



City of Hamilton

CITY COUNCIL AGENDA

23-024

Wednesday, December 13, 2023, 9:30 A.M.

Council Chambers

Hamilton City Hall

71 Main Street West

Call to Order

1. APPROVAL OF AGENDA

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

2. DECLARATIONS OF INTEREST

3. CEREMONIAL ACTIVITIES

3.1 Winona Peach Festival Cheque Presentation

4. APPROVAL OF MINUTES OF PREVIOUS MEETING

4.1 November 22, 2023

4.2 November 27, 2023 (Special)

4.3 December 4, 2023 (Special)

5. COMMUNICATIONS

- 5.1 Correspondence from Bonfield Township requesting support for their resolution urging Minister Thompson to address the issues of childcare availability in our province and to improve childcare availability.
- Recommendation: Be received.
- 5.2 Correspondence from the County of Prince Edward requesting support for their resolution in support of the Province to stop the Ministry of the Environment, Conservation and Parks (MECP) proposal to expand the use of the permit-by-rule to waste management systems, storm water management systems and certain water taking activities.
- Recommendation: Be received.
- 5.3 Correspondence from Township of Puslinch respecting their in-depth review of the Office of the Auditor General of Ontario Report entitled "Value for Money Audit - Highway Planning and Management", requesting support for their request to the government and the Ministry of Transportation to return to an evidence-based infrastructure funding decision making model for major highway projects.
- Recommendation: Be received.
- 5.4 Correspondence from the Town of Orangeville requesting support for their resolution respecting Ontario Works Financial Assistance Rates.
- Recommendation: Be endorsed.
- 5.5 Correspondence from the Municipality of South Bruce requesting support for their resolution respecting the Ontario Association of Sewage Industry Services (OASIS)
- Recommendation: Be received.
- 5.6 Correspondence from the Town of Aylmer requesting support for their resolution respecting Provincial Consideration for Amendments to the Residential Tenancies Act.
- Recommendation: Be received.
- 5.7 Correspondence from the Honourable Graydon Smith, Minister of Natural Resources and Forestry in response to the City of Hamilton's endorsement of the resolution passed by Hamilton Region Conservation Authority's Board of Directors regarding changes to the *Conservation Authorities Act* and the Ontario Wetland Evaluation System.
- Recommendation: Be received.

Members of the public can contact the Clerk's Office to acquire the documents considered at this meeting, in an alternate format.

- 5.8 Correspondence from the Honourable Kinga Surma, Minister of Infrastructure following up on a discussion at the 2023 AMO Conference respecting financial assistance for infrastructure renewal, to support upgrades to the Woodward Drinking Water Treatment Plant; the removal and replacement of the Dundas Wastewater Treatment Plant and the modernizing the City's wastewater collection system.
- Recommendation: Be received.
- 5.9 Correspondence from Christine Roarke respecting Pass the vacant unit tax by-law.
- Recommendation: Be received.
- 5.10 Correspondence from Coleman Township requesting support for their resolution respecting the Ontario Conservation Officer's Association (OCO) in their efforts to have Conservation Officers in the Province of Ontario reclassified as Enforcement Officers and be compensated fairly.
- Recommendation: Be received.
- 5.11 Correspondence from Dave Antunes respecting concerns with the City's decision to make disabled buses inaccessible to the disabled.
- Recommendation: Be received and referred to the General Manager of Public Works for appropriate action.
- 5.12 Correspondence from Rick Johnson respecting Hamilton's \$500M airport district roads plan moves forward.
- Recommendation: Be received and referred to the General Manager of Planning and Economic Development for appropriate action.
- 5.13 Correspondence from Steven Kaszab respecting futuristic household recycling.
- Recommendation: Be received and referred to the General Manager of Public Works for appropriate action.
- 5.14 Correspondence from Jan Willem Jansen AMO respecting their concern for Hamilton's few remaining wetlands and waterways.
- Recommendation: Be received and referred to Item 6 of Planning Committee Report 23-020.

- 5.15 Correspondence from Watson & Associates Economists Ltd. respecting Royal Assent of Bill 134, Affordable Homes and Good Jobs Act, 2023.

Recommendation: Be received and referred to the General Manager of Finance and Corporate Services and the General Manager of Planning and Economic Development for appropriate action.

- 5.16 Correspondence from Mike Slattery respecting encampments.

Recommendation: Be received and referred to the General Manager of Healthy and Safe Communities for appropriate action.

- 5.17 Correspondence from Ijaz Ahmad respecting a request for increasing the Taxi Tariff according to the existing Minimum Wage per hour in Ontario.

Recommendation: Be received and referred to the consideration of Item 8 of Planning Committee Report 23-020.

6. COMMITTEE REPORTS

- 6.1 Selection Committee for Agencies, Boards and Sub-Committees Report 23-015, November 20, 2023

- 6.2 General Issues (Rate Budget) Committee Report 23-032, November 21, 2023 and November 27, 2023

- 6.3 CityHousing Hamilton Corporation Shareholder Report 23-004, November 27, 2023

- 6.4 Selection Committee for Agencies, Boards and Sub-Committees Report 23-016, November 28, 2023

- 6.5 Selection Committee for Agencies, Boards and Sub-Committees Report 23-017, November 29, 2023

- 6.6 Sole Voting Member of the Hamilton Farmers' Market, Report 23-004, November 30, 2023

- 6.7 Public Health Committee Report 23-012, December 4, 2023

- 6.8 Public Works Committee Report 23-018, December 4, 2023

- 6.9 Planning Committee Report 23-020, December 5, 2023

- 6.10 Hamilton Police Services Board Selection Committee Report 23-006, December 5, 2023

- 6.11 General Issues Committee Report 23-033, December 6, 2023

Members of the public can contact the Clerk's Office to acquire the documents considered at this meeting, in an alternate format.

- 6.12 Audit, Finance and Administration Committee Report 23-019, December 7, 2023
- 6.13 Emergency and Community Services Committee Report 23-015, December 7, 2023
- 6.14 Selection Committee for Agencies, Boards and Sub-Committees Report 23-018, December 8, 2023
- 6.15 Selection Committee for Agencies, Boards and Sub-Committees Report 23-019, December 11, 2023
- 6.16 Selection Committee for Agencies, Boards and Sub-Committees Report 23-020, December 12, 2023

7. MOTIONS

- 7.1 Reconsideration of a decision that was approved at the July 14, 2023 Council meeting respecting Item 1 of the Public Works Committee Report 23-010, Hamilton Street Railway (HSR) Fare Policies (PW23024(a)) (City Wide)
- 7.2 Request for the Integrity Commissioner to Commence an Investigation (Selection Committee for Agencies, Boards and Sub-Committees)
- 7.3 Amendment to Item 4 of the Audit, Finance and Administration Committee Report 21-022, respecting Investing in City Roads and Sidewalks Infrastructure with Canada Community - Building Funds, which was approved by Council on December 15, 2021
- 7.4 Support for the Issuance of a Manufacturer's Limited Liquor Sales Licence ("By the Glass") for Barrel Heart Brewing
- 7.5 Amendment to Item 2 of the Public Works Committee Report 23-006, respecting Automated Traffic Enforcement – New Sites (PW23029) (City Wide)
- 7.6 Ferguson Station Fence Improvements, 244 King Street East (Ward 2)
- 7.7 Request for the Integrity Commissioner to Commence an Investigation (Hamilton Police Services Board Selection Committee)
- 7.8 Amendment to Item 7 of the Emergency and Community Services Committee Report 23-013, respecting Service Manager Consent for Corktown Co-operative Homes Development of 221
and 223 Charlton Avenue (HSC23056) (Ward 2), which was approved by Council on October 25, 2023
- 7.9 Appointment of Sub-Committee Chairs and Vice Chairs
- 7.10 Appointment of Standing Committee Chairs and Vice Chairs for 2024

Members of the public can contact the Clerk's Office to acquire the documents considered at this meeting, in an alternate format.

7.11 Accessibility Investment in Bennetto Community Centre Auditorium (Ward 2)

7.12 2023 Hamilton Vacant Residential Unit Tax - Revised

8. NOTICES OF MOTIONS

9. STATEMENT BY MEMBERS (non-debatable)

10. COUNCIL COMMUNICATION UPDATES

10.1 November 17, 2023 to December 7, 2023

11. PRIVATE AND CONFIDENTIAL

11.1 Closed Session Minutes - November 22, 2023

Pursuant to Section 9.3, Sub-sections (e), (f), (i) and (k) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-sections (e), (f), (i) and (k) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to litigation or potential litigation, including matters before administrative tribunals, affecting the City or a local board; the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose; a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality 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 position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

11.2 Closed Session Minutes - November 27, 2023

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

11.3 Closed Session Minutes - December 4, 2023

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

12. BY-LAWS AND CONFIRMING BY-LAW

Members of the public can contact the Clerk's Office to acquire the documents considered at this meeting, in an alternate format.

- 12.1 235
To Regulate the Management, Distribution and Maintenance of the Water Works Systems
Ward: City Wide
- 12.2 236
To Establish City of Hamilton Land Described as Block 119 on Plan 62M-1118 as Part of Davinci Boulevard
Ward: 8
- 12.3 237
To Regulate Waterpipe Smoking in Public Places and Workplaces in the City of Hamilton and to Repeal By-law No. 23-170
Ward: City Wide
- 12.4 238
Respecting Removal of Part Lot Control, Block 1, Registered Plan No. 62M-1290, municipally known as 21, 23, 25, 27, and 29 Zoe Lane, Glanbrook, and 9-79 Lloyd Davies Way, Glanbrook
Ward: 11
PLC-23-006
- 12.5 239
To Amend Zoning By-law No. 6593 with Respect to Lands Located at 1400 Limeridge Road East, Hamilton
Ward: 6
ZAC-22-065
- 12.6 240
To Amend By-law No. 15-058, a By-law Respecting Building Permits and Related Matters
Ward: City Wide
- 12.7 241
A By-law to Establish the 2024 Water and Wastewater/Storm Fees and Charges for Services, Activities and Use of Property Provided by the City of Hamilton
Ward: City Wide
- 12.8 242
To Amend By-law No. 12-151, Being a By-law Respecting the City of Hamilton's Cemeteries
Ward: City Wide

Members of the public can contact the Clerk's Office to acquire the documents considered at this meeting, in an alternate format.

12.9 243

To Amend By-law No. 01-218, as amended, Being a By-law to Regulate On-Street Parking

Schedule 6 (Time Limit Parking)

Schedule 8 (No Parking Zones)

Schedule 10 (Alternate Side Parking)

Schedule 12 (Permit Parking Zones)

Schedule 13 (No Stopping Zones)

Schedule 20 (School Bus Loading Zones)

Ward: 1, 3, 4, 5, 7, 9, 10

12.10 247

To Confirm the Proceedings of City Council

13. ADJOURNMENT



CITY COUNCIL MINUTES 23-021

9:30 a.m.
November 22, 2023
Council Chamber
Hamilton City Hall
71 Main Street West

Present: Mayor A. Horwath
Deputy Mayor C. Cassar
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

Mayor Horwath called the meeting to order and recognized that Council is meeting on the traditional territories of the Erie, Neutral, HuronWendat, Haudenosaunee and Mississaugas. This land is covered by the Dish with One Spoon Wampum Belt Covenant, which was an agreement between the Haudenosaunee and Anishinaabek to share and care for the resources around the Great Lakes. It was further acknowledged that this land is covered by the Between the Lakes Purchase, 1792, between the Crown and the Mississaugas of the Credit First Nation. The City of Hamilton is home to many Indigenous people from across Turtle Island (North America) and it was recognized that we must do more to learn about the rich history of this land so that we can better understand our roles as residents, neighbours, partners and caretakers.

APPROVAL OF THE AGENDA

The Clerk advised of the following changes to the agenda:

5. COMMUNICATIONS

5.4 Correspondence respecting No Boundary Expansion:

(at) Rose Beraldo

Recommendation: Be received and referred to the consideration of Item 11 of Planning Committee Report 23-019.

- 5.15 Correspondence from Ian Borsuk, Executive Director, Environment Hamilton in support of the decision to approve the development proposal at 65 Guise Street East (Pier 8, Block 16) on the condition that the development to "demonstrate net zero carbon, high efficiency building standards, Pier 8 Block 16 will use best efforts to target the CaGBC's Zero Carbon Building v3 Design Certification".

Recommendation: Be received and referred to the consideration of Item 8 of Planning Committee Report 23-019.

- 5.16 Correspondence from Joshua Weresch respecting the 2023-4 rate supported and tax operating budgets.

Recommendation: Be received and referred to a future General Issues Committee (Budget) meeting.

- 5.17 Correspondence from Joshua Weresch respecting the motions regarding one-time community safety funding.

Recommendation: Be received and referred to the consideration of Items 7.7 and 7.9.

- 5.18 Correspondence Notice of Passing of By-law to Authorize Climate Change Mitigation & Adaptation Work on Private Residential Property:

- (a) Barb Heemskerk
- (b) Val Perei
- (c) Clement Feierabend, CPA, Clement Feierabend Professional Corporation

Recommendation: Be received and referred to the consideration of Bill 217.

- 5.19 Correspondence from Jesse Elders, Manager, Bay Area Climate Change Council in support for Zero Carbon Development and Green Building Standards.

Recommendation: Be received and referred to the consideration of Item 8 of Planning Committee Report 23-019.

- 5.20 Correspondence respecting the Provincial Announcement Impacting Provincial Decisions on Municipal Official Plans and Official Plan Amendments (PED23252):

- (a) Susan Rosenthal, Professional Corporation, Davies Howe LLP
- (b) Denise Baker, WeirFoulds LLP
- (c) Nancy Smith, Turkstra Mazza Associates, Lawyers

Recommendation: Be received and referred to the consideration of Item 11 of Planning Committee Report 23-019.

7. MOTIONS

- 7.5 Changing the name of the Advisory Committee for Person with Disabilities (ACPD) to the Persons with Disabilities Sub-Committee (PDS) - WITHDRAWN

8. NOTICES OF MOTION

- 8.2 Funding to Support Community Group with User Fee for the Flamborough Santa Claus Parade
- 8.3 Format of the December 14, 2023 Public Update Meeting for the GFL Stoney Creek

11. PRIVATE AND CONFIDENTIAL

- 11.2 Red Hill Valley Parkway Inquiry Update

CHANGE TO THE ORDER OF ITEMS

Item 7.7, One-Time Request for funding to Support Ward 1 Community Safety Needs, is to be heard immediately following Item 7.9, One-Time Request for Funding to Support Community Safety Needs in Ward 13.

(Tadeson/Spadafora)

That the agenda for the November 22, 2023 meeting of Council be approved, as amended.

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

- YES - Ward 10 Councillor Jeff Beattie
- YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
- YES - 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
- YES - Ward 6 Councillor Tom Jackson
- YES - Ward 2 Councillor Cameron Kroetsch
- YES - Ward 15 Councillor Ted McMeekin
- YES - Ward 3 Councillor Nrinder Nann
- YES - Ward 7 Councillor Esther Pauls
- YES - Ward 14 Councillor Mike Spadafora
- YES - Ward 11 Councillor Mark Tadeson
- YES - Ward 13 Councillor Alex Wilson
- YES - Ward 1 Councillor Maureen Wilson

DECLARATIONS OF INTEREST

Mayor A. Horwath declared a disqualifying interest to Bill 215, A By-law to Establish a Vacant Unit Tax, as she has a vacant property.

Councillor Hwang declared a disqualifying Interest to Item 11 of General Issues Committee Report 23-031 respecting the Memorandum of Understanding with City and Aeon Studio Group on Barton-Tiffany Land Report PED19063(e), as her business partner is a principal owner of Forge and Foster.

Councillor B. Clark declared a disqualifying interest to Item 6 of Planning Committee Report 23-019 respecting an Application for Approval of a Draft Plan of Subdivision for Lands Located at 250 First Road West, Stoney Creek (PED23233) (Ward 9), as the principle planner of Urban Solution has a retail business interest with his son.

APPROVAL OF MINUTES OF PREVIOUS MEETING

4.1 November 8, 2023

(Cassar/Spadafora)

That the Minutes of the November 8, 2023 meeting of Council be approved, as presented.

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

YES - Ward 10 Councillor Jeff Beattie
 YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
 YES - 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
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 2 Councillor Cameron Kroetsch
 YES - Ward 15 Councillor Ted McMeekin
 YES - Ward 3 Councillor Nrinder Nann
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 14 Councillor Mike Spadafora
 YES - Ward 11 Councillor Mark Tadeson
 YES - Ward 13 Councillor Alex Wilson
 YES - Ward 1 Councillor Maureen Wilson

COMMUNICATIONS

(Cassar/Tadeson)

That Council Communications 5.1 to 5.20 be approved, as *amended*, as follows:

- 5.1 Correspondence from the Municipality of Wawa requesting support for their resolution calling upon the Government of Canada to support Bill C-310 and enact amendments to subsections 118.06(2) and 118.07(2) of the Income Tax Act in order to increase the amount of the tax credits for volunteer firefighting and search and rescue volunteer services from \$3,000 to \$10,000.

Recommendation: Be received.

- 5.2 Correspondence from the Municipality of Wawa requesting support for their resolution in support of the Township of McKellar's resolution requesting the Provincial Government to make an amendment to the Legislation Act, 2006, to include digital publications as an acceptable means of publication and notice requirements for Provincial Acts and Regulations.

Recommendation: Be received.

- 5.3 Correspondence from Miki McKellar respecting the Safari Rd. Municipal drain.

- (a) Additional Correspondence

Recommendation: Be received and referred to the consideration of Item 1 of Public Works Committee Report 23-017.

- 5.4 Correspondence respecting No Boundary Expansion:

- (a) Phyllis Dwyer
- (b) Lorraine Green
- (c) Devon Smith
- (d) Ron Ballentine
- (e) Mary Ciotti
- (f) Susan Joanis
- (g) Cheri Elson
- (h) Adam Sperber
- (i) Agnes Richard
- (j) Deborah Lindeman
- (k) Debbie Edwards
- (l) Linda Canaris
- (m) Dorothy Schrader
- (n) Joanne Turnell
- (o) Adele Alfano
- (p) Mary Pat Jankowski
- (q) Mary Beaty
- (r) Katie McDavid
- (s) Adam Fergus
- (t) Paul Craig
- (u) Stephanie Stover
- (v) David Horwood, Director, Twenty Road (Glanbrook) Developments Limited
- (w) David Horwood, Director, Weizer Investments Limited
- (x) Ed Sajecki, Sajecki Planning
- (y) Barbara Ross
- (z) Allison Barnes
- (aa) Trevor Stephenson
- (ab) Allison Clark
- (ac) Nessa Olshansky
- (ad) Diana Meskauskas
- (ae) Scott Bevan
- (af) Patrick Speissegger
- (ag) Ieva Neimanis

- (ah) Norma Young
- (ai) Caroline Neufeld
- (aj) Linda Mackrael
- (ak) Susana Ng
- (al) Sergei Stevens
- (am) Carol Balint
- (an) Peter Smith
- (ao) Margo May Taylor
- (ap) Bernard Stout
- (aq) Patricia Barton
- (ar) Jamie Shea
- (as) Bert Seeliger
- (at) Rose Beraldo

Recommendation: Be received and referred to the consideration of Item 11 of Planning Committee Report 23-019.

- 5.5 Correspondence from Thea Symonds, Coordinator, Woman Abuse Working Group(WAWG) respecting Wrapped in Courage campaign.

Recommendation: Be received.

- 5.6 Correspondence from Calvin Brook, Brook McIlroy respecting Block 16 Proposal - Letter of Support.

Recommendation: Be received and referred to the consideration of Item 8 of Planning Committee 23-019.

- 5.7 Correspondence from Dayna Dubecki, Executive, Glanbrook Community Services in support of the zoning by-law amendment proposal that the Township of Glanbrook Non-Profit Housing Corporation is seeking.

Recommendation: Be received and referred to the consideration of Item 4 of Planning Committee Report 23-019.

- 5.8 Correspondence from the Municipality of Shuniah requesting support for their resolution requesting that the Province of Ontario enhance enforcement for deficient muffler systems to address concerns around excessive and unnecessary noise from engine brakes.

Recommendation: Be **endorsed**.

- 5.9 Correspondence respecting UHOPA-23-017; ZAC-23-041; 1225 Old Golf Links Road, Ancaster:

- (a) John Vitulli, Jr., John Vitulli Professional Corporation
- (b) George Roque, President, GRRC Roofing

Recommendation: Be received and referred to the consideration of Item 7 of Planning Committee Report 23-019.

- 5.10 Correspondence from Kamal Sadar, a written request to the City Council Hamilton about providing guidelines in Taxi By-laws.

Recommendation: Be received.

- 5.11 Correspondence from Paul Dube, Ombudsman of Ontario respecting the Report & Letter - Office of the Ontario Ombudsman - General Issues Committee meeting held February 6, 2019.

Recommendation: Be received.

- 5.12 Correspondence from Paul Dube, Ombudsman of Ontario respecting a Closed meeting complaint - April 18, 2023, Agriculture and Rural Affairs Sub-Committee meeting.

Recommendation: Be received.

- 5.13 Correspondence from Jonathan Clifford, Business Development Manager, WPD Canada Corporation informing Council of their proposal for a new Battery Electric Storage System (BESS) within the Town of Ancaster.

Recommendation: Be received.

- 5.14 Correspondence from the Honourable Paul Calandra, Minister of Municipal Affairs and Housing respecting the Proposed Legislation to Reverse Previous Decisions on Municipal Official Plans/Official Plan Amendments.

Recommendation: Be received and referred to the General Manager of Planning and Economic Development for appropriate action.

- 5.15 Correspondence from Ian Borsuk, Executive Director, Environment Hamilton in support of the decision to approve the development proposal at 65 Guise Street East (Pier 8, Block 16) on the condition that the development to "demonstrate net zero carbon, high efficiency building standards, Pier 8 Block 16 will use best efforts to target the CaGBC's Zero Carbon Building v3 Design Certification".

Recommendation: Be received and referred to the consideration of Item 8 of Planning Committee Report 23-019.

- 5.16 Correspondence from Joshua Weresch respecting the 2023-4 rate supported and tax operating budgets.

Recommendation: Be received and referred to a future General Issues Committee (Budget) meeting.

- 5.17 Correspondence from Joshua Weresch respecting the motions regarding one-time community safety funding.

Recommendation: Be received and referred to the consideration of Items 7.7 and 7.9.

5.18 Correspondence Notice of Passing of By-law to Authorize Climate Change Mitigation & Adaptation Work on Private Residential Property:

- (a) Barb Heemskerk
- (b) Val Perei
- (c) Clement Feierabend, CPA, Clement Feierabend Professional Corporation

Recommendation: Be received and referred to the consideration of Bill 217.

5.19 Correspondence from Jesse Elders, Manager, Bay Area Climate Change Council in support for Zero Carbon Development and Green Building Standards.

Recommendation: Be received and referred to the consideration of Item 8 of Planning Committee Report 23-019.

5.20 Correspondence respecting the Provincial Announcement Impacting Provincial Decisions on Municipal Official Plans and Official Plan Amendments (PED23252):

- (a) Susan Rosenthal, Professional Corporation, Davies Howe LLP
- (b) Denise Baker, WeirFoulds LLP
- (c) Nancy Smith, Turkstra Mazza Associates, Lawyers

Recommendation: Be received and referred to the consideration of Item 11 of Planning Committee Report 23-019.

Result: Motion on the Communication Items, as Amended, CARRIED by a vote of 16 to 0, as follows:

- YES - Ward 10 Councillor Jeff Beattie
- YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
- YES - 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
- YES - Ward 6 Councillor Tom Jackson
- YES - Ward 2 Councillor Cameron Kroetsch
- YES - Ward 15 Councillor Ted McMeekin
- YES - Ward 3 Councillor Nrinder Nann
- YES - Ward 7 Councillor Esther Pauls
- YES - Ward 14 Councillor Mike Spadafora
- YES - Ward 11 Councillor Mark Tadeson
- YES - Ward 13 Councillor Alex Wilson
- YES - Ward 1 Councillor Maureen Wilson

(Cassar/Tadeson)

That Council move into Committee of the Whole for consideration of the Committee Reports.

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

YES - Ward 10 Councillor Jeff Beattie
YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
YES - 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
YES - Ward 6 Councillor Tom Jackson
YES - Ward 2 Councillor Cameron Kroetsch
YES - Ward 15 Councillor Ted McMeekin
YES - Ward 3 Councillor Nrinder Nann
YES - Ward 7 Councillor Esther Pauls
YES - Ward 14 Councillor Mike Spadafora
YES - Ward 11 Councillor Mark Tadeson
YES - Ward 13 Councillor Alex Wilson
YES - Ward 1 Councillor Maureen Wilson

GENERAL ISSUES COMMITTEE (SPECIAL) COMMITTEE REPORT 23-030**(Cassar/Tadeson)**

That General Issues Committee (Special) Report 23-030, being the meeting held on Thursday, November 9, 2023, be received and the recommendations contained therein be approved.

Result: Motion on the General Issues Committee (Special) Report 23-030, CARRIED by a vote of 16 to 0, as follows:

YES - Ward 10 Councillor Jeff Beattie
YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
YES - 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
YES - Ward 6 Councillor Tom Jackson
YES - Ward 2 Councillor Cameron Kroetsch
YES - Ward 15 Councillor Ted McMeekin
YES - Ward 3 Councillor Nrinder Nann
YES - Ward 7 Councillor Esther Pauls
YES - Ward 14 Councillor Mike Spadafora
YES - Ward 11 Councillor Mark Tadeson
YES - Ward 13 Councillor Alex Wilson
YES - Ward 1 Councillor Maureen Wilson

PUBLIC HEALTH COMMITTEE REPORT 23-011
--

(M. Wilson/Spadafora)

That Public Health Committee Report 23-011, being the meeting held on Monday, November 13, 2023, be received and the recommendations contained therein be approved.

(Nann/Francis)

WHEREAS, an information report on the International Blue Flag Beach Program was received at the November 13, 2023 Public Health Committee;

WHEREAS, Report PW23068/BOH22004(b) outlines the Blue Flag criteria for beaches, and estimated costs without a formal application/audit report;

WHEREAS, to begin the process of Blue Flag International accreditation for the Van Wagners Beach site, staff would need to work with Swim Drink Fish Canada, who operate Blue Flag Canada on behalf of Blue Flag International;

WHEREAS, Swim Drink Fish Canada would work with the City of Hamilton to complete a beach audit and provide a feasibility report for candidate beach locations, with a list of improvements required to meet the accreditation requirements;

WHEREAS, the feasibility report from Swim Drink Fish Canada will outline any deficiencies to meeting accreditation; and

WHEREAS, the process may take 12-18 months to complete.

THEREFORE, BE IT RESOLVED:

That Item 4 of Public Health Committee Report 23-011 respecting the Blue Flag Beach Program (PW23068/BOH22004(b)) (City Wide), be **amended** as follows:

- (a) That Report PW23068/BOH22004(b) respecting Blue Flag Beach Program, be received;
- (b) ***That staff be directed to engage Swim Drink Fish Canada, to begin the process for accreditation for Van Wagners Beach site, with the first step being a feasibility audit for compliance to the Blue Flag program; and***
- (c) ***That staff report back to the Public Health Committee with the costs to become compliant with the program.***

Result: Amendment to Item 4 of the Public Health Committee Report 23-011, CARRIED by a vote of 16 to 0, as follows:

YES - Ward 10 Councillor Jeff Beattie
YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
YES - 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

- YES - Ward 6 Councillor Tom Jackson
- YES - Ward 2 Councillor Cameron Kroetsch
- YES - Ward 15 Councillor Ted McMeekin
- YES - Ward 3 Councillor Nrinder Nann
- YES - Ward 7 Councillor Esther Pauls
- YES - Ward 14 Councillor Mike Spadafora
- YES - Ward 11 Councillor Mark Tadeson
- YES - Ward 13 Councillor Alex Wilson
- YES - Ward 1 Councillor Maureen Wilson

Result: Motion on the Public Health Committee Report 23-011, As Amended, CARRIED by a vote of 16 to 0, as follows:

- YES - Ward 10 Councillor Jeff Beattie
- YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
- YES - 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
- YES - Ward 6 Councillor Tom Jackson
- YES - Ward 2 Councillor Cameron Kroetsch
- YES - Ward 15 Councillor Ted McMeekin
- YES - Ward 3 Councillor Nrinder Nann
- YES - Ward 7 Councillor Esther Pauls
- YES - Ward 14 Councillor Mike Spadafora
- YES - Ward 11 Councillor Mark Tadeson
- YES - Ward 13 Councillor Alex Wilson
- YES - Ward 1 Councillor Maureen Wilson

PUBLIC WORKS COMMITTEE REPORT 23-017

(Nann/Pauls)

That Public Works Committee Report 23-017, being the meeting held on Monday, November 13, 2023, be received and the recommendations contained therein be approved.

Result: Motion on the Public Works Committee Report 23-017, CARRIED by a vote of 16 to 0, as follows:

- YES - Ward 10 Councillor Jeff Beattie
- YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
- YES - 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
- YES - Ward 6 Councillor Tom Jackson
- YES - Ward 2 Councillor Cameron Kroetsch
- YES - Ward 15 Councillor Ted McMeekin
- YES - Ward 3 Councillor Nrinder Nann

YES - Ward 7 Councillor Esther Pauls
YES - Ward 14 Councillor Mike Spadafora
YES - Ward 11 Councillor Mark Tadeson
YES - Ward 13 Councillor Alex Wilson
YES - Ward 1 Councillor Maureen Wilson

PLANNING COMMITTEE REPORT 23-019

(Danko/Hwang)

That Planning Committee Report 23-019, being the meeting held on Tuesday, November 14, 2023, be received and the recommendations contained therein be approved.

(Cassar/Beattie)

That Item 7 of Planning Committee Report 23-019, respecting Applications for an Official Plan Amendment and Zoning By-law Amendment, for Lands Located at 1225 Old Golf Links Road, Ancaster (PED23234) (Ward 12), be **amended**, as follows:

7. Applications for an Official Plan Amendment and Zoning By-law Amendment, for Lands Located at 1225 Old Golf Links Road, Ancaster (PED23234) (Ward 12) (Item 10.5)

- (a) That Official Plan Amendment Application UHOPA-23-017, by A.J. Clarke and Associates Ltd. (c/o Ryan Ferrari) on behalf of Ancaster Space Station Inc. (c/o Steve Grzenda), Owner, to amend Volume 1, Schedule E-1 -Urban Land Use Designations by redesignating the subject site from the "Open Space" designation to the "Mixed Use – Medium Density" designation, to amend Volume 2, Meadowlands Mixed Use Secondary Plan Map B.2.4-1 by redesignating the subject site from the "General Open Space" designation to the "Mixed Use – Medium Density" designation, and to amend Volume 2, Meadowlands Mixed Use Secondary Plan by adding a Site Specific Policy to permit a maximum five storey warehouse (self-storage) use, for the lands located at 1225 Old Golf Links Road, as shown on Appendix "A" attached to Report PED23234, be APPROVED on the following basis:
- (i) That the draft Official Plan Amendment, attached as Appendix "B" to Report PED23234, **as amended by amending the Site Specific Policy to remove the warehouse (self-storage) use permission**, be adopted by City Council;
- (ii) That the proposed Official Plan Amendment is consistent with the Provincial Policy Statement (2020) and conforms to A Place to Grow: Growth Plan for the Greater Golden Horseshoe (2019, as amended);

- (b) That Zoning By-law Amendment Application ZAC-23-041, by A.J. Clarke and Associates Ltd. (c/o Ryan Ferrari) on behalf of Ancaster Space Station Inc. (c/o Steve Grzenda), Owner, for a change in zoning from the Public “P-242” Zone to the Mixed Use Medium Density (C5, 876, H161) Zone, to permit a maximum five storey (18.8 metre) warehouse (self-storage) with 46 parking spaces, for the lands located at 1225 Old Golf Links Road, as shown on Appendix “A” attached to Report PED23234, be APPROVED on the following basis:
- (i) That the draft By-law attached as Appendix “C” to Report PED23234, as amended by deleting 2. (b), which has been prepared in a form satisfactory to the City Solicitor, be enacted by City Council;
2. ~~(b) In addition to Section 10.5.1, a Warehouse (self-storage) shall also be permitted in accordance with Section 10.5.3 and Section c) below.~~
- (ii) That the proposed change in zoning is consistent with the Provincial Policy Statement (2020) and conforms to A Place to Grow: Growth Plan for the Greater Golden Horseshoe (2019, as amended);
- (iii) That this amending By-law will comply with the Urban Hamilton Official Plan upon the approval of Urban Hamilton Official Plan Amendment No. XX;
- (iv) That the amending By-law apply the Holding Provisions of Section 36(1) of the *Planning Act*, R.S.O. 1990 to the subject site by introducing the Holding symbol ‘H161’ to the proposed Mixed Use Medium Density (C5, 876) Zone:

The Holding Provision ‘H161’ is to be removed conditional upon:

- (1) The Owner submitting a revised Functional Servicing Report analyzing the sanitary sewer system in accordance with the City’s standards and demonstrating that there is a residual capacity in the system to support the proposed development and that the increased wastewater generated from the proposed development will not adversely impact the hydraulic performance of the City’s sanitary sewer system, to the satisfaction of the Director of Growth Management and Chief Development Engineer;
- (2) The Owner submitting a revised Stormwater Management Report to demonstrate there is a suitable storm outlet for the proposed development, to the satisfaction of the Director of Growth Management and Chief Development Engineer;
- (3) The Owner submitting a Watermain Hydraulic Analysis, to the satisfaction of the Director of Growth Management and Chief Development Engineer;

- (4) The Owner entering into an External Works Agreement with the City's Growth Management Division for the design and construction of any required improvements to the municipal infrastructure at the Owner's cost, to the satisfaction of the Director of Growth Management and Chief Development Engineer;
- (5) The Owner submitting an acoustical report prepared by a qualified Professional Engineer containing the recommended noise control measures to the satisfaction of the Director of Planning and Chief Planner. Should a peer review of the acoustical report be warranted, all associated costs shall be borne by the owner and shall be submitted to the satisfaction of the City of Hamilton, Director of Planning and Chief Planner;
- (6) The Owner submitting a revised Tree Protection Plan addressing the protection of the trees found within the City's right-of-way including justification for the removal of the identified trees and the applicable Tree Protection Plan review fee payable to the City of Hamilton, to the satisfaction of the Director of Planning and Chief Planner;
- (7) The Owner satisfying all requirements of Hydro One Corporation including lot grading and drainage and entering into a Site Plan Agreement with the City, to the satisfaction of the Director of Planning and Chief Planner.

Result: *Amendment to Item 7 of the Planning Committee Report 23-019, CARRIED by a vote of 15 to 1, as follows:*

YES - Ward 10 Councillor Jeff Beattie
YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
YES - 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
YES - Ward 6 Councillor Tom Jackson
YES - Ward 2 Councillor Cameron Kroetsch
YES - Ward 15 Councillor Ted McMeekin
YES - Ward 3 Councillor Nrinder Nann
YES - Ward 7 Councillor Esther Pauls
NO - Ward 14 Councillor Mike Spadafora
YES - Ward 11 Councillor Mark Tadeson
YES - Ward 13 Councillor Alex Wilson
YES - Ward 1 Councillor Maureen Wilson

(Danko/M. Wilson)

That Item 8 (b)(iii)(1) of Planning Committee Report 23-019, respecting Applications for an Official Plan Amendment and Zoning By-law Amendment for Lands Located at 65 Guise Street East (Pier 8, Block 16), Hamilton (PED22031(a)) (Ward 2), be **amended** to remove 'best efforts to target', to read as follows:

- (b) That Revised Zoning By-law Amendment Application ZAC-22-003, by WEBB Planning Consultants (c/o James Webb) on behalf of the City of Hamilton, Municipal Land Development Office, Owner, for a change in zoning from the Community Institutional (I2, 486, H94) Zone to the Waterfront – Mixed Use (WF2, 819, H94, H130) Zone to permit a maximum 45 storey (147.0 metre) mixed use building, for lands located at 65 Guise Street East (Pier 8, Block 16), as shown on Appendix "A" attached to Report PED22031(a), be APPROVED on the following basis:
- (iii) That the amending By-law apply the Holding Provision of Section 36(1) of the *Planning Act*, R.S.O. 1990 to the subject property by introducing the Holding symbol 'H130' to the proposed Waterfront – Mixed Use (WF2, 819, H94, H130) Zone;

The Holding Provision 'H' is to be removed, conditional upon:

- (1) The Owner submitting and receiving conditional site plan approval, which shall implement the Pier 8 Block 16 Urban Design Guidelines, the Pier 8 – Block 16 Sustainability Report, the preferred tower design as determined through the Implementation Process for a Tall Building Proposal – Pier 8, Block 16, and that addresses innovation in the areas of sustainability, quality of life and design excellence, and to demonstrate net zero carbon, high efficiency building standards, Pier 8 Block 16 will use ~~best efforts to target~~ the CaGBC's Zero Carbon Building v3 Design Certification, to the satisfaction of the Director of Planning and Chief Planner.

Result: Amendment to Item 8 (b)(iii)(1) of the Planning Committee Report 23-019, CARRIED by a vote of 16 to 0, as follows:

- YES - Ward 10 Councillor Jeff Beattie
- YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
- YES - 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
- YES - Ward 6 Councillor Tom Jackson
- YES - Ward 2 Councillor Cameron Kroetsch
- YES - Ward 15 Councillor Ted McMeekin
- YES - Ward 3 Councillor Nrinder Nann
- YES - Ward 7 Councillor Esther Pauls
- YES - Ward 14 Councillor Mike Spadafora
- YES - Ward 11 Councillor Mark Tadeson
- YES - Ward 13 Councillor Alex Wilson

YES - Ward 1 Councillor Maureen Wilson

Upon Council's request, Item 8 as **Amended**, was voted on separately, as follows:

8. Applications for an Official Plan Amendment and Zoning By-law Amendment for Lands Located at 65 Guise Street East (Pier 8, Block 16), Hamilton (PED22031(a)) (Ward 2) (Item 10.7)

- (a) That Revised Official Plan Amendment Application UHOPA-22-001, by WEBB Planning Consultants (c/o James Webb) on behalf of the City of Hamilton, Municipal Land Development Office, Owner, to redesignate the subject lands from "Institutional" to "Mixed Use" and to establish a Special Policy Area on Schedule "M-2" in the West Harbour (Setting Sail) Secondary Plan in the former City of Hamilton Official Plan to permit a maximum 45 storey mixed use building, for lands located at 65 Guise Street East (Pier 8, Block 16), as shown on Appendix "A" attached to Report PED22031(a), be APPROVED on the following basis:
- (i) That the draft Official Plan Amendment, attached as Appendix "B" to Report PED22031(a), be adopted by City Council;
 - (ii) That the proposed Official Plan Amendment is consistent with the Provincial Policy Statement (2020) and conforms to the A Place to Grow: Growth Plan for the Greater Golden Horseshoe (2019, as amended);
- (b) That Revised Zoning By-law Amendment Application ZAC-22-003, by WEBB Planning Consultants (c/o James Webb) on behalf of the City of Hamilton, Municipal Land Development Office, Owner, for a change in zoning from the Community Institutional (I2, 486, H94) Zone to the Waterfront – Mixed Use (WF2, 819, H94, H130) Zone to permit a maximum 45 storey (147.0 metre) mixed use building, for lands located at 65 Guise Street East (Pier 8, Block 16), as shown on Appendix "A" attached to Report PED22031(a), be APPROVED on the following basis:
- (i) That the draft By-law, attached as Appendix "C", as amended by including net zero carbon, high efficiency building standards, to Report PED22031(a), which has been prepared in a form satisfactory to the City Solicitor, be enacted by City Council;
 - (ii) That the proposed change in zoning is consistent with the Provincial Policy Statement (2020), conforms to A Place to Grow: Growth Plan for the Greater Golden Horseshoe (2019, as amended), and will comply with the City of Hamilton Official Plan upon approval of Official Plan Amendment No. XX;
 - (iii) That the amending By-law apply the Holding Provision of Section 36(1) of the *Planning Act*, R.S.O. 1990 to the subject property by introducing the Holding symbol 'H130' to the proposed Waterfront – Mixed Use (WF2, 819, H94, H130) Zone;

The Holding Provision 'H' is to be removed, conditional upon:

- (1) The Owner submitting and receiving conditional site plan approval, which shall implement the Pier 8 Block 16 Urban Design Guidelines, the Pier 8 – Block 16 Sustainability Report, the preferred tower design as determined through the Implementation Process for a Tall Building Proposal – Pier 8, Block 16, and that addresses innovation in the areas of sustainability, quality of life and design excellence, and to demonstrate net zero carbon, high efficiency building standards, Pier 8 Block 16 will use the CaGBC's Zero Carbon Building v3 Design Certification, to the satisfaction of the Director of Planning and Chief Planner.
- (c) That Item 22D respecting a Recommendation Report for proposed Official Plan Amendment and Zoning By-law Amendment applications for 65 Guise Street East (Pier 8, Block 16) be identified as complete and removed from the Planning Committee Outstanding Business List.

Result: Motion on Item 8 As Amended, of the Planning Committee Report 23-019, CARRIED by a vote of 11 to 5, as follows:

YES - Ward 10 Councillor Jeff Beattie
 NO - Deputy Mayor - Ward 12 Councillor Craig Cassar
 YES - 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
 NO - Ward 6 Councillor Tom Jackson
 NO - Ward 2 Councillor Cameron Kroetsch
 YES - Ward 15 Councillor Ted McMeekin
 NO - Ward 3 Councillor Nrinder Nann
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 14 Councillor Mike Spadafora
 YES - Ward 11 Councillor Mark Tadeson
 YES - Ward 13 Councillor Alex Wilson
 NO - Ward 1 Councillor Maureen Wilson

Due to a declared conflict, Item 6 was voted on separately, as follows:

6. Application for Approval of a Draft Plan of Subdivision for Lands Located at 250 First Road West, Stoney Creek (PED23233) (Ward 9) (Item 10.4)

- (a) That Draft Plan of Subdivision Application 25T-202302, by UrbanSolutions Planning & Land Development Consultants Inc. (c/o Matt Johnston), on behalf of 256 First Road West Inc. (c/o Nicole Cimadamore), Owner, on lands located at 250 First Road West, as shown on Appendix "A" attached to Report PED23233, be APPROVED in accordance with By-law No. 07-323 being the

delegation of the City of Hamilton's Assigned Authority Under the *Planning Act* for the Approval of Subdivisions and Condominiums, on the following basis:

- (i) That this approval apply to the Draft Plan of Subdivision 25T-202302, certified by Rob. A. McLaren, O.L.S., dated December 22, 2022, consisting of one development block for townhouse dwellings (Block 1), one block for a daylight triangle dedication (Block 2) and one block for a road right of way dedication (Block 3), as shown on Appendix "B" attached to Report PED23233;
- (ii) That the Owner enter into a Standard Form Subdivision Agreement as approved by City Council and with the Special Conditions as shown on Appendix "C" attached to Report PED23233;
- (iii) That the Special Conditions of Draft Plan of Subdivision Approval, 25T-202302, as shown on Appendix "C" attached to Report PED23233, be received and endorsed by City Council;
- (iv) That in accordance with the City's Comprehensive Development Guidelines and Financial Policies Manual there will be no City of Hamilton cost sharing for this subdivision;
- (v) That payment of Cash-in-Lieu of Parkland will be required, pursuant to Section 51 of the *Planning Act*, prior to the issuance of each building permit. The calculation for the Cash-in-Lieu payment shall be based on the value of the lands on the day prior to the issuance of each building permit, all in accordance with the Financial Policies for Development and the City's Parkland Dedication By-law, as approved by Council.

Result: Motion on Item 6 of the Planning Committee Report 23-019, CARRIED by a vote of 15 to 0, as follows:

YES - Ward 10 Councillor Jeff Beattie
YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
CONFLICT - 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
YES - Ward 6 Councillor Tom Jackson
YES - Ward 2 Councillor Cameron Kroetsch
YES - Ward 15 Councillor Ted McMeekin
YES - Ward 3 Councillor Nrinder Nann
YES - Ward 7 Councillor Esther Pauls
YES - Ward 14 Councillor Mike Spadafora
YES - Ward 11 Councillor Mark Tadeson
YES - Ward 13 Councillor Alex Wilson
YES - Ward 1 Councillor Maureen Wilson

Result: Motion on the balance of the Planning Committee Report 23-019, As Amended, CARRIED by a vote of 16 to 0, as follows:

- YES - Ward 10 Councillor Jeff Beattie
- YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
- YES - 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
- YES - Ward 6 Councillor Tom Jackson
- YES - Ward 2 Councillor Cameron Kroetsch
- YES - Ward 15 Councillor Ted McMeekin
- YES - Ward 3 Councillor Nrinder Nann
- YES - Ward 7 Councillor Esther Pauls
- YES - Ward 14 Councillor Mike Spadafora
- YES - Ward 11 Councillor Mark Tadeson
- YES - Ward 13 Councillor Alex Wilson
- YES - Ward 1 Councillor Maureen Wilson

(Cassar/Tadeson)

That Section 5.8(2) of the City's Procedural By-law 21-021, as Amended, which provides that a minimum of 2 days shall pass before the Report of a Standing Committee, the Selection Committee, or other Committee that reports directly to Council is presented to Council to provide adequate opportunity for review, be waived in order to consider the General Issues Committee Report 23-031.

Result: Motion CARRIED by a 2/3rds vote of 16 to 0, as follows:

- YES - Ward 10 Councillor Jeff Beattie
- YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
- YES - 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
- YES - Ward 6 Councillor Tom Jackson
- YES - Ward 2 Councillor Cameron Kroetsch
- YES - Ward 15 Councillor Ted McMeekin
- YES - Ward 3 Councillor Nrinder Nann
- YES - Ward 7 Councillor Esther Pauls
- YES - Ward 14 Councillor Mike Spadafora
- YES - Ward 11 Councillor Mark Tadeson
- YES - Ward 13 Councillor Alex Wilson
- YES - Ward 1 Councillor Maureen Wilson

GENERAL ISSUES COMMITTEE REPORT 23-031

(Cassar/Tadeson)

That General Issues Committee Report 23-031, being the meeting held on Wednesday, November 15, 2023 and Tuesday, November 21, 2023, be received and the recommendations contained therein be approved.

(Nann/Cassar)

That Items (e)(viii) and (g)(i) respecting NRStor Inc.'s, delegation respecting a proposed 100 MW / 400 MWh battery energy storage project within Hamilton's Steelport development and Aypa Power's delegation respecting a proposed Sulphur Springs Battery Energy Storage System (BESS) project, be lifted from the Information Section and be added as Item 15 of the General Issues Committee Report 23-031, as follows:

15. Battery Energy Storage Proposals

- (a) 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; and
- (b) That the delegation from Nadia Pabst, Aypa Power, respecting its Sulphur Springs Battery Energy Storage System (BESS) project, be received;

Result: Motion to Lift Items (e)(viii) and (g)(i) of the General Issues Committee Report 23-031, CARRIED by a vote of 16 to 0, as follows:

YES - Ward 10 Councillor Jeff Beattie
YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
YES - 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
YES - Ward 6 Councillor Tom Jackson
YES - Ward 2 Councillor Cameron Kroetsch
YES - Ward 15 Councillor Ted McMeekin
YES - Ward 3 Councillor Nrinder Nann
YES - Ward 7 Councillor Esther Pauls
YES - Ward 14 Councillor Mike Spadafora
YES - Ward 11 Councillor Mark Tadeson
YES - Ward 13 Councillor Alex Wilson
YES - Ward 1 Councillor Maureen Wilson

(Nann/Cassar)

That Item 15 respecting Battery Storage Proposals, be **amended** by adding sub-section (c) as follows:

- (c) ***That Planning and Economic Development staff be directed to review the recent battery energy storage proposals from NRStor Inc. and Aypa Power and assess from a climate change, economic development and land use perspective and report back to the Planning Committee with recommended criteria for Council to consider in future proposals seeking endorsement.***

Result: Amendment to Item 15 of the General Issues Committee Report 23-031, CARRIED by a vote of 16 to 0, as follows:

- YES - Ward 10 Councillor Jeff Beattie
- YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
- YES - 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
- YES - Ward 6 Councillor Tom Jackson
- YES - Ward 2 Councillor Cameron Kroetsch
- YES - Ward 15 Councillor Ted McMeekin
- YES - Ward 3 Councillor Nrinder Nann
- YES - Ward 7 Councillor Esther Pauls
- YES - Ward 14 Councillor Mike Spadafora
- YES - Ward 11 Councillor Mark Tadeson
- YES - Ward 13 Councillor Alex Wilson
- YES - Ward 1 Councillor Maureen Wilson

Upon Council's request, Item 5 was voted on separately, as follows:

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

- (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 on Item 5 of the General Issues Committee Report 23-031, CARRIED by a vote of 9 to 7, as follows:

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

Upon Council's request, Item 9(a) was voted on separately, as follows:

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

- (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,

Result: Motion on Item 9(a) of the General Issues Committee Report 23-031, CARRIED by a vote of 9 to 7, as follows:

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

Upon Council's request, Item 9(b) was voted on separately, as follows:

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

- (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 on Item 9(b) of the General Issues Committee Report 23-031, DEFEATED by a vote of 7 to 9, as follows:

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

Due to a declared conflict, Item 11 was voted on separately as follows:

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)

- (a) That the Closed Session Recommendations respecting Report PED19063(e), be approved and remain confidential;
- (b) That the complete 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 on Item 11 of the General Issues Committee Report 23-031, CARRIED by a vote of 14 to 1, as follows:

YES - Ward 10 Councillor Jeff Beattie
YES - Deputy Mayor - Ward 12 Councillor Craig Cassar

- NO - Ward 9 Councillor Brad Clark
- YES - Ward 8 Councillor John-Paul Danko
- YES - Ward 5 Councillor Matt Francis
- YES - Mayor Andrea Horwath
- CONFLICT - Ward 4 Councillor Tammy Hwang
- YES - Ward 6 Councillor Tom Jackson
- YES - Ward 2 Councillor Cameron Kroetsch
- YES - Ward 15 Councillor Ted McMeekin
- YES - Ward 3 Councillor Nrinder Nann
- YES - Ward 7 Councillor Esther Pauls
- YES - Ward 14 Councillor Mike Spadafora
- YES - Ward 11 Councillor Mark Tadeson
- YES - Ward 13 Councillor Alex Wilson
- YES - Ward 1 Councillor Maureen Wilson

Result: Motion on the balance of the General Issues Committee Report 23-031, As Amended, CARRIED by a vote of 16 to 0, as follows:

- YES - Ward 10 Councillor Jeff Beattie
- YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
- YES - 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
- YES - Ward 6 Councillor Tom Jackson
- YES - Ward 2 Councillor Cameron Kroetsch
- YES - Ward 15 Councillor Ted McMeekin
- YES - Ward 3 Councillor Nrinder Nann
- YES - Ward 7 Councillor Esther Pauls
- YES - Ward 14 Councillor Mike Spadafora
- YES - Ward 11 Councillor Mark Tadeson
- YES - Ward 13 Councillor Alex Wilson
- YES - Ward 1 Councillor Maureen Wilson

AUDIT, FINANCE AND ADMINISTRATION COMMITTEE REPORT 23-018
--

(Kroetsch/Hwang)

That Audit, Finance and Administration Committee Report 23-018, being the meeting held on Thursday, November 16, 2023, be received and the recommendations contained therein be approved.

Result: Motion on the Audit, Finance and Administration Committee Report 23-018, CARRIED by a vote of 16 to 0, as follows:

- YES - Ward 10 Councillor Jeff Beattie
- YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
- YES - 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
YES - Ward 6 Councillor Tom Jackson
YES - Ward 2 Councillor Cameron Kroetsch
YES - Ward 15 Councillor Ted McMeekin
YES - Ward 3 Councillor Nrinder Nann
YES - Ward 7 Councillor Esther Pauls
YES - Ward 14 Councillor Mike Spadafora
YES - Ward 11 Councillor Mark Tadeson
YES - Ward 13 Councillor Alex Wilson
YES - Ward 1 Councillor Maureen Wilson

EMERGENCY AND COMMUNITY SERVICES COMMITTEE REPORT 23-014

(Hwang/Jackson)

That Emergency and Community Services Committee Report 23-014, being the meeting held on Thursday, November 16, 2023, be received and the recommendations contained therein be approved.

Result: Motion on the Emergency and Community Services Committee Report 23-014, CARRIED by a vote of 15 to 0, as follows:

YES - Ward 10 Councillor Jeff Beattie
YES - Deputy Mayor - 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
YES - Ward 6 Councillor Tom Jackson
YES - Ward 2 Councillor Cameron Kroetsch
YES - Ward 15 Councillor Ted McMeekin
YES - Ward 3 Councillor Nrinder Nann
YES - Ward 7 Councillor Esther Pauls
YES - Ward 14 Councillor Mike Spadafora
YES - Ward 11 Councillor Mark Tadeson
YES - Ward 13 Councillor Alex Wilson
YES - Ward 1 Councillor Maureen Wilson

(Cassar/Tadeson)

That Council rise from Committee of the Whole.

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

YES - Ward 10 Councillor Jeff Beattie
YES - Deputy Mayor - 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
YES - Ward 6 Councillor Tom Jackson
YES - Ward 2 Councillor Cameron Kroetsch
YES - Ward 15 Councillor Ted McMeekin
YES - Ward 3 Councillor Nrinder Nann
YES - Ward 7 Councillor Esther Pauls
YES - Ward 14 Councillor Mike Spadafora
YES - Ward 11 Councillor Mark Tadeson
YES - Ward 13 Councillor Alex Wilson
YES - Ward 1 Councillor Maureen Wilson

(M. Wilson/McMeekin)

That Council recess from 12:03 p.m. to 12:35 p.m.

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

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

MOTIONS

7.1 Amendment to Items 6 and 7 of General Issues Committee Report 23-027 respecting the King West Business Improvement Area Dormancy (PED23198) (Ward 2) and Main West Esplanade Business Improvement Area Dormancy (PED23199) (Ward 2)

(Beattie/Kroetsch)

WHEREAS, Report PED23198, King West Business Improvement Area Dormancy, and Report PED23199, Main West Esplanade Business Improvement Area Dormancy, were considered at the October 18, 2023 General Issues Committee meeting;

WHEREAS, sub-section (f) in both reports (Items 6 and 7 of General Issues Committee Report 23-027) was included in error, as the applicability of commercial district incentive programs in circumstances involving Business Improvement Area dormancy has previously been addressed in the applicable financial incentive program terms updated through the Revitalizing Hamilton's Commercial Districts Community Improvement Plan comprehensive review approved by City Council via Report PED21035(a) on September 29, 2021; and

WHEREAS, the current in effect incentive program terms permit the continued availability of incentive programs to properties located in a dormant Business Improvement Area provided the site is located within an applicable Community Improvement Project Area with the exception of any increased incentive maximums afforded properties located in an active Business Improvement Areas.

THEREFORE, BE IT RESOLVED:

- (a) That Item 6 of General Issues Committee Report 23-027 respecting the King West Business Improvement Area Dormancy (PED23198) (Ward 2), be **amended** by deleting sub-section (f), as follows:

6. King West Business Improvement Area Dormancy (PED23198) (Ward 2) (Item 10.1)

- (a) That the Dormant Business Improvement Area Status Procedure, as attached as Appendix "A" to Report PED23198, be adopted;
- (b) That the King West Business Improvement Area become dormant (a non-active Business Improvement Area) for a three-year term and that the King West Business Improvement Area issue a cheque to the City of Hamilton for all monies that are currently in the King West Business Improvement Area bank account(s);
- (c) That Finance staff be directed to create an account to hold the funds of the King West Business Improvement Area;
- (d) That Finance staff be directed to oversee the account and fulfil any financial obligations of the dormant King West Business Improvement Area throughout the term;
- (e) That Public Works staff be directed to store any material assets of the Business Improvement Area and the cost for storage be invoiced to Finance for payment from the Business Improvement Area account; and,
- ~~(f) That Commercial Districts and Small Business Section staff be directed to undertake the appropriate program modifications to identify that Financial Incentive Programs are available only to property owners/authorized tenants within the existing active city-wide Business Improvement Areas.~~

- (b) That Item 7 of General Issues Committee Report 23-027 respecting the Main West Esplanade Business Improvement Area Dormancy (PED23199) (Ward 2), be **amended** by deleting sub-section (f), as follows:

7. Main West Esplanade Business Improvement Area Dormancy (PED23199) (Ward 2) (Item 10.2)

- (a) That the Dormant Business Improvement Area Status Procedure, attached as Appendix "A" to Report PED23199, be adopted;
- (b) That the Main West Esplanade Business Improvement Area become dormant (a non-active Business Improvement Area) for a three-year term and that the Main West Esplanade Business Improvement Area issue a cheque to the City of Hamilton for all monies that are currently in the Main West Esplanade Business Improvement Area bank account(s);
- (c) That Finance staff be directed to create an account to hold the funds of the Main West Esplanade Business Improvement Area;
- (d) That Finance staff be directed to oversee the account and fulfil any financial obligations of the dormant Main West Esplanade Business Improvement Area throughout the term;
- (e) That Public Works staff be directed to store any material assets of the Business Improvement Area and the cost for storage be invoiced to Finance for payment from the Business Improvement Area account; and,
- ~~(f) — That Commercial Districts and Small Business Section staff be directed to undertake the appropriate program modifications to identify that Financial Incentive Programs are available only to property owners/authorized tenants within the existing active city-wide Business Improvement Areas.~~

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

- YES - Ward 10 Councillor Jeff Beattie
 YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
 YES - 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
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 2 Councillor Cameron Kroetsch
 YES - Ward 15 Councillor Ted McMeekin
 YES - Ward 3 Councillor Nrinder Nann
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 14 Councillor Mike Spadafora

YES - Ward 11 Councillor Mark Tadeson
YES - Ward 13 Councillor Alex Wilson
YES - Ward 1 Councillor Maureen Wilson

7.2 Appointment of the Chair and Vice Chair of the Procurement Sub-Committee

(Kroetsch/Jackson)

WHEREAS, Council has been delegated the power to appoint the chair and vice chair of the Procurement Sub-Committee for the remainder of the 2022-2026 Term of Council.

THEREFORE, BE IT RESOLVED:

- (a) That Councillor J.P. Danko, be appointed Chair of the Procurement Sub-Committee for the remainder of the 2022-2026 Term of Council; and
- (b) That Councillor A. Wilson, be appointed Vice Chair of the Procurement Sub-Committee for the remainder of the 2022-2026 Term of Council.

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

YES - Ward 10 Councillor Jeff Beattie
YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
YES - 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
YES - Ward 6 Councillor Tom Jackson
YES - Ward 2 Councillor Cameron Kroetsch
YES - Ward 15 Councillor Ted McMeekin
YES - Ward 3 Councillor Nrinder Nann
YES - Ward 7 Councillor Esther Pauls
YES - Ward 14 Councillor Mike Spadafora
YES - Ward 11 Councillor Mark Tadeson
YES - Ward 13 Councillor Alex Wilson
YES - Ward 1 Councillor Maureen Wilson

7.3 Amendment to Item 5 of Audit, Finance and Administration Committee Report 23-011 respecting the Fraud, Waste, and Whistleblower Semi-Annual Update (AUD23009) (City Wide)

(Clark/Francis)

WHEREAS, on July 14, 2023 Council approved the request for one additional full-time FTE to respond to the growing volume of fraud and waste complaints to be referred to the 2024 Operating Budget within Report AUD23009, Fraud, Waste, and Whistleblower Semi-Annual Update; and

WHEREAS, the Office of the Auditor General is cognizant of the challenges of this year's budget pressures, and takes seriously the direction to carefully consider such requests in light of Council priorities and the financial impact on residents.

THEREFORE, BE IT RESOLVED:

- (a) That Item 5 of Audit, Finance and Administration Committee Report 23-011 respecting the Fraud, Waste, and Whistleblower Semi-Annual Update (AUD23009) (City Wide), be **amended**, as follows:

5. Fraud, Waste, and Whistleblower Semi-Annual Update (AUD23009) (City Wide) (Item 10.2)

- (a) That the Fraud, Waste and Whistleblower Semi-Annual Update be received.
- (b) That the creation of one Full Time Equivalent (FTE) employee for a Senior Auditor be referred to the 2025 Operating Budget.

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

YES - Ward 10 Councillor Jeff Beattie
 YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
 YES - 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
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 2 Councillor Cameron Kroetsch
 YES - Ward 15 Councillor Ted McMeekin
 YES - Ward 3 Councillor Nrinder Nann
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 14 Councillor Mike Spadafora
 YES - Ward 11 Councillor Mark Tadeson
 YES - Ward 13 Councillor Alex Wilson
 YES - Ward 1 Councillor Maureen Wilson

7.4 Amendment to Item 1 of Audit, Finance and Administration Committee Report 23-009 respecting the Fraud, Waste, and Whistleblower Semi-Annual Update (AUD23009) (City Wide)

(Kroetsch/M. Wilson)

WHEREAS, on June 7, 2023 Council approved the directions to staff respecting Limiting or Prohibiting the Acceptance of Gifts in the Code of Conduct for Employees and the Council Code of Conduct; and

WHEREAS, it is now necessary to include in that review, a gap analysis of the City's policies that apply to staff and not to elected officials;

THEREFORE, BE IT RESOLVED:

- (a) That Item 1 of Audit, Finance and Administration Committee Report 23-009 respecting the Fraud, Waste, and Whistleblower Semi-Annual Update (AUD23009) (City Wide), be **amended** by adding a new sub-section (c), as follows:
1. **Limiting or Prohibiting the Acceptance of Gifts in the Code of Conduct for Employees and the Council Code of Conduct (Item 9.4)**
 - (a) That Human Resources staff be directed to conduct a review of the Codes of Conduct for employees at other municipalities and report back to the Audit, Finance and Administration Committee with recommendations respecting limiting or prohibiting the accepting of gifts for employees;
 - (b) That the City Clerk be directed to coordinate a review of the Council Codes of Conduct at other municipalities and report back to Audit, Finance and Administration Committee with recommendations respecting limiting or prohibiting the accepting of gifts for elected officials; **and**
 - (c) ***That staff be directed to perform a gap analysis of City policies that apply to staff, as employees of the corporation, and not to elected officials, who are not employees of the corporation, and report back to the Audit, Finance and Administration Committee with recommendations on how those policies could be applied to elected officials.***

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

YES - Ward 10 Councillor Jeff Beattie
YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
YES - 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
YES - Ward 6 Councillor Tom Jackson
YES - Ward 2 Councillor Cameron Kroetsch
YES - Ward 15 Councillor Ted McMeekin
YES - Ward 3 Councillor Nrinder Nann
YES - Ward 7 Councillor Esther Pauls
YES - Ward 14 Councillor Mike Spadafora
YES - Ward 11 Councillor Mark Tadeson
YES - Ward 13 Councillor Alex Wilson
YES - Ward 1 Councillor Maureen Wilson

7.6 Resignation from the Selection Committee for Agencies, Boards and Sub-Committees**(Cassar/Nann)**

That Council accept Councillor N. Nann's resignation from the Selection Committee for Agencies, Boards and Sub-Committees, effective immediately.

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

YES - Ward 10 Councillor Jeff Beattie
YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
YES - 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
NO - Ward 6 Councillor Tom Jackson
YES - Ward 2 Councillor Cameron Kroetsch
YES - Ward 15 Councillor Ted McMeekin
YES - Ward 3 Councillor Nrinder Nann
YES - Ward 7 Councillor Esther Pauls
YES - Ward 14 Councillor Mike Spadafora
YES - Ward 11 Councillor Mark Tadeson
YES - Ward 13 Councillor Alex Wilson
YES - Ward 1 Councillor Maureen Wilson

7.8 Hamilton Winter Solstice Festival (Ward 2)**(Kroetsch/Nann)**

WHEREAS, the Hamilton Winter Solstice Festival was successfully held annually on December 21 in 2017, 2018, and 2019;

WHEREAS, organizers of the Hamilton Winter Solstice Festival wish to hold the fourth annual festival on December 21, 2022; and

WHEREAS, funding for these events was previously allocated from the Ward 2 Non-Property Tax Revenue Account (3301609602);

THEREFORE, BE IT RESOLVED:

- (a) That up to \$6,500 be allocated from the Ward 2 Non-Property Tax Revenue Account (3301609602) to the Corktown Neighbourhood Association for a winter solstice event in Corktown; and
- (b) That the Mayor and City Clerk be authorized and directed to execute any required agreement(s) and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.

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

YES - Ward 10 Councillor Jeff Beattie
YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
YES - 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
YES - Ward 6 Councillor Tom Jackson
YES - Ward 2 Councillor Cameron Kroetsch
YES - Ward 15 Councillor Ted McMeekin
YES - Ward 3 Councillor Nrinder Nann
YES - Ward 7 Councillor Esther Pauls
YES - Ward 14 Councillor Mike Spadafora
YES - Ward 11 Councillor Mark Tadeson
YES - Ward 13 Councillor Alex Wilson
YES - Ward 1 Councillor Maureen Wilson

7.9 One-Time Request for Funding to Support Community Safety Needs in Ward 13**(A. Wilson/M. Wilson)**

WHEREAS, the City of Hamilton, through the Community Safety and Wellbeing Plan has identified addressing rising hate incidents as a priority action and has committed to addressing and reducing hate and identity-based violence including anti-Semitism, Islamophobia, anti-Black and anti-Indigenous racism, xenophobia, transphobia, homophobia and other forms of discrimination;

WHEREAS, an increased atmosphere of identity-based hatred, including but not limited to: antisemitism, Islamophobia, homophobia, transphobia, ableism, and racism, has resulted in real and growing safety concerns for equity-deserving members of our community;

WHEREAS, there have been recent acts of violence against Jewish communal organizations in Canada, including arson attempts on Jewish congregations in Montreal and shots fired at Yeshiva Gedola and Talmud Torah Elementary School, and substantiated threats to Jewish communal organizations in Hamilton;

WHEREAS, Hamilton Jewish Family Services (HJFS) has identified substantiated increased safety concerns for their workers and clients that will require increased expenditures on security measures; and

WHEREAS, HJFS is committing to meeting this increased operating expense on a go-forward basis but requires immediate gap funding to implement these measures without service reductions;

THEREFORE, BE IT RESOLVED:

- (a) That \$7,500 be allocated from the Ward 13 Cell Tower/Non-property tax Revenue account (3301609613) to the Hamilton Jewish Family Services on a one time basis to acquire security services for a period of 3 months, effective immediately and ending February 29th, 2024;
- (b) That any funds allocated and distributed be exempt and not be counted toward any formula that restricts regular funding from the City including the City Enrichment Fund for the years 2023 and 2024; and
- (c) That the Mayor and City Clerk be authorized and directed to execute any required agreement(s) and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.

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

YES - Ward 10 Councillor Jeff Beattie
YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
YES - 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
YES - Ward 6 Councillor Tom Jackson
YES - Ward 2 Councillor Cameron Kroetsch
YES - Ward 15 Councillor Ted McMeekin
YES - Ward 3 Councillor Nrinder Nann
YES - Ward 7 Councillor Esther Pauls
YES - Ward 14 Councillor Mike Spadafora
YES - Ward 11 Councillor Mark Tadeson
YES - Ward 13 Councillor Alex Wilson
YES - Ward 1 Councillor Maureen Wilson

7.7 One-Time Request for funding to Support Ward 1 Community Safety Needs

(M. Wilson/A. Wilson)

WHEREAS, the City of Hamilton, through the Community Safety and Wellbeing Plan has identified addressing rising hate incidents as a priority action and has committed to addressing and reducing hate and identity-based violence including anti-Semitism, Islamophobia, anti-Black and anti-Indigenous racism, xenophobia, transphobia, homophobia and other forms of discrimination;

WHEREAS, an increased atmosphere of identity-based hatred, including but not limited to: antisemitism, Islamophobia, homophobia, transphobia, ableism, and racism, has resulted in real and growing safety concerns for equity-deserving members of our community;

WHEREAS, there have been recent acts of violence against Jewish communal organizations in Canada, including arson attempts on Jewish congregations in Montreal and shots fired at Yeshiva Gedola and Talmud Torah Elementary School, and substantiated threats to Jewish communal organizations in Hamilton;

WHEREAS, Ward 1's Hamilton Hebrew Academy, Adas Israel Synagogue and Temple Anshe Sholom have identified substantiated increased safety concerns for their students, congregants and tenants that will require increased expenditures on security measures; and

WHEREAS, Hamilton Hebrew Academy, Adas Israel Synagogue and Temple Anshe Sholom is committing to meeting this increased operating expense on a go-forward basis but requires immediate gap funding to implement these measures without service reductions;

THEREFORE, BE IT RESOLVED:

- (a) That up to \$7,500 be allocated from the Ward 1 capital discretionary account (3302109100) to Hamilton Hebrew Academy on a one-time basis to acquire security infrastructure, effective immediately;
- (b) That up to \$7,500 be allocated from the Ward 1 capital discretionary account (3302109100) to Adas Israel Synagogue on a one-time basis for the installation security infrastructure, effective immediately;
- (c) That up to \$7,500 be allocated from the Ward 1 capital discretionary account (3302109100) to Anshe Sholom Temple on a one-time basis for the installation of security and infrastructure, effective immediately;
- (d) That any funds allocated and distributed be exempt and not be counted toward any formula that restricts regular funding from the City including the City Enrichment Fund for the years 2023 and 2024; and
- (e) That the Mayor and City Clerk be authorized and directed to execute any required agreement(s) and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.

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

YES - Ward 10 Councillor Jeff Beattie
YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
YES - 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
YES - Ward 6 Councillor Tom Jackson
YES - Ward 2 Councillor Cameron Kroetsch
YES - Ward 15 Councillor Ted McMeekin
YES - Ward 3 Councillor Nrinder Nann

YES - Ward 7 Councillor Esther Pauls
YES - Ward 14 Councillor Mike Spadafora
YES - Ward 11 Councillor Mark Tadeson
YES - Ward 13 Councillor Alex Wilson
YES - Ward 1 Councillor Maureen Wilson

7.10 Funding to Support Community Group with User Fee for the Flamborough Santa Claus Parade

(McMeekin/Spadafora)

WHEREAS, the Flamborough Santa Claus Parade is in need of funds due to user fees;

WHEREAS, user fees are charged by the City of Hamilton to offset costs outside normal service levels, to support events; and

WHEREAS, this group is seeking funding support rental of 40 garbage cans, which includes delivery and pick up as well as disposal of the garbage;

THEREFORE, BE IT RESOLVED:

- (a) That \$2,000.00, to support the costs associated with user fee, to be funded from the Ward 15 Non-Property Tax Revenue Account (3301609615), be approved; and
- (b) That the Mayor and City Clerk be authorized and directed to approve and execute all required agreements and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.

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

YES - Ward 10 Councillor Jeff Beattie
YES - Deputy Mayor - 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
YES - Mayor Andrea Horwath
YES - Ward 4 Councillor Tammy Hwang
YES - Ward 6 Councillor Tom Jackson
YES - Ward 2 Councillor Cameron Kroetsch
YES - Ward 15 Councillor Ted McMeekin
YES - Ward 3 Councillor Nrinder Nann
YES - Ward 7 Councillor Esther Pauls
YES - Ward 14 Councillor Mike Spadafora
YES - Ward 11 Councillor Mark Tadeson
YES - Ward 13 Councillor Alex Wilson
YES - Ward 1 Councillor Maureen Wilson

7.11 Format of the December 14, 2023 Public Update Meeting for the GFL Stoney Creek

(Beattie/Clark)

WHEREAS, odours from the GFL Stoney Creek Facility have been an ongoing concern to both the local Upper Stoney Creek Community, and broader Stoney Creek and Hamilton Community since the Spring of 2023;

WHEREAS, the Management of the Stoney Creek Facility committed to monthly public update sessions on October 18th, November 16th and December 14th 2023, via Zoom;

WHEREAS, Virtual/Zoom meetings are not universally accessible to all community members; and

WHEREAS, community members have repeatedly requested that an in-person Information Update Meeting be held, including during a recent delegation to Hamilton Council.

THEREFORE, BE IT RESOLVED:

That the Mayor and Council of the City of Hamilton formally request that the next Public Update Meeting for the GFL Stoney Creek Regional Facility, scheduled for December 14th 2023, be held in an in-person or hybrid format.

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

- YES - Ward 10 Councillor Jeff Beattie
- YES - Deputy Mayor - 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
- YES - Mayor Andrea Horwath
- YES - Ward 4 Councillor Tammy Hwang
- YES - Ward 6 Councillor Tom Jackson
- YES - Ward 2 Councillor Cameron Kroetsch
- YES - Ward 15 Councillor Ted McMeekin
- YES - Ward 3 Councillor Nrinder Nann
- YES - Ward 7 Councillor Esther Pauls
- YES - Ward 14 Councillor Mike Spadafora
- YES - Ward 11 Councillor Mark Tadeson
- YES - Ward 13 Councillor Alex Wilson
- YES - Ward 1 Councillor Maureen Wilson

NOTICES OF MOTION

Councillor Pauls introduced the following Notice of Motion:

8.1 Reconsideration of a decision that was approved at the July 14, 2023 Council meeting respecting Item 1 of the Public Works Committee Report 23-010, Hamilton Street Railway (HSR) Fare Policies (PW23024(a)) (City Wide)

That Item 1 of Public Works Committee Report 23-010, respecting Hamilton Street Railway (HSR) Fare Policies (PW23024(a)) (City Wide), which was approved by Council on July 14, 2023 and reads as follows, be reconsidered:

- 1. Hamilton Street Railway (HSR) Fare Policies (PW23024(a)) (City Wide) (Item 8.1)**
 - (a) That the General Manager, Public Works or designate, be directed to suspend the HSR Temporary Transit Fare Special program and the Ontario Works Affordable Transit Pass program, effective December 31st, 2023, to introduce a pilot for HSR Fare Assist program, for the period of January 1, 2024 to June 30, 2026, and;
 - (b) That the total cost over the life of the pilot program, estimated at \$3.28 million including 2 temporary full-time employees, be funded through any available provincial funding and/or the Provincial Gas Tax Reserve (reserve #112204), and;
 - (c) That Council approve the request to expand/extend the contract for Self-Service Benefits Portal, provided by Clark Marketing Communications Contract #C003020, to include HSR Fare Assist program as a benefit for tracking and reporting at a one-time cost of \$24,000 to be funded through the Provincial Gas Tax Reserve (reserve #112204) in 2023, and;
 - (d) That Council approve the transfer of \$248,680 allocated in the Ontario Works Division base levy for the Affordable Transit Pass to the Transit Division during the 2024 budget process, and;
 - (e) That staff report back no later than March 2025 to provide a status update of the Fare Assist Program, including ridership, costs, and effectiveness, and;
 - (f) That staff bring forward a final report to the 2026 budget process with recommendations regarding the status of the Fare Assist program.

8.2 Funding to Support Community Group with User Fee for the Flamborough Santa Claus Parade

(McMeekin/Spadafora)

That the Rules of Order be waived to allow for the introduction of a motion respecting Funding to Support Community Group with User Fee for the Flamborough Santa Claus Parade.

Result: Motion CARRIED by a 2/3rds vote of 16 to 0, as follows:

YES - Ward 10 Councillor Jeff Beattie
YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
YES - 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
YES - Ward 6 Councillor Tom Jackson
YES - Ward 2 Councillor Cameron Kroetsch
YES - Ward 15 Councillor Ted McMeekin
YES - Ward 3 Councillor Nrinder Nann
YES - Ward 7 Councillor Esther Pauls
YES - Ward 14 Councillor Mike Spadafora
YES - Ward 11 Councillor Mark Tadeson
YES - Ward 13 Councillor Alex Wilson
YES - Ward 1 Councillor Maureen Wilson

For further disposition of this matter, refer to Item 7.10.

8.3 Format of the December 14, 2023 Public Update Meeting for the GFL Stoney Creek

(Beattie/Clark)

That the Rules of Order be waived to allow for the introduction of a motion respecting the Format of the December 14, 2023 Public Update Meeting for the GFL Stoney Creek.

Result: Motion CARRIED by a 2/3rds vote of 15 to 0, as follows:

YES - Ward 10 Councillor Jeff Beattie
YES - Deputy Mayor - 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
YES - Mayor Andrea Horwath
YES - Ward 4 Councillor Tammy Hwang
YES - Ward 6 Councillor Tom Jackson
YES - Ward 2 Councillor Cameron Kroetsch
YES - Ward 15 Councillor Ted McMeekin
YES - Ward 3 Councillor Nrinder Nann

YES - Ward 7 Councillor Esther Pauls
YES - Ward 14 Councillor Mike Spadafora
YES - Ward 11 Councillor Mark Tadeson
YES - Ward 13 Councillor Alex Wilson
YES - Ward 1 Councillor Maureen Wilson

For further disposition of this matter, refer to Item 7.11.

STATEMENTS BY MEMBERS

Members of Council used this opportunity to discuss matters of general interest.

COUNCIL COMMUNICATION UPDATES

(Cassar/Tadeson)

That the listing of Council Communication Updates from November 3, 2023 to November 16, 2023, be received.

Result: Motion on the Council Communication Updates from November 3, 2023 to November 16, 2023 CARRIED by a vote of 15 to 0, as follows:

YES - Ward 10 Councillor Jeff Beattie
YES - Deputy Mayor - 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
YES - Mayor Andrea Horwath
YES - Ward 4 Councillor Tammy Hwang
YES - Ward 6 Councillor Tom Jackson
YES - Ward 2 Councillor Cameron Kroetsch
YES - Ward 15 Councillor Ted McMeekin
YES - Ward 3 Councillor Nrinder Nann
YES - Ward 7 Councillor Esther Pauls
YES - Ward 14 Councillor Mike Spadafora
YES - Ward 11 Councillor Mark Tadeson
YES - Ward 13 Councillor Alex Wilson
YES - Ward 1 Councillor Maureen Wilson

PRIVATE AND CONFIDENTIAL

Council determined that discussion of Item 11.1 was not required in Closed Session; therefore, the matters were addressed in Open Session, as follows:

11.1 Closed Session Minutes – November 8, 2023

(Spadafora/Tadeson)

That the Closed Session Minutes dated November 8, 2023 be approved, as presented, and remain confidential.

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

YES - Ward 10 Councillor Jeff Beattie
YES - Deputy Mayor - 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
YES - Mayor Andrea Horwath
YES - Ward 4 Councillor Tammy Hwang
YES - Ward 6 Councillor Tom Jackson
YES - Ward 2 Councillor Cameron Kroetsch
YES - Ward 15 Councillor Ted McMeekin
YES - Ward 3 Councillor Nrinder Nann
YES - Ward 7 Councillor Esther Pauls
YES - Ward 14 Councillor Mike Spadafora
YES - Ward 11 Councillor Mark Tadeson
YES - Ward 13 Councillor Alex Wilson
YES - Ward 1 Councillor Maureen Wilson

(Cassar/Hwang)

That Council move into Closed Session to discuss Items 11.2 respecting Red Hill Valley Parkway Inquiry Update pursuant to Section 9.3, Sub-sections (e), (f), (i) and (k) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-sections (e), (f), (i) and (k) of the *Ontario Municipal Act*, 2001, as amended, as the subject matter pertains to litigation or potential litigation, including matters before administrative tribunals, affecting the City or a local board; the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose; a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality 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 position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

Result: Motion CARRIED by a vote of 14 to 1, as follows:

YES - Ward 10 Councillor Jeff Beattie
YES - Deputy Mayor - 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
YES - Mayor Andrea Horwath
YES - Ward 4 Councillor Tammy Hwang
YES - Ward 6 Councillor Tom Jackson
YES - Ward 2 Councillor Cameron Kroetsch
NO - Ward 15 Councillor Ted McMeekin
YES - Ward 3 Councillor Nrinder Nann
YES - Ward 7 Councillor Esther Pauls
YES - Ward 14 Councillor Mike Spadafora
YES - Ward 11 Councillor Mark Tadeson

YES - Ward 13 Councillor Alex Wilson
 YES - Ward 1 Councillor Maureen Wilson

11.2 Red Hill Valley Parkway Inquiry Update

(Tadeson/Hwang)

- (a) That the direction to staff in Closed Session respecting the Red Hill Valley Parkway Inquiry Update, be approved; and
- (b) That the memorandum and presentation respecting the Red Hill Valley Parkway Inquiry Update, be received and remain confidential; and

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

YES - Ward 10 Councillor Jeff Beattie
 YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
 YES - 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
 YES - Ward 6 Councillor Tom Jackson
 NOT PRESENT - Ward 2 Councillor Cameron Kroetsch
 NOT PRESENT - Ward 15 Councillor Ted McMeekin
 NOT PRESENT - Ward 3 Councillor Nrinder Nann
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 14 Councillor Mike Spadafora
 YES - Ward 11 Councillor Mark Tadeson
 YES - Ward 13 Councillor Alex Wilson
 YES - Ward 1 Councillor Maureen Wilson

BY-LAWS AND CONFIRMING BY-LAW

(Cassar/Tadeson)

That Bills No. 23-215 to No. 23-223; No. 23-224, **As Amended**; No. 23-225, **As Amended**; No. 23-226 to No. 23-229; No. 23-230, **As Amended** and No. 23-231, be passed, and that the Corporate Seal be affixed thereto, and that the By-laws, be numbered, be signed by the Mayor and the City Clerk to read as follows:

- 215 A By-law to Establish a Vacant Unit Tax
 Ward: City Wide
- 216 To Permanently Close and Sell a Portion of Kerr Street, Dundas, being Part of Kerr Street on Registered Plan D-16, in the City of Hamilton, Designated as Parts 1 and 2 on Plan 62R-6431, being Part of PIN 17481-0094(LT)
 Ward: 13
- 217 A By-law to Authorize the Undertaking of Climate Change Mitigation and Adaptation Works on Private Residential Property as Local Improvements Under the Better Homes Hamilton Program
 Ward: City Wide

- 218 To Adopt Official Plan Amendment No. 195 to the Urban Hamilton Official Plan Respecting 2080 Rymal Road (Glanbrook)
Ward: 11
- 219 To Amend Zoning By-law No. 05-200 with Respect to Lands Located at 2080 Rymal Road East, Glanbrook
ZAC-20-015
UHOPA-20-011
Ward: 11
- 220 To Amend Zoning By-law No. 464 (Glanbrook) Respecting Lands Located at 2080 Rymal Road East
ZAC-20-015
UHOPA-20-011
Ward: 11
- 221 To Amend Zoning By-law No. 464 (Glanbrook) Respecting Lands Located at 2800 Library Lane and 2641 Regional Road 56 (Glanbrook)
ZAC-23-022
Ward: 11
- 222 To Adopt Official Plan Amendment No. 196 to the Urban Hamilton Official Plan Respecting 3169 Fletcher Road (Glanbrook)
Ward: 11
- 223 To Amend Zoning By-law No. 464 (Glanbrook) Respecting Lands Located at 3169 Fletcher Road
ZAC-21-001
UHOPA-21-001
Ward: 11
- 224 To Adopt Official Plan Amendment No. 193 to the Urban Hamilton Official Plan Respecting 1225 Old Golf Links Road (Ancaster), **As Amended**
Ward: 12
- 225 To Amend Zoning By-law No. 05-200, Respecting Lands Located at 1225 Old Golf Links Road, Ancaster, **As Amended**
ZAC-23-041
UHOPA-23-017
Ward: 12
- 226 To Authorize the Temporary Borrowing of Monies to Meet Current Expenditures Pending Receipt of Current Revenues for 2024
Ward: City Wide
- 227 To Authorize an Interim Tax Levy for 2024
Ward: City Wide
- 228 To Amend By-law No. 01-218, as amended, Being a By-law to Regulate On-Street Parking
Schedule 8 (No Parking Zones)
Schedule 12 (Permit Parking Zones)

Schedule 13 (No Stopping Zones)
Ward: 1, 3, 4, 10, 11

- 229 To Adopt Official Plan Amendment No. 251 to the City of Hamilton Official Plan, Respecting 65 Guise Street East (Pier 8, Block 16) (Hamilton)
Ward: 2
- 230 To Amend Zoning By-law No. 05-200 Respecting Lands Located at 130 Haida Avenue (formerly 65 Guise Street East), Hamilton, **As Amended**
ZAC-22-003
UHOPA-22-0001
Ward: 2
- 231 To Confirm the Proceedings of City Council

Upon Council’s request, Bill 215 was voted on separately, as follows:

- 215 A By-law to Establish a Vacant Unit Tax
Ward: City Wide

Result: Motion on Bill 215 DEFEATED by a vote of 6 to 6, as follows:

- NO - Ward 10 Councillor Jeff Beattie
- YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
- NO - Ward 9 Councillor Brad Clark
- YES - Ward 8 Councillor John-Paul Danko
- NO - Ward 5 Councillor Matt Francis
- CONFLICT - Mayor Andrea Horwath
- YES - Ward 4 Councillor Tammy Hwang
- NO - Ward 6 Councillor Tom Jackson
- NOT PRESENT - Ward 2 Councillor Cameron Kroetsch
- NOT PRESENT - Ward 15 Councillor Ted McMeekin
- NOT PRESENT - Ward 3 Councillor Nrinder Nann
- NO - Ward 7 Councillor Esther Pauls
- NO - Ward 14 Councillor Mike Spadafora
- YES - Ward 11 Councillor Mark Tadeson
- YES - Ward 13 Councillor Alex Wilson
- YES - Ward 1 Councillor Maureen Wilson

Due to the above result, the Clerk advised Council of Section 3.12(4) of the Procedure By-law 21-021, As Amended, ‘No Bill or By-law may be defeated on the floor of Council without reconsideration of the original motion which gave rise to the consideration of the Bill or By-law’, therefore, the notice required for a motion for reconsideration of an item previously decided by Council, has been provided so that a member of Council could introduce a Motion for reconsideration at the December 13, 2023 Council meeting.

Due to the result of the vote on Bill 215, the remaining Bills were renumbered as follows:

- 215 To Permanently Close and Sell a Portion of Kerr Street, Dundas, being Part of Kerr Street on Registered Plan D-16, in the City of Hamilton, Designated as Parts 1 and 2 on Plan 62R-6431, being Part of PIN 17481-0094(LT)
Ward: 13

- 216 A By-law to Authorize the Undertaking of Climate Change Mitigation and Adaptation Works on Private Residential Property as Local Improvements Under the Better Homes Hamilton Program
Ward: City Wide
- 217 To Adopt Official Plan Amendment No. 195 to the Urban Hamilton Official Plan Respecting 2080 Rymal Road (Glanbrook)
Ward: 11
- 218 To Amend Zoning By-law No. 05-200 with Respect to Lands Located at 2080 Rymal Road East, Glanbrook
ZAC-20-015
UHOPA-20-011
Ward: 11
- 219 To Amend Zoning By-law No. 464 (Glanbrook) Respecting Lands Located at 2080 Rymal Road East
ZAC-20-015
UHOPA-20-011
Ward: 11
- 220 To Amend Zoning By-law No. 464 (Glanbrook) Respecting Lands Located at 2800 Library Lane and 2641 Regional Road 56 (Glanbrook)
ZAC-23-022
Ward: 11
- 221 To Adopt Official Plan Amendment No. 196 to the Urban Hamilton Official Plan Respecting 3169 Fletcher Road (Glanbrook)
Ward: 11
- 222 To Amend Zoning By-law No. 464 (Glanbrook) Respecting Lands Located at 3169 Fletcher Road
ZAC-21-001
UHOPA-21-001
Ward: 11
- 223 To Adopt Official Plan Amendment No. 193 to the Urban Hamilton Official Plan Respecting 1225 Old Golf Links Road (Ancaster), **As Amended**
Ward: 12
- 224 To Amend Zoning By-law No. 05-200, Respecting Lands Located at 1225 Old Golf Links Road, Ancaster, **As Amended**
ZAC-23-041
UHOPA-23-017
Ward: 12
- 225 To Authorize the Temporary Borrowing of Monies to Meet Current Expenditures Pending Receipt of Current Revenues for 2024
Ward: City Wide
- 226 To Authorize an Interim Tax Levy for 2024
Ward: City Wide

- 227 To Amend By-law No. 01-218, as amended, Being a By-law to Regulate On-Street Parking
Schedule 8 (No Parking Zones)
Schedule 12 (Permit Parking Zones)
Schedule 13 (No Stopping Zones)
Ward: 1, 3, 4, 10, 11

- 228 To Adopt Official Plan Amendment No. 251 to the City of Hamilton Official Plan, Respecting 65 Guise Street East (Pier 8, Block 16) (Hamilton)
Ward: 2

- 229 To Amend Zoning By-law No. 05-200 Respecting Lands Located at 130 Haida Avenue (formerly 65 Guise Street East), Hamilton, **As Amended**
ZAC-22-003
UHOPA-22-0001
Ward: 2

- 230 To Confirm the Proceedings of City Council

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

- YES - Ward 10 Councillor Jeff Beattie
- YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
- YES - 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
- YES - Ward 6 Councillor Tom Jackson
- NOT PRESENT - Ward 2 Councillor Cameron Kroetsch
- NOT PRESENT - Ward 15 Councillor Ted McMeekin
- NOT PRESENT - Ward 3 Councillor Nrinder Nann
- YES - Ward 7 Councillor Esther Pauls
- YES - Ward 14 Councillor Mike Spadafora
- YES - Ward 11 Councillor Mark Tadeson
- YES - Ward 13 Councillor Alex Wilson
- YES - Ward 1 Councillor Maureen Wilson

(Spadafora/Tadeson)

That, there being no further business, City Council be adjourned at 3:35 p.m.

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

- YES - Ward 10 Councillor Jeff Beattie
- YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
- YES - 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

YES - Ward 6 Councillor Tom Jackson
NOT PRESENT - Ward 2 Councillor Cameron Kroetsch
NOT PRESENT - Ward 15 Councillor Ted McMeekin
NOT PRESENT - 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
YES - Ward 1 Councillor Maureen Wilson

Respectfully submitted,

Mayor Andrea Horwath

Janet Pilon
Acting City Clerk



SPECIAL CITY COUNCIL MINUTES 23-022

2:15 p.m.

November 27, 2023

Council Chambers

Hamilton City Hall, 71 Main Street West

Present: Mayor A. Horwath (Chair), Deputy Mayor C. Cassar
Councillors J. Beattie; 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

Absent Councillor B. Clark – Personal

With Regrets:

Mayor Horwath called the meeting to order and recognized that Council is meeting on the traditional territories of the Erie, Neutral, HuronWendat, Haudenosaunee and Mississaugas. This land is covered by the Dish with One Spoon Wampum Belt Covenant, which was an agreement between the Haudenosaunee and Anishinaabek to share and care for the resources around the Great Lakes. It was further acknowledged that this land is covered by the Between the Lakes Purchase, 1792, between the Crown and the Mississaugas of the Credit First Nation. The City of Hamilton is home to many Indigenous people from across Turtle Island (North America) and it was recognized that we must do more to learn about the rich history of this land so that we can better understand our roles as residents, neighbours, partners and caretakers.

APPROVAL OF THE AGENDA

The Clerk advised of the following change to the agenda, however, as this is a Special Council meeting, a 2/3's majority vote is required to add Item 3.1 which is time sensitive:

3. NOTICES OF MOTION

- 3.1 Amendment to Item 7.11 of the October 25, 2023 Council minutes respecting the Emergency Grant for the Emergency Food Strategic Planning Committee

(Jackson/Hwang)

- (a) That Item 3.1, a Notice of Motion respecting an Amendment to Item 7.11 of the October 25, 2023 Council minutes respecting the Emergency Grant for the Emergency Food Strategic Planning Committee, be added to the November 27, 2023, Special Council Agenda; and

(b) That the remaining items be renumbered accordingly.

Result: Motion CARRIED by a 2/3rds vote of 14 to 0, as follows:

YES - Ward 10 Councillor Jeff Beattie
YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
ABSENT - 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
YES - Ward 6 Councillor Tom Jackson
YES - Ward 2 Councillor Cameron Kroetsch
ABSENT - Ward 15 Councillor Ted McMeekin
YES - Ward 3 Councillor Nrinder Nann
YES - Ward 7 Councillor Esther Pauls
YES - Ward 14 Councillor Mike Spadafora
YES - Ward 11 Councillor Mark Tadeson
YES - Ward 13 Councillor Alex Wilson
YES - Ward 1 Councillor Maureen Wilson

(Hwang/Tadeson)

That the agenda for the November 27, 2023 Special meeting of Council be approved, as amended.

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

YES - Ward 10 Councillor Jeff Beattie
YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
ABSENT - 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
YES - Ward 6 Councillor Tom Jackson
YES - Ward 2 Councillor Cameron Kroetsch
ABSENT - Ward 15 Councillor Ted McMeekin
YES - Ward 3 Councillor Nrinder Nann
YES - Ward 7 Councillor Esther Pauls
YES - Ward 14 Councillor Mike Spadafora
YES - Ward 11 Councillor Mark Tadeson
YES - Ward 13 Councillor Alex Wilson
YES - Ward 1 Councillor Maureen Wilson

DECLARATIONS OF INTEREST

There were no declarations of interest.

NOTICES OF MOTION

3.1 Amendment to Item 7.11 of the October 25, 2023 Council minutes respecting the Emergency Grant for the Emergency Food Strategic Planning Committee**(i) (Jackson/Hwang)**

That the Rules of Order be waived to allow for the introduction of a motion respecting an Amendment to Item 7.11 of the October 25, 2023 Council minutes respecting the Emergency Grant for the Emergency Food Strategic Planning Committee.

Result: Motion CARRIED by a 2/3rds vote of 14 to 0, as follows:

YES - Ward 10 Councillor Jeff Beattie
YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
ABSENT - 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
YES - Ward 6 Councillor Tom Jackson
YES - Ward 2 Councillor Cameron Kroetsch
ABSENT - Ward 15 Councillor Ted McMeekin
YES - Ward 3 Councillor Nrinder Nann
YES - Ward 7 Councillor Esther Pauls
YES - Ward 14 Councillor Mike Spadafora
YES - Ward 11 Councillor Mark Tadeson
YES - Ward 13 Councillor Alex Wilson
YES - Ward 1 Councillor Maureen Wilson

(ii) (Jackson/Hwang)

WHEREAS, the name of the Grant recipient for Emergency Grant for the Emergency Food Strategic Planning Committee needs to be corrected to "Greater Hamilton Food Share" in order to process the approved funding as soon as possible.

THEREFORE, BE IT RESOLVED:

That Item 7.11 (a) of the minutes of the October 25, 2023 Council meeting be **amended** as follows:

- (a) That an emergency grant in the amount of \$ 625k to the **Greater Hamilton Food Share** (Emergency Food Strategic Planning Committee) be funded from the Tax Stabilization Reserve, 110046, be approved; and
- (b) That the General Manager of Healthy and Safe Communities be authorized to enter into and execute any required agreement(s) and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.

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

YES - Ward 10 Councillor Jeff Beattie
YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
ABSENT - 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
YES - Ward 6 Councillor Tom Jackson
YES - Ward 2 Councillor Cameron Kroetsch
ABSENT - Ward 15 Councillor Ted McMeekin
YES - Ward 3 Councillor Nrinder Nann
YES - Ward 7 Councillor Esther Pauls
YES - Ward 14 Councillor Mike Spadafora
YES - Ward 11 Councillor Mark Tadeson
YES - Ward 13 Councillor Alex Wilson
YES - Ward 1 Councillor Maureen Wilson

PRIVATE AND CONFIDENTIAL

(Hwang/Tadeson)

That Council move into Closed Session to discuss Items 4.1 respecting Amalgamated Transit Union Local 107 Ratification of Collective Agreement (HUR23018) (City Wide) pursuant to Section 9.3, Sub-sections (d) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-sections (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:

YES - Ward 10 Councillor Jeff Beattie
YES - Deputy Mayor - 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
YES - 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
YES - Ward 7 Councillor Esther Pauls
YES - Ward 14 Councillor Mike Spadafora
YES - Ward 11 Councillor Mark Tadeson
YES - Ward 13 Councillor Alex Wilson
YES - Ward 1 Councillor Maureen Wilson

4.1 Amalgamated Transit Union Local 107 Ratification of Collective Agreement (HUR23018) (City Wide)

(Nann/A. Wilson)

- (a) That the tentative agreement reached on November 16, 2023 between the City of Hamilton and the Amalgamated Transit Union Local 107 representing approximately 880 employees, be ratified by Council; and
- (b) That Report HUR23018 respecting Amalgamated Transit Union Local 107 Ratification of Collective Agreement remain confidential.

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

YES - Ward 10 Councillor Jeff Beattie
 YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
 ABSENT - 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
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 2 Councillor Cameron Kroetsch
 YES - Ward 15 Councillor Ted McMeekin
 YES - Ward 3 Councillor Nrinder Nann
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 14 Councillor Mike Spadafora
 YES - Ward 11 Councillor Mark Tadeson
 YES - Ward 13 Councillor Alex Wilson
 YES - Ward 1 Councillor Maureen Wilson

CONFIRMING BY-LAW

(Cassar/Tadeson)

That Bill No. 23-232, be passed and that the Corporate Seal be affixed thereto, and that the By-law, be numbered, be signed by the Mayor and the City Clerk to read as follows:

232 To Confirm the Proceedings of City Council

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

YES - Ward 10 Councillor Jeff Beattie
 YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
 ABSENT - 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
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 2 Councillor Cameron Kroetsch
 YES - Ward 15 Councillor Ted McMeekin

YES - Ward 3 Councillor Nrinder Nann
YES - Ward 7 Councillor Esther Pauls
YES - Ward 14 Councillor Mike Spadafora
YES - Ward 11 Councillor Mark Tadeson
YES - Ward 13 Councillor Alex Wilson
YES - Ward 1 Councillor Maureen Wilson

(Tadeson/Pauls)

That, there being no further business, City Council be adjourned at 3:14 p.m.

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

YES - Ward 10 Councillor Jeff Beattie
YES - Deputy Mayor - Ward 12 Councillor Craig Cassar
ABSENT - 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
YES - Ward 6 Councillor Tom Jackson
YES - Ward 2 Councillor Cameron Kroetsch
YES - Ward 15 Councillor Ted McMeekin
YES - Ward 3 Councillor Nrinder Nann
YES - Ward 7 Councillor Esther Pauls
YES - Ward 14 Councillor Mike Spadafora
YES - Ward 11 Councillor Mark Tadeson
YES - Ward 13 Councillor Alex Wilson
YES - Ward 1 Councillor Maureen Wilson

Respectfully submitted,

Mayor Andrea Horwath

Janet Pilon
Acting City Clerk



SPECIAL CITY COUNCIL MINUTES 23-023

10:20 a.m.

December 4, 2023

Council Chambers

Hamilton City Hall, 71 Main Street West

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

**Absent
with Regrets:** Councillors J. Beattie and T. Jackson - Personal

Mayor Horwath called the meeting to order and recognized that Council is meeting on the traditional territories of the Erie, Neutral, HuronWendat, Haudenosaunee and Mississaugas. This land is covered by the Dish with One Spoon Wampum Belt Covenant, which was an agreement between the Haudenosaunee and Anishinaabek to share and care for the resources around the Great Lakes. It was further acknowledged that this land is covered by the Between the Lakes Purchase, 1792, between the Crown and the Mississaugas of the Credit First Nation. The City of Hamilton is home to many Indigenous people from across Turtle Island (North America) and it was recognized that we must do more to learn about the rich history of this land so that we can better understand our roles as residents, neighbours, partners and caretakers.

APPROVAL OF THE AGENDA

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

(Tadeson/Hwang)

That the agenda for the December 4, 2023 Special meeting of Council be approved, as presented.

Result: Motion CARRIED by a vote of 14 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
 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
 YES - Ward 15 Councillor Ted McMeekin
 YES - Ward 3 Councillor Nrinder Nann
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 14 Councillor Mike Spadafora
 YES - Ward 11 Councillor Mark Tadeson
 YES - Deputy Mayor - Ward 13 Councillor Alex Wilson
 YES - Ward 1 Councillor Maureen Wilson

DECLARATIONS OF INTEREST

There were no declarations of interest.

PRIVATE AND CONFIDENTIAL

(McMeekin/Nann)

That Council move into Closed Session to discuss Items 3.1 respecting City Manager Appointment (HUR23019) (City Wide) (City Wide) pursuant to Section 9.3, Sub-sections (b) and (d) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-sections (b) and (d) of the *Ontario Municipal Act*, 2001, as amended, as the subject matter pertains to (b) personal matters about an identifiable individual, including City or local board employees and labour relations or employee negotiations.

Result: Motion CARRIED by a vote of 14 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
 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
 YES - Ward 15 Councillor Ted McMeekin
 YES - Ward 3 Councillor Nrinder Nann
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 14 Councillor Mike Spadafora
 YES - Ward 11 Councillor Mark Tadeson
 YES - Deputy Mayor - Ward 13 Councillor Alex Wilson
 YES - Ward 1 Councillor Maureen Wilson

3.1 City Manager Appointment (HUR23019) (City Wide)

(i) (Kroetsch/Spadafora)

That Report HUR23019 Respecting the City Manager Appointment be received and remain confidential.

Result: Motion CARRIED by a vote of 13 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
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
YES - 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 - Deputy Mayor - Ward 13 Councillor Alex Wilson
YES - Ward 1 Councillor Maureen Wilson

(ii) Announcement

Mayor Horwath announced that Marnie Cluckie has been appointed the City of Hamilton's City Manager starting with the City on January 15, 2024.

CONFIRMING BY-LAW

(A. Wilson/Tadeson)

That Bill No. 23-233, be passed and that the Corporate Seal be affixed thereto, and that the By-law, be numbered, be signed by the Mayor and the City Clerk to read as follows:

233 To Confirm the Proceedings of City Council

Result: Motion CARRIED by a vote of 13 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
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
YES - 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 - Deputy Mayor - Ward 13 Councillor Alex Wilson
YES - Ward 1 Councillor Maureen Wilson

(Tadeson/Francis)

That, there being no further business, City Council be adjourned at 11:14 a.m.

Result: Motion CARRIED by a vote of 13 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
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
YES - 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 - Deputy Mayor - Ward 13 Councillor Alex Wilson
YES - Ward 1 Councillor Maureen Wilson

Respectfully submitted,

Mayor Andrea Horwath

Janet Pilon
Acting City Clerk



**BONFIELD TOWNSHIP
OFFICE OF THE DEPUTY CLERK**

365 HIGHWAY 531

BONFIELD ON P0H 1E0

Telephone: 705-776-2641 Fax: 705-776-1154

Website: <http://www.bonfieldtownship.com>

Email: deputyclerk@bonfieldtownship.com

RESOLUTION OF COUNCIL

November 14th, 2023

No. 17

Moved by Councillor Clark

Seconded by Councillor Featherstone

BE IT RESOLVED THAT Council for the Township of Bonfield supports the Municipality of Bluewater in urging Minister Thompson to address the issues of childcare availability in our province and to improve childcare availability; AND THAT a copy of this resolution be sent to the Honourable Doug Ford, Premier of Ontario, Honourable Michael Parsa, Minister of Children, Community and Social Services, the local Member of Provincial Parliament, MPP Vic Fedeli and all Ontario Municipalities.

Carried Jason Corbett

DIVISION VOTE

FOR	
Donna Clark	_____
Jason Corbett	_____
Steve Featherstone	_____
Dan MacInnis	_____
Narry Paquette	_____

AGAINST	

Declaration of Pecuniary Interest/Conflict of Interest

Declared interest, abstained from discussion, and did not vote on the question.

CERTIFIED to be a true copy of Resolution No. 17 of the Township of Bonfield's Regular Council Meeting of November 14th, 2023, and which Resolution is in full force and effect.

Andrée Gagné
Deputy Clerk-Treasurer

November 17, 2023

Please be advised that during the regular Council meeting of November 14, 2023 the following motion regarding support for the Province to stop the Ministry of the Environment, Conservation and Parks (MECP) proposal to expand the use of the permit-by-rule to waste management systems, storm water management systems, and certain water taking activities was carried:

RESOLUTION NO. 2023-569

DATE: November 14, 2023

MOVED BY: Councillor Maynard

SECONDED BY: Councillor Roberts

WHEREAS the Municipality, in support of the Quinte Conservation Authority, actively supports the Source Water Protection Program, as part of local efforts to implement the Clean Water Act, 2006 and its regulations to protect local municipal drinking water sources;

AND WHEREAS the Ministry of the Environment, Conservation and Parks (MECP) is proposing to expand the use of the permit-by-rule to waste management systems, stormwater management systems, and certain water taking activities;

AND WHEREAS In 2018, Bill 68, the Open for Business Act was passed, whereby it legislated that less complex activities that pose low-risk to the environment should not be required to go through the approval process and instead, should self-register on the Environmental Activity and Sector Registry (EASR);

AND WHEREAS Quinte Conservation Authority has outlined in their October 24, 2023 report to their Board, that the activities proposed to move to the EASR may pose too much risk to drinking water, and can pose threats to human health and the environment;

AND WHEREAS Quinte Conservation Authority noted the source water protection concern generally lies in the fact the Ministry will no longer undertake an up-front detailed review of applications related to the specified activities, thereby potentially weakening regulatory oversight;

AND WHEREAS the specified activities, which have the potential to cause significant adverse impacts to the natural environment and human health will no

longer be subject to public and site-specific scrutiny prior to commencing operation in Ontario;

THEREFORE BE IT RESOLVED THAT the Council of the Corporation of Prince Edward County supports the concerns outlined by Quinte Conservation Authority and urges the Provincial government to stop the Ministry of the Environment, Conservation and Parks (MECP) proposal to expand the use of the permit-by-rule to waste management systems, stormwater management systems, and certain water taking activities; and

THAT this resolution be sent to Premier Doug Ford, Todd Smith, Bay of Quinte M.P.P. and Andrea Khanjin, Minister of the Environment, Conservation and Parks; and

THAT this resolution be shared with all 444 municipalities in Ontario, The Federation of Canadian Municipalities (FCM), The Association of Municipalities Ontario (AMO), The Eastern Ontario Wardens' Caucus (EOWC) and all Ontario Conservation Authorities.

CARRIED

Yours truly,



Catalina Blumenberg, **CLERK**

cc: Mayor Steve Ferguson, Councillor Roberts, Councillor Maynard and Marcia Wallace, CAO





Hon. Ted Arnott, MPP
 181 St. Andrew St. East
 2nd Floor, Fergus
 ON N1M 1P9
 VIA EMAIL:
ted.arnottco@pc.ola.org

Hon. Matthew Rae, MPP
 55 Lorne Ave. E
 Stratford,
 ON N5A 6S4
 VIA EMAIL:
Matthew.Rae@pc.ola.org

Township of Puslinch
 7404 Wellington Road 34
 Puslinch, ON N0B 2J0
www.puslinch.ca

May 29, 2023

Hon. Ted Arnott and Hon. Matthew Rae,

The Township of Puslinch Council reviewed in depth, the Office of the Auditor General of Ontario Report titled “Value for Money Audit - Highway Planning and Management” and respectfully request that the government and Ministry of Transportation return to an evidence-based infrastructure funding decision making model for major highway projects.

The Township of Puslinch Council encourages serious consideration for the construction of the Morriston Bypass which has a ranking of “high” priority on the Expansion Prioritization Framework (EPF). The Morriston Bypass has an EPF Score of 650, while 7 of the government priority projects have an average score of 468.

Importance of the Morriston Bypass to Transportation Planning in the Southwest and Greater Golden Horseshoe:

In the mid-1990s the Province of Ontario started to study the feasibility of expanding the Highway 6 corridor, including a Bypass around the community of Morriston in the Township of Puslinch. Since this time, the economic impact of this busy route to the cities of southern Ontario and the growing Port of Huron has ballooned. Over 50% of the soybeans and 70% of the wheat grown in Ontario is shipped via truck over the Highway 6 corridor to the Port of Huron for export to over 50 countries globally. Nearly 50% of the fertilizer utilized by Ontario farmers is offloaded at the Port of Huron and trucked to farmers throughout southwestern Ontario. Agricultural commodities account for nearly 30% of the total volume of shipments within the Port of Huron on an annual basis and are the fastest growing segment of the Port. The Port and associated trucking corridors are anticipated to become increasingly busy in the future. Not only is the Port itself planning for growth, the anticipated population growth in the



southwest and Greater Golden Horseshoe will inevitably increase traffic volume and the mixing large trucks and cars on the Highway 6 corridor.

The pressure on the area serviced by the anticipated Morriston Bypass will exponentially grow. Any delays due to safety or congestion have an enormous impact on business operations, profitability and public safety. This concern was anticipated in the Ministry's development of Transportation Plans throughout the province. In fact, the draft 2020 Southwestern Ontario Transportation Plan specifically references the Highway 6 corridor and the need to construct a bypass around the community of Morriston. Likewise, in the 2022 Transportation Plan for the Greater Golden Horseshoe the Morriston Bypass project is mentioned as a means to achieving the "2051 Vision" which includes fighting gridlock and improving road performance and efficiently moving goods.

Providing a safe and reliable transportation system that connects people and products and large centres with small rural communities is one of the keys to supporting growth in the southwest. As Minister Mulroney stated in the legislature on March 9, 2022, "The Morriston Bypass will make it easier for drivers to travel between Hamilton and Guelph. It will also reduce gridlock on local roads, especially in the communities of Morriston and Aberfoyle. Without strong action now, gridlock on Highway 6 will only get worse..."

Deferral of Morriston Bypass and the Auditor General's Report:

Understanding that there are competing demands for provincial funding of major highway expansion projects, the southwest has been waiting many years for the construction of the Morriston Bypass. The Township was, therefore, concerned with findings in the recent Auditor General's "Value-for-Money Audit – Highway Planning & Management Report", where the Township learned that the Morriston Bypass project received approval from the Treasury Board, only to be deferred (in 2019).

The Auditor's report states that the Ministry, at the direction of the Minister's Office, requested that the Treasury Board approve the addition of four (4) highway projects to the 2019 Infrastructure Plan. These projects were not recommended by technical and engineering staff and were not ranked "high" on the Ministry's Expansion Prioritization Framework (EPF) and priority ranking. Additionally, the 2021/22 Ministry's Infrastructure Plan included yet another three (3) not previously ranked government priority projects in addition to the Highway 413 GTA West project. To accommodate these eight (8) new projects in the budget, the Ministry



proposed deferring six (6) projects approved for construction and seven (7) projects approved for planning & design work.

According to the Auditor General's analysis, "unless the Board provides additional funding, the Ministry will not have sufficient funding to accommodate" the government priority projects plus those previously ranked and recommended by subject matter experts.

In a November 2022 interview with the Canadian Press, a spokesperson for Minister Mulroneu stated, "that while some projects may have been "deferred," they were all subsequently approved for completion, except a few that "remain on the table for completion in the future." The Auditor's report indicates that while some of the deferred projects have since received partial funding as part of the 10-Year Infrastructure Plan (including the Morriston Bypass - Planning/Design work), we understand that moving to the construction phase remains unfunded.

Conclusion:

The Township of Puslinch Council respectfully request that the government and Ministry of Transportation return to an evidence-based infrastructure funding decision making model for major highway projects. We encourage serious consideration for the construction of the Morriston Bypass and that all other deferred highway projects listed in the Auditor General's report proceed as initially planned

Yours very truly,

James Seeley
Mayor of Puslinch
Wellington County Councillor
Chair of Wellington County Planning Committee
Chair of Top Aggregate Producing Municipalities of Ontario
Wellington County Administration Finance and Human Resource committee member
Accessibility Advisory Committee member



Enclosures:

Office of the Auditor General of Ontario - Value for Money Audit: Highway Planning and Management, dated November 2022

CC:

Hon. Lisa Thompson, Minister of Agriculture minister.omafra@ontario.ca

Hon. Caroline Mulroney, Minister of Transportation Caroline.Mulroney@pc.ola.org

Office of the Auditor General of Ontario comments@auditor.on.ca

Mayor Cam Guthrie, City of Guelph mayor@guelph.ca

City of Guelph Clerks Office clerks@guelph.ca

Warden Andy Lenox, County of Wellington andyl@wellington.ca

Jennifer Adams, County of Wellington Clerk jennifera@wellington.ca

Mayor Andrea Horwath, City of Hamilton mayor@hamilton.ca

City of Hamilton Clerks Office clerk@hamilton.ca

Regional Chair Karen Redman, Region of Waterloo KRedman@regionofwaterloo.ca

Region of Waterloo Clerks Office regionalclerk@regionofwaterloo.ca

All Members of Provincial Parliament:

Deepak.anandco@pc.ola.org

JAndrew-QP@ndp.on.ca

TArmstrong-QP@ndp.on.ca

ted.arnott@pc.ola.org

Aris.Babikian@pc.ola.org

Bob.Bailey@pc.ola.org

Patrice.Barnes@pc.ola.org

DBegum-QP@ndp.on.ca

JBell-QP@ndp.on.ca

Peter.Bethlenfalvy@pc.ola.org

Vic.Fedeli@pc.ola.org

CFife-QP@ndp.on.ca

Rob.Flack@pc.ola.org

doug.fordco@pc.ola.org

Michael.Ford@pc.ola.org

jfraser.mpp.co@liberal.ola.org

sblais.mpp.co@liberal.ola.org

will.bouma@pc.ola.org

GBourgouin-QP@ndp.on.ca

sbowman.mpp.co@liberal.ola.org

BABrady-CO@ola.org

Ric.Bresee@pc.ola.org

JBurch-QP@ndp.on.ca

Rick.Byers@pc.ola.org

Paul.Calandra@pc.ola.org

Raymond.Cho@pc.ola.org

Goldie.Ghamari@pc.ola.org

Parm.Gill@pc.ola.org

CGlover-CO@ndp.on.ca

LGretzky-QP@ndp.on.ca

Hardeep.Grewal@pc.ola.org

Ernie.Hardeman@pc.ola.org

Stan.Cho@pc.ola.org

Steve.Clark@pc.ola.org

Lorne.Coe@pc.ola.org

LCollard.mpp.co@liberal.ola.org

Stephen.Crawford@pc.ola.org

Rudy.Cuzzetto@pc.ola.org

Jess.Dixon@pc.ola.org

Andrew.Dowie@pc.ola.org

Doug.Downey@pc.ola.org

Jill.Dunlop@pc.ola.org

thsu.mpp.co@liberal.ola.org

SJama-QP@ndp.on.ca

Trevor.Jones@pc.ola.org

Sylvia.Jones@pc.ola.org

John.Jordan@pc.ola.org

Logan.Kanapathico@pc.ola.org



JFrench-QP@ndp.on.ca
Dawn.GallagherMurphy@pc.ola.org
WGates-CO@ndp.on.ca
Fgelinas-qp@ndp.on.ca
Andrea.Khanjin@pc.ola.org
Natalia.Kusendova@pc.ola.org
Anthony.Leardi@pc.ola.org
Stephen.Lecce@pc.ola.org
LLindo-QP@ndp.on.ca
Neil.Lumsden@pc.ola.org
Lisa.Macleodco@pc.ola.org
SMamakwa-QP@ndp.on.ca
MMantha-QP@ola.org
Robin.Martin@pc.ola.org
Amarjot.Sandhu@pc.ola.org
Prabmeet.Sarkaria@pc.ola.org
Stephane.Sarrazin@pc.ola.org
PSattler-QP@ndp.on.ca
Brian.Saunderson@pc.ola.org
mschreiner@ola.org
Laurie.Scott@pc.ola.org
ashamji.mpp.co@liberal.ola.org
SShaw-QP@ndp.on.ca
Donna.Skelly@pc.ola.org
KWong-Tam-QP@ndp.on.ca

JHarden-QP@ndp.on.ca
Mike.Harris@pc.ola.org
Christine.Hogarth@pc.ola.org
Kevin.Holland@pc.ola.org
Todd.McCarthy@pc.ola.org
Graham.McGregor@pc.ola.org
mmcmahon.mpp.co@liberal.ola.org
Monte.McNaughtonco@pc.ola.org
Caroline.Mulroney@pc.ola.org
Sam.Oosterhoff@pc.ola.org
Billy.Pangco@pc.ola.org
Michael.Parsaco@pc.ola.org
CPasma-QP@ndp.on.ca
david.Piccini@pc.ola.org
Todd.Smithco@pc.ola.org
Dave.Smith@pc.ola.org
Graydon.Smith@pc.ola.org
Laura.Smith@pc.ola.org
david.smith1@pc.ola.org
JStevens-QP@ndp.on.ca
MStiles-QP@ndp.on.ca
Kinga.Surma@pc.ola.org
tabunsp-qp@ndp.on.ca
Nina.Tangri@pc.ola.org
John.Yakabuski@pc.ola.org

BKarpoche-QP@ndp.on.ca
Vke-QP@ola.org
TKernaghan-QP@ndp.on.ca
Michael.Kerzner@pc.ola.org
Natalie.Pierre@pc.ola.org
george.pirie@pc.ola.org
Nolan.Quinn@pc.ola.org
Matthew.Rae@pc.ola.org
TRakocevic-QP@ndp.on.ca
Kaleed.Rasheed@pc.ola.org
Greg.Rickford@pc.ola.org
Brian.Riddell@pc.ola.org
Ross.Romano@pc.ola.org
Sheref.Sabawy@pc.ola.org
MTaylor-QP@ndp.on.ca
Vijay.Thanigasalam@pc.ola.org
Lisa.Thompson@pc.ola.org
Michael.Tiboloco@pc.ola.org
Effie.Triantafilopoulos@pc.ola.org
JVanthof-QP@ndp.on.ca
LVaugeois-QP@ndp.on.ca
Daisy.Wai@pc.ola.org
JWest-QP@ndp.on.ca
Charmaine.Williams@pc.ola.org

**Town of Orangeville**

87 Broadway, Orangeville, ON L9W 1K1

Tel: 519-941-0440

Fax: 519-415-9484

Toll Free: 1-866-941-0440

Corporate Services

November 20, 2023

Re: Ontario Works Financial Assistance Rates

Please be advised that the Council of the Corporation of the Town of Orangeville, at its Regular Council Meeting held on November 13, 2023, approved the following resolution:

WHEREAS poverty is taking a devastating toll on communities, undermining a healthy and prosperous Ontario, with people in receipt of Ontario Works being disproportionately impacted; and

WHEREAS the cost of food, housing, and other essential items have outpaced the highest inflation rates seen in a generation; and

WHEREAS people in need of social assistance have been legislated into poverty, housing insecurity, hunger, poorer health, their motives questioned, and their dignity undermined; and

WHEREAS Ontario Works Financial Assistance rates have been frozen since 2018; and

WHEREAS the newly introduced Common Assessment Tool (CAT) questionnaire developed by the Provincial Government for use with Ontario Works and Ontario Disability Program recipients contains complex and invasive personal health related questions; and

WHEREAS the use of the Common Assessment Tool (CAT) provides no benefit to clients, it does not score, provide results, assess client need, and does not match those in need to the services they require; and

WHEREAS the Common Assessment Tool (CAT) contains questions mirrored in the Ontario Health Common Assessment of Needs, used by health providers; and

WHEREAS privacy obligations under The Personal Health Information Protection ACT (PHIPA) do not extend to municipal delivery agents for Ontario Works; and

WHEREAS designated Service Managers are doing their part, but do not have the resources, capacity, or tools to provide the necessary income and health related supports to people experiencing poverty; and

WHEREAS leadership and urgent action is needed from the Provincial Government to immediately develop, resource, and implement a comprehensive plan to address the rising levels of poverty in Ontario, in particular for those on Ontario Works:

THEREFORE BE IT RESOLVED THAT The Town of Orangeville calls on the Provincial Government to urgently:

- a. **At least double Ontario Works rates and index rates to inflation, answering calls already made by “Raise the Rates” campaign and the “Income Security Advocacy Centre”;**
- b. **Commit to ongoing cost of living increases above and beyond the rate of inflation to make up for the years they were frozen;**
- c. **Commit to jointly working between the Ministry of Children, Community, and Social Services and the Ministry of Health on the best methods of assessing client needs and then matching those in need to the services they require;**
- d. **AND FURTHER THAT** a copy of this motion be sent to the Minister of Children, Community, and Social Services, the Minister of Health, the Minister of Municipal Affairs and Housing, the Association of Municipalities of Ontario, the Ontario Municipal Social Services Association, the Western Ontario Wardens Caucus, the Eastern Ontario Wardens Caucus, and all Ontario Municipalities

Carried.

Yours truly,

Tracy Macdonald
Deputy Clerk



Municipality of South Bruce

MUNICIPAL OFFICE

P.O. Box 540, 21 GORDON ST E. TEESWATER, ONTARIO NOG 2S0
Phone (519) 392-6623x229 | Fax (519) 392-6266 | Email vkennedy@southbruce.ca

September 25, 2023

Via Email

Prime Minister of Canada
House of Commons
Ottawa, ON K1A 0A6
pm@pm.gc.ca

Minister of Municipal Affairs and Housing
College Park 17th Flr, 777 Bay St,
Toronto, ON M7A 2J3
minister.mah@ontario.ca

Premier of Ontario
Legislative Building
Queen's Park
Toronto ON M7A 1A1
premier@ontario.ca

Ministry of Agriculture, Food and Rural
Affairs (OMAFRA)
1 Stone Road West
Guelph, ON N1G 4Y2
minister.omafra@ontario.ca

Lisa Thompson, Huron-Bruce MPP
408 Queen Street, Box 426
Blyth, ON N0M 1H0
lisa.thompsonco@pc.ola.org

Minister of the Environment, Conservation
and Parks
P.O. Box 8097, Station T CSC
Ottawa, ON K1G 3H6
minister.mecp@ontario.ca

Benn Lobb, Huron-Bruce MP
30 Victoria Stret North
Goderich, ON N7A 2R6
ben.lobb@parl.gc.ca

AMO
resolutions@amo.on.ca

Dear Sir and Madams,

Re: Ontario Association of Sewage Industry Services (OASIS)

Please be advised that the Municipality of South Bruce Council met at their regular session of Council on September 12, 2023, at which time it heard from the Ontario Association of Sewage Industry Services (OASIS) as a delegate.

In response to the delegation, the following motion was passed:

Motion M23-570

Moved by: Ron Schnurr

Seconded by: Mike McDonagh

THAT Council instructs staff to forward a copy of this presentation along with the formal letter submitted by OASIS to be sent to all levels of Municipal Governments across the Province including but not limited to the various Provincial Ministries, including the Ministry of Municipal Affairs and Housing, Ministry of Environment Conservation and Parks and The Ministry of Agriculture, Food and Rural Affairs and all other relevant parties;

AND FURTHER THAT OASIS be involved in discussions and communications pertaining to the discussed issue to help provide recommendations and solutions to help mitigate the issues surrounding approved disposal sites;

AND FURTHER THAT Council encourage other Municipalities to communicate directly with OASIS to allow for an open, transparent and collaborative dialogue with other stakeholders.

Carried

Should you have any questions in regards to the above resolution please contact our office.

Sincerely,

A handwritten signature in black ink, appearing to read 'Vivian Kennedy', written in a cursive style.

Vivian Kennedy
Deputy Clerk
Municipality of South Bruce

Summary of Content

Summary of Concerns: Lack of Proper Hauled Sewage Disposal locations, privately owned or Municipal Wastewater Plants

- 2.1 Definition of Municipal Waste as per Ontario Regulation 347 of the Environmental Protection Act
- 2.2 Zoning Issues and Concerns
- 2.3 Challenges Faced by Homeowners in Municipalities during Plant Upgrades and Maintenance
- 2.4 OASIS's Efforts to Promote Awareness and Proper Waste Disposal
- 2.5 Establishing an Open and Transparent Dialogue on the Issue
- 2.6 Providing Solutions and Recommendations to Municipalities
- 2.7 About Us

Summary of Concerns: Lack of Proper Hauled Sewage Disposal locations, privately owned or Municipal Wastewater Plants

The primary focus of our letter should not solely revolve around the lack of disposal capacity at wastewater treatment facilities. It is important to exercise caution in order to avoid potentially upsetting individuals. It should be noted that wastewater treatment facilities are not the exclusive or definitive method of approved disposal at present. We have members who have made substantial investments in their own lagoons, field sites, and alternative technologies. Additionally, many of our members have fostered positive relationships with their respective municipalities and have access to disposal options at wastewater plants. In order to provide a comprehensive perspective, we may consider including examples of other approved options for proper disposal, such as MECP licensed lagoon and field spreading sites. However, due to varying perceptions, a lack of understanding, and differences in requirements among municipalities, obtaining the necessary approvals can be challenging at times. It is important to emphasize that we are not suggesting wastewater treatment as the sole solution. We must explore and support all available options at this juncture.

We should acknowledge that certain municipalities have historically accepted hauled sewage from outside their boundaries for disposal at wastewater facilities or at lagoons and field spreading sites operated by licensed haulers. Haulers were able to enter into agreements with municipal wastewater facilities and paid a fee for the privilege of disposing at those sites. The operation and management of lagoon and field sites are the responsibility of the haulers, with an annual reporting requirement to the MECP. With the anticipated significant increase in residential construction, wastewater facilities will undoubtedly face capacity constraints, potentially limiting their ability to accept waste generated from outside their municipalities. Once again, it is crucial to avoid causing any discontent among municipalities or haulers.

The call to escalate residential construction has raised significant concerns, particularly regarding waste management. It is impossible to intensify home construction without considering how the resulting waste will be effectively handled. This includes not only domestic garbage waste, which may be directed to landfills, but also septic waste, whether through sewers or hauled sewage. The

interplay between residential growth and waste management must be addressed comprehensively to ensure sustainable and efficient practices.

In Ontario, the lack of proper disposal of sewage and septic waste to approved municipal wastewater plants poses significant challenges and concerns. This issue encompasses a range of environmental, public health, and regulatory factors that need to be addressed for the well-being of communities across the province.

Proper disposal of sewage and septic waste is essential to ensure public health and protect the environment. When sewage is not disposed of correctly, it can contaminate water sources, posing risks to human health and ecosystems. Approved municipal wastewater plants play a crucial role in treating and managing sewage to mitigate these risks. However, the failure to adhere to proper disposal guidelines leads to a variety of challenges.

One of the primary challenges arising from the lack of proper disposal is the contamination of water sources. Improperly disposed sewage and septic waste can seep into groundwater, lakes, rivers, and other water bodies, polluting them with harmful bacteria, viruses, and other pathogens. This contamination not only endangers the health of those who rely on these water sources for drinking, swimming, or recreational purposes but also harms aquatic life and ecosystems.

Furthermore, the inadequate disposal of sewage and septic waste can lead to ecological damage. The excess nutrients present in wastewater, such as nitrogen and phosphorus, can cause eutrophication in bodies of water. This excessive nutrient enrichment leads to the growth of harmful algal blooms, which deplete oxygen levels in water, harming fish and other aquatic organisms. The resulting imbalance in ecosystems can have far-reaching consequences for biodiversity and the overall health of ecosystems.

From a regulatory perspective, the improper disposal of sewage and septic waste violates Ontario's environmental protection laws and regulations. Ontario Regulation 347 of the Environmental Protection Act defines municipal waste, including sewage and septic waste, and outlines the proper procedures for its disposal. Non-compliance with these regulations not only undermines environmental protection efforts but can also lead to legal consequences for individuals or organizations responsible for the improper disposal.

Moreover, the lack of proper disposal infrastructure and facilities poses challenges for municipalities and homeowners. When municipalities decide to upgrade or perform maintenance on their wastewater treatment plants, the limited availability of approved disposal sites can hinder proper waste management. This limitation creates logistical difficulties for homeowners who need to find alternative disposal options. Homeowners may face delays and disruptions in their sewage management systems, which can be both inconvenient and costly.

Addressing the issues surrounding the lack of proper disposal of sewage and septic waste requires a multi-faceted approach. Collaboration among stakeholders, including municipalities, regulatory bodies, industry professionals, and homeowners, is crucial. It is essential to raise awareness among homeowners about the importance of proper waste disposal and educate them about available options. Additionally, expanding the capacity of approved disposal sites, promoting advanced treatment technologies, and establishing transparent dialogue between stakeholders can help overcome these challenges.

In conclusion, the lack of proper disposal of sewage and septic waste to approved municipal wastewater plants in Ontario poses significant challenges for public health, the environment, and regulatory compliance. Addressing these issues requires a comprehensive approach that involves

raising awareness, expanding disposal infrastructure, and fostering collaboration among stakeholders. By prioritizing responsible sewage management, Ontario can protect its water resources, preserve ecosystems, and ensure the well-being of its communities.

2.1 Definition of Municipal Waste as per Ontario Regulation 347 of the Environmental Protection Act:

According to Ontario Regulation 347 of the Environmental Protection Act, municipal waste refers to waste generated by households, commercial establishments, and institutions within a municipality. It includes both solid and liquid waste, such as sewage, septic waste, and other forms of non-hazardous waste.

To put into perspective – OASIS Members service a wide range of areas and manage a total estimated volume of over 210 million gallons on a yearly basis servicing only Ontario residents.

Based on location septic haulers manage the following estimated amounts:

Northern Ontario: 25-45 million gallons
Central Ontario: 45-75 million gallons
Eastern Ontario: 35-55 million gallons
Western Ontario: 30-35 million gallons

2.2 Zoning Issues and Concerns:

It is imperative for municipalities to understand that operators within their townships who have acquired or already possess property do not always require rezoning. A key example of this lies in agriculturally zoned properties that can be effectively utilized for spreading purposes. Rezoning such properties to a "Commercial/Industrial" zoning category not only diminishes the value of the land but also proves to be unnecessary. This message carries significant importance as we aim to convey it to municipalities across various regions.

First and foremost, the practice that agriculturally zoned properties can be utilized for spreading purposes is crucial. These properties, which have been designated for agricultural use, often possess characteristics that make them suitable for activities such as manure spreading, composting, or other forms of land treatment. Such practices can contribute to soil fertility, promote sustainability, and ensure the efficient utilization of resources. By recognizing the inherent compatibility between agricultural zoning and spreading activities, municipalities can support operators in making the most of their land without resorting to rezoning.

Moreover, it is important to highlight refraining from unnecessary rezoning, municipalities can contribute to the preservation of the property's value and economic viability.

Furthermore, existing agricultural zoning designation already takes into account the specific characteristics and requirements of farming activities. These designations are typically established based on extensive research, land suitability assessments, and community development plans. Agricultural land also requires and uses many of the much needed nutrients provided by the septage being spread. MECP monitors these sites very closely with quarterly and annual reports from the operators of these sites. By recognizing the multifunctionality of agriculturally zoned land and its ability to accommodate spreading activities, municipalities can ensure that land-use regulations align with the intended purposes while minimizing the need for rezoning.

In conclusion, municipalities must comprehend the fact that operators within their townships who possess or acquire property do not always require rezoning. Agriculturally zoned properties can serve as effective spaces for spreading activities, enhancing soil fertility and resource utilization. By conveying this crucial message, we can encourage municipalities to support operators in making the most of their agriculturally zoned land while preserving its economic viability and minimizing unnecessary rezoning.

2.3 Challenges Faced by Homeowners in Municipalities during Plant Upgrades and Maintenance:

When municipalities decide to upgrade or perform maintenance on their wastewater treatment plants, the limited availability of disposal sites poses significant challenges for homeowners. Proper disposal becomes even more critical during these periods, as the capacity of approved facilities may be temporarily reduced. Homeowners and Haulers may face difficulties finding suitable disposal options, resulting in added costs, potential delays and disruptions in their sewage management systems.

2.4 OASIS's Efforts to Promote Awareness and Proper Waste Disposal:

As a proactive organization, OASIS is committed to creating awareness and encouraging proper waste disposal practices. The association aims to foster an open and transparent dialogue among stakeholders, including homeowners, municipalities, regulatory bodies, and industry professionals, to address the challenges associated with sewage and septic waste disposal.

2.5 Establishing an Open and Transparent Dialogue on the Issue:

OASIS actively engages with municipalities, conducting workshops, seminars, and public awareness campaigns to educate policy makers about the importance of proper waste disposal. By fostering open communication channels, OASIS encourages dialogue between all stakeholders, facilitating the sharing of knowledge, best practices, and innovative solutions.

2.6 Providing Solutions and Recommendations to Municipalities:

To address the limitations in disposal sites and support municipalities in managing sewage and septic waste effectively, OASIS offers solutions and recommendations. These may include advocating for the development of additional approved disposal sites, promoting advanced treatment technologies, and collaborating with relevant authorities to streamline waste management processes. OASIS strives to provide municipalities with the necessary tools and guidance to ensure responsible sewage management within their jurisdictions.

2.7 About Us:

The Ontario Association of Sewage Industry Services (OASIS) plays a vital role in the promotion and advancement of sewage management practices in Ontario. With the objective of fostering responsible and sustainable approaches to sewage disposal, OASIS brings together industry professionals who are passionate about protecting public health, preserving the environment, and complying with regulatory requirements.

As a non-profit organization, OASIS operates as a collective voice for its members, representing their interests and advocating for environmentally friendly practices within the sewage industry. By collaborating with stakeholders from various sectors, including homeowners, municipalities, regulatory bodies, and experts in the field, OASIS strives to address challenges, share knowledge, and develop effective solutions that benefit the entire community.

OASIS recognizes the significance of proper waste disposal in safeguarding public health and minimizing the environmental impact of sewage management. The association actively engages in initiatives that raise awareness among homeowners and communities about the importance of responsible sewage practices. Through workshops, seminars, public awareness campaigns, and educational programs, OASIS aims to empower individuals and organizations with the necessary knowledge to make informed decisions regarding sewage disposal.

Moreover, OASIS fosters an open and transparent dialogue among stakeholders to address the issues and concerns associated with sewage management. By facilitating discussions, sharing best practices, and collaborating with regulatory bodies, OASIS works towards finding practical and innovative solutions for the industry. The association strives to create a supportive network where stakeholders can exchange ideas, seek guidance, and collaborate on initiatives that enhance sewage management practices across Ontario.

Recognizing the challenges faced by municipalities during plant upgrades and maintenance, OASIS actively supports the development of sustainable solutions. By providing recommendations, advocating for the expansion of approved disposal sites, and promoting the adoption of advanced treatment technologies, OASIS seeks to assist municipalities in managing sewage and septic waste effectively.

In summary, the Ontario Association of Sewage Industry Services (OASIS) serves as a leading advocate for responsible sewage management in Ontario. Through its collective efforts, OASIS aims to promote awareness, foster dialogue, and provide recommendations to stakeholders, ensuring that sewage disposal practices prioritize public health, environmental preservation, and regulatory compliance.

Understanding the Limitations on Hauled Septage Disposal Sites in Ontario



Summary of Discussion



Definition of Municipal Waste as per Ontario Regulation 347 of the Environmental Protection Act (EPA)



Zoning Issues and Concerns



Challenges Faced by Homeowners in Municipalities during Plant Upgrades and Maintenance



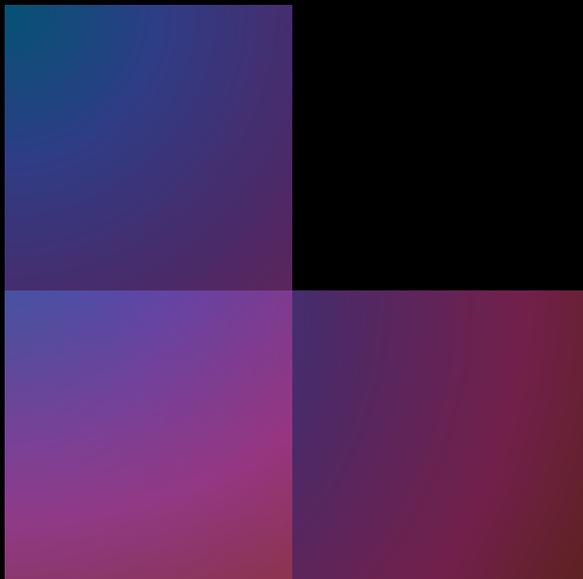
OASIS's Efforts to Promote Awareness and Proper Waste Disposal



Providing Solutions and Recommendations to Municipalities



Final Thoughts



About OASIS

OASIS was established in 1991 to support and represent businesses in the septic, portable toilet and biosolid land application industry. We are dedicated to working with various levels of government, associations and those in related fields to improve and conform to regulations and guidelines pertaining to the sustainability of the environment in the Province of Ontario.



OASIS Strives



To maintain and promote the highest standards of safety, environmental responsibility, regulatory compliance and environmental due diligence.



To institute open forum discussions regarding operational challenges, implementation of maintenance protocols, employee development, administrative practices, and operator safety programs.



To act as a liaison between several tiers of government and Ministries while representing the interests of the industry with legislative recommendations.



To promote uniformity and consistency throughout the industry.

Overall Concern

In Ontario, the lack of proper disposal of septage and septic waste to approved municipal wastewater plants including Ministry of Environment approved wastewater lagoons and field spreading sites poses significant challenges and concerns. This issue encompasses a range of environmental, public health, and regulatory factors that need to be addressed for the well-being of communities across the province.



Lack of Hauled Septage Disposal Sites in Ontario

Proper disposal of septage and septic waste is essential to ensure public health and protect the environment. When septage is not disposed of correctly, it can contaminate water sources, posing risks to human health and ecosystems. Approved municipal wastewater plants play a crucial role in treating and managing septage to mitigate these risks.

- One of the primary challenges arising from the lack of proper disposal is the contamination of water sources. Improperly disposed septage and septic waste can seep into groundwater, lakes, rivers, and other water bodies, polluting them with harmful bacteria, viruses, and other pathogens. This contamination not only endangers the health of those who rely on these water sources for drinking, swimming, or recreational purposes but also harms aquatic life and ecosystems.

Municipal Concern: The call to escalate residential construction has raised significant concerns, particularly regarding waste management. It is impossible to intensify home construction without considering how the resulting waste will be effectively handled. This includes not only domestic garbage waste, which may be directed to landfills, but also septic waste, whether through sewers or hauled septage.

Misconception and Concerns

Ministry of Environment driven studies in partnership with OASIS have shown that application of hauled septage on agricultural properties is a safe and beneficial when completed in accordance with Ministry guidelines. This practice provides effective use of important nutrients. This practice also has been utilized for centuries with the application of manure as a common agricultural practice.

Lack of disposal sites for septic systems poses concerns for the Environment causing homeowners to “take matters into their own hands” if proper disposal facilities are not available.

Definition of “Municipal Waste”

Under Ontario Regulation 347 of the Environmental Protection Act:

Municipal Waste: Refers to waste generated by households, commercial establishments, and institutions within a municipality. It includes both solid and liquid waste, such as septage, septic waste, and other forms of non-hazardous waste.

- **Point of Consideration:** Household garbage generated in the municipality is the responsibility of the municipality to dispose and manage.

Volume of Hauled Septage Managed

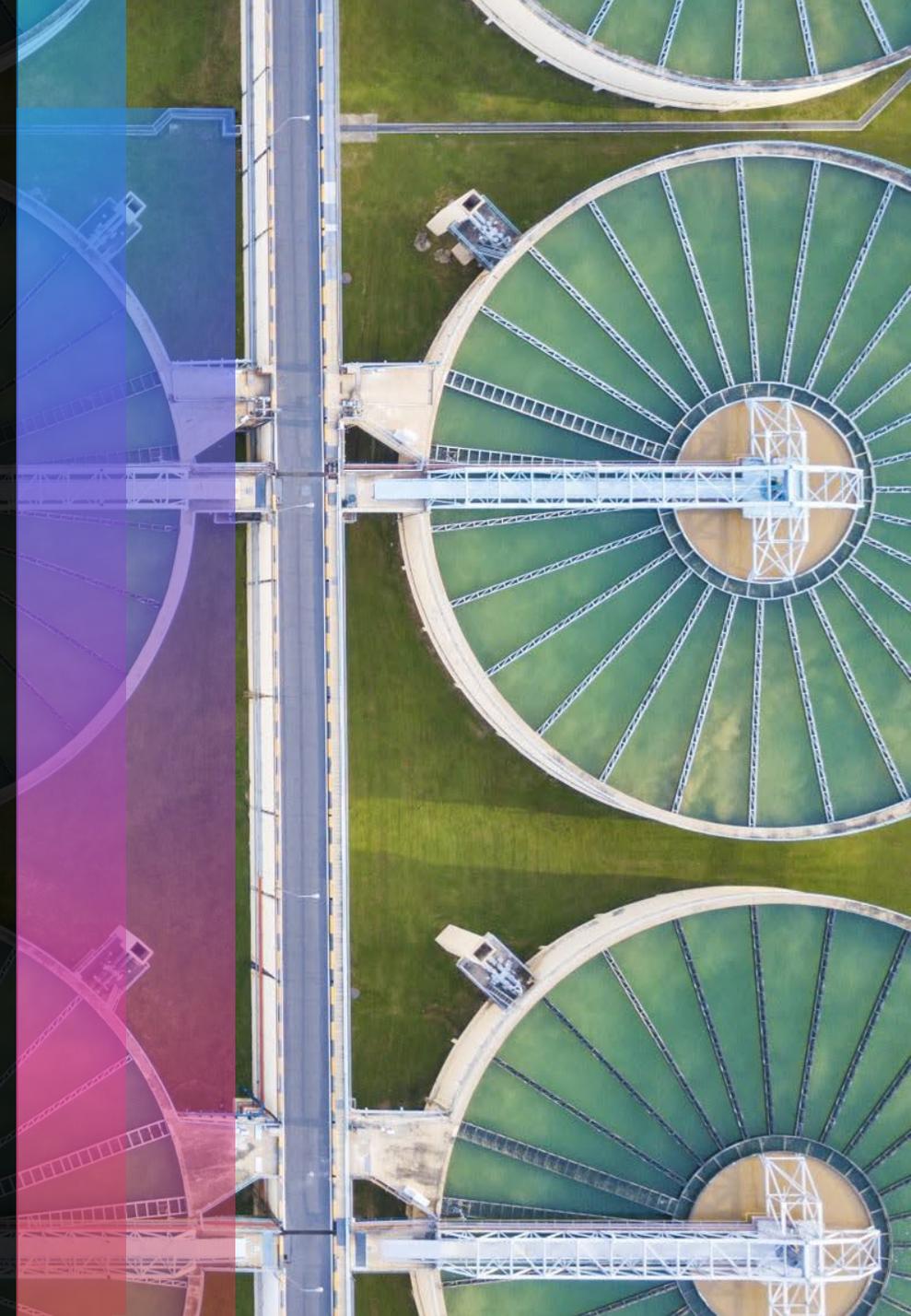
OASIS Members service a wide range of areas and manage a total estimated volume of over 210 million gallons on a yearly basis servicing only Ontario residents.

Northern Ontario: 25-45 million gallons

Central Ontario: 45-75 million gallons

Eastern Ontario: 35-55 million gallons

Western Ontario: 30-35 million gallons



Municipal Zoning

- Existing agricultural zoning designation already takes into account the specific characteristics and requirements of farming activities. These designations are typically established based on extensive research, land suitability assessments, and community development plans. Agricultural land also requires and uses many of the required nutrients provided by the septage being spread.
- MECP monitors these sites very closely with quarterly and annual reports from the operators of these sites to ensure compliance and no regulatory limits are breached. By recognizing the multifunctionality of agriculturally zoned land and its ability to accommodate spreading activities, municipalities can ensure that land-use regulations align with the intended purposes while minimizing the need for rezoning.
- Municipalities must comprehend the fact that operators within their townships who possess or acquire property do not always require rezoning. Agriculturally zoned properties can serve as effective spaces for spreading activities, enhancing soil fertility and resource utilization. Rezoning such properties to a "Commercial/Industrial" zoning category needlessly decreases the land's value and is often unwarranted.

Municipal Challenges

- Many rural housing, community centers, municipal buildings are on septic systems and do not have a common municipal wastewater treatment plant to manage the septage produced in the respective municipality
- When municipalities decide to upgrade or perform maintenance on their wastewater treatment plants, the limited availability of disposal sites poses significant challenges for homeowners.
- Proper disposal becomes even more critical during these periods, as the capacity of approved facilities may be temporarily reduced or eliminated
- Septic Haulers are providing a service to homeowners to help effectively and safely manage the septage produced in their residence or facility
- **Misconception**: When a homeowner requires a septic to be emptied the responsibility does NOT fall entirely on the septic operator to dispose the waste. Municipalities need to provide the infrastructure/resources to dispose of the waste produced in their municipality properly and safely.

Raising Awareness

As a proactive organization, OASIS is committed to creating awareness and encouraging proper waste disposal practices. The association aims to foster an open and transparent dialogue among various stakeholders, including homeowners, municipalities, regulatory bodies, and industry professionals, to address the challenges associated with septage and septic waste disposal.

Municipal Approval: Providing companies the ability to apply and provide Ministry approved and monitored disposal sites is a viable and effective option in the event municipal wastewater infrastructures are not available or provide the capacity required to manage the waste produced in their respective municipalities.

These include but not limited to:

- Ministry of Environment approved wastewater lagoons with the option of introducing alternative wastewater management technologies
- Field Spreading sites

Offering Solutions and Resources

OASIS actively engages with municipalities, conducting workshops, seminars, and public awareness campaigns to educate policy makers about the importance of proper waste disposal. By fostering open communication channels, OASIS encourages dialogue between all stakeholders, facilitating the sharing of knowledge, best practices, and innovative solutions.

To address the limitations in disposal sites and support municipalities in managing septage and septic waste effectively, OASIS offers solutions and recommendations. These may include advocating for the development of additional approved disposal sites, promoting advanced treatment technologies, and collaborating with relevant authorities to streamline waste management processes. OASIS strives to provide municipalities with the necessary tools and guidance to ensure responsible septage management within their jurisdictions.

Action Items

OASIS would like to propose the following action items:

1. A copy of this presentation along with the formal letter submitted by OASIS to be sent to all levels of Municipal Governments across the Province including but not limited to the various Provincial Ministries including the Ministry of Municipal Affairs and Housing, Ministry of Environment Conservation and Parks and The Ministry of Agriculture, Food and Rural Affairs and all other relevant parties.
2. OASIS be involved in discussions and communications pertaining to the discussed issue to help provide recommendations and solutions to help mitigate the issues surrounding approved disposal sites
3. Allow OASIS to communicate directly with other Municipalities in the Province of Ontario to allow for a open, transparent and collaborative dialogue with other stakeholders

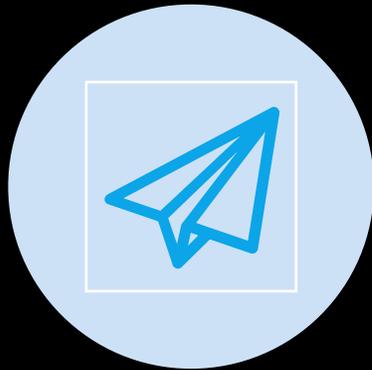


Final Thoughts

OASIS

Ontario Association of

Sewage Industry Services.



EMAIL:
NUMAIR.UPPAL@OASISONTARIO.ON.CA



PHONE:
(289) 795 – 2528



WEBSITE:
WWW.OASISONTARIO.ON.CA



The Corporation of the Town of Aylmer
46 Talbot Street West, Aylmer, Ontario N5H 1J7
Office: 519-773-3164 Fax: 519-765-1446
www.aylmer.ca

November 16, 2023

The Honourable Doug Ford, M.P.P.
Premier of Ontario
Legislative Building
Queen's Park
Toronto, ON M7A 1A1

Re: Motion regarding Provincial Consideration for Amendments to the Residential Tenancies Act

At their Regular Meeting of Council on November 15, 2023, the Council of the Town of Aylmer endorsed the following motion regarding Provincial Consideration for Amendments to the Residential Tenancies Act:

Whereas the Ontario government has acknowledged an affordable housing and housing supply crisis, communicating a targeted approach to build 1.5 million homes by 2031; and

Whereas nearly one-third of Ontario households rent, rather than own, according to the most recent 2021 Census of Population; and

Whereas the Ontario government has reported that Ontario broke ground on nearly 15,000 purpose-built rentals in 2022, a 7.5 percent increase from 2021 and the highest number on record, with continued growth into 2023; and

Whereas the Residential Tenancies Act, 2006, provides for the maximum a landlord can increase most tenants rent during a year without the approval of the Landlord and Tenant Board; and

Whereas the Ontario government recently strengthened protections for tenants with the intention of preserving affordability, by holding the rent increase guideline for 2024 to 2.5 percent, well below the average inflation rate of 5.9 percent; and

Whereas the rental increase guideline protection does not apply to rental units occupied for the first time after November 15, 2018, leaving an increasing number of tenants susceptible to disproportionate and unsustainable rental increases compared to those benefiting from legislated increase protection;



The Corporation of the Town of Aylmer
46 Talbot Street West, Aylmer, Ontario N5H 1J7
Office: 519-773-3164 Fax: 519-765-1446
www.aylmer.ca

Now Therefore Be It Resolved that the Council of the Town of Aylmer requests provincial consideration for amendments to the Residential Tenancies Act, 2006, to ensure that all tenants benefit from protections intended to preserve affordability;

That a copy of this Resolution be sent to:

- Honourable Doug Ford, Premier of Ontario
- Honourable Paul Calandra, Minister of Municipal Affairs and Housing
- Honourable Rob Flack, Associate Minister of Housing
- The Association of Municipalities of Ontario (AMO)
- And all Ontario Municipalities.

Thank you,

Owen Jaggard

Deputy Clerk / Manager of Information Services | Town of Aylmer

46 Talbot Street West, Aylmer, ON N5H 1J7

519-773-3164 Ext. 4913 | Fax 519-765-1446

ojaggard@town.aylmer.on.ca | www.aylmer.ca

CC:

Minister of Municipal Affairs and Housing paul.calandra@pc.ola.org

Associate Minister of Housing rob.flack@pc.ola.org

Association of Municipalities of Ontario resolutions@amo.on.ca

**Ministry of Natural
Resources and Forestry**

Office of the Minister

99 Wellesley Street West
Room 6630, Whitney Block
Toronto ON M7A 1W3
Tel: 416-314-2301**Ministère des Richesses
naturelles et des Forêts**

Bureau du ministre

99, rue Wellesley Ouest
Bureau 6630, Édifice Whitney
Toronto ON M7A 1W3
Tél.: 416 314-2301

354-2023-1404

November 22, 2023

Her Worship Andrea Horwath
Mayor
City of Hamilton
mayor@hamilton.ca

Dear Mayor Horwath:

Thank you for writing to Premier Doug Ford and me sharing the Hamilton City Council endorsement of the resolution passed by Hamilton Region Conservation Authority's Board of Directors regarding changes to the *Conservation Authorities Act* and the Ontario Wetland Evaluation System.

The Ministry of Natural Resources and Forestry has made a series of changes to conservation authorities' programs and operations, including scoping conservation authorities' review and commenting role with respect to development proposals and other matters under the prescribed acts to areas within their core mandate. These changes further focus conservation authorities on protecting people and property from the impacts of natural hazards and provide clear and consistent rules and processes for conservation authorities, municipalities and home builders.

This government recognizes the important role wetlands play in Ontario for climate change resiliency, flooding and recreational opportunities. The changes to Ontario's Wetlands Evaluation System focused on removing duplicative requirements and streamlining the evaluation process. We also launched the \$30 million Wetlands Conservation Partner Program which represents one of the largest investments in wetland restoration in provincial history.

Our government understands the important role conservation authorities play in the communities they serve, and we will continue to work with conservation authorities as regulatory changes are implemented.

Thank you again for writing.

Sincerely,

A handwritten signature in black ink, appearing to read "Graydon Smith". The signature is fluid and cursive, with the first name "Graydon" being more prominent than the last name "Smith".

The Honourable Graydon Smith
Minister of Natural Resources and Forestry

c: The Honourable Doug Ford, Premier of Ontario
Jaime Tellier, Corporate Administrative & Records Management Coordinator,
Hamilton Conservation Authority
Sal Salamone, Legislative Assistant, City of Hamilton

Ministry of Infrastructure

Office of the Minister

5th Floor, 777 Bay Street
Toronto, Ontario M7A 2E1
Telephone: 416-314-0998

Ministère de l'Infrastructure

Bureau du ministre

777, rue Bay, 5^e étage
Toronto (Ontario) M7A 2E1
Téléphone: 416 314-0998



November 24, 2023

Her Worship Andrea Horwath
Mayor
City of Hamilton
Andrea.horwath@hamilton.ca

Dear Mayor Horwath:

On behalf of the Ministry of Infrastructure, I would like to thank you for attending the 2023 Association of Municipalities of Ontario Conference. It was a pleasure to meet with you and your delegation.

I am following up on the discussion regarding financial assistance for infrastructure renewal, to support upgrades to the Woodward Drinking Water Treatment Plant and to remove and replace the Dundas Wastewater Treatment Plant, as well as the discussion on modernizing the city's wastewater collection system. I understand the need for capital funding to support the city's Transit Maintenance Facility to support a growing population.

Thank you for sharing your updates on cost escalations, and your concerns on water infrastructure. I understand that your city has already received funding through the Investing in Canada Infrastructure Program (ICIP) and that you are still experiencing challenges with capital costs.

I understand the pressure the city is facing. Currently, the ministry does not have any intakes under ICIP to support funding requests. The federal funding under ICIP has been fully allocated, and I have been calling on the federal government to continue supporting the sustainability and growth of critical infrastructure in Ontario through a new round of federal-provincial infrastructure funding. Our government has re-iterated its infrastructure priorities are to protect, support and build communities. This includes critical infrastructure for all municipalities to be able to fund road, water, sewer, and other housing-enabling infrastructure that our growing communities need.

As announced in [Ontario's 2023 Fall Economic Statement](#), Ontario is investing \$200 million over three years to help municipalities repair, rehabilitate and expand critical drinking water, wastewater and stormwater infrastructure. The new funding will support the province's rapidly growing population, unlock more housing opportunities and spur economic growth.

Ontario's new Housing-Enabling Water Systems Fund will support growing communities, helping municipalities build critical water infrastructure that would not otherwise get built and bringing the province one step closer to the government's goal to build at least 1.5

million homes by 2031. Eligible municipalities will be able to nominate housing-enabling water and wastewater projects through the Housing-Enabling Water Systems Fund in early 2024.

The Ontario government is also introducing additional measures to help build critical infrastructure faster and smarter. This includes launching the new [Ontario Infrastructure Bank](#) and the building of more rental homes by taking steps to [remove the full eight per cent](#) provincial portion of the Harmonized Sales Tax (HST).

The city may also consider exploring the Infrastructure Ontario (IO) Loan Program, which offers affordable, long-term fixed-rate loans to help municipalities, universities and other eligible public sector partners renew and build Ontario's public infrastructure.

For more information on eligible projects and IO Loan Program contacts for your region, please visit IO's Infrastructure Lending webpage:
<https://www.infrastructureontario.ca/en/what-we-do/infrastructure-lending>.

The government has one of the most ambitious capital plans in Ontario's history. Thousands of infrastructure projects are being planned or are under construction across Ontario. As outlined in the 2023 Budget, we have \$185 billion in planned investments over the next decade – including \$20.7 billion in 2023–24 to support priority projects such as transit, highways, schools, hospitals, and long-term care.

Ontario recognizes that upgrading community infrastructure is vital to support a growing population and to provide dependable services people rely on, and that the need for municipal infrastructure investment is far from fully met. We encourage all municipalities to call on the federal government to request more infrastructure funding to help address local needs of municipalities across the province.

Thank you again for meeting with myself and the Ministry of Infrastructure. I look forward to continuing to work with you in the future.

Sincerely,

A handwritten signature in black ink, appearing to read 'K. Surma', written in a cursive style.

The Honourable Kinga Surma
Minister of Infrastructure

Pilon, Janet

Subject: Pass the vacant unit tax bylaw

From: Christine Roarke

Sent: November 26, 2023 9:25 AM

To: clerk@hamilton.ca; Office of the Mayor <Officeofthe.Mayor@hamilton.ca>; Wilson, Maureen <Maureen.Wilson@hamilton.ca>; Kroetsch, Cameron <Cameron.Kroetsch@hamilton.ca>; Nann, Nrinder <Nrinder.Nann@hamilton.ca>; Hwang, Tammy <Tammy.Hwang@hamilton.ca>; Francis, Matt <Matt.Francis@hamilton.ca>; Jackson, Tom <Tom.Jackson@hamilton.ca>; Pauls, Esther <Esther.Pauls@hamilton.ca>; Danko, John-Paul <John-Paul.Danko@hamilton.ca>; Clark, Brad <Brad.Clark@hamilton.ca>; Beattie, Jeff <Jeff.Beattie@hamilton.ca>; Tadeson, Mark <Mark.Tadeson@hamilton.ca>; Cassar, Craig <Craig.Cassar@hamilton.ca>; Wilson, Alex <Alex.Wilson@hamilton.ca>; Spadafora, Mike <Mike.Spadafora@hamilton.ca>; McMeekin, Ted <Ted.McMeekin@hamilton.ca>

Subject: Pass the vacant unit tax bylaw

I am writing to ask you to vote again to pass the vacant unit tax bylaw. You have already spent \$300K, we need this money for our tax base and we need to do something to address this housing shortage.

I look forward to hearing how/when this will be implemented.

Christine Roarke
Dundas

**Resolution
Regular Council Meeting**



Agenda Number: 9.4.
Resolution Number 23-371
Title: 23-R-49 Letter of Support - Conservation Officer Reclassification
Date: Monday, November 20, 2023

Seconded by: M. Lubbock

Moved by: S. Cote

WHEREAS Ontario has 196 field Conservation Officers including 6 canine handlers who provide protection to Municipalities Natural Resources and uphold public safety by enforcing hunting and firearm laws and investigate gruesome injuries and even deaths that result from hunting-related accidents; in addition, Conservation Officers are often First Responders and ensure public safety by facilitating evacuations and enforcing Emergency Area orders during forest fires during record breaking wildfires such as we witnessed this past summer; and

WHEREAS Conservation Officers perform comparable work to Police Officers and other Enforcement Officers within the province and are professional, armed Peace Officers trained to police standards and undergo the same training; and

WHEREAS Ontario Municipalities are required that their constituents are informed, and their interests are safeguarded and ensure they have access to outreach and natural resources compliance services; and

NOW THEREFORE BE IT RESOLVED THAT the Council of the Corporation of the Township of Coleman does here by support the Ontario Conservation Officer's Association (OCA) in their efforts to have Conservation Officers in the Province of Ontario reclassified as Enforcement Officers and be compensated fairly; and

FURTHER request the support of all Ontario Municipalities; and

FURTHERMORE, THAT this resolution with a letter of support be forwarded to Ontario Premiere Doug Ford, the Minister of Natural Resources Graydon Smith, the Local Provincial Member of Parliament (MPP) John Vanthof, Temiskaming Municipal Association and the Federation of Northern Ontario Municipalities.

CARRIED YES: 4 NO: 0 ABSENT: 0

S. Cote
M. Lubbock
P. Rieux
L. Perry

Certified True Copy

Christopher W. Oslund
CAO/Clerk - Treasurer

[The Municipality Address]

[Date]

Ministry office

Premier's Office

Room 281

Legislation Building, Queen's Park

Toronto, ON M7A 1A1.

Email: doug.fordco@pc.ola.org

**RE: Ontario Conservation Officer's Association (OCA) – Conservation Officer
Reclassification**

Dear Hon. Doug Ford

The [Municipality] is proud of our natural resources and spaces. We have the mission to protect our natural resources, we are required to safeguard the public interest by ensuring our constituents have access to outreach and natural resources compliance services.

Conservation Officers are a valuable part of our community. They are passionate about keeping Ontarians safe. They put their lives on the line to protect Ontario's natural resources and spaces. They uphold public safety by enforcing hunting and firearm laws and they investigate gruesome injuries and even deaths from tragic hunting-related accidents. It's a highly skilled and dangerous law enforcement job.

Conservation Officers are also our front-line defense in the prevention of the introduction and spread of invasive species in Ontario. There are approximately 1.076 million square km in Ontario. So, with less than 200 field Conservation Officers to cover it, that is an average of approximately 5,380 square km per each field Conservation Officer.

Conservation Officers perform comparable work to Police Officers and other Enforcement Officers within the province and are professional, armed Peace Officers trained to police standards and undergo the same training as the Ontario Provincial Police (OPP).

The Council of [Municipality] does hereby support the Ontario Conservation Officers Association (OCA) in their efforts to have Conservation Officers in the Province of Ontario reclassified as Enforcement Officers and be compensated fairly. It is important for us that our Natural Resources be enjoyable for generations to come.

Please find attached resolution [Number] affirming the support from the Council for the [Municipality].

Your truly,

Mayor/Reeve

[Municipality Name]

[Name of the Members]

c.c. Hon. Graydon Smith, Minister of Natural Resources and Forestry
John Vanthof, Local Provincial Member of Parliament
Temiskaming Municipal Association
Federation of Northern Ontario Municipalities

Encl.

To: Mayor and Council **Report No:** _____

From: _____ **Department:** _____

Subject: Letter of Support – Conservation Officer Reclassification

Attachment(s): Letter of Support

Recommendation:

WHEREAS Ontario has 196 field Conservation Officers including 6 canine handlers who provide protection to Municipalities Natural Resources and uphold public safety by enforcing hunting and firearm laws and investigate gruesome injuries and even deaths that result from hunting-related accidents; in addition, Conservation Officers are often First Responders and ensure public safety by facilitating evacuations and enforcing Emergency Area orders during forest fires during record breaking wildfires such as we witnessed this past summer; and

WHEREAS Conservation Officers perform comparable work to Police Officers and other Enforcement Officers within the province and are professional, armed Peace Officers trained to police standards and undergo the same training; and

WHEREAS Ontario Municipalities are required that their constituents are informed, and their interests are safeguarded and ensure they have access to outreach and natural resources compliance services; and

NOW THEREFORE BE IT RESOLVED THAT the Council of the Corporation of the [Municipality] does here by support the Ontario Conservation Officer’s Association (OCA) in their efforts to have Conservation Officers in the Province of Ontario reclassified as Enforcement Officers and be compensated fairly; and

FURTHER request the support of all Ontario Municipalities; and

FURTHERMORE, THAT this resolution with a letter of support be forwarded to Ontario Premier Doug Ford, the Minister of Natural Resources Graydon Smith, the Local Provincial Member of Parliament (MPP) John Vanthof, Temiskaming Municipal Association and the Federation of Northern Ontario Municipalities.

Background:

Ontario’s Conservation Officers protect our beloved natural resources and wildlife. They uphold public safety by enforcing hunting and firearm laws and they investigate gruesome injuries and even deaths that result from hunting-related accidents. It’s a highly skilled

and dangerous law enforcement job. This work can be emotional and traumatizing. This work is often solitary, with Officers working alone in remote areas during inclement weather.

But Conservation Officers aren't recognized, or compensated properly, for the work they do and risks they face. Morale is low, turnover is high and short staffing is putting public safety at risk.

As Municipalities we can support Ontario's Conservation Officers by sending our MPP, the Premier Doug Ford and the Minister of Natural Resources and Forestry, Graydon Smith a letter, to demand that Conservation Officer's are reclassified as Enforcement Officers and be compensated fairly.

Information:

Conservation Officers are a valuable part of our community. They protect our natural resources. They perform outreach and educate the public and they ensure public safety by conducting hunting safety, snowmobile, ATV, and vessel enforcement. They prevent the introduction and spread of invasive species in Ontario.

Public safety legislation includes rules relates to helmets, lifejackets, and other safety and navigational equipment, liquor consumption while operating a vehicle, and dam construction or alteration. This includes enforcing hunting rules related to hunting safety, forest fires, and oil, gas, and aggregates extraction.

Conservation Officers mission is to safeguard the public interest by leading and delivering outreach and natural resources compliance services. They enforce over 25 acts and regulations and work from 48 locations across the province to lead year-round field compliance checks to protect and regulate natural resources and keep the public safe.

Conservation Officers have been engaged in our community in various activities aimed at helping our citizens such as running food drives to help local food banks. They also attend outdoor shows and fishing derbies, local fish and game clubs, trapping councils and naturalists, school classrooms, youth clubs and family focused outdoor events.

In conclusion, they provide investigative and enforcement services related to the safe and sustainable use of natural resources for people to enjoy for generations to come!

Prepared By: _____

Date: _____

Pilon, Janet

Subject: Application

From: dave antunes

Sent: November 21, 2023 12:21 PM

To: clerk@hamilton.ca

Subject: Application

Esteemed clerk,

My name is Dave antunas and I have been a resident of Hamilton for over 30 years. I am very concerned at the city's decision to make disabled buses inaccessible to the disabled.

I am also incredibly disappointed in the fact that the only application that I could find online was in PDF which is unusable by blind people for the most part. And then when I went back to check there was no application for ferrisist. We are just over a month away from the change and you are giving us no time to fix this.

I have many concerns that I would like to speak to the council about, and have been giving your email from our Ward 3 counselor.

I am visually impaired and think it would be very helpful if you could send me the application or tell me what data you need.

Thank you so much,
Dave Antunes

Pilon, Janet

Subject: Hamilton's \$500M airport district roads plan moves forward**From:** Richard Johnson**Sent:** Monday, November 27, 2023 9:50 PM**To:** Office of the Mayor <Officeofthe.Mayor@hamilton.ca>**Cc:** Ward 1 Office <ward1@hamilton.ca>; Ward 2 <ward2@hamilton.ca>; Office of Ward 3 City Councillor Nrinder Nann <ward3@hamilton.ca>; Ward 4 <ward4@hamilton.ca>; Francis, Matt <Matt.Francis@hamilton.ca>; Jackson, Tom <Tom.Jackson@hamilton.ca>; Pauls, Esther <Esther.Pauls@hamilton.ca>; Ward 8 Office <ward8@hamilton.ca>; Clark, Brad <Brad.Clark@hamilton.ca>; Beattie, Jeff <Jeff.Beattie@hamilton.ca>; Tadeson, Mark <Mark.Tadeson@hamilton.ca>; Ward 12 Office <ward12@hamilton.ca>; Ward 13 <ward13@hamilton.ca>; Spadafora, Mike <Mike.Spadafora@hamilton.ca>; McMeekin, Ted <Ted.McMeekin@hamilton.ca>**Subject:** Hamilton's \$500M airport district roads plan moves forward**Subject: Hamilton's \$500M airport district roads plan moves forward**

Good day Mayor and Councillors. I want to reiterate to Mayor Horwath and all Councillors that I think that City Council and the Mayor have done Hamilton and Hamiltonians a grievous disservice in approving the AEGD roads plan without a cost-benefit analysis and an equally thorough reconsideration of protecting the surrounding wetlands in the immediate area of the airport. Perhaps equally not well thought out is the fact that taxpayers in one way or another are going to be dramatically burdened by the mushrooming financial cost of this project at a time when we have over \$1billion in infrastructure backlog in Hamilton currently unaddressed and inflation has hit local citizens hard. Approval of this plan is just sheer folly and the very fact that 7 councillors recognized these facts and voted for a pause in implementation is evidence in itself that almost 50% of City Council have grave concerns about the efficacy of this project. Good business planning always requires a cost benefit analysis at the very least; it appears evident that 9 councillors were triggered into supporting this plan out of sheer fear of losing anticipated business profits for the City and not by common sense. I call on City council to take a pause, withdraw approval to the TMP and reassess the whole plan. Do not be worried about business interests moving on and Hamilton losing out. As Benjamin Franklin said, "an ounce of prevention is worth a pound of cure." Please stop the TMP, do the required thorough groundwork before any further reconsideration of the plan. Doing so serves Hamilton and Hamiltonians well; not doing so puts our financial futures in dire jeopardy. I look forward to a meaningful response from any and all Councillors.

Sincerely,

Rick Johnson

Hamilton's \$500M airport district roads plan moves forward amid calls for cost-benefit analysis

By Teviah Moro Spectator Reporter Nov 9, 2023



In a 7-9 vote Wednesday rejecting deferral Hamilton's airport business district roads plan to allow for analysis, city politicians said that conducting a study of future life-cycle costs and property tax revenue would strain staff resources.

The Hamilton Spectator file photo

Pilon, Janet

Subject: Futuristic Household Recycling

From: steven kaszab

Sent: Tuesday, November 28, 2023 8:26 AM

To: Office of the Mayor <Officeofthe.Mayor@hamilton.ca>; clerks@hamilton.ca; MR - City Hall - Council Chambers (seats 70) <CityHall.CouncilChambers@hamilton.ca>

Subject: Futuristic Household Recycling

Mayor and Council Members

There are many uses for Artificial Intelligence(AI), and applying it to our efforts within the greening of our environment is one. AI can be programmed to scan an set area before it, identifying not just people but also various materials, objects and actions.

Imagine after your garbage has been picked up, and the contents of your garbage deposit is distributed along with others on conveyor belt lines to be sorted and prepared for recycling, reusing or sending it to the incinerator or dump. Camera's use programmed intelligence to identify the items that came from your garbage, and then directs the sorting of it. This record of your garbage is used to determine a number of things such as...

Demographic of garbage: Do certain area's within a city recycle more or less? What do they recycle most and less? Type of garbage sorted? Perhaps even which race recycles the most, efficiently and follows the rules applied by the municipality?

A.I.'s breath and influence upon human reaction: Can a population be influenced or directed effectively through local policies and regulations? Will people sort and package their garbage better if given a carrot?

Many local governments will be using A.I. for just such applications. They will try to get the local population to sort better, and put more effort into recycling for reasons of profitability or agency picking up the trash, and effectiveness. Policy will apply certain rules that will influence and pressure better results through the carrot-coal application.

As recycling trucks tip trash into the truck, in front of your property, AI will scan the contents of each bin, identifying what belongs, or is contaminating product. Garbage has become a profit developing product.

If the system detects contaminants, a photo is taken from inside the truck highlighting those items that do not belong.

A postcard with the image will be sent to the resident with information directing the proper management of side residents property.

If the resident continues to not recycle properly, after two warnings a fine will be applied. If residents are ideal participants they will receive a end of the year carrot, perhaps a gift certificate, but if a resident does not follow the set protocol, they will receive coal in the form of warnings followed up by

a bill for resorting their garbage. Coal vs carrot Policy. Of course residents privacy will be protected in every way, but their information and the type of garbage they dispose of will be recorded.

An example of this process can be found in British Columbia's Okanagan Valley, where Prairie Robotics and the municipalities agency already have applied this process showing certain success in delivery of a service that will certainly thrive throughout Canada over time. Various Municipalities are either studying the process or have directed the application of the process over the next few years, budgeted and initiated.

Steven Kaszab

Pilon, Janet

Subject: Please protect our wetlands and waterways

From: janwillem jansen

Sent: December 4, 2023 8:58 PM

To: clerk@hamilton.ca; Office of the Mayor <Officeofthe.Mayor@hamilton.ca>; Wilson, Maureen <Maureen.Wilson@hamilton.ca>; Kroetsch, Cameron <Cameron.Kroetsch@hamilton.ca>; Nann, Nrinder <Nrinder.Nann@hamilton.ca>; Hwang, Tammy <Tammy.Hwang@hamilton.ca>; Francis, Matt <Matt.Francis@hamilton.ca>; Jackson, Tom <Tom.Jackson@hamilton.ca>; Pauls, Esther <Esther.Pauls@hamilton.ca>; Danko, John-Paul <John-Paul.Danko@hamilton.ca>; Clark, Brad <Brad.Clark@hamilton.ca>; Beattie, Jeff <Jeff.Beattie@hamilton.ca>; Tadeson, Mark <Mark.Tadeson@hamilton.ca>; Cassar, Craig <Craig.Cassar@hamilton.ca>; Wilson, Alex <Alex.Wilson@hamilton.ca>; Spadafora, Mike <Mike.Spadafora@hamilton.ca>; McMeekin, Ted <Ted.McMeekin@hamilton.ca>

Subject: Please protect our wetlands and waterways

Dear mayor and councillors,

Please note my concern about Hamiltons few remaining wetlands and waterways. Your vote at today's Planning Committee meeting is important for these last vestiges of biodiversity and natural health. To keep these pristine, I urge you to support the Municipal Protected Area Plan as a high priority; to identify unprotected wetlands and waterways, such as in the AEGD and remaining Hamilton Harbour inlets, in order to get these protected. Please also strive for Hamilton to sign the Montreal Pledge: Cities united in action for biodiversity.

Thank you.

Jan Willem Jansen

Pilon, Janet

Subject: Royal Assent of Bill 134, Affordable Homes and Good Jobs Act, 2023

From: Watson & Associates Economists Ltd. <info@watsonecon.ca>

Sent: December 5, 2023 11:55 AM

Subject: Royal Assent of Bill 134, Affordable Homes and Good Jobs Act, 2023

Dear Clients:

In our continued efforts to keep our clients up to date on legislative changes, we are writing to inform you that Bill 134 (Affordable Homes and Good Jobs Act, 2023) received Royal Assent on December 4, 2023. Bill 134 changes the definition of an “affordable residential unit” for the purpose of exempting such developments from the payment of development charges, community benefits charges and parkland dedication requirements. A technical summary of Bill 134 was provided in the letter we sent you on October 23, 2023. Since that time, we also had the opportunity to present our perspectives to the Standing Committee on Heritage, Infrastructure and Cultural Policy. A copy of our presentation and letter to the Standing Committee is attached. There were no changes made to Bill 134 through Second and Third Readings.

Note that Bill 134 is not yet in force. Bill 134 will come into force on the day that section 3 of Schedule 3 of Bill 23 is proclaimed. We will continue to monitor the status of these legislative changes to keep our clients informed.

If you have any questions, please do not hesitate to contact us.

Yours very truly,

WATSON & ASSOCIATES ECONOMISTS LTD.

Gary Scandlan, BA, PLE, Managing Partner

Andrew Grunda, MBA, CPA, CMA, Principal

Jamie Cook, MCIP, RPP, PLE, Managing Partner

Peter Simcisko, BA (Hons), MBE, Managing Partner

Sean-Michael Stephen, MBA, Managing Partner

Jack Ammendolia, BES, PLE, Managing Partner

Disclaimer: This message is for the use of the intended recipient(s) only and may contain information that is privileged, proprietary, confidential, and/or exempt from disclosure under any relevant privacy legislation. If you are not the intended recipient or authorized agent thereof, you are hereby notified that any review, retransmission, dissemination, distribution, copying, conversion to hard copy, taking of action in reliance on or other use of this communication is strictly prohibited. If you are not the intended recipient and have received this message in error, please notify the sender by return e-mail and delete or destroy all copies of this message. Warning: Although Watson & Associates Economists Ltd. has taken reasonable precautions to ensure no viruses are present in this email, the company cannot accept responsibility for any loss or damage arising from the use of this email or attachments.

If you no longer wish to receive municipal finance related information from Watson & Associates Economists Ltd., please reply to this email with the subject line UNSUBSCRIBE.

Watson & Associates Economists Ltd.

2233 Argentia Rd.
Suite 301
Mississauga, Ontario
L5N 2X7

Office: 905-272-3600
Fax: 905-272-3602
www.watsonecon.ca





Presentation to the Standing Committee on Heritage, Infrastructure and Cultural Policy on Bill 134

Peter Simcisko, Managing Partner
Erik Karvinen, Manager

November 15, 2023 0

Introduction



- At the outset, we would like to thank the Committee for inviting us to speak.
- We are providing a high-level summary PowerPoint presentation along with a detailed letter submission regarding Bill 134 as it relates to:
 - Definition of an “affordable residential unit” for the purposes of development-related charge discounts and exemptions.
- This presentation will provide certain highlights for the Committee’s consideration.

Watson & Associates Economists Ltd.

Powerful Insights. Informed Strategies. Since 1982.



- Watson & Associates Economists Ltd. is a firm of municipal economists, planners and accountants which has been in operation since 1982. With a municipal client base of more than 250 Ontario municipalities and utility commissions, the firm is recognized as a leader in the municipal finance/local government and land economics field.
- Our background is exceptional and includes:
 - Having undertaken over one-half of the consulting work completed in Ontario in the development charges field during the past decade;
 - Provided submissions and undertook discussions with the Province when the *Development Charges Act* was first introduced in 1989 and with each subsequent amendment undertaken in 1997, 2015 and 2019 (including being a member of the Provincial Technical Working Group on the 2020 development charges and community benefits charges regulations);
 - Having undertaken a significant number of community benefits charges strategies and parkland dedication reviews for municipalities arising from the recent *Planning Act* amendments;
 - Undertaking numerous studies that focus on growth management, population and employment forecasting, urban land needs, municipal competitiveness, land use planning policy and financial/economic impact analysis;
 - Preparing asset management plans and conservation authority fees and charges studies.

Observations



- Preliminary analysis of the potential impacts of the proposed definitions of affordability have been assessed using data from the Provincial Policy Statement – 2022 Housing Tables.

Market rent lower than “affordable” rent in all regional market areas.

Affordability threshold for ownership units calculated using the income test is generally lower than 90% of the average market purchase price.

Based on the provincial averages, market purchase prices are approximately double the affordable purchase prices.

- The source of data to be used for the Affordable Residential Units Bulletin and the level of data disaggregation (by geography and unit type) have not yet been specified. Until these are known, the full impacts of the proposed definitions cannot be assessed with accuracy.

Technical Clarifications Needed with Respect to the Bulletin



- Geographic scope of the Bulletin (local municipal data vs. regional market data).
- Level of data disaggregation by unit type.
- Definition of accommodation costs.
- Definition of rental units (relative to definition for the purposes of sections 26.1 and 26.2 of the *Development Charges Act*).
- Bulletin publication frequency.
- Basis for determination of gross annual income.
- Basis for determination of average market rents and purchase prices.

Considerations for the Standing Committee



Technical details related to the Bulletin need to be carefully considered.

Effectiveness of the proposed exemptions with respect to incentivizing affordable housing needs to be analyzed and periodically reviewed.

Administration of agreements and funding of exemptions continue to place further resourcing and financial burdens on municipalities.

October 27, 2023

To Ministry of Municipal Affairs and Housing:

Re: Changes to the Definition of an "Affordable Residential Unit" in the Development Charges Act, 1997 for the Purpose of Municipal Development-Related Charge Discounts and Exemptions (Tracking Number 23-MMAH017)

On behalf of our many municipal clients, we are submitting our comments related to the proposed changes to the *Development Charges Act* (D.C.A.) under Bill 134 (*Affordable Homes and Good Jobs Act*).

1. Introduction

The exemptions for affordable residential units were included in the *More Homes Built Faster Act* (Bill 23), enacted by the Province on November 28, 2022. Under this legislation, affordable residential units were defined within subsection 4.1 of the D.C.A. and exemptions for D.C., C.B.C. and parkland dedication were provided in respect of this definition. While the legislation was enacted in November 2022, the ability for municipalities to implement the exemptions required the Minister of Municipal Affairs and Housing to publish an "Affordable Residential Units for the Purposes of the Development Charges Act, 1997 Bulletin." This bulletin would inform average market rent and purchase price to be used in determining which developments qualify as affordable residential units. At the time of writing, this bulletin had not been published by the Minister.

2. Proposed Amendments to the D.C.A.

The definition proposed under Bill 134 modifies the affordable residential unit definition by:

- introducing an income-based test for affordable rent and purchase price; and
- increasing the threshold for the market test of affordable rent and purchase price.

The proposed amendment would provide the exemption based on the lesser of the two measures. Moreover, the rules in subsection 4.1 of the D.C.A. are unchanged with respect to:

- the tenant and purchaser transacting the affordable unit being at arm's length;
- the intent of maintaining the affordable residential unit definition for a 25-year period, requiring an agreement with the municipality (which may be registered on title); and



- exemptions for attainable residential units and associated rules (requiring further regulations).

3. Illustration of the Proposed Amendment

The proposed definition of an affordable residential unit is generally consistent with the 2020 Provincial Policy Statement (P.P.S.) and considers both income-based and market-price approaches to derive an affordable housing definition for both rental and ownership housing units. This is in contrast to the current D.C.A. definition implemented through Bill 23, which is solely based on the market-price approach.

The following provides an illustrative example of the two approaches and how the application of the affordable residential unit definitions would differ for rental and ownership housing. This example uses 2022 data for the Kingston regional market area. Note, this example is meant to be illustrative and uses data from the P.P.S. Housing Tables (provided for reference in the appendix). The source of data to be used by the Province for the Affordable Residential Units bulletin, and the level of data disaggregation (by geography and unit type) has not yet been specified.

3.1 Rental Housing Example

Applying the proposed affordable residential unit definition under Bill 134 for the Kingston regional market area:

- The average annual household income for renter households in the 60th percentile in 2022 was \$68,900.
- 30% of this annual household income is \$20,670 or \$1,720 per month.
- The average market rent is \$1,390 per month.
- 80% of the average market rent is \$1,120 per month.
- Under the proposed definition, affordable residential units with a rental rate of \$1,390 per month or less would be exempt from D.C.s. This rental threshold is 25% (or \$278/month) higher than the current D.C.A. definition, which would establish this rental threshold at \$1,112 per month.

Proposed Bill 134 D.C.A. Definition (October 2023)

Lesser of a) or b) of the following

a) the income-based affordable rent based on 60 th percentile average household income \$68,900.	\$1,720 (1)
b) average market rent identified for the residential unit.	\$1,390 (2)
Affordable Rental Unit (max. rent)	\$1,390

Current D.C.A. Definition (More Homes Built Faster Act)

Where rent is no more than 80% of the average market rent	\$1,112 (2)
---	-------------

Affordable Rental Unit (max. rent)	\$1,112
---	----------------

Notes:

(1) Provincial Policy Statement Housing Table - Table 3: Renter Household Incomes and Affordable Rents, 2022

(2) Provincial Policy Statement Housing Table - Table 4. Average Rent by Bedroom Count



3.2 Ownership Housing Example

Applying the proposed affordable residential unit definition under Bill 134 for the Kingston regional market area:

- The average annual household income for all households in the 60th percentile in 2022 was \$108,300.
- Annual accommodation costs equal to 30% of this annual household income (\$108,300 x 0.3 /12 = \$2,708) represent the carrying cost per month derived from typical monthly mortgage costs, property taxes, and mortgage insurance costs.^[1] This calculation equates to a purchase price of \$372,500.
- 90% of the average purchase price is \$523,500 (based on an average resale house price of \$581,700).
- 80% of the average purchase price is \$465,360.
- Under the proposed definition, affordable residential units purchased at \$372,500 or less would be exempt from D.C.s. This purchase price threshold is approximately 20% (or \$92,860) lower than under the current D.C.A. definition, which would establish the purchase price at \$465,360.

Proposed Bill 134 D.C.A. Definition (October 2023)
Lesser of a) or b) of the following

a) the income-based affordable purchase price based on 60 th income percentile household income of \$108,300.	\$372,500 (1)
b) 90% of the average purchase price.	\$523,500 (2)
Affordable Ownership Unit (max. purchase price)	\$372,500

Current D.C.A. Definition (More Homes Built Faster Act)

Where the price of the unit is no more than 80% of the average purchase price.	\$465,360 (2)
Affordable Ownership Unit (max. purchase price)	\$465,360

Notes:

(1) Provincial Policy Statement Housing Table - Table 1: All Households Incomes and Affordable House Prices, 2022

(2) Provincial Policy Statement Housing Table - Table 2: Average Resale House Price and 10% Below Average Resale Price, 2022

4. Comments on the Proposed Amendment

In comparison to the current D.C.A. definition of affordable residential units, the following observations are provided:

- The refined definition of affordable residential units presented in Bill 134 aligns with the income-based approach utilized in the 2020 P.P.S. This, in contrast to

^[1] Mortgage payments based on a 25-year mortgage at 4.79% interest rate and 5% down payment. Estimated monthly property taxes = 0.125% of house value. Canada Mortgage and Housing Corporation mortgage loan insurance premium = 4.0% of loan amount. It is not yet clear if/to what extent these align with “accommodation costs” to be considered for the purposes of the income-based test proposed in Bill 134.



the current market-based approach, better aligns with how a number of municipalities define affordable developments in their housing strategies. However, as provided in our comments on Bill 23, while it is an admirable goal to create additional affordable housing units, further D.C., C.B.C., and parkland exemptions will continue to provide further financial burdens on municipalities to fund these exemptions.

- Based on the P.P.S. Housing Tables provided in the appendix:
 - The rent at which a residential unit would be considered affordable is higher under the Bill 134 proposal, compared to the current D.C.A. definition. This would imply that more rental units would receive the exemption relative to the wording provided in Bill 23, providing a greater incentive for affordable rental units.
 - Based on the information contained in this data source, the income test appears to be irrelevant for rental units, as market rent is consistently lower than the affordable rent (based on 60th percentile average household income) across all regional market areas.
 - Conversely, the affordability threshold for ownership housing units, exhibited in this data source, would generally appear to be lower when applying the income-based approach. As a result, Bill 134 is anticipated to incentivize purpose-built rental units over ownership housing.
 - Moreover, this would appear to provide exemptions for ownership affordable residential units that are more aligned with household income than market value.
 - It should also be noted that, based on the provincial average in the data tables, average market purchase prices are approximately double the affordable purchase prices. Based on this observation, only very small residential units, such as studio-type condominium units, may be priced at a point where they would qualify for the affordable residential units exemption. This would mean that establishing affordability using averages across all unit types may not help address the problem of “missing middle”^[1] housing, which would typically be geared towards families.
- The proposed definition considers local income in addition to market prices. While the definition clearly identifies that annual incomes for households within

^[1] The “missing middle” describes a range of medium-density housing types between single-detached houses and apartment buildings. This includes a range of multi-unit or clustered housing types compatible in scale with single-family homes that help meet the growing demand for walkable urban living, such as duplexes, triplexes, fourplexes, rowhouses, and townhouses. Source: [https://www.evergreen.ca/downloads/pdfs/2018/What is the Missing Middle Evergreen CUI s2.pdf](https://www.evergreen.ca/downloads/pdfs/2018/What%20is%20the%20Missing%20Middle%20Evergreen%20CUI%20s2.pdf)



the “applicable local municipality” will be used in the income-based test, the local municipality does not appear in the average market rent/purchase price definition. Concerns about the geographic scope of the bulletin and potential implications across local municipalities due to variations in income levels still remain.

- The income level is set at the 60th percentile of gross annual income in the applicable local municipality, distinguishing between renter households and all other households. The basis for determination of gross annual income is not provided in the legislation and will be informed by the Minister’s bulletin.
- For affordable households, the rent would be established at 30% of income, and purchase price at accommodation costs equal to 30% of income. A definition of accommodation costs is not provided in the legislation and will be informed by the Minister’s bulletin. The basis for calculating accommodation costs is unclear, and carrying costs need to reflect representative costs of home ownership, including typical mortgage costs, property taxes, and property insurance, as well as condominium fees, where applicable.
- The basis for market rents and purchase prices will be required. Many municipalities utilize Canada Mortgage and Housing Corporation data for establishing average market rents in affordable housing strategies. As noted earlier, it is unclear from the legislation how the average market rents and purchase prices will be determined.
- As currently written, the legislation is unclear if market rent and purchase price will be determined using overall averages or averages disaggregated by dwelling unit type or size. Establishing average rents and purchase prices using overall averages across all dwelling unit types will provide higher average values than those established by dwelling unit type and size, which would have greater exemption implications for municipalities with a larger amount of high-density development. As noted earlier, this approach would also tend to favour smaller condominium units, which would more likely meet the affordability threshold, in contrast to larger family sized units, which would likely not qualify for D.C. exemptions.
- Subsections 4.1 (5) and (6) of the D.C.A. currently identify the market rent/purchase price in the year the unit is occupied/sold as identified in the bulletin. This would appear to indicate an annual publication of the bulletin. The proposed definition of the “affordable residential units bulletin” does not imply an annual publication. The timing for publishing the bulletin should be clarified.
- The D.C.A. defines “rental housing development” for the purposes of the mandatory instalment payments in section 26.1 of the D.C.A. and the discounts for rental housing development in section 26.2. Affordable residential rental units within subsection 4.1 (2) are not specifically defined as rental housing



development and, therefore, it does not appear that there is a requirement for those units to be in a building or structure with four or more units.

- The introduction of the income test for affordable residential units will increase municipal administration costs of agreements and the requirement to ensure these units remain affordable over a 25-year period. These administrative burdens will be cumbersome and will need to be monitored and coordinated by both upper-tier and lower-tier municipalities. Further clarification is required with respect to:
 - The parties to the agreement (e.g., developer vs. builder vs. owner);
 - The Minister of Municipal Affairs and Housing establishing standard forms of agreement, as provided under subsection 4.1 (12); and
 - Reporting requirements and onus (i.e., should the municipality reach out to the parties of each agreement or should the parties to the agreement be required to report to the municipality?).

We appreciate the opportunity to provide comments related to the proposed changes on behalf of our municipal clients.

Yours very truly,

WATSON & ASSOCIATES ECONOMISTS LTD.

Gary Scandlan, BA, PLE, Managing Partner

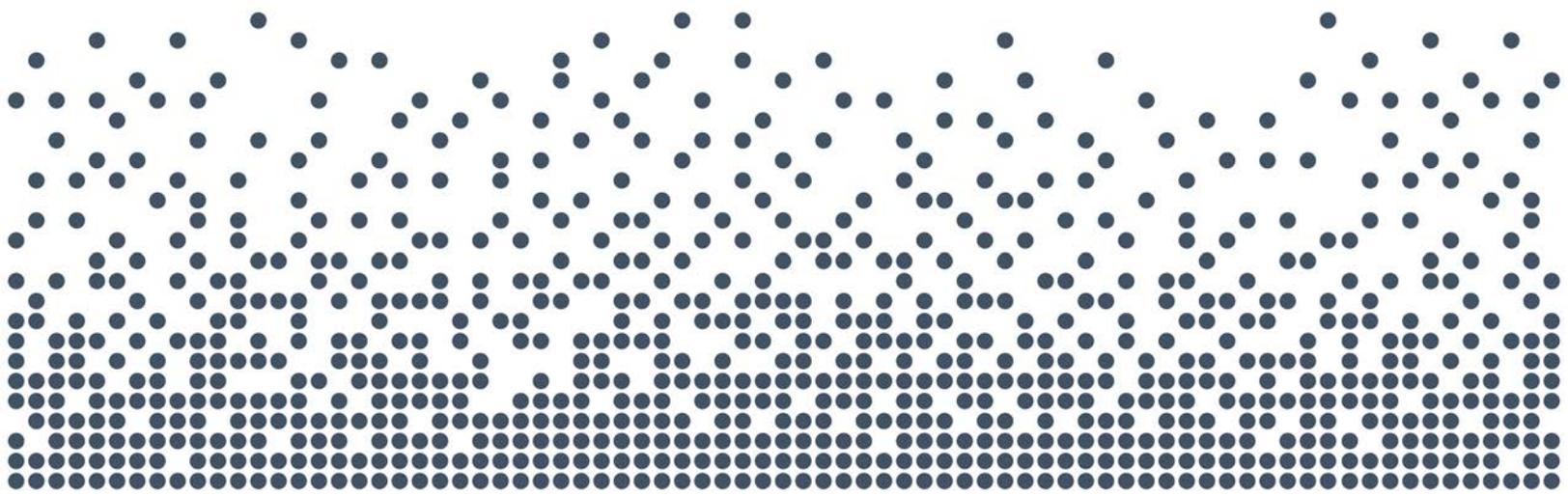
Andrew Grunda, MBA, CPA, CMA, Principal

Jamie Cook, MCIP, RPP, PLE, Managing Partner

Peter Simcisko, BA (Hons), MBE, Managing Partner

Sean-Michael Stephen, MBA, Managing Partner

Jack Ammendolia, BES, PLE, Managing Partner



Appendix

Provincial Policy Statement – Housing Table

Table 1: All Households Incomes and Affordable House Prices, 2022

Regional Market Area	10th Income Percentile	10th Percentile Affordable House Price	20th Income Percentile	20th Percentile Affordable House Price	30th Income Percentile	30th Percentile Affordable House Price	40th Income Percentile	40th Percentile Affordable House Price	50th Income Percentile	50th Percentile Affordable House Price	60th Income Percentile	60th Percentile Affordable House Price	70th Income Percentile	70th Percentile Affordable House Price	80th Income Percentile	80th Percentile Affordable House Price	90th Income Percentile	90th Percentile Affordable House Price
Ontario	\$31,200	\$107,200	\$49,100	\$168,800	\$65,400	\$225,000	\$82,300	\$283,200	\$100,500	\$345,900	\$120,400	\$414,300	\$145,800	\$501,700	\$179,000	\$615,800	\$236,400	\$813,400
City of Toronto	\$26,300	\$90,500	\$42,400	\$146,000	\$58,800	\$202,200	\$75,100	\$258,500	\$92,800	\$319,300	\$112,700	\$387,700	\$138,100	\$475,100	\$176,800	\$608,200	\$247,500	\$851,400
Central	\$36,700	\$126,200	\$56,100	\$193,100	\$74,600	\$256,600	\$92,800	\$319,300	\$112,700	\$387,700	\$134,800	\$463,700	\$160,200	\$551,200	\$196,600	\$676,600	\$254,100	\$874,300
Regional Municipality of Durham	\$40,700	\$139,900	\$61,400	\$211,300	\$80,100	\$275,600	\$99,400	\$342,100	\$118,200	\$406,700	\$140,300	\$482,700	\$165,700	\$570,200	\$198,900	\$684,200	\$251,900	\$866,600
Regional Municipality of Halton	\$42,400	\$146,000	\$66,300	\$228,100	\$87,800	\$302,200	\$110,500	\$380,100	\$133,700	\$459,900	\$160,200	\$551,200	\$192,200	\$661,400	\$234,200	\$805,800	\$309,300	\$1,064,300
City of Hamilton	\$29,600	\$101,900	\$46,000	\$156,100	\$61,400	\$211,300	\$77,300	\$266,100	\$93,900	\$323,100	\$113,800	\$391,500	\$137,000	\$471,300	\$156,000	\$581,600	\$221,000	\$760,200
District Municipality of Muskoka	\$29,400	\$101,100	\$46,400	\$159,600	\$61,000	\$209,800	\$75,100	\$258,500	\$91,700	\$315,500	\$108,300	\$372,500	\$129,300	\$444,700	\$159,100	\$547,400	\$209,900	\$722,200
Regional Municipality of Niagara	\$30,000	\$103,400	\$45,100	\$155,100	\$58,300	\$200,700	\$72,400	\$249,000	\$92,500	\$302,200	\$105,000	\$361,100	\$124,800	\$429,500	\$152,500	\$524,600	\$198,900	\$684,200
Regional Municipality of Peel	\$40,200	\$138,400	\$61,900	\$212,900	\$81,200	\$279,400	\$99,400	\$342,100	\$118,200	\$406,700	\$139,200	\$478,900	\$164,600	\$566,400	\$196,600	\$676,600	\$251,900	\$866,600
County of Simcoe	\$35,100	\$120,900	\$52,600	\$180,900	\$69,400	\$238,700	\$85,600	\$294,600	\$102,700	\$353,500	\$121,500	\$418,100	\$143,600	\$494,100	\$173,400	\$596,800	\$223,200	\$767,800
Regional Municipality of York	\$38,000	\$130,800	\$59,700	\$205,300	\$80,600	\$277,500	\$100,500	\$345,900	\$123,700	\$425,700	\$149,100	\$513,100	\$179,000	\$615,800	\$218,700	\$752,600	\$282,800	\$973,100
Eastern	\$31,400	\$108,000	\$49,100	\$168,800	\$65,400	\$225,000	\$81,800	\$281,300	\$99,400	\$342,100	\$118,200	\$406,700	\$142,500	\$490,300	\$174,600	\$600,600	\$227,600	\$783,000
City of Cornwall	\$27,000	\$92,700	\$40,700	\$139,900	\$55,000	\$182,500	\$66,700	\$229,600	\$80,600	\$277,500	\$97,200	\$334,500	\$116,000	\$399,100	\$141,400	\$486,500	\$183,400	\$631,000
County of Hastings	\$28,900	\$99,600	\$43,300	\$148,000	\$55,700	\$191,600	\$68,900	\$237,200	\$82,900	\$285,100	\$99,400	\$342,100	\$118,200	\$406,700	\$142,500	\$490,300	\$183,400	\$631,000
Kawartha Lakes Division	\$29,600	\$101,900	\$45,500	\$156,600	\$60,100	\$206,800	\$74,000	\$254,700	\$90,600	\$311,700	\$107,200	\$368,700	\$129,300	\$444,700	\$154,700	\$532,200	\$203,300	\$699,400
Haliburton County	\$27,800	\$95,800	\$41,500	\$142,900	\$54,400	\$187,000	\$66,700	\$229,600	\$81,200	\$279,400	\$97,200	\$334,500	\$116,000	\$399,100	\$140,300	\$482,700	\$182,200	\$661,400
City of Kawartha Lakes + Haliburton	\$29,200	\$100,300	\$44,600	\$153,600	\$58,800	\$202,200	\$72,900	\$260,900	\$87,800	\$302,200	\$105,000	\$361,100	\$125,900	\$433,300	\$152,500	\$524,600	\$201,100	\$691,800
City of Kingston	\$28,700	\$98,800	\$45,100	\$155,100	\$59,200	\$203,700	\$74,000	\$254,700	\$88,500	\$307,900	\$108,300	\$372,500	\$130,400	\$448,500	\$160,200	\$551,200	\$209,900	\$722,200
County of Lanark	\$32,500	\$111,800	\$49,900	\$171,800	\$65,400	\$225,000	\$80,100	\$275,600	\$97,200	\$334,500	\$114,900	\$395,300	\$135,900	\$467,500	\$163,500	\$562,600	\$212,100	\$729,800
UC of Leeds and Grenville	\$30,500	\$104,900	\$46,000	\$158,100	\$60,100	\$206,800	\$75,100	\$258,500	\$90,600	\$311,700	\$107,200	\$368,700	\$128,200	\$440,900	\$155,800	\$536,000	\$201,100	\$691,800
County of Lennox and Addington	\$32,300	\$111,000	\$48,600	\$161,200	\$60,500	\$208,300	\$74,600	\$256,600	\$90,600	\$311,700	\$107,200	\$368,700	\$127,000	\$437,100	\$156,900	\$539,800	\$212,100	\$729,800
Prince Edward Division	\$32,000	\$110,200	\$46,800	\$161,200	\$60,500	\$208,300	\$74,600	\$256,600	\$90,600	\$311,700	\$107,200	\$368,700	\$127,000	\$437,100	\$156,900	\$539,800	\$212,100	\$729,800
County of Lennox + Addington + Prince Edward Division	\$32,000	\$110,200	\$46,800	\$161,200	\$60,500	\$208,300	\$74,600	\$256,600	\$90,600	\$311,700	\$107,200	\$368,700	\$127,000	\$437,100	\$156,900	\$539,800	\$212,100	\$729,800
County of Northumberland	\$32,900	\$113,300	\$48,600	\$167,200	\$63,200	\$217,400	\$77,300	\$266,100	\$92,800	\$319,300	\$110,500	\$380,100	\$131,500	\$452,300	\$160,200	\$551,200	\$207,700	\$714,600
City of Ottawa	\$35,100	\$120,900	\$56,100	\$193,100	\$75,100	\$258,500	\$93,900	\$323,100	\$112,700	\$387,700	\$134,800	\$463,700	\$162,400	\$538,700	\$198,900	\$684,200	\$258,500	\$889,500
City of Peterborough	\$29,400	\$101,100	\$44,200	\$152,000	\$58,300	\$200,700	\$72,400	\$249,000	\$87,300	\$300,300	\$105,000	\$361,100	\$125,900	\$433,300	\$154,700	\$532,200	\$203,300	\$699,400
UC of Prescott and Russell	\$33,100	\$114,000	\$51,300	\$176,400	\$69,800	\$240,200	\$87,300	\$300,300	\$105,000	\$342,100	\$124,800	\$429,500	\$146,900	\$505,500	\$175,700	\$604,400	\$218,700	\$752,600
County of Renfrew	\$29,400	\$101,100	\$44,600	\$153,600	\$59,700	\$205,300	\$74,000	\$254,700	\$89,500	\$307,900	\$105,000	\$361,100	\$125,900	\$433,300	\$151,400	\$520,700	\$192,200	\$661,400
Southwestern	\$31,400	\$108,000	\$49,100	\$168,800	\$65,400	\$224,400	\$77,900	\$268,000	\$93,900	\$323,100	\$112,700	\$387,700	\$134,800	\$463,700	\$164,600	\$566,400	\$214,300	\$737,400
City of Brantford	\$31,200	\$107,200	\$47,700	\$164,200	\$62,300	\$214,400	\$77,900	\$268,000	\$93,900	\$323,100	\$112,700	\$387,700	\$133,700	\$459,900	\$161,300	\$555,000	\$205,500	\$707,000
County of Bruce	\$31,600	\$108,700	\$48,200	\$165,700	\$62,800	\$215,900	\$77,900	\$271,800	\$96,100	\$330,700	\$116,000	\$399,100	\$143,600	\$494,100	\$176,800	\$608,200	\$240,800	\$828,600
Municipality of Chatham-Kent	\$28,300	\$97,300	\$41,100	\$141,400	\$53,000	\$182,500	\$65,000	\$223,500	\$79,500	\$273,700	\$95,000	\$326,900	\$114,900	\$395,300	\$139,200	\$478,900	\$183,400	\$641,000
County of Dufferin	\$38,900	\$133,800	\$61,000	\$209,800	\$82,300	\$283,200	\$100,500	\$345,900	\$119,300	\$410,500	\$141,400	\$486,500	\$164,600	\$566,400	\$196,600	\$676,600	\$245,300	\$833,800
County of Grey	\$28,700	\$98,800	\$43,300	\$149,000	\$56,600	\$194,600	\$70,700	\$243,300	\$86,200	\$296,500	\$103,800	\$357,300	\$124,800	\$429,500	\$153,600	\$528,400	\$205,500	\$707,000
County of Huron	\$29,400	\$101,100	\$44,200	\$152,000	\$57,400	\$197,700	\$72,400	\$249,000	\$86,700	\$298,400	\$102,700	\$353,500	\$123,700	\$437,100	\$151,400	\$520,700	\$198,900	\$684,200
County of Lambton	\$30,900	\$106,400	\$46,400	\$159,600	\$61,000	\$209,800	\$76,200	\$262,300	\$91,700	\$315,500	\$109,400	\$376,300	\$132,600	\$456,100	\$162,400	\$558,800	\$214,300	\$737,400
City of London	\$28,900	\$99,600	\$44,200	\$152,000	\$58,300	\$200,700	\$72,400	\$249,000	\$87,800	\$302,200	\$105,000	\$361,100	\$127,000	\$437,100	\$155,800	\$536,000	\$205,500	\$707,000
County of Norfolk	\$32,000	\$110,200	\$48,600	\$161,200	\$60,500	\$208,300	\$74,600	\$256,600	\$90,600	\$311,700	\$107,200	\$368,700	\$127,000	\$437,100	\$156,900	\$539,800	\$212,100	\$729,800
County of Oxford	\$33,800	\$115,600	\$50,800	\$174,900	\$65,000	\$223,500	\$79,500	\$273,700	\$96,100	\$330,700	\$112,700	\$387,700	\$132,600	\$456,100	\$159,100	\$547,400	\$203,300	\$699,400
City of St. Thomas	\$31,800	\$109,500	\$47,300	\$162,700	\$61,400	\$211,300	\$76,200	\$262,300	\$91,700	\$315,500	\$107,200	\$368,700	\$127,000	\$437,100	\$152,500	\$524,600	\$192,200	\$661,400
City of Stratford	\$32,500	\$111,800	\$48,600	\$167,200	\$62,300	\$214,400	\$77,300	\$266,100	\$92,800	\$319,300	\$110,500	\$380,100	\$130,400	\$448,500	\$156,900	\$539,800	\$201,100	\$691,800
Regional Municipality of Waterloo	\$34,000	\$117,100	\$51,700	\$177,900	\$68,100	\$234,100	\$84,500	\$290,800	\$101,600	\$349,700	\$121,500	\$418,100	\$144,700	\$497,900	\$175,700	\$604,400	\$227,600	\$783,000
County of Wellington	\$35,400	\$121,600	\$54,400	\$187,000	\$71,300	\$245,200	\$88,400	\$304,100	\$107,200	\$368,700	\$128,200	\$440,900	\$151,400	\$520,700	\$183,400	\$631,000	\$238,600	\$821,000
City of Windsor	\$30,500	\$104,900	\$46,400	\$159,600	\$60,100	\$206,800	\$74,600	\$256,600	\$90,600	\$311,700	\$108,300	\$372,500	\$130,400	\$448,500	\$162,400	\$558,800	\$212,100	\$729,800
Northeastern	\$27,400	\$94,300	\$41,500	\$142,900	\$54,400	\$187,000	\$68,500	\$235,700	\$84,500	\$290,800	\$102,700	\$353,500	\$124,800	\$429,500	\$153,600	\$528,400	\$198,900	\$684,200
Algoma District	\$26,500	\$91,200	\$38,400	\$132,300	\$50,400	\$173,300	\$62,800	\$215,900	\$77,300	\$266,100	\$95,000	\$326,900	\$116,000	\$399,100	\$142,500	\$490,300	\$185,600	\$638,600
Algoma DSSAB	\$26,100	\$89,700	\$36,700	\$126,200	\$47,700	\$164,200	\$58,800	\$202,200	\$72,400	\$249,000	\$89,500	\$307,900	\$109,400	\$376,300	\$135,900	\$467,500	\$176,800	\$608,200
Cochrane DSSAB	\$27,200	\$93,500	\$41,500	\$142,900	\$55,200	\$190,100	\$70,700	\$243,300	\$86,700	\$298,400	\$107,200	\$368,700	\$130,400	\$448,500	\$162,400	\$558,800	\$205,500	\$707,000
City of Greater Sudbury	\$29,800	\$102,600	\$46,000	\$158,100	\$61,000	\$209,800	\$75,700	\$260,400	\$92,800	\$319,300	\$112,700</							

Table 2: 10% Below Average Resale Price, 2022

Regional Market Area	Average Resale Price 2022	10% Below Average Resale Price 2022
Ontario	\$813,000	\$731,700
City of Toronto	\$1,146,500	\$1,031,800
Central	\$1,030,100	\$927,100
Regional Municipality of Durham	\$893,000	\$803,700
Regional Municipality of Halton	\$1,206,300	\$1,085,700
City of Hamilton	\$805,100	\$724,600
District Municipality of Muskoka	\$920,800	\$828,700
Regional Municipality of Niagara	\$667,700	\$601,000
Regional Municipality of Peel	\$1,052,500	\$947,300
County of Simcoe	\$791,500	\$712,300
Regional Municipality of York	\$1,271,000	\$1,143,900
Eastern	\$536,800	\$483,100
City of Cornwall	\$384,400	\$345,900
County of Hastings	\$495,000	\$445,500
City of Kawartha Lakes	\$671,100	\$604,000
City of Kingston	\$581,700	\$523,500
County of Lanark	\$520,300	\$468,200
UC of Leeds and Grenville	\$470,000	\$423,000
County of Lennox and Addington	\$638,700	\$574,800
County of Northumberland	\$673,300	\$606,000
City of Ottawa	\$670,900	\$603,800
City of Peterborough	\$675,200	\$607,700
UC of Prescott and Russell	\$462,400	\$416,200
County of Renfrew	\$399,600	\$359,700
Southwestern	\$650,900	\$585,800
City of Brantford	\$672,400	\$605,200
County of Bruce	\$589,500	\$530,500
Municipality of Chatham-Kent	\$410,900	\$369,800
County of Dufferin	\$923,900	\$831,500
County of Grey	\$712,200	\$641,000
County of Huron	\$569,700	\$512,700
County of Lambton	\$527,000	\$474,300
City of London	\$621,600	\$559,400
County of Norfolk	\$626,900	\$564,200
County of Oxford	\$639,000	\$575,100
City of St. Thomas	\$558,400	\$502,600
City of Stratford	\$609,000	\$548,100
Regional Municipality of Waterloo	\$754,800	\$679,300
County of Wellington	\$830,400	\$747,400
City of Windsor	\$523,400	\$471,000
Northeastern	\$375,800	\$338,200
Algoma DSAB	\$256,700	\$231,000
Cochrane DSSAB	\$254,400	\$229,000
City of Greater Sudbury	\$414,600	\$373,100
Manitoulin-Sudbury DSSAB	\$332,800	\$299,500
Nipissing DSSAB	\$393,800	\$354,400
Parry Sound DSSAB	\$692,300	\$623,100
Sault Ste. Marie DSSAB	\$312,600	\$281,300
Timiskaming DSSAB	\$246,300	\$221,700
Northwestern	\$322,500	\$290,300
Kenora DSSAB	\$356,400	\$320,800
Rainy River DSSAB	\$247,800	\$223,000
Thunder Bay DSSAB	\$320,400	\$288,300

Source: Real Property Solutions House Price Index

Note: The average resale price may be influenced, particularly in smaller areas, by the number and type of house resales.

Contact: Stewart Houghton | Community and Supportive Housing Division | Housing.Research@ontario.ca

Provincial Policy Statement – Housing Table

Table 3: Renter Household Incomes and Affordable Rents, 2022

Regional Market Area	10th Income Percentile	10th Percentile Affordable Rent	20th Income Percentile	20th Percentile Affordable Rent	30th Income Percentile	30th Percentile Affordable Rent	40th Income Percentile	40th Percentile Affordable Rent	50th Income Percentile	50th Percentile Affordable Rent	60th Income Percentile	60th Percentile Affordable Rent	70th Income Percentile	70th Percentile Affordable Rent	80th Income Percentile	80th Percentile Affordable Rent	90th Income Percentile	90th Percentile Affordable Rent
Ontario	\$23,000	\$570	\$30,700	\$770	\$41,500	\$1,040	\$52,600	\$1,310	\$64,500	\$1,610	\$77,900	\$1,950	\$93,900	\$2,350	\$113,800	\$2,840	\$149,100	\$3,730
City of Toronto	\$22,500	\$560	\$31,400	\$780	\$43,700	\$1,090	\$56,600	\$1,410	\$69,800	\$1,750	\$84,500	\$2,110	\$101,600	\$2,540	\$123,700	\$3,090	\$163,500	\$4,090
Central	\$24,500	\$610	\$33,400	\$830	\$44,600	\$1,120	\$56,100	\$1,400	\$68,500	\$1,710	\$82,300	\$2,060	\$98,300	\$2,460	\$120,400	\$3,010	\$155,800	\$3,890
Regional Municipality of Durham	\$25,000	\$620	\$34,000	\$850	\$45,100	\$1,130	\$55,700	\$1,390	\$68,100	\$1,700	\$81,800	\$2,040	\$97,200	\$2,430	\$118,200	\$2,960	\$152,500	\$3,810
Regional Municipality of Halton	\$25,600	\$640	\$38,000	\$950	\$51,300	\$1,280	\$65,000	\$1,620	\$79,500	\$1,990	\$95,000	\$2,380	\$114,900	\$2,870	\$140,300	\$3,510	\$187,800	\$4,700
City of Hamilton	\$20,800	\$520	\$28,900	\$720	\$38,900	\$970	\$47,700	\$1,190	\$57,900	\$1,450	\$69,800	\$1,750	\$83,400	\$2,090	\$100,500	\$2,510	\$129,300	\$3,230
District Municipality of Muskoka	\$21,400	\$540	\$27,600	\$690	\$35,400	\$880	\$45,500	\$1,140	\$53,900	\$1,350	\$65,400	\$1,640	\$77,900	\$1,950	\$93,900	\$2,350	\$124,800	\$3,120
Regional Municipality of Niagara	\$21,700	\$540	\$28,300	\$710	\$36,700	\$920	\$44,600	\$1,120	\$53,900	\$1,350	\$64,500	\$1,610	\$76,800	\$1,920	\$95,000	\$2,380	\$122,600	\$3,070
Regional Municipality of Peel	\$25,200	\$630	\$38,400	\$960	\$52,100	\$1,300	\$65,000	\$1,620	\$78,400	\$1,960	\$92,800	\$2,320	\$109,400	\$2,730	\$130,400	\$3,260	\$166,800	\$4,170
County of Simcoe	\$25,000	\$620	\$32,900	\$820	\$43,700	\$1,090	\$53,900	\$1,350	\$65,800	\$1,650	\$79,000	\$1,970	\$93,900	\$2,350	\$113,800	\$2,840	\$146,900	\$3,670
Regional Municipality of York	\$24,500	\$610	\$35,400	\$880	\$47,700	\$1,190	\$61,400	\$1,540	\$75,700	\$1,890	\$90,600	\$2,260	\$109,400	\$2,730	\$133,700	\$3,340	\$176,800	\$4,420
Eastern	\$22,800	\$570	\$30,300	\$760	\$40,700	\$1,020	\$50,800	\$1,270	\$62,300	\$1,580	\$75,100	\$1,880	\$90,600	\$2,260	\$109,400	\$2,730	\$141,400	\$3,540
City of Cornwall	\$21,400	\$540	\$26,700	\$670	\$32,500	\$810	\$41,100	\$1,030	\$49,500	\$1,240	\$58,800	\$1,470	\$71,300	\$1,780	\$86,700	\$2,170	\$111,600	\$2,790
County of Hastings	\$22,500	\$560	\$28,100	\$700	\$35,400	\$880	\$44,600	\$1,120	\$53,000	\$1,330	\$63,200	\$1,590	\$76,200	\$1,910	\$91,700	\$2,290	\$117,100	\$2,930
Kawartha Lakes Division	\$19,400	\$490	\$26,100	\$650	\$31,800	\$800	\$41,100	\$1,030	\$49,900	\$1,250	\$61,900	\$1,550	\$74,600	\$1,860	\$95,000	\$2,380	\$124,800	\$3,120
Haliburton County	\$20,100	\$500	\$27,000	\$670	\$32,300	\$810	\$40,700	\$1,020	\$48,200	\$1,200	\$58,300	\$1,460	\$74,000	\$1,850	\$93,900	\$2,350	\$119,300	\$2,980
City of Kawartha Lakes + Haliburton	\$19,400	\$490	\$26,100	\$650	\$31,800	\$800	\$41,100	\$1,030	\$49,500	\$1,240	\$58,400	\$1,440	\$74,600	\$1,860	\$93,900	\$2,350	\$122,600	\$3,070
City of Kingston	\$21,000	\$520	\$29,200	\$730	\$38,400	\$960	\$47,300	\$1,180	\$57,400	\$1,440	\$68,900	\$1,720	\$82,900	\$2,070	\$100,500	\$2,510	\$132,600	\$3,310
County of Lanark	\$21,200	\$530	\$27,800	\$700	\$37,100	\$930	\$45,500	\$1,140	\$54,400	\$1,360	\$65,000	\$1,620	\$75,700	\$1,890	\$93,900	\$2,350	\$122,600	\$3,070
UC of Leeds and Grenville	\$21,700	\$540	\$27,400	\$680	\$35,100	\$880	\$42,900	\$1,070	\$51,300	\$1,280	\$61,900	\$1,550	\$75,700	\$1,890	\$90,600	\$2,260	\$116,000	\$2,900
County of Lennox and Addington	\$22,500	\$560	\$28,500	\$710	\$35,100	\$880	\$45,100	\$1,130	\$55,700	\$1,390	\$65,800	\$1,650	\$79,000	\$1,970	\$100,500	\$2,510	\$123,700	\$3,090
Prince Edward Division	\$24,100	\$600	\$28,900	\$720	\$38,000	\$950	\$46,400	\$1,160	\$57,400	\$1,440	\$66,300	\$1,660	\$77,900	\$1,950	\$98,300	\$2,460	\$127,000	\$3,180
County of Lennox & Addington + Prince Edward Division	\$23,000	\$570	\$28,700	\$720	\$36,200	\$910	\$46,000	\$1,150	\$56,600	\$1,410	\$66,300	\$1,660	\$78,400	\$1,960	\$100,500	\$2,510	\$125,900	\$3,150
County of Northumberland	\$23,200	\$580	\$28,900	\$720	\$37,600	\$940	\$45,500	\$1,140	\$54,800	\$1,370	\$66,300	\$1,660	\$81,200	\$2,030	\$98,300	\$2,460	\$125,900	\$3,150
City of Ottawa	\$23,600	\$590	\$34,200	\$860	\$46,000	\$1,150	\$58,300	\$1,460	\$70,700	\$1,770	\$85,100	\$2,130	\$100,500	\$2,510	\$121,500	\$3,040	\$156,900	\$3,920
City of Peterborough	\$21,700	\$540	\$27,800	\$700	\$35,400	\$880	\$43,700	\$1,090	\$53,000	\$1,330	\$63,600	\$1,590	\$76,200	\$1,910	\$91,700	\$2,290	\$117,100	\$2,930
UC of Prescott and Russell	\$23,200	\$580	\$28,100	\$700	\$35,800	\$890	\$44,200	\$1,100	\$53,000	\$1,300	\$66,300	\$1,660	\$80,100	\$2,000	\$97,200	\$2,430	\$124,800	\$3,120
County of Renfrew	\$21,000	\$520	\$27,400	\$680	\$37,100	\$930	\$46,800	\$1,170	\$57,900	\$1,450	\$71,300	\$1,780	\$85,100	\$2,130	\$101,600	\$2,540	\$129,300	\$3,230
Southwestern	\$22,100	\$550	\$29,800	\$750	\$39,300	\$980	\$48,600	\$1,220	\$58,300	\$1,460	\$69,400	\$1,730	\$83,400	\$2,090	\$100,500	\$2,510	\$129,300	\$3,230
City of Brantford	\$23,200	\$580	\$29,800	\$750	\$38,900	\$970	\$47,700	\$1,190	\$57,400	\$1,440	\$69,400	\$1,730	\$82,300	\$2,060	\$101,600	\$2,540	\$129,300	\$3,230
County of Bruce	\$21,900	\$550	\$27,400	\$680	\$35,800	\$890	\$44,200	\$1,100	\$53,500	\$1,340	\$63,200	\$1,580	\$78,400	\$1,960	\$98,300	\$2,460	\$134,800	\$3,370
Municipality of Chatham-Kent	\$19,400	\$490	\$27,000	\$670	\$33,600	\$840	\$41,500	\$1,040	\$49,500	\$1,240	\$58,300	\$1,460	\$70,300	\$1,760	\$85,100	\$2,130	\$108,300	\$2,710
County of Dufferin	\$25,000	\$620	\$31,800	\$800	\$40,200	\$1,010	\$51,300	\$1,280	\$63,600	\$1,590	\$82,800	\$1,960	\$98,300	\$2,320	\$113,800	\$2,840	\$145,800	\$3,650
County of Grey	\$18,800	\$470	\$26,300	\$660	\$32,300	\$810	\$40,700	\$1,020	\$49,100	\$1,230	\$58,300	\$1,460	\$71,300	\$1,780	\$87,800	\$2,200	\$116,000	\$2,900
County of Huron	\$20,500	\$510	\$26,700	\$670	\$34,200	\$860	\$43,300	\$1,080	\$52,100	\$1,300	\$61,900	\$1,550	\$75,100	\$1,880	\$92,800	\$2,320	\$125,900	\$3,150
County of Lambton	\$20,100	\$500	\$27,800	\$700	\$35,100	\$880	\$43,700	\$1,090	\$53,900	\$1,350	\$64,100	\$1,600	\$76,800	\$1,920	\$93,900	\$2,350	\$123,700	\$3,090
City of London	\$20,800	\$520	\$29,400	\$730	\$38,400	\$960	\$47,700	\$1,190	\$57,000	\$1,430	\$67,600	\$1,690	\$80,600	\$2,020	\$97,200	\$2,430	\$122,600	\$3,070
County of Norfolk	\$21,400	\$540	\$27,800	\$700	\$35,800	\$890	\$44,200	\$1,100	\$54,400	\$1,360	\$64,500	\$1,610	\$80,100	\$2,000	\$100,500	\$2,510	\$134,800	\$3,370
County of Oxford	\$24,500	\$610	\$30,700	\$770	\$40,700	\$1,020	\$50,800	\$1,510	\$72,400	\$1,810	\$85,100	\$2,130	\$102,700	\$2,570	\$128,200	\$3,200	\$159,300	\$4,000
City of St. Thomas	\$23,200	\$580	\$28,300	\$710	\$35,400	\$880	\$43,700	\$1,090	\$52,100	\$1,300	\$62,300	\$1,560	\$74,600	\$1,860	\$90,600	\$2,260	\$113,800	\$2,840
City of Stratford	\$24,100	\$600	\$31,400	\$780	\$40,700	\$1,020	\$49,100	\$1,230	\$57,900	\$1,450	\$68,900	\$1,720	\$82,900	\$2,070	\$101,600	\$2,540	\$129,300	\$3,230
Regional Municipality of Waterloo	\$24,500	\$610	\$34,000	\$850	\$45,100	\$1,130	\$55,200	\$1,380	\$66,300	\$1,660	\$78,400	\$1,960	\$92,800	\$2,320	\$111,600	\$2,790	\$142,500	\$3,560
County of Wellington	\$24,700	\$620	\$33,400	\$830	\$44,200	\$1,100	\$55,200	\$1,100	\$55,200	\$1,380	\$65,800	\$1,650	\$78,400	\$1,960	\$92,800	\$2,320	\$110,500	\$2,760
City of Windsor	\$19,700	\$490	\$27,600	\$690	\$36,200	\$910	\$44,600	\$1,120	\$53,500	\$1,340	\$63,200	\$1,580	\$75,700	\$1,890	\$92,800	\$2,320	\$120,400	\$3,010
Northeastern	\$19,700	\$490	\$26,500	\$660	\$32,900	\$820	\$41,500	\$1,040	\$49,900	\$1,250	\$60,100	\$1,500	\$72,900	\$1,820	\$88,400	\$2,210	\$117,100	\$2,930
Algoma District	\$18,300	\$460	\$25,900	\$650	\$30,700	\$770	\$38,000	\$950	\$45,500	\$1,140	\$53,900	\$1,350	\$65,000	\$1,620	\$80,100	\$2,000	\$105,000	\$2,620
Algoma DSSAB	\$18,300	\$460	\$25,400	\$640	\$28,900	\$720	\$35,400	\$880	\$42,900	\$1,070	\$50,800	\$1,270	\$61,000	\$1,520	\$75,100	\$1,880	\$100,500	\$2,510
Cochrane DSSAB	\$19,000	\$480	\$26,500	\$660	\$31,400	\$780	\$40,200	\$1,010	\$48,600	\$1,220	\$59,200	\$1,480	\$75,100	\$1,880	\$92,800	\$2,320	\$121,500	\$3,040
City of Greater Sudbury	\$21,400	\$540	\$28,700	\$720	\$37,600	\$940	\$46,000	\$1,150	\$55,700	\$1,390	\$66,700	\$1,670	\$79,000	\$1,970	\$97,200	\$2,430	\$123,700	\$3,090
Manitoulin District	\$23,600	\$590	\$26,300	\$660	\$32,700	\$820	\$42,900	\$1,070	\$52,100	\$1,300	\$65,000	\$1,620	\$76,200	\$1,910	\$90,600	\$2,260	\$112,700	\$2,820
Sudbury District	\$17,700	\$440	\$25,400	\$640	\$29,200	\$730	\$39,300	\$980	\$49,900	\$1,250	\$59,700	\$1,490	\$71,800	\$1,800	\$92,800	\$2,320	\$119,300	\$2,980
Manitoulin - Sudbury DSSAB	\$18,300	\$460	\$25,900	\$650	\$30,500	\$760	\$40,700	\$1,020	\$50,800	\$1,270	\$50,500	\$1,510	\$73,500	\$1,840	\$90,600	\$2,260	\$116,000	\$2,900
Nipissing DSSAB	\$20,800	\$520	\$26,700	\$670	\$32,900	\$820	\$41,100	\$1,030	\$48,600	\$1,220	\$57,900	\$1,450	\$69,400	\$1,730	\$84,500	\$2,110	\$108,300	\$2,710
Parry Sound DSSAB	\$19,900	\$500	\$26,100	\$650	\$30,900	\$770	\$38,900	\$970	\$48,200	\$1,200	\$58,300	\$1,440	\$74,600	\$1,920	\$97,200	\$2,430	\$124,800	\$3,120
City of Sault Ste. Marie	\$18,600	\$460	\$26,100															

Average Apartment Rents, Ontario, 2022

Table 4. Average Rent by Bedroom Count

Regional Market Area	Bachelor Rent	1 Bedroom Rent	2 Bedroom Rent	3 Bedroom Rent	4+ Bedroom Rent	Total Bedroom Rent
Ontario	\$1,179	\$1,350	\$1,555	\$1,835	\$2,549	\$1,470
City of Toronto	\$1,316	\$1,537	\$1,811	\$2,083	\$2,633	\$1,673
Central	\$1,297	\$1,514	\$1,754	\$2,014	\$2,425	\$1,644
Regional Municipality of Durham	\$1,074	\$1,284	\$1,460	\$1,662	**	\$1,425
Regional Municipality of Halton	\$1,145	\$1,510	\$1,784	\$1,910	**	\$1,696
City of Hamilton	\$919	\$1,142	\$1,334	\$1,486	**	\$1,238
District Municipality of Muskoka	\$814	\$965	\$1,203	\$1,281	**	\$1,143
Regional Municipality of Niagara	\$858	\$1,071	\$1,260	\$1,389	**	\$1,199
Regional Municipality of Peel	\$1,148	\$1,484	\$1,666	\$1,849	\$1,768	\$1,601
County of Simcoe	\$985	\$1,226	\$1,430	\$1,572	**	\$1,338
Regional Municipality of York	\$1,048	\$1,383	\$1,539	\$1,881	**	\$1,489
Eastern	\$1,078	\$1,273	\$1,485	\$1,694	\$2,773	\$1,381
City of Cornwall	\$780	\$825	\$1,003	\$1,035	**	\$941
County of Hastings	\$913	\$1,109	\$1,295	\$1,579	**	\$1,245
City of Kawartha Lakes	\$777	\$1,070	\$1,292	\$1,294	**	\$1,169
Haliburton County	**	**	**	**	**	**
City of Kawartha Lakes + Haliburton County	\$777	\$1,070	\$1,292	\$1,294	**	\$1,169
City of Kingston	\$975	\$1,211	\$1,472	\$1,624	**	\$1,390
County of Lanark	**	\$900	\$1,119	**	**	\$982
UC of Leeds and Grenville	\$767	\$912	\$1,141	\$1,161	**	\$1,066
County of Lennox and Addington	**	\$913	\$989	**	**	\$955
Prince Edward Division	**	\$1,024	\$1,124	**	**	\$1,089
County of Lennox & Addington + Prince Edward Division	**	\$943	\$1,042	**	**	\$1,002
County of Northumberland	**	\$1,231	\$1,650	\$1,756	**	\$1,544
City of Ottawa	\$1,122	\$1,348	\$1,633	\$1,865	**	\$1,462
City of Peterborough	\$873	\$1,090	\$1,339	\$1,517	**	\$1,244
UC of Prescott and Russell	\$501	\$680	\$1,131	**	**	\$1,014
County of Renfrew	\$508	\$879	\$1,066	**	**	\$1,028
Southwestern	\$888	\$1,132	\$1,354	\$1,472	**	\$1,261
City of Brantford	\$885	\$1,165	\$1,259	\$1,326	**	\$1,233
County of Bruce	**	\$1,054	\$1,409	\$1,488	**	\$1,324
Municipality of Chatham-Kent	\$867	\$954	\$1,088	\$1,058	**	\$1,036
County of Dufferin	**	\$1,269	\$1,455	\$1,588	**	\$1,372
County of Grey	\$742	\$931	\$1,069	\$1,145	**	\$1,019
County of Huron	**	\$787	\$948	**	**	\$877
County of Lambton	\$873	\$1,011	\$1,221	\$1,554	**	\$1,142
City of London	\$863	\$1,127	\$1,400	\$1,617	**	\$1,291
County of Norfolk	\$610	\$882	\$1,021	**	**	\$979
County of Oxford	\$886	\$1,161	\$1,384	\$1,468	**	\$1,311
City of St. Thomas	\$790	\$1,042	\$1,292	**	**	\$1,208
City of Stratford	\$743	\$1,257	\$1,350	\$1,434	**	\$1,310
Regional Municipality of Waterloo	\$1,075	\$1,245	\$1,469	\$1,631	**	\$1,398
County of Wellington	\$989	\$1,324	\$1,490	\$1,504	**	\$1,424
City of Windsor	\$791	\$1,010	\$1,174	\$1,316	**	\$1,065
Northeastern	\$751	\$914	\$1,151	\$1,281	**	\$1,064
Algoma District	\$741	\$880	\$1,009	\$964	**	\$958
Algoma DSSAB	\$741	\$880	\$1,009	\$964	**	\$958
Cochrane DSSAB	\$570	\$944	\$1,062	\$1,120	**	\$1,004
City of Greater Sudbury	\$796	\$930	\$1,254	\$1,472	**	\$1,135
Manitoulin District	**	**	**	**	**	**
Sudbury District	**	**	**	**	**	**
Manitoulin - Sudbury DSSAB	**	**	**	**	**	**
Nipissing DSSAB	\$674	\$905	\$1,116	\$1,311	**	\$1,040
Parry Sound DSSAB	**	**	**	**	**	**
City of Sault Ste. Marie	\$746	\$917	\$1,087	\$1,005	**	\$1,015
Timiskaming DSSAB	**	**	**	**	**	**
Northwestern	\$751	\$956	\$1,168	\$1,446	**	\$1,084
Kenora DSSAB	**	\$836	\$1,008	**	**	\$911
Rainy River DSSAB	**	**	**	**	**	**
Thunder Bay DSSAB	\$757	\$964	\$1,175	\$1,457	**	\$1,094

Source: CMHC, Rental Market Survey, October 2022

** Data suppressed to protect confidentiality, not statistically reliable or not available

Contact: Stewart Houghton | Community and Supportive Housing Division | Housing.Research@ontario.ca

Pilon, Janet

Subject: Encampments

From: Mike

Sent: December 7, 2023 3:01 PM

To: clerk@hamilton.ca; Office of the Mayor <Officeofthe.Mayor@hamilton.ca>; Wilson, Maureen <Maureen.Wilson@hamilton.ca>; Nann, Nrinder <Nrinder.Nann@hamilton.ca>; Hwang, Tammy <Tammy.Hwang@hamilton.ca>; Francis, Matt <Matt.Francis@hamilton.ca>; Jackson, Tom <Tom.Jackson@hamilton.ca>; Pauls, Esther <Esther.Pauls@hamilton.ca>; Danko, John-Paul <John-Paul.Danko@hamilton.ca>; Clark, Brad <Brad.Clark@hamilton.ca>; Beattie, Jeff <Jeff.Beattie@hamilton.ca>; Tadeson, Mark <Mark.Tadeson@hamilton.ca>; Cassar, Craig <Craig.Cassar@hamilton.ca>; Wilson, Alex <Alex.Wilson@hamilton.ca>; Spadafora, Mike <Mike.Spadafora@hamilton.ca>; McMeekin, Ted <Ted.McMeekin@hamilton.ca>

Subject: Encampments

Hello,

I have reached out to my Councilor Cameron Kroetsch regarding the encampment situation however he states there isn't much he can do as he says it is a council decision, not his alone so I thought I would send my concerns to all members of council about what's already starting in Bayfront Park. Thanks for your time and I await your thoughts.

Is there anything in the encampment protocols that you voted for to prevent the lands west of Bay street between the CN tracks, Harbourfront Drive and Bayfront Park itself from becoming one of the largest encampments the city will have to deal with? The 50 meters from the waters edge may limit the encampments in Bayfront Park to the centre, but nothing for the other lands. This should be looked into before it becomes a problem next year.

Waiting to hear your thoughts on this matter.

Regards,

Mike Slattery

Pilon, Janet

Subject: Written Request for Increasing the Taxi Tariff according to the existing Minimum Wage per hour in Ontario.

Respected,

Our Taxi Tariff (Schedule 25. Appendix-1, in By-Laws) is still the same as in 2008. Only one part (First Drop Fee) is increased from \$3.90 to \$4.90, in 2022, due to the increased price of Fuel. On the other hand, the Taxi Tariff for distance is still the same \$1.80 per Km.

The above Appendix-1(Taxi Tariff) is based on Appendix-5 (Taxi Cost Index), which has six Components (as mentioned in Appendix-5):-

- (1). Other taxi-cab expenses, licenses, rent.
- (2). Insurance.
- (3). Fuel
- (4). Routine repairs and maintenance.
- (5). Amortized cost of vehicle.
- (6). Earnings-all drivers Ontario.

The prices of all the above 5 components (Taxi Cost) were increased. Only component 3 (fuel) was rewarded.

The Major component (6), says "Earnings-all drivers" in Ontario "Average hourly wage rate: Full-time employees: Transportation and Warehousing (v2153229)". In 2008 the minimum wage was \$10/ per hour and now the minimum wage is \$16.5 per hour.

So, it is requested that please increase the Taxi Tariff according to the Minimum Wage per hour in Ontario and the existing cost of components of the Taxi Cost Index.

Thank you very much.

Ijaz Ahmad



Hamilton

**SELECTION COMMITTEE
FOR
AGENCIES, BOARDS AND SUB-COMMITTEES
REPORT 23-015
12:00 p.m.
November 20, 2023
Room 192, City Hall**

Present: Councillors C. Cassar (Chair) B. Clark, T. Jackson, C. Kroetsch, M. Tadeson and M. Wilson

**Absent
with regrets:** Councillor A. Wilson – City Business

THE SELECTION COMMITTEE PRESENTS REPORT 23-015 AND RESPECTFULLY RECOMMENDS:

1. **Applicant Interviews for the City of Hamilton's Agencies, Boards and Sub-Committees (Item 5.3)**
 - (a) That the directions provided to staff in Closed Session respecting the Applicant Interviews for the City of Hamilton's Agencies, Boards and Sub-Committees, be approved; and
 - (b) That the details of the Applicant Interviews for the City of Hamilton's Agencies, Boards and Sub-Committees remain confidential.
2. **Deliberation of Applications to Various Agencies, Boards and Committees (Item 5.4)**
 - (a) That the directions provided to staff in Closed Session respecting the Deliberation of Applications to Various Agencies, Boards and Committees, be approved; and
 - (b) That the details of the Deliberation of Applications to Various Agencies, Boards and Committees remain confidential.

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 1)

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

The agenda for the November 20, 2023 meeting of the Selection Committee for Agencies, Boards and Sub-Committees was approved, as presented.

(b) DECLARATIONS OF INTEREST (Item 2)

There were no Declarations of Interest

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

The following Minutes of the Selection Committee for Agencies, Boards and Sub-Committees, were approved:

- (i) October 23, 2023 (Item 3.1)
- (ii) October 24, 2023 (Item 3.2)

(d) COMMUNICATIONS (Item 4)

(i) Correspondence respecting the Rationale for the Current Membership Number for the Committee of Adjustment (Item 4.1)

The Correspondence respecting the Rationale for the Current Membership Number for the Committee of Adjustment, was received.

(e) PRIVATE & CONFIDENTIAL (Item 5)

(i) The following Closed Session Minutes of the Selection Committee for Agencies, Boards and Sub-Committees, were approved:

- (i) October 23, 2023 (Item 5.1)
- (ii) October 24, 2023 (Item 5.2)

(ii) The Committee move into Closed Session for Item 5.3, respecting the Applicant Interviews for the City of Hamilton's Agencies, Boards and Sub-Committees, and Item 5.4, respecting Deliberation of Applications to Various Agencies, Boards and Committees, Pursuant to Section 9.3 Sub-section (b) of the City's Procedural By-law 21-021, as amended, and Section 239(2) Sub-section (b) of the *Ontario Municipal Act*, 2001, as amended, as the subject matter pertains to personal matters about an identifiable individual.

(iii) Applicant Interviews for the City of Hamilton's Agencies, Boards and Sub-Committees (Item 5.3)

For further disposition, refer to Item 1.

(iv) Deliberation of Applications to Various Agencies, Boards and Committees (Item 5.4)

For further disposition, refer to Item 2.

(e) ADJOURNMENT (Item 6)

There being no further business, the Selection Committee adjourned at 5:32 p.m.

Respectfully submitted,

Councillor C. Cassar, Chair
Selection Committee

Loren Kolar
Legislative Coordinator
Office of the City Clerk



**GENERAL ISSUES COMMITTEE
(RATE BUDGET)
REPORT 23-032**

9:30 a.m.

November 21 and 27, 2023
Council Chambers, City Hall, 2nd Floor
71 Main Street West, Hamilton, Ontario

November 21, 2023:

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

November 27, 2023:

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

THE GENERAL ISSUES COMMITTEE (RATE BUDGET) PRESENTS REPORT 23-032 AND RESPECTFULLY RECOMMENDS:

1. Alectra Utilities Water, Wastewater and Storm 2023 Service Activity Report (FCS23102) (City Wide) (Item 6.1) (November 21, 2023)

That Report FCS23102, Alectra Utilities Water, Wastewater and Storm 2023 Service Activity Report, be received.

2. Ward Office Staffing Review (HUR23017) (City Wide) (Item 11.1) (November 27, 2023)

(a) That the direction provided to staff in Closed Session, respecting Report HUR23017, Ward Office Staffing Review be approved and remain confidential;

- (b) That Report HUR23017, respecting the Ward Office Staffing Review remain confidential; and,
- (c) That the Confidential presentation respecting Report HUR23017, Ward Office Staffing Review, be received and remain confidential.

3. Councillor Ward Office Budgets and Policy Guidelines for Eligible Expenses for Elected Officials (FCS18083(d)) (City Wide) (Item 7.1) (November 27, 2023)

That staff be directed to report back in January 2024 with revised recommendations respecting Councillor Ward Office Budgets and Policy Guidelines for Eligible Expenses for Elected Officials.

4. 2024 Recommended Water, Wastewater and Stormwater Rate Supported Budget (FCS23100) (City Wide) (Item 5.1) (November 27, 2023)

- (a) That the metered water consumption charges for average residential properties (meters < 25mm in size) in the City of Hamilton be imposed at the following rates, effective January 1, 2024:

Monthly Water Consumption (m3)	Rate (\$/m3)
0 – 10	1.07
> 10	2.13

- (b) That the metered water consumption charge for commercial, industrial, institutional and larger residential properties (meters = >25mm in size) in the City of Hamilton be imposed at the rate of \$2.13 per cubic metre, effective January 1, 2024;
- (c) That daily water fixed charges for all properties in the City of Hamilton be imposed at the following rates, effective January 1, 2024:

Meter Size	Daily Water Rate
15 mm	\$0.48
16 mm	\$0.48
20 mm	\$0.48
21 mm	\$0.48
25 mm	\$1.20
38 mm	\$2.40
50 mm	\$3.84
75 mm	\$7.68
100 mm	\$12.00

150 mm	\$24.00
200 mm	\$38.40
250 mm	\$55.20
300 mm	\$81.60

- (d) That the wastewater / storm treatment charges for average residential properties (meters < 25mm in size) in the City of Hamilton be imposed at the following rates, effective January 1, 2024:

Monthly Water Consumption (m3)	Rate (\$/m3)
0 – 10	1.08
> 10	2.15

- (e) That the wastewater / storm treatment charge for all commercial, industrial, institutional and larger residential properties (meters = >25mm in size) in the City of Hamilton be imposed at the rate of \$2.15 per cubic metre, effective January 1, 2024;
- (f) That daily wastewater / storm fixed charges for all properties in the City of Hamilton be imposed at the following rates, effective January 1, 2024:

Meter Size	Daily Wastewater / Storm Rate
15 mm	\$0.52
16 mm	\$0.52
20 mm	\$0.52
21 mm	\$0.52
25 mm	\$1.30
38 mm	\$2.60
50 mm	\$4.16
75 mm	\$8.32
100 mm	\$13.00
150 mm	\$26.00
200 mm	\$41.60
250 mm	\$59.80
300 mm	\$88.40

- (g) That the residential non-metered annual water rate be imposed at the flat rate of \$777.45 per annum, effective January 1, 2024;
- (h) That the residential non-metered annual wastewater / storm rate be imposed at the flat rate of \$784.75 per annum, effective January 1, 2024;

- (i) That the residential combined non-metered annual water and wastewater / storm rate be imposed at the flat rate of \$1,562.20 per annum, effective January 1, 2024;
- (j) That the Private Fire Line rates be imposed at the following rates, effective January 1, 2024:

Connection Size		Monthly Rate
mm	inches	
25	1	\$4.67
38	1.5	\$10.74
50	2	\$18.68
75	3	\$42.02
100	4	\$74.70
150	6	\$168.08
200	8	\$298.81
250	10	\$298.81
300	12	\$298.81

- (k) That the 2024 Water, Wastewater and Storm Proposed User Fees and Charges be imposed as per Appendix “G” to Report FCS23100, effective January 1, 2024;
- (l) That the 2024 Water, Wastewater and Stormwater Rate Supported Operating Budget in the amount of \$303,338,939 be approved as per Appendix “A” to Report FCS23100;
- (m) That the long-term financing plan for the Water, Wastewater and Stormwater programs and related rate increases required to meet sustainable financing as identified in the 2024 Water, Wastewater and Stormwater Rate Supported Operating Budget forecast 2025-2033 (Appendix “A” to Report FCS23100) be approved, in principle;
- (n) That the 2024 Water, Wastewater and Stormwater Rate Supported Capital Budget and Financing Plan in the amount of \$285,872,000 be approved as per Appendices “K”, “N”, “Q” and “S” to Report FCS23100;
- (o) That the 2025-2033 Water, Wastewater and Stormwater Rate Supported Capital Budget forecast and financing plan (Appendix “I” to Report FCS23100) be approved, in principle;
- (p) That the City Solicitor be authorized and directed to prepare, for Council approval, all necessary by-laws respecting the 2024 water and wastewater

/ storm user fees, charges and rates set out in Recommendations (a) through (k) of Report FCS23100;

- (q) That the 2024 Rate Supported Staffing Summary, inclusive of the proposed Business Cases, be approved as per Appendix “F” to Report FCS23100;
- (r) That the General Manager, Finance and Corporate Services, be authorized and directed to negotiate and confirm the terms for the placement and issuance of all debenture issue(s), and / or private placement debenture issue(s), in either a public or private market and / or bank loan agreements and debenture issue(s) and / or variable interest rate bank loan agreements and debenture issue(s), in an amount not to exceed \$70,439,684 Canadian currency as attached in Appendices “K”, “N” and “Q” to Report FCS23100, which includes \$39,869,133 in Rate Supported municipal debt and \$30,570,551 Rate Supported Development Charges municipal debt;
- (s)
 - (i) That the General Manager, Finance and Corporate Services, be authorized to engage the services of all required professionals to secure the terms and issuance of the debenture issue(s) described in Recommendations (r) and (t) including, but not limited to, external legal counsel and fiscal agents;
 - (ii) That the General Manager, Finance and Corporate Services, is authorized and directed, on behalf of the City of Hamilton, to enter into and / or execute, all agreements and necessary ancillary documents to secure the terms and issuance of the debenture issue(s) described in Recommendations (r) and (s) and conditional upon the by-law being enacted as described in Recommendation (t) to Report FCS23100, on terms and conditions satisfactory to the General Manager, Finance and Corporate Services, and in a form satisfactory to the City Solicitor;
- (t) That staff be authorized and directed to prepare all necessary By-Law(s), for Council’s consideration, for the purpose of authorizing debenture issue(s) described in Recommendation (r) to Report FCS23100;
- (u) That the City of Hamilton appeal to the Provincial Government of Ontario and the Federal Government of Canada for financial assistance in addressing the infrastructure deficit in the water, wastewater and storm programs; and,
- (v) That staff be directed confirm and differentiate between the component of the rate budget increase is due to provincially mandated regulations (both through Bill 23 exemptions and statutory exemptions) and City initiated rate increases due to operating and capital increases and reflect these two

components on individual line items on both the rate budget bill and accompanying communications materials.

November 21, 2023

FOR INFORMATION:

(a) APPROVAL OF AGENDA (Item 1)

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

The agenda for the November 21, 2023 General Issues Committee (Budget) meeting, was approved, as presented.

(b) DECLARATIONS OF INTEREST (Item 2)

There were no declarations of interest.

(c) STAFF PRESENTATIONS (Item 5)

(i) 2024 Recommended Water, Wastewater and Stormwater Rate Supported Budget (FCS23100) (City Wide) (Item 5.1)

Carlyle Khan, General Manager, Public Works, introduced Nick Winters, Director, Hamilton Water, who provided the first portion of the presentation.

Brian McMullen, Director, Financial Planning, Administration and Policy, provided the second portion of the presentation.

The presentation respecting Report FCS22100, 2024 Recommended Water, Wastewater and Stormwater Rate Supported Budget, was received.

The Report was put on the floor as follows:

- (a) That the metered water consumption charges for average residential properties (meters < 25mm in size) in the City of Hamilton be imposed at the following rates, effective January 1, 2024:

Monthly Water Consumption (m3)	Rate (\$/m3)
0 – 10	1.07
> 10	2.13

- (b) That the metered water consumption charge for commercial, industrial, institutional and larger residential properties (meters =

>25mm in size) in the City of Hamilton be imposed at the rate of \$2.13 per cubic metre, effective January 1, 2024;

- (c) That daily water fixed charges for all properties in the City of Hamilton be imposed at the following rates, effective January 1, 2024:

Meter Size	Daily Water Rate
15 mm	\$0.48
16 mm	\$0.48
20 mm	\$0.48
21 mm	\$0.48
25 mm	\$1.20
38 mm	\$2.40
50 mm	\$3.84
75 mm	\$7.68
100 mm	\$12.00
150 mm	\$24.00
200 mm	\$38.40
250 mm	\$55.20
300 mm	\$81.60

- (d) That the wastewater / storm treatment charges for average residential properties (meters < 25mm in size) in the City of Hamilton be imposed at the following rates, effective January 1, 2024:

Monthly Water Consumption (m3)	Rate (\$/m3)
0 – 10	1.08
> 10	2.15

- (e) That the wastewater / storm treatment charge for all commercial, industrial, institutional and larger residential properties (meters = >25mm in size) in the City of Hamilton be imposed at the rate of \$2.15 per cubic metre, effective January 1, 2024;
- (f) That daily wastewater / storm fixed charges for all properties in the City of Hamilton be imposed at the following rates, effective January 1, 2024:

Meter Size	Daily Wastewater / Storm Rate
15 mm	\$0.52

16 mm	\$0.52
20 mm	\$0.52
21 mm	\$0.52
25 mm	\$1.30
38 mm	\$2.60
50 mm	\$4.16
75 mm	\$8.32
100 mm	\$13.00
150 mm	\$26.00
200 mm	\$41.60
250 mm	\$59.80
300 mm	\$88.40

- (g) That the residential non-metered annual water rate be imposed at the flat rate of \$777.45 per annum, effective January 1, 2024;
- (h) That the residential non-metered annual wastewater / storm rate be imposed at the flat rate of \$784.75 per annum, effective January 1, 2024;
- (ii) That the residential combined non-metered annual water and wastewater / storm rate be imposed at the flat rate of \$1,562.20 per annum, effective January 1, 2024;
- (j) That the Private Fire Line rates be imposed at the following rates, effective January 1, 2024:

Connection Size		Monthly Rate
mm	inches	
25	1	\$4.67
38	1.5	\$10.74
50	2	\$18.68
75	3	\$42.02
100	4	\$74.70
150	6	\$168.08
200	8	\$298.81
250	10	\$298.81
300	12	\$298.81

- (k) That the 2024 Water, Wastewater and Storm Proposed User Fees and Charges be imposed as per Appendix “G” to Report FCS23100, effective January 1, 2024;

- (l) That the 2024 Water, Wastewater and Stormwater Rate Supported Operating Budget in the amount of \$303,338,939 be approved as per Appendix “A” to Report FCS23100;
- (m) That the long-term financing plan for the Water, Wastewater and Stormwater programs and related rate increases required to meet sustainable financing as identified in the 2024 Water, Wastewater and Stormwater Rate Supported Operating Budget forecast 2025-2033 (Appendix “A” to Report FCS23100) be approved, in principle;
- (n) That the 2024 Water, Wastewater and Stormwater Rate Supported Capital Budget and Financing Plan in the amount of \$285,872,000 be approved as per Appendices “K”, “N”, “Q” and “S” to Report FCS23100;
- (o) That the 2025-2033 Water, Wastewater and Stormwater Rate Supported Capital Budget forecast and financing plan (Appendix “I” to Report FCS23100) be approved, in principle;
- (p) That the City Solicitor be authorized and directed to prepare, for Council approval, all necessary by-laws respecting the 2024 water and wastewater / storm user fees, charges and rates set out in Recommendations (a) through (k) of Report FCS23100;
- (q) That the 2024 Rate Supported Staffing Summary, inclusive of the proposed Business Cases, be approved as per Appendix “F” to Report FCS23100;
- (r) That the General Manager, Finance and Corporate Services, be authorized and directed to negotiate and confirm the terms for the placement and issuance of all debenture issue(s), and / or private placement debenture issue(s), in either a public or private market and / or bank loan agreements and debenture issue(s) and / or variable interest rate bank loan agreements and debenture issue(s), in an amount not to exceed \$70,439,684 Canadian currency as attached in Appendices “K”, “N” and “Q” to Report FCS23100, which includes \$39,869,133 in Rate Supported municipal debt and \$30,570,551 Rate Supported Development Charges municipal debt;
- (s) (i) That the General Manager, Finance and Corporate Services, be authorized to engage the services of all required professionals to secure the terms and issuance of the debenture issue(s) described in Recommendations (r) and (t) including, but not limited to, external legal counsel and fiscal agents;

- (ii) That the General Manager, Finance and Corporate Services, is authorized and directed, on behalf of the City of Hamilton, to enter into and / or execute, all agreements and necessary ancillary documents to secure the terms and issuance of the debenture issue(s) described in Recommendations (r) and (s) and conditional upon the by-law being enacted as described in Recommendation (t) to Report FCS23100, on terms and conditions satisfactory to the General Manager, Finance and Corporate Services, and in a form satisfactory to the City Solicitor;
- (t) That staff be authorized and directed to prepare all necessary By-Law(s), for Council's consideration, for the purpose of authorizing debenture issue(s) described in Recommendation (r) to Report FCS23100;
- (u) That the City of Hamilton appeal to the Provincial Government of Ontario and the Federal Government of Canada for financial assistance in addressing the infrastructure deficit in the water, wastewater and storm programs.

Report FCS23100, 2024 Recommended Water, Wastewater and Stormwater Rate Supported Budget, was DEFERRED to the November 27, 2023 General Issues Committee (Rate Budget) meeting.

(d) ADJOURNMENT (Item 15)

There being no further business, the General Issues Committee (Budget) adjourned at 12:59 p.m.

November 27, 2023

FOR INFORMATION:

(a) APPROVAL OF AGENDA (Item 1)

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

CHANGES TO THE ORDER OF ITEMS

- (i) Item 11.1, respecting Report HUR23017, Ward Office Staffing Review, is to be moved up on the agenda and considered immediately following approval of the previous minutes to accommodate the external consultants.

- (ii) Item 7.1, respecting Report FCS18083(d), Councillor Ward Office Budgets and Policy Guidelines for Eligible Expenses for Elected Officials, is to be considered immediately following the consideration of Item 11.1, respecting Report HUR23017, Ward Office Staffing Review, as the two items are related.

The agenda for the November 27, 2023 General Issues Committee (Budget) meeting, was approved, as amended.

(b) DECLARATIONS OF INTEREST (Item 2)

There were no declarations of interest.

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

(i) November 21, 2023 (Item 3.1)

The minutes of the November 21, 2023, General Issues Committee (Budget) meeting were approved, as presented.

(d) PRIVATE AND CONFIDENTIAL (Item 14)

- (i) Tammy Elliott and Andrea Friesen, Mungall Consulting Group, were permitted to attend the Closed Session portion of the meeting respecting Item 11.1, Report HUR23017, Ward Office Staffing Review.
- (ii) Committee moved into Closed Session pursuant to Section 9.3, Sub-sections (b) and (d) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-sections (b) and (d) 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; and labour relations or employee negotiations.
- (iii) **Ward Office Staffing Review (HUR23017) (City Wide) (Item 11.1)**

For disposition of this matter, refer to Item 2.
- (iv) **Recess**

The General Issues Committee recessed for 30 minutes until 1:30 p.m.

(e) STAFF PRESENTATIONS (Item 6)

(i) 2024 Recommended Water, Wastewater and Stormwater Rate Supported Budget (FCS23100) (City Wide) (Item 6.1)

(i) The Report was put on the floor as follows:

(a) That the metered water consumption charges for average residential properties (meters < 25mm in size) in the City of Hamilton be imposed at the following rates, effective January 1, 2024:

Monthly Water Consumption (m3)	Rate (\$/m3)
0 – 10	1.07
> 10	2.13

(b) That the metered water consumption charge for commercial, industrial, institutional and larger residential properties (meters = >25mm in size) in the City of Hamilton be imposed at the rate of \$2.13 per cubic metre, effective January 1, 2024;

(c) That daily water fixed charges for all properties in the City of Hamilton be imposed at the following rates, effective January 1, 2024:

Meter Size	Daily Water Rate
15 mm	\$0.48
16 mm	\$0.48
20 mm	\$0.48
21 mm	\$0.48
25 mm	\$1.20
38 mm	\$2.40
50 mm	\$3.84
75 mm	\$7.68
100 mm	\$12.00
150 mm	\$24.00
200 mm	\$38.40
250 mm	\$55.20
300 mm	\$81.60

(d) That the wastewater / storm treatment charges for average residential properties (meters < 25mm in size) in the City of

Hamilton be imposed at the following rates, effective January 1, 2024:

Monthly Water Consumption (m3)	Rate (\$/m3)
0 – 10	1.08
> 10	2.15

- (e) That the wastewater / storm treatment charge for all commercial, industrial, institutional and larger residential properties (meters = >25mm in size) in the City of Hamilton be imposed at the rate of \$2.15 per cubic metre, effective January 1, 2024;
- (f) That daily wastewater / storm fixed charges for all properties in the City of Hamilton be imposed at the following rates, effective January 1, 2024:

Meter Size	Daily Wastewater / Storm Rate
15 mm	\$0.52
16 mm	\$0.52
20 mm	\$0.52
21 mm	\$0.52
25 mm	\$1.30
38 mm	\$2.60
50 mm	\$4.16
75 mm	\$8.32
100 mm	\$13.00
150 mm	\$26.00
200 mm	\$41.60
250 mm	\$59.80
300 mm	\$88.40

- (g) That the residential non-metered annual water rate be imposed at the flat rate of \$777.45 per annum, effective January 1, 2024;
- (h) That the residential non-metered annual wastewater / storm rate be imposed at the flat rate of \$784.75 per annum, effective January 1, 2024;

- (iii) That the residential combined non-metered annual water and wastewater / storm rate be imposed at the flat rate of \$1,562.20 per annum, effective January 1, 2024;
- (j) That the Private Fire Line rates be imposed at the following rates, effective January 1, 2024:

Connection Size		Monthly Rate
mm	inches	
25	1	\$4.67
38	1.5	\$10.74
50	2	\$18.68
75	3	\$42.02
100	4	\$74.70
150	6	\$168.08
200	8	\$298.81
250	10	\$298.81
300	12	\$298.81

- (k) That the 2024 Water, Wastewater and Storm Proposed User Fees and Charges be imposed as per Appendix “G” to Report FCS23100, effective January 1, 2024;
- (l) That the 2024 Water, Wastewater and Stormwater Rate Supported Operating Budget in the amount of \$303,338,939 be approved as per Appendix “A” to Report FCS23100;
- (m) That the long-term financing plan for the Water, Wastewater and Stormwater programs and related rate increases required to meet sustainable financing as identified in the 2024 Water, Wastewater and Stormwater Rate Supported Operating Budget forecast 2025-2033 (Appendix “A” to Report FCS23100) be approved, in principle;
- (n) That the 2024 Water, Wastewater and Stormwater Rate Supported Capital Budget and Financing Plan in the amount of \$285,872,000 be approved as per Appendices “K”, “N”, “Q” and “S” to Report FCS23100;
- (o) That the 2025-2033 Water, Wastewater and Stormwater Rate Supported Capital Budget forecast and financing plan (Appendix “I” to Report FCS23100) be approved, in principle;

- (p) That the City Solicitor be authorized and directed to prepare, for Council approval, all necessary by-laws respecting the 2024 water and wastewater / storm user fees, charges and rates set out in Recommendations (a) through (k) of Report FCS23100;
- (q) That the 2024 Rate Supported Staffing Summary, inclusive of the proposed Business Cases, be approved as per Appendix "F" to Report FCS23100;
- (r) That the General Manager, Finance and Corporate Services, be authorized and directed to negotiate and confirm the terms for the placement and issuance of all debenture issue(s), and / or private placement debenture issue(s), in either a public or private market and / or bank loan agreements and debenture issue(s) and / or variable interest rate bank loan agreements and debenture issue(s), in an amount not to exceed \$70,439,684 Canadian currency as attached in Appendices "K", "N" and "Q" to Report FCS23100, which includes \$39,869,133 in Rate Supported municipal debt and \$30,570,551 Rate Supported Development Charges municipal debt;
- (s)
 - (i) That the General Manager, Finance and Corporate Services, be authorized to engage the services of all required professionals to secure the terms and issuance of the debenture issue(s) described in Recommendations (r) and (t) including, but not limited to, external legal counsel and fiscal agents;
 - (ii) That the General Manager, Finance and Corporate Services, is authorized and directed, on behalf of the City of Hamilton, to enter into and / or execute, all agreements and necessary ancillary documents to secure the terms and issuance of the debenture issue(s) described in Recommendations (r) and (s) and conditional upon the by-law being enacted as described in Recommendation (t) to Report FCS23100, on terms and conditions satisfactory to the General Manager, Finance and Corporate Services, and in a form satisfactory to the City Solicitor;
- (t) That staff be authorized and directed to prepare all necessary By-Law(s), for Council's consideration, for the purpose of authorizing debenture issue(s) described in Recommendation (r) to Report FCS23100;

- (u) That the City of Hamilton appeal to the Provincial Government of Ontario and the Federal Government of Canada for financial assistance in addressing the infrastructure deficit in the water, wastewater and storm programs.
- (ii) That Report FCS23100, respecting 2024 Recommended Water, Wastewater and Stormwater Rate Supported Budget, **be amended**, by adding an additional sub-section (v), as follows:
 - (v) *That staff be directed confirm and differentiate between the component of the rate budget increase is due to provincially mandated regulations (both through Bill 23 exemptions and statutory exemptions) and City initiated rate increases due to operating and capital increases and reflect these two components on individual line items on both the rate budget bill and accompanying communications materials.*

For disposition of this matter, refer to Item 4.

(f) ADJOURNMENT (Item 12)

There being no further business, the General Issues Committee (Budget) adjourned at 1:58 p.m.

Respectfully submitted,

Councillor John-Paul Danko
Chair, General Issues Committee (Budget)

Angela McRae
Legislative Coordinator
Office of the City Clerk



CITYHOUSING HAMILTON CORPORATION SHAREHOLDER ANNUAL GENERAL MEETING

REPORT 23-004

8:30 a.m.

Monday, November 27, 2023

Council Chambers

Hamilton City Hall, 71 Main Street West

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

**Absent
with Regrets:** Councillors T. Jackson, M. Tadeson and A. Wilson – Personal

THE CITYHOUSING HAMILTON CORPORATION SHAREHOLDER PRESENTS REPORT 23-004, AND RESPECTFULLY RECOMMENDS:

1. Shareholder Resolutions (Item 7.1)

WHEREAS the City of Hamilton is the sole shareholder of the Corporation (“Sole Shareholder”);

WHEREAS the Sole Shareholder is authorized to hold shares in the Corporation and to exercise the rights attributed thereto, pursuant to Subsection 203(1) of the *Municipal Act*, 2001, SO 2001, c25 (“Act”), but the Corporation is not an Offering Corporation within the meaning ascribed to that term in the *Business Corporations Act*, R.S.O. 1990, c. B.16 (“OBCA”);

WHEREAS the Council of the City of Hamilton are sitting as representatives of the Sole Voting Member (City of Hamilton) for the Corporation; and

WHEREAS the Board of Directors of the Corporation comprises of a total of nine (9) members, five (5) of whom shall be elected members of Council of the City of Hamilton and four (4) of whom shall be members who are not Councillors of the City of Hamilton (the “Citizen Members”).

NOW THEREFORE the Council of the City of Hamilton, acting in its capacity as representative of the Sole Shareholder (City of Hamilton) of the Corporation, RESOLVES AS FOLLOWS:

1. APPOINTMENT OF CITIZEN MEMBERS

BE IT RESOLVED:

That the following persons be appointed as the Citizen Members of the Corporation effective October 25, 2023 and shall hold office until October 26, 2026 or until their respective successors are elected or appointed subject to the by-laws of the Corporation:

Alice Plug-Buist
Karl Andrus
Christine Griffith
Adriana Harris

THE FOREGOING RESOLUTIONS are hereby consented to by the Sole Shareholder of the Corporation entitled to vote on such resolutions and are hereby passed as resolutions of the Corporation pursuant to the *OBCA*.

FOR INFORMATION:

(a) APPROVAL OF AGENDA (Item 1)

The Committee Clerk advised there were no changes to the agenda:

The agenda for the November 30, 2023 meeting of the CityHousing Hamilton Corporation Shareholder was approved, as presented.

(b) DECLARATIONS OF INTEREST (Item 2)

There were no declarations of interest.

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

(i) July 17, 2023 (Item 3.1)

The Minutes of the July 17, 2023 meeting of the CityHousing Hamilton Shareholder, were approved, as presented.

(d) ADJOURNMENT (Item 10)

That there being no further business the CityHousing Hamilton Corporation Shareholder meeting be adjourned at 8:34 a.m.

Respectfully submitted,

Deputy Mayor C. Cassar, Chair,
CityHousing Hamilton Corporation
Shareholder

Tamara Bates
Legislative Coordinator
Office of the City Clerk



Hamilton

**SELECTION COMMITTEE
FOR
AGENCIES, BOARDS AND SUB-COMMITTEES
REPORT 23-016
3:00 p.m.
November 28, 2023
Room 192, City Hall**

Present: Councillor M. Tadeson (Acting Chair), T. Jackson, C. Kroetsch, A. Wilson and M. Wilson

Absent with regrets: Councillor C. Cassar, B. Clark – City Business

THE SELECTION COMMITTEE PRESENTS REPORT 23-016 AND RESPECTFULLY RECOMMENDS:

1. **Applicant Interviews for the City of Hamilton's Agencies, Boards and Sub-Committees (Item 4.2)**
 - (a) That the directions provided to staff in Closed Session respecting the Applicant Interviews for the City of Hamilton's Agencies, Boards and Sub-Committees, be approved; and
 - (b) That the details of the Applicant Interviews for the City of Hamilton's Agencies, Boards and Sub-Committees remain confidential.

2. **Amendment to the Terms of Reference for the Waste Management Sub-Committee**

That the Section 2.1 of the Terms of Reference for the Waste Management Sub-Committee be amended as follows:

- 2.1 **Membership**

The Waste Management Sub-Committee shall be comprised of up six (6) members, as follows:

- a) Up to three members of City Council; and
- b) Three (3) citizen members

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 1)

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

The agenda for the November 28, 2023 meeting of the Selection Committee for Agencies, Boards and Sub-Committees was approved, as presented.

(b) DECLARATIONS OF INTEREST (Item 2)

There were no Declarations of Interest

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

(i) November 20, 2023 (Item 3.1)

The Minutes of the Selection Committee for Agencies, Boards and Sub-Committees for November 20, 2023, were approved.

(d) PRIVATE & CONFIDENTIAL (Item 4)

(i) Closed Session Minutes - November 20, 2023 (Item 4.1)

The Closed Session Minutes of the Selection Committee for Agencies, Boards and Sub-Committees for November 20, 2023, were approved

(ii) The Committee move into Closed Session for Item 5.3, respecting the Applicant Interviews for the City of Hamilton's Agencies, Boards and Sub-Committees, and Item 5.4, respecting Deliberation of Applications to Various Agencies, Boards and Committees, Pursuant to Section 9.3 Sub-section (b) of the City's Procedural By-law 21-021, as amended, and Section 239(2) Sub-section (b) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to personal matters about an identifiable individual.

(iii) Applicant Interviews for the City of Hamilton's Agencies, Boards and Sub-Committees (Item 4.2)

For further disposition, refer to Item 1.

(e) ADJOURNMENT (Item 6)

There being no further business, the Selection Committee adjourned at 6:45 p.m.

Respectfully submitted,

Councillor M. Tadeson, Acting Chair
Selection Committee

Loren Kolar
Legislative Coordinator
Office of the City Clerk



Hamilton

**SELECTION COMMITTEE
FOR
AGENCIES, BOARDS AND SUB-COMMITTEES
REPORT 23-017
9:30 a.m.
November 29, 2023
Room 264, 2nd Floor, City Hall**

Present: Councillor C. Cassar (Chair), T. Jackson, C. Kroetsch, M. Tadeson (Vice-Chair), and M. Wilson

Absent with regrets: Councillors B. Clark and A. Wilson – City Business

THE SELECTION COMMITTEE PRESENTS REPORT 23-017 AND RESPECTFULLY RECOMMENDS:

1. **Applicant Interviews for the City of Hamilton's Agencies, Boards and Sub-Committees (Item 4.1)**
 - (a) That the directions provided to staff in Closed Session respecting the Applicant Interviews for the City of Hamilton's Agencies, Boards and Sub-Committees, be approved; and
 - (b) That the details of the Applicant Interviews for the City of Hamilton's Agencies, Boards and Sub-Committees remain confidential.

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 1)

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

The agenda for the November 29, 2023 meeting of the Selection Committee for Agencies, Boards and Sub-Committees be approved, as presented.

(b) DECLARATIONS OF INTEREST (Item 2)

There were no Declarations of Interest

(c) PRIVATE & CONFIDENTIAL (Item 4)

- (i) The Committee moved into Closed Session for Item 4.1, respecting the Applicant Interviews for the City of Hamilton's Agencies, Boards and Sub-Committees, Pursuant to Section 9.3 Sub-section (b) of the City's Procedural By-law 21-021, as amended, and Section 239(2) Sub-section (b) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to personal matters about an identifiable individual.

- (iii) **Applicant Interviews for the City of Hamilton's Agencies, Boards and Sub-Committees (Item 4.1)**

For further disposition, refer to Item 1.

(d) ADJOURNMENT (Item 6)

There being no further business, the Selection Committee adjourned at 5:20 p.m.

Respectfully submitted,

Councillor C. Cassar, Chair
Selection Committee

Loren Kolar
Legislative Coordinator
Office of the City Clerk



**City of Hamilton
SOLE VOTING MEMBER
OF THE HAMILTON FARMERS' MARKET
REPORT 23-005**

9:30 am

**Thursday, November 30, 2023
Council Chambers, Hamilton City Hall, 2nd Floor
71 Main Street West, Hamilton, ON**

Present: Mayor A. Horwath
Councillor M. Tadeson (Acting Deputy Mayor)
J. Beattie, J.P. Danko, M. Francis, T. Hwang, T. Jackson, C. Kroetsch,
T. McMeekin, M. Spadafora and M. Wilson

Absent: Councillors B. Clark and E. Pauls – Personal
Councillors C. Cassar, N. Nann and A. Wilson – City Business

**THE SOLE VOTING MEMBER OF THE HAMILTON FARMERS' MARKET PRESENTS
REPORT 23-005 AND RESPECTFULLY RECOMMENDS:**

- 1. Vision for the Hamilton Farmers' Market (PED23049(a)) (City Wide) (Item 7.1)**
 - (a) That the proposed Vision Statement and Guiding Principles for the Hamilton Farmers' Market attached as Appendix "A" to Sole Voting Member of the Hamilton Farmers' Market Report 23-005, which would be used to guide the future planning and operation of the Hamilton Farmers' Market Corporation, be endorsed by Council;
 - (b) That Staff be directed to resume and complete the Hamilton Farmers' Market Governance and Operational Review; and,
 - (c) That staff be authorized and directed to undertake a concept study for the physical design and layout of the current Hamilton Farmers' Market, and the adjacent public realm, to identify opportunities to better utilize the current property and adjacent public realm to achieve the Vision and Guiding Principles for the Farmers' Market, and that staff be authorized to retain any necessary consulting services, to an upset limit of \$200,000, to be funded from the Economic Development Reserve (Account 112221).

FOR INFORMATION:

(a) APPROVAL OF AGENDA (Item 1)

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

Council – December 13, 2023

The agenda for the November 30, 2023 meeting of the Sole Voting Member of the Hamilton Farmers' Market, was approved, as presented.

(b) DECLARATIONS OF INTEREST (Item 2)

There were no declarations of interest.

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

(i) October 16, 2023 (Item 3.1)

The Minutes of the October 16, 2023 meeting of the Sole Voting Member of the Hamilton Farmers' Market, were approved, as presented.

(d) ADJOURNMENT (Item 13)

There being no further business, the Sole Voting Member of the Hamilton Farmers' Market adjourned at 9:40 a.m.

Respectfully submitted,

Acting Deputy Mayor Mark Tadeson
Chair, Sole Voting Member
Hamilton Farmers' Market

Angela McRae
Legislative Coordinator
Office of the City Clerk

Vision and Guiding Principles for the Future of the Hamilton Farmers' Market
(May 2023)

Vision Statement

That the Hamilton Farmers' Market continue its long-standing role of supporting local farmers, producers, and businesses while providing a reliable source of fresh food and creating a community gathering destination for downtown residents and all Hamiltonians.

The Market:

- Provides a wide range of fresh food and grocery options for downtown residents and all Hamiltonians;
- Serves as a social and cultural focal point of Downtown Hamilton;
- Provides economic opportunities, including business incubation, for rural and urban producers and entrepreneurs; and,
- Celebrates the agricultural tradition and strong rural/urban connections of the region.

Guiding Principles

Physical Design / Infrastructure:

a. Address the physical limitations of the Market:

Upgrade the infrastructure (plumbing, electric, storage, exhaust, etc.); improve circulation; explore zoned areas to allow for varied market hours; create more inviting entrances; and modify the façade to provide for a more seamless indoor/outdoor experience.

b. Provide for more public spaces that are flexible to accommodate a variety of uses:

Provide for greater opportunities for seating, pop-up vending, events, and programming.

c. Strengthen connections to outdoor spaces and neighbours:

Let the market spill outdoors; better connect to its surroundings (e.g. Library, City Centre, etc.); and coordinate on efforts to improve neighbourhood safety.

Program / Mix

- d. More local farmers, local producers, and pop-up vendors:

Reflect and celebrate the Market's strong agricultural traditions as well as support and attract new entrepreneurs and meet the needs of the Market's local and City-wide customers. Consider flexible/shorter lease term options, a weekly local vendors day, and regular seasonal street closures to accommodate additional vendors.

- e. More programs, events, and education (in collaboration with local partners):

The Market should be the centre of the local food movement for Hamilton and serve as a cultural hub and gathering point for the Hamilton community.

- f. After hours and expanded culinary offerings:

Seed more culinary activity at the Market, including after hours, through offerings such as a market café, prepared food vendors, and licensed establishments.

Operations

- g. Increase management capacity and funding sources:

Provide senior-level staffing resources and operating funding to better reflect the role of the Market as a community hub.

- h. Expand hours (for at least parts of the Market):

Provide for expanded and regularized hours, that better meet the needs of the Market's customers.

- i. Strengthen the Market's marketing, advertising and promotion:

Create more "buzz" about the Market and get the word out about market hours, special events, and vendors.

- j. Provide for multi-modal access, including adequate parking:

Ensure the Market is easily accessible by pedestrians, cyclists, transit users and drivers. With most current market customers arriving by car, ensure that adequate parking is available.



**PUBLIC HEALTH COMMITTEE
(Formerly the Board of Health)
REPORT 23-012**

9:30 a.m.

December 4, 2023

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

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

**Absent with
Regrets:** Councillors J. Beattie – Personal, and T. Jackson – Personal

**THE PUBLIC HEALTH COMMITTEE PRESENTS REPORT 23-010 AND RESPECTFULLY
RECOMMENDS:**

**1. Quarterly Update on Hamilton Opioid Information System (July – September 2023)
(BOH23041) (City Wide) (Item 9.1)**

(Kroetsch/ Pauls)

That Report BOH23041 respecting the Quarterly Update on Hamilton Opioid Information System (July – September 2023), be received.

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

Yes	-	Mayor Andrea Horwath
Absent	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 12 Councillor Craig Cassar
Absent	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 8 Councillor John-Paul Danko
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 15 Councillor Ted McMeekin
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 7 Councillor Esther Pauls

Council – December 13, 2023

Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 11	Councillor Mark Tadeson
Yes	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 1	Councillor Maureen Wilson

2. Third-Party Air Monitoring re: Green For Life Landfill Stoney Creek (BOH23042) (Wards 5 and 9) (Item 10.1)

(Clark/ Francis)

- (a) That Public Health Services Staff be directed to work with AtkinsRéalisis to develop a feasibility study with options to perform air monitoring for a minimum seven-day period at the Green For Life Environmental Inc. Landfill, Stoney Creek, not to exceed \$10,000, to be funded by the Stoney Creek Compensation Royalties (Green For Life Landfill) Reserve 117036, and report back to the Public Health Committee in Q1, 2024; and,
- (b) That the matter respecting Item 2023-1, independent third-party air monitoring at the Green For Life Stoney Creek Landfill, be identified as complete and removed from the Public Health Committee Outstanding Business List.

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

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

3. Hamilton's Waterpipe By-law Amendment (BOH23017(b)) (City Wide) (Item 10.2)

(McMeekin/ A. Wilson)

- (a) That Hamilton Waterpipe By-law 23-170 be repealed; and,
- (b) That the draft Hamilton Waterpipe By-law attached as Appendix "A" to Report BOH23017(b), in a form satisfactory to the City Solicitor, be approved.

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

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

**4. Food Advisory Committee 2024 Budget Request (BOH23043) (City Wide)
(Item 10.3)**

(Hwang/ A. Wilson)

- (a) That the Food Advisory Committee 2024 base budget submission attached as Appendix "A" to Public Health Report 23-012 in the amount of \$1,500, be approved and referred to the 2024 budget process for consideration.

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

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

5. Consultation with SCORE! (Strengthening Community Roots: Anchoring Newcomers in Wellness and Sustainability) on the Riverdale neighborhood project (Ward 5) (Item 11.1)

(Francis/ Tadeson)

That staff (including Hamilton Early Years Staff) be directed to work with McMaster University's SCORE! (Strengthening Community Roots: Anchoring Newcomers in Wellness and Sustainability) program to explore their needs in greater detail with respect to the Riverdale neighborhood project and report back in Q1 2024 on the requests, options available and potential costs associated.

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

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

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 2)

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

5. COMMUNICATIONS

- 5.4 Correspondence from Loretta Ryan, Executive Director, Association of Local Public Health Agencies (ALPHA), respecting 2024 Budget Consultations

Recommendation: Be received

(Tadeson/ Hwang)

That the agenda for the December 4, 2023 Public Health Committee be approved, as amended.

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

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

(b) DECLARATIONS OF INTEREST (Item 3)

There were no declarations of interest.

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

(i) November 13, 2023 (Item 4.1)

(Nann/ Kroetsch)

That the Minutes of the November 13, 2023 meeting of the Public Health Committee be approved, as presented.

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

Yes	-	Mayor Andrea Horwath
Absent	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 8 Councillor John-Paul Danko
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 4 Councillor Tammy Hwang
Absent	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 15 Councillor Ted McMeekin

Yes	-	Ward 3	Councillor Nrinder Nann
Yes	-	Ward 7	Councillor Esther Pauls
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 11	Councillor Mark Tadeson
Yes	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 1	Councillor Maureen Wilson

(d) COMMUNICATIONS (Item 5)

(i) (Tadeson/ Hwang)

That the following Communication items be approved, as presented:

- (a) Correspondence from Wess Garrod, KFL&A Board of Health Chair respecting Strengthening Public Health: Voluntary Mergers (Item 5.1)

Recommendation: Be endorsed.

- (b) Correspondence from Hon. Sylvia Jones, Deputy Premier and Minister of Health and Patrick Dicerni, Assistant Deputy Minister, Hospitals and Capital Division, respecting additional 2023-2024 funding for delivery of HIV- and/or hepatitis C-related services

Recommendation: Be received and the Medical Officer of Health, or delegate, be authorized and directed to execute all agreements, contracts, extensions, and documents, including submission of budgets and reports required to give effect to the 2023-2024 HIV & Hepatitis C Programs Funding budget.

- (c) Correspondence from Kathryn Wilson, Board of Health Chair, Peterborough Public Health respecting Adequate Funding for the Ontario Seniors Dental Care Program

Recommendation: Be received.

- (d) Correspondence from Loretta Ryan, Executive Director, Association of Local Public Health Agencies (ALPHA), respecting 2024 Budget Consultations

Recommendation: Be received.

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

Yes	-	Mayor Andrea Horwath
Absent	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 8 Councillor John-Paul Danko
Yes	-	Ward 5 Councillor Matt Francis

Yes	-	Ward 4	Councillor Tammy Hwang
Absent	-	Ward 6	Councillor Tom Jackson
Yes	-	Ward 2	Councillor Cameron Kroetsch
Yes	-	Ward 15	Councillor Ted McMeekin
Yes	-	Ward 3	Councillor Nrinder Nann
Yes	-	Ward 7	Councillor Esther Pauls
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 11	Councillor Mark Tadeson
Yes	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 1	Councillor Maureen Wilson

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

(i) Outstanding Business List (Item 13.1)

(Tadeson/ Francis)

That the changes to the Outstanding Business List, be approved.

(a) Items Considered Complete and Needing to be Removed:

- (i) Monitoring Local Impacts of Air Pollution on Mental and Neurological Health Outcomes (BOH23041) (City Wide)
OBL Item: 2023-H
Date Added: June 21, 2023 (Council Minutes 23-012 Item 7.1)
Date Completed: November 13, 2023 (PHC Report 23-011 - Item 5)

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

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

Yes - Ward 1 Councillor Maureen Wilson

(f) ADJOURNMENT (Item 15)

(Tadeson/ Spadafora)

That, there being no further business, the Public Health Committee be adjourned at 10:05 a.m.

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

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

Respectfully submitted,

Mayor Andrea Horwath
Chair, Public Health Committee

Aleah Whalen
Legislative Coordinator
Office of the City Clerk

CITY OF HAMILTON

2024

ADVISORY COMMITTEES

BUDGET SUBMISSION FORM

FOOD ADVISORY COMMITTEE

ADVISORY COMMITTEE MEMBERS (past term of council):

Krista D'aoust (Chair)	Drew Johnston
Mary Ellen Scanlon (Co-Chair)	Elly Bowen
Brian Tammi (Secretary)	Frank Stinellis
Vivien Underdown	Kyle Swain
Vicky Hachey	Andrew Sweetnam
Laurie Nielsen	Maria Biasutti

MANDATE:

As a volunteer advisory committee to the Public Health Committee, the Food Advisory Committee will support and advise on the implementation of Hamilton's Food Strategy, and the development of inclusive and comprehensive food related policies and programs at the individual, household, and community/population level based on internationally recognized principles of healthy public policy and best practices/available evidence.

PART B: Strategic Planning

STRATEGIC OBJECTIVES:

- Identify and inform, where appropriate, innovative community food security policies and programs that align with the vision and goals of the Hamilton Food Strategy, Hamilton Food Charter, and other City strategies.
- Identify and advise on emerging issues affecting Hamilton's food system.
- Facilitate connections and share information and resources between members, the Public Health Committee, City staff, and as appropriate, further disseminate these lessons and resources among community organizations, businesses, citizens, and other groups that have an impact on community food security.
- Support research, monitoring, and evaluation efforts, and identify gaps and opportunities that may inform community food security policies and program modifications.
- Facilitate the cross-promotion of community food security within existing programs, events, policies, services, and other actions.

ALIGNMENT WITH CORPORATE GOALS:

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

PART C: Budget Request

INCIDENTAL COSTS:

Parking	600.00
Materials, supplies & printing	400.00
SUB TOTAL	\$1000.00

SPECIAL EVENT/PROJECT COSTS:

Training/Education Event(s)	500.00
SUB TOTAL	\$1500.00

TOTAL COSTS	\$1500.00
--------------------	------------------

Funding from Advisory Committee Reserve (only available to Advisory Committees with reserve balances)	
--	--

TOTAL 2024 BUDGET REQUEST (net of reserve funding)	\$1500.00
---	------------------

PREVIOUS YEAR (2023) APPROVED BUDGET (2023 Request \$ 4487.84)	\$4487.84
--	-----------

CERTIFICATION:

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

Representative's Name: Heather Harvey

Signature: 

Date: October 30, 2023

Telephone #: 905-546-2424 x3635



**PUBLIC WORKS COMMITTEE
REPORT 23-018**

1:30 p.m.

Monday, December 4, 2023

Council Chambers

Hamilton City Hall

71 Main Street West

Present: Councillors N. Nann (Chair), E. Pauls (Vice-Chair), J. Beattie, C. Cassar, J. P. Danko, M. Francis, T. Hwang, C. Kroetsch, T. McMeekin, M. Spadafora, M. Tadeson, A. Wilson and M. Wilson

**Absent with
Regrets:** Councillor T. Jackson - Personal

THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:

1. Litter Management Service Enhancements (PW23076) (City Wide) (Item 8.1)

- (a) That the following provisions to be used to enhance city-wide litter management in the public realm, be referred to the 2024 Tax Supported Operating Budget process;
 - (i) \$150,000 for the Environmental Services Division to be used to enhance litter prevention community engagement, and enhance materials required for both manual litter removal and litter container collection within parks and trails. This includes four Summer Student positions, which works out to 1.32 full-time equivalent employees;
 - (ii) That 17 full-time Roadway Operator positions at an annual cost of \$1.373 million be added to the Transportation Division's 2024 staffing complement to be used to enhance roadway sweeping on transit routes, Business Improvement Areas and in cycle lanes and to create dedicated proactive and reactive litter removal services city-wide;
 - (iii) That one full-time Waste Management By-law Officer position at an annual cost of \$86,600 be added to the Waste Management

Division's 2024 staffing complement to be used to enforce the Solid Waste Management and Parks By-law in Wards 1, 2 and 3;

- (iv) That two full-time Waste Operator positions, two full-time Supervisor positions, four Seasonal Labourers and four Summer Students, which works out to 3.64 full-time equivalent employees at an annual cost of \$543,000 be added to the Waste Management Division's 2024 staffing complement to be used to enhance litter removal and sidewalk sweeping, within the downtown core to a seven day per week service level including the creation of a night shift;
- (b) That the following provisions to be used to enhance city-wide litter management in the public realm, be referred to the 2024 Tax Supported Capital Budget process;
 - (i) That \$1.78 million be added to the Transportation Division's 2024 Tax Supported Capital Budget to be used to purchase equipment to support the enhanced litter management outlined in Recommendation (a) (ii) including four electric roadway sweepers, four support vehicles and four portable litter vacuums;
 - (ii) That \$175,000 be added to the Waste Management Division's 2024 Tax Supported Capital Budget to be used to purchase two support vehicles to support enhanced litter management within the downtown core outlined in Recommendation (a) (iv) above; and
- (c) That the total Operating Impacts from Capital at an annual cost of \$307,800 resulting from the approval of Recommendation (b), be referred to the 2024 Tax Supported Capital Budget process and if approved take into effect in 2025.

2. Review of Level of Service for Winter Control in Alignment with the Principles of Vision Zero (PW23077) (City Wide) (Outstanding Business List Item) (Item 8.3)

That Report PW23077, respecting Review of Level of Service for Winter Control in Alignment with the Principles of Vision Zero (PW23077) (City Wide) (Outstanding Business List Item), be received.

3. Terms of Reference – Red Hill Business Park to Highway 6 South Conceptual Link (PED23246) (City Wide) (Item 9.1)

That Report PED23246, respecting Terms of Reference – Red Hill Business Park to Highway 6 South Conceptual Link (PED23246) (City Wide), be received.

4. Winterizing Public Washrooms - Winter Operations (PW21031(c)) (City Wide) (Outstanding Business List Item) (Item 9.2)

That Report PW21031(c), respecting Winterizing Public Washrooms - Winter Operations (PW21031(c)) (City Wide) (Outstanding Business List Item), be received.

5. Wild Waterworks Commercial Opportunities and Strategic Review (Ward 5) (Item 12.4)

WHEREAS, the Wild Waterworks facilities are owned by the City and operated by the Hamilton Conservation Authority;

WHEREAS, the structures at the park were built in the 1980's and therefore are anticipated to reach end-of-life condition in the next several years;

WHEREAS, significant capital reinvestment is required to redevelop Wild Waterworks facilities once the structures can no longer safely operate and was outlined in Report HC20048 which was received by Emergency and Community Services committee on November 5, 2020;

WHEREAS, the venue has historically attracted around 100,000 visitors annually, and has the potential to continue to provide an economic and tourist benefit to the City; and

WHEREAS, the current venue and site within Confederation Beach Park provides a strategic opportunity to leverage City property to achieve realizable outcomes related to the City's Council and Strategic priorities include the City's Tourism Plan, the Recreation Master Plan, and the goals laid out in the Confederation Beach Park Master Plan.

THEREFORE, BE IT RESOLVED:

- (a) That staff be directed to investigate opportunities for the redevelopment of the Wild Waterworks site and surrounding lands within Confederation Beach Park, with a focus on, but not limited to, examination of:
 - (i) Investment community and operator/developer interest in creating a water themed entertainment/recreation attraction/venue at Confederation Beach Park;
 - (ii) The potential for the venue to include a broad range of attractions/uses to make a viable destination;

- (iii) Viable development concepts identified through financial and market feasibility testing;
 - (iv) Various models and options that maximize the contributions of private sector partners with the required experience and know how to execute on the City's objectives; and
 - (v) Processes for securing a viable development and proponent.
- (b) That Corporate Real Estate staff, in collaboration with Parks, Finance and other divisional staff, be directed and authorized to seek input and support from industry experts, and that the cost of the work be funded by reallocating up to \$200,000 from existing Project ID 4401956802 Beach Park Development Program to a new Project ID, to be used to fund the analysis, including retention of requisite advisors/consultants, be approved;
 - (c) That staff be directed to report back to the General Issues Committee in Q4 of 2024 with recommendations regarding the scope of work and the process to move forward, based on findings; and
 - (d) That the General Manager of Planning and Economic Development be authorized and directed to approve and execute any and all required agreements and ancillary documents, in a form satisfactory to the City Solicitor, related to the investigation of opportunities for the potential redevelopment of the Wild Waterworks site and surrounding lands within Confederation Beach Park.

6. Hamilton Cycling Committee Budget 2024 (PED23247) (City Wide) (Item 11.2)

- (a) That the Hamilton Cycling Committee 2024 Base Budget submission, in the amount of \$10,000, as described in Appendix "A" attached to Public Works Committee Report 23-018, be approved and referred to the 2024 Budget process for consideration;
- (b) That, in addition to the base funding, a one-time budget allocation for 2024 of \$4,000 to support community events and initiatives that meet the mandate of the Hamilton Cycling Committee, funded by the Hamilton Cycling Committee Reserve, be approved and referred to the 2024 Budget process for consideration;
- (c) That remaining funds from the 2023 Hamilton Cycling Committee Budget be allocated into the Hamilton Cycling Committee Reserve, to the upmost allowable amount.

**7. Crime Prevention Through Environmental Design (CPTED)
Recommendation Report (PW23075) (City Wide) (Outstanding Business List
Item) (Item 11.3)**

That the recommended actions in Appendices “B”, “C”, “D”, “E” and “F” to Public Works Committee Report 23-018 be approved and that all capital or operational financial enhancements, \$254,500 operational and \$165,000 capital be referred to the 2024 budget process for consideration.

**8. Remembrance Day Crosswalk Design for the Stoney Creek Saltfleet
Memorial and at other Memorial Locations in the City (Item 12.1)**

WHEREAS, Remembrance Day, marks the end of hostilities during the First World War, which ended on the 11th hour of the 11th day of the 11th month in 1918;

WHEREAS, Remembrance Day in Canada honours the service and sacrifice of our Armed Forces, Veterans, and their families, who have served, and continue to serve our country during times of war, conflict and peace. Particularly the First & Second World Wars, the Korean War, and all conflicts since then in which members of the Canadian Armed Forces have participated;

WHEREAS, Since 1921, the Poppy has stood as a national symbol of Remembrance to recognize the sacrifice of soldiers in times of war and is often worn on the left lapel close to the heart. The Poppy is a powerful symbol of Remembrance, worn by millions of Canadians and our Commonwealth partners, each year;

WHEREAS, the Dominion Command of The Royal Canadian Legion has registered the trademark of the Poppy image and the Poppy insignia as a protected mark through an Act of Parliament in 1948;

WHEREAS, any proposed usage of the Poppy symbol must be submitted to and approved by the Dominion Command of The Royal Canadian Legion in compliance with the Legion Poppy Manual; and

WHEREAS, the Stoney Creek Saltfleet Memorial located at the south-west corner of King Street and Queenston Road (Highway 8) was constructed in 1922, in memory of the men of Saltfleet Township, who gave their lives in the First World War and is one of the many locations throughout the City that is used to observe Remembrance Day every November 11th

THEREFORE, BE IT RESOLVED:

- (a) That the Transportation Division contact the Dominion Command of The Royal Canadian Legion and seek permission to use the poppy and/or other significant symbols in the crosswalk on King Street closest to the Stoney Creek Saltfleet Memorial in the name of honoring those who served and continue to serve in the nation's defense; and
- (b) That upon the conclusion of the application process with the Dominion Command of The Royal Canadian Legion the Transportation Division work with Wards 10 and 5 on a final crosswalk design for the Stoney Creek Saltfleet Memorial, and at other memorial locations in the City, to be implemented for Remembrance Day 2024.

9. Baseball Diamond Improvements to William McCulloch Park, 200 Bonaventure Drive (Ward 14) (Item 12.2)

WHEREAS, the baseball backstop on Diamond 5 at William McCulloch Park, 200 Bonaventure Drive, has deteriorated and would benefit from replacement;

WHEREAS, lighting one of the baseball diamonds, subject to public engagement and feasibility would extend the programming opportunities at this park;

WHEREAS, recreational park amenities support valuable opportunities for children, youth and families to be active and play within the Ward 14 neighbourhoods; and

WHEREAS, resources are limited, and this work will be initiated in 2024, scheduled to be completed within 12-24 months, subject to unforeseen challenges such as procurement timing, supply chain issues, weather, or other factors.

THEREFORE, BE IT RESOLVED:

- (a) That the replacement of the baseball backstop (Diamond 5) at William McCulloch Park, 200 Bonaventure Drive, at a cost of \$85,000, including contingency, to be funded from the Ward 14 Capital Re-Investment Reserve (#108064), be approved;
- (b) That the addition of sport lighting to one of the baseball diamonds at William McCulloch Park, 200 Bonaventure Drive, at a cost of \$300,000, including contingency, to be funded from the Ward 14 Capital Re-Investment Reserve (#108064), be approved;
- (c) That \$2,500 be added to the 2025 operating budget to fund the operational impact to the Parks budget for the ongoing electrical costs and maintenance of the new lighting asset; and

- (d) That the General Manager of Public Works be authorized and directed to approve and execute any and all required agreements and ancillary documents, in a form satisfactory to the City Solicitor, related to the replacement of the baseball backstop (Diamond 5) at William McCulloch Park, 200 Bonaventure Drive.

**10. Stop Controls at the Intersection of Hemlock Avenue and Henley Drive
(Ward 10) (Item 12.3)**

WHEREAS, the City of Hamilton is committed to creating safe neighborhoods and vibrant communities;

WHEREAS, ensuring the safety of both pedestrians and motorists is a priority;
and

WHEREAS, this request was initiated by resident concerns to the Ward 10 Councillor's Office and confirmed by the Transportation Division after review to be warranted.

THEREFORE, BE IT RESOLVED:

That the Transportation Division be authorized and directed to convert the intersection of Hemlock Avenue and Henley Drive in Ward 10, Hamilton, to an all-way stop and that Schedule 5 of the Traffic By-Law No. 01-215 be amended accordingly.

**12. Victoria Park Tennis Court Replacement, 500 King Street West, Hamilton
(Ward 1) (Item 12.5)**

WHEREAS, Victoria Park has three tennis courts and a practice pad to serve the community's recreation needs;

WHEREAS, this is a public tennis court amenity, with open access to all residents;

WHEREAS, the existing tennis court amenities at this park have surpassed the useful life cycle and require replacement;

WHEREAS, the proposed 2024 Parks capital commitment towards the project will fund \$110,000; and

WHEREAS, the existing tennis sport lighting has also surpassed the useful life cycle and will be removed as part of the court replacement but not replaced until a future budget source is available.

THEREFORE, BE IT RESOLVED:

- (a) That the replacement of 3 existing tennis courts and practice pad at Victoria Park, 500 King Street West, at a cost of \$500,000 including contingency, be funded from the Ward 1 Capital Re-investment Reserve Account (#108051), be approved;
- (b) That the 2024 Parks capital commitment towards the project will be funded through a \$110,000 appropriation from Project 4402154699 - Tennis and Multi-use Court Rehabilitation Program; and
- (c) That the Mayor and City Clerk be authorized and directed to approve and execute all required agreements and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.

13. Ward 3 Neighbourhood Traffic Calming Enhancements (Added Item 12.7)

WHEREAS, Vision Zero and Complete Streets principles are used in the City of Hamilton to provide a safer environment for all road users;

WHEREAS, a Complete Streets study of neighbourhoods in Ward 3 has been undertaken to determine the options and methods to improve traffic calming and the application of Vision Zero principals; and

WHEREAS, Ward 3 residents routinely contact the Councillor's office regarding their desire to improve the safety of their neighbourhoods.

THEREFORE, BE IT RESOLVED:

- (a) That the Transportation Division reviews and assess the following roadways to identify traffic calming opportunities, through leveraging the Ward 3 Complete Streets Project, to enhance neighbourhood safety, including but not limited to speed cushions:
 - (i) Cumberland Avenue between Sanford Avenue South and Wentworth Street South;
 - (ii) St. Matthew Street and Cheever Street between Barton Street and Birge Street;
 - (iii) Balsam Avenue between Maplewood Avenue and Cumberland Avenue;
 - (iv) East Avenue between King Street and Barton Street;
 - (v) Kensington Street North between Cannon Street and Roxborough Avenue;

- (vi) Spadina Avenue between Dunsmure Road to King Street; and
 - (vii) The intersection and adjacent roads on all sides of Bishop Park.
- (b) That the Transportation Division completes the above noted review of roadways listed (i) through (vii) and determines implementation and scheduling details through consultation with the Ward 3 office and that work be funded from the existing remaining available funds from the Ward 3 Complete Streets Capital Project ID #4242009306 and topped off, as required, from the Ward 3 Minor Maintenance Fund Account #4031911603 to a combined upset limit of \$350,000; and
- (c) That the Mayor and City Clerk be authorized and directed to execute any required agreement(s) and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.
- 14. Stage 3 Phase 2 Glanbrook Landfill Construction (Confidential) (PW23079) (City Wide) (Item 15.1)**

That Report PW23079, respecting Stage 3 Phase 2 Glanbrook Landfill Construction (Confidential), be received and remain confidential.

FOR INFORMATION:

(a) APPROVAL OF AGENDA (Item 2)

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

5. COMMUNICATIONS

- 5.1 Correspondence from Elizabeth Knight respecting Support for Bike Lanes

6. DELEGATION REQUESTS

- 6.1 Erin Davis respecting bike lanes and public consultation on road works (for today's meeting) - WITHDRAWN
- 6.4 Main Street Two-Way Conversion Implementation and One-way Street Conversion Considerations (PW23074/PED23248) (City Wide) (Outstanding Business List Item) (Item 8.1) (for today's meeting)

- (a) Ian Borsuk, Environment Hamilton

(b) Lilly Noble

6.5 Lilly Noble respecting Terms of Reference – Red Hill Business Park to Highway 6 South Conceptual Link (PED23246) (City Wide) (Item 9.1) (for today's meeting)

8. STAFF PRESENTATIONS

8.2 Main Street Two-Way Conversion Implementation and One-way Street Conversion Considerations (PW23074/PED23248) (City Wide) (Outstanding Business List Item) REVISED

(b) Staff Presentation

8.3 Review of Level of Service for Winter Control in Alignment with the Principles of Vision Zero (PW23077) (City Wide) (Outstanding Business List Item)

(a) Staff Presentation

13. NOTICES OF MOTION

13.2 Ward 3 Neighbourhood Traffic Calming Enhancements

CHANGES TO THE ORDER OF ITEMS:

12.4 Wild Waterworks Commercial Opportunities and Strategic Review (Ward 5) - to be considered immediately following Item 9.2.

The Agenda for the December 4, 2023 Public Works Committee meeting was 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) November 13, 2023 (Item 4.1)

The Minutes of the November 13, 2023 meeting of the Public Works Committee were approved, as presented.

(d) COMMUNICATIONS (Item 5)

(i) Correspondence from Elizabeth Knight respecting Support for Bike Lanes (Item 5.1)

The correspondence from Elizabeth Knight respecting Support for Bike Lanes, was received.

(e) DELEGATION REQUESTS (Item 6)

(i) The Delegation Requests were approved, as follows:

(i) Tara McFadyen respecting Crime Prevention Through Environmental Design (CPTED) Recommendation Report (PW23075) (City Wide) (Outstanding Business List Item) (Item 11.4) (for today's meeting) (Item 6.2)

(ii) David Antunes respecting the HSR Fare Assist Program (for a future meeting) (Item 6.3)

(iii) Main Street Two-Way Conversion Implementation and One-way Street Conversion Considerations (PW23074/PED23248) (City Wide) (Outstanding Business List Item) (Item 8.2) (for today's meeting) (Item 6.4)

(a) Ian Borsuk, Environment Hamilton (Item 6.4(a))

(b) Lilly Noble (Item 6.4(b))

(iv) Lilly Noble respecting Terms of Reference – Red Hill Business Park to Highway 6 South Conceptual Link (PED23246) (City Wide) (for today's meeting) (Item 9.1) (Item 6.5)

(f) DELEGATIONS (Item 7)

(i) Tara McFadyen respecting Crime Prevention Through Environmental Design (CPTED) Recommendation Report (PW23075) (City Wide) (Item 11.4) (Outstanding Business List Item) (Item 7.1)

Tara McFadyen addressed the Committee respecting Crime Prevention Through Environmental Design (CPTED) Recommendation Report (PW23075) (City Wide) (Item 11.4) (Outstanding Business List Item).

(ii) Main Street Two-Way Conversion Implementation and One-way Street Conversion Considerations (PW23074/PED23248) (City Wide) (Item 8.2) (Outstanding Business List Item) (Item 7.2)

(a) Ian Borsuk, Environment Hamilton (Item 7.2(a))

Ian Borsuk, Environment Hamilton addressed the Committee respecting Main Street Two-Way Conversion Implementation and One-way Street Conversion Considerations (PW23074/PED23248) (City Wide) (Item 8.2) (Outstanding Business List Item)

(b) Lilly Noble (Item 7.2(b))

Lilly Noble was not present when called upon.

(iii) Lilly Noble respecting Terms of Reference – Red Hill Business Park to Highway 6 South Conceptual Link (PED23246) (City Wide) (Item 9.1) (for today’s meeting) (Item 7.3)

Lilly Noble was not present when called upon.

The following Delegations were received:

- (i) Tara McFadyen respecting Crime Prevention Through Environmental Design (CPTED) Recommendation Report (PW23075) (City Wide) (Item 11.4) (Outstanding Business List Item) (Item 7.1)
- (ii) Main Street Two-Way Conversion Implementation and One-way Street Conversion Considerations (PW23074/PED23248) (City Wide) (Item 8.2) (Outstanding Business List Item) (Item 7.2)

(a) Ian Borsuk, Environment Hamilton (Item 7.2(a))

(g) STAFF PRESENTATIONS (Item 8)

(i) Litter Management Service Enhancements (PW23076) (City Wide) (Item 8.1)

Joel McCormick, Manager - Waste Collections, addressed the Committee respecting Litter Management Service Enhancements (PW23076) (City Wide), with the aid of a PowerPoint presentation.

The presentation from Joel McCormick, Manager - Waste Collections, respecting Litter Management Service Enhancements (PW23076) (City Wide), was received.

For further disposition of the matter, refer to Item 1.

(ii) Main Street Two-Way Conversion Implementation and One-way Street Conversion Considerations (PW23074/PED23248) (City Wide) (Outstanding Business List Item) (Item 8.2)

- (a)** Mike Field, Manager - Transportation Operations, addressed the Committee respecting Main Street Two-Way Conversion Implementation and One-way Street Conversion Considerations (PW23074/PED23248) (City Wide) (Outstanding Business List Item), with the aid of a PowerPoint presentation.

The presentation from Mike Field, Manager - Transportation Operations, respecting Main Street Two-Way Conversion Implementation and One-way Street Conversion Considerations (PW23074/PED23248) (City Wide) (Outstanding Business List Item), was received.

- (b) (i) *That Report PW23074/PED23248, respecting Main Street Two-Way Conversion Implementation and One-way Street Conversion Considerations, be DEFERRED to the February 5, 2024 meeting of the Public Works Committee; and***
- (ii) *That staff be directed to report back to the Public Works Committee on February 5, 2024 on the following:***
- (1) *Quantify the core capital investment required to convert Main Street to two way traffic, exclusive of necessary and already programmed capital works, AODA compliance upgrades, any other necessary or contemplated upgrades, reconstruction and rehabilitation capital works and residual lifecycle infrastructure renewal costs.***
 - (2) *Provide further quantification of the assessment of the Main Street two-way evaluation criteria versus prioritizing eastbound vehicular traffic capacity in the recommended Option 3.***
 - (3) *Provide options to implement Council's direction of Main Street two way traffic conversion within two years and/or prior to the initiation of LRT corridor construction by prioritizing core two-way***

conversion lane re-alignments, intersection and signal upgrades, and corridor upgrades necessary for implementation with further corridor upgrades, resurfacing and other capital rehabilitation work phased over the following four to six years.

(4) Meet with impacted and interested Ward Councillors with Public Works staff and consulting engineering team.

(iii) Review of Level of Service for Winter Control in Alignment with the Principles of Vision Zero (PW23077) (City Wide) (Outstanding Business List Item) (Item 8.3)

Carolyn Ryall, Director of Transportation, addressed the Committee respecting Review of Level of Service for Winter Control in Alignment with the Principles of Vision Zero (PW23077) (City Wide) (Outstanding Business List Item, with the aid of a PowerPoint presentation.

The presentation from Carolyn Ryall, Director of Transportation, respecting Review of Level of Service for Winter Control in Alignment with the Principles of Vision Zero (PW23077) (City Wide) (Outstanding Business List Item, was received.

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

(g) DISCUSSION ITEMS (Item 11)

(i) Wild Waterworks and Confederation Beach Park - Future Direction (PW23067) (Ward 5) (Item 11.1)

That Report PW23067 respecting Wild Waterworks and Confederation Beach Park - Future Direction, be DEFERRED to a meeting of the Public Works Committee in Q4 2024.

(h) MOTIONS (Item 12)

(i) Ferguson Station Fence Improvements, 244 King Street East (Ward 2) (Item 12.6) – WITHDRAWN

(i) NOTICES OF MOTION (Item 13)

Councillor M. Wilson, in Councillor Spadafora's absence, introduced the following Notice of Motion:

(i) Road Rehabilitation on Argon Court, Elsa Court, Glenhaven Drive, Greendale Drive, Gretna Court, Sonesto Court, Trevi Road, Hamilton (Ward 14) (Item 13.1)

WHEREAS, Argon Court, Elsa Court, Glenhaven Drive, Greendale Drive, Gretna Court, Sonesto Court, Trevi Road, all in Ward 14, are in need of road rehabilitation to extend the life of these roadways and therefore improve service levels and reduce maintenance costs.

THEREFORE, BE IT RESOLVED:

- (a) That Public Works staff be authorized and directed to rehabilitate the road and associated concrete works on Argon Court, Elsa Court, Glenhaven Drive, Greendale Drive, Gretna Court, Sonesto Court, Trevi Road;
- (b) That all costs associated with the road resurfacing scope of work be funded from the Ward 14 Capital Re-Investment Reserve Fund #108064 at an upset limit, including contingency, not to exceed \$1,500,000, with design anticipated to commence in 2024 and construction to be completed in 2025, on the following roads:
 - (i) Argon Court from Glenhaven Drive to the east terminus of Argon Court;
 - (ii) Elsa Court from Greendale Drive to the south terminus of Elsa Court;
 - (iii) Glenhaven Drive from Cranbrook Drive to Greenshire Drive;
 - (iv) Greendale Drive from Cranbrook Drive to Garrow Drive;
 - (v) Gretna Court from Cranbrook Drive to the south terminus of Gretna Court;
 - (vi) Sonesto Court from Trevi Road to the south terminus of Sonesto Court;
 - (vii) Trevi Road from Guildwood Drive to Upper Paradise Road;and
- (c) That the Mayor and City Clerk be authorized and directed to execute any required agreement(s) and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.

Councillor Nann relinquished the Chair to Councillor Pauls.

(ii) Ward 3 Neighbourhood Traffic Calming Enhancements (Added Item 13.2)

The Rules of Order were waived to allow for the introduction of a Motion respecting Ward 3 Neighbourhood Traffic Calming Enhancements.

For further disposition of this matter, refer to Item 13.

Councillor Nann assumed the Chair.

(j) GENERAL INFORMATION / OTHER BUSINESS (Item 14)

(i) Amendments to the Outstanding Business List (Item 14.1)

The following amendments to the Public Works Committee's Outstanding Business List, were approved:

(1) Items Considered Complete and Needing to be Removed: (Item 14.1(a)):

(i) Winterizing Public Washrooms - Winter Operations (Item 14.1(a)(a))
Item on OBL: AEE
Addressed as Item 9.2 (PW21031(c)) (on today's agenda)

(ii) Crime Prevention Through Environmental Design Review of the City-Owned Escarpment Staircases (Item 14.1(a)(b))
Item on OBL: ADP
Addressed as Item 11.3 (PW23075) (on today's agenda)

(iii) Review of Level of Service for Winter Control in Alignment with the Principles of Vision Zero (Item 14.1(a)(c))
Item on OBL: ADN
Addressed as Item 8.3 (PW23077) (on today's agenda)

(2) Items Requiring a New Due Date (Item 14.1(b)):

(i) Implementation plan for the two-way conversion of Main Street (Item 14.1(b)(a))
Item on OBL: ACW
Current Due Date: December 4, 2023
Proposed New Due Date: February 5, 2024

- (ii) Reassessment of one-way streets (Item 14.1(b)(b))
Current Due Date: December 4, 2023
Proposed New Due Date: February 5, 2024

(k) PRIVATE AND CONFIDENTIAL (ITEM 15)

Committee determined that discussion of Item 15.1 was not required in Closed Session; therefore, the matter was addressed in Open Session, as follows:

- (i) **Stage 3 Phase 2 Glanbrook Landfill Construction (Confidential)
(PW23079) (City Wide)**

For further disposition of this matter, refer to Item 14.

(l) ADJOURNMENT (Item 16)

There being no further business, the meeting adjourned at 6:18 p.m.

Respectfully submitted,

Councillor N. Nann, Chair,
Public Works Committee

Carrie McIntosh
Legislative Coordinator
Office of the City Clerk

CITY OF HAMILTON

2024

ADVISORY COMMITTEES

BUDGET SUBMISSION FORM

HAMILTON CYCLING ADVISORY COMMITTEE

PART A: General Information

PAST ADVISORY COMMITTEE MEMBERS:

Roman Caruk	Kate Berry
Jane Jamnik	Sharon Gibbons
Ann McKay	William Oates
Cora Muis	Gary Rogerson
Chris Ritsma	Dan van den Beukel
Kevin Vander Meulen	Christine Yachouh

MANDATE:

- all matters related to cycling and micro-mobility
- monitors the implementation of the Hamilton Cycling Master Plan
- encourages and participates in planning for bicycling and micro-mobility facilities
- encourages citizens to cycle instead of drive
- educates the public about the benefits and necessities of cycling
- integrates the work of area municipal bicycle and active transportation committees

PART B: Strategic Planning

STRATEGIC OBJECTIVES:

- The Committee's goals are:
- Monitor and support progress in implementing the Cycling Master Plan
 - Ensure community input on specific details associated with implementing the Cycling Master Plan
 - Ensure that cycling needs are emphasized in all transportation related decisions
 - Encourage legislation and policy changes that are supportive of cycling and sustainable mobility
 - Promote cycling and micro-mobility for transportation and recreation through relevant events
 - Educate the public on the benefits, necessities, and safety aspects of cycling
 - Assist in establishing secure, adequate bicycle and scooter parking facilities
 - Represent the cycling community at City of Hamilton sponsored functions/events
 - Encourage the formation of, and liaise with other municipal cycling and active transportation committees
 - Foster a mutual respect between cyclists and other road users

Please check off which Council approved Strategic Commitments your Advisory Committee supports

1) Community Engagement & Participation	<input checked="" type="checkbox"/>	2) Economic Prosperity & Growth	<input checked="" type="checkbox"/>
3) Healthy & Safe Communities	<input checked="" type="checkbox"/>	4) Clean & Green	<input checked="" type="checkbox"/>
5) Built Environment & Infrastructure	<input checked="" type="checkbox"/>	6) Culture & Diversity	<input checked="" type="checkbox"/>
7) Our People & Performance	<input checked="" type="checkbox"/>		

ALIGNMENT WITH CORPORATE GOALS:

PART C: Budget Request

INCIDENTAL COSTS:

Meeting Expenses	\$1,000
SUB TOTAL	\$1,000

SPECIAL EVENT/PROJECT COSTS:

Social Media Campaign	\$500
Special Projects	\$5,000
Tourism Promotions - supporting Ontario By Bike	\$500
Supporting Community Events to Raise Awareness for Cycling	\$3,000
Special Committee Cycling Events	\$2,000
Training, Conferences and Memberships	\$2,000
SUB TOTAL	\$13,000

TOTAL COSTS	\$14,000
--------------------	-----------------

Funding from Advisory Committee Reserve (only available to Advisory Committees with reserve balances)	\$4,000
--	----------------

TOTAL 2024 BUDGET REQUEST (net of reserve funding)	\$10,000
PREVIOUS YEAR (2023) APPROVED BUDGET (2023 Request \$14,000)	\$14,000

CERTIFICATION:

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

Representative Name: Chris Ritsma

Signature: 

Date: October 9, 2023

HAMILTON POLICE SERVICE

CPTED PROPERTY AUDIT

Cst. Ryan Clarke #317
905-546-1577
rclarke@hamiltonpolice.on.ca



Statement of purpose:

Crime Prevention Through Environmental Design, or CPTED as it is more commonly known, is a proactive design technique that believes that the proper design and effective use of the built environment can lead to a reduction in the fear and incidence of crime, **as well as an improvement in the quality of life.**

The CPTED recommendations prepared for your site are not intended to make your site “vandal-proof”, “assault-proof”, “bomb-proof” etc. They **are intended to improve the function of the space** while addressing a number of safety and security issues by providing ways to improve your property’s natural surveillance, natural access control and territoriality.

Implementation of the enclosed recommendations should not be fragmented. Many times the incorporation of one phase depends upon the implementation of other security recommendations and failure to utilize the systems approach can breach all elements of the system.

Overview of CPTED:

CPTED's underlying objective is to help various disciplines do a better job of achieving their primary objectives, with the added by-product of improved security and loss prevention. This objective is based upon the belief that crime and loss is a by-product of human functions that are not working.

How does CPTED differ from traditional crime fighting techniques?

CPTED's emphasis is based on design and use. In this way, it deviates from the traditional target hardening approach to crime prevention.

The target-hardening approach traditionally focused on denying access to a crime target through physical or artificial barriers (such as locks, alarms, fences and gates). This approach often overlooked the opportunities for natural access control and surveillance while placing a constraint on the use, access and enjoyment of the hardened environment.

CPTED emphasizes and exploits these lost opportunities through the development of three overlapping CPTED strategies. These strategies are:

- *Natural Surveillance
- *Natural Access Control
- *Territorial Reinforcement

Natural Surveillance is a design strategy that is directed primarily at keeping intruders under observation.

Natural Access Control is a design strategy that is directed at decreasing crime opportunity.

Territorial Reinforcement is a design strategy that realizes that physical design can create or extend a sphere of influence so that users develop a sense of proprietorship or territoriality.

**Chedoke Stairs
Hamilton Ontario**

Audit prepared by: Hamilton Police Service - Crime Prevention Branch

Cst. Ryan Clarke #317
905-546-1577
rclarke@hamiltonpolice.on.ca

Date of Audit: 2020-06-06 - Daylight Hours

This document has been created as a result of the Hamilton Police Service receiving a request for a CPTED Audit. CPTED is an acronym for Crime Prevention through Environmental Design and it is the philosophy of a multi-channelled approach to deterring criminal behaviour by utilizing the community (people), structural design and the natural environment. Essentially, CPTED is used promote the target hardening of any location by using its own environment in the process. Police were accompanied by Brian Hughes, Supervisor, Parks North Public Works Environmental Services, City of Hamilton.

There are 5 escarpment stairs that connect the lower City to the upper City. The Chedoke Stairs are located between Beddoe Dr and the corner of Upper Paradise Rd. and Scenic Dr.

The Chedoke Stairs were built to accommodate 2 lanes as well as 2 bike troughs. These are widely known as the busiest steps in the City. They are within 1 kilometer of the Dundurn Stairs, and both are often used together for exercising.

The stairs are mostly located in a forested area, allowing people to loiter and utilize the environment for illegal activities. There is a history of assaults on the stairs, both physical and sexual in nature. The stairs are used by commuters and exercise enthusiasts. There is a maintenance building located close to the stairs as well as a parking lot. The purpose of the audit is to find the best way to continue encouraging the positive use of the escarpment stairs in Hamilton and deter the illegal and criminal activities which occur in the park.

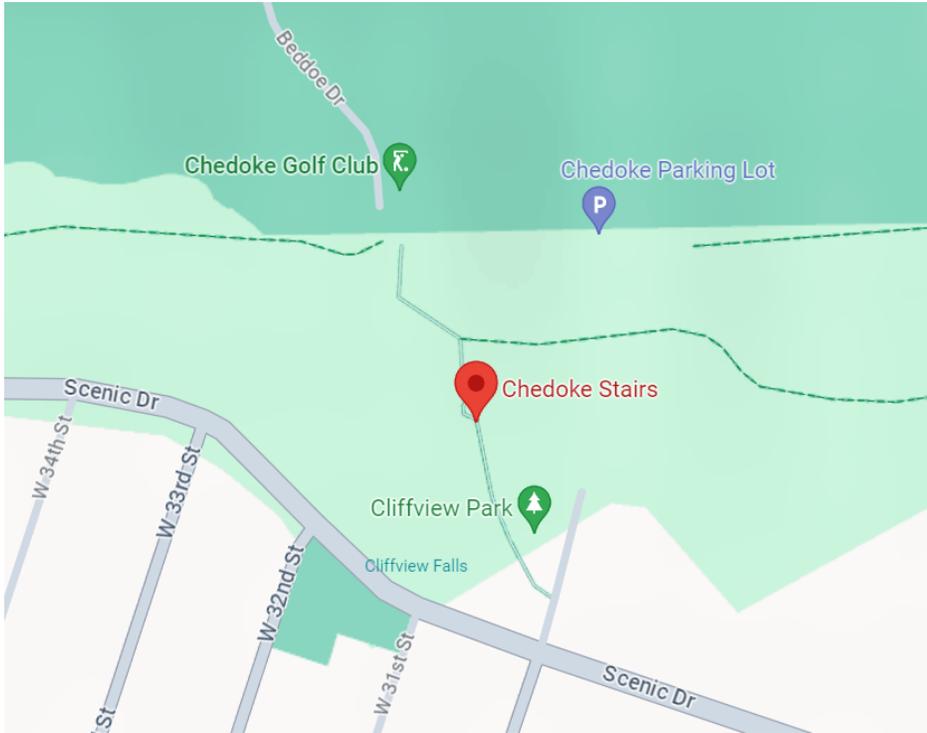


Image taken on June 6 at the bottom of the Chedoke Stairs.



During the audit the following observations were made:

Natural Surveillance:

All trees in the open space around the stairs should be trimmed up 7 feet from the ground to allow for clear sight lines. Any foliage overhanging the stairs and handrails should be pruned. Shrubbery adjacent to the stairs should be trimmed to a maximum of 3 feet high to prevent people from hiding behind them. When new trees and shrubs are added to increase the overall canopy across the City, plant material should be carefully selected as to not create more hidden hazards. Some examples of this include trees that grow tall and narrow with minimal low hanging branches and low growing shrubs that don't affect sight line issues.

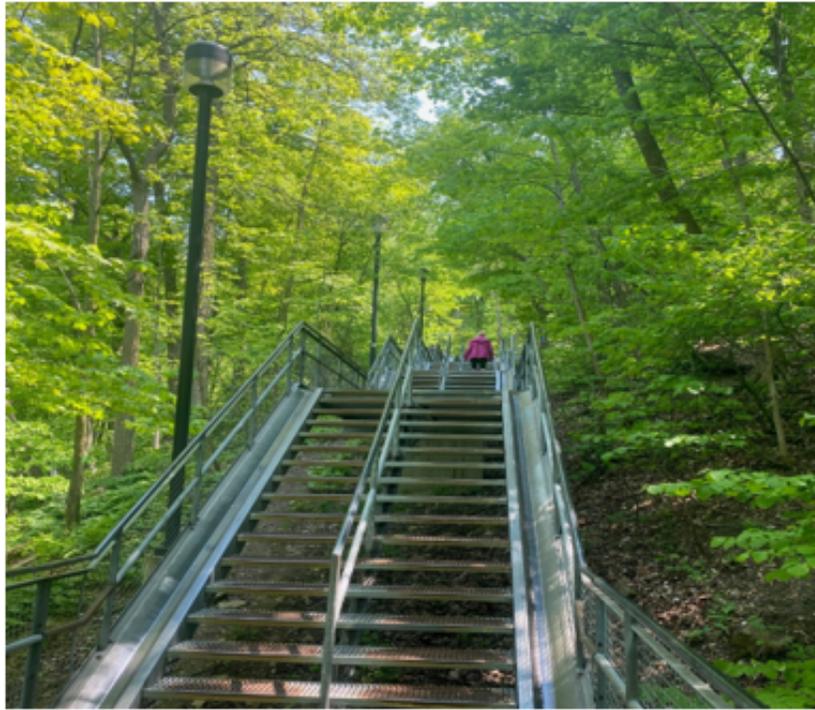
Recommendation: all bushes or hedges that line a chain-linked fence at the upper entrance are removed, such as seen in the image below. As they are right now, they prohibit Police or any witnesses from having clear sight lines into that area of the property. Thus, they are creating an environment conducive for criminal activities and trespassers.





The approach to the lower entrance to the stairs is not visible from the parking lot due to overgrowth of trees and shrubs. These should be trimmed back. The area around the parking lot should be trimmed back into the slope at least 8' in order to improve sight lines and prevent foliage from covering parking signage. There is a Manitoba maple currently leaning over the parking lot. This should be removed.





Trees need to be trimmed that are growing over the stairs and handrails.





The approach to the upper entrance to the stairs has good sight lines. There is some vegetation growing through the chain-link fence. This can be pruned back. The garbage cans should be relocated further from the stairs. This will eliminate a potential concealment area.





Buildings: There is a lot of debris around the maintenance building. Dead wood and standing dead trees should be removed and disposed.



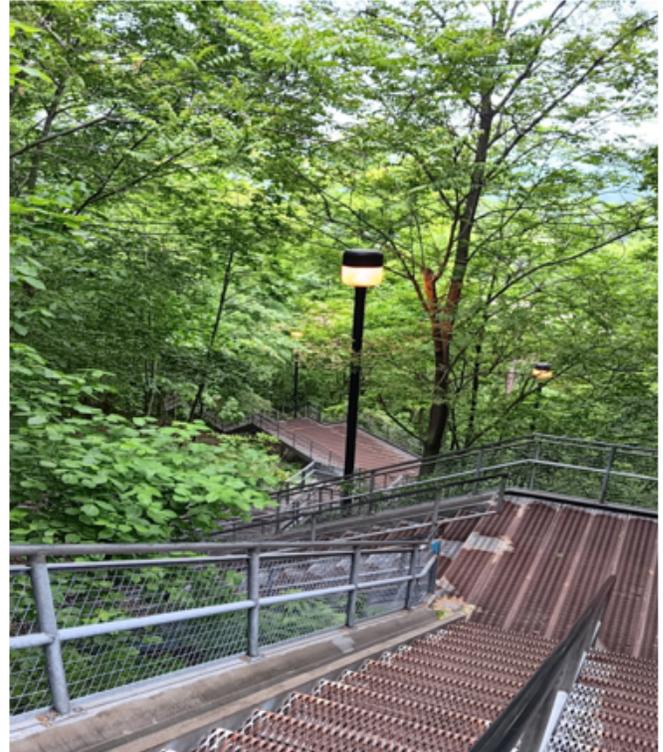


Buildings: There are areas of concealment around the maintenance building. Overgrown shrubs should be trimmed or removed to improve sight lines.



Signage: Signage can help establish territory and can clearly distinguish private from public property. With signs being properly displayed throughout the property, this helps to eliminate the “I did not know” excuse for trespassers and loiterers alike. The signs currently posted in the lower access parking lot are being covered by vegetation.

Recommendation to clear vegetation overgrowth.



Lighting: One of the most important components of CPTED is lighting. Effective lighting allows for natural surveillance by providing the ability for people to see. It can also generate witness potential by giving people a reason to look. There are many different types of lighting available and the goal is to select a light type that is appropriate for the area. The area should be well illuminated without creating a visual nuisance for onlookers. It should also be placed along the stairs so that all hidden areas are illuminated to reduce people gathering or hiding. All pathways should be illuminated as well to provide a secure environment for those walking near and through the park. The spacing of the lights should be that there are no blind spots or shaded areas along buildings and paths. To reduce cost motion activated lights can be installed in some areas that only come on when there is motion or people walking through the area. Maintenance is also a consideration with a good lighting plan to replace broken lights and burned out bulbs on a regular schedule. All lighting should be installed to light from the inside out and with protection to stop vandals and damage; deterring crime. When an area is well-lit, people who wish to engage in illegal activities will tend to move to darker more discrete areas. Studies have shown that graffiti and other activities happen more often in dark unlit areas. While climbing the stairs we found lights that were turned on and lights that were not operational.

Recommendation: Replace halogen lighting with LEDs. Ensure that lights are in proper working order.

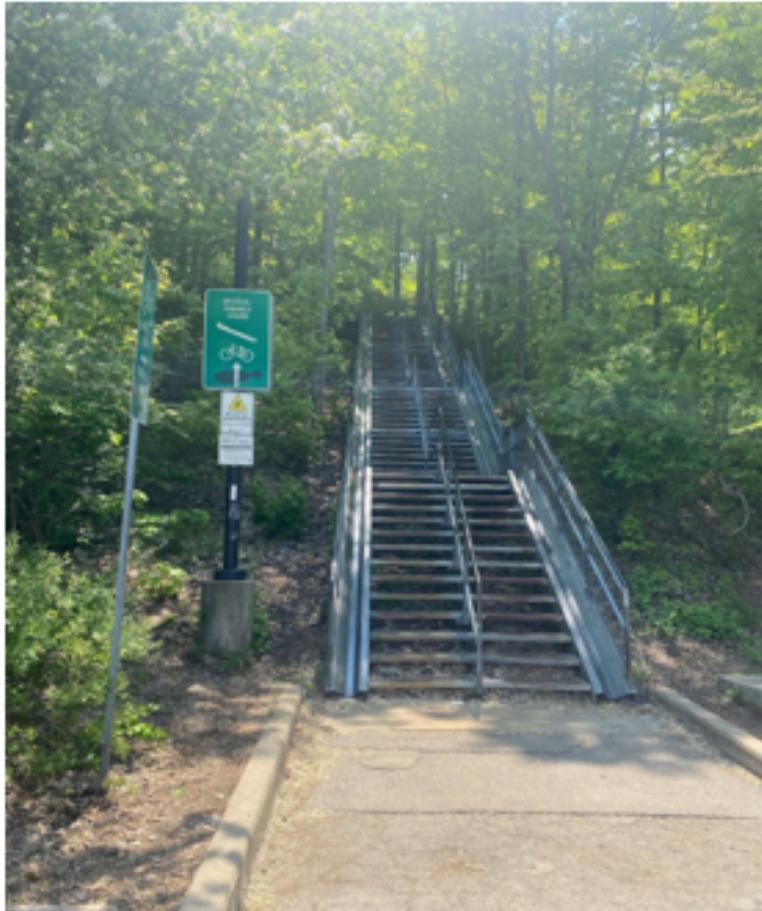
Territoriality and the “Broken Window Theory”:

Factors affecting territoriality are what creates a defensible or ambiguous space. The Broken Window Theory can be easily related to the lack of territoriality at a given location where crime has occurred.

The “Broken Window Theory” states that when a property or building appears to have lack of pride, no ownership or has property in need of desperate repair, it becomes an easy target to thieves, loitering, and other criminal activities.

Recommendation: Keep up with the maintenance of all areas of the stairs. Remove dead trees or broken equipment in an attempt to maintain the overall appearance of the park in an attempt to deter criminal activities. .

Graffiti – Graffiti is a common issue in many major cities. This is not only a cost to the city, it also takes away from the clean image which the City is attempting to portray in its parks. The light standards have become a target for graffiti. Regular maintenance and inspections should be completed to clean up graffiti.



Overall Recommendations:

- Regular maintenance including pruning of trees to restrict foliage over the stairs.
- Improve site lines from the street including the removal of undesirable shrubs and overhanging trees in order to increase visibility
- Removal of overhanging foliage over the stairs and along both handrails.
- Regular maintenance of stair lighting to ensure proper illumination and light distribution.
- Removal of graffiti on light standards.
- Ensure signage is current.
- Install signage to identify the site location to ensure a rapid response by emergency services.

Some images are actual unaltered photographs of the location. Other images and maps are from public open-sourced websites.

Please note that there are no guarantees in preventing crime. This report is comprised of suggestions based on CPTED Principles that may lead to the reduction in the fear and incidence of crime and disorder, leading to an improvement in the overall quality of life of the property.

If there are any questions, please feel free to contact the writers.

Report Completed by: Cst. Ryan Clarke # 317

DISCLAIMER

CPTED audits are designed to make recommendations to reduce the likelihood of criminal activity in and around a physical structure such as a building. Compliance with the recommendations does not guarantee protection from crime. The persons conducting CPTED audits are trained in crime prevention techniques, not in the enforcement of property standards, fire regulations, or other such regulations or by-laws. Accordingly, since these are only recommendations, the Hamilton Police Service, the Hamilton Police Service's Board and the City of Hamilton disclaims any responsibility for any claims or actions arising from the effectiveness, completeness or the implementation of some or all of the recommendations contained within this audit.

HAMILTON POLICE SERVICE

CPTED PROPERTY AUDIT

Cst. Ryan Clarke #317
905-546-1577
rclarke@hamiltonpolice.on.ca



Statement of purpose:

Crime Prevention Through Environmental Design, or CPTED as it is more commonly known, is a proactive design technique that believes that the proper design and effective use of the built environment can lead to a reduction in the fear and incidence of crime, **as well as an improvement in the quality of life.**

The CPTED recommendations prepared for your site are not intended to make your site “vandal-proof”, “assault-proof”, “bomb-proof” etc. They **are intended to improve the function of the space** while addressing a number of safety and security issues by providing ways to improve your property’s natural surveillance, natural access control and territoriality.

Implementation of the enclosed recommendations should not be fragmented. Many times the incorporation of one phase depends upon the implementation of other security recommendations and failure to utilize the systems approach can breach all elements of the system.

Overview of CPTED:

CPTED's underlying objective is to help various disciplines do a better job of achieving their primary objectives, with the added by-product of improved security and loss prevention. This objective is based upon the belief that crime and loss is a by-product of human functions that are not working.

How does CPTED differ from traditional crime fighting techniques?

CPTED's emphasis is based on design and use. In this way, it deviates from the traditional target hardening approach to crime prevention.

The target-hardening approach traditionally focused on denying access to a crime target through physical or artificial barriers (such as locks, alarms, fences and gates). This approach often overlooked the opportunities for natural access control and surveillance while placing a constraint on the use, access and enjoyment of the hardened environment.

CPTED emphasizes and exploits these lost opportunities through the development of three overlapping CPTED strategies. These strategies are:

- *Natural Surveillance
- *Natural Access Control
- *Territorial Reinforcement

Natural Surveillance is a design strategy that is directed primarily at keeping intruders under observation.

Natural Access Control is a design strategy that is directed at decreasing crime opportunity.

Territorial Reinforcement is a design strategy that realizes that physical design can create or extend a sphere of influence so that users develop a sense of proprietorship or territoriality.

**Dundurn Stairs
Hamilton Ontario**

Audit prepared by: Hamilton Police Service - Crime Prevention Branch

Cst. Ryan Clarke #317
905-546-1577
rclarke@hamiltonpolice.on.ca

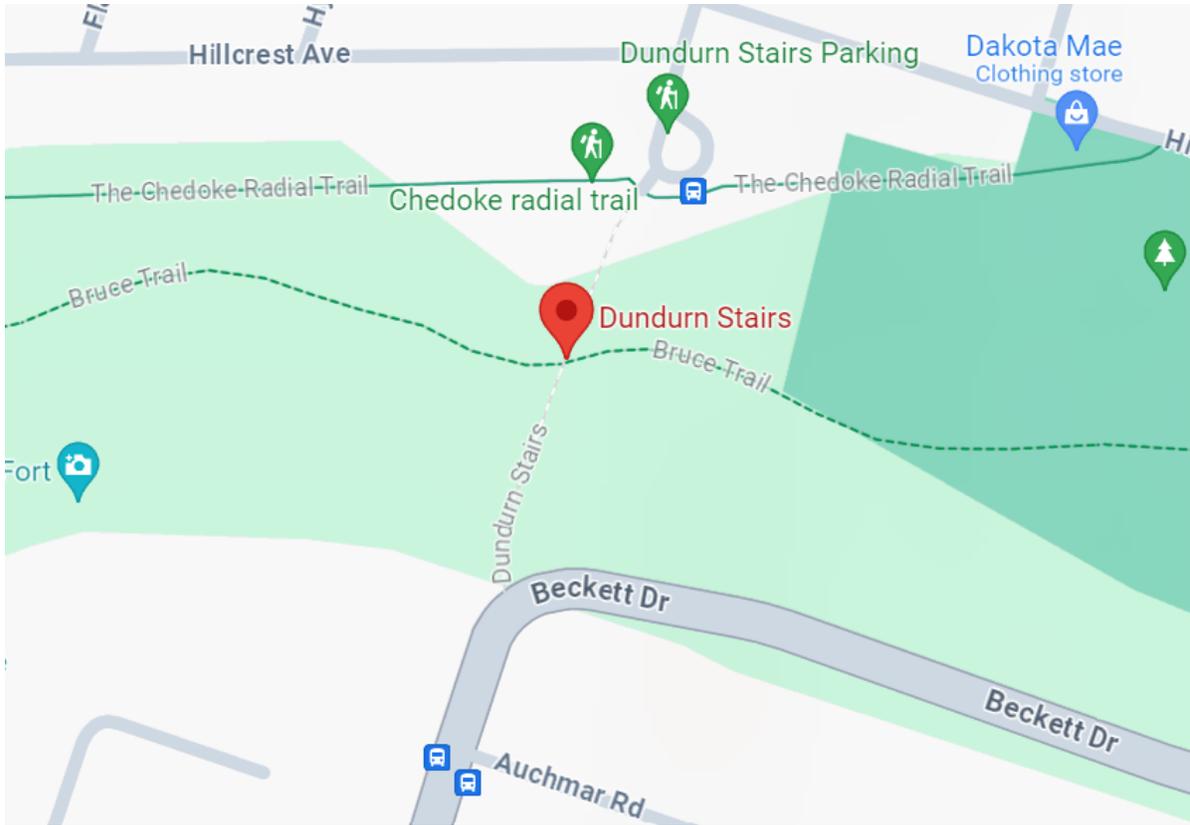
Date of Audit: 2023-06-06 - Daylight Hours

This document has been created as a result of the Hamilton Police Service receiving a request for a CPTED Audit. CPTED is an acronym for Crime Prevention through Environmental Design and it is the philosophy of a multi-channelled approach to deterring criminal behaviour by utilizing the community (people), structural design and the natural environment. Essentially, CPTED is used promote the target hardening of any location by using its own environment in the process. Police were accompanied by Brian Hughes, Supervisor, Parks North Public Works Environmental Services, City of Hamilton.

There are 5 Escarpment stairs that connect the lower City to the upper City. The Dundurn Stairs start at the corner of Dundurn St. S. and Hillcrest Ave. and ends at the corner of Garth St. and Beckett Dr. (Queen Street Hill).

The Dundurn Stairs were originally wooden stairs until the 1990's when they were replaced with metal stairs. These stairs are located within 1 kilometer of the Chedoke Stairs and both are often used together for commuting and exercise. The base of the stairs connects with the Chedoke Radial Trail. The Bruce Trail cuts across the stairs about halfway up creating an additional access point.

The stairs are mostly located in a forested area, allowing people to loiter and utilize the environment for illegal activities. There is a history of assaults on the stairs, both physical and sexual in nature. The stairs are used by commuters and exercise enthusiasts. The purpose of the audit is to find the best way to continue encouraging the positive use of the escarpment stairs in Hamilton and deterring the illegal and criminal activities which occur on the stairs.



Google Street view at the bottom of the Dundurn Stairs.



During the audit, the following observations were made:

Natural Surveillance:

All trees in the open space around the stairs should be trimmed up 7 feet from the ground to allow for clear sight lines. Any foliage overhanging the stairs and handrails should be pruned. Shrubbery adjacent to the stairs should be trimmed to a maximum of 3 feet high to prevent people from hiding behind them. When new trees and shrubs are added to increase the overall canopy across the City, plant material should be carefully selected as to not create more hidden hazards. Some examples of this include trees that grow tall and narrow with minimal low hanging branches and low growing shrubs that don't affect sight line issues.

Recommendation: Vegetation could be thinned to improve visibility.

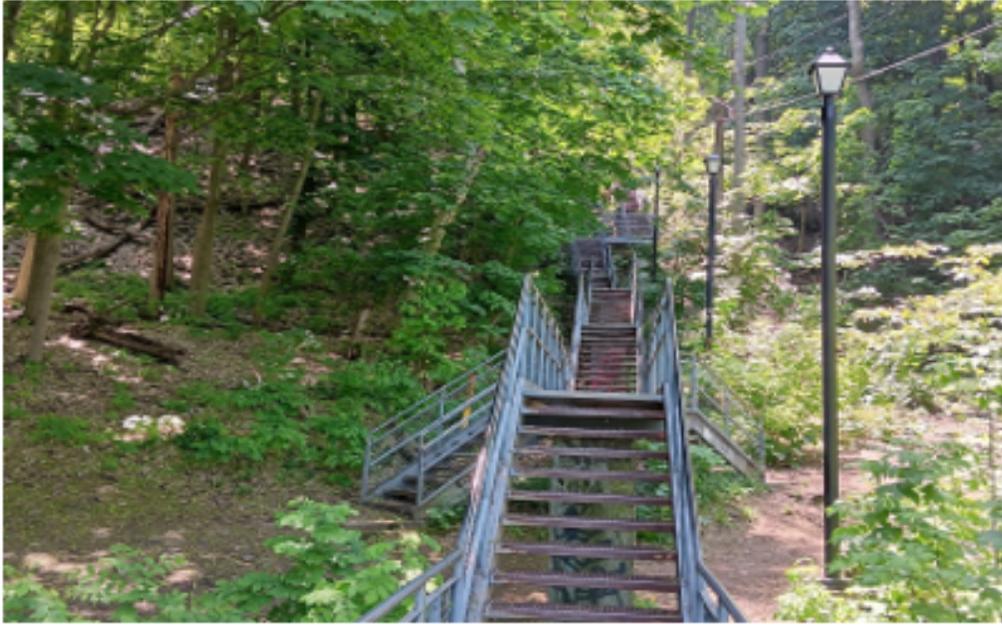




Regular maintenance should be completed at this site. There is a lot of vegetation along the side of the stairs that will need to be thinned, as seen above. Vegetation at the top of the stairs (below) is overhanging the wall. This can be a location for hiding. This should be pruned to allow for ample walking space.



Google Street view at the top of the Dundurn Stairs.



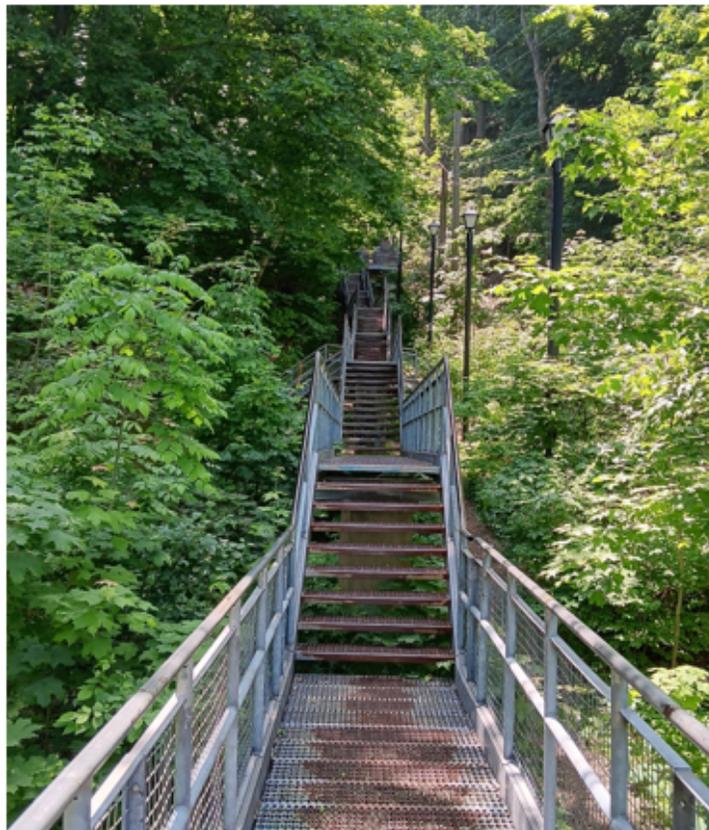
Alternate Access Point: About halfway up there is an access point for the Bruce Trail to cross the Dundurn Stairs. This access point is a concern as this can be a concealment area and it leads to a forest path.



Recommendation: Install additional lighting to allow for more illumination in hidden areas.



Graffiti – Graffiti is a common issue in many major cities. This is not only a cost to the city, it also takes away from the clean image which the City is attempting to portray in its parks. The light standards have become a target for graffiti. Regular maintenance and inspections should be completed to clean up graffiti.



Lighting: One of the most important components of CPTED is lighting. Effective lighting allows for natural surveillance by providing the ability for people to see. It can also generate witness potential by giving people a reason to look. There are many different types of lighting available and the goal is to select a light type that is appropriate for the area. The area should be well illuminated without creating a visual nuisance for onlookers. It should also be placed along the stairs so that all hidden areas are illuminated to reduce people hiding and to provide a secure environment for those climbing. The spacing of the lights should be that there are no blind spots or shaded areas along buildings and paths. To reduce cost motion activated lights can be installed in some areas that only come on when there is motion or people walking through the area. Maintenance is also a consideration with a good lighting plan to replace broken lights and burned out bulbs on a regular schedule. All lighting should be installed to light from the inside out and with protection to stop vandals and damage; deterring crime. When an area is well-lit, people who wish to engage in illegal activities will tend to move to darker more discrete areas. Studies have shown that graffiti and other activities happen more often in dark unlit areas.

Recommendation: Have an official lighting audit conducted for the Bruce Trail access to the stairs. Install LED lights to further illuminate the area if necessary and possibly put these lights on a sensor so they only operate while people are walking in the area to minimize the impact of lighting on the natural area. Ensure that foliage is pruned to allow for increased visibility (bottom of previous page).

Territoriality and the “Broken Window Theory”:

Factors affecting territoriality are what creates a defensible or ambiguous space. The Broken Window Theory can be easily related to the lack of territoriality at a given location where crime has occurred.

The “Broken Window Theory” states that when a property or building appears to have lack of pride, no ownership or has property in need of desperate repair, it becomes an easy target to thieves, loitering, and other criminal activities.

Recommendation: Keep up with the maintenance of all areas of the stairs. Remove dead trees or broken assets in an attempt to maintain the overall appearance of the park in an attempt to deter criminal activities.

Overall Recommendations:

- Regular maintenance including pruning of trees to restrict foliage over the stairs.
- Improve site lines from the street including the removal of undesirable shrubs and overhanging trees in order to increase visibility.
- Removal of overhanging foliage over the stairs and along both handrails.
- Regular maintenance of stair lighting to ensure proper illumination and light distribution.
- Removal of graffiti on light standards.
- Ensure signage is current.
- At the end of the stairs life cycle (Capital replacement), consideration should be made for widening the stairs to allow pedestrians to safely pass each other and add improvements such as a bike trough and a railing to separate the two lanes.
- Install signage to identify the site location to ensure a rapid response by emergency services.

Some images are actual unaltered photographs of the location. Other images and maps are from public open-sourced websites.

Please note that there are no guarantees in preventing crime. This report is comprised of suggestions based on CPTED Principles that may lead to the reduction in the fear and incidence of crime and disorder, leading to an improvement in the overall quality of life of the property.

If there are any questions, please feel free to contact the writers.

Report Completed by: Cst. Ryan Clarke #317

DISCLAIMER

CPTED audits are designed to make recommendations to reduce the likelihood of criminal activity in and around a physical structure such as a building. Compliance with the recommendations does not guarantee protection from crime. The persons conducting CPTED audits are trained in crime prevention techniques, not in the enforcement of property standards, fire regulations, or other such regulations or by-laws. Accordingly, since these are only recommendations, the Hamilton Police Service, the Hamilton Police Service's Board and the City of Hamilton disclaims any responsibility for any claims or actions arising from the effectiveness, completeness or the implementation of some or all of the recommendations contained within this audit.

HAMILTON POLICE SERVICE

CPTED PROPERTY AUDIT

Cst. Ryan Clarke #317
905-546-1577
rclarke@hamiltonpolice.on.ca



Statement of purpose:

Crime Prevention Through Environmental Design, or CPTED as it is more commonly known, is a proactive design technique that believes that the proper design and effective use of the built environment can lead to a reduction in the fear and incidence of crime, **as well as an improvement in the quality of life.**

The CPTED recommendations prepared for your site are not intended to make your site “vandal-proof”, “assault-proof”, “bomb-proof” etc. They **are intended to improve the function of the space** while addressing a number of safety and security issues by providing ways to improve your property’s natural surveillance, natural access control and territoriality.

Implementation of the enclosed recommendations should not be fragmented. Many times the incorporation of one phase depends upon the implementation of other security recommendations and failure to utilize the systems approach can breach all elements of the system.

Overview of CPTED:

CPTED's underlying objective is to help various disciplines do a better job of achieving their primary objectives, with the added by-product of improved security and loss prevention. This objective is based upon the belief that crime and loss is a by-product of human functions that are not working.

How does CPTED differ from traditional crime fighting techniques?

CPTED's emphasis is based on design and use. In this way, it deviates from the traditional target hardening approach to crime prevention.

The target-hardening approach traditionally focused on denying access to a crime target through physical or artificial barriers (such as locks, alarms, fences and gates). This approach often overlooked the opportunities for natural access control and surveillance while placing a constraint on the use, access and enjoyment of the hardened environment.

CPTED emphasizes and exploits these lost opportunities through the development of three overlapping CPTED strategies. These strategies are:

- *Natural Surveillance
- *Natural Access Control
- *Territorial Reinforcement

Natural Surveillance is a design strategy that is directed primarily at keeping intruders under observation.

Natural Access Control is a design strategy that is directed at decreasing crime opportunity.

Territorial Reinforcement is a design strategy that realizes that physical design can create or extend a sphere of influence so that users develop a sense of proprietorship or territoriality.

**James Street Stairs
Hamilton Ontario**

Audit prepared by: Hamilton Police Service - Crime Prevention Branch

Cst. Ryan Clarke #317
905-546-1577
rclarke@hamiltonpolice.on.ca

Date of Audit: 2023-06-06 - Daylight Hours

This document has been created as a result of the Hamilton Police Service receiving a request for a CPTED Audit. CPTED is an acronym for Crime Prevention through Environmental Design and it is the philosophy of a multi-channelled approach to deterring criminal behaviour by utilizing the community (people), structural design and the natural environment. Essentially, CPTED is used promote the target hardening of any location by using its own environment in the process. Police were accompanied by Brian Hughes, Supervisor, Parks North Public Works Environmental Services, City of Hamilton.

There are 5 Escarpment stairs that connect the lower City to the upper City. The James Street Stairs starts near James St. S. and James Mountain Rd. and ends at the Claremont Access.

The James Street Stairs are built on the site of Hamilton's first incline railway. The railway was replaced with wooden stairs. The current metal stairs were built in 1987 and follows the path of the original railway.

The stairs are mostly located in a forested area, allowing people to loiter and utilize the environment for illegal activities. There is a history of assaults on the stairs, both physical and sexual in nature. The stairs are used by commuters and exercise enthusiasts. The purpose of the audit is to find the best way to continue encouraging the positive use of the escarpment stairs in Hamilton and deterring the illegal and criminal activities which occur on the stairs.

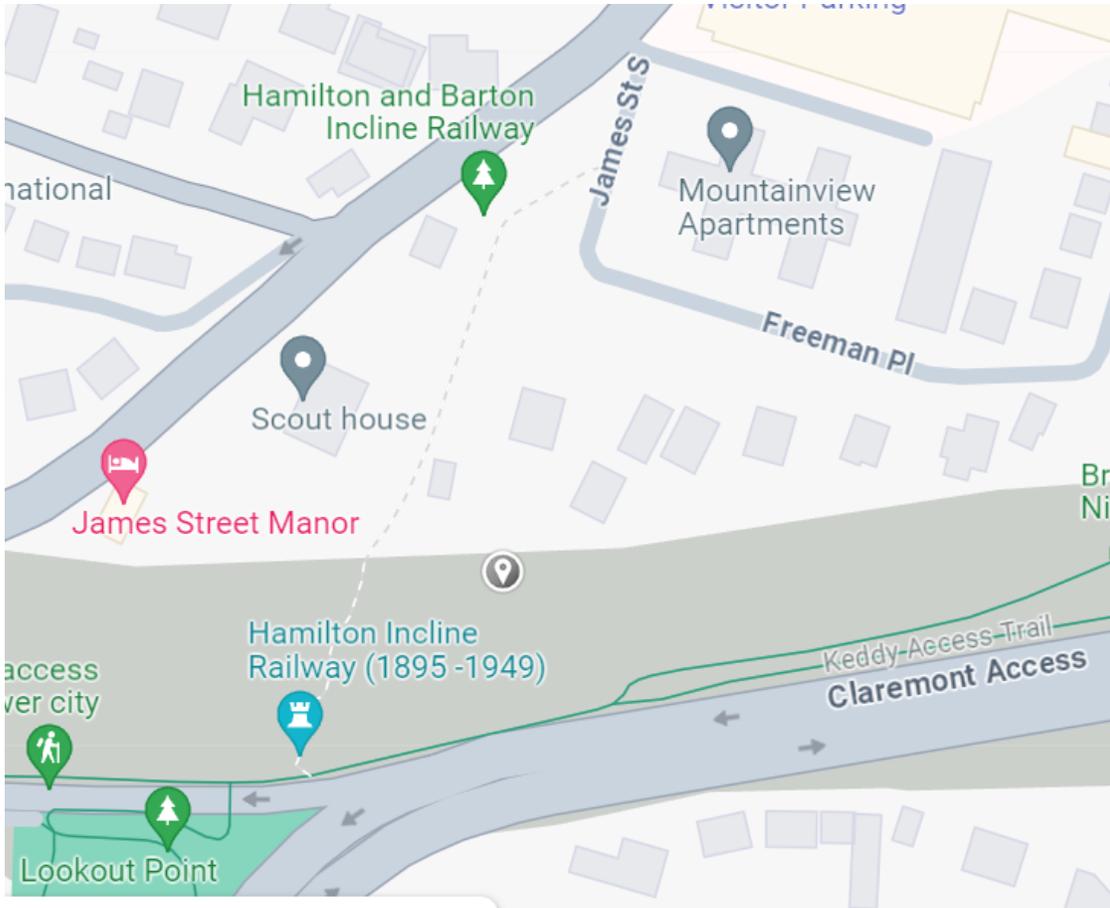


Photo taken at the bottom of the James Street Stairs.

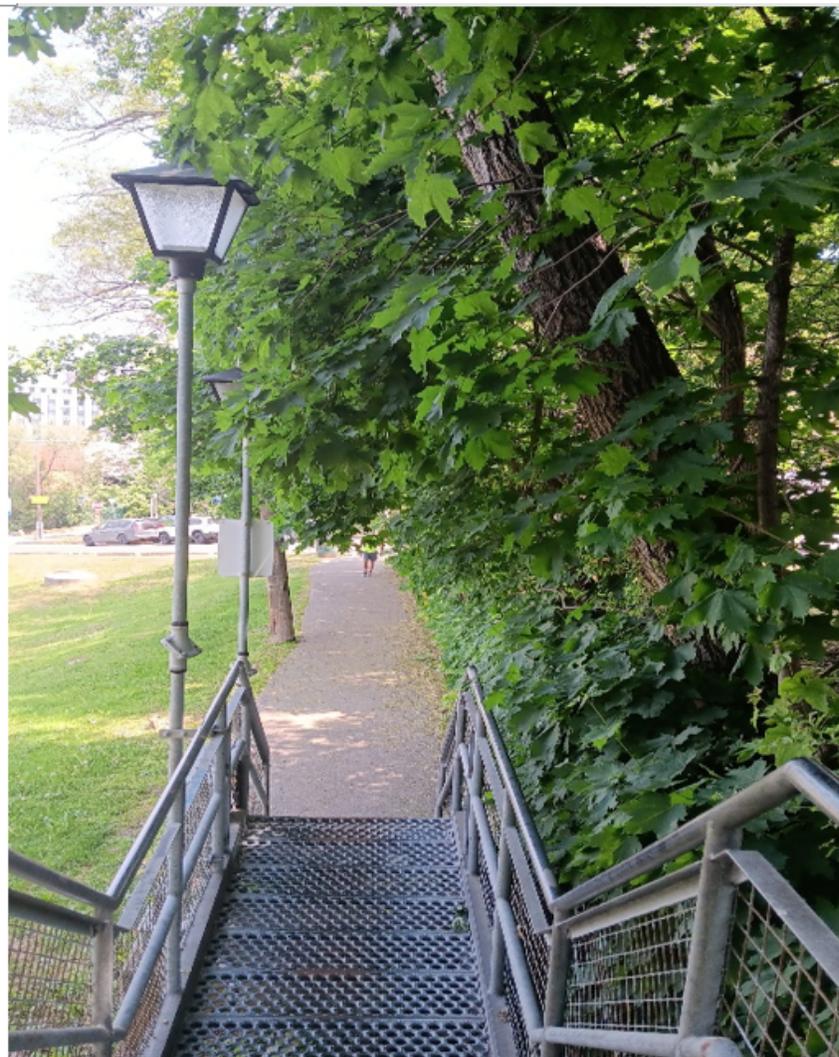


During the audit the following observations were made:

Natural Surveillance:

All trees in the open space around the stairs should be trimmed up 7 feet from the ground to allow for clear sight lines. Any foliage overhanging the stairs and handrails should be pruned. Shrubbery adjacent to the stairs should be trimmed to a maximum of 3 feet high to prevent people from hiding behind them. When new trees and shrubs are added to increase the overall canopy across the City, plant material should be carefully selected as to not create more hidden hazards. Some examples of this include trees that grow tall and narrow with minimal low hanging branches and low growing shrubs that don't affect sight line issues.

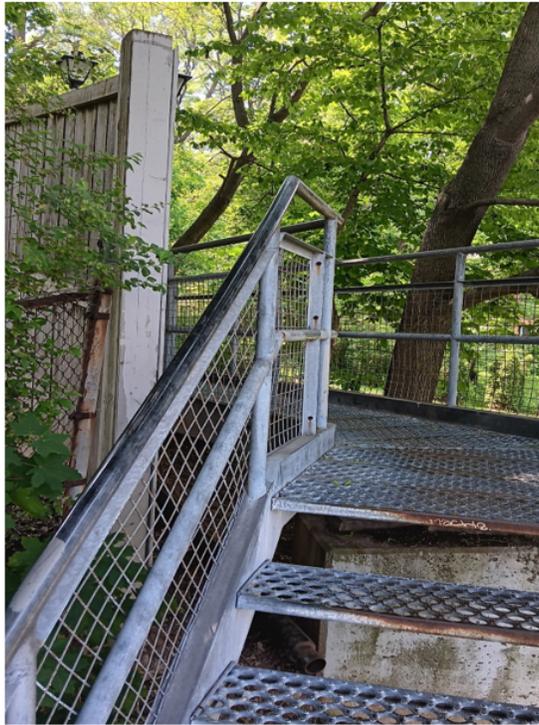
Recommendation: Vegetation could be thinned to improve visibility. There is a lot of overhanging trees and foliage growing through the chain link fence. This should be removed or pruned.





Regular maintenance should be completed at this site. There is a lot of vegetation along the side of the stairs that will need to be thinned, as seen above and below.





Blind Corner: At the bottom of the stairs, there is a blind corner. This is a safety hazard due to low lighting and restricted visibility by way of a wooden fence.
Street Crossing: Access to the James Street Stairs requires users to jaywalk across James St. S.



Recommendation: Rebuild this section of the stairs to eliminate the corner. This will ensure good visibility straight up the stairs and users will cross the street at a proper intersection with a stop sign.



Photo from Google Street view.

Graffiti – Graffiti is a common issue in many major cities. This is not only a cost to the city, it also takes away from the clean image which the City is attempting to portray in its parks. The light standards have become a target for graffiti. Regular maintenance and inspections should be completed to clean up graffiti.



Photo by Smart Commute Hamilton. Top access of stairs shows vegetation covering lighting causing visibility issues.

Lighting: One of the most important components of CPTED is lighting. Effective lighting allows for natural surveillance by providing the ability for people to see. It can also generate witness potential by giving people a reason to look. There are many different types of lighting available and the goal is to select a light type that is appropriate for the area. The area should be well illuminated without creating a visual nuisance for onlookers. It should also be placed along the stairs so that all hidden areas are illuminated to reduce people hiding and to provide a secure environment for those climbing. The spacing of the lights should be that there are no blind spots or shaded areas along buildings and paths. To reduce cost motion activated lights can be installed in some areas that only come on when there is motion or people walking through the area. Maintenance is also a consideration with a good lighting plan to replace broken lights and burned out bulbs on a regular schedule. All lighting should be installed to light from the inside out and with protection to stop vandals and damage; deterring crime. When an area is well-lit, people who wish to engage in illegal activities will tend to move to darker more discrete areas. Studies have shown that graffiti and other activities happen more often in dark unlit areas.

Recommendation: Ensure that foliage is pruned to allow for increased visibility (bottom of previous page).

Territoriality and the “Broken Window Theory”:

Factors affecting territoriality are what creates a defensible or ambiguous space. The Broken Window Theory can be easily related to the lack of territoriality at a given location where crime has occurred.

The “Broken Window Theory” states that when a property or building appears to have lack of pride, no ownership or has property in need of desperate repair, it becomes an easy target to thieves, loitering, and other criminal activities.

Recommendation: Keep up with the maintenance of all areas of the park. Remove dead trees or broken assets in an attempt to maintain the overall appearance of the park in an attempt to deter criminal activities.

Overall Recommendations:

- Regular maintenance including pruning of trees to restrict foliage over the stairs.
- Improve site lines from the street including the removal of undesirable shrubs and overhanging trees in order to increase visibility.
- Removal of overhanging foliage over the stairs and along both handrails.
- Regular maintenance of stair lighting to ensure proper illumination and light distribution.
- Removal of graffiti on light standards.
- Ensure signage is current.
- At the end of the stairs life cycle (Capital replacement), consideration should be made for widening the stairs to allow pedestrians to safely pass each other and add improvements such as a bike trough and a railing to separate the two lanes.
- Install signage to identify the site location to ensure a rapid response by emergency services.

Some images are actual unaltered photographs of the location. Other images and maps are from public open-sourced websites.

Please note that there are no guarantees in preventing crime. This report is comprised of suggestions based on CPTED Principles that may lead to the reduction in the fear and incidence of crime and disorder, leading to an improvement in the overall quality of life of the property.

If there are any questions, please feel free to contact the writers.

Report Completed by: Cst. Ryan Clarke #317

DISCLAIMER

CPTED audits are designed to make recommendations to reduce the likelihood of criminal activity in and around a physical structure such as a building. Compliance with the recommendations does not guarantee protection from crime. The persons conducting CPTED audits are trained in crime prevention techniques, not in the enforcement of property standards, fire regulations, or other such regulations or by-laws. Accordingly, since these are only recommendations, the Hamilton Police Service, the Hamilton Police Service's Board and the City of Hamilton disclaims any responsibility for any claims or actions arising from the effectiveness, completeness or the implementation of some or all of the recommendations contained within this audit.

HAMILTON POLICE SERVICE

CPTED PROPERTY AUDIT

Cst. Ryan Clarke #317
905-546-1577
rclarke@hamiltonpolice.on.ca



Statement of purpose:

Crime Prevention Through Environmental Design, or CPTED as it is more commonly known, is a proactive design technique that believes that the proper design and effective use of the built environment can lead to a reduction in the fear and incidence of crime, **as well as an improvement in the quality of life.**

The CPTED recommendations prepared for your site are not intended to make your site “vandal-proof”, “assault-proof”, “bomb-proof” etc. They **are intended to improve the function of the space** while addressing a number of safety and security issues by providing ways to improve your property’s natural surveillance, natural access control and territoriality.

Implementation of the enclosed recommendations should not be fragmented. Many times the incorporation of one phase depends upon the implementation of other security recommendations and failure to utilize the systems approach can breach all elements of the system.

Overview of CPTED:

CPTED's underlying objective is to help various disciplines do a better job of achieving their primary objectives, with the added by-product of improved security and loss prevention. This objective is based upon the belief that crime and loss is a by-product of human functions that are not working.

How does CPTED differ from traditional crime fighting techniques?

CPTED's emphasis is based on design and use. In this way, it deviates from the traditional target hardening approach to crime prevention.

The target-hardening approach traditionally focused on denying access to a crime target through physical or artificial barriers (such as locks, alarms, fences and gates). This approach often overlooked the opportunities for natural access control and surveillance while placing a constraint on the use, access and enjoyment of the hardened environment.

CPTED emphasizes and exploits these lost opportunities through the development of three overlapping CPTED strategies. These strategies are:

- *Natural Surveillance
- *Natural Access Control
- *Territorial Reinforcement

Natural Surveillance is a design strategy that is directed primarily at keeping intruders under observation.

Natural Access Control is a design strategy that is directed at decreasing crime opportunity.

Territorial Reinforcement is a design strategy that realizes that physical design can create or extend a sphere of influence so that users develop a sense of proprietorship or territoriality.

**Kenilworth Stairs (aka Kimberly Stairs)
and Mountain Brow-Margate Stairs
Hamilton Ontario**

Audit prepared by: Hamilton Police Service - Crime Prevention Branch

Cst. Ryan Clarke #317
905-546-1577
rclarke@hamiltonpolice.on.ca

Date of Audit: 2023-06-06 - Daylight Hours

This document has been created as a result of the Hamilton Police Service receiving a request for a CPTED Audit. CPTED is an acronym for Crime Prevention through Environmental Design and it is the philosophy of a multi-channelled approach to deterring criminal behaviour by utilizing the community (people), structural design and the natural environment. Essentially, CPTED is used promote the target hardening of any location by using its own environment in the process. Police were accompanied by Brian Hughes, Supervisor, Parks North Public Works Environmental Services, City of Hamilton.

There are 5 Escarpment stairs that connect the lower City to the upper City. The Kenilworth Stairs are located between Kimberly Dr. leading to the Escarpment Rail Trail. The Mountain Brow-Margate Stairs continue scaling the escarpment from the Escarpment Rail Trail and exiting at the corner of Mountain Brow Blvd. and Margate Ave.

The stairs are mostly located in a forested area, allowing people to loiter and utilize the environment for illegal activities. There is a history of assaults on the stairs, both physical and sexual in nature. The stairs are used by commuters and exercise enthusiasts. This year these stairs are the most used across the City. The purpose of the audit is to find the best way to continue encouraging the positive use of the escarpment stairs in Hamilton and deter the illegal and criminal activities which occur on the stairs.

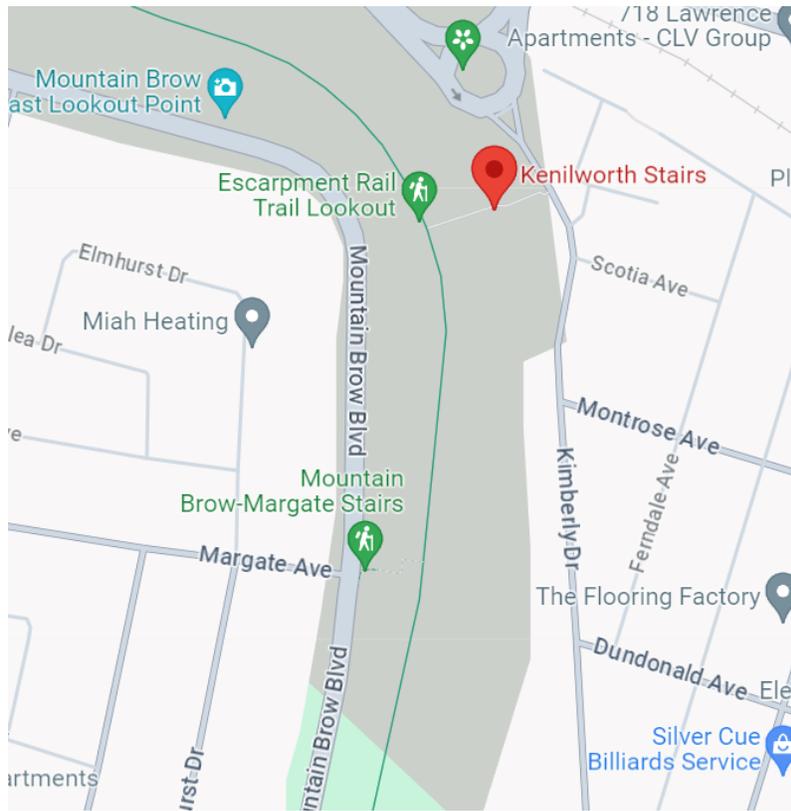


Image taken on June 6 at the top of the Mountain Brow-Margate Stairs.



During the audit the following observations were made:

Natural Surveillance:

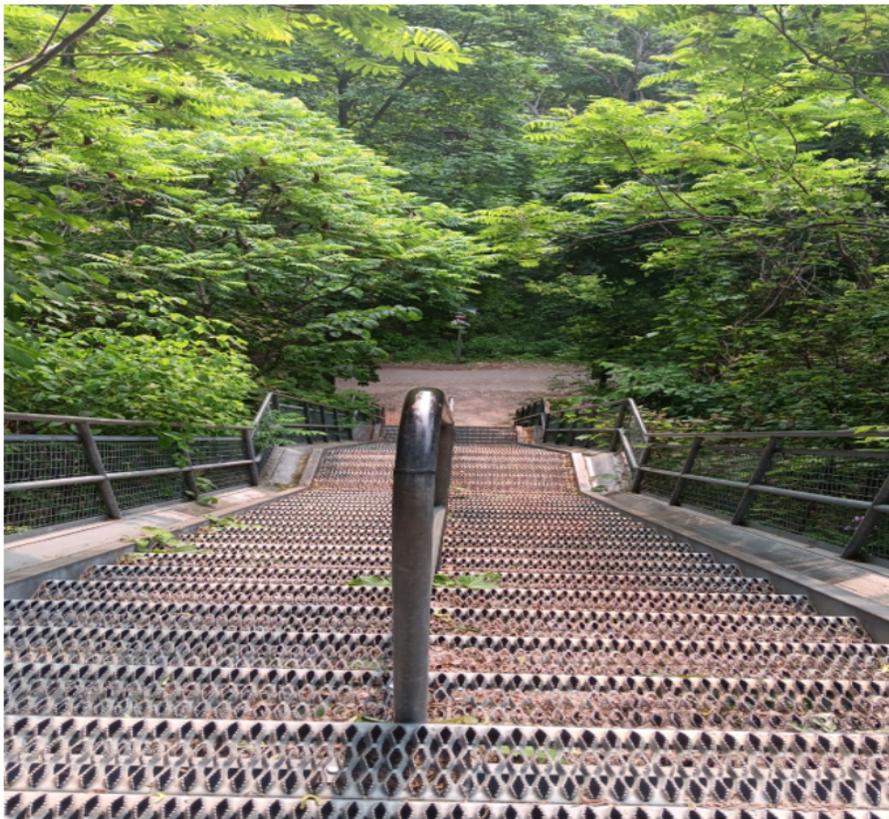
All trees in the open space around the stairs should be trimmed up 7 feet from the ground to allow for clear sight lines. Any foliage overhanging the stairs and handrails should be pruned. Shrubbery adjacent to the stairs should be trimmed to a maximum of 3 feet high to prevent people from hiding behind them. When new trees and shrubs are added to increase the overall canopy across the City, plant material should be carefully selected as to not create more hidden hazards. Some examples of this include trees that grow tall and narrow with minimal low hanging branches and low growing shrubs that don't affect sight line issues.

Recommendation: the vegetation at the bottom of the stairs will improve sight lines to the stairs while also improving the ability to view oncoming traffic.





Overhanging trees should be cleared as well as vegetation growing through the grates, through the sides, and over the handrails.



Tripping Harzards, such as the one seen below, should be repaired to ensure good footing while using the stairs.



Signage: Signage can help establish territory and can clearly distinguish private from public property. With signs being properly displayed throughout the property, this helps to eliminate the “I did not know” excuse for trespassers and loiterers alike.

Recommendation: Post clear, concise messaging for those who are using the stairs. Repair or replace broken or graffitied signage.



Graffiti: Graffiti is a common issue in many major cities. This is not only a cost to the city, it also takes away from the clean image which the City is attempting to portray in its parks. The light standards have become a target for graffiti. Regular maintenance and inspections should be completed to clean up graffiti.

Below is a good example of a light fixture that is clear from vegetation.



Many lights along these stairs are being impeded by vegetation (below), blocking the beam and darkening the area. Vegetation should be aggressively removed from light standards and fixtures.



Lighting: One of the most important components of CPTED is lighting. Effective lighting allows for natural surveillance by providing the ability for people to see. It can also generate witness potential by giving people a reason to look. There are many different types of lighting available and the goal is to select a light type that is appropriate for the area. The area should be well illuminated without creating a visual nuisance for onlookers. It should also be placed along the stairs so that all hidden areas are illuminated to reduce people hiding and to provide a secure environment for those climbing. The spacing of the lights should be that there are no blind spots or shaded areas along buildings and paths. To reduce cost motion activated lights can be installed in some areas that only come on when there is motion or people walking through the area. Maintenance is also a consideration with a good lighting plan to replace broken lights and burned out bulbs on a regular schedule. All lighting should be installed to light from the inside out and with protection to stop vandals and damage; deterring crime. When an area is well-lit, people who wish to engage in illegal activities will tend to move to darker more discrete areas. Studies have shown that graffiti and other activities happen more often in dark unlit areas.

Recommendation: Have an official lighting audit conducted for the Escarpment Rail Trail access to the stairs. Install additional LED lights to further illuminate the area if necessary and possibly put these lights on a sensor so they only operate while people are walking in the area to minimize the impact of lighting on the natural area. Ensure that foliage is pruned to allow for increased visibility (previous page).

Territoriality and the “Broken Window Theory”:

Factors affecting territoriality are what creates a defensible or ambiguous space. The Broken Window Theory can be easily related to the lack of territoriality at a given location where crime has occurred.

The “Broken Window Theory” states that when a property or building appears to have lack of pride, no ownership or has property in need of desperate repair, it becomes an easy target to thieves, loitering, and other criminal activities.

Recommendation: Keep up with the maintenance of all areas of the park. Remove dead trees or broken assets in an attempt to maintain the overall appearance of the park in an attempt to deter criminal activities.

Overall Recommendations:

- Regular maintenance including pruning of trees to restrict foliage over the stairs.
- Improve site lines from the street including the removal of undesirable shrubs and overhanging trees in order to increase visibility.
- Removal of overhanging foliage over the stairs and along both handrails.
- Regular maintenance of stair lighting to ensure proper illumination and light distribution.
- Removal of graffiti on light standards.
- Ensure current signage.
- At the end of the stairs life cycle (Capital replacement), consideration should be made for widening the stairs to add bike troughs.
- Install signage to identify the site location to ensure a rapid response by emergency services.

Some images are actual unaltered photographs of the location. Other images and maps are from public open-sourced websites.

Please note that there are no guarantees in preventing crime. This report is comprised of suggestions based on CPTED Principles that may lead to the reduction in the fear and incidence of crime and disorder, leading to an improvement in the overall quality of life of the property.

If there are any questions, please feel free to contact the writers.

Report Completed by: Cst. Ryan Clarke #317

DISCLAIMER

CPTED audits are designed to make recommendations to reduce the likelihood of criminal activity in and around a physical structure such as a building. Compliance with the recommendations does not guarantee protection from crime. The persons conducting CPTED audits are trained in crime prevention techniques, not in the enforcement of property standards, fire regulations, or other such regulations or by-laws. Accordingly, since these are only recommendations, the Hamilton Police Service, the Hamilton Police Service's Board and the City of Hamilton disclaims any responsibility for any claims or actions arising from the effectiveness, completeness or the implementation of some or all of the recommendations contained within this audit.

HAMILTON POLICE SERVICE

CPTED PROPERTY AUDIT

Cst. Ryan Clarke #317
905-546-1577
rclarke@hamiltonpolice.on.ca



Statement of purpose:

Crime Prevention Through Environmental Design, or CPTED as it is more commonly known, is a proactive design technique that believes that the proper design and effective use of the built environment can lead to a reduction in the fear and incidence of crime, **as well as an improvement in the quality of life.**

The CPTED recommendations prepared for your site are not intended to make your site “vandal-proof”, “assault-proof”, “bomb-proof” etc. They **are intended to improve the function of the space** while addressing a number of safety and security issues by providing ways to improve your property’s natural surveillance, natural access control and territoriality.

Implementation of the enclosed recommendations should not be fragmented. Many times the incorporation of one phase depends upon the implementation of other security recommendations and failure to utilize the systems approach can breach all elements of the system.

Overview of CPTED:

CPTED's underlying objective is to help various disciplines do a better job of achieving their primary objectives, with the added by-product of improved security and loss prevention. This objective is based upon the belief that crime and loss is a by-product of human functions that are not working.

How does CPTED differ from traditional crime fighting techniques?

CPTED's emphasis is based on design and use. In this way, it deviates from the traditional target hardening approach to crime prevention.

The target-hardening approach traditionally focused on denying access to a crime target through physical or artificial barriers (such as locks, alarms, fences and gates). This approach often overlooked the opportunities for natural access control and surveillance while placing a constraint on the use, access and enjoyment of the hardened environment.

CPTED emphasizes and exploits these lost opportunities through the development of three overlapping CPTED strategies. These strategies are:

- *Natural Surveillance
- *Natural Access Control
- *Territorial Reinforcement

Natural Surveillance is a design strategy that is directed primarily at keeping intruders under observation.

Natural Access Control is a design strategy that is directed at decreasing crime opportunity.

Territorial Reinforcement is a design strategy that realizes that physical design can create or extend a sphere of influence so that users develop a sense of proprietorship or territoriality.

**Wentworth Stairs
Hamilton Ontario**

Audit prepared by: Hamilton Police Service - Crime Prevention Branch

Cst. Ryan Clarke #317
905-546-1577
rclarke@hamiltonpolice.on.ca

Date of Audit: 2023-06-06 - Daylight Hours

This document has been created as a result of the Hamilton Police Service receiving a request for a CPTED Audit. CPTED is an acronym for Crime Prevention through Environmental Design and it is the philosophy of a multi-channelled approach to deterring criminal behaviour by utilizing the community (people), structural design and the natural environment. Essentially, CPTED is used to promote the target hardening of any location by using its own environment in the process. Police were accompanied by Brian Hughes, Supervisor, Parks North Public Works Environmental Services, City of Hamilton.

There are 5 Escarpment stairs that connect the lower City to the upper City. The Wentworth Stairs are located between Wentworth St. S (at the corner of Charlton Ave. E.), transversing the Sherman Access and ending at the intersection of Mountain Park Ave and Upper Wentworth St.

The Wentworth Stairs were originally wooden stairs built in 1903. These burned down and were replaced by metal stairs in 1983. At the lower end, the stairs connect with the Escarpment Rail Trail. The Bruce Trail connects with the stairs on the lower half of the stairs, between Wentworth St. S. and the Sherman Access.

The stairs are mostly located in a forested area, allowing people to loiter and utilize the environment for illegal activities. There is a history of assaults on the stairs, both physical and sexual in nature. The stairs are used by commuters and exercise enthusiasts. The purpose of the audit is to find the best way to continue encouraging the positive use of the escarpment stairs in Hamilton and deter the illegal and criminal activities which occur on the stairs.

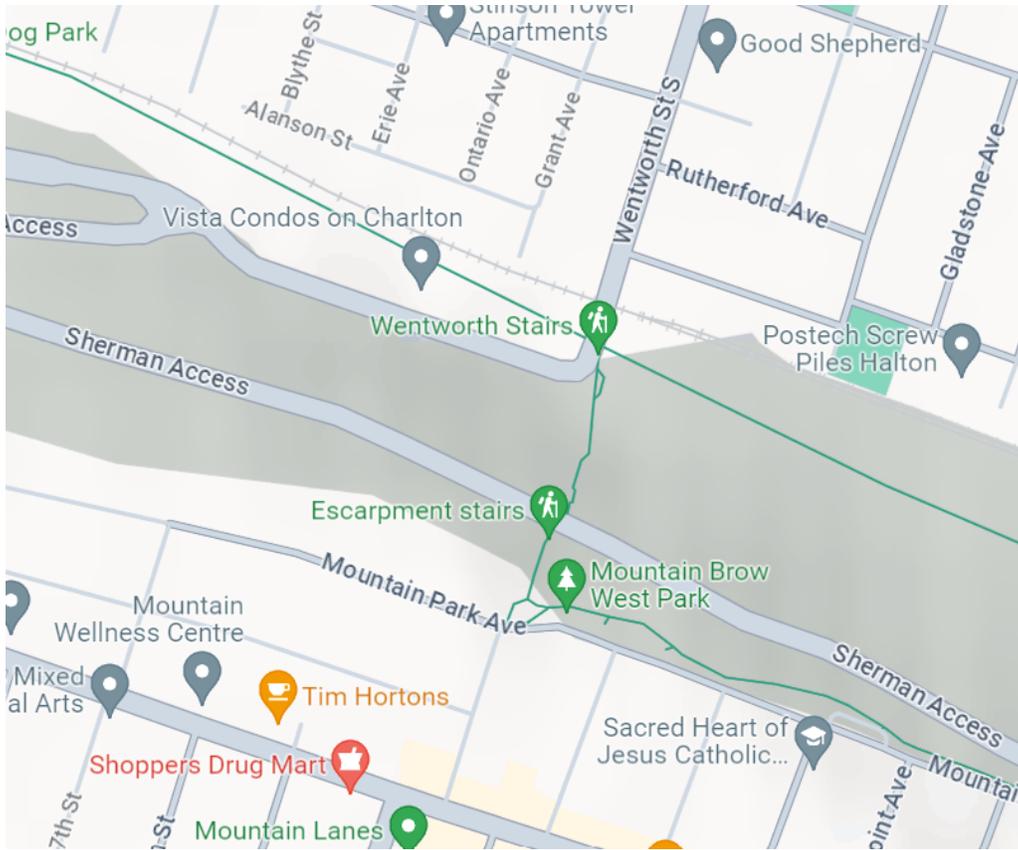


Image taken on June 6 at the bottom of the Wentworth Stairs.



During the audit the following observations were made:

Natural Surveillance:

All trees in the open space around the stairs should be trimmed up 7 feet from the ground to allow for clear sight lines. Any foliage overhanging the stairs and handrails should be pruned. Shrubbery adjacent to the stairs should be trimmed to a maximum of 3 feet high to prevent people from hiding behind them. When new trees and shrubs are added to increase the overall canopy across the City, plant material should be carefully selected as to not create more hidden hazards. Some examples of this include trees that grow tall and narrow with minimal low hanging branches and low growing shrubs that don't affect sight line issues.

Recommendation: the Manitoba Maple located at the base of the stairs is overhanging the approach area should be removed, such as seen in the image below. As it is right now, it prohibits Police or any witnesses from having clear sight lines into that area of the property. Thus, it is creating an environment conducive for criminal activities and trespassers.





Regular maintenance should be completed at this site. The base of the stairs present a shadowed area due to extreme tree cover (above). Thinning of the trees would allow natural light into the area. As seen below, the vegetation at the top of the stairs will need to be pruned to allow for a 180° visibility at the top of the stairs.



Image from Google Street view.



Alternate Access Points: About 3/4 of the way up the lower staircase is an access point for the Bruce Trail to connect with the Wentworth stairs. This access point is a concern as this can be a concealment area and it leads to a forest path.



Recommendation: Install additional lighting to allow for more illumination in hidden areas.



Signage: Signage can help establish territory and can clearly distinguish private from public property. With signs being properly displayed throughout the property, this helps to eliminate the “I did not know” excuse for trespassers and loiterers alike. The sign (above) was displaying incorrect information. As seen below, the stairs were open.

Recommendation: Post clear, concise messaging for those who are using the stairs. When repair work is completed, remove signage.



Graffiti – Graffiti is a common issue in many major cities. This is not only a cost to the city, it also takes away from the clean image which the City is attempting to portray in its parks. The light standards have become a target for graffiti. Regular maintenance and inspections should be completed to clean up graffiti.



Lighting: One of the most important components of CPTED is lighting. Effective lighting allows for natural surveillance by providing the ability for people to see. It can also generate witness potential by giving people a reason to look. There are many different types of lighting available and the goal is to select a light type that is appropriate for the area. The area should be well illuminated without creating a visual nuisance for onlookers. It should also be placed along the stairs so that all hidden areas are illuminated to reduce people hiding and to provide a secure environment for those climbing. The spacing of the lights should be that there are no blind spots or shaded areas along buildings and paths. To reduce cost motion activated lights can be installed in some areas that only come on when there is motion or people walking through the area. Maintenance is also a consideration with a good lighting plan to replace broken lights and burned out bulbs on a regular schedule. All lighting should be installed to light from the inside out and with protection to stop vandals and damage; deterring crime. When an area is well-lit, people who wish to engage in illegal activities will tend to move to darker more discrete areas. Studies have shown that graffiti and other activities happen more often in dark unlit areas.

Recommendation: Have an official lighting audit conducted for the Bruce Trail access to the stairs. Install LED lights to further illuminate the area if necessary and possibly put these lights on a sensor so they only operate while people are walking in the area to minimize the impact of lighting on the natural area. Ensure that foliage is pruned to allow for increased visibility (previous page).

Territoriality and the “Broken Window Theory”:

Factors affecting territoriality are what creates a defensible or ambiguous space. The Broken Window Theory can be easily related to the lack of territoriality at a given location where crime has occurred.

The “Broken Window Theory” states that when a property or building appears to have lack of pride, no ownership or has property in need of desperate repair, it becomes an easy target to thieves, loitering, and other criminal activities.

Recommendation: Keep up with the maintenance of all areas of the park. Remove dead trees or broken assets in an attempt to maintain the overall appearance of the park in an attempt to deter criminal activities.

Overall Recommendations:

- Regular maintenance including pruning of trees to restrict foliage over the stairs.
- Improve sight lines from the street including the removal of undesirable shrubs and overhanging trees in order to increase visibility.
- Removal of overhanging foliage over the stairs and along both handrails.
- Regular maintenance of stair lighting to ensure proper illumination and light distribution.
- Removal of graffiti on light standards.
- Ensure current signage.
- At the end of the stairs life cycle (Capital replacement), consideration should be made for widening the stairs to allow pedestrians to safely pass each other and add improvements such as a bike troughs and a railing to separate the two lanes.
- Install signage to identify the site location to ensure a rapid response by emergency services.

Some images are actual unaltered photographs of the location. Other images and maps are from public open-sourced websites.

Please note that there are no guarantees in preventing crime. This report is comprised of suggestions based on CPTED Principles that may lead to the reduction in the fear and incidence of crime and disorder, leading to an improvement in the overall quality of life of the property.

If there are any questions, please feel free to contact the writers.

Report Completed by: Cst. Ryan Clarke #317

DISCLAIMER

CPTED audits are designed to make recommendations to reduce the likelihood of criminal activity in and around a physical structure such as a building. Compliance with the recommendations does not guarantee protection from crime. The persons conducting CPTED audits are trained in crime prevention techniques, not in the enforcement of property standards, fire regulations, or other such regulations or by-laws. Accordingly, since these are only recommendations, the Hamilton Police Service, the Hamilton Police Service's Board and the City of Hamilton disclaims any responsibility for any claims or actions arising from the effectiveness, completeness or the implementation of some or all of the recommendations contained within this audit.



**PLANNING COMMITTEE
REPORT
23-020**

December 5, 2023

9:30 a.m.

**Council Chambers, Hamilton City Hall
71 Main Street West**

Present: Councillor J.P. Danko (Chair)
Councillor T. Hwang (1st Vice Chair)
Councillor C. Cassar (2nd Vice Chair)
Councillors J. Beattie, M. Francis, C. Kroetsch, T. McMeekin,
N. Nann, E. Pauls, M. Tadeson, A. Wilson, M. Wilson

THE PLANNING COMMITTEE PRESENTS REPORT 23-020 AND RESPECTFULLY RECOMMENDS:

1. Active Official Plan Amendment, Zoning By-law Amendment, and Plan of Subdivision Applications (City Wide) (PED23254) (Item 9.1)

That report PED23254 respecting Active Official Plan Amendment, Zoning By-law Amendment, and Plan of Subdivision Applications, be received.

2. Application for a Zoning By-law Amendment for Lands Located at 1400 Limeridge Road East, Hamilton (PED23242) (Ward 6) (Item 10.2)

(a) That Zoning By-law Amendment Application ZAC-22-065 by MHBC Planning Ltd. (c/o Dave Aston and Stephanie Mirtitsch) on behalf of Valstar (Red Hill) Inc., Owner, for a change in zoning from the "D/S-222" and "D/S-1822" (Urban Protected Residential - One and Two Family Dwellings, etc.) District, Modified, to the "RT-20/S-1833" (Townhouse – Maisonette) District, Modified, to permit the lands to be developed for 10 additional maisonette dwellings on lands located at 1400 Limeridge Road East, as shown on Appendix "A" attached to Report PED23242, be APPROVED on the following basis:

(i) That the draft By-law, attached as Appendix "B" to Report PED23242, which has been prepared in a form satisfactory to the City Solicitor, be enacted by City Council; and,

- (ii) That the proposed change in zoning is consistent with the Provincial Policy Statement (2020), conforms to A Place to Grow: Growth Plan for the Greater Golden Horseshoe (2019, as amended) and complies with the Urban Hamilton Official Plan.

3. Increase to Building Permit Fees (PED23188) (City Wide) (Item 10.4)

That the By-law, attached as Appendix “A” to Report PED23188 to amend City of Hamilton By-law No. 15-058, the Building By-law, which has been prepared in a form satisfactory to the City Solicitor, be enacted.

4. Farm 911 – Emergency Access Point Program (PED23209) (Wards 9, 10, 11, 12, 13 and 15) (Item 11.1)

- (a) That the Farm 911 – Emergency Access Point Policy, attached as Appendix “A” to Report PED23209, be approved;
- (b) That the amendments to the City of Hamilton Municipal Addressing Policy to implement the Farm 911 – Emergency Access Point Policy, attached as Appendix “B” to Report PED23209, be approved; and,
- (c) That \$94,850 from the Economic Development Reserve Fund (Account # 112221) be approved through the 2024 capital budget process for the Farm 911 – Emergency Access Point program.

5. Staging of Development Report 2024 - 2026 (PED23257) (City Wide) (Item 11.2)

That Report PED23257 respecting Staging of Development Report 2024 – 2026, be received.

6. Municipal Protected Areas Project (PED23260) (City Wide) (Item 11.3)

- (a) That Planning and Economic Development Department and Public Works Department staff be authorized to provide the required data to Ontario Nature for their review and analysis as part of the Municipal Protected Areas Project, and provide additional support for the project through the data analysis stage as resources allow;
- (b) That the General Manager of Planning and Economic Development, or their designate, be granted the authority to provide consent on behalf of the City of Hamilton to Ontario Nature to release the findings of the Municipal Protected Areas Project to the Ministry of the Environment, Conservation and Parks for submission to the Canadian Protected and Conserved Areas Database, as it relates to the City’s properties that were

assessed, and to enter into any necessary agreements relating to release of the findings; and,

- (c) That Planning and Economic Development Department staff, in consultation with Public Works Department staff, be directed to provide a final report at the end of the project to summarize the results for Council.

7. Bill 150 - Planning Statute Law Amendment Act, 2023 (PED23261) (City Wide) (Item 11.4)

- (a) That Council adopt the submissions and recommendations, as attached in Appendix "A" to Report PED23261, regarding Bill 150 Planning Statute Law Amendment Act, 2023;
- (b) That Council confirm that the submission and recommendations, as attached in Appendix "A" to PED23261, are in addition to the City's submissions and recommendations contained in Report PED23252; and,
- (c) That the Acting Director of Planning and Chief Planner and the City Solicitor be authorized to make the submission on Bill 150, Planning Statute Law Amendment Act, 2023, as attached in Appendix "A" to Report PED23261.

8. Taxi Industry Review Request (Item 12.1)

WHEREAS, since the 2007 repeal and replacement of the City of Hamilton Licensing By-law, there have been 23 amendments to Schedule 25 (Taxi Schedule);

WHEREAS, each amendment to Schedule 25 was the result of ongoing collaborative engagement between City of Hamilton Licensing staff and members of the Taxi industry; and,

WHEREAS, no thorough review of Schedule 25 has occurred during this time and given the evolution of the taxi industry, a full review of Schedule 25 may be warranted and may also benefit from input from a broader range of stakeholders.

THEREFORE, BE IT RESOLVED:

That the appropriate City of Hamilton Licensing staff be requested to report back to the Planning Committee on the feasibility of reviewing Schedule 25 and whether a review, if deemed appropriate by staff, may benefit from including a broader range of stakeholders.

9. Annual Inactive Plate Rate (Item 12.2)

WHEREAS, during the Pandemic, the taxi industry was declared an essential service and continues to be relied upon as trusted community partners who regularly assist Hamilton Police Services and residents with accessible transport needs;

WHEREAS, there are 470 total taxi plates in the City of Hamilton and a recent staff review determined approximately 120 of those plates ~~that~~ are currently inactive;

WHEREAS, during the Pandemic, the City of Hamilton invoked an inactive plate rate (for taxis not on the road) of approximately \$120; and,

WHEREAS, the Municipal Act only mandates cost recovery as relates to the cost of by-law enforcement. Since no inspections are currently undertaken with inactive plates there may be an opportunity to reduce the inactive plate fee back to the pandemic fee structure.

THEREFORE, BE IT RESOLVED:

That the appropriate City of Hamilton Licensing Department staff who currently oversee the Schedule 25 report back to Planning Committee respecting the feasibility of restoring an annual inactive plate rate to approximately \$120.

10. Toys for Tickets Program (Item 12.3)

WHEREAS, some municipalities (Kingston and Orillia) have successfully implemented a holiday season “toys for tickets” program where parking penalties can be paid via toy donations;

WHEREAS, the implementation of such a program has potential public relations benefits for spreading goodwill for deserving community members at a time when they may be in need; and,

WHEREAS, providing an alternative payment method for a parking penalty can substitute a negative experience for an uplifting experience.

THEREFORE, BE IT RESOLVED:

That staff examine existing “toys for tickets” payment programs in applicable municipalities and report back in Q2 2024 with recommendations with a possible implementation of a similar program in Hamilton in 2024.

11. Demolition Control By-law Exemption for Affordable Housing Project at 1540 Upper Wentworth Avenue (Item 12.4)

WHEREAS, Council at its meeting of July 22, 2022 approved Item 5 of the Planning Committee Report 22-011, regarding Report PED22149 to facilitate the development of 126 affordable housing units located at 1540 Upper Wentworth Street;

WHEREAS, Council at its meeting of June 21, 2023, approved Item 7 of the Emergency and Community Services Committee Report 23-008, regarding Report HSC2025(a) Canada-Ontario Community Housing Initiative and Ontario Priorities Housing Initiative Agreement 2023-2025;

WHEREAS, Council as a result of the approval of Canada-Ontario Community Housing Initiative and Ontario Priorities Housing Initiative (HSC22023(a)) authorized and directed the General Manager of the Healthy and Safe Communities Department (“GM”) to execute all ancillary agreements and documents as may be required to deliver the Canada-Ontario Community Housing Initiative and the Ontario Priorities Housing Initiative programs, with content satisfactory to the GM and in a form satisfactory to the City Solicitor;

WHEREAS, the City as Service Manager permitted the demolition of the 15 existing 15 units through Report HSC22038;

WHEREAS, the tenants of the exiting 15 units have been relocated by Kiwanis and the units are vacant which is creating security concerns and additional security costs to Hamilton East Kiwanis Non-Profit Homes Incorporated;

WHEREAS, Kiwanis has conditional site plan approval and is currently working through clearing of conditions with the anticipation of construction on the 126 affordable units will commence in the summer of 2024;

WHEREAS, the expediting of the demolition permit can provide for an expedited construction timeline.

THEREFORE, BE IT RESOLVED:

That the Chief Building Official be authorized to issue a demolition permit for the 15 townhouse units located at 1540 Upper Wentworth Street, in accordance with By-law 22-101, pursuant to Section 33 of the *Planning Act*, without having to comply with the conditions of section 6 (a) of Demolition Control By-law 22-101.

12. Demolition Permit of 340 Weir Street North (Item 12.5)

WHEREAS, Municipal Law Enforcement has authority under the Property Standards By-law 10-221 to issue orders requiring the owner to carry out the repair or demolition within the time and in the manner specified in the order;

WHEREAS, Municipal Law Enforcement issued a Property Standards order to demolish or repair the building at 340 Weir Street North, in Hamilton Ontario, and the property owner did not comply with the City Order by the required date of April 23, 2023;

WHEREAS, the existing building is vacant, in a state of extreme disrepair, and has been made safe by temporary construction fencing to provide for a safe collapse;

WHEREAS, the cost to demolish has been received, and evaluated by staff;

WHEREAS, the cost to demolish the existing building exceeds the amount that can be approved by the Director of Licensing and By-law Services under section 30(7) of the Property Standards By-law 10-221 and requires Council approval; and,

WHEREAS, the need to demolish the building expeditiously prevents compliance with the City's Demolition Control Area By-law which require issuance of a building permit to re-build.

THEREFORE, BE IT RESOLVED:

- (a) That the Director of Licensing and By-law Services be authorized to contract POWER PROPERTY CONTRACTING INC., a onetime approval of \$48,191.00 for the demolition of 340 Weir St N, Hamilton, and that cost be added to the tax roll; and,
- (b) That the Chief Building Official be authorized to issue a demolition permit for 340 Weir St N, Hamilton, pursuant to Section 33 of the Planning Act as amended, without having to comply with the conditions in Sub-Section 6(a) of Demolition Control Area By-law 22-101.

13. **Appeal to the Ontario Land Tribunal (OLT) for lands located at 117 Jackson Street East, Hamilton, for Lack of Decision on Urban Hamilton Official Plan Amendment Application (UHOPA-23-009) and Zoning By-law Amendment Application (ZAC-23-024) (LS23037) (Ward 2) (Added Item 15.1)**
 - (a) That the directions to staff in closed session respecting Confidential Report LS23037 be approved and released to the public, following approval by Council; and
 - (b) That the balance of Confidential Report LS23037 remain confidential.
14. **Appeal to the Ontario Land Tribunal for lands located at 1284 Main Street East, Hamilton, for Lack of Decision on Urban Hamilton Official Plan Amendment Application (UHOPA-23-006) and Zoning By-law Amendment Application (ZAC-23-012) (LS23039) (Ward 4) (Added Item 15.2)**
 - (a) That the directions to staff in closed session with respect to Report LS23039 be approved and released to the public, following approval by Council; and,
 - (b) That the balance of Report LS23039 remain confidential.
15. **Appeal to the Ontario Land Tribunal for lands located at 499 Mohawk Road East, Hamilton, for Lack of Decision on Official Plan Amendment Application (UHOPA-23-001) and Zoning By-law Amendment Application (ZAC-23-001) (LS23040) (Ward 7) (Added Item 15.3)**
 - (a) That the directions to staff in closed session respecting Report LS23040 be approved and released to the public, following approval by Council; and
 - (b) That the balance of Report LS23040 remain confidential.
16. **Appeal to the Ontario Land Tribunal (OLT) for Lands located at 262 McNeilly Road and 1036, 1038, 1054 and 1090 Barton Street, Stoney Creek, for Lack of Decision on Zoning By-law Amendment Application ZAC-20-043 and for Lack of Decision on Draft Plan of Subdivision Application (25T-202009) (OLT-21-001725) (LS22023(a)) (Ward 10) (Added Item 15.4)**
 - (a) That the directions to staff in closed session be approved;
 - (b) That closed session recommendations (a), (b) and (c) to Report LS22023(a) and Appendix "A" hereto, remain confidential until made public as the City's position before the Ontario Land Tribunal; and,

- (c) That the balance of Report LS22023(a) remain confidential.

FOR INFORMATION:

(a) APPROVAL OF AGENDA (Item 2)

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

6. DELEGATION REQUESTS

- 6.6 Larry Roberge respecting Inactive License Fee for Inactive Taxi Plates (For today's meeting)

10. PUBLIC HEARINGS

- 10.2 Application for a Zoning By-law Amendment for Lands Located at 1400 Limeridge Road East, Hamilton (PED23242) (Ward 6)

- (a) Added Written Submissions:

- (i) Dennis Petis & Merike Laigna

- (b) Added Staff Presentation

- 10.3 Application for a Zoning By-law Amendment for Lands Located at 81 and 87 Rymal Road East, Hamilton (PED23216) (Ward 8)

- (a) Added Staff Presentation

11. DISCUSSION ITEMS

- 11.1 Farm 911 – Emergency Access Point Program (PED23209) (Wards 9, 10, 11, 12, 13 and 15)

- (a) Added Staff Presentation

- 11.2 Staging of Development Report, 2024 - 2026 (PED23257) (City Wide)

- (a) Added Staff Presentation

11.3 Municipal Protected Areas Project (PED23260) (City Wide)

(a) Added Written Submissions:

- (i) Irene and Bruce Thurston
- (ii) Peter Appleton
- (iii) Anne Washington
- (iv) Don Mclean
- (v) Lisa Cole
- (vi) Jan King
- (vii) Patricia Wilson
- (viii) Rose Janson
- (ix) Bird Friendly Hamilton Burlington
- (x) Susan Wortman
- (xi) John O'Connor
- (xii) Caroline Hill Smith
- (xiii) Margaret Tremblay
- (xiv) Gord McNulty

11.5 Hamilton Municipal Heritage Committee Report 23-011 –
WITHDRAWN

15. PRIVATE AND CONFIDENTIAL

- 15.1 Appeal to the Ontario Land Tribunal (OLT) for lands located at 117 Jackson Street East, Hamilton, for Lack of Decision on Urban Hamilton Official Plan Amendment Application (UHOPA-23-009) and Zoning By-law Amendment Application (ZAC-23-024) (LS23037) (Ward 2)
- 15.2 Appeal to the Ontario Land Tribunal for lands located at 1284 Main Street East, Hamilton, for Lack of Decision on Urban Hamilton Official Plan Amendment Application (UHOPA-23-006) and Zoning By-law Amendment Application (ZAC-23-012) (LS23039) (Ward 4)
- 15.3 Appeal to the Ontario Land Tribunal for lands located at 499 Mohawk Road East, Hamilton, for Lack of Decision on Official Plan Amendment Application (UHOPA-23-001) and Zoning By-law Amendment Application (ZAC-23-001) (LS23040) (Ward 7)
- 15.4 Appeal to the Ontario Land Tribunal (OLT) for Lands located at 262 McNeilly Road and 1036, 1038, 1054 and 1090 Barton Street, Stoney Creek, for Lack of Decision on Zoning By-law Amendment Application ZAC-20-043 and for Lack of Decision on Draft Plan of Subdivision Application (25T-202009) (OLT-21-001725) (LS22023(a)) (Ward 10)

CHANGE TO THE ORDER OF ITEMS:

Item 6.2, the delegation from Ron Vankleef is to be heard as the first delegation.

Items 12.1 respecting the Taxi Industry Review Request and 12.2 respecting Annual Inactive Taxi Plate Rate to be considered following the Delegations.

The agenda for the December 5, 2023 Planning Committee meeting was 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) November 14, 2023 (Item 4.1)

The Minutes of the November 14, 2023 meetings were approved, as presented.

(d) DELEGATION REQUESTS (Item 6)

(i) Various Delegation Requests (Items 6.1 – 6.5 and Added Item 6.6)

The following Delegation Requests Items 6.1 to 6.6, were approved as follows:

1. Jagtar Chahal respecting Reinstating Inactive License Fee for Inactive Taxi Plates (Item 12.2) (For today's meeting) (Item 6.1)
2. Ron Vankleef respecting Reinstating Inactive License Fee for Inactive Taxi Plates (Item 12.2) (For today's meeting) (Item 6.2)
3. Denrick Mushrave respecting Reinstating Inactive License Fee for Inactive Taxi Plates (Item 12.2) (For today's meeting) (Item 6.3)
4. Iftikhar Ahmed respecting Reinstating Inactive License Fee for Inactive Taxi Plates (Item 12.2) (For today's meeting) (Item 6.4)
5. Shannon Kyles, Architectural Conservancy of Ontario (Hamilton Region Branch), respecting 54 Hess Street (For the January 16, 2024 meeting) (Item 6.5)

6. Larry Roberge respecting Reinstating Inactive License Fee for Inactive Taxi Plates (Item 12.2) (For today's meeting) (Added Item 6.6)

(e) DELEGATIONS (Item 7)

(i) Delegation Requests respecting Taxi Licences (Item 7.1 and Added Items 7.2 to 7.6)

The Following delegations addressed the Committee respecting Reinstating Inactive License Fees for Inactive Taxi Plates (Item 12.2):

1. Ron Vankleef (Added Item 7.3)
2. Jagtar Chahal (Added Item 7.2)
3. Denrick Mushrave (Added Item 7.4)
4. Iftikhar Ahmed (Added Item 7.5)
5. Larry Roberge (Added Item 7.6) (Larry Roberge was unable to attend and his comments were read to the Committee by Larry Di Ianni)
6. Lloyd Ferguson (Item 7.1)

The following Delegations respecting Reinstating Inactive License Fee for Inactive Taxi Plates, were received:

1. Ron Vankleef (Added Item 7.3)
2. Jagtar Chahal (Added Item 7.2)
3. Denrick Mushrave (Added Item 7.4)
4. Iftikhar Ahmed (Added Item 7.5)
5. Larry Roberge (Added Item 7.6) (Larry Roberge was unable to attend and his comments were read to the Committee by Larry Di Ianni)
6. Lloyd Ferguson (Added Item 7.1)

For disposition of this matter, refer to Item 9.

(f) PUBLIC HEARINGS (Item 10)

In accordance with the *Planning Act*, Chair J.P. Danko advised those viewing the meeting that the public had been advised of how to pre-register to be a delegate at the Public Meetings on today's agenda.

In accordance with the provisions of the *Planning Act*, Chair J.P. Danko advised that if a person or public body does not make oral submissions at a public meeting or make written submissions to the Council of the City of Hamilton before Council makes a decision regarding the Development applications before the Committee today, the person or public body is not entitled to appeal the decision of the Council of the City of Hamilton to the Ontario Land Tribunal, and the person or public body may not be added as a party to the hearing of an appeal before the Ontario Land Tribunal unless, in the opinion of the Tribunal, there are reasonable grounds to do so.

(i) Application for a Zoning By-law Amendment for Lands Located at 64 Hatt Street, Dundas (PED23164) (Ward 13) (Deferred from the November 14th Meeting) (Item 10.1)

Report PED23164, respecting Application for a Zoning By-law Amendment for Lands Located at 64 Hatt Street, Dundas (PED23164) (Ward 13), was DEFERRED to a future meeting of the Planning Committee no later than Q1 2024.

(ii) Application for a Zoning By-law Amendment for Lands Located at 1400 Limeridge Road East, Hamilton (PED23242) (Ward 6) (Item 10.2)

The staff presentation was waived.

Dave Aston, with MHBC Planning, was in attendance, and indicated support for the staff report.

The presentation from Dave Aston, with MHBC Planning, was received.

Chair Danko called three times for any additional public delegations and no one came forward.

(a) The public submissions regarding this matter were received and considered; and,

(b) The public meeting was closed.

For disposition of this matter, refer to Item 2.

(iii) Application for a Zoning By-law Amendment for Lands Located at 81 and 87 Rymal Road East, Hamilton (PED23216) (Ward 8) (Item 10.3)

The staff presentation was waived.

Elizabeth Farrugia with GSP Group Inc., Ibtisam Safi with Elite Developments, and Steven Frankovich with S. Llewellyn & Associates Limited, were in attendance, and indicated support for the staff report.

The presentation from Elizabeth Farrugia with GSP Group Inc., Ibtisam Safi with Elite Developments, and Steven Frankovich with S. Llewellyn & Associates Limited, was received.
Chair Danko called three times for public delegations and no one came forward.

- (a) There were no public submissions received regarding this matter; and,
- (b) The public meeting was closed.

Councillor Danko relinquished the Chair to Councillor M. Wilson.

Report PED23216, respecting Application for a Zoning By-law Amendment for Lands Located at 81 and 87 Rymal Road East, Hamilton (PED23216) (Ward 8) was DEFERRED to the January 16, 2024 Planning Committee meeting.

Councillor Danko assumed the Chair.

(iv) Increase to Building Permit Fees (PED23188) (City Wide) (Item 10.4)

Chair Danko called three times for public delegations and none came forward.

- (a) There were no public submissions received regarding this matter; and,
- (b) The public meeting was closed.

For disposition of this matter, refer to Item 3.

(g) DISCUSSION ITEMS (Item 11)

(i) Staging of Development Report, 2024 - 2026 (PED23257) (City Wide) (Item 11.2)

Heather Travis, Manager Legislative Approvals/Staging Development, addressed the Committee with the aid of a PowerPoint presentation.

The presentation from Heather Travis, Manager Legislative Approvals/Staging Development, was received.

For disposition of this matter, refer to Item 5.

(iii) Municipal Protected Areas Project (PED23260) (Item 11.3)

The following written submissions, were received:

1. Irene and Bruce Thurston (Added Item 11.3(a)(i))
2. Peter Appleton (Added Item 11.3(a)(ii))
3. Anne Washington (Added Item 11.3(a)(iii))
4. Don Mclean (Added Item 11.3(a)(iv))
5. Lisa Cole (Added Item 11.3(a)(v))
6. Jan King (Added Item 11.3(a)(vi))
7. Patricia Wilson (Added Item 11.3(a)(vii))
8. Rose Janson (Added Item 11.3(a)(viii))
9. Bird Friendly Hamilton Burlington (Added Item 11.3(a)(ix))
10. Susan Wortman (Added Item 11.3(a)(x))
11. John O'Connor (Added Item 11.3(a)(xi))
12. Caroline Hill Smith (Added Item 11.3(a)(xii))
13. Margaret Tremblay (Added Item 11.3(a)(xiii))
14. Gord McNulty (Added Item 11.3(a)(xiv))

For disposition of this matter, refer to Item 6.

The Committee recessed from 12:15 p.m. to 12:45 p.m.

(h) GENERAL INFORMATION / OTHER BUSINESS (Item 14)

(i) General Manager's Update (Added Item 14.1)

Steve Robichaud, Acting General Manager of Planning and Economic Development, asked Anita Fabac, Acting Director of Planning, to provide the yearly recap of the Planning Committee's activities. Anita Fabac advised Committee that 5,350 units had been approved, and 202 reports had been brought to the Committee, with 58 of those being Statutory public meetings.

The Acting General Manager's update, was received.

(i) PRIVATE & CONFIDENTIAL (Item 15)

The Committee moved into Closed Session for Added Items 15.1, 15.2, 15.3 and 15.4, pursuant to Section 9.3, Sub-sections (e), (f) and (k) of the City's Procedural By-law 21-021, as amended; and, Section 239(2), Sub-sections (e), (f) and (k) of the Ontario Municipal Act, 2001, as amended, as the subject matter pertains to litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board; advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and, a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

- (i) Appeal to the Ontario Land Tribunal (OLT) for lands located at 117 Jackson Street East, Hamilton, for Lack of Decision on Urban Hamilton Official Plan Amendment Application (UHOPA-23-009) and Zoning By-law Amendment Application (ZAC-23-024) (LS23037) (Ward 2) (Added Item 15.1)**

For disposition of this matter, refer to Item 13.

- (ii) Appeal to the Ontario Land Tribunal for lands located at 1284 Main Street East, Hamilton, for Lack of Decision on Urban Hamilton Official Plan Amendment Application (UHOPA-23-006) and Zoning By-law Amendment Application (ZAC-23-012) (LS23039) (Ward 4) (Added Item 15.2)**

For disposition of this matter, refer to Item 14.

- (iii) Appeal to the Ontario Land Tribunal for lands located at 499 Mohawk Road East, Hamilton, for Lack of Decision on Official Plan Amendment Application (UHOPA-23-001) and Zoning By-law Amendment Application (ZAC-23-001) (LS23040) (Ward 7) (Added Item 15.3)**

For disposition of this matter, refer to Item 15.

- (iv) Appeal to the Ontario Land Tribunal (OLT) for Lands located at 262 McNeilly Road and 1036, 1038, 1054 and 1090 Barton Street, Stoney Creek, for Lack of Decision on Zoning By-law Amendment Application ZAC-20-043 and for Lack of Decision on Draft Plan of Subdivision Application (25T-202009) (OLT-21-001725) (LS22023(a)) (Ward 10) (Added Item 15.4)**

For disposition of this matter, refer to Item 16.

(j) ADJOURNMENT (Item 16)

There being no further business, the Planning Committee adjourned at 1:58 p.m.

Councillor J.P Danko, Chair
Planning Committee

Lisa Kelsey
Legislative Coordinator



Hamilton

HAMILTON POLICE SERVICES BOARD SELECTION COMMITTEE

Report 23-006

5:00 p.m.

Tuesday, December 5, 2023

Room 264, 2nd Floor

City Hall

Present: Councillor N. Nann (Chair), Councillor C. Cassar, R. Greenspan, Councillor C. Kroetsch, J. Mulkewich, Councillor M. Spadafora and Councillor M. Wilson

Absent with

Regrets: Mayor A. Horwath, F. Kuczma, O. Mbaya, A. Purnell and S. Tora

THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:

1. Maintaining the Confidentiality of the Hamilton Police Services Board Selection Committee's Selection Process (Item 4.2)

(Mulkewich/Greenspan)

- (a) That the Hamilton Police Services Board Selection Committee (HPSBSC) recommends that Council request an investigation by its Integrity Commissioner to determine whether there was a disclosure of confidential information during the selection process undertaken by the Hamilton Police Services Board Selection Committee; and
- (b) That the details of the discussion held in Closed Session remain confidential.

CARRIED

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 1)

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

(Mulkewich/Cassar)

That the agenda for the December 5, 2023 meeting of the Hamilton Police Services Board Selection Committee, be approved, as presented.

CARRIED

(b) DECLARATIONS OF INTEREST (Item 2)

There were no Declarations of Interest.

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

(i) October 16, 2023 (Item 3.1)

(Kroetsch/Greenspan)

That the Minutes of October 16, 2023 meeting of the Hamilton Police Services Board Selection Committee, be approved as presented.

CARRIED

(d) PRIVATE & CONFIDENTIAL (Item 4)

The Committee determined that a Closed Session discussion of Item 4.1 was not required, and approved the following in Open Session:

(i) Closed Session Minutes of October 16, 2023 (Item 4.1)

(M. Wilson/M. Spadafora)

That the Closed Session Minutes of October 16, 2023 meeting of the Hamilton Police Services Board Selection Committee, be approved, as presented.

CARRIED

(Greenspan/Mulkewich)

That the Committee move into Closed Session for Item 4.2, Maintaining the Confidentiality of the Hamilton Police Services Board Selection Committee's Selection Process, pursuant to Section 9.3 Sub-section (b) of the City's Procedural By-law 21-021, as amended, and Section 239(2) Sub-section (b) of the Ontario Municipal Act, 2001, as amended, as the subject matter pertains to personal matters about an identifiable individual.

CARRIED

(ii) Maintaining the Confidentiality of the Hamilton Police Services Board Selection Committee's Selection Process (Item 4.2)

For further disposition, refer to Item 1.

(e) ADJOURNMENT (Item 5)

(M. Wilson/Cassar)

There being no further business, the Hamilton Police Services Board Selection Committee adjourned at 6:43 p.m.

CARRIED

Respectfully submitted,

Councillor N. Nann, Chair
Hamilton Police Services Board
Selection Committee

Loren Kolar
Legislative Coordinator
Office of the City Clerk



GENERAL ISSUES COMMITTEE REPORT 23-033

9:30 a.m.

December 6, 2023

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

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

Absent: Councillor T. Jackson - Personal

THE GENERAL ISSUES COMMITTEE PRESENTS REPORT 23-033 AND RESPECTFULLY RECOMMENDS:

1. Asset Management Plans (PW23073) (City Wide) (Item 8.2)

- (a) That the Corporate Asset Management Plans, attached as Appendices “A”, “B” and “C” to General Issues Committee Report 23-033, be approved as required by Ontario Regulation 588/17: Asset Management for Municipal Infrastructure; and,
- (b) That the Asset Management Plans, attached as Appendices “A”, “B” and “C” attached to General Issues Committee Report 23-033, 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.

2. Canada Mortgage and Housing Corporation Housing Accelerator Fund Incentive Programs (PED23143(b) / HSC23017(b)) (City Wide) (Item 8.3)

- (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:
 - (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.

3. CONSENT ITEMS (Item 9)

That the Consent Items 9.1 and 9.2, be approved, as follows:

- (a) **Reaching Home: Canada’s Homeless Strategy Community Homelessness Report 2022-23 (HSC21044(a)) (City Wide) (Item 9.1)**

That Report HSC21044(a), respecting Reaching Home: Canada’s Homeless Strategy Community Homelessness Report 2022-23, be received.

(b) 2023 Ending Chronic Homelessness Performance Update (Q1 and Q2) (HSC23076) (City Wide) (Item 9.2)

That Report HSC23076, respecting 2023 Ending Chronic Homelessness Performance Update (Q1 and Q2), be received.

4. DISCUSSION ITEMS (Item 10)

That the Discussion Items 10.1, 10.2, and 10.13 be approved, as follows:

(a) Interview Sub-Committee to the General Issues Committee Report 23-003 - November 17, 2023 (Item 10.1)

(i) 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.

(b) Interview Sub-Committee to the General Issues Committee Report 23-004 - November 24, 2023 (Item 10.2)

(i) 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.

(c) Interview Sub-Committee to the General Issues Committee Report 23-005 – December 1, 2023 (Added Item 10.13)

(i) Deliberations for the Climate Change Advisory Committee (Item 4.2)

- (1) That the direction provided to Staff in closed session be approved and remain confidential; and,
- (2) That the details of the Applicants for the Climate Change Advisory Committee remain confidential.

(ii) 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:

(1) Overall Membership:

- (a) The Climate Change Advisory Committee will be comprised of 15 to 25 voting and non-voting members; and,

(2) Voting Members:

- (a) Three to Four (3-4) Community/Citizen Members;

5. Business Improvement Area (BIA) Sub-Committee Report 23-009 - November 14, 2023 (Item 10.3)

(a) 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.

(b) Barton Village Business Improvement Area Spending Requests (Item 11.2)

- (i) 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,
- (ii) 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.

(c) Concession Street Business Improvement Area Spending Requests (Item 11.3)

- (i) 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,
- (ii) 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.

(d) Downtown Hamilton Business Improvement Area Spending Requests (Item 11.4)

- (i) 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,
- (ii) 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.

(e) 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.

6. International Village Business Improvement Area Proposed Budget & Schedule of Payments (PED23249) (Wards 2 and 3) (Item 10.4)

- (a) That the 2024 Operating Budget for the International Village Business Improvement Area, attached as Appendix “D” to General Issues Committee Report 23-033, 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.

7. Concession Street Business Improvement Area Proposed Budget & Schedule of Payments (PED23250) (Ward 7) (Item 10.5)

- (a) That the 2024 Operating Budget for the Concession Street Business Improvement Area, attached as Appendix “E” to General Issues Committee Report 23-033, 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.

8. Housing Sustainability and Investment Roadmap Work Program: City Property Review and Property Disposition Strategies (PED23099(a) / HSC23028(a)) (City Wide) (Item 10.6)

- (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 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; and,
- (e) 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).

9. Revitalizing Hamilton Tax Increment Grant Program - 235 Main Street West, 74 Queen Street South and 244-246 Jackson Street West, Hamilton (PED23243) (Ward 1) (Item 10.7)

- (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 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 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.

10. Open Streets Temporary Linear Urban Park 2023 Update (PED22075(b)) (City Wide) (Outstanding Business List Item) (Item 10.8)

- (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; and,
- (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.

11. Ontario Priorities Housing Initiative and Poverty Reduction Funding for 1540 Upper Wentworth Street (HSC22038(a)) (Ward 7) (Item 10.9)

- (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 "F" to General Issues Committee Report 23-033 and that the General Manager of Healthy and Safe Communities be authorized to amend the terms and conditions in Appendix "F" 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,
 - (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.

12. Art Gallery of Hamilton Energy Billing Approach and Recommendations (PED23258 / PW23065) (City Wide) (Item 10.10)

- (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);
- (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.

13. Advisory Committee for Persons with Disabilities (ACPD) Report 23-011 - November 14, 2023 (Added Item 10.11)

(a) APPOINTMENT OF COMMITTEE CHAIR AND VICE CHAIR (Item 1)

- (i) 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; and,

Council – December 13, 2023

- (ii) 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.

14. Family Shelter System (HSC23041(b)) (City Wide) (Added Item 10.12)

- (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; and,
 - (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;
- (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; and,
- (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.

15. 2024 Property & Liability Insurance Renewal (LS23041) (City Wide) (Added Item 10.14)

- (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.; and,
- (c) That the 2023 budget shortfall of \$600,000 be funded from Corporate year-end surplus or Tax Stabilization Reserve (110046).

16. Red Hill Valley Parkway Inquiry Final Report (PW23029(a)) (City Wide) (Added Item 10.15)

- (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.

17. Stormwater Funding Review (City Wide) (Added Item 11.1)

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.

18. Appointments to the Climate Change Advisory Committee for the 2022 - 2026 Council Term (Added Item 14.3)

That the appointments to the Climate Change Advisory Committee for the 2022 - 2026 Council Term, be approved and released publicly following approval by Council.

FOR INFORMATION:

(a) APPROVAL OF AGENDA (Item 2)

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

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

- 6.3 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 & Land Development Consultants Inc., respecting Hamilton Tax Increment 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

- 7.2 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) - WITHDRAWN

10. DISCUSSION ITEMS

- 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)

12. NOTICES OF MOTION

- 12.1 Stormwater Funding Review (City Wide)

14. PRIVATE AND CONFIDENTIAL

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

CHANGE TO THE ORDER OF THE AGENDA

Item 10.15, respecting the Red Hill Valley Parkway Inquiry Final Report will be dealt with immediately following Item 8.1 - Introduction of David Boghosian, Boghosian+Allen LLP, City of Hamilton's Integrity Commissioner and Lobbyist Registrar

The agenda for the December 6, 2023 General Issues Committee meeting, was approved, as amended.

(b) DECLARATIONS OF INTEREST (Item 3)

Councillor Brad Clark declared a Disqualifying interest to Added Item 6.5, Matt Johnston, Urban Solutions Planning & Land Development Consultants Inc., respecting Hamilton Tax Increment Grant Program in relation to 75 James Street South, Hamilton (In-Person) (For a future meeting), as his son had a business relationship with the principal owner of Urban Solutions.

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

(i) That the following minutes of the General Issues Committee be approved, as presented:

(1) November 9, 2023 - Special (Item 4.1)

(2) November 15 and 21, 2023 (Item 4.2)

(d) COMMUNICATIONS (Item 5)

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

The correspondence from Shelley Falconer, President and CEO, Art Gallery of Hamilton, respecting Item 10.10 - Art Gallery of Hamilton Energy Billing Approach and Recommendations (PED23258 / PW23065), was received and referred to consideration of Item 10.10.

(e) DELEGATION REQUESTS (Item 6)

- (i)** (a) That the following Delegation Request, be received; and
- (b) That Clerk's staff be directed to forward to the individual, the Mayor's statement from November 21, 2023 on Israel and Gaza and to provide contact information for local Federal Government representatives:
 - (1) 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) (Item 6.2)

Due to a declared conflict, Item 6.5 was voted on separately, as follows:

- (ii)** Matt Johnston, Urban Solutions Planning & Land Development Consultants Inc., respecting Hamilton Tax Increment Grant Program in relation to 75 James Street South, Hamilton (In-Person) (For a future meeting) (Added Item 6.5)
- (iii)** The balance of the Delegation Requests, was approved as follows:
 - (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) (Item 6.1)
 - (2) 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) (Added Item 6.3)
 - (3) 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) (Added Item 6.4)
 - (4) 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) (Added Item 6.6)

(f) DELEGATIONS (Item 7)

- (i) 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) (Item 7.1)**

Nanty H. Abraham, Hannan Foundation Canada, addressed the Committee respecting Issues Surrounding Homelessness, Food Banks, and Mental Health and Proposed Collaboration Opportunities with Hannan Foundation Canada.

The Delegation from Nanty H. Abraham, Hannan Foundation Canada, respecting Issues Surrounding Homelessness, Food Banks, and Mental Health and Proposed Collaboration Opportunities with Hannan Foundation Canada, was received.

- (ii) 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) (Added Item 7.3)**

Brian Sibley, Hamilton East Kiwanis Non-Profit Homes Inc., addressed the Committee respecting Item 10.9 – Report HSC22038(a), Ontario Priorities Housing Initiative and Poverty Reduction Funding for 1540 Upper Wentworth Street.

The delegation from Brian Sibley, Hamilton East Kiwanis Non-Profit Homes Inc., respecting Item 10.9 – Report HSC22038(a), Ontario Priorities Housing Initiative and Poverty Reduction Funding for 1540 Upper Wentworth Street, was received.

(g) STAFF PRESENTATIONS (Item 8)

- (i) Introduction of David Boghosian, Boghosian+Allen LLP, City of Hamilton's Integrity Commissioner and Lobbyist Registrar (Item 8.1)**

Jason Thorne, Acting City Manager, introduced David Boghosian, Boghosian+Allen LLP, the City of Hamilton's Integrity Commissioner and Lobbyist Registrar who provided the Committee with an introductory presentation.

The presentation from David Boghosian, Boghosian+Allen LLP, the City of Hamilton's Integrity Commissioner and Lobbyist Registrar, was received.

(h) **DISCUSSION ITEMS (Item 10)**

(i) **Red Hill Valley Parkway Inquiry Final Report (PW23029(a)) (City Wide) (Added Item 10.15)**

Jason Thorne, Acting City Manager, provided opening remarks on Report PW23029(a), respecting the Red Hill Valley Parkway Inquiry Final Report and introduced external legal consultants Eli Lederman and Delna Contractor, Lenczner Slaght LLP who provided Committee with a verbal overview of the report.

(1) That the overview of Report PW23029(a), respecting the Red Hill Valley Parkway Inquiry Final Report provided by external legal consultants Eli Lederman and Delna Contractor, Lenczner Slaght LLP, be received.

(2) The following amendment was defeated:

That sub-section (b), to Report PW23029(a), Red Hill Valley Parkway Inquiry Final Report, **be amended** by deleting the words "**establishment of the Working Group and**" as follows:

(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,

For disposition of this matter, refer to Item 16.

(i) **STAFF PRESENTATIONS (Item 8) (Continued)**

(i) **Asset Management Plans (PW23073) (City Wide) (Item 8.2)**

Patricia Leishman, Director, Corporate Asset Management, addressed the Committee with a presentation respecting Report PW23073, Asset Management Plans.

The staff presentation respecting Report PW23073, Asset Management Plans, was received.

For disposition of this matter, refer to Item 1.

(ii) **Recess**

The General Issues Committee recessed for 30 minutes until 12:45 p.m.

(iii) Canada Mortgage and Housing Corporation Housing Accelerator Fund Incentive Programs (PED23143(b) / HSC23017(b)) (City Wide) (Item 8.3)

Al Fletcher, Manager - Housing and Neighbourhood Development, and Phil Caldwell, Senior Project Manager - Urban Renewal, addressed the Committee with a presentation respecting Report PED23143(b) / HSC23017(b), Canada Mortgage and Housing Corporation Housing Accelerator Fund Incentive Programs.

The staff presentation respecting Report PED23143(b) / HSC23017(b), Canada Mortgage and Housing Corporation Housing Accelerator Fund Incentive Programs, was received.

For disposition of this matter, refer to Item 2.

(j) DISCUSSION ITEMS (Item 10) (Continued)

(i) Housing Sustainability and Investment Roadmap Work Program: City Property Review and Property Disposition Strategies (PED23099(a) / HSC23028(a)) (City Wide) (Item 10.6)

- (i)** (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; and,
 - (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).
- (ii) That sub-sections (d) and (e) to Report PED23099(a) / HSC23028(a), Housing Sustainability and Investment Roadmap Work Program: City Property Review and Property Disposition Strategies, be DEFERRED to the February 21, 2024 General Issues Committee to allow the Ward Councillor to consult with the local community:
- (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;

For further disposition of this matter, refer to Item 8.

(k) NOTICES OF MOTION (Item 12)

(i) Stormwater Funding Review (City Wide) (Added Item 12.1)

The Rules of Order were waived to introduce a motion respecting Stormwater Funding Review.

For disposition of this matter, refer to Item 17.

(l) PRIVATE & CONFIDENTIAL (Item 14)

- (i) The following Closed Session minutes of the General Issues Committee were approved, as presented and remain confidential:

- (1) Closed Session Minutes - November 9, 2023 - Special (Item 14.1)
- (2) Closed Session Minutes - November 15 and 21, 2023 (Item 14.2)

Committee determined that discussion of Item 14.3 was not required in Closed Session; therefore, the matter was addressed in Open Session, as follows:

- (ii) **Appointments to the Climate Change Advisory Committee for the 2022 - 2026 Council Term (Added Item 14.3)**

For disposition of this matter, refer to Item 18.

(m) ADJOURNMENT (Item 15)

There being no further business, the General Issues Committee adjourned at 3:04 p.m.

Respectfully submitted,

Deputy Mayor Alex Wilson
Chair, General Issues Committee

Angela McRae
Legislative Coordinator
Office of the City Clerk

2023 Hamilton Police Service Corporate Asset Management Plan



© 2023 Hamilton Police Service



TABLE OF CONTENTS

SUMMARY AND QUICK FACTS	6
1. INTRODUCTION	8
2. BACKGROUND	9
2.1 SERVICE PROFILE	9
2.1.1 SERVICE HISTORY	9
2.1.2 SERVICE FUNCTION	10
2.1.3 USERS OF THE SERVICE	11
2.1.4 UNIQUE SERVICE CHALLENGES	14
2.2 LEGISLATIVE REQUIREMENTS	14
2.3 ALIGNMENT WITH POLICE BOARD PRIORITIES	15
2.4 ASSET HIERARCHY	17
3. SUMMARY OF ASSETS	19
3.1 ASSET CONDITION GRADING	23
3.2 ASSET CLASS PROFILE ANALYSIS	24
3.2.1 FACILITIES PROFILE	24
3.2.1.1 AGE PROFILE	24
3.2.1.2 CONDITION METHODOLOGY & PROFILE	25
3.2.1.3 ASSET USAGE AND PERFORMANCE	27
3.2.2 VEHICLES PROFILE	28
3.2.2.1 AGE PROFILE	28
3.2.2.2 CONDITION METHODOLOGY & PROFILE	29
3.2.2.3 ASSET USAGE AND PERFORMANCE	32
3.2.3 OFFICER EQUIPMENT PROFILE	33
3.2.3.1 AGE PROFILE	33
3.2.3.2 CONDITION METHODOLOGY & PROFILE	33
3.2.3.3 ASSET USAGE AND PERFORMANCE	34
3.2.1 TECHNOLOGY PROFILE	35
3.2.1.1 AGE PROFILE	35
3.2.1.2 CONDITION METHODOLOGY & PROFILE	36
3.2.1.3 ASSET USAGE AND PERFORMANCE	37
4. MUNICIPALLY DEFINED LEVELS OF SERVICE	38
4.1 SURVEY METHODOLOGY	38
4.2 CUSTOMER VALUES	40
4.3 CUSTOMER LEVELS OF SERVICE	42
4.3.1 CUSTOMER INDICES	45
4.3.2 TECHNICAL LEVELS OF SERVICE	48

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

4.3.3	PROPOSED LEVELS OF SERVICE DISCUSSION	51
5.	FUTURE DEMAND	53
5.1	DEMAND DRIVERS	53
5.2	DEMAND FORECASTS	53
5.3	DEMAND IMPACT AND DEMAND MANAGEMENT PLAN	53
5.4	ASSET PROGRAMS TO MEET DEMAND	55
6.	RISK MANAGEMENT	56
6.1	CRITICAL ASSETS	56
6.2	RISK ASSESSMENT	57
6.3	INFRASTRUCTURE RESILIENCE APPROACH	57
6.4	SERVICE AND RISK TRADE-OFFS	58
7.	CLIMATE CHANGE AND MITIGATION	59
7.1	CLIMATE CHANGE MITIGATION	59
7.2	CLIMATE CHANGE ADAPTATION	63
8.	LIFECYCLE MANAGEMENT PLAN	69
8.1	ACQUISITION PLAN	69
8.2	OPERATIONS AND MAINTENANCE PLAN	72
8.3	RENEWAL PLAN	75
8.4	DISPOSAL PLAN	79
8.5	LIFECYCLE COST SUMMARY	80
9.	FINANCIAL SUMMARY	82
9.1	SUSTAINABILITY OF SERVICE DELIVERY	82
9.2	FORECAST COSTS FOR THE LONG-TERM FINANCIAL PLAN	84
9.3	FUNDING STRATEGY	86
9.4	VALUATION FORECASTS	86
9.5	ASSET VALUATIONS	86
9.6	KEY ASSUMPTIONS MADE IN FINANCIAL FORECASTS	87
9.7	FORECAST RELIABILITY AND CONFIDENCE	87
10.	PLAN IMPROVEMENT AND MONITORING	89
10.1	STATUS OF ASSET MANAGEMENT PRACTICES ^{7F}	89
10.2	IMPROVEMENT PLAN	89
10.3	MONITORING AND REVIEW PROCEDURES	92
10.4	PERFORMANCE MEASURES	93
	Appendix A – Survey Analysis	94

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

TABLES & FIGURES INDEX

Table 1: Division Summary	12
Table 2: Legislative Requirements	14
Table 3: Police Board Priorities	15
Table 4: Asset Class Hierarchy	18
Table 5: Detailed Summary of Assets	20
Table 6: Equivalent Condition Conversion Table	23
Table 7: Inspection and Condition Information	25
Table 8: Known Service Performance Deficiencies.....	27
Table 9: Vehicle Inspection and Maintenance Activities.....	30
Table 10: Known Service Performance Deficiencies.....	32
Table 11: Inspection and Condition Information	34
Table 12: Known Service Performance Deficiencies.....	35
Table 13: Inspection and Condition Information	36
Table 14: Known Service Performance Deficiencies.....	37
Table 15: Data Confidence Levels	38
Table 16: Customer Values.....	40
Table 17: Customer Levels of Service.....	43
Table 18: Customer Indices	45
Table 19: Priority Call Types	49
Table 20: Technical Levels of Service.....	49
Table 21: Demand Management Plan.....	54
Table 22: Critical Assets.....	56
Table 23: Risks and Treatment Plans	57
Table 24: Service and Risk Tradeoffs	58
Table 25: Climate Change Mitigation Transformation	60
Table 26: Asset Climate Mitigation Projects	61
Table 27: Managing the Demand of Climate Change on Assets and Services	64
Table 28: Adapting to Climate Change.....	66
Table 29: Priority Ranking Criteria	69
Table 30: Useful Lives of Assets	76
Table 31: Assets Identified for Disposal	79
Table 32: Forecast Costs (Outlays) For the Long-Term Financial Plan.....	84
Table 33: Data Confidence Assessment for Data Used in AM Plan.....	87
Table 34: Improvement Plan	90
Figure 1: Hamilton Police Service Station Locations	13
Figure 2: Facilities Age Profile.....	25
Figure 3: Facilities Asset Condition Distribution	26
Figure 4: Vehicles Age Profile	29
Figure 5: Vehicles Asset Condition Distribution.....	31
Figure 6: Officer Equipment Age Profile	33

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

Figure 7: Body Armour Asset Condition Distribution	34
Figure 8: Technology Age Profile	36
Figure 9: Technology Asset Condition Distribution.....	37
Figure 10: Importance versus Performance Index Score	46
Figure 11: Net Promoter Score	47
Figure 12: Rates versus Value for Money Index Score	48
Figure 13: Acquisition (Constructed) Summary	70
Figure 14: Acquisition Summary	72
Figure 15: Operations and Maintenance Summary	74
Figure 16: Forecast Renewal Costs	78
Figure 17: Lifecycle Summary.....	80

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.

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.

ASSET SUMMARY



Replacement Value

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



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

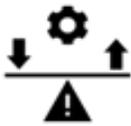
DEMAND DRIVERS



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



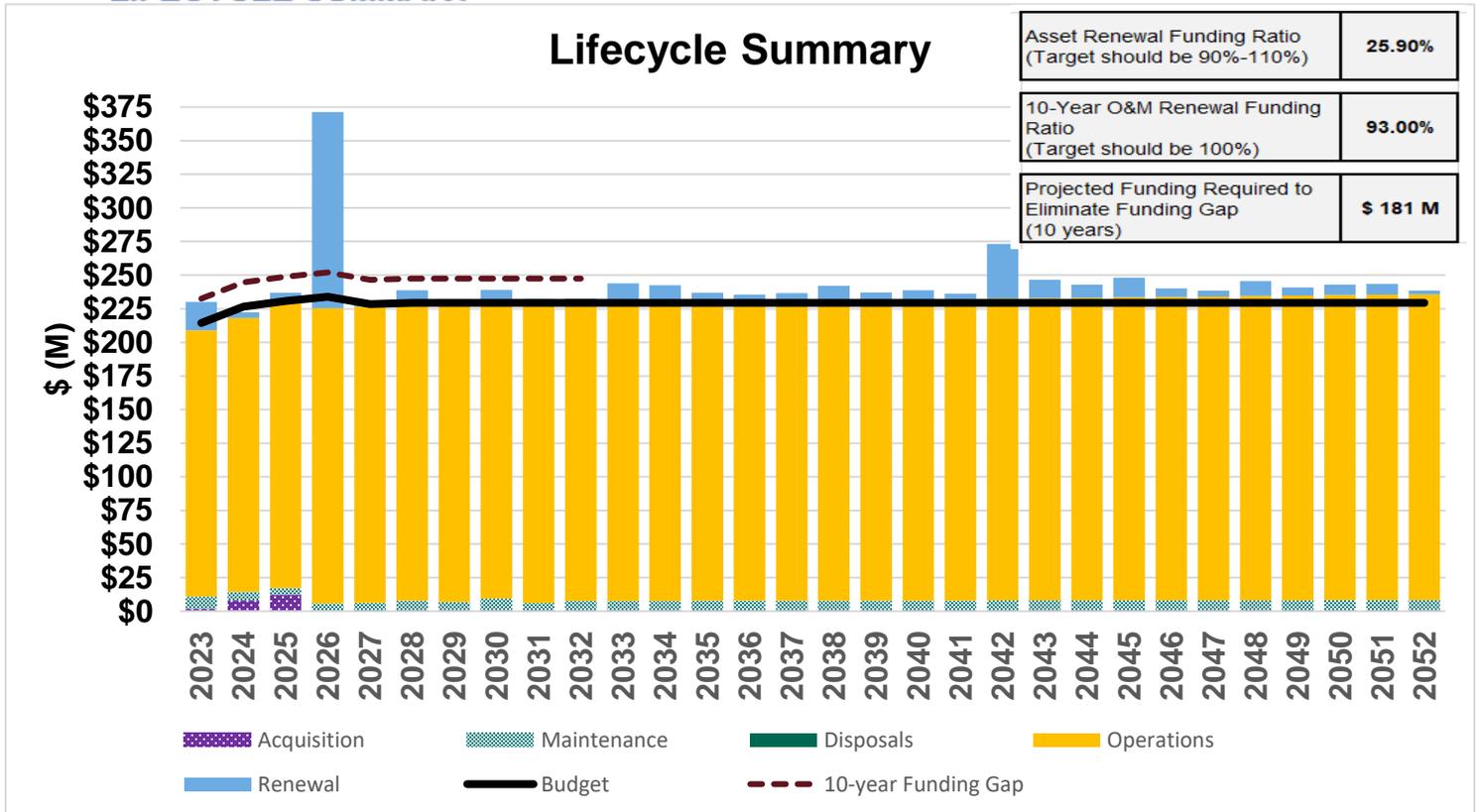
- Critical Assets are identified as the 911 Communication equipment, Frontline Vehicles and Facility Generators.

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



HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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>

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

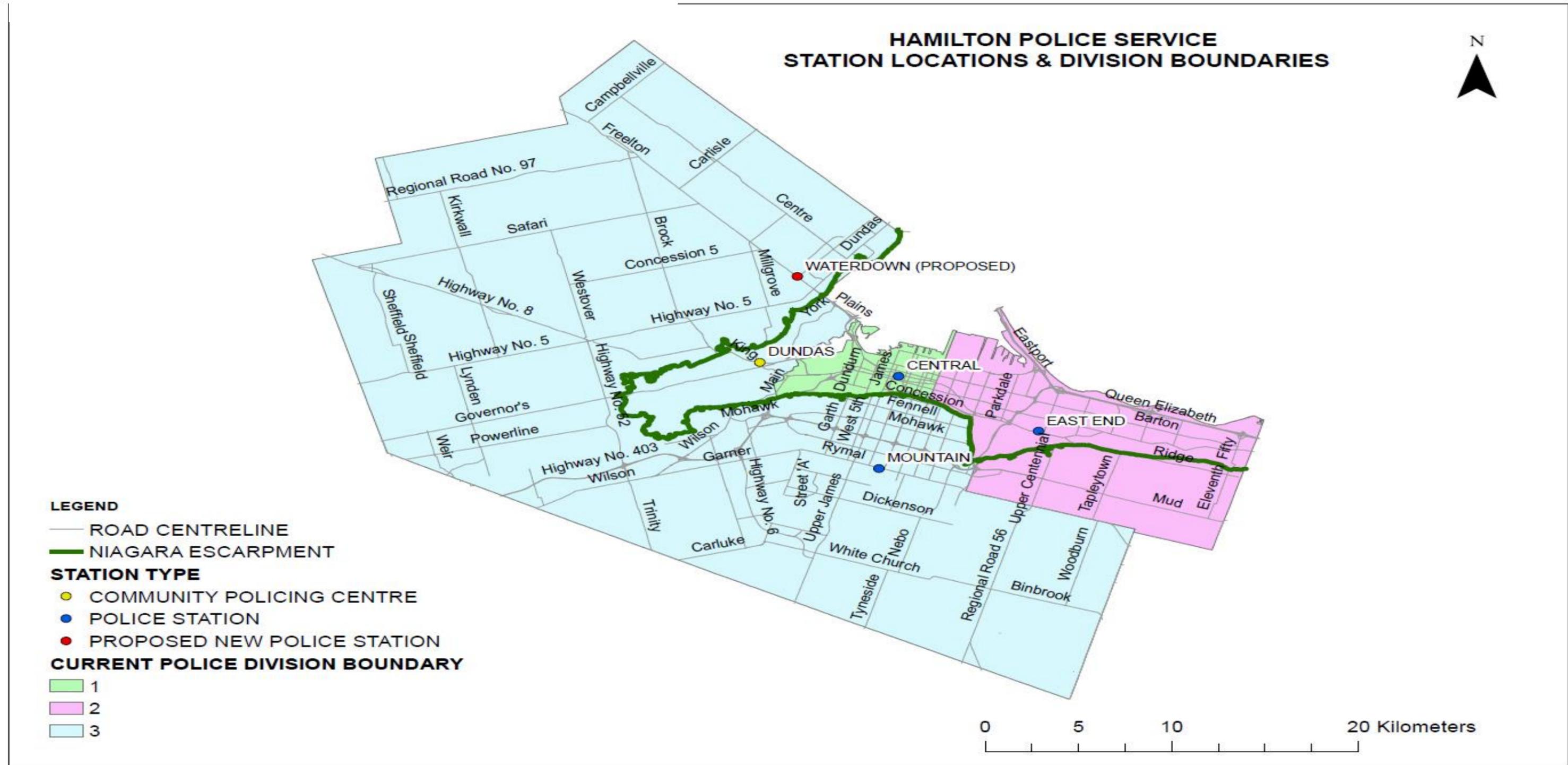
Table 1: Division Summary

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



HAMILTON POLICE SERVICE

ASSET MANAGEMENT PLAN

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.

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

LEGISLATION OR REGULATION	REQUIREMENT
Next Generation 911 (NG-911) modernization	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.

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
Community Safety	<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>	AM Plan discusses demand and forecasts how growth and legislative/regulatory changes affect HPS.
Collaborative Engagement	<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>	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.

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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>

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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.

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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

HAMILTON POLICE SERVICE

ASSET MANAGEMENT PLAN

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.

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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

HAMILTON POLICE SERVICE

ASSET MANAGEMENT PLAN

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 TECHNOLOGY
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.

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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

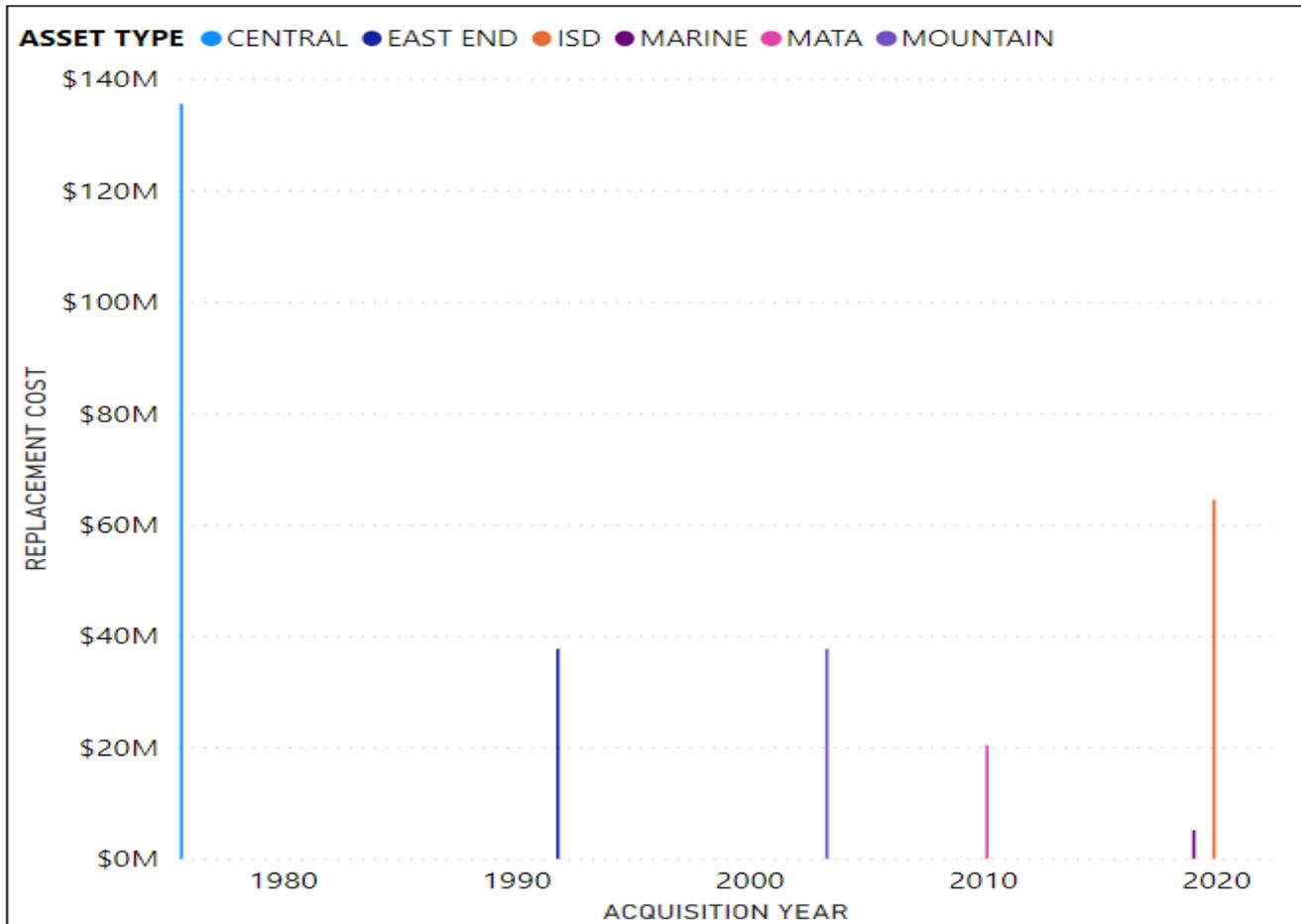
The age profile for HPS assets is shown in **Figure 2**. For HPS Facility assets, the data confidence for age is typically "Very High", because this information was recorded during the construction of the facilities.

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**.

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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)			

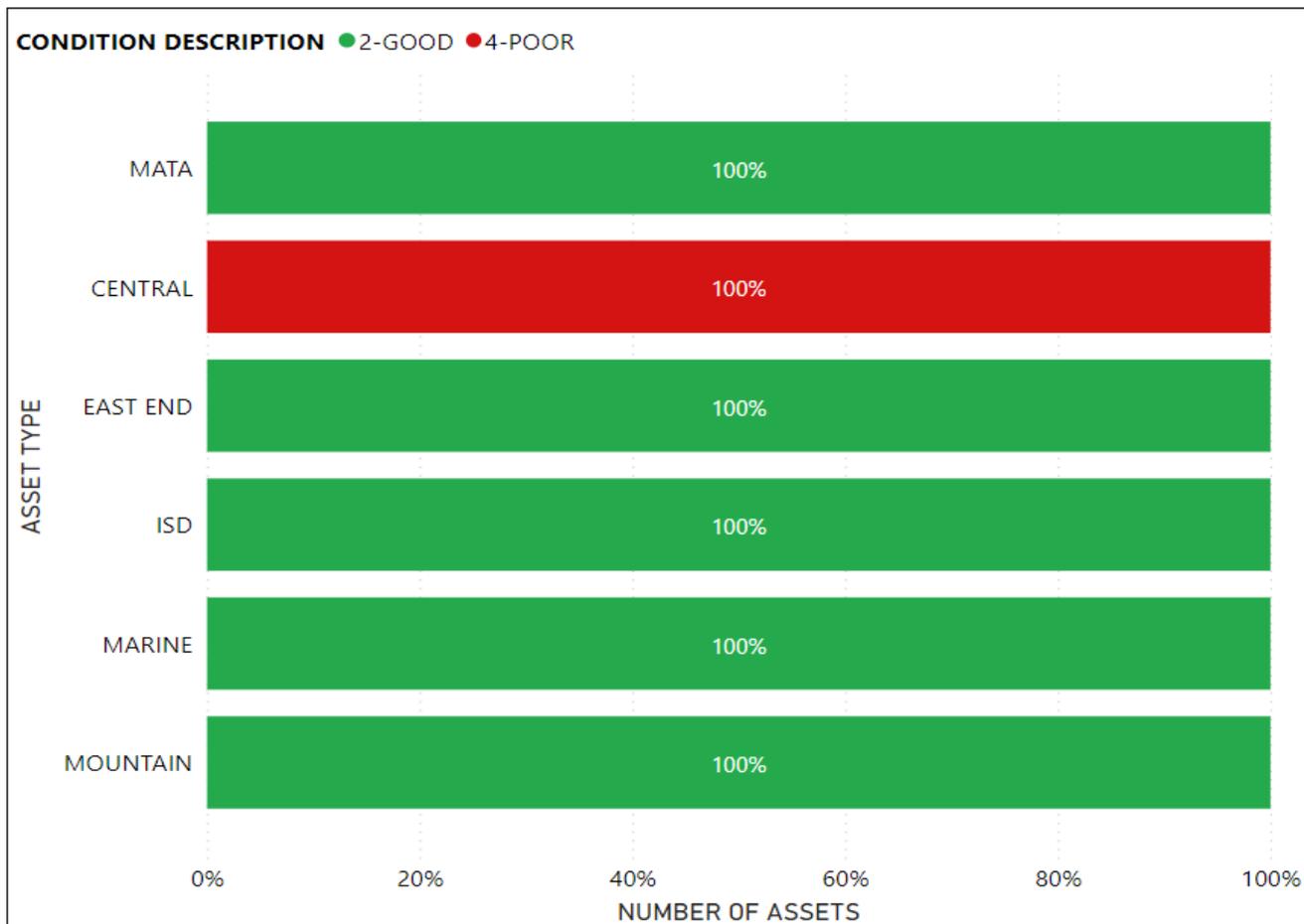
HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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



HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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.

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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

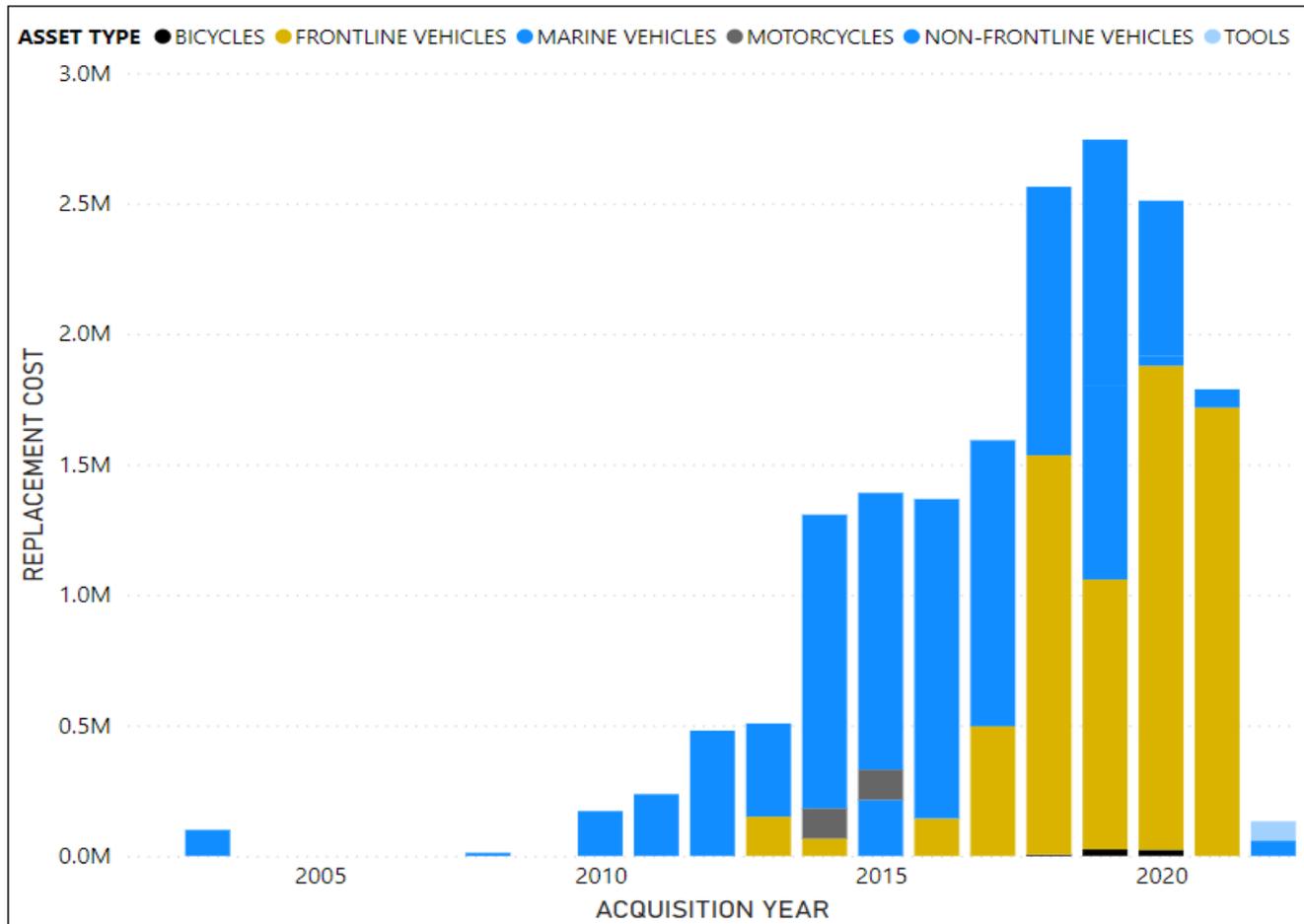
The age profile of the HPS Vehicle assets is shown in **Figure 4**. For Vehicle assets, the data confidence for age is typically High because asset's ages are formally tracked, and many assets are replaced based on age.

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.

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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).

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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.

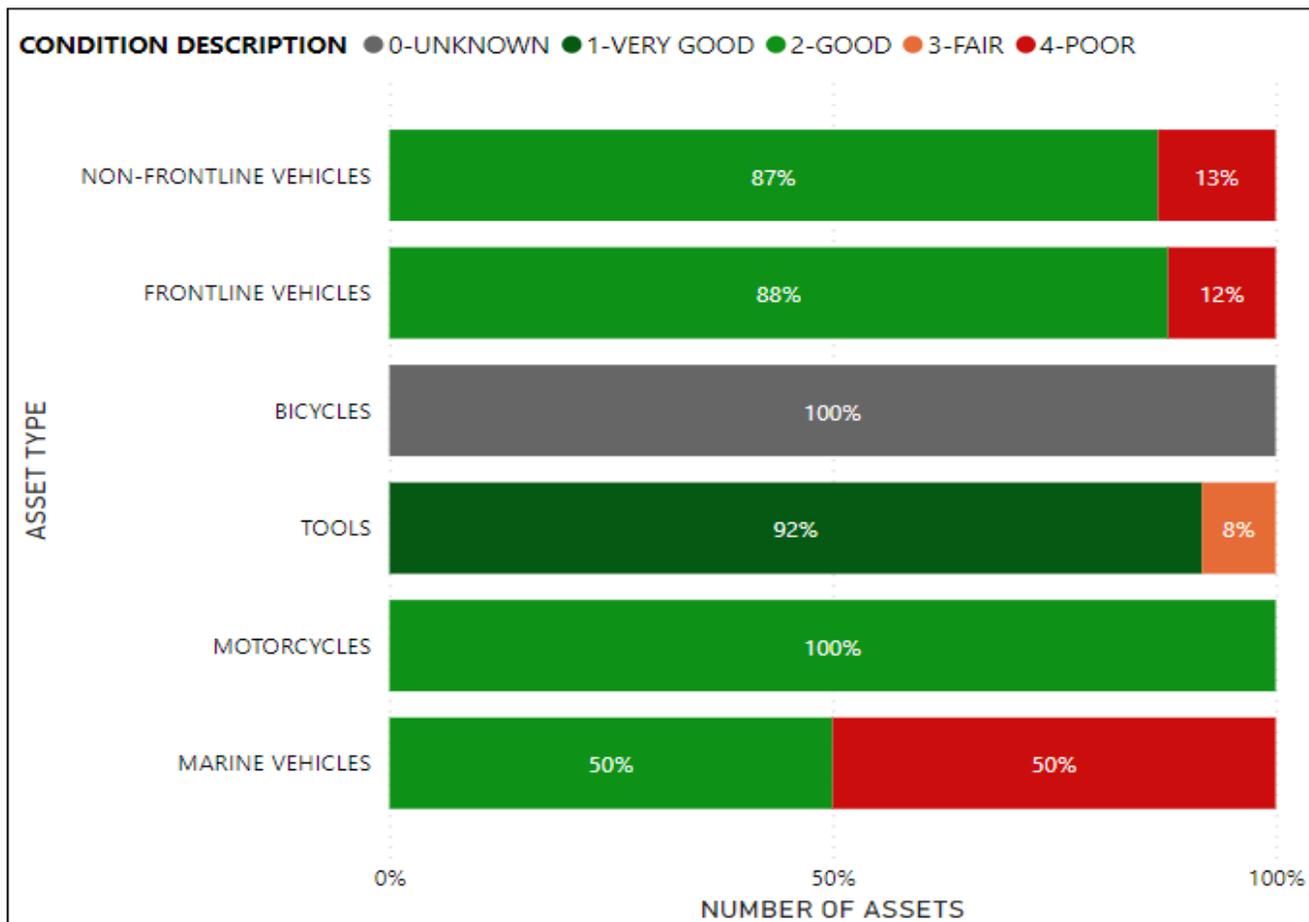
HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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



HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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.

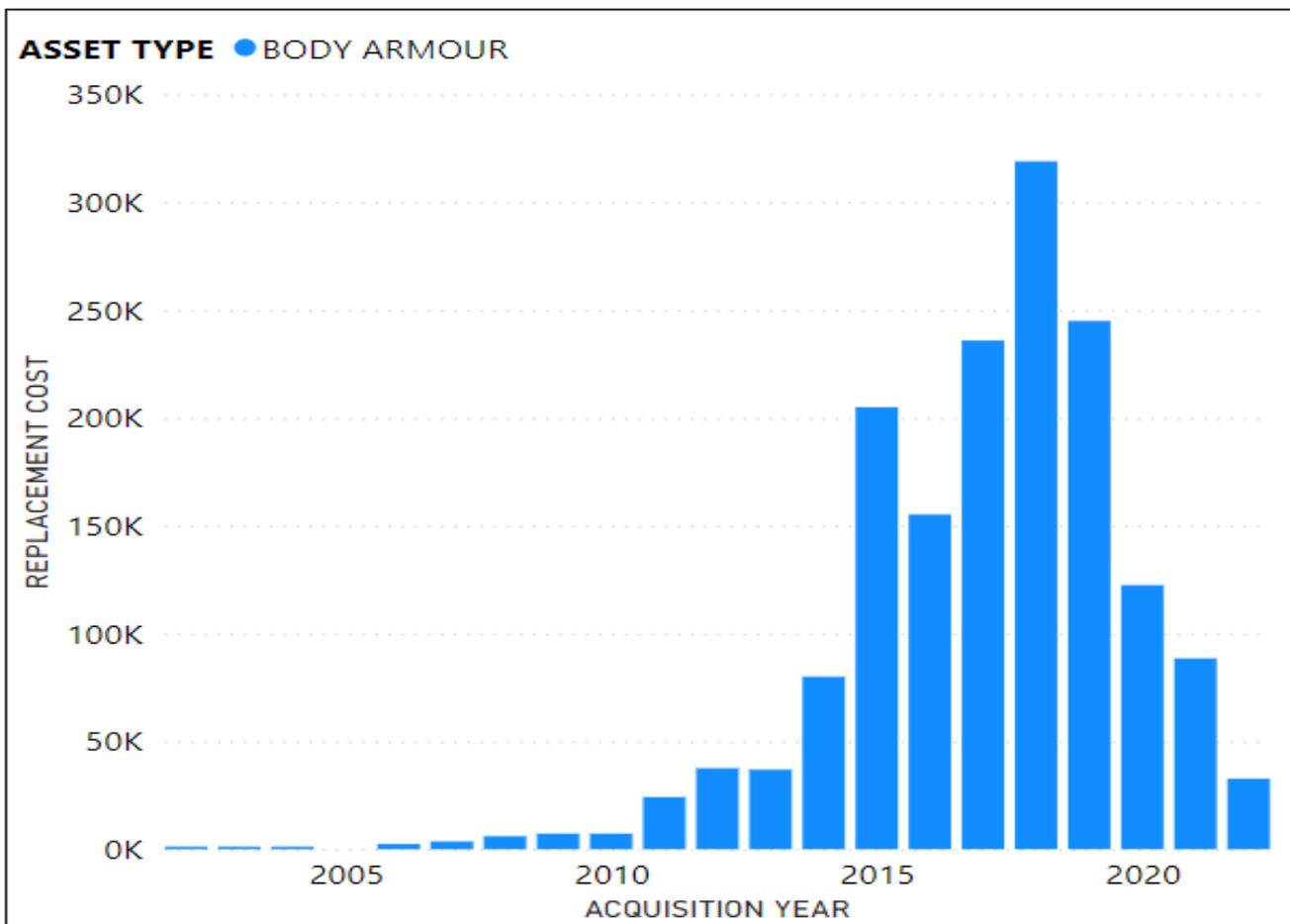
HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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.

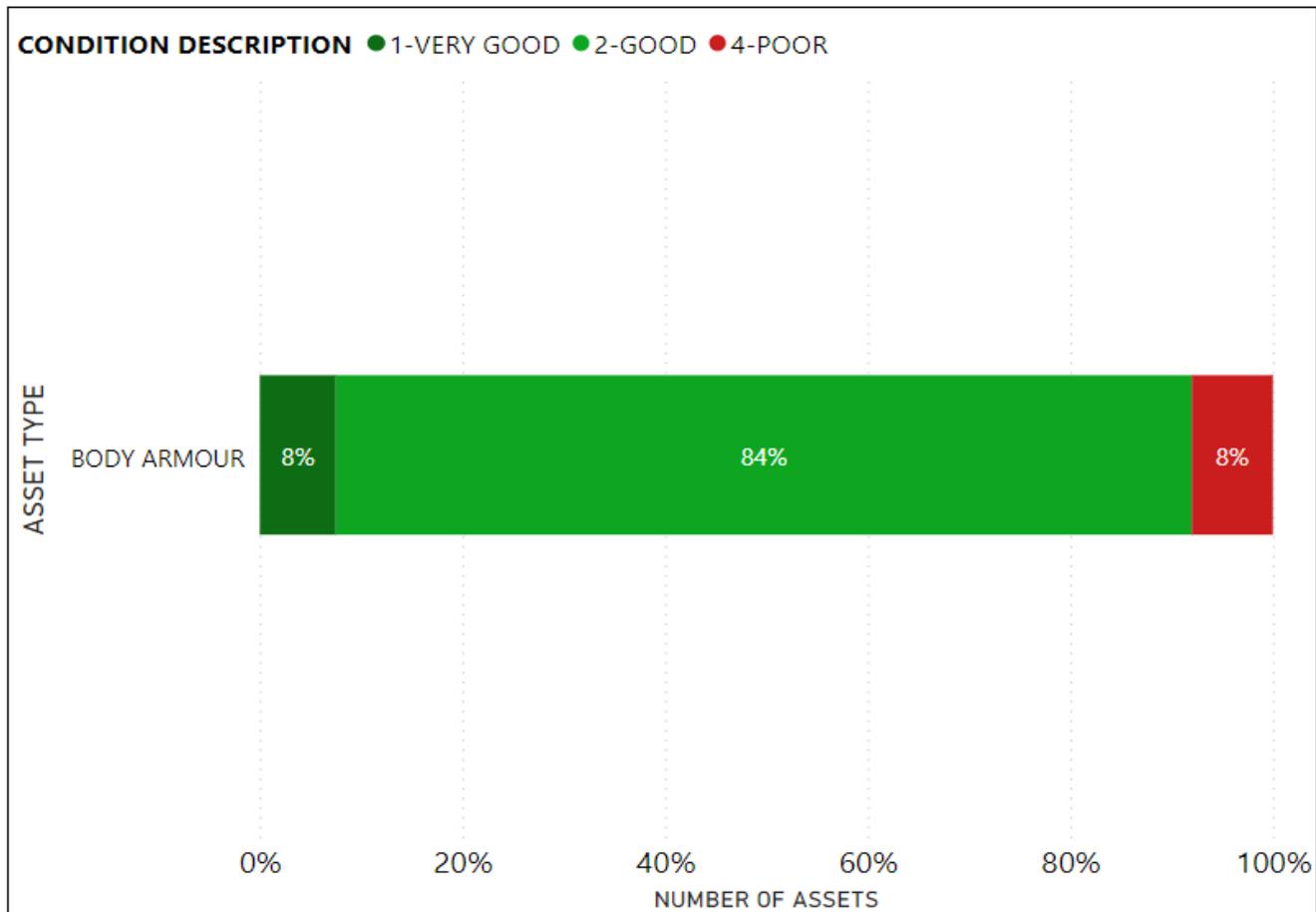
HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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.

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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

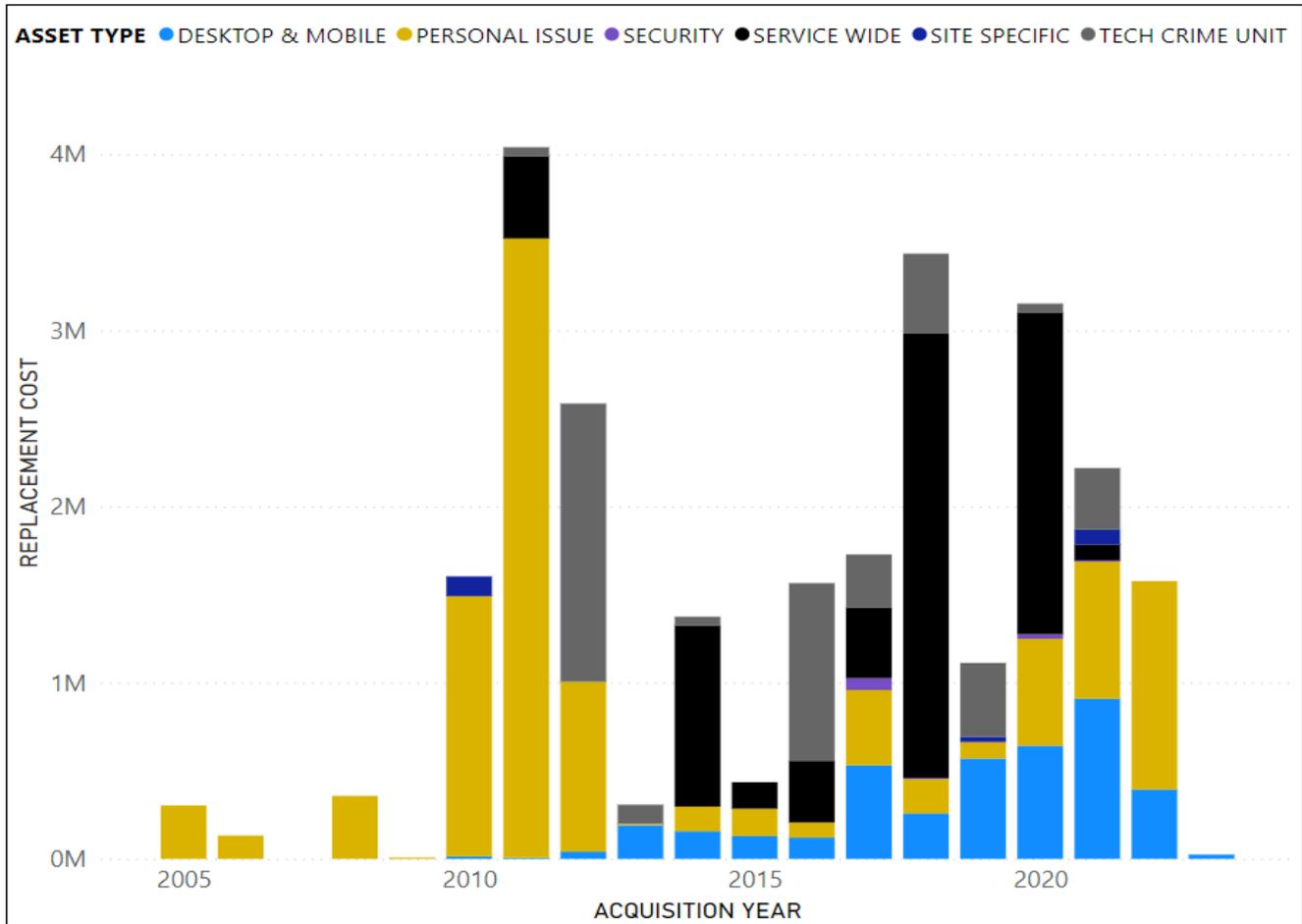
3.2.1.1 AGE PROFILE

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.

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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**.

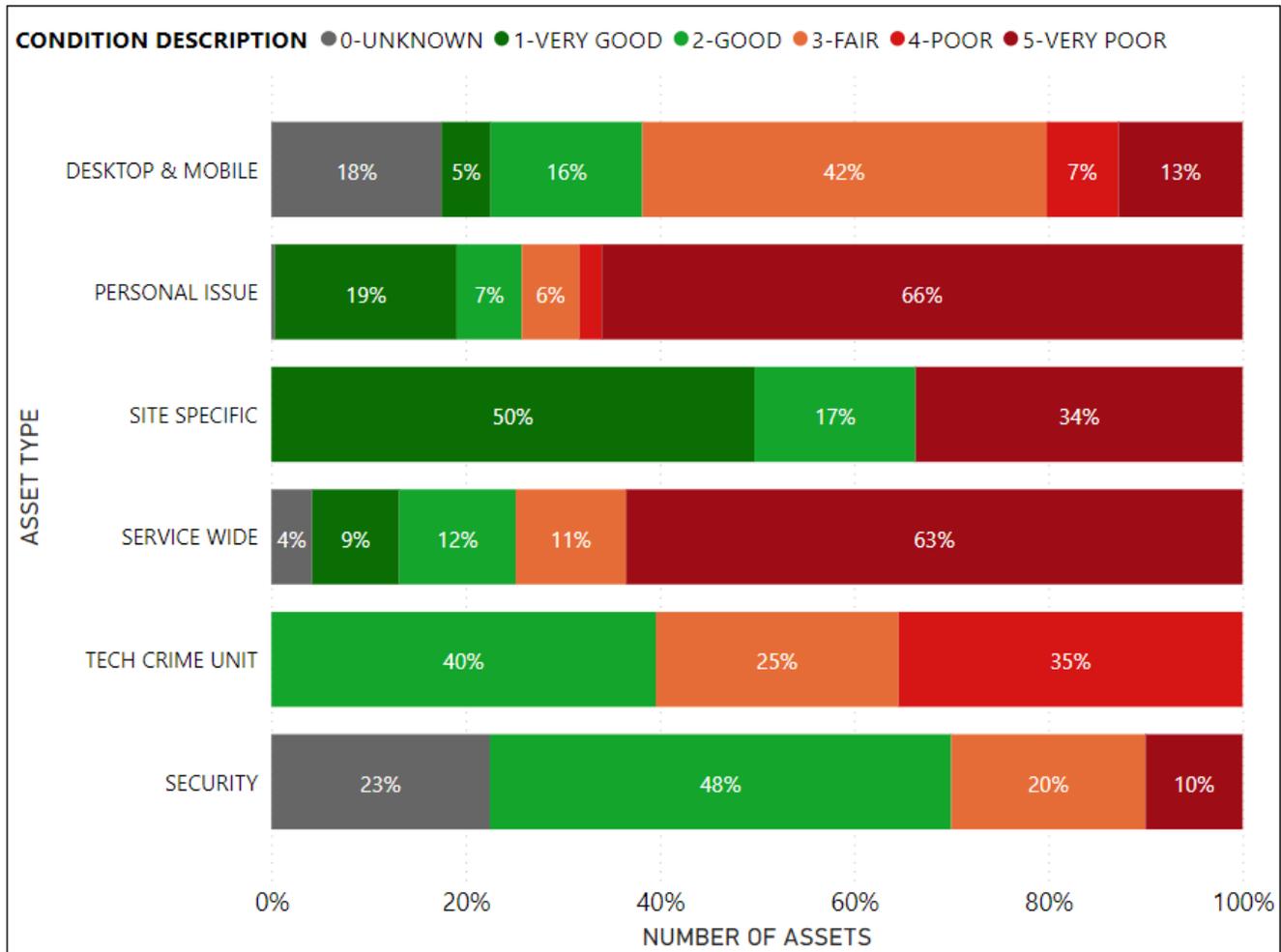
Table 13 : Inspection and Condition Information

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

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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.

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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.

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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 current 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**.

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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	

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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.

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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.

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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.

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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.

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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.

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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**.

HAMILTON POLICE SERVICE

ASSET MANAGEMENT PLAN

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

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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.

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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.

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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.

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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.

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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.

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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.

HAMILTON POLICE SERVICE

ASSET MANAGEMENT PLAN

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

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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.

HAMILTON POLICE SERVICE 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
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,

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

- 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.

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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.

HAMILTON POLICE SERVICE 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 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

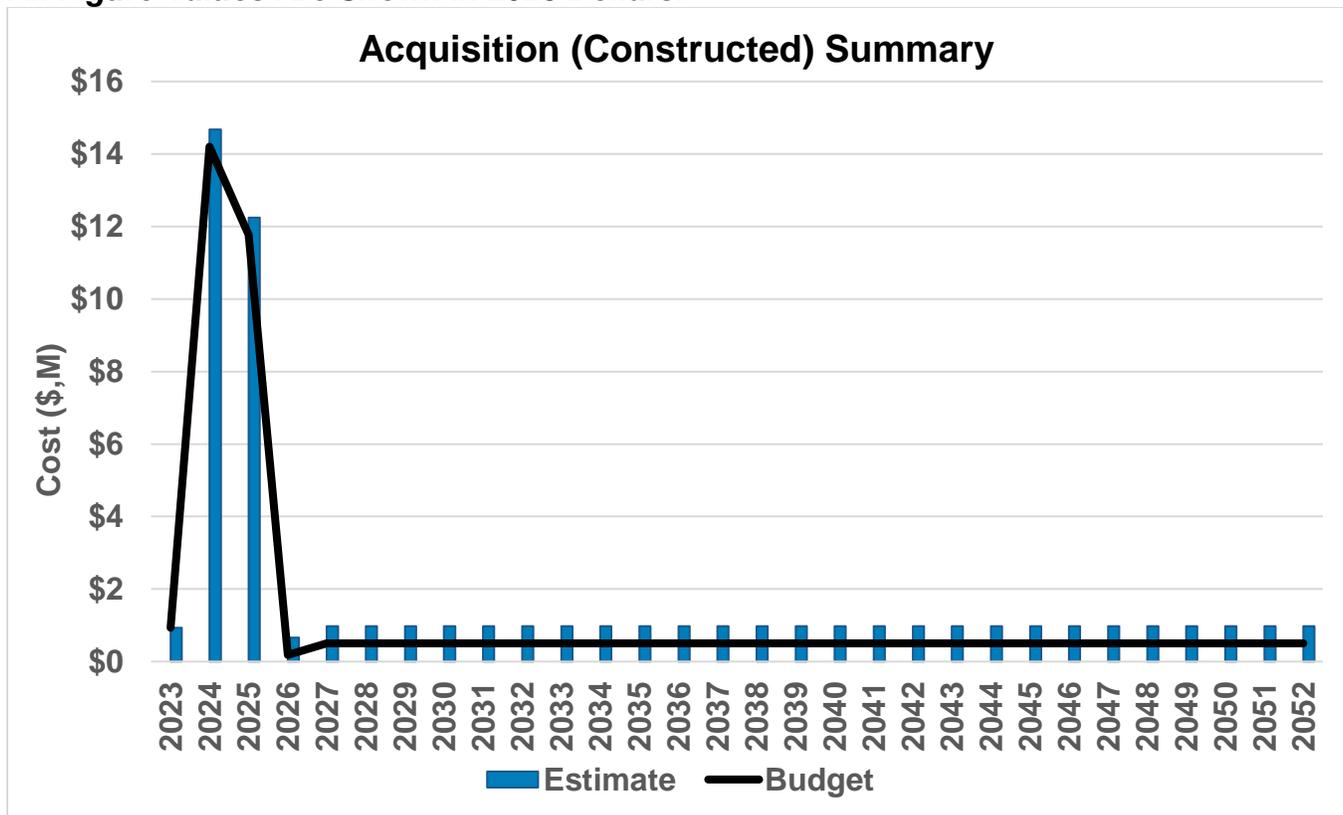
HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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.



HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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.

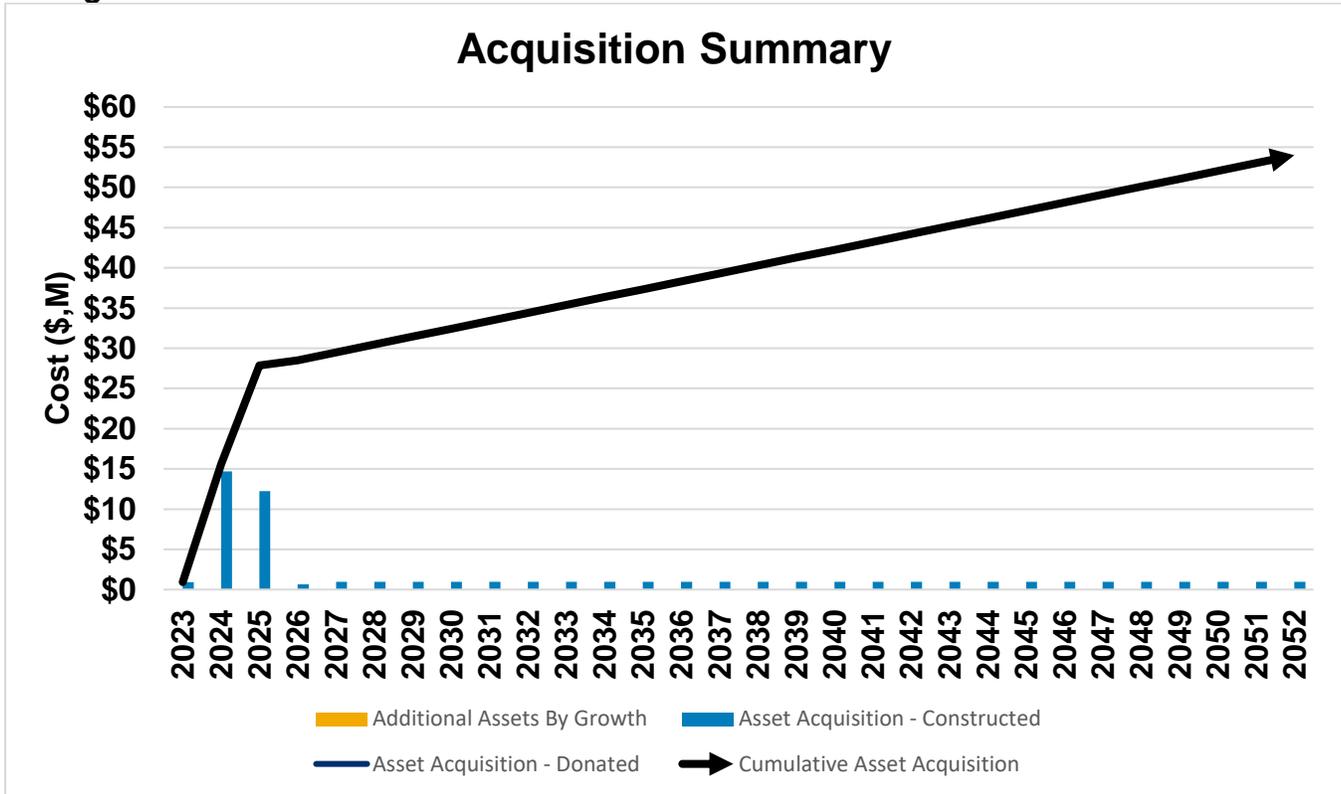
HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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.

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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:

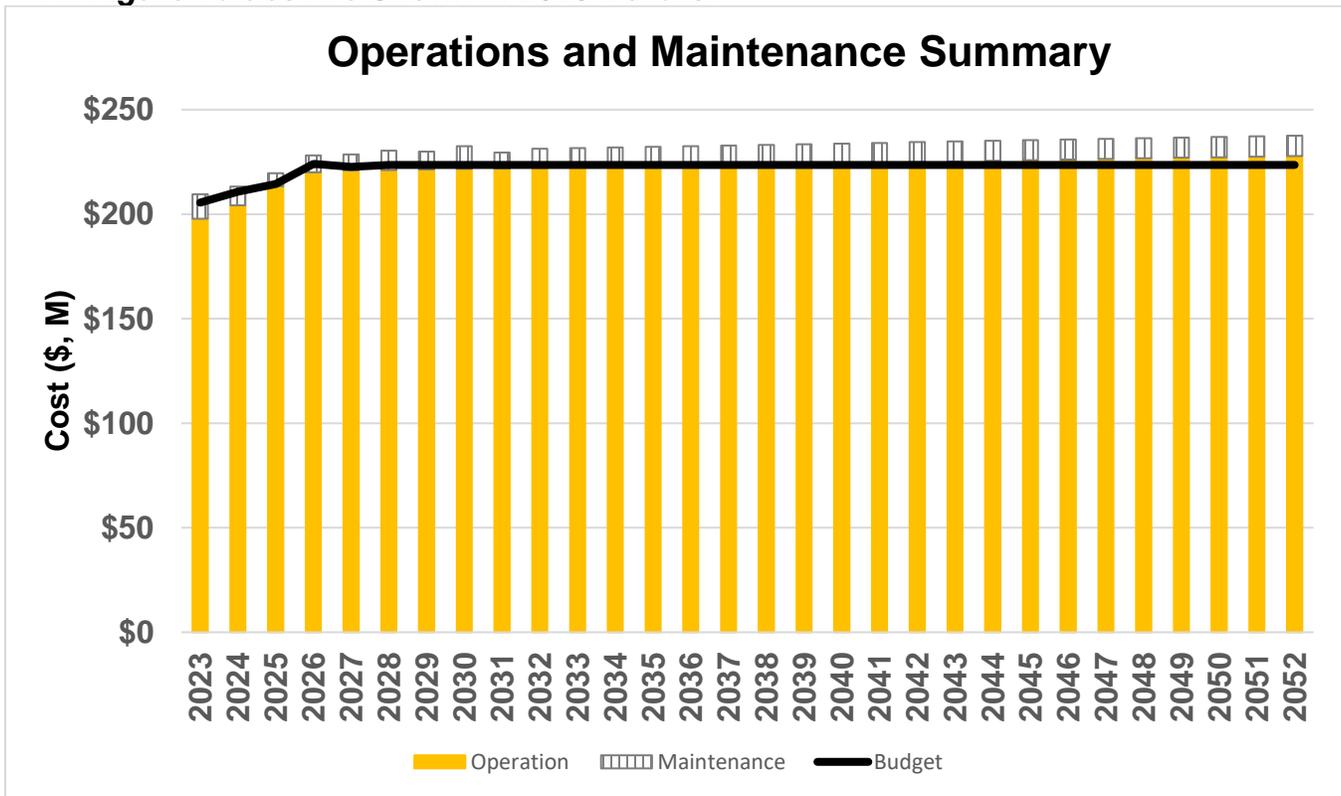
- **\$3.5 million** allocated for Central and Mountain station roof replacement from 2023-2026; and,
- **\$2.6 million** allocated for Central, East End and Mountain station parking lot replacement from 2023 - 2025

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.

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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

HAMILTON POLICE SERVICE

ASSET MANAGEMENT PLAN

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.

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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.

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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**.

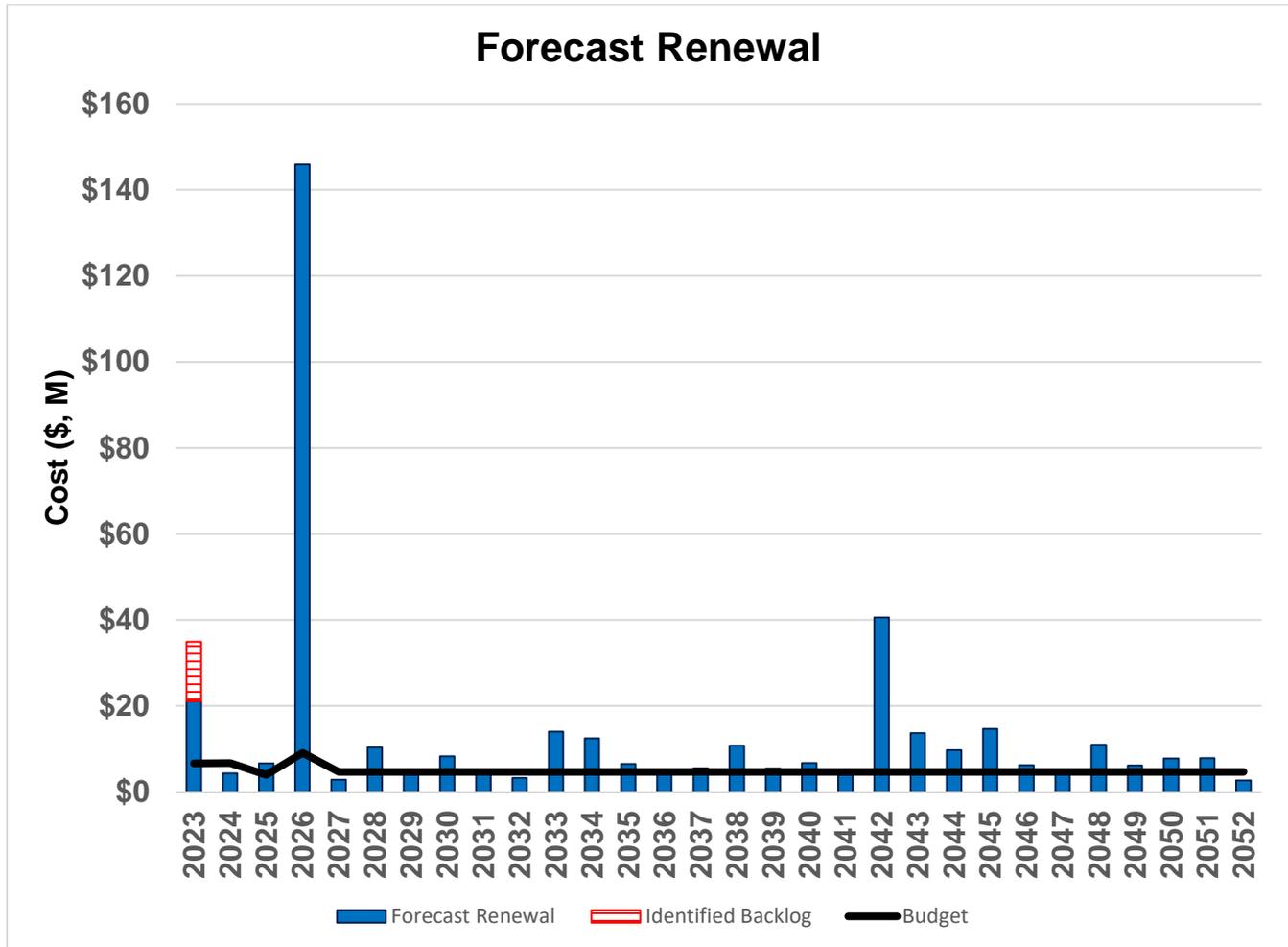
In the figure below, Generation 1 (Gen 1) costs refer to renewals that occur for the first time in the model based on the estimated service life and Generation 2+ (Gen 2+) costs refer to renewals that have occurred twice or more based on the estimated service life.

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

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

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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.

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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

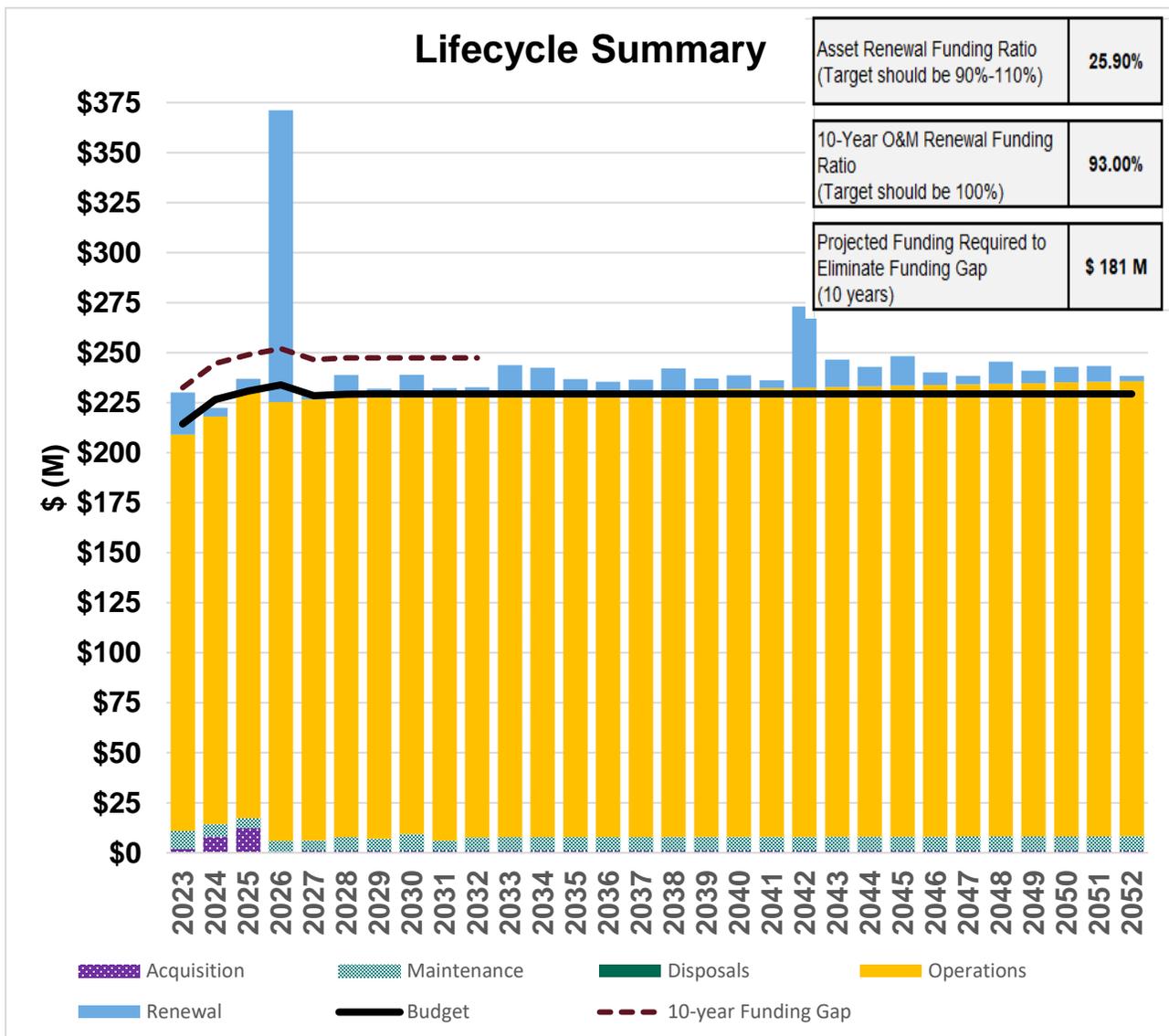
HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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.



HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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.

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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.

HAMILTON POLICE SERVICE

ASSET MANAGEMENT PLAN

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;

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

- 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	\$ -

HAMILTON POLICE SERVICE ASSET MANAGEMENT PLAN

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

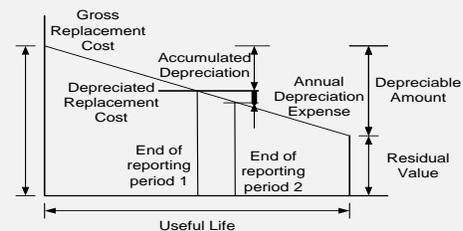
Asset values are forecast to increase as additional assets are added into service. As projections improve and can be validated with market pricing, the net valuations will increase significantly.

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

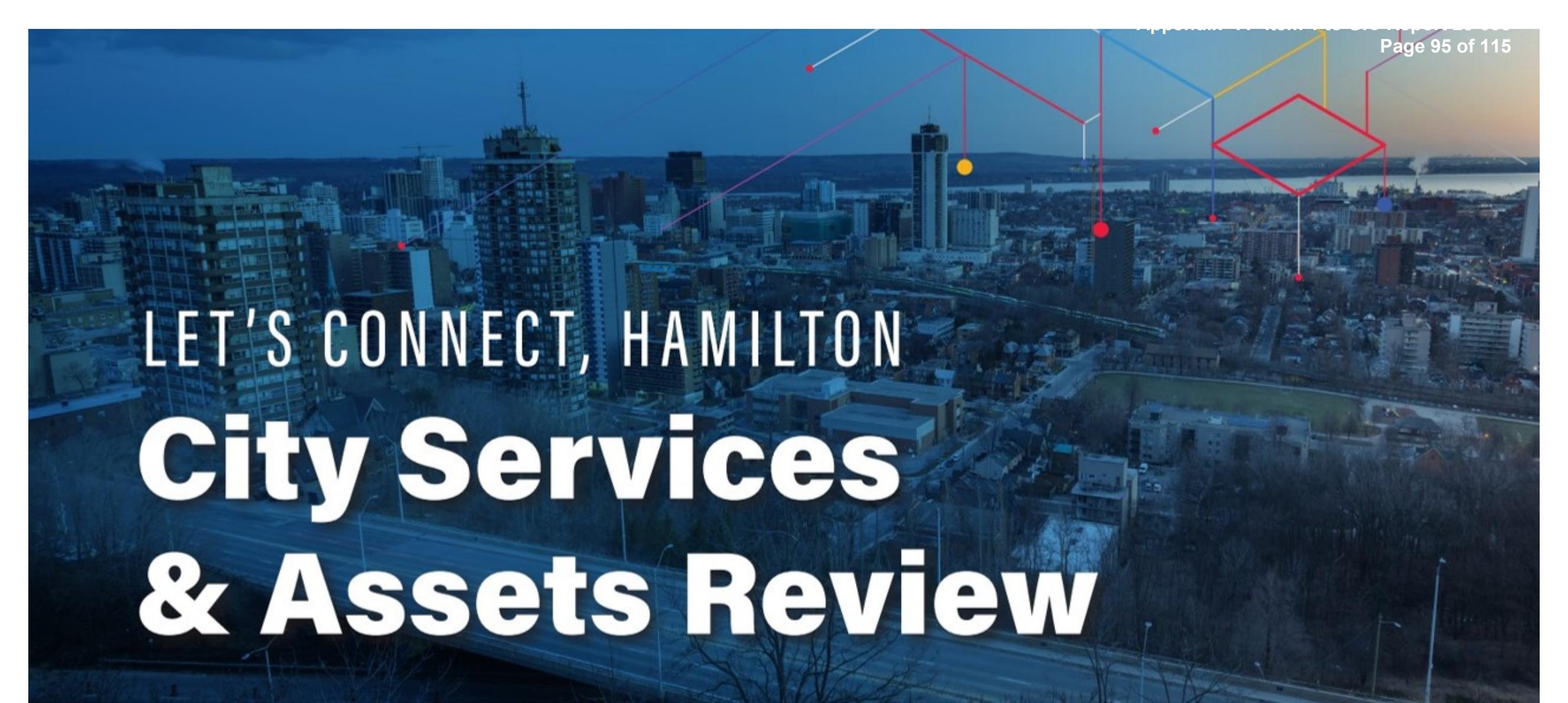
10.4 PERFORMANCE MEASURES

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**



258

108

5

Survey Response Demographics

24252

1490

Respondents

Survey Questions

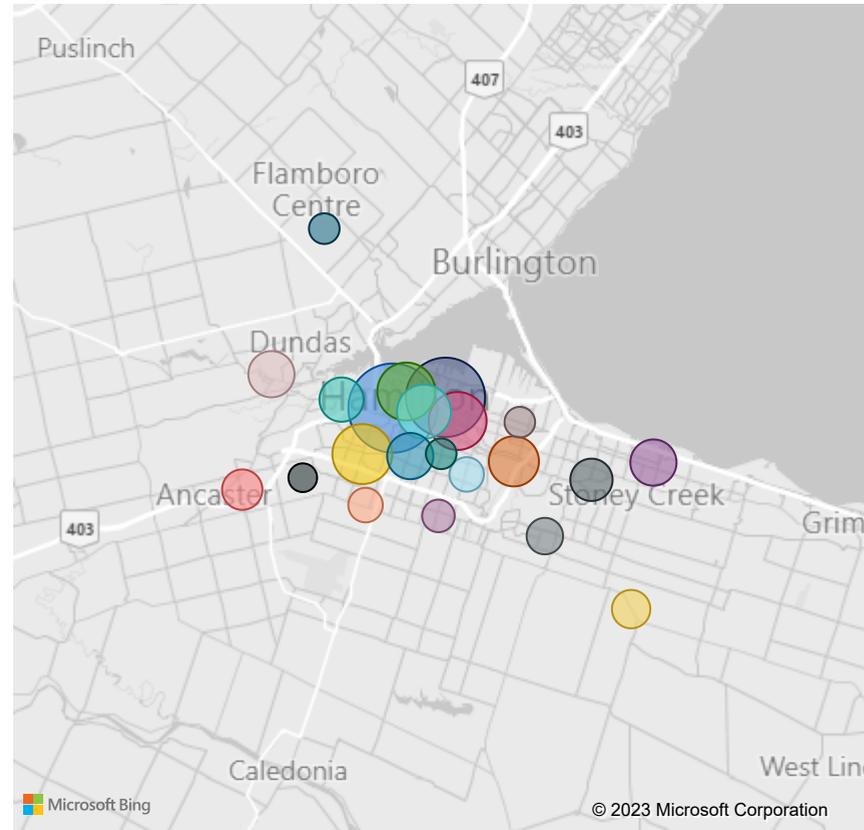
Demographic Questions

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



258

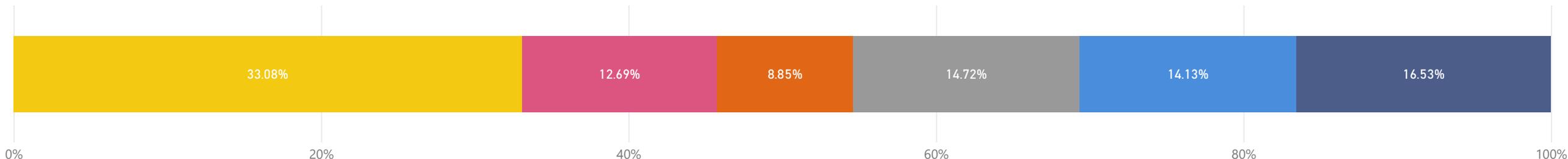
Respondents

16230

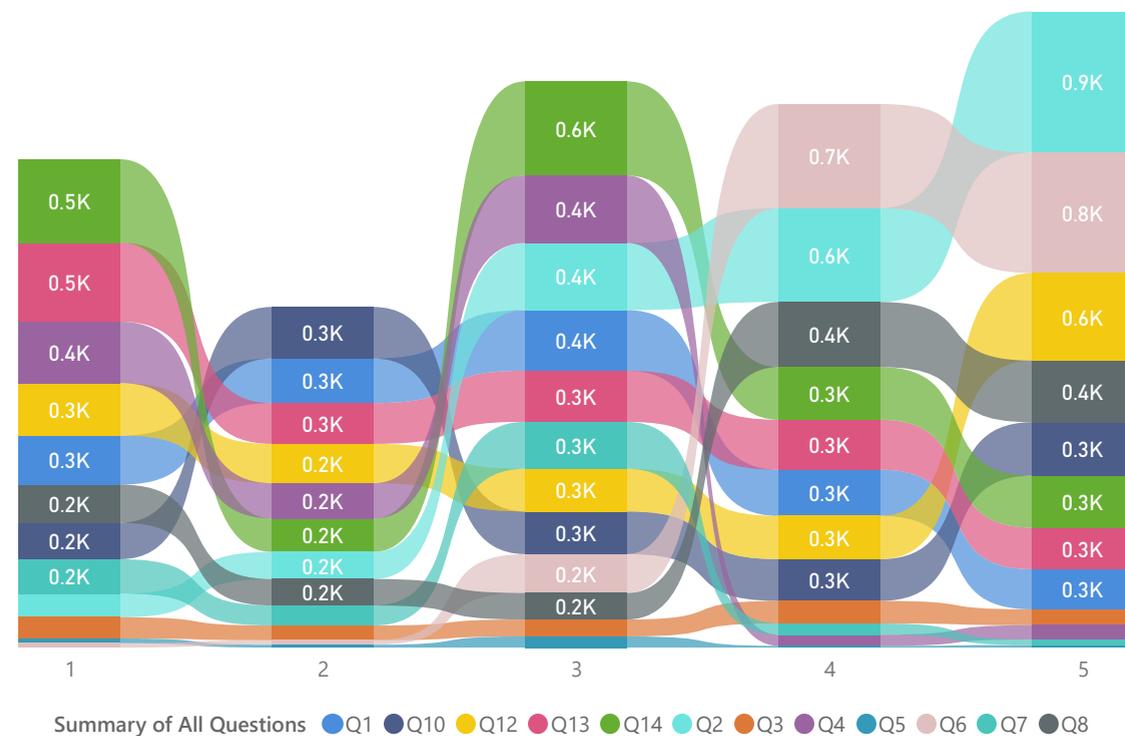
Responses

Summary of Survey Results

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



258

Respondents

16230

Responses

Survey Question Summary

Page 98 of 115

City Services & Asset Review
Hamilton Police Services

August 2023

Question #	Survey Question	n	σ (Consistency)	Margin of Error (Confidence Level \pm)
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

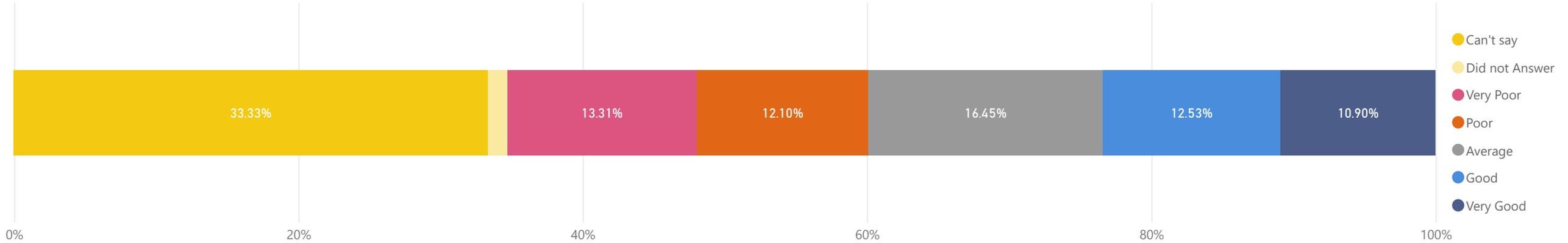
All values were calculated and then rounded to the nearest whole number.

Q1

258
Respondents
1516
Responses

Performance, last 24mo

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



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

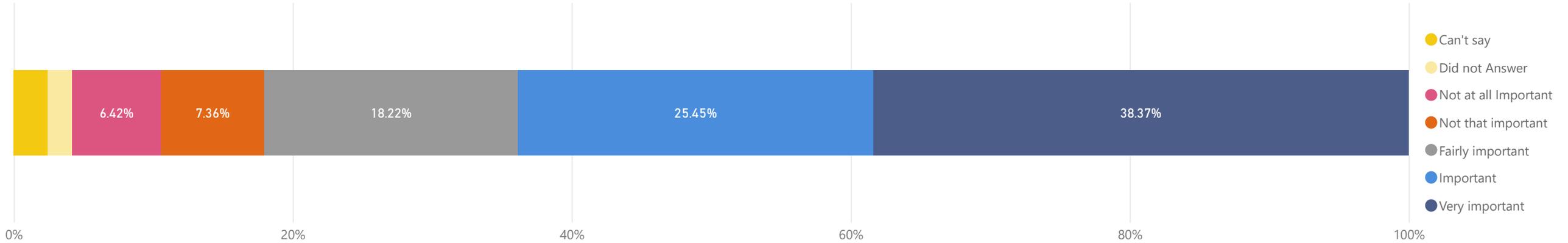
Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

Q2

258
Respondents
2225
Responses

Importance

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.

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

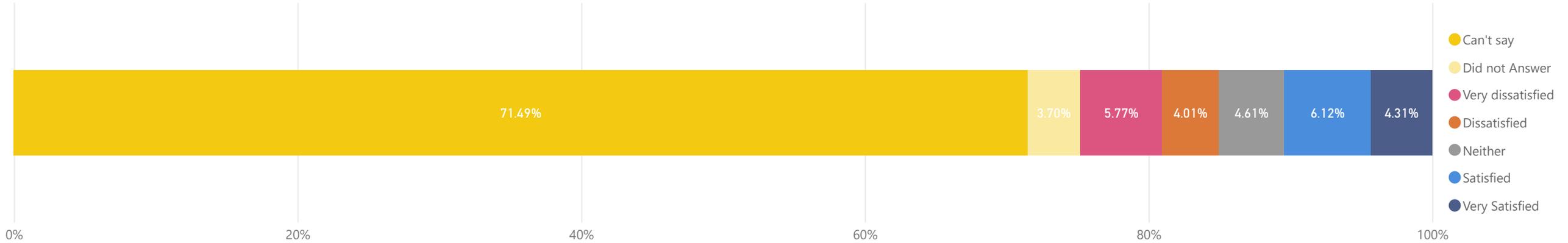
Respondents

576

Responses

Access, last 24 mo

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

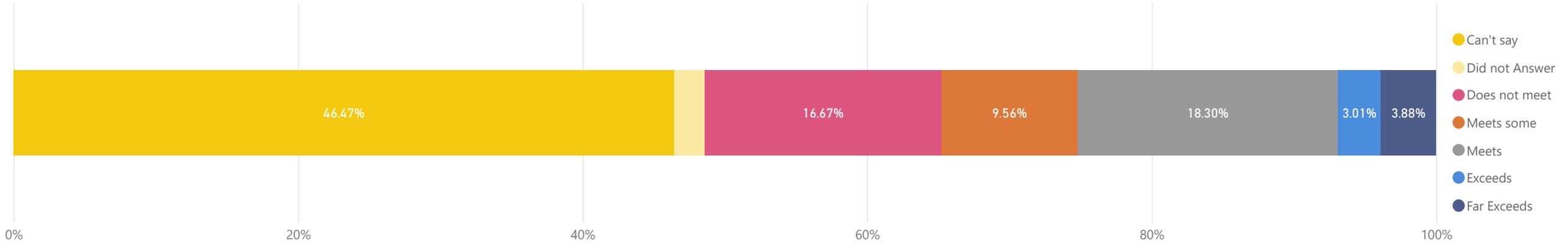
Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

Q4

258
Respondents
1194
Responses

Meet Needs

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.

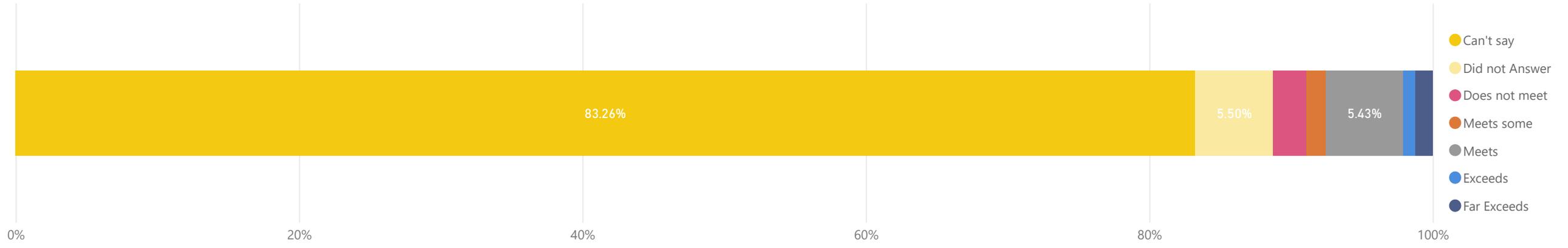
Q5

258
Respondents
145
Responses

Comfortable, Safe and Clean Spaces

City Services & Asset Review
Hamilton Police Services
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

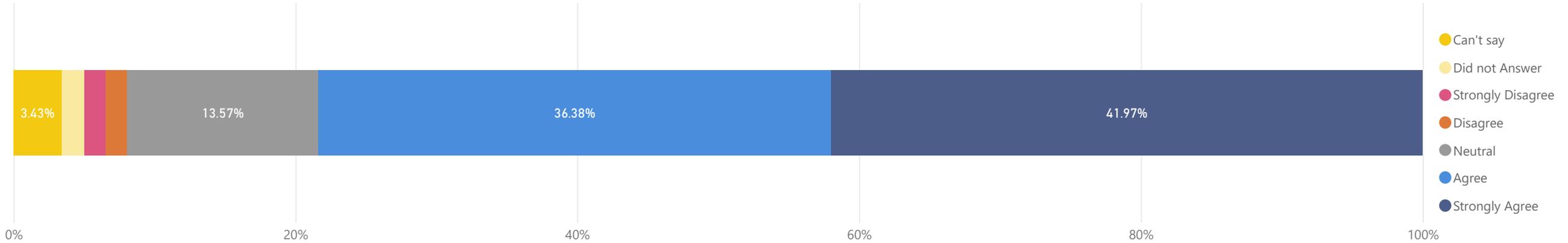
Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

Q6

258
Respondents
1715
Responses

Agree with Statements about use and space

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.

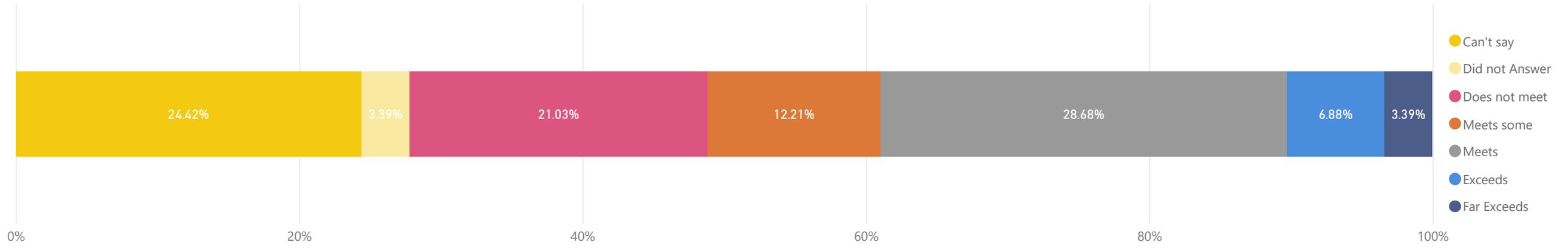
Q7

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

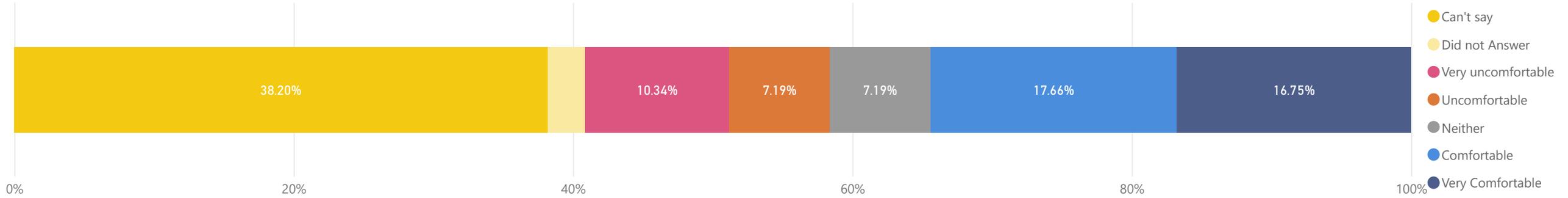
Respondents

1373

Responses

Comfortable and Safe, Services

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

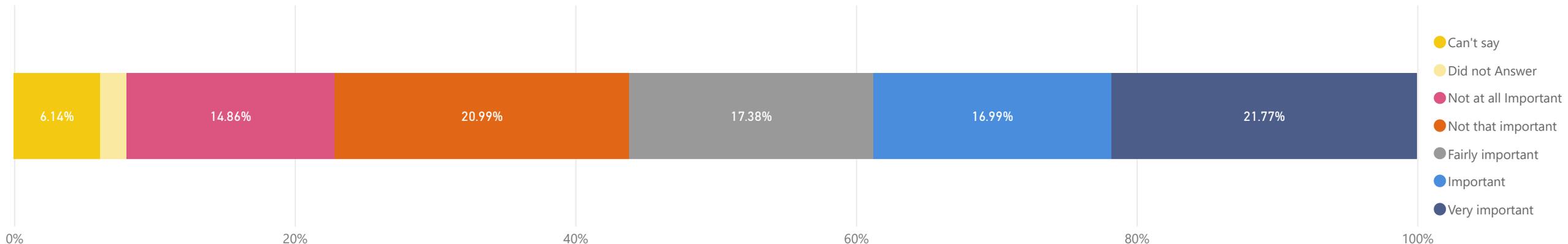
Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

Q10

258
Respondents
1424
Responses

Future Needs

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

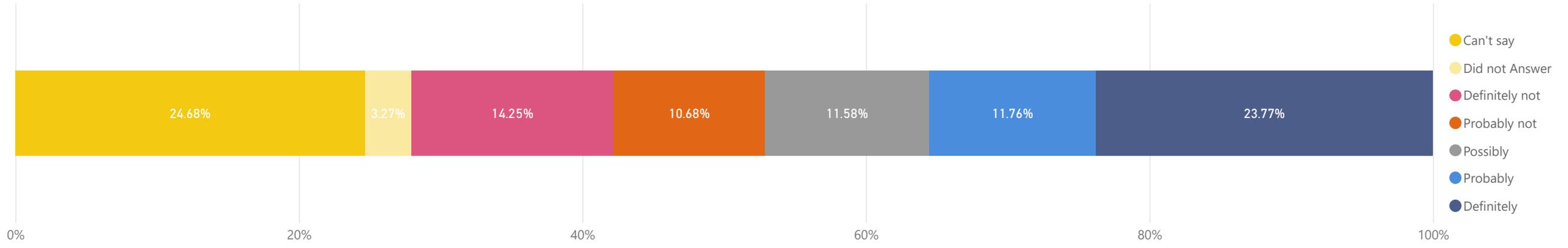
Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

Q12

258
Respondents
1673
Responses

Recommend to Others

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

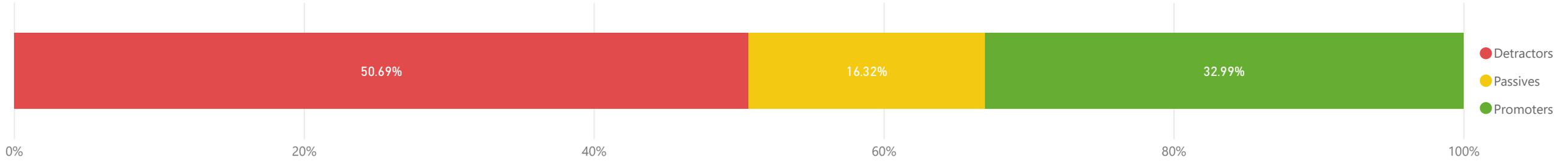
1673

Responses

Net Promoter Score

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

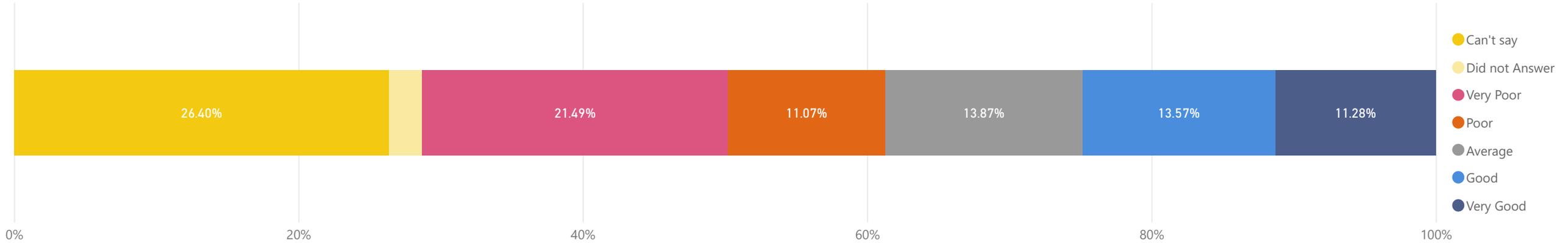
Likert choices less than 4 are considered 'Detractors' while 5s are considered 'Promoters' and 4s are 'Passive'. Respondents who opted out by not answering or selecting 'Can't Say' were removed from the sample. Net Promoter score is calculated by subtracting (% Detractors) from (% Promoters). σ (Standard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

Q13

258
Respondents
1655
Responses

Value for Money

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

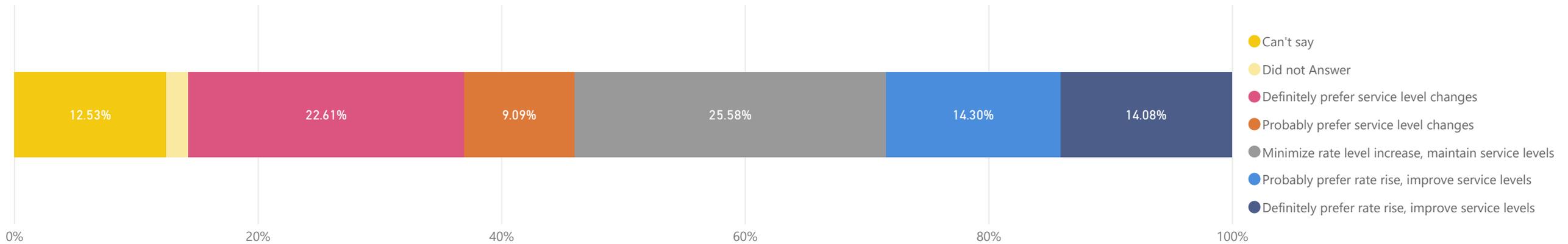
Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

Q14

258
Respondents
1989
Responses

Rate Level

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.

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

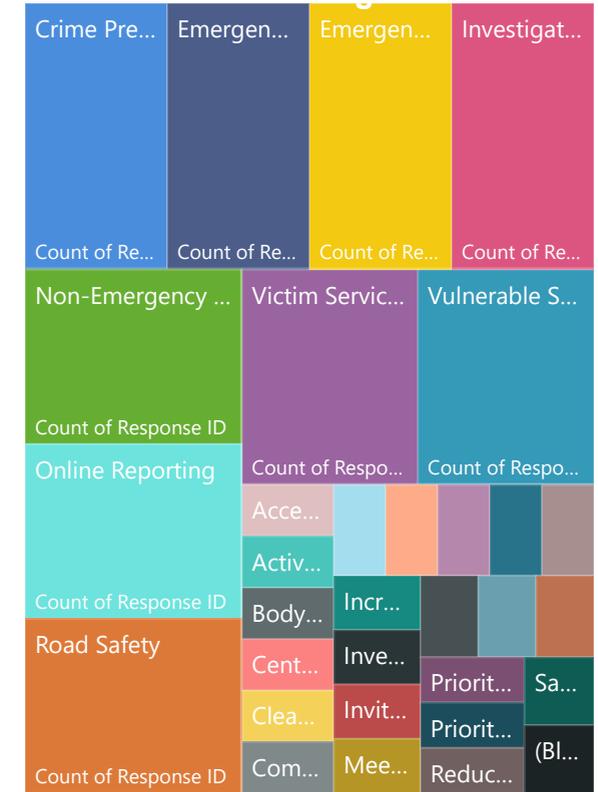
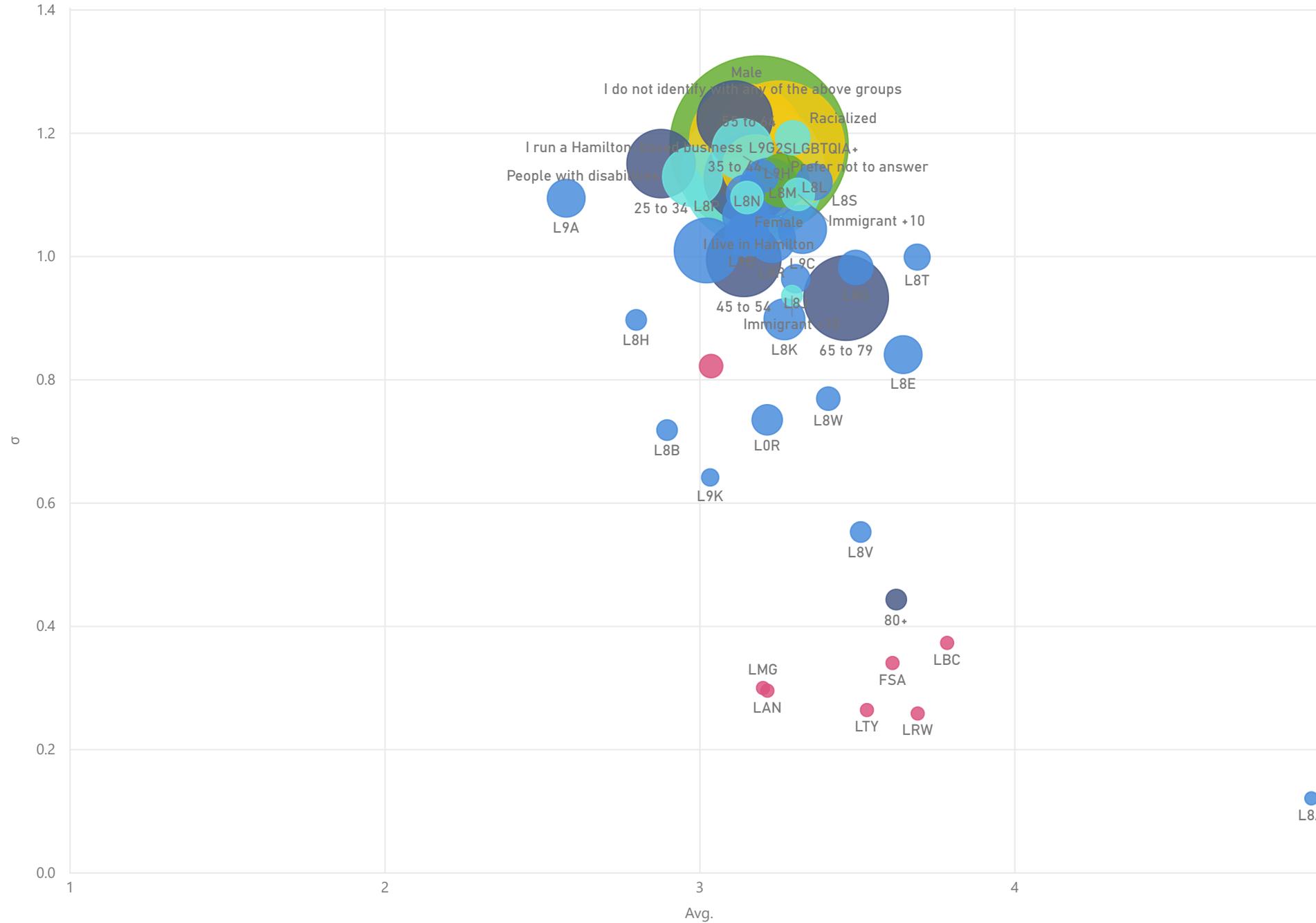
Positive Net Differential values indicate that 'Value for Money' was greater than willingness for 'Rates'. All values were calculated and then rounded to the nearest whole number. Low index scores in 'Rates' indicate that respondents are not willing to pay increased rates for the service area.

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

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

Table of Contents

SUMMARY AND QUICK FACTS	6
1. INTRODUCTION	8
2. BACKGROUND	9
2.1 SERVICE PROFILE	9
2.1.1 SERVICE HISTORY	9
2.1.2 SERVICE FUNCTION.....	10
2.1.3 USERS OF THE SERVICE.....	12
2.1.4 UNIQUE SERVICE CHALLENGES	14
2.2 LEGISLATIVE REQUIREMENTS	14
2.3 ALIGNMENT WITH COUNCIL PRIORITIES	15
2.4 ASSET HIERARCHY	16
3. DETAILED SUMMARY OF ASSETS	18
3.1 ASSET CONDITION GRADING	22
3.2 ASSET CLASS PROFILE ANALYSIS.....	24
3.2.1 <i>LANDFILLS</i>	24
3.2.1.1 LANDFILLS - AGE PROFILE.....	24
3.2.1.2 LANDFILLS - CONDITION METHODOLOGY	25
3.2.1.3 LANDFILLS - ASSET CONDITION PROFILE	26
3.2.1.4 LANDFILLS - ASSET USAGE AND PERFORMANCE	27
3.2.2 <i>FACILITIES</i>	28
3.2.2.1 FACILITIES - AGE PROFILE.....	28
3.2.2.2 FACILITIES - CONDITION METHODOLOGY	29
3.2.2.3 FACILITIES - ASSET CONDITION PROFILE.....	30
3.2.2.4 FACILITIES - ASSET USAGE AND PERFORMANCE	30
3.2.3 <i>FLEET AND EQUIPMENT</i>	32
3.2.3.1 FLEET AND EQUIPMENT - AGE PROFILE.....	32
3.2.3.2 FLEET AND EQUIPMENT - CONDITION METHODOLOGY	33
3.2.3.3 FLEET AND EQUIPMENT - ASSET CONDITION PROFILE.....	34
3.2.3.4 FLEET AND EQUIPMENT - ASSET USAGE AND PERFORMANCE	35
4. MUNICIPALLY DEFINED LEVELS OF SERVICE	36
4.1 SURVEY METHODOLOGY.....	36
4.2 CUSTOMER VALUES	37
4.3 CUSTOMER LEVELS OF SERVICE	39
4.3.1 CUSTOMER INDICES.....	41

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

4.3.2	TECHNICAL LEVELS OF SERVICE	44
4.3.3	PROPOSED LEVELS OF SERVICE DISCUSSION	47
5.	FUTURE DEMAND	49
5.1	DEMAND DRIVERS	49
5.2	DEMAND FORECASTS	49
5.3	DEMAND IMPACT AND DEMAND MANAGEMENT PLAN	49
5.4	ASSET PROGRAMS TO MEET DEMAND	51
6.	RISK MANAGEMENT	52
6.1	CRITICAL ASSETS	52
6.2	RISK ASSESSMENT	53
6.3	INFRASTRUCTURE RESILIENCE APPROACH	54
6.4	SERVICE AND RISK TRADE-OFFS	54
7.	CLIMATE CHANGE MITIGATION & ADAPTATION	56
7.1	CLIMATE CHANGE MITIGATION	56
7.2	CLIMATE CHANGE ADAPTATION	60
8.	LIFECYCLE MANAGEMENT PLAN	67
8.1	ACQUISITION PLAN	68
8.2	OPERATIONS AND MAINTENANCE PLAN	71
8.3	RENEWAL PLAN	75
8.4	DISPOSAL PLAN	79
8.5	SUMMARY OF CURRENT ASSET FORECAST COSTS	80
9.	FINANCIAL SUMMARY	82
9.1	SUSTAINABILITY OF SERVICE DELIVERY	82
9.2	FORECAST COSTS FOR THE LONG-TERM FINANCIAL PLAN	84
9.3	FUNDING STRATEGY	85
9.4	VALUATION FORECASTS	85
9.5	ASSET VALUATIONS	86
9.6	KEY ASSUMPTIONS MADE IN FINANCIAL FORECASTS	86
9.7	FORECAST RELIABILITY AND CONFIDENCE	87
10.	PLAN IMPROVEMENT AND MONITORING	89
10.1	STATUS OF ASSET MANAGEMENT PRACTICES	89
10.2	IMPROVEMENT PLAN	89
10.3	MONITORING AND REVIEW PROCEDURES	95

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

10.4 PERFORMANCE MEASURES	96
---------------------------------	----

Appendix A: Survey Analysis	97
------------------------------------	-----------

Tables & Figures

Table 1: Legislative Requirements	14
Table 2: Asset Class Hierarchy	16
Table 3: Detailed Summary of Assets.....	18
Table 4: Equivalent Condition Grading	23
Table 5: Inspection and Condition Information	26
Table 6: Known Service Performance Deficiencies	28
Table 7: Inspection and Condition Information	29
Table 8: Known Service Performance Deficiencies	31
Table 9: Known Service Performance Deficiencies	35
Table 10: Customer Values	37
Table 11: Customer Levels of Service	40
Table 12: Customer Indices.....	41
Table 13: Technical Levels of Service	45
Table 14: Demand Management Plan	50
Table 15: Critical Assets	52
Table 16: Risks and Treatment Plans.....	53
Table 17: Services And Risk Trade-Offs.....	55
Table 18: Climate Change Demand - Mitigation	58
Table 19: Building Asset Mitigation to Climate Change	60
Table 20: Managing the Demand of Climate Change on Assets and Services.....	61
Table 21: Adapting to Climate Change	65
Table 22: Operation and Maintenance Summary	72
Table 23: Useful Lives of Assets	75
Table 24: Assets Identified for Disposal.....	79
Table 25: Forecast Costs For the Long-Term Financial Plan	85
Table 26: Data Confidence Assessment for Data Used in AM Plan	87
Table 27: Improvement Plan.....	90
Figure 1: Hamilton Waste Services	13
Figure 2: Landfill Age Profile.....	25
Figure 3: Landfill Asset Condition Distribution	27
Figure 4: Facilities Age Profile	28
Figure 5: Facilities Asset Condition Distribution.....	30
Figure 6: Fleet and Equipment Age Profile	32
Figure 7: Fleet and Equipment Asset Condition Distribution.....	34
Figure 8: Importance Versus Performance Index Score	42
Figure 9: Net Promoter Score.....	43
Figure 10: Rates Versus Value for Money Index Score	44
Figure 11: Acquisition (Constructed) Summary	69

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

Figure 12: Acquisition Summary.....	70
Figure 13: Operations and Maintenance Summary	74
Figure 14: Forecast Renewal	78
Figure 15: Summary of Current Asset Forecast	80

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



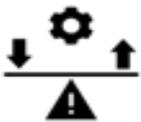
HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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

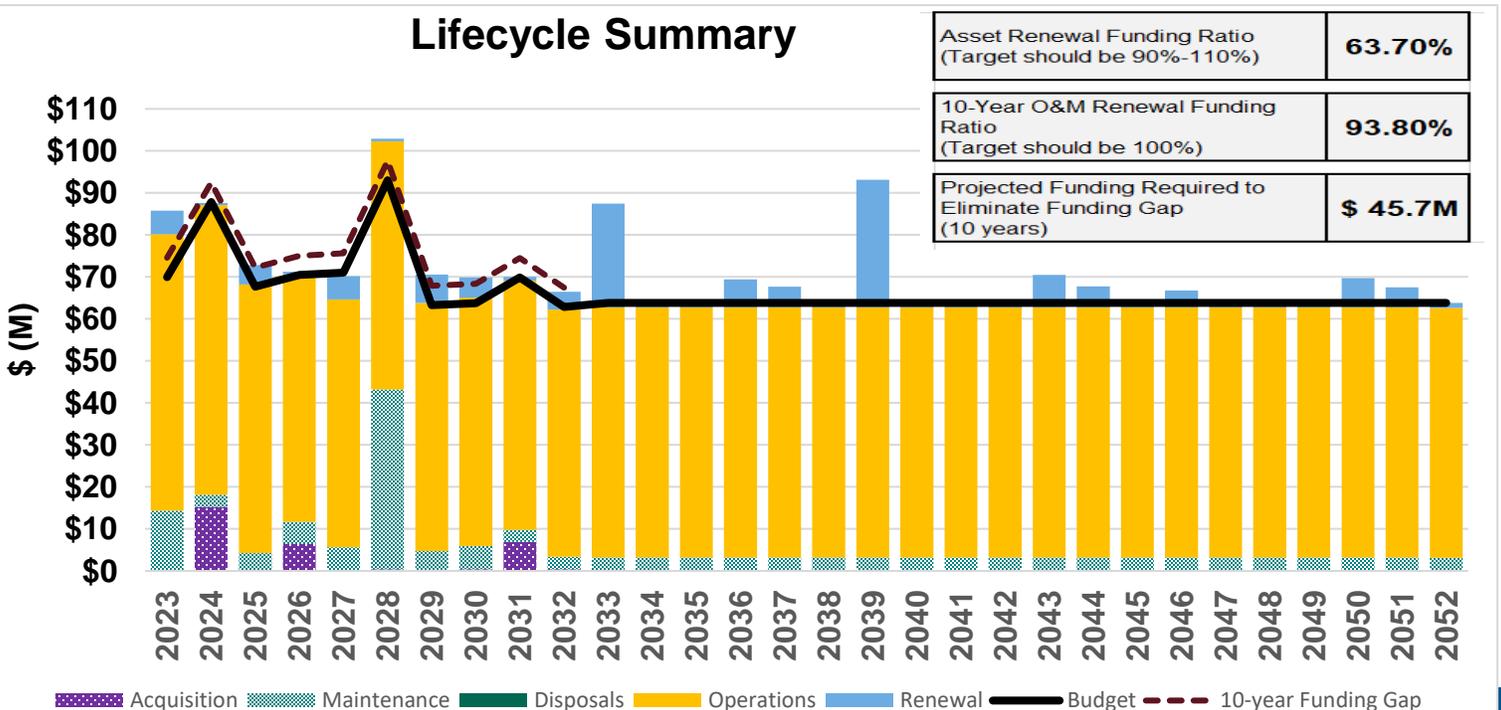
- Critical Assets are identified as Leachate pumping station and the Open Landfill



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.

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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.

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

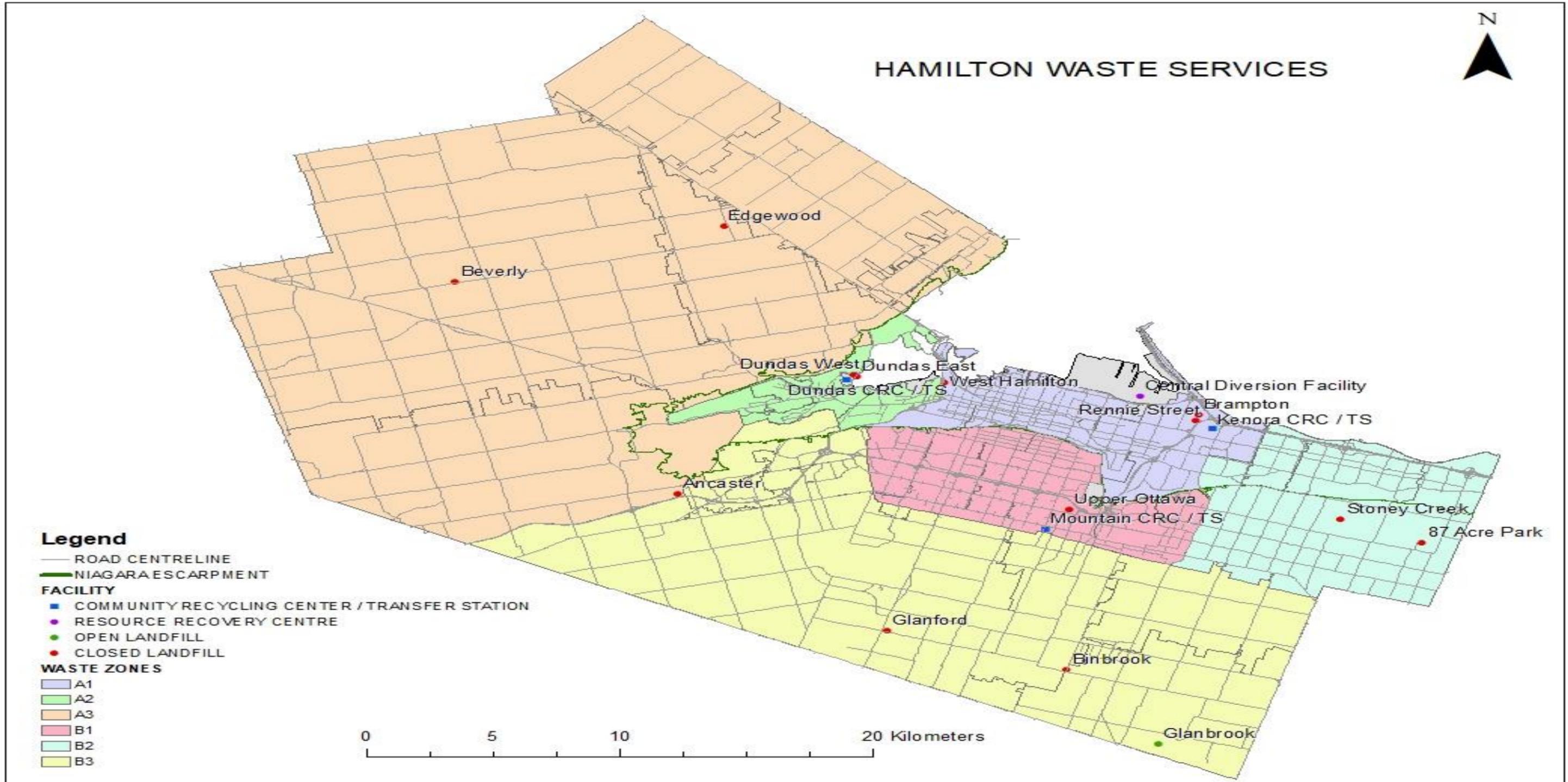
2.1.3 USERS OF THE SERVICE

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



HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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>

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

LEGISLATION	REGULATION	REQUIREMENT
Environment Protection Act R.S.O 1990, c. E.19	O. Reg 101/94 Recycling and Composting of Municipal Waste	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. <i>NOTE: to be revoked following blue box transition to Expanded Producer Responsibility Model for the collection and processing of recyclable material</i>
		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.
	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.	
	Reg. 347, R.R.O. 1990 General - Waste Management	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.

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.

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT 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 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

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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.

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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.

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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).

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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.

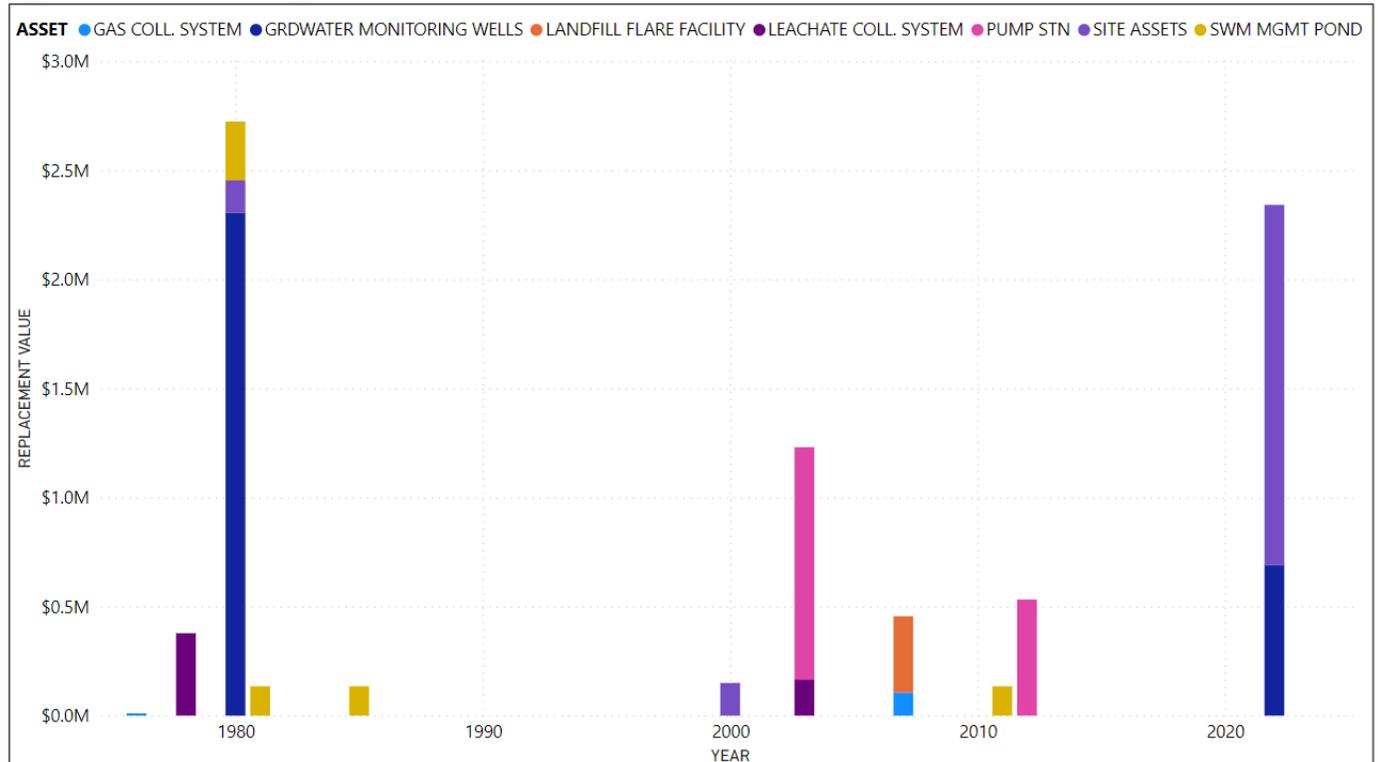
3.2.1.1 LANDFILLS - AGE PROFILE

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.

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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**.

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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.

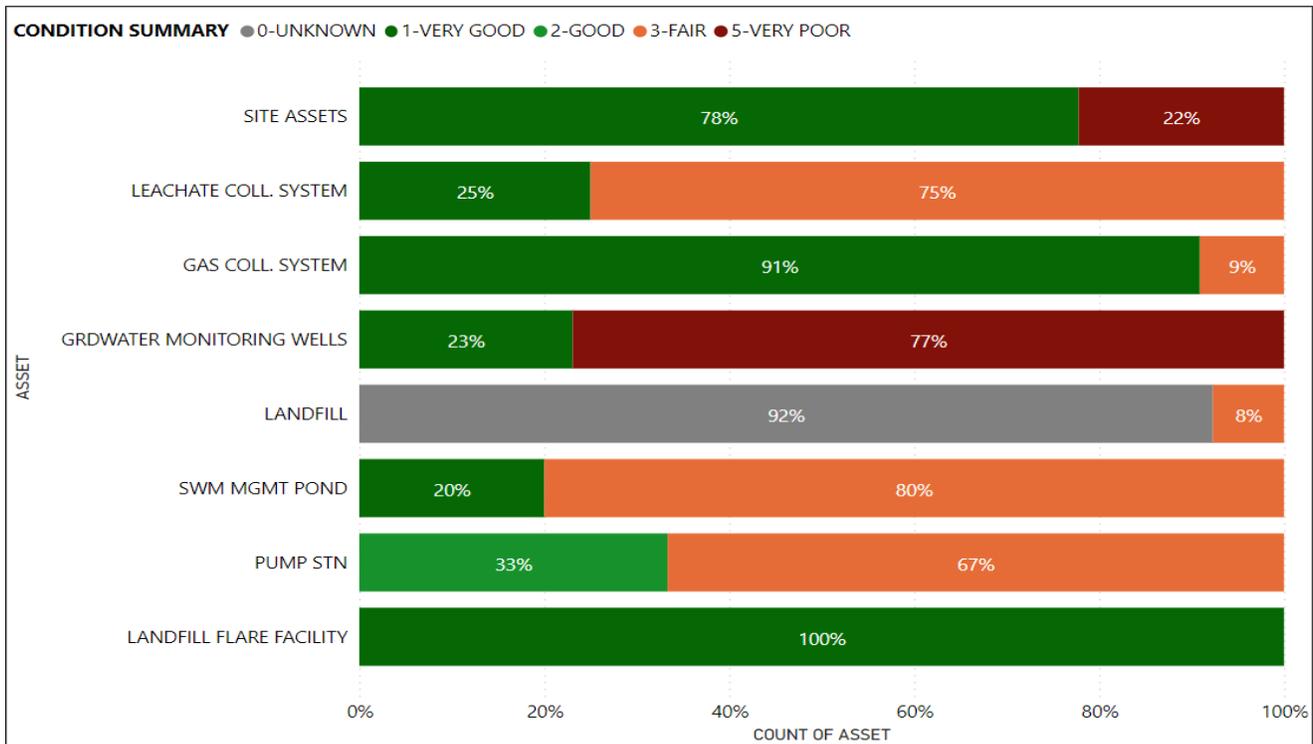
The condition of landfill assets is based on age and remaining estimated service life. A continuous improvement item identified in **Table 27** is to develop a 5-point condition rating scale to be included as part of the regular inspections. In practice landfill assets are generally not permitted to 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

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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.

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

Table 6: Known Service Performance Deficiencies

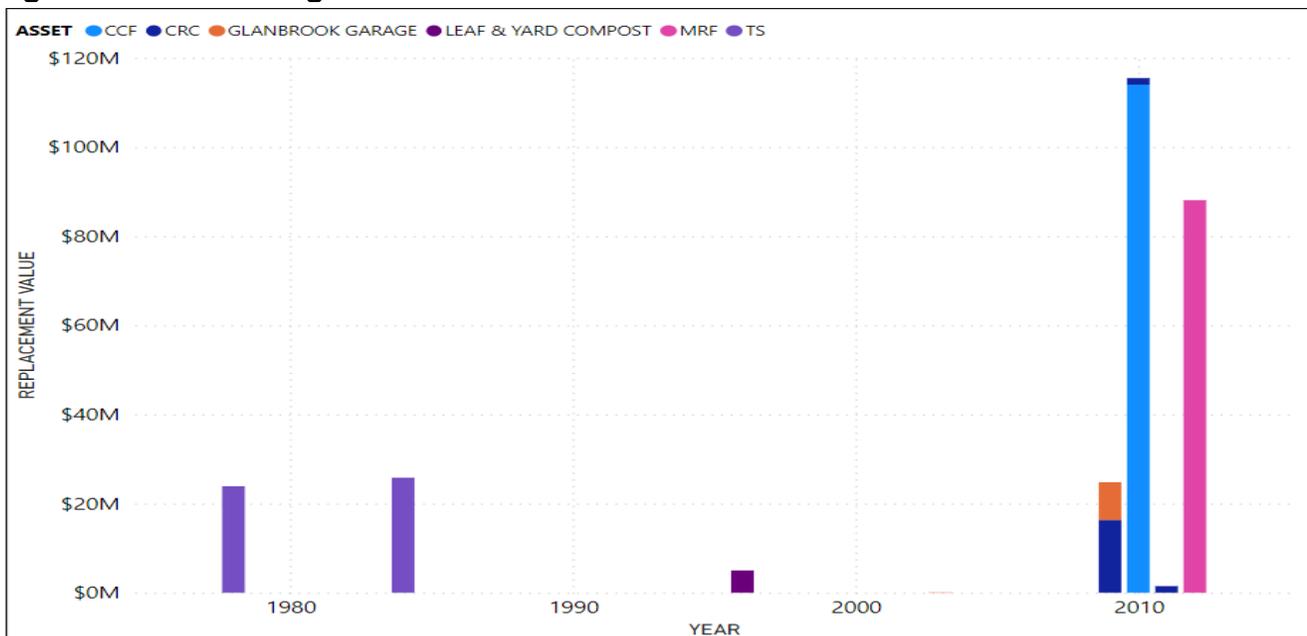
ASSET	LOCATION	SERVICE DEFICIENCY	DESCRIPTION OF DEFICIENCY
Groundwater Monitoring Wells	Various	Some wells exceed service life and require replacement	<p>Wells are not able to provide water for testing due to conditions, and testing must be completed at other wells.</p> <p>An inventory or quantity of 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



HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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

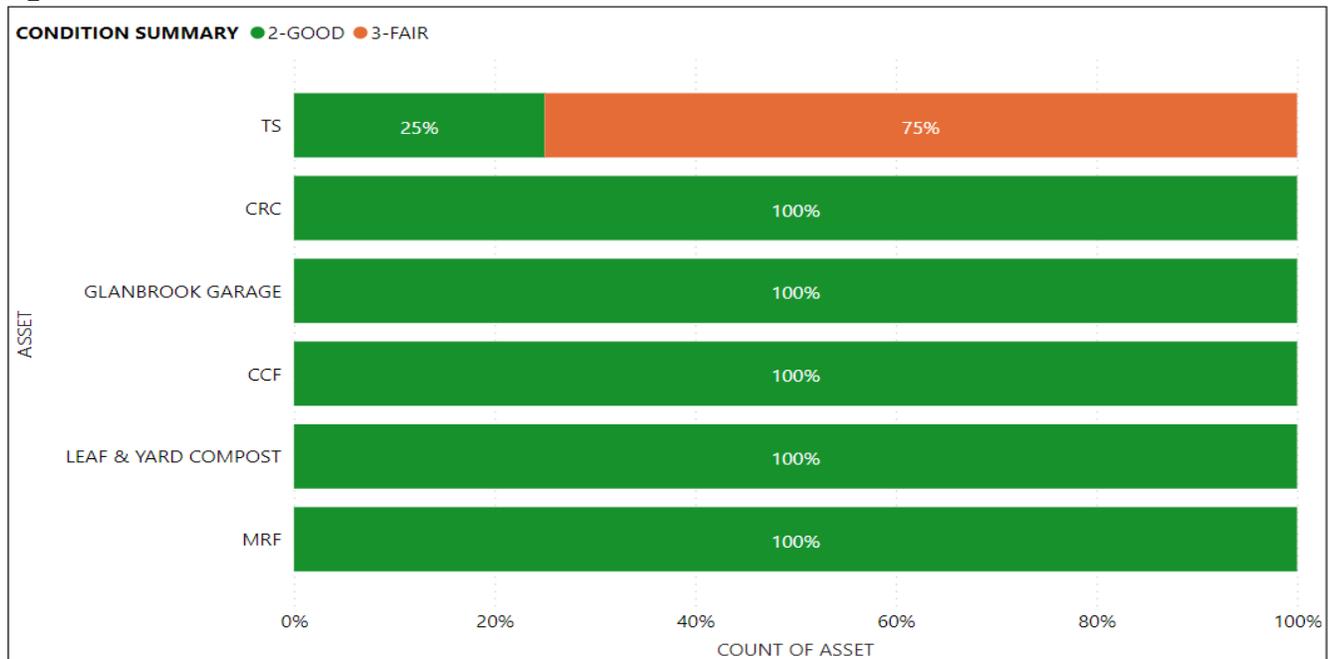
HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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.

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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.
	Dundas Transfer Station	Roof	Roof reported to have some leaks. Lifecycle replacement recommended.
		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	The floors in the tipping bay were observed to be in poor condition, with many areas of exposed re-bar. Repairs anticipated in 2023.
	Mountain Community	Skylights over storefront and Hazardous	Skylights reported by staff to be leaking. Repairs anticipated in 2023

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

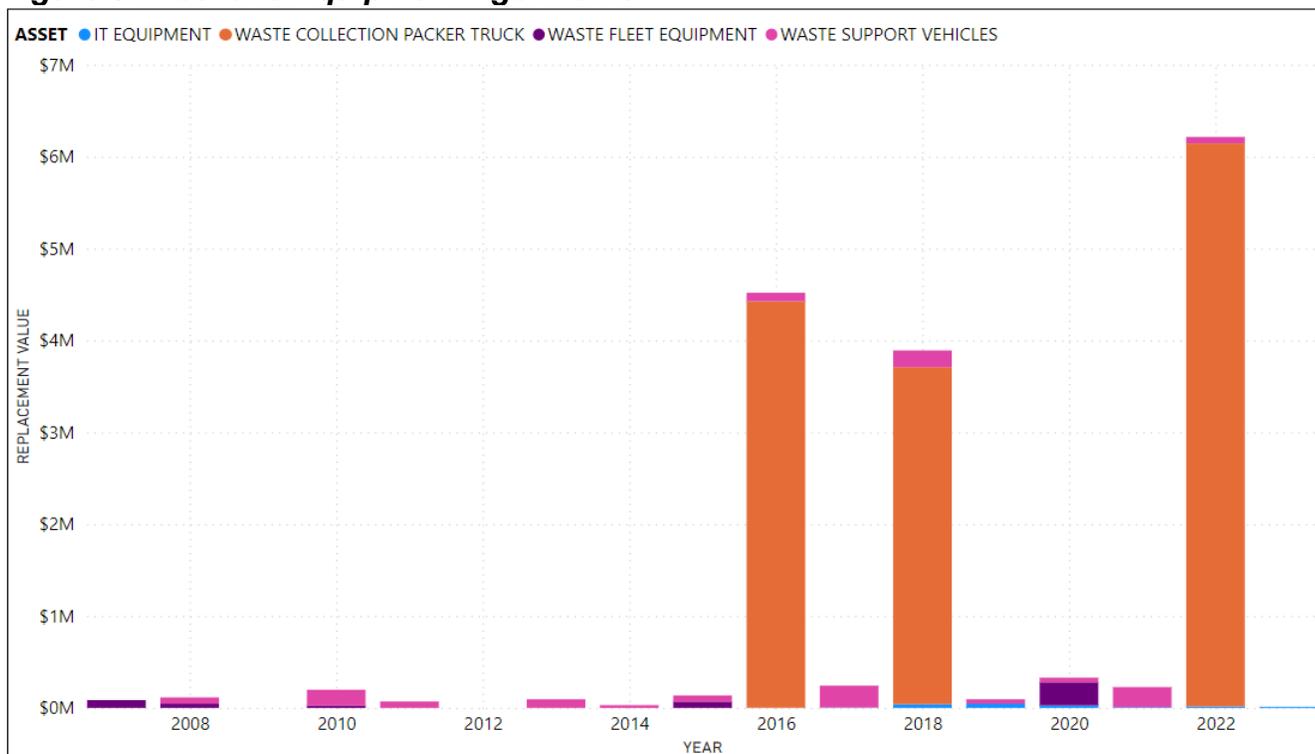
ASSET	LOCATION	SERVICE DEFICIENCY	DESCRIPTION OF DEFICIENCY
	Recycling Center	household waste sorting area	
	Mountain Transfer Station	Tipping bay concrete floor	The floors in the tipping bay were observed to be in poor condition, with many areas of exposed re-bar.
	Material Recycling Facility	Radiant 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

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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.

Table 9: Inspection and Condition Information

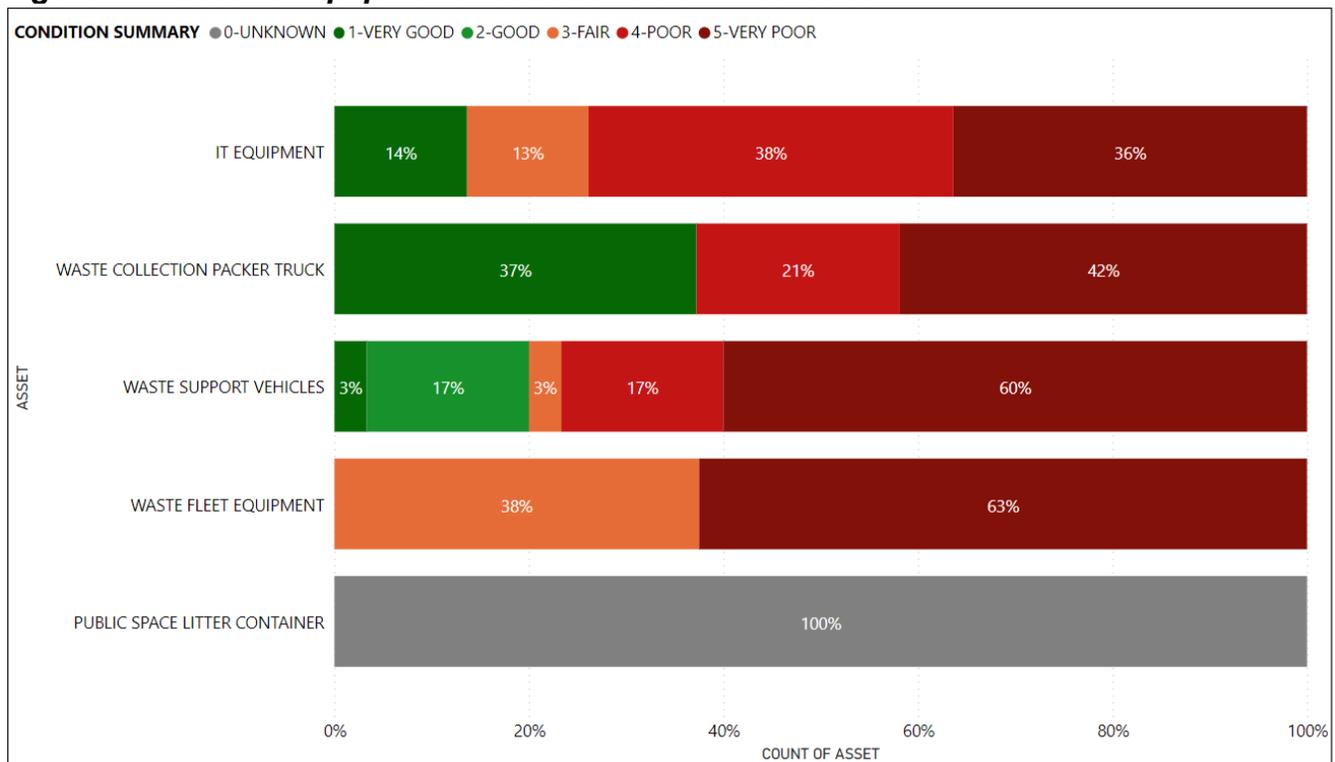
ASSET	INSPECTION FREQUENCY	LAST INSPECTION	CONDITION SCORE OUTPUT
Fleet and Equipment	Ad Hoc	Varies	None
Public Space Litter Containers	Ad Hoc	Varies	None
IT Equipment	Ad Hoc	Varies	None

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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.

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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.

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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.

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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	

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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 Service Rates Versus Value for Money Net Differential which is explained in the section below.

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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

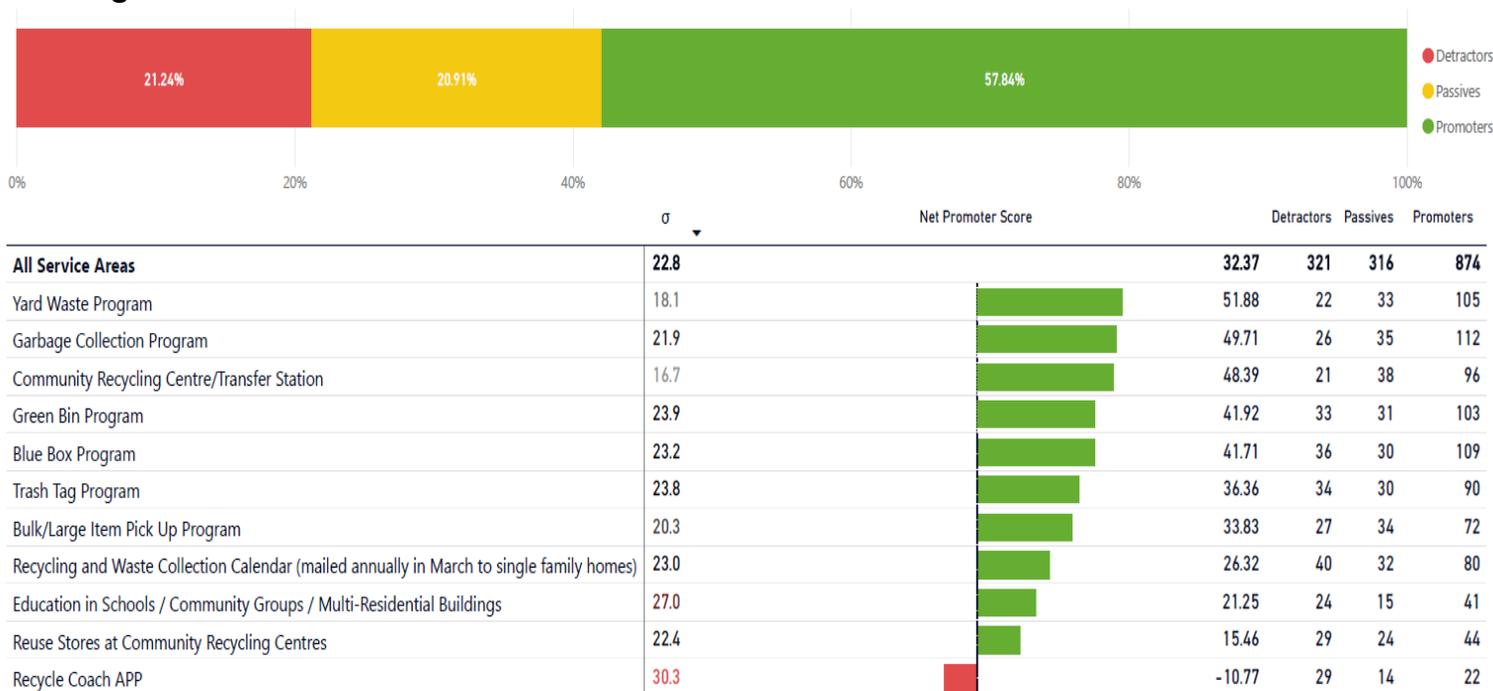
The Net Promoter Score indices outline how likely an individual is to recommend a service to another person and measures customer loyalty. For municipal services, this score is difficult to interpret because often times individuals do not have many alternatives for utilizing different services and also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

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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.

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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%

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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.

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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.

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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.

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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.

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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.

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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;

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

- 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.

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

Table 18: Climate Change Demand - 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. 100% of new municipal heavy-duty vehicles switch to clean hydrogen by 2040.	Moving towards purchasing new packer trucks using CNG as a fuel source. Currently investigating the feasibility of electric waste collection packers.	<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>
		Electric vehicle chargers for support vehicles will need to be installed that yards. Initial upfront cost for electric vehicles.	Climate lens tool and business case will be used to develop rationale for electric vehicle fleet conversion and charger requirements.
Revolutionizing Renewables	By 2050, 50% of municipal buildings will add rooftop solar PV, covering 30% of the building's electrical load.	The addition of solar at the facilities would not impact operations and has been considered before at the CCF and at the landfill.	<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>
	By 2050, 95% of organic waste is sent to anaerobic digestion for local energy use.	Waste management has the ability to contribute towards this goal. To contribute to the goal the central composting facility	<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>

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

CLIMATE CHANGE MITIGATION TRANSFORMATION	MODELLED TARGET	POTENTIAL IMPACT TO SERVICE/ASSET	DEMAND MANAGEMENT PLAN
		<p>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)</p>	<p>feedstock for anaerobic digester (AD) systems. Ideally, the City needs a centralized system for multiple local organic waste streams to achieve economies of scale.</p> <p>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.</p>

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.

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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

HAMILTON WASTE MANAGEMENT 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
	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)

HAMILTON WASTE MANAGEMENT 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
<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</p> <p>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>

HAMILTON WASTE MANAGEMENT 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
<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,

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

- 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

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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.

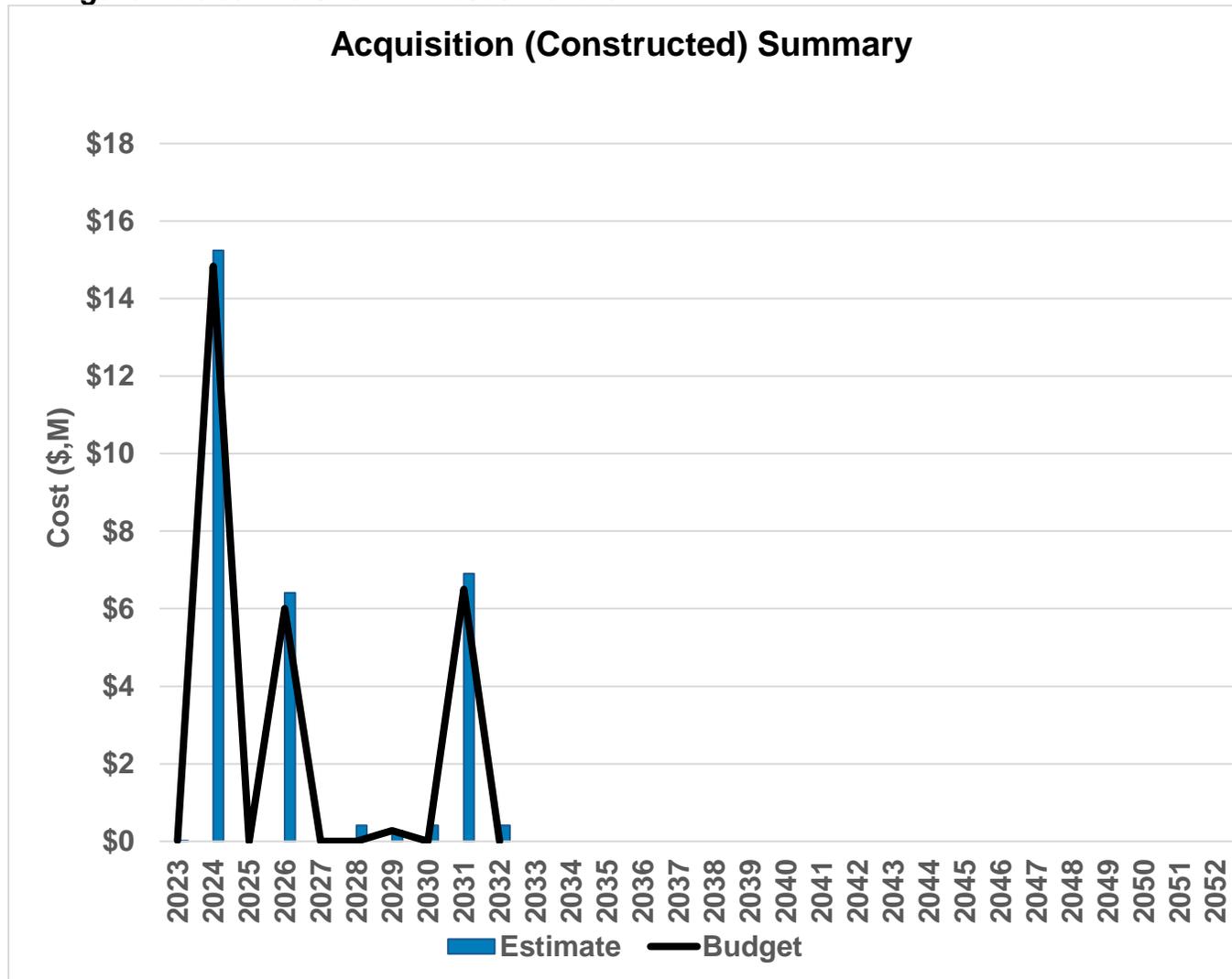
SUMMARY OF FUTURE ASSET ACQUISITION COSTS

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.

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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.

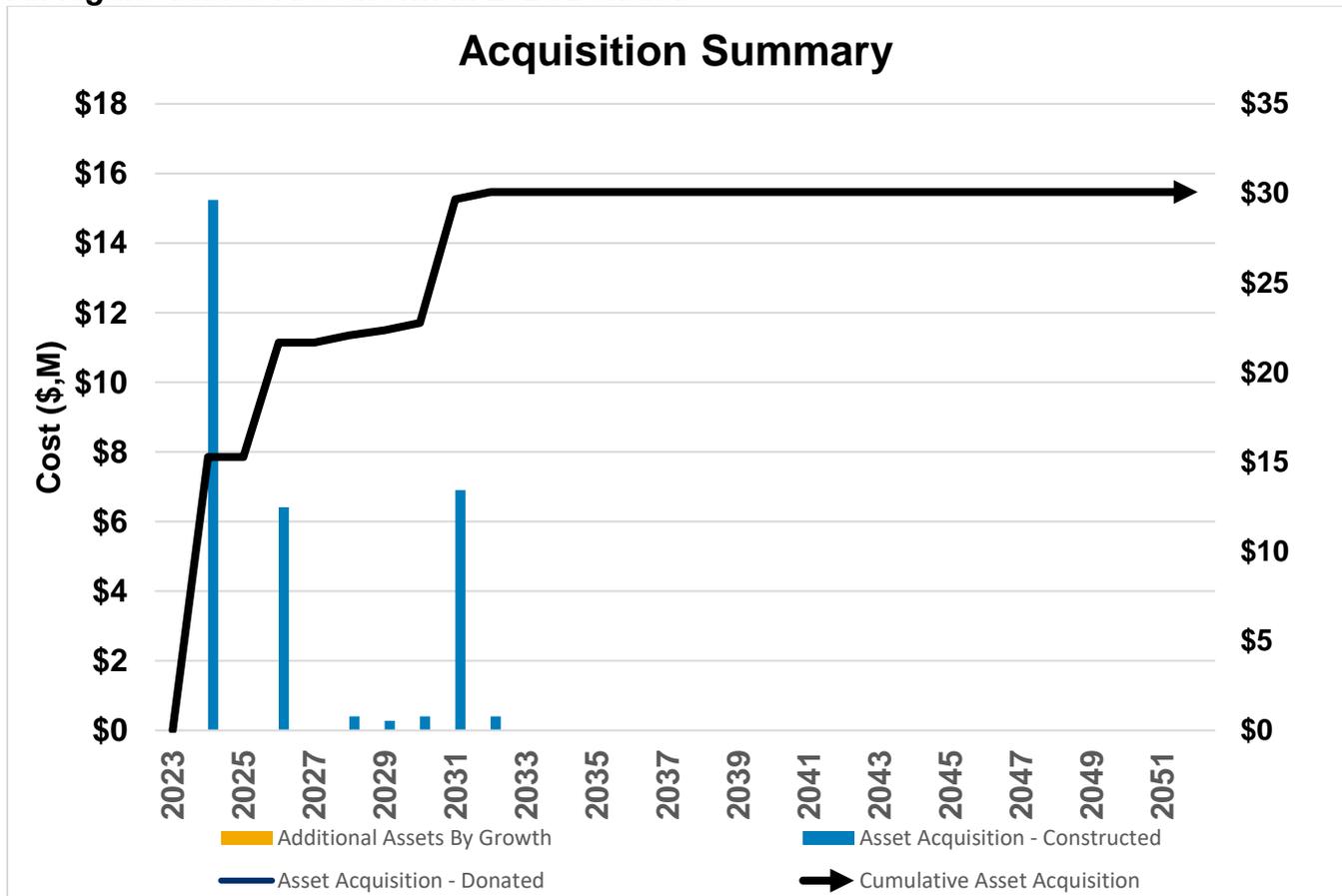
HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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

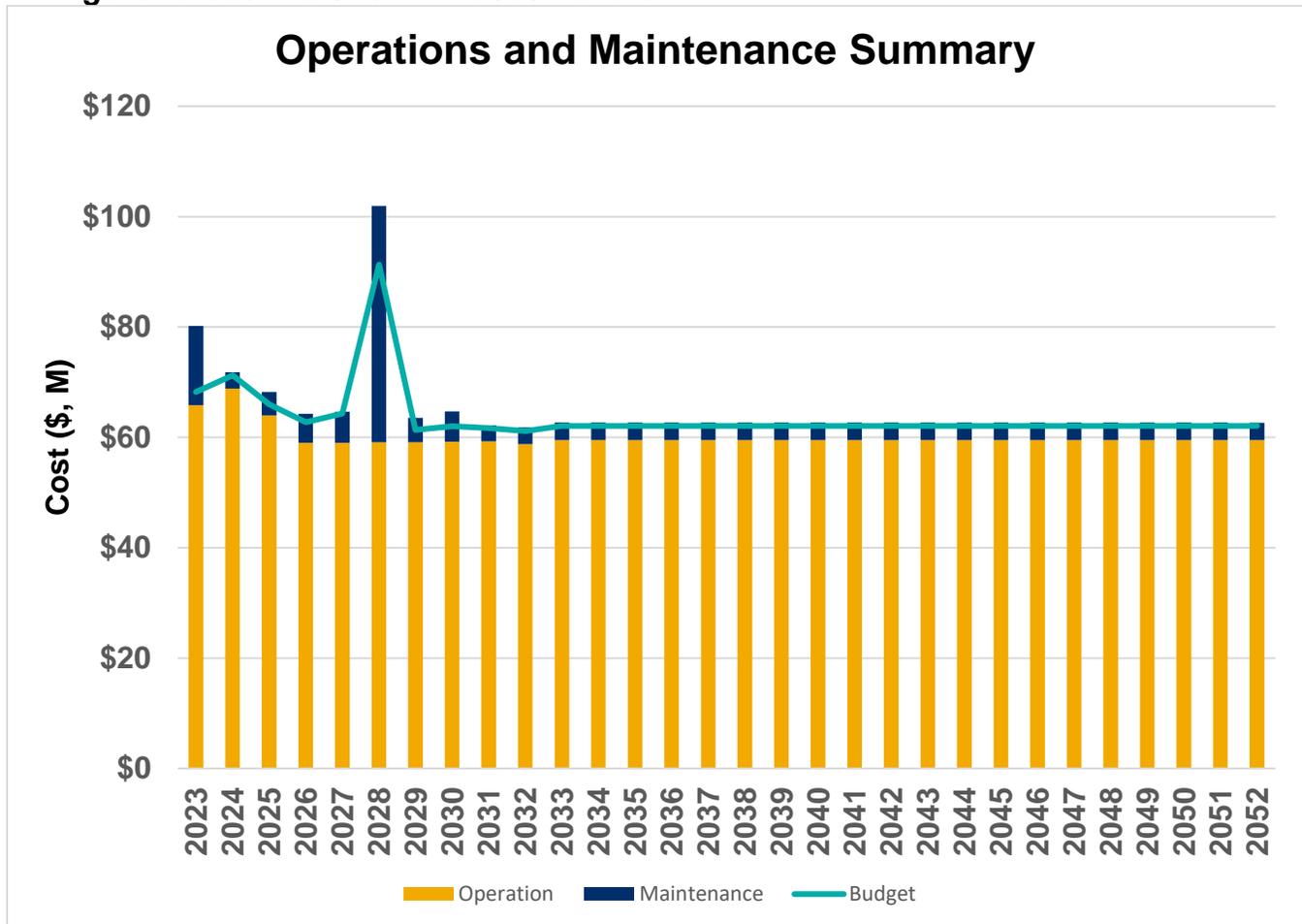
ASSET	LIFECYCLE STAGE	LIFECYCLE ACTIVITY	FREQUENCY	2023 ESTIMATED COST	UNIT
		Header Maintenance	Maintenance, Annual		
	Operations & Maintenance	Gas Recovery Facilities Inspection & Maintenance	Annual	\$50 K	Each
	Operations	Monitoring Program – Ground Water, Surface Water & Leachate and Maintenance	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

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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

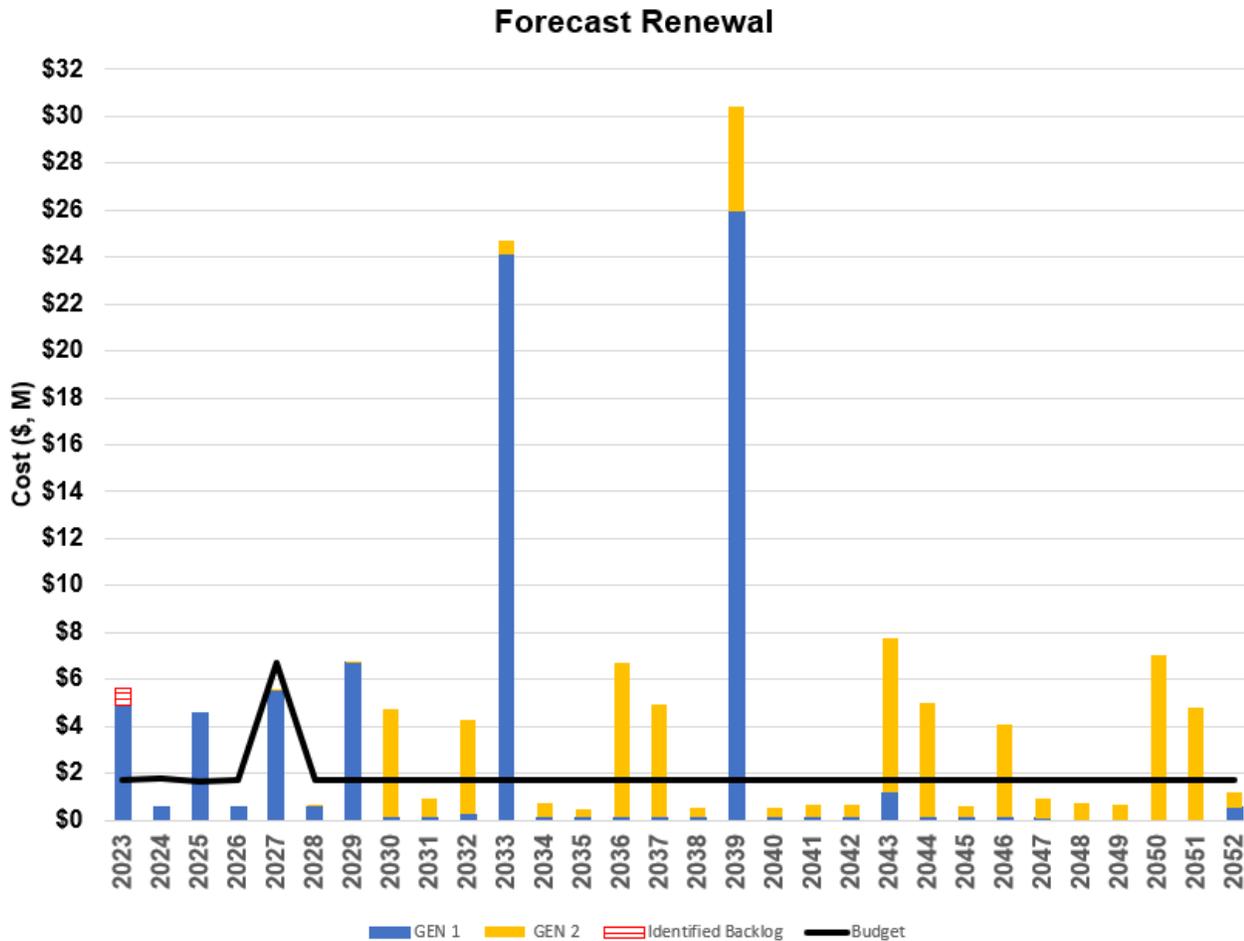
Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in **Figure 14**.

⁵ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

⁶ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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.

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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

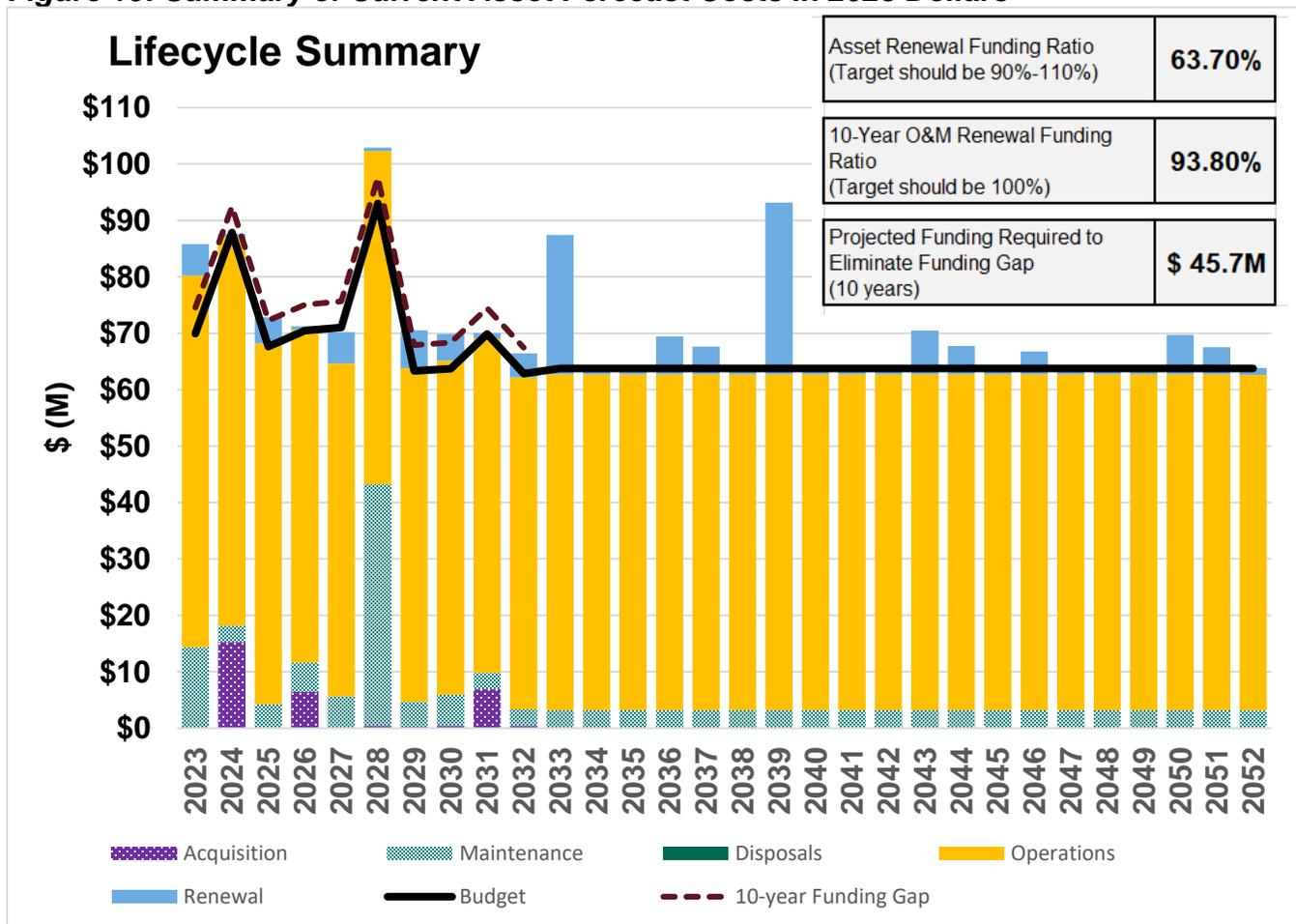
HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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.

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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.

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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;

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

- 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.

HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

**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

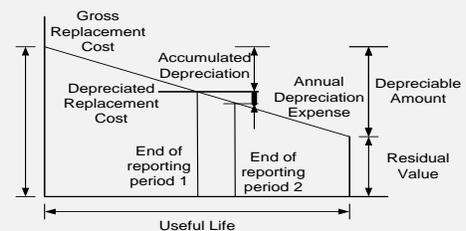
HAMILTON WASTE MANAGEMENT ASSET MANAGEMENT PLAN

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

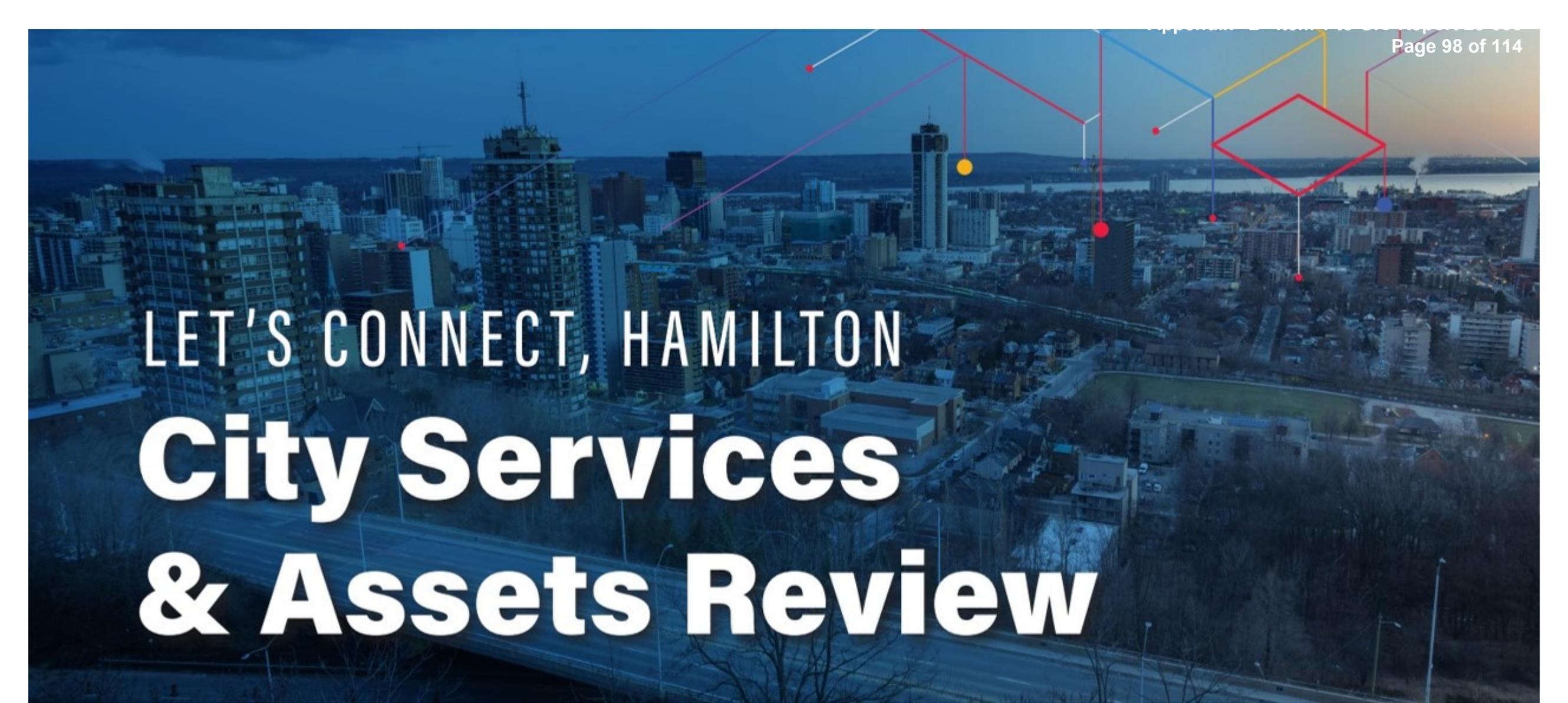
The effectiveness of this AM Plan can be measured in the following ways:

- 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

Respondents

23059

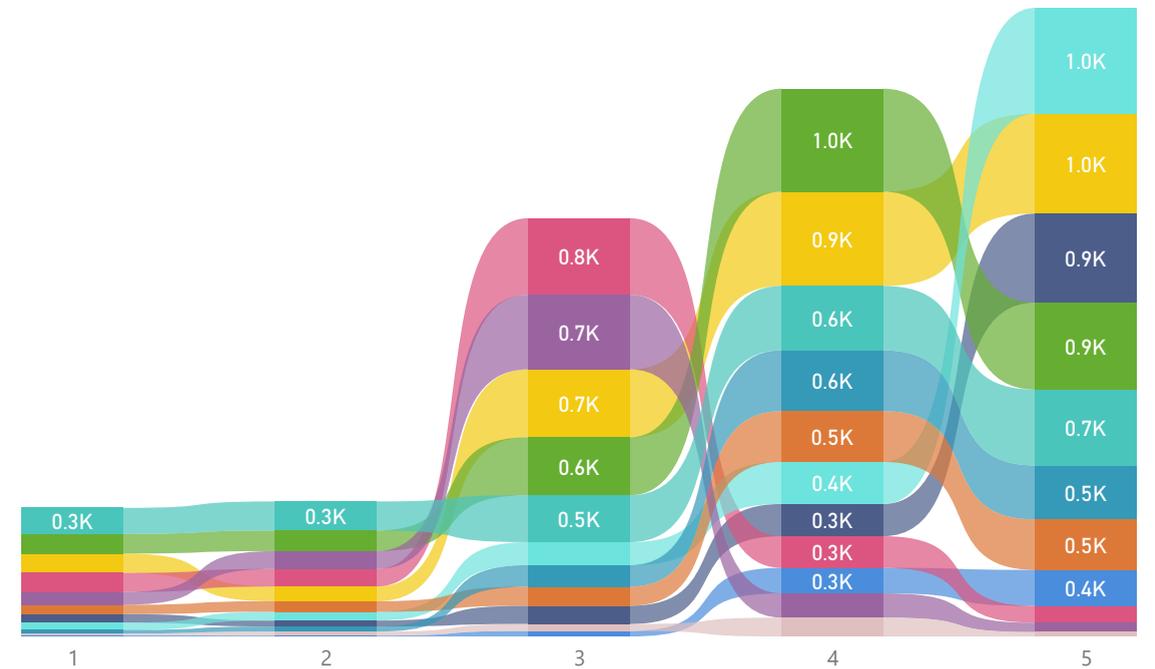
Responses

Summary of Survey Results

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

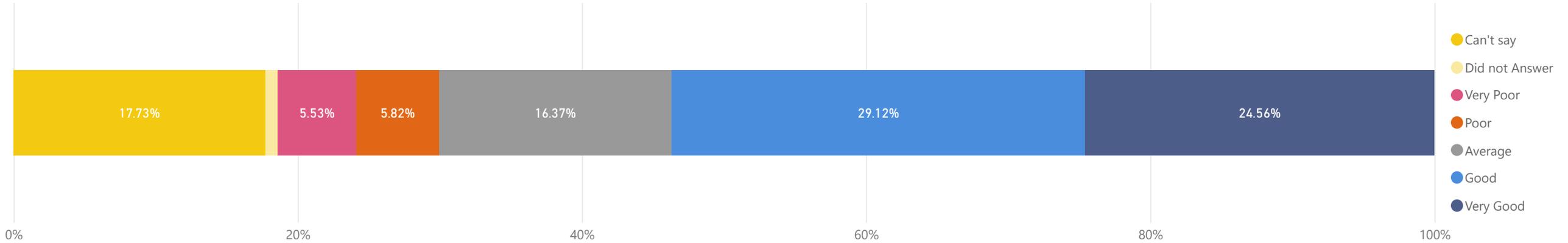
Q2

187
Respondents
3469
Responses

Performance, last 24mo

City Services & Asset Review
Waste Management Services
May 2023

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.

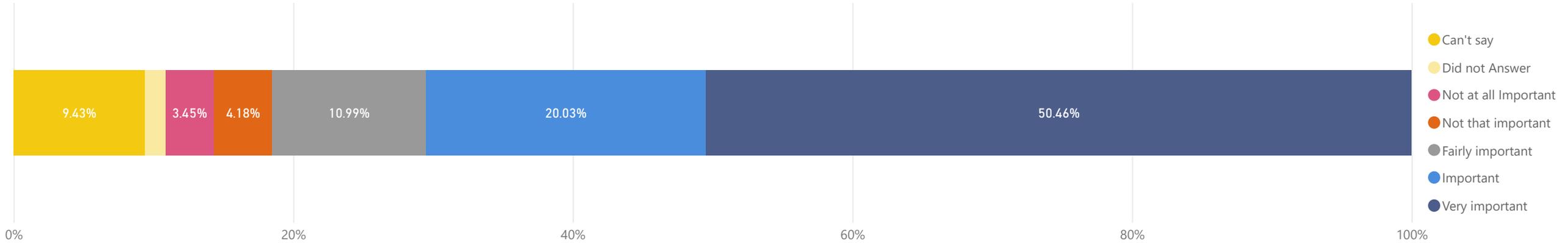
Q3

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

Page 103 of 114

City Services & Asset Review
Waste Management Services
May 2023

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?

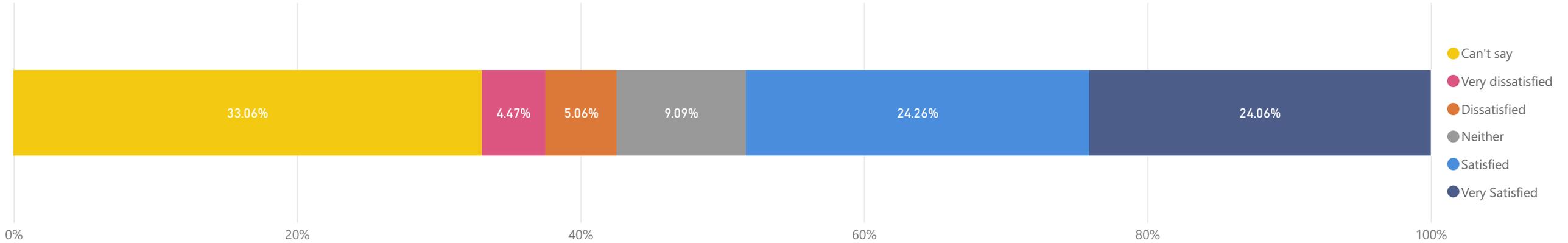
Importance Q3 How important should the following services be as a responsibility for Waste Management? All values were calculated and then rounded to the nearest whole number.

Q4

187
Respondents
2057
Responses

Access, last 24 mo

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

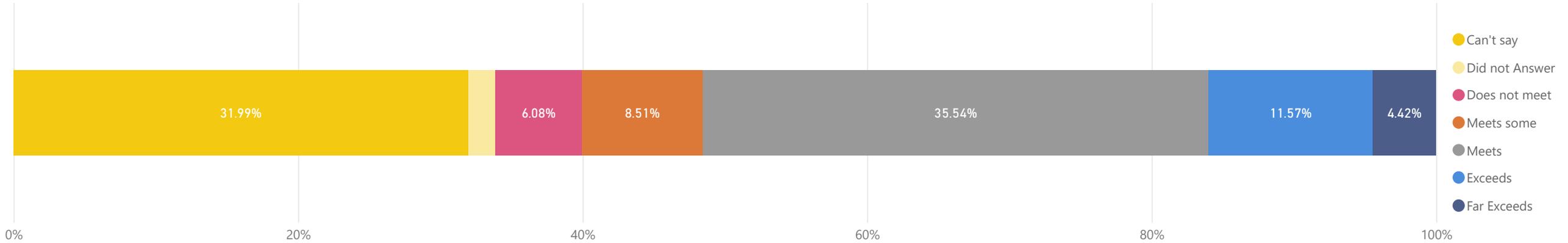
Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

Q5

187
Respondents
2057
Responses

Meet Needs

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

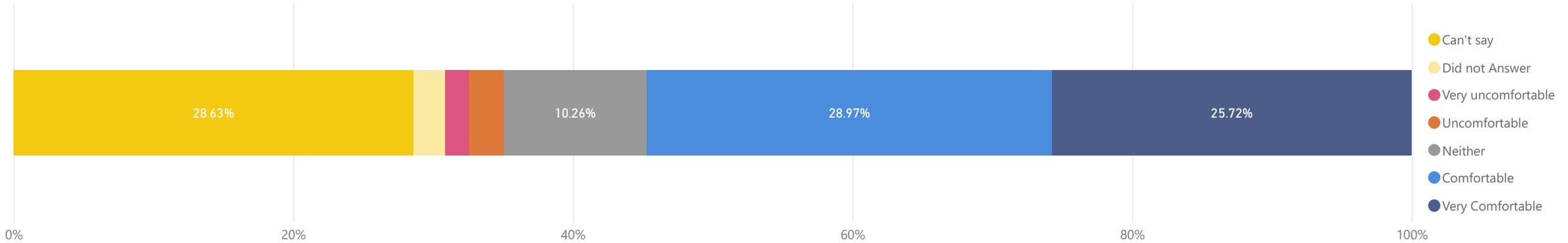
Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

Comfortable and Safe

Q6

187
Respondents
2057
Responses

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

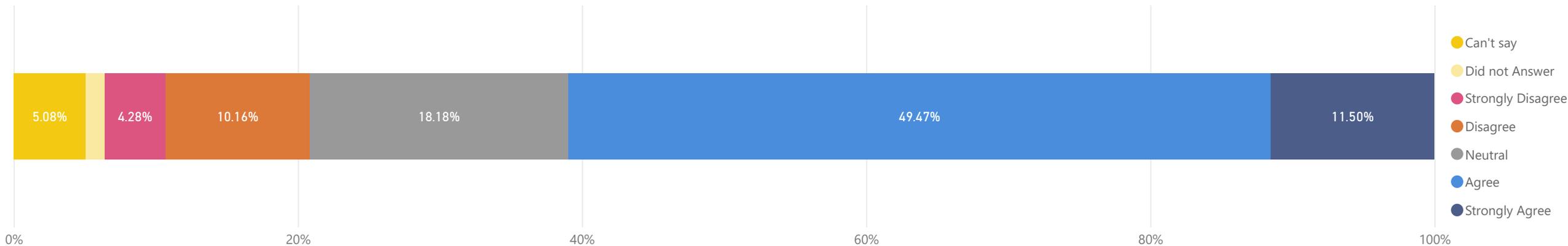
Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

Q7

187
Respondents
374
Responses

Agree with Statements

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

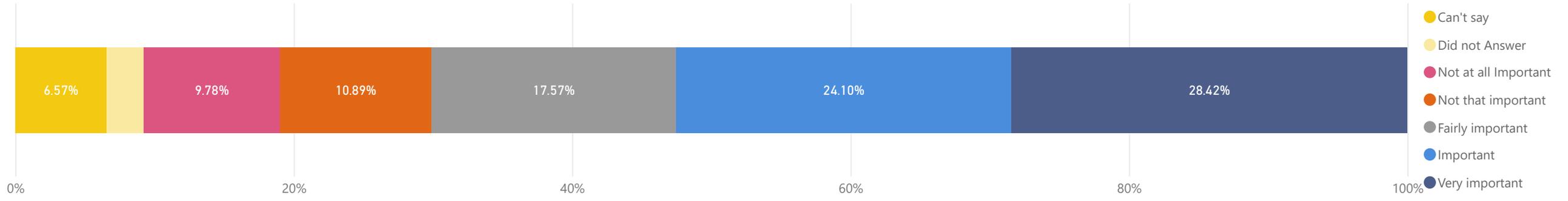
Respondents

2618

Responses

Future Needs

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

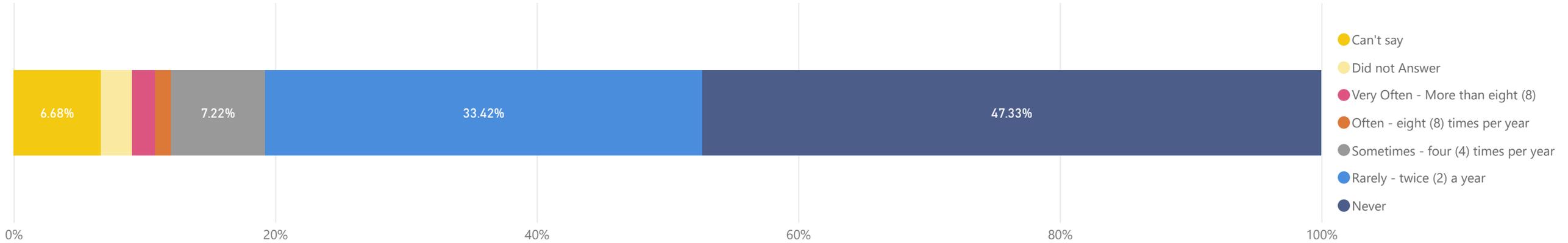
Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

Q11

187
Respondents
748
Responses

Missed Collection

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

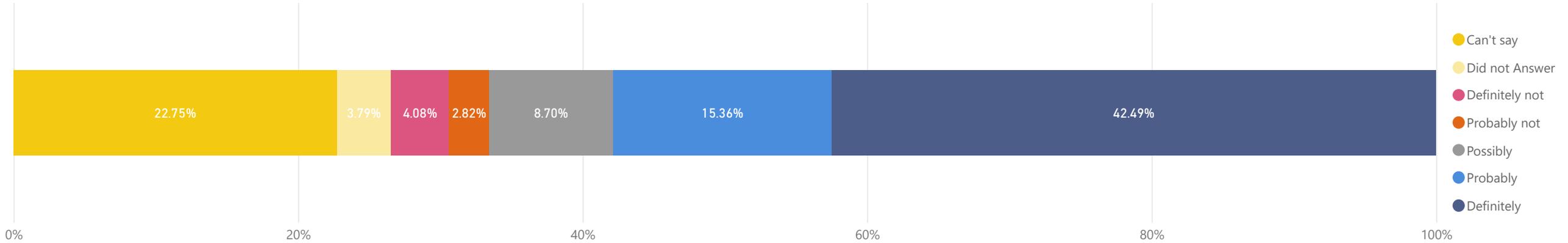
Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

Q12

187
Respondents
2057
Responses

Recommend to Others

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

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

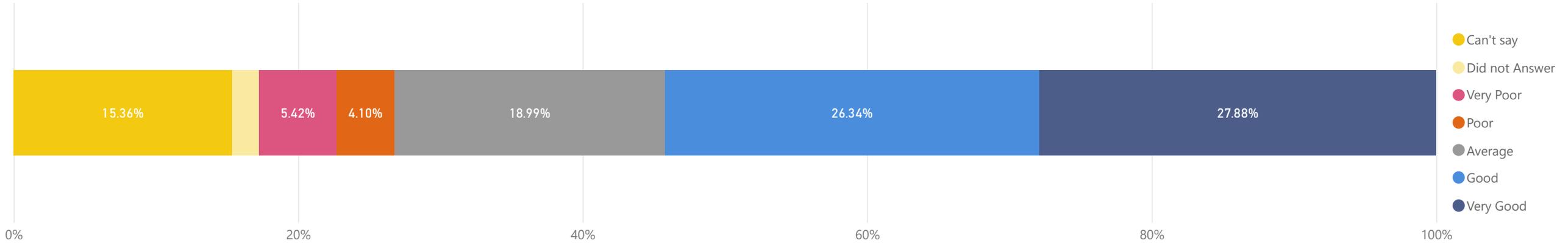
Likert choices less than 4 are considered 'Detractors' while 5s are considered 'Promoters' and 4s are 'Passive'. Respondents who opted out by not answering or selecting 'Can't Say' were removed from the sample. Net Promoter score is calculated by subtracting (% Detractors) from (% Promoters). σ (Standard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

Q13

187
Respondents
3508
Responses

Value for Money

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.

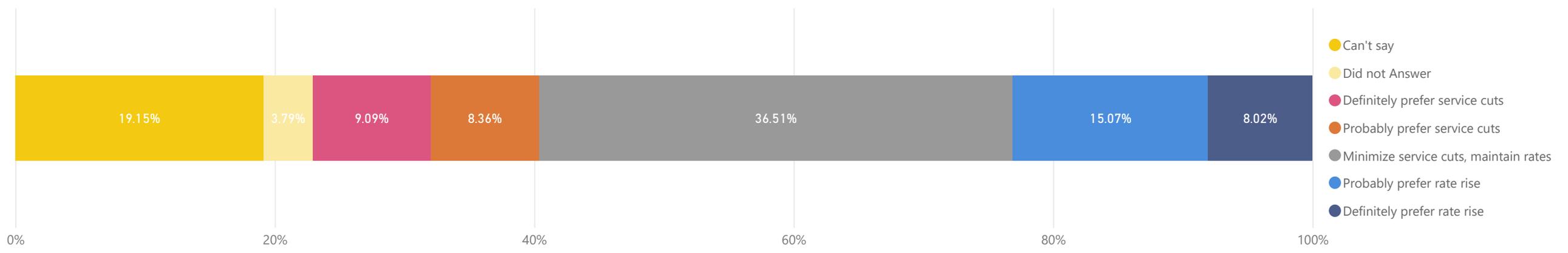
Q14

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.

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



Hamilton

Table of Contents

SUMMARY AND QUICK FACTS.....	6
1. INTRODUCTION	8
2. BACKGROUND.....	9
2.1 RELATED DOCUMENTS.....	9
2.2 LEGISLATIVE REQUIREMENTS	9
2.3 ALIGNMENT WITH COUNCIL PRIORITIES.....	10
2.4 SERVICE PROFILE	10
2.5 SERVICE HISTORY.....	11
2.6 SERVICE FUNCTION.....	11
2.7 USERS OF THE SERVICE	12
2.8 UNIQUE SERVICE CHALLENGES.....	15
3. SUMMARY OF ASSETS	18
3.1 ASSET HIERARCHY	18
3.2 DETAILED SUMMARY OF ASSETS	19
3.3 ASSET CONDITION GRADING.....	22
3.4 ASSET CLASS BREAKDOWN	24
3.4.1 PARKING FACILITIES.....	25
3.4.2 PARKING SITE WORKS.....	30
3.4.3 METERS AND SIGNS.....	34
3.4.4 ADMINISTRATIVE ASSETS	37
4. MUNICIPALLY DEFINED CURRENT LEVELS OF SERVICE	41
4.1 SURVEY METHODOLOGY	41
4.2 CUSTOMER VALUES.....	42
4.3 CUSTOMER LEVELS OF SERVICE.....	45
4.4 CUSTOMER VALUES AND LEVELS OF SERVICE ALIGNMENT	49
4.5 TECHNICAL LEVELS OF SERVICE.....	53
4.6 PROPOSED LEVELS OF SERVICE DISCUSSION.....	55
5. FUTURE DEMAND.....	57
5.1 DEMAND DRIVERS.....	57
5.2 DEMAND FORECASTS.....	57
5.3 DEMAND IMPACT AND DEMAND MANAGEMENT.....	58
5.4 ASSET PROGRAMS TO MEET DEMAND	60

6.	RISK MANAGEMENT.....	62
6.1	CRITICAL ASSETS.....	62
6.2	RISK ASSESSMENT	63
6.3	INFRASTRUCTURE RESILIENCE APPROACH	67
6.4	SERVICE AND RISKS TRADE-OFFS	67
7.	CLIMATE CHANGE MITIGATION & ADAPTATION.....	69
7.1	CLIMATE CHANGE MITIGATION.....	69
7.2	CLIMATE CHANGE ADAPTATION.....	73
8.	LIFECYCLE MANAGEMENT PLAN	78
8.1	ACQUISITION PLAN.....	78
8.2	OPERATIONS & MAINTENANCE PLAN	81
8.3	RENEWAL PLAN	84
8.4	DISPOSAL PLAN.....	88
8.5	SUMMARY OF CURRENT ASSET FORECAST COSTS	89
9.	FINANCIAL SUMMARY.....	92
9.1	SUSTAINABILITY OF SERVICE DELIVERY	92
9.2	FORECAST COSTS FOR THE LONG-TERM FINANCIAL PLAN	95
9.3	FUNDING STRATEGY.....	96
9.4	VALUATION FORECASTS	96
9.5	ASSET VALUATIONS.....	97
9.6	KEY ASSUMPTIONS MADE IN FINANCIAL FORECASTS.....	97
9.7	FORECAST RELIABILITY AND CONFIDENCE	98
10.	PLAN IMPROVEMENT AND MONITORING.....	99
10.1	STATUS OF ASSET MANAGEMENT PRACTICES	99
10.2	IMPROVEMENT PLAN	99
10.3	MONITORING AND REVIEW PROCEDURES	106
10.4	PERFORMANCE MEASURES	106
Appendix A:	108

Table 1: Legislative Requirements	9
Table 3: BIA Area details from 2021 Parking Master Plan.....	12
Table 4: Asset Class Hierarchy	18
Table 5: Detailed Summary of Assets Weighted Average by Replacement Value	19
Table 6: Conditional Conversion Table.....	23
Table 7: Inspection and Condition Information	27
Table 8: Known Service Perform Deficiencies.....	29
Table 9: Inspection and Condition Information	31
Table 10 : Known Service Performance Deficiencies	33
Table 11: Inspection and Condition Information	35
Table 12: Known Service Performance Deficiencies	37
Table 13 : Inspection and Condition Information	38
Table 14: Known Service Performance Deficiencies	40
Table 15: Customer Values	42
Table 16: Customer Levels of Service	46
Table 17: Comparison of Customer Ratings to HMPS Condition Ratings	48
Table 18: Customer Indices.....	49
Table 19: Current Technical Levels of Service	53
Table 20: Demand Management Plan	59
Table 21: Critical Assets	62
Table 22: Risks And Treatment Plans	63
Table 23: Services and Risk Trade-Offs.....	67
Table 24: Climate Change Mitigation.....	70
Table 25: Building Asset Mitigation to Climate Change	73
Table 26: Managing the Demand of Climate Change on Assets and Services.....	74
Table 27: Adapting to Climate Change	76
Table 28: Useful Lives of Assets	85
Table 29: Assets Identified for Disposal.....	89
Table 30: Forecast Costs (Outlays) For the Long-Term Financial Plan Forecast.	95
Table 31: Data Confidence Assessment for Data Used in AM Plan	98
Table 32: Improvement Plan.....	100
Figure 1: Hamilton Municipal Parking Services Map	14
Figure 2: Parking Facilities Age Profile	25
Figure 3: Parking Facilities Asset Condition Distribution	27
Figure 4: Parking Site Works Asset Age Profile	30
Figure 5: Parking Site Works Asset Condition Distribution	32
Figure 6: Meters and Signs Age Profile	34
Figure 7: Facilities Asset Condition Distribution.....	36
Figure 8: Administrative Asset Age Profile.....	38
Figure 9: Administrative Asset Condition Distribution	39
Figure 10: Performance Versus Importance Index Score	50
Figure 11: Net Promoter Score.....	51
Figure 12: Services Rates Versus Value for Money Index Score	52

TABLE OF CONTENTS

Figure 13: Acquisition (Constructed) Summary All Figure Values Are Shown In 2023 Dollars	79
Figure 14: Acquisition Summary	80
Figure 15: Operations and Maintenance Summary	83
Figure 16: Forecast Renewal Costs.	87
Figure 17: Lifecycle Summary	90

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

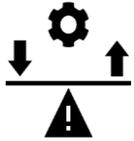
FAIR

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

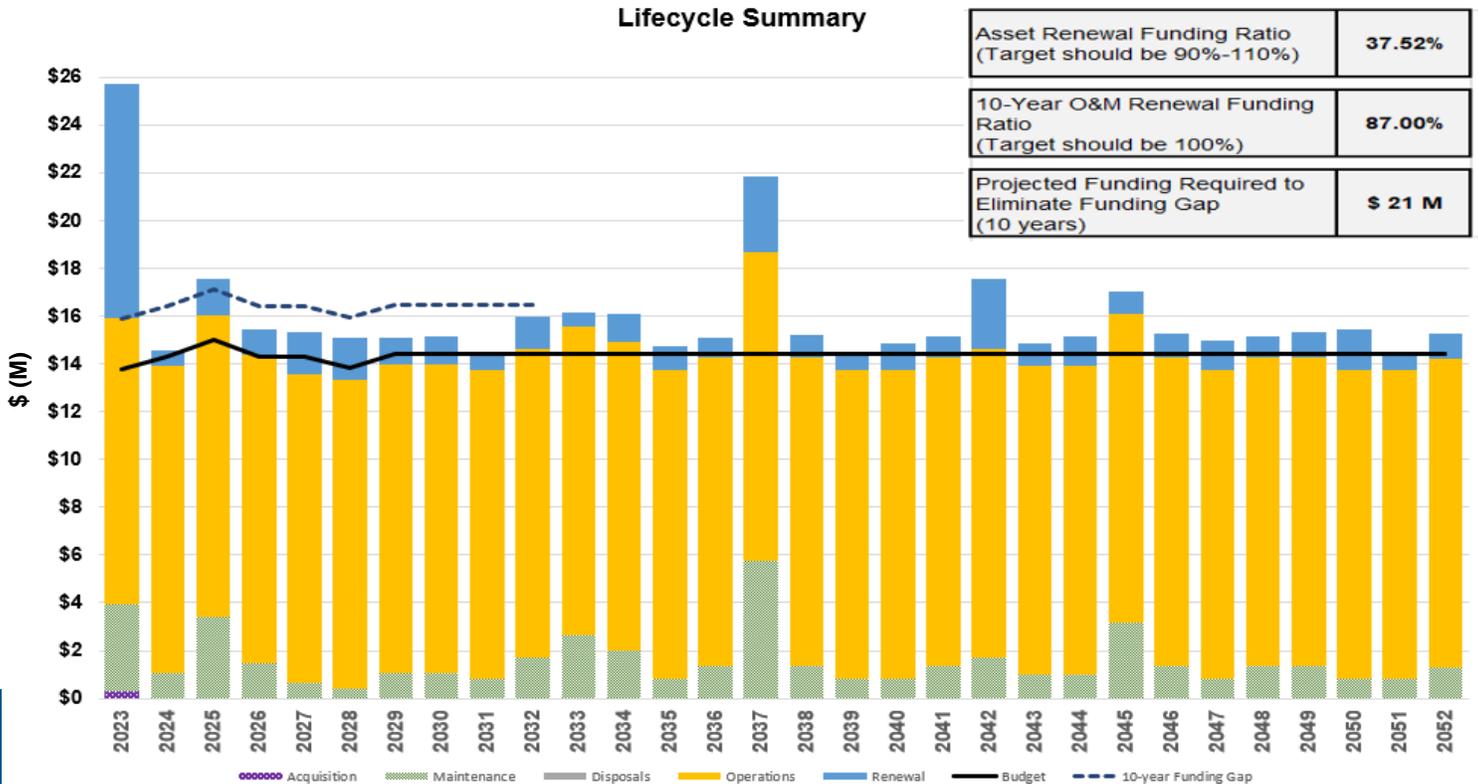
Adaptation

- 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.

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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.

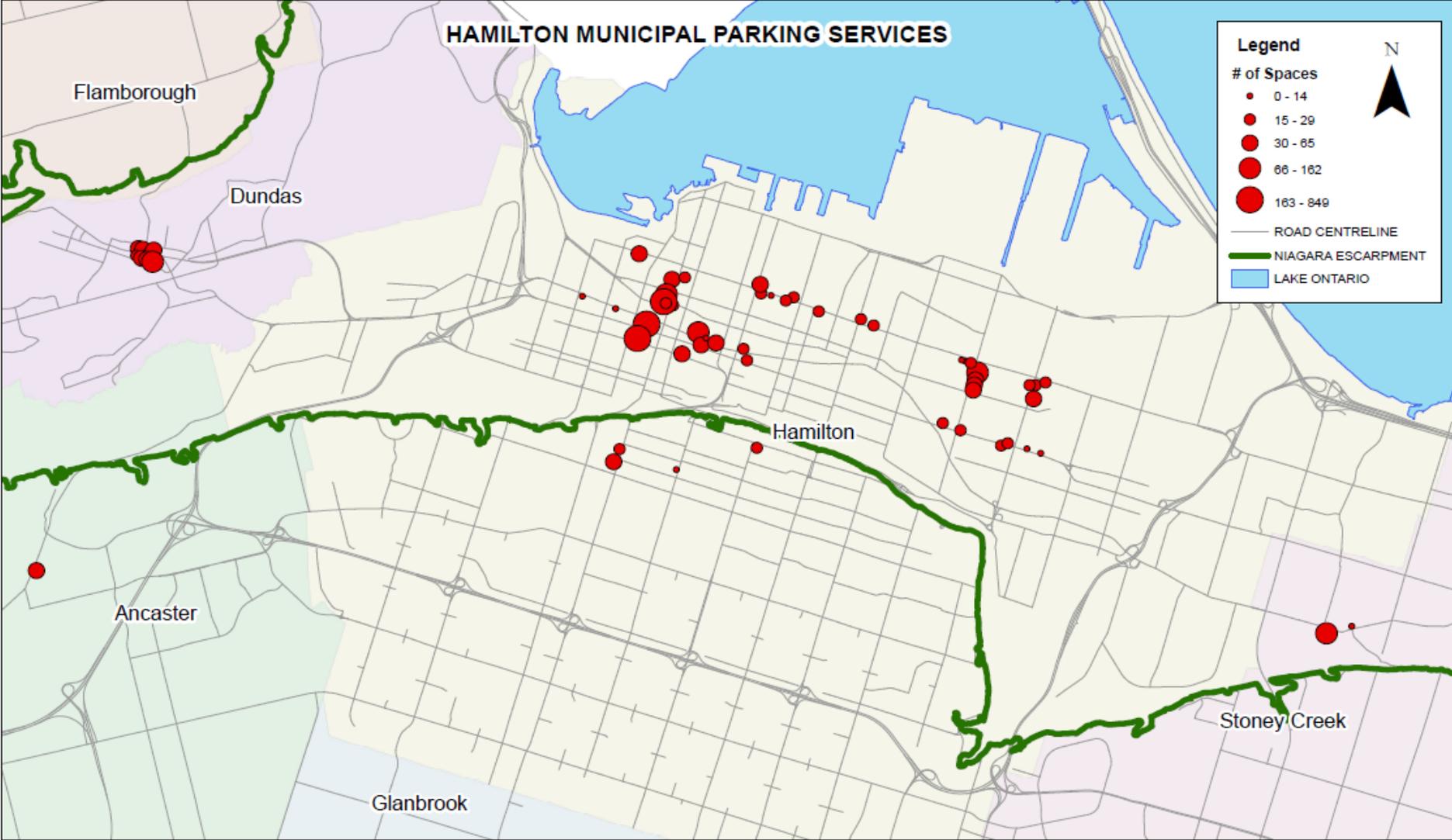
HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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.

- 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.

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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.

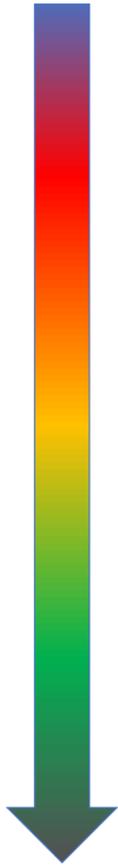
The overall average condition data confidence is rated as Low. For the majority of the assets the condition is based on age and not based on actual physical inspection and data condition analysis. Exceptions to this are the Convention Center parking garage, where condition is based on Facility Condition 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.

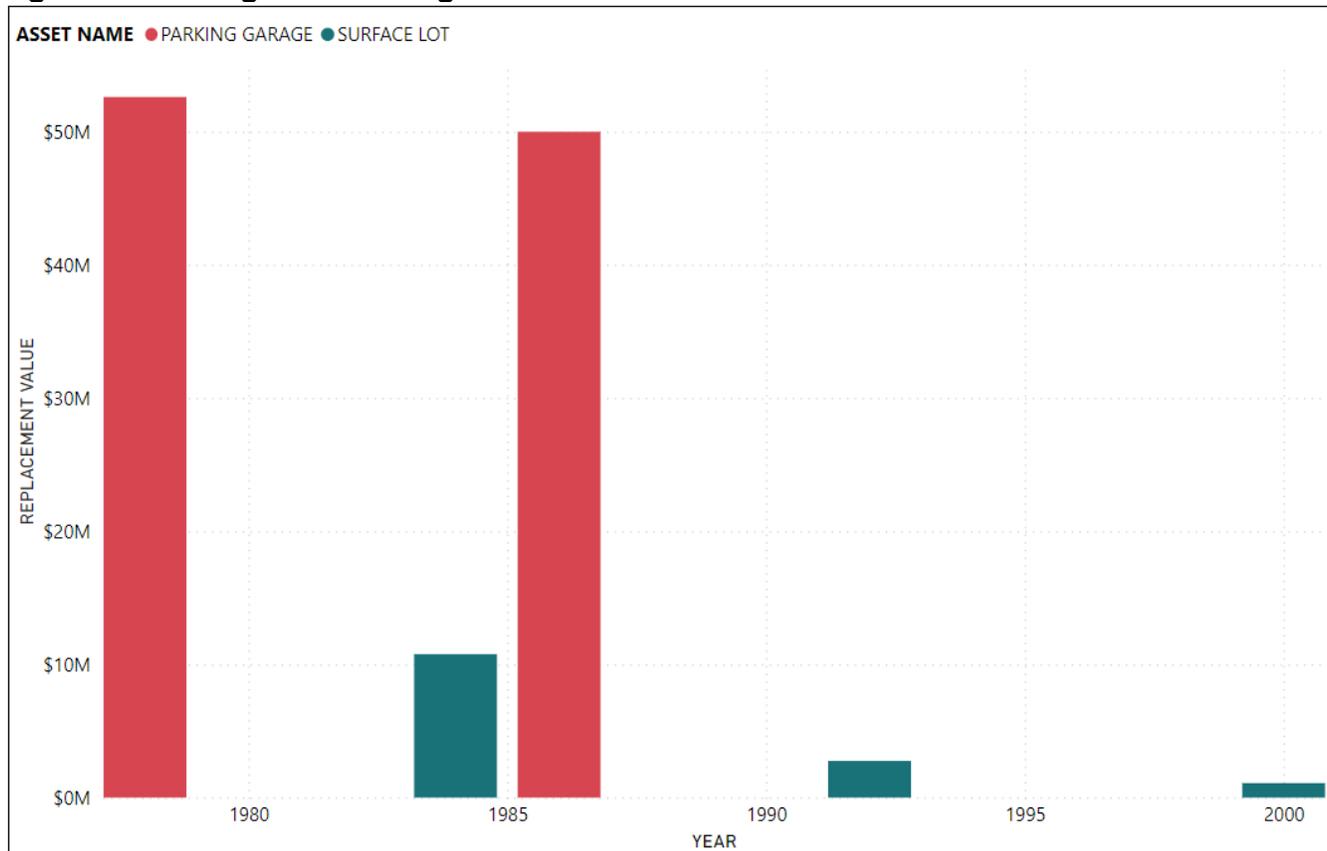
Finally, assets are generally provided to meet design standards where available. However, there are often insufficient resources to address all known deficiencies, and so performance deficiencies inevitably arise which should be noted.

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

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

updated on a regular basis to better identify asset service lives. This is detailed in the Continuous improvement plan in **Table 32**.

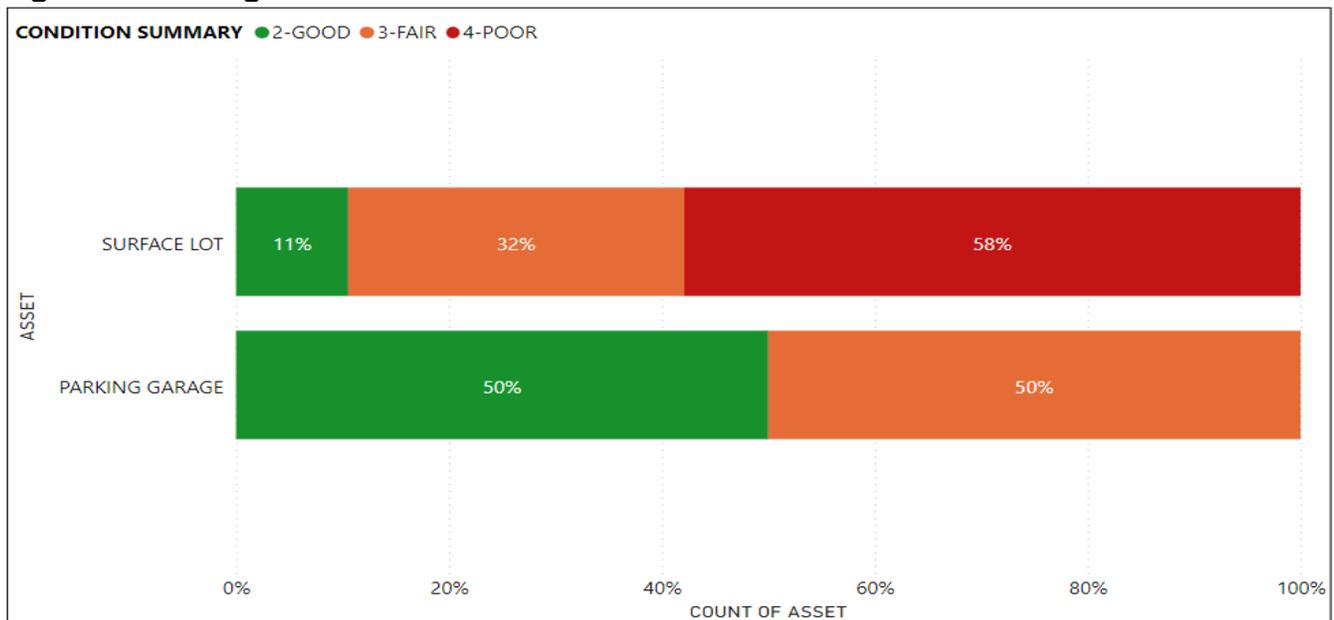
Table 6: Inspection and Condition Information

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



HAMILTON MUNICIPAL PARKING SYSTEM

ASSET MANAGEMENT PLAN

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

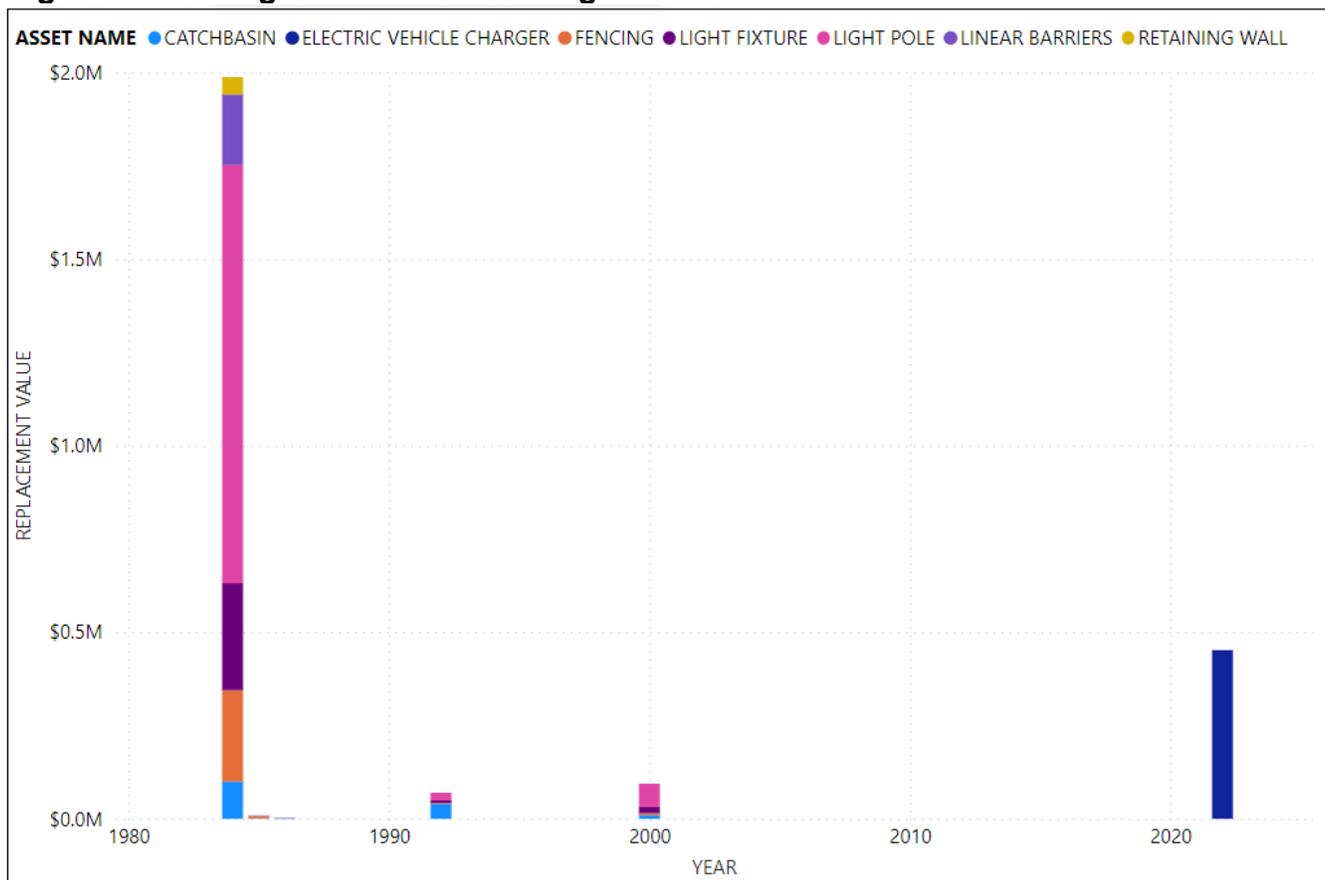
ASSET	LOCATION	SERVICE DEFICIENCY	DESCRIPTION OF DEFICIENCY
PARKING FACILITIES	Parking Garage Lot 37	Waterproofing at end of life	Waterproofing membrane within the garage has become brittle with extensive areas of cracking and delamination. Project underway to replace garage waterproofing. Rooftop waterproofing (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

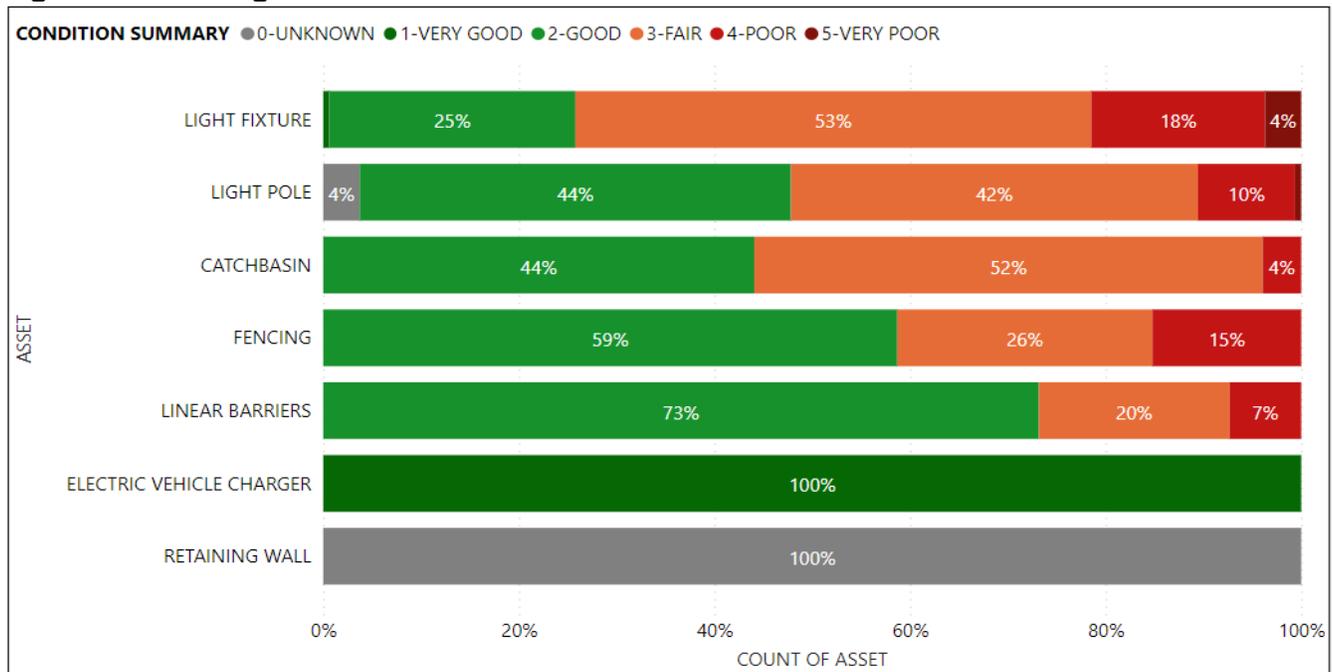
HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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.

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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.

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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.

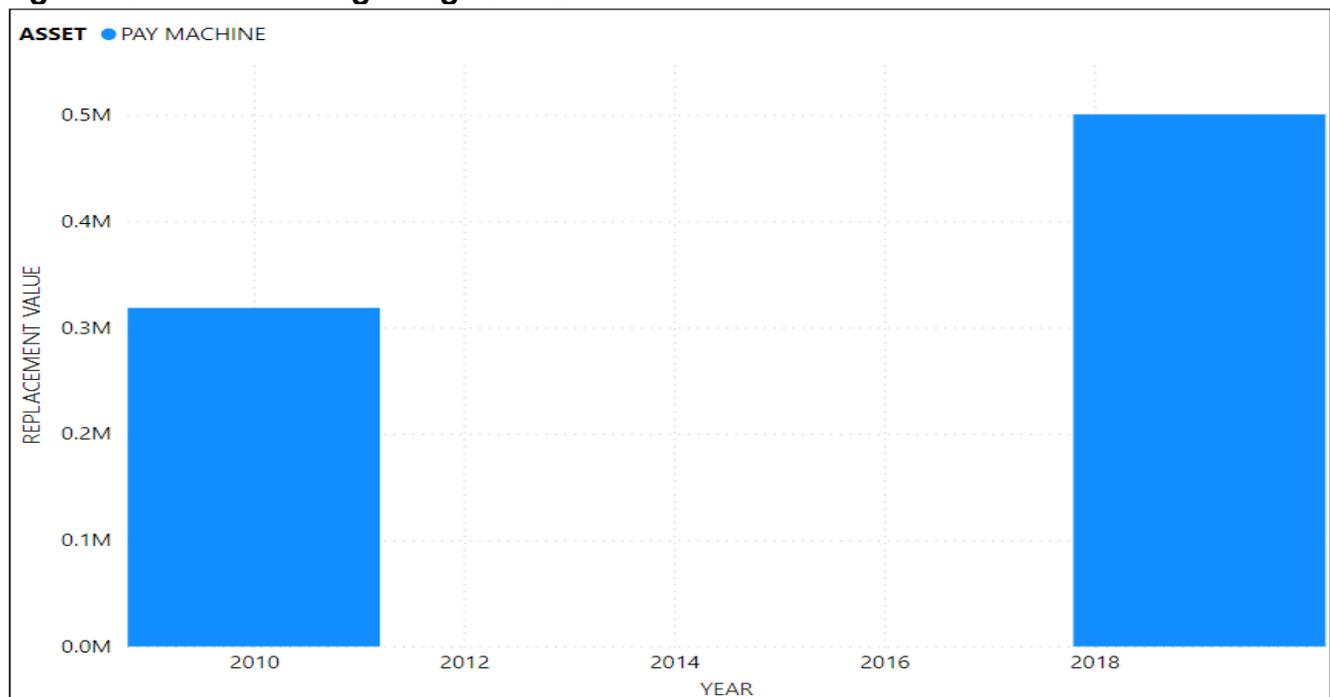
3.4.3 METERS AND SIGNS

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



HAMILTON MUNICIPAL PARKING SYSTEM

ASSET MANAGEMENT PLAN

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

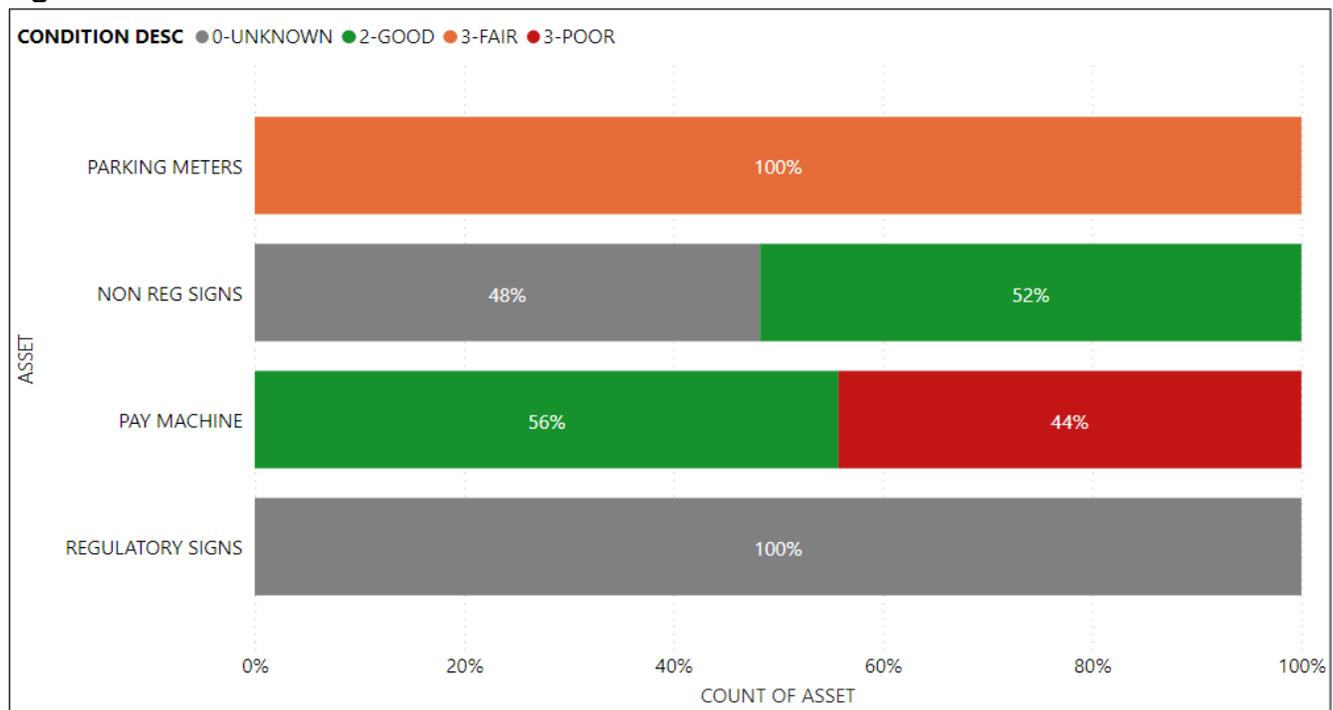
ASSET	INSPECTION FREQUENCY	LAST INSPECTION	CONDITION SCORE OUTPUT
Pay Machines	Ad Hoc	N/A	N/A, assumed based on age
Parking Meters	Ad Hoc Visual on Coin Pickup	N/A	N/A, not permitted to deteriorate below 3 - FAIR
Non-Regulatory Signs	Ad Hoc	N/A	N/A, assumed based on asset owner opinion
Regulatory Parking Control Signs	Ad Hoc - MMS 16 Months	N/A	N/A, assumed based on asset owner opinion

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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.

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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

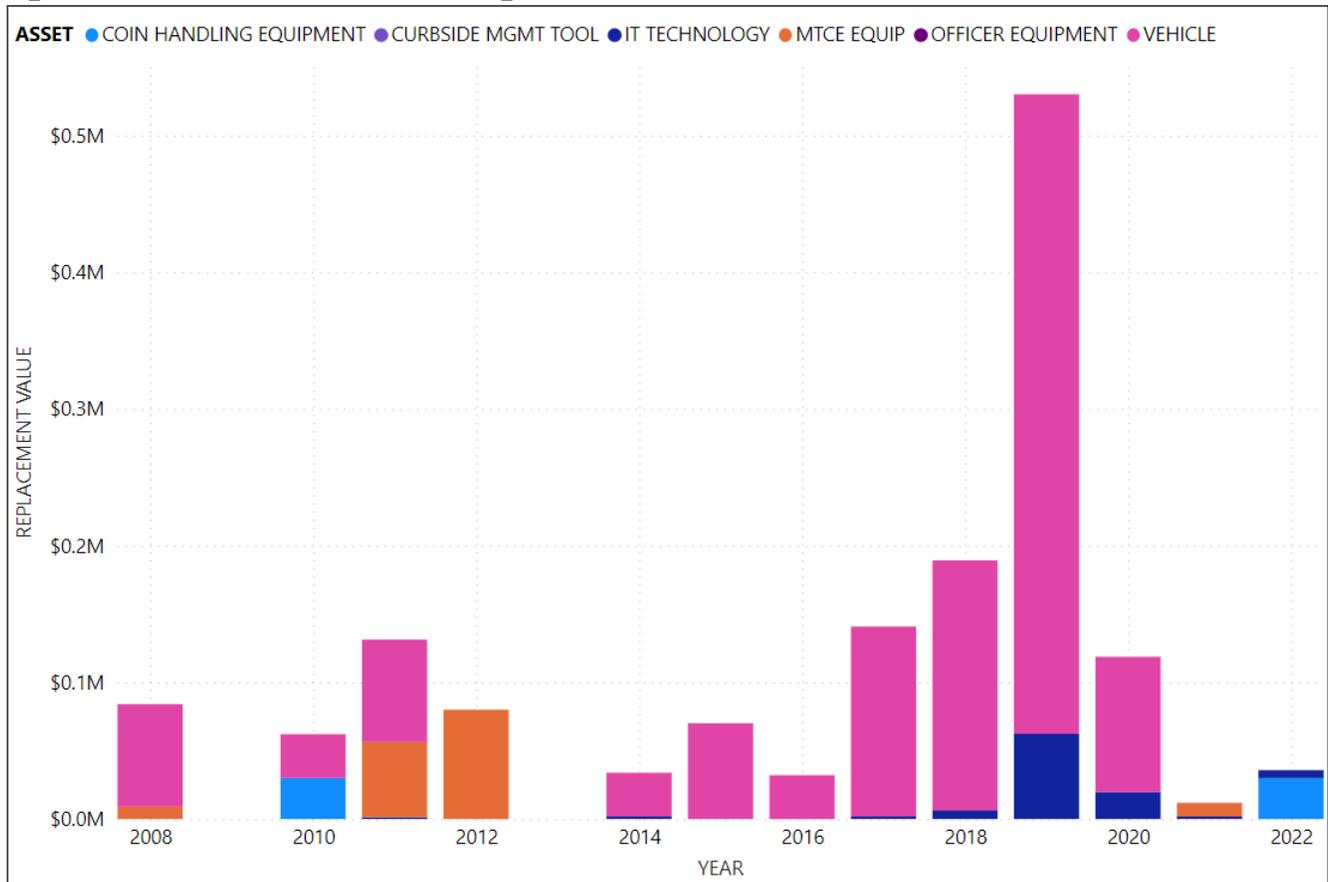
The asset profile information for administrative asset classes is included in each section below and includes an age profile, the condition methodology used, the condition profile, and asset usage and performance. At this time, administration assets such as facilities and vehicles have been included 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

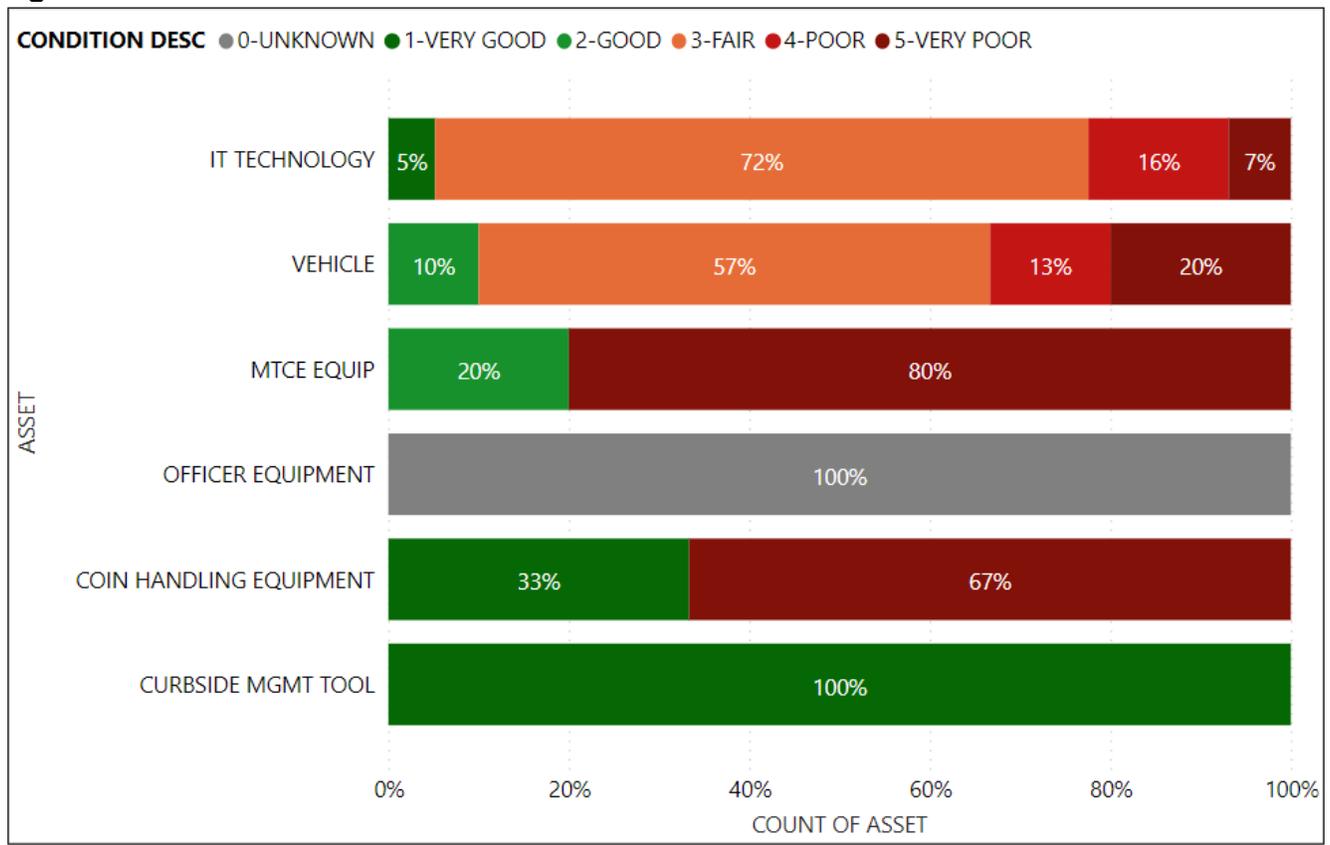
HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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.

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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.

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

Table 15: Customer Levels of Service

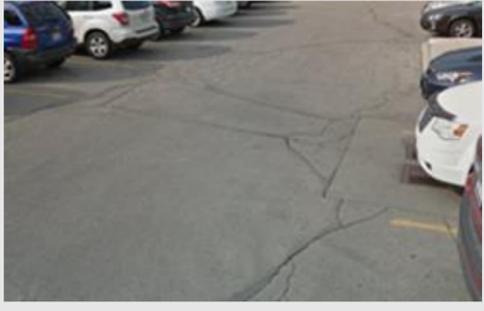
TYPE OF MEASURE	LEVEL OF SERVICE STATEMENT	SOURCE	PERFORMANCE MEASURE	CURRENT PERFORMANCE	EXPECTED TREND BASED ON PLANNED BUDGET
Quality / Condition	Provide efficient HMPS services	2023 HMPS City Services & Assets Review Survey	Average survey respondent opinion on how HMPS has performed overall in the 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	

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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	

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.

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.

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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

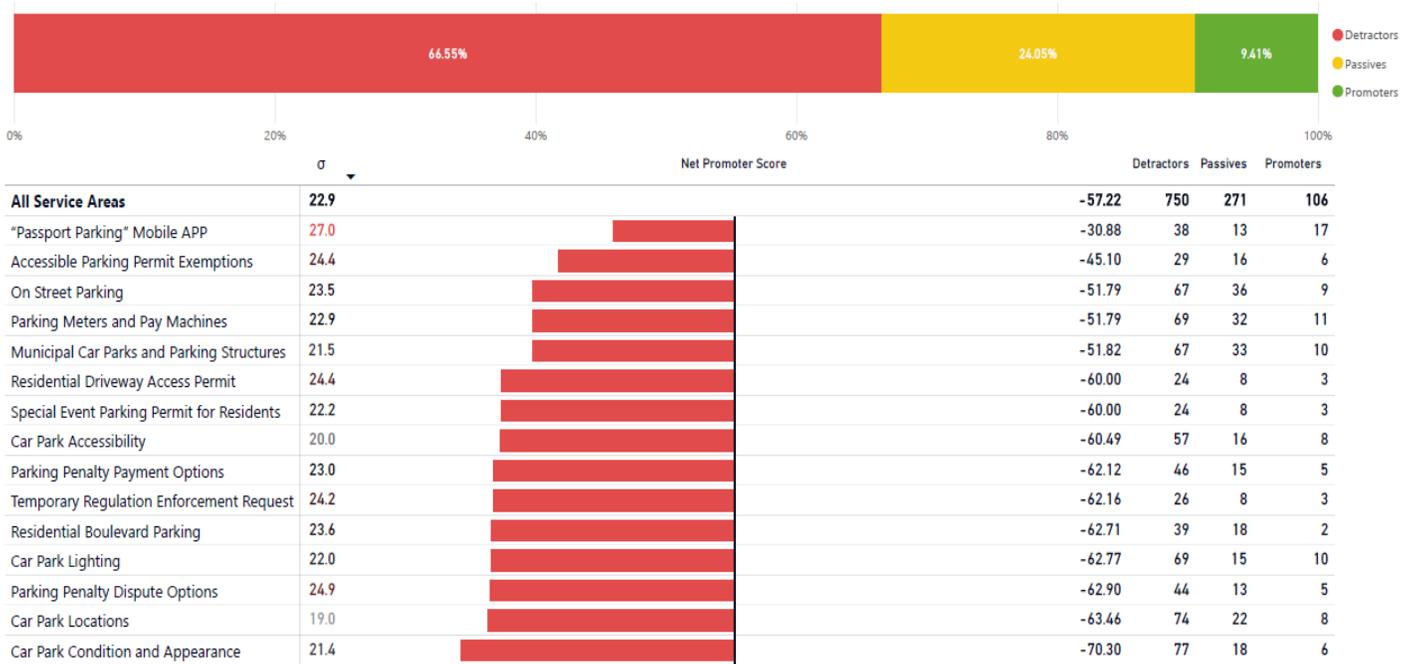
The Net Promoter Score indices outline how likely an individual is to recommend a service to another person and measures customer loyalty. For municipal services this score is difficult to interpret because often times individuals do not have many alternatives for utilizing different services and also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

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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.

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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**.

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

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

Appendix "C" Item 1 to GIC Report 23-033
Page 56 of 128

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.

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.

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.

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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.

(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.

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.

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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.

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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)
<p>Increase supply of parking in Waterdown, Downtown and Stoney creek or others where utilization exceeds capacity</p>	<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>	<p>Reputation Risk, Economic risk to businesses.</p>

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,

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

- 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 Appendix "C" Item 1 to GIC Report 23-033

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

Appendix "C" Item 1 to GIC Report 23-033

Page 72 of 128

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

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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;

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

- 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.

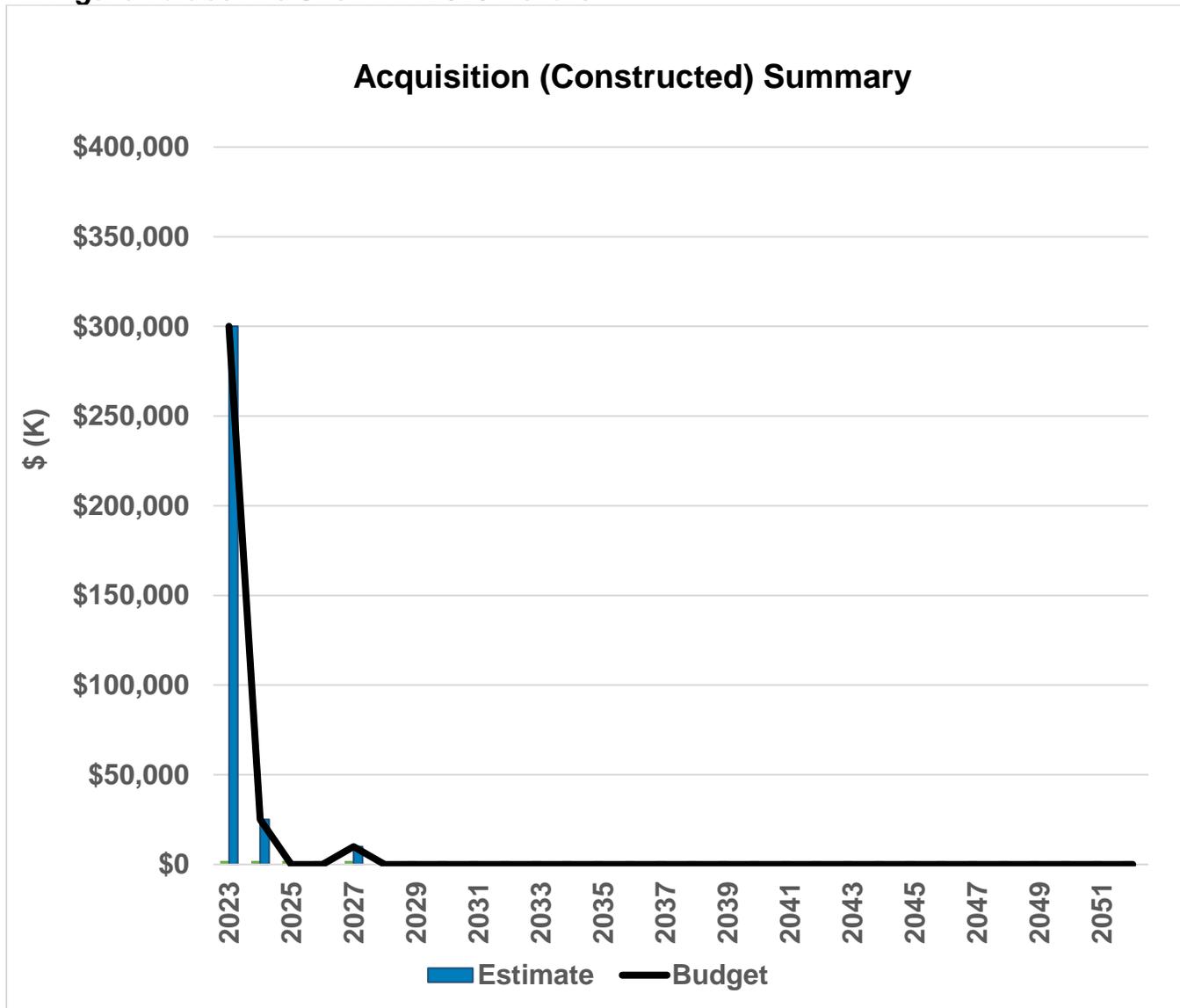
SELECTION CRITERIA

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,

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

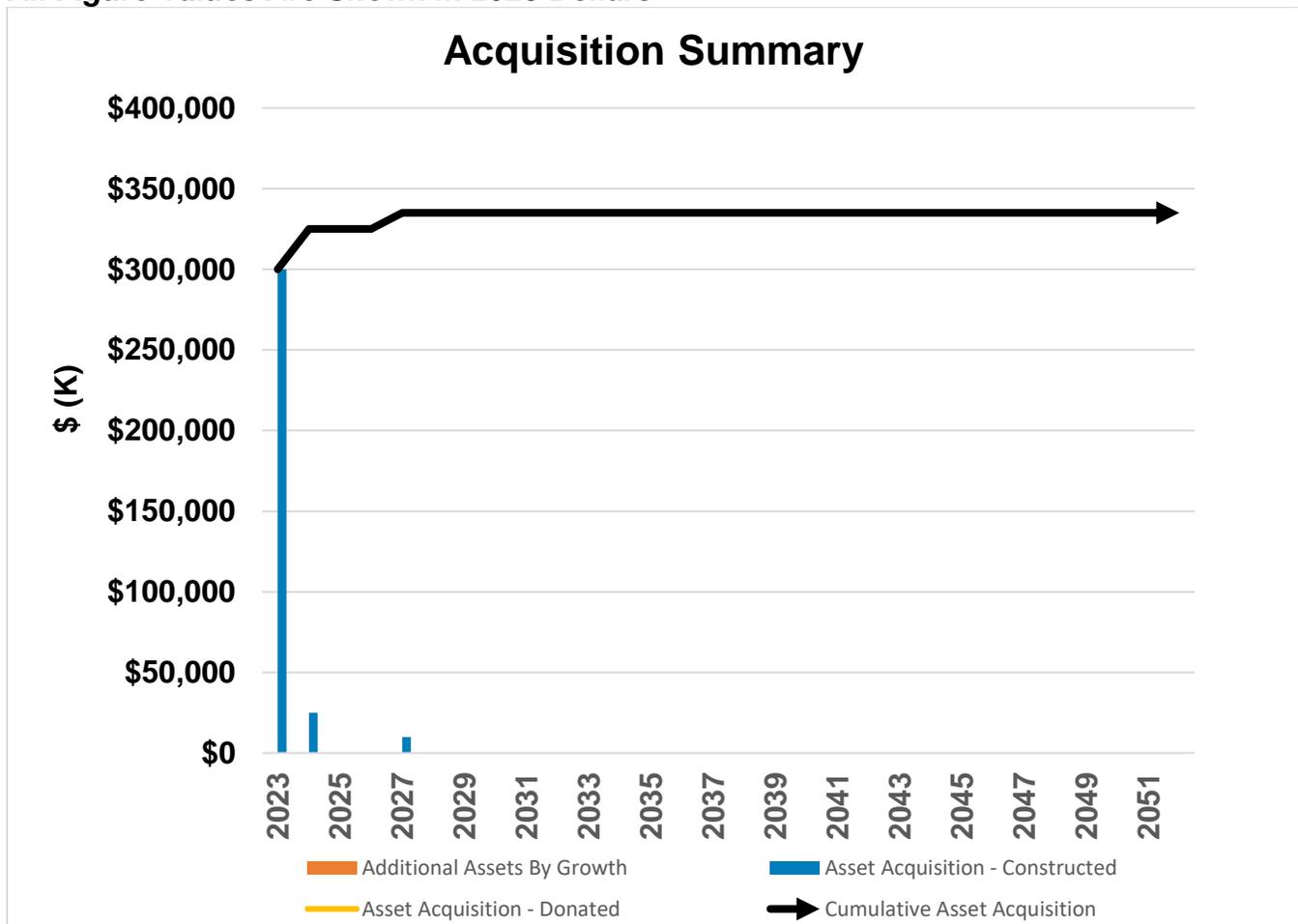
- \$35 K assumed 10% of capital budget for surface lot lighting will be spent on new lighting and balance on renewals of existing lighting.

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.

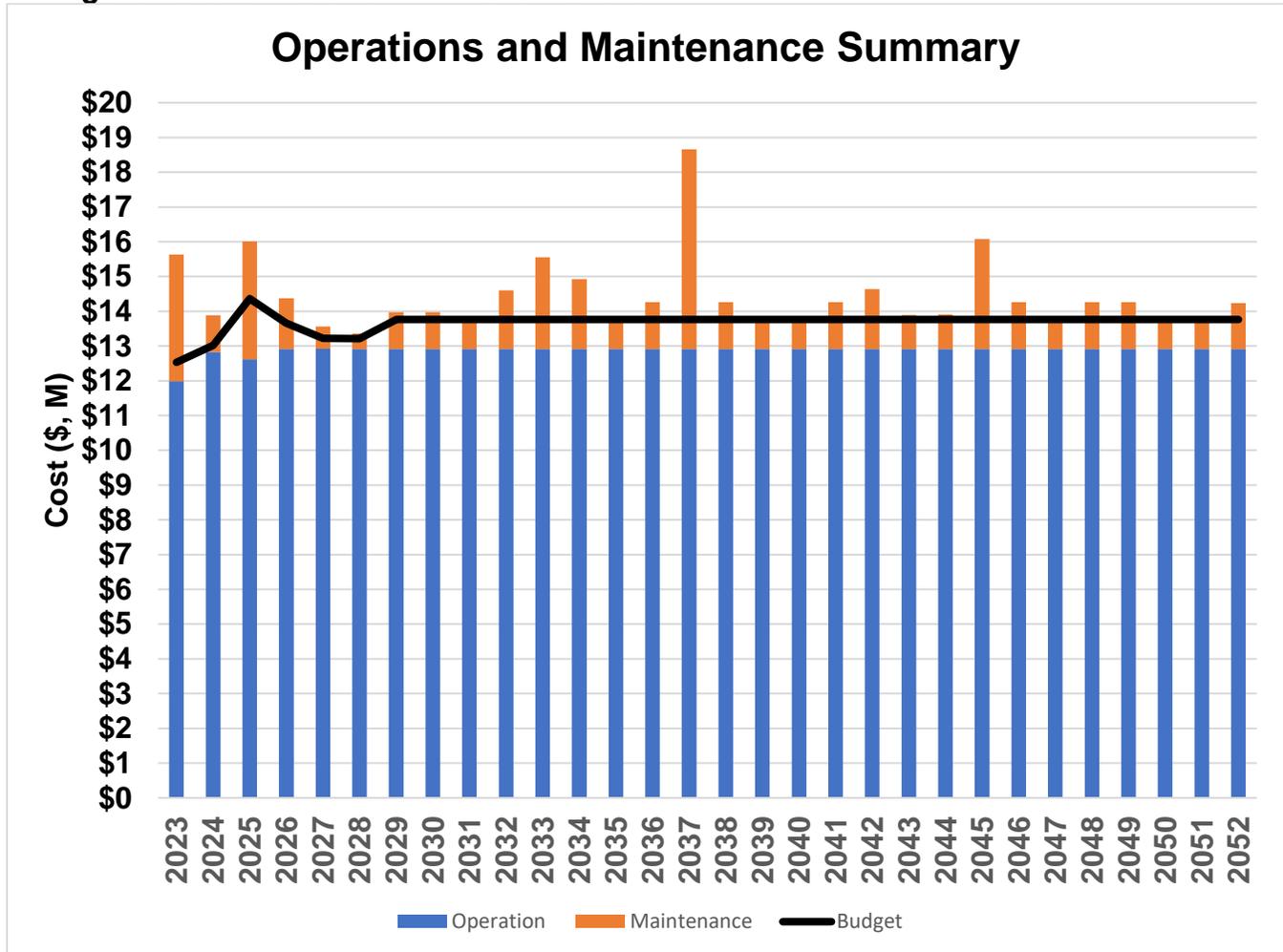
Deferred maintenance (i.e., works that are identified for maintenance activities but unable to be completed due to available resources) will be included in the infrastructure risk management plan in future iterations once those works have been identified and prioritized.

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 worder 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.

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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.

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

CURRENT CONDITION	GOOD	FAIR	POOR
Large lot (>1000 m2)	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 m2)	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.

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

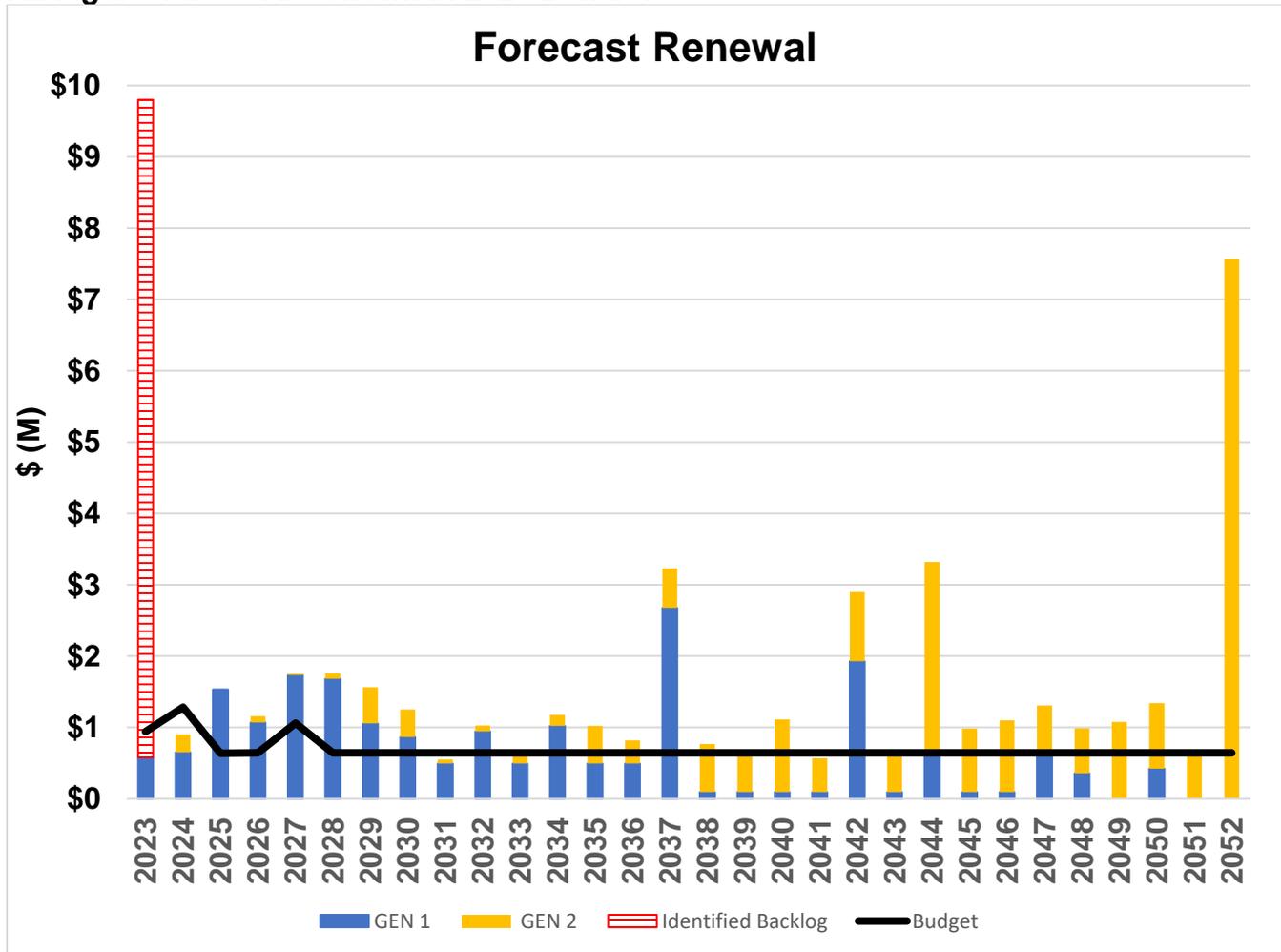
- Have higher than expected operational or maintenance costs; and,
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.⁶

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.

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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.

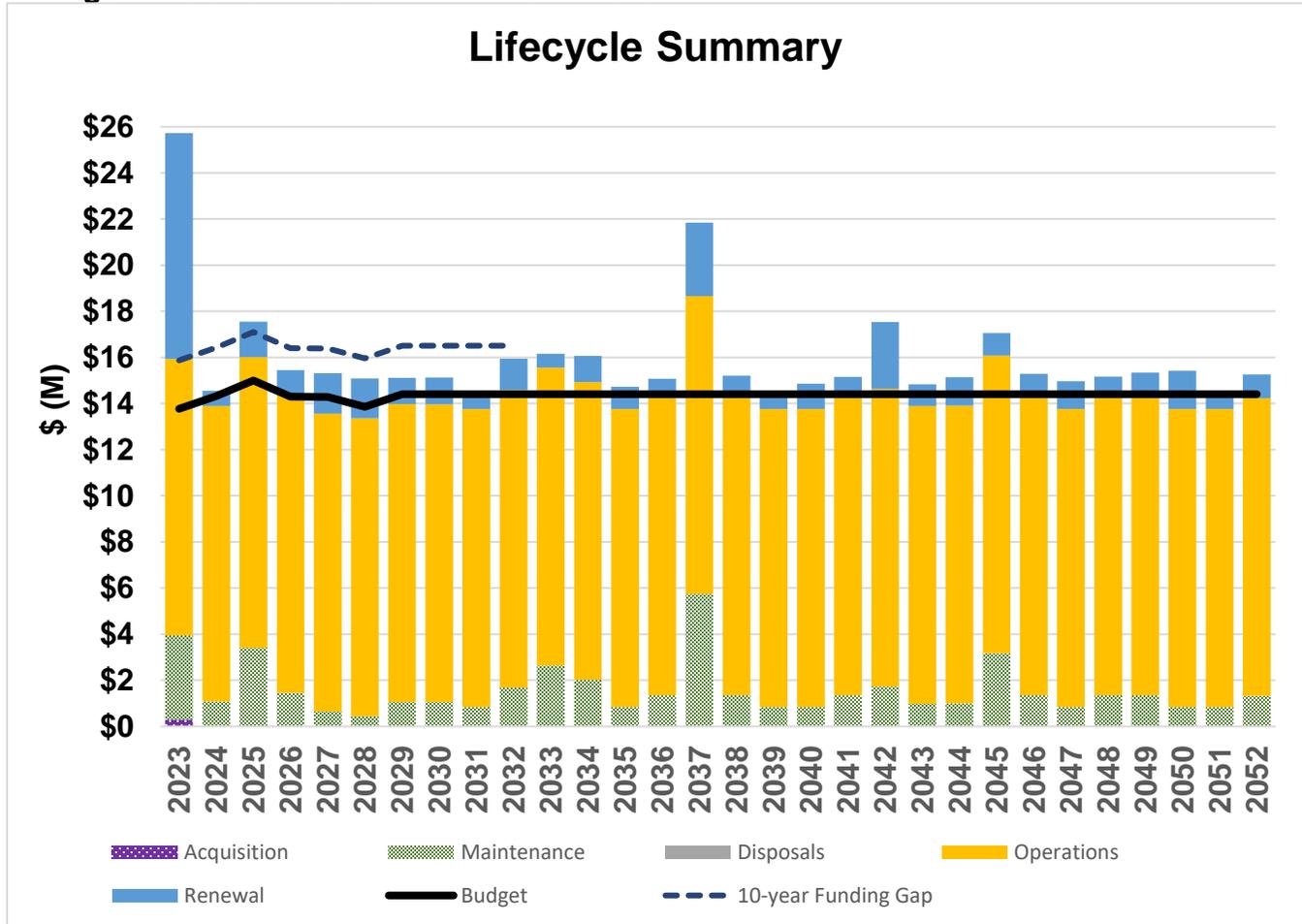
8.5 SUMMARY OF CURRENT ASSET FORECAST COSTS

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.

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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.

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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).

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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.

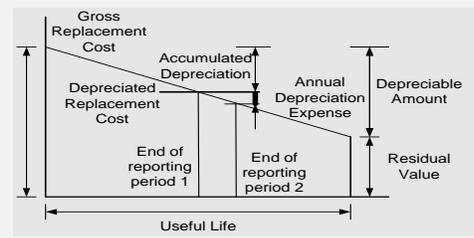
Additional assets will add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts. Any disposals of assets would decrease the operations and maintenance 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.

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT 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.

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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.

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

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>

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

	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)

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

	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)

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

	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

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

	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

HAMILTON MUNICIPAL PARKING SYSTEM ASSET MANAGEMENT PLAN

	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.

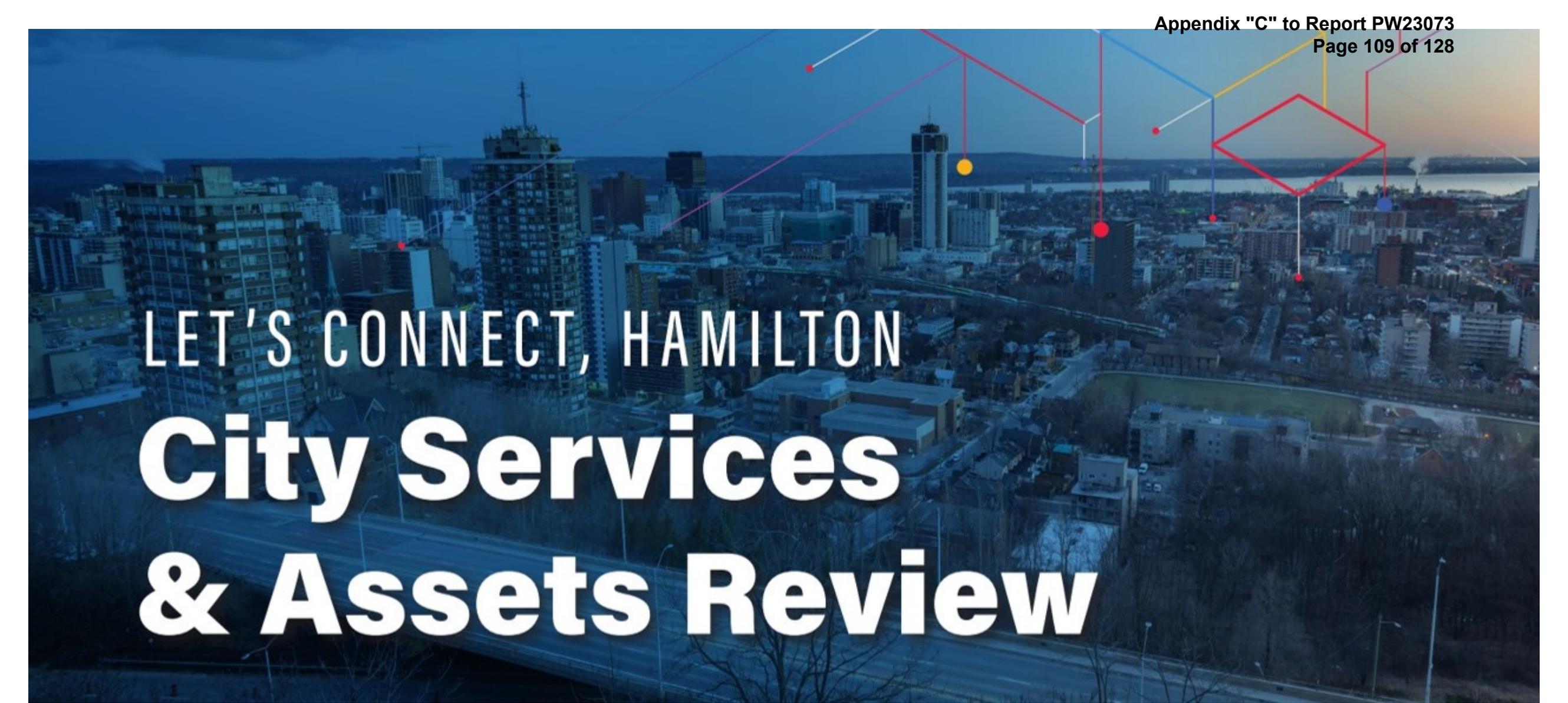
10.4 PERFORMANCE MEASURES

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;

- 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**



132

134

5

Survey Response Demographics

17556

759

Respondents

Survey Questions

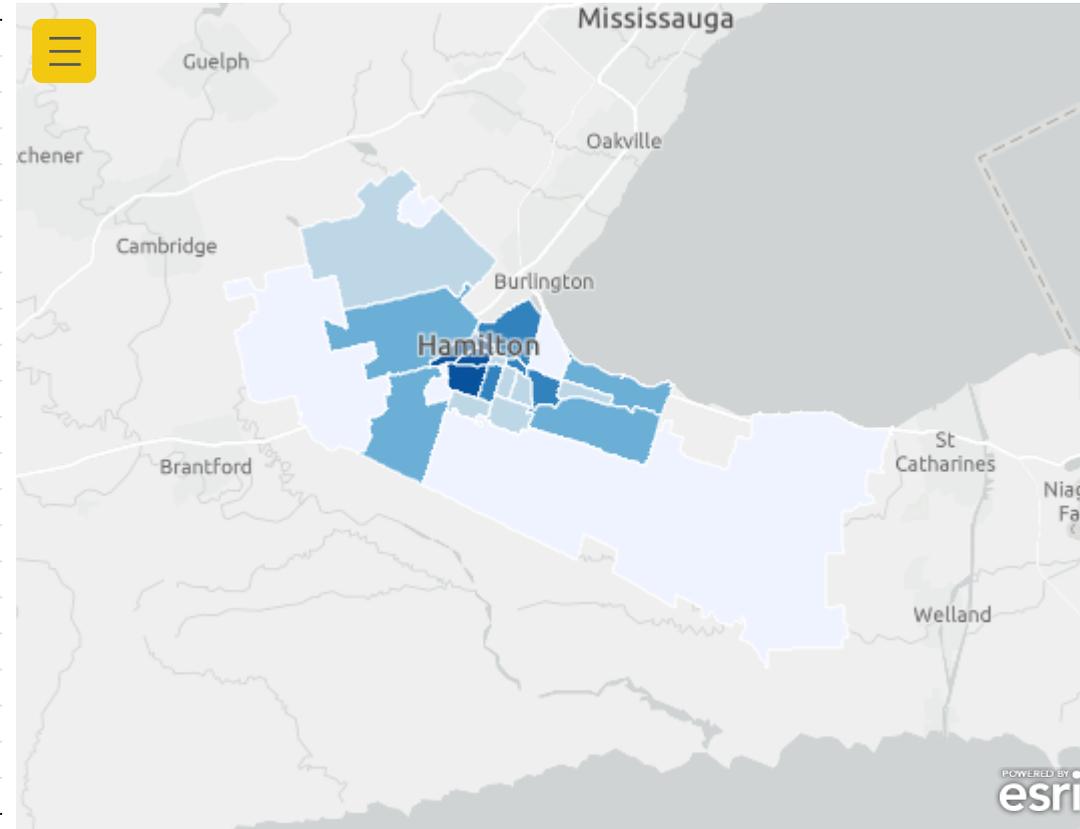
Demographic Questions

Survey Responses

Demographic Responses

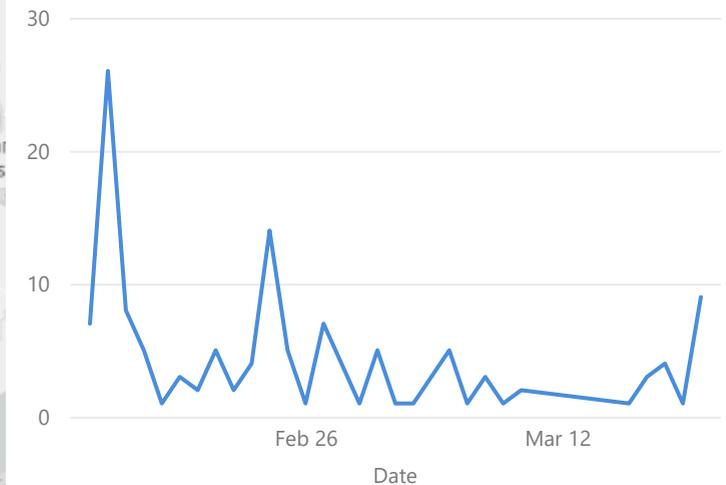
Postal Code	Respondents	% Respondents	Population
L9C	16	12.60%	64,505
L8P	15	11.81%	42,655
L8R	9	7.09%	19,375
L8S	9	7.09%	26,295
L8M	8	6.30%	22,530
L8K	7	5.51%	52,085
L8L	7	5.51%	50,110
L9A	7	5.51%	40,750
L8E	6	4.72%	64,835
L8J	5	3.94%	42,665
L9G	5	3.94%	38,540
L9H	5	3.94%	50,480
L8G	4	3.15%	36,075
L8N	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



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



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

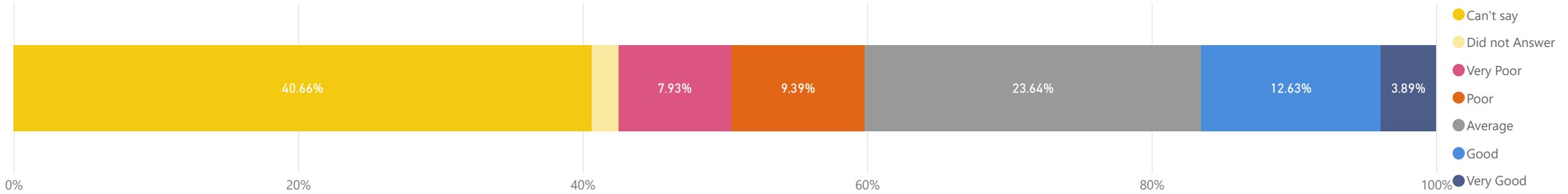
Gender	% Respondents	Respondents
Female	51.52%	68
Male	40.15%	53
Other	1.52%	2
Prefer not to answer	15.91%	21
Total	100.00%	132

Performance, last 24mo

Q1

132
Respondents
1980
Responses

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	

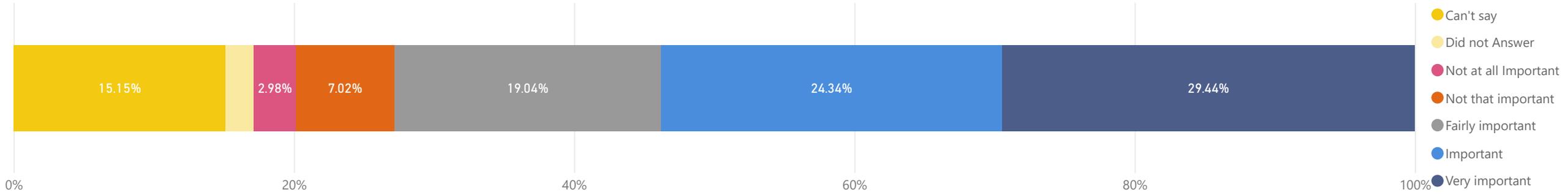
Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

Q2

132
Respondents
1980
Responses

Importance

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.

132

Individual Service Areas Importance vs. Performance

Respondents

3960

Responses

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?*

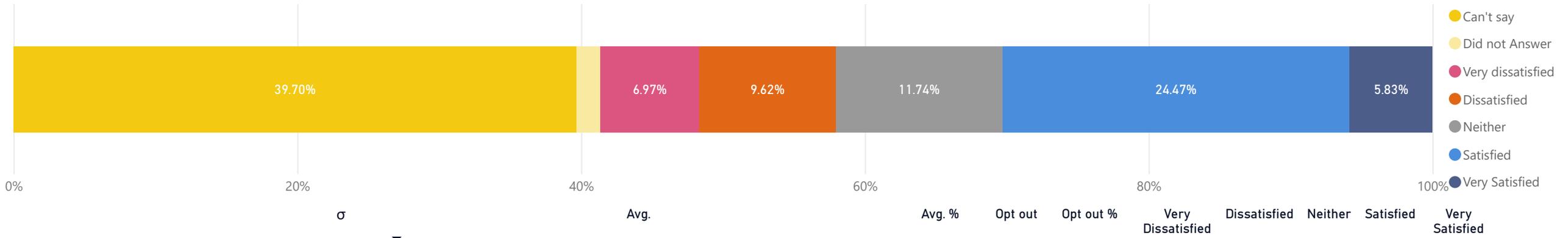
Importance *Q2 How important should the following services be as a responsibility for Parking Services? All values were calculated and then rounded to the nearest whole number.*

Q3

132
Respondents
1320
Responses

Access, last 24 mo

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

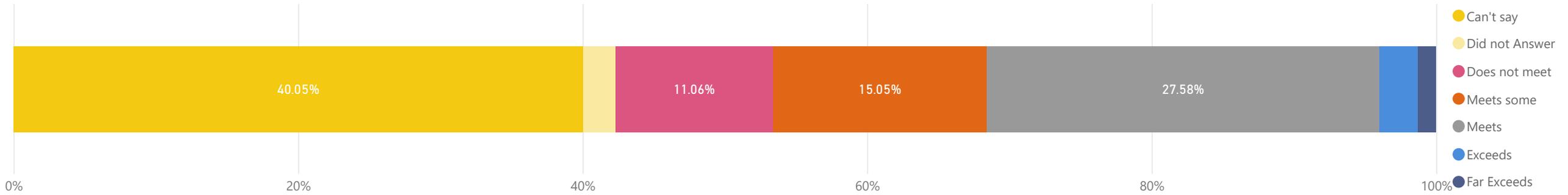
Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

Q4

132
Respondents
1980
Responses

Meet Needs

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		48.9	838	42.3	219	298	546	54	25
“Passport Parking” Mobile APP	1.14		58.2	75	56.8	10	5	27	10	5
Special Event Parking Permit for Residents	1.04		51.6	101	76.5	6	6	16	1	2
Accessible Parking Permit Exemptions	0.78		50.7	87	65.9	6	11	26	2	
Municipal Car Parks and Parking Structures	0.81		50.6	21	15.9	15	29	61	5	1
Car Park Accessibility	0.82		50.2	50	37.9	11	23	44	3	1
Parking Penalty Payment Options	0.93		50.0	70	53.1	12	13	32	4	1
Parking Meters and Pay Machines	0.92		49.3	12	9.1	22	32	56	8	2
Car Park Lighting	0.90		48.5	29	22.0	18	32	46	5	2
Car Park Locations	0.78		48.4	20	15.1	14	42	52	3	1
Car Park Condition and Appearance	0.88		47.4	29	21.9	21	29	48	4	1
Residential Driveway Access Permit	0.98		47.2	96	72.7	9	8	17	1	1
On Street Parking	0.94		47.1	5	3.8	28	37	54	5	3
Temporary Regulation Enforcement Request	1.13		46.5	98	74.3	11	6	14	1	2
Residential Boulevard Parking	0.99		45.1	69	52.3	18	16	26	1	2
Parking Penalty Dispute Options	0.99		45.0	76	57.5	18	9	27	1	1

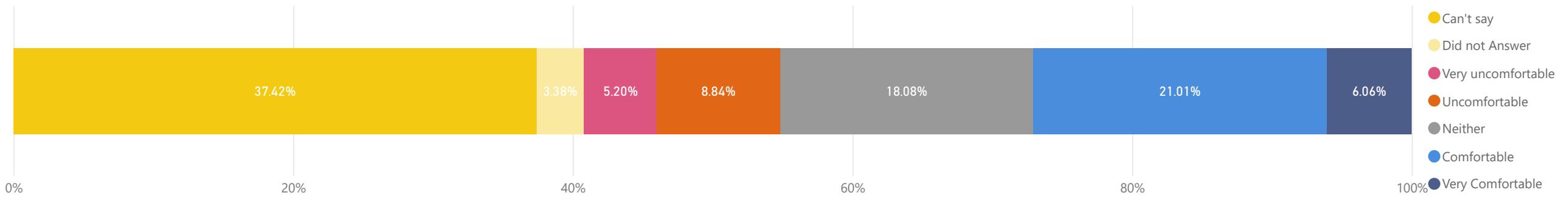
Q5

132
Respondents

1980
Responses

Comfortable and Safe

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

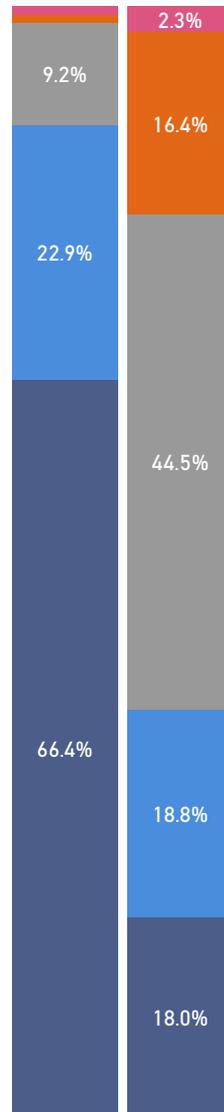
132 Respondents 132 Responses

Condition 1

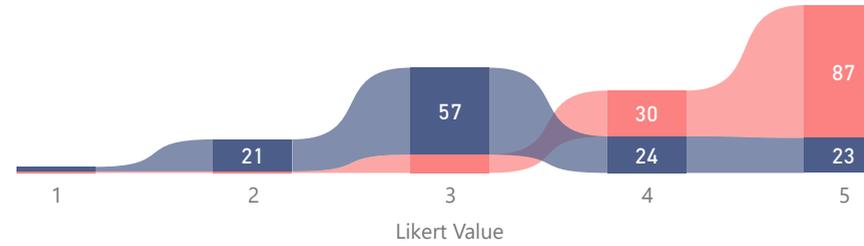
Please rate the condition of the above parking lot and spaces.

Meet Needs 1

Please consider if this parking lot would meet your needs



● Condition 1 ● Meet Needs 1



		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

Condition 2

Please rate the condition of the above parking lot and spaces.

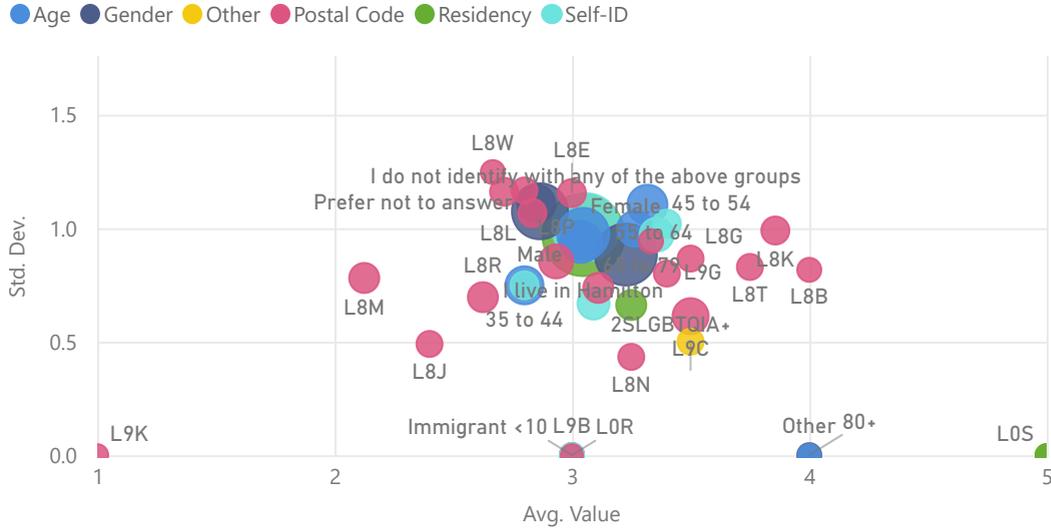
Q9

132 Respondents 132 Responses

Meet Needs 2

Please consider if this parking lot would meet your needs

Condition 2



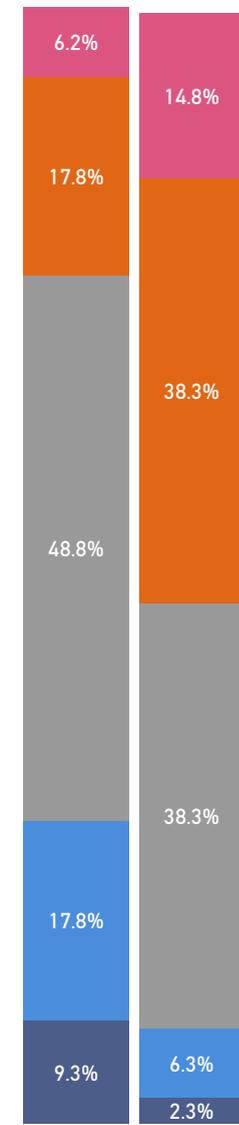
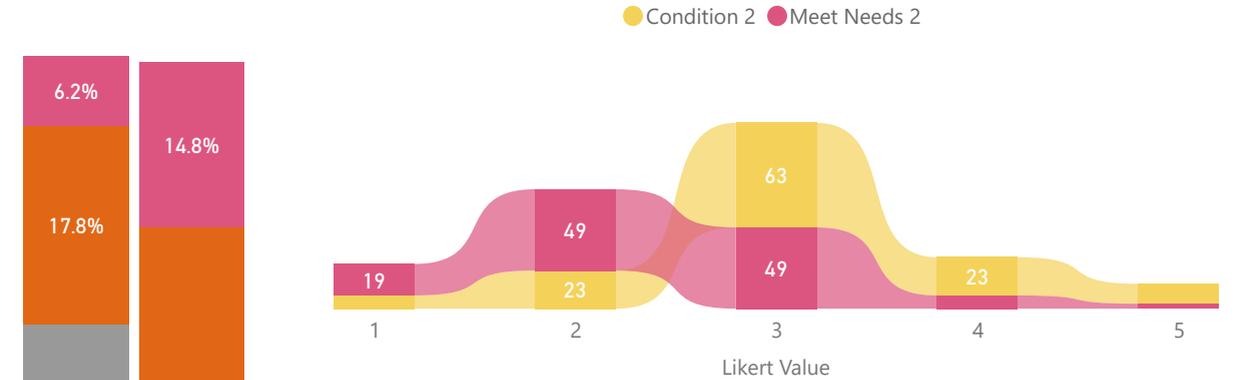
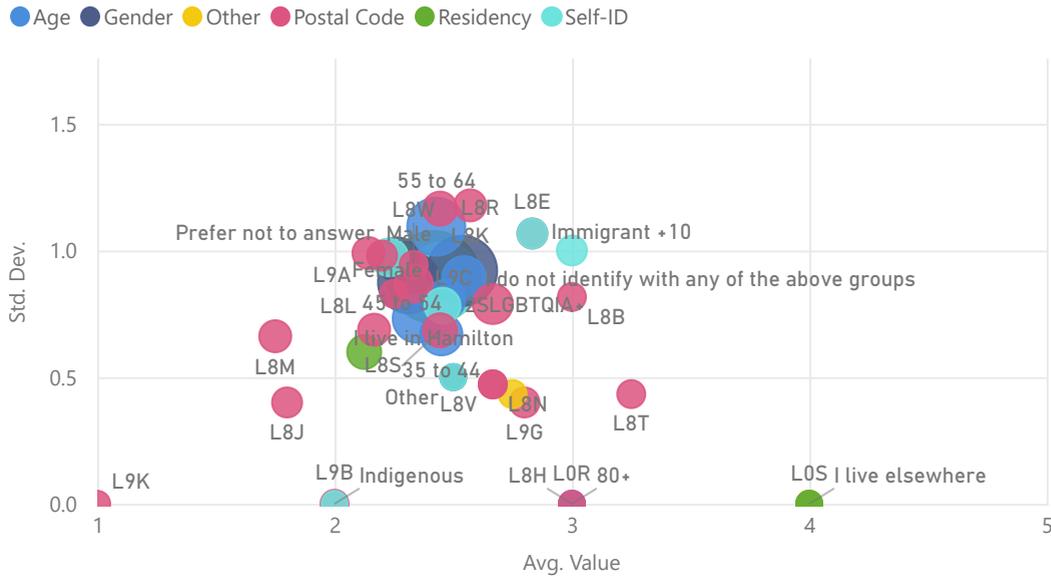
Condition 2



Meet Needs 2



Meet Needs 2



		Avg.	σ
Q9	Please consider if this parking lot would meet your needs	2.43	0.90
Q8	Please rate the condition of the above parking lot and spaces.	3.06	0.99
Total		2.75	1.00

Due to an error Q6 to Q15 did not provide respondents the "Can't Say" response option

Q10

132

132

Respondents

Responses

Q11

132

132

Respondents

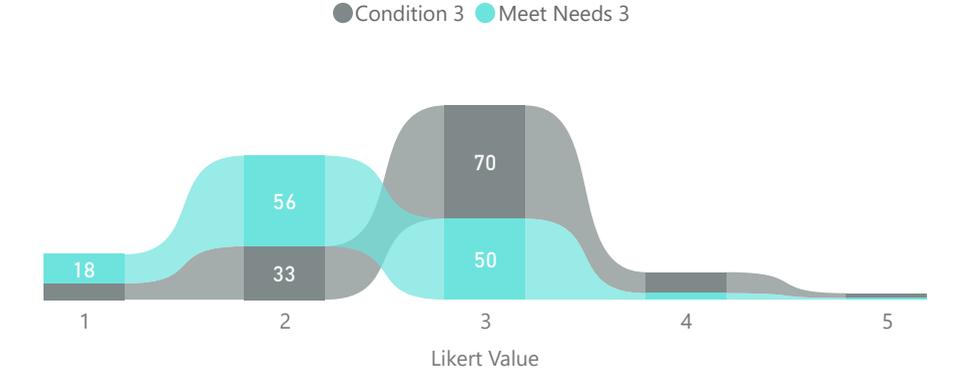
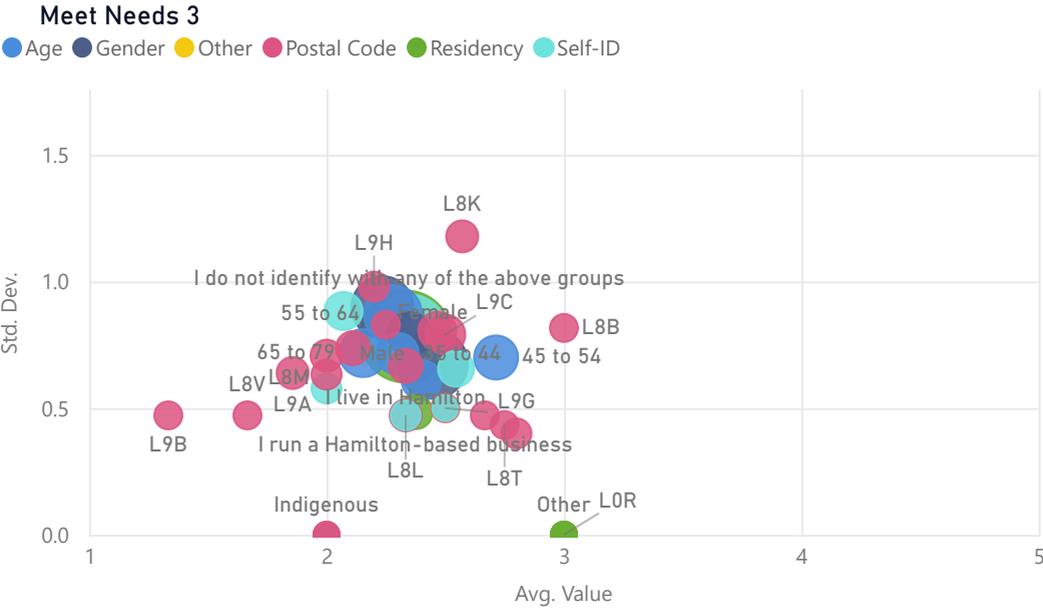
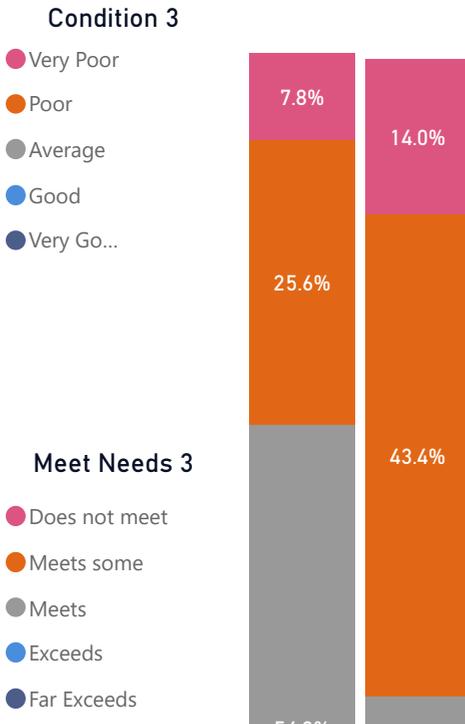
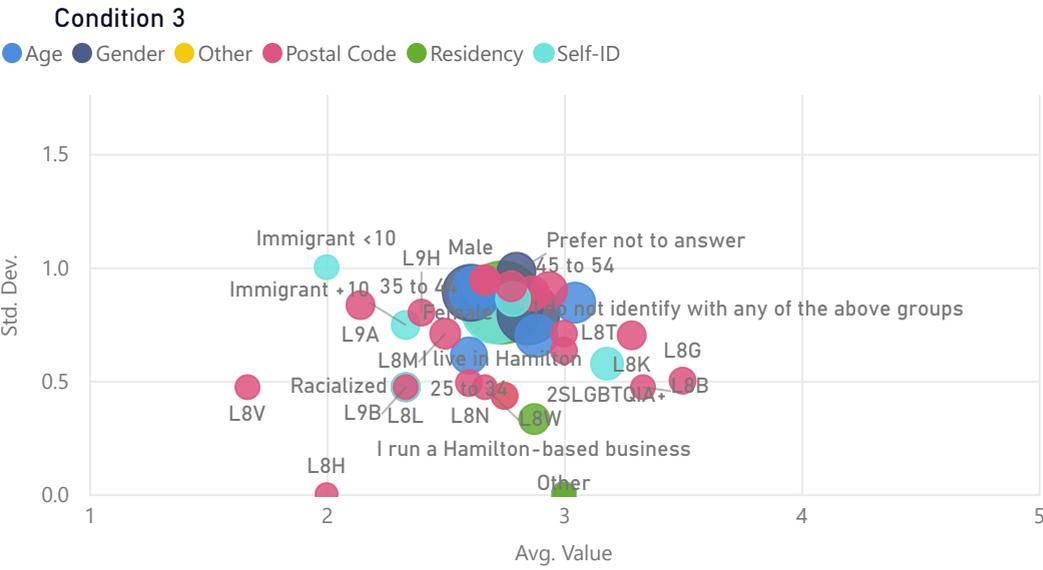
Responses

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

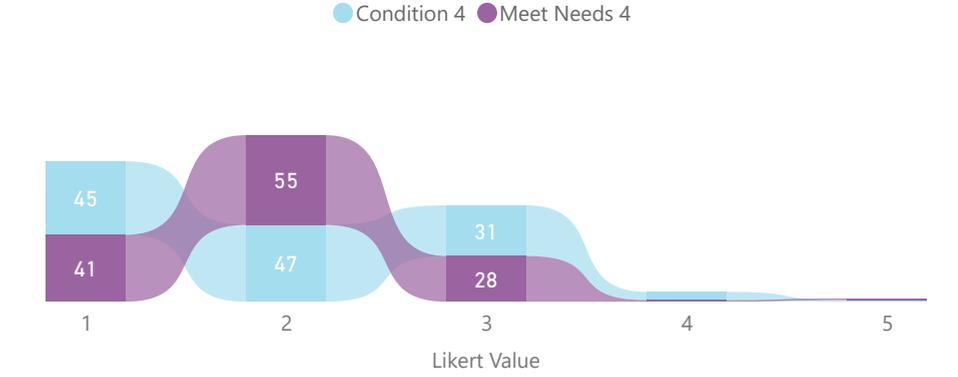
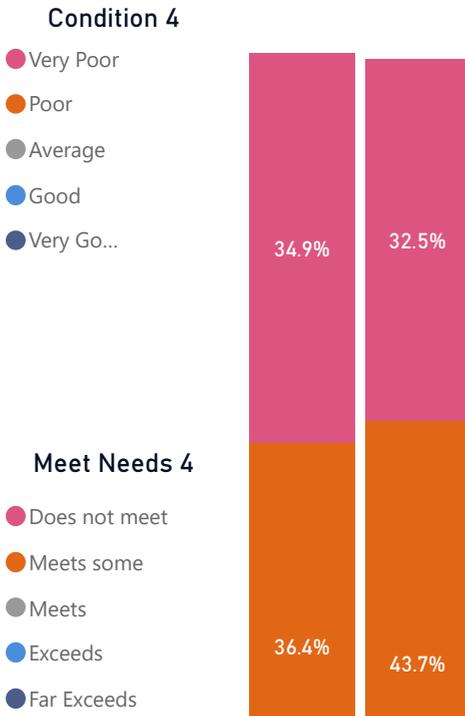
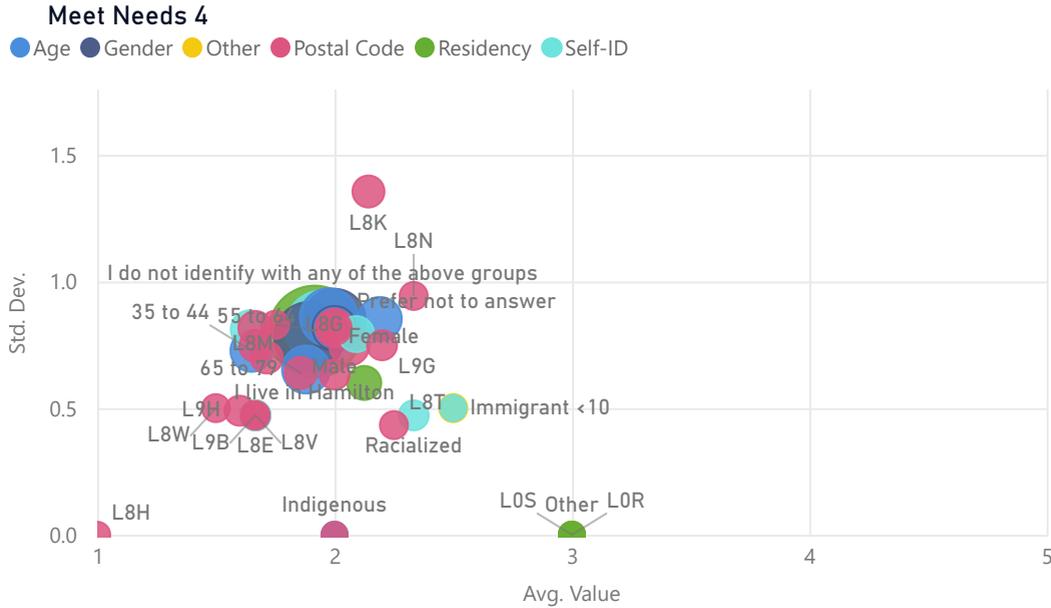
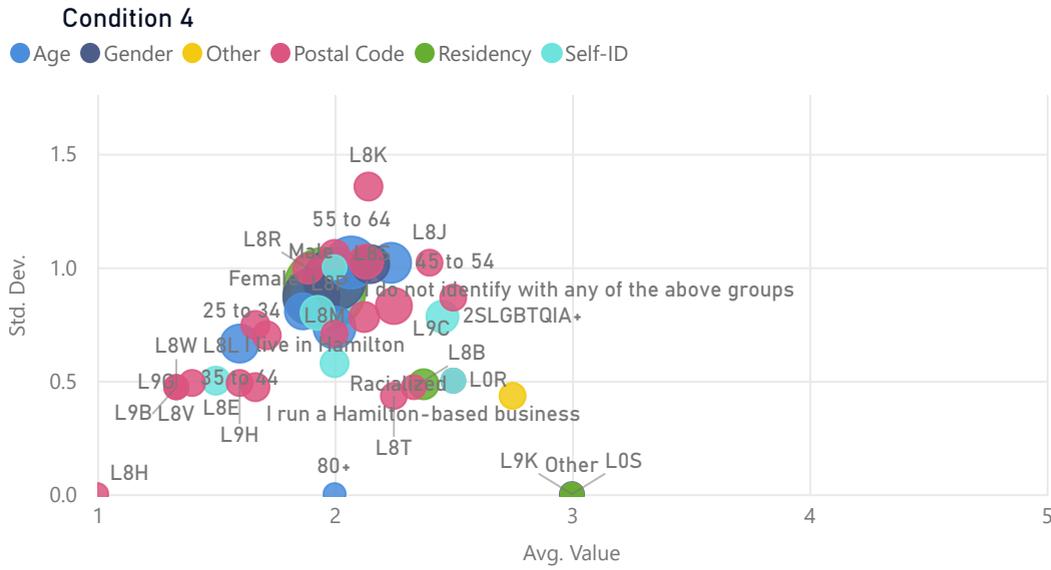
Q13 132 Respondents 132 Responses

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

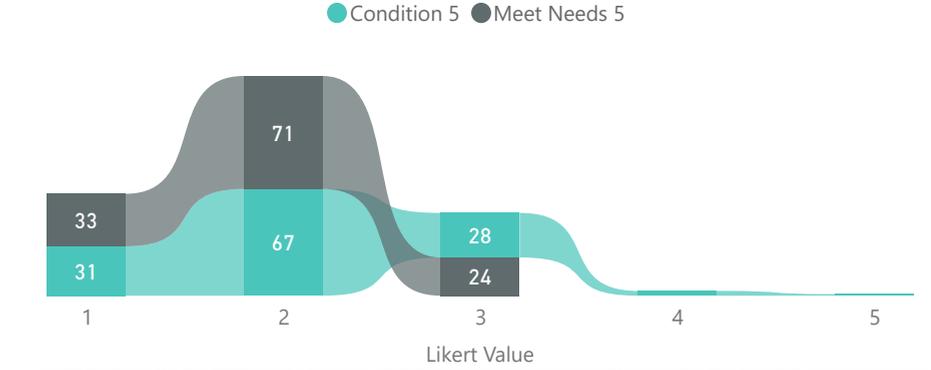
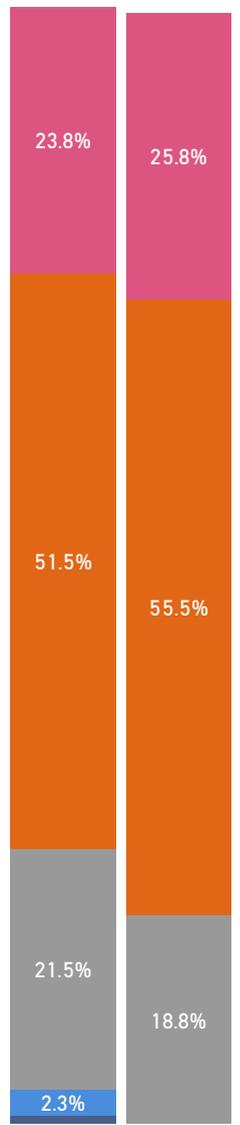
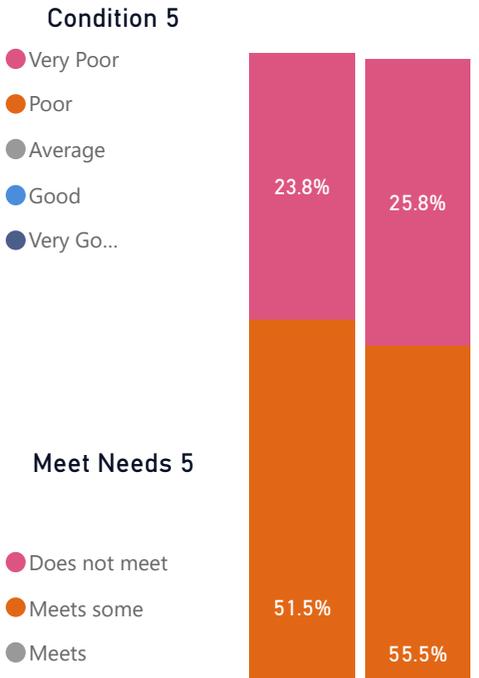
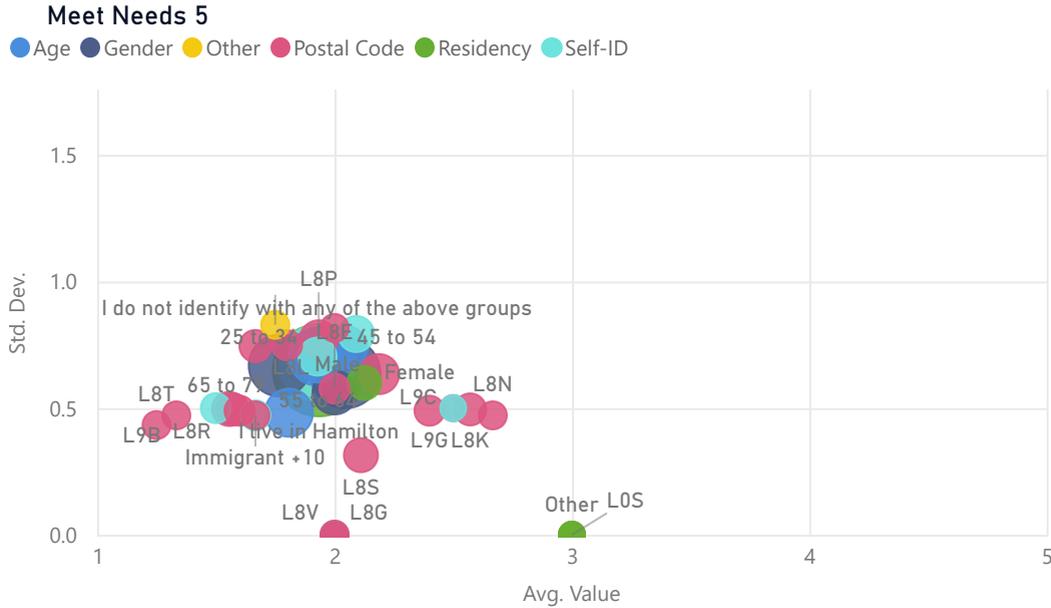
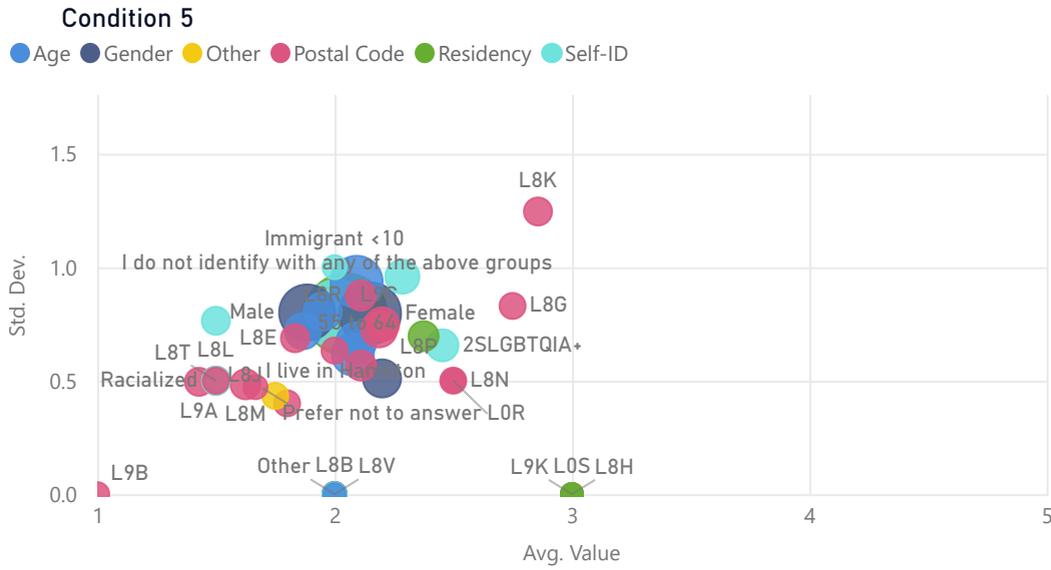
Q15 132 Respondents 132 Responses

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

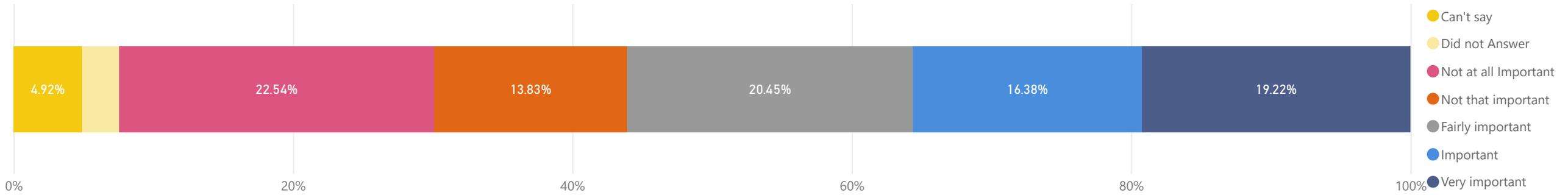
Due to an error Q6 to Q15 did not provide respondents the "Can't Say" response option

Q16

132
Respondents
1056
Responses

Potential Services

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

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.

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

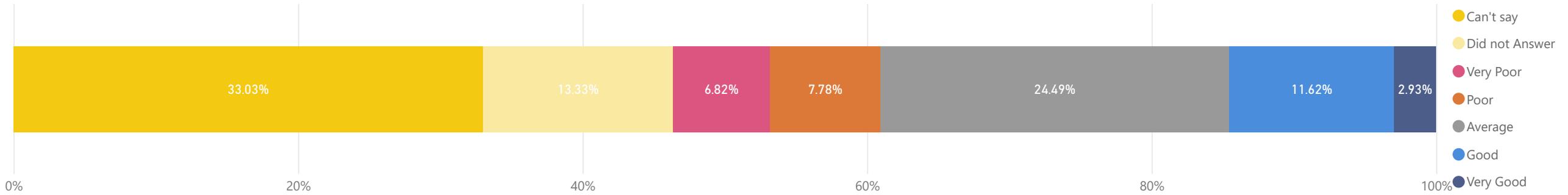
Likert choices less than 4 are considered 'Detractors' while 5s are considered 'Promoters' and 4s are 'Passive'. Respondents who opted out by not answering or selecting 'Can't Say' were removed from the sample. Net Promoter score is calculated by subtracting (% Detractors) from (% Promoters). σ (Standard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

Q19

132
Respondents
1980
Responses

Value for Money

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

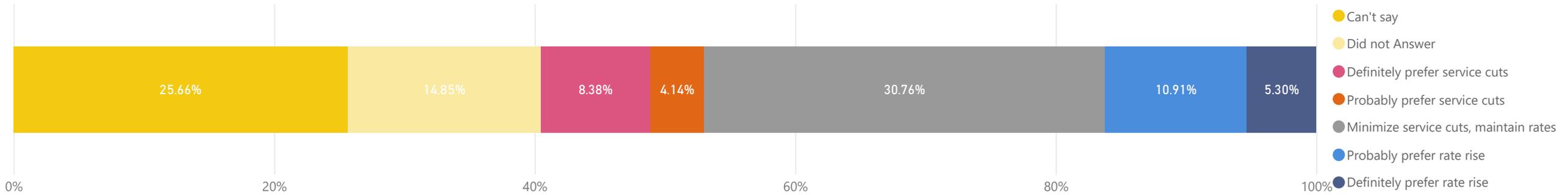
Due to an error Q19 and Q20 are missing the Service Area Questions for 'Residential Boulevard Parking' and 'Residential Driveway Access Permit'. Respondents who opted out by not answering or selecting 'Can't Say' are included in Opt out.

Q20

132
Respondents
1980
Responses

Reasonable Fees

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

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?

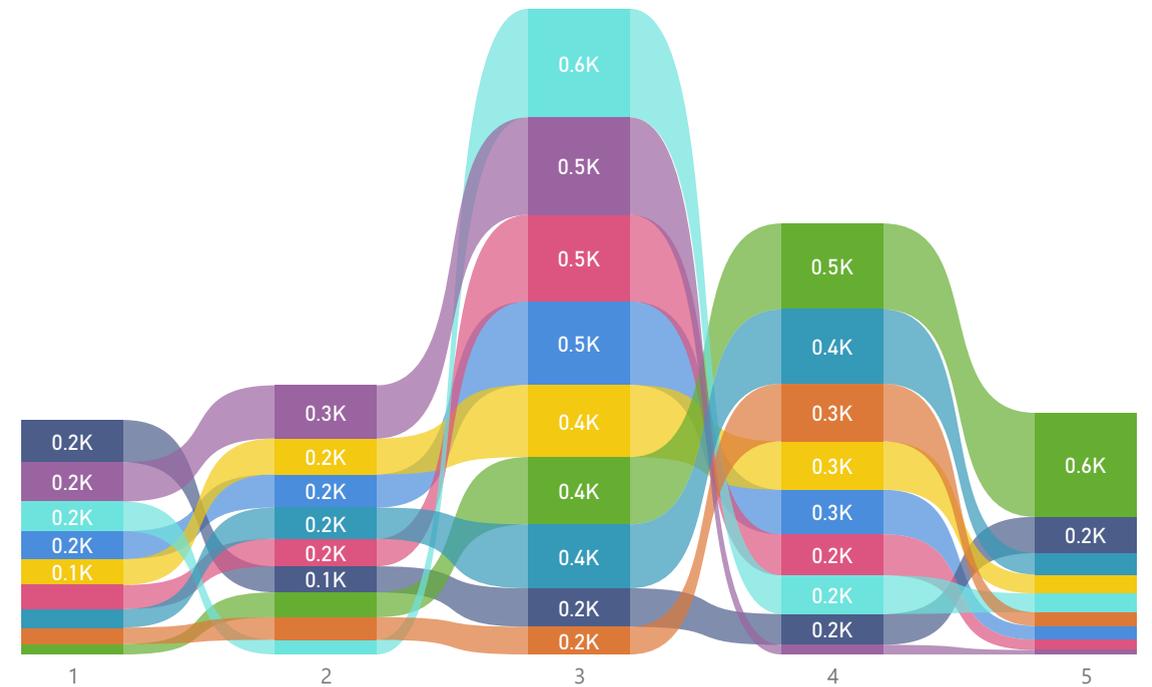
Summary of Survey Results

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.



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

195 Main St, East, Suite 100 Hamilton, ON L8N 1H2

info@hamiltoninternationalvillage.ca • (905) 522-1778

f @internationalvillage.bia t @HamIntVillage i @internationalvillagebia

2024 Concession Street Business Improvement Area Budget.

EXPENSE	BUDGET 2023	EXPENSES 2024	GRANTS/REVENUES
<u>OPERATIONS</u>			
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	
<u>PAYROLL</u>			
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	
<u>MARKETING & EVENTS</u>			
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
<u>BEAUTIFICATION</u>			
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

**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:
- a. 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;
 - b. There are no liens, executions, or other instruments registered on title to the Property that would adversely affect 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.



AUDIT, FINANCE AND ADMINISTRATION COMMITTEE REPORT 23-019

9:30 a.m.
December 7, 2023
Council Chambers
Hamilton City Hall

Present: Councillors C. Kroetsch (Chair), J. Beattie, B. Clark, T. Hwang, M. Spadafora, M. Tadeson, A. Wilson and M. Wilson

Also

Present: Councillor J.P. Danko

THE AUDIT, FINANCE AND ADMINISTRATION COMMITTEE PRESENTS REPORT 23-019 AND RESPECTFULLY RECOMMENDS:

1. **Options for the City of Hamilton's Board of Health Governance (BOH23039) (City Wide) (Outstanding Business List Item) (Item 8.1)**
 - (a) That Council approve, in principle, a semi-autonomous Board of Health governance structure with features similar to the City of Toronto and City of Ottawa:
 - (i) That Council direct staff to prepare and submit an application to the Province of Ontario for special legislation amending the City of Hamilton Act, 1999 and the Health Promotion and Protection Act to authorize the City to implement a semi-autonomous Board of Health governance model, with features similar to the City of Toronto and City of Ottawa Board of Health governance structures; and,
 - (ii) That Council direct staff to report back to the Public Health Committee, following approval of legislative changes with a plan to implement legislative changes and establish a semi-autonomous Board of Health for the City of Hamilton;
 - (b) That as an interim solution until legal authorization is received to implement a semi-autonomous Board of Health governance model, a change be made to the membership of the Public Health Standing Committee to include six City Council members, six community representatives, and one education representative, using the City of Hamilton's existing selection processes, and that for the foregoing purposes staff be directed to report back to the Public Health Committee to:

- (i) Prepare any amendments to the Procedural By-law that shall create a new Public Health Standing Committee, which By-law shall be drafted to become effective not earlier than the date on which the existing Public Health Standing Committee has been dissolved by the Mayor pursuant to section 284.8(1) of the Municipal Act; and,
 - (ii) Prepare for approval the qualifications and criteria for the selection of the community representatives to ensure that the Public Health Standing Committee members represent the community and have the necessary skills and competencies.
- (c) That Item 2023-C, respecting a consultation with stakeholders to identify issues, opportunities, and options for Board of Health governance, be removed from the Public Health Committee Outstanding Business List.

2. Consent Items (Items 9.1 to 9.2)

That the following Reports, be received:

- (a) 2023 Board of Health Self-Evaluation Results (BOH23040) (City Wide) (Item 9.1)
- (b) Governance Review Sub-Committee Report 23-005 (November 17, 2023) (Item 9.2)

3. Office of the Auditor General Work Plan 2023 to 2026 (AUD23012) (City Wide) (Item 10.2)

That Appendix "A" to Audit, Finance and Administration Committee Report 23-019, respecting the Office of the Auditor General Work Plan 2023 to 2026, be approved.

4. Compound Water Meter Billing Issues (FCS23110) (City Wide) (Item 10.3)

- (a) That the General Manager, Finance and Corporate Services, be authorized to enter into a deferred payment arrangement with a 24-month repayment period commencing in December 2023, pertaining to water and wastewater / storm charges for a total amount of \$135,167 regarding Alectra Utilities (Alectra) account number 3901671300 and service address of 265 Melvin Avenue, Hamilton; and
- (b) That the General Manager, Finance and Corporate Services, be authorized to enter into a deferred payment arrangement with a 24-month repayment period commencing in December 2023, pertaining to water and wastewater / storm charges for a total amount of \$132,137.82 regarding Alectra account number 788081300 and service address of 121 Hunter Street West, Hamilton.

5. Hamilton Municipal Cemeteries Trust Fund Audit – Management Update (FCS23090 / PW23078) (City Wide) (Item 10.4)

- (a) That the 17 Recommendations proposed by the Office of the City Auditor attached as Appendix “B” to Audit, Finance and Administration Committee Report 23-019, continue to be implemented in order to strengthen program governance, controls and financial reporting; and
- (b) That the amendment to By-law No. 12-151, being a By-law respecting the City of Hamilton’s Cemeteries, be amended, attached as Appendix “B” to Report FCS23090 / PW23078, which has been prepared in a form satisfactory to the City Solicitor, be enacted by Council.

6. Land Parcel Master Agreement (FCS23111) (City Wide) (Item 10.5)

That staff be directed to negotiate and enter into an Agreement, satisfactory to the City Solicitor, with Teranet Inc. under Procurement Policy #11 – Non-competitive Procurements to provide all land parcel/property information, automated delivery, daily and on-demand instead of every two months.

7. 2024 City Enrichment Fund Advance Payments and 2023 Payment Update (CM23030) (City Wide) (Item 10.6)

- (a) That effective January 1, 2024, an advance of City Enrichment Fund funding be provided to the organizations specified in Appendix “C” attached to Audit, Finance and Administration Committee Report 23-019;
- (b) That any outstanding arrears due to the City of Hamilton by the organizations (as shown in the Appendix “C” attached to Audit, Finance and Administration Committee Report 23-019) be first applied against the approved City Enrichment Fund grant, including advances until the debt is satisfied, prior to that organization receiving the balance of any approved payment, and;
- (c) That the City Enrichment Fund requirement for audited financial statements for the Winona Peach Festival be waived on a one-time basis and that their 2023 approved funding be released.

8. Indigenous Advisory Committee 2024 Budget Request (HSC23077) (City Wide) (Item 10.7)

That the Indigenous Advisory Committee base budget submission attached as Appendix “D” to Audit, Finance and Administration Committee Report 23-019 in the amount of \$3,552.00 be approved and referred to the 2024 budget process for consideration.

9. Procurement Sub-Committee Report 23-001 (November 23, 2023) (Item 10.8)

That Procurement Sub-Committee Report 23-001 (November 23, 2023), be received.

10. Auditor General Reporting of Serious Matters to Council (Case #56207) (AUD23014) (City Wide) (Item 14.1)

- (a) That Report AUD23014, respecting Auditor General Reporting of Serious Matters to Council (Case #56207), be received; and,
- (b) That Report AUD23014, respecting Auditor General Reporting of Serious Matters to Council (Case #56207), remain confidential.

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 2)

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

1. APPOINTMENT OF CHAIR AND VICE-CHAIR - *WITHDRAWN*

6. DELEGATION REQUESTS

- 6.1 Board of Health Governance (Item 8.1) (for today's meeting)
 - a. Kojo Dampety
 - b. Lyndon George, Hamilton Anti-Racism Resource Centre (HARRC)

8. STAFF PRESENTATIONS

- 8.2 Equity, Diversity and Inclusion Audit (AUD23013) (City Wide) - *WITHDRAWN*

CHANGE TO THE ORDER OF ITEMS

The following Items will be considered immediately following Item 7, Delegations:

- 9.1 2023 Board of Health Self-Evaluation Results (BOH23040) (City Wide)
- 9.2 Governance Review Sub-Committee Report 23-005 (November 17, 2023)

The agenda for the December 7, 2023 Audit, Finance and Administration Committee meeting, was 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) November 16, 2023 (Item 4.1)

The Minutes of the November 16, 2023 meeting of the Audit, Finance and Administration Committee, were approved, as presented.

(d) DELEGATION REQUESTS (Item 6)

The following Delegation Requests, were approved for today's meeting:

- (i) Board of Health Governance (Item 8.1) (for today's meeting)
 - (1) Kojo Dampsey (Added Item 6.1(a))
 - (2) Lyndon George, Hamilton Anti-Racism Resource Centre (HARRC) (Added Item 6.1(b))

(e) DELEGATIONS (Item 7)

(i) Board of Health Governance (Added Item 7.1)

(1) Kojo Dampsey (Added Item 7.1(a))

Kojo Dampsey, addressed Committee respecting Board of Health Governance.

(2) Lyndon George, Hamilton Anti-Racism Resource Centre (HARRC) (Added Item 7.1(b))

Lyndon George, Hamilton Anti-Racism Resource Centre (HARRC), addressed Committee respecting Board of Health Governance.

The following Delegations, were received and referred to the consideration of Item 8.1, Options for the City of Hamilton's Board of Health Governance (BOH23039) (City Wide):

- (1) Kojo Dampsey
- (2) Lyndon George, Hamilton Anti-Racism Resource Centre (HARRC)

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

(f) STAFF PRESENTATIONS (Item 8)

(i) Options for the City of Hamilton's Board of Health Governance (BOH23039) (City Wide) (Outstanding Business List Item) (Item 8.1)

Dr. Elizabeth Richardson, Medical Officer of Health, addressed Committee respecting Options for the City of Hamilton's Board of Health Governance, with the aid of a presentation.

The presentation from Dr. Elizabeth Richardson, Medical Officer of Health, respecting Options for the City of Hamilton's Board of Health Governance, was received.

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

(g) DISCUSSION ITEMS (Item 10)

(i) Hamilton Public Notice Policy By-law FCS23080(a) (Item 10.1)

(a)

That the Hamilton Public Notice Policy By-law, attached as Appendix "A" to Report FCS23080(a), be passed and enacted.

(b)

(i) Report FCS23080(a), respecting Hamilton Public Notice Policy By-law was referred to staff to report back to the Governance Review Sub-Committee on the following directions:

- (1) conduct public engagement through print and online media;
- (2) engage with media partners respecting the impact of this policy on them; and
- (3) investigate the cost of an annual mailout to notify the public about where they can find information on notices.

(h) GENERAL INFORMATION AND OTHER BUSINESS (Item 13)

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

The following amendments to the Governance Review Sub-Committee Outstanding Business List, were approved:

(1) Items Considered Completed and to be Removed

- (a) Report on Recommendations for a Board of Health Advisory Committee**
Added February 8, 2023 (Council Item 7.7)
Addressed as Item 8.1 on today's agenda
Referred from Governance Review Sub-Committee,
November 17, 2023

- (b) Public Notification
Added July 5, 2023 (Governance Report 23-003, Item (d)(ii))
Addressed as Item 10.1 on today's agenda
Referred from Governance Review Sub-Committee,
November 17, 2023

(i) PRIVATE AND CONFIDENTIAL (Item 14)

Committee determined that discussion of Item 14.1 was not required in Closed Session; therefore, the matter was addressed in Open Session, as follows:

(i) Auditor General Reporting of Serious Matters to Council (Case #56207) (AUD23014) (City Wide) (Item 14.1)

For further disposition of this matter, refer to Item 10.

(j) ADJOURNMENT (Item 15)

There being no further business, the Audit, Finance and Administration Committee, was adjourned at 12:10 p.m.

Respectfully submitted,

Councillor Cameron Kroetsch, Chair
Audit, Finance and Administration
Committee

Tamara Bates
Legislative Coordinator
Office of the City Clerk

CITY OF HAMILTON

OFFICE OF THE AUDITOR GENERAL WORK PLAN 2023 to 2026

PROJECTS COMPLETED

The following audit that Council directed in early 2023 was already reported to the Audit, Finance and Administration Committee in Q2 2023:

- Elections Administration Audit

The following audits from the 2019-2022 Work Plan were recently reported to the Audit, Finance and Administration Committee in Q4 2023:

- Stormwater Asset Management – Investigation of Recent Sewage Leaks
- Equity, Diversity, and Inclusion Audit

PROJECTS IN PROGRESS

The following projects are in progress:

- Real Estate – Leases and Licensing Audit
- Transfer Payments and Grants
- Quality Management of Road Construction in New Development
- Personal Use of City Vehicles

PROPOSED PROJECTS FOR 2024 to 2026

- Asset Management - Bridges
- Employee Benefits Administration
- Housing Services (One harmonized audit planning phase to be completed, and 1-2 audits to be completed on a risk-based approach, based on the audit planning findings, remainder to become part of the “B”-list)
 - Homeless and Shelter Programs (Value for Money Audit)
 - Service Manager Administration of Housing Programs
 - Capital Programs (including Housing Partnerships)
 - Rent Supplement Programs
 - Wait List Management
- CityHousing Hamilton
 - Vacancy Management
 - Property Management

- Freedom of Information Process and Records Management
- By-law Enforcement
- Development Approvals
- Building Permit Approvals and Building Inspections
- Organic Waste Management and Recycling
- Administration of Contract Payments to DARTS
- Storm Water Asset Management
- Drinking Water Supply Compliance/Conformance

ONGOING PROJECTS THROUGHOUT 2023 to 2026

- Follow Up of Recommendations from Previous Audit Reports (Audit)

WORK PLAN DETAILS

Background

The risk-based Office of the Auditor General Work Plan for the current Council Term (2023-2026) was developed using a risk assessment process that combined information from many sources, including:

- Data from the Fraud and Waste Hotline
- Input/insights from Council
- Input from Management
- Current and emerging risks in the Local Government Sector
- High profile issues in other Municipalities
- Themes from previous audits

Types of Work Performed

The Office of the Auditor General performs the following types of work:

Audits (Value for Money and Compliance)

Audits are designed to add value and improve an organization's operations. Audits help an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve risk management, control, governance processes and examine the efficiency, effectiveness and economy of operations to add value and improve the City of Hamilton's service delivery.

Special Investigations (Fraud, Waste and Whistleblower) and Hotline Administration

In addition to these planned activities the OAG is responsible for providing oversight of all special investigations conducted by the City to ensure quality and independence. Special investigations are not planned activities but are responsive to need. They are undertaken by the OAG pursuant to authorities given under the Whistleblower By-law (19-181) and the operation of the City of Hamilton's Fraud and Waste Hotline, pursuant to the Fraud Policy and Protocol. These include reviews or investigations of matters of alleged or suspected wrongdoing, per the Whistleblower By-law or fraud, waste or other similar activities reported by employees or residents through the Fraud and Waste Hotline or other mechanisms.

Follow Up Audits

A random spot-checking approach will be taken to validate a selection of management's progress in implementing audit recommendations. The approach will be based on the OAG's assessment of key organizational risks and themes found in audits. Follow up work may be conducted for individual audits, or may be done on an annual basis, this will be dependent on the volume of hotline reports received and the resultant number of investigations.

Staffing and Available Hours

This plan reflects the current Council-approved funding and assumes no vacant positions on the Office of the Auditor General team. Value for money audits take longer to complete than compliance audits, so fewer projects are included on this work plan compared to previous plans.

The portfolio of work executed includes work plan projects, special investigations, administration of the Fraud and Waste Hotline, emerging issues audit research, maintaining the Office of the Auditor General's work methodology and audit planning.

Experience has shown that throughout the year unanticipated requests for audit resources arise from Council and management, along with spontaneous audits that are launched due to Fraud and Waste Hotline tips and trends. The work plan sets a portion of time aside to meet such requests. Time is also set aside to conduct fraud/waste/whistleblower assessments and investigations, as the same pool of staff that carries out the projects in the work plan carry out such work.

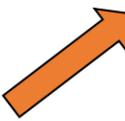
For any audit or investigation, if management does not provide information in a timely manner or does not otherwise fully cooperate, the project will take more effort to complete.

**CORPORATE SERVICES DEPARTMENT / PUBLIC WORKS DEPARTMENT
 CEMETERY TRUST AUDIT DELIVERABLES - AUD23001**

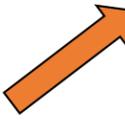
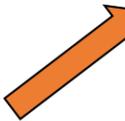
Completion Status Legend:

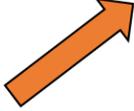
- Ongoing/ On Target 
- Progressing but delayed 
- Incomplete 
- Not started / Pending 
- Complete 

Recom. No.	Audit Recommendation	Agree / Disagree	Management Response	Expected Completion Date	Completion Status	Status Update
						Q3 2023 (AUD23001)
1	<p>We recommend that a review of prior year trust allocations (as far back as there are available records) for completed Prepayment Plan (PPP) contracts be considered and an adjustment made to ensure all applicable money collected from cemetery sales is allocated to the correct trusts. All adjustments and support should be reviewed by FPAP management. A one-time adjustment should be made to bring any currently active PPP contracts into compliance with the Funeral Burial and Cremation Services Act (FBCSA) by moving all applicable trust amounts into the respective trusts. As the responsible party for recording the financial activity for Cemeteries, FPAP should have the authority to make the decision on the amount to record.</p> <p>Office of City Auditor Comment: In addition to interest adjustments, trust principal amounts collected and not properly allocated to the applicable trusts (incorrectly put into the operating account) should be adjusted. As noted in our report, the impact of not having the principal amounts properly allocated is estimated to have resulted in \$214K in lost interest.</p>	Agreed	<p>It is recognized that the old process that was being used was incorrect and has been corrected for 2021 onward. By the time the audit report is approved in 2023, most active PPPs will be closed so there will not be many open contracts (estimated at \$25,000). Interest adjustments identified in other recommendations in this report and management responses will be considered.</p>	Complete		Completed for 2022 year end
2	<p>To meet the record-keeping requirements of the FBCSA for the Pre-Need Trust, consider moving the trusts to individual trusts and tracking. If our current banking provider, does not provide this service, there are other financial institutions that currently offer the service. Alternatively, a process could be put in place to more accurately calculate the interest earned on the Pre-Need trust amounts. Currently, CAO staff calculates and provides an amount to be taken out of the trust and transferred to the operating account to FPAP when Pre-Need services are needed. This calculation should be done by FPAP staff and reviewed by FPAP management.</p>	Agreed	<p>Collaborative FPAP/CAO Response: Best practices from other municipalities will be researched. The processes to setup and manage individual Pre-Need Trust accounts with a financial institution will be reviewed and assessed against the current processes. The current processes include a separate database in a Microsoft Excel spreadsheet where individual trusts and accumulated interest are tracked. FPAP staff and Cemetery Office staff can implement new procedures immediately to update the interest rate and reconcile the spreadsheet to external sources.</p>	<p>Revised Completion Date Q4 2024 Original AUD23001, Completion: Q2 2023</p>		<p>Current/existing contracts are not recommended to transition to individual accounts. EAM is in the process of being configured to incorporate interest rate calculations. An interim process is being implemented until this process has been configured in EAM. Staff to explore if new contracts can have individual accounts.</p>

Recom. No.	Audit Recommendation	Agree / Disagree	Management Response	Expected Completion Date	Completion Status	Status Update
						Q3 2023 (AUD23001)
3	<p>There is no oversight or involvement from FPAP for the annual BAO regulatory reporting for the Cemetery Trusts. We recommend that it be clearly defined who is to be involved in the collection and validation of the information and who has the authority to complete this type of annual reporting on behalf of the City.</p> <p>The reporting is a combination of annual sales detail and trust amounts collected. It is recommended that Cemeteries and Finance staff work together to gather the information and the report be reviewed by both Cemeteries and Finance management prior to submission. The final submission should be approved by Finance.</p>	Agreed	A Standard Operating Procedure (SOP) will be created to define roles and responsibilities between FPAP and Cemetery Office staff. An annual meeting to review the report prior to submission will be part of the SOP and scheduled with defined staff and management. SOP to be completed by July 1, 2023, and annual meeting to be held thereafter.	<p>Revised Completion Date Q4 2023</p> <p>Original AUD23001, Completion: Q2 2023</p>		Standard Operating Procedures to define roles and responsibilities is underway and are expected to be completed by December 31, 2023.
4	<p>We recommend that FPAP in conjunction with Financial Services (FS) review all current and prior year revenue recognition for transactions related to Cemeteries operations and trusts. Consider consulting the City's external auditors regarding the process to restate prior year revenues.</p> <p>Additionally, current processes should be updated to ensure proper revenue recognition in the future.</p>	Agreed	FPAP staff and Cemeteries Office staff will review the revenue recognition requirements under the FBSCA financial reporting and municipal financial reporting. Staff will update processes and procedures. Staff will analyze old transactions to adjust trust fund revenues, City municipal revenues for cemeteries and other accounts. Staff will consult with the External Auditors on the process to restate prior year revenues.	Complete		Completed for 2022 year end.
5	<p>We recommend that work continue to determine why the \$1.2M Due From the City of Hamilton (COH) to the Cemeteries Trust exists and to ensure any amounts which should go to the Cemeteries Trusts are properly allocated to the applicable trust. This issue may be related to Recommendation 6.</p>	Agreed	Initial analysis up to 2021 already started, on the Due From the City of Hamilton to Cemeteries Trusts, will be restarted. With creation of the new City of Hamilton in 2001, transactions back to 2000 should be available for analysis but, depending on the volume of transactions, the exercise may be time consuming. Interest adjustments identified in other recommendations in this report and management responses will be considered. Current practices have already been corrected to prevent a repeat of this issue once required adjustments are made.	Completion Date Q4 2023		All items are reconciled with the exception of a net balance of \$115K which is being investigated with the assistance of Acctg Services to determine how to finalize. Once all entries are complete, bank transfers will be requested and appropriate journals completed.
6	<p>We recommend that FPAP include the impact of the Inter-Business Unit Balancing transaction that was part of the journal voucher to record Special Income C&M Trust amounts to determine if these are part of the total that makes up the Due From amount owed to the C&M Trust. Additionally, since adjustments to move the Special Income portions of the C&M Trust amount were needed to move those amounts to the trust, FPAP should also review to determine if an adjustment needs to be made to the years prior to 2014 to bring the C&M Trust up-to-date and to be in compliance with the FBSCA requirements. Related to this, standard operating procedures need to be developed to document the current procedure to book the Special Income revenue and C&M Trust amounts. The procedures should include the process in the OW's Division to pay for the Special Income burial services and graves including any limitations which may exist for covering this expense. The procedures should include a process to communicate to FPAP if this should happen.</p>	Agreed	The analysis of past transactions in other recommendations affecting the Due from City to Cemeteries Trust will include Special Income Transactions. The appropriate SOP's will be updated too.	Completion Date Q4 2023		The Due To/ From balance owing to the Special Income C&M Trust amounts has been reconciled and journalled, including amounts prior to 2014.

Recom. No.	Audit Recommendation	Agree / Disagree	Management Response	Expected Completion Date	Completion Status	Status Update
						Q3 2023 (AUD23001)
7	We recommend the processes and procedures in CAO and FPAP be improved to address the risks identified in the audit report prior to the customizing of these processes in the City's new Enterprise Asset Management (EAM) system. This would ensure we are making the best and most efficient use of the customizations available for the new system. For example, consideration should be made when the switch to EAM is implemented to allow for reports to be run so Finance can independently pull financial transactions for booking transactions. Finance should also be involved in the EAM development. Cemeteries may also want to consider obtaining subject matter expertise of cemeteries management software and FBCSA to help build the EAM system for them. Additionally, we recommend a risk assessment be performed with IT Security to ensure all risks with using an unsupported version of HMIS on a limited-supported server are known and considered in the event of delays to the implementation.	Agreed	The EAM business case that was presented to Council prior to the project being approved is based on eliminating non-value-added activities from the business. The project will therefore improve, standardize and optimize processes for the business areas as the processes are configured into the system. The EAM system is highly configurable and does not require or involve customization. In the next stage of the project, the EAM team will be working with Cemeteries to elaborate and drill down on their required area specific workflows. These sessions will be held with Cemeteries, Finance, subject matters experts and other project team members including technical resources. Furthermore, current manual processes not included in HMIS, such as Trust Management, will be configured within the EAM system enabling the reduction of errors and cycle time. Finance will have access to the system so that they may adjust as required. The project will also be able to handle and, if desired, automate the month end requirement that is currently conducted in Excel, and trigger an email to happen under prescribed parameters. The EAM team welcomes a Subject Matter Expert (SME) of cemeteries management software and FBSCA to inform the configuration. A Risk Assessment will be completed with IT security in order to better understand the unsupported version of HMIS and the limited support server.	Revised Completion Date Q4 2024 Original AUD23001, Completion: Q3 2023		Staff from both FPAP and CAO have been included in the configuration of the EAM system and as such are ensuring the process built into the system is compliant and efficient. A Service Request has been submitted to IT to initiate a risk assessment. (October 13, 2023)
8	We recommend that the CAO charge the Council-Approved user fees for all transactions. Any price changes should be submitted as part of the annual budget process for Council approval. Cemeteries staff do not have the authority to waive or reduce fees.	Agreed	Agree, once prices are set only Council can approve waiving or reducing fees that are within the City's authority to set; some fees are legislated, and should a change occur the CAO would need to comply and neither Council or the CAO can waive or change those fees. Staff are currently charging the approved fees.	Complete		Completed for 2022 year end
9	We recommend that a standard operating procedure be implemented for non-resident fees. It should include both validation and record retention requirements.	Agreed	The creation of a Standard Operating Procedure (SOP) is underway with some progress to date. The matter of non-resident fees is complicated by Hamilton's ownership of Woodlands Cemetery, that falls within the boundaries of Burlington. Staff will prepare a recommendation report for Council consideration on how to address non-resident fees for Hamilton-owned Cemeteries.	Revised Completion Date Q4 2024 Original AUD23001, Completion: Q2 2023		Underway; need to determine what a "non resident" is especially for Woodland cemetery that is within the boundary of another municipality. CAO staff will investigate and analyze various options to see if it makes sense to keep a non resident fee or consider removing it and bring forward recommendations for consideration by General Manager of Public Works. This item will be considered as part of the business and land needs service delivery review to be started in Early 2024.
10	We recommend that the City's Cemetery By-Laws be updated to include a policy for refunds for lots/graves or niches/columbarium's to ensure compliance with the FBCSA. The City can decide if it will refund a purchase or not, but the decision should be documented in the By-laws and, the contract clause in the contract for refunds should be updated accordingly.	Agreed	The By-law will be updated and submitted to BAO for approval in order to become compliant with this recommendation and the legislation. When the legislation changed a few years ago, it was determined that Hamilton would not buy back lots/graves or niches/columbarium's, however the By-law was not updated at that time. It is anticipated that a staff report will be brought to Public Works Committee in Q2 2023. Once the By-law is approved by Council, it requires BAO review and approval, which staff estimate will take an additional 2-3 months. If changes are required by the BAO, a revised By-law and report to committee will be required.	Complete		By-law amendment submitted as part of Report FCS23090/PW23078

Recom. No.	Audit Recommendation	Agree / Disagree	Management Response	Expected Completion Date	Completion Status	Status Update
						Q3 2023 (AUD23001)
11	We recommend that the CAO address the issues identified in the Cash Handling portion of the audit (as listed in Confidential Appendix "C" to Report AUD23001) to be compliant with the Council-approved City-Wide Cash Handling Policy and Guidelines.	Agreed	Management agree that separation of duties to ensure proper oversight of cash and financial matters is important. However, separation of duties is a challenge with Cemeteries office because there are not many staff in the administration area to provide layers of approval. The Supervisor of Cemeteries does now ensure management review and sign-off of contracts and other documents where changes are required. This ensures documentation is clear for approvals. Additionally, updates to Standard Operating Procedures (SOP's) and creation of new SOP's to reflect the requirements of the cash handling policy is ongoing.	Revised Completion Date Q4 2023 Original AUD23001, Completion: Q3 2023		Cash handling SOP for the Cemeteries Administration Office is underway and is expected to be completed by December 31, 2023. The SOP addresses all issues identified at the Cemeteries Administration Office as documented on Confidential Appendix "C" to Report AUD23001. Police background checks for current staff are underway and are pending results. Safe is on order but has not yet been delivered.
12	We recommend that the CAO and FPAP Division document standard operating procedures for their respective processes for their current processes around cemetery sales and trust administration. The processes should ensure that compliance requirements are addressed and there is adequate segregation of duties. Included in the procedures should be more management oversight over processes (e.g. management review over any adjustments to the trusts, a periodic review of deposits and refunds, etc.).	Agreed	Management agree that Standard Operating Procedures (SOP's) be updated or created where there are none, to ensure management oversight and segregation of duties is clear and compliant. This is being addressed in Recommendation 11 as well as others related to SOP's to define roles and responsibilities between Cemeteries and Finance interactions.	Completion Date Q4 2023		CAO Standard Operating procedures are underway with target completion November 2023. FPAP are expected to begin late October 2023 and be complete by December 2023.
13	We recommend that the Council-approved investment policy either be updated to allow for security lending for trusts or this practice be discontinued for trusts to comply with the current policy. While completing the above, the risks of securities lending should be assessed for all trusts which earn income in this manner.	Agreed	While the inclusion of securities lending is missing from section 5 of the Statement of Investment Policies and Procedures (SIPP, Appendix "A" to Report FCS19074), securities lending is permitted in the custodian agreements through a separate securities lending agreement. Securities lending revenue is minimal. The existing agreement will be reviewed for the impact of cancelling and ceasing lending of cemetery trust securities.	Complete		Agreements with RBC Investor Services Trust have been authorized. Changes to the Statement of Investment Policies and Procedures (SIPP) will be made in the next SIPP report to Council in Q4 2023.
14	We recommend that Legal Services review the current Securities Lending Agreement and determine if there could be more advantageous or transparent terms which could be negotiated in addition to updating the terms to be current (e.g. update the list of Security Borrowers, etc.).	Agreed	Under recommendation 13, FPAP staff are looking to cease lending of cemetery trust securities so Legal Services will not be needed to negotiate terms for a new agreement.	Complete		Completed for 2022 year end.
15	We recommend that FPAP determine the purpose of the allocation of revenue to specific cemeteries and include this in their standard operating procedures. If there is no impact to financial reporting or budgeting, discontinue this to streamline the financial reporting process. This should also extend to the refund process.	Agreed	FPAP staff will discuss with CAO Manager/Superintendent to understand if there is requirement to have separate cost centers or Dept IDs for each cemetery or general cemetery costs and revenues.	Revised Completion Date Q2 2024 Original AUD23001, Completion: Q4 2023		FPAP staff are meeting late October 2023 to review options and will present recommendations to CAO Management. Completion anticipated with the 2024 budget load, Spring 2024.
16	We recommend that Cemeteries staff ensure copies of BAO reports and all contract file information is saved electronically and that Finance ensures that journal entries in PeopleSoft include applicable attachments, particularly for any one-time entries or adjustments to financial records.	Agreed	Cemeteries staff are working on the transition to digital filing and good progress is being made. All contracts are digital and reporting to the BAO is now digital per the BAO processes. Cemeteries records are nearing completion of transition to digital with scanning of archive files. FPAP staff will ensure supporting documents are saved with PeopleSoft journals.	Complete		Completed for 2022 year end.

Recom. No.	Audit Recommendation	Agree / Disagree	Management Response	Expected Completion Date	Completion Status	Status Update
						Q3 2023 (AUD23001)
17	<p>On the BAO website, there is a Compliance Self-Evaluation Checklist for Cemetery Operators that covers the breadth of the FBCSA requirements over all of cemeteries management. OCA recommends that Cemeteries and Finance review this checklist to understand what other areas or processes applicable to the COH cemeteries that may require improvements to be in compliance with the FBCSA.</p> <p>Additionally, Finance should consider reaching out to the BAO directly for any questions and being less reliant on Cemeteries staff to make inquiries. This could help develop a relationship with the BAO independently of the Cemeteries staff.</p>	Agreed	<p>Management agree to undertake the self-assessment and follow any recommendations. Finance staff and Cemetery staff can have specific independent discussions with the BAO as required to clarify process and ask questions. It will be a priority to ensure ongoing collaboration and coordination between Cemetery and Finance staff, to be clearly defined through Standard Operating Procedure (SOP) to be created per Recommendation 3.</p>	<p>Revised Completion Date Q4 2023</p> <p>Original AUD23001, Completion: Q2 2023</p>		<p>Checklist is completed for Cemeteries. Only a few minor changes needed to be compliant. Finance review underway with one item that is being investigated.</p>

**City Enrichment Fund (CEF)
Requiring Advance Payments in 2024**

Agency	Advance Payment Schedule for 2024	# of Payments (advance)	2023 Approved Annual CEF Funding	2024 Advance Payment Amount (Monthly)	2024 Advance Payment Amount (5 Payments)
Art Gallery of Hamilton	1st of each month	5	\$1,000,000.00	\$83,333.33	\$416,666.67
Theatre Aquarius	1st of each month	5	\$262,500.00	\$21,875.00	\$109,375.00
Hamilton Philharmonic Orchestra	1st of each month	5	\$210,000.00	\$17,500.00	\$87,500.00
Brott Music Festival	1st of each month	5	\$150,000.00	\$12,500.00	\$62,500.00
Total			\$1,622,500.00	\$135,208.33	\$676,041.67

CITY OF HAMILTON

2024

ADVISORY COMMITTEES

BUDGET SUBMISSION FORM

"Indigenous Advisory Committee"

PART A: General Information

ADVISORY COMMITTEE MEMBERS:

Marilyn Wright (Chair)	
Connie Bellamy	
Allan Loft	
Scott Cruickshank	
Patty Lawlor (non-voting)	

MANDATE:

The Indigenous Advisory Committee assists the City of Hamilton to honour and engage its Indigenous citizens in the pursuit of the City’s vision by providing advice and/or recommendations, through the appropriate Standing Committee of Council, that enhance the wellbeing of Indigenous people and/or resolve municipal issues.

The Committee supports the City of Hamilton’s Urban Indigenous Strategy and the successful and meaningful implementation of its Strategic Actions.

The Committee envisions a future where Hamilton is an inclusive and culturally-aware community, where issues of importance to Indigenous peoples living here are addressed proactively, effectively and respectfully on the municipal agenda.

PART B: Strategic Planning

STRATEGIC OBJECTIVES:

- to assist the City in achieving and demonstrating progress or positive change in support of the equitable economic, social, health and overall wellbeing of Indigenous citizens;
- to provide a forum and mechanism for coordinated dialogue and consultation between and among Indigenous leaders and other stakeholders, acting as a catalyst for the development of positive relationships and open, transparent dialogue between and among the City and these stakeholders; and,
- to offer input, advice and recommendations, through the Audit, Finance & Administration Committee, informed by stakeholder consultation, to support the City in determining effective municipal strategies and/or policies on issues of importance to Indigenous peoples.

ALIGNMENT WITH CORPORATE GOALS:

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

PART C: Budget Request

INCIDENTAL COSTS:

Monthly meeting expenses (refreshments, advertising, signage, postage, photocopying etc.)	
SUB TOTAL	\$1,000.00

SPECIAL EVENT/PROJECT COSTS:

To include: <ul style="list-style-type: none"> - National Indigenous Peoples Day and National Day for Truth and Reconciliation/Orange Shirt Day <ul style="list-style-type: none"> o Banner displays o NIPD recognition day event - Support and participation in events co-hosted with the Indigenous Relations team - Support Hamilton's local Indigenous community initiatives where applicable. 	
SUB TOTAL	\$2,552.00

TOTAL COSTS	\$3,552.00
--------------------	-------------------

Funding from Advisory Committee Reserve (only available to Advisory Committees with reserve balances)	\$0.00
--	---------------

TOTAL 2024 BUDGET REQUEST (net of reserve funding)	\$3,552.00
PREVIOUS YEAR (2023) APPROVED BUDGET (2023 Request \$3,552.00)	\$3,552.00

CERTIFICATION:

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

Representative's Name: _____

Signature: _____

Date: _____

Telephone #: _____



EMERGENCY & COMMUNITY SERVICES COMMITTEE REPORT 23-015

1:30 p.m.

Thursday, December 7, 2023

Council Chambers

Hamilton City Hall

71 Main Street West

Present: Councillor B. Clark (Chair), Councillors T. Hwang, C. Kroetsch, N. Nann, A. Wilson and M. Wilson

Also Present: Councillors E. Pauls and M. Tadeson

Absent

With Regrets: Councillor T. Jackson – Personal

THE EMERGENCY AND COMMUNITY SERVICES COMMITTEE PRESENTS REPORT 23-015 AND RESPECTFULLY RECOMMENDS:

1. Ambulance Dispatch Information Update (HSC23045) (City Wide) (Item 9.1)

That Report HSC23045 respecting an Ambulance Dispatch Information Update, be received.

2. Accessibility of City Operated Recreation Facilities (HSC23055(a)) (City Wide) (Item 9.2)

That Report HSC23055(a) respecting Accessibility of City Operated Recreation Facilities, be received.

3. Housing and Homelessness Advisory Committee Budget (HSC23078) (City Wide) (Item 11.1)

That the Housing and Homelessness Advisory Committee 2024 base budget submission attached as Appendix "A" to Emergency and Community Services Committee Report 23-015 in the amount of \$1,000 be approved and referred to the 2024 budget process for consideration.

4. 2024 Budget Submission - Seniors Advisory Committee (HSC23081) (City Wide) (Item 11.2)

That the Seniors Advisory Committee 2024 base budget submission attached as Appendix "B" to Emergency and Community Services Committee Report 23-015 in the amount of \$3,000 be approved and referred to the 2024 budget process for consideration.

5. 2024 Budget Submission LGBTQ Advisory Committee (HSC23080) (City Wide) (Item 11.3)

That the Lesbian Gay Transgender and Queer (LGBTQ) Advisory Committee 2024 base budget submission attached as Appendix "C" to Emergency and Community Services Committee Report 23-015 in the amount of \$4,050.00, be approved and referred to the 2024 budget process for consideration.

6. Macassa Lodge - Redevelopment Project (HSC20050(c)) (Ward 7) (Item 11.4)

- (a) That staff be authorized to proceed with the Macassa Lodge Redevelopment Project (the "Project") despite an unexecuted Development Agreement with the Ministry of Long-Term Care (the "Ministry"), and projected increased costs, in order to advance the Project and obtain information necessary for entering a Development Agreement with the Ministry while preserving the City's eligibility for potential additional funding, should such funding become available from the Ministry;
- (b) That staff be directed to award the Construction Manager contract without a signed Development Agreement with the Ministry to enable the City to issue the bid packages and prepare the initial estimate of cost submission necessary for Council approval and completion of the Development Agreement with the Ministry;
- (c) That staff be directed to report back to the Emergency and Community Services Committee no later than the Q4 of 2024 with an updated funding and financing plan once a draft Development Agreement and/or estimated project costs have been provided for the Macassa Lodge Redevelopment Project including anticipated cost increases in Q1 2025; and,
- (d) That the General Manager, Healthy and Safe Communities be directed to negotiate and award a Construction Management contract and any ancillary documents required to give effect thereto for the Macassa Lodge Redevelopment Project based on the request for proposal C13-23-23 Construction Manager for the Macassa Lodge, Long-Term Care B-Wing Expansion in compliance with the Procurement By-law.

7. **Future Health Services Inc. – Single Source (HSC23064) (City Wide) (Item 11.5)**
- (a) That Council approve the single source procurement, pursuant to Procurement Policy #11 – Non-competitive Procurements, for the Remote Patient Monitoring supplies, equipment and technology used by the Hamilton Paramedic Service until December 31, 2028;
 - (b) That the Chief, Hamilton Paramedic Service be authorized to negotiate, enter into and execute a Contract and any ancillary documents required to give effect thereto with Future Health Services Inc. or any of its successors or assigns that provide the remote patient monitoring supplies, equipment, or technology used by the Hamilton Paramedic Service in a form satisfactory to the City Solicitor; and
 - (c) That the Chief, Hamilton Paramedic Service, or designate, be authorized to amend any Contracts executed and any ancillary documents as required if the vendor identified in this Report undergoes a name change or if the vendor's business regarding remote patient monitoring supplies, equipment, or technology used by the Hamilton Paramedic Service or any portion of it is sold or assigned in whole or in part to another vendor

8. **Paramedic Service Student Practicum Placement Agreements (HSC23079) (City Wide) (Item 11.6)**

That the Chief, Hamilton Paramedic Service, or delegate, be authorized to negotiate, enter into, and execute Student Practicum Placement Agreements with post-secondary educational institutions, or health care institutions and any ancillary documents required to give effect thereto, including agreements or documentation with participating students, and amendments to any such agreements in a form satisfactory to the City Solicitor

FOR INFORMATION:

(a) **APPROVAL OF AGENDA (Item 2)**

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

The agenda for the December 7, 2023 Emergency and Community Services Committee meeting was approved, as presented.

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

There were no Declarations of Interest.

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

(i) November 16, 2023 (Item 4.1)

The Minutes of the November 16, 2023 meeting of the Emergency and Community Services Committee, were approved, as presented.

(d) CONSENT ITEM (Item 9)

(i) Accessibility of City Operated Recreation Facilities (HSC23055(a)) (City Wide) (Item 9.2)

Staff were directed to report back to the Emergency and Community Services Committees on the facilities, City-owned and otherwise, that can be used free of charge by the City for events, meetings, and activities in Ward 2.

For further disposition, refer to Item 2.

(e) DISCUSSION ITEM (Item 11)

(i) Macassa Lodge - Redevelopment Project (HSC20050(c)) (Ward 7) (Item 11.4)

Staff from the Healthy and Safe Communities Division and Public Health Services were directed to report back in Q1 2024 to Emergency and Community Services Committee with a holistic overview of the long-term care and congregate settings in Hamilton including the number of beds lost with the closure of long-term care homes and any opportunities that might be available with the current closures of private Long-Term Care Facilities in the City.

For further disposition, refer to Item 6.

(f) ADJOURNMENT (Item 16)

There being no further business, the Emergency and Community Services Committee be adjourned at 3:00 p.m.

Respectfully submitted,

Councillor B. Clark, Chair
Emergency and Community Services
Committee

Loren Kolar
Legislative Coordinator
Office of the City Clerk

CITY OF HAMILTON

2024

ADVISORY COMMITTEES

BUDGET SUBMISSION FORM

Housing and Homelessness Advisory Committee

PART A: General Information

ADVISORY COMMITTEE MEMBERS:

Lance Dingman	Sandy Leyland
Julia Verbitsky	Eileen Campbell
Leisha Dawson	Michael Slusarenko
Rhonda Mayer	Shaun Jamieson
Tom Mobley	Violetta Nikolskaya
Mary-Ellen Crechiola	

MANDATE:

Communicate and work to address the needs of citizens within the community for whom barriers exist to accessing safe, suitable, and affordable housing, including the supports needed to enable citizens to obtain and retain their homes, and;

Support the City of Hamilton’s 10-year Housing and Homelessness Action Plan by providing information, advice, and recommendations to the Emergency & Community Services Committee regarding the Action Plan’s successful and meaningful implementation.

PART B: Strategic Planning

STRATEGIC OBJECTIVES:

The following objectives have been established for the HHAC to facilitate its efforts in achieving the mandate.

1. Assist with the coordination and implementation of Council approved recommendations, including the City of Hamilton’s 10-year Housing and Homelessness Action Plan.
2. Ensure that recommendations regarding issues relating to people who are experiencing homelessness or who may be at risk of becoming homeless are brought forward to Council in a timely manner.
3. Devise and recommend to Council innovative and preventative measures to assist in addressing homelessness within the community;
4. Identify emerging trends, potential gaps and best practices in emergency housing needs.

5. Provide Council and staff with information, advice, and recommendations about residential landlord and tenant issues and policies that would improve the overall well-being of tenants in Hamilton and support landlords in the provision of safe, quality, and affordable rental units.
6. Identify housing-related supports available in the community and facilitate relationship-building between community partners, citizens and government to ensure that people have the individualized supports needed to help them obtain and retain housing.
7. Regularly update Council about homelessness and affordable housing issues through the discussion and analysis that takes place at HHAC.
8. Respond to requests and direction from staff and Council.
9. Collaborate and cooperate with other City of Hamilton committees and community groups doing work around issues that impact homelessness and affordable housing to stay apprised of relevant initiatives and contribute information and advice as needed.

ALIGNMENT WITH CORPORATE GOALS:

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

PART C: Budget Request

INCIDENTAL COSTS:

Meeting costs – meeting room, refreshments, photocopying, printing, parking, transportation	\$1,000
SUB TOTAL	\$1,000

SPECIAL EVENT/PROJECT COSTS:

N/A	0
SUB TOTAL	\$1,000

TOTAL COSTS	\$1,000
--------------------	----------------

Funding from Advisory Committee Reserve (only available to Advisory Committees with reserve balances)	\$2,081.86
--	-------------------

TOTAL 2024 BUDGET REQUEST (net of reserve funding)	\$ 1,000
PREVIOUS YEAR (2023) APPROVED BUDGET (2023 Request \$)	\$1,000

CERTIFICATION:

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

Representative's Name: _____

Signature: _____

Date: _____

Telephone #: _____

CITY OF HAMILTON

2024

ADVISORY COMMITTEES

BUDGET SUBMISSION FORM

Seniors Advisory Committee

PART A: General Information

ADVISORY COMMITTEE MEMBERS:

Penelope Petrie	Aref Alshaikhahmed
David Broom	Sheryl Boblin
Alexander Huang	Peter Lesser
Ann Elliot	Barry Spinner
Marjorie Wahlman	Noor Nizam
Marian Toth	Maureen Keating
Carolann Fernandes	
Kamal Jain	

MANDATE:

The Seniors Advisory Committee is a Council mandated advisory committee of the City of Hamilton. To be a credible communication vehicle that will reflect and translate the ongoing needs that affects the quality of life for all older persons. It will provide a forum for consumers and deliverers of services and facilities to identify issues, explore possible remedies, and work to implement them.

PART B: Strategic Planning

STRATEGIC OBJECTIVES:

- To assist Council in decision making as it pertains to senior's issues in Hamilton.
- To respond and advocate concerns affecting policies, services and facilities for seniors delivered by and funded by all levels of government.
- To promote and disseminate all decisions relating to access, the provision of services programs and facilities for seniors in the City of Hamilton.
- To liaise with other organized groups when there are matters of mutual concerns.
- To promote and advocate, wherever appropriate, the concept of healthy aging by encouraging improved and responsive programs and services in a timely fashion.

ALIGNMENT WITH CORPORATE GOALS:

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

PART C: Budget Request

INCIDENTAL COSTS:

Monthly meeting expenses (photocopying, refreshments, committee member parking), postage, and gifts for committee members who resign or who are on an approved sick leave (limit of \$25 per member).	\$1,500.00
---	------------

SUB TOTAL	\$1,500.00
------------------	-------------------

SPECIAL EVENT/PROJECT COSTS:

Support for seniors related events (International Day of the Older Person, Seniors Month Kick-off Event, Senior of the Year Award, etcetera, as well as advertising and promotional items for participation at events for seniors.	\$1,500.00
SUB TOTAL	\$1,500.00

TOTAL COSTS	\$3,000.00
-------------	-------------------

Funding from Advisory Committee Reserve (only available to Advisory Committees with reserve balances)	\$ N/A
---	---------------

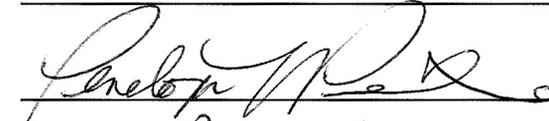
TOTAL 2024 BUDGET REQUEST (net of reserve funding)	\$3,000.00
PREVIOUS YEAR (2023) APPROVED BUDGET (2023 Request\$)	\$3,000.00

CERTIFICATION:

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

Representative's Name: Penelope Petrie, Chair

Signature:



Date:

13 November 2023

Telephone #:

905-383-3558

CITY OF HAMILTON

2024

ADVISORY COMMITTEES

BUDGET SUBMISSION FORM

**LESBIAN, GAY, BISEXUAL, TRANSGENDER, AND QUEER (LGBTQ)
ADVISORY COMMITTEE**

PART A: General Information

ADVISORY COMMITTEE MEMBERS:

Rebecca Banky	Jake Maurice
Gregory Cousins	Violetta Nikolskaya
James Diemert	Ashley Paton
William Fularczuk	Kieran Thiara
Autumn Getty	Terri Wallis
Lisa-Marie Johnston	Kyle Weltz
Shaiden Keaney	
Keston Roberts	

MANDATE:

The LGBTQ Advisory Committee for the City of Hamilton exists to eliminate barriers experienced by LGBTQ communities by giving voice to the perspectives of LGBTQ individuals and evaluating the City on its related efforts. The Committee does this by making recommendations to Council and staff in order that the City of Hamilton will excel in providing services to and interfacing with members of the LGBTQ communities.

The Committee is empowered by City Council and is responsible to City Council for its services; it reports to City Council on issues and concerns pertaining to the LGBTQ communities through the Emergency & Community Services Committee.

PART B: Strategic Planning

STRATEGIC OBJECTIVES:

To provide opportunities for members of Hamilton’s diverse LGBTQ communities to share stories, impart information, raise concerns and recommend changes as they relate to the way the City develops by-laws, policies, programs and services that impact LGBTQ communities, through the appropriate Standing Committee of Council.

To provide advice and recommendations to City council and staff with respect to the implementation of by-laws, policies, programs and services that impact LGBTQ communities.

To educate and increase the awareness and understanding of City Council and staff on issues that impact LGBTQ communities.

To facilitate access to accurate information about LGBTQ communities, including an up-to-date list of LGBTQ positive spaces, programs, resources and organizations.

To acknowledge and respect the diversity of Hamilton’s LGBTQ communities, including those voices not represented at the Committee table, with respect to gender identity, sexual orientation, age, ability, ethno-cultural background and socio-economic status.

To review the progress and measure of success of the Committee and its activities on a regular basis.

ALIGNMENT WITH CORPORATE GOALS:

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

PART C: Budget Request

INCIDENTAL COSTS:

Monthly meeting expenses (photocopying, refreshments, advertising, postage, etc.)	
---	--

SUB TOTAL	\$750.00
------------------	-----------------

SPECIAL EVENT/PROJECT COSTS:

<ul style="list-style-type: none"> • Partnership in the development and sharing of community resources and information • Social marketing regarding positive spaces, including materials, focus groups, awareness, etc. • Partner with community groups for awareness campaigns at significant events in Two Spirit and LGBTQIA+ communities • Subsidizing membership participation in workshops / conferences relevant to committee objectives • Partner with organizations providing support to members of Two Spirit and LGBTQIA+ communities during the COVID-19 pandemic • Additional Special Event/Project Cost of \$2,000.00 (to come from the Committee's reserve) for Committee training around anti-racism, anti-oppression, and other topics related to the Committee's mandate 	
SUB TOTAL	\$3,300.00

TOTAL COSTS	\$4,050.00
--------------------	-------------------

Funding from Advisory Committee Reserve (only available to Advisory Committees with reserve balances)	\$1,300.00
--	-------------------

TOTAL 2024 BUDGET REQUEST (net of reserve funding)	\$4,050.00
PREVIOUS YEAR (2023) APPROVED BUDGET (2023 Request \$4,050.00)	\$4,050.00

CERTIFICATION:

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

Representative's Name: _____

Signature:

Date:

Telephone #:



Hamilton

**SELECTION COMMITTEE
FOR
AGENCIES, BOARDS AND SUB-COMMITTEES
REPORT 23-018
9:30 a.m.
December 8, 2023
Room 192, City Hall**

Present: Councillor C. Cassar (Chair), B. Clark, M. Tadeson, A. Wilson and M. Wilson

Absent with regrets: Councillor C. Kroetsch – City Business; Councillor T. Jackson – Personal

THE SELECTION COMMITTEE PRESENTS REPORT 23-018 AND RESPECTFULLY RECOMMENDS:

1. **Applicant Interviews for the City of Hamilton's Agencies, Boards and Sub-Committees (Item 4.4)**
 - (a) That the directions provided to staff in Closed Session respecting the Applicant Interviews for the City of Hamilton's Agencies, Boards and Sub-Committees, be approved; and
 - (b) That the details of the Applicant Interviews for the City of Hamilton's Agencies, Boards and Sub-Committees remain confidential.

2. Fence Viewers

WHEREAS, the recruitment for Fence Viewers did not generate enough applicants for the available positions; and

WHEREAS, the members of the Committee of Adjustment and the Agricultural and Rural Affairs Sub-Committee appointed for the 2022 - 2026 Council Term who have the knowledge of rural areas and experience with facilitating mediation and with reviewing land surveys would fulfil the requirements of a Fence Viewer.

THEREFORE, BE IT RESOLVED:

That staff be directed to formally ask the members of the Committee of Adjustment and the Agricultural and Rural Affairs Sub-Committee appointed for the 2022 - 2026 Council Term who have the knowledge of rural areas and experience with facilitating mediation and with reviewing land surveys to forward their expression of interest to Clerks staff for the Selection Committee for Agencies, Boards and Sub-Committees' consideration.

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 1)

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

The agenda for the December 8, 2023 meeting of the Selection Committee for Agencies, Boards and Sub-Committees was approved, as presented.

(b) DECLARATIONS OF INTEREST (Item 2)

Councillor C. Cassar declared non-disqualifying interests in regards to an applicant during the Applicant Interviews to the Agriculture and Rural Affairs Sub-Committee, as they were a volunteer on his election campaign.

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

The following Minutes of the Selection Committee for Agencies, Boards and Sub-Committees were approved:

- (i) November 20, 2023 (Item 3.1)
- (ii) November 28, 2023 (Item 3.2)
- (iii) November 29, 2023 (Item 3.3)

(d) PRIVATE & CONFIDENTIAL (Item 4)

- (i) The following Closed Session Minutes of the Selection Committee for Agencies, Boards and Sub-Committees were approved:
 - 1. November 20, 2023 (Item 4.1)
 - 2. November 28, 2023 (Item 4.2)
 - 3. November 29, 2023 (Item 4.3)

- (ii) The Committee moved into Closed Session for Item 4.3, respecting the Applicant Interviews for the City of Hamilton's Agencies, Boards and Sub-Committees, Pursuant to Section 9.3 Sub-section (b) of the City's Procedural By-law 21-021, as amended, and Section 239(2) Sub-section (b) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to personal matters about an identifiable individual.

- (iii) **Applicant Interviews for the City of Hamilton's Agencies, Boards and Sub-Committees (Item 4.4)**

For further disposition, refer to Item 1.

(e) ADJOURNMENT (Item 6)

There being no further business, the Selection Committee adjourned at 6:25 p.m.

Respectfully submitted,

Councillor C. Cassar, Chair
Selection Committee

Loren Kolar
Legislative Coordinator
Office of the City Clerk



Hamilton

**SELECTION COMMITTEE
FOR
AGENCIES, BOARDS AND SUB-COMMITTEES
REPORT 23-019
2:00 p.m.
December 11, 2023
Room 264, 2nd Floor, City Hall**

Present: Councillor C. Cassar (Chair), C. Kroetsch, B. Clark, M. Tadeson, A. Wilson and M. Wilson

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

THE SELECTION COMMITTEE FOR AGENCIES, BOARDS AND SUB-COMMITTEES PRESENTS REPORT 23-019 AND RESPECTFULLY RECOMMENDS:

1. **Applicant Interviews for the City of Hamilton's Agencies, Boards and Sub-Committees (Item 4.1)**
 - (a) That the directions provided to staff in Closed Session respecting the Applicant Interviews for the City of Hamilton's Agencies, Boards and Sub-Committees, be approved; and
 - (b) That the details of the Applicant Interviews for the City of Hamilton's Agencies, Boards and Sub-Committees remain confidential.

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 1)

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

The agenda for the December 11, 2023 meeting of the Selection Committee for Agencies, Boards and Sub-Committees was approved, as presented.

(b) DECLARATIONS OF INTEREST (Item 2)

There were no Declarations of Interest.

(c) PRIVATE & CONFIDENTIAL (Item 4)

(i) The Committee moved into Closed Session for Item 4.1, respecting the Applicant Interviews for the City of Hamilton's Agencies, Boards and Sub-Committees, Pursuant to Section 9.3 Sub-section (b) of the City's Procedural By-law 21-021, as amended, and Section 239(2) Sub-section (b) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to personal matters about an identifiable individual.

(ii) Applicant Interviews for the City of Hamilton's Agencies, Boards and Sub-Committees (Item 4.1)

For further disposition, refer to Item 1.

(d) ADJOURNMENT (Item 6)

There being no further business, the Selection Committee adjourned at 5:56 p.m.

Respectfully submitted,

Councillor C. Cassar, Chair
Selection Committee

Loren Kolar
Legislative Coordinator
Office of the City Clerk



Hamilton

**SELECTION COMMITTEE
FOR
AGENCIES, BOARDS AND SUB-COMMITTEES
REPORT 23-020
12:30 p.m.
December 11, 2023
Room 192, City Hall**

Present: Councillor C. Cassar (Chair), T. Jackson C. Kroetsch, B. Clark, M. Tadeson, A. Wilson and M. Wilson

THE SELECTION COMMITTEE FOR AGENCIES, BOARDS AND SUB-COMMITTEES PRESENTS REPORT 23-020 AND RESPECTFULLY RECOMMENDS:

1. **Applicant Interviews for the City of Hamilton's Agencies, Boards and Sub-Committees (Item 4.3)**
 - (a) That the directions provided to staff in Closed Session respecting the Applicant Interviews for the City of Hamilton's Agencies, Boards and Sub-Committees, be approved; and
 - (b) That the details of the Applicant Interviews for the City of Hamilton's Agencies, Boards and Sub-Committees remain confidential.

2. **Deliberations of Applicants to Various Agencies, Boards and Sub-Committees (Item 4.4)**
 - (a) **Committee of Adjustment**
 - (a) That Section 4(1) of By-Law No. 22-221, a Delegation of Consent Authority and Constituting a Committee of Adjustment be **amended** as follows:
 4. (1) The Committee shall be composed of ~~nine (9)~~ **seven (7)** members, who are not Members of Council.
 - (b) That staff be directed to prepare the necessary amendments to By-law 22-221 to amend the membership as noted above.

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 1)

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

3. MINUTES OF THE PREVIOUS MEETING

3.1 December 8, 2023

3.2 December 11, 2023

4. PRIVATE AND CONFIDENTIAL

4.1 Closed Session Minutes of December 8, 2023

4.2 Closed Session Minutes of December 11, 2023

The agenda for the December 12, 2023 meeting of the Selection Committee for Agencies, Boards and Sub-Committees was approved, as amended.

(b) DECLARATIONS OF INTEREST (Item 2)

There were no Declarations of Interest.

(c) MINUTES OF THE PREVIOUS MEETING (Item 3)

The following Minutes were approved, as presented:

(i) December 8, 2023 (Added Item 3.1)

(ii) December 11, 2023 (Added Item 3.2)

(d) PRIVATE & CONFIDENTIAL (Item 4)

The following Closed Session Minutes be approved, as presented:

(i) December 8, 2023 (Added Item 4.1)

(ii) December 11, 2023 (Added Item 4.2)

(ii) The Committee moved into Closed Session for Items 4.3 and 4.4, respecting the Applicant Interviews for the City of Hamilton's Agencies, Boards and Sub-Committees and Deliberations of Applicants to Various Agencies, Boards and Sub-Committees Pursuant to Section 9.3 Sub-section (b) of the City's Procedural By-law 21-021, as amended, and Section 239(2) Sub-section (b) of the *Ontario Municipal Act*, 2001, as amended, as the subject matter pertains to personal matters about an identifiable individual.

(iii) **Applicant Interviews for the City of Hamilton's Agencies, Boards and Sub-Committees (Item 4.3)**

For further disposition, refer to Item 1.

(iv) **Deliberations of Applicants to Various Agencies, Boards and Sub-Committees (Item 4.4)**

For further disposition, refer to Item 2.

(d) **ADJOURNMENT (Item 6)**

There being no further business, the Selection Committee adjourned at 5:18 p.m.

Respectfully submitted,

Councillor C. Cassar, Chair
Selection Committee

Loren Kolar
Legislative Coordinator
Office of the City Clerk

CITY OF HAMILTON

MOTION

Council: December 13, 2023

MOVED BY COUNCILLOR E. PAULS.....

SECONDED BY COUNCILLOR

Reconsideration of a decision that was approved at the July 14, 2023 Council meeting respecting Item 1 of the Public Works Committee Report 23-010, Hamilton Street Railway (HSR) Fare Policies (PW23024(a)) (City Wide)

That Item 1 of Public Works Committee Report 23-010, respecting Hamilton Street Railway (HSR) Fare Policies (PW23024(a)) (City Wide), which was approved by Council on July 14, 2023 and reads as follows, be reconsidered:

- 1. Hamilton Street Railway (HSR) Fare Policies (PW23024(a)) (City Wide) (Item 8.1)**
 - (a) That the General Manager, Public Works or designate, be directed to the suspend the HSR Temporary Transit Fare Special program and the Ontario Works Affordable Transit Pass program, effective December 31st, 2023, to introduce a pilot for HSR Fare Assist program, for the period of January 1, 2024 to June 30, 2026, and;
 - (b) That the total cost over the life of the pilot program, estimated at \$3.28 million including 2 temporary full-time employees, be funded through any available provincial funding and/or the Provincial Gas Tax Reserve (reserve #112204), and;
 - (c) That Council approve the request to expand/extend the contract for Self-Service Benefits Portal, provided by Clark Marketing Communications Contract #C003020, to include HSR Fare Assist program as a benefit for tracking and reporting at a one-time cost of \$24,000 to be funded through the Provincial Gas Tax Reserve (reserve #112204) in 2023, and;
 - (d) That Council approve the transfer of \$248,680 allocated in the Ontario Works Division base levy for the Affordable Transit Pass to the Transit Division during the 2024 budget process, and;
 - (e) That staff report back no later than March 2025 to provide a status update of the Fare Assist Program, including ridership, costs, and effectiveness, and;
 - (f) That staff bring forward a final report to the 2026 budget process with recommendations regarding the status of the Fare Assist program.

CITY OF HAMILTON MOTION

Council: December 13, 2023

MOVED BY COUNCILLOR C. CASSAR.....

SECONDED BY COUNCILLOR

Request for the Integrity Commissioner to Commence an Investigation (Selection Committee for Agencies, Boards and Sub-Committees)

WHEREAS, on September 12, 2023, the Selection Committee for Agencies, Boards and Sub-Committees received and referred the correspondence from A. Douglas Burns, Burns Associates (Appendix A - attached hereto), respecting the Committee of Adjustment, to the Integrity Commissioner for an investigation; and

WHEREAS, as per Section 11 (2) of the Integrity Commissioner By-law 16-288, Council may make, or refer, a Complaint directly to the Integrity Commissioner;

THEREFORE BE IT RESOLVED:

That the Integrity Commissioner be requested to commence an investigation into the content of the correspondence from A. Douglas Burns, Burns Associates (Appendix A - attached hereto) respecting the Committee of Adjustment.

A. DOUGLAS BURNS, B.A., LL.B.
JESSICA SURI, B.A. (Hons), J.D.
MANMEET DHALIWAL, B.A. (Hons), J.D.
MARCIO PERALTA, Licensed Paralegal



COUNSEL IN CRIMINAL MATTERS:
DEAN D. PAQUETTE B.A., LL.B.**

**Certified Specialist in Criminal Law
** Fellow, American College of Trial Lawyers

R. SRINI VASAN, M.A., B.L. (1938-2016)

Appendix A to Item 7.2

File No.

August 30, 2023

Via Email: mayor@hamilton.ca; Loren.kolar@cityofhamilton.ca; ward1@hamilton.ca;
ward2@hamilton.ca; ward3@hamilton.ca; ward4@hamilton.ca;
matt.francis@hamilton.ca; tom.jackson@hamilton.ca; esther.pauls@hamilton.ca;
ward8@hamilton.ca; brad.clark@hamilton.ca; jeff.beattie@hamilton.ca;
mark.tadeson@hamilton.ca; ward12@hamilton.ca; ward13@hamilton.ca;
mike.spadafora@hamilton.ca; ted.mcmeekin@hamilton.ca;
postoffice@principlesintegrity.org

Attention: **The Honourable Andrea Horwath, Loren Kolar, Maureen Wilson, Cameron Kroetsch, Nringer Nann, Tammy Hwang, Matt Francis, Tom Jackson, Esther Pauls, John-Paul Danko, Brad Clark, Jeff Beattie, Mark Tadeson, Craig Cassar, Alex Wilson, Mike Spadafora, Ted McMeekin; Jeffrey A. Abrams and Janice Atwood**

Dear Sir and Madam:

Re: Committee of Adjustments

By way of introduction, I have practiced law In Hamilton, Ontario since 1974. Prior to being called to the Bar and prior to Articling, I had worked in law offices for 3 summers. I have probably not appeared before the Committee of Adjustment very often during the past 25-30 years. My experience with the Committee of Adjustments was it seemed the members always were knowledgeable, had a grasp of planning issues and even if I disagreed with their decision, I was always confident that the client would receive a fair hearing.

After the past civic elections, someone decided that changes should be made with respect to the majority of the members of the Committee simply because somehow new blood might be productive and beneficial.

It is my understanding that the selection of members would be in response to applications and follow up interviews and probably a new Committee would be selected by the end of June.

From my comprehension, when the initial deadline for nominations arrived, around 19 individuals had submitted applications for the available 9 positions. Surprisingly, none of the current Committee members, some of whom possessed over 30 years of experience, were included in this applicant pool. Evidently, due to the low number of applicants, the application period was extended by approximately a month. During this extension, at least 5 new candidates expressed interest, yet again, none of the existing Committee members were among them.

It's quite noteworthy that none of the current Committee of Adjustment members, who possess the requisite qualifications and expertise, were chosen for another term or even considered for the new Committee. I would

greatly appreciate it if you could provide insight into the rationale behind excluding the existing members from this process.

Based on my understanding, the selection Committee seems to have been by way of self-appointment and it appears that all candidates received an identical split vote of 5-4 against. In my perspective, implementing a voting process appears to be a more suitable approach to ensure the selection of Committee of Adjustment members is conducted with both fairness and impartiality. Furthermore, the members of the existing committee should have been considered for reappointment. Remarkably, not one of the existing members was apparently interviewed and not one was appointed to the committee. It seems to me that might be appropriate for you to determine simply for your information, members of the existing committee include: Margaret Smith who had served for 8 years, Nancy Mieczko, who had served for 12 years, Bob Charters, former council member, had served for 16 years. The Chairman of the existing committee was Mark Dudzic who had served for 34 years. Another of the members, David Serwatak had served for 30 years. It seems to me that excluding applicants simply on the basis that they had possibly already served and been educated with respect to decorum, integrity, and ability simply does not seem reasonable. It would be interesting to know what training is being offered and by whom.

Perhaps a fair solution would be to form a new selection Committee, one that is free and un bias and that will consider, and interview qualified past members.

Yours very truly,

BURNS ASSOCIATES

A handwritten signature in black ink that reads "ADOUGLAS BURNS". The signature is written in a cursive, slightly slanted style.

A. Douglas Burns
ADB/sm
burns@adburnslaw.ca

CITY OF HAMILTON

MOTION

Council Date: December 13, 2023

MOVED BY COUNCILLOR J. BEATTIE

SECONDED BY COUNCILLOR

Amendment to Item 4 of the Audit, Finance and Administration Committee Report 21-022, respecting Investing in City Roads and Sidewalks Infrastructure with Canada Community - Building Funds, which was approved by Council on December 15, 2021

WHEREAS, the initial road projects selected by the former Ward 10 Councillor for the Investing in City Roads and Sidewalks Infrastructure with Canada Community - Building Funds (CCBF), which was approved by Council on December 15, 2021, consisted of Maple Drive, Spartan Avenue, and Millen Road, South of Highway 8 to Maple Drive;

WHEREAS, Maple Drive and Spartan Avenue in Ward 10 have been recently rehabilitated.

WHEREAS, Works intended for Millen Road, South of Highway 8 to Maple Drive require curb and sidewalk repairs beyond the funding allotment of remaining CCBF funds for Ward 10;

WHEREAS, Millen Road, South of Highway 8 to Maple Drive is undergoing substantial infill requiring future road cuts to install new utilities;

WHEREAS, the current Ward 10 Councillor has asked staff to substitute Fruitland Road for Millen Road as the road receives higher traffic volumes and has received numerous concerns from the public with regards to its condition;

WHEREAS, Fruitland Road has become surface deficient and is in need of resurfacing to improve rideability, public safety, preservation of the road asset from further deterioration, reduce ongoing maintenance costs, and to overall improve the level of service along Fruitland Road; and

WHEREAS, Remaining CCBF funds in conjunction with a contribution from Councillor Initiative – Ward 10 Minor Maintenance CCBF will provide sufficient funding for milling and repaving of Fruitland Road from Highway 8 to Barton Street.

THEREFORE, BE IT RESOLVED:

That Item 4 of the Audit, Finance and Administration Committee Report 21-022, respecting Investing in City Roads and Sidewalks Infrastructure with Canada Community - Building Funds, be **amended**, as follows:

4. Investing in City Roads and Sidewalks Infrastructure with Canada Community - Building Funds (PW21073) (City Wide) (Item 10.1)

- (a) That the Canada Community Building Fund investment of \$30 M be allocated to the list of projects in Appendix "B", **as amended by removing Millen Road and adding Fruitland Road (attached hereto)**, to Audit, Finance & Administration Committee Report 21-022;
- (b) That three Public Works temporary full time equivalents be hired for up to 24 months at an estimated cost of \$850,000 and funded from Unallocated Capital Levy Reserve 108020 to deliver the Canada Community-Building Fund projects; and,
- (c) That the Procurement Policy 4.9 Consulting and Professional Services requirements be waived to allow for the direct award of Roster Assignments above the \$150,000 threshold for consultancy work pertaining to the Canada Community-Building Fund projects.

Attachments:

Appendix "B", **As Amended**

Capital Project List

WARD	STREET	FROM	TO	CCBF FUNDING REQUIRED (represented in \$1,000)	TARGET DELIVERY YEAR	COMMENTS
1	Morden Street	Locke Street North	Pearl Street North	\$500	2023+	Road and sidewalk reconstruction, watermain and lead service replacement. Total project value of \$650,000 to be funding with \$500,000 CCBF and \$135,000 Ward 1 Discretionary Account. Tender in 2023 with consultant support; Consultant #3, Tender #6. Survey and baseplans required.
1	Strathcona Bike Boulevard Pilot	Breadalbane Street, Main Street West to Jones Street - Resurfacing where required, bike boulevard installation Jones Street, Dundurn Street North to west end - Resurfacing where required, bike boulevard installation	various	\$775	2022	Road resurfacing of Breadalbane St and Jones St, and bike boulevard installation. Tender in 2022 with consultant support; Consultant #4, Tender #7, coordinated with Kirkendall Bike Boulevard.
1	Kirkendale Bike Boulevard Pilot	Pearl Street, Tuckett Street to Pine Street - Resurfacing where required, bike boulevard installation Kent Street, Aberdeen Avenue to Amelia Street - Resurfacing where required, bike boulevard installation	various	\$725	2022	Road resurfacing of Pearl St (Tuckett St to Pine St), Kent St (Aberdeen Ave to Amelia St), coordination of sidewalk repairs, and bike boulevard installation. Tender in 2022 with consultant support; Consultant #4, Tender #7, coordinated with Strathcona Bike Boulevard.
WARD TOTAL				\$2,000		
2	Streets within Corktown Neighbourhood south of Arkledun Avenue - Road resurfacing	Freeman Place, James Mountain Road to Mountwood Avenue - Road resurfacing Rockwood Place, Mountwood Avenue to John Street South- Road resurfacing, Water services Kingsway Drive, John Street South to Arkledun Avenue - Road resurfacing	various	\$400	2023	Road resurfacing; water service replacements to be funding through rates, allocating surplus from previously complete Ward 2 projects. Tender in 2023 with consultant support; Consultant #5, Tender #8, coordinated with all Corktown Neighbourhood streets. Survey and baseplans required.
2	Streets within Corktown Neighbourhood south of Arkledun - Road reconstruction	John Street South, south end to Arkledun Avenue - Road reconstruction, Water services James Street South, James Mountain Road to Freeman Place - Road reconstruction, Water services Mountwood Avenue, Freeman Place to St. Joseph's Drive - Road resurfacing, Water services Louisa Av, Mountwood Avenue to John Street South - Road resurfacing, Water services	Various	\$1,600	2023	Road reconstruction; water service replacements to be funding through rates, allocating surplus from previously complete Ward 2 projects. Tender in 2023 with consultant support; Consultant #5, Tender #8, coordinated with all Corktown Neighbourhood streets. Survey and baseplans required.
WARD TOTAL				\$2,000		
3	Sherman Avenue 2-way conversion	Wilson Street	Burlington Street	\$1,950	2023+	Future project, later than 2022 delivery as feasible, and in coordination with other impact projects in the vicinity such as Barton St reconstruction, Birch Ave reconstruction and LRT implementation. Functional design, resurfacing, cycling lanes and 2-way conversion. Tender in 2023 or later with consultant support; Consultant #6, Tender #9. Survey and baseplans required.
3	Barton St Boulevards and Depaving	Various locations		\$50	2022	Boulevard improvements and depaving along Barton St corridor in Ward 3
WARD TOTAL				\$2,000		
4	Sidewalk deficiencies	Various locations		\$270	2022	Address sidewalk deficiencies through minor maintenance activities at various locations within Ward 4
4	Fairfield Avenue	Barton Street	Britannia Avenue	\$1,730	2023	Watermain and service replacement, road reconstruction. Tender in 2023 with consultant support; Consultant #7, Tender #10. Survey and baseplans required.
WARD TOTAL				\$2,000		
5	Streets within Battlefield Neighbourhood	Avalon Avenue, Lake Avenue to west end - Road resurfacing Brandow Court, Second Street North to north end - Road resurfacing Charles Street, Lake Avenue to west end (north of Randall Avenue) - Road resurfacing Randall Avenue, Lake Avenue to west end - Road resurfacing	various	\$2,130	2023	Road resurfacing similar to previous projects delivered within Ward 5, culvert replacement where required. Detailed cost estimate to be confirmed. Tender in 2023 with consultant support; Consultant #8, Tender #11. Survey and baseplans required.
WARD TOTAL				\$2,000		Actual required amount for \$130,000 of total \$2,130,000 estimate to be determined pending surplus or other available capital funding in future
6	Carson Drive and Landron Avenue	Carson Drive - Upper Ottawa Street to approximately 30 metres west of Kingsberry Street Landron Avenue - Carson Drive to Upper Kenilworth Avenue	various	\$1,200	2022	Road resurfacing. Tender in 2022 with staff support; Tender #1, coordinated with Carson Dr and Landron Ave.
6	East 43rd Street	Fennell Avenue	Queensdale Avenue	\$800	2022	Road resurfacing. Tender in 2022 with staff support; Tender #1, coordinated with Carson Dr and Landron Ave.
WARD TOTAL				\$2,000		
7	Upper Wentworth Street	Lincoln Alexander Parkway	Mohawk Road	\$1,640	2023	Funding greater than \$2M CCBF to be funded through previously proposed capital project budget. Road resurfacing. Tender in 2023 with consultant support; Consultant #9, Tender #12. Survey and baseplans required.

WARD	STREET	FROM	TO	CCBF FUNDING REQUIRED (represented in \$1,000)	TARGET DELIVERY YEAR	COMMENTS
7	Upper Wentworth Street	Mohawk Road	Fennell Avenue	\$1,250	2022	Funding greater than \$2M CCBF to be funded through previously proposed capital project budget. Road resurfacing. Tender in 2022 with consultant support; Consultant #1, Tender #2. Mapping and road cores required.
WARD TOTAL				\$2,000		Actual required amount for \$890,000 of total \$2,890,000 estimate to be funded by previously proposed capital funding
8	Roads Minor Maintenance	Preventative Maintenance, primarily on arterials/major roads	various	\$100	2022-2023	Funding for roads minor maintenance to be utilized in the event of surplus funding from Limeridge Rd project
8	Limeridge Road	Garth Street	West 5th Street	\$1,900	2023	Road resurfacing and localized reconstruction, cycling facility installation with possible cycling extension to Upper James Street. Tender in 2023 with consultant support; Consultant #10, Tender #13. Survey and baseplans required.
WARD TOTAL				\$2,000		
9	Gatestone Drive	Shadyglen Drive	Isaac Brock Drive	\$900	2022	Road resurfacing. Consideration for installation of enhanced crosswalk/pedestrian crossover. Tender in 2022 with consultant support; Consultant #11, Tender #14, timing pending completion of Mud St resurfacing, and in coordination with Highland Rd resurfacing.
9	Highland Road	Fifth Road East	Eighth Road	\$1,600	2023	Road resurfacing, culvert repair/replacement, ditching where required. Funding pending surplus from Gatestone Dr and Eighth Rd. Tender in 2023 with consultant support; Consultant #11, Tender #14, timing pending completion of Mud St resurfacing, and in coordination with Gatestone Dr resurfacing.
WARD TOTAL				\$2,000		Actual required amount for \$500,000 of total \$2,500,000 estimate to be determined pending surplus or other available capital funding in future
10	Millen Road Fruitland Road	Maple Drive Barton Street	Highway 8	\$1,100	2023	Road resurfacing. Tender in 2023 with consultant support; Consultant #12, Tender #15, delivered in coordinaton with Maple Ave resurfacing.
10	Maple Avenue	Millen Road	Approximately 30 metres east of Jenny Court	\$700	2023	Road resurfacing. Tender in 2023 with consultant support; Consultant #12, Tender #15, delivered in coordinaton with Millen resurfacing.
10	Spartan Avenue	Highway 8	McIntosh Drive	\$400	2023	Road resurfacing. Tender in 2023 with consultant support; Consultant #12, Tender #15, delivered in coordinaton with Millen resurfacing. Pending surplus funding from Millen Rd and Maple Dr.
WARD TOTAL				\$2,000		Actual required amount for \$200,000 of total \$2,200,000 estimate to be determined pending surplus or other available capital funding in future
11	Sidewalks on Homestead Drive and street lighting upgrades	Provident Way	Upper James Street	\$575	2022/23	Sidewalk construction connecting missing links and replacement of existing sidewalks in poor condition, street light upgrades. Delivered in 2022-2023 with staff support.
11	Barlow Road - Rural road surface treatment	Sinclairville Road	end	\$90	2022/23	Replace culverts where required in 2022, pulverize and double surface treatment in 2022-2023. Delivered in 2022-2023 with staff support.
11	Gyatt Road - Rural road pulverize and double surface treatment	Regional Road 56	Fletcher Road	\$260	2022/23	Replace culverts where required in 2022, pulverize and double surface treatment in 2022-2023. Delivered in 2022-2023 with staff support.
11	Leeming Road - Rural road pulverize and double surface treatment	Highway 6	end	\$125	2022/23	Replace culverts where required in 2022, pulverize and double surface treatment in 2022-2023. Delivered in 2022-2023 with staff support.
11	Trimble Road - Rural road pulverize and double surface treatment	Kirk Road	Road bridge	\$125	2022/23	Replace culverts where required in 2022, pulverize and double surface treatment in 2022-2023. Delivered in 2022-2023 with staff support.
11	Trimble Road - Rural road pulverize and double surface treatment	Hall Road	Haldibrook Road	\$145	2022/23	Replace culverts where required in 2022, pulverize and double surface treatment in 2022-2023. Delivered in 2022-2023 with staff support.
11	Woodburn Road - Rural road surface treatment	Bell Road	Hall Road, south intersection	\$75	2022/23	Replace culverts where required in 2022, pulverize and double surface treatment in 2022-2023. Delivered in 2022-2023 with staff support.
11	Glover Road - Rural road bonded wearing course	Twenty Road East	Dickenson Road East	\$135	2022/23	Replace culverts where required in 2022, rural road bonded wearing course pulverize and double surface treatment in 2022-2023. Delivered in 2022-2023 with staff support.
11	Additional project selection pending surplus from Ward 11 projects			\$470		Pending suplus for project selection

WARD	STREET	FROM	TO	CCBF FUNDING REQUIRED (represented in \$1,000)	TARGET DELIVERY YEAR	COMMENTS
WARD TOTAL				\$2,000		
12	Golfdale Place	Golf Links Road	end	\$190	2022	Road resurfacing. Tender in 2022 with consultant support; Consultant # 2, Tender #3, coordinated with Terrance Park Drive, Crestview Avenue, Church Street, Academy Street.
12	Terrence Park Drive	40m west of Chatterson Drive	Templar Drive	\$190	2022	Road resurfacing. Tender in 2022 with consultant support; Consultant # 2, Tender #3, coordinated with Golfdale Place, Crestview Avenue, Church Street, Academy Street.
12	Crestview Avenue	Brookview Court	to west end at guard rail	\$130	2022	Road resurfacing. Tender in 2022 with consultant support; Consultant # 2, Tender #3, coordinated with Golfdale Place, Terrance Park Drive, Church Street, Academy Street.
12	Jerseyville Road	Fiddler's Green Road	Wilson Street	\$800	2021	Road resurfacing complete, delivered in 2021 with staff support under existing contract.
12	Church Street	Wilson Street East	Lodor Street	\$345	2022	Road resurfacing. Tender in 2022 with consultant support; Consultant # 2, Tender #3, coordinated with Golfdale Place, Terrance Park Drive, Crestview Avenue, Academy Street.
12	Academy Street	Wilson Street East	Rousseaux Street	\$345	2022	Road resurfacing. Tender in 2022 with consultant support; Consultant # 2, Tender #3, coordinated with Golfdale Place, Terrance Park Drive, Crestview Avenue, Church Street.
WARD TOTAL				\$2,000		
13	Carey Street	South end of street	Concession 5 West	\$500	2023+	Funding pending surplus from Sydenham Hill Cycling Facility
13	Sydenham Hill Cycling Facility	Livingstone Drive	100m south of Glendrummond Drive	\$1,700	2022	Cycling facility installation, road resurfacing/repair where required, ditching/culvert/catchbasin repair where required. Tender in 2022 with staff support.
WARD TOTAL				\$2,000		Actual required amount for \$200,000 of total \$2,200,000 estimate to be determined pending surplus or other available capital funding in future
14	Streets within Falkirk East Neighbourhood	Falkirk Drive, Courtland Avenue to Maynard Street - Road resurfacing Harvard Place, west end to Falkirk Drive - Road resurfacing Marcel Place, west end to Courtland Drive - Road resurfacing Maynard Street, west end to McIntosh Avenue - Road resurfacing McIntosh Avenue, south end to Stone Church Road - Road resurfacing Roland Road, Regent Avenue to 100 metres southerly - Road resurfacing	various	\$2,000	2022	Road resurfacing. Tender in 2022 with staff support; Tender #4.
WARD TOTAL				\$2,000		
15	Hamilton Street	Dundas Street	Silver Court	\$300	2022	Road resurfacing. Tender in 2022 with staff support; Tender #5.
15	Howard Boulevard / Thomson Drive	Mays Crescent	Main Street / Snake Road	\$1,500	2022	Road resurfacing. Tender in 2022 with staff support; Tender #5.
15	Additional project selection pending surplus from Hamilton Street, Howard Boulevard and Thomson Drive			\$200		Pending surplus for project selection
WARD TOTAL				\$2,000		
TOTAL				\$30,000		

CITY OF HAMILTON MOTION

Council: December 13, 2023

MOVED BY COUNCILLOR A. WILSON.....

SECONDED BY COUNCILLOR

Support for the Issuance of a Manufacturer’s Limited Liquor Sales Licence (“By the Glass”) for Barrel Heart Brewing

WHEREAS Barrel Heart Brewing is operating at Unit 20 53 Bittern Street, Ancaster, Ontario;

WHEREAS the Barrel Heart Brewing has been issued a brewery retail license on January 11, 2023;

WHEREAS in addition to brewing beer, the business model has a retail, tourism and education component; and

WHEREAS the Alcohol and Gaming Commission of Ontario (AGCO) requires written notice from the Council of the Municipality within which the applicant's site is located confirming that it has passed a resolution in support of the issuance of a Manufacturer’s Limited Liquor Sales Licence (“By the Glass”), for tastings.

THEREFORE, BE IT RESOLVED:

That the Council of the City of Hamilton confirms their support for the issuance of a Manufacturer’s Limited Liquor Sales Licence (“By the Glass”) for Barrel Heart Brewing located at Unit 101,104 King Street West, Dundas, Ontario.

CITY OF HAMILTON

MOTION

Council: December 13, 2023

MOVED BY COUNCILLOR N. NANN.....

SECONDED BY COUNCILLOR.....

Amendment to Item 2 of the Public Works Committee Report 23-006, respecting Automated Traffic Enforcement – New Sites (PW23029) (City Wide)

WHEREAS, staff inadvertently prepared the report respecting the Automated Traffic Enforcement – New Sites (PW23029) (City Wide), with a duplicate report number;

THEREFORE, BE IT RESOLVED:

That Item 2 of the Public Works Committee Report 23-006 respecting the Automated Traffic Enforcement – New Sites (PW23029) (City Wide), which was approved by Council on May 10, 2023, be **amended** by deleting report number “PW23029” and replacing it with the report number “**PW23080**”, to read as follows:

2. Automated Traffic Enforcement – New Sites (~~PW23029~~) (PW23080) (City Wide)

- (a) That the twenty-four (24) proposed Automated Speed Enforcement (ASE) program operating locations, attached to Public Works Committee Report 23-006 as Appendix “A”, be approved for implementation from August 2023 to August 2025;
- (b) That the Traffic By-law 01-215 be amended, to designate 19 new Community Safety Zones (CSZ) associated with the proposed ASE 2023-2025 program operating locations and to do some housekeeping amendments regarding existing CSZ locations, by passing the amending by-law attached to Report PW23029 as Appendix “B”, which has been prepared in a form satisfactory to the City Solicitor;
- (c) That the following ten (10) locations be approved for the installation of Red Light Cameras (RLC) in 2023:
 - 1. Cannon Street East at Wentworth Street – Westbound
 - 2. Burlington Street East at Ottawa Street North – Eastbound
 - 3. Rymal Road East at Upper Gage Avenue – Southbound
 - 4. Green Road at King Street East – Eastbound

5. Garth Street at Rymal Road West – Southbound
 6. Fennell Avenue West at West 5th Street – Southbound
 7. Golf Links Road at Meadowlands Boulevard – Southbound
 8. Stone Church Road East at Upper Wellington Street – Southbound
 9. Parkdale Avenue North at Roxborough Avenue – Southbound
 10. Cochrane Road at Lawrence Road – Southbound;
- (d) That the existing RLC's on Wilson Street at Wentworth Street North and Sanford Avenue North be decommissioned to coincide with the two-way conversion of Wilson Street – Victoria Avenue to Sherman Avenue, scheduled for reconstruction in 2023/2024, and subsequently relocated to:
1. Dundas Street at Main Street – Eastbound
 2. Cannon Street East at Gage Avenue North – Eastbound; and
- (e) That the funding to support and implement recommendations in report PW23029 be funded from the RLC Reserve #112203 and the RLC Reserve #112203 be re-named to the Automated Traffic Enforcement Reserve to recognize it being composed of both RLC and ASE.

CITY OF HAMILTON

MOTION

Council Date: December 13, 2023

MOVED BY COUNCILLOR C. KROETSCH

SECONDED BY COUNCILLOR.....

Ferguson Station Fence Improvements, 244 King Street East (Ward 2)

WHEREAS, Ferguson Station, located at 244 King Street East, is a unique parkette and public space for the Ward 2 community and beyond;

WHEREAS, the existing wooden property fence along the parkette’s southern walkway and perimeter require replacement; and

WHEREAS, the Parks & Cemeteries capital budget does not have capacity to fund this improvement in 2023/2024.

THEREFORE, BE IT RESOLVED:

- (a) That the privacy fencing at Ferguson Station at 244 King Street East to be funded from the Ward 2 Capital Re-Investment Reserve #108052 at an upset limit, including contingency, not to exceed \$45,000 be approved; and
- (b) That the General Manager of Public Works be authorized and directed to approve and execute any and all required agreements and ancillary documents, in a form satisfactory to the City Solicitor, related to the fencing improvements at Ferguson Station, 244 King Street East, Hamilton.

CITY OF HAMILTON MOTION

Council: December 13, 2023

MOVED BY COUNCILLOR N. NANN.....

SECONDED BY COUNCILLOR

Request for the Integrity Commissioner to Commence an Investigation (Hamilton Police Services Board Selection Committee)

WHEREAS, on December 5, 2023, the Hamilton Police Services Board Selection Committee approved a motion recommending that Council request an investigation by its Integrity Commissioner to determine whether there was a disclosure of confidential information during the selection process undertaken by the Hamilton Police Services Board Selection Committee; and

WHEREAS, as per Section 11 (2) of the Integrity Commissioner By-law 16-288, Council may make, or refer, a Complaint directly to the Integrity Commissioner;

THEREFORE BE IT RESOLVED:

That the Integrity Commissioner be requested to commence an investigation into an allegation respecting the disclosure of confidential information during the selection process undertaken by the Hamilton Police Services Board Selection Committee.

CITY OF HAMILTON

MOTION

Council Date: December 13, 2023

MOVED BY COUNCILLOR C. KROETSCH.....

SECONDED BY COUNCILLOR

Amendment to Item 7 of the Emergency and Community Services Committee Report 23-013, respecting Service Manager Consent for Corktown Co-operative Homes Development of 221 and 223 Charlton Avenue (HSC23056) (Ward 2), which was approved by Council on October 25, 2023

WHEREAS, Corktown Co-operative Homes Inc. has indicated that an additional consent is required, further to consent approved by Council on October 25, 2023, for the development of their new project at 200 Forest Avenue, Hamilton, in order to proceed;

THEREFORE, BE IT RESOLVED:

That Item 7(f) of the Emergency and Community Services Committee Report 23-013, respecting Service Manager Consent for Corktown Co-operative Homes Development of 221 and 223 Charlton Avenue (HSC23056) (Ward 2), be **amended**, as follows:

7. Service Manager Consent for Corktown Co-operative Homes Development of 221 and 223 Charlton Avenue (HSC23056) (Ward 2) (Item 10.7)

- (f) That the City consent to a partial discharge **and partial conveyance** of the operating agreement registered as instrument number VM195526 from title to the portion of the lands municipally known as 200 Forest Avenue in Hamilton ~~which are being~~, **and consent to them being conveyed** to the City for road widening purposes, and that the City Solicitor or her designate be authorized to take all steps and sign all documents necessary to effect the partial discharge.

Main Motion, as **Amended**, reads as follows:

7. Service Manager Consent for Corktown Co-operative Homes Development of 221 and 223 Charlton Avenue (HSC23056) (Ward 2) (Item 10.7)

- (a) That Service Manager Consent be granted to Corktown Co-operative Homes Inc. to merge with Charlton Co-operative Homes Inc. to form a single co-operative housing provider named Corktown Co-operative Homes Inc.;
- (b) That Service Manager Consent be granted for Corktown Co-operative Homes Inc. to undertake the development of 17 affordable units at 221 and 223 Charlton Avenue including taking on a new loan to finance the project;
- (c) That the General Manager, Healthy and Safe Communities Department, or their designate be authorized and directed to execute and administer a Housing Charge subsidy for 5 units at Corktown Co-operative Homes' property at 221 and 223 Charlton in the amount of approximately \$21,000 to be added to and included in the 2025 Tax Operating Budget on such terms and conditions as provided for in the Term Sheet attached as Appendix "A" to report HSC23056 and along with any ancillary documentation and amendments in a form satisfactory to the City Solicitor;
- (d) That the General Manager, Healthy and Safe Communities Department, or their designate be authorized and directed to execute and administer an agreement for an annual operating subsidy, beginning in 2025, for Corktown Co-operative Homes' project at 221 and 223 Charlton in the amount of approximately \$420,000 to be included in the 2025 Tax Operating Budget on such terms and conditions as provided for in the Term Sheet attached as Appendix "A" to Report HSC23056 along with any ancillary documentation and amendments in a form satisfactory to the City Solicitor;
- (e) That the General Manager of Health and Safe Communities be directed to transfer and amend the Charlton Co-Operative Ontario Priorities Housing Initiative Contribution Agreement of the New Rental Housing Component Year 3 funding of \$822,495 to Corktown Co-operative Homes Inc, including all ancillary documents related to administration and funding of the Contribution Agreement; and
- (f) That the City consent to a partial discharge **and partial conveyance** of the operating agreement registered as instrument number VM195526 from title to the portion of the lands municipally known as 200 Forest Avenue in Hamilton **and consent to them being conveyed** to the City for road widening purposes, and that the City Solicitor or her designate be authorized to take all steps and sign all documents necessary to effect the partial discharge.

CITY OF HAMILTON MOTION

Council: December 13, 2023

MOVED BY COUNCILLOR J. BEATTIE.....

SECONDED BY COUNCILLOR

Appointment of Sub-Committee Chairs and Vice Chairs

(a) That the following appointments to the Various Sub-Committees, be approved:

(i) SCHOOL BOARD PROPERTIES SUB-COMMITTEE

- (a) That Councillor Tadeson be appointed Chair of the School Board Properties Sub-Committee for the remainder of the 2022-2026 Term of Council; and
- (b) That Councillor Francis be appointed Vice Chair of the School Board Properties Sub-Committee for the remainder of the 2022-2026 Term of Council

(ii) LIGHT RAIL TRANSIT SUB-COMMITTEE

- (a) That Councillor Nann be appointed Chair of the Light Rail Transit Sub-Committee for the remainder of the 2022-2026 Term of Council; and
- (b) That Councillor Kroetsch be appointed Vice Chair of the Light Rail Transit Sub-Committee for the remainder of the 2022-2026 Term of Council.

(iii) TRANSIT AREA RATING REVIEW SUB-COMMITTEE

- (a) That Councillor Cassar be appointed Chair of the Transit Area Rating Review Sub-Committee for the remainder of the 2022-2026 Term of Council; and
- (b) That Councillor McMeekin be appointed Vice Chair of the Transit Area Rating Review Sub-Committee for the remainder of the 2022-2026 Term of Council.

(iv) HAMILTON WATER SUB-COMMITTEE

- (a) That Councillor A. Wilson be appointed Chair of the Hamilton Water Sub-Committee for the remainder of the 2022-2026 Term of Council; and
- (b) That Councillor Hwang be appointed Vice Chair of the Hamilton Water Sub-Committee for the remainder of the 2022-2026 Term of Council.

(v) NON-UNION COMPENSATION SUB-COMMITTEE

- (a) That Councillor A. Wilson be appointed Chair of the Non-Union Compensation Sub-Committee for the remainder of the 2022-2026 Term of Council; and
- (b) That Councillor Kroetsch be appointed Vice Chair of the Non-Union Compensation Sub-Committee for the remainder of the 2022-2026 Term of Council.

(vi) MUNICIPAL DRAINAGE COURT OF REVISION

- (a) That Councillor Beattie be appointed Chair of the Municipal Drainage Court of Revision for the remainder of the 2022-2026 Term of Council; and
- (b) That Councillor Tadeson be appointed Vice Chair of the Municipal Drainage Court of Revision for the remainder of the 2022-2026 Term of Council.

CITY OF HAMILTON

MOTION

Council: December 13, 2023

MOVED BY COUNCILLOR A. WILSON.....

SECONDED BY COUNCILLOR

Appointment of Standing Committee Chairs and Vice Chairs for 2024

(a) That the following members of Council be appointed as Chair and Vice Chair (1st and 2nd, where applicable) of the following Standing Committees:

(i) PUBLIC WORKS COMMITTEE

- (1) That Councillor Spadafora be appointed Chair of the Public Works Committee for 2024; and
- (2) That Councillor A. Wilson be appointed Vice Chair of the Public Works Committee for 2024

(ii) PLANNING COMMITTEE

- (1) That Councillor Cassar be appointed Chair of the Planning Committee for 2024;
- (2) That Councillor M. Wilson be appointed 1st Vice Chair of the Planning Committee for 2024; and
- (3) That Councillor Hwang be appointed 2nd Vice Chair of the Planning Committee for 2024

(iii) AUDIT, FINANCE AND ADMINISTRATION COMMITTEE

- (1) That Councillor Hwang be appointed Chair of the Audit, Finance and Administration Committee for 2024; and
- (2) That Councillor Spadafora be appointed Vice Chair of the Audit, Finance and Administration Committee for 2024.

(iv) EMERGENCY AND COMMUNITY SERVICES COMMITTEE

- (1) That Councillor A. Wilson be appointed Chair of the Emergency and Community Services Committee for 2024; and
- (2) That Councillor Kroetsch be appointed Vice Chair of the Emergency and Community Services Committee for 2024.

CITY OF HAMILTON

MOTION

Council: December 13, 2023

MOVED BY COUNCILLOR C. KROETSCH.....

SECONDED BY COUNCILLOR

Accessibility Investment in Bennetto Community Centre Auditorium (Ward 2)

WHEREAS, the City of Hamilton owned recreation facilities in Ward 2 are maintained by the City of Hamilton’s Corporate Facilities & Energy Management Division, Public Works, and operated by the Recreation Division;

WHEREAS, the Bennetto Community Centre Auditorium with its purpose-built stage and bench seating is a unique asset within the Recreation portfolio with the capacity to seat one hundred and fifty people and provide a performance atmosphere for arts and music as well as accommodate public engagement and presentation space;

WHEREAS, the 2022-2023 Council Priorities were developed to reflect Hamilton’s most pressing needs and biggest opportunities and, increased access to recreational facilities and services is a measure of success in achieving the outcome of providing vibrant parks, recreation and public spaces;

WHEREAS, the Recreation Master Plan (2022) guiding principles are the foundation for recommendations to inform future decisions related to its implementation and, equity and inclusion, and high-quality facilities and services are identified as two of these five guiding principles;

WHEREAS, the Bennetto Community Centre is identified as highly accessible in common areas excluding the auditorium which is accessed by staircase and not inclusive for individuals experiencing mobility considerations;

WHEREAS, the Bennetto Community Centre is a high use, year-round facility and the enhancement of the auditorium to accommodate users with mobility considerations, will draw more users to the space and create a more welcoming and inclusive environment for the community;

WHEREAS, Public Works staff will engage an Architect to provide an accessibility improvement design that takes into consideration adequate egress for fire code and the cost of any structural modifications needed as a result, and in the interim, staff have provided a preliminary high level estimate of costs; and

WHEREAS, improvements to audio and visual equipment and stage curtains for the stage need to be addressed and should be scheduled to be completed while accommodation work is being undertaken to minimize facility impacts and maximize available funding;

THEREFORE, BE IT RESOLVED:

- (a) That Public Works staff be authorized and directed to retain a Prime Design Consultant to undertake detailed design and construction of an accessibility solution for the Bennetto Community Centre Auditorium to provide access for users with mobility considerations;
- (b) That the funding for the Bennetto Community Centre Auditorium audio/visual upgrades, stage curtains and accessibility improvements, including any contingency costs, up to a maximum of \$700,000, be approved and be funded from the Ward 2 Capital Re-Investment Reserve (108052); and
- (c) That staff be directed to report back to Public Works Committee with a revised option for a funding contribution to this project to further off-set costs, should opportunities for contributory funding through applicable approved capital accessibility programs be made available before construction is completed; and
- (d) That the General Manager, Public Works Department be authorized and directed to execute any required agreement(s) and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.

CITY OF HAMILTON

MOTION

Council: December 13, 2023

MOVED BY COUNCILLOR N. NANN.....

SECONDED BY COUNCILLOR

2023 Hamilton Vacant Residential Unit Tax - REVISED

WHEREAS, a Vacant Residential Unit Tax is intended to support Hamilton’s housing efforts by encouraging property owners to rent or sell vacant units; and

WHEREAS, on November 22, 2023, Hamilton City Council voted against the approval of a Hamilton Vacant Residential Unit Tax By-law being a By-law to Establish a Vacant Unit Tax to impose a tax upon residential units that were vacant in 2023;

THEREFORE, BE IT RESOLVED:

- (a) That staff be directed to prepare an Information Report to the General Issues Committee meeting of January 17, 2024 that includes the following information:
 - (i) Implications, financial, staffing, legal, resident outreach and otherwise, of voting against the 2023 Hamilton Vacant Residential Unit Tax By-law;
 - (ii) The ease of use and options that were planned for completing a declaration online or on printed paper to be mailed or dropped-off at select Hamilton locations;
 - (iii) The communication and public education plan developed on the Vacant Residential Unit Tax for residential property owners; and
 - (iv) Opportunities and limitations of using information from utility bills to assist in determining if residential units are vacant including but not limited to risk management practices and requirements from the *Municipal Act*, the *Municipal Freedom of Information and Protection of Privacy Act* and other legislation.

COUNCIL COMMUNICATION UPDATES

November 17, 2023 to December 7, 2023

Council received the following Communication Updates during the time period listed above, the updates are also available to the public on City's website, as per Section 5.18 of By-law 21-021 (A By-Law To Govern the Proceedings of Council and Committees of Council) a member of Council may refer any of the items listed below, to a Standing Committee by contacting the Clerk and it will be placed on the next available agenda of the respective Standing Committee.

Item Number	Date	Department	Subject
1	November 24, 2023	Public Works	Emergency Boiler Line Repair - HW.23.09 (City Wide)
2	November 24, 2023	Public Works	Opposition to the Environmental Permissions Modernization Policy Proposals, Hamilton Water Response - HW.23.10
3	November 23, 2023	Healthy and Safe Communities	Update: Building Safer Communities Grant (City Wide)
4	November 24, 2023	Corporate Services	Enterprise Data Management Update (City Wide)
5	November 27, 2023	Planning and Economic Development	Remediation of Site Contamination and Mitigation of Off-site Risks at 13-25 King St E, Stoney Creek (Ward 5)
6	November 27, 2023	Healthy and Safe Communities	Canada-Wide Early Learning and Child Care - Directed Growth Application to Create New Child Care Spaces (City Wide)
7	November 27, 2023	Healthy and Safe Communities	Update Regarding 2023-2024 Winter Response Strategy (City Wide)
8	November 30, 2023	Healthy and Safe Communities	Update #2 Regarding 2023-2024 Winter Response Strategy (City Wide)
9	December 1, 2023	Planning and Economic Development	Better Homes Hamilton Pilot Program Launch December 1, 2023 (City Wide)
10	December 1, 2023	Healthy and Safe Communities	Reaching Home Federal Homelessness Funding Allocation
11	December 5, 2023	City Manager's Office and Corporate Services	311 Phone Number Update – Phase 1 Testing (City Wide)
12	December 6, 2023	Public Works	Chedoke Creek Remediation Update - HW.23.11
13	December 7, 2023	City Manager's Office	City Enrichment Fund (City Wide)



COMMUNICATION UPDATE

TO:	Mayor and Members City Council
DATE:	November 24, 2023
SUBJECT:	Emergency Boiler Line Repair - HW.23.09 (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Danny Locco (905) 546-2424 Ext. 5487
SUBMITTED BY:	Shane McCauley Director, Water & Wastewater Operations Public Works Department
SIGNATURE:	

Mayor Horwath and Members of Council, the purpose of this Communication Update is to satisfy the notification requirement in accordance with Procurement Policy By-law No. 22-255, Policy 10 – Emergency Procurements. This emergency was a result of a failed boiler line required for the digestion process at the Woodward Wastewater Treatment Plant. The final cost to complete the necessary repairs was \$1,167,864.52.

Background: On March 11, 2023, the General Manager, Public Works supported Hamilton Water's request that an emergency be declared, as defined in the Procurement Policy By-Law 22-255. The details of this emergency are as follows: A section of the closed loop boiler system line failed resulting in significant water and temperature losses. Third-party testing and investigation confirmed that there were several leaks throughout the entire length of the existing, underground, fiberglass boiler line that was approximately 60 years old. The failure of this line put the digestion process at the Woodward Wastewater Treatment Plant in jeopardy.

A contractor was engaged to install a temporary overland bypass line to ensure that the digestion process was maintained while they completed a full replacement of the existing boiler line with a new insulated stainless steel boiler line. This endeavour required meticulous excavation to avoid disruption to the numerous adjacent utilities. The contractor successfully completed the repairs and site restoration in late September 2023.

For further information, please contact Danny Locco, Manager of Plant

**SUBJECT: Procurement Policy 10 – Woodward WWTP – Emergency Boiler Line
Repair (City Wide) – Page 2 of 2**

Maintenance and Technical Services at (905) 546-2424, extension 5487.

APPENDICES AND SCHEDULES ATTACHED

N/A



COMMUNICATION UPDATE

TO:	Mayor and Members City Council
DATE:	November 24, 2023
SUBJECT:	Opposition to the Environmental Permissions Modernization Policy Proposals, Hamilton Water Response - HW.23.10
WARD(S) AFFECTED:	City Wide
SUBMITTED BY:	Nick Winters Director, Hamilton Water Public Works Department
SIGNATURE:	

The purpose of this Communication Update is to provide Council with an update on comments that Hamilton Water submitted related to proposed changes by the Ministry of Environment, Conservation and Parks to its approvals and permissions procedures relating to stormwater works, water taking and waste management systems. Specifically, this Communication Update addresses the Council Follow Up Notice request dated October 26, 2023, to provide Council with an update on comments submitted to the Environmental Registry of Ontario.

Background

In September 2023, the Ministry of Environment, Conservation and Parks posted the following postings on the Environmental Registry of Ontario (ERO) related to proposed changes to approvals and permissions procedures relating to stormwater works, water taking and waste management systems:

- ERO Posting #019-6928 - Streamlining Environmental Permissions for Stormwater Management Under Environmental Activity and Sector Registry;
- ERO Posting #019-6853 - Streamlining Permissions for Water Takings for Construction Site Dewatering Activities and Foundation Drains; and
- ERO Posting #019-6963 - Streamlining Environmental Permissions for Waste Management Systems under the Environmental Activity and Sector Registry

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: Opposition to the Environmental Permissions Modernization Policy Proposals, Hamilton Water Response – HW.23.10 (City Wide)
– Page 2 of 4

Hamilton Water's comments on the above listed Environmental Registry of Ontario postings were submitted on October 30th, 2023 and are included as Appendix "A" to Communication Update HW.23.10.

Proposed Changes

If approved, ERO Posting #019-6928 - Streamlining Environmental Permissions for Stormwater Management Under Environmental Activity and Sector Registry would permit owners of certain privately owned stormwater management works to self-register the works on the Environmental Activity and Sector Registry and exempt the works from approvals under Ontario Regulation 525/98 of the *Ontario Water Resources Act*. In addition, this change would exempt these works from requirements of Ontario Regulation 287/07 under the *Clean Water Act*.

Ministry of Environment, Conservation and Parks is currently responsible for issuing Environmental Compliance Approvals for stormwater. In addition, Halton-Hamilton Source Protection Plan includes prescribed instrument policies addressing stormwater that require the province to ensure compliance with the applicable policies. The Environmental Registry of Ontario posting as drafted, would require a Licensed Engineer Practitioner to undertake a site-specific technical assessment to determine whether the stormwater works were a significant drinking water threat in the relevant Source Water Protection Plan.

If determined to be a significant drinking water threat, the Licensed Engineer Practitioner would be required to consider additional design measures and other requirements to mitigate the threat. Hamilton Water staff's concern is that the proposal would transfer oversight to the proponent and be inconsistent with applicable policies of the Halton-Hamilton Source Protection Plan. In addition, transferring the stormwater works from the Environmental Compliance Approvals process to the Environmental Activity and Sector Registry provides a lack of provincial oversight and may weaken protections for sources of drinking water.

Additional concerns of Hamilton Water staff are that:

- There is a limited number of Licensed Engineer Practitioner's familiar with drinking water source protection and that there is no requirement for Licensed Engineer Practitioners to complete training related to significant drinking water threats in advance of the work;
- Municipalities will not be aware of the monitoring and operating requirements of new private stormwater works;

SUBJECT: Opposition to the Environmental Permissions Modernization Policy Proposals, Hamilton Water Response – HW.23.10 (City Wide)
– Page 3 of 4

- The Environmental Activity and Sector Registry framework removes any right to appeal if Hamilton Water has concerns regarding the Licensed Engineer Practitioner's technical assessment; and
- The Environmental Registry of Ontario posting does not include any details related to the proposed audits of the Environmental Activity and Sector Registry and inspections of the stormwater works by the Ministry of the Environment, Conservation and Parks.

Overall, improperly designed and operating stormwater works may be assumed by the City of Hamilton in the future and therefore additional oversight of the proposed works is preferred.

The Environmental Registry of Ontario posting also includes expansion of exemptions under Ontario Regulation 525/98 for certain low risk sewage works to obtain an Environmental Compliance Approval. The exemptions are proposed to permit all Low Impact Development works as well as drainage works for roadways. Hamilton Water supports the implementation of Low Impact Development works on single private residences provided there is assurance that proper ongoing maintenance is undertaken to achieve their operational goals.

If approved, ERO Posting 019-6853 - Streamlining Permissions for Water Takings for Construction Site Dewatering Activities and Foundation Drains would streamline permissions for temporary water takings including removing the current water taking limit of 400,000 litres of groundwater per day from one or more dewatered work areas at a construction site. Hamilton Water has the following concerns regarding the proposed streamlined process for construction dewatering:

- Increased groundwater flows from construction sites could result in surcharging of storm, sanitary and/or combined sewers and increase combined sewage overflows;
- Environmental Activity and Sector Registry postings for water taking should include consideration for municipal notification regarding local Environmental Activity and Sector Registry applications and allow for municipal access to the supporting technical documentation; and
- Consumption of conveyance and pumping capacity reduces available municipal servicing capacity to support growth and development.

The Ministry of Environment, Conservation and Parks is also proposing regulatory amendments to O. Reg. 387/04 under the *Ontario Water Resources Act* to exempt residential foundation drainage systems from requiring a Permit To Take Water for water takings of up to 379,000 litres of water per day which is significantly higher compared to the current limit of 50,000 litres per day. Hamilton Water is concerned that removal of 400,000 litres per day for construction areas and up to 379,000 litres per day

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: Opposition to the Environmental Permissions Modernization Policy Proposals, Hamilton Water Response – HW.23.10 (City Wide)
– Page 4 of 4**

for foundation drains could have negative cumulative impacts especially with multiple water takings within an area or proximity to contaminated sites. Hamilton Water recommends that the Ministry of Environment, Conservation and Parks maintain the upper limit of 400,000 litres/day and provide for Permits To Take Waters above the limit, to ensure appropriate environmental protections are in place. Hamilton Water made several potential recommendations in the Environmental Registry of Ontario submission on how to mitigate this concern.

If approved, ERO Posting #019-6963 – Streamlining Environmental Permissions for Waste Management Systems under the Environmental Activity and Sector Registry would expand the types of waste management systems that could register including asbestos waste, biomedical waste, hazardous waste, and liquid industrial waste. The Ministry of Environment, Conservation and Parks is proposing to require all eligible waste management systems to carry an insurance policy of a minimum of \$2M including systems that manage liquid industrial, hazardous and biomedical waste.

The proposed revisions to Ontario Regulation 351/12 would also require coverage for spill clean-up of at least \$100K arising out of any one incident for haulers of non-hazardous waste and at least \$500K of coverage arising out of any one incident for haulers transporting liquid industrial, hazardous, and biomedical waste. Hamilton Water did not submit any comments on ERO Posting #019-6963.

If you require any further information on the above matter, please contact the Manager of Compliance and Regulations by email at Charlene.McKay@hamilton.ca or at (905) 546-2424 Ext. 2671.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Communication Update HW.23.10 – Environmental Permissions Modernization Policy Proposals, Hamilton Water Response to Environmental Registry of Ontario Postings



Title: <i>Environmental Permissions Modernization Policy Proposals, Hamilton Water Response to Environmental Registry of Ontario Postings</i>
Date: <i>November, 2023</i>

Hamilton Water provided comments as follows, on October 30, 2023 in response to the Environmental Permissions Modernization Policy Proposals.

ERO Posting #019-6928 - Streamlining Environmental Permissions for Stormwater Management Under Environmental Activity and Sector Registry

As currently drafted, the proposal would require the Licenced Engineering Practitioner to undertake a site-specific technical assessment to determine whether the works are identified as a significant drinking water threat in a Source Protection Plan. The Ministry of Environment Conservation and Parks (Ministry) is currently responsible for issuing Environmental Compliance Approvals for stormwater while the Halton-Hamilton Source Protection Plan includes prescribed instrument policies addressing stormwater that require the province to ensure compliance with the applicable policies. Furthermore, Source Protection Plan policies cannot be legally binding on private developers / consultants in the absence of Part IV tools.

The proposal, as currently drafted, would transfer that responsibility to the proponent and would not only be inconsistent with the source protection plans but would weaken oversight of the management of the stormwater works. Through the Environmental Compliance Approval framework, the Ministry review provides critical technical oversight to ensure that the detailed design of a proposal reflects site-specific conditions and design needs in relation to source water protection. The Environmental Compliance Approval review and approval approach further provide a higher level of due diligence which includes consultation and addressing requirements for receiving water (including any source water projection areas). By transferring these works from the Environmental Compliance Approval to the Environmental Activity Sector Registry framework, a lack of provincial oversight may result in weakened protections for sources of drinking water.

The number of Licenced Engineering Practitioner who would be working on stormwater projects and also be familiar with the requirements of drinking water source protection is very limited. Minimum standards for drinking water source protection training should be established through the Ministry and all Licenced Engineering Practitioner dealing with significant drinking water threats be required to successfully complete the training in advance of pursuing an Environmental Activity Sector Registry in these areas. In addition to training, consideration should be given to including checklists with each Environmental Sector Registry registration to verify that the stormwater management design report includes all required information (e.g., applicable water quality, erosion, and quantity targets for the site). The



<p>Title: <i>Environmental Permissions Modernization Policy Proposals, Hamilton Water Response to Environmental Registry of Ontario Postings</i></p> <p>Date: <i>November, 2023</i></p>

municipalities should be kept apprised on the monitoring and operating information associated with these stormwater private facilities.

Given the fact that the Ministry will have less oversight over the local activities, consideration for municipal access to the Environmental Activity and Sector Registry information is recommended.

Hamilton Water is also concerned that moving to an Environmental Activity and Sector Registry approach removes any right to appeal, should the municipality disagree with the Licenced Engineering Practitioner assessment. If new municipal wells are placed in areas with existing private stormwater facilities, it is understood that this proposal would also prohibit the identification of any new threats. Furthermore, the Source Protection Plan would have to create a different set of policies for private vs municipally owned facilities. This approach goes against the principle of using the best science available as well as the proactive, multi-barrier approach to protecting our sources of drinking water.

Inspection / Audit of EASR Registrations:

While the proposal notes that the Ministry will continue to audit the registry and inspect stormwater management works as needed to enforce compliance with the rules, no details have been provided about the proposed compliance framework. Further, this approach represents a significant shift away from proactive review to a reactive approach where inspections may not occur in time to address non-compliance with Environmental Activity and Sector Registry registrations (e.g., works may be underway or already completed). With little information regarding the Ministry's audit approach, including whether or not the Ministry intends to increase audits given the proposed increased use of the Environmental Activity and Sector Registry for stormwater works, there is concern that the Ministry is seeking to potentially revise current approaches that represent protections to safe drinking water.

Concerns that private stormwater that is not operating properly may be assumed by the municipality later should be also noted.

Regulatory Amendments under the Ontario Water Resources Act to Remove the Need for Low Impact Development Works to Obtain an Environment Compliance Approval

The Ministry is proposing to expand the list of existing exemptions under O. Reg. 525/98 for certain low risk sewage works to obtain an Environmental Compliance Approval. The list currently allows low impact development works on residential properties, foundation drainage works, ultraviolet treatment to control mussels in water pipes and sewage works related to construction site dewatering to proceed



Title: <i>Environmental Permissions Modernization Policy Proposals, Hamilton Water Response to Environmental Registry of Ontario Postings</i>
Date: <i>November, 2023</i>

without an Environmental Compliance Approval. It is now proposed that the regulation be amended to provide an exemption for all low impact development works, as well as drainage works for roadways and railway projects by Metrolinx.

Proper maintenance of any low impact development feature is directly linked to its performance. While the implementation of low impact development works on single private residences is supported, there needs to be assurance that proper ongoing maintenance will take place to achieve optimal outcomes and provide for long-term operation (e.g., continuity of operation, providing credit(s) for peak flows, phosphorus reduction, water balance and volume control and prevention of flooding, erosion, and pollution issues). In lieu of the requirement for an Environment Compliance Approval (which would include operation and maintenance responsibilities for the low impact development feature), it is recommended that measures be put in place to ensure proper operation and maintenance of the low impact development feature over time. One potential solution could be to require agreements between municipalities and landowners to ensure a specified party is accountable for the operation and maintenance of the low impact development feature; this could potentially be achieved using the Drainage Act. Guidance for municipalities and others will be required. Without measures in place to ensure ongoing maintenance and proper operation, it is possible that this proposed exemption could result in a gradual degradation of the efficacy of the low impact development feature.

Under the lens of source water protection, if low impact developments works, which may be a significant threat to drinking water, were exempted from the need for an Environmental Compliance Approval as proposed by the Ministry, Source Protection Committees would need to assess other ways of addressing any such threat, including the development of Risk Management Plan policies (under section 58 of the Clean Water Act). In that case, the Ministry may need to add Risk Management Measures appropriate for residential low impact development works to the Risk Management Measures Catalogue and may wish to add content specific to low impact developments works to the Risk Management Official training (including how to recognize the difference between a residential low impact developments feature and an aesthetic feature, and how to properly maintain low impact developments features to mitigate risks to drinking water).

Regulatory Amendments under the Clean Water Act:

The Ministry is proposing to amend O. Reg. 287/07 under the Clean Water Act by removing the need for, limiting, or restricting the types of policies to be included in source protection plans where a significant drinking water threat is being managed through an Environmental Activity and Sector Registry registration. The Ministry is



Title: <i>Environmental Permissions Modernization Policy Proposals, Hamilton Water Response to Environmental Registry of Ontario Postings</i>	Date: <i>November, 2023</i>
--	------------------------------------

also proposing to amend the regulation to allow for amendments to be made to source protection plans without undergoing the existing amendment processes where the amendment is to remove policies that are no longer operative.

The removal of Risk Management Plans or Environmental Compliance Approvals requirements for Significant Drinking Water Threats is a fundamental change in the Source Protection Planning process that weakens the Clean Water Act.

It is recommended that the Ministry work with the Source Protection Authorities on any requested changes to a Source Protection Plan. This process should maintain the intended rigor under the Clean Water Act, as contemplated under the prescribed instrument policies of a Source Protection Plan.

In addition, Hamilton Water believes that the Risk Management Officer should be notified of works that could be a significant drinking water threat. The City currently has awareness and influence of development within Source Water Protection Areas under existing legislation. The proposal to use the streamlined Environmental Activity and Sector Registry process would limit visibility and stakeholder consultation on proposals.

ERO Posting #019-6853 - Streamlining Permissions for Water Takings for Construction Site Dewatering Activities and Foundation Drains

Construction Site Dewatering Activities:

The Ministry is proposing to streamline permissions for temporary water takings, including removing the current water taking limit of 400,000 litres of ground water per day from one or more dewatered work areas at a construction site. The self-registration rules provided in O. Reg. 63/16 would continue to apply to all water takings of greater than 50,000 litres per day, including necessary measures to ensure that water quantity and quality are not affected upstream or downstream of the work area, and that discharges associated with the water taking do not cause adverse effects to the environment. To ensure compliance with the Environmental Activity and Sector Registry rules-in-regulation, the Ministry would retain the ability to inspect such water taking activities to ensure they comply with all necessary legal requirements.

Hamilton Water has the following concerns regarding proposed streamlined process for construction dewatering:

- Potential for surcharging of storm, sanitary and/or combined sewers and increases combined sewage overflows.



Title: *Environmental Permissions Modernization Policy Proposals, Hamilton Water Response to Environmental Registry of Ontario Postings*
Date: *November, 2023*

- Environmental Activity and Sector Registry postings for water taking will mean that there is no or limited public or municipal knowledge of water taking. Consideration for municipal notification about local Environmental Activity and Sector Registry applications and access to the Environmental Activity and Sector Registry information is recommended.
- Consumption of conveyance and pumping capacity reduces available municipal servicing capacity to support growth and development.

Foundation Drains and Permanent Dewatering:

Exemptions for Residential Foundation Drainage Systems

The Ministry is proposing regulatory amendments to O. Reg. 387/04 under the Ontario Water Resources Act to exempt residential foundation drainage systems from requiring a Permit to Take Water for water takings of up to 379,000 litres of water per day. Currently, water takings of over 50,000 litres per day from residential foundation drainage systems would require a permit to take water per section 34 of the Ontario Water Resources Act. The proposed regulatory change would result in water takings for residential foundation drainage systems under 379,000L/day no longer requiring an Environment Compliance Approval or registration on the Environmental Activity and Sector Registry. Limited exceptions for certain types of water takings are provided in subsections 34(2) and (3) of the Act.

Hamilton Water is concerned that removal of 400,000 L per day for water takings will have a negative impact to the environment due to cumulative impacts associated with multiple water takings within an area or proximity to contaminated sites.

The following is recommended:

- That water takings proposed in water quantity stressed areas and Significant Groundwater Recharge Areas are appropriately screened to consider potential cumulative impacts, including those outside of any overlapping areas of influence.
- That discharge locations should be in accordance with the City Sewer By-Law or any other local policies.
- That the Ministry create guidance for developers as well as the municipality on how to assess the impacts and integrate the provincial and local processes.
- The City is looking to limit foundation discharges. The current Ministry Environmental Registry Ontario posting contradicts the City's position on permanent dewatering which requires waterproofing for foundations to



Title: <i>Environmental Permissions Modernization Policy Proposals, Hamilton Water Response to Environmental Registry of Ontario Postings</i> Date: <i>November, 2023</i>
--

remove the need for permanent discharging of groundwater into the municipal system.

- The Ministry has not adequately considered alternatives to permanent dewatering such as industry accepted practices such as waterproof foundations, discharges to surface, rein filtration in soak away pits, dry wells, and infiltration trenches.
- Residents are adversely impacted by permanent dewatering by the noise nuisance associated with continuous or frequent pumping and are further burdened by the increased cost associated with shortened lifecycle of dewatering infrastructure.
- Currently, the municipal planning authority shall only provide final approval for new developments that require a Permit to Take Water once Ministry has determined that the proposed taking does not become a significant water quantity threat.

The water taking activity would be considered a Significant Drinking Water Threat in an area where there is a significant water quantity stress. Since the Ministry is proposing to remove the water quantity restriction on construction dewatering wherein a Permit to Take Water would be required, the Ministry is removing a potential source protection policy tool; a Prescribed Instrument policy would no longer apply to the drinking water threat activity.

The Ministry has stated that "the proposed amendments will ensure appropriate environmental protections are in place..." but with the removal of a source protection tool, the Ministry should explain how appropriate environmental protections are assured for these Significant Drinking Water Threat areas. If the City needs to compensate for the loss of this policy tool, the City will need to develop, approve and implement new water quantity policy tools to address foundation drains. The City recommends that the Ministry maintain the upper limit of 400,000 L/day and provide for Permits to Take Water above the limit, to ensure appropriate environmental protections are in place.



COMMUNICATION UPDATE

TO:	Mayor and Members City Council
DATE:	November 23, 2023
SUBJECT:	Update: Building Safer Communities Grant (City Wide)
WARD(S) AFFECTED:	City Wide
SUBMITTED BY:	Jessica Chase Director, Children's and Community Services Healthy and Safe Communities Department
SIGNATURE:	

In June 2023, Council approved the Building Safer Communities Multi-Year Plan (Report HSC23033) as a key initiative supporting Hamilton's Community Safety and Well-Being Plan. Since then, the City has moved forward with the implementation of this plan to offer the Building Safer Communities Grant in Hamilton.

The intent of the grant is to provide multi-year funding for community-led initiatives that aim to prevent and address risk factors associated with youth gun and gang violence. From 2023-2026, nearly \$2.5 M will be invested into community initiatives through this grant to support specific priorities identified in Hamilton's [Building Safer Communities Multi-Year Plan](#). This grant is 100% federally funded through Public Safety Canada.

The grant application process was open to organizations from September 13th to October 16th, 2023 followed by grant review process. All applicants received the [evaluation criteria](#) and applications were evaluated by a review panel comprised of both City staff and community representatives.

The grant program yielded 24 eligible applications totalling over \$9.5 M in requests from community organizations across Hamilton. Upon review, nine applications were deemed excellent and considered for funding. These applications included the following organizations:

- Steeltown Athletic Club (STAC) Hamilton
- Wesley Urban Ministries and John Howard Society
- YMCA of Hamilton/Burlington/Brantford
- Niwasa Kendasswin Teg

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: Update: Building Safer Communities Grant (City Wide) - Page 2 of 2

- Centre de sante Communautaire Hamilton Niagara
- Boys and Girls Club Hamilton-Halton
- NPAAMB Indigenous Youth Employment and Training
- YWCA Hamilton
- Empowerment Squared and Children's Aid Society of Hamilton

Many applications highlighted collaborative efforts to successfully implement the proposed program as well as joint applications. This will ensure the strengths and expertise of diverse organizations are leveraged to create community-based solutions that better support youth and their families. All of the applications served one or more of the target populations, including Indigenous youth, newcomer youth, Black youth and young women.

Staff will begin notifying successful applicants in the coming days to develop funding agreements in alignment with the Building Safer Communities Grant and available funding. Given that the applications exceeded the available funding, approved funding will be based on 50% of the proposed budgets and a cap of \$600 K per applicant will be applied to all nine applications. Staff will be working with those applicants in the coming weeks to revise proposals as required in alignment with the approved funding allocations. Staff will also notify unsuccessful applicants in the coming days and if requested, will provide information on other local funders, City-led grant programs, provincial and federal funding opportunities that may align with their organization's mandate.

More information related to the Building Safer Communities Grant, please visit www.hamilton.ca/SaferCommunitiesGrant.

If you have any questions or require additional information, please contact Jessica Chase, Director, Children's and Community Services Division at Jessica.Chase@hamilton.ca (905) 546-2424 ext. 3590.

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.



COMMUNICATION UPDATE

TO:	Mayor and Members City Council
DATE:	November 24, 2023
SUBJECT:	Enterprise Data Management Update (City Wide)
WARD(S) AFFECTED:	City Wide
SUBMITTED BY:	Doug Kay Director, Information Technology Services (Interim) Corporate Services
SIGNATURE:	
SUBMITTED BY:	Cyrus Tehrani Chief Digital Officer & Director of Innovation City Manager's Office
SIGNATURE:	

The Purpose of this Communication Update is to provide a progress report for Enterprise Data Management (EDM), which focuses on putting structure in place around inventorying and governing the City of Hamilton's (City) data, while supporting our employees in understanding data processes, how to better manage and use data, how to manage data and putting the data to work to help inform decision making and increasing transparency to the public. Simply put, Enterprise Data Management will help to advance the City's practices around:

- Data Management and Standardization;
- Data Literacy and Utilization; and
- Data Sharing and Reporting.

Within the framework of the new Information Technology (IT) Strategy, the establishment of a dedicated section known as Data Services stands as a cornerstone. This strategic move marks a pivotal development, underscoring our commitment to harnessing the power of data as a driving force behind our Enterprise Data

Management Strategy, along with support for other data-driven initiatives such as Enterprise Asset Management and the pursuit of What Works Cities Certification.

The new Data Services section, supported by both existing resources and additional roles brought on board in 2023, enables IT to provide a more comprehensive approach and greater support for data initiatives taking place across the City, through the application of an enterprise approach, while leveraging and building on cross-departmental collaboration efforts, lead in partnership with the Digital and Innovation Office in the City Manager's Office. The Data Services team in IT will support the link between various departments and the Enterprise Data Management Steering Committee, actively championing and enforcing data standards and policies. Their role in promoting uniformity in data collection, storage and utilization will significantly boost inter-departmental collaboration and elevate the overall efficiency of data management throughout the corporation.

Enterprise Governance & Policy Framework

In terms of Governance and Policy Framework, an internal Enterprise Data Management Steering Committee has been successfully implemented with the support of the City's Senior Leadership Team, which will oversee related data management activities. This committee is instrumental in prioritizing key results and outcomes out of the enterprise data strategy, as well as playing a key role in shaping and enforcing our data policies, encompassing essential areas such as data classification, data dissemination, data collection, data protection, external data performance policy, open data policy, and guidelines for the use of generative artificial intelligence. These policies will not only provide clear guidelines for data handling but also ensure that data remains secure and compliant with evolving legal and ethical standards.

Short-term plans include the implementation of a Modern Data Platform throughout 2024, focusing on data quality, data standards, and data access, which will be pivotal in supporting the City's progress as a data-driven organization. The new internal platform will be designed to ensure that data remains consistent, reliable, and accessible across all departments, further enabling more informed and effective decision-making.

The Enterprise Data system will also form a core component of the City's corporate communications strategy, with data being used as a cornerstone of helping residents understand the impact of City decisions, investments, and programs as well as progress on Council Priorities.

In early 2024, the Data Services team will enhance the City's current offerings by introducing an expanded, comprehensive internal resource. This will further empower our staff with advanced information and tools, building on their existing capabilities to understand and utilize data more effectively. The portal is envisioned to link with the City's learning management system (My Learning Connection) by providing training material and resources for staff to further enhance their own data competencies and use of the tools. This initiative is key to ensuring that everyone in our organization can

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.

make informed decisions and engage with municipal data while improving the City's overall data literacy. This internal web portal will also be the one-stop shop to discover what data assets are available throughout the organization, and how that data may be utilized.

Municipal Benchmarking Network Canada

The City has been a long-time supporter (18 years) of the Municipal Benchmarking Network Canada (MBNC) program (formerly known as the Ontario Municipal Benchmarking Initiative (OMBI)). The City has opted to pause its 2024 partnership while MBNC undertakes a Program Review. As our ongoing commitment to the long-term success of MBNC, the City has made a request to the MBNC Board to be permitted the opportunity to be a stakeholder and funding partner in the upcoming MBNC Program Review, in addition to the continued provision of in-kind Information Technology support to the MBNC Program Office. The City looks forward to the outcomes of the MBNC Program Review in 2024 to help inform next steps.

What Works Cities Certification

Although the City has a strong plan and established road map in place to support an enterprise approach to data management and use, staff are actively pursuing [What Works Cities Certification](#) (WWCC) as an opportunity to have outside experts review and confirm the City's enterprise data management path. Launched by Bloomberg Philanthropies in 2017 to help municipalities use data and evidence more effectively in their decision-making process and improve residents' lives, What Works Cities Certification assesses cities based on their data-driven decision-making practices, such as use of data to inform policy decisions, allocate funding, improve services, evaluate the effectiveness of programs, and engage residents, receiving a customized roadmap outlining areas of improvement and a multitude of free resources to support the City's growth and maturity. There are no costs to undertake the What Works Cities Certification assessment and there are no costs to continue participation in What Works Cities Certification once certified. Resourcing of any recommended actions will be reviewed against plans and existing resources and will be brought forward for Council consideration through appropriate processes if necessary.

The benefits to pursuing What Works Cities Certification include:

- Visibility into the City's current practices and additional information to support existing work already underway;
- Benchmark against WWCC's national standard; and
- Access to resources: virtual and in-person training opportunities, peer sharing and targeted support opportunities.

What Works Cities Certification aligns with existing city initiatives such as the City's Digital Strategy (a Council Priority under Responsiveness and Transparency), the IT Strategy and the Enterprise Data Management Strategy. This work is being led out of the Digital and Innovation Office and Strategic Partnerships Division and will be an ongoing agenda item of the Enterprise Data Management Steering Committee.

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.

All of the mentioned elements contribute to enhancing the City's capacity to bolster its data capabilities, facilitating informed decision-making, optimizing organizational performance management, and fostering a culture of continuous improvement and innovation. This aligns with the Council's priority of Responsiveness and Transparency, with success metrics measured under the outcome of Modernize City Systems.

Should you require further information, please contact Matt Pietryszyn, Manager, Data Services, Information Technology via email at Matt.Pietryszyn@hamilton.ca or by telephone at (905) 546-2424 ext.7096 or Cyrus Tehrani, Chief Digital Officer, Digital & Innovation, City Manager's Office via email at Cyrus.Tehrani@hamilton.ca or by telephone at ext, 2261.

APPENDICES AND SCHEDULES ATTACHED

N/A



COMMUNICATION UPDATE

TO:	Mayor and Members City Council
DATE:	November 27, 2023
SUBJECT:	Remediation of Site Contamination and Mitigation of Off-site Risks at 13-25 King St E, Stoney Creek (Ward 5)
WARD(S) AFFECTED:	Ward 5
SUBMITTED BY:	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

The purpose of this Communication Update is to respond to the following motion passed by City Council at the November 8, 2023, Council meeting respecting an Environmental Remediation and Site Enhancement Redevelopment Grant Program application at 13-25 King Street East, Stoney Creek:

“That staff be directed to advise Council on the migration of contaminants off the site.”

STAFF RESPONSE

When a site is subject to a requirement to remediate contamination and file a Record of Site Condition with the Ministry of Environment, Conservation and Parks (the Ministry), the Record of Site Condition must include information about works undertaken not just to ensure the soil/groundwater are meeting the necessary site condition standards for the planned development, but that means are employed to control/mitigate the release or movement of contamination as well as identify any ongoing mitigation measures/monitoring that will be needed on the site or in the development to ensure that that risk is managed long-term (as per Ontario Regulation 153/04).

In the case of 13-25 King Street East, Stoney Creek, contaminants were identified in the site’s soil and groundwater. To manage and mitigate risk of off-site migration via the groundwater, the property owner’s environmental consultant (Pinchin) prepared a remediation plan that includes off-site migration mitigation measures. Specifically, this will include “...seed[ing] a portion of the deepest proposed excavation...with an

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: Remediation of Site Contamination and Mitigation of Off-site Risks at
13-25 King St E, Stoney Creek (Ward 5) - Page 2 of 2**

activated carbon-based remedial substrate to address any potential for residual VOC-impacted groundwater post-excavation” (Pinchin Remedial Action Plan, April 11, 2023).

In accordance with the Environmental Remediation and Site Enhancement Redevelopment Grant Program terms, a condition of grant payment is that the property owner successfully file the Record of Site Condition to the Ministry that conforms to Ontario Regulation 153/04 and the applicable Site Condition Standards required for the development/use and submit to the City an Acknowledgement of receipt of said Record of Site Condition by the Ministry.

If you require any further information on the above matter, please contact Phil Caldwell, Senior Project Manager, Urban Renewal by phone at (905) 546-2424 Ext. 2359 or by e-mail at Phil.Caldwell@hamilton.ca.

APPENDICES AND SCHEDULES ATTACHED

Not applicable.



COMMUNICATION UPDATE

TO:	Mayor and Members City Council
DATE:	November 27, 2023
SUBJECT:	Canada-Wide Early Learning and Child Care - Directed Growth Application to Create New Child Care Spaces (City Wide)
WARD(S) AFFECTED:	City Wide
SUBMITTED BY:	Jessica Chase, Director, Children's and Community Services Division Healthy and Safe Communities Department
SIGNATURE:	

The province is in its second year of implementing the Canada-Wide Early Learning and Child Care plan. The goal of this initiative is to ensure more families across Ontario have access to safe, affordable, and high-quality child care. The Canada-Wide Early Learning and Child Care plan will be phased in by March 2026, with the average cost of child care for eligible children 0 to 6 years, reduced to approximately \$12 per day.

The Ministry of Education also released an Access and Inclusion Framework to support the creation of new child care spaces, focusing on increased access to child care for children of low-income families, vulnerable children, children from diverse communities, children with special needs and Francophone and Indigenous children. In 2023, the Ministry approved a total of 107 school-based spaces and 381 community-based spaces for children aged 0 to 5 years of age.

Staff have completed an analysis which demonstrated a need to prioritize 2023 community-based expansion in four wards; 6,7,3 and 4. All wards will benefit from new child care spaces over the next four years and additional analysis will be undertaken to ensure the child care needs of all neighbourhoods are considered.

Staff partnered with ten community agencies who have relationships with the priority populations (children of low-income families, vulnerable children, children from diverse communities, children with special needs and Francophone and Indigenous children). These agencies engaged with more than 330 families regarding their child care needs. Their input helped inform the Directed Growth Application and evaluation criteria. All

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-Wide Early Learning and Child Care - Directed Growth Application to Create New Child Care Spaces (City Wide) - Page 2 of 2

licensed child care operators were invited to apply for new community-based spaces through this application process.

As of November 2023, approximately 60% of the 381 community-based spaces have been licensed and are operational as a result of city-wide growth in licensed home child care, as well as growth within existing centre-based programs. The remaining 40% of community-based spaces will be achieved through the directed growth application process and will result in new spaces in wards 7, 4 and 3. The licensing process for these spaces will begin by the end of 2023, however most of the spaces will open in 2024.

As these additional child care spaces become operational, child care access rates will increase from 19% to 22% in ward 7, from 26% to 30% in ward 3 and from 17% to 19% in ward 4. This will result in an overall child care access rate increase from 32% to 33% city-wide, in our infant, toddler and preschool age groups, bringing the City one step closer to the Ministry's goal to achieve a 37% access rate across Hamilton by 2026.

Staff are currently finalizing the priority wards for directed growth in 2024 and [anticipate an additional opportunity for directed growth applications in Q1 of 2024](#). Staff will continue to consult the early years community throughout the process.

Should you require further information on the Canada-Wide Early Learning and Child Care, please contact Jessica Chase, Director Children's Services and Community Services Division at ext. 3590 or via email at Jessica.Chase@hamilton.ca.



COMMUNICATION UPDATE

TO:	Mayor and Members City Council
DATE:	November 27, 2023
SUBJECT:	Update Regarding 2023-2024 Winter Response Strategy (City Wide)
WARD(S) AFFECTED:	City Wide
SUBMITTED BY:	Michelle Baird Director of Housing Services Healthy and Safe Communities
SIGNATURE:	<i>Michelle Baird</i>

COUNCIL DIRECTION

On September 13, 2023 Council approved that staff implement an annual Winter Response Strategy, from December 1, 2023 to March 31, 2024 through Emergency & Community Services report HSC23012(a) to support vulnerable individuals within the homelessness serving system.

INFORMATION

This communication update provides information on the enhanced services that will be in place as a result of the Council approved Annual Winter Response Strategy.

Housing Services Division ran a Call for Applications from October 6 through October 27, 2023 seeking proponents to offer overnight warming spaces, daytime drop-in spaces, and outreach services as part of a comprehensive Winter Response Strategy. The Call for Applications received 14 proposals. The following services were evaluated as viable, cost-effective solutions within the approved budget to be implemented as part of Hamilton's 2023-2024 winter response strategy, beginning December 1, 2023.

- 80 overnight warming spaces
 - 45 Spaces: to be operated through Mission Services Willow's Place (serving women)
 - 35 Spaces: to be operated through Mission Services Men's Centre (serving men)

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: Update Regarding 2023-2024 Winter Response Strategy (City Wide)
Page 2 of 2

- 100 day-time drop-in spaces
 - 50 Spaces: to be operated through Living Rock (serving youth up to age 25)
 - 50 Spaces: to be operated through St. Matthew's House (serving all populations)
- Social service staff to support the mobile overnight warming bus, ensuring 2 staff onboard per night, 7 nights per week: contracted through St. Matthew's House (all populations)

In addition, expanded levels of service through City of Hamilton Recreation Division, Hamilton Public Library Central location and Hamilton Street Railway will also begin on December 1, 2023. These expanded levels of services are summarized below:

- Extended hours of operation at 3 designated Recreation Centres (Westmount, Valley Park, and Norman Pinky Lewis) to act as a warming space, expanding operating hours to 11:30 p.m. 7 days per week, as well as remaining open on statutory holidays and during inclement weather events where centres would otherwise close.
- Extended hours of operation at the Hamilton Public Library Central location to act as a warming space, enhancing their operating hours to remain open between 1-5 p.m. on statutory holidays and other days the library is regularly scheduled to be closed.
- Hamilton Transit will begin operating the overnight warming bus on a city-wide regular route, 7 days a week from 10 p.m. to 6 a.m. (with onboard support staff as listed above).

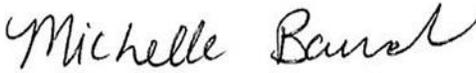
In addition to the above, Housing Services Division continues to explore other viable options submitted as part of the Call for Applications process that would support emergency shelter pressures across the system and will provide an additional Communication Update once details are finalized.

Additional information on the Annual Winter Response Strategy will be distributed widely through support of the City's Communications department to community agencies supporting vulnerable residents, and will be detailed on the City of Hamilton's website at the following page: www.hamilton.ca/WinterResponse (note: the linked webpage will go live on the City's website on November 28, 2023).

For more information, please contact Rob Mastroianni, Manager Homelessness & Housing Support, at Rob.Mastroianni@hamilton.ca or 905-546-2424 x8035.



COMMUNICATION UPDATE

TO:	Mayor and Members City Council
DATE:	November 30, 2023
SUBJECT:	Update #2 Regarding 2023-2024 Winter Response Strategy (City Wide)
WARD(S) AFFECTED:	City Wide
SUBMITTED BY:	Michelle Baird Director, Housing Services Division Healthy and Safe Communities
SIGNATURE:	

COUNCIL DIRECTION

On September 13, 2023 Council approved that staff implement an annual Winter Response Strategy, from December 1, 2023 to March 31, 2024 through Emergency & Community Services report HSC23012(a) to support vulnerable individuals within the homelessness serving system.

INFORMATION

This communication update provides information on further enhanced services that will be in place to complement the Council approved Annual Winter Response Strategy.

On November 27, 2023 a Communications Update to Council provided an overview of the enhanced services that will be implemented as part of Hamilton's 2023-2024 Winter Response Strategy. Included in the strategy are 100 additional daytime drop-in spaces; 80 additional overnight warming spaces, a mobile overnight warming bus (with onboard social service staff for support), enhanced hours of operation at 3 designated Recreation Centres and Hamilton Public Library – Central Branch.

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: Update #2 Regarding 2023-2024 Winter Response Strategy (City Wide)
- Page 2 of 3

The Call for Applications (CFA) received additional submissions that were above the scope of the CFA. Housing Services Division staff have been exploring options to implement additional services that would further support vulnerable residents through the winter season.

As a result of the collaboration with partners, the following services will be in place as part of the Winter Response Strategy above and beyond those initially announced:

- 35 overnight warming spaces operated at Mission Services Men's Centre will be further enhanced and now operate as 35 emergency shelter beds serving men (effective December 1, 2023);
- 10 additional emergency shelter beds operated at Salvation Army Booth Centre serving men (effective December 9, 2023);
- 40 additional overnight drop-in spaces operated at YWCA Carole Anne's Place serving women, trans- and non-binary people and enhanced hours of operation overall at YWCA Carole Anne's Place (adding 4 additional hours per day, 6:00-10:00pm)
 - Staff are working with YWCA Carole Anne's staff to finalize launch date details and will be working to have these in place ASAP;

Housing Services Division staff continue to work with other partners to explore options that can further be implemented to support pressures across the system. Updates will be provided as these services are finalized.

With these changes, the Winter Response Strategy overall from December 1, 2023 to March 31, 2024 includes:

- Warming Bus through Hamilton Transit operating nightly from 10 p.m. to 6 a.m., including onboard support through social service staff (all populations)
- 45 additional overnight warming spaces (serving women, trans- and non-binary people)
- 45 additional emergency shelter beds (serving men)
- 100 additional day-time drop-in spaces (all populations)
- 40 additional overnight drop-in spaces (serving women, trans- and non-binary people)
- Extended hours of operation at 3 designated Recreation Centres to act as a warming space (all populations)
- Extended hours of operation at the Hamilton Public Library Central location to act as a warming space (all populations)

SUBJECT: Update #2 Regarding 2023-2024 Winter Response Strategy (City Wide)
- Page 3 of 3

Details on the Winter Response Strategy can be found on the City of Hamilton's website at the following page: www.hamilton.ca/WinterResponse

For more information, please contact Rob Mastroianni, Manager Homelessness & Housing Support, at Rob.Mastroianni@hamilton.ca or 905-546-2424 x8035.



COMMUNICATION UPDATE

TO:	Mayor and Members City Council
DATE:	December 1, 2023
SUBJECT:	Better Homes Hamilton Pilot Program Launch December 1, 2023 (City Wide)
WARD(S) AFFECTED:	City Wide
SUBMITTED BY:	Lynda Lukasik Director, Office of Climate Change Initiatives Planning and Economic Development Department
SIGNATURE:	

The purpose of this Communication Update is to update Council that Office of Climate Change Initiatives staff will be launching the Better Homes Hamilton Pilot Program on December 1, 2023.

We are also kindly requesting any support Councillors can provide with the marketing and education campaign through their various communication channels. Content and graphic support are attached to this Communication Update to help support those messages.

The City of Hamilton, like many municipalities across Canada, is supporting residents' need for more financing options to carry out energy-efficiency retrofits in their homes. The Better Homes Hamilton program is a municipally delivered loan program, intended to provide a low-barrier financing option for building retrofits that reduce greenhouse gas emissions and helps homeowners live more comfortably.

The Better Homes Hamilton loan is repaid via a Local Improvement Charge on a homeowner's property tax bill. The loan is placed on the property, and not the homeowner, as a special charge, and is then collected the same way property taxes are collected. The loan term will be over a 10 to 15-year repayment schedule. This is an important financing option to help homeowners, who may not otherwise qualify for other traditional financing options, access funds for energy-efficiency retrofits.

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: Better Homes Hamilton Pilot Program Launch December 1, 2023 (City Wide) - Page 2 of 3

Council approved the design of the program in May 2023, including the provision of \$1 million for zero-interest loans to up to 50 residential properties (maximum of \$20,000 per property) to retrofit their homes to be more energy efficient and comfortable.

Eligibility requirements for the Better Homes Hamilton Pilot Program includes:

- Property owners of detached, semi-detached, and townhomes;
- Property owners must have a City of Hamilton Tax Account and be in good standing, including other payment obligations to the City; and,
- Property owners must not have already purchased or started any of the eligible building retrofits.

The Better Homes Hamilton Program is also an opportunity for residents to reduce individual greenhouse gas emissions, as part of the goals laid out in Hamilton's Climate Action Strategy for accelerated emissions reduction across the broader community and reflects Priority 1: Sustainable Economic & Ecological Development of the 2022 - 2026 Council Priorities.

Equity Requirements and Benefits of the Better Homes Hamilton Pilot Program

Equity considerations, based on extensive research and engagement, including consideration of tenant rights, have been embedded into the Better Homes Hamilton program, which is being implemented with applied climate justice principles, including:

- Prioritization of Hamilton homes located within neighborhoods that have been identified as having high rates of energy poverty through the Canadian Urban Sustainability Practitioners (CUSP) Energy Poverty Mapping Tool (energypoverty.ca) and/or have above-average utility-calculated heating fuel (natural gas, propane, or oil), including in rural areas.
- If the property is a rental, making efforts through the Property Owner Agreements to prevent the displacement of current tenants due to the retrofits and to make clear that their rent payments will not be impacted due to the retrofits.

The Better Homes Hamilton program is anticipated to result in numerous benefits both in the City's climate change efforts and for participating homeowners. These benefits include:

- Reducing household greenhouse gas emissions on average by 60% or 2.9 tonnes of carbon dioxide equivalent (tCO₂e) per participating household annually, based on the most common housing archetype in Hamilton.
- Improving indoor air quality and home comfort through reduction of fossil fuel burning and improving building envelope performance.

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: Better Homes Hamilton Pilot Program Launch December 1, 2023 (City Wide) - Page 3 of 3

Staff will be hosting virtual, as well as in-person, information sessions within targeted priority neighbourhoods previously identified as experiencing high energy burdens. The following engagement activities (in addition to the ad campaign that includes bus shelters, digital billboards, municipal screen etc.) are expected to begin the first two weeks of December and up until February 1, 2024 to support the launch of the Better Homes Hamilton Pilot Program:

- Virtual Public Information Session Dec 11, 2023. To register click the link here: [REGISTER HERE](#)
- Virtual Public Information Session Dec 14, 2023. To register click the link here: [REGISTER HERE](#)
- Multiple In-Person Pop-Up Sessions dates and locations are to be determined and will be posted on the Better Homes Hamilton website, once confirmed.

Office of Climate Change Initiatives staff will notify the appropriate Ward Councillor with adequate notice with details on the in-person events. We are available to provide any additional support for Mayor and Councillors willing to participate in any of the engagement activities.

For more information on the Better Homes Hamilton Pilot Program visit the City's website here: www.hamilton.ca/betterhomeshamilton

Any questions can be directed to our central email for this program at betterhomes@hamilton.ca, or by contacting Cathrin Winkelmann, Senior Project Manager by phone at (905) 546-2424 Ext. 3916 or by email at Cathrin.Winkelmann@hamilton.ca.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" – Social Media, Key Messages and Newsletter/Webpage Content for Better Homes Hamilton Marketing Campaign

Social Media Key Messages and Newsletter/Webpage Content for Better Homes Hamilton Marketing Campaign

For Newsletters, Webpages and Mail-outs

Would you like to enjoy a more comfortable and energy-efficient home while taking action to address climate change? Make your home future-ready with the City of Hamilton’s Better Homes Hamilton!

The Better Homes Hamilton program aims to provide low-interest fixed rate loans up to \$20,000 to eligible homeowners in the city to improve energy efficiency, reduce greenhouse gas (GHG) emissions, and live more comfortably. This is a pilot program is currently limited to 50 participants and is open until February 1, 2024, or until fully subscribed.

Participating homeowners can significantly reduce the carbon footprint of their homes through the eligible retrofits including improving the building envelope performance through insulation and air sealing, installing Air Source Heat Pumps (ASHP) and smart thermostats, as well as infrastructure upgrades to electrical panel and ductwork, if required for ASHP installation.

The loans will be repaid via property tax bills and there is a special 0% interest rate being offered during the pilot phase. Better Homes Hamilton provides access to free program coaching services, including information regarding other grant and rebate programs.

To learn more about the Better Homes Hamilton program visit:

www.hamilton.ca/betterhomeshamilton.

Social Media: Sample Posts

Twitter/X

Better Homes Hamilton pilot program offers 50 homeowners a chance to retrofit their homes through a zero-interest loan of up to \$20,000. Improve #energyefficiency, be part of the movement to reduce #GHG emissions: www.hamilton.ca/betterhomeshamilton
#BetterHomesHamilton

@CityofHamilton Better Homes Hamilton pilot program is here, offering 50 homeowners a chance to retrofit their homes through a zero-interest loan of up to \$20,000. Live more comfortably while reducing GHG emissions: www.hamilton.ca/betterhomeshamilton
#BetterHomesHamilton #EnergyEfficiency

Facebook, Instagram, LinkedIn

Hamilton homeowners can now apply for an interest-free loan of up to \$20,000 for the purchase and installation of an air source heat pump and other energy-efficiency home retrofits like air sealing and insulation. A maximum of 50 loans are available through the City’s Better Homes Hamilton pilot program. Applications will be accepted until February 1 or until program

subscription is full. To learn more about the program and if you are eligible, visit:
www.hamilton.ca/betterhomeshamilton #BetterHomesHamilton #EnergyRetrofits

Hamilton homeowners can now apply for an interest-free loan of up to \$20,000 to pay for energy-saving home upgrades like insulation and air source heat pump installation. A maximum of 50 loans are available through the City's Better Homes Hamilton pilot program. Applications will be accepted until February 1 or until program subscription is full. To learn more about the program and if you are eligible, visit www.hamilton.ca/betterhomeshamilton

#BetterHomesHamilton #EnergyRetrofits

GRAPHICS

Instagram



Twitter/X



**MAKE YOUR HOME
FUTURE - READY**

Enjoy a more comfortable home while taking climate action with City of Hamilton's zero-interest loan program for energy-efficiency retrofits.

Visit: hamilton.ca/BetterHomesHamilton
*This pilot program is currently limited to 50 participants.



Better Homes
HAMILTON



Hamilton

LinkedIn and Facebook



**MAKE YOUR HOME
FUTURE - READY**

Enjoy a more comfortable home while taking climate action with City of Hamilton's zero-interest loan program for energy-efficiency retrofits.

Visit: hamilton.ca/BetterHomesHamilton
*This pilot program is currently limited to 50 participants.



Better Homes
HAMILTON



Hamilton



COMMUNICATION UPDATE

TO:	Mayor and Members City Council
DATE:	December 1, 2023
SUBJECT:	Reaching Home Federal Homelessness Funding Allocation
WARD(S) AFFECTED:	City Wide
SUBMITTED BY:	Michelle Baird, Director, Housing Services Division Healthy and Safe Communities Department
SIGNATURE:	<i>Michelle Baird</i>

The City of Hamilton Housing Services Division serves as Designated Community Entity for administering Federal homelessness funding through the Reaching Home Strategy. Reaching Home was launched April 1, 2019, with the goal to reduce chronic homelessness by 50% by fiscal year 2027-28. As part of the Reaching Home mandate, the City of Hamilton ran a Call for Applications in 2019 to solicit proposals for Reaching Home Funding. These were approved in 2020 through 2024 to support a continuum of supports for preventing and ending homelessness.

On November 28, 2023, Infrastructure Canada informed staff in Housing Services Division that federal Reaching Home funding will be extended for four (4) years to cover the period from April 1, 2024 to March 31, 2028. However, with significant reductions from the 2023-24 budget allocation.

○ 2023-2024	\$9,924,878	○ 2026-2027	\$6,174,669
○ 2024-2025	\$9,569,020	○ 2027-2028	\$6,174,669
○ 2025-2026	\$9,569,020		

Financial Impact

- In 2024-25 and 2025-26, Reaching Home funding will be reduced by \$355,000 annually from the current funding of \$9,924,878.
- In 2026-27 and 2027-28, Reaching Home funding will be reduced by an additional \$3,394,351 annually, for a total reduction of 3,750,209 from the 2023-24 allocation.

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.

- Initially, Hamilton's 2022-23 and 2023-24 Reaching Home budget was set for \$6,174,669, however an "incremental increase" was received in mid-2022 to bring the allocation to \$9,924,878. Funded partners were engaged to submit business cases for enhanced supports to existing programs. All of these have been operationalized.
- Housing Services Division currently has 10 budgeted FTE in Reaching Home.

Community Impact

Currently, the City of Hamilton funds 17 community-based homelessness support programs through Reaching Home, representing: Indigenous-led housing supports, prevention, transitional housing, and intensive case management for people experiencing chronic homelessness.

The City of Hamilton dedicates 20% of Federal homelessness program dollars to Indigenous-led services. Through Reaching Home, Designated Communities are required to work toward the following mandatory community-level outcomes: chronic homelessness in the community is reduced; homelessness in the community is reduced overall and for specific populations; new inflows into homelessness are reduced; and returns to homelessness are reduced.

Reduction of Reaching Home funding will require reduction in service levels and/or staffing during a period of heightened community need. This will have a significant negative impact on: individuals at risk of and experiencing homelessness; community agencies already struggling to maintain staffing and program stability. To avoid these impacts, the City would be required to offset this budget loss through municipal levy as no alternative Federal funding source has been identified. Specific services to reduce or cut would require further engagement and assessment of local need and program capacity. Further information will follow as analysis is completed and recommended strategies to move forward are identified.

For more information, please contact Michelle Baird, Director, Housing Services, at Michelle.Baird@hamilton.ca or 905-546-2424 x4860.



COMMUNICATION UPDATE

TO:	Mayor and Members City Council
DATE:	December 5, 2023
SUBJECT:	311 Phone Number Update – Phase 1 Testing (City Wide)
WARD(S) AFFECTED:	City Wide
SUBMITTED BY:	Cyrus Tehrani Chief Digital Officer & Director of Innovation City Manager's Office
SIGNATURE:	
SUBMITTED BY:	Doug Kay Director, Information Technology Corporate Services Department
SIGNATURE:	
SUBMITTED BY:	Cindy Mercanti Director, Customer Service, POA and Financial Integration Corporate Services Department
SIGNATURE:	

This Communication Update is being provided to Council to give information regarding the implementation of the 311 phone number.

Implementation of the 311 phone number follows the Canadian Radio-television and Telecommunications Commission's (CRTC's) Canadian N11 Notification and Implementation Guideline, which addresses the notification, planning and co-ordination of N11 numbers in Canada, as well as, the responsibilities of all entities involved.

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: 311 Phone Number Update – Phase 1 Testing (City Wide) – Page 2 of 2

The 311 phone number is scheduled to be activated on December 12, 2023. Although the number will be active, the purpose of the activation is to allow for a comprehensive technical and process testing period. Upon successful completion of that testing, a public launch of the 311 phone number is planned for late 2024.

Initially, there will be no service improvement enhancements that will accompany the public launch of the 311 phone number and no City phone numbers will be amalgamated. The service, currently offered through 546-CITY, will remain the same. This decision was made on the need to establish an Enterprise Customer Service Strategy to provide both direction and the identification of sustainable funding to support a robust 311 Solution mandate. In addition, there are technical limitations on the existing telephone system used to support the Customer Contact Centre to be addressed.

The following will be required to prepare for a public 311 phone number launch in late 2024:

- development of a communication strategy, in collaboration with Communications, to support the formal public launch of the 311 phone number and ensure the community understands what the change does and does not represent;
- approval of capital and the timing of the telephone upgrade implementation and testing (the City's telephone infrastructure platform has reached end-of-life and requires an upgrade to allow for stable and enhanced features that will support the 311 phone number technical requirements).

Expanding the 311 phone number to a broader enterprise 311 Solution in the future, in alignment with a new Enterprise Customer Service Strategy, is dependent on the following:

- approval of future capital for an enhanced Customer Relationship Management (CRM) platform and implementation partner;
- approval of capital to engage a consultant to develop an Enterprise Customer Service Strategy;
- adoption, implementation and funding of recommendations from the above consultant.

If you require further information, please contact Cyrus Tehrani, Chief Digital Officer via email at Cyrus.Tehrani@hamilton.ca or by telephone at (905) 546-2424 ext. 2261.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Communication Update – Q&A 311 Phone Number – Phase 1 Testing

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.

Q&A 311 Phone Number – Phase 1 Testing

Q1 What is a 311 phone number?

- 311 refers to a non-emergency telephone number that residents and businesses can call to obtain information about, or request, municipal services or report non-emergency issues. It is a common reserved-use number available to cities (only) and is utilized by a number of large municipalities. This number is similar to the 911 emergency service but is used for situations that do not require immediate police, fire or medical response. For example, people might call the 311 phone number to enquire about municipal services such as public transit schedules, garbage collection, water services, and animal services.

Q2 What is the process for securing the 311 phone number?

- The guidelines of the Canadian Radio-television and Telecommunications Commission's (CRTC's) Canadian N11 Notification and Implementation Guideline, address the notification, planning and co-ordination of N11 numbers in Canada, as well as the responsibilities of all entities involved which include:
 - establishing agreements with all surrounding municipalities prior to proceeding with the 311 phone number implementation;
 - notifying and consulting with all Telecommunications Service Providers operating in our 311 service area;
 - providing documentation to the Canadian Numbering Administrator; and
 - conducting a public awareness campaign.

Q3 Where is the City at in the CRTC process?

- The Notice of Implementation for the 311 phone number was provided to the CRTC on October 20, 2023 in accordance with the guidelines (see City of Hamilton – 311 Implementation Notice). The notification and consultation with telecommunication providers have occurred on November 15, 2023.

Q4 Why is the City looking at a 311 phone number?

- A motion was put forward during the September 21, 2022 General Issues Committee to report back through the 2023 Capital and / or Operating budget processes as to the requirements for the implementation of a 311 customer service call platform. In response to the Motion, during the 2023 Capital and / or Operating budget processes, a request was submitted and approved to direct staff to secure the 311 phone number.

Q5 What are the steps involved in the testing process??

- The 311 phone number is scheduled to be activated on December 12, 2023. The purpose of the activation is to allow for a comprehensive technical and process testing period. The testing process incorporates the controlled and comprehensive technical and process testing, which includes responding and addressing any challenges or developing requirements.

Q6 During the testing period, can residents call 311?

- The 311 phone number will be activated to allow for both technical and process testing which will direct any 311 phone calls to the testing team at the Customer Contact Centre. During this testing period, the City will not notify or promote the 311 phone number to residents in order to allow for controlled testing by City staff. However, if a resident calls 311, they will be automatically redirected to 546-CITY and the call will be answered by the testing team at the Customer Contact Centre.

Q7 Are we expanding our services to align with the launch of the 311 phone number?

- The number will operate in parallel with the main (905) 546-CITY number. There will initially be no service enhancements that will accompany the public launch of the 311 phone number and no City phone numbers will be amalgamated. The service currently offered through 546-CITY will remain the same with the introduction of the 311 phone number. The decision was made on the need to establish an Enterprise Customer Service Strategy to provide both direction and the identification of sustainable funding to support a robust 311 Solution mandate.

Q8 What is the benefit of introducing the 311 phone number only?

- The introduction of the 311 phone number will align the City of Hamilton with other larger municipalities that have adopted the number as a means to service their residents. In addition, the 311 phone number adoption is a foundational component to support the establishment and launch of an Enterprise Customer Service Strategy and future 311 service enhancement opportunities

Q9 What are the steps to publicly launch the 311 phone number?

- The following will be required to prepare for a public launch in late 2024:
 - development of a communication strategy, in collaboration with Communications, to support the formal public launch of the 311 phone number and ensure the community understands what the change does and does not represent;
 - approval of capital and the timing of the telephone upgrade implementation and testing (the City's telephone infrastructure platform has reached end-of-life and requires an upgrade to allow for stable and enhanced features that will support the 311 phone number technical requirements).

Q10 Where does this fit with respect to Council Priorities?

- This work aligns with Outcome 1: Prioritize customer service and proactive communication
 - Measures of Success – Established City-wide customer service strategy that improves response times, accessibility and public satisfaction.



COMMUNICATION UPDATE

TO:	Mayor and Members City Council
DATE:	December 6, 2023
SUBJECT:	Chedoke Creek Remediation Update - HW.23.11
WARD(S) AFFECTED:	City Wide
SUBMITTED BY:	Cari Vanderperk Director, Watershed Management Public Works Department
SIGNATURE:	

On October 30, 2023, the City of Hamilton (City) was granted an extension and subsequently issued an Amendment to Director's Order No.1-PE3L3 (Order) by the Ontario Ministry of the Environment, Conservation and Parks to complete targeted dredging activities in Chedoke Creek by November 30, 2023, with the remaining activities in the approved Chedoke Creek Workplan, namely material management and disposal, completed by December 31, 2023.

The targeted dredging, as described in the Chedoke Creek Workplan, will remediate the impacts of the Main/King combined sewer overflow discharge that occurred between January 2014 and July 2018, which discharged 24 billion litres of combined sewage.

On November 17, 2023, the project team successfully completed the targeted dredging activities, concluding the four-month effort to remove sediment from the bottom of Chedoke Creek.

Update on Transportation and Disposal of Sediment:

The next step in the targeted dredging of Chedoke Creek is the transportation of the dried sediment from the Kay Drage Park site. The City's contractor will endeavour to remove approximately 16,000 tonnes of sediment for disposal by the Order deadline of December 31, 2023. At this point it is not clear whether the December 31, 2023 deadline is achievable. The Ministry of the Environment, Conservation and Parks has been kept apprised of the disposal delays and discussions are ongoing.

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: Chedoke Creek Remediation Update - HW.23.11 (City Wide)
- Page 2 of 2

It is estimated that a total of 300 to 400 truckloads will be needed to transport the material to an approved landfill located in Warwick Township, County of Lambton. Transportation and disposal of the sediment to this landfill began on December 1, 2023. An additional landfill location is also being identified and will be used as a backup location, if necessary.

The Order also requires the City to submit a report to the Ministry of the Environment, Conservation and Parks within one (1) month of the completion of the transportation of sediment, indicating whether the natural environment has been restored and that further impairment to the natural environment will not occur as a result of the discharge to the Chedoke Creek. This report will be posted to the City's website once completed and will include all laboratory data from the sediment samples.

Long-term Solutions to Improve Water Quality in Chedoke Creek and Cootes Paradise:

In addition to the targeted dredging of Chedoke Creek, the Order requires the City to identify and implement long term solutions to improve water quality in Chedoke Creek and Cootes Paradise. As identified in the Cootes Paradise Workplan, three (3) Master Planning Environmental Assessment studies are concurrently underway, with any identified preferred projects advancing through design and into construction over the next several years. Each study includes a detailed environmental, social and economic assessment of opportunities to improve water quality. Any alternatives identified will be evaluated through additional fieldwork, analysis (modelling) and agency, stakeholder, and indigenous engagement.

The project team appreciates the patience of the community and partners while we complete this very important work. For regular updates on project progress please reference the story map on the Chedoke Creek Remediation website at www.hamilton.ca/chedokecreekremediation.

APPENDICES AND SCHEDULES ATTACHED - N/A



COMMUNICATION UPDATE

TO:	Mayor and Members City Council
DATE:	December 7, 2023
SUBJECT:	City Enrichment Fund (City Wide)
WARD(S) AFFECTED:	City Wide
SUBMITTED BY:	Morgan Stahl Director, Government Relations & Community Engagement City Manager's Office
SIGNATURE:	

This communications update is to share with Council recent outcomes and changes to the City Enrichment Fund (CEF) beginning through the 2024 funding cycle supported by the Grants Sub-Committee.

Background

The City Enrichment Fund program invests in local charities, non-profit and grassroots organizations across seven sector areas within the city annually. The 2024 application intake period is currently open and is running from November 1, 2023, to December 15, 2023. Application deadline is December 15, 2023 at 4PM.

At the September 14, 2023, Grants Sub-Committee meeting, staff presented a twelve-month engagement plan that included preliminary steps to consult community partners and applicants with a focus on best practices, funding rationale recommendations, evaluation, and efficiencies to the overall program delivery. Through this community listening and engaging exercise, feedback will inform future evolution of the City Enrichment Fund. The results of this consultation are detailed below along with IDEA (Inclusion, Diversity, Equity, Accessibility) statistical tracking, and program changes recently implemented.

Community Engagement

From September 20, 2023 to October 11, 2023, the public was invited to provide feedback on CEF funding principles through an online survey. Direct communication to

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

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

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

previous and potential applicants was sent via e-mail to solicit feedback through the survey method. This was also promoted through the City of Hamilton website, social media and the Engage Hamilton promotional tool. 126 respondents participated through the Engage Hamilton platform and answered five (5) questions relating to funding allocations, priorities, and overall expectations of the City Enrichment Fund. Responses and comments to these questions set the foundation and informed discussion at the in-person and virtual consultation(s).

Following the survey, approximately 100 community partners attended in-person and virtual sessions on October 23, 2023, to further prioritize and shape the survey results. Government Relations & Community Engagement staff worked with Kojo Dampthey of 2941 Consulting, to provide arms-length facilitation and a report summarizing attendee feedback with recommendations to inform future direction of the CEF program. This report is published on the CEF Engage Hamilton page with key messages on the CEF webpage (linked here: <https://www.hamilton.ca/people-programs/community-funding-grant-programs/city-enrichment-fund>).

In an effort to deliver an equitable, transparent, and streamlined program, staff have updated the City Enrichment Fund beginning with the 2024 cycle to include:

- 30% funding policy has been updated to only apply to requests above \$15,000. (does not apply to operating streams).
- Funding Principles that support funding to all passing applicants, recognizing returning organizations, and providing access to new applicants and programming.
- 2024 Application in-take timeline to accommodate a new deadline of December 15, 2023.
- Separate online grant portal programs for Agriculture, Digital, Sports and Active Lifestyles areas, providing an easier and more simple process for applicants and creating more efficiencies for staff.
- Translation services for all program material including the application and handbooks.
- In addition to workshops and public information sessions, City Enrichment Fund Program Managers scheduled in-person and virtual drop-in sessions providing applicants with one-on-one staff support for their application.
- Updated the internal financial review process to apply to applications with requests of \$30,000 or greater only.

Key changes that have been implemented for the 2024 CEF Funding Cycle:

- Update to the original “30% Rule”

SUBJECT: City Enrichment Fund (City Wide) - Page 3 of 3

- Funding Requests below \$15,000: CEF funding requests cannot be 100% of the proposed program and must demonstrate additional funding and/or revenue sources.
- Funding Requests over \$15,001: Funding requests should not exceed 30% of the total program budget.
- Operating Streams: The 30% funding policy continues to be applied within all operating streams.
- The City Enrichment Fund does not fund 100% of program expenses. Application budgets should include diverse revenue in support of the proposed program.

This change was approved at the September 14, 2023, Grants Sub-Committee meeting.

Impact of policy change:

- Greater capacity for applicant to deliver programs
- Greater support to applicants that do not have access to other funding sources
- Applicants can leverage City support with other funders
- Greater support for equity-deserving organizations
- IDEA (Inclusion, Diversity, Equity, Accessibility) program improvements
- Improved support to one-time projects and new initiatives

How does this benefit organizations and applicants:

- Benefits All CEF Program Areas
- Smaller organizations, Organizations serving equity-deserving groups, New organizations, and Community Organizations (smaller budgets in general)
- City increases the impacts made through our funding contribution

IDEA Statistics

In alignment with the City of Hamilton's IDEA goals CEF began collecting applicant data in 2023 that demonstrates CEF an applicant's Board of Director composition and communities served through programs applying for funding through CEF. The data demonstrated that applicant programs targeted racialized groups at 85%, universal access at 55%, and groups facing economic insecurity at 42%, with several other priority groups served between 20-30%.

CEF continues to survey applicants to learn more about the organizational structure, served populations, and will continue to share this data annually.

If you require any further information, please contact Andrea Carvalho, Advisor, City Enrichment Fund & Community Outreach by e-mail Andrea.Carvalho@hamilton.ca or 905-546-2424 ext. 6797.

Authority: Item 4, Public Works Committee Report 23-017 (PW23071)
CM: November 22, 2023 Ward: City Wide

Bill No. 235

**CITY OF HAMILTON
BY-LAW NO. 23-**

**To Regulate the Management, Distribution and Maintenance of the
Water Works Systems**

WHEREAS sections 8, 9 and 10 of the *Municipal Act, 2001* authorize the City of Hamilton to pass by-laws necessary or desirable for municipal purposes, and in particular, paragraphs 4, 5, 6, 7 and 8 of subsection 10(2) authorize by-laws respecting public assets of the municipality, the economic, social and environmental well-being of City, the safety and well-being of Persons, services that it is authorized to provide, and the protection of Persons and Property;

AND WHEREAS sections 78 to 81 of the *Municipal Act, 2001* authorize the City of Hamilton, amongst other things, to enter onto land to install, construct, connect, maintain, inspect, repair, alter or disconnect pipes and other works for the distribution of water, and to shut off or reduce supply in certain circumstances;

AND WHEREAS the *Municipal Act, 2001* authorizes the City of Hamilton, amongst other things, to delegate its authority, to provide for inspections and inspection orders, and to make orders to discontinue activity or to do work;

NOW THEREFORE the Council of the City of Hamilton enacts as follows:

TABLE OF CONTENTS		
	ITEM	Page #
PART 1. DEFINITIONS	All	3-8
PART 2. INTERPRETATION AND APPLICATION	All	8-9
PART 3. GENERAL PROHIBITIONS	All	9-10
PART 4. CONNECTION TO THE WATER DISTRIBUTION SYSTEM	All	10-15
	Water Service Connections	11
	Installation of Service Lines	12
	Maintenance, Repairs, Replacement, and Inspection of Service Lines	12
	Abandonment of Service Lines	14
	Substandard Service Replacement	14

	Upgrading a Service Line	15
	Restoration	15
	Connection Where Land Not Directly Served	15
	Temporary Connection through Adapter Rental	16
PART 5. WATER METERS	All	16-21
	Physical Location of the Water Meter	17
	Size of the Water Meter	18
	Water Meter By-Pass Valve Assembly	18
	Access	19
	Responsibilities of the Owner and Occupier	20
	Testing of Water Meters- Accuracy	20
PART 6. FIRE PROTECTION SYSTEMS	All	21-22
	Public Fire Hydrants	22
	Private Fire Protection Systems	22
PART 7. PROTECTION OF WATER USERS AND THE WATER DISTRIBUTION SYSTEM	All	22-25
	To Prevent Damage to Private Equipment	23
	To Prevent Damage to Products	23
	To Protect Potability	23
	Prohibited Equipment	23
	Lawn-Watering Restrictions	23
	Shortage of Water	24
	Check Valves Required Where Two or More Services	24
	Protection from Frost	24
	Vacant Premises	24
PART 8. PERMITS	All	25-28
PART 9. ADMINISTRATION AND ENFORCEMENT	All	28-32
	Entry and Inspection	29
	Orders and Remedial Actions	30
	City Carrying Out Work	31
	Water Shut-off	32
PART 10. PENALTIES	All	32-33
	Fine- for Contravention	33
	Fine- for Contravention- Corporation	33
	Fine- for Contravention- Continuing Offence	33
	Fine- for Contravention- Continuing Office- Corporation	33
	Special Fines	33
PART 11. FEES AND CHARGES	All	34-35

	Liability for Water Rates	34
	Rates Where Failure to Comply	34
	Agreements for Water Supply	34
	Interpretation	35
PART 12. REPEAL, TRANSITION AND ENACTMENT	All	35-36

PART 1 – DEFINITIONS

1.1 In addition to and as an alternative to referencing this By-law by its formal numbering, this By-law may also be referred to as the “Water Works By-law” for all purposes.

1.2 In this By-law:

“**Adapter**” means an Adapter owned by the City and rented to a water user in accordance with section 4.15 and 4.16 which is used to make a temporary connection to the Water Distribution System and includes a hydrant adapter which provides a link to a fire hydrant and a road adapter which provides a link to the Watermain;

“**Adapter Rental Agreement**” means the rental agreement prescribed by the General Manager from time to time as the agreement that must be signed by any Person who rents an Adapter from the City, which agreement shall contain terms and conditions specified by the General Manager;

“**Applicable Law**” means any statute, law, treaty, rule, code, ordinance, by-law, regulation, Permit, interpretation, certificate or order, whether now or hereafter existing, of any governmental authority, including, without limitation, the City or any judgment, decision, decree, injunction, writ, order or like action of any court, arbitrator or other governmental authority, including, without limitation, the City whether now or hereafter existing. Without limiting the generality of the foregoing, Applicable Law shall include the following non-comprehensive examples of Applicable Law:

- (1) O. Reg. 170/03;
- (2) The Watermain Disinfection Procedure;
- (3) The Water Works By-law Resource Manual;
- (4) O. Reg. 388/97;
- (5) the National Fire Protection Association Standards
- (6) the Building Code Act and O. Reg. 332/12; and,
- (7) AWWA Standards.

“Arrears Policy” means the City of Hamilton Water and Wastewater/Storm Arrears Policy No. PP-0004 approved by Council from time to time;

“Auxiliary Water Supply” means any well, cistern, tank, or supply of water that is not part of the Water Distribution System.

“Average Daily Water Consumption” means the mean daily water consumption amount calculated on the basis of a representative billing period for the Premises;

“AWWA Standards” means the standards adopted by the American Waterworks Association, as they may be amended from time to time;

“Backflow Prevention By-law” means the City’s By-law 10-103;

“Billing Agent” means any party engaged by the City that provides one or more services to support all functions related to customer information and billing operations for all the City’s water and wastewater/storm customers. If the City has not engaged a party to provide the said services, reference to the Billing Agent shall be deemed to be references to the City itself;

“By-Pass Valve Assembly” means an arrangement of shut off valves and water piping that redirect the flow of water around the Water Meter during testing, repair or meter replacement so that work can progress without interrupting the flow of water to premises;

“City” means the municipality of the City of Hamilton or the geographic area of the City of Hamilton, as the context requires;

“Council” means the municipal council for the City of Hamilton;

“Emergency” means a situation or an impending situation that constitutes a danger that could result in harm or damage to Persons, Property, or the environment including the loss of an essential service or damage to other infrastructure/equipment.

“Emergency Work” means work that is required to reduce or eliminate an Emergency;

“Fees and Charges” means the fees and charges prescribed by the Water and Wastewater/Storm Fees and Charges By-law for the City;

“General Manager” means the General Manager of Public Works, the General Manager of Planning and Economic Development, or the Chief Building Official, as the context requires, and includes their designates or successors. All Hamilton Building Department, Planning and Economic Development staff, and Water

Department staff shall be deemed to be acting as the General Manager's designate in carrying out their duties under this by-law;

"MECP" means the Ontario Ministry of Environment, Conservation and Parks or any successor Ministry substantially fulfilling the same role.

"Occupier" means any Person who has use, possession or control of any Property or Premises or their authorized agent, servant or employee of such occupier;

"Municipal Law Enforcement Officer" means any Person appointed by the City's Council or by the General Manager to administer or enforce this By-law and includes a Person employed by the City whose duties are to enforce this By-law, and also includes, for the purposes of exercising any power of entry under this By-law, a police officer;

"Owner" means the registered owner or owners of a Property or their authorized agent(s), but does not include a mortgagee unless the mortgagee is in possession of the Property;

"Permit" is a noun that means any one or more of the following Permits issued under this By-law:

- (1) a Water Service Permit;
- (2) a Water Service Line Repair Permit;
- (3) a Disconnection of Services Permit; and,
- (4) a Relocation of a Private Hydrant Permit.

"permit" is a verb that means, in connection with a Person who has care and maintenance of a Property or otherwise is legally capable of preventing or terminating the occurrence of an event, allowing that event to occur or failing to terminate its continuation;

"Permit Holder" means a Person to whom a Permit has been issued, and includes another Person performing work on behalf of such Person;

"Person" includes an individual, association, partnership, corporation, municipality, regional municipality, provincial or federal agency, or an agent or employee of any of those entities;

"Premises" means a building or structure or either of them located on a Property;

"Private Fire Hydrant" means an above grade accessible valve assembly and hydrant secondary valve that is connected to an underground privately owned Watermain for the purposes of fire suppression;

“Private Fire Protection System” means any private booster pumps, sprinkler systems, Private Fire Hydrants or other private system supplementing or in addition to, but excluding, the public fire protection system (Public Fire Hydrants and supporting infrastructure), with the designated purpose of such private fire protection system being fire protection and fire suppression;

“Private Service Line” means a privately-owned Service Line connected to the Service Connection at the Property line or the limit of the City easement to the Premises or Property and includes Water Meter Chambers;

“Public Fire Hydrant” means an above grade valve assembly, including any secondary valve, that is connected to an underground municipal Watermain for the purposes of fire suppression and Watermain flushing;

“Public Service Line” means a publicly owned Service Line connected to the Watermain, designed to carry water from the Water Distribution System to the Service Connection at the Property line or easement limit;

“Property” means a parcel of land described in a deed or other document legally capable of conveying title to or a fee simple interest in land; and,

(1) **“Mixed-use Property”** means a Property containing both Residential and Non-Residential Uses;

(2) **“Multi-Residential Property”** means a Residential Property on which there are multiple residential units;

(3) **“Non-Residential Property”** means a Property that is neither a Residential Property nor a Mixed-use Property; and,

(4) **“Residential Property”** means a Property on which the primary land uses are residential.

“Property Line” means the real or imaginary line that represents the legal division between a Property and the abutting Road;

“Remote Reading Unit” means a device or mechanism which is owned by the City that is used to record or transmit, or both, the water consumption reading of a Water Meter and may be installed at a separate location from the Water Meter. A remote reading unit is of one of two types:

(1) a remote touchpad that is wired directly to the meter and is read manually; or,

- (2) advanced metering infrastructure that transmits a signal to a remote receiver.

“Road” means a public highway pursuant to the *Municipal Act, 2001*;

“Service Connection” means the connection that joins a Service Line to the Watermain;

“Service Line” means the line connecting a Watermain to a Premises or Property consisting of a Private Service Line and Public Service Line;

“Substandard” is an adjective that refers to a situation, matter, or thing that does not comply with Applicable Law;

“Substandard Service” means a water service line that does not meet the requirements of Applicable Law

“Tamper” means to break, damage, destroy, deface, add to or remove from a thing;

“Vacant Premise” means a dwelling, building, or property that is unattended.

“Water Meter” means a device or mechanism which is owned by the City and used for the purpose of measuring the flow or quantity, or both, of water for billing revenue and, in circumstances where multiple units’ locations or units on a Property are serviced from a single Service Line; and,

- (1) **“Primary Meter”** means the Water Meter that measures the total consumption on a Service Line; and,

- (2) **“Submeter”** means any Water Meter that is subsidiary to the Primary Meter, but does not mean a private water quantity measuring device pursuant to subsection 5.6;

“Water Meter Chamber” means a below grade vault constructed to house a Water Meter;

“Water Meter Plumbing Assembly” means that part of a private plumbing system consisting of the valves, pipes, connections, by-passes, and other appurtenances used to install, test and/or maintain a water meter;

“Watermain” means a pipe for the conveyance of potable water to water storage facilities and serviced properties;

“Watermain Disinfection Procedure” means the Watermain Disinfection Procedure issued by the MECF. As of the date of the passage of this By-law, the Watermain

Disinfection Procedure also applies to a Service Line that has a diameter equal to or greater than four inches;

“Water Distribution System” means facilities of the City, including buildings , structures, plant, machinery, equipment, Water Meters, Public Fire Hydrants , appurtenances, devices, conduits, intakes, outlets, Watermains, and other works designed for the collection, production, treatment, transmission, storage, supply or distribution of water, or any part of the foregoing , and includes lands occupied for such purposes and uses;

“Water Works By-law Resource Manual” means the Water Works By-law Resource Manual approved by the General Manager from time to time;

PART 2 – INTERPRETATION AND APPLICATION

2.1 This Part contains provisions related to the interpretation and application of the By-law and is intended to be of general application to this entire By-law.

2.2 This By-law applies within the geographic limits of the City of Hamilton and regulates the provision and consumption of water as a public utility within the entirety of that geographic area.

2.3 Despite section 2.2, the General Manager may waive the application of all or part of this By-law if the General Manager is satisfied that the matter is adequately regulated through another By-law, statute, or planning approval that meets or exceeds the requirements of this By-law.

2.4 (1) Any person who performs any action under the authority of this By-law, including any Permit, exception, right or privilege granted, issued or exercised pursuant to this By-law, shall do so in accordance with all Applicable Law. In the event that there is a conflict or inconsistency between this By-law and any such Applicable law, such conflict shall be resolved in accordance with the normal principles of statutory interpretation but with the intent, to the extent possible, to resolve all such conflicts in favour of the most stringent and restrictive provisions that will best protect the health and safety of the citizens of Hamilton.

(2) Subject to subsection (1), in the event of any conflict or inconsistency between any of the provisions of this By-Law and the Water Works By-law Resource Manual, the provisions of this By-law shall take precedence over the Water Works By-law Resource Manual to the extent necessary to resolve such conflict or inconsistency.

2.5 The necessary grammatical changes required to make the provisions of this By-law applicable to corporations, partnerships, trusts and individuals, male or female, and

to include the singular or plural meaning where the context so requires, shall in all cases be assumed as though fully expressed.

2.6 The insertion of headings and the division of this By-law into sections and subsections are for convenience of reference only and shall not affect the interpretation thereof.

2.7 Any reference in this By-law to any statutes, regulations, manuals, procedures, or By-laws shall be deemed to be a reference:

(1) in the event of the amendment or restatement of any such statute, regulation, manual, procedure, or By-law, to such amended or restated statute, regulation, manual, procedure or By-law; and,

(2) in the event of the repeal and replacement of any such statute, regulation, manual, procedure, or By-law, to such replacement statute, regulation, manual, procedure, or By-law.

2.8 Where a court of competent jurisdiction declares any section or part of a section of this By-law invalid, the remainder of this By-law shall continue in force unless the court makes an order to the contrary.

2.9 Nothing in this By-law constitutes a guarantee or assurance that there shall be an uninterrupted supply of water at any location within the City or that any standard of water pressure will be met or maintained at any given time in any location within the City.

2.10 Any reference in this By-law to a prescribed form is a reference to the applicable form under Applicable Law.

2.11 Where any Person requests or claims to be entitled to any approval, exception, relief, or any special consideration or benefit capable of being issued by the General Manager under this By-law, application shall be made to the General Manager in accordance with the forms, processes, and other procedural and substantive requirements of the Water Works By-law Resource Manual, Applicable Law, and the payment of all applicable Fees and Charges.

PART 3 – GENERAL PROHIBITIONS

3.1 This Part sets forth a number of General Prohibitions applicable to this By-law that are of general application to the connection to the Water Distribution System and the use of water within the City of Hamilton.

3.2 No Person shall connect, permit to be connected, or allow to remain connected to the Water Distribution System, any pipe, fixture, fitting, container, appliance, vehicle,

machine or similar contrivance which may under any circumstances allow for water to be drawn from or into the Water Distribution System, except in compliance with this By-law.

3.3 No Person shall use water that has been drawn from the Water Distribution System otherwise than in compliance with this By-law.

3.4 (1) No Person, other than the City, through its own forces or contractors hired by it, shall perform any work on the Water Distribution System.

(2) Subsection (1) does not apply if this By-law or an exception provided by the General Manager provides otherwise.

3.5 No Person shall hinder or obstruct or attempt to hinder or obstruct any Person who is exercising a power or performing a duty under this By-law.

3.6 No Person shall provide false or inaccurate information in any application submitted under this By-law, or in any other document or thing required to be submitted by this By-law or the Water Works By-law Resource Manual.

3.7 No Person shall Tamper with or permit Tampering with:

(1) any part of the Water Distribution System; or,

(2) any permanent or temporary device installed as part of a Service Line, including the Water Meter, seals, or related appurtenances for the purpose of measuring, sampling, testing or by-passing of water.

3.8 No Person, other than the City, shall:

(1) interfere, in any way, with any part of the Water Distribution System;

(2) place or cause to be placed any structure, building material, or other material including earth, snow, trees, shrubs, plants, fences, berms, or other obstruction of any kind whatsoever at a distance of less than one metre from any part of the Water Distribution System;

(3) who is an Owner or Occupier allow on their Property or any Road adjacent to their Property, any obstruction, including the accumulation of snow or ice, of any kind whatsoever at a distance of less than one metre from any part of the Water Distribution System;

(4) conceal any part of the Water Distribution System with any type of structure, plant or object; or,

(5) deface, paint, or decorate any part of the Water Distribution System.

PART 4 – CONNECTION TO THE WATER DISTRIBUTION SYSTEM

4.1 This Part contains provisions that apply to a number of different aspects of connection of Properties and Premises to the Water Distribution System.

Water Service Connections

4.2 No Person shall make connection between the Water Distribution System and any Property located outside the geographic limits of the City of Hamilton unless a written agreement authorizing such connection has been executed by the City and the other municipality in which such Property is situate.

4.3 No Person shall make connection to the Water Distribution System unless a Water Service Permit has been issued authorizing such connection.

4.4 Not more than one Service Connection may be made for any Property, and not more than one Property may be serviced through a single Service Connection.

4.5 All Service Connection installations shall be in accordance with specifications set out in the Water Service Permit, the Water Works By-law Resource Manual, and shall be inspected and approved by the General Manager.

Exceptions to Section 4.4

4.6 Despite section 4.4:

(1) more than one but not more than three Properties may remain connected to one Service Connection if the Service Connection legally existed prior to the enactment of this By-law and the Service Connection continues in use and is not upgraded or modified. For purposes of this section:

(a) a Service Connection is only deemed to have legally existed prior to the enactment of this By-law if the City issued a Water Service Permit for the Service Connection when it was established; and,

(b) a Service Connection is not deemed to have legally existed prior to the enactment of this By-law if any subsequent non-compliance with section 4.4 has occurred as a result of a transfer pursuant to a consent issued pursuant to the subdivision control provisions of the Planning Act; and,

(2) the General Manager may approve additional Service Connections to a Property, as set forth below

(a) The General Manager may approve any number of Service Connections for a Non-Residential Property where such Service Connections are required in connection with any land uses on the Non-Residential Property;

(b) The General Manager may approve an additional Service Connection for each separate building containing residential uses on a Residential Property;

(c) The General Manager may approve one or more additional Service Connections on any Property:

(i) If a plan of subdivision in respect of the Property has received draft plan approval pursuant to the Planning Act, and any additional Service Connections that are requested are in compliance with the terms of the applicable draft plan approval; or,

(ii) In advance of the formal transfer of a portion of a Property by deed or transfer in circumstances where:

A. A Consent has been issued pursuant to the Planning Act;

B. Any additional Service Connections requested are in compliance with the terms and conditions of the Consent;

C. All rights of appeal in respect of the Consent have either terminated or any appeals have been finally resolved; and,

D. All conditions relating to the Consent have been fully and completely satisfied.

(d) The General Manager may approve one (1) additional Service Connection for each separate building containing residential uses on a Multi-Residential Property where the Residential Units are arranged vertically within a building or buildings and each building for which the additional Service Connection is sought has a height in excess of eighty-four (84) metres.

(e) The General Manager may approve further Service Connections to a total not greater than the number of Residential Units on a Multi-Residential Property where the Residential Units are arranged horizontally within one or more buildings on the Property; and,

(f) The General Manager may approve further Service Connections for a Mixed-use Property by applying rules (a) through (d) with necessary

modifications to the portions of the Mixed-use Property containing Residential Uses and Non-Residential Uses respectively.

Installation of Service Lines

- 4.7 (1) All Service Line installations shall be done in compliance with Applicable Law.
- (2) No Property connected to the Water Distribution System shall be serviced by an Auxiliary Water Supply.
- (3) If a Property is connected to the Water Distribution System, no Person shall either connect an Auxiliary Water Supply to any part of the Property or permit any existing connection to an Auxiliary Water Supply to any part of the Property to continue.
- (4) Provided that there is no possible physical interconnection between the Auxiliary Water Supply and a plumbing system on a Property that is connected to the Water Distribution System, nothing in this Section shall prohibit the Owner of the Property from using an Auxiliary Water Supply, if:
- (a) The provisions of the Backflow Prevention By-law apply to the Property; and,
 - (b) The Property is in compliance with the Backflow Prevention By-law.
- (5) For purposes of subsection (4), a system in which the Auxiliary Water Supply is separated by one or more valves shall be deemed to be a physical interconnection.

Maintenance, Repair, Replacement, and Inspection of Service Lines

- 4.8 (1) No Person shall repair an existing Service Line or associated fittings and appurtenances unless a Water Service Line Repair Permit authorizing such repair has been issued under this By-law.
- (2) No Person shall replace an existing Service Line unless a Water Service Permit authorizing such replacement has been issued under this By-law.
- (3) All Service Line repairs and replacement shall be done in compliance with Applicable Law.
- (4) All Private Service Lines shall be maintained, repaired, replaced, and inspected as required by Applicable Law, and at the expense of the Owner.

(5) No Owner or Occupier shall permit leaking of a Private Service Line located within their Property.

(6) Unless otherwise specified by the General Manager, if a replacement Service Line is installed by a Permit holder, the Permit holder shall install the replacement Service Line in the same location as a Service Line being replaced. If the General Manager authorizes a different location for the replacement Service Line, and additional excavation or pavement restoration is required, the Owner shall pay all additional excavation and restoration costs.

Abandonment of Service Lines

4.9 No Person shall abandon an existing Service Line unless a Disconnection Permit authorizing such abandonment has been issued under this By-law.

4.10 (1) Every Person acting under a Disconnection Permit shall ensure that:

- (a) the existing Service Line is disconnected at the Watermain;
- (b) the Service Connection is disconnected and removed in accordance with the Water Works By-law Resource Manual; and,
- (c) if required by the General Manager, the Service Line is removed.

(2) The Owner of the Property or Premise shall pay all costs associated with the disconnection and removal of any Service Line.

(3) Every person who demolishes any building shall disconnect the existing water Service Line associated with such building pursuant to a Disconnection Permit issued under this By-law, provided that the General Manager may authorize the continued usage of the existing Service Line to service a replacement building if:

- (a) A building permit has been issued for such replacement building; and,
- (b) The General Manager is satisfied that the Service Line meets all requirements of Applicable Law, is in good condition, and is otherwise suitable to service the replacement building.

Substandard Service Replacement

4.11 If an Owner has:

- (1) Replaced an existing Substandard Private Service Line under a Water Service Permit with a Private Service Line that meets Applicable Law; and,
- (2) Notified the General Manager in writing that the Owner's Property or Premises is serviced by a Substandard Public Service Line, and the Owner's submission is determined by the General Manager to be accurate,

the General Manager shall replace the existing Substandard Public Service Line with a Public Service Line that meets Applicable Law.

Upgrading a Service Line

4.12 If the Owner of a Property delivers a written request to the General Manager requesting the installation of a Public Service Line that is greater than 25 mm diameter, the General Manager may approve the Owner's request, but the Owner shall be responsible for the installation of the Public Service Line and the Private Service Line and any required Permits at its sole cost.

Restoration

4.13 If excavation in the Road allowance is required for the purpose of installation, replacement or abandonment of a Service Connection or a Service Line, the cost of all restoration carried out by the City of Hamilton shall be paid by the Permit holder, except where the repair is being carried out in conjunction with the replacement done pursuant to subsection 4.12, in which case the cost shall be paid by the City in accordance with the Road Excavation Permit.

Connection Where Land Not Directly Served

4.14 (1) Where a Property abuts a Road in which there is no public Watermain to which such Property may be readily connected, but there is another public Watermain to which the Property may be readily connected, and for the cost of which such Property has not been specially assessed, such Property Owner may make a request to the General Manager – Planning & Economic Development to be connected to such other public Watermain.

(2) If the General Manager – Planning & Economic Development approves the request for a connection under subsection 4.14 (1), it shall be a condition of such approval that:

- (a) a Water Meter is installed and maintained in accordance with the specifications set out in the Water Works By-law Resource Manual, by and at the expense of the Owner;

- (b) the Private Service Lines are connected to each other on the private side of the Water Meter;
- (c) the distribution of the water to the separate Properties is supported by a legally enforceable reciprocal easement registered against every Property so connected, which reciprocal easement shall also, either expressly or through reference to another registered document, impose reciprocal maintenance obligations between each Property owner satisfactory to the City and which shall include the City as a party for the purpose of:
 - (i) recording the consent of the City to the form and content of the reciprocal maintenance obligations;
 - (ii) prohibiting the discharge or amendment of the reciprocal easement without the express consent and approval of the City; and,
- (d) the Property Owner obtains a Water Service Line Permit.

Temporary Connection through Adapter Rental

4.15 No Person shall use an Adapter to make a connection to the Water Distribution System otherwise than in accordance with the terms and conditions of the Adapter Rental Agreement.

4.16 The Adapter Rental Agreement may only be issued for municipal projects and Watermain commissioning, or in other circumstances with the consent of the Water Distribution Overall Responsible Operator or the General Manager.

PART 5 - WATER METERS

5.1 This Part is intended to contain the rules related to Water Meters that are used and installed pursuant to this By-law.

5.2 Unless otherwise permitted under this By-law:

- (1) one (1) Water Meter shall be installed on every Service Line; and,
- (2) no alteration shall be made to by-pass a Water Meter to allow for non-metered water to be drawn from the Water Distribution System.

5.3 (1) Every Owner and Occupier shall permit the installation of a Water Meter on any Service Line connected to the Water Distribution System, and in the event that any Owner or Occupier refuses or neglects to permit the installation of a Water Meter

at any Property so connected, the General Manager may, in addition to any other penalty under this By-law, disconnect the Property from the Water Distribution System until a Water Meter is installed.

(2) Every Owner and Occupier shall allow the installation of a Remote Reading Unit used for remotely collecting consumption data from a Water Meter for base billing, trouble shooting, and analysis.

(3) If advanced metering infrastructure is available at any Property, any remote reading unit installed at that property shall be of that type. In the event that the Owner requests a touchpad Remote Reading Unit, a touchpad Remote Reading Unit shall be installed, and the Owner pay all applicable Fees and Charges.

5.4 No Person other than the City, or its designated contractors, shall install, seal, replace, maintain, repair, inspect, or remove Water Meters and Remote Reading Units. All such work shall be done in compliance with the Water Works By-law Resource Manual and all other Applicable Laws

5.5 Every Owner shall maintain the Water Meter Plumbing Assembly in a condition that meets the requirements of all Applicable Law.

5.6 An Owner or Occupier may install its own private water quantity measuring device if it is connected on the outlet side of a Water Meter. Any such private water quantity measuring device is deemed for all purposes to be privately-owned plumbing and not part of the Water Distribution System and shall neither be the responsibility of the City nor shall it form the basis for any billing for water consumption.

Physical Location of the Water Meter

5.7 (1) Every Water Meter shall be physically located as follows:

(a) for Service Lines under 38 mm in diameter,

(i) If the point where the Service Line enters the Premises is less than 60 metres from the Property Line, the water meter shall be located at the point where the Service Line enters the Premises; or,

(ii) If the point where the Service Line enters the Premises is more than 60 metres from the Property Line, the water meter shall be located in a Water Meter Chamber constructed and maintained in accordance with the specifications set out in the Water Works By-law Resource Manual by and at the expense of the Owner.

(b) for Service Lines 38 mm in diameter or larger,

(i) If the point where the Service Line enters the Premises is less than 10m from the Property Line, the water meter shall be located at the point where the Service Line enters the Premises; or,

(ii) If the point where the Service Line enters the Premises is greater than 10m from the Property Line, the water meter shall be located in a chamber at Property Line constructed and maintained in accordance with the specifications set out in the Water Works By-law Resource Manual by and at the expense of the Owner.

(2) If, in the opinion of the General Manager, unacceptable environmental or unsafe conditions exist or would result from locating the Water Meter in accordance with section 5.7(1), the Water Meter shall be located in an alternate location satisfactory to the General Manager, and in a Water Meter Chamber, where required, constructed and maintained in accordance with the specifications set out in the Water Works By-law Resource Manual by and at the expense of the Owner.

5.8 No Person shall re-locate a Water Meter from the location in which it is installed, except as may be approved by the General Manager.

5.9 An Owner who wishes to relocate a Water Meter the Owner may make an application therefor to the General Manager:

Size of the Water Meter

5.10 Water Meters shall be sized in accordance with the Water Works By-law Resource Manual.

5.11 (1) If an Owner wishes or is required by reason of an increase in the diameter of the Service Line to the Property, to change the size of a Water Meter the Owner may make an application to the General Manager.

Water Meter By-Pass Valve Assembly

5.12 On every metered water service the Owner shall install at its expense a By-Pass Valve Assembly in accordance with the specifications set out in the Water Works By-law Resource Manual, except where:

- (1) the service supplies only a single residential property;
- (2) the Service Line is under 50mm diameter; or,
- (3) in the opinion of the General Manager, a By-Pass Valve Assembly is not required,

and no person shall install a By-Pass Valve Assembly where (1), (2), or (3) apply.

5.13 The Water Meter by-pass valve required as part of the By-Pass Valve Assembly pursuant to section 5.12 shall be sealed and tagged in the closed position at the time it is installed and may only be opened with the consent of the General Manager.

5.14 When a By-Pass Valve Assembly is required in accordance with section 5.12, the Owner shall supply, install, and maintain at its expense the inlet valve, the outlet valve and by-pass valves to the Water Meter in accordance with the specifications set out in the Water Works By-law Resource Manual.

5.15 When a By-Pass Valve Assembly is required in accordance with section 5.12, and the General Manager determines that the seal on the by-pass valve is broken or the by-pass valve has been opened without the consent of the General Manager, the Owner shall,

(1) pay the Average Daily Water Consumption for the Premises during the time period when the seal was broken or the by-pass valve opened, as determined by the General Manager of Finance and Corporate Services;

(2) do anything necessary to restore the by-pass valve to the closed and sealed position, at the Owner's expense;

(3) pay all applicable Fees and Charges, associated with the restoration of the by-pass valve to the closed a sealed position; and

(4) if requested by the General Manager, permit the installation of a Water Meter on the by-pass within 60 days of the request at the Owner's expense.

5.16 (1) When the General Manager determines that a by-pass has been installed contrary to section 5.12, to allow for non-metered water to be drawn from the Water Distribution System without the consent of the General Manager, the Owner shall,

(a) pay the Average Daily Water Consumption for the Premises during the time period when the by-pass was installed, as determined by the General Manager Finance and Corporate Services;

(b) within 60 days of a request by the General Manager, remove the by-pass and take such action as is required to restore the Water Meter to the specifications set out in the Water Works By-law Resource Manual;

(c) pay all applicable Fees and Charges associated with the removal of the by-pass and restoration of the Water Meter;

(2) Where the Owner fails to remove the by-pass or take such action as is required to restore the Water Meter in accordance with the specifications set out in the Water Works By-law Resource Manual, the Premise shall be billed pursuant to the Consecutive Estimate Policy until such time as the Owner completes the removal and restoration to the satisfaction of the General Manager.

Access

5.17 Upon request of the General Manager, the Owner and Occupier of the Premises or Property on which the Water Meter is located shall provide free and clear access to:

- (1) the Water Meter, meter reading equipment, or other appurtenances, for the purposes of meter reading, inspection, repair, installation, maintenance, or removal; and,
- (2) the By-Pass Valve Assembly for the purposes of inspection, repair, installation, maintenance, or removal.

Responsibilities of the Owner and Occupier

5.18 The Owner and Occupier of the Premises or Property on which the Water Meter is located shall:

- (1) take all precautions necessary to prevent:
 - (a) damage to the Water Meter from any cause including frost, fire, hot water or vandalism; and
 - (b) the loss of the Water Meter, where it is removed from the Premises or Property without the consent of the General Manager, whether by theft or otherwise;
- (2) immediately notify the City of any leaks or problems with the Water Meter which may require repair or replacement;
- (3) immediately notify the City's Billing Agent of any abnormally high-water billing resulting from unexplained, extraordinary or unusual circumstances;
- (4) pay all applicable Fees and Charges for the repair or replacement of a lost, damaged or stolen Water Meter; and,
- (5) if the Property has a Water Meter Chamber, maintain the Water Meter Chamber in good condition, free of water, dirt, and debris.

Accuracy and Testing of Water Meters

5.19 (1) The accuracy of a Water Meter shall be measured in accordance with the Water Works By-law Resource Manual.

(2) In circumstances where water consumption is measured by a Primary Meter and one or more Submeters, any conflict between the measurements recorded by the Primary Meter and any Submeters shall be resolved in favour of the higher measurement.

5.20 Except as otherwise provided in section 7, where a Water Meter fails to record water consumption accurately, the Owner and Occupier shall pay the Average Daily Water Consumption for the Premises or Property until such time as the Water Meter is repaired or replaced to the satisfaction of the General Manager.

5.21 An Owner or Occupier may apply to have a Water Meter tested for accuracy by submitting a written request to the City's Billing Agent on the prescribed form as set out in the Water Works By-law Resource Manual.

5.22 Water Meter testing carried out by the General Manager pursuant to an application made under section 5.19 may be carried out at the Premises or off-site.

5.23 (1) Where a Water Meter tested for accuracy under section 5.19:

(a) is found to under-register or be within 2% of the upper accuracy limit set out in the AWWA Standards for all three flow rates, no adjustments will be made to the account for metered water rates; or

(b) is found to exceed 2% of the upper accuracy limit set out in the AWWA Standards at one or more of the tested flow rates, the Water Meter will be calibrated or removed from service, the account for metered water rates will be adjusted, and the prescribed Water Meter testing fee will be credited to the account.

(2) The metered water rate account adjustment under subsection 5.23(1)(b) will:

(a) be for a rate equal to the difference between the upper accuracy limit set out in the AWWA Standards and the accuracy percentage registered by the meter test, and

(b) not exceed a period of 120 days prior to the date on which the Water Meter was calibrated or removed from service.

Exceptions to section 5.2(1)

5.24 Despite section 5.2(1):

(1) The General Manager may approve the installation of additional Water Meters, in addition to the Primary Meter, as set forth below:

(a) The General Manager may approve any number of Submeters if such Submeters are required in connection with any land uses on a Non-Residential or Mixed-use Property; and

(b) The General Manager may approve further Submeters in connection with a Multi-Residential Property if each residential unit on the Multi-Residential Property will have a Submeter.

(2) A Service Line that only provides water to a Private Fire Protection System does not require a Water Meter.

PART 6 – FIRE PROTECTION SYSTEMS

6.1 This Part contains rules that apply to public fire hydrants and private fire protection systems.

Public Fire Hydrants

6.2 No person shall open or operate a Public Fire Hydrant unless the person opening or operating the Public Fire Hydrant is a member of any one or more of the following groups:

(1) A City staff member acting in the course of their duties;

(2) A member of a municipal Fire Department acting in the course of their duties; or,

(3) Another person authorized by the General Manager

6.3 No Person shall relocate an existing Public Fire Hydrant unless approved by the General Manager and such relocation, including the design of the Public Fire Hydrant so relocated, is in compliance with Applicable Law. If approved, the applicant shall pay all costs and expenses associated with the relocation of an existing Public Fire Hydrant, and the installation of a new Public Fire Hydrant, if required.

Private Fire Protection Systems

6.4 No Person shall install or maintain any part of a Private Fire Protection System other than in compliance with Applicable Law.

6.5 No Person shall use any water from any Private Fire Protection System which is connected to the Water Distribution System, for any purpose other than fire fighting or maintenance of the Private Fire Protection System except on written authority from the General Manager of Public Works.

6.6 (1) No Person shall relocate an existing Private Fire Hydrant without a Permit issued under this By-law and such relocation, including the design of the Private Fire Hydrant, is in compliance with Applicable Law.

(2) The applicant shall pay all costs and expenses associated with the relocation of an existing Private Fire Hydrant, and the installation of a new Private Fire Hydrant, if required.

PART 7 - PROTECTION OF WATER USERS AND THE WATER DISTRIBUTION SYSTEM

7.1 This Part contains rules that are designed to protect the integrity of the Water Distribution System and the health and safety of its users.

To Prevent Damage to Private Equipment

7.2 (1) No direct connection shall be made, maintained or used between a Service Line and Watermain and any steam boiler, condenser, air conditioning unit, or other plant or equipment liable to damage as a result of the shutting off of the water, or as a result of fluctuations in water pressure in the Watermain, but in all such cases, either the water for such equipment is to be drawn from a tank into which the water has first been discharged from the Service Line, or some other suitable arrangement, acceptable to the General Manager, is to be made.

To Prevent Damage to Products

(2) No direct connection shall be made, maintained or used, between a Service Line from the Watermain and any food vat or other plant or equipment in which the quality of any product might be adversely affected by fluctuations in the quantity or quality of any water supplied, but in all such cases, either the water for such purpose is to be drawn from a tank into which the water has first been discharged from the Service Line, or some other suitable arrangement, acceptable to the General Manager, is to be made.

(3) A tank or other arrangement made pursuant to subsections (1) and (2) shall not be considered an Auxiliary Water Supply.

To Protect Potability

- (4) No Person shall install, maintain or use any connection with any part of a water supply system which is or may be connected to a Watermain whereby foreign matter, or non-potable water may enter the Water Distribution System.

Prohibited Equipment

- 7.3 (1) No Person shall install, maintain or connect to the Water Distribution System any sump pump or other device deriving power from the Water Distribution System or any other water-using equipment not normally found in a plumbing system.

WASTING OF WATER **Lawn-Watering Restrictions**

7.4 No person using water supplied from the Water Distribution System shall water or permit to be watered any lawn, garden, or any sidewalk or Road, except during the days specified below.

- (1) In areas having municipal street addresses:
- (a) on that side of the street where the municipal numbers are odd, lawns, gardens, or Roads may be watered on odd-numbered days of the calendar month;
 - (b) on that side of the street where the municipal numbers are even, lawns, gardens, or Roads may be watered on even numbered days of the calendar month.
- (2) In areas having no municipal street address:
- (a) on the west or north side of the street, lawns, gardens, or Road may be watered on odd-numbered days of the calendar month;
 - (b) on the east or south side of the street, lawns, gardens, or Road may be watered on even-numbered days of the calendar month.

Shortage of Water

7.5 In the event of a water shortage resulting from any cause (including but not limited to an emergency), the General Manager may declare that there is a shortage of water and may prescribe further restrictions (including but not limited to the extension of lawn watering restriction) on the use of water as may seem necessary in the public interest.

Check Valves Required Where Two or More Services

- 7.6 (1) Wherever there are two or more residential Service Lines connected into one plumbing system or in to one Premises where there is an interconnection, each Service Line is to be provided with a City approved check valve so located as to prevent re-entry of water to the Watermain, installed and maintained at the expense of the Owner.
- (2) Where a residential water Service Line is a looped service, a check valve and a thermal expansion device must be installed and maintained at the expense of the Owner in the plumbing system as may be further detailed in the Water Works By-law Resource Manual.

Protection from Frost

- 7.7 No Person shall install, maintain or use any plumbing which is not properly protected to prevent freezing.

Vacant Premises

- 7.8 (1) Whenever any Premises having a water service becomes a Vacant Premise, the Owner of the Vacant Premise shall, within 60 days of the vacancy notify the General Manager, in writing, to shut off the water and shall pay the applicable Fees and Charges:
- (a) the applicable Fees and Charges for turning the water off and when the Premises is no longer a Vacant Premise, the applicable Fees and Charges shall be paid by the Owner for turning the water on again; and,
 - (b) the applicable Fees and Charges associated with the daily water fixed charge portion of the metered water rates during the time period that the water is shut off.
- (2) Where the Owner of a Vacant Premise fails to notify the General Manager of Public Works as set out in subsection (1), the City of Hamilton may, once aware of the Vacant Premise and upon at least 60 days of notification to the Owner, shut off the water.
- (3) Subsections (1) and (2) do not apply to a Water Service that provides water to a Private Fire Protection System.

PART 8 – PERMITS

- 8.1 This Part contains general rules applicable to all Permits issued under this By-law.

8.2 Permits under this By-law shall only be issued after the payment of the prescribed fee therefor.

8.3 If work requiring a Permit is carried out on private property, the Owner and Occupier shall provide free and clear access to the City for the purpose of inspecting and approving work. Water to any Premises or Property shall not be connected until the work is approved pursuant to an inspection carried out.

8.4 (1) No Person shall perform or permit others to perform work for which a Permit is required under this By-law without first obtaining a Permit in accordance with this By-law.

(2) Despite anything in this By-law requiring otherwise, Emergency Work may be performed without first obtaining a Permit if the General Manager is notified immediately upon discovery of the Emergency and a Permit is applied for the next business day after the General Manager is notified.

8.5 It is a condition of every Permit that all work shall be performed in accordance with Applicable Law.

8.6 It is a condition of every Permit that all work performed under a Permit shall be inspected by the City before it is put into service.

8.7 The Owner or its authorized representative shall apply for a Permit by submitting a complete application on the prescribed form that includes any materials, documents, or other things required by Applicable Law.

8.8 Every Permit issued under this By-law is the Property of the City and is not transferable.

8.9 The General Manager may refuse to issue any Permit if the applicant or the Person responsible for carrying out the work is not in compliance with this By-law or the Water Works By-law Resource Manual in respect of the Premises for which the Permit is sought.

8.10 The General Manager may refuse to issue a Water Service Permit if the Premises or Property does not lie along a Watermain, there is insufficient supply of water for the Premises or Property, or if the work for which the permit is sought would contravene Applicable Law.

8.11 The General Manager may refuse to issue a Private fire hydrant Relocation Permit if the proposed location is not sufficiently accessible to the Fire Department.

8.12 The General Manager may issue a Permit after receipt of a completed application including any revised or additional information required by the General Manager and the prescribed application fees. In addition to the requirements of this by-law, in making the

decision to issue or refuse a Permit, the General Manager shall have regard for the Water Works By-law Resource Manual.

8.13 Any permit issued by the General Manager under this by-law may be subject to such conditions as they may specify. Such conditions may include but are not limited to:

- (1) providing notice of commencement and completion of work;
- (2) identifying the Contractor or person carrying out any work;
- (3) specifying any qualifications or other requirements for any Contractor or person carrying out any work.
- (4) obtaining locates for utilities and making all necessary arrangements with respect to any utilities that will be impacted;
- (5) carrying out all the work at the Permit Holders expense;
- (6) in the event that the Contractor or person carrying out the work pursuant to (2) above is unsatisfactory to the General Manager, substituting an alternative which is satisfactory to the General Manager;
- (7) Performing any necessary restoration; and
- (8) providing performance security, including but not limited to a letter of credit.

8.14 (1) A Permit Holder shall immediately inform the General Manager of any change to:

- (a) the information contained in an application for a Permit;
- (b) the information contained in a Permit that has been issued;
- (c) the characteristics of the work for which the Permit has been issued;
- (d) cancellation of the work; or
- (e) any matter in relation to the satisfaction of any conditions imposed within a permit.

(2) The General Manager may require any one or more of revised or additional information, additional prescribed fees, or a fresh application with respect to a change under subsection 8.14(1).

8.15 The General Manager may:

- (1) alter or revoke the terms and conditions of any Permit after it has been issued; and,
- (2) add new conditions to any Permit.

8.16 A Permit expires on the earlier of:

- (1) if the Permit contains an expiry date, such date;
- (2) if the Permit does not contain an expiry date, 365 days after the Permit was issued;
- (3) on the date that the work is completed; or
- (4) on the date that the Permit is revoked.

8.17 (1) If the work will not be completed before the Permit expires under section 8.16, the Permit Holder may apply for an extension not less than seven days prior to the expiry date.

(2) The General Manager may approve an application for an extension having regard for:

- (a) work to be completed during the extension;
- (b) the progress of work up until the date of the application;
- (c) the performance of the Permit Holder up until the date of the application;
- (d) any potential conflict that may result from the extension with other planned or ongoing activity on, in or under the Road; and,
- (e) the safety and convenience of the public.

(3) A Permit Holder cannot apply for more than one extension and shall make a fresh application under subsection 4.2 for any other continuation or resumption of work commenced under an expired Permit.

8.18 The General Manager may revoke a Permit if, in the General Manager's opinion:

- (1) the Permit holder fails to comply with the conditions of a Permit, this By-law or the Water Works By-law Resource Manual;
- (2) the Permit holder substantially discontinues the work for a period of more than 180 days;

- (3) the Permit holder provides false or inaccurate information to the City in connection with the Permit;
- (4) the Permit holder or any Person doing work on behalf of the Permit Holder has failed to comply with any applicable statutes, regulations, standards, codes, by-laws, rules or similar requirements; and,
- (5) suspension or revocation is necessary as a result of an Emergency.

8.19 Notice of the suspension or revocation of a Permit may be given by contacting a Permit Holder in writing, by telephone or by email in accordance with the information provided on the Permit application.

PART 9 – ADMINISTRATION AND ENFORCEMENT

9.1 This Part contains those provisions necessary for the administration and enforcement of this By-law.

9.2 The General Manager is authorized to take such actions that are necessary to administer and enforce this By-law. Such actions include but are not limited to:

- (1) arranging for:
 - (a) the assistance or work of City staff, City agents or the assistance of police Officers;
 - (b) the making of orders or other requirements and the imposition of conditions as authorized under this By-law;
 - (c) the obtaining of court orders or warrants as may be required;
 - (d) the commencement of such actions on behalf of the City to recover costs or restrain contravention of this By-law as deemed necessary; and,
- (2) prescribing the format and content of any forms or other documents including the Water Works By-law Resource Manual under this By-law.

9.3 The General Manager, Director, Managers and all City employees in the Hamilton Water Division of the Public Works Department of the City of Hamilton are appointed as Municipal Law Enforcement Officers for the purposes of the administration and enforcement of this By-law and the applicable sections of the *Municipal Act, 2001*.

9.4 The General Manager may assign Municipal Law Enforcement Officers appointed under section 9.3 to enforce this By-law and Municipal Law Enforcement Officers so assigned or appointed by Council to enforce this By-law shall have the authority to:

- (1) carry out inspections;
- (2) make orders, commence prosecutions, or fulfill other requirements as authorized under this By-law and the Water Works By-law Resource Manual;
- (3) issue Permits; and,
- (4) give immediate effect to any orders or other requirements made under this By-law.

9.5 The General Manager may assign duties or delegate tasks under this By-law to be carried out in the General Manager's absence or otherwise.

Entry and Inspections

9.6 A Municipal Law Enforcement Officer may enter on land at any reasonable time and in accordance with the conditions set out in sections 435 and 437 of the *Municipal Act, 2001* for the purpose of carrying out an inspection to determine whether or not the following are being complied with:

- (1) an order or other requirement made under this By-law;
- (2) a condition of a Permit issued under this By-law; or,
- (3) an order made under section 431 of the *Municipal Act, 2001*.

9.7 A Municipal Law Enforcement Officer, for the purposes of the inspection under section 9.6 and in accordance with the conditions set out in section 436 of the *Municipal Act, 2001*, may:

- (1) require the production for inspection of documents or things relevant to the inspection;
- (2) inspect and remove documents or things relevant to the inspection for the purpose of making copies or extracts;
- (3) require information in writing or otherwise as required by a Municipal Law Enforcement Officer from any Person concerning a matter related to the inspection;

(4) alone or in conjunction with a Person possessing special or expert knowledge, make examinations or take tests, samples or photographs necessary for the purposes of the inspection.

9.8 A Municipal Law Enforcement Officer may undertake an inspection pursuant to an order issued by a provincial judge or justice of the peace under section 438 of the *Municipal Act, 2001*, in accordance with the conditions set out in that section, where the General Manager has been prevented or is likely to be prevented from carrying out an inspection under section 9.6.

Orders and Remedial Actions

9.9 If a Municipal Law Enforcement Officer is satisfied that a contravention of this By-law has occurred, the Municipal Law Enforcement Officer may make an order pursuant to Section 444 of the *Municipal Act, 2001* requiring the Person who contravened the By-law or who caused or permitted the contravention or the Owner or Occupier of the Property or Premises on which the contravention occurred to discontinue the contravening activity.

9.10 An order under section 9.9 shall set out:

- (1) reasonable particulars of the contravention adequate to identify the contravention and the location of the Property or Premises on which the contravention occurred; and,
- (2) the date or dates by which there must be compliance with the order, which may be of immediate effect should the Municipal Law Enforcement Officer determine that the circumstances warrant.

9.11 If an Municipal Law Enforcement Officer is satisfied that a contravention of this By-law has occurred, the Municipal Law Enforcement Officer may make an order pursuant to Section 445 of the *Municipal Act, 2001* requiring the Person who has contravened this By-law or who caused or permitted the contravention or the Owner or Occupier of a Property or Premises on which the contravention occurred to do work to correct the contravention.

9.12 An order under section 9.11 shall set out:

- (1) reasonable particulars of the contravention adequate to identify the contravention and the location of the Property or Premises on which the contravention occurred;
- (2) the work to be completed which may include but is not limited to requiring that prior to performing any work, all necessary Permits or other approvals be applied for and obtained;

- (3) the date or dates by which the work must be completed; and,
- (4) notice that if the order is not complied with, then the work may be done at the expense of the Person ordered to do the work.

9.13 An order under section 9.9 and 9.11 may be given by contacting a Permit Holder in writing or by email in accordance with the information provided on the Permit application or, if there is no Permit application, by contacting the Person the General Manager determines to be responsible for the work Personally or by registered mail at their last known address.

9.14 Where a time frame is set out in an order or other document for carrying out any action, a Municipal Law Enforcement Officer may extend the time for compliance beyond the established time frame provided such extension is required and is acceptable to the Municipal Law Enforcement Officer.

City Carrying Out Work

9.15 Where a Person does not comply with a direction or a requirement, including an order or a condition of a Permit under this By-law or the Municipal Act 2001 to do a matter or thing, the General Manager, with such assistance by others as may be required, may carry out such direction, requirement or order at the Person's expense.

9.16 Where the costs of doing a matter or thing under section 9.15 are estimated to be within the delegated Approval Authority as set out in the City's Procurement Policy By-law:

- (1) the General Manager may proceed without further approval in accordance with the delegated Approval Authority as set out in the City's Procurement Policy By-law; or,
- (2) the General Manager may proceed with approval of an authorized Person or of Council in accordance with delegated Approval Authority as set out in the City's Procurement Policy By-law.

9.17 The City may recover the costs of doing a matter or thing under section 9.15 and 9.16 by means of any one or more of:

- (1) bringing an action;
- (2) charging the applicable Fees and Charges.

9.18 The City reserves the right to call on or redeem any performance security or performance bonding in connection with work performed under section 9.15.

Water Shut-off

PART 10 – PENALTIES

10.1 This Part contains essential provisions in relation to the creation and application of penalties for the contravention of this By-law.

10.2 Every Person who contravenes any provision of this By-law is guilty of an offence and upon conviction is liable to a fine as provided for by the *Provincial Offences Act*, R.S.O. 1990, Chapter P.33, as amended.

Fine- for Contravention

10.3 Every person who contravenes a provision of this By-law and every director or officer of a corporation who knowingly concurs in a contravention by the corporation of a provision of this By-law, upon conviction, shall be liable to a fine of not less than \$50 and not more than \$50,000 for a first offence and to a fine of not less than \$100 and not more than \$75,000 for any subsequent offence.

Fine- for Contravention- Corporation

10.4 Despite Section 10.3, if a corporation is convicted of an offence under this By-law, it shall be liable to a fine of not less than \$495 and not more than \$100,000 for a first offence and to a fine of not less than \$1,000 and not more than \$100,000 for any subsequent offence.

Fine- for Contravention- Continuing Offence

10.5 Despite Section 10.3 and 10.4, in the case of a continuing offence, every person who contravenes any of the sections set out in this By-law and every director or officer of a corporation who knowingly concurs in a contravention by the corporation of any of this By-law, upon conviction, shall be liable to a fine of not less than \$100 and not more than \$10,000 for each day or part day that the offence continues and the total of all of the daily fines for the offence shall not be limited to \$100,000.

Fine- for Contravention- Continuing Office- Corporation

10.6 Despite Section 10.3, 10.4 and 10.5, in the case of a continuing offence, if a corporation is convicted of an offence for any of the sections set out in this By-law, it shall be liable to a fine of not less than \$495 and not more than \$10,000 for each day or part day that the offence continues and the total of all of the daily fines for the offence shall not be limited to \$100,000.

Special Fines

10.7 In addition to any other fine under Sections 10.3, 10.4, 10.5 or 10.6 or a combination of the foregoing, every person who gains an economic advantage or economic gain from contravening this By-law shall be liable to a special fine in an amount equal to the fair market value of the economic advantage or economic gain so obtained

from the contravention.

PART 11 - FEES AND CHARGES

11.1 The provisions of this Part are intended to become and are hereby included within and incorporated by reference into the Water and Wastewater/Storm Fees and Charges By-law.

Liability for Water Rates

11.2 The Owner and Occupier of a Premise or Property supplied with water from the Water Distribution System shall be jointly and severally liable to pay the prescribed water rates as set out in The Water and Wastewater/Storm User Fees and Charges By-law.

11.3 Unpaid and overdue accounts for fees and charges related to the consumption of water are subject to the Arrears Policy.

11.4 The Owner and Occupier shall be jointly and severally liable to pay the daily water fixed charge portion of the metered water rates whether the Water Meter is removed, or the water service is shut off at the Property line, until such time as the Service Line is permanently disconnected at the Watermain.

Rates Where Failure to Comply

11.5 In addition to any other remedy available under this By-law, where the Owner or Occupier fails or refuses to allow the installation of a Water Meter in accordance with section 5.3, the Owner and Occupier shall be jointly and severally liable to pay the Average Daily Water Consumption for the Premises until such time as the Water Meter is installed to the satisfaction of the General Manager.

11.6 (1) In addition to any other remedy available under this By-law, where access to the Water Meter is not provided in accordance with section 5.17, and where no representative or insufficient historical consumption exists for the account, the Owner and Occupier shall be jointly and severally liable to pay an estimated amount calculated in accordance with the Water and Wastewater Consecutive Estimated Accounts Policy PP-0009 approved by Council from time to time; until such time as access is provided.

(2) If the General Manager receives the consumption data for water actually supplied to the Premises or Property, and where such actual amount is greater than the estimated amounts invoiced under subsection 7.6(1), the Owner and Occupier shall be jointly and severally liable to pay for the greater amount.

Agreements for Water Supply

11.7 Where the City enters into an agreement for the supply of water with a municipality or the Owner or Occupier of any Property outside of the City, the rates payable shall be as set out in those agreements. Where the City enters into an agreement for the supply of non-potable water with the Owner or Occupier, the rates payable shall be as set out in those agreements. Except as explicitly provided in such agreements, or where there is an explicit conflict with such agreements, this By-law is in full force and effect.

Interpretation

11.8 If Fees and Charges are applicable to the receipt of any Permit, or to the granting of any exception or any other rights or privileges hereunder, the full payment of such Fees and Charges shall be a necessary prerequisite to the lawful exercise of any such Permits, exceptions, rights or privileges.

11.9 Inspection fees are in addition to and are not included within Permit fees.

PART 12 – REPEAL, TRANSITION AND ENACTMENT

12.1 This Part contains essential provisions respecting the repeal of the existing By-law, the enactment of this By-law, and other amendments and transitional provisions needed to support the coming into force of this By-law.

12.2 The Regional By-law No. R84-026 of The Regional Municipality of Hamilton-Wentworth is hereby repealed.

12.3 Every reference to the Regional By-law No. R84-026 predating the enactment of this By-law shall:

(1) Where the reference is in a City By-law or other legislative enactment of the City other than the Water and Wastewater/Storm Fees and Charges By-law (for which specific provision is made in section 12.5 below), such reference is hereby amended to be a reference to this By-law with the words “Hamilton Water Works By-law” substituted for the applicable reference to Regional By-law No. R84-026; and,

(2) Where the reference is in a document other than a City By-law or other legislative enactment of the City, such reference is hereby deemed to be a reference to this By-law.

12.4 Despite the repeal of By-law R84-026 under section 12.2:

(1) That by-law shall continue to apply to proceedings in respect of offences that occurred before its repeal; and,

(2) All approvals issued under that by-law that are in effect at the time of the repeal shall be deemed to be approvals issued under this By-law with all

necessary modifications, and all the rules, requirements and regulations of this By-law shall apply.

12.5 Despite section 12.3(1), the Water and Wastewater/Storm Fees and Charges By-law is amended by deleting section 11 and substituting the following therefor:

(1) This By-law shall be read and applied in accordance with the Hamilton Water Works By-law, including without limitation Part 11 thereof, and any matters or things contained in the Hamilton Water Works By-law shall:

(a) Prevail over the contents of this By-law in the event of any conflict or inconsistency; and,

(b) Incorporate any provisions or other requirements set forth therein in relation to Fees and Charges which are contained within the Hamilton Water Works By-law, but which are not in this By-law.

12.6 This By-law comes into force on the date of its passing.

PASSED this 13th day of December, 2023.

A. Horwath
Mayor

J. Pilon
Acting City Clerk

Authority: Item 3, Public Works Committee Report 22-004 (PW22013)
CM: March 30, 2022 Ward: 8

Bill No. 236

**CITY OF HAMILTON
BY-LAW NO. 23-**

**To Establish City of Hamilton Land
Described as Block 119 on Plan 62M-1118
as Part of Davinci Boulevard**

WHEREAS sections 8, 9 and 10 of the *Municipal Act, 2001* authorize the City of Hamilton to pass by-laws necessary or desirable for municipal purposes, and in particular by-laws with respect to highways; and

WHEREAS section 31(2) of the *Municipal Act, 2001* provides that land may only become a highway by virtue of a by-law establishing the highway.

NOW THEREFORE the Council of the City of Hamilton enacts as follows:

1. The land, owned by and located in the City of Hamilton, described as Block 119 on Plan 62M-1118, is established as a public highway, forming part of Davinci Boulevard;
2. The General Manager of Public Works or their authorized agent is authorized to establish the said land as a public highway.
3. This By-law comes into force on the date of its registration in the Land Registry Office (No. 62).

PASSED this 13th day of December, 2023.

A. Horwath
Mayor

J. Pilon
Acting City Clerk

Authority: Item 2, Public Health Committee Report 22-012 (BOH23017(b))
CM: December 13, 2023 Ward: City Wide

Bill No. 237

**CITY OF HAMILTON
BY-LAW NO. 23-**

**To Regulate Waterpipe Smoking in Public Places and Workplaces in the
City of Hamilton, and to Repeal By-law No. 23-170**

WHEREAS it is deemed expedient to repeal By-law 23-170 and to replace it with this By-law;

AND WHEREAS waterpipe smoking has been associated with various disease and poor health outcomes, including lung cancer, negative pregnancy outcomes, poor oral health, dental disease, respiratory illness and impaired lung function linked to tobacco waterpipe formulations, and carbon monoxide exposure and reduced lung capacity linked to nontobacco formulations;

AND WHEREAS waterpipe smoking, in general, negatively affects indoor air quality for indicators including carbon monoxide and particulate matter, which are closely related to potential impacts on human health;

AND WHEREAS, subsection 10 (2) of the *Municipal Act, 2001*, S.O. 2001, c. 25, (the "*Municipal Act, 2001*") provides that single-tier municipalities have the authority to pass bylaws respecting the health, safety and well-being of persons;

AND WHEREAS, section 115 of the *Municipal Act, 2001* provides that a municipality may prohibit or regulate the smoking of tobacco or cannabis in public places and workplaces;

AND WHEREAS it is desirable for the health, safety and well-being of the inhabitants of the city of Hamilton to prohibit the use of waterpipes in enclosed public places, enclosed workplaces and other specified areas within the city of Hamilton to protect individuals from conditions hazardous to human health;

NOW THEREFORE the Council of the City enacts as follows:

DEFINITIONS

"Authorized Staff" or "Authorized Person" means a municipal law enforcement officer, a public health inspector, a tobacco enforcement officer or any staff of the City whose duties

include those provided for or assigned under this By-law, and shall include the Director of Licensing and By-law Services, Director of Environmental Health (and their designate) and the Medical Officer of Health (and their designate) and shall also include a police officer;

“**City**” means the City of Hamilton;

“**Employee(s)**” means an individual who performs any work for, or supplies any service to an Operator, or an individual who receives any instruction or training in the activity, business, work, trade, occupation or profession of an Operator;

“**Enclosed Public Place(s)**” means the inside of any place, building or structure, or vehicle or conveyance or a part of any of them;

- a) that is covered by a roof; and
- b) to which the public is ordinarily invited or permitted access, either expressly or by implication, whether or not a fee is charged for entry;

“**Enclosed Workplace(s)**” means the inside of any place, building or structure or vehicle or conveyance or a part of any of them;

- a) that is covered by a roof; and
- b) that Employee(s) work in or frequent during the course of their employment whether or not they are acting in the course of their employment at the time;

“**Highway**” means a highway as defined in the *Highway Traffic Act*, R.S.O. 1990, c. H.8;

“**Medical Officer of Health**” means the Medical Officer of Health for the City, duly appointed to such position by the City, and their designate(s);

“**Operator**” means the Person, governing body or agency which alone or with others operates, manages, runs, controls, governs or directs activity carried on, or directs an Employee within an Enclosed Public Place, Enclosed Workplace, Recreational Property, Patio or other area specified by this By-law and includes the Person who is actually in charge thereof;

“**Patio**” means an outdoor area where:

- a) the public is ordinarily invited or permitted access, either expressly or by implication, whether or not a fee is charged for entry, or that is worked in or frequented by Employee(s) during the course of their employment, whether or not they are acting in the course of their employment at the time; and
- b) where food or drink may be served or sold or offered for consumption, or the area is part of or operated in conjunction with an area where food or drink may be served, sold or offered;

“**Person**” includes an individual or corporation;

“**Police Officer**” includes an officer of the Hamilton Police Service;

“**Property Owner**” includes:

- a) the registered owner(s) on title of the property;
- b) the Person, for the time being, managing or receiving the rent of the land or premises in connection with which the words are used, whether on the Person’s own account or as agent or trustee of any other Person, or who would receive the rent if the land and premises were let; and
- c) the lessee or occupant of the property;

“**Recreational Property**” means a park or place owned or operated by the City for recreational purposes including without limiting the generality of the foregoing a leash-free dog park, pool, recreation center, playground, skate-board park, beach, arena, stadium, or sports or playing field;

“**Roof**” means a physical barrier of any size, whether temporary or permanent, that covers an area or place or any part of an area or place and that is capable of excluding rain or impeding airflow, or both;

“**School**” means the lands or premises included in the definition of school under the *Education Act*, R.S.O 1990, c. E.2 (“Education Act”) or the building or the grounds surrounding the building of a private school as defined in that Act, where the private school is the sole occupant of the premises;

“**Smoke(s)**” or “**Smoking**” includes the use or carrying of any lighted or heated Waterpipe or any other equipment used to inhale, exhale, burn or heat any Smoking Product;

“**Smoking Product**” means tobacco, a tobacco-like product, a non-tobacco product, or any combination thereof with a purpose of being burned or heated to produce vapours, gases, or smoke which are inhaled, and shall include but is not limited to non-tobacco herbal shisha, and other plant material or oils intended for inhalation; and

“**Waterpipe**” means any smoking equipment used to burn or heat a Smoking Product, with which the vapour or smoke may be passed through a water basin before inhalation.

REQUIREMENTS AND PROHIBITIONS

1. No Person shall Smoke a Waterpipe in or on:

- a) an Enclosed Public Place;

- b) an Enclosed Workplace;
 - c) a Patio;
 - d) a Recreational Property; or
 - e) a School.
2. No Operator or Property Owner shall cause or permit a Person to smoke a Waterpipe in or on:
- a) an Enclosed Public Place;
 - b) an Enclosed Workplace;
 - c) a Patio;
 - d) a Recreational Property; or
 - e) a School.
3. No Property Owner shall cause or permit use of a building or other structure on their property that contains an Enclosed Public Place or an Enclosed Workplace in contravention of this By-law.
4. a) No Operator and no Employee working at an Enclosed Public Place operating as a bar or restaurant, a Patio, or Recreational Property shall cause or permit any Waterpipe or component of a Waterpipe to be displayed.
- b) Every Operator shall ensure that no Waterpipe or similar equipment remains in or on an Enclosed Public Place operating as a bar or restaurant or a Patio.
5. Every Operator shall:
- a) give notice to any Person Smoking a Waterpipe in an Enclosed Public Place, an Enclosed Workplace, a Patio, or School that Smoking is prohibited there; and
 - b) ensure that a Person who refuses to comply with a notice pursuant to subsection (a) does not remain in the Enclosed Public Place, Enclosed Workplace, Patio, or School.
6. The prohibitions in this By-law shall apply whether or not a notice is posted that Waterpipe Smoking is prohibited.
7. No Person shall hinder or obstruct, or attempt to hinder or obstruct, an Authorized Person who is exercising a power or performing a duty under this By-law.

EXEMPTIONS

8. This By-law does not apply to a Highway including a pedestrian sidewalk adjacent to a Highway, but does apply to public transportation vehicles, taxicabs, Enclosed Public Places, and Enclosed Workplaces on a Highway.

9. This By-law does not apply to the portion of a premises actually being used as a dwelling.

ADMINISTRATION AND ENFORCEMENT

10. The Medical Officer of Health is responsible for administration of this By-law. The Medical Officer of Health and Director of Licensing and By-law Services are responsible for enforcement of this By-law. The Medical Officer of Health and Director of Licensing and By-law Services may each appoint delegates or assign duties to City staff under this By-law.
11. City staff who carry out any action under this By-law are deemed to be Authorized Staff for the purposes of this By-law, in the absence of evidence to the contrary.
12. Authorized Staff may, at any reasonable time, enter and inspect land including all buildings, structures or parts thereof that are subject to this By-law for the purposes of determining compliance with this By-law or an Order thereunder. Despite the foregoing, any inspection of a room or place actually being used as a dwelling shall only be done in accordance with the requirements of the *Municipal Act, 2001*.
13. For the purposes of an inspection under section 12, Authorized Staff may,
- a) require the production for inspection of documents or things relevant to the inspection;
 - b) inspect and remove documents or things relevant to the inspection for the purposes of making copies or extracts;
 - c) require information from any Person concerning a matter related to the inspection; and
 - d) alone or in conjunction with a Person possessing special or expert knowledge, make examinations or take tests, samples or photographs necessary for the purposes of the inspection.
14. Where an Authorized Person is satisfied that a contravention of this By-law has occurred, the Authorized Person may make an order, in accordance with section 444 (1) of the *Municipal Act, 2001* (as amended or replaced) requiring the Person who contravened the By-law or who caused or permitted the contravention or owner or occupier of the land on which the contravention occurred to discontinue the contravening activity. An Order under this section shall set out the reasonable particulars of the contravention adequate to identify the contravention, the location of the land on which the contravention occurred, and the date by which there must be compliance with the order.

OFFENCES AND PENALTIES

15. Every Person, other than a corporation, who contravenes any provision of this By-law and every director or officer of a corporation who knowingly concurs in such contravention by a corporation is guilty of an offence and is liable, upon conviction, to a fine for each offence not exceeding:

- a) on a first offence under this by-law, ten thousand dollars (\$10,000); and
- b) on a subsequent offence under this by-law, twenty-five thousand dollars (\$25,000).

16. Every corporation that contravenes any provision of this By-law is guilty of an offence and is liable, upon conviction, to a fine for each offence not exceeding:

- a) on a first offence under this by-law, fifty thousand dollars (\$50,000); and
- b) on a subsequent offence under this By-law, one hundred thousand dollars (\$100,000).

17. If any Person is in contravention of any provision of this By-law and the contravention has not been corrected, the contravention of the provision shall be deemed to be a continuing offence for each day or part of a day that the contravention remains uncorrected. In the case of a continuing offence, for each day or part of a day that the offence continues, the maximum fine shall not exceed ten thousand dollars (\$10,000) but the total of all fines for each included offence shall not be limited to one hundred thousand dollars (\$100,000).

18. For the purposes of this By-law, subsequent offence means an offence which occurs after the date of conviction for an earlier offence under this By-law.

19. The fine amounts in this By-law are exclusive of costs, are created pursuant to the *Municipal Act, 2001* and are recoverable under the *Provincial Offences Act, R.S.O., 1990, c. P.33*.

20. The court in which a conviction under this By-law conviction has been entered and any court of competent jurisdiction thereafter, may make an order prohibiting the continuation or repetition of the offence by the Person convicted and such order shall be in addition to any other penalty imposed on the Person convicted.

MOST RESTRICTIVE PROVISION PREVAILS

21. In the event of differing requirements between any provision of this By-law and any applicable Act or regulation, the provision that is the most restrictive prevails.

SEVERABILITY

22. Should any section of this By-law be declared by a Court of competent jurisdiction to be ultra vires or illegal for any reason, the remaining parts shall nevertheless remain valid and binding, and shall be read as if the offending section or part had been struck out.

SHORT TITLE

23. This By-law may be referred to as the Hamilton Waterpipe By-law.

REPEAL

24. By-law 23-170 is hereby repealed.

EFFECTIVE DATE

25. The provisions of this By-law shall become effective on the date approved by City Council.

PASSED this 13th day of December, 2023.

A. Horwath
Mayor

J. Pilon
Acting City Clerk

Bill No. 238

CITY OF HAMILTON
BY-LAW NO. 23-
Respecting Removal of Part Lot Control
Block 1, Registered Plan No. 62M-1290, municipally known as 21, 23, 25, 27, and 29
Zoe Lane, Glanbrook and 9-79 Lloyd Davies Way, Glanbrook

WHEREAS sub-section 50(5) of the *Planning Act*, R.S.O. 1990, Chapter P.13, as amended, establishes part-lot control on land within registered plans of subdivision;

AND WHEREAS sub-section 50(7) of the *Planning Act*, provides as follows:

“**Designation of lands not subject to part lot control.** -- Despite subsection (5), the council of a local municipality may by by-law provide that subsection (5) does not apply to land that is within such registered plan or plans of subdivision or parts of them as are designated in the by-law.”

AND WHEREAS the Council of the City of Hamilton is desirous of enacting such a by-law with respect to the lands hereinafter described;

NOW THEREFORE the Council of the City of Hamilton enacts as follows:

1. Sub-section 5 of Section 50 of the *Planning Act*, for the purpose of creating 41 lots for street townhouse dwellings (Parts 1 to 71, inclusive) and 25 maintenance easements (Parts 47 to 71, inclusive), as shown on Deposited Reference Plan 62R-22226, shall not apply to the portion of the registered plan of subdivision that is designated as follows, namely:

Block 1, Registered Plan No. 62M-1290, in the City of Hamilton.

2. This by-law shall be registered on title to the said designated land and shall come into force and effect on the date of such registration.
3. This by-law shall expire and cease to be of any force or effect on the 13th day of December, 2025.

PASSED this 13th day of December, 2023.

A. Horwath
Mayor

J. Pilon
Acting City Clerk

Authority: Item 2, Planning Committee Report 23-020 (PED23242)
CM: December 13, 2023 Ward: 6

Bill No. 239

CITY OF HAMILTON

BY-LAW NO. 23-

To Amend Zoning By-law No. 6593 with Respect to Lands Located at 1400 Limeridge Road East, Hamilton

WHEREAS the *City of Hamilton Act*, 1999, Statutes of Ontario 1999 Chap. 14, Schedule C did incorporate, as of January 1, 2001, the municipality “City of Hamilton”;

AND WHEREAS the City of Hamilton is the successor to certain area municipalities, including the former area municipality known as “The Corporation of the City of Hamilton”, and is the successor of the former Regional Municipality, namely, “the Regional Municipality of Hamilton-Wentworth”;

AND WHEREAS the *City of Hamilton Act*, 1999, provides that the Zoning By-laws and Official Plans of the former area municipalities and the Official Plan of the former regional municipality continue in force in the City of Hamilton until subsequently amended or repealed by the Council or the City of Hamilton;

AND WHEREAS the Council of The Corporation of the City of Hamilton passed Zoning By-law No. 6593 (Hamilton) on the 25th day of July 1950, which by-law was approved by the Ontario Municipal Board by Order dated the 7th day of December 1951 (File No. P.F.C. 3821);

AND WHEREAS the Council, in approving Item 2 of Report 23-020 of the Planning Committee, at its meeting held on the 13th day of December, 2023, recommended that Zoning By-law No. 6593 (Hamilton) be amended as hereinafter provided;

AND WHEREAS this By-law is in conformity with the Urban Hamilton Official Plan;

NOW THEREFORE the Council of the City of Hamilton enacts as follows:

1. That Sheet No. E69b of the District Maps appended to and forming part of Zoning By-law No. 6593 (Hamilton), is amended by changing the zoning from the “D/S-222” and “D/S-1822” (Urban Protected Residential - One and Two Family Dwellings, etc.) District, Modified, to the “RT-20/S-1833” (Townhouse – Maisonette) District, Modified, the extent and boundaries of which are shown on a plan hereto annexed as Schedule “A”.

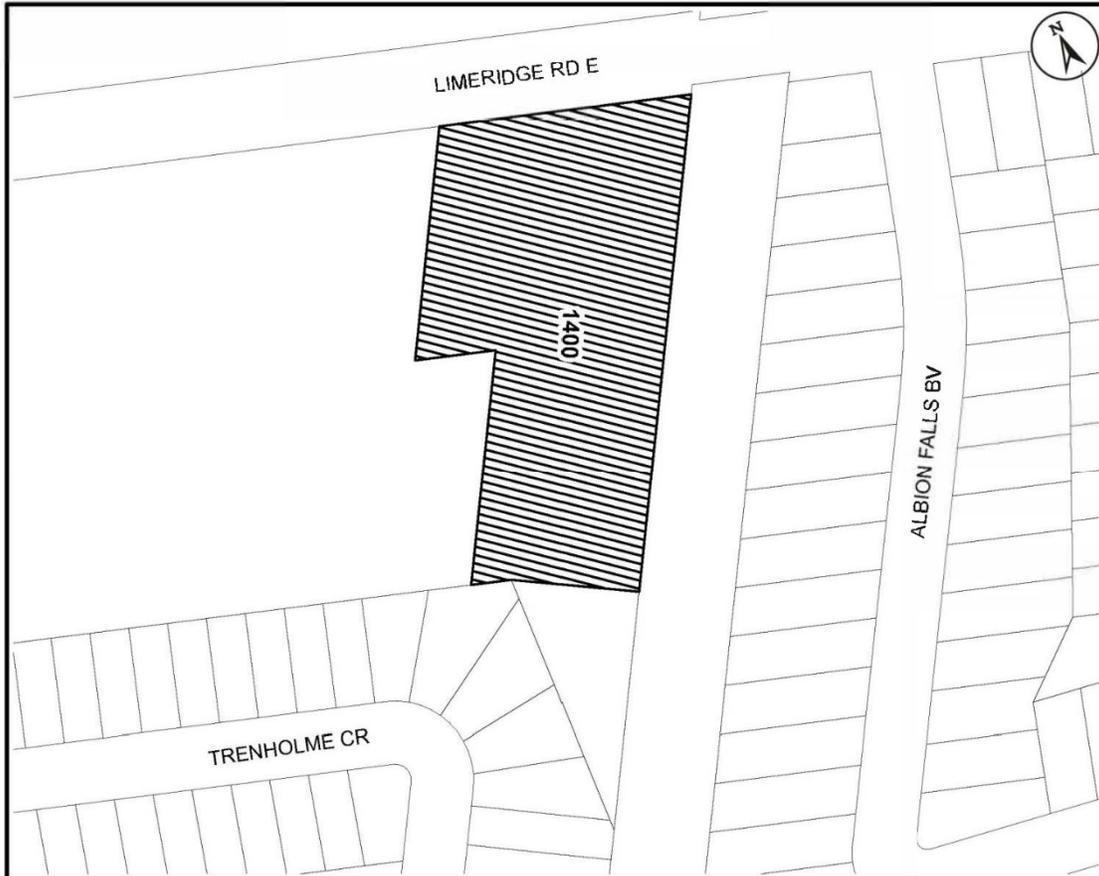
2. That the "RT-20" (Townhouse - Maisonette) District provisions, as contained in Section 10E of Zoning By-law No. 6593, applicable to the subject lands, be modified to include the following special requirements:
 - a) Notwithstanding Section 10E.(4)(b), a minimum westerly side yard having a width or depth no less than 4.3 metres where there are windows to a habitable room facing the yard.
 - b) Notwithstanding Section 10E.(5)(b) and Section 10E.(5)(c), a minimum distance not less than 6.0 metres between two exterior walls for buildings on the same lot, which contain windows to a habitable room.
 - c) Notwithstanding Section 10E.(8), a privacy area shall not be required for each single family dwelling unit.
 - d) Notwithstanding Section 18A(1)(a) and Section 18A – Table 1, a minimum 1.0 space per Class A dwelling unit shall be provided for a townhouse dwelling and maisonette dwelling.
 - e) Notwithstanding Section 18A(1)(b) and Section 18A – Table 2, a minimum 0.17 spaces per Class A dwelling unit shall be provided in addition to the parking spaces required for each townhouse dwelling and maisonette dwelling in subsection d), above.
 - f) Notwithstanding Section 18A (1)(c) and Section 18A – Table 3, no loading space shall be required.
 - g) That in addition to the dwelling units existing on the subject lands at the date of passing of this by-law, a maximum of 10 additional maisonette dwelling units shall be permitted.
3. That no building or structure shall be erected, altered, extended or enlarged, nor shall any building or structure or part thereof be used, nor shall any land be used, except in accordance with the "RT-20" District, subject to the special requirements referred to in Section 2 of this By-law.
4. That Sheet No. E69b of the District Maps is amended by marking the lands referred to in Section 1 of the By-law as "RT-20/S-1833" District.
5. That By-law No. 6593 is amended by adding this By-law to Section 19B as Schedule S-1833.
6. That the Clerk is hereby authorized and directed to proceed with the giving of notice of the passing of this By-law in accordance with the *Planning Act*.

PASSED this 13th day of December, 2023

A. Horwath
Mayor

J. Pilon
Acting City Clerk

ZAC-22-065



This is Schedule "A" to By-law No. 23- Passed the day of, 2023	----- <p style="text-align: center;">Mayor</p> ----- <p style="text-align: center;">Clerk</p>
---	---

<h2 style="margin: 0;">Schedule "A"</h2> <p style="margin: 10px 0 0 0;">Map forming Part of By-law No. 23-_____</p> <p style="margin: 0 0 0 0;">to Amend By-law No. 6593</p>	<p>Subject Property</p> <p>1400 Limeridge Road East, Hamilton</p> <p> Change in zoning from the "D-S/222" and "D-S/1822" (Urban Protected Residential - One And Two Family Dwellings, Etc.) District, Modified, to the "RT-20/S-1833" (Townhouse – Maisonette) District, Modified.</p>
--	---

Scale: N.T.S	File Name/Number: ZAC-22-065	
Date: November 22, 2023	Planner/Technician: AB/NB	
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT		

Authority: Item 3, Planning Committee Report 23-020 (PED23188)
CM: December 13, 2023 Ward: City Wide

Bill No. 240

**CITY OF HAMILTON
BY LAW NO. 23-**

**To Amend By-law No. 15-058,
A By-law Respecting Building Permits and Related Matters**

WHEREAS Council of the City of Hamilton desires to amend By-law No. 15-058, the Building By-law, to change Building Permit Fees;

AND WHEREAS public notice has been given and a public meeting held as required for this By-law;

AND WHEREAS section 7 of the *Building Code Act, 1992* authorizes Council of the City of Hamilton to pass by-laws concerning the issuance of permits and related matters;

NOW THEREFORE the Council of the City of Hamilton enacts as follows:

1. Schedule "A" of By-law No. 15-058 is deleted and replaced with Schedule "A" attached to and forming part of this By-law;
2. That in all other respects, By-law 15-058 is confirmed; and
3. This By-law comes into force on January 1, 2024.

PASSED this 13th day of December, 2023.

A. Horwath
Mayor

J. Pilon
Acting City Clerk

SCHEDULE “A” TO BUILDING BY-LAW NO. 15-058
RESPECTING CLASSES OF PERMITS AND FEES

PERMIT FEES

1. Permit fees shall be calculated based on the formula given below, unless otherwise specified in this schedule:

$$\text{Permit Fee} = \text{SI} \times \text{A}$$

Where SI = Service Index for the applicable Classification under Section 3 below of the work proposed, and A = floor area in m² of work involved.

2. (a) Permit fees shall be rounded off to the nearest full dollar.
- (b) Where the permit fee is in excess of \$50,000 an applicant may elect to pay 55% of the full permit fee at the time of building permit application and the balance at the time of permit issuance.
- (c) Fees noted in this Schedule are subject to Harmonized Sales Tax (H.S.T.) where applicable.

CLASSES OF PERMITS AND FEES

3. Permit fees shall be calculated using the following table:

TABLE 1 – CLASSES OF PERMITS AND FEES

Minimum Fee	
Minimum fee for processing and issuance of permits, except where specifically noted otherwise in this By-law	\$283
Group A (Assembly Occupancies)	Service Index (SI) \$/m ² unless otherwise indicated
All Recreation Facilities, Elementary Schools, Daycare Facilities, Libraries, Places of Worship, Restaurants, Theatres, Arenas, Gymnasiums, Indoor Pools, Secondary Schools and all other Group A Buildings	\$26.42
Portable Classrooms	\$422 per portable
Shell only	\$22.93
Finishing only	\$6.00
Non-Residential – Outdoor Patio	\$212 (flat fee)

Group B (Institutional Occupancies)	Service Index (SI) \$/m ² unless otherwise indicated
Institutional, Hospitals, Medical Care Facilities, Nursing Homes, and other Group B Buildings	\$31.57
Shell only	\$25.27
Finishing only	\$6.98
Group C (Residential Occupancies)	Service Index (SI) \$/m ² unless otherwise indicated
Detached house, semi-detached house or row house	\$17.79
Additional dwelling unit in an existing house	\$500 (Flat Fee)
Detached additional dwelling unit in the rear yard of a house	\$1,000 (Flat Fee)
Apartment buildings	\$17.79
Hotels, Motels	\$23.52
Other Residential Work (for a detached house, semi-detached house or row house)	Service Index (SI) \$/m ² unless otherwise indicated
Deck, balcony, open porch, stairs	\$5.20
Garage, storage shed	\$6.39
New basement, cold cellar	\$6.39
Finishing a basement	\$3.94
Residential greenhouse, open carport	\$5.20
Exterior barrier-free access	\$0.00
Group D (Business and Personal Services)	Service Index (SI) \$/m ² unless otherwise indicated
Office Buildings (up to 10 storeys) (Shell only)	\$17.76
Office Buildings (up to 10 storeys) (Finishing only)	\$5.68
Office Buildings (up to 10 storeys) (Finished)	\$23.44
Office Buildings (more than 10 storeys) (Shell only)	\$21.47
Office Buildings (more than 10 storeys) (Finishing only)	\$6.03
Office Buildings (more than 10 storeys) (Finished)	\$27.50

Group E (Mercantile)	Service Index (SI) \$/m ² unless otherwise indicated
Retail (Shell only)	\$14.56
Retail (Finishing only)	\$4.92
Retail (Finished)	\$19.47
Group F (Industrial)	Service Index (SI) \$/m ² unless otherwise indicated
Industrial (Shell only)	\$8.82
Industrial (Finishing only)	\$4.82
Industrial (Finished)	\$13.65
Parking Garages	\$8.06
Gas Stations	\$14.71
Subsurface Works (in addition to the regular permit fee)	Flat Fee Unless otherwise indicated
Foundation Permits	
Residential under Part 9 of Division B of the Building Code	\$440
Residential/Commercial/Industrial/Institutional under Part 3 of Division B of the Building Code (up to 1200 m ²)	\$1,092
Residential/Commercial/Industrial/Institutional under Part 3 of Division B of the Building Code (greater than 1200 m ²)	\$3,279
Excavation and Shoring	\$12.13 per linear metre
New water service (low density residential only)	\$182
New water service when included with a complete building permit application for a new building (low density residential only)	\$163
New sewer service (low density residential only)	\$182
New sewer service when included with a complete building permit application for a new building (low density residential only)	\$163

Designated Structures	Flat Fee
Retaining Wall	\$508
Crane Runway	\$508
Communication Tower	\$508
Exterior Storage Tanks and its supporting structure (including Silos)	\$508
Pedestrian Bridge/Walkway	\$508
Dish Antenna mounted on a Building (face area equal to or greater than 5 m ²)	\$508
Outdoor Public Spa	\$1,040
Outdoor Public Swimming Pool	\$2,059
Fire Protection Systems (stand alone – excludes relocation of components for existing system)	Service Index (SI) \$/m ² unless otherwise indicated
Electromagnetic Locks/Electric Strikes	\$241 each (maximum \$719)
Fire Alarm System	\$422 (flat fee)
Fire Fighting Water Reservoir	\$508 (flat fee)
Emergency Lighting/Exit Signs	\$422 (flat fee)
Sprinkler System	\$0.70
Standpipe System	\$422 (flat fee)
Combined Sprinkler and Standpipe System	\$0.70 (minimum \$422)
Mechanical Systems (stand alone)	Flat Fee
Commercial Cooking Exhaust System	\$422

Demolition (complete or partial building – not issued under Demolition Control By-law)	Service Index (SI) \$/m ² unless otherwise indicated
Residential – single/two family dwelling and townhouses	\$0.52
Accessory structures to a residential use or partial demolition of a single/two family dwelling and townhouses	\$0.52 (\$182 minimum)
Non-residential and multi residential	\$0.52 (\$450 minimum)
Plumbing Devices (stand alone)	Flat Fee
Backflow Preventer	
For first premise or zone device	\$283
For each additional premise or zone device	\$182
Backwater Valve	\$283
Grease/Oil Interceptor	\$283
Renewable (Green) Energy Systems	Flat Fee
Geothermal System for a Single/Two Family Dwelling	\$508
Geothermal System for all other Buildings	\$681
Solar Collector for a Single/Two Family Dwelling	\$283
Solar Collector for all other Buildings	\$508
Wind Turbine	\$508
Sewage Systems	Flat Fee
To construct a sewage system pursuant to the provisions of the Act	\$981
To construct a Class 5 sewage systems or to repair a sewage system pursuant to the provisions of the Act	\$601
Sewage System Maintenance Inspection Program	\$275

Signs	Flat Fee
Ground Sign with a sign area of less than or equal to 2.5 m ²	\$253
Ground Sign with a sign area of greater than 2.5 m ² and up to 4.0 m ²	\$445
Ground Sign with a sign area greater than 4.0 m ²	\$890
Awning, Canopy, Marquee, Parapet, Projecting and Wall Signs	\$445
Billboard	\$890
Other Classifications (not previously listed)	Service Index (SI) \$/m ² unless otherwise indicated
Accessory structures, garage, storage shed, new basement, cold cellar, unenclosed canopies, air supported structures	\$6.39
Farm Buildings	\$3.26
Greenhouses	\$1.95 (Maximum \$6,427)
Temporary Structures	
Tents	\$2.12 (Maximum \$450)
Sales Offices	\$17.38
Construction Trailers	\$13.75
Stages	\$283 (flat fee)
Other Structures (intended to be used for less than 6 months)	\$283 (flat fee)
Residential greenhouses, deck, balcony, open porch, exterior stair, ramp, open carport, terraces, exterior roof amenity areas	\$5.20
Balcony Guard (replacement only)	\$3.06 per linear metre
Balcony Repairs (localized concrete repairs including guards)	\$30.60 per balcony
Slab Reconstruction (other than Balconies)	\$6.12
Shelf and Rack Storage	\$981 (flat fee)

Other Classifications (not previously listed) (continued)	Service Index (SI) \$/m ² unless otherwise indicated
Dust Collector	\$508 (flat fee)
Paint Booth	\$508(flat fee)
Alterations/partitioning/renovations to existing finished areas (where no building systems are being installed or altered), relocation/moving permits	\$3.94
Re-roofing without any structural changes (except for buildings containing less than 4 dwelling units or townhouses)	\$0.34
Administrative Fees	Flat Fee
Additional Plan Review (Resubmission) Where a non-compliant resubmission is submitted above and beyond the first resubmission	\$182 (per hour of review time)
Additional Permit Fee (Revision) Where an applicant makes a material change to a plan, specification, document, or other information, following the issuance of a building permit (includes first hour of review time)	\$182
For each additional hour, or part thereof, of review time	\$182
Alternative Solution Application for an Alternative Solution under Section 2.1, of Division C, of the Building Code (up to 4 hours review time)	\$657
For each additional hour, or part thereof, of review time	\$182
Applicable Law Review Review and consultation for Applicable Law requirements	\$277
Building Code Compliance Letters Written requests for information concerning a building's compliance with the current Building Code	\$182 (per hour of review time)
Change of Use Permit Change of use Permit with no construction	\$283
Conditional Permit Fee Review and approval of Conditional Permit Agreements/Undertakings	10% of permit fee (minimum \$1,183, maximum \$4,143)

Administrative Fees (continued)	Flat Fee
<p>Fire Watch/Fire Plan Review and approval of Fire Watch/Fire Plans during construction</p>	<p>\$593</p>
<p>Limiting Distance Agreements For Review and approval of Limiting Distance Agreements under the Ontario Building Code</p>	<p>\$641</p>
<p>Occupancy Permit of an Unfinished Building</p> <p>Occupancy Permit for an Unfinished Residential Building (fee is for each individual Occupancy Permit request)</p> <p>Occupancy Permit for all other Unfinished Buildings (fee is for each individual Occupancy Permit request)</p>	<p>\$182 (+ \$44.50 for each additional unit)</p> <p>\$593</p>
<p>Permit or Application Extensions Extension of a building permit or permit application where no revisions are required</p>	<p>\$182</p>
<p>Pre-Consultation Building Code preliminary design consultation/review for proposed designs prior to a complete permit application being submitted</p>	<p>\$182 (per hour of review time)</p>
<p>Premature/Additional Inspections Where an inspection request is premature and the inspector must re-attend the site to complete the necessary inspection, or an additional inspection is requested or required</p>	<p>\$241 (per inspection)</p>
<p>Stock Plans Review of stock plans for new single-family dwellings in a Plan of Subdivision prior to a complete permit application being submitted</p>	<p>\$460</p>
<p>Suspended Permit Where an inspection is requested for a Permit that has been suspended</p>	<p>\$241 (per inspection)</p>
<p>Transfer of Permit Where ownership changes on a property and there are no other changes to the project or the professional services required.</p>	<p>\$182</p>

4. Where no new floor area is created, or where materials, systems or equipment regulated by the Building Code render it impossible to determine the permit fee on the basis of the classifications noted in this Schedule, the permit fee payable shall be 1% of the prescribed value as determined by the Chief Building Official under Subsection 6.1 of this By-law, subject to a minimum fee as per Section 3 of this Schedule.
5. The total fees under this Schedule and Schedule "C" shall be paid prior to the issuance of a permit.

6. **INTERPRETATION**

In addition to referring to the Act and the Building Code in determining the fees under this By-law, the Chief Building Official may have regard to the following explanatory notes as may be needed in the calculation of permit fees:

- (a) Floor area of the proposed work is to be measured to the outer face of exterior walls and to the centre line of party walls or demising walls (but excluding residential garages);
- (b) In the case of interior alterations or renovations, area of proposed work is the actual space receiving the work (e.g. tenant space);
- (c) Mechanical penthouses and floors, mezzanines, lofts, habitable attics, balconies, terraces and exterior roof amenity areas are to be included in all floor area calculations;
- (d) Except for interconnected floor spaces, no deduction is made for openings within the floor area (e.g. stairs, elevators, escalators, shafts, ducts, and similar openings);
- (e) Unfinished basements for single family dwellings, semis, duplexes and townhouses are not included in the floor area;
- (f) Attached garages and fireplaces are included in the permit fee for individual dwelling units;
- (g) Where interior alterations and renovations require relocation of sprinkler heads or fire alarm components, no additional charge is applicable;
- (h) Corridors, lobbies, washrooms, lounges, and similar areas are to be included and classified according to the major classification for the floor area on which they are located;
- (i) The occupancy categories in the Schedule correspond with the occupancy classifications in the Building Code. For mixed occupancy floor areas, the Service Index for each applicable occupancy category shall be used with the floor area associated with the occupancy.

- (j) A temporary building is considered to be a building that will be erected for not more than one year; and,
- (k) Where a change of use permit is subject to a fee based on floor area, “floor area” shall mean the total floor space of all storeys subject to the change of use.

Authority: Item 4, General Issues Committee (Budget) Report 23-022 (FCS23100)
CM: December 13, 2023 Ward: City Wide

Bill No. 241

**CITY OF HAMILTON
BY-LAW NO. 23-**

**A By-law to Establish the 2024 Water and Wastewater/Storm Fees and Charges
for Services, Activities and Use of Property Provided by the City of Hamilton**

WHEREAS sections 9, 10 and 391 of the *Municipal Act, 2001*, authorize a municipality to pass by-laws imposing fees or charges for services or activities provided or done by or on behalf of the municipality and for the use of the municipality's property, including property under its control;

AND WHEREAS pursuant to sections 8, 9 and 10 of the *Municipal Act, 2001*, a municipality may pass by-laws respecting public assets of the municipality acquired for the purpose of exercising its authority under the *Municipal Act, 2001* or any other Act, and respecting services that the municipality considers necessary or desirable for the public, including the provision of public utilities such as water and sewage, as defined in the *Municipal Act, 2001*;

AND WHEREAS the City of Hamilton wishes to establish and maintain in one by-law a list of all of its water and wastewater/storm services and activities and the use of property subject to fees or charges, as well as, the amount of each fee or charge;

AND WHEREAS on the 27th day of November 2023, the General Issues Committee (Budget) approved Report FCS23100, 2024 Recommended Water, Wastewater and Stormwater Rate Supported Budget and authorized the 2024 water and wastewater/storm fees and charges set out herein;

AND WHEREAS notice of the 2024 water and wastewater/storm fees and charges set out herein has been given in accordance with the provisions of the City of Hamilton's Public Notice Policy By-law No. 07-351.

NOW THEREFORE the Council of the City of Hamilton enacts as follows:

1. The water and wastewater/storm fees and charges identified under the headings of Daily Water & Wastewater/Storm Fixed Charges, Metered Water Consumption Charges, Wastewater/Storm Treatment Charges, and Non-Metered Annual Water and Wastewater/Storm Rate on Schedule "A" attached hereto, shall be imposed by the City of Hamilton for those services, activities and use of property provided by the City of Hamilton.
2. The water and wastewater/storm fees and charges identified as the "2024 Approved Fee or Charge" on Schedule "B" attached hereto, shall be imposed by

the City of Hamilton for those services, activities and use of property provided by the City of Hamilton and identified as the “Service Offered” on the said Schedule “B”.

3. (1) The fees and charges approved and imposed under section 2 are subject to any adjustment authorized by a statute, regulation or by-law in respect of the calculation or administration of a fee or charge, such adjustment to be effective as provided for in such statute, regulation or by-law.
- (2) Despite sections 1 and 2, any fee or charge:
 - (a) authorized by a by-law that comes into effect on the same or a later date than this By-law; or
 - (b) included in a valid agreement entered into by the City of Hamilton and one or more other parties,shall be the approved and imposed fee or charge for the service, activity or use of property specified.
4. The water and wastewater fees and charges listed in Schedules “A” and “B” attached hereto are subject to the Harmonized Sales Tax (H.S.T.), where applicable.
5. The fees and charges imposed by this by-law are due and payable:
 - (a) at the time of the transaction for which the fee or charge is imposed; or
 - (b) if subsection 5(a) is not applicable, upon the due date specified in any invoice issued by the City of Hamilton or by any other body acting on behalf of the City of Hamilton to any person in connection with a fee or charge imposed by this By-law.
6. Late payment charges shall be added to all unpaid fees and charges as follows:
 - (a) for the fees and charges set out in Schedule “A” and Schedule “B” attached hereto, when billed by a third party on behalf of the City of Hamilton, a rate of 1.5% per month calculated daily on any overdue amount, or such other rate as is approved by Council;
 - (b) for the fees and charges set out in Schedule “A” and Schedule “B” attached hereto, when billed by the City of Hamilton, the current prime rate plus 2%, adjusted quarterly, on any overdue amount, or such other rate as is approved by Council.

7. All unpaid fees or charges imposed by this By-law on a person are a debt due to the City of Hamilton and the City of Hamilton may take such action as it considers necessary and as permitted by law to collect the debt.
8. Where all or part of a fee or charge imposed by this By-law relates to fees and charges for the supply of a public utility, as defined in the *Municipal Act, 2001*, and remains unpaid, such fee or charge may be added to the tax roll for the property to which the public utility was supplied, and collected in like manner as municipal taxes.
9. Where all or part of a fee or charge imposed by this By-law relates to fees and charges other than those set out in section 8 of this By-law, and remains unpaid, such fee or charge may be added to the tax roll for the property for which all of the owners are responsible for payment of the fee or charge, and collected in like manner as municipal taxes.
10. Each provision of this By-law, including Schedules “A” and “B”, continues in force until amended, repealed or replaced (by by-law or by a resolution of the Council of the City of Hamilton confirmed by by-law) and for greater certainty this includes continuing in force after December 31, 2024 until amended, repealed or replaced.
11. This By-law shall be read and applied in accordance with the Hamilton Water Works By-law, including without limitation Part 11 thereof, and any matters or things contained in the Hamilton Water Works By-law shall:
 - (a) Prevail over the contents of this By-law in the event of any conflict or inconsistency; and,
 - (b) Incorporate any provisions or other requirements set forth therein in relation to Fees and Charges which are contained within the Hamilton Water Works By-law, but which are not in this By-law.
12. Should any part of this By-law, including any part of Schedule “A” and/or Schedule “B” attached hereto, be determined by a court of competent jurisdiction to be invalid or of no force, it is the stated intention of Council that such invalid part of this By-law shall be severable from this By-law and that the remainder of this By-law, including the remainder of Schedule “A” and/or “B”, as applicable, shall continue to operate and be in force.
13. Schedules “A” and “B” are attached to and form part of this By-law.
14. This By-law may be referred to as the “Water and Wastewater/Storm Fees and Charges By-law”.
15. By-law No. 22-275, being a by-law to establish the 2023 Water and Wastewater/Storm Fees and Charges for Services, Activities and Use of Property Provided by the City of Hamilton, is repealed upon the coming into force of this By-law.

16. The repeal of By-law 22-275, or any of its predecessors does not:
- (a) affect the previous operation of the repealed by-law;
 - (b) affect a right, privilege, obligation or liability that came into existence under the repealed by-law;
 - (c) affect an offence committed against the repealed by-law, or any penalty, forfeiture or punishment incurred in connection with the offence;
 - (d) affect an investigation, proceeding or remedy in respect of a right, privilege, obligation or liability that came into existence under the repealed by-law.
17. This By-law comes into force on January 1, 2024.

PASSED this 13th day of December, 2023.

A. Horwath
Mayor

J. Pilon
Acting City Clerk

CITY OF HAMILTON
2024 WATER AND WASTEWATER/STORM FEES AND CHARGES
Effective January 1, 2024

A) Daily Water & Wastewater/Storm Fixed Charges

The fixed daily charge is not related to the direct costs of consumption and are not dependent upon or related to the amount of consumption incurred. The fixed charges are intended to offset the fixed costs of maintaining the water, wastewater and storm systems.

Meter Size	Water Rate	Wastewater/ Rate	Storm
15 mm	\$ 0.48	\$	0.52
16 mm	\$ 0.48	\$	0.52
20 mm	\$ 0.48	\$	0.52
21 mm	\$ 0.48	\$	0.52
25 mm	\$ 1.20	\$	1.30
38 mm	\$ 2.40	\$	2.60
50 mm	\$ 3.84	\$	4.16
75 mm	\$ 7.68	\$	8.32
100 mm	\$ 12.00	\$	13.00
150 mm	\$ 24.00	\$	26.00
200 mm	\$ 38.40	\$	41.60
250 mm	\$ 55.20	\$	59.80
300 mm	\$ 81.60	\$	88.40

B) Metered Water Consumption Charges

Water consumption shall be charged on a per cubic metre basis at the rates indicated in the table below. The total monthly Water Consumption Charge is the sum of usage in all blocks at the rate for each block.

Consumption Block	Monthly Water Consumption (m3)	Residential Meter Size <25mm	Residential Meter Size =>25mm and Commercial, Institutional & Industrial
		Rate (\$/m3)	Rate (\$/m3)
1	0-10	1.07	2.13
2	>10	2.13	2.13

C) Wastewater/Storm Treatment Charges

Wastewater/Storm Treatment Charges are based on metered water consumption and the cost of wastewater collection and treatment, and stormwater management. Charges are on a per cubic metre basis at the rates indicated in the table below. The total monthly Wastewater/Storm Treatment Charge is the sum of usage in all blocks at the rate for each block.

Treatment Block	Monthly Water Consumption (m3)	Residential Meter Size <25mm	Residential Meter Size =>25mm and Commercial, Institutional & Industrial
		Rate (\$/m3)	Rate (\$/m3)
1	0-10	1.08	2.15
2	>10	2.15	2.15

D) Non-Metered Annual Water & Wastewater/Storm Rate

Flat Rate Water Customers Annual Rate: \$777.45

Flat Rate Wastewater/Storm Customers Annual Rate: \$784.75

Combined Flat Rate Water & Wastewater/Storm Customers Annual Rate: \$1,562.20

City of Hamilton - 2024 Private Fire Line Rates

This service shall consist of permanent unmetered connections to the main for the purpose of supplying water to private fire protection systems such as automatic sprinkler systems, standpipes and private hydrants. This service shall also include reasonable quantities of water used for testing check valves and other backflow protection devices.

Unmetered Service

Size of Connection		Monthly Rate
mm	inches	
25	1	\$ 4.67
38	1.5	\$ 10.74
50	2	\$ 18.68
75	3	\$ 42.02
100	4	\$ 74.70
150	6	\$ 168.08
200	8	\$ 298.81
250	10	\$ 298.81
300	12	\$ 298.81

2024 PROPOSED USER FEES AND CHARGES

**PUBLIC WORKS
HAMILTON WATER**

For Billing Purposes
Regular Hours: After
Hours:

M - F: 7:00am - 4:30pm
M - F: 4:30pm - 7:00am,
Weekends and Holidays

Dept. By-Law #	Ref #	Service Offered	2024 Proposed Fee	HST (y/n)	2024 including HST (if applicable)
R84-026	1	WATER DISTRIBUTION			
		Water Meter Permit Fee			
		Note: Charged for first-time meter installations. Includes supply and installation of water meter and remote reading device by the City/meter contractor and related inspection. Approval by the Supervisor of Meter Operations is required for new installation of alternative meter types not shown below.			
		1a) 16mm (5/8"x3/4") Displacement	\$359.70	n	\$359.70
		1b) 20mm (3/4") Displacement	\$404.60	n	\$404.60
		1c) 21mm (3/4"x1") Displacement	\$404.60	n	\$404.60
		1d) 25mm (1") Displacement	\$559.40	n	\$559.40
		1e) 38mm (1.5") Displacement	\$1,121.03	n	\$1,121.03
		1f) 50mm (2") Displacement	\$1,284.78	n	\$1,284.78
		1g) 50mm (2") Compound with strainer	\$3,316.40	n	\$3,316.40
		1h) 100mm (4") Compound with strainer	\$5,444.47	n	\$5,444.47
		1i) 150mm (6") Compound with strainer	\$11,495.85	n	\$11,495.85
		1j) 100mm (4") Fire Service Compound	\$11,187.62	n	\$11,187.62
		1k) 150mm (6") Fire Service Compound	\$17,621.08	n	\$17,621.08
		1l) 200mm (8") Fire Service Compound	\$24,358.00	n	\$24,358.00
1m) 250mm (10") Fire Service Compound	\$31,887.59	n	\$31,887.59		
1n) Radio Remote Read Equipment Installation	\$285.90	n	\$285.90		
1o) Radio Remote Read Equipment Installation in Chamber	\$1,145.70	n	\$1,145.70		
R84-026	2	Water Meter Removal Fee			
		Note: Cost to remove a meter prior to the building being demolished and/or the water service being decommissioned or abandoned. Failure to have the meter removed prior to the building being demolished will incur a meter replacement cost charge. <i>Does not include a turn water off fee, which is required and charged separately as per Section 14 of this schedule.</i>			
		2a) 16mm (5/8"x3/4") Displacement	\$126.74	y	\$143.21
		2b) 20mm (3/4") Displacement	\$126.74	y	\$143.21
		2c) 21mm (3/4"x1") Displacement	\$126.74	y	\$143.21
		2d) 25mm (1") Displacement	\$126.74	y	\$143.21
2e) 38mm (1.5") - 250mm (10") Meters (cost depends on size, labour, and meter location)	Cost + 10% OH	y	Cost + 10% OH		
R84-026	3	Water Meter Inspection Services			
		Note: Cost for customer requested service relating to meter investigation			
		3a) Regular Hours Inspection	\$134.35	y	\$151.82
		3b) After Hours Inspection	\$174.29	y	\$196.95
		3c) Same Day Inspection	\$300.13	y	\$339.14

Costs not specifically addressed in the schedule will be invoiced at Actual Cost plus overhead

For general inquiries, please call (905) 546-4426 between 8:30am - 4:30pm

Dept. By-Law #	Ref #	Service Offered	2024 Proposed Fee	HST (y/n)	2024 including HST (if applicable)
R84-026	4	Replacement Cost for Lost Meter			
		Note: Cost to replace a meter that has been lost, stolen or damaged. Includes meter, installation and administrative costs.			
		4a) 15mm (5/8") Displacement	\$284.45	y	\$321.43
		4b) 16mm (5/8"x3/4") Displacement	\$284.45	y	\$321.43
		4c) 20mm (3/4") Displacement	\$342.24	y	\$386.73
		4d) 21mm (3/4"x1") Displacement	\$342.24	y	\$386.73
		4e) 25mm (1") Displacement	\$407.74	y	\$460.75
4f) 38mm (1.5") - 250mm (10") Meters (cost depends on size, labour, and meter location)	Cost + 10% OH	y	Cost + 10% OH		
R84-026	5	Bench Testing Water Meters			
		Note: Cost to have a water meter tested for accuracy. If the meter tests within the accuracy standards as set out by AWWA then the property owner is responsible for the cost of the test and the replacement cost of the water meter; otherwise cost borne by the City. Fee includes removal of existing meter and installation of replacement meter.			
		5a) 15 mm & 16 mm Diameter	\$491.22	y	\$555.08
		5b) 16-25mm Diameter - Test where meter has been removed from service within prior 90 days	\$222.10	y	\$250.97

2024 PROPOSED USER FEES AND CHARGES

**PUBLIC WORKS
HAMILTON WATER**

For Billing Purposes
Regular Hours: After
Hours: Hours:

M - F: 7:00am - 4:30pm
M - F: 4:30pm - 7:00am,
Weekends and Holidays

5c)	20 mm Diameter	\$558.86	y	\$631.51
5d)	25 mm Diameter	\$662.07	y	\$748.14
5e)	38 mm Diameter	\$1,359.44	y	\$1,536.17
5f)	50 mm Diameter	\$1,578.14	y	\$1,783.29
5g)	100 mm plus diameter (In Situ testing)	\$1,243.65	y	\$1,405.33

Costs not specifically addressed in the schedule will be invoiced at Actual Cost plus overhead

For general inquiries, please call (905) 546-4426 between 8:30am - 4:30pm

Dept. By-Law #	Ref #	Service Offered	2024 Proposed Fee	HST (y/n)	2024 including HST (if applicable)
10-103	6	Backflow Prevention Program Note: Costs for contractor registration fee, administration fees for processing backflow prevention test reports and survey forms.			
	6a)	Annual Program Registration Fee	\$157.49	y	\$177.96
	6b)	Test Report receipt and processing (per submission of each test report)	\$64.63	y	\$73.03
	6c)	Cross Connection Survey Form processing (per form upon submission)	\$186.23	y	\$210.44
	6d)	Backflow Prevention Device Investigation - Regular Hours	\$156.88	y	\$177.28
	6e)	Backflow Prevention Device Investigation - After Hours	\$214.35	y	\$242.22
R84-026	7	Construction Water Note: Charge for unmetered water used for construction prior to meter installation. Paid at the time of submitting building permit payment.			
	7a)	Single Residential (per lot or townhouse)	\$129.84	n	\$129.84
	7b)	Multi-residential (per apartment/condo unit)	\$60.87	n	\$60.87
	7c)	Industrial/Commercial/Institutional (\$/1,000 sqft of building area or \$/ha where no structure is constructed)	\$42.66	n	\$42.66
	8	Hydrant/Road Adaptor Fees Note: Costs to install or remove water meter & backflow prevention device. When moving a hydrant/road adaptor from one site to another for the same customer, both removal & installation fees apply. This service requires a usage deposit and a damage deposit.			
R84-026	8a)	Usage Cost (Metered Hauled Water Rate/m³)	\$3.20	n	\$3.20
R84-026	8b)	Hydrant/Road Adaptor Connection/Disconnection Fee (Regular Hours-Fee for Both Services)	\$187.77	n	\$187.77
R84-026	8c)	Hydrant/Road Adaptor Connection/Disconnection Fee (After Hours/Emergency-Fee for Both Services)	\$363.85	n	\$363.85
R84-026	8d)	Non-Refundable Usage Deposit	\$370.08	n	\$370.08
R84-026	8e)	Security/Damage Deposit	\$6,000.00	n	\$6,000.00
R84-026	8f)	Hydrant/road adaptor rental fee for initial 7 days	\$89.57	n	\$89.57
R84-026	8g)	Per Diem hydrant/road adaptor rental fee after initial 7 days	\$6.27	n	\$6.27
R84-026	8h)	Hydrant Adaptor Backflow Prevention Device Testing (Regular Hours)	\$113.41	n	\$113.41
R84-026	8i)	Hydrant Adaptor Backflow Prevention Device Testing (After Hours / Emergency)	\$195.26	n	\$195.26
R84-026	9	Private Water Station Agreement Fees Annual Renewal	\$422.82	n	\$422.82
R84-026	10	Water Haulage Fees			
	10a)	Annual Water Haulage Permit Fee Note: Annual license fee to utilize the City's public filling stations.	\$65.36	y	\$73.86
	10b)	Account review Note: Costs charged for administrative services to provide customer account information for personal or taxation purposes.	\$100.45	y	\$113.51
R84-026	11	General Administration Fees			
	11a)	General Administrative Requests (per hour)/Report Requests	\$70.00	y	\$79.10
	11b)	Permit Cancellation administrative fee	\$41.30	y	\$46.67
	11c)	Permit Renewal Fee	\$43.87	y	\$49.57
	11d)	Lead Line Replacement Loan Application Fee	\$60.37	y	\$68.22
	11e)	Monthly AMI Manual Meter Read Fee	\$3.13	y	\$3.54
	11f)	Water Shut-off Admin Fee	\$22.60	y	\$25.54
	11g)	Water Shut-off Notice on Door	\$31.92	y	\$36.07
	11h)	AMI Consumption History Fee	\$14.58	y	\$16.48
	11i)	NSF Fee - Processing fee on all 'returned' payments	\$39.78	y	\$44.95

2024 PROPOSED USER FEES AND CHARGES

Schedule B to By-law 23-241

**PUBLIC WORKS
HAMILTON WATER**

For Billing Purposes
Regular Hours: After
 Hours:

M - F: 7:00am - 4:30pm
M - F: 4:30pm - 7:00am,
Weekends and Holidays

	20b)	1/2 Hour Additional Labour (After Hours)-Water Distribution Operator	\$50.47	y	\$57.03
--	------	--	----------------	----------	----------------

Costs not specifically addressed in the schedule will be invoiced at Actual Cost plus overhead

For general inquiries, please call (905) 546-4426 between 8:30am - 4:30pm

Dept. By-Law #	Ref #	Service Offered	2024 Proposed Fee	HST (y/n)	2024 including HST (if applicable)
R84-026	21	Inspection of ICI and Multi-Residential Private Water asset infrastructure repair/replacements.			
		Note: Costs associated with the inspection of ICI and Multi-Residential private water asset infrastructure repair/replacements.			
	21a)	Private Water Service Repair/Replacement Inspection (Reg Hours - Min. 1 Hour Total Labour) - Contract Inspector	\$105.98	y	\$119.76
	21b)	Private Water Service Repair/Replacement Inspection (After Hours /Emerg - Min. 2 Hour Labour) - Contract Inspector	\$228.57	y	\$258.28
	21c)	Private Water Service Repair/Replacement Inspection (Missed Calls) - Contract Inspector	\$75.34	y	\$85.13

Costs not specifically addressed in the schedule will be invoiced at Actual Cost plus overhead

For general inquiries, please call (905) 546-4426 between 8:30am - 4:30pm

2024 PROPOSED USER FEES AND CHARGES

Schedule B to By-law 23-241

PUBLIC WORKS
HAMILTON WATER

For Billing Purposes
Regular Hours:
After Hours:

M - F: 7:00am - 4:30pm
M - F: 4:30pm - 7:00am,
Weekends and Holidays

Dept. By-Law #	Ref #	Service Offered	2024 Proposed Fee	HST (y/n)	2024 including HST (if applicable)
		COLLECTION SYSTEM INSPECTION & MAINTENANCE			
06-026	1	Wastewater Inspection Services Note: Costs associated with various permit and inspection services related to sewer laterals for properties.			
	1a)	Private Sewer Lateral Repair/Replacement Inspection (Regular Hours - Maximum 1 Hour Total Labour)	\$108.02	y	\$122.06
	1b)	Private Sewer Lateral Repair/Replacement Inspection (After Hours / Emergency - Maximum 1 Hour Total Labour)	\$233.68	y	\$264.06
	1c)	Missed or Cancelled Inspection	\$76.60	y	\$86.56
	1d)	Mainline Sewer Inspection Note: CCTV inspection of mainline sewers (storm, sanitary or combined). Cost based on linear meter inspection.	Cost + 33% OH	y	Cost + 33% OH
06-026	2	Sewer Related Service Calls Note: Cost for a service call to investigate a sewer related complaint and the issue resides on private property. No charge for sewer complaints related to issues originating from the City's sewer system. <u>Missed appointments will be billed the corresponding service call</u>			
	2a)	Service Call (Regular Hours - Maximum 1 Hour Total Labour)	\$96.52	y	\$109.07
	2b)	Service Call (After Hours - Maximum 1 Hour Total Labour)	\$199.18	y	\$225.07
06-026	3	Sewer Lateral Cleaning and Investigation Fees Note: When a property owner qualifies for the Sewer Lateral Management Program and chooses to hire their own Plumbing Contractor, these prices represent the maximum amounts that will be reimbursed to the property owner for the sewer lateral cleaning and investigation services performed by the independent Plumbing Contractor			
	3a)	Complete Sewer Lateral Investigation - Regular Hours	\$422.30	y	\$477.20
	3b)	Complete Sewer Lateral Investigation - After Hours	\$522.75	y	\$590.71
	3c)	Partial Sewer Lateral Cleaning - Regular Hours	\$252.45	y	\$285.27
	3d)	Partial Sewer Lateral Cleaning - After Hours	\$326.40	y	\$368.83
	3e)	Abandoned Sewer Lateral Investigation - Regular Hours	\$369.75	y	\$417.82
	3f)	Abandoned Sewer Lateral Investigation - After Hours	\$369.75	y	\$417.82
06-026	4	Miscellaneous Wastewater Collection System Repair Note: Cost for the City to repair damage to the wastewater collection system caused by a third party. Costs include labour, parts, materials, equipment, and permanent restoration.	Cost + 33% OH	y	Cost + 33% OH
06-026	5	Additional Labour Charges Note: Additional labour charge for all services/calls that exceed the allotted labour time. Costs are for a single Wastewater Collection Operator or Contract Inspector in minimum increments of 30 minutes.			
	5a)	1/2 Hour Additional Labour (Regular Hours) - Wastewater Collection	\$35.04	y	\$39.60
	5b)	1/2 Hour Additional Labour (After Hours) - Wastewater Collection	\$47.56	y	\$53.74

Costs not specifically addressed in the schedule will be invoiced at Actual Cost plus overhead

For general inquiries, please call (905) 546-4426 between 8:30am - 4:30pm

2024 PROPOSED USER FEES AND CHARGES

Schedule B to By-law 23-241

PUBLIC WORKS
HAMILTON WATER

For Billing Purposes
Regular Hours:
After Hours:

M - F: 7:00am - 4:30pm
M - F: 4:30pm - 7:00am,
Weekends and Holidays

Ref #	Service Offered	2024 Proposed Fee	HST (y/n)	2024 including HST (if applicable)
LABORATORY SERVICES				
<u>Inorganic Tests:</u>				
1	Solids			
1a)	Total Suspended Solids (TSS)	\$25.70	y	\$29.04
1b)	TSS plus Volatile Suspended Solids (VSS)	\$26.20	y	\$29.61
1c)	Total Solids (TS)	\$24.40	y	\$27.57
1d)	TS plus Volatile Solids (VS)	\$24.90	y	\$28.14
1e)	Total Dissolved Solids	\$35.70	y	\$40.34
2	Skalar			
2a)	Total Cyanide	\$42.00	y	\$47.46
2b)	Phenolics	\$39.50	y	\$44.64
2c)	Total Kjeldhal Nitrogen (TKN)	\$36.30	y	\$41.02
2d)	Ammonia	\$34.60	y	\$39.10
2e)	Dissolved Organic Carbon	\$42.40	y	\$47.91
2f)	Total Organic Carbon	\$41.30	y	\$46.67
2g)	Reactive Silica	\$34.30	y	\$38.76
3	Ion Chromatography (IC Scan)	\$50.40	y	\$56.95
4	PC Titrate			
4a)	pH	\$19.40	y	\$21.92
4b)	Alkalinity	\$19.90	y	\$22.49
4c)	Conductivity	\$19.20	y	\$21.70
4d)	Fluoride	\$27.20	y	\$30.74
5	Turbidity	\$30.60	y	\$34.58
6	UV Transmittance	\$28.10	y	\$31.75
7	Color Apparent	\$25.40	y	\$28.70
8	Color True	\$27.00	y	\$30.51
9	O Phosphate	\$36.80	y	\$41.58
10	Dissolved O Phosphate	\$38.50	y	\$43.51
11	Chemical Oxygen Demand (COD)	\$39.80	y	\$44.97
12	Biochemical Oxygen Demand (BOD)	\$38.30	y	\$43.28
<u>Microbiology Tests:</u>				
13	Total Coliform/E coli - Presence/Absence	\$30.80	y	\$34.80
14	Total Coliform/E coli - MPN	\$33.00	y	\$37.29
15	EC - MPN	\$33.00	y	\$37.29
16	Heterotrophic Plate Count	\$32.20	y	\$36.39
17	Micro Examination	\$167.50	y	\$189.28
18	Microcystin	\$586.50	y	\$662.75
<u>Metals:</u>				
18	ICP OES			
18a)	ICP OES Scan (Wastewater)	\$74.40	y	\$84.07
18b)	Total Phosphorous	\$29.00	y	\$32.77
18c)	Total Dissolved Phosphorous	\$30.10	y	\$34.01
19	ICP MS			
19a)	ICP MS Scan	\$74.40	y	\$84.07
20	AA			
20a)	Mercury	\$52.20	y	\$58.99
21	Organics			
21a)	Caffeine	\$150.30	y	\$169.84
22	Additional Fees			
22a)	Weekend surcharge	\$100.00	y	\$113.00

Costs not specifically addressed in the schedule will be invoiced at Actual Cost plus overhead

For general inquiries, please call 905 546 2424 ext 5834

2024 PROPOSED USER FEES AND CHARGES

Schedule B to By-law 23-241

PUBLIC WORKS
HAMILTON WATER

For Billing Purposes
Regular Hours:
After Hours:

M - F: 7:00am - 4:30pm
M - F: 4:30pm - 7:00am,
Weekends and Holidays

Dept. By-Law #	Ref #	Service Offered	2024 Proposed Fee	HST (y/n)	2024 including HST (if applicable)
		ENVIRONMENTAL MONITORING & ENFORCEMENT To Regulate the Discharge of any Matter into the Sanitary, Combined, and Storm Sewer Systems.			
14-090	1	Annual Permit to Discharge Hauled Sewage Note: Cost for administration and processing of annual permits required to haul sewage within Hamilton	\$360.19	n	\$360.19
	2	Discharge fees for Hauled Sewage generated: Inside the City - Compliant Note: Cost per truck full of sewage containing materials within Sewer Use By-law limits			
14-090	2a)	up to 1000 imperial gallons (4.54 m3) or any part thereof	\$55.36	n	\$55.36
14-090	2b)	greater than 1000 (4.54 m3) but less than or equal to 3500 Imperial gallons (15.9m3)	\$55.36	n	\$55.36
14-090	2c)	greater than 3500 (15.9 m3) but less than or equal to 5000 Imperial gallons (22.7 m3)	\$110.70	n	\$110.70
14-090	2d)	greater than 5000 (22.7 m3) but less than or equal to 8000 Imperial gallons (36.3 m3)	\$166.06	n	\$166.06
14-090	2e)	greater than 8000 (36.3 m3) but less than or equal to 10000 Imperial gallons (45.43 m3)	\$221.40	n	\$221.40
	3	Discharge fees for Hauled Sewage generated: Inside the City - Non-Compliant Note: Cost per truck full of sewage containing materials that exceed one or more Sewer Use By-law limits			
14-090	3a)	up to 1000 imperial gallons (4.54 m3) or any part thereof	\$55.36	n	\$55.36
14-090	3b)	greater than 1000 (4.54 m3) but less than or equal to 3500 Imperial gallons (15.9m3)	\$110.70	n	\$110.70
14-090	3c)	greater than 3500 (15.9 m3) but less than or equal to 5000 Imperial gallons (22.7 m3)	\$166.06	n	\$166.06
14-090	3d)	greater than 5000 (22.7 m3) but less than or equal to 8000 Imperial gallons (36.3 m3)	\$276.75	n	\$276.75
14-090	3e)	greater than 8000 (36.3 m3) but less than or equal to 10000 Imperial gallons (45.43 m3)	\$332.11	n	\$332.11
14-090	4	Holding Tanks for Recreational Vehicles Note: Cost for Recreational Vehicles (RV's) to dump sewer waste at the Mountain Transfer Station	\$9.00	n	\$9.00
	5	Overstrength Discharge Fees Note: Cost per kilogram of each specified parameter that is in excess of Sewer Use By-law limits, and subject to a Sewer Discharge Permit			
14-090	5a)	Biochemical Oxygen Demand (charge per kg)	\$0.85	n	\$0.85
14-090	5b)	Total suspended solids (charge per kg)	\$0.69	n	\$0.69
14-090	5c)	Oil & grease (animal/vegetable) (charge per kg)	\$0.48	n	\$0.48
14-090	5d)	Total Kjeldahl Nitrogen (charge per kg)	\$1.08	n	\$1.08
14-090	5e)	Total Phosphorus (charge per kg)	\$2.29	n	\$2.29
14-090	6	Surcharge Discharge Fee (charge per m3)	\$2.15	n	\$2.15

Costs not specifically addressed in the schedule will be invoiced at Actual Cost plus overhead

For general inquiries, please call 905-540-5190 or email sewerusebylaw@hamilton.ca

Dept. By-Law #	Ref #	Service Offered	2024 Proposed Fee	HST (y/n)	2024 including HST (if applicable)
	7	Application Fees for Sewer Discharge Permits NOTE: Fee to be paid upon application for Sewer Discharge Permit			
14-090	7a)	Application Fee	\$734.67	y	\$830.17
14-090	7b)	Wastewater Characterization deposit (optional)	\$500.00	n	\$500.00
14-090	7c)	Amendment Fee (all permit types)	\$343.70	y	\$388.38

2024 PROPOSED USER FEES AND CHARGES**PUBLIC WORKS****HAMILTON WATER**

		For Billing Purposes			
		Regular Hours:		M - F: 7:00am - 4:30pm	
		After Hours:		M - F: 4:30pm - 7:00am, Weekends and Holidays	
	8	Administrative Fees for Sewer Discharge Permits			
		Note: Multiple permit holders pay the higher administration fee (for example, if the permit holder has both an Overstrength Discharge Permit and a Compliance Program Permit, they will pay \$810.00 per quarter			
14-090	8a)	Overstrength Discharge Permit (charged quarterly)	\$461.47	n	\$461.47
14-090	8b)	Sanitary Discharge Permit (charged quarterly)	\$461.47	n	\$461.47
14-090	8c)	Chloride Discharge Permit (charged quarterly)	\$461.47	n	\$461.47
14-090	8d)	Compliance Discharge Permit (charged quarterly)	\$1,142.54	n	\$1,142.54
14-090	8e)	Conditional Discharge Permit (charged quarterly)	\$1,142.54	n	\$1,142.54
14-090	8f)	Construction Dewatering Discharge Permit (charged quarterly)	\$461.47	n	\$461.47
14-090	9	Information Requests	\$207.64	y	\$234.63
		Note: Fee per property for records search related to Sewer Use By-law historical violations			
14-090	10	Wastewater Sampling (optional)			
		Note: Per unit costs to conduct wastewater sampling to determine permit conditions and limits			
	10a)	Wastewater Sampling Vehicle Fee (per kilometer)	\$1.33	y	\$1.50
	10b)	Wastewater Sampling Equipment Fee (per day)	\$42.93	y	\$48.51
	10c)	Wastewater Sampling Technician Fee (per hour) Mon - Fri	\$54.58	y	\$61.68
	10d)	Wastewater Sampling Technician Fee (per hour) Sat	\$81.87	y	\$92.51
	10e)	Wastewater Sampling Technician Fee (per hour) Sun	\$109.16	y	\$123.35
		*multiple permit holders pay the higher administrative fee (for example, if the permit holder has both an Overstrength Discharge Permit and a Compliance Program Permit, they will pay \$1,142.54 per quarter).			

Costs not specifically addressed in the schedule will be invoiced at Actual Cost plus overhead

For general inquiries, please call 905-540-5190 or email sewerusebylaw@hamilton.ca

2024 PROPOSED USER FEES AND CHARGES

PUBLIC WORKS
HAMILTON WATER

For Billing Purposes
Regular Hours:
After Hours:

M - F: 7:00am - 4:30pm
M - F: 4:30pm - 7:00am,
Weekends and Holidays

Dept. By-Law #	Ref #	Service Offered	2024 Proposed Fee	HST (y/n)	2024 including HST (if applicable)
		ENVIRONMENTAL MONITORING & ENFORCEMENT Fees related to the Wastewater Abatement Program			
03-272	1	Application Fee (plus cost recovery for peer review if required)	\$468.39	y	\$529.28
03-272	2	Annual Administration Fee	\$864.59	y	\$976.99

Costs not specifically addressed in the schedule will be invoiced at Actual Cost plus overhead

For general inquiries, please call 905-540-5190 or email sewerusebylaw@hamilton.ca

Authority: Item 5, Audit, Finance and Administration Committee Report 23-019 (FCS23090/PW23078)
CM: December 13, 2023 Ward: City Wide

Bill No. 242

CITY OF HAMILTON

BY-LAW NO. 23-

To Amend By-law No. 12-151, Being a By-law Respecting the City of Hamilton's Cemeteries

WHEREAS Council enacted a By-law Respecting the City of Hamilton's Cemeteries being By-law 12-151;

AND WHEREAS By-law 12-151 was amended by By-law 22-024;

AND WHEREAS this amending by-law amends By-law 12-151, as amended with respect to cancellation rights;

NOW THEREFORE the Council of the City of Hamilton enacts as follows:

1. The amendments in this By-law include any necessary grammatical, numbering and letter changes.
2. That section 5.12 to By-law No. 12-151 be amended by repealing section 5.12 and replacing it with the following:

“5.12 No Cancellation of Interment Rights After 30-Days:

An Interment Rights or Scattering Rights contract may not be cancelled after 30 days of signing. Notwithstanding this Section 5.12, an Interment Rights Holder or a Scattering Rights Holder may re-sell their Interment Rights or Scattering Rights to a third party in accordance with section 5.9 and 5.10 of this By-law and in accordance with the Act and the Regulations made thereunder.

3. This By-law shall come into force on the day the Registrar approves it.
4. That in all other respects By-law 12-151, as amended, is confirmed.

PASSED this 13th day of December, 2023

A. Horwath
Mayor

J. Pilon
Acting City Clerk

Authority: Item 14, Committee of the Whole Report 01-003 (FCS01007)
CM: February 6, 2001 Ward: 1, 3, 4, 5, 7, 9, 10

Bill No. 243

CITY OF HAMILTON

BY-LAW NO. 23-

To Amend By-law No. 01-218, as amended, Being a By-law To Regulate On-Street Parking

WHEREAS *Section 11(1)1 of the Municipal Act, S.O. 2001, Chapter 25*, as amended, confers upon the councils of all municipalities the power to enact by-laws for regulating parking and traffic on highways subject to the *Highway Traffic Act*;

AND WHEREAS on the 18th day of September, 2001, the Council of the City of Hamilton enacted By-law No. 01-218 to regulate on-street parking;

AND WHEREAS it is necessary to amend By-law No. 01-218, as amended.

NOW THEREFORE the Council of the City of Hamilton enacts as follows:

1. By-law No. 01-218, as amended, is hereby further amended by adding/deleting from the identified Schedules and Sections noted in the table below as follows:

Schedule	Section	Highway	Side	Location	Duration	Times	Days	Adding/ Deleting
<i>6 - Time Limit</i>	<i>E</i>	Deschene	Both	Luscombe to Washington	1 hr	8 am - 5 pm	Mon - Fri	Deleting
<i>6 - Time Limit</i>	<i>E</i>	Deschene Avenue	Both	Luscombe Street to Hester Street	1 hr	8 am - 5 pm	Mon - Fri	Adding
<i>6 - Time Limit</i>	<i>E</i>	Lamoreaux Street	South	Strathcona Avenue North to Dundurn Street North	1 hr	8 am - 8 pm	Anyday	Adding

To Amend By-law No. 01-218, as amended,
Being a By-law to Regulate On-Street Parking

Schedule	Section	Highway	Side	Location	Times	Adding/ Deleting
8 - No Parking	G	Pearl	East	from 11.8m north of King to 20.4m northerly	8:00 a.m. to 6:00 p.m. Monday to Friday	Deleting
8 - No Parking	F	Springgarden Crescent (East Leg)	West	Hillgarden to the north leg of Springgarden	Anytime	Deleting
8 - No Parking	G	Pearl Street North	East	from 11.8m north of King to 20.4m northerly	Anytime	Adding
8 - No Parking	F	Rachel Drive	West	North Service Road to Baseline Road	Anytime	Adding
8 - No Parking	F	Springgarden Crescent (East Leg)	West	Summerfield Avenue to the north leg of Springgarden Crescent	Anytime	Adding

Schedule	Section	Highway	Location	NPA from 8am on 1st day of each month, to 11pm on 15th day of each month AND Dec-Mar	NPA from 8am on 16th day of each month to 11pm on last day of month Apr-Nov	Adding/ Deleting
10 - Alt Side (Apr-Nov)	E	Colonial Court	Rainbow Drive to Southerly end	East	West	Adding

Schedule	Section	Highway	Side	Location	Times	Adding/ Deleting
12 - Permit	E	Charlton Ave.	South	42m east of Locke St. to 6m easterly	Anytime	Deleting
12 - Permit	E	Fairleigh Av S.	East	22m north of Cumberland Av. To 6m northerly	Anytime	Deleting
12 - Permit	E	Paling Avenue	West	28 metres south of Vansitmart Avenue to 34 metres south thereof	Anytime	Adding

To Amend By-law No. 01-218, as amended,
Being a By-law to Regulate On-Street Parking

Schedule	Section	Highway	Side	Location	Times	Adding/ Deleting
13 - No Stopping	F	John Murray Street	North	12 metres east of Yorkdale Crescent to 36 metres west thereof	Anytime	Adding
13 - No Stopping	F	John Murray Street	North & West	64 metres west of Yorkdale Crescent to 36 metres west thereof	Anytime	Adding
13 - No Stopping	F	Rachel Drive	East	North Service Road to 28 metres north thereof	Anytime	Adding
13 - No Stopping	F	Rachel Drive	East	Baseline Road to 21 metres south thereof	Anytime	Adding
13 - No Stopping	F	Rachel Drive	East	52 metres south of Baseline Road to 6 metres south thereof	Anytime	Adding

Schedule	Section	Highway	Side	Location	Times	Adding/ Deleting
20 - School Bus LZ	F	John Murray Street	North	33 metres west of Yorkdale Crescent to 31 metres west thereof	7:00 a.m. - 6:00 p.m. Monday to Friday	Adding

- Subject to the amendments made in this By-law, in all other respects, By-law No. 01-218, including all Schedules thereto, as amended, is hereby confirmed unchanged.
- This By-law shall come into force and take effect on the date of its passing and enactment.

PASSED this 13th day of December 2023.

A. Horwath
Mayor

JAP Holland
Acting City Clerk

**CITY OF HAMILTON
BY-LAW NO. 23-**

To Confirm the Proceedings of City Council at its meeting held on December 13, 2023.

**THE COUNCIL OF THE
CITY OF HAMILTON
ENACTS AS FOLLOWS:**

1. The Action of City Council at its meeting held on the 13th day of December 2023, in respect of each recommendation contained in

Selection Committee for Agencies, Boards and Sub-Committees Report 23-015 – November 20, 2023,
General Issues (Rate Budget) Committee Report 23-032 – November 21, 2023 and November 27, 2023,
CityHousing Hamilton Corporation Shareholder Report 23-004 – November 27, 2023,
Selection Committee for Agencies, Boards and Sub-Committees Report 23-016 – November 28, 2023,
Selection Committee for Agencies, Boards and Sub-Committees Report 23-017 – November 27, 2023,
Sole Voting Member of the Hamilton Farmers' Market Report 23-004 – November 30, 2023,
Public Health Committee Report 23-012 – December 4, 2023,
Public Works Committee Report 23-018 – December 4, 2023,
Planning Committee Report 23-020 – December 5, 2023,
Hamilton Police Services Board Selection Committee Report 23-006 – December 5, 2023,
General Issues Committee Report 23-033 – December 6, 2023,
Audit, Finance and Administration Committee Report 23-019 – December 7, 2023,
Emergency and Community Services Committee Report 23-015 – December 7, 2023,
Selection Committee for Agencies, Boards and Sub-Committees Report 23-018 – December 8, 2023,
Selection Committee for Agencies, Boards and Sub-Committees Report 23-019 – December 11, 2023,
and
Selection Committee for Agencies, Boards and Sub-Committees Report 23-020 – December 12, 2023

considered by City of Hamilton Council at the said meeting, and in respect of each motion, resolution and other action passed and taken by the City Council at its said meeting is hereby adopted, ratified and confirmed.

2. The Mayor of the City of Hamilton and the proper officials of the City of Hamilton are hereby authorized and directed to do all things necessary to give effect to the said action or to obtain approvals where required, and except where otherwise provided, the Mayor and the City Clerk are hereby directed to execute all documents necessary in that behalf, and the City Clerk is hereby authorized and directed to affix the Corporate Seal of the Corporation to all such documents.

PASSED this 13th day of December, 2023.

A. Horwath
Mayor

J. Pilon
Acting City Clerk