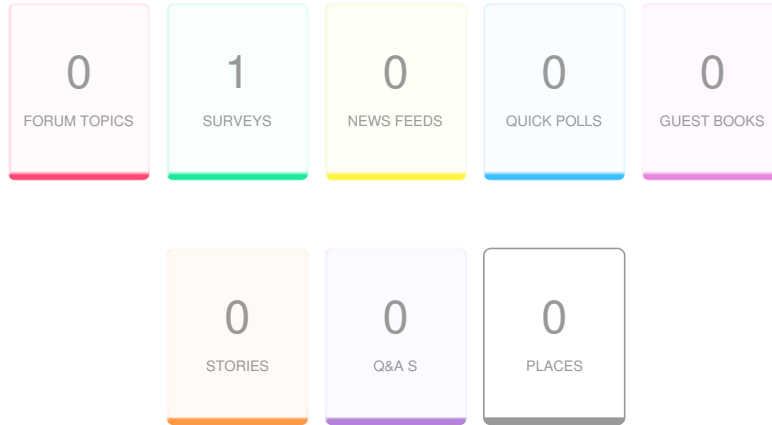


### Highlights

TOTAL VISITS	MAX VISITORS PER DAY	
353	85	
NEW REGISTRATIONS		
33		
ENGAGED VISITORS	INFORMED VISITORS	AWARE VISITORS
53	189	305

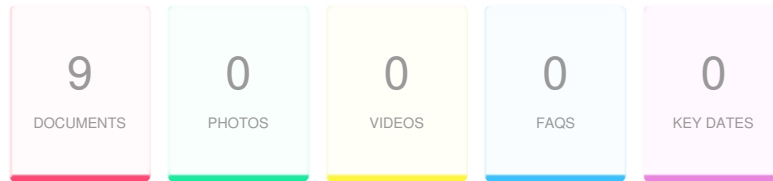
Aware Participants		Engaged Participants	
305		53	
Aware Actions Performed	Participants	Engaged Actions Performed	Registered Unverified Anonymous
Visited a Project or Tool Page	305	Contributed on Forums	0 0 0
Informed Participants	189	Participated in Surveys	53 0 0
Informed Actions Performed	Participants	Contributed to Newsfeeds	0 0 0
Viewed a video	0	Participated in Quick Polls	0 0 0
Viewed a photo	0	Posted on Guestbooks	0 0 0
Downloaded a document	11	Contributed to Stories	0 0 0
Visited the Key Dates page	3	Asked Questions	0 0 0
Visited an FAQ list Page	0	Placed Pins on Places	0 0 0
Visited Instagram Page	0	Contributed to Ideas	0 0 0
Visited Multiple Project Pages	135		
Contributed to a tool (engaged)	53		

## ENGAGEMENT TOOLS SUMMARY



Tool Type	Engagement Tool Name	Tool Status	Visitors	Contributors		
				Registered	Unverified	Anonymous
Survey Tool	Fire Service Area Rating Review - Survey	Archived	182	53	0	0

## INFORMATION WIDGET SUMMARY



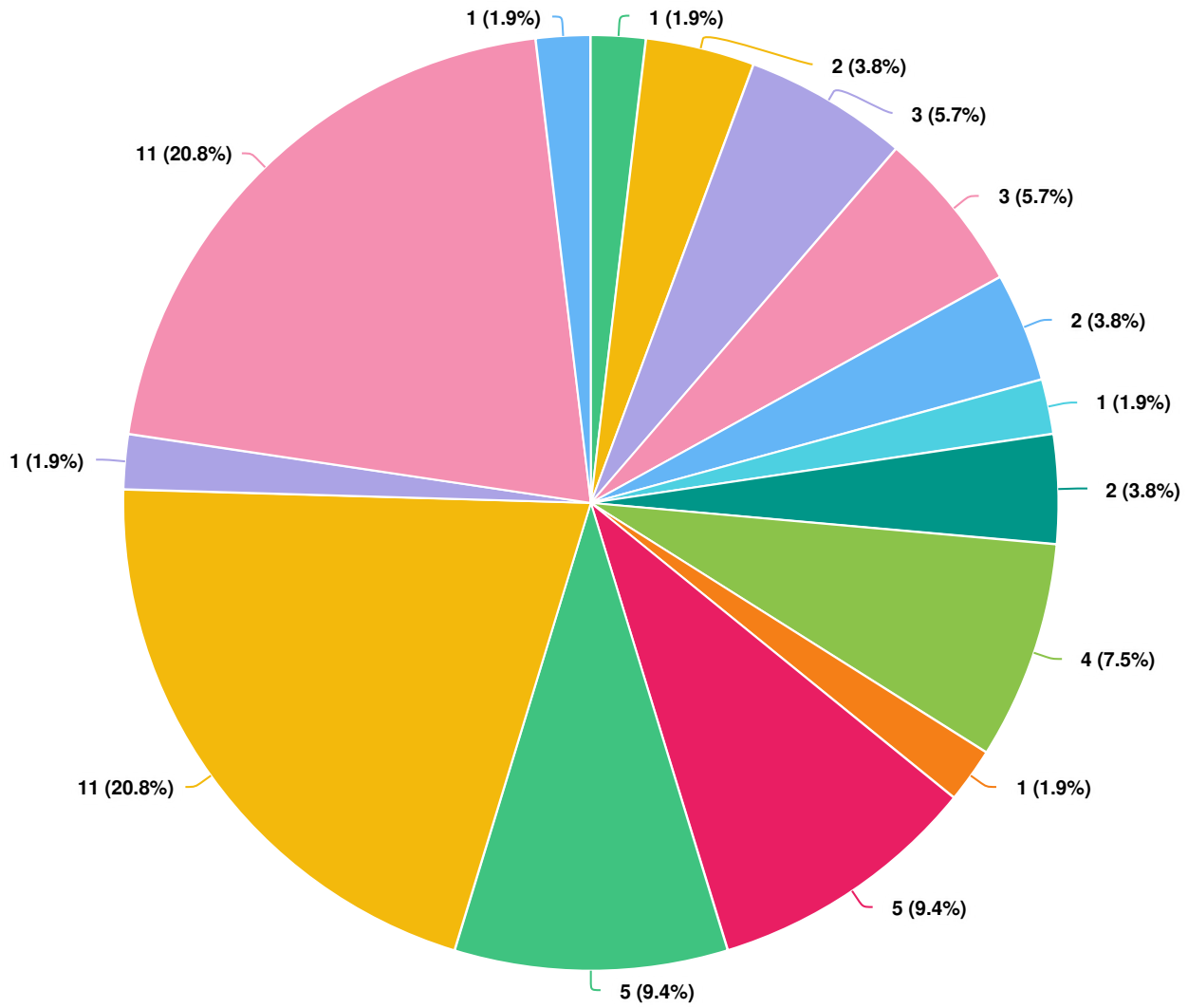
Widget Type	Engagement Tool Name	Visitors	Views/Downloads
Document	FCS21078(a) Review of Area Rating Methodologies	9	9
Document	FCS21078(b) Area Rating Review	3	3
Document	FCS21078(c) Area Rating Review – Appendix D	2	2
Document	FCS21078(c) Area Rating Review – Appendix C	2	2
Document	FCS21078(c) Area Rating Review – Appendix B	1	1
Document	FCS21078(c) Area Rating Review – Appendix A	1	1
Document	FCS21078(a) Review of Area Rating Methodologies – Appendix B	1	1
Document	FCS21078(a) Review of Area Rating Methodologies – Appendix A	1	1
Document	FCS21078(c) Area Rating Review	0	0
Key Dates	Key Date	3	3

# ENGAGEMENT TOOL: SURVEY TOOL

## Fire Service Area Rating Review - Survey

Visitors <b>182</b>	Contributors <b>53</b>	CONTRIBUTIONS <b>53</b>
---------------------	------------------------	-------------------------

In which ward is your main residence located?



**Question options**

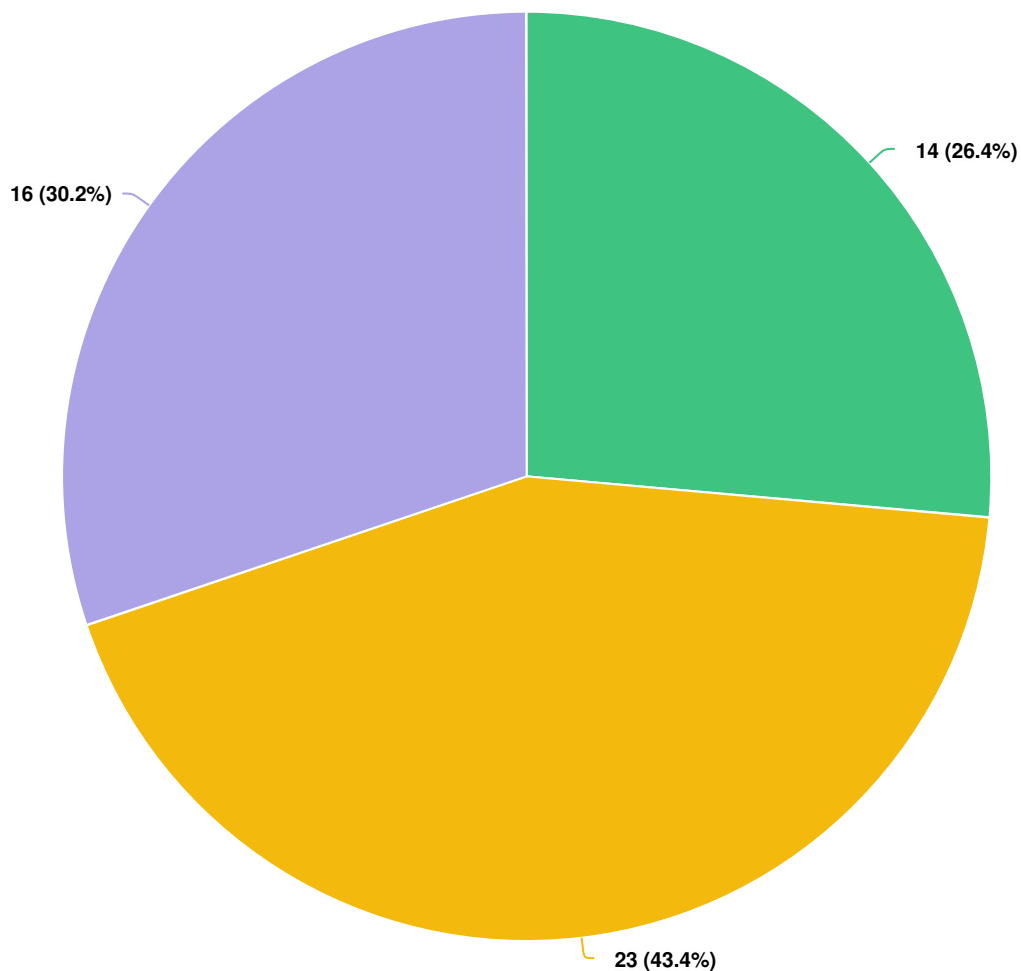
- Ward 1
- Ward 2
- Ward 3
- Ward 4
- Ward 6
- Ward 7
- Ward 8
- Ward 9
- Ward 10
- Ward 11
- Ward 12
- Ward 13
- Ward 14
- Ward 15
- I don't know

Optional question (53 response(s), 0 skipped)

Question type: Radio Button Question



### How are you currently taxed for fire service?



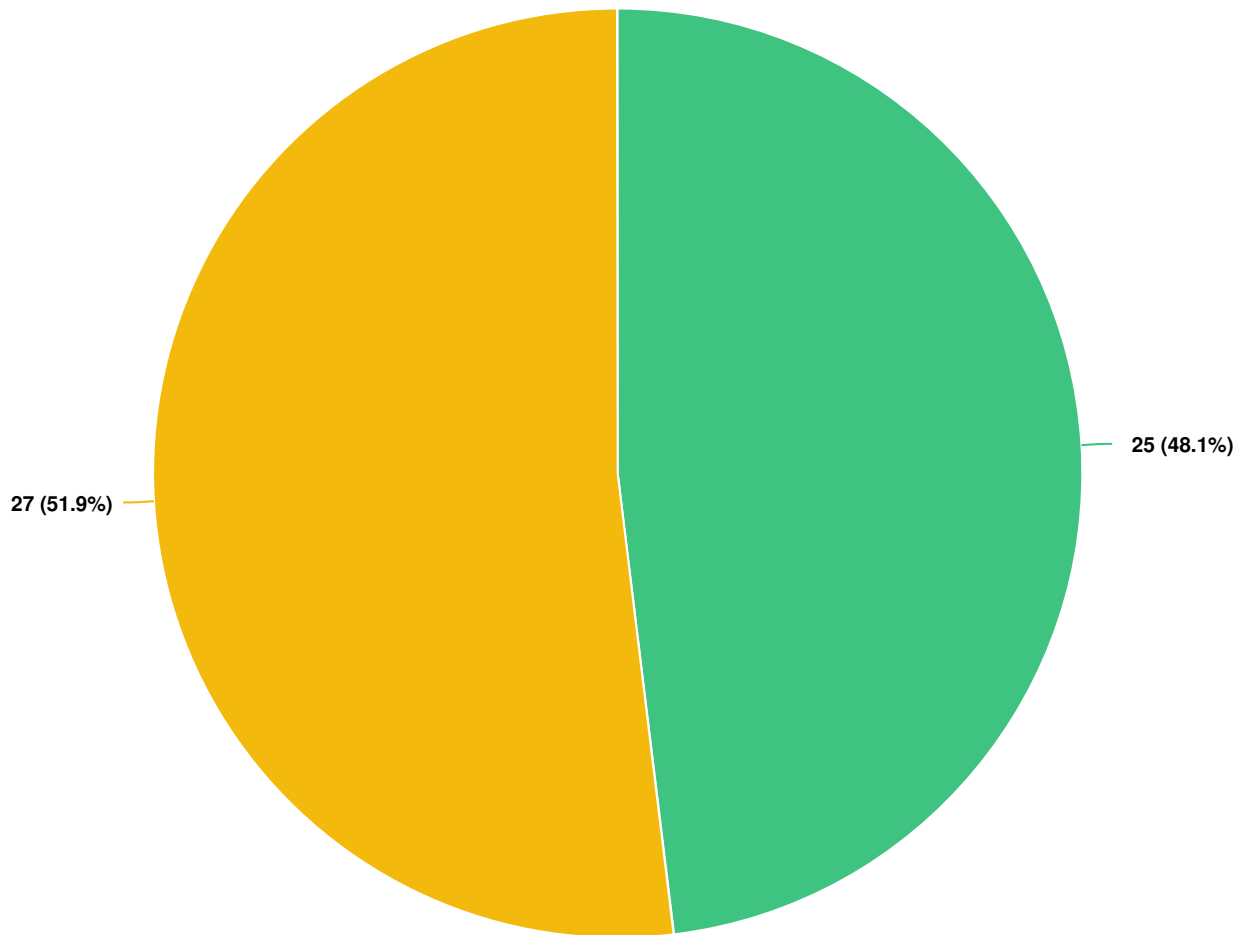
**Question options**

- Rural Area
- Urban Area
- I don't know

Optional question (53 response(s), 0 skipped)

Question type: Radio Button Question

**Option 1: Three different rates based on the three levels of service.  
Do you agree with this approach?**



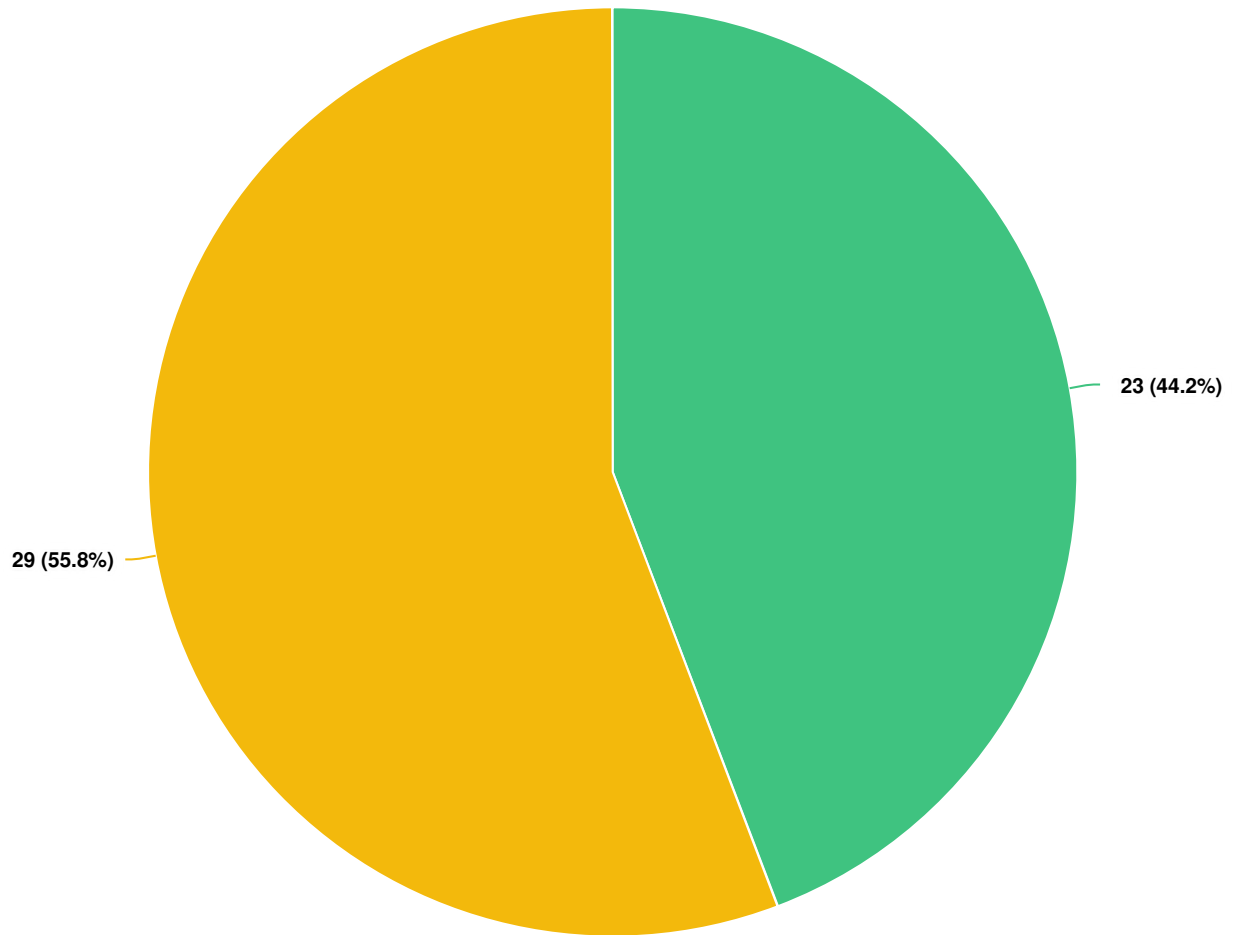
**Question options**

- Yes
- No

*Optional question (52 response(s), 1 skipped)*

*Question type: Radio Button Question*

Option 2: No Change.  
Do you agree with this approach?



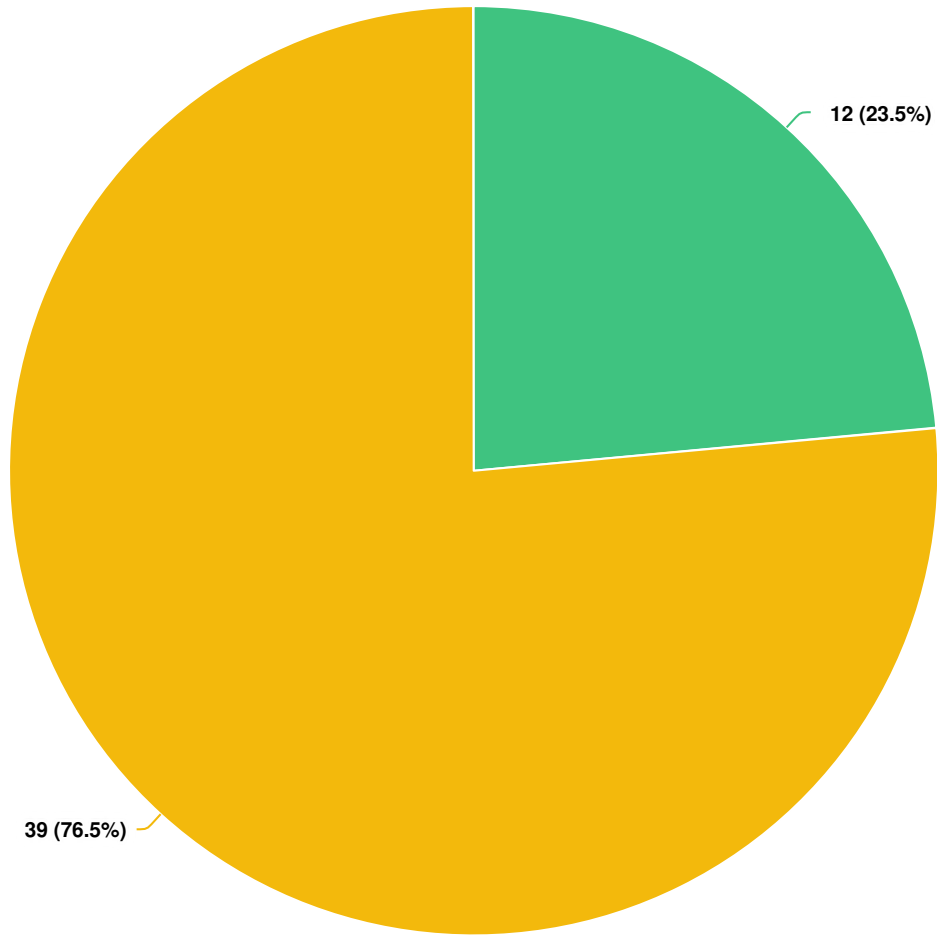
**Question options**

- Yes
- No

Optional question (52 response(s), 1 skipped)

Question type: Radio Button Question

**Option 3: One equal rate across the City.  
Do you agree with this approach?**



**Question options**

- Yes
- No

Optional question (51 response(s), 2 skipped)

Question type: Radio Button Question



Hamilton

**AREA RATING REVIEW  
FCS21078(D)**

**GENERAL ISSUES COMMITTEE**

**February 21, 2023**

# Presentation Objectives

- Background information on Area Rating
- Fire Area Rating
  - Existing model
  - Recommended model

# Historical Background

Year	Services Area Rated in the City of Hamilton
<b>2001</b>	Transit, Fire, Culture and Recreation, Storm Sewers, Senior's Tax Credit, Slot Revenues and Financial Adjustments.
<b>2002 - 2008</b>	Removal of Senior's Tax Credit; Removal of Financial Adjustments; Removal of Storm Sewers; Removal of Slot Revenues; Addition of Sidewalk Snow Removal (Ward 12 only) Addition of Loan Repayment for Parkland Purchases.
<b>2011</b>	Transit, Recreation, Sidewalks and Streetlighting, Parkland Purchases, Infrastructure Levy; Sidewalk Snow Removal, Fire.
<b>2022</b>	4-year phase-out of Recreation, Sidewalks and Streetlighting Elimination of Parkland Purchases as debt is paid off. Consultation on Fire
<b>2023</b>	Removal of Sidewalk Snow Removal.

# Policy Background

- Area Rating accounts for differences in service level or cost of providing services across the City
- Properties with same assessment but different service levels are taxed differently
- Governed by Ontario Regulation 585/06



1. Revenue Neutral
2. Service Delivery Drives Taxes
3. It is not pay-for-use
4. Evolutionary process

# Fire Area Rating

- Service delivery vs. tax rates
  - 3 levels of service
    - Full time
    - Composite
    - Volunteer
  - 2 tax rates

# Fire Area Rating

- Fire Service Area Rating Review survey
- Three Options
  - Option 1: Three different rates
  - Option 2: No change
  - Option 3: One equal rate across the City
- Results
  - 48.1% of participants agree with Option 1
  - 44.2% of participants agree with Option 2
  - 23.5% of participants agree with Option 3

# Fire Area Rating

- Recommended model
  - Three tax rates based on level of service
  - Redistribution of assessment and costs
  - Elimination of transfer from reserve
  - Phase-in the impact over two years

# Fire Area Rating

- Recommend Model Impact: Tax Shifts

	REMAIN FULL TIME	REMAIN VOLUNTEER	FULL TIME TO COMPOSITE	VOLUNTEER TO COMPOSITE
Number of Properties	122,877	15,881	37,631	1,536

<b>Year 1</b>	Average Tax Impact (\$)	\$ 42	\$ (80)	\$ (67)	\$ 122
	Average Tax Impact (%)	1.0%	-2.0%	-1.5%	3.1%

<b>Year 2</b>	Average Tax Impact (\$)	\$ 38	\$ -	\$ (97)	\$ (97)
	Average Tax Impact (%)	0.9%	0.0%	-2.3%	-2.4%

<b>Total Tax Impact</b>	Average Tax Impact (\$)	\$ 80	\$ (80)	\$ (164)	\$ 25
	Average Tax Impact (%)	1.8%	-2.0%	-3.8%	0.7%

Differences due to rounding



Hamilton

**THANK YOU**



Hamilton

# **ALTERNATIVES FOR CONSIDERATION**

# Fire – General Levy

## Year 1 of 4

	URBAN		RURAL	
	Tax Impact (%)	Tax Impact (\$)	Tax Impact (%)	Tax Impact (\$)
Ward 1	-0.1%	\$ (5)	N/A	N/A
Ward 2	-0.1%	\$ (4)	N/A	N/A
Ward 3	-0.1%	\$ (3)	N/A	N/A
Ward 4	-0.1%	\$ (3)	N/A	N/A
Ward 5	-0.1%	\$ (4)	N/A	N/A
Ward 6	-0.1%	\$ (4)	N/A	N/A
Ward 7	-0.1%	\$ (4)	N/A	N/A
Ward 8	-0.1%	\$ (5)	N/A	N/A
Ward 9	-0.1%	\$ (5)	1.1%	\$ 46
Ward 10	-0.1%	\$ (5)	N/A	N/A
Ward 11	-0.1%	\$ (5)	1.1%	\$ 44
Ward 12	-0.1%	\$ (0)	1.1%	\$ 61
Ward 13	-0.1%	\$ (6)	1.1%	\$ 54
Ward 14	-0.1%	\$ (5)	N/A	N/A
Ward 15	-0.1%	\$ (7)	1.1%	\$ 58



**Item 6.2**

**2023 TAX OPERATING BUDGET UPDATE**  
GENERAL ISSUES COMMITTEE



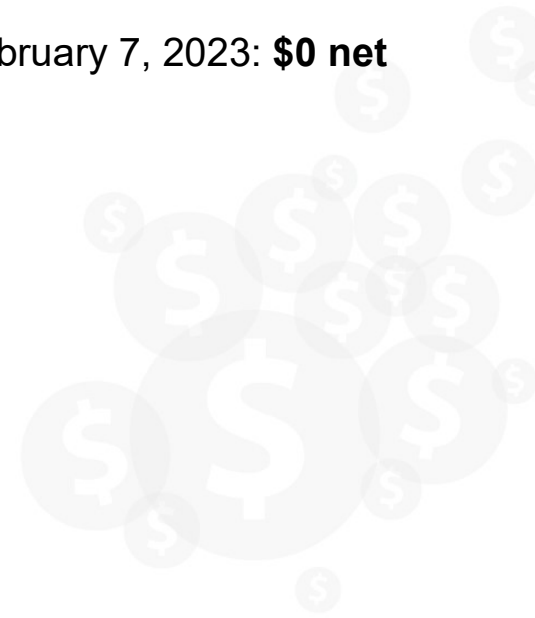
## 2023 Tax Operating Budget Update Agenda

1. 2023 Preliminary Tax Supported Budget Update
2. SLT Proposed Amendments
3. One-time Gapping Options
4. Pending Budget Amendments
  - Council Referred Items
  - Business Cases
  - Other Proposed Budget Amendments
5. Next Steps



## 2023 Tax Operating Budget Update Summary of Changes since February 7, 2023

- Encampment Pilot Evaluation Coordination Response Team (HSC20038(e)/PED21188(b)) – referred to 2023 budget process at Council February 8, 2023: **\$1,366,646**
- Acceleration of Cycling Master Plan (PED23042(a)/PW23008(a)) – approved at GIC February 7, 2023: **\$308,000**
- Waterfalls and Special Areas Enforcement (PED18011(d)) – referred at GIC February 7, 2023: **\$0 net levy impact (\$490,000 gross cost funded by user fees)**



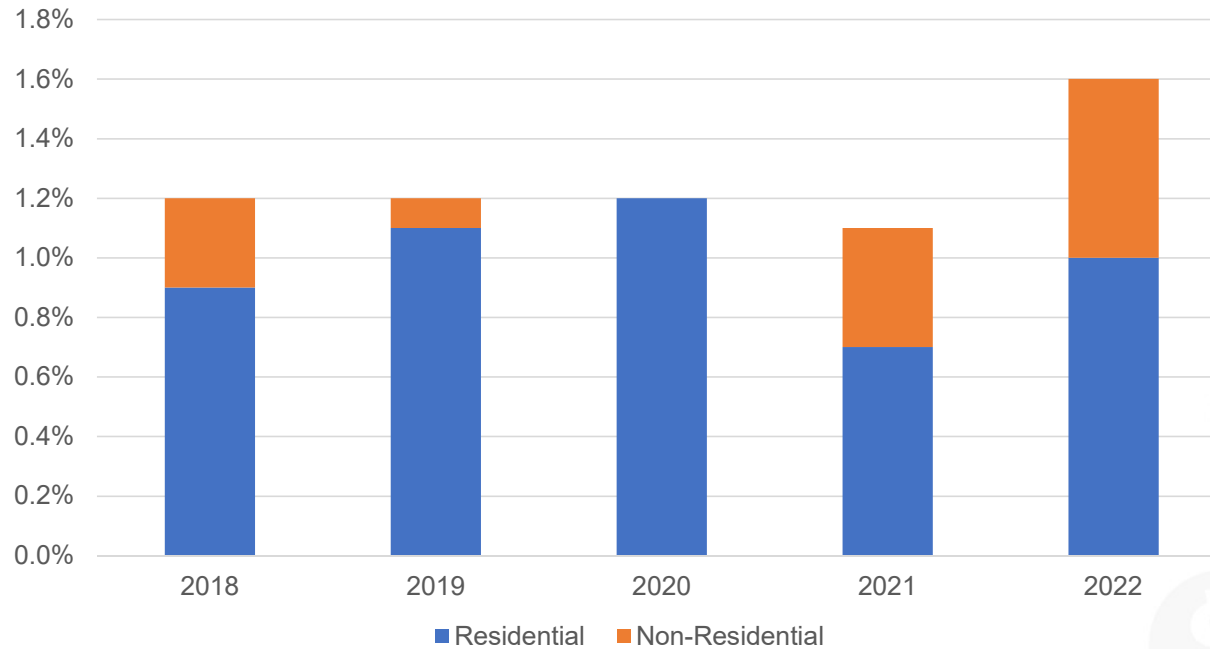
## 2023 Tax Operating Budget Update

# 2023 Net Operating Budget – Current Position

(\$000's)	2022	2023					
	Restated	Budget Book	Budget Book vs. Restated		Current	Current vs. Restated	
Planning and Economic Development	31,769	33,407	1,638	5.2%	33,715	1,946	6.1%
Healthy and Safe Communities	267,989	294,957	26,968	10.1%	302,971	34,982	13.1%
Public Works	278,499	294,233	15,734	5.6%	293,486	14,987	5.4%
Legislative	5,283	5,530	247	4.7%	6,131	848	16.0%
City Manager	13,689	14,498	808	5.9%	14,498	808	5.9%
Corporate Services	39,667	42,775	3,108	7.8%	42,775	3,108	7.8%
Corporate Financials / Non Program Revenues	(30,546)	(26,156)	4,390	(14.4)%	(18,168)	12,378	(40.5)%
Hamilton Entertainment Facilities	2,338	150	(2,188)	(93.6)%	150	(2,188)	(93.6)%
<b>Total City Expenditures</b>	<b>608,689</b>	<b>659,395</b>	<b>50,706</b>	<b>8.3%</b>	<b>675,558</b>	<b>66,869</b>	<b>11.0%</b>
Hamilton Police Services	183,543	189,834	6,291	3.4%	193,596	10,053	5.5%
Other Boards and Agencies	49,530	51,345	1,816	3.7%	51,198	1,669	3.4%
City Enrichment Fund	6,088	6,088	0	0.0%	6,718	629	10.3%
<b>Total Boards and Agencies</b>	<b>239,161</b>	<b>247,268</b>	<b>8,107</b>	<b>3.4%</b>	<b>251,512</b>	<b>12,351</b>	<b>5.2%</b>
Capital Financing	145,688	154,977	9,289	6.4%	154,977	9,289	6.4%
<b>Total Net for Levy</b>	<b>993,538</b>	<b>1,061,640</b>	<b>68,102</b>	<b>6.9%</b>	<b>1,082,047</b>	<b>88,509</b>	<b>8.9%</b>
<b>Assessment Growth Assumption</b>				<b>1.0%</b>			<b>1.6%</b>
<b>Total Residential Tax Impact</b>				<b>5.4%</b>			<b>7.0%</b>

## 2023 Tax Operating Budget Update Assessment Growth

### NET ASSESSMENT GROWTH 2018-2022



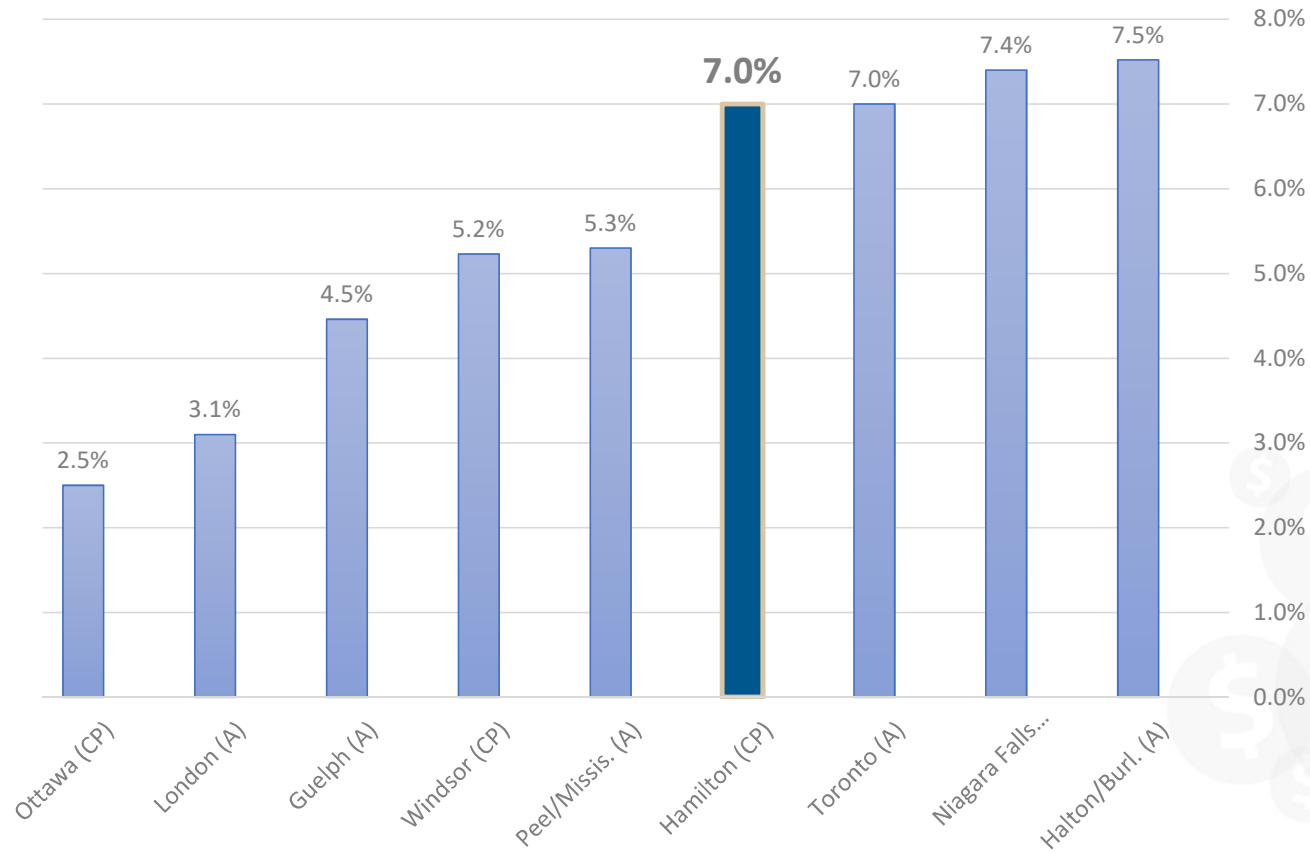
	2018	2019	2020	2021	2022
Residential	0.9%	1.1%	1.2%	0.7%	1.0%
Non-Residential	0.3%	0.1%	0.0%	0.4%	0.6%
<b>Total</b>	<b>1.2%</b>	<b>1.2%</b>	<b>1.2%</b>	<b>1.1%</b>	<b>1.6%</b>

## 2023 Tax Operating Budget Update

# 2023 Residential Tax Impacts Comparators

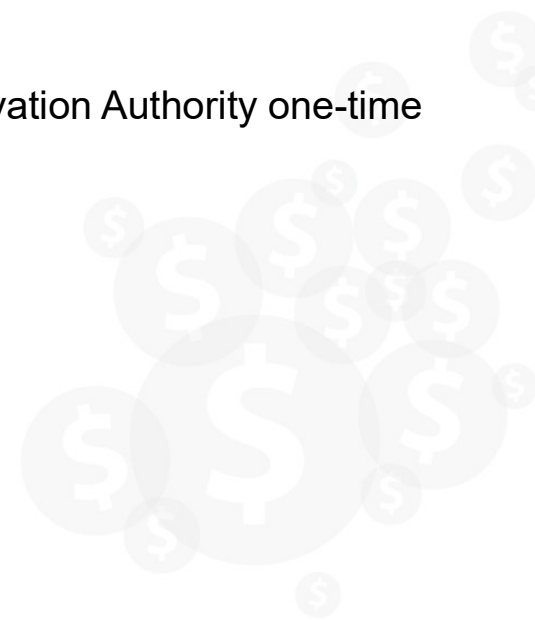
*T = Targeted*  
*CP = Current Position*  
*A = Approved*

**Note: West Lincoln and Haldimand County are pending**



## 2023 Tax Operating Budget Update SLT Proposed Amendments

- Proposed funding from Economic Development Reserve for the Canada Day Event (CM21014) Council Referred Item 1.4: **(\$87,100)**
- Confirmation of funding from the Ministry of Long-Term Care for Q1-2023 for the Long-Term Care – COVID-19 Response Business Case 2.6 (amends net levy amount of the Business Case to \$1,503,525): **(\$501,175)**
- Proposed funding from Unallocated Capital Levy Reserve for Hamilton Conservation Authority one-time special capital request: **(\$300,000)**
- Proposed City-wide reduction in mileage budgets of 10%: **(\$63,100)**



## 2023 Tax Operating Budget Update One-time Gapping

- Motion at Budget GIC on February 7, 2023: That staff be directed to evaluate amending the 2023 gapping budget amount available for a one-time investment to lower the tax levy and/or other options for disbursement and report back to the 2023 budget process
- The City has experienced extraordinary vacancy rates over the past year as a result of tight labour market conditions
- Proposed additional City-wide one-time gapping: **(\$2,155,200)**

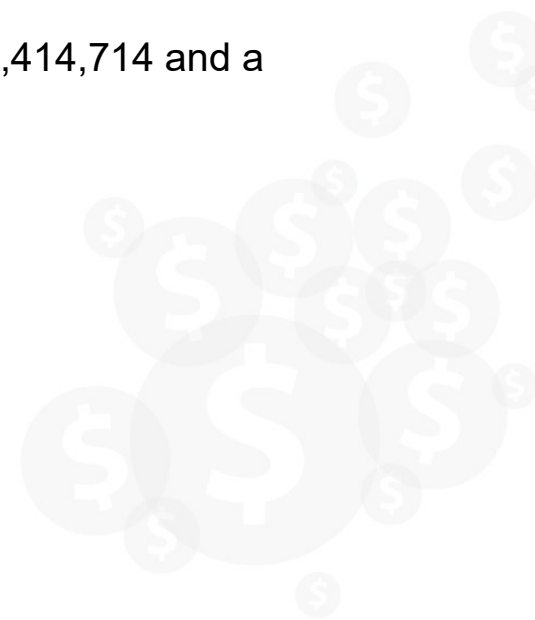
### OPTIONS:

- a) To directly offset the net levy one-time in 2023
- b) To fund the Hamilton Paramedics Service Ambulance Enhancement Business Cases 2.4 and 2.5 one-time in 2023. There would be no net levy pressure in 2024 as a result of 50% provincial share of the funding
- c) Apply to a one-time 2023 investment (e.g. capital, operating, reserve, community)



## 2023 Tax Operating Budget Update 2023 Pending Budget Amendments

- Council Referred Items – 27 items with a net levy impact of \$24,613,819 (inclusive of 44.50 full-time equivalent positions) and a residential tax impact of ~2.24%
- Business Cases – 20 items with a net levy impact of \$6,838,125 (inclusive of 59.00 full-time equivalent positions) and a residential tax impact of ~0.62%
- To align to Board approval of external agencies budgets – net levy impact of \$1,414,714 and a residential tax impact of ~0.13%
  - Hamilton Police Service **\$3,762,008**
  - Hamilton Conservation Authority **\$300,000** (one-time)
  - Municipal Property Assessment Corporation (MPAC) **(\$286,041)**
  - Royal Botanical Gardens **(\$13,214)**
  - Removal of NPCA Land Securement Strategy **(\$148,039)**
  - Removal of Boards & Agencies Contingency **(\$2,200,000)**
  - Total = **\$1,414,714**



## 2023 Tax Operating Budget Update 2023 Pending Budget Amendments

- Living Wage (HUR20003(b)/FCS20013(b)) – net levy impact of \$353,600 and a residential tax impact of ~0.03% (supplemental information to come to Budget GIC March 1, 2023)
- Council Referred Items, Business Cases, Boards & Agencies and Living Wage are included in the City's current budget position of the 7.0% residential tax increase
- SLT proposed amendments – 4 items with a net levy reduction of (\$951,375) and residential tax reduction of ~0.09%
- One-time gapping with a net levy reduction of (\$2,155,200) and residential tax reduction of ~0.20%
- Inclusive of all items, the updated current position would result in a 6.7% residential tax increase

## 2023 Tax Operating Budget Update 2023 Pending Amendments

### COUNCIL REFERRED ITEMS

ITEM #	DIVISION	DESCRIPTION	GROSS (\$)	NET (\$)	FTE
1.1	General Manager PED	Annual Support for Bay Area Climate Change Office (CM22016/PED22058(a)/HSC22030(a)).	\$160,000	\$160,000	-
1.2	General Manager PED	New Project Manager for Climate Change Office (CM22016/PED22058(a)/HSC22030(a)).	\$71,700	\$71,700	1.00
1.3	General Manager PED	New Senior Project Manager for Climate Change Office (CM22016/PED22058(a)/HSC22030(a)).	\$79,800	\$79,800	1.00
1.4	Tourism & Culture	Canada Day Event (CM21014)	\$150,300	\$41,200	0.25
1.5	Licensing & By-Law Services	Nuisance Party By-Law (PED22156)	\$70,900	\$70,900	0.50

## 2023 Tax Operating Budget Update 2023 Pending Amendments

### COUNCIL REFERRED ITEMS CONTINUED...

ITEM #	DIVISION	DESCRIPTION	GROSS (\$)	NET (\$)	FTE
1.6	Transportation, Planning & Parking	Accelerating the Implementation of the Cycling Master Plan (PED23042(a)/PW23008(a)) <b>APPROVED</b>	\$308,000	\$308,000	5.00
1.7	Transportation, Planning & Parking	Waterfalls and Special Areas Enforcement (PED18011(d)) <b>APPROVED</b>	\$490,000	-	5.00
2.1	Children's and Community Services	Hamilton's Plan for an Age-Friendly Community (HSC22031)	\$10,000	\$10,000	-
2.2	Housing Services	Social Housing Providers at End of Mortgage (HSC22040)	\$1,100,000	\$1,100,000	-
2.3	Housing Services	Subsidy Request for Rapid Housing Initiative New Developments (HSC20056(a))	\$125,000	\$125,000	-

## 2023 Tax Operating Budget Update 2023 Pending Amendments

### COUNCIL REFERRED ITEMS CONTINUED...

ITEM #	DIVISION	DESCRIPTION	GROSS (\$)	NET (\$)	FTE
2.4	Housing Services	Adaptation and Transformation of Housing Services Post Pandemic (HSC20020(f))	\$649,700	\$649,700	-
2.5	Housing Services	Shelters Cost of Living Enhancement (Homelessness Prevention Program (HSC20020(f))	\$546,700	\$546,700	-
2.6	Housing Services	Hamilton Alliance for Tiny Shelters Proposal (HSC22015(a))	\$100,000	\$100,000	-
2.7	Housing Services	Affordable Housing Funding Program (HSC23003)	\$4,000,000	\$4,000,000	-
2.8	Housing Services	Cold Alert Response (Motion - ECS Dec. 1, 2022)	\$125,000	\$125,000	-

2023 Tax Operating Budget Update  
2023 Pending Amendments

**COUNCIL REFERRED ITEMS CONTINUED...**

ITEM #	DIVISION	DESCRIPTION	GROSS (\$)	NET (\$)	FTE
2.9	Housing Services	Funding for YWCA Hamilton (Motion - ECS Dec. 1, 2022)	\$6,550,000	\$2,600,000	-
2.10	Public Health	Alcohol, Drug & Gambling Services and Community Mental Health Promotion Program (BOH22012(b) as amended)	\$105,420	\$105,420	1.25
2.11	Housing Services	Encampment Pilot Evaluation - Coordination Response Team (HSC20038(e)/PED21188(b))	\$1,366,646	\$1,366,646	10.50
3.1	PW-General Administration	Corporate Asset Management Resource Requirements (PW22048)	\$1,117,900	\$1,117,900	10.00
4.1	City Clerk's Office	Election Expense Reserve for Internet Voting Consideration for 2026 Municipal Election (FCS20081(a))	\$153,800	\$153,800	-

## 2023 Tax Operating Budget Update 2023 Pending Amendments

### COUNCIL REFERRED ITEMS CONTINUED...

ITEM #	DIVISION	DESCRIPTION	GROSS (\$)	NET (\$)	FTE
4.2	City Clerk's Office	Records & Information Management Policy (FCS22057)	\$184,000	\$184,000	2.00
4.3	City Clerk's Office	Virtual Meeting Support (FCS21058)	\$175,000	\$175,000	2.00
4.4	Legal Services and Risk Management	Implement Bill 13 and Bill 109 (PED22112)	\$259,300	\$259,300	3.00
5.1	Government & Community Relations	Public Engagement Policy & Framework (CM21011)	\$200,000	\$200,000	2.00
6.1	Administration CEF	City Enrichment Fund (Motion - AF&A June 2, 2022)	\$629,390	\$629,390	1.00

2023 Tax Operating Budget Update  
2023 Pending Amendments

**COUNCIL REFERRED ITEMS CONTINUED...**

ITEM #	DIVISION	DESCRIPTION	GROSS (\$)	NET (\$)	FTE
6.2	Legislative	Increase to Councillors' Office Budgets (Motion - Council Dec. 7, 2022)	\$600,000	\$600,000	-
6.3	Corp Fin	Recruitment and Retention (HUR23002)	TBD	TBD	\$ -



## 2023 Tax Operating Budget Update 2023 Pending Amendments

### BUSINESS CASES

ITEM #	DIVISION	DESCRIPTION	GROSS (\$)	NET (\$)	FTE
1.1	Economic Development	Chief Real Estate Officer conversion from temporary to permanent	\$195,700	\$-	1.00
1.2	Tourism & Culture	Film Production Facilitation	\$83,820	\$-	1.00
2.1	Children's and Community Services	Manager, Canada Wide Early Learning Child Care	\$178,700	\$-	1.00
2.2	Children's and Community Services	Indigenous Strategy	\$584,000	\$484,000	4.00
2.3	Hamilton Fire Department	Hamilton Fire Department - Volunteer Staffing/Headcount Enhancement	\$-	\$-	-

## 2023 Tax Operating Budget Update 2023 Pending Amendments

### BUSINESS CASES CONTINUED...

ITEM #	DIVISION	DESCRIPTION	GROSS (\$)	NET (\$)	FTE
2.4	Hamilton Paramedic Service	Hamilton Paramedic Service - Ambulance Enhancement - Call Growth	\$1,228,600	\$1,228,600	10.00
2.5	Hamilton Paramedic Service	Hamilton Paramedics-Ambulance Enhancement-Response Times & Current Demand	\$3,081,800	\$3,081,800	25.00
2.6	Long Term Care	2023 Long Term Care - Covid costs	\$2,004,700	\$2,004,700	-
3.1	Energy Fleet and Facilities	THF Post Event Increase Service Level	\$125,600	\$125,600	1.00
3.2	Energy Fleet and Facilities	Green Fleet Planning	\$46,300	\$46,300	1.00

## 2023 Tax Operating Budget Update 2023 Pending Amendments

### BUSINESS CASES CONTINUED...

ITEM #	DIVISION	DESCRIPTION	GROSS (\$)	NET (\$)	FTE
3.3	Engineering Services	Roads Value for Money Audit Recommendations	\$199,500	\$-	4.00
3.4	Engineering Services	Request for additional staff resources for Structures	\$70,900	\$-	1.00
3.5	Engineering Services	Contracts Coordinator	\$55,600	\$-	1.00
3.6	Engineering Services	Project Manager Excess Soils	\$70,900	\$-	1.00
3.7	Engineering Services	Quality Management System (QMS) Staff within Engineering Services	\$80,900	\$-	1.00

## 2023 Tax Operating Budget Update 2023 Pending Amendments

### BUSINESS CASES CONTINUED...

ITEM #	DIVISION	DESCRIPTION	GROSS (\$)	NET (\$)	FTE
3.8	Engineering Services	Request for additional staff resources for Municipal Class Environmental Assessments	\$70,900	\$-	1.00
4.1	City Clerk's Office	FOI Administration	\$50,000	\$50,000	-
4.2	Information Technology	Additional FTEs for IT	\$-	\$-	2.00
4.3	Information Technology	Data Solution Specialist	\$159,300	\$159,300	2.00
4.4	Legal Services and Risk Management	Legal Taxation Support	\$159,000	\$159,000	2.00

## 2023 Tax Operating Budget Update 2023 Pending Amendments

### OTHER BUDGET AMENDMENTS

ITEM #	DIVISION	DESCRIPTION	GROSS (\$)	NET (\$)	FTE
1	Boards & Agencies	To align to Board approval of external agencies budgets	\$1,414,714	\$1,414,714	-
2	Boards & Agencies	Transfer from Unallocated Capital Levy Reserve to fund one-time special capital request	(\$300,000)	(\$300,000)	-
3	Corporate Financials	Reduction of 10% in City-wide mileage budgets	(\$63,100)	(\$63,100)	-
4	Long-Term Care	Confirmation of funding from the Ministry of Long-Term Care for Q1-2023 for Business Case 2.6	(\$501,175)	(\$501,175)	-
5	Corporate Financials	One-time gapping in 2023 Option A – direct net levy reduction Option B – fund Business Cases 2.4 and 2.5	(\$2,155,200)	(\$2,155,200)	-

2023 Tax Operating Budget Update  
2023 Pending Amendments

**OTHER BUDGET AMENDMENTS CONTINUED...**

ITEM #	DIVISION	DESCRIPTION	GROSS (\$)	NET (\$)	FTE
6	Corporate Financials	Living Wage (HUR20003(b)) Supplemental information on student wage comparators to be provided at Budget GIC March 1, 2023	\$353,600	\$353,600	-

2023 Tax Operating Budget Update  
Next Steps

Item	Date
Tax Supported Operating Budget Deliberations	March 1, 3, 2023
Tax Supported Operating Budget Council Approval	March 29, 2023




# THANK YOU





# INFORMATION REPORT

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	February 21, 2023
<b>SUBJECT/REPORT NO:</b>	2022 Assessment Growth (FCS23025) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Gloria Rojas (905) 546-2424 Ext. 6247
<b>SUBMITTED BY:</b>	Brian McMullen Director, Financial Planning, Administration and Policy Corporate Services Department
<b>SIGNATURE:</b>	

## COUNCIL DIRECTION

N/A

## INFORMATION

### Net Assessment Growth

Assessment growth is the change in the assessment base due to new properties, deleted rolls and changes in the assessment of existing properties. Positive net assessment growth from 2022 has a positive impact on 2023 taxation by generating additional property tax revenue.

The final 2022 assessment growth used for 2023 taxation purposes is 1.6%, which is equivalent to approximately \$15.7 M in new tax revenue as shown in Table 1.

**TABLE 1**  
**2022 ASSESSMENT GROWTH – Gross and Net Tax Impact**

	<b>(Gross/Net)</b>	
Increases	\$ 16,780,500	1.7%
Decreases	\$ (1,034,500)	-0.1%
Total	\$ 15,746,600	1.6%

Anomalies due to rounding

**SUBJECT: 2022 Assessment Growth (FCS23025) (City Wide) – Page 2 of 7**

---

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

**TABLE 2  
NET ASSESSMENT GROWTH 2018 - 2022**

	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Total</b>	<b>1.2%</b>	<b>1.2%</b>	<b>1.2%</b>	<b>1.2%</b>	<b>1.6%</b>
Residential	0.9%	1.1%	1.2%	0.7%	1.0%
Non-Residential	0.3%	0.1%	0.0%	0.4%	0.6%

The 1.6% growth experienced in 2022 is the highest the City has had in the last five years. In fact, only in 2015, did the City experience similar growth. As seen in Table 2, the residential class continues to be the main driver of the increase. However, the non-residential classes are experiencing a notable growth in the last couple of years recording a growth of 0.4% in 2021 and 0.6% in 2022. There were no significant appeals recorded in 2022, which is contributing to the positive results in the non-residential classes.

It is important to note that the 1.6% growth is a net figure which considers both new construction / supplementary taxes (increase in assessment), as well as, write-offs / successful appeals, etc. (decrease in assessment). An existing property's assessment can change for many reasons, some of which include: a change as a result of a Request for Reconsideration (RfR) or Assessment Review Board decision; a change to the actual property (i.e. new structure, addition, removal of old structure); or a change in classification (i.e. property class change). In addition, the Municipal Property Assessment Corporation (MPAC) conducts regular reviews of properties, both individually and at the sector level. This includes analyzing changing market conditions and economic trends to determine any potential changes in valuation in order to ensure that assessments are up to date and are reflective of the properties' current state.

Since each property class has its own specific tax ratio, some assessment changes have a larger impact on the net assessment growth than others. An assessment change on an industrial property (with a 2022 tax ratio of 3.1985) has a far greater impact on the net assessment growth than a similar assessment change on a residential property (with a tax ratio of 1.0000). As such, assessment reductions on a few properties (particularly in the industrial, large industrial and commercial property classes) can limit the total net assessment growth.

---

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

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

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

**SUBJECT: 2022 Assessment Growth (FCS23025) (City Wide) – Page 3 of 7****Assessment Growth by Property Class**

Table 3 breaks down the 2022 assessment growth into major property classes.

**TABLE 3**  
**2022 TOTAL ASSESSMENT GROWTH**  
**BY CLASS**

	<b>Change in Unweighted Assessment</b>	<b>Change in Municipal Taxes</b>	<b>% Class Change</b>	<b>% of Total Change</b>
Residential	\$ 960,217,300	\$ 9,570,100	1.4%	1.0%
Multi-Residential	\$ 69,970,100	\$ 863,600	1.1%	0.1%
Commercial	\$ 215,600,400	\$ 4,199,500	2.5%	0.4%
Industrial	\$ 38,730,800	\$ 1,152,400	2.5%	0.1%
Other	\$ (33,028,000)	\$ (38,900)	-0.5%	0.0%
<b>Total</b>	<b>\$ 1,251,490,600</b>	<b>\$ 15,746,600</b>	<b>1.6%</b>	<b>1.6%</b>

Anomalies due to rounding

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

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

The change in unweighted assessment recorded in 2022 of \$1.25 B is in line with the strong construction activity in the City. The value of building permits reached \$1.9 B in 2022 after a record of \$2.1 B in 2021. The value of building permits includes the construction value of Government / Institutional properties which are tax exempt and, therefore, will not result in additional revenue for the City.

**Residential Property Class**

The residential property class continues to be the main driver of the assessment growth in the City with an increase of 1.4% from last year, contributing 1.0% of the total assessment change, which represents additional tax revenue of \$9.6 M.

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

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

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

**SUBJECT: 2022 Assessment Growth (FCS23025) (City Wide) – Page 4 of 7**

---

Ward 15 was the area with the largest year-over-year assessment growth at 4.3%, while Wards 9 and 11 continue to show significant growth (2.4% and 2.1%, respectively), it is noteworthy that in 2022 Wards 2 and 5 had an increase not seen in several years with year-over-year growth of 2.8% and 2.5%, respectively, driven mainly by large condo developments.

Additional details of the residential property class assessment growth by ward can be found in Appendix “A” to Report FCS23025.

### Multi-Residential and New Multi-Residential Property Classes

Assessment changes in the multi-residential property class (combined) resulted in a net increase of 1.1% which represents an additional \$864 K in municipal property taxes. The most significant development recorded for the 2022 tax year was the project known as “Walnut Place” in Ward 2.

During 2022, there were no condo conversions recorded. Staff continues to monitor properties that are converted from multi-residential to condos. These conversions affect the tax revenue for the City since the property tax classification changes from multi-residential, which has a tax ratio of 2.3594, to residential which has a tax ratio of 1.0000. In addition, although the newly converted condominiums are assessed at a higher value than the multi-residential units, the valuation is generally lower than comparable properties in the market.

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

### Commercial and Industrial Property Classes

During 2022, the commercial property class had a net increase of 2.5% which represents \$4.2 M in additional tax revenue to the City, contributing 0.4% to the overall assessment growth. The industrial property class had a net increase of 2.5% which represents \$1.2 M in additional tax revenue to the City, contributing 0.1% to the overall assessment growth.

The most significant development is the Amazon Fulfillment Centre which is now the property with the third largest single assessment in the City.

The growth in these classes has been achieved in a diverse number of industries as can be seen in the following list of the most significant developments recorded in 2022:

**SUBJECT: 2022 Assessment Growth (FCS23025) (City Wide) – Page 5 of 7**

---

- Several industrial malls across the City
- Expansion of DHL facility
- Industrial condominiums on Garner Road
- Corbec Ontario
- Burlington Automation Facility
- Future senior's facility in Ancaster
- Effort Trust Offices
- Mitsubishi Motors
- Connect Hamilton facility
- Nebo Shopping Centre
- Shopping Plaza in Waterdown
- Changes in Centre on Barton
- Olivieri Foods renovations
- Hamilton Hyundai
- Waterdown Mini Storage
- Venetian Meats expansion
- Industrial lands previously exempt

There are a number of developments that are currently classified as commercial and show assessment increases due to the phase in which the project was during 2022. However, these projects will be reclassified as residential, new multi-residential or a mix of residential and commercial once they reach completion. Some of these developments are:

- Chedoke Heights Development
- Future commercial / residential in Upper James and Stone Church
- Windwood II Luxury Rentals

In terms of decreases in assessment during 2022, it is notable that the large majority of decreases are due to reclassifications. The largest decreases are for properties that had a portion reclassified as exempt, including the following:

- Satellite facility for St. Joseph Healthcare (previously Crowne Plaza Hotel)
- Slater Steel demolition
- Lease termination in Confederation Park
- Property used by a workers' union
- Lands in Dundas Street deemed not suitable for building

The following list shows a number of future residential or multi-residential developments that are being built on lands that were previously classified as taxable industrial or commercial and are now vacant or residential:

**SUBJECT: 2022 Assessment Growth (FCS23025) (City Wide) – Page 6 of 7**

---

- Former Liuna Gardens property
- Future Muse Condos development
- 220-222 Main Street West
- Television City
- Kiwi Condos
- Dunsmore Road Townhouses
- Albright Trails
- Future residential on Mud Street
- Caledon Community Collaborative
- Rygiel Supports for Community Living
- Trend Living Condos
- Binbrook Village Centre

Unlike previous years, when the City saw the gains from new commercial and industrial developments diminished due to successful appeals, during 2022, there were just a few significant appeals. The most notable ones include:

- Dundurn Street Plaza
- Stackpole International
- Large plaza on Rymal Road East
- Fibracast

Details of the most notable appeals in the commercial and industrial classes settled within the last year will be brought forward to Council in the “Annual Assessment Appeals as of December 31, 2022” report, scheduled for the spring of 2023.

**Other Classes**

The other classes (farmland awaiting development, pipelines, landfills, farm and managed forest) had a decrease of \$39 K in tax revenue. Changes in these classes were normally due to RfR and reclassifications from farmland awaiting development to residential, multi-residential or commercial. Overall, the changes in the other classes are not substantial and do not have a significant impact on the City’s assessment growth.

**Assessment Growth by Ward**

Table 4 shows the assessment growth by ward.

**TABLE 4****2022 TOTAL ASSESSMENT GROWTH  
BY WARD**

	<b>Change in Unweighted Assessment</b>	<b>Change in Municipal Taxes</b>	<b>% Ward Change<sup>1</sup></b>	<b>% of Total Change</b>
Ward 1	\$ 8,901,000	\$ 41,500	0.1%	0.0%
Ward 2	\$ 113,688,400	\$ 1,215,000	1.9%	0.1%
Ward 3	\$ 21,093,300	\$ 189,200	0.4%	0.0%
Ward 4	\$ 75,837,700	\$ 1,092,300	1.7%	0.1%
Ward 5	\$ 83,727,800	\$ 806,500	1.1%	0.1%
Ward 6	\$ 2,304,100	\$ (16,200)	0.0%	0.0%
Ward 7	\$ (4,364,700)	\$ (158,900)	-0.2%	0.0%
Ward 8	\$ 59,103,700	\$ 787,400	1.3%	0.1%
Ward 9	\$ 112,684,300	\$ 1,084,200	1.9%	0.1%
Ward 10	\$ 86,266,300	\$ 1,334,000	1.5%	0.1%
Ward 11	\$ 256,565,900	\$ 4,229,700	8.7%	0.4%
Ward 12	\$ 114,206,700	\$ 1,384,400	1.3%	0.1%
Ward 13	\$ 40,965,800	\$ 558,900	0.8%	0.1%
Ward 14	\$ 19,721,100	\$ 452,900	0.9%	0.0%
Ward 15	\$ 260,789,100	\$ 2,745,700	3.8%	0.3%
<b>Total</b>	<b>\$ 1,251,490,600</b>	<b>\$ 15,746,600</b>	<b>1.6%</b>	<b>1.6%</b>

<sup>1</sup> % change in respective property class

Anomalies due to rounding

Additional assessment growth tables by tax class and ward are available in Appendix “A” to Report FCS23025.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” to Report FCS23025 – 2022 Assessment Growth by Ward and Class

GR/dt

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

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

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

## 2022 RESIDENTIAL ASSESSMENT GROWTH BY WARD

	Change in Unweighted Assessment	Change in Municipal Taxes	% Ward Change <sup>1</sup>	% of Total Change
Ward 1	\$ 14,762,000	\$ 161,200	0.4%	0.0%
Ward 2	\$ 62,460,500	\$ 682,200	2.8%	0.1%
Ward 3	\$ 18,755,000	\$ 204,900	0.7%	0.0%
Ward 4	\$ 55,855,300	\$ 610,100	1.7%	0.1%
Ward 5	\$ 93,993,500	\$ 977,000	2.5%	0.1%
Ward 6	\$ 4,820,500	\$ 52,700	0.1%	0.0%
Ward 7	\$ 6,213,800	\$ 67,900	0.1%	0.0%
Ward 8	\$ 46,867,400	\$ 511,900	1.2%	0.1%
Ward 9	\$ 115,222,400	\$ 1,130,400	2.4%	0.2%
Ward 10	\$ 49,605,500	\$ 488,500	0.8%	0.1%
Ward 11	\$ 87,650,000	\$ 810,000	2.1%	0.1%
Ward 12	\$ 97,994,400	\$ 938,000	1.1%	0.1%
Ward 13	\$ 58,230,200	\$ 532,300	1.0%	0.1%
Ward 14	\$ 2,310,900	\$ 29,700	0.1%	0.0%
Ward 15	\$ 245,475,800	\$ 2,373,400	4.3%	0.3%
<b>Total</b>	<b>\$ 960,217,300</b>	<b>\$ 9,570,100</b>	<b>1.4%</b>	<b>1.4%</b>

<sup>1</sup> % change in respective property class

Anomalies due to rounding



## 2022 MULTI-RESIDENTIAL ASSESSMENT GROWTH BY WARD

	Change in Unweighted Assessment	Change in Municipal Taxes	% Ward Change <sup>1</sup>	% of Total Change
Ward 1	\$ 377,300	\$ 11,400	0.1%	0.0%
Ward 2	\$ 58,168,300	\$ 668,500	3.4%	0.9%
Ward 3	\$ 5,283,000	\$ 72,000	1.2%	0.1%
Ward 4	\$ (1,492,000)	\$ (38,400)	-0.9%	-0.1%
Ward 5	\$ -	\$ -	0.0%	0.0%
Ward 6	\$ -	\$ -	0.0%	0.0%
Ward 7	\$ 1,964,000	\$ 50,600	0.6%	0.1%
Ward 8	\$ -	\$ -	0.0%	0.0%
Ward 9	\$ -	\$ -	0.0%	0.0%
Ward 10	\$ 3,926,000	\$ 91,200	16.2%	0.1%
Ward 11	\$ 2,273,500	\$ 20,100	19.5%	0.0%
Ward 12	\$ -	\$ -	0.0%	0.0%
Ward 13	\$ (688,000)	\$ (15,900)	-0.5%	0.0%
Ward 14	\$ 158,000	\$ 4,100	0.1%	0.0%
Ward 15	\$ -	\$ -	0.0%	0.0%
<b>Total</b>	<b>\$ 69,970,100</b>	<b>\$ 863,600</b>	<b>1.1%</b>	<b>1.1%</b>

<sup>1</sup> % change in respective property class

Anomalies due to rounding

## 2022 COMMERCIAL ASSESSMENT GROWTH BY WARD

	Change in Unweighted Assessment	Change in Municipal Taxes	% Ward Change <sup>1</sup>	% of Total Change
Ward 1	\$ (6,520,300)	\$ (141,000)	-1.6%	-0.1%
Ward 2	\$ (8,134,200)	\$ (175,900)	-0.9%	-0.1%
Ward 3	\$ (3,210,200)	\$ (69,400)	-0.7%	0.0%
Ward 4	\$ 17,051,500	\$ 368,800	2.9%	0.2%
Ward 5	\$ (14,020,300)	\$ (301,700)	-1.7%	-0.2%
Ward 6	\$ (3,763,900)	\$ (81,400)	-0.7%	0.0%
Ward 7	\$ (13,074,500)	\$ (282,800)	-1.8%	-0.2%
Ward 8	\$ 14,967,900	\$ 323,700	2.9%	0.2%
Ward 9	\$ 5,050,100	\$ 96,900	1.2%	0.1%
Ward 10	\$ 16,090,400	\$ 313,500	1.9%	0.2%
Ward 11	\$ 160,942,800	\$ 3,146,100	72.7%	1.9%
Ward 12	\$ 24,693,200	\$ 479,300	3.1%	0.3%
Ward 13	\$ 3,913,600	\$ 73,600	1.2%	0.0%
Ward 14	\$ 19,640,100	\$ 422,900	15.1%	0.3%
Ward 15	\$ 1,974,000	\$ 26,900	0.3%	0.0%
<b>Total</b>	<b>\$ 215,600,400</b>	<b>\$ 4,199,500</b>	<b>2.5%</b>	<b>2.5%</b>

<sup>1</sup> % change in respective property class

Anomalies due to rounding

## 2022 INDUSTRIAL ASSESSMENT GROWTH BY WARD

	Change in Unweighted Assessment	Change in Municipal Taxes	% Ward Change <sup>1</sup>	% of Total Change
Ward 1	\$ 282,000	\$ 9,900	1.7%	0.0%
Ward 2	\$ 1,094,800	\$ 38,200	4.4%	0.1%
Ward 3	\$ 106,500	\$ (21,400)	-0.4%	0.0%
Ward 4	\$ 4,422,900	\$ 151,900	1.5%	0.3%
Ward 5	\$ 3,754,500	\$ 131,200	5.3%	0.3%
Ward 6	\$ (858,000)	\$ (30,000)	-1.4%	-0.1%
Ward 7	\$ -	\$ -	0.0%	0.0%
Ward 8	\$ -	\$ -	0.0%	0.0%
Ward 9	\$ (4,413,000)	\$ (139,000)	-33.3%	-0.3%
Ward 10	\$ 13,821,700	\$ 436,000	4.4%	0.9%
Ward 11	\$ 9,295,800	\$ 256,600	5.3%	0.6%
Ward 12	\$ 189,800	\$ (22,800)	-0.6%	0.0%
Ward 13	\$ 29,300	\$ 900	0.1%	0.0%
Ward 14	\$ -	\$ -	0.0%	0.0%
Ward 15	\$ 11,004,500	\$ 340,800	7.4%	0.7%
<b>Total</b>	<b>\$ 38,730,800</b>	<b>\$ 1,152,400</b>	<b>2.5%</b>	<b>2.5%</b>


<sup>1</sup> % change in respective property class

Anomalies due to rounding



Hamilton

**CITY OF HAMILTON**  
**CITY MANAGER'S OFFICE**  
 Government Relations & Community Engagement

<b>TO:</b>	Chair and Members General Issues Committee
<b>COMMITTEE DATE:</b>	February 1, 2023
<b>SUBJECT/REPORT NO:</b>	2023 Budget Submission – Advisory Committee for Persons with Disabilities (CM23005) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Lina El Khalil, Administrative Assistant, Government Relations (905) 546-2424 Ext. 7219
<b>SUBMITTED BY:</b>	Morgan Stahl Director, Government Relations & Community Engagement City Manager's Office
<b>SIGNATURE:</b>	

## RECOMMENDATION

That the Advisory Committee for Persons with Disabilities (ACPD) 2023 base budget submission attached as Appendix "A" to Report (CM23005) in the amount of \$6,100.00, be approved.

## EXECUTIVE SUMMARY

In accordance with the process for submission of budgets for the Volunteer Advisory Committees, the Advisory Committee for Persons with Disabilities budget for 2023, in the amount of \$6100.00, is being submitted for approval.

## FINANCIAL – STAFFING – LEGAL IMPLICATIONS

**Financial:** The base budget requested for 2023 for the advisory committee is the same as the budget requested and approved for 2022.

**Staffing:** Not Applicable

---

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

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

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

**SUBJECT: 2023 Budget Submissions - Volunteer Advisory Committee (City Wide)**

---

**Page 2 of 3**

Legal: Not Applicable

## **HISTORICAL BACKGROUND**

At their December 13, 2022 meeting, the Advisory Committee for Persons with Disabilities gave consideration to their budget needs for 2023. Their budget submission is attached as Appendix “A” to Report (CM23005). The budget includes incidental costs to support the Committee as well as additional costs for specific events, programs, and initiatives. The Advisory Committee for Persons with Disabilities is requesting the same budget they had in 2022 in the amount of \$6100.00

In accordance with the volunteer committee budget process, the budgets are recommended for approval.

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

The Advisory Committee for Persons with Disabilities is able to put surplus funds from each year into a reserve, for future purposes and request the use of those funds, in future years, for specific activities. The possibility gives the Advisory Committee for Persons with Disabilities the chance to plan to undertake specific projects or initiatives, in future years, while minimizing increases in their budgets. The Advisory Committee for Persons with Disabilities has not yet determined all of their activities for 2023. Should additional funding be required in 2023 and be available in the Advisory Committee for Persons with Disabilities reserves, requests for reserve funding will be made at the appropriate time.

## **RELEVANT CONSULTATION**

The Advisory Committee for Persons with Disabilities discussed their 2023 budget needs at their December 13, 2022, committee meeting.

## **ANALYSIS AND RATIONALE FOR RECOMMENDATION**

The recommendation will provide funding for the operations of Advisory Committee for Persons with Disabilities to enable them to continue to fulfil their terms of reference.

## **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.

### **Healthy and Safe Communities**

---

OUR Vision: To be the best place to raise a child and age successfully.  
 OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.  
 OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: 2023 Budget Submissions - Volunteer Advisory Committee (City Wide)** **Page 3 of 3**

---

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

**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.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" to Report (CM23005) – Advisory Committee for Persons with Disabilities Budget Submission

# **CITY OF HAMILTON**

**2023**

**ADVISORY COMMITTEES**

**BUDGET SUBMISSION FORM**

**ADVISORY COMMITTEE For Persons With Disabilities (ACPD)**

**PART A: General Information****ADVISORY COMMITTEE MEMBERS:**

Shahan Aaron	Paula Kilburn
Patty Cameron	Aznive Mallett
Elizabeth (Jayne) Cardno	Tom Manzuk
Michelle Dent	Corbin McBride
Lance Dingman	Mark McNeil
Anthony Frisina	Tim Murphy
James Kemp	Kim Nolan
Levi Janosi	Tim Nolan
Bob Semkow	

**MANDATE:**

The Advisory Committee for Persons with Disabilities recommends to the City of Hamilton policies, procedures and guidelines that address the needs and concerns of persons with disabilities.

**PART B: Strategic Planning****STRATEGIC OBJECTIVES:**

## Terms of Reference

1. To advise Council annually about the preparation, implementation, and effectiveness of its accessibility plan required pursuant to the Ontarians with Disabilities Act, the Accessibility for Ontarians with Disabilities Act, and related regulations.
2. To provide advice and recommendations to City Council and staff with respect to the implementation of Provincial standards, and policies, procedures and guidelines that address the needs and concerns of persons with disabilities.
3. To ensure that the right of access for persons with disabilities to programs and services provided by the City is sustained, maintained, and/or improved in accordance with Provincial legislation, regulations and City standards.



- 4. To review and comment to Council and other levels of government on pertinent reports, proposed legislation and studies which affect all persons with disabilities, where appropriate.
- 5. To provide a forum where persons with disabilities and service representatives can express their concerns, share information and recommend improvements to the existing level of City services for persons with disabilities.
- 6. To educate and increase awareness of the City on issues which affect people with disabilities.
- 7. To support the work of the committee through sub-committees and working groups, as required, and specifically related to the Provincial standards, including Customer Service, Transportation, Employment, Built Environment, and Information and Communications.
- 8. To maintain knowledge of the work of the committee through attendance at meetings and review of agendas and supporting materials.
- 9. To regularly review the progress and measure the success of the committee and its activities.

**ALIGNMENT WITH CORPORATE GOALS:**

Please check off which Council approved Strategic Commitments your Advisory Committee supports			
1) Community Engagement & Participation	<input checked="" type="checkbox"/>	2) Economic Prosperity & Growth	<input checked="" type="checkbox"/>
3) Healthy & Safe Communities	<input checked="" type="checkbox"/>	4) Clean & Green	<input checked="" type="checkbox"/>
5) Built Environment & Infrastructure	<input checked="" type="checkbox"/>	6) Culture & Diversity	<input checked="" type="checkbox"/>
7) Our People & Performance	<input checked="" type="checkbox"/>		

**PART C: Budget Request**

**INCIDENTAL COSTS:**

Monthly Meetings Expenses (photocopying, refreshments, advertising, postage, etc.)	\$300.00
Administrative Assistance (note-taking) for special meetings such as Roundtable.	

Refreshments: <ul style="list-style-type: none"> <li>• Advisory Committee for People with Disabilities \$1500.00</li> <li>• Built Environment Working Group \$750.00</li> <li>• Transportation Working Group \$850.00</li> <li>• Housing Working Group \$600.00</li> <li>• Outreach Working Group \$600.00</li> <li>• Accessible Open Spaces and Parks</li> </ul>	\$4,300.00
<b>SUB TOTAL</b>	<b>\$4,600.00</b>

**SPECIAL EVENT/PROJECT COSTS:**

Conferences and related travel expenses	\$1,500.00
<b>SUB TOTAL</b>	<b>\$1,500.00</b>

<b>TOTAL COSTS</b>	<b>\$6,100.00</b>
--------------------	-------------------

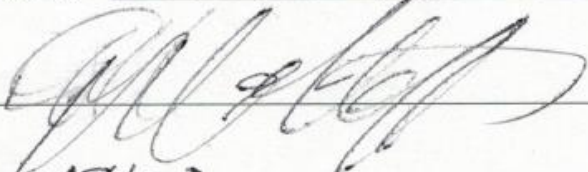
<b>Funding from Advisory Committee Reserve (only available to Advisory Committees with reserve balances)</b>	<b>\$</b>
--	-----------

<b>TOTAL 2023 BUDGET REQUEST (net of reserve funding)</b>	<b>\$</b>
<b>PREVIOUS YEAR (2022) APPROVED BUDGET (2021 Request \$14,000)</b>	<b>\$</b>

**CERTIFICATION:**

Please note that this document is a request for a Budget from the City of Hamilton Operating budget. The submission of this document does not guarantee the requested budget amount. Please have a representative sign and date the document below.

Representative Name: A Mallett

Signature: 

Date: Jan 18/23



**CITY OF HAMILTON**  
**HEALTHY AND SAFE COMMUNITIES DEPARTMENT**  
**General Manager's Office**  
**and**  
**PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT**  
**Licensing and By-law Services Division**

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	January 18, 2023
<b>SUBJECT/REPORT NO:</b>	Encampment Pilot Evaluation (HSC20038(e)/PED21188(b)) (City Wide) <b>(Outstanding Business List Item)</b>
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Mike Jones (905) 546-2424 Ext. 3824
<b>SUBMITTED BY:</b>	Michelle Baird Director, Housing Services Division Healthy and Safe Communities Department
<b>SIGNATURE:</b>	
<b>SUBMITTED BY:</b>	Monica Ciriello Director, Licensing and Bylaw Services Planning and Economic Development Department
<b>SIGNATURE:</b>	

### RECOMMENDATION

- (a) That Council approve the extension of the encampment response pilot to the end of April 2023 to be structured and funded as outlined in HSC20038(d)/PED21188(a) and PED22088 at an approximate cost of \$350,000.
- (b) That, as the pilot program for the Coordination Response Team (CRT) ended on December 31, 2022, a permanent, dedicated CRT to coordinate response and service delivery related to encampments throughout the City, on a housing-outreach first approach, supported by a secondary role for enforcement only when needed, be established;

---

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

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

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

**SUBJECT: Encampment Pilot Evaluation (HSC20038(e)/PED21188(b)) (City Wide)**  
**- Page 2 of 23**

---

- (c) That, in order facilitate the permanent Coordination Response Team, the respective General Manager, or their designate, be authorized and directed to:
- (i) Increase the Healthy and Safe Communities Department, Housing Services Division's budgeted complement by the following two full-time, permanent positions:
    - (1) Manager of Housing-focused Street Outreach, at an annual cost of approximately \$149,000 for salary, benefits and ancillary charges;
    - (2) Project Manager of Housing-focused Street Outreach, at an annual cost of approximately \$102,000 for salary, benefits and ancillary charges;
  - (ii) Increase the Public Works Department, Parks Section's budgeted complement by one full-time permanent position:
    - (1) Supervisor, at an annual cost of approximately \$124,000 for salary, benefits and ancillary charges;
  - (iii) Increase the Planning and Economic Development Department budgeted complement by two full-time, permanent positions:
    - (1) Two Municipal Law Enforcement Officers, at an annual cost of approximately \$138,500 each (\$277,000 for both) for salary, benefits, and ancillary charges;
- (d) That the General Manager of the Healthy and Safe Communities Department, or designate, be authorized and directed, on behalf of the City of Hamilton, to enter into, execute and administer all agreements and documents necessary to hire the equivalent of 3.5 seconded Street Outreach Workers, at an approximate cost of \$61,500 each (total for 3.5 FTEs \$216,000) on terms and conditions satisfactory to the General Manager of the Healthy and Safe Communities Department, or designate, and in a form satisfactory to the City Solicitor;
- (e) That, based on last year's costing as an indicator, the Public Works Department's operating budget be increased by \$200,000 annually, to be used for ad hoc clean up or other costs incurred as a result of encampments on City property;
- (f) That, although the Hamilton Police Service (HPS) is willing to support for the Coordination Response Team, but it is not in the mandate of the HPS to do so,

---

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

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

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

**SUBJECT: Encampment Pilot Evaluation (HSC20038(e)/PED21188(b)) (City Wide)**  
**- Page 3 of 23**

---

an additional 2 FTEs (police officers) be hired to support the delivery of the coordinated encampment response at an annual cost of \$268,646 for salary, benefits and one-time costs of \$30,000 for ancillary equipment, to be fully funded by the City from Dept ID 673247; and,

- (g) That Report HSC20038(e)/PED21188(b), respecting the Encampment Pilot Evaluation, in its entirety, be referred to the 2023 Operating Budget process (February 7, 2023 GIC) for consideration.

**EXECUTIVE SUMMARY**

This report provides an update on the Encampment Coordination Team pilot and provides recommendations for future direction. The pilot, approved by Council in March 24, 2022, and which operated from April 2022 – December 2022, has been successful in its ability to prevent entrenched encampments, improve coordination of all services involved in the City's response to encampments, including internal City divisions and Hamilton Police Services, allow existing staff in the Housing Services Division and Municipal Law Enforcement to focus on other core business, and to streamline reporting to City Council through the General Issues Committee. In addition, the pilot was effective in mobilizing resources to effectively respond to complaints and requests from City Councillors and the public, and in communicating trends and updates on an ongoing basis. The pilot was also able to reduce the presence of long-term encampments within the City, although approximately 30-40 individuals continue to live in encampments and to date have not been able to be placed in housing or temporary shelter due to a variety of reasons.

When applying the Parks By-law, Municipal Law Enforcement Officers (MLEOs) took a soft approach to enforcement, developing relationships with individuals living in encampments and engaging from a compassionate approach. Encampment Coordination Team staff and MLEOs provided Housing-focused Street Outreach (HFSO) staff with details of new encampments, and HFSO staff engaged with individuals living in encampments to better understand their needs and connect them to internal and community supports, including referrals to the emergency shelter system, health agencies, social assistance supports, specialized outreach supports, and any other relevant supports available that would improve the health and wellbeing of the person they are working with. MLEOs also engaged with Hamilton Police Services Social Navigator Program to coordinate service delivery to individuals living in encampments, as well as with the encampment engagement team to coordinate Bylaw enforcement.

The presence of encampments continues to be complex and the result of several interconnected issues, including a lack of affordable housing, subsidized housing,

---

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

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

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

**SUBJECT: Encampment Pilot Evaluation (HSC20038(e)/PED21188(b)) (City Wide)**  
**- Page 4 of 23**

---

and housing with supports in the community, as well as low social assistance rates, an increased cost of living, substance use, and the existence of real or perceived barriers to accessing the emergency shelter system. As a result, finding simple solutions is difficult. Since the beginning of the pilot to the end of November 2022, 12 people living in encampments have transitioned into housing directly through the efforts of Housing-focused Street Outreach (HFSO), but there are still individuals living in encampments who are not, for a constellation of reasons that are specific to each individual, currently able to transition to housing. In order to transition into housing, more support is required; such as community support, and support from other levels of government for programs that may assist people to transition to housing.

Staff from Housing Services Division (HSD) and Municipal Law Enforcement (MLE) are recommending the City continue the Encampment Coordination team with several modifications: the creation of a Manager of Housing-focused Street Outreach (1.0 new Full-time Equivalent {FTE}) and Project Manager (1.0 new FTE) positions within Housing Services Division, Housing-focused Street Outreach (HFSO) staff (3.5 new FTE), Municipal Law Enforcement Officers (MLEOs) (2.0 new FTE), and a Supervisor within Parks Section (1.0 FTE). Existing pilot FTEs include 1 director, 1 SPM, 1 supervisor and 4 by-law officers, plus over complement Parks resources. Additionally, Hamilton Police Services will also require 2 officers to effectively support the coordination of encampment response efforts across the community. An integrated approach to encampment response will help connect individuals living in encampments to housing and other necessary services that sustain and improve health and wellbeing, while also preventing entrenched encampments.

There are several alternative encampment response options available for consideration, including taking no action following the pilot expiration on December 31, 2022, an enforcement-only approach, and a housing-only approach.

**Alternatives for Consideration – See Page 19**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: Through recommendation (a) staff are requesting the continuation of the pilot to April 2023 to ensure a continuation of service until budget deliberations are complete at an approximate cost of \$350 K funded as previously approved in Reports HSC20038(d)/PED21188(a) and PED22088.

The recommended approach to provide, on a permanent basis, a dedicated Coordination Response Team, as reflected in

**SUBJECT: Encampment Pilot Evaluation (HSC20038(e)/PED21188(b)) (City Wide)**  
**- Page 5 of 23**

---

recommendations (c) to (e) would require a levy enhancement of \$1,068,000 to support COH staffing and ancillary costs. As reflected in recommendation (f), an additional 2 FTEs (police officers) to support the delivery of the coordinated encampment response requires a levy enhancement of \$298,646 for salary, benefits and one-time costs. The total levy enhancement request to support the coordinated encampment response is \$1,366,646..

If recommendations (c) to (f) are approved, the budget for the coordinated encampment response will be reflected in 673247 HSD-Encampment Response Coord. The FTEs will be added to the department budgets and the actual salary and benefit costs will be recovered through the salary and budget reallocation accounts and charged to 673247.

Recommendations (c) to (f) will be referred to the 2023 tax operating budget deliberations for Council approval as per recommendation (g).

Staffing: The recommended coordinated encampment response would require additional FTEs:

- 1 Manager of Housing-focused Street Outreach
- 1 Project Manager of Housing-focused Street Outreach
- Funding for 3.5 additional seconded FTE Housing-focused Street Outreach workers
- 2 Municipal Law Enforcement Officers
- 1 Supervisor within Parks Section
- 2 Police Officers through Hamilton Police Services

Legal: N/A

## **HISTORICAL BACKGROUND**

On February 4, 2021, Emergency and Community Services Committee approved Report HSC21000 Analysis of United Nations Special Rapporteur's Report on a National Protocol for Homeless Encampments.

On February 4, 2021, Emergency and Community Services Committee approved Report HSC20038(b) Encampment Update, providing an overview of the operationalization of the Encampment Protocol.

On March 25, 2021, Emergency and Community Services Committee approved Report HSC21008 Housing Focused Street Outreach, which provided an updated overview of the role of Hamilton's Street Outreach Team within Housing Services

---

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

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

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

**SUBJECT: Encampment Pilot Evaluation (HSC20038(e)/PED21188(b)) (City Wide)**  
**- Page 6 of 23**

---

Division.

On August 9, 2021, the Emergency and Community Services Committee approved the repealing of the By-law Enforcement Protocol.

On September 9, 2021, Emergency and Community Services Committee approved Report PED21188/HSC20038(c) Encampment Response Update.

On March 22, 2022, Planning Committee, Motion 11.3 directed staff to:

- a) Complete their activities under the Encampment Process, including notifying the Hamilton Police Service that a Trespass Notice has been issued, within 12 to 72 hours after staff receive the first complaint regarding unauthorized camping in a City park or public place; and,
- b) Enforce the Encampment Process 7 days per week.

On March 24, 2022, Emergency and Community Services Committee approved Encampment Response Update (HSC20038(d)/PED21188(a)) and the creation of an Encampment Coordination Team pilot to the end of 2022 with an estimated cost of \$305,000, funded first from COVID-19 Government Funds (eligible costs), then COVID- 19 Reserve (eligible costs), then departmental budgets surplus and finally by the Tax Stabilization Reserve. The pilot was created to:

- a) Improve coordination and efforts of services involved in encampment response and allow for existing Municipal Law Enforcement and Housing Service Division staff to focus on their core business, and,
- b) Streamline reporting from staff related to encampment coordination. All new reporting will be brought forward to the General Issues Committee for discussion and decisions.

On March 30, 2022, in response to Motion 11.3 Council approved Encampment Process: Staffing Feasibility/Service Levels Impacts' (PED220088) and approved four new temporary, dedicated Municipal Law Enforcement Encampment Officers (MLEO) at a total cost of \$416,673.73, to be funded through the Tax Stabilization Reserve.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

N/A



**SUBJECT: Encampment Pilot Evaluation (HSC20038(e)/PED21188(b)) (City Wide)**  
**- Page 7 of 23**

---

## **RELEVANT CONSULTATION**

Staff from Planning and Economic Development (Licensing and By-law Services), Healthy and Safe Communities (Housing Services Division), Public Works (Parks Section), Legal, and Finance were consulted in the preparation of this report. Hamilton Police Services were also consulted.

## **ANALYSIS AND RATIONALE FOR RECOMMENDATION**

On September 9, 2021, Emergency and Community Services Committee received Report PED21188/HSC20038 (c) Encampment Response Update, which detailed a six-step process to encampment response developed by City staff, requiring participation from several teams and divisions. In 2021, there were no dedicated staff members to the City's encampment response. Staff members reprioritized workload to develop an Encampment Response Team that met daily with the objective of providing an integrated approach to achieving compliance of the City's Parks By-law and assist private property owners to remove encampments from private property. The team included staff from:

- Municipal Law Enforcement- Encampment Officers
- Housing Services Division - Housing Focused Street Outreach
- Hamilton Police Services
- Public Works – Parks Section
- Communications

On March 30, 2022, in Report PED220088 Encampment Process: Staffing Feasibility/ Service Levels Impacts', Council approved the hiring of a dedicated team of four MLEO's. Additionally, one Supervisor was funded via the Encampment Coordination Pilot on March 24, 2022, in Report HSC20038(d)/PED21188(a) Encampment Response Update, to respond 7 days a week to complaints and requests from the community regarding encampments, as well as a Director and Senior Project Manager to help provide guidance and expertise. The Encampment Coordination Team Supervisor worked directly with MLEOs to initiate first contact with individuals living in encampments within 24-72 hours of a complaint, to determine whether a violation had occurred under City By-law. In carrying out this function, MLEOs established relationships with people living in encampments and developed an understanding of the impacts of homelessness on mental and physical well-being.

After contact was made by MLEOs, Housing-focused Street Outreach would engage with individuals to offer housing-focused case management services and supports, provision of basic needs items to individuals living in encampments, referrals into emergency shelter and other housing-related programs, assistance in

---

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

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

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

**SUBJECT: Encampment Pilot Evaluation (HSC20038(e)/PED21188(b)) (City Wide)**  
**- Page 8 of 23**

---

accessing financial assistance programs (i.e. Ontario Disability Support Program, Ontario Works), and maintain knowledge of the broader homelessness-serving system to actively provide referrals to organizations in the community in support of the needs of the individual (e.g. physical health, mental health, harm reduction, population-specific supports).

If an encampment was deemed to be in violation of a Parks By-law, MLEOs, in partnership from Hamilton Police Services, used a soft enforcement approach to achieve early voluntary compliance. That is, to leverage the relationships built to avoid issuing a Trespass Notice until all softer approaches were considered. When MLEOs were not able to receive voluntary compliance alone, they notified HPS and worked in partnership to receive voluntary compliance. Once the individuals had moved on from their encampment to a new location, the Encampment Coordination Team Supervisor would make Parks Section aware of whether cleanup and/or maintenance was required.

Staff from the Encampment Coordination team joined MLE, HFSO, Parks Section, Communications, and Hamilton Police Services in meeting daily to ensure a streamlined approach to coordinating encampment response. The meeting also provided an opportunity to strategize around finding operational solutions to acute issues and improve strategies to mitigate risk and improve the health and wellbeing of individuals living in encampments.

From data collected by Municipal Law Enforcement and Housing Services Division when conducting their response, Council was provided with monthly updates on the efforts made by the Encampment Response Team.

Continuous Improvement Measures

Several continuous improvement measures were introduced by the Encampment Coordination team in conjunction with the larger City-wide Encampment Response team during the pilot, aimed to improve safety and eliminate barriers for those seeking emergency shelter and/or housing accommodations.

The MLE Supervisor and two MLEO's attended an in-depth four day "Crisis Intervention Training" provided by Hamilton Police Service (HPS) to increase their knowledge and understanding of individuals with mental health and substance use challenges. The new skills learned were valuable when interacting with individuals living in encampments, to be able to build relationships and achieve better outcomes.

To put the health and safety of people first, the MLE Supervisor and four MLEO's attended a training session by Public Health Services, Harm Reduction staff on opioid overdose and response with the use of a naloxone kit. The MLEO's now carry naloxone kits to be able to administer to individuals in the event of an

**SUBJECT: Encampment Pilot Evaluation (HSC20038(e)/PED21188(b)) (City Wide)**  
**- Page 9 of 23**

---

overdose and have been used twice to assist unresponsive people in crisis which potentially saved their life. Also, it should be noted that MLEO's sought medical attention for several people living in encampments where it was deemed to be urgently required.

Presently, emergency shelters in Hamilton are not able to accommodate pets due to limitations with adequate funding, space, amenities, and liability issues. Service animals are already accommodated within emergency shelters. Encampment Coordination team staff have worked with internal and external partners to identify programmatic and operational best practices to mitigate pets as a barrier to emergency shelter. Several options have been identified for future consideration including, a temporary boarding option for pets of people living unsheltered to be offered in conjunction with Animal Services and other animal welfare partners, and/or a pilot to introduce pet-friendly space(s) into the existing emergency shelter system. This work will continue with the extension of the program.

City staff from the Encampment Coordination team engaged in meetings with staff from Hamilton Fire Department – Fire Prevention Division to discuss how they might offer support toward Encampment Response Team initiatives. When fire issues/concerns are identified during MLEO visits, consultation with or inclusion of Fire Prevention staff at Encampment Team meetings and/or site visits could prove beneficial. In addition, Fire Prevention can develop targeted fire safety educational messaging to support unsheltered individuals. This messaging could be provided to unsheltered individuals by city staff during encampment visits. This work will continue with the extension of the program.

Emergency shelters often impose a two-bag limit to individuals entering, which may be a barrier to those who have accumulated several items that will not fit within a two-bag limit. To mitigate this, staff have developed and implemented a process to allow individuals to temporarily store their belongings at a centrally located city facility. This program was rarely used, as individuals were often unwilling to separate from their belongings, however the program remains in effect and is led by HFSO.

To provide guidance to frontline staff as they encounter issues requiring urgent response, health & safety protocols and P&Ps were developed for MLE and HFSO management and staff. The P&Ps provide information related to staff's health and safety, incident reporting responsibilities, as well as direction for several urgent and life-threatening circumstances that staff may potentially be encountered when visiting an encampment (e.g., death, severe injury, fire, overdose, physical violence, mental health crisis, non-emergency medical needs, children and adolescents on-site, encountering someone who is pregnant, and/or potential health and safety hazards, including propane tanks and weapons). Each item

---

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

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

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

**SUBJECT: Encampment Pilot Evaluation (HSC20038(e)/PED21188(b)) (City Wide)**  
**- Page 10 of 23**

---

requires specific actions and responses, including ongoing support from Hamilton Police Service, both on-site and off-site, to ensure the health and safety of staff and those that reside in encampments.

To improve coordination across multiple teams and to identify gaps in service delivery, the Encampment Coordination team documented key processes and relationships.

Each team involved in encampment response provided their mandate, roles and responsibilities, and defined values they believed to be most important in successfully responding to encampments. The data shared by Encampment Response teams was used to analyze encampment response from a systems perspective, and to identify gaps in service that would inform future work.

MLEO's have been engaged with several property owners who are dealing with encampments on private property. Meetings have been held with CN Rail to discuss the numerous complaints and concerns the city receives regarding garbage and debris left on their property because of encampments. While it is the responsibility of a private property owner to clean and maintain their property, Encampment Response staff continue to provide support in an attempt to achieve voluntary compliance of encampment individuals who are trespassing. If voluntary compliance is not obtained the property owner can provide Hamilton Police Service, the authority to enforce the *Trespass to Property Act* if required.

HFSO staff visit encampments utilizing a housing first, human rights-based approach to supporting unsheltered individuals in the community after a complaint or concern has been noted by the Encampment Coordination team or MLEOs. HFSO workers engage with unsheltered individuals to better understand their needs and connect them with internal and community supports, including housing-focused case management, referrals to the emergency shelter system, health agencies, social assistance supports, specialized outreach supports, and any other relevant supports available that would improve the health and wellbeing of the person they are working with. HFSO workers also develop housing plans, connecting unsheltered individuals to the Coordinated Access System through which they are prioritized for via the By-Name List, as well as available resources in the homeless-serving system including intensive case management supports. Indigenous clients are prioritized first for resources within the homeless serving system. HFSO workers also provide direct assistance in searching for and viewing apartments, liaise with potential landlords, and assist with applicants to subsidized housing, or other forms of housing (such as housing allowances or housing benefits) that may be available. In addition, HFSO workers provide assistance with immediate needs such as providing water, and harm reduction and menstrual health supplies onsite. Overall, the goal of HFSO is to engage with and support each unsheltered individual along their housing journey, while connecting them to

---

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

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

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

**SUBJECT: Encampment Pilot Evaluation (HSC20038(e)/PED21188(b)) (City Wide)**  
**- Page 11 of 23**

---

services in the community that sustain and/or improve their health and wellbeing.

One component not included in the original Encampment Coordination team pilot, was resources for Parks Section. The work of Parks has been imperative to the success of the City's encampment response process, providing cleanup and maintenance of previously occupied encampments where persistent garbage and debris presented health and safety risks for staff and the public. In some cases, Parks Section staff have required the use of specialized machinery in cleanup. Without adequate resources, Parks staff were utilizing one over complement supervisor, staff overtime and contracted work to meet the demands of encampment response. Additional, dedicated resources are necessary to ensure an effective response to encampments.

A key missing component in the original pilot was the resources required by Parks, who needed to ensure the ongoing maintenance of parks. This has been addressed in the recommendation with the request for a supervisor and funding.

Hamilton Police Services were also active in supporting encampment response effort via their dedicated Encampment Engagement team, who attended daily meetings and provided onsite support at encampments as required by MLEOs. Due to staffing challenges at Hamilton Police Services, the dedicated team was discontinued on September 4, 2022, limiting their ability to support encampment response. Dedicated resources are required for the ongoing support of HPS in encampment response efforts.

#### Data and Performance Measurement

The following chart provides an overview of monthly data collected as of end of November 2022, for key performance indicators identified at the beginning of the pilot.

**SUBJECT: Encampment Pilot Evaluation (HSC20038(e)/PED21188(b)) (City Wide)**  
**- Page 12 of 23**

Indicator	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Total Encampment sites investigated (incl. public and private)	76	141	112	112	116	120	68	53
Voluntary Compliance Achieved - public	31	51	67	60	66	58	42	26
Voluntary Compliance Achieved - private	7	8	16	24	23	9	10	8
Complaints unfounded - public	10	11	20	23	24	33	8	17
Complaints unfounded - private	5	18	9	5	17	20	10	8
Notices of Trespass Issued	3	0	6	9	14	11	2	14
Approximate number of unique individuals unsheltered and regularly living in encampments throughout the City	25	30	30	32	39	44	39	53
Unique individuals (both in encampments and otherwise) engaged with Outreach for supports/referrals	43	71	39	25	37	39	56	53
Unique individuals housed directly from an encampment by Outreach	2	1	0	3	1	2	1	2
Unique individuals assisted by Outreach through Housing Services OW Case Managers in obtaining or stabilizing their Social Assistance	8	9	11	3	6	6	9	9
Unique individuals accepting referral to an emergency shelter space	N/A	N/A	N/A	N/A	N/A	N/A	7	3
Number of sites cleaned and maintained by Parks Section staff	26	N/A	47	55	59	81	72	57

Several trends and insights were observable:

- The number of sites investigated by MLE peaked in May, plateaued over the summer, and is now decreasing into fall.

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

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

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

**SUBJECT: Encampment Pilot Evaluation (HSC20038(e)/PED21188(b)) (City Wide)**  
**- Page 13 of 23**

---

- Voluntary compliance was achieved by MLE staff in most interactions with individuals in encampments. When voluntary compliance was not achieved a Notice of Trespass was issued and MLEO's continued to engage individuals and were successful in achieving voluntary compliance in 59 of 62 occasions. Hamilton Police Services were asked for support in the remaining three occasions, and compliance was achieved peacefully without incidence.
- There were few unique individuals housed directly from an encampment by HFSO throughout the duration of the pilot, although this data does not reflect individuals who accepted referral into emergency shelter and were connected to housing through a separate process or community agency.
- There has been a slight proportional increase in the number of unique individuals engaged with Outreach for supports and/or referrals in the past two months. This may be a result of colder weather and/or ongoing relationship building.
- Approximately 70 sites required constant monitoring and extra resources, with MLEO's conducting both proactive and reactive inspections.
- In addition to the above, 70 locations (58 City/12 Private) were identified that received ongoing proactive inspections, resulting in 1,252 total proactive inspections. The total proactive and reactive inspections from April – October 31 was 1,997.
- Through the duration of the pilot, Parks Section staff cleaned an increasing number of sites month-over-month, peaking in September 2022, before decreasing in October and November. This data is not reflective of the time and complexity of the cleanups, which increased in October and November as sites that were less conspicuous became visible due to diminished flora coverage. Some sites required special machinery for cleanup.

Encampment Coordination Team staff met biweekly with staff from Housing Services Division and Hamilton Police Services (Analytics) to strategize around the development of data infrastructure and processes necessary to collect, analyze and report new performance metrics. Currently, performance data is shared monthly by Housing Services Division, Municipal Law Enforcement, Parks Section, and Hamilton Police Services, and is being tracked and analyzed. Additional performance measures will be necessary to better understand the success of City Divisions involved in encampment response and to assess ongoing impacts to people living in encampments.

#### Impacts on Staff and Resources

Locations requiring recurrent daily visits from various City departments where persistent garbage and debris presented health and safety risks for staff and the public, placed a significant burden on Parks Section maintenance staff and resources. Without continued coordinated attention to encampment in City Parks, Parks Section staff anticipate that camps will grow in size and become more

---

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

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

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

**SUBJECT: Encampment Pilot Evaluation (HSC20038(e)/PED21188(b)) (City Wide)**  
**- Page 14 of 23**

---

difficult to clean up, there will be more damages to the park such as compacted soils/loss of sod areas, cutting of trees, increased waste and debris including biohazardous waste and the risk of more frequent vandalism and fires.

To ensure success of the pilot, without resources allocated as part of the pilot, Parks hired one over complement supervisory staff to oversee the cleanup program and existing staff were used for clean ups. To provide the service level required for these clean ups without impacting our standard level of service, parks utilized their existing complement of staff on overtime or hired a contractor. Parks Section staff visited 397 encampment sites (including repeat sites), logging 149 work orders (102 internal, 47 contracted). This resulted in 1,798 labour hours for Parks Section staff, with 582 hours contracted out. The cost for encampment cleanups, including contracted work, was \$140,861.21, not including the cost of an over complement supervisor or waste disposal fees.

Under the rapid response model of clean up made possible through the pilot, Parks Section staff found that the work time was reduced because sites were smaller, and less waste accumulated. Responsiveness and quick action has been noted as a key success factor in the evaluation of the pilot.

As the Encampment Coordination team became more established, it became a complaint repository for all issues related to visible homelessness in the community, often for issues not directly related to homelessness. This added an additional strain on resources necessary to carry out encampment coordination and response.

While not within the formal pilot mandate, staff from the Encampment Coordination Team and other city divisions were expending inordinate time and effort addressing a few challenging locations in parks and on City property where encampments had been cleared and were no longer the main source of concern, but where people (not living unsheltered per se) congregate before and after visiting/using external, community- based services. While not related directly to encampment activity, this resulted in a strain on resources.

#### Impacts on People with Lived Experience

Several individuals living in encampments who stayed outdoors more frequently throughout the duration of the pilot repeatedly declined available emergency shelter space, instead cycling through sites where they felt most comfortable. This pattern became more pronounced over the course of the pilot, as people living in encampments grew more frustrated with the requirement to continually move from their existing site.

Others living in encampments moved to less conspicuous areas where they would

---

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

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

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



**SUBJECT: Encampment Pilot Evaluation (HSC20038(e)/PED21188(b)) (City Wide)**  
**- Page 15 of 23**

---

not be found and therefore would not need to move as frequently. This impacted the ability of HFSO staff to aid as it became more difficult for staff to find them to make necessary referrals and provide harm reduction and other basic supplies. Additionally, due to gaps between making contact with people living in encampments it became more difficult for HFSO staff to maintain continuity in providing a housing plan, as this requires ongoing interaction with staff and coordination with other services in the community.

#### Continuing Encampment Response in the City

The coordinated multi-disciplinary response to encampments was effective in achieving compliance with the Parks By-law and in limiting large, entrenched encampments. MLEOs also helped prevent the proliferation of encampments in the community by building relationships with individuals in encampments and receiving voluntary compliance through soft intervention. However, at the conclusion of the pilot there were still approximately 40 unique individuals known to be unsheltered and regularly living in encampments throughout the City. There are several possible contributing factors.

From March-November 2022, 12 individuals have transitioned from an encampment into housing by Housing-focused Street Outreach, not including those housed via other organizations (e.g. emergency shelters, drop-ins, and non-profit housing providers). Access to suitable, affordable housing and the corresponding wraparound supports are necessary to prevent encampments from proliferating.

Additionally, several individuals who remain in encampments have refused available emergency shelter space, which they report they have done for a variety of reasons. Their stated reasons include lack of space for couples, lack of space for pets, safety concerns, service restrictions, and policies restricting drug use in shelters. For these individuals, there are very few places to stay overnight in the community which adequately meet their needs, and they often persist in encampments as a result. Connecting individuals in encampments to HFSO workers that can assist with basic needs supports and build the necessary rapport to make effective referrals to address complex mental health issues, substance use, and other health and housing needs.

Several unique individuals continue living in encampments throughout the City for which an enforcement-based approach is not deemed to be prudent nor effective. A new housing-focused, person-centered, health-based approach would be most effective in addressing the underlying factors leading some to live uninterruptedly in encampments.

**SUBJECT: Encampment Pilot Evaluation (HSC20038(e)/PED21188(b)) (City Wide)**  
**- Page 16 of 23**

---

The United Nations Special Rapporteur has reported on A National Protocol for Homeless Encampments in Canada: A Human Rights Approach and has also contributed to a National Protocol for Homeless Encampments in Canada. As an independent expert, the UN Special Rapporteur acts as a bridge between rights-holders, governments, and international organizations and institutions, offering guidance on the interpretation of international law, while reporting on situations and conditions on the ground. These reports have been utilized by communities across Canada in responding to encampments.

A National Protocol for Homeless Encampments in Canada outlines universal recommendations for how all levels of government in Canada should approach engagement with unhoused residents of encampments from a rights-based perspective to ensure dignity while negotiating the provision of adequate, affordable housing solutions that meet their needs. The following eight guiding principles are recommended:

- 1) Recognize residents of homeless encampments as rights holders
- 2) Meaningful engagement and effective participation of encampment residents
- 3) Prohibition of forced evictions of encampments
- 4) Explore all viable alternatives to eviction
- 5) Ensure that any relocation is human rights compliant
- 6) Ensure encampments meet basic needs of residents consistent with human rights
- 7) Ensure human rights-based goals and outcomes, and the preservation of dignity for encampment residents
- 8) Respect, protect, and fulfil the distinct rights the distinct rights of Indigenous Peoples in all engagements with encampments

The processes utilized by City teams when responding to encampments will continue to evolve and adapt to meet the best practices identified.

#### An Evolving Encampment Response Strategy

The principles included in 'A National Protocol for Homeless Encampments in Canada' will be applied in conjunction with the findings from 'A Human Rights Analysis of Encampments in Canada – Case Study: Hamilton' to evolve towards a rights-based, person-centered approach to encampment response. In addition, on January 13, 2022, Motion 11.1 was approved by the Emergency and Community Services Committee, to address Comprehensive, Human-rights Based, Health-focused Housing Solutions for Residents Living Encamped across Hamilton, via facilitated sessions with cross-sectoral stakeholders and people with lived experience. Feedback received from the July 2022 facilitated sessions will also

**SUBJECT: Encampment Pilot Evaluation (HSC20038(e)/PED21188(b)) (City Wide)**  
**- Page 17 of 23**

---

form the basis of a report back to Council (Report HSC23009) and will also inform the development of an Encampment Response Strategy for the City.

An Encampment Response Strategy will include:

- A set of principles underpinning encampment response that are common ground among stakeholders with a strong equity, diversity and inclusion lens
- Clear mission on what problem(s) the response aims to address, and the goals
- Common definitions of terms when speaking about encampments and unsheltered homelessness
- Response to encampments that is trauma-informed, strengths based, harm reducing, housing-focused, and culturally appropriate
- Coordinated response for encampment assessments, mapping and data collection, roles and responsibilities, command centre structure, interdepartmental protocols, and coordination of community volunteers
- Communications plan that includes meaningful engagement of people with lived/living experience of unsheltered homelessness
- Strategic alignment with Homeless-serving system of care, including Outreach and resources available through Coordinated Access and,
- Evaluation framework to assess effectiveness of approaches, including a specific focus on diversity and inclusion

In the development and implementation of a successful Encampment Response Strategy, it remains essential that people with living/lived experience are empowered to inform services and hold the homelessness-serving system accountable for delivering on its promise of housing and supports. A distinct focus on Indigenous rights should be prioritized in these efforts, guided by the obligation to respect, protect, and fulfil the distinct rights of Indigenous peoples through engagement with unhoused residents and those residing in encampments.

All residents living in encampments will be asked to voluntarily participate in developing a personalized housing plan and to identify supports that help facilitate movement to shelter and/or permanent housing. This approach is consistent with a collective obligation to ensure that people experiencing homelessness, including encampment residents, have access to long-term, adequate housing that meets their needs.

Using the previous six step process, the Encampment Coordination team's Supervisor, MLE, was responsible for overseeing all complaints and concerns from Councillors and the community and coordinated the response of MLEOs to follow-up and apply the By-law. An updated Encampment Response Strategy will be housing-led and inform an encampment response process that transparently

---

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

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

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

**SUBJECT: Encampment Pilot Evaluation (HSC20038(e)/PED21188(b)) (City Wide)**  
**- Page 18 of 23**

---

details the roles and responsibilities of all teams involved in encampment response, and defines a person-centered, housing-focused, best practices process to guide contact and assessment with individuals living in encampments.

Housing Services Division, overseen by the Manager of HFSO, will adopt the responsibility of coordinating the City's response to encampments, and all daily coordination will be led by the Project Manager of HFSO. All complaints currently sent to MLE will be re-routed to the HFSO team for follow-up, and MLEOs will only respond after the HFSO team has attended the encampment. The HFSO will be responsible for making first contact with individuals living in encampments and may require the assistance of MLEOs or paid duty Hamilton Police Services.

#### Required Staffing

On March 30, 2022, in Report PED22088 Encampment Process: Staffing Feasibility / Service Levels Impacts', Council approved the hiring of a dedicated team of four MLEO's to support encampment response efforts via the enforcement of the Parks By-law. Soon after, on March 24, 2022 Emergency and Community Services Committee approved Report HSC20038(d)/PED21188(a) Encampment Response Update and the creation of an Encampment Coordination Team made up of a Director – Response Coordination, Supervisor – Municipal Law Enforcement, and Senior Project Manager, Housing Services Division. To ensure success of the pilot, and without dedicated resources allocated, Parks Section hired one over complement supervisory staff to oversee the clean-up program and in order to achieve the service level required, parks utilized their existing complement of staff on overtime or hired a contractor.

In evaluating the pilot, it is clear that the program does not require a Director. Due to the operational nature of encampment response and the necessity for housing-focused, person-centered outcomes, a Manager of Housing-focused Street Outreach (1.0 FTE) reporting to the Director, Housing Service Division is more suitable, The Manager will be responsible for utilizing existing standards, research, approaches from comparator municipalities, public consultation, and Housing Services Division's staff expertise to guide the development and implementation of an Encampment Response Strategy. The Housing-focused Street Outreach Manager will have the knowledge and expertise to provide systems-level solutions via collaboration and coordination with the broader homelessness-serving system, and across other sectors.

The Manager will also direct and support the work of the existing HFSO Supervisor and Coordinator. An additional 3.5 HFSO workers (3.5 FTE) will be necessary to ensure adequate coverage seven days a week from 8am-8pm. HFSOs ensure residents living in encampments are provided access to basic items required for

---

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

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

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

**SUBJECT: Encampment Pilot Evaluation (HSC20038(e)/PED21188(b)) (City Wide)**  
**- Page 19 of 23**

---

their immediate needs and well-being, are referred to the appropriate overnight services and/or housing supports, and provided case management support via referrals to services in the community that meet each resident's unique needs.

In a new housing-led approach where complaints and requests will be re-routed from MLE to HSD for response, a HFSO Project Manager (1.0 FTE) is required to manage complaints and requests made to the City regarding encampment response and maintain contact with stakeholders and Councillors Offices to ensure adequate line of sight exists between encampment response and the community. The HFSO Project Manager will also support the existing HFSO Supervisor and Coordinator by providing locations of new encampments to be visited by HFSO staff and MLEOs.

Two MLEOs (2.0 FTE) will still be required to attend encampment response team meetings, problem solve challenging and complex situations that can occur in encampments including enlisting the help of Animal Services for assistance with pets, direct field operations including clean-ups, track compliance under the Parks By-law, provide coverage for a five-day a week operation, and proactively monitor recurring sites to ensure encampments do not become entrenched.

A dedicated Parks Section Supervisor (1.0 FTE) will respond to requests from Housing Services Division to provide parks maintenance and cleanup and will coordinate to identify staff and/or contracted labour to be used in cleanups. The Parks Section Supervisor will also act as a liaison for encampment response, attending coordination meetings as necessary.

The total cost of the program considers resources, beyond dedicated staffing, for Public Works and Paid Duty Hamilton Police Services.

It is staff's recommendation that this approach be adopted in an effort to re-house individuals while preventing long-term encampments in the City. It takes into consideration the needs of the community as a whole including the housed and un-housed.

## **ALTERNATIVES FOR CONSIDERATION**

- 1) Council may choose to not extend the Coordination Response Team. With no dedicated staffing resources there will be limited ability to coordinate responses and service delivery related to encampments in the city.
  - Housing based street outreach would continue with reduced hours of operation; Monday to Friday until 8 p.m. and weekends until 5 p.m. only.
  - By-law enforcement would revert to low priority, based on availability of existing staffing resources, within normal operating hours 8:30 a.m. – 4:30 p.m. Monday to

---

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

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

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

**SUBJECT: Encampment Pilot Evaluation (HSC20038(e)/PED21188(b)) (City Wide)**  
**- Page 20 of 23**

---

Friday, and with response times that may extend up to 72 hours depending on priorities. It is likely that this low service level would result in entrenched encampments becoming established at various locations across the City.

- Parks staff would continue to provide enhanced park clean ups, however if encampment sites become entrenched, it is unlikely that Parks staff would be able to provide for regular clean ups
- Although the Hamilton Police Service (HPS) is willing to support for the Coordination Response Team, but it is not in the mandate of the HPS to do so, an additional 2 FTEs (police officers) be hired to support the delivery of the coordinated encampment response at an annual cost of \$268,646 for salary, benefits and one-time costs of \$30,000 for ancillary equipment to be funded by the City.

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

**Financial:** The alternative to seize the coordinated Response Team, would require a levy enhancement of \$298,646 for Hamilton Police Services staff and ancillary costs.

If approved, the budget for the coordinated encampment response will be reflected in 673247 HSD-Encampment Response Coord. The FTEs will be added to the department budgets and the actual salary and benefit costs will be recovered through the salary and budget reallocation accounts and charged to 673247.

This alternative will be referred to the 2023 tax operating budget deliberations for Council approval.

**Staffing:** Two Police Officers through Hamilton Police Services

**Legal:** N/A

- 2) Council may choose an enforcement only approach to encampments, by creating a permanent encampment response team within Licensing and By-law Services, made up of 1 FTE Supervisor, 4 FTE MLEOs, and a Supervisor of Parks Section. This approach is likely to result in moving individuals from parks, and preventing the establishment of large entrenched encampments, but it is likely to result in fewer referrals of individuals in encampments to services that improve health and wellbeing, as well as emergency shelter and housing. This would result in an estimated annual cost of approximately \$710,365. Additionally, although the Hamilton Police Service (HPS) is willing to support for the Coordination Response Team, but it is not in the mandate of the HPS to do so, an additional 2 FTEs (police officers) be hired to support

---

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

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

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

**SUBJECT: Encampment Pilot Evaluation (HSC20038(e)/PED21188(b)) (City Wide)**  
**- Page 21 of 23**

---

the delivery of the coordinated encampment response at an annual cost of \$268,646 for salary, benefits and one-time costs of \$30,000 for ancillary equipment to be funded by the City.

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

**Financial:** The alternative to provide an enforcement approach to encampment would require a levy enhancement of \$1,009,011 for City of Hamilton staff and operating costs and Hamilton Police Services staff and ancillary costs.

If approved, the budget for the coordinated encampment response will be reflected in 673247 HSD-Encampment Response Coord. The FTEs will be added to the department budgets and the actual salary and benefit costs will be recovered through the salary and budget reallocation accounts and charged to 673247.

This alternative will be referred to the 2023 tax operating budget deliberations for Council approval.

**Staffing:** The recommended coordinated encampment response would require additional FTEs:

- 1 Supervisor in Licensing and By-Law
- 4 Municipal Law Enforcement Officers
- 1 Supervisor within Parks Section
- 2 Police Officers through Hamilton Police Services

**Legal:** N/A

- 3) Council may choose to trial a housing services only approach to encampments, by enhancing the permanent housing-focused street outreach team with 1 FTE Manager, 1 FTE Project Manager, 3.5 FTE additional housing-focused street outreach workers, and a Supervisor of Parks Section. This approach will ensure unsheltered individuals have the ongoing assistance of housing-focused street outreach workers who will support their journey into housing while connecting them with the necessary resources to sustain and improve health and wellbeing. However, without dedicated by-law enforcement resources, the risk is that encampments will likely become entrenched, and result in ongoing health and safety issues and the occupation of public space. This would result in a levy enhancement of approximately \$592,000. Additionally, although the Hamilton Police Service (HPS) is willing to support for the Coordination Response Team, but it is not

---

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

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

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

**SUBJECT: Encampment Pilot Evaluation (HSC20038(e)/PED21188(b)) (City Wide)**  
**- Page 22 of 23**

---

in the mandate of the HPS to do so, an additional 4 FTEs (police officers) be hired to support the delivery of the coordinated encampment response at an annual cost of \$268,646 for salary, benefits and one-time costs of \$30,000 for ancillary equipment to be funded by the City.

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

**Financial:** The alternative to provide a trail housing only services approach to encampments, would require a levy enhancement of \$889,646 for City of Hamilton staff, operating costs and Hamilton Police Services staff and ancillary costs.

If approved, the budget for the coordinated encampment response will be reflected in 673247 HSD-Encampment Response Coord. The FTEs will be added to the department budgets and the actual salary and benefit costs will be recovered through the salary and budget reallocation accounts and charged to 673247.

The alternative will be referred to the 2023 tax operating budget deliberations for Council approval.

**Staffing:** The recommended coordinated encampment response would require additional FTEs:

- 1 Manager of Housing-focused Street Outreach
- 1 Project Manager of Housing-focused Street Outreach
- Funding for 3.5 additional seconded FTE Housing-focused Street Outreach workers
- 1 Supervisor within Parks Section
- 2 Police Officers through Hamilton Police Services

**Legal:** N/A

For any desired option, HPS resources would be required. Any police implications should be taken to the Hamilton Police Services Board for additional funding to support the delivery of encampment response.

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

**Healthy and Safe Communities**

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



**SUBJECT: Encampment Pilot Evaluation (HSC20038(e)/PED21188(b)) (City Wide)**  
**- Page 23 of 23**

---

**APPENDICES AND SCHEDULES ATTACHED**

N/A

---

OUR Vision: To be the best place to raise a child and age successfully.  
OUR Mission: To provide high quality cost conscious public services that contribute to a healthy,  
safe and prosperous community, in a sustainable manner.  
OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service,  
Engaged Empowered Employees.



# INFORMATION REPORT

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	January 18, 2023
<b>SUBJECT/REPORT NO:</b>	Outcomes and Findings of the Encampment Facilitated Sessions (HSC23009) (City Wide) <b>(Outstanding Business List Item)</b>
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Mike Jones (905) 546-2424 Ext. 3824
<b>SUBMITTED BY:</b>	Michelle Baird Director, Housing Services Division Healthy and Safe Communities Department
<b>SIGNATURE:</b>	

## COUNCIL DIRECTION

Not Applicable

## INFORMATION

On January 13, 2022, Motion 11.1 was moved and approved by the Emergency and Community Services Committee to address comprehensive, human-rights based, health-focused housing solutions for residents living encamped across Hamilton via solution-focused planning session(s) from a broad spectrum of community stakeholders, including people with lived experience, to identify comprehensive, human-rights based, health-focused housing solutions to directly address the needs of residents living encamped in Hamilton.

On July 20, 2022 a consultant-led, facilitated session was held with stakeholders across several sectors with expertise in housing, homelessness, encampments, and encampment response, to discuss systemic issues and their consequences, identify shared values, develop a shared short- and long-term vision, and to co-create a new approach to encampment response by identifying first steps, supports and potential barriers.

Since June 2018, representatives from Housing Services Division (HSD) and various other City departments have met formally with stakeholders to increase collaboration in encampment response efforts. At the onset of COVID-19, City staff, homelessness serving agencies, outreach services and community based support programs met weekly as an opportunity to align available resources, assess and respond to potential health and safety risks, and facilitate person-centred engagement opportunities and individualized housing plans for people living in encampments through connections to community-based supports. HSD has continued to provide leadership, support, and expertise, working with other City departments and community stakeholders to improve and coordinate the City's response to encampments through consultation and partnerships with community stakeholders and people with lived experience. The Housing Services Division, working collaboratively with internal and external partners developed a people-centred approach to address the issues of encampments. Many of the issues and challenges noted through the facilitation sessions are issues underway within the HSD planning prior to the encampment sessions.

The community engagement sessions resulted in substantial feedback regarding systemic factors associated with encampments, as well as potential short-term solutions. Key issues highlighted included: the need for additional types of housing, housing stock, and deeper affordability; better coordination of housing, health, and criminal justice systems; requests for alternatives to the existing Parks By-law; improvements to emergency shelters and the alleviation of barriers to access; integrating the community, especially people with lived experience, into planning and response; and learning from other jurisdictions.

In tandem with the formal facilitated sessions, from July 25 to 29, 2022, City staff engaged with 57 individuals living, or having recently lived in encampments across Hamilton, exploring issues contributing to unsheltered homelessness, access to resources and services, and suggestions for how the City and community could improve their response to encampments.

People living in encampments highlighted their frustration with the existing Parks By-law and were clear about its negative impact on physical health, mental health, and their ability to access housing supports and other resources. Additionally, many were concerned with barriers that prevented them from accessing housing and/or emergency shelter. No clear alternatives were recommended, although an overwhelming majority of people living in encampments wanted to see a different approach taken that allowed for more stability and access to resources.

Recommendations were developed utilizing the concerns and solutions shared by stakeholders and people living in encampments. The following recommendations were synthesized by City Staff from the engagement sessions, and a review of best practice reports and work to date by Housing Services Division as solutions required to address

comprehensive, human-rights based, health-focused housing solutions to directly address the needs of residents living encamped in Hamilton.

1. Expand and improve coordination of supports for mental health and substance use
2. Expand the use of harm reduction approaches in emergency shelters, drop-ins, and outreach supports
3. Address barriers to accessing emergency shelter (e.g., people with pets, couples)
4. Explore new approaches to encampment response, utilizing best practices and successes in other jurisdictions
5. Engage with Indigenous partners to identify encampment-related interventions that are culturally appropriate and rooted in the spirit and actions of reconciliation
6. Improve coordination and collaboration of encampment response teams to more efficiently address needs of people living in encampments

A detailed set of encampment response action items were developed to address the recommendations identified and are attached in Appendix "B" to Report HSC23009. The action items are integrated into HSD's encampment response program and progress will be reported to Council on an ongoing basis.

## Background

On April 1, 2021, in Report HSC21008 Housing Focused Street Outreach, supervision of Hamilton's Street Outreach Team, a team dedicated to providing housing-focused case management services and supports for individuals living unsheltered, was centralized to HSD to allow for enhanced alignment with the housing-focused goals and strategic actions outlined in Hamilton's System Planning Framework. Housing-focused Street Outreach staff have participated in daily collaboration with other City departments in service and response planning, work directly with community stakeholders to identify resources and supports for people living in encampments, and bring forward the understandings of those with living experience of encampments to inform best practices.

On August 9, 2021, the Emergency and Community Services Committee approved the repealing of the By-law Enforcement Protocol that permitted some individuals to camp in public spaces for up to 14 days, and the City returned to pre-protocol enforcement of Parks By-law 01-291 that prohibits camping on City property, including park areas. Additionally, a six-step encampment response process was approved that defined roles and responsibilities of City departments associated with the response.

On January 13, 2022, Motion 11.1 was moved and approved by the Emergency and Community Services Committee. City staff were directed to host solution-focused

planning session(s) made up of representatives from the health sector, housing service providers, organizations that provide frontline support to the unhoused, people with lived experiences of being unhoused and living in encampments, and other community stakeholders to identify comprehensive, human-rights based, health-focused housing solutions to directly address the needs of residents living encamped in Hamilton.

On March 31, 2022, Council approved the creation of an Encampment Coordination Team to be piloted until the end of 2022 to: a) improve coordination of encampment response and streamline efforts of the many services involved; b) allow for existing Municipal Law Enforcement and Housing Service Division staff to focus on their core business; and, c) were directed to send all forthcoming reports related to encampments to the General Issues Committee.

In June 2022, a consultant from the organization Coueraj was selected to assist in planning, coordinating, and facilitating a consultation of community stakeholders in response to the Motion. A project team of City staff was developed to provide context and direction to the consultant and recommended stakeholders to be included. The team was comprised of staff from the Encampment Coordination Team and Housing Services Division, with support from Strategic Communications.

Simultaneous to the engagement sessions, the Housing Services Division has continued to engage with providers and community partners on solutions to encampments and homelessness. The Housing Services Division has engaged with cross-sectoral community stakeholders in several core community tables, including: Emergency Shelter Coordination Table, Hospital-Shelter Working Group, Coordinated Access Steering Committee, as well as connections with the Community Safety and Well-Being Advisory Committee and Greater Hamilton Health Network. Additionally, HSD has conducted outreach and engagement with sector leadership tables, and continues to work with Coalition of Hamilton Indigenous Leadership (CHIL) to develop partnerships and best practices for engaging with the Indigenous community. The City has committed to facilitating a comprehensive, whole-of-community approach to encampment response and is dedicated to working with stakeholders in the community and people with lived experience on issues towards accomplishing shared goals.

## Consultation Process

### (I) Community Stakeholders

On July 20, 2022, 35 representative stakeholders were engaged virtually via WebEx by consultant(s) to develop a shared understanding of the issues associated with encampments and encampment response approaches, and to consider potential next steps to be taken by the City and community towards developing a coordinated, person-centred, health and housing focused approach to encampment response.

The session included representatives across several sectors, including: frontline responders; service providers in the community health care, emergency shelter, housing, drop-in, mental health, substance use and concurrent case management fields; stakeholders in the social planning, research, and advocacy sectors; Hamilton Police Services; and City staff from various departments and divisions including Housing Services Division, Municipal Law Enforcement, Hamilton Paramedic Service, and Public Health.

Stakeholders were assigned to one of five breakout groups where a facilitator led discussions on systemic issues of homelessness and their consequences, worked to identify shared values amongst stakeholders, developed a shared short- and long-term vision, and co-created a new approach by identifying first steps, supports, and potential barriers. All responses were captured and recorded by the consultants in real-time and shared as raw data with the project team.

Following the virtual session with stakeholders, a questionnaire was sent to all participants, in attempt to provide an additional opportunity to share information regarding the themes outlined.

A second questionnaire was sent to evaluate the effectiveness of the virtual session, and stakeholders were given an additional opportunity to provide feedback on encampment response, as well as ways they would like to be engaged moving forward.

Feedback received from both questionnaires was incorporated into the development of encampment response recommendations.

## (II) People living in Encampments

The project team established to support the consultant was maintained to develop a strategy toward engaging with people living in encampments.

In developing a research tool to receive feedback from people living in encampments, the project team consulted with the lead researcher from the Hamilton Alliance for Tiny Shelters (HATS) who had recently completed qualitative work with Hamilton's unsheltered population. Findings from HATS were incorporated into the development of the City's engagement process, as well as its feedback tool.

The research tool used to engage with people living in encampments incorporated several components. The first section included closed-ended demographic questions. The second section was comprised of open-ended questions exploring issues contributing to unsheltered homelessness, access to resources and services, and suggestions for how the City and community could improve their response to encampments. The third section included a series of rating scale questions meant to

establish satisfaction with a number of issues related to encampments and encampment response.

From July 25 to 29, 2022, City staff engaged with 57 individuals living, or having recently lived in encampments across Hamilton. The engagement was led by Housing-focused Street Outreach, as they had developed previous relationships with many of the people living in encampments and were experienced in collecting sensitive information. They were supported by staff from the Housing Services Division and the Encampment Coordination Team who took notes and completed administrative tasks.

### (III) What We Heard

In August 2022, the raw data from the stakeholder consultation was presented by the consultant to City staff. Additionally, City staff also compiled raw data from the interviews conducted with people who lived in encampments. The raw data was compiled and analysed to identify salient themes to be developed into recommendations.

The following are themes identified by stakeholders in the community via the July 20, 2022 facilitated sessions:

- Increased focus on eviction prevention and shelter diversion is required, to prevent people from entering into homelessness.
- Lack of affordable, subsidized, and/or supportive housing available to people experiencing homelessness.
- Better coordination of systems (e.g. health, criminal justice, and housing) required to address gaps in service provision and prevent people from entering into homelessness.
- Negative impacts of Parks By-law on stakeholders, as people in encampments move to more remote and inconspicuous areas, it becomes more difficult to ensure service continuity.
- Alternatives to existing Parks By-law that are more person-centred are required.
- Alternative shelter service models, notably harm reduction-friendly approaches are required to incentivize people to move indoors.
- Encampment response solutions should better utilize existing strengths in non-profit sector in response to encampments.
- Solutions to encampment response should utilize a whole-of-community approach.
- Targeted strategies and/or supports should be introduced for overrepresented groups (e.g. 2SLGBTQ+ and Indigenous peoples).
- People living in encampments should be included in developing solutions, as they have unique expertise.

- City should utilize the successes of other jurisdictions when developing encampment response strategies.
- City should align encampment response with existing City strategies regarding homelessness and poverty reduction.
- Frustration with a perceived lack of accountability and/or action on homelessness and housing-related issues.

The following are themes identified by people living, or having recently lived in encampments via the July 25 to 29, 2022 engagement:

- People living in encampments experience difficulty maintaining and acquiring housing, notably due to affordability issues, insufficient income, and discrimination.
- Negative impacts of Parks By-law on physical and mental health of people living in encampments, as well as on their ability to attend appointments in community.
- Access to necessary resources to address basic needs is more difficult for unsheltered people when living in encampment, particularly under the context of the existing by-law that requires ongoing movement.
- Barriers to accessing emergency shelter exist that limit unsheltered people with pets, in a couple, or use substances and have harm reduction needs.
- A frustration with the current approach to encampments exists, leading to a belief that the struggles of living unsheltered were not understood.
- No clear consensus on what approach to replace current bylaw with. Irrespective of the approach, there was a preference for services to be easily accessible and a need for a consistent space to stay in.

More detailed information regarding 'What we Heard' is available in Appendix "A" to Report HSC23009.

## Recommendations

City staff from the Encampment Coordination Team compiled, reviewed, and analysed data from each consultation and organized the data into themes and recommendations that highlighted the breadth of information shared by both stakeholders and people living in encampments.

On September 20, 2022, a follow-up session was conducted virtually with stakeholders to review the findings of the consultations and ensure the voice of the community was accurately represented in the recommendations. Stakeholders were also offered an opportunity to share written feedback via a questionnaire.

Feedback from the virtual follow-up session and written feedback from the questionnaire was used to finalize recommendations. Additional stakeholders who were unable to



attend the initial virtual facilitated session nor the follow-up session reached out individually to discuss encampment response and provide feedback on the draft recommendations.

There were several systemic issues affecting housing and homelessness raised within the consultations, relating to available housing stock, affordability, intergovernmental approaches to change, and advocacy. While all of these are vital to addressing homelessness, many suggestions required several levers of action and immediate benefits may not be experienced by people living in encampments. Due to the urgency of response required, and because other teams within Housing Services Division are better positioned and already prioritizing a systemic response to housing and homelessness, these items were deemed to be out of scope for the Encampment Coordination Team.

The following recommendations emerged as solutions to address comprehensive, human-rights based, health-focused housing solutions to directly address the needs of residents living encamped in Hamilton. Each recommendation is directly attributable to the concerns and solutions shared by stakeholders and people living in encampments. The City has been engaged in encampment response efforts for several years, and the experiences and expertise of staff have also been taken into account in the development of these recommendations.

1. Expand and improve coordination of supports for mental health and substance use.
2. Expand the use of harm reduction approaches in emergency shelters, drop-ins, and outreach supports.
3. Address barriers to accessing emergency shelter (e.g. people with pets, couples).
4. Explore new approaches to encampment response, utilizing best practices and successes in other jurisdictions.
5. Engage with Indigenous partners to identify encampment-related interventions that are culturally appropriate and rooted in the spirit and actions of reconciliation.
6. Improve coordination and collaboration of encampment response teams to more efficiently address needs of people living in encampments.

A detailed set of encampment response action items (attached in Appendix "B" to Report HSC23009) were developed using feedback from community stakeholders including people with lived experience, and informed by best practices identified by experts and successful approaches used in other communities. The encampment response action items are integrated into HSD's encampment response program. HSD is committed to reporting back on its progress, and HSD staff will continue their efforts toward providing a coordinated, person-centered response to encampments.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" to Report HSC23009: What We Heard: Detailed Feedback

Appendix "B" to Report HSC23009: Encampment Response Action Items