



City of Hamilton
GENERAL ISSUES COMMITTEE
REVISED

Meeting #: 23-032
Date: December 6, 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

1. CEREMONIAL ACTIVITIES

2. APPROVAL OF AGENDA

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

3. DECLARATIONS OF INTEREST

4. APPROVAL OF MINUTES OF PREVIOUS MEETING

4.1 November 9, 2023 - Special

4.2 November 15, 2023 & November 21, 2023

5. COMMUNICATIONS

- *5.1 Correspondence from Shelley Falconer, President and CEO, Art Gallery of Hamilton, resecting Item 10.10 - Art Gallery of Hamilton Energy Billing Approach and Recommendations (PED23258 / PW23065)

Recommendation: Be received and referred to the consideration of Item 10.10.

6. DELEGATION REQUESTS

- 6.1 Karl Andrus, Hamilton Community Benefits Network, respecting Report PED19063(e), Memorandum of Understanding with City and Aeon Studio Group on Barton-Tiffany Land, which was Item 14.3 on the November 15th agenda (In-Person) (For a future meeting)
- 6.2 Adeel Khan, respecting a motion to demand a permanent ceasefire, return of all hostages from both sides and a resumption of dialogue between the representatives of Israel and Gaza, immediate repatriating all Canadians and their relatives stuck in the occupied Gaza strip, and recognition of International Day of Solidarity with the Palestinian People in line with the United Nations (Nov. 29) (In-Person) (For a future meeting)
- *6.3 Douglas Kwan, Advocacy Centre for Tenants Ontario, respecting access to justice issues and delays at the Landlord and Tenant Board and its impact on Hamiltonians (In-Person) (For a future meeting)
- *6.4 Brian Sibley, Hamilton East Kiwanis Non-Profit Homes Inc., respecting Item 10.9 - Ontario Priorities Housing Initiative and Poverty Reduction Funding for 1540 Upper Wentworth Street (HSC22038(a)) (Ward 7) (In-Person) (For today's meeting)
- *6.5 Matt Johnston, Urban Solutions Planning & LandDevelopment Consultants Inc., respecting e Hamilton TaxIncrement Grant Program in relation to 75 James Street South, Hamilton (In-Person) (For a future meeting)
- *6.6 Glen Norton, Music Hall Alliance / New Vision Church, respecting an overview for plans for the Music Hall at New Vision Church (In-Person) (For a future meeting)

7. DELEGATIONS

- 7.1 Nanty H. Abraham, Hannan Foundation Canada, respecting Issues Surrounding Homelessness, Food Banks, and Mental Health and Proposed Collaboration Opportunities with Hannan Foundation Canada (In-Person) (Approved November 15, 2023)
- 7.2 Douglas Mattina, Kemp Care Network (formerly Dr. Bob Kemp Hospice), respecting next steps towards acquisition of the land (sale or lease) at 41 South St. W. (In-Person) (Approved November 15, 2023)

*a. WITHDRAWN

8. PRESENTATIONS

- 8.1 Introduction of David Boghosian, Boghosian+Allen LLP, City of Hamilton's Integrity Commissioner and Lobbyist Registrar

- 8.2 Asset Management Plans (PW23073) (City Wide)
- 8.3 Canada Mortgage and Housing Corporation Housing Accelerator Fund Incentive Programs (PED23143(b) / HSC23017(b)) (City Wide)

9. CONSENT ITEMS

- 9.1 Reaching Home: Canada's Homeless Strategy Community Homelessness Report 2022-23 (HSC21044(a)) (City Wide)
 - *a. Revised Appendix "B" - Reaching Home: Canada's Homeless Strategy Community Homelessness Report 2022-23 (HSC21044(a)) (City Wide)
- 9.2 2023 Ending Chronic Homelessness Performance Update (Q1 and Q2) (HSC23076) (City Wide)

10. DISCUSSION ITEMS

- 10.1 Interview Sub-Committee to the General Issues Committee Report 23-003 - November 17, 2023
- 10.2 Interview Sub-Committee to the General Issues Committee Report 23-004 - November 24, 2023
- 10.3 Business Improvement Area (BIA) Sub-Committee Report 23-009 - November 14, 2023
- 10.4 International Village Business Improvement Area Proposed Budget & Schedule of Payments (PED23249) (Wards 2 and 3)
- 10.5 Concession Street Business Improvement Area Proposed Budget & Schedule of Payments (PED23250) (Ward 7)
- 10.6 Housing Sustainability and Investment Roadmap Work Program: City Property Review and Property Disposition Strategies (PED23099(a) / HSC23028(a)) (City Wide)
- 10.7 Revitalizing Hamilton Tax Increment Grant Program - 235 Main Street West, 74 Queen Street South and 244-246 Jackson Street West, Hamilton (PED23243) (Ward 1)
- 10.8 Open Streets Temporary Linear Urban Park 2023 Update (PED22075(b)) (City Wide) (Outstanding Business List Item)
- 10.9 Ontario Priorities Housing Initiative and Poverty Reduction Funding for 1540 Upper Wentworth Street (HSC22038(a)) (Ward 7)

- 10.10 Art Gallery of Hamilton Energy Billing Approach and Recommendations (PED23258 / PW23065) (City Wide)
- *10.11 Advisory Committee for Persons with Disabilities (ACPD) Report 23-011 - November 14, 2023
- *10.12 Family Shelter System (HSC23041(b)) (City Wide)
- *10.13 Interview Sub-Committee to the General Issues Committee Report 23-005 - December 1, 2023
- *10.14 2024 Property & Liability Insurance Renewal (LS23041) (City Wide)
- *10.15 Red Hill Valley Parkway Inquiry Final Report (PW23029(a)) (City Wide)

11. MOTIONS

12. NOTICES OF MOTION

- *12.1 Stormwater Funding Review (City Wide)

13. GENERAL INFORMATION / OTHER BUSINESS

14. PRIVATE AND CONFIDENTIAL

- 14.1 Closed Session Minutes - November 9, 2023 - Special

Pursuant to Section 9.3, Sub-section (i) and Section 9.5 of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-section (i) and Section 239(3.1) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the City or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization; and (a) it is being held for the purposes of educating or training members; and, (b) at the meeting, no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of Council or the Committee.

14.2 Closed Session Minutes - November 15, 2023 & November 21, 2023

Pursuant to Section 9.3, Sub-sections (b), (c), (d), (e) and (f) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-sections (b), (c), (d), (e) and (f) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to personal matters about an identifiable individual, including City or local board employees; a proposed or pending acquisition or disposition of land for City or a local board purposes; labour relations or employee negotiations; litigation or potential litigation, including matters before administrative tribunals, affecting the City or a local board; and advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

*14.3 Appointments to the Climate Change Advisory Committee for the 2022 - 2026 Council Term

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 matters pertain to personal matters about identifiable individuals, including municipal or local board employees.

15. ADJOURNMENT



SPECIAL GENERAL ISSUES COMMITTEE MINUTES 23-030

1:00 p.m.

November 9, 2023

Council Chamber

71 Main Street West, Hamilton, Ontario

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

Absent: Councillors M. Wilson – Personal
Councillor E. Pauls, and T. McMeekin – City Business

FOR INFORMATION:

(a) APPROVAL OF AGENDA (Item 2)

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

(Tadeson/Hwang)

That the agenda for the November 9, 2023 Special General Issues Committee meeting, be approved, as presented.

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

YES - Ward 10 Councillor Jeff Beattie
YES - Ward 12 Councillor Craig Cassar
NOT PRESENT - Ward 9 Councillor Brad Clark
YES - Ward 8 Councillor John-Paul Danko
YES - Ward 5 Councillor Matt Francis
YES - Mayor Andrea Horwath
YES - Ward 4 Councillor Tammy Hwang

NOT PRESENT - Ward 6 Councillor Tom Jackson
 YES - Ward 2 Councillor Cameron Kroetsch
 NOT PRESENT - Ward 15 Councillor Ted McMeekin
 YES - Ward 3 Councillor Nrinder Nann
 NOT PRESENT - Ward 7 Councillor Esther Pauls
 YES - Ward 14 Councillor Mike Spadafora
 YES - Ward 11 Councillor Mark Tadeson
 NOT PRESENT - Ward 13 Councillor Alex Wilson
 NOT PRESENT - Ward 1 Councillor Maureen Wilson

(b) DECLARATIONS OF INTEREST (Item 3)

There were no declarations of interest.

(c) PRESENTATIONS (Item 4)

**(i) International Association for Public Participation (IAP2) -
Introduction (Item 4.1)**

Morgan Stahl, Director, Government Relations & Community Engagement, provided the Committee with opening remarks and introduced facilitator Tracey Ehl who provided an introduction on International Association for Public Participation (IAP2).

(Kroetsch/Tadeson)

That the presentation respecting the International Association for Public Participation (IAP2) - Introduction, be received.

Result: Motion CARRIED by a vote of 9 to 0, as follows:

YES - Ward 10 Councillor Jeff Beattie
 YES - Ward 12 Councillor Craig Cassar
 YES - Ward 9 Councillor Brad Clark
 NOT PRESENT - Ward 8 Councillor John-Paul Danko
 NOT PRESENT - Ward 5 Councillor Matt Francis
 NOT PRESENT - Mayor Andrea Horwath
 YES - Ward 4 Councillor Tammy Hwang
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 2 Councillor Cameron Kroetsch
 NOT PRESENT - Ward 15 Councillor Ted McMeekin
 YES - Ward 3 Councillor Nrinder Nann
 NOT PRESENT - Ward 7 Councillor Esther Pauls
 NOT PRESENT - Ward 14 Councillor Mike Spadafora
 YES - Ward 11 Councillor Mark Tadeson
 YES - Ward 13 Councillor Alex Wilson

NOT PRESENT - Ward 1 Councillor Maureen Wilson
(d) **PRIVATE AND CONFIDENTIAL (Item 7)**

(i) **International Association for Public Participation (IAP2) – Training (Item 7.1)**

(Nann/Clark)

That Tracey Ehl, Ehl Harrison Consulting Inc., facilitator for International Association for Public Participation (IAP2), be permitted to attend Closed Session in order to provide the training session.

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

YES - Ward 10 Councillor Jeff Beattie
YES - Ward 12 Councillor Craig Cassar
YES - Ward 9 Councillor Brad Clark
NOT PRESENT - Ward 8 Councillor John-Paul Danko
NOT PRESENT - Ward 5 Councillor Matt Francis
NOT PRESENT - Mayor Andrea Horwath
YES - Ward 4 Councillor Tammy Hwang
YES - Ward 6 Councillor Tom Jackson
YES - Ward 2 Councillor Cameron Kroetsch
NOT PRESENT - Ward 15 Councillor Ted McMeekin
YES - Ward 3 Councillor Nrinder Nann
NOT PRESENT - Ward 7 Councillor Esther Pauls
YES - Ward 14 Councillor Mike Spadafora
YES - Ward 11 Councillor Mark Tadeson
YES - Ward 13 Councillor Alex Wilson
NOT PRESENT - Ward 1 Councillor Maureen Wilson

(ii) **(Beattie/Tadeson)**

That Committee move into Closed Session pursuant to Section 9.3, Sub-section (i) and Section 9.5 of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-section (i) and Section 239(3.1) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the City or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization; and (a) it is being held for the purposes of educating or training members; and, (b) at the meeting, no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of Council or the Committee.

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

YES - Ward 10 Councillor Jeff Beattie
 YES - Ward 12 Councillor Craig Cassar
 YES - Ward 9 Councillor Brad Clark
 NOT PRESENT - Ward 8 Councillor John-Paul Danko
 NOT PRESENT - Ward 5 Councillor Matt Francis
 NOT PRESENT - Mayor Andrea Horwath
 YES - Ward 4 Councillor Tammy Hwang
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 2 Councillor Cameron Kroetsch
 NOT PRESENT - Ward 15 Councillor Ted McMeekin
 YES - Ward 3 Councillor Nrinder Nann
 NOT PRESENT - Ward 7 Councillor Esther Pauls
 YES - Ward 14 Councillor Mike Spadafora
 YES - Ward 11 Councillor Mark Tadeson
 YES - Ward 13 Councillor Alex Wilson
 NOT PRESENT - Ward 1 Councillor Maureen Wilson

(iii) (Tadeson/Nann)

That the training session respecting the International Association for Public Participation (IAP2), be received and remain confidential.

Result: Motion CARRIED by a vote of 9 to 0, as follows:

NOT PRESENT - Ward 10 Councillor Jeff Beattie
 YES - Ward 12 Councillor Craig Cassar
 YES - Ward 9 Councillor Brad Clark
 YES - Ward 8 Councillor John-Paul Danko
 NOT PRESENT - Ward 5 Councillor Matt Francis
 NOT PRESENT - Mayor Andrea Horwath
 YES - Ward 4 Councillor Tammy Hwang
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 2 Councillor Cameron Kroetsch
 NOT PRESENT - Ward 15 Councillor Ted McMeekin
 YES - Ward 3 Councillor Nrinder Nann
 NOT PRESENT - Ward 7 Councillor Esther Pauls
 NOT PRESENT - Ward 14 Councillor Mike Spadafora
 YES - Ward 11 Councillor Mark Tadeson
 YES - Ward 13 Councillor Alex Wilson
 NOT PRESENT - Ward 1 Councillor Maureen Wilson

(e) ADJOURNMENT (Item 8)

(Tadeson/Danko)

That there being no further business, the General Issues Committee meeting be adjourned at 4:28 p.m.

Result: Motion CARRIED by a vote of 9 to 0, as follows:

NOT PRESENT - Ward 10 Councillor Jeff Beattie
YES - Ward 12 Councillor Craig Cassar
YES - Ward 9 Councillor Brad Clark
YES - Ward 8 Councillor John-Paul Danko
NOT PRESENT - Ward 5 Councillor Matt Francis
NOT PRESENT - Mayor Andrea Horwath
YES - Ward 4 Councillor Tammy Hwang
YES - Ward 6 Councillor Tom Jackson
YES - Ward 2 Councillor Cameron Kroetsch
NOT PRESENT - Ward 15 Councillor Ted McMeekin
YES - Ward 3 Councillor Nrinder Nann
NOT PRESENT - Ward 7 Councillor Esther Pauls
NOT PRESENT - Ward 14 Councillor Mike Spadafora
YES - Ward 11 Councillor Mark Tadeson
YES - Ward 13 Councillor Alex Wilson
NOT PRESENT - Ward 1 Councillor Maureen Wilson

Respectfully submitted,

Deputy Mayor Craig Cassar
Chair, General Issues Committee

Angela McRae
Legislative Coordinator
Office of the City Clerk



GENERAL ISSUES COMMITTEE MINUTES 23-031

9:30 a.m.

November 15 & 21, 2023

Council Chambers, City Hall, 2nd Floor
71 Main Street West, Hamilton, Ontario

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

THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:

**1. Inclusive, Diversity, Equity and Accessibility (IDEA) Update (HUR23016)
(City Wide) (Item 8.1)**

(Spadafora/Kroetsch)

That Report HUR23016, Inclusive, Diversity, Equity and Accessibility (IDEA) Update, 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
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
Absent	-	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

2. Housing Sustainability and Investment Roadmap 2023 Annual Update and 2024 Objective Setting (HSC23028(b) / FCS23055(a) / PED23099(b)) (City Wide) (Outstanding Business List Item) (Item 8.2)

(A. Wilson/Kroetsch)

- (a) That the Housing Secretariat Division 2023 update of progress on the first seven months of the Housing Sustainability and Investment Roadmap attached as Appendix "A" to Report HSC23028(b) / FCS23055(a) / PED23099(b), be received,
- (b) That the proposed Housing Secretariat Division 2024 Program of Work for the Housing Sustainability & Investment Roadmap (HSIR) attached as Appendix "B" to Report HSC23028(b) / FCS23055(a) / PED23099(b), be **approved**;
- (c) That staff be directed to develop an intake process for receiving, evaluating and prioritizing applications to create additional units of affordable and supportive housing projects for any available City funding, including, but not limited to:
- (i) the proceeds from the sale of some surplus City-owned properties identified, as recommended in the Properties and Process for Disposition of Land for Affordable Housing Report (PED17219);
 - (ii) any available funds through the Housing Accelerator Fund, any funds available in the Affordable Housing Funding Program Reserve Fund; and,
 - (iii) based on the process and criteria outlined in Appendix "C" to Report HSC23028(b) / FCS23055(a) / PED23099(b); and,
- (d) That staff be directed to report back to the General Issues Committee with the results of the intake process.

Result: Main MOTION, As Amended, 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
Absent	-	Ward 4 Councillor Tammy Hwang
Absent	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Absent	-	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

3. Housing Services Division Budget Overview (HSC23074) (City Wide) (Item 8.3)

(Kroetsch/Nann)

That Report HSC23074, Housing Services Division Budget Overview, 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
Absent	-	Ward 4 Councillor Tammy Hwang
Absent	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Absent	-	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

4. CONSENT ITEMS (Item 9)

(Kroetsch/Tadeson)

That the Consent Items 9.1 to 9.3, be approved, as follows:

(a) 2023 S&P Global Ratings Credit Rating Review (FCS23099) (City Wide) (Item 9.1)

That Report FCS23099, 2023 S&P Global Ratings Credit Rating Review, be received.

**(b) Open For Business Sub-Committee Report 23-002 - October 26, 2023
(Item 9.2)**

(i) Consent Items (Items 9.1 to 9.4)

That the following Reports, be received:

- (1) Grading Requirements for Infill Developments with one or two Dwelling Units (PED23230) (City Wide) (Item 9.1)
- (2) New Additional Dwelling Unit Team (PED23229) (City Wide) (Item 9.2)
- (3) Case Study 32: Development Application Staffing and Organizational Chart Updates (PED23227) (City Wide) (Item 9.3)
- (4) Development Agreement Surety Bonds – Case Study 29 (FCS23107) (City Wide) (Item 9.4)

(ii) Working with Small Businesses along the Light Rail Transit (LRT) Corridor and Terminal Points (Added Item 13.1)

That Light Rail Transit (LRT) staff be directed to report back to the next possible meeting of the Open for Business Sub-Committee, to present the plan for working with small businesses along the LRT corridor and terminal points leading up to and during construction.

(c) Encampment Response Update - October 2023 (HSC23066(b)) (Item 9.3)

That Report HSC23066(b), respecting Encampment Response Update – October 2023, 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
Absent	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Absent	-	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
Absent	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

5. Hospital Capital Contribution (FCS23108) (City Wide) (Outstanding Business List Item) (Item 10.1)

(Danko/Hwang)

- (a) That City of Hamilton staff be directed to continue discussions with Hamilton Health Sciences Corporation and St. Joseph's Healthcare Hamilton related to the municipal contribution to the local share plan of the capital redevelopment plans of the two hospital organizations;
- (b) That City of Hamilton staff be directed to report back to the General Issues Committee with recommendations on financing options for the City's local share contribution in Q1 of 2024; and,
- (c) That the requirements for the feasibility of municipal local share contribution to Hamilton Health Sciences Corporation and St. Joseph's Healthcare Hamilton be identified as complete and removed from the General Issues Committee Outstanding Business List.

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

Yes	-	Mayor Andrea Horwath
No	-	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
Absent	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Absent	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
No	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

6. Canada-Ontario Housing Benefit Agreement 2023-2025 (HSC23071) (City Wide) (Item 10.2)

(Nann/Kroetsch)

- (a) That the City enter into an amending agreement to the existing Transfer Payment Agreement dated April 1, 2020, with His Majesty the King in right of Ontario as represented by the Minister of Municipal Affairs and Housing and the Minister of Finance for the Province of Ontario in respect of the Canada-Ontario Housing Benefit for the allocation of funding for the years 2023 to 2025; and,
- (b) That the General Manager of Healthy and Safe Communities, or her designate, be authorized and directed to execute the amending agreement and any ancillary documents, with content satisfactory to the General Manager of Healthy and Safe Communities and in a form satisfactory to the City Solicitor.

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
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
Absent	-	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. Housing Stability Benefit and Rent Ready Programs Transformation (HSC23067) (City Wide) (Item 10.3)

(A. Wilson/Spadafora)

- (a) That Council approve the cancellation of the existing Housing Stability Benefit and Rent Ready programs totalling \$4.0M and the Provincially funded Homelessness Prevention Program (HPP) program of \$979,910 to be transformed into one modernized program to be named, Housing Emergency Fund, following program parameters outlined in Appendix "A" to Report HSC23067;

- (b) That the program funding be increased by an additional \$3.75M to be referred to the Housing Services 2024 Tax Operating Budget for Council consideration to support the following:
 - (i) That approximately \$3.56M be directed to expand reach and deepened supports for clients of the revised program; and,
 - (ii) That the Housing Services Division's budgeted 2024 complement be expanded by 2.0 FTE (full-time employee) Housing Support Workers to accommodate increase and complexity of applications with an approximate annual cost of \$190K; and,
- (c) That Council approve cancellation of the unutilized Appliance Repair Program and allocate that program's budget of \$25,100 into the total budget for the new Housing Emergency Fund.

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
Yes	-	Ward 8 Councillor J. P. Danko
Absent	-	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. West Harbour Development Sub-Committee Report 23-003 - November 7, 2023 (Item 10.4)

(Kroetsch/Spadafora)

- (a) Discovery Centre Strategy Framework: Preliminary Option for Discovery Centre Site (PED21090(d) (Ward 2) (Deferred from May 23, 2023) (Item 8.1(a))**

That Report PED21090(d), respecting Discovery Centre Strategy Framework: Preliminary Option for Discovery Centre Site, be received.

(b) Discovery Centre Strategy Framework: Preliminary Option for the Discovery Centre, Indigenous Community and Public Consultation Summary (PED21090(e)/HSC23073) (Ward 2) (Item 8.1)

- (i) That the Hamilton Public Library be identified as the City of Hamilton's partner in developing a Proposed Concept for the Discovery Centre building;
- (ii) That the Preliminary Option for the future use of the Discovery Centre building which is defined as redesigning the facility to incorporate: a library services area; Indigenous community gathering space; exhibits and gallery space; café; and visitor amenities be approved;
- (iii) That the Hamilton Public Library be authorized to lead the Work Plan process as detailed in Appendix "A" to West Harbour Development Sub-Committee Report 23-003 to develop the Proposed Concept;
- (iv) That the Hamilton Public Library deliver the Proposed Concept to the Municipal Land Development Office by Q1 2026;
- (v) That the Municipal Land Development Office report back to the West Harbour Development Sub-Committee in Q2 2026 with recommendations respecting the Proposed Concept for the Discovery Centre building;
- (vi) That the Hamilton Public Library refer to the Directions for the Discovery Centre's Proposed Concept as contained in Appendix "D" to Report PED21090(e)/HSC23073 in completing the Work Plan.

(c) West Harbour Re-Development Plan - Status Update (PED17181(f)) (Ward 2) (Item 9.1)

That Report PED17181(f), respecting West Harbour Re-Development Plan - Status Update, 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
Yes	-	Ward 8	Councillor J. P. Danko
Absent	-	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

9. Celebrating Canada Day in a New Climate Change Reality (Item 11.1)

(Nann/Hwang)

WHEREAS the City of Hamilton declared a climate change emergency on March 27, 2019, with a mission to prepare for the unavoidable impacts of climate change, thereby positioning itself as a climate change leader;

WHEREAS Priority 1 of City Council's 2023-2026 priorities is Sustainable Economic & Ecological Development which includes a commitment to protect our unique natural landscape and waterways and mitigate the impacts of climate change;

WHEREAS the air quality in Hamilton leading up to the Canada Day 2023 celebrations was deemed high risk by the Ministry of Environment, Conservation and Parks;

WHEREAS climate change effects include the increased risk of wildfires and wildfire smoke from areas outside of Hamilton which lead to increased concerns about compromised air quality especially over the summer months;

WHEREAS when traditional fireworks explode, metallic compounds are released into the environment that can be carcinogenic or toxic to both humans and animals. The smoke from fireworks generates particulate matter that affects air quality and make breathing more difficult for people with asthma or other respiratory and cardiovascular conditions;

WHEREAS people with a variety of traumas and mental health conditions such as post-traumatic stress disorder, those with neurodivergence and autism, military veterans, and people who have fled war-torn regions may suffer due to fireworks;

WHEREAS fireworks create short-term noise and light disturbances that cause distress in domestic animals that may be managed before or after a firework event, but the impacts to wildlife can be on a much larger scale;

WHEREAS the annual timing of some large-scale firework events coincides with the migratory or reproductive movements of wildlife, and may therefore have adverse long-term population effects on them;

WHEREAS there are alternatives to traditional/conventional fireworks such as laser light shows, drone shows, or other low-altitude, low-noise, special effects pyrotechnic displays;

WHEREAS the City of Hamilton is preparing a Request for Proposal for a producer of its annual Canada Day celebration of which a final spectacle show is the key feature, and that in the past has been a fireworks display;

THEREFORE, BE IT RESOLVED:

- (a) That Tourism and Events staff study the feasibility of alternatives to fireworks for a Canada Day spectacle show that are more responsive to our climate action, biodiversity and public health priorities and report back to the General Issues Committee by Q1 2024; and,
- (b) That Tourism and Events staff are directed to include a scoring strategy for the Request For Proposal for a 5-year Canada Day producer contract bid that prioritizes an option that is responsive to our climate action, biodiversity and public health priorities in seeking a replacement to the current fireworks spectacle.

Result: MOTION, CARRIED by a vote of 9 to 5, 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
Absent	-	Ward 7 Councillor Esther Pauls
No	-	Ward 8 Councillor J. P. Danko
Absent	-	Ward 9 Councillor Brad Clark
No	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
No	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

**10. Housing Services Division Organizational Effectiveness Review
(HSC23065) (City Wide) (Item 14.2)**

(Kroetsch/Hwang)

- (a) That the directions provided to staff in closed session, respecting Report HSC23065, Housing Services Division Organizational Effectiveness Review be approved and remain confidential until January 15, 2024;
- (b) That Report HSC23065, Housing Services Division Organizational Effectiveness Review, remain confidential; and,
- (c) That the General Manager of Healthy and Safe Communities Department or their designate be authorized to increase the Housing Services Division's 2023 budgeted complement by one (1) full time permanent Housing Services Manager position, providing oversight to Business Operations, at an approximate annual cost of \$186K for salary and benefits, to be funded from Homelessness Prevention Plan (HPP) effective immediately, with no net levy impact.

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
Absent	-	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
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

**11. Memorandum of Understanding with City and Aeon Studio Group on
Barton-Tiffany Land (PED19063(e)) (Ward 2) (Outstanding Business List
Item) (Item 14.3)**

(Tadeson/Kroetsch)

- (a) That the directions provided to staff in Closed Session respecting Report PED19063(e), Memorandum of Understanding with City and Aeon Studio Group on Barton-Tiffany Land be approved and remain confidential; and,

- (b) That the entire Report PED19063(e) respecting Memorandum of Understanding with City and Aeon Studio Group on Barton-Tiffany Land remain confidential until completion of the real estate transaction(s), except for Confidential Appendix “B” to Report PED19063(e) and Confidential Appendix “C” to Report PED19063(e), which are to remain confidential.

Result: MOTION, CARRIED by a vote of 10 to 1, as follows:

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Absent	-	Ward 3 Councillor Nrinder Nann
Conflict	-	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
No	-	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

12. Legal Advice Regarding Feasibility of Securing Injunction to Prohibit Annual Unsanctioned Events (LS23033) (City Wide) (Added Item 14.4)

(M. Wilson/Jackson)

- (a) That the direction provided to staff in Closed Session respecting Report LS23033, Legal Advice Regarding Feasibility of Securing Injunction to Prohibit Annual Unsanctioned Events, be approved and remain confidential; and,
- (b) That Report LS23033, Legal Advice Regarding Feasibility of Securing Injunction to Prohibit Annual Unsanctioned Events, be received and remain confidential.

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
Absent	-	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
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

13. General Litigation Update (LS23027(a)) (City Wide) (Added Item 14.5)

(A. Wilson/Tadeson)

That Report LS23027(a), General Litigation Update, be received and remain confidential.

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
Absent	-	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
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

14. ATU Local 107 Collective Bargaining Update (Added Item 14.6)

(Spadafora/Beattie)

That ATU Local 107 Collective Bargaining Update, be received and remain confidential.

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
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	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
Absent	-	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 INFORMATION:

(a) APPROVAL OF AGENDA (Item 2)

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

6. DELEGATION REQUESTS

- 6.3 Heather Grand, Luso Canadian Charitable Society, respecting Item 8.2 - Housing Sustainability and Investment Roadmap 2023 Annual Update and 2024 Objective Setting (HSC23028(b) / FCS23055(a) / PED23099(b)) (Virtual) (For today's meeting)
- 6.4 Douglas Mattina, Kemp Care Network (formerly Dr. Bob Kemp Hospice), respecting next steps towards acquisition of the land (sale or lease) at 41 South St. W. (In-Person) (For a future meeting)
- 6.5 Michelle Diplock, West End Home Builders' Association, respecting Item 8.2 - Housing Sustainability and Investment Roadmap 2023 Annual Update and 2024 Objective Setting (HSC23028(b) / FCS23055(a) / PED23099(b)) (In-Person) (For today's meeting)
- 6.6 Victoria Bomberry, Coalition of Hamilton Indigenous Leadership, respecting Item 8.2 - Housing Sustainability and Investment Roadmap 2023 Annual Update and 2024 Objective Setting (HSC23028(b) / FCS23055(a) / PED23099(b)) (In-Person) (For today's meeting)

- 6.7 Sarah Warry, Yous Matter Inc, respecting addiction and people whom are underhoused (In-Person) (For today's meeting)
- 6.8 Jeff Anders, Aeon Studio Group, respecting Item 14.3 - Memorandum of Understanding with City and Aeon Studio Group on Barton-Tiffany Land (PED19063(e)) (In-Person) (For today's meeting)
- 6.9 Tricia Lewis, Hamilton is Home, respecting Item 8.2 - Housing Sustainability and Investment Roadmap 2023 Annual Update and 2024 Objective Setting (HSC23028(b) / FCS23055(a) / PED23099(b)) (In-Person) (For today's meeting)
- 6.10 Marie Ferko, respecting homelessness and shelters for people with service animals (In-Person) (For today's meeting)
- 6.11 Shivani Chotalia, NRStor Inc., respecting a 100 MW / 400 MWh battery energy storage project we are proposing within Hamilton's Steelport development (In-Person) (For today's meeting)
- 6.12 Nadia Pabst, Aypa Power, respecting its Sulphur Springs Battery Energy Storage System (BESS) project (Virtual) (For today's meeting)

7. DELEGATIONS

- 7.2 Kevin Gonci, Mohawk Sports Park - Sports Council, respecting the proposed development of a new Multi-Use Community Hub Facility (In-Person) (Approved October 18, 2023) - WITHDRAWN

14. PRIVATE AND CONFIDENTIAL

- 14.4 Legal Advice Regarding Feasibility of Securing Injunction to Prohibit Annual Unsanctioned Events (LS23033) (City Wide)
- 14.5 General Litigation Update (LS23027(a)) (City Wide)
- 14.6 ATU Local 107 Collective Bargaining Update

CHANGE TO THE ORDER OF THE AGENDA

Item 14.6, respecting ATU Local 107 Collective Bargaining Update, will be dealt with after lunch, therefore, the agenda items will be adjusted accordingly.

(Spadafora/Beattie)

That the agenda for the November 15, 2023 General Issues Committee meeting, be approved, as amended.

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

(b) DECLARATIONS OF INTEREST (Item 3)

Councillor Tammy Hwang declared a Disqualifying Interest to Item 14.3, Report PED19063(e), respecting Memorandum of Understanding with City and Aeon Studio Group on Barton-Tiffany Land, as her business partner is a principal owner of Forge and Foster, and she vacated the Council Chamber during the discussion of this item in Closed Session.

Councillor Tammy Hwang declared a Disqualifying interest to Added Item 7.9, Delegation from Jeff Anders, Aeon Studio Group, respecting Item 14.3 - Memorandum of Understanding with City and Aeon Studio Group on Barton-Tiffany Land (PED19063(e)), as her business partner is a principal owner of Forge and Foster.

(c) APPROVAL OF MINUTES OF PREVIOUS MEETINGS (Item 4)

(i) November 1, 2023 (Item 4.1)

(Spadafora/Hwang)

That the minutes of the November 1, 2023, General Issues Committee meeting be approved, as presented.

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

(d) DELEGATION REQUESTS (Item 6)

(i) (Spadafora/Tadeson)

That the Delegation Requests, be approved as follows:

- (1) Nanty H. Abraham, Hannan Foundation Canada, respecting Issues Surrounding Homelessness, Food Banks, and Mental Health and Proposed Collaboration Opportunities with Hannan Foundation Canada (In-Person) (For today's meeting) (Item 6.1)
- (2) Bethany Reed, Respecting Data on the Homeless Population in our Community Being Collected by the Municipality (Virtual) (For today's meeting) (Item 6.2)
- (3) Heather Grand, Luso Canadian Charitable Society, respecting Item 8.2 - Housing Sustainability and Investment Roadmap 2023 Annual Update and 2024 Objective Setting (HSC23028(b) / FCS23055(a) / PED23099(b)) (Virtual) (For today's meeting) (Added Item 6.3)
- (4) Douglas Mattina, Kemp Care Network (formerly Dr. Bob Kemp Hospice), respecting next steps towards acquisition of the land (sale or lease) at 41 South St. W. (In-Person) (For a future meeting) (Added Item 6.4)
- (5) Michelle Diplock, West End Home Builders' Association, respecting Item 8.2 - Housing Sustainability and Investment Roadmap 2023 Annual Update and 2024 Objective Setting (HSC23028(b) / FCS23055(a) / PED23099(b)) (In-Person) (For today's meeting) (Added Item 6.5)

- (6) Victoria Bomberry, Coalition of Hamilton Indigenous Leadership, respecting Item 8.2 - Housing Sustainability and Investment Roadmap 2023 Annual Update and 2024 Objective Setting (HSC23028(b) / FCS23055(a) / PED23099(b)) (In-Person) (For today's meeting) (Added Item 6.6)
- (7) Sarah Warry, Yous Matter Inc, respecting addiction and people whom are underhoused (In-Person) (For today's meeting) (Added Item 6.7)
- (8) Jeff Anders, Aeon Studio Group, respecting Item 14.3 - Memorandum of Understanding with City and Aeon Studio Group on Barton-Tiffany Land (PED19063(e)) (In-Person) (For today's meeting) (Added Item 6.8)
- (9) Tricia Lewis, Hamilton is Home, respecting Item 8.2 - Housing Sustainability and Investment Roadmap 2023 Annual Update and 2024 Objective Setting (HSC23028(b) / FCS23055(a) / PED23099(b)) (In-Person) (For today's meeting) (Added Item 6.9)
- (10) Marie Ferko, respecting homelessness and shelters for people with service animals (In-Person) (For today's meeting) (Added Item 6.10)
- (11) Shivani Chotalia, NRStor Inc., respecting a 100 MW / 400 MWh battery energy storage project we are proposing within Hamilton's Steelpport development (In-Person) (For today's meeting) (Added Item 6.11)
- (12) Nadia Pabst, Aypa Power, respecting its Sulphur Springs Battery Energy Storage System (BESS) project (Virtual) (For today's meeting) (Added Item 6.12)

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

(e) DELEGATIONS (Item 7)

(i) Rob MacIsaac, Hamilton Health Sciences, respecting Hamilton Hospital Redevelopment (In-Person) (Approved October 4, 2023) (Item 7.1)

Sharon Pierson, Executive Vice President, Clinical Operations, Chief Operating Officer & Chief Nursing Executive (Hamilton Health Sciences), and John Aldis, Interim President and Senior Vice President Finance and Corporate Services (St. Joseph's Healthcare Hamilton), addressed the Committee respecting Hamilton Hospital Redevelopment.

(Horwath/Spadafora)

That the Delegation from Sharon Pierson, Hamilton Health Sciences, and John Aldis, St. Joseph's Healthcare Hamilton respecting Hamilton Hospital Redevelopment, be received.

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
 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
 Absent - Ward 15 Councillor Ted McMeekin

For further disposition of this matter, refer to Item 5.

- (ii) **Heather Grand, Luso Canadian Charitable Society, respecting Item 8.2 - Housing Sustainability and Investment Roadmap 2023 Annual Update and 2024 Objective Setting (HSC23028(b) / FCS23055(a) / PED23099(b)) (Virtual) (Added Item 7.5)**

Heather Grand, Luso Canadian Charitable Society, addressed the Committee respecting Item 8.2 - Housing Sustainability and Investment Roadmap 2023 Annual Update and 2024 Objective Setting (HSC23028(b) / FCS23055(a) / PED23099(b)).

(Tadeson/A. Wilson)

That the delegation from Heather Grand, Luso Canadian Charitable Society, respecting Item 8.2 - Housing Sustainability and Investment Roadmap 2023 Annual Update and 2024 Objective Setting (HSC23028(b) / FCS23055(a) / PED23099(b)), 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

For further disposition of this matter, refer to Item 2.

- (iii) **Michelle Diplock, West End Home Builders' Association, respecting Item 8.2 - Housing Sustainability and Investment Roadmap 2023 Annual Update and 2024 Objective Setting (HSC23028(b) / FCS23055(a) / PED23099(b)) (In-Person) (Added Item 7.6)**

Michelle Diplock, West End Home Builders' Association, addressed the Committee respecting Item 8.2 - Housing Sustainability and Investment Roadmap 2023 Annual Update and 2024 Objective Setting (HSC23028(b) / FCS23055(a) / PED23099(b)).

(Hwang/Tadeson)

That the delegation from Michelle Diplock, West End Home Builders' Association, respecting Item 8.2 - Housing Sustainability and Investment Roadmap 2023 Annual Update and 2024 Objective Setting (HSC23028(b) / FCS23055(a) / PED23099(b)), be received.

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

Absent	-	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
Absent	-	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

For further disposition of this matter, refer to Item 2.

(iv) Victoria Bomberry, Coalition of Hamilton Indigenous Leadership, respecting Item 8.2 - Housing Sustainability and Investment Roadmap 2023 Annual Update and 2024 Objective Setting (HSC23028(b) / FCS23055(a) / PED23099(b)) (In-Person) (Added Item 7.7)

Victoria Bomberry, Coalition of Hamilton Indigenous Leadership, addressed the Committee respecting Item 8.2 - Housing Sustainability and Investment Roadmap 2023 Annual Update and 2024 Objective Setting (HSC23028(b) / FCS23055(a) / PED23099(b)).

(Nann/Hwang)

That the delegation from Victoria Bomberry, Coalition of Hamilton Indigenous Leadership, respecting Item 8.2 - Housing Sustainability and Investment Roadmap 2023 Annual Update and 2024 Objective Setting (HSC23028(b) / FCS23055(a) / PED23099(b)), be received.

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

Absent	-	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

For further disposition of this matter, refer to Item 2.

(v) Sarah Warry, Yous Matter Inc, respecting addiction and people whom are underhoused (In-Person) (Added Item 7.8)

Sarah Warry, Yous Matter Inc, addressed the Committee, respecting addiction and people whom are underhoused.

(Hwang/Tadeson)

That the delegation from Sarah Warry, Yous Matter Inc, respecting addiction and people whom are underhoused, 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
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
 Absent - Ward 14 Councillor Mike Spadafora
 Yes - Ward 15 Councillor Ted McMeekin

(vi) Jeff Anders, Aeon Studio Group, respecting Item 14.3 - Memorandum of Understanding with City and Aeon Studio Group on Barton-Tiffany Land (PED19063(e)) (In-Person) (Added Item 7.9)

Jeff Anders, Aeon Studio Group, addressed the Committee, respecting Item 14.3 - Memorandum of Understanding with City and Aeon Studio Group on Barton-Tiffany Land (PED19063(e)).

(Kroetsch/Danko)

That the delegation from Jeff Anders, Aeon Studio Group, respecting Item 14.3 - Memorandum of Understanding with City and Aeon Studio Group on Barton-Tiffany Land (PED19063(e)), 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
 Conflict - 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
 Absent - Ward 14 Councillor Mike Spadafora
 Yes - Ward 15 Councillor Ted McMeekin

For further disposition of this matter, refer to Item 11.

(vii) Tricia Lewis, Hamilton is Home, respecting Item 8.2 - Housing Sustainability and Investment Roadmap 2023 Annual Update and 2024 Objective Setting (HSC23028(b) / FCS23055(a) / PED23099(b)) (In-Person) (Added Item 7.10)

Tricia Lewis, and Sarah Borde, Hamilton is Home, addressed the Committee respecting Item 8.2 - Housing Sustainability and Investment

Roadmap 2023 Annual Update and 2024 Objective Setting (HSC23028(b) / FCS23055(a) / PED23099(b)).

(Nann/Horwath)

That the delegation from Tricia Lewis, and Sarah Borde, Hamilton is Home, respecting Item 8.2 - Housing Sustainability and Investment Roadmap 2023 Annual Update and 2024 Objective Setting (HSC23028(b) / FCS23055(a) / PED23099(b)), 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

For further disposition of this matter, refer to Item 2.

(viii) Shivani Chotalia, NRStor Inc., respecting a 100 MW / 400 MWh battery energy storage project we are proposing within Hamilton's Steelport development (In-Person) (Added Item 7.12)

Shivani Chotalia, and Jason Rioux, NRStor Inc., addressed the Committee respecting a 100 MW / 400 MWh battery energy storage project we are proposing within Hamilton's Steelport development.

(A. Wilson/Spadafora)

That the delegation from Shivani Chotalia and Jason Rioux, NRStor Inc., addressed the Committee respecting a 100 MW / 400 MWh battery energy storage project we are proposing within Hamilton's Steelport development, be received.

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

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

(ix) The following delegates were not present when called upon:

- (1) Nanty H. Abraham, Hannan Foundation Canada, respecting Issues Surrounding Homelessness, Food Banks, and Mental Health and Proposed Collaboration Opportunities with Hannan Foundation Canada (In-Person) (Added Item 7.3)
- (2) Bethany Reed, Respecting Data on the Homeless Population in our Community Being Collected by the Municipality (Virtual) (Added Item 7.4)
- (3) Marie Ferko, respecting homelessness and shelters for people with service animals (In-Person) (Added Item 7.11)

(x) Recess

(Spadafora/McMeekin)

That the General Issues Committee recess for 30 minutes until 1:30 p.m.

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

Yes	-	Mayor Andrea Horwath
Absent	-	Ward 1 Councillor Maureen Wilson
Yes	-	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
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) PRIVATE AND CONFIDENTIAL (Item 14)

(i) (Hwang/Clark)

That Karen Gordon, Gordon Strategy Inc. be permitted to attend Closed Session respecting Item 14.6 - ATU Local 107 Collective Bargaining Update.

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

Absent	-	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
Absent	-	Ward 5 Councillor Matt Francis
Absent	-	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
Absent	-	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

(ii) (Beattie/Francis)

That Committee move into Closed Session pursuant to Section 9.3, Sub-section (d) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-section (d) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to labour relations or employee negotiations.

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

Absent	-	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
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) ATU Local 107 Collective Bargaining Update (Added Item 14.6)

For disposition of this matter, refer to Item 14.

(g) DELEGATIONS (Item 7) (Continued)

(i) Nadia Pabst, Aypa Power, respecting its Sulphur Springs Battery Energy Storage System (BESS) project (Virtual) (Added Item 7.12)

Nadia Pabst, Aypa Power, addressed the Committee respecting its Sulphur Springs Battery Energy Storage System (BESS) project.

(A. Wilson/Spadafora)

That the delegation from Nadia Pabst, Aypa Power, respecting its Sulphur Springs Battery Energy Storage System (BESS) project, be received.

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
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Absent	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko

Absent	-	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

(h) STAFF PRESENTATIONS (Item 8)

(i) Inclusive, Diversity, Equity and Accessibility (IDEA) Update (HUR23016) (City Wide) (Item 8.1)

(Kroetsch/Spadafora)

That the staff presentation respecting Report HUR23016, the Inclusive, Diversity, Equity and Accessibility (IDEA) Update, be waived.

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

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
No	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Absent	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Absent	-	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 disposition of this matter, refer to Item 1.

(ii) Housing Sustainability and Investment Roadmap 2023 Annual Update and 2024 Objective Setting (HSC23028(b) / FCS23055(a) / PED23099(b)) (City Wide) (Outstanding Business List Item) (Item 8.2)

Justin Lewis, Director, Housing Secretariat provided the Committee with a presentation respecting Report HSC23028(b) / FCS23055(a) / PED23099(b), the Housing Sustainability and Investment Roadmap 2023 Annual Update and 2024 Objective Setting.

(1) (Spadafora/Horwath)

That the staff presentation respecting Report HSC23028(b) / FCS23055(a) / PED23099(b), the Housing Sustainability and Investment Roadmap 2023 Annual Update and 2024 Objective Setting, 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
Absent	-	Ward 4 Councillor Tammy Hwang
Absent	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Absent	-	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

(2) (A. Wilson/Kroetsch)

- (a) That the Housing Secretariat Division 2023 update of progress on the first seven months of the Housing Sustainability and Investment Roadmap attached as Appendix "A" to Report HSC23028(b) / FCS23055(a) / PED23099(b), be received;
- (b) That the proposed Housing Secretariat Division 2024 Program of Work for the Housing Sustainability & Investment Roadmap (HSIR) attached as Appendix "B" to Report HSC23028(b) / FCS23055(a) / PED23099(b), be received;
- (c) That staff be directed to develop an intake process for receiving, evaluating and prioritizing applications to create additional units of affordable and supportive housing projects for any available City funding, including, but not limited to:
- (i) the proceeds from the sale of some surplus City-owned properties identified, as recommended in the

Properties and Process for Disposition of Land for Affordable Housing Report (PED17219);

- (ii) any available funds through the Housing Accelerator Fund, any funds available in the Affordable Housing Funding Program Reserve Fund; and,
- (iii) based on the process and criteria outlined in Appendix "C" to Report HSC23028(b) / FCS23055(a) / PED23099(b); and,
- (d) That staff be directed to report back to the General Issues Committee with the results of the intake process.

(3) (Nann/A. Wilson)

That sub-section (b) to Report HSC23028(b) / FCS23055(a) / PED23099(b), Housing Sustainability and Investment Roadmap 2023 Annual Update and 2024 Objective Setting, **be amended**, by replacing the word received with approved, as follows:

- (b) That the proposed Housing Secretariat Division 2024 Program of Work for the Housing Sustainability & Investment Roadmap (HSIR) attached as Appendix "B" to Report HSC23028(b) / FCS23055(a) / PED23099(b), be **approved received**;

Result: AMENDMENT, 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
Absent	-	Ward 4 Councillor Tammy Hwang
Absent	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Absent	-	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

For disposition of this matter, refer to Item 2.

**(iii) Housing Services Division Budget Overview (HSC23074) (City Wide)
(Item 8.3)**

(Horwath/Kroetsch)

That the staff presentation respecting Report HSC23074, the Housing Services Division Budget Overview, be waived.

Result: MOTION, CARRIED by a vote of 11 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
Absent	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Absent	-	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
Absent	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

For disposition of this matter, refer to Item 3.

(i) DISCUSSION ITEMS (Item 10)

(i) (Spadafora/Beattie)

That the General Issues Committee meeting of November 15, 2023, be extended past the 5:30 pm curfew, up to an additional 1.5 hours.

Result: MOTION, CARRIED by a vote of 9 to 5, as follows:

No	-	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
No	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Absent	-	Ward 7 Councillor Esther Pauls
No	-	Ward 8 Councillor J. P. Danko

Absent	-	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
No	-	Ward 15	Councillor Ted McMeekin

(j) MOTIONS (Item 11)

(i) Motion to Recess the General Issues Committee Meeting of November 15, 2023 Until November 21, 2023 (Added Item 11.2)

(Horwath/Kroetsch)

That the General Issues Committee meeting of November 15, 2023, be recessed at 5:50 p.m. until November 21, 2023, immediately following the conclusion of the General Issues Committee (Budget) meeting.

Result: MOTION, CARRIED by a vote of 12 to 2, 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
No	-	Ward 6 Councillor Tom Jackson
Absent	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Absent	-	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
No	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

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

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

(Beattie/Tadeson)

That the amendments to the Outstanding Business List, be approved, as follows:

(a) Items Requiring a New Due Date (Item 13.1(a)):

Policies and Procedures to Rescue and Safely Transport Stranded Pedestrians and their Mobility Devices

Added: June 15, 2022 - GIC Report 22-012 (Item 10(e))

Current Due Date: September 20, 2023

Proposed New Due Date: March 20, 2023

(b) Items Considered Complete and Needing to be Removed (Item 13.1(b)):

Rob MacIsaac, Hamilton Health Sciences, respecting a request for Hamilton Health Sciences and St Joseph's Healthcare Hamilton to present an update regarding Hamilton hospital redevelopment

Added: June 14, 2023 at GIC (Item 7.2)

Completed: November 15, 2023 at GIC (Item 10.1)

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

(I) PRIVATE & CONFIDENTIAL (Item 14) (Continued)**(i) Closed Session Minutes – November 1, 2023 (Item 14.1)****(Kroetsch/Beattie)**

That the General Issues Committee Closed Session Minutes of November 1, 2023, be approved and remain confidential.

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
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
Absent	-	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) (Tadeson/Beattie)

That Committee move into Closed Session pursuant to Section 9.3, Sub-sections (b), (c), (d), (e) and (f) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-sections (b), (c), (d), (e) and (f) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to personal matters about an identifiable individual, including City or local board employees; a proposed or pending acquisition or disposition of land for City or a local board purposes; labour relations or employee negotiations; litigation or potential litigation, including matters before administrative tribunals, affecting the City or a local board; and advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

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
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
Absent	-	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) Housing Services Division Organizational Effectiveness Review (HSC23065) (City Wide) (Item 14.2)

For disposition of this matter, refer to Item 10.

(iv) Memorandum of Understanding with City and Aeon Studio Group on Barton-Tiffany Land (PED19063(e)) (Ward 2) (Outstanding Business List Item) (Item 14.3)

For disposition of this matter, refer to Item 11.

(v) Legal Advice Regarding Feasibility of Securing Injunction to Prohibit Annual Unsanctioned Events (LS23033) (City Wide) (Added Item 14.4)

For disposition of this matter, refer to Item 12.

(vi) General Litigation Update (LS23027(a)) (City Wide) (Added Item 14.5)

For disposition of this matter, refer to Item 13.

(m) ADJOURNMENT (Item 15)

(Tadeson/Spadafora)

That there being no further business, the General Issues Committee be adjourned at 4:52 p.m. on November 21, 2023.

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
 Absent - 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
 Absent - Ward 10 Councillor Jeff Beattie
 Yes - Ward 11 Councillor Mark Tadeson
 Yes - Ward 12 Councillor Craig Cassar

**General Issues Committee
Minutes 23-031**

**November 15 & 21, 2023
Page 36 of 36**

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

Respectfully submitted,

Deputy Mayor Craig Cassar
Chair, General Issues Committee

Angela McRae
Legislative Coordinator
Office of the City Clerk



Art Gallery
of Hamilton

123 King Street West
Hamilton, Ontario, Canada, L8P 4S8
905.527.6610

www.artgalleryofhamilton.com

December 1, 2023

Chair and Members
General Issues Committee
City of Hamilton

Dear Chair and Members,

The Art Gallery of Hamilton supports the attached Energy Billing Approach and Recommendations Report which addresses the immediate financial pressures faced by the Gallery regarding outstanding 2022 and 2023 energy charges, including recommended measures to mitigate these pressures.

As per Council's September 20th motion that City Staff be directed to work with the Art Gallery of Hamilton to review the AGH's partnership and funding model, based on the unique relationship to the City, in regards to the collection, the land, and the building and that City Staff be directed to join in the advocacy to other levels of government to support the Gallery's future vision, we look forward to the ongoing discussions and development of a new partnership agreement between the City and the Gallery. An agreement which, among other issues, will also address energy billings for 2024 and beyond, with a subsequent report to Council in mid-2024.

Should Council or staff require any additional information, the Gallery will be pleased to accommodate any further questions or concerns. Thank you to Council and staff for your ongoing collaboration and support.

Sincerely,

Shelley Falconer
President and CEO
Art Gallery of Hamilton

Submitted on Tue, 11/21/2023 - 08:52

Submitted by: Anonymous

Submitted values are:

Committee Requested

Committee
General Issues Committee

Will you be delegating in-person or virtually?
In-person

Will you be delegating via a pre-recorded video?
No

Requestor Information

Requestor Information
Karl Andrus
HAMILTON COMMUNITY BENEFITS NETWORK

Preferred Pronoun
he/him

Reason(s) for delegation request
Memorandum of Understanding with City and Aeon Studio Group on Barton-Tiffany Land (PED19063(e)) (Ward 2) (Outstanding Business List Item) (Item 14.3)

Will you be requesting funds from the City?
No

Will you be submitting a formal presentation?
No

Submitted on Wed, 11/22/2023 - 14:23

Submitted by: Anonymous

Submitted values are:

Committee Requested

Committee
General Issues Committee

Will you be delegating in-person or virtually?
In-person

Will you be delegating via a pre-recorded video?
No

Requestor Information

Requestor Information
Adeel Khan

Preferred Pronoun
he/him

Reason(s) for delegation request
Request to pass a motion:

1. To demand a permanent ceasefire, return of all hostages from both sides and a resumption of dialogue between the representatives of Israel and Gaza.
2. Immediate repatriating all Canadians and their relatives stuck in the occupied Gaza strip.
3. Recognition of International Day of Solidarity with the Palestinian People in line with the United Nations (Nov. 29)

Will you be requesting funds from the City?
No

Will you be submitting a formal presentation?
Yes

Submitted on Wed, 11/29/2023 - 17:25

Submitted by: Anonymous

Submitted values are:

Committee Requested

Committee
General Issues Committee

Will you be delegating in-person or virtually?

In-person

Will you be delegating via a pre-recorded video?

No

Requestor Information

Requestor Information
Douglas Kwan
Advocacy Centre for Tenants Ontario
Suite 1500
55 University Avenue
Toronto, Ontario. M5J 2H7
douglas.kwan@acto.clcj.ca
416-597-5855, ext. 5163

Preferred Pronoun

he/him

Reason(s) for delegation request

Highlighting the access to justice issues and delays at the Landlord and Tenant Board and its impact on Hamiltonians. It has been three years since the Board chose to remove all in person services and dedicate itself permanently to a remote service model. This has led to disastrous effect with the Ombudsman of Ontario reporting on it.

<https://www.ombudsman.on.ca/resources/reports,-cases-and-submissions/reports-on-investigations/2023/administrative-justice-delayed,-fairness-denied>

We will be joined by community organizers asking Council to write a letter to the Province and the Board for changes that will improve its processes.

Will you be requesting funds from the City?

No

Will you be submitting a formal presentation?

Yes

Municipality of Chatham-Kent
Health and Human Services
Employment and Social Services

To: Mayor and Members of Council
From: Polly Smith, Director, Employment and Social Services
Date: October 24, 2023
Subject: Changes to the Landlord Tenant Board Tribunal System

Recommendation

It is recommended that:

1. A letter be sent to local MPPs, the executive chair of Tribunals Ontario, the Attorney General, the Minister of Municipal Affairs and Housing, the Premier of Ontario, and copied to all municipalities in Ontario requesting that the Government of Ontario immediately move forward on the 61 recommendations of the “Administrative Justice Delayed, Fairness Denied” Ombudsman’s Report to help preserve tenancies, affordable units, and the safety and security of both landlords and tenants in Chatham-Kent.

Background

On July 10, 2023, the Director of Housing Services Operations provided an update to Council on the state of homelessness in Chatham-Kent. This update painted a rather sobering picture of the challenges of ending homelessness, including the likelihood that homelessness will continue to increase in the near future. Federal, provincial, and local data shows that it is vital to increase affordable housing stock to reduce homelessness in Canada; Chatham-Kent is actively working to meet this need.

The only thing that most people experiencing homelessness have in common is the lack of access to affordable rental housing. The amount of people newly entering homelessness is increasing due to this and other upstream issues. In all situations, there is a need for additional affordable housing. Chatham-Kent cannot be a “Housing First” community without more available affordable housing.

However, there are other actions municipalities can take beyond building housing that will help preserve housing affordability in the community. There are still many privately owned units in Chatham-Kent that have affordable rents due to long-term tenancy and remaining legislated rent controls. These tenancies should be preserved whenever possible.

As noted at the Association of Municipalities of Ontario (AMO) Symposium on Homelessness, municipalities can support the preservation of lower cost housing and add affordable housing stock in their communities by taking steps like:

- Advocating to upper levels of government (i.e.: MPs, MPPs, AMO and OMSSA) for legislation that protects tenants, incentivizing or maintaining affordable housing, and increasing incomes of low income citizens.
- Creating public awareness campaigns to build community support, address NIMBYism, and involving the private sector and non-traditional partners like CK Cares and community forums.
- Offering supports to affordable housing providers after “end of mortgage agreements” to avoid losing more units.

Outside of social housing, tenants evicted from an affordable unit are replaced with a tenant who can pay a higher rent. This means that lower cost unit is lost to market rent forever. There are times when evictions are warranted or even desperately needed for the safety and well-being of others. However, especially in today’s market, there are also times when tenants lose their homes wrongfully and then are unable to find new affordable accommodations. Renovictions and “new owner move-in’s” are increasing; many are not legitimate and are contributing to the homelessness crisis. The Landlord and Tenant Board tribunal is where these kinds of issues, among others, are meant to be resolved to ensure housing is upheld as a human right, and that the rights of both landlords and tenants are upheld under the Residential Tenancies Act.

During the pandemic the provincial government changed the way that the Landlord and Tenant Board operates, moving to a primarily virtual/online system. Shortly after implementation, this system was made permanent and the former system was dismantled. Legal Clinics and tenant advocacy groups have been following this change and have expressed serious concerns about the equity and efficiency of the new system, as does the Ontario Ombudsman.

The Ontario Ombudsman released a report called “Administrative Justice Delayed, Fairness Denied”, outlining 61 recommendations calling for an overhaul of the system and legislative change after receiving more than 4000 complaints, 90% of those from landlords. [Administrative Justice Delayed, Fairness Denied - Ontario Ombudsman.](#)

Comments

Many low-income residents and seniors in Chatham-Kent are part of the ‘digital divide’. This means they may have less access to digital technology like computers, internet, virtual meeting software, and smartphones. Even with technology these individuals may lack the capacity to properly put forward their position before the Landlord and Tenant Board of Ontario (LTB).

This virtual model is more often adversely affecting tenants. It has been found that landlords are more likely to participate in these hearings by video than tenants, putting tenants in a disadvantage at their hearing. Tenants now have to file electronically

without any local support from the LTB and wait for seven months to two years to have their applications heard. Tenants cannot easily obtain the relevant documents for their hearing because documents are stored electronically and are not easily made available on the day of the hearing. Tenants receive less support from the Chatham-Kent Legal Clinic whose staff are serving numerous residents in multiple hearing blocks that now occur at the same time.

The new tribunal system is primarily online and has gone from three in-person hearing blocks per month that were dedicated to serving Chatham-Kent residents, to 30 to 40 virtual hearing blocks per day hearing applications from across the province. Regional offices are one to two hours away and are not open to the public. Wait times have significantly increased and the new system has created multiple barriers to access for Chatham-Kent residents.

Wait times were noted as a significant problem for landlords in the article “Landlords aren’t being paid. Tenants are feeling squeezed. And the system that’s supposed to help is broken”, of September 2023 by CBC News Toronto, where they outlined the story of a “small” landlord who owns one rental condo and was owed \$34,000 in rent arrears by his tenant. The owner purchased this unit several years ago to prepare for retirement and this delay has put him in crisis. CBC called the current state of affairs in the tribunal a crisis as well. [Landlords aren't being paid. Tenants are feeling squeezed. And the system that's supposed to help is broken | CBC News](#)

The Municipality had awareness of the backlog through the pandemic as Chatham-Kent is a landlord and a service manager for the partners in social housing, the private non-profits housing providers. Backlogs in the LTB tribunal system seem to have contributed to landlords being less likely to ‘take a chance’ on someone who has had any kind of rental difficulties in the past. It has taken up to two years to evict some tenants who were deemed dangerous. Community partners have experienced similar issues. At the same time in housing placement programming, potentially good tenants are being denied units because the risk to the landlord is too high with the longer tribunal wait times.

Chatham-Kent was further informed about the issues and potential solutions in June of this year at the OMSSA Leader’s meeting where 47 service managers heard from the Advocacy Centre for Tenants Ontario’s (ACTO) Director of Advocacy and Legal Services about these challenges.

ACTO is a specialty legal clinic with a provincial mandate to advance and protect the interests of low-income tenants. ACTO also provides legal information and assistance to self-represented tenants appearing at the LTB through the Tenant Duty Counsel Program (TDCP).

Employment and Social Services staff noted these challenges within the homelessness prevention program and have been spending additional hours trying to support clients to be able to participate in their hearings. Landlords have called the administrator of Employment and Social Services complaining about having to wait for nine or more

months before going to the LTB over unpaid rent, losing thousands of dollars. There was hope that these challenges would be resolved post-pandemic but it has become clear that the new virtual model is not temporary and it appears inefficiencies remain.

Highlights from the Ombudsman's Report

The Ombudsman's report was released on May 4, 2023. The investigation began in January 2020, when delays at the LTB were seven weeks for landlords to have their applications heard and eight weeks for tenants. When the report was released, those delays increased to six to nine months for landlord applications and up to two years for tenant applications. The report consisted of 97 pages with 61 recommendations that were accepted by the Ministry of the Attorney General, the LTB, and Tribunals Ontario who are responsible for the LTB and the cluster of provincial tribunals. In response, the government then announced 6.5 million dollars to add 40 adjudicators and five board staff. In 2020 there was a backlog of 20,000, and in May of 2023 the backlog increased to 38,000.

The Ombudsman's report noted that service standards were not being met. For example, entering applications into the system was supposed to be completed within three days of receipt but was taking three months. Hearings for evictions and rent collection were supposed to be held within 25 days but were not being held for more than 66 days. Proceedings in French had longer delays and forms only identify the applicants, not the respondents, who require services in French.

The following areas were identified by the Ombudsman for improvement:

- Member recruitment and appointments
- Application screening
- Hearing scheduling and case triaging
- Managing adjournments
- Identification and processing of urgent cases
- Tracking of the expiration of member terms
- Order issuance
- Monitoring of outstanding orders and mediations
- Identification and processing of cases requiring French language services

The report outlines numerous stories of tenants and landlords suffering under the current system failures. A few of the examples provided:

- A couple living on disability support sought compensation from their landlord in March 2020 for water damage to their belongings. They did not get a hearing until December 2021. **(Paragraph 36)**
- A tenant who had health issues due to her landlord's harassment and unkempt property applied for a hearing in December 2020. She moved out in May 2021. Her hearing was set for January 2022, then moved to April 2022. **(Paragraph 37)**

- A tenant who complained of criminal harassment by her landlord in September 2020 was denied an expedited hearing. The hearing was set for November 2021, then adjourned to February 2022. **(Paragraph 39)**
- A 74-year-old landlord applied in December 2019 to evict a tenant who assaulted him and damaged property; an order wasn't issued until January 2021. **(Paragraph 41)**
- A 78-year-old woman who depended on income from a rental unit to pay for a personal support worker for her 90-year-old husband applied to evict an abusive and non-paying tenant in March 2020. She became depressed and suicidal after waiting more than six months to hear from the Board. **(Paragraph 44)**
- Two tenants on disability support who are legally blind and suffered in an unsafe, vermin-infested apartment for years sought an expedited hearing in November 2020. They were denied and told they filed the wrong form. They had moved before the matter was finally heard in June 2021. **(Paragraphs 157-160)**

Before the LTB proceeded with its virtual model, the former system provided mediators at every sitting, adjudicators were able to hear both tenant and landlord cases (which was particularly helpful when disputes regarding the same address were brought forward to the Board), and some locations offered municipally-resourced eviction prevention services on site. In Chatham-Kent residents and landlords knew these sessions and services took place at the WISH Centre three times a month. If someone needed assistance filing, they could receive that help in person. Vulnerable people living throughout Chatham-Kent could be provided with affordable transportation options through the Municipality or local service providers. The services and supports through the process were well-used and consistent.

The Chatham-Kent Legal Clinic (CKLC) staff and others have noted that the new system was intended to be more modern and efficient but instead has caused fewer tenants to attend their hearings and fewer tenants being able to participate due to the digital divide. CKLC staff have reported multiple Chatham-Kent cases being heard at the same time and having to jump between hearing blocks to try to support residents. The stress to overcome the digital divide is often too much to bear with tenants giving up before their case is even reviewed. This leaves tenants at a disadvantage and increases the number of lost tenancies that otherwise would have been maintained when the LTB provided regional in-person services. Again, each time an affordable unit is lost, the household is displaced and the affordable unit is lost to market rent forever.

Douglas Kwan, Director of Advocacy Centre for Tenants Ontario, will present the challenges with the current system as well as potential solutions. It is these solutions that are the focus of a proposed letter (Appendix A) from the Mayor and Council of Chatham-Kent, with the goal to promote changes providing a better system for all and preventing unfair evictions that could lead to homelessness.

While the province has taken some steps to improve efficiencies and fairness at the LTB, there appears to be much more to be done to achieve their mandate to provide “fair, accessible dispute resolution to thousands of Ontarians”.

Areas of Strategic Focus

This report supports the following areas of strategic focus:

			
Deliver Excellent Service	Promote Safety & Well-Being	Grow Our Community	Ensure Environmental Sustainability
	2A		

Consultation

The Director of Legal Services was consulted on this report. As well the Director of Advocacy Centre for Tenants Ontario and the Executive Director of The Chatham-Kent Legal Clinic were consulted in the preparation of this report.

Communication

The Chatham-Kent Communications Team will create awareness of the issues as well as the supports and services available now for tenants and landlords as part of the CK Cares public awareness campaign.

Diversity, Equity, Inclusion and Justice (DEIJ)

A fair and accessible landlord and tenant board system is essential to maintaining equity to justice in the residential tenancies act. This report and recommendation is very much about DEIJ for Chatham-Kent area residents for the following reasons:

- Lower income, rural, and First Nations households have less access to high-speed internet to participate in virtual meetings.
- Fewer tenants than landlords have access to video technology and have to participate by phone.
- Hearing adjournments are being denied even for French language needs.
- Access and affordability of transportation for in-person supports at regional offices for lower income residents, for example there is no bus to get from Wheatley to London.
- There is a lack of bilingual adjudicators.

Financial Implications

There are no financial implications resulting from the recommendations.

Prepared by: Polly Smith, B.A. Dipl. MM, Director, Employment and Social Services

Reviewed by: April Rietdyk, RN, BScN, MHS, PHD PUBH, General Manager, Health and Human Services

Consulted and confirmed the content of the consultation section of the report by:

Dave Taylor, Director, Legal Services

Attachments: Appendix A (letter)

c. Dave Taylor, Director, Legal Services

Submitted on Thu, 11/30/2023 - 10:41

Submitted by: Anonymous

Submitted values are:

Committee Requested

Committee
General Issues Committee

Will you be delegating in-person or virtually?
In-person

Will you be delegating via a pre-recorded video?
No

Requestor Information

Requestor Information
Brian Sibley
Hamilton East Kiwanis Non-Profit Homes Inc.
281 Queenston Road
Hamilton, Ontario. L8K 1G9
brian.sibley@kiwanishomes.ca
905-545-4654

Preferred Pronoun
he/him

Reason(s) for delegation request
I wish to delegate at the December 6, 2023, General Issues Committee in support of the Ontario Priorities Housing Initiative and Poverty Reduction Funding for 1540 Upper Wentworth Street (HSC22038(a)) (Ward 7)

Will you be requesting funds from the City?
No

Will you be submitting a formal presentation?
Yes



Presentation regarding:

The Ontario Priorities
Housing Initiative and
Poverty Reduction
Funding for 1540 Upper
Wentworth Street
(HSC22038(a)) (Ward 7)

December 6, 2023



Completed New Construction: Jack MacDonald Apartments (Ward 3)

60-unit mid-rise apartment building

32 units of deeply affordable rents

Completed September 2022

100% non-market rents



Affordable Home Ownership (Wards 1, 2, 3 & 4)

Program to assist first-time homebuyers to purchase a single-family dwelling

Commenced fall 2023

Partnership of:

- ▶ City of Hamilton
- ▶ Hamilton Community Foundation
- ▶ Kiwanis Homes



1880 MAIN STREET WEST (WARD 1)



Acquired February 2023

50 units

3 units are deeply
affordable

100% non-market rents



IN DEVELOPMENT:

1362 TO 1368 BARTON
STREET EAST

(WARD 4)

Intensification of existing
property

60 units

Focused on seniors' and
veterans housing

100% non-market rents



NORTH-WEST VIEW



NORTH-EAST VIEW

IN DEVELOPMENT: TRANSIT ORIENTED SMALL LOT DEVELOPMENT (WARDS 1, 2, 3, 4 & 5)

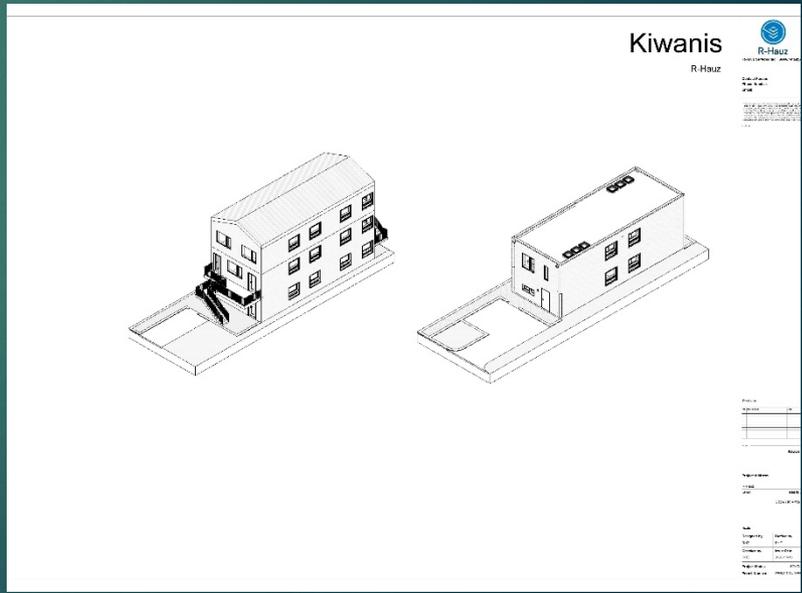


Intensification of existing properties

64 to 100 units

Focused on family housing

100% non-market rents



IN DEVELOPMENT

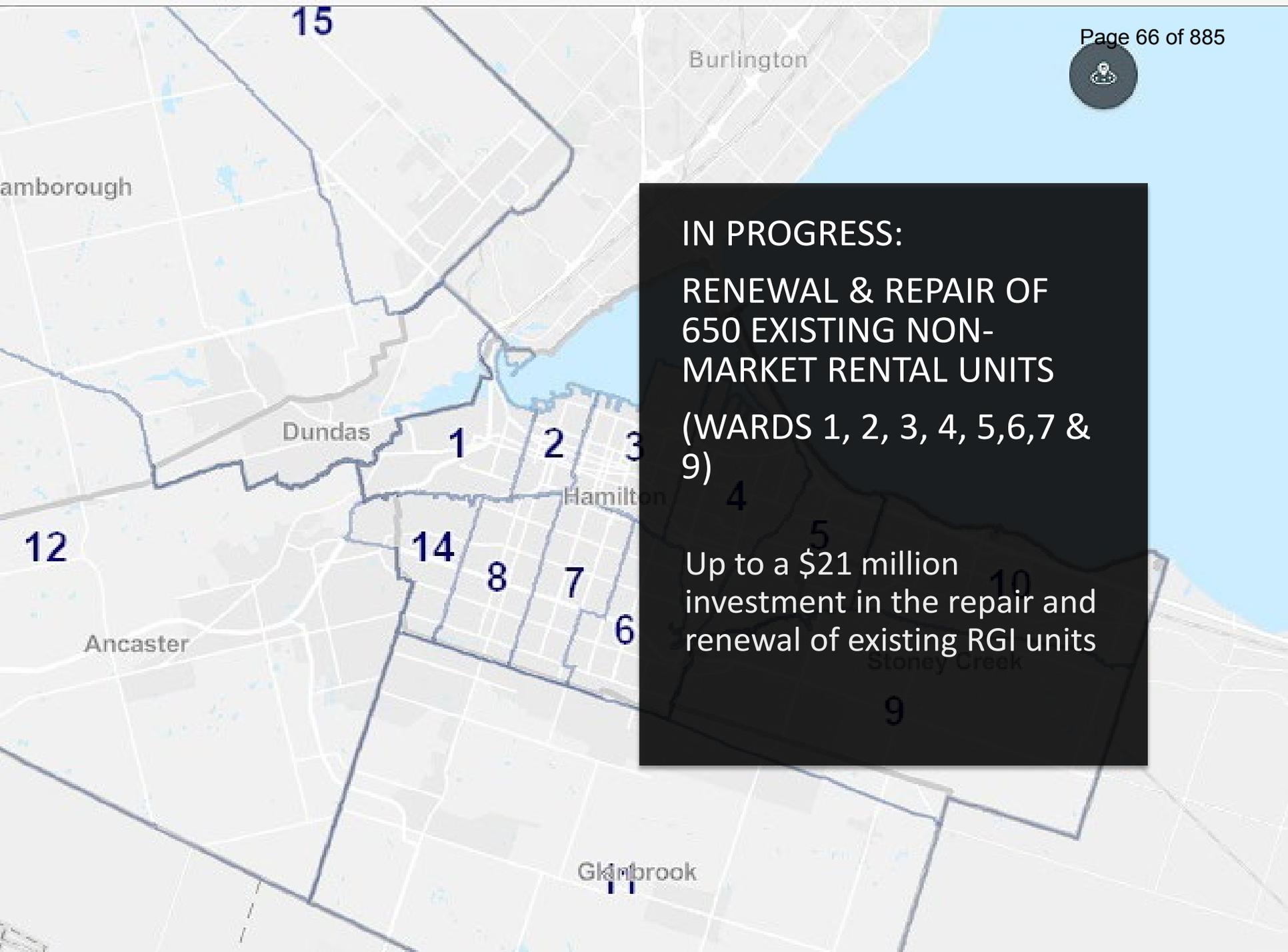
Caledon Community Collaborative (Ward 8)

261 units

Partnership with Victoria
Park Community Homes Inc.

100% non-market rents





IN PROGRESS:

**RENEWAL & REPAIR OF
650 EXISTING NON-
MARKET RENTAL UNITS**

**(WARDS 1, 2, 3, 4, 5, 6, 7 &
9)**

**Up to a \$21 million
investment in the repair and
renewal of existing RGI units**

1540 Upper Wentworth Street (Ward 7)

126-unit, mid-rise
apartment building

51 units deeply
affordable

100% non-market rents



east

1540 Upper Wentworth St. Hamilton

Community Benefits



The project represents 36% of the City's annual affordable housing target of 350 units.



The project represents an investment in our community of \$55 to 60 million.



The project will have investment from all levels of government.



The single largest investor is Kiwanis Homes, with an investment of over 65% in equity and mortgage.



There will be a concurrent project to renew and repair the existing 70 on-site units.

Submitted on Mon, 12/04/2023 - 11:57

Submitted by: Anonymous

Submitted values are:

Committee Requested

Committee
General Issues Committee

Will you be delegating in-person or virtually?
In-person

Will you be delegating via a pre-recorded video?
No

Requestor Information

Requestor Information
Matt Johnston
Urban Solutions Planning & Land Development Consultants Inc.
3 Studebaker Place, Unit 1
Hamilton, Ontario. L8L 0C8
mjohnston@urbansolutions.info
9055461087

Reason(s) for delegation request
To address Committee in relation to the Hamilton Tax Increment Grant Program in relation to 75 James Street South, Hamilton, for a future GIC agenda.

Will you be requesting funds from the City?
No

Will you be submitting a formal presentation?
No

Submitted on Mon, 12/04/2023 - 13:37

Submitted by: Anonymous

Submitted values are:

Committee Requested

Committee
General Issues Committee

Will you be delegating in-person or virtually?
In-person

Will you be delegating via a pre-recorded video?
No

Requestor Information

Requestor Information
Glen Norton
Music Hall Alliance / New Vision Church

Preferred Pronoun
he/him

Reason(s) for delegation request
To provide an update and overview for plans for the Music Hall at New Vision Church

Will you be requesting funds from the City?
Yes

Will you be submitting a formal presentation?
Yes

Submitted on Mon, 10/30/2023 - 18:40

Submitted by: Anonymous

Submitted values are:

Committee Requested

Committee
Emergency & Community Services Committee

Will you be delegating in-person or virtually?
In-person

Will you be delegating via a pre-recorded video?
No

Requestor Information

Requestor Information
Nanty H Abraham
Hannan Foundation Canada
Greenwich Avenue
Hamilton, Ontario. L8J0L6
contact@hannanfoundationcanada.com
[REDACTED]

Preferred Pronoun
she/her

Reason(s) for delegation request

The issues surrounding homelessness, food banks, and mental health are among the most urgent and complex challenges our community is facing. We have seen an alarming increase in the number of individuals experiencing homelessness. Additionally, the mental health crisis is affecting countless lives, leaving many without the vital support they require to lead healthy and fulfilling lives.

Hannan Foundation Canada has been actively working on the front lines, offering support, and is seeking to launch fundraising events and programs for those affected by these issues. We are proud of the impact we have made thus far, but the scale of these crises necessitates more resources and collaboration.

We kindly request to be included in this delegation meeting to discuss the following:

1. Funding Allocation
2. Collaboration Opportunities
3. Program Impact and Outcomes

We thank you for your attention to these critical matters and for considering our request. We look forward to the opportunity to discuss how we can collaborate to make a positive impact on our community.

Will you be requesting funds from the City?

Yes

Will you be submitting a formal presentation?

No

Submitted on Thu, 11/09/2023 - 12:58

Submitted by: Anonymous

Submitted values are:

Committee Requested

Committee
General Issues Committee

Will you be delegating in-person or virtually?
In-person

Will you be delegating via a pre-recorded video?
No

Requestor Information

Requestor Information
Douglas Mattina
Kemp Care Network (formerly Dr. Bob Kemp Hospice)
277 Stone Church Rd. East
Hamilton, ON. L9B 1B1
doug.mattina@kemphospice.org

Preferred Pronoun
he/him

Reason(s) for delegation request
Kemp Care Network (KCN) (formerly Dr. Bob Kemp Hospice) has appeared in front of GIC twice in the past vis a vis the acquisition of land at 41 South St. W for a new build of a critically needed pediatric hospice. This notion was approved by GIC and ratified by council in July 2023.
KCN would like to return to GIC to as a next step towards acquisition of the land (sale or lease) by providing members rationale and proposed options for consideration for said acquisition, to be voted on and act to provide direction to city officials to formally enter terms and conditions phase leading to a signed agreement.

Will you be requesting funds from the City?
No

Will you be submitting a formal presentation?
Yes



City of Hamilton Integrity Commissioner Contract Introductory Presentation

Hamilton General Issues Committee Meeting

**David G. Boghosian
Boghosian + Allen LLP**

December 6, 2023

Proposed Team Members



David G. Boghosian
Managing Partner
(Integrity Commissioner)



Avril Allen
Partner



Christina Wang
Associate



Steven Bedford
Law Clerk

Presentation Overview

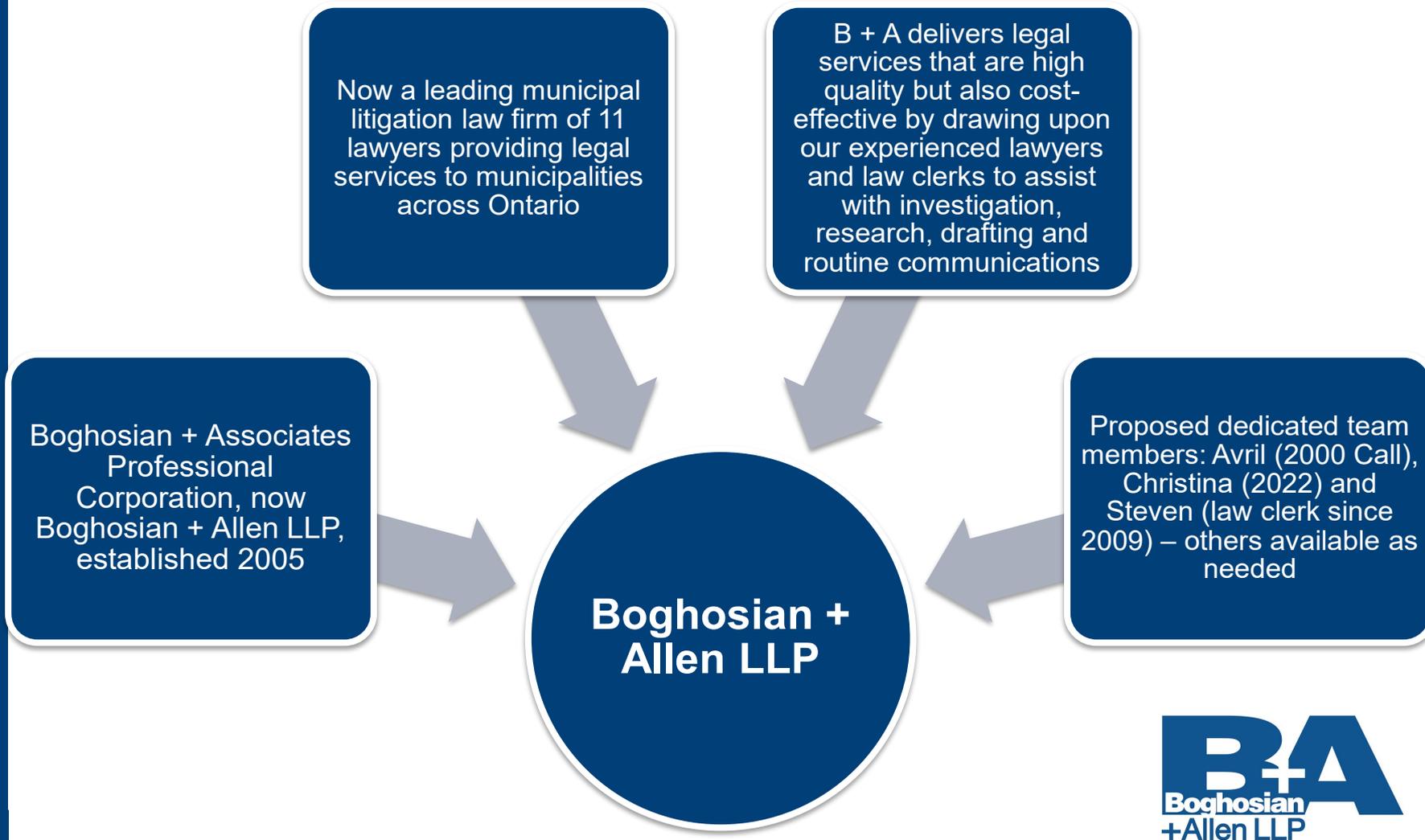
- Who We Are – Profile and Overview of Qualifications
- What We Do
 - Investigation and Adjudication
 - Ontario Municipal Law and Municipal Law Advice
 - Reviewing and Amending Codes of Conduct
- Education and Reporting – Our Approach
- Questions/Comments

Profile and Qualifications

David Boghosian

- David Boghosian has acted for Ontario municipalities, their elected officials and staff in countless matters, spanning myriad contexts, for over 30 years
- JD (Silver Medalist), University of Toronto, LL.M. (Constitutional Law), University of Michigan, called to Ontario Bar 1988
- Deep practical experience combined with knowledge acquired through decades of academic research, teaching and writing and involvement in municipal sector associations
- Holds Integrity Commissioner appointments for the Town of Pelham, the Town of Fort Frances, the City of Greater Sudbury and the Town of Caledon

Profile and Qualifications



Investigation and Adjudication

The skillset of an experienced litigation lawyer is ideally suited to the role of Integrity Commissioner



Determining facts capable of being proven to a legal standard



Determining applicable law



Providing legal opinions – law applied to facts



Making practical recommendations

Investigation and Adjudication



Having conducted over 80 trials and over 60 appeals, David has an intimate grasp of the basic tenets of fairness, impartiality, neutrality and fundamental justice, and basic evidentiary principles



David is certified as a specialist in civil litigation by the Law Society of Ontario



Members of the firm are highly experienced in providing legal services to municipalities

Investigation Experience - Examples

David has conducted *Municipal Conflict of Interest Act* investigations for numerous municipalities, e.g., councillor's dealing with staff regarding development proposals

David routinely conducts Code of Conduct investigations, e.g., propriety of statements made in the media regarding political rivals

David conducted an extensive investigation into legal response of the City of Ottawa to the Freedom Convoy Protest in his capacity as Legal Subject Matter Expert to the Office of the Auditor-General (Ottawa)

David has been retained by municipalities to investigate recount matters under the *Municipal Elections Act*

David has extensive investigation experience regarding campaign finance violations under the *Municipal Elections Act*, e.g., defended Barbara Hall against charges instigated by a rival candidate (*Jakobek v. Hall*, [2003] O.J. No. 3613 (S.C.J.))

Ontario Office of the Ombudsman (student) – learned conciliatory approach

Adjudication Experience - Examples

David issued rulings on Code of Conduct (dealing with treatment of staff and treatment of members of the public) and conflict of interest complaints in his capacity as Integrity Commissioner for several municipalities

David has made factual findings and recommendations at the request of municipalities who had not previously appointed an integrity commissioner

For example, he advised a city solicitor and counsel regarding the lawfulness of the city funding the defence of a defamation lawsuit against a councillor along with the councillor's counterclaim, also grounded in defamation

David has advised municipalities with respect to councillor dealings with staff in respect of development proposals

David acted as a compliance audit adjudicator in *Municipal Elections Act* challenges to campaign finance expenditures

David has advised municipalities on the entitlement of elected officials to be reimbursed for legal expenses under indemnification bylaws

David has acted for municipal clerks in election recount proceedings, advising the clerk as to the law regarding the counting of particular ballots and other issues

Ontario Municipal Law and Municipal Law Advice

David Boghosian is a nationally recognized municipal law advisor

He has over 150 reported decisions, most of which relate to trials and appeals on behalf of municipalities and other local public authorities

Knowledge and Experience

Many of the cases David has been involved in have set important precedents in areas of law of concern to municipalities, e.g., *Buck v. Morris*, [2013] O.J. No. 5656 (S.C.J.) related to the role of a municipal integrity commissioner; *Hill v. Hamilton-Wentworth Regional Police Services Board*, 2007 SCC 41 (leading negligent investigation case)

David co-authored *The Law of Municipal Liability in Canada* and authored *The Canadian Law of First Responder Liability*

Ontario Municipal Law and Municipal Law Advice

Additional Examples



Reviewing and Recommending Amendments to the Code of Conduct

Extensive familiarity with Codes of Conduct across the province



Most Codes of Conduct are homogenous across Ontario and do not require amendment



In one case, a Code of Conduct provided for the integrity commissioner to have jurisdiction over councillor conduct during Council and committee meetings

- It has been recommended that this provision be eliminated to align with the provisions of other municipal codes of conduct
- 

In the case of a Lobbyist Registrar by-law, David recommended that the by-law be clarified to exclude from the definition of lobbying situations where the interests being advanced are those of residents generally

Education and Reporting



Routinely appear before municipal councils in capacity as integrity commissioner and external litigation counsel



Experience with high profile issues and media

- E.g., prior advisor to AMO re joint and several liability



Highly experienced legal education developer/presenter

- Council, International Municipal Lawyers Association, Osgoode municipal law LL.M. program director/instructor, etc.



Routinely available between 8:00 a.m. and 9:00 p.m. to respond to requests for advice



Routinely advises members of council regarding potential conflict of interest concerns



Committed to Code of Conduct timeframes regarding formal complaints



Experienced in managing staff to provide high quality legal services on a cost-effective basis

QUESTIONS?



THANK YOU!

David G. Boghosian
416-367-5558 ext. 212
dgb@boglaw.ca





CITY OF HAMILTON
PUBLIC WORKS DEPARTMENT
Corporate Asset Management

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	December 6, 2023
SUBJECT/REPORT NO:	Asset Management Plans (PW23073) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Jasmine MacDonald (905) 546-2424 Ext. 2461
SUBMITTED BY:	Patricia Leishman Director, Corporate Asset Management Public Works Department
SIGNATURE:	

RECOMMENDATIONS

- (a) That the Corporate Asset Management Plans, attached as Appendices “A”, “B” and “C” to Report PW23073, be approved as required by Ontario Regulation 588/17: Asset Management for Municipal Infrastructure;
- (b) That the Asset Management Plans, attached as Appendices “A”, “B” and “C” attached to Report PW23073, subject to the approval of recommendation (a), be posted in a designated area on the City’s website, as required under Ontario Regulation 588/17.

EXECUTIVE SUMMARY

This is the first iteration of Asset Management Plans for Hamilton Police Service, Waste Management and Hamilton Municipal Parking System completed by the Corporate Asset Management Division, in partnership with asset owners and key stakeholders across the City. The intent of these first plans is to meet *Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure* requirements, which include establishing current levels of service and setting a benchmark for the asset groups in order to identify continuous improvement items for the next iteration of the Plans.

A key output of an Asset Management Plan is the infrastructure funding gap. Over the 10-year planning horizon, Hamilton’s funding gap for these combined asset groups is estimated to be \$248 million or \$24.8 million annually with a low-medium data

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SUBJECT: Asset Management Plans (PW23073) (City Wide) – Page 2 of 8

confidence. Moving forward, the City will continue to improve its asset lifecycle data, which will allow for better-informed choices as to how best to mitigate impacts and address the funding gap itself. This gap in funding future plans will be refined over the next two years to improve the confidence and accuracy of the forecasts in alignment with Ontario Regulation 588/17 requirements and present proposed Levels of Service with a funding strategy by 2025. There are no specific financial commitments required at this time from these Asset Management Plans, however, findings from Report PW23073 have been used to inform the 2024 tax-supported budget process.

The total replacement cost for these assets is approximately \$1.04B. Overall, these assets are on average in Fair condition and are an average of 34 years of age with 34% of service life remaining. However, the data confidence levels for these assets are shown as low to medium, indicating that as the City continues to improve data confidence for these assets, these values may change substantially.

Alternatives for Consideration – See Page 8

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The approval of these Asset Management Plans, attached as Appendices “A”, “B” and “C” to Report PW23073, is required for the City of Hamilton to qualify for future infrastructure funding grants.

There are no specific financial commitments required at this time from these Asset Management Plans; However, the findings from Report PW23073 have been used to inform the 2024 tax-supported budget process.

Staffing: N/A

Legal: N/A

HISTORICAL BACKGROUND

Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure, filed under the *Infrastructure for Jobs and Prosperity Act, 2015*, came into force on January 1, 2018. Expanding upon the Province’s 10-year infrastructure plan, “*Building Together: Guide for Municipal Asset Management Plans (2012)*”, Ontario Regulation 588/17 outlines the requirements and deadlines for municipal asset management plans and policies.

Key requirements of Ontario Regulation 588/17 include the preparation of a strategic asset management policy and phased implementation of asset management plans:

- (1) Strategic Asset Management Policy

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SUBJECT: Asset Management Plans (PW23073) (City Wide) – Page 3 of 8

The deadline for Strategic Asset Management Policy implementation was July 1, 2019. The policy requires municipal Council endorsement, to be reviewed and updated every five years. City Council approved the Corporate Asset Management Policy (PW19053) in June 2019, fulfilling this requirement. Council approved an updated Policy in June 2023 through report PW23044, now recognizing all assets owned by the City.

(2) Corporate Asset Management Plan

The Corporate Asset Management Plan has three implementation deadlines:

- i. July 1, 2022 – Preparation of an Asset Management Plan, including current Levels of Service, with respect to a municipality’s core municipal infrastructure, defined as water, wastewater, stormwater, roads, bridges, and culverts. City Council approved these plans in June 2022 (Appendices “B” and “C” to report PW22048), fulfilling this requirement.
- ii. July 1, 2024 – Preparation of an Asset Management Plan with respect to its other municipal infrastructure assets.
- iii. July 1, 2025 –Preparation of an Asset Management Plan, to include proposed Levels of Service and associated financial strategy, with respect to its municipal infrastructure assets.

Ontario Regulation 588/17 also outlines that a municipality shall review and update asset management plans at least every five years.

The Asset Management Plans attached as Appendices “A”, “B” and “C” are the outcome of efforts from staff across the City who are involved with managing municipal infrastructure assets, which include finance, technical service areas and operations staff. The process of developing comprehensive Asset Management Plans was a structured approach which included multiple meetings and workshops with each of the three service areas included in the scope of the Asset Management Plans. The plans contain an analysis of the services provided, history, voice of the customer, lifecycle activities, changing demand, climate impacts, risk, levels of service (both current and proposed where possible), financial impacts and opportunities for continuous improvement.

Previous reports pertinent to this recommendation:

- Public Works Asset Management Plan - Provincial Requirement PW14035- April 7, 2014
- Strategic Asset Management Policy PW19053- June 17, 2019
- Corporate Asset Management Information Report PW22037- May 18, 2022
- Core Asset Management Plan Recommendation Report PW22048- June 15, 2022
- Strategic Asset Management Policy and Corporate Asset Management Program Update Recommendation Report PW23044- June 14, 2023

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SUBJECT: Asset Management Plans (PW23073) (City Wide) – Page 4 of 8

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Ontario Regulation. 588/17 came into effect on January 1, 2018. It requires the City to develop a comprehensive Corporate Asset Management Plan based on a phased approach with three deadlines of July 1, 2022, July 1, 2024, and July 1, 2025. The July 1, 2022, and July 1, 2024 deadlines are where 'Core' assets (water, wastewater, stormwater, road, bridges, and culverts) and all other City infrastructure assets, respectively, are required to have an asset management plan documenting current levels of service. The final deadline requires the documentation of proposed levels of service and financial strategies to fund these expenditures.

RELEVANT CONSULTATION

As part of the Asset Management Plan preparation and development, various workshops and meetings were held with relevant asset owner groups and stakeholders to ensure that all pertinent information had been captured accurately. The following departments and divisions were consulted:

- Corporate Services Financial Planning and Policy Division
- Hamilton Police Service
- Waste Management Division
- Hamilton Municipal Parking System

ANALYSIS AND RATIONALE FOR RECOMMENDATION

Ontario Regulation 588/17 – Asset Management Planning for Municipal Infrastructure, under the Infrastructure for Jobs and Prosperity Act, 2015, requires each municipality to have asset management plans written and approved by Council for all City assets. As such, the Corporate Asset Management Division has worked with asset groups across the organization to develop Asset Management Plans as attached to Report PW23073.

By the July 1, 2024 deadline, Corporate Asset Management will have brought forward all required Asset Management Plans in order to meet the regulatory deadline.

Like many municipalities, the City of Hamilton is modifying its approach to asset management and is progressively adapting a service-focused view of City infrastructure and investments. By integrating customer-centric levels of service framework, metrics, and targets, and weighing investments based on service impact and risk, the City will establish a clear relationship between infrastructure investment and service outcomes.

A key output of an Asset Management Plan is the infrastructure funding gap. Hamilton's current infrastructure position represents a social investment that has been built up progressively over the last 150 years predominantly due to underinvestment, including a lack of permanent infrastructure funding from senior levels of government, as well as

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large spikes of growth throughout the years. Hamilton's challenge is to determine how it will manage the funding gap over the long term to ensure that the City can continue to deliver its services sustainably today and across future generations.

Over the next 10-year period Hamilton's funding gap for these three asset management groups is estimated to be \$24.8M annually (see Table 1) with a low-medium data confidence. Moving forward, the City will continue to improve its asset lifecycle data, and this will allow for more informed choices as to how best to mitigate any impacts and address the funding gap itself. This gap in funding future plans will be refined over the next two years to improve the confidence and accuracy of the forecasts in alignment with Ontario Regulation 588/17 requirements and to present proposed levels of service and a funding strategy by 2025. It should be noted that this funding gap relates to Hamilton Police Service, Waste Management and Hamilton Municipal Parking only and as additional asset classes are added to the program and the City applies asset management practices more robustly, it is expected that this gap will increase.

Table 1: Summary of Findings

ASSET CATEGORY	REPLACEMENT VALUE (M)	AVERAGE AGE (YEARS)	AVERAGE CONDITION	RENEWAL FUNDING RATIO	10 YEAR O&M & RENEWAL FUNDING RATIO	FUNDING GAP PER YEAR (M)	FUNDING GAP OVER 10 YEARS (M)
Hamilton Police Service	\$351.9	25	Fair	25.9%	93%	\$18.1	\$181
Data Confidence	Medium	High	Medium	Medium	Low	Low	Low
Waste Management	\$560	39	Fair	63.7%	93.8%	\$4.6	\$46
Data Confidence	Low	Low	Low	Low	Low	Low	Low
Hamilton Municipal Parking	\$131	39	Fair	37.5%	87%	\$2.1	\$21
Data Confidence	Low	Low	Low	Low	Low	Low	Low
TOTAL	\$1.04B	Funding Gap \$24.8 annually (data confidence low-med)				\$24.8	\$248

The total replacement cost for all assets is approximately \$1.04B. Overall, assets are an average of Fair condition and are an average of 34 years of age or 34% of the average remaining service life. However, the data confidence levels for these assets are shown as low to medium, indicating that as the City continues to improve data confidence for these assets, these values may change substantially. By only having sufficient funding to renew assets at the above-stated ratios, the City will be required to make difficult choices that could include a reduction of the level of service, the ability to accept more risk and potentially higher costs to maintain assets. These choices could result in increased customer complaints, potential damage to the City's reputation and risk of fines or legal costs.

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Over the next two years, Hamilton will be updating the Long-Term Financial Plan to connect the current funding allocation within the budget process directly to the Asset Management Plans and the levels of service Hamilton provides. This will be a critical task for Hamilton to assist with the undertaking of timely renewals, ensuring both legislative compliance and the continuation of services.

The Asset Management Plans detail how the City plans to manage and operate the assets at the agreed levels of service through managing its life cycle costs. These costs are categorized by life cycle phases which include acquisition, operations, maintenance, renewal, and disposal. Adding additional assets over time significantly impacts the operational and maintenance resources required to sustain the expected or mandatory level of service. It should be noted that a significant amount of operational and maintenance expenditures is mandatory due to legislative requirements and cannot simply be avoided or deferred. Additionally, Hamilton is expecting to invest in renewals for the three asset groups discussed in this report. This is important as continually deferring renewals can create risks of higher financial costs, decreased availability, and decreased satisfaction with asset performance and levels of service.

Data Confidence is referenced throughout the report based on asset management best practices and indicates how confident the City is in the data provided. If the data was obtained using reliable documentation or methodology, then the data has higher confidence than if it was estimated. It was difficult to confirm the accuracy of the data, as such the confidence has predominately been estimated based on completeness. It is a continuous improvement item to continue to assess the data accuracy for assets and implement improvements. See Table 2 for the Data Confidence Grading Scale.

Confidence Grade	Reliability	Accuracy
A - Very High	Data based on sound records, procedures, investigations, and analysis, were documented properly and agreed as the best method of assessment.	A dataset is complete and estimated to be accurate +/- 2%
B - High	Data based on sound records, procedures, investigations and analysis, are documented properly but have minor shortcomings. For example, some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation.	A dataset is complete and estimated to be accurate +/- 10%

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SUBJECT: Asset Management Plans (PW23073) (City Wide) – Page 7 of 8

C - Medium	Data based on sound records, procedures, investigations, and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available.	A dataset is substantially complete but up to 50% extrapolated data and accuracy estimate +/- 25%
D - Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis.	A dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy +/- 40%
E - Very Low	None or very little data is held.	The dataset does not exist or has very little accuracy.

Although the City considers condition as the preferred measurement for planning, many assets in the City do not yet have a process to determine condition. For assets where there was no known condition information, or inspections were not completed in a way the conditions could be converted to a standardized scale, the condition was assumed based on estimated remaining service life.

Navigating the climate crisis has been a key area of focus for the City of Hamilton, which is represented by historical efforts to understand the challenges that climate change poses to City assets. As part of this work, an inventory of projects/initiatives has been created and can be found in the Climate Change sections of the Asset Management Plans. There will be a more robust incorporation of climate initiatives in future Asset Management Plans.

Hamilton has begun to undergo a shift in how it evaluates risk in accordance with its infrastructure planning. High-level risks and trade-offs have been identified in the Asset Management Plans. This information will be further enhanced in the 2025 Asset Management Plans regarding proposed levels of service.

The Corporate Asset Management Division recognizes the importance of continuous improvement as an essential part of the asset management journey. As the City begins to embrace asset management practices, it is important to recognize that the City is early in this journey and will acknowledge findings through the Improvement Plan and future iterations of the Asset Management Plans. Improvement findings include categories such as data inconsistencies (e.g. lack of asset registries, gaps, duplication, low confidence, multiple sources, outdated), asset condition (lack of condition assessments, lack of process) and lifecycle management (not all assets are properly programmed). Condition was largely based on estimated service life for the majority of assets and as such, a low confidence level was assigned as age is not always an indicator of condition. In addition, replacement costs were based on in-house costs which were not always based on current market rates and can be affected by inflation.

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In summary, the Corporate Asset Management Division has made good progress in both the finalization of Asset Management Plans and the development of the Corporate Asset Management Program. Asset Management is a journey. Some great first steps have been taken in not only meeting the requirements under Ontario Regulation 588/17 but also in developing a corporate-wide Asset Management Program that will support the City in making better-informed decisions about our assets and the services that we provide.

The Corporate Asset Management Division will continue to lead asset management through governance, expertise, monitoring, research support, reporting and assurance of consistent practices. Enhanced asset management practices will become ingrained in the City's culture at all levels of the corporation.

ALTERNATIVES FOR CONSIDERATION

Due to the requirements under Ontario Regulation 588/17, there are no alternatives for consideration.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report PW23073 – Hamilton Police Service Asset Management Plan

Appendix "B" to Report PW23073 – Waste Management Asset Management Plan

Appendix "C" to Report PW23073 – Hamilton Municipal Parking System Asset Management Plan

2023 Hamilton Police Service Corporate Asset Management Plan



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HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

SUMMARY AND QUICK FACTS

SERVICE PROFILE



Hamilton Police Service (HPS) serves and protects residents and properties in the City of Hamilton in partnership with the community and in accordance with the Community Safety and Policing Act, 2019 as well as the Adequacy Regulation O.Reg. 3/99 to deliver an adequate and effective police force.

ASSET SUMMARY



Replacement Value

- **\$351.9M**
- FAIR CONDITION
- Average Age of 25 years or 43% of the average remaining



Level of Service Summary Customer

- Customers feel HPS has performed **AVERAGE** overall in the last 24 months in all service areas.
- Customers feel HPS has performed **AVERAGE** in providing good value for money when providing infrastructure and services.
- Customers feel HPS **MEETS NEEDS** with regards to facilities level of comfort, safety and cleanliness.

Technical

- Officers dispatch in 1:08 minutes for emergencies where injuries are imminent.
- HPS used 99.4% of their operating budget last year.
- HPS will require 13 additional staff and 3 additional frontline vehicles a year to maintain current levels of service.



Asset Highlights

ASSETS	QUANTITY	REPLACEMENT COST	AVERAGE CONDITION	STEWARDSHIP MEASURES
Central Station	1	\$135.5M	Poor	Building Condition Assessments are completed every 5 years.
Frontline Vehicles	107	\$7.0M	Good	Vehicles are replaced at 5 years or 150,000 km.

DATA CONFIDENCE



VERY GOOD

FAIR

VERY LOW

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

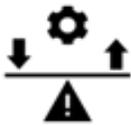
DEMAND DRIVERS



Population change – Hamilton’s population will continue to grow to 2051. Ontario Police Services determine their officer requirements using a ratio often referred to as the “cop to pop” ratio which allocates how many officers are required per the population.

Technological changes - The Canadian Radio-television and Telecommunications Commission (CRTC) has mandated that all municipalities replace Canada’s aging E911 emergency services network and cutover to the new Next Generation-911 (NG-911) platform by March 4, 2025.

RISK



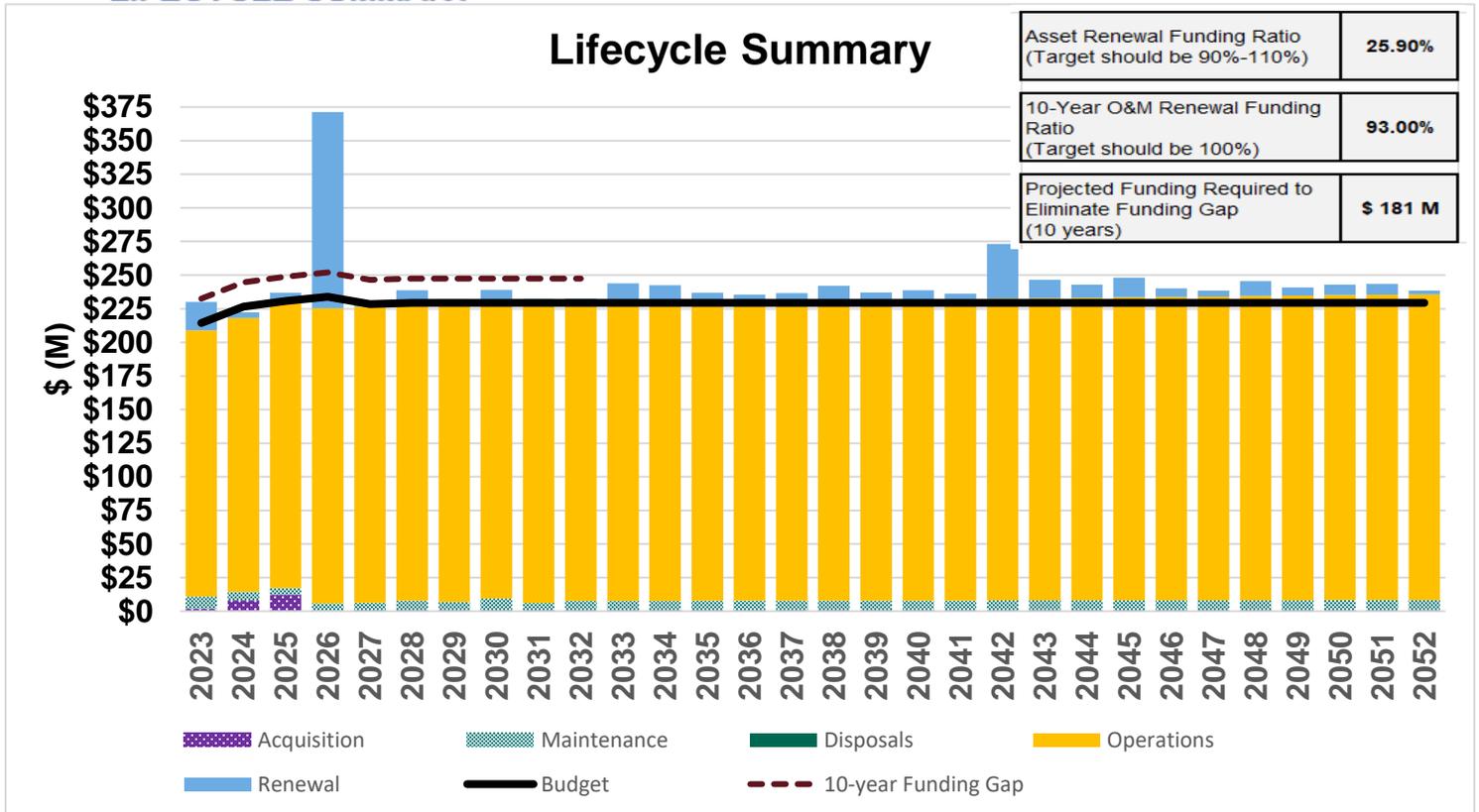
- Critical Assets are identified as the 911 Communication equipment, Frontline Vehicles and Facility Generators.

CLIMATE CHANGE MITIGATION



- Proposed Waterdown Station specifications call for Net Zero design
- Nine (9) Frontline Hybrid Vehicles, 3 acquired in 2021 and 6 acquired in 2022

LIFECYCLE SUMMARY



1. INTRODUCTION

Hamilton Police Service (HPS) is a people led service which serves and protects residents and properties in the City of Hamilton in partnership with the community. The purpose of this Asset Management (AM) Plan is to ensure that HPS has fulfilled the Asset Management Planning requirements outlined in O.Reg 588/17 for current and proposed levels of service as well as ensuring HPS has the required assets to deliver an adequate and effective police service in accordance with the Community Safety and Policing Act, 2019 and the Adequacy Regulation O.Reg. 3/99.

This AM Plan is intended to communicate the requirements for the sustainable delivery of services through the management of assets, compliance with regulatory requirements and required funding to provide the appropriate levels of service over the 2023 - 2052 planning period.

2. BACKGROUND

The information in this section is intended to give a snapshot in time of the current state of the HPS service area by providing background on the service, outlining legislative requirements, defining the asset hierarchy used throughout the report, and providing a detailed summary and analysis of existing inventory information as of December 2022, including age profile, condition methodology, condition profile, and asset usage and performance for each of the asset classes. This section will provide the necessary background for the remainder of the plan.

2.1 SERVICE PROFILE

The service profile consists of four (4) main aspects of the service:

- Service History;
- Service Function;
- Users of the Service; and,
- Unique Service Challenges.

2.1.1 SERVICE HISTORY

The first Hamilton police force was created in 1833 in response to the new concept of policing which originated in London, England in 1829. At the time, Hamilton was simply the Town of Hamilton without the other five (5) communities currently associated with the City of Hamilton. Dundas created their own agency in 1848, Ancaster in 1855, Saltfleet in 1940, and Stoney Creek in 1949. Other smaller area police departments (e.g., Flamborough, Glanbrook, etc.) appear to have also been established during this period, but over time, the smaller area police departments were taken over by the Ontario Provincial Police (OPP) or joined with the other municipal agencies.

In the 1960s, the provincial government removed policing from direct municipal control by establishing independent Police Commissions, meaning that policing was no longer considered a department of City Hall. In 1974, the Hamilton, Stoney Creek, Ancaster, Dundas, and Saltfleet police forces merged into the Hamilton-Wentworth Regional Police Force under its own Board of Commissioners of Police. In 1986, the Hamilton Harbour Police was disbanded, and its function taken over by the Hamilton Wentworth Regional Police Force.

On January 1, 2001, the communities of Ancaster, Dundas, Flamborough, Glanbrook, Stoney Creek and Hamilton merged to become the 'new' City of Hamilton. At the same time, the Hamilton Wentworth Regional Police merged to become the Hamilton Police Service (HPS), which is governed by the Hamilton Police Service Board.¹

¹ <https://hamiltonpolice.on.ca/about/hps-history>

The City of Hamilton Police Service Board is responsible for ensuring the provision of policing services under the 2019 Community Safety and Policing Act and the Adequacy Regulation O.Reg. 3/99 within the City by working with citizens and organizations to ensure the appropriate policies are in place. After consultation with the Chief of Police, the Board will determine objectives and priorities for the police service. The Board is responsible for the police budget, for overseeing the actions of the Chief of Police, and is the employer for the police service.

2.1.2 SERVICE FUNCTION

According to the Community Safety and Policing Act, 2019² and the Adequacy Regulation O.Reg. 3/99³ the purpose of the police service is to provide adequate and effective policing in the area where policing responsibility has been granted, while considering the needs and diversity of the area's population. Adequate and effective policing means all the following functions are provided in accordance with the standards set out in both the Act and Regulation:

1. Crime prevention;
2. Law enforcement;
3. Maintaining the public peace;
4. Emergency response;
5. Assistance to victims of crime; and
6. Any other prescribed policing functions.

HPS provides all of these requirements to the community. HPS also provides other services including but not limited to online reporting, paid duty, public outreach, and road safety.

Hamilton Police are responsible for many things under the Community Safety and Policing Act, 2019 and the Adequacy Regulation O.Reg. 3/99, including maintaining the Public Safety Answering Point (PSAP). In 2021, call takers responded to 419,690 calls (911 and non-emergent calls), diverting them to the appropriate emergency response: police, fire, or ambulance.

As of 2021, the most frequent and time-consuming calls across all divisions were in response to domestic violence, disturbances, motor vehicle accidents, and ambulance assistance. Across the City, assault and family trouble were cited as the most frequent, time consuming calls.

² <https://www.ontario.ca/laws/statute/19c01>

³ <https://www.ontario.ca/laws/regulation/990003>

Based on the 2022 community survey, the top five (5) areas customers expressed as priorities in the community were:

1. Traffic;
2. Drugs;
3. Homelessness;
4. Neighbourhood Safety; and,
5. Mental Health.

In order to deliver adequate and effective police services, the HPS requires assets. Some ways assets support the delivery of the service include:

- Reliable technology to ensure communication lines are always available to accept urgent and non-urgent calls and dispatch officers;
- Adequate facilities in each division to assist residents with urgent and non-urgent issues;
- Reliable vehicles and staff that will arrive at emergencies in a timely manner and be available for other non-emergency duties; and,
- Required officer equipment for officers to be able to assist in emergency situations and/or crime prevention.

2.1.3 USERS OF THE SERVICE

The City of Hamilton is comprised of a diverse population. Based on the 2021 Census results⁴, the average age of Hamilton's population is 41.5 years old, and the average household size is 2.5 people. The most common language spoken is English, but 24% of the population's mother tongue is neither English or French, and 27% of residents identify as a visible minority. There are differences in populations / priorities in areas (unique policing needs).

HPS service the entire Hamilton population of approximately 570,000 people. HPS breaks the City down into three (3) divisional boundaries which correspond to the three (3) Police Stations (Division 1: Central Station, Division 2: East End Station, and Division 3: Mountain Station), there is also a Community Policing Centre in Dundas which is leased by the City. The fourth division, Division 0, is used when an address isn't verified or for marine calls. In addition, there is a proposed new Waterdown Station which will be located along Hwy 6 and will be a substation of Division 3.

A table showing each division by number of police officers, population, land mass, and percentage of call time is shown below in **Table 1**. There are 855 sworn officers in HPS, which increase annually. A map of the division boundaries and police station locations are shown in **Figure 1** below. It is evident that Division 3 is significantly larger than Divisions 1 and 2 which can result in longer response times.

⁴ <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?Lang=E&GENDERlist=1&STATISTIClist=1&HEADERlist=0&DGUIDlist=2021A00033525&Se archText=Hamilton>

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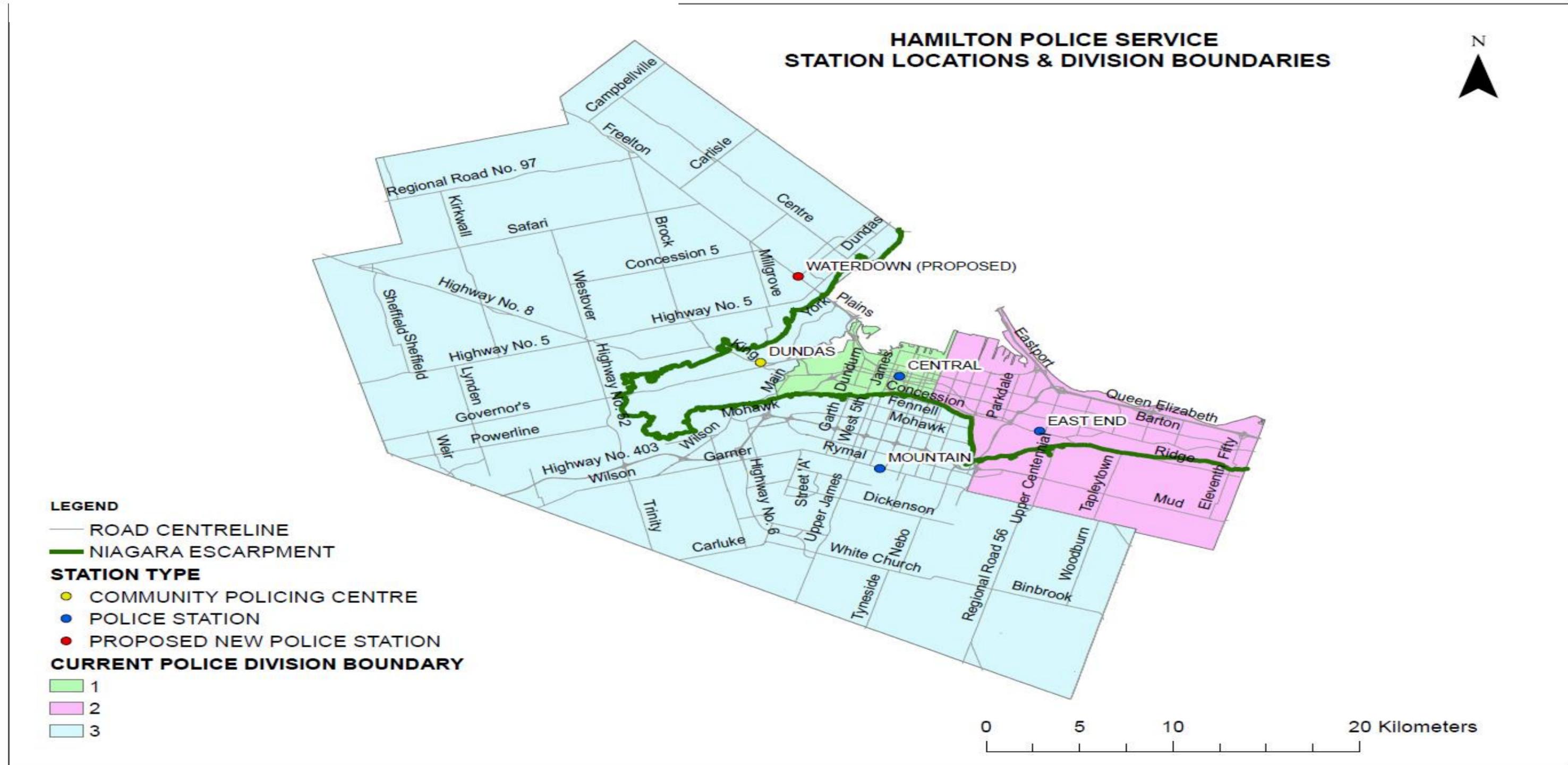
Table 1: Division Summary

DIVISION	FRONTLINE POLICE OFFICERS ⁵	POPULATION ⁶	AREA (KM2)	% OF CALL TIME (2021)
Division 1: Central Station	182	106,900	27	35.5%
Division 2: East End Station	175	175,401	146	31.3%
Division 3: Mountain Station	179	301,662	953	33.2%

⁵ Police officers by Division include all Divisional Sworn members at all ranks

⁶ Population estimates derived from City of Hamilton Planning & Economic Development Non-Boundary Expansion Scenario mapped to HPS Division Boundaries

Figure 1: Hamilton Police Service Station Locations



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2.1.4 UNIQUE SERVICE CHALLENGES

Given the geographical makeup of the City of Hamilton, the Service often faces variable distances within Divisions as shown in **Figure 1**, which impacts response times. Distances from stations to the outer edge of the City’s borders could see an officer having a 20-minute drive or longer. Historically, HPS has recorded dispatch times which are referenced in Section 4.3.2 to determine performance, tracking data based on response times to better represent the service requirements and has been identified as a Continuous Improvement Item in **Table 34**.

With requirements for officers to quickly respond to emergency calls, HPS will need to ensure proper deployment of patrol officers within a given area, while also ensuring that minimum staffing numbers are met. These minimum numbers are not aligned with current population densities or calls for service and are instead based on data from the 1970’s, which is before the creation of the HPS as it stands today.

The PSAP has requirements for answering calls within a specified amount of time, and therefore HPS must have the required capacity to answer calls. In addition, there are differences in being able to staff patrol areas (i.e., beats) in rural regions where demand is low, but travel time is high.

2.2 LEGISLATIVE REQUIREMENTS

The most significant legislative requirements that impact the delivery of the police service are outlined in **Table 2**. These requirements are considered throughout the report, and where relevant, are included in the levels of service measurements.

Table 2: Legislative Requirements

LEGISLATION OR REGULATION	REQUIREMENT
Community Safety and Policing Act, 2019	This regulation sets out the code of conduct for police officers and establishes clear expectations for officers, including when interacting with the public and other members of the police service.
Adequacy Standards, Police Services Act, O.Reg. 3/99	While HPS waits for the provincial government to enact regulations under the new Community Safety and Policing Act, the O. Reg 3/99 is still in effect outlining policing adequacy requirements.
Mental Health Act, R.S.O. 1990	In Ontario, the Mental Health Act permits police officers to apprehend individuals for the purpose of examination by a physician, if the officer has reasonable grounds to believe that a person is acting in a disorderly manner and is a threat or at risk of causing harm to themselves or others.

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LEGISLATION OR REGULATION	REQUIREMENT
<p>Next Generation 911 (NG-911) modernization</p>	<p>The CRTC has mandated that all municipalities replace Canada’s aging E911 emergency services network and cutover to the new NG9-11 platform by March 4, 2025. Failure to do so will result in disruption (failure) of 911 services provided by the City of Hamilton. NG-911 allows members of the public to communicate with municipal 911 call centres using more than just their voice. It allows for the transmission of GPS location coordinates, text messages, photos, and videos.</p>

2.3 ALIGNMENT WITH POLICE BOARD PRIORITIES

The Board is comprised of seven (7) members and according to the Ontario Police Services Act, must consist of the head of the municipal council, two (2) members of council, three (3) people appointed by the Lieutenant Governor in Council, and one (1) person appointed by resolution of council. Although the Police Board has its own priorities, Council priorities are considered in the development of these priorities.

Table 3: Police Board Priorities

PRIORITY	DESCRIPTION	ALIGNMENT WITH AM PLAN
<p>Community Safety</p>	<p>Be Ready for the Future — identifying emerging crime trends, managing legislative/regulatory changes, and preparing for a growing and more diverse population.</p> <p>Share Information and Insight — maximizing communication with our community, helping people to both be and feel safe.</p>	<p>AM Plan discusses demand and forecasts how growth and legislative/regulatory changes affect HPS.</p>
<p>Collaborative Engagement</p>	<p>Bolster Two-Way Communication — enhancing timely, comprehensive, and transparent communication with our communities, promoting information sharing and strengthening mutual respect.</p> <p>Connect with the Community — building relationships and fostering genuine dialogue with our diverse population and furthering the goals of the city-wide Community Safety and Well-Being Plan.</p>	<p>AM Plan conducts a survey to ask what customers value about the service, how customers feel about the service, and how HPS is technically performing in order to develop levels of service.</p>

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PRIORITY	DESCRIPTION	ALIGNMENT WITH AM PLAN
<p>Culture and Capacity</p>	<p>Ensure Employee Well Being —deploying resources to effectively manage workload and continuing to implement employee wellness initiatives that focus on prevention, early intervention and a supportive return to work.</p> <p>Provide Quality Service — ensuring that our values and professionalism are consistently reflected in everything that we do: from decision-making to community interaction, to day-to-day activities.</p>	<p>AM Plan assesses required resources to ensure that HPS continues to deliver agreed upon levels of service. AM Plan also assesses the quality of the service from a customer and technical perspective.</p>
<p>Core Assets</p>	<p>Shape and Secure the Future — developing and implementing a long-term plan for technology, facilities, and fleet.</p> <p>Act on the Climate Emergency — creating a plan to help the Service adapt to, mitigate and reduce the impacts of climate change through fleet management, building design and retrofits, energy use and embracing emerging technology.</p> <p>Leverage Technology and Innovation — exploring and implementing digital solutions and new processes that improve service delivery, create internal and external efficiencies, and enhance organizational effectiveness.</p> <p>Use Data Strategically and Responsibly — gathering and sharing information to inform decision-making, enhancing safe and effective data management that respects privacy, and ensuring continuity of service.</p> <p>Remain Current — providing members with the required uniforms and equipment to effectively perform their duties and meet all legislated requirements.</p>	<p>AM Plan assesses HPS assets to ensure we are acquiring, operating, maintaining, renewing and disposing of assets appropriately while considering effects of climate change.</p>

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PRIORITY	DESCRIPTION	ALIGNMENT WITH AM PLAN
<p>Trusting Change</p>	<p>Earn Your Trust — establishing the basis for a new era of cooperation and collaboration that reflects collective aspirations for productive relationships and a safer community.</p> <p>Engage in Authentic Dialogue — listening genuinely to member and community views, understanding lived experiences/varied perspectives, openly communicating, and working together to find solutions.</p> <p>Deliver Value — demonstrating a real and vital return on community investment in the delivery of police services through effective stewardship, transparency and accountability.</p>	<p>Through customer engagement, customers have an opportunity to give their opinions on the service and educating customers on the value HPS delivers to the public.</p>

2.4 ASSET HIERARCHY

As previously mentioned, in order to deliver adequate and effective police services, HPS requires assets. The HPS Service Area has been broken down into four (4) asset classes for the purpose of this AM Plan: Facilities, Vehicles, Officer Equipment, and Technology.

- **Facilities:** refers to any City-owned facilities necessary to deliver police services;
- **Vehicles:** describes different types of vehicles (i.e., motor vehicle, bicycle, marine vehicle) which are used for either frontline, non-frontline or marine responses, and any required tools to maintain these assets;
- **Officer Equipment:** refers to all equipment an officer requires to protect the public as well as themselves; and,
- **Technology:** describes the different type of technology required to deliver the service including communications, IT, desktop, and mobile equipment.

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The asset class hierarchy outlining assets included in this section is shown below in **Table 4**.

Table 4 : Asset Class Hierarchy

SERVICE AREA	HAMILTON POLICE SERVICE			
ASSET CLASS	FACILITIES	VEHICLES	OFFICER EQUIPMENT	INFORMATION TECHNOLOGY
	<ul style="list-style-type: none"> • Police Stations • Investigative Services Division (ISD) Building • Marine Unit 	<ul style="list-style-type: none"> • Patrol Vehicles • Ground Vehicles • Marine Vehicles • Tools 	<ul style="list-style-type: none"> • Body Armour • Officer Outfit • Personal Issue Equipment • Miscellaneous Uniform Equipment 	<ul style="list-style-type: none"> • Service Wide Technology • Site Specific Technology • Desktop & Mobile Technology • Security Technology

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3. SUMMARY OF ASSETS

Table 5 displays the detailed summary of assets for the HPS service area. The sources for this data are a combination of data included in the City's database information. It is important to note that inventory information does change often, and that this is a snapshot of information available as of December 2022.

The City owns approximately **\$350M** in Police assets which are on average in **Fair** condition. Assets are a weighted average of **twenty-five (25) years** in age which is **43%** of the average remaining service life (RSL) with the majority of the weight coming from Facilities assets. For most assets this means that the City should be completing preventative, preservation, and minor maintenance activities per the inspection reports as well as operating activities (e.g., inspection, cleaning) to prevent any premature failures. Data confidence associated with this information is also presented in Table 5

The Corporate Asset Management (CAM) Office acknowledges that some works and projects are being completed on an ongoing basis and that some of the noted deficiencies may already be completed at the time of publication. It is also important to note that AM Plans only include asset information related to assets that the City owns. Facilities leased from other bodies are incorporated into operational costs but are not incorporated into the total replacement cost for the service. Finally, the assets included below are assets that are assumed and in service at the time of writing.

Data confidence associated with asset information is also presented in Table 5. Data confidence descriptions are outlined on page 31, in the AM Plan Overview. The replacement costs below are typically a Medium data confidence level overall. For Facilities, these replacement costs are calculated using an internal tool which encompasses current market rates, building type and size. Vehicle and Officer Equipment replacement costs were gathered from the most recent purchase price for similar assets and are typically High confidence. Technology assets are taken from the most recent purchase price for similar assets as well, but since some of these assets aren't replaced as frequently, this was given a Medium data confidence.

All assets have an itemized inventory with varying degrees of attribute information. A continuous improvement item identified in **Table 34** is to implement an asset registry for all HPS assets which includes key database fields and follows the newly developed City Data Standard.

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Table 5 : Detailed Summary of Assets
***Weighted Average based on Replacement Costs**

FACILITIES				
ASSET CATEGORY	NUMBER OF ASSETS	REPLACEMENT VALUE	AVERAGE AGE (% RSL)	AVERAGE EQUIVALENT CONDITION
Central Station	1	\$135.5M	46 years (8%)	4-POOR
Data Confidence	Very High	Medium	Very High	Medium
East End Station	1	\$37.6M	30 years (40%)	2-GOOD
Data Confidence	Very High	Medium	Very High	High
Mountain Station	1	\$37.6M	19 years (62%)	2-GOOD
Data Confidence	Very High	Medium	Very High	High
Investigative Services Division (ISD) Building	1	\$64.4M	2 years (96%)	2-GOOD
Data Confidence	Very High	Medium	Very High	High
Temporary Marine Unit Trailer	1	\$5.1M*	3 year (40%)	2-GOOD
Data Confidence	Very High	Very High	Very High	Very High
Administrative Facilities (MATA)	2	\$20.4M	12 years (76%)	2-GOOD
Data Confidence	Very High	Medium	Very High	Very High
SUBTOTAL		\$300.9M	28 YEARS* (43%)	3-FAIR*
DATA CONFIDENCE		MEDIUM	VERY HIGH	HIGH

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VEHICLES				
ASSET CATEGORY	NUMBER OF ASSETS	REPLACEMENT VALUE	AVERAGE AGE (% RSL)	AVERAGE EQUIVALENT CONDITION
Frontline Vehicles	107	\$7.0M	4 years (24%)	2-GOOD
Data Confidence	High	High	High	Medium
Non-Frontline Vehicles	188	\$8.6M	7 years (29%)	2-GOOD
Data Confidence	High	High	High	Medium
Bicycles	30	\$52.2K	4 years	3-FAIR
Data Confidence	High	High	High	Low
Marine Vehicles	4	\$999.4K	6 years (51%)	2-GOOD
Data Confidence	High	Medium	Very High	Low
Tools	24	\$74.7K	1 year (88%)	N/A
Data Confidence	High	Medium	Low	
SUBTOTAL		\$16.9M	6 years* (28%)	2-GOOD*
DATA CONFIDENCE	HIGH		HIGH	MEDIUM

OFFICER EQUIPMENT				
ASSET CATEGORY	NUMBER OF ASSETS	REPLACEMENT VALUE	AVERAGE AGE (% RSL)	AVERAGE EQUIVALENT CONDITION
Body Armour	2,660	\$1.61M	5 years (38%)	2-GOOD
Data Confidence	High	High	High	Low
All Officer Issued Uniform & Equipment (not including personal radios)		\$5.97M	N/A	
Data Confidence		High		
SUBTOTAL		\$7.9M	5 YEARS* (38%)	2-GOOD*
DATA CONFIDENCE	HIGH		HIGH	LOW

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TECHNOLOGY				
ASSET CATEGORY	NUMBER OF ASSETS	REPLACEMENT VALUE	AVERAGE AGE (% RSL)	AVERAGE EQUIVALENT CONDITION
Personal Issue Equipment (including portable radios)	1346	\$10.5M	9 years (7%)	4-POOR
Data Confidence	High	Medium	Medium	Low
Service-Wide Technology (including Servers, Storage, Network)	167	\$6.9M	4 years (47%)	4-POOR
Data Confidence	High	Medium	Medium	Low
Tech Crime Unit	48	\$4.5M	8 years (0%)	3-FAIR
Data Confidence	High	Medium	Medium	High
Desktop & Mobile Technology (including Computers, Phones, Modems, Vehicle Mobile Inventory)	2327	\$4.3M	5 years (32%)	3-FAIR
Data Confidence	High	Medium	Medium	Low
Site Specific Technology (including CCTV Cameras)	199	\$0.2M	6 years (40%)	3-FAIR
Data Confidence	High	Medium	Medium	Low
Security Equipment (including APs, Firewalls, Fortinet, Forcepoint)	40	\$0.1M	3 years (57%)	3-FAIR
Data Confidence	High	Medium	Medium	Low
SUBTOTAL	\$26.5M	6 years* (23%)		3-FAIR*
DATA CONFIDENCE	Medium	Medium		Low
TOTAL	\$351.9M	25 years* (43%)		3-FAIR*
DATA CONFIDENCE	MEDIUM	HIGH		MEDIUM

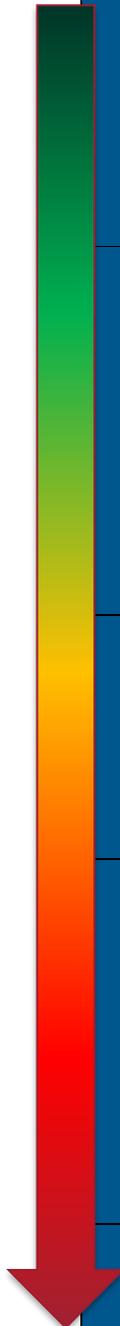
HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

3.1 ASSET CONDITION GRADING

Condition refers to the physical state assets are in, a measure of the physical integrity of these assets or components and is the preferred measurement for planning lifecycle activities to ensure assets reach their expected useful life.

Since condition scores are reported using different scales and ranges depending on the asset, **Table 6** below shows how each rating was converted to a standardized 5-point condition category so that the condition could be reported consistently across the AM Plan.

Table 6: Equivalent Condition Conversion Table



EQUIVALENT CONDITION GRADING CATEGORY	CONDITION DESCRIPTION	% REMAINING SERVICE LIFE	FACILITIES CONDITION INDEX (FCI)	PATROL & GROUND VEHICLES / BODY ARMOUR	TECH CRIME TECHNO LOGY
1 Very Good	The asset is new, recently rehabilitated, or very well maintained. Preventative maintenance required only.	>79.5%	N/A	>79.5 RSL	N/A
2 Good	The asset is adequate and has slight defects and shows signs of some deterioration that has no significant impact on asset's usage. Minor/preventative maintenance may be required.	69.5% – 79.4%	< 5%	79.4% - 0% RSL	Good
3 Fair	The asset is sound but has minor defects. Deterioration has some impact on asset's usage. Minor to significant maintenance is required.	39.5% - 69.4%	>= 5% to < 10%	N/A	Fair
4 Poor	Asset has significant defects and deterioration. Deterioration has an impact on asset's usage. Rehabilitation or major maintenance required in the next year.	19.5% - 39.4%	>= 10% to < 30%	0% RSL	Poor
5 Very Poor	Asset has serious defects and deterioration. Asset is not fit for use. Urgent rehabilitation or closure required.	<19.4%	>= 30%	N/A	N/A

The following conversion assumptions were made:

- For assets where a condition assessment was not completed, but age information was known, the condition was based on the % of remaining service life;
- Facilities Condition Index was based on ranges provided by the consultant who completed the Building Condition Assessment (BCA); and,
- Vehicles/Armour was based on the age and subject expert opinion based on the condition descriptions above.

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3.2 ASSET CLASS PROFILE ANALYSIS

This section outlines the Age Profile, Condition Methodology, Condition Profile, and Performance Issues for each of the asset classes.

- The age of an asset is an important consideration in the asset management process as it can be used for planning purposes as assets typically have an estimated service life (ESL) where the asset can be expected to be in service before the condition has degraded and requires replacement. Some lower cost or lower criticality assets can be planned for renewal based on age as a proxy for condition or until other condition methodologies are established. It should be noted that if an asset's condition is based on age, it is typically considered to be of a low confidence level. Although typically, age is used when projecting replacements beyond the ten (10) year forecast to predict degradation.
- As previously mentioned, condition refers to the physical state of assets and is a measure of the physical integrity of assets or components and is the preferred measurement for planning lifecycle activities to ensure assets reach their expected useful life. Assets are inspected/assessed at different frequencies and using different methodologies to determine their condition, which are noted in this section.
- Finally, there are often insufficient resources to address all known asset deficiencies, and therefore performance issues may arise which must be noted and prioritized.

3.2.1 FACILITIES PROFILE

3.2.1.1 AGE PROFILE

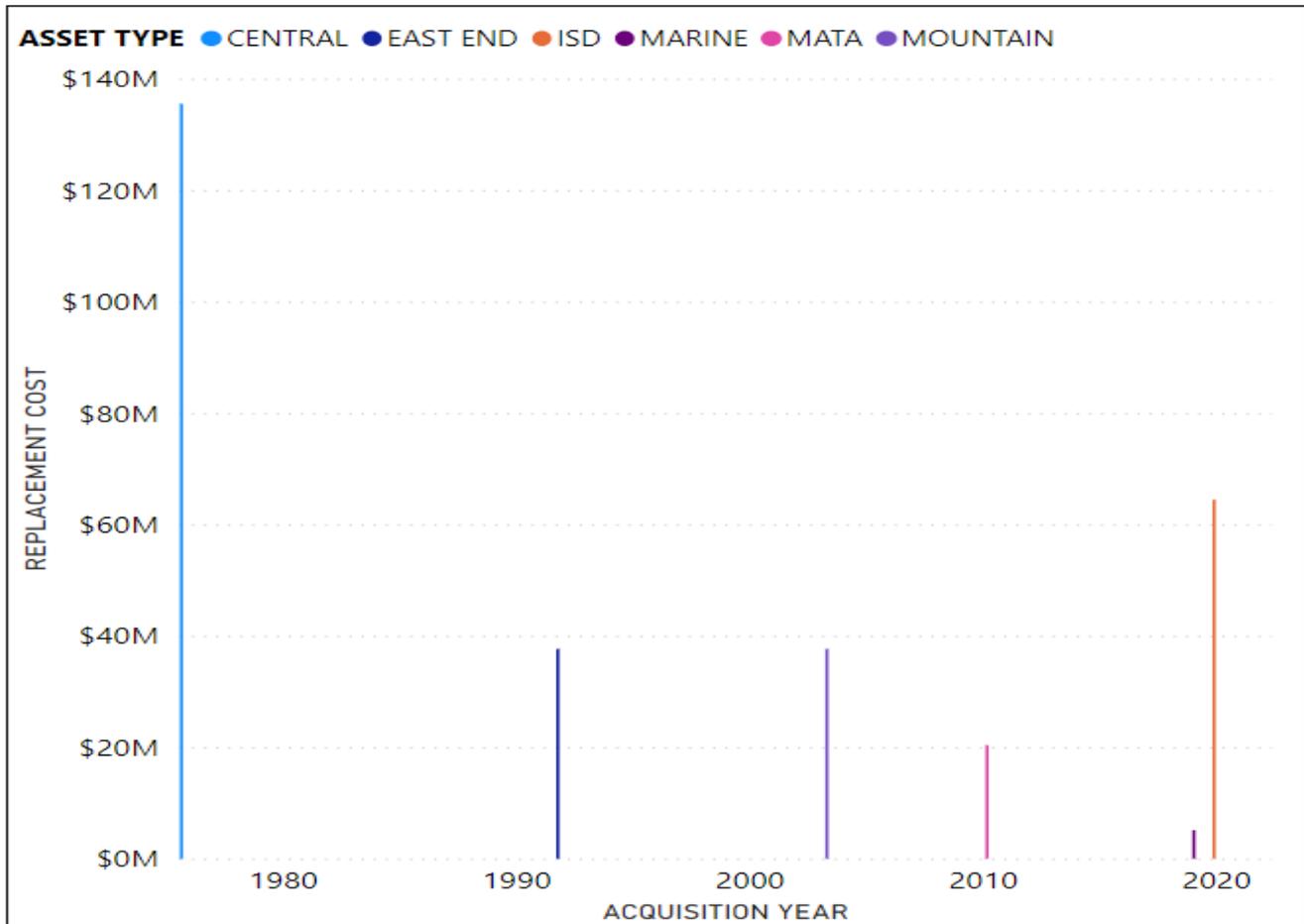
The age profile for HPS assets is shown in **Figure 2**. For HPS Facility assets, the data confidence for age is typically "Very High", because this information was recorded during the construction of the facilities.

Per **Figure 2** below, it is evident that the Investigative Services Division (ISD) and Temporary Marine Unit are both new facilities having been constructed in the last five (5) years. However, the Temporary Marine Unit is a temporary facility, which was put in place due to the Harbour front re-development which required the previous marine facility to be demolished and will be replaced in 2026 as shown in the Renewal forecast in **Section 8.3**.

The three (3) Police Stations are an average of thirty-two (32) years of age meaning that there is an average of 34% of the fifty (50) year estimated service life remaining for these assets. The oldest Police Station is the Central Police Station which is a \$135M constructed in 1976 and is approaching its fifty (50) year service life in 2026 as shown in the Renewal Forecast in **Section 8.3**.

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Figure 2: Facilities Age Profile



3.2.1.2 CONDITION METHODOLOGY & PROFILE

Condition for HPS facilities is determined based on the results of a Building Condition Assessment (BCA). BCAs are completed on Police facilities every five (5) years and output a score called a Facility Condition Index (FCI) which is typically considered to be a high confidence level source in the AM Plans. The FCI is calculated based on a ratio of the cost of work required on the facility to the total replacement cost of the facility. The condition conversion from FCI to the standardized 5-point scale used in Asset Management is shown in **Table 6**.

Table 7 : Inspection and Condition Information

ASSET	INSPECTION FREQUENCY	LAST INSPECTION	CONDITION SCORE OUTPUT
Police Stations & ISD	Every 5 years	2021	Facility Condition Index (0% - 100%)
Administration Facilities (MATA)			

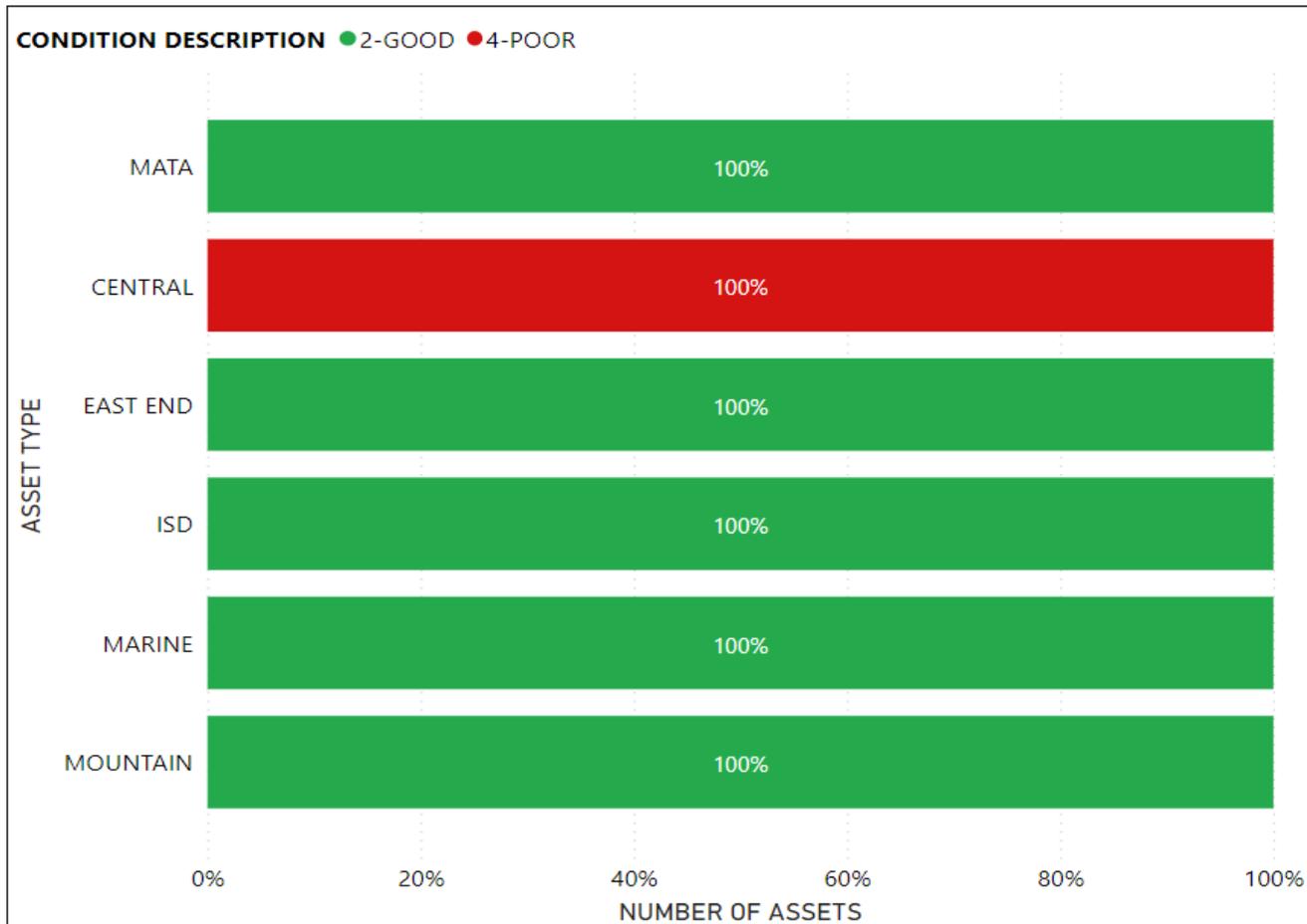
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Per the BCA, all facilities were shown to be in Good condition. However, the BCA is a visual, surface level inspection which is typically a high confidence indicator of condition in the AM Plans, but does not involve detailed analysis such as cutting into walls or removing mechanical panels, and therefore occasionally additional findings arise during detailed analysis which can result in modifications to the condition score.

After the BCA, HPS investigated renovating the Central and East End Stations to improve the building flow due to the relocation of staff to the ISD building as well as to account for the requirements due to the legislated NG-911 upgrades. During the detailed site investigation for that project, the consultant identified an additional \$11.3M required in mechanical upgrades due to poor condition components and the consultant did not recommend that the renovations be completed without these upgrades.

As a result of this high, unexpected cost estimate, HPS did not move forward with these renovations, and this additional upgrade amount was incorporated into the FCI calculation. The revised FCI calculation showed the Central Station having an FCI reflecting a Poor condition. This is also consistent with Central Station approaching its 50-year service life. The condition profile of the City's assets is shown below in **Figure 3**.

Figure 3: Facilities Asset Condition Distribution



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There is currently capital budget allocated to replace the roof for Central Station which may be delayed while HPS determines the best approach moving forward. In addition, if Central Station had been in better condition, it would have been used as the primary location of the proposed NG-911 communications centre due to its geographic location, but in the interim it is being used as the secondary location, and the NG-911 communications primary location will temporarily be incorporated into the MATA facilities.

3.2.1.3 ASSET USAGE AND PERFORMANCE

The largest performance issues with Facilities involve poor condition of asset components. The known service performance deficiencies in **Table 8** are identified using information from the 2022 Building Condition Assessment (BCA) and the results of the Mechanical Design Brief on Central Station outlining the aforementioned mechanical upgrades.

Table 8 : Known Service Performance Deficiencies

ASSET	LOCATION	SERVICE DEFICIENCY	DESCRIPTION OF DEFICIENCY
Facility	Central Station	Mechanical Upgrades required	Upon inspection, most of the equipment and components are well beyond their serviceable life. It was found that the mechanical infrastructure of the building requires major upgrades to maintain operational reliability.
		Roof in poor condition	It was reported that multiple areas of the building have been experiencing water leakage from the roof.
		Groundwater & Sanitary Lift Pumps in poor condition	Upon inspection, the pumps appeared to be in poor condition with visible rusting and deterioration.
		Chain Link fencing in poor condition	Upon inspection, the fencing appeared to be in poor condition with visible rusting and deterioration.
		Painted and tile ceilings in poor condition	Upon inspection, the tiles appeared to be in poor condition with many areas of visible/water damage.

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ASSET	LOCATION	SERVICE DEFICIENCY	DESCRIPTION OF DEFICIENCY
	East End Station	Boiler system in poor condition	Upon inspection, the boilers appeared to be in poor condition with reported leaking issues.
		Parking Lot in poor condition	Upon inspection, the paving appeared to be in poor condition with extensive surface crack in multiple areas.
		Ceiling tiles in poor condition	Upon inspection, the tiles appeared to be in poor condition with areas of damage/water damage caused by the previous roof leaks.
		Concrete floors in poor condition	Upon inspection, the paint appeared to be in poor condition with visible paint chipping and deterioration.
	Mountain Station	Humidifiers in poor condition	Upon inspection, the humidifiers were found to be in poor condition overall due to the non-functioning units.

3.2.2 VEHICLES PROFILE

3.2.2.1 AGE PROFILE

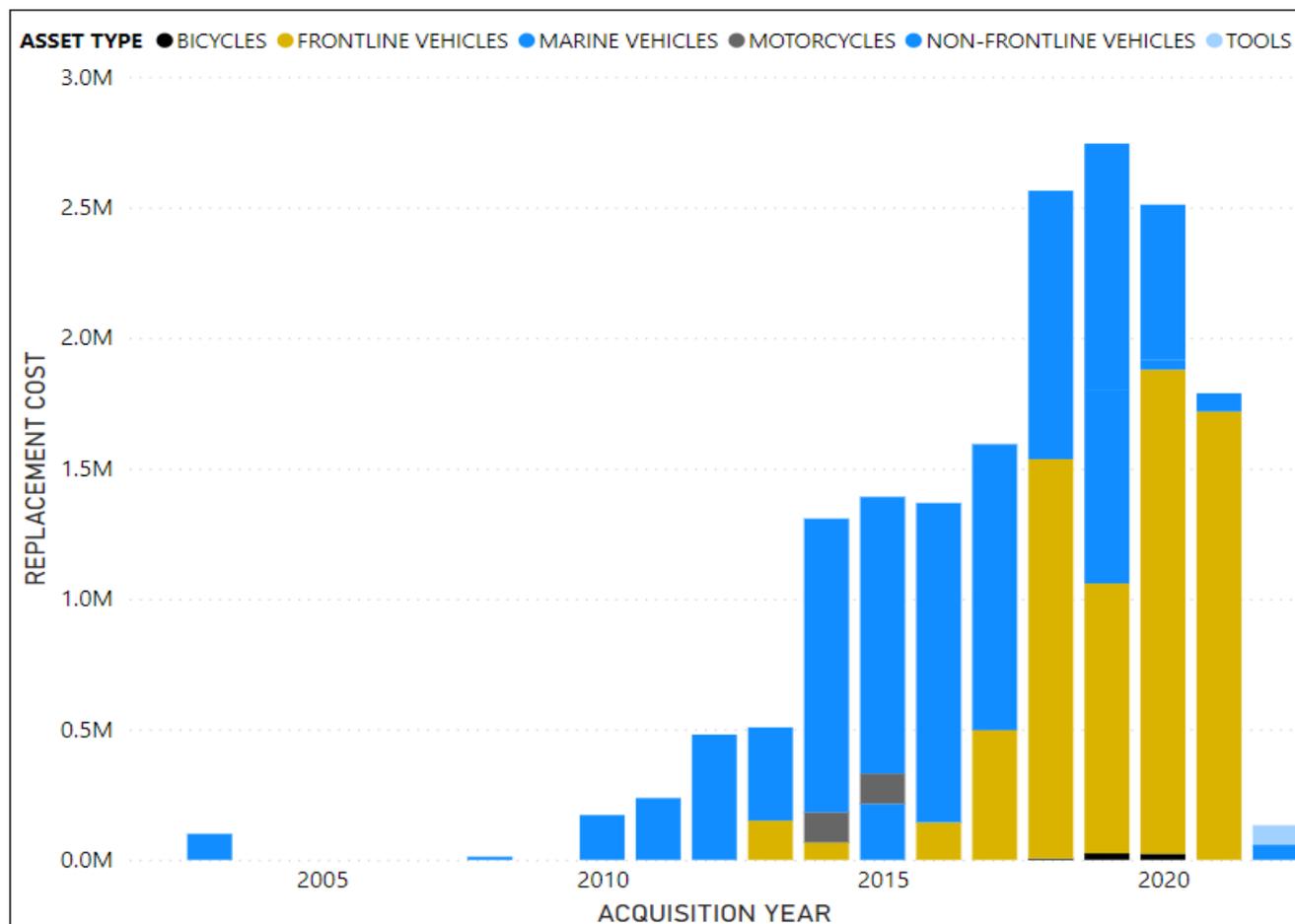
The age profile of the HPS Vehicle assets is shown in **Figure 4**. For Vehicle assets, the data confidence for age is typically High because asset's ages are formally tracked, and many assets are replaced based on age.

Frontline vehicles are replaced at five (5) years or 150,000 km, and non-frontline are replaced at 10-years or 150,000 kms. The age profile below shows replacement timelines have mostly been adhered to, however, with complications from COVID-19 and associated supply chain issues, many assets are being used for longer durations than anticipated. Since these assets have relatively short ESLs, they will repeat throughout the renewal forecast shown in Section 8.3.

In addition, marine vehicles are generally replaced at ten (10) to fifteen (15) years or as required, and bicycles are also replaced as required based on inspection or user complaints.

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Figure 4: Vehicles Age Profile



3.2.2.2 CONDITION METHODOLOGY & PROFILE

Vehicles are inspected and maintenance activities are conducted at specific intervals throughout the asset's lifecycle as shown in **Table 9**, however, no formal condition rating is assigned to each vehicle. Since frontline vehicles assets are expected to be maintained in good working condition and vehicles are replaced so frequently, the ESL of the vehicle is not necessarily representative of the actual condition of the asset (i.e., a 6-year old vehicle at 100,000 kms could still be considered in good condition for most uses, but would be auctioned and replaced, or converted to a non-frontline vehicle because frontline vehicles are held to a higher standard).

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Table 9: Vehicle Inspection and Maintenance Activities

ASSET	INSPECTION TYPE	DESCRIPTION	FREQUENCY	CONDITION SCORE OUTPUT
FRONTLINE & NON-FRONTLINE VEHICLES	A	Lube, oil, and filter change including a fluid level check. Check all major systems. Report any body damage. Road test vehicle.	5,000 kms	None
FRONTLINE & NON-FRONTLINE VEHICLES	B	Includes An inspection as well as: rotate tires, record brake measurement	15,000 kms	None
FRONTLINE	C	Includes An inspection as well as replace fuel filter, and fluid change.	30,000 kms	None
NON-FRONTLINE VEHICLES			45,000 kms	
FRONTLINE	D	Includes An inspection as well as replace spark plugs and transaxle service	60,000 kms	None
NON-FRONTLINE VEHICLES			75,000 kms	
MARINE	N/A	General inspection, top up oil	50 hours	None
BICYCLE	N/A	Officer does self-inspection	As required	None

Since there is no formal condition rating based on inspection, the condition was estimated based on the assumptions outlined in the condition conversion table in **Table 6**. For frontline and non-frontline vehicles that were within the first 20% of their service life, they were considered to be in very good condition. if they are within their service life, they were considered to be in good condition. Any vehicles past their service life or mileage were in poor condition since they are considered deficient. As stated, the reason these vehicles are beyond their service life or mileage is due to COVID-19 supply chain issues, but all vehicles in service are in good working condition but may result in additional operations and maintenance costs as the situation continues.

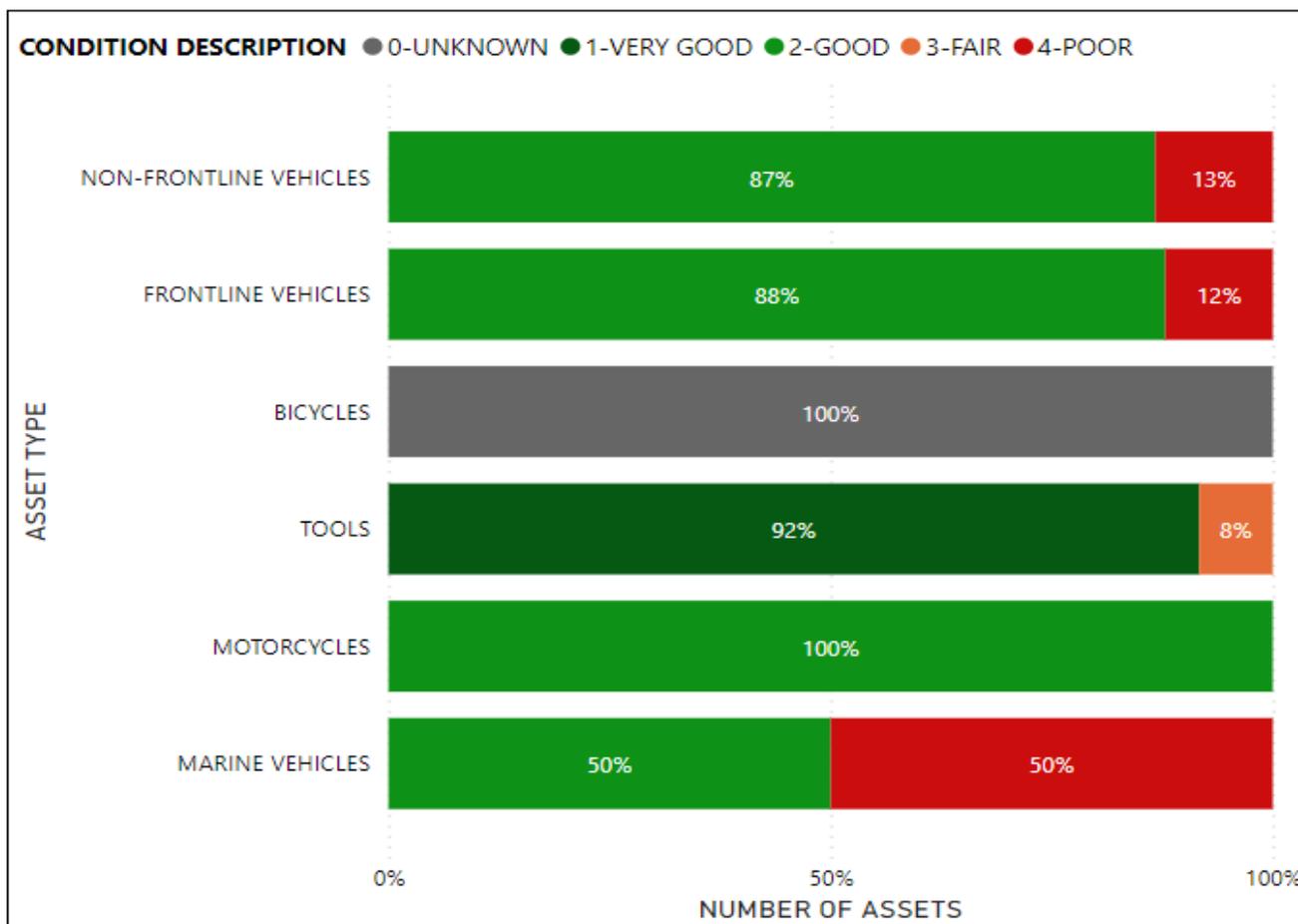
HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

Marine asset conditions were based on remaining service life assuming ESLs of ten (10) to fifteen (15) years and bicycles are replaced as required and were considered to be in unknown condition.

A continuous improvement item identified in **Table 34** is to incorporate a condition rating during regular vehicle inspection/maintenance activities. Although vehicles are considered to be in good working condition while they are in service, there are often indicators during these inspections that can predict the remaining useful life of the asset which will assist HPS with capital forecasting for all vehicles and provide information to make decisions about which frontline vehicles will likely be converted to non-frontline vehicles and which will be disposed of. In addition, collecting this data will allow HPS to confirm or revisit the vehicle replacement frequency as there is typically a point in a vehicle’s lifecycle where it is more costly to operate and maintain the asset than it is to renew.

The condition profile of HPS’ vehicle assets is shown in **Figure 5**. At this time the average condition of frontline and non-frontline vehicle assets is considered to be Good. Due to the condition methodology, marine vehicles have a significant amount of assets showing poor condition because they are beyond their Estimated Service Life (ESL).

Figure 5: Vehicles Asset Condition Distribution



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3.2.2.3 ASSET USAGE AND PERFORMANCE

The largest performance issues with Police vehicles involve assets exceeding their ESL or mileage allotments. The known service performance deficiencies in **Table 10** were identified using staff input.

Table 10 : Known Service Performance Deficiencies

ASSET	LOCATION	SERVICE DEFICIENCY	DESCRIPTION OF DEFICIENCY
Patrol Vehicles	Various	Frontline Vehicles past service life/ mileage recommendations	Microchip shortage caused by pandemic causing difficulty in replacing assets at desired frequency.
Non-Patrol Vehicles	Various	Non-Frontline Vehicles past service life/ mileage recommendations	Microchip shortage caused by pandemic causing difficulty in replacing assets at desired frequency.

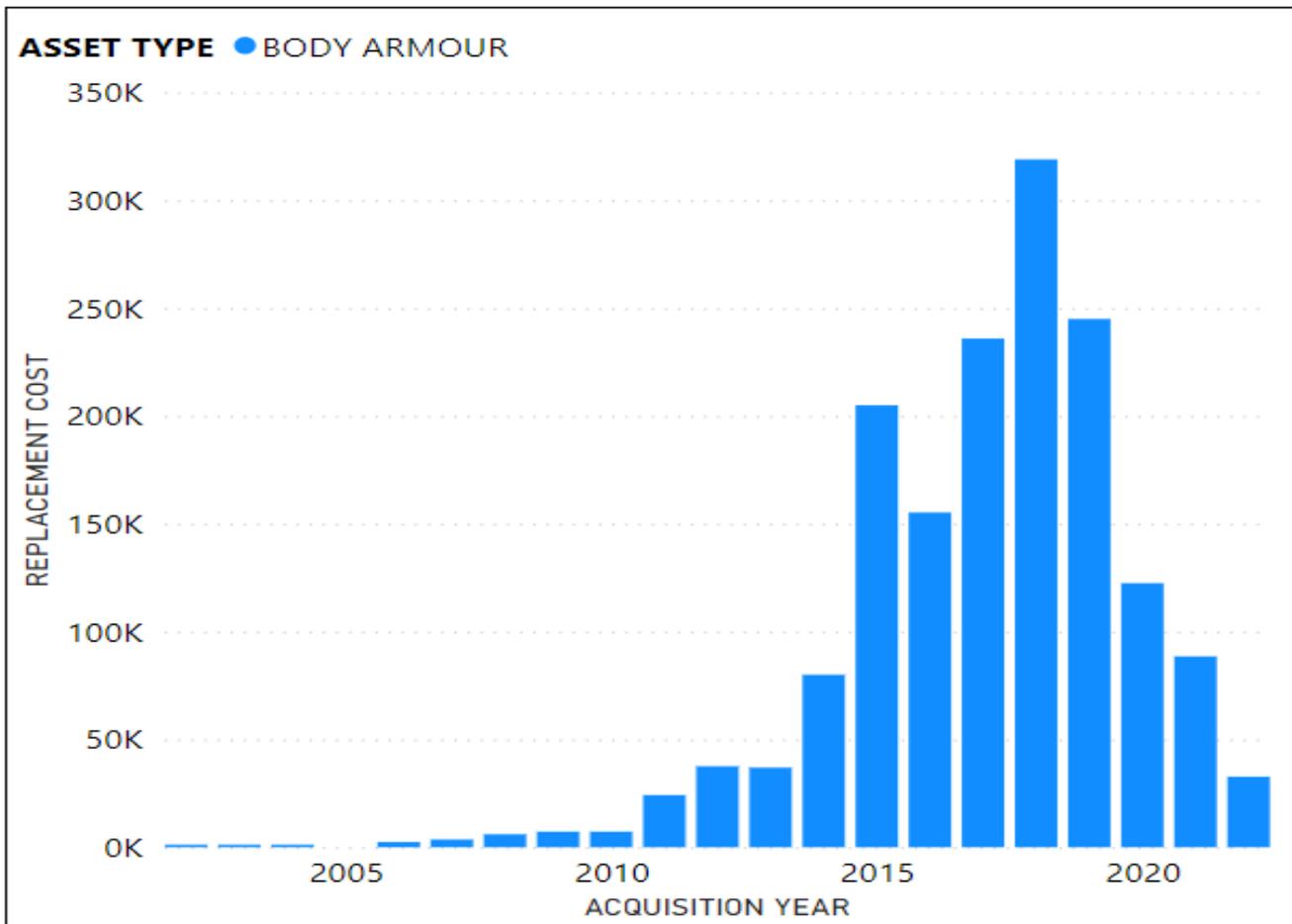
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3.2.3 OFFICER EQUIPMENT PROFILE

3.2.3.1 AGE PROFILE

The age profile of Officer Equipment assets is shown in Figure 6. Age is currently only tracked for the body armour asset, which is at a data confidence level of High since this information is formally documented. Since Body Armour has an estimated service life of 8 years, any assets acquired before 2015 in the profile below are past their service life. Since Body Armour is a critical asset for an officer, expired body armour has been recorded as a technical metric in Section 4.3.2.

Figure 6: Officer Equipment Age Profile



3.2.3.2 CONDITION METHODOLOGY & PROFILE

At this time, the majority of officer equipment does not have a formal inspection. For Body Armour, officers are expected to complete their own inspections annually and certify their equipment is acceptable per the table below.

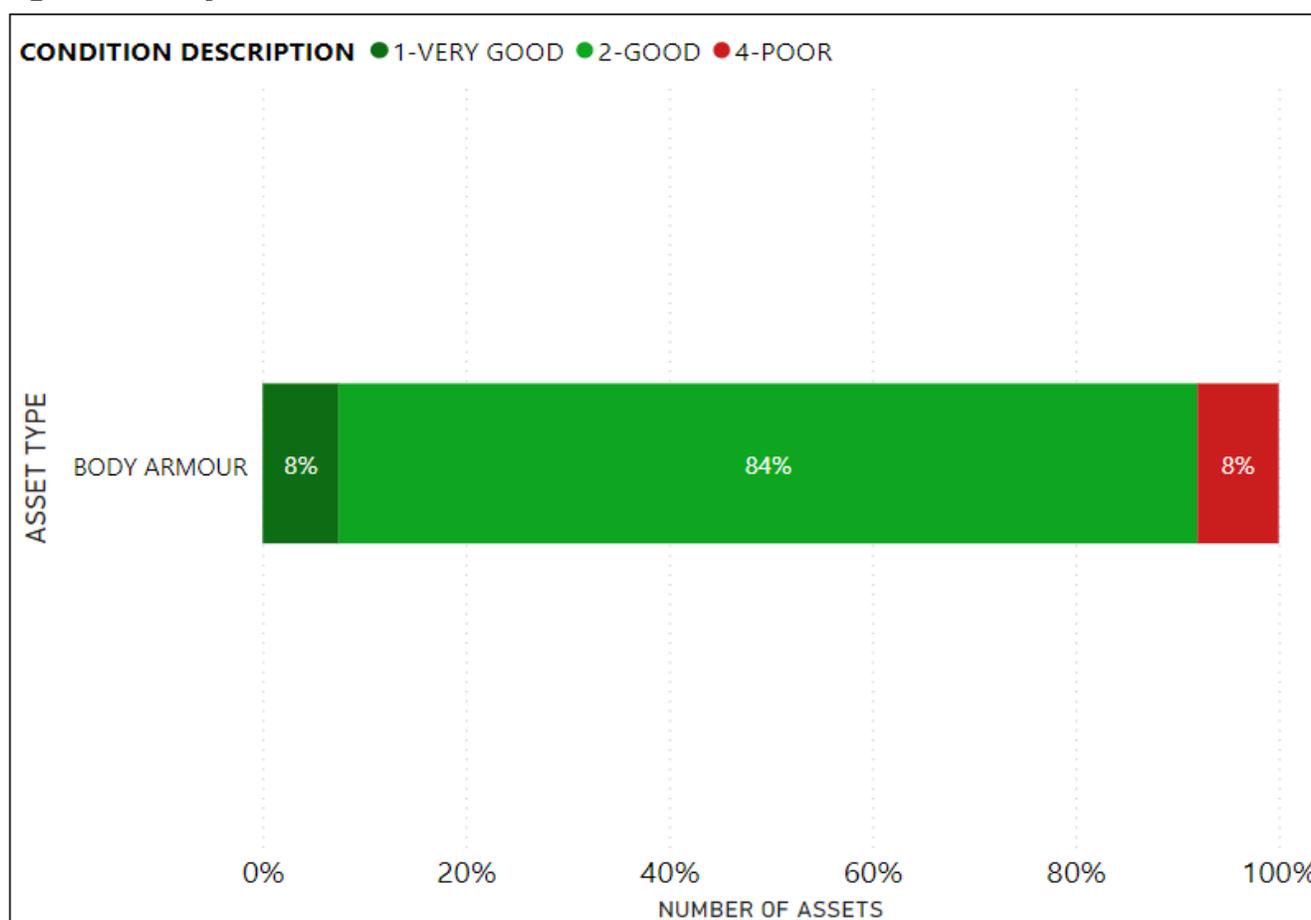
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Table 11 : Inspection and Condition Information

ASSET	INSPECTION FREQUENCY	LAST INSPECTION	CONDITION SCORE OUTPUT
Body Armour	Annual	2022	None – officer certifies their equipment is acceptable

The condition profile of the City’s assets is shown in **Figure 7**. As mentioned in **Table 6**, the original condition grades were converted to a standardized condition category for report consistency. Since age and condition are not formally tracked for most officer equipment, the only asset shown below is body armour which is considered to be in good condition on average based on age.

Figure 7: Body Armour Asset Condition Distribution



3.2.3.3 ASSET USAGE AND PERFORMANCE

The largest performance issues with officer equipment involves expired equipment. The known service performance deficiencies in **Table 12** were identified using database information.

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Table 12 : Known Service Performance Deficiencies

ASSET	LOCATION	SERVICE DEFICIENCY	DESCRIPTION OF DEFICIENCY
Name	Various	Expired Body Armour	Body Armour should be replaced every 8 years.

3.2.1 TECHNOLOGY PROFILE

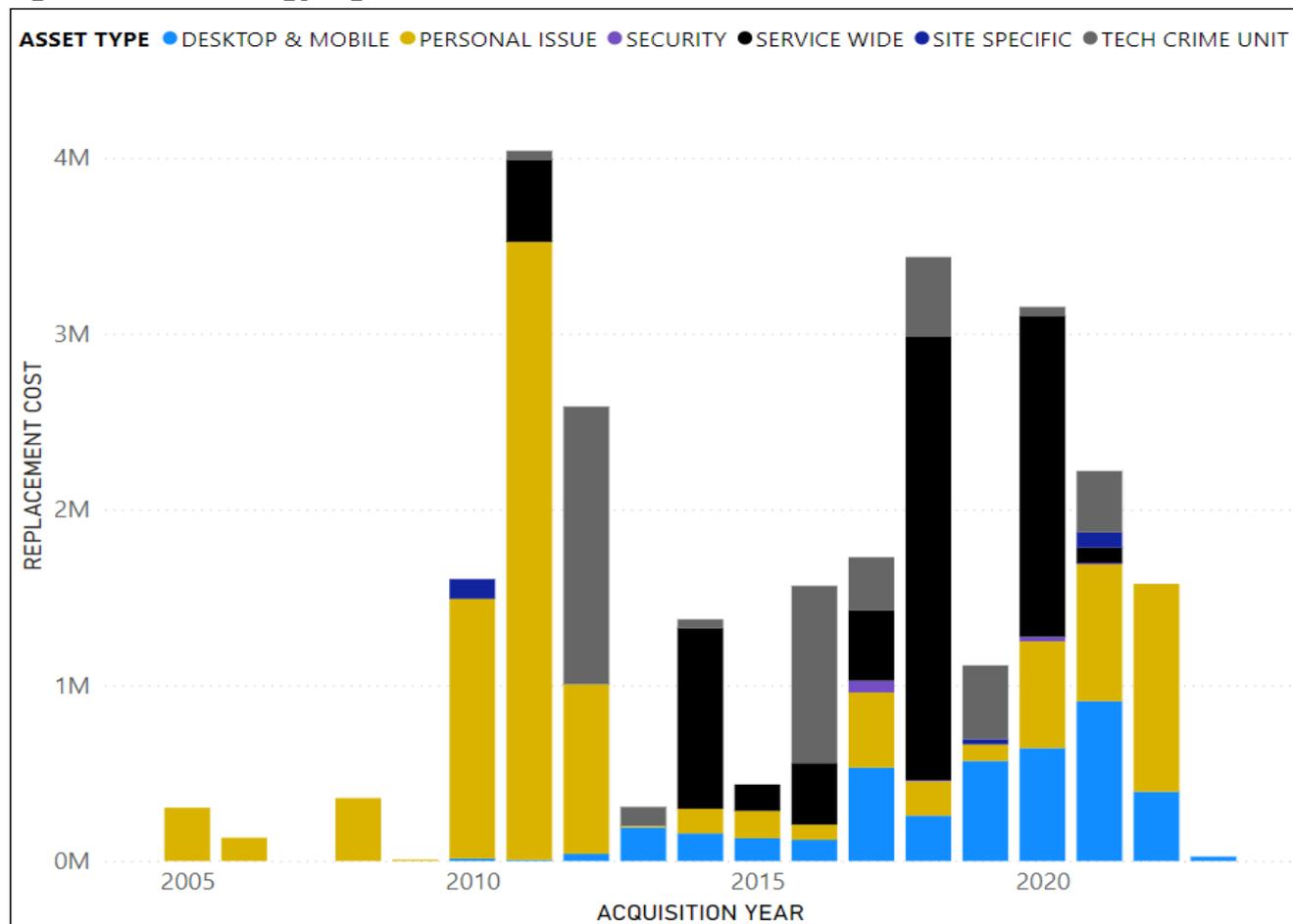
3.2.1.1 AGE PROFILE

The age profile for Technology assets is shown in **Figure 8**. For many Technology assets, age is not formally recorded which has been identified as a continuous improvement item in **Table 34**. Many of the ages below were based on subject matter expert opinion with the exception of the Tech Crime Unit assets, and therefore typically the age information has a medium data confidence.

Many technology assets have estimated service lives of five (5) to ten (10) years. Since these assets have relatively short ESLs, they will repeat throughout the renewal forecast shown in **Section 8.3**. There are typically large costs associated with these assets and therefore it is recommended that the ESLs be reviewed for these assets to ensure the renewal forecast is accurate.

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Figure 8: Technology Age Profile



3.2.1.2 CONDITION METHODOLOGY & PROFILE

The majority of technology assets do not have a formal inspection program which has been identified as a continuous improvement item in **Table 34**. The Tech Crime Unit does assign condition scores to their assets on a 3-point scale per the table below. It is recommended for asset management best practice that these condition scores be modified to align with the AM 5-point scale which has been identified as a continuous improvement item in **Table 34**.

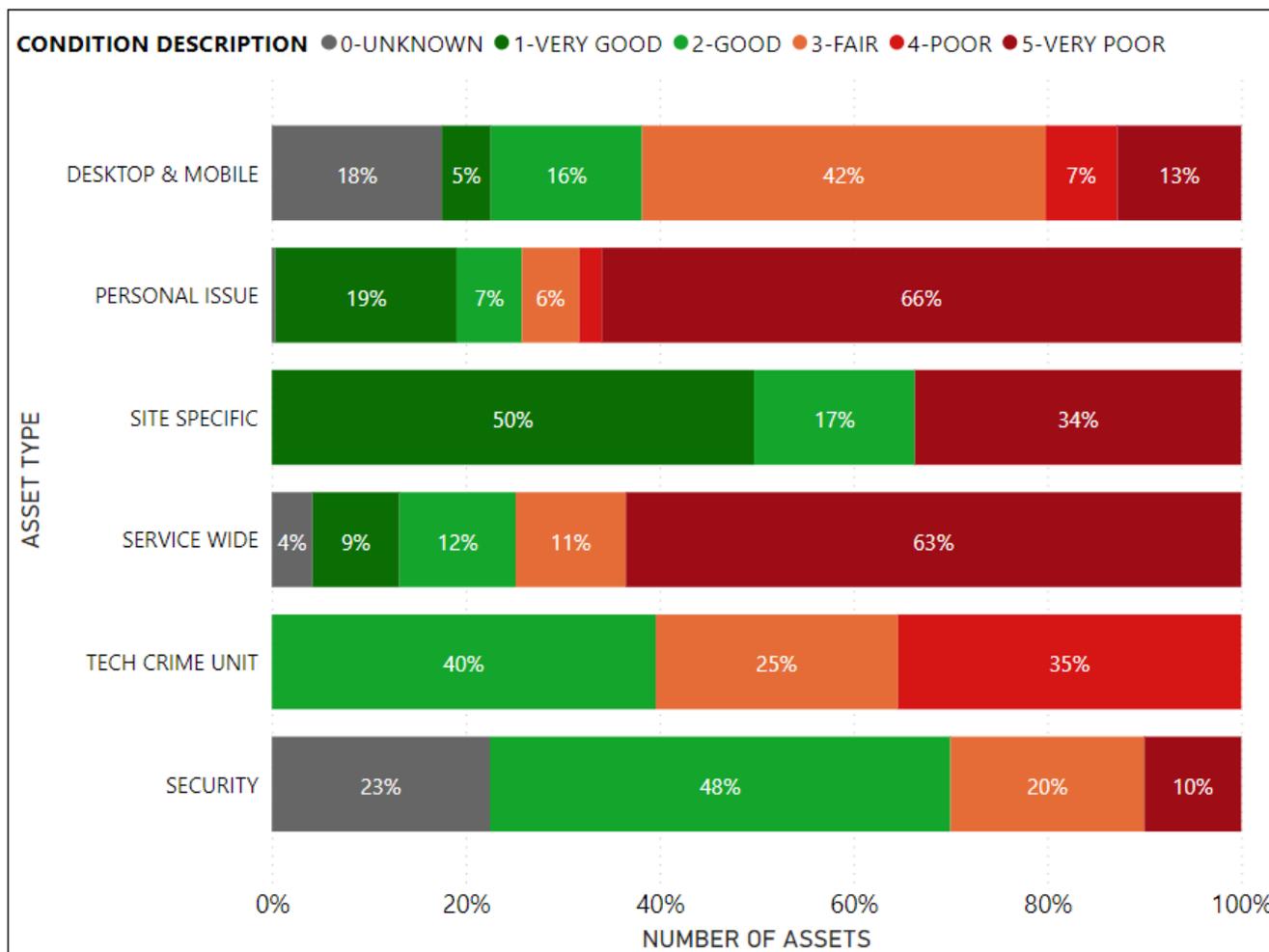
Table 13 : Inspection and Condition Information

ASSET	INSPECTION FREQUENCY	LAST INSPECTION	CONDITION SCORE OUTPUT
Tech Crime Unit	6 months	March 2023	Three Point Scale
All Other Technology	None	None	None

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The condition profile of the City’s assets is shown in **Figure 9**. At this time the average condition of technology is considered to be Fair. Due to the condition methodology, many assets have a significant amount of assets showing poor or very poor condition because they are approaching or beyond their Estimated Service Life (ESL).

Figure 9: Technology Asset Condition Distribution



3.2.1.3 ASSET USAGE AND PERFORMANCE

The largest performance issues with Technology involve inability to upgrade. The known service performance deficiencies in **Table 14** were identified using staff input.

Table 14: Known Service Performance Deficiencies

ASSET	SERVICE DEFICIENCY	DESCRIPTION OF DEFICIENCY
911 PHONE SYSTEM	Requires replacement	Inability to upgrade to remain supported.

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4. MUNICIPALLY DEFINED LEVELS OF SERVICE

Levels of service are measures of what the City provides to its customers, residents, and visitors, and are best described as the link between providing the service outcomes the community desires, and the way that the City provides those services.

O. Reg 588/17 does not define levels of service for HPS assets and therefore the City has developed municipally defined levels of service. Levels of service are defined in three ways, customer values, customer levels of service and technical levels of service which are outlined in this section. An explanation for how these were developed is provided in **Section 6.5** of the AM Plan Overview.

4.1 SURVEY METHODOLOGY

To develop customer values and customer levels of service, a Customer Engagement Survey entitled *Let’s Connect, Hamilton – City Services & Assets Review: Hamilton Police Service* was released on February 13, 2023, on the Engage Hamilton platform and closed on March 20, 2023. The survey results can be found in Appendix “A”.

The survey received submissions from 258 respondents and contained fourteen (14) questions related to the Hamilton Police Service delivery of service. For the purposes of this report, data has been evaluated from a confidence level perspective (margin of error at 95% confidence in sample size) and a data consistency (standard deviation) perspective per **Table 15** below.

Table 15: Data Confidence Levels

Grade	Data Consistency (Standard Deviation)	Confidence Level (Margin of Error at 95% Confidence in Sample Size)
Very High	0 to 0.5 – results are tightly grouped with little to no variance in response	0% to 5% - minimal to no error in results, can generally be interpreted as is
High	0.5 to 1.0 – results are tightly grouped but with slightly more variance in response	5% to 10% - error has becoming noticeable, but results are still trustworthy
Medium	1.0 to 1.5 – results are moderately grouped together, but most respondents are generally in agreement	10% to 20% - error is a significant amount and will cause uncertainty in final results
Low	1.5 to 2.0 – results show a high variance with a fair amount of disparity in responses	20% to 30% - error has reached a detrimental level and results are difficult to trust
Very Low	2.0+ - results are highly variant with little to no grouping	30%+ - significant error in results, hard to interpret data in a meaningful way

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Based on an approximate population size of 570,000 and the table above, a sample size of 258 correlates to a 6.1% margin of error at 95% confidence, and therefore these survey results correspond with an overall high confidence level. It is important to note that respondents were allowed to opt out of questions, and as such, different questions may have different confidence levels depending on the opt out rate for that question, and therefore the confidence level grades presented differ throughout this section.

Although the sample size correlates to a high confidence level, the data consistency also differed between questions. A high data consistency means that more often respondents came to the same conclusion for a question, whereas a low data consistency means that there is a split in respondent's opinions. Therefore, while CAM may be able to improve survey confidence levels over time by increasing the survey sample size, it may not be possible to improve data consistency over time as this depends on the opinions of the respondents and may require additional insight on why respondent's opinions are split. A low consistency of data does not mean the data is "bad", but it does mean that it is difficult to make decisions using that information

While these surveys were used to establish customer values and customer performance measures, it is important to note that there were also limitations to the survey methodology which may also reduce the confidence level in the survey data. The survey was only released using an online platform and did not include telephone surveys and consequently there is no way to confirm the identity information provided in the survey. In addition, the survey did not control for IP addresses, and therefore it is possible that respondents could complete the survey more than once and skew the survey results. When reviewing the demographic responses for the survey, there was no clear evidence that the survey results had been skewed. When comparing the age and postal code demographics from the survey to the age and postal code demographics for the City, there does not appear to be a significant over-representation of any age or postal code demographic within the survey. In addition, the responses were distributed across the City with responses from most communities as well as from a variety of self-identifications. Even when assessing the spikes in respondents per day, the results were distributed across different ages, postal codes, and self-identifiers. Therefore, although there are limitations to the survey methodology, it does appear that these results can be used to provide some context about the feelings of customers on the services HPS provides, but decisions should not be made based on this survey alone.

The future intent is to release this survey on a regular basis to measure the trends in customer satisfaction and ensure that the City is providing the agreed level of service as well as to improve the marketing strategy by both incorporating telephone surveys and IP controls to improve confidence levels in the survey responses. This has been noted in **Table 34** in the continuous improvement section.

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4.2 CUSTOMER VALUES

Customer values are what the customer can expect from their tax dollar in “customer speak” which outlines what is important to the customer, whether they see value in the service, and the expected trend based on the 10-year budget. These values are used to develop the level of service statements.

Customer Values indicate:

- What aspects of the service is important to the customer;
- Whether they see value in what is currently provided; and,
- The likely trend over time based on the current budget provision.

As previously mentioned, the customer values below were determined using the results from the *Let’s Connect, Hamilton – City Services & Assets Review: Hamilton Police Service* survey.

Table 16: Customer Values

SERVICE OBJECTIVE:			
CUSTOMER VALUES	CUSTOMER SATISFACTION MEASURE	CURRENT FEEDBACK	EXPECTED TREND BASED ON PLANNED BUDGET (10-YEAR HORIZON)
Emergency Medical Calls and Investigative Services are very important services.	2023 HPS City Services & Assets Review Survey	Based on survey responses, on average, these are considered very important services for HPS to be responsible for providing with high data consistency.	Maintain
Non-Emergency Calls, Road Safety, Online Reporting and Victim Services are important services.		Based on survey responses, on average, these are considered important services for HPS to be responsible for providing with high to medium data consistency.	Maintain
Emergency Mental Health Calls are important services, but customers are divided.		Based on survey responses, on average it is important for HPS to be responsible for providing mental health services, but the data consistency was low and therefore respondents were divided.	Maintain

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SERVICE OBJECTIVE:			
CUSTOMER VALUES	CUSTOMER SATISFACTION MEASURE	CURRENT FEEDBACK	EXPECTED TREND BASED ON PLANNED BUDGET (10-YEAR HORIZON)
Crime Prevention / Public Outreach Services and Vulnerable Sector Clearance is a fairly important service.	2023 HPS City Services & Assets Review Survey	Based on survey responses, it is fairly important for HPS to be responsible for providing these services, with a medium data consistency.	Maintain
HPS Facilities should be maintained in good condition and be welcoming and accessible, but facility renewals and public parking are not priorities.		Based on survey responses with a high data consistency, HPS buildings should be accessible, safe, equitable, inclusive, clean, in good repair, comfortable, energy efficient, and inviting. However, facility renewals and increased public parking at stations were not that important to survey respondents with a medium data consistency.	Decrease
Body cameras should be considered as a future need.		Based on survey responses, these are considered an important future need for HPS to consider implementing with a medium data consistency.	N/A
Increasing the number of police officers is a divided subject.		Based on survey responses, there are differing opinions on if HPS should increase the number of police officers with a low data consistency.	Maintain
Rate Level Increases should be minimized.		HPS should minimize rate level increases and maintain service levels based on a medium data consistency.	Maintain

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

4.3 CUSTOMER LEVELS OF SERVICE

Ultimately customer performance measures are the measures that the City will use to assess whether it is delivering the level of service the customers desire. Customer level of service measurements relate to how the customer feels about the City's Police Service in terms of their quality, reliability, accessibility, responsiveness, sustainability and over course, their cost. The City will continue to measure these customer levels of service to ensure a clear understanding on how the customers feel about the services and the value for their tax dollars.

The Customer Levels of Service are considered in terms of:

Condition	How good is the service? What is the condition or quality of the service?
Function	Is it suitable for its intended purpose? Is it the right service?
Capacity/Use	Is the service over or under used? Do we need more or less of these assets?

In **Table 17** under each of the service measures types (Condition, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the currentt budget allocation.

It is important to note that many of HPS' customers are internal customers (e.g., staff) as they are the main users of most of HPS assets (i.e., facilities, vehicles, equipment, technology). For this first iteration of the AM Plan the focus was on external customers (e.g. the Public), and as a result there are some gaps within the alignment between customer and technical levels of service as discussed in **Section 4.3.3**.

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Table 17 : Customer Levels of Service

TYPE OF MEASURE	LEVEL OF SERVICE STATEMENT	SOURCE	PERFORMANCE MEASURE	CURRENT PERFORMANCE	EXPECTED TREND BASED ON PLANNED BUDGET	
Quality/ Condition	Provide effective and adequate core policing services.	2023 HPS City Services & Assets Review Survey	Average survey respondent opinion on how HPS has performed overall in the last 24 months in all service areas	Average Performance	Maintain	
		Confidence level		Medium		
		Data Consistency		Medium		
	Ensure that police assets are maintained in good condition.	2023 HPS City Services & Assets Review Survey	Average survey respondent opinion on if HPS facilities met comfort, safety and cleanliness needs over the last 24 months	Meets Needs	Decrease	
		Confidence levels		Very Low		
		Data Consistency		Medium		
	Be fiscally responsible when delivering services.	2023 HPS City Services & Assets Review Survey	Average survey respondent opinion on if HPS is providing good value for money when providing infrastructure and services.	Average Performance	Maintain	
		Confidence levels		Low		
		Data Consistency		Medium		
	Function	Provide effective and adequate core policing services.	2023 HPS City Services & Assets Review Survey	Average survey respondent opinion on if HPS is meeting service needs overall	Meets Some Needs	Maintain

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TYPE OF MEASURE	LEVEL OF SERVICE STATEMENT	SOURCE	PERFORMANCE MEASURE	CURRENT PERFORMANCE	EXPECTED TREND BASED ON PLANNED BUDGET
		Confidence levels		Medium	
		Data Consistency		Medium	
		2023 HPS City Services & Assets Review Survey	Average survey respondent opinion on if HPS dispatch times are meeting service needs overall	Meets Some Needs	Maintain
		Confidence levels		Medium	
		Data Consistency		Medium	
Capacity	Ensure HPS services are accessible to the public when required.	2023 HPS City Services & Assets Review Survey	Average survey respondent opinion on if HPS services are satisfied with their ability to be accessed overall	Neither satisfied nor dissatisfied	Maintain
		Confidence levels		Low	
		Data Consistency		Medium	

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4.3.1 CUSTOMER INDICES

The three (3) indices calculated to assess how customer expectations are aligning with the perceived performance for HPS are listed below in **Table 18**. These indices are explained and analyzed in detail in the sections below and will eventually be included for all assets (when available) in the overall measures in the AM Plan Overview.

Table 18 : Customer Indices

Customer Indices	Average Result
Service Importance Versus Performance Net Differential	-20
Net Promoter Score (%)	-17.58%
Service Rates Versus Value for Money Net Differential	-2

It is important to note that since the HPS survey results appear to overall be divided on many issues, it is difficult to make any conclusive decisions based on this survey alone. Therefore, the information below is intended to provide context around the survey results to assist HPS with areas to further investigate before proposing any new levels of service.

SERVICE IMPORTANCE VERSUS PERFORMANCE INDICE

The Service Importance versus Performance indices is used to determine if a service's importance correlates with the perceived performance. Service areas where the average importance rating exceeds the average performance rating by twenty (20) points is indicative of a mismatch between expectations and service levels, equal to one point on the Likert scale.

Per **Figure 10** below, the net differential exceeds twenty (20) points for Investigative Services, Emergency Criminal Calls, Non-Emergency Calls, and Road Safety. This indicates that although customers generally consider these services to be between Very Important to Important on the Likert scale, they also perceive that HPS only performed Average for these services over the last twenty-four (24) months. The data consistency on both questions showed an overall medium consistency.

To reduce the net differential, HPS would have to increase their performance to between Good and Very Good, which they would accomplish by altering their Technical Levels of Service explained in **Section 4.3.2**, and if HPS were looking for service areas to improve, these would be the key services to investigate further. However, whether the customer is willing to pay for this increase in service is determined by the Service Rates Versus Value for Money Net Differential which is explained in detail in the section below.

It is important to note that the Q2-Importance question asked if these services were important as a responsibility for HPS, as such, it is unclear if some of these answers are regarding the importance of the service or the importance of HPS being responsible for that service. This could be the case for the Emergency Mental Health Calls where the data consistency was Low which may either indicate that respondents are divided on if these are important services for HPS to

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be responsible for, or it could indicate that there are differing opinions on whether the services are important to the customer overall. Future surveys will clarify verbiage to ensure the question is clear and this has been included as a Continuous Improvement Item in **Table 34**. However, it is also important to note that mental health services are required services that HPS must provide according to the Mental Health Act, R.S.O. 1990 and Community Safety and Policing Act, 2019 referenced in **Section 2.2**.

NET PROMOTER SCORE INDICE

The Net Promoter Score Indices outlines how likely an individual is to recommend a service to another person and measures customer loyalty. For municipal services, this score is difficult to interpret because often individuals do not have many alternatives for utilizing different services

Figure 10: Importance versus Performance Index Score

Service Area	Importance (index score)	Performance (index score)	Net Differential	Opt Out %
Average	78	58	-20	33.8
Investigative Services	92	64	-28	39.8
Emergency Criminal Calls	92	64	-27	32.8
Non-Emergency Calls	77	51	-26	25.2
Road Safety	80	57	-23	24.6
Online Reporting	76	57	-19	36.0
Emergency Mental Health Calls	73	57	-16	34.4
Victim Services	70	58	-11	41.6
Crime Prevention Programs/ Public Outreach	66	55	-11	36.1

and also there may be internal biases for certain service areas. However, this score does provide valuable information for determining whether customers would recommend using the service, seek alternatives, or avoid using the service altogether.

Respondents who selected a score less than four (4) are considered 'Detractors' meaning that they would not recommend the service. While scores of five (5) are considered 'Promoters' who would recommend the service. Scores of four (4) are considered 'Passive' which means they do not have strong feelings about the service and as such, they are not considered in the Net Promoter score calculation. In addition, respondents who opted out by not answering or selecting 'Can't Say' were removed from the sample. The Detractor and Promoter scores were then converted to a percentage, and the Net Promoter Score was calculated by subtracting (% Detractors) from (% Promoters). The Standard Deviation (σ) is also calculated in a percentage, the same units as the Net Promoter Score.

Per **Figure 11** below, generally most users of the service would not recommend HPS to another person. For the two (2) most important services (Emergency Criminal Calls and Investigative Services), the net promoter result is closer to zero (0) which may indicate that overall respondents are more neutral about recommending these services, whereas the higher negative promoter values (>20%) for Emergency Mental Health Calls, Crime Prevention Programs/Public Outreach, Victim Services, and Non-Emergency Calls services indicates that HPS may need to investigate the public perception for why customers would not recommend using these services.

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However, the standard deviation being greater than twenty (20) does indicate that survey respondents were divided on their opinion for these services.

Figure 11: Net Promoter Score

	σ	Net Promoter Score	Detractors	Passives	Promoters	
All Service Areas	30.6		-17.58	848	273	552
Emergency Criminal Calls	30.6		-4.19	85	29	77
Investigative Services	28.9		-5.06	77	33	68
Vulnerable Sector Clearance	28.3		-5.68	73	40	63
Online Reporting	29.2		-15.05	89	36	61
Road Safety	29.4		-18.41	101	36	64
Non-Emergency Calls	30.2		-24.64	114	30	63
Victim Services	32.1		-24.85	94	23	52
Crime Prevention Programs/ Public Outreach	31.2		-25.43	96	25	52
Emergency Mental Health Calls	32.4		-34.90	119	21	52

SERVICE RATES VERSUS VALUE FOR MONEY INDICE

The Service Rates versus Value for Money indices is used to determine if the rate an individual is paying for a service correlates with the perceived value for money. Service areas where rate level ratings exceed value for money ratings by twenty (20) points is indicative of a mismatch between expectations and service levels, equal to one point on the Likert scale. Positive Net Differential values indicate that 'Value for Money' was greater than willingness for 'Rates'. Low index scores in 'Rates' indicate that respondents are not willing to pay increased rates for the service area. All values were calculated and then rounded to the nearest whole number.

Per **Figure 12** below, survey respondents generally perceived that they were getting Average value for money across all services and thought that HPS should minimize rate level increases and maintain service levels across all services as well. On average, since the net differential is under twenty (20) across all services, survey respondents thought the value for money was in alignment with the current rates. However, the data consistency was considered medium approaching low for both value for money and rate level as there are differing opinions on this issue. Therefore, based on these conclusions, HPS should consider only increasing rate levels to the minimum required to maintain the current levels of service.

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Figure 12: Rates versus Value for Money Index Score

Service Area	Rates (index score)	Value for Money (index score)	Net Differential	Opt Out %
Average	57	55	-2	21.5
Vulnerable Sector Clearance	53	63	10	28.0
Crime Prevention Programs/ Public Outreach	51	54	4	22.1
Victim Services	54	52	-2	27.9
Online Reporting	56	54	-2	22.7
Road Safety	59	56	-3	15.7
Emergency Criminal Calls	64	59	-5	17.1
Investigative Services	63	57	-6	24.6
Emergency Mental Health Calls	57	51	-6	20.3
Non-Emergency Calls	59	50	-9	15.5

4.3.2 TECHNICAL LEVELS OF SERVICE

Technical levels of service are operational or technical measures of performance, which measure how the City plans to achieve the desired customer outcomes and demonstrate effective performance, compliance and management. The metrics should demonstrate how the City delivers its services in alignment with its customer values; and should be viewed as possible levers to impact and influence the Customer Levels of Service. The City will measure specific lifecycle activities to demonstrate how the City is performing on delivering the desired level of service as well as to influence how customers perceive the services they receive from the assets.

Technical service measures are linked to the activities and annual budgets covering Acquisition, Operation, Maintenance, and Renewal. Asset owners and managers create, implement and control technical service levels to influence the service outcomes.⁷

Police specific calls are categorized into five (5) Priority Call Responses ranked by type and urgency of the call which are defined below in **Table 19**. Different priority call responses have different dispatch times which are shown in **Table 19**. As previously mentioned, a continuous improvement item identified in **Table 34**, is to investigate quantifying response times so that HPS can quantify changes in levels of service. With the addition of the Waterdown Station, response times will likely improve in rural areas which is a proposed level of service that cannot be quantified at this time.

⁷ IPWEA, 2015, IIMM, p 2|28.

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Table 19: Priority Call Types

PRIORITY CALL TYPE	DESCRIPTION
0	Emergencies where injuries are occurring or are imminent
1	People and property emergencies that do not involve personal injury
2	A crime has just occurred within the past 15 minutes
3	Do not involve crimes that are in progress or have just occurred
4	Non-urgent, low-risk calls involving non-emergency or incidental complaints

Table 17 shows the activities expected to be provided under the current 10-year Planned Budget allocation and the Forecast activity requirements being recommended in this AM Plan.

Table 20 : Technical Levels of Service

LIFECYCLE ACTIVITY	LEVEL OF SERVICE	ACTIVITY MEASURE	CURRENT ACTUAL PERFORMANCE (2022)	CURRENT TARGET PERFORMANCE (2022)	PROPOSED 10-YEAR PERFORMANCE
Acquisition	Ensure police have the capacity to reliably respond to emergencies in a timely manner.	Number of new patrol vehicles purchased due to growth/demand	3	3	30
		Budget	\$0.3M	\$0.3M	\$2.6M
	Ensure HPS services are accessible to the public when required.	Number of new facilities acquired due to growth/demand	0	0	1
		Budget	\$0	\$0	\$8.0M
Operation	Provide effective and adequate core policing services.	Dispatch Time for Priority 0 (minutes)	1:08	0:30	0:30
		Dispatch Time for Priority 1 (minutes)	3:10	3	3
		Dispatch Time for Priority 2 (minutes)	13:28	15	15
		Dispatch Time for Priority 3 (minutes)	95	60	60
		Dispatch Time for Priority 4 (minutes)	108	180	180
		Budget	N/A	N/A	N/A

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LIFECYCLE ACTIVITY	LEVEL OF SERVICE	ACTIVITY MEASURE	CURRENT ACTUAL PERFORMANCE (2022)	CURRENT TARGET PERFORMANCE (2022)	PROPOSED 10-YEAR PERFORMANCE
	Be fiscally responsible when delivering services.	Actual Operating Expenditures vs Planned Budget	99.4%	90%-100%	90%-100%
	Ensure that police assets are maintained in good condition.	Average Facility Condition Index for Facilities	2.3%	<5%	<5%
Maintenance	Ensure police have the capacity to reliably respond to emergencies in a timely manner.	Average number of days frontline vehicle is out of service for maintenance	3.0	3.0	3.0
		Budget	\$0.6M	\$0.6M	\$1.0M
Renewal	Ensure that police assets are maintained in good condition.	% of in-service front-line vehicles over replacement frequency target (i.e., 5-years or 150,000 km)	12.1%	0%	0%
		Budget	\$0	\$0.8M	\$15.6M
		% of expired Body Armour	8%	0%	0%
		Budget	\$0	\$0.2M	\$1.8M

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It is important to monitor the service levels regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and customer priorities will change over time.

It is important to note that these metrics were created specifically for this 2023 AM Plan with available data. Many of these metrics should be improved to include a target to be in line with SMART objectives identified on page 43 of the AM Plan Overview. In addition, performance measure data should be both easy to extract and measured over time, and a data collection process may likely need to be created. HPS has recently completed a revised KPI framework and therefore it is anticipated that these performance measurements will improve for the next iteration of the plan. These have been identified as continuous improvement items in **Table 34**.

4.3.3 PROPOSED LEVELS OF SERVICE DISCUSSION

It is evident per **Table 20** that HPS is often meeting technical standards with some exceptions. However, customer preferences and expectations do not always match internal technical targets. Since the HPS survey results appear to be divided on many issues, it is difficult to make any conclusive decisions based on the initial survey. Due to the lack of data confidence in the current levels of service information, HPS will need to collect more data before proposing any new levels of service. It has been assumed in the interim that the current levels of service will be the proposed levels of service moving forward past 2025 in accordance with O.Reg 588/17. Therefore, the information below is intended to provide context to direct HPS to areas for further investigate before proposing any new levels of service.

As previously mentioned, many of HPS' asset customers are internal customers (e.g., staff) as they are the main users of HPS assets. For this first iteration of the AM Plan the focus was on external customers (i.e., the Public), and as a result there are some gaps in the information below with respect to internal customers. This has been identified as a continuous improvement item in **Table 34**.

CONDITION / QUALITY

Based on **Table 20**, survey respondents thought that HPS was meeting needs in terms of HPS Facilities' comfort, safety, and cleanliness needs. At this time, based on the FCI, the average condition for HPS facilities is Good which would relate to the safety of the facility. As such, there is generally customer and technical levels of service alignment. However, Central Station is in Poor condition meaning it may not meet safety needs over time, but there is conflicting information since survey respondents also indicated that facility and parking lot renewals were not a priority for customers at this time. Therefore, it is difficult to make any conclusions on this item in this report. In future, the technical measures should also indicate facility operational measures (i.e., frequency of cleaning) to better align with the comfort and cleanliness measures. This has been identified as a continuous improvement item in **Table 34**.

In addition, per **Table 20**, survey respondents thought that HPS was performing average when providing good value for money for the service, with a medium data consistency. At this time, HPS is within the recommended target for actual operating expenditures versus planned budget.

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Therefore, proposed levels of service should consider, where possible, only increasing rate levels to the minimum required to maintain the current levels of service and any legislated requirements.

FUNCTION

Based on **Table 20**, survey respondents indicated that dispatch time targets met customer needs overall. At this time, HPS is meeting their dispatch time targets for Priority 2 and 4 calls, however HPS is not meeting dispatch time targets for Priority 0, 1 or 3 calls. Since customers indicated that the technical target times would meet needs, HPS should investigate opportunities to improve dispatch times to meet internal targets. This must be communicated clearly to the public since there are concerns with increasing rate levels.

In addition, as previously mentioned, dispatch times are not the best measurement for response. This has been indicated as a continuous improvement item in **Table 34**. As previously mentioned, with the addition of the Waterdown Station, response times will likely improve in rural areas which is a proposed level of service change that cannot be fully quantified at this time.

CAPACITY

Based on **Table 20**, survey respondents were neither satisfied nor unsatisfied with their ability to access HPS services. Per **Table 21**, HPS is currently adding an additional station, Waterdown Station, to ensure better access to the service. Since customers do not have a strong opinion on this addition, adding this asset would be up to the discretion of HPS in terms of operational needs.

Customer values also indicated that body cameras would be something to consider adding for proposed levels of service. Based on survey responses, there are differing opinions on if HPS should increase the number of police officers. HPS is currently only increasing their number of officers and assets in accordance with the "cop to pop" ratio mentioned in **Section 5.1** which is the amount required to maintain current levels of service which is in line with the customer value of minimizing rate level increases.

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5. FUTURE DEMAND

Demand is defined as the desire customers have for assets or services and that they are willing to pay for. These desires are for either new assets/services or current assets.

The ability for the City to be able to predict future demand for services enables the City to plan and identify the best way of meeting the current demand while also being responsive to inevitable changes in demand. Demand will inevitably change over time and will impact the needs and desires of the community in terms of the quantity of services (assumption of assets due to development growth) and types of service required (e.g., NG911, body cameras).

5.1 DEMAND DRIVERS

For the HPS service area, the key drivers are population change, and technological changes.

- Population change – Per page 45 in the AM Plan Overview, it is evident that Hamilton’s population will continue to grow to 2051. Ontario Police Services determine their officer requirements using a ratio often referred to as the “cop to pop” ratio which allocates how many officers are required per the population.
- Technological changes - At this time, since the Canadian Radio-television and Telecommunications Commission (CRTC) has mandated that all municipalities replace Canada’s aging E911 emergency services network and cutover to the new Next Generation-911 (NG-911) platform by March 4, 2025, this is a large change that HPS as well as Hamilton Fire and Hamilton Paramedics Services have been preparing for.

5.2 DEMAND FORECASTS

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented in **Table 21**. Growth projections have been shown on page 45 in the AM Plan Overview document, however, the growth projections for the “cop to pop” ratio projections were completed by HPS staff for the development charges by-law study.

Where costs are known, these additional demands as well as anticipated operations and maintenance costs have been encompassed in the Lifecycle Models in Section 8.

5.3 DEMAND IMPACT AND DEMAND MANAGEMENT PLAN

The impact of demand drivers that may affect future service delivery and use of assets are shown in **Table 21**. Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks, and managing failures.

Opportunities identified to date for demand management are shown in **Table 21**. Climate change adaptation is included in **Table 25**.

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Table 21 : Demand Management Plan

DEMAND DRIVER	CURRENT POSITION	PROJECTION	IMPACT ON SERVICES	DEMAND MANAGEMENT PLAN
Population Growth	"Cop to Pop ratio" 146 officers per 100,000 population, 3 stations	"Cop to Pop ratio" 13 officers per year over 10 years, 23 additional staff to meet service standards, 4 stations.	Increase to uniform and equipment, increase to # of frontline vehicles, parking spaces, facility space, desks, lockers, IT equipment. Require new station in Waterdown which will increase operations and maintenance costs.	Increase budget to maintain level of service for new officers. Add new Waterdown Station. Complete Master Plan for HPS.
Technological Change: Connected Officer	270 mobile phones deployed	All officers supplied with mobile devices	Increase to number of mobile devices, IT support staff, software licensing	Increase budget to improve/enhance level of service. Budget will be requested in 2024.
Technological Change: Increase in digital evidence	AXON licenses for 625 Basic and 250 Pro users, which provides for 13,750 GB storage	To Be Determined. Will result in increase in network bandwidth and cloud storage costs	Increase in storage costs, network bandwidth, etc.	Increase budget to increase network & storage capacity to improve/enhance level of service. Costs to be determined.
Legislative Technological Change: Next Generation - 911 (NG-911)	NG-911 System is being implemented	The HPS will require two NG-911 sites starting March 2025, i.e., primary and back-up	Increased budgetary requirements for maintaining NG-911 sites and replacement of equipment at end of life cycle, i.e., call-handing, CAD, radio dispatch, data centres, etc.	Increase budget to replace all necessary equipment related to NG-911 estimated at \$7.8M as well as upgrade facilities estimated currently at \$5.7M but is expected to increase as this project is ongoing. Estimated annual cost of operating technology at \$1.05M per year

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5.4 ASSET PROGRAMS TO MEET DEMAND

The new assets required to meet demand may be acquired, donated or constructed. For HPS, typically assets are acquired or constructed.

At this time there are approximately \$27.0M in assets acquired over the next five (5)-years, and an anticipated \$51.6M over the 30-year planning period. Acquiring new assets will commit HPS to ongoing operations, maintenance and renewal costs for the amount of time that the service is required. These future costs have been estimated at a high level in the Lifecycle Models in Section 8, but should be quantified further for future iterations of the report for consideration in developing higher confidence forecasts of future operations, maintenance and renewal costs for inclusion in the long-term financial plan.

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6. RISK MANAGEMENT

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000: 2018 Risk management – Principles and Guidelines.

Risk Management is defined in ISO 31000:2018 as: ‘coordinated activities to direct and control with regard to risk’⁸.

The City has released a formalized risk assessment process to identify risks associated with service delivery and to implement proactive strategies to mitigate risk to tolerable levels. The risk assessment process identifies credible risks associated with service delivery and will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts, or other consequences. The risk assessment process also identifies the likelihood of those risks occurring, and the consequences should the event occur which calculates a risk rating. Risk options are then evaluated, and a risk treatment plan is created which will be initiated after the release of this plan and has been identified as a continuous improvement item in **Table 34**.

6.1 CRITICAL ASSETS

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified, and along with their typical failure mode, and the impact on service delivery, are summarized in **Table 22**. Failure modes may include physical failure, collapse or essential service interruption.

Table 22 : Critical Assets

CRITICAL ASSET(S)	FAILURE MODE	IMPACT
911 Communications Equipment (including critical radio, network, server and storage infrastructure)	Physical Failure	Loss of essential communications service
Frontline Vehicle	Essential service interruption	Inability to respond due to not enough vehicles.
Generator	Physical Failure	Power outage to facilities without a back-up system

By identifying critical assets and failure modes, an organization can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

⁸ ISO 31000:2009, p 2

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6.2 RISK ASSESSMENT

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for non-acceptable risks.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts, or other consequences.

Critical risks are those assessed with ‘Very High’ (requiring immediate corrective action) and ‘High’ (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment costs of implementing the selected treatment plan is shown in **Table 23**. It is essential that these critical risks and costs are reported to management.

Table 23 : Risks and Treatment Plans

Note * The Residual Risk Is the Risk Remaining After the Selected Risk Treatment Plan Is Implemented

SERVICE OR ASSET AT RISK	WHAT CAN HAPPEN	RISK RATING	RISK TREATMENT PLAN	RESIDUAL RISK *	TREATMENT COSTS
Core network data centre	Major water leak due to poor condition mechanical equipment.	High	Create Off Site Back-up. Renew Central Station.	Low	TBD

HPS did not identify many risks that were not already controlled during this first iteration of the AM Plan, and the treatment costs for the risks outlined in **Table 23** are unknown and have not yet been incorporated into the lifecycle model. This has been identified as a Continuous Improvement item in **Table 34**.

6.3 INFRASTRUCTURE RESILIENCE APPROACH

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions the City needs to understand its capacity to ‘withstand a given level of stress or demand’, and to respond to possible disruptions to ensure continuity of service.

Resilience covers the capacity of the City to withstand any service disruptions, act appropriately and effectively in a crisis, absorb shocks and disturbances as well as adapting to ever changing conditions. Resilience is built on aspects such as response and recovery planning, financial capacity, climate change risk, assessment and crisis leadership.

We do not currently measure our resilience in service delivery and this will be included in the next iteration of the AM Plan.

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6.4 SERVICE AND RISK TRADE-OFFS

The decisions made in AM Plans are based on the objective to achieve the optimum benefits using the available resources.

The following table outlines what activities HPS cannot afford to do over the next ten (10) years with their existing budget and provides the associated service and risk tradeoffs.

Table 24: Service and Risk Tradeoffs

WHAT WE CANNOT DO (WHAT CAN WE NOT AFFORD OVER NEXT 10 YEARS?)	SERVICE TRADE OFF (HOW WILL NOT COMPLETING THIS AFFECT OUR SERVICE?)	RISK TRADE OFF (WHAT RISK CONSEQUENCES ARE WE UNDERTAKING?)
Central Station Upgrades/Reconstruction	Flow of building is currently not optimal leading to inefficiencies in service delivery. There will not be enough space over time for expected new officers.	Reactive maintenance cost on mechanical infrastructure will likely increase. Service disruption could occur due to risk of mechanical failure in IT back-up centre.
Lifecycle Replacement for Network assets due to lack of resources	Network will likely slow down for staff.	Ongoing support cost (operational) increase. Response times may increase.

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7. CLIMATE CHANGE AND MITIGATION

Cities have a vital role to play in reducing the emission of greenhouse gases (mitigation), as well as preparing assets for the accelerating changes we've already begun to experience (adaptation). At a minimum the City must consider how to manage our existing assets given potential climate change impacts for our region.

Changes to Hamilton's climate will impact City assets in the following ways:

- Affect the asset lifecycle;
- Affect the levels of service that can be provided and the cost to maintain;
- Increase or change the demand on some of our systems; and,
- Increase or change the risks involved in delivering service.

To quantify the above asset/service impacts due to climate change in the Asset Management Plan, climate change is considered as both a future demand and a risk for both mitigation and adaptation efforts. These demands and risks should be quantified and incorporated into the lifecycle models as well as levels of service targets.

If climate change mitigation/adaptation projects have already been budgeted, these costs have been incorporated into the lifecycle models. However, many asset owners have not yet quantified the effects of the proposed demand management and risk adaptation plans described in this section. Associated levels of service and costs will be addressed in future revisions of the plan. This has been identified as a Continuous Improvement item in **Table 34**.

7.1 CLIMATE CHANGE MITIGATION

Climate Mitigation refers to human intervention to reduce GHG emissions or enhance GHG removals (e.g. electric vehicles, net-zero buildings). The City of Hamilton's Community Energy + Emissions Plan (CEEP) includes five (5) Low-carbon Transformations necessary to achieve the City's target of net-zero GHG emissions by 2050:

- Innovating our industry;
- Transforming our buildings;
- Changing how we move;
- Revolutionizing renewables; and,
- Growing Green.

Mitigation Demand Analysis

These transformations were incorporated into the climate mitigation demand analysis for this service area by:

- Identifying the City's modelled targets for the low carbon transformations that applied to the service/asset;
- Discussing the impact, that the targets would have on the service/asset; and,
- Proposing a preliminary demand management plan for how this modelled target will be achieved by 2050.

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As previously mentioned, due to the high level of uncertainty with the demand management plans for climate change, the cost of the demand impacts below may not have been included in the lifecycle models or levels of service at this time unless they were previously identified. The demand management plans discussed in this section should be explored by asset owners in more detail following the AM Plan, and new projects should incorporate GHG emissions reductions methods, and changes which will be incorporated into future iterations of the AM Plan. This has been identified as a continuous improvement item in **Table 34**.

Moving forward, the Climate Lens tool discussed in the AM Plan Overview will assess projects based on these targets and will assist with the prioritization of climate mitigation projects.

Since HPS possesses Facilities and Vehicles, the transformations that relate to *transforming our buildings, changing how we move, and growing green* are the key modelled targets that HPS will have to accommodate as shown in **Table 25** below.

Table 25: Climate Change Mitigation Transformation

CLIMATE CHANGE MITIGATION TRANSFORMATION	MODELLED TARGET	IMPACT TO SERVICE/ASSET	DEMAND MANAGEMENT PLAN
Transforming our buildings	By 2050, all new municipal buildings achieve net-zero emissions.	Any new builds must be designed to Net Zero standards which is an increased cost to HPS. Proposed Station 40 specifications call for Net Zero design.	Gather Class D estimates on Station 40 to quantify cost to present to Council and the Police Board.
Transforming our buildings	By 2050, all municipal buildings are retrofitted to achieve 50% energy efficiency relative to 2016.	Any renewals of HVAC material will be with energy efficient equipment. Lighting renewals will be to LED lighting. ISD building constructed in 2020 was designed with District Energy for heating and cooling solution.	Use Building Condition Assessments to plan for renewals and budget accordingly. Investigate grants for energy efficient conversions. Gather Class D estimates & savings for these conversions to present to Council and the Police Board.
Transforming our buildings	Post-retrofits, switch buildings to heat pumps for space and water heating by 2050.		
Changing how we move	100% of new municipal small	Currently, there is no clean fuel option that	Continue to investigate alternatives to gas

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CLIMATE CHANGE MITIGATION TRANSFORMATION	MODELLED TARGET	IMPACT TO SERVICE/ASSET	DEMAND MANAGEMENT PLAN
	and light-duty vehicles are electric by 2040. 100% of new municipal heavy-duty vehicles switch to clean hydrogen by 2040.	would be adequate for Police uses which is a challenge for future planning purposes. It is anticipated there will be additional acquisition costs for these vehicles. Recently received conditional approval from NRCan to install Electric Vehicle Charging Stations.	powered vehicles. Continue to prepare for conversion to electric vehicles for light duty vehicles by investigating grant funding and installing charging stations.
Growing Green	Planting 50,000 trees a year through 2020	Trees will be incorporated in new build landscapes, without comprising security.	Analysis of facility risk will be required to ensure the safety of staff and the public.

MITIGATION RISK ANALYSIS

Since the risk of not completing climate change mitigation projects was modelled in the Climate Science Report for the City of Hamilton completed by ICLEI Canada, a risk analysis has not been completed in this AM Plan for climate mitigation projects (ICLEI Canada, 2021).

CURRENT MITIGATION PROJECTS

Mitigation projects HPS is currently pursuing are outlined below in **Table 26**. These projects may already be included in the budget and may be quantified in the lifecycle models.

Table 26 : Asset Climate Mitigation Projects

PROJECT	CLIMATE CHANGE MITIGATION TRANSFORMATION	PROJECT DESCRIPTION	CLIMATE CHANGE IMPACT
EV Chargers Installation	Changing how we move	Recently received conditional approval from NRCan to install Electric Vehicle Charging Stations.	Reduce emissions associated with Police vehicles.
Hybrid Vehicles	Changing how we move	9 New frontline vehicles, 3 in 2021 and 6 in 2022	Reduce emissions associated with Police vehicles.

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PROJECT	CLIMATE CHANGE MITIGATION TRANSFORMATION	PROJECT DESCRIPTION	CLIMATE CHANGE IMPACT
New Station 40 Construction	Transforming our buildings	Proposed Station 40 specifications call for Net Zero design.	Reduce emissions associated with facility operation.

CLIMATE MITIGATION DISCUSSION

At this time, HPS has already made progress toward some of the modelled target transformations as discussed below.

Transforming our Buildings & Growing Green

HPS is beginning to move toward the *Transforming our Buildings* targets. The Investigative Services Division (ISD) building constructed in 2020 was designed using Leadership in Energy and Environmental Design (LEED) guidelines. LEED provides a framework for the construction of green buildings by addressing carbon, energy, water, waste, transportation, materials, health and indoor environmental quality (USGBC, 2023).

Due to the cost associated with achieving LEED Certification, the ISD building did not achieve enough points to be considered a LEED Certified building. However, there were still many elements that moved HPS toward our modelled targets which include: a district energy heating and cooling system, and optimization of energy performance.

As shown in **Table 26**, the proposed Station 40 in Waterdown is currently being designed to Net Zero standards which is in line with the City facility’s net-zero 2050 target, but at this time the costing associated with this is unknown and will be subject to Council approval.

Finally, the Growing Green transformation, which will involve planting trees, will eventually be incorporated as part of the Facilities’ initiatives as discussed in **Table 24**, but there are security concerns with ensuing adequate sight lines and visibility for staff and the public at facilities. As such, this will continue to be investigated.

Changing How We Move

At this time, this modelled target is a challenge for HPS because of the specific requirements for HPS vehicles. As discussed in **Table 25**, there are currently no reliable clean fuel options for frontline vehicles, resulting in a lot of unknowns for what infrastructure will be required for these vehicles and the potential lifecycle cost. It is anticipated that over the next decade with provincial mitigation targets, that more information will become available to assist with planning purposes, but at this time replacement costs for vehicles in the lifecycle models are based on the existing 2022 cost for gas and existing hybrid powered vehicles.

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As shown in **Table 25**, HPS has currently applied for grant funding from NRCan to install charging stations for future electric vehicles which will bring HPS closer to the 2040 light-duty vehicle goal, but currently no electric vehicles have been purchased for the HPS fleet.

7.2 CLIMATE CHANGE ADAPTATION

Climate Adaptation refers to the process of adjusting to actual or expected climate and its effects (e.g. building facilities that can handle new climate loads).

The impacts of climate change may have a significant impact on the assets we manage and the services they provide. Climate change impacts on assets will vary depending on the location and the type of services provided, as will the way in which those impacts are responded to and managed.⁹

In 2021, the City of Hamilton completed a Vulnerability and Risk Assessment Report guided by ICLEI's Building Adaptive and Resilient Communities (BARC) Framework as part of the Climate Change Impact Adaptation Plan (CCIAP) (ICLEI, 2021). The BARC Framework identified thirteen high impact areas.

Adaptation Demand Analysis

The impact areas were incorporated into the climate change adaptation analysis for this service area by:

- Identifying the asset specific adaptation impact statements that affected the service areas;
- Discussing the potential impacts on the asset/service using the projected change in climate using the RCP4.5 Scenario; and,
- Proposing preliminary demand management plans to adapt to these impacts.

It is important to note that due to the high level of uncertainty with the demand management plans, the cost of the demand impacts below have not been included in the lifecycle and financial models at this time. The demand management plans discussed in this section should be explored by asset owners in more detail following the AM Plan, and new projects should consider these adaptation impacts during the planning and design processes. Once the demand management plans are finalized, the information will be incorporated into future iterations of the AM Plan. This has been identified as a continuous improvement item in **Table 34**.

Moving forward, a Climate Lens tool is currently being developed which will assess projects based on these targets and will assist with the prioritization of climate adaptation projects.

The adaptation impact statements identified by HPS staff which will have a potential impact on assets and services include temperature increases, and ice storms as shown in **Table 27** below.

⁹ IPWEA Practice Note 12.1 Climate Change Impacts on the Useful Life of Infrastructure

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Table 27 : Managing the Demand of Climate Change on Assets and Services

ADAPTATION IMPACT STATEMENT	BASELINE** (1976 - 2005)	AVERAGE PROJECTED** CHANGE IN 2021-2050 (ASSUMING RCP4.5* SCENARIO)	POTENTIAL IMPACT ON ASSETS AND SERVICES	DEMAND MANAGEMENT PLAN
Rising summer temperatures and extreme heat will increase energy demand for air conditioning, causing a financial burden for low-income households.	25.9 ° Celsius average summer seasonal temperature	27 ° degrees average summer seasonal temperature	Increase demands on HVAC systems and costs. Increase in temperature could lead to thermal stress of server/network equipment in network closets (small rooms, not good air flow, etc.)	Continue healthy preventative maintenance programs to ensure systems are prepared for extra load. Plan for equipment replacements at end of service life to ensure good condition
Drier, hotter and longer summers may affect the health and safety of local vulnerable populations.	71.6 days average length of hot season	102 days average length of hot season		
More frequent and intense heatwaves will increase instances of heat-related health and safety issues, particularly for households without access to reliable air-conditioning and the homeless	2.1 average annual heat waves	4.7 average annual heat waves	Extreme heat can lead to more violent crime which may lead to an increase in emergency response.	Investigate correlation between heat and crime and adjust future projections for “cop to pop” ratios for future planning.

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ADAPTATION IMPACT STATEMENT	BASELINE** (1976 - 2005)	AVERAGE PROJECTED** CHANGE IN 2021-2050 (ASSUMING RCP4.5* SCENARIO)	POTENTIAL IMPACT ON ASSETS AND SERVICES	DEMAND MANAGEMENT PLAN
Increase in average annual temperatures (especially in the summer) leading to increased food insecurity in the region (i.e., decrease in local crop yields, food cost fluctuations, etc.)	13.1° Celsius average annual temperature	15.1° Celsius average annual temperature		
Prolonged power outages during winter months due to an increase in ice storms resulting in public safety concerns.	187mm average total winter precipitation	204mm average total winter precipitation	Emergency response increasing. Accidents, traffic signal outages, fallen poles require police presence etc.	Investigate correlation between power outages and emergency response and adjust future projections for police to population ratios for future planning.

*RCP4.5 Scenario: Moderate projected GHG concentrations, resulting from substantial climate change mitigation measures. It represents an increase of 4.5 W/m2 in radiative forcing to the climate system. RCP 4.5 is associated with 580-720ppm of CO2 and would more than likely lead to 3°C of warming by the end of the 21st century.

**Baseline and Projected numbers based on [2021 Climate Science Report](#).

ADAPTATION RISK ANALYSIS

Additionally, the City should consider the risks for the asset or service as a result of climate change and consider ways to adapt to reduce the risk. Adaptation can have the following benefits:

- Assets will withstand the impacts of climate change;
- Services can be sustained; and,

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- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint.

Similar to the exercise above and using the risk process in Section 6, asset owners:

- Reviewed the likelihood scores in the Vulnerability and Risk Assessment Report for the adaptation impact occurring;
- Identified the consequence to the asset/service if the event did happen to develop a risk rating; and,
- If the risk was identified as high, the asset owner came up with a preliminary risk adaptation plan shown below in **Table 28**.

It is important to note that due to the high level of uncertainty with the climate change risk adaptation plans, the cost of the mitigating the risks below have not been included in the lifecycle and financial models at this time. The adaptation plans discussed in this section should be explored by asset owners in more detail following the AM Plan, and new projects should consider these risks during the planning and design processes. Future changes will be incorporated into future iterations of the AM Plan. Moving forward, the Climate Lens tool will assess projects based on these targets and will assist with the prioritization of climate adaptation projects.

Table 28 : Adapting to Climate Change

Adaptation Impact Statement	Service or Asset at Risk due to Impact	What Can Happen	Risk Rating	Risk Adaptation Plan
Prolonged power outages during winter months due to an increase in ice storms resulting in public safety concerns.	Police Stations	Potential of loss of essential services (i.e., 911 services) due to power outage.	High	Investigate redundancy locations for critical communications equipment. Ensure proper maintenance of backup power system.
Increased intensity and frequency of ice storms leading to increased hazardous roads, pathways and sidewalk conditions.	Vehicles	Increase in motor vehicle collisions to police vehicles, inability for members to get to work	High	Ensure contracts are in place to repair damaged vehicles promptly. Plan to ensure spare vehicles and staff are available. Ensure snow clearing contracts in place to clear parking lots, pathways, and sidewalks. Plan for work from home options when applicable.

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CURRENT ADAPTATION PROJECTS

Currently, HPS does not have any current or past climate change adaptation specific projects identified. The impact of climate change on assets and how the City will adapt is a new and complex discussion and further opportunities will be developed in future revisions of this AM Plan.

CLIMATE ADAPTATION DISCUSSION

Currently, HPS has focused their climate change efforts on mitigation efforts and not yet onto adaptation methods. This is because climate effects are more difficult to assess on HPS services and assets and need to be investigated further which has been identified as a continuous improvement item in **Table 34**.

Increased Temperature

There are many projections related to increased temperature with include heat waves, rising temperatures, increase in average temperatures, and longer summers. One demand result of hot weather is an increase in emergency response. As stated in **Table 28**, one of the Adaptation Impact Statements shows that hot weather affects health and safety for households without access to reliable air-conditioning and the homeless. During these events, this would lead to an increase in calls for emergency services. HPS and other emergency services should investigate this correlation to ensure appropriate staff and assets are available as the climate continues to shift.

There is also a growing correlation between interpersonal violent crime and hot weather. "A growing body of research suggests that rising temperature increases some violent crimes, such as intentional homicides, sex offences, and assaults. In a retrospective study in seven US cities, every 5°C rise in daily mean temperature between 2007 and 2017 was associated with a 4% to 5% increase in sex offences in the following zero (0) to eight (8) days. A nationwide analysis in Japan between 2012 and 2015 found that ambulance transports due to assault increased linearly with the rise in daily temperatures. Violent incidents also showed a seasonal distribution by which most crimes happened in the summer or hot seasons than in winter." (Mahendran et al, 2021). HPS should also investigate this correlation to ensure that appropriate staff and assets are available as this problem becomes more prevalent over time.

Finally, from an asset specific lens, increased temperature will increase the demand on Facilities assets' HVAC systems. This is not unique to the HPS service, but is a demand that should be planned for, for all City facilities.

Increase in Ice Storms

An increase in ice storms can lead to increased motor vehicle collisions and power outages throughout the City which can lead to more emergency response calls. Ice storms could also increase motor vehicle collisions for HPS Vehicle assets and availability of staff. HPS should investigate this correlation to ensure that appropriate staff and assets are available as climate change continues to affect the service.

In addition to more emergency response calls, ice storms can also cause power outages at the stations themselves. Police Stations have back-up generators and redundant power in case of

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emergency to not interrupt 911 communications. Although the likelihood of this event is rare, the consequences would be catastrophic. Therefore, investigating back-up locations for 911 communications assets would reduce the risk to low.

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8. LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the City plans to manage these assets at the agreed levels of service and at the accepted lifecycle costs while excluding inflationary values. The costs included in the lifecycle management plan includes costs from both the Capital and Operating budget. Asset management focuses on how taxpayer or ratepayer dollars are invested by lifecycle activities and not by budget allocation. Since both budgets contain various lifecycle activities, they have been consolidated and separated by lifecycle activity in this section.

As a result of this new process, there may be some areas where the budget was not able to be broken down perfectly by lifecycle activity. Future AM Plans will focus on improving the understanding of Whole Life Costs and funding options. However, at this time the plan is limited on those aspects. Expenditure on new assets and services will be accommodated in the long-term financial plan but only to the extent that there is available funding. A continuous improvement item included in **Table 34** is to modify the budget sheets to incorporate lifecycle stages so that the results can be more accurate in the next iteration of the plan.

At the time of writing, HPS creates a Capital forecast for ten (10) years into the future, but the forecast only currently includes costs to 2029, with higher confidence values in the first four (4) years. The remainder of the forecast was assumed based on predicted demands and averages. A continuous improvement item identified in **Table 34** is to continue to complete a ten (10) year Capital forecast. The Operating budget is created annually, but there is an additional estimated three (3) year projection which was used to estimate the operational budget increase for the first three (3) years for HPS. The projections were not continued throughout the thirty (30) year forecast as the three (3) year projection included collective agreement wage increases and staffing enhancements which may not continue over thirty (30) years.

8.1 ACQUISITION PLAN

Acquisition reflects new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its current capacity. They may result from growth, demand, legal obligations or social or environmental needs.

CURRENT PROJECT DRIVERS – TEN (10) YEAR PLANNING HORIZON

HPS currently has a newly developed prioritization matrix which they will use to plan and prioritize both acquisition and renewal projects. The weightings are shown below in **Table 29**.

Table 29 : Priority Ranking Criteria

CRITERIA	WEIGHTING
Financial Benefit	25
Strategic Alignment	25
Organizational Efficiencies	25

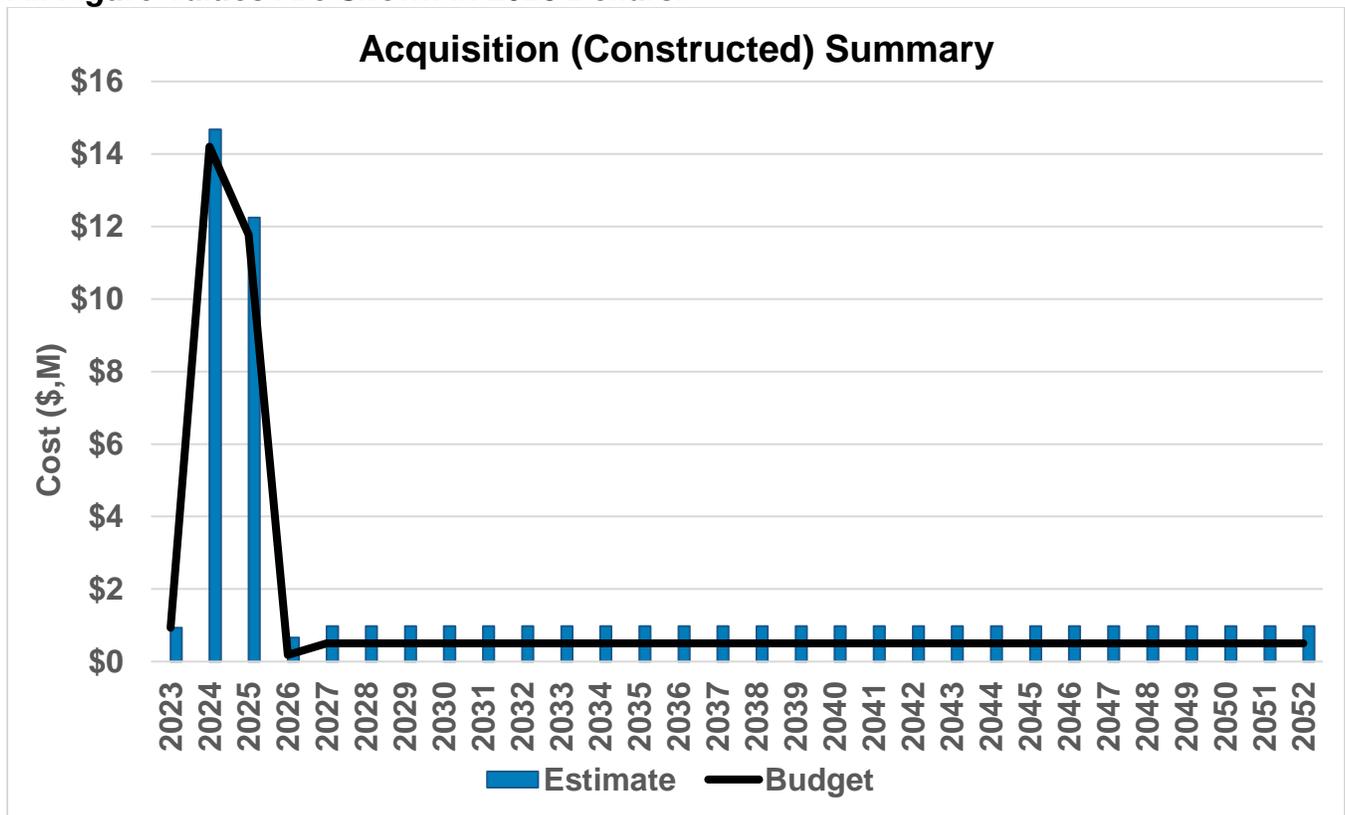
HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

CRITERIA	WEIGHTING
Risk Mitigation	25
Financial Availability	25
Project Complexity	25
Human Resource Capacity	25
Project Experience	25
Total	200

CONSTRUCTED OR PURCHASED ACQUISITIONS

For HPS, assets are typically acquired through the purchase or construction of new assets which are mostly related to population growth or technological changes as discussed in the Demand section. Over the next five (5) year planning period, HPS will acquire approximately \$27.0M of purchased or constructed assets as shown below in **Figure 13**. Hamilton will continue to monitor its constructed and purchased assets annually and update the AM Plan when new information becomes available.

Figure 13: Acquisition (Constructed) Summary
 All Figure Values Are Shown In 2023 Dollars.



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The major acquisition expenditures over the next ten (10) years include:

- **\$11.5 million** in 2025 for proposed Waterdown Shared Station, which may increase as this is an ongoing project;
- **\$7.8 million** in 2024 for NG911 technological changes (*this is included as a multi-year budget item from 2021-2023 Information Technology budget, but has been included in the HPS AM Plan because HPS is considered the asset owner and the project must be implemented by March 2025*);
- **\$6.0 million** in 2024 for NG911 Facility Upgrades (*this is included as a multi-year budget item from 2021-2023 Information Technology budget, but has been included in the HPS AM Plan because HPS is considered the asset owner and the project must be implemented by March 2025*);
- **\$750 thousand** in 2023 for eTickets/Notes pilot project;
- **\$732 thousand** from 2022-2026 for 9mm ammunition conversion from .40 calibre magazine;
- **\$542 thousand** for Hardware Server/Storage Acquisition in 2024; and,
- **\$474 thousand** annually for asset acquisitions due to new officers including vehicles, equipment and technology.

Since the capital forecast only contains four (4) years of acquisitions, the remainder of the capital forecast is based on the four (4) year average (excluding the NG911 and Facility acquisitions) and the estimated number of assets required to support the “cop to pop” ratio. HPS must increase their acquisition budget for the vehicle and equipment assets required to support the new officers. It is recommended that these items be added into the budget forecast based on the “cop to pop” ratio as discussed in Section 5.1. With competing needs for resources across the entire city there will be a need to investigate tradeoffs and design options to further optimize asset decisions and ensure intergenerational equity can be achieved.

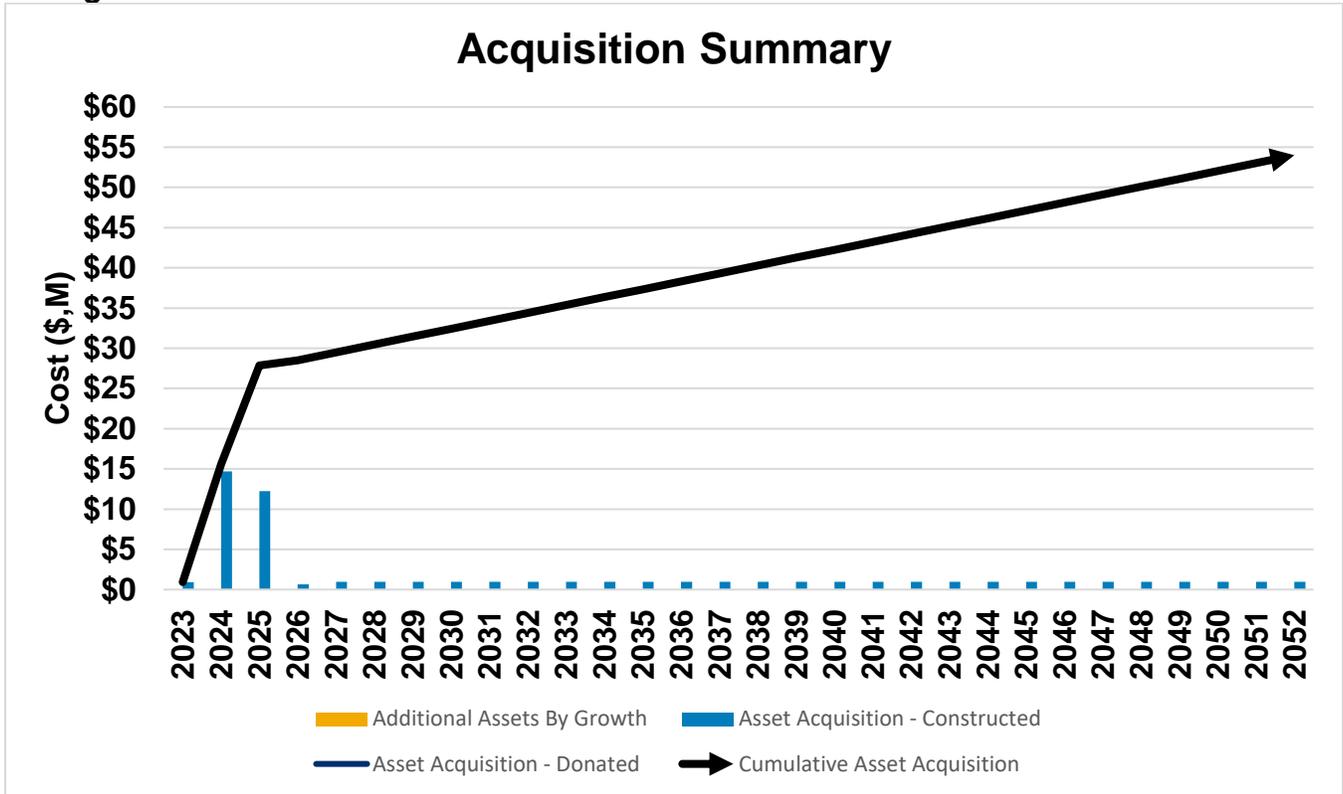
In addition, as AM knowledge, practices and abilities mature within the City, it is likely that there will be significant projects with equally significant costs that will appear within the later years of the thirty (30) year planning horizon.

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ACQUISITIONS SUMMARY

Forecast acquisition asset costs are summarized in **Figure 14** and show the cumulative effect of asset assumptions over the next ten (10) year planning period.

Figure 14: Acquisition Summary
 All Figure Values Are Shown In 2023 Dollars.



When Hamilton commits to constructing or purchasing new assets, the municipality must be prepared to fund future operations, maintenance, and renewal costs. Hamilton must also account for future depreciation when reviewing long term sustainability. When reviewing the long-term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken on by Hamilton. The cumulative value of all acquisition work, including assets that are constructed and contributed are shown in **Figure 14** above. Hamilton will need to address how to best fund these ongoing costs as well as the costs to construct the assets while seeking the highest level of service possible.

8.2 OPERATIONS AND MAINTENANCE PLAN

Operations include all regular activities to provide services. Daily, weekly, seasonal, and annual activities are undertaken by staff to ensure the assets perform within acceptable parameters and to monitor the condition of the assets for safety and regulatory reasons. Examples of typical operational activities include operating assets, utility costs, inspections, and the necessary staffing resources to perform these activities.

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Since the Police Service is a largely people driven service, the majority of costs required to deliver the service are employee related costs. Some of the major operational investments over the next ten (10) years include:

- **\$173 million** allocated for employee related costs in 2023 (i.e., salaries, wages, benefits, contractual agreement etc.);
- **\$2.64 million** allocated annually starting in 2025 for NG-911 civilian staff operating cost; and,
- **\$1.05 million** allocated annually starting in 2024 for NG-911 technology operating cost.

Maintenance should be viewed as the ongoing management of asset deterioration. The purpose of planned maintenance is to ensure that the correct interventions are applied to assets in a proactive manner and to ensure it reaches its intended useful life. Maintenance does not significantly extend the useful life of the asset but allows assets to reach their intended useful life by returning the assets to a desired condition. Examples of typical maintenance activities for HPS include building component replacements, and vehicle repairs along with appropriate staffing and material resources required to perform these activities.

Proactively planning maintenance significantly reduces the occurrence of reactive maintenance which is linked to a higher risk to human safety and higher financial costs. The City needs to plan and properly fund its maintenance to ensure HPS assets are reliable and can achieve the desired level of service.

Major maintenance projects the City plans to complete over the next ten (10) years include:

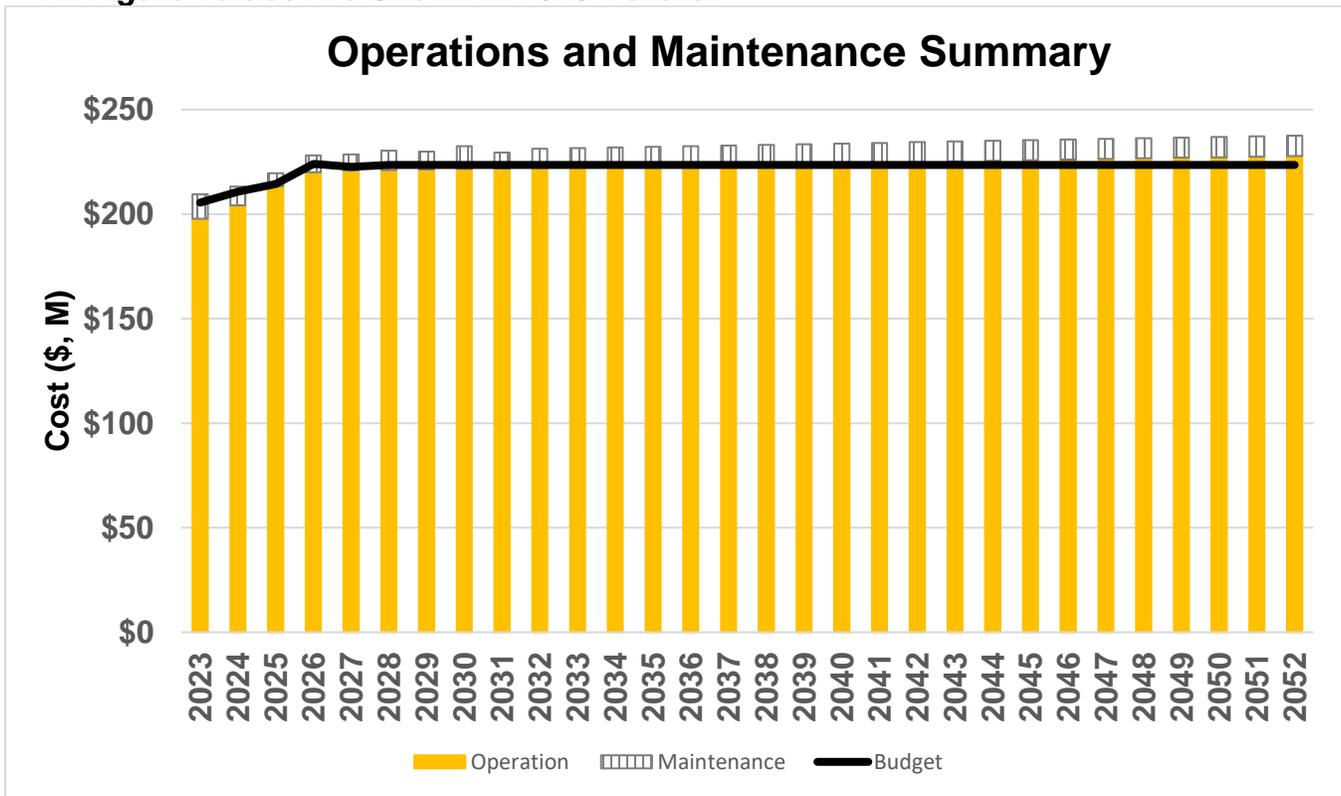
- **\$3.5 million** allocated for Central and Mountain station roof replacement from 2023-2026; and,
- **\$2.6 million** allocated for Central, East End and Mountain station parking lot replacement from 2023 - 2025

It is important to note that capital works allocated to Central Station may be on hold while HPS evaluates what next steps are required due to the finding of mechanical deficiencies explained in Section 3.2.1.2.

Forecast operations and maintenance costs vary in relation to the total value of the asset registry. When additional assets are acquired, the future operations and maintenance costs are forecast to increase. When assets are disposed of the forecast operation and maintenance costs are reduced. **Figure 15** shows the forecast operations and maintenance costs relative to the proposed operations and maintenance Planned Budget.

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Figure 15: Operations and Maintenance Summary
 ** All Figure Values Are Shown In 2023 Dollars.



The forecasted operations and maintenance needs will increase steadily over time with the addition of new officers, vehicles and equipment per the “cop to pop” ratio, new staff and technology due to the NG-911 technology change, as well as the additional operation and maintenance costs for the proposed Waterdown Station and permanent Marine Unit. All of these costs have been incorporated in this model with information available at the time of writing, but it has been identified as a continuous improvement item in **Table 34** to quantify additional operations and maintenance costs for facilities in a more detailed analysis.

As previously mentioned, HPS created a three (3) year multi-year operating budget which included operations, maintenance, and renewal items until 2026. This multi-year forecast was included in the figure above with the operations and maintenance portions of the Operating budget, and then these numbers were carried flat across the thirty (30) year forecast from 2027-2052. The reason these values were not escalated is because the three (3) year projection included collective agreement wage increases and staffing enhancements which may not continue over the thirty (30) year forecast and were difficult to separate out at this time. However, it is evident that HPS will need to continue increasing their operations and maintenance budgets annually to continue to deliver the current levels of service.

It is evident that HPS mostly has sufficient funding from the current year budget and multi-year forecast 2023-2026 to achieve the majority of operations and maintenance requirements to ensure that HPS will be able to continue delivering their current levels of service. However, it is anticipated that at the current budget levels, there will be a minor shortfall in funding to address all maintenance needs over the ten (10) year planning horizon. This minor shortfall is primarily

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due to unfunded repairs to police facilities based on the Building Condition Assessments. However, it is important to note that priority repairs are being completed on these facilities, and the facilities are in overall good condition with the exception of Central Station. This minor shortfall in maintenance funding may result in higher cost reactive maintenance over time.

As the City continues to develop condition profiles and necessary works are identified based on their condition, it is anticipated these operation and maintenance forecasts will change. Future iterations of this plan will provide a more thorough analysis of operations and maintenance costs including types of expenditures for training, mandatory certifications, insurance, staffing costs and requirements, equipment, and maintenance activities.

8.3 RENEWAL PLAN

Renewal is major work which does not increase the assets design capacity but restores, rehabilitates, replaces, or renews an existing asset to its original service potential. Works over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs

Asset renewals are typically undertaken to either ensure the assets reliability or quality will meet the service requirements set out by the City. Renewal projects are often triggered by service quality failure and can often be prioritized by those that have the highest consequence of failure, have high usage, have high operational and maintenance costs and other deciding factors.

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in **Table 30** and are based on estimated design life for this iteration of the AM Plan. Future iterations of the plan will focus on the Lifecycle approach to ESL which can vary greatly from design life. Asset useful lives were last reviewed in 2022 however they will be reviewed annually until their accuracy reflects the City's current practices.

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Table 30 : Useful Lives of Assets

ASSET (SUB)CATEGORY	ESTIMATED SERVICE LIFE (YEARS)
All Facilities	50
Frontline Vehicles	5
Non-Frontline Vehicle	10
Marine Vehicles	10-15
Vehicle Tools	15
Bicycle	2
Body Armour	8
All Officer Issued Uniform & Equipment	20
CCTV Camera	10
Vehicle Computer	5
Vehicle Radio	10
Servers & Storage	5
Desktop & Mobile	4-6
FSB Equipment	10
Personal Issue Equipment (Portable Radios)	10
BTC Phone	10
Cell Phone	5
Lab Equipment	10
Network	10
Tech Crime Unit	5-7
Security	5-10

The estimates for renewals in this AM Plan were based on the register method which utilizes the data from the City's asset registry to analyse all available lifecycle information and then determine the optimal timing for renewals based on the ESL. The alternate method was also used to quantify renewals for future anticipated acquisitions.

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RENEWAL RANKING CRITERIA

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g., vehicles can respond to an emergency); or,
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g., body armour is in acceptable condition).¹⁰

Future methodologies may be developed to optimize and prioritize renewals by identifying assets or asset groups that:

- Have a high consequence of failure;
- Have high use and subsequent impact on users would be significant;
- Have higher than expected operational or maintenance costs; and,
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.¹¹

The ranking criteria used to determine priority of identified renewal proposals is detailed in **Table 29** in the Acquisition Section since HPS uses the same criteria for both Acquisitions and Renewals.

SUMMARY OF FUTURE RENEWAL COSTS

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in **Figure 16**.

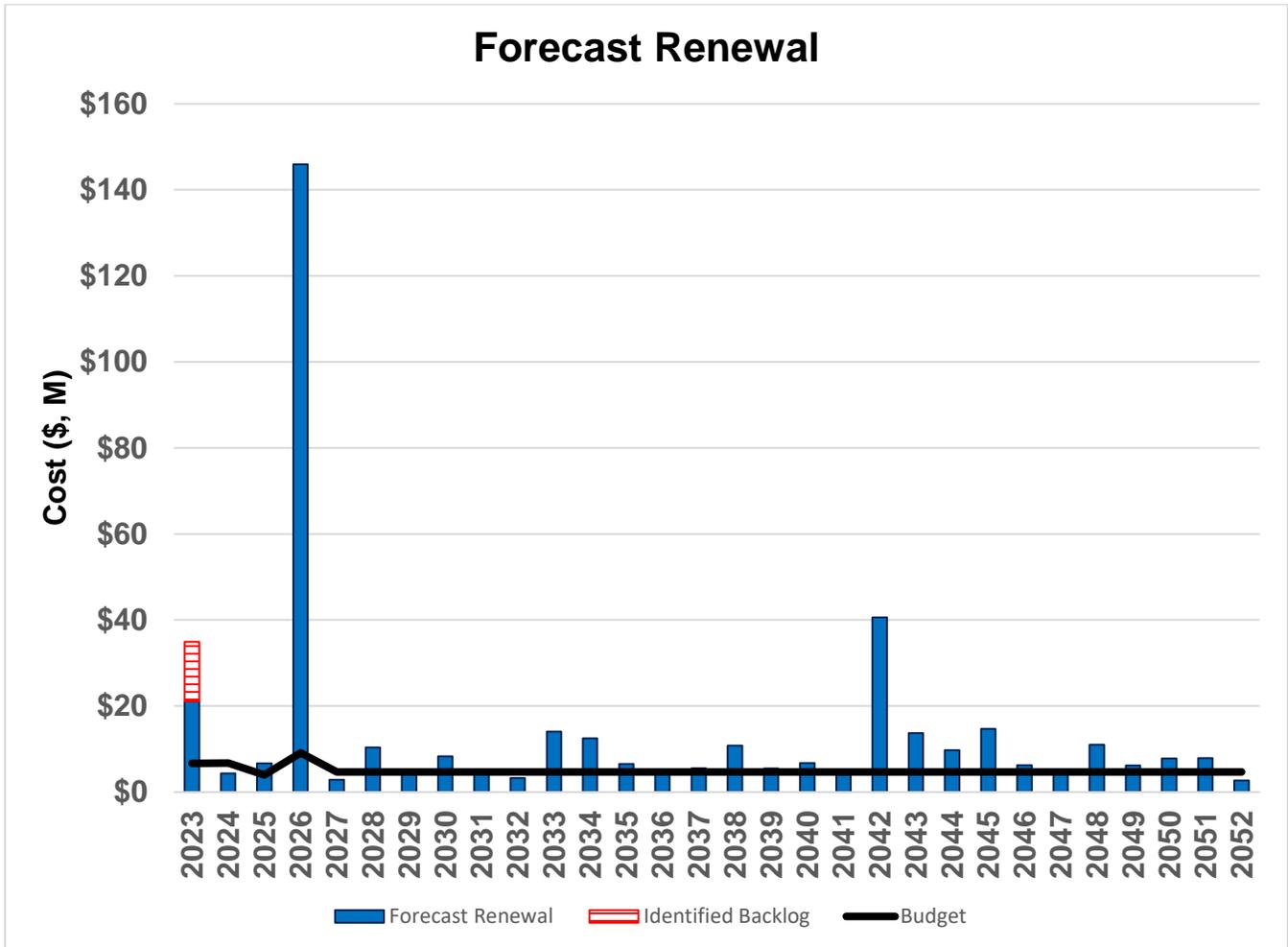
In the figure below, Generation 1 (Gen 1) costs refer to renewals that occur for the first time in the model based on the estimated service life and Generation 2+ (Gen 2+) costs refer to renewals that have occurred twice or more based on the estimated service life.

¹⁰ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

¹¹ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

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Figure 16: Forecast Renewal Costs
**** All Figure Values Are Shown In 2023 Dollars.**



The significant spike in 2026 is for the renewals for both the Marine Facility and Central Station. Central Station is at its end of life and is currently unfunded. This is an extremely large expenditure for HPS and significantly affects the Asset Renewal Funding Ratio in Section 9.1.

In addition, the other significant amount in the model above highlighted in red in 2023 represents the cumulative backlog of deferred work needed to be completed that has been identified through its current estimated service life per Table 30. This back log represents nearly \$14M of deferred works that have accumulated over the last decade and have created a significant backlog of necessary works.

Major backlog items include:

- **\$5.8 million** in personal issue equipment (this is lower confidence data);
- **\$2.0 million** in vehicles;
- **\$3.7 million** in servers and storage; and,
- **\$1.8 million** in vehicle radios.

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There is sufficient budget to support the planned renewals, but since the bulk of the backlog in 2023 is for vehicles and IT equipment which have short estimated service lives of five (5) and ten (10) years, and the model assumes the backlog has been addressed in 2023, there are repeating spikes every five (5) and ten (10) years throughout the thirty (30) year lifecycle.

The additional expected renewal works over the ten (10) year planning horizon include:

- Replacement of vehicles as they reach the end of useful life;
- Replacement of IT equipment as they reach the end of useful life; and,
- Replacement of Officer equipment as they reach the end of useful life.

In addition, East End Station will be due for renewal in 2042, and HPS should begin to budget appropriately for this replacement in upcoming years while considering the net-zero requirements for Climate Mitigation discussed in Section 7.1.

Since properly funded and timely renewals ensures the assets perform as expected, HPS is performing satisfactorily by replacing assets at the suggested interval with an appropriate budget. Deferring renewals create risks of higher financial costs, decreased availability, and decreased satisfaction with asset performance. It is recommended to continue to analyze asset renewals based on criticality and availability of funds for future AM Plans.

8.4 DISPOSAL PLAN

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, possible closure of service, decommissioning, disposal of asset materials, or relocation. Disposals will occur when an asset reaches the end of its useful life. The end of its useful life can be determined by factors such as excessive operation and maintenance costs, regulatory changes, obsolescence, or demand for the structure has fallen.

Assets identified for possible decommissioning and disposal are shown in **Table 31**. A summary of the disposal costs and estimated reductions in annual operations and maintenance of disposing of the assets are also outlined in **Table 31**. Any costs or revenue gained from asset disposals is included in future iterations of the plan and the long-term financial plan.

Table 31: Assets Identified for Disposal

ASSET	REASON FOR DISPOSAL	TIMING	DISPOSAL COSTS	OPERATIONS & MAINTENANCE ANNUAL SAVINGS
23 Vehicles	Past service life/mileage	Annual	N/A	\$0

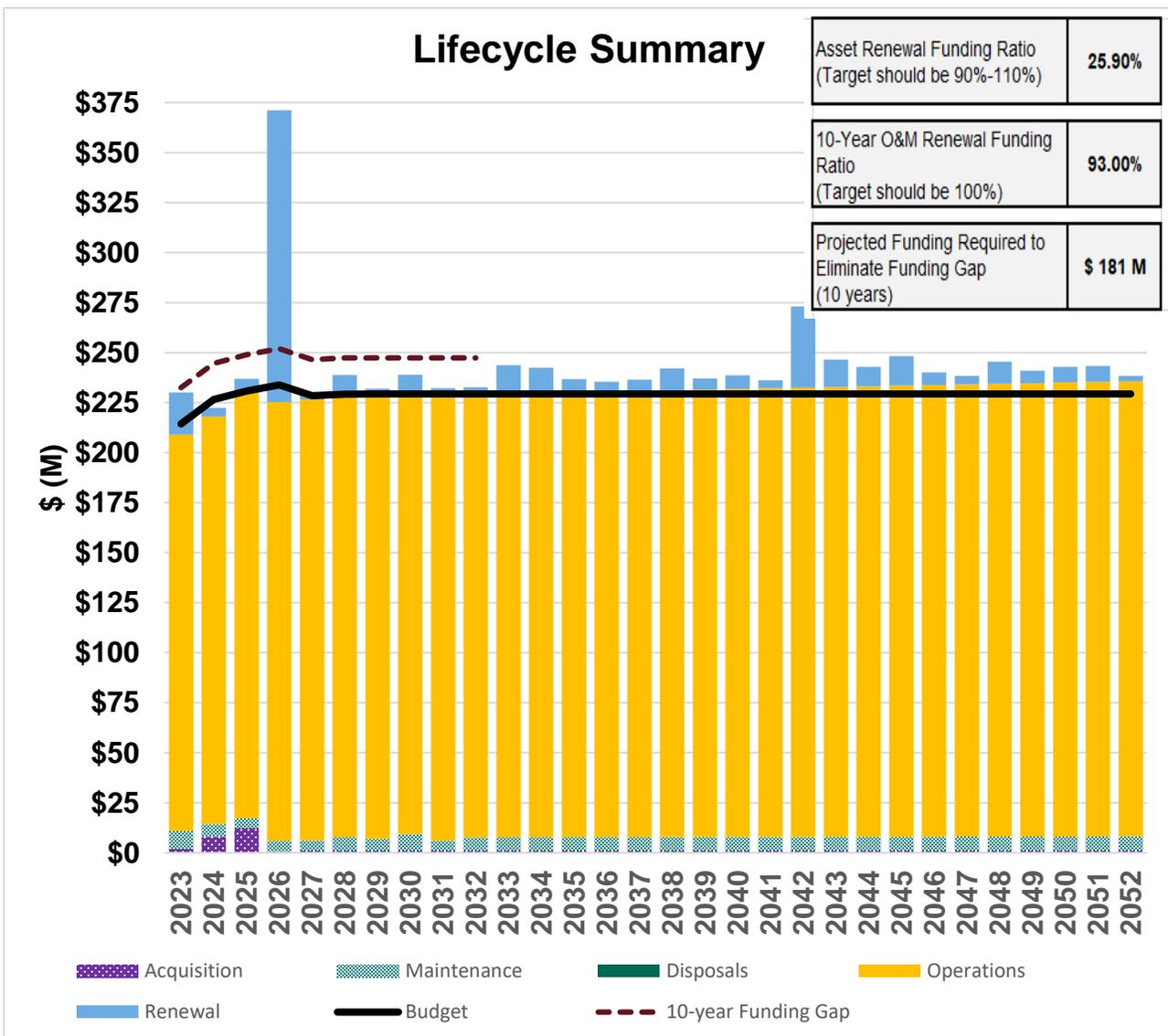
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8.5 LIFECYCLE COST SUMMARY

The financial projections from this asset plan are shown in **Figure 17**. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimize the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

Figure 17: Lifecycle Summary
 All Figure Values Are Shown in 2023 Dollars.



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However, HPS will need to continue to increase their budget annually from 2027 to 2052 to account for the additional staff time and assets to support the “cop to pop” ratio, the NG-911 technological changes, and the new Waterdown Station and Marine Unit, otherwise HPS will be unable to maintain their current levels of service. The 10-year funding gap is explained in **Section 9.1**.

There is typically sufficient budget to address the planned lifecycle activities for the 2023 to 2026 planning period, with the exception of the Central Station renewal in 2026. This large number of acquisitions in 2025 will also commit HPS to funding ongoing operations, maintenance, and renewal costs throughout the forecast.

As previously mentioned, due to the lack of data confidence in the current levels of service information, HPS will need to collect more data before proposing any new levels of service. It has been assumed in the interim that the current levels of service will be the proposed levels of service continuing forward past 2025 in accordance with O. Reg 588/17.

The City will continue to improve its lifecycle data, and this will allow for informed choices as how best to mitigate impacts and how to address the funding gap itself. This gap in funding future plans will be refined over the next three (3) years to improve the confidence and accuracy of the forecasts.

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9. FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this AM Plan. Effective asset and financial management will enable the City to ensure HPS provides the appropriate level of service for the City to achieve its goals and objectives. Reporting to stakeholders on service and financial performance ensures the City is transparently fulfilling its stewardship accountabilities.

Long-Term financial planning (LTFP) is critical for the City to ensure the networks lifecycle activities such as renewals, operations, maintenance, and acquisitions can happen at the optimal time. The City is under increasing pressure to meet the wants and needs of its customers while keeping costs at an affordable level and maintaining its financial sustainability.

Without funding asset activities properly, the City will have difficult choices to make in the future which will include options such as higher cost reactive maintenance and operational costs, reduction of service and potential reputational damage.

Aligning the LTFP with the AM Plan is critical to ensure all of the network's needs will be met while the City is finalizing a clear financial strategy with measurable financial targets. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

9.1 SUSTAINABILITY OF SERVICE DELIVERY

There are two (2) key indicators of sustainable service delivery that are considered within the AM Plan for this service area. The two indicators are the:

- Asset renewal funding ratio (proposed renewal budget for the next ten (10) years / forecast renewal costs for the next ten (10) years; and,
- Medium term forecast costs/proposed budget (over ten (10) years of the planning period).

ASSET RENEWAL FUNDING RATIO

Asset Renewal Funding Ratio¹² **25.9%**

The Asset Renewal Funding Ratio is used to determine if the City is accommodating asset renewals in an **optimal** and **cost effective** manner from a timing perspective and relative to financial constraints, the risk the City is prepared to accept and targeted service levels it wishes to maintain. The target renewal funding ratio should be ideally between **90% - 110%** over the entire planning period. A low indicator result generally indicates that service levels are achievable, however the expenditures are below this level in some service areas predominantly due to underinvestment, including a lack of permanent infrastructure funding from senior levels of government, as well as large spikes of growth throughout the years.

Over the next ten (10) years the City expects to have **25.9%** of the funds required for the optimal renewal of assets. While this number seems significantly low, the ratio is heavily influenced by

¹² AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

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the need for the renewal of Central Station in 2026. If this building were funded, the AARF would be closer to 70%. Although the 70% is still below the 90 to 110% ideal threshold, HPS would be considered to be well funded for renewals in comparison to many other City services.

If assets are not renewed in the appropriate timing, it will inevitably require difficult trade off choices that could include:

- A reduction of the level of service and availability of assets;
- Increased complaints and reduced customer satisfaction;
- Increased reactive maintenance and renewal costs; and,
- Damage to the City's reputation and risk of fines or legal costs.

The lack of renewal resources will be addressed in future AM Plans while aligning the plan to the LTFFP. This will allow staff to develop options and long-term strategies to address the renewal rate. The City will review its renewal allocations once the entire inventory has been confirmed and amalgamated.

MEDIUM TERM – 10 YEAR FINANCIAL PLANNING PERIOD

10-Year Lifecycle Financial Ratio 93%

Although this AM Plan includes forecast projections to thirty (30) years, the higher confidence numbers are typically within the first ten (10) years of the lifecycle forecast. The ten (10) year Lifecycle Financial Ratio compares the Planned Budget with the Lifecycle Forecast for the optimal operation, maintenance, and renewal of assets to provide an agreed level of service over the next ten (10) year period. Similarly, to the AARF, the optimal ratio is also between **90-110%**. A low ratio would indicate that assets are not being funded at the rate that would meet the organization's risk and service level commitments.

The forecast operations, maintenance and renewal costs over the ten (10) year planning period is **\$244M** on average per year. Over time as improved information becomes available, it is anticipated to see this number change. The proposed (budget) operations, maintenance and renewal funding is **\$226M** on average per year giving a ten (10) year funding shortfall of **\$18.1M** per year or **\$181M** over the ten (10) year planning period. This indicates that **93%** of the forecast costs needed to provide the services documented in this AM Plan are accommodated in the proposed budget, which is within the 90-110% range. Therefore, it can be concluded that HPS is funding their assets at an acceptable rate. Note, these calculations exclude acquired assets.

Funding an annual funding shortfall or funding 'gap' should not be addressed immediately. The overall gap in funding city-wide will require vetting, planning and resources to begin to incorporate gap management into the future budgets for all City services. This gap will need to be managed over time to reduce it in a sustainable manner and limit financial shock to customers. Options for managing the gap include:

- Financing strategies – increased funding, block funding for specific lifecycle activities, long term debt utilization;

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- Adjustments to lifecycle activities – increase/decrease maintenance or operations, increase/decrease frequency of renewals, limit acquisitions or dispose of underutilized assets; and,
- Influence level of service expectations or demand drivers.

These options and others will allow Hamilton to ensure the gap is managed appropriately and ensure the level of service outcomes the customers desire.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to eventually achieve a financial indicator of **90 to 110%** for the first years of the AM Plan and ideally over the ten-year life of the Long-Term Financial Plan.

9.2 FORECAST COSTS (OUTLAYS) FOR THE LONG-TERM FINANCIAL PLAN

Figure 18 shows the forecast costs (outlays) required for consideration in the ten (10) year long-term financial plan.

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the operational and capital budget. The City will begin developing its long-term financial plan (LTFP) to incorporate both the operational and capital budget information and help align the LTFP to the AM Plan which is critical for effective asset management planning.

These options will be explored in the next AM Plan and the City will provide analysis and options for Council to consider going forward.

Table 32 : Forecast Costs (Outlays) For the Long-Term Financial Plan
**** Forecast Costs Are Shown In 2023 Dollar Values**

YEAR	ACQUISITION	OPERATION	MAINTENANCE	RENEWAL	DISPOSAL
2023	\$1,989,060	\$198,033,840	\$8,955,751	\$21,065,320	\$ -
2024	\$8,057,861	\$203,701,824	\$6,322,750	\$4,313,572	\$ -
2025	\$12,342,501	\$212,837,936	\$4,986,256	\$6,695,838	\$ -
2026	\$669,501	\$219,528,832	\$5,161,683	\$145,892,512	\$ -
2027	\$1,010,501	\$220,414,704	\$5,167,677	\$2,852,463	\$ -
2028	\$1,010,501	\$220,654,896	\$6,836,212	\$10,354,390	\$ -
2029	\$980,501	\$221,015,088	\$6,034,634	\$4,013,774	\$ -
2030	\$980,501	\$221,255,280	\$8,434,822	\$8,307,152	\$ -

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YEAR	ACQUISITION	OPERATION	MAINTENANCE	RENEWAL	DISPOSAL
2031	\$980,501	\$221,495,488	\$5,107,598	\$4,691,421	\$ -
2032	\$980,501	\$221,735,680	\$6,712,203	\$3,253,916	\$ -
2033	\$980,501	\$221,975,872	\$6,743,611	\$14,090,624	\$ -
2034	\$980,501	\$222,263,424	\$6,775,018	\$12,481,528	\$ -
2035	\$980,501	\$222,550,960	\$6,806,425	\$6,514,679	\$ -
2036	\$980,501	\$222,838,496	\$6,837,832	\$4,830,425	\$ -
2037	\$980,501	\$223,126,032	\$6,869,240	\$5,548,754	\$ -
2038	\$980,501	\$223,413,568	\$6,900,647	\$10,821,391	\$ -
2039	\$980,501	\$223,701,120	\$6,932,054	\$5,434,903	\$ -
2040	\$980,501	\$223,988,656	\$6,963,461	\$6,749,888	\$ -
2041	\$980,501	\$224,276,192	\$6,994,869	\$4,005,449	\$ -
2042	\$980,501	\$224,563,728	\$7,026,276	\$40,593,168	\$ -
2043	\$980,501	\$224,851,264	\$7,057,683	\$13,690,689	\$ -
2044	\$980,501	\$225,138,816	\$7,089,090	\$9,720,525	\$ -
2045	\$980,501	\$225,426,352	\$7,120,498	\$14,702,613	\$ -
2046	\$980,501	\$225,713,888	\$7,151,905	\$6,239,473	\$ -
2047	\$980,501	\$226,001,424	\$7,183,312	\$4,288,050	\$ -
2048	\$980,501	\$226,288,976	\$7,214,720	\$11,037,001	\$ -
2049	\$980,501	\$226,576,512	\$7,246,127	\$6,148,507	\$ -
2050	\$980,501	\$226,864,048	\$7,277,534	\$7,812,747	\$ -
2051	\$980,501	\$227,151,584	\$7,308,941	\$7,899,328	\$ -
2052	\$980,501	\$227,439,136	\$7,340,349	\$2,694,192	\$ -

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

9.3 FUNDING STRATEGY

The proposed funding for assets is outlined in the City’s operational budget and ten (10) year capital budget.

These operational and capital budgets determine how funding will be provided, whereas the AM Plan typically communicates how and when this will be spent, along with the service and risk consequences. Future iterations of the AM plan will provide more detailed service delivery options and alternatives to optimize limited financial resources.

9.4 VALUATION FORECASTS

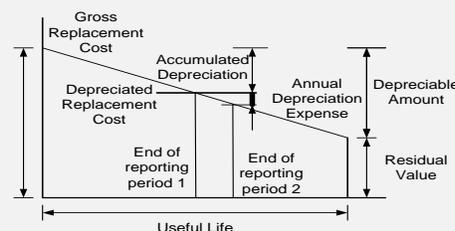
Asset values are forecast to increase as additional assets are added into service. As projections improve and can be validated with market pricing, the net valuations will increase significantly.

Additional assets will add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs for future renewals. Any additional assets will also add to future depreciation forecasts. Any disposals of assets would decrease the operations and maintenance needs in the longer term and would remove the high costs renewal obligations. At this time, it is not possible to separate the disposal costs from the renewal or maintenance costs however this will be improved for the next iteration of the plan.

9.5 ASSET VALUATIONS

The best available estimate of the value of assets included in this AM Plan are shown below. The assets are valued at estimated replacement costs:

Replacement Cost (Current/Gross)	\$351,957,702
Depreciable Amount	\$351,957,702
Depreciated Replacement Cost¹³	\$138,297,136
Depreciation	\$ 12,420,014



The current replacement cost is the most common valuation approach for specialized infrastructure assets. The methodology includes establishing a comprehensive asset registry, assessing replacement costs (based on market pricing for the modern equivalent assets) and useful lives, determining the appropriate depreciation method, testing for impairments, and determining remaining useful life.

As the City matures its asset data, it is highly likely that these valuations will fluctuate significantly over the next three (3) years, and they should increase over time based on improved market equivalent costs as well as anticipated cost changes due to climate change mitigation and adaptation strategies.

¹³ Also reported as Written Down Value, Carrying or Net Book Value.

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

9.6 KEY ASSUMPTIONS MADE IN FINANCIAL FORECASTS

In compiling this AM Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AM plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this AM Plan are:

- Operational forecasts are based on current budget allocations and development charge by law staff projections and are the basis for the projections for the ten (10) year horizon and encompass additional operational needs where known and on anticipated budget proportions when unknown;
- Maintenance forecasts are based on current budget allocations and encompass anticipated needs where known and on anticipated budget proportions when unknown;
- Replacement costs were based on historical costing. They were also made without determining what the asset would be replaced with in the future.

9.7 FORECAST RELIABILITY AND CONFIDENCE

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is defined on page 31 in the AM Plan Overview.

The estimated confidence level for and reliability of data used in this AM Plan is considered to be a **Low -Medium** confidence level.

Table 33 : Data Confidence Assessment for Data Used in AM Plan

DATA	CONFIDENCE ASSESSMENT	COMMENT
Demand drivers	Medium	Based on a combination of Development Charges By-Law assumptions and NG-911 reports. Cell phones are a high-level estimate. All of which are subject to change as the situation develops.
Growth projections	Medium	Based on Development Charges By-Law assumptions, which is subject to change.
Acquisition forecast	Low	First 4 years are accurate, the remaining 26 are based on the 4-year average.
Operation forecast	Low	First 4 years are accurate, the remaining 26 are based on high level numbers. New facility numbers are very high level. There is uncertainty around future collective agreements and officer enhancements for model.

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

DATA	CONFIDENCE ASSESSMENT	COMMENT
Maintenance forecast	Low	First 4 years are accurate, the remaining 26 are based on high level numbers. Building Condition Assessment forecast numbers have low confidence. New facility numbers are very high level.
Renewal Forecast - Asset values	High	Most assets are based on recent market value.
- Asset useful lives	Medium	Officer Equipment and Technology assets are not always replaced per their renewal schedule, these may need to be reviewed in future.
- Condition modelling	Low	Many assets are replaced according to a renewal schedule, do not have conditions assigned and are often based on age.
Disposal forecast	Very Low	There is no clear disposal forecast, this has not been included.

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

10. PLAN IMPROVEMENT AND MONITORING

10.1 STATUS OF ASSET MANAGEMENT PRACTICES¹⁴

ACCOUNTING AND FINANCIAL DATA SOURCES

This AM Plan utilizes accounting and financial data. The sources of the data are:

- 2023 Capital & Operating Budgets;
- 2024 – 2026 Multi-Year Operating Forecast;
- Building Condition Assessment reports;
- Various internal reports;
- Asset Management Data Collection Templates;
- Financial Exports from internal financial systems; and,
- Historical cost and estimates of budget allocation based on SME experience.

ASSET MANAGEMENT DATA SOURCES

This AM Plan also utilizes asset management data. The sources of the data are:

- Data extracts from various city databases;
- Asset Management Data Collection Templates;
- Development Charges Collection Template;
- Condition assessments; and,
- Subject matter Expert Opinion and Anecdotal Information.

10.2 IMPROVEMENT PLAN

It is important that the City recognize areas of the AM Plan and planning processes that require future improvements to ensure both effective asset management and informed decision making. The tasks listed below are essential to improving the AM Plan and the City's ability to make evidence based and informed decisions. These tasks span from improved lifecycle activities and improved financial planning to physically improving the assets.

The Improvement plan **Table 34** below highlights proposed improvement items that will require further discussion and analysis to determine feasibility, resource requirements and alignment to current workplans. Future iterations of this AM Plan will provide updates on these improvement plans. The costs and resources to complete each of these tasks has not been included in the lifecycle models to data, and resource requirements would need to be reviewed for internal resource driven projects.

¹⁴ ISO 55000 Refers to this as the Asset Management System

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

Table 34 : Improvement Plan (*p.a – per annum)

#	TASK	RESPONSIBILITY	RESOURCES REQUIRED	TIMELINE
1.	Investigate incorporating a condition rating during regular vehicle inspection /maintenance activities per 5-point scale	HPS Fleet / HPS IT Operations	\$2,000 Internal Resources	2024-2026
2.	Release public engagement survey annually to ensure customer satisfaction and track customer trends	CAM / HPS	\$3,100 Internal Resources	2025
3.	Identify additional risks and trade-offs/shortfalls and develop detailed risk management plans with treatment costs	CAM / HPS	\$1540 Internal Resources	2024-2026
4.	Investigate designing report in management system to extract required technical performance data for Facilities (Archibus) and Fleet (PMExpert)	HPS	\$4000 Internal Resources	2024-2026
5.	When operationalizing the Strategic Plan, ensure SMART objectives are incorporated per page 43 of AM Plan Overview	HPS	\$4000 Internal Resources	2023-2026
6.	Continue to create 10-year capital budget	Finance / HPS	\$2000 Internal Resources	2024
7.	Further investigate climate mitigation and adaptation effects on assets and revise lifecycle model (e.g., when is fleet going to convert to green fuel before 2050?).	HPS / Climate Office	N/A	Ongoing
8.	Improve technical levels of service data by investigating measuring response time. This deliverable should also quantify the required budget to achieve response times.	HPS	\$2000 Internal Resources	2024-2025

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

#	TASK	RESPONSIBILITY	RESOURCES REQUIRED	TIMELINE
9.	Investigate developing 10-year master plan to identify future demands on the service due to growth.	HPS	\$2000 Internal Resources	Ongoing 2023-2033
10.	Coordinate with Corporate Facilities & Energy Management to ensure HPS internal facilities work orders are accurately represented in Archibus.	HPS Facilities Operations	\$400 Internal Resources	Ongoing 2024-2025
11.	Investigate implementing asset registry for all assets and ensure it is following the defined City Data Standard.	CAM / HPS	\$1120 Internal Resources	Ongoing 2023 - 2024
12.	Review resourcing requirements with future project needs when planning budgets.	HPS	Might be solved with new project prioritization methodology	Ongoing 2023 - 2024
13.	Incorporate internal staff opinions into staff customer levels of service for assets where staff are also the customer.	CAM	\$6000 Internal Resources	Ongoing 2024-2025
14.	Deploy new computer inventory tools and processes to better track devices and determine investment needs across the lifecycle.	HPS IT Services	\$8000 Internal Resources	2023-2024
15.	Document IT Procurement process and communicate to staff to ensure asset information is tracked for all new assets.	HPS IT Services	\$500 Internal Resources	2023-2024
16.	Develop condition assessment program for significant technology assets and review estimated service lives.	HPS IT Services	\$2000 Internal Resources	2023-2024

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

#	TASK	RESPONSIBILITY	RESOURCES REQUIRED	TIMELINE
17.	Modify Tech Crime Unit 3-point condition scale to a 5-point scale condition scale.	Tech Crime Unit	\$350 Internal Resources	2023-2024
18.	Improve survey process by incorporating telephone surveys or IP controls.	CAM	N/A	2025-2028
19.	Clarify verbiage regarding HPS responsibility for Q2-Importance question as well as Facility public experience for future survey.	CAM	\$300 Internal Resources	2023-2024
20.	Investigate modifying capital and operating budgets so that projects are categorized by lifecycle stage.	Finance / CAM	\$2400 Internal Resources	Ongoing
21.	Complete operations and maintenance projections for new or renewed facilities using internal data.	HPS	\$2000 Internal Resources	2023-2025

10.3 MONITORING AND REVIEW PROCEDURES

This AM Plan will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The AM Plan will be reviewed and updated on a regular basis to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budget will be incorporated into the Long-Term Financial Plan once completed.

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

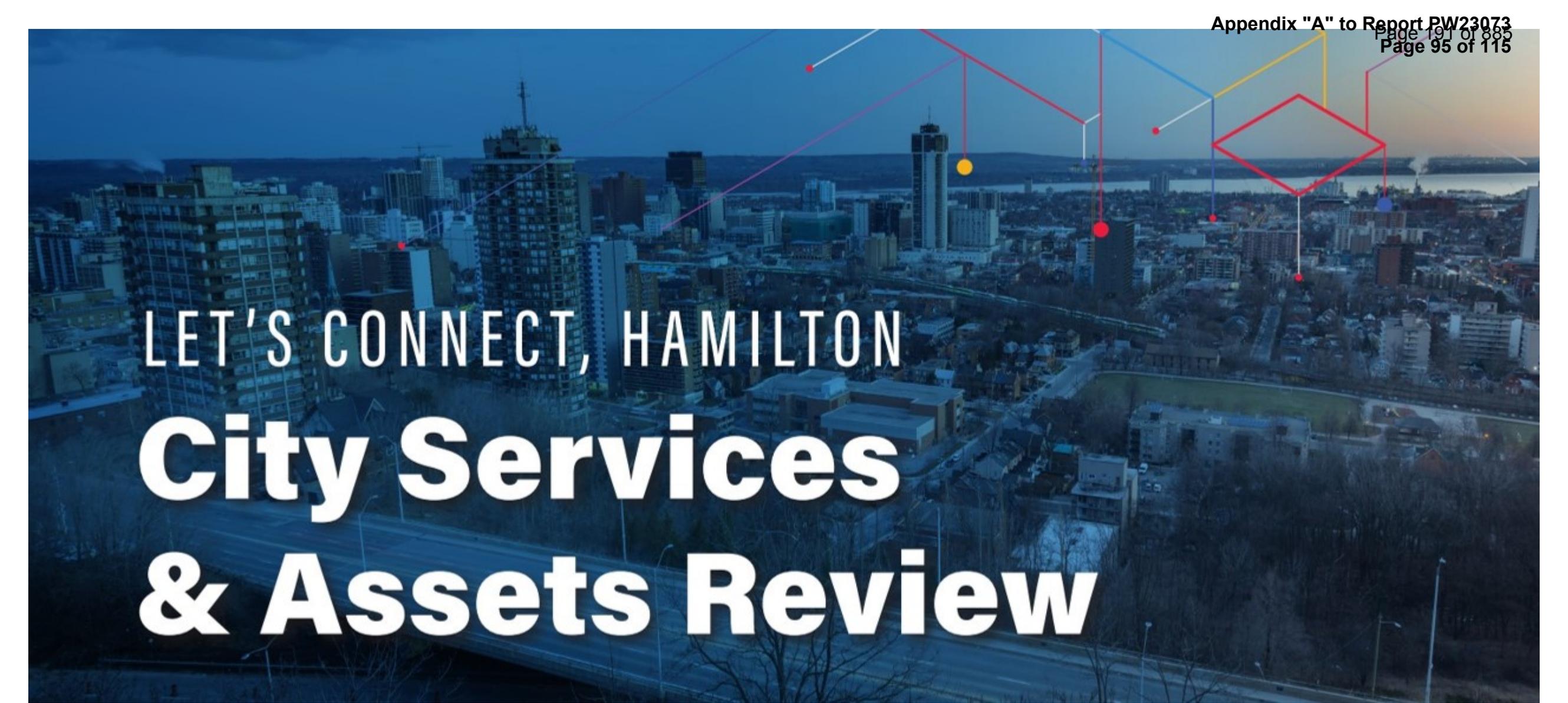
10.4 PERFORMANCE MEASURES

The effectiveness of this AM Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this AM Plan are incorporated into the long-term financial plan;
- The degree to which the one (1) to ten (10) year detailed works programs, budgets, business plans and corporate structures consider the 'global' works program trends provided by the AM Plan;
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans; and
- The Asset Renewal Funding Ratio achieving the Organizational target (this target is 90 to 110%).

Appendix A Survey Analysis

Appendix A – Survey Analysis



LET'S CONNECT, HAMILTON
**City Services
& Assets Review**



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5

Survey Response Demographics

24252

1490

Respondents

Survey Questions

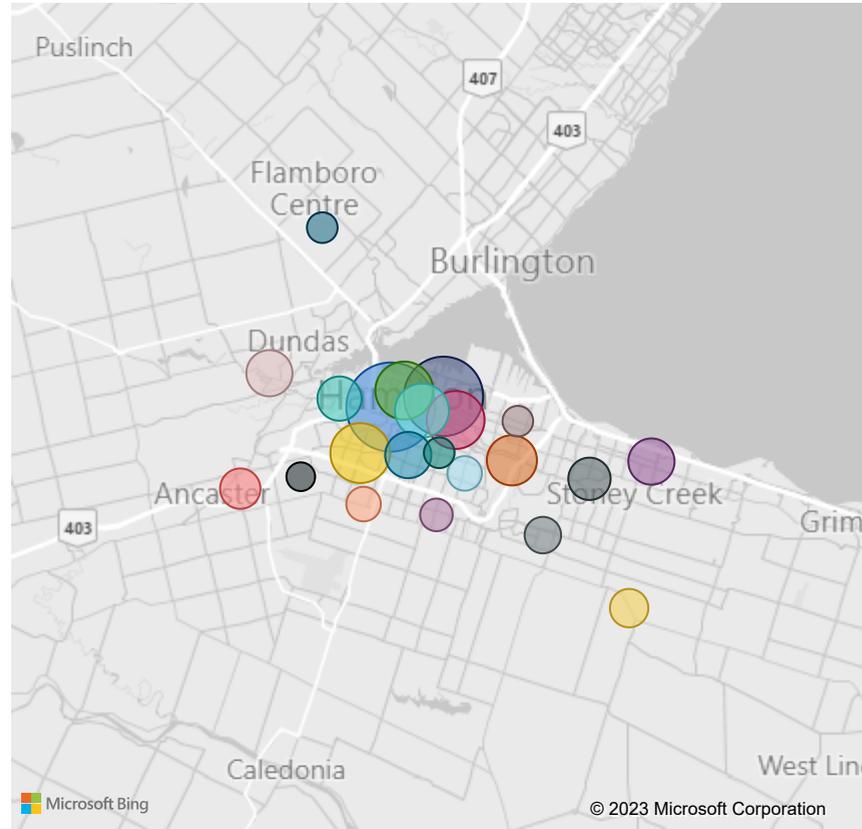
Demographic Questions

Survey Responses

Demographic Responses

Postal Code	Respondents	% Respondents	Population
L8P	33	13.75%	42,655
L8L	28	11.67%	50,110
L9C	18	7.50%	64,505
L8M	17	7.08%	22,530
L8R	17	7.08%	19,375
L8N	15	6.25%	26,220
L8K	13	5.42%	52,085
L8E	11	4.58%	64,835
L9A	11	4.58%	40,750
L9H	11	4.58%	50,480
L8S	10	4.17%	26,295
L8G	9	3.75%	36,075
L9G	8	3.33%	38,540
L0R	7	2.92%	123,805
L8J	6	2.50%	42,665
L8T	5	2.08%	31,140
L9B	5	2.08%	38,295
L8W	4	1.67%	39,195
L8B	3	1.25%	38,035
L8H	3	1.25%	41,715
L8V	3	1.25%	34,910
L9K	2	0.83%	23,485
L8A	1	0.42%	

% Respondents by FSA



Age	% Pop. by Age	% Respondents	Respondents
18 to 24	6.8%	0.40%	1
25 to 34	15.3%	14.80%	37
35 to 44	13.8%	18.00%	45
45 to 54	13.2%	17.60%	44
55 to 64	14.7%	25.20%	63
65 to 79	14.3%	22.80%	57
80+	5.2%	1.20%	3

Gender	% Respondents	Respondents
Prefer not to answer	13.49%	34
Male	41.27%	104
Female	53.97%	136

Residency	% Respondents	Respondents
I live in Hamilton	100.00%	254
I run a Hamilton-based business	8.66%	22

Self Identification	% Respondents	Respondents
I do not identify with any of the above groups	71.49%	163
2SLGBTQIA+	12.72%	29
People with disabilities	12.28%	28
Racialized	3.95%	9
Immigrant +10	3.51%	8
Indigenous	3.51%	8
Immigrant <10	1.32%	3

Respondents by Day



Summary of Survey Results

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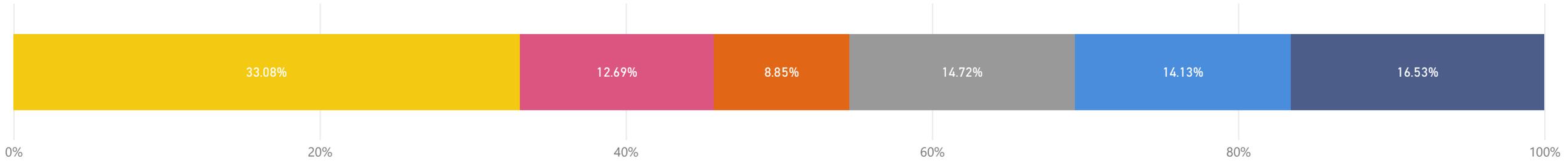
Respondents

16230

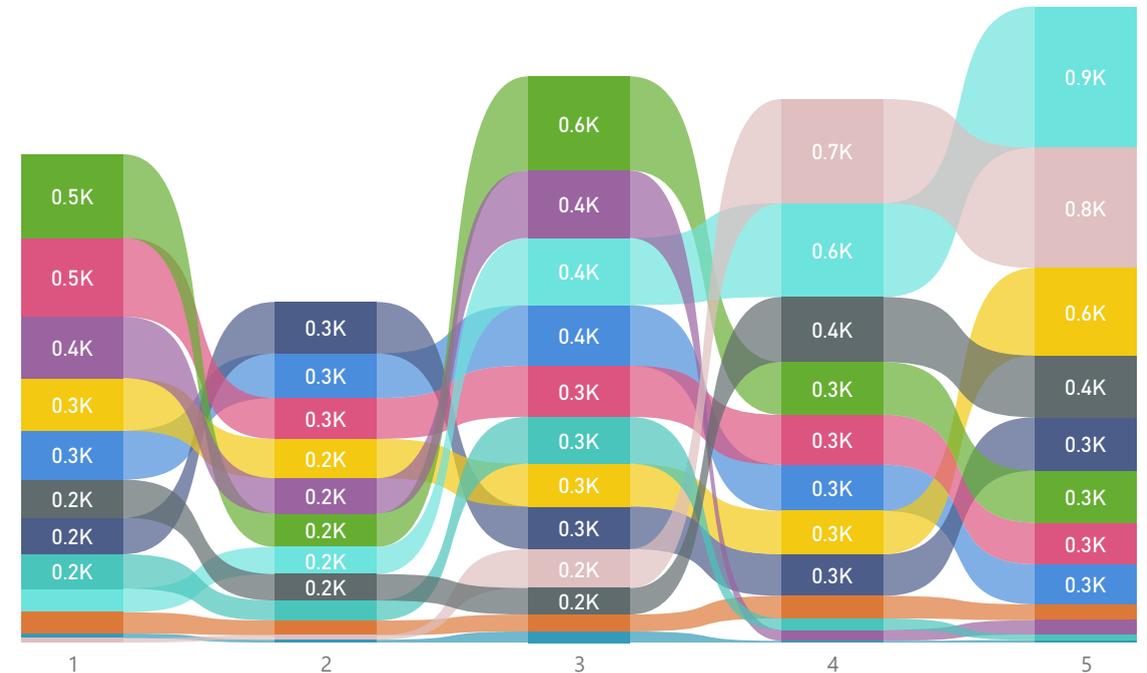
Responses

City Services & Asset Review
 Hamilton Police Services
 August 2023

Summary of All Questions (Blank) 1 2 3 4 5



Service Area	σ	Avg.	Avg. %	Opt Out	Opt out %
All Service Areas	1.18	3.2	63.9	8022	33.1
Q6 Agree with Statements about use and space	0.81	4.2	84.4	91	5.1
Q2 Importance	1.11	3.8	77.1	97	4.2
Q8 Comfortable and Safe, Services	1.43	3.4	67.9	949	40.9
Q12 Recommend to Others	1.51	3.3	65.6	649	28.0
Q10 Future Needs	1.26	3.1	62.1	124	8.0
Q3 Access, last 24 mo	1.40	3.0	59.3	1746	75.2
Q1 Performance, last 24mo	1.34	3.0	58.7	806	34.7
Q14 Rate Level	1.38	2.9	57.2	333	14.3
Q13 Value for Money	1.44	2.8	55.0	667	28.7
Q5 Comfortable, Safe and Clean Spaces	1.22	2.7	55.2	1145	88.8
Q7 Dispatch Times, Meet Needs	1.11	2.4	48.8	287	27.8
Q4 Meet Needs	1.19	2.4	47.5	1128	48.6



Summary of All Questions Q1 Q10 Q12 Q13 Q14 Q2 Q3 Q4 Q5 Q6 Q7 Q8

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Respondents

16230

Responses

Survey Question Summary

Question #	Survey Question	n	σ (Consistency)	Margin of Error (Confidence Level ±)
1	Over the last 24 months, how do you feel the Hamilton Police Service has performed overall in the following services?	168	1.34	20%
2	How important should the following services be as a responsibility for the Hamilton Police Service?	247	1.11	14%
3	In the last 24 months if you have used services provided by the Hamilton Police Service, how satisfied are you with your ability to access services? (If you have not used the services, please choose "Can't Say".)	64	1.40	34%
4	Do the following services provided by Hamilton Police Service meet your needs?	132	1.19	20%
5	If you've visited a police facility in the last 24 months, were the facilities sufficient for your needs? Please consider if the spaces were accessible, comfortable, and clean.	29	1.22	44%
6	Thinking about how you use internal and external public spaces do you agree with the following statements? Hamilton Police buildings should be:	245	0.81	10%
7	Do the police priority dispatch times meet your needs and expectations for an adequate and effective police response?	186	1.11	16%
8	Did you feel comfortable and safe accessing services provided by the Hamilton Police Service?	152	1.43	23%
10	Please rate the following potential services for the Hamilton Police Service based on their importance to you.	237	1.26	16%
12	How likely would you be to recommend the Hamilton Police Service to others?	186	1.51	22%
13	How would you rate the Hamilton Police Service for providing good value for money in the infrastructure and services provided to your community?	184	1.44	21%
14	If you had to choose, would you prefer to see a tax rate increase to improve service levels OR would you prefer to see changes in service levels to minimize tax rate increases?	221	1.38	18%

Respondents who opted out by not answering or selecting 'Can't Say' are not included in these calculations

All values were calculated and then rounded to the nearest whole number.

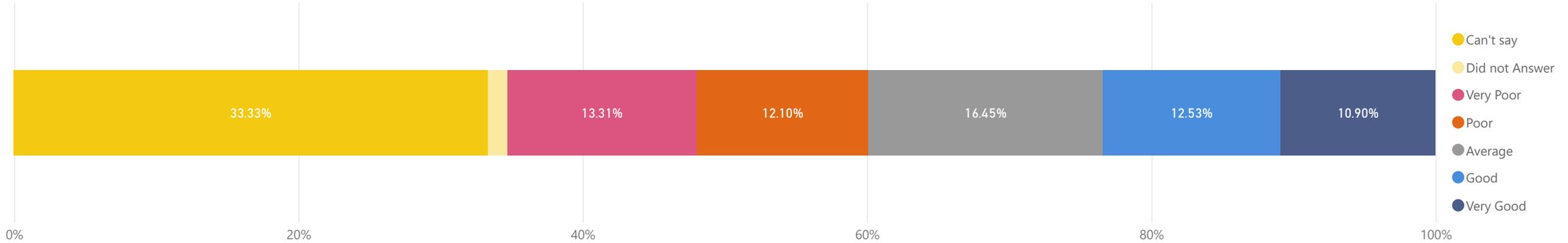
Performance, last 24mo

Q1

258
 Respondents
 1516
 Responses

Over the last 24 months, how do you feel the Hamilton Police Service has performed overall in the following services?

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Service Area	σ (consistency)	Avg.	Avg. %	Opt Out	Opt Out %	Very Poor	Poor	Average	Good	Very Good
All Service Areas	1.34	3.0	58.7	806	34.7	309	281	382	291	253
Crime Prevention Programs/ Public Outreach	1.39	2.7	54.8	77	29.9	46	40	37	31	27
Emergency Criminal Calls	1.34	3.2	64.2	92	35.7	25	23	47	34	37
Emergency Mental Health Calls	1.40	2.8	56.7	92	35.7	36	41	32	28	29
Investigative Services	1.30	3.2	64.1	106	41.1	19	28	39	35	31
Non-Emergency Calls	1.30	2.5	50.7	57	22.1	56	48	51	25	21
Online Reporting	1.32	2.9	57.1	111	43.1	31	27	42	26	21
Road Safety	1.35	2.9	57.3	41	15.9	50	35	54	50	28
Victim Services	1.42	2.9	58.5	115	44.6	33	26	29	29	26
Vulnerable Sector Clearance	1.20	3.4	68.4	115	44.5	13	13	51	33	33

Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

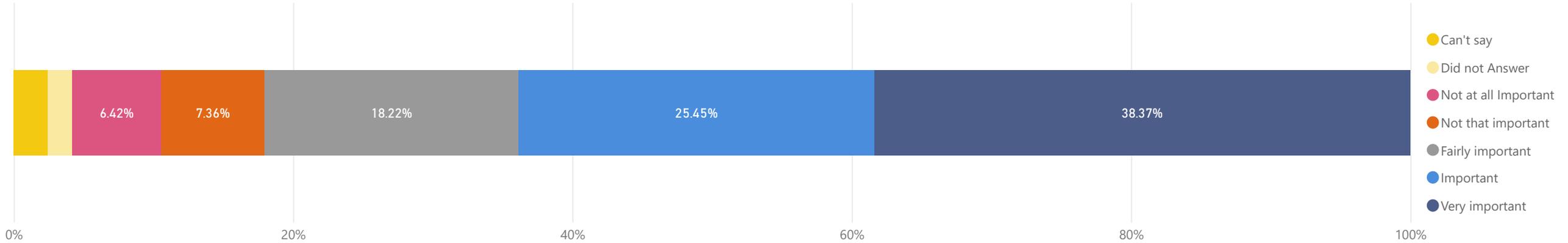
Q2

258
 Respondents
 2225
 Responses

Importance

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How important should the following services be as a responsibility for the Hamilton Police Service?



	σ	Avg.	Avg. %	Opt Out	Opt Out %	Not at all Important	Not that Important	Fairly Important	Important	Very Important
All Service Areas	1.11	3.8	77.1	97	4.2	149	171	423	591	891
Investigative Services	0.73	4.6	91.7	6	2.4	3	2	13	60	174
Emergency Criminal Calls	0.85	4.6	91.7	7	2.7	5	4	18	36	188
Road Safety	1.10	4.0	80.2	6	2.4	8	18	48	67	111
Non-Emergency Calls	0.96	3.8	76.7	9	3.5	7	13	58	107	64
Online Reporting	1.04	3.8	76.2	13	5.1	10	13	62	89	71
Emergency Mental Health Calls	1.53	3.6	72.7	10	3.8	41	27	24	46	110
Victim Services	1.34	3.5	69.9	11	4.3	29	29	54	61	74
Vulnerable Sector Clearance	1.15	3.4	67.7	25	9.7	17	30	77	64	45
Crime Prevention Programs/ Public Outreach	1.28	3.3	66.1	10	3.9	29	35	69	61	54

Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

258

Respondents

2801

Responses

Individual Service Areas Importance vs. Performance

Service areas where importance exceeds performance by 20 points is indicative of a mismatch between expectations and service levels, equal to one point on the Likert scale used.

Service Area	Importance (index score)	Performance (index score)	Net Differential	Opt Out %
Average	78	58	-20	33.8
Investigative Services	92	64	-28	39.8
Emergency Criminal Calls	92	64	-27	32.8
Non-Emergency Calls	77	51	-26	25.2
Road Safety	80	57	-23	24.6
Online Reporting	76	57	-19	36.0
Emergency Mental Health Calls	73	57	-16	34.4
Victim Services	70	58	-11	41.6
Crime Prevention Programs/ Public Outreach	66	55	-11	36.1

Performance Q1 Over the last 24 months, how do you feel the Hamilton Police Service has performed overall in the following services?

Importance Q2 How important should the following services be as a responsibility for the Hamilton Police Service?

All values were calculated and then rounded to the nearest whole number.

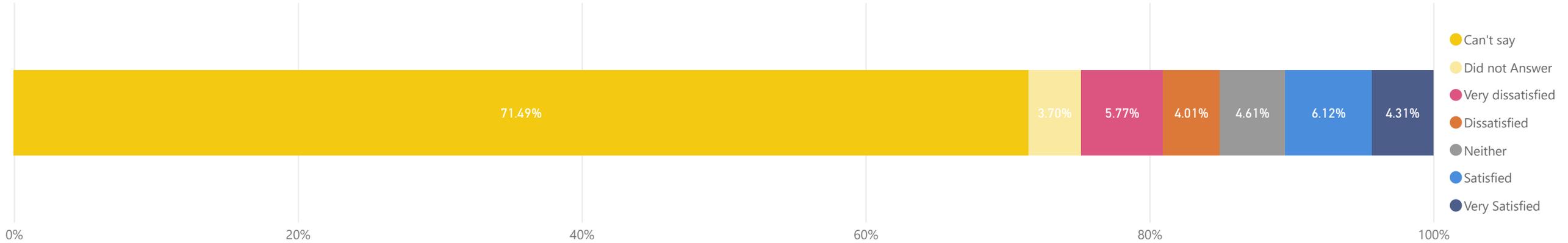
Q3

258
 Respondents
 576
 Responses

Access, last 24 mo

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In the last 24 months if you have used services provided by the Hamilton Police Service, how satisfied are you with your ability to access services? (If you have not used the services, please choose "Can't Say".)



	σ	Avg.	Avg. %	Opt Out	Opt Out %	Very dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied
All Service Areas	1.40	3.0	59.3	1746	75.2	134	93	107	142	100
Vulnerable Sector Clearance	1.29	3.5	70.4	187	72.5	8	8	12	25	18
Emergency Criminal Calls	1.46	3.2	64.4	204	79.1	11	7	8	15	13
Crime Prevention Programs/ Public Outreach	1.36	3.1	61.6	207	80.2	8	12	8	14	9
Non-Emergency Calls	1.42	2.9	57.1	154	59.7	25	22	16	25	16
Road Safety	1.40	2.9	57.1	154	59.7	26	19	16	30	13
Emergency Mental Health Calls	1.53	2.8	56.6	205	79.5	15	9	12	4	13
Victim Services	1.38	2.8	56.4	219	84.9	10	5	12	6	6
Online Reporting	1.42	2.8	55.6	190	73.7	21	7	14	18	8
Investigative Services	1.38	2.7	53.1	226	87.6	10	4	9	5	4

Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

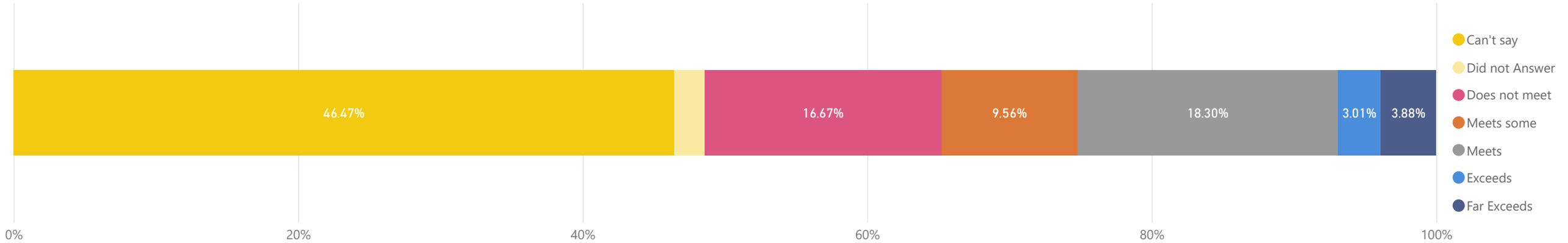
Q4

258
 Respondents
 1194
 Responses

Meet Needs

City Services & Asset Review
 Hamilton Police Services
 August 2023

Do the following services provided by Hamilton Police Service meet your needs?



	σ	Avg.	Avg. %	Opt Out	Opt Out %	Does not meet	Meets some	Meets	Exceeds	Far Exceeds	
All Service Areas	1.19		2.4	47.5	1128	48.6	387	222	425	70	90
Vulnerable Sector Clearance	1.09		2.9	57.9	135	52.3	19	11	69	12	12
Investigative Services	1.20		2.6	51.3	152	58.9	26	21	42	7	10
Emergency Criminal Calls	1.09		2.5	49.3	121	46.9	32	33	57	6	9
Victim Services	1.28		2.4	47.6	155	60.1	36	18	33	6	10
Crime Prevention Programs/ Public Outreach	1.21		2.3	46.9	130	50.3	45	19	48	7	9
Online Reporting	1.21		2.3	46.2	133	51.5	44	23	42	7	9
Road Safety	1.13		2.2	44.3	89	34.5	64	29	57	14	5
Non-Emergency Calls	1.19		2.2	44.0	93	36.0	61	40	46	6	12
Emergency Mental Health Calls	1.30		2.2	43.3	120	46.6	60	28	31	5	14

Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

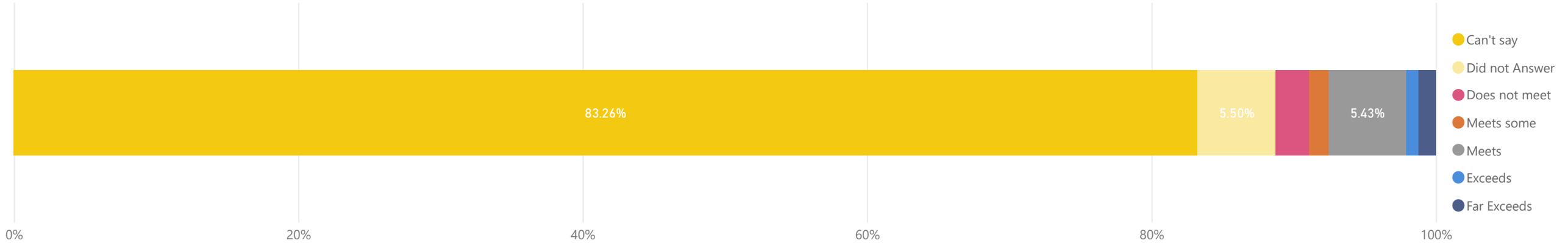
Q5

258
 Respondents
 145
 Responses

Comfortable, Safe and Clean Spaces

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 August 2023

If you've visited a police facility in the last 24 months, were the facilities sufficient for your needs? Please consider if the spaces were accessible, comfortable, and clean.



	σ	Avg.	Avg. %	Opt Out	Opt Out %	Does not meet	Meets some	Meets	Exceeds	Far Exceeds	
All Service Areas	1.22		2.7	55.2	1145	88.8	30	18	70	11	16
Central Station	1.16		2.9	57.9	192	74.5	11	7	34	6	8
Mountain Station	1.12		2.8	55.4	223	86.4	7	3	19	3	3
Investigative Services Station	1.48		2.7	54.5	247	95.7	4		4	1	2
East End Station	1.11		2.6	51.8	236	91.5	4	6	9	1	2
Dundas Station	1.21		2.3	45.5	247	95.7	4	2	4		1

Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

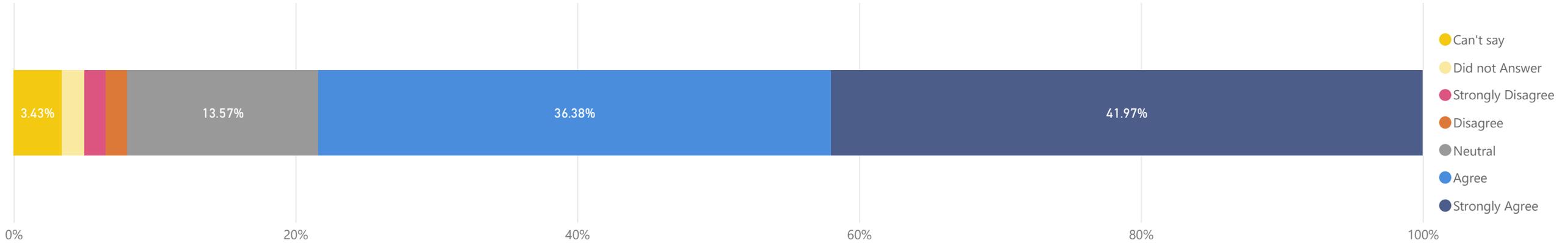
Q6

258
 Respondents
 1715
 Responses

Agree with Statements about use and space

City Services & Asset Review
 Hamilton Police Services
 August 2023

Thinking about how you use internal and external public spaces do you agree with the following statements? Hamilton Police buildings should be:



	σ	Avg.	Avg. %	Opt Out	Opt Out %	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
All Service Areas	0.81	4.2	84.4	91	5.1	27	28	245	657	758
Accessibility	0.72	4.5	89.9	12	4.6	1	5	12	81	147
Safe, Equitable and Inclusive	0.82	4.5	89.1	14	5.5	5	2	15	77	145
Active Transport Access	0.76	4.4	87.7	11	4.3	2	1	28	85	131
Clean and Good Repair	0.74	4.3	86.2	11	4.3	3	1	20	115	108
Comfortable	0.80	4.1	82.7	14	5.4	3	3	37	116	85
Energy Efficient	0.91	4.1	82.1	16	6.2	3	7	49	85	98
Inviting	0.95	3.6	72.8	13	5.1	10	9	84	98	44

Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

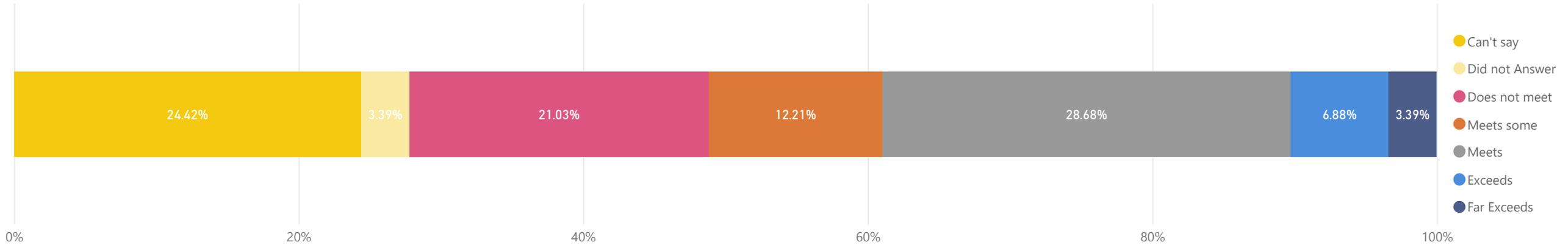
Q7

258
 Respondents
 745
 Responses

Dispatch Times, Meet Needs

City Services & Asset Review
 Hamilton Police Services
 August 2023

Dispatch times reflect the time between an emergency notification (i.e. 911 call) and when police are on-route. Priority 0 Highest Priority - Immediate Response Required, Injury occurring or imminent. Target 0:30 seconds / 2022 Actual 1:08 minutes. Priority 1 In Progress Events - Person in Crisis, Domestic Violence, Disturbance on Premise. Target 3 minutes / 2022 Actual 3:10 minutes. Priority 2 Just Occurred Events - Suspicious Activity, Driving Complaints, Disturbance on Premise. Target 15 minutes / 2022 Actual 13:28 minutes. Priority 3 Report Events - Trespassing, Residence / Compassion, Disorderly. Target 60 minutes / 2022 Actual 95 minutes. Priority 4 Report Events - Noise Complaints, Break Enter Reports, Neighbour Trouble. Target 180 minutes / 2022 Actual 108 minutes. Do the police priority dispatch times meet your needs and expectations for an adequate and effective police response?



	σ	Avg.	Avg. %	Opt Out	Opt Out %	Does not meet	Meets some	Meets	Exceeds	Far Exceeds	
All Service Areas	1.11		2.4	48.8	287	27.8	217	126	296	71	35
Priority 1	1.06		2.6	53.0	73	28.3	37	27	94	18	9
Priority 2	1.07		2.6	51.9	67	26.0	42	32	84	27	6
Priority 0	1.18		2.5	50.7	74	28.7	49	32	71	20	12
Priority 3	1.12		2.0	39.4	73	28.3	89	35	47	6	8

Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

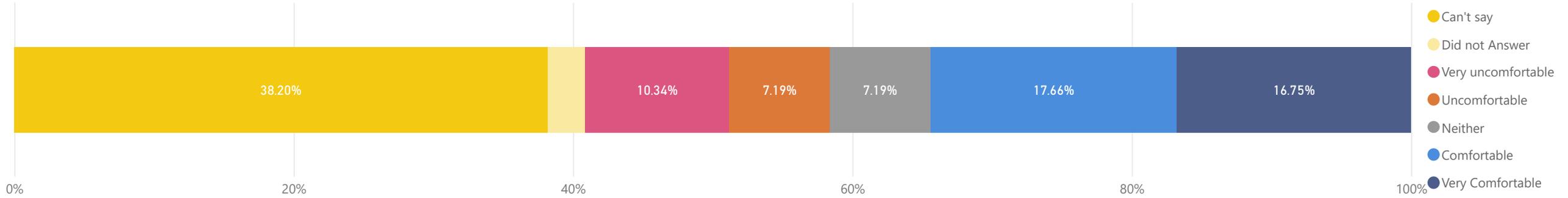
Q8

258
 Respondents
 1373
 Responses

Comfortable and Safe, Services

City Services & Asset Review
 Hamilton Police Services
 August 2023

Did you feel comfortable and safe accessing services provided by the Hamilton Police Service?



	σ	Avg.	Avg. %	Opt Out	Opt Out %	Very Uncomfortable	Uncomfortable	Neither	Comfortable	Very Comfortable
All Service Areas	1.43		67.9	949	40.9	240	167	167	410	389
Vulnerable Sector Clearance	1.24	3.7	74.7	106	41.1	15	8	28	52	49
Online Reporting	1.37	3.6	71.1	106	41.1	21	16	18	52	45
Emergency Criminal Calls	1.47	3.5	70.7	97	37.6	28	16	13	50	54
Non-Emergency Calls	1.34	3.5	69.8	77	29.8	20	30	23	57	51
Investigative Services	1.45	3.5	69.3	124	48.0	23	15	14	41	41
Road Safety	1.37	3.4	67.4	80	31.0	29	19	28	61	41
Crime Prevention Programs/ Public Outreach	1.44	3.3	66.5	122	47.3	22	23	17	37	37
Victim Services	1.56	3.0	60.2	125	48.4	36	21	15	28	33
Emergency Mental Health Calls	1.63	3.0	59.6	112	43.4	46	19	11	32	38

Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

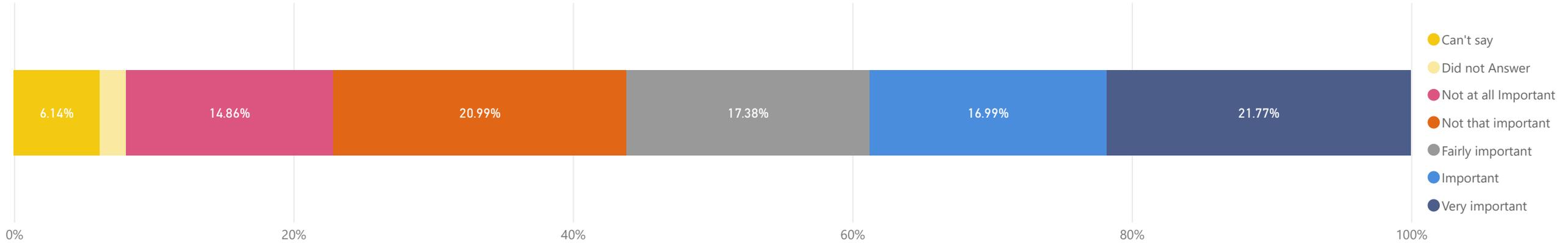
Q10

258
 Respondents
 1424
 Responses

Future Needs

City Services & Asset Review
 Hamilton Police Services
 August 2023

Please rate the following potential services for the Hamilton Police Service based on their importance to you.



	σ	Avg.	Avg. %	Opt Out	Opt Out %	Not at all Important	Not that Important	Fairly Important	Important	Very Important
All Service Areas	1.26	3.1	62.1	124	8.0	230	325	269	263	337
Body Cameras	1.17	4.0	80.2	12	4.7	9	27	33	61	116
Meeting Facility Accessibility Standards	1.15	3.6	72.4	22	8.5	13	25	64	71	63
Reduced Emissions	1.38	3.1	62.3	10	3.8	41	46	59	48	54
Increasing Number of Police Officers	1.64	3.0	60.5	11	4.3	68	46	24	30	79
Facility Renewal	1.08	2.4	47.9	29	11.2	48	89	55	27	10
Increased Public Parking at Stations	1.16	2.4	47.3	40	15.5	51	92	34	26	15

Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

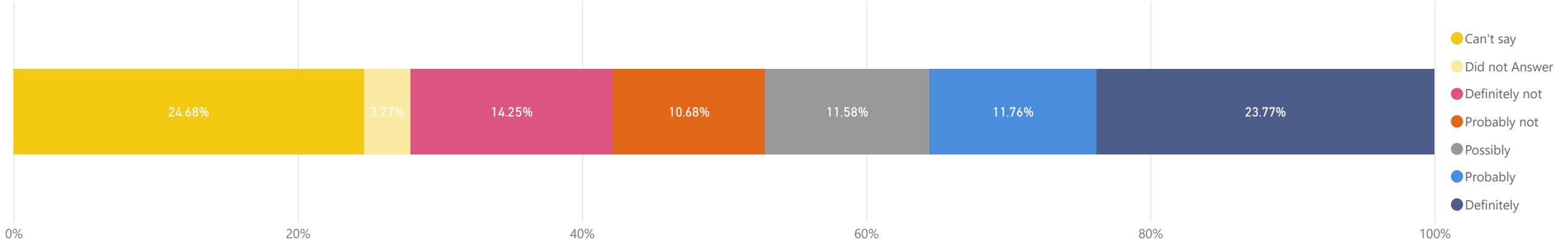
Q12

258
 Respondents
 1673
 Responses

Recommend to Others

City Services & Asset Review
 Hamilton Police Services
 August 2023

How likely would you be to recommend the Hamilton Police Service to others?



	σ	Avg.	Avg. %	Opt Out	Opt Out %	Definitely not	Probably not	Possibly	Probably	Definitely
All Service Areas	1.51	3.3	65.6	649	28.0	331	248	269	273	552
Vulnerable Sector Clearance	1.42	3.6	71.1	82	31.8	24	20	29	40	63
Investigative Services	1.45	3.6	71.1	80	31.0	26	18	33	33	68
Emergency Criminal Calls	1.53	3.5	69.4	67	26.0	30	33	22	29	77
Online Reporting	1.46	3.4	68.0	72	27.9	31	22	36	36	61
Road Safety	1.47	3.3	66.8	57	22.1	35	26	40	36	64
Non-Emergency Calls	1.51	3.2	63.6	51	19.8	39	41	34	30	63
Crime Prevention Programs/ Public Outreach	1.56	3.1	62.3	85	33.0	40	29	27	25	52
Victim Services	1.61	3.1	61.2	89	34.5	44	29	21	23	52
Emergency Mental Health Calls	1.62	2.8	57.0	66	25.6	62	30	27	21	52

Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

Q12

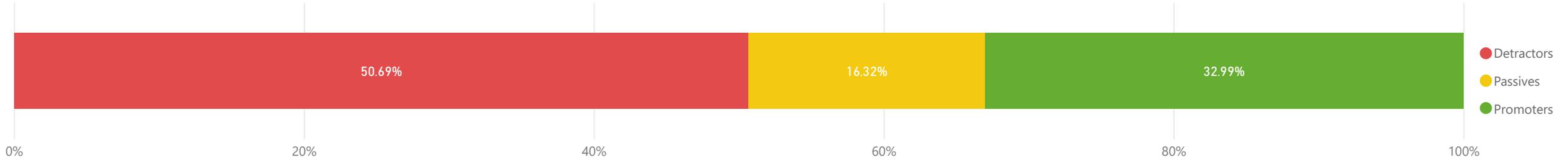
258
 Respondents
 1673
 Responses

Net Promoter Score

City Services & Asset Review
 Hamilton Police Services
 August 2023

Typically the Net Promoter Score is used to measure customer loyalty.

How likely would you be to recommend the Hamilton Police Service to others?



	σ	Net Promoter Score	Detractors	Passives	Promoters
All Service Areas	30.6	-17.58	848	273	552
Emergency Criminal Calls	30.6	-4.19	85	29	77
Investigative Services	28.9	-5.06	77	33	68
Vulnerable Sector Clearance	28.3	-5.68	73	40	63
Online Reporting	29.2	-15.05	89	36	61
Road Safety	29.4	-18.41	101	36	64
Non-Emergency Calls	30.2	-24.64	114	30	63
Victim Services	32.1	-24.85	94	23	52
Crime Prevention Programs/ Public Outreach	31.2	-25.43	96	25	52
Emergency Mental Health Calls	32.4	-34.90	119	21	52

Likert choices less than 4 are considered 'Detractors' while 5s are considered 'Promoters' and 4s are 'Passive'. Respondents who opted out by not answering or selecting 'Can't Say' were removed from the sample. Net Promoter score is calculated by subtracting (% Detractors) from (% Promoters). σ (Standard Deviation) is calculated in percent, the same units as the Net Promoter Score.

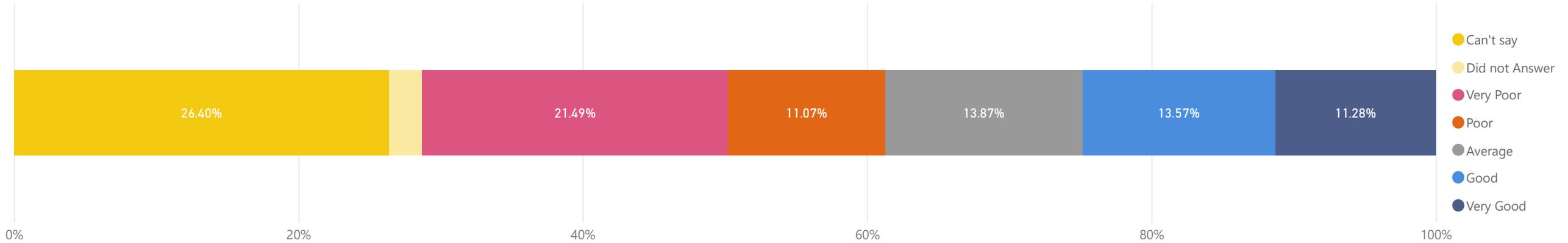
Q13

258
 Respondents
 1655
 Responses

Value for Money

City Services & Asset Review
 Hamilton Police Services
 August 2023

How would you rate the Hamilton Police Service for providing good value for money in the infrastructure and services provided to your community?



	σ	Avg.	Avg. %	Opt Out	Opt Out %	Very Poor	Poor	Average	Good	Very Good
All Service Areas	1.44	2.8	55.0	667	28.7	499	257	322	315	262
Vulnerable Sector Clearance	1.39	3.1	62.6	88	34.1	34	19	41	43	33
Emergency Criminal Calls	1.51	2.9	58.9	58	22.5	55	27	34	42	42
Investigative Services	1.46	2.9	57.0	89	34.5	48	20	40	31	30
Road Safety	1.40	2.8	56.0	53	20.5	54	34	46	41	30
Crime Prevention Programs/ Public Outreach	1.45	2.7	54.2	82	31.8	54	30	31	35	26
Online Reporting	1.41	2.7	53.7	77	29.8	52	36	35	33	25
Victim Services	1.50	2.6	52.2	101	39.1	59	19	27	28	24
Emergency Mental Health Calls	1.52	2.5	50.6	71	27.5	76	24	29	28	30
Non-Emergency Calls	1.36	2.5	50.1	48	18.6	67	48	39	34	22

Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

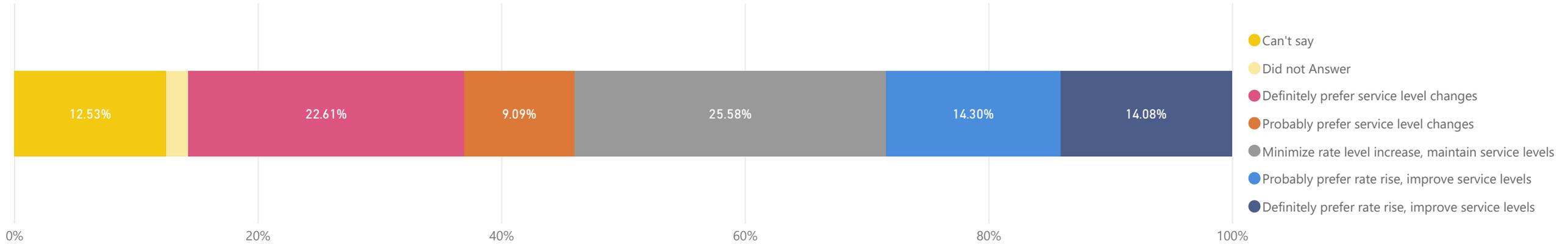
Q14

258
 Respondents
 1989
 Responses

Rate Level

City Services & Asset Review
 Hamilton Police Services
 August 2023

Understanding that Hamilton Police Service is required to provide adequate and effective policing services under the Comprehensive Ontario Police Services Act, 2019, S.O. 2019, c. 1 - Bill 68. If you had to choose, would you prefer to see a tax rate increase to improve service levels OR would you prefer to see changes in service levels to minimize tax rate increases?



	σ	Avg.	Avg. %	Opt Out	Opt Out %	Definitely prefer service level changes	Probably prefer service level changes	Minimize rate level increase, maintain service levels	Probably prefer rate rise, improve service levels	Definitely prefer rate rise, improve service levels
All Service Areas	1.38	2.9	57.2	333	14.3	525	211	594	332	327
Emergency Criminal Calls	1.45	3.2	63.5	30	11.6	51	14	62	46	55
Investigative Services	1.37	3.1	62.8	38	14.7	46	12	69	51	42
Non-Emergency Calls	1.41	3.0	59.4	32	12.4	53	27	62	42	42
Road Safety	1.42	3.0	59.2	28	10.8	54	30	63	37	46
Emergency Mental Health Calls	1.52	2.8	56.7	34	13.1	71	25	42	42	44
Online Reporting	1.29	2.8	55.7	40	15.6	52	29	77	34	26
Victim Services	1.40	2.7	54.0	43	16.7	67	24	58	38	28
Vulnerable Sector Clearance	1.24	2.6	52.6	56	21.8	54	23	90	14	21
Crime Prevention Programs/ Public Outreach	1.34	2.5	50.5	32	12.4	77	27	71	28	23

Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

258

Respondents

3644

Responses

Individual Service Areas Rates vs. Value for Money

Service areas where reasonable fees exceed value for money by 20 points is indicative of a mismatch between expectations and service levels, equal to one point on the Likert scale used.

Service Area	Rates (index score)	Value for Money (index score)	Net Differential	Opt Out %
Average	57	55	-2	21.5
Vulnerable Sector Clearance	53	63	10	28.0
Crime Prevention Programs/ Public Outreach	51	54	4	22.1
Victim Services	54	52	-2	27.9
Online Reporting	56	54	-2	22.7
Road Safety	59	56	-3	15.7
Emergency Criminal Calls	64	59	-5	17.1
Investigative Services	63	57	-6	24.6
Emergency Mental Health Calls	57	51	-6	20.3
Non-Emergency Calls	59	50	-9	15.5

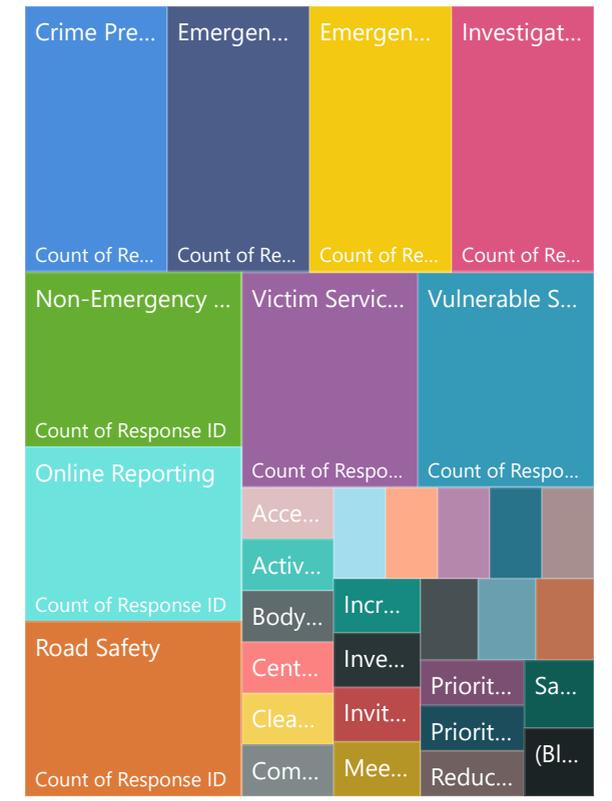
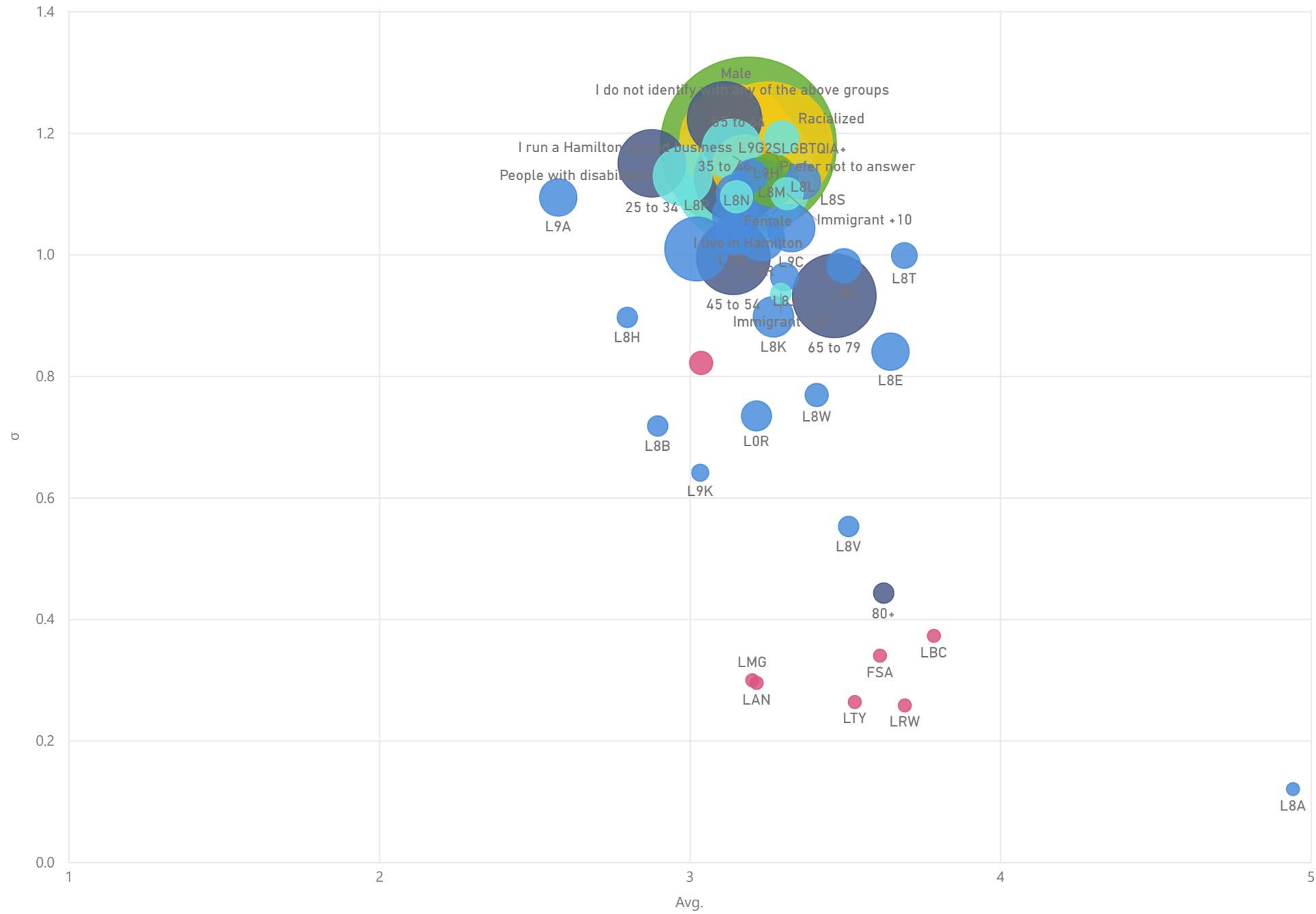
Positive Net Differential values indicate that 'Value for Money' was greater than willingness for 'Rates'. All values were calculated and then rounded to the nearest whole number. Low index scores in 'Rates' indicate that respondents are not willing to pay increased rates for the service area.

Value for Money *Q13 How would you rate the Hamilton Police Service for providing good value for money in the infrastructure and services provided to your community?*

Rates *Q14 Understanding that Hamilton Police Service is required to provide adequate and effective policing services under the Comprehensive Ontario Police Services Act, 2019, S.O. 2019, c. 1 - Bill 68. If you had to choose, would you prefer to see a tax rate increase to improve service levels OR would you prefer to see changes in service levels to minimize tax rate increases?*

Avg., σ , Sum of Count and Ct. by Value and Value (groups)

Value (groups) ● Age ● Gender ● Other ● Postal Code ● Residency ● Self-ID



Qshort	QID+mid
Q1	Q1 Performance, last 24mo
Q10	Q10 Future Needs
Q11 - Open	Q11 - Open Future Needs - Open
Q12	Q12 Recommend to Others
Q13	Q13 Value for Money
Q14	Q14 Rate Level
Q2	Q2 Importance
Q3	Q3 Access, last 24 mo
Q4	Q4 Meet Needs
Q5	Q5 Comfortable, Safe and Clean Spaces
Q6	Q6 Agree with Statements about use and spac
Q7	Q7 Dispatch Times, Meet Needs
Q8	Q8 Comfortable and Safe, Services
Q9 - Open	Q9 - Open Comfortable and Safe, Services - O

Definition and Ranking of Consistency and Confidence

Data Grading Scales

Grade	Data Consistency Standard Deviation (σ , Consistency of Responses)	Confidence Level Margin of Error (at 95% Confidence in Sample Size)
A Very High	0 to 0.5 - results are tightly grouped with little to no variance in response	0% to 5% - Minimal to no error in results, can generally be interpreted as is
B High	0.5 to 1.0 - results are fairly tightly grouped but with slightly more variance in response	5% to 10% - Error has become noticeable, but results are still trustworthy
C Medium	1.0 to 1.5 - results are moderately grouped together, but most respondents are generally in agreement	10% to 20% - Error is a significant amount and will cause uncertainty in final results
D Low	1.5 to 2.0 - results show a high variance with a fair amount of disparity in responses	20% to 30% - Error has reached a detrimental level and results are difficult to trust
E Very Low	2.0+ - results are highly variant with little to no grouping	30%+ - Significant error in results, hard to interpret data in much of a meaningful way

$$\text{Margin of error} = z \times \frac{\sigma}{\sqrt{n}}$$

Here we attribute a lower value of consistency of response (Standard Deviation) to a higher confidence grade, but it does not necessarily mean that the data is "better". In reality we receive more insight in the data regardless. With a high consistency we can tell that respondents more often come to the same conclusion on a response for a question, whereas with low consistency we would see a split in people's opinion, some with a very high rating and others with a very low rating. Knowing this and then understanding why is the most important thing.

The margin of error is calculated using 3 factors:
 z - z-score, σ - standard deviation, n - sample size
 The margin of error mainly tells us whether the sample size of the survey is appropriate. This is because in the calculation above, sample size would be the largest factor and thus have the biggest impact. The margin of error is represented as a percentage and indicates the range above and below the calculated average the true value is likely to fall. A smaller margin of error indicates a more precise estimate and vice versa.

2023 Waste Management Asset Management Plan



HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

SUMMARY AND QUICK FACTS

SERVICE PROFILE



Waste Management provides waste collection, processing, and disposal of solid waste within the City of Hamilton. The Purpose of this Asset Management Plan (AM Plan) is to ensure that Waste Management has the required assets to deliver safe and effective waste management services to the City. This service is delivered using a combination of city staff and contracted resources.

ASSET SUMMARY



Replacement Value
\$560M

FAIR CONDITION
Average Age of **39** years
or **43%** of the average
remaining service life



Level of Service Summary

- Average survey respondents felt Waste Management has had Good performance overall the last 24 months.
- Average survey respondents agreed that waste collection vehicles were operated safely in the community.
- Average survey respondents felt Waste management provided Good value for money.
- Average survey respondents indicated that Waste Management meets their needs overall.
- Average survey respondents indicated Waste Management rarely missed a collection

Asset Highlights

ASSETS	QUANTITY	REPLACEMENT COST	AVERAGE CONDITION	STEWARDSHIP MEASURES
Waste Management Facilities	10	\$284.6M	Good	Building Condition Assessments
Waste Management Landfills & Site Assets	13 (1 Open, 12 closed)	\$258.2M	Fair	Regular Inspections and Maintenance
Fleet	43 Packer Trucks 30 support Vehicles	\$15.6M	Poor	Regular Maintenance

DATA CONFIDENCE



VERY GOOD

FAIR

VERY LOW



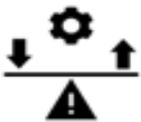
HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

DEMAND DRIVERS

Population change – Hamilton’s population will continue to grow, and Waste Management will likely see an increase in a number of residences that need service which will require additional collection vehicles and staff.

Environmental Awareness – Waste Management may be impacted by new services/processes for new waste streams. This may change the way waste is collected and processed in the future.

Regulatory Change – Implementation of the Expanded Producer responsibility model in 2025 as legislated will change the collection of recycling in the City.



RISK

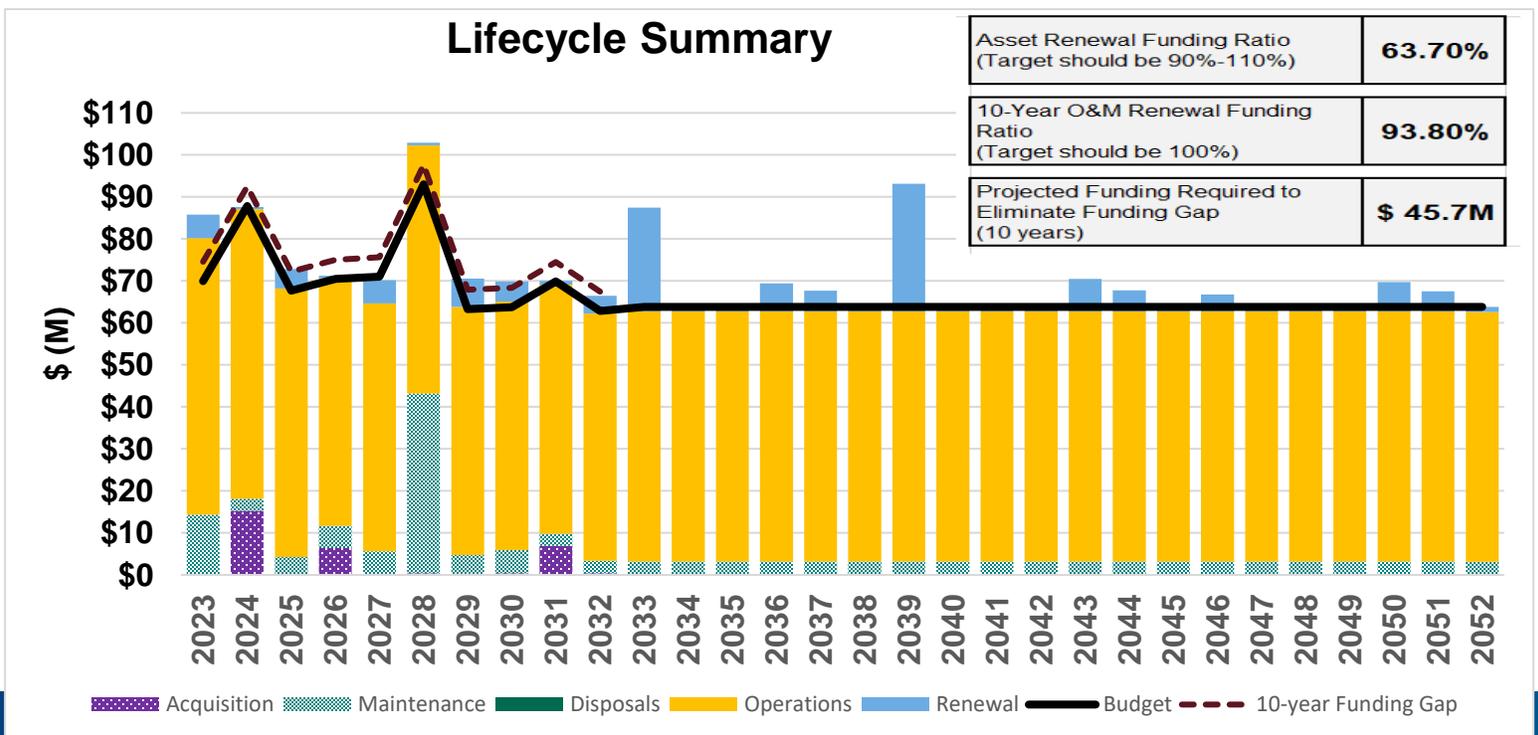
- Critical Assets are identified as Leachate pumping station and the Open Landfill



CLIMATE CHANGE MITIGATION

- Conduct feasibility studies to consider renewables on existing facilities
- Fleet transformation from diesel to natural gas vehicles
- Key Contributor to action 17 in the energy emissions plan goal of 95% organic waste sent to anaerobic digestion by 2050

LIFECYCLE SUMMARY



HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

1. INTRODUCTION

Waste Management provides waste collection, processing, and disposal of solid waste within the City of Hamilton. The Purpose of this Asset Management Plan (AM Plan) is to ensure that Waste Management has the required assets to deliver safe and effective waste management services to the City.

This AM Plan is intended to communicate the requirements for the sustainable delivery of services through the management of assets, compliance with regulatory requirements and required funding to provide the appropriate levels of service over the 2023 to 2052 planning period.

The Waste Management Division assets include Transfer Stations, Community Recycling Centres (CRC), Glanbrook Landfill (which includes the Leaf Waste Composting Facility), scale houses, and Resource Recovery Centre (RRC) facilities that include the Waste Collection office/yard, Material Recycling Facility (MRF) and Central Composting Facility (CCF). The City owns machinery and equipment used for operations at its facilities and by its customers and contracted service providers.

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

2. BACKGROUND

The information in this section is intended to give a snapshot in time of the current state of Waste Management's service areas by providing background on the service, outlining legislative requirements, defining the asset hierarchy used throughout the report, and providing the detailed summary and analysis of the existing inventory information as of February 28, 2023 including age profile, condition methodology, condition profile, and asset usage and performance for each of the asset classes. This section will provide the necessary background for the remainder of the AM Plan.

2.1 SERVICE PROFILE

Listed below are related documents reviewed in preparation of the Asset Management Plan:

- Asset Management Plan Overview Document;
- City of Hamilton 2012 Solid Waste Management Master Plan;
- City of Hamilton Solid Waste Management 2020 Master Plan Update; and,
- Solid Waste Management Master Plan Five-Year Review (PW200072).

Additional financial related documents are identified in **Section 10** Plan Improvement and Monitoring.

The service profile consists of four (4) main aspects of the service:

- Service History;
- Service Function;
- Users of the Service; and,
- Unique Service Challenges.

2.1.1 SERVICE HISTORY

Waste management is a fundamental service provided by municipal governments. An effective and efficient waste management system is essential for preserving and enhancing healthy and safe communities.

Between 2000 and 2001 the City of Hamilton (the City) developed its first modern Solid Waste Management Master Plan (SWMMP) which included nineteen (19) recommendations intended to guide the service for the next twenty-five (25) years. In 2012 a new Solid Waste Management Master Plan was developed building on the guiding principles from 2001 and updated to include the community's philosophy and the provincial waste management value chain of reduce, reuse, divert and dispose.

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In 2020 a Solid Waste Management Master Plan update was prepared to operationalize the final five years of the existing SWMMP to include eleven (11) action items to guide the Waste Management System (2021 to 2025).

The City is developing a new Solid Waste Management Master Plan with a targeted completion in 2025. It is expected that this SWMMP will investigate changes to waste collection and processing in the City including development of a new organics processing strategy and will consider future stages beyond the current Glanbrook Landfill. Once completed this SWMMP will require updating of the AM Plan as it will likely propose changes to existing facilities, assets, processes, and current and future Levels of Service.

The City provides waste management programs to the community through a mix of municipal and contracted service models. The collection of garbage, green bin organics and yard waste is provided by both municipal and contracted forces within assigned geographic boundaries, and the recycling program being entirely provided by a contracted service.

Waste Management has multiple third-party contracts in place as part of the service delivery. These contracts have different terms and end dates. Any changes to services or processes may require renegotiation of these contracts or may need to wait until the current contracts have ended and changes defined in new contracts.

2.1.2 SERVICE FUNCTION

Waste Management provides services to residents and businesses in the City of Hamilton. Waste Management operates solid waste management facilities and programs to increase the recycling, reduction, and reuse of waste materials to maximize landfill life while protecting the natural environment. The service also supports downtown cleanliness to create a vibrant and clean downtown. Waste Management is also involved with providing waste diversion services for festivals and special events. Waste Management requires assets in order to provide these services.

Curb side waste collection services are delivered through a combination of City of Hamilton staff and a contracted service. The City is divided into six geographical zones identified as A1, A2, A3, B1, B2 and B3 which include urban, suburban, and rural areas. The Contractor is responsible for recycling collection services in all six zones. City staff collect garbage, green bin, leaf and yard waste and bulk waste in the A Zones while the contractor is responsible for collecting the same waste streams in the three B zones.

The City owns the Materials Recovery Facility (MRF) and contracts out the operation of this facility to process blue box materials. The future of the MRF will be subject to review once the City changes over to the Expanded Producer Responsibility Model for the collection and processing of recyclable material. The City's Central Composting Facility (CCF) which treats green bin organic waste began operating in 2006. The facility has a rated capacity of 60,000

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tonnes per year and currently has approval to process up to 20,000 tonnes per year of household organic materials collected through the green bin program. The City owns the CCF building and equipment and operations to run the facility are completed under contract.

The City owns three Community Recycling Centres (CRC) and three co-located Transfer Stations (TS) which are also operated under contract. The Mountain CRC also has a reuse store where the public can purchase reusable items which diverts items from the waste stream. The CRCs are available for use by the general public. Transfer stations are used by commercial customers and municipal waste collection trucks only. The City owns the Glanbrook Landfill, which is operated under a contract with a service provider. The facility includes the landfill, landfill gas-to-energy facility, and yard waste processing facility. The landfill gas-to-energy facility is operated under contract. City staff are responsible for contract management and environmental monitoring at the sites. Waste Management is also responsible for monitoring and continuous care of the City's twelve (12) closed landfills.

Public space litter container collection includes roadsides, transit stops, and special events. As with other services, the City has a combination of in-house and contracted services for waste collection from containers.

Waste Management also has responsibility for the Downtown Cleanliness Program which has dedicated staff and equipment to maintain the cleanliness of sidewalks, provide litter collection services, collect waste from specific alleyways, and provide collection support to the division in the downtown area.

Waste also provides development review services related to developing and implementing standards for development and growth and implementation of waste collection for eligible developments. This ensures that waste can be efficiently collected from new developments.

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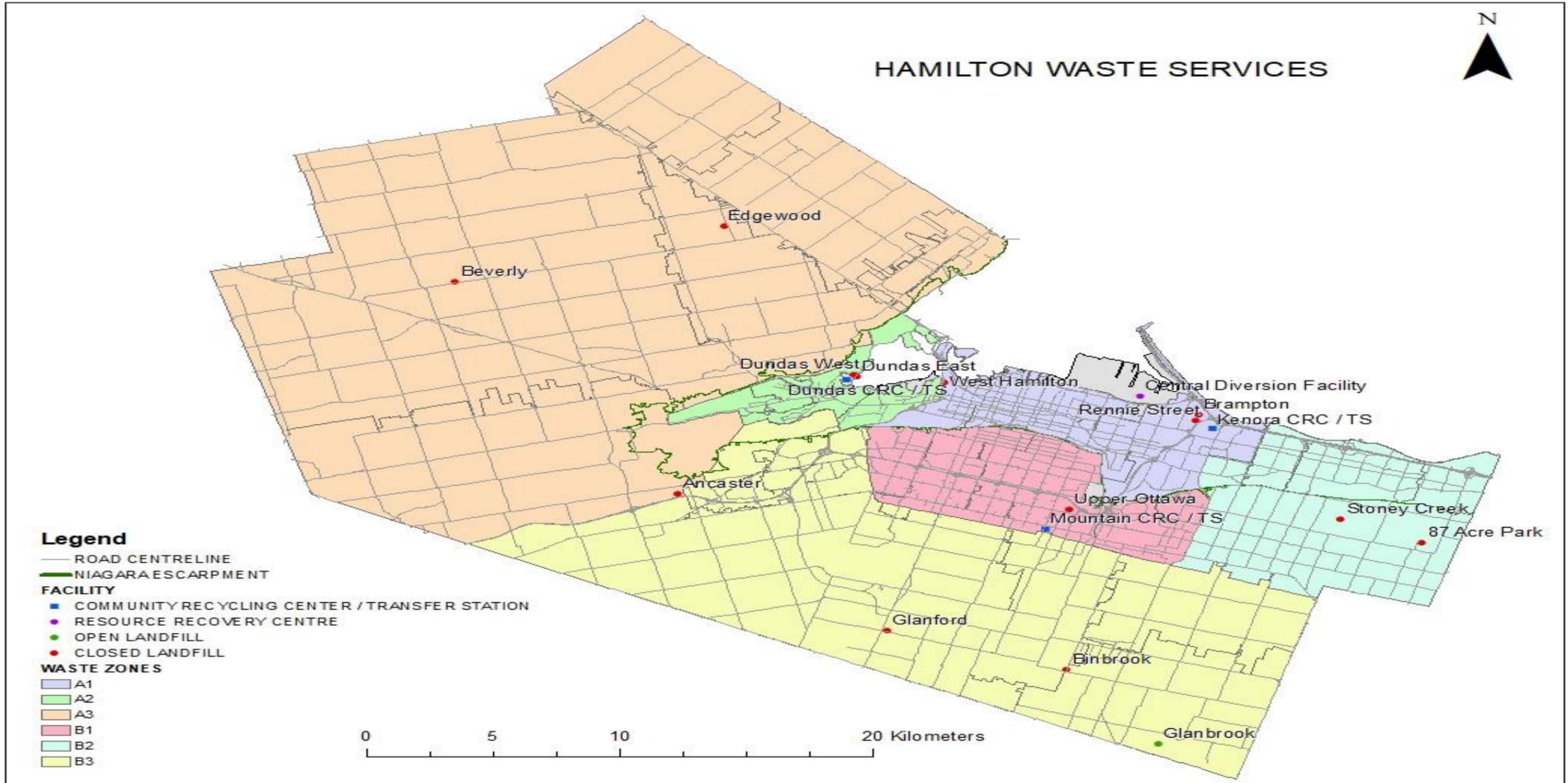
2.1.3 USERS OF THE SERVICE

The City of Hamilton is comprised of a diverse population living in diverse housing types. To meet the needs of users, waste management must be equipped to collect waste from all building types such as multi-unit residential buildings, commercial properties along narrow alleyways, public parks, residential streets, and locations on high-volume roadways all with differing population densities.

Based on the 2021 (2016) Census results¹, Hamilton's population is 569,353 (536,917), and the average household size is 2.5 (2.5) people. Nearly 72% (72%) of houses are single/row/semi with 28% (28%) multi-residential comprising 222,805 (211,605) occupied dwelling units with a population density of 509.1 (480.6) per square kilometre.

¹ <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?Lang=E&GENDERlist=1&STATISTIClist=1&HEADERlist=0&DGUIDlist=2021A00033525&SearchText=Hamilton>

Figure 1: Hamilton Waste Services



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2.1.4 UNIQUE SERVICE CHALLENGES

Waste has several unique service challenges including:

- Meeting the historical waste diversion targets set in previous waste management plans which results in the Operating Landfill reaching capacity sooner than anticipated;
- Several waste collection vehicles have exceeded end of life due to challenges in obtaining new vehicles due to pandemic related supply challenges. Resulting in relying on older vehicles with higher maintenance needs causing higher downtime;
- Staffing challenges as side loaders require a single operator and rear packers require two staff. This is a challenge when side loaders break down and need to be replaced with a rear packer to drive the route;
- The current waste collection contract ends in 2028. Any changes to level of service prior to the contract end date would require renegotiation of the waste collection contract;
- In 2025 the Blue Box collection and processing will transition to Expanded Producer Responsibility Model for the collection and processing of recyclable material which will impact existing operating contracts for collection and operation of the Materials Recovery Facility (MRF). This also raises the question of the most appropriate future use of the MRF; and,
- Collection from multi-residential properties with varying degrees of accessibility for waste container storage and collection methods.

2.2 LEGISLATIVE REQUIREMENTS

The most significant legislative requirements that impact the delivery of Waste Management services are outlined in **Table 1**. These requirements are considered throughout the report, and where relevant, are included in the levels of service measurements.

Table 1: Legislative Requirements

LEGISLATION	REGULATION	REQUIREMENT
Environment Protection Act R.S.O 1990, c. E.19	<p>Part V – Waste Management</p> <p>Section 27 - Approval, Waste Management System or Waste Disposal Site</p>	<p>No person shall use, operate, establish, alter, enlarge or extend a waste management system or a waste disposal site except under and in accordance with an environmental compliance approval (ECA).</p> <p>ECA’s outline site-specific conditions that the City’s waste management systems must operate under. These conditions include, but are not limited to, requirements for inspections, training, environmental monitoring, operational restrictions and record keeping.</p>

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LEGISLATION	REGULATION	REQUIREMENT
<p>Environment Protection Act R.S.O 1990, c. E.19</p>	<p>O. Reg 101/94 Recycling and Composting of Municipal Waste</p>	<p>A local municipality that has a population of at least 5,000 shall establish, operate and maintain a blue box waste management system. This requires the services of community recycling centers, curbside collection of blue box waste, as well as a material recycling facility for processing.</p> <p><i>NOTE: to be revoked following blue box transition to Expanded Producer Responsibility Model for the collection and processing of recyclable material</i></p>
		<p>The leaf and yard waste system of a local municipality that has a population of at least 50,000 must include the collection or acceptance of leaf and yard waste in a manner that is reasonably convenient to the generators of leaf and yard waste in the municipality. This requires the services of a transfer station and community recycling center, curbside collection of leaf & yard waste, and a leaf & yard waste composting facility.</p>
	<p>Reg. 347, R.R.O. 1990 General - Waste Management</p>	<p>Each operator and owner of a leaf and yard waste composting site shall ensure that the site is operated in accordance with the monitoring and sampling requirements outlined in the regulation.</p> <p>As a requirement for operating a municipal hazardous and special waste depot at the transfer stations and community recycling centers, the City must register as a Generator within the Hazardous Waste Program Registry, report on wastes leaving the facilities, and keep records of completed waste manifests.</p>

2.3 ALIGNMENT WITH COUNCIL PRIORITIES

As referenced in the AM Plan Overview in **Section 5.4**, Strategic Alignment, The City’s strategic goals and objectives are shaped by internal drivers such as Council approved strategies and plans, as well as external forces such as citizen expectations, and legislative and regulatory requirements. The specific legislative and regulatory requirements for service areas are provided in each AM Plan.

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City objectives provide asset owners with direction regarding levels of service and asset investment priorities. This AM Plan will demonstrate how the City’s objectives for core assets can influence levels of service and direct asset expenditures.

2.4 ASSET HIERARCHY

In order to deliver adequate and effective services, Waste Management requires assets. The Waste Management Service Area has been broken down into three (3) asset classes for this AM Plan section: Landfill, Facilities, and Fleet and Equipment.

- **Landfill:** refers to the open and closed landfills and the installed equipment to support landfill function;
- **Facilities:** refers to facilities related to waste processing, collection, and administration; and,
- **Fleet and Equipment** refers to mobile fleet assets and Information Technology (IT) equipment that support waste management. This category also includes public space litter containers as they are deployed throughout the City.

An Asset Hierarchy is also being developed for implementation for the Enterprise Asset Management program (EAM). The hierarchy presented in this AM Plan may be different from the EAM hierarchy.

The asset class hierarchy outlining assets included in this section is shown below in **Table 2**.

Table 2: Asset Class Hierarchy

SERVICE AREA	WASTE MANAGEMENT		
ASSET CLASS	LANDFILLS	FACILITIES	FLEET & EQUIPMENT
Asset	Landfill Sites (All remaining assets not detailed below)	Transfer Stations (TS)	Waste Collection Packer Trucks
	Stormwater Management Ponds	Community Recycling Centres (CRC)*	Waste Support Vehicles
	Pumping Stations	Material Recycling Facility (MRF)	Waste Fleet Equipment
	Leachate Collection Systems	Central Composting Facility	IT Equipment

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SERVICE AREA	WASTE MANAGEMENT		
ASSET CLASS	LANDFILLS	FACILITIES	FLEET & EQUIPMENT
	Groundwater Monitoring Wells	Leaf and Yard Waste Composting Facility	Public Space Litter Containers
	Landfill Gas Collection Systems	Glanbrook Facilities (Garage/Admin/Scale)	
	Site Assets (Fencing/Roads)		

*Community Recycling Centres include Hazardous Household Waste Collection facilities and the Mountain Reuse Centre.

**Administrative Facilities are combined into the MRF/CRC and Glanbrook garage facilities at this time.

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3. DETAILED SUMMARY OF ASSETS

Table 3 displays the detailed summary of assets for the Waste Management service area. The sources for this data are a combination of data included in the City’s database information. It is important to note that inventory information does change often, and that this is a snapshot of information available as of May 31, 2023.

The City owns approximately **\$560M** in Waste Management assets which are on average in **Fair** condition. Assets are a weighted average of **39 years** in age which is **43%** of the average remaining service life (RSL). The majority of the weighting for these averages comes from the Landfill and Central Composting Facility asset classes. For most assets, this means that the City should be completing preventative, preservation, and minor maintenance activities per the inspection reports as well as operating activities (e.g., inspection, cleaning) to prevent any premature failures.

The Corporate Asset Management (CAM) Office acknowledges that some works and projects are being completed on an ongoing basis and that some of the noted deficiencies may already be completed at the time of publication. In addition, the assets included below are assets that are assumed and in service at the time of writing. Finally, it is possible that there are assets that may not be owned by Public Works which may be considered waste management assets which may be missing from this inventory. This has been identified as a continuous improvement Item in **Table 27**.

Table 3: Detailed Summary of Assets
**Weighted Average by Replacement Value*

ASSET CATEGORY	NUMBER OF ASSETS	REPLACEMENT VALUE	AVERAGE AGE (% RSL)	AVERAGE EQUIVALENT CONDITION
LANDFILLS				
Landfill Sites	13 (1 Open / 12 Closed)	\$250M (open landfill only)	43 years (43%)	3-FAIR
Data Confidence	Very High	Low	Low	Low
Stormwater Management Ponds	5	\$674K	36 years (64%)	3 - FAIR
Data Confidence	Very High	Low	Medium	Low
Landfill Pump Stations	3	\$1.6M	17 years (58%)	3 - FAIR
Data Confidence	Very High	Low	Very High	Low
Leachate Collection Systems	4000m	\$544K	37 years (63%)	3 - FAIR

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ASSET CATEGORY	NUMBER OF ASSETS	REPLACEMENT VALUE	AVERAGE AGE (% RSL)	AVERAGE EQUIVALENT CONDITION
Data Confidence	Medium	Low	Low	Low
Groundwater Monitoring Wells	260	\$3.0M	22 years (12%)	5- VERY POOR
Data Confidence	High	Very High	Low	Low
Landfill Gas Collection Systems	1100m	\$117K	32 years (68%)	3 - FAIR
Data Confidence	Medium	Low	Low	Low
Landfill Flare	1	\$350K	16 years (84%)	2 - GOOD
Data Confidence	Very High	Medium	Very High	Low
Site Assets (Fence/Roads)	4500m	\$1.95M	17 years (45%)	4 - POOR
Data Confidence	Medium	Low	Low	Low
SUBTOTAL		\$258.2M	42 years* (43%)*	3-FAIR*
Data Confidence		Low	Low	Low

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FACILITIES				
ASSET CATEGORY	NUMBER OF ASSETS	REPLACEMENT VALUE	AVERAGE AGE (% RSL)	AVERAGE EQUIVALENT CONDITION
Transfer Station (TS)	3	\$49.7M	41 years (25%)	3 - FAIR
Data Confidence	Very High	Medium	High	High
Community Recycling Centres (CRC)	3	\$19.3M	13 years (76%)	2 – GOOD
Data Confidence	Very High	Medium	High	High
Material Recycling Facility (MRF)	1	\$88.1M	11 years (80%)	2 - GOOD
Data Confidence	Very High	Medium	High	High
Central Composting Facility	1	\$114M	13 years (76%)	2 - GOOD
Data Confidence	Very High	Medium	High	High
Glanbrook Landfill Facilities (Garage/Admin/Scale)	1	\$8.5M	17 years (31%)	2 – GOOD
Data Confidence	Very High	Medium	High	High
Leaf and Yard Waste Composting Facility	1	\$5M	27 years (51%)	2 - GOOD
Data Confidence	Very High	Medium	High	Low
SUBTOTAL		\$284.6M	23 years* (63%) *	2 – GOOD*
Data Confidence		Medium	High	High

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FLEET AND EQUIPMENT				
ASSET CATEGORY	NUMBER OF ASSETS	REPLACEMENT VALUE	AVERAGE AGE (% RSL)	AVERAGE EQUIVALENT CONDITION
IT Equipment (Computers)	88	\$155K	4 years (20%)	4-POOR
Data Confidence	Medium	Medium	Medium	Medium
Waste Collection Packer Trucks**	43	\$14.2M	5 years (29%)	4-POOR
Data Confidence	High	Medium	High	Low
Waste Support Vehicles**	30	\$1.4M	9 years (0%RSL)	5-VERY POOR
Data Confidence	High	Medium	High	Low
Waste Fleet Equipment**	8	\$0.5M	10 (0%RSL)	5-VERY POOR
Data Confidence	High	Medium	High	Low
Public Space Litter Containers	724	\$960K	No Data	No Data
Data Confidence	Medium	Medium	Very Low	Very Low
SUBTOTAL		\$17.2M	5 years* (26%)*	4-POOR*
Data Confidence		Medium	High	Low
TOTAL		\$560.0M	39 years* (43%)*	3-FAIR*
Data Confidence		Low*	Low*	Low*

The overall replacement value data confidence for the registry is Low. Replacement values for the highest value items are generally based on staff expert opinion or inflated values of original purchase/replacement cost estimates. In some of the asset classes there isn't current market data available for replacement value. Generally, landfills as an asset class, are replaced very rarely in the province and developing an accurate replacement value is difficult given the low sample size. For facilities, these replacement costs are calculated using an internal tool which

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encompasses current market rates, building type and size. Fleet, equipment and technology assets replacement costs were gathered from the most recent purchase price for similar assets.

The overall average age data confidence is rated as Low as most of the highest replacement value asset classes data is largely estimated based on staff expert opinion. Data confidence is much higher for facilities and fleet and equipment hierarchy as service dates are generally known for these asset types.

The overall average condition data confidence is rated as Low. For the majority of the assets the condition is based on age and not based on actual physical inspection and data condition analysis. Exceptions to this are Facilities where, with the exception of the yard waste processing facility, the condition is based on Facility Condition Index (%FCI). More details can be found in **Section 3.2.2.2**

Please refer to the AM Plan Overview for a detailed description of data confidence.

3.1 ASSET CONDITION GRADING

Condition refers to the physical state of the waste management assets and is a measure of the physical integrity of these assets or components and is the preferred measurement for planning lifecycle activities to ensure assets reach their expected useful life. Since condition scores are reported using different scales and ranges depending on the asset, **Table 4** below shows how each rating was converted to a standardized 5-point condition category so that the condition could be reported consistently across the AM Plan. A continuous improvement item identified in **Table 27**, is to review existing internal condition assessments and ensure they are revised to report on the same 5-point scale with equivalent descriptions.

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Table 4: Equivalent Condition Grading



EQUIVALENT CONDITION GRADING CATEGORY	CONDITION DESCRIPTION	% REMAINING SERVICE LIFE	FACILITIES CONDITION INDEX (FCI)
1-Very Good	The asset is new, recently rehabilitated, or very well maintained. Preventative maintenance required only.	>79.5%	N/A
2-Good	The asset is adequate and has slight defects and shows signs of some deterioration that has no significant impact on asset's usage. Minor/preventative maintenance may be required.	69.5% – 79.4%	< 5%
3-Fair	The asset is sound but has minor defects. Deterioration has some impact on asset's usage. Minor to significant maintenance is required.	39.5% - 69.4%	>= 5% to < 10%
4-Poor	Asset has significant defects and deterioration. Deterioration has an impact on asset's usage. Rehabilitation or major maintenance required in the next year.	19.5% - 39.4%	>= 10% to <30%
5-Very Poor	Asset has serious defects and deterioration. Asset is not fit for use. Urgent rehabilitation or closure required.	<19.4%	>= 30%

The following conversion assumptions were made:

- For assets where a condition assessment was not completed, but age information was known, the condition was based on the % of remaining service life; and,
- Facilities Condition Index was based on ranges provided by the consultant who completed the Building Condition Assessment (BCA).

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3.2 ASSET CLASS PROFILE ANALYSIS

This section outlines the Age Profile, Condition Methodology, Condition Profile, and Performance Issues for each of the asset classes.

- The age of an asset is an important consideration in the asset management process as it can be used for planning purposes as typically assets have an estimated service life (ESL) where they can be planned for replacement. Some lower cost or lower criticality assets can be planned for renewal based on age as a proxy for condition or until other condition methodologies are established. It should be noted that if an asset's condition is based on age, it is typically considered to be of a low confidence level. Although typically, age is used when projecting replacements beyond the 10-year forecast to predict degradation.
- Condition refers to the physical state of assets and is a measure of the physical integrity of assets or components and is the preferred measurement for planning lifecycle activities to ensure assets reach their expected useful life. Assets are inspected/assessed at different frequencies and using different methodologies to determine their condition which are noted in this section.
- Finally, there are often insufficient resources to address all known asset deficiencies, and so performance issues may arise which must be noted and prioritized.

3.2.1 LANDFILLS

Waste Management has one open and active Landfill and maintains twelve (12) closed landfills.

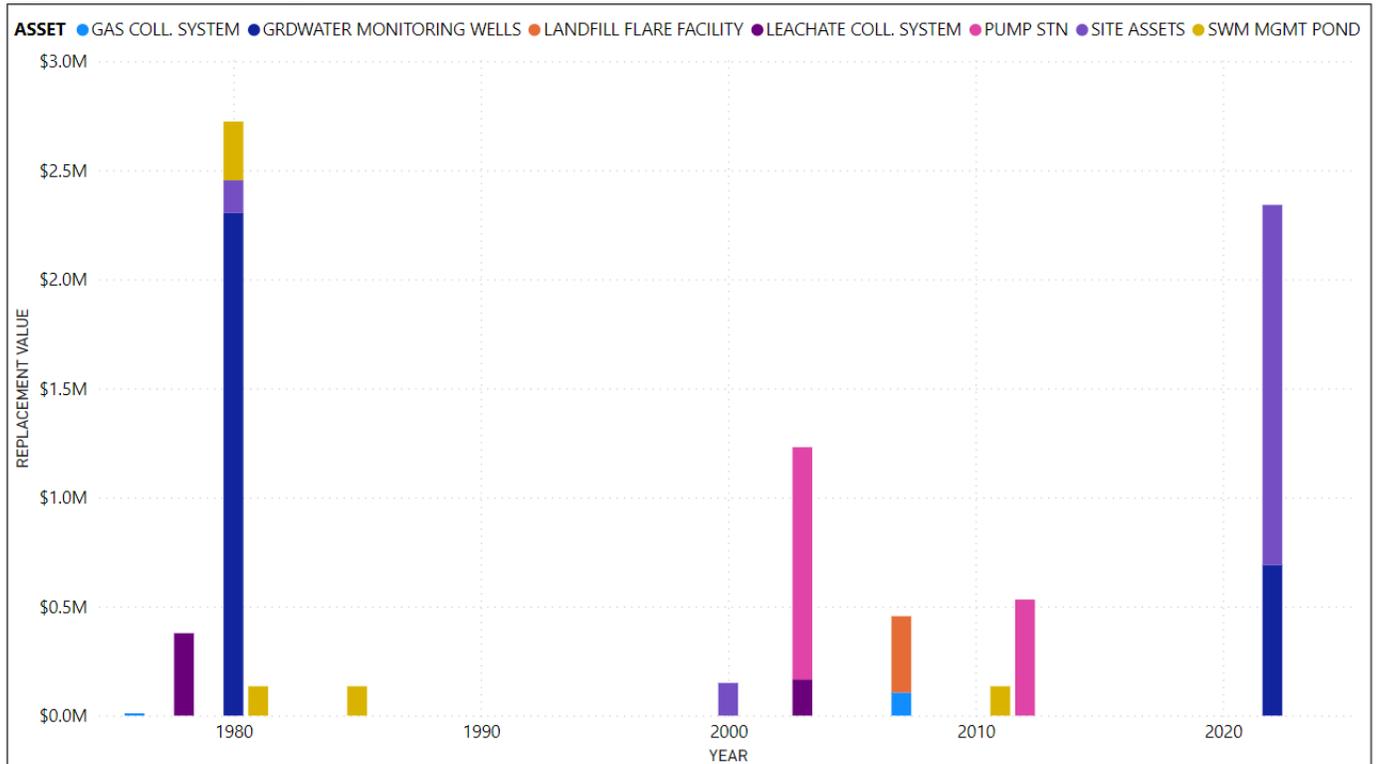
3.2.1.1 LANDFILLS - AGE PROFILE

The age profile of the landfill assets is shown in **Figure 2**. An analysis of the age profile is provided below. For landfill assets, the data confidence for age is typically low because the age of most assets in the Landfills category is assumed to correspond to the date of closure for the closed landfills where those assets are installed.

The Estimated Service Life for many landfills assets is very long. As a legal obligation, closed landfills are essentially maintained into perpetuity and the assets are not readily renewed in their entirety but rather the systems require continual maintenance.

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Figure 2: Landfill Age Profile



*The Landfill Age Profile above does not show the Landfill Asset Category, as the Replacement Value of \$250 Million would distort the scale of the remaining assets.

- The gas collection and leachate system are installed in stages as the landfill is constructed and used in phases. The age of these systems is assumed as the same year of closure for the closed landfills and is likely older than assumed; and,
- Age of the groundwater wells was assumed equally distributed across their service life as the actual age distribution is not readily available.

3.2.1.2 LANDFILLS - CONDITION METHODOLOGY

Condition for Waste Management Landfills assets are determined based on remaining service life. Although assets are inspected regularly as part of the Condition of Approval requirements a formalized condition assessment is not completed as part of those inspections. The development of a Condition Rating tied to the regular inspections is a Continuous Improvement Item identified in **Table 27**.

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Table 5: Inspection and Condition Information

ASSET	INSPECTION FREQUENCY	LAST INSPECTION	CONDITION SCORE OUTPUT
Landfill Site Assets (Cover/Vegetation/Drainage control/Fence/Road) All Locations	Semi-Annual	2022	N/A
Leachate Treatment and monitoring facilities inspection and maintenance (6 Locations)	Annual	2022	N/A
Leachate Condition Assessments (6 Locations)	Every 5 years	2015 2020 Delayed due to pandemic To Be Scheduled	N/A
Pumping Stations (3 Locations)	Annual	2022	N/A
Gas Recovery Facilities Inspection and Maintenance (1 Location)	Annual	2022	N/A

3.2.1.3 LANDFILLS - ASSET CONDITION PROFILE

The condition profile for Landfills is shown below in **Figure 3**.

The landfill category includes twelve (12) closed landfills and one (1) open landfill. The condition of the closed landfills is generally rated as unknown as condition is based on age at this time. All landfills are operated and maintained as required under their Environmental Clearance Approvals. The open landfill is listed as 3-FAIR condition solely based on the age of the asset and remaining service life. At this time there is not a weighted overall condition assessment available for the open landfill. The closed landfills are shown as condition unknown however they are regularly monitored, and systems maintained in operating condition as required by legislation and due diligence requirements.

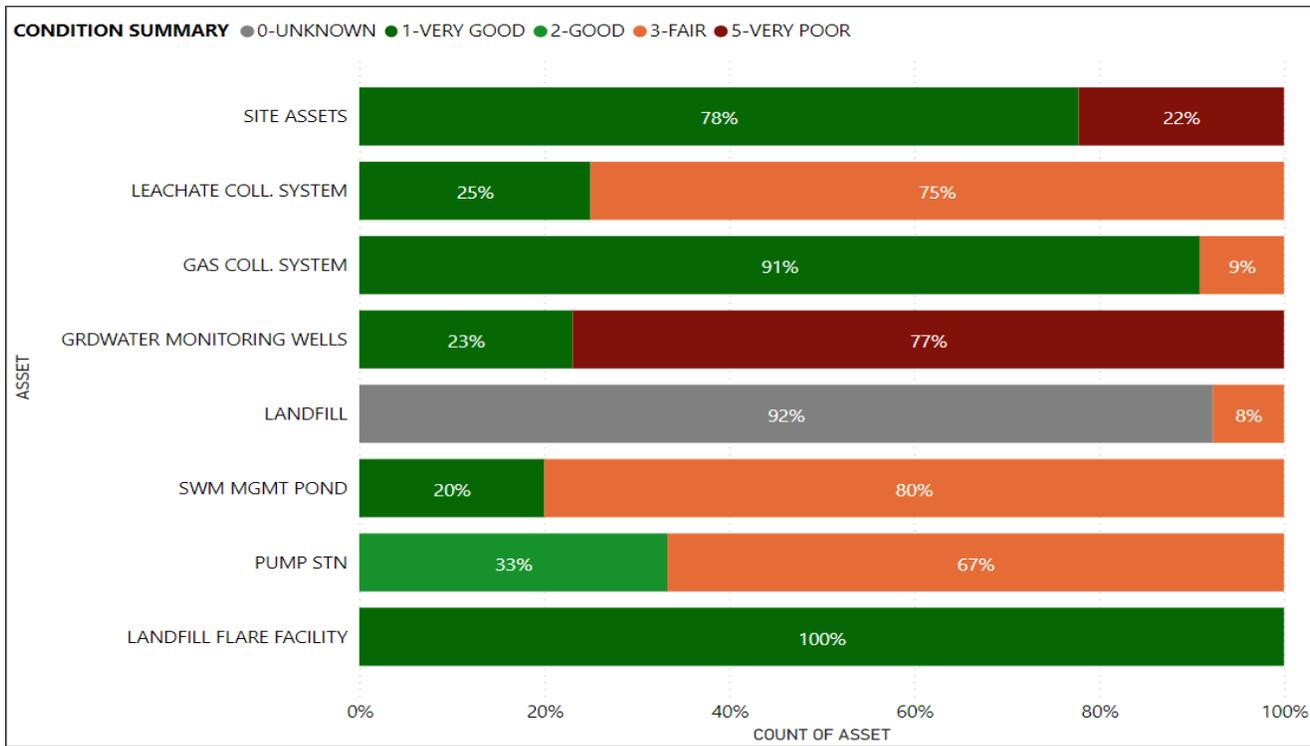
The condition of landfill assets is based on age and remaining estimated service life. A continuous improvement item identified in **Table 27** is to develop a 5-point condition rating scale to be included as part of the regular inspections. In practice landfill assets are generally not permitted to deteriorate below a 3 – FAIR condition in order to be compliant with permit requirements which require regular inspections, monitoring and reporting.

The condition of a majority of the ground monitoring wells is identified as Poor. This is based on assumed age of the assets and not based on an individual condition assessment. The ages of these assets have been assumed in two (2) groupings and is not likely representative of the

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actual age or actual condition distribution. It is known that several wells do require closure and replacement. For more details, see Asset Usage and Performance **Section 3.2.1.4**.

Figure 3: Landfill Asset Condition Distribution



3.2.1.4 LANDFILLS - ASSET USAGE AND PERFORMANCE

Assets are generally provided to meet design standards where available. However, there are often insufficient resources to address all known deficiencies.

The largest performance issues with Landfill Assets involve groundwater monitoring wells. The known service performance deficiencies in **Table 6** were identified using staff input.

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Table 6: Known Service Performance Deficiencies

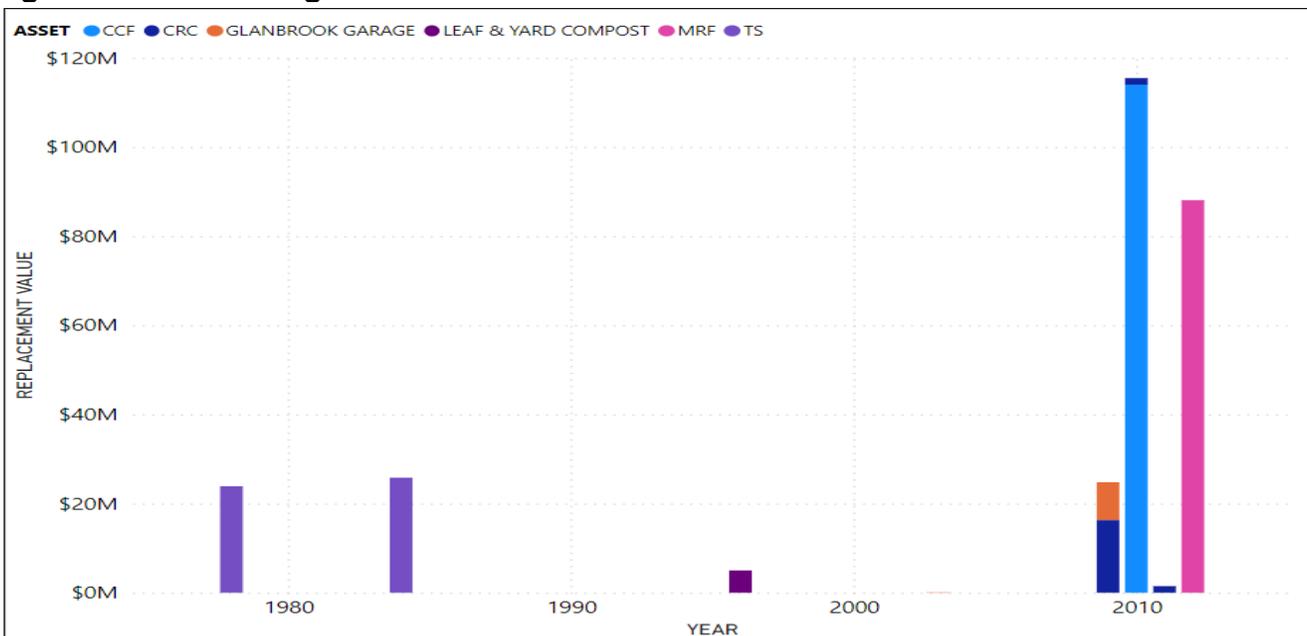
ASSET	LOCATION	SERVICE DEFICIENCY	DESCRIPTION OF DEFICIENCY
Groundwater Monitoring Wells	Various	Some wells exceed service life and require replacement	<p>Wells are not able to provide water for testing due to conditions, and testing must be completed at other wells.</p> <p>An inventory or quantity of these wells is not readily available at this time.</p> <p>Plan to decommission these wells if no longer required and replace some as needed in fall of 2023.</p>

3.2.2 FACILITIES

3.2.2.1 FACILITIES - AGE PROFILE

The age profile of the Waste Management Facilities assets is shown in **Figure 4**. An analysis of the age profile is provided below. For Facilities assets, the data confidence for age is typically high because this data was formally recorded at the time of construction.

Figure 4: Facilities Age Profile



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3.2.2.2 FACILITIES - CONDITION METHODOLOGY

Condition for Waste Management facilities is determined based on the results of a Building Condition Assessment (BCA). BCAs are completed on waste facilities every five (5) years and output a score called a Facility Condition Index (FCI) which is considered to be a high confidence level source. The FCI is calculated based on a ratio of the cost of work required on the facility to the total replacement cost of the facility. The condition conversion from FCI to the standardized 5-point scale used in Asset Management is shown in **Table 4**.

The BCA is a visual, surface level inspection which is typically a high confidence indicator of condition but does not involve detailed analysis such as cutting into walls or removing mechanical panels.

Waste Management also completed a Building and Process Equipment Condition Assessment on the CCF in 2020.

Table 7: Inspection and Condition Information

ASSET	INSPECTION FREQUENCY	LAST INSPECTION	CONDITION SCORE OUTPUT
All Facilities	5 Year Regular Facilities Inspection	2020	% Facilities Condition Index (FCI)
Central Composting Facility		2016 2020	Building and Process Equipment Condition Assessment

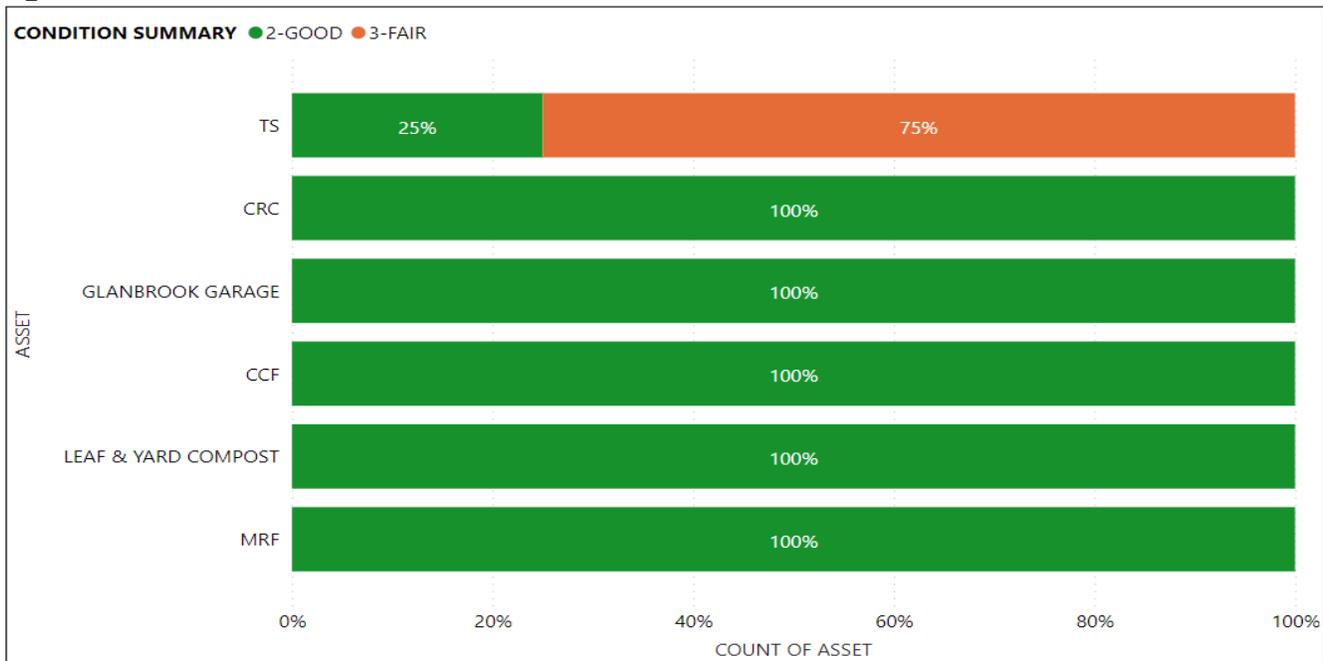
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3.2.2.3 FACILITIES - ASSET CONDITION PROFILE

The condition profile for Waste Management Facilities is shown *in Figure 5* below.

Waste Management facilities are generally in Good Condition based on the results of the BCA. Two of the TS facilities are identified as Fair Condition. The condition index also considers any processing equipment located within the facilities as this is part of the BCA evaluation.

Figure 5: Facilities Asset Condition Distribution



3.2.2.4 FACILITIES - ASSET USAGE AND PERFORMANCE

Assets are generally provided to meet design standards where available. However, there are often insufficient resources to address all known deficiencies.

The largest performance issues with Waste Management Facilities involve poor condition of asset components. The known service performance deficiencies in **Table 8** were identified using information from the 2020 Building Condition Assessment (BCA).

The MRF Facility has an uncertain future. This is the City’s recycling processing facility which is currently operated under contract. As part of the change to the Expanded Producer Responsibility Model for the collection and processing of recyclable material the future use and need for this facility is uncertain at this time. Additionally, the current operation uses approximately 70% of the building and the other portion of the building is currently being evaluated on how to use this building most efficiently. This will impact the future replacement value of waste management assets if a portion of this building ends up being used by an outside third party or another city service.

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Table 8: Known Service Performance Deficiencies

ASSET	LOCATION	SERVICE DEFICIENCY	DESCRIPTION OF DEFICIENCY
Facilities	Central Composting Facility	Asphalt floor topping in curing storage building in fair to poor condition	The asphalt topping was worn and significantly rutted and cracked at the time of the site assessment including large cracks and uneven sections. The floor topping is considered to be in fair to poor condition.
		South office roof replacement	Blisters, ridges and signs of previously ponded water were found during the site assessment. The roof flashings were also noted to be deficient along the roof to parapet transitions. Failed sealants around flashing details and roof penetrations were also observed. Immediate repair and early term replacement are recommended.
		Bio Digester Roof Replacement	The membrane is blistered and delaminating from the below roof deck structure. Failed sealants around flashing details and roof penetrations were also observed. Immediate repair and early term replacement are recommended.
		Shredder	Shredder is at end of life
		Overhead Filling Machine	Machine showed signs of high wear.
		Roof	Roof reported to have some leaks. Lifecycle replacement recommended.
	Dundas Transfer Station	Tipping Bay concrete Floor	Floor in poor condition with areas of exposed rebar. Entrance observed to be very steep causing difficulty for vehicles to enter.
		Kenora Transfer Station	Tipping bay concrete floor
	Mountain Community	Skylights over storefront and Hazardous	Skylights reported by staff to be leaking. Repairs anticipated in 2023

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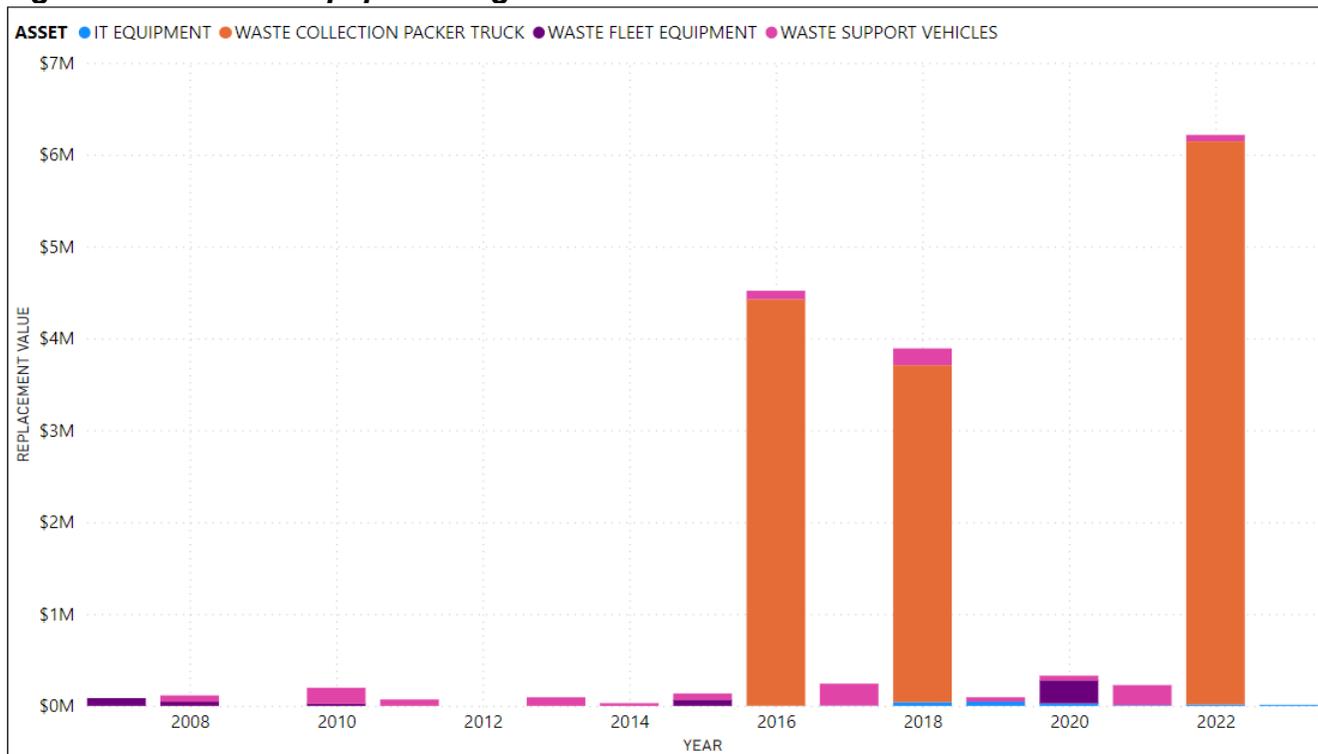
ASSET	LOCATION	SERVICE DEFICIENCY	DESCRIPTION OF DEFICIENCY
	Recycling Center	household waste sorting area	
	Mountain Transfer Station	Tipping bay concrete floor	The floors in the tipping bay were observed to be in poor condition, with many areas of exposed re-bar.
	Material Recycling Facility	Radiant Tube Heaters	The radiant tube heaters were found to be in poor condition. Replace tube heaters to maintain proper building heating.

3.2.3 FLEET AND EQUIPMENT

3.2.3.1 FLEET AND EQUIPMENT - AGE PROFILE

The age profile of the Fleet and Equipment assets is shown in **Figure 6**. An analysis of the age profile is provided below. For Fleet and Equipment assets, the data confidence for age is typically High because asset ages are formally tracked, and many assets are replaced based on age.

Figure 6: Fleet and Equipment Age Profile



Waste Packer vehicles have an estimated seven (7) year service life. Most other light duty vehicles and equipment have an estimated service life of eight (8) years. Three quarter (¾) ton

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pickups and some additional equipment is estimated to have a nine (9) year estimated service life. Due to complications from COVID-19 and associated supply chain issues, many vehicle assets are being used for longer durations than anticipated.

It can be seen from the age profile graph that there are significant upcoming replacements required for IT equipment and for Waste Collection Packer Trucks based on age.

Information Technology (IT) Equipment is generally managed by the City’s centralized IT group. Estimated service lives are four (4) years for enhanced laptops and five (5) years for laptops and desktop computers.

Public Space litter containers have been omitted from the graph as age information is not available.

3.2.3.2 FLEET AND EQUIPMENT - CONDITION METHODOLOGY

Vehicles are inspected and maintenance activities are conducted at specific intervals throughout the asset’s lifecycle, however, no formal condition rating is assigned to each vehicle.

Condition rating is not available for public space litter containers. These are generally a binary, (i.e., they work, or they don’t work) type of asset and are replaced as needed. These assets are informally inspected by staff on a regular basis when emptied and issues reported for repair or replacement.

Since there is no formal condition rating for these asset classes based on inspection the condition was estimated using the % of remaining service life and assigned a condition based on the conversion shown in **Table 4**.

A Continuous Improvement item identified in **Table 27** is to incorporate a condition rating during regular vehicle inspection/maintenance activities. This will assist waste with capital forecasting for all vehicles and provide information to make decisions about vehicle renewal.

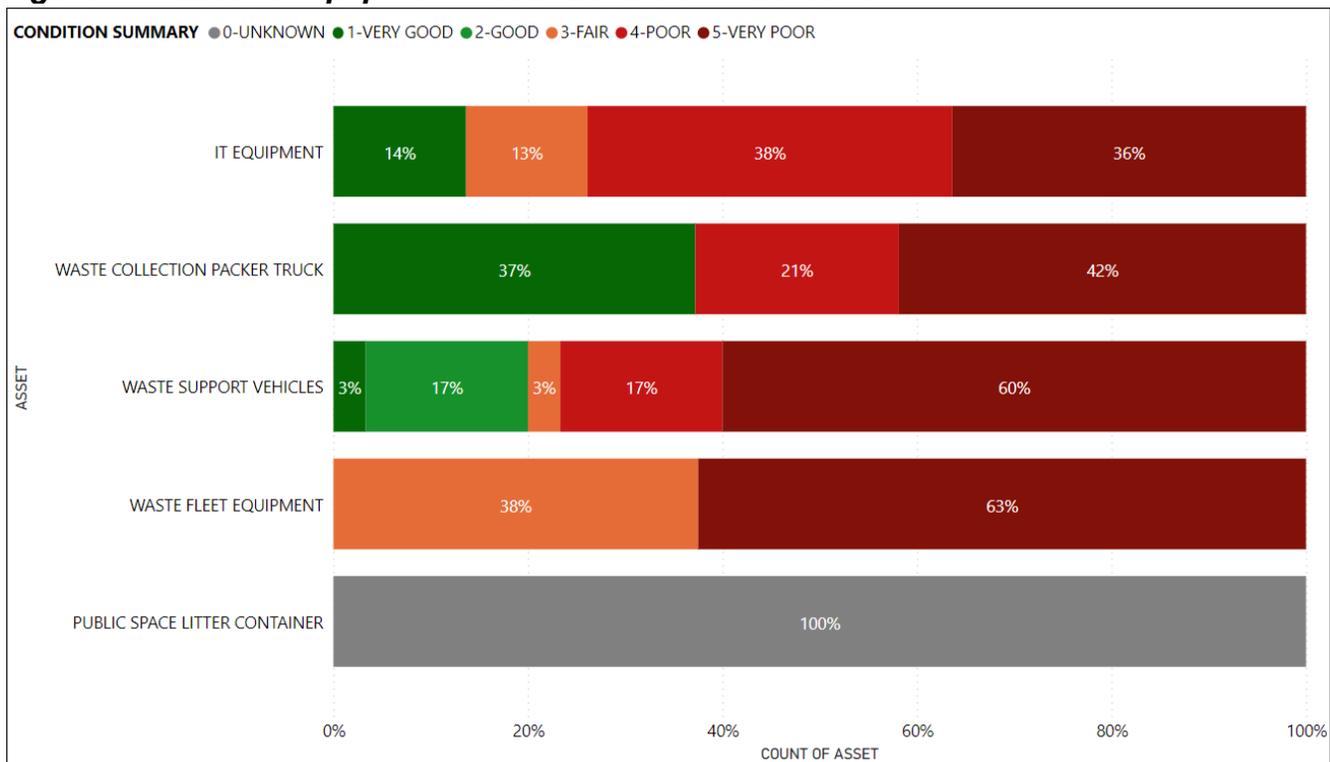
ASSET	INSPECTION FREQUENCY	LAST INSPECTION	CONDITION SCORE OUTPUT
Fleet and Equipment	Ad Hoc	Varies	None
Public Space Litter Containers	Ad Hoc	Varies	None
IT Equipment	Ad Hoc	Varies	None

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3.2.3.3 FLEET AND EQUIPMENT - ASSET CONDITION PROFILE

The condition profile of Waste Management’s Fleet and Equipment assets is shown in **Figure 7**. It can be seen that many of the vehicles and equipment are in Poor or Very Poor condition. The condition was estimated using the % of remaining service life and assigned a condition based on the conversion shown in **Table 4**.

Figure 7: Fleet and Equipment Asset Condition Distribution



There are fourteen (14) extended use vehicles included in the above fleet information. These are vehicles that have already had replacements put into service, but the area is maintaining the replaced vehicle for a period of time beyond the arrival of the replacement vehicle. The extended use vehicles have been included in the age and condition details in the Figures above and contribute to the increased percentage of Very poor vehicles. Extended use vehicles are not included in the replacement value calculations as they are still in use but upon disposal are not intended to be replaced. A continuous improvement item as shown in **Table 27** is to review the extended use vehicles/equipment and develop a long-term strategy for the fleet and their usage.

Much of the waste management services relies on fleet and equipment provided by and operated by external service providers as part of the operationally contracted services. The heavy equipment to operate the landfill, equipment operated at the Transfer Stations and Community Recycling Centres are largely all owned and operated by the contractors. Fleet equipment at

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the Central Composting Facility and the Material Recovery Facility are also owned and operated by third parties. Recycling collection vehicles across the City and Waste Collection vehicles within Zone B are also provided by the contractor.

3.2.3.4 FLEET AND EQUIPMENT - ASSET USAGE AND PERFORMANCE

Assets are generally provided to meet design standards where available. However, there are often insufficient resources to address all known deficiencies.

The known service performance deficiencies in **Table 9** were identified using staff input.

Table 9: Known Service Performance Deficiencies

ASSET	LOCATION	SERVICE DEFICIENCY	DESCRIPTION OF DEFICIENCY
Waste Packer Trucks	Various	Waste Collection Vehicles used beyond expected replacement interval	Vehicle shortage due to pandemic causing delays in replacing Waste Collection vehicles and will be ongoing until 2025. Increase to maintenance costs and vehicle downtime affects daily operations.

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4. MUNICIPALLY DEFINED LEVELS OF SERVICE

Levels of service are measures of what the City provides to its customers, residents, and visitors, and are best described as the link between providing the outcomes the community desires, and the way that the City provides those services.

O. Reg 588/17 does not define levels of service for Waste Management assets and therefore the City has developed municipally defined levels of service. Levels of service are defined in three ways, customer values, customer levels of service and technical levels of service which are outlined in this section. An explanation for how these were developed is provided in **Section 6.5** of the AM Plan Overview.

4.1 SURVEY METHODOLOGY

To develop customer values and customer levels of service, a Customer Engagement Survey entitled *Let's Connect, Hamilton – City Services & Assets Review: Waste Management Services* was released February 13, 2023, on the Engage Hamilton platform and closed on March 20, 2023. The survey results can be found in **Appendix "A"** of this document.

The survey received submissions from 187 respondents and contained thirteen (13) questions related to Waste Management's service delivery. Based on the number of responses, a sample size of 187 correlates to a 95% confidence level with a 7.2% margin of error based on an approximate population size of 570,000. This was determined to be an acceptable confidence level to use to develop the customer values and customer performance measures for this AM Plan. It is important to note that respondents were allowed to opt out of questions, and as such different questions may have different confidence levels depending on the opt out rate for that question.

While these surveys were used to establish customer values and customer performance measures, it is important to note that there were also limitations to the survey methodology which may reduce the confidence level in the survey data. The survey was only released using an online platform and did not include telephone surveys and consequently there is no way to confirm the identity information provided in the survey. In addition, the survey did not control for IP addresses, and therefore it is possible that respondents could complete the survey more than once and skew the survey results.

However, when reviewing the demographic responses for the survey, there was no clear evidence that the survey results had been skewed. In addition, the responses were distributed across the City with responses from most communities as well as from a variety of self-identifications. Responses were also received from single family homes and multi-unit homes. Even when assessing the spikes in respondents per day, the results were distributed across different ages, postal codes, and self-identifiers. Therefore, although there are limitations to the survey, it does appear that these results can be used to make some conclusions about the feelings of customers on the services Waste Management provides.

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The future intent is to release this survey on a regular basis to measure the trends in customer satisfaction and ensure that the City is providing the agreed level of service as well as to improve the marketing strategy by incorporating telephone surveys and IP controls to improve confidence levels in the survey responses. This has been noted in **Table 27** in the continuous improvement section.

4.2 CUSTOMER VALUES

Customer values are what the customer can expect from their tax dollar in “customer speak” which outline what is important to the customer, whether they see value in the service, and the expected trend based on the ten (10) year budget. These values are used to develop the level of service statements.

Customer Values indicate:

- What aspects of the service is important to the customer;
- Whether they see value in what is currently provided; and,
- The likely trend over time based on the current budget provision.

As previously mentioned, the customer values below were determined using the results from the *Let’s Connect, Hamilton – City Services & Assets Review: Waste Management survey*.

Table 10: Customer Values

SERVICE OBJECTIVE:			
CUSTOMER VALUES	CUSTOMER SATISFACTION MEASURE	CURRENT FEEDBACK	EXPECTED TREND BASED ON PLANNED BUDGET (10-YEAR HORIZON)
Garbage Collection Program, Blue Box Program, Yard Waste Program, Community Recycling Centre/Transfer Station, Green Bin Program	2023 Waste Management City Services & Assets Review Survey	Survey respondents on average feel these are very important services for Waste Management to be responsible for providing.	Maintain

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SERVICE OBJECTIVE:			
CUSTOMER VALUES	CUSTOMER SATISFACTION MEASURE	CURRENT FEEDBACK	EXPECTED TREND BASED ON PLANNED BUDGET (10-YEAR HORIZON)
Bulk/Large Item pickup up program, Trash Tag Program, Education in Schools/Community Groups/Multi Residential Buildings		Survey respondents, on average, feel these are important services for Waste Management to be responsible for providing.	Maintain
Recycling and Waste Collection Calendar, Reuse Stores at CRC's.		Based on survey responses, there are differing opinions on if these services are considered important for Waste Management to be responsible for providing.	Maintain
Recycle Coach App		Based on survey responses, there are differing opinions on if this service is considered fairly important for Waste Management to be responsible for providing.	Maintain
Waste to Energy, Waste Digestion Chambers, Waste Palletization plants, Community Garden/Composting, Upgrading Processes and infrastructure should be considered as future needs.		Survey respondents, on average, feel these are important services for Waste Management to consider supporting and/or promoting in the future.	N/A

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SERVICE OBJECTIVE:			
CUSTOMER VALUES	CUSTOMER SATISFACTION MEASURE	CURRENT FEEDBACK	EXPECTED TREND BASED ON PLANNED BUDGET (10-YEAR HORIZON)
Reduction in garbage pickup frequency (i.e., biweekly collection) is a divided subject.		Based on survey Responses, there are differing opinions on if this service is considered fairly important for Waste Management to consider supporting and/or promoting in the future.	N/A
Rate Levels should be maintained.		Survey respondents, on average, would prefer to minimize rate level increases and maintain service levels.	Maintain

4.3 CUSTOMER LEVELS OF SERVICE

Ultimately customer performance measures are the measures that the City will use to assess whether it is delivering the level of service the customers desire. Customer level of service measurements relate to how the customer feels about the City’s Waste Management service in terms of their quality, reliability, accessibility, responsiveness, sustainability and over course, their cost. The City will continue to measure these customer levels of service to ensure a clear understanding on how the customers feel about the services and the value for their tax dollars.

The Customer Levels of Service are considered in terms of:

Condition	How good is the service? What is the condition or quality of the service?
Function	Is it suitable for its intended purpose? Is it the right service?
Capacity/Use	Is the service over or under used? Do we need more or less of these assets?

In **Table 11** under each of the service measures types (Condition, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current budget allocation.

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Table 11: Customer Levels of Service

TYPE OF MEASURE	LEVEL OF SERVICE STATEMENT	SOURCE	PERFORMANCE MEASURE	CURRENT PERFORMANCE	EXPECTED TREND BASED ON PLANNED BUDGET	
Quality / Condition	Provide high performing waste management services.	2023 Waste Management City Service & Assets Review survey	Average survey respondent opinion on how Waste Management has performed overall in the last 24 months in all service areas (Q2)	Good	Maintain	
		Confidence levels			Average 9% margin of error on a 95% confidence interval with a standard deviation of 1.15	
	Provide services in a safe and effective manner.	2023 Waste Management City Service & Assets Review survey	Average survey respondent opinion on if users felt safe and comfortable while accessing Waste Management services. (Q6)	Comfortable	Maintain	
		Confidence levels			Average 9% margin of error on a 95% confidence interval with a standard deviation of 0.93	
		2023 Waste Management City Service & Assets Review survey	Average survey respondent opinion on if waste collection vehicles were operated safely in the community	Agree	Maintain	
	Confidence levels			Average 7% margin of error on a 95% confidence interval with a standard deviation of 0.96		
	Ensure that waste management assets are kept in good condition.	2023 Waste Management City Service & Assets Review survey	Average survey respondent opinion on if waste collection vehicles do not have strong odours	Agree	Maintain	
		Confidence levels			Average 8% margin of error on a 95% confidence interval with a standard deviation of 1.01	
	Be fiscally responsible when delivering services.	2023 Waste Management City Service & Assets Review survey	Average survey respondent opinion on if Waste Management is providing good value for money when providing infrastructure and services. (Q13)	Good	Maintain	
		Confidence levels			Average 9% margin of error on a 95% confidence interval with a standard deviation of 1.16	
Function	Ensure waste management services are meeting needs.	2023 Waste Management City Service & Assets Review survey	Average survey respondent opinion on if the services provided by Waste Management are meeting needs overall (Q5)	Meets	Maintain	
		Confidence levels			Average 9% margin of error on a 95% confidence interval with a standard deviation of 1.00	
Capacity	Ensure waste management services are accessible to the public when required.	2023 Waste Management City Service & Assets Review survey	Average survey respondent opinion on satisfaction with their ability to be access waste management services overall (Q4)	Satisfied	Maintain	
		Confidence levels			Average 9% margin of error on a 95% confidence interval with a standard deviation of 1.00	
	Ensure waste management has resources to deliver timely collection.	2023 Waste Management City Service & Assets Review survey	Average survey respondent opinion on if Waste Management missed a collection (Green Bin, Blue Box, Garbage Collection, Yard Waste)	Rarely (twice a year)	Maintain	
		Confidence levels			Average 8% margin of error on a 95% confidence interval with a standard deviation of 0.99	

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4.3.1 CUSTOMER INDICES

The three (3) indices calculated to assess how customer expectations for a service are aligning with the perceived performance for a service are listed below in **Table 12**. These indices are explained and analyzed in detail in the sections below.

Table 12: Customer Indices

Customer Indices	Average Result	Confidence Level
Service Importance Versus Performance Net Differential	-11	TBD
Net Promoter Score (%)	32.37%	TBD
Service Rates Versus Value for Money Net Differential	15	TBD

The information below is intended to provide context around the survey results to assist waste management with areas to further investigate before proposing any new levels of service.

SERVICE IMPORTANCE VERSUS PERFORMANCE INDICE

The Service Importance versus Performance indices is used to determine if a service’s importance correlates with the perceived performance. Service areas where the average importance rating exceeds the average performance rating by twenty (20) points is indicative of a mismatch between expectations and service levels, equal to one point on the Likert scale.

Per Figure 8 below the net differential exceeds twenty (20) points for Education in Schools / Community Groups / Multi-Residential Buildings and for Garbage Collection Program. This indicates that although survey responders consider these services to be Important and Very Important respectively, they also perceive that Waste Management only performed average and good in these areas. The Education component may be skewed as the opt out rate for responding on the comparison was nearly 63% and the standard deviation for performance and importance both exceed 1.23 indicating there is some difference of opinion by customers. The agreement for Garbage Collection program is less divided for importance however when considering performance, the standard deviation is 1.25 meaning people are experiencing this program differently leading to a wider variety of answers.

Overall, the performance of all services is less than Importance by 11% To reduce the net differential Waste Management would need to increase their performance from Average to Good which could be accomplished by altering their Technical Levels of Service, explained **in Section 4.3.2**. If Waste Management were looking for service areas to improve, these would be the key services to investigate further. However, whether the customer is willing to pay for this increase in service is determined by the Serve Rates Versus Value for Money Net Differential which is explained in the section below.

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Although there were percentages of respondents who opted out of the question, there is still a significant enough sample size to have a degree of confidence in these results.

Figure 8: Importance Versus Performance Index Score

Service Area	Importance (index score)	Performance (index score)	Net Differential	Opt Out %
Average	83	73	-11	26.6
Education in Schools / Community Groups / Multi-Residential Buildings	79	52	-27	62.9
Garbage Collection Program	96	73	-23	5.0
Blue Box Program	92	75	-17	4.4
Green Bin Program	90	75	-15	11.2
Yard Waste Program	91	76	-14	12.3
Bulk/Large Item Pick Up Program	86	73	-13	35.5
Community Recycling Centre/Transfer Station	90	79	-12	16.7
Trash Tag Program	80	76	-5	16.9
Reuse Stores at Community Recycling Centres	73	75	2	55.2
Recycling and Waste Collection Calendar (mailed annually in March to single family homes)	78	81	3	16.0
Recycle Coach APP	63	67	3	65.4

NET PROMOTER SCORE INDICE

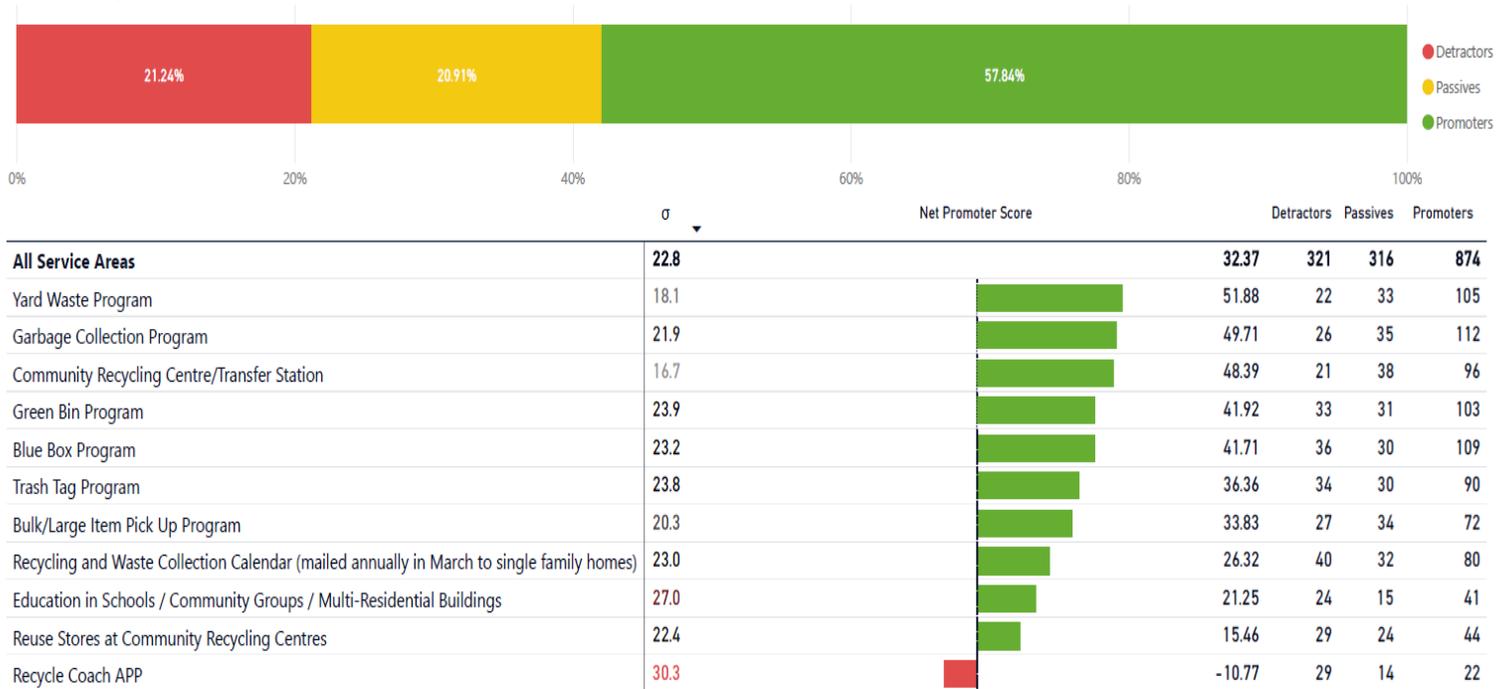
The Net Promoter Score indices outline how likely an individual is to recommend a service to another person and measures customer loyalty. For municipal services, this score is difficult to interpret because often times individuals do not have many alternatives for utilizing different services and also there may be internal biases for certain service areas, however, this score does provide valuable information for if customers would recommend using the service or whether they may seek alternatives or avoid using the service altogether.

Likert choices less than a score of four (4) are considered 'Detractors' meaning that they would not recommend the service, while scores of five (5) are considered 'Promoters' who would recommend the service, and scores of four (4) are considered 'Passive' which means they do not have strong feelings about the service. Respondents who opted out by not answering or selecting 'Can't Say' were removed from the sample. Net Promoter score is calculated by subtracting (% Promoters) and (% Detractors). The Standard Deviation (σ) is calculated in percent, the same units as the Net Promoter Score.

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Per **Figure 9** below, generally most users of the service would recommend Waste Management to another person. A net promotor score above thirty (30) is considered “great”. However, the standard deviation is greater than twenty (20) which does show that survey respondents were divided on their opinion on most of these services. It is evident that the least recommended service offered by Waste Management is the Recycle Coach App. This may be worth investigating by Waste Management why this free App is not recommended.

Figure 9: Net Promoter Score



SERVICE RATES VERSUS VALUE FOR MONEY INDICE

The Service Rates versus Value for Money indices is used to determine if the rate an individual is paying for a service correlates with the perceived value for money. Service areas where rate level ratings exceed value for money ratings by twenty (20) points is indicative of a mismatch between expectations and service levels, equal to one point on the Likert scale. Positive Net Differential values indicate that 'Value for Money' was greater than willingness for 'Rates'. Low index scores in 'Rates' indicate that respondents are not willing to pay increased rates for the service area. All values were calculated and then rounded to the nearest whole number.

Per **Figure 10** below, survey respondents generally perceived they were getting Good value for money across all services and thought that Waste Management should minimize service cuts and maintain rates across all services as well. The average standard deviation for Value for Money was 1.16 and for Rate Level was 1.06 showing general agreement on the responses. Value exceeds rate by 20 for the Recycling Coach App and the Recycling and Waste Collection

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calendar. These are two service areas where the perception is that value exceeds rates and could be areas to investigate for service reduction to better align rates and value. There are no service areas where rates exceed value meaning Waste Management provides good value for rates. Therefore, based on these conclusions, Waste Management should consider only increasing rate levels to the minimum required to maintain the current levels of service.

Figure 10: Rates Versus Value for Money Index Score

Service Area	Rates (index score)	Value for Money (index score)	Net Differential	Opt Out %
Average	60	75	15	26.2
Recycle Coach APP	44	67	23	60.2
Recycling and Waste Collection Calendar (mailed annually in March to single family homes)	56	77	22	19.0
Trash Tag Program	60	76	16	17.9
Reuse Stores at Community Recycling Centres	56	71	15	47.6
Green Bin Program	64	79	14	11.5
Community Recycling Centre/Transfer Station	66	80	14	17.9
Yard Waste Program	67	79	13	13.7
Garbage Collection Program	65	77	12	7.3
Bulk/Large Item Pick Up Program	62	75	12	29.4
Education in Schools / Community Groups / Multi-Residential Buildings	58	69	12	56.4
Blue Box Program	66	75	9	7.5

4.3.2 TECHNICAL LEVELS OF SERVICE

Technical levels of service are operational or technical measures of performance, which measure how the City plans to achieve the desired customer outcomes and demonstrate effective performance, compliance and management. The metrics should demonstrate how the City delivers its services in alignment with its customer values; and should be viewed as possible levers to impact and influence the Customer Levels of Service. The City will measure specific lifecycle activities to demonstrate how the City is performing on delivering the desired level of service as well as to influence how customers perceive the services they receive from the assets.

Technical service measures are linked to the activities and annual budgets covering Acquisition, Operation, Maintenance, and Renewal. Asset owners and managers create, implement and control technical service levels to influence the service outcomes.^{2F2}

² IPWEA, 2015, IIMM, p 2 | 28.

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Table 14 shows the activities expected to be provided under the current ten (10)- year Planned Budget allocation and the Forecast activity requirements being recommended in this AM Plan.

Table 13: Technical Levels of Service

LIFECYCLE ACTIVITY	LEVEL OF SERVICE STATEMENT	ACTIVITY MEASURE	CURRENT PERFORMANCE* (2022)	CURRENT TARGET PERFORMANCE (2023)	PROPOSED 10-YEAR PERFORMANCE (2023-2032)
Acquisition	Ensure Waste Management has the capacity to meet collection service needs due to growth	Number of new Waste Collection vehicles purchased or added to contracts due to growth / demand to 2023 baseline. This may also be accomplished by growth provisions in the contract depending upon if the growth occurs in A zone or B Zone	0	1 additional truck per 1,900 additional low and medium density units	6
		Budget			\$2.4 M Acquisition, \$0.6 M Annually by 2032 Operation /Mtce
Operation	Ensure Waste Management Assets are kept in safe and acceptable repair and issues are resolved in a timely manner	Litter Complaints at Glanbrook Landfill (2754)	0	0	0
		Verified Odour Complaints at Glanbrook Landfill (2755)	1	0	0
		Verified Odour Complaints at Central Composting Facility (1400)	0	0	0
		Number of Missed collections per 10,000	3.55	4	4

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LIFECYCLE ACTIVITY	LEVEL OF SERVICE STATEMENT	ACTIVITY MEASURE	CURRENT PERFORMANCE* (2022)	CURRENT TARGET PERFORMANCE (2023)	PROPOSED 10-YEAR PERFORMANCE (2023-2032)
		pickups (excludes bulk) (1410)			
		Number of TSCRC Audits and MRF Truck Audits Completed (Metric 4052, 4054, 4055, 4056)	57	48	48
		Total Presentations Delivered (4655) <i>*Quantity will decrease as transition from Virtual to In Person</i>	351	218*	218
		# of Recycle Coach App on Phones (4488)	20,071	21,476	22,000
		Budget			No Change
	Ensure waste management assets have optimal use/lifecycle	Residential Waste Diversion Rate (4546) <i>*Unverified by RPRA</i>	42%*	65%	65%
		Waste to Soil Ratio Glanbrook (1580)	7.48	7	7
		Leachate Volume Glanbrook (1581)	11.49	7	7
		Budget		TBD	TBD
	Maintenance*	Ensure Waste Management Assets are kept in safe and acceptable repair and issues are	Active Waste Collection Fleet Actual Maintenance Costs to Budget (<i>*Monthly Average - 2021 actuals</i>)	415.7 %*	100%
Average %FCI of CRCs and TS's			2.2%	<5%	<5%
Average %FCI of MRF			N/A	<5%	<5%

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LIFECYCLE ACTIVITY	LEVEL OF SERVICE STATEMENT	ACTIVITY MEASURE	CURRENT PERFORMANCE* (2022)	CURRENT TARGET PERFORMANCE (2023)	PROPOSED 10-YEAR PERFORMANCE (2023-2032)
	resolved in a timely manner	Average %FCI of CRC	0.24%	<5%	<5%
		Budget		TBD	TBD
Renewal	Ensure that Waste Management Assets are replaced when required	% of Waste Management Collection vehicles over replacement service life target (7 years)	14%	0%	0%

It is important to monitor the service levels regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and customer priorities will change over time.

It is important to note that these metrics were created specifically for this 2023 AM Plan with available data. These metrics should be improved to include a target to be in line with SMART objectives identified in the AMP Overview. In addition, performance measure data should be both easy to extract and measured over time, and a data collection process may likely need to be created. These have been identified as a continuous improvement items in **Table 27**.

4.3.3 PROPOSED LEVELS OF SERVICE DISCUSSION

At this time, the City’s technical metrics for the waste management service area are largely based on the number of complaints received or the reported condition of assets. It is evident per **Table 13** that the City is typically meeting these standards with a few exceptions. Customer preferences and expectations do not always match our Technical LOS requirements and are better measured through customer feedback including surveys. As mentioned in **Section 4.1**, while these surveys were used to establish customer values and customer performance measures, it’s important to note that the number of survey respondents currently only represents a small portion of the population however the Customer Survey responses overall can be taken as a 95% confidence level with a 7% margin of error. It has been assumed in the interim that the current levels of service will be the proposed levels of service moving forward past 2025 in accordance with O.Reg 588/17. Therefore, the information below is intended to provide context to direct Waste Management to areas for further investigate before proposing any new levels of service.

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CONDITION/QUALITY

Based on **Table 11** above, survey respondents rated the overall service as good and felt comfortable accessing services. Waste management should consider that customers are not identifying a need for changes related to the condition or quality of the services provided and that any proposed changes would be done at their discretion in terms of operational needs. Customers were divided when asked about the reduction in waste collection frequency. Based on survey responses, there are differing opinions, if changes to frequency are considered fairly important for Waste Management to consider supporting and/or promoting in the future. At this time, it appears that rate levels should only be increased to the minimum required to maintain current levels of service and any legislated requirements.

FUNCTION

Based on **Table 11**, survey respondents felt that waste management services generally meet their needs. Waste management should consider that customers are not identifying a need for changes related to function of their services and any proposed changes would be done at their own discretion in terms of operational needs.

Change in Function related to recycling programs is required through legislated change and is not discretionary for Waste Management. Customers also felt it was important for Waste Management to continue to investigate alternative waste treatment technologies as future needs (i.e., Waste to Energy, Waste Digestion Chambers, Waste Palletization plants, Community Garden/Composting, Upgrading Processes and infrastructure should be considered as future needs. These ideas need to be further developed before future levels of service could be proposed relating to new technologies. At this time, it appears that function should be maintained and increased as driven by growth to maintain current levels of service and any legislated functions.

CAPACITY

Based on **Table 11**, survey respondents were generally satisfied with their ability to access Waste Management services. Waste Management is currently reviewing the operational needs at the existing three (3) TS/CRC locations. They are also studying the need for a potential fourth location. For the TS/CRC service, survey respondents rated importance higher than performance and identify that value exceeds rates so waste management should consider this input as part of their analysis that customers might benefit from additional capacity at TS/CRC and may be supportive of increasing rates to match the value. Waste collection vehicle collection capacity at this time should be increased only to match growth and as needed to maintain current levels of service.

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5. FUTURE DEMAND

Demand is defined as the desire customers have for assets or services and that they are willing to pay for. These desires are for either new assets/services or current assets.

The ability of the City to be able to predict future demand for services enables the City to plan and identify the best way of meeting the current demand while being responsive to inevitable changes in demand. Demand will inevitably change over time and will impact the needs and desires of the community in terms of the number of services (growth-driven household increases or changes to pick-up schedules) and types of service required (e.g., new waste collection/diversion/processing services)

5.1 DEMAND DRIVERS

For the Waste service area, the key drivers are population change, growth in low and medium-density housing units, climate change, and customer preferences and expectations. Legislative changes can also impact demand such as the Expanded Producer Responsibility Model for the collection and processing of recyclable material by 2026.

5.2 DEMAND FORECASTS

The high-level present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented in **Table 14**. At this time, specific projections have not been calculated and will be updated in the 2025 AM Plan per the timelines stated in the AMP Overview. In addition, growth projections have been shown in the AMP Overview.

Where costs are known, these additional demands as well as anticipated operations and maintenance costs or reductions have been encompassed in the Lifecycle Models in **Section 8**.

5.3 DEMAND IMPACT AND DEMAND MANAGEMENT PLAN

The impact of demand drivers that may affect future service delivery and use of assets are shown in **Table 14**. Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks, and managing failures.

Opportunities identified to date for demand management are shown in **Table 14**. Climate change mitigation and adaptation demands are included in **Section 7.0**. Many of these demands are difficult to predict at this time and therefore they are not included in the Lifecycle Management Plan at this time.

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Table 14: Demand Management Plan

DEMAND DRIVER	CURRENT POSITION	PROJECTION	IMPACT ON SERVICES	DEMAND MANAGEMENT PLAN
Population Growth and Development	569,355 (2021)	636,080 (2031) Growing by 7,000 low and medium density units over next 10 years	Population growth will increase demand on waste management collection and processing services with new properties to collect from and additional material to process. (1 Truck per 1,900 additional low and medium density units) Increase in development review requirements and customer service requests	Solid Waste Management Master Plan Actions Route Optimization Study 6 additional collection vehicle trucks and/or contract expansion needed due to growth in next 10 years TS/CRC require expansion or 4 th TS/CRC location required
Environmental awareness	2 Stream Recycling system with specified recyclable materials and Green Bin Organics	Desire for additional product recycling/waste diversion (e.g., black plastic & Styrofoam) Public desire or regulatory requirement for additional organic diversion	Possible new services/processes required for new waste streams Public recycles incorrect items causing contamination of waste streams	Support Community reduce and reuse programs Increase curb side enforcement Investigate management of construction and demolition waste

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DEMAND DRIVER	CURRENT POSITION	PROJECTION	IMPACT ON SERVICES	DEMAND MANAGEMENT PLAN
Regulatory Change - Waste Free Ontario Act	Municipalities are currently Responsible for Blue Box Program	<p>Hamilton Transition Date is 2025-04-01</p> <p>By 2026, all blue box related materials from eligible properties will be managed by the Expanded Producer Responsibility Model for the collection and processing of recyclable material</p>	<p>Impact to existing Waste Collection contracts which end in 2028.</p> <p>Possible changes in what/how recycling collection occurs</p> <p>Possible changes in how and where materials are processed</p> <p>Potential service by the municipality if acting as a service provider to the Producers, i.e. non-residential customers</p>	<p>Transition Plan development is underway.</p> <p>Carryout feasibility study related to MRF and CCF should processing no longer be completed at our facilities</p>

5.4 ASSET PROGRAMS TO MEET DEMAND

The new assets required to meet demand may be acquired, donated or constructed. Additional trucks and/or expanded services under existing contracts are required to service demand. This has already been anticipated and captured in the waste collection contract, B Zones. Regarding city waste collection operations in the A Zones, it is projected that six (6) additional waste collection vehicles are needed to meet growth in households over the next ten (10) years. The City is also examining the expansion of and/or process improvements of the three (3) existing TS/CRC to improve capacity at peak times. The study to identify and recommend improvements at the existing TS/CRC is currently underway and the impacts on lifecycle and costs will be better defined in a future AM Plan.

Acquiring new assets would commit the City to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the long-term financial plan where they are known.

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6. RISK MANAGEMENT

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: ‘coordinated activities to direct and control with regard to risk’³.

The City is developing and implementing a formalized risk assessment process to identify risks associated with service delivery and to implement proactive strategies to mitigate risk to tolerable levels. The risk assessment process identifies credible risks associated with service delivery and will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts, or other consequences.

The risk assessment process identifies credible risks, the likelihood of those risks occurring, and the consequences should the event occur. The City utilizes two risk assessment methods to determine risk along with subject matter expert opinion to inform the prioritization. Hamilton is further developing its risk assessment maturity with the inclusion of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable in the next iteration of the plan.

6.1 CRITICAL ASSETS

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarized in **Table 15**. Failure modes may include physical failure, collapse or essential service interruption.

Table 15: Critical Assets

CRITICAL ASSET(S)	FAILURE MODE	IMPACT
Leachate Pumping Station	Failure of pump system	Leachate backup into landfill can cause embankment failures or overflow of storage system causing discharge to the environment
Landfill (Open)	Loss of ECA Permit from non-compliance	Unable to accept waste – would need to ship waste to alternative facility until restored.

³ ISO 31000:2009, p 2

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By identifying critical assets and failure modes an organization can ensure that investigative activities, condition inspection programs, maintenance, and capital expenditure plans are targeted at critical assets.

6.2 RISK ASSESSMENT

The risk assessment process identifies:

- Credible risk:
- The likelihood of the risk event occurring;
- The consequences should the event occur;
- The development of a risk rating;
- Evaluation of the risk; and,
- Development of a risk treatment plan for non-acceptable risks.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts, or other consequences.

Critical risks are those assessed with ‘Very High’ (requiring immediate corrective action) and ‘High’ (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment costs of implementing the selected treatment plan is shown in **Table 16**. It is essential that these critical risks and costs are reported to management. Additional risks will be developed in future iterations of the plan and is identified in **Table 27** in the Continuous Improvement Section of the plan.

Table 16: Risks and Treatment Plans

Note * The Residual Risk Is the Risk Remaining After the Selected Risk Treatment Plan Is Implemented.

SERVICE OR ASSET AT RISK	WHAT CAN HAPPEN	RISK RATING	RISK TREATMENT PLAN	RESIDUAL RISK *	TREATMENT COSTS
Waste Packer Trucks	Higher level of breakdowns due to delayed replacements. Spare vehicles require 2 staff to operate (rear loader) than scheduled with side loaders. Routes run short or delayed. Will continue until 2025 when fleet replacement back on schedule	High	Replace End of Life Vehicles as soon as supply chain permits.	Medium	\$4.1 Million in 2023 for 8 new vehicles

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SERVICE OR ASSET AT RISK	WHAT CAN HAPPEN	RISK RATING	RISK TREATMENT PLAN	RESIDUAL RISK *	TREATMENT COSTS
Waste Collection	Contracted collection services withdrawn with little notice. Waste not collected.	High	Alternative collection strategies; waste drop off locations	Medium	TBD
Waste Processing	Contracted processing services (Transfer Stations/Community Recycling Centers, Landfill) withdrawn with little notice. Materials go to landfill and reduce diversion rate. Loss of sales on recoverable materials	High	Short term waste diversion strategy to alternative locations, landfill of organics / recyclables	Medium	TBD

6.3 INFRASTRUCTURE RESILIENCE APPROACH

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions the City needs to understand its capacity to ‘withstand a given level of stress or demand’, and to respond to possible disruptions to ensure continuity of service. We do not currently measure our resilience in service delivery and this will be included in the next iteration of the AM Plan.

Resilience covers the capacity of the City to withstand any service disruptions, act appropriately and effectively in a crisis, absorb shocks and disturbances as well as adapting to ever changing conditions. Resilience is built on aspects such as response and recovery planning, financial capacity, climate change risk, assessment and crisis leadership.

6.4 SERVICE AND RISK TRADE-OFFS

The decisions made in AM Plans are based on the objective to achieve the optimum benefits from the available resources.

The following table outlines what activities Waste Management cannot afford to do over the next ten (10) years with their existing budget and provides the associated service and risk tradeoffs.

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Table 17: Services And Risk Trade-Offs

WHAT WE CANNOT DO (WHAT CAN WE NOT AFFORD OVER NEXT 10 YEARS?)	SERVICE TRADE OFF (HOW WILL NOT COMPLETING THIS AFFECT OUR SERVICE?)	RISK TRADE OFF (WHAT RISK CONSEQUENCES ARE WE UNDERTAKING)
Construction of 4 th CRC/TS, current budget amount will permit operational improvements only at existing locations. Study underway.	Existing CRC/TS may continue to experience long lines and impacts to roadway traffic at peak periods	Increased risk of illegal dumping as people don't want to wait. Longer operating hours and increased volumes create wear and tear on existing facilities.
Expansion of yard waste compost pad capacity when being relocated to permit opening of Glanbrook Landfill Phase 3.	Unable to expand the capacity of the Compost Pad when being relocated	Unable to accept increasing volumes of yard waste due to processing limitations

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7. CLIMATE CHANGE MITIGATION & ADAPTATION

Cities have a vital role to play in reducing the emission of greenhouse gases (mitigation), as well as preparing assets for the accelerating changes we've already begun to experience (adaptation). At a minimum, the City must consider how to manage our existing assets given potential climate change impacts for our region.

Changes to Hamilton's climate will impact City assets in the following ways:

- Affect the asset lifecycle;
- Affect the levels of service that can be provided and the cost to maintain;
- Increase or change the demand on some of our systems; and,
- Increase or change the risks involved in delivering service.

To quantify the above asset/service impacts due to climate change in the Asset Management Plan, climate change is considered as both a future demand and a risk for both mitigation and adaptation efforts. These demands and risks should be quantified and incorporated into the lifecycle models as well as levels of service targets.

If climate change mitigation/adaptation projects have already been budgeted, these costs have been incorporated into the lifecycle models. However, many asset owners have not yet quantified the effects of the proposed demand management and risk adaptation plans described in this section, and so associated levels of service and costs will be addressed in future revisions of the plan. This has been identified as a Continuous Improvement item in **Table 27**.

7.1 CLIMATE CHANGE MITIGATION

Climate Mitigation refers to human intervention to reduce GHG emissions or enhance GHG removals (e.g. building transportation infrastructure that can support cycling and public transit and reduces need for car travel). The City of Hamilton's Community Energy + Emissions Plan (CEEP) includes five (5) Low-carbon Transformations necessary to achieve the City's target of net-zero GHG emissions by 2050:

- Innovating our industry;
- Transforming our buildings;
- Changing how we move;
- Revolutionizing renewables; and
- Growing Green.

MITIGATION DEMAND ANALYSIS

These transformations were incorporated into the climate mitigation demand analysis for this service area by:

- Identifying the City's modelled targets for the low carbon transformations that applied to the service/asset;

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- Discussing the impact, the targets would have on the service/asset; and,
- Proposing a preliminary demand management plan for how this modelled target will be achieved by 2050 as shown in **Table 18** below.

As previously mentioned, due to the high level of uncertainty with the demand management plans, the cost of the demand impacts below have not been included in the lifecycle models or levels of service at this time. The demand management plans discussed in this section should be explored by asset owners in more detail following the AMP, and new projects should incorporate GHG emissions reduction methods, and changes which will be incorporated into future iterations of the AMP. This has been identified as a continuous improvement item in **Table 27**.

Moving forward, the Climate Lens tool discussed in the AMP Overview will assess projects based on these targets and will assist with the prioritization of climate mitigation projects.

Waste Management is a key contributor to the *revolutionizing renewables* transformation with the development of a future organic waste strategy.

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Table 18: Climate Change Demand - Mitigation

CLIMATE CHANGE MITIGATION TRANSFORMATION	MODELLED TARGET	POTENTIAL IMPACT TO SERVICE/ASSET	DEMAND MANAGEMENT PLAN
<p>Changing how we move</p>	<p>100% of new municipal small and light-duty vehicles are electric by 2040. 100% of new municipal heavy-duty vehicles switch to clean hydrogen by 2040.</p>	<p>Moving towards purchasing new packer trucks using CNG as a fuel source. Currently investigating the feasibility of electric waste collection packers.</p>	<p>Purchase of 8 CNG powered packer trucks in 2023.</p> <p>Develop on-site refueling infrastructure using mobile refillable tanks</p> <p>Continue to investigate technology to capture gas at Landfill to net zero goals with Hamilton Renewable Power Inc at end of current Ontario Power Authority generator contract.</p>
		<p>Electric vehicle chargers for support vehicles will need to be installed that yards. Initial upfront cost for electric vehicles.</p>	<p>Climate lens tool and business case will be used to develop rationale for electric vehicle fleet conversion and charger requirements.</p>
<p>Revolutionizing Renewables</p>	<p>By 2050, 50% of municipal buildings will add rooftop solar PV, covering 30% of the building's electrical load.</p>	<p>The addition of solar at the facilities would not impact operations and has been considered before at the CCF and at the landfill.</p>	<p>Work with Energy and facilities division to conduct feasibility studies. Consider this goal for any few facilities to be constructed.</p> <p>Monitor feasibility of ground mounted solar at Landfill and availability of grid connection capacity.</p>
	<p>By 2050, 95% of organic waste is sent to anaerobic digestion for local energy use.</p>	<p>Waste management has the ability to contribute towards this goal. To contribute to the goal the central composting facility</p>	<p>Support action 17 in the energy emissions plan</p> <p>In order to reach net zero, as much organic waste as possible should be diverted from the landfill and used as</p>

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CLIMATE CHANGE MITIGATION TRANSFORMATION	MODELLED TARGET	POTENTIAL IMPACT TO SERVICE/ASSET	DEMAND MANAGEMENT PLAN
		would need major capital changes to the facility to allow for gas capture and improved odor equipment. Alternatively, to meet this goal the organics from the curbside program could be sent to a facility other than the CCF. (this would leave the CCF without a use) Finally A new anaerobic digester could be built, this would require radical collaboration between city groups and industry partners. (Waste Management, Hamilton water, Energy and facilities division)	feedstock for anaerobic digester (AD) systems. Ideally, the City needs a centralized system for multiple local organic waste streams to achieve economies of scale. Organics opportunities report will be developed by the end of Q2 2024. May require significant capital investment once opportunities are better developed and a preferred alternative developed.

MITIGATION RISK ANALYSIS

Additionally, since the risk of not completing climate change mitigation projects is that the City continues to contribute to climate change in varying degrees which were modelled in the Climate Science Report for the City of Hamilton completed by ICLEI Canada, a risk analysis has not been completed in this AMP for not completing climate mitigation projects (ICLEI Canada, 2021).

CURRENT MITIGATION PROJECTS

Mitigation projects waste management is currently pursuing are outlined below in **Table 19**. These projects may already be included in the budget and may be quantified in the lifecycle models.

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Table 19: Building Asset Mitigation to Climate Change

PROJECT	PROJECT DESCRIPTION	CLIMATE CHANGE IMPACT
CNG Fleet Conversion	Replacement of 8 end of life Diesel powered garbage packer trucks with Compressed Natural Gas packer trucks in 2023	Reduction in Greenhouse Gases approximately 99 tonnes annually
Various LED (Light Emitting Diode) Conversion Projects	10 Year Facilities Needs identifies 15 possible LED conversion projects at Waste Facilities locations when existing lighting reaches end of life (Approx. \$335k of identified forecast maintenance needs)	Reduction in electricity consumption, reducing greenhouse gases.

CLIMATE MITIGATION DISCUSSION

At this time Waste Management has made progress on moving towards *Changing How we Move* pursuing the renewal of diesel-powered vehicles with Natural Gas Heavy Duty vehicles. Waste will also support and implement any Central Fleet requirements for moving towards electric powered light duty vehicles at the appropriate replacement cycles.

Waste Management is a key contributor to the *Revolutionizing Renewables* target as the service provider who collects and disposes of organic waste for the City of Hamilton. Work is just beginning on what this strategy and plan requires into the future.

7.2 CLIMATE CHANGE ADAPTATION

Climate Adaptation refers to the process of adjusting to actual or expected climate and its effects (e.g. building stormwater pipes under roads that will handle forecasted increased stormwater capacity and reduce regular road flooding).

The impacts of climate change may have a significant impact on the assets we manage and the services they provide. Climate change impacts on assets will vary depending on the location and the type of services provided, as will the way in which those impacts are responded to and managed.^{3F4}

In 2021, the City of Hamilton completed a Vulnerability and Risk Assessment Report guided by ICLEI’s Building Adaptive and Resilient Communities (BARC) Framework as part of the Climate Change Impact Adaptation Plan (CCIAP) (ICLEI, 2021). The BARC Framework identified thirteen high impact areas.

⁴ IPWEA Practice Note 12.1 Climate Change Impacts on the Useful Life of Infrastructure

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ADAPTATION DEMAND ANALYSIS

These impact areas were incorporated into the climate change adaptation analysis for this service area by:

- Identifying the asset specific adaptation impact statements that affected the service areas;
- Discussing the potential impacts on the asset/service using the projected change in climate using the RCP4.5 Scenario; and,
- Proposing a preliminary demand management plan to adapt to these impacts as shown in **Table 20** below.

It is important to note that due to the high level of uncertainty with the demand management plans, the cost of the demand impacts below have not been included in the lifecycle and financial models at this time. The demand management plans discussed in this section should be explored by asset owners in more detail following the AMP, and new projects should consider these adaptation impacts during the planning and design processes. Once the demand management plans are more finalized, the information will be incorporated into future iterations of the AMP. This has been identified as a continuous improvement item in **Table 27**.

Moving forward, the Climate Lens tool discussed in the AMP Overview will assess projects based on these targets and will assist with the prioritization of climate adaptation projects.

Table 20: Managing the Demand of Climate Change on Assets and Services

ADAPTATION IMPACT STATEMENT	BASELINE** (1976 - 2005)	AVERAGE PROJECTED** CHANGE IN 2021-2050 (ASSUMING RCP4.5* SCENARIO)	POTENTIAL IMPACT ON ASSETS AND SERVICES	DEMAND MANAGEMENT PLAN
Increased instances of heat-related issues due to extreme heat.	25.9 degrees Celsius average summer seasonal temperature	27 degrees Celsius average summer seasonal temperature	Due to extended extreme heat Waste Collection staff would need to take more frequent breaks to cool down in their trucks, causing possible delays in collecting waste.	Standard procedure for communicating delays in collection

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ADAPTATION IMPACT STATEMENT	BASELINE** (1976 - 2005)	AVERAGE PROJECTED** CHANGE IN 2021-2050 (ASSUMING RCP4.5* SCENARIO)	POTENTIAL IMPACT ON ASSETS AND SERVICES	DEMAND MANAGEMENT PLAN
	25.9 degrees Celsius average summer seasonal temperature And; 16.1 average days where temperature is 30 degrees Celsius or more	27 degrees Celsius average summer seasonal temperature And; 34.4 average days where temperature is 30 degrees Celsius or more	The temperature of the biofilter is affected by the ambient outdoor temperature. Environmental Compliance Approval (ECA) prescribes a Maximum Operating Temperature for the materials at the Central Composting Facility	The biofilter at the CCF would need to be closely monitored for temperature to ensure proper conditions for bacteria. Temperature exceedances monitored for reporting to Ministry of Environment Conservation and Parks if required for compliance to operating conditions.
Changes in the frequency of extreme rainfall events will result in increased instances of flooding on private and public properties.	6.7 heavy precipitation days (20 mm)	7.7 heavy precipitation days (20 mm)	Transfer stations play an important role in the management of storm and flooding events. These facilities accept branches and yard material collected after storm events. They also accept waste and recyclables cleaned up after flood events.	Ensure sufficient capacity at transfer stations prior to storm events. extend facility hours. Waive tipping fees for storm damage. Continue plans for 4th transfer station and keep in mind it's need during climate change related events (wind, rain, flooding)

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ADAPTATION IMPACT STATEMENT	BASELINE** (1976 - 2005)	AVERAGE PROJECTED** CHANGE IN 2021-2050 (ASSUMING RCP4.5* SCENARIO)	POTENTIAL IMPACT ON ASSETS AND SERVICES	DEMAND MANAGEMENT PLAN
<p>Prolonged power outages during winter months due to an increase in ice storms resulting in public safety concerns.</p>	<p>187 mm average total winter precipitation</p>	<p>204 mm average total winter precipitation</p>	<p>May affect processing organics and odour as outages affect ability to run tunnel fans providing aeration at full capacity Materials Recycling Facility equipment cannot process during outages</p>	<p>Maintain on site backup generator for outages Divert organics to another facility. Send organics to landfill. Verify Backup generation capacity at Materials Recycling Facility and/or develop resiliency plan for extended outages</p>
<p>More rainfall or dry periods will change tonnage peaks. This changes hours of collection (clean ups)</p>	<p>6.7 heavy precipitation days (20 mm)</p>	<p>7.7 heavy precipitation days (20 mm)</p>	<p>More tonnages to be collected at curb and more tonnage to be transferred from the Transfer Station and then processed at the landfill.</p>	<p>Ensure sufficient capacity at transfer stations prior to storm events. Extend facility hours. Waive tipping fees for storm damage. Continue plans for 4th transfer station and keep in mind the need during climate change related events (wind, rain, flood)</p>

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ADAPTATION IMPACT STATEMENT	BASELINE** (1976 - 2005)	AVERAGE PROJECTED** CHANGE IN 2021-2050 (ASSUMING RCP4.5* SCENARIO)	POTENTIAL IMPACT ON ASSETS AND SERVICES	DEMAND MANAGEMENT PLAN
<p>Reduced capacity of flood protection measures and water storage caused by an increase in rainfall intensity leading to flooding.</p>	<p>6.7 heavy precipitation days (20 mm) and; 217mm average total summer precipitation</p>	<p>7.7 heavy precipitation days (20 mm) And; 221mm average total summer precipitation</p>	<p>Pump stations may need to be directed to water treatment plant Greater leachate and surface flow volumes to ponds</p>	<p>Stay on top of maintenance at the facility to ensure its in good working order Consider Modelling stormwater and pumping Systems at higher days and increase average to check resiliency Environmental Technicians are on call and can take samples from ponds to determine ability to discharge from stormwater ponds in emergencies</p>

*RCP4.5 Scenario: Moderate projected GHG concentrations, resulting from substantial climate change mitigation measures. It represents an increase of 4.5 W/m2 in radiative forcing to the climate system. RCP 4.5 is associated with 580-720ppm of CO2 and would more than likely lead to 3°C of warming by the end of the 21st century.

**Baseline and Projected numbers based on 2021 Climate Science Report.

ADAPTATION RISK ANALYSIS

Additionally, the City should consider the risks for the asset or service as a result of climate change and consider ways to adapt to reduce the risk. Adaptation can have the following benefits:

- Assets will withstand the impacts of climate change;
- Services can be sustained; and,

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- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint.

Similarly, to the exercise above and using the risk process in **Section 6**, asset owners:

- Reviewed the likelihood scores in the Vulnerability and Risk Assessment Report for the adaptation impact occurring;
- Identified the consequence to the asset/service if the event did happen to develop a risk rating; and,
- If the risk was identified as high, the asset owner came up with a preliminary risk adaptation plan shown below in **Table 21**.

It is important to note that due to the high level of uncertainty with the climate change risk adaptation plans, the cost of the mitigating the risks below have not been included in the lifecycle and financial models at this time. The adaptation plans discussed in this section should be explored by asset owners in more detail following the AMP, and new projects should consider these risks during the planning and design processes. Future changes will be incorporated into future iterations of the AMP. Moving forward, the Climate Lens tool will assess projects based on these targets and will assist with the prioritization of climate adaptation projects. This has been identified as a continuous improvement item in **Table 27**.

Table 21: Adapting to Climate Change

ADAPTATION IMPACT STATEMENT	SERVICE OR ASSET AT RISK DUE TO IMPACT	WHAT CAN HAPPEN	RISK RATING	RISK ADAPTATION PLAN
Increased intensity and frequency of ice storms lead to increased hazardous roads, pathways, and sidewalk conditions.	Field Staff / Vehicles	Increase in injury risk to field staff from slips and falls Increased risk of motor vehicle collisions	HIGH	Existing health and safety mitigation plan for working in icy conditions. Monitor Road conditions and work closely with road operations to modify collection routes as needed
More rainfall or dry periods will change tonnage peaks. This	Landfill – Compost Pad	Climate change can impact weather and precipitation which leads to changes in the amount of yard waste collected	HIGH	Ensure equipment availability to handle the increased

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ADAPTATION IMPACT STATEMENT	SERVICE OR ASSET AT RISK DUE TO IMPACT	WHAT CAN HAPPEN	RISK RATING	RISK ADAPTATION PLAN
changes hours of collection (clean ups)		due to growth or wind damage cleanup Climate change can also increase likelihood of major storms and flooding. Which can change the amount of demolition debris		volume of material. Contract provisions flexible to allow for changes in the amount of material processed.
Increased instances of heat-related issues due to extreme heat.	CCF Biofilter Field Staff	CCF Biofilter must be maintained at proper operating temperatures to be in compliance In extended high heat field staff require periods of relief from heat which can cause delays in collecting curbside materials	HIGH	Monitor conditions of bioreactor and adjusting flow of material in and out. Existing health and safety mitigation techniques to allow additional cooling time for staff and access to liquids.

CURRENT ADAPTATION PROJECTS

Currently Waste Management does not have any current or past climate change adaptation specific projects identified. The impact of climate change on assets and how the City will adapt is a new and complex discussion and further opportunities will be developed in future revisions of this AM Plan.

CLIMATE ADAPTATION DISCUSSION

Currently, Waste Management has focused their climate change efforts on mitigation efforts and not yet onto adaptation methods. This is because climate effects are more difficult to assess on Waste Management services and assets and need to be investigated further which has been identified as a continuous improvement item in **Table 27**.

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

8. LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the City plans to manage these assets at the agreed levels of service and at the accepted lifecycle costs while excluding inflationary values. The costs included in the lifecycle management plan includes costs from both the Capital and Operating budget. Asset management focuses on how taxpayer or ratepayer dollars are invested by lifecycle activities and not by budget allocation. Since both budgets contain various lifecycle activities, they have been consolidated together and separated by lifecycle activity in this section.

As a result of this new process, there may be some areas where the budget was not able to be broken down perfectly by lifecycle activity. Future AM Plans will focus on improving the understanding of Whole Life Costs and funding options. However, at this time the plan is limited on those aspects. Expenditure on new assets and services will be accommodated in the long-term financial plan but only to the extent that there is available funding.

At the time of writing, Waste Management creates a Capital forecast for ten (10) years into the future, with higher confidence values in the earlier years and decreasing confidence in the later years. The remainder of the forecast was assumed based on predicted demands and averages. The Operating budget is created annually, but there is an additional estimated three (3) year projection (current year plus two (2)) which was used to estimate the operational budget for the first three (3) years for Waste Management. These projections were then flatlined for the remaining twenty-seven (27) years of the lifecycle.

Legislated changes will occur relating to the recycling collection and processing program. Waste Management is estimating a reduction in operating costs related to this change of \$6.9 Million in 2025 due to the partial year transition of the program and impacts to existing subsidies, and then approximately \$14.7 Million per year beginning in 2026. The total lifecycle budget estimate for these years has been reduced by these amounts in the following graphs. This is an estimate only at this time and it is not known with certainty if the budget can be reduced by the full amount as portions of this budget may need to be reallocated to provide waste collection activities for properties not covered by the legislated change or to implement new programs/services. This assumption will need to be re-evaluated in future updates to the AM Plan as the impacts of this transition become more known.

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

8.1 ACQUISITION PLAN

Acquisition reflects new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its current capacity. They may result from growth, demand, legal obligations or social or environmental needs. Assets can either be donated through development agreements to the City or through the construction of new assets which are mostly related to population growth. Waste Management does not receive donated or assumed assets through development agreements.

CURRENT PROJECT DRIVERS – 10 YEAR PLANNING HORIZON

The City prioritizes capital projects based on various drivers to help determine ranking for project priorities and investment decisions. As part of future AM Plans, the City will continue to develop its understanding of how projects are prioritized and ensure that multiple factors are being considered to drive investment decisions in the next iteration of the AM Plan. These drivers will include legal compliance, risk mitigation, O&M impacts, growth impacts, health and safety, reputation, and others. These drivers should be reviewed during each iteration of the AM Plan to ensure they are appropriate and effective in informing decision-making.

SELECTION CRITERIA

Proposed acquisition of new assets and upgrade of existing assets are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrades and new works should be reviewed to verify that they are essential to the City's needs. The proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds and scheduled in future works programs.

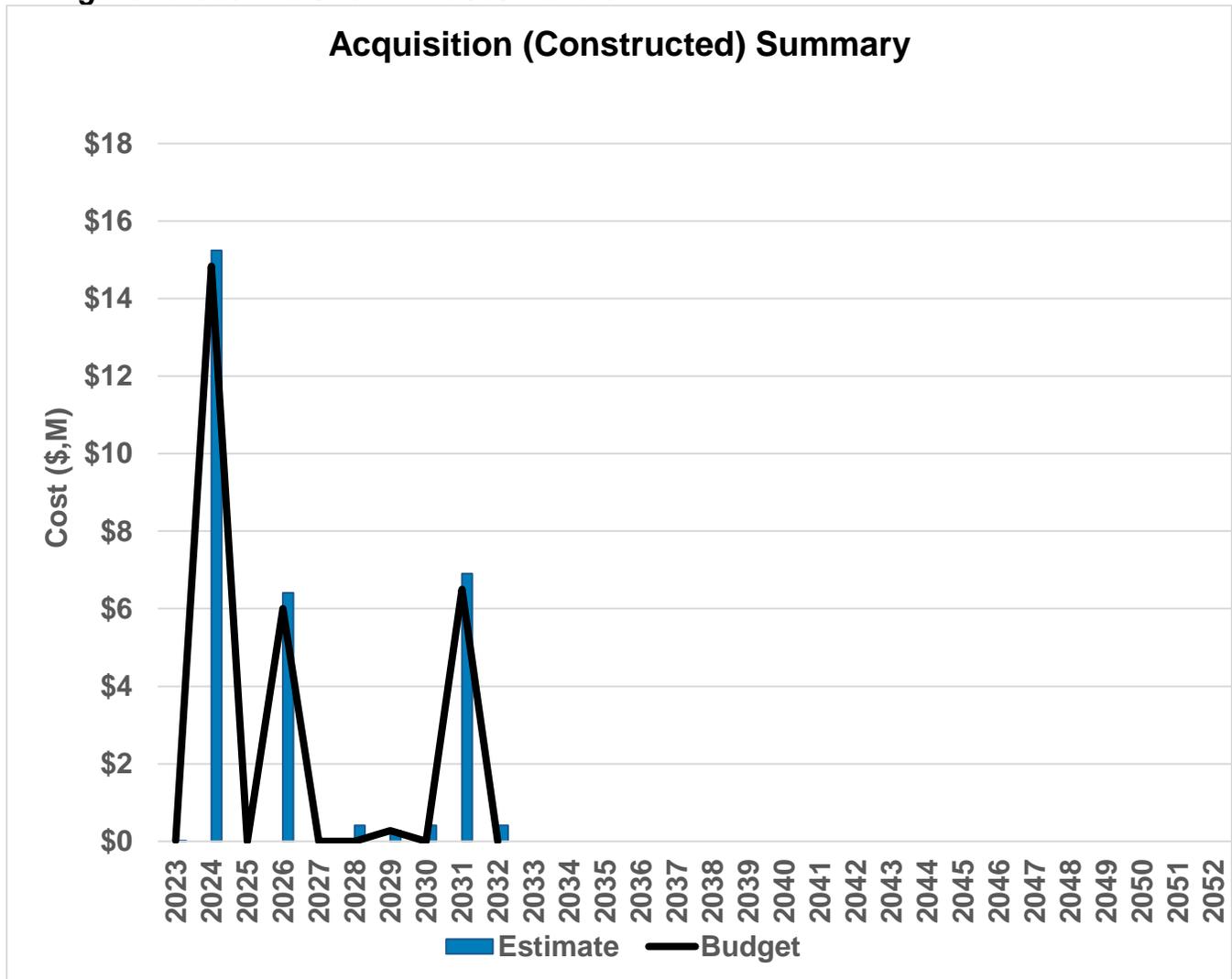
SUMMARY OF FUTURE ASSET ACQUISITION COSTS

Forecast acquisition asset costs are summarized in **Figure 12** and show the cumulative effect of asset assumptions over the next ten (10) year planning period.

Waste Management does not receive Donated Assets. All acquisitions are constructed.

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Figure 11: Acquisition (Constructed) Summary
 All Figure Values Are Shown In 2023 Dollars.



Over the next 10 Year planning period the City will acquire approximately **\$29.3M** of constructed assets which can either be new assets which did not exist before or expansion of assets when they are to be replaced. Major acquisition expenditures over the next ten years include:

- **\$14.5 million** for Transfer Station / CRC improvements at existing locations;
- **\$13.0 million** for Stage 3 Development of the Glanbrook Landfill; and,
- **\$1.6 million** for development driven acquisition of additional collection vehicles.

The acquisition forecast generally meets the budget. Acquisition forecast also includes the purchase of six additional waste collection vehicles between 2023 – 2032. The current 2023 DC study identifies the need for four waste collection vehicles and waste management route analysis indicates that six overall will be required in this timeframe.

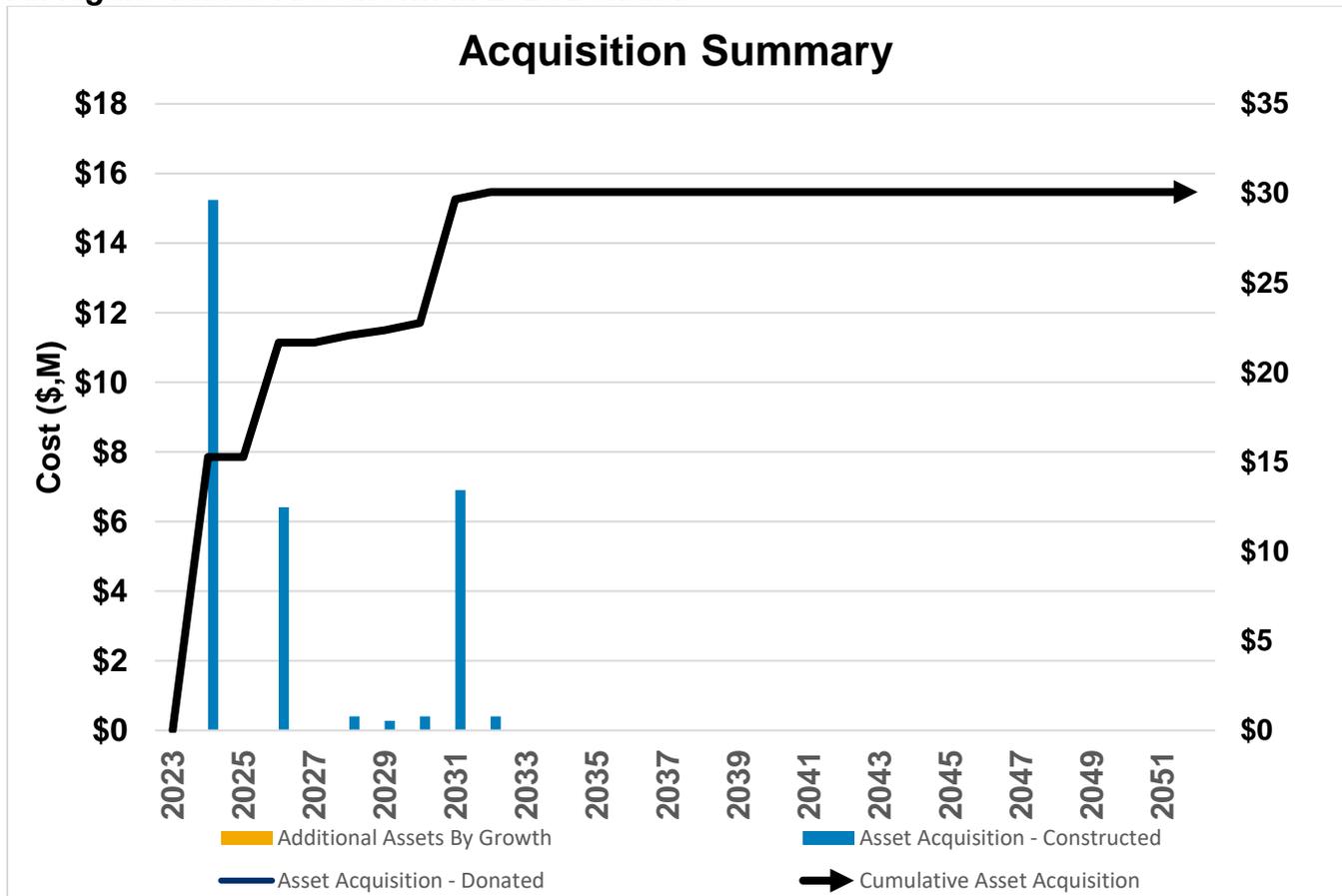
HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

The lack of acquired assets from 2032-2052 is due to a lack of data and limited forecasting ability at this time and not from the likelihood of actual construction projects or needs. These future acquisitions will be better defined once the next iteration of the Solid Waste Master Plan is completed. As AM knowledge, practices and abilities mature within the City then in all likelihood there will be significant projects with equally significant costs that will appear within the later years of the ten (10) year planning horizon.

The City has sufficient budget for its planned constructed acquisitions at this time; however, this does not address future asset needs that may need to be constructed to ensure service levels are maintained over the long term. With competing needs for resources across the entire city there will be a need to investigate tradeoffs and design options to further optimize asset decisions and ensure intergenerational equity can be achieved.

Hamilton will continue to monitor its constructed assets annually and update the AM Plan when new information becomes available.

Figure 12: Acquisition Summary
 All Figure Values Are Shown In 2023 Dollars.



HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

When Hamilton commits to constructing new assets, the municipality must be prepared to fund future operations, maintenance, and renewal costs. Hamilton must also account for future depreciation when reviewing long term sustainability. When reviewing the long-term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken on by Hamilton. The cumulative value of all acquisition work, including assets that are constructed and contributed shown in Figure 11 above.

Over the next ten (10) year planning period Hamilton will acquire approximately **\$30.1 M** of forecast Waste Management network assets.

Hamilton has insufficient budget for its planned constructed acquisitions at this time. It will become critical to understand that through the construction of new assets, the City will be committing to funding the ongoing operations, maintenance and renewal costs which are very significant. Hamilton will need to address how to best fund these ongoing costs as well as the costs to construct the assets while seeking the highest level of service possible.

Future AM Plans will focus on improving the understanding of Whole Life Costs and funding options. However, at this time the plan is limited on those aspects. Expenditure on new assets and services will be accommodated in the long-term financial plan but only to the extent that there is available funding.

8.2 OPERATIONS AND MAINTENANCE PLAN

Operations include all regular activities to provide services. Daily, weekly, seasonal and annual activities are undertaken by staff to ensure the assets perform within acceptable parameters and to monitor the condition of the assets for safety and regulatory reasons. Examples of typical operational activities include waste collection and processing contracts and internal collection activities, utility costs and the necessary staffing resources to perform these activities.

Some of the major operational investments over the next 10 years include:

- **\$12.2 million** annually for Employee related costs; and,
- **\$73.8 million** annually for Contracted costs.

Maintenance should be viewed as the ongoing management of deterioration. The purpose of planned maintenance is to ensure that the correct interventions are applied to assets in a proactive manner and to ensure it reaches its intended useful life. Maintenance does not significantly extend the useful life of the asset but allows assets to reach their intended useful life by returning the assets to a desired condition.

Examples of typical maintenance activities include equipment repairs and component replacements along with appropriate staffing and material resources required to perform these activities.

Proactively planning maintenance significantly reduces the occurrence of reactive maintenance which is always linked to a higher risk to human safety and higher financial costs. The City

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

needs to plan and properly fund its maintenance to ensure the transportation network is reliable and can achieve the desired level of service.

Major maintenance projects the City plans to continuously manage over the next ten (10) years include:

- **\$36 million** (2024-2028) for CCF Equipment Replacement;
- **\$8.4 million** allocated for Open and Closed Landfill Maintenance and Capital Improvement Program;
- **\$2.8 million** allocated for TS/CRC Maintenance and Capital Improvement Program; and,
- **\$3.3 million** allocated for MRF Maintenance and Capital Improvement Program.

From **2023-2032** the City will invest an additional estimated **\$10.2 Million** for various projects across the City. These investments for maintenance are intended to allow these assets to reach their estimated service life and minimize reactive maintenance costs. It should be acknowledged that these forecasted costs do not yet fully include the recommended works that need to be undertaken to ensure the entire inventory of assets will achieve their desired service lives and level of service.

Deferred maintenance (i.e. works that are identified for maintenance activities but unable to be completed due to available resources) will be included in the infrastructure risk management plan in future iterations once those works have been identified and prioritized.

The major lifecycle activities for the Landfills with their estimated costs in 2023 dollars (if known) are shown below in **Table 22**.

Table 22: Operation and Maintenance Summary

ASSET	LIFECYCLE STAGE	LIFECYCLE ACTIVITY	FREQUENCY	2023 ESTIMATED COST	UNIT
Landfills	Operations and Maintenance	Site Works (Inspection of Road, Fence, Vegetation, Ditch Cleaning, Plowing/Grading Roads)	Bi-Annual Inspections, rest as per operating contracts	\$305 K	Annually
	Operations	Leachate Treatment, Monitoring, Flushing, Condition Assessments,	Treatment/ Flushing As Needed, Assessments every 5 years, Header	\$1.24 M	Annually

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

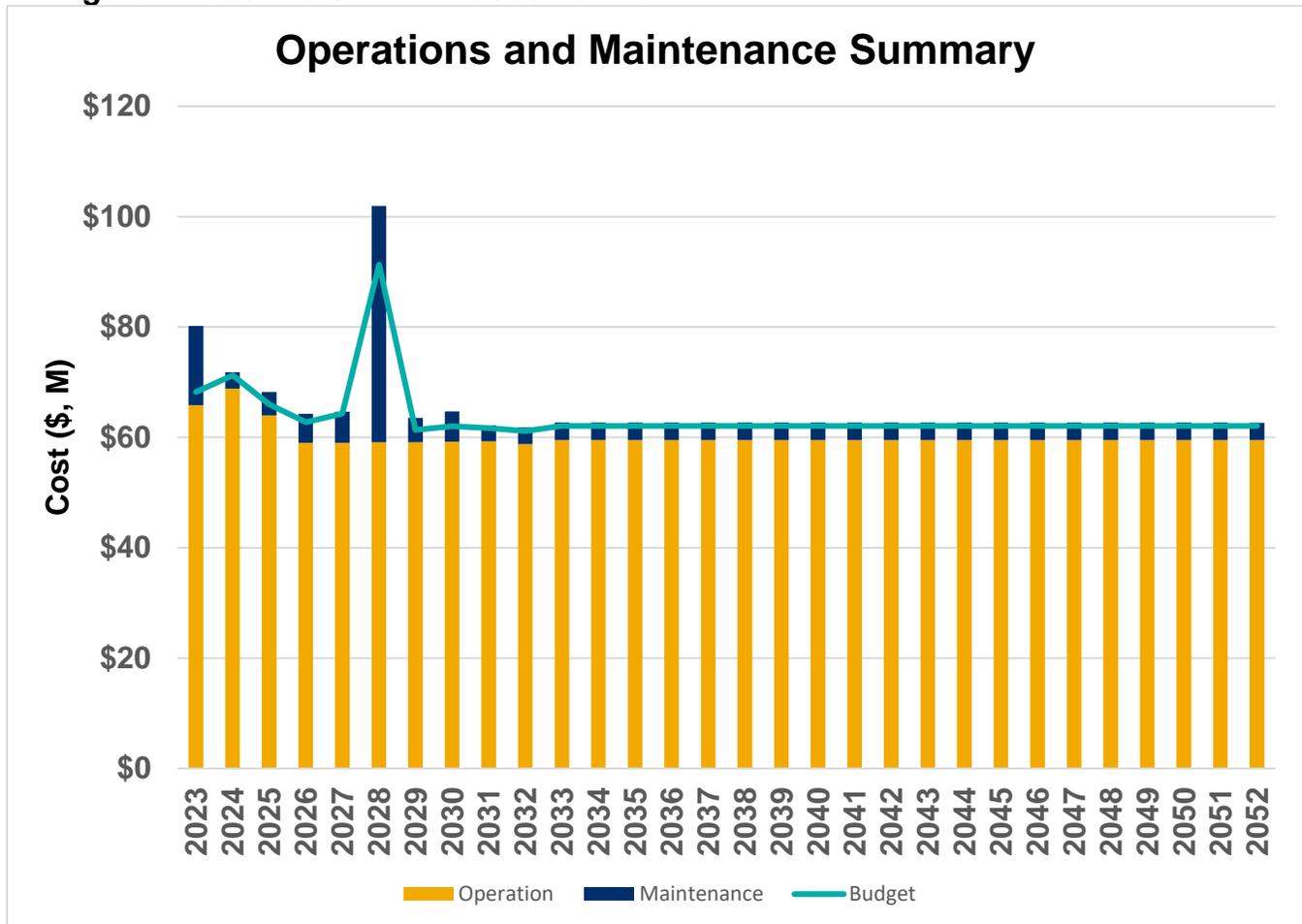
ASSET	LIFECYCLE STAGE	LIFECYCLE ACTIVITY	FREQUENCY	2023 ESTIMATED COST	UNIT
		Header Maintenance	Maintenance, Annual		
	Operations & Maintenance	Gas Recovery Facilities Inspection & Maintenance	Annual	\$50 K	Each
	Operations	Monitoring Program – Ground Water, Surface Water & Leachate and Maintenance	On Going	\$442 K	Per Location
	Operation	Reporting – Annual Reporting to MECP (Ministry of Environment, Conservation & Parks) (Operating Landfill & Closed Landfill,	Every 3 Years	\$94 K	Each
	Operations	Reporting - Annual Reporting to MECP (closed Landfills)	Every 3 Years	\$72 K	Each
	Operations	Reporting – Landfill Gas Emission & Benthic Study	Emission – Annual; Benthic – Bi-Annual	\$14 K	Each

Assessment and priority of reactive maintenance is undertaken by staff using experience and judgement.

Forecast operations and maintenance costs vary in relation to the total value of the asset registry. When additional assets are acquired, the future operations and maintenance costs are forecast to increase. When assets are disposed of the forecast operation and maintenance costs are reduced. **Figure 13** shows the forecast operations and maintenance costs relative to the proposed operations and maintenance Planned Budget. As mentioned in **Table 14** the planned operating budget shown below has been reduced by the estimated needs reduction related to moving to the Expanded Producer Responsibility Model for the collection and processing of recyclable material.

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

Figure 13: Operations and Maintenance Summary
 All Figure Values Are Shown In 2023 Dollars.



The forecast costs include all costs from both the Capital and Operating budgets. Asset management focuses on how taxpayer or ratepayer dollars are invested by lifecycle activities and not by budget allocation since both budgets contain various lifecycle activities, they must both be consolidated for the AM Plans. An approved 2023 and forecast 2024/2025 operating budget were received as inputs to the model and a ten (10) year capital proposed capital budget for 2023-2032. No escalation of budgets or costs was included for inflationary reasons and assumptions have been flatlined to project into the future. It is clear that operations and maintenance budgets will need to increase in the future to continue to deliver the current levels of service.

The forecast of operations and maintenance costs are largely stable over time, with the large spike in maintenance in 2028 related to a large project (**\$30M**) to replace processing equipment at the Central Composting Facility as part of a larger multi-year project. The City has insufficient budget to achieve all of the works required to ensure that assets will be able to achieve their estimated service life at the desired level of service. It is anticipated that at the current budget

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levels, there will be insufficient budget to address all operating and maintenance needs over the thirty (30) - year planning horizon. The graph above illustrates that without increased funding or changes to lifecycle activities, there is a significant shortage of funding which will lead to:

- Higher cost reactive maintenance;
- Possible reduction to the availability of the assets;
- Impacts on private property; and,
- Increased financial and reputational risk

This shortfall is primarily due to the additional operating and maintenance costs for growth driven waste collection vehicles and forecast 10 Year Facilities needs estimates. Adding additional assets over time impacts the operational and maintenance resources required to sustain the expected or mandatory level of service. It should be noted that a significant amount of operational and maintenance expenditures is mandatory due to legislative requirements and cannot simply be avoided or deferred.

As the City continues to develop condition profiles and necessary works are identified based on their condition, it is anticipated this operation and maintenance forecasts will increase significantly. Where maintenance budget allocations will result in a lesser level of service, the service consequences and risks have been identified and are highlighted in the **Risk, Section 6**.

Deferred maintenance (i.e. works that are identified for maintenance activities but unable to be completed due to available resources) will be included in the infrastructure risk management plan for the next iteration.

Future iterations of this plan will provide a more thorough analysis of operations and maintenance costs including types of expenditures for training, mandatory certifications, insurance, staffing costs and requirements, equipment, and maintenance activities.

8.3 RENEWAL PLAN

Renewal is major works which does not increase the assets design capacity but restores, rehabilitates, replaces, or renews an existing asset to its original service potential. Works over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs

Asset renewals are typically undertaken to either ensure the assets reliability or quality will meet the service requirements set out by the City. Renewal projects are often triggered by service quality failure and can often be prioritized by those that have the highest consequence of failure, have high usage, have high operational and maintenance costs, and other deciding factors.

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in **Table 23** and are based on the estimated design life for this iteration. Future iterations of the plan will focus on the Lifecycle approach to ESL which can vary greatly from design life. Asset

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useful lives were last reviewed in 2022 however they will be reviewed annually until their accuracy reflects the City's current practices.

Table 23: Useful Lives of Assets

ASSET (SUB)CATEGORY	EXPECTED USEFUL LIFE (YEARS)
Landfill	75 (Estimated)
Glanbrook Garage/Admin Facilities	55
Stormwater Management Ponds	100
Pump Stations	40
Gas Collection Systems	100
Landfill Flare Facility	100
Leachate Collection System	100
Groundwater Monitoring Wells	25
Fencing / Security	25
Site Assets - Roads	50
Transfer Stations (TS)	55
Community Recycling Centres (CRC)	55
Material Recycling Facility (MRF)	55
Central Composting Facility (CCF)	55
Leaf and Yard Waste Composting Facility	55
Vehicles and Fleet (Excluding Packer Trucks)	8 – 9 <i>(depends on vehicle classification)</i>
Waste Collection Packer Trucks	7
Public Space Litter Containers	7
IT Equipment	5

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Many Waste Management assets have very long useful lives which may not fall within the period of this current AM Plan. These significant renewal costs will require significant investment in future years related to waste processing and disposal.

The estimates for renewals in this AM Plan were based on the register method which utilizes the data from the City's asset registry to analyse all available lifecycle information and then determine the optimal timing for renewals.

RENEWAL RANKING CRITERIA

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g., Facilities can process required volumes); or,
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g., Vehicles are reliable).⁵

Future methodologies may be developed to optimize and prioritize renewals by identifying assets or asset groups that:

- Have a high consequence of failure;
- Have high use and subsequent impact on users would be significant;
- Have higher than expected operational or maintenance costs; and,
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.⁶

At this time Waste Management does not have an asset renewal priority ranking criterion. A continuous improvement item has been identified to develop one, see details in **Table 27**.

SUMMARY OF FUTURE RENEWAL COSTS

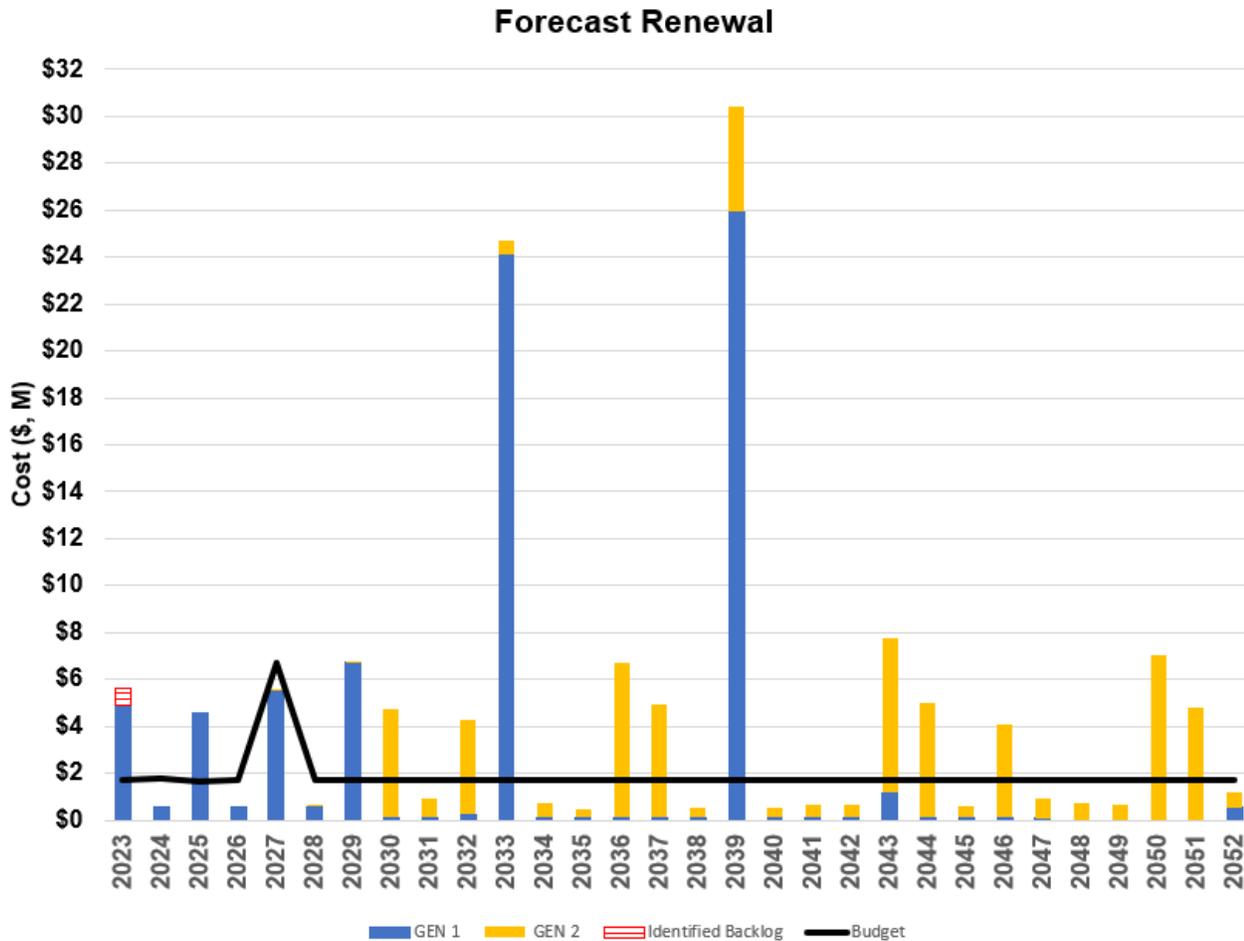
Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in **Figure 14**.

⁵ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

⁶ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

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Figure 14: Forecast Renewal Costs
 All Figure Values Are Shown In 2023 Dollars.



The amount highlighted in 2023 represents the cumulative backlog of deferred work needed to be completed that has been either identified through its current estimated condition or age per **Table 4** when condition was not available. This back log represents approximately **\$737,040** of deferred works that have accumulated over multiple decades and for and have created a backlog of necessary works.

Deferred renewals (assets identified for renewal and not funded) are included and identified within the risk management plan. Prioritization of these projects will need to be funded and managed over time to ensure renewal occurs at the optimal time.

There is sufficient budget to support the planned projects only. Without additional funding the backlog will remain and continue to grow as future projects outside of the ten (10) year planning horizon continue to move forward into the 10-year scope. Continued deferrals of projects will lead to significantly higher operational and maintenance costs and will affect the availability of services in the future and impact levels of service.

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The expected renewal works over the ten (10) year planning horizon include **\$5 million** dollars in **2027** for renewal of the Leaf and Yard Waste composting facility and relocation. This does not include any additional funds that may be needed to accommodate expansion. In **2023** the City will invest **\$4.1 million** to renew eight (8) waste collection vehicles using natural gas as well as **\$2.4 million** renewing public space litter collection and special event containers over the next ten (10) years.

The large renewal spike in 2033 is related to the renewal of the Kenora Transfer Station, **\$23.9M**. The large spike in 2039 is related to the renewal of the Mountain Transfer Station, **\$12.9M**, and Dundas Transfer Station, **\$12.9M**.

Deferring renewals create risks of higher financial costs, decreased availability, and decreased satisfaction with asset performance. Ultimately, continuously deferring renewals works ensures Hamilton will not achieve intergenerational equality. If Hamilton continues to push out necessary renewals, there is a high risk that future generations will be unable to maintain the level of service the customers currently enjoy. It will burden future generations with significant costs that inevitably they will be unable to sustain.

Properly funded and timely renewals will ensure the assets perform as expected and it is recommended to continue to analyze asset renewals based on criticality and availability of funds for future AM Plans.

8.4 DISPOSAL PLAN

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, possible closure of service, decommissioning, disposal of asset materials, or relocation. Disposals will occur when an asset reaches the end of its useful life. The end of its useful life can be determined by factors such as excessive operation and maintenance costs, regulatory changes, obsolescence or demand for the asset has fallen.

Assets identified for possible decommissioning and disposal are shown in **Table 24**. A summary of the disposal costs and estimated reductions in annual operations and maintenance of disposing of the assets are also outlined in **Table 24**. Any costs or revenue gained from asset disposals is included in future iterations of the plan and the long-term financial plan.

Table 24: Assets Identified for Disposal

ASSET	REASON FOR DISPOSAL	TIMING	DISPOSAL COSTS	OPERATIONS & MAINTENANCE ANNUAL SAVINGS
Waste Collection Packer Truck	End of Service Life	2024/2025	N/A	\$7,367.16 average per unit per year reduced maintenance for unit <7 years old

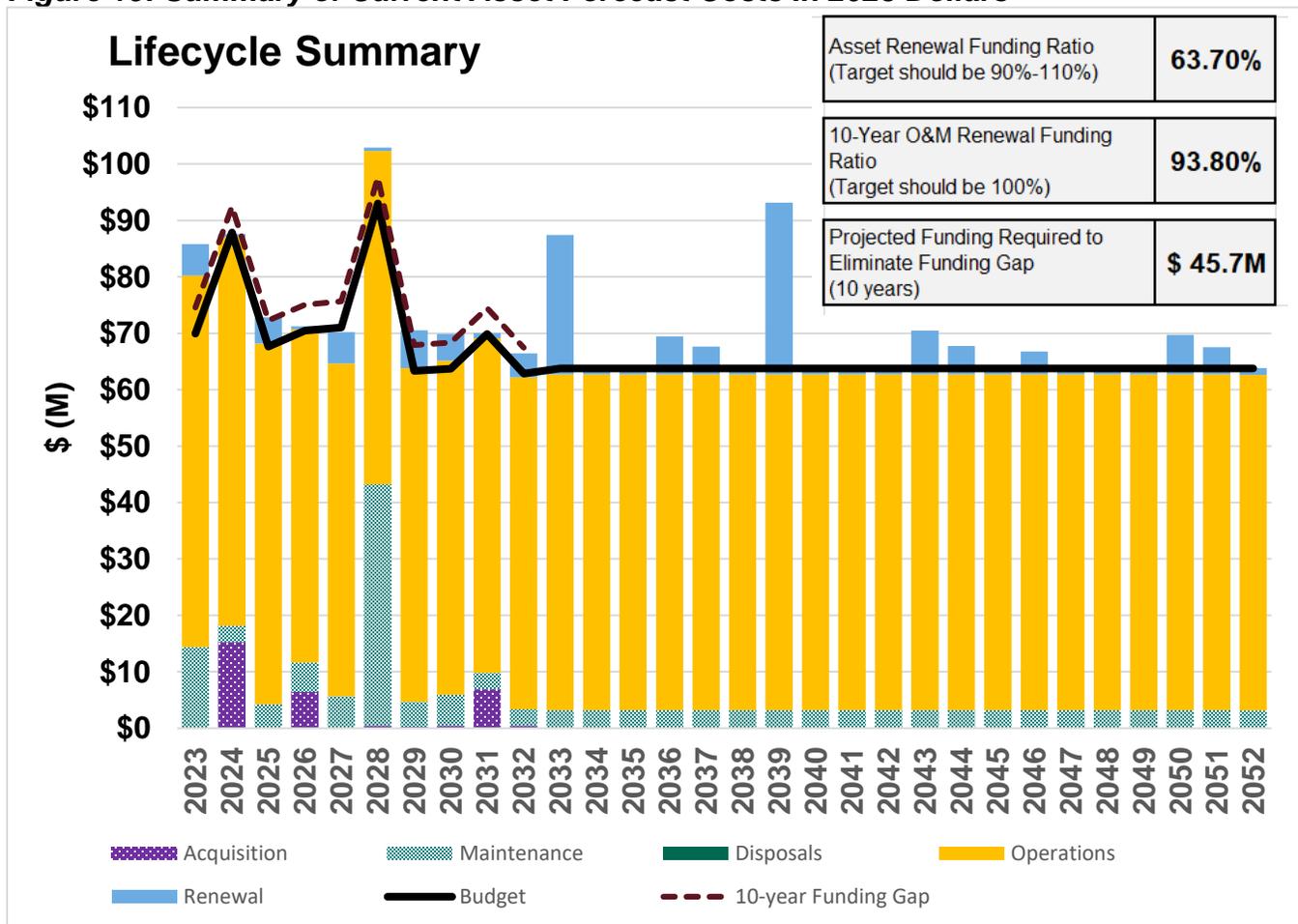
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8.5 SUMMARY OF CURRENT ASSET FORECAST COSTS

The financial projections from this asset plan are shown in **Figure 15**. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimize the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

Figure 15: Summary of Current Asset Forecast Costs In 2023 Dollars



The lack of funding allocated for the backlog of renewals and the necessary lifecycle activities creates an additional issue which is intergenerational equity. Each year the City defers necessary lifecycle activities it pushes the ever-increasing financial burden on to future generations. It is imperative the City begin addressing the lack of consistent and necessary funding to ensure that intergenerational equity will be achieved. Over time, allocating sufficient

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funding on a consistent basis ensures that future generations will be able to enjoy the same standards being enjoyed today.

Over time the City will continue to improve its lifecycle data, and this will allow for informed choices as how best to mitigate those impacts and how to address the funding gap itself. This gap in funding future plans will be refined over the next three (3) years and improve the confidence and accuracy of the forecasts in future revisions of this AM Plan.

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9. FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this AM Plan. Effective asset and financial management will enable the City to ensure its Transportation network provides the appropriate level of service for the City to achieve its goals and objectives. Reporting to stakeholders on service and financial performance ensures the City is transparently fulfilling its stewardship accountabilities.

Long-Term financial planning (LTFP) is critical for the City to ensure the networks lifecycle activities such as renewals, operations, maintenance, and acquisitions can happen at the optimal time. The City is under increasing pressure to meet the wants and needs of its customer while keeping costs at an affordable level and maintaining its financial sustainability.

Without funding asset activities properly for its Transportation network; the City will have difficult choices to make in the future which will include options such as higher costs reactive maintenance and operational costs, reduction of service and potential reputational damage.

Aligning the LTFP with the AM Plan is critical to ensure all of the networks needs will be met while the City is finalizing a clear financial strategy with measurable financial targets. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

9.1 SUSTAINABILITY OF SERVICE DELIVERY

There are two key indicators of sustainable service delivery that are considered within the AM Plan for this service area. The two indicators are the:

- Asset renewal funding ratio (proposed renewal budget for the next ten (10) years / forecast renewal costs for next ten (10) years); and,
- Medium-term forecast costs/proposed budget (over ten (10) years of the planning period).

ASSET RENEWAL FUNDING RATIO

Asset Renewal Funding Ratio⁵⁷ **63.71%**

The Asset Renewal Funding Ratio is used to determine if the City is accommodating asset renewals in an **optimal** and **cost-effective** manner from a timing perspective and relative to financial constraints, the risk the City is prepared to accept, and targeted service levels it wishes to maintain. The target renewal funding ratio should be ideally between **90% - 110%** over the entire planning period. A low indicator result generally indicates that service levels are achievable however the expenditures are below this level because the City is reluctant to fund the necessary work or prefers to maintain low levels of debt.

Over the next ten (10) years the City expects to have **63.71%** of the funds required for the optimal renewal of assets. This is a moderate number and should be addressed through this plan in the

⁷ AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

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next iteration. By having sufficient funding to renew **63.71%** of the required assets at the appropriate timing it will inevitably require trade-off choices that could include:

- A reduction of the level of service and availability of assets;
- Increased complaints and reduced customer satisfaction;
- Increased reactive maintenance and renewal costs; and,
- Damage to the City's reputation and risk of fines or legal costs.

The lack of renewal resources will be addressed in future AM Plan's while aligning the plan to the LTFP. This will allow staff to develop options and long-term strategies to address the renewal rate. The City will review its renewal allocations once the entire inventory has been confirmed and amalgamated.

MEDIUM-TERM – 10 YEAR FINANCIAL PLANNING PERIOD

10 Year Lifecycle Financial Ratio **93.8%**

Although this AM Plan includes forecast projections to thirty (30) years, the higher confidence numbers are typically within the first ten (10) years of the lifecycle forecast. The ten (10) year Lifecycle Financial Ratio compares the Planned Budget with the Lifecycle Forecast for the optimal operation, maintenance, and renewal of assets to provide an agreed level of service over the next ten (10) years. Similarly to the AARF, the optimal ratio is also between 90-110%. A low ratio would indicate that assets are not being funded at the rate that would meet the organization's risk and service level commitments.

The forecast operations, maintenance, and renewal costs over the ten (10) year planning period are **\$73.8M** on average per year. Over time as improved information becomes available it is anticipated to see this number increase. In future AM Plans, staff will connect the operational and maintenance needs to the forecasts, and this will result in a significantly higher cost than is outlined here.

The proposed (budget) operations, maintenance, and renewal funding is **\$69.2M** on average per year giving a ten (10) year funding shortfall of **\$4.6M** per year or **\$46M** over the ten (10) year planning period. This indicates that **93.8%** of the forecast costs needed to provide the services documented in this AM Plan are accommodated in the proposed budget. Note, that these calculations exclude acquired assets (if any).

Funding an annual funding shortfall or funding 'gap' should not be addressed immediately. The overall gap in funding city-wide will require vetting, planning, and resources to begin to incorporate gap management into the future budgets for all City services. This gap will need to be managed over time to reduce it sustainably and limit financial shock to customers. Options for managing the gap include;

- Financing strategies – increased funding, block funding for specific lifecycle activities, long-term debt utilization;

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- Adjustments to lifecycle activities – increase/decrease maintenance or operations, increase/decrease frequency of renewals, limit acquisitions or dispose of underutilized assets;
- Influence level of service expectations or demand drivers; and,
- Adjust the size of any contemplated budget reduction related to the legislated change to Expanded Producer Responsibility for recycling to improve the Asset Renewal Ratio and to match forecast costs.

These options and others will allow Hamilton to ensure the gap is managed appropriately and ensure the level of service outcomes the customers desire.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays, and financing to achieve a financial indicator of approximately **90-110%** for the first years of the AM Plan and ideally over the ten (10) year life of the Long-Term Financial Plan.

9.2 FORECAST COSTS (OUTLAYS) FOR THE LONG-TERM FINANCIAL PLAN

Table 25 shows the forecast costs (outlays) required for consideration in the ten (10) year long-term financial plan.

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the operational and capital budget. The City will begin developing its long-term financial plan (LTFP) to incorporate both the operational and capital budget information and help align the LTFP to the AM Plan which is critical for effective asset management planning.

A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the AM Plan (including possibly revising the long-term financial plan).

The City will manage the 'gap' by continuing to develop this AM Plan to provide guidance on future service levels and resources required to provide these services in consultation with the community. Options to manage the gap include reduction and closure of low use assets, increased funding allocations, reduce the expected level of service, utilize debt based funding over the long term, adjustments to lifecycle activities, improved renewals and multiple other options or combinations of options.

These options will be explored in the next AM Plan and the City will provide analysis and options for Council to consider going forward.

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**Table 25: Forecast Costs (Outlays) For the Long-Term Financial Plan
 Forecast Costs Are Shown In 2023 Dollar Values.**

YEAR	ACQUISITION	OPERATION	MAINTENANCE	RENEWAL	DISPOSAL
2023	\$20,000	\$65,835,752	\$14,340,798	\$5,604,936	0
2024	\$15,242,600	\$68,855,200	\$2,929,125	\$549,540	0
2025	0	\$63,948,776	\$4,250,410	\$4,589,486	0
2026	\$6,407,600	\$58,979,764	\$5,269,534	\$574,330	0
2027	0	\$58,989,764	\$5,670,849	\$5,530,785	0
2028	\$407,600	\$59,084,764	\$42,824,372	\$597,442	0
2029	\$275,000	\$59,094,764	\$4,421,994	\$6,753,690	0
2030	\$407,600	\$59,199,764	\$5,505,955	\$4,737,630	0
2031	\$6,907,600	\$59,294,764	\$2,906,246	\$1,338,807	0
2032	\$407,600	\$58,789,764	\$2,984,304	\$4,275,370	0

9.3 FUNDING STRATEGY

The proposed funding for assets is outlined in the City’s operational budget and ten (10) year capital budget.

These operational and capital budgets determine how funding will be provided, whereas the AM Plan typically communicates how and when this will be spent, along with the service and risk consequences. Future iterations of the AM plan will provide service delivery options and alternatives to optimize limited financial resources.

9.4 VALUATION FORECASTS

Asset values are forecast to increase as additional assets are added into service. As projections improve and can be validated with market pricing, the net valuations will likely increase significantly despite some assets being programmed for disposal that will be removed from the register over the thirty (30) year planning horizon.

Additional assets will add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also

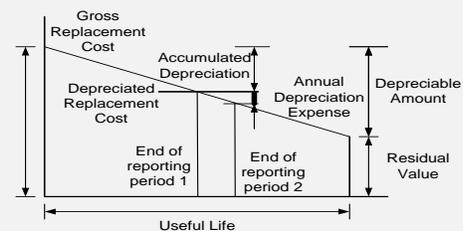
HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

add to future depreciation forecasts. Any disposals of assets would decrease the operations and maintenance needs in the longer term and remove the high costs of renewal obligations. At this time, it is not possible to separate the disposal costs from the renewal or maintenance costs however this will be improved for the next iteration of the plan.

9.5 ASSET VALUATIONS

The best available estimate of the value of assets included in this AM Plan are shown below. The assets are valued at estimated replacement costs:

Replacement Cost (Current/Gross)	\$559,889,408
Depreciable Amount	\$559,889,408
Depreciated Replacement Cost^{6F8}	\$309,395,936
Depreciation	\$ 11,309,516



The current replacement cost is the most common valuation approach for specialized infrastructure assets. The methodology includes establishing a comprehensive asset registry, assessing replacement costs (based on market pricing for the modern equivalent assets) and useful lives, determining the appropriate depreciation method, testing for impairments, and determining remaining useful life.

As the City matures its asset data, it is highly likely that these valuations will fluctuate significantly over the next 3 years, and they should increase over time based on improved market equivalent costs

9.6 KEY ASSUMPTIONS MADE IN FINANCIAL FORECASTS

In compiling this AM Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AM plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this AM Plan are:

- Operational forecasts are based on current budget allocations and are the basis for the projections for the thirty (30) year planning horizon and do not address other operational needs not yet identified;

⁸ Also reported as Written Down Value, Carrying or Net Book Value.

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

- Maintenance forecasts are based on current budget allocations and do not identify asset needs at this time. It is solely based on planned activities; and,
- Replacement costs were based on historical costing. They were also made without determining what the asset would be replaced with in the future

9.7 FORECAST RELIABILITY AND CONFIDENCE

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is defined in the AMP Overview.

Table 26: Data Confidence Assessment for Data Used in AM Plan

DATA	CONFIDENCE ASSESSMENT	COMMENT
Demand drivers	Medium	Based on Development Charges By-Law Assumptions and previous Solid Waste Management Master Plans
Growth projections	Medium	Based on Development Charges By-Law assumptions, which are subject to change.
Acquisition forecast	Low	The acquisition forecast is based on a 10-year capital plan and proposed 2023 DC study and SME opinion. The remaining years are estimated.
Operation forecast	Low	Currently, the budget is based on 3 years of budget forecast and the remaining years are forecast with zero growth. Category allocation is based on SME opinion.
Maintenance forecast	Low	Currently, the Budget is based on 3 years of budget forecast and the remaining years are forecast with zero growth. Category allocation is based on SME opinion. All proactive maintenance needs may not have been identified and or identified.
Renewal forecast - Asset values	Low	Valuation will need to be reviewed as they are based on a mixture of historical costs and future-based estimates of replacement costs
- Asset useful lives	Low	Based on SME Opinion. Continuous improvement is required to ensure data is vetted and ensure it aligns with Hamilton’s actual practices
- Condition modelling	Low	Mixture of assessment methods which are largely based on age or SME opinion. Requires standardization along with predictable timelines for assessments

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

DATA	CONFIDENCE ASSESSMENT	COMMENT
Disposal forecast	Very Low	Current disposal information is largely rolled into renewal. Continuous improvements are required to ensure accurate data is available.

The estimated confidence level for and reliability of data used in this AM Plan is considered to be a **Low-Medium** confidence level.

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

10. PLAN IMPROVEMENT AND MONITORING

10.1 STATUS OF ASSET MANAGEMENT PRACTICES⁹

ACCOUNTING AND FINANCIAL DATA SOURCES

This AM Plan utilizes accounting and financial data. The sources of the data are:

- 2023 Approved Operating Budget;
- 2024-2025 Multi-Year Operating Forecast;
- 2023 Approved Capital Budget;
- 2024-2032 Multi-Year Capital Forecast;
- Building Condition Assessment Reports;
- Asset Management Data Collection Templates;
- Audited Financial Statements and Government Reporting (FIR, TCA etc);
- Financial Exports from internal financial systems; and,
- Historical cost and estimates of budget allocation based on SME experience.

ASSET MANAGEMENT DATA SOURCES

This AM Plan also utilizes asset management data. The sources of the data are:

- Data extracts from various city applications and management software;
- Asset Management Data Collection Templates;
- Tender documents, subdivision agreements, and projected growth forecasts as well as internal reports;
- Condition assessments;
- Subject matter Expert Opinion and Anecdotal Information; and,
- Reports from the mandatory inspections, operational, and maintenance activities internal reports.

10.2 IMPROVEMENT PLAN

It is important that the City recognize areas of the AM Plan and planning processes that require future improvements to ensure both effective asset management and informed decision-making. The tasks listed below are essential to improving the AM Plan and the City's ability to make evidence-based and informed decisions. These improvements span from improved lifecycle activities, improved financial planning, and plans to physically improve the assets.

The Improvement Plan **Table 27** below highlights proposed improvement items that will require further discussion and analysis to determine feasibility, resource requirements, and alignment

⁹ ISO 55000 Refers to this as the Asset Management System

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

to current workplans. Future iterations of this AM Plan will provide updates on these improvement plans.

Table 27: Improvement Plan

**p.a – per annum*

TASK	TASK	RESPONSIBILITY	RESOURCES REQUIRED	TIMELINE
1.	Identify Waste Management assets in other divisions and incorporate into next AM Plan.	Lead: CAM Support: Waste Management	\$5,000 total Internal Staff Time	1 Year (2024)
2.	Release public engagement survey annually/regularly to measure customer values and track customer trends	Lead: CAM Support: Waste Management	\$3,100 total Internal Staff Time	1 Year (2025)
3.	Develop Digital Forms for regular Waste Site Facility Inspections and implement overall Condition Assessment using 1-5 scale for Waste Management assets. Implementation will follow once IT Devices (i.e. Tablets) available and training completed. Condition should be based on a 5-point condition rating scale guided	Lead: Waste Management Support: CAM	\$14,000 total Internal Staff Time and 4 x Mobile Devices	1 Year (2024)

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

TASK	TASK	RESPONSIBILITY	RESOURCES REQUIRED	TIMELINE
	by the AM Overview Plan.			
4.	Improve Marketing Strategy of survey and consider telephone surveys and IP controls to improve confidence levels in the survey responses.	CAM	N/A	3 Years (2025-2028)
5.	Develop asset renewal priority ranking criteria	Waste	\$5,000 Internal Staff Time	1 Year (2025)
6.	Further investigate climate mitigation and adaptation projects and effects on assets and revise lifecycle model in future updates to AM Plan (e.g.. when is fleet going to convert to green fuel before 2050; When will organics strategy be implemented).	Lead: Waste Management Support: Climate Office	N/A	Ongoing
7.	Further investigate proposed demand management and risk adaptation plans associated levels of service so costs will be addressed in future revisions of the Lifecycle Model and AM Plans.	Waste Management	\$3,000 Internal Staff Time	Ongoing

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

TASK	TASK	RESPONSIBILITY	RESOURCES REQUIRED	TIMELINE
8.	Investigate Extended Use Vehicles, determine usage needs, and adjust fleet requirements as needed.	Waste Management	\$5,000 Internal Staff Time	1 Year (2024)
9.	Integrate the Climate Lens tool to assess projects based on these targets and will assist with the prioritization of climate adaptation projects.	Waste Management	N/A	Ongoing
10.	Implementation of EAM (Enterprise Asset Management) work order management system will allow future version of AM Plan to better allocate actual costs to Lifecycle Categories.	EAM Team Waste Management	N/A	Ongoing
11.	CCF Operating Strategy currently processes all green bin material, however potential for next operating contract of the CCF to include processing of material offsite or seek regulatory approvals for the site and install	Waste Management	\$150,000 Estimated Consultant Cost	1 Year (2025)

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

TASK	TASK	RESPONSIBILITY	RESOURCES REQUIRED	TIMELINE
	new equipment to allow for expanded site operating and processing capacities and incorporate into future options into the AM Plan lifecycle model			
12.	Develop Long-Term Waste Organics Strategy and update AM Plan when Long Term Solid Waste Plan completed	Waste Management	\$115,000 total \$100,000 Consultant Cost \$15,000 Internal Staff Time	1 Year (2024)
13.	Optimizing TSs and CRCs and study need for fourth TS/CRC. Update costs for future iterations of the AM Plan lifecycle model if need for fourth location confirmed.	Waste Management	\$115,000 total \$100,000 Consultant Cost \$15,000 Internal Staff Time	1 Year (2025)
14.	Planning for Blue Box Transition to Expanded Producer Responsibility Provincial Operator has been incorporated in the current Lifecycle Model for this Asset Management Plan. Update costs for	Waste Management	TBD Internal Staff Time	1 Year (2025)

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

TASK	TASK	RESPONSIBILITY	RESOURCES REQUIRED	TIMELINE
	future iterations of the AM Plan lifecycle model			
15.	Develop and implement a Graffiti Removal Process. There are many containers and assets that Waste Collections has around the City that are often "tagged" and require removal. This process is being measured to understand the costs, time, and other impacts. Incorporate costs into the AM Plan lifecycle model and possible future Level of Service	Waste Management	\$3,000 Internal Staff Time	Undetermined
16.	Warranty Claims - Review the process for warranty claims and identify opportunities for improvement. This will ensure issues covered under warranties are managed under the warranty and not funded by the City.	Waste Management	\$,3000 Internal Staff Time	Undetermined

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

TASK	TASK	RESPONSIBILITY	RESOURCES REQUIRED	TIMELINE
17.	Study implementing Two way/scale attendant at the Glanbrook LF site - We have no outbound ability at the scale currently but send finished compost outbound. Also, a scale operator business case to show the benefits for vehicle processing and site security Incorporate costs into the AM Plan lifecycle model and possible future Level of Service	Waste Management	\$2,000 Internal Staff Time	Undetermined

10.3 MONITORING AND REVIEW PROCEDURES

This AM Plan will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The AM Plan will be reviewed and updated on a regular basis to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budget will be incorporated into the Long-Term Financial Plan once completed.

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

10.4 PERFORMANCE MEASURES

The effectiveness of this AM Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this AM Plan are incorporated into the long-term financial plan;
- The degree to which the one (1) to ten (10) year detailed works programs, budgets, business plans and corporate structures consider the 'global' works program trends provided by the AM Plan;
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans; and,
- The Asset Renewal Funding Ratio achieving the Organizational target (this target is often 90 – 110%).

APPENDIX A

Survey Analysis

APPENDIX A: SURVEY ANALYSIS



LET'S CONNECT, HAMILTON **City Services & Assets Review**



Waste Management Services

Survey Period: February 13 - March 20, 2023

May 2023

187

122

6

Survey Response Demographics

23059

1245

Respondents

Survey Questions

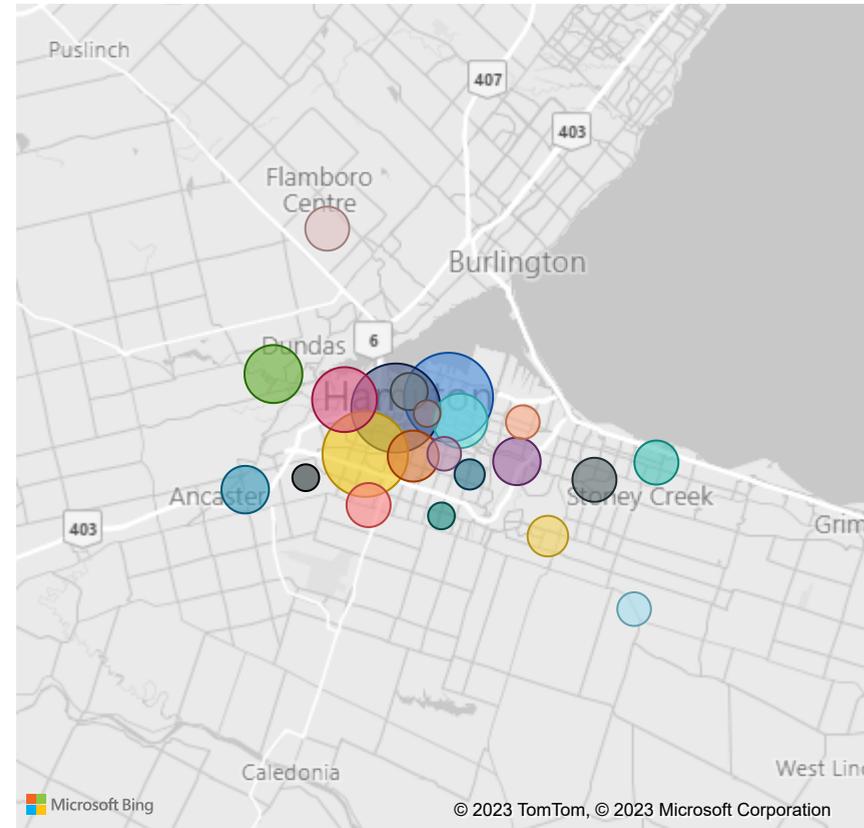
Demographic Questions

Survey Responses

Demographic Responses

Postal Code	Respondents	% Respondents	Population
L8L	20	11.24%	50,110
L8P	20	11.24%	42,655
L9C	19	10.67%	64,505
L8S	13	7.30%	26,295
L9H	11	6.18%	50,480
L8M	10	5.62%	22,530
L9A	9	5.06%	40,750
L8K	8	4.49%	52,085
L9G	8	4.49%	38,540
L8B	7	3.93%	38,035
L8E	7	3.93%	64,835
L8G	7	3.93%	36,075
L9B	7	3.93%	38,295
L8J	6	3.37%	42,665
L8R	5	2.81%	19,375
L0R	4	2.25%	123,805
L8H	4	2.25%	41,715
L8V	4	2.25%	34,910
L8T	3	1.69%	31,140
L8N	2	1.12%	26,220
L8W	2	1.12%	39,195
L9K	2	1.12%	23,485

% Respondents by FSA



Respondents by Day



Self Identification	% Respondents	Respondents
2SLGBTQIA+	5.39%	9
I do not identify with any of the above groups	75.45%	126
Immigrant +10	5.99%	10
Immigrant <10	1.80%	3
Indigenous	2.40%	4
People with disabilities	10.78%	18
Racialized	3.59%	6

Age	% Pop. by Age	% Respondents	Respondents
18 to 24	6.8%	0.56%	1
25 to 34	15.3%	8.94%	16
35 to 44	13.8%	21.23%	38
45 to 54	13.2%	13.41%	24
55 to 64	14.7%	25.70%	46
65 to 79	14.3%	29.61%	53
80+	5.2%	0.56%	1

Residence	% Respondents	Respondents
Apartment/Condominium (more than 6 units)	4.92%	9
Multi-Unit building (2 to 6 Units)	3.28%	6
Row/townhouse	9.29%	17
Single Family (detached house; semi-detached house)	82.51%	151

Gender	% Respondents	Respondents
Prefer not to answer	11.35%	21
Male	41.08%	76
Female	54.05%	100

Residency	% Respondents	Respondents
I live in Hamilton	100.00%	181
I run a Hamilton-based business	7.73%	14

Summary of Survey Results

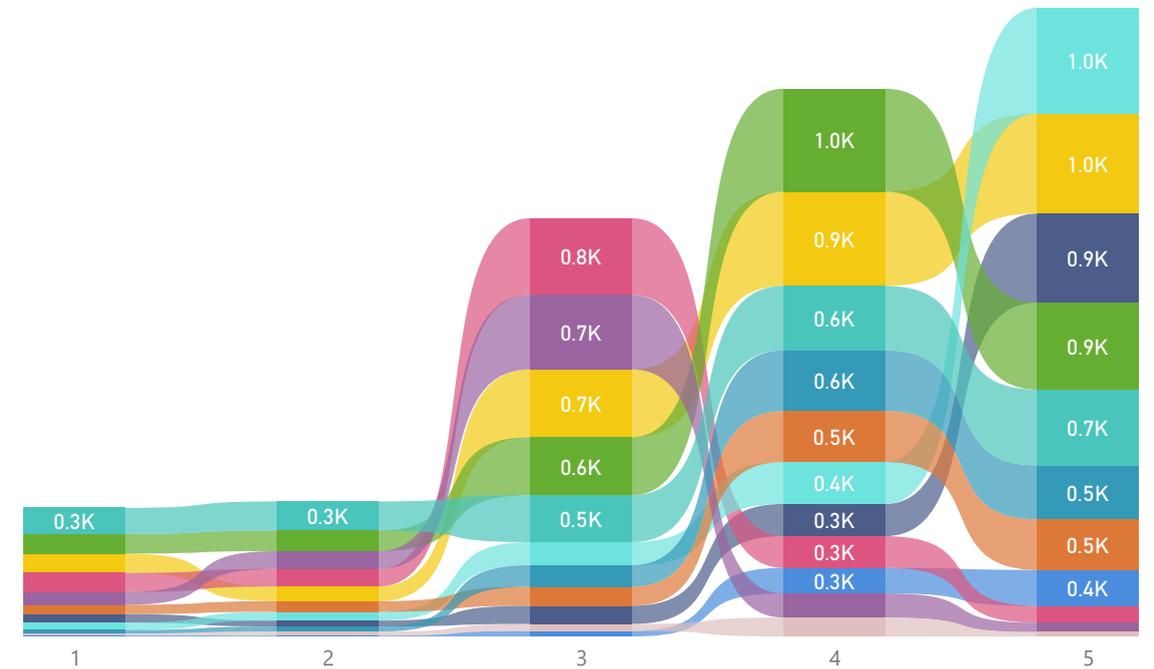
City Services & Asset Review
 Waste Management Services
 May 2023

187
 Respondents
23059
 Responses

Summary of All Questions (Blank) 1 2 3 4 5



	σ	Avg.	Avg. %	Opt Out	Opt out %
All Service Areas	1.21	3.6	75.2	4839	23.9
Q11 Missed Collection	0.83	4.4	87.1	68	9.1
Q3 Importance	0.98	4.2	84.7	224	10.9
Q12 Recommend to Others	1.14	4.2	84.3	546	26.5
Q6 Comfortable and Safe	0.93	4.0	81.6	635	30.8
Q13 Value for Money	1.16	3.7	76.2	606	29.4
Q4 Access, last 24 mo	1.14	3.7	77.4	680	33.0
Q2 Performance, last 24mo	1.15	3.6	75.1	645	31.3
Q7 Agree with Statements	0.99	3.6	71.5	24	6.5
Q9 Future Needs	1.27	3.6	71.1	242	9.2
Q14 Rate Level	1.06	3.0	61.2	472	22.9
Q5 Meet Needs	1.00	2.9	59.9	697	33.9



Summary of All Questions Q11 Q12 Q13 Q14 Q2 Q3 Q4 Q5 Q6 Q7 Q9

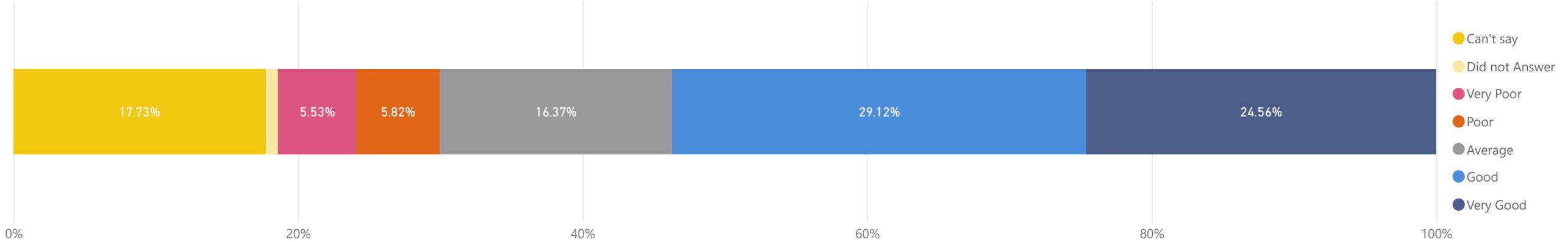
Q2

187
 Respondents
 3469
 Responses

Performance, last 24mo

City Services & Asset Review
 Waste Management Services
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Over the last 24 months, how do you feel Waste Management Services has performed overall in the following services?



	σ	Avg.	Avg. %	Opt Out	Opt Out %	Very Poor	Poor	Average	Good	Very Good
All Service Areas	1.15	3.6	75.1	645	31.3	96	101	284	505	426
Recycling and Waste Collection Calendar (mailed annually in March to single family homes)	0.95	4.1	81.3	23	12.3	4	5	30	62	63
Community Recycling Centre/Transfer Station	0.97	3.9	78.6	31	16.6	5	6	32	65	48
Yard Waste Program	1.04	3.8	76.3	19	10.1	6	13	35	66	48
Trash Tag Program	1.17	3.8	75.6	34	18.1	10	12	29	53	49
Reuse Stores at Community Recycling Centres	0.99	3.8	75.2	129	69.0	1	6	13	24	14
Green Bin Program	1.20	3.7	74.8	21	11.2	13	12	32	57	52
Blue Box Program	1.19	3.7	74.6	1	0.5	15	11	40	63	57
Garbage Collection Program	1.25	3.7	73.2	2	1.0	16	19	34	59	57
Bulk/Large Item Pick Up Program	1.20	3.6	72.6	90	48.2	8	10	17	37	25
Recycle Coach APP	1.35	3.3	66.5	141	75.4	8	3	11	14	10
Education in Schools / Community Groups / Multi-Residential Buildings	1.30	2.6	52.1	154	82.3	10	4	11	5	3

Survey begins at Q2, as Q1 was a demographics question, specific to the Waste Management survey about Household type. Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

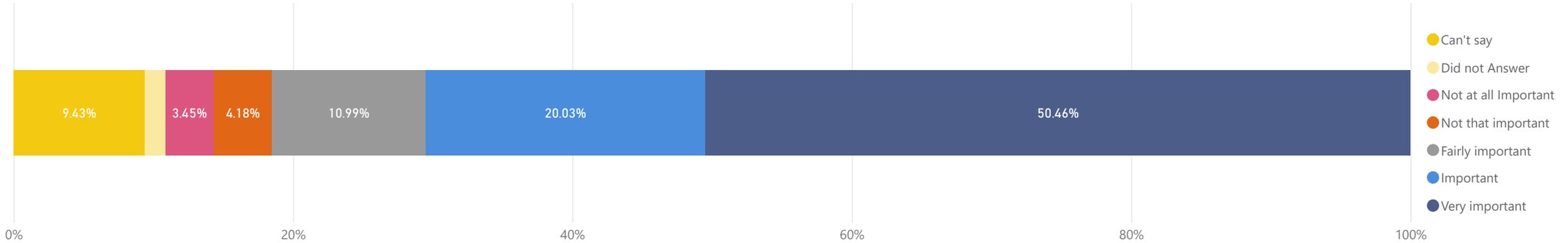
Q3

187
 Respondents
 2057
 Responses

Importance

City Services & Asset Review
 Waste Management Services
 May 2023

How important should the following services be as a responsibility for Waste Management?



	σ	Avg.	Avg. %	Opt Out	Opt Out %	Not at all Important	Not that Important	Fairly Important	Important	Very Important
All Service Areas	0.98	4.2	84.7	224	10.9	71	86	226	412	1038
Recycle Coach APP	1.42	3.2	63.0	82	43.8	18	18	26	16	27
Reuse Stores at Community Recycling Centres	1.26	3.7	73.3	44	23.5	10	18	31	35	49
Recycling and Waste Collection Calendar (mailed annually in March to single family homes)	1.25	3.9	77.9	8	4.3	15	11	27	51	75
Education in Schools / Community Groups / Multi-Residential Buildings	1.24	4.0	79.3	39	20.9	10	11	24	32	71
Trash Tag Program	1.14	4.0	80.1	13	6.9	7	14	28	47	78
Bulk/Large Item Pick Up Program	0.85	4.3	85.9	14	7.5	2	1	30	51	89
Green Bin Program	0.99	4.5	89.7	7	3.7	6	5	14	26	129
Community Recycling Centre/Transfer Station	0.68	4.5	90.4	7	3.8		2	13	54	111
Yard Waste Program	0.76	4.5	90.6	4	2.1		5	15	41	122
Blue Box Program	0.77	4.6	92.0	2	1.1	3	1	11	37	133
Garbage Collection Program	0.48	4.8	96.1	4	2.1			7	22	154

Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

187

Respondents

5526

Responses

Individual Service Areas Importance vs. Performance

Service areas where importance exceeds performance by 20 points is indicative of a mismatch between expectations and service levels, equal to one point on the Likert scale used.

Service Area	Importance (index score)	Performance (index score)	Net Differential	Opt Out %
Average	83	73	-11	26.6
Education in Schools / Community Groups / Multi-Residential Buildings	79	52	-27	62.9
Garbage Collection Program	96	73	-23	5.0
Blue Box Program	92	75	-17	4.4
Green Bin Program	90	75	-15	11.2
Yard Waste Program	91	76	-14	12.3
Bulk/Large Item Pick Up Program	86	73	-13	35.5
Community Recycling Centre/Transfer Station	90	79	-12	16.7
Trash Tag Program	80	76	-5	16.9
Reuse Stores at Community Recycling Centres	73	75	2	55.2
Recycling and Waste Collection Calendar (mailed annually in March to single family homes)	78	81	3	16.0
Recycle Coach APP	63	67	3	65.4

Performance Q2 Over the last 24 months, how do you feel Waste Management Services has performed overall in the following services?

Importance Q3 How important should the following services be as a responsibility for Waste Management? All values were calculated and then rounded to the nearest whole number.

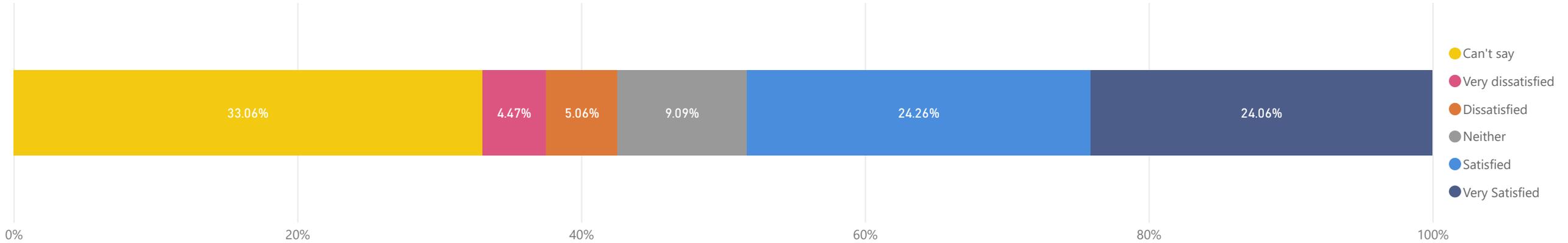
Q4

187
 Respondents
 2057
 Responses

Access, last 24 mo

City Services & Asset Review
 Waste Management Services
 May 2023

In the last 24 months if you have used Waste Management Services, how satisfied are you with your ability to access services? If you have not used the service, please select can't say.



	σ	Avg.	Avg. %	Opt Out	Opt Out %	Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied
All Service Areas	1.14	3.7	77.4	680	33.0	92	104	187	499	495
Community Recycling Centre/Transfer Station	0.94	4.2	83.1	39	20.9	4	5	16	62	61
Recycling and Waste Collection Calendar (mailed annually in March to single family homes)	0.95	4.1	82.5	29	15.5	4	6	21	62	65
Yard Waste Program	1.06	4.0	80.5	28	15.0	5	14	15	63	62
Trash Tag Program	1.11	4.0	79.6	41	21.9	9	6	20	55	56
Garbage Collection Program	1.17	3.9	79.0	10	5.3	11	14	18	64	70
Blue Box Program	1.21	3.9	78.9	10	5.3	16	8	15	69	69
Green Bin Program	1.18	3.9	78.8	27	14.4	11	12	15	60	62
Bulk/Large Item Pick Up Program	1.31	3.5	70.7	95	50.8	10	11	17	28	26
Reuse Stores at Community Recycling Centres	1.20	3.3	66.1	128	68.4	5	10	17	16	11
Recycle Coach APP	1.24	3.1	62.9	132	70.6	8	7	17	15	8
Education in Schools / Community Groups / Multi-Residential Buildings	1.21	2.7	53.9	141	75.4	9	11	16	5	5

Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

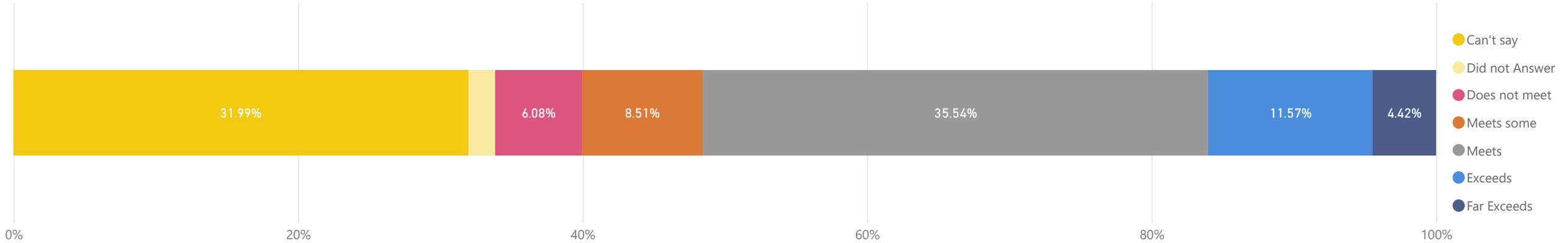
Q5

187
 Respondents
 2057
 Responses

Meet Needs

City Services & Asset Review
 Waste Management Services
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Do the following services provided by Waste Management meet your needs?



	σ	Avg.	Avg. %	Opt Out	Opt Out %	Does not meet	Meets some	Meets	Exceeds	Far Exceeds
All Service Areas	1.00	2.9	59.9	697	33.9	125	175	731	238	91
Community Recycling Centre/Transfer Station	0.76	3.2	64.1	39	20.9	2	14	95	26	11
Recycling and Waste Collection Calendar (mailed annually in March to single family homes)	0.92	3.2	63.7	36	19.2	10	10	86	32	13
Trash Tag Program	0.99	3.1	62.5	34	18.2	12	16	81	29	15
Garbage Collection Program	0.95	3.0	60.7	7	3.8	16	18	103	30	13
Yard Waste Program	0.90	3.0	59.3	26	13.9	11	28	86	28	8
Green Bin Program	0.99	2.9	58.7	19	10.2	20	17	96	24	11
Blue Box Program	0.91	2.9	58.5	5	2.7	14	32	99	28	9
Bulk/Large Item Pick Up Program	1.03	2.9	57.0	93	49.7	11	21	37	21	4
Reuse Stores at Community Recycling Centres	1.07	2.8	56.7	139	74.4	7	8	22	8	3
Recycle Coach APP	1.16	2.7	53.0	144	77.0	11	4	19	7	2
Education in Schools / Community Groups / Multi-Residential Buildings	1.27	2.4	47.5	155	82.8	11	7	7	5	2

Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

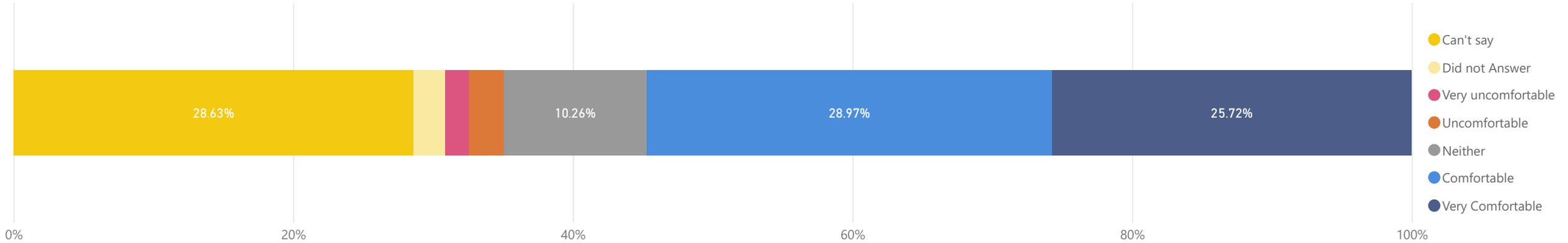
Comfortable and Safe

Q6

187
 Respondents
 2057
 Responses

City Services & Asset Review
 Waste Management Services
 May 2023

Did you feel comfortable and safe accessing services provided by Waste Management?



	σ	Avg.	Avg. %	Opt Out	Opt Out %	Very Uncomfortable	Uncomfortable	Neither	Comfortable	Very Comfortable
All Service Areas	0.93	4.0	81.6	635	30.8	35	51	211	596	529
Trash Tag Program	0.82	4.2	84.6	31	16.5	2	2	20	66	66
Yard Waste Program	0.79	4.2	84.2	28	14.9	1	5	16	75	62
Garbage Collection Program	0.91	4.2	84.1	12	6.4	5	3	19	72	76
Blue Box Program	0.93	4.2	84.0	10	5.3	6	4	14	78	75
Recycling and Waste Collection Calendar (mailed annually in March to single family homes)	0.77	4.2	83.9	38	20.3	1	1	24	65	58
Green Bin Program	0.97	4.2	83.0	23	12.3	6	5	15	70	68
Community Recycling Centre/Transfer Station	0.89	4.1	81.7	34	18.1	2	8	19	70	54
Bulk/Large Item Pick Up Program	1.06	3.8	75.5	75	40.1	6	7	21	50	28
Reuse Stores at Community Recycling Centres	0.99	3.8	75.4	117	62.6	1	5	23	21	20
Recycle Coach APP	1.13	3.5	70.9	132	70.6	4	3	20	15	13
Education in Schools / Community Groups / Multi-Residential Buildings	1.01	3.4	68.5	135	72.2	1	8	20	14	9

Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

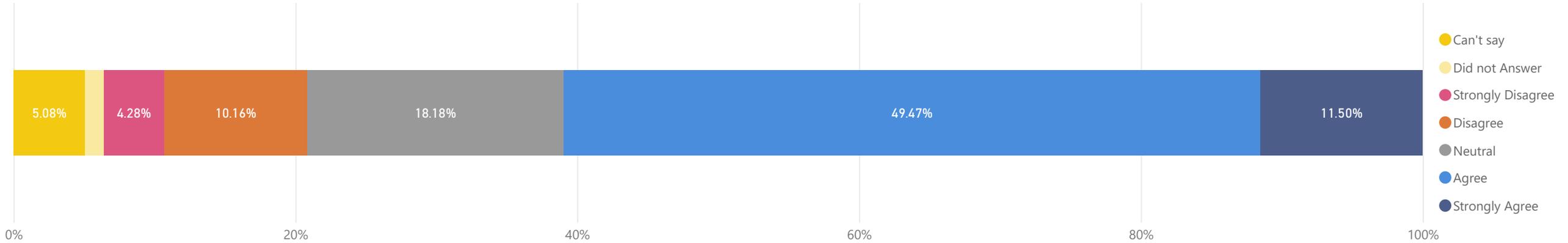
Q7

187
 Respondents
 374
 Responses

Agree with Statements

City Services & Asset Review
 Waste Management Services
 May 2023

Thinking about waste collection vehicles that you have seen in Hamilton; do you agree with the following statements:



	σ	Avg.	Avg. %	Opt Out	Opt Out %	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
All Service Areas	0.99	3.6	71.5	24	6.5	16	38	68	185	43
Waste collection vehicles were operated safely in the community.	0.96	3.7	73.6	7	3.8	8	15	29	103	25
Waste collection vehicles did not have strong odours.	1.01	3.5	69.3	17	9.1	8	23	39	82	18

Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

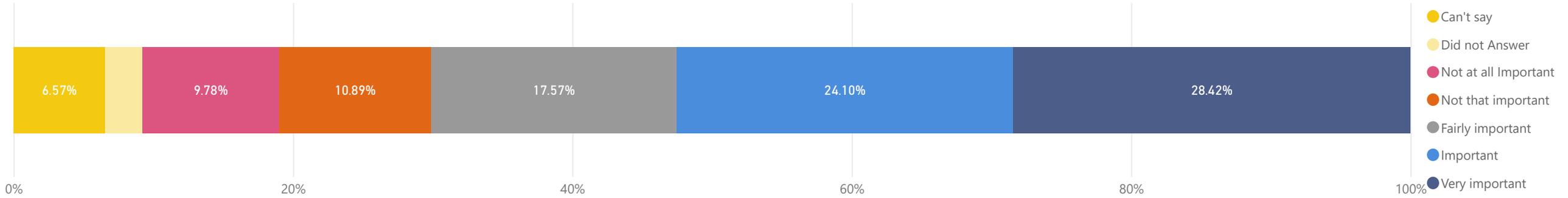
Q9

187
 Respondents
 2618
 Responses

Future Needs

City Services & Asset Review
 Waste Management Services
 May 2023

Please rate the following potential services and program based on their importance to you? The City could consider supporting and/or promoting these services/programs in the future.



	σ	Avg.	Avg. %	Opt Out	Opt Out %	Not at all Important	Not that Important	Fairly Important	Important	Very Important
All Service Areas	1.27	3.6	71.1	242	9.2	256	285	460	631	744
Reduction in Garbage Pickup Frequency (ie. biweekly collection)	1.45	2.6	52.5	12	6.4	54	40	27	26	28
Bicycle Repair Programs	1.39	3.2	64.1	26	13.9	26	27	33	38	37
Food Waste Reduction Workshops	1.42	3.3	65.2	14	7.5	30	26	28	47	42
Repair and re-use Workshops Repair and re-use workshops for electronics, small appliances, and small engines	1.36	3.3	66.9	20	10.7	22	26	35	40	44
Alternative Fuel Collection Vehicles	1.37	3.3	67.0	15	8.0	24	24	38	40	46
Share and Re-Use Spaces	1.30	3.5	69.3	17	9.1	19	20	39	47	45
Furniture Banks	1.28	3.6	72.5	17	9.1	16	17	37	45	55
Landfill Mining	1.28	3.7	73.1	20	10.7	12	25	28	46	56
Textile and Clothing Programs	1.38	3.7	73.8	18	9.6	18	22	22	39	68
Upgrading Processes and Infrastructure	1.11	3.7	74.9	17	9.1	7	15	44	52	52
Community Garden/Composting	1.22	3.9	77.5	17	9.1	12	11	33	44	70
Waste Pelletization Plants	1.11	3.9	78.1	15	8.0	6	15	33	53	65
Waste Digestion Chambers	1.05	4.0	80.1	18	9.7	5	9	36	49	70
Waste-to-Energy	1.00	4.0	80.9	16	8.5	5	8	27	65	66

Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

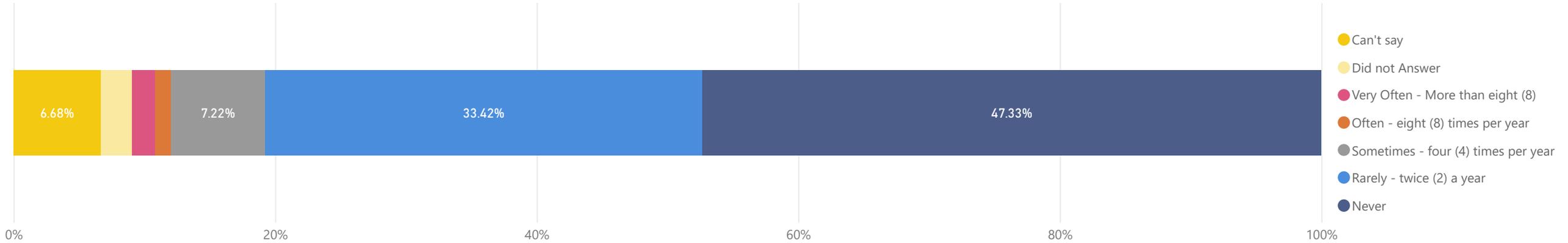
Q11

187
 Respondents
 748
 Responses

Missed Collection

City Services & Asset Review
 Waste Management Services
 May 2023

How often have you experienced a missed waste pickup on your regular collection day?



	σ	Avg.	Avg. %	Opt Out	Opt Out %	Very Often - More than eight (8)	Often - eight (8) times per year	Sometimes - four (4) times per year	Rarely - twice (2) a year	Never
All Service Areas	0.83	4.4	87.1	68	9.1	13	9	54	250	354
Green Bin Program	0.78	4.4	88.7	29	15.5	2	2	11	53	90
Blue Box Program	0.77	4.4	88.0	6	3.2	2	2	14	67	96
Garbage Collection Program	0.91	4.3	86.1	8	4.2	4	5	16	61	93
Yard Waste Program	0.86	4.3	85.8	25	13.3	5		13	69	75

Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

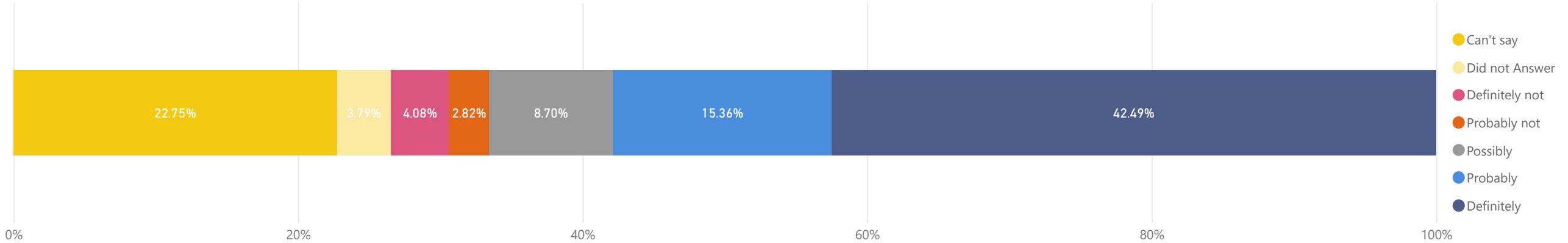
Q12

187
 Respondents
 2057
 Responses

Recommend to Others

City Services & Asset Review
 Waste Management Services
 May 2023

How likely would you be to recommend these services to others?



	σ	Avg.	Avg. %	Opt Out	Opt Out %	Definitely not	Probably not	Possibly	Probably	Definitely
All Service Areas	1.14	4.2	84.3	546	26.5	84	58	179	316	874
Yard Waste Program	0.91	4.5	89.1	27	14.4	4	2	16	33	105
Community Recycling Centre/Transfer Station	0.84	4.4	88.9	32	17.1	2	2	17	38	96
Garbage Collection Program	1.10	4.4	87.2	14	7.5	10	4	12	35	112
Blue Box Program	1.16	4.3	85.1	12	6.4	9	10	17	30	109
Bulk/Large Item Pick Up Program	1.01	4.2	85.0	54	28.8	5	2	20	34	72
Green Bin Program	1.19	4.2	84.8	20	10.7	11	8	14	31	103
Trash Tag Program	1.19	4.2	83.8	33	17.6	9	9	16	30	90
Recycling and Waste Collection Calendar (mailed annually in March to single family homes)	1.15	4.1	82.2	35	18.7	7	9	24	32	80
Reuse Stores at Community Recycling Centres	1.12	4.0	80.4	90	48.2	5	3	21	24	44
Education in Schools / Community Groups / Multi-Residential Buildings	1.35	4.0	79.0	107	57.2	9	3	12	15	41
Recycle Coach APP	1.52	3.4	68.0	122	65.2	13	6	10	14	22

Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

Q12

187
 Respondents
 2057
 Responses

Net Promoter Score

City Services & Asset Review
 Waste Management Services
 May 2023

Typically the Net Promoter Score is used to measure customer loyalty.

How likely would you be to recommend these services to others?



	σ	Net Promoter Score	Detractors	Passives	Promoters	
All Service Areas	22.8		32.37	321	316	874
Yard Waste Program	18.1		51.88	22	33	105
Garbage Collection Program	21.9		49.71	26	35	112
Community Recycling Centre/Transfer Station	16.7		48.39	21	38	96
Green Bin Program	23.9		41.92	33	31	103
Blue Box Program	23.2		41.71	36	30	109
Trash Tag Program	23.8		36.36	34	30	90
Bulk/Large Item Pick Up Program	20.3		33.83	27	34	72
Recycling and Waste Collection Calendar (mailed annually in March to single family homes)	23.0		26.32	40	32	80
Education in Schools / Community Groups / Multi-Residential Buildings	27.0		21.25	24	15	41
Reuse Stores at Community Recycling Centres	22.4		15.46	29	24	44
Recycle Coach APP	30.3		-10.77	29	14	22

Likert choices less than 4 are considered 'Detractors' while 5s are considered 'Promoters' and 4s are 'Passive'. Respondents who opted out by not answering or selecting 'Can't Say' were removed from the sample. Net Promoter score is calculated by subtracting (% Detractors) from (% Promoters). σ (Standard Deviation) is calculated in percent, the same units as the Net Promoter Score.

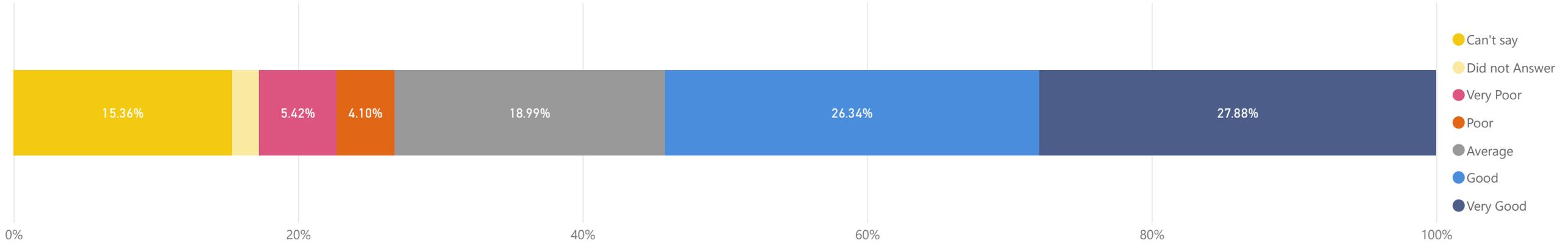
Q13

187
 Respondents
 3508
 Responses

Value for Money

City Services & Asset Review
 Waste Management Services
 May 2023

How would you rate the Waste Management Division for providing good value for money in the infrastructure and services provided to your community?



	σ	Avg.	Avg. %	Opt Out	Opt Out %	Very Poor	Poor	Average	Good	Very Good
All Service Areas	1.16	3.7	76.2	606	29.4	95	72	333	462	489
Community Recycling Centre/Transfer Station	1.02	4.0	80.0	34	18.2	5	4	37	47	60
Yard Waste Program	1.07	4.0	79.0	24	12.8	8	6	32	57	60
Green Bin Program	1.15	3.9	78.5	23	12.3	10	7	33	49	65
Recycling and Waste Collection Calendar (mailed annually in March to single family homes)	1.17	3.9	77.4	36	19.2	10	7	34	42	58
Garbage Collection Program	1.12	3.9	77.3	10	5.4	10	10	34	63	60
Trash Tag Program	1.14	3.8	76.0	32	17.1	10	8	36	50	51
Blue Box Program	1.18	3.7	74.9	9	4.8	13	11	41	56	57
Bulk/Large Item Pick Up Program	1.09	3.7	74.6	65	34.7	8	5	31	46	32
Reuse Stores at Community Recycling Centres	1.02	3.6	71.1	108	57.7	3	7	27	27	15
Education in Schools / Community Groups / Multi-Residential Buildings	1.36	3.5	69.5	132	70.5	8	4	13	14	16
Recycle Coach APP	1.41	3.3	66.7	133	71.1	10	3	15	11	15

Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

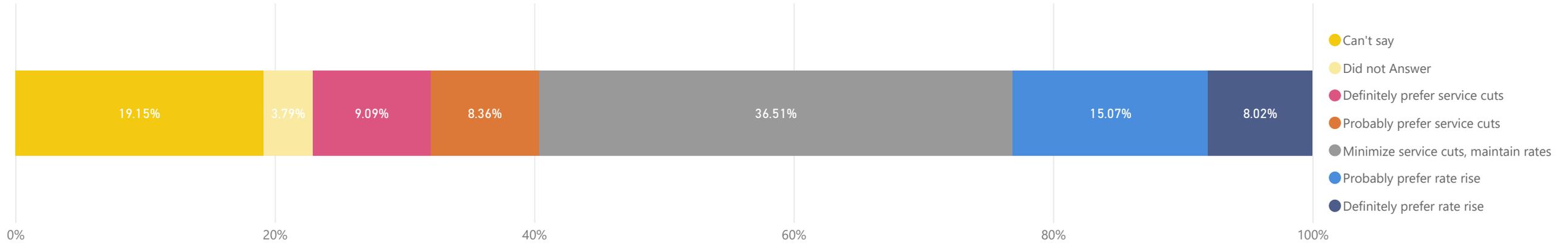
Q14

187
 Respondents
 2057
 Responses

Rate Level

City Services & Asset Review
 Waste Management Services
 May 2023

If you had to choose, would you prefer to see tax rates increase to improve local services OR would you prefer to see service level cuts to minimize tax rate increases?



	σ	Avg.	Avg. %	Opt Out	Opt Out %	Definitely prefer service cuts	Probably prefer service cuts	Minimize service cuts, maintain rates	Probably prefer rate rise	Definitely prefer rate rise
--	---	------	--------	---------	-----------	--------------------------------	------------------------------	---------------------------------------	---------------------------	-----------------------------

All Service Areas	1.06		3.0	61.2	472	22.9	187	172	751	310	165
Yard Waste Program	0.93		3.3	66.5	27	14.5	6	13	84	37	20
Blue Box Program	0.98		3.3	66.1	19	10.2	10	12	84	41	21
Community Recycling Centre/Transfer Station	0.93		3.3	65.8	33	17.6	8	10	82	37	17
Garbage Collection Program	1.02		3.2	64.8	17	9.1	12	15	85	36	22
Green Bin Program	1.07		3.2	64.2	20	10.7	16	12	81	37	21
Bulk/Large Item Pick Up Program	0.96		3.1	62.3	45	24.0	9	20	71	30	12
Trash Tag Program	1.08		3.0	59.7	35	18.7	20	15	78	25	14
Education in Schools / Community Groups / Multi-Residential Buildings	1.30		2.9	57.8	79	42.2	24	12	38	20	14
Reuse Stores at Community Recycling Centres	1.18		2.8	56.4	70	37.4	19	25	43	18	12
Recycling and Waste Collection Calendar (mailed annually in March to single family homes)	1.04		2.8	55.5	35	18.7	26	18	79	22	7
Recycle Coach APP	1.18		2.2	43.8	92	49.2	37	20	26	7	5

Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

187

Individual Service Areas Rates vs. Value for Money

Respondents

5565

Responses

Service areas where reasonable fees exceed value for money by 20 points is indicative of a mismatch between expectations and service levels, equal to one point on the Likert scale used.

Service Area	Rates (index score)	Value for Money (index score)	Net Differential	Opt Out %
Average	60	75	15	26.2
Recycle Coach APP	44	67	23	60.2
Recycling and Waste Collection Calendar (mailed annually in March to single family homes)	56	77	22	19.0
Trash Tag Program	60	76	16	17.9
Reuse Stores at Community Recycling Centres	56	71	15	47.6
Green Bin Program	64	79	14	11.5
Community Recycling Centre/Transfer Station	66	80	14	17.9
Yard Waste Program	67	79	13	13.7
Garbage Collection Program	65	77	12	7.3
Bulk/Large Item Pick Up Program	62	75	12	29.4
Education in Schools / Community Groups / Multi-Residential Buildings	58	69	12	56.4
Blue Box Program	66	75	9	7.5

Positive Net Differential values indicate that 'Value for Money' was greater than willingness for 'Rates'. All values were calculated and then rounded to the nearest whole number. Low index scores in 'Rates' indicate that respondents are not willing to pay increased rates for the service area.

Value for Money Q13 How would you rate the Waste Management Division for providing good value for money in the infrastructure and services provided to your community?

Rates Q14 If you had to choose, would you prefer to see tax rates increase to improve local services OR would you prefer to see service level cuts to minimize tax rate increases?

2023 Hamilton Municipal Parking System Asset Management Plan



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HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

SUMMARY AND QUICK FACTS

SERVICE PROFILE



The Hamilton Municipal Parking System (HMPS) consists of parking operations and parking enforcement sections, a parking property portfolio, and associated infrastructure. HMPS collectively provides management of on-street and municipal off-street parking in the City of Hamilton. HMPS is responsible for operations across the municipality.

ASSET SUMMARY



Replacement Value
\$131 Million

FAIR CONDITION

Average age of 39 Years
or 15% of the average
remaining service life.



Level of Service Summary

- P** Survey respondents feel HMPS has performed AVERAGE overall in the last 24 months across all service areas.
- P** Survey respondents feel HMPS is providing GOOD value for money when providing infrastructure and services.
- P** Survey respondents feel that HMPS is Meeting Some of their service needs overall.
- P** Survey respondents are neither satisfied nor dissatisfied considering access to parking across various communities and on-street parking across the City.

Critical Asset Summary

CRITICAL ASSETS	QUANTITY	REPLACEMENT COST	AVERAGE CONDITION	STEWARDSHIP MEASURES
 PARKING GARAGES	2	102.6 Million	Fair	Parking garages are inspected by an Engineer every 10-12 years
 PARKING LOTS	57	14.6 Million	Poor	Staff inspects Surface Lots

DATA CONFIDENCE



VERY GOOD

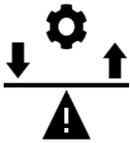
FAIR

VERY LOW

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

DEMAND

Population Growth: Employment Growth, new development, changes to parking supply and changing travel patterns are noted impacts. Future parking operations are projected to approach and likely exceed capacity under these demands and result in parking shortages and an inefficient parking system, specifically in the downtown area but other areas such as Stoney Creek and Waterdown are also experiencing parking shortages. There are areas of the city where the available supply of parking regularly exceeds demand such as Dundas and Ottawa Street.



RISK

- Critical Assets are identified as the Parking Garage Structures and the surface parking lots.

CLIMATE CHANGE

Mitigation

- New small and Light Duty Fleet to be electric by 2040
- LED Lighting Installations
- Support safe secure parking for bicycles and/or micro mobility solutions

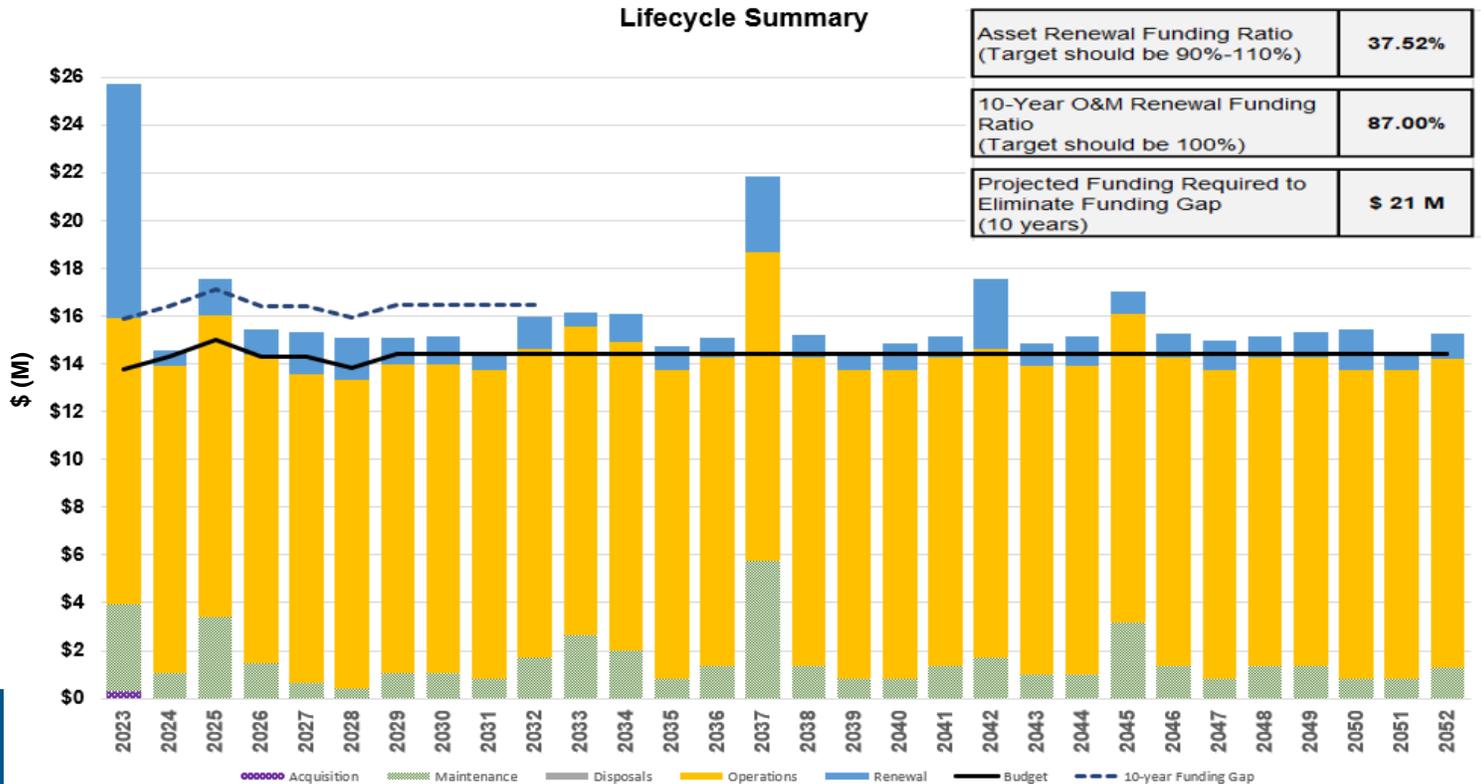
Adaptation

- No Adaption Projects identified at this time



LIFECYCLE SUMMARY

Lifecycle Summary



1. INTRODUCTION

The Hamilton Municipal Parking System (HMPS) consists of parking operations and parking enforcement sections, a parking property portfolio, and associated infrastructure. HMPS collectively provides management of on-street and municipal off-street parking in the City of Hamilton. HMPS is responsible for operations across the municipality, from Downtown Hamilton to Stoney Creek, Dundas, Ancaster, Waterdown, Glanbrook and everywhere in between, each with their own unique characteristics.

The HMPS Asset Management Plan (AM Plan) is to identify the intended asset management (AM) programs for assets delivering the HMPS services. The City of Hamilton (the City) will identify these programs based on its understanding of the current service level requirements and the current ability of HMPS to meet those requirements and proposed service level requirements for the future.

The infrastructure assets covered by this AM Plan include assets which are part of the City's overall municipal parking system and written in accordance with O. Reg 588/17. As mentioned in **Section 5.2** of the AM Plan Overview, these AM Plans were completed using the Federation of Canadian Municipalities (FCM) approach to asset management in partnership with the Institute of Public Works Engineering Australasia (IPWEA) and NAMS (National Asset Management System) Canada framework for asset management to fulfill the O.Reg. 588/17 timeline and requirements. It is important to note that this is the first iteration of the HMPS AM Plan completed by the Corporate Asset Management (CAM) office using this framework for asset management.

2. BACKGROUND

This AM Plan is intended to communicate the requirements for the sustainable delivery of services through the management of assets, compliance with regulatory requirements and required funding to provide the appropriate levels of service over the 2023- 2052 planning period. The assets covered by this plan include the major components required to deliver effective parking operations and enforcement to the City’s residents.

2.1 RELATED DOCUMENTS

Listed below are related documents reviewed in preparation of the Asset Management Plan:

- Asset Management Plan Overview Document;
- City of Hamilton Parking Master Plan, August 17, 2021, prepared by IBI Group;
 - Background Report I – Existing Conditions and Best Practices, April 1, 2021,
 - Background Report II – Future Conditions and Financial Assessment April 1, 2021,
- Planning Committee Report PED20051(b).

Additional financial related documents are identified in **Section 10** Plan Improvement and Monitoring.

2.2 LEGISLATIVE REQUIREMENTS

The most significant legislative requirements that impact the delivery of the service are outlined in **Table 1**. These requirements are considered throughout the report, and where relevant, are included in the levels of service measurements.

Table 1: Legislative Requirements

LEGISLATION OR REGULATION	REQUIREMENT
Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c.11 Ontario Regulation 191/11	Prescribes requirements for off-street accessible parking spaces.
Highway Traffic Act, R.S.O. 1990, c.H.8; R.R.O. 1990, Reg. 615: Signs	Provides instructions for all matters related to highway traffic within Ontario.
Municipal Act, 2001, S.O. 2002, C. 25, O. Reg 239/02 Minimum Maintenance Standards for Municipal Highways	Prescribes frequency of inspecting regulatory signs or warning signs to meet retro-reflectivity requirements of the Ontario Traffic Manual.
Fire Protection and Prevention Act 1997; Ontario Regulation 213/07	Prescribes requirements for inspection and testing of Fire Protection equipment
Technical Standards and Safety Act, 2000	Prescribes Technical Standards for Elevating Devices

2.3 ALIGNMENT WITH COUNCIL PRIORITIES

As referenced in the AM Plan Overview in Section 5.4, Strategic Alignment, The City's strategic goals and objectives are shaped by internal drivers such as Council approved strategies and plans, as well as external forces such as citizen expectations, and legislative and regulatory requirements. The specific legislative and regulatory requirements for service areas are provided in each AM Plan.

City objectives provide asset owners with direction regarding levels of service and asset investment priorities. This AM Plan will demonstrate how the City's objectives for core assets can influence levels of service and direct asset expenditures.

2.4 SERVICE PROFILE

The service profile consists of four (4) main aspects of the service:

- Service History;
- Service Function;
- Users of the Service; and,
- Unique Service Challenges.

2.5 SERVICE HISTORY

Prior to 1998 Municipal Parking was operated by the former Parking Authority Board. This was an independent public agency responsible for paid parking operations in the City. In 1998, the former Parking Authority Board was dissolved and integrated with other city parking services, creating the Hamilton Municipal Parking System (HMPS). HMPS is operated within the Planning and Economic Development, Transportation Planning & Parking Division.

HMPS operates with a self-funding model. When parking revenue exceeds HMPS operating expenses, the surplus is used to fund the Parking Capital Reserve, Business Improvement Area (BIA) revenue sharing, and the City's General Tax Levy.

Capital expenditures are funded through the reserve, which at the end of 2022 had approximately \$7.6 million uncommitted to projects. The reserve is primarily funded through annual contributions from surplus, with some additional variable funding from special programs and property sales. The last full reserve contribution from surplus was \$840k in 2020, there was no surplus in 2020 – 2022 due to impacts of COVID-19. Annual reserve contributions are currently at a fixed rate as determined by Council which increases by \$25,000 a year, i.e., the 2021 contribution would have been \$865k if there had been a surplus. Partial contributions were made for 2022 (\$740k) and 2023 (\$765k). This gap in funding due to COVID-19 represents a loss of approximately \$1.2 million to pre-pandemic forecasts for the parking capital reserve.

Between 1998 and 2015, HMPS did not operate a capital improvement plan and had very low capital expenditures. The lack of renewal and replacement over an extended period has resulted in a significant backlog of aged infrastructure with a replacement value significantly exceeding reserve funding.

HMPS also participates in revenue sharing with the BIAs that host paid parking for up to 10% of the revenue earned within a BIA going back into the same BIA, to a maximum of \$167,280/year for all BIAs combined. This provides funding for them to maintain improvement programs and to undertake promotional initiatives within their boundaries.

All remaining funds go to the General Tax Levy. Historically this contribution was between \$1 and \$2 million per year.

2.6 SERVICE FUNCTION

HMPS provides parking enforcement, maintenance, and operation of all paid on-street and municipally owned off-street parking facilities. They also maintain and manage all on-street and off-street parking by-laws and relevant parking permit programs including enforcement of the parking by-laws. HMPS is also responsible for reviewing development proposals to ensure compliance with any parking requirements or by-laws. HMPS operates 57 surface parking lots, two (2) parking structures with approximately 4320 off-street spaces and approximately 2200 metered on-street parking spaces across the City.

In order to deliver adequate and effective parking services, HMPS requires assets. Some ways assets support the delivery of the service include:

- The provision of off-street parking in municipal surface lots and parking structures;
- Equipment that supports flexible payment options to ensure choice and reliability when paying for parking both on and off street;
- Equipment and resources to maintain parking facilities and services at the desired level of service;
- Required officer equipment and vehicles to ensure efficient enforcement of parking by-laws; and,
- Administrative equipment to support the delivery of services.

2.7 USERS OF THE SERVICE

Hamilton Municipal Parking Service provides services to residents, visitors and businesses within the City and serves to support economic development, tourism, and events across the City. The 2021 Hamilton Parking Master Plan focused on parking operations in the Downtown area and within the existing Business Improvement Areas (BIA's). Each has unique characteristics and usage patterns summarized in **Table 3** below, for more details please refer to the Master Plan.

Table 2: BIA Area details from 2021 Parking Master Plan

BIA AREA	HMPS ON STREET SPOTS	HMPS OFF STREET SPOTS	COMMENT ON PARKING, MAJOR GENERATORS / USERS:
Ancaster	17	38	High vehicle mode share, 11 of 17 on-street spaces observed occupied. Off street parking is free.
Barton Village	186	156	Hamilton General Hospital creates large parking demand spilling over into residential areas
Concession Street	133	24	Juravinski is a major trip generator but has on-site parking. 20% of on-street available when observed. Supply is sufficient
Downtown Dundas	90	331	On-street well utilized, almost 100 off-street spots available at all times
Downtown Hamilton	224	71	95% of parking spaces occupied during weekday peak. Large volumes of alternative curb side activities (transit, passenger pickup/drop-off deliveries, patios, etc.) occur.

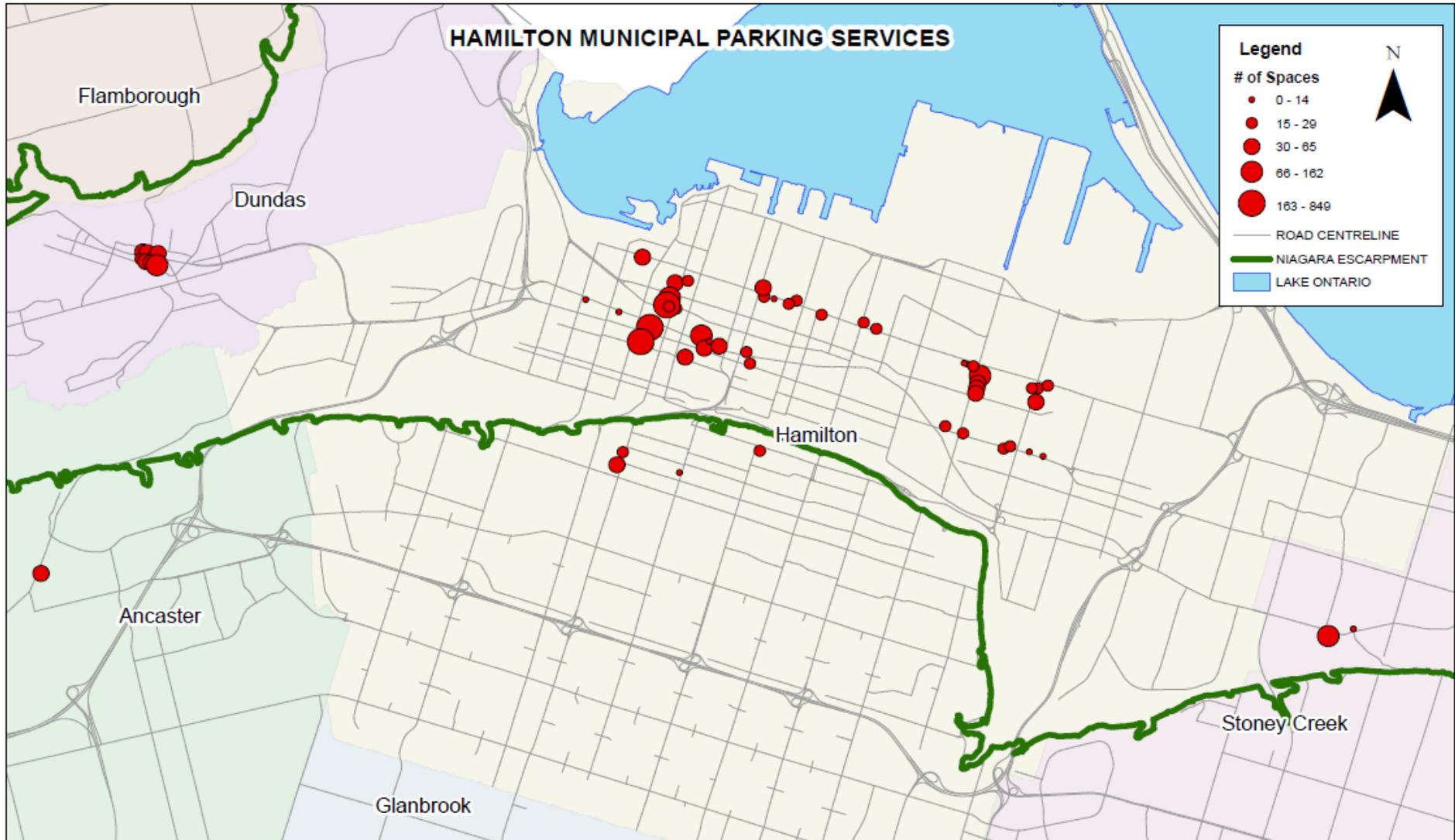
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BIA AREA	HMPS ON STREET SPOTS	HMPS OFF STREET SPOTS	COMMENT ON PARKING, MAJOR GENERATORS / USERS:
International Village	117	281	Users experience difficulty finding parking spaces during weekday business hours. A large number of passenger pickup/drop off and ride sharing activities occur.
King Street	16	11	Most parking needs are met privately. Challenging to find on-street during peak periods
Locke Street	124	0	Private parking complements on-street parking. Available on-street parking observed at all times.
Main Street West Esplanade	39	0	Private parking complements on-street parking. Abundant on-street parking opportunities but conflict with high traffic volumes.
Ottawa Street	102	306	Plentiful available parking opportunities at all times.
Stoney Creek	0	169	Large supply of municipal off street and on-street parking available at no cost with maximum 2 hour. Parking is known to be limited during weekday business hours
Waterdown	55	8	On Site parking supply shortages may develop partially due to lack of local municipally operated parking facilities. On-street parking is no cost.
Westdale Village	98	0	On-street parking demand is known to be high but opportunities available in 2019 utilization survey. Parking infiltration from surrounding areas is known to be an issue.

Based on the 2021 census¹ results Hamilton's population is 569,353 and the average age of Hamilton's population is 41.5 years. Over 77% of the population indicates they primarily commute by car/truck or van as a driver. 65% report a commute of less than 29 minutes. Many of these commuters will park in private facilities provided by business or employers but others will rely on both private and municipal off-street parking lots for work and for business use.

¹ <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?Lang=E&GENDERlist=1&STATISTIClist=1&HEADERlist=0&DGUIDlist=2021A00033525&SearchText=Hamilton>

Figure 1 : Hamilton Municipal Parking Services Map



2.8 UNIQUE SERVICE CHALLENGES

There are several unique service challenges facing Hamilton Municipal Parking Services:

- The 2021 Parking Master Plan predicted that the downtown area is approaching the peak parking utilization of 91%. This utilization calculation did not account for the redevelopment of the York Parkade and adjoining surface lot on York with the Hamilton Urban Precinct Group (HUPEG) agreement or Light Rail Transit (LRT) implementation. Combined, these two major projects will result in the loss of approximately 950 off-street and 500 on-street metered parking spaces above what was anticipated in the 2021 Master Plan. With these reductions it will not be feasible to support unconstrained parking demand in the downtown area. This will require significant operational changes to shift parking to other areas and modes of travel while protecting loading zones for businesses.
- Parking demand is expected to exceed capacity in some areas, but no additional parking facilities are being planned for those locations at this time, with the exception of a study looking at parking demand and opportunities in the West Harbour area as well as joint parking opportunities with private developments. Shifting demand away from single occupant vehicles to transit, active transportation and shared mobility will be critical given the increasing challenges, costs and environmental impacts associated with expanding parking supply.
- HMPS managed parking supply, on and off street, is spread out across the city with variation in intensity of use and parking regulations. This creates difficulties providing appropriate enforcement, maintenance, and coin collection activity levels.
- A lack of a standardized capital improvement program since dissolution of the parking authority in 1998 has resulted in significant degradation in physical surface lot infrastructure and created a significant renewal backlog.
- Historic records are limited, and numerous parking lot properties have poorly defined leases or agreements predating amalgamation and dissolution of the parking authority.
- As the convention center parking garage ages, it is expected to have higher reactive maintenance costs and risks related to aging infrastructure.
- Enforcement requests in 2019 were 57% higher than 2015, post COVID-19 the trend of increasing demand has resumed.
- Availability of parking enforcement staff creates service challenges. Responsive enforcement for parking complaints is limited by the size of the City and centralization of

staff, additionally no Parking Enforcement staff are scheduled from 5:45 am to 10:00 pm on Sundays or holidays.

- The primary mode of funding for the Parking Capital Reserve is annual contributions from parking revenue surplus, the amount of which is set by Council. Reserve contributions are scheduled to increase by \$25,000/year. The 2023 reserve contribution would have been up to \$915,000 had a surplus been achieved in 2022, however the last full reserve contribution was \$840,000 in 2020 due to decreased revenue. The 2022 and 2023 reserve contributions were \$740,000 and \$765,000 respectively. There are additional funding streams for the reserve including property sales and some fees which are variable year to year.
- The Parking Capital Reserve balance is currently insufficient to cover the backlog of required capital repairs. The annual funding of the reserve, even when fully realized, is likely inadequate to maintain the HMPS asset portfolio meaning the backlog will continue to increase without correction.
- While HMPS is intended to be self-funding, it is not an autonomous organization and Council dictates how revenue is used and what rates can be charged for rates and fines.
- HMPS has historically transferred parking revenues to the levy each year, pre-COVID. The amount is the balance of revenues after the capital transfer reserve has been subtracted from the operating balance. In cases where there is a deficit in the Operating Balance or revenues are less than the capital reserve fund transfer \$0, zero dollars are transferred to the levy.
- The transition to higher order transit in the downtown area will take several years while LRT construction and bus network redevelopment occur. Parking will be impacted prior to the alternative transportation systems being implemented.
- The downtown parking area will be impacted by implementation of the Hamilton Urban Precinct Entertainment Group (HUPEG). This proposal announced in 2020 at a value of \$500 million dollars to renovate downtown entertainment facilities. As part of the agreement, the City will “transact” the MCP 68 York Boulevard Parkade, MCP 69 and the Surface parking lot located at MCP 62 14 Vine Street to become development sites. Timing of the transaction of these parking facilities is not known at this time. At this time for the purposes of the plan it is assumed these are still HMPS assets but recognize at some point they will be removed once the agreement specific to these assets is finalized.
- HMPS maintains some lots in areas with very low utilization rates where it may make sense to review HMPS operations in the near term to make more efficient use of limited resources.

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- The City has many different areas which are distinctly different markets with different travel patterns and parking demands as outlined in **Section 2.7**. This results in differences in how public parking facilities are operated across the city.

3. SUMMARY OF ASSETS

3.1 ASSET HIERARCHY

In order to deliver effective and efficient parking services, HMPS requires assets. The HMPS area has been broken down into four (4) asset classes for the purpose of this AM Plan section: Parking Facilities, Site Works, Meters & Signs, and Administrative.

- **Parking Facilities:** refers to the physical parking assets, specifically the parking garages and the Surface Lots which includes the pavement and granular base of the parking lots. This also includes hard surfaces such as internal sidewalks and perimeter curbing.
- **Site Works:** refers to parking lot support assets exclusive of hard surfaces
- **Meters & Signs** refers to payment machines, parking meters and signs
- **Administrative:** refers to all equipment and fleet that support delivery of the parking service.

The HMPS also has a real estate portfolio related to the delivery of the service. The valuation of the real estate portfolio is not included in any valuation or asset information contained in this plan. The value of the real estate portfolio is over and above any financial data and information provided in this plan. HMPS has identified they have incomplete property and/or leasing records and a continuous improvement item has been identified to complete property profiles for all HMPS leased or owned properties.

The asset class hierarchy outlining assets included in this section is shown below in **Table 4**.

Table 3: Asset Class Hierarchy

PARKING FACILITIES	SITE WORKS	METERS & SIGNS	ADMINISTRATIVE
Surface Lots – Surface Pavement and granular (Includes curbs/interlock Misc. Surfaces)	Surface Lot Lighting System	Pay Machines	Vehicles
Parking Garages*	Linear Barriers (Crash Guard, Decorative Walls)	Parking Meters	Maintenance Equipment
	Privacy Fencing	Non-Regulatory Signs	Officer Equipment
	Stormwater Facilities (CBMH, Storm Sewer)	Regulatory Parking Control Signs	Technology
	Retaining Walls		Coin Handling Equipment
	Electric Vehicle Chargers		

*Facilities Parking Administration Offices is included in the Parking Garage Condition at this time as the data is not broken out separately from Facilities

3.2 DETAILED SUMMARY OF ASSETS

Table 5 displays the detailed summary of assets for the parking service area. The sources for this data are a combination of data provided by HMPS and other available data from the City’s database information. It is important to note that inventory information does change often, and that this is a snapshot of information available largely as of December 31, 2022.

The City owns approximately **\$131 million** in municipal parking assets which are on average in **3-FAIR** condition. Assets are an average of **39 years** in age which is **15%** of the average remaining service life (RSL). For most assets this means that the City should be completing preventative, preservation and maintenance activities as well as operating activities (e.g., inspection, cleaning) to prevent any premature failures. As detailed in **Table 5** below, many of the assets, particularly surface lots and site works assets, are at the end of or exceed their estimated service lives. The overall asset condition is being inflated by the condition of the York Street Parkade.

The Corporate Asset Management (CAM) Office acknowledges that some works and projects are being completed on an ongoing basis and that some of the noted deficiencies may already be completed at the time of publication. In addition, the assets included below are assets that are assumed and in service at the time of writing. There also may be assets not currently managed by HMPS that may be considered HMPS assets which are missing from this inventory or conversely assets that are better aligned to another City of Hamilton division that could be removed from this inventory in future editions of the AM Plan. This asset review has been identified as a continuous improvement Item in **Table 32**.

**Table 4: Detailed Summary of Assets
Weighted Average by Replacement Value**

ASSET CATEGORY	NUMBER OF ASSETS	REPLACEMENT VALUE	AVERAGE AGE (% RSL)	AVERAGE CONDITION
PARKING FACILITIES				
Surface Lots – Surface Pavement* Includes curbs/interlock Misc. Surfaces	57	\$14.6M	37 years (0%)	4-POOR
Data Confidence	High	Low	Low	Low
Parking Garages (*Includes Parking Administrative Facilities)	2	\$102.6M	41 years (54%)	3-FAIR
Data Confidence	Very High	Medium	Very High	Medium

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ASSET CATEGORY	NUMBER OF ASSETS	REPLACEMENT VALUE	AVERAGE AGE (% RSL)	AVERAGE CONDITION
SUBTOTAL		\$117.2M	41 years* (42%)*	3-FAIR*
Data Confidence		Medium	Low	Low
SITE WORKS				
Surface Lot Lighting System (poles, luminaires, wiring and controls)	161 Poles 215 Fixtures	\$1.52M	38 years (0%)	4-POOR
Data Confidence	High	High	Low	Medium
Linear Barriers (Crash Guard, Decorative Walls)	3.2 km	\$0.20M	39 years (0%)	2-GOOD
Data Confidence	Medium	Low	Low	Low
Privacy Fencing	2.0 km	\$0.26M	38 years (0%)	No Data
Data Confidence	Medium	Low	Low	Very Low
Stormwater Facilities (CBMH)	152	\$0.15M	36 years (0%)	3-FAIR
Data Confidence	Medium	Low	Low	Low
Retaining Walls	3	\$0.05M	38 years (0%)	No Data
Data Confidence	Medium	Very Low	Low	Very Low
Electric Vehicle Chargers	19	\$0.45M	1 year (90%)	1-VERY GOOD
Data Confidence	Very High	High	Very High	High
SUBTOTAL		\$2.6M	32 years* (0%)*	3-FAIR*
Data Confidence		High	Low	Medium

METERS AND SIGNS				
Pay Machines	126	\$0.82M	8 years (47%)	3-FAIR
Data Confidence	High	Medium	Medium	Low
Parking Meters	2310	\$2.3M	No Data	3-FAIR
Data Confidence	High	Medium	Very Low	Low

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ASSET CATEGORY	NUMBER OF ASSETS	REPLACEMENT VALUE	AVERAGE AGE (% RSL)	AVERAGE CONDITION
Non-Regulatory Signs	475	\$0.2M	No Data	2-GOOD
Data Confidence	Very Low	Low	Very Low	Low
Regulatory Parking Control Signs	No Data	\$6.0M**	No Data	No Data
Data Confidence	Very Low	Very Low	Very Low	Very Low
SUBTOTAL		\$9.3M	8 years (47%)	3-FAIR
Data Confidence		Very Low	Low	Low

**Replacement Value of Regulatory Parking Control Signs is based on the assumption HMPS provides \$400K to Public Works per year to renew signs under work orders with an estimated service life of 15 years. This totals to an approximate value of \$6M dollars. This value is not based on an actual inventory and has very low data confidence.

ADMINISTRATIVE				
Vehicles	30	\$1.2M	6 years (33%)	4 - POOR
Data Confidence	Very High	Medium	High	Low
Maintenance Equipment	5	\$0.15M	10 years (0%)	5 – VERY POOR
Data Confidence	High	Medium	High	Low
Officer Equipment (Uniforms/Mobile Printers/Phones)	168	\$0.24M	No Data	2-GOOD
Data Confidence	High	High	Very Low	Low
IT Equipment & Curbside Mgmt. Tool	60	\$0.2M	3 years (33%)	4 – POOR
Data Confidence	Medium	Medium	Medium	Low
Coin Handling Equipment	3	\$0.06M	9 years (33%)	4 - POOR
Data Confidence	Very High	High	Medium	Low
SUBTOTAL		\$1.85M	7 years* (29%)*	4-POOR*
Data Confidence		Medium	High	Low

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ASSET CATEGORY	NUMBER OF ASSETS	REPLACEMENT VALUE	AVERAGE AGE (% RSL)	AVERAGE CONDITION
TOTAL		\$131.0M	39 years* (41%)*	3-FAIR*
Data Confidence		Low	Low	Low

The overall replacement value data confidence for the registry is low. The replacement values are generally based on staff expert opinion or inflationary values of original purchase/replacement cost estimates. In most of the asset classes, current market data is not available for replacement value.

The overall average age data confidence is rated as Low. For most of the asset classes (i.e., surface parking lots, pay machines and signs) the data is largely estimated based on staff expert opinion and not based on actual in-service dates. However, the parking structures have the highest weighted contribution to the overall results and the age of the structures is documented.

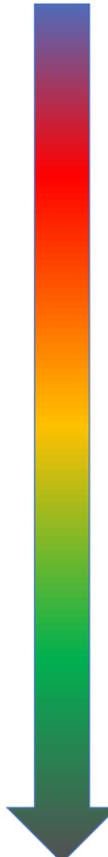
The overall average condition data confidence is rated as Low. For the majority of the assets the condition is based on age and not based on actual physical inspection and data condition analysis. Exceptions to this are the Convention Center parking garage, where condition is based on Facility Condition Index (%FCI) and the surface parking lots where condition is based on staff expert opinion. More details can be found in **Section 3.4.1**.

Please refer to the AM Plan Overview for a detailed description of data confidence.

3.3 ASSET CONDITION GRADING

Condition refers to the physical state of HMPS assets and are a measure of the physical integrity of these assets or components and is the preferred measurement for planning lifecycle activities to ensure assets reach their expected useful life. Condition is the preferred measurement for planning lifecycle activities to ensure assets reach their expected useful life. Since condition scores are reported using different scales and ranges depending on the asset, **Table 6** below shows how each rating was converted to a standardized 5-point condition category so that the condition could be reported consistently across the AM Plan. A continuous improvement item identified in **Table 32**, is to review existing internal condition assessments and ensure they are revised to report on the same 5-point scale with equivalent descriptions.

Table 5: Conditional Conversion Table



EQUIVALENT CONDITION GRADING CATEGORY	CONDITION DESCRIPTION	% REMAINING SERVICE LIFE	FACILITIES CONDITION INDEX (FCI)	PARKING LOT SURFACE PAVEMENT	PARKING LOT LIGHTING	LINEAR BARRIERS / FENCE/ STORMWATER FACILITIES
1-Very Good	The asset is new, recently rehabilitated, or very well maintained. Preventative maintenance required only.	>79.5%	N/A	N/A	Excellent	N/A
2-Good	The asset is adequate and has slight defects and shows signs of some deterioration that has no significant impact on the asset's usage. Minor/preventative maintenance may be required.	69.5% – 79.4%	< 5%	Good	Good	Good
3-Fair	The asset is sound but has minor defects. Deterioration has some impact on asset usage. Minor to significant maintenance is required.	39.5% - 69.4%	>= 5% to < 10%	Passable	Fair	Fair
4-Poor	Asset has significant defects and deterioration. Deterioration has an impact on asset's usage. Rehabilitation or major maintenance required in the next year.	19.5% -39.4%	>= 10% to <30%	Poor	Poor	Poor
5-Very Poor	Asset has serious defects and deterioration. Asset is not fit for use. Urgent rehabilitation or closure required.	<19.4%	>= 30%	Very Poor	Very Poor	N/A

The following conversion assumptions were made:

- For assets where a condition assessment was not completed, but age information was known, the condition was based on the % of remaining service life.
- For Surface Pavement, Stormwater Facilities, Fencing and Linear Barriers the condition assessment is on a 3-point scale ranging from Good to Poor.
- Surface Pavement Condition was based on subject expert opinion based on the condition descriptions above.

3.4 ASSET CLASS BREAKDOWN

This section outlines the Age Profile, Condition Methodology, Condition Profile, and Performance Issues for each of the asset classes.

The age of an asset is an important consideration in the asset management process as it can be used for planning purposes as typically assets have an ESL where they can be planned for replacement. Some lower cost or lower criticality assets can be planned for renewal based on age as a proxy for condition or until other condition methodologies are established. It should be noted that if an assets' condition is based on age, it is typically considered to be of a lower confidence level.

As previously mentioned, condition refers to the physical state of assets and are a measure of the physical integrity of assets or components and is the preferred measurement for planning lifecycle activities to ensure assets reach their expected useful life. Assets are inspected/assessed at different frequencies and using different methodologies which are noted in this section.

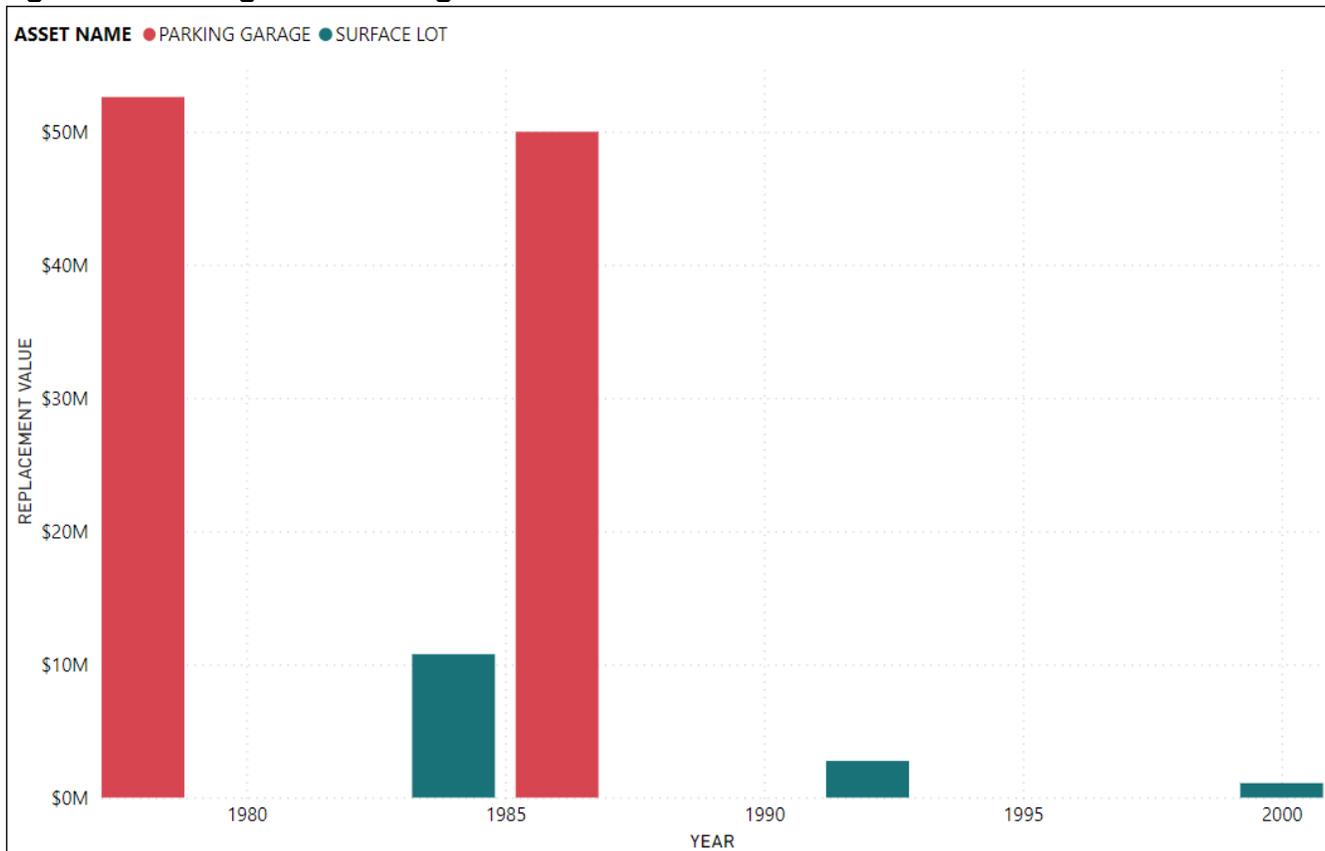
Finally, assets are generally provided to meet design standards where available. However, there are often insufficient resources to address all known deficiencies, and so performance deficiencies inevitably arise which should be noted.

3.4.1 PARKING FACILITIES

AGE PROFILE

The age profile of the parking facilities assets is shown in **Figure 2**. An analysis of the age profile is provided below.

Figure 2: Parking Facilities Age Profile



Average age data confidence for surface lots is very low as the last major reconstruction and/or original construction year for surface lots is estimated by staff from available records. Most parking lots were built between the late 1960's and early 1980's and are in similar condition. The plan assumes the year of construction to be 1984 where otherwise unknown. Many surface lot pavements are approaching or exceeding the end of their service life and this clustering of construction dates in 1984 will lead to a significant spike in reconstruction (renewal) and resurfacing (maintenance) needs.

HMPS has estimated the service life of the surface lot asphalt pavement structure between full reconstructions (renewal) of the asphalt and granular at 30 years for a large parking lot and 40 years for a small parking lot, based on differing usage patterns. The prescribed treatment to reaching the full-service life would be for asphalt resurfacing (mill and pave), a maintenance

treatment to be done halfway through the estimated service life at 15 years, large and 20 years, small respectively.

The city has two (2) parking garages operated and maintained by HMPS. The estimated service life of a parking garage based on staff expert opinion is 75 years, it should be noted this differs from service life estimated in the Parking Master Plan of 50 years. For this asset management plan a service life of 75 years has been used. The data confidence for age of parking garages is Very High given the limited number of assets and verifiable construction dates.

The 80 Main Street West underground parking garage, Lot 37, was constructed in approximately 1978. The York Street former Eaton's Parkade, Lot 68, was constructed in 1986. This parking garage is one of the properties identified for transaction to the Hamilton Urban Precinct Entertainment Group (HUPEG), for more detail see **Section 2.8**. Moving forward, this property will likely not be managed by HMPS and replacement may not be required by HMPS. The Parkade has been included in the AM Plan at this time due to uncertainty over timing and final arrangements of this component of the HUPEG agreement.

Both parking structures are nearing the end of their estimated service life and planning should begin for their ultimate replacement.

CONDITION METHODOLOGY

Building Condition Assessments (BCA) are completed on a 5-year cycle by the Facilities & Energy Management department. The BCA identifies necessary major and minor maintenance activities in a 10-year forecast with projected costs, and outputs a detailed report outlining methodology, overall findings, and condition. The condition is reported as a Facilities Condition Index (FCI), which is a ratio of total cost for required repairs, renewal or upgrades to replacement value of building components. The 10-year forecast from the BCAs were incorporated into the lifecycle models in **Section 8** indicating facilities maintenance requirements. BCA data is available for the Convention Center parking garage only. The York Parkade is not part of the Energy and Facilities Management portfolio and so as such, it does not have a standardized FCI Rating.

Specialized Engineering reports are commissioned by HMPS in advance of major projects in the parking garages to evaluate the condition of the waterproofing membrane and to provide expert opinion on the structure and any needed repairs or remediation work.

The Surface Lots condition is based on a 2022 HMPS staff visual condition rating using a 3-point scale. Previously condition ratings were from a 2016 consultant report using a 5-point scale. These condition ratings used differing visual assessment descriptions of the scoring criteria.

The condition score output for Surface Lots has been inconsistent over time with various condition scores and rating systems used. A comprehensive asset inspection program for all assets should be developed identifying the frequency of inspection and developing 5-point scales for use during inspection so a condition can be determined. Condition assessment frequency should also be determined for asset categories, so condition is being reviewed and

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updated on a regular basis to better identify asset service lives. This is detailed in the Continuous improvement plan in **Table 32**.

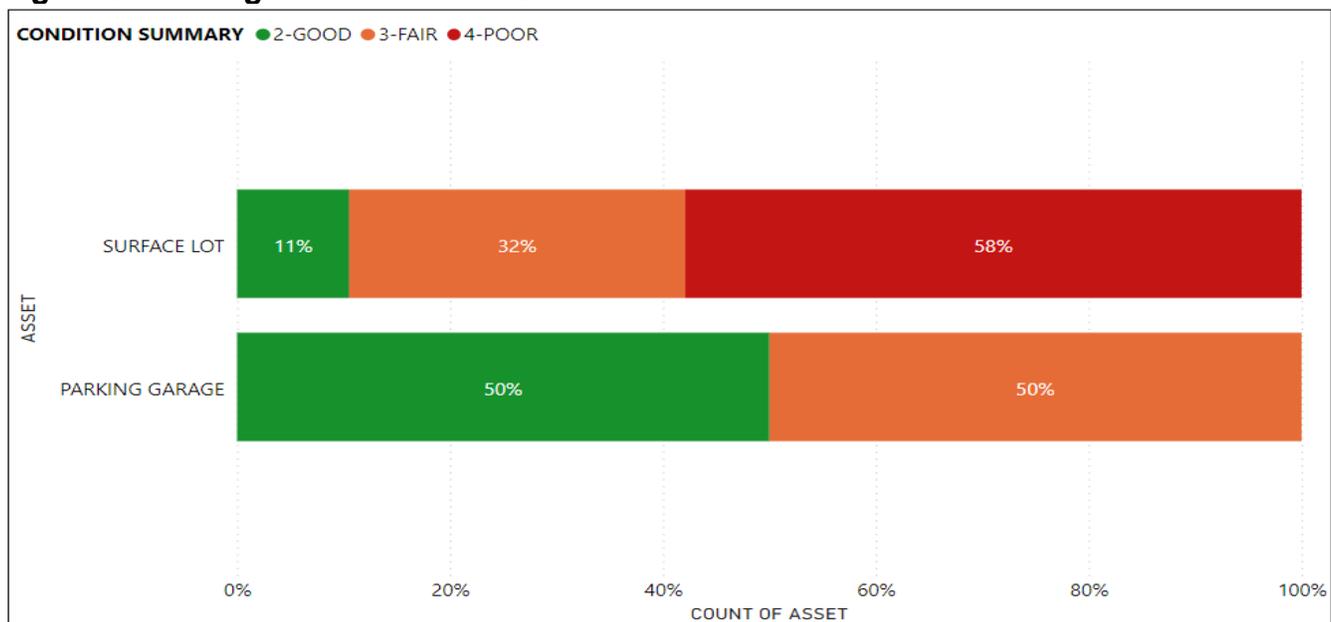
Table 6: Inspection and Condition Information

ASSET	INSPECTION FREQUENCY	LAST INSPECTION	CONDITION SCORE OUTPUT
Surface Lots – Pavement* Includes curbs/interlock Misc. Surfaces	Ad Hoc	2012 2016 2022	3 Point Scale 5 Point Scale 3 Point Scale
Parking Garage(s)	Lot 37 – 5 years	2015, 2020	Engineering Reports on Structure and Waterproofing;
	Lot 37 - 5 years	2022	Facilities Condition Index (FCI) + staff expert opinion on outstanding work and value of work with adjusted FCI.
	Lot 68 - Unknown	Unknown	2017, 2018 Rehab. Condition based on staff expert opinion.

ASSET CONDITION PROFILE

The condition profile of the City’s parking facilities assets is shown in **Figure 3**. As mentioned in **section 3.3**, the original condition grades were converted to a standardized condition category for report consistency.

Figure 3: Parking Facilities Asset Condition



The majority of surface lots are in poor condition (58%), with only 11% of lots rated as Good condition. The condition is based on “each” or count of the lots and is not weighted to the area of pavement. This is not an ideal asset distribution and shows that many lots are in need of renewal (full reconstruction) to improve their condition and will require significant funding to improve the overall condition of surface lots. It should be noted that some surface lots are on leased land and consideration must be given to asset renewal in conjunction with the length and terms of the lease to optimize renewal investments and therefore condition. Lot 40, City Hall, is managed as a surface lot by HMPS. Corporate Facilities and Energy Management Division has responsibility for waterproofing the roof of the maintenance garage that is underneath areas of the parking lot at the rear of the lot that fronts onto Hunter Street West.

The parking garages are evenly split between good and fair condition. The Convention Center garage is in fair condition based on a revised Facility Condition Index. A BCA was completed in late 2022 which drastically revised the previous FCI from the 2017 BCA. The 2017 BCA identified an FCI of 26.31% (Approx. \$13 Million in needs) which based on **Table 6** outputs a condition score of 4-Poor. The 2022 BCA identified an FCI of 1% (\$331,000 in needs) which based on **Table 6** outputs a condition score of 2-Good. Based on this drastic change in outstanding needs, a review of planned maintenance work based on the ongoing rehabilitation was added to the 2022 BCA identified maintenance needs which then totaled Approx. \$2.6 Million. Using the 2022 replacement value of the parking garage (\$52.6M) this puts the FCI at approximately 5%. Based on discussion with Subject Matter Expert parking staff and a review of the **Table 6** conversion table they felt that the condition of the parking garage is best described as 3-Fair.

The condition of the Parkade is based on Subject Matter Expert Opinion from HMPS as this facility is not included in the portfolio overseen by Corporate Facilities & Energy Management and as such replacement value and FCI are not readily available.

ASSET USAGE AND PERFORMANCE

Assets are generally provided to meet design standards where available. However, there are often insufficient resources to address all known deficiencies.

The largest performance issues with parking facilities involve the underground parking garage and surface lot pavement condition. The known service performance deficiencies in **Table 8** were identified using staff input.

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

Table 7: Known Service Perform Deficiencies

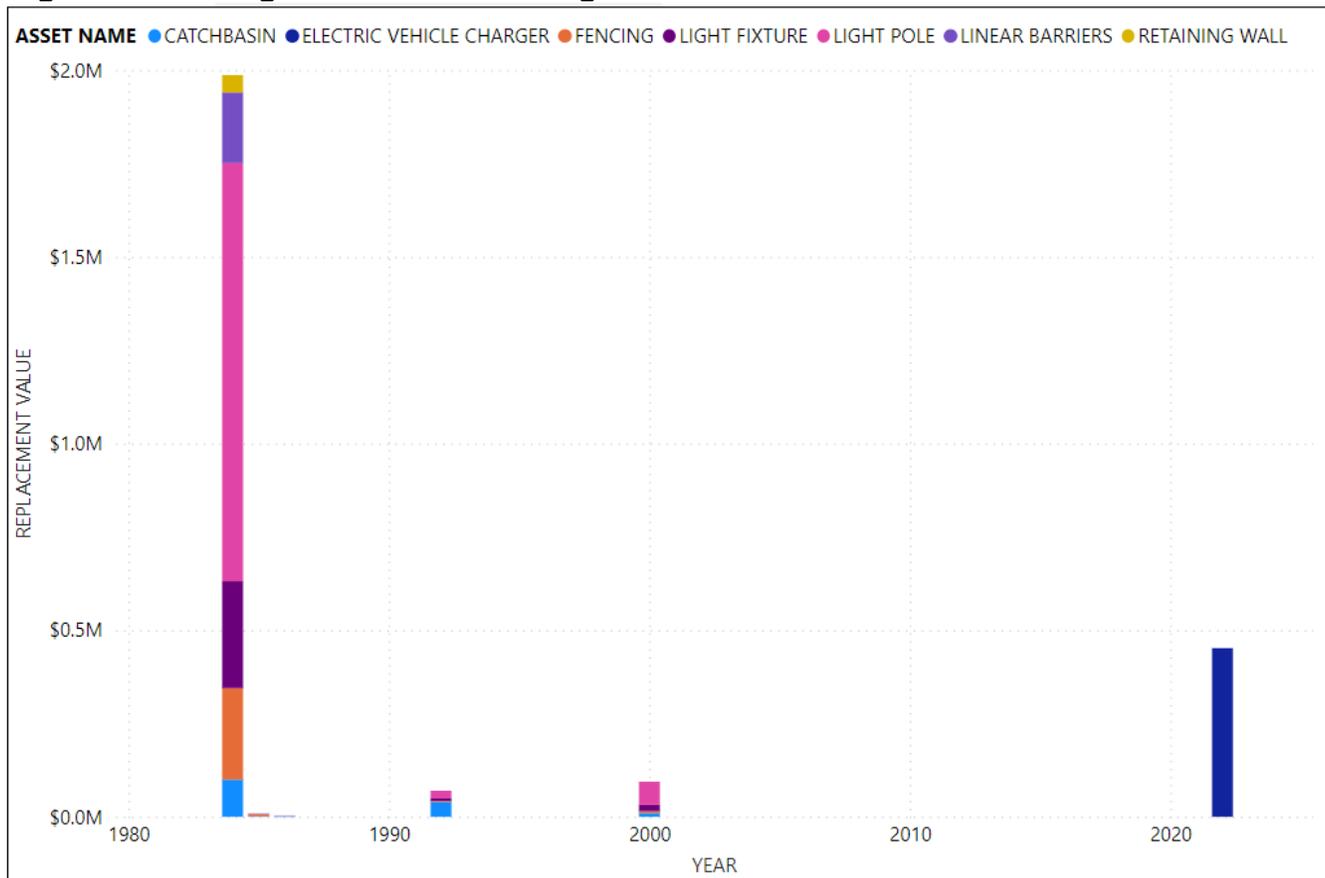
ASSET	LOCATION	SERVICE DEFICIENCY	DESCRIPTION OF DEFICIENCY
PARKING FACILITIES	Parking Garage Lot 37	Waterproofing at end of life	Waterproofing membrane within the garage has become brittle with extensive areas of cracking and delamination. Project underway to replace garage waterproofing. Rooftop waterproofing (Summers Lane and the Open Space) has begun to break down causing leaks into the parking garage structure and parking offices. This waterproofing is part of the Corporate Facilities and Energy Management Division portfolio, not HMPS, however the leaks are causing damage within the areas operated by HMPS.
		Structural concrete degradation	Concrete slab, soffits and walls have numerous localized areas of deterioration including loose concrete and rusting rebar.
		Garage drainage system in poor repair	Storm drains and associated pipes are in overall poor condition with extensive rusting and leaks. In 2022 a multi-year rehabilitation project began to address the structure, waterproofing and drainage system.
		Doors and finishing's in poor repair	Doors and finishing's are aged and lack accessibility and security features.
	Surface Lot Asphalt	Poor Condition	Surface Lot Pavement Condition identified as Poor at 33 of 57 locations from 2022 assessment.
	Surface Lot	Poor Condition	Several Surface Lots are on Leased Land which impacts long term asset renewal decisions and investments

3.4.2 PARKING SITE WORKS

AGE PROFILE

The age profile of the parking site works assets are shown in **Figure 4**. An analysis of the age profile is provided below. For parking site works assets, the data confidence for age is typically Low because site works asset ages are derived from the Parking Facilities ages which are generally assumed.

Figure 4 : Parking Site Works Asset Age Profile



The ages of many of the Site Works assets are unknown. The age of many of the surface parking lots (facilities) have been assumed to be 1984 unless otherwise known and a similar assumption has been made for the age of site works asset groupings, which include surface lot lighting, linear barriers, stormwater facilities and retaining walls. This results in a low data confidence for Site Works age. This also results in a large spike in asset acquisitions in this particular year. Many of these assets are beyond their ESL and will contribute to the renewal backlog in the Lifecycle Model in **Section 8**.

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

It is important to note that linear barriers are not replaced like-for-like and will be replaced with concrete curbing during renewal as the use of steel beam guardrail in that manner is an older practice.

Retaining walls for surface lots should be considered as part of retaining wall inventory condition assessments completed by the Engineering Services division in Public Works and as outlined in the Ontario Structure Inspection Manual (OSIM). This has been included as a continuous improvement item for investigation in **Table 32**.

Finally, the quantity and age of Electric Vehicle (EV) Charges have a Very High data confidence as these assets are all recently installed as part of a major project in 2022 and are also easily verified in the field.

CONDITION METHODOLOGY

Condition for assets was determined from available inspection data or parking staff expert opinion where inspection data was not available.

The condition of stormwater facilities is limited to a visual inspection of the catch basin surface condition. A condition assessment of the below grade concrete structure and related storm water connection pipes has not been completed. The condition of Surface lot lighting is limited to a review of the above ground poles and fixtures only. The assessment did not review wiring or condition of the breaker/service entrance panels.

A comprehensive asset inspection program for all assets should be developed identifying the frequency of inspection and developing 5-point scales for use during inspection so a condition can be determined. Condition assessment frequency should also be determined for asset categories, so condition is being reviewed and updated on a regular basis to better identify asset service lives. This is detailed in the Continuous improvement plan in **Table 32**.

Table 8: Inspection and Condition Information

ASSET	INSPECTION FREQUENCY	LAST INSPECTION	CONDITION SCORE OUTPUT
Surface Lot Lighting (poles, luminaires, wiring and controls)	Ad Hoc, above ground Poles and Fixtures only. No wiring or service condition available	2012	3 Point Scale
		2022	Poles – 4 Point Scale Fixtures – 5 Point Scale Wiring / Supply Points – No Condition
Linear Barriers	Ad Hoc	2012	3 Point Scale
Privacy Fencing	Ad Hoc	Ad Hoc	No Condition Data
Stormwater Facilities	Ad Hoc	2012	3 Point Scale for CBMH No condition on sewer lateral

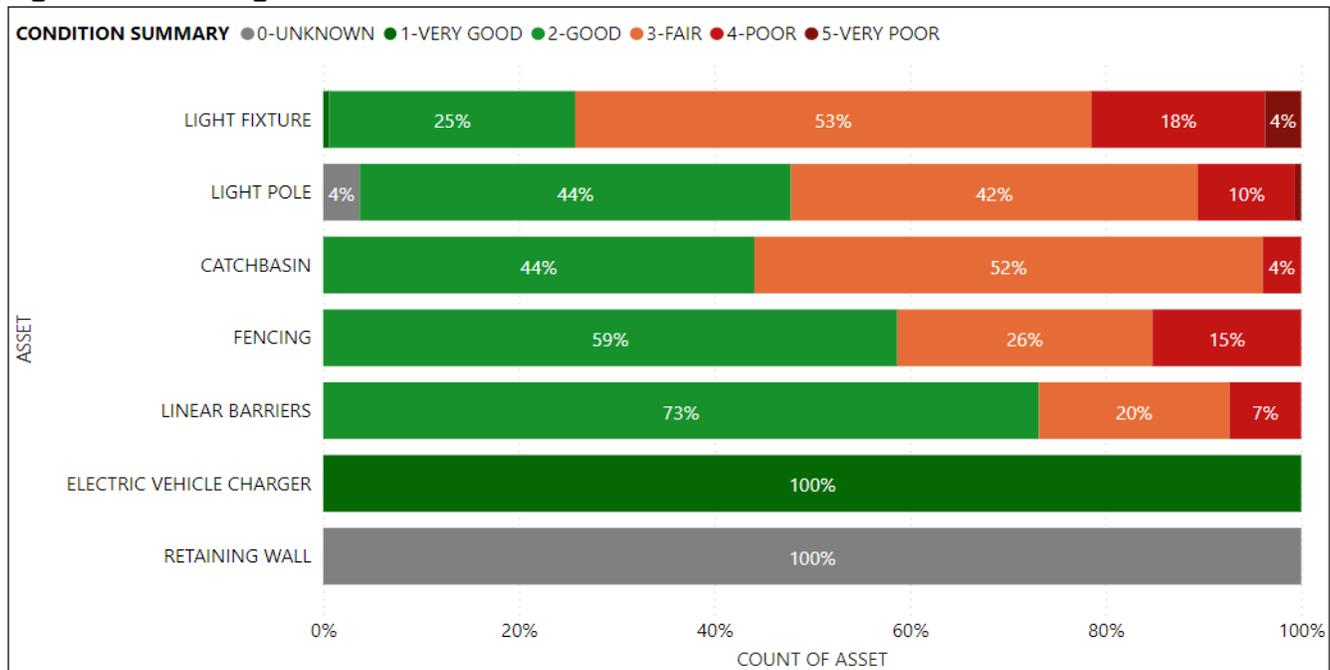
HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

ASSET	INSPECTION FREQUENCY	LAST INSPECTION	CONDITION SCORE OUTPUT
Retaining Walls	Currently Ad Hoc; should be investigated as per Ontario Structural Inspection Manual (OSIM)	Unknown	N/A, assumed based on age
Electric Vehicle Chargers	Ad Hoc	New Asset 2022	N/A, assumed based on age

ASSET CONDITION PROFILE

The condition profile of the City’s assets is shown in **Figure 5**. As mentioned in **section 3.3**, the original condition grades were converted to a standardized condition category for report consistency.

Figure 5 : Parking Site Works Asset Condition Distribution



The condition of the overall surface lot lighting system is based on staff subject matter expert opinion and is considered to be Poor. Although the poles and luminaires have had a recent inspection and condition rating which are detailed in the Figure above, this inspection did not review the wiring or electrical power supplies to the lights and the subject matter expert opinion is that the overall lighting system is in Poor Condition which is not reflected in the individual asset breakdown shown in the figure above.

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The condition of retaining walls is unknown and no physical attribute data is available. Data collection is required to determine the appropriate inspection requirements and reporting requirements as outlined in the Ontario Structure Inspection Manual (OSIM) which outlines that all retaining walls shall be inspected every two years.

A comprehensive asset inspection program for all assets should be developed identifying the frequency of inspection and developing 5-point scales for use during inspection so a condition can be determined. Condition assessment frequency should also be determined for asset categories, so condition is being reviewed and updated on a regular basis to better identify asset service lives. This is detailed in the Continuous improvement plan in **Table 32**.

ASSET USAGE & PERFORMANCE

Assets are generally provided to meet design standards where available. However, there are often insufficient resources to address all known deficiencies.

The largest performance issues with parking site services involve overall age and condition of the assets. The known service performance deficiencies as shown in **Table 10** were identified using staff input.

Table 9 : Known Service Performance Deficiencies

ASSET	LOCATION	SERVICE DEFICIENCY	DESCRIPTION OF DEFICIENCY
SITE WORKS	Surface Lot - Lighting	Poor illumination (requiring installation of additional fixtures and/or poles)	39 Surface Lots
		Existing Lighting in poor condition (requiring full pole replacements and other repairs)	12 Surface Lots
		Existing Lighting requiring localized repair (new fixtures, handhole covers or painting)	9 Surface Lots
		Underground wiring/conduit and electrical service entrances panels	The 2022 Lighting assessment did not include the underground wiring or electrical service entrances which were not inspected or assessed and are generally believed to be at end of life.

ASSET	LOCATION	SERVICE DEFICIENCY	DESCRIPTION OF DEFICIENCY
	Electric Vehicle Chargers	Out of Service	Frequent Vandalism / theft of cable
	Linear Barriers	Condition	Poor Condition due to deterioration and vehicle impacts. Replaced with Curbs when lots are reconstructed.
	Stormwater Facilities	Condition	Based on age, most surface lots have exceeded the lifespan of underground infrastructure.

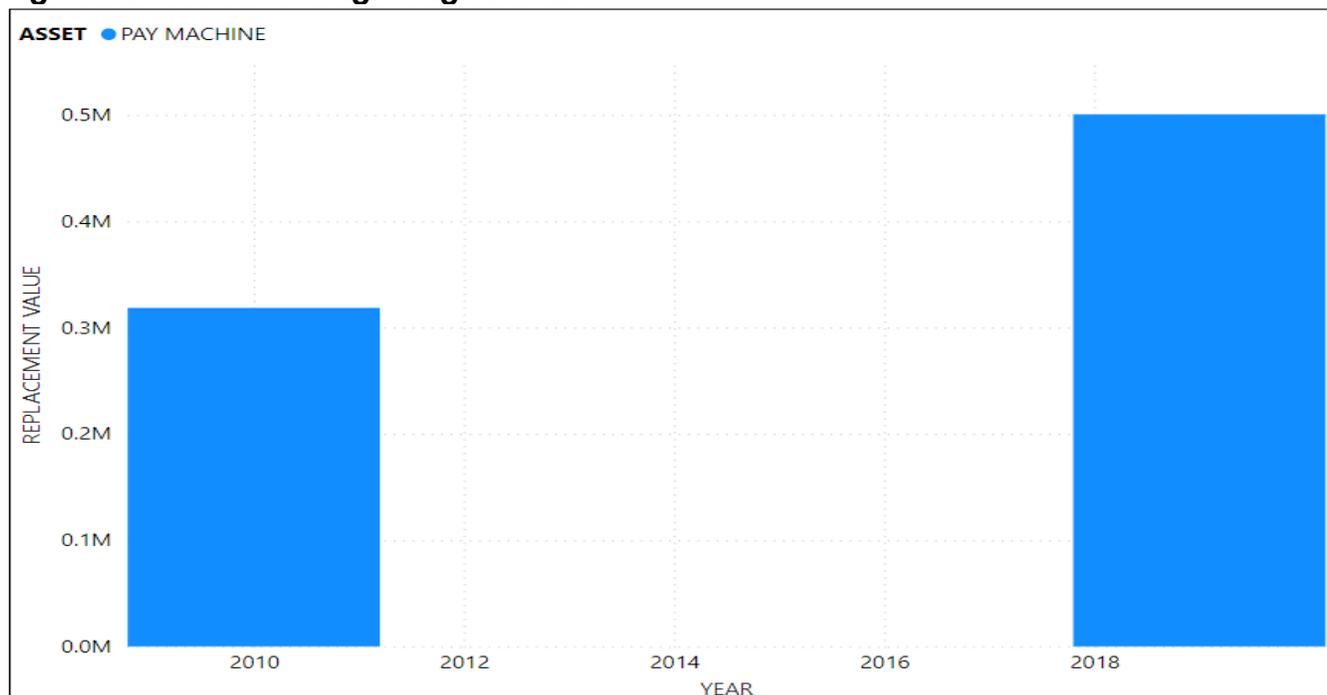
3.4.3 METERS AND SIGNS

The asset profile information for Meters and Signs asset classes is included in each section below and includes an age profile, the condition methodology used, the condition profile, and asset usage and performance.

AGE PROFILE

The age profile of the meters and signs assets is shown in **Figure 6**. An analysis of the age profile is provided below. For meters and signs assets, the data confidence for age is typically Low because age is generally unknown or assumed.

Figure 6: Meters and Signs Age Profile



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The age profile distribution of Pay Machines was determined in consultation with HMPS based on the manufacturer and years purchased from those manufacturers. The current pay machine inventory database does not capture the year of manufacture for the device. The confidence of age data for Pay Machines is medium based on this.

No data is available for the age of parking meters. Based on expert discussions with HMPS staff, Parking Meter metal casings generally have an estimated service life of 25 years and the electronic mechanism within the casing can be replaced separately. The mechanism has an estimated service life of 10 years. Generally, most meters are then believed to be less than 25 years of age. The confidence of age data for Pay Machines is medium based on the above.

No age data is available for non-regulatory signs. Non-regulatory signs are typically removed and replaced often; age data often is typically not a reliable indicator of condition. Signs can deteriorate based on many factors including weather, vehicular accidents, graffiti, etc. They are also typically a low value asset that can be replaced at a low cost with minimal impact.

No data is available for parking control regulatory signs.

CONDITION METHODOLOGY

As shown in **Table 11** below, inspections are completed for meters and signs on an ad-hoc basis and condition is largely based on age or subject matter expert opinion.

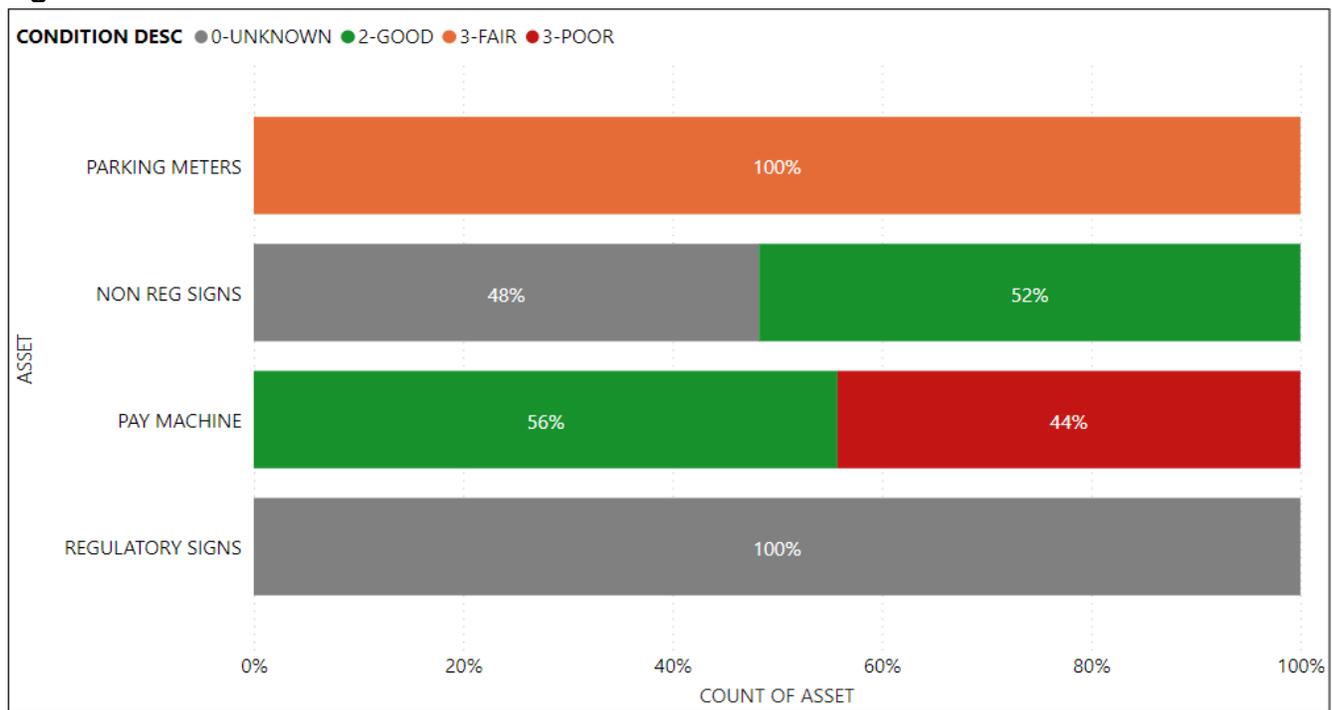
Table 10: Inspection and Condition Information

ASSET	INSPECTION FREQUENCY	LAST INSPECTION	CONDITION SCORE OUTPUT
Pay Machines	Ad Hoc	N/A	N/A, assumed based on age
Parking Meters	Ad Hoc Visual on Coin Pickup	N/A	N/A, not permitted to deteriorate below 3 - FAIR
Non-Regulatory Signs	Ad Hoc	N/A	N/A, assumed based on asset owner opinion
Regulatory Parking Control Signs	Ad Hoc - MMS 16 Months	N/A	N/A, assumed based on asset owner opinion

ASSET CONDITION PROFILE

The condition profile of the City’s assets is shown in **Figure 7**. As mentioned in section 3.3, the original condition grades were converted to a standardized condition category for report consistency.

Figure 7: Facilities Asset Condition Distribution



Parking meter condition has been assumed to be in Fair condition based on subject matter expert opinion. These assets are patrolled regularly as part of coin collection activities and non-functioning parking meters are generally repaired within 24 hours when reported. In addition, the internal mechanisms can be replaced separately from the external metal housing and mechanisms. The data confidence for condition is evaluated as low as it is based on assumption and subject matter expert opinion.

Non-Regulatory signs are largely replaced due to rate changes in parking and are typically replaced before the condition deteriorates significantly and the asset reaches the estimated service life.

Parking Regulatory signs do not have condition or inventory data. As part of a larger program this gap analysis in meeting Minimum Maintenance Standards has been identified and previously reported in Council Report PW18096(a). Work is ongoing between Transportation Planning and Parking Division (TPP) in the Planning & Economic Development Department and the Transportation Division in Public Works to determine how the levels of service will be met which should generate an inventory and condition as part of this work for future asset management plans. This item is identified in **Table 32** as a continuous improvement item.

ASSET USAGE & PERFORMANCE

Assets are generally provided to meet design standards where available. However, there are often insufficient resources to address all known deficiencies.

The largest performance issues with meters and signs involve machines and meters malfunctioning. The known service performance deficiencies in **Table 12** were identified using staff input.

Table 11: Known Service Performance Deficiencies

ASSET	LOCATION	SERVICE DEFICIENCY	DESCRIPTION OF DEFICIENCY
METERS AND SIGNS	Various	Outage, Vandalism	Pay Machines not working
	Various	Outage, Vandalism	Parking Meters not working
	Various	Poor condition signs, missing signs or improperly spaced signs	Regulatory Signs in poor condition requiring inspection and/or replacement or new installations to meet spacing requirements.

3.4.4 ADMINISTRATIVE ASSETS

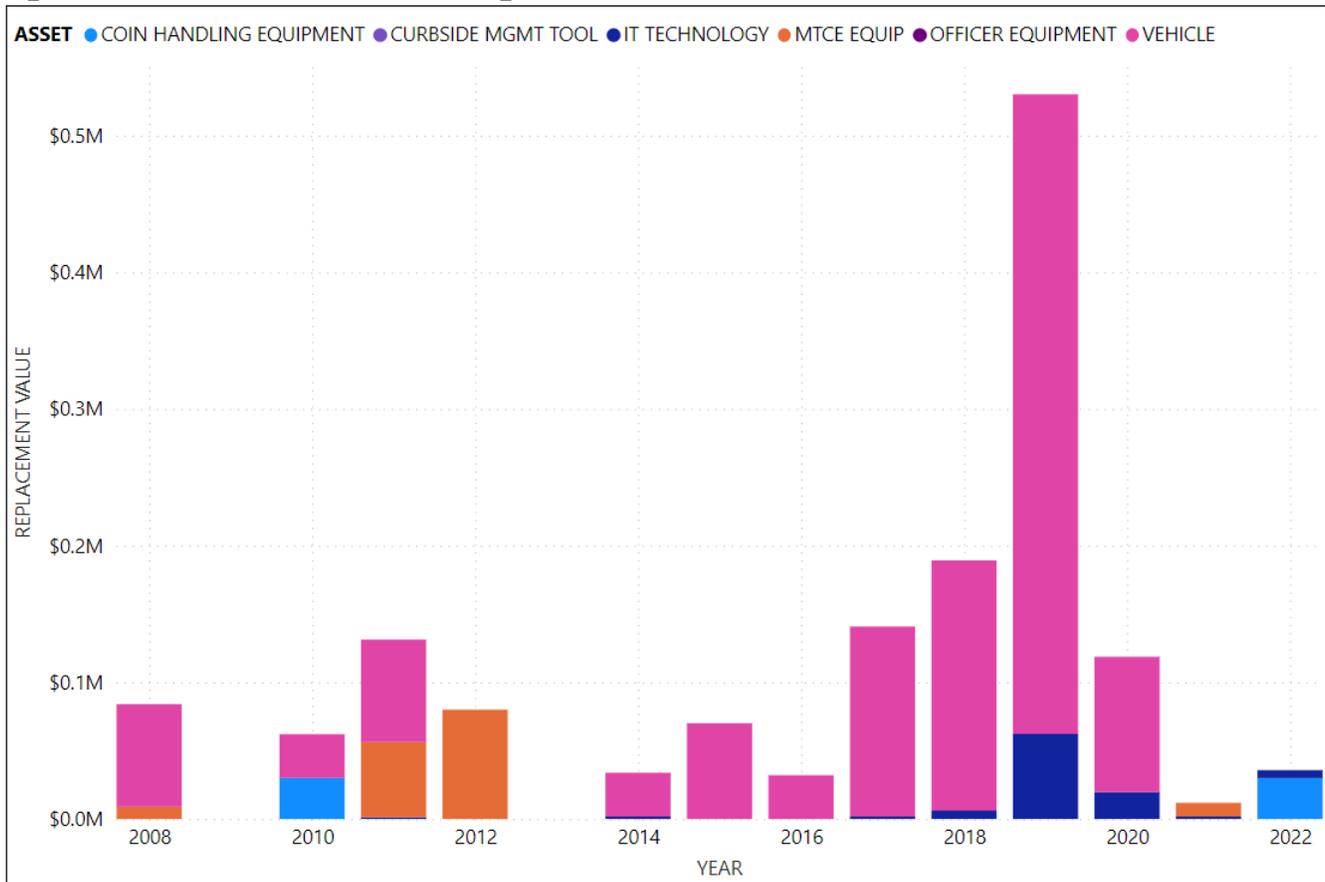
The asset profile information for administrative asset classes is included in each section below and includes an age profile, the condition methodology used, the condition profile, and asset usage and performance. At this time, administration assets such as facilities and vehicles have been included in the AM Plan in a very limited capacity to ensure the replacement value has been encompassed since these assets are assisting in the delivery of the parking service. More details related to these assets will be included in future iterations of the plan.

AGE PROFILE

The age profile of the administrative assets is shown in **Figure 8**. For administrative assets, the data confidence for age is typically high because age is generally known for administrative assets with the exception of Officer Equipment (uniforms and technology), which are replaced as needed.

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

Figure 8 : Administrative Asset Age Profile



Maintenance Equipment and the coin handling equipment generally exceed their estimated service life.

CONDITION METHODOLOGY

As shown in **Table 13** below, the condition for Administrative Assets is based on age as there are no regular condition assessments completed on these assets which reflects a data confidence of low for these assets.

Table 12 : Inspection and Condition Information

ASSET	INSPECTION FREQUENCY	LAST INSPECTION	CONDITION SCORE OUTPUT
Vehicles	As Per Fleet	N/A	N/A, assumed based on age
Maintenance Equipment	As Per Fleet	N/A	N/A, assumed based on age
Officer Equipment	Ad Hoc	N/A	Replaced as Needed, not allowed to deteriorate. Condition would not drop below 3 - FAIR

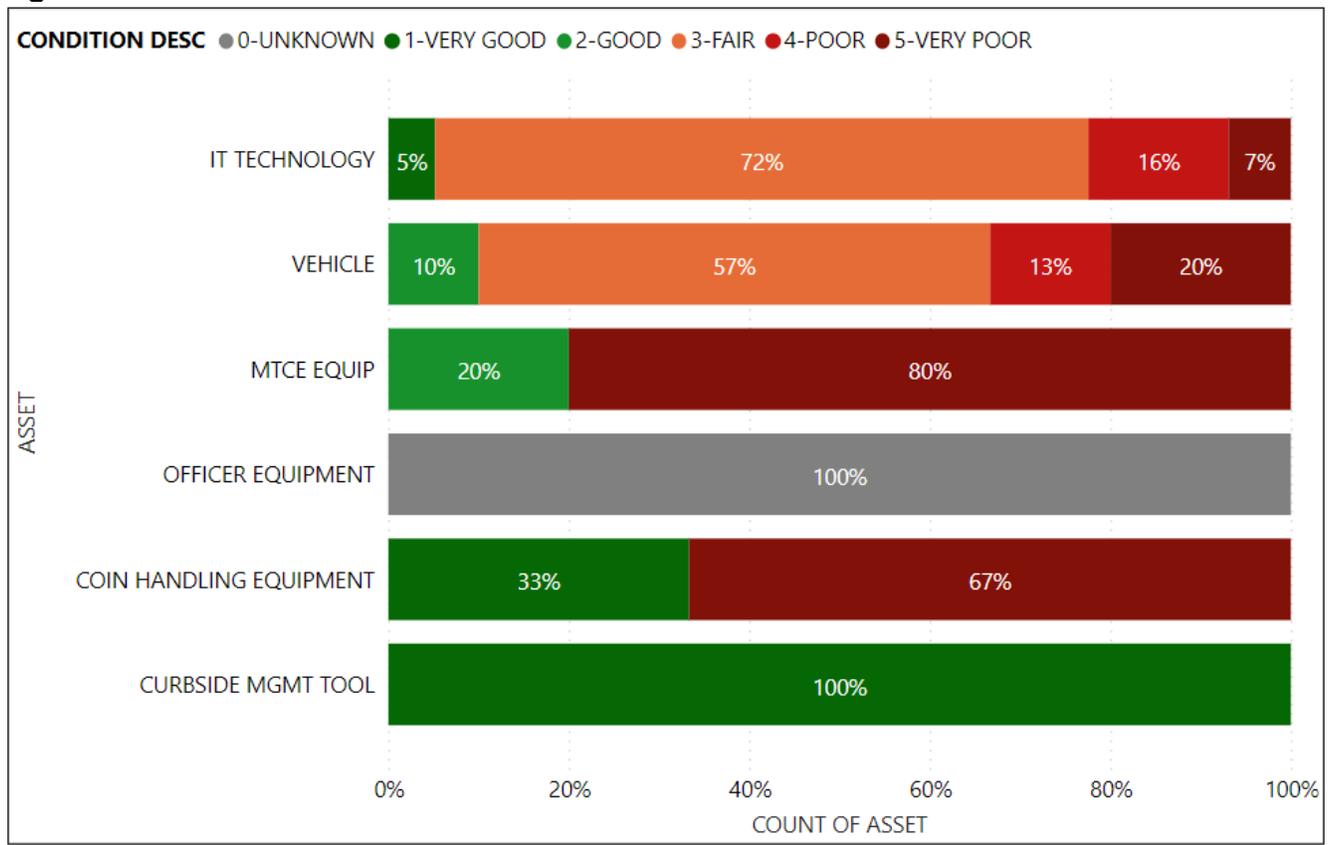
HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

ASSET	INSPECTION FREQUENCY	LAST INSPECTION	CONDITION SCORE OUTPUT
IT Technology	None	N/A	Based on Age
Coin Handling Equipment	Ad Hoc	N/A	Based on Age

ASSET CONDITION PROFILE

The condition profile of the HMPS Administrative assets is shown in **Figure 9**. As mentioned in **section 3.3**, the original condition grades were converted to a standardized condition category for report consistency.

Figure 9 : Administrative Asset Condition Distribution



The condition of both maintenance equipment and coin handling equipment is generally very poor. There is no formal condition assessment provided for this equipment, but it exceeds the estimated service life and planning for replacement should be considered.

Officer Equipment condition is not tracked; however, this equipment is replaced as needed and is maintained in operating condition and generally not permitted to deteriorate below Fair Condition based on expert staff opinion.

ASSET USAGE & PERFORMANCE

Assets are generally provided to meet design standards where available. However, there are often insufficient resources to address all known deficiencies.

The largest performance issues with administrative assets involve maintenance equipment. The known service performance deficiencies in **Table 14** were identified using staff input.

Table 13: Known Service Performance Deficiencies

ASSET	LOCATION	SERVICE DEFICIENCY	DESCRIPTION OF DEFICIENCY
ADMINISTRATIVE ASSETS	Fleet	Sweeper nearing end of life. Replacement planned in 2024	Reduced operating efficiency and increased repair costs

4. MUNICIPALLY DEFINED CURRENT LEVELS OF SERVICE

Levels of service are measures of what the City provides to its customers, residents, and visitors, and are best described as the link between providing the outcomes the community desires, and the way that the City provides those services.

O. Reg 588/17 does not define levels of service for HPS assets and therefore the City has developed municipally defined levels of service. Levels of service are defined in three ways, customer values, customer levels of service and technical levels of service which are outlined in this section. An explanation for how these were developed is provided in **Section 6.5 of the AMP Overview**.

4.1 SURVEY METHODOLOGY

To develop customer values and customer levels of service, a Customer Engagement Survey entitled *Let's Connect, Hamilton – City Services & Assets Review: Hamilton Parking Services* was released February 13, 2023 on the Engage Hamilton platform and closed on March 20, 2023. The survey results can be found in **Appendix "A"**.

The survey received submissions from 132 respondents and contained twenty (20) questions related to the Hamilton Municipal Parking Services service delivery. Based on the number of responses, a sample size of 132 correlates to a 95% confidence level with an 8.6% margin of error based on an approximate population size of 570,000. This was determined to be an acceptable confidence level to use to develop the customer values and customer performance measures for this AMP. It is important to note that respondents were allowed to opt out of questions, and so different questions may have different confidence levels depending on the opt out rate for that question.

While these surveys were used to establish customer values and customer performance measures, it is important to note that there were also limitations to the survey methodology which may reduce the confidence level in the survey data. The survey was only released using an online platform and did not include telephone surveys and consequently there is no way to confirm the identity information provided in the survey. In addition, the survey did not control for IP addresses, and therefore it is possible that respondents could complete the survey more than once and skew the survey results.

However, when reviewing the demographic responses for the survey, there was no clear evidence that the survey results had been skewed. When comparing the age and postal code demographics from the survey to the age demographics of the City there appears to be a slight over-representation of ages 55 and up. For postal code demographics for the City there does not seem to be a significant over-representation of postal code demographics within the survey. In addition, the responses were distributed across the City with responses from most communities as well as from a variety of self-identifications. Even when assessing the spikes in respondents per day, the results were distributed across different ages, postal codes, and self-identifiers. Therefore, although there are limitations to the survey, it does appear that these

results can be used to make some conclusions about the feelings of customers on the services HMPS provides.

The future intent is to release this survey on a regular basis to measure the trends in customer satisfaction and ensure that the City is providing the agreed level of service as well as to improve the marketing strategy by incorporating telephone surveys and IP controls to improve confidence levels in the survey responses. This has been noted in **Table 32** in the continuous improvement section.

4.2 CUSTOMER VALUES

Customer values are what the customer can expect from their tax dollar in “customer speak” which outlines what is important to the customer, whether they see value in the service, and the expected trend based on the 10-year budget. These values are used to develop the level of service statements.

Customer Values indicate:

- what aspects of the service is important to the customer;
- whether they see value in what is currently provided; and,
- the likely trend over time based on the current budget provision.

As previously mentioned, the customer values below were determined using the results from the *Let’s Connect, Hamilton – City Services & Assets Review: Hamilton Parking Service* survey.

Table 14: Customer Values

SERVICE OBJECTIVE:			
CUSTOMER VALUES	CUSTOMER SATISFACTION MEASURE	CURRENT FEEDBACK	EXPECTED TREND BASED ON PLANNED BUDGET (10-YEAR HORIZON)
Car Park Lighting, On-Street Parking and Car Park Accessibility, are very important services.	2023 HMPS City Services & Assets Review Survey	Based on survey responses, on average, these are very important services for HMPS to be responsible for providing.	Decrease

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SERVICE OBJECTIVE:			
CUSTOMER VALUES	CUSTOMER SATISFACTION MEASURE	CURRENT FEEDBACK	EXPECTED TREND BASED ON PLANNED BUDGET (10-YEAR HORIZON)
Car Park Condition and Appearance, Car Park Locations, Accessible Parking Permit Exemptions, Municipal Car Parks and Parking Structures, Parking Penalty Dispute Options, Parking Meters and Pay Machines, Temporary Regulation Enforcement Request, Parking Penalty Payment Options are important services.		Survey respondents on average feel these are important services for HMPS to be responsible for providing.	Decrease
Residential Boulevard Parking, Residential Driveway Access Permit, "Passport Parking" Mobile APP, Special Event Parking Permit for Residents are important services.		Based on survey respondents there are differing opinions on whether it is important for HMPS to be responsible for providing these services, but on average, these are considered important services.	Maintain
More stormwater runoff controls and more parking near transit are an important potential service.		Survey respondents on average feel these are important potential services for HMPS to be providing.	Decrease

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SERVICE OBJECTIVE:			
CUSTOMER VALUES	CUSTOMER SATISFACTION MEASURE	CURRENT FEEDBACK	EXPECTED TREND BASED ON PLANNED BUDGET (10-YEAR HORIZON)
More secure storage facilities and more bike racks and more electric vehicle charging stations are fairly important potential services, but customers are divided.		Based on survey respondents, there are differing opinions on these potential services but on average they are rated as fairly important .	Decrease
Increasing fees for environmentally sustainable changes, increasing monthly parking fees to prioritize transit and time of use pricing are not that important potential services but customers are divided.		Based on survey respondents there are differing opinions on these potential services but on average they are rated as not that important .	Maintain
Surface lot condition impacts how well it meets needs of customers.		Survey respondents, on average who rate the condition of surface lots as average or below indicate that parking lots in those conditions only meet some of their needs . The lower the condition score the less likely the surface lot meets their needs.	Decrease

SERVICE OBJECTIVE:			
CUSTOMER VALUES	CUSTOMER SATISFACTION MEASURE	CURRENT FEEDBACK	EXPECTED TREND BASED ON PLANNED BUDGET (10-YEAR HORIZON)
Current fees are reasonable for the service level provided, customers, based on average, generally do not want increases to improve services and want to maintain rates.		Survey respondents feel on average, HMPS should <i>minimize service cuts and maintain rates.</i>	Slight Decrease

4.3 CUSTOMER LEVELS OF SERVICE

Ultimately customer performance measures are the measures that the City will use to assess whether it is delivering the level of service the customer's desire. Customer level of service measurements relate to how the customer feels about the City's HMPS in terms of their quality, reliability, accessibility, responsiveness, sustainability and, over course, their cost. The City will continue to measure these customer levels of service to ensure a clear understanding of how the customers feel about the services and the value for their tax dollars.

The Customer Levels of Service are considered in terms of:

Condition	How good is the service? What is the condition or quality of the service?
Function	Is it suitable for its intended purpose? Is it the right service?
Capacity/Use	Is the service over or under used? Do we need more or less of these assets?

In **Table 16** under each of the service measure types (Condition, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current budget allocation.

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Table 15: Customer Levels of Service

TYPE OF MEASURE	LEVEL OF SERVICE STATEMENT	SOURCE	PERFORMANCE MEASURE	CURRENT PERFORMANCE	EXPECTED TREND BASED ON PLANNED BUDGET
Quality / Condition	Provide efficient HMPS services	2023 HMPS City Services & Assets Review Survey	Average survey respondent opinion on how HMPS has performed overall in the last 24 months across all service areas.	Average	Maintain
			Confidence levels	11% at 95% confidence level	
			Average survey respondent opinion on whether HMPS services felt comfortable and safe when being accessed.	Neither Comfortable nor Uncomfortable	Maintain
	Confidence levels	11% at 95% confidence level			
	Be fiscally responsible when delivering infrastructure and services to the Community	2023 HMPS City Services & Assets Review Survey	Average survey respondent opinion on whether HMPS is providing good value for money when providing infrastructure and services.	Average	Slight Decrease
			Confidence levels	11% at 95% confidence level	
Function	Provide services that meet needs	2023 HMPS City Services & Assets Review Survey	Average survey respondent opinion on if HMPS is meeting service needs overall	Meets Some	Slight Decrease
			Confidence levels	11% at 95% confidence level	

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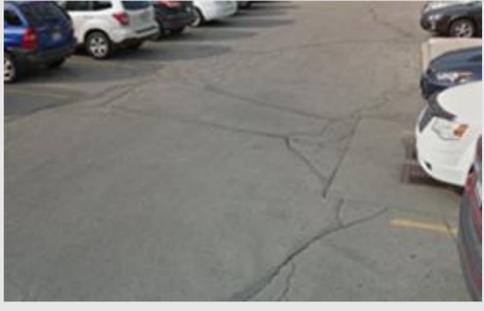
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TYPE OF MEASURE	LEVEL OF SERVICE STATEMENT	SOURCE	PERFORMANCE MEASURE	CURRENT PERFORMANCE	EXPECTED TREND BASED ON PLANNED BUDGET
Capacity	Ensure HMPS services are accessible when needed	2023 HMPS City Services & Assets Review Survey	Average survey respondent opinion on if HMPS is providing access to parking across various communities and On-Street parking across the City.	Neither Satisfied nor Dissatisfied	Decrease
			Confidence levels	11% at 95% confidence level	

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Table 17 below shows the comparison between HMPS staff condition ratings of asphalt pavement and customer condition ratings from the survey to see if there is general alignment between how asset condition is evaluated between staff and customers. It is interesting to note that City staff were focused on Asset Condition specifically the pavement when determining condition rating. Customers from their written responses are considering all of the assets shown in the photographs and lot configuration. It is also interesting to note than when customers responded to the follow up Question "Please consider if this parking lot would meet your needs" the response seemed to be based on the overall functionality of the lot and related features and attributes such as trees, walkways, accessibility of parking spots and not just on how the condition of the pavement asset might affect useability. Generally, it appears that HMPS staff and customers are generally aligned in condition rating Very Good to Poor and that even lots in Poor and Very Poor condition as rated by customers still meet some of their needs.

Table 16 : Comparison of Customer Ratings to HMPS Condition Ratings

HMPS ASPHALT CONDITION RATING	PHOTO USED IN SURVEY*	AVERAGE CUSTOMER RESPONSE TO "PLEASE RATE THE CONDITION OF THE PARKING LOT AND SPACES"***	AVERAGE CUSTOMER RESPONSE TO "PLEASE CONSIDER IF THIS PARKING LOT WOULD MEET YOUR NEEDS"
1-Very Good		1-Very Good (Very Good = 4.53, standard deviation 0.75)	Meets (3.34, standard deviation 1.03)
2-Good		3-Fair (Average = 3.06, standard deviation 0.99)	Meets Some (2.43, standard deviation 0.90)
3-Fair		3-Fair (Average = 2.74, standard deviation 0.83)	Meets Some (2.33, standard deviation 0.78)
4-Poor		4-Poor (Poor = 1.99, standard deviation 0.90)	Meets Some (1.94, standard deviation 0.80)
5-Very Poor		4-Poor (Poor = 2.05, standard deviation 0.78)	Meets Some (1.93, standard deviation 0.66)

Note: * Photos used in Survey were not all from HMPS lots
 ** Response scales used for survey were reversed from CAM asset condition scales, in the survey was 5-Very Good and 1-Very Poor.

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4.4 CUSTOMER VALUES AND LEVELS OF SERVICE ALIGNMENT

The three (3) indices calculated to assess how customer expectations for a service are aligning with the perceived performance for HMPS are listed below in **Table 18**. These indices are explained and analyzed in detail in the sections below and will be included for all assets (when available) in the overall measures in the AM Plan Overview.

Table 17 : Customer Indices

CUSTOMER INDICES	AVERAGE RESULT	CONFIDENCE LEVEL
Service Importance Versus Performance Net Differential	-19	10% at 95% Confidence Level
Net Promoter Score (%)	-57%	TBD
Service Rates Versus Value for Money Net Differential	-1	TBD

SERVICE IMPORTANCE VERSUS PERFORMANCE INDICE

The Service Importance versus Performance indices is used to determine if a service's importance correlates with the perceived performance. Service areas where the average importance rating exceeds the average performance rating by 20 points is indicative of a mismatch between expectations and service levels, equal to one point on the Likert scale.

Generally, it appears that most responders see a mismatch between importance and performance in infrastructure driven areas such as Car Park Lighting, Car Park Condition and Appearance. There are also mismatches in some service driven areas such as On-Street Parking, Temporary Regulation Enforcement Requests, Residential Boulevard Parking and Parking Penalty Dispute Options. To reduce the net differential, HMPS would have to increase their performance by improving the responses given by respondents on the Likert Scale, which they would accomplish by altering their Technical Levels of Service. If HMPS was looking for areas to improve these would be the key services to investigate further. However, whether the customer is willing to pay for this increase in service is determined by the Service Rates Versus Value for Money Net Differential which is explained in detail in the section below.

Although there were percentages of respondents who opted out of the question, there is still a significant enough sample size to have a degree of confidence in these results.

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Figure 10: Performance Versus Importance Index Score

Service Area	Importance (index score)	Performance (index score)	Net Differential	Opt Out %
Average	76	57	-19	29.8
Temporary Regulation Enforcement Request	73	39	-33	58.0
Residential Boulevard Parking	75	47	-28	39.0
Car Park Lighting	86	61	-25	15.2
On Street Parking	81	57	-24	4.2
Parking Penalty Dispute Options	75	50	-24	36.7
Car Park Condition and Appearance	80	59	-21	10.6
Accessible Parking Permit Exemptions	79	59	-20	42.8
Car Park Accessibility	81	61	-20	20.1
Residential Driveway Access Permit	72	51	-20	57.2
Car Park Locations	80	61	-19	9.5
Special Event Parking Permit for Residents	69	51	-17	55.7
Municipal Car Parks and Parking Structures	78	62	-15	12.9
Parking Meters and Pay Machines	74	61	-12	12.6
Parking Penalty Payment Options	72	62	-10	32.6
"Passport Parking" Mobile APP	71	70	-1	40.9

*It is important to note the opt out % for some of the responses when evaluating the overall results.

NET PROMOTER SCORE INDICE

The Net Promoter Score indices outline how likely an individual is to recommend a service to another person and measures customer loyalty. For municipal services this score is difficult to interpret because often times individuals do not have many alternatives for utilizing different services and also there may be internal biases for certain service areas. However, this score does provide valuable information for determining if customers would recommend using the service or whether they may seek alternatives or avoid using the service altogether.

Likert choices less than a score of 4, are considered 'Detractors' meaning that they would not recommend the service, while scores of 5 are considered 'Promoters' who would recommend the service, and scores of 4 are considered 'Passive' which means they do not have strong feelings about the service. Respondents who opted out by not answering or selecting 'Can't Say' were removed from the sample. Net Promoter score is calculated by subtracting (% Promoters) and (% Detractors). The Standard Deviation (σ) is calculated in percent, the same units as the Net Promoter Score.

Per **Figure 11** below, generally most users of the service would not recommend HMPS to another person. However, the standard deviation being greater than 20 does consistently show that survey respondents were divided on most of these services. Generally, there are large quantities of detractors for nearly all services. The highest related to car park condition and appearance, car park locations and car park lighting with the highest related to services such as parking penalty dispute options, residential boulevard parking and temporary regulation /enforcement request.

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Figure 11: Net Promoter Score



SERVICES RATES VERSUS VALUE FOR MONEY INDICE

The Service Rates versus Value for Money indices is used to determine if the rate an individual is paying for a service correlates with the perceived value for money. Service areas where rate level ratings exceed value for money ratings by 20 points is indicative of a mismatch between expectations and service levels, equal to one point on the Likert scale. Positive Net Differential values indicate that 'Value for Money' was greater than willingness for 'Rates'. Low index scores in 'Rates' indicate that respondents are not willing to pay increased rates for the service area. All values were calculated and then rounded to the nearest whole number.

Generally, customers see value for money in the Passport Parking Mobile App and parking penalty payment options. Customers do not see value for money in car park condition and appearance, car park lighting and temporary regulation enforcement request.

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Figure 12: Services Rates Versus Value for Money Index Score

Service Area	Reasonable Fees (index score)	Value for Money (index score)	Net Differential
Average	60	59	-1
"Passport Parking" Mobile APP	54	63	9
Parking Penalty Payment Options	54	60	6
Accessible Parking Permit Exemptions	58	62	4
Special Event Parking Permit for Residents	56	59	3
Parking Meters and Pay Machines	59	60	0
Car Park Accessibility	62	60	-2
Parking Penalty Dispute Options	55	53	-2
Car Park Locations	61	59	-2
Municipal Car Parks and Parking Structures	62	58	-4
On Street Parking	62	58	-4
Temporary Regulation Enforcement Request	60	54	-5
Car Park Lighting	66	59	-7
Car Park Condition and Appearance	65	55	-11

**Please note that due to a survey error the dimensions "Residential Boulevard Parking" and "Residential Driveway Access Permit" do not appear in the results as they were omitted for survey Questions 19 and 20.*

4.5 TECHNICAL LEVELS OF SERVICE

Technical levels of service are operational or technical measures of performance, which measure how the City plans to achieve the desired customer outcomes and demonstrate effective performance, compliance and management. The metrics should demonstrate how the City delivers its services in alignment with its customer values; and should be viewed as possible levers to impact and influence the Customer Levels of Service. The City will measure specific lifecycle activities to demonstrate how the City is performing on delivering the desired level of service as well as to influence how customers perceive the services they receive from the assets.

Technical service measures are linked to the activities and annual budgets covering Acquisition, Operation, Maintenance, and Renewal. Asset owners and managers create, implement and control technical service levels to influence the service outcomes.²

At this time HMPS does not have a large number of Technical Levels of Service. A continuous improvement item has been identified in **Table 32** to identify and develop additional Asset Related performance measures that could be used as Technical LOS for future iterations of the AM Plan.

Table 19 shows the activities expected to be provided under the current 10-year Planned Budget allocation and the Forecast activity requirements being recommended in this AM Plan.

Table 18: Current Technical Levels of Service

LIFECYCLE ACTIVITY	LEVEL OF SERVICE STATEMENT	ACTIVITY MEASURE	CURRENT PERFORMANCE (2023) *	CURRENT TARGET PERFORMANCE (2023) **	PROPOSED 10 YEAR PERFORMANCE (2023-2032) ***
Operations	Ensure appropriate level of resources to meet service requests	Average Response Time to complaints requesting parking enforcement (Time measured from call to on-site)	Approx. 56 Minutes	TBD	TBD
		Budget			\$430K per 5 additional FTE officers
	Ensure appropriate level of parking utilization	2021 Downtown On-Street parking utilization rate – Weekday 12:00 pm (1,158 spaces) ****	74%	Below 85%	Below 85%
		2021 Downtown Off-Street Weekday 12:00 pm (public) utilization rate (2,811) ****	82%	Below 85%	Increase above 85%
		Budget		Current Budget	Current Budget
	Ensure optimum costs are achieved over the whole life of the asset	Actual Operating Expenditures vs Planned Budget (2022 Actuals)	98%	100%	100%
		Budget		N/A	N/A
	Compliant with Minimum Maintenance Standards	Inspection and Inventory of Regulatory Parking Control Signs	0%	0%	100%
		Budget			\$500 K

LIFECYCLE ACTIVITY	LEVEL OF SERVICE STATEMENT	ACTIVITY MEASURE	CURRENT PERFORMANCE (2023) *	CURRENT TARGET PERFORMANCE (2023) **	PROPOSED 10 YEAR PERFORMANCE (2023-2032) ***
Maintenance*	Ensure Parking assets are kept in a safe and acceptable repair and issues are resolved in a timely manner	Average Response Time to repair non-functioning meter or pay machine	TBD	24 Hours	24 Hours
		% of off-street Parking Lots where Surface Asphalt rated as Fair or Above in condition assessments	42%	42%	42%
		Budget		Maintain	Maintain
	Ensure efficient operation of on and off-street parking and enforcement	Net Revenue per parking space (4320 off street, 2200 on-street) / Operating + Capital budgets - Less Revenue per space	\$27.11 per space	Maintain	Maintain
		Budget	N/A	N/A	
Renewal	Ensure parking assets are renewed in a timely manner and Accessibility is a component of renewal	Percent (%) Surface Parking Lots with Pavement renewed (full reconstruction of asphalt and granular) within Estimated Service Life (30 years since last renewal for lots > 1000 m ² and 40 years for lots <1000 m ²)	0%	0%	TBD
			Budget		TBD
		Percent (%) of Parking lot Lighting Retrofits completed to 2022 Design Plan	0%	TBD	TBD
			Budget		\$400,000
	% of off-street parking lots and garages that are AODA Compliant for Signs and Pavement Markings	5%	60%	100%	
		Budget	\$16K	\$14K	
Renew Regulatory Parking Signs identified as Non-Compliant from Inspection	Renew identified non-compliant MMS Regulatory Parking Control Signs and/or Install signs as required to meet spacing requirements. Assumes 25% will require renewal or acquisition.	0%	0%	100%	
		Budget (Assumes \$400k per year for 4 years)		\$1.6M	

Note: * Current activities related to Planned Budget.
****** Current internal target
******* Expected performance related to forecast lifecycle costs.
******** These values are taken from the 2021 Parking Master Plan background study. The Target of 85% is also defined in that report. At this time there is no automated way to update or calculate these values outside of a dedicated parking use study. A Continuous Improvement Item in Table 32 is to investigate ways to simplify the data collection for this LOS in the future so operational capacity can be tracked in real time.

It is important to monitor the service levels regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and customer priorities will change over time. These metrics were created specifically for this 2023 AMP with available data. Many of these metrics should be improved to include a target to be in line with SMART objectives identified in the AMP Overview. In addition, performance measure data should be both easy to extract and measured over time, and a data collection process may likely need to be created. These have been identified as continuous improvement items in **Table 32**.

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4.6 PROPOSED LEVELS OF SERVICE DISCUSSION

At this time, the City's technical metrics for the HMPS service area are largely based on utilization rates and asset condition. Calculation of utilization rates is complex and requires manual vehicle counts and is largely only available during major Master Plan type studies. Technical Levels of Service have been added to track and identify additional costs needed to become compliant with the Minimum Maintenance Standards for regulatory parking control signs.

Customer preferences and expectations do not always match technical targets. It is difficult to make any conclusive decisions based on the initial survey. In the interim it has been assumed that the current levels of service will be the proposed levels of service moving forward past 2025 in accordance with O. Reg 588/17. Therefore, the information below is intended to provide context to HMPS to areas for further investigation before proposing any new Levels of Service.

CONDITION

Based on **Table 16** above, survey respondents rated overall quality and condition of HMPS services as generally Average and feel neither safe nor unsafe accessing services. There is a mismatch in how important customers rated Car Park Lighting, Car Park Condition and Appearance and the related performance. These could be an area where HMPS could investigate and propose new levels of service to improve the overall condition of physical assets such as Parking Lots and Lighting. These are also some of the items that most negatively impact the Net Promoter Score. However, based on the services rates versus value for money indices it does not appear that customers are willing to pay more for improved performance in these areas. It is also noted that when comparing physical photos of car parking lots that customers identified that car parking lots in Fair or lesser condition still meet most of their needs.

FUNCTION

Based on **Table 16**, survey respondents rated that HMPS services met some of their needs when considering the service overall. Customers felt that important potential services could be considered relating to more stormwater runoff controls from parking lots and more parking near transit are an important potential service. Customers were more divided but also identified desire for more secure storage facilities, more bike racks and more electric vehicle charging stations. Willingness to pay was not a survey component for these potential future services so HMPS should do further study on these items prior to proposing changes to Levels of Service in these areas.

CAPACITY

Based on **Table 16**, survey respondents were neither satisfied nor unsatisfied with generally finding parking both on and off street across the various communities. There is a mismatch in performance and importance for On-Street Parking and car park locations indicating this could be an area to proposed improved levels of service. It is expected that capacity will be reduced

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in certain areas of the City as described elsewhere due to LRT and HUPEG. This will affect capacity for physical municipal parking locations and lead to reduction. The services rates versus value for money indices is largely balanced for On-Street Parking and Car Park Locations meaning most customers are balanced on this matter so there is no real desire to pay more or less for additional parking capacity to be created.

There are a number of staffing focused services in the survey that could largely be grouped as "enforcement" types of activities such as, Temporary Regulation Enforcement Request and Special Event Parking Permits for Residents. There were a large percentage of opt-outs in responding to these specialized programs however customers who did respond felt that performance was below importance. HMPS as part of their 2023 budget business case did request and receive approval from Council to add an additional five (5) Full Time Equivalent (FTE) enforcement staff. The impact of these additional staff should be measured to see if there are improvements to enforcement type services and response times. HMPS should review and determine if additional officers are required and propose them as a future level of service once the impact of the new officers is fully implemented. Ideally performance on these items will improve in future surveys as a result of increased capacity of additional staff.

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5. FUTURE DEMAND

Demand is defined as the desire customers have for assets or services and that they are willing to pay for. These desires are for either new assets/services or current assets.

The ability for the City to be able to predict future demand for services enables the City to effectively plan and identify the best way of meeting the current demand while also being responsive to inevitable changes in demand. Demand will inevitably change over time and will impact the needs and desires of the community in terms of the quantity of services (assumption of assets due to development growth) and types of service required (alternative pavement options or traffic calming devices)

5.1 DEMAND DRIVERS

For Parking service area, the key drivers identified in the Parking Master Plan are population and employment growth, new developments, changes to parking supply, and changing travel patterns. Other drivers are the cost of parking.

5.2 DEMAND FORECASTS

The high level present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented in Table 20. Growth projections have been shown in the AM Plan Overview.

The 2021 Parking Master Plan identified the peak periods for the Downtown Area by 2030:

- On-Street: 840 vehicles (72% utilization);
- Off-street (Public): 2,200 vehicles (90% utilization);
- Off-street (Private): 4,100 vehicles (97% utilization); and,
- Overall: 7,100 vehicles (91% utilization).

The Parking Master Plan was completed prior to the finalization of the LRT System and the HUPEG agreement. As part of the agreement, the City will “transact” the MCP 68 York Boulevard Parkade, MCP 69 and the Surface parking lot located at MCP 62 14 Vine Street to become development sites. Finalization of the LRT System will impact and eliminate areas of on-street parking in the downtown core. These two issues combined will result in the loss of more than 1000 (950 off street and 100 on-street) spaces in the downtown area, which will reduce available parking required to meet future demand since utilization will greatly exceed the 90% forecast.

It is also predicted that several downtown private off-street parking lots will be lost in the next decade as development occurs on these properties creating additional demand in this area while further reducing supply.

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The Parking Master Plan also identified several municipal lots in the downtown that are currently operating above the recommended threshold capacity of 85% and operate at 100%. These include Lot 5 (King William/Mary); Lot 7 (Ferguson/Main) and Lot 76 (Catherine/Hunter).

Future parking operations are projected to approach and likely exceed capacity under these demands and result in parking shortages and an inefficient parking system, specifically in the downtown area but other areas such as Stoney Creek and Waterdown are also experiencing parking shortages.

The redevelopment of the west harbour also results in the loss of a surface parking lot between Pier 4 and Pier 8 of approximately 883 spots. These spots are not currently managed by HMPS.

As per Report PED17181(e) It is estimated that 500-600 new spaces will be required to address the longer-term shortage related to a redeveloped West Harbour Area and a new centralized parking structure may be required for this area.

The Parking Master Plan also identified several dispersed lots that are operating above the recommended effective capacity threshold of 85%. These include Lot 20 (Southam) at 100%, Lot 33 (Southam) at 98% and Lot 34 (Homeside) at 100%.

There are also areas of the City where the available supply of parking regularly exceeds demand such as Dundas where nearly 100 vacant spots were observed at all times and Ottawa Street where Off-street parking Utilization is 18%. These areas should be reviewed to determine if assets can be rationalized, and the resources needed to maintain them redeployed to other areas.

5.3 DEMAND IMPACT AND DEMAND MANAGEMENT

The impact of demand drivers that may affect future service delivery and use of assets are shown in **Table 20**.

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks, and managing failures.

Opportunities identified to date for demand management are shown in **Table 20**. Climate change mitigation and adaptation demands are included in **Section 7.0**. Many of these demands are difficult to predict at this time and therefore they are not included in the Lifecycle Management Plan at this time. Further opportunities will be developed in future revisions of this AM Plan, as identified in **Table 32** in the continuous improvement section.

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Table 19: Demand Management Plan

DEMAND DRIVER	CURRENT POSITION	PROJECTION	IMPACT ON SERVICES	DEMAND MANAGEMENT PLAN
Parking Price Changes*	1% Increase in pricing yields 0.2 reduction in demand*	Approx. 4% rate increase annually	Economic Solution reduce demand	Pricing Framework approved by Council. Reduce demand by 0.8% annually
Single Occupancy Vehicle (SOV) Modal Share Changes*	2018 (67%) of Trips SOV*	2031 – reduce SOV trips to 52%*	1.02% annual decrease in parking demand*	Influence modal choice to reduce parking demand
Background population and employment growth*	Growth factors developed for each BIA*	2019-2030 Growth Factors vary 1.090 – 1.204*	Growth will not be linear across the city, concentrated downtown. Demand exceeds supply in some BIA areas.	Improve distribution of parking demand in Downtown from popular facilities to underutilized facilities. No additional surface lots planned at this time.
New Developments in the Downtown Area and BIA's*	Developments assumed to be self-sustaining no impact to demand	No Change	No Change	No Plan required
Parking supply losses and gains*	Development will reduce available parking as private and public lots are converted*	719 spaces removed estimated by 2030*	Sufficient capacity may not be available	Improve distribution of parking demand in Downtown from popular facilities to underutilized facilities via Parking Wayfinding/App
Parking supply losses and gains	HUPEG Agreement Loss of York Parkade and Vine Street Lot	950 spaces removed by 2030 if not earlier	Sufficient capacity may not be available	Improve distribution of parking demand in Downtown from popular facilities to underutilized facilities

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DEMAND DRIVER	CURRENT POSITION	PROJECTION	IMPACT ON SERVICES	DEMAND MANAGEMENT PLAN
Parking supply losses and gains	LRT Construction will impact on-street parking	Anticipated 2024 – Approx. 100 spaces	Loss of on-street short term parking availability	Proactive parking enforcement
Parking Enforcement Calls for service	2015-2019 57% increase in service calls	Population Growth will drive additional requests for enforcement	Longer wait time for response	Additional 5 FTE Enforcement officers approved as part of 2023 Budget Process

*Details taken from Background Report II Future Conditions and Financial Assessment of 2022 Parking Master Plan and 2022 Parking Master Plan

**Details taken from West Harbour Re-Development Plan Status Update (PED17181(e))

5.4 ASSET PROGRAMS TO MEET DEMAND

At this time there are approximately two (2) new assets being acquired to manage demand over the 10-year planning horizon. Acquiring new assets would commit the City to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the long-term financial plan

No additional HMPS parking garages or surface lots are planned over the 10-year planning horizon for the Downtown, Waterdown or Stoney Creek areas.

(1) Automated License Plate Reader System

The City of Hamilton is planning to purchase an Automated License Plate Reader system. This will increase the efficiency of enforcement and permit more proactive enforcement both on and off-street. This increased enforcement should improve the turnover of parking spaces, which will assist in meeting demand. The City is also planning where economically feasible to remove approximately 500 parking meters for individual spaces and replace them with 75 new pay and display machines or in some instances signage to facilitate mobile payment. This is not a true acquisition as the pay machines are effectively renewal of the parking meters as the costs are very similar with one machine replacing several meters. This will not necessarily assist with demand reduction but will streamline parking operations by eliminating coin collection from individual meters and maintenance activities with individual meters, including rate change modifications. This will free up staff to focus on other demands and maintenance needs including meter refurbishment activities. There is no anticipated reduction in the operating budget related to this change as staff will be reassigned to other needs in HMPS.

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(2) West Harbour Parking Garage

The West Harbour long term Transportation and Parking study has identified a possible need for a new parking garage in this area to be constructed with approximately 500 new spaces. In 2017 it was suggested this garage would be needed within 5-12 years and Council had previously budgeted \$23.5 Million for a parking garage to be constructed at a later date. Studies are ongoing and at this time the owner/operator of this garage is undetermined and could be outside of the scope of HMPS services. At this time this potential asset and related lifecycle costs is not included in the AM Plan.

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6. RISK MANAGEMENT

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: ‘coordinated activities to direct and control with regard to risk’³.

The City is developing and implementing a formalized risk assessment process to identify risks associated with service delivery and to implement proactive strategies to mitigate risk to tolerable levels. The risk assessment process identifies credible risks associated with service delivery and will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts, or other consequences.

The risk assessment process identifies credible risks, the likelihood of those risks occurring, and the consequences should the event occur. The City utilizes two risk assessment methods to determine risk along with subject matter expert opinion to inform the prioritization. Hamilton is further developing its risk assessment maturity with the inclusion of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable in the next iteration of the plan.

6.1 CRITICAL ASSETS

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarized in **Table 21**. Failure modes may include physical failure, collapse or essential service interruption.

Table 20: Critical Assets

CRITICAL ASSET(S)	FAILURE MODE	IMPACT
Parking Garage(s)	Collapse	Severe Injury Service Interruption Financial Reputational
Surface Lot(s)	Physical Failure	Service Interruption Reputational

By identifying critical assets and failure modes an organization can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

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6.2 RISK ASSESSMENT

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for non-acceptable risks.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action), and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment costs of implementing the selected treatment plan is shown in **Table 22**. It is essential that these critical risks and costs are reported to management. Additional risks will be developed in future iterations of the plan and are identified in **Table 32** in the Continuous Improvement Section of the plan.

Table 21: Risks And Treatment Plans

Note * The Residual Risk Is The Risk Remaining After The Selected Risk Treatment Plan Is Implemented.

SERVICE OR ASSET AT RISK	WHAT CAN HAPPEN?	RISK RATING	RISK TREATMENT PLAN	RESIDUAL RISK *	TREATMENT COSTS
Convention Center Parking Garage	<p>Structural deterioration from water infiltration into garage leads to major structural failure or failure of life safety system. There have been previous high-profile parking structure collapses in other North American cities.</p> <p>Water comes from assets owned by others (King Street Drainage, Convention Center, Roof / Summers Lane Structure.</p>	Very High	<p>Inspections by P.Eng. every 10 years; Budget for Major Maintenance every 10-12 years</p> <p>Coordinate response to water infiltration from all external sources (Continuous improvement plan Table 32)</p> <p>Working Group of asset owners to determine accountability for each shared asset, regular</p>	Medium	\$3.7M every 10-12 years

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SERVICE OR ASSET AT RISK	WHAT CAN HAPPEN?	RISK RATING	RISK TREATMENT PLAN	RESIDUAL RISK *	TREATMENT COSTS
	Uncoordinated inspections and/or comprehensive inspection program by all asset owners misses root cause		parking garage committee meetings; coordinate inspections and asset management plans		
	Extreme flooding of Parking Garage lower levels caused by storm event	High	Regular Inspection and testing of sump pumps and their electrical power supply	Low	TBD
	Sustained Power outage in Parking Garage – No Lighting, Elevators, Sump pumps, Fire detection	High	Regular Inspection and Testing of Backup Generator by Facilities; Regular Inspection of electrical system as preventative maintenance. Consider connecting Elevators and garage lighting to backup generator supply. Consider implementing the inspection and maintenance standards of CSA 282 –	Medium	TBD

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SERVICE OR ASSET AT RISK	WHAT CAN HAPPEN?	RISK RATING	RISK TREATMENT PLAN	RESIDUAL RISK *	TREATMENT COSTS
			Emergency Electrical power supply for buildings		
Pavement	Pavement not being renewed when at end of service life; increases reactive maintenance costs; decreases LOS;	High	Develop Pavement Lifecycle Strategy; Implement a Work Order Management System; Investigate Transitioning Pavement Management to Roads/Facilities	Low	TBD
Site Works - Storm Sewers	collapse / sinkhole of storm sewers causing sinkhole/flooding	High	Develop Overall Asset Management Strategy (Asset Inventory, standardized inspection criteria, standardized condition rating and prioritization) Maintenance Strategy; Investigate Transitioning Storm Water Inspections / Maintenance to Water	Low	TBD

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SERVICE OR ASSET AT RISK	WHAT CAN HAPPEN?	RISK RATING	RISK TREATMENT PLAN	RESIDUAL RISK *	TREATMENT COSTS
Site Works - Lighting System	Lighting Systems (poles/luminaires/service entrance and u/g cables)	High	Develop Overall Asset Management Strategy (Asset Inventory, standardized inspection criteria, standardized condition rating and prioritization) Maintenance Strategy; Investigate Transitioning Management of Lighting to Street Lighting group	Low	TBD
Accessibility Initiatives in Parking Lots	Unable to Renew lots to incorporate greater accessibility for all users	High	When parking lots are renewed implement AODA (Accessibility for Ontarians with Disabilities Act,) Requirements	Medium	Varies – Renewal Costs by Lot
Retaining Walls	Structural failure of retaining wall, impact to adjoining properties, injury/property damage.	High	Develop Overall Asset Management Strategy (Asset Inventory, standardized inspection criteria, standardized condition rating and prioritization) Maintenance Strategy; Investigate transitioning	Low	TBD

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SERVICE OR ASSET AT RISK	WHAT CAN HAPPEN?	RISK RATING	RISK TREATMENT PLAN	RESIDUAL RISK *	TREATMENT COSTS
			Inspection of retaining walls to Engineering Services		

6.3 INFRASTRUCTURE RESILIENCE APPROACH

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions the City needs to understand its capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service. We do not currently measure our resilience in service delivery and this will be included in the next iteration of the AM Plan.

Resilience covers the capacity of the City to withstand any service disruptions, act appropriately and effectively in a crisis, absorb shocks and disturbances as well as adapting to ever changing conditions. Resilience is built on aspects such as response and recovery planning, financial capacity, climate change risk, assessment and crisis leadership.

6.4 SERVICE AND RISKS TRADE-OFFS

The decisions made in AM Plans are based on the objective to achieve the optimum benefits from the available resources outlined in **Table 23** Below:

Table 22: Services and Risk Trade-Offs

WHAT WE CANNOT DO (WHAT CAN WE NOT AFFORD OVER NEXT 10 YEARS?)	SERVICE TRADE OFF (HOW WILL NOT COMPLETING THIS AFFECT OUR SERVICE?)	RISK TRADE OFF (WHAT RISK CONSEQUENCES ARE WE UNDERTAKING)
Renew Convention Centre Parking Garage at end of Estimated Service Life.	Service interruptions due to higher maintenance needs, longer and more expensive repair timelines. Floors out of service	Increased risk of structural failure and maintenance costs.
Renew Surface Lots and Site works at needed rate	Surface lots will continue to deteriorate. Unable to improve lighting and mitigate localized flooding risk. Higher reactive maintenance costs.	Risk of Injury to public from trip/fall. Reputational impacts, safety concerns.

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WHAT WE CANNOT DO (WHAT CAN WE NOT AFFORD OVER NEXT 10 YEARS?)	SERVICE TRADE OFF (HOW WILL NOT COMPLETING THIS AFFECT OUR SERVICE?)	RISK TRADE OFF (WHAT RISK CONSEQUENCES ARE WE UNDERTAKING)
Increase supply of parking in Waterdown, Downtown and Stoney creek or others where utilization exceeds capacity	<p>Utilization rates will exceed capacity and impact businesses and residents.</p> <p>Shift in Transportation mode can be dependent upon LRT and re(Envision) bus network which have long implementation timelines.</p>	Reputation Risk, Economic risk to businesses.

7. CLIMATE CHANGE MITIGATION & ADAPTATION

Cities have a vital role to play in reducing the emission of greenhouse gases (mitigation), as well as preparing assets for the accelerating changes we have already begun to experience (adaptation). At a minimum the City must consider how to manage our existing assets given potential climate change impacts for our region.

Changes to Hamilton's climate will impact City assets in the following ways:

- Affect the asset lifecycle;
- Affect the levels of service that can be provided and the cost to maintain;
- Increase or change the demand on some of our systems; and,
- Increase or change the risks involved in delivering service.

To quantify the above asset/service impacts due to climate change in the Asset Management Plan, climate change is considered as both a future demand and a risk for both mitigation and adaptation efforts. These demands and risks should be quantified and incorporated into the lifecycle models as well as levels of service targets.

If climate change mitigation/adaptation projects have already been budgeted, these costs have been incorporated into the lifecycle models. However, many asset owners have not yet quantified the effects of the proposed demand management and risk adaptation plans described in this section, and so associated levels of service and costs will be addressed in future revisions of the plan. This has been identified as a Continuous Improvement item in **Table 32**.

7.1 CLIMATE CHANGE MITIGATION

Climate Mitigation refers to human intervention to reduce GHG emissions or enhance GHG removals (e.g., building transportation infrastructure that can support cycling and public transit and reduces the need for car travel). The City of Hamilton's Community Energy + Emissions Plan (CEEP) includes five (5) Low-carbon Transformations necessary to achieve the City's target of net-zero GHG emissions by 2050:

- Innovating our industry;
- Transforming our buildings;
- Changing how we move;
- Revolutionizing renewables; and,
- Growing Green.

These transformations were incorporated into the climate mitigation demand analysis for this service area by:

- Identifying the City's modelled targets for the low carbon transformations that applied to the service/asset;
- Discussing the impact, the targets would have on the service/asset; and,

- Proposing a preliminary demand management plan for how this modelled target will be achieved by 2050 as shown in **Table 24** below.

As previously mentioned, due to the high level of uncertainty with the demand management plans, the cost of the demand impacts below has not been included in the lifecycle models or levels of service at this time. The demand management plans discussed in this section should be explored by asset owners in more detail following the AM PLAN, and new projects should incorporate GHG emissions reductions methods, and changes which will be incorporated into future iterations of the AM PLAN. This has been identified as a continuous improvement item in Table 32.

Moving forward, the Climate Lens tool discussed in the AM PLAN Overview will assess projects based on these targets and will assist with the prioritization of climate mitigation projects.

Table 23: Climate Change Mitigation

CLIMATE CHANGE MITIGATION TRANSFORMATION	MODELLED TARGET	POTENTIAL IMPACT TO SERVICE/ASSET	DEMAND MANAGEMENT PLAN
Changing How We Move	100% of new municipal small and light-duty vehicles are electric by 2040.	Current charging infrastructure would be inadequate if all patrol and maintenance vehicles were electric	Develop plan for fleet vehicle charging. Determine if the increased scale would support sharing charging infrastructure with public users. Assess if current vehicle types are appropriate
Changing How We Move	Private vehicle trips decline by 9% relative to 2016 per person by 2050.	Less reliance on parking for commuting trips in single occupant vehicles. Private vehicle trips will not decrease when parking is less expensive than alternative transport modes and parking is readily available	Market-based pricing to address increasing demand as opposed to adding spaces

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

CLIMATE CHANGE MITIGATION TRANSFORMATION	MODELLED TARGET	POTENTIAL IMPACT TO SERVICE/ASSET	DEMAND MANAGEMENT PLAN
<p>Changing How We Move</p>	<p>By 2050, 50% of short trips in the urban area take place through walking or cycling.</p>	<p>Parking becomes more of a luxury. Private vehicle trips will not decrease when parking is less expensive than alternative transport modes and readily available</p>	<p>Market-based pricing to address increasing demand as opposed to adding spaces</p> <p>Support safe secure parking for bicycles and/or micro mobility solutions.</p>
<p>Changing How We Move</p>	<p>Increase transit use to 15% of trips by 2050 in the urban area</p>	<p>Parking becomes more of a luxury. Private vehicle trips will not decrease when parking is less expensive than alternative transport modes and readily available</p>	<p>Increase user fees and enforcement to address increasing demand as opposed to adding spaces</p>
<p>Growing Green</p>	<p>Planting 50,000 trees a year through to 2050</p>	<p>Adding trees to parking lots and urban streets will reduce the number of spaces. Trees are very expensive to install in a hardscaped environment</p>	<p>Adopt standards for greening (all) City parking facilities and account for the cost. It would be preferable to offer cost sharing incentives to add trees for public and private properties with existing significant hardscaping to overcome the prohibitive cost to properly install viable trees in these environments</p>

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

CLIMATE CHANGE MITIGATION TRANSFORMATION	MODELLED TARGET	POTENTIAL IMPACT TO SERVICE/ASSET	DEMAND MANAGEMENT PLAN
<p>Transforming Our Buildings</p>	<p>By 2050, all municipal buildings are retrofitted to achieve 50% energy efficiency relative to 2016.</p>	<p>Convert parking lot lighting and parking garage lighting systems to LED. Review electric motors and replace them with High Efficiency when replacement is required.</p>	<p>Facilities 10-year needs identify LED conversion for parking garage in 2032.</p> <p>Parking lot lighting will be replaced with LED when replaced where possible.</p> <p>Consider performing Lifecycle cost analysis on pumps / motors to drive selection of more efficient types</p>
<p>Transforming Our Buildings</p>	<p>By 2050, all new municipal buildings achieve net-zero emissions.</p>	<p>If new buildings are constructed, they would be designed with this target.</p>	<p>If new buildings are constructed, they would be designed with this target.</p>
<p>Revolutionizing renewables</p>	<p>By 2050 50% of municipal buildings will add rooftop solar PV, covering 30% of the building's electrical load.</p>	<p>Incorporate target into any new construction.</p>	<p>Incorporate target into any new construction.</p>

Additionally, since the risk of not completing climate change mitigation projects is that the City continues to contribute to climate change in varying degrees which were modelled in the Climate Science Report for the City of Hamilton completed by ICLEI Canada, a risk analysis has not

been completed in this AM PLAN for not completing climate mitigation projects (ICLEI Canada, 2021).

In addition, there are mitigation projects the City is currently pursuing or considering in this service area which are outlined below in **Table 25**.

Table 24: Building Asset Mitigation to Climate Change

PROJECT	PROJECT DESCRIPTION	CLIMATE CHANGE IMPACT
Installation of new LED luminaires in surface lots	10-year capital budget identifies funding for replacement of some parking lot lighting. Where possible it will be installed as LED.	Reduce demand for electricity will reduce production of greenhouse gases.
Conversion of lighting in parking garage to LED	Building Condition Assessment identifies conversion to LED in 10-year facilities needs for convention center parking garage. Not yet incorporated into the capital budget.	Reduce demand for electricity will reduce production of greenhouse gases.

7.2 CLIMATE CHANGE ADAPTATION

Climate Adaptation refers to the process of adjusting to actual or expected climate and its effects (e.g., building stormwater pipes under roads that will handle forecasted increased stormwater capacity and reduce regular road flooding).

The impacts of climate change may have a significant impact on the assets we manage and the services they provide. Climate change impacts on assets will vary depending on the location and the type of services provided, as will the way in which those impacts are responded to and managed.⁴

In 2021, the City of Hamilton completed a Vulnerability and Risk Assessment Report guided by ICLEI’s Building Adaptive and Resilient Communities (BARC) Framework as part of the Climate Change Impact Adaptation Plan (CCIAP) (ICLEI, 2021). The BARC Framework identified thirteen high impact areas. These impact areas were incorporated into the climate change adaptation analysis for this service area by:

- Identifying the asset specific adaptation impact statements that affected the service areas;
- Discussing the potential impacts on the asset/service using the projected change in climate using the RCP4.5 Scenario; and,
- Proposing a preliminary demand management plan to adapt to these impacts as shown in **Table 32** below.

⁴ IPWEA Practice Note 12.1 Climate Change Impacts on the Useful Life of Infrastructure

It is important to note that due to the high level of uncertainty with the demand management plans, the cost of the demand impacts below have not been included in the lifecycle and financial models at this time. The demand management plans discussed in this section should be explored by asset owners in more detail following the AM PLAN, and new projects should consider these adaptation impacts during the planning and design processes. Once the demand management plans are finalized, the information will be incorporated into future iterations of the AM PLAN. This has been identified as a continuous improvement item in **Table 32**.

Moving forward, the Climate Lens tool discussed in the AM PLAN Overview will assess projects based on these targets and will assist with the prioritization of climate adaptation projects.

Table 25: Managing the Demand of Climate Change on Assets and Services

Adaptation Impact Statement	Baseline** (1976 - 2005)	Average Projected** Change in 2021-2050 (assuming RCP4.5* Scenario)	Potential Impact on Assets and Services	Demand Management Plan
Reduced capacity of flood protection measures and water storage caused by an increase in rainfall intensity leading to flooding.	6.7 total heavy precipitation days (20 mm)	7.7 total heavy precipitation days (20 mm)	Flooding can close parking facilities as well as damage structures	Identify and address locations with a history of flooding through retrofits (additional connected or dry well Catch basins) and prioritize rainwater capture and flood mitigation when reconstruction. Follow City standards for storm water management.
Increased instances of heat-related issues due to extreme heat.	16.1 average days where temperature is 30 degrees	34.4 average days where temperature is 30 degrees Celsius or more	Extended periods of extreme heat can damage infrastructure	Increase tree cover in parking lots to limit periods of direct sun on

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

Adaptation Impact Statement	Baseline** (1976 - 2005)	Average Projected** Change in 2021-2050 (assuming RCP4.5* Scenario)	Potential Impact on Assets and Services	Demand Management Plan
	Celsius or more			infrastructure or investigate solar installations that provide shade.
Increased intensity of rainfall leading to increasing runoff into rivers and lakes, and washing of sediment, nutrients, pollutants and other materials.	25.8 heavy precipitation days (10 mm)	27.6 heavy precipitation days (10 mm)	Limited impact to service or asset, significant impact on environment due to the nature of the asset	Incorporate run off management (bio swales, silva cells) in reconstructions
Increased intensity and frequency of ice storms leading to increased hazardous roads, pathways and sidewalk conditions.	187 mm average total winter precipitation	204 mm average total winter precipitation	Increased salt use, a pollutant, and/or increased liability	Adopt Smart About Salt practices including salt alternatives, application standards, investigate closing areas with low winter utilization.

*RCP4.5 Scenario: Moderate projected GHG concentrations, resulting from substantial climate change mitigation measures. It represents an increase of 4.5 W/m² in radiative forcing to the climate system. RCP 4.5 is associated with 580-720ppm of CO₂ and would more than likely lead to 3°C of warming by the end of the 21st century.

**Baseline and Projected numbers based on [2021 Climate Science Report](#).

Additionally, the City should consider the risks for the asset or service as a result of climate change and consider ways to adapt to reduce the risk. Adaptation can have the following benefits:

- Assets will withstand the impacts of climate change;

- Services can be sustained; and,
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint.

Similarly, to the exercise above and using the risk process in **Section 6**, asset owners:

- Reviewed the likelihood scores in the Vulnerability and Risk Assessment Report for the adaptation impact occurring;
- Identified the consequence to the asset/service if the event did happen to develop a risk rating; and,
- If the risk was identified as high, the asset owner produced a preliminary risk adaptation plan shown below in **Table 27**.

It is important to note that due to the high level of uncertainty with the climate change risk adaptation plans, the cost of the mitigating the risks below have not been included in the lifecycle and financial models at this time. The adaptation plans discussed in this section should be explored by asset owners in more detail following the AM PLAN, and new projects should consider these risks during the planning and design processes. Future changes which will be incorporated into future iterations of the AM PLAN. Moving forward, the Climate Lens tool will assess projects based on these targets and will assist with the prioritization of climate adaptation projects. This has been identified as a continuous improvement item in **Table 32**.

Table 26: Adapting to Climate Change

Adaptation Impact Statement	Service or Asset at Risk Due to Impact	What Can Happen	Risk Rating	Risk Adaptation Plan
Reduced capacity of flood protection measures and water storage caused by an increase in rainfall intensity leading to flooding.	Convention Center Parking Garage	Flooding due to extreme rainfall in parking garage impacting below grade levels.	Very High	Model severe stormwater inflows and impacts of pumps or pump failure; Develop stormwater working group to address water infiltration to convention center parking garage. Implement Inspection and maintenance and contingency plans for sump pumps.
Increased instances of heat-related issues due to extreme heat.	Parking lot pavements	Parking lot conditions can deteriorate faster resulting in reduced Estimated service life due to increased	Medium	Prioritize replacements, review condition lifecycle model and develop preventative maintenance

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

Adaptation Impact Statement	Service or Asset at Risk Due to Impact	What Can Happen	Risk Rating	Risk Adaptation Plan
		frequency of storm events and/or freeze thaw events.		measures to optimize Estimated Service Life
All Adaptation statements	HMPS Assets	Unable to mitigate impacts from climate change with current budget allocation; increased offsite flow from storm events as no local storage/mitigation; funding for additional car chargers; hardy tree planting; shade structures	Medium	Monitor Opportunities to address sustainability / climate change initiatives during asset renewal and funding becomes available.

HMPS does not have any planned Climate Adaptation projects now. The impact of climate change on assets is a new and complex discussion and further opportunities will be developed in future revisions of this AM Plan.

8. LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the City plans to manage HMPS assets at the agreed levels of service and at the projected lifecycle costs

In order to quantify the whole life costs for assets, asset management focuses on how taxpayer or ratepayer dollars are invested by lifecycle activities and not by budget allocation. Therefore, forecast costs for each lifecycle stage (i.e., acquisition, operations, maintenance, renewal, disposal) may include costs from both the Capital and Operating budget. For example, values from the capital budget may appear under operations/maintenance, and values from the operating budget may appear under acquisition/renewal depending on the purpose of the activity.

It is important to note that inflationary values are excluded from this analysis, as the purpose of the AM Plan is to be able to compare needs in today's dollars to be able to incorporate into financial planning completed by others.

8.1 ACQUISITION PLAN

Acquisition reflects new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its current capacity. They may result from growth, demand, legal obligations or social or environmental needs.

CURRENT PROJECT DRIVERS – 10 YEAR PLANNING HORIZON

The City prioritizes capital projects based on various drivers to help determine ranking for project priorities and investment decisions. As part of future AM Plans, the City will be continuing to develop its understanding of how projects are prioritized and ensure that multiple factors are being considered to drive investment decisions in the next iteration of the AM Plan. These drivers will include legal compliance, risk mitigation, O&M impacts, growth impacts, health and safety, reputation and others. These drivers should be reviewed during each iteration of the AM Plan to ensure they are appropriate and effective in informing decision making.

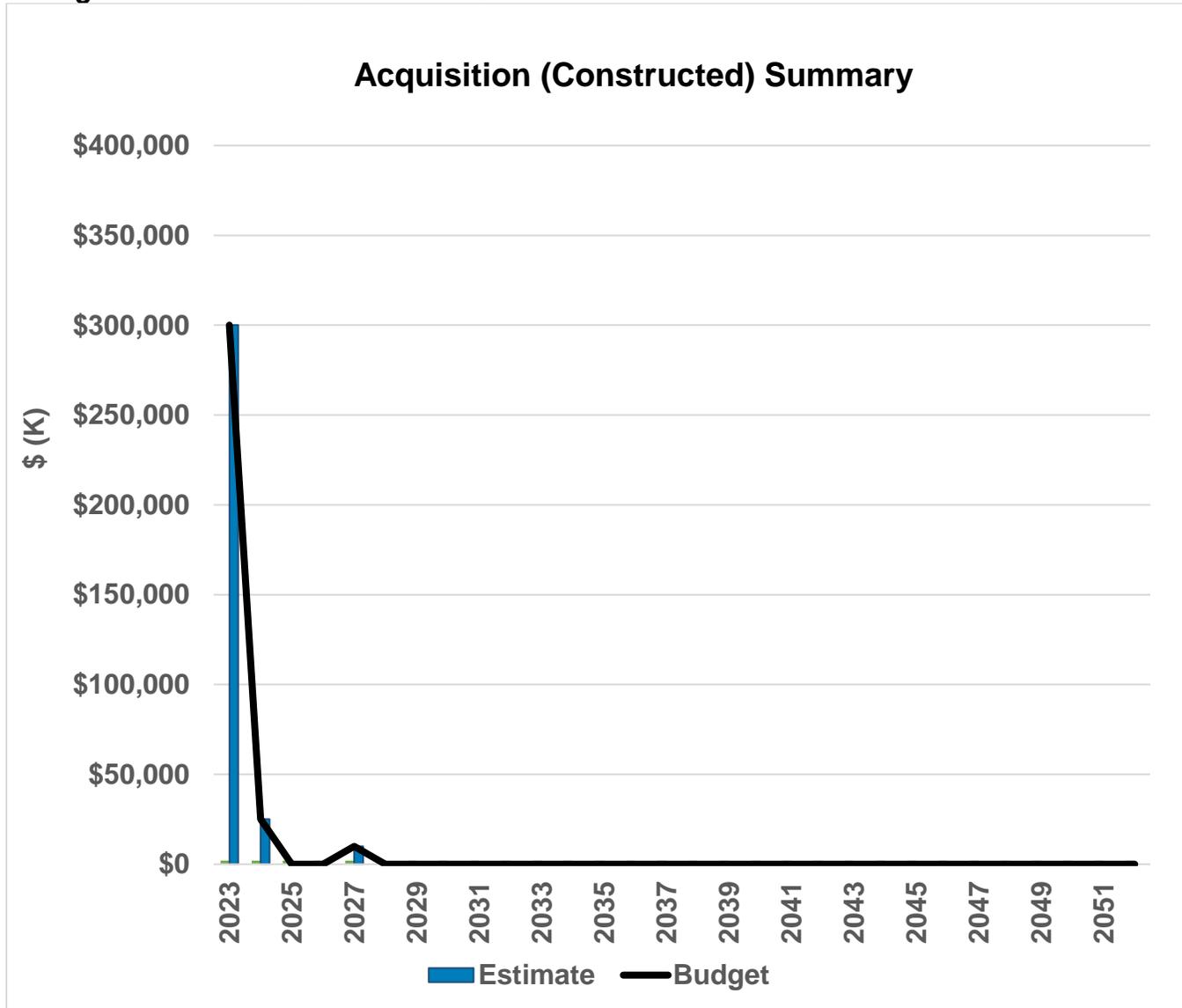
SELECTION CRITERIA

Proposed acquisition of new assets and upgrade of existing assets are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrades and new works should be reviewed to verify that they are essential to the City's needs. Proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds and scheduled in future works programs.

SUMMARY OF ASSET ACQUISITION (CONSTRUCTED) COSTS

Forecast acquisition costs are summarized in Figure 13 and show the cumulative effect of asset acquisition over the next 10-year planning period.

Figure 13: Acquisition (Constructed) Summary
All Figure Values Are Shown In 2023 Dollars



Over the next 10 Year planning period, the City will acquire approximately **\$335 K** of constructed HMPS assets which can either be new assets which did not exist before or expansion of assets when they are to be replaced. Major acquisition expenditures over the next ten years include:

- **\$300 K** for acquisition of Automated License Plate Reader for parking enforcement in 2023; and,

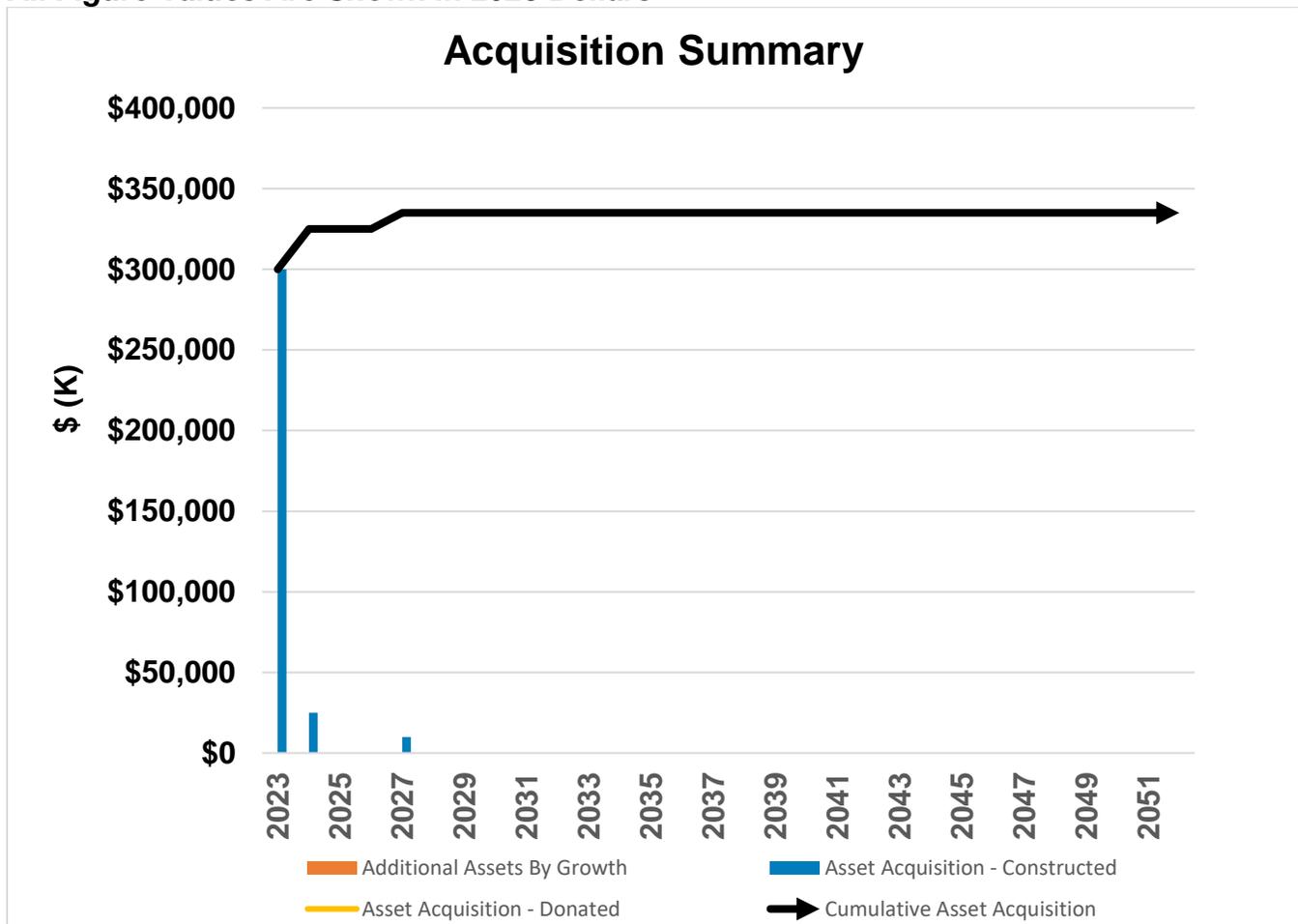
- **\$35 K** assumed 10% of capital budget for surface lot lighting will be spent on new lighting and balance on renewals of existing lighting.

The lack of acquired assets in the balance of the years is due to limited forecasting ability at this time and not from the likelihood of actual new acquisitions. As AM knowledge, practices and abilities mature within the City then in all likelihood there will be additional projects with equally significant costs that will appear within the later years of the 10-year planning horizon.

The City has sufficient budget for the license plate reader and surface lot lighting acquisitions. With competing needs for resources across the entire city there will be a need to investigate tradeoffs and design options to further optimize asset decisions and ensure intergenerational equity can be achieved.

Hamilton will continue to monitor its constructed assets annually and update the AM Plan when new information becomes available.

Figure 14: Acquisition Summary
All Figure Values Are Shown in 2023 Dollars



When reviewing the long-term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken on by Hamilton. The cumulative value of all acquisition work, including assets that are constructed shown in **Figure 14** above. Over the next 10 Year planning period Hamilton will acquire approximately **\$335K** of HMPS assets.

When new assets are acquired, the City commits to funding the ongoing operations, maintenance and renewal costs which are very significant and have been incorporated into the other lifecycle stage figures in the following sections. Hamilton must also account for future depreciation when reviewing long term sustainability. Hamilton will need to address how to best fund these ongoing costs as well as the costs to construct the assets while seeking the highest level of service possible.

Future AM Plans will focus on improving the understanding of Whole Life Costs and funding options. However, at this time the plan is limited in those aspects. Expenditure on new assets and services will be accommodated in the long-term financial plan but only to the extent that there is available funding.

8.2 OPERATIONS & MAINTENANCE PLAN

Operations include all regular activities to provide services. Daily, weekly, seasonal and annual activities are undertaken by staff to ensure the assets perform within acceptable parameters and to monitor the condition of the assets for safety and regulatory reasons. Examples of typical operational activities include regular inspections, snow clearing, patching of lots, sweeping, coin collecting, utility costs and the necessary staffing resources to perform these activities.

Some of the major operational investments over the next 10 years include:

- **\$7.5 M** annually in employee related costs, this includes beginning in 2023 **\$0.43 M annually (\$4.3 M over 10 years)** allocated for an additional 5 FTE parking enforcement officers.

Maintenance should be viewed as the ongoing management of deterioration. The purpose of planned maintenance is to ensure that the correct interventions are applied to assets in a proactive manner and to ensure it reaches its intended useful life. Maintenance does not significantly extend the useful life of the asset but allows assets to reach their intended useful life by returning the assets to a desired condition.

Examples of typical maintenance activities include replacement of waterproofing membrane and structural repairs in the parking garages, mill and pave in surface lots with localized asphalt repairs, parking meter mechanism repairs and equipment repairs along with appropriate staffing and material resources required to perform these activities.

Proactively planning of maintenance significantly reduces the occurrence of reactive maintenance which is always linked to a higher risk to human safety and higher financial costs. With the funding available to HMPS and the condition of many of the assets, almost all maintenance work is reactive resulting in excessive deferred maintenance of assts. A continuous improvement item identified in **Table 32** is to develop a proactive maintenance

program for all HMPS assets and then to develop the appropriate lifecycle model and costs to support the shift to a proactive maintenance program, including renewal of assets when condition requires.

Major maintenance projects the City plans to manage over the next 10 years include:

- **\$2.0 M** York Parkade membrane replacement (pending HUPEG assumption of asset);
- **\$1.0 M** (balance of \$2.5 M project ongoing since 2020) until 2025 for Convention Center parking garage membrane replacement and structural repairs;
- **\$1.4 M** Surface lot and garage repairs and improvements;
- **\$0.4 M** Convention Center elevator work; and,
- **\$0.15 M** Convention Center painting.

From **2023-2032** the City will invest an additional approximate **\$2.75M** for various other maintenance projects across the City. These investments for maintenance are intended to allow these assets to reach their estimated service life and minimize reactive maintenance costs. It should be acknowledged that these forecasted costs do not yet fully include the recommended works that need to be undertaken to ensure the entire inventory of assets will achieve their desired service lives and level of service.

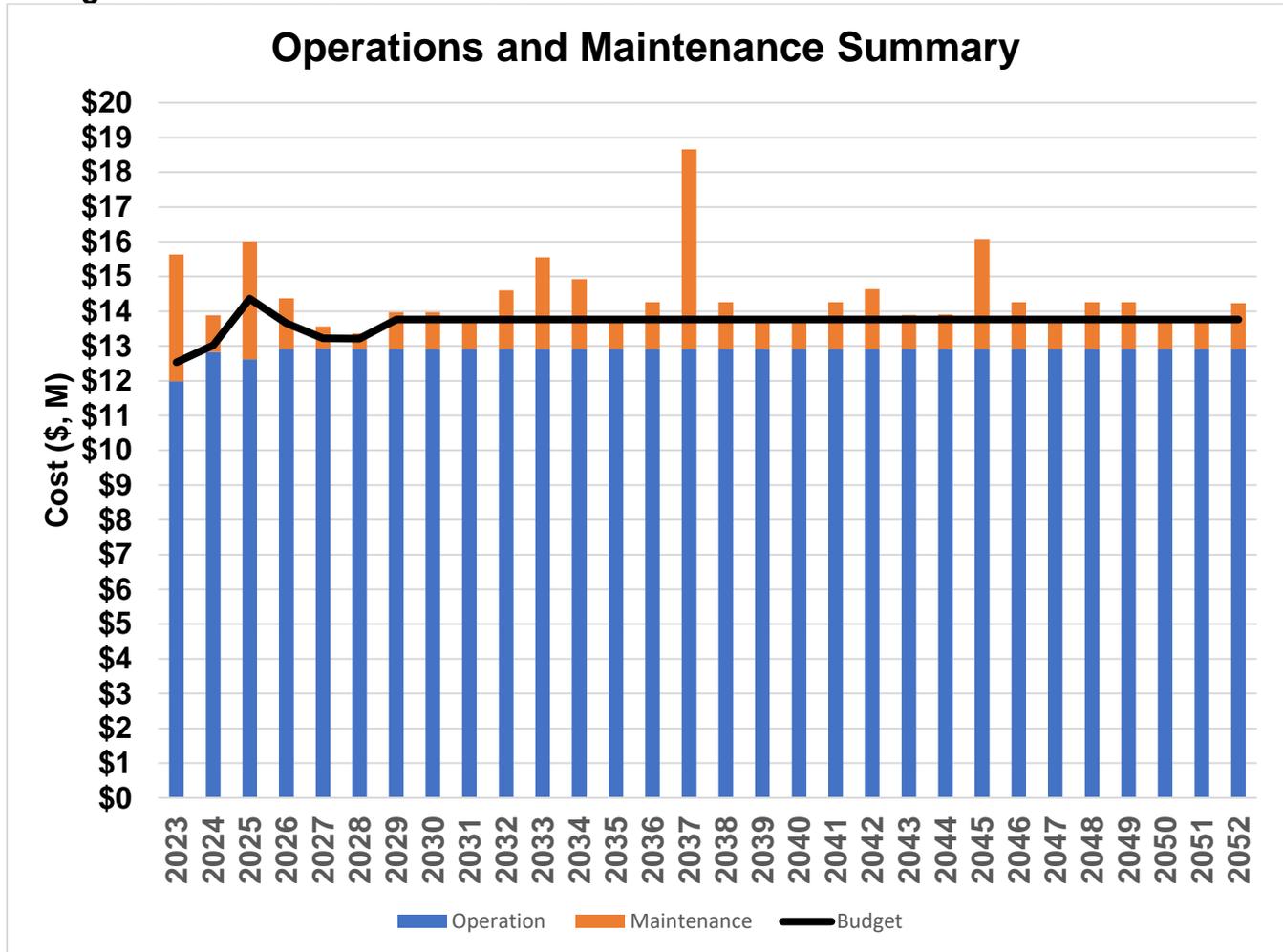
Deferred maintenance (i.e., works that are identified for maintenance activities but unable to be completed due to available resources) will be included in the infrastructure risk management plan in future iterations once those works have been identified and prioritized.

Assessment and priority of reactive maintenance is undertaken by staff using experience and judgement.

HMPS does not have a work order management system so the breakdown of total annual costs by asset are unknown and rely on total budget costs and allocation of the budget accounts to Lifecycle activities for this analysis. A continuous improvement item in **Table 32** is to improve this information through the implementation of an asset management system which can track work order orders to unique assets and by lifecycle activity.

Forecast operations and maintenance costs vary in relation to the total value of the asset registry. When additional assets are acquired, the future operations and maintenance costs are forecast to increase. When assets are disposed of the forecast operation and maintenance costs are reduced. **Figure 15** shows the forecast operations and maintenance costs relative to the proposed operations and maintenance Planned Budget.

Figure 15: Operations and Maintenance Summary
All Figure Values Are Shown In 2023 Dollars.



The forecast of operations costs are mainly steady over time based on available information. Maintenance costs show several spikes related to specific forecasted maintenance activities the spikes relate to forecast needs as follows:

- Surface Lot resurfacing – (2023 resurfacing backlog, 2037 resurfacings);
- Parking Garage(s) waterproofing and structural repairs (2023 Balance of project, 2026, 2035, 2047, 2048); and,
- Parking Garage possible conversion to LED Lighting (2032).

It is anticipated that at the current budget levels there will be insufficient budget to address all operating and maintenance needs over the 30-year planning horizon. The graph above illustrates that without increased funding or changes to lifecycle activities there is a significant shortage of funding which will lead to:

- Higher cost reactive maintenance;
- Possible reduction to the availability of the assets;

- Impacts to private property;
- Increased financial and reputational risk; and,
- Assets do not reach estimated service life.

This shortfall is primarily due to deferred maintenance activities for surface lot resurfacing, the 10-year facilities needs backlog and future replacement cycles for parking garage waterproofing and structure repair activities.

As the City continues to develop condition profiles and necessary works are identified based on their condition, it is anticipated this operation and maintenance forecasts will increase significantly. Where maintenance budget allocations will result in a lesser level of service, the service consequences and risks have been identified and are highlighted in the **Risk Section 6**.

Future iterations of this plan will provide a more thorough analysis of operations and maintenance costs including types of expenditures for training, mandatory certifications, insurance, staffing costs and requirements, equipment, and maintenance activities.

HMPS also has similar assets to other areas within the city such as Public Works. Cost efficiencies might be achieved by modifying existing contracts or changing scope when tendered next to bundle these assets together for maintenance and operations purposes. A Continuous Improvement Item has been identified in **Table 32** to investigate cross-departmental contracts for maintenance and construction. Similarly, the City may benefit from the development of common construction and design standards for parking facilities. A Continuous Improvement item has been identified in **Table 32** to further investigate where opportunities for design efficiencies may be achieved.

8.3 RENEWAL PLAN

Renewal is major work which does not increase the assets design capacity but restores, rehabilitates, replaces, or renews an existing asset to its original service potential. Works over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs

Asset renewals are typically undertaken to either ensure the assets reliability or quality will meet the service requirements set out by the City. Renewal projects are often triggered by service quality failure and can often be prioritized by those that have the highest consequence of failure, have high usage, have high operational and maintenance costs and other deciding factors.

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in **Table 28** and are based on estimated design life for this iteration. Future iterations of the plan will focus on the Lifecycle approach to ESL which can vary greatly from design life. Asset useful lives were last reviewed in 2023 however they will be reviewed annually until their accuracy reflects the City's current practices.

Table 27: Useful Lives of Assets

ASSET (SUB)CATEGORY	EXPECTED USEFUL LIFE (YEARS)
Surface Lot Pavement (full depth reconstruction)	30 (large) / 40 (small)
Parking Garage	75
Surface Lot Lighting	15 - Fixture, 30 - Poles
Linear Barriers	30
Privacy Fencing	20
Stormwater Facilities	30
Retaining Walls	30
Electric Vehicle Chargers	10
Pay Machines	15
Parking Meters	25
Non-Regulatory Signs	5
Regulatory Parking Control Signs	15
Vehicles	9
Maintenance Equipment	9
Officer Equipment (uniforms/handhelds/printers)	5 (replaced as needed)
IT Technology	5
Coin Handling Equipment	12

Parking lot surface pavement renewal and maintenance was determined from existing condition. Assumptions for lifecycle modelling were as follows:

Surface parking lots were divided into two categories and different estimates of service life and treatments were determined based on their level of usage and risk detailed in the table below. Large Parking Lots > 1000 m² and small parking lots <1000 m². Reconstruction is defined as complete replacement of the asphalt, curbs, sidewalks and granular and is considered a renewal activity. Resurfacing is milling the asphalt surface and replacement of the surface asphalt and is considered a maintenance activity.

CURRENT CONDITION	GOOD	FAIR	POOR
Large lot (>1000 m ²)	Resurface (maintenance) 15 years from last estimated resurfacing	Reconstruct (renewal) 15 years from last estimated resurfacing	Overdue for Reconstruction (renewal) Renewal Backlog
Small lot (<1000 m ²)	Resurface (maintenance) 20 years from last estimated resurfacing (maintenance)	Resurface (maintenance) 20 years from last estimated resurfacing (maintenance)	Overdue for resurfacing (maintenance). Maintenance Backlog

The lifecycle model for Parking Facilities, surface lots, assumes alternating cycles of Resurfacing and Reconstruction with resurfacing occurring at 50% of ESL (15/20 years). The development of an ideal pavement management program is identified as a continuous improvement item in **Table 32**.

Funding for the renewal of fleet and IT equipment is identified in the operating budget. Account 58102 – Trsf to Veh/Equip Rsve and account 59433 DIR_Hardware Lease/Mtce Recov are classified as Renewal in the lifecycle model as these funds accumulate for renewal of these items.

The estimates for renewals in this AM Plan were based on the register method which utilizes the data from the City’s asset registry to analyse all available lifecycle information and then determine the optimal timing for renewals.

RENEWAL RANKING CRITERIA

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g., replacing a bridge that has a load limit); or,
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g., condition of a culvert).⁵

Future methodologies may be developed to optimize and prioritize renewals by identifying assets or asset groups that:

- Have a high consequence of failure;
- Have high use and subsequent impact on users would be significant;

⁵ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

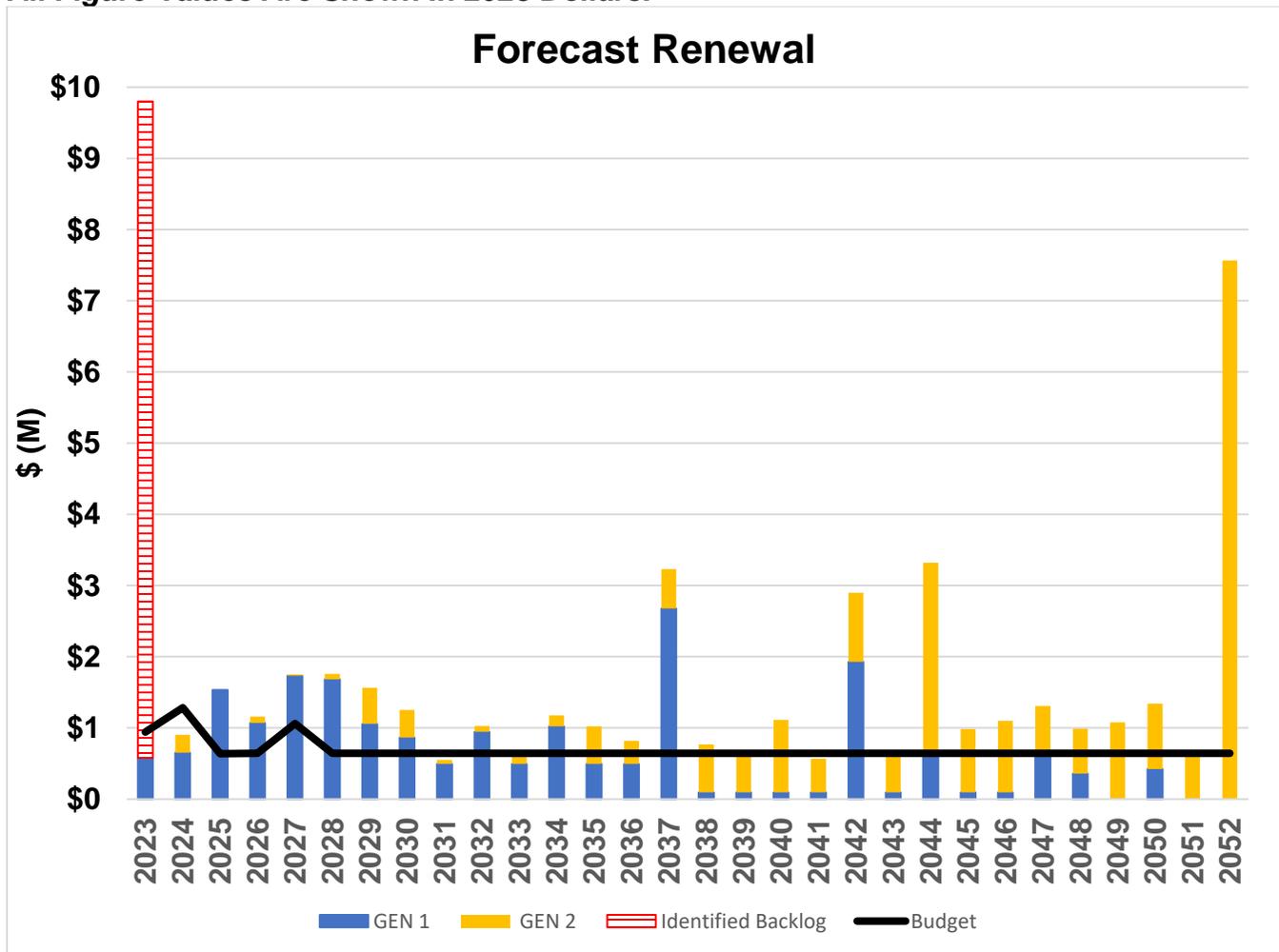
- Have higher than expected operational or maintenance costs; and,
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.⁶

HMPS does not currently have a renewal priority ranking criteria. A renewal priority ranking criteria has been identified as a Continuous Improvement Item in **Table 32** and will be developed future AM Plans when completed.

SUMMARY OF FUTURE RENEWAL COSTS

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in **Figure 16**.

Figure 16: Forecast Renewal Costs
All Figure Values Are Shown In 2023 Dollars.



⁶ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

The significant amount highlighted as unfunded in 2023 represents the cumulative backlog of deferred work needed to be completed that has been either identified through its current estimated condition or age per **Table 6** when condition was not available. This back log represents nearly **\$9.2 million** of deferred works that have accumulated over multiple decades and for and have created a significant backlog of necessary works.

Major backlog items include:

- Surface Lot Renewal;
- Site Works Renewal; and,
- Vehicle and Maintenance Renewal.

There is sufficient budget to support the planned renewal projects only. Without additional funding the backlog will remain and continue to grow as future projects outside of the 30-year planning horizon continue to move forward into the 30-year scope. Continued deferrals of projects will lead to significantly higher operational and maintenance costs and will affect the availability of services in the future and impact levels of service.

The expected planned renewal works over the 10-year planning horizon include a remaining balance of **\$0.3 million** in 2023 for PARCS and MAPPS (pay on foot) replacement project completion and **\$0.525 million** in **2024** for surface lot lighting renewal, sweeper replacement and parking meter/pay machine replacement. In **2027** the City will invest **\$0.4 million** to renew privacy fencing, parking lot lighting and parking meters/pay machines.

Deferring renewals (assets identified for renewal and not funded) create risks of higher financial costs, decreased availability, and decreased satisfaction with asset performance. Continuously deferring renewals works ensures Hamilton will not achieve intergenerational equality. If Hamilton continues to push out necessary renewals, there is a high risk that future generations will be unable to maintain the level of service the customers currently enjoy. It will burden future generations with significant costs that inevitably they will be unable to sustain. Prioritization of these projects will need to be funded and managed over time to ensure renewal occurs at the optimal time.

Properly funded and timely renewals will ensure the assets perform as expected and it is recommended to continue to analyze asset renewals based on criticality and availability of funds for future AM Plans.

A Continuous Improvement item has been identified in **Table 32**. to conduct a business review and establish a funding plan for the Parking Capital Reserve and 10-year capital budget.

8.4 DISPOSAL PLAN

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, possible closure of service, decommissioning, disposal of asset materials, or relocation. Disposals will occur when an asset reaches the end of its useful life. The end of its useful life can be determined by factors such as excessive operation and maintenance costs, regulatory changes, obsolescence, or demand for the parking facility has fallen.

Assets identified for possible decommissioning and disposal are shown in **Table 29**. A summary of the disposal costs and estimated reductions in annual operations and maintenance of disposing of the assets are also outlined in **Table 29**. Any costs or revenue gained from asset disposals will be included in future iterations of the plan and the long-term financial plan as the timing of these disposals is still unknown no reduction in Operations or Maintenance costs has been accounted for in the current Asset Management Plan.

Table 28: Assets Identified for Disposal

ASSET	REASON FOR DISPOSAL	TIMING	DISPOSAL COSTS	OPERATIONS & MAINTENANCE ANNUAL SAVINGS
Lot 68 York Parking Garage – 813 Spaces	PED 18168(g) HUPEG Agreement	Possible 2024	To be determined	Revenue Reduction: \$558 K O&M Savings: \$ 679 K
Lot 69 York Parkette – 17 Spaces	PED 18168(g) HUPEG Agreement	Possible 2024	To be determined	Revenue Reduction: \$13 K O&M Saving: \$57 K
Lot 62 Surface Parking Lot (Vine) – 137 Spaces	PED 18168(g) HUPEG Agreement	Possible 2024	To be determined	Revenue Reduction: \$157 K O&M Savings: \$59 K

At this time any Operations and Maintenance savings have not been removed from the current lifecycle model as timing for HUPEG agreement is not yet confirmed. Total Revenue Reduction from the 3 lots identified above is estimated at \$728K and O&M Savings estimated at \$795K (low confidence estimates of O&M Savings). These disposals would also eliminate future renewal requirements for these assets. Generally, the loss in revenue (budget) is balanced by a reduction in O&M costs, as such the lifecycle model is not greatly impacted by not including this at this time.

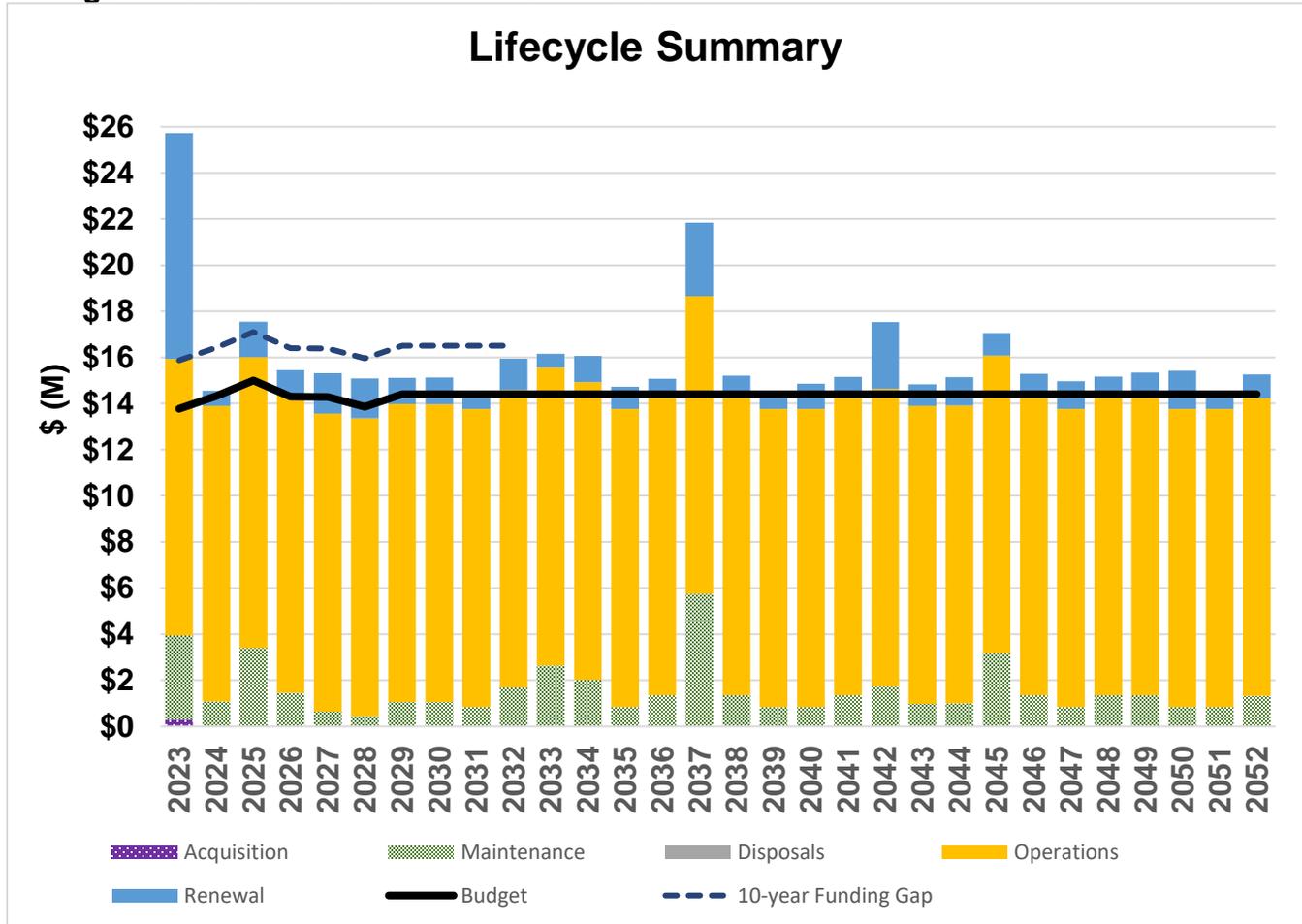
As a Continuous improvement item identified in **Table 32**, a financial analysis should be completed to identify potential disposal opportunities using the utilization rates in the 2021 Parking Master Plan and an analysis completed on parking lots with low utilization or areas where there is an oversupply to determine if some lots should be identified for disposal or non-lease renewal to reduce future renewal costs and ongoing Operating and Maintenance expenses.

8.5 SUMMARY OF CURRENT ASSET FORECAST COSTS

The financial projections from this asset plan are shown in **Figure 17**. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimize the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

Figure 17: Lifecycle Summary
All Figure Values Are Shown In 2023 Dollars



There is sufficient budget to address most of the planned operational and maintenance activities for the planning period. However, with their increased costs over time or the implementation of an idealized maintenance strategy then there may be impacts to the service itself. Without some adjustment to available funds or other lifecycle management decisions there will be insufficient budget to address all planned lifecycle activities.

Hamilton currently has insufficient budget to address the large backlog of renewal work projected by the plan over the 30-year horizon. When deferring of renewals occurs Hamilton runs the risk of higher cost reactive maintenance, service interruptions, decreased satisfaction, harm to its reputation along with other risk costs such as legal fees. Deferring renewals is not the optimal

recommendation and Hamilton would benefit from seeking out long term financing strategies to enable a more rapid renewal plan.

Without sufficient funding the City has little option but to defer these necessary lifecycle activities. Deferring important lifecycle activities is never recommended. The City will benefit from allocating sufficient resources to developing its long-term financial plan to ensure that over time the City can fully fund the necessary lifecycle activities. Funding these activities helps to ensure the assets are compliant, safe and effectively deliver the service the customers need and desire.

Renewing at a greater rate and increasing major maintenance projects would allow Hamilton to mitigate ever decreasing parking asset conditions proactively. With 57 surface lots and two (2) garages in addition to thousands of regulatory signs and parking meters to manage it is imperative that Hamilton optimize its renewal and major maintenance planning so that over time, high cost reactive maintenance will be avoided or deferred to a later date.

The lack of funding allocated for the backlog of renewals and the necessary lifecycle activities creates an additional issue which is intergenerational equity. Each year the City defers necessary lifecycle activities, it pushes the ever-increasing financial burden on to future generations. It is imperative the City begin addressing the lack of consistent and necessary funding to ensure that intergenerational equity will be achieved. Over time, allocating sufficient funding on a consistent basis ensures that future generations will be able to enjoy the same standards being enjoyed today.

Over time the City will continue to improve its lifecycle data, and this will allow for informed choices as to how best to mitigate those impacts and how to address the funding gap itself. This gap in funding future plans will be refined over the next 5 years and improve the confidence and accuracy of the forecasts in future revisions of this AM Plan.

The lifecycle summary includes additional needs to:

- Undertake a Consultant Assignment to undertake MMS Parking Regulatory Sign Inventory and Condition Assessment. This is a one-time \$500K increase added to Operating in 2024;
- Anticipated Remediation of Non-MMS Compliance with additional Parking Regulatory Sign Renewal estimated at \$400K per year for 4 years beginning in 2025-2029; and,
- Compliance with AODA requirements for Signs and Pavement markings at 100% of Lots - Cost internal staff time to repaint plus additional sign costs estimated at \$21 K.

9. FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this AM Plan. Effective asset and financial management will enable the City to ensure HMPS provides the appropriate level of service for the City to achieve its goals and objectives. Reporting to stakeholders on service and financial performance ensures the City is transparently fulfilling its stewardship accountabilities.

Long-Term financial planning (LTFP) is critical for the City to ensure the networks lifecycle activities such as renewals, operations, maintenance, and acquisitions can happen at the optimal time. The City is under increasing pressure to meet the wants and needs of its customers while keeping costs at an affordable level and maintaining its financial sustainability.

Without funding asset activities properly HMPS and the City will have difficult choices to make in the future which will include options such as higher costs, reactive maintenance and operational costs, reduction of service and potential reputational damage.

Aligning the LTFP with the AM Plan is critical to ensure all of the networks needs will be met while the City is finalizing a clear financial strategy with measurable financial targets. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

9.1 SUSTAINABILITY OF SERVICE DELIVERY

There are two key indicators of sustainable service delivery that are considered within the AM Plan for this service area. The two indicators are the:

- Asset renewal funding ratio (proposed renewal budget for the next 10 years / forecast renewal costs for next 10 years); and,
- Medium term forecast costs/proposed budget (over 10 years of the planning period).

ASSET RENEWAL FUNDING RATIO

Asset Renewal Funding Ratio⁷ **37.52%**

The Asset Renewal Funding Ratio is used to determine if the City is accommodating asset renewals in an **optimal** and **cost effective** manner from a timing perspective and relative to financial constraints, the risk the City is prepared to accept and targeted service levels it wishes to maintain. The target renewal funding ratio should be ideally between **90% - 110%** over the entire planning period. A low indicator result generally indicates that service levels are achievable, however Hamilton is below this level in some areas predominantly due to underinvestment, including a lack of permanent infrastructure funding from senior levels of government, as well as large spikes of growth throughout the years.

⁷ AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

Over the next ten (10) years the City expects to have **37.52%** of the funds required for the optimal renewal of assets. This is a significantly low number and should be addressed through this plan in the next iteration. By only having sufficient funding to renew **37.52%** of the required assets in the appropriate timing it will inevitably require difficult trade off choices that could include:

- A significant reduction of the level of service and availability of assets;
- Increased complaints and reduced customer satisfaction;
- Substantially increased reactive maintenance and renewal costs; and,
- Damage to the City's reputation and risk of fines or legal costs.

This low Asset Renewal Funding Ratio outlines that this service is very underfunded and will not be able to renew and maintain assets at an appropriate rate. This ratio is largely driven by the significant costs anticipated to renew Surface Lots and related site works.

The lack of renewal resources will be addressed in future AM Plan's while aligning the plan to the LTFFP. This will allow staff to develop options and long-term strategies to address the renewal rate. The City will review its renewal allocations once the entire inventory has been confirmed and amalgamated.

MEDIUM TERM – 10 YEAR FINANCIAL PLANNING PERIOD

O&M & Renewal Ratio **87%**

This AM Plan identifies the forecast operations, maintenance and renewal costs required to provide an agreed level of service to the community over a 10-year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

This forecast work can be compared to the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10-year planning period is **\$16.4** on average per year. Over time as improved information becomes available it is anticipated to see this number increase. In future AM Plans, staff will connect the operational and maintenance needs to the forecasts, and this will result in a significantly higher cost than is outlined here.

The proposed (budget) operations, maintenance and renewal funding is **\$14.3M** on average per year giving a 10-year funding shortfall of **\$2.1M** per year or **\$21M** over the 10-year planning period. This indicates that **87%** of the forecast costs needed to provide the services documented in this AM Plan are accommodated in the proposed budget. Note, these calculations exclude acquired assets (if any).

Funding an annual funding shortfall or funding 'gap' of **\$2.1M** per year cannot be addressed in a single year and has not been incorporated as identified within this plan into any existing plan or budget. The gap will require vetting, planning and resources to begin to incorporate gap management into the future budgets. This gap will need to be managed over time to reduce it

in a sustainable manner and limit financial shock to customers. It is intended that HMPS remain a self-funded business unit. Options for managing the gap include:

- Financing strategies – leverage alternative funding (e.g. grants), block funding for specific lifecycle activities, long term debt utilization;
- Adjustments to lifecycle activities – increase/decrease maintenance or operations, increase/decrease frequency of renewals, limit acquisitions or dispose of underutilized assets;
- Influence level of service expectations or demand drivers;
- Increase revenues – strategically increase rates/fees/fines to achieve cost recovery and other business objectives;
- Assess parking revenue subsidized programs and the allocation of parking revenue surplus for alignment with business objectives and transparency; and,
- HMPS is a revenue generating service. There are initiatives that could be used to maintain HMPS as self-funded. The portion of revenue that is allocated to the capital reserve could be modified. Parking Rates and other fees for service could be increased. A review of the cost/benefits of operating programs and assets can also be completed as part of a financial analysis to determine where services and fees to maintain the service are not matched.

These options and others will allow Hamilton to ensure the gap is managed appropriately and ensure the level of service outcomes the customers desire.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately **90-110%** for the first years of the AM Plan and ideally over the 10-year life of the Long-Term Financial Plan.

LONG TERM – LIFECYCLE COSTS

This AM Plan identifies the Lifecycle forecast (average 10 years) for operations, maintenance and depreciation. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

The Lifecycle forecast operations, maintenance and depreciation over the 10-year planning period is **\$17.1M** on average per year. Over time as improved information becomes available it is anticipated to see this number increase. In future AM Plans, staff will connect the operational and maintenance needs to the forecasts, and this will result in a significantly higher cost than is outlined here.

The proposed Lifecycle (budget) operations, maintenance and depreciation funding is **\$14.3M** on average per year giving a Lifecycle Gap of **\$2.8M** per year. This indicates that the Lifecycle Indicator comparing Planned Budget to Lifecycle Forecast is **83.54%**. Note, these calculations exclude acquired assets (if any).

9.2 FORECAST COSTS (OUTLAYS) FOR THE LONG-TERM FINANCIAL PLAN

Table 30 shows the forecast costs (outlays) required for consideration in the 10-year long-term financial plan.

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the operational and capital budget. The City will begin developing its long-term financial plan (LTFP) to incorporate both the operational and capital budget information and help align the LTFP to the AM Plan which is critical for effective asset management planning.

A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the AM Plan (including possibly revising the long-term financial plan).

The City will manage the 'gap' by continuing to develop this AM Plan to provide guidance on future service levels and resources required to provide these services in consultation with the community. Options to manage the gap include reduction and closure of low use assets, increased funding allocations, reduce the expected level of service, utilize debt-based funding over the long term, adjustments to lifecycle activities, improved renewals and multiple other options or combinations of options.

These options will be explored in the next AM Plan and the City will provide analysis and options for Council to consider going forward.

Table 29: Forecast Costs (Outlays) For the Long-Term Financial Plan
Forecast Costs Are Shown In 2023 Dollar Values.

YEAR	ACQUISITION	OPERATION	MAINTENANCE	RENEWAL	DISPOSAL
2023	\$300,000	\$11,986,509	\$3,644,984	\$9,799,066	0
2024	\$25,000	\$12,827,943	\$1,052,381	\$651,938	0
2025	0	\$12,618,610	\$3,391,985	\$1,534,310	0
2026	0	\$12,915,560	\$1,460,302	\$1,070,830	0
2027	\$10,000	\$12,925,560	\$632,952	\$1,749,644	0
2028	0	\$12,915,560	\$441,902	\$1,730,726	0
2029	0	\$12,915,560	\$1,057,777	\$1,143,232	0
2030	0	\$12,915,560	\$1,056,177	\$1,155,925	0

YEAR	ACQUISITION	OPERATION	MAINTENANCE	RENEWAL	DISPOSAL
2031	0	\$12,915,560	\$845,302	\$548,822	0
2032	0	\$12,915,560	\$1,684,642	\$1,350,529	0

9.3 FUNDING STRATEGY

The proposed funding for assets is outlined in the City’s operational budget and 10-year capital budget.

These operational and capital budgets determine how funding will be provided, whereas the AM Plan typically communicates how and when this will be spent, along with the service and risk consequences. Future iterations of the AM plan will provide service delivery options and alternatives to optimize limited financial resources.

HMPS is a revenue generating division of the City and typically revenues exceed expenses creating a positive operating balance, but capital funding is insufficient to continue HMPS’ self-funding model long term. It is necessary to decrease costs and/or increase revenues to address the funding gap without utilizing levy funding. The fixed annual funding for the Parking Capital Reserve would need to be adjusted for the reserve to address the asset maintenance and renewal backlog and capture any increases in revenue. This would likely require reducing the levy transfer and impact levy funding. This item will require more discussion between HMPS and Council on the optimal balance between addressing the state of the assets and the impacts to the levy transfer.

9.4 VALUATION FORECASTS

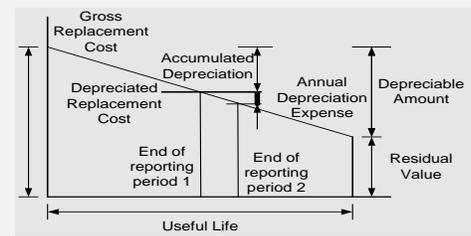
Asset values are forecast to increase as additional assets are added into service. As projections improve and can be validated with market pricing, the net valuations will increase.

Additional assets will add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts. Any disposals of assets would decrease the operations and maintenance needs in the longer term and removes the high costs renewal obligations. At this time, it is not possible to separate the disposal costs from the renewal or maintenance costs, however this will be improved for the next iteration of the plan.

9.5 ASSET VALUATIONS

The best available estimate of the value of assets included in this AM Plan are shown below. The assets are valued at estimated replacement costs:

Replacement Cost (Current/Gross)	\$131,146,082
Depreciable Amount	\$131,146,082
Depreciated Replacement Cost⁸	\$ 55,756,108
Depreciation	\$ 2,786,113



The current replacement cost is the most common valuation approach for specialized infrastructure assets. The methodology includes establishing a comprehensive asset registry, assessing replacement costs (based on market pricing for the modern equivalent assets) and useful lives, determining the appropriate depreciation method, testing for impairments, and determining remaining useful life.

As the City matures its asset data, it is highly likely that these valuations will fluctuate significantly over the next 3 years, and they should increase over time based on improved market equivalent costs

9.6 KEY ASSUMPTIONS MADE IN FINANCIAL FORECASTS

In compiling this AM Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AM plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this AM Plan are:

- Operational forecasts are based on current budget allocations and are the basis for the projections for the 10-year horizon and do not address other operational needs not yet identified;
- Maintenance forecasts are based on current budget allocations and do not identify asset needs at this time. It is solely based on planned activities; and,
- Replacement costs were based on historical costing and engineering estimates. They were also made without determining what the asset would be replaced with in the future.

⁸ Also reported as Written Down Value, Carrying or Net Book Value.

9.7 FORECAST RELIABILITY AND CONFIDENCE

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is defined in the AM PLAN Overview.

Table 30: Data Confidence Assessment for Data Used in AM Plan

DATA	CONFIDENCE ASSESSMENT	COMMENT
Demand drivers	Medium	Demand Drivers were taken from the 2021 Parking Master Plan. Improvement is needed to validate the demand driver assumptions over time to verify if they are accurate. All drivers require annual monitoring
Growth projections	Low	Population Data is of high confidence. Current growth projection will need to be vetted and improved.
Acquisition forecast	High	Additional assets beyond those identified are not anticipated at this time.
Operation forecast	Low	Currently budget based and required future improvement to ensure allocation is accurate and all operational needs accounted for.
Maintenance forecast	Low	Currently budget based and required future improvement to ensure allocation is accurate and all maintenance needs accounted for.
Renewal forecast - Asset values	Low	Asset renewal values are based on SME (subject matter experts) estimates, Facilities estimates, and Public Works roads estimating tool.
- Asset useful lives	Low	Based on SME opinion. Continuous improvement required to ensure data is vetted and ensure it aligns with Hamilton's actual practices and experiences in other areas with similar assets.
- Condition modelling	Low	Condition assessments are inconsistent and largely not current. Requires standardization of methodology along with predictable timelines for condition assessments.
Disposal forecast	Low	Current disposal information is rolled into renewal. Continuous improvements are required to ensure accurate data is available.

The estimated confidence level for and reliability of data used in this AM Plan is considered to be a **Low** confidence level.

10. PLAN IMPROVEMENT AND MONITORING

10.1 STATUS OF ASSET MANAGEMENT PRACTICES

ACCOUNTING AND FINANCIAL DATA SOURCES

This AM Plan utilizes accounting and financial data. The sources of the data are:

- 10 Year Capital Plan updated Feb 2023;
- HMPS Net Levy Multi-Year Budget 2023-04-14;
- Asset Management Data Collection Templates;
- Audited Financial Statements and Government Reporting (FIR, TCA, etc.);
- Financial Exports from internal financial systems; and,
- Historical cost and estimates of budget allocation based on SME experience.

ASSET MANAGEMENT DATA SOURCES

This AM Plan also utilizes asset management data. The sources of the data are:

- Data extracts from various city applications and management software;
- 10-Year Facility's Needs;
- IT Inventory for HMPS;
- Asset Management Data Collection Templates;
- Tender documents, subdivision agreements and projected growth forecasts as well as internal reports;
- Condition Assessments;
- Subject Matter Expert Opinion and Anecdotal Information; and,
- Reports from the mandatory biennial inspection, operational & maintenance activities internal reports.

10.2 IMPROVEMENT PLAN

It is important that the City recognize areas of the AM Plan and planning processes that require future improvements to ensure both effective asset management and informed decision making. The tasks listed below are essential to improving the AM Plan and the City's ability to make evidence based and informed decisions. These improvements span from improved lifecycle activities, improved financial planning and to plans to physically improve the assets.

The Improvement plan **Table 32** below highlights proposed improvement items that will require further discussion and analysis to determine feasibility, resource requirements and alignment to current workplans. Future iterations of this AM Plan will provide updates on these improvement plans.

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Table 31: Improvement Plan

	TASK	RESPONSIBILITY	RESOURCES REQUIRED	PRIORITY (High / Med / Low)	TIMELINE
1.	<p>Develop an inventory and condition assessment program for parking assets</p> <p>Description: Inventory all assets in GIS, develop condition inspection protocol based on a 5-point scale, create inspection templates and implement a routine inspection program. Investigate digital solutions to streamline the program and analyze data collected.</p>	<p>Lead: HMPS</p> <p>Support: CAM / Possible EAM Team.</p>	<p>15,000 Total Internal Staff Time</p> <p>Digital Solution Cost TBD.</p>	High	<p>1 Year (2023-2024)</p> <p>Digital Solution TBD.</p>
2.	<p>Address on-street signage inspection requirements for MMS (Also ties into CI Item 7 and 10 on standardization)</p> <p>Description: Investigate regular inspections of Regulatory signage in compliance with Minimum Maintenance Standards requirements (MMS). A continuous improvement item is already identified, and underway as outlined in PW18096 dated Feb 1, 2021, to collect an inventory and a plan to determine the state of repair inspections.</p>	<p>Lead: HMPS</p> <p>Support: TOM</p>	<p>\$500,000 Total Consultant to collect inventory and initial condition.</p>	High	<p>1 Year (2024)</p>

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	TASK	RESPONSIBILITY	RESOURCES REQUIRED	PRIORITY (High / Med / Low)	TIMELINE
3.	<p>Adopt a work order tracking system for asset maintenance</p> <p>Description: Develop and implement a work order tracking system to organize and categorize work on assets. This will permit the tracking of lifecycle activities, frequency and costs. Investigate Partnering with Public Works on EAM implementation.</p>	<p>Lead: HMPS</p> <p>Support: CAM / Possible EAM Team</p>	TBD	High	1 Year (2024)
4.	<p>Work with other City Departments to address "grey" assets</p> <p>Description: Review known "Grey" Assets (private or abandoned infrastructure on City property, private infrastructure using un-metered City utilities, unallocated assets on old lots) to ensure all assets have clear ownership and responsibility for maintenance, inspection and repair. Develop a protocol to address grey assets when identified.</p>	<p>Lead: CAM</p> <p>Support: Parking, Corporate Real Estate, Facilities, Legal, Public Works</p>	\$25,000 Total Internal Staff Time	Low	3 Years (2026-2028)
5.	<p>Develop Asset Related Key Performance Indicators</p> <p>Description: Develop SMART KPI (Technical LOS) for frequently used or</p>	HMPS	\$4,000 p.a. \$8000 Total Internal Staff Time	Medium	2 Years (2024-2025)

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	TASK	RESPONSIBILITY	RESOURCES REQUIRED	PRIORITY (High / Med / Low)	TIMELINE
	requested metrics such as enforcement or maintenance request times, parking utilization, downtime etc.				
6.	<p>Develop a Working Group for the Convention Center Garage MCP 37</p> <p>Description: Develop working group to determine asset responsibilities/SOP/RASCI for all co-mingled parking garage assets, including those causing external impacts from water infiltration to ensure clear lines of accountability for ownership, maintenance, repair and replacement. Utilize internal expertise regarding the maintenance of the facility.</p>	<p>Lead: HMPS Facilities</p> <p>Support: Building / Engineering</p>	<p>\$5,000 p.a. \$10,000 Total Phase 1: Internal Staff Time, Possible Consultants</p>	High	2 Years (2023-2024)
7.	<p>Investigate cross-departmental contracts for maintenance and construction</p> <p>Description: Develop working group with Public Works to discuss maintenance and renewal of physical assets where there are synergies (lighting, storm sewer, pavement, regulatory signs, Engineering Services)</p>	<p>Lead: CAM</p> <p>Support: HMPS / Public Works</p>	<p>\$10,000 p.a. \$20,000 Total Internal Staff Time</p>	Medium	2 Years (2023-2024)

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	TASK	RESPONSIBILITY	RESOURCES REQUIRED	PRIORITY (High / Med / Low)	TIMELINE
8.	<p>Develop a renewal priority ranking criterion</p> <p>Description: Develop a renewal priority ranking criterion to allocate capital to renewal projects using multi criteria evaluation approach (i.e. condition, age, environmental impact, health and safety)</p>	HMPS	\$5,000	Low	1 Year 2026
9.	<p>Develop City-wide standards for asset management for Common Assets</p> <p>Description: Develop planned asset management strategies for all assets (i.e. define maintenance treatments, preventive maintenance strategy, inspection and assessment frequency, costs)</p>	<p>Lead: CAM</p> <p>Support: HMPS / Public Works / Engineering Services</p>	\$15,000 Internal Staff Time	High	2 Years 2024 - 2026
10.	<p>Develop City-wide construction and design standards for parking facilities</p> <p>Description: Investigate Standardizing Construction Standards and Design Guidelines for Parking facilities across all City facilities (lighting/space width/pavement design guidelines)</p>	<p>Lead: Public Works</p> <p>Support: Engineering Services; HMPS</p>	\$15,000 Internal Staff Time	Medium	1 Year 2025

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	TASK	RESPONSIBILITY	RESOURCES REQUIRED	PRIORITY (High / Med / Low)	TIMELINE
11.	<p>Investigate improvements for financial Tracking</p> <p>Description: Investigate tools to permit Financial Tracking for on and off-street parking areas to compare revenue to costs; possible EAM. Moving from manual spreadsheets to a dynamic analysis in a dashboard format.</p>	<p>Lead: HMPS</p> <p>Support: Finance</p>	<p>\$1,000 Total Internal Staff Time</p> <p>Digital Platform cost TBD</p>	Medium	1 Year 2025
12.	<p>Conduct a financial analysis of Parking Facilities</p> <p>Description: Assess revenue vs. expenses for all off street parking facilities. Identify opportunities to improve cost recovery in facilities operating at a loss and/or asses for disposal to ensure stable funding for required lifecycle costs across assets.</p>	HMPS	<p>\$5,000 Total Internal Staff Time</p>	High	1 Year 2023-2024
13.	<p>Explore Opportunities for routine parking occupancy data collection</p> <p>Description Investigate ways or technology to simplify parking utilization rate data collection establish demand patterns.</p>	HMPS	<p>\$4,000 Internal Staff Time Plus possible technology costs TBD.</p>	Low	1 Year 2025

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	TASK	RESPONSIBILITY	RESOURCES REQUIRED	PRIORITY (High / Med / Low)	TIMELINE
12.	<p>Complete property profiles for all HMPS leased or owned properties</p> <p><u>Description:</u> Parking does not have comprehensive data on its properties, relying on Real Estate staff to provide documents as requested. Additionally, some documents lack clarity (leases without diagrams), and many properties are used for private access without formal agreements.</p>	<p>Lead: HMPS</p> <p>Support: CREO / Legal</p>	<p>\$5,000 Internal Staff Time</p>	Medium	<p>2 Years (2023-2025)</p>
13.	<p>Conduct a business review and establish a funding plan for the Parking Capital Reserve and a 10-year budget</p> <p><u>Description:</u> Addressing the funding gap will require a multi-pronged approach of reducing expenses, increasing revenues and long-term planning. An in-depth assessment of all HMPS business operations (permits, tickets, driveways, signs, rates, etc.) will identify where resources are being expended vs. public and financial value.</p>	<p>Lead: HMPS</p> <p>Support: External Consultant</p>	<p>\$100,000 for internal staff time and consultant</p>	High	<p>2 Years 2023-2025</p>

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

	TASK	RESPONSIBILITY	RESOURCES REQUIRED	PRIORITY (High / Med / Low)	TIMELINE
14.	Release public engagement survey annually to ensure customer satisfaction and track customer trends	Lead: CAM Support: HMPS	\$3,100 Internal Staff Time	Medium	2025
15.	Further investigate climate mitigation and adaptation effects on assets and revise lifecycle model (e.g. . when is fleet going to convert to green fuel before 2050?).	Lead: HMPS Support: Climate Change Office	N/A	N/A	Ongoing
16.	Identify additional risks and trade-offs/shortfalls and develop detailed risk management plans with treatment costs	Lead: HMPS Support: CAM	\$1540 Internal Staff Time	Medium	2024-2026

10.3 MONITORING AND REVIEW PROCEDURES

This AM Plan will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The AM Plan will be reviewed and updated on a regular basis to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budget will be incorporated into the Long-Term Financial Plan once completed.

10.4 PERFORMANCE MEASURES

The effectiveness of this AM Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this AM Plan are incorporated into the long-term financial plan;
- The degree to which the 1-10-year detailed works programs, budgets, business plans and corporate structures consider the 'global' works program trends provided by the AM Plan;

HAMILTON MUNICIPAL PARKING SYSTEM

ASSET MANAGEMENT PLAN

- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans; and,
- The Asset Renewal Funding Ratio achieving the Organizational target (this target is often 90 – 100% and/or steady improvement to the Asset Renewal Ratio).

Appendix A: Survey Analysis



LET'S CONNECT, HAMILTON **City Services & Assets Review**



Hamilton Parking Services

Survey Period: February 13 - March 20, 2023

April 2023

132

134

5

Survey Response Demographics

17556

759

Respondents

Survey Questions

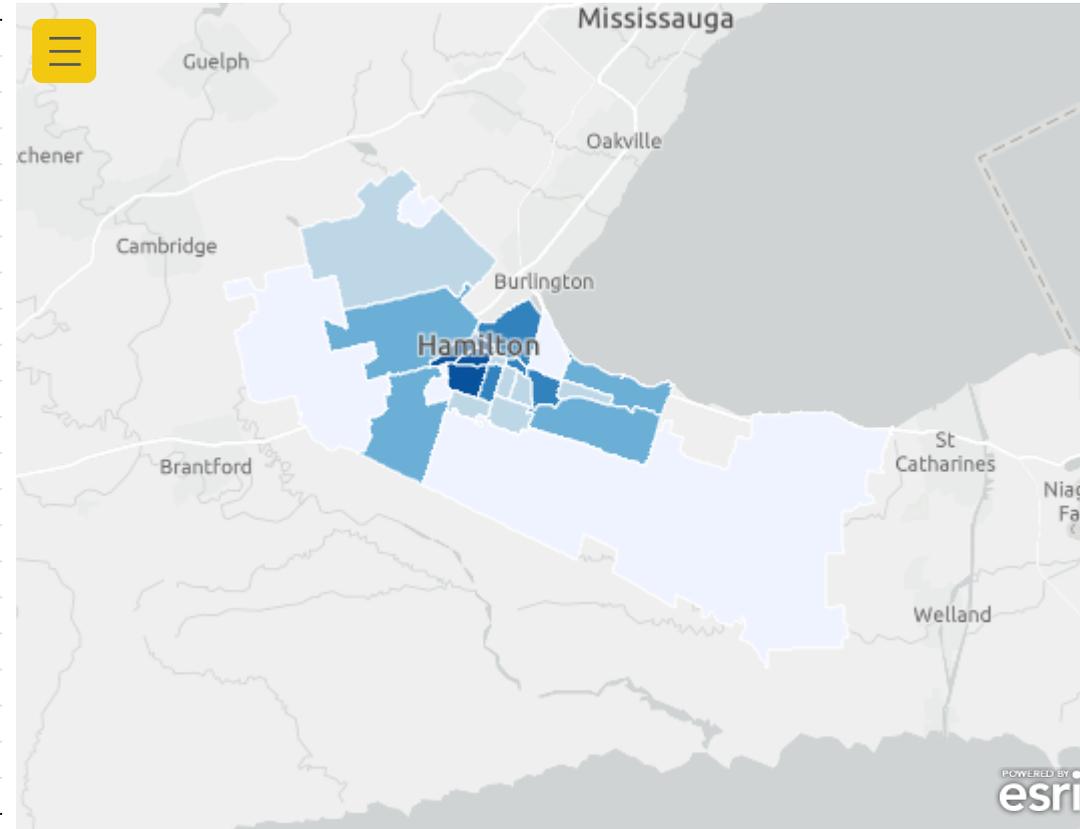
Demographic Questions

Survey Responses

Demographic Responses

Postal Code	Respondents	% Respondents	Population
L9C	16	12.60%	64,505
L8P	15	11.81%	42,655
L8R	9	7.09%	19,375
L8S	9	7.09%	26,295
L8M	8	6.30%	22,530
L8K	7	5.51%	52,085
L8L	7	5.51%	50,110
L9A	7	5.51%	40,750
L8E	6	4.72%	64,835
L8J	5	3.94%	42,665
L9G	5	3.94%	38,540
L9H	5	3.94%	50,480
L8G	4	3.15%	36,075
L8N	4	3.15%	26,220
L8T	4	3.15%	31,140
L8B	3	2.36%	38,035
L8V	3	2.36%	34,910
L8W	3	2.36%	39,195
L9B	3	2.36%	38,295
L0R	2	1.57%	123,805
L8H	1	0.79%	41,715
L9K	1	0.79%	23,485

% Respondents and Sum of Count by Value

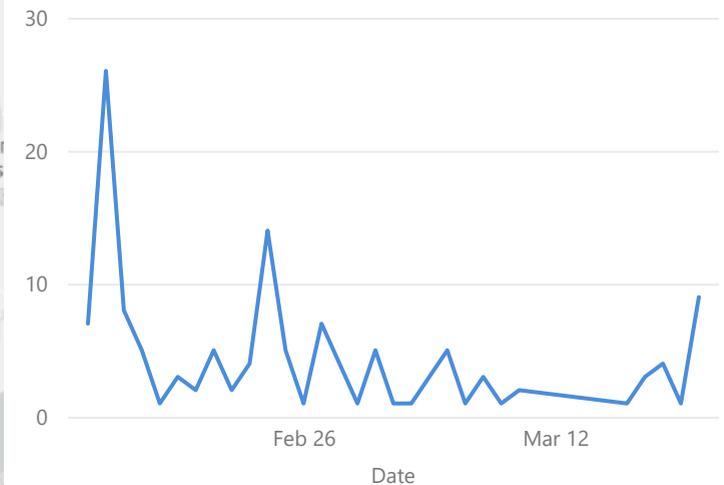


Self Identification	% Respondents	Respondents
2SLGBTQIA+	9.57%	11
I do not identify with any of the above groups	73.04%	84
Immigrant +10	5.22%	6
Immigrant <10	1.74%	2
Indigenous	1.74%	2
People with disabilities	13.04%	15
Racialized	5.22%	6
Total	100.00%	115

Residence	% Respondents	Respondents
I live elsewhere	0.79%	1
I live in Hamilton	99.21%	126
I run a Hamilton-based business	7.09%	9
I work in Hamilton	0.79%	1
Total	100.00%	127

Age	% Pop. by Age	% Respondents	Respondents
25 to 34	15.3%	12.40%	16
35 to 44	13.8%	15.50%	20
45 to 54	13.2%	17.05%	22
55 to 64	14.7%	33.33%	43
65 to 79	14.3%	20.93%	27
80+	5.2%	0.78%	1
Total	100.00%	129	

Respondents by Day



Gender	% Respondents	Respondents
Female	51.52%	68
Male	40.15%	53
Other	1.52%	2
Prefer not to answer	15.91%	21
Total	100.00%	132

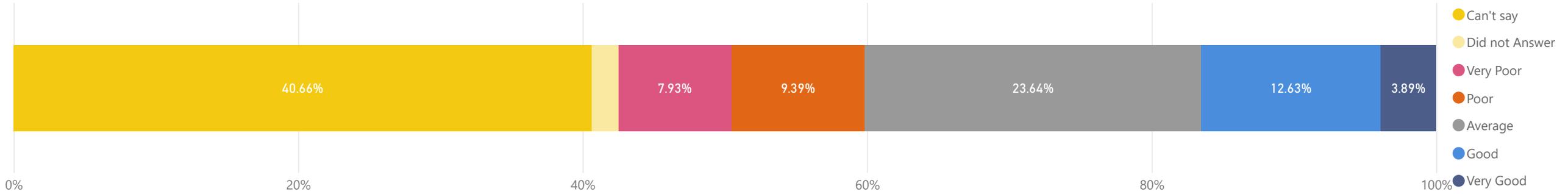
Q1

132
 Respondents
 1980
 Responses

Performance, last 24mo

City Services & Asset Review
 Hamilton Parking Services
 April 2023

Over the last 24 months, how do you feel Parking Services has performed overall in the following services?



	σ	Avg.	Avg. %	Opt out	Opt out %	Very Poor	Poor	Average	Good	Very Good	
All Service Areas	1.08		2.8	58.3	842	42.5	157	186	468	250	77
"Passport Parking" Mobile APP	1.25		3.5	69.7	74	56.0	6	5	17	15	15
Municipal Car Parks and Parking Structures	0.94		3.1	62.5	26	19.7	8	11	53	28	6
Parking Penalty Payment Options	1.11		3.1	61.8	64	48.5	9	5	32	15	7
Car Park Locations	0.95		3.1	61.1	20	15.1	9	16	52	30	5
Car Park Accessibility	1.02		3.0	60.9	46	34.9	9	11	38	23	5
Car Park Lighting	0.94		3.0	60.8	33	25.0	4	24	41	24	6
Parking Meters and Pay Machines	1.02		3.0	60.6	25	19.0	10	17	47	26	7
Accessible Parking Permit Exemptions	1.19		3.0	59.2	83	62.9	7	9	18	9	6
Car Park Condition and Appearance	0.92		3.0	59.1	22	16.7	8	21	53	24	4
On Street Parking	1.14		2.8	56.5	5	3.8	20	27	44	27	9
Special Event Parking Permit for Residents	1.21		2.6	51.4	104	78.8	9	1	12	5	1
Residential Driveway Access Permit	1.26		2.5	50.7	102	77.3	9	5	9	5	2
Parking Penalty Dispute Options	1.14		2.5	50.2	75	56.8	15	11	20	9	2
Residential Boulevard Parking	1.14		2.4	47.4	64	48.5	21	14	22	9	2
Temporary Regulation Enforcement Request	0.90		2.0	39.4	99	75.0	13	9	10	1	

Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

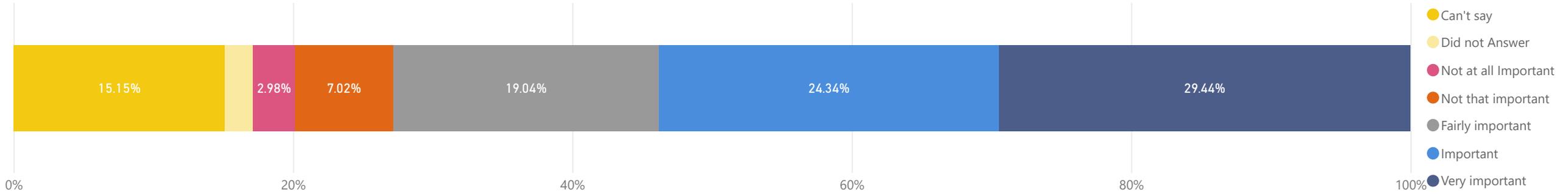
Q2

132
 Respondents
 1980
 Responses

Importance

City Services & Asset Review
 Hamilton Parking Services
 April 2023

How important should the following services be as a responsibility for Parking Services?



	σ	Avg.	Avg. %	Opt out	Opt out %	Not at all Important	Not that important	Fairly important	Important	Very important
All Service Areas	1.09	3.8	77.0	340	17.2	59	139	377	482	583
Car Park Lighting	0.91	4.3	86.4	7	5.3	1	6	14	35	69
On Street Parking	1.04	4.1	81.4	6	4.5	3	7	25	34	57
Car Park Accessibility	0.97	4.1	81.1	7	5.3	2	5	28	39	51
Car Park Condition and Appearance	0.95	4.0	80.2	6	4.5	1	8	26	45	46
Car Park Locations	0.98	4.0	80.2	5	3.8	2	6	30	40	49
Accessible Parking Permit Exemptions	1.04	4.0	79.2	30	22.7	3	6	21	34	38
Municipal Car Parks and Parking Structures	1.01	3.9	78.1	8	6.0	2	8	34	36	44
Residential Boulevard Parking	1.24	3.8	75.5	39	29.5	8	5	21	25	34
Parking Penalty Dispute Options	1.08	3.7	74.7	22	16.6	3	12	29	33	33
Parking Meters and Pay Machines	1.07	3.7	73.5	8	6.1	2	17	35	35	35
Temporary Regulation Enforcement Request	1.15	3.6	72.8	54	40.9	4	9	20	23	22
Parking Penalty Payment Options	1.07	3.6	71.8	22	16.7	4	12	35	33	26
Residential Driveway Access Permit	1.25	3.6	71.6	49	37.1	7	10	18	24	24
"Passport Parking" Mobile APP	1.34	3.6	71.4	34	25.7	10	14	16	26	32
Special Event Parking Permit for Residents	1.24	3.4	68.5	43	32.6	7	14	25	20	23

Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

Individual Service Areas Importance vs. Performance

Service areas where importance exceeds performance by 20 points is indicative of a mismatch between expectations and service levels, equal to one point on the Likert scale used.

Service Area	Importance (index score)	Performance (index score)	Net Differential
Average	76	57	-19
Temporary Regulation Enforcement Request	73	39	-33
Residential Boulevard Parking	75	47	-28
Car Park Lighting	86	61	-25
On Street Parking	81	57	-24
Parking Penalty Dispute Options	75	50	-24
Car Park Condition and Appearance	80	59	-21
Accessible Parking Permit Exemptions	79	59	-20
Car Park Accessibility	81	61	-20
Residential Driveway Access Permit	72	51	-20
Car Park Locations	80	61	-19
Special Event Parking Permit for Residents	69	51	-17
Municipal Car Parks and Parking Structures	78	62	-15
Parking Meters and Pay Machines	74	61	-12
Parking Penalty Payment Options	72	62	-10
"Passport Parking" Mobile APP	71	70	-1

Performance Q1 Over the last 24 months, how do you feel Parking Services has performed overall in the following services?

Importance Q2 How important should the following services be as a responsibility for Parking Services? All values were calculated and then rounded to the nearest whole number.

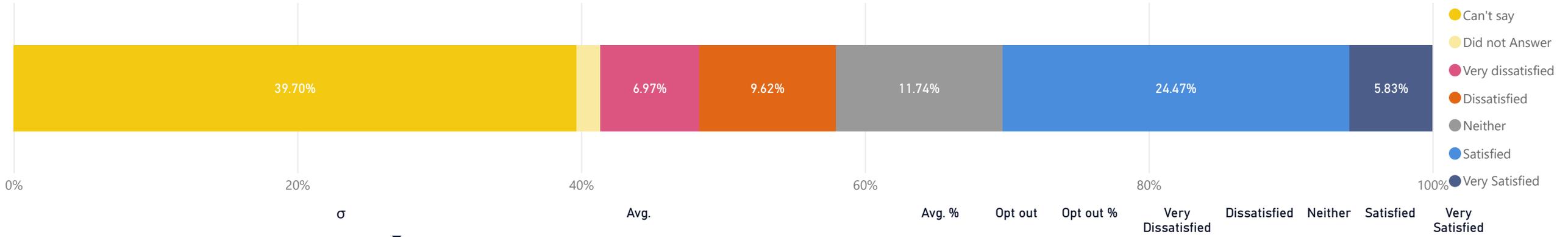
Q3

132
 Respondents
 1320
 Responses

Access, last 24 mo

City Services & Asset Review
 Hamilton Parking Services
 April 2023

In the last 24 months if you have used Hamilton Parking's services, how satisfied are you with your ability to access parking in these locations?



	σ	Avg.	Avg. %	Opt out	Opt out %	Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied
All Service Areas	1.14	3.3	64.3	546	41.4	92	127	155	323	77
Ancaster	0.94	3.6	72.5	76	57.6	2	4	15	27	8
Stoney Creek	1.17	3.5	70.0	78	59.1	6	3	12	24	9
Waterdown	1.07	3.5	69.5	92	69.7	4	2	9	21	4
Dundas	1.12	3.5	69.3	48	36.3	8	7	18	40	11
Ottawa Street North	1.16	3.4	69.0	45	34.1	9	9	15	42	12
On Street Parking across the city	1.14	3.2	64.7	13	9.9	11	23	23	51	11
Concession Street	1.17	3.1	61.5	64	48.5	8	15	14	26	5
Barton Village	1.21	3.0	60.7	72	54.5	9	12	11	24	4
Locke Street	1.15	3.0	59.3	43	32.5	10	25	17	32	5
Downtown Hamilton	1.27	2.8	55.7	15	11.4	25	27	21	36	8

Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

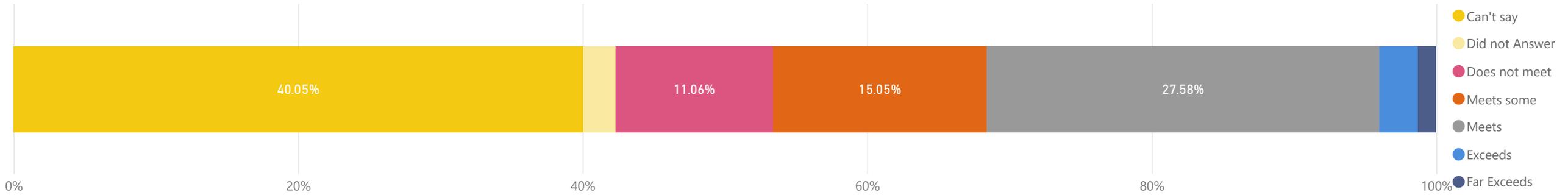
Q4

132
 Respondents
 1980
 Responses

Meet Needs

City Services & Asset Review
 Hamilton Parking Services
 April 2023

Do the following services meet your needs?



	σ	Avg.	Avg. %	Opt out	Opt out %	Does not meet	Meets some	Meets	Exceeds	Far Exceeds	
All Service Areas	0.93		2.5	48.9	838	42.3	219	298	546	54	25
"Passport Parking" Mobile APP	1.14		2.9	58.2	75	56.8	10	5	27	10	5
Special Event Parking Permit for Residents	1.04		2.6	51.6	101	76.5	6	6	16	1	2
Accessible Parking Permit Exemptions	0.78		2.5	50.7	87	65.9	6	11	26	2	
Municipal Car Parks and Parking Structures	0.81		2.5	50.6	21	15.9	15	29	61	5	1
Car Park Accessibility	0.82		2.5	50.2	50	37.9	11	23	44	3	1
Parking Penalty Payment Options	0.93		2.5	50.0	70	53.1	12	13	32	4	1
Parking Meters and Pay Machines	0.92		2.5	49.3	12	9.1	22	32	56	8	2
Car Park Lighting	0.90		2.4	48.5	29	22.0	18	32	46	5	2
Car Park Locations	0.78		2.4	48.4	20	15.1	14	42	52	3	1
Car Park Condition and Appearance	0.88		2.4	47.4	29	21.9	21	29	48	4	1
Residential Driveway Access Permit	0.98		2.4	47.2	96	72.7	9	8	17	1	1
On Street Parking	0.94		2.4	47.1	5	3.8	28	37	54	5	3
Temporary Regulation Enforcement Request	1.13		2.3	46.5	98	74.3	11	6	14	1	2
Residential Boulevard Parking	0.99		2.3	45.1	69	52.3	18	16	26	1	2
Parking Penalty Dispute Options	0.99		2.3	45.0	76	57.5	18	9	27	1	1

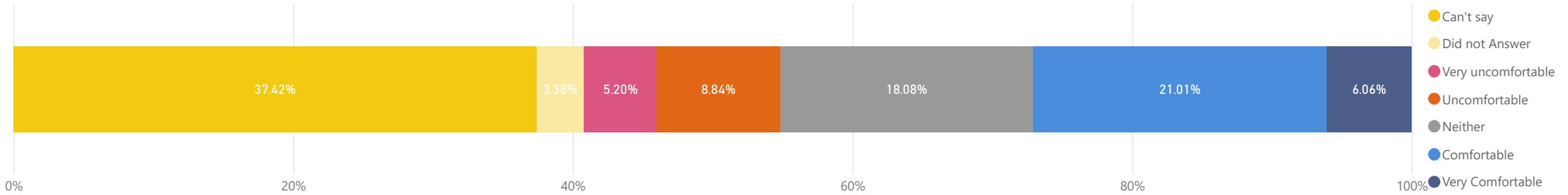
Comfortable and Safe

Q5

132
 Respondents
 1980
 Responses

City Services & Asset Review
 Hamilton Parking Services
 April 2023

Do you feel comfortable and safe accessing these services?



	σ	Avg.	Avg. %	Opt out	Opt out %	Very Uncomfortable	Uncomfortable	Neither	Comfortable	Very Comfortable
All Service Areas	1.09	3.2	64.7	808	40.8	103	175	358	416	120
"Passport Parking" Mobile APP	1.38	3.6	71.3	70	53.0	10	4	6	25	17
Accessible Parking Permit Exemptions	1.10	3.3	65.3	87	65.9	4	6	14	16	5
Car Park Accessibility	0.99	3.3	66.1	47	35.6	4	13	29	31	8
Car Park Condition and Appearance	1.07	3.0	60.2	23	17.4	11	23	35	34	6
Car Park Lighting	1.09	3.0	60.6	28	21.2	10	22	35	29	8
Car Park Locations	0.97	3.3	66.4	23	17.4	4	17	38	40	10
Municipal Car Parks and Parking Structures	1.01	3.3	65.5	12	9.1	6	22	34	49	9
On Street Parking	1.07	3.5	69.9	7	5.3	5	21	26	53	20
Parking Meters and Pay Machines	1.01	3.5	70.7	9	6.8	5	16	26	60	16
Parking Penalty Dispute Options	1.14	2.8	56.9	74	56.0	10	10	20	15	3
Parking Penalty Payment Options	1.10	3.2	63.8	68	51.5	8	5	23	23	5
Residential Boulevard Parking	1.19	3.0	60.0	70	53.0	11	6	22	18	5
Residential Driveway Access Permit	1.18	2.9	58.9	95	71.9	6	5	15	7	4
Special Event Parking Permit for Residents	0.95	3.1	61.8	98	74.3	3	3	18	8	2
Temporary Regulation Enforcement Request	1.09	2.9	58.9	97	73.5	6	2	17	8	2

Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

Q6

132 Respondents 132 Responses

Q7

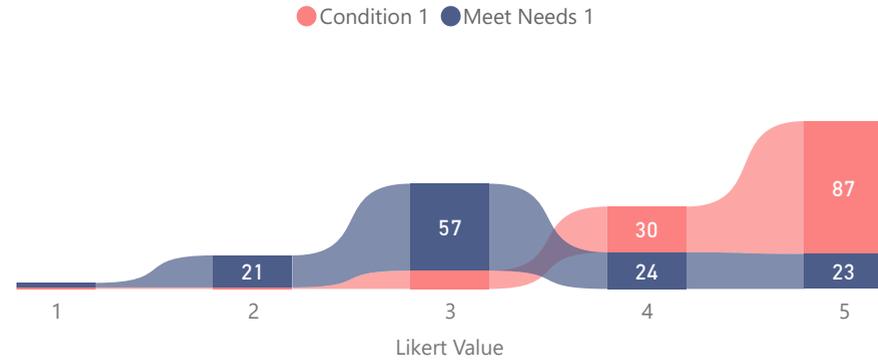
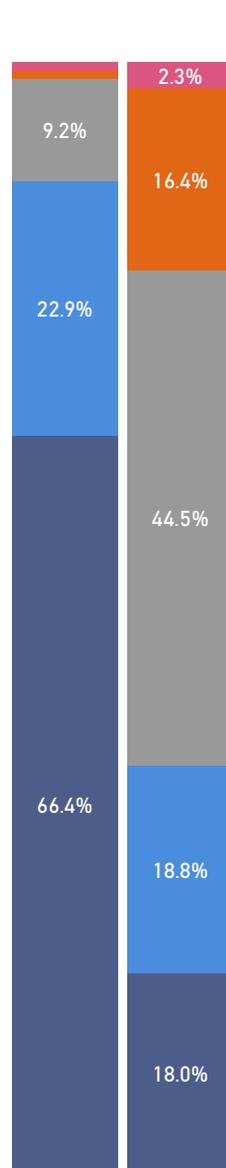
132 Respondents 132 Responses

Condition 1

Please rate the condition of the above parking lot and spaces.

Meet Needs 1

Please consider if this parking lot would meet your needs



		Avg.	σ
Q6	Please rate the condition of the above parking lot and spaces.	4.53	0.75
Q7	Please consider if this parking lot would meet your needs	3.34	1.03
Total		3.94	1.08

Due to an error Q6 to Q15 did not provide respondents the "Can't Say" response option

Q8

132 Respondents 132 Responses

Q9

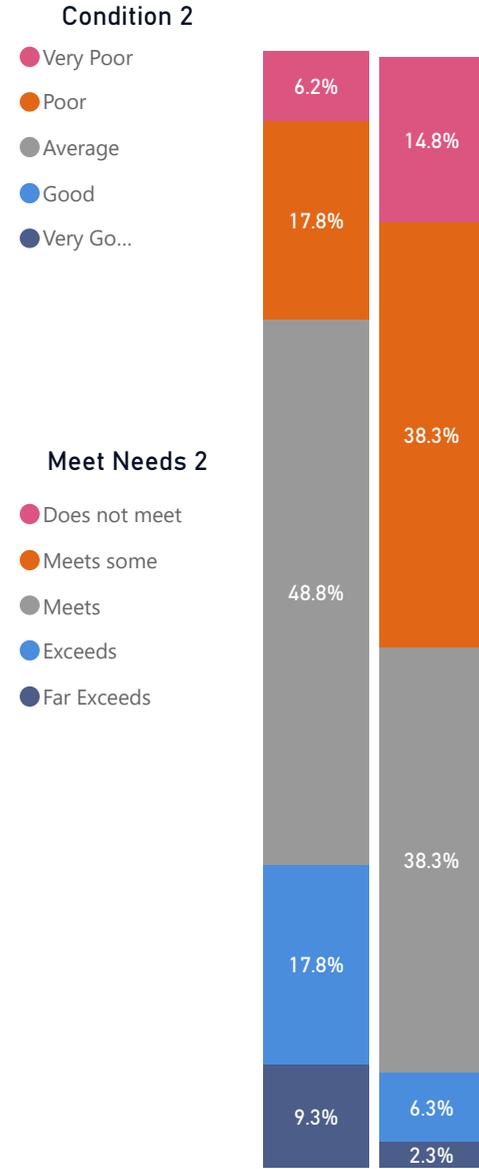
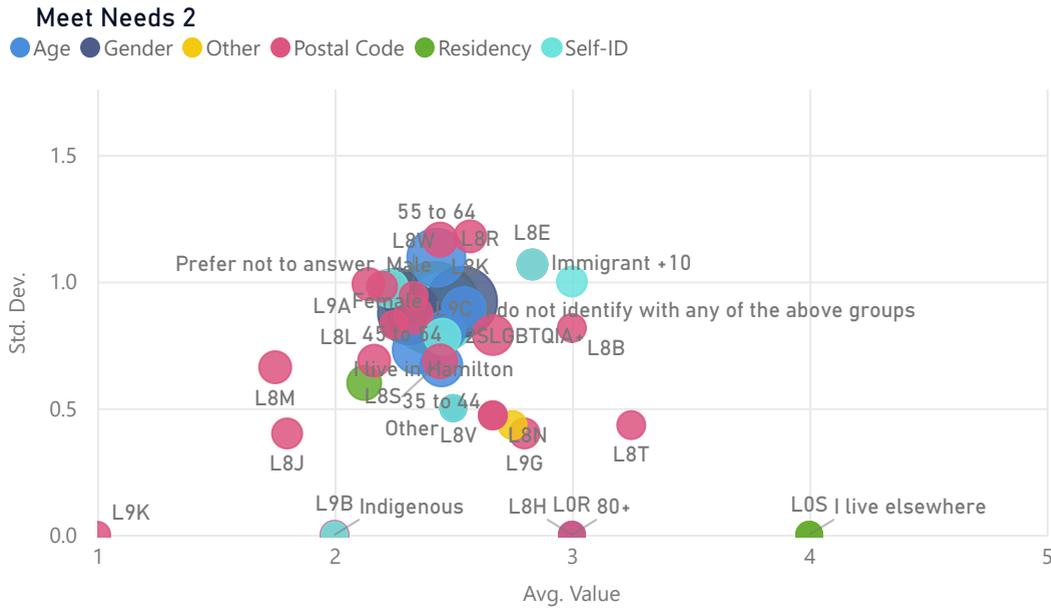
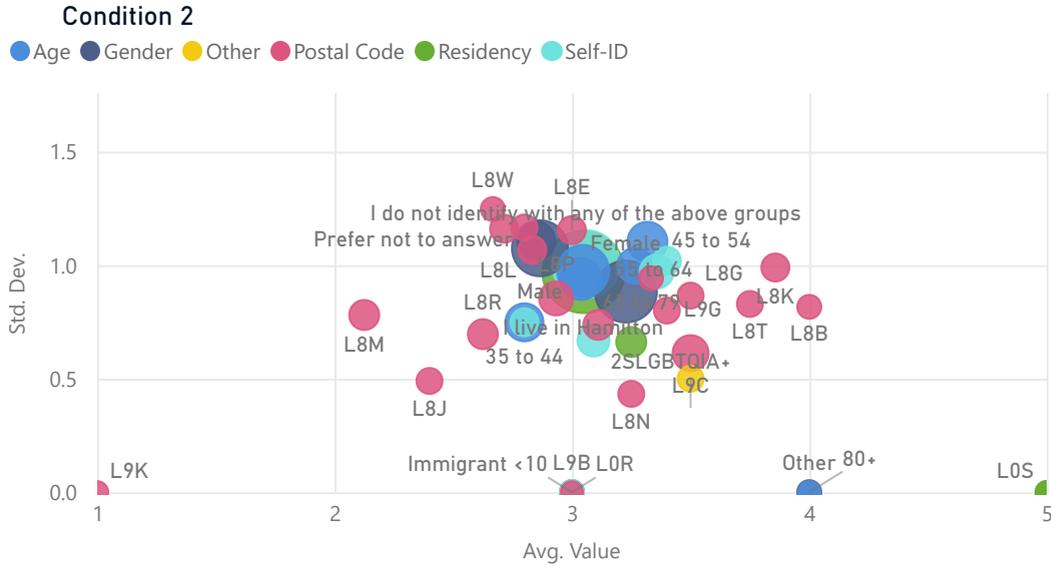
132 Respondents 132 Responses

Condition 2

Please rate the condition of the above parking lot and spaces.

Meet Needs 2

Please consider if this parking lot would meet your needs



Q10 132 132
 Respondents Responses

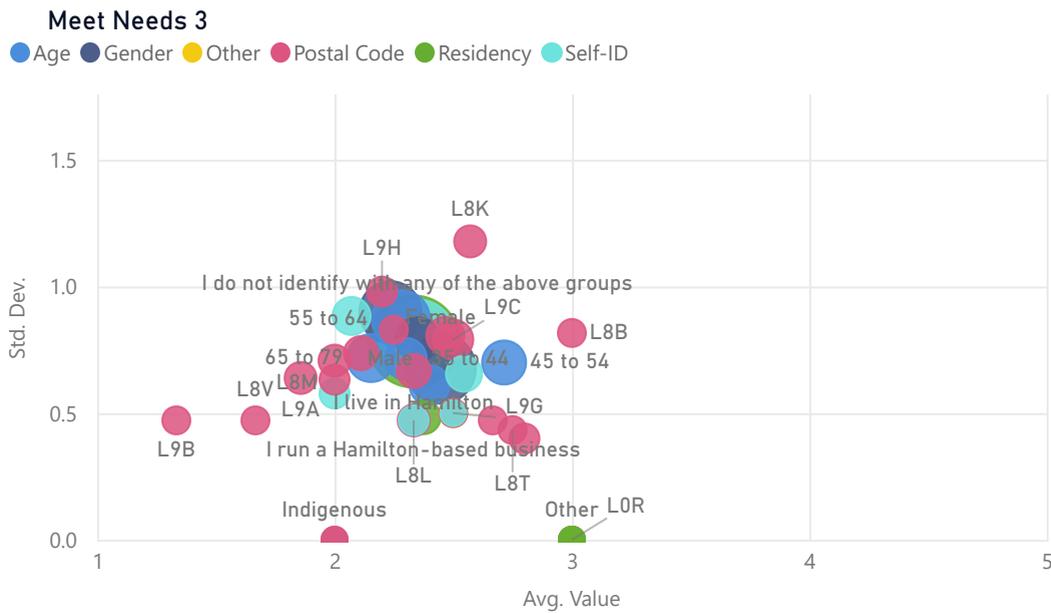
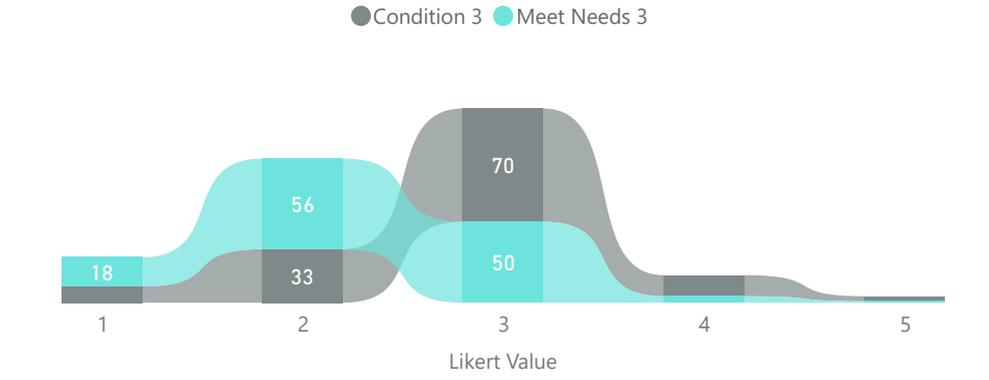
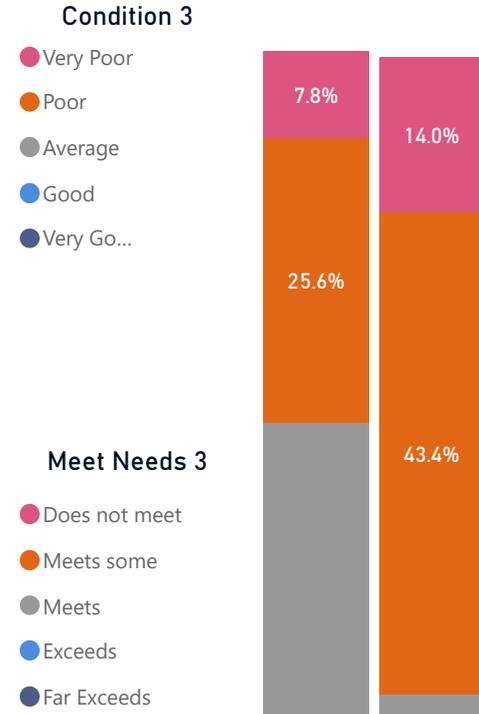
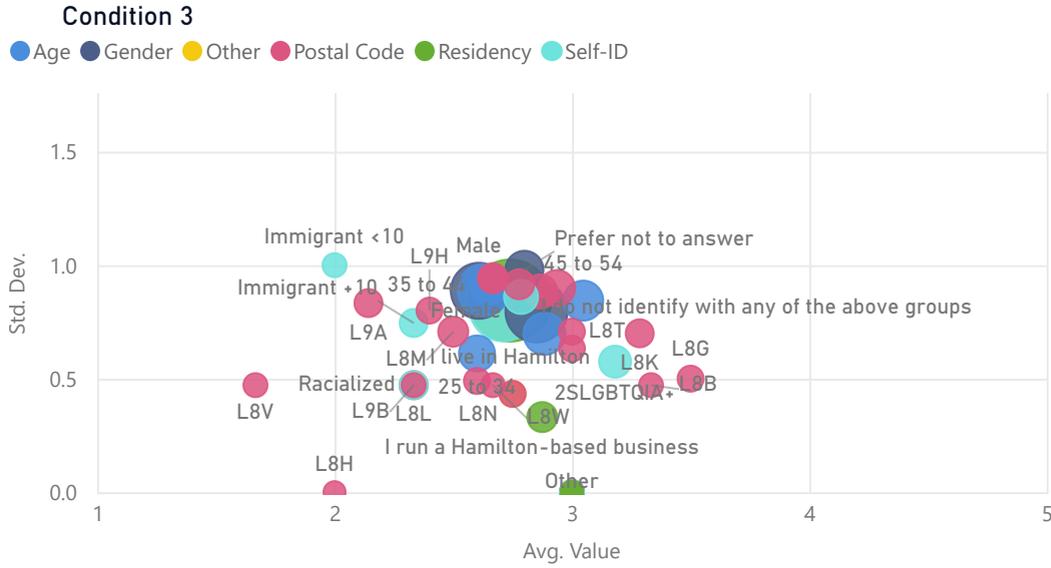
Q11 132 132
 Respondents Responses

Condition 3

Please rate the condition of the above parking lot and spaces.

Meet Needs 3

Please consider if this parking lot would meet your needs



		Avg.	σ
Q10	Please rate the condition of the above parking lot and spaces.	2.74	0.83
Q11	Please consider if this parking lot would meet your needs	2.33	0.78
Total		2.53	0.83

Due to an error Q6 to Q15 did not provide respondents the "Can't Say" response option

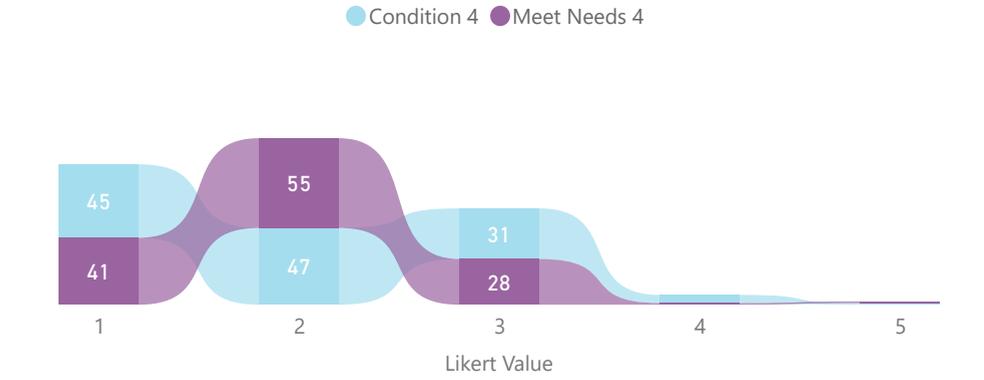
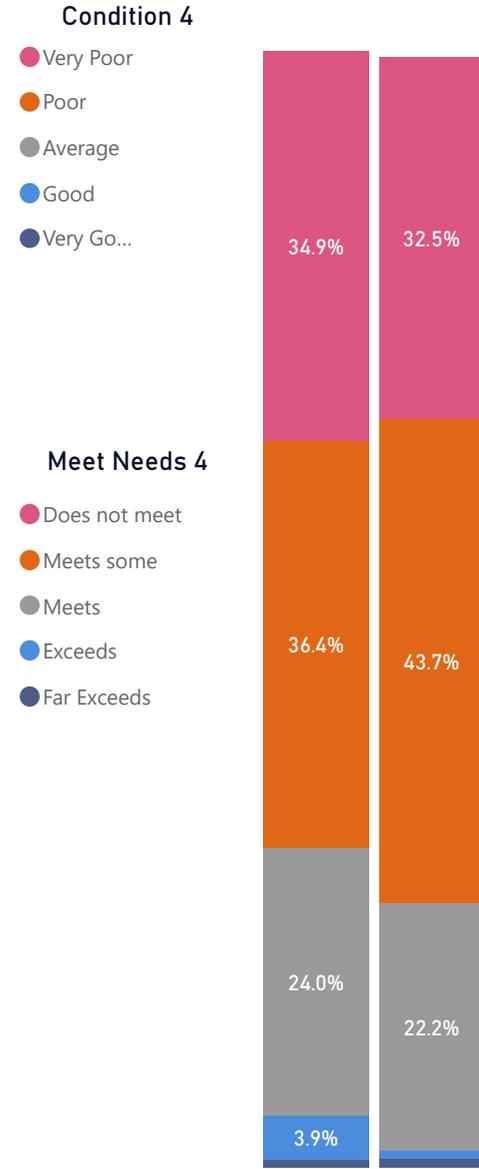
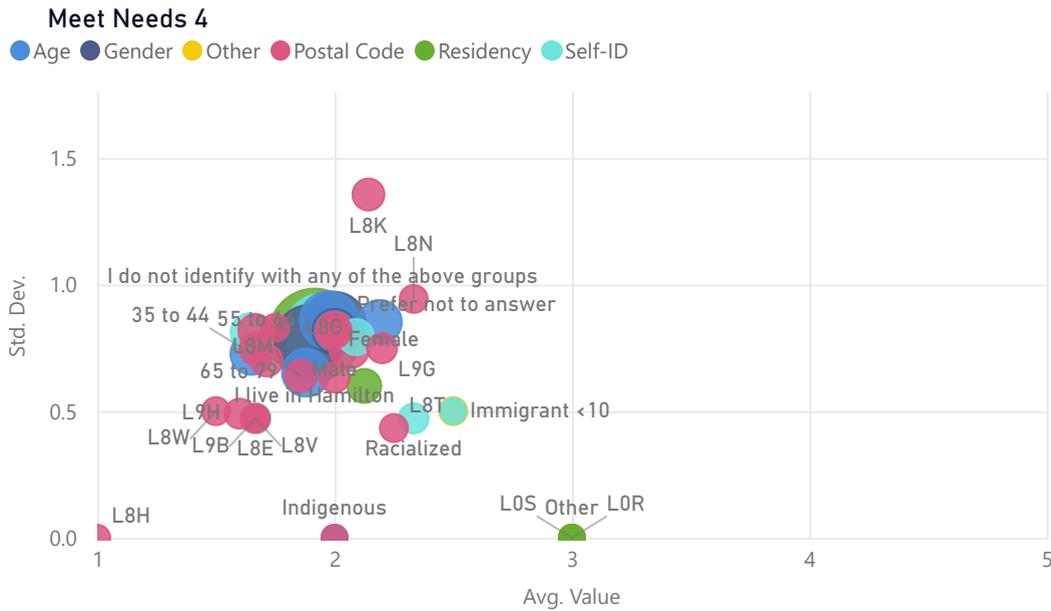
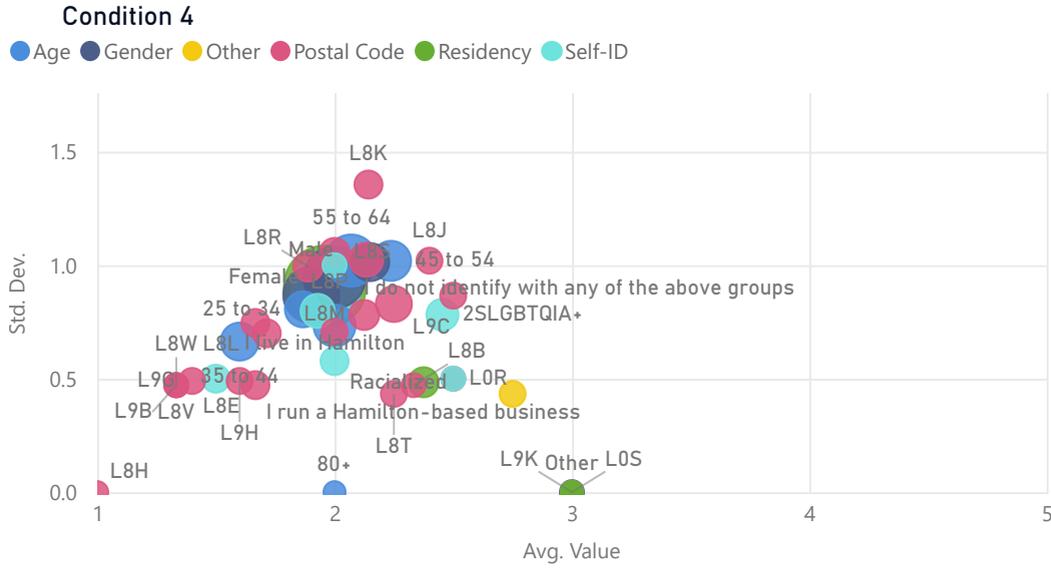
Q12 132 Respondents 132 Responses
Q13 132 Respondents 132 Responses

Condition 4

Please rate the condition of the above parking lot and spaces.

Meet Needs 4

Please consider if this parking lot would meet your needs



		Avg.	σ
Q12	Please rate the condition of the above parking lot and spaces.	1.99	0.90
Q13	Please consider if this parking lot would meet your needs	1.94	0.80
Total		1.96	0.86

Due to an error Q6 to Q15 did not provide respondents the "Can't Say" response option

Q14 132 Respondents 132 Responses

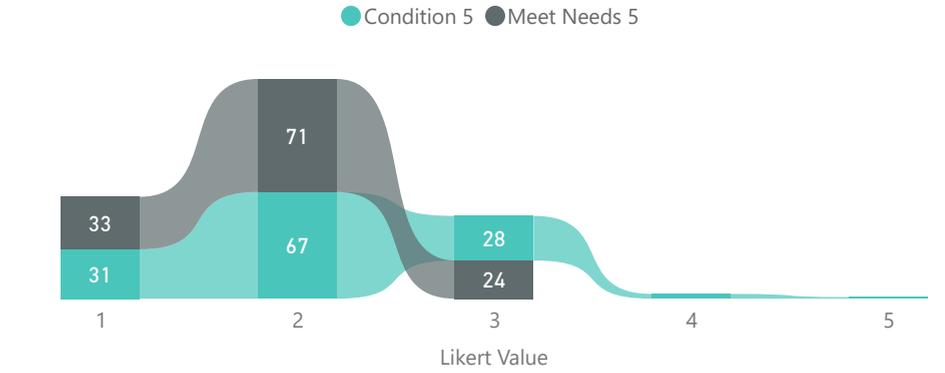
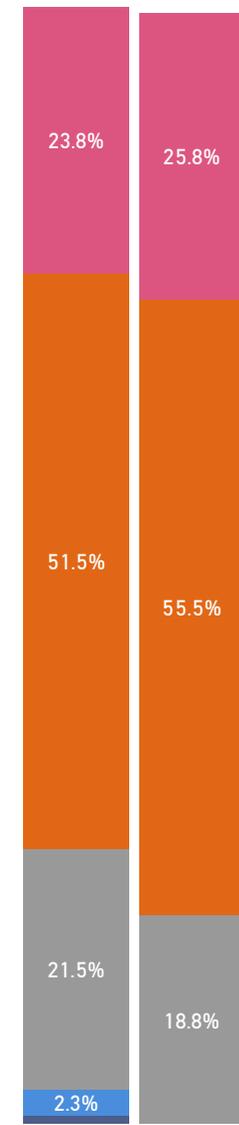
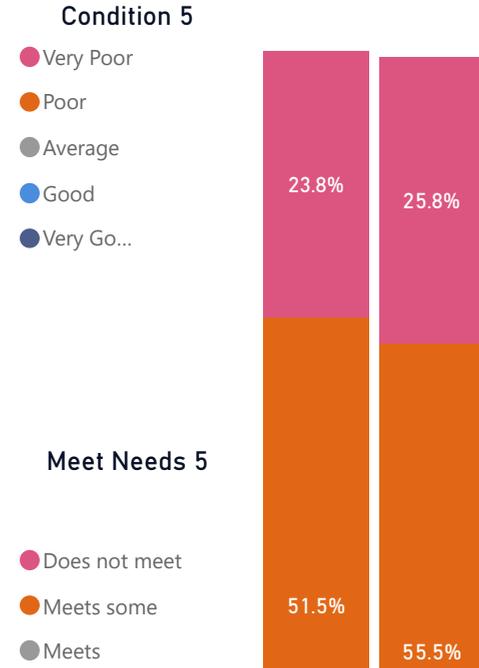
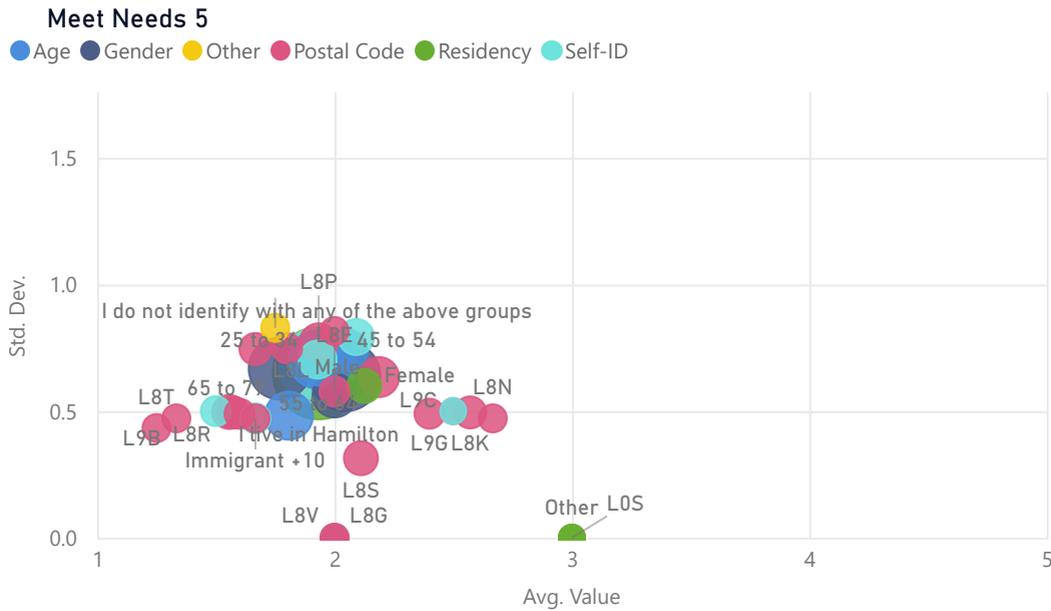
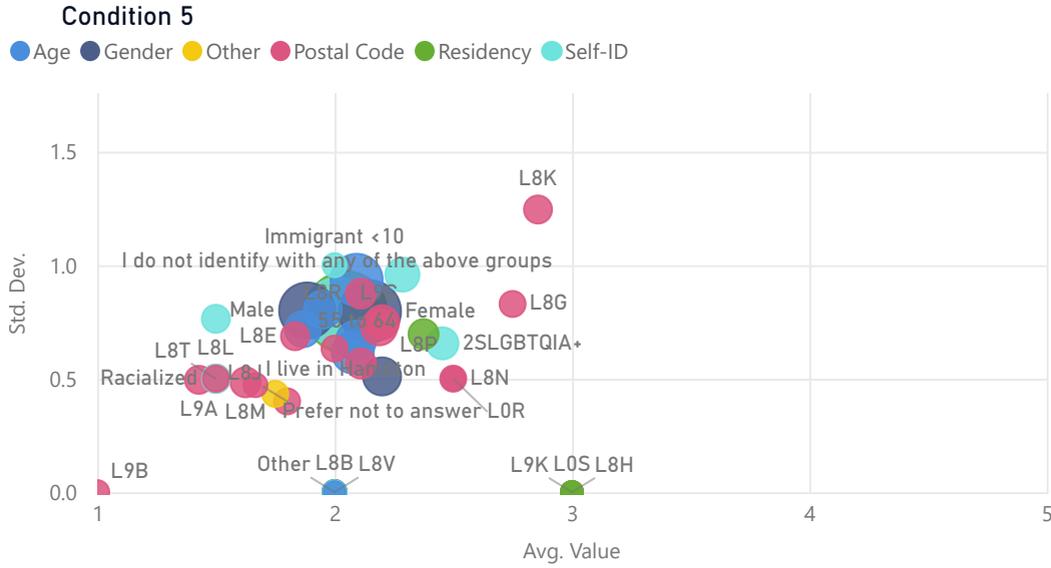
Q15 132 Respondents 132 Responses

Condition 5

Please rate the condition of the above parking lot and spaces.

Meet Needs 5

Please consider if this parking lot would meet your needs



		Avg.	σ
Q14	Please rate the condition of the above parking lot and spaces.	2.05	0.78
Q15	Please consider if this parking lot would meet your needs	1.93	0.66
Total		1.99	0.73

Due to an error Q6 to Q15 did not provide respondents the "Can't Say" response option

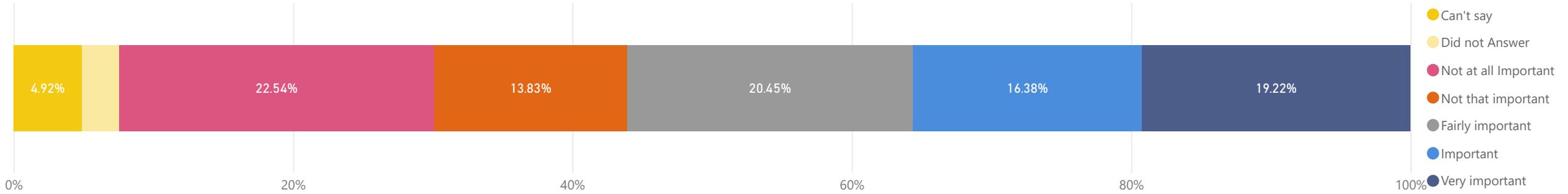
Q16

132
 Respondents
 1056
 Responses

Potential Services

City Services & Asset Review
 Hamilton Parking Services
 April 2023

Please rate the following potential services based on importance to you.



	σ	Avg.	Avg. %	Opt out	Opt out %	Not at all Important	Not that important	Fairly important	Important	Very important
All Service Areas	1.36	3.0	59.1	80	7.6	238	146	216	173	203
More stormwater runoff controls	1.16	3.8	76.2	7	5.3	6	9	35	28	47
More parking near transit	1.24	3.7	74.4	10	7.5	11	8	25	38	40
More secure storage facilities	1.45	3.1	61.7	11	8.4	28	12	30	24	27
More bike racks	1.43	3.0	60.2	12	9.1	28	14	32	21	25
More electric vehicle charging stations	1.45	2.6	52.2	12	9.1	38	25	22	16	19
Increase fees for environmental sustainable changes	1.37	2.5	50.2	4	3.1	40	31	26	14	17
Increase monthly parking fees to prioritize transit	1.44	2.5	49.2	12	9.1	43	27	20	12	18
Time of Use Pricing	1.35	2.4	48.7	12	9.1	44	20	26	20	10

Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

Q18
 132 Respondents
 1980 Responses

Recommend to Others

City Services & Asset Review
 Hamilton Parking Services
 April 2023

How likely would you be to recommend Parking Services to others?



	σ	Avg.	Avg. %	Opt out	Opt out %	Definitely not	Probably not	Possibly	Probably	Definitely
All Service Areas	1.15	3.0	59.9	853	43.1	145	201	404	271	106
"Passport Parking" Mobile APP	1.35	3.3	65.9	64	48.5	11	5	22	13	17
Accessible Parking Permit Exemptions	1.22	3.1	62.7	81	61.4	8	5	16	16	6
Car Park Accessibility	1.00	3.1	62.0	51	38.6	5	14	38	16	8
Car Park Condition and Appearance	1.07	2.8	55.6	31	23.4	13	26	38	18	6
Car Park Lighting	1.10	3.0	59.1	38	28.7	10	19	40	15	10
Car Park Locations	0.95	3.1	61.7	28	21.2	6	17	51	22	8
Municipal Car Parks and Parking Structures	1.07	3.1	62.7	22	16.6	9	20	38	33	10
On Street Parking	1.18	3.0	60.5	20	15.2	16	19	32	36	9
Parking Meters and Pay Machines	1.15	3.1	61.4	20	15.2	13	20	36	32	11
Parking Penalty Dispute Options	1.25	2.7	54.5	70	53.0	14	12	18	13	5
Parking Penalty Payment Options	1.15	2.9	57.6	66	50.0	10	13	23	15	5
Residential Boulevard Parking	1.18	2.8	55.6	73	55.3	12	11	16	18	2
Residential Driveway Access Permit	1.22	2.9	57.1	97	73.4	7	5	12	8	3
Special Event Parking Permit for Residents	1.11	3.0	59.4	97	73.5	4	7	13	8	3
Temporary Regulation Enforcement Request	1.21	2.8	55.7	95	72.0	7	8	11	8	3

Q18 is used to build a customer loyalty metric, Net Promoter Score. Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

Q18

132
 Respondents
 1980
 Responses

Net Promoter Score

Typically the Net Promoter Score is used to measure customer loyalty.

City Services & Asset Review
 Hamilton Parking Services
 April 2023

How likely would you be to recommend Parking Services to others?



	σ	Net Promoter Score	Detractors	Passives	Promoters	
All Service Areas	22.9		-57.22	750	271	106
"Passport Parking" Mobile APP	27.0		-30.88	38	13	17
Accessible Parking Permit Exemptions	24.4		-45.10	29	16	6
On Street Parking	23.5		-51.79	67	36	9
Parking Meters and Pay Machines	22.9		-51.79	69	32	11
Municipal Car Parks and Parking Structures	21.5		-51.82	67	33	10
Residential Driveway Access Permit	24.4		-60.00	24	8	3
Special Event Parking Permit for Residents	22.2		-60.00	24	8	3
Car Park Accessibility	20.0		-60.49	57	16	8
Parking Penalty Payment Options	23.0		-62.12	46	15	5
Temporary Regulation Enforcement Request	24.2		-62.16	26	8	3
Residential Boulevard Parking	23.6		-62.71	39	18	2
Car Park Lighting	22.0		-62.77	69	15	10
Parking Penalty Dispute Options	24.9		-62.90	44	13	5
Car Park Locations	19.0		-63.46	74	22	8
Car Park Condition and Appearance	21.4		-70.30	77	18	6

Likert choices less than 4 are considered 'Detractors' while 5s are considered 'Promoters' and 4s are 'Passive'. Respondents who opted out by not answering or selecting 'Can't Say' were removed from the sample. Net Promoter score is calculated by subtracting (% Detractors) from (% Promoters). σ (Standard Deviation) is calculated in percent, the same units as the Net Promoter Score.

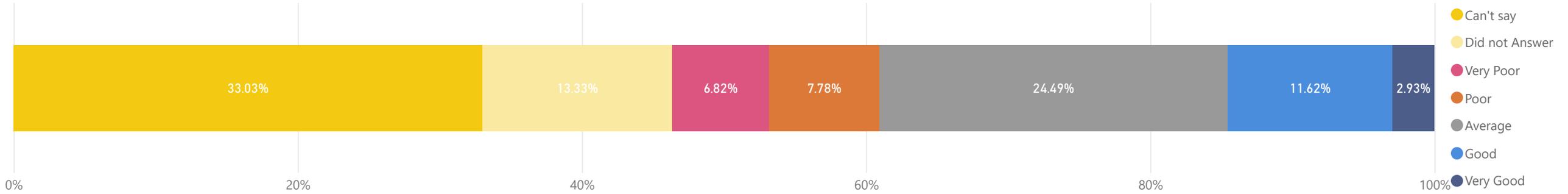
Q19

132
 Respondents
 1980
 Responses

Value for Money

City Services & Asset Review
 Hamilton Parking Services
 April 2023

How would you rate the Parking Services Division for providing good value for money in the infrastructure and services provided to your community?



	σ	Avg.	Avg. %	Opt out	Opt out %	Very Poor	Poor	Average	Good	Very Good	
All Service Areas	1.05		2.9	58.5	654	38.1	135	154	485	230	58
"Passport Parking" Mobile APP	1.28		3.1	62.5	69	52.3	12	3	22	17	9
Accessible Parking Permit Exemptions	1.06		3.1	62.4	83	62.9	5	5	23	11	5
Car Park Accessibility	0.95		3.0	60.5	47	35.6	6	14	42	18	5
Car Park Condition and Appearance	0.93		2.7	55.0	25	18.9	11	27	50	16	3
Car Park Lighting	0.93		3.0	59.0	30	22.7	7	21	49	20	5
Car Park Locations	0.89		3.0	59.4	25	18.9	10	11	61	22	3
Municipal Car Parks and Parking Structures	0.97		2.9	57.9	17	12.9	14	17	53	29	2
On Street Parking	1.13		2.9	57.9	8	6.1	20	19	46	32	7
Parking Meters and Pay Machines	1.04		3.0	59.7	12	9.1	15	16	50	34	5
Parking Penalty Dispute Options	1.16		2.6	52.9	76	57.6	13	9	22	9	3
Parking Penalty Payment Options	1.09		3.0	60.3	69	52.3	8	7	30	12	6
Special Event Parking Permit for Residents	1.13		2.9	58.8	99	75.0	6	1	18	5	3
Temporary Regulation Enforcement Request	1.10		2.7	54.2	94	71.2	8	4	19	5	2

Due to an error Q19 and Q20 are missing the Service Area Questions for 'Residential Boulevard Parking' and 'Residential Driveway Access Permit'. Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

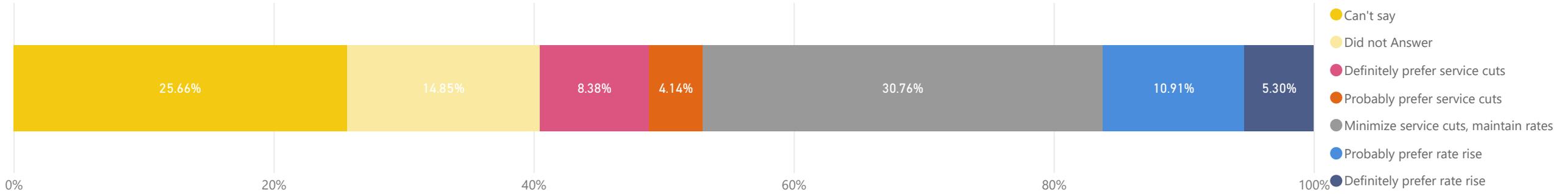
Q20

132
 Respondents
 1980
 Responses

Reasonable Fees

City Services & Asset Review
 Hamilton Parking Services
 April 2023

Are the current fees reasonable for the Parking service provided? Would you prefer to see rates rise to increase or maintain service, or would you rather see services reduced to maintain current rates?



	σ	Avg.	Avg. %	Opt out	Opt out %	Definitely prefer service cuts	Probably prefer service cuts	Minimize service cuts, maintain rates	Probably prefer rate rise	Definitely prefer rate rise
All Service Areas	1.08	3.0	60.2	538	31.4	166	82	609	216	105
Car Park Lighting	1.00	3.3	65.8	25	18.9	9	3	55	28	12
Car Park Condition and Appearance	0.93	3.3	65.5	22	16.7	6	9	54	31	10
Car Park Accessibility	1.06	3.1	62.1	37	28.0	11	6	50	18	10
On Street Parking	1.09	3.1	61.9	16	12.1	15	6	61	21	13
Municipal Car Parks and Parking Structures	1.05	3.1	61.5	15	11.4	13	11	57	26	10
Car Park Locations	1.03	3.1	61.4	29	22.0	12	6	57	19	9
Temporary Regulation Enforcement Request	1.22	3.0	59.7	70	53.1	11	5	29	8	9
Parking Meters and Pay Machines	1.04	3.0	59.5	15	11.4	15	12	59	23	8
Accessible Parking Permit Exemptions	1.17	2.9	58.1	59	44.7	15	3	35	14	6
Special Event Parking Permit for Residents	1.16	2.8	55.9	74	56.0	12	5	29	7	5
Parking Penalty Dispute Options	1.09	2.7	54.7	60	45.5	14	8	38	7	5
Parking Penalty Payment Options	1.02	2.7	54.3	58	43.9	14	6	45	5	4
"Passport Parking" Mobile APP	1.14	2.7	53.8	58	43.9	19	2	40	9	4

Due to an error Q19 and Q20 are missing the Service Area Questions for 'Residential Boulevard Parking' and 'Residential Driveway Access Permit'. Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

132
 Respondents
 3960
 Responses

Individual Service Areas Reasonable Fees vs. Value for Money

City Services & Asset Review
 Hamilton Parking Services
 April 2023

Service areas where reasonable fees exceed value for money by 20 points is indicative of a mismatch between expectations and service levels, equal to one point on the Likert scale used.

Service Area	Reasonable Fees (index score)	Value for Money (index score)	Net Differential
Average	60	59	-1
"Passport Parking" Mobile APP	54	63	9
Parking Penalty Payment Options	54	60	6
Accessible Parking Permit Exemptions	58	62	4
Special Event Parking Permit for Residents	56	59	3
Parking Meters and Pay Machines	59	60	0
Car Park Accessibility	62	60	-2
Parking Penalty Dispute Options	55	53	-2
Car Park Locations	61	59	-2
Municipal Car Parks and Parking Structures	62	58	-4
On Street Parking	62	58	-4
Temporary Regulation Enforcement Request	60	54	-5
Car Park Lighting	66	59	-7
Car Park Condition and Appearance	65	55	-11

Positive Net Differential values indicate that 'Value for Money' was greater than 'Reasonable Fees'. All values were calculated and then rounded to the nearest whole number. Due to an error Q19 and Q20 are missing the Dimensions "Residential Boulevard Parking" and "Residential Driveway Access Permit"

Value for Money Q19 How would you rate the Parking Services Division for providing good value for money in the infrastructure and services provided to your community?

Reasonable Fees Q20 Are the current fees reasonable for the Parking service provided? Would you prefer to see rates rise to increase or maintain service, or would you rather see services reduced to maintain current rates?

Summary of Survey Results

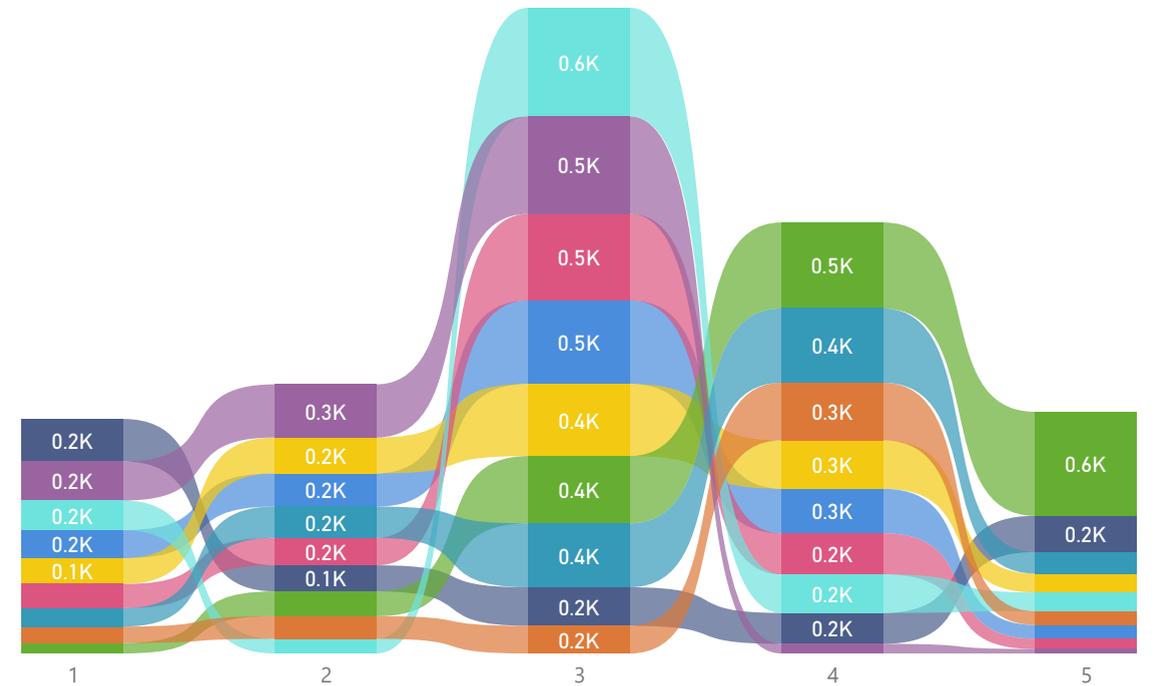
City Services & Asset Review
 Hamilton Parking Services
 April 2023

132
 Respondents
 16236
 Responses

Summary of All Questions ● (Blank) ● 1 ● 2 ● 3 ● 4 ● 5



	σ	Avg.	Avg. %	Opt Out	Opt out %
All Service Areas	1.21	3.1	61.9	6027	37.1
Q2 Importance	1.09	3.8	77.0	340	17.2
Q3 Access, last 24 mo	1.14	3.3	64.3	546	41.4
Q5 Comfortable and Safe	1.09	3.2	64.7	808	40.8
Q20 Reasonable Fees	1.08	3.0	60.2	802	40.5
Q18 Recommend to Others	1.15	3.0	59.9	853	43.1
Q16 Potential Services	1.36	3.0	59.1	80	7.6
Q19 Value for Money	1.05	2.9	58.5	918	46.4
Q1 Performance, last 24mo	1.08	2.8	58.3	842	42.5
Q4 Meet Needs	0.93	2.5	48.9	838	42.3



Summary of All Questions ● Q1 ● Q16 ● Q18 ● Q19 ● Q2 ● Q20 ● Q3 ● Q4 ● Q5

Due to an error Q19 and Q20 are missing the Dimensions "Residential Boulevard Parking" and "Residential Driveway Access Permit". Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.



CORPORATE ASSET MANAGEMENT

General Issues Committee

December 6, 2023

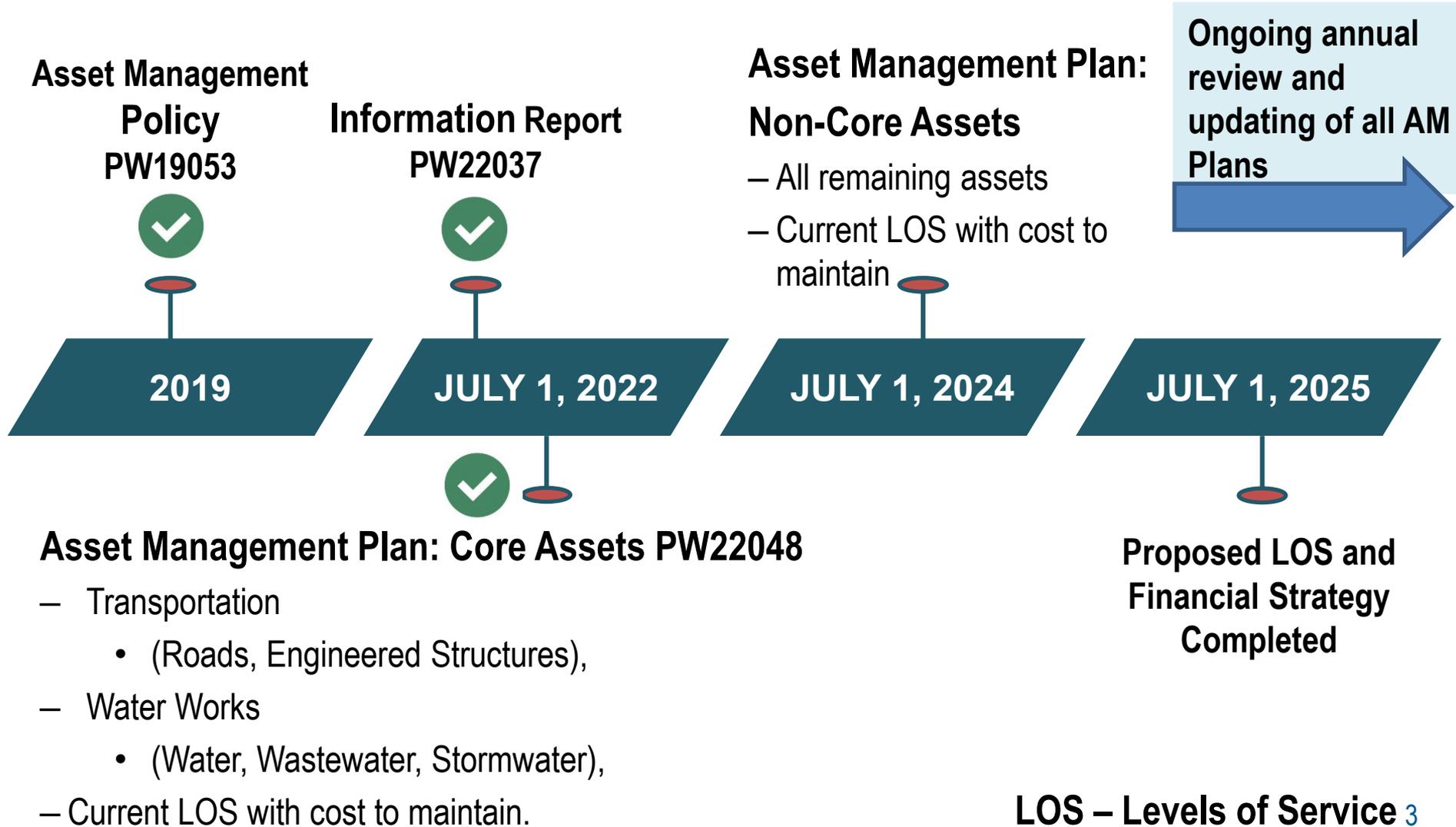
- Ontario Regulation 588/17
- Levels of Service
- Non-Core AM Plans – Findings
- Program Update
- Next Steps



O. Reg. 588/17:
Asset Management
Planning for
Municipal Infrastructure

Recommendation

- To approve the Asset Management Plans as attached to Recommendation Report PW23073 (Appendices “A”, “B”, “C”)
 - Hamilton Police Service;
 - Waste Management;
 - Hamilton Municipal Parking.





Levels of Service

Why are Levels of Service Important?

They are the cornerstone of asset management planning & decision making



Levels of service evolve over time:

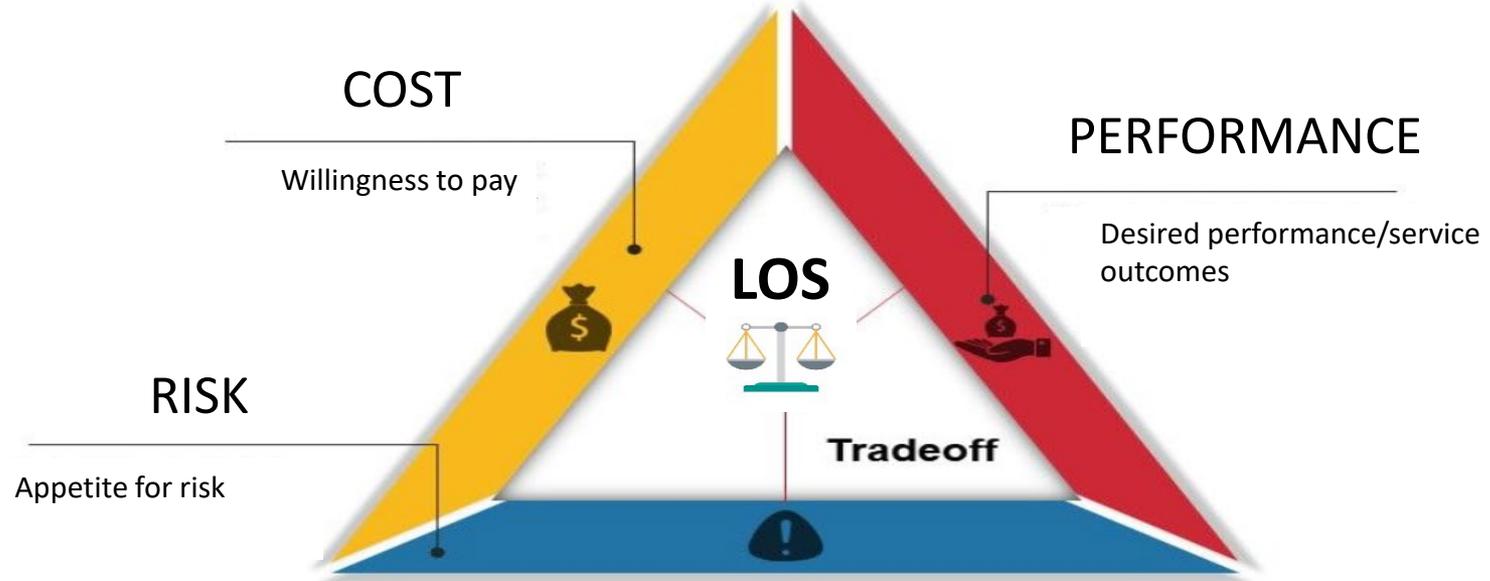
- Start with what you know works for services in the community;
- Maintain targets for what works;
- Revise targets for what doesn't work;
- It's a process of trial and error.

- Means of defining the outcomes that customers can expect from Programs and asset-based activities, measured through the achievement of defined performance measures and targets.
- Link between the outcomes the community desires and the way that Hamilton provides those services, including willingness to pay. These are often referred to as customer and technical levels of service.
- Levels of Service for current (today's service levels) and proposed (desired future service levels) include:
 - a level of service statement;
 - customer values;
 - customer levels of service;
 - technical levels of service.

Concept	Definition	Examples
Customer Values	Outline what is important to the customer, and if they see value in the service. These values are used to develop level of service statements.	<ul style="list-style-type: none"> • Safety, • Reliability, • Availability, and, • Responsiveness etc.
Customer Levels of Service	How the customer experiences or feels about the services they receive. <ul style="list-style-type: none"> • Condition: How good is the service? What is the condition or quality of the service? • Function: Is it suitable for its intended purpose? Is it the right service? • Capacity/Use: Is the service over or under-used? Do we need more or less of these assets? 	<ul style="list-style-type: none"> • Cleanliness of facilities, • Frequency of disruptions, and, • Ease of dealing with staff.
Technical Levels of Service	What the city does to deliver the services. These should be used internally to measure performance against service levels.	<ul style="list-style-type: none"> • # of times public washrooms are cleaned/day, • Response time to pothole repairs or watermain breaks, • Fit for purpose, and, • Asset average condition.

Example: Waste Management

- **Level of Service Statement:** to provide an effective and efficient waste management system which is essential for preserving and enhancing healthy and safe communities.
- **Customer Value:** e.g. Reliability
- **Customer Level of Service:** Satisfaction level with the reliability of the service
- **Technical Level of Service:** e.g. # of missed collections per 10,000 pickups



- Proposed levels of service will be achieved through the balance of cost, risk, and service/asset performance,
- Prioritization of operating and capital funds becomes critical in order to ensure the best balance is achieved, and
- Must find the balance that delivers the greatest value to the City.



What is Your Role as an Elected Official?

Role of Council

Council sets strategic direction

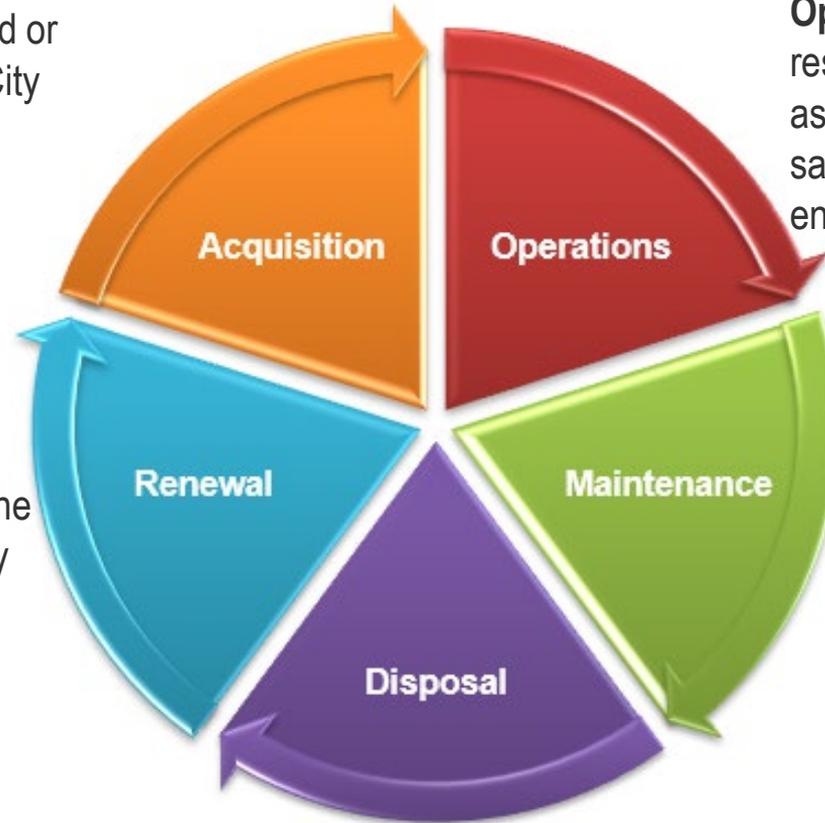
- Level of service
- Resource allocation



When managing assets the City must consider the whole life cycle cost of an asset

Acquisition: When we buy, build or inherit something new that the City didn't own before including an expansion.

Operations: Everyday activities or resources required to keep the assets/services working (e.g., staff salaries, cleaning, painting, studies, energy costs, internet etc.).



Renewal: When an asset is at the end of life, and we will either buy or build a new similar asset to replace it with like for like.

Maintenance: Planned or reactive activities that restore/fix an asset, so it reaches its expected life.

Disposal: When the asset is at the end of life or service is being discontinued and we're not replacing it with another similar asset.

Background and Registry

What service are we providing and how long have we provided it?
What do we own?

Who are our customers?
Present/Future
Registry Measures
(Condition, Age, expected life, replacement cost)

Life-Cycle

How do we manage these assets?

Acquisitions,
Operate,
Maintain,
Renew and
Disposals

Demand

Who wants to use our service?
What pressures will we face?

Current
Demand and
future demand

Climate Change

How will climate change affect how we manage our assets?

What mitigation/adaptation strategies will we utilize and what demands/risks will we encounter?

Risk Management

How do we manage current and future risks?

Financial,
Environmental,
Human Safety,
Reduction of
Service,
Legal/Reputational,
Cultural/Social
Outcomes

Levels of Service

What are the expectations and how are we delivering on those expectations?

Customer Levels
Technical Levels
of service

Financial Plan

What is our 'financial' health and how does it look in the future?

Long Term Financial
Plan
3 Key Financial
Indicators
(Renewals, Operating,
Debt)

Continuous Improvement

What are our plans to get better?

What do we plan to do
Who's doing it?
For how much?
When will it be done by?

ASSET CATEGORY	REPLACEMENT VALUE (M)	AVERAGE AGE (YEARS)	AVERAGE CONDITION	RENEWAL FUNDING RATIO	10 YEAR O&M & RENEWAL FUNDING RATIO	FUNDING GAP PER YEAR (M)	FUNDING GAP OVER 10 YEARS (M)
Sample Data	\$504.8	12	Fair	53%	91%	\$2.2	\$22
Data Confidence	Medium	Medium	Low	Medium	Medium	Medium	Medium

Replacement Value:

- Current market value; or
- Purchase price; or
- Historical information, or
- Expert opinion; or,
- When unknown, assumptions are made.

Average Age:

- Based on installation or purchase date; or
- Estimated based on location and similar assets; or
- When unknown, assumptions are made.

Average Condition:

- Condition assessments; or
- Based on estimated service life and age; or
- Expert opinion; or,
- When unknown, assumptions are made.

Approaches are listed from high to low data confidence.

ASSET CATEGORY	REPLACEMENT VALUE (M)	AVERAGE AGE (YEARS)	AVERAGE CONDITION	RENEWAL FUNDING RATIO	10 YEAR O&M & RENEWAL FUNDING RATIO	FUNDING GAP PER YEAR (M)	FUNDING GAP OVER 10 YEARS (M)
Sample Data	\$504.8	12	Fair	53%	91%	\$2.2	\$22
Data Confidence	Medium	Medium	Low	Medium	Medium	Medium	Medium

Renewal Funding Ratio:

[Proposed renewal budget for the next 10 years]

= _____

[Forecast renewal costs for the next 10 years]

10 Year O&M & Renewal Funding Ratio:

[Proposed operations & maintenance and renewal budget for the next 10 years]

= _____

[Forecast operations & maintenance and renewal costs for the next 10 years]

Funding Gap:

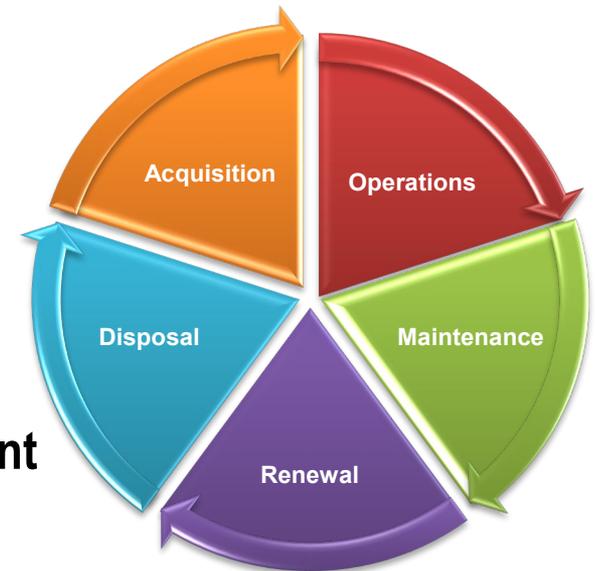
- [Operations, Maintenance, and Renewal Proposed Budgets] – [Forecast costs]

ASSET CATEGORY	REPLACEMENT VALUE (M)	AVERAGE AGE (YEARS)	AVERAGE CONDITION	RENEWAL FUNDING RATIO	10 YEAR O&M & RENEWAL FUNDING RATIO	FUNDING GAP PER YEAR (M)	FUNDING GAP OVER 10 YEARS (M)
Hamilton Police Service	\$351.9	25	Fair	25.9%	93%	\$18.1	\$181
Data Confidence	Medium	High	Medium	Medium	Low	Low	Low
Waste Management	\$560	39	Fair	63.7%	93.8%	\$4.6	\$46
Data Confidence	Low	Low	Low	Low	Low	Low	Low
Hamilton Municipal Parking	\$131	39	Fair	37.5%	87%	\$2.1	\$21
Data Confidence	Low	Low	Low	Low	Low	Low	Low
TOTAL	\$1.04B	Funding Gap \$24.8M annually (data confidence low-med)				\$24.8	\$248

Principles

- Adopt a lifecycle approach,
 - Endorse evidence-based decision-making,
 - Embrace continuous improvement,
 - Provide optimal value,
 - Develop service knowledge.
-
- **50+** opportunities for improvement,
 - 8 key themes,
 - Improvement plan identified on all items (time/resources).

Lifecycle Management





Asset Information (Data)

- AM Planning starts with data (registry – age, location, condition, quantity, etc.),
- Data confidence scale developed in order to quantify concerns,

Data Confidence Grading Scale		
Confidence Grade	Reliability	Accuracy
A - Very High	Data based on sound records, procedures, investigations, and analysis, documented properly and agreed as the best method of assessment.	The dataset is complete and Estimated to be accurate +/- 2%
B - High	As above with minor shortcomings e.g. some data old, or missing.	Dataset is complete Estimated to be accurate +/- 10%
C - Medium	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample	Dataset is substantially complete but up to 50% extrapolated data and accuracy estimate +/- 25%
D - Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis.	Most data is estimated or extrapolated. Accuracy +/- 40%
E - Very Low	None or very little data held.	Dataset does not exist or very little accuracy.

- Data found to be missing, old, incomplete, duplicated, and not aligned to AM processes that are still being developed.

Asset Condition



- No condition process for many assets;
- Lack of condition assessments (CA's); and,
- Use of Estimated Service Life (ESL) and age to approximate condition.



Lifecycle Management



- Not all assets are properly programmed;
- Impact of acquired assets on O&M activities; and,
- Timing of renewals requires more analysis.



Levels of Service



- LOS is critical for asset owners to understand;
- Owners are learning about and starting to embrace LOS;
- LOS sustainability difficult to quantify given current data; and,
- Community engagement is paramount and will be ongoing.

Replacement Cost



- Variations exist in current data; and,
- Need to apply a robust process across all asset classes.

Demand & Risk Management Improvements



- Continued conversation with Asset Owners; and,
- Further refinement of these elements will be included in future plans.

Financial Management Improvements



- Planning horizon expanded from 10 to 30 years;
- Infrastructure gap at low-med confidence; and,
- Future Long-Term Financial Plan will connect the budget to AM Plans.

Governance

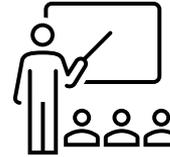


- Need for standard processes evident; currently in development; and,
- Clearly defined asset ownership apparent yet still some gray areas.

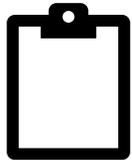
City Wide Engagement



4,145 Page Visits to AM Training Modules on SharePoint



112 City Staff completed some/all of the 8 training modules resulting in **377** instances of module completion



8 Public Engagement Surveys conducted since 2022



Approximately **130** AM meetings/workshops conducted in 2023



24 City Staff have completed the IPWEA Asset Management Planning Course – 6 are currently registered



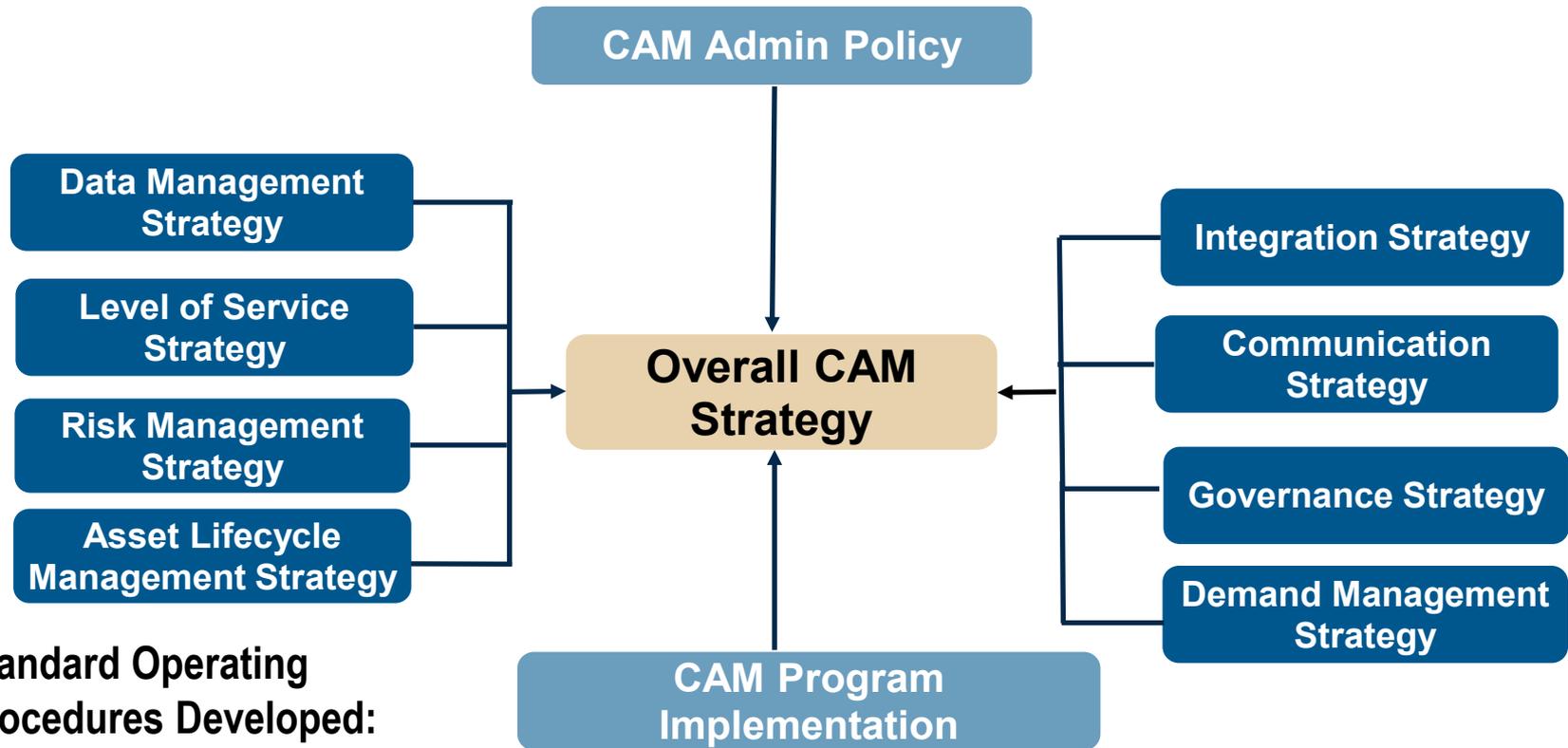
AM Presentations for all DLT's



8 CAM Steering Meetings held since 2022



6 Reports related to AM brought forward to Council since 2022



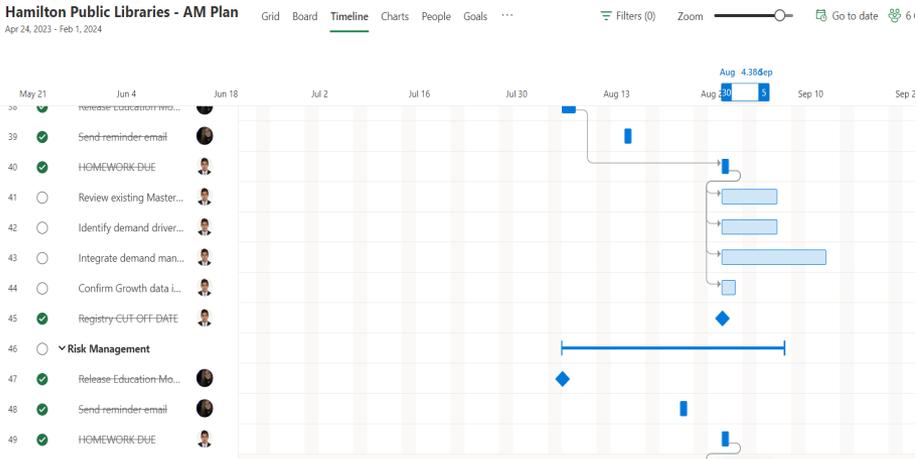
Standard Operating Procedures Developed:

- Risk Management
- Levels of Service
- Nonconformance
- Asset Registry – Best Practices
- AM Plan Template
- Survey Development

Policies and Strategies Developed:

- Updated Strategic Asset Management Policy
- Governance Strategy
- Communications Strategy

MS Project for the Web



Project Management:

- Detailed Project Plans built for all Projects including Project Charter approval by Asset Owners
- Power BI Dashboard created to support project monitoring and milestone visibility
- Utilizing a new project platform for enhanced project collaboration

Portfolio Dashboard

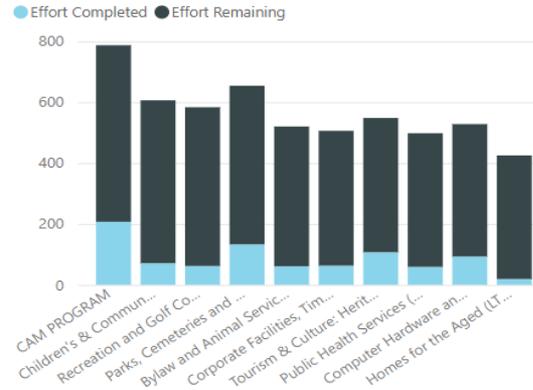
Project Progress: Project Manager:

Projects	23
Effort	11K Hours
Effort Completed	5,937 Hours
Effort Remaining	5,333 Hours

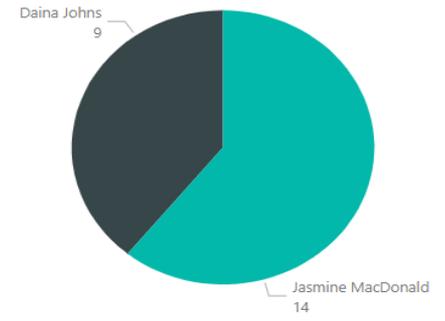
Projects by Progress



Effort by Project



Projects by Project Manager



Project Dashboard

24

CITY OF HAMILTON ASSET MANAGEMENT READINESS ASSESSMENT



Update: Non-Core AM Plans

Plans under development:

- Information Technology
- City Housing
- Transit
- Corporate Real Estate Office
- Libraries
- Parks and Cemeteries
- Recreation and Golf Courses
- Natural Assets
- Corporate Facilities/Tim Hortons Field
- Central Fleet
- Museums and Culture
- Bylaw and Animal Services
- Forestry and Horticulture
- Public Health and Children's Services
- Long Term Care
- Fire

Plans completed in 2023:

- Police
- Waste Management
- Parking
- (Paramedics)



Plans completed in 2022:

- Water
- Wastewater
- Storm Water
- Road
- Engineered Structures



CAM Office

- Amber Dewar, Dan Leake, Jasmine MacDonald and Alix Luciani

Corporate Services Financial Planning and Policy Division

Emergency Services

- Hamilton Police Service Asset Owner (Chief Frank Bergen)

Planning and Economic Development

- Hamilton Municipal Parking Asset Owner (Director Brian Hollingworth)

Public Works

- Waste Management Asset Owner (Director Angela Storey)



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Economic Development Division
and
HEALTHY AND SAFE COMMUNITIES DEPARTMENT
Housing Services Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	December 6, 2023
SUBJECT/REPORT NO:	Canada Mortgage and Housing Corporation Housing Accelerator Fund Incentive Programs (PED23143(b)/HSC23017(b) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Phil Caldwell (905) 546-2424 Ext. 2359 Kamba Ankunda (905) 546-2424 Ext. 4557 Al Fletcher (905) 546-2424 Ext. 4711
SUBMITTED BY:	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
SIGNATURE:	
SUBMITTED BY:	Michelle Baird Director, Housing Services Division Healthy and Safe Communities Department
SIGNATURE:	

RECOMMENDATION

- (a) That staff be directed to bring forward to the Planning Committee for a statutory public meeting, in accordance with Section 17(15)(d) of the *Planning Act*, Appendix "A" to Report PED23143(b)/HSC23017(b) respecting a proposed amended Housing for Hamilton Community Improvement Plan for the purposes of authorizing new Housing Accelerator Fund incentive programs;
- (b) That staff be directed to bring forward to the Planning Committee the following for consideration in conjunction with the proposed amended Housing for Hamilton Community Improvement Plan By-law to affect its implementation:

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: Canada Mortgage and Housing Corporation Housing Accelerator Fund Programs PED23143(b)/HSC23017(b) (City Wide) - Page 2 of 12

- (i) Appendix “B” to Report PED23143(b)/HSC23017(b) respecting a proposed Housing for Hamilton Community Improvement Project Area;
 - (ii) Appendix “C” to Report PED23143(b)/HSC23017(b) respecting program terms for a new Accessory Dwelling Unit and Multi-Plex Housing Incentive Program;
 - (iii) Appendix “D” to Report PED23143(b)/HSC23017(b) respecting program terms for a new Rapid Transit Multi-Residential Rental Housing Incentive Program;
 - (iv) Appendix “E” to Report PED23143(b)/HSC23017(b) respecting program terms for a new Housing Acceleration Incentive Program;
- (c) That staff be directed to prepare a delegated authority by-law to be brought forward to Planning Committee in conjunction with the proposed amended Housing for Hamilton Community Improvement Plan authorizing the General Manager of Healthy and Safe Communities to approve applications under the Accessory Dwelling Unit and Multi-Plex Housing Incentive Program, Rapid Transit Multi-Residential Rental Housing Incentive Program and Housing Acceleration Incentive Program up to an amount equal to the stated program maximums for grants and forgivable loans provided the grant/forgivable loans are being funded solely from funds provided to the City through the Canadian Mortgage and Housing Corporation’s Housing Accelerator Fund.

EXECUTIVE SUMMARY

On October 25, 2023, Council approved Report HSC23017(a)/FCS23062(a)/PED23143(a) which directed staff to execute the City’s Housing Action Plan initiatives in support of the Canadian Mortgage and Housing Corporation’s allocation of \$93.5 Million to the city through the Housing Accelerator Fund. This funding is intended to facilitate the incentivization of 2,675 net new residential units above the city’s five-year historical Building Permit average for housing units by December 2026. Staff were further directed to bring forward for Council’s consideration any new incentive programs required to implement the Housing Action Plan.

Staff are proposing the creation of three new Housing Accelerator Fund supported incentive programs: the Accessory Dwelling Unit and Multi-Plex Housing Incentive Program, the Rapid Transit Multi-Residential Rental Housing Incentive Program, and the Housing Acceleration Incentive Program. Collectively, these programs are intended to incentivize new housing through:

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- The creation of new accessory dwelling units in new and existing homes;
- The development of ‘missing middle’ multi-plex’s containing six or less units;
- Multi-residential rental units developed on, or in close proximity to, rapid transit corridors containing seven or more units; and,
- Development on sites which have been the subject of a city-led planning exercise to remove barriers to new housing creation containing seven or more units.

Staff’s proposed programs are intended to respond to the Housing Action Plan’s initiatives one, two and three respectively and fulfill city commitments to the Canadian Mortgage and Housing Corporation per the Housing Accelerator Fund contribution agreement signed between the two parties on October 5, 2023.

While the Housing Accelerator Fund is not specifically geared toward the development of affordable housing, all three programs proposed by staff provide opportunities to support the development of both market and affordable net new housing units. Where utilized to assist with the creation of new affordable housing units, forgivable loans will be provided for units with rents not exceeding 100% of the Average Market Rent for the City of Hamilton, as stated by the Canada Mortgage and Housing Corporation. Each program will require that the above affordability threshold be maintained for a period of 15 years in order to receive loan forgiveness.

Implementation of staff’s proposed programs will require the use of, and amendments to, the city’s existing Housing for Hamilton Community Improvement Plan in accordance with Section 28 of the *Planning Act*.

All financial incentives to be provided through the proposed programs, as well all new staffing required to administer the proposed programs, will be funded directly from the Canadian Mortgage and Housing Corporation’s Housing Accelerator Fund allocation to the city with no impact to the city levy. As per the program details, staff are required to report to Canadian Mortgage and Housing Corporation on utilization of the Housing Accelerator Fund at six-months and then annually from the date of execution of the Contribution Agreement.

Alternatives for Consideration – See Page 12

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FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The grants/forgivable loans to be provided under the programs proposed through this Report will be funded directly from the Canadian Mortgage and Housing Corporation's Housing Accelerator Fund with no impact to the city levy.

Staffing: As approved by City Council on June 7, 2023 through Report HSC23017/FSC23062/PED23143, additional staff in the Healthy and Safe Communities, Corporate Services (Legal) and Planning and Economic Development Departments will be required to administer the proposed Housing Accelerator Fund incentive programs. All new staff required in this respect will be funded directly from the Canadian Mortgage and Housing Corporation's Housing Accelerator Fund with no impact to the city levy.

Through Council's approval of HSC23017/FSC23062/PED23143 the City Manager, or their designate, have been authorized to hire the required staff deemed necessary to support and administer the Housing Accelerator Fund initiatives, including the programs proposed through this Report.

The Housing for Hamilton Community Improvement Plan and associated Housing Accelerator Fund incentive programs will be administered by the Healthy and Safe Communities Department with the support of staff from the Planning and Economic Development Department, and Corporate Services Department.

Legal: The proposed amended Housing for Hamilton Community Improvement Plan, proposed Housing for Hamilton Community Improvement Project Area and new program descriptions contained in Appendices "A" to Report PED23143(b)/HSC23017(b) through Appendix "E" to Report PED23143(b)/HSC23017(b), of this Report have been reviewed by the Legal Services and Risk Management Division, with comments and feedback incorporated therein.

Subject to City Council's endorsement of this Report's recommendations, Legal Services Division will be involved in developing agreements/letters of understanding and additional legal mechanisms required to implement the proposed incentive programs.

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HISTORICAL BACKGROUND**Housing Accelerator Fund:**

On April 7, 2022, the Federal Government proposed a budget which included a plan to support municipalities nation-wide in creating 100,000 new residential units using an investment of \$4 billion in a new program called the Housing Accelerator Fund. On March 20, 2023, Canadian Mortgage Housing Corporation released the Pre-Application Reference Material outlining the Housing Accelerator Fund program. The primary objectives of the program are to create an additional supply of housing at an accelerated pace and enhance certainty in the approvals and building process.

The City of Hamilton was considered a “Growth Leader” under the Housing Accelerator Fund, with the ability for early submission of an application and on June 14, 2023, the city submitted its Housing Accelerator Fund application to the federal government. City of Hamilton was allocated \$93.5 M for the incentivization of 2,675 net new residential units.

Funding through the Housing Accelerator Fund is based on initiatives that create net new residential units beyond those units anticipated to be constructed without the Housing Accelerator Fund. City of Hamilton’s initiatives as contained in the Housing Action Plan were approved by Council on October 25, 2023, through Report HSC23017(a)/FCS23062(a)/PED23143(a). Housing Accelerator funding is calculated based on the type and location of new units which can range from \$27,000 up to \$54,000 per net new unit projected to secure a building permit.

Of note, the Housing Accelerator Fund is not specifically geared towards the development of affordable housing, although some incremental benefit is provided to municipalities for any Housing Accelerator Fund units that are affordable, and the program also permits the use of surplus funding to fund new affordable housing projects.

Housing Action Plan:

A key requirement of the Housing Accelerator Fund is that the city have a Council approved Housing Action Plan that identifies seven initiatives to accelerate the development of housing. The Housing Action Plan was approved by Council through Report HSC23017(a)/FCS230629(a)/PED23143(a) and contained initiatives and targets intended to incentivize the development of 2,675 housing units (891 annually) above the City’s five-year historical Building Permit average. These initiatives consist of the following:

Initiative 1: Acceleration Program for Accessory Dwelling Units and Multi-Plex Conversions;

Initiative 2: Rapid Transit Multi-Residential Rental Housing Grant Program;

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- Initiative 3: Housing Acceleration Zoning Reform Program;
- Initiative 4: Land and Property Disposition Program for Housing;
- Initiative 5: New and Enhanced Incentive Programs for Housing Development;
- Initiative 6: Planning Review and Studies for Rapid Transit Corridors; and,
- Initiative 7: Support Housing Development on Remediated Brownfield Sites.

The details of each of the seven initiatives were provided in Report HSC23017(a)/FSC23062(a)/PED23143(a) and approved by City Council on October 25, 2023.

This Report is in respect to the creation of new incentive programs required to fulfil initiatives one through three and which require the utilization of the city's existing Housing for Hamilton Community Improvement Plan to implement in accordance with Section 28 of the *Planning Act*. Initiatives four, five and six do not require the utilization of Community Improvement Plan to implement.

With respect to initiative seven, through City Council's approval of staff's recommendations in Report PED23076(a) respecting the five-year comprehensive review of the Environmental Remediation and Site Enhancement Community Improvement Plan completed in July 2023, by the Economic Development Department, City Council has already approved a new program which fulfils this initiative. This new program, the Environmental Remediation and Site Enhancement Affordable Housing Grant Program, came into effect on July 13, 2023, and provides grants of up to \$200,000 towards environmental remediation costs on environmentally contaminated properties being developed for not-for-profit housing.

Housing for Hamilton Community Improvement Plan:

The Housing for Hamilton Community Improvement Plan was adopted by City Council in 2019 as a vehicle for the implementation of financial incentive and assistance programs which could minimize financial barriers to, and stimulate development of, a wide range and choice of affordable and market housing required to meet the needs of Hamilton's residents. Incentive programs created under the Housing for Hamilton Community Improvement Plan are generally intended to support the integration of people from a variety of income groups into healthy, socially cohesive and financially sustainable communities by incentivizing:

- New housing opportunities for persons with higher social and economic vulnerability;

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- The creation of new housing on under-utilized properties; and,
- New and/or revitalized stock of affordable housing.

The Housing for Hamilton Community Improvement Plan currently contains two active incentive programs: The Roxborough Access to Homeownership Grant Program and the Roxborough Rental Housing Loan Program. These programs were developed and implemented in 2019 to support the development of the Roxborough Demonstration Project; a joint public-private housing redevelopment in the East Hamilton neighbourhood of McQueston.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Under Section 28 of the *Planning Act*, municipalities with enabling policies in their Official Plans may adopt a Community Improvement Plan for the purposes of providing grants and/or loans to property owners or tenants to support physical improvements within specific geographic areas (areas referred to as Community Improvement Project Areas) that have been approved by City Council.

The adoption of a Community Improvement Plan and Community Improvement Project Area allows a municipality to provide financial incentives/assistance within those areas that would otherwise be prohibited under Subsection 106(2) of the *Municipal Act*.

Municipal authorization for the establishment of Community Improvement Plans are contained in Chapter F, Section 1.15 of the Urban Hamilton Official Plan and Rural Hamilton Official Plan.

The adoption or update to a Community Improvement Plan by a municipality must be conducted in accordance with the applicable policies under Sections 17 and 28 of the *Planning Act* as well as the City's Public Participation and Notification Policies contained in Chapter F, Section 1.17 of the Urban Hamilton Official Plan and Rural Hamilton Official Plan. These policies include requirements for stakeholder engagement, public notice and a statutory public meeting.

Should City Council support the proposed modifications contained in this Report, staff will prepare and bring forward, for City Council consideration, the appropriate by-laws required to implement the amended Housing for Hamilton Community Improvement Plan and Community Improvement Project Area contained in Appendix "A" to Report PED23143(b)/HSC23017(b) and Appendix "B" to Report PED23143(b)/HSC23017(b), of this Report respectively. In accordance with the *Planning Act*, these by-laws will be subject to public notice requirements and will be required to be brought to Planning Committee for a statutory public meeting. At this time, staff would also bring forward the proposed implementing program descriptions for final consideration which contain the

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specific terms, eligibility criteria and administrative processes required to implement the Housing Accelerator Fund programs. The draft versions of these program descriptions are contained in Appendices “C” to Report PED23143(b)/HSC23017(b) through Appendix “E” to Report PED23143(b)/HSC23017(b), of this Report.

Public notice regarding the statutory meeting for the recommended amendments to the Housing for Hamilton Community Improvement Plan and Community Improvement Project Area By-laws will be undertaken in accordance with the requirements of the *Planning Act* and Chapter F, Section 1.17 of the Urban Hamilton Official Plan and Rural Hamilton Official Plan.

Should Council ultimately adopt the amended Housing for Hamilton Community Improvement Plan and associated program descriptions, the programs will come in to effect after the expiration of the required 20-day appeal period under the *Planning Act*.

RELEVANT CONSULTATION

The development of the Housing Action Plan for the purposes of applying for the Housing Accelerator Fund was based on staff’s ongoing discussions with the housing development industry and affordable housing proponents on the continuous challenges they face in their attempt to meet the growing demand for housing along the housing continuum in the City of Hamilton.

Due to requirements by the Canadian Mortgage and Housing Corporation to keep the City’s Housing Accelerator Fund application confidential until the time of announcing the funding allocation, members of the public at large were not consulted on the final submission. Notwithstanding this, the use of a Community Improvement Plan to implement initiatives one through three provides an opportunity for the public to review and provide comments on the proposed programs as part of Council’s consideration of the programs. Specifically, under Section 28 of the *Planning Act*, new Community Improvement Plans or amendments to existing Community Improvement Plans must be subject to public notice requirements prior to consideration by Council and will be the subject of a statutory public meeting through the Planning Committee.

In addition to the above statutory requirements, staff will hold public information sessions to help inform property owners, homebuilders and the public about the new Housing Accelerator Fund supported programs.

As a requirement of the Housing Accelerator Fund, the city will also be required to develop a Housing Needs Assessment which will further prioritize the actions that the city should focus on to address the housing crisis that the city continues to face. The process of developing the Housing Needs Assessment will provide further opportunity for additional public consultation and engagement.

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ANALYSIS AND RATIONALE FOR RECOMMENDATION

Through Report HSC23017(a)/FSC23062(a)/PED23143(a) Council authorized Staff to execute the Housing Action Plan and to bring forward for City Council's consideration the necessary implementing programs and ancillary and consequential amendments and by-laws required to implement.

This Report is in respect to the creation of three new proposed incentive programs: the Accessory Dwelling Unit and Multi-Plex Housing Incentive Program, the Rapid Transit Multi-Residential Rental Housing Incentive Program, and the Housing Acceleration Incentive Program. These programs are intended to respond to the Housing Action Plan's initiatives one, two and three respectively.

Staff's proposed programs will fulfill city commitments to the Canada Mortgage and Housing Corporation per the Housing Accelerator Fund contribution agreement signed between the two parties on October 5, 2023.

All three programs may be utilized for the creation of both market and/or affordable housing units in specific areas of city. Where utilized to assist with the creation of new affordable housing units, forgivable loans will be provided for units with rents not exceeding 100% of the Average Market Rent for the City of Hamilton, as stated by the Canada Mortgage and Housing Corporation. Each program will require that this affordability threshold be maintained for a period of 15 years in order to receive loan forgiveness.

A summary of each proposed program is provided below:

Accessory Dwelling Unit and Multi-Plex Housing Incentive Program (Appendix "C" to Report PED23143(b)/HSC23017(b)) (Housing Action Plan Initiative 1)

Intended to provide financial incentives to support the creation of additional dwelling units or garden suites within, or on the same property as, new, or existing low-density houses or the creation of multi-plex developments with six or less dwelling units.

Incentives are provided as a grant to rebate the city application fee (excluding HST) for each building permit successfully issued to construct an individual eligible unit or a building containing eligible units to a maximum of \$2,000 per building permit. The grant will be provided to the applicant upon occupancy being approved by the city in writing.

In addition, this program may provide an additional incentive in the form a 15-year forgivable loan of \$25,000 per eligible unit(s) intending to meet the Program's affordability parameters, to a maximum of \$150,000 per site. The forgivable loan will be advanced to applicant at the issuance of a Building Permit occupancy.

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This program would be available to all properties located within the City of Hamilton's municipal boundary.

Rapid Transit Multi-Residential Rental Housing Incentive Program (Appendix "D" to Report PED23143(b)/HSC23017(b)) (Housing Action Plan Initiative 2)

Intended to provide financial incentives to support the creation of seven or more net new residential rental and/or affordable residential rental units on sites in close proximity to strategic rapid transit corridors.

Incentives are provided in the form of a \$50,000 grant per site. The grant will be provided to the applicant at the time of building permit issuance.

In addition, this program may provide an additional incentive in the form a 15-year forgivable loan of \$25,000 per eligible unit(s) intending to meet the program's affordability parameters, to a maximum of \$2,500,000 per site. The forgivable loan will be advanced to applicant at the time of building permit issuance.

This program would be available to properties wholly located within approximately 1500 metres of the city's A-Line and B-Line rapid transit corridors forming part of the proposed BLAST-E Re-envision Rapid Transit Network. The 1500 metre radius was defined by the Canada Mortgage and Housing Corporation as part of the Housing Accelerator Fund as an area of focus for incentivization of transit supportive housing. However to ensure housing development was not being promoted on lands not otherwise intended to support housing (e.g. employment lands, parks etc.) and to take into account natural geographic barriers (such as the escarpment), staff have developed a modified boundary within which this program will apply, defined as 'Sub Area 1 – Rapid Transit Housing Area', and forming part of the proposed Housing for Hamilton Community Improvement Project Area contained in Appendix "B" to Report PED23143(b)/HSC23017(b) of this Report.

Housing Acceleration Incentive Program (Appendix "E" to Report PED23143(b)/HSC23017(b)) (Housing Action Plan Initiative 3)

Intended to provide financial incentives to support the creation of seven or more net new housing units and/or affordable rental housing units on sites which have been the subject of a city-led land use planning initiative occurring after April 7, 2022, and which removed barriers in support of new housing creation.

Incentives are provided in the form of a \$35,000 grant per site. The grant will be provided to the applicant at the time of building permit issuance.

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In addition, this program may provide an additional incentive in the form of a 15-year forgivable loan of \$25,000 per eligible unit(s) intending to meet the program's affordability parameters, to a maximum of \$2,500,000 per site. The forgivable loan will be advanced to the applicant at the time of building permit issuance.

This program would be available to properties located with the city municipal boundary which have been the subject of a city-led land use planning initiative supporting new housing creation. The determination of an eligible city-led land use planning initiative supporting new housing creation will be at the sole discretion of the city and may include, but not be limited to: city-initiated *Planning Act* applications, city-initiated changes to Zoning By-law regulations or Official Plan policies or city-initiated secondary plans but shall not include any privately-initiated land use planning initiative or application, nor any action, decision or order by the Province of Ontario, a Provincial Minister or the Ontario Land Tribunal that has not also been supported by City Council.

It should be noted that the above programs are not stackable; meaning only one program can be utilized per site.

To implement the above proposed programs, an amended Housing for Hamilton Community Improvement Plan and a proposed Housing for Hamilton Community Improvement Project Area are required.

Proposed amendments incorporated into the draft Housing for Hamilton Community Improvement Plan attached as Appendix "A" to Report PED23143(b)/HSC23017(b) of this Report include:

- Updates to reflect changes to provincial and city plans and policies that have occurred since the Housing for Hamilton Community Improvement Plan was first introduced in 2019;
- The inclusion of the Accessory Dwelling Unit and Multi-Plex Housing Incentive, Rapid Transit Multi-Residential Rental Housing Incentive and Housing Acceleration Incentive Programs as authorized incentive programs; and,
- Other technical and minor non-substantive amendments throughout.

The proposed Housing for Hamilton Community Improvement Project Area contained in Appendix "B" to Report PED23143(b)/HSC23017(b) of this Report is intended to facilitate the implementation of staff's proposed Housing Accelerator Fund supported programs by defining the whole of the City of Hamilton as being subject to the Housing for Hamilton Community Improvement Plan. In addition, the proposed project area will establish sub areas in which specific programs may be provided including:

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- Sub Area 1 – Rapid Transit Housing Area, in which the proposed Rapid Transit Multi-Residential Rental Housing Incentive Program would be made available; and,
- Sub Area 2 – Roxborough, to allow for the continuation of the existing Roxborough Access to Homeownership Grant and Roxborough Rental Housing Loan Programs in the McQuesten neighbourhood not related to the Housing Accelerator Fund. This sub area incorporates and replaces the existing Roxborough Community Improvement Project Area By-law 18-300 in order to establish a single, consolidated Housing for Hamilton Community Improvement Project Area.

ALTERNATIVES FOR CONSIDERATION

Alternative to staff's recommendations, City Council may direct that the proposed programs be modified in a manner as City Council deems appropriate, while still maintaining compliance with the terms and conditions of the contribution agreement signed between the Canadian Mortgage and Housing Corporation and the city.

Should City Council elect to explore alternatives to staff's proposals, Council may refer this Report and provide direction to staff to investigate any such alternative direction along with any potential legal, financial, and economic impacts from such direction as well as identify any potential impacts to the City's Housing Accelerator Funding allocation and City commitments made to the Canadian Mortgage and Housing Corporation per the Housing Accelerator Fund contribution agreement.

APPENDICES AND SCHEDULES ATTACHED

- Appendix "A" to (PED23143(b)/HSC23017(b) – Proposed amended Housing for Hamilton Community Improvement Plan (Draft)
- Appendix "B" to (PED23143(b)/HSC23017(b) – Proposed Housing for Hamilton Community Improvement Project Area Map (Draft)
- Appendix "C" to (PED23143(b)/HSC23017(b) – Proposed Accessory Dwelling Unit and Multi-Plex Housing Incentive Program Description (Draft)
- Appendix "D" to (PED23143(b)/HSC23017(b) – Proposed Rapid Transit Multi-Residential Rental Housing Incentive Program Description (Draft)
- Appendix "E" to (PED23143(b)/HSC23017(b) – Proposed Housing Acceleration Incentive Program Description (Draft)

Housing for Hamilton Community Improvement Plan

HEALTHY AND SAFE COMMUNITIES DEPARTMENT

HOUSING SERVICES DIVISION

DECEMBER 2023 (DRAFT)

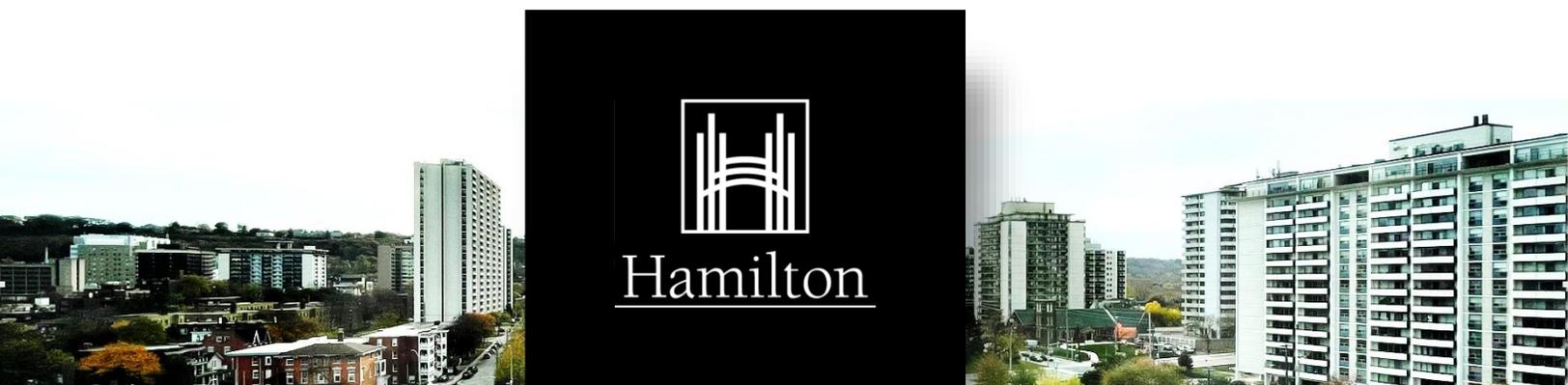


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1.0 INTRODUCTION

Across the Greater Toronto and Hamilton Area (GTHA), affordability of housing and limited opportunities for both rental housing and home ownership have become significant social and land use planning issues which are threatening the ability for municipalities to create and sustain complete communities which are home to all peoples.

Housing affordability is an issue which requires innovative solutions from all levels of governments in collaboration with private sector investment. Although there is no single tool or action which will address affordability, City Council is committed to identifying opportunities to reduce barriers to the creation of a wider range and choice of housing with the tools available to it. This Community Improvement Plan is one such opportunity.

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2.0 PURPOSE OF THIS PLAN

This Housing for Hamilton Community Improvement Plan (the Plan) is intended to provide incentives which will minimize financial barriers to, and stimulate private sector investment in, the creation of a wider range and choice of housing to meet the needs of Hamilton’s residents. Incentives contained within this Plan are focused towards the development or redevelopment of targeted, under-utilized properties within the Hamilton Urban Area that are suitable for accommodating new mixed-income, mixed-tenure and affordable residential developments.

The expected outcome of this Plan is to provide new housing opportunities for persons with higher social and economic vulnerability; increase housing supply on under-utilized properties, provide new and/or revitalized affordable housing stock and generally support the integration of people from a variety of income groups into healthy, socially cohesive and financially sustainable communities.

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3.0 LEGISLATIVE AUTHORITY

The provision of financial incentives or other undertakings by a municipality to facilitate or carry-out community improvement in Ontario are primarily governed by the *Planning Act* and *Municipal Act*. Together these acts identify the tools, and their parameters, which municipalities may authorize and utilize for community improvement.

3.1 Provincial Legislation

Section 28 of the *Planning Act* permits a municipality to establish a Community Improvement Plan (CIP) for the purposes of facilitating the community improvement of an area through the provision of financial incentives or actions which would otherwise be prohibited under Sub-section 106(2) of the *Municipal Act*.

A CIP may be enacted by a municipality, by by-law, provided that:

- The municipalities Official Plan contains provisions relating to community improvement (*Planning Act*, Subsection 28 (2));
- The CIP identifies the geographic Community Improvement Project Area (CIPA) for which Council is of the opinion it is desirable to improve because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason (*Planning Act*, Subsection 28(2)) and which includes the provision of affordable housing (*Planning Act*, Subsection 28 (6)); and
- The total of all grants, loans and/or tax assistance provided with respect to lands or buildings within the CIPA do not exceed the eligible costs as described within the CIP (*Planning Act*, Subsection 28(7.3)).

Once a CIP has come into effect, a municipality may:

- Acquire, hold, clear, grade or otherwise prepare land for community improvement (*Planning Act*, Subsection 28(3));
- Construct, repair, rehabilitate or improve buildings on land acquired or held by it in the CIPA in conformity with the CIP, and sell, lease or otherwise dispose of any such buildings and the land appurtenant thereto (*Planning Act*, Subsection 28(6)(a));
- Sell, lease or otherwise dispose of any land acquired or held by it in the CIPA to any person or governmental authority for use in conformity with the CIP (*Planning Act*, Subsection 28(6)(b));

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- Provide grants and/or loans in conformity with the CIP, to registered owners, assessed owners and tenants of lands and buildings within the CIPA, and to any person to whom such an owner or tenant has assigned the right to receive a grant or loan, to pay for the whole, or any part of the, eligible costs of the CIP (*Planning Act*, Subsection 28(7)); and
- Provide grants and/or loans for eligible costs identified within the CIP which may include costs related to environmental site assessment, environmental remediation, development, redevelopment, construction and reconstruction of land and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities (*Planning Act*, Subsection 28(7.1)).

3.2 Municipal Authorization

Community improvement policies are contained in Section 1.15 of the Urban Hamilton Official Plan (UHOP). In particular, the UHOP states the following with respect to municipal authorization of CIPs:

- It is the intent of Council through Community Improvement to promote and maintain a high-quality living and working environment throughout the City. Community Improvement shall be accomplished through (1) the upgrading and ongoing maintenance of communities or areas as characterized by obsolete buildings, and/or conflicting land uses and/or inadequate physical infrastructure and community services, and, (2) the establishment of policies and programs to address identified economic, land development and housing supply issues or needs throughout the Urban Area.” (UHOP, Chapter F, Section 1.15); and
- Community Improvement shall be carried out through the designation, by Council, of Community Improvement Project Areas and through the preparation and implementation of Community Improvement Plans pursuant to the Planning Act, R.S.O., 1990 c. P.13. It is the intent of Council that the entire urban area or any part of the urban area as defined in this Plan, and as subsequently amended, may by by-law be designated as a Community Improvement Project Area. (UHOP, Chapter F, Section 1.15.1).



4.0 SUPPORTING POLICY FRAMEWORK

Existing Provincial and City policy frameworks contain policies that support the purpose and goals of this Plan as outlined in Sections 2.0 and 4.0 respectively as well as the associated incentive programs described in Section 7.0. The key policies from applicable policy documents are outlined below.

4.1 Provincial Policy Statement (2020)

The Provincial Policy Statement (PPS) provides policy direction for land use planning and development matters which are of Provincial interest including protecting resources, supporting public health and safety and creating high-quality natural and built environments. The PPS emphasizes the need for strong communities and identifies the need to provide sufficient housing which is affordable, and which will serve a broad range of needs within the community.

This Plan is consistent with the PPS and specifically addresses the following provincial interests identified within the PPS:

- Accommodating an appropriate range and mix of residential (including second units, affordable housing and housing for older persons), employment (including industrial and commercial), institutional (including places of worship, cemeteries and long-term care homes), recreation, park and open space, and other uses to meet long-term needs (PPS, Section 1.1.1 (b));
- Establishing and implementing minimum targets for the provision of housing which is affordable to low and moderate-income households (PPS, Section 1.4.3(a));
- Permitting and facilitating all forms of housing required to meet the social, health and well-being requirements of current and future residents, including those with special needs requirements (PPS, Section 1.4.3 (b));
- Promoting densities for new housing which efficiently use land, resources, infrastructure and public service facilities, and support the use of active transportation and transit in areas where it exists or is to be developed (PPS, Section 1.4.3 (d)); and
- Establishing development standards for residential intensification, redevelopment and new residential development which minimize the cost of housing and facilitate compact form, while maintaining appropriate levels of public health and safety (PPS, Section 1.4.3 (f)).

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4.2 A Place to Grow: Growth Plan for the Greater Golden Horseshoe (2019)

A Place to Grow: Growth Plan for the Greater Golden Horseshoe (“Growth Plan”) provides a policy framework for implementing the Province’s vision for managing long-term growth within the Greater Golden Horseshoe (GGH), including Hamilton, while supporting economic prosperity, protecting the environment and helping communities to achieve a high quality of life. The Growth Plan envisions the GGH as an area with an increasing amount and variety of housing that is sufficient to reflect market demands and the needs of local communities in terms of income and household sizes.

This Plan is consistent with the Growth Plan and specifically addresses the following principles and policies as identified within the Growth Plan:

- Support a range and mix of housing options, including second units and affordable housing, to serve all sizes, incomes, and ages of households (Growth Plan, Section 1.2.1);
- Provide a diverse range and mix of housing options, including second units and affordable housing, to accommodate people at all stages of life, and to accommodate the needs of all household sizes and incomes (Growth Plan, Section 2.2.1 (4)(c));
- Support housing choice through the achievement of the minimum intensification and density targets of the Growth Plan and identifying a diverse range and mix of housing options and densities, including second units and affordable housing to meet projected needs of current and future residents (Growth Plan, Section 2.2.6 (1)(a)(i));
- Identifying mechanisms, including the use of land use planning and financial tools, to support housing choice (Growth Plan, Subsection 2.2.6 (1)(b));
- Supporting the achievement of complete communities by planning to diversify overall housing stock across a municipality (Growth Plan, Subsection 2.2.6 (2)(d); and
- Supporting the achievement of complete communities by municipalities through the use of available tools to require multi-unit residential developments to incorporate a mix of unit sizes that accommodate a diverse range of household sizes and incomes (Growth Plan, Subsection 2.2.6 (3)).

4.3 2022-2026 Council Priorities

The 2022-2026 Council Priorities were developed by the City Council to support the City’s vision “to be the best place to raise a child and age successfully”. The three priorities are: Sustainable Economic and Ecological Development (Priority 1), Safe and Thriving Neighbourhoods (Priority 2), and Responsiveness and Transparency (Priority 3). Each of the priorities has a set of outcomes and measures of success. As it applies to the purpose of this Plan, Priority 2 particularly aligns with this Community Improvement Plan with an Outcome being to increase the supply of affordable and supportive housing.

4.4 2016-2025 Strategic Plan (2016)

The City of Hamilton’s 2016-2025 Strategic Plan (Strategic Plan) establishes a 10-year vision for the City that provides the context within which City services are provided to achieve the Plan’s stated mission “to provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner”. To achieve this, the Strategic Plan establishes seven priorities which were identified through community engagement and resident conversations including those that occurred through the Our Future Hamilton: Communities in Conversation initiative. These priorities are:

- Community Engagement and Participation
- Economic Prosperity and Growth
- Healthy and Safe Communities
- Clean and Green
- Building Environment and Infrastructure
- Culture and Diversity
- Our People and Performance

This Plan contributes towards the achievement of the Strategic Plan’s vision and is in alignment with the priorities by providing programs that contribute to Economic Prosperity and Growth and Health and Safe Communities by contributing to the development of further housing choice and opportunity.

4.5 2021-2025 Economic Development Action Plan

The 2021-2025 Economic Development Action Plan is a Council approved, city-wide, action-oriented document that identifies areas of focus and key industry sectors that the City will concentrate resources and identify actions for in support of the City’s economy. The Economic Development Action Plan identifies six key priority areas that are intended to build a stronger and more equitable economy for Hamilton’s future. Of

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these, this Plan most directly supports the “Facilitating a Skilled and Adaptable Workforce” priority which, among other actions, are supported by incentivizing investment in housing to meet the needs of a diverse workforce.

4.6 Urban and Rural Hamilton Official Plans (2013)

The Urban Hamilton Official Plan (UHOP) and Rural Hamilton Official Plan (RHOP) are the City’s long-term policy framework which establish the City’s vision for the future in terms of managing land use change and the physical development of the City as it is affected by environmental, social, and economic factors. The development of new mixed-income, mixed-tenure developments that increase the supply of affordable housing addresses the social and economic challenges facing the City.

This Plan is consistent with the UHOP and RHOP and specifically addresses the following goals and policies of these plans:

4.6.1 Urban Hamilton Official Plan

Goals

- Increase Hamilton’s stock of affordable housing of all types, particularly in areas of the City with low levels of affordable housing (UHOP, Chapter B, Section 3.2.1.3);
- Increase Hamilton’s stock of housing for those whose needs are inadequately met by existing housing forms or tenure, affordability, or support options (UHOP, Chapter B, Section 3.2.1.4); and
- Increase the mix and range of housing types, forms, tenures, densities, affordability levels, and housing with supports throughout the urban area of the City (UHOP, Chapter B, Section 3.2.1.6).

Policies

- Many households in Hamilton cannot obtain housing that is affordable or appropriate to their needs. Households and individuals may be at risk of homelessness because of economic and/or personal circumstances where a level of support is required to live independently. Hamilton’s aging and diversifying population has new and unique housing needs that cannot solely be met through current housing options. The City recognizes the importance of affordable housing and housing with supports in meeting the housing needs of those without the resources to participate in the private housing market (UHOP, Chapter B, Section 3.2.3);



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- Where appropriate, assistance shall be provided, whether by the City and/or senior governments, to encourage the development of affordable housing, with priority given to projects in areas of the City that are lacking in affordable housing. City assistance may include selling or leasing of surplus City land or financial assistance (UHOP, Chapter B, Section 3.2.3.2); and
- Investment in new affordable housing shall be encouraged by a coordinated effort from all levels of government through implementation of a range of strategies, including effective taxation, regulatory and administrative policies, and incentives (UHOP, Chapter B, Section 3.2.3.6).

4.6.2 Rural Hamilton Official Plan

Policies

- The City shall endeavour to provide a facilitative land use planning process for development applications for *affordable* housing and *housing with supports*. (RHOP, Chapter B, Section 3.2.1.1);
- Where appropriate, assistance shall be provided, whether by the City and/or senior governments, to encourage the development of affordable housing, with priority given to projects in areas of the City that are lacking in affordable housing. City assistance may include selling or leasing of surplus City land or financial assistance (RHOP, Chapter B, Section 3.2.1.2);
- In accordance with the City’s ‘Housing First’ policy, all City-owned land that is surplus to the City’s needs and appropriate for residential development shall be given priority for sale or lease for the *development of affordable* housing by CityHousing Hamilton Corporation, or coordinated by CityHousing Hamilton Corporation or the City of Hamilton Housing Services for *development* by other housing stakeholders (RHOP, Chapter B, Section 3.2.1.3); and
- Investment in new affordable housing shall be encouraged by a coordinated effort from all levels of government through implementation of a range of strategies, including effective taxation, regulatory and administrative policies and incentives (RHOP, Chapter B, Section 3.2.1.6).

4.6.3 Secondary Plans

Within specific communities of the city, the Urban Hamilton Official Plan may be supplemented by detailed, area specific policies responding to the unique needs and considerations for how a specific area/community will develop over time. The following Secondary Plans contain policies that directly relate and support the purpose and goals of this Plan.



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Ainslie Wood Westdale Secondary Plan

This Secondary Plan includes the area bounded by the former boundaries between the former City of Hamilton and former Town of Dundas on the west, Cootes Paradise on the northwest, and Highway 403 on the east and the southeast.

This Secondary Plan contains the following policies:

- Provide a diversity of suitable housing choice for families, students, seniors and others (UHOP, Volume 2, Chapter B, 6.2.4 a));
- Maintain low density, single detached residential areas, in terms of both appearance and use (UHOP, Volume 2, Chapter B, 6.2.4 b));
- Provide a wide variety of housing forms for many types of households, including households of various sizes and age groups (UHOP, Volume 2, Chapter B, 6.2.5.2 a));
- Encourage the maintenance of the appearance of low density housing, especially single detached homes, where possible (UHOP, Volume 2, Chapter B, 6.2.5.2 b)); and
- A range of residential designations is provided to encourage a variety of housing types, forms and sizes. Rental housing is important in providing a range of housing types (UHOP, Volume 2, Chapter B, 6.2.5.3 a)).

Ancaster Wilson Street Secondary Plan

This Secondary Plan includes the area generally located along Wilson Street between Montgomery Drive and Meadowbrook Drive in Ancaster (The Secondary Plan area consists of a narrow corridor of properties oriented to, or near Wilson Street).

This Secondary Plan contains the following policies:

- Allowance for access to a variety of housing, employment, services, and recreation options in close proximity to each other (UHOP, Volume 2, Chapter B, 2.8.5 a)); and
- The Ancaster Community Node shall include a range of housing forms and tenures, and a mix of employment, institutional, recreational, and commercial uses subject to the land use designation policies of this Secondary Plan and Volume 1 of this Plan (UHOP, Volume 2, Chapter B, 2.8.6.1 b)).

Binbrook Village Secondary Plan

This Secondary Plan includes the area bounded by Fletcher Road to the west, the Ontario Hydro easement to the south, a pipeline easement to the north and lands east of Regional Road 56.

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This Secondary Plan contains the following policies:

- Create safe, efficient and attractive residential neighbourhoods consisting of a range and mix of housing types and densities (UHOP, Volume 2, Chapter B, 5.1.4.1 c));
- A range and mix of housing types shall be permitted, including single detached, semi-detached, duplexes, townhouses, quattroplexes, and apartment (multiple) dwellings, as well as housing with supports (UHOP, Volume 2, Chapter B, 5.1.4.3 c)); and
- Innovative and varied housing types and designs shall be encouraged (UHOP, Volume 2, Chapter B, 5.1.4.3 d)).

Centennial Neighbourhoods Secondary Plan

This Secondary Plan includes the generally bounded by the Red Hill Valley Parkway to the west, Lake Avenue to the east, the Queen Elizabeth Way (QEW) to the north, and by local streets and properties just south of Queenston Road to the south.

This Secondary Plan contains the following policies:

- Support the provision and maintenance of a mix of housing types and tenures that meet the housing needs of residents throughout their life cycle and provide opportunities for residents to remain within the community (UHOP, Volume 2, Chapter B, 6.7.3.1 c));
- The Centennial Neighbourhoods Secondary Plan area shall include a range of housing forms and tenures and a mix of employment, commercial, institutional and open space uses (UHOP, Volume 2, Chapter B, 6.7.4.1 a)); and
- Development shall provide a mix of housing opportunities in terms of built form, style and tenure that are suitable for residents of different age groups, income levels and household sizes (UHOP, Volume 2, Chapter B, 6.7.6.2 a)).

Chedmac Secondary Plan

This Secondary Plan includes the area generally bounded by Mohawk Road West to the south, Sanatorium Road to the east, San Pedro Drive to the North and Magnolia Drive to the west.

This Secondary Plan contains the following policies:

- Create residential areas consisting of a range of housing types and densities to satisfy a range of housing needs (UHOP, Volume 2, Chapter B, 6.3.1 a)); and

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- Provide a variety of housing at a range of prices including affordable residential units (UHOP, Volume 2, Chapter B, 6.3.1 b)).

Downtown Hamilton Secondary Plan

This Secondary Plan includes the area bounded by Cannon Street to the north, Victoria Avenue to the east, Hunter Street to the south and Queen Street to the west and includes the frontage properties along James Street North to Stuart Street and along James Street South to Charlton Avenue West.

This Secondary Plan contains the following policies:

- Create a diversified housing supply in the Downtown geared to the needs of various age groups, household size, and income levels with increased opportunities for affordable housing (UHOP, Volume 2, Chapter B, 6.1.3.3 b));
- Provide for a range of housing types, forms, and densities to meet the social, health, and well-being requirements of all current and future residents (UHOP, Volume 2, Chapter B, 6.1.3.7 a));
- Provide housing within complete communities (UHOP, Volume 2, Chapter B, 6.1.3.7 b));
- Increase Downtown’s stock of affordable housing of all types (UHOP, Volume 2, Chapter B, 6.1.3.7 c));
- Maintain a balance of primary rental and ownership housing stock as outlined in the Affordable Housing Strategy (UHOP, Volume 2, Chapter B, 6.1.3.7 d));
- The development of housing with a full range of tenure, affordability, and support services shall be provided for and promoted throughout the Downtown in a full range of built housing forms in accordance with the policies of Section B.3.2 – Housing Policies of Volume 1 (UHOP, Volume 2, Chapter B, 6.1.4.10); and
- Development proposals for tall buildings containing residential units shall be encouraged to provide a range of unit types and unit sizes, including those suitable for larger households, and those with children and seniors (UHOP, Volume 2, Chapter B, 6.1.4.24).

Fruitland-Winona Secondary Plan

This Secondary Plan includes the area that consists of the lands east of Fruitland Road, north of Highway No. 8, south of Barton Street (including Winona); and the lands east of Winona, north of Highway No. 8, south of the QEW, and west of the City limits.



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This Secondary Plan contains the following policies:

- Encourage a mix of uses and housing types that meet the housing needs of residents throughout their life cycles and allow them to remain within the community (UHOP, Volume 2, Chapter B, 7.4.2.6 b)); and
- Development within the Fruitland-Winona Secondary Plan area shall provide a mix of housing opportunities in terms of built form, style and tenure that are suitable for residents of different age groups, income levels and household sizes (UHOP, Volume 2, Chapter B, 7.4.3 c)).

Nash Neighbourhood Secondary Plan

This Secondary Plan includes the area bounded by Felker’s Creek to the west, the Niagara Escarpment to the north, Upper Centennial Parkway to the east and Mud Street to the south.

This Secondary Plan contains the following policies:

- Development within the Nash Neighbourhood shall provide a mix of housing opportunities in terms of lot size, unit size, style and tenure that are suitable for different age levels, income groups, lifestyles, and household structures (UHOP, Volume 2, Chapter B, 7.5.3.2).

North-West Glanbrook Secondary Plan

This Secondary Plan includes the area bounded by the utility corridor to the north, Twenty Road West to the south, and Glancaster Road to the west.

This Secondary Plan contains the following policies:

- A variety and mix of dwelling types shall be permitted, including but not limited to, single detached dwellings, semi-detached dwellings, townhouses, apartments, and housing with supports (UHOP, Volume 2, Chapter B, 5.3.2.2 b)).

Meadowlands Neighbourhood IV Secondary Plan

This Secondary Plan includes the area generally bounded by Stonehenge Drive to the north, Redeemer College to the west, Tiffany Creek Headwaters Core Area to the east and Garner Road to the south.

This Secondary Plan contains the following policies:

- Development within the Meadowlands Neighbourhood IV is intended to provide a mix and diversity of housing opportunities in terms of lot size, unit size, style and tenure that are suitable for different age levels, income

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groups, lifestyles, and household structures (UHOP, Volume 2, Chapter B, 2.6.1.3b)).

Rymal Road Secondary Plan

This Secondary Plan includes the area bounded by Hydro corridor to the south, Trinity Church Road to the west, Rymal Road to the north and Swayze Road to the east.

This Secondary Plan contains the following policies:

- Encourage a mix of dwelling types and densities, including the opportunity for lifestyle residential development and to encourage ‘aging in place’ where different housing forms accommodate life cycle changes (UHOP, Volume 2, Chapter B, 5.2.2 a)); and
- Mixing of unit types shall be encouraged, and the implementing Zoning By-law may contain provisions to allow for a mixing of units (UHOP, Volume 2, Chapter B, 5.2.2.3 b)ii)).

Shaver Neighbourhood Secondary Plan

This Secondary Plan includes the area generally bounded by Highway 403 to the north, Shaver Road to the west, Highway 53 to the south and Fiddler's Green Road to the east.

This Secondary Plan contains the following policies:

- The residential policies shall define the location and scale of each type of residential use, and shall help ensure that a variety of residential types are provided to meet the needs of all area residents (UHOP, Volume 2, Chapter B, 2.2.1).

Strathcona Secondary Plan

This Secondary Plan is located west of downtown Hamilton and is bounded by Highway 403 to the west, Queen Street North to the east, York Boulevard to the north and Main Street West to the south.

This Secondary Plan contains the following policies:

- The Strathcona Neighbourhood is a prospering, dynamic, engaged and proud community, made up of a mix of housing, uses, services and amenities for all ages, incomes, household types and cultures. It is a neighbourhood of choice for people to live, work, play and visit, providing opportunities for new investment and community engagement (Volume 2, Chapter B, 6.6.2.2);
- Support the provision and maintenance of a mix of housing types and tenures that meets the housing needs of residents throughout their life cycles and

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provides opportunities for residents to remain within the community (Volume 2, Chapter B, 6.6.3 – Land Use c)); and

- Development within the Strathcona Secondary Plan area shall provide a mix of housing opportunities in terms of built form, style and tenure that are suitable for residents of different age groups, income levels and household sizes (UHOP, Volume 2, Chapter B, 6.6.5.2 c)).

Waterdown Community Node Secondary Plan

This Secondary Plan includes the area generally bounded by Grindstone Creek and First Street to the east, and extends north to Parkside Drive, west to Goldenview Court, and south to the southern end of Main Street.

This Secondary Plan contains the following policies:

- A high quality living environment includes the provision of appropriate housing for all residents as well as ensuring that the physical, social and emotional well-being of residents is supported (UHOP, Volume 2, Chapter B, 4.4.2 f), Principle 6);
- The Waterdown Community Node Secondary Plan area shall include a range of housing forms and tenures and a mix of commercial, institutional and open space uses (UHOP, Volume 2, Chapter B, 4.4.3.1 b));
- The development of affordable housing is encouraged within the Secondary Plan area to provide a full range of housing and meet the City’s affordable housing targets outlined in Policy B.3.2.2 of Volume 1 (UHOP, Volume 2, Chapter B, 4.4.3.1 e));
- To achieve affordable housing targets and meet affordable housing needs in the community, partnerships with non-profit organizations and any other available tools or resources may be considered (UHOP, Volume 2, Chapter B, 4.4.3.1 f)); and
- A mix of housing forms, styles and tenures suitable for residents of different age groups, abilities, income levels and household sizes shall be encouraged in the Secondary Plan area (UHOP, Volume 2, Chapter B, 4.4.5.2 a)).

Waterdown North Secondary Plan

This Secondary Plan includes the area generally bounded by the urban boundary to the north, Parkside Drive to the south, the pipeline easement to the west, lands north of the North Waterdown Drive and Centre Road to the east.

This Secondary Plan contains the following policies:

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- Provision of a mix and range of housing, including housing affordable to a wide spectrum of households through a variety of building types and densities to provide housing choices for families, seniors, single person households and other residents (UHOP, Volume 2, Chapter B, 4.2.1 b));
- Provide a wide variety and mix of housing types throughout the neighbourhoods (UHOP, Volume 2, Chapter B, 4.2.2.1 b));
- The Waterdown North community shall be primarily a residential area that includes a wide range of housing types and demonstrates a mix of housing (UHOP, Volume 2, Chapter B, 4.2.4);
- A broad range and mix of housing types are promoted between and within residential density categories. The City shall strive to achieve a variety of building types within each density category, such that no portion of the Secondary Plan area is dominated by one housing type (UHOP, Volume 2, Chapter B, 4.2.4.2 b)); and
- A mix of lot sizes and housing types shall be required throughout the Low Density Residential 2 designation such that there is not a large concentration of one type of lot size or housing unit in any one area. There shall be a variety of lot sizes and housing types along any given street (UHOP, Volume 2, Chapter B, 4.2.4.3 c)).

Waterdown South Secondary Plan

This Secondary Plan includes the area generally bounded by Dundas Street to the north and Mountain Brow Road to the south, the municipal boundary along Kerns Road to the east and the Renwood Park subdivision to the west.

This Secondary Plan contains the following policies:

- Encourage a mix of uses and housing types that meet the housing needs of residents throughout their life cycles and allows them to remain within the community (UHOP, Volume 2, Chapter B, 4.3.2.1 b));
- Promote a variety of housing forms with diverse architecture for individuals and families of all ages (UHOP, Volume 2, Chapter B, 4.3.2.6 k));
- A variety of housing opportunities suitable to a wide range of housing needs shall be encouraged through a variety of tenure options, housing prices and housing forms, including adult lifestyle housing and innovative housing ideas (UHOP, Volume 2, Chapter B, 4.3.3.3 a)); and
- A broad range and mix of housing types shall be promoted between and within residential designations. The City shall strive to achieve a variety of building types within each designation, such that no portion of the

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Secondary Plan Area is dominated by one housing type, and to provide an interesting streetscape (UHOP, Volume 2, Chapter B, 4.3.3.3 b)).

West Harbour (Setting Sail) Secondary Plan

This Secondary Plan includes the area bounded by Hamilton Harbour to the north, York Boulevard and Cannon Street West to the west and south and Wellington Street North to the east.

This Secondary Plan contains the following policies:

- To encourage a broad mix of household types at varying income levels, West Harbour shall accommodate a diversity of housing types, including detached and semi-detached dwellings, and multiple dwellings (UHOP, Volume 2, Chapter B, 6.5.3.4).

West Mountain Area (Heritage Green) Secondary Plan

This Secondary Plan includes the area generally bounded by Felkers Creek, Mud Street, Upper Centennial Parkway, Rymal Road, east of the Trinity West Secondary Plan Boundary, north of Highland Road, west of Upper Red Hill Valley Parkway to north of the interchange of Mud Street and the Redhill Expressway, west of the existing Upper Mount Albion Road, to the Niagara Escarpment.

This Secondary Plan contains the following policies:

- West Mountain Core Area shall be a mixed use area, providing a broad range of commercial uses including large-format retail stores, retail, entertainment, restaurants, office and service/commercial uses. A range of housing forms and types shall be developed at medium densities including low rise (2 to 3 storeys), mid-rise (3 to 9 storeys), commercial/residential uses and live/work housing options (UHOP, Volume 2, Chapter B, 7.6.9.2 c)).

4.7 Housing and Homelessness Action Plan (2020)

The City’s 10-year Housing and Homelessness Action Plan (HHAP) is a strategic implementation plan to address affordable housing and homelessness in Hamilton. The development of the Action Plan was informed by extensive community engagement and a comprehensive needs analysis which provided the basis for the development of a framework to inform decisions about housing resource allocation in the city. This framework includes a series of fundamental strategies with a set of specific implementation actions that are designed to address the supply, affordability and quality of Hamilton’s affordable housing stock.

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This Plan is consistent with the HHAP and specifically addresses the following strategies of the Plan:

- Use innovative approaches to create more affordable and market rental housing (Housing and Homelessness Action Plan, Outcome 1, Strategy 2);
- Develop a strategy and implementation plan to increase the supply of secondary rental units (Housing and Homelessness Action Plan, Outcome 1, Strategy 4);
- Develop and implement innovative approaches to create more affordable ownership units (Housing and Homelessness Action Plan, Outcome 1, Strategy 6); and
- Increase the diversity of housing forms, types, tenures, and affordability in all urban areas of the city (Housing and Homelessness Action Plan, Outcome 2, Strategy 2).

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5.0 COMMUNITY IMPROVEMENT PROJECT AREA

This Plan contains programs that apply to the entirety of the City of Hamilton and/or specific sub areas that together have been geographically delineated within the companion Housing for Hamilton CIPA (HHCIPA) By-law. The HHCIPA’s sub areas where specific programs may or may not apply as further described in Section 7.0 and Appendices to this Plan include:

5.1 Sub Area 1 – Rapid Transit Housing Area

This area encompasses an approximately 1500 metres radius of the City’s A-Line and B-Line rapid transit corridors forming part of the proposed BLAST-E Re-envision Rapid Transit Network. The 1500 metre radius was defined by the Canada Mortgage and Housing Corporation as part of the Housing Accelerator Fund as an area of focus for the incentivization of transit supportive housing. The Sub Area 1 boundary has been developed so as to respond to Hamilton’s unique context including ensuring that areas are excluded where housing development should not be promoted (e.g. employment lands, parks etc.) and to take into account natural geographic barriers (such as the escarpment),

5.2 Sub Area 2 – Roxborough

This area is located within the McQueston Neighbourhood in East Hamilton. The area consists of the former Roxborough Park School as well as other existing residential properties including a townhouse complex owned and operated by CityHousing Hamilton.

This area was identified for its potential to accommodate a new mixed income, mixed tenure and affordable housing demonstration project based on the following attributes:

- The area contains a former school site which provides opportunities for new residential development within the existing neighbourhood;
- The area contains an existing townhouse complex owned and operated by CityHousing Hamilton which has been identified as being at the end of its intended life and in need of significant capital for repairs.
- The area is located within the McQueston Neighbourhood which was the subject of a study by the Social Planning and Research Council (SPRC, 2012)) which found that the social and economic vulnerability of this neighbourhood’s population is more significant than other neighbourhoods in the City, particularly with respect to young families and the elderly.
- The area is serviced by a variety of significant modes of transportation including but not limited to, the Red Hill Parkway, the Confederation GO Station at Queen

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Elizabeth Way (QEW) and Centennial Parkway and is in proximity to a future stop on the planned Light Rail Transit (LRT) route.

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6.0 GOALS OF THIS PLAN

The goals and objectives of this Plan are to foster developments which are consistent with Provincial and City policy frameworks as detailed in Section 3.0 and which build upon these policies by achieving the following specifically:

- Result in a net increase in the number of affordable and market housing provided;
- Create a spectrum of affordable housing options, including households with incomes below the 40th income percentile (i.e. deeper affordability);
- Maintain or exceed current service level standards for City Housing Hamilton where developments include a property currently or formerly owned and operated by City Housing Hamilton;
- Create a mix of housing based on tenure including rental and ownership options;
- Achieve a high quality of urban design and deliver significant environmental improvements including through such means as, for example, Passive Housing standards;
- Developments must achieve a mix of unit sizes and bedrooms to ensure a range of housing needs are met within the community, including for larger households;
- Provide enhanced accessibility standards;
- Ensure affordability of housing is maintained over the long-term; and
- Explore opportunities for the inclusion of community support services through co-ordination with housing services and other external agencies.



7.0 INCENTIVE PROGRAMS

This section identifies the primary purpose and parameters of incentive programs the City may employ to achieve this Plans goals within areas identified in the companion HHCIPA By-law. Additional detailed descriptions outlining the terms, eligibility criteria and administrative processes for each program described in this section, as adopted by City Council resolution, are contained in Section 10.0 Appendices of this Plan for reference

The applicable program descriptions shall be those that were approved by City Council and in effect on the date an application under any program in this section was approved by City Council or their delegate.

Notwithstanding any program descriptions approved by City Council, applications under any program authorized under this Plan can be rejected by City Council for any reason. Such a decision can take into account matters not set forth in the applicable program descriptions and are within City Council’s sole, absolute and unfettered discretion. Decisions and reasons for the City’s accepting or rejecting an application shall not act as a precedent for any other application.

7.1 Accessory Dwelling Unit and Multi-Plex Housing Incentive (ADU-MHI) Program

The Accessory Dwelling Unit and Multi-Plex Housing Incentive Program (the Program) is intended to provide financial incentives to support the creation of Additional Dwelling Units or Garden Suites within, or on the same property as, new or existing low-density houses or the creation of multi-plex developments with six (6) or less Dwelling Units.

This Program applies to sites located within the HHCIPA with the exception of those within Sub Area 2 – Roxborough.

Detailed Program terms including, but not limited to, definitions, eligibility criteria, eligible studies/costs, grant criteria, grant maximums and calculations, application criteria and administrative procedures, as adopted by City Council resolution, are contained in Appendix A.

7.2 Rapid Transit Multi-Residential Rental Housing Incentive (RTMRHI) Program

The Rapid Transit Multi-Residential Rental Housing Incentive Program (the Program) is intended to provide financial incentives to support the creation of seven (7) or more net new residential rental and/or affordable residential rental units on Sites with or without pre-existing development and located in close proximity to strategic rapid transit corridors.

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This Program applies to sites wholly located within Sub Area 1 – Rapid Transit Housing Area of the HHCIPA.

Detailed Program terms including, but not limited to, definitions, eligibility criteria, eligible studies/costs, grant criteria, grant maximums and calculations, application criteria and administrative procedures, as adopted by City Council resolution, are contained in Appendix B.

7.3 Housing Acceleration Incentive (HAI) Program

The Housing Acceleration Incentive Program (the Program) is intended to provide financial incentives to support the creation of seven (7) or more net new housing units and/or affordable rental housing units on sites which have been the subject of a City-led land use planning initiative that occurred after April 7, 2022 and which removed barriers in order to support of new housing creation.

This Program applies to sites located within the HHCIPA with the exception of those located in Sub Area 1 – Rapid Transit Housing Area and Sub Area 2 – Roxborough.

Detailed Program terms including, but not limited to, definitions, eligibility criteria, eligible studies/costs, grant criteria, grant maximums and calculations, application criteria and administrative procedures, as adopted by City Council resolution, are contained in Appendix C.

7.4 Roxborough Access to Homeownership Grant (RAHG) Program

The Roxborough Access to Homeownership Grant Program (the Program) is intended to provide grants equivalent to the value of municipal Development Charges for below-market homeownership units created within Sub Area 2 – Roxborough. Grants provided under this program are intended to support the provision of homeownership units at below-market prices to enable greater access to homeownership within the City and contribute to the broader spectrum of housing options within the Roxborough community specifically.

This Program applies only within Sub Area 2 – Roxborough as defined through the HHCIPA.

Detailed Program terms including, but not limited to, definitions, eligibility criteria, eligible studies/costs, grant criteria, grant maximums and calculations, application criteria and administrative procedures, as adopted by City Council resolution, are contained in Appendix D.

7.5 Roxborough Rental Housing Loan (RRHL) Program

The Roxborough Rental Housing Loan Program (the Program) is intended to provide forgivable loans equivalent to the value of municipal Development Charges required for rental units created within Sub Area 2 – Roxborough. Forgivable loans provided under this program are intended to support the creation of new residential rental units which meet a specific rent threshold in the City and which will contribute to the broader spectrum of housing options within the Roxborough community specifically.

This Program applies only within Sub Area 2 – Roxborough as defined through the HHCIPA.

Detailed Program terms including, but not limited to, definitions, eligibility criteria, eligible studies/costs, grant criteria, grant maximums and calculations, application criteria and administrative procedures, as adopted by City Council resolution, are contained in Appendix E.



8.0 ADMINISTRATION AND MONITORING

This Plan and the programs contained therein, will be administered by the Housing Services Division of the Healthy and Safe Communities Department, unless otherwise referenced within the applicable Program Description and terms contained in Section 10.

The Housing Services Division will monitor the use of incentive programs contained within this Plan and their effectiveness in terms of metrics which correspond to the stated purpose and goals of this Plan as contained in Sections 2.0 and 7.0 respectively. This monitoring will be on an individual project and aggregate basis and the subject periodic reporting to City Council.

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9.0 AMENDMENTS AND TRANSITIONAL MATTERS

This Plan will be reviewed from time to time to ensure that it is adequately reflecting existing City policies and priorities, Provincial policies and community needs. Community and applicant feedback regarding this Plan and its associated incentive programs may also lead to amendments and / or minor revisions to the detailed incentive program descriptions, eligibility criteria and program administration terms contained in the Appendices to this Plan.

9.1 Formal Amendments

A formal amendment to this Plan is required in the following instances:

- To introduce any new financial incentive programs;
- To increase the amount of financial assistance that may be provided to registered owners, assessed owners, tenants and to any person to whom such an owner or tenant has assigned the right to receive a grant or loan except where the maximum amount of assistance is not referenced in Section 7.0 or the conditions under which increased assistance under a program may be provided is already established within this same section; or
- To add, extend, remove or otherwise change the Community Improvement Project Area’s which are the subject of this Plan as contained in Section 5.0.

Formal amendments will require approval by City Council and shall be undertaken in accordance with Section 28 of the *Planning Act* and the City’s Public Participation and Notification Policies contained in Chapter F – Implementation, Section 1.17.2 of the Urban and Rural Hamilton Official Plans. Proposed amendments will be circulated to the Ministry of Municipal Affairs and Housing for information purposes. In addition, the City may undertake other communication methods to provide information and seek input, such as public information open houses, workshops, public meetings, the City’s web site and direct or electronic mail outs and surveys.

9.2 Other Amendments

Detailed program descriptions providing for the efficient administration of each program authorized through this Plan will be adopted, through resolution, by City Council. The program descriptions shall include, but not be limited to, program terms, eligibility criteria, maximum grant amounts, grant calculations, assignability, maximum loan amounts, repayment requirements and detailed administrative procedures terms and will form appendices to this Plan. Changes to the appendices will be adopted by City Council through resolution. In addition, City Council may discontinue any of the programs contained in this Plan, without amendment to this Plan. Formal amendments,

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including public meetings under the *Planning Act*, shall not be required for updates or amendments to program descriptions attached to this Plan as appendices. Minor administrative amendments to this Plan such as format changes, typographical errors, grammatical errors and policy number changes shall not require a formal amendment.

9.3 Transitional Matters

Program applications will be processed under the terms of the program in effect at the time the application was submitted. When program terms are revised, applications submitted but not yet approved will be subject to and processed under the revised terms. Application already approved at the time revised program terms are in effect will continue to be subject to the program terms in effect at the time the application was approved.

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10.0 APPENDICES

Appendix A – Accessory Dwelling Unit and Multi-Plex Housing Incentive (ADU-MHI) Program

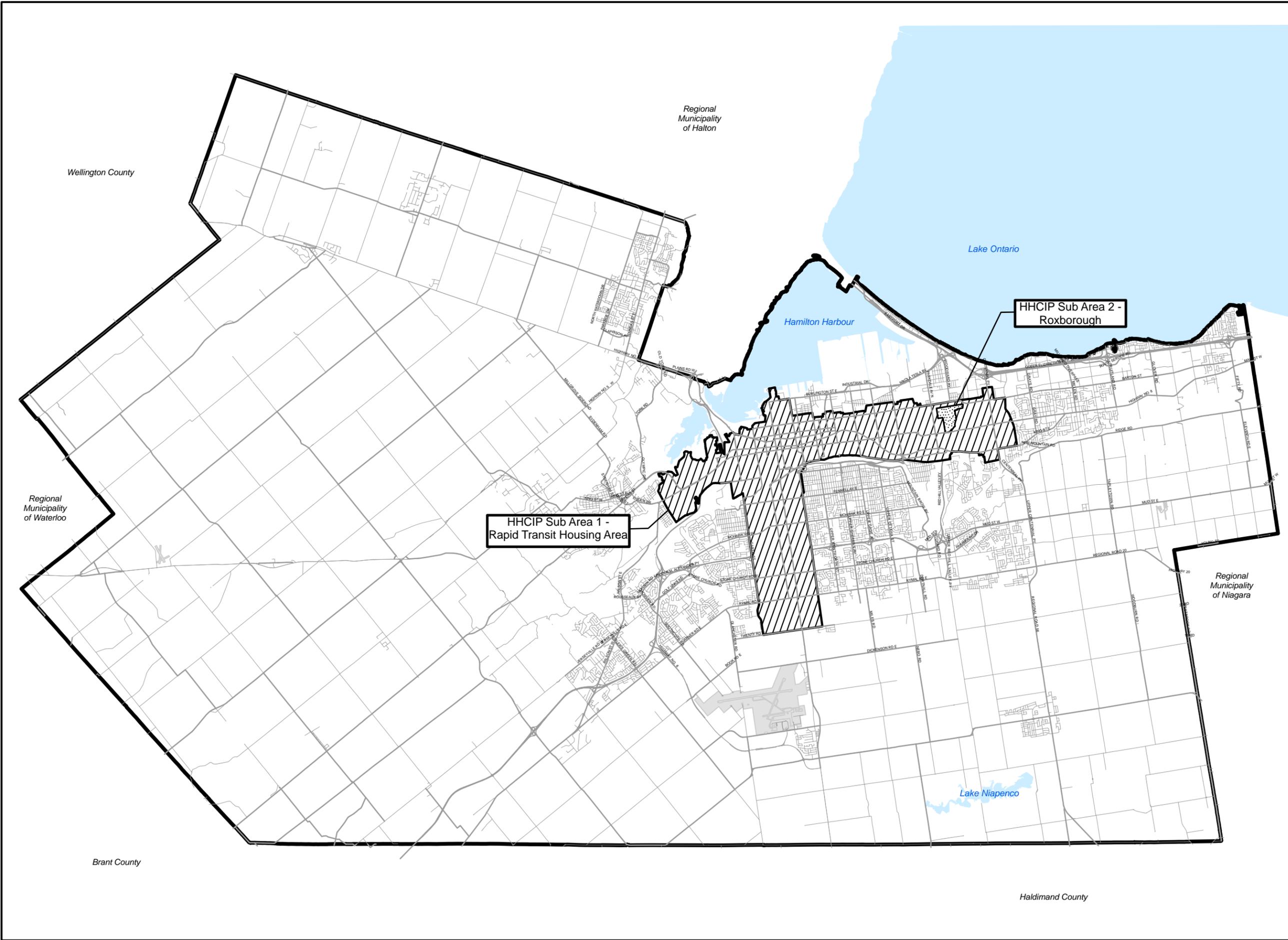
Appendix B – Rapid Transit Multi-Residential Rental Housing Incentive (RTMRHI) Program

Appendix C – Housing Acceleration Incentive (HAI) Program

Appendix D – Roxborough Access to Homeownership Grant (RAHG) Program

Appendix E – Roxborough Rental Housing Loan (RRHL) Program

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Legend

-  Housing for Hamilton Community Improvement Project Area
-  HHCIP Sub Area 1 - Rapid Transit Housing Area
-  HHCIP Sub Area 2 - Roxborough

Housing for Hamilton Community Improvement Plan Area

Date: November 1, 2023	 Hamilton PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
 Not To Scale	
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Legend

- A and B Line Rapid Transit Corridor
- Sub Area 1 - Rapid Transit Housing Area

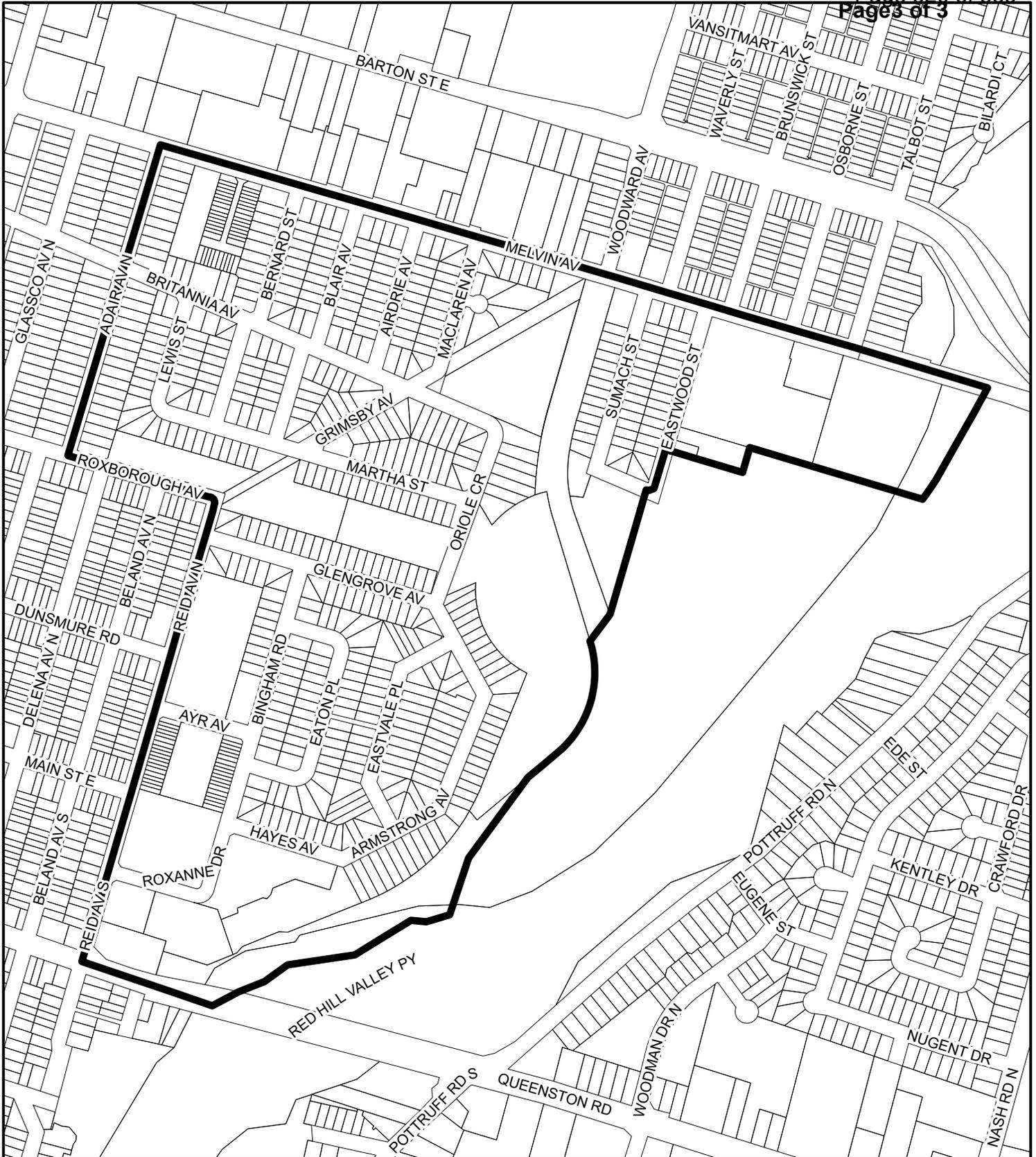
**Housing for Hamilton
Community Improvement
Project Area**

Date:
November 1, 2023

Hamilton

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT

Not To Scale



Housing for Hamilton Community Improvement Project Area

Legend

 Sub Area 2 – Roxborough

Date:
October 27, 2023



Not To Scale



Hamilton

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT

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ACCESSORY DWELLING UNIT AND MULTI- PLEX HOUSING INCENTIVE PROGRAM



A. PROGRAM DESCRIPTION

The Accessory Dwelling Unit and Multi-Plex Housing Incentive Program (the Program) is intended to provide financial incentives to support the creation of Additional Dwelling Units or Garden Suites within, or on the same property as, new or existing low-density houses or the creation of multi-plex developments with six (6) or less Dwelling Units. This Program is available as a result of the Canada Mortgage and Housing Corporation's (CMHC) Housing Accelerator Fund (HAF).

Under this Program, incentives are provided as:

- a Grant to rebate the City application fee (excluding HST) for each building permit successfully issued to construct an individual eligible unit or a building containing eligible units to a maximum of \$2,000 per building permit; and/or
- a 15-year Forgivable Loan of \$25,000 per Eligible Unit(s) intending to meet the affordability parameters of this Program, as further detailed in Section B herein, to a maximum of \$150,000 per Site.

This Program applies to Sites located within the Housing for Hamilton Community Improvement Project Area (HHCIPA) with the exception of those within Sub Area 2 – Roxborough.

Applications under this Program are subject to approval, and the availability of funds, at the absolute discretion of the General Manager of the Healthy and Safe Communities Department (GM).

Grants/Forgivable Loans provided under this Program shall be provided to the Applicant who is the registered owner of the Site that is the subject of the Program application.

All costs associated with the development and the requirements of this Program are to be borne by the Applicant including construction, design, community benefit charges, development charges, parkland dedication, administration fees, appraisals, inspections, legal, discharge and registration fees (plus applicable taxes), where applicable.

For the purposes of this Program:

- 'Site' shall mean all properties/parcels of land required for the planned development.

- 'Eligible Unit' shall mean any of the following, the construction of which has been the subject of a successful building permit issuance:
 - An 'Additional Dwelling Unit' or 'Additional Dwelling Unit – Detached' as defined under Hamilton Zoning By-law 05-200, as amended and which requires a building permit to create;
 - 'Garden Suite' as defined under the *Planning Act*, R.S.O. 1990, c. P.13, as amended; and
 - Residential or mixed use multi-plex developments of any form containing six (6) or less Dwelling Units within the same building, with 'Dwelling Unit' having the same meaning as defined in Hamilton Zoning By-law 05-200, as amended.
- 'Program Interest Rate' shall mean the prevailing interest rate established by City Council on tax arrears and charged per annum unless otherwise forgiven in accordance with the terms of this Program.

The Healthy and Safe Communities and Planning and Economic Development Departments, through the Housing Services and Economic Development Divisions respectively, will periodically review the terms and availability of this Program and undertake updates from time to time subject to City Council approval and/or direction.

B. PROGRAM ELIGIBILITY AND CRITERIA

1. Applications to this Program must meet the goals of the Housing for Hamilton Community Improvement Plan (HHCIP).
2. Eligible Unit(s) shall be located on a Site within the Housing for Hamilton Community Improvement Project Area (HHCIPA) but shall not be located within Sub Area 2 – Roxborough.
3. This Program shall not apply to a Site where a designated heritage building, or any designated part thereof, has been demolished in contravention of the *Ontario Heritage Act* or any applicable City by-law or Official Plan policy respecting designated heritage buildings, or parts thereof.
4. The maximum Grant provided under this Program shall be the City application fee paid (excluding HST) for each building permit successfully issued to construct an individual eligible unit or a building containing eligible units to a maximum of \$2,000 per building permit.
5. In addition to paragraph four above, an Applicant may be eligible for an additional Forgivable Loan of up to \$25,000 per Eligible Unit, to a maximum of \$150,000 per Site subject to paragraphs 20, 21, and 22 herein.

6. An Applicant to this Program must be the registered owner of the Site with the Grant/Forgivable Loan only being available to the successful Program Applicant. A Grant or Forgivable Loan under this Program cannot be assigned or directed to any other payee unless otherwise provided for herein.
7. An Applicant may apply to this Program for any Eligible Unit(s) where the date of issuance of a building permit for the construction of the Eligible Unit(s) occurred on or after the date this Program came into effect.
8. Prior to any application approval and the advance of any Grant or Forgivable Loan funds, confirmation of the following shall be required: all municipal property taxes are paid and current on the subject Site, the Site is in compliance with Zoning By-law regulations, that there are no outstanding property standards violations or orders, Building Code violations or orders or Fire Code violation or orders, any violations of law or any orders by any other judicial, governmental or regulatory authority, regarding the subject Site or the development on the subject Site and that the Applicant is not in litigation with the City.
9. Approval and the receiving of financial assistance under this Program shall not preclude eligibility, approval and the receiving of financial assistance under any other available municipal program, except for any other Program provided/authorized under the HHCIP which shall not be permitted.
10. Applications under this Program are subject to approval, and the availability of funds, at the absolute discretion of the GM.
11. Without limiting the discretion as set out in paragraph 10 herein, City Council, or its delegate, shall determine whether or not an Applicant satisfies the requirements of the Program, may in its sole discretion, reject any application received from an Applicant where, in the opinion of City Council, or its delegate, the commercial relationship between the City and the Applicant has been impaired by, but not limited to, the Applicant being involved in litigation with the City. Applicants shall include but not be limited to the following: The Applicant identified on the application form and, if a corporation, any person or entity with an interest in the corporation or any officer or director of the corporation, as determined by the GM in their sole, absolute and unfettered discretion.
12. Without limiting the discretion as set out in paragraph 10 herein, City Council, or its delegate, whether or not an Applicant satisfies the requirements of the Program, may in its sole discretion, reject any application without further consideration where due diligence undertaken by the City identifies municipal property tax arrears owed on the subject Site, mortgage payment are not update, non-existence of property insurance coverage, non-compliance with respect to Zoning By-law regulations or there exist outstanding property standards, Building Code or Fire Code orders in respect of the

subject Site or any other judicial, regulatory or governmental order in respect of the subject Site.

13. Without limiting the discretion as set out in paragraph 10 herein, City Council, or its delegate, whether or not an Applicant satisfies the requirements of the Program, may in its sole discretion, reject any application where the GM determines in their sole discretion that there is a financial risk to the City in terms of the financial capabilities of the Applicant to complete the development subject to the Program application.
14. Without limiting the discretion as set out in paragraph 10, herein, City Council, or its delegate, whether or not an Applicant satisfies the requirements of the Program, may in its sole discretion, reject any application received from an Applicant where there is credible information that the Applicant has been involved recently or repeatedly in illegal activity supporting the conclusion that they will not conduct themselves with honesty and integrity in undertaking the activity, operation or business for which a Grant/Loan under this Program is being sought. For corporate Applicants, the Applicant, for the purposes of this paragraph 14, will be the corporation, the officers and directors of the corporation and the shareholders and this paragraph 14 shall apply jointly and severally to each of them.
15. Buildings, uses and developments on the subject Site shall conform to the City's Official Plan(s), applicable Secondary Plan(s), Zoning By-Laws(s), Site Plan approval and any other applicable and approved municipal policies, by-laws or guidelines (e.g. urban design guidelines) and any other laws applicable to the subject Site and any development on it.
16. A Program application may be denied by City Council, or its delegate, if the development is not supported by City Council notwithstanding any approval of *Planning Act* applications by any other authority including but not limited to the Ontario Land Tribunal or the Minister of Municipal Affairs and Housing.
17. Approval, part approval or denial of a Program application shall not fetter City Council's discretion regarding any *Planning Act* applications regarding the subject Site or any other decisions by City Council regarding the subject Site.
18. Approval of a Program application by City Council, or its delegate, may provide for a reduced Grant/Loan amount such that no Grant/Loan is provided in respect of any portion of the development which City Council does not support notwithstanding any approval of *Planning Act* applications by any other authority including but not limited to the Ontario Land Tribunal or the Minister of Municipal Affairs and Housing, and that City Council's decision on the application will not fetter its discretion on *Planning Act* applications. In such cases, the Applicant shall be required to provide additional

supporting documentation, at the Applicant's own expense, to support the providing of financial assistance in accordance with City Council's approval/direction.

19. An approved Grant will be paid in one lump sum upon occupancy being approved by the City in writing for all Eligible Unit(s) required for eligibility under this Program as well as confirmation of compliance with all other Program conditions required for a Grant payment.
20. Applications for a Forgivable Loan under this Program shall also be subject to the following conditions together with any other conditions as deemed appropriate by the GM and contained in the Loan Agreement:
 - a. The Eligible Unit shall be available for rental tenure.
 - b. The Eligible Unit will be the subject of a 15-year affordability period beginning from the date on which occupancy has been approved by the City in writing for all Eligible Unit(s) on the Site and ending on the 15th anniversary of such same date. The applicable rent charged during this affordability period for each Eligible Unit subject to a Loan shall not exceed 100% of the Average Market Rent (AMR) for the City of Hamilton as surveyed annually by CMHC with any applicable rent increases having been in accordance with a rental protocol as determined by the GM in their sole discretion and forming part of the Loan Agreement. After the 15-year affordability period, the Applicant shall have no further affordability obligations under this Program to the City.
 - c. The Applicant shall be the owner of the Eligible Unit for the duration of the loan term unless otherwise permitted by the GM.
 - d. The Applicant shall be responsible for tenant selection.
 - e. If a tenant vacates a unit, voluntarily or otherwise, the Applicant must inform the City of Hamilton Housing Services Division and the Applicant has a maximum of 60 days to fill the unit with another tenant. The Applicant shall be required to submit to the Housing Services Division proof that a new tenant has taken occupancy and the rent being charged.
 - f. The Loan term, comprising the period between the Loan being advanced ("Commencement Date") through to the 15th anniversary of the date on which occupancy has been approved by the City in writing for all Eligible Unit(s) on the Site subject to a Loan under this Program. The Loan shall be a closed Loan. The Loan shall accrue interest and interest shall be payable unless forgiven in accordance with paragraph 21.

- g. Repayment of the Loan shall occur at the end of Loan term together with applicable interest in accordance with paragraph 20 f. unless:
 - i. forgiven in accordance with paragraph 21; or
 - ii. subject to prior termination on default of the Loan Agreement in which case the Program Interest Rate shall apply from the date the Loan was advanced.
- h. Such reporting requirements as may be required at the sole discretion of the GM.
- i. In the event of a default as defined herein and/or as further contained in the Loan Agreement, the Loan will be capped immediately at the advanced amount and, subject to the Program Interest Rate from the date the Loan was advanced in accordance with paragraph 20 f. together with the maximum penalty permitted under applicable law, shall become immediately payable to the City.
- j. If a request for the initial Loan advance is not made by December 31, 2026, the Loan Agreement shall be deemed to be terminated and, without limiting the generality of the foregoing, the City shall not be obligated to provide the Loan.
- k. An approved Loan under this Program will be provided to the Applicant in a single advance (less such hold back as determined by the GM or required under applicable law) upon confirmation of building permit issuance for construction of the last Eligible Unit on the Site that is subject to a Loan under this Program and subject to the conditions set out here in and such additional conditions as determined by the GM in their sole discretion.
- l. In the event of a Change of Corporate Control where the Applicant is a corporation, the Applicant covenants and agrees that in the event that:
 - i. The Applicant fails to supply to the Housing Services Division, in a form satisfactory to the GM, such information relating to the ownership of its shares as the Housing Services Division may require from time to time or;
 - ii. Without the written consent of the GM first had and obtained:
 - A. the Applicant issues or redeems any of its shares or transfers any of its shares;

- B. there is a sale or sales of the shares of the Applicant which result in the transfer of the legal or beneficial interest of any of the shares of the Applicant; or
- C. the Applicant amalgamates, merges or consolidates with any other corporation; and

The result of any of the foregoing is a change in the effective control of the majority of the voting shares of the Applicant, or the requested information is not provided, the GM shall have absolute discretion to cease any future Loan advances and/or seek full repayment of any outstanding Loan under this Program together with any applicable Program Interest Rate in accordance with paragraph 20 f.

- m. In the event of the disposition, sale, conveyance, transfer or entering into of any agreement of sale or transfer of the title of all or a portion of the subject Site containing the Eligible Unit(s) for which all or a portion of a Loan under this Program remains outstanding shall not be permitted except where:
 - i. the Housing Services Division is provided written notice of the sale including the name of the purchaser and closing date of the purchase and the transfer of ownership includes the assignment of any remaining Loan under this Program to the purchaser subject to the approval of the GM in their sole discretion and on such terms and conditions as the GM deems appropriate.

If i. above is not complied with, the disposition, sale conveyance, transfer or entering into of any agreement of sale of transfer shall be deemed a default under the applicable Loan Agreement and result in a requirement for no Loan advance being provided if not already provided or require the immediate repayment of any portion of the Loan advanced together with the applicable interest in accordance with paragraph 20 f.

- n. The Housing Services Division will require, at its sole discretion, any specific insurance terms required to be met to protect the City's interest.
- o. Applicants shall be required to enter into a Loan Agreement with the City. This agreement shall be entered into prior to the Loan advance, with provisions including, but not limited to, the terms and conditions set out herein and such additional conditions, including additional conditions for the advance of the loan, as determined by the GM in their sole discretion, and if deemed a requirement by the GM, the provision of security including a mortgage, General Security Agreement, a Site Specific General Security Agreement or such other

security as determined by the GM in their sole discretion such as, but not limited to, a mortgage registered on title upon the subject Site, personal guarantees and/or corporate guarantees.

21. Notwithstanding paragraph 20 above, a Loan advanced along with any other applicable Program Interest Rate charges required in accordance with this Program and the applicable Loan Agreement, shall be forgiven and not required to be repaid to the City where the following condition of forgiveness has been met to the satisfaction of the GM:
 - a. The rent charged to a tenant(s) for each Eligible Unit subject to a Loan under this Program from the date on which occupancy has been approved by the City in writing for all Eligible Unit(s) on the Site subject to a Loan under this Program through to the 15th anniversary of such same date did not exceed 100% of the AMR for the City of Hamilton as surveyed annually by CMHC with any applicable rent increases having been in accordance with a rental protocol forming part of the Loan Agreement as determined by the GM in their sole discretion; and
 - b. The Applicant has complied with all terms of the Loan Agreement for the entirety of the Loan term.
22. Where the condition of forgiveness contained in paragraph 23 has not been met for all Eligible Units which were the subject of a Loan under this Program and was not cured within 30 days' of written notice being provided by the City, or such other period as determined at the discretion of the GM, the Loan shall be in default and subject to repayment in accordance with paragraph 20 i.

C. PROGRAM APPLICATION CRITERIA

A complete Program application shall be submitted to the Healthy and Safe Communities Department through the Housing Services Division. Required documents and information forming a complete application shall be identified within the Program's application form.

With respect to applications for Forgivable Loans, Applicants shall be required to submit information to assist with determining their financial capabilities to complete the project subject to the Program application and to identify any potential financial risks to the City. Information required to be submitted is at the discretion of the Housing Services Division and may include but may not be limited to, a financial risk assessment, personal/corporate net worth statements and/or business plan.

Any additional information may be requested by the Housing Services Division to determine the Applicant's eligibility.

D. PROGRAM ADMINISTRATION

Housing Services Division staff, in collaboration with staff from the Economic Development Division, as required, will review applications for eligibility in accordance with the HHCPA, HHCP, the Program terms contained herein and in collaboration with other City departments as required. Acceptance of the application by the City in no way implies application approval.

The Site and Applicant will be the subject of due diligence undertaken by the City prior to any recommendation on the application being brought to City Council, or its delegate, for consideration and prior to payment of the Grant and/or Loan advance being provided. This will include, but may not be limited to, confirmation of the following: all municipal property taxes are paid and current on the subject Site, property insurance is current and payments up to date, mortgage payments are current and up to date, the Site is in compliance with Zoning By-law regulations, that there are no outstanding property standards violations or orders, Building Code violations or orders or Fire Code violation or orders, any violations of law or any orders by any other judicial, governmental or regulatory authority, regarding the subject Site or the development on the subject Site and that the Applicant is not in litigation with the City. Failure to comply with any of the above will result in an application not being recommended for approval to City Council or its delegate, except where otherwise directed by City Council, or its delegate, or, if the application has been approved, non-payment of a Grant or advance of a Loan under this Program.

No decision will be made on an application until occupancy has been approved by the City in writing for all Eligible Unit(s) required for eligibility under this Program.

Where an application has been submitted but not yet approved by City Council, or its delegate, and the subject Site is sold/transferred to a new owner, the City may permit the transfer or assignment of the application to the new owner at the sole, absolute and unfettered discretion of the GM. An assignment or transfer may require the assignee or transferee to apply, assignment or transfer agreement and/or such other documents as determined by the GM in their sole, absolute and unfettered discretion. The new owner shall be subject to all applicable due diligence required under this Program, including, but not limited to, applicable corporate title and litigation searches and financial risk, to the satisfaction of the City prior to the assignment being considered by the GM.

Applications under this Program are subject to approval, and the availability of funds, at the absolute discretion of the GM.

A Grant under this Program will be paid upon occupancy being approved by the City in writing for all Eligible Unit(s) required for eligibility under this Program.

For applications respecting a Forgivable Loan:

- Securities required to be provided by the Applicant respecting a Forgivable Loan under this Program will be determined by the GM in their sole, absolute and unfettered discretion;
- The Loan will not be provided unless a written request for the Loan advance has been made by the Applicant; and
- Approved Applicants shall be required to enter into a Forgivable Loan Agreement with the City containing the terms and conditions set out in this Program description and such additional terms and conditions as required by the GM or City Solicitor in their sole absolute and unfettered discretion. The form of the Grant/Forgivable Loan Agreement shall be to the satisfaction of the City Solicitor. Respecting applications for Forgivable Loans, the Housing Services Division may require the Applicant to register the Forgivable Loan Agreement on title immediately upon execution of the agreement.

The City reserves the right to require the submission of any additional documentation or enter into any additional agreements as deemed necessary by the City to ensure the goals and purpose of this Program and the HHCIP are met.

The City is not responsible for any costs incurred by the Applicant in any way relating to the Program, including without limitation, costs incurred in anticipation of an application approval or Grant/Loan being provided.

Applications to this Program not yet approved by City Council, or its delegate, shall be subject to any changes to the terms of this Program which are required by the CMHC as a condition of funding to the City under the HAF and/or approved by City Council, or its delegate, prior to the application being approved.

A Program application may be denied by City Council, or its delegate, if the development is not supported by City Council notwithstanding any approval of *Planning Act* applications by any other authority including but not limited to the Ontario Land Tribunal or the Minister of Municipal Affairs and Housing, and that City Council's decision on the Program application will not fetter its discretion on *Planning Act* applications.

City Council may discontinue this Program at any time. However, Applicants with approved applications will still continue to receive the Grant/Forgivable Loan subject to meeting the Program terms contained herein.

RAPID TRANSIT MULTI-RESIDENTIAL RENTAL HOUSING INCENTIVE PROGRAM



A. PROGRAM DESCRIPTION

The Rapid Transit Multi-Residential Rental Housing Incentive Program (the Program) is intended to provide financial incentives to support the creation of seven (7) or more net new residential rental and/or affordable residential rental units on Sites with or without pre-existing development and located in close proximity to strategic rapid transit corridors. This Program is available as a result of the Canada Mortgage and Housing Corporation's (CMHC) Housing Accelerator Fund (HAF).

Under this Program, incentives are provided as:

- a Grant of \$50,000 for the creation of seven (7) or more net new Eligible Rental Units on a Site; and/or
- a 15-year Forgivable Loan of \$25,000 per Eligible Rental Unit(s) intending to meet the affordability parameters of this Program, as further detailed in Section B herein, to a maximum of \$2,500,000 per Site.

This Program applies to Sites wholly located within Sub Area 1 – Rapid Transit Housing Area of the Housing for Hamilton Community Improvement Project Area (HHCIPA).

Applications under this Program are subject to approval, and the availability of funds, at the absolute discretion of the General Manager of the Healthy and Safe Communities Department (GM).

Grants/Forgivable Loans provided under this Program shall be provided to the Applicant who is the registered owner of the Site that is the subject of the Program application.

All costs associated with the development and the requirements of this Program are to be borne by the Applicant including construction, design, community benefit charges, development charges, parkland dedication fees (except where exempt through provision of affordable housing), administration fees, appraisals, inspections, legal, discharge and registration fees (plus applicable taxes), where applicable.

For the purposes of this Program:

- 'Site' shall mean all properties/parcels of land required for the planned development.

- 'Eligible Rental Unit' shall mean only newly constructed rental tenure Dwelling Unit(s); the construction of which has been the subject of a successful building permit issuance and which form part of a development containing seven (7) or more net new units located within a new or existing purpose-built multi-residential or mixed use multi-residential rental developments but shall not include a Single-Detached Dwelling, Semi-Detached Dwelling, Additional Dwelling Unit, Additional Dwelling Unit – Detached or Garden Suite. For additional clarity, a multi-residential rental development may include any form of rental tenure townhouse (including street-oriented, stacked or back-to-back forms);
- 'Dwelling Unit', 'Single Detached Dwelling', 'Semi-Detached Dwelling', 'Additional Dwelling Unit' and 'Additional Dwelling Unit – Detached' shall have the same meaning as that defined in Hamilton Zoning By-law 05-200, as amended; and
- 'Program Interest Rate' shall mean the prevailing interest rate established by City Council on tax arrears and charged per annum unless otherwise forgiven in accordance with the terms of this Program.

The Healthy and Safe Communities and Planning and Economic Development Departments, through the Housing Services Division and Economic Development Divisions respectively, will periodically review the terms and availability of this Program and undertake updates from time to time subject to City Council approval and/or direction.

B. PROGRAM ELIGIBILITY AND CRITERIA

1. Applications to this Program must meet the goals of the Housing for Hamilton Community Improvement Plan (HHCIP).
2. Eligible Rental Unit(s) shall only be located on a Site within Sub Area 1 – Rapid Transit Housing Area of the HHCIPA.
3. This Program shall not apply to a Site where a designated heritage building, or any designated part thereof, has been demolished in contravention of the *Ontario Heritage Act* or any applicable City by-law or Official Plan policy respecting designated heritage buildings, or parts thereof.
4. The Grant under this Program shall be \$50,000 for the creation of seven (7) or more net new Eligible Rental Units on a Site.
5. In addition to paragraph four above, an Applicant may be eligible for an additional Forgivable Loan of up to \$25,000 per Eligible Rental Unit, to a maximum of \$2,500,000 per Site subject to paragraphs 21, 22, and 23 herein.

6. An Applicant to this Program must be the registered owner of the Site with the Grant/Forgivable Loan only being available to the successful Program Applicant. A Grant or Forgivable Loan under this Program cannot be assigned or directed to any other payee unless otherwise provided for herein.
7. An Applicant may apply to this Program for any Eligible Rental Unit(s) where the date of issuance of a building permit for the construction of the Eligible Rental Unit(s) occurred on or after the date this Program came into effect.
8. Prior to any application approval and the advance of any Grant or Forgivable Loan funds, confirmation of the following shall be required: all municipal property taxes are paid and current on the subject Site, the Site is in compliance with Zoning By-law regulations, that there are no outstanding property standards violations or orders, Building Code violations or orders or Fire Code violation or orders, any violations of law or any orders by any other judicial, governmental or regulatory authority, regarding the subject Site or the development on the subject Site and that the Applicant is not in litigation with the City.
9. Approval and the receiving of financial assistance under this Program shall not preclude eligibility, approval and the receiving of financial assistance under any other available municipal program, with the exception of any other Program provided/authorized under the HHCIIP which shall not be permitted.
10. Applications under this Program are subject to approval, and the availability of funds, at the absolute discretion of the GM.
11. Without limiting the discretion as set out in paragraph 10 herein, City Council, or its delegate, whether or not an Applicant satisfies the requirements of the Program, may in its sole discretion, reject any application received from an Applicant where, in the opinion of City Council, or its delegate, the commercial relationship between the City and the Applicant has been impaired by, but not limited to, the Applicant being involved in litigation with the City. Applicants shall include but not be limited to the following: The Applicant identified on the application form and, if a corporation, any person or entity with an interest in the corporation or any officer or director of the corporation, as determined by the GM in their sole, absolute and unfettered discretion.
12. Without limiting the discretion as set out in paragraph 10 herein, City Council, or its delegate, whether or not an Applicant satisfies the requirements of the Program, may in its sole discretion, reject any application without further consideration where due diligence undertaken by the City identifies municipal property tax arrears owed on the subject Site, non-compliance with respect to Zoning By-law regulations or there exist outstanding property standards, Building Code or Fire Code orders in respect of the subject Site or any other judicial, regulatory or governmental order in respect of the subject Site.

13. Without limiting the discretion as set out in paragraph 10 herein, City Council, or its delegate, whether or not an Applicant satisfies the requirements of the Program, may in its sole discretion, reject any application where the GM determines in their sole discretion that there is a financial risk to the City in terms of the financial capabilities of the Applicant to complete the development subject to the Program application.
14. Without limiting the discretion as set out in paragraph 10, herein, City Council, or its delegate, whether or not an Applicant satisfies the requirements of the Program, may in its sole discretion, reject any application received from an Applicant where there is credible information that the Applicant has been involved recently or repeatedly in illegal activity supporting the conclusion that they will not conduct themselves with honesty and integrity in undertaking the activity, operation or business for which a Grant/Loan under this Program is being sought. For corporate Applicants, the Applicant, for the purposes of this paragraph 14, will be considered to be the corporation, the officers and directors of the corporation and the shareholders and this paragraph 14 shall apply jointly and severally to each of them.
15. Buildings uses and developments on the subject Site shall conform to the City's Official Plan(s), applicable Secondary Plan(s), Zoning By-Laws(s), Site Plan approval and any other applicable and approved municipal policies, by-laws or guidelines (e.g. urban design guidelines) and any other laws applicable to the development.
16. A Program application may be denied by City Council, or its delegate, if the development is not supported by City Council notwithstanding any approval of *Planning Act* applications by any other authority including but not limited to the Ontario Land Tribunal or the Minister of Municipal Affairs and Housing.
17. Approval, part approval or denial of a Program application shall not fetter City Council's discretion regarding any *Planning Act* applications regarding the subject Site or any other decisions by City Council regarding the subject Site.
18. Approval of a Program application by City Council, or its delegate, may provide for a reduced Grant/Loan amount such that no Grant/Loan is provided in respect of any portion of the development which City Council does not support notwithstanding any approval of *Planning Act* applications by any other authority including but not limited to the Ontario Land Tribunal or the Minister of Municipal Affairs and Housing, and that City Council's decision on the application will not fetter its discretion on *Planning Act* applications. In such cases, the Applicant shall be required to provide additional supporting documentation, at the Applicant's own expense, to support the providing of financial assistance in accordance with City Council's approval/direction.

19. An approved Grant will be paid in one lump sum upon building permit issuance for all Eligible Rental Units required for eligibility under this Program as well as confirmation of compliance with all other Program conditions required for a Grant payment.
20. A Project Monitor may be required unless waived at the sole, absolute and unfettered discretion of the Housing Services Division, and if required, the Applicant must provide supervision of the development by a Project Monitor acceptable to the Housing Services Division. The Project Monitor will be at the cost of the Applicant and shall provide proof, to the satisfaction of the Housing Services Division, that the structural, mechanical and electrical work complies with the approved plans and specifications and all Applicable Law.
21. Applications for a Forgivable Loan under this Program shall also be subject to the following conditions together with any other conditions as deemed appropriate by the GM and contained in the Loan Agreement:
 - a. The Eligible Rental Unit shall be available for rental tenure.
 - b. The Eligible Rental Unit will be the subject of a 15-year affordability period beginning from the date on which occupancy has been approved by the City in writing for all Eligible Rental Unit(s) on the Site and ending on the 15th anniversary of such same date. The applicable rent charged during this affordability period for each Eligible Rental Unit subject to a Loan shall not exceed 100% of the Average Market Rent (AMR) for the City of Hamilton as surveyed annually by CMHC with any applicable rent increases having been in accordance with a rental protocol as determined by the GM in their sole discretion and forming part of the Loan Agreement. After the 15-year affordability period, the Applicant shall have no further affordability obligations under this Program to the City.
 - c. The Applicant shall be the owner of the Eligible Rental Unit for the duration of the loan term unless otherwise permitted by the GM.
 - d. The Applicant shall be responsible for tenant selection.
 - e. If a tenant vacates a unit, voluntarily or otherwise, the Applicant must inform the City of Hamilton Housing Services Division and the Applicant has a maximum of 60 days to fill the unit with another tenant. The Applicant shall be required to submit to the Housing Services Division proof that a new tenant has taken occupancy and the rent being charged.
 - f. The Loan term, comprising the period between the Loan being advanced ("Commencement Date") through to the 15th anniversary of the date on which

occupancy has been approved by the City in writing for all Eligible Rental Unit(s) on the Site subject to a Loan under this Program. The Loan shall be a closed Loan. The Loan shall accrue interest and interest shall be payable unless forgiven in accordance with paragraph 22.

- g. Repayment of the Loan shall occur at the end of Loan term together with applicable interest in accordance with paragraph 21 f. unless:
 - i. forgiven in accordance with paragraph 22; or
 - ii. subject to prior termination on default of the Loan Agreement in which case the Program Interest Rate shall apply from the date the Loan was advanced.
- h. Such reporting requirements as may be required at the sole discretion of the GM.
 - i. In the event of a default as defined herein and/or as further contained in the Loan Agreement, the Loan will be capped immediately at the advanced amount and, subject to the Program Interest Rate from the date the Loan was advanced in accordance with paragraph 21 f. together with the maximum penalty permitted under applicable law, shall become immediately payable to the City.
 - j. If a request for the initial Loan advance is not made by December 31, 2026, the Loan Agreement shall be deemed to be terminated and, without limiting the generality of the foregoing, the City shall not be obligated to provide the Loan.
 - k. An approved Loan under this Program will be provided to the Applicant in a single advance (less such hold back as determined by the GM or required under applicable law) upon confirmation of building permit issuance for construction of the last Eligible Rental Unit on the Site that is subject to a Loan under this Program and subject to the conditions set out here in and such additional conditions as determined by the GM in their sole discretion.
- l. In the event of a Change of Corporate Control where the Applicant is a corporation, the Applicant covenants and agrees that in the event that:
 - i. The Applicant fails to supply to the Housing Services Division, in a form satisfactory to the GM, such information relating to the ownership of its shares as the Housing Services Division may require from time to time or;
 - ii. Without the written consent of the GM first had and obtained:

- A. the Applicant issues or redeems any of its shares or transfers any of its shares;
- B. there is a sale or sales of the shares of the Applicant which result in the transfer of the legal or beneficial interest of any of the shares of the Applicant; or
- C. the Applicant amalgamates, merges or consolidates with any other corporation; and

The result of any of the foregoing is a change in the effective control of the majority of the voting shares of the Applicant, or the requested information is not provided, the GM shall have absolute discretion to cease any future Loan advances and/or seek full repayment of any outstanding Loan under this Program together with any applicable Program Interest Rate in accordance with paragraph 21 f.

- m. In the event of the disposition, sale, conveyance, transfer or entering into of any agreement of sale or transfer of the title of all or a portion of the subject Site containing the Eligible Rental Unit(s) for which all or a portion of a Loan under this Program remains outstanding shall not be permitted except where:
 - i. the Housing Services Division is provided written notice of the sale including the name of the purchaser and closing date of the purchase and the transfer of ownership includes the assignment of any remaining Loan under this Program to the purchaser subject to the approval of the GM in their sole discretion and on such terms and conditions as the GM deems appropriate.

If i. above is not complied with, the disposition, sale conveyance, transfer or entering into of any agreement of sale of transfer shall be deemed a default under the applicable Loan Agreement and result in a requirement for no Loan advance being provided if not already provided or require the immediate repayment of any portion of the Loan advanced together with the applicable interest in accordance with paragraph 21 f.

- n. The Housing Services Division will require, at its sole discretion, any specific insurance terms required to be met to protect the City's interest.
- o. Applicants shall be required to enter into a Loan Agreement with the City. This agreement shall be entered into prior to the Loan advance, with provisions including, but not limited to, the terms and conditions set out herein and such additional conditions, including additional conditions for the advance of the

loan, as determined by the GM in their sole discretion, and if deemed a requirement by the GM, the provision of security including a mortgage, General Security Agreement, a Site Specific General Security Agreement or such other security as determined by the GM in their sole discretion such as, but not limited to, a mortgage registered on title upon the subject Site, personal guarantees and/or corporate guarantees.

22. Notwithstanding paragraph 21 above, a Loan advanced along with any other applicable Program Interest Rate charges required in accordance with this Program and the applicable Loan Agreement, shall be forgiven and not required to be repaid to the City where the following condition of forgiveness has been met to the satisfaction of the GM:
 - a. The rent charged to a tenant(s) for each Eligible Rental Unit subject to a Loan under this Program from the date on which occupancy has been approved by the City in writing for all Eligible Rental Unit(s) on the Site subject to a Loan under this Program through to the 15th anniversary of such same date did not exceed 100% of the AMR for the City of Hamilton as surveyed annually by CMHC with any applicable rent increases having been in accordance with a rental protocol forming part of the Loan Agreement as determined by the GM in their sole discretion; and
 - b. The Applicant has complied with all terms of the Loan Agreement for the entirety of the Loan term.
23. Where the condition of forgiveness contained in paragraph 23 has not been met for all Eligible Rental Units which were the subject of a Loan under this Program and was not cured within 30 days' of written notice being provided by the City, or such other period as determined at the discretion of the GM, the Loan shall be in default and subject to repayment in accordance with paragraph 21 i.

C. PROGRAM APPLICATION CRITERIA

A complete Program application shall be submitted to the Healthy and Safe Communities Department through the Housing Services Division. Required documents and information forming a complete application shall be identified within the Program's application form.

With respect to applications for Forgivable Loans, Applicants may be required to submit information to assist with determining their financial capabilities to complete the project subject to the Program application and to identify any potential financial risks to the City. Information required to be submitted is at the discretion of the Housing Services Division and may include but may not be limited to, a financial risk assessment, personal/corporate net worth statements and/or business plan.

Any additional information may be requested by the Housing Services Division to determine the Applicant's eligibility.

D. PROGRAM ADMINISTRATION

Housing Services Division staff, in collaboration with staff from the Economic Development Division, as required, will review applications for eligibility in accordance with the HHCIPA, HHCIP, the Program terms contained herein and in collaboration with other City departments as required. Acceptance of the application by the City in no way implies application approval.

The Site and Applicant will be the subject of due diligence undertaken by the City prior to any recommendation on the application being brought to City Council, or its delegate, for consideration and prior to payment of the grant and/or Loan advance being provided. This will include, but may not be limited to, confirmation of the following: all municipal property taxes are paid and current on the subject Site, the Site is in compliance with Zoning By-law regulations, that there are no outstanding property standards violations or orders, Building Code violations or orders or Fire Code violation or orders, any violations of law or any orders by any other judicial, governmental or regulatory authority, regarding the subject Site or the development on the subject Site and that the Applicant is not in litigation with the City. Failure to comply with any of the above will result in an application not being recommended for approval to City Council or its delegate, except where otherwise directed by City Council, or its delegate, or, if the application has been approved, non-payment of a Grant or advance of a Loan under this Program.

No decision will be made on an application until a building permit is issued for all Eligible Rental Unit(s) required for eligibility under this Program.

Where an application has been submitted but not yet approved by City Council, or its delegate, and the subject Site is sold/transferred to a new owner, the City may permit the transfer or assignment of the application to the new owner at the sole, absolute and unfettered discretion of the GM. An assignment or transfer may require the assignee or transferee to submit an application, assignment or transfer agreement and/or such other documents as determined by the GM in their sole, absolute and unfettered discretion. The new owner shall be subject to all applicable due diligence required under this Program, including, but not limited to, applicable corporate title and litigation searches and financial risk, to the satisfaction of the City prior to the assignment being considered by the GM.

Applications under this Program are subject to approval, and the availability of funds, at the absolute discretion of the GM.

A Grant under this Program will be paid upon building permit issuance for all Eligible Rental Unit(s) required for eligibility under this Program.

For applications subject to a Forgivable Loan:

- Securities required to be provided by the Applicant respecting a Forgivable Loan under this Program will be determined by the GM in their sole, absolute and unfettered discretion;
- The Loan will not be provided unless a written request for the Loan advance has been made by the Applicant; and
- Approved Applicants shall be required to enter into a Forgivable Loan Agreement with the City containing the terms and conditions set out in this Program description and such additional terms and conditions as required by the GM or City Solicitor in their sole absolute and unfettered discretion. The form of the Grant/Forgivable Loan Agreement shall be to the satisfaction of the City Solicitor. Respecting applications for Forgivable Loans, the Housing Services Division may require the Applicant to register the Forgivable Loan Agreement on title immediately upon execution of the agreement.

The City reserves the right to require the submission of any additional documentation or enter into any additional agreements as deemed necessary by the City to ensure the goals and purpose of this Program and the HHCIP are met.

The City is not responsible for any costs incurred by the Applicant in any way relating to the Program, including without limitation, costs incurred in anticipation of an application approval or Grant/Loan being provided.

Applications to this Program not yet approved by City Council, or its delegate, shall be subject to any changes to the terms of this Program which are required by the CMHC as a condition of funding to the City under the HAF and/or approved by City Council, or its delegate, prior to the application being approved.

A Program application may be denied by City Council, or its delegate, if the development is not supported by City Council notwithstanding any approval of *Planning Act* applications by any other authority including but not limited to the Ontario Land Tribunal or the Minister of Municipal Affairs and Housing, and that City Council's decision on the Program application will not fetter its discretion on *Planning Act* applications.

City Council may discontinue this Program at any time. However, Applicants with approved applications will still continue to receive the Grant/Forgivable Loan subject to meeting the Program terms contained herein.

HOUSING ACCELERATION INCENTIVE PROGRAM



A. PROGRAM DESCRIPTION

The Housing Acceleration Incentive Program (the Program) is intended to provide financial incentives to support the creation of seven (7) or more net new housing units and/or affordable rental housing units on Sites which have been the subject of a City-led land use planning initiative that occurred after April 7, 2022 and which removed barriers in order to support of new housing creation. This Program is available as a result of the Canada Mortgage and Housing Corporation's (CMHC) Housing Accelerator Fund (HAF).

Under this Program, incentives are provided as:

- a Grant of \$35,000 for the creation of seven (7) or more net new Eligible Units on a Site; and/or
- a 15-year Forgivable Loan of \$25,000 per Eligible Unit(s) intending to meet the affordability parameters of this Program, as further detailed in Section B herein, to a maximum of \$2,500,000 per Site subject to the availability of funding.

This Program applies to Sites located within the Housing for Hamilton Community Improvement Project Area (HHCIPA) with the exception of those located in Sub Area 1 – Rapid Transit Housing Area and Sub Area 2 – Roxborough.

Applications under this Program are subject to approval, and the availability of funds, at the absolute discretion of the General Manager of the Healthy and Safe Communities Department (GM).

Grants/Forgivable Loans provided under this Program shall be provided to the Applicant who is the registered owner of the Site that is the subject of the Program application.

All costs associated with the development and the requirements of this Program are to be borne by the Applicant including, but not limited to, construction, design, community benefit charges, development charges, parkland dedication fees (except where exempt through provision of affordable housing), administration fees, appraisals, inspections, legal, discharge and registration fees (plus applicable taxes), where applicable.

For the purposes of this Program:

- 'Site' shall mean all properties/parcels of land required for the planned development.

- 'Eligible Unit' shall mean any new Dwelling Unit, the construction of which has been the subject of successful building permit issuance and which will form part of a development containing seven (7) or more net new units in the form of Single Detached Dwellings, Semi-Detached Dwellings, any form of townhouse (including street-oriented, stacked or back-to-back forms) or multi-residential or mixed-use multi-residential development, or any combination thereof, but shall not include an Additional Dwelling Unit, Additional Dwelling Unit – Detached or Garden Suite.
- 'Dwelling Unit', 'Semi-Detached Dwelling', 'Additional Dwelling Unit' or 'Additional Dwelling Unit – Detached' shall have the same meaning as that defined in Hamilton Zoning By-law 05-200, as amended.
- 'Garden Suite' shall have the same meaning as defined under the *Planning Act*, R.S.O. 1990, c. P.13, as amended.
- 'Program Interest Rate' shall mean the prevailing interest rate established by City Council on tax arrears applicable at the time the Loan is advanced and charged per annum unless otherwise forgiven in accordance with the terms of this Program.

The Healthy and Safe Communities and Planning and Economic Development Departments, through the Housing Services Division and Economic Development Divisions respectively, will periodically review the terms and conditions of this Program, the availability of funding and undertake updates from time to time subject to City Council approval and/or direction.

B. PROGRAM ELIGIBILITY AND CRITERIA

1. Applications to this Program must meet the goals of the Housing for Hamilton Community Improvement Plan (HHCIP).
2. Eligible Unit(s) shall be located on a Site within the HHCIPA but shall not be located within Sub Area 1 – Rapid Transit Housing Area or Sub Area 2 – Roxborough.
3. This Program shall not apply to a Site where a designated heritage building, or any designated part thereof, has been demolished in contravention of the *Ontario Heritage Act* or any applicable City by-law or Official Plan policy respecting designated heritage buildings, or parts thereof.
4. The Grant under this Program shall be \$35,000 for the creation of seven (7) or more net new Eligible Units on a Site.
5. In addition to paragraph four above, an Applicant may be eligible for an additional Forgivable Loan of up to \$25,000 per Eligible Unit, to a maximum of \$2,500,000 per Site subject to paragraphs 22, 23, and 24 herein.

6. An Applicant to this Program must be the registered owner of the Site with the Grant/Forgivable Loan only being available to the successful Program Applicant. A Grant or Forgivable Loan under this Program cannot be assigned or directed to any other payee unless otherwise provided for herein.
7. An Applicant may apply to this Program for any Eligible Unit(s) where the date of issuance of a building permit for the construction of the Eligible Unit(s) occurred on or after the date this Program came into effect.
8. A Site shall have been the subject of a City-led land use planning initiative supporting new housing creation with such determination being at the sole discretion of the Housing Services Division and may include, but shall not be limited to: City-initiated *Planning Act* applications, City-initiated changes to Zoning By-law regulations or Official Plan policies or City-initiated secondary plans but shall not include any privately-initiated land use planning initiative or application, nor any action, decision or order by the Province of Ontario, a Provincial Minister or the Ontario Land Tribunal that has not also been supported by City Council.
9. Prior to any application approval and the advance of any Grant or Forgivable Loan funds, confirmation of the following shall be required: all municipal property taxes are paid and current on the subject Site, the subject Site is in compliance with Zoning By-law regulations, that there are no outstanding property standards violations or orders, Building Code violations or orders or Fire Code violation or orders, any violations of law or any orders by any other judicial, governmental or regulatory authority, regarding the subject Site or the development on the subject Site and that the Applicant is not in litigation with the City.
10. Approval and the receiving of financial assistance under this Program shall not preclude eligibility, approval and the receiving of financial assistance under any other available municipal program, with the exception of any other Program provided/authorized under the HHCIP which shall not be permitted.
11. Applications under this Program are subject to approval, and the availability of funds, at the absolute discretion of the GM.
12. Without limiting the discretion as set out in paragraph 11 herein, City Council, or its delegate, whether or not an Applicant satisfies the requirements of the Program, may in its sole discretion, reject any application received from an Applicant where, in the opinion of City Council, or its delegate, the commercial relationship between the City and the Applicant has been impaired by, but not limited to, the Applicant being involved in litigation with the City. Applicants shall include but not be limited to the following: the Applicant identified on the application form and, if a corporation, any person or entity

with an interest in the corporation or any officer or director of the corporation, as determined by the GM in their sole, absolute and unfettered discretion.

13. Without limiting the discretion as set out in paragraph 11 herein, City Council, or its delegate, whether or not an Applicant satisfies the requirements of the Program, may in its sole discretion, reject any application without further consideration where due diligence undertaken by the City identifies municipal property tax arrears owed on the subject Site, non-compliance with respect to Zoning By-law regulations or there exist outstanding property standards, Building Code or Fire Code orders in respect of the subject Site or any other judicial, regulatory or governmental order in respect of the subject Site.
14. Without limiting the discretion as set out in paragraph 11 herein, City Council, or its delegate, whether or not an Applicant satisfies the requirements of the Program, may in its sole discretion, reject any application where the GM determines in their sole discretion that there is a financial risk to the City in terms of the financial capabilities of the Applicant to complete the development subject to the Program application.
15. Without limiting the discretion as set out in paragraph 11, herein, City Council, or its delegate, whether or not an Applicant satisfies the requirements of the Program, may in its sole discretion, reject any application received from an Applicant where there is credible information that the Applicant has been involved recently or repeatedly in illegal activity supporting the conclusion that they will not conduct themselves with honesty and integrity in undertaking the activity, operation or business for which a Grant/Loan under this Program is being sought. For corporate Applicants, the Applicant, for the purposes of this paragraph 15, will be considered to be the corporation, the officers and directors of the corporation and the shareholders and this paragraph 15 shall apply jointly and severally to each of them.
16. Buildings, uses and developments on the subject Site shall conform to the City's Official Plan(s), applicable Secondary Plan(s), Zoning By-Laws(s), Site Plan approval and any other applicable and approved municipal policies, by-laws or guidelines (e.g. urban design guidelines) and any other laws applicable to the subject Site and any development on it.
17. A Program application may be denied by City Council, or its delegate, if the development is not supported by City Council notwithstanding any approval of *Planning Act* applications by any other authority including but not limited to the Ontario Land Tribunal or the Minister of Municipal Affairs and Housing.
18. Approval, part approval or denial of a Program application shall not fetter City Council's discretion regarding any *Planning Act* applications regarding the subject Site or any other decisions by City Council regarding the subject Site.

19. Approval of a Program application by City Council, or its delegate, may provide for a reduced Grant/Loan amount such that no Grant/Loan is provided in respect of any portion of the development which City Council does not support notwithstanding any approval of *Planning Act* applications by any other authority including but not limited to the Ontario Land Tribunal or the Minister of Municipal Affairs and Housing, and that City Council's decision on the application will not fetter its discretion on *Planning Act* applications. In such cases, the Applicant shall be required to provide additional supporting documentation, at the Applicant's own expense, to support the providing of financial assistance in accordance with City Council's approval/direction.
20. An approved Grant will be paid in one lump sum upon building permit issuance for all Eligible Unit(s) required for eligibility under this Program as well as confirmation of compliance with all other Program conditions required for a Grant payment.
21. A Project Monitor may be required unless waived at the sole, absolute and unfettered discretion of the Housing Services Division, and if required, the Applicant must provide supervision of the development by a Project Monitor acceptable to the Housing Services Division. The Project Monitor will be at the cost of the Applicant and shall provide proof, to the satisfaction of the Housing Services Division, that the structural, mechanical and electrical work complies with the approved plans and specifications and all Applicable Law.
22. Applications for a Forgivable Loan under this Program shall also be subject to the following conditions together with any other conditions as deemed appropriate by the GM and contained in the Loan Agreement:
 - a. The Eligible Unit shall be available for rental tenure.
 - b. The Eligible Unit will be the subject of a 15-year affordability period beginning from the date on which occupancy has been approved by the City in writing for all Eligible Unit(s) on the Site and ending on the 15th anniversary of such same date. The applicable rent charged during this affordability period for each Eligible Unit subject to a Loan shall not exceed 100% of the Average Market Rent (AMR) for the City of Hamilton as surveyed annually by CMHC with any applicable rent increases having been in accordance with a rental protocol as determined by the GM in their sole discretion and forming part of the Loan Agreement. After the 15-year affordability period, the Applicant shall have no further affordability obligations under this Program to the City.
 - c. The Applicant shall be the owner of the Eligible Unit for the duration of the loan term unless otherwise permitted by the GM.
 - d. The Applicant shall be responsible for tenant selection.

- e. If a tenant vacates a unit, voluntarily or otherwise, the Applicant must inform the City of Hamilton Housing Services Division and the Applicant has a maximum of 60 days to fill the unit with another tenant. The Applicant shall be required to submit to the Housing Services Division proof that a new tenant has taken occupancy and the rent being charged.
- f. The Loan term, comprising the period between the Loan being advanced ("Commencement Date") through to the 15th anniversary of the date on which occupancy has been approved by the City in writing for all Eligible Unit(s) on the Site subject to a Loan under this Program. The Loan shall be a closed Loan. The Loan shall accrue interest and interest shall be payable unless forgiven in accordance with paragraph 23.
- g. Repayment of the Loan shall occur at the end of Loan term together with applicable interest in accordance with paragraph 22 f. unless:
 - i. forgiven in accordance with paragraph 23; or
 - ii. subject to prior termination on default of the Loan Agreement in which case the Program Interest Rate shall apply from the date the Loan was advanced.
- h. Such reporting requirements as may be required at the sole discretion of the GM.
- i. In the event of a default as defined herein and/or as further contained in the Loan Agreement, the Loan will be capped immediately at the advanced amount and, subject to the Program Interest Rate from the date the Loan was advanced in accordance with paragraph 22 f. together with the maximum penalty permitted under applicable law, shall become immediately payable to the City.
- j. If a request for the initial Loan advance is not made by December 31, 2026, the Loan Agreement shall be deemed to be terminated and, without limiting the generality of the foregoing, the City shall not be obligated to provide the Loan.
- k. An approved Loan under this Program will be provided to the Applicant in a single advance (less such hold back as determined by the GM or required under applicable law) upon confirmation of building permit issuance for construction of the last Eligible Unit on the Site that is subject to a Loan under this Program and subject to the conditions set out here in and such additional conditions as determined by the GM in their sole discretion.
- l. In the event of a Change of Corporate Control where the Applicant is a corporation, the Applicant covenants and agrees that in the event that:

- i. The Applicant fails to supply to the Housing Services Division, in a form satisfactory to the GM, such information relating to the ownership of its shares as the Housing Services Division may require from time to time or;
- ii. Without the written consent of the GM first had and obtained:
 - A. the Applicant issues or redeems any of its shares or transfers any of its shares;
 - B. there is a sale or sales of the shares of the Applicant which result in the transfer of the legal or beneficial interest of any of the shares of the Applicant; or
 - C. the Applicant amalgamates, merges or consolidates with any other corporation; and

The result of any of the foregoing is a change in the effective control of the majority of the voting shares of the Applicant, or the requested information is not provided, the GM shall have absolute discretion to cease any future Loan advances and/or seek full repayment of any outstanding Loan under this Program together with any applicable Program Interest Rate in accordance with paragraph 22 f.

- m. In the event of the disposition, sale, conveyance, transfer or entering into of any agreement of sale or transfer of the title of all or a portion of the subject Site containing the Eligible Unit(s) for which all or a portion of a Loan under this Program remains outstanding shall not be permitted except where:
 - i. the Housing Services Division is provided written notice of the sale including the name of the purchaser and closing date of the purchase and the transfer of ownership includes the assignment of any remaining Loan under this Program to the purchaser subject to the approval of the GM in their sole discretion and on such terms and conditions as the GM deems appropriate.

If i. above is not complied with, the disposition, sale conveyance, transfer or entering into of any agreement of sale of transfer shall be deemed a default under the applicable Loan Agreement and result in a requirement for no Loan advance being provided if not already provided or require the immediate repayment of any portion of the Loan advanced together with the applicable interest in accordance with paragraph 22 f.

- n. The Housing Services Division will require, at its sole discretion, any specific insurance terms required to be met to protect the City's interest.
 - o. Applicants shall be required to enter into a Loan Agreement with the City. This agreement shall be entered into prior to the Loan advance, with provisions including, but not limited to, the terms and conditions set out herein and such additional conditions, including additional conditions for the advance of the loan, as determined by the GM in their sole discretion, and if deemed a requirement by the GM, the provision of security including a mortgage, General Security Agreement, a Site Specific General Security Agreement or such other security as determined by the GM in their sole discretion such as, but not limited to, a mortgage registered on title upon the subject Site, personal guarantees and/or corporate guarantees.
23. Notwithstanding paragraph 22 above, a Loan advanced along with any other applicable Program Interest Rate charges required in accordance with this Program and the applicable Loan Agreement, shall be forgiven and not required to be repaid to the City where the following condition of forgiveness has been met to the satisfaction of the GM:
- a. The rent charged to a tenant(s) for each Eligible Unit subject to a Loan under this Program from the date on which occupancy has been approved by the City in writing for all Eligible Unit(s) on the Site subject to a Loan under this Program through to the 15th anniversary of such same date did not exceed 100% of the AMR for the City of Hamilton as surveyed annually by CMHC with any applicable rent increases having been in accordance with a rental protocol forming part of the Loan Agreement as determined by the GM in their sole discretion; and
 - b. The Applicant has complied with all terms of the Loan Agreement for the entirety of the Loan term.
24. Where the condition of forgiveness contained in paragraph 23 has not been met for all Eligible Units which were the subject of a Loan under this Program and was not cured within 30 days' of written notice being provided by the City, or such other period as determined at the discretion of the GM, the Loan shall be in default and subject to repayment in accordance with paragraph 22 i.

C. PROGRAM APPLICATION CRITERIA

A complete Program application shall be submitted to the Healthy and Safe Communities Department through the Housing Services Division. Required documents and information forming a complete application shall be identified within the Program's application form.

With respect to applications for Forgivable Loans, Applicants may be required to submit information to assist with determining their financial capabilities to complete the project subject to the Program application and to identify any potential financial risks to the City. Information required to be submitted is at the discretion of the Housing Services Division and may include but may not be limited to, a financial risk assessment, personal/corporate net worth statements and/or business plan.

Any additional information may be requested by the Housing Services Division to determine the Applicant's eligibility.

D. PROGRAM ADMINISTRATION

Housing Services Division staff, in collaboration with staff from the Economic Development Division, as required, will review applications for eligibility in accordance with the HHCI PA, HHCI P, the Program terms contained herein and in collaboration with other City departments as required. Acceptance of the application by the City in no way implies application approval.

The Site and Applicant will be the subject of due diligence undertaken by the City prior to any recommendation on the application being brought to City Council, or its delegate, for consideration and prior to payment of the grant and/or Loan advance(s) being provided. This will include, but may not be limited to, confirmation of the following: all municipal property taxes are paid and current on the subject Site, the Site is in compliance with Zoning By-law regulations, that there are no outstanding property standards violations or orders, Building Code violations or orders or Fire Code violation or orders, any violations of law or any orders by any other judicial, governmental or regulatory authority, regarding the subject Site or the development on the subject Site and that the Applicant is not in litigation with the City. Failure to comply with any of the above will result in an application not being recommended for approval to City Council or its delegate, except where otherwise directed by City Council, or its delegate, or, if the application has been approved, non-payment of a Grant or advance of a Loan under this Program.

No decision will be made on an application until a building permit is issued for all Eligible Unit(s) required for eligibility under this Program.

Where an application has been submitted but not yet approved by City Council, or its delegate, and the subject Site is sold/transferred to a new owner, the City may permit the transfer or assignment of the application to the new owner at the sole, absolute and unfettered discretion of the GM. An assignment or transfer may require the assignee or transferee to submit an application, assignment or transfer agreement and/or such other documents as determined by the GM in their sole, absolute and unfettered discretion. The new owner shall be subject to all applicable due diligence required under this Program, including, but not limited to, applicable corporate title and litigation searches and financial risk, to the satisfaction of the City prior to the assignment being considered by the GM.

Applications under this Program are subject to approval, and the availability of funds, at the absolute discretion of the GM.

A Grant under this Program will be paid upon building permit issuance for all Eligible Unit(s) required for eligibility under this Program.

For applications subject to a Forgivable Loan:

- Securities required to be provided by the Applicant respecting a Forgivable Loan under this Program will be determined by the GM in their sole, absolute and unfettered discretion;
- The Loan will not be provided unless a written request for the Loan advance has been made by the Applicant; and
- Approved Applicants shall be required to enter into a Forgivable Loan Agreement with the City containing the terms and conditions set out in this Program description and such additional terms and conditions as required by the GM or City Solicitor in their sole absolute and unfettered discretion. The form of the Grant/Forgivable Loan Agreement shall be to the satisfaction of the City Solicitor. Respecting applications for Forgivable Loans, the Housing Services Division may require the Applicant to register the Forgivable Loan Agreement on title immediately upon execution of the agreement.

The City reserves the right to require the submission of any additional documentation or enter into any additional agreements as deemed necessary by the City to ensure the goals and purpose of this Program and the HHCIIP are met.

The City is not responsible for any costs incurred by the Applicant in any way relating to the Program, including without limitation, costs incurred in anticipation of an application approval for Grant/Loan being provided.

Applications to this Program not yet approved by City Council, or its delegate, shall be subject to any changes to the terms of this Program which are required by the CMHC as a condition of funding to the City under the HAF and/or approved by City Council, or its delegate, prior to the application being approved.

A Program application may be denied by City Council, or its delegate, if the development is not supported by City Council notwithstanding any approval of *Planning Act* applications by any other authority including but not limited to the Ontario Land Tribunal or the Minister of Municipal Affairs and Housing, and that City Council's decision on the Program application will not fetter its discretion on *Planning Act* applications.

City Council may discontinue this Program at any time. However, Applicants with approved applications will still continue to receive the Grant/Forgivable Loan subject to meeting the Program terms contained herein.

DRAFT



**Canada Mortgage and Housing Corporation
Housing Accelerator Fund Incentive Programs
PED23143(b)/HSC23017(b)
(City Wide)**

General Issues Committee – December 6, 2023

CMHC's Housing Accelerator Fund (HAF)

- Intended to incentivize the development of 2,675 net new residential units above the City's five-year historical Building Permit average by December 2026
- City was allocated \$93.5M by CMHC to execute Council approved Housing Action Plan (HAP) initiatives intended to support the housing unit goals
- HAF is intended to support the creation of both net new market and affordable housing units
- To meet the net new residential targets imposed by CMHC, HAF needs to be focused on market units

Housing Action Plan (HAP)

- HAP initiatives requiring the creation of new incentive programs utilizing HAF funding support the following:
 - new Additional Dwelling Units in new and existing homes
 - 'missing middle' multi-plex's containing six or less units
 - multi-residential rental units developed on, or in close proximity to, rapid transit corridors containing seven or more units
 - residential development on sites which have been the subject of a city-led planning exercise to remove barriers to new housing creation
 - not-for-profit housing developments on remediated brownfield sites
- The focus of today is three new proposed incentive programs to address all of the above with the exception of the brownfield initiatives
- The brownfield initiative has already been addressed with the implementation of the ERASE Affordable Housing Grant Program completed in July 2023
- All other HAP initiatives do not require a CIP or incentive programs

Housing for Hamilton CIP (HHCIP)

- Community Improvement Plans (CIPs) are a tool under the *Planning Act* that allow municipalities to provide incentives not otherwise permitted under the *Municipal Act*
- HAF supported incentive programs require the use of a CIP to be implemented under Ontario legislation
- Defined geographic areas in which programs are to be offered within are referred to as “Community Improvement Project Areas” or CIPAs
- CIPs and CIPAs are implemented as by-laws and must be undertaken in accordance with requirements of the *Planning Act* (s.28)
- The Housing for Hamilton CIP is a preexisting plan created in 2019 as a vehicle for incentive programs geared towards new housing creation in the City
- Staff’s proposals include required amendments to the HHCIP and an updated CIPA to implement the new HAF supported incentive programs

New Incentive Programs

Accessory Dwelling Unit and Multi-Plex Housing Incentive Program (Housing Action Plan Initiative #1)

- To support the creation of Additional Dwelling Units or Garden Suites within, or on the same property as, new, or existing low-density houses or the creation of multi-plex developments with six (6) or less Dwelling Units
- Incentives include:
 - a grant to rebate the City application fee for each building permit successfully issued to a maximum of \$2,000 per permit
 - a 15-year forgivable loan of \$25,000 per eligible unit(s) intending to meet the program's affordability parameters, to a maximum of \$150,000
- Available city-wide
- Units intending to meeting affordability parameters must charge rents not exceeding 100% of the Average Market Rent for the City as stated by CMHC for all 15 years

New Incentive Programs (cont'd)

Rapid Transit Multi-Residential Housing Incentive Program (Housing Action Plan Initiative #2)

- To support the creation of seven (7) or more net new residential rental and/or affordable residential rental units on sites in close proximity to the Line A and B rapid transit corridors
- Incentives include:
 - a grant of \$50,000 per site
 - a 15-year forgivable loan of \$25,000 per eligible unit(s) intending to meet the program's affordability parameters, to a maximum of \$2,500,000 per site
- Available in areas generally within 1500m of the Line A and B rapid transit corridors (CMHC stipulated radius)
- Units intending to meeting affordability parameters must charge rents not exceeding 100% of the Average Market Rent for the City as stated by CMHC for all 15 years

New Incentive Programs (cont'd)

Rapid Transit Multi-Residential Housing Incentive Program (Housing Action Plan Initiative #2)



New Incentive Programs (cont'd)

Housing Acceleration Incentive Program (Housing Action Plan Initiative #3)

- To support the creation of seven (7) or more net new housing units and/or affordable rental housing units on sites which have been the subject of a city-led land use planning initiative occurring after April 7, 2022 which removed barriers in support of new housing creation
- Incentives include:
 - a grant of \$35,000 per site
 - a 15-year forgivable loan of \$25,000 per eligible unit(s) intending to meet the program's affordability parameters, to a maximum of \$2,500,000 per site
- Available city-wide with the exception of the area in which the rapid transit program is made available
- Units intending to meeting affordability parameters must charge rents not exceeding 100% of the Average Market Rent for the City as stated by CMHC for all 15 years

Conclusion/Next Steps

- The proposed programs will fulfill City commitments to CMHC per the HAF contribution agreement signed between the two parties on October 5, 2023
- If recommendation is supported staff will:
 - prepare the required by-laws to implement
 - provide public notice of the proposed CIP amendments and new programs as required under the *Planning Act*
 - bring the proposed by-laws to a statutory public meeting of the Planning Committee for public comment and Committee consideration in Q1 2024



THANK YOU



INFORMATION REPORT

TO:	Chair and Members Emergency and Community Services Committee
COMMITTEE DATE:	November 16, 2023
SUBJECT/REPORT NO:	Reaching Home: Canada's Homeless Strategy Community Homelessness Report 2022-23 (HSC21044(a)) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Vanessa Parlette (905) 546-2424 Ext. 3863 Greg Witt (905) 546-2424 Ext. 4818
SUBMITTED BY:	Michelle Baird Director, Housing Services Division Healthy and Safe Communities Department
SIGNATURE:	<i>Michelle Baird</i>

COUNCIL DIRECTION

Not Applicable

INFORMATION

On April 1, 2019 the Federal government launched Reaching Home: Canada's Homelessness Strategy which replaced the former Homelessness Partnering Strategy. The Reaching Home program is designed to assist local communities achieve a 50% reduction in chronic homelessness by 2028. An individual is considered to be experiencing chronic homelessness if they have experienced at least 6 months (180 days) of homelessness over the past year. In collaboration with the Indigenous community, the City of Hamilton is required to complete an annual Community Homelessness Report. The Community Homelessness Report for 2022-2023 attached as Appendix "A" to Report HSC21044(a), outlines strategies and actions undertaken to fulfil Reaching Home requirements in Hamilton and HSC23076 '2023 Ending Chronic Homelessness Performance Update (Q1 and Q2)' is a companion report that quantifies Hamilton's performance towards reducing and ending homelessness.

Background

The City of Hamilton is committed to building a proactive community-wide approach oriented around ending, rather than managing homelessness. Approved by Council in 2013, and updated in 2020, the City of Hamilton's Housing and Homelessness Action Plan demonstrated Hamilton's commitment to ending homelessness. In 2019, the City

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SUBJECT: Reaching Home: Canada's Homeless Strategy Community Homelessness Report 2022-23 (HSC21044(a)) (City Wide)- Page 2 of 6

of Hamilton launched the Coming Together to End Homelessness Systems Planning Framework to outline Hamilton's homelessness ending strategy. Hamilton's strategy to end homelessness is also laid out in the Reaching Home Homelessness Plan 2019-2024. These foundational documents continue to guide collective action and investments in an integrated system.

Under the Reaching Home directives, as the Community Entity, the City, in collaboration with the Coalition of Hamilton Indigenous Leadership, is mandated to achieve 18 core requirements identified in the Community Homelessness Report by operationalizing and pursuing continuous improvement of the 4 following overarching strategies:

- Invest in a continuum of supports towards preventing and ending homelessness
- Develop and implement a Coordinated Access System to ensure that diverse services are organized and delivered in a coordinated manner to advance reductions in homelessness
- Implement a Homelessness Information Management System (shared database) used by all funded homelessness sector partners
- Collaboration with the Indigenous Community Entity to support active participation of all service providers, appropriate culturally sensitive referrals, and advancement of Truth and Reconciliation goals through Coordinated Access.

Highlights in each of these strategies are outlined below.

Invest in a Continuum of Supports Towards Preventing and Ending Homelessness

Hamilton has fulfilled the Federal requirement to run a Call for Applications to facilitate the delivery of Reaching Home funds. Based on the parameters of the Reaching Home funds, the Call for Applications identified programs that, working together, best align to create a homeless-serving system that ensures homelessness is rare, brief, and non-reoccurring. The Call incorporated funding from multiple sources including Reaching Home funding, Provincial Community Homelessness Prevention Initiative, and Home for Good funding which maximized available resources in support of Hamilton's Coming Together to End Homelessness Systems Planning Framework (2019). Successful proponents from the Call for Applications were approved by Council on January 16, 2020 (HSC20004).

Programs included within Hamilton's homeless-serving system include Prevention and Diversion, Housing-focused Shelters, Housing Focused Street Outreach, Rapid Rehousing, Transitional Housing, and Intensive Case Management with dedicated programs for women, men, families, youth, and seniors (see Appendix "B" to Report HSC21044(a) for a current list of funded programs). Hamilton continues to invest a minimum 20% of all Federal homelessness program funding into Indigenous-led housing and homelessness response directed through the Indigenous Community

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Homelessness Report 2022-23 (HSC21044(a)) (City Wide)- Page 3 of 6**

Entity. A comprehensive range of supports delivered through Indigenous partners include: an Indigenous drop-in, shelter intervention, mobile street outreach, early intervention, and intensive case management. Indigenous Peoples are also prioritized for homelessness supports, including housing, within both Indigenous and non-Indigenous program streams.

In 2022, Hamilton received an enhancement to Reaching Home funding, bringing the 2023-24 Federal Reaching Home funding from \$7,548,553 to \$9,924,878. This increase enabled the City to engage system partners on investment priorities. Partners submitted business cases for program innovations or enhancements to expand impact and reach of the homelessness sector. New Reaching Home investments were leveraged to improve prevention, diversion, and early intervention programs for an estimated reach of 1,910 additional people and enhancements to case management for approximately 273 people supported to find and retain stable housing. Reaching Home program enhancements made in 2022 were outlined in more detail in HSC23021.

Develop and Implement a Coordinated Access System

Coordinated Access represents a community-wide approach to assessing and triaging the needs of individuals experiencing homelessness to effectively identify and connect them with the right range of supports. This helps move from an approach where people are served by single organizations to one of shared accountability as a sector. The goal is to make sure everyone accesses their right to housing as quickly and efficiently as possible.

Coordinated Access is not a program, it is the process through which we work together as a system to streamline the way people experiencing homelessness access housing support services needed to permanently end their homelessness (see Appendix "C" to Report HSC21044(a) for an overview of Hamilton's Coordinated Access process). Hamilton has achieved the core components of Coordinated Access, building on decades of collaboration across the homeless serving sector.

These achievements include:

- Standardizing intake and assessment through common tools and processes.
- Adopting uniform prioritization policies and coordinating referral processes through bi-weekly case conferencing with all sector partners to match people to the right level of supports.
- Working in partnership to ensure Indigenous values and self-determination are embedded in both non-Indigenous and Indigenous-led service streams.

City staff, the Coalition of Hamilton Indigenous Leadership, and partners work iteratively through formal governance tables to continually identify system challenges,

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opportunities, and solutions as well as to share learnings and best practices. Core tables include: the Community Advisory Board (Planning Group and Funding Implementation Group), Coordinated Access Steering Committee, Homeless Individuals and Families Information System Super User Group, Homelessness Sector Check-in Table, and case conferencing with each sub-sector.

Homelessness Information Management System (shared database)

Hamilton is in the process of implementing a comprehensive Data Reporting Improvement Plan. This plan aims to improve data entry across all programs, upgrade the quality of homelessness information management system software, establish an annual reporting cycle with system-wide key performance indicators. As of October 2023, Hamilton now shares information across 26 different programs within our homeless-serving system in real-time through our shared database (Homeless Individuals and Families Information System - HIFIS).

For a detailed description of Hamilton's Homelessness Information Management System and Data Reporting Plan, see the companion report HSC23076 '2023 Ending Chronic Homelessness Performance Update (Q1 and Q2)'

Collaboration with the Indigenous Community Entity

Addressing Indigenous homelessness in Hamilton requires collaborating with and taking direction from urban Indigenous community leadership. Our collaboration with urban Indigenous leadership spans investment decisions, strategic planning, policy development, and service delivery.

Through several years of intentional relationship building, the City, through the Housing Services Division maintains strong working relationships with Indigenous organizations working in partnership towards ending homelessness. In January 2023, the Coalition of Hamilton Indigenous Leadership and the City of Hamilton were selected by the Federal government, as one of eight communities in Canada, to lead an Action Research on Chronic Homelessness project. The focus of Hamilton's project is to build an Indigenous Cultural Capacity and Accountability Framework for Hamilton's coordinated access system. This project builds on existing community strengths and nationally recognized leadership to further develop structures, tools, and relationships necessary to strengthen shared commitment and action to Truth and Reconciliation through Hamilton's homeless-serving system. This project formally launched in October 2023 and runs through March 2025.

It is important to note that historical funding inequities, housing affordability, discrimination, resource, and capacity limitations impact Indigenous-led solutions and

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homelessness reduction goals. These conditions underscore the value and necessity of coordination, partnership, and effective use of resources.

Summary of Hamilton's Progress on Achieving Community Outcomes

Communities across Canada, including Hamilton, continue to see rising numbers of individuals and families experiencing homelessness in the face of extremely high housing costs, ongoing disproportionate resources and limited culturally appropriate supports for Indigenous communities, inadequate social assistance, opioid poisoning, worsening mental health crises, strained health system resources, and an increase in refugees accessing the shelter system. Given the range of complex and systemic drivers of homelessness, a coordinated continuum of support programs alone is insufficient to end the crisis of homelessness in any community. It is essential that programmatic supports for individuals experiencing homelessness are embedded within a broader strategy at all levels of government to address the undersupply of affordable housing as well as integration across systems to coordinate supports.

In spite of these challenges, having core components of Coordinated Access firmly in place (common assessment, established referral policies, data-sharing) has facilitated coordination among partners and enabled important successes. Highlights of 2022-23 include:

- Approximately 3,000 people were prevented from experiencing homelessness. Prevention programs include a range of supports, including: temporary and flexible financial benefits, legal and counselling support to prevent evictions, referrals to community resources, financial problem-solving and tax support to access benefits.
- Where homelessness could not be prevented, 4,037 people accessed Hamilton's Homeless-serving system in 2022, with 3,096 individuals spending at least one night in an emergency shelter, 272 interacted with Housing Focused Street Outreach, and 976 were served through drop-in programs to meet basic needs and get connected to housing resources and support.
- In 2022, Hamilton's homeless-serving system worked in collaboration to support 429 households in applying for the Canada-Ontario Housing Benefit to secure permanent Rent-Geared-to-Income housing.
- Case management programs funded through Reaching home collectively offered 1,193 caseload spaces across Intensive Case Management (347), Rapid Rehousing (676), and Transitional Housing (170) supports. These programs work with people along their housing journey to access and secure appropriate housing and to establish the resources and supports needed to sustain it.
- The City continues to pursue resources to enable direct access to permanent supportive housing for people with complex needs. Efforts include advocacy to the Provincial government as well as health sector partnerships to establish new models of supportive housing. The City has also invested in capital and program

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funding for 73 units of supportive housing for women and gender diverse individuals. The Dorothy Day Centre opened in May 2023 with 15% of referrals made through Indigenous programs.

- Case management enhancements in 2022-23 included a pilot of integrated clinical health supports within the Intensive Case Management program for women, youth, and families. Within four months this program saw increased well-being for clients and staff, improved housing stability, and reduced emergency service usage. While this program was only eligible under Reaching Home through the end of March 2023, the City has committed to sustaining it for another year with Provincial funding in order to demonstrate outcomes and seek long-term funding sources. This is a model that all housing support programs have advocated for over the past three years. This program helps meet the growing complexity of mental and physical health needs that are imposing barriers for people to access stable housing and contributing to staff burnout.

Report HSC23076 '2023 Ending Chronic Homelessness Performance Update (Q1 and Q2)' quantifies Hamilton's performance towards reducing and ending homelessness. The performance measurement framework outlined in that report also represents a significant milestone in capturing reliable data to inform ongoing monitoring and system improvements.

Next Steps

Housing Services Division and the Coalition of Hamilton's Indigenous Leadership are committed to ongoing review and continuous improvement of programs and integration of supports across Hamilton's homeless-serving system. An important goal of 2023-24 is to strengthen alignment and shared resources with adjacent support systems, including health, community services, and connections with affordable housing through the Housing Sustainability Investment Roadmap and Housing and Homelessness Action Plan.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report HSC21044(a): Community Homelessness Report, 2022-23

Appendix "B" to Report HSC21044(a): Overview of Funded Homelessness Support Programs

Appendix "C" to Report HSC21044(a): Hamilton's Coordinated Access Process

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Reaching Home: Canada's Homelessness Strategy

Community Homelessness Report

Hamilton

2022-2023

SECTION 1: COMMUNITY CONTEXT

Overview

- 1.1 a)** Highlight any efforts and/or issues related to the work that your community has done to **prevent and/or reduce homelessness** and **increase access to safe, adequate housing** over the last year.

The City of Hamilton is committed to building a proactive community-wide approach oriented around ending rather than managing homelessness. Hamilton has worked towards the goal of ending homelessness since the 2010 launch of an Advisory Committee for the Housing and Homelessness Action Plan (HHAP), published in 2013 and updated in 2020. In 2019, the City of Hamilton launched the Coming Together to End Homelessness Systems Planning Framework (CTEH) to outline Hamilton's homelessness ending strategy. Hamilton's strategy to end homelessness is also laid out in the Reaching Home Homelessness Plan 2019-2024. These foundational documents continue to guide collective action and investments in an integrated homelessness ending system. All elements of strategy development and implementation are undertaken through collaboration with the Indigenous Community Entity (CHIL: Coalition of Hamilton's Indigenous Leadership).

Through Housing Services Division, the City of Hamilton plays a critical role as Service Manager (SM) and Designated Community Entity (DCE), working alongside CHIL, to effectively steward federal, provincial, and municipal funding to achieve a coordinated homelessness-ending system.

Integration between housing and homelessness supports is pivotal. The CMHC's Annual Market Rental Report published in January 2023 indicated that only 12% of rental units in Hamilton are accessible to people making less than \$46,000 per year. Hamilton has an estimated shortfall of 8000 units of deeply affordable housing accessible to people on very low income and 28,000 people living with core housing need. Additionally, every year, Hamilton is at risk of losing more community housing stock as a result of expiring operating agreements. Between 2001 and 2020, 1,654 units were removed from the community housing stock because of the end of operating agreements.

It is essential that programmatic supports for individuals experiencing homelessness are embedded within a broader strategy at all levels of government to address the undersupply of affordable housing as well as integration across systems to coordinate supports. The section below outlines strategies and investments undertaken in each of these areas through 2022-23.

Strategies and Investments to Increase Access and Supply of Affordable Housing:

- Investment in repair and maintenance of existing housing stock is significantly more cost effective than building new housing (repair costs estimated at \$5000-25,000 per unit depending on size versus average of \$500,000/unit for new development). In 2022, the City of Hamilton contributed \$35.7M, a \$1.8M increase over 2021, towards maintenance of social housing. In March 2023, Hamilton City Council approved an investment of \$3.8 M toward \$5.7M to repair 476 social housing units.
- Development of Affordable Housing: Through the Federal Rapid Housing Initiative Rounds 1 and 2, the City of Hamilton was able to leverage funds to invest in a total of 143 new units from October 2020 through December 2022. In March 2023, City Council approved a \$4M annual investment in an Affordable Housing Funding Program to boost the development of non-profit housing in Hamilton amid a deepening affordability crisis. When investing in new capital developments, the City negotiates with housing providers to establish commitment to housing people from the social housing waitlist and the By-Name List of people actively experiencing homelessness. The City of Hamilton has also launched a Secondary Suites Strategy with up to \$25K available as a forgivable loan and \$5K grant for homeowners to develop secondary dwellings. Housing Services Division is also working with Planning and Economic Development to develop an inclusionary zoning policy to incentivize affordable housing development.
- Managing access to social housing units and subsidy: The City of Hamilton administers the Access to Housing Waitlist for subsidized housing. In 2022, 1082 households were housed from the Access to Housing Waitlist in. Staff across Housing Services Division collaborate to coordinate access to housing benefits for people to exit homelessness into stable affordable housing. In 2022-23, City staff worked with homeless-serving agencies to allocate 429 Canada-Ontario Housing Benefit (COHB) applications to support people in exiting homelessness into stable affordable housing, of which more than 35% were allocated to Indigenous households through Indigenous-led programs. An additional 384 households were supported with Municipal Housing Allowances in 2022, totalling an investment of \$2,321,772.91.

Strategies and investments in 2022-23 to support an integrated continuum of supports towards preventing and ending homelessness:

- Managing Coordinated Access to offer a diverse range of housing solutions grounded in rights-based and Housing First principles to connect people to the right range of supports to access and retain housing. Hamilton’s Coordinated Access system includes practices for common intake, assessment, and prioritization through shared criteria and system-wide case conferencing. City staff, CHIL, and partners work iteratively through formal governance tables to continually identify system challenges, opportunities, and solutions as well as to share learnings and best practices. Core tables include: the Community Advisory Board (Planning Group and Funding Implementation Group), Coordinated Access Steering Committee, HIFIS Super User Group, Housing

First Check-in Table, Prevention & Diversion Check-in Table, and case conferencing with each sub-sector.

- Hamilton’s wholistic homeless-serving and prevention system was established through a 2019 Call for Applications and continues to evolve through system planning and continuous improvement efforts. Programs areas include Prevention and Diversion, Housing-focused Shelters, Housing Focused Street Outreach, Rapid Rehousing, Transitional Housing, and Intensive Case Management. This includes dedicated program streams for Indigenous Peoples adjudicated, developed, and led by Indigenous partners. There are also dedicated programs for women, youth, families, and seniors.
- Hamilton continues to invest a minimum 20% of all federal homelessness program funding into Indigenous-led housing and homelessness response directed through the Indigenous Community Entity. A comprehensive range of supports delivered through Indigenous partners include: an Indigenous drop-in, shelter intervention, street outreach, mobile mental health support, early intervention, and intensive case management. Indigenous Peoples are also prioritized first for both Indigenous and non-Indigenous program streams.
- In 2022, approximately 3,000 people were supported to prevent an experience of homelessness. Prevention programs include a range of supports, including: temporary and flexible financial benefits, legal and counselling support to prevent evictions, referrals to community resources, financial problem-solving and tax support to access benefits.
- Hamilton’s Rent Ready program was launched in 2021 as a supplement to an existing Housing Stability Benefit (HSB) program to support individuals, couples, and families with costs associated with maintaining their tenancy, including first and last month’s rent or support with rent or utility arrears. The Rent Ready Program offers more flexibility and higher payments than the HSB and includes a distinct Indigenous Rent Ready stream with dedicated funding allocation. The added flexibility of Rent Ready and higher payments than the 2-year maximum of \$800 per individual and \$1,500 per family through HSB has helped people clear arrears and prevent housing loss. Average amounts issued in 2022 were \$1,407.89 for individuals and \$2,233.73 for families. In 2022, 1,425 households were supported through Rent Ready and 1,522 supported through HSB.
- Where homelessness could not be prevented, 4,037 people accessed Hamilton’s Homeless-serving System in 2022, with 3,096 individuals spending at least one night in an emergency shelter, 272 interacted with Housing Focused Street Outreach, and 976 were served through drop-in programs to meet basic needs and get connected to housing resources and support.
- Reaching Home funded case management programs collectively offered 1,193 caseload spaces across Intensive Case Management (347), Rapid Rehousing (676), and Transitional Housing (170). These programs work with people along their housing journey to access and secure appropriate housing and to establish the resources and supports needed to sustain it.
- The City continues to pursue resources to enable direct access to permanent supportive housing for people with very high acuity and complex needs. Efforts

include advocacy to the provincial government as well as health sector partnerships to establish new models of supportive housing. The City has also invested in capital and program funding for 73 units of supportive housing for women and gender diverse individuals, which will provide a mix of supports for people with low, mid, and higher levels of acuity. This building is due to open for occupancy in May 2023 with a minimum of 15% of referrals made through Indigenous programs.

- The Reaching Home Incremental Increase provided in 2022 enabled the City to engage system partners on investment priorities. Partners submitted business cases for program innovations or enhancements to expand impact and reach of the homelessness sector. New Reaching Home investments were leveraged to bolster prevention, diversion, and early intervention for an estimated reach of 1,910 people and enhancements to case management for approximately 273 people.
- Case management enhancements in 2022-23 included a pilot of integrated clinical health supports within the Intensive Case Management program for women, youth, and families. Within four months this program saw increased well-being for clients and staff, improved housing stability, and reduced emergency service usage. While this program can only be funded under Reaching Home through the end of March 2023, the City has committed to sustaining it for another year with provincial funding in order to demonstrate outcomes and seek long-term funding sources. This is a model that all housing support programs have advocated for over the past three years. This program helps meet the growing complexity of mental and physical health needs that are imposing barriers for people to access stable housing and contributing to staff burnout.
- City staff continue to work with health partners through the Greater Hamilton Health Network to pursue opportunities towards stronger integration of housing and health supports. In 2022, the City updated the homeless-serving sector common consent to include select health partners within the sector's Data-Sharing Protocol. This will facilitate the ability to discuss and develop coordinated support plans for clients experiencing homelessness who require access to health supports. This formal inclusion of health partners within the homeless-serving system builds on an ongoing strategic partnership with St. Joseph's Healthcare Hamilton and the Canadian Mental Health Association Hamilton on an Intensive Supports Pilot. This project was launched in January of 2021 and continues to support stabilization of housing for 14 of 15 individuals who had been experiencing chronic homelessness who also experience acute mental illness and/or substance use disorder. The program includes integration of peer support, clinical health and addictions services, Reaching Home-funded Intensive Case Management housing support, as well as access to market rent units through CityHousing Hamilton and housing allowances through the Housing Services Division. The pilot was guided by principles of trauma-informed and person-centred care and is being used to inform new models of

<p>place-based, person-centred supports for those who face the greatest barriers to sustaining suitable housing.</p> <ul style="list-style-type: none"> • There remains an ongoing need to align health resources with housing and homelessness investments to enable Community Entities to provide adequate wraparound support and permanent supportive housing for individuals experiencing chronic homelessness and a very high complexity of barriers impacting their ability to secure and stabilize housing.
<p>1.1 b) What impact did these efforts and/or issues have on your community's outcomes over the last year (as reported in Section 4, if applicable)? Please enter N/A if the impact is not known at this time.</p>
<p>N/A</p>

<p>1.2 How has the community's approach to addressing homelessness changed over the last few years? The worksheet called "Reflecting on the Changing Response to Homelessness" can help with reflecting on how the approach has changed and the impact of these changes at the local level.</p>
<p>Since March 2020, there has been significant adaptation to Hamilton's homeless serving system to respond to unprecedented needs of unhoused residents in Hamilton through various phases of the COVID-19 pandemic. Hamilton's existing foundation of a Coordinated Access system enabled community partners to respond quickly to building new emergency programs and spaces. This response included expansion of drop-in programs, street outreach services, isolation centres, and shelter spaces from 341 pre-pandemic to more than 500 throughout the pandemic - with Hamilton investing more dollars and achieving more beds per capita than comparable communities according to MNBC data.</p> <p>Despite having a comprehensive strategy with many effective interventions in place, the level of need for affordable housing and homelessness supports far exceeds available resources. This problem has been exacerbated over the course of the pandemic, where the housing and homelessness sector continues to experience unprecedented demand and COVID funding is no longer available. Because there is such a large resource gap, the City and CHIL have developed transparent processes to engage sector partners to invest strategically through Calls for Applications and Business Cases that address immediate needs while building towards a more robust and integrated housing and homelessness system.</p> <p>To accelerate progress toward ending homelessness, the City of Hamilton is pursuing work with partners and through council to reorient actions and investments into a renewed emphasis beyond the emergency response orientation of the pandemic to</p>

reinforce collective focus on permanent solutions to homelessness. Emergency services are a critical first-line response to ensure people experiencing homelessness have a safe place to stay and basic needs met while they pursue stable housing. This is true whether an individual is staying in shelter, couch surfing, or living unsheltered. However, an over-investment in emergency response services runs the risk that we regress to a place of managing homelessness rather than ending it. Actions and investments towards *ending* homelessness must be chosen based on demonstrated evidence of successful outcomes for each type of intervention and designed to address the unique needs of individuals in Hamilton who are at risk of and experiencing homelessness. This is the only way to avoid cycles of short-term measures that address the symptoms of homelessness or help people cope with it, rather than address the root causes.

In March 2023, City staff presented a report to City Council on Ending Chronic Homelessness. This report outlines some of the greatest opportunities Hamilton has to invest in interventions with the most demonstratable impact in preventing and ending homelessness. It includes the enhancements already underway through Reaching Home investments as well as opportunities to scale the impact of the homeless-serving sector with further investments in expanded prevention supports and permanent housing solutions. If these interventions were fully resourced Hamilton could meet the goal of ending chronic homelessness by 2025. In April 2023, the City will release a Housing Sustainability Investment Roadmap to prioritize investments needed in each stage of the housing continuum. Collectively these two reports will guide further system planning and investment strategies to utilize staff and financial resources towards the greatest possible impact.

Collaboration between Indigenous and Non-Indigenous Partners

1.3 a) Does your community, as a Designated Community (DC), also receive Reaching Home Indigenous Homelessness (IH) funding? If yes, your community has an IH Community Entity (CE) and/or Community Advisory Board (CAB).

Select one:

- Yes – DC and IH funding streams co-exist
- No – only DC funding is available
- Not applicable – community is not a DC

ⓘ If you selected “No – only DC funding is available” or “Not applicable – community is not a DC” for 1.3 a), you do not submit a response for 1.3 b) or c).

📌 If you selected “Yes – DC and IH funding streams co-exist” for 1.3 a), please answer the following question:

1.3 b) Specific to Coordinated Access and the HMIS, has there been ongoing, meaningful collaboration between the **DC CE** and the **IH CE and/or IH CAB** over the reporting period?

Select one:

- Yes
- No

📌 Please only pick one below

📌 If you selected “Yes” for 1.3 b), please answer the following question:

1.3 c) Describe this collaboration in more detail. When did the collaboration occur and was it with the IH CE and/or the IH CAB? What aspects of Coordinated Access and/or the HMIS were discussed? How did Indigenous perspectives influence the outcome?

📌 If you selected “No” for 1.3 b), please answer the following question:

1.3 c) Describe how this collaboration will happen over the coming year in more detail. When will the collaboration occur and will it be with the IH CE and/or the IH CAB? What aspects of Coordinated Access and/or the HMIS will be discussed?

The Coalition of Hamilton Indigenous Leadership (CHIL) serves as the Indigenous Community Entity for Reaching Home (the Federal Homelessness Strategy) and brings vital knowledge and leadership to all areas of planning programs, strategies, and policy development. The City of Hamilton functions as Designated Community Entity and Service System Manager. The two CEs work as direct partners, funder-to-funder in leading and directing Hamilton’s homeless-serving system and investments.

As the Indigenous Community Entity, CHIL has:

- Separate funding, reporting, and funding directives from the federal government
- A separate Community Advisory Board
- Responsibility for decisions and oversight of investment in Indigenous-led solutions to homelessness

The City prioritizes collaborative work with Indigenous leadership in all aspects of homelessness strategy and policy. This includes:

- Indigenous leadership and representation at all core internal and external committees.
- Ongoing communication and relationship-building between staff at all levels.

- Collaboration in development of Coordinated Access, including: governance structure, policies, communication materials, and practices to ensure Indigenous people are prioritized for housing resources and offered culturally appropriate supports in culturally sensitive ways.
- In 2020, Indigenous leaders in Hamilton developed a guide and series of recommendations shared nationally: **Revisoning Coordinated Access: Fostering Indigenous Best Practices Towards a Wholistic Systems Approach to Homelessness**. The City, CHIL, and partners continue to work together to put these recommendations into practice.
- All staff in Housing Services Division having completed Indigenous Cultural Capacity Training. CHIL and City staff are working together to develop and implement a Cultural Capacity and Accountability Framework to be implemented sector-wide.

The City of Hamilton recognizes the disparity in resources between the Indigenous Community Entity and the City, which is rooted in colonial structures. City staff seek to redress this imbalance by advocating for municipal and federal investments in sustainably resourcing the capacity of the Indigenous CE. This recognition is also built into the approach to collaboration. City staff take the lead from CHIL in terms of where and how their time and resources are best dedicated, adding as much preparation time as possible for any requests of the Indigenous CE, and where appropriate offering to take the lead or provide support where helpful and valued.

From a funding perspective, the City of Hamilton and CHIL have had an established agreement since 2004 to direct a minimum of 20% of all federal homelessness program funding to the Indigenous community. That commitment now extends to housing affordability resources, such as Rent Ready, Housing Allowances, and the Canada-Ontario-Housing Benefit. Hamilton also has a dedicated municipally funded Indigenous-led Poverty Reduction Fund valued at \$10 million over ten years from 2017 through 2027. This funding is allocated to Indigenous-led agencies or programs through the Indigenous Community Advisory Board with contract support provided through the City of Hamilton.

From a data perspective, the City of Hamilton and CHIL are committed to Indigenous-led collection, interpretation, reporting of data and data stewardship.

- The goal of Indigenous-specific data is to inform policy and practice to support and enhance the autonomy of the Indigenous community through decolonization and indigenization processes. This work is informed by Indigenous data stewardship principles, such as OCAP® - Ownership, Control, Access, and Possession.
- In practice, this has meant Indigenous leadership in conducting the Point-in-Time Connection (PITC), most recently completed in November 2021, to ensure: Indigenous people who are homeless are engaged in culturally appropriate ways (ideally by Indigenous staff and volunteers); and Indigenous data is collected, controlled, and analyzed by the Indigenous community. Hamilton was also the first community to launch an Indigenous Magnet event

as a means to draw unsheltered Indigenous people together to offer community and connection to supports via the Point in Time Connection. The Magnet event model, developed by Hamilton’s Indigenous leaders, has been recognized nationally and replicated in other communities.

- Since December 2022, City staff have prepared a monthly report for CHIL and the ICAB on clients identifying as Indigenous who have accessed the homeless-serving system, as documented in HIFIS. This allows Indigenous leaders to see broad trends and patterns of service usage for Indigenous Peoples connecting with non-Indigenous programs to help inform further program interventions, resource allocation, and staff training.
- Continued interpretation and reporting of data on Indigenous homelessness collected through the PiTC and/or HIFIS is directed and guided through CHIL.
- The partnership between CHIL and Housing Services Division strengthens the City’s relationships with Indigenous community members by continuing to embed principles of Truth and Reconciliation as well as Indigenous data principles into both Indigenous-led and mainstream processes of Coordinated Access. This is accomplished by prioritizing Indigenous Peoples in Hamilton’s Coordinated Access response to homelessness as well as building an Indigenous data governance model for homelessness data. This work will receive enhanced investment of time and resources through 2023-25 as CHIL, the City, and partners collaborate on a federally funded Action Research on Chronic Homelessness project to build an Indigenous Cultural Capacity and Accountability Framework.

1.4 a) Specific to Coordinated Access and the HMIS, has there been ongoing, meaningful collaboration between the **DC or Territorial Homelessness (TH) CE** and **local Indigenous organizations** over the reporting period? Where it exists in your province, this could include the IH non-DC CE and/or organizations funded by the IH non-DC stream in the broader area. Note that collaboration with the IH CE and/or CAB, where applicable, should only be included in Question 1.3 above.

Select one:

- Yes
- No

i *Please only pick one below*

i *If you selected “Yes” for 1.4 a), please answer the following question:*

1.4 b) Describe this collaboration in more detail. How were Indigenous peoples engaged in these discussions? When did collaboration occur and which organizations were involved? What aspects of Coordinated Access and/or the HMIS were discussed? How did Indigenous perspectives influence the outcome?

i *If you selected “No” for 1.4 a), please answer the following question:*

1.4 b) Describe how this collaboration will happen over the coming year in more detail. How will Indigenous peoples be engaged in these discussions? When will collaboration occur and which organizations will be involved? What aspects of Coordinated Access and/or the HMIS will be discussed?

Hamilton’s homeless-serving sector recognizes Indigenous homelessness as a colonial legacy. As a system we recognize that Indigenous people: face disproportionate rates of poverty, homelessness, and housing insecurity; and have experienced negative impacts from policy decisions by governments, resulting in a long history of problematic outcomes. It is imperative to remove as many administrative, financial, and infrastructure barriers as possible to support Indigenous people in non-Indigenous service streams and ensure access to Indigenous-led programs, supports, and policies. Through deep and ongoing partnership with the Indigenous Community Entity (see response to 1.3), the City of Hamilton works in collaboration with Indigenous partner organizations to ensure individuals with Indigenous ancestry are connected to an equitable, inclusive, and transparent Coordinated Access System that is grounded in and supportive of Indigenous knowledge, leadership, self-determination, and data stewardship.

The Indigenous Community Entity, the Coalition for Hamilton’s Indigenous Leadership (CHIL) and the Indigenous Community Advisory Board adjudicate funding for Indigenous-led programs towards preventing and ending homelessness. Indigenous partners also work in close collaboration with the City of Hamilton and play an ongoing and important role in Hamilton’s Coordinated Access System. The Native Women’s Centre offers emergency shelter, outreach, and program supports for individuals to stabilize their housing. De dwa da dehs nye>s Aboriginal Health Centre provides mobile health care for people with Indigenous ancestry. The Hamilton Regional Indian Centre (HRIC) delivers a full continuum of housing support programs, including: an Indigenous drop-in, shelter intervention, landlord liaison, Indigenous Homelessness Support for those who are recently homeless or at risk of homelessness, and Intensive Indigenous Homelessness Support for those who are chronically or episodically homeless. Sacajawea is an Indigenous-led provider of affordable housing for Indigenous people with low to moderate incomes. Indigenous partners are included in all system tables and initiatives, including the Intensive Supports Pilot, Check-in Tables, the Coordinated Access Steering Committee, and the Emergency Shelters Coordinating Committee responsible for updating Shelter Standards. This ensures that Hamilton’s Coordinated Access system takes direction from Indigenous leadership who are included in all policy decisions and is accountable to acting on truth and reconciliation commitments.

Recognizing historical and ongoing colonial misappropriation of Indigenous data, Indigenous partners are not required to join HIFIS and Indigenous clients are not required to complete mainstream triage and assessment tools. Nevertheless, Indigenous partners routinely attend prioritization case conferencing and have

reported seeing value in attending both for their own staff and for staff at non-Indigenous partner agencies. This has helped foster collaboration between Indigenous and non-Indigenous programs, whereby staff can discuss the caseloads for respective programs to help facilitate appropriate referrals and connections.

Throughout 2022, CHIL also engaged Indigenous community members through a community visioning process. The Indigenous community vision for Hamilton weaves together over 300 voices of Indigenous community members in Hamilton who took part in virtual and in-person conversations to answer “What’s needed in Hamilton for Indigenous Peoples to thrive?” The Indigenous community vision for Hamilton was presented back to community on September 30, 2022, during the Hamilton Regional Indian Centre’s 3-day gathering for National Day for Truth and Reconciliation. The first community vision created by and for the Indigenous community of Hamilton sets a bold new agenda for the city in calling for long-term community-wide and intergovernmental investments towards Indigenous Peoples and places in Hamilton. Drawing from over 20 conversations with Indigenous community members, the key message of the Indigenous community vision highlights the need for reclamation of land, culture, and community for Indigenous Peoples in Hamilton to heal from the destructive impacts of colonization and to thrive in Hamilton.

1.5 a) With respect to the completion of the Community Homelessness Report (CHR), was there ongoing, meaningful collaboration between local Indigenous and non-Indigenous organizations and, where applicable, the IH CE and/or IH CAB?

Select one:

- Yes
- No

ⓘ Please only pick one below

ⓘ If you selected “Yes” for 1.5 a), please answer the following question:

1.5 b) Describe this collaboration in more detail. How were Indigenous peoples engaged in these discussions? When did the collaboration occur and which organizations were involved, such as the IH CE and/or IH CAB? What sections of the CHR were informed by Indigenous input and/or perspectives?

ⓘ If you selected “No” for 1.5 a), please answer the following question:

1.5 b) What is the plan to ensure meaningful collaboration occurs during next year’s CHR process? How will Indigenous peoples be engaged in these discussions? Which organizations, such as the IH CE and/or IH CAB, will be involved? When and how will they be engaged?

Upon receipt of the CHR template, the City reached out to CHIL to determine the most appropriate mode of preparing the report with respect to the Indigenous CE's current workload and staff capacity. CHIL advised that it would be preferable for the City to take the lead in drafting the report in its entirety, relying on existing documentation of shared leadership and collaboration drawn from ongoing discussions and presentations conducted together. The City committed to sending the draft report to CHIL by April 28, 2023 to allow time for Indigenous CE staff to review and amend prior to meetings of the Indigenous Community Advisory Board and the CHIL Board during the first two weeks of May. Upon review and approval by the ICAB and CHIL Board, CHIL returned the amended and approved report to City of Hamilton by May 15, 2023 to prepare the final version for approval by the CE CAB and City leadership.

1.6 a) Does your community have a separate IH CAB?
<p>Select one:</p> <p><input checked="" type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>
<i>📘 If you selected "No" for 1.6 a), you do not submit a response for 1.6 b) or c).</i>
<i>📘 If you selected "Yes" for 1.6 a), please answer the following question:</i>
1.6 b) Was the CHR also approved by the IH CAB?
<p>Select one:</p> <p><input checked="" type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>
<i>📘 If you selected "Yes" for 1.6 b), you do not submit a response for 1.6 c).</i>
<i>📘 If you selected "No" for 1.6 b), please answer the following question:</i>
1.6 c) Please explain how engagement will happen with the IH CAB during next year's CHR process in more detail. When and how will they be engaged?
Please insert comments here

Public Access to Results

1.7 As outlined in the Reaching Home Directives, communities are required to make a summary of the CHR publicly available. How will the public have access to this information? For example, which website will be used to publish the results?

Once approved by the federal government, the CHR will be made public on the City of Hamilton website linked from a page outlining Hamilton's Homelessness Ending Strategy.

End of Section 1

SECTION 2: COORDINATED ACCESS AND HOMELESSNESS MANAGEMENT INFORMATION SYSTEM (HMIS) SELF-ASSESSMENT

Governance

2.1 Is there a governance model for Coordinated Access **and** has a Coordinated Access lead organization(s) been identified?

Select one:

- Yes
- Under development
- Not yet started

2.2 Is there a governance model for your HMIS **and** has an HMIS lead organization(s) been identified?

Select one:

- Yes
- Under development
- Not yet started

2.3 Do all service providers receiving funding through the Designated Communities (DC) or Territorial Homelessness (TH) stream participate in Coordinated Access?

Select one:

- Yes
- Under development
- Not yet started

Homelessness Management Information System (HMIS)	
2.4 a) Does your community have an HMIS to manage individual-level data and service provider information for Coordinated Access?	
Select one:	
<input checked="" type="checkbox"/> Yes	
<input type="checkbox"/> Under development	
<input type="checkbox"/> Not yet started	
i <i>If you selected "Not yet started" for 2.4 a), you do not submit a response for 2.4 b).</i>	
i <i>If you selected "Yes" or "Under Development" for 2.4 a), please answer the following question:</i>	
2.4 b) How many service providers in the community are currently using this HMIS?	
26	
2.4 c) In your community, is the Homeless Individuals and Families Information System (HIFIS) the HMIS that is being used?	
Select one:	
<input checked="" type="checkbox"/> Yes	
<input type="checkbox"/> No	
i <i>If you selected "Yes" for 2.4 c), you do not submit a response for 2.4 d) or e).</i>	
i <i>If you selected "No" for 2.4 c), please answer the following questions:</i>	
2.4 d) Which HMIS is being used?	
HIFIS 4.0	
2.4 e) When was it implemented?	
2019-10-15	

2.5 Has your community signed an Agreement with Infrastructure Canada? This is **either** a Data Provision Agreement (for communities using HIFIS) **or** a Data Sharing Agreement (for those using an equivalent HMIS). Of note, Agreements may be signed by a community directly or on behalf of a community (e.g., where the province or another community has authority to do so, as the HMIS host).

Select one:

- Yes
- Under development
- Not yet started

2.6 Do you have a set of local agreements to manage privacy, data sharing and client consent related to your HMIS that comply with municipal, provincial and federal laws?

Select one:

- Yes
- Under development
- Not yet started

2.7 Have you established safeguards to ensure the data collected in your HMIS is secured from unauthorized access?

Select one:

- Yes
- Under development
- Not yet started

Access Points to Service

2.8 Are access sites available in some form throughout the Designated Communities (DC) or Territorial Homelessness (TH) geographic area so that the Coordinated Access system serves the entire DC geographic area?

Select one:

- Yes
- Under development
- Not yet started

2.9 Are there processes in place to monitor if there is easy and equitable access to the Coordinated Access system and respond to any emerging issues, as appropriate?
Select one: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> Under development <input type="checkbox"/> Not yet started

2.10 Are there processes in place that ensure no one is denied access to service due to perceived housing or service barriers?
Select one: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> Under development <input type="checkbox"/> Not yet started

Triage and Assessment

2.11 Is the triage and assessment process documented in one or more policies/protocols, including an intake protocol for entering people into the Coordinated Access system and/or HMIS when they (re)connect with an access point?
Select one: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> Under development <input type="checkbox"/> Not yet started

2.12 Is the same common assessment tool used for all population groups experiencing homelessness (e.g., youth, women fleeing violence, and Indigenous peoples)?
Select one: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> Under development <input type="checkbox"/> Not yet started

Coordinated Access Resource Inventory

2.13 Are all housing resources funded through the Designated Communities (DC) or Territorial Homelessness (TH) stream identified as part of the Coordinated Access Resource Inventory?

Select one:

- Yes
- Under development
- Not yet started

2.14 For each housing resource in the Coordinated Access Resource Inventory, have eligibility requirements been documented?

Select one:

- Yes
- Under development
- Not yet started

2.15 For each type of housing resource in the Coordinated Access Resource Inventory, have prioritization criteria, and the order in which they will be applied, been documented?

Select one:

- Yes
- Under development
- Not yet started

Vacancy Matching and Referral

2.16 Is the vacancy matching and referral process documented in one or more policies/protocols, including how vacancies are filled from the Coordinated Access Resource Inventory according to agreed-upon prioritization and referral protocols?

Select one:

- Yes
- Under development
- Not yet started

2.17 Do the vacancy matching and referral policies/protocols specify how individual choice in housing options will be respected (allowing individuals and families to reject a referral without repercussions) **and** do they include processes specific to dealing with vacancy referral challenges, concerns and/or disagreements (including refusals of referrals)?

Select one:

- Yes
- Under development
- Not yet started

2.18 Are vacancies from the Coordinated Access Resource Inventory filled using the list of people waiting for housing resources who are offer-ready (i.e., the List filtered to a Priority List)?

Select one:

- Yes
- Under development
- Not yet started

Section 2 Summary Content

2.19 Are there particular efforts and/or issues that you would like to highlight for this reporting period related to your community’s work to achieve the Reaching Home minimum requirements?

In particular, please include:

- an update about your community’s efforts to set-up, sustain and/or improve the Coordinated Access system and use of an HMIS;
- Coordinated Access and/or HMIS enhancements covered under a Reaching Home minimum requirement that were identified as “met” in a previous CHR; and,
- information about how people with lived experience of homelessness (current or former clients) *are being engaged* or *will be engaged* in one or more aspects of Coordinated Access (e.g., are they included in the governance model).

The Designated Community Entity and Indigenous Community Entity are working in collaboration with Indigenous and non-Indigenous homeless-sector partners to continue advancing shared commitment, evidence-based practices, and continuous improvement towards ending homelessness. This includes routine engagement of homeless-serving system partners through Hamilton’s Coordinated Access Governance Structure and engagement with cross-sector partners through core tables such as: the Greater Hamilton Health Network, Community Safety and Wellbeing Plan, and CHIL’s leadership in engaging more than 300 Indigenous community members to establish an Indigenous Community Vision in alignment with Hamilton’s Urban Indigenous Strategy.

Through 2022-23 more than 200 people with lived expertise were engaged to inform revision of shelter standards, youth system improvements, and encampment response with support from peer engagers working with City staff. Insights shared by individuals with lived expertise through these specific initiatives have also contributed to development of a broader Lived Experience Framework to ensure ongoing policy and program decisions are informed by and communicated with people most impacted.

The City, CHIL, and partners are committed to continuously assess and address potential risk of harm through efforts at building transparent and equitable processes for connecting people to supports, regardless of where and how they access the homeless-serving system. Through 2022-23 Hamilton’s homeless-serving system has continued to refine and improve operationalization of prioritization criteria and processes established in the previous fiscal year. Improvement practices have included routine adaptive learning built into regular sector meetings and 1:1 program meetings as well as formal evaluation of prioritization case conferencing one-year

into implementation. Hamilton's homeless-serving system continues to prioritize Indigenous Peoples first for non-Indigenous programs while also supporting access to dedicated Indigenous-led programs. All Indigenous Peoples are considered to be experiencing chronic homelessness and are not required to complete a non-Indigenous assessment tool (such as the VI-SPDAT or SPDAT). Efforts are underway to more quickly identify, connect with, and support people living unsheltered (about 2-4% of Hamilton's overall population experiencing homelessness). This includes ensuring that 1 in 3 referrals to housing supports are made to people living unsheltered to account for the additional barriers this population faces in accessing shelters and other supports. Housing Focused Street Outreach and drop-in programs track goods and services provided through HIFIS to help ensure people stay active within the homeless-serving system and to ease the process of connecting people to further housing supports available through the Coordinated Access system.

The City has dedicated new staff resources to prioritize HIFIS data quality and comprehensiveness to ensure the system is used optimally for the benefit of clients, service delivery, system monitoring and planning. Data quality improvement work in 2022-23 included review and validation of all existing HIFIS reports and custom building of new reports necessary to address program service delivery needs and system reporting requirements. To ensure accurate and comprehensive data entry and reporting, staff have developed updated guidance to inform clarification in expectations for HIFIS usage and data entry (particularly around housing history, consent, and client status). Updated training has been conducted with all entry point programs (drop-ins, shelters, and Housing Focused Street Outreach). In 2023-24, City staff will complete enhancements to case management modules, guidance materials, and training to better support coordinated service planning and support. Ongoing test and audit cycles are underway to assess data entry according to new guidance provided in order to identify issues and work with programs to ensure alignment with workflows and program needs.

CHIL continues to provide leadership in developing an Indigenous Common Assessment, which will be implemented in 2023-24 as part of a comprehensive Indigenous Cultural Capacity and Accountability Framework. CHIL and the City will be partnering to develop and evaluate this framework through the federally funded Action Research on Chronic Homelessness project 2023-25. This framework will hold partners and staff across the system accountable to actualizing truth and reconciliation in all policies, practices, and programs. The training delivered will ensure staff across the system have the knowledge and capacity to support wholistic conversations about the housing history, goals, needs, and strengths of all individuals experiencing homelessness and that people with Indigenous ancestry are offered culturally appropriate support in all settings.

End of Section 2

SECTION 3: OUTCOMES-BASED APPROACH SELF-ASSESSMENT

Step 1. Have a List	
Part A) Does the community have a List?	
There are four minimum characteristics of a List.	
3.1	Is the List created by a centralized database (such as an HMIS) or does it exist as a single document (outside of an HMIS)?
	Select one: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> Not yet
3.2	Does the List include people who are currently experiencing homelessness?
	Select one: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> Not yet
3.3	Do people give their consent to be included on the List?
	Select one: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> Not yet
3.4	Do individuals and families appear only once on the List?
	Select one: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> Not yet

ⓘ If you selected "Not yet" for any of the questions 3.1-3.4 above, your community does not have a List. You do not submit a response for all remaining questions in Section 3 and Section 4, except for questions 3.5-3.8 and 3.30.

Part B) Please provide additional information about the List

3.5 a) Where does data for the List come from?

Select all that apply:

- Excel
- HIFIS
- Other HMIS
- Other data source(s)
- Not applicable – Do not have a List yet

i *If you selected "Other data source(s)" for 3.5 a), please answer the following question:*

3.5 b) Please describe the other data source(s):

Please insert comments here

i *If you selected "HIFIS" for 3.5 a), please answer the following question:*

3.5 c) Please describe how the List is created using HIFIS (e.g., Coordinated Access module, Unique Identifier List report or custom report).

Currently our list is created using a series of custom reports and SQL queries. Excel is used to organize the data and finalize the list at a minimum of once per month.

i *If you selected "Excel" or "Other data source(s)" for 3.5 a), please answer the following question:*

3.5 d) If "a" is either "Excel" or "other data sources" In the future, will data from the community's HMIS (either HIFIS or an existing, equivalent system) be used to get data for the List?

Select one:

- Yes
- No
- Undecided

3.6	Communities need information about people’s interaction with the homeless-serving system to be able to calculate inflows into homelessness (re-engagement with the system) and outflows from homelessness (disengagement from the system).
	a) Is there a written policy/protocol for the List that describes how interaction with the homeless-serving system is documented, including the number of days of inactivity after which people are identified as “inactive”? The policy/protocol should define what it means to be “active” or “inactive” on the List and explain how to document when someone is included on the List for the first time, as well as any changes in “activity” or “inactivity” over time.
	Select one: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> Not yet
3.6	b) Can the community get data about when people first interacted with the homeless-serving system and were included on the List? For example, can the community get data for the number of people that were newly identified on the List?
	Select one: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> Not yet
3.6	c) Can the community get data about people experiencing homelessness that became “active” again on the List (re-engaged with the homeless-serving system) and those that became “inactive” (disengaged with the homeless-serving system)? For example, can the community get data for the number of people that were “reactivated” on the List after a period of inactivity?
	Select one: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> Not yet

3.7	Communities need information about where people are staying or living to be able to calculate inflows into homelessness (where people came from) and outflows from homelessness (where people went). This data is called "housing history".
	a) Is there a written policy/protocol for the List that describes how housing history is documented? The policy/protocol should define what it means to be "homeless", "housed" or "transitional" on the List and explain how to document when someone transitions "into homelessness" and "from homelessness" over time.
	Select one: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> Not yet
3.7	b) Can the community get data from the List about people that transitioned "into homelessness" and "from homelessness"? Examples of transitions include a discharge from shelter and move to permanent housing (a transition "from homelessness") or an eviction from supportive housing to no fixed address (a transition "to homelessness").
	Select one: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> Not yet

3.8 a) Can the community get demographic data from the List? Check all that apply.
Select one: <input checked="" type="checkbox"/> Indigenous identity (mandatory for Reaching Home) <input checked="" type="checkbox"/> Age <input checked="" type="checkbox"/> Household type (e.g., single or family) <input checked="" type="checkbox"/> Gender identity <input checked="" type="checkbox"/> Veteran status <input checked="" type="checkbox"/> Other (please define) <input type="checkbox"/> Not applicable – Do not have a List yet
i <i>If you selected "Other (please define)" for 3.8 a), please define other social demographics generated by the List here:</i>
Citizenship/Immigration Status
3.8 b) When chronic homelessness is calculated using data from the List, is the Reaching Home definition used? The federal definition of chronic homelessness is 180 days of homelessness over the past year and/or 546 days of homelessness in the past three years.
Select one: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable – Do not yet have a List
i <i>If you selected "Yes" or "Not applicable – Do not yet have a List" for 3.8 b), you do not submit a response for 3.8 c).</i>
i <i>If you selected "No" 3.8 b), please answer the following question:</i>
3.8 c) How does your community calculate chronic homelessness?

Step 2. Have a real-time List

i *If you selected “Not yet” for any of the questions 3.1-3.4 above, your community does not have a List. You do not submit any responses for Step 2.*

Part A) Is the List kept up-to-date, so that data is real-time?

To meet the minimum characteristic for a real-time List, it must be updated regularly, monthly at minimum.

3.9 Is information about people experiencing homelessness on the List updated on a regular basis, monthly at minimum?

Select one:

- Yes
- Not yet

i *If you selected “Not yet” for 3.9, your community does not meet the minimum threshold to submit data from a real-time List for 2022-23. You do not submit a response for questions in Section 3 Step 4 and all of Section 4.*

Part B) Please provide additional information about the List

3.10 How often is information about people experiencing homelessness updated on the List?

Select one:

- As soon as new information is available
- Daily
- Weekly
- Monthly
- Other (please define)

i *If you selected “Other (please define)” for 3.10, please define how often information about people experiencing home is updated on the List:*

Information on individuals in HIFIS is updated daily in real-time. The By-Name List is generated from HIFIS data on a monthly basis.

3.11 To accurately calculate inflows into homelessness and outflows from homelessness, communities need up-to-date information about people’s interaction with the homeless-serving system (activity and inactivity).
3.11 a) Is people’s interaction with the homeless-serving system (activity and inactivity) updated regularly on the List?
<p>Select one:</p> <p><input checked="" type="checkbox"/> Yes</p> <p><input type="checkbox"/> Not yet</p>
3.11 b) Optional CHR question: How is your community working toward higher quality data for tracking people’s interaction with the system? What strategies are being used to ensure that changes in “active” or “inactive” state are made in a timely way?
<p>Improving HIFIS data quality has been identified as a HMIS priority. Several activities are planned or under way. These include ongoing training for HIFIS users on best practices for maintaining a client profile and how to enter services in different HIFIS modules, improved audit reporting on key fields that drive activity and housing status, improved user data entry guidance, super user group engagement, ongoing change management work and support for community partners.</p>

3.12 To accurately calculate inflows into and outflows from homelessness, communities need up-to-date information about where people are staying or living (i.e., their housing history).
3.12 a) Is housing history updated regularly on the List?
<p>Select one:</p> <p><input checked="" type="checkbox"/> Yes</p> <p><input type="checkbox"/> Not yet</p>
3.12 b) Is there a process in place for keeping chronic homelessness status on the List up-to-date? For example, if someone has been on the List for long enough to meet the threshold of chronic homelessness, is this change in status reflected on the List?
<p>Select one:</p> <p><input checked="" type="checkbox"/> Yes</p> <p><input type="checkbox"/> Not yet</p>

3.12 c) Optional CHR question: How is your community working toward higher quality data about people's transitions "into homelessness" and "from homelessness"? What strategies are being used to address incomplete data, so List?

Improving HIFIS data quality has been identified as a HMIS priority. Several activities are planned or under way. These include ongoing training for HIFIS users on best practices for maintaining a client profile and how to enter services in different HIFIS modules, improved audit reporting on key fields that drive activity and housing status, improved user data entry guidance, super user group engagement, ongoing change management work and support for community partners.

Step 3. Have a comprehensive List

i *If you selected "Not yet" for any of the questions 3.1-3.4 above, your community does not have a List. You do not submit any responses for Step 3.*

Part A) Does the community assess the List as comprehensive?

A comprehensive List includes all of the individuals and families experiencing homelessness in the community, as much as possible right now.

3.13 a) Which household types does the List include? Select all that apply.

Select all that apply:

- Single adults
- Unaccompanied youth
- Families

i *If you selected "Families" for 3.13 a), please answer the following question:*

3.13 b) Does the List include family members like dependents, or just the head of household?

Select one:

- Yes
- Under development
- Not yet started

3.14 Does the List include individuals experiencing homelessness who identify as Indigenous?

Select one:

- Yes
- Under development
- Not yet started

3.15 Does the List include people experiencing homelessness as soon as they are connected with the homeless-serving system?
Select one: <input checked="" type="checkbox"/> Yes – people are included on the first day <input type="checkbox"/> No – there is a waiting period before people are included on the List”

3.16 Does the List include more than just people experiencing chronic homelessness?
Select one: <input checked="" type="checkbox"/> Yes – includes more than chronic <input type="checkbox"/> No – only chronic

3.17 a) Does the List include all of the individuals and families staying in all of the emergency shelters (e.g., emergency shelters, hostels, and hotel/motel stays paid for by a service provider)?
Select one: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> Under development <input type="checkbox"/> Not yet started

3.17 b) Does the List include individuals and families staying in domestic violence shelters?
Select one: <input type="checkbox"/> Yes <input type="checkbox"/> Under development <input checked="" type="checkbox"/> Not yet started

3.18 Does the List include all of the individuals and families served through outreach at all locations (hotspots) where people are living unsheltered (i.e., staying in places not meant for human habitation)?

Select one:

- Yes
- Under development
- Not yet started

3.19 Does the List include individuals and families who are experiencing hidden homelessness, to the best of your knowledge?

Select one:

- Yes
- Under development
- Not yet started

3.20 Does the List include individuals and families staying in transitional housing?

Select one:

- Yes
- Under development
- Not yet started

3.21 Does the List include individuals staying in public institutions who do not have a fixed address (e.g., jail or hospital)?

Select one:

- Yes
- Under development
- Not yet started

3.22 The “***Understanding Community-Level Data***” worksheet helps communities self-assess the comprehensiveness of their List. CHR question 3.22 is an **optional follow-up question** for communities that have completed this worksheet.

Optional CHR question: How does data from the List compare to other community-level data sources that are considered accurate or valid? For example, if data is available for similar time periods, how do the numbers and/or proportions of people staying in shelters or living unsheltered compare across data sources?

***Optional:** Please insert comment here*

3.23 Consider your answers to Questions 3.13 to 3.21 (and 3.22, if applicable). In your opinion, does your List include all of the individuals and families experiencing homelessness in your community, as much as possible right now?

Select one:

Yes

No

ⓘ If you selected “No” for 3.23, your community does not have a comprehensive List. You do not submit a response for questions in Section 3 Step 4 and all of Section 4.

Part B) Please provide additional information about the List

3.24 a) Does the community have a document that identifies and describes all of the service providers that help people experiencing homelessness with their housing challenges?

Select one:

- Yes
- Under development
- Not yet started

i *If you selected “Not yet started” for 3.24 a), you do submit a response for 3.24 b) and c).*

i *If you selected “Yes” or “Under development” for 3.24 a), please answer the following questions:*

3.24 b) In this document, how many providers help to keep the List up-to-date in some way? For example, they may refer people to an access point where they can be added to the List or update the List directly in the HMIS.

There are 26 service providers, including all City-funded shelters, all emergency overflow hotels, all case management programs, some drop-in programs, some diversion support programs, some transitional housing programs, the housing-focused street outreach program, and other City shelter support programs that use HIFIS to directly contribute to keeping the list up to date.

Current case conferencing processes use urgent health & safety needs as well as missing/inaccurate information exceptions to ensure that data collection through HIFIS is not a hinderance to accessing service – for example, this would include people experiencing hidden homelessness or who did not feel comfortable providing consent and are therefore not known through HIFIS.

3.24 c) How many of the providers identified in 3.24(b) above are funded through the Designated Communities (DC) or Territorial Homelessness (TH) stream?

All case management and transitional housing programs funded by the DC stream are included on HIFIS, for a total of ten agencies with DC funding on HIFIS. Shelters, drop-ins, and Housing Focused Street Outreach are funded through the provincial Homelessness Prevention Program and the municipality. Prevention programs have not yet been onboarded to HIFIS as this is pending the release of a prevention module through HIFIS National.

Step 4. Track outcomes and progress against targets using data from the List

i If you selected “Not yet” for any of the questions 3.1-3.4 above, your community does not have a List. You do not submit any responses for Step 4.

i If you selected “Not yet” for 3.9, your community does not meet the minimum threshold to submit data from a real-time List for 2022-23. You do not submit any responses for Step 4.

i If you selected “No” for 3.23, your community does not have a comprehensive List. You do not submit any responses for Step 4.

Part A) Can the community generate accurate baselines using data from the List?

Communities use data from their List to report on outcomes and set targets in their CHR.

Only communities with a real-time, comprehensive List and the capacity to generate accurate baselines for the five core outcomes will be asked to set targets and submit results in the current reporting cycle.

To generate accurate monthly baselines, a List needs to be in place by January 1st and monthly data is reported for all of March. To generate accurate annual baselines, a List needs to be in place for at least one fiscal year and annual data is reported for April 1st to March 31st.

3.25	Has the List been in place long enough to report <u>monthly data</u> ?
3.25	a) Was your real-time, comprehensive List in place on or before January 1, 2023?
	Select one: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
	i <i>If you selected "No" for 3.25 a), you do not submit a response for questions 3.25 b), c), d), 3.26, 3.27, and 3.28. You also do not submit a response for Monthly Data Reporting questions in Section 4.</i>
3.25	b) Was your real-time, comprehensive List in place on or before January 1, 2022?
	Select one: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
	i <i>If you selected "No" for 3.25 b), you do not submit a response for questions 3.25 c) & d), 3.26 b) & c). You also do not submit data for "March 2020", "March 2021", & "March 2022" in Monthly Data Reporting in Section 4.</i>
3.25	c) Was your real-time, comprehensive List in place on or before January 1, 2021?
	Select one: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
	i <i>If you selected "No" for 3.25 c), you do not submit a response for questions 3.25 d) & 3.27c) & d). You also do not submit data for "March 2020" and "March 2021" in Monthly Data Reporting in Section 4.</i>
3.25	d) Was your real-time, comprehensive List in place on or before January 1, 2020?
	Select one: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
	<i>If you selected "No" for 3.25 d), you do not submit a response for question 3.27 d). You also do not submit data for "March 2020" in Monthly Data Reporting in Section 4.</i>

<p>3.26 Using the List, can monthly data be generated for the core outcomes:</p>
<p>3.26 a) Outcome #1: People who experienced homelessness for at least one day (that month)</p>
<p>Select one: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>i <i>If you selected "No" for 3.26 a), you do not submit data for Monthly Data Reporting Outcome #1 in Section 4.</i></p>
<p>3.26 b) Outcome #2: People who were newly identified (that month)</p>
<p>Select one: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>i <i>If you selected "No" for 3.26 b), you do not submit data for Monthly Data Reporting Outcome #2 in Section 4.</i></p>
<p>3.26 c) Outcome #3: Returns to homelessness (that month)</p>
<p>Select one: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>i <i>If you selected "No" for 3.26 c), you do not submit data for Monthly Data Reporting Outcome #3 in Section 4.</i></p>
<p>3.26 d) Outcome #4: Indigenous peoples who experienced homelessness for at least one day (that month)</p>
<p>Select one: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>i <i>If you selected "No" for 3.26 d), you do not submit data for Monthly Data Reporting Outcome #4 in Section 4.</i></p>
<p>3.26 e) Outcome #5: People who experienced chronic homelessness for at least one day (that month)</p>
<p>Select one: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>

i If you selected “No” for 3.26 a), b) c), d), & e), you do not submit a response for 3.26 f).

i If you selected “Yes” for 3.26 a), please select “Yes” or “No” for Outcome #1 in 3.26 f)

i If you selected “Yes” for 3.26 b), please select “Yes” or “No” for Outcome #2 in 3.26 f)

i If you selected “Yes” for 3.26 c), please select “Yes” or “No” for Outcome #3 in 3.26 f)

i If you selected “Yes” for 3.26 d), please select “Yes” or “No” for Outcome #4 in 3.26 f)

i If you selected “Yes” for 3.26 e), please select “Yes” or “No” for Outcome #5 in 3.26 f)

3.26 f) Does your community have a target to report in Section 4 for one or more of the following monthly outcomes:

Outcome #1: Yes No

Outcome #2: Yes No

Outcome #3: Yes No

Outcome #4: Yes No

Outcome #5: Yes No

3.27 Has the List been in place long enough to report annual data ?
3.27 a) Was your real-time, comprehensive List in place on or before April 1, 2022?
Select one: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<i>ⓘ If you selected "No" for 3.27 a), you do not submit a response for questions 3.27 b), c), d), 3.26, 3.27, and 3.28. You also do not submit a response for Annual Data Reporting questions in Section 4.</i>
3.27 b) Was your real-time, comprehensive List in place on or before April 1, 2021?
Select one: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<i>ⓘ If you selected "No" for 3.27 b), you do not submit data for "2019-20", "2020-21", & "2021-22" in Annual Data Reporting in Section 4.</i>
3.27 c) Was your real-time, comprehensive List in place on or before April 1, 2020?
Select one: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<i>ⓘ If you selected "No" for 3.27 c), you do not submit data for "2019-20" & "2020-21" in Annual Data Reporting in Section 4.</i>
3.27 d) Was your real-time, comprehensive List in place on or before April 1, 2019?
Select one: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<i>ⓘ If you selected "No" for 3.27 d), you do not submit data for "2019-20" in Annual Data Reporting in Section 4.</i>

<p>3.28 Using the List, can annual data be generated for the core outcomes:</p>
<p>3.28 a) Outcome #1: People who experienced homelessness for at least one day (that year)</p>
<p>Select one: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>i <i>If you selected "No" for 3.28 a), you do not submit data for Annual Data Reporting Outcome #1 in Section 4.</i></p>
<p>3.28 b) Outcome #2: People who were newly identified (that year)</p>
<p>Select one: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>i <i>If you selected "No" for 3.28 b), you do not submit data for Annual Data Reporting Outcome #2 in Section 4.</i></p>
<p>3.28 c) Outcome #3: Returns to homelessness (that year)</p>
<p>Select one: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>i <i>If you selected "No" for 3.28 c), you do not submit data for Annual Data Reporting Outcome #3 in Section 4.</i></p>
<p>3.28 d) Outcome #4: Indigenous peoples who experienced homelessness for at least one day (that month)</p>
<p>Select one: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>i <i>If you selected "No" for 3.28 d), you do not submit data for Monthly Data Reporting Outcome #4 in Section 4.</i></p>
<p>3.28 e) Outcome #5: People who experienced chronic homelessness for at least one day (that month)</p>
<p>Select one: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>

<p>i If you selected “Yes” for 3.28 a), b) c), d), & e), you do not submit a response for 3.28 f).</p>
<p>i If you selected “No” for any of 3.28 a), b) c), d), or e), please answer the following question:</p>
<p>3.28 f) Please explain the impact of not being able to generate data from the List over a longer period of time for one or more outcomes. Is there value in being able to understand trends using annualized data? For example, for planning purposes, would it be helpful to know the unduplicated number of people over the year who were: new, returned to homelessness, identified as Indigenous and/or experienced chronic homelessness?</p>
<p>*Please insert comment here*</p>
<p>i If you selected “Yes” for 3.28 a), please select “Yes” or “No” for Outcome #1 in 3.28 g)</p> <p>i If you selected “Yes” for 3.28 b), please select “Yes” or “No” for Outcome #2 in 3.28 g)</p> <p>i If you selected “Yes” for 3.28 c), please select “Yes” or “No” for Outcome #3 in 3.28 g)</p> <p>i If you selected “Yes” for 3.28 d), please select “Yes” or “No” for Outcome #4 in 3.28 g)</p> <p>i If you selected “Yes” for 3.28 e), please select “Yes” or “No” for Outcome #5 in 3.28 g)</p>
<p>3.28 g) Does your community have a target to report in Section 4 for one or more of the following monthly outcomes:</p>
<p>Outcome #1: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Outcome #2: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Outcome #3: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Outcome #4: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Outcome #5: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>i If you selected “No” for any Outcome in 3.28 g), you do not submit data for the target for that outcome in Section 4.</p>

Part B) Please provide additional information about the List

3.29 Has your List met the benchmark of a “Quality By-Name List” confirmed by the Canadian Alliance to End Homelessness?

Select one:

- Yes
- No

Section 3 Summary Content

3.30 Are there particular efforts and/or issues that you would like to highlight for this reporting period related to your community’s work to transition to an outcomes-based approach under Reaching Home? In particular, please include updates about the following:

- efforts to set-up, maintain and/or improve the List over the last year;
- plans to set-up, maintain and/or improve the List over the next year;
- examples of how data from the List was used over the last year (e.g., for service planning at the individual level or for strategic planning at the community level); and,
- if the community has a plan in place to support them to improve the quality of data being generated from their List.

Throughout the reporting period there has been ongoing change management work and support for community partners to improve data collection and validity overall. This includes improved data entry guidance, particularly through super user group engagement to identify and find solutions to data entry issues affecting the quality of the By-Name List and CHR outcomes as quickly as possible.

Several training opportunities have been offered that address best practices for maintaining the client profile and how to enter services in different HIFIS modules that are applicable for each service setting. Training also includes an overview of Coordinated Access processes, The By-Name List and By-Name Prioritization List criteria and processes in Hamilton. Efforts are also underway to further engage Indigenous leadership to determine how best to embed Indigenous data stewardship principles and practices into By-Name List and Prioritization processes.

The City has also implemented improved audit reporting each month when generating the By-Name list to address discrepancies and errors (for example, currently a bug in HIFIS where someone’s housing history changes to unknown when it shouldn’t). This improves data quality overall as well as the reported CHR outcomes.

Improving HIFIS data quality has been identified as a HMIS priority moving forward. Several activities are planned or underway. These include ongoing training, improved audit reporting, improved user data entry guidance, and ongoing super user group engagement.

SECTION 4: COMMUNITY-LEVEL OUTCOMES AND TARGETS (4a. Section 4)

ⓘ For this reporting year, cells 2023-24 to 2027-28 and March 2024 to March 2028 are shaded out. You do not submit data for these periods.

Community-Level Core Outcomes – Monthly Data Reporting

ⓘ If you selected “No” for 3.1, 3.2, 3.3, 3.4, 3.9, 3.23, OR 3.25 a), your community currently does not have a real-time comprehensive List with enough data and the capacity to generate monthly baselines and set targets. You do not submit any data for Monthly Data Reporting.

Outcome #1: Fewer people experience homelessness (homelessness is reduced overall)

i If you selected “Yes” for 3.25 a) AND 3.26 a), you can report monthly result(s) for Outcome #1 using your List. Add a target for 2027-28 in the far right box.

- i** If you selected “Yes” for 3.25 d) AND 3.26 a), please submit results for March 2020 in the table below.
- i** If you selected “Yes” for 3.25 c) AND 3.26 a), please submit results for March 2021 in the table below.
- i** If you selected “Yes” for 3.25 b) AND 3.26 a), please submit results for March 2022 in the table below.
- i** If you selected “Yes” for 3.25 a) AND 3.26 a), please submit results for March 2023 in the table below.
- i** If you selected “Yes” for 3.25 a) AND 3.26 f) #1, please add a Target in the table below.

	March 2020	March 2021	March 2022	March 2023	March 2024	March 2025	March 2026	March 2027	March 2028	Target
People who experienced homelessness for at least one day (that month)	<u>NA</u>	<u>NA</u>	<u>1131</u>	<u>1062</u>						831

<p>i <i>If you selected “Yes” for 3.25 a) AND 3.26 a), please answer the following question:</i></p>
<p>Context for Outcome #1 (monthly):</p> <p>a) Please provide context about your results, as applicable. For example, if data changed from a previous CHR, please describe what changed and why. In addition, if the target has changed, please provide more information about why it was changed and when. Finally, if N/A was used for one or more data points, please describe why.</p>
<p>Reporting on the month of March for each year was introduced in 2022. Historical data coverage and maturity limits practical and meaningful comparisons. Monthly comparisons will be available moving forward.</p> <p>Data depicted above will be different from other City of Hamilton reporting (e.g. Housing & Homelessness Dashboard) because of a difference in the reporting definition reference period (i.e. active within the month vs. active in the last 90 days).</p>
<p>i <i>If you selected “HIFIS” for 3.5 a), please answer the following question:</i></p>
<p>b) Was the HIFIS “Community Homelessness Report” used to generate data for this outcome?</p>
<p>i <i>If you selected “Yes” for b), you do not submit a response for c) & d).</i></p>
<p>i <i>If you did not have to answer b) OR selected “No” for b), please answer the following question:</i></p>
<p>c) Was the federal standard for calculating this outcome used (see Annex A)?</p>
<p>Select one:</p> <p><input checked="" type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>
<p>i <i>If you selected “No” for c), please answer the following question:</i></p>
<p>d) How was this outcome calculated?</p>

Please insert comment here

Outcome #2: Fewer people were newly identified (new inflows to homelessness are reduced)

ⓘ If you selected “Yes” for 3.25 a) AND 3.26 b), you can report monthly result(s) for Outcome #2 using your List. Add a target for 2027-28 in the far right box.

- ⓘ If you selected “Yes” for 3.25 d) AND 3.26 b), please submit results for March 2020 in the table below.**
- ⓘ If you selected “Yes” for 3.25 c) AND 3.26 b), please submit results for March 2021 in the table below.**
- ⓘ If you selected “Yes” for 3.25 b) AND 3.26 b), please submit results for March 2022 in the table below.**
- ⓘ If you selected “Yes” for 3.25 a) AND 3.26 b), please submit results for March 2023 in the table below.**
- ⓘ If you selected “Yes” for 3.25 a) AND 3.26 f) #2, please add a Target in the table below.**

	March 2020	March 2021	March 2022	March 2023	March 2024	March 2025	March 2026	March 2027	March 2028	Target
People who were newly identified (that month)	<u>NA</u>	<u>NA</u>	<u>233</u>	<u>127</u>						<u>124</u>

<p>i <i>If you selected “Yes” for 3.25 a) AND 3.26 b), please answer the following question:</i></p>
<p>Context for Outcome #2 (monthly):</p> <p>a) Please provide context about your results, as applicable. For example, if data changed from a previous CHR, please describe what changed and why. In addition, if the target has changed, please provide more information about why it was changed and when. Finally, if N/A was used for one or more data points, please describe why.</p>
<p>Reporting on the month of March for each year was introduced in 2022. Historical data coverage and maturity limits practical and meaningful comparisons. Monthly comparisons will be available moving forward.</p> <p>Increases in clients with long lengths of stay in the shelter system as a result of limited outflow options impacts the shelter system capacity to accept new clients and client turnover rates. This is a possible contributing factor to the noted decrease.</p>
<p>i <i>If you selected “HIFIS” for 3.5 a), please answer the following question:</i></p>
<p>b) Was the HIFIS “<i>Community Homelessness Report</i>” used to generate data for this outcome?</p>
<p>i <i>If you selected “Yes” for b), you do not submit a response for c) & d).</i></p>
<p>i <i>If you did not have to answer b) OR selected “No” for b), please answer the following question:</i></p>
<p>c) Was the federal standard for calculating this outcome used (see Annex A)?</p>
<p>Select one:</p> <p><input checked="" type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>

i *If you selected “No” for c), please answer the following question:*

d) How was this outcome calculated?

Please insert comment here

Outcome #3: Fewer people return to homelessness (returns to homelessness are reduced)

i *If you selected “Yes” for 3.25 a) AND 3.26 c), you can report monthly result(s) for Outcome #1 using your List. Add a target for 2027-28 in the far right box.*

- i** *If you selected “Yes” for 3.25 d) AND 3.26 c), please submit results for March 2020 in the table below.*
- i** *If you selected “Yes” for 3.25 c) AND 3.26 c), please submit results for March 2021 in the table below.*
- i** *If you selected “Yes” for 3.25 b) AND 3.26 c), please submit results for March 2022 in the table below.*
- i** *If you selected “Yes” for 3.25 a) AND 3.26 c), please submit results for March 2023 in the table below.*
- i** *If you selected “Yes” for 3.25 a) AND 3.26 f) #3, please add a Target in the table below.*

	March 2020	March 2021	March 2022	March 2023	March 2024	March 2025	March 2026	March 2027	March 2028	Target
Returns to homelessness (that month)	<u>NA</u>	<u>NA</u>	<u>33</u>	<u>34</u>						<u>8</u>

<p>i <i>If you selected “Yes” for 3.25 a) AND 3.26 c), please answer the following question:</i></p>
<p>Context for Outcome #3 (monthly):</p> <p>a) Please provide context about your results, as applicable. For example, if data changed from a previous CHR, please describe what changed and why. In addition, if the target has changed, please provide more information about why it was changed and when. Finally, if N/A was used for one or more data points, please describe why.</p>
<p>Reporting on the month of March for each year was introduced in 2022. Historical data coverage and maturity limits practical and meaningful comparisons. Monthly comparisons will be available moving forward.</p>
<p>i <i>If you selected “HIFIS” for 3.5 a), please answer the following question:</i></p>
<p>b) Was the HIFIS “Community Homelessness Report” used to generate data for this outcome?</p>
<p>i <i>If you selected “Yes” for b), you do not submit a response for c) & d).</i></p>
<p>i <i>If you did not have to answer b) OR selected “No” for b), please answer the following question:</i></p>
<p>c) Was the federal standard for calculating this outcome used (see Annex A)?</p>
<p>Select one:</p> <p><input checked="" type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>

i *If you selected “No” for c), please answer the following question:*

d) How was this outcome calculated?

Please insert comment here

Outcome #4: Fewer Indigenous peoples experience homelessness (Indigenous homelessness is reduced)

i *If you selected “Yes” for 3.25 a) AND 3.26 d), you can report monthly result(s) for Outcome #1 using your List. Add a target for 2027-28 in the far right box.*

- i** *If you selected “Yes” for 3.25 d) AND 3.26 d), please submit results for March 2020 in the table below.*
- i** *If you selected “Yes” for 3.25 c) AND 3.26 d), please submit results for March 2021 in the table below.*
- i** *If you selected “Yes” for 3.25 b) AND 3.26 d), please submit results for March 2022 in the table below.*
- i** *If you selected “Yes” for 3.25 a) AND 3.26 d), please submit results for March 2023 in the table below.*
- i** *If you selected “Yes” for 3.25 a) AND 3.26 f) #4, please add a Target in the table below.*

	March 2020	March 2021	March 2022	March 2023	March 2024	March 2025	March 2026	March 2027	March 2028	Target
Indigenous peoples who experienced homelessness for at least one day (that month)	<u>NA</u>	<u>NA</u>	<u>196</u>	<u>127</u>						<u>144</u>

<p>i <i>If you selected “Yes” for 3.25 a) AND 3.26 d), please answer the following question:</i></p>
<p>Context for Outcome #4 (monthly):</p> <p>a) Please provide context about your results, as applicable. For example, if data changed from a previous CHR, please describe what changed and why. In addition, if the target has changed, please provide more information about why it was changed and when. Finally, if N/A was used for one or more data points, please describe why.</p>
<p>Reporting on the month of March for each year was introduced in 2022. Historical data coverage and maturity limits practical and meaningful comparisons. Monthly comparisons will be available moving forward.</p> <p>Data depicted above may be different from other City of Hamilton reporting because of a difference in the reporting definition reference period (i.e. active within the month vs. active in the last 90 days).</p>
<p>i <i>If you selected “HIFIS” for 3.5 a), please answer the following question:</i></p>
<p>b) Was the HIFIS “<i>Community Homelessness Report</i>” used to generate data for this outcome?</p>
<p>i <i>If you selected “Yes” for b), you do not submit a response for c) & d).</i></p>
<p>i <i>If you did not have to answer b) OR selected “No” for b), please answer the following question:</i></p>
<p>c) Was the federal standard for calculating this outcome used (see Annex A)?</p>
<p>Select one:</p> <p><input checked="" type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>

i If you selected “No” for c), please answer the following question:

d) How was this outcome calculated?

Please insert comment here

Outcome #5: Fewer people experience chronic homelessness (homelessness is reduced overall)

i If you selected “Yes” for 3.25 a) AND 3.26 e), you can report monthly result(s) for Outcome #1 using your List. Add a target for 2027-28 in the far right box.

- i** If you selected “Yes” for 3.25 d) AND 3.26 e), please submit results for March 2020 in the table below.
- i** If you selected “Yes” for 3.25 c) AND 3.26 e), please submit results for March 2021 in the table below.
- i** If you selected “Yes” for 3.25 b) AND 3.26 e), please submit results for March 2022 in the table below.
- i** If you selected “Yes” for 3.25 a) AND 3.26 e), please submit results for March 2023 in the table below.
- i** If you selected “Yes” for 3.25 a) AND 3.26 f) #5, please add a Target in the table below.

	March 2020	March 2021	March 2022	March 2023	March 2024	March 2025	March 2026	March 2027	March 2028	Target
People who experienced chronic homelessness for at least one day (that month)	<u>NA</u>	<u>NA</u>	<u>378</u>	<u>467</u>						<u>189</u>

i *If you selected “Yes” for 3.25 a) AND 3.26 e), please answer the following question:*

Context for Outcome #5 (monthly):

a) Is your **target** at least 50 percent **less** than your baseline?

Select one:

Yes

Not yet

i *If you selected “No” for a), please read and comply with the following statement:*

The Reaching Home Directives indicate that communities must set a minimum 50 percent reduction target for chronic homelessness by 2027-28. Please revise your target to represent, at minimum, a 50 percent reduction of chronic homelessness by March 2028.

b) Please provide context about your results, as applicable. For example, if data changed from a previous CHR, please describe what changed and why. In addition, if the target has changed, please provide more information about why it was changed and when. Finally, if N/A was used for one or more data points, please describe why.

Reporting on the month of March for each year was introduced in 2022. Historical data coverage and maturity limits practical and meaningful comparisons. Monthly comparisons will be available moving forward.

The method for determining chronicity was updated in 2021-22. Previously, chronicity data was drawn from completed SPDAT and VI-SPDATs. For 2021-22 reporting, chronicity is determined based on shelter stay and housing history data recorded in HIFIS for clients. This change was made to align with federal methods for determining chronicity. As a result, figures from 2020-21 and 2021-22 are not directly comparable.

The City of Hamilton Housing Services Division has been actively working with service providers to improve housing history data entry over the last year. As a result, the total is more reliable than what was reported in 2021-22, but also likely remains an undercount as quality improvement work continues to support service providers to better collect and maintain housing history for individuals experiencing homelessness.

i *If you selected “HIFIS” for 3.5 a), please answer the following question:*

c) Was the HIFIS “**Community Homelessness Report**” used to generate data for this outcome?

i *If you selected “Yes” for c), you do not submit a response for d) & e).*

i *If you did not have to answer c) OR selected “No” for c), please answer the following question:*

d) Was the federal standard for calculating this outcome used (see Annex A)?

Select one:

Yes

No

i *If you selected “No” for d), please answer the following question:*

e) How was this outcome calculated?

Please insert comment here

Community-Level Core Outcomes – Annual Data Reporting

i If you selected “No” for 3.1, 3.2, 3.3, 3.4, 3.9, 3.23, 3.25 a) OR 3.27 a), your community currently does not have a real-time comprehensive List with enough data and the capacity to generate annual baselines and set targets. You do not submit any data for Annual Data Reporting.

Outcome #1: Fewer people experience homelessness (homelessness is reduced overall)

i If you selected “Yes” for 3.27 a) AND 3.28 a), you can report monthly result(s) for Outcome #1 using your List. Add a target for 2027-28 in the far right box.

i If you selected “Yes” for 3.27 d) AND 3.28 a), please submit results for 2019-20 in the table below.

i If you selected “Yes” for 3.27 c) AND 3.28 a), please submit results for 2020-21 in the table below.

i If you selected “Yes” for 3.27 b) AND 3.28 a), please submit results for 2021-22 in the table below.

i If you selected “Yes” for 3.27 a) AND 3.28 a), please submit results for 2022-23 in the table below.

i If you selected “Yes” for 3.27 a) AND 3.28 f) #1, please add a Target in the table below.

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	Target
People who experienced homelessness for at least one day (that year)	<u>NA</u>	<u>2738</u>	<u>3230</u>	<u>3069</u>						<u>2141</u>

i If you selected “Yes” for 3.27 a) AND 3.28 a), please answer the following question:

Context for Outcome #1 (annual):

a) Please provide context about your results, as applicable. For example, if data changed from a previous CHR, please describe what changed and why. In addition, if the target has changed, please provide more information about why it was changed and when. Finally, if N/A was used for one or more data points, please describe why.

Data depicted above may be different from other City of Hamilton reporting (e.g. Council Reports) because of a difference in the report inclusion criteria (i.e. exclusion or inclusion with incomplete housing history)

i If you selected “HIFIS” for 3.5 a), please answer the following question:

b) Was the HIFIS “**Community Homelessness Report**” used to generate data for this outcome?

i If you selected “Yes” for b), you do not submit a response for c) & d).

i If you did not have to answer b) OR selected “No” for b), please answer the following question:

c) Was the federal standard for calculating this outcome used (see Annex A)?

Select one:

Yes

No

i If you selected “No” for c), please answer the following question:

d) How was this outcome calculated?

Please insert comment here

Outcome #2: Fewer people were newly identified (new inflows to homelessness are reduced)

i *If you selected “Yes” for 3.27 a) AND 3.28 b), you can report monthly result(s) for Outcome #2 using your List. Add a target for 2027-28 in the far right box.*

- i** *If you selected “Yes” for 3.27 d) AND 3.28 b), please submit results for 2019-20 in the table below.*
- i** *If you selected “Yes” for 3.27 c) AND 3.28 b), please submit results for 2020-21 in the table below.*
- i** *If you selected “Yes” for 3.27 b) AND 3.28 b), please submit results for 2021-22 in the table below.*
- i** *If you selected “Yes” for 3.27 a) AND 3.28 b), please submit results for 2022-23 in the table below.*
- i** *If you selected “Yes” for 3.27 a) AND 3.28 f) #2, please add a Target in the table below.*

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	Target
People who were newly identified (that year)	<u>NA</u>	<u>1521</u>	<u>2123</u>	<u>1676</u>						<u>988</u>

<p>i <i>If you selected “Yes” for 3.27 a) AND 3.28 b), please answer the following question:</i></p>
<p>Context for Outcome #2 (annual):</p> <p>a) Please provide context about your results, as applicable. For example, if data changed from a previous CHR, please describe what changed and why. In addition, if the target has changed, please provide more information about why it was changed and when. Finally, if N/A was used for one or more data points, please describe why.</p>
<p>Increases in the number of clients with long lengths of stay in the shelter system as a result of limited outflow options impacts the shelter system capacity to accept new clients and client turnover rates. This is a possible contributing factor to the noted decrease.</p>
<p>i <i>If you selected “HIFIS” for 3.5 a), please answer the following question:</i></p>
<p>b) Was the HIFIS “<i>Community Homelessness Report</i>” used to generate data for this outcome?</p>
<p>i <i>If you selected “Yes” for b), you do not submit a response for c) & d).</i></p>
<p>i <i>If you did not have to answer b) OR selected “No” for b), please answer the following question:</i></p>
<p>c) Was the federal standard for calculating this outcome used (see Annex A)?</p>
<p>Select one:</p> <p><input checked="" type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>
<p>i <i>If you selected “No” for c), please answer the following question:</i></p>
<p>d) How was this outcome calculated?</p>
<p>*Please insert comment here*</p>

Outcome #3: Fewer people return to homelessness (returns to homelessness are reduced)

ⓘ If you selected “Yes” for 3.27 a) AND 3.28 c), you can report monthly result(s) for Outcome #1 using your List. Add a target for 2027-28 in the far right box.

- ⓘ If you selected “Yes” for 3.27 d) AND 3.28 c), please submit results for 2019-20 in the table below.**
- ⓘ If you selected “Yes” for 3.27 c) AND 3.28 c), please submit results for 2020-21 in the table below.**
- ⓘ If you selected “Yes” for 3.27 b) AND 3.28 c), please submit results for 2021-22 in the table below.**
- ⓘ If you selected “Yes” for 3.27 a) AND 3.28 c), please submit results for 2022-23 in the table below.**
- ⓘ If you selected “Yes” for 3.27 a) AND 3.28 f) #3, please add a Target in the table below.**

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	Target
Returns to homelessness (that year)	<u>NA</u>	<u>83</u>	<u>150</u>	<u>201</u>						<u>97</u>

<p>i <i>If you selected “Yes” for 3.27 a) AND 3.28 c), please answer the following question:</i></p>
<p>Context for Outcome #3 (annual):</p> <p>a) Please provide context about your results, as applicable. For example, if data changed from a previous CHR, please describe what changed and why. In addition, if the target has changed, please provide more information about why it was changed and when. Finally, if N/A was used for one or more data points, please describe why.</p>
<p>*Please insert comment here*</p>
<p>i <i>If you selected “HIFIS” for 3.5 a), please answer the following question:</i></p>
<p>b) Was the HIFIS “Community Homelessness Report” used to generate data for this outcome?</p>
<p>i <i>If you selected “Yes” for b), you do not submit a response for c) & d).</i></p>
<p>i <i>If you did not have to answer b) OR selected “No” for b), please answer the following question:</i></p>
<p>c) Was the federal standard for calculating this outcome used (see Annex A)?</p>
<p>Select one:</p> <p><input checked="" type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>
<p>i <i>If you selected “No” for c), please answer the following question:</i></p>
<p>d) How was this outcome calculated?</p>
<p>*Please insert comment here*</p>

Outcome #4: Fewer Indigenous peoples experience homelessness (Indigenous homelessness is reduced)

ⓘ If you selected “Yes” for 3.27 a) AND 3.28 d), you can report monthly result(s) for Outcome #1 using your List. Add a target for 2027-28 in the far right box.

- ⓘ If you selected “Yes” for 3.27 d) AND 3.28 d), please submit results for 2019-20 in the table below.**
- ⓘ If you selected “Yes” for 3.27 c) AND 3.28 d), please submit results for 2020-21 in the table below.**
- ⓘ If you selected “Yes” for 3.27 b) AND 3.28 d), please submit results for 2021-22 in the table below.**
- ⓘ If you selected “Yes” for 3.27 a) AND 3.28 d), please submit results for 2022-23 in the table below.**
- ⓘ If you selected “Yes” for 3.27 a) AND 3.28 f) #4, please add a Target in the table below.**

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	Target
Indigenous peoples who experienced homelessness for at least one day (that year)	<u>NA</u>	<u>317</u>	<u>353</u>	<u>343</u>						<u>244</u>

i If you selected “Yes” for 3.27 a) AND 3.27 d), please answer the following question:

Context for Outcome #4 (annual):

a) Please provide context about your results, as applicable. For example, if data changed from a previous CHR, please describe what changed and why. In addition, if the target has changed, please provide more information about why it was changed and when. Finally, if N/A was used for one or more data points, please describe why.

Ongoing collaboration with the Indigenous Community Entity is underway to identify appropriate Indigenous data protocols, including the identification of an updated Indigenous homelessness reduction target. All data related to Indigenous homelessness is reviewed and interpreted by the Indigenous Community Entity prior to release.

i If you selected “HIFIS” for 3.5 a), please answer the following question:

b) Was the HIFIS “*Community Homelessness Report*” used to generate data for this outcome?

i If you selected “Yes” for b), you do not submit a response for c) & d).

i If you did not have to answer b) OR selected “No” for b), please answer the following question:

c) Was the federal standard for calculating this outcome used (see Annex A)?

Select one:

Yes

No

i If you selected “No” for c), please answer the following question:

d) How was this outcome calculated?

Please insert comment here

Outcome #5: Fewer people experience homelessness (homelessness is reduced overall)

i *If you selected “Yes” for 3.27 a) AND 3.28 e), you can report monthly result(s) for Outcome #1 using your List. Add a target for 2027-28 in the far right box.*

- i** *If you selected “Yes” for 3.27 d) AND 3.28 e), please submit results for 2019-20 in the table below.*
- i** *If you selected “Yes” for 3.27 c) AND 3.28 e), please submit results for 2020-21 in the table below.*
- i** *If you selected “Yes” for 3.27 b) AND 3.28 e), please submit results for 2021-22 in the table below.*
- i** *If you selected “Yes” for 3.27 a) AND 3.28 e), please submit results for 2022-23 in the table below.*
- i** *If you selected “Yes” for 3.27 a) AND 3.28 f) #5, please add a Target in the table below.*

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	Target
People who experienced chronic homelessness for at least one day (that year)	<u>NA</u>	<u>1420</u>	<u>684</u>	<u>1026</u>						<u>342</u>

<p>i <i>If you selected “Yes” for 3.27 a) AND 3.28 e), please answer the following question:</i></p>
<p>Context for Outcome #5 (annual):</p>
<p>a) Is your target at least 50 percent <u>less</u> than your baseline?</p>
<p>Select one:</p> <p><input checked="" type="checkbox"/> Yes</p> <p><input type="checkbox"/> Not yet</p>
<p>i <i>If you selected “No” for a) above, please read and comply with the following statement:</i></p>
<p>The Reaching Home Directives indicate that communities must set a <u>minimum</u> 50 percent reduction target for chronic homelessness by 2027-28. Please revise your target to represent, at minimum, a 50 percent reduction of chronic homelessness by March 2028.</p>
<p>b) Please provide context about your results, as applicable. For example, if data changed from a previous CHR, please describe what changed and why. In addition, if the target has changed, please provide more information about why it was changed and when. Finally, if N/A was used for one or more data points, please describe why.</p>
<p>The method for determining chronicity was updated in 2021-22. Previously, chronicity data was drawn from completed SPDAT and VI-SPDATs. For 2021-22 reporting, chronicity is determined based on shelter stay and housing history data recorded in HIFIS for clients. This change was made to align with federal methods for determining chronicity. As a result, figures from 2020-21 and 2021-22 are not directly comparable.</p>
<p>The City of Hamilton Housing Services Division has been actively working with service providers to improve housing history data entry over the last year. As a result, the total is more reliable than what was reported in 2021-22, but also likely remains an undercount as we continue working with service provider to better collect and maintain housing history for individuals experiencing homelessness.</p>
<p>i <i>If you selected “HIFIS” for 3.5 a), please answer the following question:</i></p>

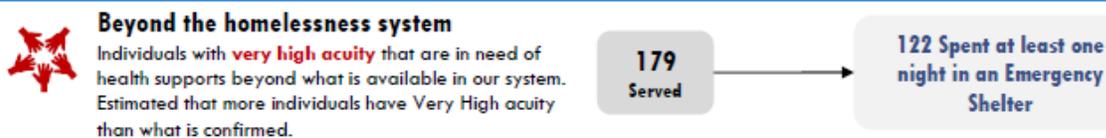
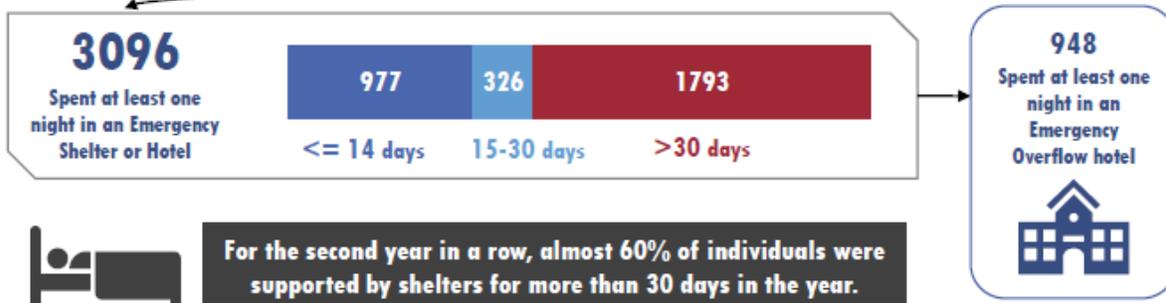
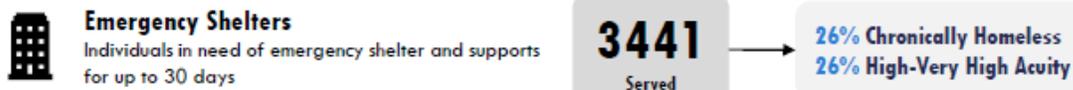
c) Was the HIFIS “Community Homelessness Report” used to generate data for this outcome?
i) If you selected “Yes” for c), you do not submit a response for d) & e).
i) If you did not have to answer c) OR selected “No” for c), please answer the following question:
d) Was the federal standard for calculating this outcome used (see Annex A)?
Select one: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
i) If you selected “No” for c), please answer the following question:
e) How was this outcome calculated?
Please insert comment here

Overview of Funded Homelessness Support Programs

<p>Prevention Programs couple financial support (rent and utility arrears, etc.) with case management to achieve housing stabilization for those at imminent risk for homelessness.</p>	<p>Diversion Concentrates efforts in ensuring alternative immediate housing arrangements are fully explored and supported where needed.</p>	<p>Outreach/Drop-ins Provide services to meet basic needs and connect to additional housing resources and supports</p>	<p>Emergency Shelters Housing-focused sheltering services include diversion, early intervention, intake and assessment, case management, a bed, and meals.</p>	<p>Transitional Housing Provides place-based time-limited support designed to move individuals to independent living or permanent housing. The length of stay is typically less than one year.</p>	<p>Rapid Rehousing (RRH) Provides targeted, time-limited financial assistance and support services to help people quickly exit emergency response services and retain housing.</p>	<p>Intensive Case Management (ICM) Longer-term case management and housing support to higher acuity participants facing long-term homelessness (chronic homelessness), addictions, mental health. The length of the intervention is generally between 12 and 24 months.</p>
<p>Rent Ready/Housing Stability Benefit</p> <ul style="list-style-type: none"> Financial assistance to help cover costs of first and last month's rent, arrears, moving Open to all populations, includes Indigenous stream <p>Good Shepherd, Housing First Staying Home</p> <ul style="list-style-type: none"> Youth, single women, and families Financial assistance (i.e. rent arrears, utility arrears, moving costs) Brief case management (three months) to stabilize or locate housing <p>St. Matthew's House, Housing Outreach Prevention Eviction for Seniors (HOPES)</p> <ul style="list-style-type: none"> Case management supports to maintain or obtain housing Support to obtain financial supports where appropriate Advocacy and referrals to community resources <p>Housing Help Centre</p> <ul style="list-style-type: none"> All populations Short-term support to stabilize or locate housing Advocacy and referrals to community resources Administration of Municipal Housing Allowances 	<p>Shelter-based 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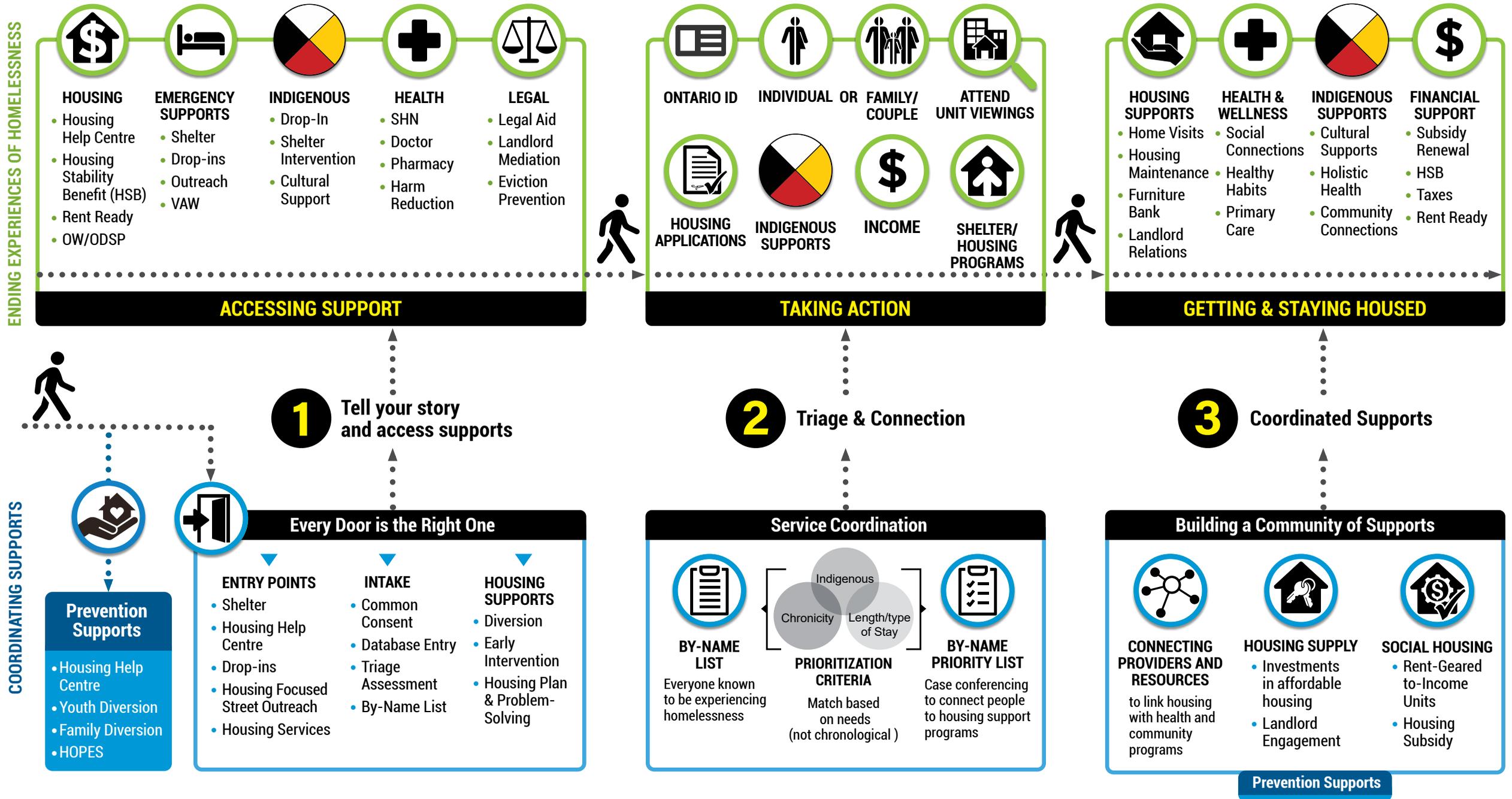
Roadmap of Services Provided in the Homelessness Service Sector in Hamilton 2022

4037 Individuals accessed services in the homeless-serving system.
26% Chronically Homeless. **27%** High or Very High Acuity. **715** Housed as of Dec 31.



Hamilton's Coordinated Access Process

An Integrated Homeless-serving System



Overview of Funded Homelessness Support Programs

Prevention Programs couple financial support (rent and utility arrears, etc.) with case management to achieve housing stabilization for those at imminent risk for homelessness.	Diversion Concentrates efforts in ensuring alternative immediate housing arrangements are fully explored and supported where needed.	Outreach/Drop-ins Provide services to meet basic needs and connect to additional housing resources and supports	Emergency Shelters Housing-focused sheltering services include diversion, early intervention, intake and assessment, case management, a bed, and meals.	Transitional Housing Provides place-based time-limited support designed to move individuals to independent living or permanent housing. The length of stay is typically less than one year.	Rapid Rehousing (RRH) Provides targeted, time-limited financial assistance and support services to help people quickly exit emergency response services and retain housing.	Intensive Case Management (ICM) Longer-term case management and housing support to higher acuity participants facing long-term homelessness (chronic homelessness), addictions, mental health. The length of the intervention is generally between 12 and 24 months.
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Outreach

Individuals unsheltered and living in encampments

272
Served

54% Chronically Homeless
69% High-Very High Acuity



Drop Ins

Individuals in need of support while unsheltered or to retain housing

976
Served

28% Chronically Homeless
44% High-Very High Acuity

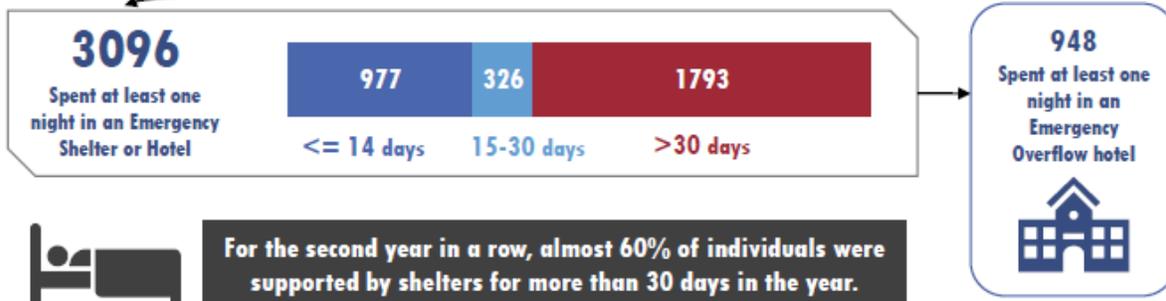


Emergency Shelters

Individuals in need of emergency shelter and supports for up to 30 days

3441
Served

26% Chronically Homeless
26% High-Very High Acuity



Transitional Housing

Individuals with low to mid acuity in need of place-based supports for up to one year to secure permanent housing

170
Served



Rapid Re-Housing

Individuals with mid acuity in need of time-limited financial assistance and supports to help them quickly exit emergency response services and to retain housing. Supports provided for up to one year.

676
Served



Intensive Case Management

Individuals with high acuity in need of longer supports and interventions between 12 to 24 months.

347
Served



Beyond the homelessness system

Individuals with **very high acuity** that are in need of health supports beyond what is available in our system. Estimated that more individuals have Very High acuity than what is confirmed.

179
Served

122 Spent at least one night in an Emergency Shelter



INFORMATION REPORT

TO:	Chair and Members Emergency and Community Services Committee
COMMITTEE DATE:	November 16, 2023
SUBJECT/REPORT NO:	2023 Ending Chronic Homelessness Performance Update (Q1 and Q2) (HSC23076) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Katrice Carson 905-546-2424 x4326 Greg Witt 905-546-2424 x4818
SUBMITTED BY:	Michelle Baird Director, Housing Services Division Healthy and Safe Communities Department
SIGNATURE:	

COUNCIL DIRECTION

N/A

INFORMATION

This information report provides the Ending Chronic Homelessness system performance measure results currently available for the first half of 2023. These results represent a first step towards sector-wide data reporting as the Housing Services Division works towards comprehensive program performance measurement within the homeless-serving sector.

Background

On March 23, 2023, the Ending Chronic Homelessness (HSC23021) Report prepared by the Housing Services Division in the Healthy and Safe Communities Department provided an update on the current state of homelessness in Hamilton. Included in the report was a section called Measuring Results that outlined core performance measures for reporting back on the progress towards ending chronic homelessness. The Housing Services Division committed to reporting back on the progress towards ending chronic homelessness for the January – June 2023 timeframe, and annually thereafter.

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**SUBJECT: 2023 Ending Chronic Homelessness Performance Update (Q1 and Q2)
(HSC23076) (City Wide) - Page 2 of 5**

The chosen set of measures illustrate the performance of programs across the housing continuum and begin to demonstrate:

- How much did we do (quantity);
- How well did we do it (quality); or
- Is anyone better off (effectiveness)?

These measures align with the goal of managing coordinated access for a diverse range of housing-based supports as identified in Hamilton's Systems Planning Framework and the Housing and Homelessness Action Plan. The Housing Services Division continues to engage in continuous quality improvement activities to improve reporting and make progress toward including more measures of outcomes and effectiveness of the programs providing services to people experiencing homelessness in the City of Hamilton using a results-based accountability approach. See Appendix "A" to Report HSC23076 - Ending Chronic Homelessness Monitoring Framework.

The results are presented as totals across the homeless-serving sector and contain no personally identifying information. All data collection, management, and reporting is done in compliance with the Municipal Freedom of Information & Protection of Privacy Act.

Relevant Consultation

The results have been provided or reviewed and confirmed by representatives from the individual reporting programs and/or organizations through email communications, the Homeless Individuals and Families Information System (HIFIS) 4.0 Super User Group, and virtual Question and Answer sessions. See Appendix "B" to Report HSC23076 - Ending Chronic Homelessness Consultations for a list of programs engaged for this reporting and engagement opportunities provided by the City of Hamilton.

The monitoring measure definitions are in alignment with data reporting best practices and consistent with Reaching Home Results reporting and homelessness data reporting approaches in other municipalities. For more information on the federal Reaching Home program see the companion report Reaching Home: Canada's Homeless Strategy Community Homelessness Report 2022-23 (HSC21044).

The expertise of people with living experience is invaluable to shaping programs, facilities, and policies in the emergency shelter sector. Positive client outcomes are a critical accountability measure, but more than that, people with living experience know how the system works, they know what their needs are, and experience the system at work every day. They can bring to light perspectives that may be unknown or unknowable at the staff or Senior Leadership level. Future reporting will endeavour to bring this perspective into identifying meaningful measures and the interpretation of the results.

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**SUBJECT: 2023 Ending Chronic Homelessness Performance Update (Q1 and Q2)
(HSC23076) (City Wide) - Page 3 of 5**

Analysis

The current results represent new routine reporting and mostly represent new baselines and benchmarks for interpreting future results.

Preliminary findings suggest:

- Prevention programming within the City of Hamilton reached 6505 people at-risk of becoming homeless with program supports and financial supports. This program reach is greater than other intervention types and is in alignment with the goal of shifting focus from emergency response to preventative and longer-term homelessness solutions, but it is still below the recommended target of 9500 identified in the Coming Together to End Homelessness: Hamilton's Systems Planning Framework (July 2019).
- While most programs have a finite operational capacity (e.g. a set number of beds available or caseload spots), we continue to see high demand with most intervention types reporting increases in program reach between Q1 and Q2. The largest increases between quarters were for prevention, drop-in and emergency shelter programs.
- A substantial proportion of individuals reached by housing support programs were placed into more stable housing. Housing support programs, including transitional living, rapid rehousing, and intensive case management programs have supported 784 clients to obtain and sustain stable housing in the first two quarters of 2023 and 408 of these clients have maintained this housing when discharged from the program.

Overall, the data shows trends of increasing outreach and assistance across various programs aimed at preventing homelessness, providing emergency shelter, and assisting individuals in finding stable housing. However, some programs are below their targeted levels, while others are on track to meet or exceed the intended program reach outlined in Hamilton's Systems Planning Framework. Monitoring the performance of these programs is vital to ensuring continued progress in addressing homelessness.

See Appendix "C" to Report HSC23076 - Ending Chronic Homelessness Data Table and Appendix "D" to Report HSC23076 - Ending Chronic Homelessness Data Dictionary for the data results and more information about the measures.

Data Reporting Improvement Plan

To further support the implementation of a comprehensive program performance measurement within the homeless-serving sector the following actions are underway.

**SUBJECT: 2023 Ending Chronic Homelessness Performance Update (Q1 and Q2)
(HSC23076) (City Wide) - Page 4 of 5**

- 1. Work with staff at local programs to improve and support data entry into the HIFIS 4.0, particularly for drop-in, housing-focused street outreach, case management, and transitional living programs.**
 - Timeline: Q4 2023 and ongoing
 - To more fully transition drop-in and transitional living programs onto HIFIS 4.0 the City of Hamilton will be engaging with these service providers to develop data standards and data entry workflows to enhance our ability to capture information about unique clients across the homeless-serving sector inclusive of these programs.
 - To improve the completeness, coverage, and accuracy of information contained within the HIFIS 4.0 database overall the City of Hamilton will be initiating and implementing a proactive data validation and verification program and further develop data entry guidance documentation and annual training opportunities.

- 2. Evaluate the planned HIFIS 4.0 fall upgrade for local implementation to potentially take advantage of new proposed features including a diversion module and improved client demographic fields.**
 - Timeline: Q4 2023 – Q2 2024
 - The release of HIFIS version 4.0.60.1 scheduled for October 31, 2023. Enhanced features in this proposed upgrade include a new diversion module to record diversion efforts, accessibility enhancements for screen readers, a new mandatory racial identity question, an expanded gender identity question, and other bug fixes or improvements. The City of Hamilton will evaluate this upgrade both from a technical and data integration perspective to make a recommendation for local implementation. If the upgrade is recommended, an implementation plan will be developed including resources and training to staff at local service provider programs for any new data collection processes.

- 3. Implement an annual reporting cycle to Council through communication updates with focused improvement aimed at identifying performance measures that begin to shift toward demonstrating client outcomes and incorporate the voice of those with living experience.**
 - Timeline: Q2-3 2023 and ongoing
 - To support the commitment to ongoing data reporting, an annual reporting cycle will be developed. Measures will be reviewed with the aim of shifting to more meaningful performance measure within a results-based accountability approach. Improvements to the public-facing Housing and Homelessness dashboard will be identified and implemented as applicable.

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**SUBJECT: 2023 Ending Chronic Homelessness Performance Update (Q1 and Q2)
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APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report HSC23076 - Ending Chronic Homelessness Monitoring Framework

Appendix "B" to Report HSC23076 - Ending Chronic Homelessness Consultations

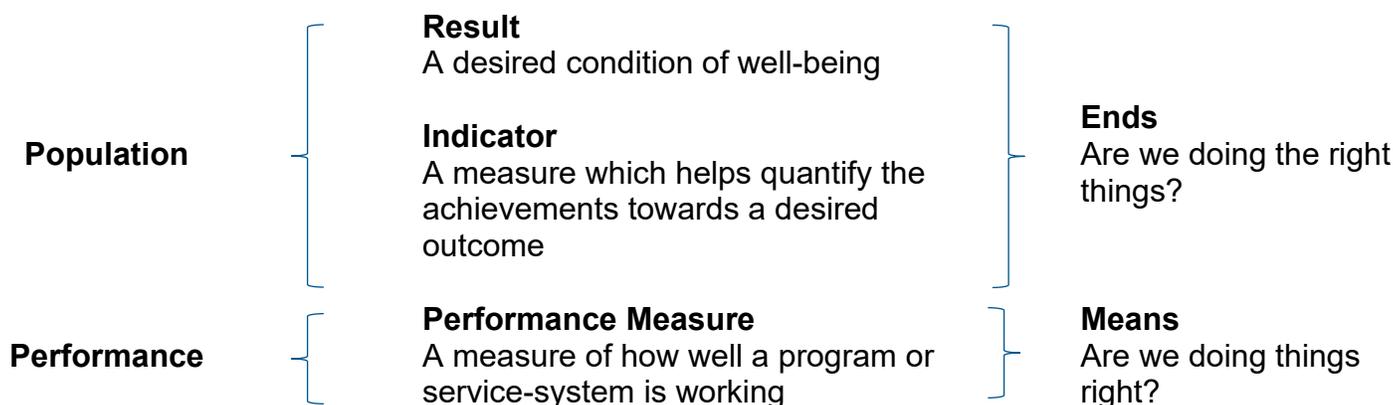
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Ending Chronic Homelessness Monitoring Framework

WHAT IS A PERFORMANCE MONITORING FRAMEWORK?

Performance measurement is essential to understand the effectiveness of interventions, as well as a community’s overall progress towards reducing homelessness. A system-wide approach to measuring our progress allows local programs to understand their contribution to achieving our shared goals and enables us to adjust our response as needed. Results-based accountability (RBA) is a framework that supports the concept of measuring this type of collective impact identifying measurement of the population level results and performance at the contributing program-level. Performance measures can be for the whole service system, for an organization, or for a specific program.



RBA performance measures are grouped by the three type of things they measure:

- How much did we do?
- How well did we do it?
- Is anyone better off?

The current set of monitoring measures were established to assess the performance of the homeless-serving system and will be reported on annually going forward to provide accountability to the public and people with lived experience, and transparency regarding the City’s approach to homelessness response. Measures will be continuously reviewed with the aim of shifting to more meaningful performance measure within a results-based accountability approach (e.g. Is anyone better off).

These measures:

- ✓ Articulate what the homeless-serving system and its diverse service providers are trying to achieve;
- ✓ Illustrate whether progress is being made towards preventing and reducing homelessness in a community;
- ✓ Promote shared accountability to funders and taxpayers;
- ✓ Quantifies achievements towards the goals of systems planning;
- ✓ Uses information gathered for continuous improvement;

- ✓ Aligns program-level results to participant outcomes at the individual and system-levels; and
- ✓ Informs the next round of strategy review and investment planning.

Table 1 explains how the current reported measures fit into a performance monitoring framework for the homeless-serving sector.

HOW DOES IT ALIGN WITH THE HOMELESS-SERVICING SYSTEM AND THE HOUSING CONTINUUM?

The City of Hamilton invests in a continuum of supports for those at risk of and experiencing homelessness.

Our coordinated access system has been developed over many years of deep collaboration with Coalition of Hamilton Indigenous leaders and community partners to establish integrated practices to ensure every door is the right door to accessing appropriate supports. This is underpinned by real-time information-sharing across programs and standard processes for intake, assessment, and connecting people to supports (Figure 1).

Figure 1: Hamilton’s Homeless-serving System



The homeless-serving system is comprised of common intervention components, in alignment with the housing continuum (Figure 2). It is important to note that each of these intervention components plays a role in the homeless-serving system. It is the relationship between these interventions, articulated at the systems-level that ultimately drives common community goals. The way these components become interpreted locally depends on local needs, resources and priorities.

Figure 2: The Housing Continuum

The current funded common intervention component include¹:

Program interventions aimed at those at imminent risk of housing loss.

- Prevention
- Diversion

Emergency services aimed at people experiencing homelessness:

- Drop-ins
- Outreach
- Emergency Shelters

Housing support programs including:

- Transitional housing
- Rapid Rehousing
- Intensive Case Management
- Supportive Housing

¹ More information about locally funded programs is available here: <https://pub-hamilton.escribemeetings.com/filestream.ashx?DocumentId=354840>

Table 1: Ending Chronic Homelessness Performance Monitoring Framework

Population Result	To end chronic homelessness									
Population Indicators	Reduce chronic homelessness		Reduce overall homelessness		Reduce new inflow to homelessness		Reduce individuals or households returning to homelessness			
	Number of unique individuals who experienced chronic homelessness during the reporting period		Number of unique individuals who were homeless for at least one day during the reporting period		Number of unique individuals who were included for the first time as homeless during the reporting period		Number of unique individuals who returned to homelessness from housing or any transitional living situation			
Collective Impact										
Common Outcome	The City of Hamilton will work in partnership to build and implement a responsive, sustainable and well-performing homeless-serving system informed by evidence-based research and best practice that is effectively integrated into the broader social safety net and manage coordinated access to a diverse range housing-based supports.									
System Performance Measures <small>(Service System Accountability i.e. combined program performance measures)</small>										
	Housing Support Intervention	Housing Continuum Target Audience	Description	HOW MUCH DID WE DO? <small>(e.g. measure of quantity and reach)</small>	HOW WELL DID WE DO IT? <small>(e.g. measures of quality and service distribution and service capacity)</small>	IS ANYONE BETTER OFF? <small>(e.g. measure of effectiveness and outcomes)</small>				
Prevention Programs	At-risk population/housed	Includes programs offering financial support (rent and utility arrears, etc.) and/or housing supports to achieve housing stabilization for those at imminent risk for homelessness.	Number of [unique] individuals reached by prevention program Number of individuals/households who were connected to a longer-term housing allowance or rent supplement program to maintain their housing Number of individuals/households who received one-time financial assistance Total financial (dollars) one-time assistance provided							

	<p>Shelter Diversion Programs</p>	<p>At-risk population/housed</p>	<p>Supports for clients to identify and connect to alternative immediate housing arrangements that can prevent the need to stay in emergency shelters.</p>	<p>Number of [unique] individuals reached by diversion programs Number of individuals/households who received one-time financial assistance Total financial (dollars) one-time assistance provided</p>		
	<p>Drop-in Programs</p>	<p>Individuals in need of support while unsheltered or to retain housing</p>	<p>Provide services to meet basic needs and connect to additional housing resources and supports.</p>	<p>Number of [unique] individuals reached by drop-in programs</p>	<p>Number of drop-in program interactions where individuals received support with their basic needs Number of drop-in program interactions where individuals received support with their housing needs</p>	
	<p>Housing-focused Street Outreach Program</p>	<p>Individuals experiencing unsheltered homelessness</p>	<p>Provide services to meet basic needs and connect to additional housing resources and supports for people living unsheltered</p>	<p>Number of unique individuals reached by the Housing-Focused Street Outreach program who have consented to have their personal information stored in HIFIS</p>	<p>Number of Housing-Focused Street Outreach program client interactions where individuals received support with their basic needs Number of Housing-Focused Street Outreach program client interactions where individuals received support with their housing needs</p>	
	<p>Emergency Shelter Early Intervention Supports</p>	<p>Individuals in need of emergency shelter for up to 14 days</p>	<p>Provides individuals/households with intensive and targeted supports to find alternative stable housing arrangements within 14 days or less of their emergency shelter stay.</p>	<p>Number of unique individuals reached by the emergency shelter early intervention programs (i.e. received targeted housing supports within the first 14 days)</p>		

	Emergency Shelters	Individuals in need of emergency shelter for up to 30 days	Provides individuals/households with short-term emergency shelter to meet their basic needs (bed, meals, etc.) and support with resources to locate and secure stable housing.	<p>Number of unique individuals provided with an emergency shelter bed/room when needed - overall (unique shelter stayers)</p> <p>Number of unique individuals provided with an emergency shelter bed/room when needed - through permanent emergency shelter spaces (unique shelter stayers)</p> <p>Number of unique individuals provided with an emergency shelter bed/room when needed - through overflow spaces made available as demand fluctuated (unique shelter stayers)</p>	Number of unique individuals who received support with their housing needs (currently under development)	
	Transitional Housing Programs	Individuals with low to mid acuity in need of temporary place-based supports	Provides place-based time-limited support designed to move individuals to independent living or permanent housing. The length of stay is typically less than one year.	Number of [unique] individuals reached by transitional housing programs		<p>Number [and percent] of [unique] individuals supported by a transitional living program placed into more stable housing by the end of their stay in the transitional living situation</p> <p>Number [and percent] of [unique] individuals supported by a transitional living program who returned to homelessness (currently under development)</p>
	Rapid Rehousing Programs	Individuals with mid acuity in need of time-limited financial assistance and supports to help them quickly exit homelessness	Case management and housing support for mid acuity participants facing long-term homelessness (chronic homelessness). The length of the intervention is generally between 6 and 12 months.	Number of unique individuals reached by rapid rehousing programs	Caseload ratio	<p>Number [and percent] of unique individuals supported by a rapid rehousing program (i.e., reached) who were placed into more stable housing</p> <p>Number [and percent] of unique individuals supported by a rapid rehousing program (i.e., reached) who returned to homelessness after being housed</p> <p>Number [and percent] of unique individuals supported by a rapid rehousing program (i.e., reached) who successfully exited the program (i.e., individual able to live independently without ongoing case supports)</p>

	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Intensive Case Management Programs</p>	<p>Individuals with high acuity in need of longer supports and interventions</p>	<p>Longer-term case management and housing support to higher acuity participants facing long-term homelessness (chronic homelessness), addictions, mental health. The length of the intervention is generally between 18 and 24 months.</p>	<p>Number of unique individuals reached by intensive case management programs</p>	<p>Caseload ratio</p>	<p>Number [and percent] of [unique] individuals supported by an intensive case management program (i.e., reached) who were placed into more stable housing</p> <p>Number [and percent] of [unique] individuals supported by an intensive case management program (i.e., reached) who returned to homelessness after being housed</p> <p>Number [and percent] of [unique] individuals supported by an intensive case management program (i.e., reached) who successfully exited the program (i.e., individual able to live independently without ongoing case supports)</p>
	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Permanent Supportive Housing Programs</p>	<p>Individuals with high acuity in need of longer supports and interventions</p>	<p>Long-term housing and support to individuals who are chronically homeless and experiencing complex mental health, addiction, and physical health barriers with no limit to the length of stay in the program.</p>			

Consultations

List of Stakeholders/Program Staff Consulted as Part of the Development of Report HSC23076

External Stakeholders

- Housing Help Centre (HHC)
- St Matthews House Housing Outreach Prevention Eviction for Seniors (HOPE)
- Good Shepherd Staying Home Program
- CCAS Community Youth Housing Project
- HRIC Indigenous Housing & Homelessness Supports and Services
- Good Shepherd Family Centre Diversion Program
- Good Shepherd Men's Shelter Diversion Program
- Good Shepherd Women's Shelter Diversion Program
- Mission Services Men's Shelter Diversion Program
- Salvation Army Men's Shelter Diversion Program
- Mission Services Willow's Place Drop In Program
- YWCA - Carole Anne's Place Drop In Program
- Good Shepherd Notre Dame - Community Resource Centre Youth Prevention Program
- Good Shepherd Men's Early Intervention Program
- Mission Services Men's Early Intervention Program
- Salvation Army Men's Early Intervention Program
- Good Shepherd Family Centre Emergency Shelter
- Good Shepherd Mary's Place Emergency Shelter
- Good Shepherd Men's Emergency Shelter
- Good Shepherd Notre Dame Youth Emergency Shelter
- Good Shepherd Cathedral – Women's Emergency Shelter (closed within the reporting period)
- Good Shepherd West Ave – Women's Emergency Shelter (temporary)
- Mission Services Men's Emergency Shelter
- Mission Services Emma's Place Emergency Shelter
- Salvation Army Booth Emergency Shelter
- St. Joseph's Health Hamilton Womankind Emergency Shelter
- Wesley Youth Housing Program
- Young Women's Christian's Association (YWCA) – Transitional Living Program
- Good Shepherd Reaching Home Rapid Rehousing Program
- Mission Services Housing Up! Rapid Rehousing Program
- Good Shepherd Reaching Home Intensive Case Management Program
- Mission Services Housing Up! Intensive Case Management Program

- Wesley Urban Ministries Intensive Case Management Program

Internal Stakeholders

- Housing Services Division Staff

List of Engagement Sessions and Opportunities Completed

- HIFIS Super Users Group Meeting – Introduction to Reporting Commitment: May 31
- HIFIS Super Users Group Meeting – Housing Supports: June 28
- City of Hamilton Hosted Virtual Drop-in Session – Housing Programs & Running Reports: July 12
- City of Hamilton Hosted Virtual Drop-in Session – Housing Placements Module In HIFIS: July 14
- HIFIS Super Users Group Meeting – Drop-in and Shelters: July 26
- City of Hamilton Hosted Virtual Drop-in Session – Drop-in and Shelters: August 9
- HIFIS Super Users Group Meeting – Open Question Forum: Aug 30
- HIFIS Super Users Group Meeting – Overall Results Review: September 27
- Monthly Emergency Shelter Coordination Table – Results Review (email communication): October 23
- Housing and Homelessness Action Plan Meeting – Results Review: October 31

Ending Chronic Homelessness Data Tables

Full definitions for the indicators and measures below are located in Appendix “D” to Report HSC23076 - Ending Chronic Homelessness Data Dictionary.

Population Indicators (Monitoring)

Ref #	Indicators	Goal	Fiscal 2020-21	Fiscal 2021-22	Fiscal 2022-23	Assessment and/or Sector Comments
POP1	Number of unique individuals who were homeless for at least one day during the reporting period	Reduce homelessness by 5% overall annually	2738	3230 (+492)	3069 (-161)	Data collection coverage and phased program onboarding onto HIFIS may account for previous increases in reported results.
POP2	Number of unique individuals who experienced chronic homelessness during the reporting period	End chronic homelessness by 2025	1420	684 (-736)	1026 (+342)	The method for determining chronicity was updated in 2021-22 to align with federal methods for determining chronicity. As a result, figures from 2020-21 and 2021-22 are not directly comparable.
POP3	Number of unique individuals who were included for the first time as homeless during the reporting period	Reduce new inflow into homelessness by 10% annually	1521	2023 (+502)	1676 (-347)	Increases in the number of clients with long lengths of stay in the shelter system as a result of limited outflow options impacts the shelter system capacity to accept new clients and client turnover rates. This is a possible contributing factor to the noted decrease.
POP4	Number of unique individuals who returned to homelessness from housing or any transitional living situation	Less than 15% of individuals or households return to homelessness each year	83	150 (+67)	201 (+51)	NA

More information about the reporting definitions used above can be found at [Community Homelessness Report: HIFIS Report Guide](#)

System Performance Measures

To support understanding the system performance information provided, please note the following:

- When a measure includes the word “unique” it means we are able to count unique people who have accessed service during the timeframe. These numbers, across the quarters, will not add up to the “unique” year-to-date total. They should be interpreted as the number of clients accessing service at

least once during the timeframe. These results only include clients who have consented to have their personal information stored in the Homeless Individuals and Families Information System (HIFIS 4.0) and therefore may be an under-representation of service provision.

- When a measure does not include the word “unique” it means we are not counting unique people who have accessed service during the timeframe. Because of how the information is collected or managed we were not able to say whether individuals accessing the services more than once within the timeframe have only been counted once for the quarter or year-to-date total.
- When a measure includes the word “interactions” it counts the number of times a service was provided and not the number of people receiving the service. This includes services provided to both known clients and interactions recorded anonymously (e.g. when consent for HIFIS data collection was declined).
- All measures should be considered independent of one another unless otherwise noted and results are not expected tally up to the total reached in each section.

Measure		Jan-Mar 2023	Apr-Jun 2023	2023 YTD	Assessment and/or Sector Comments
Prevention Programs (PRV)					
Description: Includes programs offering financial support (rent and utility arrears, etc.) and/or housing supports to achieve housing stabilization for those at imminent risk for homelessness					
PRV1	Number of individuals reached by prevention programs	3890	5026	6505	Reach Target ¹ 9500: On track to be below based on mid year
PRV2	Number of households connected to a longer-term (approx. 5 years) housing allowance, tenant fund, or rent supplement programs to maintain their housing	2352	3020	3052	Over quarter increases attributed to increased access to the Tenant Defence Fund.
PRV3	Number of individuals/households who received one-time financial assistance from a prevention program	832	1030	1862	Over quarter increases attributed to increased access to Rent Ready program in Q2
PRV4	Total financial (dollars) one-time assistance provided from a prevention program	\$728,273	\$1,013,476	\$1,741,748	Over quarter increases attributed to increased access to Rent Ready program in Q2

¹ The [Coming Together to End Homelessness: Hamilton's Systems Planning Framework](#) (July 2019) identified a number of program reach and outcome targets.

Measure		Jan-Mar 2023	Apr-Jun 2023	2023 YTD	Assessment and/or Sector Comments
Shelter Diversion Programs (DV)					
Description: Supports for clients to identify and connect to alternative immediate housing arrangements that can prevent the need to stay in emergency shelters					
DV1	Number of individuals reached by diversion programs	460	515	975	Reach Target: Not Available
DV2	Number of individuals/households who received one-time financial assistance from a diversion program	29	34	63	NA
DV3	Total financial (dollars) one-time assistance provided from a diversion program	\$24,973	\$28,250	\$47,463	NA
Drop-in Programs (DI)					
Description: Provide services to meet basic needs and connect to additional housing resources and supports					
DI1	Number of individuals reached by drop-in programs	924	1101	1592	Reach Target: Not Available
DI2	Number of drop-in program interactions where individuals received support with their basic needs	12,493	19,098	31,591	Basic needs service delivery is central to the scope of drop-in programs.
DI3	Number of drop-in program interactions where individuals received support with their housing needs	776	655	1428	Not all programs are funded by Reaching Home but still strive to support with housing search readiness and stabilization.
Housing-focused Street Outreach Program (HFSO)					
Description: Provide services to meet basic needs and connect to additional housing resources and supports for people experiencing unsheltered homelessness					
HFSO1	Number of unique individuals reached by the Housing-Focused Street Outreach program who have consented to have their personal information stored in HIFIS	117	184	247	Reach Target 300: On track to exceed at mid year HFSO program reach continues to be higher than 2022 as reported in the monthly Encampment Response Team Communication Updates
HFSO2	Number of Housing-Focused Street Outreach program client interactions where individuals received support with their basic needs	144	276	420	HFSO program interactions continue to be higher than 2022 as reported in the monthly Encampment Response Team Communication Updates

Measure		Jan-Mar 2023	Apr-Jun 2023	2023 YTD	Assessment and/or Sector Comments
HFSO3	Number of Housing-Focused Street Outreach program client interactions where individuals received support with their housing needs	344	458	802	HFSO program interactions continue to be higher than 2022 as reported in the monthly Encampment Response Team Communication Updates
Emergency Shelter Early Intervention Supports (ESEI)					
Description: Provides individuals/households with intensive and targeted supports to find alternative stable housing arrangements within 14 days or less of their emergency shelter stay					
ESEI1	Number of unique individuals reached by the emergency shelter early intervention programs (i.e. received targeted housing supports within the first 14 days)	241	381	480	Reach Target: Not Available
Emergency Shelters (ES)					
Description: Provides individuals/households with short-term emergency shelter to meet their basic needs (bed, meals, etc.) and support with resources to locate and secure stable housing					
ES1	Number of unique individuals provided with an emergency shelter bed/room when needed - overall (unique shelter stayers)	1211	1318	1833	Reach Target 2800: On track to meet at mid year
ES1a	Number of unique individuals provided with an emergency shelter bed/room when needed - through permanent emergency shelter spaces (unique shelter stayers)	1050	1141	1612	Current shelter bed/room capacity is 265 single rooms and 20 family rooms.
ES1b	Number of unique individuals provided with an emergency shelter bed/room when needed - through overflow spaces made available as demand fluctuated (unique shelter stayers)	294	255	410	Changes to overflow shelter spaces so far in 2023 include: closure of women's shelter services at 378 Main Street East (Cathedral, 63 beds), opening of women's shelter services at 46 West Avenue North (20 beds), increases in available hotel spaces (32 to 42 rooms)
ES2	Number of unique individuals who received support with their housing needs	Currently under development pending data collection improvements			
Transitional Housing Programs (TH)					
Description: Provides place-based time-limited support designed to move individuals to independent living or permanent housing. The length of stay is typically less than one year					
TH1	Number of unique individuals reached by transitional housing programs	76	69	80	Reach Target 160: On track to be below at mid year

Measure		Jan-Mar 2023	Apr-Jun 2023	2023 YTD	Assessment and/or Sector Comments
TH2	Number (and percent) of unique individuals supported by a transitional living program placed into more stable housing by the end of their stay in the transitional living situation	7 (9%)	12 (17%)	19 (24%)	Program staff investments were cited as the driver of quarterly improvements by an included program
TH3	Number (and percent) of unique individuals supported by a transitional living program who returned to homelessness after being housed	Currently under development pending data collection improvements			
Rapid Rehousing Programs (RRH)					
Description: Case management and housing support for mid acuity participants facing long-term homelessness (chronic homelessness). The length of the intervention is up to 9 months.					
RRH1	Number of unique individuals reached by rapid rehousing programs	501	493	543	Reach Target 260: On track to exceed at mid year
RRH2	Combined caseload ratio (Staffing Complement FTEs as per Contract with the City of Hamilton)	1:43 (11.7)	1:39 (12.8)	1:44 (12.2)	Programs are currently actively recruiting and onboarding staff into case management positions. Target caseload ratios for rapid rehousing programs are 1:25.
RRH3	Number (and percent) of unique individuals supported by a rapid rehousing program (i.e., reached) who were placed into more stable housing	368 (73%)	344 (70%)	394 (73%)	The remaining clients have ongoing housing searches with the programs.
RRH4	Number (and percent) of unique individuals supported by a rapid rehousing program who returned to homelessness after being housed (as per staff follow-up)	21 (6%)	19 (6%)	26 (7%)	The remaining housed clients are either still housed and exited the program (RRH5), still housed and receiving ongoing program supports, declined follow-up, or unable to contact.
RRH5	Number (and percent) of unique individuals supported by a rapid rehousing program who successfully exited the program (i.e., individual was housed able to live independently without ongoing case supports)	157 (43%)	125 (36%)	165 (42%)	The remaining housed clients are no longer housed (RRH4), housed and still receiving program supports, or declined follow up or unable to contact.
Intensive Case Management Programs (ICM)					
Description: Longer-term case management and housing support to higher acuity participants facing long-term homelessness (chronic homelessness), addictions, mental health. The length of the intervention is generally between 12 and 24 months					

Measure		Jan-Mar 2023	Apr-Jun 2023	2023 YTD	Assessment and/or Sector Comments
ICM1	Number of unique individuals reached by intensive case management programs	578	615	643	Reach Target 744: On track to exceed at mid year
ICM2	Combined caseload ratio (Staffing Complement FTEs as per Contract with the City of Hamilton)	1:18 (31.8)	1:14 (43.5)	1:15 (41.8)	Programs are currently actively recruiting and onboarding staff into case management positions. Higher acuity clients often require additional staff supports (e.g. multiple staff or senior staff). Target caseload ratios for intensive case management programs are 1:20 for adults or 1:11 for youth.
ICM3	Number (and percent) of unique individuals supported by an intensive case management program (i.e., reached) who were placed into more stable housing	424 (73%)	428 (70%)	482 (75%)	The remaining clients have ongoing housing searches with the programs.
ICM4	Number (and percent) of unique individuals supported by an intensive case management program who returned to homelessness after being housed	84 (20%)	74 (17%)	90 (19%)	The remaining housed clients are either still housed and exited the program (ICM5), still housed and receiving ongoing program supports, declined follow-up, or unable to contact.
ICM5	Number (and percent) of unique individuals supported by an intensive case management program (i.e., reached) who successfully exited the program (i.e., individual was housed able to live independently without ongoing case supports)	227 (54%)	221 (52%)	243 (50%)	The remaining housed clients are no longer housed (ICM4), housed and still receiving program supports, or declined follow up or unable to contact.

NA = Not available

Core Performance Measure Reporting

ENDING CHRONIC HOMELESSNESS

DATA DICTIONARY

Version 1.2023

Prepared by:

Housing Services Division

Healthy and Safe Communities

City of Hamilton

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PURPOSE OF THE DATA DICTIONARY

On March 23, 2023, the Ending Chronic Homelessness (HSC23021) Information Report prepared by the Housing Services Division in the Health and Safe Communities Department provided an update on the current state of homelessness in Hamilton, including needs, trends and existing interventions, as well as information on what it would take to end homelessness in Hamilton rather than simply manage it. The report was intended to answer questions raised by Council and community members and builds from the Homelessness and Housing Action Plan and the work on the Housing Sustainability and Investment Roadmap (HSIR).

Included in the report was a section called Measuring Results that outlined the core performance measure by the homelessness serving sector for reporting back on the progress towards ending chronic homelessness. The Housing Services Division committed to reporting back on the progress towards ending chronic homelessness for the January – June 2023 timeframe, and annually thereafter. This report was received by Hamilton City’s Council on March 29, 2023. The report back to City Council is currently listed on the Housing Services Outstanding Business List (OBL) with a reporting timeline of November 2023.

This data dictionary document is intended to be supportive reference material for understanding the definitions of the performance measures being used in that report.

Data dictionary

This document describes each **intervention-specific core performance measure** and includes information about the key terms/ definitions, calculation method (when applicable), data sources, and other relevant considerations.

Key information:

This document contains detailed information about each intervention-specific core performance measure identified for the Housing Services Division Ending Chronic Homelessness annual report back to Hamilton City Council

If you have any questions about the information in this document, please contact HIFIS@hamilton.ca.

DATA DICTIONARY

Key information:

Detailed information about each intervention-specific core performance measure includes:

- Measure
- Intervention alignment
- Rationale
- Influencing factors
- Interpretation
- Key terms and definitions
 - Inclusions and exclusions
- How is it calculated
- Data source
 - Standard report location and name (as applicable)
- Limitations
- Change log
- Date last revised

The data dictionary below contains detailed information for each measure. Each dictionary contains the following:

- **Measure:** Core performance measure being reported
- **Intervention alignment:** This measure related to what intervention type within the housing support continuum.
- **Rationale/ why is it important:** A description of why this measure is important and what it tells us
- **Influencing factors:** A description of the external factors that play a role in the measure results
- **Interpretation:** A description how to interpret the results including preferred direction
- **Key terms and definitions:** What are the key terms/ definitions, inclusions/ exclusions etc. for this measure
- **How is it calculated/ recorded:** What is the numerator and/ or denominator for this measure; What information is being recorded for this measure
- **Data source:** Data/ information for this measure comes from where
- **Limitations or comments:** Are there any other issues or considerations for this indicator
- **Change log:** A record of any changes to the measure definition, data source, data collection processes throughout the reporting cycles that may influence the comparability of the results over time.
- **Date last revised:** This measure was last revised on what date

POPULATION INDICATORS (MONITORING)

A population indicator is a measure that helps quantify the achievements of a population level result or goal.

Measure POP1	Number of unique individuals who were homeless for at least one day during the reporting period
Intervention Alignment	Population/System-wide
Rationale (Why is it important?)	Assesses progress towards the Coming Together to End Homelessness: Hamilton’s Systems Planning Framework (July 2019) system-level goal of reduce homelessness by 5% overall annually.
Influencing Factors	Population-level indicators can be influenced by: <ul style="list-style-type: none"> • Population demographic shift • Population living conditions • Available services and amenities • Data entry and data reporting practices • Program outcomes
Interpretation	Higher numbers represent more people experiencing homelessness within the time period.
Key Terms & Definitions (including Inclusions/ Exclusions)	<p>Community Homelessness Report (CHR) Definition: total number of unique individuals who were homeless for at least one day during the reporting period</p> <p>HIFIS Definition: total number of people in a cluster that were Homeless and Active during the selected reporting period.</p> <p>This means that if, for at least one day over the reporting period, the person had:</p> <ul style="list-style-type: none"> • A Client State of Active; and, • A Housing Status of Homeless or Chronically Homeless. <p>Relevant Modules: Consent, Housing History, Admissions, and other Service Transaction Modules (e.g., Case Management, Goods and Services)</p> <p>Additional rules:</p> <ul style="list-style-type: none"> • Each person is only counted once. • Excludes people that had a Client State of Inactive during the entire reporting period. • Excludes people that only had a Housing Status of Housed or Transitional during the reporting period. For

	<p>example, if someone only has housing types that correspond to Transitional, they will not be included.</p> <ul style="list-style-type: none"> • Excludes people with “Declined – Anonymous” consent <p>Reported by fiscal year April to March.</p>
Calculation	Count (Unique individuals)
Data Source (including Standard Report name and location)	Homeless Individuals and Families Information System (HIFIS 4.0) Community Homelessness Report (CHR)
Limitations or Comments	<p>Unique client counts within a timeframe should not be summed and interpreted as an annual total as it would be an overrepresentation of result.</p> <p>The result undercounts the actual number of individuals that the shelter provider may have provided service to because client consent is required to enter personally identifying information into the database. This is consistent with privacy legislation and client-centered best practices.</p> <p>The results represent a snapshot in time when the data was extracted, and it may vary from other sources based on the definitions and sources used. All data are subject to change.</p> <p>Data depicted above may be different from other City of Hamilton reporting) because of a difference in the report inclusion criteria (i.e. exclusion or inclusion with incomplete housing history).</p>
Change Log	Created June 2023
Date Last Revised	June 30, 2023

Measure POP2	Number of unique individuals who experienced chronic homelessness during the reporting period
Intervention Alignment	Population/System-wide
Rationale (Why is it important?)	Assesses progress towards the Coming Together to End Homelessness: Hamilton’s Systems Planning Framework (July 2019) system-level goal of ending chronic homelessness by 2025.
Influencing Factors	<p>Population-level indicators can be influenced by:</p> <ul style="list-style-type: none"> • Population demographic shift • Population living conditions • Available services and amenities

	<ul style="list-style-type: none"> • Data entry and data reporting practices • Program outcomes 								
Interpretation	Higher numbers represent more people experiencing chronic homelessness within the time period.								
Key Terms & Definitions (including Inclusions/ Exclusions)	<p>CHR Definition: number of unique individuals who, according to the List, experienced chronic homelessness during the reporting period</p> <p>HIFIS Definition: number of people who had a Client State of Active, a Housing Status of Chronically Homeless for at least one day during the reporting period.</p> <p>Chronic Homelessness is defined using the federal definition and uses a combination of shelter stays from admissions records and entries in Housing History that correspond to a homeless housing type.</p> <p>The homeless housing types that are included in the calculation of chronic homelessness are:</p> <table border="1"> <tr> <td>Couch Surfing – Staying with Family / Friends / Acquaintances</td> <td>Couch Surfing – Staying with Family / Friends / Acquaintances</td> </tr> <tr> <td>Encampment / Campsite Makeshift / Street</td> <td>Encampment / Campsite Makeshift / Street</td> </tr> <tr> <td>Hotel / Motel</td> <td>Hotel / Motel</td> </tr> <tr> <td>Vehicle</td> <td>Vehicle</td> </tr> </table> <p>Additional rules:</p> <ul style="list-style-type: none"> • Each person is only counted once. • Excludes people that had a Client State of Inactive during the entire reporting period. • Excludes people that only had a Housing Status of Housed or Transitional during the reporting period. For example, if someone only has housing types that correspond to Transitional, they will not be included. 	Couch Surfing – Staying with Family / Friends / Acquaintances	Couch Surfing – Staying with Family / Friends / Acquaintances	Encampment / Campsite Makeshift / Street	Encampment / Campsite Makeshift / Street	Hotel / Motel	Hotel / Motel	Vehicle	Vehicle
Couch Surfing – Staying with Family / Friends / Acquaintances	Couch Surfing – Staying with Family / Friends / Acquaintances								
Encampment / Campsite Makeshift / Street	Encampment / Campsite Makeshift / Street								
Hotel / Motel	Hotel / Motel								
Vehicle	Vehicle								
Calculation	Count (Unique individuals)								
Data Source (including Standard Report name and location)	Homeless Individuals and Families Information System (HIFIS 4.0) Community Homelessness Report (CHR)								
Limitations or Comments	<p>Unique client counts within a timeframe should not be summed and interpreted as an annual total as it would be an overrepresentation of result.</p> <p>The result undercounts the actual number of individuals that the shelter provider may have provided service to</p>								

	<p>because client consent is required to enter personally identifying information into the database. This is consistent with privacy legislation and client-centered best practices.</p> <p>The results represent a snapshot in time when the data was extracted, and it may vary from other sources based on the definitions and sources used. All data are subject to change.</p> <p>Data depicted above may be different from other City of Hamilton reporting) because of a difference in the report inclusion criteria (i.e. exclusion or inclusion with incomplete housing history).</p>
Change Log	Created June 2023
Date Last Revised	June 30, 2023

Measure POP3	Number of unique individuals who were included for the first time as homeless during the reporting period
Intervention Alignment	Population/System-wide
Rationale (Why is it important?)	Assesses progress towards the Coming Together to End Homelessness: Hamilton’s Systems Planning Framework (July 2019) system-level goal of reducing new inflow into homelessness by 10% annually
Influencing Factors	<p>Population-level indicators can be influenced by:</p> <ul style="list-style-type: none"> • Population demographic shift • Population living conditions • Available services and amenities • Program outcomes
Interpretation	Higher numbers represent more people newly experiencing homelessness within the time period.
Key Terms & Definitions (including Inclusions/ Exclusions)	<p>CHR Definition: number of unique individuals who were included on the List for the first time during the reporting period</p> <p>HIFIS Definition: a person that was a ‘new inflow to homelessness’ has no previous experiences of homelessness prior to their experience during the reporting period.</p> <p>This means that the earliest date in which the client had a Client State of Active, and, a Housing Status of Homeless or Chronically Homeless was during the reporting period.</p>

	<p>Relevant Modules: Consent, Housing History, Admissions, and other Service Transaction Modules (e.g., Case Management, Goods and Services)</p> <p>Additional rules:</p> <ul style="list-style-type: none"> • Each person is only counted once. Someone can only be newly identified once. Subsequent experiences will be calculated as a ‘return’ to homelessness (i.e., a return to the List). • A person can be both ‘new’ and ‘returned’ in the same reporting period, if the conditions allow (e.g., the dates capture at least two housing losses, with the first loss being the only documented homelessness episode). • Excludes people that had a Client State of Inactive during the entire reporting period. • Excludes people that only had a Housing Status of Housed or Transitional during the reporting period. For example, if someone only has housing types that correspond to Transitional, they will not be included. • Excludes people with ‘Declined – Anonymous’ consent.
Calculation	Count (Unique individuals)
Data Source (including Standard Report name and location)	<p>Homeless Individuals and Families Information System (HIFIS 4.0)</p> <p>Community Homelessness Report (CHR)</p>
Limitations or Comments	<p>Unique client counts within a timeframe should not be summed and interpreted as an annual total as it would be an overrepresentation of result.</p> <p>The result undercounts the actual number of individuals that the shelter provider may have provided service to because client consent is required to enter personally identifying information into the database. This is consistent with privacy legislation and client-centered best practices.</p> <p>The results represent a snapshot in time when the data was extracted, and it may vary from other sources based on the definitions and sources used. All data are subject to change.</p> <p>Data depicted above may be different from other City of Hamilton reporting) because of a difference in the report</p>

	inclusion criteria (i.e. exclusion or inclusion with incomplete housing history).
Change Log	Created June 2023
Date Last Revised	June 30, 2023

Measure POP4	Number of unique individuals who returned to homelessness from housing or any transitional living situation
Intervention Alignment	Population/System-wide
Rationale (Why is it important?)	Assesses progress towards the Coming Together to End Homelessness: Hamilton’s Systems Planning Framework (July 2019) system-level goal of less than 15% of individuals or households return to homelessness each year.
Influencing Factors	Population-level indicators can be influenced by: <ul style="list-style-type: none"> • Population demographic shift • Population living conditions • Available services and amenities • Program outcomes
Interpretation	Higher numbers represent more returning to homelessness within the time period.
Key Terms & Definitions (including Inclusions/ Exclusions)	<p>CHR Definition: number of unique individuals who returned to homelessness from housing or any transitional living situation.</p> <p>HIFIS Definition: a person has ‘returned to homelessness’ if they:</p> <ul style="list-style-type: none"> • Had at least two Housing Status entries of Homeless (of which one entry was within the reporting period), and, had an entry of Housed and/or Transitional immediately prior to the Homeless entry that was within the reporting period. <p>Note: Data gaps and Housing Statuses of Unknown will impact the data quality of this outcome, as HIFIS does not have the data to correctly classify a person as returned during the reporting period</p> <p>Relevant Modules: Consent, Housing History, Admissions</p> <p>Additional rules:</p> <ul style="list-style-type: none"> • Each person is only counted once, even if they ‘return to homelessness’ multiple times during a reporting period.

	<ul style="list-style-type: none"> • Excludes people that had a Client State of Inactive during the entire reporting period. • Excludes people that only had a Housing Status of Housed or Transitional during the reporting period. For example, if someone only has housing types that correspond to Transitional, they will not be included. • A person can return to homelessness from transitional housing (as a Housing Type) because Transitional is a distinct Housing Status. • The earlier entry of homelessness, housing or transitional housing can take place before the reporting period starts. The Report looks to see if you returned during the reporting period, not if you were housed then homeless during that same reporting period. • A client can be both ‘new’ and ‘returned’ in the same reporting period, if the conditions allow (e.g., the dates capture at least two housing losses, with the first loss of housing being the only documented homelessness episode). • If multiple Housing Statuses exist in-between the experiences of homelessness, the report will only consider the entry immediately prior to the last experience of homelessness that is within the reporting period. The Report counts the most recent return to homelessness Housing Status. • Periods of Unknown Housing Status will impact the calculation of this data point.
Calculation	Count (Unique individuals)
Data Source (including Standard Report name and location)	Homeless Individuals and Families Information System (HIFIS 4.0) Community Homelessness Report (CHR)
Limitations or Comments	<p>Unique client counts within a timeframe should not be summed and interpreted as an annual total as it would be an overrepresentation of result.</p> <p>The result undercounts the actual number of individuals that the shelter provider may have provided service to because client consent is required to enter personally identifying information into the database. This is consistent with privacy legislation and client-centered best practices.</p>

The results represent a snapshot in time when the data was extracted, and it may vary from other sources based on the definitions and sources used. All data are subject to change.

Data depicted above may be different from other City of Hamilton reporting) because of a difference in the report inclusion criteria (i.e. exclusion or inclusion with incomplete housing history).

Change Log

Created June 2023

Date Last Revised

June 30, 2023

CORE PERFORMANCE MEASURES

PREVENTION PROGRAMS

Prevention programs couple financial support (rent and utility arrears, etc.) with housing supports to achieve housing stabilization for those at imminent risk for homelessness.

This section includes prevention programs with City of Hamilton coordinated funding from:

- Government of Canada Reaching Home
- Province of Ontario Homeless Prevention Program (HPP)
- City of Hamilton

This section includes combined results from the following programs:

- Housing Help Centre HHC Core Client (administration for all HHC programs)
- Housing Help Centre – Housing Emergency Loan Program (H.E.L.P)
- St. Matthews House Housing Outreach Prevention Eviction for Seniors (HOPE)
- Good Shepherd Staying Home Program (Women & Families)
- CCAS Community Youth Housing Project
- HRIC Indigenous Housing & Homelessness Supports and Services
- Housing Stability Benefit (HSB) Program
- Rent Ready Program
- Canada-Ontario Housing Benefit (COHB) Program
- Municipal Housing Allowances
- Rent Supplements Program
- Tenant Defence Fund Pilot Program

Measure PRV1	Number of individuals and/or households reached by prevention programs
Intervention Alignment	Prevention
Rationale (Why is it important?)	Measures of reach illustrate the quantity of service provided. It demonstrates how many people accessed the service within the timeframe.
Influencing Factors	Measures of program reach can be influenced by: <ul style="list-style-type: none"> • programs funding allocation • available staffing complement • eligible population size • referral pathways and program access opportunities • data entry practices and reporting definitions

Interpretation	Higher numbers represent more people served. This can be as a result of community need or increase program capacity or efficiencies.				
Key Terms & Definitions (including Inclusions/ Exclusions)	<p>Each reporting program was asked to provide:</p> <table border="1" data-bbox="602 380 1409 716"> <thead> <tr> <th data-bbox="602 380 808 464">Measure</th> <th data-bbox="808 380 1409 464">Definition</th> </tr> </thead> <tbody> <tr> <td data-bbox="602 464 808 716">Number of individuals reached</td> <td data-bbox="808 464 1409 716">The number of unique individuals who benefited from a core prevention and/or shelter diversion service during the time period identified. Count all members of a family separately.</td> </tr> </tbody> </table> <p>Current results include program-reported aggregate values and therefore it cannot be assumed that the total reflects a unique count of individuals.</p> <p>Current included programs</p> <ul data-bbox="649 905 1409 1692" style="list-style-type: none"> • Housing Help Centre HHC Core Client (Inclusions: all individuals served through a HHC program or service) • St Matthews House Housing Outreach Prevention Eviction for Seniors (HOPE) • Good Shepherd Staying Home Program (Women & Families) • CCAS Community Youth Housing Project • HRIC Indigenous Housing & Homelessness Supports and Services • City of Hamilton Housing Services – Rent Ready • City of Hamilton Housing Services – Housing Stability Benefit (HSB) • City of Hamilton Housing Services – Canada-Ontario Housing Benefit (COHB) • City of Hamilton Housing Services – Municipal Housing Allowance • City of Hamilton Housing Services – Rent Supplements • City of Hamilton Housing Services – Tenant Defence Fund Pilot <p>Additional comments about the data provided are documented below:</p> <p>CCAS Community Youth Housing Project: Includes new intakes to diversion program and immediate diversions not intaked by caseworker during specified time periods.</p>	Measure	Definition	Number of individuals reached	The number of unique individuals who benefited from a core prevention and/or shelter diversion service during the time period identified. Count all members of a family separately.
Measure	Definition				
Number of individuals reached	The number of unique individuals who benefited from a core prevention and/or shelter diversion service during the time period identified. Count all members of a family separately.				

	<p>Folks can receive light tough support for up to six months through the program. To avoid duplication, only new clients accessing diversion services were counted for each time period. Actual number of youth being supported in each time period is higher due to ongoing supports offered.</p> <p>City of Hamilton Housing Services – Housing Stability Benefit (HSB): Clients can be either homeless or at risk of homelessness.</p> <p>City of Hamilton Housing Services – Rent Ready: Rent Ready issued between Jan 1 to June 1 was limited. All clients have already been approved for HSB and have accessed HSB funds (sub population). Clients can be either homeless or at risk of homelessness.</p> <p>HRIC Indigenous Housing & Homelessness Supports and Services: HRIC services includes prevention work completed by the Indigenous Homelessness Navigators</p>
Calculation	Sum (Unique Individuals Reached per Program)
Data Source (including Standard Report name and location)	Program-reported As provided by the reporting program representative or City of Hamilton Housing Services Division representative
Limitations or Comments	<p>This result potentially overcounts the number of unique individuals reached across the homeless serving sector because individuals who receive service from various service providers within the reported time frame will be counted more than once in the aggregate result.</p> <p>Data for each reported time interval should not be added together for an annual total.</p> <p>Measures of reach do not consider the efficiency or effectiveness of the service provided.</p>
Change Log	Created June 2023
Date Last Revised	June 30, 2023

Measure PRV2	Number of households connected to a longer-term housing allowance, tenant fund, or rent supplement programs to maintain their housing
Intervention Alignment	Prevention
Rationale (Why is it important?)	Measures the quantity of desired service provided. It demonstrates how many households accessed the service within the timeframe.

Influencing Factors	<p>Measures of program service can be influenced by:</p> <ul style="list-style-type: none"> • programs funding allocation • available staffing complement • eligible population size • referral pathways and program access opportunities • data entry practices and reporting definitions 				
Interpretation	<p>Higher numbers represent more households served. This can be as a result of community need or increase program capacity or efficiencies.</p>				
Key Terms & Definitions (including Inclusions/ Exclusions)	<p>Each reporting program was asked to provide:</p> <table border="1" data-bbox="602 659 1409 1381"> <thead> <tr> <th data-bbox="602 659 938 743">Measure</th> <th data-bbox="938 659 1409 743">Definition</th> </tr> </thead> <tbody> <tr> <td data-bbox="602 743 938 1381"> <p>Number of households who were connected to a longer-term housing allowance or rent supplement program to maintain their housing</p> </td> <td data-bbox="938 743 1409 1381"> <p>The number of households who received support from the following programs:</p> <p>City of Hamilton Housing Services – Canada-Ontario Housing Benefit (COHB)</p> <p>City of Hamilton Housing Services – Municipal Housing Allowance</p> <p>City of Hamilton Housing Services – Rent Supplements</p> <p>City of Hamilton Housing Services – Tenant Defence Fund Pilot</p> </td> </tr> </tbody> </table> <p>Current results include program-reported aggregate values and therefore it cannot be assumed that the total reflects a unique count of households.</p> <p>Numbers are provided as of households and households include: Singles, Couples, and Families regardless of size Housing Allowances are temporary and not intended to be longer-term or permanent. They are typically a 5-year term.</p> <p>The process for allocating the rent subsidies varies depending on the funding source and only some of them are allocated to people directly experiencing homelessness. Some available subsidies have finite budgets and they can only be awarded when someone relinquishes one</p>	Measure	Definition	<p>Number of households who were connected to a longer-term housing allowance or rent supplement program to maintain their housing</p>	<p>The number of households who received support from the following programs:</p> <p>City of Hamilton Housing Services – Canada-Ontario Housing Benefit (COHB)</p> <p>City of Hamilton Housing Services – Municipal Housing Allowance</p> <p>City of Hamilton Housing Services – Rent Supplements</p> <p>City of Hamilton Housing Services – Tenant Defence Fund Pilot</p>
Measure	Definition				
<p>Number of households who were connected to a longer-term housing allowance or rent supplement program to maintain their housing</p>	<p>The number of households who received support from the following programs:</p> <p>City of Hamilton Housing Services – Canada-Ontario Housing Benefit (COHB)</p> <p>City of Hamilton Housing Services – Municipal Housing Allowance</p> <p>City of Hamilton Housing Services – Rent Supplements</p> <p>City of Hamilton Housing Services – Tenant Defence Fund Pilot</p>				

	<p>Numbers are provided as total numbers, not the number awarded each quarter as for some programs there would be little or no change month to month. Results reported for the Tenant Defence Fund Pilot do, however, represent all new clients.</p> <p>Current included programs</p> <ul style="list-style-type: none"> • City of Hamilton Housing Services – Canada-Ontario Housing Benefit (COHB) • City of Hamilton Housing Services – Municipal Housing Allowance <ul style="list-style-type: none"> ○ Includes Municipal Housing Allowance (PH), Hamilton Housing Benefit (HB), COVID Response Housing Benefit (CR) and IAH-E Housing First (HF) • City of Hamilton Housing Services – Rent Supplements • City of Hamilton Housing Services – Tenant Defence Fund Pilot
Calculation	Sum (Unique Individuals Reached per Program)
Data Source (including Standard Report name and location)	<p>Program-reported</p> <ul style="list-style-type: none"> • As provided by City of Hamilton Housing Services Division representative based on internal reporting
Limitations or Comments	<p>This result potentially overcounts the number of unique individuals reached across the homeless serving sector because individuals who receive service from various service providers within the reported time frame will be counted more than once in the aggregate result.</p> <p>Data for each reported time interval should not be added together for an annual total.</p> <p>Measures of reach or quantity do not consider the efficiency or effectiveness of the service provided.</p>
Change Log	Created June 2023
Date Last Revised	June 30, 2023

Measure PRV3	Number of individuals and/or households who received one-time financial assistance from a prevention program
Intervention Alignment	Prevention

Rationale (Why is it important?)	Measures the quantity of desired service provided. It demonstrates how many people accessed the service within the timeframe.				
Influencing Factors	Measures of program service can be influenced by: <ul style="list-style-type: none"> • programs funding allocation • available staffing complement • eligible population size • referral pathways and program access opportunities • data entry practices and reporting definitions 				
Interpretation	Higher numbers represent more people served. This can be as a result of community need or increase program capacity or efficiencies.				
Key Terms & Definitions (including Inclusions/ Exclusions)	<p>Each reporting program was asked to provide:</p> <table border="1" data-bbox="600 787 1404 1081"> <thead> <tr> <th data-bbox="600 787 933 871">Measure</th> <th data-bbox="933 787 1404 871">Definition</th> </tr> </thead> <tbody> <tr> <td data-bbox="600 871 933 1081">Number of individuals or households who received one-time financial assistance</td> <td data-bbox="933 871 1404 1081">The number of unique individuals or households who received any flex funds within the time period.</td> </tr> </tbody> </table> <p>Current results include program-reported aggregate values and therefore it cannot be assumed that the total reflects a unique count of households and/or individuals.</p> <p>Current included programs</p> <ul style="list-style-type: none"> • Housing Help Centre HHC Core Client (HELP Program only) • St Matthews House Housing Outreach Prevention Eviction for Seniors (HOPE) • Good Shepherd Staying Home Program (Women & Families) • CCAS Community Youth Housing Project • HRIC Indigenous Housing & Homelessness Supports and Services • City of Hamilton Housing Services – Rent Ready • City of Hamilton Housing Services – Housing Stability Benefit 	Measure	Definition	Number of individuals or households who received one-time financial assistance	The number of unique individuals or households who received any flex funds within the time period.
Measure	Definition				
Number of individuals or households who received one-time financial assistance	The number of unique individuals or households who received any flex funds within the time period.				
Calculation	Sum (Unique Individuals Reached per Program)				
Data Source	Program-reported As provided by the reporting program representative or City of Hamilton Housing Services Division representative				

(including Standard Report name and location)	
Limitations or Comments	<p>This result potentially overcounts the number of unique individuals reached across the homeless serving sector because individuals who receive service from various service providers within the reported time frame will be counted more than once in the aggregate result.</p> <p>Data for each reported time interval should not be added together for an annual total.</p> <p>Measures of reach or quantity do not consider the efficiency or effectiveness of the service provided.</p>
Change Log	Created June 2023
Date Last Revised	June 30, 2023

Measure PRV4	Total financial (dollars) one-time assistance provided from a prevention program	
Intervention Alignment	Prevention	
Rationale (Why is it important?)	Measures the quantity of desired service provided. It demonstrates how the amount of funds distributed within the timeframe.	
Influencing Factors	<p>Measures of program service can be influenced by:</p> <ul style="list-style-type: none"> • programs funding allocation • available staffing complement • eligible population size • referral pathways and program access opportunities • data entry practices and reporting definitions 	
Interpretation	Higher numbers represent more funds distributed. This can be as a result of community need or increase program capacity or efficiencies.	
Key Terms & Definitions (including Inclusions/ Exclusions)	Each reporting program, was asked to provide:	
	Measure	Definition
	Total financial (dollars) one-time assistance provided	The total dollar amount of flex funds distributed within the timeframe.

	<p>Current results include program-reported aggregate values and therefore it cannot be assumed that the total reflects a unique count of households and/or individuals.</p> <p>Current included programs</p> <ul style="list-style-type: none"> • Housing Help Centre HHC Core Client (HELP Program only) • St Matthews House Housing Outreach Prevention Eviction for Seniors (HOPE) • Good Shepherd Staying Home Program (Women & Families) • CCAS Community Youth Housing Project • HRIC Indigenous Housing & Homelessness Supports and Services • City of Hamilton Housing Services – Rent Ready • City of Hamilton Housing Services – Housing Stability Benefit <p>Additional comments about the data provided are documented below:</p> <p>CCAS Community Youth Housing Project: Includes direct financial support for/towards Last Month’s Rent, and gift cards provided directly to clients to obtain/maintain housing</p>
Calculation	Sum (Unique Individuals Reached per Service Provider Program)
Data Source (including Standard Report name and location)	<p>Program-reported</p> <p>As provided by the reporting program representative or City of Hamilton Housing Services Division representative</p>
Limitations or Comments	<p>This result potentially overcounts the number of unique individuals reached across the homeless serving sector because individuals who receive service from various service providers within the reported time frame will be counted more than once in the aggregate result.</p> <p>Data for each reported time interval should not be added together for an annual total.</p> <p>Measures of reach or quantity do not consider the efficiency or effectiveness of the service provided.</p>
Change Log	Created June 2023
Date Last Revised	June 30, 2023

DIVERSION PROGRAMS

Diversion programs concentrate efforts in ensuring alternative immediate housing arrangements are fully explored and supported where needed. These programs target those at-risk for homelessness.

This section includes diversion programs with City of Hamilton coordinated funding from:

- Government of Canada Reaching Home
- Province of Ontario Homeless Prevention Program (HPP)

This section includes combined results from the following programs:

- Good Shepherd Family Centre Diversion
- Good Shepherd Men’s Shelter Diversion
- Good Shepherd Women’s Shelter Diversion
- Mission Men's Shelter Diversion
- Salvation Army Men's Shelter Diversion
- HRIC Indigenous Housing & Homelessness Supports and Services

Measure DV1	Number of individuals/households reached by diversion programs	
Intervention Alignment	Diversion	
Rationale (Why is it important?)	Measures of reach illustrate the quantity of service provided. It demonstrates how many people accessed the service within the timeframe.	
Influencing Factors	Measures of program reach can be influenced by: <ul style="list-style-type: none"> • programs funding allocation • available staffing complement • eligible population size • referral pathways and program access opportunities • data entry practices and reporting definitions 	
Interpretation	Higher numbers represent more people served. This can be as a result of community need or increase program capacity or efficiencies.	
Key Terms & Definitions (including Inclusions/ Exclusions)	Each reporting program was asked to provide:	
	Measure	Definition

	Number of individuals reached	The number of unique individuals who benefited from a core prevention and/or shelter diversion service during the time period identified. Count all members of a family separately.
<p>Current results include program-reported aggregate values and therefore it cannot be assumed that the total reflects a unique count of households and/or individuals.</p> <p>Current included programs</p> <ul style="list-style-type: none"> • Good Shepherd Family Centre Diversion • Good Shepherd Men’s Shelter Diversion • Good Shepherd Women’s Shelter Diversion • Mission Men's Shelter Diversion • Salvation Army Men's Shelter Diversion <p>Additional comments about the data provided are documented below:</p> <ul style="list-style-type: none"> • Good Shepherd Women’s Shelter Diversion: Many of the individuals presenting for shelter space are experiencing absolute homelessness with limited diversion options. Increased safety concerns have reduced options for individuals when problem-solving alternative emergency placement options. 		
Calculation	Sum (Unique Individuals Reached per Program)	
Data Source (including Standard Report name and location)	Program-reported As provided by the reporting program representative or City of Hamilton Housing Services Division representative	
Limitations or Comments	<p>This result potentially overcounts the number of unique individuals reached across the homeless serving sector because individuals who receive service from various service providers within the reported time frame will be counted more than once in the aggregate result.</p> <p>Data for each reported time interval should not be added together for an annual total.</p> <p>Measures of reach do not consider the efficiency or effectiveness of the service provided.</p>	
Change Log	Created June 2023	
Date Last Revised	June 30, 2023	

Measure DV2	Number of individuals and/or households who received one-time financial assistance from a diversion program	
Intervention Alignment	Diversion	
Rationale (Why is it important?)	Measures the quantity of desired service provided. It demonstrates how many people accessed the service within the timeframe.	
Influencing Factors	Measures of program service can be influenced by: <ul style="list-style-type: none"> • programs funding allocation • available staffing complement • eligible population size • referral pathways and program access opportunities • data entry practices and reporting definitions 	
Interpretation	Higher numbers represent more people served. This can be as a result of community need or increase program capacity or efficiencies.	
Key Terms & Definitions (including Inclusions/ Exclusions)	Each reporting program was asked to provide:	
	Measure	Definition
	Number of individuals or households who received one-time financial assistance	The number of unique individuals or households who received any flex funds within the time period.
	<p>Current results include program-reported aggregate values and therefore it cannot be assumed that the total reflects a unique count of households and/or individuals.</p> <p>Current included programs</p> <ul style="list-style-type: none"> • Good Shepherd Family Centre Diversion • Good Shepherd Men’s Shelter Diversion • Good Shepherd Women’s Shelter Diversion • Mission Men’s Shelter Diversion • Salvation Army Men’s Shelter Diversion • HRIC Indigenous Housing & Homelessness Supports and Services 	
Calculation	Sum (Unique Individuals Reached per Program)	
Data Source	Program-reported	

(including Standard Report name and location)	As provided by the reporting program representative or City of Hamilton Housing Services Division representative
Limitations or Comments	<p>This result potentially overcounts the number of unique individuals reached across the homeless serving sector because individuals who receive service from various service providers within the reported time frame will be counted more than once in the aggregate result.</p> <p>Data for each reported time interval should not be added together for an annual total.</p> <p>Measures of reach do not consider the efficiency or effectiveness of the service provided.</p>
Change Log	Created June 2023
Date Last Revised	June 30, 2023

Measure DV3	Total financial (dollars) one-time assistance provided from a diversion program	
Intervention Alignment	Diversion	
Rationale (Why is it important?)	Measures the quantity of desired service provided. It demonstrates how the amount of funds distributed within the timeframe.	
Influencing Factors	<p>Measures of program service can be influenced by:</p> <ul style="list-style-type: none"> • programs funding allocation • available staffing complement • eligible population size • referral pathways and program access opportunities • data entry practices and reporting definitions 	
Interpretation	Higher numbers represent more funds distributed. This can be as a result of community need or increase program capacity or efficiencies.	
Key Terms & Definitions (including Inclusions/ Exclusions)	Each reporting program was asked to provide:	
	Measure	Definition
	Total financial (dollars) one-time assistance provided	The total dollar amount of flex funds distributed within the timeframe.

	<p>Current results include program-reported aggregate values and therefore it cannot be assumed that the total reflects a unique count of households and/or individuals.</p> <p>Current included programs</p> <ul style="list-style-type: none"> • Good Shepherd Family Centre Diversion • Good Shepherd Men’s Shelter Diversion • Good Shepherd Women’s Shelter Diversion • Mission Men's Shelter Diversion • Salvation Army Men's Shelter Diversion • HRIC Indigenous Housing & Homelessness Supports and Services <p>Additional comments about the data provided are documented below:</p> <p>Good Shepherd Women’s Shelter Diversion: Due to the urgency of the situation we were able to leverage resources on hand, offering soft supports to enable the individual to remain in-situ. Purchased ticket for the individual to relocate back home with family.</p>
Calculation	Sum (Unique Individuals Reached per Service Provider Program)
Data Source (including Standard Report name and location)	Program-reported As provided by the reporting program representative or City of Hamilton Housing Services Division representative
Limitations or Comments	<p>This result potentially overcounts the number of unique individuals reached across the homeless serving sector because individuals who receive service from various service providers within the reported time frame will be counted more than once in the aggregate result.</p> <p>Data for each reported time interval should not be added together for an annual total.</p> <p>Measures of reach do not consider the efficiency or effectiveness of the service provided.</p>
Change Log	Created June 2023
Date Last Revised	June 30, 2023

DROP-IN PROGRAMS

Drop-in programs provide services to meet basic needs and connect to additional housing resources and supports. These programs target individuals in need of support while unsheltered or to retain housing

This section includes drop-in programs with City of Hamilton coordinated funding from:

- Government of Canada Reaching Home
- Province of Ontario Homeless Prevention Program (HPP)
- City of Hamilton

This section includes combined results from the following programs:

- Mission Services Willow’s Place Drop In
- YWCA - Carole Anne’s Place
- Good Shepherd Notre Dame - Community Resource Centre Youth Prevention
- HRIC Indigenous Housing & Homelessness Supports and Services

Measure DI1	Number of individuals reached by drop-in programs
Intervention Alignment	Drop-in
Rationale (Why is it important?)	Measures of reach illustrate the quantity of service provided. It demonstrates how many people accessed the service within the timeframe.
Influencing Factors	Measures of program reach can be influenced by: <ul style="list-style-type: none"> • programs funding allocation • available staffing complement • eligible population size • referral pathways and program access opportunities • data entry practices
Interpretation	Higher numbers represent more people served. This can be as a result of community need or increase program capacity or efficiencies.
Key Terms & Definitions (including Inclusions/ Exclusions)	Current results include the combination of three data collection methods, Homeless Individuals and Families Information System (HIFIS 4.0), program-reported, and HRIC Excel Data Collection Tool summary and therefore it cannot be assumed that the total reflects a unique count of individuals.

Data collection methods are outlined below:

- **Homeless Individuals and Families Information System (HIFIS 4.0)**
 - Mission Services Willow’s Place Drop In
 - Good Shepherd Notre Dame - Community Resource Centre Youth Prevention
- **Program-reported**
 - YWCA - Carole Anne's Place
- **HRIC Excel Data Collection Tool**
 - HRIC Indigenous Housing & Homelessness Supports and Services

Homeless Individuals and Families Information System (HIFIS 4.0)

Counts of unique individuals are based on unique client IDs within the database. Limited ability to verify a homeless person’s identity may lead to duplicates with these counts.

A client is considered reached if they have at least one documented good or service-related interaction within the designated timeframe.

Drop-in programs are identified by the Organization/Service Provider ID associated with the housing placement support service record.

Excludes:

Clients who declined to provide Coordinated Access consent for data sharing within Homeless Individuals and Families Information System

Program-reported

As provided by the reporting program representative

HRIC Excel Data Collection Tool

Counts of monthly unique individuals accessing the drop-in are averaged to estimate the time interval totals (i.e. quarterly)

Calculation

Homeless Individuals and Families Information System (HIFIS 4.0)

Count (Unique Client IDs with at least one service provided by a drop-in program as identified by the service provider name and/or program assignment within the timeframe)

Program-reported

	As provided by the reporting program representative HRIC Excel Data Collection Tool Number of unique individuals accessed the Drop In [by month]/number of months
Data Source (including Standard Report name and location)	Homeless Individuals and Families Information System (HIFIS 4.0) Report: Drop-Ins Program Report (Without Programs) Or as provided by the reporting program representative Or as available from the HRIC Excel Data Collection Tool
Limitations or Comments	This result potentially overcounts the number of unique individuals reached across the homeless serving sector because individuals who receive service from various service providers within the reported time frame will be counted more than once in the aggregate result. Client counts within a timeframe should not be summed and interpreted as an annual total as it would be an overrepresentation of result. Measures of reach or quantity do not consider the efficiency or effectiveness of the service provided.
Change Log	Created June 2023
Date Last Revised	June 30, 2023

Measure DI2	Number of drop-in program interactions where individuals received support with their basic needs
Intervention Alignment	Drop In
Rationale (Why is it important?)	Measures of interactions illustrate the quantity of desired type of service provided. It demonstrates how many service interactions were provided within the timeframe of a particular type. Two fundamental components of drop-in service delivery are the provision of service related to basic needs and housing support. This measure quantifies the magnitude of service that is related to providing basic need support such as food and water distribution, clothing, etc.
Influencing Factors	Measures of program interactions can be influenced by: <ul style="list-style-type: none"> • programs funding allocation • available staffing complement • eligible population size

	<ul style="list-style-type: none"> • referral pathways and program access opportunities • data entry and reporting practices
Interpretation	<p>Higher numbers represent more interactions with people and/or service provided. This can be as a result of community need or increase program capacity or efficiencies.</p>
Key Terms & Definitions (including Inclusions/ Exclusions)	<p>Current results include the combination of three data collection methods, Homeless Individuals and Families Information System (HIFIS 4.0) and program-reported and HRIC Excel Data Collection Tool summary and therefore it cannot be assumed that the total reflects a unique count of individuals.</p> <p>Data collection methods are outlined below:</p> <ul style="list-style-type: none"> • Homeless Individuals and Families Information System (HIFIS 4.0) <ul style="list-style-type: none"> ○ Mission Services Willow's Place Drop In ○ Good Shepherd Notre Dame - Community Resource Centre Youth Prevention • Program-reported <ul style="list-style-type: none"> ○ YWCA - Carole Anne's Place • HRIC Excel Data Collection Tool <ul style="list-style-type: none"> ○ HRIC Indigenous Housing & Homelessness Supports and Services <p>Homeless Individuals and Families Information System (HIFIS 4.0)</p> <p>Client interactions count the number of different types of services provided to clients by Drop-in Programs.</p> <p>A client is considered reached if they have at least one documented good, service or group activity-related interaction within the designated timeframe.</p> <p>Drop-in programs are identified by the Organization/Service Provider ID associated with the good, service or group activity-related interaction.</p> <p>Goods, services and group activities provision classified as basic needs include:</p> <ul style="list-style-type: none"> • Appliance • Baby Supplies • Breakfast • Cleaning Supplies • Clothing

- Daily Visitors – Day Program
- Daily Visitors – Harm Reduction
- Daily Visitors – Health Clinic
- Daily Visitors – Resource Centre
- Daily Visitors – Shower Facilities
- Food
- Furniture
- Kitchen Supplies
- Linens
- Lunch
- Meal Hot/Cold
- School Supplies
- Supper
- Toiletries
- Toys
- Pharmaceutical Items (e.g. OTC, prescriptions)
- Photocopy / Fax Service
- Telephone - Long Distance
- Telephone - Local Private Line
- Transportation
- Rent Bank
- Health Care Services
- Meals
- Showers
- Transportation
- Laundry
- Petty Cash
- First Aid
- COVID Supplies
- Harm Reduction
- Health Referrals
- Electronics
- Computer / Internet Access
- Electronics Charging
- Gift Card
- Harm Reduction Supplies
- Heat / Cold Alert Supplies
- New Home Package
- Reproductive Health Supplies
- Substance Use Treatment Services Referral
- Snacks / Water
- First Aid Supplies
- Expenses - School Trips / Events
- Prenatal / Parenting

	<ul style="list-style-type: none"> • Other <p>Includes:</p> <p>Includes all Homeless Individuals and Families Information System client interactions including known clients and those who declined to provide Coordinated Access consent for data sharing within the Homeless Individuals and Families Information System who are captured as anonymous interactions.</p> <p>Program-reported</p> <p>As provided by the reporting program representative</p> <p>HRIC Excel Data Collection Tool</p> <p>Summed counts of reported number drop-in visits</p> <p>At this time all HRIC drop-in visits are assumed to be basic needs focused as there is currently no way to make the distinction in the existing data collection.</p>
Calculation	<p>Homeless Individuals and Families Information System (HIFIS 4.0)</p> <p>Count of (Service IDs and Group Activities Anonymous Counts) for interactions associated with Drop-in programs as identified by the Organization/ Service Provider ID within the timeframe)</p> <p>Program-report</p> <p>As provided by the reporting program representative</p> <p>HRIC Excel Data Collection Tool</p> <p>Sum (Number of times the Drop In was accessed this month: [by month])</p>
Data Source (including Standard Report name and location)	<p>Homeless Individuals and Families Information System (HIFIS 4.0)</p> <p>Report: Drop-Ins Program Report (Without Programs)</p> <p>Or as provided by the reporting program representative</p> <p>Or as available from the HRIC Excel Data Collection Tool</p>
Limitations or Comments	<p>The results represent a snapshot in time when the data was extracted, and it may vary from other sources based on the definitions and sources used. All data are subject to change.</p>
Change Log	<p>Created June 2023</p>
Date Last Revised	<p>June 30, 2023</p>

Measure DI3	Number of drop-in program interactions where individuals received support with their housing needs
Intervention Alignment	Drop In
Rationale (Why is it important?)	<p>Measures of interactions illustrate the quantity of desired type of service provided. It demonstrates how many service interactions were provided within the timeframe of a particular type.</p> <p>Two fundamental components of drop-in service delivery are the provision of service related to basic needs and housing support. This measure quantifies the magnitude of service that is related to providing housing need support such as supportive conversations, referrals to specific programs that may meet their needs, etc.</p>
Influencing Factors	<p>Measures of program interactions can be influenced by:</p> <ul style="list-style-type: none"> • programs funding allocation • available staffing complement • eligible population size • referral pathways and program access opportunities • data entry and reporting practices
Interpretation	Higher numbers represent more interactions with people and/or service provided. This can be as a result of community need or increase program capacity or efficiencies.
Key Terms & Definitions (including Inclusions/ Exclusions)	<p>Current results include the combination of three data collection methods, Homeless Individuals and Families Information System (HIFIS 4.0) and program-reported and HRIC Excel Data Collection Tool summary and therefore it cannot be assumed that the total reflects a unique count of individuals.</p> <p>Data collection methods are outlined below:</p> <ul style="list-style-type: none"> • Homeless Individuals and Families Information System (HIFIS 4.0) <ul style="list-style-type: none"> ○ Mission Services Willow’s Place Drop In ○ Good Shepherd Notre Dame - Community Resource Centre Youth Prevention • Program-reported <ul style="list-style-type: none"> ○ YWCA - Carole Anne's Place • HRIC Excel Data Collection Tool <ul style="list-style-type: none"> ○ HRIC Indigenous Housing & Homelessness Supports and Services

Homeless Individuals and Families Information System (HIFIS 4.0)

Client interactions count the number of different types of services provided to clients by Drop-in Programs.

A client is considered reached if they have at least one documented good, service or group activity-related interaction within the designated timeframe.

Drop-in programs are identified by the Organization/Service Provider ID associated with the good, service or group activity-related interaction.

Goods, services and group activities provision classified as housing needs include:

- Expenses - Application Fees
- Advocacy
- Expenses - Moving
- Contact Information
- Daily Visitors – Daytime Beds
- Daily Visitors – Overnight Stayers
- Group – Art
- Group – Budget/Finance
- Group – Employment
- Group – Housing
- Group – Life Skills
- Group Recreation/Social
- Expenses - Rent Deposit
- Expenses - Utility Deposit
- Expenses - Rental Arrears
- Expenses - Energy Arrears
- Employment
- Financial Aid
- Immigration Services
- Information & Referrals
- Resource Centre
- Social & Community Connections
- Support Groups
- Obtain I.D.
- Life Skills
- Community Support Referral
- Education / Skills Support
- Financial Management Support & Referral
- Housing Support & Referral
- Income Support & Referral
- Landlord Tenant Rights

	<ul style="list-style-type: none"> • Legal Support & Referrals • Mental Health Support & Referral • Obtain Bank Account • Shelter Referral • Supportive Conversation • VAW Referral <p>Includes:</p> <p>Includes all Homeless Individuals and Families Information System client interactions including known clients and those who declined to provide Coordinated Access consent for data sharing within the Homeless Individuals and Families Information System who are captured as anonymous interactions.</p> <p>Program-reported</p> <p>As provided by the reporting program representative</p> <p>HRIC Excel Data Collection Tool</p> <p>Summed counts of reported number drop-in visits</p>
Calculation	<p>Homeless Individuals and Families Information System (HIFIS 4.0)</p> <p>Count of (Service IDs and Group Activities Anonymous Counts) for interactions associated with Drop-in programs as identified by the Organization/ Service Provider ID within the timeframe)</p> <p>Program-report</p> <p>As provided by the reporting program representative</p> <p>HRIC Excel Data Collection Tool</p> <p>Summed counts of reported number drop-in visits</p> <p>At this time all HRIC drop-in visits are assumed to be basic needs focused as there is currently no way to make the distinction in the existing data collection.</p>
Data Source (including Standard Report name and location)	<p>Homeless Individuals and Families Information System (HIFIS 4.0)</p> <p>Report: Drop-Ins Program Report (Without Programs)</p> <p>Or as provided by the reporting program representative</p> <p>Or as available from the HRIC Excel Data Collection Tool</p>
Limitations or Comments	<p>The current data collection related to support with their housing needs within drop-in programs is limited. Housing Services Division is working with drop-in service providers to improve data collection. The current results exclude</p>

	<p>information from the HRIC's drop-in program due to limitations with their current data collection tool.</p> <p>The results represent a snapshot in time when the data was extracted, and it may vary from other sources based on the definitions and sources used. All data are subject to change.</p>
Change Log	Created June 2023
Date Last Revised	June 30, 2023

HOUSING FOCUSED STREET OUTREACH PROGRAM

Housing focused street outreach provides services to meet basic needs and connect to additional housing resources and supports. This program target individuals living unsheltered in the community.

This section includes outreach programs with City of Hamilton coordinated funding from:

- Province of Ontario Homeless Prevention Program (HPP)

This section includes combined results from the following programs:

- City of Hamilton Housing-Focused Street Outreach

Measure HFSO1	Number of unique individuals reached by the Housing-Focused Street Outreach program
Intervention Alignment	Housing-Focused Street Outreach
Rationale (Why is it important?)	Measures of reach illustrate the quantity of service provided. It demonstrates how many people accessed the service within the timeframe.
Influencing Factors	Measures of program reach can be influenced by: <ul style="list-style-type: none"> • programs funding allocation • available staffing complement • eligible population size • referral pathways and program access opportunities • data entry practices
Interpretation	Higher numbers represent more people served. This can be as a result of community need or increase program capacity or efficiencies.
Key Terms & Definitions (including Inclusions/ Exclusions)	<p>Counts of unique individuals are based on unique client IDs within the database. Limited ability to verify a homeless person’s identity may lead to duplicates with these counts.</p> <p>A client is considered reached if they have at least one documented good or service-related interaction within the designated timeframe.</p> <p>The Housing-Focused Street Outreach program is identified by the Organization/Service Provider ID associated with the good or service-related interaction.</p>

	<p>Excludes:</p> <p>Clients who declined to provide Coordinated Access consent for data sharing within Homeless Individuals and Families Information System.</p>
Calculation	Count (Unique Client IDs with at least one good or service provided by the Housing-Focused Street Outreach program as identified by the Organization/ Service Provider ID associated with the interaction within the timeframe)
Data Source (including Standard Report name and location)	<p>Homeless Individuals and Families Information System (HIFIS 4.0)</p> <p>Report: Housing Focused Street Outreach (HFSO) Program</p>
Limitations or Comments	<p>Unique client counts within a timeframe should not be summed and interpreted as an annual total as it would be an overrepresentation of result.</p> <p>The result undercounts the actual number of individuals that the Housing Focused Street Outreach team may have provided service to because client consent is required to enter personally identifying information into the database. This is consistent with privacy legislation and client-centered best practices.</p> <p>Measures of reach or quantity do not consider the efficiency or effectiveness of the service provided.</p> <p>The results represent a snapshot in time when the data was extracted, and it may vary from other sources based on the definitions and sources used. All data are subject to change.</p>
Change Log	Created May 2023
Date Last Revised	May 31, 2023

Measure HFSO2	Number of Housing-Focused Street Outreach program client interactions where individuals received support with their basic needs
Intervention Alignment	Housing-Focused Street Outreach
Rationale (Why is it important?)	Housing-focused outreach fulfills the goals of traditional outreach through the provision of support for basic health and safety needs, but with a greater emphasis on the need to work with people experiencing homelessness to develop and implement a housing plan.

	<p>Measures of interactions illustrate the quantity of desired type of service provided. It demonstrates how many service interactions were provided within the timeframe of a particular type.</p> <p>Two fundamental components of outreach service delivery are the provision of service related to basic needs and housing support. This measure quantifies the magnitude of service that is related to providing basic need support such as food and water distribution, clothing, etc.</p>
Influencing Factors	<p>Measures of program interactions can be influenced by:</p> <ul style="list-style-type: none"> • programs funding allocation • available staffing complement • eligible population size • referral pathways and program access opportunities • documentation categorization of the primary type of service provided
Interpretation	<p>Higher numbers represent more services provided but because a single client can receive multiple services it may not mean more clients were reached. Higher numbers can be as a result of community need or increase program capacity or efficiencies.</p>
Key Terms & Definitions (including Inclusions/ Exclusions)	<p>Client interactions count the number of different types of services provided to clients by the Housing-Focused Street Outreach program.</p> <p>A client is considered reached if they have at least one documented good or service-related interaction within the designated timeframe.</p> <p>The Housing-Focused Street Outreach programs is identified by the Organization/Service Provider ID associated with the good or service-related interaction.</p> <p>Goods and services provision classified as basic needs include:</p> <ul style="list-style-type: none"> • Appliance • Baby Supplies • Cleaning Supplies • Clothing • Food • Furniture • Kitchen Supplies • Linens

- School Supplies
- Toiletries
- Toys
- Pharmaceutical Items (e.g. OTC, prescriptions)
- Photocopy / Fax Service
- Telephone - Long Distance
- Telephone - Local Private Line
- Transportation
- Rent Bank
- Health Care Services
- Meals
- Showers
- Transportation
- Laundry
- Petty Cash
- First Aid
- COVID Supplies
- Harm Reduction
- Health Referrals
- Electronics
- Computer / Internet Access
- Electronics Charging
- Gift Card
- Harm Reduction Supplies
- Heat / Cold Alert Supplies
- New Home Package
- Reproductive Health Supplies
- Substance Use Treatment Services Referral
- Snacks / Water
- First Aid Supplies
- Expenses - School Trips / Events
- Prenatal / Parenting
- Other

Includes:

Includes all Homeless Individuals and Families Information System Clients client interactions including known clients and those who declined to provide Coordinated Access consent for data sharing within the Homeless Individuals and Families Information System who are captured as anonymous interactions.

Calculation

Count (Service IDs for interactions associated with Housing-Focused Street Outreach program as identified by the Organization/ Service Provider ID within the timeframe)

Data Source (including Standard Report name and location)	Homeless Individuals and Families Information System (HIFIS 4.0) Report: Housing Focused Street Outreach (HFSO) Program
Limitations or Comments	The results represent a snapshot in time when the data was extracted, and it may vary from other sources based on the definitions and sources used. All data are subject to change.
Change Log	Created May 2023
Date Last Revised	May 31, 2023

Measure HFSO3	Number of Housing-Focused Street Outreach program client interactions where individuals received support with their housing needs
Intervention Alignment	Housing-Focused Street Outreach
Rationale (Why is it important?)	<p>Housing-focused outreach fulfills the goals of traditional outreach through the provision of support for basic health and safety needs, but with a greater emphasis on the need to work with people experiencing homelessness to develop and implement a housing plan.</p> <p>Measures of interactions illustrate the quantity of desired type of service provided. It demonstrates how many service interactions were provided within the timeframe of a particular type.</p> <p>Two fundamental components of outreach service delivery are the provision of service related to basic needs and housing support. This measure quantifies the magnitude of service that is related to providing housing need support such as supportive conversations, client advocacy, referrals to specific programs that may meet their needs, etc.</p>
Influencing Factors	<p>Measures of program interactions can be influenced by:</p> <ul style="list-style-type: none"> • programs funding allocation • available staffing complement • eligible population size • referral pathways and program access opportunities • documentation categorization of the primary type of service provided
Interpretation	Higher numbers represent more services provided but because a single client can receive multiple services it

	<p>may not mean more clients were reached. Higher numbers can be as a result of community need or increase program capacity or efficiencies.</p>
<p>Key Terms & Definitions (including Inclusions/ Exclusions)</p>	<p>Client interactions count the number of different types of services provided to clients by the Housing-Focused Street Outreach program.</p> <p>A client is considered reached if they have at least one documented good or service-related interaction within the designated timeframe.</p> <p>The Housing-Focused Street Outreach programs is identified by the Organization/Service Provider ID associated with the good or service-related interaction.</p> <p>Goods and services provision classified as housing needs include:</p> <ul style="list-style-type: none"> • Expenses - Application Fees • Advocacy • Expenses - Moving • Contact Information • Expenses - Rent Deposit • Expenses - Utility Deposit • Expenses - Rental Arrears • Expenses - Energy Arrears • Employment • Financial Aid • Immigration Services • Information & Referrals • Resource Centre • Social & Community Connections • Support Groups • Obtain I.D. • Life Skills • Community Support Referral • Education / Skills Support • Financial Management Support & Referral • Housing Support & Referral • Income Support & Referral • Landlord Tenant Rights • Legal Support & Referrals • Mental Health Support & Referral • Obtain Bank Account • Shelter Referral • Supportive Conversation • VAW Referral

	<p>Includes:</p> <p>Includes all Homeless Individuals and Families Information System Clients client interactions including known clients and those who declined to provide Coordinated Access consent for data sharing within the Homeless Individuals and Families Information System who are captured as anonymous interactions.</p>
Calculation	Count (Service IDs for interactions associated with Housing-Focused Street Outreach program as identified by the Organization/ Service Provider ID within the timeframe)
Data Source (including Standard Report name and location)	<p>Homeless Individuals and Families Information System (HIFIS 4.0)</p> <p>Report: Housing Focused Street Outreach (HFSO) Program</p>
Limitations or Comments	The results represent a snapshot in time when the data was extracted, and it may vary from other sources based on the definitions and sources used. All data are subject to change.
Change Log	Created May 2023
Date Last Revised	May 31, 2023

EMERGENCY SHELTER – EARLY INTERVENTION SUPPORTS

Emergency Shelter – Early Intervention Supports programs provides individuals/ households with intensive and targeted supports to find alternative or stable housing arrangements within 14 days or less of their emergency shelter stay. These programs target individuals in need of emergency shelter for up to 14 days.

This section includes drop-in programs with City of Hamilton coordinated funding from:

- Government of Canada Reaching Home

This section includes combined results from the following programs:

- Good Shepherd Men’s Early Intervention
- Mission Men’s Early Intervention
- Salvation Army Men’s Early Intervention

Measure ESEI1	Number of unique individuals reached by the emergency shelter early intervention programs (i.e. received targeted housing supports within the first 14 days)
Intervention Alignment	Emergency Shelter – Early Intervention Supports
Rationale (Why is it important?)	Measures of reach illustrate the quantity of service provided. It demonstrates how many people accessed the service within the timeframe.
Influencing Factors	Measures of program reach can be influenced by: <ul style="list-style-type: none"> • programs funding allocation • available staffing complement • eligible population size • referral pathways and program access opportunities
Interpretation	Higher numbers represent more people served. This can be as a result of community need or increase program capacity or efficiencies.
Key Terms & Definitions (including Inclusions/ Exclusions)	Counts of unique individuals are based on unique client IDs within the database. Limited ability to verify a homeless person’s identity may lead to duplicates with these counts.

	<p>A client is considered reached if they have a documented case open with the goal “Early Intervention” within the designated timeframe.</p> <p>The Emergency Shelter – Early Intervention Supports program is identified by the Organization/Service Provider ID and case goal associated with the case in HIFIS.</p> <p>Excludes:</p> <p>Clients who declined to provide Coordinated Access consent for data sharing within Homeless Individuals and Families Information System.</p>
Calculation	Count (Unique Client IDs with at least one case with the goal “Early Intervention” open with an Emergency Shelter – Early Intervention Supports program as identified by the service provider name and case information within the timeframe)
Data Source (including Standard Report name and location)	Homeless Individuals and Families Information System (HIFIS 4.0) Report: Early Intervention Pilot Case List
Limitations or Comments	<p>Unique client counts within a timeframe should not be summed and interpreted as an annual total as it would be an overrepresentation of result.</p> <p>The result undercounts the actual number of individuals that the shelter provider may have provided service to because client consent is required to enter personally identifying information into the database. This is consistent with privacy legislation and client-centered best practices.</p> <p>Measures of reach or quantity do not consider the efficiency or effectiveness of the service provided.</p> <p>The results represent a snapshot in time when the data was extracted, and it may vary from other sources based on the definitions and sources used. All data are subject to change.</p>
Change Log	Created June 2023
Date Last Revised	June 30, 2023

EMERGENCY SHELTER

Emergency shelter programs provides individuals/ households with short-term emergency shelter to meet their basic needs (bed, meals, etc.) and support with resources to locate and secure stable housing. These programs target individuals in need of emergency shelter for up to 30 days

This section includes drop-in programs with City of Hamilton coordinated funding from:

- Province of Ontario Homeless Prevention Program (HPP)
- City of Hamilton

This section includes combined results from the following programs:

- Good Shepherd Family Centre
- Good Shepherd Mary’s Place
- Good Shepherd Men’s
- Good Shepherd Notre Dame Youth
- Good Shepherd Cathedral – Women (closed within the reporting period)
- Good Shepherd West Ave – Women (temporary)
- Mission Services Men’s
- Mission Services Emma’s Place
- Salvation Army Booth
- SJHH Womankind
- Emergency Overflow – Hotel (temporary)

Measure ES1	Number of unique individuals provided with an emergency shelter bed/room when needed - overall (unique shelter stayers)
Intervention Alignment	Emergency Shelter
Rationale (Why is it important?)	Measures of reach illustrate the quantity of service provided. It demonstrates how many people accessed the service within the timeframe.
Influencing Factors	Measures of program reach can be influenced by: <ul style="list-style-type: none"> • programs funding allocation • available staffing complement • eligible population size • referral pathways and program access opportunities

Interpretation	Higher numbers represent more people served. This can be as a result of community need or increase program capacity or efficiencies.
Key Terms & Definitions (including Inclusions/ Exclusions)	<p>Counts of unique individuals are based on unique client IDs within the database. Limited ability to verify a homeless person’s identity may lead to duplicates with these counts.</p> <p>A client is considered to have been provided with an emergency shelter bed/room when needed if they had at least one documented Admissions stay within the designated timeframe.</p> <p>The Emergency Shelter program is identified by the Organization/Service Provider ID associated with the Admissions stay in HIFIS. This measure includes all permanent emergency shelters, temporary emergency shelters (i.e. those approved temporary operational funding), and hotel overflow shelters.</p> <p>Includes all individuals with a documented stay in HIFIS that was in either a city-funded or non-city funded bed. Typically, Emergency Shelters have a small number of beds that are not funded by the City. Sometimes it could also be someone staying briefly in a hallway or office space. It is at the discretion of each service provider to record stays in these beds/locations.</p> <p>Excludes:</p> <p>Clients who declined to provide Coordinated Access consent for data sharing within Homeless Individuals and Families Information System.</p> <p>Non-city funded stays not documented in HIFIS</p>
Calculation	Count (Unique Client IDs with at least one Admissions stay with an Emergency Shelter program as identified by the Organization/ Service Provider ID associated with the interaction within the timeframe)
Data Source (including Standard Report name and location)	<p>Homeless Individuals and Families Information System (HIFIS 4.0)</p> <p>Report: Emergency Shelters Program Report</p>
Limitations or Comments	<p>Unique client counts within a timeframe should not be summed and interpreted as an annual total as it would be an overrepresentation of result.</p> <p>The result undercounts the actual number of individuals that the shelter provider may have provided service to</p>

	<p>because client consent is required to enter personally identifying information into the database. This is consistent with privacy legislation and client-centered best practices.</p> <p>Measures of reach or quantity do not consider the efficiency or effectiveness of the service provided.</p> <p>The results represent a snapshot in time when the data was extracted, and it may vary from other sources based on the definitions and sources used. All data are subject to change.</p>
Change Log	Created June 2023
Date Last Revised	June 30, 2023

Measure ES1a	Number of unique individuals provided with an emergency shelter bed/room when needed - through permanent emergency shelter spaces (unique shelter stayers)
Intervention Alignment	Emergency Shelter
Rationale (Why is it important?)	Measures of reach illustrate the quantity of service provided. It demonstrates how many people accessed the service within the timeframe.
Influencing Factors	<p>Measures of program reach can be influenced by:</p> <ul style="list-style-type: none"> • programs funding allocation • available staffing complement • eligible population size • referral pathways and program access opportunities
Interpretation	Higher numbers represent more people served. This can be as a result of community need or increase program capacity or efficiencies.
Key Terms & Definitions (including Inclusions/ Exclusions)	<p>Counts of unique individuals are based on unique client IDs within the database. Limited ability to verify a homeless person’s identity may lead to duplicates with these counts.</p> <p>A client is considered to have been provided with an emergency shelter bed/room when needed if they had at least one documented Admissions stay within the designated timeframe.</p> <p>The Emergency Shelter program is identified by the Organization/Service Provider ID associated with the</p>

	<p>Admissions stay in HIFIS. This measure includes only permanent emergency shelters.</p> <p>Excludes:</p> <p>Clients who declined to provide Coordinated Access consent for data sharing within Homeless Individuals and Families Information System.</p>
Calculation	Count (Unique Client IDs with at least one Admissions stay with an Emergency Shelter program as identified by the Organization/ Service Provider ID associated with the interaction within the timeframe)
Data Source (including Standard Report name and location)	<p>Homeless Individuals and Families Information System (HIFIS 4.0)</p> <p>Report: Emergency Shelters Program Report</p>
Limitations or Comments	<p>Unique client counts within a timeframe should not be summed and interpreted as an annual total as it would be an overrepresentation of result.</p> <p>The result undercounts the actual number of individuals that the shelter provider may have provided service to because client consent is required to enter personally identifying information into the database. This is consistent with privacy legislation and client-centered best practices.</p> <p>Measures of reach or quantity do not consider the efficiency or effectiveness of the service provided.</p> <p>The results represent a snapshot in time when the data was extracted, and it may vary from other sources based on the definitions and sources used. All data are subject to change.</p>
Change Log	Created June 2023
Date Last Revised	June 30, 2023

Measure ES1b	Number of unique individuals provided with an emergency shelter bed/room when needed - through overflow spaces made available as demand fluctuated (unique shelter stayers)
Intervention Alignment	Emergency Shelter
Rationale (Why is it important?)	Measures of reach illustrate the quantity of service provided. It demonstrates how many people accessed the service within the timeframe.

Influencing Factors	Measures of program reach can be influenced by: <ul style="list-style-type: none"> • programs funding allocation • available staffing complement • eligible population size • referral pathways and program access opportunities
Interpretation	Higher numbers represent more people served. This can be as a result of community need or increase program capacity or efficiencies.
Key Terms & Definitions (including Inclusions/ Exclusions)	<p>Counts of unique individuals are based on unique client IDs within the database. Limited ability to verify a homeless person’s identity may lead to duplicates with these counts.</p> <p>A client is considered to have been accommodated through an overflow space if they had at least one documented Admissions stay with an Emergency Shelter Overflow program within the designated timeframe.</p> <p>The Emergency Shelter Overflow program is identified by the Organization/Service Provider ID associated with the Admissions stay in HIFIS. This measure only includes temporary emergency shelters (i.e. those approved temporary operational funding) and hotel overflow shelters.</p> <p>Excludes:</p> <p>Clients who declined to provide Coordinated Access consent for data sharing within Homeless Individuals and Families Information System.</p>
Calculation	Count (Unique Client IDs with at least one Admissions stay with an Emergency Shelter Overflow program as identified by the Organization/ Service Provider ID associated with the interaction within the timeframe)
Data Source (including Standard Report name and location)	Homeless Individuals and Families Information System (HIFIS 4.0) Report: Emergency Shelters Program Report
Limitations or Comments	<p>Unique client counts within a timeframe should not be summed and interpreted as an annual total as it would be an overrepresentation of result.</p> <p>The result undercounts the actual number of individuals that the shelter provider may have provided service to because client consent is required to enter personally identifying information into the database. This is</p>

	<p>consistent with privacy legislation and client-centered best practices.</p> <p>Measures of reach or quantity do not consider the efficiency or effectiveness of the service provided.</p> <p>The results represent a snapshot in time when the data was extracted, and it may vary from other sources based on the definitions and sources used. All data are subject to change.</p>
Change Log	Created June 2023
Date Last Revised	June 30, 2023

Measure ES2	Number of unique individuals who received support with their housing needs
Intervention Alignment	Emergency Shelter
Rationale (Why is it important?)	
Influencing Factors	
Interpretation	
Key Terms & Definitions (including Inclusions/ Exclusions)	
Calculation	
Data Source (including Standard Report name and location)	
Limitations or Comments	
Change Log	Under development
Date Last Revised	

TRANSITIONAL HOUSING PROGRAMS

Transitional housing programs provides place-based time-limited support designed to move individuals to independent living or permanent housing. The length of stay is typically less than one year for adults and up to two years for youth. These programs target individuals with low to mid acuity in need of temporary place-based supports.

This section includes transitional housing programs with City of Hamilton coordinated funding from:

- Province of Ontario Homeless Prevention Program (HPP)
- Government of Canada Reaching Home
- City of Hamilton

This section includes combined results from the following programs:

- Wesley Youth Housing
- YWCA – Transitional Living Program

Measure TH1	Number of unique individuals reached by transitional housing programs
Intervention Alignment	Transitional Housing
Rationale (Why is it important?)	Measures of reach illustrate the quantity of service provided. It demonstrates how many people accessed the service within the timeframe.
Influencing Factors	Measures of program reach can be influenced by: <ul style="list-style-type: none"> • programs funding allocation • available staffing complement • eligible population size • referral pathways and program access opportunities
Interpretation	Higher numbers represent more people served. This can be as a result of community need or increase program capacity or efficiencies.
Key Terms & Definitions (including Inclusions/ Exclusions)	Counts of unique individuals are based on unique client IDs within the database. Limited ability to verify a homeless person’s identity may lead to duplicates with these counts. A client is considered reached if they have if they had at least one documented Admissions stay with a transitional living program within the designated timeframe.

	<p>Transitional housing programs are identified by the Organization/Service Provider ID associated with the Admissions service record.</p> <p>Excludes:</p> <p>Clients who declined to provide Coordinated Access consent for data sharing within Homeless Individuals and Families Information System.</p>
Calculation	Count (Unique Client IDs with at least one documented Admissions stay record open with a transitional housing program as identified by the Organization/ Service Provider ID associated with the interaction within the timeframe)
Data Source (including Standard Report name and location)	Homeless Individuals and Families Information System (HIFIS 4.0) Report: Emergency Shelters Program Report
Limitations or Comments	<p>Unique client counts within a timeframe should not be summed and interpreted as an annual total as it would be an overrepresentation of result.</p> <p>The result undercounts the actual number of individuals that the transitional programs may have provided service to because client consent is required to enter personally identifying information into the database. This is consistent with privacy legislation and client-centered best practices.</p> <p>Measures of reach or quantity do not consider the efficiency or effectiveness of the service provided.</p> <p>The results represent a snapshot in time when the data was extracted, and it may vary from other sources based on the definitions and sources used. All data are subject to change.</p>
Change Log	Created June 2023
Date Last Revised	June 30, 2023

Measure TH2	Number (and percent) of unique individuals placed into more stable housing by the end of their stay in the transitional living situation
Intervention Alignment	Transitional Housing

Rationale (Why is it important?)	This measure illustrates the outcomes of the program. It demonstrates how many people from the program were successfully moved into housing.
Influencing Factors	<p>Relative (i.e. percent) measures of program outcomes can be influenced by:</p> <ul style="list-style-type: none"> • programs funding allocation • available staffing complement • program model fidelity • appropriate housing availability
Interpretation	<p>Should be interpreted as, of all the clients who were provided service from a transitional living program within the timeframe, how many were successfully moved into stable housing.</p> <p>Number: Higher numbers represent more people successfully exiting the program. This can be as a result of increased program capacity or efficiencies or more people with successful outcomes.</p> <p>Percent: Higher numbers represent more people successfully exiting the program relative to the size of the population served.</p>
Key Terms & Definitions (including Inclusions/ Exclusions)	<p>Current results include the combination of two data collection methods, Homeless Individuals and Families Information System (HIFIS 4.0) and program-reported and therefore it cannot be assumed that the total reflects a unique count of individuals</p> <p>Data collection methods are outlined below:</p> <ul style="list-style-type: none"> • Homeless Individuals and Families Information System (HIFIS 4.0) <ul style="list-style-type: none"> ○ Wesley Youth Housing • Program-reported <ul style="list-style-type: none"> ○ YWCA – Transitional Living Program <p>Homeless Individuals and Families Information System (HIFIS 4.0)</p> <p>Counts of unique individuals are based on unique client IDs within the database. Limited ability to verify a homeless person’s identity may lead to duplicates with these counts.</p> <p>Placed into more stable housing by the end of their stay is determined by housing placement move in record.</p> <p>Transitional housing programs are identified by the Organization/Service Provider ID associated with the housing placement support service record.</p>

	<p>Excludes:</p> <p>Clients who declined to provide Coordinated Access consent for data sharing within Homeless Individuals and Families Information System</p> <p>Program-reported</p> <p>As provided by the reporting program representative</p>
<p>Calculation</p>	<p>Number</p> <p>Count (Unique Client IDs with at least one housing placement support record and having its status updated to “Moved In” with a transitional housing program as identified by the Organization/ Service Provider ID associated with the interaction within the timeframe)</p> <p>Percent</p> <p>Count (Unique Client IDs with at least one housing placement support record and having its status updated to “Moved In” with a transitional housing program as identified by the Organization/ Service Provider ID associated with the interaction within the timeframe)</p> <hr/> <p>Count (Unique Client IDs with at least one active housing placement support record open with a transitional housing program as identified by the Organization/ Service Provider ID associated with the interaction within the timeframe) X100</p> <p>Program-reported</p> <p>As provided by the reporting program representative</p>
<p>Data Source (including Standard Report name and location)</p>	<p>Homeless Individuals and Families Information System (HIFIS 4.0)</p> <p>Report: Housing Programs – Program Report</p> <p>Or as provided by the reporting program representative</p>
<p>Limitations or Comments</p>	<p>Unique client counts within a timeframe should not be summed and interpreted as an annual total as it would be an overrepresentation of result.</p> <p>The result undercounts the actual number of individuals that the transitional programs may have provided service to because client consent is required to enter personally identifying information into the database. This is</p>

	<p>consistent with privacy legislation and client-centered best practices.</p> <p>The results represent a snapshot in time when the data was extracted, and it may vary from other sources based on the definitions and sources used. All data are subject to change.</p>
Change Log	Created June 2023
Date Last Revised	June 30, 2023

Measure TH4	Number (and percent) of unique individuals supported by transitional living program who returned to homelessness
Intervention Alignment	Transitional Housing
Rationale (Why is it important?)	
Influencing Factors	
Interpretation	
Key Terms & Definitions (including Inclusions/ Exclusions)	
Calculation	
Data Source (including Standard Report name and location)	
Limitations or Comments	
Change Log	Under development
Date Last Revised	

RAPID REHOUSING PROGRAMS

Rapid rehousing (RRH) programs provide case management and housing support for mid acuity participants facing long-term homelessness (chronic homelessness). The length of the intervention is up to 12 months. These programs target individuals with mid acuity and supports to help them quickly exit homelessness.

This section includes RRH programs with City of Hamilton coordinated funding from:

- Government of Canada Reaching Home

This section includes combined results from the following programs:

- Good Shepherd Reaching Home (Families, Women)
- Mission Services Housing Up!

Measure RRH1	Number of unique individuals reached by rapid rehousing programs
Intervention Alignment	Rapid Rehousing
Rationale (Why is it important?)	Measures of reach illustrate the quantity of service provided. It demonstrates how many people accessed the service within the timeframe.
Influencing Factors	Measures of program reach can be influenced by: <ul style="list-style-type: none"> • programs funding allocation • available staffing complement • eligible population size • referral pathways and program access opportunities
Interpretation	Higher numbers represent more people served. This can be as a result of community need or increase program capacity or efficiencies.
Key Terms & Definitions (including Inclusions/ Exclusions)	<p>Counts of unique individuals are based on unique client IDs within the database. Limited ability to verify a homeless person’s identity may lead to duplicates with these counts.</p> <p>A client is considered reached if they have at least one documented housing placement support record within the designated timeframe.</p> <p>Rapid rehousing programs are identified by the Organization/Service Provider ID associated with the housing placement support service record.</p>

	<p>Excludes:</p> <p>Clients who declined to provide Coordinated Access consent for data sharing within Homeless Individuals and Families Information System.</p>
Calculation	Count (Unique Client IDs with at least one active housing placement record open with a rapid rehousing program as identified by the Organization/ Service Provider ID associated with the interaction within the timeframe)
Data Source (including Standard Report name and location)	Homeless Individuals and Families Information System (HIFIS 4.0) Report: Housing Programs – Program Report
Limitations or Comments	<p>Unique client counts within a timeframe should not be summed and interpreted as an annual total as it would be an overrepresentation of result.</p> <p>The result undercounts the actual number of individuals that the rapid rehousing programs may have provided service to because client consent is required to enter personally identifying information into the database. This is consistent with privacy legislation and client-centered best practices.</p> <p>Measures of reach or quantity do not consider the efficiency or effectiveness of the service provided.</p> <p>The results represent a snapshot in time when the data was extracted, and it may vary from other sources based on the definitions and sources used. All data are subject to change.</p>
Change Log	Created June 2023
Date Last Revised	June 30, 2023

Measure RRH2	Combined Caseload ratio
Intervention Alignment	Rapid Rehousing
Rationale (Why is it important?)	<p>Caseloads refer to the number of clients assigned to an individual worker in a given time period. The job of case manager is difficult and complex and their capacity to provide individualized person-centred supports to clients is critical to successful outcomes. Caseload ratios illustrate operational burden, allow for assessment against industry benchmarks or contractual obligations, and provide context to the outcome measure results of a program.</p>

Influencing Factors	<p>Caseload ratios can be influenced by:</p> <ul style="list-style-type: none"> • programs funding allocation • available staffing or staff turnover • referral pathways and program access opportunities • local availability of qualified staff and job market competitiveness • organizational operations • data entry practices
Interpretation	Higher numbers represent staff managing more clients at a time.
Key Terms & Definitions (including Inclusions/ Exclusions)	<p>Caseload ratio the number of clients to the number of staff.</p> <p>Total staffing complements are based on the number of full time employees (FTEs) outlined in the Schedule C (Labour Costs) section of each program’s contract.</p> <p>The number of clients is based on the number of clients reached (see measure RRH1 for definition).</p>
Calculation	<p>Sum (Unique Client IDs with at least one housing placement record as identified by the Organization/ Service Provider ID associated with the interaction for all current Rapid Rehousing programs within the timeframe)</p> <p>÷</p> <p>Sum (FTEs for all current Rapid Rehousing programs based on 2023 Program Contracts)</p>
Data Source (including Standard Report name and location)	<p>Homeless Individuals and Families Information System (HIFIS 4.0)</p> <p>Report: Housing Programs – Program Report and</p> <p>Program Contracts (2022-23 and 2023-24) – Schedule Cs</p>
Limitations or Comments	<p>Staffing levels and capacity can fluctuate due to hiring and onboarding processes during the time period and therefore not always consistent with the contractual FTE allocation.</p> <p>Caseloads may not accurately reflect workloads. More complex client situations may require more time and effort from staff.</p> <p>The results represent a snapshot in time when the data was extracted, and it may vary from other sources based</p>

	<p>on the definitions and sources used. All data are subject to change.</p> <p>Some programs operate with a mixed caseload and each staff person has both Rapid Rehousing and Intensive Case Management cases.</p>
Change Log	Created June 2023
Date Last Revised	June 30, 2023

Measure RRH3	Number (and percent) of unique individuals reached who were placed into more stable housing
Intervention Alignment	Rapid Rehousing
Rationale (Why is it important?)	This measure illustrates the outcomes of the program. It demonstrates how many people successfully exited homelessness as a result of program support
Influencing Factors	<p>Relative (i.e. percent) measures of program outcomes can be influenced by:</p> <ul style="list-style-type: none"> • programs funding allocation • available staffing complement • program model fidelity • appropriate housing availability
Interpretation	<p>Should be interpreted as, of all the clients who were provided service from a rapid rehousing program within the timeframe, how many were successfully moved into stable housing (with ongoing supports). The move in could have taken place during or before the period.</p> <p>Number: Higher numbers represent more people successfully exiting homelessness. This can be as a result of increased program capacity or efficiencies or more people with successful outcomes.</p> <p>Percent: Higher numbers represent more people successfully exiting homelessness relative to the size of the population served.</p> <p>The balance of clients reached have their housing search ongoing.</p>
Key Terms & Definitions (including Inclusions/ Exclusions)	Counts of unique individuals are based on unique client IDs within the database. Limited ability to verify a homeless person’s identity may lead to duplicates with these counts.

	<p>Placed into more stable housing and exited homelessness determined by housing placement move in record.</p> <p>Rapid rehousing programs are identified by the Organization/Service Provider ID associated with the housing placement support service record.</p> <p>Excludes:</p> <p>Clients who declined to provide Coordinated Access consent for data sharing within Homeless Individuals and Families Information System</p>
<p>Calculation</p>	<p>Number</p> <p>Count (Unique Client IDs with at least one housing placement record having its status as or updated to “Moved In” with a rapid rehousing program as identified by the Organization/ Service Provider ID associated with the interaction within the timeframe)</p> <p>Percent</p> <p>Count (Unique Client IDs with at least one housing placement record having its status as or updated to “Moved In” with a rapid rehousing program as identified by the Organization/ Service Provider ID associated with the interaction within the timeframe) _____ X100</p> <p>Count (Unique Client IDs with at least one active housing placement record open with a rapid rehousing program as identified by the Organization/ Service Provider ID associated with the interaction within the timeframe)</p>
<p>Data Source (including Standard Report name and location)</p>	<p>Homeless Individuals and Families Information System (HIFIS 4.0)</p> <p>Report: Housing Programs – Program Report</p>
<p>Limitations or Comments</p>	<p>Unique client counts within a timeframe should not be summed and interpreted as an annual total as it would be an overrepresentation of result.</p> <p>The result undercounts the actual number of individuals that the transitional programs may have provided service to because client consent is required to enter personally identifying information into the database. This is consistent with privacy legislation and client-centered best practices.</p>

	<p>The results represent a snapshot in time when the data was extracted, and it may vary from other sources based on the definitions and sources used. All data are subject to change.</p> <p>Total Includes both individuals housed during the period as well as those housed prior to the start of the period and are still being supported to sustain their housing.</p>
Change Log	Created June 2023
Date Last Revised	June 30, 2023

Measure RRH4	Number (and percent) of unique individuals supported by a rapid rehousing program who returned to homelessness after being housed (as per staff follow up)
Intervention Alignment	Rapid Rehousing
Rationale (Why is it important?)	This measure illustrates the outcomes of the program. It demonstrates how many did not successfully maintain more stable housing.
Influencing Factors	<p>Relative (i.e. percent) measures of program outcomes can be influenced by:</p> <ul style="list-style-type: none"> • programs funding allocation • available staffing complement • program model fidelity • appropriate housing availability
Interpretation	<p>Should be interpreted as, of all the clients who were provided service from a rapid rehousing program within the timeframe and were placed into more stable housing (as identified by the housing placement record having its status as “Moved In”), how many did not remain housed while still receiving ongoing supports.</p> <p>Number: Higher numbers represent more people returning to homelessness.</p> <p>Percent: Higher numbers represent more people returning to homelessness relative to the size of the population housed.</p> <p>The balance of clients housed are either still housed and exited the program, still housed and receiving ongoing program supports, declined follow-up, or unable to contact.</p>

Key Terms & Definitions (including Inclusions/ Exclusions)	<p>Counts of unique individuals are based on unique client IDs within the database. Limited ability to verify a homeless person’s identity may lead to duplicates with these counts.</p> <p>Returned to homelessness is determined by the housing placement “End Date”, “Moved In” status, and “Final Follow-Up” record. A client is considered to have returned to homelessness if at the time during a check in with the rapid re-housing program, staff end the housing placement with a “Final Follow-Up” record and classify the client as “No Longer Housed”.</p> <p>Rapid rehousing programs are identified by the Organization/Service Provider ID associated with the housing placement support service record.</p> <p>Excludes:</p> <p>Clients who declined to provide Coordinated Access consent for data sharing within Homeless Individuals and Families Information System</p>
Calculation	<p>Number</p> <p>Count (Unique Client IDs with at least one housing placement record having a status of “Moved In” with a Rapid Rehousing program as identified by the Organization/ Service Provider ID associated with the interaction within the timeframe and also have a Final Follow Up record that identifies the client as No Longer Housed in the dropdown field “Client Still Housed”)</p> <p>Percent</p> <p>Count (Unique Client IDs with at least one housing placement record having a status of “Moved In” with a Rapid Rehousing program as identified by the Organization/ Service Provider ID associated with the interaction within the timeframe and also have a Final Follow Up record that identifies the client as No Longer Housed in the dropdown field “Client Still Housed”) X100</p> <hr/> <p>Count (Unique Client IDs with at least one housing placement record having its status updated to “Moved In” with a rapid rehousing program as identified by the Organization/ Service Provider ID associated with the interaction within the timeframe)</p>

Data Source (including Standard Report name and location)	Homeless Individuals and Families Information System (HIFIS 4.0) Report: Housing Programs – Program Report
Limitations or Comments	<p>Current definition uses documented staff follow-ups to determine status within the database. This is in alignment with Reaching Home Results reporting. Exploration is underway to assess if a more comprehensive definition is possible.</p> <p>Unique client counts within a timeframe should not be summed and interpreted as an annual total as it would be an overrepresentation of result.</p> <p>The result undercounts the actual number of individuals that the rapid rehousing programs may have provided service to because client consent is required to enter personally identifying information into the database. This is consistent with privacy legislation and client-centered best practices.</p> <p>The results represent a snapshot in time when the data was extracted, and it may vary from other sources based on the definitions and sources used. All data are subject to change.</p>
Change Log	Created June 2023
Date Last Revised	June 30, 2023

Measure RRH4	Number (and percent) of unique individuals supported by a rapid rehousing program who successfully exited the program (i.e., individual able to live independently without ongoing case supports as per staff follow up)
Intervention Alignment	Rapid Rehousing
Rationale (Why is it important?)	This measure illustrates the longer-term outcomes of the program. It demonstrates how many people successfully exiting homelessness and remained housed after they had exited the program.
Influencing Factors	<p>Relative (i.e. percent) measures of program outcomes can be influenced by:</p> <ul style="list-style-type: none"> • programs funding allocation • available staffing complement • program model fidelity • appropriate housing availability

Interpretation	<p>Should be interpreted as, of all the clients who were provided service from a rapid rehousing program within the timeframe, how many were successfully moved into stable housing and remained as housed after the program ended and supports are no longer provided</p> <p>Number: Higher numbers represent more people successfully exiting homelessness and remaining housed. This can be as a result of increased program capacity or efficiencies or more people with successful outcomes.</p> <p>Percent: Higher numbers represent more people successfully exiting homelessness and remaining housed relative to the size of the population served.</p> <p>The balance of clients housed are either no longer housed, still housed and receiving ongoing program supports, declined follow-up, or unable to contact.</p>
Key Terms & Definitions (including Inclusions/ Exclusions)	<p>Counts of unique individuals are based on unique client IDs within the database. Limited ability to verify a homeless person’s identity may lead to duplicates with these counts.</p> <p>Successfully exiting the program is determined by the housing placement End Date, “Moved In” status and “Final Follow Up” record. A client is considered to have successfully exited the program if they have “graduated” to a more independent living situation, are still housed and demonstrate the ability to maintain housing and require minimal or less intensive supports or services as identified by ending the housing placement with a “Final Follow-Up” record and classifying the client as “Still Housed”. Rapid rehousing programs are identified by the Organization/Service Provider ID associated with the housing placement support service record.</p> <p>Excludes:</p> <p>Clients who declined to provide Coordinated Access consent for data sharing within Homeless Individuals and Families Information System</p> <p>If a client is noted to no longer be housed at the address on record in the housing placement, it should not be assumed that they have returned to homelessness. Clients may have also reported to have independently secured housing at another address. This information is not consistently stored in HIFIS and has been excluded from reporting.</p>

<p>Calculation</p>	<p>Number</p> <p>Count (Unique Client IDs with at least one housing placement record that has a housing placement end date with a Rapid Rehousing program as identified by the Organization/ Service Provider ID associated with the interaction within the timeframe and a “Final Follow-Up” record that identifies the client as Still Housed in the dropdown field “Client Still Housed”)</p> <p>Percent</p> <p>Count (Unique Client IDs with at least one housing placement record that has a housing placement end date with a Rapid Rehousing program as identified by the Organization/ Service Provider ID associated with the interaction within the timeframe and also have a Final Follow Up record that identifies the client as Still Housed in the dropdown field “Client Still Housed”) X100</p> <hr/> <p>Count (Unique Client IDs with at least one housing placement record having its status updated to “Moved In” with a rapid rehousing program as identified by the Organization/ Service Provider ID associated with the interaction within the timeframe)</p>
<p>Data Source (including Standard Report name and location)</p>	<p>Homeless Individuals and Families Information System (HIFIS 4.0)</p> <p>Report: Housing Programs – Program Report</p>
<p>Limitations or Comments</p>	<p>Current definition uses documented staff follow-ups to determine status within the database. This is in alignment with Reaching Home Results reporting. Exploration is underway to assess if a more comprehensive definition is possible.</p> <p>Unique client counts within a timeframe should not be summed and interpreted as an annual total as it would be an overrepresentation of result.</p> <p>The result undercounts the actual number of individuals that the rapid rehousing programs may have provided service to because client consent is required to enter personally identifying information into the database. This is consistent with privacy legislation and client-centered best practices.</p>

	The results represent a snapshot in time when the data was extracted, and it may vary from other sources based on the definitions and sources used. All data are subject to change.
Change Log	Created June 2023
Date Last Revised	June 30, 2023

INTENSIVE CASE MANAGEMENT PROGRAMS

Intensive case management (ICM) programs provides longer-term case management and housing support to higher acuity participants facing long-term homelessness (chronic homelessness), addictions, mental health. The length of the intervention is generally between 12 and 24 months. These programs target individuals with high acuity in need of longer supports and interventions.

This section includes ICM programs with City of Hamilton coordinated funding from:

- Government of Canada Reaching Home

This section includes combined results from the following programs:

- Good Shepherd Reaching Home (Families, Women, Youth)
- Mission Services Housing Up!
- Wesley Urban Ministries

Measure ICM1	Number of individuals reached by intensive case management programs
Intervention Alignment	Intensive Case Management
Rationale (Why is it important?)	Measures of reach illustrate the quantity of service provided. It demonstrates how many people accessed the service within the timeframe.
Influencing Factors	Measures of program reach can be influenced by: <ul style="list-style-type: none"> • programs funding allocation • available staffing complement • eligible population size • referral pathways and program access opportunities
Interpretation	Higher numbers represent more people served. This can be as a result of community need or increase program capacity or efficiencies.
Key Terms & Definitions (including Inclusions/ Exclusions)	Current results include the combination of two data collection methods, Homeless Individuals and Families Information System (HIFIS 4.0) and program-reported and therefore it cannot be assumed that the total reflects a unique count of individuals, however, given the nature of this type of service it is likely that it does. Data collection methods are outlined below:

- **Homeless Individuals and Families Information System (HIFIS 4.0)**
 - Good Shepherd Reaching Home (Families, Women, Youth)
 - Mission Services Housing Up!
 - Wesley Urban Ministries
- **Program-reported**
 - HRIC Indigenous Housing & Homelessness Supports and Services

Homeless Individuals and Families Information System (HIFIS 4.0)

Counts of unique individuals are based on unique client IDs within the database. Limited ability to verify a homeless person’s identity may lead to duplicates with these counts.

A client is considered reached if they have at least one documented housing placement support record within the designated timeframe.

Intensive case management programs are identified by the Organization/Service Provider ID associated with the housing placement support service record.

Excludes:

Clients who declined to provide Coordinated Access consent for data sharing within Homeless Individuals and Families Information System.

Program-reported

As provided by the reporting program representative

Calculation

Homeless Individuals and Families Information System (HIFIS 4.0)

Count (Unique Client IDs with at least one active housing placement record open with an intensive case management as identified by the Organization/ Service Provider ID associated with the interaction within the timeframe)

Program-reported

As provided by the reporting program representative

Data Source (including Standard Report name and location)

Homeless Individuals and Families Information System (HIFIS 4.0)

Report: Housing Programs – Program Report

	Or as provided by the reporting program representative
Limitations or Comments	<p>Unique client counts within a timeframe should not be summed and interpreted as an annual total as it would be an overrepresentation of result.</p> <p>The result undercounts the actual number of individuals that the intensive case management programs may have provided service to because client consent is required to enter personally identifying information into the database. This is consistent with privacy legislation and client-centered best practices.</p> <p>Measures of reach or quantity do not consider the efficiency or effectiveness of the service provided.</p> <p>The results represent a snapshot in time when the data was extracted, and it may vary from other sources based on the definitions and sources used. All data are subject to change.</p>
Change Log	Created June 2023
Date Last Revised	June 30, 2023

Measure ICM2	Combined Caseload ratio
Intervention Alignment	Intensive Case Management
Rationale (Why is it important?)	<p>Caseloads refer to the number of clients assigned to an individual worker in a given time period. The job of case manager is difficult and complex and their capacity to provide individualized person-centred supports to clients is critical to successful outcomes. Caseload ratios illustrate operational burden, allow for assessment against industry benchmarks or contractual obligations, and provide context to the outcome measure results of a program.</p>
Influencing Factors	<p>Caseload ratios can be influenced by:</p> <ul style="list-style-type: none"> • programs funding allocation • available staffing or staff turnover • referral pathways and program access opportunities • local availability of qualified staff and job market competitiveness • organizational operations • data entry practices
Interpretation	Higher numbers represent staff managing more clients at a time.

Key Terms & Definitions (including Inclusions/ Exclusions)	<p>Current results include the combination of two data collection methods, Homeless Individuals and Families Information System (HIFIS 4.0).</p> <p>Data collection methods are outlined below:</p> <ul style="list-style-type: none"> ○ Homeless Individuals and Families Information System (HIFIS 4.0) ○ Good Shepherd Reaching Home (Families, Women, Youth) ○ Mission Services Housing Up! ○ Wesley Urban Ministries ○ Program-reported ○ HRIC Indigenous Housing & Homelessness Supports and Services
Homeless Individuals and Families Information System (HIFIS 4.0)	<p>Caseload ratio the number of clients to the number of staff.</p> <p>Total staffing complements are based on the number of full time employees (FTEs) outlined in the Schedule C (Labour Costs) section of each program’s contract.</p> <p>The number of clients is based on the number of clients reached (see measure ICM1 for definition).</p>
Program-reported	<p>As provided by the reporting program representative</p>
Calculation	<p>Sum (Unique Client IDs with at least one housing placement record as identified by the Organization/ Service Provider ID associated with the interaction for all current Rapid Rehousing programs within the timeframe)</p> <p>÷</p> <p>Sum (FTEs for all current Rapid Rehousing programs based on 2023 Program Contracts)</p>
Data Source (including Standard Report name and location)	<p>Homeless Individuals and Families Information System (HIFIS 4.0)</p> <p>Report: Housing Programs – Program Report and</p> <p>Program Contracts (2022-23 and 2023-24) – Schedule C</p> <p>And as provided by the reporting program representative</p>
Limitations or Comments	<p>Staffing levels and capacity can fluctuate due to hiring and onboarding processes during the time period and</p>

	<p>therefore not always consistent with the contractual FTE allocation.</p> <p>Caseloads may not accurately reflect workloads. More complex client situations may require more time and effort from staff.</p> <p>The results represent a snapshot in time when the data was extracted, and it may vary from other sources based on the definitions and sources used. All data are subject to change.</p> <p>Some programs operate with a mixed caseload and each staff person has both Rapid Rehousing and Intensive Case Management cases.</p>
Change Log	Created June 2023
Date Last Revised	June 30, 2023

Measure ICM3	Number (and percent) of individuals reached by an intensive case management program who were placed into more stable housing
Intervention Alignment	Intensive Case Management
Rationale (Why is it important?)	This measure illustrates the outcomes of the program. It demonstrates how many people successfully exited homelessness as a result of program support
Influencing Factors	<p>Relative (i.e. percent) measures of program outcomes can be influenced by:</p> <ul style="list-style-type: none"> • programs funding allocation • available staffing complement • program model fidelity • appropriate housing availability
Interpretation	<p>Should be interpreted as, of all the clients who were provided service from an intensive case management program within the timeframe, how many were successfully moved into stable housing (with ongoing supports). The move in could have taken place during or before the period.</p> <p>Number: Higher numbers represent more people successfully exiting homelessness. This can be as a result of increased program capacity or efficiencies or more people with successful outcomes.</p>

	<p>Percent: Higher numbers represent more people successfully exiting homelessness relative to the size of the population served.</p> <p>The balance of clients reached have their housing search ongoing.</p>
<p>Key Terms & Definitions (including Inclusions/ Exclusions)</p>	<p>Current results include the combination of two data collection methods, Homeless Individuals and Families Information System (HIFIS 4.0) and program-reported and therefore it cannot be assumed that the total reflects a unique count of individuals, however, given the nature of this type of service it is likely that it does.</p> <p>Data collection methods are outlined below:</p> <p>Homeless Individuals and Families Information System (HIFIS 4.0)</p> <ul style="list-style-type: none"> ○ Good Shepherd Reaching Home (Families, Women, Youth) ○ Mission Services Housing Up! ○ Wesley Urban Ministries <p>Program-reported</p> <ul style="list-style-type: none"> ○ HRIC Indigenous Housing & Homelessness Supports and Services <p>Homeless Individuals and Families Information System (HIFIS 4.0)</p> <p>Counts of unique individuals are based on unique client IDs within the database. Limited ability to verify a homeless person's identity may lead to duplicates with these counts.</p> <p>Placed into more stable housing and exited homelessness determined by housing placement move in record.</p> <p>Intensive case management programs are identified by the Organization/Service Provider ID associated with the housing placement support service record.</p> <p>Excludes:</p> <p>Clients who declined to provide Coordinated Access consent for data sharing within Homeless Individuals and Families Information System</p> <p>Program-reported</p> <p>As provided by the reporting program representative</p>

<p>Calculation</p>	<p>Number</p> <p>Count (Unique Client IDs with at least one housing placement record having its status as or updated to “Moved In” with an intensive case management program as identified by the Organization/ Service Provider ID associated with the interaction within the timeframe)</p> <p>Percent</p> <p>Count (Unique Client IDs with at least one housing placement record having its status as or updated to “Moved In” with an intensive case management program as identified by the Organization/ Service Provider ID associated with the interaction within the timeframe)</p> <hr/> <p>Count (Unique Client IDs with at least one active housing placement record open with an intensive case management program as identified by the Organization/ Service Provider ID associated with the interaction within the timeframe) X100</p> <p>Program-reported</p> <p>As provided by the reporting program representative</p>
<p>Data Source (including Standard Report name and location)</p>	<p>Homeless Individuals and Families Information System (HIFIS 4.0)</p> <p>Report: Housing Programs – Program Report</p> <p>Or as provided by the reporting program representative</p>
<p>Limitations or Comments</p>	<p>Unique client counts within a timeframe should not be summed and interpreted as an annual total as it would be an overrepresentation of result.</p> <p>The result undercounts the actual number of individuals that the transitional programs may have provided service to because client consent is required to enter personally identifying information into the database. This is consistent with privacy legislation and client-centered best practices.</p> <p>The results represent a snapshot in time when the data was extracted, and it may vary from other sources based on the definitions and sources used. All data are subject to change.</p>

	Total Includes both individuals housed during the period as well as those housed prior to the start of the period and are still being supported to sustain their housing.
Change Log	Created June 2023
Date Last Revised	June 30, 2023

Measure ICM4	Number (and percent) of individuals supported by an intensive case management program who returned to homelessness after being housed (as per staff follow up)
Intervention Alignment	Intensive Case Management
Rationale (Why is it important?)	This measure illustrates the outcomes of the program. It demonstrates how many did not successfully maintain more stable housing.
Influencing Factors	Relative (i.e. percent) measures of program outcomes can be influenced by: <ul style="list-style-type: none"> • programs funding allocation • available staffing complement • program model fidelity • appropriate housing availability
Interpretation	<p>Should be interpreted as, of all the clients who were provided service from an intensive case management program within the timeframe and were placed into more stable housing (as identified by the housing placement record having its status as “Moved In”), how many did not remain housed while still receiving ongoing supports.</p> <p>Number: Higher numbers represent more people returning to homelessness.</p> <p>Percent: Higher numbers represent more people returning to homelessness relative to the size of the population housed.</p> <p>The balance of clients housed are either still housed and exited the program, still housed and receiving ongoing program supports, declined follow-up, or unable to contact.</p>
Key Terms & Definitions (including Inclusions/ Exclusions)	Current results include the combination of two data collection methods, Homeless Individuals and Families Information System (HIFIS 4.0) and program-reported and therefore it cannot be assumed that the total reflects

a unique count of individuals, however, given the nature of this type of service it is likely that it does.

Data collection methods are outlined below:

- **Homeless Individuals and Families Information System (HIFIS 4.0)**
 - Good Shepherd Reaching Home (Families, Women, Youth)
 - Mission Services Housing Up!
 - Wesley Urban Ministries
- **Program-reported**
 - HRIC Indigenous Housing & Homelessness Supports and Services

Homeless Individuals and Families Information System (HIFIS 4.0)

Counts of unique individuals are based on unique client IDs within the database. Limited ability to verify a homeless person’s identity may lead to duplicates with these counts.

Returned to homelessness is determined by the housing placement “End Date”, “Moved In” status, and “Final Follow-Up” record. A client is considered to have returned to homelessness if during a check in with the rapid re-housing program, staff end the housing placement with a “Final Follow-Up” record and classify the client as “No Longer Housed”.

Intensive case management programs are identified by the Organization/Service Provider ID associated with the housing placement support service record.

Excludes:

Clients who declined to provide Coordinated Access consent for data sharing within Homeless Individuals and Families Information System

Program-reported

As provided by the reporting program representative

Calculation

Number

Count (Unique Client IDs with at least one housing placement record having a status of “Moved In” with an intensive case management program as identified by the Organization/ Service Provider ID associated with the

	<p>interaction within the timeframe and also have a Final Follow Up record that identifies the client as No Longer Housed in the dropdown field “Client Still Housed”)</p> <p>Percent</p> <p>Count (Unique Client IDs with at least one housing placement record having a status of “Moved In” with an intensive case management program as identified by the Organization/ Service Provider ID associated with the interaction within the timeframe and also have a Final Follow Up record that identifies the client as No Longer Housed in the dropdown field “Client Still Housed”)</p> <p style="text-align: right;">X100</p> <hr/> <p>Count (Unique Client IDs with at least one housing placement record having its status updated to “Moved In” with an intensive case management program as identified by the Organization/ Service Provider ID associated with the interaction within the timeframe)</p> <p>Program-reported</p> <p>As provided by the reporting program representative</p>
<p>Data Source (including Standard Report name and location)</p>	<p>Homeless Individuals and Families Information System (HIFIS 4.0)</p> <p>Report: Housing Programs – Program Report</p> <p>Or as provided by the reporting program representative</p>
<p>Limitations or Comments</p>	<p>Current definition uses documented staff follow-ups to determine status within the database. This is in alignment with Reaching Home Results reporting. Exploration is underway to assess if a more comprehensive definition is possible.</p> <p>Unique client counts within a timeframe should not be summed and interpreted as an annual total as it would be an overrepresentation of result.</p> <p>The result undercounts the actual number of individuals that the intensive case management programs may have provided service to because client consent is required to enter personally identifying information into the database. This is consistent with privacy legislation and client-centered best practices.</p> <p>The results represent a snapshot in time when the data was extracted, and it may vary from other sources based</p>

	on the definitions and sources used. All data are subject to change.
Change Log	Created June 2023
Date Last Revised	June 30, 2023

Measure ICM5	Number (and percent) of individuals supported by an intensive case management program who successfully exited the program (i.e., individual able to live independently without ongoing case supports as per staff follow up)
Intervention Alignment	Intensive Case Management
Rationale (Why is it important?)	This measure illustrates the longer-term outcomes of the program. It demonstrates how many people successfully exiting homelessness and remained housed after they had exited the program.
Influencing Factors	Relative (i.e. percent) measures of program outcomes can be influenced by: <ul style="list-style-type: none"> • programs funding allocation • available staffing complement • program model fidelity • appropriate housing availability
Interpretation	<p>Should be interpreted as, of all the clients who were provided service from an intensive case management program within the timeframe, how many were successfully moved into stable housing and remained as housed after the program ended and supports are no longer provided</p> <p>Number: Higher numbers represent more people successfully exiting homelessness and remaining housed. This can be as a result of increased program capacity or efficiencies or more people with successful outcomes.</p> <p>Percent: Higher numbers represent more people successfully exiting homelessness and remaining housed relative to the size of the population served.</p> <p>The balance of clients housed are either no longer housed, still housed and receiving ongoing program supports, declined follow-up, or unable to contact.</p>

Key Terms & Definitions (including Inclusions/ Exclusions)

Current results include the combination of two data collection methods, Homeless Individuals and Families Information System (HIFIS 4.0) and program-reported and therefore it cannot be assumed that the total reflects a unique count of individuals, however, given the nature of this type of service it is likely that it does.

Data collection methods are outlined below:

- **Homeless Individuals and Families Information System (HIFIS 4.0)**
 - Good Shepherd Reaching Home (Families, Women, Youth)
 - Mission Services Housing Up!
 - Wesley Urban Ministries
- **Program-reported**
 - HRIC Indigenous Housing & Homelessness Supports and Services

Homeless Individuals and Families Information System (HIFIS 4.0)

Counts of unique individuals are based on unique client IDs within the database. Limited ability to verify a homeless person’s identity may lead to duplicates with these counts.

Successfully exiting the program is determined by the housing placement End Date, “Moved In” status and “Final Follow Up” record. A client is considered to have successfully exited the program if they have “graduated” to a more independent living situation, are still housed and demonstrate the ability to maintain housing and require minimal or less intensive supports or services as identified by ending the housing placement with a “Final Follow-Up” record and classifying the client as “Still Housed”.

Intensive case management programs are identified by the Organization/Service Provider ID associated with the housing placement support service record.

Excludes:

Clients who declined to provide Coordinated Access consent for data sharing within

If a client is noted to no longer be housed at the address on record in the housing placement, it should not be

	<p>assumed that they have returned to homelessness. Clients may have also reported to have independently secured housing at another address. This information is not consistently stored in HIFIS and has been excluded from reporting.</p> <p>Program-reported</p> <p>As provided by the reporting program representative</p>
Calculation	<p>Number</p> <p>Count (Unique Client IDs with at least one housing placement record that has a housing placement end date with an intensive case management program as identified by the Organization/ Service Provider ID associated with the interaction within the timeframe and a “Final Follow-Up” record that identifies the client as Still Housed in the dropdown field “Client Still Housed”)</p> <p>Percent</p> <p>Count (Unique Client IDs with at least one housing placement record that has a housing placement end date with an intensive case management program as identified by the Organization/ Service Provider ID associated with the interaction within the timeframe and also have a Final Follow Up record that identifies the client as Still Housed in the dropdown field “Client Still Housed”) X100</p> <hr/> <p>Count (Unique Client IDs with at least one housing placement record having its status updated to “Moved In” with an intensive case management program as identified by the Organization/ Service Provider ID associated with the interaction within the timeframe)</p> <p>Program-reported</p> <p>As provided by the reporting program representative</p>
Data Source (including Standard Report name and location)	<p>Homeless Individuals and Families Information System (HIFIS 4.0)</p> <p>Report: Housing Programs – Program Report</p> <p>Or as provided by the reporting program representative</p>
Limitations or Comments	<p>Current definition uses documented staff follow-ups to determine status within the database. This is in alignment with Reaching Home Results reporting. Exploration is</p>

underway to assess if a more comprehensive definition is possible.

Unique client counts within a timeframe should not be summed and interpreted as an annual total as it would be an overrepresentation of result.

The result undercounts the actual number of individuals that the rapid rehousing programs may have provided service to because client consent is required to enter personally identifying information into the database. This is consistent with privacy legislation and client-centered best practices.

The results represent a snapshot in time when the data was extracted, and it may vary from other sources based on the definitions and sources used. All data are subject to change.

Change Log	Created June 2023
Date Last Revised	June 30, 2023

CHANGE LOG**VERSION 1****Removed Measures**

Intervention	Indicator	Reason
Transitional Housing Support Programs	Number and % of individuals who successfully exited the program (i.e., individual able to live independently without ongoing case supports)	No functional operational reporting difference from Measure TH2



Hamilton

**INTERVIEW SUB-COMMITTEE TO THE
GENERAL ISSUES COMMITTEE
REPORT 23-003**

1:00 p.m.

Friday, November 17, 2023

Room 264, 2nd Floor

City Hall

Present: Councillor N. Nann (Chair)
Councillor T. Hwang (Vice-Chair)

**THE INTERVIEW SUB-COMMITTEE TO THE GENERAL ISSUES COMMITTEE
PRESENTS REPORT 23-003 AND RESPECTFULLY RECOMMENDS:**

1. Interviews for the Climate Change Advisory Committee (Item 4.2)

That the details of the Applicant Interviews for the Climate Change Advisory Committee remain confidential.

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 1)

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

The agenda for the November 17, 2023 meeting of the Interview Sub-Committee to the General Issues Committee was approved, as presented.

(b) DECLARATIONS OF INTEREST (Item 2)

There were no declarations of interest.

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

(i) October 10, 2023 (Item 3.1)

The minutes from the October 10, 2023 meeting of the Interview Sub-Committee to the General Issues Committee were approved, as presented.

(d) PRIVATE & CONFIDENTIAL (Item 4)

(i) Closed Session Minutes – October 10, 2023 (Item 4.1)

The Closed Session minutes from the October 10, 2023 meeting of the Interview Sub-Committee to the General Issues Committee were approved and remain confidential.

(ii) Committee moved into Closed Session for Item 4.2 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 matters pertain to personal matters about identifiable individuals, including municipal or local board employees.

(iii) Interviews for the Climate Change Advisory Committee (Item 4.2)

For further disposition, refer to Item 1.

(e) ADJOURNMENT (Item 5)

There being no further business, the Interview Sub-Committee to the General Issues Committee adjourned at 4:43 p.m.

Respectfully submitted,

Councillor N. Nann, Chair
Interview Sub-Committee to the
General Issues Committee

Angela McRae
Legislative Coordinator
Office of the City Clerk



Hamilton

**INTERVIEW SUB-COMMITTEE TO THE
GENERAL ISSUES COMMITTEE
REPORT 23-004**

9:30 a.m.

**Friday, November 24, 2023
Room 264, 2nd Floor
City Hall**

Present: Councillor N. Nann (Chair)
Councillor T. Hwang (Vice-Chair)

**THE INTERVIEW SUB-COMMITTEE TO THE GENERAL ISSUES COMMITTEE
PRESENTS REPORT 23-004 AND RESPECTFULLY RECOMMENDS:**

1. Interviews for the Climate Change Advisory Committee (Item 4.2)

That the details of the Applicant Interviews for the Climate Change Advisory Committee remain confidential.

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 1)

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

The agenda for the November 24, 2023 meeting of the Interview Sub-Committee to the General Issues Committee was approved, as presented.

(b) DECLARATIONS OF INTEREST (Item 2)

There were no declarations of interest.

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

(i) November 17, 2023 (Item 3.1)

The minutes from the November 17, 2023 meeting of the Interview Sub-Committee to the General Issues Committee were approved, as presented.

(d) PRIVATE & CONFIDENTIAL (Item 4)**(i) Closed Session Minutes – November 17, 2023 (Item 4.1)**

The Closed Session minutes from the November 17, 2023 meeting of the Interview Sub-Committee to the General Issues Committee were approved and remain confidential.

(ii) Committee moved into Closed Session for Item 4.2 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 matters pertain to personal matters about identifiable individuals, including municipal or local board employees.

(iii) Interviews for the Climate Change Advisory Committee (Item 4.2)

For further disposition, refer to Item 1.

(e) ADJOURNMENT (Item 5)

There being no further business, the Interview Sub-Committee to the General Issues Committee adjourned at 6:03 p.m.

Respectfully submitted,

Councillor N. Nann, Chair
Interview Sub-Committee to the
General Issues Committee

Angela McRae
Legislative Coordinator
Office of the City Clerk



Hamilton

BUSINESS IMPROVEMENT AREA SUB-COMMITTEE REPORT 23-009

10:30 a.m.

Tuesday, November 14, 2023

Hamilton City Hall

71 Main Street West

Room 264

Present: S. Braithwaite (Chair) – International Village BIA
 S. Pennie (Vice-Chair) – Waterdown BIA
 C. Braley – Ottawa Street BIA
 A. Chavez – Concession Street BIA
 T. MacKinnon – Westdale Village BIA and Stoney Creek BIA
 K. Nydam – Dundas BIA
 H. Peter – Ancaster BIA
 N. Ubl – Barton Village BIA
 E. Walsh – Downtown Hamilton BIA

**Absent with
 Regrets:** Councillors T. Hwang, E. Pauls and M. Wilson – City Business
 B. Schormann – Locke Street BIA

THE BUSINESS IMPROVEMENT AREA SUB-COMMITTEE PRESENTS REPORT 23-009 AND RESPECTFULLY RECOMMENDS:

1. Ancaster Business Improvement Area Spending Request (Item 11.1)

That the expenditure request from the Ancaster Business Improvement Area, in the amount of \$5,608.07 be spent on streetscaping, clean-up and maintenance of the Ancaster Business Improvement Area, lighting and fall flowers, to be funded from the Contribution to Operating Budget Program for the Business Improvement Areas (BIA Payments Account 815010-56905), be approved.

2. Barton Village Business Improvement Area Spending Requests (Item 11.2)

(a) That the expenditure request from the Barton Village Business Improvement Area, in the amount of \$7,024.83 to be spent on hiring individuals to clean and maintain the road allowance and the purchase office equipment, to be funded from the Contribution to Operating Budget Program for the Business Improvement Areas (BIA Payments Account 815010-56905), be approved; and,

- (b) That the expenditure request from the Barton Village Business Improvement Area, in the amount of \$10,192.27 for the purchase and maintenance of street furniture on the public road allowance, to be funded from the Parking Revenue Sharing Program for the Business Improvement Areas and payments in Lieu of the Parking Revenue Sharing Program (Parking Revenue Account 815010-52505), be approved.

3. Concession Street Business Improvement Area Spending Requests (Item 11.3)

- (a) That the expenditure request from the Concession Street Business Improvement Area, in the amount of \$8,257.54 to be spent on Beautification (hanging baskets), holiday decorations and their maintenance, office equipment and improvement, to be funded from the Contribution to Operating Budget Program for the Business Improvement Areas (BIA Payments Account 815010-56905), be approved; and,
- (b) That the expenditure request from the Concession Street Business Improvement Area, in the amount of \$14,271.77 be spent on events, programming and activations to be funded from the Parking Revenue Sharing Program for the Business Improvement Areas and payments in Lieu of the Parking Revenue Sharing Program (Parking Revenue Account 815010-52505), be approved.

4. Downtown Hamilton Business Improvement Area Spending Requests (Item 11.4)

- (a) That the expenditure request from the Downtown Hamilton Business Improvement Area, in the amount of \$5,378.47 to be spent on banners, to be funded from the Contribution to Operating Budget Program for the Business Improvement Areas (BIA Payments Account 815010-56905), be approved; and,
- (b) That the expenditure request from the Downtown Hamilton Business Improvement Area, in the amount of \$11,250.33 to be spent on special events, to be funded from the 2022 Parking Revenue Sharing Program for the Business Improvement Areas and payments in Lieu of the Parking Revenue Sharing Program (Parking Revenue Account 815010-52505), be approved.

5. Dundas Business Improvement Area Spending Request (Item 11.5)

That the expenditure request from the Dundas Business Improvement Area, in the amount of \$13,953.66.00 to be spent on office maintenance and improvement and Christmas decorations and their maintenance, to be funded from the Contribution to Operating Budget Program for the Business Improvement Areas (BIA Payments Account 815010-56905), be approved.

FOR INFORMATION:**(a) CHANGES TO THE AGENDA (Item 2)**

The Committee Clerk advised the following change to the agenda:

13. GENERAL INFORMATION / OTHER BUSINESS**13.3 Statements by Members**

That the agenda for the November 14, 2023 Business Improvement Area Sub-Committee meeting be approved, as amended.

(b) DECLARATIONS OF INTEREST (Item 3)

There were no declarations of interest.

(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 4)**(i) September 12, 2023 (Item 4.1)**

That the September 12, 2023 Minutes of the Business Improvement Area Sub-Committee be approved, as presented.

(d) DELEGATION REQUESTS (Item 6)**(i) Khadija Hamidu, Workforce Planning Hamilton, respecting Employer One Survey (for today's meeting) (Item 6.1)**

That the Delegation Request from Khadija Hamidu, Workforce Planning Hamilton, respecting Employer One Survey, be approved, for today's meeting.

(e) DELEGATIONS (Item 7)**(i) Khadija Hamidu, Workforce Planning Hamilton, respecting Employer One Survey (Added Item 6.1)**

Khadija Hamidu, Workforce Planning Hamilton, addressed Committee respecting the Employer One Survey with the aid of a presentation.

That the Delegation Request from Khadija Hamidu, Workforce Planning Hamilton, respecting Employer One Survey, be approved, for today's meeting.

(f) PRESENTATIONS (Item 8)**(i) Major Transit Station Areas Project (Item 8.1)**

Lauren Vraets, Senior Planner - Long Range Planning, Sustainable Communities Section, Planning Division, addressed Committee respecting the Major Transit Station Areas Project.

That the presentation from Lauren Vraets, Senior Planner - Long Range Planning, Sustainable Communities Section, Planning Division, respecting the Major Transit Station Areas Project, be received.

(ii) Hamilton Day 2023 Updates (Item 8.2)

Katie Stiel, Manager of Strategic Initiatives, Hamilton Chamber of Commerce, addressed the Committee respecting Hamilton Day 2023 Updates.

That the presentation from Katie Stiel, Manager of Strategic Initiatives, Hamilton Chamber of Commerce, respecting Hamilton Day 2023 Updates, be received.

(g) GENERAL INFORMATION/OTHER BUSINESS (Item 13)**(i) Verbal Update from Cristina Geissler, Business Development & BIA Officer (Item 13.1)**

Cristina Geissler, Business Development & BIA Officer, addressed the Committee respecting updates on Commercial Districts and Small Business.

That the verbal update respecting Commercial Districts and Small Business, be received.

(ii) Updates Respecting the Open for Business Sub-Committee (Item 13.2)

Nadine Ubl, Barton Village Business Improvement Area, addressed the Committee respecting Updates Open for Business Sub-Committee.

That the verbal update respecting Updates on Open for Business Sub-Committee, be received.

(iii) Statements by Members (Added Item 13.3)

BIA Members used this opportunity to discuss matters of general interest.

That the updates from Committee Members, be received.

**Business Improvement Area
Sub-Committee Report 23-009**

**November 14, 2023
Page 5 of 5**

(h) ADJOURNMENT (Item 15)

That there being no further business, the Business Improvement Area Sub-Committee be adjourned at 12:08 p.m.

Respectfully submitted,

Susie Braithwaite
Chair,
Business Improvement Area Sub-
Committee

Tamara Bates
Legislative Coordinator
Office of the City Clerk



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Economic Development Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	December 6, 2023
SUBJECT/REPORT NO:	International Village Business Improvement Area Proposed Budget & Schedule of Payments (PED23249) (Wards 2 and 3)
WARD(S) AFFECTED:	Wards 2 and 3
PREPARED BY:	Cristina Geissler (905) 546-2424 Ext. 2632
SUBMITTED BY:	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

- (a) That the 2024 Operating Budget for the International Village Business Improvement Area, attached as Appendix "A" to Report PED23249, in the amount of \$248,800 be approved;
- (b) That the levy portion of the Operating Budget for the International Village Business Improvement Area in the amount of \$228,100 be approved;
- (c) That the General Manager of Finance and Corporate Services be hereby authorized and directed to prepare the requisite By-law pursuant to Section 208, *The Municipal Act, 2001*, to levy the 2024 Budget as referenced in Recommendation of Report PED23249;
- (d) That the following schedule of payments for 2024 be approved:
 - (i) February \$114,050;
 - (ii) June \$114,050;

Note: Assessment appeals may be deducted from the levy payments.

SUBJECT: International Village Business Improvement Area Proposed Budget & Schedule of Payments (PED23249) (Wards 2 and 3) - Page 2 of 3

EXECUTIVE SUMMARY

This Report deals with the approval of the 2024 Budget and Schedule of Payments for the International Village Business Improvement Area.

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The \$228,100 is completely levied by the Business Improvement Area through its members. There is no cost to the City of Hamilton for any part of the Operating Budget.

Staffing: There are no staffing implications.

Legal: The *Municipal Act, 2001*, Section 205, Sub-section (2) dictates that City Council must approve Budgets of BIAs.

HISTORICAL BACKGROUND

At its Annual General Meeting on Tuesday October 10, 2023, the International Village Business Improvement Area Board of Management presented its proposed Budget for 2024.

The process followed to adopt the International Village Business Improvement Area Budget was in accordance with The *Municipal Act, 2001*, and the Business Improvement Area's Procedure By-law.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

N/A

RELEVANT CONSULTATION

N/A

ANALYSIS AND RATIONALE FOR RECOMMENDATION

N/A

ALTERNATIVES FOR CONSIDERATION

N/A

**SUBJECT: International Village Business Improvement Area Proposed Budget &
Schedule of Payments (PED23249) (Wards 2 and 3) - Page 3 of 3**

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report PED23249 – 2024 International Village Business Improvement Area Budget.

CG/rb



hamiltoninternationalvillage.ca

2024 International Village Business Improvement Area Budget.

BIA Administration (\$161,000)

Office Expenses (\$33,600)

Promotions/Marketing (\$41,000)

Beautification & Maintenance (\$4,000)

Member Events & Contact (\$8,500)

Contingency (\$5,000)

Contribution from BIA Reserve Fund: -\$25,000

2024 BIA Levy: \$228,100

Parking Revenue: \$13,400 (*Based on 2023*)

CIP Operating Funds: \$7,300 (*Based on 2023*)

Total Budget: \$248,800

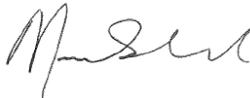
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CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Economic Development Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	December 6, 2023
SUBJECT/REPORT NO:	Concession Street Business Improvement Area Proposed Budget & Schedule of Payments (PED23250) (Ward 7)
WARD(S) AFFECTED:	Ward 7
PREPARED BY:	Cristina Geissler (905) 546-2424 Ext. 2632
SUBMITTED BY:	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

- (a) That the 2024 Operating Budget for the Concession Street Business Improvement Area, attached as Appendix "A" to Report PED23250, in the amount of \$228,300.41 be approved;
- (b) That the levy portion of the Operating Budget for the Concession Street Business Improvement Area in the amount of \$198,550 be approved;
- (c) That the General Manager of Finance and Corporate Services be hereby authorized and directed to prepare the requisite By-law pursuant to Section 208, *The Municipal Act, 2001*, to levy the 2024 Budget as referenced in Recommendation of Report PED23250;
- (d) That the following schedule of payments for 2024 be approved:
 - (i) January \$99,275;
 - (ii) June \$99,275;

Note: Assessment appeals may be deducted from the levy payments.

SUBJECT: Concession Street Business Improvement Area Proposed Budget & Schedule of Payments (PED23250) (Ward 7) - Page 2 of 3

EXECUTIVE SUMMARY

This Report deals with the approval of the 2024 Budget and Schedule of Payments for the Concession Street Business Improvement Area.

Alternatives for Consideration –Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The \$198,550 is completely levied by the Business Improvement Area through its members. There is no cost to the City of Hamilton for any part of the Operating Budget.

Staffing: There are no staffing implications.

Legal: The *Municipal Act, 2001*, Section 205, Sub-section (2) dictates that City Council must approve Budgets of Business Improvement Areas.

HISTORICAL BACKGROUND

At its Annual General Meeting on Thursday October 19, 2023, the Concession Street Business Improvement Area Board of Management presented its proposed Budget for 2024.

The process followed to adopt the Concession Street Business Improvement Area Budget was in accordance with The *Municipal Act, 2001*, and the Business Improvement Area's Procedure By-law.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

N/A

RELEVANT CONSULTATION

N/A

ANALYSIS AND RATIONALE FOR RECOMMENDATION

N/A

ALTERNATIVES FOR CONSIDERATION

N/A

**SUBJECT: Concession Street Business Improvement Area Proposed Budget &
Schedule of Payments (PED23250) (Ward 7) - Page 3 of 3**

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report PED23250 – 2024 Concession Street Business Improvement
Area Budget

CG/rb

2024 Concession Street Business Improvement Area Budget.

EXPENSE	BUDGET 2023	EXPENSES 2024	GRANTS/REVENUES
OPERATIONS			
ADMIN, OFFICE SUPPLIES	\$ 1,200.00	\$ 1,600.00	
WEBSITE/TECH/CELL PHONE	\$ 2,200.00	\$ 2,500.00	
RENT	\$ 8,000.00	\$ 9,000.00	
INSURANCE (DIRECTORS LIABILITY)	\$ 5,100.00	\$ 5,600.00	
AUDITOR	\$ 450.00	\$ 450.00	
UTILITIES	\$ 1,200.00	\$ 2,000.00	
BOOK KEEPER	\$ 4,000.00	\$ 4,200.00	
HAMILTON CHAMBER OF COMMERCE FEE	\$ -	\$ 500.00	
OBIAA MEMBERSHIP FEE & CONFERENCE	\$ -	\$ 4,000.00	
CONTINGENCY	\$ -	\$ 6,000.00	
SUBTOTAL	\$ 22,150.00	\$ 35,850.00	
PAYROLL			
EXECUTIVE DIRECTOR SALARY	\$ 52,000.00	\$ 50,000.00	
CPP + EI	\$ 7,800.00	\$ 7,800.00	
HEALTH BENEFITS	\$ -	\$ 2,000.00	
SUBTOTAL	\$ 59,800.00	\$ 59,800.00	
MARKETING & EVENTS			
ADVERTISING *see page 2*	\$ 31,000.00	\$ 28,200.00	\$ -
SIDEWALK SOUNDS	\$ 12,500.00	\$ 10,000.00	-\$ 4,000.00
STREETFEST	\$ 37,271.77	\$ 30,000.00	-\$ 8,000.00
WINTER EVENTS	\$ -	\$ 1,000.00	\$ -
FALL EVENTS	\$ 500.00	\$ 1,000.00	\$ -
EASTER	\$ -	\$ 600.00	\$ -
FARMERS MARKET STARTUP	\$ -	\$ 3,000.00	\$ -
ADDITIONAL ACTIVATIONS	\$ -	\$ 1,000.00	\$ -
REBRANDING + WEBSITE *one time budget item*	\$ -	\$ 20,000.00	\$ -
SUBTOTAL	\$ 81,271.77	\$ 94,800.00	-\$ 12,000.00
EXPENSES TOTAL LESS GRANTS/REVENUES			\$ 82,800.00
BEAUTIFICATION			
SUMMER FLOWERS *see pg 2*	\$ 15,000.00	\$ 19,000.00	-\$ 8,200.00
BANNERS/POLE WRAPS (MAINTENANCE/INSTALL/REMOVAL)	\$ 5,000.00	\$ 5,000.00	\$ -
STREET CLEANING/WINDOW CLEANING	\$ -	\$ 300.00	\$ -
ONSTREET PATIO/OVERFLOW PARKING	\$ 5,000.00	\$ -	\$ -
WINTER PLANTERS *see pg 2*	\$ 4,000.00	\$ 6,000.00	-\$ 2,000.00
SUBTOTAL	\$ 29,000.00	\$ 30,300.00	-\$ 10,200.00
EXPENSES TOTAL LESS GRANTS/REVENUES			\$ 20,100.00
BIA EXPENSES TOTAL			
	\$ 192,221.77	\$ 220,750.00	
GRANTS/REVENUES TOTAL			-\$ 22,200.00
TOTAL LEVY REQUIRED			\$ 198,550.00
	\$ 130,000.00	\$ 198,550.00	
	2023 LEVY	2024 LEVY	
	BASED ON 9.27%+	BASED ON 52.7%+	

ADVERTISING BREAKDOWN	
DIGITAL MARKETING CAMPAIGN	\$ 6,000.00
MARKETING CAMPAIGN	\$ 13,000.00
SOCIAL MEDIA MANAGEMENT (THE GENERATOR)	\$ 8,200.00
PRINT MATERIALS/POSTERS	\$ 1,000.00
TOTAL BIA BUDGET TO ADVERTISING 2023	\$ 28,200.00

SUMMER FLOWERS BREAKDOWN	
SIDEWALK FLOWERS, HANGING BASKETS, WATERING, BIA GATEWAY MAINTENANCE	\$ 19,000.00
TOTAL BIA BUDGET TO SUMMER FLOWERS	\$ 19,000.00

WINTER PLANTERS BREAKDOWN	
CEDAR TREES, SNOWFLAKES & SNOWGLOBES	\$ 6,000.00
TOTAL BIA BUDGET TO WINTER PLANTERS	\$ 6,000.00



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
 Economic Development Division
 and
HEALTHY AND SAFE COMMUNITIES DEPARTMENT
 Housing Secretariat Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	December 6, 2023
SUBJECT/REPORT NO:	Housing Sustainability and Investment Roadmap Work Program: City Property Review and Property Disposition Strategies (PED23099(a)/HSC23028(a)) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Van Hua (905) 546-2424 Ext. 1751 Leah Macnamara (905) 546-2424 Ext. 1213 Chris Phillips (905) 546-2424 Ext. 5304 Jeff Wingard (905) 546-2424 Ext. 4026
SUBMITTED BY: SIGNATURE:	Norm Schleeahn Director, Economic Development Planning and Economic Development Department 
SUBMITTED BY: SIGNATURE:	Raymond Kessler Chief Corporate Real Estate Officer Planning and Economic Development Department 
SUBMITTED BY: SIGNATURE:	Justin Lewis Director, Housing Secretariat Healthy and Safe Communities Department 

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SUBJECT: Housing Sustainability and Investment Roadmap Work Program: City Property Review and Property Disposition Strategies (PED23099(a)/HSC23028(a)) (City Wide) - Page 2 of 10

RECOMMENDATION

- (a) That staff be directed to proceed with a market offering of the city-owned property at 171 Main Street East, in accordance with the “Procedural By-law for the Sale of Land” being By-law No. 14-204, with the net proceeds of the sale to be used for affordable housing purposes;
- (b) That staff be directed to initiate a Zoning By-law Amendment application for the city-owned property at 9 Clarence Street for the purpose of permitting multiple dwellings (DE-2) of five storeys, and report back to General Issues Committee with a disposition strategy for a nominal value sale to a non-profit affordable housing provider or a direct partnership with a non-profit housing provider, for the purpose of affordable housing;
- (c) That staff be directed to initiate a Zoning By-law Amendment application for the city-owned property at 70 Hope Avenue for the purpose of permitting multiple dwellings (DE-2) of three storeys and report back to General Issues Committee with a disposition strategy for a nominal value sale to a non-profit affordable housing provider or a direct partnership with a non-profit housing provider, for the purpose of affordable housing;
- (d) That the property known as 5 Lake Avenue South, Stoney Creek be declared surplus to the requirements of the City of Hamilton, in accordance with the “Procedural By-law for the Sale of Land” being By-law No. 14-204, for the purposes of achieving the city’s affordable housing objectives, and that staff be directed to use an open process to select a non-profit housing provider and negotiate an agreement for the disposition of 5 Lake Avenue South, Stoney Creek for net nominal value consideration, for the purpose of affordable housing, and report back to General Issue Committee for approval;
- (e) That staff be directed to use an open process to select a non-profit housing provider and negotiate an agreement for the disposition of 13 Lake Avenue South, Stoney Creek for net nominal value consideration, for the purpose of affordable housing, and report back to General Issue Committee for approval;
- (f) That staff be directed to initiate a Zoning By-law Amendment Application for the city-owned property at 1126 Garth Street for the purpose of permitting multiple dwellings (DE-2) of three storeys and report back to General Issues Committee on a disposition strategy for a nominal value sale to a non-profit affordable housing provider or a direct partnership with a non-profit housing provider, for the purpose of affordable housing;

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SUBJECT: Housing Sustainability and Investment Roadmap Work Program: City Property Review and Property Disposition Strategies (PED23099(a)/HSC23028(a)) (City Wide) - Page 3 of 10

- (g) That a new capital project with funding of up to \$150K from the Housing Accelerator Fund Reserve #112259, be approved to be used for costs associated with the rezoning and disposition of the properties identified in Recommendations (a)-(f) to Report PED23099(a)/HSC23028(a).

EXECUTIVE SUMMARY

One of the year 1 priorities, (action 7), in the Housing Sustainability and Investment Roadmap is to complete a full assessment of city-owned properties to identify the suitability of potential sites for affordable housing development. This Report provides an update on the work plan for that portfolio review. Staff will be reporting back to General Issues Committee with additional sites and outcomes of the review as opportunities are identified. This Report is also seeking Council approval for immediate strategies for six city-owned properties that have been identified through previous analysis and meet the city's affordable housing objectives. The disposition strategies for these six properties would happen concurrently with the broader portfolio review.

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: Up to a maximum of \$150K, funded by the Housing Accelerator Fund Reserve #112259, be used towards costs associated with rezoning and disposition of the properties identified in Appendix “B” to Report PED23099(a) HSC23028(a), as approved through Report HSC23017/FCS23062/PED23143.

Staffing: Two full time equivalent staffing resources will be required to complete the work in the Real Estate Workplan. This will be fully funded by the Housing Accelerator Fund and created through the delegated authorities provided by Council through Report HSC23017/FCS23062/PED23143.

Legal: None.

HISTORICAL BACKGROUND

On November 23, 2016, Council approved the Planning Committee Report 16-020, including Report PED16205 entitled “Update and Declaration of Surplus of Downtown City-owned Surface Parking Lots”. Among other things, the Report was seeking approval to declare certain Car Park Lots surplus to the requirements of the city. This current Report builds upon one of the Car Park Lots, 171 Main Street East, that was declared surplus through Report PED16205.

SUBJECT: Housing Sustainability and Investment Roadmap Work Program: City Property Review and Property Disposition Strategies (PED23099(a)/HSC23028(a)) (City Wide) - Page 4 of 10

On January 24, 2018, Council approved GIC Report 18-002 including Report PED17219 entitled “Properties and Process for Disposition of Lands for Affordable Housing”. Among other things, the Report was seeking approval to declare certain city-owned properties surplus to the requirements of the city and proposed disposition strategies in support of Affordable Housing. This current Report builds upon five of the properties, the disposition strategies, and the site selection criteria referenced and approved in Report PED17219.

On April 26, 2023, Council approved the Housing Sustainability and Investment Roadmap Report (HSC23028/FCS23055/PED23099). The Report included a Year 1 Program of Work which directs a re-initiation of a portfolio review on city-owned properties to identify the suitability of potential sites for affordable housing development.

On June 7, 2023, Council approved Report HSC23017/FCS23062/PED23143, entitled “Canadian Mortgage and Housing Corporation Housing Accelerator Fund”. One of the initiatives in the Housing Action Plan is regarding the Land and Property Disposition Program for Housing, which will create a dedicated team to identify and implement opportunities for disposition of city-owned lands for the purpose of developing affordable housing.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

In accordance with the City’s Portfolio Management Strategy and City of Hamilton Sale of Land Policy, By-law 14-204, property no longer required for municipal programs is declared surplus by Council and disposed of in accordance with the Policy.

RELEVANT CONSULTATION

- Healthy and Safe Communities: Housing Secretariat;
- Planning and Economic Development: Economic Development; and,
- Corporate Services: Financial Planning Administration, Legal Services.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

City Property Program of Work Updated Review

As identified in the Year 1 Program of Work (action 7) of the Housing Sustainability and Investment Roadmap, a review of all city-owned properties will be completed to identify suitability of sites for affordable housing development, through use of available land or

SUBJECT: Housing Sustainability and Investment Roadmap Work Program: City Property Review and Property Disposition Strategies (PED23099(a)/HSC23028(a)) (City Wide) - Page 5 of 10

intensification of existing buildings. The review of city-owned properties will be conducted using a two-part approach.

Part 1:

This first stage includes a review of the portfolio of approximately 1,900 city-owned properties to identify opportunities based on criteria established by the Housing Sustainability and Investment Roadmap Steering Committee. This review evaluates individual properties, with a focus on properties that are underutilized or surplus. Consideration will be given to adjacent property uses and ownership to identify potential land assembly opportunities.

Select properties will move to the due diligence phase which includes an internal city-wide divisional/agency circulation of identified properties to collect relevant information and identify municipal interests. Further analysis of property characteristics, site specific opportunities and constraints, feasibility, planning and/or environmental studies and internal/external consultation will be completed as appropriate. Depending on the complexity of a site, due diligence work generally takes four to six months to work through, per site. Multiple sites are assessed simultaneously. Upon completion of the due diligence step, an applicable disposition strategy will be determined and brought to Council for consideration and approval.

Part 2:

This second stage includes a deeper review of city-owned properties with a lens to identify opportunities based on additional considerations not evaluated in Part 1 above. These additional considerations include but are not limited to:

- Vertical opportunities for intensification over existing municipal facilities;
- Excess/underutilized land on existing/operational municipal properties; and,
- Strategic re-purposing or re-locating of municipal facilities or services, as identified in the underutilized property review.

The city's portfolio plans, master plans, asset management plans, and capital project plans will be taken into consideration. Select properties will move to the due diligence and consultation phase (similar to the due diligence performed in Part 1). Upon completion of the due diligence step, an applicable site strategy will be determined. It is anticipated that this step of the process can take upwards of six months to complete for some sites, while other sites will have their own timeframe to be determined.

SUBJECT: Housing Sustainability and Investment Roadmap Work Program: City Property Review and Property Disposition Strategies (PED23099(a)/HSC23028(a)) (City Wide) - Page 6 of 10

Subsequent to the identification of properties for affordable housing opportunities, a disposition strategy suitable to maximizing the property opportunity will be determined and brought to Council for consideration and approval.

Typical disposition strategy approaches include:

- Market Offering – typically a highest and best use sales. Properties may not be suitable for a focused affordable housing development, but net proceeds from sale could be deposited in the Affordable Housing Reserve and used to provide funding affordable housing initiatives and projects;
- Covenant Sale – properties appropriate for housing development that are identified as best suited for development with a provision of an affordable housing component through the long-term commitment/covenant and offered to the market expecting a lower return;
- Nominal Value Contribution – sale of property at nominal value, to ensure feasibility of affordable housing in high-priority areas; and,
- Direct Partnership – through partnership (usually with existing social and/or affordable housing providers), property and funding being two elements of the city’s contribution to ensure the development of affordable housing units.

An illustration of the Program of Work timeline is as follows:

IDEAL PROGRAM OF WORK TIMELINE																								
Stages:	Year One												Year Two											
	Months																							
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Part 1: Initial Review																								
Part 1: Due Diligence																								
Part 2: Strategic Review																								
Part 2: Due Diligence																								
Disposition of Property																								

Given the current resource challenges in the Corporate Real Estate Office, additional staff resources will be required to complete the property review work program in a timely manner. Funding for these additional resources will be provided by the Housing Accelerator Fund, Housing Action Plan, Initiative 4.

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SUBJECT: Housing Sustainability and Investment Roadmap Work Program: City Property Review and Property Disposition Strategies (PED23099(a)/HSC23028(a)) (City Wide) - Page 7 of 10

Identified Properties for Strategic Disposition

Over consecutive terms, Council has approved recommendations to surplus a number of city-owned sites to be disposed of for (re)development, many for the purposes of affordable housing. As a result of staff evaluating and assessing the development feasibility of a number of sites, some for the explicit purposes of developing, constructing and operating affordable housing, six sites are being recommended for immediate action. The type of analysis typically undertaken includes:

- i. Identifying key issues (e.g., regulatory, financial, external etc.) required to bring the sites to “development-ready”, meaning to the stage of requiring only Site Plan and/or Building Permit approval;
- ii. Assessing the populations that could be served within the constraints of the sites (e.g., unit sizes, degree of affordability);
- iii. Assessing any incentive programs and/or tools that could be employed to facilitate affordable housing development on the Sites;
- iv. Identification of assumptions for a development financial pro-forma (Business Case) to determine feasibility; and,
- v. Site-by-Site assessment of constructability, including proposed architectural massing and floor plans, as well as identified restrictions to development.

The following is a summary of the six identified Sites (see Appendix “A” to Report PED23099(a) HSC23028(a) for a location map) including existing conditions, options for affordable housing, as well as a site-by-site recommended strategy (see Appendix “B” to Report PED23099(a) HSC23028(a) for a summary).

171 Main Street East (Ward 2 – Downtown Hamilton)

Located at the corner of Main Street East and Ferguson Avenue South, the site is approximately 0.47 acres with direct access to transit and other amenities. The site is an existing municipal surface parking lot with current zoning (D1) Downtown Central Business District. The site is covered by the Downtown Secondary Plan.

Based on the size, location, and an assessment of the potential for increased density for the site, staff have not undertaken an architectural massing or floor planning exercise for the property at this time. The site will accommodate high-density form of development, and therefore any required planning approvals for the site is best to be led by the ultimate developer of the site.

SUBJECT: Housing Sustainability and Investment Roadmap Work Program: City Property Review and Property Disposition Strategies (PED23099(a)/HSC23028(a)) (City Wide) - Page 8 of 10

Given both the permitted and the potential for increased density on the site, staff do not believe the greatest opportunity for this site would be suitability solely as an affordable housing development. Local non-profit housing providers have indicated a desire for multiple smaller-scale projects, as opposed to singular larger-scale projects. The substantial upfront development and construction costs, combined with the long-term operational costs, would diminish the feasibility for a solely affordable housing project at this site in the near-term. Lastly, if the site was identified for solely affordable housing, all indications are it would not utilize the potential density of the site.

Strategy: Disposition of this site on highest and best use basis, and the net proceeds of sale transferred to the Affordable Housing Reserve, to be used for the intended purpose of building affordable housing on other sites within the city (Market Offering).

9 Clarence Street (Ward 2 – Downtown Hamilton)

Located on Clarence between Queen Street North and Hess Street North, the site is approximately 0.44 acres with direct access to transit and other amenities. The site is existing vacant land with current zoning JJ/S-450, Restricted Light Industrial District. An architectural massing or floor planning exercise has not been completed for the property.

Staff are aware of access limitations to the site and are exploring potential acquisitions of an adjacent parcel that would facilitate satisfactory access to the site to support future development.

Strategy: A city-initiated re-zoning to permit the residential use and building form, and once permitted zoning is in place, to proceed to disposition for the intended purpose of building affordable housing on the site (Nominal Value Contribution or Direct Partnership).

70 Hope Avenue (Ward 4 – Hamilton East)

Located on Hope Avenue near Kenilworth, the site is approximately 0.7 acres with direct access to transit, and other amenities. The city's ownership pre-dates the 1970's and the land-use allows for mixed-use and/or medium density, within the existing commercial zoning. The assessment of the site indicates it could accommodate a three-storey building with a footprint of approximately 29,600 square feet, yielding 54 self-contained one-bedroom units, a tenant amenity area, 22 covered surface parking spaces, and bike parking, while maintaining the existing municipal two-way rear-laneway.

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SUBJECT: Housing Sustainability and Investment Roadmap Work Program: City Property Review and Property Disposition Strategies (PED23099(a)/HSC23028(a)) (City Wide) - Page 9 of 10

Strategy: A city-initiated re-zoning to permit the differing residential use and building form, and once permitted zoning is in place, to proceed to disposition for the intended purpose of building affordable housing on the site (Nominal Value Contribution or Direct Partnership).

5 and 13 Lake Avenue South (Ward 5 - Stoney Creek)

Located on Lake Avenue just south of King Street East in the downtown of Stoney Creek, the sites have a lot-area of 0.15 acres (5 Lake Avenue South) and 0.92 acres (13 Lake Avenue South) respectively. Although the sites are not contiguous, the two lots are part of an existing municipal surface parking lot which extends east to Mountain Avenue South. Both sites have been owned by the city since pre-1970's, and have direct access to transit, and other amenities. Both sites have C5-Mixed-use Medium Density zoning in place.

5 Lake Avenue South could accommodate a three-storey building with a footprint of approximately 4,736 square feet, yielding 24 self-contained studio-units, tenant amenity area, and eight parking spaces.

13 Lake Avenue South could accommodate a five-storey building with a footprint of approximately 6,351 square feet, yielding 43 self-contained one-bedroom units, tenant amenity area, common area, and 22 parking spaces.

Strategy: Existing zoning would permit the residential use and building form, although the potential for variances may be required. Therefore, these properties could proceed to disposition for the intended purpose of building affordable housing on the site (Nominal Value Contribution or Direct Partnership). Staff also recommend declaring surplus 5 Lake Avenue South for procedural purposes.

1126 Garth Street (Ward 14 – West Mountain)

Located close to Garth Street and the Lincoln M Alexander Parkway, the site is approximately 0.55 acres with direct access to transit and other amenities. The city acquired the site in 1993, with the land use permitting residential and the current zoning (RT-20 "H") restricting the site to townhouses or maisonette. The assessment of the site indicates it could accommodate a three-storey building with a footprint of approximately 9,149 square feet, yielding 34 self-contained one-bedroom units, tenant amenity space, and 18 parking spaces.

Strategy: A city-initiated re-zoning of the existing zoning to permit the differing building form and then to proceed with disposition for the intended purpose of building affordable housing on the site (Nominal Value Contribution or Direct Partnership).

**SUBJECT: Housing Sustainability and Investment Roadmap Work Program: City
Property Review and Property Disposition Strategies
(PED23099(a)/HSC23028(a)) (City Wide) - Page 10 of 10**

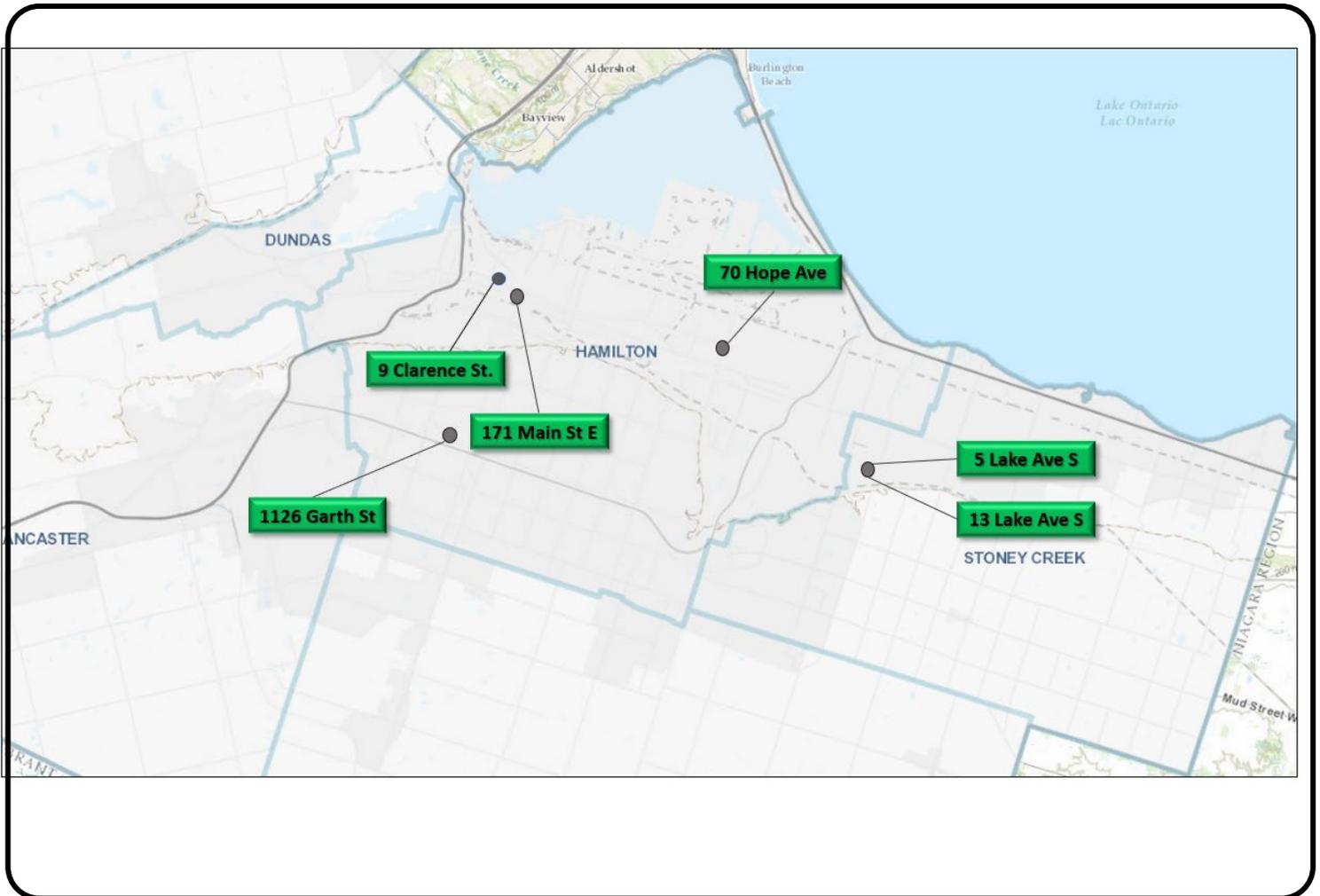
ALTERNATIVES FOR CONSIDERATION

Not Applicable.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report PED23099(a)/HSC23028(a) – Map of Identified Properties for
Disposition

Appendix "B" to Report PED23099(a)/HSC23028(a) – Summary of Property Strategies



LOCATION PLAN

Various Sites,
Hamilton

CITY OF HAMILTON
Planning and Economic Development Department
Corporate Real Estate Office

Appendix "B" to Report PED23099(a)/HSC23028(a)

Page 1 of 1

Summary of Property Strategies

Address	Strategy	
	Re-zoning	Disposition
171 Main St E (Ward 2)	Not required	Market Offering
9 Clarence St (Ward 2)	Re-zone to permit multiple dwellings (DE-2)	Nominal Value Contribution or Direct Partnership
70 Hope Ave (Ward 4)	Re-zone to permit multiple dwellings (DE-2)	Nominal Value Contribution or Direct Partnership
5 Lake Ave S (Ward 5)	Not required	Nominal Value Contribution or Direct Partnership
13 Lake Ave S (Ward 5)	Not required	Nominal Value Contribution or Direct Partnership
1126 Garth St (Ward 14)	Re-zone to permit multiple dwellings (DE-2)	Nominal Value Contribution or Direct Partnership



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Economic Development Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	December 6, 2023
SUBJECT/REPORT NO:	Revitalizing Hamilton Tax Increment Grant Program - 235 Main Street West, 74 Queen Street South and 244-246 Jackson Street West, Hamilton (PED23243) (Ward 1)
WARD(S) AFFECTED:	Ward 1
PREPARED BY:	Carlo Gorni (905) 546-2424 Ext. 2755
SUBMITTED BY:	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

- (a) That a Revitalizing Hamilton Tax Increment Grant Program Application submitted by 235 Main Holdings Inc. (David Kemper), for the properties municipally known as 235 Main Street West, 74 Queen Street South and 244-246 Jackson Street West, Hamilton, estimated at \$2,117,592.80 over a maximum of a four year period, and based upon the incremental tax increase attributable to the redevelopment of 235 Main Street West, 74 Queen Street South and 244-246 Jackson Street West be authorized and approved in accordance with the terms and conditions of the Revitalizing Hamilton Tax Increment Grant Program, and on the condition that these properties merge on title and that the ownership of these properties is solely held by 235 Main Holdings Inc. (David Kemper), prior to any grant payment being made and prior to the Grant Agreement being entered into;
- (b) That the city enter into a a Revitalizing Hamilton Tax Increment Grant Program Grant Agreement with 235 Main Holdings Inc. for the properties municipally known as 235 Main Street West, 74 Queen Street South and 244-246 Jackson Street West, and that the General Manager of the Planning and Economic Development Department be authorized and directed to execute the Grant Agreement together with any ancillary documentation in a form satisfactory to the

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SUBJECT: Revitalizing Hamilton Tax Increment Grant Program - 235 Main Street West, 74 Queen Street South and 244-246 Jackson Street West, Hamilton (PED23243) (Ward 1) - Page 2 of 9

City Solicitor and with the following terms and conditions:

- (i) Terms and conditions as provided for in the Revitalizing Hamilton Tax Increment Grant Program;
 - (ii) That title for the properties municipally known as 235 Main Street West, 74 Queen Street South and 244-246 Jackson Street West merge and are owned solely by 235 Main Holdings Inc. prior to the Grant being paid and prior to the Grant Agreement being executed by the General Manager of Planning and Economic Development;
 - (iii) Such further conditions as determined by the General Manager of Planning and Economic Development;
- (c) That the General Manager of the Planning and Economic Development Department be authorized and directed to administer the Grant and Grant Agreement including, but not limited to, deciding on actions to take in respect of events of default and executing any Grant Amending Agreements, together with any ancillary amending documentation, if required, provided that the terms and conditions of the Revitalizing Hamilton Tax Increment Grant Program, as approved by City Council, are maintained and that any applicable Grant Amending Agreements are undertaken in a form satisfactory to the City Solicitor.

EXECUTIVE SUMMARY

The Revitalizing Hamilton Tax Increment Grant Application for the redevelopment of the properties at 235 Main Street West, 74 Queen Street South, 244 Jackson Street West and 246 Jackson Street West (all in Hamilton) was submitted by 235 Main Holdings Inc. (David Kemper), owner or partial owner of the properties. This address contains a commercial parking lot, the former Italian Consulate, a two-family dwelling, and a single-family dwelling, respectively. The proposed works will see the redevelopment of the property resulting in the construction of a 23-storey residential condominium building, including a five-storey podium, 18-storey tower containing 281 residential units and six at-grade dwelling units.

The following properties, showing their current owners, are, based on information provided by the Applicant, to be merged on title prior to construction commencing:

Property	Current Owner
235 Main Street West, Hamilton	235 Main Holdings Inc.

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SUBJECT: Revitalizing Hamilton Tax Increment Grant Program - 235 Main Street West, 74 Queen Street South and 244-246 Jackson Street West, Hamilton (PED23243) (Ward 1) - Page 3 of 9

Property	Current Owner
74 Queen Street South, Hamilton	235 Main Holdings Inc. and David Kemper
244 Jackson Street West, Hamilton	235 Main Holdings Inc. and Richard Kennedy
246 Jackson Street West, Hamilton	235 Main Holdings Inc. and Richard Kennedy

The Applicant has advised that the ownership of 235 Main Street West, 74 Queen Street South, 244 Jackson Street West and 246 Jackson Street West will be transferred and registered on title as 235 Main Holdings Inc.

At the time of preparing Report PED23243, the new ownership of the properties by 235 Main Holdings Inc. had not been registered on title. Therefore, a condition of the Grant is that ownership of the properties has been transferred and registered on title to 235 Main Holdings Inc. prior to the Grant Agreement being entered into and the grant being paid.

Construction costs are estimated at \$173,373,000 and it is projected that the proposed works will increase the assessed value of the property from its current value of \$2,683,000 to approximately \$76,000,000.

This will increase total annual property taxes generated by the property. The municipal share of this property tax increase (municipal tax increment) will be approximately \$847,037.12 of which 100% would be granted to the owner during year one, 75% or approximately \$635,277.84 in year two, 50% or approximately \$423,518.56 in year three and 25% or approximately \$211,759.28 in year four. The estimated total value of the Grant is approximately \$2,117,592.80. Note that every year the tax increment is based on actual taxes for that year.

As noted previously, 235 Main Street West, 74 Queen Street South, 244 Jackson Street West and 246 Jackson Street West are to be merged on title after ownership of each is transferred solely to the Applicant. Currently, the future address of the property upon completion of the planned development has not been confirmed. Notwithstanding this status, and regardless of any future address assigned to the Site, this Report and Staff's Recommendations shall, for clarity, apply to the Site area as defined in Appendix "A" to Report PED23243.

Alternatives for Consideration – See Page 9

SUBJECT: Revitalizing Hamilton Tax Increment Grant Program - 235 Main Street West, 74 Queen Street South and 244-246 Jackson Street West, Hamilton (PED23243) (Ward 1) - Page 4 of 9

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The city will collect full property taxes on the property and, in turn, provide a Grant for four years, declining each year after the first year by 25%, based on the increase in the municipal portion of the taxes, post-redevelopment completion of 235 Main Street West, 74 Queen Street South and 244-246 Jackson Street West. Following year one of the Grant Payment, the city will start to realize the positive results of the Program from a financial perspective. Based on the projected figures, the estimated tax increment over four years totals \$3,388,148.48, of which the Applicant would receive a grant totalling approximately \$2,117,592.80 and the city retaining taxes totalling approximately \$1,270,555.68.

Staffing: Applicants and subsequent Grant Payments under the Revitalizing Hamilton Tax Increment Grant Program are processed by the Commercial Districts and Small Business Section and Taxation Section, Corporate Services Department. There are no additional staffing requirements.

Legal: Section 28 of the *Planning Act* permits a municipality, in accordance with a Community Improvement Plan, to make loans and grants which would otherwise be prohibited under Section 106(2) of the *Municipal Act*, to registered/assessed owners and tenants of lands and buildings. A Community Improvement Plan can only be adopted and come into effect within a designated Community Improvement Project Area. Changes to a Community Improvement Plan or Community Improvement Project Area require formal amendments as dictated by the *Planning Act*.

The Applicant will be required to execute a Grant Agreement prior to the Grant being advanced. The Grant Agreement will be developed in consultation with the Legal Services Division.

As construction projects move forward, it is sometimes necessary to amend previously approved Grant Agreements and any ancillary documentation. Therefore, staff recommends that the General Manager of Planning and Economic Development be authorized to amend Grant Agreements and any ancillary documentation, provided that the terms and conditions of the Revitalizing Hamilton Tax Increment Grant Program are maintained. The Revitalizing Hamilton Tax Increment Grant Program description requires that the grant is provided to the applicant who is the owner of the property and who is undertaking the development. 235 Main Holdings Inc. is the sole owner of one of the properties and one of two owners of the other properties which are the subject of the application. The condition that the properties

SUBJECT: Revitalizing Hamilton Tax Increment Grant Program - 235 Main Street West, 74 Queen Street South and 244-246 Jackson Street West, Hamilton (PED23243) (Ward 1) - Page 5 of 9

which are the subject of the application are transferred into the sole ownership of 235 Main Holdings Inc. and merge on title, prior to the Grant Agreement being entered into and prior to any Grant Payment being made result in compliance with the intent of the Terms of the Revitalizing Hamilton Tax Increment Grant Program.

HISTORICAL BACKGROUND

City Council, at its meeting held on August 22, 2001, approved an amendment to the Downtown and Community Renewal Community Improvement Plan which introduced the Hamilton Tax Increment Grant Program. The Revitalizing Hamilton Tax Increment Grant Program is currently established through the updated Revitalizing Hamilton's Commercial Districts Community Improvement Plan, which was approved by City Council on September 29, 2021, by way of By-law No. 21-164.

The Revitalizing Hamilton Tax Increment Grant is intended to incentivize property owners located in Downtown Hamilton, Community Downtowns, Business Improvement Areas, the Mount Hope/Airport Gateway, the corridors of Barton Street and Kenilworth Avenue as identified in the Revitalizing Hamilton's Commercial Districts Community Improvement Project Area and to properties designated under Part IV or V of the *Ontario Heritage Act* to develop, redevelop or otherwise improve properties and/or buildings in a manner that will support the broader revitalization of these districts, as well as generate new municipal property tax revenue through increased property assessments. The exact geographic boundaries within which the Revitalizing Hamilton Tax Increment Grant Program is available are defined through the associated Revitalizing Hamilton Community Improvement Project Area By-law No. 21-163.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Urban Hamilton Official Plan

The subject Site is municipally known as 235 Main Street West, 74 Queen Street South and 244-246 Jackson Street West and is identified as an "Urban Corridor" on Schedule "E" – Urban Structure and designated as "Mixed Use Medium Density" on Schedule "E-1" – Urban Land Use Designations. The subject Site is also located within the Strathcona Secondary Plan area (OPA 11) and designated "Mixed Use Medium Density" and subject to Site Specific Policy - Area 'M' (OPA 139), which restricts the height, on "Map B.6.6-1 – Land Use Plan". These designations are intended support mixed use development including residential intensification.

The planned use of the Site is permitted.

SUBJECT: Revitalizing Hamilton Tax Increment Grant Program - 235 Main Street West, 74 Queen Street South and 244-246 Jackson Street West, Hamilton (PED23243) (Ward 1) - Page 6 of 9

Zoning By-law No. 05-200

The subject Site is zoned Mixed Use Medium Density (C5, 736) with Site Specific Exception 736, which provides for Site specific zoning regulations (e.g., height, setbacks, and parking ratios). The Mixed-Use Medium Density Zone is found along collector and arterial roads and permits a range of uses including retail, commercial and residential uses in a built form intended to support active transportation while creating a pedestrian friendly environment.

The planned use of the Site is permitted.

RELEVANT CONSULTATION

Staff from the Taxation Section and the Finance and Administration Section, Corporate Services Department and the Legal Services Division, Corporate Services Department was consulted, and the advice received is incorporated into Report PED23243.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

Potential Tenant Displacement Mitigation:

On September 17, 2021, City Council approved the Recommendations of PED21159 to amend the eligibility of projects under this, and other financial incentive programs, to minimize the potential use of city incentive programs in circumstances where tenant displacement could occur.

Specifically, under the Council-approved program terms, projects are not eligible for consideration under this Program except where at least one of the following exceptions are met to the satisfaction of the city:

- (a) There has been no residential rental tenant displacement. Applicants shall be required to submit supporting documentation that demonstrates residential rental tenants have not been displaced. Documentation required to be submitted, and the acceptance of such documentation in terms of satisfying this condition, shall be at the discretion of the city;
- (b) The project has been approved for financial assistance under a Canada Mortgage and Housing Corporation, Federal, Provincial or City program for the purposes of creating residential rental housing to address housing affordability in the city;

SUBJECT: Revitalizing Hamilton Tax Increment Grant Program - 235 Main Street West, 74 Queen Street South and 244-246 Jackson Street West, Hamilton (PED23243) (Ward 1) - Page 7 of 9

- (c) The existing building has been entirely vacant for at least two years prior to a Program Application being submitted to the city (not including periods of vacancy due to renovations); or,
- (d) The property owner and Program Applicant are a registered not-for-profit organization.

As the existing buildings on the Site contain a total of three units occupied by tenants, staff engaged with the Applicant to advise of the applicable program terms and the necessity of ensuring that existing tenants not be displaced. In addition, and in accordance with the applicable program terms, the city provided notices to existing tenants advising them of existing rental conditions in Hamilton, information respecting their rights under the *Residential Tenancies Act* and a list of available resources should they believe, they would be the subject of potential displacement.

Staff received written confirmations from each of the three tenants that they were aware of the redevelopment of the properties and that they had secured new residential accommodations once their tenancies were terminated. As such, it is staff's opinion that no tenant displacement is arising as a result of the planned development and that the project meets exemption as noted above to allow for eligibility under this Program.

Financials:

Commercial Districts and Small Business staff, in co-operation with staff from the Taxation Section and Legal Services Division, developed an estimated Schedule of Grant Payments under the terms of the Program. The final Schedule of Grant Payments will be contingent upon a new assessment by Municipal Property Assessment Corporation following completion of the project. The Applicant will be required to sign a Grant Agreement. The Grant Agreement contains provisions for varying the Grant payment in each, and every year based on Municipal Property Assessment Corporation's assessed value. By signing, the Applicant will accept the terms and conditions outlined therein prior to any Grant Payments being made. The Agreement outlines the terms and conditions of the Grant Payments over the four-year period.

The estimated Grant shall be calculated according to the following formulas:

Grant Level:		100%	
Total Eligible Costs (Maximum)	\$173,373,000		
Total Pre-Project CVA:			Year: 2023
CVA CX Commercial	\$1,162,000		

SUBJECT: Revitalizing Hamilton Tax Increment Grant Program - 235 Main Street West, 74 Queen Street South and 244-246 Jackson Street West, Hamilton (PED23243) (Ward 1) - Page 8 of 9

CVA RT Residential	\$599,000		
CVA RT Residential	\$409,000		
CVA RT Residential	<u>\$513,000</u>		
Total	\$2,683,000		
Pre-Project Property Taxes			
Municipal Levy	\$44,849.71		
Education Levy	<u>\$12,552.73</u>		
Pre-Project Property Taxes	\$57,402.44		
*Post-Project CVA			
CVA NT- New Residential	<u>\$76,000,000</u>		
Estimated Post-Project CVA	\$76,000,000		Year: TBD
**Estimated Municipal Levy	\$891,886.83		
**Estimated Education Levy	<u>\$116,280.00</u>		
**Estimated Post-Project Property Taxes	\$1,008,166.83		

*The actual roll number(s) assessed value(s), tax classification(s) and value partitioning (where applicable) are to be determined by the Municipal Property Assessment Corporation (Municipal Property Assessment Corporation).

**2023 tax rates have been used for calculation of the estimated post-development property taxes.

Pre-project Municipal Taxes = Municipal Levy = \$44,849.71

Municipal Tax Increment = \$891,886.83 - \$44,849.71 = \$847,037.12

Payment in Year One = \$847,037.12 x 1.0 = \$847,037.12

ESTIMATED GRANT PAYMENT SCHEDULE

Redevelopment of a property which at the time of application contained a single-family dwelling, two residential duplexes and a lot containing vacant commercial land. The proposed works will see the redevelopment of the properties resulting in the construction of a 23-storey building with a five-storey podium and an 18-storey tower containing 281 residential condominium and 128 parking spaces.

Year	Grant Factor	Tax Increment*	Grant
1	100%	\$847,037.12	\$847,037.12

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SUBJECT: Revitalizing Hamilton Tax Increment Grant Program - 235 Main Street West, 74 Queen Street South and 244-246 Jackson Street West, Hamilton (PED23243) (Ward 1) - Page 9 of 9

Year	Grant Factor	Tax Increment*	Grant
2	75%	\$847,037.12	\$635,277.84
3	50%	\$847,037.12	\$423,518.56
4	25%	\$847,037.12	\$211,759.28
Total		\$3,388,148.48	\$2,117,592.80

*Note that the tax increment is based every year on actual taxes for that year. The figures above are estimates. In other words, for each year a Grant Payment is paid, the actual taxes for the year of the Grant Payment will be used in the calculation of the Grant Payment.

Details of the proposed redevelopment and its estimated assessment and municipal tax increments are based on the project as approved, or conditionally approved, at the time of writing this Report. Any minor changes to the planned redevelopment that occur prior to the final Municipal Property Assessment Corporation reassessment of the property may result in an increase/decrease in the actual municipal tax increment generated and will be reflected in the final Grant amount.

ALTERNATIVES FOR CONSIDERATION

Declining a Grant and/or approving a reduced amount would undermine the principles of the Revitalizing Hamilton Tax Increment Grant and regeneration efforts in general. This alternative is not recommended.

Financial: Grants totalling \$2,117,592.80 over a four-year period would not be issued.

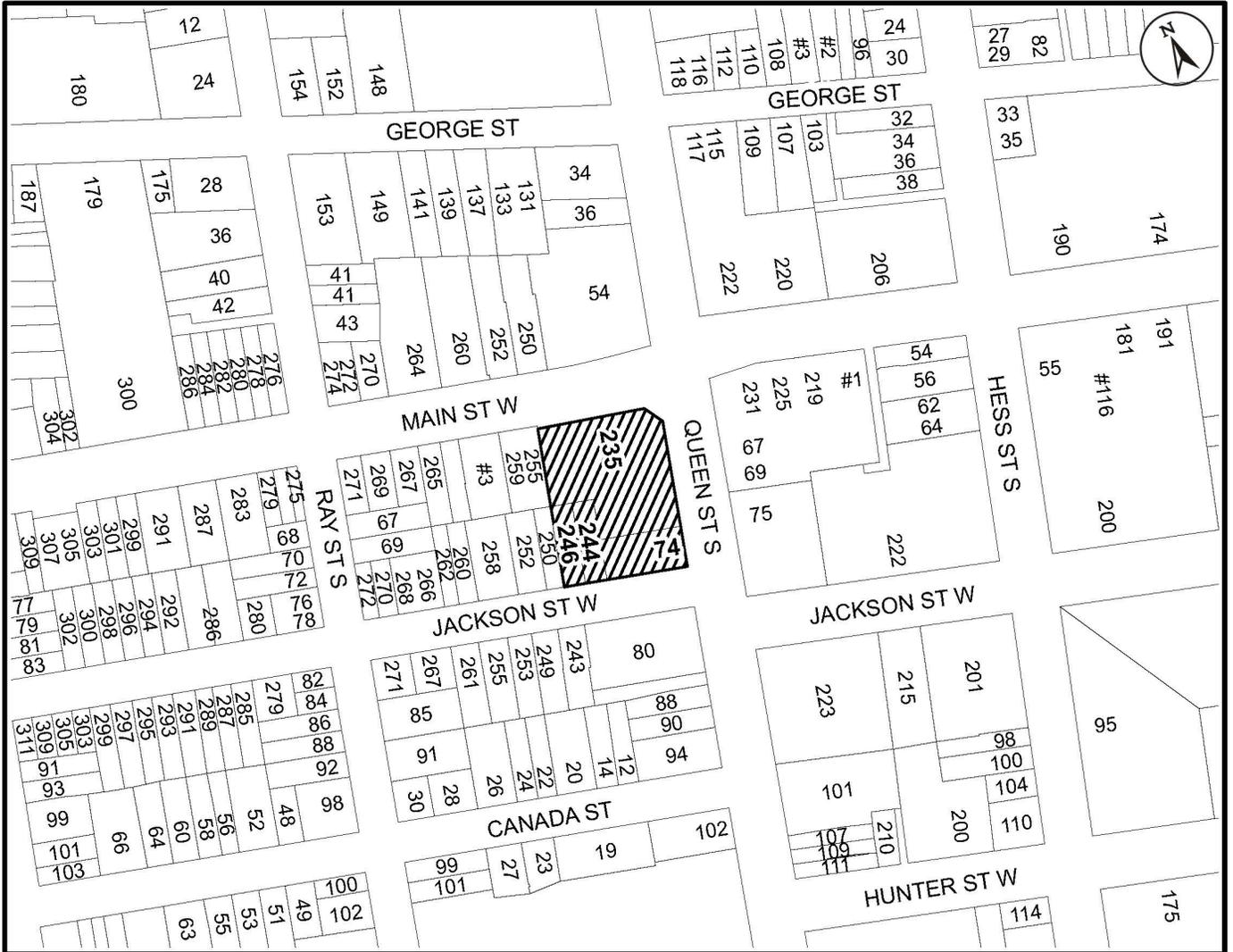
Staffing: Not applicable

Legal: Not applicable

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report PED23243 – Location Map

CG/rb



● Site Location



Key Map - Ward 1

Location Map



Hamilton

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT

File Name/Number:
235 Main St W

Date:
December 14, 2022

Appendix "A"

Scale:
N.T.S

Planner/Technician:
CG/AL

Subject Property



235 Main Street West, 74 Queen Street South,
 244 Jackson Street West and
 246 Jackson Street West



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Transportation Planning and Parking Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	December 6, 2023
SUBJECT/REPORT NO:	Open Streets Temporary Linear Urban Park 2023 Update (PED22075(b)) (City Wide) (Outstanding Business List Item)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Rachel Johnson (905) 546-2424 Ext. 6888 Juby Lee (905) 546-2424 Ext. 1411 Peter Topalovic (905) 546-2424 Ext. 5129
SUBMITTED BY:	Brian Hollingworth Director, Transportation Planning and Parking Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

- (a) That the Open Streets Temporary Linear Urban Park concept, as successfully demonstrated through the closure of King Street East on Sunday June 18, 2023, be established as an annual program with a minimum of two events per calendar year;
- (b) That the James Street North Summer Art Crawl Pedestrianization Pilot that was implemented on Friday's in summer 2023 be incorporated into the Open Streets Program on an annual basis and include the months of May, June, July and August;
- (c) That the matter respecting Item J, Open Streets Temporary Linear Urban Park be identified as complete and removed from the General Issues Committee - 2023 Rate and Capital Budgets Outstanding Business List.

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**SUBJECT: Open Streets Temporary Linear Urban Park 2023 Update
(PED22075(b)) (City Wide) - Page 2 of 9**

EXECUTIVE SUMMARY

At Council's direction, the City's first Open Streets Temporary Linear Urban Park, on King Street East, was held in June 2023. King Street was closed to motor vehicle traffic from John Street to Gage Avenue, approximately four kilometres in length. The event ran from 10:00 a.m. to 2:00 p.m. and was attended by an estimated 15,000 individuals.

During the approval stages leading up to this event, staff engaged the community and prepared two reports in 2022 regarding the Open Streets Temporary Linear Urban Park program: Reports PED22075 and PED22075(a). At the May 4, 2022 General Issues Committee (Item 6), Council directed staff to collect and utilize data from the King Street event to develop a comprehensive plan for a succession of open streets events in future years and that the funding requirements for subsequent events.

In addition to the King Street Open Streets Temporary Linear Urban Park, in May 2023, Council also approved a motion to facilitate the closure of James Street to vehicular traffic on three Friday's as a pilot project. These closures were aligned with Art Crawl, which occurs on James Street the second Friday of every month with highest attendance in summer months.

Both the King Street event and the James Street Art Crawl events received positive feedback from the public and achieved their primary goals of promoting active transportation, supporting healthy communities, contributing to economic activity and generally encouraging community engagement and participation.

The purpose of this Report is to summarize the results of the Open Streets events held in 2023, including costs incurred and feedback received, and to recommend a plan for 2024 and future years.

Based on the results of the events in 2023, it is recommended that both the King Street Open Streets Temporary Linear Urban Park, and James Street Summer Art Crawl Pedestrianization initiatives be repeated for 2024 and future years.

Continuation of these Open Streets events and associated programming will require operating and capital resources. Primary expenses include traffic control equipment, pay duty police, advertising and programming, and business liaison. A capital budget request has been submitted for consideration as part of the 2024 Budget Process based on an estimated cost of \$225 K for both the King Street and James Street events, to be funded through the Economic Development Initiatives Capital Account (3621708900). This cost estimate was informed by the 2023 pilot events.

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**SUBJECT: Open Streets Temporary Linear Urban Park 2023 Update
(PED22075(b)) (City Wide) - Page 3 of 9**

Alternatives for Consideration – See Page 9

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: In 2023, the King Street program was funded by grants and from the Economic Development Initiatives Capital Account (3621708900). The James Street Art Crawl Pedestrian Pilot was funded through the Tax Stabilization Reserve. For 2024, a Capital request of \$225 K has been included in the Preliminary 2024 Budget, inclusive of an Operating Impact to Capital of one full-time-employee for a Program Coordinator at an annual cost of \$105 K. This would include the direct costs for the road closures as well as programming for the events. The full program would be funded through the Economic Development Initiatives Capital Account (3621708900), including the James Street closure which, for 2023, was funded through the Tax Stabilization Reserve. Funding, for future events beyond 2024, would be referred to the Budget Process on an annual basis for consideration.

Other events such as Bike Month, Smart Commute Month, and Walktober events already have allocated funding in the Sustainable Mobility Budget and do not require further resources.

Staffing: The Capital Request submitted as part of the Preliminary 2024 Budget, includes one full-time employee for a Program Coordinator. This coordinator would be responsible for the consultation, organization and implementation of multiple Open Streets events identified in Recommendations (a) and (b) of this Report. They would also work with Business Improvement Areas and other stakeholders to program and promote these and other Open Streets events, as well as, to develop plans for future events and additional events. In 2023, some of this work was done by an external consultant, which would not be required in 2024.

Legal: None.

HISTORICAL BACKGROUND

The Open Streets Temporary Linear Urban Park concept was initiated in 2021 through a motion at the October 20, 2021 General Issues Committee meeting. The following was approved:

“That staff be directed to report back to the General Issues Committee with recommendations on how the City may pedestrianize a street or collection of

**SUBJECT: Open Streets Temporary Linear Urban Park 2023 Update
(PED22075(b)) (City Wide) - Page 4 of 9**

streets during the spring, summer, and fall seasons to assist in animating those areas for public use, to be primarily on, but not limited, to weekends.”

In May 2022, Staff prepared Report PED22075 to respond to Council direction. In summary, the Report recommended that Staff:

- be directed to develop an Open Streets Temporary Linear Urban Park event along King Street East;
- be directed to engage key stakeholders;
- be authorized to allocate \$60 K from the Economic Development Initiatives Capital Account (3621708900) to fund the temporary street closure;
- be directed to formalize a partnership with a local not-for-profit or community partner, with a limit of \$25 K from the Sustainable Mobility Project ID of 4032155820; and,
- collect and utilize data from the 2022 Open Streets Temporary Linear Urban Park event to develop a comprehensive plan for a succession of Open Streets Temporary Linear Urban Park events in future years and that the funding requirements for these subsequent events be considered as part of the 2023 Budget Process.

In August 2022, Staff prepared Report PED22075(a), the purpose of this Information Report was to provide the General Issues Committee information regarding public engagement that had been completed regarding the Open Streets Temporary Linear Urban Park events.

On Sunday June 18, 2023, King Street was closed to motor vehicle traffic from John Street to Gage Avenue, approximately four kilometres in length. The event ran from 10:00 a.m. to 2:00 p.m. and was attended by an estimated 15,000 individuals.

On May 10, 2023, Council approved a motion moved by the Ward 2 Councillor for a James Street North Summer Art Crawl Pedestrianization Pilot. The motion included funding to facilitate the closure of James Street North to vehicular traffic between Barton Street West and Cannon Street West in conjunction with Art Crawl.

James Street North from Cannon to Barton was closed to automobile traffic during the June, July and August Art Crawls in 2023.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Not applicable.

**SUBJECT: Open Streets Temporary Linear Urban Park 2023 Update
(PED22075(b)) (City Wide) - Page 5 of 9**

RELEVANT CONSULTATION

During the planning stages of the 2023 event, staff in Transportation Planning initiated a survey through Engage Hamilton, which was open from June 2, 2022 to June 23, 2022. The survey received 986 responses, with 86% of respondent in support of a temporary urban linear park on King Street for one weekend day. Overall, there was broad support for the program, both in the project area and across the City. There were also some responses from individuals who lived outside of Hamilton, showing some local tourism potential for this project. As well, staff would continue with ongoing engagement with impacted stakeholders and timelines.

In developing a plan for 2024 and future events, several internal stakeholders were consulted including:

- Public Works - Transportation, Engineering Services, Transit (HSR);
- Special Events Advisory Team (SEAT);
- Healthy and Safe Communities - Public Health Services - Healthy Environments; and,
- Planning and Economic Development – Economic Development, Tourism and Culture.

As the proponent of Hamilton's Light Rail Transit Project in the King Street Corridor, Metrolinx was consulted regarding the recommended solution of an Open Streets Temporary Linear Urban Park event, and they will continue to be a key stakeholder as staff continue to develop an implementation plan and timeline. It is recognized that any street closures could not conflict with construction activities.

Engagement will continue as the 2024 initiatives move forward focused on external stakeholders, including but not limited to: the City's Mobility Lab focus group, the Hamilton Cycling Committee, Cycle Hamilton, Environment Hamilton, McMaster University, Mohawk College, Hamilton Health Sciences, Smart Commute Employer partners, residents, Business Improvement Areas, community organizations, and neighbourhood associations.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

• **King Street Open Streets Event**

At Council's direction, the City's first Open Streets Temporary Linear Urban Park on King Street East was held in June 2023. Staff were directed to organize this event then report back on the feasibility of continuing to program additional annual events.

**SUBJECT: Open Streets Temporary Linear Urban Park 2023 Update
(PED22075(b)) (City Wide) - Page 6 of 9**

For the event, King Street was closed to motor vehicle traffic from John Street to Gage Avenue, approximately four kilometres in length. Several large signalized intersections along the route were open to North/South motor vehicle traffic. Five “Activation Hubs” were programmed in coordination with Metrolinx and located at future LRT stops (John Street, Wellington Street, Wentworth Street, Sherman Avenue and Scott Park). Forty local organizations, businesses and community partners offered various activities, for example, New Hope Community Bikes offering a bike rodeo, Parasport Ontario offered a wheelchair basketball opportunity, and McMaster University temporarily installed a large “People Make Hamilton” sign as a public art/engagement piece. The City of Hamilton contracted Environment Hamilton to organize these activation hubs and liaise with businesses along the corridor.

Approximately 15,000 participants attended the event, with 15 of the King Street East businesses participating with a sidewalk sale or temporary patio set up. In addition, 40 community organizations offered activities as part of the activation hubs. Four kilometres of linear roadway space were allocated for active transportation, animation, and areas featuring the LRT construction project and future operation of Hamilton’s LRT.

The event, in 2023, was a pilot to assess the feasibility and success of the program. The community response was overwhelmingly positive, and the event deemed a success. Success was measured by the number of event attendees, anecdotal feedback the organizers received both during and following the event, and through an on-line engagement survey, from both attendees and organizations who set up a booth. As detailed below, participants indicated they would like to see more events like this in the future validating the City’s direction of hosting more regular Open Streets Temporary Linear Urban Park events.

Surveys were sent out via email and social media to participants of Open Streets Temporary Linear Urban Park in 2023. Key findings from the on-line survey include:

- 81% of participants got to Open Streets Temporary Linear Urban Park by walking, biking or scootering;
- 51% attended for one to two hours;
- The length of the event, from Gage Avenue to King, was a long enough distance;
- 90% of participants would like to keep it on a Sunday;
- 95.2% of participants support the expansion of the program - more dates per year; and,
- 61.9% would like to see it happen three to four times per year.

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**SUBJECT: Open Streets Temporary Linear Urban Park 2023 Update
(PED22075(b)) (City Wide) - Page 7 of 9**

Thirty program partners filled out the post-event survey. Highlights of the responses from program partners include:

- 100% of program partners would participate in Open Streets Temporary Linear Urban Park again;
- 83% agreed it should be held on a Sunday again;
- 100% of businesses expressed that they had more or significantly more customers on the day of Open Streets Temporary Linear Urban Park than on another Sunday and that the event attracted more or significantly more new customers;
- 89.7% of partners support the expansion of Open Streets Temporary Linear Urban Park;
- 29 out of 30 program partners shared that Open Streets Temporary Linear Urban Park should run more than once per year with results shared between: two, three, four, every week in the summer, monthly from May to October; and,
- 28 program partners shared how many participants stopped at their activation - the average number was 113.

The total direct cost of the King Street event was \$72 K. This included the cost of two mail-outs, the Traffic Control Plan, road closure, Hamilton Police Services, consulting services by Environment Hamilton, and day of expenses. This cost was within the initial budgeted estimate of \$85 K. It is noted, however, that this cost does not include the significant amount of staff time that was put into planning and on the event day, some of which was on a volunteer basis.

- **James North Closure**

Art Crawl is held on James Street North the second Friday of every month. It is an informal event which enables residents and visitors to explore James Street North including the many galleries, shops, street art, performers, vendors and craft markets. In recent years, the event has grown in popularity particularly during the summer months. Prior to 2023, there was minimal, or no traffic control implemented during the event. As such, pedestrians attending the event found sidewalks to be highly congested when the roadway remained open for vehicular traffic.

On May 10, 2023, Council approved a motion for a James Street North Summer Art Crawl Pedestrianization Pilot. The motion included funding to facilitate the closure of James Street North to vehicular traffic between Barton Street West and Cannon Street West in conjunction with Art Crawl.

The closure of James Street subsequently occurred on June 9, 2023, July 14, 2023 and August 11, 2023, between 6:00 p.m. and 11:00 p.m. The closure was implemented by the Transportation Division of Public Works.

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**SUBJECT: Open Streets Temporary Linear Urban Park 2023 Update
(PED22075(b)) (City Wide) - Page 8 of 9**

The initial estimate of the cost for the three events was \$30 K. It is estimated that actual costs were similar to this estimate, noting that much of the work was completed by Public Works staff.

The closure of James Street North from Cannon to Barton during the June, July and August Art Crawls in 2023 was a success from an Active Transportation and safety perspective. Attendees to the event were able to walk and cycle more effectively and exhibitors had more space, creating a more comfortable and convenient experience for all those who participated.

One of the key comments from staff who participated in the James Street closure suggested an approach more similar to Open Streets Temporary Linear Urban Park would further enhance the event. The recommendation of applying an Open Streets Temporary Linear Urban Park approach to the Art Crawl event would involve some minor changes to the closure including better accommodations for cyclists, a focus on supporting James Street North businesses in the event, minimal Active Transportation programming, such as enhanced bike parking.

Additionally, the closure did not fully consider the needs of emergency services and vendor loading and unloading needs. Both of these can be addressed with more advanced planning.

- **Proposed Plan for 2024 and Forward**

Based on the results of the 2023 events, and subject to funding approvals through the budget process, it is proposed that both the King Street and James Street events be continued. There was an overwhelming desire from the public, Business Improvement Areas, and supportive organizations for the event to continue on King Street East, which aligns with the LRT proposed corridor.

In 2024, the program plans to implement the core King Street and James Street events, which will be evaluated each year, to include more events. For King Street, a minimum of two events would be held while the James Street closure would be implemented during the months of May, June, July and August.

- **Additional Active Transportation Events**

Open Streets Temporary Linear Urban Park events are those that are focused on developing temporary parks, encouraging physical activity for residents, promoting walking, cycling and transit, and improve equity outcomes. There are other active transportation events that share the same mandate, and the timing of Open Streets Temporary Linear Urban Park and the Art Crawls complements these events which include Bike Day, Winter Bike Day, Bike Month, Smart Commute Month, and the

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**SUBJECT: Open Streets Temporary Linear Urban Park 2023 Update
(PED22075(b)) (City Wide) - Page 9 of 9**

Walktober program. A full-time staff person to support these events alongside Open Streets Temporary Linear Urban Park and Art Crawl would create an active transportation event eco-system that would focus on behaviour change and physical activity outcomes that go beyond events and street festivals.

A predictable funding stream with associated staff resources would also support other events wishing to embed active transportation, behaviour change principles and the Open Streets Temporary Linear Urban Park concept to help encourage more physical activity and demonstrate to residents that there are alternative ways to travel in the City beyond the automobile. This work is already underway with an Open Streets Temporary Linear Urban Park partnership with the Barton Village Business Improvement Area that took place in 2023.

Many of these supporting events occur across the City in multiple wards. By investing in this eco-system, Staff would be able to leverage this work to bring the Open Streets Temporary Linear Urban Park concept to more wards in the City and having benefit for more residents.

ALTERNATIVES FOR CONSIDERATION

Council could choose to direct staff to focus on only one event, either on King Street or James Street. This would reduce the direct costs associated with the street closures. This alternative would reduce the community, health and economic benefits that were demonstrated through the 2023 events. It would also be counter to the feedback from the public to implement more events. There are also some economies of scale with implementing more than one event.

APPENDICES AND SCHEDULES ATTACHED

Not applicable



CITY OF HAMILTON
HEALTHY AND SAFE COMMUNITIES DEPARTMENT
Housing Services Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	December 6, 2023
SUBJECT/REPORT NO:	Ontario Priorities Housing Initiative and Poverty Reduction Funding for 1540 Upper Wentworth Street (HSC22038(a)) (Ward 7)
WARD(S) AFFECTED:	Ward 7
PREPARED BY:	Jennifer Roth (905) 546-2424 Ext. 7242 Al Fletcher (905) 546-2424 Ext. 4711
SUBMITTED BY:	Michelle Baird Director, Housing Services Division Healthy and Safe Communities Department
SIGNATURE:	<i>Michelle Baird</i>

RECOMMENDATIONS

- (a) That Council approve the City entering into an agreement with Hamilton East Kiwanis Non-Profit Homes Inc. for up to a maximum amount of \$3.5M funded by the sources below, for the development of 20 Program Units of 126 affordable rental units on the property municipally known as 1540 Upper Wentworth Street with terms and conditions as identified in Appendix “A” to Report HSC22038(a) and that the General Manager of Healthy and Safe Communities be authorized to amend the terms and conditions in Appendix “A” as long as they do not conflict with the terms of the Ontario Priorities Housing Initiative Rental Housing Component Year 5 program guidelines and do not conflict with the funding source maximums identified below:
- (i) That the Ministry of Municipal Affairs and Housing be advised that the City of Hamilton recommends that Ontario Priorities Housing Initiative Rental Housing Component Year 5 funding (“OPHI Funding”), up to a maximum of \$2,559,040 (Project ID 6732341321);
 - (ii) That up to a maximum of \$631,005 of Poverty Reduction Fund (Project ID 6731741609) (“Poverty Reduction Funding”); and,

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SUBJECT: Ontario Priorities Housing Initiative and Poverty Reduction Funding for 1540 Upper Wentworth Street (HSC22038(a)) (Ward 7) - Page 2 of 7

- (iii) That up to a maximum of \$309,955 of funding from the Affordable Housing Property Reserve (# 112256) (“Affordable Housing Reserve Funding”);
- (b) That the General Manager of Healthy and Safe Communities, or their designate, be authorized to execute the agreement and any ancillary documents in a form satisfactory to the City Solicitor; and,
- (c) That the 40 Rent-Geared-to-Income subsidies approved by Item 9 of Emergency and Community Services Report 22-012 being report HSC22038, totalling \$277,969 be referred to the 2026 budget process, rather than the 2024 Budget process as previously approved.

EXECUTIVE SUMMARY

Through a review of the Hamilton East Kiwanis Non-Profit Homes Inc. (Kiwanis Homes) assets, they have proposed redevelopment of their outdated projects to increase density and with an intent to increase the net residential units. Report HSC22038(a) seeks approval to bridge the funding gap to provide for financial viability for the development of the proposed 8 storey purpose-built rental building with 126 units, located at 1540 Upper Wentworth Street. The zoning permissions to permit the proposed development were approved by Council on July 8, 2022 (Report PED22149). The proposed development received Conditional Site Plan Approval on August 14, 2023. The project proposes 40 Rent Geared to Income units, 11 units at or below 67% Average Mortgage Rents and the remaining 75 units will be at or below 125% Average Market Rent. This configuration of rents provides for the revenue to provide for financial sustainability of the project in the longer term.

Kiwanis Homes is investing \$20M in equity into the \$64M project, along with the other funding sources noted within the report in the amount of approximately \$43.5M, which leaves a funding gap of approximately \$3.5M. To address the funding gap in the development, Housing Services staff are recommending the allocation of the 2023 Ontario Priorities Housing Initiative (OPHI) New Rental Housing Component Year 5 funding, up to \$2,559,040, Poverty Reduction Fund funding, up to \$631,005 and \$309,955 from the Affordable Housing Property Reserve for a combined maximum of \$3.5M which will secure 20 of the 126 units at a minimum of 80% of Average Market Rent. With this funding, Kiwanis Homes’ project becomes financially viable while ensuring the City is compliant with the requirements of the Ontario Priorities Housing Initiative and simultaneously provides much needed rental housing within the City of Hamilton. The terms and conditions of the funding of a total of \$3.5 M are identified identified in Appendix “A” to Report HSC22038(a).

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Funding of the Proposed project provides approximately 36% of the stretch target goal of 350 new affordable housing units per year within the Housing and Homelessness Action Plan.

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The Ontario Priorities Housing Initiative Year 5 funding, to a maximum amount of \$2,559,040 from Project ID 6732341321 shall be combined with approximately \$631,005 of Poverty Reduction Fund funding (Project ID 6731741609) and approximately \$309,955 of funding from the Affordable Housing Property Reserve (Reserve Account # 112256). The combined total funding of up to a maximum of \$3.5M shall be administered by Finance staff ensuring applicable funding guidelines are followed.

Under the Ontario Priority Housing Initiatives requirements, we are required to have the implementing contribution agreement and security registered on title by January 31, 2024.

As this project won't require the funding operational subsidies until 2026, it has been recommended that \$277,969 previously recommended in Council Report HSC22038 to be added to the 2024 Tax Operating Budget be deferred to the 2026 Tax Operating Budget.

Staffing: N/A

Legal: Legal Services staff have reviewed the report and will be involved in the drafting of the contribution agreement and any ancillary agreements as may be required to deliver the Ontario Priorities Housing Initiative program, funding from the Poverty Reduction Fund and Affordable Housing Funding Reserve to ensure that the City complies with the terms.

HISTORICAL BACKGROUND

Kiwanis Homes have been reviewing their existing assets to determine where opportunities exist for intensification with the ultimate goal of creating 1000 net new affordable rental units. 1540 Upper Wentworth Street is the first project moving forward which removes 15 townhouse units to create 126 rental units. Kiwanis Homes has been updating Housing Services Division staff on an ongoing basis, from the initial concept of the project to the current stage of development. Costs to construct remain high and as a result, even with an approximate \$20 million equity infusion from Kiwanis Homes, and the multiple other funding sources outlined in the report, there remains a funding gap.

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SUBJECT: Ontario Priorities Housing Initiative and Poverty Reduction Funding for 1540 Upper Wentworth Street (HSC22038(a)) (Ward 7) - Page 4 of 7

On July 8, 2022, Council approved Item 5 of Planning Committee Report 22-011 being report PED22149 which approved Hamilton East Kiwanis' application for a Zoning By-law Amendment for the lands located at 1540 Upper Wentworth Street to permit the development of an eight storey, 126-unit multiple dwelling on a portion of the site. Hamilton East Kiwanis has subsequently applied for and received Conditional Site Plan Approval on August 14, 2023.

On August 12, 2022 Council approved Item 9 of Emergency and Community Services Report 22-012 being report HSC22038, which provided Service Manager Consent to permit the demolition of 15 townhouses, the subsequent intensification of 1540 Upper Wentworth Street and the transfer of 15 existing Rent-Geared-to-Income subsidies and the creation of 25 additional Rent-Geared-to-Income subsidies for 40 of the 126 units. All tenants who previously lived in the 15 townhouses have been relocated to other Kiwanis Homes units. By October 31, 2023, Kiwanis Homes was able to relocate all tenants from the existing units into other Kiwanis Home units.

On June 23, 2023 Council approved Item 7 of Emergency and Community Services Report 23-008 being report HSC22025(a), which authorized the General Manager of the Healthy and Safe Communities Department or their designate, to deliver and administer the Canada-Ontario Community Housing Initiative and Ontario Priorities Housing Initiative programs including executing all agreements and documents required to give effect thereto or for the provision of funding pursuant to the Canada-Ontario Community Housing Initiative and the Ontario Priorities Housing Initiative programs. The guidelines for the project permit the City to undertake a competitive process to evaluate projects or seek council approval for the recommended funding.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

The Ministry of Municipal Affairs and Housing has provided Ontario Priorities Housing Initiative Year 5 funding to address local priorities in the areas of housing supply and affordability, including affordable rental construction. The proposed development is consistent with the goals and objectives of the Housing and Homelessness Action Plan targets as well as the directions resulting from the Housing Sustainability and Investment Roadmap.

RELEVANT CONSULTATION

Kiwanis Homes has provided updated costing in the form of a Class B Costing prepared by Turner and Townsend, a Quantity Surveyor, for the intensification of 1540 Upper Wentworth Street. Kiwanis Homes believes that should the approximately \$3.5M recommended funding be infused into the project, it will become financially viable and will result in the construction of 126 affordable units.

SUBJECT: Ontario Priorities Housing Initiative and Poverty Reduction Funding for 1540 Upper Wentworth Street (HSC22038(a)) (Ward 7) - Page 5 of 7

Legal Services and Corporate Finance staff will continue to be consulted on the preparation and execution of a Contribution Agreement between Kiwanis Homes and the City of Hamilton.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

Supply

The Housing and Homelessness Action Plan has outlined a stretch goal to construct 350 affordable units annually. Housing Services Division staff continue to seek opportunities to increase the supply of affordable housing and administer funding allocations received from all levels of Government including the Province of Ontario.

The proposed project will contribute to achieving approximately 36% of the annual stretch target goal of 350 new affordable through the development of an 8-storey purpose-built rental building with 126 units (111 net new units) that will include a mix of 1-, 2- and 3- bedroom units. The affordability of the units ranges and includes 40 Rent Geared to Income units, 11 units with rent set at 67% AMR and 75 units with rent set at 120% AMR. Further, this proposed project meets the City's intensification goals and contributes to providing diversification in housing type and tenure on the Hamilton Mountain.

Financing

Kiwanis Homes has informed Housing Services Division staff that the total project costs are approximately \$64M (approximately \$507,000 per door), of which \$20 million is owner equity. With funding from various sources listed in Table 1 below, a funding shortfall of approximately \$3.5M exists. Kiwanis intends to undertake a value engineering review once the final site plan is approved and building permit drawings are completed. See the summary in Table 1 for the general funding overview.

Table 1: Funding Overview

Source of Funds	Amount	Percent of Total Costs	Notes
Kiwanis Equity Contribution	\$22M	34.2%	Includes land and equity.
City of Hamilton Fee Waivers	\$3.5M	5.4%	Includes Development Charge exemptions and Planning fee waivers
Canada Mortgage and Housing Corporation	\$24.1M	37.5%	Includes Seed funding, COI grant and mortgage. Assumes \$75,000 / unit in

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			grant. Letter of intent could not be issued by CMHC until the funding gap was closed.
Federation of Canadian Municipalities	\$10.1M	16%	Includes study grant, loan and capital grant
Province of ON – Social Services funding	\$1M	1.5%	
Funding Gap	\$3.5M	5.6%	
Total Project Cost	\$64.3M	100%	

Table 1 illustrates that the project’s financial viability relies significantly on Kiwanis Homes’ equity contribution, which includes the land value as well as equity to be used for the capital costs.

By providing the recommended \$3.5M funding, it will allow Kiwanis Homes to secure Federal funding through Canada Mortgage and Housing Corporation’s Co-Investment Fund. As the Co-Investment Program is predicated on other financial partner investments, the contribution of the Municipal funding will ensure that the Co-Investment financing and maximum grant amount can be secured.

The development of 1540 Upper Wentworth Street provides an effective return on a municipal investment given the total number of units that will be constructed. Specifically, for the \$3.5M funding, 126 units will be constructed, of which 40 units are targeted for Rent Geared to Income units, 11 units will be offered at 67% Average Market rent, and the remaining 75 units will be at a maximum of 125% Average Market Rent. The City will secure the funding and units through a capital contribution agreement with terms and conditions outlined in Appendix “A” to Report HSC22038(a).

Timing

On July 8, 2022, Council approved Item 5 of Planning Committee Report 22-011 being report PED22149 which approved Kiwanis Homes’ application for a Zoning By-law Amendment for the lands located at 1540 Upper Wentworth Street to permit the development of an eight storey, 126 unit multiple dwelling on a portion of the site. Hamilton East Kiwanis has subsequently applied for and received Conditional Site Plan Approval on August 14, 2023. Final Site Plan Approval is anticipated in the spring of 2024, demolition of the 15 existing units March 2024, with construction of the new building commencing summer 2024. An anticipated 24-month construction timeline is expected with occupancy in summer 2026.

Of the projects that Housing Services Division staff are aware of, 1540 Upper Wentworth Street is the only one that has advanced the planning processes far enough that they will meet the requirements of the Ontario Priorities Housing Initiative.

SUBJECT: Ontario Priorities Housing Initiative and Poverty Reduction Funding for 1540 Upper Wentworth Street (HSC22038(a)) (Ward 7) - Page 7 of 7

Specifically, the proposed project will be able to meet the construction start timeframe of 120 days from execution of a Contribution Agreement, which is to be registered by January 31, 2024. With an expected 24-month construction duration, the units will be completed well within the 4-year timeframe mandated by the Ontario Priorities Housing Initiative program guidelines.

Given the construction duration, it is expected that occupancy will occur in the summer of 2026 and as a result, the approved Rent-Geared-to-Income subsidies are recommended to be referred to the 2026 budget.

Other City Supports

Through approval of Report HSC22038, Council support for this project has already been demonstrated through Service Manager Consent for the transfer of 15 existing Rent-Geared-to-Income subsidies and the creation of 25 new Rent-Geared-to-Income subsidies. The project will qualify for Development Charge exemptions as provided for in Section 4.2 of the *Development Charges Act, 1997, S.O. 1997, c. 27*. The project received additional municipal support through the waiving of Planning fees.

At this time, no additional operational grants or rent subsidies are being requested and as a result the financial exposure to the City is limited to funding that has already been contemplated within the municipal capital and operating budgets.

Terms of Contribution Agreement

A Contribution Agreement along with a security registered on title will be utilized to secure the City's investment of funding. The terms and conditions outlined in Appendix "A" to this report includes details of the affordability requirements, provisions for default and remedy. The Contribution Agreement terms are standard for affordable housing projects. The Contribution Agreement will secure 20 of the 126 units at a minimum of 80% of Average Market Rent for an affordability period of 50 years.

ALTERNATIVES FOR CONSIDERATION

None.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report CM22038(a) – Term Sheet for Forgivable Loan from Ontario Priorities Housing Initiative funding, City of Hamilton's Poverty Reduction Fund and Affordable Housing Property Reserve

**Term Sheet for Forgivable Loan from Ontario Priorities Housing Initiative funding,
City of Hamilton's Poverty Reduction Fund and Affordable Housing Property
Reserve**

1540 Upper Wentworth Street, Hamilton (Intensification on existing site with 126-unit purpose-built rental (111 net new units))

Proponent: Hamilton East Kiwanis Non-Profit Corporation

Type of Loan: \$2,559,040 Forgivable Loan resulting from Ontario Priorities Housing Initiative funding received from the Province of Ontario, \$631,005 from City of Hamilton's Poverty Reduction Fund and \$309,955 from City of Hamilton's Affordable Housing Property Reserve that will bear interest that can be forgiven after a period of 50 years. The combined forgivable loan amount is \$3,500,000.

Loan Conditions:

1. The recipient enter into a contribution agreement (the "Agreement") with the City containing such terms and conditions as set out in this term sheet.
2. The amount of the Loan shall be up to a maximum of \$3,500,000. The Loan shall be used for capital construction costs as permitted by the Ontario Priorities Housing Initiative Rental Housing Component program guidelines, the City of Hamilton's Poverty Reduction Fund and City of Hamilton's Affordable Housing Property Reserve.
3. The Loan shall only be used to construct a 126-unit purpose-built rental located at 1540 Upper Wentworth Street, Hamilton ("the project").
4. Construction must commence within 120 days of the date of execution of the Agreement.
5. Construction must be complete within 4 years of the date of execution of the Agreement.
6. The "Effective Date" of the Loan shall be the date of execution of the agreement.
7. The term of the Loan shall be 50 years commencing on the Effective Date.
8. No assignment of the Loan, other than to the City will be permitted unless consented to by the General Manager of the Healthy and Safe Communities Department (GM) in their sole discretion and only in the following circumstance:

- a. the property is sold to another provider of "non-profit housing" as agreed to by the GM; and,
 - b. any other circumstance as agreed upon by the GM in their sole unfettered discretion.
9. Requirement to provide the City with insurance certificates for "Property All Risks" insurance and other insurance as requested by the GM, to the satisfaction of the GM in consultation with Risk Management.
10. As continuing collateral security for the principal amount of the Loan and any amount that may become payable pursuant to the Agreement for any reason whatsoever hereunder, the Kiwanis Homes shall execute and/or deliver to the City in a form and content satisfactory to the City, the following (collectively referred to as the "Security"):
 - a. a collateral charge/mortgage of land which can be lesser in priority only to a CMHC registered mortgage or at the sole, absolute and unfettered discretion of the GM a long-term (greater than 20 years) third party financing, payable on demand in the Principal Amount of \$3,500,000 which shall be registered against title to 1540 Upper Wentworth Street, Hamilton ("Secured Property") and the mortgage shall state that it is security for the indebtedness of the Kiwanis Homes incurred pursuant to the Agreement;
 - b. an assignment of rents registered against title to the Secured Property and registered pursuant to the PPSA and in priority to any other assignment of rents provided by Kiwanis Homes;
 - c. assignment of any proceeds of insurance required pursuant to Article 7 and in priority to any other assignment of insurance provided by the Kiwanis Homes that relates to the Secured Property;
 - d. a general security agreement registered pursuant to the PPSA in priority any other general security agreement entered into by the Kiwanis Homes and registered pursuant to the PPSA which may be site specific to the Property at the sole discretion of the GM; and,
 - e. any and all such other and further documents, agreements and other instruments, and do such other and further things, as the City may require to give effect to the Agreement and cause the City to hold valid and enforceable security for the Principal Amount together with any amount that may become payable for any reason hereunder.

No additional financing will be permitted to be secured on the Secured Property that would exceed 100% of the value of the Property. At the sole discretion of the GM the

Security required in subsections (b), (c) and (d) and secured against the Secured Property above can be replaced by the same security secured against the Project once completed if the City's priority is maintained.

Postponements

11. During the Term of the Agreement, postponements of the City's Mortgage will be considered only under the following conditions and at the sole absolute and subjective discretion of the GM:
 - a. mortgage renewal;
 - b. to permit refinancing of a prior mortgage(s) to obtain a more favorable term in respect of interest rate, monthly payments, or other reasons agreed to by the City;
 - c. to finance, at rates of no greater than the current market, cost overrun or the cost of repairs;
 - d. to facilitate the making of such advances on a prior registered mortgage which was not fully advanced at the time of registration of the mortgage provided such mortgage has not been increased; and
 - e. to permit a forgivable loan from the Canada Mortgage and Housing Corporation.
12. Approval will be subject to a review to ensure the continued viability of the Project and to ensure monthly payments after additional financing does not result in rent increases greater than those permitted in the Agreement. Postponements will not be approved where equity is being withdrawn. No postponement of the City's Mortgage will be permitted if the total amount secured by all Encumbrances on the Property exceed 100% of the value of Property on date of the request of the postponement.
13. A request for postponement must be made in compliance with any requirements in the Agreement and at least thirty (30) days prior to the closing date of the financing for which the postponement is being requested. The City makes no representation, warranty or covenant that it will be able to respond to the request prior to the closing date of the financing for which the postponement is being requested. The request for postponement must include all the information identified in the Postponement Checklist attached to the Agreement and the request will not be considered or processed until the information identified therein is provided in a form and content satisfactory to the GM in their sole, absolute and unfettered discretion. The City will only provide a postponement in its form and will not enter into postponements or postponement agreements in a form requested by the financing entity which requires the postponement. The City will not enter into standstill agreements or subordination agreements.

Rental Requirements and Maximum Allowable Rents

14. At all times during the term of the loan, the rents of at least 20 of the units will at no time be above 80% Average Market Rent (AMR) for the City of Hamilton, to be determined by the GM in their sole discretion when the final construction and operating budgets are produced, but prior to signing of the construction contract.
15. Rents for the affordable units may only be increased annually by the Provincial Rent Increase Guideline during a tenancy. Rents may be increased to the maximum allowable percentage of AMR (80%) at turnover. Service Manager should be notified 90 (ninety) days prior to the effective date of a rent increase of more than the current Provincial Rent Increase Guideline.

Events of Default

16. Events of default shall include but not be limited to:
 - a. Within the term of the Agreement the housing is no longer "non-profit housing" as determined by the GM's sole discretion;
 - b. Failure to observe any of the conditions for advance of a Loan payment;
 - c. Breach of any provisions of the Agreement;
 - d. Any disposition of the property not consented to by the GM in their sole discretion which consent may include such conditions as the GM determines in their sole discretion;
 - e. Failure to acquire Service Manager Consent as it relates to encumbrances to 1540 Upper Wentworth Street;
 - f. Failure to successfully obtain a Building Permit and commence construction within 120 days of signing the Agreement, to the GM's sole discretion;
 - g. Failure to obtain occupancy within 4 years of the signing of the Agreement;
 - h. Failure to notify the City about any default of the Agreement within 30 days;
 - i. Where a mortgage, charge, lien, execution or other Encumbrance affecting the Property becomes enforceable against the Property;
 - j. Where Kiwanis Homes becomes bankrupt, whether voluntary or involuntary, or becomes insolvent or a receiver/manager is appointed with respect to the Property;
 - k. Where Kiwanis Homes certificate of incorporation is cancelled, or Kiwanis Homes is otherwise wound up or dissolved as a corporation or there is any other change in the ownership or corporate status of Kiwanis Homes not approved by the City in advance; and,
 - l. Where Kiwanis Homes ceases to be a Non-profit housing provider
 - m. Such further events as the City Solicitor deems appropriate in their sole discretion.
17. Consequences of an event of default, unless permitted to be remedied in such time and manner as the GM determines in their sole discretion, will include, but

not limited to: immediate repayment of all amounts advanced pursuant to the Loan, together with accrued interest thereon calculated, and no further Loan payments shall be made. Additional consequences and remedies shall be determined by the GM deems appropriate in their sole discretion.

Loan Payment and Interest

18. Repayment of the Loan shall occur on the 50th annual anniversary of the Effective Date term together with accrued interest unless forgiven in accordance with the requirements of paragraph 22. Interest shall accrue from the date of the First Advance on the total of the amounts advanced under the Loan. Advanced amounts outstanding from time to time shall bear interest both before and after default, maturity or judgment at a variable rate per annum of 2% above the prime rate established by the Royal Bank of Canada calculated and payable monthly (the "Interest Rate"). The Interest Rate shall be determined as per the date of the First Advance. The Proponent shall be advised of the Interest Rate by letter from the City. Interest as aforesaid shall be accrued from day to day and shall be calculated and payable on the 50th annual anniversary of the Effective Date term unless forgiven in accordance with the requirements of paragraph 22. Interest at the Interest Rate shall accrue on overdue interest and shall be payable on demand.

Advance Provisions

19. The Loan shall be advanced, with such holdbacks as determined necessary by the City Solicitor, in 3 installments being:

Advance	Milestone	Percentage of Loan
1 st	Execution of the Agreement	50%
2 nd	Completion of structural framing of the project.	40%
Final	Occupancy and 60 day construction lien period has passed	10%

20. Prior to the issuance of any advance of the Loan to Kiwanis Homes, the following must be confirmed:
- There are no actions, suits, executions, liens or proceedings pending or threatened against or affecting the Property or Project, that if successful, would adversely affect the Property or the financial condition of the Proponent or the priority of the Security, as determined by the City in its sole absolute and unfettered discretion;
 - There are no liens, executions, or other instruments registered on title to the Property that would adversely the Property, the financial condition of the Proponent or the Security, as determined by the City in its sole, absolute and unfettered discretion;

- c. The Proponent has applied for and received all required regulatory and building approvals;
 - d. The Proponent has ensured that all municipal real property taxes, applicable development charges and any other applicable municipal charges, if any, have been paid and are in good standing;
 - e. The Proponent has made a written request for an Advance and has complied with the requirements for an Advance as set out in the Agreement;
 - f. The City is satisfied, in its sole, absolute and unfettered discretion that there are no Violations of Applicable Law including but not limited to the Building Code, Canadian Environment Assessment Act, 2012, S.C. 2012 c. 19, s. 52, the Ontario Fire Code, any City zoning by-law or any City property standards by-law in respect of the Property or Project whether or not the Violation results in or could result in a Material Adverse Effect;
 - g. The Proponent has discharged any Encumbrance, other than Permitted Encumbrances, against the title of the Property and Project;
 - h. The Proponent is in good standing under all Permitted Encumbrances;
 - i. Third Party Project Monitor Report submitted demonstrating at a minimum that the Project budget is sufficient to complete the project in accordance with the Project's development schedule; and,
 - j. Such other conditions as the GM determines appropriate.
21. Prior to issuance of the Final Advance, the following must be confirmed:
- a. That all the Units in the Project can be occupied to the satisfaction of the GM in their sole discretion;
 - b. That the Program Units in the Project meet the Rental Requirements and Maximum Allowable Rents;
 - c. Sixty (60) days have passed since the publication of the Certificate of Substantial Performance; and
 - d. An updated capital cost statement in a form acceptable to the GM in their sole, absolute and unfettered discretion.

22. Loan Forgiveness

- a. The Loan and interest accrued shall be forgiven at the end of the affordability period when the Proponent has demonstrated that they have fulfilled all the obligations of the Agreement.

Accountability Provisions

23. The Agreement shall remain in force and in effect until the affordability period has ended and Kiwanis Homes has performed all of its obligations under the Agreement and no Security shall be discharged until the affordability period has ended and Kiwanis Homes has performed all of its obligations under the Agreement.

24. During the term of the Agreement and the loan period, Kiwanis Homes will monitor the respective Project annually to ensure the obligations under the Agreement have been met for the previous year. During the term of the payment period, Kiwanis Homes will submit required documentation to the Housing Services Division annually to confirm the affordability requirements are being met;
25. The loan recipient must without any prejudice to any rights of inspection the City has pursuant to any Applicable Law, Kiwanis Homes shall, during normal business hours and from time to time upon 24 hours' notice to permit representatives of the City to inspect any real property owned or occupied by Kiwanis Homes including the Property and the Project and to examine and take extracts from Kiwanis Home's financial books, accounts and records including but not limited to accounts and records stored electronically for the purpose of verifying compliance with the Agreement, and use of the Funds;
26. At any time during the term of the Loan, the City may conduct an operational review of the Project on terms and conditions set by the GM in their sole, absolute and unfettered discretion. Kiwanis Homes shall at all times cooperate with the operational review and provide documentation, access to staff and such other information as may be requested by the GM or other City staff.
27. Kiwanis Homes shall ensure that there are adequate financial controls in place to ensure the accuracy, completeness and auditability of Kiwanis Home's financial reporting;
28. Kiwanis Homes shall, on forty-eight (48) hours prior written notice, give the City free and unrestricted access to the Project and to such staff, documents, books, records and accounts as may be required by the City, for the purpose of verifying compliance with the Agreement, and use of the Funds.
29. At any time, the City, the Minister or any representative of the City or the Minister may conduct an audit, investigation or inquiry in relation to the Project, the Funds or any larger development or project of which the Project is a part and Kiwanis Homes shall co-operate with the City and the Minister and provide free and unrestricted access to the Project and to such staff, documents, books, records and accounts as may be requested by the City or the Minister.
30. Within sixty (60) days of the written request of the City, Kiwanis Homes shall provide an audited financial statement respecting the expenditure of all Funds provided pursuant to the Agreement.
31. The audited financial statements required to be produced by Kiwanis Homes pursuant to Section 24 shall:

- a. be completed in a form and content to the satisfaction of the GM;
- b. be signed by an authorized signing officer of Kiwanis Homes; and;
- c. be submitted to the City at the following address;

71 Main Street, W, Hamilton ON L8P 4Y5

To the attention of;

The General Manager,

Healthy and Safe Communities Department

32. Kiwanis Homes shall keep and maintain:
 - a. all financial records (including invoices) relating to the Funds advanced to it in a manner consistent with generally accepted accounting principles; and,
 - b. all non-financial documents and records relating to the Funds advanced to it.
33. For the purpose of ensuring compliance with the terms of the Agreement, the City, the Minister or their authorized agents or representatives or an independent auditor identified by the City or Province (collectively the "Inspectors") may, at their own expense, upon on 24 hours' notice and during regular business hours, enter upon Kiwanis Homes' premises and/or the Project, and Kiwanis Homes shall provide free and unrestricted access to its premises, the Project and to such staff, documents, books, records and accounts as may be requested by the Inspectors and cooperate fully with the Inspector in order to permit them:
 - a. inspect and take extracts from the accounts, records including financial records and invoices, and books and data, whether such aforesaid accounts and records are stored in any format whatsoever including but not limited to paper or electronic format; and
 - b. conduct and audit, investigation or inquiry of Kiwanis Homes in relation to the Project, the Funds or any larger development or project of which the Project is a part and Kiwanis Homes. The City or the Ministry shall provide the results of their audit to Kiwanis Homes within a reasonable time of its completion. Any audit performed by the City under this Section shall be at the sole expense of the City. Any audit performed by the Ministry under this Section shall be at the sole expense of the Ministry.
34. To assist in respect of the rights set out in this loan term sheet, Kiwanis Homes shall promptly disclose and provide, without limitation, any information requested by the Inspectors and shall do so in a form requested by the City, its authorized representatives or an independent auditor identified by the City, as the case may be.
35. During the Term of the Agreement, Kiwanis Homes shall:
 - a. operate and maintain the Project in a good state of repair and fit for occupancy in the same manner as a prudent owner would and in compliance with all applicable law; and,

- b. Manage the Project in a fiscally responsible manner and ensure that a deficit is not incurred in any year without the approval of the City, which shall not be unreasonably withheld, and that no expenditure is made which is of a material and excessive nature having regard to the normal practice for a similar housing project.

Other Provisions

36. The City of Hamilton and Province of Ontario must be recognized on project marketing and promotional material (ie. City of Hamilton logo), at Kiwanis Homes expense.
37. Any out of pocket expenses (ie. Appraisal costs) incurred in the provision of the Loan, the preparation of the Agreement or in respect of the Security for the Loan, over and above staff costs, are the responsibility of Kiwanis Homes.
38. The Loan recipient must provide full disclosure, at all times, with respect to issues repay the Loan.
39. Any other terms and conditions deemed appropriate by the City Solicitor and GM, at their sole discretion.
40. Any other terms and condition as required by the Ministry of Municipal Affairs and Housing to utilize the Ontario Housing Priorities Initiative Rental Housing Component Year 5 funding.



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
General Manager's Office
and
PUBLIC WORKS DEPARTMENT
General Manager's Office

TO:	Chair and Members General Issues Committee
COMMITTEE DATE:	December 6, 2023
SUBJECT/REPORT NO:	Art Gallery of Hamilton Energy Billing Approach and Recommendations (PED23258/PW23065) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Carrie Brooks-Joiner (905) 973-0993
SUBMITTED BY:	Steve Robichaud Acting General Manager Planning and Economic Development Department
SIGNATURE:	
SUBMITTED BY:	Carlyle Khan General Manager Public Works Department
SIGNATURE:	

RECOMMENDATION

- (a) That the General Manager of Public Works be authorized and directed to write-off uncollectable Accounts Receivable 2022 energy charges for the Art Gallery of Hamilton in the amount of \$329,723.94 which includes finance charges in the amount of \$27,714.80 plus any additional finance charges on these past due receivables incurred up to the date of the approval of this report. Write-off amounts are to be funded from the Tax Stabilization Reserve (Account # 110046);

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SUBJECT: Art Gallery of Hamilton Energy Billing Approach and Recommendations (PED23258/PW23065) (City Wide) – Page 2 of 6

- (b) That the General Manager of Public Works be authorized and directed to write-off uncollectable Accounts Receivable 2023 energy charges up to September 30, 2023 for the Art Gallery of Hamilton in the amount of \$244,148.31 which includes finance charges in the amount of \$4,144.18 plus any additional finance charges on these past due receivables incurred up to the date of the approval of this report. Write-off amounts are to be funded from the Tax Stabilization Reserve (Account #110046);
- (c) That the General Manager of Public Works be authorized and directed to write-off uncollectable Accounts Receivable 2023 energy charges for October, November and December 2023 that will result from the difference in billings (2021 energy charges plus the Federal Carbon Tax charge billing versus the current method of metered system billing) for the Art Gallery of Hamilton to an upset limit of \$60,000. Write-off amounts are to be funded from the Tax Stabilization Reserve (Account # 110046);
- (d) That staff be directed to address energy billings for 2024 and beyond as part of discussions regarding a new partnership agreement between the City of Hamilton and Art Gallery of Hamilton;
- (e) That the City of Hamilton Energy Office be directed to perform an energy walkthrough of the Art Gallery of Hamilton building to identify and recommend to Art Gallery of Hamilton staff enhanced efficiency opportunities that will serve both to help reduce future energy costs and align with the City's goal of net zero.

EXECUTIVE SUMMARY

Founded in 1914, the Art Gallery of Hamilton is the oldest and largest art museum in the region with a permanent collection consisting of more than 10,000 Canadian historical, international and contemporary art works. The Art Gallery of Hamilton provides a variety of services and public programs to fulfil its vision to “inspire, connect and strengthen communities through ART”.

Representatives from the Art Gallery of Hamilton delegated to General Issues Committee on September 20, 2023 and shared information about its role in the community, ongoing financial operating challenges, strategic priorities and future capital plans. City staff were directed to “to work with the Art Gallery of Hamilton to review the Art Gallery of Hamilton’s partnership and funding model, based on the unique relationship to the City, in regards to the collection, the land, and the building, and report back to the General Issues Committee with recommendations”.

City and Gallery staff have initiated work on a new partnership agreement with a target to report back to General Issues Committee in mid-2024. Given that energy costs have been a significant pressure on the Art Gallery of Hamilton’s operating budget since 2022, City

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SUBJECT: Art Gallery of Hamilton Energy Billing Approach and Recommendations (PED23258/PW23065) (City Wide) – Page 3 of 6

staff have also reviewed the change in energy billing methodology and the parties' contractual obligations.

This report addresses the immediate financial pressures faced by the Art Gallery of Hamilton regarding outstanding 2022 and 2023 energy charges and recommends measures to mitigate these pressures while a new partnership agreement is developed for Council's consideration.

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The total write-off is up to \$633,872.25: this includes \$329,723.94 (2022), \$244,148.31 (2023 January – September) and up to \$60,000 (estimate for October – December 2023).

Staffing: None.

Legal: Legal Services will continue to provide legal support and opinion to City staff as required.

HISTORICAL BACKGROUND

A change in the energy billing methodology in 2022 resulted in higher energy costs for the Art Gallery of Hamilton and an enhanced operating budget pressure.

The Art Gallery of Hamilton has been a client of the City of Hamilton's Central Energy Plant and the District Energy System since 1984 purchasing both thermal heat and electricity for cooling.

From 1984 to 2021, billing for the services provided by the District Energy System were billed based on a legacy invoicing practice that was heavily subsidized by the City for Operating and Maintenance and Capacity charges.

In 2016, the City of Hamilton sold the Central Utility Plant to Hamilton Community Energy. All user agreements were appended as part of the sale of the physical asset. In consultation with City Staff, Hamilton Community Energy installed sub meters in 2019/2020 to provide more accurate billing to all locations tied to the District Energy System.

In January 2022, Hamilton Community Energy began billing all District Energy System end users (including Art Gallery of Hamilton) based on a metered system that reflects true costs of usage and service. This new billing method resulted in accurate, but higher, costs for Art

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**SUBJECT: Art Gallery of Hamilton Energy Billing Approach and Recommendations
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Gallery of Hamilton than the previous invoicing method that was based on a legacy calculation created when the City Owned District Energy System was first installed.

The Art Gallery of Hamilton contacted the Energy Office in February 2022 to express concern that their invoice was higher than expected and that this would negatively impact their in-year operating budget. The Art Gallery of Hamilton also claimed that the billing was not consistent with the 1984 contract between the Art Gallery of Hamilton and the City of Hamilton which governed the City's provision of energy to the Gallery. Art Gallery of Hamilton representatives advised that they would proceed with partial payments and would subsequently communicate with City of Hamilton Senior Management to further address the matter. The unpaid balance for 2022 is \$329,723.94.

Following ongoing discussions with City staff, the Art Gallery of Hamilton agreed to partially pay the outstanding balance from January to June 2023 plus the required Federal Carbon Tax Charges and would continue in this manner for remainder of 2023. The unpaid balance for 2023 is \$304,148.31 which includes a forecasted write-off up to \$60,000 for the months of October – December. The total amount requested for write off over the two years is \$633,872.25.

See below for 2022 and 2023 total invoices, payments and amounts owing.

AGH Summary of 2022 Energy Charges	
2022 Energy charges invoiced	602,009.14
2022 Energy charges paid by AGH	(300,000.00)
Total finance charges up to September 30, 2023 on unpaid 2022 invoices * Additional charges will be applied for October and up to the date of this report	27,714.80
Total Outstanding Accounts Receivables for 2022	329,723.94
AGH Summary of 2023 Energy Charges	
2023 Energy charges invoiced	436,164.26
2023 Energy charges paid by AGH	(196,160.13)
Total finance charges up to September 30, 2023 on unpaid 2023 invoices * Additional charges will be applied for October and up to the date of this report	4,144.18
Forecasted AGH write-off for October - December 2023 (difference between estimated energy charges and estimated payments)	60,000.00
Total Outstanding Accounts Receivables for 2023	304,148.31
Total Outstanding Accounts Receivables for AGH	633,872.25

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SUBJECT: Art Gallery of Hamilton Energy Billing Approach and Recommendations (PED23258/PW23065) (City Wide) – Page 5 of 6

In October 2023 a detailed review of the billing process and the terms of the 1984 energy supply contract between the City and Art Gallery of Hamilton was undertaken. Legal staff advised that the 1984 contract remains binding on the City. It was concluded that the current Hamilton Community Energy billing methodology was not necessarily inconsistent with the 1984 contract as suggested by the Art Gallery of Hamilton: it follows the contractual obligations as outlined in the agreement and the agreement allows additional items related to the operations and maintenance of the system to be included in the overall billed costs.

However, as per the contract, the Art Gallery of Hamilton does have the option to exercise an alternative billing method by calculating the market value of energy and operations and maintenance should the Art Gallery of Hamilton procure its energy elsewhere and operate and maintain its own heating, cooling and electricity facilities. In order to calculate the alternative billing option, the City would be required to reissue invoices to the Art Gallery of Hamilton and then the Gallery would need to conduct an extensive process to determine the amounts it would pay under this alternative billing option. As these processes have not been undertaken, it is unknown whether the Art Gallery of Hamilton would realise savings under the alternative billing method than under the Hamilton Community Energy direct billing method. In addition, under the 1984 contract, the parties are able to agree on the insurance, operations and maintenance charges under the contract.

The write off of arrears is supported by the possibility that the 1984 agreement justifies the Art Gallery of Hamilton paying a lower amount under the alternative billing option. In order to address the deficiencies of the 1984 agreement, staff intend to renegotiate the terms of the 1984 agreement as part of the new partnership agreement between the City and Art Gallery of Hamilton.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Not applicable.

RELEVANT CONSULTATION

Director, Corporate Facilities and Energy Management, Public Works
 Manager, Energy Initiatives, Public Works
 General Manager, Corporate Services
 Director, Financial Services Taxation and Corporate Controller
 Deputy City Solicitor, Corporate Services
 Solicitor, Corporate Services
 Acting Director, Tourism and Culture Division, Planning and Economic Development
 Director, Government and Community Relations
 Special Advisor, City Enrichment Fund
 CEO, Art Gallery of Hamilton
 Finance Committee Chair, Art Gallery of Hamilton

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**SUBJECT: Art Gallery of Hamilton Energy Billing Approach and Recommendations
(PED23258/PW23065) (City Wide) – Page 6 of 6**

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The Art Gallery of Hamilton is one of Hamilton’s major cultural organizations. A review of financial documents provided by the Art Gallery of Hamilton confirms that the organization has had an operating deficit each year since 2015.

In its 2023 application to the City Enrichment Fund, the Art Gallery of Hamilton requested a grant of \$1,5M which represented an increase of \$500K from the \$1M that has been granted annually since 2006. In the application it was noted “An additional 500,000 from the City Enrichment Fund would allow the Art Gallery of Hamilton to avoid a deficit” and “With additional support from the City Enrichment Fund in the form of a \$1.5M dollar operating contribution the AGH would be in a revenue neutral position (with surplus only from in-kind volunteer support). With CEF standard level of commitment the Art Gallery of Hamilton projects a deficit of \$500,000”. The enhancement to the annual grant was not approved by Council.

Art Gallery of Hamilton representatives have identified building costs, inflation, security and insurance as key budget pressures. The Gallery notes that in comparison to other similar galleries, the government contribution is lower and that its highly variable earned revenue as a percentage of expenses is higher. It is stated that the core service of being open and available to the public has a negative impact on cash flow.

The Art Gallery of Hamilton’s recent deficit mitigation efforts to date include: closure of the Gallery on Wednesdays; freezing salaries and limiting COLA increases limited to 2%; staffing eliminated and reduced ongoing including CFO position; strategic staffing for grants; and aggressive earned revenue strategies for Wedding and Events, Art Rental and Sales, Retail, Donations, Sponsorships and Grants. Federal COVID subsidies partially offset budget pressures in 2020-2022.

The projected outlook to year end indicates a 2023 year-end deficit even when the outstanding energy charges are excluded.

The Art Gallery of Hamilton expressed concerns that they were not informed of energy increases on a timely basis and did not budget for these increases. They have advised that they are unable to pay in full the energy invoices that have been provided.

ALTERNATIVES FOR CONSIDERATION

Not Applicable.

APPENDICES AND SCHEDULES ATTACHED

Not Applicable.



Hamilton

**ADVISORY COMMITTEE FOR PERSONS WITH
DISABILITIES
REPORT 23-011**

4:00 p.m.

Tuesday, November 14, 2023
Room 264, 2nd Floor Hamilton City Hall
71 Main Street West

Present: Councillor M. Tadeson, J. Kemp (Chair),
P. Kilburn (Vice Chair), M. Dent,
L. Dingman, A. Frisina, L. Janosi, T. Murphy,
K. Nolan and T. Nolan

Absent

with Regrets: P. Cameron, J. Cardno, M. McNeil and
R. Semkow

**THE ADVISORY COMMITTEE FOR PERSONS WITH
DISABILITIES PRESENTS REPORT 23-011 AND
RESPECTFULLY RECOMMENDS:**

- 1. APPOINTMENT OF COMMITTEE CHAIR AND VICE
CHAIR (Item 1)**

- (a) That James Kemp be appointed as Chair of the Advisory Committee for Persons with Disabilities for the remainder of 2023 and 2024, or until the new membership is appointed by Council.
- (b) That Paula Kilburn be appointed as Vice Chair of the Advisory Committee for Persons with Disabilities for the remainder of 2023 and 2024, or until the new membership is appointed by Council.

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 2)

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

14. GENERAL INFORMATION / OTHER BUSINESS

- 14.1 Introduction of the General Manager of Public Works – **WITHDRAWN**

CHANGES TO THE ORDER OF ITEMS:

- 14.2 Councillor Kroetsch respecting a Motion to Change the Name of the Advisory Committee for Persons with Disabilities - ***To be considered immediately following Item 4.1, Approval of the Minutes of the Previous Meeting.***

The Agenda for the November 14, meeting of the Advisory Committee for Persons with Disabilities, was approved, as amended.

(b) DECLARATIONS OF INTEREST (Item 3)

There were no declarations of interest.

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

(i) October 10, 2023 (Item 4.1)

The October 10, 2023, minutes of the Advisory Committee for Persons with Disabilities meeting, were approved, as presented.

(d) GENERAL INFORMATION / OTHER BUSINESS (Item 14)

(i) Councillor Kroetsch respecting a Motion to Change the Name of the Advisory Committee for Persons with Disabilities (Item 14.2)

Councillor Kroetsch was in attendance to update the Committee respecting his intention to introduce a motion to change of the Advisory Committee for Persons with Disabilities to reflect that it is a Sub-Committee.

The update from Councillor Kroetsch respecting a Motion to Change the Name of the Advisory Committee for Persons with Disabilities, was received.

(e) STAFF PRESENTATIONS (Item 8)

(i) HSR Fare Assist Program (Item 8.1)

Nancy Purser, Manager, Transit Support Services, provided the Committee with a presentation respecting the HSR Fare Assist Program, with the aid of a PowerPoint presentation.

The presentation Nancy Purser, Manager, Transit Support Services respecting the HSR Fare Assist Program, was received.

(ii) Safety Concerns respecting City Hall Stairs (Item 8.2)

Melissa McGinnis, Facilities Accessibility and Compliance Coordinator, provided the Committee a presentation respecting Safety Concerns respecting City Hall Stairs, with the aid of a PowerPoint presentation.

The presentation from Melissa McGinnis, Facilities Accessibility and Compliance Coordinator respecting Safety Concerns respecting City Hall Stairs, was received.

(f) CONSENT ITEMS (Item 9)

(i) Housing Issues Working Group (Item 9.2)

L. Dingman provided a verbal update respecting Residential Care Facilities.

(ii) Accessible Open Spaces and Parklands Working Group Update (Item 9.6)

T. Nolan provided a verbal update respecting the Accessible Open Spaces and Parklands Working Group.

The following Consent Items, were received:

(a) Housing Issues Working Group Update (Item 9.2)

(i) Housing Issues Working Group Meeting Notes – September 19, 2023 (Item 9.2(a))

(ii) Housing Issues Working Group Meeting Notes – October 17, 2023 (Item 9.2(b))

(iii) Housing Issues Working Group – Final Outstanding Business List – November 2023 (Item 9.2(c))

(b) Outreach Working Group Update (Item 9.3)

(i) Outreach Working Group Meetings Notes –

September 19, 2023 (Item 9.3(a))

- (ii) Outreach Working Group Meetings Notes – October 17, 2023 (Item 9.3(b))
 - (iii) Outreach Working Group – Final Outstanding Business List – November 2023 (Item 9.3(c))
- (c) Accessible Open Spaces and Parkland Working Group Update (Item 9.6)

(g) DISCUSSION ITEMS (Item 11)

(i) Advisory Committee for Persons with Disabilities 2024 Budget Submission (Item 11.1)

- (1)** That the Advisory Committee for Persons with Disabilities base budget submission, in the amount of \$23,172 be approved and referred to the 2024 budget process for consideration.

J. Kemp relinquished the Chair to P. Kilburn.

- (2)** The Advisory Committee for Persons with Disabilities 2024 Budget Submission was deferred until the December 10, 2023, meeting of the Advisory Committee for Persons with Disabilities.

(h) MOTIONS (Item 12)

(i) Correspondence to City Council respecting the HSR Fare Assist Program and the Cancellation of the Temporary No Pay Program and the Temporary Voluntary Pay Program (Item 12.1)

- (1)** WHEREAS, the Advisory Committee for Persons with Disabilities has significant concerns regarding the cancellation of the Temporary No Pay Program and the Temporary Voluntary Pay Program without first addressing several insufficiencies with the current bus design and fare payment options; and

WHEREAS, the Advisory Committee for Persons with Disabilities has prepared correspondence to City Council regarding the HSR Fare Assist Program as well as the cancellation of the Temporary No Pay Program and the Temporary Voluntary Pay Program.

THEREFORE BE IT RESOLVED:

That the Advisory Committee for Persons with Disabilities approve the correspondence respecting the HSR Fare Assist Program and the Cancellation of the Temporary No Pay Program and the Temporary Voluntary Pay

Program attached as Appendix “A”, for submission to Council.

- (2) The motion respecting Correspondence to City Council respecting the HSR Fare Assist Program and the Cancellation of the Temporary No Pay Program and the Temporary Voluntary Pay Program, was deferred until the December 10, 2023, meeting of the Advisory Committee for Persons with Disabilities.

J. Kemp assumed the Chair.

(i) ADJOURNMENT (Item 16)

There being no further business, the Advisory Committee for Persons with Disabilities, adjourned at 6:06 p.m.

Respectfully submitted,

James Kemp, Chair
Advisory Committee for
Persons with Disabilities

Carrie McIntosh
Legislative Coordinator
Office of the City Clerk



CITY OF HAMILTON
Healthy and Safe Communities Department
Housing Services Division

TO:	Chair and Members General Issues Committee
COMMITTEE DATE:	December 6, 2023
SUBJECT/REPORT NO:	Family Shelter System (HSC23041(b)) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Vanessa Parlette (905) 546-2424 Ext. 3863 Rob Mastroianni (905) 546-2424 Ext. 8035
SUBMITTED BY:	Michelle Baird Director, Housing Services Division Healthy and Safe Communities Department
SIGNATURE:	

RECOMMENDATIONS

- (a) That up to \$1.852M be funded from a reserve determined appropriate by the General Manager of the Corporate Services Department and the General Manager of Healthy and Safe Communities Department with \$784K in 2024 and \$1.068M in 2025 and referred to the 2024 Tax Operating budget for Council consideration to extend temporary emergency supports between April 1, 2024 and December 31, 2024 and continuing to December 31, 2025 in order to address urgent program and staffing needs within Housing Services Division and Good Shepherd Hamilton related to family homelessness.
- (i) \$247K in 2024 and \$353K in 2025 for 2.0 Emergency Shelter Case Managers and 1.0 Supervisor Hotel Overflow with the City of Hamilton
- (ii) \$537K in 2024 and \$715K in 2025 for enhanced staffing and case management at Good Shepherd Family Centre Shelter and Hotel Overflow
- (b) That staff be directed to conduct a new Call for Applications with a longer timeline and expanded parameters to build capacity and address pressures in the Family Shelter System through December 2025 with report back for Council approval of recommended projects in Q2 2024.

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SUBJECT: Family Shelter System (HSC23041(b)) (City Wide) - Page 2 of 6

- (c) That staff be directed to report back by Q3 2025 to assess need for continued investment in enhanced staffing for the family shelter system.
- (d) That the General Manager of the Healthy and Safe Communities Department or their designate be directed and authorized, on behalf of the City of Hamilton, to enter into, execute and administer all agreements and documents necessary to implement the purchases and grants outlined above on terms and conditions satisfactory to the General Manager of the Healthy and Safe Communities Department or their designate and in a form satisfactory to the City Solicitor.

EXECUTIVE SUMMARY

Hamilton continues to experience a crisis of unmet need and over-capacity in the Family Shelter System. This report recommends extension of temporary staffing supports within the existing Family Shelter and Hotel Overflow System that were approved through Emergency & Community Service Committee Report HSC23041(a). These enhanced staffing supports are currently approved through March 2024. Extension through December 2025 will ensure staffing resources are aligned with service demand to help stabilize the shelter environment and offer families supports in securing housing and navigating with additional community resources. There is additional need to develop and invest in immediate and long-term solutions to family homelessness, including additional shelter spaces and/or permanent housing for families. An initial Call for Applications conducted in October 2023 did not yield any successful proposals that would expand shelter capacity or flow-through to permanent housing options for families. This report recommends launching a subsequent Call for Applications in December 2023 to enable a longer timeline for applicants to develop proposals.

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

Financial: Staff are requesting that temporary enhanced staffing in the Family Centre shelter and hotel overflow be extended from April 2024 through December 2025, for a total of \$1.852M, to be funded from a reserve deemed appropriate by the General Manager of the Corporate Services Department and the General Manager of Healthy and Safe Communities Department and referred to the 2024 Tax Operating Budget for deliberation and approval. This is in addition to the currently approved funding to March 2024 received through report HSC23041(a) that requested \$1M funded by the COVID-19 reserve.

Additional costs associated with successful proposals to the Call for Applications will be referred for Council approval in Q2 2024.

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SUBJECT: Family Shelter System (HSC23041(b)) (City Wide) - Page 3 of 6

Recommendation	2024	2025	Total
(a)(i) 3 temporary FTEs	\$247,000	\$353,000	\$600,000
(a)(ii) Good Shepherd enhanced staffing	537,000	715,000	1,252,000
Total	\$784,000	\$1,068,000	\$1,852,000

Staffing: Implementation of recommendations in this report require the extension of three temporary FTE within Housing Services Division: 2.0 Emergency Shelter Case Managers, 1.0 Supervisor at an estimated cost of \$247K in 2024 and \$353K in 2025 for a total of \$600K.

Legal: N/A

HISTORICAL BACKGROUND

On March 23, 2023, the Emergency and Community Services Committee approved Report HSC23021 Ending Chronic Homelessness, outlining a comprehensive approach and investments required to end chronic homelessness in Hamilton.

On April 19, 2023, the General Issues Committee received and approved Report HSC23028, the Housing Sustainability and Investment Roadmap, which outlined actions to be taken to address the housing crisis.

In April 2023, City Council declared a state of emergency related to homelessness, mental health, and opioid addiction.

On September 13, 2023, Council approved General Issues Committee Reports HSC23041 and HSC23041(a), outlining the pressures in Hamilton's emergency shelter system, particularly the Family Shelter System, and investments required to support outflow to permanent housing solutions. Council directed staff to conduct an immediate Call for Applications to identify innovative and cost-effective solutions from the community to address the issue of family homelessness, including the creation of new emergency shelter or transitional housing spaces for families, and/or provision of services and supports to address root causes of family homelessness and/or create flow through the system to permanent housing.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

An initial Call for Applications was issued in October 2023 in alignment with Procurement By-Law No. 20-255 Schedule B Exemptions (3)(a)(ii). This clause applies to emergency sheltering and exempts this category of services from the requirements of the Procurement Policy, save and except for Policy # 2 – Approval Authority and Policy #13 – Authority to Execute Contracts (HSC23041(a)). In most cases, standardized City procurement practices require an authorized online Purchase Requisition to initiate a Purchase Order and/or formal Contract process. If there is to be an evaluative

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SUBJECT: Family Shelter System (HSC23041(b)) (City Wide) - Page 4 of 6

component involved in the determination of where funds are to be allocated, Procurement recommends a Request for Proposal be initiated through them. However, the Request for Proposal process typically takes a minimum of 6 months to see through completion. Due to the urgency of addressing the crisis of family homelessness, the standard Request for Proposals process does not enable timely selection and operationalization of supports. A subsequent Call for Applications is required to enable applicants more time to secure potential sites to offer family shelter and housing units that can be operationalized in 2024.

RELEVANT CONSULTATION

Housing Services Division routinely engages funded agencies within Hamilton's homeless-serving sector to understand and address evolving needs of individuals experiencing homelessness across family, women's, men's, and youth systems. Due to ongoing and escalating pressures in the Family Shelter System, City staff have further consulted with frontline staff and leadership who provide services to families experiencing homelessness to identify root causes and potential solutions. In October 2023, City staff ran a public Call for Applications for Family Shelter Solutions, the results of which are outlined below.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

General Issues Committee Report HSC23041(a) outlined the current state of crisis experienced in the family shelter system. The Family Shelter System continues to see unprecedented demand, leading to families being turned away from shelter along with conditions of over-crowding and insufficient staffing in the existing Family Shelter.

Continued Unprecedented Need Beyond System Capacity

The Good Shepherd Family Centre is currently the only permanent emergency shelter providing housing-focused shelter and support for families experiencing homelessness, offering 20 units for a total of 80 beds funded through Housing Services Division. The City is also contracting two hotels to provide shelter overflow space totalling 52 rooms, providing support for as many families as can be accommodated within those 52 rooms based on individual family size. Both permanent shelter beds and hotel spaces are over-capacity, leading to frequent turn aways from shelter. As of October 2023, there were 65 families staying at the Good Shepherd Family Centre or in an Emergency Overflow Hotel. This is more than double the space and staffing capacity of the permanent family shelter system.

Stabilizing Shelter and Staff Capacity

On September 13, 2023 Council approved investment of up to \$1M in temporary emergency supports between September 1, 2023 and March 31, 2024 in order to address urgent program and staffing needs within Housing Services Division and Good

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SUBJECT: Family Shelter System (HSC23041(b)) (City Wide) - Page 5 of 6

Shepherd Hamilton related to family homelessness. Extension of these supports through December 2025 is essential to stabilize the shelter environment, improve staff retention, and ensure sufficient staffing capacity to meet the complexity of needs experienced by families accessing the shelter system.

The investment of \$1.852M to extend supports from April 1, 2024 through December 31, 2025 will include the following:

- Two City of Hamilton Emergency Shelter Case Managers and a Supervisor to support the Family Shelter sector and work with families to connect them with income supports and the broader homelessness system.
- Four additional staff at the Family Centre Shelter to enable dedicated support for families in completing housing plans and applications, system navigation, and money management resources to support successful move-ins to long-term tenancies.
- Seven staff dedicated to supporting families staying in hotel overflow, offering on-site case management seven days per week to assist families in finding and securing housing as well as connection to additional community resources. This program will also include an on-site Child and Youth Worker five days per week.

Pursuing Long-term Solutions to Family Homelessness

Shelter staff and case managers in the Family System routinely speak to challenges securing housing for families due to the lack of deeply affordable units and units of a size appropriate for large families. This accounts for increasing lengths of stays in family shelters. In 2022, 26% of 206 (n=54) families accessing the shelter system experienced chronic homelessness of six months or more. There is an urgent need to secure new Family Shelter spaces to address immediate needs and permanent housing solutions to address the large bottleneck of people currently stuck in the shelter system.

Housing Services Division ran a Call for Applications from October 6 through October 21, 2023 seeking proponents to address family homelessness, as a way to consider new and innovative opportunities to expand system capacity to:

- serve up to an additional 50 families in emergency shelter or transitional housing through March 31, 2025
- provide services and supports that address root causes, complexity of need, and create flow through the shelter system to permanent housing

The timeline for applicants to respond to this Call for Applications was extremely short in order to allow sufficient time for report back to Council. As a result, only one application was received and there were no applications evaluated as successful at meeting the objectives of creating space in the Family Shelter System and/or flow-through to permanent housing solutions.

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SUBJECT: Family Shelter System (HSC23041(b)) (City Wide) - Page 6 of 6

It is recommended that staff be directed to run a subsequent Call for Applications with a longer submission window and inclusion of capital as an eligible expense. This would allow proponents more time to identify and secure potential building locations that could serve as potential temporary or long-term family housing. Staff would open the Call for Applications by the end of December with report back to Council by the end of Q1 2024.

ALTERNATIVES FOR CONSIDERATION

N/A

APPENDICES AND SCHEDULES ATTACHED

N/A

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Hamilton

**INTERVIEW SUB-COMMITTEE TO THE
GENERAL ISSUES COMMITTEE**

REPORT 23-005

9:30 a.m.

Friday, December 1, 2023

Room 264, 2nd Floor

City Hall

Present: Councillor N. Nann (Chair)
Councillor T. Hwang (Vice-Chair)

**THE INTERVIEW SUB-COMMITTEE TO THE GENERAL ISSUES COMMITTEE
PRESENTS REPORT 23-005 AND RESPECTFULLY RECOMMENDS:**

1. Deliberations for the Climate Change Advisory Committee (Item 4.2)

- (a) That the direction provided to Staff in closed session be approved and remain confidential; and,
- (b) That the details of the Applicants for the Climate Change Advisory Committee remain confidential.

2. Amendments to the Terms the Climate Change Advisory Committee

That the Climate Change Advisory Committees' Terms of Reference, be amended to reflect the following membership composition:

- (a) Overall Membership:
 - (i) The Climate Change Advisory Committee will be comprised of 15 to 25 voting and non-voting members; and,
- (b) Voting Members:
 - (i) Three to Four (3-4) Community/Citizen Members;

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 1)

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

**Interview Sub-Committee to the General Issues Committee
Report 23-005****December 1, 2023
Page 2 of 2**

The agenda for the December 1, 2023 meeting of the Interview Sub-Committee to the General Issues Committee was approved, as presented.

(b) DECLARATIONS OF INTEREST (Item 2)

There were no declarations of interest.

(c) APPROVAL OF THE PREVIOUS MINUTES (Item 3)**(i) November 24, 2023 (Item 3.1)**

The minutes from the November 24, 2023 meeting of the Interview Sub-Committee to the General Issues Committee were approved, as presented.

(d) PRIVATE & CONFIDENTIAL (Item 4)**(i) Closed Session Minutes – November 24, 2023 (Item 4.1)**

The Closed Session minutes from the November 24, 2023 meeting of the Interview Sub-Committee to the General Issues Committee were approved and remain confidential.

(ii) Committee moved into Closed Session for Item 4.2 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 matters pertain to personal matters about identifiable individuals, including municipal or local board employees.

(iii) Deliberations for the Climate Change Advisory Committee (Item 4.2)

For further disposition, refer to Item 1.

(e) ADJOURNMENT (Item 5)

There being no further business, the Interview Sub-Committee to the General Issues Committee adjourned at 2:48 p.m.

Respectfully submitted,

Councillor N. Nann, Chair
Interview Sub-Committee to the
General Issues Committee

Angela McRae
Legislative Coordinator
Office of the City Clerk

General Issues Committee – December 6, 2023



CITY OF HAMILTON
CORPORATE SERVICES DEPARTMENT
Legal and Risk Management Services Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	December 6, 2023
SUBJECT/REPORT NO:	2024 Property & Liability Insurance Renewal (LS23041) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Dana McLean (905) 546-2424 Ext. 4247 Manager, Risk Management Services
SUBMITTED BY:	Lisa Shields, City Solicitor Legal and Risk Management Services Division
SIGNATURE:	

RECOMMENDATION

- (a) That the Liability and Property Insurance coverages for the term December 31, 2023, to January 1, 2025, be renewed through Arthur J. Gallagher Canada Ltd. and Marsh Canada Ltd. at a cost of \$11,908,712 (plus applicable taxes) and be funded through the 2024 Risk Management Services Budget, in accordance with Appendix "A" and Appendix "B" to Report LS23041.
- (b) That the City Solicitor be authorized and directed to execute all associated documents related to the renewal of the Liability and Property Insurance coverages for the term December 31, 2023 to January 1, 2025, through Arthur J. Gallagher Canada Ltd. and Marsh Canada Ltd.
- (c) That the 2023 budget shortfall of \$600,000 be funded from Corporate year-end surplus or Tax Stabilization Reserve (110046).

EXECUTIVE SUMMARY

The purpose of this report is to obtain approval for renewal of the liability and property insurance policies that expire December 31st, 2023;

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SUBJECT: 2024 Property & Liability Insurance Renewal (LS23041) (City Wide)
Page 2 of 4

2024 Liability and Property Insurance Renewal

The City received the premium quote at a cost of \$11,908,712 (net of applicable taxes) to maintain liability and property coverages for the City through to January 1, 2025. The City's existing liability policy is set to expire on December 31st, 2023 while the property policies have an expiry date of January 1, 2024. The premium quoted for the liability policy (\$4,843,650) represents a 5% increase (annual basis), which, according to the City's broker, is below the industry average being experienced and is a reflection of the City's commitment to continued risk management efforts. The premium quoted for the property insurance coverages (\$6,887,134) saw a 0.5% reduction as compared to the expiring term. The City's Environmental Impairment Liability (EIL) Policy renews on a two-year term and has been quoted for renewal in 2024 at a premium of \$177,928.

It is recommended by Risk Management staff that insurance coverages for the term December 31, 2023 to January 1, 2025 be renewed through Marsh Canada Ltd., based on their ability to provide all coverages required, as recommended by Arthur J. Gallagher Canada Limited, ("Gallagher") the City's Broker of Record.

ALTERNATIVES FOR CONSIDERATION

There are no viable alternatives for the 2023-2024 renewal for Liability and Property Coverages, given the broker was only able to obtain coverage from the existing insurer. Municipal operations pose a unique challenge to insurers who generally prefer to concentrate their expertise on one sector of an industry. A single-tier municipality such as Hamilton has diverse operations such as Emergency Services including EMS, Police Services, and Fire, Public Works including Construction, Roads Maintenance etc., Transit, Parks, Recreation, Water and Wastewater, Public Health, and so on.

The underwriting criteria of general insurance markets does not easily accommodate a municipal entity the size and scope of Hamilton with its variety of operations. As a single-tier municipality, our scope of operations includes responsibility for all emergency services (Fire, Police & Ambulance and in some cases Public Health), plus large vehicle fleets, significant property exposures and large property schedules/values, accumulation of assets at one location (fire hall, public works garage), older assets (frame buildings), and water/waste water treatment plants.

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The premiums for the property & liability policies (December 31, 2023 to January 1, 2025) will be funded by the 2024 Risk Management Budget with any shortfall, estimated at \$600,000, to be funded from Corporate year end surplus or the Tax Stabilization Reserve (110046).

SUBJECT: 2024 Property & Liability Insurance Renewal (LS23041) (City Wide)
Page 3 of 4

Staffing: N/A

Legal: N/A

HISTORICAL BACKGROUND

The City's Municipal Liability Insurance Policy will expire December 31, 2023. Most of the City's property insurance policies will expire January 1, 2024. A small number of policies under the City's insurance program have approaching expiry dates into early 2024. The City's insurance coverage is through Marsh Canada Ltd. The City has used Marsh Canada Ltd. since 2011. Marsh Canada Ltd. is a Managing General Agent who specializes in insuring municipal entities. A Managing General Agent is a party who is authorized by various insurers to act as an intermediary to accept placements from insurance brokers such as Gallagher.

Gallagher is currently the City's Broker of Record. Each year the broker searches the market with available insurers and oversees the placement of the City's insurance program as part of their contract duties.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

N/A

RELEVANT CONSULTATION

Finance and Corporate Services and the City's Broker, Arthur J. Gallagher Canada Ltd.

Gallagher has sought to renew the City's coverage through consultations with the City's current insurer as well as other municipal insurers. No other municipal insurer has offered coverage to the City.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

Staff are recommending approval of the renewal of the property and liability policies for the period of December 31, 2023 to January 1, 2025.

The City's insurance portfolio is comprised of various liability and property coverages including municipal liability, property, auto, environmental impairment, etc. The municipal liability policy has an expiry date of December 31, 2023, while many of the property policies have a January 1st, 2024 expiry date. Staff requested through the broker that the liability policy period renew with a January 1st date to align with the policy periods of the other policies. The underwriter's have approved this new renewal date by extending the period by one day at no additional premium expense. Therefore, upon

SUBJECT: 2024 Property & Liability Insurance Renewal (LS23041) (City Wide)
Page 4 of 4

renewal, the property & liability policies will now have a renewal date of January 1, 2025.

The premium for the renewal of the City's Property and Liability Insurance Policies has been quoted at \$11,908,712 (plus applicable taxes). This is comprised of the municipal liability policy premium of \$4,843,650 which saw an increase of 5% over the expiring term, the property policies quoted at \$6,887,135 which realized at 0.5% reduction and the EIL Policy quoted at \$177,928. The EIL Policy renews on a two-year term.

The hard market trend that commenced in the latter part of 2018 continues into 2024 as it appears that the hard market is "lingering" for municipalities as activities and operations are now back in full force following the pandemic which means the exposure to claims has increased.

The City has been advised that other factors for a hard insurance market exist, including: there are limited providers in the market as insurers find municipal portfolios unprofitable, the increase in municipal liabilities from the broad range of operations as well as increasing legal judgements and cost awards. Despite this fact, the City has received a reasonable quote for a 5% increase in its liability insurance premiums.

The broker attributes the City's minimal increase to the higher self-insured retention (SIR)/Deductible (\$5m) that the City incorporated into its program as of June 1, 2021 as well as a reflection of the City's commitment to continued risk management efforts. Staff understand from the broker that municipal rates for insurance are expected to continue to be high, with many municipalities anticipating a 10% to 12% increase in liability premium rates for 2024.

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**Our People and Performance**

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

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report LS23041 – Liability Insurance Program and Summary of Premiums

Appendix "B" to Report LS23041 – Property Premiums Summary

City of Hamilton - Liability Insurance Program and Summary of Premiums

LIMIT		DEC. 1, 2022- DEC. 1, 2023			DEC. 1, 2023 - DEC. 31, 2023				DEC. 31, 2023 - JAN. 1, 2025					
	LIMIT OF INSURANCE	PREMIUM	Comments	TOTAL PREMIUMS INCLUDING 8% PROVINCIAL SALES TAX	PRO- RATED ADDITIONAL PREMIUM	TOTAL PREMIUM 13 MONTHS	PROVINCIAL 8%	TOTAL PREMIUMS INCLUDING TAX		LIMIT OF INSURANCE	PREMIUM	PROVINCIAL 8%	TOTAL PREMIUMS INCLUDING TAX	CHANGE
Primary Liability	\$5M	\$ 2,026,500	5% Premium Increase based on annualized premiums	\$ 2,188,620.00	\$ 166,173	\$ 2,192,673	\$ 175,413.84	\$ 2,368,086.84	AT \$45M TOTAL LIABILITY LIMIT	\$ 5,000,000	\$ 2,127,825	\$ 170,226.00	\$ 2,298,051.00	5% Overall Premium Increase
	with \$5m			\$ 2,365,200.00	\$ 179,580	\$ 2,369,580	\$ 189,566.40	\$ 2,559,146.40		\$ 15,000,000	\$ 2,299,500	\$ 183,960.00	\$ 2,483,460.00	
1st Excess	\$15M	\$ 2,190,000		\$ 374,220.00	\$ 28,413	\$ 374,913	\$ 29,993.04	\$ 404,906.04		\$ 25,000,000	\$ 363,825	\$ 29,106.00	\$ 392,931.00	
2nd Excess	25m	\$ 346,500												
Total	\$45M	\$ 4,563,000		\$ 4,928,040.00	\$ 374,166	\$ 4,937,166	\$ 394,973.28	\$ 5,332,139.28						
3rd Excess	\$5M	\$ 50,000		\$ 54,000	\$ 4,100	\$ 54,100	\$ 4,328.00	\$ 58,428.00	AT \$50M TOTAL LIABILITY LIMIT	\$ 5,000,000	\$ 52,500	\$ 4,200.00	\$ 56,700.00	
		\$ 4,613,000		\$ 4,982,040	\$ 378,266	\$ 4,991,266	\$ 399,301.28	\$ 5,390,567.28		\$ 50,000,000	\$ 4,843,650	\$ 387,492.00	\$ 5,231,142.00	

City of Hamilton – Property Premiums Summary

Policy	2023-2024 Premium	2024-2025 Premium
Environmental Impairment 2Yr Policy Period	n/a	\$177,928
Terrorism	\$140,000	\$145,000
CBNR (Chemical, Biological, Nuclear, Radiation)	\$92,500	\$97,125
Fleet	\$ 1,687,969	\$ 1,870,776
Transit	\$2,500,153	\$2,040,786
Garage	\$6,810	\$6,940
Property	\$2,423,403	\$2,651,907
Crime	\$20,000	\$20,000
Excess Crime	\$52,000	\$54,600
Total	\$6,922,835	\$7,065,062



CITY OF HAMILTON
PUBLIC WORKS DEPARTMENT
General Manager's Office

TO:	Chair and Members General Issues Committee
COMMITTEE DATE:	December 6, 2023
SUBJECT/REPORT NO:	Red Hill Valley Parkway Inquiry Final Report (PW23029(a)) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Pat Leishman (905) 546-2424 Ext. 2629 Andrea Vargas (905) 546-2424 Ext. 3867
SUBMITTED BY:	Carlyle Khan General Manager, Public Works Public Works Department
SIGNATURE:	

RECOMMENDATION

- a) That Council approve the formation of an interdepartmental Working Group led by the Public Works Department, for the purpose of responding to the recommendations noted in the Report of the Red Hill Valley Parkway Inquiry from the Honourable Mr. Justice Herman J. Wilton-Siegel dated November 29, 2023;
- b) That the General Manager, Public Works, or their designate be directed to provide an initial update to the General Issues Committee by March 31, 2024 on the establishment of the Working Group and associated Action Plan; and
- c) That the General Manager, Public Works, or their designate be directed to provide bi-annual updates to the General Issues Committee, on status of the Action Plan.

EXECUTIVE SUMMARY

On April 24, 2019, Council passed a resolution requesting that a judicial inquiry (the "Inquiry") be commenced to investigate a number of issues related to the Red Hill Valley Parkway (the "RHVP") and a consultant's report concerning friction testing on the RHVP in 2013 that was not previously disclosed to Council or the public.

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SUBJECT: Red Hill Valley Parkway Inquiry Final Report (PW23029(a)) (City Wide)
– Page 2 of 18

In May 2019, The Honourable Justice Herman J. Wilton-Siegel (the “**Commissioner**”) was appointed to preside over the Inquiry, which centered on 24 questions posed by Council referred to as the Terms of Reference. The City chose to proceed with the Inquiry because of the public nature of the hearings, in the interest of accountability and transparency and to maintain the trust of the public.

On November 29, 2023, the Commissioner released the “Report of the Red Hill Valley Parkway Inquiry” (“**Inquiry Report**”), which provides a summary of the key evidence received by the Inquiry and the Commissioner’s findings on the Terms of Reference, including recommendations to prevent any future incidents of non-disclosure of significant information to Council.

Report PW23029(a) provides a high-level summary of the Commissioner’s findings relating to the key Terms of Reference. A subsequent report will be provided to the General Issues Committee by March 31, 2024 which will include the membership and Terms of Reference of the Working Group, and initial Action Plan in response to the recommendations identified in the Inquiry Report.

Alternatives for Consideration – N/A

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The costs associated with the advancement of the Red Hill Valley Parkway Inquiry through the report completion and post-report stages are estimated to be in the range of \$27 million and \$28 million. The costs are based upon the current status and anticipated effort required and are detailed in Red Hill Valley Parkway Inquiry Update report LS19036(t) dated October 18, 2023. These costs will be recovered from the Tax Stabilization Fund.

There are no additional costs anticipated for the establishment of the proposed interdepartmental Working Group. Any additional costs relating to the implementation of recommendations from the Inquiry Report will be addressed in subsequent reports to Council from the Working Group.

Staffing: Additional staffing is not anticipated at this time, as the proposed Working Group will be staffed and supported by current City employees.

Legal: As outlined in Report PW23029(a).

SUBJECT: Red Hill Valley Parkway Inquiry Final Report (PW23029(a)) (City Wide)
– Page 3 of 18

A. Background

1. Events Leading to the Inquiry

In early 2019, City Council received information regarding a report by Tradewind Scientific Ltd. (“**Tradewind**”) related to friction testing conducted on the RHVP dated November 20, 2013 (the “**Tradewind Report**”) that was not previously disclosed to Council or the public.

Council was advised that the public and Council may have received inconsistent information regarding the Tradewind Report including in 2015 and 2017 in the face of speculation regarding asphalt conditions on the RHVP and the impact of these conditions on collisions.

Upon learning of the Tradewind Report, on April 24, 2019, Council passed a resolution requesting that the Inquiry be commenced. In May 2019, the Honourable Justice Herman J. Wilton-Siegel was appointed to preside over the Inquiry.

The Inquiry was a time-intensive and costly process. Spanning over 4 years and involving 130,000 documents, interviews of over 100 individuals and 85 hearing days, the Inquiry process allowed for a comprehensive investigation into 24 Terms of Reference in a public setting.

The City chose to proceed with the Inquiry because of the public nature of the hearings, in the interest of accountability and transparency and to maintain the trust of the public. Specifically, the hearing stage of the Inquiry was live streamed on YouTube and all evidence, including recordings and transcripts of witness testimony, documentary evidence, and the closing submissions are readily accessible on the Inquiry website.

On November 29, 2023, the Commissioner released the Inquiry Report, which provides a summary of the key evidence received by the Inquiry and the Commissioner’s findings on the Terms of Reference, including recommendations to prevent any future incidents of non-disclosure of significant information to Council.

2. Summary of the Inquiry Report

This report provides a high-level summary of the Commissioner’s findings relating to the key Terms of Reference, including regarding the safety performance of the RHVP, the disclosure of the Tradewind Report, friction testing completed by the Ministry of Transportation (the “**MTO**”) and the Commissioner’s recommendations. This report does not provide a comprehensive summary of the entire Inquiry Report, which is 1000 pages long.

For ease of reference, this report also includes the following additional appendices:

- Appendix “A” to Report PW23029(a) lists the 24 Terms of Reference and provides a high-level summary of the Commissioner’s findings for each.

SUBJECT: Red Hill Valley Parkway Inquiry Final Report (PW23029(a)) (City Wide)
– Page 4 of 18

- Appendix “B” to Report PW23029(a) provides an index of some of the key individuals and entities involved in the Inquiry.
- Appendix “C” to Report PW23029(a) provides a detailed summary of the Commissioner’s recommendations.

B. Findings regarding the Safety Performance of the RHVP

This section provides a high-level summary of the Commissioner’s findings regarding the safety performance of the RHVP and specifically with respect to:

- 1) the design and construction of the RHVP;
- 2) the role of friction in collisions on the RHVP prior to its resurfacing in 2019; and
- 3) the impact of the non-disclosure of the Tradewind Report.

The Inquiry was primarily focused on the time-period between the design and construction of the RHVP to its resurfacing in 2019. The Commissioner does not make any findings concerning the safety performance of the RHVP since its resurfacing in 2019.

1. RHVP Design and Construction

The Inquiry received extensive evidence regarding the design and construction of the RHVP, including with respect to design guidelines, the type of asphalt used to construct the RHVP and the paving process. The Commissioner made three key findings with respect to these issues, detailed below.

The first two findings relate to two unique features of the RHVP pavement – the use of perpetual pavement and stone mastic asphalt, which the Commissioner described as “innovative in a municipal context”.

The RHVP was built using a perpetual pavement structure, which is intended to last longer than traditional pavement structures. Perpetual pavements have significant benefits, including a longer life cycle cost, lower rehabilitation costs, and better resistance to cracking. The only drawback to perpetual pavement is higher initial construction costs.

The Commissioner found that using perpetual pavement, which was primarily done at the direction of Mr. Gary Moore (at the time, the Manager of Design at the RHVP Project Office), “made good economic sense”.

The Commissioner also made findings regarding the use of stone mastic asphalt (“**SMA**”), a special type of asphalt that was used on the surface course of the RHVP.

The City’s paving contractor for the RHVP, Dufferin Construction, sourced the aggregate used in the SMA surface course from Demix Agrégats, located outside of Montreal, Quebec.

SUBJECT: Red Hill Valley Parkway Inquiry Final Report (PW23029(a)) (City Wide)
– Page 5 of 18

The Commissioner confirmed that there was no evidence to suggest that the Demix aggregate was inadequate from a friction perspective or otherwise. The Commissioner further found that the use of SMA did not give rise to any friction issues on the RHVP. The Commissioner also made important findings concerning the design of the RHVP. Specifically, the Commissioner found that while the RHVP was generally designed and constructed in accordance with the prevailing Ontario design guidelines, certain “design features make some sections of the RHVP particularly challenging to drive”.

These design features include the differential between the design and posted speed limit, the radii of certain curves in the section between the Greenhill Avenue and Queenston Road interchanges and the spacing between certain on and off ramps.

The Commissioner further found that “individually and collectively, these design elements may result in ‘expectancy violations’ for some drivers leading to poor decision making”. Expectancy violations occur when roadway conditions are inconsistent with drivers’ reasonable expectations.

2. Role of Friction in Collisions on the RHVP prior to the 2019 Resurfacing

The Inquiry received considerable evidence regarding the role of friction in collisions on the RHVP from safety reports prepared by CIMA (the City’s safety consultant) and evidence from witnesses, including Brian Malone (VP of Transportation at CIMA) and expert witnesses engaged by Commission Counsel and the City.

The Commissioner made important findings on this issue. Most notably, he confirmed that any general comments or conclusions regarding the role of friction in collisions on the RHVP cannot be applied to any individual collision. The Commissioner further confirmed that a “full collision reconstruction” would be required to properly understand the cause of any individual collision.

The Commissioner found that the evidence did not indicate that the friction levels on the RHVP were “inordinately low or unsafe on their own”, but rather that, generally speaking, the RHVP needed more friction than other roadways due to certain characteristics of the RHVP, including the geometry and operating speeds. On this basis, the Commissioner found that there was “ample evidence” that friction levels were one of the contributing factors to collisions on the RHVP, particularly on wet pavement, noting:

... the friction levels on the RHVP, or a section thereof, were such that they did not supply adequate skid resistance to vehicles negotiating the roadway and thereby constitute a potential contributing factor to accidents on the roadway where there was a wet surface.

As part of Public Works’ ongoing efforts to improve road safety, various improvements have been made to the RHVP since the commencement of the Inquiry, including resurfacing and the lowering of the speed limit in 2019.

SUBJECT: Red Hill Valley Parkway Inquiry Final Report (PW23029(a)) (City Wide)
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3. Impact of Non-Disclosure of the Tradewind Report on Roadway Safety

The Tradewind Report concluded that the friction levels on the RHVP were “below or well below” the investigatory level of the standard used in the United Kingdom and recommended that the City do “a more detailed investigation” and consider “possible remedial action” to enhance surface texture and friction characteristics.

One of the key issues in the Inquiry was to understand the impact of the non-disclosure of the Tradewind Report and on the RHVP.

The Commissioner’s findings on this issue were based on an “objective standard of what internal municipal traffic safety professionals, acting with external advice, should reasonably have been expected to do” with the Tradewind Report.

The Commissioner found that the principal significance of Mr. Moore’s retention of the Tradewind Report (discussed further in section C) was that the City’s Traffic group and its safety consultant CIMA did not have the benefit of the findings of the Tradewind Report.

Specifically, the Commissioner noted that “it is reasonable to proceed on the basis that” if the Traffic group had received the Tradewind Report, the Traffic group would have:

- 1) investigated the friction levels, including perhaps through further friction testing; and
- 2) developed a more comprehensive view of the factors that were contributing to collisions in 2014.

The Commissioner also considered the extent to which these actions would have impacted the safety performance of the RHVP, noting that this was a “difficult question” to answer in hindsight.

The Commissioner stated that he cannot speculate on whether Traffic would have implemented certain recommendations from the City’s consultants that were not ultimately implemented but found that it is “reasonable to assume” that Traffic may have undertaken to implement the countermeasures that were completed on the RHVP “earlier than actually occurred”.

Specifically, the Commissioner found that “it is reasonable to assume” that Traffic would have taken the following three steps before 2019 if they had received a copy of the Tradewind Report and developed a more comprehensive approach to traffic safety:

- 1) Recommended a reduction in the posted speed limit on the RHVP;
- 2) Recommended more aggressive speed enforcement on the RHVP; and
- 3) Installed permanent raised reflective markings, notwithstanding the fact the RHVP was scheduled to be resurfaced in 2019.

SUBJECT: Red Hill Valley Parkway Inquiry Final Report (PW23029(a)) (City Wide)
– Page 7 of 18

On the issue of whether users of the RHVP were put at risk because of the non-disclosure of the Tradewind Report, the Commissioner stated that it would be difficult to generate a definitive conclusion on this issue.

However, the Commissioner found that “it is logical to assume that the failure to disclose the Tradewind Report ... contributed to accidents and injuries on the RHVP since January 2014” if we assume that:

- 1) The Traffic group would have reduced the speed limit, arranged for more aggressive speed enforcement and installed permanent raised reflective markings before 2019; and
- 2) The implementation of these countermeasures would have actually been effective at reducing the demand for friction.

C. Disclosure of Tradewind Report

4. Why was the Tradewind Report not shared with Council after it was discovered in 2014?

One of the key issues driving the Inquiry was whether the Tradewind Report was shared with anyone once it was received by the City in 2014 and, if not, why not.

In answering these questions, the Commissioner made specific findings regarding the non-disclosure of the Tradewind Report and identified other systems and processes that allowed the Tradewind Report to go undetected in the 2014 – 2018 period. Each are reviewed below.

a. Who received the Tradewind Report?

The Commissioner found that upon receiving the Tradewind Report in January 2014, Mr. Gary Moore (the Director of Engineering Services) did not share a copy of the Report with other staff members in the City.

In 2017, Mr. Moore provided a copy of the Tradewind Report to the City’s external legal counsel in the context of ongoing litigation against the City concerning the RHVP, at their request.

Prior to his retirement as Director of Engineering Services in May 2018, Mr. Moore saved a copy of the Tradewind Report within the “Director’s Office (Engineering Services)” folder in the document management system used by Engineering Services. Mr. Gord McGuire (the Director of Engineering Services after Mr. Moore) found the saved copy of the Tradewind report in September 2018 after which he forwarded it to a number of other staff members at the City to assess next steps.

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b. Why was the Tradewind Report not shared?

The Commissioner found that although there was no requirement for Mr. Moore to disclose the Tradewind Report to Council upon receiving it in 2014, he did have an obligation to provide the report to the Traffic group so they could assess the Report from a traffic safety perspective.

The Commissioner was also tasked with identifying whether there was any misconduct associated with the non-disclosure of the Tradewind Report. The Commissioner defined “misconduct” in this context as “improper or unprofessional behaviour” or “bad management”.

The Commissioner found that Mr. Moore engaged in misconduct in the following ways:

- Did not provide the Traffic group with a copy of the Tradewind Report for the purposes of its traffic safety mandate;
- Provided inaccurate or incomplete information about the Tradewind Report to CIMA and to the Public Works Committee. Specifically, he advised the Committee in December 2015 that friction testing showed the RHVP was holding up “exceptionally well” such that there are “no concerns about the performance of the surface mix” of the RHVP; and
- Provided inaccurate statements to the Hamilton Spectator in July 2017 regarding the timing and nature of the friction testing completed on the RHVP and in January 2018 regarding the purpose of subsequent pavement testing on the RHVP.

In addition to the above, the Commissioner also identified other structures and processes that allowed the Tradewind Report to go undetected in the 2014 – 2018 period. Some examples of these are provided below.

- **More coordination and cooperation in Public Works:**
The Commissioner found that the allocation of responsibilities related to the RHVP amongst various divisions and sections in Public Works excluded any sense of collective responsibility for the safety of the RHVP. In particular, the lack of a central authority over the RHVP had the effect of creating a lack of accountability where personnel in Engineering Services and Traffic disagreed or did not share information, expertise, or a common understanding about who was responsible for tasks concerning the RHVP.
- **A more comprehensive approach to traffic safety:**
The Commissioner found that the RHVP would have benefited from a more comprehensive traffic safety program noting that (1) the Annual Collision Report program was paused between 2011 and 2017; and (2) better coordination between Traffic and Engineering Services was necessary to implement countermeasures that fall within the mandate of both groups, such as friction testing.

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- **More clarity and collaboration when working with consultants:**
 The Commissioner found that the engagement and work of CIMA (the City's safety consultant) in 2013 and 2015 would have benefited from more collaboration between staff from Traffic and Engineering Services and that this would have allowed for a more comprehensive approach to traffic safety.

Specifically, the Commissioner identified the lack of a project charter, which could have provided clarity on individual roles and respective responsibilities, and the lack of information sharing and coordination between Traffic and Engineering Services in particular during the implementation of consultant recommendations.

5. Steps Taken to Disclose the Tradewind Report to Council and the Public following its Discovery in the Fall of 2018

As stated above, the Tradewind Report was identified by Mr. McGuire in September 2018, and subsequently shared with other City staff members. In November 2018, the City also received a Freedom of Information request requesting the release of friction testing-related documents.

In 2019, two presentations regarding matters related to the Tradewind Report were made to Council, the first on January 23, 2019, and the second to the General Issues Committee ("**GIC**") on February 6, 2019.

The Commissioner was tasked with assessing staff's conduct to confirm whether there was any misconduct leading up to the report to Council in 2019 once the Tradewind Report was identified in 2018.

As detailed below, the Commissioner did not make findings of misconduct in this regard.

In addressing whether appropriate steps were taken to disclose the Tradewind Report, or the information and recommendations contained therein, once it was discovered in 2018, the Commissioner found that:

- There was an obligation to bring the Tradewind Report to the attention of Council.
- Mr. McGuire took appropriate steps upon locating the Tradewind Report in September 2018.
- The communications to Council and the public regarding the Tradewind Report was inadequate in its assessment of potential safety issues, and focused on possible reputational damage to the City that could result from release of the Tradewind Report.
- No members of staff involved in the preparation of the notification of the Tradewind Report to Council and the public during the 2018/2019 time period, engaged in misconduct, improper or unprofessional behaviour to warrant a finding of misconduct.

In the Commissioner's view, the Tradewind Report raised two obvious questions:

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- 1) whether the collision history of the RHVP and related complaints could be attributed, at least in part, to the friction levels on the RHVP; and
- 2) whether the actual friction levels in 2018 and 2019 posed a safety concern.

The Commissioner found that City staff did not comprehensively answer the questions above and did not review the significance of the Tradewind Report on traffic safety of the RHVP in their presentation to GIC, due to:

- Mr. McGuire and Mr. Soldo not interpreting the Tradewind Report and the 2014 Golder Report to be expressing an urgent safety concern;
- Mr. McGuire's and Mr. Soldo's understanding that the planned resurfacing of the RHVP which was scheduled to take place in 2019, would address any deficiencies in friction levels on the RHVP;
- the siloed structure of the Public Works Department resulting in the absence of effective communication among those involved, and leading to various divisions not taking responsibility for the possible impact of friction levels on the RHVP; and
- an undue focus on reputational damage to the City and possible liability exposure.

The Commissioner noted that City staff and senior staff members worked expeditiously to prepare the presentation to Council on the outstanding RHVP-related matters including the Tradewind Report within a reasonable time frame. However, as a result of the unclear and overlapping roles and responsibilities of those involved and the compressed timeframes, there was little actual collaboration in developing the content for the presentations to Council.

The Commissioner acknowledged and accepted that staff involved in the presentations to Council legitimately sought to be open and transparent with Council and the public, while noting that Council could have been provided with more information in the written materials to understand more comprehensively the factors contributing to accidents on the RHVP.

The Commissioner stated that despite the reservations expressed regarding the actions of staff after discovery of the Tradewind Report, each staff member ultimately addressed issues that fell within their respective areas of responsibility and within the City's organizational structure at the time.

D. MTO Results

The MTO completed friction testing on the RHVP in 2007 and between 2008 and 2014. The Inquiry received evidence regarding the circumstances around the friction testing, including the purpose of the testing, the extent to which the results were shared with the City, and the consequences of the non-disclosure of the MTO friction testing results. The City learned of the MTO's friction testing between 2008 and 2014 in 2019, after the City disclosed the Tradewind Report to Council and the public (the "**Post-2008 MTO Friction Testing**").

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The Commissioner noted that the Terms of Reference defined the “MTO Report” as the MTO friction testing in 2007 and, accordingly, focused on the MTO 2007 friction testing and not the Post-2008 MTO Friction Testing.

6. Why did the MTO perform friction testing on the RHVP?

On February 12, 2019, City staff learned from MTO staff and from a reporter at the Hamilton Spectator that the MTO had conducted friction testing on the RHVP between 2008 and 2014. At the time the Tradewind Report was disclosed to the public, City staff were unaware of the yearly friction testing from 2008 to 2014 (except for 2013), or the test results.

The Commissioner found that the MTO performed friction testing on the RHVP in 2007 at the request of the City’s pavement consultant Golder Associates Ltd. (“**Golder**”) on behalf of the City prior to the opening of the RHVP and performed the Post-2008 MTO Friction Testing to evaluate the roadway’s aggregate, and not for traffic safety purposes.

7. Why did the MTO not share these results?

The MTO shared the results of the 2007 RHVP friction testing with the City through its consultant, Golder. Mr. Moore and Mr. Marco Oddi were the only City staff who received the results. They did not distribute the friction testing results, but the Commissioner found that they were not required to do so by any by-law or policy and Council would not have expected to receive the 2007 results.

The Commissioner found that the MTO’s actions in respect of the Post-2008 MTO Friction Testing and the results were guided by the MTO’s practice and unwritten policy of not sharing DSM-related friction testing results with outside parties.

The Commissioner found that more importantly, the Post-2008 MTO Friction Testing was obtained by the MTO solely for Designated Source of Materials list purposes. It was not obtained as part of a broader investigation of a potential issue engaging public safety, nor was there any evidence to suggest that the MTO was aware of concerns pertaining to friction or safety of the RHVP.

8. What was the impact of non-disclosure of the MTO 2007 results?

The Commissioner found that there was no impact associated with the non-disclosure of the 2007 RHVP friction test results. If the results had been provided to Council in 2007, they would not have triggered any safety changes to the RHVP or prompted any further friction-related studies of the RHVP.

The Commissioner further found that there is no connection between the 2007 friction testing results and accidents, injuries, and fatalities that occurred on the RHVP after January 2014. The results were acceptable for a stone-mastic asphalt pavement that had not yet opened to the public and did not disclose any prospective pavement issue.

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E. Recommendations

The Commissioner has made a total of 36 recommendations in response to the matters outlined in the Terms of Reference. These recommendations include making changes to the City’s by-laws, policies, and procedures, and are aimed at preventing any future incidents of non-disclosure of information to Council.

The recommendations have been categorized into the following 8 categories:

1. Traffic Safety on the RHVP and LINC
2. Delineating the Roles and Responsibilities of City Staff
3. The Culture Within the Public Works Department
4. Information Sharing and Communication Among Staff
5. Staff’s Reporting Obligations
6. Staff Communications with the Media and Public
7. Consultant Engagements and Assignments
8. Staff Reports

A broad summary of the recommendations with respect to each specific category, as well as the steps already taken by the City to address some of the issues giving rise to the Commissioner’s recommendations, are discussed below.

A more detailed list of the specific recommendations for each category is provided in Appendix “C” to Report PW23029(a).

1. Traffic Safety on the RHVP and LINC

The Commissioner made a number of recommendations to improve the City’s approach to traffic safety on the Lincoln M. Alexander Parkway (the “**LINC**”) and the RHVP (together the “**Parkways**”). The Commissioner emphasized the importance of implementing processes that ensure effective management, efficient operation, and proper maintenance. Examples of the key recommendations on this issue are provided below:

- Implementing mechanisms to reinforce the joint responsibility of the Transportation Operations & Maintenance Division and Engineering Services towards traffic safety by designating a Public Works staff person with overall responsibility for the operation, maintenance, and traffic safety of the Parkways.
- Maintaining the City’s existing Parkway Management Committee so it can continue to provide leadership on the maintenance of the Parkways, and developing comprehensive guidelines based on industry best practices, such as project charters to ensure that desired outcomes are effectively actioned.

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- Adopting processes for a comprehensive traffic safety approach similar to the MTO to monitor and address traffic safety issues that arise on the Parkways, by regular collection and analysis of traffic statistics. We note that some of the recommendations on this issue are in regard to the processes in place between 2011 and 2017 and do not take into account the steps already taken by the City, including the review of collision through the Annual Collision Reports program, which resumed in 2017.

The City has already taken a number of steps to improve internal processes within Public Works with a view to better maintain oversight of the Parkways.

For example, the creation of the temporary (24-month) Chief Road Official (the “**CRO**”) role within the Public Works Department in March 2021 allowed for consistent coordination and addressing some fragmentation of the structure and systems involved in the design, build, operation and maintenance of city roads.

The Commissioner acknowledged the creation of the CRO position and confirmed that it is appropriately within the City’s purview as to whether the duties of the Chief Road Official duties could be combined with those of the Director of Transportation Operations & Maintenance. After 18 months of piloting the Chief Road Official role, and through Report PW21013(a), the duties of the Chief Road Official have been combined with the Director, Transportation Operations & Maintenance (TOM) to create the new position, Director, Transportation. This role has overall responsibility for the concerns identified in the recommendation.

The Commissioner also acknowledged that in 2020, the City implemented a Project Management Manual across Public Works as part of its new Public Works Quality Management System, which provides that project managers should create project charters as part of the initiating stage of their projects, consistent with the Commissioner’s recommendations.

2. Delineating Staff Roles and Responsibilities in Public Works

The Commissioner made recommendations aimed at bettering the delineation of responsibilities across the various Public Works divisions, with particular emphasis on situations where there are overlapping responsibilities amongst groups for matters of traffic safety. Examples of the key recommendations on this issue include:

- Designating a staff member most responsible for a project, including for developing a project charter ensuring that the scope, resources, and responsibilities of the various groups are clearly articulated.
- Implementing mechanisms that ensure that staff receive regular, practical, and job-specific training on the City’s Code of Conduct and accepted best practices for working collaboratively.

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The City has already taken some steps to improve the allocation of responsibilities across the various Public Works divisions by implementing the Project Management Manual, one of the key features of which is the Project Charter.

The Project Charter provides clear guidance and communication on who is accountable, what is expected to happen, and how success will be defined, serving as a work plan for all involved in a given project.

3. Culture Within Public Works

The Commissioner made a series of recommendations to further develop a culture of collaboration and cooperation between departments and divisions in Public Works. Examples of the key recommendations on this issue include:

- adding competencies such as collaboration, cooperation, transparency, and accountability in any performance related documents, such as evaluations.
- ensuring that Public Works staff receive training and attend conferences that address leadership and communication.
- establishing processes and procedures that stipulate when Public Works staff require intervention from a superior for any reason, request(s) for that intervention should be clear, explicit, and in writing.
- strengthening existing policies and channels dealing with internal complaint procedures and/or internal whistleblower policies.

4. Information Sharing and Communication Among Staff

The Commissioner made recommendations to improve access to records and reliable information sharing amongst various Public Works divisions, including:

- Having each division of Public Works maintain a library of all consultant and other third-party reports, staff reports to Council and formal internal reports, that is accessible to all staff in Public Works.
- Implementing formal project tracking processes for any case where multiple divisions in Public Works are working jointly to implement directions from Council.
- Establishing formal policies with respect to the transition of individuals in director and manager roles to ensure that institutional knowledge is not lost.

The City has already taken steps to improve information and document management. In particular, the Commissioner acknowledged that the City has taken steps to improve access to records and information, information storage, and the tracking of consultant reports since the events at issue in this Inquiry, including through the following policies and procedures:

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- ***The Records & Information Management Policy*** (September 2022)
Aimed at ensuring consistent standards and practices are maintained with respect to the management of records in the City's possession to ensure that information is available for decision-making, program and service delivery and access requests under the Municipal Freedom of Information and Protection of Privacy Act.
- ***The Public Works' Control of Records Procedure*** (October 2020)
Includes guidelines with respect to record retention, disposal, collection, storage and access to ensure that records are managed appropriately to facilitate the accessibility, accuracy and security of information to meet operational and legislative requirements.
- ***The Transportation, Operations, and Maintenance Division's Consultant Procedure Reports Tracking and Retention – Divisional Procedure*** (May 2021)
Establishes a process for tracking and retaining reports that consultants provide to City staff members in the Transportation Operations & Maintenance Division.

5. City Staff's Reporting Obligations

The Commissioner made recommendations with respect to staff reports and staff communication with Council to better ensure that staff conduct themselves with transparency and give their best objective advice to Council. These recommendations include:

- Delivering continuing education programs to Public Works staff on their relationship with Council, including to provide Council with objective information and recommendations to allow Council to make informed decisions.
- Supplementing the Council/Staff Relationship Policy to reiterate that information provided to Council and/or the public should be accurate, and that staff should not manipulate or present information in a misleading way.
- Revising existing policies to reiterate that staff must place the interests of objective, accurate, and timely reporting of information to Council, ahead of their own self-interest and/or concerns for the reaction of Council or the public to such information.
- Implementing a policy to track any commitments made by staff to Council outside of formal processes and requiring that staff make efforts to correct the record with Council in a timely manner, should they learn that inaccurate information has been provided to Council for any reason.

The City has taken a number of steps, including through enacting new policies, to better improve the relationship between City staff and Council, including with respect to reporting on matters that concern public safety.

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The Commissioner confirmed that the 2020 Code of Conduct and 2021 Council/Staff Relationship Policy set out some of the principles that underlie his recommendations and noted that his recommendations seek to expand some of the principles in these policies.

6. Staff Communications with the Media and Public

The Commissioner made recommendations regarding staff's communications with the media. These recommendations include:

- Ensuring that the Code of Conduct requires City staff to be truthful and accurate when speaking with the media and public and requires staff to advise their superiors if they become aware that another member of City staff has misrepresented facts or information to the public and/or media.
- Ensuring that Public Works staff that are spokespersons receive media training that emphasizes the importance of making accurate statements and ensure that any inaccuracies are corrected.

7. Consultant Engagements and Assignments

The Commissioner made recommendations regarding the use of consultants, including to further develop a culture within Public Works that emphasizes shared ownership of consultant reports, where applicable. The Commissioner's recommendations include:

- Maintaining a log of all consultant engagements accessible to all other City staff and implementing mechanisms which accurately capture the scope and nature of the consultant's involvement, including through creating a project charter with details proportionate to the scope of the project.
- Implementing procedures to ensure prioritization of consultant recommendations, with guidelines for when City staff may request changes to consultant reports.
- Developing procedures to ensure that Councillors, regardless of their ward, have equal access to information regarding consultant reports, even if the consultant's report is particularly relevant to a specific ward.
- Developing procedures to ensure that staff who learn of a risk to health or safety from a consultant, follow up with the consultant to obtain an informed understanding of the factors involved, if necessary.

The City has taken some steps towards improving the way in which consultant reports are tracked and reported on. The Commissioner confirmed that the 2021 Council/Staff Relationship Policy addresses some of his recommendations, particularly with respect to ensuring that all Councillors are provided with the same information on matters of general concern and/or matters to be discussed at Council or committee meetings.

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Public Works has also implemented the “Tracking and Sharing Consultant Report Recommendations, and Actions” procedure in January 2022. This procedure ensures that all consultant recommendations are documented and communicated to Council as appropriate.

8. Staff Reports

The Commissioner made recommendations regarding the preparation and presentation of staff reports to Council. These include:

- Developing policies to ensure that staff reports are objective, accurately summarize consultant reports and identify a full range of options for Council to consider with the risks and fiscal impacts of each option clearly.
- Ensuring consultant reports are appended to staff reports or are made available at the request of Councillors.
- Providing staff with training on drafting staff reports.
- Developing policies to ensure that draft staff reports are circulated to those involved for their review and input but not shared with individual Councillor unless expressly authorized by Council.

The City has already taken some steps towards improving staff reporting to Council. The Commissioner confirmed that the 2021 Council/Staff Relationship Policy incorporates some of his recommendations, namely that all Councillors should have equal access to information on matters of general concern and/or discussed before Council and notes that his recommendations should assist in further developing this policy.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

N/A

RELEVANT CONSULTATION

- Eli Lederman and Delna Contractor – external legal counsel, Lenczner Slaght LLP
- Belinda Bain – external legal counsel, Gowling WLG (Canada) LLP

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The Inquiry Report identified areas where Public Works has already taken action, including with respect to quality management, inter-divisional coordination meetings and project management guidance. However, the Inquiry Report also identified areas of opportunity where the City, and Public Works in particular, can continue to improve. The Commissioner’s eight (8) main recommendations are further delineated into 36 sub-recommendations that generally relate to four (4) issues: coordination and collaboration between Public Works divisions generally, and as related to the Parkways; better and more consistent reporting to Council; accurate disclosure of information to the media

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and public; and better understanding of the role of third-party consultants and the role of staff in the interactions with third party consultants.

The initial Action Plan will address the recommendations with a developed management response that includes actions to date, future opportunities, and potential impact to resources and cost. Reporting will include the status and progress of each action in the bi-annual reports to the General Issues Committee.

ALTERNATIVES FOR CONSIDERATION

N/A

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report PW23029(a) – Answers to the Terms of Reference in the Inquiry Report

Appendix “B” to Report PW23029(a) – Index of Certain Referenced Individuals and Entities

Appendix “C” to Report PW23029(a) – Inquiry Report Recommendations

Answers to the Terms of Reference in the Inquiry Report

#	Term of Reference	Answer to Term of Reference
1	Identify all individuals who received a copy of the Report or were advised of the Report or the information and recommendations contained therein after it was provided to the City's Department of Engineering Services in January, 2014	<ul style="list-style-type: none"> • City Staff: Gary Moore, Diana Swaby, Mike Becke • Shillingtons LLP: Terry Shillington, David Thompson, Colleen Crawford • CIMA: Brian Malone*, Brian Applebee*, Giovanni Bottesini*, Khaled Hawah*, Pedram Izadpanah* • Other: Tom Dziejko* (General Management, AME, Aecon Materials Engineering Corp.) <p>This list does not include those who were involved in the Tradewind Report's preparation or initial transmission to Mr. Moore. Individuals who received some information about the contents of the Tradewind Report without receiving a copy or having a full appreciation of its contents are identified with an asterisk.</p>
2	Based on the City's by-laws, policies and procedures, as they were in 2014, should Council have been made aware of the Report, or the information and recommendations contained therein, once the Report was submitted to the Department of Engineering Services in 2014?	<p>There was no requirement in 2014 under the City by-laws or policies to bring all consultant reports to Council.</p> <p>There was no obligation or best practice that required that Council be made aware of the Tradewind Report. However, as described in Question 3, Mr. Moore had an obligation to disclose the existence of the Tradewind Report to Traffic.</p>
3	Why was the information in the Report, or the information and recommendations contained therein, not provided to Council or the public once the Report was submitted to the Department of Engineering Services in 2014?	<p>Given the City's by-laws and policies as they existed from January 2014 to February 2019, Mr. Moore did not have an obligation to disclose the Tradewind Report, or the information and recommendations contained therein, to Council. Mr. Moore was obligated to provide the Tradewind Report to Traffic staff for their consideration in the context of traffic safety. Mr. Moore's decision not to provide it to Traffic staff foreclosed any analysis by Traffic of the significance of the Tradewind Report for traffic safety. Whether any such analysis would have resulted in disclosure to Council in connection with Traffic's recommendations for traffic safety is speculative.</p> <p>Mr. Moore kept the Tradewind Report to himself because his focus was on the state of the RHVP pavement with a view to preservation of the perpetual pavement. In addition, from Mr. Moore's perspective, the upcoming rehabilitation was a complete answer to Dr. Uzarowski's conclusions in 2014 that the friction levels were "relatively low". Mr. Moore's decision not to provide the Tradewind test results to Traffic staff notwithstanding that they had an involvement in traffic safety also reflected his approach of keeping all substantive matters relating to the RHVP to himself and his view that he was the person most capable of determining the reliability and utility of the Tradewind Report.</p> <p>Even if Mr. Moore saw no utility in the Tradewind Report from his perspective, the Tradewind Report should have been made available to Traffic to enable it to fulfill its mandate. If he had reservations about the Tradewind Report, he should have nevertheless provided the Tradewind Report and explained his reservations to his colleagues when he did so. If he had concerns regarding the circulation of the results within Public Works or publication of the results, Mr. Moore should also have identified those to his colleagues at the same time he provided the report.</p>

#	Term of Reference	Answer to Term of Reference
4	Who, if anyone, was responsible for the failure to disclose a copy of the Report, or the information and recommendations contained therein, to Council in 2014?	As the sole recipient of the Tradewind Report, Mr. Moore was responsible for the nondisclosure of the Tradewind Report, and the information and recommendations set out therein, to Council in January 2014.
5	Was there any negligence, malfeasance or misconduct in failing to provide the Report, or the information and recommendations contained therein, to Council or the public?	<p>The Commissioner expressly noted that a judicial inquiry cannot make findings of civil or criminal liability or whether a legal standard has been breached. The Commissioner was guided by the definition of misconduct as “improper or unprofessional behaviour” or “bad management” directly relevant to the subject matter of the Inquiry, which would have been considered improper at the time the conduct allegedly occurred. The term “misconduct” does not indicate findings of professional misconduct in the context of professional regulation.</p> <p>Mr. Moore’s failure to provide the Tradewind Report to the Traffic group for the purposes of its traffic safety mandate constituted misconduct.</p> <p>In addition, Mr. Moore provided inadequate, incomplete, or inaccurate information which constituted misconduct on three following occasions: (a) when he provided inadequate and incomplete data to Brian Malone regarding the nature and results of the Tradewind testing; (b) when made a statement to councillors at the PWC meeting on December 7, 2015 clearly inconsistent with the findings and recommendations in the Tradewind Report; and (c) when he made inaccurate statements to the Hamilton Spectator in advance of publication of an article on July 15, 2017.</p>
6	How was the Report discovered in 2018?	<p>In the weeks before his retirement in May 2018, Mr. Moore uploaded two emails from Dr. Uzarowski to the Director’s Office Folder in ProjectWise: the January 2014 Uzarowski Email with the averages of the Tradewind and 2007 MTO friction testing, and the December 2015 Uzarowski Email which attached a copy of the Tradewind Report.</p> <p>Mr. McGuire located the uploaded January 2014 Uzarowski Email on August 30, 2018. He also forwarded the December 2015 Uzarowski Email to a person that the Inquiry could not identify, but did not read the email or the standalone copy of the Tradewind Report that was attached to that email at that time.</p> <p>Mr. McGuire found and read the December 2015 Uzarowski Email and the Tradewind Report while looking at the contents of the Director’s Office Folder in ProjectWise on September 26, 2018. On that day or the following day, he or his assistant, Ms. Cameron, also located a hard copy of the 2014 Golder Report amongst the documents that Mr. Moore had left in his office.</p>

#	Term of Reference	Answer to Term of Reference
7	<p>Identify all individuals who received a copy of the Report or were advised of the Report or the information and recommendations contained therein, in 2018</p>	<ul style="list-style-type: none"> • Public Works Staff: Susan Jacob, Gord McGuire, Dan McKinnon, Edward Soldo, Dipankar Sharma • Legal Services/Risk Management Staff: Nicole Auty, Debbie Edwards, Byrdena MacNeil, John McLennan, Ron Sabo • Communications Staff: Jasmine Graham, John Hertel, Jen Recine • Audit Services Staff: Charles Brown, Domenic Pellegrini, Brigitte Minard • Administrative Staff: Diana Cameron, Nancy Wunderlich, Cathy Bojeski, Pam Delry • Mayor's Office: Mayor Fred Eisenberger, Drina Omazic • City Manager's Office: Mike Zegarac • External: David Boghosian (Boghosian LLP) and Ryan Ellis (Area Manager, National Walkway Safety Auditing) <p>This list does not include individuals who received a copy of the Tradewind Report and/or were advised of the Tradewind Report or the information and recommendations contained in it, before September 26, 2018 (addressed in Question 1) or anyone who received it after December 31, 2018.</p>
8	<p>Were appropriate steps taken to disclose the Report, or the information and recommendations contained therein, once it was discovered in 2018?</p>	<p>There was an obligation to bring the Tradewind Report to the attention of Council in light of the prior inconsistent statements made to Council and the media regarding friction testing on the RHVP, irrespective of whether the Tradewind Report was going to be provided to the FOI requestor.</p> <p>In part, the failure to consider whether the collision history of the RHVP and whether the actual friction levels in 2018 and 2019 posed a safety concern reflected an absence of a clear understanding between Mr. McGuire and Mr. Soldo regarding responsibility for addressing the significance for traffic safety on the RHVP of the Tradewind Report findings and recommendations because of the siloed structure of the Public Works department.</p> <p>It is not clear how or if the Tradewind Report would have been disclosed to Council absent the FOI request. When it became clear that the Tradewind Report would have to be disclosed under that request, City staff worked expeditiously to prepare a presentation to Council on the outstanding RHVP-related matters including the Tradewind Report. From that time onward, senior staff members worked hard to that end and provided notification to Council of the Tradewind Report within a reasonable time frame.</p> <p>Nevertheless, the content of the notification to Council of the Tradewind Report was deficient as a result of the unclear and overlapping roles and responsibilities of those involved and the compressed timeframe. This ultimately led to notification to Council and the public that focused on damage control.</p> <p>While the staff involved in the presentations to Council legitimately sought to be open and transparent with Council and the public, Council could have been provided with more information in the written materials to understand more comprehensively the factors contributing to accidents on the RHVP.</p>

#	Term of Reference	Answer to Term of Reference
9	<p>Was there any negligence, malfeasance or misconduct in failing to disclose the Report, or the information and recommendations contained therein, once the Report was discovered in 2018?</p>	<p>Although the Commissioner expresses certain reservations regarding the actions of staff after discovery of the Tradewind Report, he does not find that any individual engaged in improper or unprofessional behaviour, or bad management, to warrant a finding of misconduct.</p> <p>However, the absence of a joint project structure, effective communication among those involved, and the compressed timeframe had the result that there was no analysis of any significance on the critical issues in the presentations to Council – that is, the implications, if any, of the Tradewind Report for the present operating conditions on the RHVP and, more specifically, whether the traffic safety measures put in place over time were appropriate and sufficient.</p>
10	<p>Were users of the RHVP put at risk as a result of the failure to disclose the Report's findings?</p>	<p>It is not possible to provide a simple answer to this question. There are many potential contributing factors to collisions and other accidents on a roadway including factors relating to highway conditions, vehicles involved, and driver(s) involved.</p> <p>There is no evidence that the friction levels on the RHVP in or after 2013 were sufficiently low as to pose an increased risk of accidents in and of themselves. Additionally, the undisputed evidence is that inadequate friction levels are rarely the principal or proximate cause of a highway accident.</p> <p>However, inadequate friction levels can be a contributing factor to accidents along with other factors such as the road surface conditions, the geometry of the highway, and interchange spacing.</p> <p>It is reasonable to assume that Traffic would have recommended a reduction in the posted speed limit on the RHVP and enhanced speed enforcement earlier than 2019. It is also reasonable to assume that Traffic would have recommended implementation of the permanent raised pavement markings whose actual implementation was tied to Engineering Services' resurfacing schedule on an independent and earlier basis. To the extent that these actions did not occur, it is logical to assume that users of the RHVP were exposed to more risk than would have been the case if they had been implemented.</p>
11	<p>Did the Report contain findings or information that would have triggered Council to make safety changes to the roads or order further studies?</p>	<p>The Tradewind Report contained findings that not only required a further investigation but also called into question the simple explanation of bad driver behaviour that was provided to the PWC and Council as the explanation for the abnormal accident experience on the RHVP.</p> <p>It is therefore reasonable to assume that if the Traffic group had received the Tradewind Report, it would have conducted a further investigation of the roadway surface including the friction levels and would have developed a more comprehensive view of the factors that were contributing to the accident experience of the RHVP in 2014. The Commissioner has no doubt that Council would have authorized any study or investigation given the public attention and Council's ongoing engagement on RHVP matters.</p> <p>With respect to the countermeasures recommended by CIMA that were actually implemented between 2014 and 2019, it is reasonable to assume that, as a consequence of a more comprehensive approach to traffic safety, Traffic would have recommended to Council that such countermeasures be implemented earlier than actually occurred, including a reduction in posted speed limit and enhanced speed enforcement. It is also</p>

#	Term of Reference	Answer to Term of Reference
		reasonable to assume that Traffic would have recommended implementation of the countermeasures tied to the resurfacing schedule (e.g. permanent raised reflective markings) on an earlier and independent basis.
12	Did the failure to disclose the Report, or the information and recommendations contained therein, contribute to accidents, injuries or fatalities on the RHVP since January, 2014?	<p>The evidence for a definitive conclusion on this issue was not available to the Inquiry and would be difficult to generate, partly due to the COVID-19 pandemic and its effects on traffic patterns and the limitations of drawing statistically meaningful conclusions from the limited number of such incidents.</p> <p>However, to the extent that the earlier implementation of the countermeasures would have decreased the demand for friction on the RHVP, the expert evidence establishes that decreasing the demand for friction will decrease the number of collisions, injuries, and deaths even if it is not possible to quantify the effect.</p> <p>Accordingly, to the extent that the earlier implementation of these countermeasures did not occur, it is logical to assume that the failure to disclose the Tradewind Report, or the information and recommendations contained in the Tradewind Report, contributed to accidents and injuries on the RHVP since January 2014.</p>
13	Did anyone in the Public Works Office or Roads Department request, direct or conduct any other friction test, asphalt assessment, or general road safety reviews or assessments on the RHVP?	<p>The other friction tests, asphalt assessments, general road safety reviews, and other assessments of the RHVP from 2005 to 2020 are as follows:</p> <ul style="list-style-type: none"> • Golder Associates Ltd. <ul style="list-style-type: none"> ○ “Perpetual Pavement Feasibility Study, Red Hill Creek Expressway” (August 2005); ○ “Perpetual Pavement Design Study, Phase 2, Red Hill Creek Expressway” (issued in draft in March 2006); ○ Laboratory and field testing Quality Assurance services for the paving of the RHVP ramps and mainline (beginning in mid-2006 until November 2007); ○ Periodic engagements pertaining to data collection from the pavement instrumentation and monitoring system and the traffic data system installed in the RHVP mainline pavement (beginning in November 2007); ○ Phases I, II, and III of the City-wide “Pavement and Materials Technology Review” (between 2009 and 2013); ○ Inertial Profiler testing on the RHVP (to identify the location of dips and bumps on the parkway) (presented on March 4, 2016); ○ “Evaluation of Pavement Surface and Aggregates – Red Hill Valley Parkway, City of Hamilton” (March 2019); and ○ “Red Hill Valley Parkway HIR Suitability Study” (March 2019); • CIMA <ul style="list-style-type: none"> ○ “Red Hill Valley Parkway Safety Review” (December 2013); ○ “Lincoln Alexander Parkway Median Safety Study” (November 2015); ○ “Red Hill Valley Parkway Detailed Safety Analysis” (November 2015); ○ “Lincoln Alexander Parkway / Red Hill Valley Parkway Collision Rates” memo (January 2018); ○ “Hamilton LINC and RHVP Speed Study” (October 2018); ○ “Detailed LINC/RHVP Illumination Review” (January 2019);

#	Term of Reference	Answer to Term of Reference
		<ul style="list-style-type: none"> ○ “Roadside Safety Assessment – Red Hill Valley Parkway” (January 2019); ○ “Lincoln Alexander Parkway / Red Hill Valley Parkway Collision Rates” (January 2019); ○ “Red Hill Valley Parkway – Pavement Friction Testing Results Review” (February 4, 2019); ○ “Red Hill Valley Parkway – Review of MTO Pavement Friction Data 2008-2014” (February 26, 2019); ○ “Red Hill Valley Parkway Analysis” (April 2020); and ○ “Review of Red Hill Valley Parkway Friction Test Results” (May 2020). <p>The City of Hamilton also published Annual Collision Reports from 2017 and onward.</p>
14	<p>Did subsequent consultant reports provide additional support or rebuttal to the conclusions contained in the Report?</p>	<p>Subsequent friction test results and reports supported the results and conclusions in the Tradewind Report.</p> <p>The MTO test results reflected a decline in the friction levels on the RHVP from 2008 to 2012 which levelled off by 2014 at a level slightly in excess of the friction level of FN30 on an average basis for each lane in each direction.</p> <p>The friction testing conducted by Englobe in May 2019 before resurfacing of the RHVP confirm a reduction in friction levels of approximately 20% which levelled off after 2013 or 2014.</p> <p>The MTO test results and the ARA test results obtained prior to the resurfacing in 2019 were obtained using a locked-wheel test device and the results are therefore not directly comparable to the Tradewind results. However, the technical experts engaged considered the Tradewind results to be generally consistent with the MTO test results and the results obtained by ARA and Englobe.</p> <p>The various CIMA reports prepared subsequent to the Tradewind Report, even though issued in ignorance of the Tradewind Report, contained collision history statistics and analysis suggesting that low friction might be a contributing factor to the accident experience on the RHVP.</p>
15	<p>Identify any changes to the City’s bylaws, policies and procedures to prevent any such future incidents of non-disclose of significant information to Council</p>	<p>The Commissioner’s recommendations are outlined at section E of this Recommendation Report. The Commissioner’s recommendations specific to bylaws, policies, and procedures can also be found in Volume 2 of the Report at pp. <u>309 to 319</u>.</p>
16	<p>Did the MTO Report provide additional support or rebuttal to the conclusions contained in the Report?</p>	<p>The MTO 2007 friction test results in the MTO Report provided neither support nor rebuttal to the conclusions of the Tradewind Report.</p> <p>The condition of the RHVP pavement surface at the time of the Tradewind testing in 2013 was different from that at the time of the 2007 MTO testing. The frictional performance in 2007 prior to opening was distinct from, and cannot be compared to, the parkway’s frictional performance six years later in 2013 when tested by Tradewind.</p>

#	Term of Reference	Answer to Term of Reference
17	Why was the MTO Report not provided to Council or made publicly available?	<p>The 2007 test results were sent by the MTO to Golder. MTO's distribution to Golder staff, rather than directly to the City, was consistent with the MTO's standard distribution practice for municipal testing requirements.</p> <p>Dr. Uzarowski subsequently forwarded Dr. Raymond's email and the 2007 test results to Mr. Moore and Mr. Oddi at the City. Mr. Moore and Mr. Oddi were the only City staff who received the 2007 friction test results. Further distribution of the results within the City, including to Council, therefore rested with either or both of Mr. Moore and Mr. Oddi. Neither distributed the results further, nor was there any by-law or policy requiring that they do so.</p> <p>Mr. Moore made an operational decision not to share the 2007 results with anyone within Public Works. Having received satisfactory results for newly placed SMA pavement that disclosed no issues, there was nothing to report to Council. Mr. Moore's decision not to share the results was not inappropriate in the circumstances.</p> <p>Council would not have expected to receive the 2007 results in October 2007 because (a) RHV Project Office staff had delegated authority over operational and construction-related decisions pertaining to the RHVP; (2) the 2007 results were of an overall acceptable nature such that no further steps were required; and (3) the 2007 results were not accompanied by any assessment or interpretation.</p>
18	Who was briefed within the MTO's office about the MTO Report?	<p>For the purposes of this Question, "briefed" includes all individuals at the MTO who received a standalone copy of the 2007 test results in 2007 and/or information pertaining to the 2007 results between 2008 and 2019.</p> <ul style="list-style-type: none"> • Frank Marciello performed RHVP friction testing on October 16, 2007 and prepared the spreadsheets • In 2007: Dr. Chris Raymond, Becca Lane, Chris Rogers, Bob Gorman, Tom Kazmierowski, Dennis Billings, Henry Bykerk, and Rob Kohlberger • At least one of 2008 to 2012 and 2014: Bob Gorman, Dr. Chris Raymond, Joseph Ponniah, Stephen Senior, Becca Lane, Karen Smith, and Stephen Lee • In 2014, Hanna Schell, Becca Lane, Pamela Marks, Seyed Tabib, Stephen Senior, Stephen Lee, Anil Virani and Imran Bashir were given a copy of, or a link to access, a presentation given by Tom Dziedziejko which included average FN and FN ranges from the 2007 friction test results as well as the average friction values from Tradewind's testing • On February 12, 2019, Kevin Bentley received a spreadsheet containing MTO 2008 to 2014 RHVP friction test results. Several staff in the MTO's communications branch were also copied on the email and thus received the results.

#	Term of Reference	Answer to Term of Reference
19	Did the MTO Report contain findings or information that would have triggered Council to make safety changes to the roads or order further studies?	<p>Even if the 2007 friction test results had been provided to Council in 2007, they would not have triggered any safety changes to the RHVP or prompted any further friction-related studies of the parkway.</p> <p>The uncontroverted evidence before the Inquiry was that no further assessment, remediation, or action was warranted in 2007 because the results were acceptable for newly paved SMA pavement and friction levels were expected to increase shortly after the parkway opened at that time.</p>
20	Did the failure to disclose the MTO Report, or the information and recommendations contained therein, contribute to accidents, injuries or fatalities on the RHVP since January, 2014?	<p>The non-disclosure of the MTO's 2007 test results to Council did not contribute to any RHVP collisions after 2014.</p> <p>The 2007 RHVP friction test results were considered acceptable in the context of the early age low friction characteristic of an SMA pavement. No contemporaneous safety concerns arose from the 2007 results, which were expected to (and did) increase after traffic wore down the asphalt film layer on the surface of the RHVP SMA.</p> <p>The 2007 testing was performed six years prior to 2013, and friction levels had, as expected, increased in the following year from the measurements taken in October 2007 to a materially higher level from which they declined thereafter.</p>
21	Did the MTO request, direct or conduct any friction tests, asphalt assessments, or general road safety reviews or assessments on the RHVP other than the MTO Report?	<p>The MTO conducted friction testing on the RHVP in 2008, 2009, 2010, 2011, 2012, and 2014. All of this testing was conducted pursuant to the MTO's standard procedures for assessing applications for a DSM listing and for maintenance of an existing listing. It was not performed or analyzed for traffic safety purposes.</p> <p>The MTO did not distribute the 2008 to 2014 test results externally, including to anyone at the City or Golder, until February 12, 2019, when Mr. Bentley shared the 2007 to 2014 results with the City and the results were shared with the media. The MTO did not conduct or direct any other asphalt and/or road safety reviews or assessments, aside from the aforementioned DSM-related friction testing, in respect of the RHVP.</p>
22	What is the standard in Ontario, if any, with respect to the acceptable levels of friction on a roadway?	<p>There is no formal standard for acceptable levels of friction on a roadway in Ontario. The MTO also does not publish any friction measurement standards or friction level investigatory limits in respect of highways in Ontario.</p> <p>However, in practice, for traffic safety purposes, the MTO uses a tested friction level of FN30 (measured at the posted speed) as an informal investigatory level guideline for assessing roadway friction based on testing using its locked-wheel trailer testing equipment. This informal threshold is applied flexibly in different circumstances.</p> <p>While this guideline is not published, the MTO's use of this informal guideline was not a secret within the asphalt or paving industries in Ontario, although it was not universally known during the relevant period for the Inquiry.</p>

#	Term of Reference	Answer to Term of Reference
23	<p>What information with respect to the friction levels of the roadways in Ontario is publicly available?</p>	<p>The MTO does not broadly share its friction data externally as a rule, although on occasion MTO friction data may be published or shared in technical papers and industry presentations.</p> <p>There is no formal MTO directive governing responses to friction-related inquiries, but in practice MTO staff appear to have limited their responses to generic, high-level information avoiding the provision of specific information regarding friction results on specific MTO highways, any MTO views regarding appropriate threshold levels, and any interpretation of friction results.</p>
24	<p>To what extent do other factors, including, but not limited to, driver behaviour, lighting and weather conditions, contribute to motor vehicle accidents when compared to the impact of friction levels on motor vehicle accidents on the RHVP?</p>	<p>The combination of geometry, the posted speed, driver expectations, road surface conditions, and the friction levels are all contributing factors to collisions on the RHVP. The evidence before the Inquiry does not support a ranking of these factors in order of importance.</p> <p>The evidence establishes that the friction supplied by the RHVP, particularly in the areas experiencing the highest frequency of accidents, was low relative to the friction demanded and was a contributing factor to collisions on the RHVP, particularly wet road collisions.</p> <p>There are, however, many potential contributing factors to collisions and other accidents on a roadway, which can be broken down into three categories: factors related to the highway conditions, factors related to the vehicles involved, and factors related to the driver(s) involved. Pavement friction is particularly important in circumstances where other factors that increase friction demand are present.</p> <p>The motorist is the primary contributor to collisions, and individuals react faster and more accurately to events, conditions, and hazards that are “expected” compared to those that are unexpected or a surprise. When the environment deviates from expectations, all else being equal, the potential for collisions and conflicts increases.</p> <p>It is estimated that road design, operations, and maintenance is a contributing factor in approximately one quarter of motor vehicle collisions. This significant contribution suggests that, in particular, roadway infrastructure must be designed, operated, and maintained so that motorists understand the system they are using and will make rapid and appropriate decisions in selecting speed and path.</p>

Index of Certain Referenced Individuals and Entities

The below lists set out the names and relevant positions of certain individuals and entities referenced in Chapters 1 to 13 of the Report who were centrally involved in the events at issue in the Inquiry's mandate. This list does not include all individuals and entities referenced in the Inquiry Report. An asterisk indicates those individuals who gave evidence to the Inquiry.

1. Individuals

Individual	Title	Referenced in Chapter(s)
Andoga, Richard*	Senior Project Manager, Infrastructure Programming, Asset Management, Engineering Services, Environment & Sustainable Infrastructure Division, Public Works, Hamilton (until late 2012/early 2013)	4, 5, 6, 7, 8, 11
	Senior Project Manager, Infrastructure Programming, Asset Management, Engineering Services, Public Works, Hamilton (late 2012/early 2013 onwards)	
Auty, Nicole*	City Solicitor, Legal Services, Finance & Corporate Services, Hamilton	4, 10, 11, 12
Becke, Mike*	Project Manager, Design, Engineering Services, Environment & Sustainable Infrastructure Division, Public Works, Hamilton (until late 2012/early 2013)	4, 5, 7, 8, 9, 10, 11, 12
	Project Manager, Design, Engineering Services, Public Works, Hamilton (late 2012/ early 2013 to 2016)	
	Senior Project Manager, Design, Engineering Services, Public Works, Hamilton (2016 onwards)	
Boghosian, David*	Managing Partner, Boghosian & Allen LLP	10, 11, 12
Cameron, Diana*	Administrative Assistant to the Director of Engineering, Engineering Services, Public Works, Hamilton	6, 8, 9, 10
Cooper, Stephen*	Project Manager, Traffic Engineering, Traffic Operations & Engineering; Energy, Fleet & Traffic; Corporate Assets & Strategic Planning, Public Works, Hamilton (until February 2017)	4, 6, 7, 8, 9, 11
	Project Manager, Traffic Engineering, Traffic Operations & Engineering, Transportation, Public Works, Hamilton (February 2017 to 2018)	
	Project Manager, Traffic Engineering, Traffic Operations & Engineering, Roads & Traffic, Public Works, Hamilton (2018 to February 2019)	

Individual	Title	Referenced in Chapter(s)
Davis, Gerry*	General Manager, Public Works, Hamilton	4, 5, 6, 7, 8, 12
Eisenberger, Fred*	Mayor of Hamilton	4, 7, 8, 9, 10, 11, 12
Ferguson, David*	<p>Superintendent, Traffic Engineering, Traffic Operations & Engineering; Energy, Fleet & Traffic; Corporate Assets & Strategic Planning; Public Works, Hamilton (until February 2017)</p> <p>Superintendent, Traffic Engineering, Traffic Operations & Engineering, Transportation, Public Works, Hamilton (February 2017 to 2018)</p> <p>Superintendent, Traffic Engineering, Traffic Operations & Engineering, Roads & Traffic, Public Works, Hamilton (2018 to February 2019)</p> <p>Superintendent, Traffic Safety, Transportation Operations, Transportation Operations & Maintenance, Public Works, Hamilton (February 2019 onwards)</p>	4, 6, 7, 8, 9, 10, 11, 12
Field, Mike*	<p>Project Manager, Street Lighting & Electrical Engineering, Geomatics & Corridor Management, Engineering Services, Public Works, Hamilton (until 2017)</p> <p>Senior Project Manager, Lighting & Electrical, Geomatics & Corridor Management, Engineering Services, Public Works, Hamilton (2017 to February 2019)</p>	4, 6, 7, 8, 9, 11, 12
Henderson, Dr. Vimy*	Pavement & Materials Engineer, Golder	1, 3, 5, 6, 7, 9, 10
Hertel, John*	Director, Strategic Partnerships & Communications, City Manager's Office, Hamilton	10, 11
Jacob, Susan*	<p>Manager, Design, Engineering Services, Environment & Sustainable Infrastructure Division, Public Works, Hamilton (until late 2012/early 2013)</p> <p>Manager, Design, Engineering Services, Public Works, Hamilton (late 2012/early 2013 onwards)</p>	4, 5, 8, 9, 10, 11, 12
Lupton, Geoff*	Director, Energy, Fleet & Traffic; Corporate Assets & Strategic Planning, Public Works, Hamilton	4, 6, 7, 8, 12
Malone, Brian*	Partner, Vice-President, Transportation, CIMA	6, 7, 8, 9, 10, 11, 12

Individual	Title	Referenced in Chapter(s)
Mater, John*	<p>Director, Corporate Assets & Strategic Planning, Public Works, Hamilton (late 2012/ early 2013 to February 2017)</p> <p>Interim General Manager, Public Works, Hamilton (April to September 2016)</p> <p>Associate General Manager & Director, Transportation, Public Works, Hamilton (February 2017 to 2018)</p> <p>Associate General Manager, Public Works, Hamilton (2018)</p>	4, 6, 7, 8, 11, 12
McGuire, Gord*	<p>Manager, Geomatics & Corridor Management, Engineering Services, Public Works, Hamilton (until June 2018)</p> <p>Director, Engineering Services, Public Works, Hamilton (June 2018 onwards)</p>	2, 4, 6, 7, 8, 9, 10, 12
McKinnon, Dan*	General Manager, Public Works, Hamilton	3, 4, 8, 9, 10, 11, 12
McLennan, John*	<p>Manager, Risk Management, Finance & Corporate Services, Hamilton (until April 2018)</p> <p>Manager, Risk Management, Legal & Risk Management Services, Finance & Corporate Services, Hamilton (April 2018 onwards)</p>	4, 6, 8, 9, 10, 11, 12
Moore, Gary*	<p>Senior Project Manager, East-West North- South Transportation Corridor Project, Region of Hamilton-Wentworth (1988 to 1993)</p> <p>Manager, Special Project Office, Region of Hamilton-Wentworth (1993 to 2000)</p> <p>Manager, Design, Capital Planning & Implementation, Public Works, Hamilton (2001 to 2009)</p> <p>Manager, Design, Red Hill Valley Project, Public Works, Hamilton (2002 to 2007)</p> <p>Director, Engineering Services, Environment & Sustainable Infrastructure Division, Public Works, Hamilton (2009 to 2012)</p> <p>Director, Engineering Services, Public Works, Hamilton (2012 to May 2018)</p> <p>Senior Technical Lead, City of Hamilton LRT Project (June 2018 onwards)</p>	2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12

* continued on next page *

Individual	Title	Referenced in Chapter(s)
Oddi, Marco*	<p>Project Manager, Special Projects Office, Regional Municipality of Hamilton-Wentworth (1991 to 2001)</p> <p>Senior Project Manager, Red Hill Valley Project, Public Works (2003 to 2007)</p> <p>Senior Project Manager, Construction Management, Construction, Engineering Services, Environment & Sustainable Infrastructure Division, Public Works, Hamilton (March 2009 until late 2012/early 2013)</p> <p>Senior Project Manager, Construction, Engineering Services, Public Works, Hamilton (late 2012/early 2013 to January 2016)</p> <p>Manager, Construction, Engineering Services, Public Works, Hamilton (January 2016 onwards)</p>	2, 3, 4, 5, 6, 7, 8, 9, 10, 11
Pellegrini, Domenic*	Senior Internal Auditor, Office of the Auditor General (Audit Services), City Manager's Office, Hamilton	4, 9, 10, 11
Sabo, Ron*	Deputy City Solicitor, Dispute Resolution, Legal Services, Finance & Corporate Services, Hamilton	4, 8, 9, 10, 11, 12
Soldo, Edward*	<p>Director, Roads & Traffic, Public Works, Hamilton (August 2018 to February 2019)</p> <p>Director, Transportation, Operations & Maintenance, Public Works, Hamilton (February 2019 to June 2021)</p> <p>Chief Roads Official, Public Works, Hamilton (June 2021 to January 2023)</p>	3, 4, 9, 10, 11, 12
Swaby, Diana*	<p>Claims Supervisor, Risk Management, Finance & Corporate Services, Hamilton (until April 2018)</p> <p>Claims Supervisor, Risk Management, Legal Services, Finance & Corporate Services, Hamilton (April 2018 onwards)</p>	4, 8, 9, 10, 11, 12
Uzarowski, Dr. Ludomir*	Principal, Pavement & Materials Engineering, Golder	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12

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Individual	Title	Referenced in Chapter(s)
White, Martin*	<p>Superintendent, Traffic Field Operations; Energy, Traffic Operations & Facilities;</p> <p>Transportation, Energy & Facilities Division; Public Works, Hamilton (2009 to late 2012/ early 2013)</p> <p>Manager, Traffic Operations & Engineering; Energy, Fleet & Traffic; Corporate Assets & Strategic Planning, Public Works, Hamilton (2013 to February 2017)</p> <p>Manager, Traffic Operations & Engineering, Transportation, Public Works, Hamilton (February 2017 to 2018)</p> <p>Manager, Traffic Operations & Engineering, Roads & Traffic, Public Works, Hamilton (2018 to February 2019)</p> <p>Manager, Transportation Operations, Transportation Operations & Maintenance, Public Works, Hamilton (February 2019 onwards)</p>	4, 5, 6, 7, 8, 9, 10, 11, 12
Zegarac, Mike*	Interim City Manager, Hamilton	4, 10, 11, 12

2. Entities

Entity	Relevance to the Inquiry	Referenced in Chapter(s)
CIMA +	The City's safety consultant, engaged to complete various assessments of the RHVP, including safety reviews, in 2013, 2015, 2018, and 2019	4, 6, 7, 8, 9, 10, 11, 12
Dufferin Construction Company	The City's paving contractor for the RHVP construction	2, 3, 4, 6, 12
Golder Associates Ltd.	The City's Quality Assurance consultant for the RHVP paving, engaged to complete various assessments of the pavement of the RHVP in 2005-2007, 2009-2014, 2016 and 2019. Golder engaged Tradewind Scientific Ltd. to conduct friction testing on the RHVP and LINC in 2013, which resulted in the Tradewind Report	4, 5, 6, 7, 8, 9, 10, 11, 12
Ontario Ministry of Transportation ("MTO")	The MTO conducted friction testing on sections of the RHVP in 2007 to 2014 (with the exception of 2013)	1, 2, 3, 6, 7, 9, 11, 12
Tradewind Scientific Ltd.	A company retained by Golder to conduct friction testing on the RHVP and LINC	6

Inquiry Report Recommendations

Recommendations Specific to Traffic Safety on the RHVP and LINC

#	Recommendation	Responsibility
1	Implement mechanisms that reinforce traffic safety, particularly traffic safety on the RHVP and the LINC, as a concern and a responsibility of all members of Public Works and as a joint responsibility of the Transportation Operations & Maintenance Division and Engineering Services.	Public Works
1(a)	Designate a Public Works staff person with overall responsibility for the operation, maintenance, and traffic safety of the municipal expressways, reporting directly to the General Manager of Public Works (a "Designated Road Authority Official").	Public Works
1(b)	<p>Maintain the City's existing Parkway Management Committee or another such committee to provide leadership on the safe and efficient operation and maintenance of the LINC and the RHVP.</p> <p>This committee should include:</p> <ul style="list-style-type: none"> (i) management-level staff from all divisions within Public Works whose mandates include responsibility for the RHVP and the LINC, (ii) the General Manager of Public Works, and (iii) the Designated Road Authority Official. <p>Management-level staff on the committee should have the authority to resolve any issues as between divisions of the Public Works department in connection with the responsibility to investigate and recommend countermeasures pertaining to traffic safety on the expressways.</p>	Public Works
1(c)	<p>Develop a guideline document for the management of the operation and maintenance of the LINC and RHVP, which should:</p> <ul style="list-style-type: none"> (i) define the roles and responsibilities of relevant divisions, the management committee, and the Designated Road Authority Official; (ii) provide guidelines based on industry best practices or consultation with traffic safety or other highway management professionals for the overall maintenance and operations of the municipal expressways; 	Public Works

#	Recommendation	Responsibility
	<p>(iii) establish reporting requirements to the Designated Road Authority Official, the General Manager, and to Council or to the appropriate standing committee(s) of Council; and</p> <p>(iv) require the creation of project charters for all ongoing, ad hoc, or special projects relating to the RHVP and the LINC, which should include:</p> <ol style="list-style-type: none"> 1. a designated most responsible person, 2. the individuals on a project team, 3. the project manager(s), 4. the project scope, 5. the timelines for the project, relevant stakeholders, 6. consultant retainers and roles of the consultant(s), 7. the roles and responsibilities of the divisions, sections, groups, and individuals on the project team, and 8. desired outcomes of a project. <p>The project charters should state that issues that cannot be resolved at the project team level should be referred to the Parkway Management Committee or another committee charged with responsibility for the RHVP and LINC for a decision.</p>	
2	Adopt processes for a comprehensive traffic safety approach similar to the MTO to monitor and address traffic safety issues that arise on the RHVP and LINC.	Public Works
2(a)	Regularly collect traffic statistics to permit identification of any "hot spots" or other abnormal accident experience.	Public Works
2(b)	Analyze traffic statistics on the LINC and the RHVP on a regular basis by personnel from both the Traffic group and Engineering Services to determine whether further investigation, countermeasures, or other recommendations to the Parkway Management Committee (or another such committee charged with responsibility for the RHVP and LINC) are warranted.	Public Works

#	Recommendation	Responsibility
2(c)	Circulate summaries of traffic statistics and the analyses, and recommendations from the Traffic group and Engineering Services in respect of these statistics and the analyses, to the Parkway Management Committee (or another such committee charged with responsibility for the RHVP and LINC) for review on a regular basis.	Public Works
2(d)	The Traffic group and Engineering Services should jointly participate in the management of any traffic safety project whether conducted internally or by an external consultant.	Public Works
2(e)	<p>Develop a practice relating to friction that requires:</p> <ul style="list-style-type: none"> (1) consideration of friction testing in identified "hot spots" areas or areas with an abnormal accident experience, or (2) measurement of friction on a fixed schedule to take advantage of the City's knowledge of existing baseline friction levels on the RHVP, and (3) assessment thereof by appropriate personnel in the Traffic group and Engineering Services, and (4) circulation of the assessment to appropriate personnel in the Traffic group and Engineering Services staff. 	Public Works
3	The Parkway Management Committee should consider whether to undertake a field investigation or survey to determine if the 420 m radius curve between the King Street and Greenhill Avenue interchanges was constructed with a superelevation of at least 6%.	Public Works
4	Clearly delineate the responsibilities of the Public Works divisions, sections, and/or groups, where there are overlapping responsibilities for matters of traffic safety.	Public Works
5	<p>Designate a most responsible staff member where a continuing matter or project crosses departmental, divisional, or other organizational lines within the City.</p> <p>The most responsible staff member should develop a project charter with detail that is proportionate to the scope of the project, to clearly articulate the scope, resources, responsibilities of the divisions, sections, or groups, and the desired outcomes of the project.</p> <p>Settle any difference of opinion regarding the respective roles and responsibilities of staff for a project at the outset in connection with the creation of the project charter.</p>	City Wide

#	Recommendation	Responsibility
	The project charter should also indicate that issues that cannot be resolved at the project team level will be referred to a pre-determined senior level for a decision.	
6	Management should ensure that staff receive regular, practical, and job-specific training on the Code of Conduct, as updated, and best practices for working collaboratively where divisions of Public Works have overlapping responsibilities.	Public Works

Recommendations on the Culture within Public Works

#	Recommendation	Responsibility
7	Include competencies such as collaboration, cooperation, transparency, and accountability in performance documents to ensure that staff are clear about their duties and the desired behaviours of individuals across the organization.	Public Works
8	Ensure middle managers receive training and attend leadership conferences that address leadership competencies, including transparency and escalation.	Public Works
9	Public Works staff should receive training on communicating respectful disagreement and/or other contentious issues to their colleagues, in a manner consistent with the existing requirements set out in the 2020 Code of Conduct.	Public Works
10	Implement processes such as 360 reviews and employee surveys to measure whether Public Works staff in leadership roles are practicing collaboration, cooperation, transparency, and accountability.	Public Works
11	Establish policies, procedures, or standard practices stipulating that when Public Works staff require intervention from a superior, staff's request(s) for that intervention should be clear, explicit, and in writing.	Public Works
12	Strengthen existing policies, procedures, and channels by which Public Works staff can bring forward concerns that they do not feel comfortable speaking about with their supervisors, including: <ul style="list-style-type: none"> (i) an internal complaint procedure, (ii) and/or internal whistleblower policies, and (iii) ensure that staff have confidence in such procedures. 	Public Works

Recommendations for Information Sharing and Communication Among Staff

#	Recommendation	Responsibility
13	<p>Each division of Public Works should maintain a library of all consultant and other third-party reports, staff reports to Council and formal internal reports (including collision statistics and analyses, consultant retainer agreements and project proposals). This library should be:</p> <ul style="list-style-type: none"> (i) accessible to staff in all divisions within Public Works, (ii) catalogued and retained in a manner which is easily accessible to staff within the division, (iii) accessible to the General Manager of Public Works, the Designated Road Authority Official, and the City Manager, and (iv) maintained in accordance with the City's confidentiality provisions and all applicable privacy legislation. 	Public Works
14	<p>Implement a formal project tracking process for any case where multiple divisions in Public Works are working jointly to implement directions from Council. The General Manager of the Public Works department should be responsible for designating which divisions are in leading and supporting roles.</p> <p>This tracking process could include:</p> <ul style="list-style-type: none"> a) guidance or process for escalating any issue of the delineation of responsibilities to the General Manager, a process by which the General Manager formally assigns responsibility for each action item approved by Council, including those resulting from staff and consultant reports, to an appropriate division within Public Works for implementation; and b) additional safeguards for situations in which managerial staff, such as directors or managers, take primary responsibility for overseeing projects, consultant engagements, and/or consultant assignments. 	Public Works
15	<p>Implement formal expectations and requirements for directors and managers within Public Works in their transition to retirement or in planned departures to ensure that institutional knowledge is not lost with the retirement or departure of senior staff.</p>	Public Works

Recommendations on Staff's Reporting Obligations

#	Recommendation	Responsibility
16	Public Works staff should receive continuing education on their relationship with Council.	Public Works
17	<p>Public Works staff should conduct themselves with transparency and give their best advice to Council.</p> <p>Supplement the Council/Staff Relationship Policy to provide that:</p> <ul style="list-style-type: none"> (i) staff must not conceal or manipulate information in dealings with Council, (ii) staff must conduct themselves with integrity, courtesy, and respect at meetings of Council, and (iii) staff must refrain from making statements carelessly which would have the result, intentionally or otherwise, of misleading Council or the public. <p>Public Works staff should receive training that if staff have concerns about a proposed course of action, it is their role to identify objections in an objective manner and to communicate those objectives to Council as appropriate.</p>	Public Works
18	Make it explicit in the Code of Conduct, Council/Staff Relationship Policy, and/or another City policy that staff must place the interests of objective, accurate, and timely reporting of information to Council, including information that may not be received favourably by Council, ahead of their own self-interest and/ or concerns for the reaction of Council or the public to such information.	City Wide
19	<p>Develop a policy that tracks any commitments made by staff to Council outside of formal processes.</p> <p>If a commitment is made to Council by staff outside of the formal process, staff must inform the General Manager of Public Works about this commitment to ensure the General Manager is aware of the commitment and can take steps to ensure it is met.</p>	Public Works
20	<p>Develop a policy that stipulates:</p> <ul style="list-style-type: none"> (i) that staff should make efforts to correct the record with Council in a timely manner if and when they learn that inaccurate information has been provided to Council, (ii) a clear process for staff to report material errors in staff reports to Council or committees of Council, and 	Public Works

#	Recommendation	Responsibility
	(iii) if staff are uncertain as to how to correct the record with Council or about the materiality of an error, they should escalate the issue to their superior.	
21	<p>Stipulate in the Code of Conduct that City staff have an obligation to report if they have reasonable grounds to believe that a staff member (or “employee” as defined in the 2020 Code of Conduct) has concealed, withheld, and/or misrepresented facts or information to Council.</p> <p>Develop a policy regarding the mechanisms for staff to bring reports of this nature to the immediate attention of their superior and leadership of the department, or to an alternative individual in the event that a staff member’s immediate superior is the subject of the report.</p>	City Wide

Recommendations for Staff Communications with the Media and Public

#	Recommendation	Responsibility
22	Provide in the Code of Conduct that City staff shall endeavour to be truthful and accurate at all times when speaking with the media and public.	City Wide
23	<p>Provide media training for staff identified as media spokespersons which should include:</p> <ul style="list-style-type: none"> a) the importance of making accurate and truthful statements to the media; and b) the need to ensure that any inaccuracies are corrected promptly when identified and the proper procedure to so do. 	Public Works
24	<p>Stipulate in the Code of Conduct that if staff become aware, or have reason to believe that another member of City staff has misrepresented facts or information to the public and/or media, they have an obligation to bring this information to the attention of their superior.</p> <p>Put a process in place to escalate such misrepresentations to directors, who should then pass the information on to corporate communications staff and the City Manager for review.</p>	City Wide

Recommendations on Consultant Engagements and Assignments

#	Recommendation	Responsibility
25	<p>Clearly document all consultant engagements within Public Works in a retainer agreement which identifies:</p> <ul style="list-style-type: none"> (i) the responsible City staff contact for the assignment, (ii) the scope of the assignment, and (iii) the anticipated timelines for the assignment. <p>Where an assignment emanates from the City's roster program, and there is no retainer agreement for the project, document the consultant's engagement through a consultant proposal.</p>	Public Works
26	<p>Create a project charter for each consultant assignment within Public Works, with detail proportionate to the scope of the project.</p>	Public Works
27	<p>Each division of Public Works should maintain a log of all consultant engagements, assignments, and/or projects, which is accessible to all other City staff.</p>	Public Works
27(a)	<p>The log of consulting engagements should contain information about:</p> <ul style="list-style-type: none"> (i) the governing retainer agreement and/or project charter, (ii) the purpose of the consulting engagement, (iii) whether the consulting engagement is responsive to a Council motion (and if so, details of that motion), (iv) the staff member(s) responsible for the consulting engagement, and (v) the status of the consulting engagement. 	Public Works
27(b)	<p>Update the log of consulting engagements once a consulting engagement is completed to reflect that the consultant report and covering staff report has been uploaded into the library of reports (referenced in recommendation 13).</p> <p>If no consultant report is finalized further to the consultant engagement, record the rationale for this decision on the log.</p> <p>If staff do not present a staff report to Committee or Council in connection with the consultant engagement, record the rationale for this decision in the log.</p>	Public Works

#	Recommendation	Responsibility
27(c)	<p>The directors of each division should review this log with the managers reporting to them at regular intervals.</p> <p>In turn, the General Manager of Public Works should review this log with the directors in Public Works at regular intervals.</p>	Public Works
28	<p>Develop a policy that establishes the principles for dealing with external consultants that includes:</p> <ul style="list-style-type: none"> (a) a process to encourage the sharing of information and reports of relevance to all City staff (including the establishment of the library as proposed in recommendation 13); (b) processes to document changes in scope (minor or material); (c) appropriate communication channels for discussions with consultants working on City projects; (d) processes for prioritization of consultant recommendations (based on urgency and/or effectiveness); (e) guidelines for when City staff may request changes to consultant reports; (f) processes for the finalization of consultant reports; (g) procedures stipulating that councillors should have equal access to information; and (h) processes and a culture that emphasizes shared ownership of consultant reports. 	Public Works
29	<p>Ensure that staff who learn from a consultant of a risk to the health or safety of the citizens of Hamilton connected to the RHVP or LINC follow up with the consultant to obtain an informed understanding of the risk, whether or not the risk falls into the definition of "imminent" set out in the existing City policies on the disclosure of consultant reports to supervisors and/or Council.</p> <p>Staff should use their professional judgement, exercised in good faith and in consultation with their superior and the General Manager of Public Works where appropriate, to make recommendations to mitigate, remove, or otherwise address the risk.</p>	Public Works

Recommendations on Staff Reports

#	Recommendation	Responsibility
30	<p>Provide in the 2021 Council/Staff Relationship Policy that:</p> <ul style="list-style-type: none"> (a) staff reports must be objective and identify a full range of options for Council to consider with the risks and fiscal impacts of each option clearly and fully presented; (b) it is not the role of staff to pre-empt discussion by Council, even if staff are of the view that a proposed course of action is not feasible or realistic; and (c) staff should express such views in the staff report for Council's review and consideration. 	City Wide
31	Staff should receive training on how to draft clear, accurate, objective, and comprehensive staff reports to Committee and Council.	City Wide
32	<p>Circulate a draft of any staff report to the project teams, divisions, and/or departments with involvement in the issue for their review and input on the content of the report.</p> <p>The Code of Conduct should be clear that if staff see anything in the draft report that they question or that raises concerns during their review, they should reach out to the drafter of the report. If their questions or concerns are not subsequently addressed, the staff person who raised the issue should escalate them to someone more senior within their division or department.</p>	City Wide
33	Expand the 2021 Council/Staff Relationship Policy to stipulate that staff reports should not be shared or disclosed in draft form to an individual councillor unless expressly authorized by Council.	City Wide
34	Council should not either formally or informally delegate an issue of traffic safety on the LINC or RHVP to a subset of individual councillors, including those whose wards are contiguous to the expressways, outside delegation to a standing committee.	City Wide
35	<p>If a councillor requests information from a staff person on a matter of general significance, the requested information should be provided to all Council members.</p> <p>Provide in the Code of Conduct that staff should make every effort to ensure that each councillor has the same information.</p>	City Wide
36	Develop a policy to address procedures, processes, and best practices for staff reports that summarize consultant reports (together with recommendation 30), with a view to the following principles:	Public Works

#	Recommendation	Responsibility
	<p>(a) where City staff summarize a consultant report, they have an obligation to do so accurately and comprehensively (in accordance with recommendation 17);</p> <p>(b) if a consultant report is complex or technical in nature, the consultant should provide an executive summary of the report for staff to utilize in their staff report, rather than for staff to attempt to summarize or explain the findings of the report. The consultant should be available to speak to the relevant Committee or to Council and to respond to questions and issues that arise, particularly if the consultant's report is lengthy or complex; and</p> <p>(c) consultant reports should be appended to staff reports or be made available at the request of councillors. If the consultant's report deals with traffic safety on the RHVP or the LINC, it is highly preferable for the report to be made available to councillors in advance of the Committee or Council meeting where the corresponding staff report is presented and for the consultant to be present to speak to Council about the substance of the consultant's findings and the consultant's recommendations to avoid any misunderstanding.</p>	

CITY OF HAMILTON

NOTICE OF MOTION

General Issues Committee: December 6, 2023

MOVED BY COUNCILLOR C. CASSAR.....

Stormwater Funding Review (City Wide)

WHEREAS, City Council at its meeting of June 28, 2023 approved a new Stormwater Rate Structure;

WHEREAS, City Council at its meeting of June 28, 2023 directed staff to develop and report back regarding the implementation of a Stormwater Incentives Program;

WHEREAS, City staff have undertaken consultations with the community regarding the implementation of a Stormwater Incentives Program; and

WHEREAS, the rural community has expressed significant concern regarding the application of the Stormwater Rate Structure to agricultural properties;

THEREFORE, BE IT RESOLVED:

- (a) That staff, in the report back regarding the implementation of a Stormwater Incentives Program, include specific recommendations regarding a stormwater rate structure and incentives program that recognizes rural agricultural properties as different from Industrial, Commercial, Institutional and Multi-Residential properties; and,
- (b) That staff clearly explain the financial impacts of the stormwater rate structure and incentives program for rural agricultural properties, including alignment to the Council approved guiding principles: Fair and equitable, Climate resilient and environmentally sustainable, Affordable and financially sustainable, Justifiable, and Simple.