



City of Hamilton
GENERAL ISSUES COMMITTEE
AGENDA

Meeting #: 24-009
Date: May 15, 2024
Time: 9:30 a.m.
Location: Council Chambers (GIC)
Hamilton City Hall
71 Main Street West

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

1. CEREMONIAL ACTIVITIES

2. APPROVAL OF AGENDA

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

3. DECLARATIONS OF INTEREST

4. APPROVAL OF MINUTES OF PREVIOUS MEETING

4.1 May 1, 2024

5. COMMUNICATIONS

6. DELEGATION REQUESTS

7. DELEGATIONS

7.1 Shelby Alicia, respecting homelessness and the correlation to REITs in Hamilton (In Person) (Approved May 1, 2024)

8. PRESENTATIONS

8.1 Goods Movement Strategy (PED24049) (City Wide)

8.2 Encampment Observation Report (HSC24020 / PED24080 / PW24030) (City Wide)

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

9. CONSENT ITEMS

- 9.1 Mayor's Task Force on Transparency, Access and Accountability Report 24-003 - April 17, 2024

10. DISCUSSION ITEMS

- 10.1 Clean Up Protocol for Private Property (PW24025) (City Wide) (Outstanding Business List Item)
- 10.2 Appendix "A" to Item 14.2 - 41 South Street West, Dundas, Disposition Strategy – Ground Lease Agreement (PED23151(b)) (Ward 13)
- Please refer to Item 14.2 for Report PED23151(b) - 41 South Street West, Dundas, Disposition Strategy – Ground Lease Agreement.*
- 10.3 Feasibility Analysis of 171 Main Street East (PED23099(c) / HSC23028(c)) (Ward 2) (Outstanding Business List Item)
- Please refer to Item 14.3 for Confidential Appendix "A" to Report PED23099(c) / HSC23028(c) - Feasibility Analysis of 171 Main Street East.*
- a. Housing Sustainability and Investment Roadmap Work Program: City Property Review and Property Disposition Strategies (PED23099(a) / HSC23028(a)) (City Wide)
- (Sub-section (a) DEFERRED from December 13, 2023 Council Meeting until the Housing Secretariat can have a feasibility study conducted to evaluate the costs and benefits of both the current City staff recommendation and the potential to earmark the land for an affordable housing project and report back to the General Issues Committee)*
- 10.4 Accessibility Committee for Persons with Disabilities (ACPD) Report 24-003 - April 9, 2024

11. MOTIONS

- 11.1 SmartCentres Sponsorship Payment
- 11.2 Revenue Sources to fund Council Priorities and Ongoing Operating and Capital Works

12. NOTICES OF MOTION

13. GENERAL INFORMATION / OTHER BUSINESS

- 13.1 Amendments to the Outstanding Business List:

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

a. Items Considered Complete and Needing to be Removed:

Encampment Response Update - September 2023 (HSC23066(a)) (City Wide)

Added: October 18, 2023 at GIC (Item 10.6)

Completed: May 15, 2024 at GIC (Item 10.1)

Housing Sustainability and Investment Roadmap Work Program: City Property Review and Property Disposition Strategies (PED23099(a) / HSC23028(a)) (City Wide)

Added: December 6, 2023 at GIC (Item 10.6(a))

Completed: May 15, 2024 at GIC (Item 10.3)

b. Items Requiring a New Due Date:

Authority to Enter into Rent Supplement Agreements Under Various Programs (HSC24005) (City Wide) (Item 10.2)

Current Due Date: May 15, 2024

Proposed New Due Date: June 5, 2024

14. PRIVATE AND CONFIDENTIAL

14.1 Closed Session Minutes - May 1, 2024

Pursuant to Section 9.3, Sub-section (c) of the City's Procedural By-law 21-021, as amended, and Section 239(2) sub-section (c) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to a proposed or pending acquisition or disposition of land for City or a local board purpose.

14.2 41 South Street West, Dundas, Disposition Strategy – Ground Lease Agreement (PED23151(b)) (Ward 13)

Pursuant to Section 9.3, Sub-section (c) of the City's Procedural By-law 21-021, as amended, and Section 239(2) sub-section (c) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to a proposed or pending acquisition or disposition of land for City or a local board purpose.

Please refer to Item 10.2 for Appendix "A" to Report PED23151(b) - 41 South Street West, Dundas, Disposition Strategy – Ground Lease Agreement.

14.3 Confidential Appendix "A" to Report PED23099(c) / HSC23028(c), respecting Feasibility Analysis of 171 Main Street East

Pursuant to Section 9.3, Sub-sections (c) and (k) of the City's Procedural By-law 21-021, as amended, and Section 239(2) sub-sections (c) and (k) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to a proposed or pending acquisition or disposition of land for City or a local board 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 City or a local board.

Please refer to Item 10.3 for Report PED23099(c) / HSC23028(c), respecting Feasibility Analysis of 171 Main Street East.

14.4 International Union of Operating Engineers Local 772, Ratification of Collective Agreement (HUR24013) (City Wide)

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.

14.5 Legal Update on Cybersecurity Incident (LS24013) (City Wide)

Pursuant to Section 9.3, Sub-section (f) of the City's Procedural By-law 21-021, as amended, and Section 239(2) sub-section (f) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

15. ADJOURNMENT



GENERAL ISSUES COMMITTEE MINUTES 24-008

9:30 a.m.

May 1, 2024

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

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

Absent: Mayor A. Horwath – City Business

THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:

1. City of Hamilton / Ministry of Transportation 2023-24 Dedicated Gas Tax Funding Agreement (FCS24032) (City Wide) (Item 10.1)

(McMeekin/Jackson)

- (a) That the Mayor and the General Manager, Finance and Corporate Services, be authorized and directed to enter into an Agreement between the City of Hamilton and the Province of Ontario related to the funding commitment made by the Province of Ontario to the municipality under the Dedicated Gas Tax Funds for Hamilton's Public Transportation Program;
- (b) That the Mayor and General Manager, Finance and Corporate Services, be authorized and directed to execute the Letter of Agreement attached as Appendix "A" to Report FCS24032;
- (c) That the By-law attached as Appendix "C" to Report FCS24032 authorizing and directing the Mayor and General Manager, Finance and Corporate Services, to sign a Letter of Agreement between the City of Hamilton and the Province of Ontario with respect to funding under the Dedicated Gas Tax Funds for Public Transportation Program, be passed; and
- (d) That, upon being passed, a certified copy of the By-law, together with two copies of the signed Letter of Agreement, be forwarded to the Ministry of Transportation.

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

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

2. Transit Area Rating Review Sub-Committee Report 24-001 - April 11, 2024 (Item 10.2)

(Cassar/Hwang)

(a) Transit Area Rating Review Sub-Committee Terms of Reference (Item 11.1)

That the Terms of Reference for the Transit Area Rating Review Sub-Committee, be received.

(b) HSR's (re)Designed Network (Added Item 12.1)

That Finance and Public Works staff be directed to report back to the Transit Area Rating Review Sub-Committee in Q4 2024 with preliminary estimates based on the four scenarios outlined in the HSR's (re)Design the HSR presentation respecting Urban, Rural and Area Rating Tax impact as part of the 2025 tax policy.

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

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

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

3. Open for Business Sub-Committee Report 24-002 - April 8, 2024 (Item 10.4)

(Hwang/M. Wilson)

(a) Construction Management Plan Guidelines (PED24070) (Item 8.2)

That Report PED24070, respecting Construction Management Plan Guidelines, be received.

(b) Light Rail Transit Corridor Business Update (PED24074) (City Wide) (Outstanding Business List Item) (Item 9.1)

That Report PED24074, respecting Light Rail Transit Corridor Business Update, be received.

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

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

4. Next Generation 911 Service Delivery - 2023-2024 Provincial Funding (FCS20082(d) / HSC20045(d)) (City Wide) (Item 10.5)

(Beattie/Hwang)

- (a) That the \$4,106,751 in Ministry of the Solicitor General transitional support funding be applied to the Next Generation 9-1-1 technology component (project #3502157101); and,
- (b) That the budget of project 3502157101 - Next Generation 9-1-1 be increased by \$2,181,751.

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

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

5. Second floor addition to new Waterdown Station for 911 Call Centre (FCS20082(e) / HSC20045(e) / PW22087(b)) (City Wide) (Item 10.6)

(McMeekin/Spadafora)

- (a) That the second-floor addition onto new Waterdown Station for a 911 Call Centre be approved with a budget totalling \$22,551,445, including new construction, dispatcher consoles, furniture, UPS, design fees, permits, tax, fees, infrastructure fit-up, per Appendix "A" to Report (FCS20082(e) / HSC20045(e) / PW22087(b)) and to be funded from tax supported debt;
- (b) That the estimated annual debt repayment of \$2.2M be referred to the 2025 budget process for consideration;
- (c) 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;

- (d) That the incremental Operating Impact of Capital cost of \$300,000 for operating the larger facility footprint be referred to the 2026 capital budget process;
- (e) That the additional 1.0 temporary full-time equivalent (FTE), be approved for the duration of the project (up to 48 months), in Corporate Facilities and Energy Management, required to provide oversight to deliver the overall increase in large capital project delivery volume, be approved, with no impact to the tax levy;
- (f) 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), in either a public or private market and / or bank loan agreements and debenture issue(s), in and / or variable interest rate bank loan agreement and debenture issue(s), in an amount not to exceed \$22,551,445 Canadian currency;
- (g) 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 recommendation (f) including, but not limited to, external legal counsel and fiscal agents; and,
- (h) That the General Manager, Finance and Corporate Services, be 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 recommendation (f), on terms satisfactory to the General Manager, Finance and Corporate Services and in a form satisfactory to the City Solicitor.

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

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

Yes - Ward 14 Councillor Mike Spadafora
Yes - Ward 15 Councillor Ted McMeekin

6. Councillor Ward Office Budgets 2023 Operating Surplus (Item 11.1)

(Danko/Clark)

WHEREAS, at its meeting on February 15, 2024, Council approved a total ward office budget of \$6,246,535, which includes both employee-related and discretionary funds;

WHEREAS, employee-related funds may be utilized for general ward office expenses at the discretion of the ward Councillor.

THEREFORE, LET IT BE RESOLVED:

- (a) That any surplus operating funds at 2023 year-end in the ward office budgets be transferred to the corresponding ward minor maintenance account; and,
- (b) That, for 2024 and future years, any surplus operating funds remaining from both the employee-related and discretionary budgets for ward offices be allocated to the respective ward minor maintenance account.

Result: MOTION, CARRIED by a vote of 13 to 1, as follows:

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

7. Lease Agreement – Pier 7, 121 Haida Drive (formerly 47 Discovery Drive) (PED24078) (Ward 2) (Item 14.4)

(Kroetsch/A. Wilson)

- (a) That the directions provided to staff in Closed Session, respecting Report PED24078, Lease Agreement – Pier 7, 121 Haida Drive (formerly 47 Discovery Drive) be approved and remain confidential; and,
- (b) That Report PED24078 and the appendices, respecting the Lease Agreement – Pier 7, 121 Haida Drive (formerly 47 Discovery Drive), be REFERRED to the May 8, 2024 meeting of Council.

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

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

FOR INFORMATION:

(a) CEREMONIAL ACTIVITY (Item 1)

Deputy Mayor Nann advised the Committee that in recognition of the National Day of Awareness for Missing and Murdered Indigenous Women and Girls and Two-Spirit People (MMIWG2S+) on May 5, the City's Indigenous Relations team has partnered with the Hamilton Public Library to install a red dress exhibit entitled "Missing," at the Hamilton Public Library – Central Branch.

The opening ceremony for the exhibit takes place today and should Committee still be in session – we will be observing a Moment of Silence for MMIWG2S at 12:30pm, in tandem with the moment of silence that will be observed at the opening event taking place at library.

(b) APPROVAL OF AGENDA (Item 2)

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

5. COMMUNICATIONS

- 5.1(a) Additional Correspondence from Diane Gower Dent respecting Item 10.3 - Facility Naming Sub-Committee Report 24-001.

Recommendation: Be received and referred to consideration of Item 1 of Facility Naming Sub-Committee Report 24-001 (Item 10.3).

- 5.2 Correspondence from Roberta Harman, President, Durand Neighbourhood Association respecting agenda Item 10.3 - Facility Naming.

Recommendation: Be received and referred to consideration of Item 1 of Facility Naming Sub-Committee Report 24-001 (Item 10.3).

- 5.3 Correspondence from Janice Brown, DNA Board Member 1995-2023, Durand Honorary Member 2024, respecting the Proposal to Rename the former St Marks Church.

Recommendation: Be received and referred to consideration of Item 1 of Facility Naming Sub-Committee Report 24-001 (Item 10.3).

6. DELEGATION REQUESTS

- 6.1 Shelby Alicia, respecting homelessness and the correlation to REITs in Hamilton (In Person) (For a future meeting)

(Spadafora/Hwang)

That the agenda for the May 1, 2024 General Issues Committee meeting, be approved, as amended.

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

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

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Yes	-	Ward 10	Councillor Jeff Beattie
Absent	-	Ward 11	Councillor Mark Tadeson
Yes	-	Ward 12	Councillor Craig Cassar
Yes	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

(c) DECLARATIONS OF INTEREST (Item 3)

There were no declarations of interest.

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

(A. Wilson/Clark)

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

(i) April 17, 2024 (Item 4.1)

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

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

(e) COMMUNICATIONS (Item 5)

(Kroetsch/Cassar)

That Communication Items 5.1 through 5.3, be approved, as follows:

(i) Correspondence from Diane Gower Dent PhD, Founder Durand Neighbourhood Association 1972, Vice Chair Heritage Hamilton

Foundation, Chair Friends of Auchmar, respecting the proposed new name Magnolia Hall for the former St Mark's Church (Item 5.1)

Recommendation: Be received and referred to consideration of Item 1 of Facility Naming Sub-Committee Report 24-001 (Item 10.3).

(ii) Additional Correspondence from Diane Gower Dent respecting Item 10.3 - Facility Naming Sub-Committee Report 24-001 (Added Item 5.1(a))

Recommendation: Be received and referred to consideration of Item 1 of Facility Naming Sub-Committee Report 24-001 (Item 10.3).

(iii) Correspondence from Roberta Harman, President, Durand Neighbourhood Association respecting agenda Item 10.3 - Facility Naming (Added Item 5.2)

Recommendation: Be received and referred to consideration of Item 1 of Facility Naming Sub-Committee Report 24-001 (Item 10.3).

(iv) Correspondence from Janice Brown, DNA Board Member 1995-2023, Durand Honorary Member 2024, respecting the Proposal to Rename the former St Marks Church (Added Item 5.3)

Recommendation: Be received and referred to consideration of Item 1 of Facility Naming Sub-Committee Report 24-001 (Item 10.3).

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

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

(f) DELEGATION REQUESTS (Item 6)

(Beattie/Francis)

That the following Delegation Request, be approved, as follows:

- (i) Shelby Alicia, respecting homelessness and the correlation to REITs in Hamilton (In Person) (For a future meeting) (Added Item 6.1)**

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

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

(g) DELEGATIONS (Item 7)

- (i) Jeffrey McCabe, All Hands on Deck, respecting homeless and addiction issues (Approved April 17, 2024) (Item 7.1)**

Jeffrey McCabe, All Hands on Deck, addressed the Committee respecting homeless and addiction issues.

(Spadafora/Hwang)

That the Delegation from Jeffrey McCabe, All Hands on Deck, respecting homeless and addiction issues, be received.

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

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

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

(h) DISCUSSION ITEMS (Item 10)

(i) Facility Naming Sub-Committee Report 24-001 - April 19, 2024 (Item 10.3)

(Cassar/Kroetsch)

**(1) Re-Naming of the Former St. Mark's Church (PED24076)
(Ward 2) (Item 10.1)**

That the St. Mark's Church located at 115 Hunter Street West, Hamilton, be renamed Magnolia Hall.

Result: MOTION, DEFEATED by a vote of 7 to 7, as follows:

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

(i) PRIVATE & CONFIDENTIAL (Item 14)

Committee determined that discussion of Items 14.1 and 14.2 was not required in Closed Session; therefore, the matters were addressed in Open Session, as follows:

(McMeekin/Spadafora)

That the following Closed Session minutes be approved and remain confidential:

- (i) Closed Session Minutes – February 21, 2024 (Item 14.1)**
- (ii) Closed Session Minutes – April 17, 2024 (Item 14.2)**

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

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

(iii) (Clark/Jackson)

That Committee move into Closed Session Pursuant to Section 9.3, Sub-Section (c) of the City's Procedural By-law 21-021, as amended, and Section 239(2) sub-section (c) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to a proposed or pending acquisition or disposition of land for City or a local board purpose.

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

Absent	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis

**General Issues Committee
Minutes 24-008**

**May 1, 2024
Page 14 of 15**

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

(iv) Lease Agreement – Pier 7, 121 Haida Drive (formerly 47 Discovery Drive) (PED24078) (Ward 2) (Item 14.4)

For disposition of this matter, refer to Item 7.

(j) ADJOURNMENT (Item 15)

(Spadafora/Hwang)

That there being no further business, the General Issues Committee be adjourned at 12:27 p.m.

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

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

Respectfully submitted,

Deputy Mayor Nrinder Nann
Chair, General Issues Committee

Angela McRae
Legislative Coordinator
Office of the City Clerk

Submitted on Mon, 04/29/2024 - 17:22

Submitted by: Anonymous

Submitted values are:

Committee Requested

Committee
General Issues Committee

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

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

Requestor Information

Requestor Information
Shelby Alicia

Preferred Pronoun
she/her


Reason(s) for delegation request
Homelessness and the correlation to REITs in Hamilton

Will you be requesting funds from the City?
No

Will you be submitting a formal presentation?
No



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Economic Development Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	May 15, 2024
SUBJECT/REPORT NO:	Goods Movement Strategy (PED24049) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Sue Rimac (905) 546-2424 Ext. 1011
SUBMITTED BY:	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

That Council receives the Goods Movement Strategy attached as Appendix “A” to Report PED24049 and that the strategy and the actions contained therein be used to guide the work and to inform future work plans of the Economic Development Division.

EXECUTIVE SUMMARY

In Q2 2023, the McMaster Institute for Transportation and Logistics, a world-class institute at McMaster University for multi-disciplinary applied research in transportation and logistics – was awarded the contract to produce the City of Hamilton’s Goods Movement Strategy.

In 2021, MITL formed a partnership with the Hamilton Oshawa Port Authority, through the support of Transport Canada to form Fluid Intelligence, a data analysis resource that creates insight and solutions in goods movement. This strategy incorporates the expertise and contributions of Fluid Intelligence.

The Strategy describes the current state of the transportation sector; highlighting the various modes; air, sea, surface, and rail. The strategy includes a comprehensive qualitative and quantitative overview of the transportation sector, included both in the strategy (Appendix “A” to Report PED24049) and as a standalone research document

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SUBJECT: Goods Movement Strategy (PED24049) (City Wide) - Page 2 of 6

(Appendix “B” to Report PED24049). Also identified are the strengths of the sector as well as challenges and opportunities along with the city’s value proposition.

The strategy involves consultations with an array of 40 stakeholders: encompassing local employers, service providers, government entities, educational institutions, and other interested parties culminating in an action plan incorporating a total of 32 actionable tasks.

The strategy articulates where the Economic Development Division is positioned to lead and where it can best support the existing ecosystem.

Alternatives for Consideration – Not Applicable.**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

There are no Financial/Staffing impacts associated with the adoption of this report. Any financial/staffing implications associated with advancing actions contained within the Goods Movement Strategy would be subject to future approvals as part of future reports.

Financial: Not Applicable.

Staffing: Not Applicable.

Legal: Not Applicable.

HISTORICAL BACKGROUND

The Economic Development Division undertook this study as part of the Council-approved action items to the 2021-2025 Economic Development Action Plan. Specifically, Section No. 5, Action Item 46 from the Economic Development Action Plan to update the Goods Movement Strategy and Section No. 5, Action Item 49-to engage with MITL and Fluid Intelligence to improve capabilities and sustainable alternatives.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Not Applicable.

RELEVANT CONSULTATION

A compilation of 28 distinct reference materials was utilized, encompassing sources such as the 2021-2025 Economic Development Action Plan, the City of Hamilton, “Life Science, Foreign Direct Investment and Manufacturing” strategies: the City of Hamilton Transportation Master Plan Update and the Truck Route Master Plan alongside a range of pertinent professional works and studies crucial to the sector.

SUBJECT: Goods Movement Strategy (PED24049) (City Wide) - Page 3 of 6

- Three separate workshops were hosted in June 2023, seeking input from stakeholders: including businesses in target sectors: Manufacturing, Agri-food and Food and Beverage Processing, and Life Sciences;
- A total of 40 stakeholders were interviewed providing insight into the current condition of the transportation sector, sharing their perspectives on its future trajectory, and highlighting the evolving nature of the sector.

ANALYSIS AND RATIONALE FOR RECOMMENDATION**Purpose of Report**

This Report is intended to provide insights into Hamilton's goods movement sector, the key issues affecting its growth and competitiveness, its importance to the industries reliant on the sector, and how the city can work with the sector and partners to attract further investment and trade, grow employment, and build a prosperous future for its residents.

Hamilton's Value Proposition

Hamilton's strategic location — at the heart of Canada's largest province and within an hour of the U.S. border — provides reliable, resilient access to world markets and trade routes. Hamilton's assets stand unrivaled compared to most other municipalities, as we encompass every mode of transportation within our municipal boundary, including two international ports of entry.

Companies located here have access to a modern, multi-modal transportation network with unparalleled ability to move their goods. This includes access to the largest port in Ontario, the busiest overnight express cargo airport in Canada, and a well-connected road and rail network. Hamilton stands at the forefront among cities, boasting a highly diversified economy backed by a resilient workforce and a talent reservoir fostered by our three post-secondary institutions.

Key Sector Assets

Hamilton possesses numerous assets within the goods movement sector, making it an attractive destination for businesses that require reliable transportation options for viability. This report examines the diverse modes available as well as upcoming trends and policies that affect the sector. Areas highlighted in the report include:

- Road;
- Marine;

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SUBJECT: Goods Movement Strategy (PED24049) (City Wide) - Page 4 of 6

- Rail;
- Air; and,
- Technology/Data.

It is important to recognize that all of these assets are ultimately connected to, and dependent on, a reliable road network. In 2022, following an extensive review, a new Hamilton Truck Route Network was approved for the city. The new network promotes use of the Lincoln M. Alexander Parkway, Red Hill Valley Parkway, Highway 403, and the Queen Elizabeth Way as the primary routes for moving goods within and through the city, while providing a secondary network for goods movement by small and medium trucks in the lower city. This new network has served to significantly reduce the number of trucks travelling through the lower city and areas with sensitive land uses. These changes serve to support growth in the goods movement sector while mitigating impacts of trucks on communities.

Key Strengths

Expanding Hamilton's goods movement sector and attracting investment necessitates leveraging the inherent strengths of the sector to unlock broader advantages. Key strengths within this sector comprise:

- Proximity to the Greater Toronto Area and international border;
- John C Munro Hamilton International Airport - no curfew operation;
- Largest port in Ontario;
- Dual rail service by CN and CP; and,
- Post-secondary institutions with specialties in the transportation industry.

Key Opportunities

Hamilton possesses a robust and well-established transportation sector, providing a solid platform for growth and expansion. The acceleration of sectoral growth hinges on the city's capability to harness its current strengths (advantages/differentiators) and seize emerging opportunities (areas of potential growth/advantage); namely:

- Leveraging existing assets;
- Pursue new and innovative solutions;

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SUBJECT: Goods Movement Strategy (PED24049) (City Wide) - Page 5 of 6

- Enhance and promote more effective multi-modal uses; and,
- Pursue environmentally sustainable options.

Road Map

Thorough research and consultations with stakeholders were undertaken to assess the present condition of the goods movement sector, including pursuing foreign direct investments for the city. Drawing upon the gathered data and analysis, numerous recommendations have been pinpointed to support staff in the sector's expansion and in attracting new investment. For a comprehensive overview, refer to Section 3 of the attached Strategy, containing a detailed list of the 32 Actions, along with their respective roles, timelines, and priorities. Here are a few examples of the outlined Actions:

- Support working group to action recommendations, ideas, and projects to collectively promote Hamilton as a choice location and leader in Goods Movement;
- Enhance efforts to emphasize the city's assets and strengths in the transportation sector (multi-modal connectivity). Market materials tailored to each mode of transportation, showcasing its relevance to specific sectors: Invest Hamilton website, presentation desks;
- Align with city initiatives and continue to support and work with City staff from various departments and divisions;
- Collaborate with essential partners such as Workforce Planning Hamilton, Ontario Trucking Association, and Hamilton Immigration Partnership Council to conduct a comprehensive assessment of the future skill requirements to include all modes of transportation;
- Work with Port partners and industry to build upon the expansion of short-sea shipping services;
- Work with airport partners to enhance cargo operations and expand passenger service;
- Engage with clients on alternative "last mile" solutions (e.g., cargo bikes);
- Supports efforts to evaluate Hamilton's energy supply;
- Support new technology, pilot projects, and progress toward a low-carbon economy within the Goods Movement sector; and,

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SUBJECT: Goods Movement Strategy (PED24049) (City Wide) - Page 6 of 6

- Support and advocate for the progression of data.

ALTERNATIVES FOR CONSIDERATION

Not Applicable.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report PED24049 – Hamilton Goods Movement Strategy (2024-2029)

Appendix “B” to Report PED24049 – Compendium of Goods Movement Related Information on City of Hamilton



HAMILTON GOODS MOVEMENT STRATEGY (2024 - 2029)

December 2023



Mark Ferguson

Siyavash Filom

Ken Albright

Nelly Chisom Okwu-Wolu

McMaster Institute for
Transportation and Logistics

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Acknowledgements

Hamilton Economic Development would like to acknowledge our colleagues from Toronto Global and the Supply Chain, Onshoring, Resilience & Expansion (SCORE) Program for providing insight and funding by FEDDEV Ontario through the Provincial Track towards the Goods Movement Strategy.

The McMaster Institute for Transportation and Logistics would like to acknowledge the support of all stakeholders who have made the development of this strategy possible. The authors would like to thank Louis-Paul Tardif for his advice as the work has progressed and Deane Maynard for her efforts in organizing the stakeholder sessions. We would like to thank colleagues at the City of Hamilton who assisted and gave of their time and especially the Economic Development Team.



1 INTRODUCTION

1.0 INTRODUCTION

Hamilton's past, present and future economic prosperity has and will be heavily influenced by its geographic location and industries that rely on goods movement.

Hamilton's goods movement sector plays a key strategic role – not just to Hamilton, but to the economy of Southern Ontario – because of *what* is moved through Hamilton, and *where*, by connecting manufacturing, agrifood and commodities supply chains in Ontario to the world, with trade-enabling resources in the City and the region. Hamilton lies centrally in the heart of Canada's largest economic region.

Most Hamilton residents see trucks as they travel on city, regional and provincial roads, but probably do not fully appreciate the value these trucks bring to Hamilton, or where they're going. They can be delivering radiopharmaceuticals to Canada's two busiest cargo airports, food products for shipment overseas at Canada's busiest Great Lakes port, commodities to rail, or steel coils from one of Canada's two largest steel producers to automotive assembly or parts plants in Cambridge, Woodstock, or Guelph – or, increasingly, they can be delivering parcels to a professional working from home.

In fact, an efficient and resilient goods movement sector ranks among the main influencers of manufacturing investment location decisions.

In Canada and globally, the goods movement sector faces major change over the next 10-20 years, driven by emerging technologies, decarbonization policies, population changes and adaptations from a global pandemic. Hamilton has an opportunity to anticipate and capitalize on these changes by acting strategically over the next 5 years, and to do so in a manner that increasingly addresses global markets. Hamilton appears well-positioned to

thrive as a goods movement hub based on its many attributes, including the rare ability to offer every freight mode within its municipal boundary.

This report is intended to provide insights into Hamilton's goods movement sector, the key issues affecting its growth and competitiveness, its importance to the industries reliant on the sector – and finally, how Hamilton's Economic Development team can work with the sector to attract further investment, trade more, grow employment and build a prosperous future for residents.

Our Approach

Recognizing the economic development potential for goods movement, its relationship to other economic development strategies, as well as its implications for city planning, climate change and workforce development, we approached the development of this strategy in three primary ways:

- Summarizing Hamilton-specific information and provide analysis on the sector, including data collected, relevant to policies and trends, at other levels of government.
- Gathering direct feedback from decision makers and influencers in the sector and those impacted by the sector.
- Synthesizing key prior inputs such as Council Priorities, the Economic Development Action Plan [1], key sector strategies (Manufacturing [2], Foreign Direct Investment [3], Life Sciences [4]), Transportation Master Plan update [5] in addition to relevant Provincial and Federal strategies and other pivotal documents. MITL's extensive past research on goods movement in the region has offered guidance as well [6].

We have identified, in a framework, other areas of interest to the city related to goods movement but have focused action items on economic development opportunities for goods movement and related sectors, as referenced in other economic development strategies.

The development of this strategy has relied heavily on the analysis of the best available primary data sources that are available and relevant to the goods movement sector. The strategy represents perhaps the leading attempt to this point to assemble a compendium of goods movement-related data on Hamilton in one place. This compendium is contained under separate cover as an analytical appendix completed under the “Fluid Intelligence” partnership between the McMaster Institute for Transportation and Logistics (MITL) and the Hamilton-Oshawa Port Authority (HOPA). The compendium combines a rich presentation of analytical graphics with detailed bullets on important takeaways.

The goods movement compendium has relied on several data sources, with the most prominent being:

- 2019 Ontario Ministry of Transportation Commercial Vehicle Survey (released in 2022) including truck count data at available and relevant MTO transportation stations.
- American Transportation Research Institute (ATRI) GPS data for 2022 and 2023.
- Canadian Business Counts data from Statistics Canada.
- Specific contributions by HOPA and Vantage Group (operator of John C. Munro Hamilton International Airport).
- Canadian Freight Analysis Framework (CFAF) developed by the Federal government.
- Canada Border Services Agency (CBSA) Air Cargo Data (used to provide high-level summaries only).

Some visual components of the Hamilton goods movement compendium have been pulled forward into the main strategy document as part of the

narrative and are included throughout the discussion in Chapter 2. For the interested reader, Chapter 2 is not a substitute for richer detail available in the compendium for some freight themes.

Stakeholder engagement has been critically important in the development of the strategy. In acting on a municipal goods movement strategy, there is a complex stakeholder environment to navigate. Meanwhile, the entire system of supply chains on which local, regional and national economies depend is even more involved. Automotive supply chains, for example, are incredibly complex. Ultimately, all supply chains depend heavily on goods movement as a critical enabling mechanism.

Given the importance of stakeholder engagement, the McMaster team organized and hosted three on-line sessions that took place in June 2023. Across these sessions, 40 stakeholders attended and represented 37 different organizations. There was representation across all freight modes and levels of government and from a wide variety of organizations with a stake in the future of goods movement in Hamilton. A summary of the insights from the session is included in the Appendix. Linkages to insights from these engagement processes have been made throughout Chapter 2 and are influential in deriving the final set of action items in Chapter 3.

Acronyms are used often in the strategy. These have been spelled out in full the first time they are used. An alternative approach to understand an unknown acronym is to consult the table available on page 93.

To close this introduction, two key outputs of the overall strategy process are displayed at the conclusion of this introductory chapter. On the following page is a summary of Hamilton's value proposition considered from a goods movement perspective (Figure 1-1). On the page that follows is a summary of the overall strategy that has emerged from this process (Figure 1-2).



Figure 1-1: Hamilton's Goods Movement Value Proposition



Figure 1-2: Summary of Strategy



2 CURRENT STATE ASSESSMENT

2.0 CURRENT STATE ASSESSMENT

2.1 Context

The Hamilton Goods movement sector includes all modes of transportation – road, rail, marine and air – as well as multimodal transfer facilities. All modes are necessary to keep the economy functioning. In addition to goods and freight carriers, the sector includes logistics, warehousing and distribution companies, technology developers, educators and researchers, transportation planning, services from financial and insurance providers, customs brokers, and a range of other supporting and emerging industries.

The public sector plays a major enabling role in the sector, through its ownership and influence over road infrastructure, the Hamilton-Oshawa Port Authority (HOPA) and the John C. Munro International Airport, operated by Vantage Group, under contract with the City of Hamilton. Rail companies operating throughout the region control their own rail infrastructure but are subject to federal regulation and oversight.

The goods movement sector is, has been, and will be strategic to Hamilton's economic prosperity. The sector is economically significant to the Hamilton economy and to the surrounding region in two ways:

- It is an **enabling sector** to manufacturing, agrifood and consumer logistics supply chains, and
- It is a major, **high wage employer** in its own right (see Table 2-1).

Strategically, the goods movement sector establishes Hamilton as a trade hub, connecting the Greater Toronto Hamilton Area (GTHA) and Southern Ontario to the US and the world.

As an enabling sector, an efficient and resilient transportation sector supports international trade in goods based on speed, cost and, increasingly carbon

footprint. This can induce a virtuous cycle which supports business expansion and further investment. Transportation costs are ultimately reflected in the cost of goods delivered to consumers locally, and in the geographic reach locally produced goods have in export markets (both internal – interprovincial – and external trade).



Figure 2-1: Hamilton’s Strategic Location in a Macro-Sense

As a sector, goods movement can be segmented by transportation mode and the goods they carry, as well as by time sensitivity and volume/weight. Hamilton is also home to an emerging segment of transportation focused on communications and technology-enabled goods movement/planning.

In developing this strategy for Hamilton, consider that the goods movement sector coexists with passenger travel; the two segments support one another and occasionally come into conflict in competing for scarce resources.

Government policies at all levels must take these issues into consideration in developing long-term plans for growth. The recent pandemic accelerated changes already underway in the economy and society, leading more people to work from home, while also creating more demand for home delivery.

An efficient goods movement sector is essential to competitiveness of the industries it supports, and Hamilton's goods movement sector provides the industries reliant on goods movement with competitive advantage over competing locations.

Strategic Location

Hamilton is centrally located in Canada's economic heartland, near Canada's most important metropolitan area. Hamilton is well-located in relation to southern Ontario and the Greater Toronto Area (GTA), the US Midwest and the US Northeast as Figure 2-1 attests. The city is also centrally located within the binational Great Lakes-St. Lawrence Region. The economy of this region is more than twice the size of the entire Canadian economy [7]. Invest Hamilton notes that 142 million consumers reside within a day's drive of Hamilton and approximately \$400 billion in merchandise trade travels across the border in Ontario every year, much of that flow near Hamilton.

Figure 2-2, which is good for reviewing in detail, has been reproduced from an earlier report by MITL [8] that was based on extensive stakeholder engagement. The two maps highlight Hamilton's central position in the Golden Horseshoe, some of the important transportation infrastructure, and also key bottlenecks as they were being perceived in the year before the pandemic. Many of the noted bottlenecks remain relevant today and are discussed as this chapter proceeds.

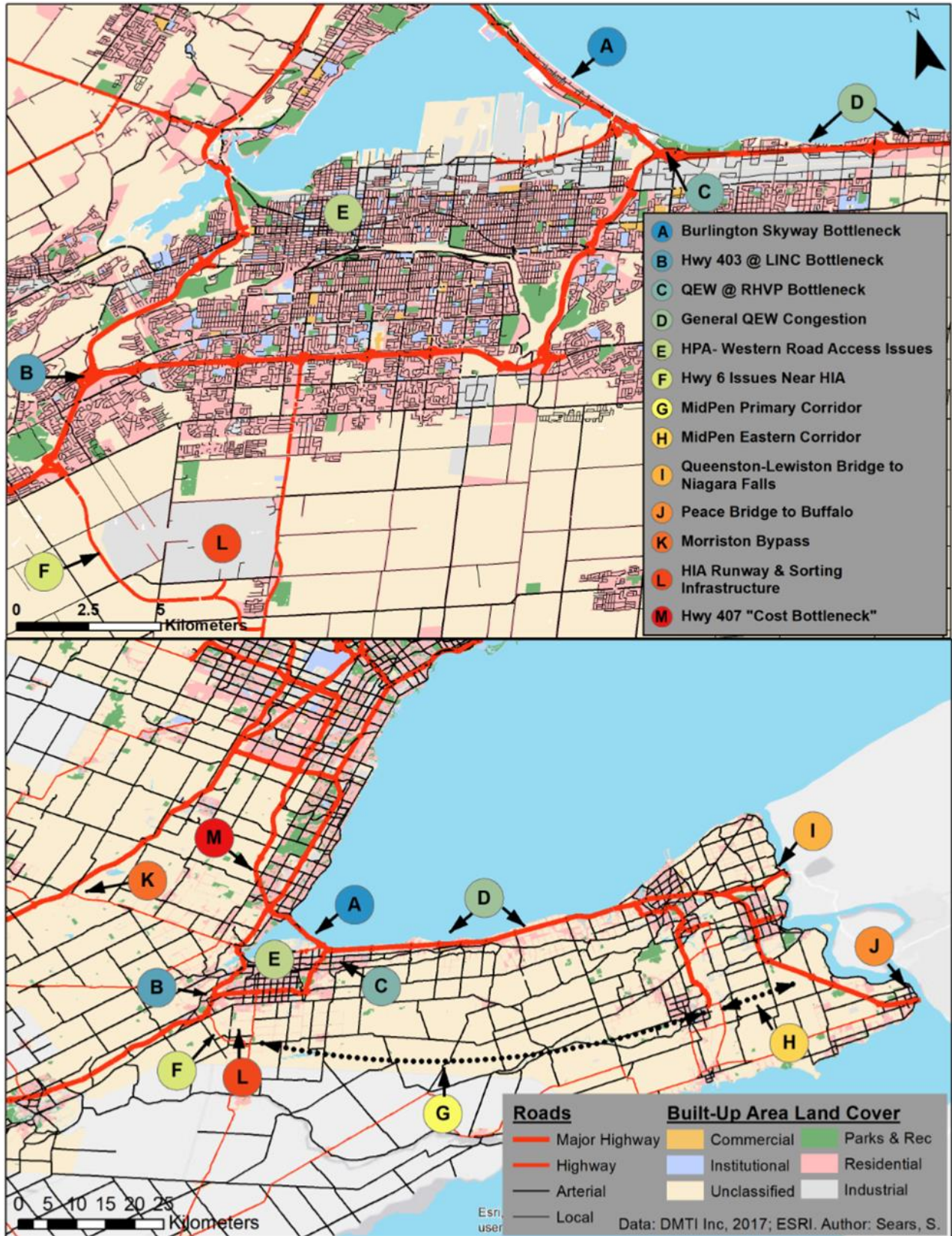


Figure 2-2: Goods Movement Features and Bottlenecks in Hamilton and Vicinity

Hamilton’s location is intertwined with quality-of-life aspects that are important from many strategic perspectives. As the lower map in Figure 2-2 highlights, Hamilton residents have good simultaneous access to the amenities of Toronto and Niagara and what lies across the border. These and related elements are also highly beneficial for firms that choose to locate their operations in Hamilton.

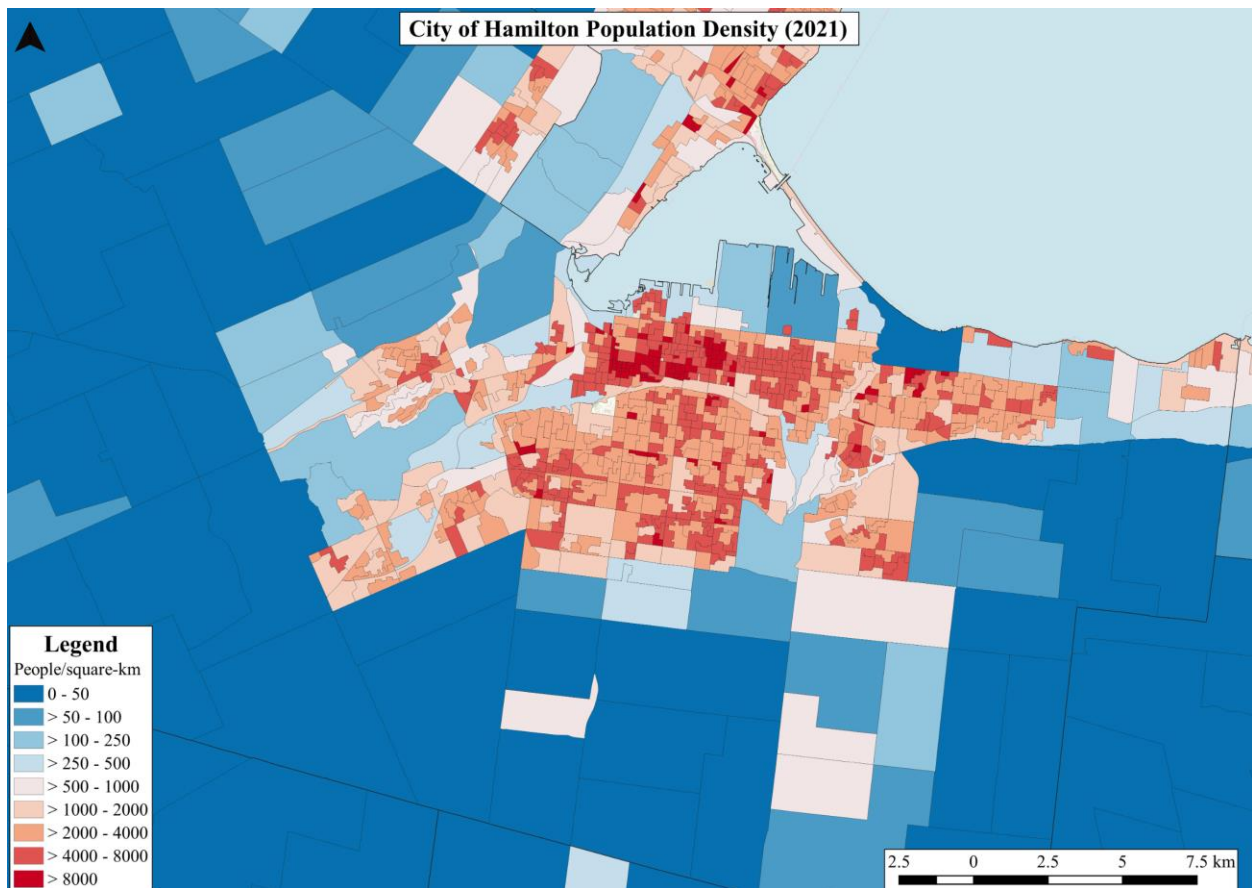


Figure 2-3: Population Density by Census Dissemination Area in the City of Hamilton

Another important aspect of context for Hamilton’s goods movement strategy is population density (Figure 2-3)¹, as this has a significant impact on the environment in which the goods movement sector must operate. Hamilton’s extensive rural areas generally have fewer than 50 people per sq-km. Peak densities in Hamilton are near the downtown area with several

¹ Thanks to Ali Shehabeldeen from MITL for the development of this map.

small census areas well over 8,000 people per sq-km as indicated on the map. There are a handful of small census areas nearing 50,000 people per sq-km². It is important to note that even the most densely populated locations in Hamilton are not highly dense and these do not extend over a large area. This has implications for goods movement in Hamilton and means fewer pressures in the “last mile” of delivery compared to dense metropolitan centres.

Size, Impact and Wages of the Goods Movement Sector

Considering that the proper functioning of the goods movement sector is an essential lifeblood to daily life and the economy, it is difficult to put a true value on its role. With no flow of goods, society as we know it would soon ground to a halt and faster than we might imagine. In the automotive sector, February 2022 disruptions at the Ambassador Bridge in Windsor/Detroit over a one-week period caused some automotive production plants, with their finely tuned cross-border supply chains, to shut down entirely even though other border crossings remained open.

Table 2-1: Hourly Wage Rates: Selected Goods Movement Occupations

Occupation	Median Wage per hour (\$)
Senior managers - construction, transportation, production and utilities	41.03
Production and transportation logistics coordinators	25.00
Transportation route and crew schedulers	26.14
Ground and water transport ticket agents, cargo service representatives and related clerks	19.50
Managers in transportation	54.33
Deck officers, water transport	29.00
Transport truck drivers	25.00
Water transport deck and engine room crew	29.71
Air transport ramp attendants	23.00
Railway and motor transport labourers	18.85

Given that the true value of the goods movement sector and supporting infrastructure is probably incalculable, we can at least estimate aspects of its

² As a comparison, Toronto has 1361 small census areas at over 8,000 people per sq-km, 69 small census areas at over 50,000 people per sq-km and 9 over 100,000.

size using employment levels and GDP as tools. For the former, human capital is critical for the goods movement sector in Hamilton to function but the number of people involved is relatively small given the large impact:

- The transportation and warehousing sectors (NAICS codes 48-49) for the Hamilton Census Metropolitan Area (CMA - which includes Burlington and Grimsby) is estimated at 17,075 employees based on the 2021 census. Note that this includes many occupations associated with people movement (e.g., public transit operation). Note also that the census is based on place of residence, so some of the 17,075 may work outside Hamilton and other people who work locally in this sector may reside outside Hamilton and are counted elsewhere.
- The trucking sector accounts for 4,890 of the 17,075 total transportation and warehousing employees and another 5,000 approximately of the total are involved with postal/courier operations. These are the largest employers in terms of the direct movement of goods across modes. The recent growth of Amazon in Hamilton adds significantly to the 17,075 total.
- It is the nature of goods movement that truckers who are driving in Hamilton at any given time may be from elsewhere and Hamilton drivers may well be working outside of Hamilton. For the City of Hamilton, as opposed to the CMA, the total will be significantly less than 4,890³.
- Median hourly wages for selected goods movement occupations are reported in Table 2-1 as reported for Hamilton-Niagara region at the Government of Canada Job Bank.

³ A rough estimate for the City of Hamilton (not the CMA) derived from the Canadian Business Counts data source arrived at a total of 4,482 in the truck transportation sector as of June 2022. This would be based on place of work, not place of residence.

- At 37,880 employees for the Hamilton CMA ⁴ , the manufacturing sector certainly is much larger than the core goods movement sector in terms of employment and is very much involved in generating demand for the services of goods movement providers. Manufacturing relies heavily on the goods movement sector to function and to plan future expansion.

Each week, approximately 100,000 cargo-carrying truck trips interact with, or pass through, the City of Hamilton with cargoes valued at \$3.8 billion.

Importance to the economy can also be assessed through GDP statistics. GDP data specifically for Hamilton was not available for this strategy. National statistics reveal that the transportation and warehouse sector accounts for 3.6% of Canada’s total GDP [9] and truck transportation is estimated to account for 28% of the sector in GDP terms. Manufacturing accounted for 9.5% of national GDP in 2021.

A recent strike that shut down the Great Lakes - St. Lawrence Seaway offered another illustration of how the economy depends so heavily on goods movement. A 2023 economic impact report estimates that 22,471 direct jobs in Ontario are supported by the operation of the Seaway, with the total increasing to 67,154 jobs if indirect and induced impacts are included as well [10]. Although not specifically broken down in the study, the Port of Hamilton plays a central role in supporting those jobs.

⁴ The recent Manufacturing Strategy [2] suggests that approximately 25,000 of these jobs reside in the City of Hamilton.

Central Ontario Region (including the GTA) accounts for the bulk of Hamilton's inter-city truck trips: 57% of trips inbound to Hamilton and 53% of trips outbound.

2.2 Road

Movement of goods by truck is the most prominent element of how roads and highways get used for the purposes of this strategy. But roads are very much a finite and shared infrastructure resource. People movements, whether by automobile, public transit or bicycle are highly dependent on road networks.

Pedestrian movements are quite intertwined with the usage of roads and pedestrians are the most vulnerable users of roads. Whether dealing with middle miles, first or last miles or the “last yard”, roads are very much part of the equation in delivering goods as inputs in the production process or as outputs reaching the doorsteps of end consumers. The relative complexity of road usage leads to an array of themes that must be explored to assess the current state.

The High Importance of Roads and Highways

The significance of the local road and highway network (and the regional road network beyond) cannot be overstated. Roads (arterials and highways) constitute the cornerstone of Hamilton's multi-modal capability. Clearly the trucking sector cannot operate without them, but the air cargo sector in Hamilton depends heavily on well-timed connections to key markets based on truck movements. Large tonnage flows of goods, both to and from the Port of Hamilton, rely on local and regional road and highway networks. Rail offers some direct connections to industrial sites but generally road connections to rail transload or intermodal facilities are paramount. Road networks also facilitate movements by passenger vehicles, active (walking and cycling) and public transit, all of which are interdependent with goods movement (especially in the central city and other areas of higher density).

Where are goods moving by truck?

Truck transportation is pivotal for goods movement and an understanding of movements that are tied to Hamilton is essential. Figure 2-4 (which excludes truck movements that are internal to the City of Hamilton) shows that most cargo-carrying truck trips that start or end in Hamilton are internal to Ontario. Trips to and from the Central Ontario Region (which includes the GTA) are especially prominent as is Southwestern Ontario. There is little direct trucking linkage to Northern or Eastern Ontario.

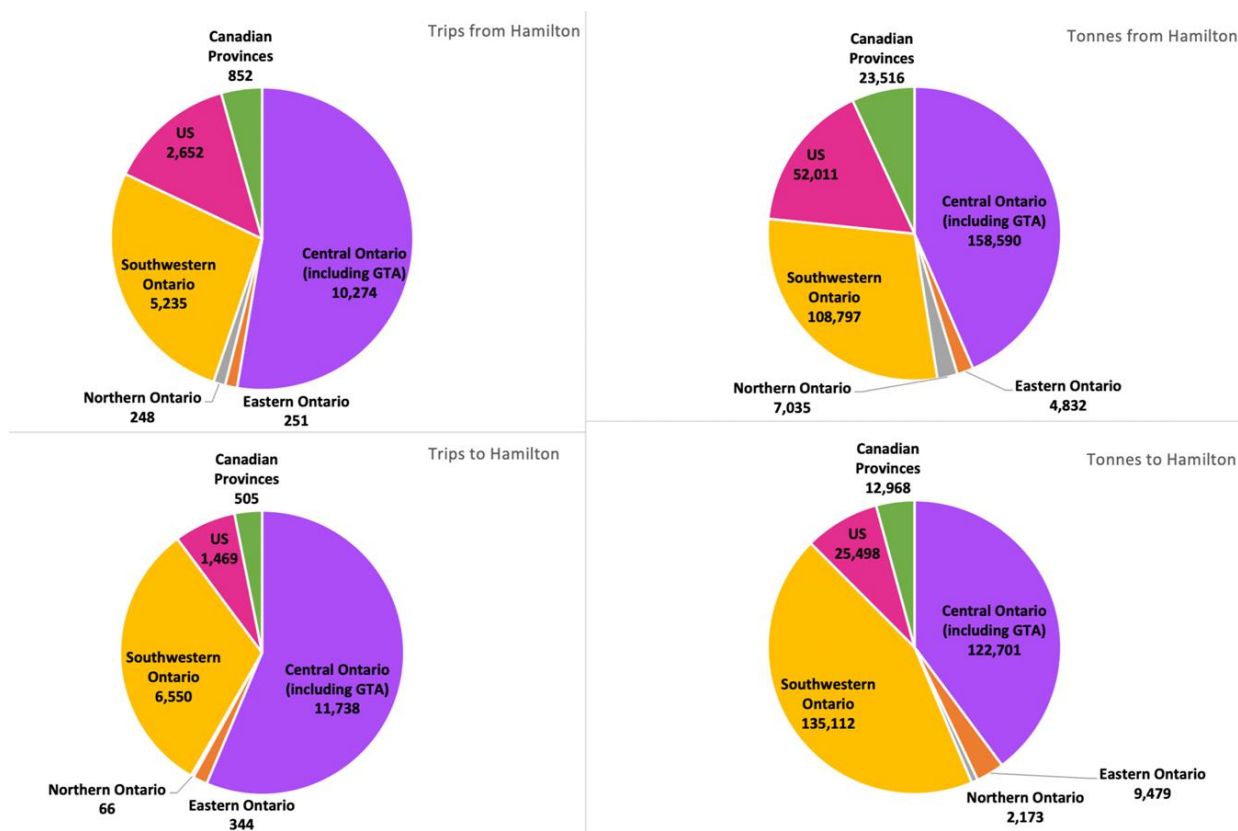


Figure 2-4: Hamilton’s Weekly Truck Flows in and outside of Ontario (Source: CVS)

Note that Central Ontario Region accounts for a larger share of truck trips than truck tonnage. Note also that direct linkages to the US are more important for trips/tonnes *from* Hamilton (versus to Hamilton). Also apparent is that truck flows to and from the US are more significant to Hamilton than truck flows to other Canadian provinces.

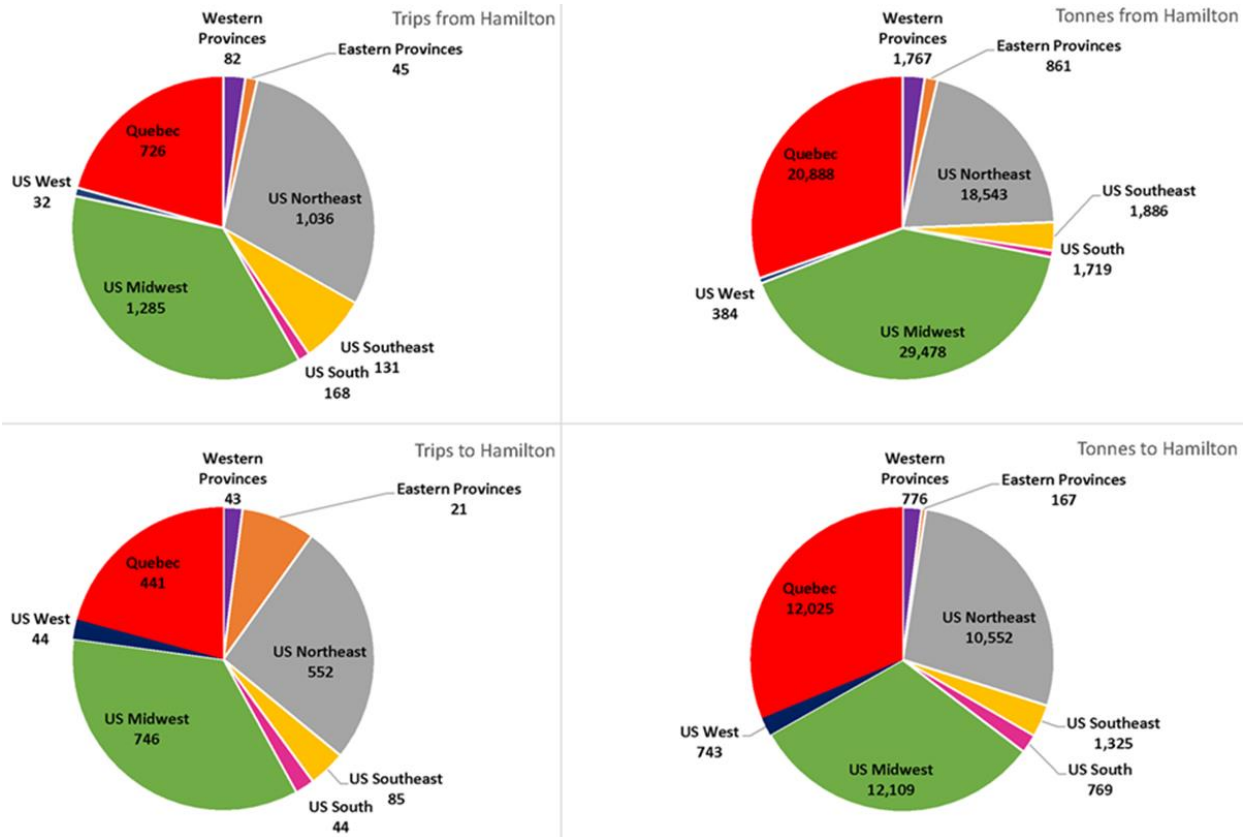


Figure 2-5: Hamilton’s Weekly Truck Flows outside Ontario (Source: Derived from CVS)

Figure 2-5 excludes trips that are internal to Hamilton, but also excludes trips that are internal to Ontario. This view offers more detail into Hamilton’s Canadian and US connections by truck. Within Canada, Hamilton connections by truck to/from Quebec dwarf connections to other provinces. Tonnage connections to Quebec are more important than trip connections indicating that truck loads tend to be relatively heavy. For US regions, the Midwest is significantly more prominent for Hamilton than the US Northeast. The nearby state of Ohio, which is important to Hamilton, is classified as Midwest. These charts also highlight the strong importance of truck-enabled trade with the United States.

A detailed comparison of the two trip pies in Figure 2-5, in terms of trip totals, would reveal that Hamilton generates many more non-Ontario trips than it receives (18% of weekly trips versus 10% of trips). This likely reflects that

freight hubs such as Peel Region often act as an intermediary distribution point for goods arriving from outside Ontario.

What goods are moving by truck?

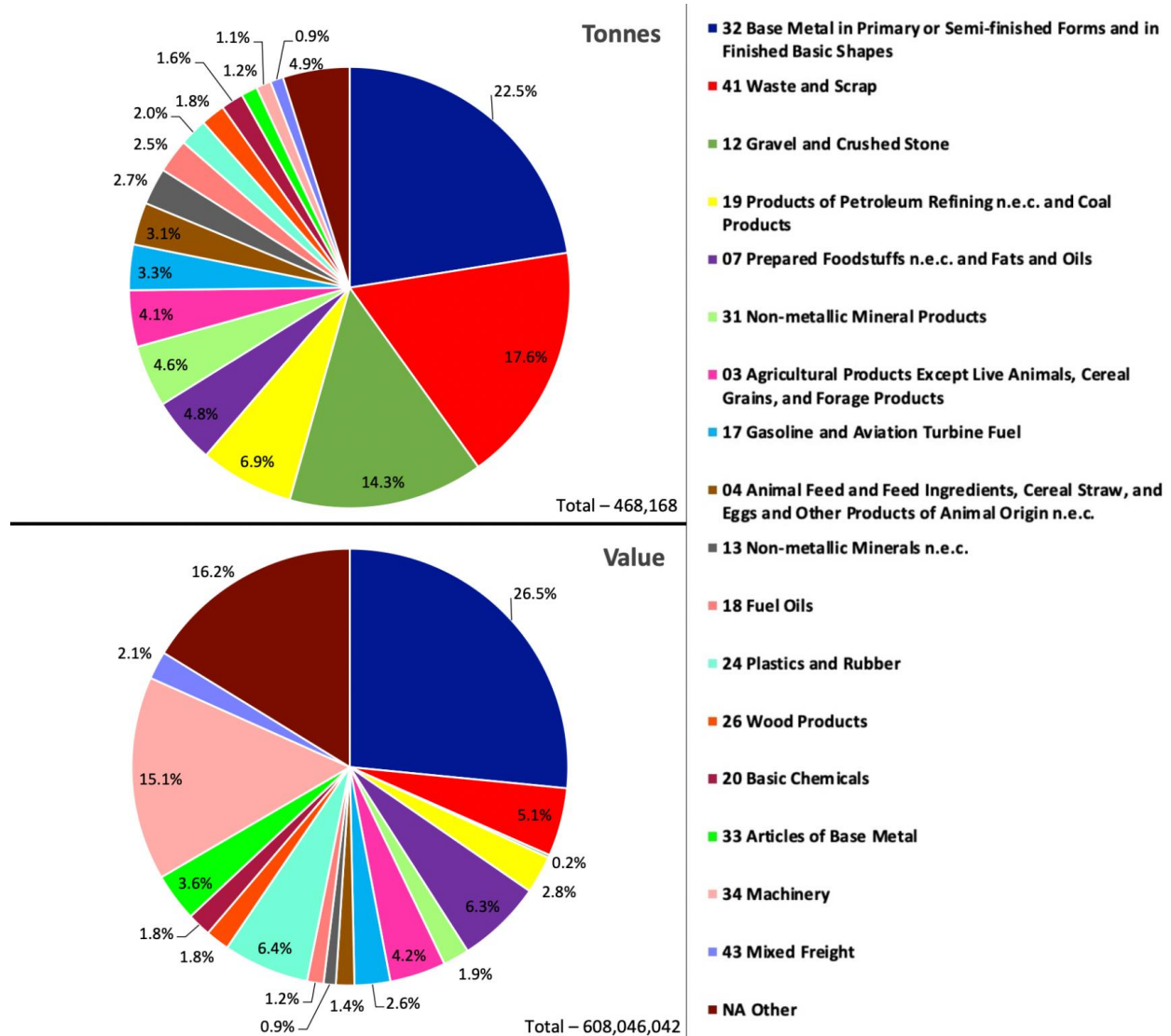


Figure 2-6: Outflowing Truck Cargo Tonnage and Value from City of Hamilton (Source: CVS)

The Ontario CVS offers good insight into what is carried on trucks. Figure 2-6 characterizes truck cargoes that originate in Hamilton and Figure 2-7 does so for cargoes that arrive in Hamilton. Both figures illustrate tonnage and value distributions for relevant commodities. For each pairing of pie charts,

commodities are sorted in the same order. The Fluid Intelligence Compendium additionally represents trips and tonne-km in a similar manner.

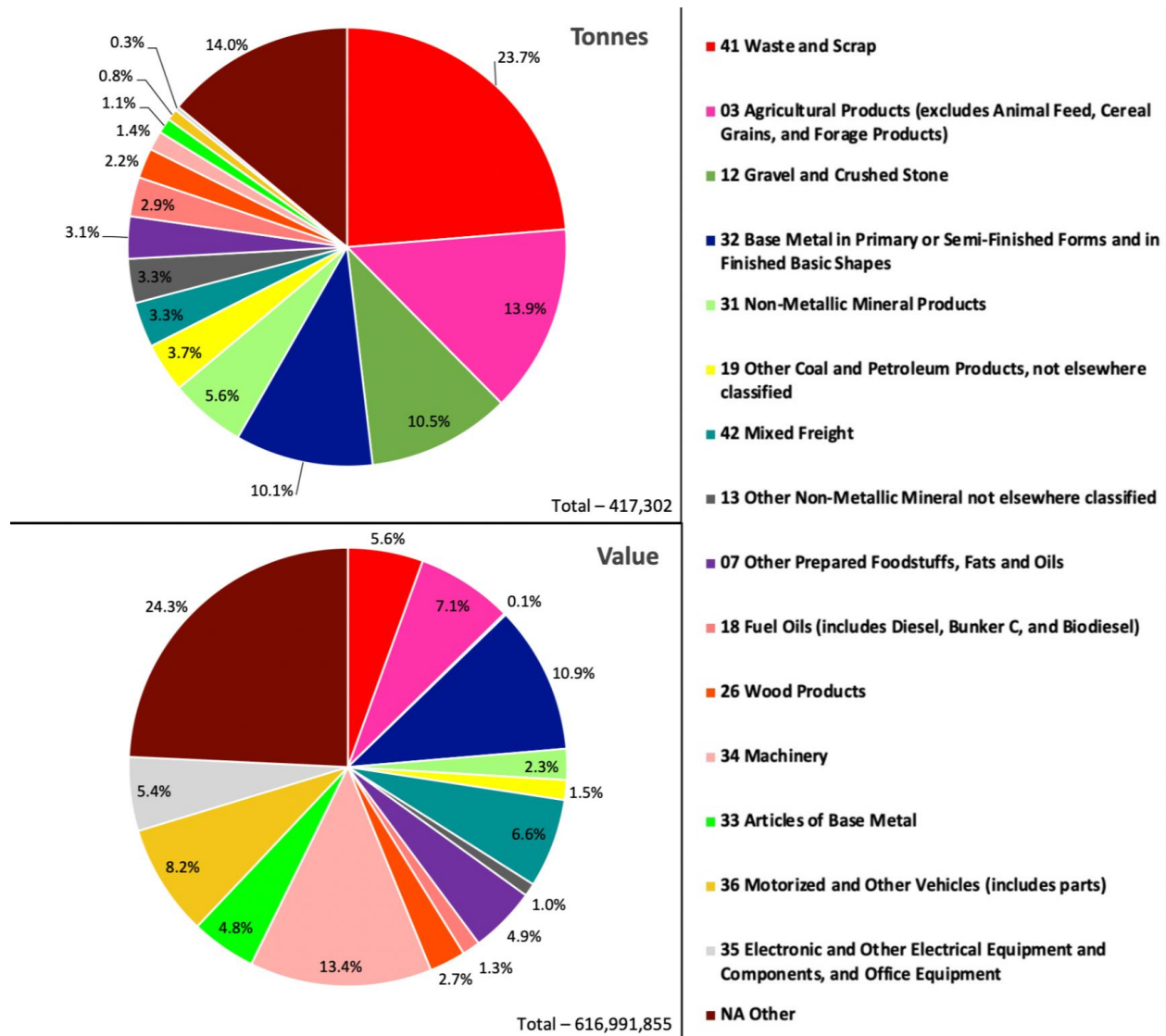


Figure 2-7: Inflowing Truck Cargo Tonnage and Value to City of Hamilton (Source: CVS)

A few observations stand out from the two figures (and others are possible):

- Heavy manufacturing stands out more for outflows moved by truck than inflows.
- For outflows, note that “Gravel and crushed stone” is very prominent in tonnage terms but barely visible in value terms.

- Outflows of “Machinery” are quite prominent in value terms but not tonnage terms.

Given the timing of the most recent CVS data collection, mostly in the pre-pandemic period, consumer goods movements are not highly apparent in these charts. The rise of Amazon in the region is likely to increase the prominence of such goods in future data collection.

On the QEW near Winona, approximately 13,500 east-west moving trucks may pass during a busy weekday.

When Do Trucks Operate?

For Hamilton freight movements, there are definite seasonal patterns each year and daily fluctuations within the course of each week. With the rise of agricultural commodities feeding into the Port of Hamilton over the past decade and before, autumn harvest has become a busy time for the Port and for the trucks that feed in the commodities. In weekly terms, there is a definite lull in activity on the weekends, especially Sunday. Trucking activity peaks between Tuesday and Thursday. Within the typical weekday, trucking firms allocate more activity between the AM and PM highway congestion peaks, with there being more urgency to avoid afternoon congestion. Mid-day tends to be the peak for truck volumes.

There are some interesting temporal patterns by truck type. Smaller single unit “straight trucks” are generally more locally oriented than trucks with trailers (that typically have 5 axles or more). Single unit trucks thus tend to be relatively more active during the day. Larger trucks are generally more active over the course of the 24-hour day. See Figure 2-8 for some evidence on these aspects and on truck volumes. The greater intensity of truck activity on the QEW relative to the Lincoln Alexander Parkway (LINC) can be seen but it is also clear that the LINC and Red Hill Valley Parkway (RHVP) have emerged as critical for truck movements in the region.

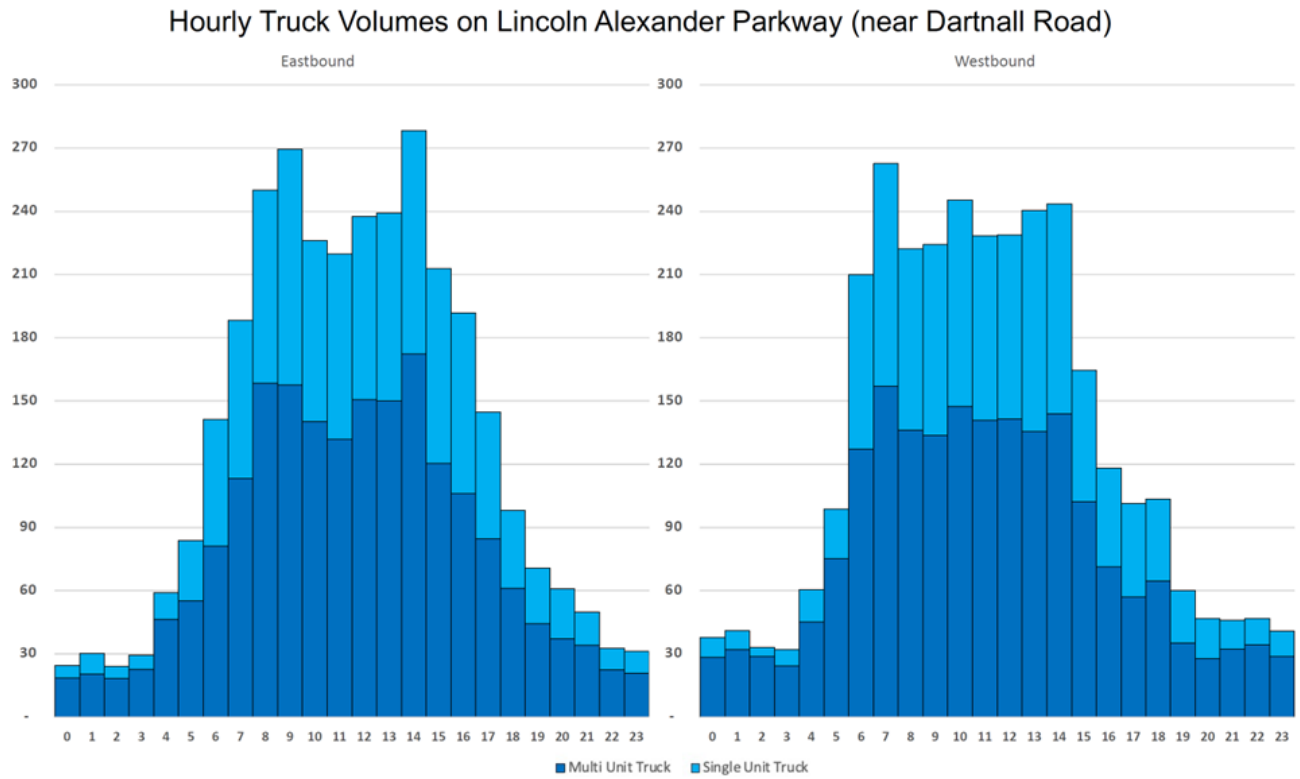
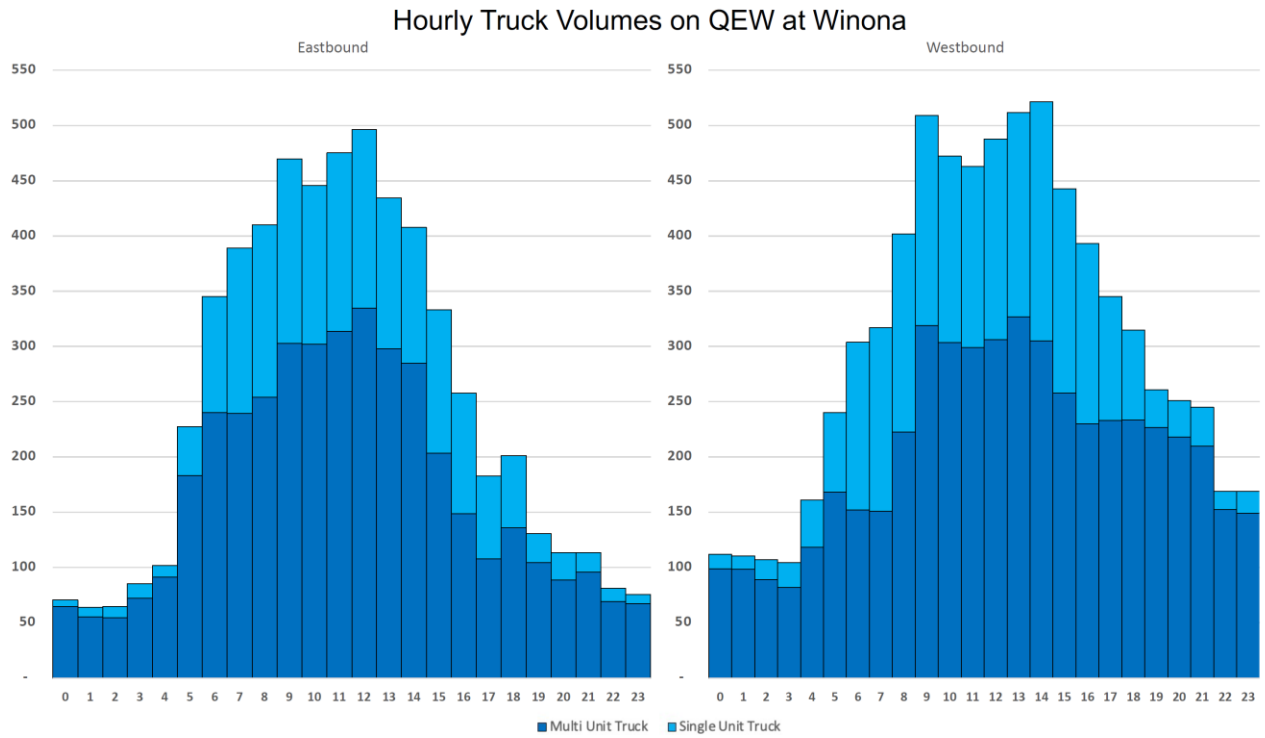


Figure 2-8: Hourly Truck Volumes at Key Hamilton Highway Locations

Intensity of Trucking Activity

Figure 2-9 offers a good sense of the relative intensity of trucking activity across the City of Hamilton. Another view is available in the Fluid Intelligence Compendium. The figure highlights that trucking activity is quite unevenly distributed and that the major highways, not surprisingly, are associated with a very high intensity of trucking activity. The heart of goods movement in the city is centred near the intersection of the QEW and the Red Hill Valley Parkway. To the west of this location lies much of Hamilton's heavy industry and the Port of Hamilton. These are associated with significant multimodal activities via trucking, marine and rail. To the east is a large, diversified trucking cluster and associated light industrial activities that take advantage of the proximity to the QEW. This east-west band of activity extends for approximately 15 to 20 km and accounts for the most intense goods movement activity in the city.

The QEW is associated with a lot of pass-thru activity but there is also a lot of direct interaction between heavy trucks and the local communities. A large shipper of goods in Hamilton estimated that their operations generate 500 truck trips per 24 hours, though most of these movements have good direct access to highways. Other areas (e.g., Ancaster, the West Mountain) experience a lot of pass-thru heavy truck activity related to major expressways, which generate background noise and emissions, but see less direct interaction with trucks on the streets.

Other trucking clusters are evident in Figure 2-9. The cluster associated with the Red Hill Business Park is very prominent along with the business parks in Ancaster and Dundas. There is a strong node of activity associated with the airport and truck activity linked to the new Amazon Fulfilment Centre, near the airport and Dickenson Road, shows up clearly.

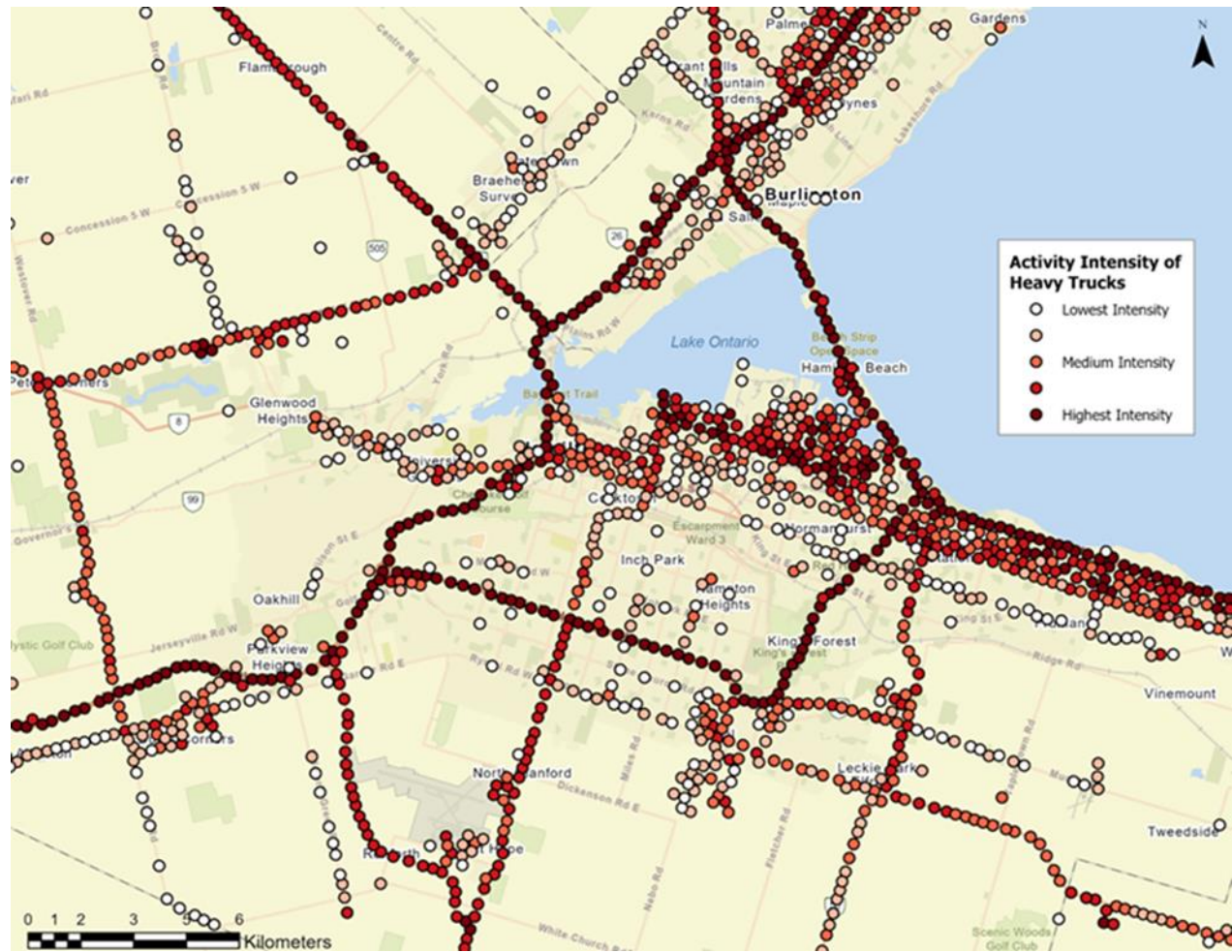


Figure 2-9: Intensity of Trucking Activity (Source: Derived from ATRI)

Truck Trip Details by Hamilton Wards and Regional Zones

Figure 2-10 considers truck trips associated with Hamilton and is derived from the Ontario CVS. Such trips may originate/terminate in Hamilton or pass through. Some of these trips may involve empty trucks. The graph represents a custom zonal system where Hamilton is represented in considerable detail (at the level of wards) while farther off geographies are captured in less detail. Trips per zone are captured as the sum of outflowing + inflowing trips. Trips per zone are also classified by the type of truck involved. Hamilton zones (wards) are specifically marked for easy identification. The truck types are mostly self-explanatory but “straight trucks” do not involve a trailer.

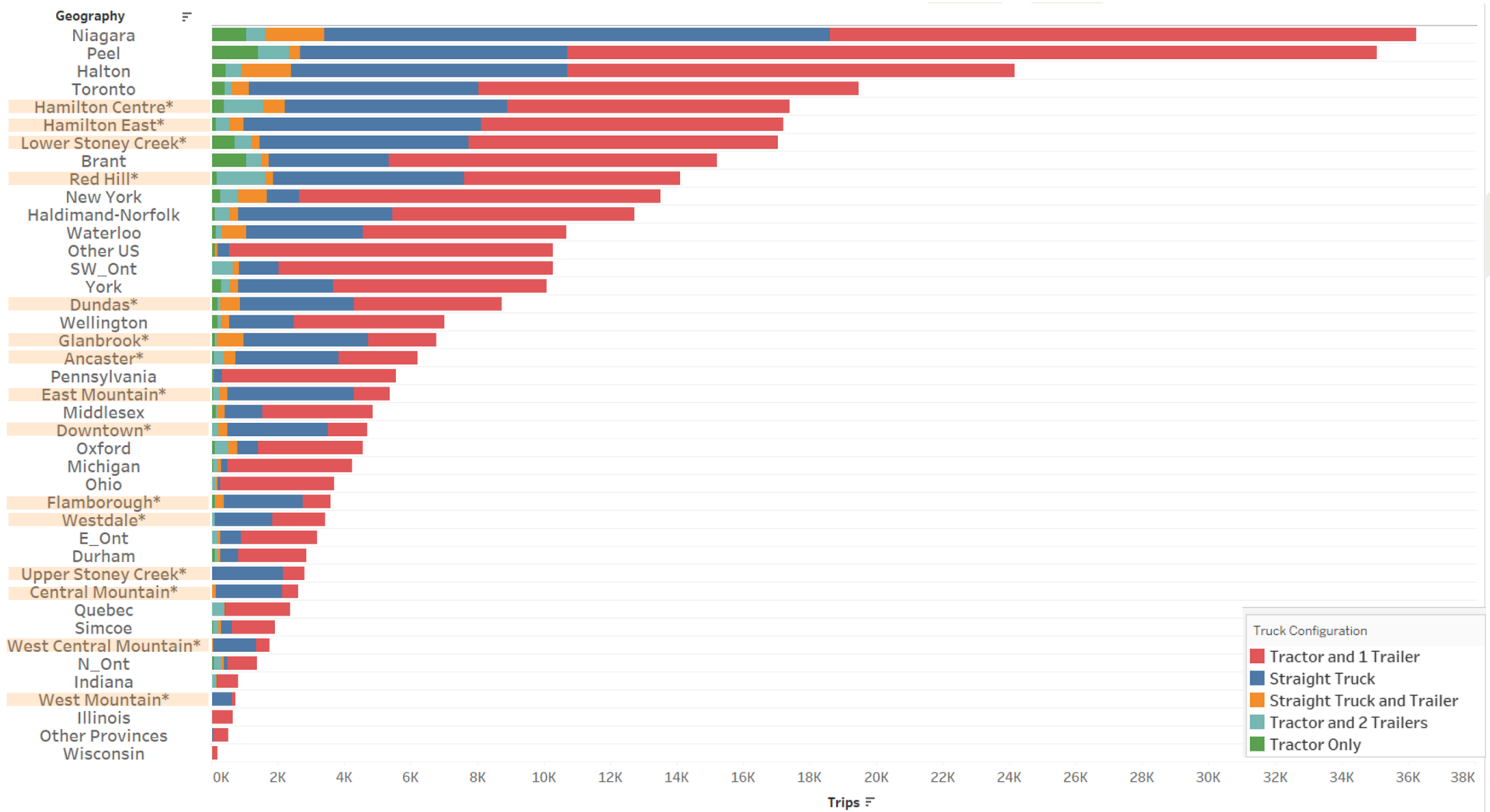


Figure 2-10: Hamilton-Linked Weekly Truck Trips by Truck Types Depending on Geographic Zone

Several observations can be made about Figure 2-10:

- The sum of the individual Hamilton zones leads to a very large trip total relative to any other zone in the graph.
- Peel and Niagara Regions are the most prominent “zones” outside Hamilton and interact similarly with Hamilton for total trips. Peel is a much larger freight hub, but Niagara is closer to Hamilton.
- Peel-Hamilton interactions are more likely to involve tractor and one trailer combinations, while Niagara-Hamilton is more likely straight trucks.
- Four wards in Hamilton stand out for being associated with a lot of truck trips and they are all quite close to QEW-RHVP. The West Mountain wards have the least direct interactions with trucks.
- When a truck in Hamilton is linked to a far-off jurisdiction (e.g., Illinois, Wisconsin) it will almost certainly be a tractor-trailer combination. For GTA and beyond, straight trucks are in the minority.
- Now and into the future, straight trucks would typically be allowed into the Hamilton central city whereas tractor/trailer combinations would not.
- Tractor trailer combinations seem quite prominent for most Hamilton zones, but small, delivery-oriented trucks are not well captured by the CVS.

Local and Regional Traffic Congestion

The ability of Hamilton to sustain generally lower levels and shorter durations of traffic congestion on its major highways and arterials is a significant component of its overall value proposition. It is an empirical fact that Hamilton, on average, is less congested than the GTA but there is a need to maintain this as an on-going perception. According to TomTom [11], which

comprehensively tracks urban road speeds around the world, Hamilton ranked as the 300th most congested metropolitan area in the world in 2022 in terms of the typical duration required to travel 10km. Toronto was more congested, ranking at 206 in the world while London, Ontario (which lacks urban expressways comparable to the Linc or RHVP) was interestingly ranked the most poorly of the three at 151. This brief comparison suggests a good empirical basis for Hamilton being viewed as relatively less congested.

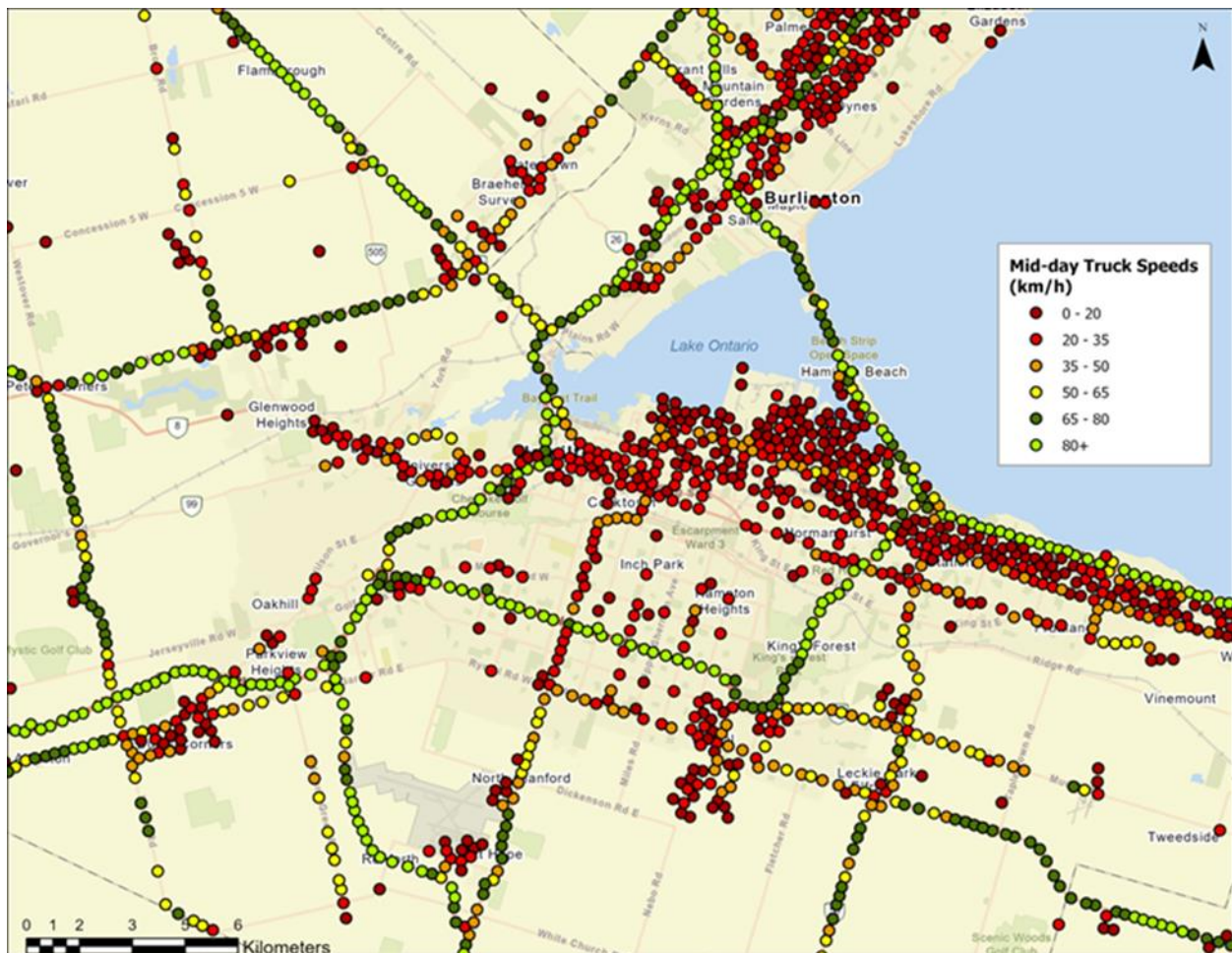


Figure 2-11: Mid-Day Truck Speeds (Source: Derived from ATRI)

Figure 2-11 uses GPS data and focuses specifically on truck speeds on weekdays for several hours in the middle of the day when truck volumes are at their highest. The results cover a period of six months including up to February 2023. The colour patterns on this map highlight the critical importance of highway infrastructure to keep trucks moving at a high rate of

speed. There is much more green than would be the case if Hamilton were a city of arterials. A few specific observations are possible from this map and another that is available in the data compendium:

- There is evidence of trucks operating at sub-optimal speeds of 50-65km/h on highways (e.g., Highway 6N between 403 and Clappison's Corners, Hwy 5 near Clappison's Corners, 403 Ancaster Hill, Highway 6S at Book Road).
- Burlington Street is typically in the 35-50 km/h range but slows notably west of Wentworth Street.
- Speeds are 20-35 km/h on Upper James Street near the LINC
- Speeds are relatively slow for getting to/from the Downtown (and this is more so the case on King Street)

Further outputs in relation to traffic congestion are available in the data compendium. Results are shown from 2022 for major highways in Hamilton and the overall GTHA. 2022 was a recovery year from the pandemic and featured lower levels of congestion than 2023. As a result, we have opted not to dwell here on the particulars of 2022 results. The compendium also highlights GTHA congestion results from 2014 and shows rather severe outcomes at a time when working at home was much less of an option.

In this section on congestion, it is critical to note that it is not just intra-Hamilton congestion that matters for Hamilton's goods movement sector. Figure 2-10, others prior, and outputs in the data compendium, highlight a strong dependence on regional interactions. As such, traffic congestion beyond the borders of Hamilton is a very important consideration. The performance of the QEW, for example, through Halton and Peel regions, very much impacts perceptions on the viability of Hamilton's location relative to the GTA. A recent MITL survey of goods movement-oriented firms in Niagara

region revealed that regional traffic congestion and the ability to access the GTA was actually viewed as more critical than local highway congestion [12].

The Hwy 407 toll road is also a regional topic of interest for Hamilton goods movement. The city's location relative to Hwy 407 was brought up as a useful aspect of its value proposition during stakeholder engagement. Hamilton offers good proximity, albeit not direct access, to the toll route for expedited travel to many regions of the GTA. For some freight contexts, it is becoming more common for shippers/carriers to justify paying the high per km rates for trucks. However, intra-Hamilton Hwy 403 bottlenecks cause difficulties simply to access Hwy 407 and may interfere with the perceived benefits of using Hwy 407, taking into account Hamilton's need to connect with the GTA.

Dependence on Provincial 400-series Infrastructure and Decision-making

The 400-series highways located within the boundaries of the City of Hamilton are a primary backbone of the city road network and yet there is no local control of these key thoroughfares. These are under the jurisdiction of the Ontario government but there is no active flow of data from the province as to how these major highways are being utilized by the goods movement sector or how they are performing. The MTO COMPASS system provides real-time feedback to drivers on driving times and conditions but associated compiled data are not widely available.

Hamilton's Transportation Master Plan Update notes that the future ability to increase capacity on the Linc or RHVP is dependent on capacity increases on provincial highways such as Hwy 403. There is the risk that a local desire to increase capacity may not coincide with a similar provincial desire or there may be significant differences in the timing of such improvements.

A potential solution to provincial highway data gaps is locally led monitoring and measurement efforts on the performance of this critical provincial infrastructure to provide a continual flow of information on important topics

such as truck volumes at varied locations. This flow of information could ultimately be leveraged for a variety of applications (e.g., changes in truck flows are associated with changes in the economy) but could also assist the provincial government. The suggested approach has some analogy with private sector firms that provide detailed data on Canadian National (CN) and CPKC rail operations but gather data components via monitoring from outside rail properties.

Airport Employment Growth District Development: Highway Access and Congestion Considerations

The Airport Employment Growth District (AEGD) is really one of the centerpieces of Hamilton's future industrial development. While other industrial areas and business parks are relatively well-situated near good highway infrastructure, the current situation with the AEGD will need to improve. Partly this is because the AEGD is somewhat "out of sight, out of mind" relative to many regional logistics clusters that are located on 400-series highways. Nevertheless, the Hwy 403 corridor running between Ancaster, Brantford and Woodstock is developing rapidly and is clearly a magnet for business investment. The AEGD links into this trend but also depends on important linkages to the GTA and Niagara. With this brief background in mind, a few observations seem pertinent:

- Hwy 403 eastbound, descending the escarpment, offers only two lanes of capacity and is easily congested. There is further congestion on the EB 403 approach to Hwy 6 and beyond, with dated interchange infrastructure at Highway 6N accounting for some of the problem.
- The development of the AEGD is hampered by a lack of high-quality road infrastructure to connect with the QEW for movements in the direction of Niagara. The most direct route to the Linc (which in turn offers access to the QEW) is via Upper James Street but the stretch between Rymal Road and the Linc is first and foremost a busy commercial strip that ideally

should not be heavily used by large trucks. This lack of viable alternatives puts additional pressure on the AEGD connection via Hwy 403.

- The City of Hamilton has noted that Dartnall Road, which is near the Red Hill Business Park and offers access to the LINC, will ultimately be extended to connect to the east-west running Dickenson Road. This does not offer a truly impactful solution but may offer some relief.
- The AEGD requires high-quality freeway infrastructure to extend directly to the airport. In 2021, MTO announced plans to expand Hwy 6 between Hwy 403 and Upper James Street to four median-separated lanes. The intersection of Book Road and Hwy 6 need to be controlled in a grade separated manner rather than with traffic lights. This will boost perceptions about the quality of infrastructure. The current means of intersection control at the site, which is located very close to Hwy 403, detracts from the perceived quality of the highway infrastructure that links to the airport. Stakeholder feedback has identified a need for this connection to Hwy 403 to have suitable lighting given that there is a lot of evening and early morning truck operations.
- The connection of the westbound Linc to WB 403 suffers from significant congestion, especially at PM peak, which causes traffic backups on both highways. At this location, traffic from the Linc merges with traffic from the WB 403 but this merged traffic is quickly funneled down to two lanes in a heavy traffic area. Ideally, if WB 403 is to be reduced to two lanes, it would take place several kilometres further west than is currently the case.

The Important Role of Public Transit

Multiple MITL stakeholder engagement efforts in recent years, related to goods movement and supply chain investigations, have revealed the important role of public transit in getting goods movement workers to their

place of employment. This element has also been noted in the current stakeholder process. Hamilton's AEGD has been noted as a particular concern as the location is remote from the main part of the city and working hours are often nocturnal/overnight.

Hamilton's transit network and service will undergo significant changes in the latter half of this decade with the introduction of light rail and the implementation of the ReEnvision HSR outcomes. It has been well understood that transit must offer reliable and frequent connections to key employment lands including Hamilton's freight clusters.

Life Sciences: A transport dependent, high value, low-weight sector

The life sciences sector exemplifies high-value, low-weight cargoes. The City of Hamilton has recently developed a comprehensive strategy to advance the local life sciences sector [4]. The strategy highlights Hamilton's high quality of life and strategic location as key city advantages in progressing the life sciences sector and both aspects are quite complementary as well to the progression of the goods movement sector. Both sectors benefit from the crucial role that John C. Munro Hamilton International Airport plays and the proximity of Hamilton to large markets within the region and beyond.

The life sciences strategy sees Hamilton as having unique infrastructure assets (related to the local history as a manufacturing centre) that could be converted or re-purposed for life sciences applications. The McMaster Innovation Park is identified as a key node for future life sciences development.

Whether leveraging legacy infrastructure or newer assets, the life sciences strategy indicates that key transportation corridors locally and outside City of Hamilton boundaries will need to perform well to help the sector thrive locally (and this was confirmed in the current engagement processes).

2.3 Marine

Cargo and Connections

Hamilton hosts one of North America’s leading inland marine ports and the foremost Canadian port on the Great Lakes [13]. The Port of Hamilton offers a multi-modal gateway to Southern Ontario, the US Midwest, and diverse ports of call on every populated continent. The Port is a gateway that can and does enable goods flows to bypass the heavily congested GTA, reduce the carbon footprint of goods movement and help reinforce the regional freight system to be more resilient to external shocks. These crucial attributes are even more relevant considering continuing regional population growth.

In 2022, 571 vessels called on the Port of Hamilton and 9.9 million tonnes of cargo worth \$2.8 billion were processed.

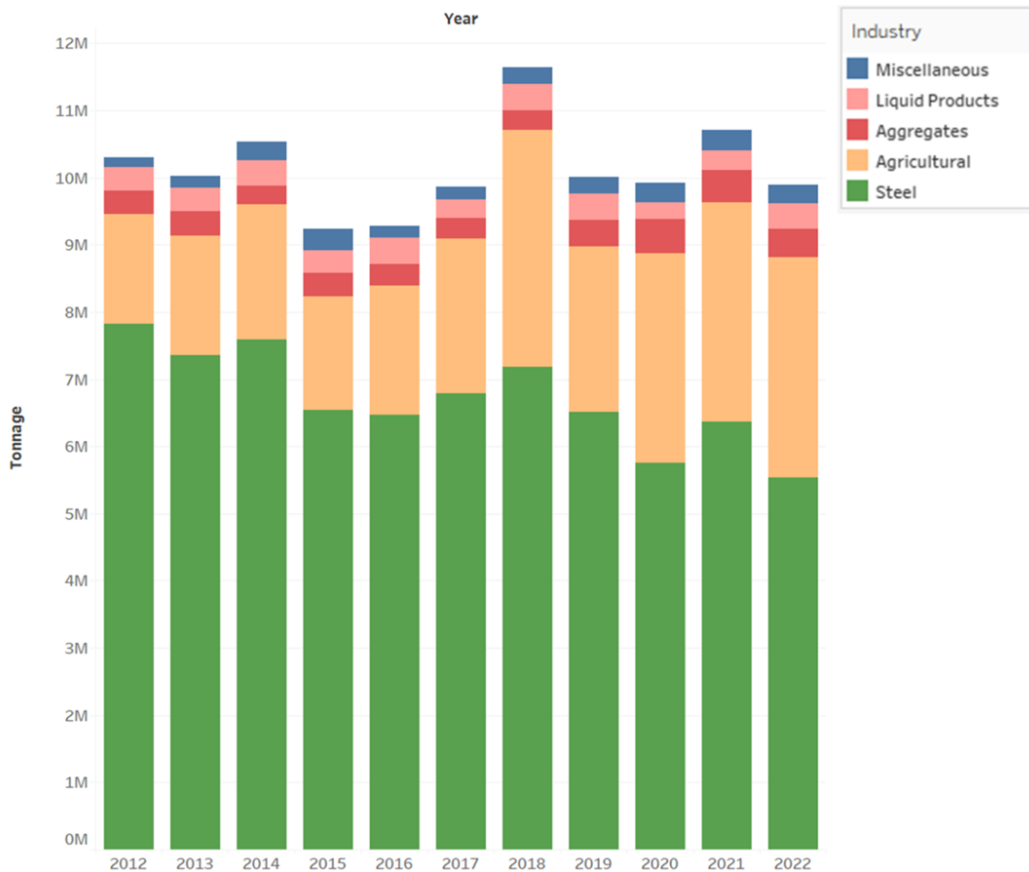


Figure 2-12: Port of Hamilton Tonnage by Main Industry of Commodities

Figure 2-12 offers important details on recent cargo flows via the Port of Hamilton. Annual cargo quantities have generally varied around 10 million tonnes in the past decade with a notable peak in 2018 during a time of US trade disputes with China. There has been a general pattern of gradually declining volumes related to the steel sector while increased agricultural flows are compensating quite well. Liquid products, aggregates and other miscellaneous cargoes have been relatively stable over the past decade. In general, cargoes have become more diversified [14].

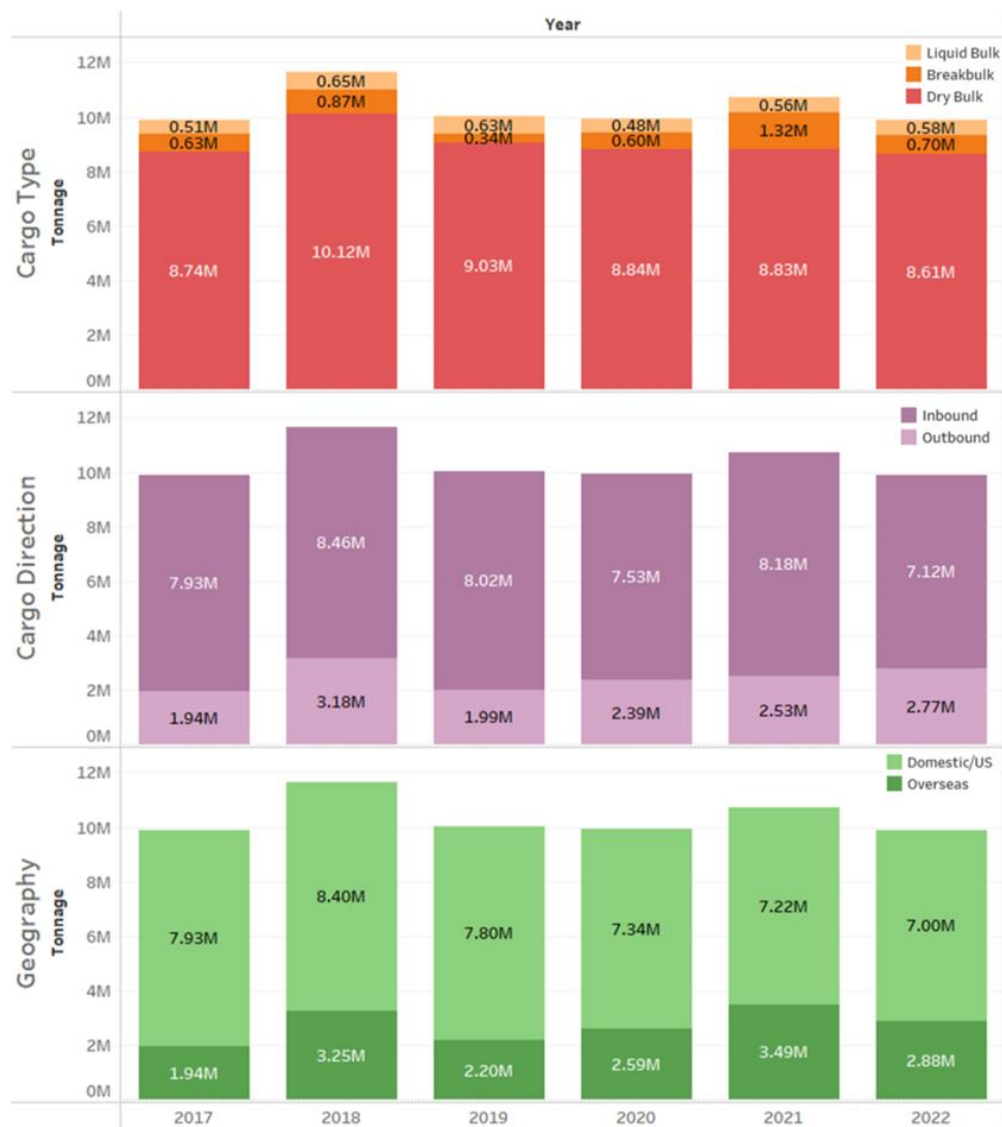


Figure 2-13: Port of Hamilton Tonnage Breakdowns (2017-2022)

Figure 2-13 breaks tonnage down using varied criteria. Cargo is highly oriented to dry bulk goods with breakbulk cargoes (e.g., project cargoes) often exceeding the liquid bulk totals. Secondly, much more cargo (72% in 2022) is moving inbound to the port and being unloaded compared to being loaded for outbound movement. Finally, most cargo movements are North American with about 29% being classified as overseas cargoes in 2022. Figure 2-14 below offers a more detailed breakdown of commodities that were processed through the Port of Hamilton in 2022. Well over half of the 9.9 million tonnes are due to ore, as an input to steelmaking, and agricultural grains that are quite export oriented.

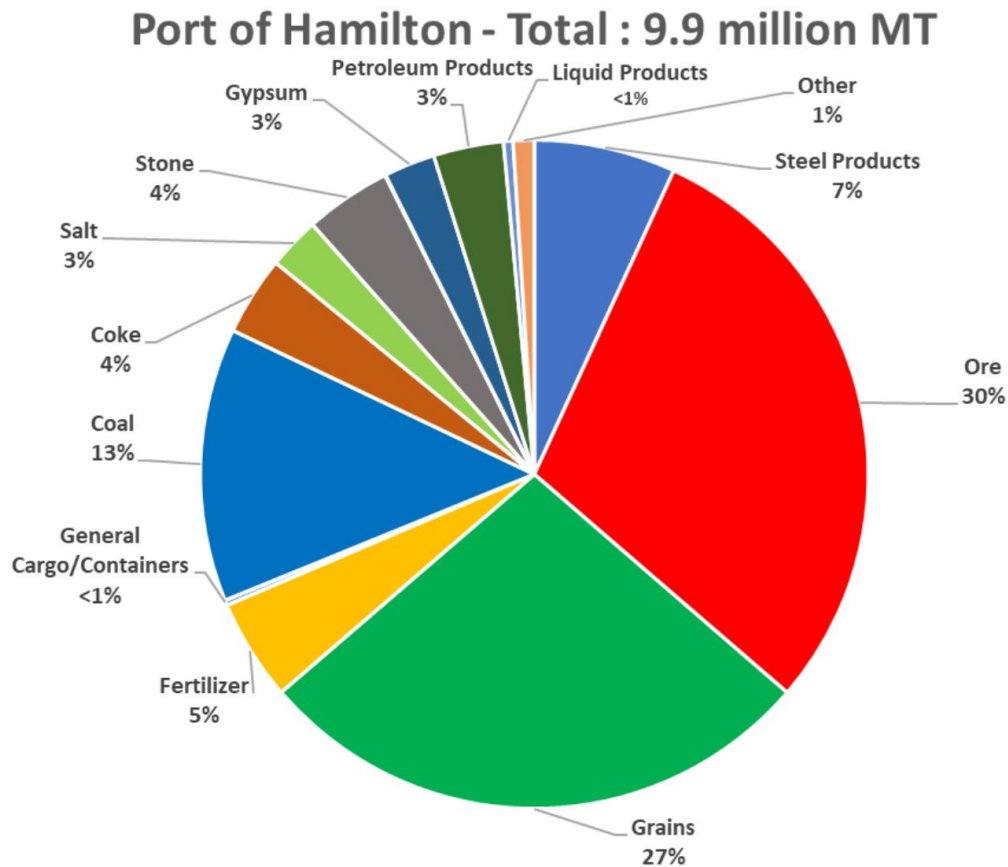


Figure 2-14: Port of Hamilton detailed tonnage breakdown (2022)

While a lot of tonnage is oriented to Canada and the US, the Port of Hamilton is quite internationalized in its cargo connections. A review of HOPA data

Diversified cargoes have more than doubled at the Port of Hamilton from 19% of tonnage in 2008 to 44% in 2022.

from the period 2014 to 2020 showed direct vessel movements to and from the port connected to **48** different countries around the world with representation from all continents except Antarctica. Figure 2-15 shows intricate connections to European countries. Outbound connections to the Port of Hamilton are more diversified than

inbound connections from Hamilton. However, some of those fewer inbound country connections (e.g., Ireland) are associated with relatively high tonnages in the figure.

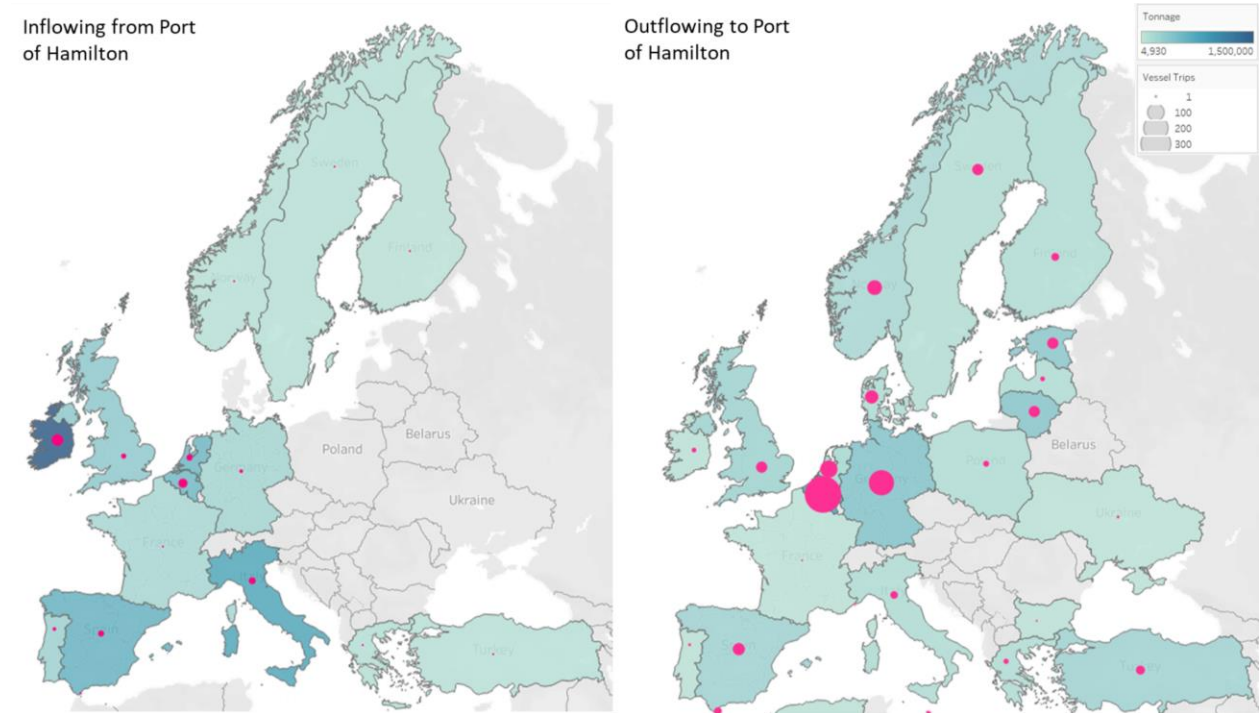


Figure 2-15: Port of Hamilton and its European Cargo Connections (2014-2020)

Short Sea Shipping

There has been considerable recent interest in further harnessing the multi-modal potential of the Port of Hamilton given its favourable strategic location,

dual service by rail and good access to the high-quality regional highway network. There is particular interest in further diversifying cargo flows and potentially moving toward higher value cargoes that may be containerized. Hamilton Container Terminal has been working closely with HOPA Ports to that end. HOPA has also been focused on leveraging technology and data to improve supply chains and better understand the potential for new services.

A recent Fluid Intelligence report on cross-border short sea shipping focused on truck cargoes originating and terminating within the Great Lakes region [15]. There are approximately 12,000 cross-border, cargo-carrying truck trips per week that travel lengthy distances between Southern Ontario and the immediate port vicinities of varied Great Lakes states. There could be a complementary role for marine in reducing demands on the cross-border trucking sector and reducing the effects of trucking externalities such as traffic congestion and harmful emissions. Containerization is seen as an enabling mechanism for marine to get more involved in these longer-distance movements within the Great Lakes region.

While there are barriers to overcome (e.g., regulatory, vessel mix, seasonal aspects [16]) for such a service to succeed, there is a sense nowadays that Great Lakes marine ought to play a more prominent role to strengthen the overall regional goods movement system. Feeder services could also be involved to move containers of international origin inland from the Ports of Halifax or Montreal. The Ontario government has recently released its first marine strategy [17], in support of a more prominent role for marine, and there is no doubt that the Port of Hamilton is central to that strategy.

2.4 Rail

Infrastructure and Commodity Flows Relevant to Hamilton

The rail mode plays a critical role in the freight system, especially for moving large quantities of cargo over medium and long distances. Rail is dominated in Canada by CN and CPKC, which both operate extensive networks that are North American in scale. With a recent acquisition, CPKC now connects Canada, the US and Mexico over one network.

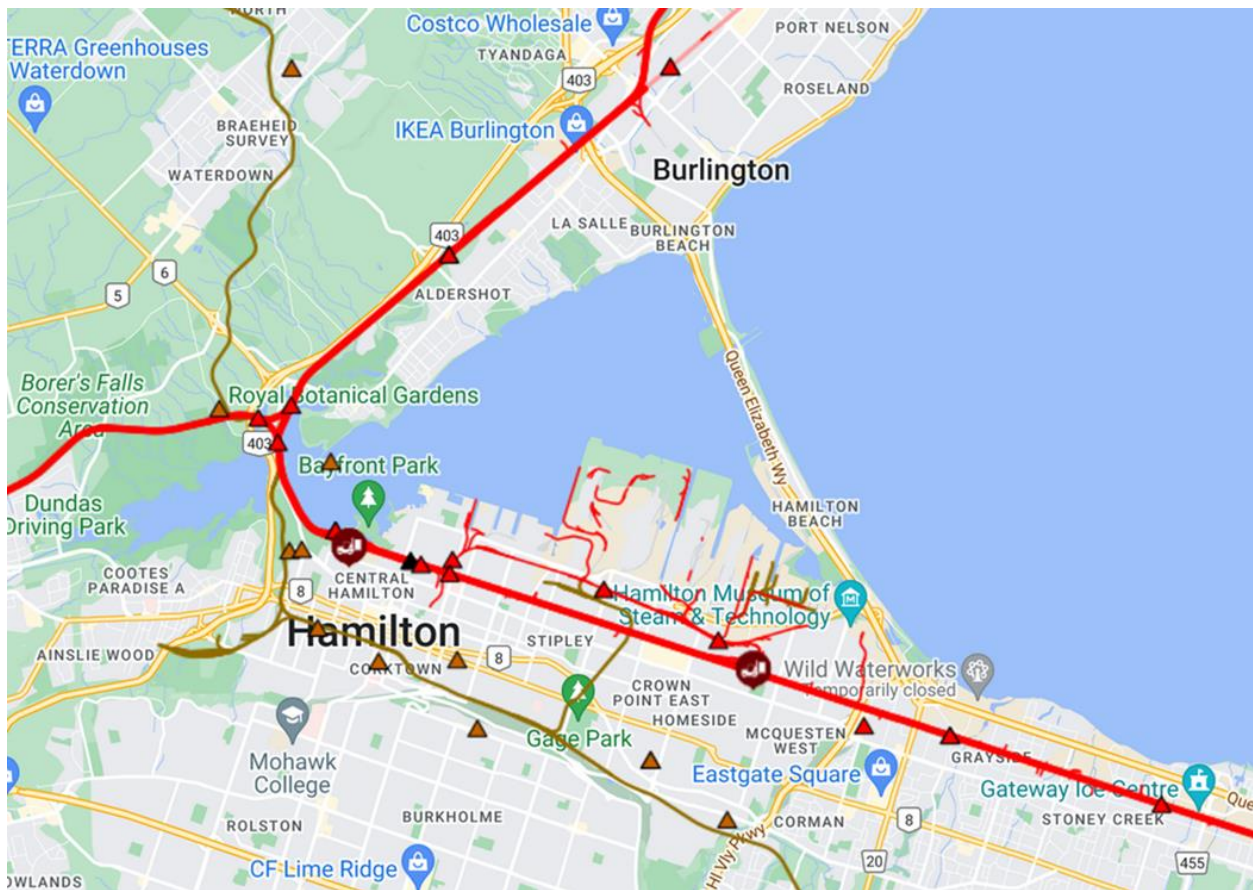


Figure 2-16: Rail Infrastructure in Hamilton (Source: CN Website)

Hamilton is dually served through CN and CPKC, which is an important consideration as noted in engagements. Hamilton’s major rail facilities and infrastructure is oriented largely to the port lands and their vicinity (Figure 2-16). Two major CN facilities in Hamilton are the Stuart Street classification yard near the Bayfront and a Metal Distribution Centre on Parkdale Avenue.

For CPKC, the Transcare transload facility at Aberdeen Street and Longwood Road stands out and has been mentioned prominently in a past engagement with CPKC. The Transcare facility allows for efficient transfer of steel products between the rail and truck modes.

Hamilton hosts important rail infrastructure but there are other critical facilities in the GTA that serve a wide region including Hamilton. CN operates a large intermodal facility in Brampton and is building a new one in Milton to accommodate the increasing import flows of containerized consumer goods associated with regional population growth. Rail is often used to bring such goods relatively close to end consumers. CPKC has a similar facility in Vaughan. CN operates a massive rail car classification facility near the intersection of Hwy 400 and 407 and there are varied transload facilities around the region, including in Hamilton, that transfer commodities between rail and truck.

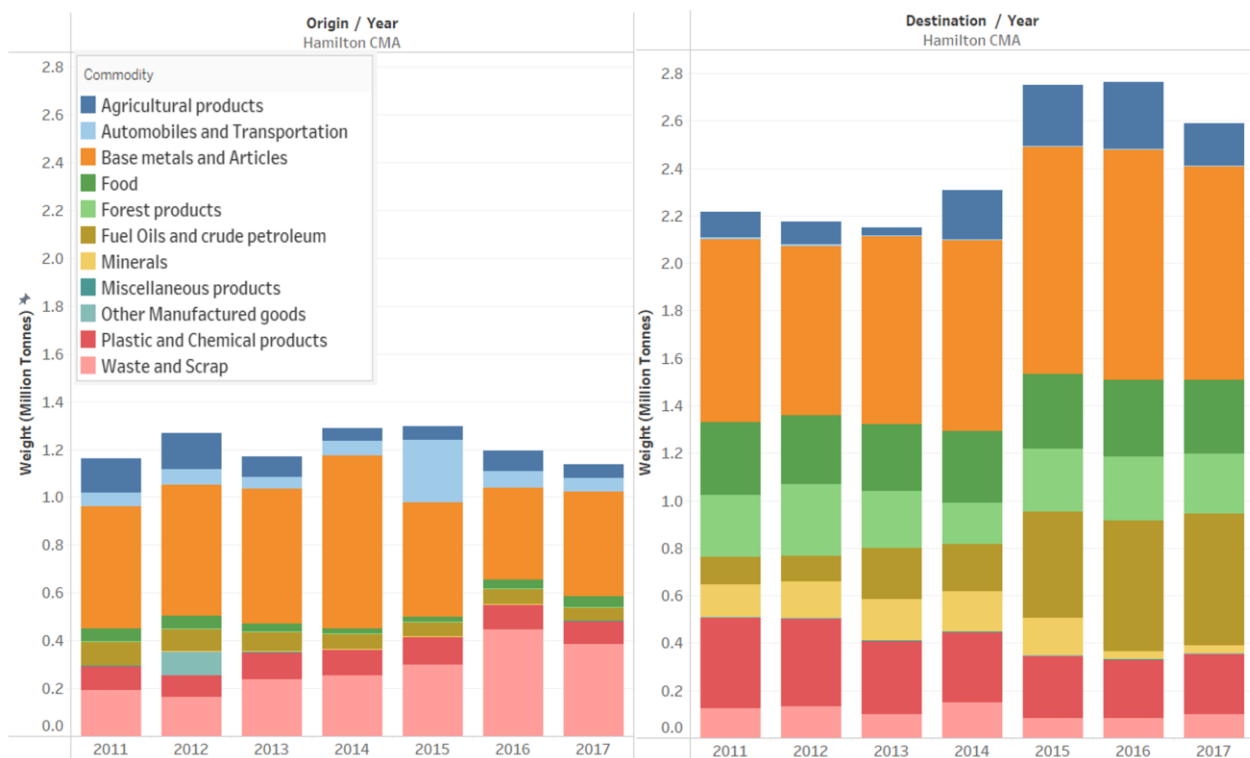


Figure 2-17: Rail Tonnage by Commodity in and out of the Hamilton CMA (Source: CFAF)

Both CN and CPKC are public companies and must disclose their financial information, but more detailed geographical or localized information about the goods that they move is scarce. The last time that such detailed information became available was for 2017 through the Canadian Freight Analysis Framework as is shown in Figure 2-17 for the Hamilton CMA (2011-2017). A reorganized version in Figure 2-18 emphasizes geographical connections rather than the specific years.

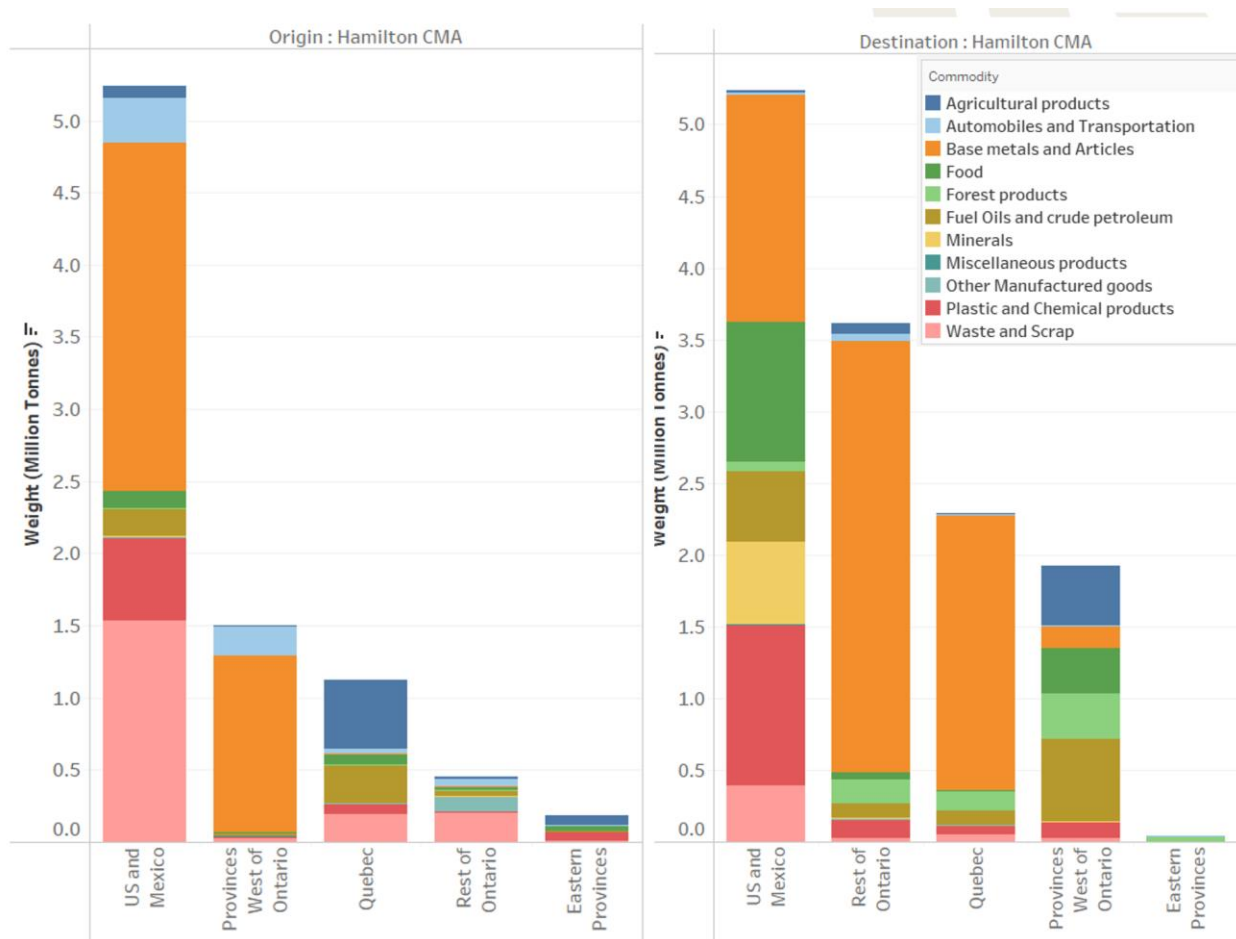


Figure 2-18: Geography of rail tonnage to/from Hamilton CMA by Commodity (2011-17)

A third figure (Figure 2-19) is set up in a similar manner except that it focuses on the value of goods rather than tonnages and it relates to one year (2017) rather than seven years. The main takeaways from the three figures, in relation to the Hamilton CMA, are that :

- Direct flows of tonnages to/from Hamilton are highly oriented to commodities as opposed to consumer-oriented goods and the volumes from year to year show some cyclical ebbs and flows depending on the wider economy.

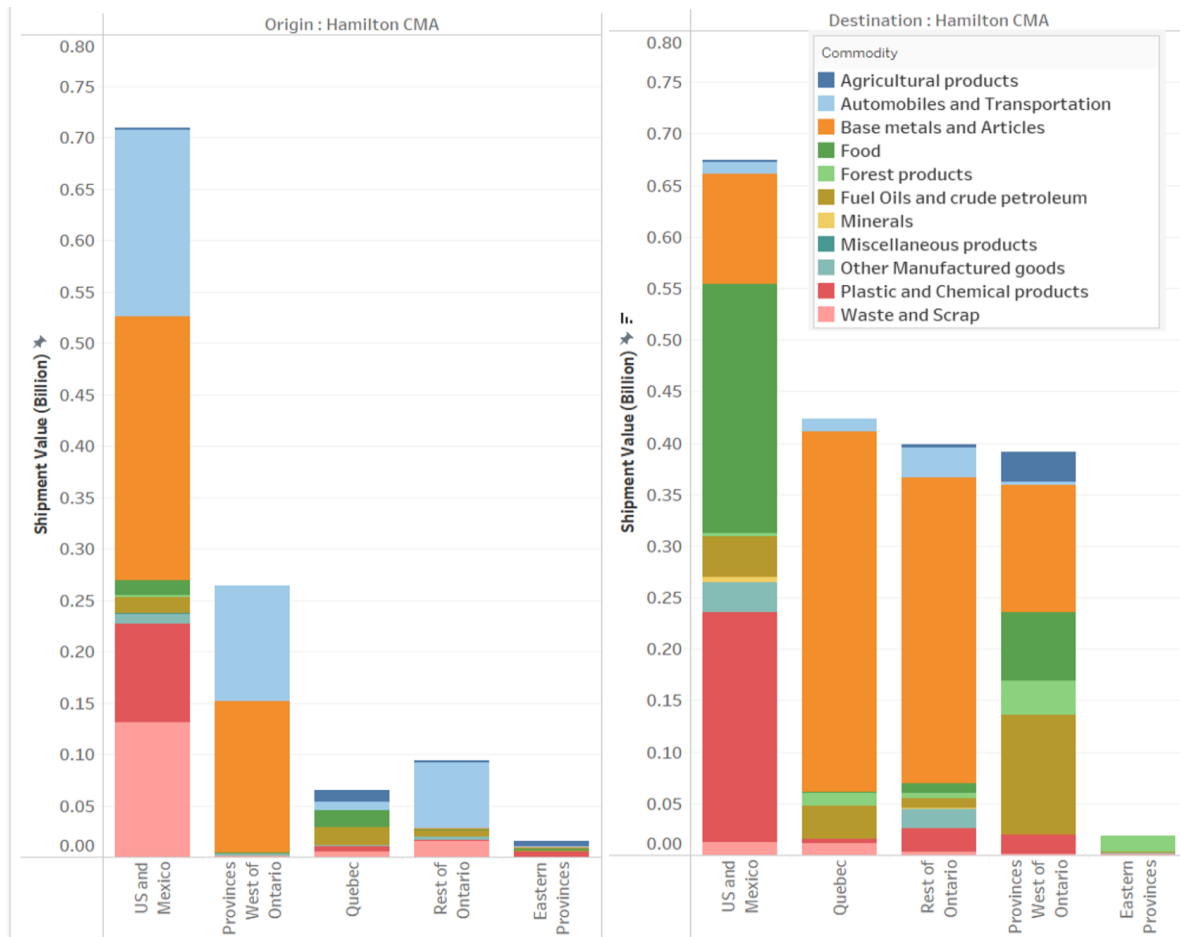


Figure 2-19: Geography of rail goods value to/from Hamilton CMA by Commodity (2017)

- Rail flow tonnages into Hamilton are far in excess of rail flow tonnages out of Hamilton and these “excess” inflows are due to tonnage flows from other Canadian provinces.
- There are notable flows of agricultural products to Quebec.
- Tonnage flows to/from western provinces are far more prevalent than to/from the Maritime provinces.

The number of rail cars transiting the Port of Hamilton has more than tripled since 2011 to over 9,000.

- The strongest geographical connection is with the US rather than other Canadian geographies and this connection appears relatively balanced between import and export tonnages.
- There are significant inflows of base metal-oriented cargoes by rail from other parts of Ontario and, to a lesser degree, from Quebec.

Rail Engagement

Stakeholder engagement is an important component of the strategy, and the rail sector is captured in this regard as well. MITL has met with both major rail firms in the past and has directly engaged with CN during this project. The following are the most important points that have emerged:

- Description by CN of more recent cargo flows to and from Hamilton confirm that the city continues to receive more cargo by rail than it sends out (as the prior figures indicate).
- The rail firms operate vast networks that are continental in scale. As such, there is perhaps more urgency to engage directly and consistently with customers associated with individual jurisdictions as opposed to many municipal entities.
- It has been noted in past consultations, by customers of rail, that a vast rail network can cut both ways. There have been instances of serious rail car shortages in Hamilton and elsewhere when the overall demand for rail cars is high. This is rail's equivalent of road traffic congestion although rail time delays can be much more severe in this respect. Goods cannot be moved by rail without available rail cars.

- CN states the capacity to handle larger cargo volumes to and from Hamilton, if these volumes can be locally generated. They note that direct linkages can be made to firms that invest in rail on their properties and also there are some direct brownfield rail opportunities in Hamilton.
- Rail tend to focus a lot on “proximity issues.” There is some concern that new developments lead to new residents and ultimately new complaints about rail externalities such as noise. There is concern that such complaints could ultimately impinge on the flexibility of rail operations (e.g., reduced hours of operation). It was emphatically noted though that CN does not oppose important development such as affordable housing.
- On a related theme, some concerns are noted about sharing rail infrastructure with passenger/commuter rail but the comments were not particular to Hamilton.
- While rail firms have “Proximity teams” in place, many other issues are handled by ad hoc groups that are formed. It was acknowledged that CN might not be as “plugged into” Hamilton economic development planning and initiatives as it could be.
- For Hamilton rail contexts, it is critical for trucking to be able to get goods in and out of the city quickly and efficiently. Inefficiencies have the potential to limit the prospects for key rail and marine infrastructure.
- To the extent that containers arrive in Hamilton or are generated in Hamilton, they are trucked to CN’s main intermodal facility in Brampton (with the Milton facility to open in the future).

Overall, rail firms appear ready to help accommodate Hamilton’s development as a freight hub and also share in excitement about its multi-modal capabilities via the port lands and other key locations.

2.5 Air

John C. Munro Hamilton International Airport (YHM) is a critical goods movement asset for the City and the wider region and is a 24-hour anchor of the AEGD. It is the largest domestic overnight express cargo airport in Canada and the third largest cargo airport in the country. The operations of Cargojet are

Air cargo tonnage through YHM has increased 115% since the bottom of the Great Recession in 2009.

dominant on the domestic front, and growing internationally, while UPS and DHL utilize YHM as a gateway between southern Ontario and the world.

Figure 2-20, based on data from Transport Canada, shows that there has been steady growth in air cargo at YHM since the Great Recession. The top chart in Figure 2-20 compares total tonnage relative to cargo flights. The number of flights is the sum of arriving and departing pure cargo flights. Total tonnage represents what is loaded/unloaded due to pure cargo flights plus any goods transported by passenger flights. No breakdown in this regard is available.

Pure cargo flights significantly declined from 2011 to 2019 likely reflecting the consolidation efforts of Cargojet. An increase in flights from 2019 reflects an e-commerce effect. Vantage Group, which operates the airport, tabulates flight landings and has captured a 46% increase since 2018 to 8,245 flight landings in 2022. Relatively high totals tracked for landings reflect flights that are not purely cargo versus the Statistics Canada focus on pure cargo flights.

The bottom chart of Figure 2-20 differentiates loaded from unloaded cargo. According to Statistics Canada, YHM handled nearly 160,000 tonnes of air cargo in 2022, associated with domestic, transborder and international sources, with a slight majority being loaded (as opposed to unloaded). The balance between loaded and unloaded cargo weights has improved in recent years, through a relative increase in unloaded cargo.

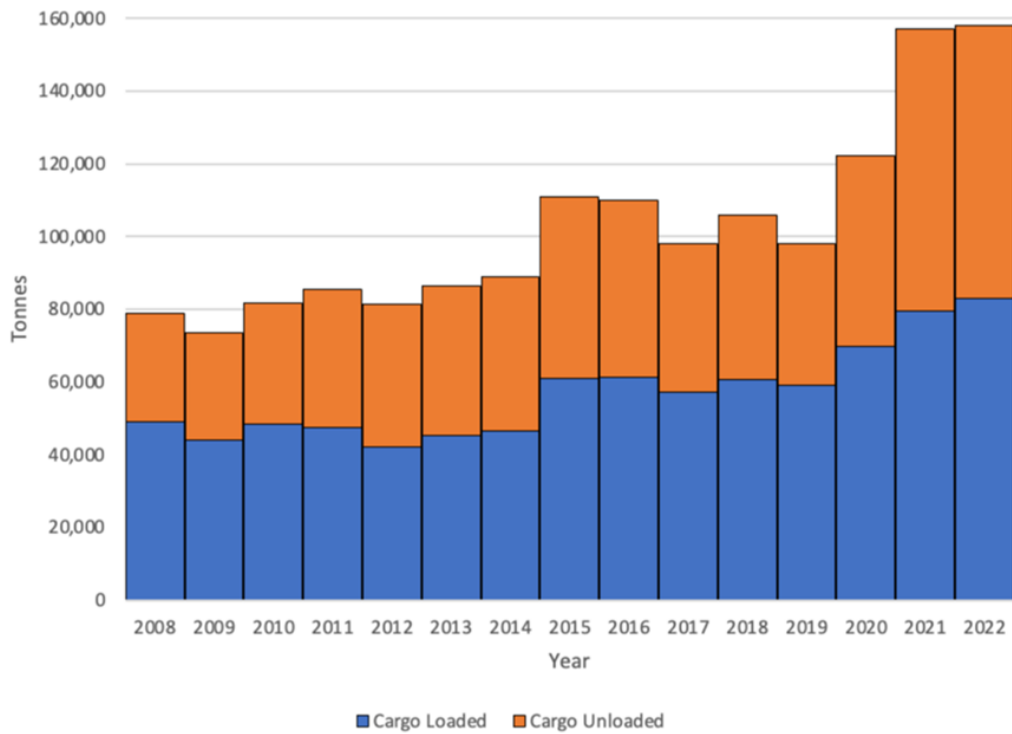
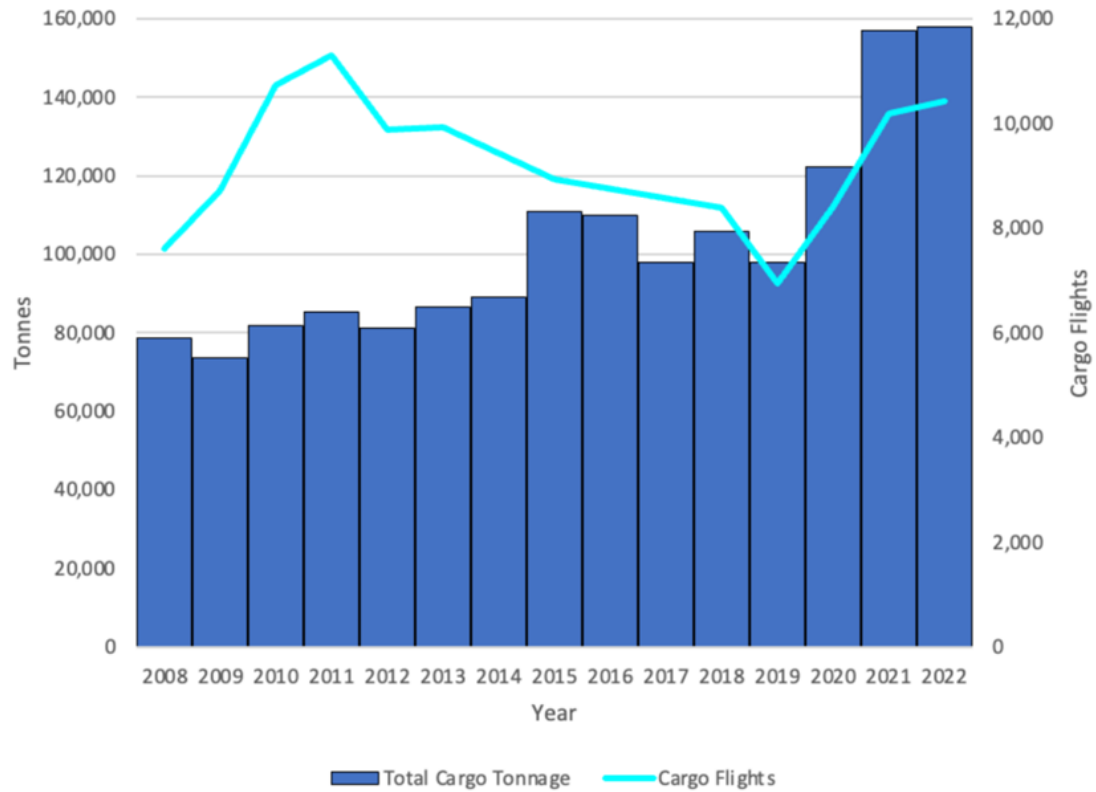


Figure 2-20: Breakdown of Air Cargo tonnage and cargo flights processed through YHM

Domestic and Transborder

A majority of cargo tonnage flowing through YHM can be classified as domestic or transborder (Canada-US). Breakdowns are not released by Statistics Canada for confidentiality reasons. In 2016 (the last year of release), 77.46 tonnes was domestic. Much of Cargojet's volume is derived from the movement of air cargo domestically. There are a series of Cargojet outbound flights that depart YHM, in the hours after midnight, toward other important Canadian cities. Inbound flights from these cities arrive in the pre-dawn hours, with cargoes being quickly loaded on trucks to avoid AM peak traffic congestion into the GTA. Amazon-branded "Prime Air" flights also operate daily, mostly between YHM and Vancouver. YHM is so significant to Hamilton's new Amazon Fulfilment Centre that the facility is named "YHM1" for internal Amazon purposes.

Canada-US activity associated with YHM is prominent. Much activity is associated with the final/first legs of UPS and DHL flights to/from major hubs in Louisville and Cincinnati. Cargojet operates many of those short flights to US hubs, especially in service of DHL. Castle Aviation is prominent as a cargo operator, using small aircraft, that moves cargo to and from the US Midwest.

Figure 2-21, which is based on Statistics Canada US-Canada trade data, focuses on the value of YHM air cargo that originates in the US in the period 2016-2020. Approximately, \$3.3 billion of value is captured in the map and allocated among origin states and primary commodity codes. Note that value due to precious metals and jewelry cargoes (\$6.66 billion) is excluded to focus on strong industrial themes that are apparent. The US Midwest stands out in this regard as a strong regional origin. There is an aerospace theme associated with the Pacific Northwest. Many air cargo shipments arriving in Hamilton are associated with pressing supply chain needs (e.g., auto parts). The significance of shipments, for what they actually mean for supply chains, may greatly exceed the documented value of goods as captured here.

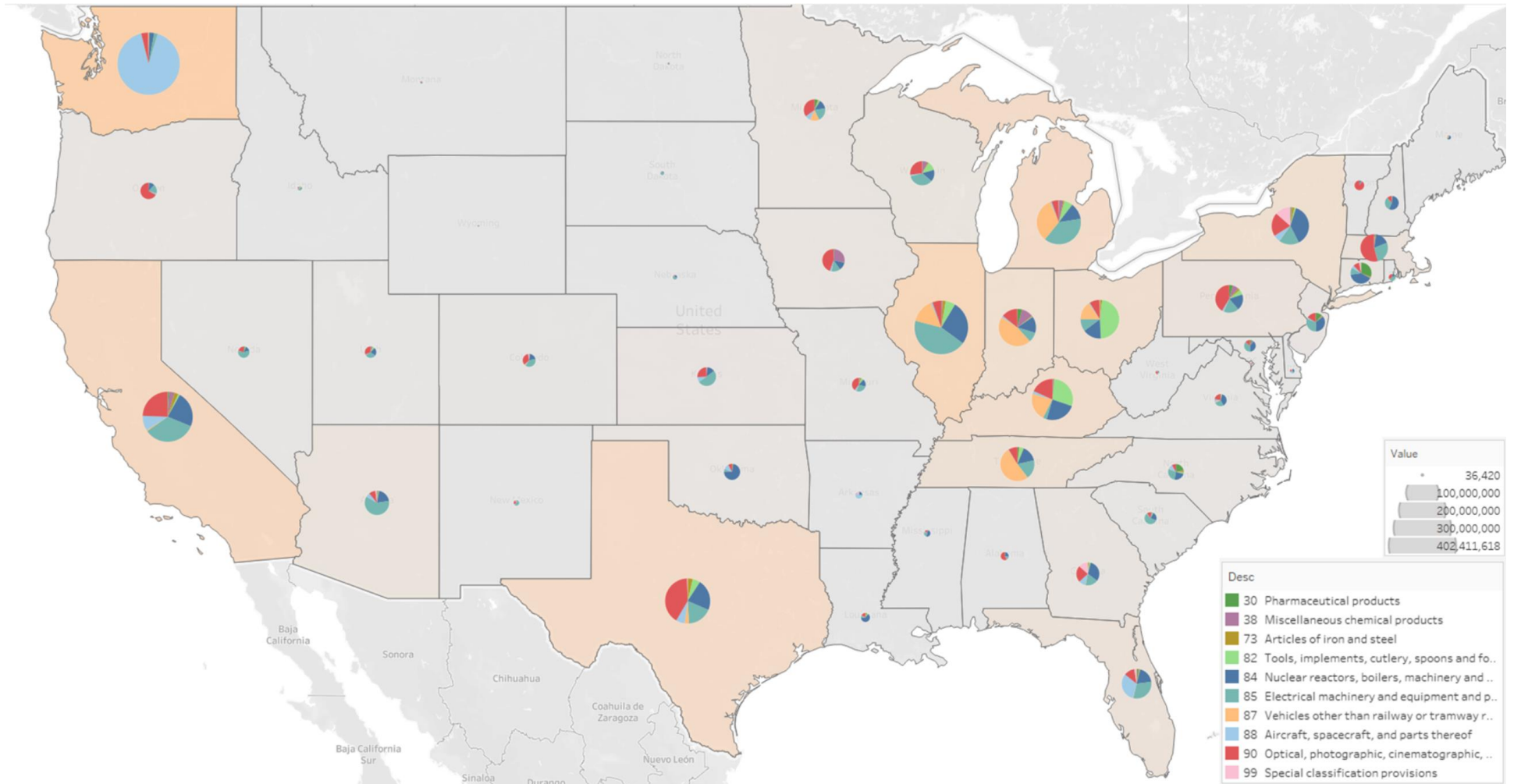


Figure 2-21: Value of Imported Air Cargo from US States clearing via YHM (2016-2020)

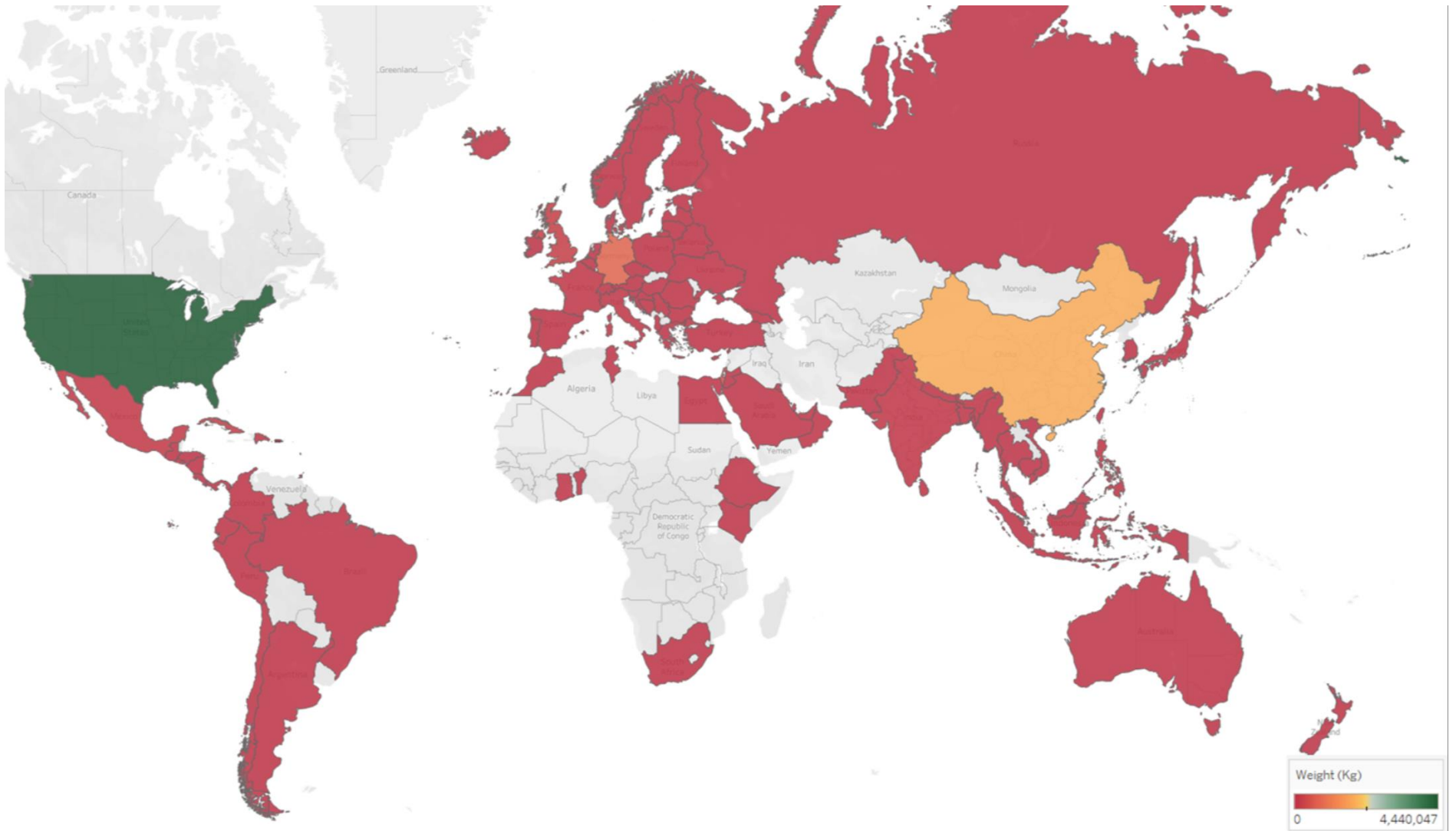


Figure 2-22: Origin countries for import shipments received at YHM – 12 months to Nov 22

International

Air cargo flows associated with YHM connect globally. In a recent 12-month sample, import data from the CBSA indicated that air cargo shipments were received at YHM from a total of 94 countries around the world. The diversity of those countries is apparent from Figure 2-22, which also give some sense of the weights involved. The US and China are leaders in that regard and Germany also stands out. About 75% of air cargo shipments imported into Canada via YHM originated in the United States and about 95% of shipments originated from the top ten countries of the 94.

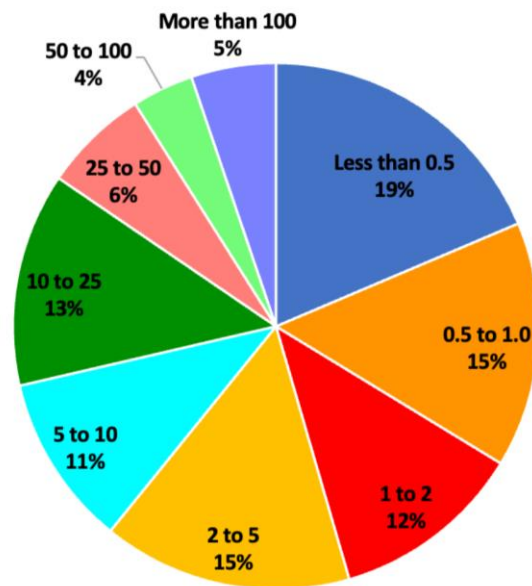


Figure 2-23: YHM Air Cargo Imports – Distribution of Shipment Weight (Kilograms)

Figure 2-23 is based on a CBSA air cargo import sample for YHM and gives a sense of the character of individual shipments. Air cargo originating in the US is included as well. About 33% of import shipments are a kilogram or less. Only 5% of shipments are more than 100kg but some of those are quite large and are better measured in tonnes.

2.6 Technological and Business/Social Trends

A key aspect of the current state, analyzed in this chapter, is that it evolves continuously. What unfolds in Hamilton will depend significantly on major business, social and technological trends that are unfolding in North America and around the world. “How will the current state look in ten years?” is a critical question. One of the best portayals and on-going efforts to assess trends that affect logistics (and thus goods movement to a large extent) is the DHL Logistics Trend Radar [18]. A static version is depicted in Figure 2-24.



Figure 2-24: The DHL Logistics Trend Radar

It is noteworthy that the approach integrates social and business trends with technology trends, acknowledging the interdependencies that are at play. High impact trends are closer to the central vertical axis and trends that will

have their impact sooner are closer to the core. Two high impact trends, as depicted in the figure, are Decarbonization and Autonomous vehicles. In both cases, the primary realization of the technologies is portrayed as closer to 10 years out. Both trends are highly relevant for the future of goods movement. The Trend Radar schematic also highlights the numerous factors and complexity that are at play in shaping the future and thus the inherent difficulties in forecasting.

E-Commerce and the Last Mile

The rise of e-commerce is one of the major trends of the past twenty years and has moved in parallel with the growth of Amazon. At this point, Canada has a much lower rate of e-commerce adoption than in Asia, for example, which could imply significant growth ahead. Carriers such as Cargojet explicitly note their dependence on growth in e-commerce to support their own growth. From a goods movement perspective, e-commerce increases the responsibility on the goods movement sector to get physical products directly to the end-consumer.

Stakeholder engagement for this strategy did not reveal particular concern with last mile stresses related to e-commerce delivery of goods. In Hamilton's suburban and outlying areas, e-commerce delivery generally is not causing significant disruption and is typically carried out by Canada Post, or other delivery entities using vans. Last mile issues with e-Commerce are most problematic in dense urban areas. Figure 2-3 gives insight into the central areas in Hamilton that are likely to cause the most problems in this regard going forward. With the progression of light rail and transit-oriented developments, there is a strong likelihood that population densities in central Hamilton will increase, perhaps more so after 2029. Complete Streets implementations, especially in denser areas, should take small commercial vehicle parking (delivery vehicles) into account. Other potential solutions that may find application are e-cargo bikes.

Decarbonization of Transport via Electrification

Decarbonization of transport is a megatrend of our times and it will apply equally strongly to the goods movement sector. Battery-driven transport is by far the leading zero emission vehicle (ZEV) option for light-duty and passenger vehicles but there has been more ambiguity to this point, and less progress, in relation to the medium and heavy-duty vehicles that are most associated with goods movement. Stakeholder engagement for this project indicated more interest in battery electric solutions in light-duty and some medium-duty applications. The McMaster Automotive Resource Centre was identified as a significant asset for Hamilton on the electrification front.

There was actually some evidence of a “wait and see” attitude during sessions. For heavy-duty and longer haul scenarios, influential stakeholders were of the view that hydrogen-based ZEV solutions appeared most promising at this point as this approach is more in keeping with current day logistics requirements. However, many manufacturers including Tesla, are working on battery-oriented heavy-duty solutions.



Figure 2-25: Decarbonization Potential from a Marine Perspective (Source: HOPA Ports)

As Figure 2-25 indicates, the choice of mode to move goods has a significant impact on the associated carbon footprint. Clearly, there are a range of

factors in addition to emissions that affect the freight modal choices that are made. The figure underscores the need to decarbonize trucking. Greenhouse gases are one form of harmful emissions from trucks but there are others such as nitrogen oxides that can be quite harmful to health.

The electrification of trucking may bring the issue of truck parking [19] more into focus in Southern Ontario. Trucks are constantly on the move, often in locations remote from home base, and there are limits on the length of driving shifts. Stakeholder feedback has suggested that truck parking (for rest) is a significant issue in Hamilton as well as in other jurisdictions. To the extent that it is evaluated locally in the future, it may make sense to do so in a manner that overlaps with assessing potential future charging requirements/facilities.

Permitting Long combination vehicles (LCVs) is another issue linked to decarbonization. These are truck and trailer combinations that can extend over 100 feet and which spread heavy loads over many axles. LCVs reduce emissions per tonne-km and make more efficient use of scarce driving resources. Ontario as a jurisdiction has had success in permitting the deployment of such vehicles on major Ontario highways under certain circumstances. For Hamilton, an issue of interest to trucking stakeholders is whether the Linc/RHVP could accommodate LCVs to better align, in this respect with the closely linked provincial highway network.

Finally, carbon free (or low carbon) zones is a complementary strategy to assist with decarbonization of supply chains. A city/municipality can define an area/geography where only ZEV or low-emission trucks/vans can venture. This has been mostly a European tactic to this point and could be seen as a strategy that progressive jurisdictions would pursue. It could be that if progression on decarbonization of trucking is seen by government as lagging, that approaches like this one would be seriously considered. Enforcement is a key aspect of such an approach and has been done elsewhere based on

license plate recognition tied to the emissions profile of the associated vehicle. In Ontario, enforcement along these lines would require a provincial role.

Note, in closing, that the City of Hamilton is a key partner in a significant NRCan project, conducted by MITL, which focuses on an in-depth study of the challenges and barriers involved in the decarbonization of medium- and heavy-duty trucking across Canada. This collaboration, which involves multiple partners, is set to continue through 2025.

2.7 Data Considerations

Statistics Canada Sources

In terms of geographically referenced Canadian data sources (which tend to come from Statistics Canada) the most relevant geography for the City of Hamilton (for many applications) is the census division of Hamilton (#3525). For several of the data elements that are covered in this strategy, data for census divisions such as Hamilton is not available, or it may be available through alternative geographies such as the Hamilton Census Metropolitan Area or Hamilton-Niagara Economic Region. Engagement with Statistics Canada on this topic may be warranted to look into increasing the specificity of information that is available and most relevant for Hamilton. In some cases, the use of census divisions may raise confidentiality concerns federally (e.g. if it were to deal with business dollar volumes). Aggregation of smaller census divisions could offer a solution in this regard.

Data to Inform Trade

The development of trade opportunities is an important mandate underlying this strategy. In general, stakeholder engagement suggests that there is more international movement of goods and more businesses are keen to

examine better and more efficient means of producing goods as well as moving goods.

MITL has had the opportunity to work extensively with Canada-US trade data and has seen that data on cross-border goods movement has the potential for far more detailed cross-border goods movement information than is available for any other intra-Ontario context. Such information is updated frequently but an important caveat is that no detail is offered at the sub-provincial level. Since Ontario is by far the largest province, this policy disproportionately restrains the potential for insights that might emerge about Ontario-based trade.

On a related note, trade statistics for the City of Hamilton are hampered by a reliance on reporting at the CMA level (as noted in the prior section). For example, recent data indicates that the Hamilton CMA is estimated to host 1,299 exporting establishments (based on Statistics Canada data - Table: 12-10-0138-01). The true total for the City of Hamilton is not made readily available. Reporting at the census division level would solve the problem.

Data to Inform Supply Chains

The Fluid Intelligence partnership between HOPA Ports and McMaster University seeks to leverage data and analytics to help improve the performance of regional supply chains. Fluid Intelligence offers an avenue for the City of Hamilton to leverage otherwise inaccessible data sources locally for better goods movement and other outcomes. As an example, the American Transportation Research Institute (ATRI) GPS data could only be used for this strategy based on the Fluid Intelligence partnership and a standing agreement with Transport Canada. Support from the City of Hamilton for the Fluid Intelligence initiative is welcome and needed. Municipal-level confirmation of value helps to assure that valuable data sources such as ATRI can remain available long into the future.

2.8 Key Takeaways

Our review of all associated City of Hamilton sector strategies has confirmed that goods movement capabilities in Hamilton and associated aspects like strategic location are foundational. When viewed from this perspective, the goods movement strategy itself is very significant. Bearing that in mind, the following are other important takeaways that have emerged from this assessment.

Traffic Congestion/Intensity Aspects

- Doing all that is possible to maintain the fluidity of highway movements in and around Hamilton is of paramount concern for the continuing economic development of the City of Hamilton. Fluidity is aligned with lower emissions as well. Stakeholders expressed concern about the cumulative effects of construction impacts or short-term closures that are not, in their view, planned and communicated as well as they could be.
- Given that lower traffic congestion is a key aspect of Hamilton's value proposition, there are bottlenecks of concern within the highway system where capacity is lacking but has the potential to be improved. Hwy 403 eastbound descending the escarpment is one of note as capacity is currently constrained to two lanes and the connection is very important to the future development of the AEGD.
- Traffic speed and truck intensity results suggest that Upper James Street between Rymal Road and the Linc offers a good example of relying too much on an important commercial arterial for the movement of heavy trucks.
- Stakeholders identified an interest in smart solutions to congestion that make the best use of current technologies. Freight carriers have an

interest in systems that can permit “on-the-fly” adjustments to how their trucks are deployed at any given time – particularly if an important congestion hotspot develops.

Port Lands Multi-Modal Development and Road Connections

Traditionally, the Port of Hamilton has been accessible from the east, west and south for heavy trucking. The western and southern approaches involve more inter-play with non-industrial land uses and with varied types of people movement, whereas the approach from the east is more oriented to freight-related activities. Through the recent truck route master plan update process, the City of Hamilton has moved to greatly reduce heavy trucking activity in the central city.

This change in emphasis places a heavier burden on port road connections from the east. Accordingly, the city could prioritize efforts to ensure that movements to and from western port lands via the QEW/RHVP/Nikola Tesla/Burlington Street take place as smoothly and seamlessly as possible. This could involve a multi-faceted approach that assures aspects such as ongoing high-quality road surfaces, optimal use of advanced traffic signaling technologies, data collection to assess performance and other approaches. Optimized access from the east will be influential in unlocking the full multi-modal potential of the port lands and will assist in avoiding heavy trucks being intertwined with upcoming LRT construction.

On a related topic, the Port receives many large and heavy loads in a typical year that require special permits and protected corridors to accommodate the movement of such shipments on roads. It is important for the City of Hamilton to have a good understanding of the routes that are involved for such movements and to ensure continual unimpeded access for dimensional cargo that connect to the highway system and/or offer access to adjacent municipalities.

Local Connections to Highways

- Section 2.2 on Road features an extensive discussion of the importance of highways and roads to the future development of the AEGD. The subsection highlights that some highway infrastructure improvements are needed for the future.
- Analytical outcomes suggest that generally Hamilton's goods movement/logistics clusters offer trucks good access to major highways. The most intense activity is close to such highways. Good highway access has been noted previously [5] as an important element in reducing conflicts between the movement of trucks and other users of the roads. The dependence of the AEGD on Upper James Street illustrates an exception in this regard.
- Further analytical results suggest that the roads of Hamilton must accommodate a lot of trucks that are quite heavily loaded. Heavier cargoes are more punishing for road surfaces. Stakeholder feedback from major shippers and carriers indicates that the quality of local roads is quite important. High-quality roads can enhance Hamilton's reputation as a leading hub for goods movement. Parkdale Avenue, which has concrete sections, was noted to be quite robust.

Residential Intensification and Goods Movement

Currently, there is rapid residential intensification and some greenfield residential development taking place on the escarpment. The rapid development of Binbrook is a good example of the latter. Much new development is highly oriented to the automobile more so than to transit. This new, automobile-oriented population growth on the escarpment is already putting additional pressure on the finite available capacity to move vehicles on the primary escarpment routes (Hwy 403, RHVP). Thinking from a goods movement perspective, these mounting pressures are a concern for

future logistics activities on the escarpment, including the AEGD, which depend heavily on connections to the GTA and other locales. Light rail transit is an important component in helping to balance residential intensification in the central city relative to the escarpment.

Connections to the Midwest

- Data across modes (trucking, rail, marine, and air) reveal that Hamilton's trade connections to the US Midwest are very significant and perhaps offer the potential for even more cross-border trade, especially via the border crossings to Michigan.
- Relative to many other places in the GTHA, Hamilton is well-located to trade more with the US Midwest. The upcoming Gordie Howe Bridge effectively brings the US Midwest even closer to Hamilton.
- Short Sea shipping linked to the Port of Hamilton may be one attractive means to enhance such connections with the Midwest.
- In a related (domestic) note, analytical results suggest that Hamilton does not have much direct cargo movement to Eastern Ontario via truck. Direct marine connections to Oshawa facilitated by HOPA and which bypass the traffic congestion of the GTA, could be an interesting possibility to generate improved economic connection.

Connections to QEW and Niagara

- Current day stakeholders in Hamilton did not emphasize the need to develop the Mid-Peninsula corridor as a major new highway. This was also the case with the recent provincial transportation strategy for the Greater Golden Horseshoe [20]. In MITL's 2019 consultations [8], a Mid-Peninsula route was seen by some as an important element in adding resilience to the regional highway network and a more direct route to the Peace Bridge. See Figure 2-2 for an overview of other 2019 feedback.

- Regardless, there is a need for new road infrastructure to help connect a growing AEGD more directly to the QEW and points east toward Niagara and the border. This observation is supported by the trucking speed and intensity outcomes for Upper James Street mentioned above. The results underscore the case for a new link, that previously has been conceptualized, that could join the AEGD directly to the Upper Red Hill Valley Parkway.

Positioning for the Future

In an evolving technological and societal landscape, with the heightened effect of e-commerce, and the call to action related to climate change, there are changes in the way that goods are being moved. Trends need to be monitored to ensure the City is prepared and equipped to provide businesses with a better opportunity to operate efficiently and effectively. It is possible to capitalize on trends as well. For example, real-time analytics and smart city capabilities may assist with such monitoring and preparation.

In preparing for the future during a time of rapid change and interdependent trends, predictions can often be incorrect. As such, another approach is to focus on avoiding major strategic errors. For example, stakeholder engagement expressed concern about various land use issues (e.g., excess vertical development) that could negatively impact the day-to-day functioning of the AEGD, if not the flight path of planes. This is an outcome to be avoided.

There is an opportunity for Hamilton to position itself as the advocate of efficient and resilient multimodal goods movement, which is expected to grow in importance to industry and senior levels of government. The opportunity is based on Hamilton's unique position in all transportation modes and strong transportation & logistics orientation.



3 ACTION PLAN

3.0 ACTION PLAN

Over the following four pages, a proposed action plan arising from the development of this strategy is outlined and described. The plan is composed of 32 action items allocated across 11 thematic areas. The plan reflects the totality of the work that has gone into this strategy including collaborative efforts that have taken place involving a wide range of stakeholders with an interest in Hamilton's goods movement sector.

The items are numbered in accordance with the thematic areas. The role of Hamilton Economic Development in pursuing each action item is indicated along with identification of other groups involved. Other groups could involve departments within the City of Hamilton but outside of Hamilton Economic Development.

A final column indicates a timeline for the action to be completed:

- Short Term (ST) – less than 1 year
- Medium Term (MT) - 1-3 years
- Long Term (LT) - 3-5 years

Some action items are marked "ST-LT" indicating on-going efforts over the duration of the five-year period.

Number	Category	Action	City of Hamilton (EcDev) Role	Groups Involved	Timeline
1.1	External Partnerships	Support the establishment of a working group to action recommendations, ideas, and projects as well as collectively promote Hamilton as a choice location and leader in Goods Movement.	Support	IF-CITM, MITL, YHM, HOPA, HTC, Industry	MT
1.2		Further collaborate with regional partners and economic development organizations on supply-chain and trade-related programs and opportunities, including any extension to the Supply Chain Onshoring, Resilience, and Expansion (SCORE) Program, and the provincial track.	Support	Province, Feds, Toronto Global and Supply Chain, Onshoring, Resilience & Expansion Program (SCORE)	MT
2.1	Marketing/Promotion	Continue being the lead source and support for stakeholders and potential investors.	Lead	All	ST
2.2		Participate in industry events, programs, and presentations showcasing existing assets such as the port, airport, rail, and road networks, focusing on promoting opportunities that support businesses, including small to mid-size enterprises (SMEs).	Lead	Industry, Government, Other Partners	ST-LT
2.3		Enhance efforts to emphasize the city's assets and strengths in the transportation sector (multi-modal connectivity). Develop marketing materials tailored to each mode of transportation, showcasing its relevance to specific sectors. Address through "Invest Hamilton" website, presentation decks, videos.	Lead	Industry, Government, Other Partners	ST
2.4		Offer customized materials that showcase Hamilton's value proposition including cost competitiveness, strategic location, sector highlights, City assets, access to graduate schools and students, sustainability, and climate change efforts. Emphasize the city's distinct position as a burgeoning hub.	Lead	Industry, Government, Other Partners	ST
2.5		Promote Hamilton's Trade Activity via the investinhamilton.ca website and key marketing materials.	Lead	Industry, Government, Other Partners	ST

Number	Category	Action	City of Hamilton (EcDev) Role	Groups Involved	Timeline
3.1	Aligning with city initiatives	Ensure this strategy is inline with and supports the city's commitment to sustainable economic and ecological development, ensuring the creation of safe and vibrant neighborhoods.	Support	Various groups at city	LT
3.2		Broaden the Economic Development Office's involvement in select city working groups, concentrating on initiatives with significant potential impact on the movement of goods and people.	Support	Various groups at city	ST-LT
3.3		Ensure the fulfillment of objectives and goals outlined in the EDAP -"Moving Goods and People" and facilitate growth and success of business.	Lead	Various groups at city	ST
3.4		Continue efforts to sustain a comprehensive road network connecting Hamilton's industrial zones, ensuring the smooth, efficient, safe, and environmentally cognizant transportation of goods.	Lead	Varied Partners	LT
4.1	Technology Integration	Enhance cooperation and forge partnerships across various transportation providers to facilitate the integration of technology. Accelerate their preparedness for adopting these technologies.	Support	Industry, Government, OVIN, MITL,MTO, HOPA, YHM	MT
4.2		Review possibility of digital format of existing truck routes (that would ensure information is readily accessible to the public and users).	Lead	City Staff	MT
5.1	Workforce/Skills	Collaborate with essential partners, such as Workforce Planning Hamilton, Ontario Trucking Association and Hamilton Immigration Partnership Council to conduct a comprehensive assessment of the future skill requirements for transport companies in Hamilton. Assessment to include all modes of transport.	Support	Industry	ST
5.2		Work with academic institutions and apprenticeship programs to advocate for upskilling and reskilling opportunities, and program enhancements, ensuring that the labor pool possesses the necessary skillsets for in-demand jobs.	Support	Academia	ST
5.3		Support Industry Education Council with initiatives to emphasize potential for future career opportunities within the Goods Movement sector.	Support	Industry Education Council and other partners	ST

Number	Category	Action	City of Hamilton (EcDev) Role	Groups Involved	Timeline
6.1	Investment/Trade	Strengthen partnerships with existing industry clients and various government levels by participating in events to showcase Hamilton's brand and capabilities as a choice location for global businesses looking to enter the North American market. Attend international industry events such as: Multi-Modal-NEC (UK), Antwerp XL-Break Bulk, MRO Europe, Break Bulk Americas, Air Cargo-Europe/Americas, Ecom World. World Routes/Routes Americas.	Lead	Industry, Government, Other Partners	ST-LT
6.2		Attend and Encourage Trade-focused Events (TAP/EDC/Ontario Exports/Chambers/HOPA)	Lead		ST-LT
7.1	Marine	Work with HOPA and industry partners (e.g., Ports of Montreal/Cleveland) to build upon the expansion of containerized marine and rail services at the Port of Hamilton.	Support	HOPA Ports, Industry	ST-LT
7.2		Work with HOPA and industry partners to build upon the expansion of short sea shipping services at the Port of Hamilton (cross-border and feeder-based)	Support	HOPA Ports, Industry	LT
7.3		Work collaboratively with HOPA Ports for the purpose of collecting and sharing City of Hamilton transportation related data to enhance service offerings and improve supply chains in and around the Port of Hamilton and greater Hamilton area	Co-Lead with HOPA Ports	HOPA Ports, Industry	MT
8.1	Air Cargo/Passenger	Work with airport partners to enhance cargo operations and enhance passenger service.	Support	Varied Partners	ST-LT
8.2		Collaborate with airport, operators and businesses to optimize and establish eco-friendly enhancements and methods of operations for the efficient transportation of goods and people. Consider the role of technological innovations such e-VTOL and drones (and EVs, cargo bikes in other contexts)	Support	Varied Partners	LT

Number	Category	Action	City of Hamilton (EcDev) Role	Groups Involved	Timeline
9.1	Surface Transport	Ensure that policies, enforcement measures, and zoning regulations align with the development of a well-connected road network.	Support	City, Industry and other partners	LT
9.2		Evaluate technological platforms, improvements, and applications to provide real-time data and statistics for addressing congestion, pedestrian data, safety, and volume issues. Identify pinch points and problematic areas to focus on problem-solving efforts.	Support	Industry, Government, Other Partners	LT
9.3		Engage with client base on alternative "last mile" solutions (e.g., cargo bikes)	Lead	Industry	ST
9.4		Engage with the rail sector and identify possible collaborative local initiatives	Lead	CN, CPKC	MT
10.1	Decarbonization and Electrification	Highlight new technology, pilot projects, and progress toward a low-carbon economy within the Goods Movement Sector.	Support	Decarbonization Hub	LT
10.2		Support Efforts to evaluate Hamilton's energy supply, and relative to potential fleet charging needs, to identify and assess challenges pinpointed by stakeholders. Encourage the formulation of corresponding recommendations for enhancement.	Support	Decarbonization Hub, Alectra, Hydro One, Provincial and Federal Governments, Other Varied Parties	MT
10.3		Continue to support MITL's current federally-funded research project into decarbonization of medium- and heavy-duty truck	Support	MITL and other project stakeholders	ST
11.1	Data	Support and advocate for the progression of the "Fluid Intelligence" Initiative	Support	All	ST
11.2		Engagement with Statistics Canada and other data sources on potential data enhancements, trade data and measures of freight/cargo relative to Hamilton	Support	Fluid Intelligence, Academia	MT



APPENDIX: STAKEHOLDER ENGAGEMENT RESULTS

APPENDIX

Introduction

These engagement efforts build on a strong recent history of regional consultations by MITL in relation to supply chains and the movement of freight. See Ferguson and Pilla [8] as an example of these efforts in Hamilton-Niagara. Also, MITL engaged with national freight stakeholders in 2017 and the broad themes on barriers to goods movement to emerge were as follows:

- infrastructure demand outstripping supply,
- physical distribution headwinds impeding commerce,
- urgent regulatory encumbrances,
- information and data management complexities [21].

These outcomes are interesting to bear in mind but the current views of Hamilton Goods Movement stakeholders as of mid-2023 are captured below.

2023 Stakeholder Engagement Results

This appendix offers a summary of themes that emerged from three virtual stakeholder sessions that were held in support of the strategy development in June 2023. 40 stakeholders from 37 organizations participated in the course of the sessions. Figure 0-1 below offers a breakdown of individual participants based on their organization type. The largest category of participants was “Carriers”, or entities in the business of moving goods for third parties by road, rail or air. This category included some logistics providers. No marine carriers per se participated. “Shippers” are typically firms that generate goods to be moved. “Hubs” are critical freight nodes along the lines of airports, ports and terminals. The “Other” category contained mostly associations, advocacy groups and other miscellaneous organizations.

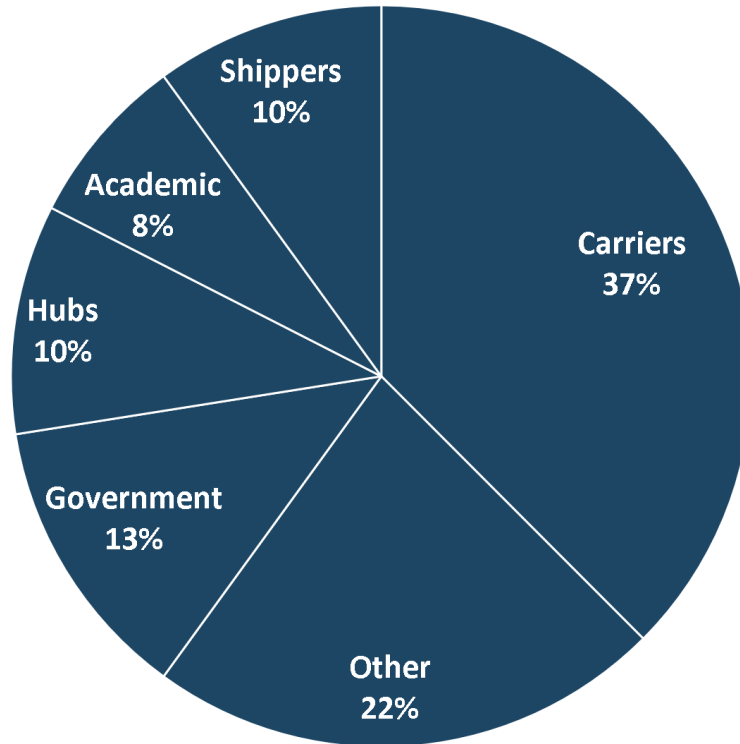


Figure 0-1: Breakdown of 40 Participants by Organization Type

It should be noted that rail stakeholders were not able to attend any of the three sessions. Ultimately, a special virtual session was organized with CN rail that took place at the end of August 2023. Some of the key insights from that session are outlined in a section below.

This summary captures the points that were raised in June and do not account for any recent changes in the situation. These points in some cases reflect personal opinions that may not align with the direction of the strategy.

Questions Posed in Sessions

The six questions below were used to direct the sessions. The first three essentially reflect a goods movement SWOT analysis for Hamilton. Questions 5 and 6 were posed without City of Hamilton personnel present. Responses from those questions have essentially been incorporated within the SWOT results that are reported below. Question 4, related to value proposition, did not yield too much in the way of significant insights that had not already been

covered. Nevertheless, a few points are noted in the appropriate section below.

1. With regard to the current situation, can you highlight the most important strengths and/or weaknesses that you feel are influential for Hamilton's goods movement sector?
2. What challenges/threats concern you about the progression of Hamilton's goods movement sector given its critical economic role?
3. What opportunities would you emphasize to enhance the progression of goods movement and the local/regional economy ?
4. If you were developing a value proposition for Hamilton to assist the progression of the goods movement sector, what key aspects would you highlight to get the attention of important outside parties?
5. Please elaborate on pain points (not just Hamilton-specific – e.g., regional connectivity) related to goods movement that impact your organization or which impact relevant organizations for which you are a stakeholder.
6. Given the entirety of what has been discussed, are there any other comments that you would like to make for our consideration in developing the strategy?

Strengths

1. Hamilton has a more extensive major highway network than other cities its size in Ontario. This permits some extra flexibility for truck movements in the event of delays or incidents.
2. The fact that Hamilton's International Airport operates 24 hours a day is central to its prominence as an air cargo hub. There was stated evidence

that Hamilton was chosen as an air hub with this reason being a major contributing factor.

3. As MITL's 2009 report outlined (as noted in the session), Hamilton has strong foundational aspects along basic factors of geography, transportation, and locational context.
4. Much industry activity in Hamilton benefits from excellent proximity to the QEW through Nikola Tesla Boulevard.
5. Close proximity to the GTA is a significant strength, and from the industrial land perspective, Hamilton remains very cost competitive with the GTA market. A centralized location between the GTA and the border at Buffalo was another element noted. Even a lot of US-to-US cargo passes through the Hamilton area.
6. The McMaster Automotive Resource Centre is an important node for pursuing opportunities related to vehicle electrification and the decarbonization of travel.
7. There is a good diversity of trucking companies that do business in Hamilton and thus Hamilton is seen as an important trucking node by stakeholders.
8. Good communication and facilitation from Hamilton Economic Development was stated to be an important asset.
9. Airport capabilities in serving domestic overnight freight.
10. The fact that Hamilton is dual served by both CN and CP is an important attribute which enhances Hamilton's value proposition for rail and transloading.
11. Hamilton has good proximity to the Hwy 407 toll road. There is feedback that increasingly using this route is more cost-effective in many

cases than to deal with some of the knock-on effects of road congestion that is slowing truck movements.

Weaknesses

1. There need to be contingency plans in place for situations that arise that could have been foreseen. An example was given of a day-long resurfacing of an overpass on Burlington Street. Lineups extended out onto the QEW as far as Fruitland Road but there did not seem to be any measures to compensate (e.g., revised traffic light cycles). For certain companies, these types of instances can impact an entire day of goods movement.
2. The poor surface quality of certain key arterials is an issue for freight movement, and it is acknowledged that truck movements themselves cause much wear and tear. For example, it is possible to get extended weight permits within city boundaries for specific local roads and this may increase permissible payloads by up to 20,000 pounds. This may partly explain the poor condition of, for example, Barton Street towards Stoney Creek.
3. There are concerns expressed about the quality of public transit service (in terms of being a robust all-day system) to locales in the city that are important to the goods movement sector. Two examples mentioned are the airport and industrial sections of Stoney Creek.
4. Housing shortages affect Hamilton and it was indicated that single-detached dwellings are in short supply (perhaps in terms of affordability though not explicitly noted). The goods movement sector depends on its labour force as well as other sectors of the economy and this labour force needs to be housed.

5. For certain types of goods that are highly time sensitive (e.g., oncology medications or other medical contexts) inter-city highway congestion consistently makes it challenging to meet delivery deadlines, including departing from Hamilton.
6. It was stated that Hamilton lacks **active** rail spurs.
7. Regional traffic congestion (in Hamilton and beyond and especially to the GTA) is a major problem. It is common for trucks moving between Hamilton (e.g., the airport) and Toronto to be seriously slowed by traffic.
8. Highway construction projects tend to further compound problems associated with traffic delays and the work often occurs at peak hours for goods movement as distinct from peak passenger commuting.
9. The airport is located in a relatively remote rural area (in relation to Pearson airport).
10. Lands in the airport vicinity are not easily developable and availability is scarce as it is protected for other important uses. But there is a need to continually progress the facilities that will lead to future growth.
11. There is a need for regional critical infrastructure to be diversified across modes so that the freight system has a chance to cope in the event of, for example, labour strife that affects a mode. Businesses lose a lot of money in periods where the system seizes up.
12. An opinion was stated that new restrictions on central city truck routes has not been as well-communicated as it could have been. More can be done to inform trucking companies before trucks are turned away from restricted areas.
13. Delays of up to two years with required approvals have been experienced by firms seeking to open service platforms (e.g., truck

mechanical servicing) in the Hamilton area. More clarity and visibility is helpful for competing in this regard with other jurisdictions.

14. Some localized road conditions (Strathearne was noted) are sufficiently poor that they cause the condition of trucks to deteriorate through severe wear and tear.
15. It was stated that traffic backlogs form in industrial areas due to a lack of advanced green traffic signals.
16. It was indicated that more investment will be needed to ensure big enough aprons at Hamilton International Airport to accommodate the larger planes that are becoming more prevalent.
17. The new truck route master plan restricts trucks into the core and it will no longer be possible to bring in 53-foot trailers. It was speculated that it will be hard for big trucks to help develop the core and that loads will have to be broken into two.
18. There is a major regional problem (with Hamilton included) relative to the US with empty backhauls. Many trucks that pass at any given time are travelling empty.
19. It was stated that there is a lack of real-time capability to support rapid insights on traffic and logistics.
20. One implication of frequent construction in locales important to truck movement is that controls on construction zones can hold up overweight permitting processes.
21. The current Hwy 403 and Hwy 6 North interchange was seen as a big issue in terms of its need to be redone.

Opportunities

1. It was estimated that about 700,000 containers travel towards the Hamilton Region every year from key Brampton facilities. A short sea service connecting Montreal, Halifax and Hamilton could tap into that flow of containers without passing them through the GTA. Container-handling capabilities at the Port of Hamilton need to be further improved (although recent progress has been made on that front through Hamilton Container Terminal).
2. Regarding the potential for more containerized cargo on the waterways, the addition of CBSA dedicated inbound container processing capability in Hamilton, which is not currently available, is seen by key stakeholders as part of the solution.
3. If containerized (high-value) goods increasingly move through Hamilton at facilities in the port lands, this will bring some important goods closer to the businesses that need them and may be a positive impetus for new business to locate in Hamilton that might otherwise opt for Peel region.
4. HSR is bringing forward a transit growth plan in 2024 which will outline the transition to a redesigned transit network. The aim is to finalize improvements by 2031 which should match the final implementation of the LRT. One of the objectives will be improved connectivity of the system to workplaces and employment centres.
5. From an industrial real estate perspective, Hamilton has seemingly progressed ten years in the last three years but there remains a lot of room for growth in Hamilton (fuelled partly by being cost-competitive) and this was predicted to play out regardless of what the macro economy does.
6. There may be an opportunity to pursue new and innovative solutions that can address the problem of metropolitan traffic congestion, taking into account that it is an entire ecosystem of people and goods that need to

move. Are there ways to use technology or make better use of infrastructure or pick up new solutions from other jurisdictions around the world?

7. There may be an opportunity to re-surface key industrial arterials less frequently but with a higher-quality product. Currently, resurfacing of heavy industrial routes may be done year after year and there is disruption associated with that. It was noted that Parkdale Avenue, which was described as having a concrete base, has stood up better over time to the demands of heavy trucking.
8. Drone delivery was advocated as a real opportunity. There is work taking place with Transport Canada on compliance strategies. There are aspects of Hamilton's geography and corridors that align well with the future capabilities of drones.
9. Further significant opportunities were expected in the agri-food sector for HOPA (though further details were not provided).
10. There is potential for Long Combination Vehicles to be accepted on the Linc/Red Hill to bring those expressways into alignment with the 400-series highways (where they are accepted under certain conditions).
11. Strategies that are used in developing large multi-tenant logistics parks in the US may be effective in fully developing the multi-modal potential of the port lands vicinity.
12. There are several older industrial buildings in Hamilton that had rail spurs (at points in the past) and these can be brought back at varying costs on a case-by-case basis.
13. Developing multi-modal makes it easier for Hamilton firms to compete in the wider regions and it also offers an opportunity to avoid traffic

congestion created by truck traffic that passes through the region but does not otherwise interact with Hamilton.

14. Marine offers the best option for incoming westbound cargo to bypass the congested Greater Toronto Area and to utilize Hamilton as an important hub for subsequent distribution. Marine is the only surface mode that can feasibly bypass the GTA in this way.
15. Ideally, a Hamilton-specific solution would offer a means to communicate real-time intelligence about barriers to truck movements (e.g., collisions, shutdowns) to permit on-the-fly diversion of trucks. At present, evidence was heard that carriers use mass e-mails/text messages to internally communicate such information.
16. Improved multi-modal operating by long-distance carriers could lead to more last-mile opportunities for regional carriers and can also assist with the empty backhaul problem which historically has been more of a problem for Canadian than US trucking firms.
17. CBSA approval for container inspection at Hamilton is an example of something that the City cannot solve on its own, but any capabilities/assistance in relation to navigating bureaucratic processes other governments/jurisdictions may prove beneficial for the City.
18. Quick answers on aspects like availability of skilled labour in Hamilton can help with this City being chosen as a location to operate. In relation to industrial space, highlighting what exists or excess capacities can be very important for companies that are looking to come into the region.
19. There may be an opportunity to develop a pre-clearance multi-modal hub to assist with cross-border activity. Examples from the US indicate that if a hub is served by 20 to 60 trains a day that it can attract a billion dollars in distribution centre investment. Such a facility in the region

(along main rail corridors) would assist in taking longer-distance movements off 400 series highways.

20. A lot of produce that arrives from the US into Ontario is railed to Chicago and then trucked from there. This is an opportunity to remove these and other long-distance truck movements from the road.
21. Night-time operation of automated vehicles between significant freight facilities is likely to arrive sooner than is generally thought. There is an opportunity for key Hamilton hubs such as the airport to be active on this front.
22. Developing an Improved understanding of importing and exporting activity in Hamilton can help goods movement service providers to cater to customer needs.
23. Really highlighting the airport and its capabilities offers significant value-added for the goods movement sector.
24. The integration of data and analytics is an important theme for the progression of Hamilton in the future.
25. More attention should be paid to the topic of truck parking facilities and their enhancement.
26. Strengthening Hamilton's multimodal core can help the City to become more competitive extra-regionally and our extra-regional traffic will not need to compete so much with freight traffic that is passing through.
27. There is a need to develop a capability to inform quickly of local problems on roads to permit diversions.
28. Lessons can be learned from off-peak delivery pilots that have taken place in recent years.

29. There is an opportunity to get past any negativity associated with the recent truck route master planning process and communicate strongly that trucking is highly important to Hamilton's future.
30. There is an opportunity to benefit from weights and dimensions (oversize permitting) given that the province is looking at an automated permitting system and Hamilton is poised to benefit given oversized cargoes at the Port.
31. There is a need to protect corridors for regional movements of oversize loads.
32. There may be an opportunity to develop smart solutions as opposed to massive new infrastructure (e.g., a mid-pen highway)
33. There may be an opportunity to schedule or plan construction to better align with the timing of goods movement.
34. There is a need to plan and design in a way that properly takes commercial vehicle movements into account. These types of vehicles are not typically top-of-mind in complete streets implementations.
35. It is important to highlight the role of the goods movement sector in Hamilton in moving a diversity of goods with their unique contexts (e.g, life sciences)
36. Opportunity to highlight progress of the goods movement sector in being "clean and green." For example, how is sustainable aviation fuel supported? Electrification through battery technology or hydrogen or through other cleaner fuel options is important to consider.
37. It was expressed that many big trucking players in the US are really starting to build out the hydrogen network because this is what they foresee as a solution for the future. For Hamilton, securing a reliable

hydrogen supply is going to be critical so it is important to engage with producers.

38. It was noted that there are more and more requests for rail access and thus an opportunity to re-activate spur lines.

Threats/Challenges

1. Repeated concern was mentioned about future impacts of residential development near and around key freight facilities such as the Hamilton International Airport. A comparison was made with Pearson airport where significant residential populations arrived in the decades after the airport was already there, leading ultimately to restrictions on night departures and arrivals.
2. Concern was expressed about the fluidity of future traffic flow through the King and Main Corridors given the upcoming prominence of light rail transit and the potential for population growth in the city centre. While heavy trucks are being limited in their central city movements, there will be times when heavy trucks need to be in central areas and also lighter trucks (which are permitted) will need to flow well. There was also stated concern about an over-emphasis on developing too many streets as complete streets. Further concern was expressed about the movement of people in the sense that the LRT and complete street solutions might not cater to needs as well as the automobile could. Roads play the important role of accommodating delivery vehicles moving much needed goods to local establishments such as hospitals, restaurants and offices. It was suggested that these concerns are shared by many in the Hamilton business community.
3. Manufacturers may choose from among different jurisdictions for where they set up production. Anecdotal information was shared of a Canadian

trailer manufacturer who has chosen to produce in Ohio and who stated that Ontario would not be considered in the future for its production. Ohio was credited with having a more business-friendly environment and with it being possible to erect a plant within a year. The perception was that this would not happen in Ontario.

4. The truck driver shortage was identified as an ongoing concern. Large firms in the area may use a mixture of prepaid and collect carriers. It was noted that there is a lot of turnover, with drivers jumping from one company to another and the environment is highly competitive. The introduction of e-logs is viewed as enhancing safety but can cause more challenges on the logistics side. This firm focuses on maintaining continual truck throughput and the driver situation challenges that.
5. There are concerns about the speed of execution in terms of working through the processes, involving multiple levels of governments/agencies, to get important new infrastructure built. "The gestation period to get ... from concept and idea to finished product is just way too long and people lose interest."
6. Evidence was shared that there may be untapped demand from multinationals to rail goods into Hamilton port lands, but they are choosing other options due to a lack of completed transload capacity to transfer goods to truck.
7. There is a threat of "rushing things too much" with trucking electrification. The time span of the subject strategic plan will not be enough for longer haul trucking and the path to electrification. There is a need for better understanding, especially given that reality may differ from perceptions or intentions. It was noted that half of all California heavy-duty trucks are to be zero-emission by 2035 and this causes concern with some parties here in Ontario.

8. There are a variety of questions about electrification that need to be better understood. Issues include: vehicle and other costs, reliability, technology, maintenance and whether the roads need to get better to accommodate these new types of trucks. Can the electrical grid support the electrification of goods movement fleets including trucks?
9. There may be potential accommodation issues with 60-foot trailers in Hamilton (e.g., wider turning radius) if they are approved.
10. Concerns expressed by some trucking stakeholders about Hamilton's perceived messaging on trucks. The impression is given that trucks will be often penalized via enforcement of truck routes.
11. Stated that there is too much focus, especially in relation to trucking, on issues of the downtown and vicinity. It is suggested that this is a distraction, to some extent, and that there is a much wider city to focus on as well.
12. Certain types of development outside but near airport properties are increasingly becoming an issue in Canadian cities. Instrument approach procedures that allow aircraft to land during bad weather are being impacted.
13. The on-going tension between trucks, communities and passenger vehicles is a challenge and solutions in this regard are likely to come slowly and incrementally.
14. Planning for an incident such as the Burlington Skyway partial closure on the QEW in 2014. What could be done to alleviate associated pressure?
15. There is concern about on-going disruptions due to major transportation system construction. It is not just LRT but also re-configuration of the Hwy 5 and 6 intersection and periodic truck route

resurfacing. Other concerns include the re-configuration of Main Street and the trend from one-way to two-way streets.

16. There is a need to ensure that airport infrastructure can support an increase in cargo movement (e.g., apron areas, buildings etc).
17. In general, change is continuous, and for this reason the ability of stakeholders in the system to adapt is very important and part of coping with adaptation is working together.
18. Concerns were expressed about “modal shift” being engineered by government rather than being determined by the market.
19. Concerns were expressed about “Driver Inc.” – This problem is much more widespread than Hamilton but dishonest employers are often asking inexperienced drivers to incorporate their own trucking firm. Many are recent migrants who are pursuing permanent residence status. This could partly explain regional increases in collisions involving trucks.
20. Concern was expressed about pushes for airport lands, that have been zoned for industrial use, to be re-zoned to other uses.

Aspects of Value Proposition Mentioned

1. The efforts of EcDev on DC credits are enabling the expansion of warehousing and logistics in the region and helping to bring new firms.
2. The positive efforts of Hamilton Economic Development to assist and add value were mentioned multiple times as an asset.
3. Proximity to institutes of higher learning to conduct research and implementation studies (among other benefits) is a big strength. There

are going to be a lot of applications of autonomous vehicles and drones in the upcoming years and institutes of higher learning will be able to help.

4. Hosting events such as the Southwestern Ontario Real Estate Forum (Hamilton should consider for the future) helps to draw attention to Hamilton's infrastructure and good "bones".
5. The combination of modes in the same place.
6. Access to the border and major markets.

Rail Session with CN

Insights in relation to the rail sector in Hamilton are mostly informed through stakeholder engagement processes. MITL has engaged with both CN and CPKC in recent years and a special session was held with CN (August 2023) in relation to the development of this strategy.

1. For both CN and CPKC, perceptions about Hamilton operations are very much focused on port lands and areas near the port lands and CN has transload activity associated with their Stuart Street Yard, which is west of the Port of Hamilton. This is also a staging/classification facility.
2. CPKC has also been quite focused on their Transcare intermodal facility that serves the steel sector.
3. CN notes that multimodal capability between rail, marine and truck is a big strength.
4. There is concern with "encroachment" from new residential properties nearby and note that rail is noisy.
5. There are some conflicts in the region especially with GO passenger rail. Freight trains are slower, take longer to accelerate, have wider operating

windows and run on a more flexible schedule. GO runs on a higher frequency fixed schedule. Passenger rail actually consumes quite a bit of capacity and almost creates blackout periods for freight. Population densities are increasing for Hamilton and this will only increase demands on the rail network.

6. CN Transload capabilities in Hamilton mean that product can be brought quite deeply inland by rail but the last mile has to be by truck and associated trucks need good access and fluidity into the port area. There is a need to protect corridors that have been dedicated to freight.
7. Hamilton is strong in terms of having developable or convertible land that can be served directly by rail. But maintaining a good flow of trucks in and out of these prime industrial sites is going to be key in the future.
8. Hamilton is viewed by CN as an integral part of its broader North American network but there is a significant local component to that as well.
9. The pandemic caused more people in Canada to stay at home more often and for longer. This apparently helped generate more complaints about rail from people who live close to rail infrastructure.

Acronyms Used in the Strategy

AEGD – Airport Employment Growth District

ATRI – American Transportation Research Institute

CBSA – Canada Border Services Agency

CMA – Census Metropolitan Area

CN – Canadian National Railway

CPKC – Formerly CP, the new railway is the result of the merger between Canadian Pacific and Kansas City Southern railways. The new entity is referred to as “CPKC.”

CVS – Ontario Commercial Vehicle Survey

EDAP – Economic Development Action Plan

GPS – Global Positioning System

GTA – Greater Toronto Area

GTHA – Greater Toronto Hamilton Area

HOPA – Hamilton-Oshawa Port Authority

IF-CITM – Innovation Factory - Centre for Integrated Transportation and Mobility

LINC – Lincoln Alexander Parkway

NAICS – North American Industry Classification System

MITL – McMaster Institute for Transportation and Logistics

MTO – Ontario Ministry of Transportation

QEW – Queen Elizabeth Way

RHVP – Red Hill Valley Parkway

YHM – Airport code for John C. Munro Hamilton International Airport

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FLUID INTELLIGENCE
HOPA-MCMASTER
SUPPLY CHAIN ANALYTICS

Compendium Of Goods Movement Related Information On City Of Hamilton

NOVEMBER 2023



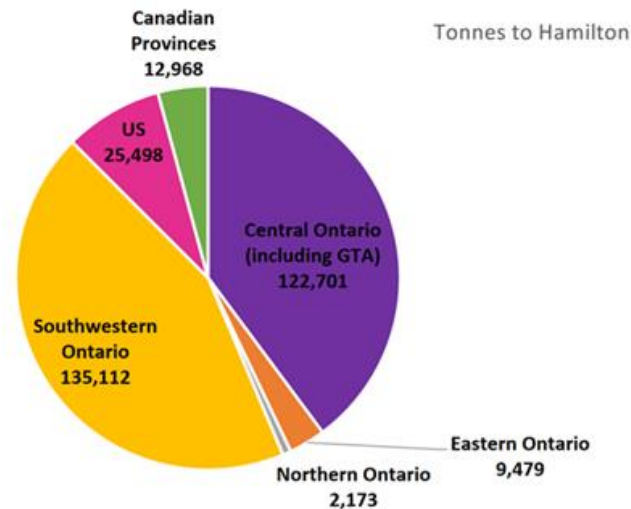
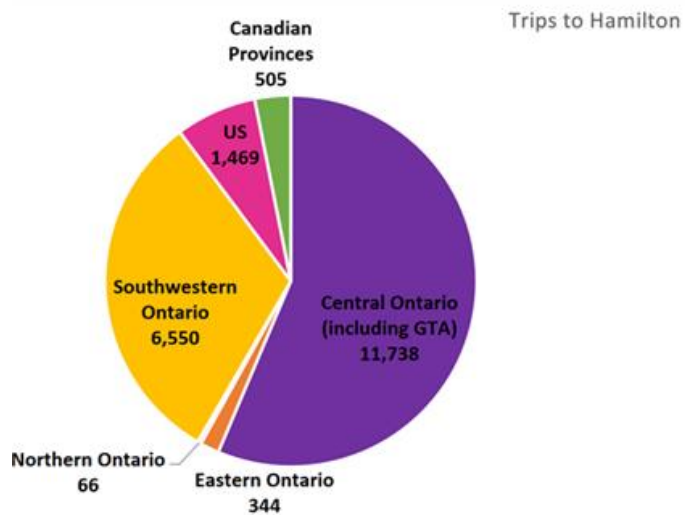
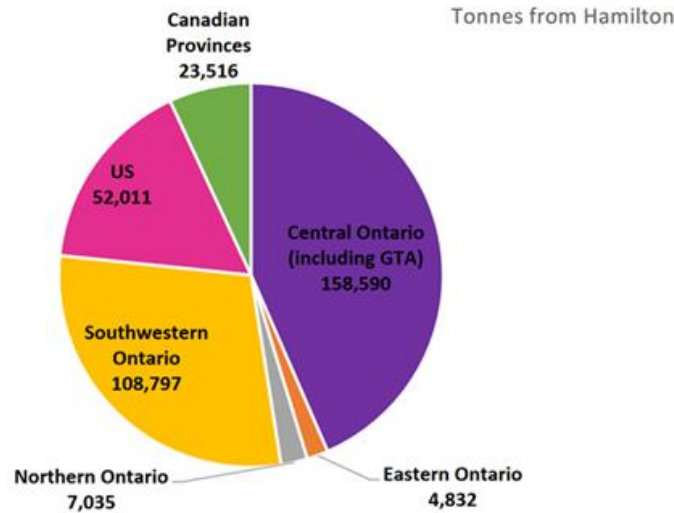
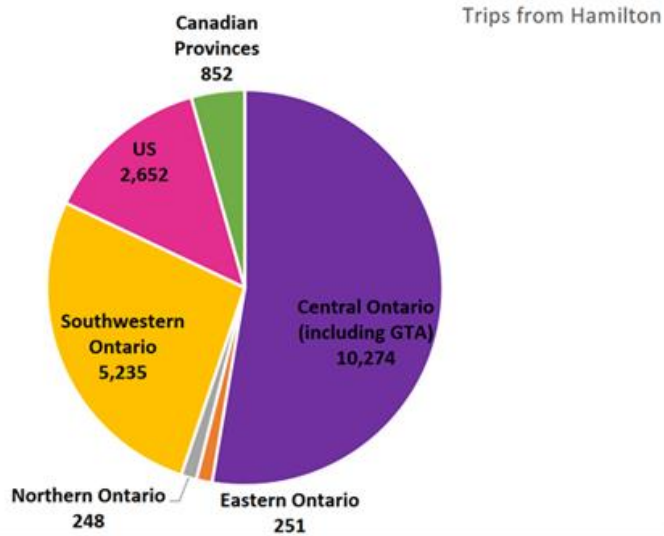


FLUID INTELLIGENCE
HOPA-MCMASTER
SUPPLY CHAIN ANALYTICS



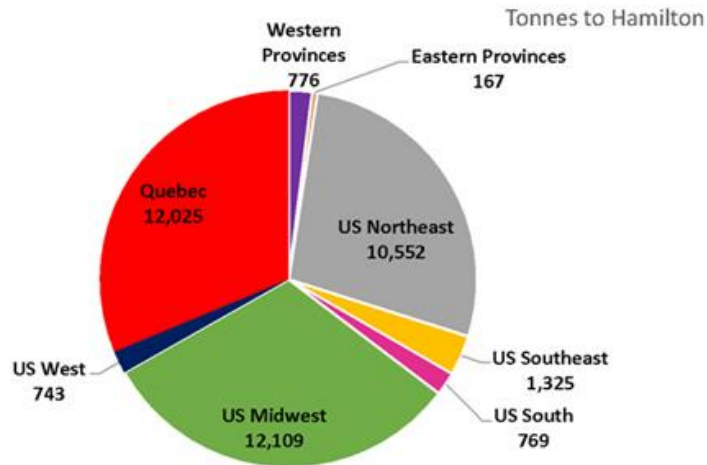
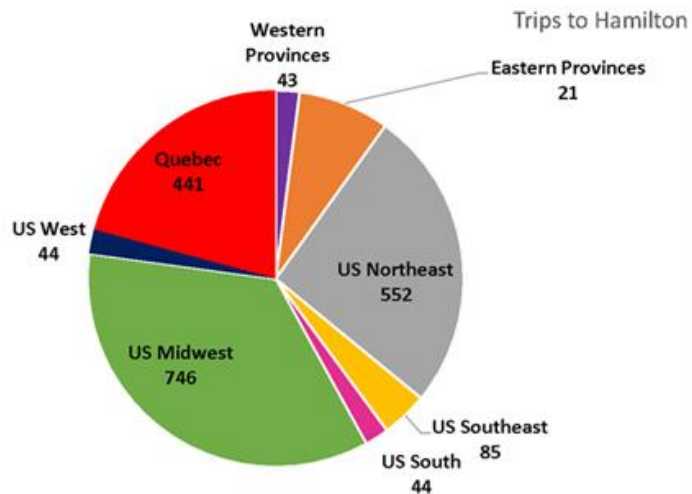
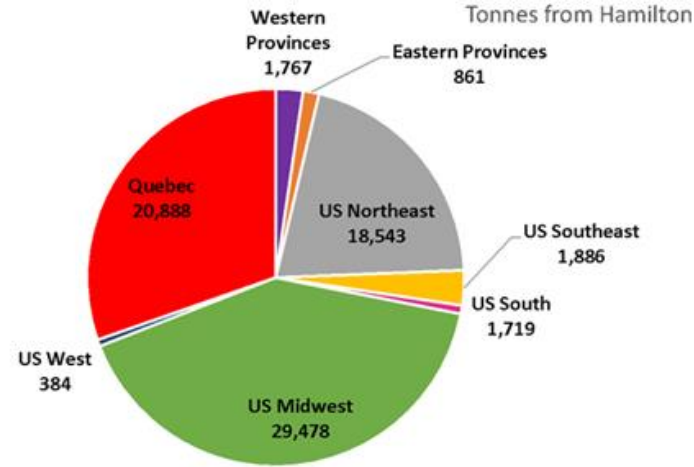
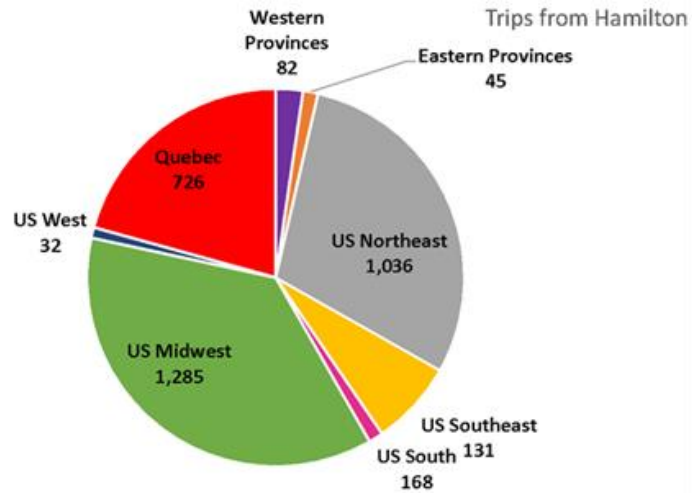
CVS-Based

Regional Weekly Trucking Flows To/From Hamilton (Including Ontario Regions)



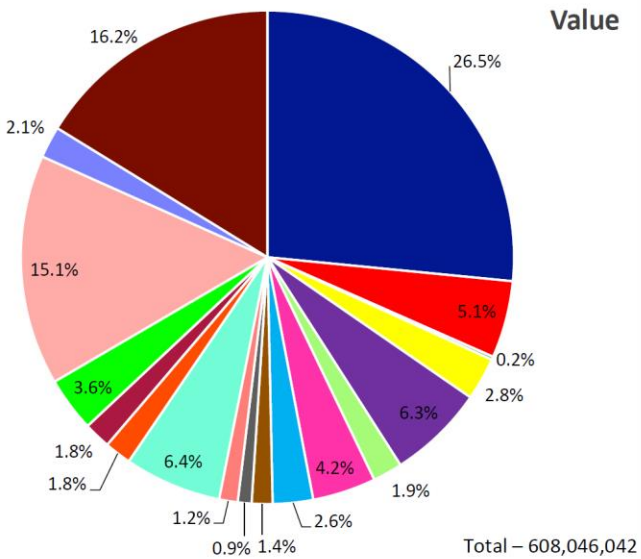
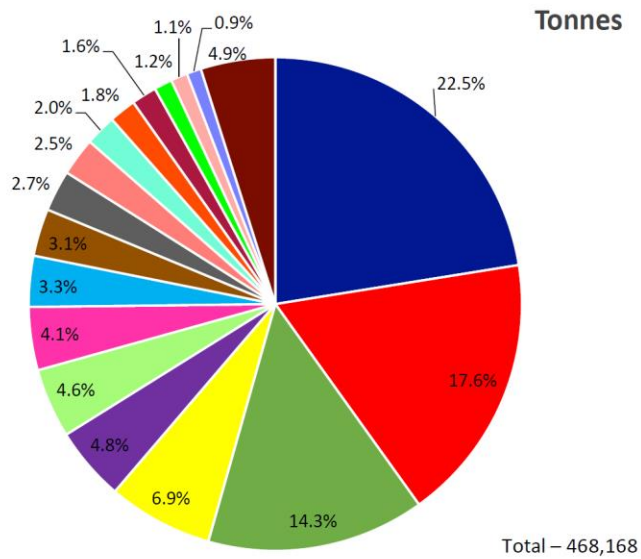
- Derived from CVS and based on cargo-carrying trips
- These pies do not include intra-Hamilton trips
- 19,512 weekly trips that exit Hamilton and 20,672 trips that enter Hamilton from elsewhere
- 18% of trips leaving Hamilton depart Ontario whereas 10% of trips entering Hamilton are from outside Ontario
- Ontario associated with most trip activity
- The US and other provinces more important for flows from Hamilton than to Hamilton
- Central Ontario more important for trips than tonnage
- Southwest Ontario a major source of tonnage into Hamilton

Regional Weekly Trucking Flows To/From Hamilton (Excluding Ontario)



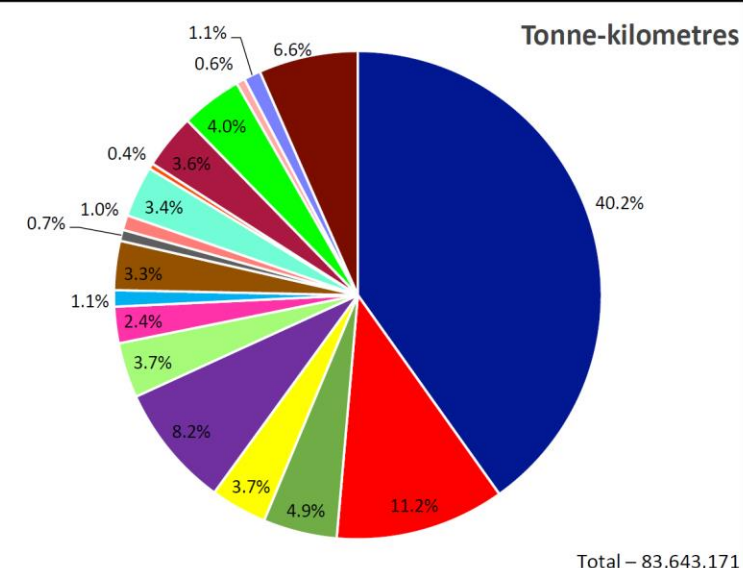
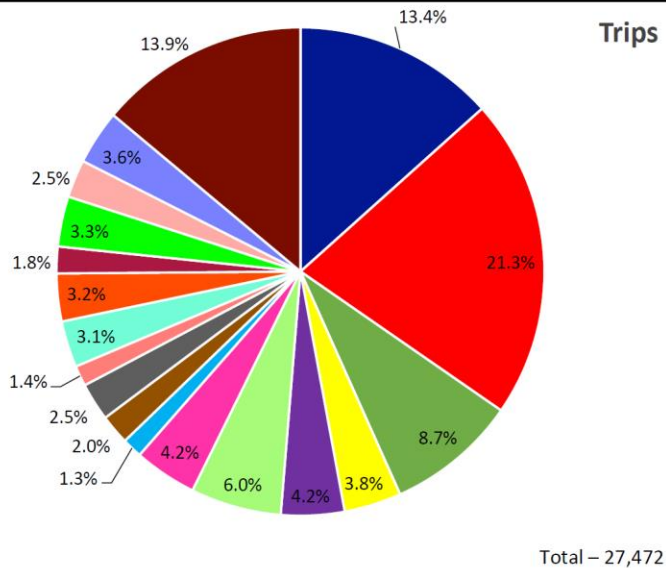
- Derived from CVS
- Focus is on flows outside Ontario (but to and from City of Hamilton)
- Quebec is more relevant for tonnage than for trips
- Despite Hamilton proximity to the Niagara border, Midwest states are more prominent than Northeast states

Weekly Truck Outflows From City Of Hamilton

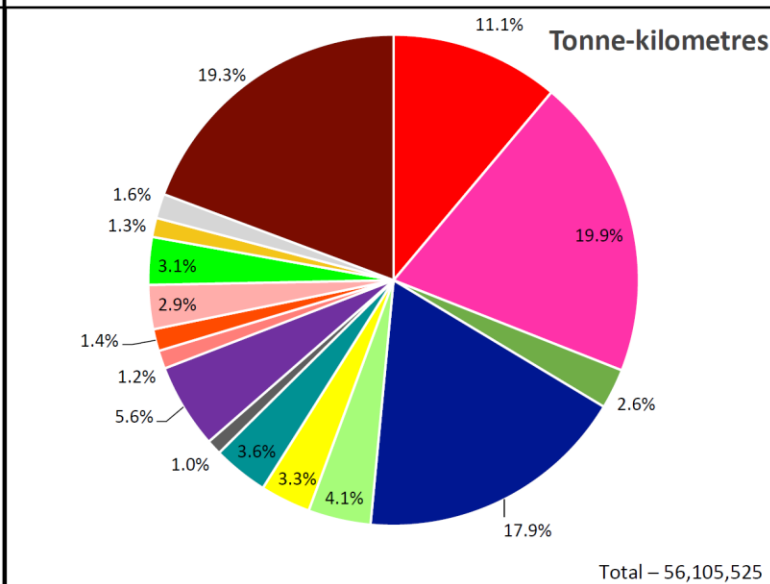
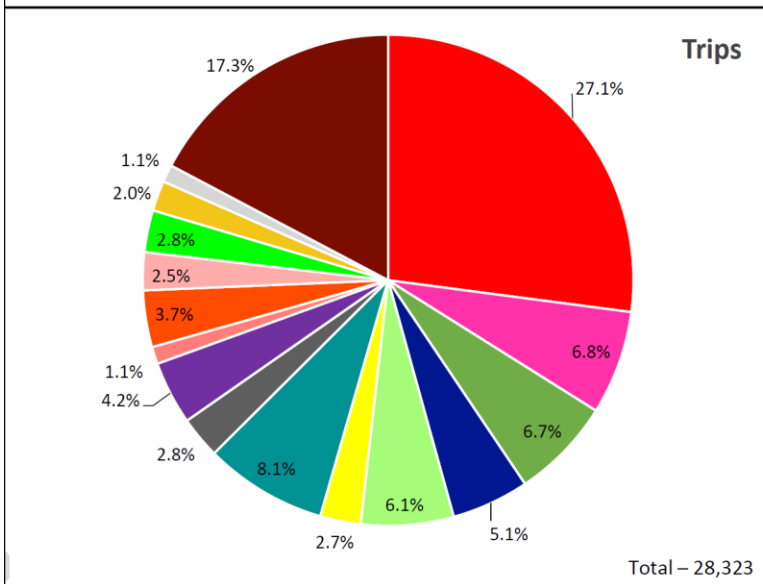
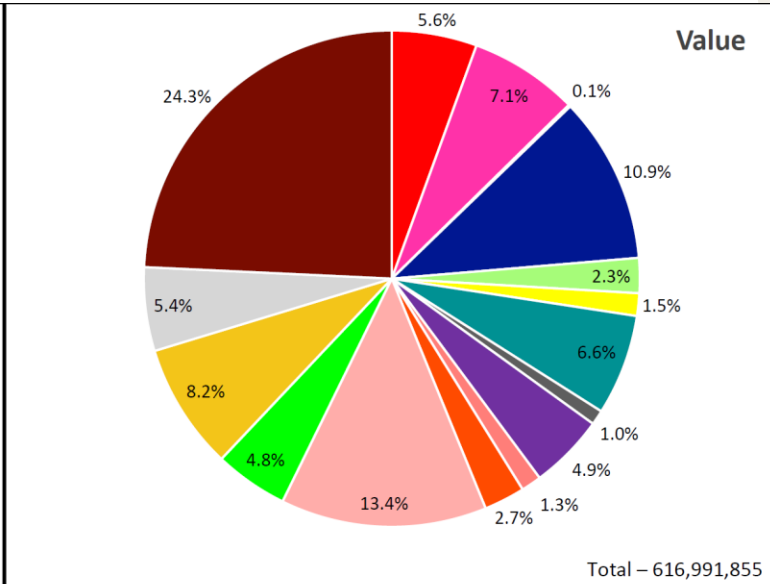
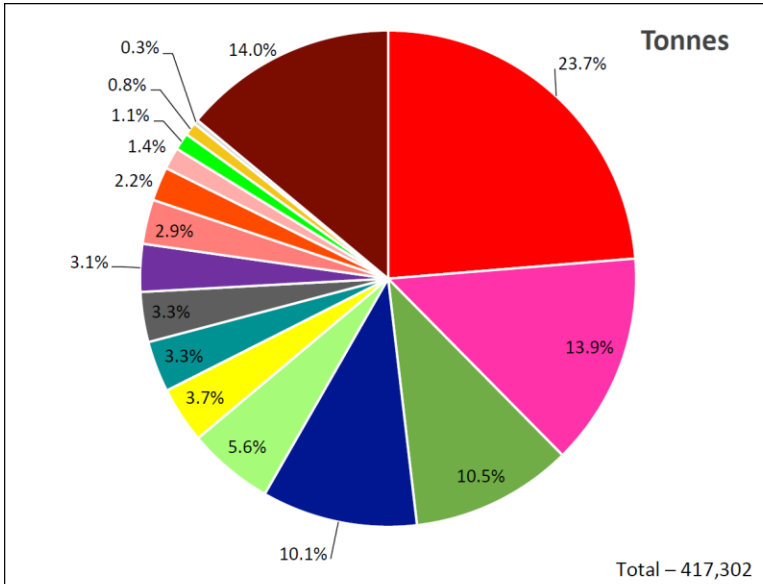


- 32 Base Metal in Primary or Semi-finished Forms and in Finished Basic Shapes
- 41 Waste and Scrap
- 12 Gravel and Crushed Stone
- 19 Products of Petroleum Refining n.e.c. and Coal Products
- 07 Prepared Foodstuffs n.e.c. and Fats and Oils
- 31 Non-metallic Mineral Products
- 03 Agricultural Products Except Live Animals, Cereal Grains, and Forage Products
- 17 Gasoline and Aviation Turbine Fuel
- 04 Animal Feed and Feed Ingredients, Cereal Straw, and Eggs and Other Products of Animal Origin n.e.c.
- 13 Non-metallic Minerals n.e.c.
- 18 Fuel Oils
- 24 Plastics and Rubber
- 26 Wood Products
- 20 Basic Chemicals
- 33 Articles of Base Metal
- 34 Machinery
- 43 Mixed Freight
- NA Other

- The steel sector (Code 32) is very prominent and especially in tonne-km terms
- Code 41 - "Waste and Scrap" have significant commercial value though it is a less prominent aspect of that cargo type
- Cargoes leaving Hamilton are fairly diversified as seen in value terms especially
- Code 34 – Machinery stands out for its high value and low tonnage
- Tonne-km based partly on the length of associated trips whether 10km or 1000km



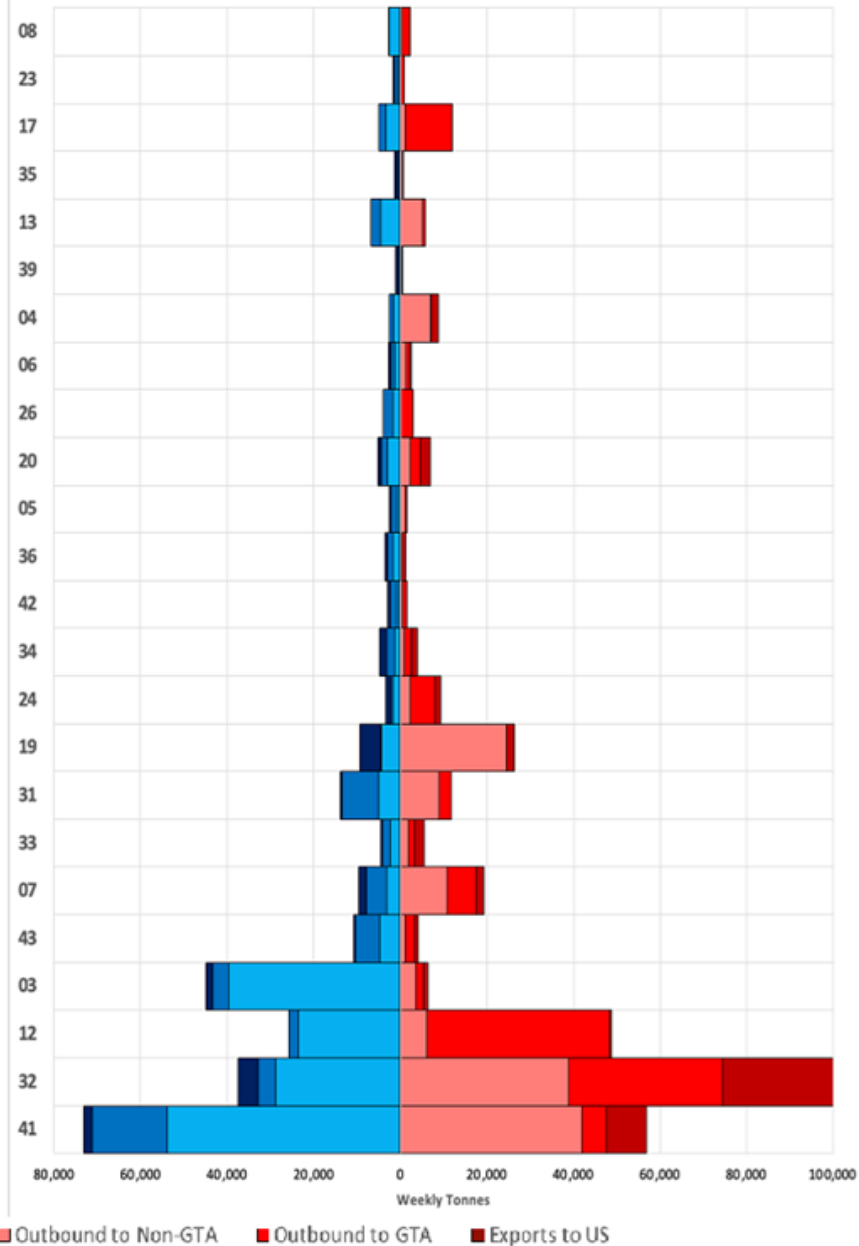
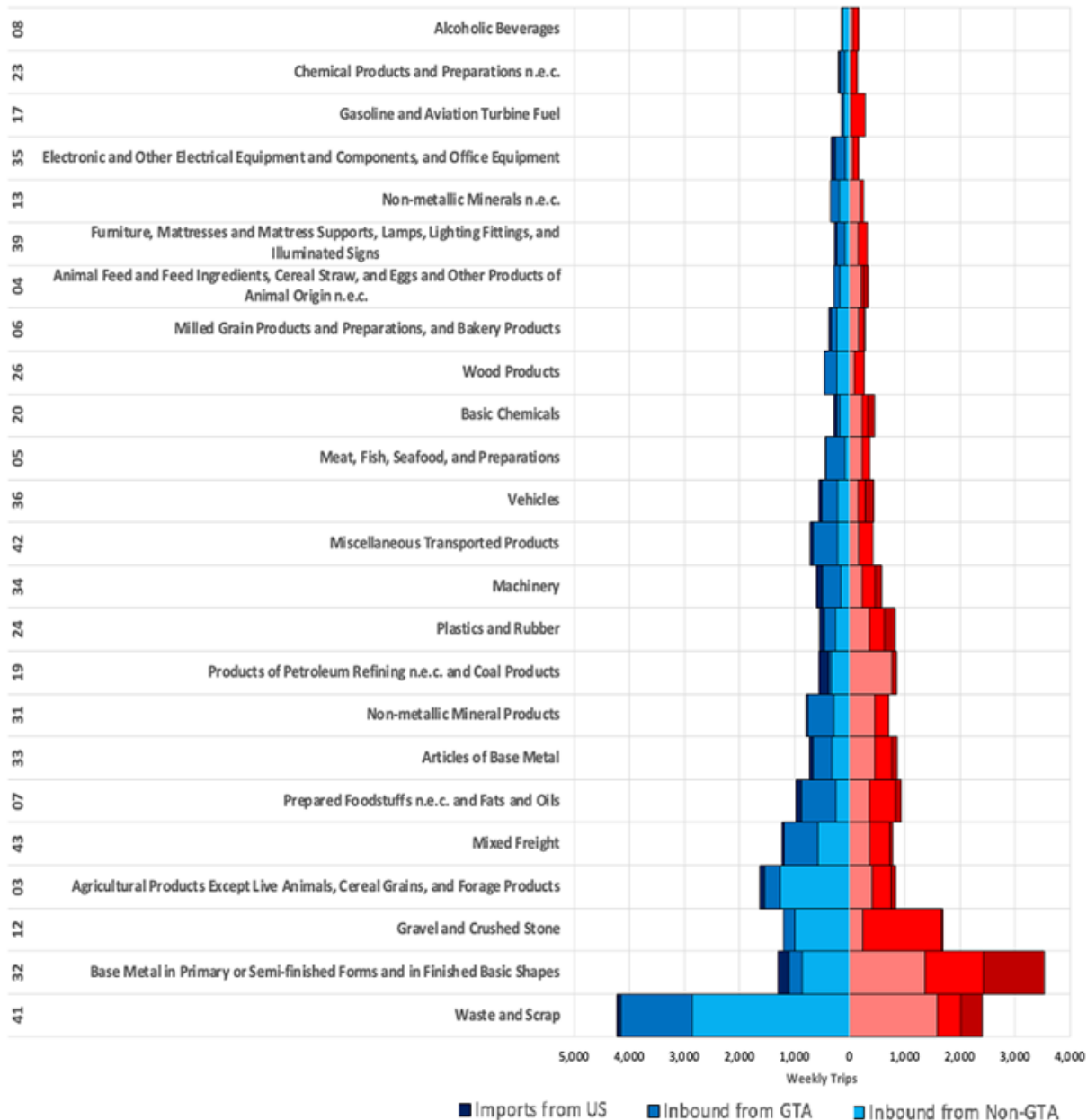
Weekly Truck Inflows To The City Of Hamilton



- 41 Waste and Scrap
- 03 Agricultural Products (excludes Animal Feed, Cereal Grains, and Forage Products)
- 12 Gravel and Crushed Stone
- 32 Base Metal in Primary or Semi-Finished Forms and in Finished Basic Shapes
- 31 Non-Metallic Mineral Products
- 19 Other Coal and Petroleum Products, not elsewhere classified
- 42 Mixed Freight
- 13 Other Non-Metallic Mineral not elsewhere classified
- 07 Other Prepared Foodstuffs, Fats and Oils
- 18 Fuel Oils (includes Diesel, Bunker C, and Biodiesel)
- 26 Wood Products
- 34 Machinery
- 33 Articles of Base Metal
- 36 Motorized and Other Vehicles (includes parts)
- 35 Electronic and Other Electrical Equipment and Components, and Office Equipment
- NA Other

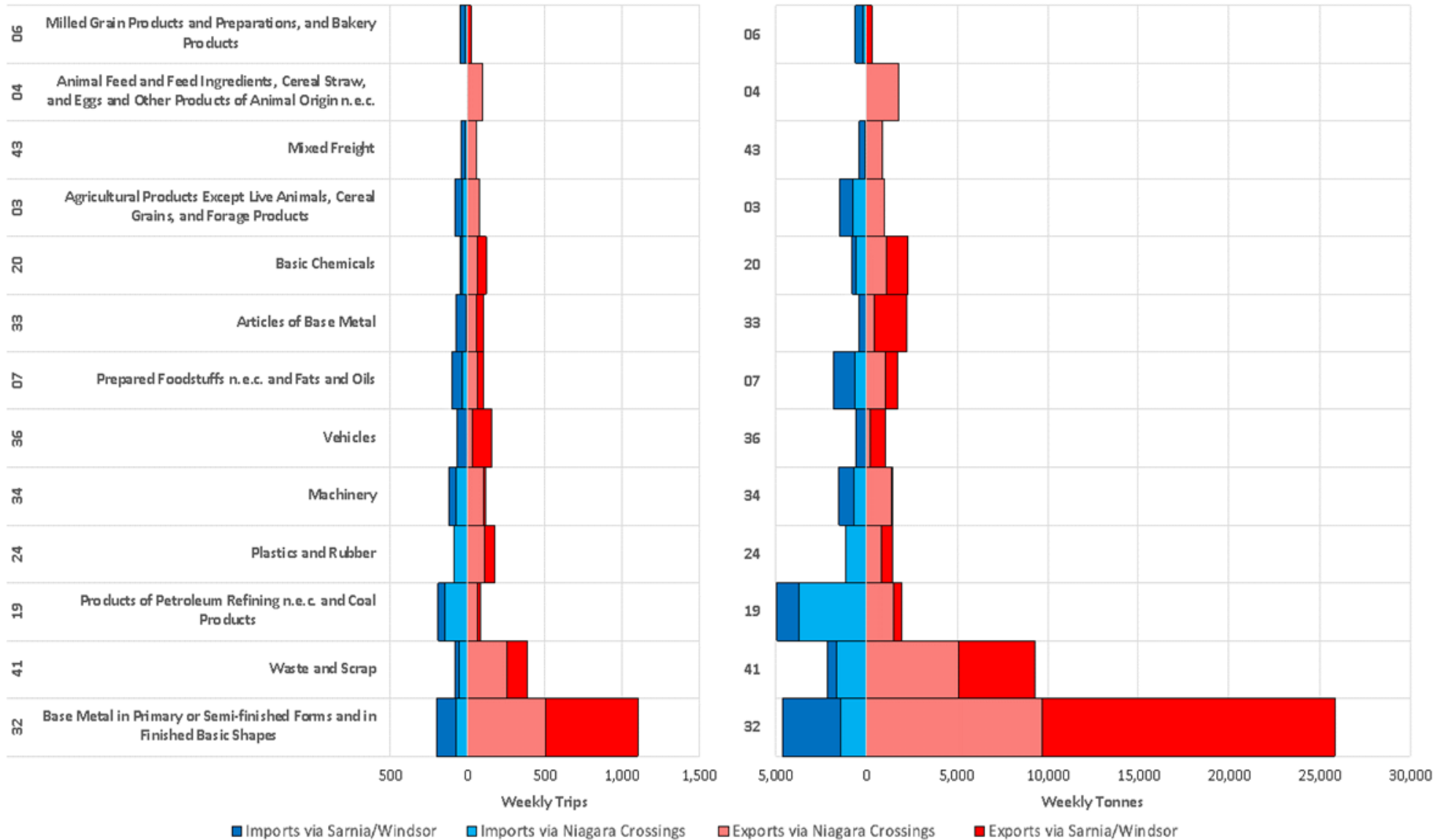
- Waste and scrap movements are associated with a lot of tonnage and trips but generate less tonne-km
- A lot of value in inflowing goods is generated from proportionally much less tonnage
- Mixed freight cargoes, more associated with consumer goods and the like, is much more prominent for truck inflows than truck outflows

Weekly Cross-Jurisdictional Flows to/from City of Hamilton by Truck



- Essentially a “commodity pyramid” for goods that cross Hamilton boundaries either departing or arriving
- Non-GTA includes all other locations in Ontario and Canada
- Code 41 and 32 quite prominent for both trips and tonnage and these are skewed to outflows

Weekly Cross-Border Commodity Flows to/from City of Hamilton by Truck

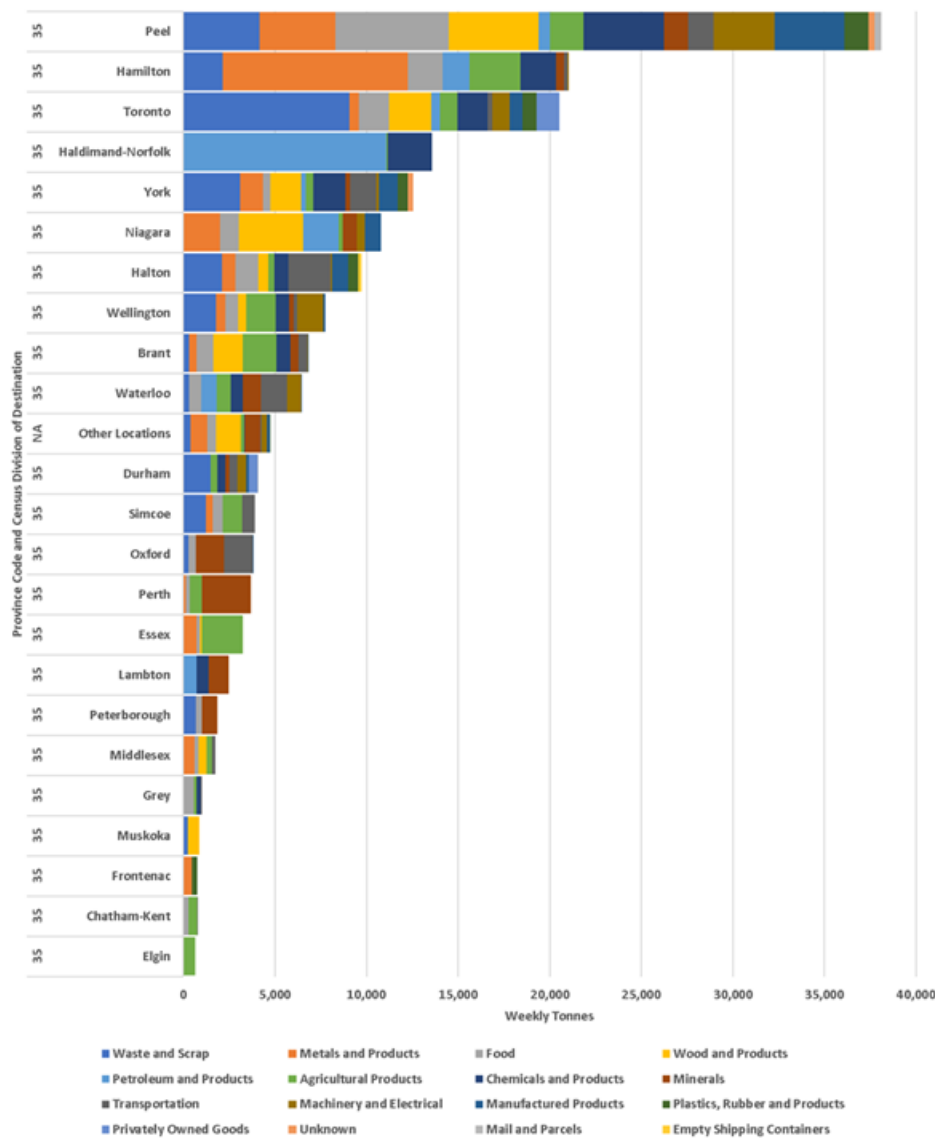


- Focus on cross-border activity to and from Hamilton by border crossing areas
- Export movements of key commodities stand out (especially in tonnage terms)

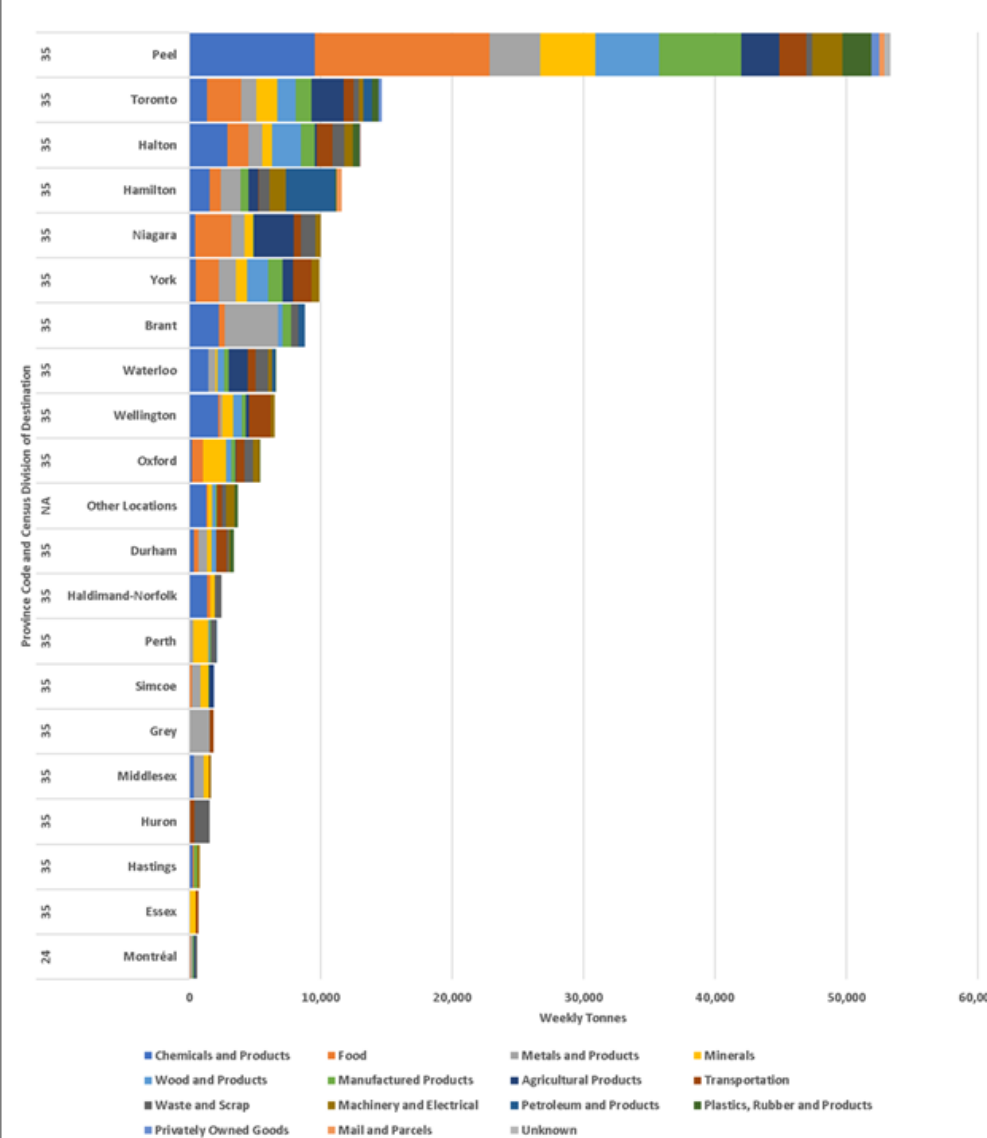
Niagara Cross-border Tonnage : Hamilton Relative To Other Jurisdictions (100km+ Trips)



Weekly Export Tonnage Crossing from US via Niagara by Commodity and Canadian Origin (100km+ truck trips) Source: 2019 CVS



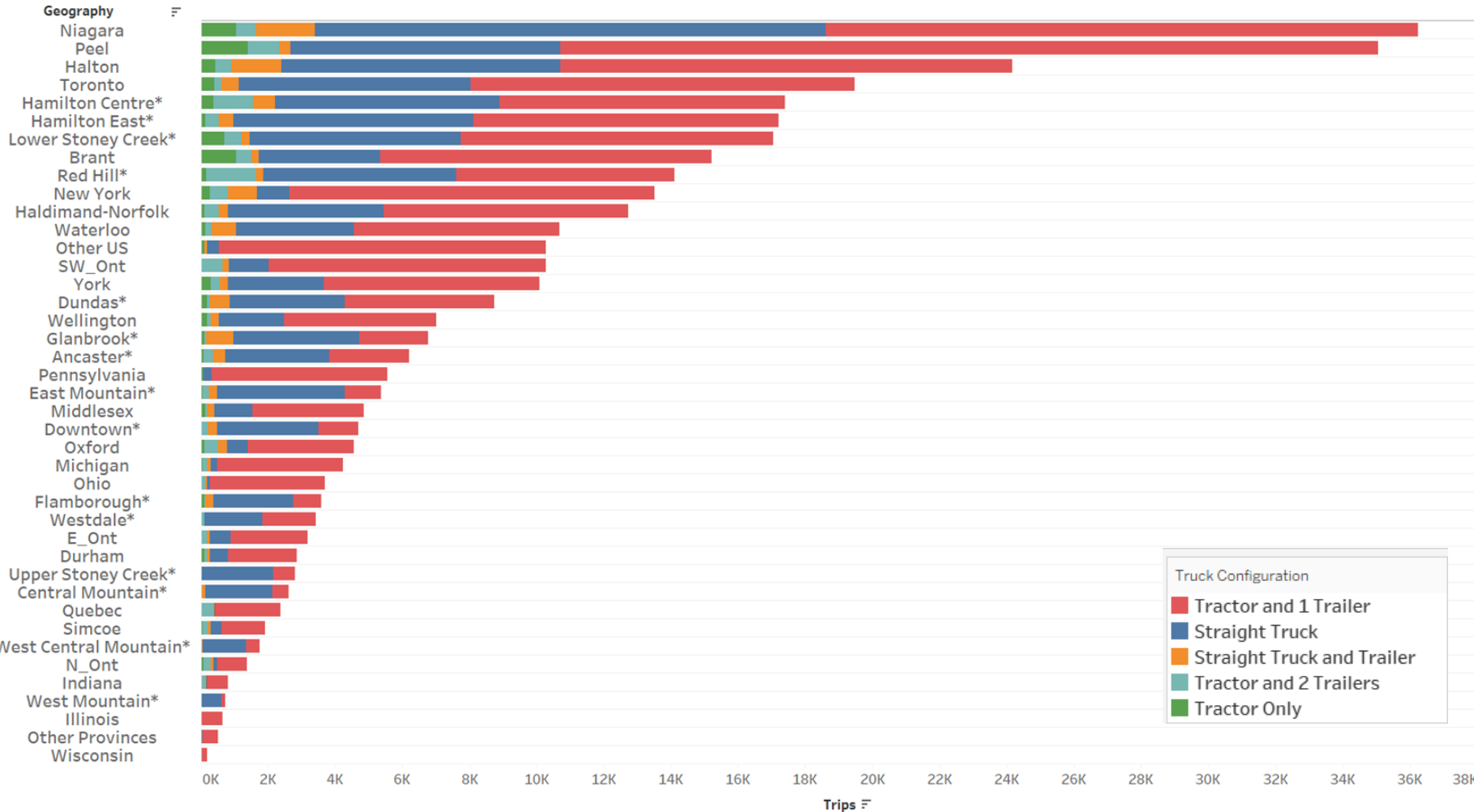
Weekly Import Tonnage Crossing from US via Niagara by Commodity and Canadian Destination (100km+ truck trips) Source: 2019 CVS



- From the entire 2019 CVS sample (not Hamilton-focused) but only for trips 100km+
- These charts focus on crossings at Niagara
- Some trips to Buffalo area are filtered
- For cross-border tonnage, Hamilton ranks highly among census divisions and especially for export trips
- Peel is relatively more dominant as a receiver of import truck trips via Niagara than as a generator

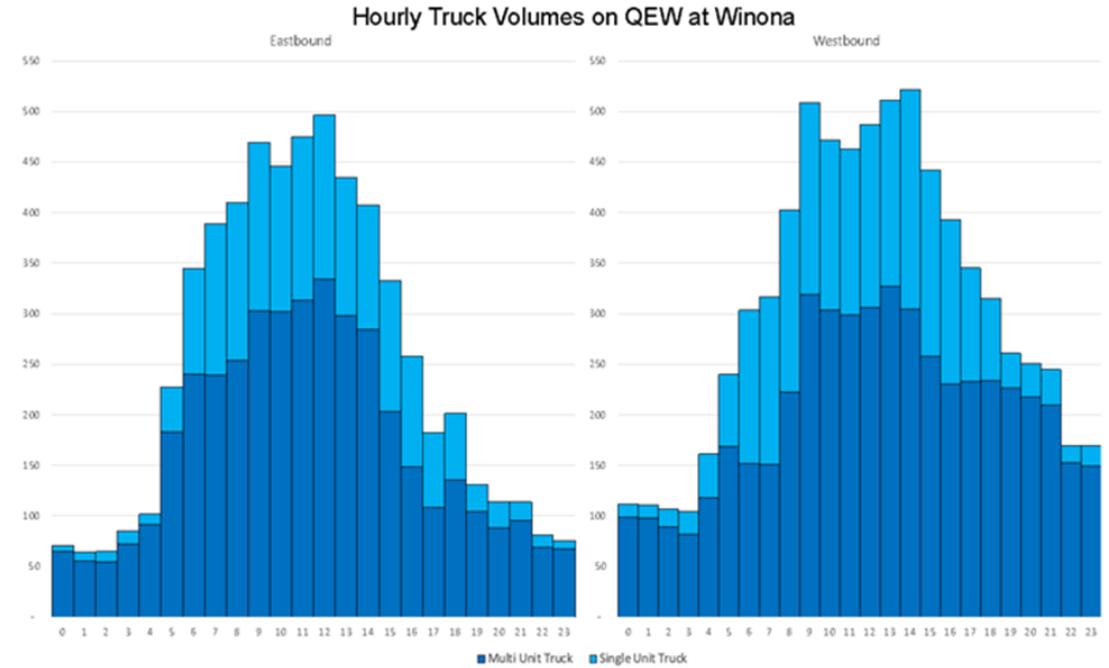
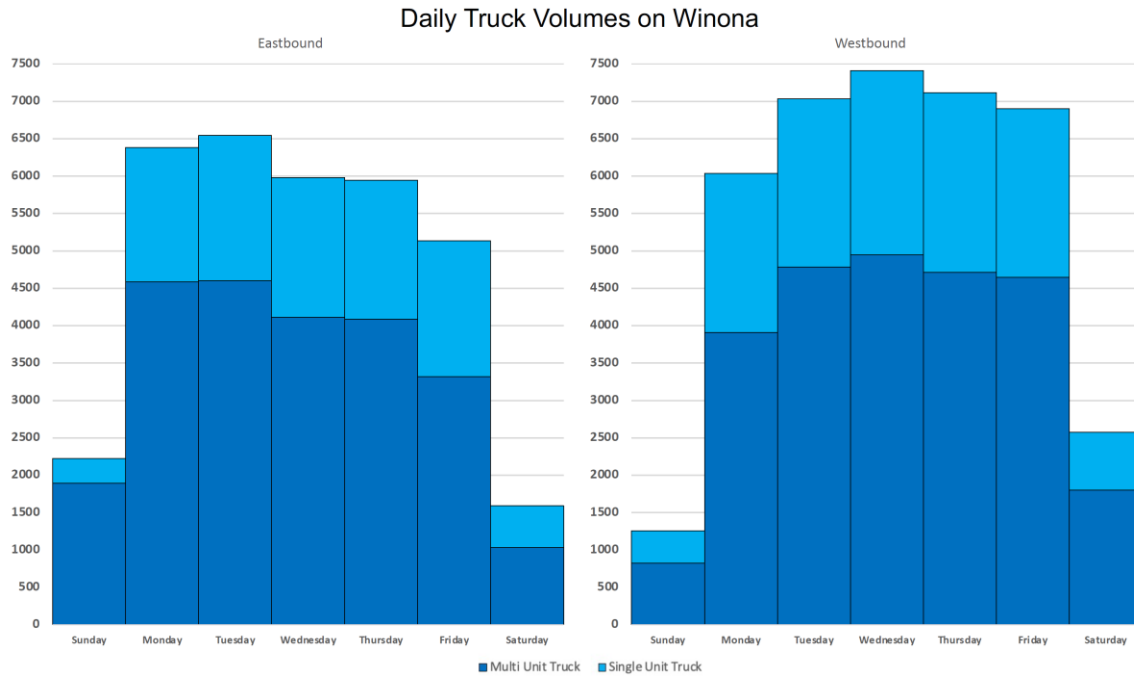
Truck Configurations By Hamilton And Other Geographies

- Derived from CVS
- Trip originations-arrivals per zone
- Straight trucks and Tractor with 1 trailer dominate
- Straight trucks would typically be allowed in the central city whereas tractor/trailer combos would not
- From GTA and beyond, straight trucks are in the minority
- From far off (e.g., US states) there are hardly any straight trucks
- Tractor trailer combos seem quite prominent for most Hamilton zones but small, delivery-oriented trucks are not well captured by the CVS
- Note that Peel and Niagara interact similarly with Hamilton for aggregate trips. Peel is a much larger freight hub, but Niagara is nearby.

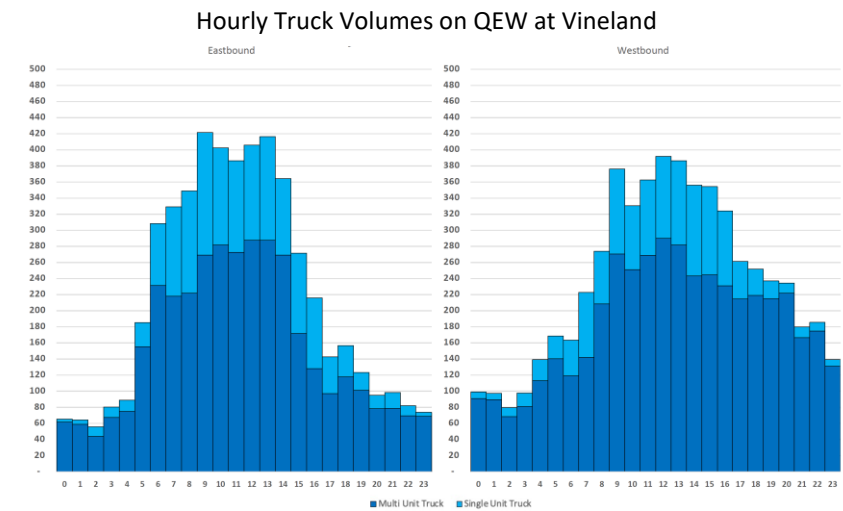


Trips is sum of outflows + inflows and includes trips with no cargo

Daily And Hourly Truck Volumes On QEW

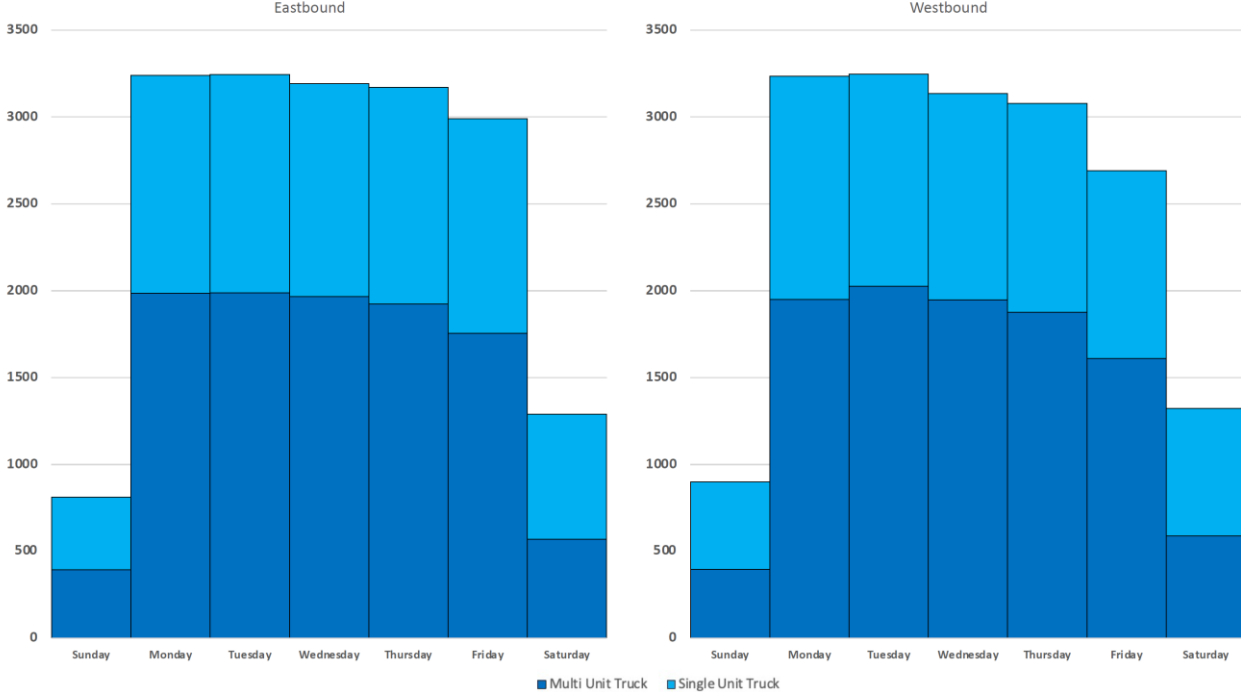


- Data for this and following charts collected as part of the 2019 Commercial Vehicle Survey process
- Hourly charts in the series are based on data for Wednesday
- Approximately **13,500 trucks per day** during the peak days on QEW near Winona
- Peaks at over **500 trucks per hour** in both directions
- EB movements, towards Niagara and the border, peak earlier in the week
- WB movements increase or sustain for most of the week
- Straight trucks are prominent, but in the minority
- More trucks near Winona than what we see closer to St. Catharines at Vineland (which maxes out near 11,000 trucks per day)

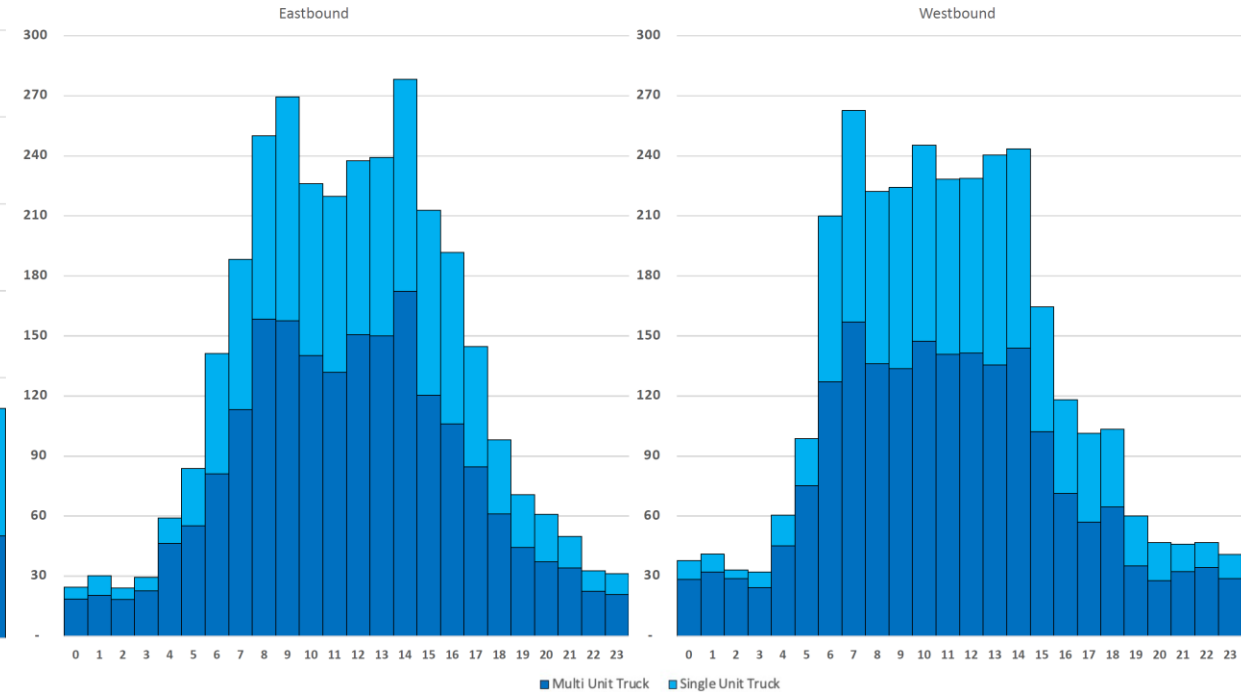


Daily And Hourly Truck Volumes on LINC

Daily Truck Volumes on Lincoln Alexander Parkway (near Dartnall Road)



Hourly Truck Volumes on Lincoln Alexander Parkway (near Dartnall Road)

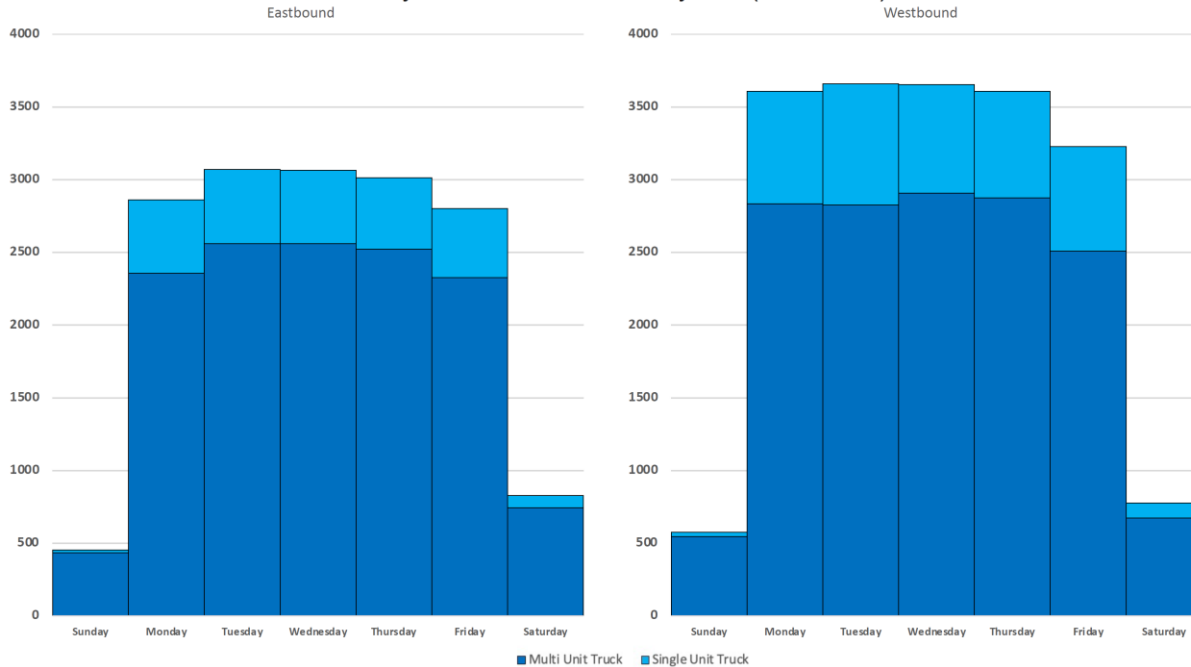


- Approximately 6,500 trucks per day during the peak days
- Peaks near 300 trucks per hour but generally a bit higher EB
- Slight decline in trucks as the week goes on, with Friday being notably lower
- More early AM peak urgency in the WB direction perhaps due to congestion worries towards Toronto
- Straight trucks in the minority but see vast majority of activity during the day

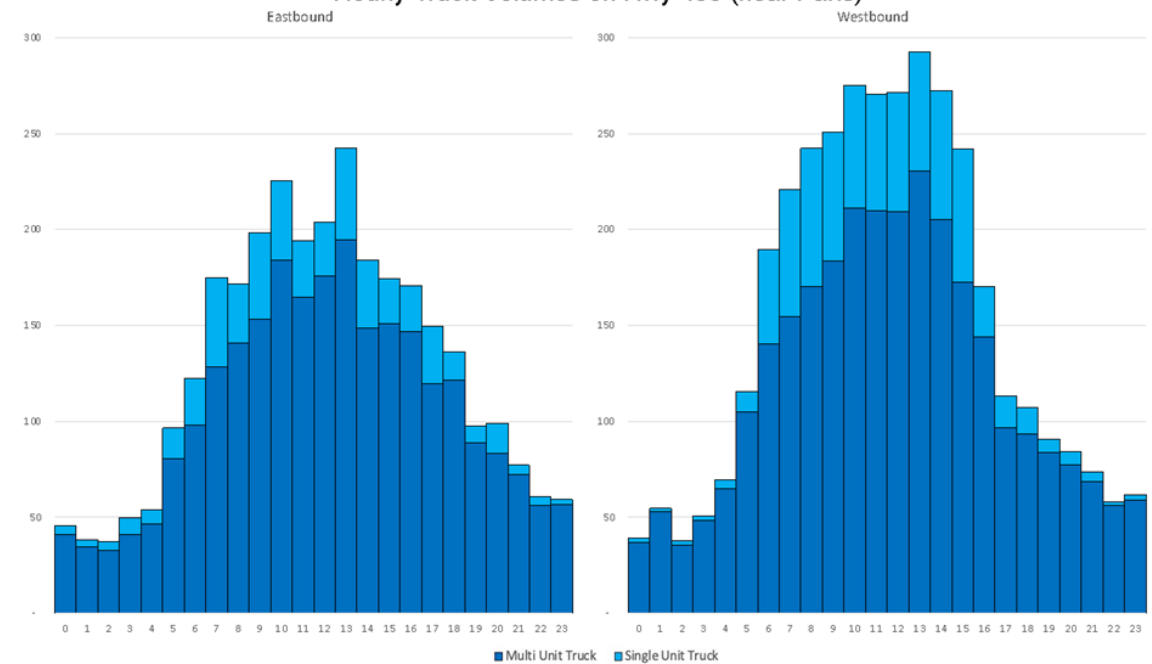


Daily And Hourly Truck Volumes on 403

Daily Truck Volumes on Hwy 403 (near Paris)



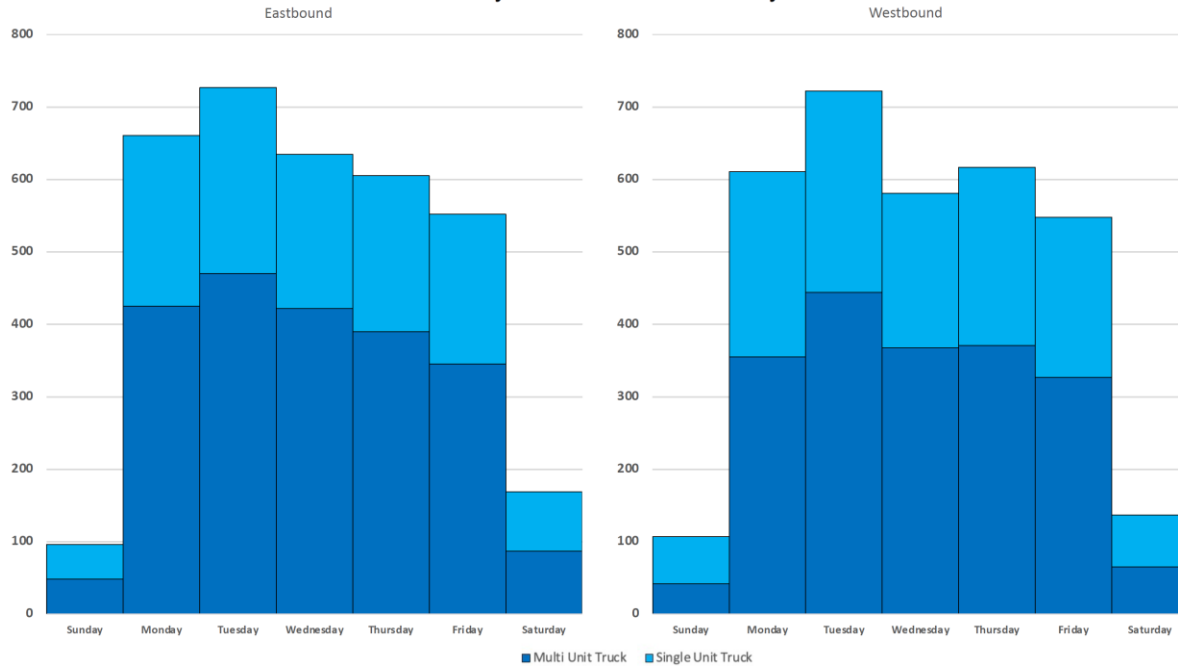
Hourly Truck Volumes on Hwy 403 (near Paris)



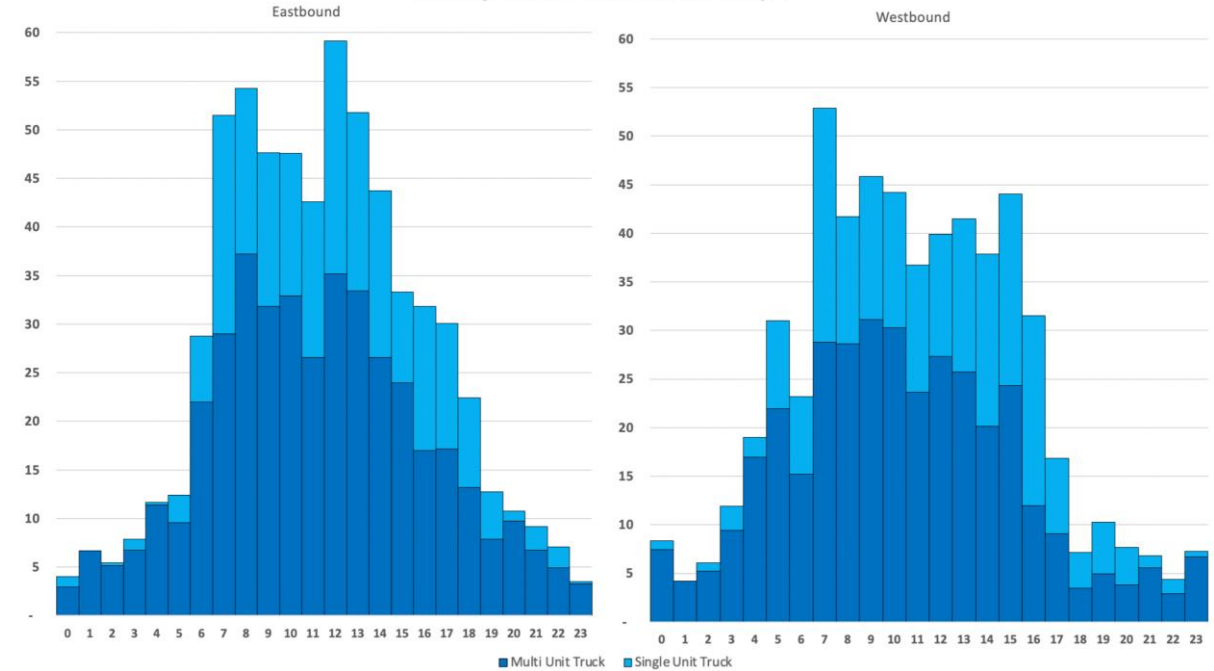
- Note that the site is west of Brantford let alone Hamilton and likely underestimates 403 volumes in Hamilton, especially for straight trucks
- There are approximately 6700 trucks per day on the highest volume days
- Peak hourly volumes WB exceed 300 per hour on certain days and approach 250 trucks per hour EB
- Truck volumes peak mildly at mid-week
- Straight trucks are notably less prominent at this location but are moving WB toward Hwy 401 at a much higher rate

Daily And Hourly Truck Volumes On Hwy 6S Near YHM

Daily Truck Volumes on Hwy 6

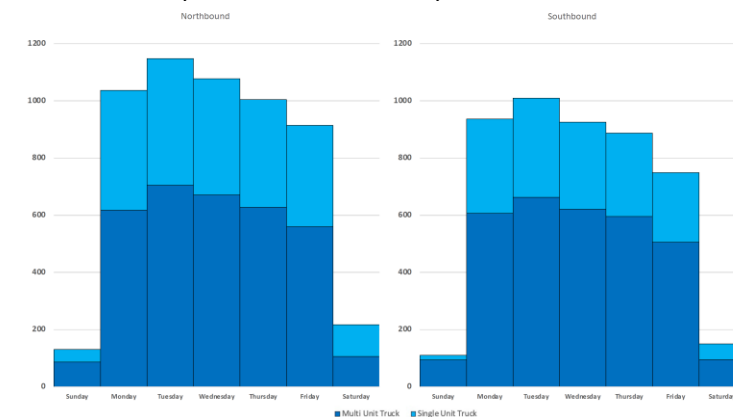


Hourly Truck Volumes on Hwy 6



- Total trucks average about 1300 per day during the week but there is a Tuesday peak over 1400
- Peak hourly volumes approach or exceed 70 per hour on Tuesday but less than 60 per hour is more typical
- Volumes generally decline as the week goes on
- Truck volumes are notably higher on Hwy 6 near Caledonia (up to 2100) which also contains many trucks linked to Upper James Street

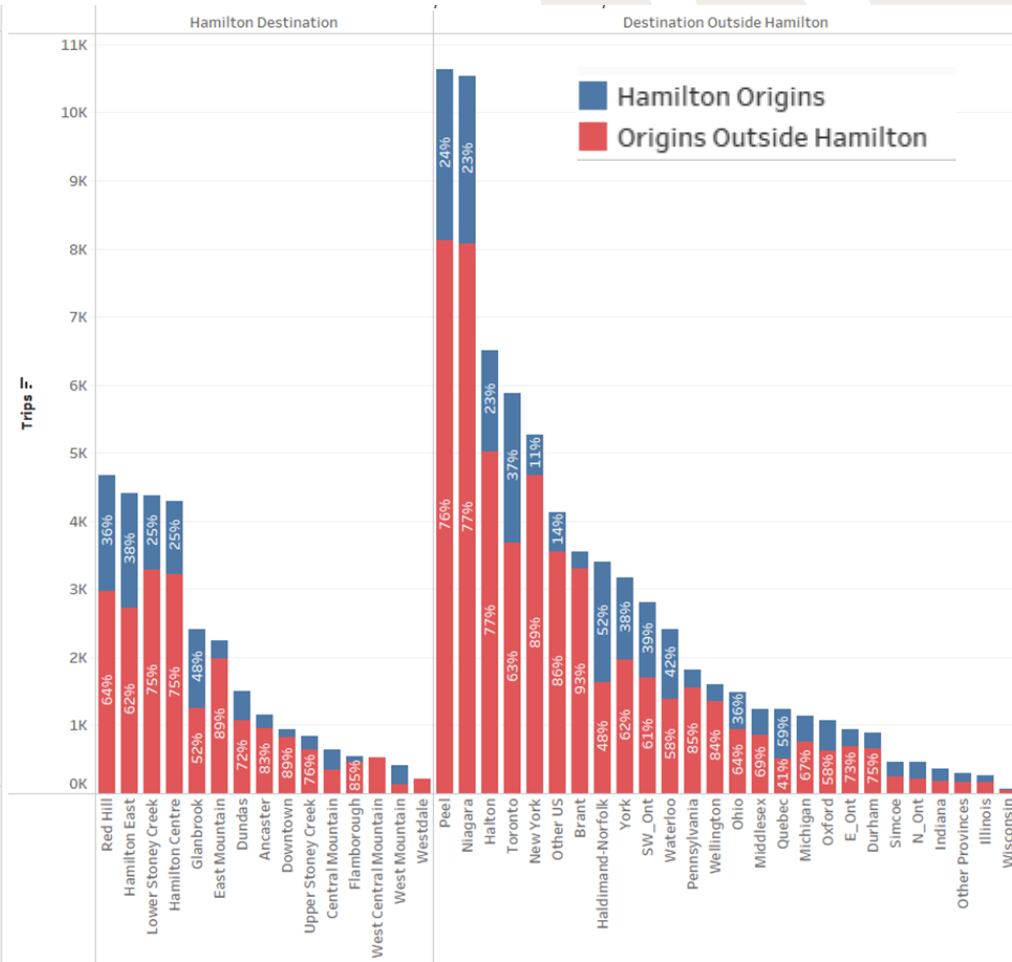
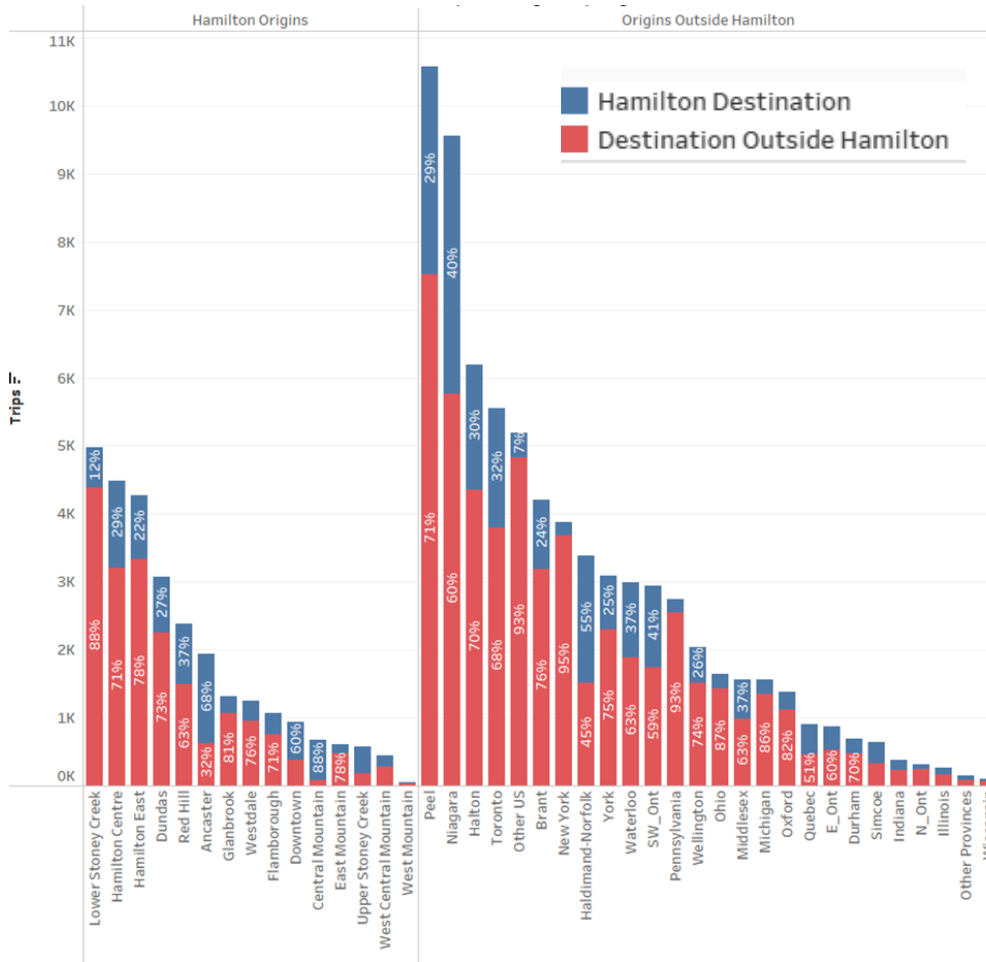
Daily Truck Volumes on Hwy 6 north of Caledonia



Breakdown Of Outflowing Trips from Origins (Left) And Inflowing Trips to Destinations (Right)



- These are cargo-carrying trips
- Left chart shows that most trucks seen in Hamilton at any given time originated outside Hamilton
- Right chart indicates that most of the trucks above will arrive at destinations outside Hamilton
- 40% of Niagara originations are bound for Hamilton but only 23% of Niagara arrivals come from Hamilton
- Trucks seen in Hamilton from the US are highly likely to end their trip outside Hamilton
- But Hamilton is more prominent in generating trips that end in the US
- Lower Stoney Creek generates the most outflowing trips of Hamilton zones and a very high % end outside Hamilton
- Red Hill more prominent for receiving cargo trips than generating them
- Dundas ward generates many more cargo-carrying trips than are received



Weekly Truck Trip Patterns From The Hamilton-oriented Cvs



Origin	Peel	Niagara	Halton	Toronto	New York	Red Hill	Hamilton East	Lower Stoney Creek	Hamilton Centre	Other US	Brant	York	Haldimand-Norfolk	SW_Ont	Waterloo	Glanbrook	East Mountain	Pennsylvania	Wellington	Dundas	Ohio	Quebec	Middlesex	Ancaster	Michigan	Oxford	Downtown	E_Ont	Durham	Upper Stoney Creek	Central Mountain	Flamboy	West Central Mountain	Grand/Total
Peel	72	1,706	49	21	1,355	568	314	729	406	1,280	970		467	155	113	192	55	616	68	88	357		81	267	97	18	52			98	124	52	65	10,437
Niagara	1,253	163	907	654	14	194	351	586	319	90	273	258	151	385	275	95	1,366		64	102	14	133	281	62	120	157	162	174	80	214	81	156	26	9,157
Halton	87	1,186	36	276	336	313	200	272	409	358	169	42	47	436	315	26	250		78	262	142	167		31	150	42	138	4	24	32	5		6,029	
Toronto	45	1,068	80		531	455	259	130	104	488	633	7	236	146	61	191		191	66	211	41		63		86	35	51			113	29	47	66	5,435
Other US	1,979	34	654	639		31	33	176	25	23	65	288	42	142	298	51			155	38		46	58			139		73	94				5,082	
Lower Stoney Cr..	773	624	45	161	239		104	177	115	153	51	49	157	286	376			117	90	102	228	84	73		235	234		53	135	39	50		4,751	
Hamilton Centre	365	246	318	182	169	446	296	285	154	127	24	69	484	224	88			89	25	75	148	244	26	20	48	110		7					4,265	
Brant	833	327	176	322	148	217		327	473	250		427						99	90			107						171	146				4,113	
New York	1,167		326	409			33	30	76		217	363	43	277	164	32	25		121			36	61	9	266	71		42	72					3,838
Hamilton East	552	360		198		171	250		154	169		369	614	411	17		4			80	101	196	79		33	19		38				5	3,817	
Haldimand-Norfol..	264	115	252	249		79	314	80	402	9		186		58		451	82		23	174	15			156	28		139				7	242	3,281	
York	103	708	12	7	381	192	88	201	38	245	318		190	15	16					11	90			44	13		44	8		117		21	3,073	
Dundas	162	234	556	660		10	116		189			238	29		139	349						64	23	44			58	40	24			26	3,058	
Waterloo	72	703	264	15	160	94	239	189	60	159	22	23	78	5	49	44	34				46	30	29	161						41	70	83	44	2,990
SW_Ont	220	435	224	122	391	138	323	38	335	153	50		61		8								13	11	79		139		29	15		15	2,946	
Pennsylvania	1,091		259	251		131	52				202	208	28	46	57				87			9	40				123		4	86		8	2,682	
Red Hill	172	251	23	223	84	5	27	39	123	69		225	60	39	95	137	250			58		10	43		22		43			250	50		2,297	
Wellington	17	263	417	46	226	42	142	54	93	107	80		30			40		132	165	39	35			55		14						45	2,041	
Ancaster	24	234		98		468	513	59		21	29		52		43	213								60	32		7	38					1,924	
Ohio	526	26	300	168	8		32	127	12		30	87		21	13	28				86							18		47	54			1,603	
Michigan	60	182	583	52	427	18	14	56	66	28									4	19												7	1,553	
Middlesex	234	216	173	127	24	102	72	87	35	79	26		23	10	6	36	117	15		74	20		22			8	18			21			1,546	
Oxford	38	341	130	183	159	71			79	32		74								65	30							37				65	1,333	
Glanbrook	136	146	4	134	24			213			158	78	95	30	58							32	82										38	1,254
Westdale	200	28	173	91	13		209	11	75	10		41	29	36	165			13	58														1,186	
Flamboy	52	123	225	86			82		75			90	52	32	36						94	25		21	32								26	1,052
Downtown	154	37	33				70	203	75			12		47		213						23						26	49					942
Quebec	104	20			28	55	146	31	94	40	111		68		7		21							40	5		8							882
E_Ont	146				86	82	21	36	35	38	23		121	9	7	8	15	16			74	42	4			17	68		4				856	
Durham	18	105			215	39	7	41	41	23	64							13			53	39					27						684	
Central Mountain	42			37		590																											669	
Simcoe	8	33	21	26	121	58	61		44	81	14							15									53					17	73	641
East Mountain	26	44	72	171	71		16		41			41									32			34	43									591
Upper Stoney Cr..		12		23				105	50	17						250								41			29						55	580
Grand Total	10,592	10,315	6,336	5,664	5,211	4,566	4,385	4,280	4,194	4,047	3,529	3,175	3,155	2,811	2,407	2,395	2,243	1,815	1,603	1,497	1,478	1,229	1,217	1,139	1,134	1,077	914	913	875	682	646	544	516	96,585

Estimates are cargo-carrying trips derived from Ontario Commercial Vehicle Survey

About 5% of trips are omitted to make the matrix more portable

Weekly Truck Tonnage Flow Patterns From The Hamilton-Oriented CVS



Origin	Destination																											GrandTotal			
	Peel	Niagara	Halton	New York	Red Hill	Toronto	Hamilton Centre	Hamilton East	Haldimand-Norfolk	SW_Ont	Other US	York	Brant	Lower Stoney Creek	Glanbrook	East Mountain	Quebec	Oxford	Michigan	Pennsylvania	Ohio	Waterloo	Dundas	Downtown	Wellington	E_Ont	Ancaster		Middlesex	N_Ont	
Hamilton Centre	9,750	4,021	8,241	4,402	14,389	2,730	1,556	4,440	17,228	6,025	2,855	1,895	20	5,066			7,517	4,627	1,115	1,640	3,184	1,671	1,348			918	126	83	291	1,028	106,164
Peel	94	14,895	123	15,352	7,631	33	6,433	3,368	3,039	2,327	13,509					862	959			6,473	4,369	1,335	824	395	432			2,468	545	104,173	
Niagara	11,596	480	15,747	2	1,050	4,300	2,423	4,639	483	5,084	1,164	1,164	2,275	3,132	322	22,257	1,590	3,201	1,149		150	4,285	2,510	4,056	374		819	383	2,333	1,054	98,022
Hamilton East	9,541	3,653			5,089	2,909	383	25	20,248	15,247	2,597	6,015				10	5,855	4	1,188		2,445	640	2,089				843	650	1,195	80,623	
Haldimand-Nor...	5,713	2,233	3,805		1,724	2,771	13,941	11,144		1,884	162	5,028		2,498	10,956	1,139	3,814		645								2,776	1,910	300	356	72,798
Toronto	38	13,656	276	10,165	1,324		1,908	3,356	1,971	3,179	6,711	59	10,696	1,322	3,531				124	3,122	3,321	657	224	3,471	210	1,792			1,332	72,446	
Dundas	5,479	1,710	12,071		2	17,927	1,846	3,634	666			4,498			9,750			1,268	2,082		522	2,234	591	1,349			444	415	233	382	67,104
Other US	24,579	599	7,901		463	7,620	375	639	584	1,362	265	3,219	1,344	2,974	796		452	1,111				3,530	736			1,619	689	202	290	61,348	
Halton	521	17,358	103	4,207	1,617	3,402	1,249	1,372	477	3,624	4,722	35	3,228	2,826	389	1,134		1,802	2,301	1,219	1,407	2,082	702	175	1,352	4	119	1,109	58,535		
SW_Ont	5,685	3,550	3,051	8,231	5,112	718	12,252	6,011	965		2,542		607	744			437			606		11	1,088	5,645			416	10	57,682		
Lower Stoney C..	10,370	4,135	669	3,081		1,408	576	185	149	4,253	2,277	701	34	79			2,973	5,723	6,668	959	4,447		553	208			82	1,335	1,964	2,928	55,755
New York	12,085		3,333			4,657	1,846	741	834	5,676			3,163	3,419	459	14	612	687	1,772	4,138			2,042			2,177	349	47	684	150	48,886
Brant	12,268	1,660	3,775	1,409	2,278	2,319	4,427					3,696	3,715		914			1,162			1,699						793	1,913	146	42,174	
Pennsylvania	13,698		3,281		3,285	3,043		846	503	289		2,577	3,244				180	2,221				801					73		620	468	36,526
Waterloo	1,214	6,878	3,413	2,451	751	541	1,013	4,786	943	15	2,192	1	325	641	1,666	577				1,389	599	208	267			374		1,414	110	31,767	
York	506	5,269	16	6,008	2,249	12	1,169	990	2,902	2	3,034		2,428	2,322		508				1,994	1,446	19	116	5	17	18	25		25	31,566	
Wellington	332	2,916	7,278	3,906	1,798	288	1,300	3,537	54		1,584		518	404	1,563				1,849	421			629	564	1,844			20		30,806	
Ancaster	561	1,596			14,304	946		2,733	7		170				997	2,135					218	16					61	1,836		26,343	
Red Hill	1,286	1,342	72	1,892	10	731	65	97	203	1,375	427	10,084			9	497	1,361	1,141			347	293				2,362	817			1,292	26,087
Oxford	633	5,613	759	2,777	3,287	3,623	2,676		254	177																				844	24,444
Michigan	635	1,805	7,532	7,406	98	696	1,424	182	476					1,298	239					546	224			1,477	1,555					22,630	
Middlesex	3,996	1,698	2,185	447	1,640	2,153	1,669	1,546	234	1	670			43	725	234	557			229	396	16	1,239	712				76		20,473	
Quebec		1,587	281	463	1,398		3,218	4,781	2,102	528			2,400	1,037		302			38		942	106			31			855		20,067	
Westdale	5,001	500	4,707	262		1,963	843	957	252	445		1,117			396			746		250	467	127				1,680				19,888	
Ohio	5,682	467	4,027	220		1,770	250	639		107		1,039	1,008	1,532	115							251				1,296	679	203	130	19,710	
E_Ont		2,205		1,999	3,305		1,032	760	3,124	17	661			228	951	330	91			252	841	19	703	2,289				123		19,589	
Glanbrook	1,240	1,691	3	784		228		1,383	596			316	3,827	5,434				575				1,448			691	232			188	211	18,557
Flamborough	5	1,932	2,693			1,556	447	646	1,867	22		2,410									282	49	1,906	1			671	2		14,489	
Simcoe	11	774	21	2,298	1,078	666	1,811	1,184				1,166																			11,931
Downtown		1,791	37			27	16	136				1,590			237			1,210	4,367			143			2,365					10,927	
Grand Total	142,528	106,014	95,401	77,762	73,882	69,035	66,146	63,374	60,219	53,119	51,834	47,450	44,827	44,625	37,768	29,506	29,212	23,710	23,662	23,255	22,983	21,960	20,743	20,043	18,741	11,903	10,941	10,828	10,343	1,311,810	

Intra-hamilton Weekly Trip (L) And Tonnage (R) Flows

Origin	Downtown	Destination												Grand Total		
		Hamilton Centre	Hamilton East	Red Hill	East Mountain	Central Mountain	Upper Stoney Creek	Lower Stoney Creek	Glanbrook	Ancaster	Dundas	West Mountain	Flamborough			
Westdale		75	209					11								295
Downtown		75	70					203	213							561
Hamilton Centre		154	296	446				285		20	75					1,276
Hamilton East		154	250	171	4						80	279	5			942
Red Hill		123	27	5	250	250		39	137							880
East Mountain		41	16							43	32					133
Central Mountain				590												590
West Central Mountain							163									163
Upper Stoney Creek			50					105	250							404
Lower Stoney Creek			115	104		50	39	177			102					587
Glanbrook	38							213								252
Ancaster			513	468				59	213	60						1,313
Dundas		40	189	116	10				349	44	44					818
West Mountain			11							32	94					11
Flamborough		26	75	82												310
Grand Total	104	1,061	1,683	1,689	254	300	202	1,091	1,162	200	427	279	81			8,533

Origin	Downtown	Destination												Grand Total		
		Hamilton Centre	Hamilton East	Red Hill	East Mountain	Central Mountain	Upper Stoney Creek	Lower Stoney Creek	Glanbrook	Ancaster	Dundas	West Mountain	Flamborough			
Westdale		843	957					396								2,196
Downtown		16	136					1,210	4,367							5,729
Hamilton Centre		1,556	4,440	14,389				5,066		83	1,348					26,882
Hamilton East		383	25	5,089	10						2,089	4,305	4			11,905
Red Hill		65	97	10	1,361	2,199		9	497						116	4,355
East Mountain		1,261	58						59	19						1,398
Central Mountain				3,001												3,001
West Central Mountain							3,099									3,099
Upper Stoney Creek			1,068					1,810	3,000							5,878
Lower Stoney Creek			576	185		25	26	79			208					1,099
Glanbrook	691							5,434								6,126
Ancaster			2,733	14,304				997	2,135	1,836						22,006
Dundas		1,349	1,846	3,634	2				9,750	415	591				57	17,644
West Mountain			35													35
Flamborough		1	447	646						671	1,906					3,671
Grand Total	2,041	8,096	12,912	36,796	1,371	2,224	3,125	15,002	19,749	3,064	6,161	4,305	178			115,023

- These are based on a wider-scale sample and are for general guidance
- A range of local truck trips, especially smaller trucks and vans, likely not captured
- An estimated 8533 intra-Hamilton truck trips are associated with the movement of 115k tonnes per week

Weekly Empty Truck Trips

Origin	Destination																																				Grand Total																	
	Westdale	Downtown	Hamilton Centre	Hamilton East	Red Hill	East Mountain	Central Mountain	West Central Mountain	Upper Stoney Creek	Lower Stoney Creek	Glanbrook	Ancaster	Dundas	West Mountain	Flambrorow..	Other US	Michigan	Pennsylvan..	New York	Illinois	Ohio	Wisconsin	Indiana	Quebec	Other Provinces	E_Ont	Durham	York	Toronto	Peel	Wellington	Halton	Niagara	Haldimand-Norfolk	Brant	Waterloo	Oxford	SW_Ont	Middlesex	Simcoe	N_Ont	Grand Total												
Westdale											70									11																									1,087									
Downtown				97		70					87		178																							45	42		57	26	16				13	1,965								
Hamilton Centre					171	70								85																																	4,111							
Hamilton East			69	555	179	287	250			405			76	85																																	4,519							
Red Hill			137	127	258		250	50		62		36	100																																		3,239							
East Mountain				189	465	179								40																																		911						
Central Mountain						163	250																																								1,030							
West Central Mountain						142																																									426							
Upper Stoney Creek																																																790						
Lower Stoney Creek									250	79		171																																					2,957					
Glanbrook																																																	1,340					
Ancaster																																																	2,201					
Dundas																																																	1,616					
West Mountain																																																		207				
Flambrorow..																																																		1,152				
Other US																																																			286			
Michigan																																																			732			
Pennsylvania																																																		316				
New York																																																		2,378				
Illinois																																																		52				
Ohio																																																		175				
Wisconsin																																																			9			
Indiana																																																			14			
Quebec																																																			166			
Other Provinces																																																			50			
E_Ont																																																			508			
Durham																																																				816		
York																																																				1,824		
Toronto																																																				3,156		
Peel																																																				7,381		
Wellington																																																				1,190		
Halton																																																					6,417	
Niagara																																																				8,713		
Haldimand-Norfolk																																																				3,921		
Brant																																																					3,043	
Waterloo																																																					2,696	
Oxford																																																						1,188
SW_Ont																																																					2,313	
Middlesex																																																						779
Simcoe																																																						625
N_Ont																																																						268
Grand Total	872	1,247	4,528	3,987	3,829	1,617	276	345	584	4,731	1,683	909	2,539	63	821	681	813	681	1,994	61	403	17	66	78	16	863	461	2,001	4,852	6,469	2,184	5,071	7,441	2,912	3,527	2,591	927	2,211	1,276	197	339	76,164												

- The magnitude of movement by trucks that are not carrying any cargo is very large
- These are derived from the CVS which tracks that aspect among trucks that are intercepted



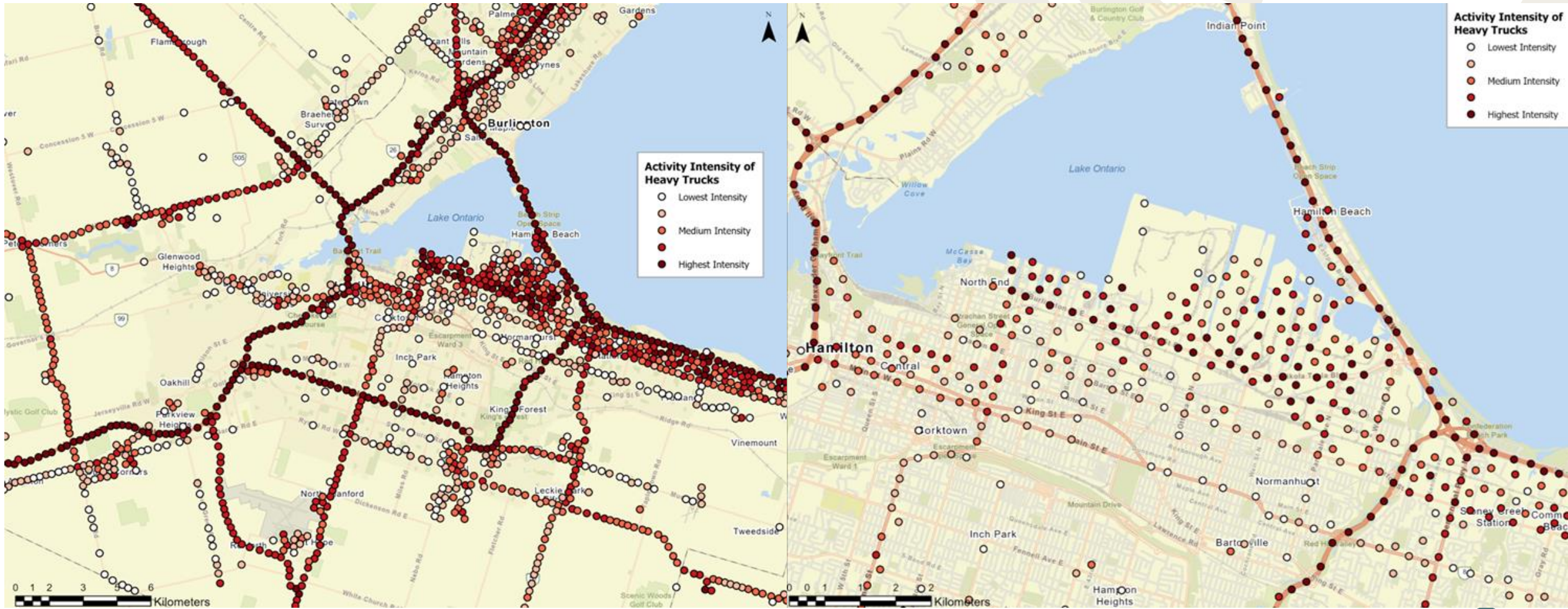
FLUID INTELLIGENCE
HOPA-MCMASTER
SUPPLY CHAIN ANALYTICS



ATRI And Other GPS-based Sources

Intensity of Trucking Activity

Based on sampled ATRI data from September 2022 to February 2023 and spatial aggregation

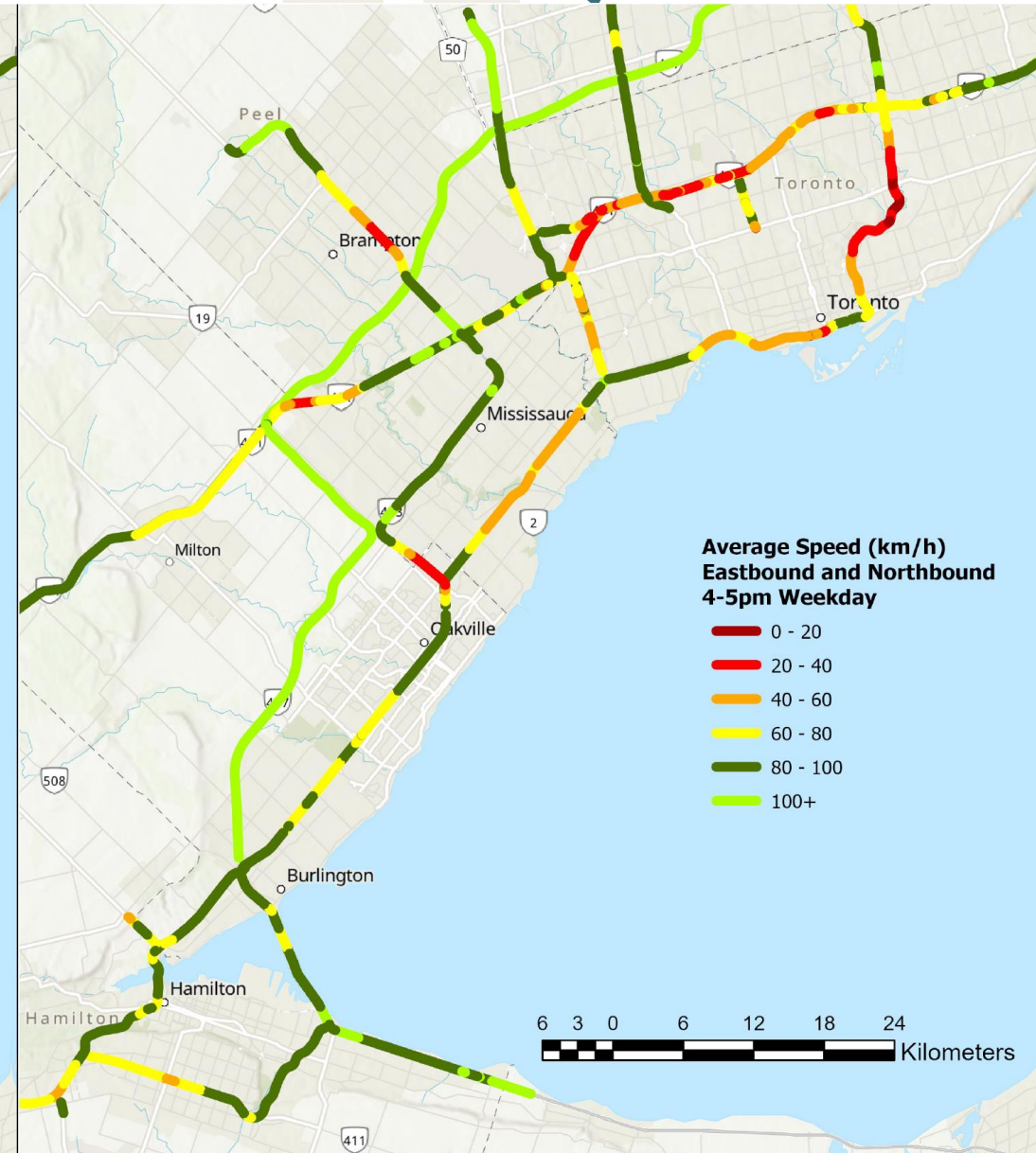
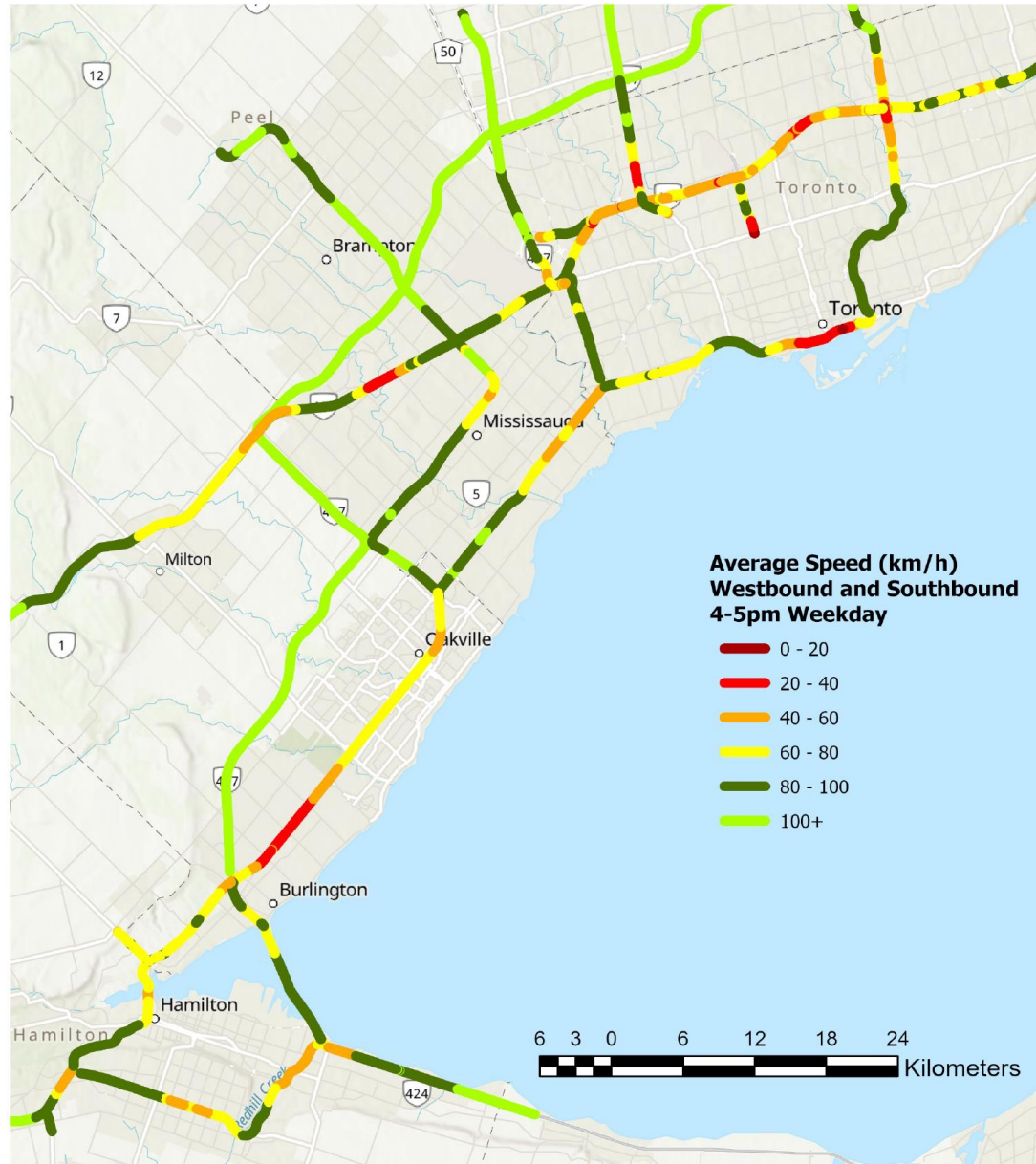




Notes on Trucking Intensity

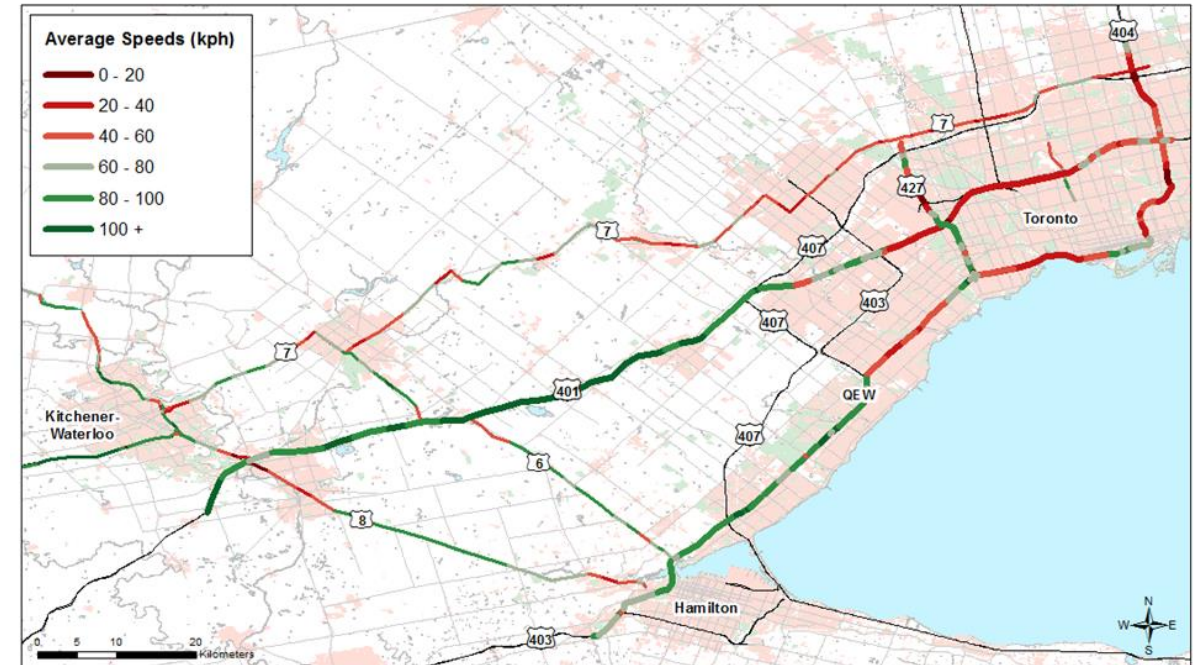
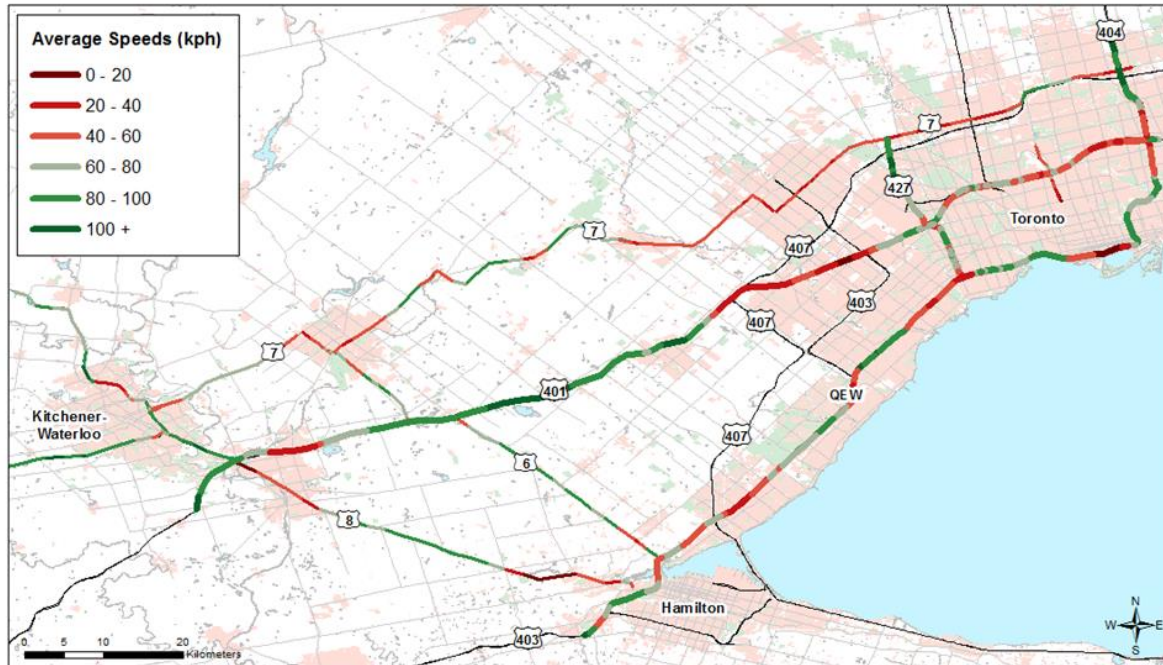
- Major highways show intense trucking activity with a majority of it passing through the City (based on other sources)
- The Linc and Red Hill Valley Parkway are integral to the truck network and to supporting business parks/ new industrial development
- Upper James is already a very busy commercial strip and is not ideally suited as a main conduit to get trucks to and from the Linc
- Upper James more heavily used south of the Linc than north of it
- Significant trucking activity around the new Amazon facility is evident
- Main St. west of the downtown is far more intense for heavy trucks than Main St. nearer the Red Hill
- Hwy 407 shows up as a notable truck route despite high tolls
- The main business parks are all readily identifiable through their associated truck activity
- Hwy 6 up to and north of Clappison's Corner stands out as busy for trucks
- Methodological notes: through a spatial aggregation process, representative points were selected and ping information was allocated to nearest representative point. Generally, road link movements are well captured by chosen representative points
- Pings with zero speeds were excluded from the process
- Note that these maps above will be annotated to identify key locations such as business parks

Results From 2022 HERE Data (A Period Of Lower Traffic Congestion)





Weekday 5:30pm: Selected Corridors (2014)



- From MITL 2016 for a project on Toronto-Waterloo Innovation Corridor – only the 403 is included for Hamilton
- The report utilized INRIX data from 2014
- This is for PM Peak, the left map covers WB and SB directions and the right map covers EB and NB directions
- The GTA shows high levels of congestion in most directions at that time and more so for EB and NB
- Hwy 403 near Hamilton shows notable WB congestion in reaching Main Street exit
- Three lanes going up the Ancaster Hill helps with WB 403 speeds
- QEW/403 WB in Burlington WB a big problem then and now
- EB 403 near Hamilton appears to perform better than now
- GTA congestion appears materially lower in 2022 than it was in 2014 (comparison not quite apples to apples)

Average Highway Truck Speeds In Hamilton By Day And Time Of Day (2022)

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
12:00 AM	86 km/h	86 km/h	87 km/h	87 km/h	87 km/h	86 km/h	86 km/h
	87 km/h	87 km/h	87 km/h	87 km/h	87 km/h	86 km/h	85 km/h
02:00 AM	87 km/h	86 km/h	87 km/h	87 km/h	87 km/h	86 km/h	86 km/h
	87 km/h	86 km/h	87 km/h	87 km/h	87 km/h	86 km/h	86 km/h
04:00 AM	87 km/h	86 km/h	87 km/h	87 km/h	87 km/h	86 km/h	87 km/h
	87 km/h	86 km/h	86 km/h	85 km/h	86 km/h	85 km/h	87 km/h
06:00 AM	87 km/h	81 km/h	78 km/h	78 km/h	79 km/h	84 km/h	87 km/h
	87 km/h	75 km/h	70 km/h	71 km/h	72 km/h	82 km/h	87 km/h
08:00 AM	87 km/h	80 km/h	76 km/h	77 km/h	78 km/h	83 km/h	87 km/h
	87 km/h	84 km/h	83 km/h	84 km/h	84 km/h	85 km/h	86 km/h
10:00 AM	86 km/h	85 km/h	85 km/h	85 km/h	85 km/h	85 km/h	85 km/h
	84 km/h	85 km/h	85 km/h	85 km/h	85 km/h	84 km/h	81 km/h
12:00 PM	81 km/h	85 km/h	86 km/h	86 km/h	86 km/h	83 km/h	78 km/h
	80 km/h	85 km/h	85 km/h	86 km/h	86 km/h	82 km/h	78 km/h
02:00 PM	80 km/h	85 km/h	86 km/h	85 km/h	84 km/h	77 km/h	79 km/h
	80 km/h	82 km/h	81 km/h	81 km/h	78 km/h	70 km/h	81 km/h
04:00 PM	83 km/h	77 km/h	74 km/h	73 km/h	69 km/h	65 km/h	83 km/h
	84 km/h	75 km/h	71 km/h	70 km/h	67 km/h	67 km/h	84 km/h
06:00 PM	84 km/h	83 km/h	82 km/h	81 km/h	79 km/h	78 km/h	83 km/h
	84 km/h	85 km/h	85 km/h	85 km/h	84 km/h	84 km/h	84 km/h
08:00 PM	84 km/h	85 km/h	86 km/h	86 km/h	85 km/h	86 km/h	85 km/h
	83 km/h	85 km/h	87 km/h	86 km/h	85 km/h	86 km/h	84 km/h
10:00 PM	85 km/h	87 km/h	86 km/h	86 km/h	85 km/h	86 km/h	85 km/h
	86 km/h	86 km/h	87 km/h	86 km/h	86 km/h	86 km/h	86 km/h

- These are estimates from TomTom for 2022 and it is noted that these apply to highways only and not local arterials
- Certain corridors would have been slower or faster at any given time
- AM Peak was slowest mid-week when there was more commuting activity
- PM peak was more severe than AM peak and especially on Fridays
- AM peak on Friday was the lightest of week

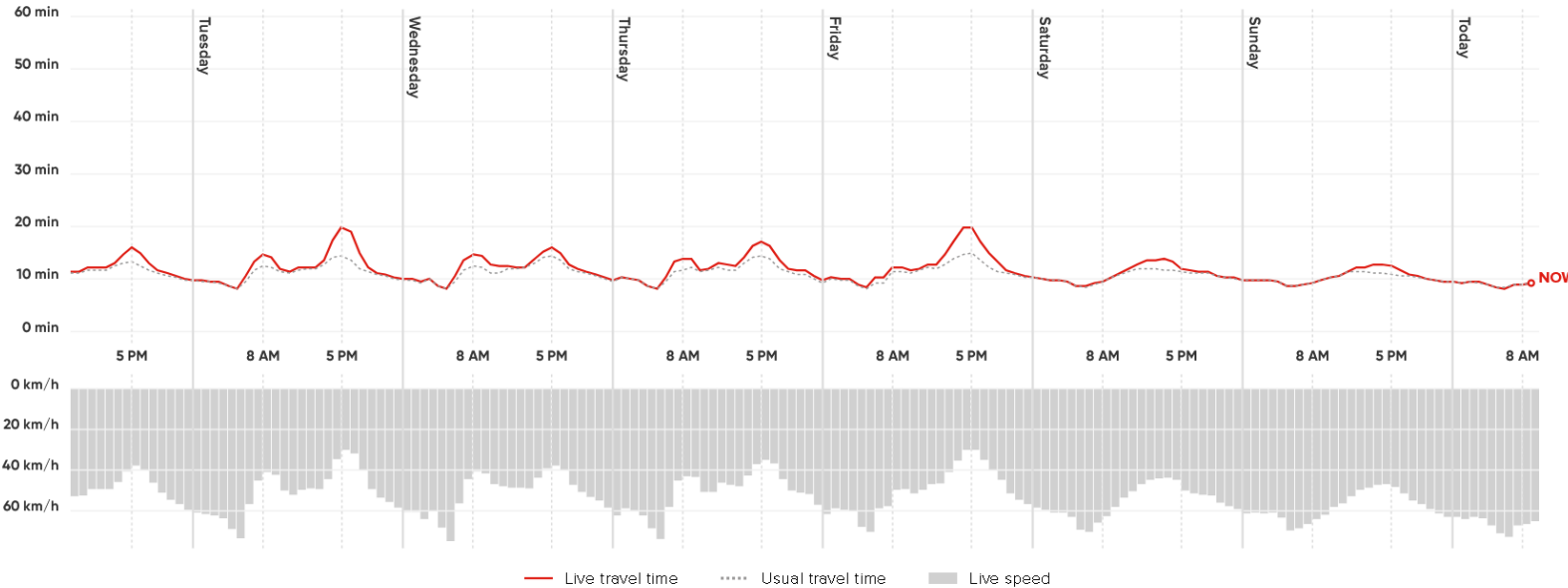
Source: <https://www.tomtom.com/traffic-index/hamilton-traffic>



Hamilton-wide Traffic Speeds Oct. 2-9, 2023

HOURLY SPEED AND TRAVEL TIME PER 10 KM

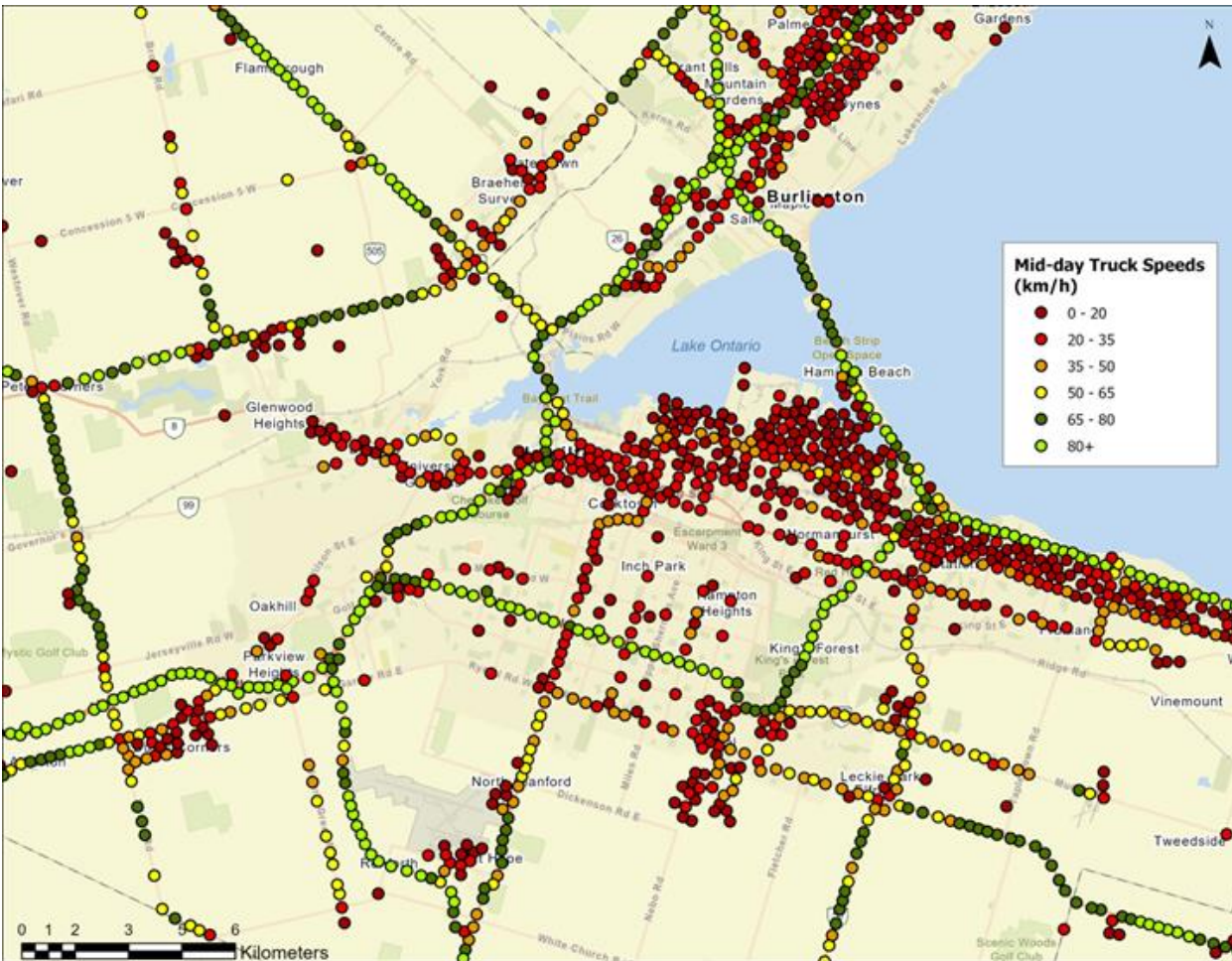
Last 48 hours **Last 7 days**



- This is from TomTom
- This chart is a blend of arterials and highways and different vehicle types
- Red line suggests that travel times in the week were worse than usual
- Grey bars indicate citywide speed averages between 30km/h and 75 km/h (calculated under varying circumstances)
- The slowest average speed from October 2nd to 9th 2023 (of 30km/h) occurred during PM peak on the Friday.

Source: <https://www.tomtom.com/traffic-index/hamilton-traffic>

Truck Speeds Experienced At Key Locations During Mid-Day (Source: Atri)





Notes On Truck Speeds

- Results reflect several hours in the mid-day period when trucks are at the peak of their operations
- The speeds reflect the same time period indicated in the “Intensity of Trucking Activity” slides
- Results shown do not break down the two directions per road link
- Speeds have likely deteriorated since February
- Results do not reflect enforcement of central city changes to truck routes
- A lot of evidence of trucks operating at sub-optimal speeds of 50-65km/h on highways (e.g., Highway 6N between 403 and Clappison’s Corners, Hwy 5 near Clappison’s Corners, 403 Ancaster Hill, Highway 6S at Book Road
- Burlington Street is typically in the 35-50 km/h range but slows notably west of Wentworth
- Speeds are 20-35 km/h on Upper James near the Linc
- Speeds are slow for getting to/from the Downtown (more so on King St.)

One Week Trip Matrix For Trucks That Visit Hamilton – 1+ Hour Stop Durations



Origin	Destination																														Total						
	Peel	SW_Ont	Halton	Toronto	York	Niagara	E_Ont	New York	Waterloo	Michigan	Middlesex	Wellington	Brant	Oxford	Haldimand-Norfolk	Ohio	Durham	Hamilton East	Simcoe	Lower Stoney Creek	Red Hill	Hamilton Centre	Pennsylvania	Dundas	Ancaster	N_Ont	Downtown	Glanbrook	Westdale	East Mountain		Upper Stoney Creek	Flamborough	West Central Mountain	Central Mountain	West Mountain	
Peel	0	1021	1140	1167	1052	842	608	730	675	580	480	429	451	374	314	240	285	238	240	225	115	63	53	55	45	40	29	23	14	13	9	5	2	1	3	11561	
SW_Ont	1031	0	415	370	420	358	257	290	379	584	429	287	189	282	208	201	105	174	131	109	66	35	19	30	20	24	18	14	11	1	4	2	2	0	0	6465	
Halton	1142	464	0	429	437	357	245	302	268	230	179	237	195	143	136	92	137	118	126	132	83	82	23	26	31	9	14	19	8	9	17	3	3	0	1	5697	
Toronto	1199	338	389	0	470	300	312	220	265	183	167	164	203	155	245	70	152	81	103	88	64	44	23	34	23	22	33	6	10	5	2	0	1	2	3	5376	
York	1128	355	445	455	0	339	266	265	261	212	171	188	170	130	114	107	122	59	130	93	54	20	21	17	21	16	10	11	6	1	5	2	2	1	0	5197	
Niagara	852	387	389	303	305	0	202	463	243	180	153	168	130	180	125	78	70	139	83	130	51	49	26	25	14	16	11	14	6	9	1	7	0	2	2	4813	
E_Ont	608	276	220	306	264	183	0	157	181	125	101	121	146	123	122	66	131	78	59	57	49	13	15	17	9	11	6	7	5	1	2	1	0	0	1	4144	
New York	696	252	293	235	276	549	172	0	186	114	133	98	100	67	72	227	52	73	58	59	33	28	134	13	17	6	15	5	8	4	2	2	0	0	0	3979	
Waterloo	649	375	351	281	271	248	167	152	0	158	139	213	138	149	106	68	77	65	94	86	36	16	13	21	30	9	16	14	4	3	6	4	1	0	0	3960	
Michigan	494	707	222	158	204	171	129	158	144	0	147	97	87	101	70	236	60	69	40	62	31	9	14	5	17	12	14	8	3	2	1	0	0	0	0	3472	
Middlesex	500	390	190	164	133	145	112	106	138	188	0	113	94	171	90	49	61	58	60	47	34	12	20	18	7	4	5	9	6	3	2	1	0	0	0	2930	
Wellington	443	265	262	163	175	173	107	112	213	93	116	0	87	97	66	41	50	42	71	54	30	19	5	43	9	3	7	3	1	2	2	7	2	1	0	2764	
Brant	395	218	214	181	162	137	142	101	155	108	106	96	0	84	89	46	63	35	38	45	38	18	9	13	10	8	11	8	1	0	2	0	0	0	0	2533	
Oxford	352	266	159	159	132	165	103	93	154	111	152	95	103	0	98	44	64	49	47	52	24	16	7	17	9	9	7	5	2	1	2	2	0	1	0	2500	
Haldimand-Norfolk	318	190	120	223	117	139	94	92	118	82	86	68	97	101	0	26	39	58	40	38	34	19	5	13	10	6	6	5	7	9	1	1	1	4	0	2167	
Ohio	268	201	81	85	108	98	71	228	59	214	40	38	31	28	42	0	27	25	25	30	11	8	30	3	9	2	3	0	1	2	0	0	0	0	0	1768	
Durham	263	105	131	167	133	76	143	61	65	44	50	44	62	57	41	24	0	28	30	34	16	7	3	11	5	5	2	3	2	3	0	0	1	0	0	1616	
Hamilton East	247	151	133	89	81	95	74	85	76	51	59	59	44	65	71	15	26	0	31	45	26	17	8	11	5	5	5	5	7	0	4	1	0	0	0	1591	
Simcoe	225	141	111	90	163	90	62	62	92	58	58	66	38	48	38	27	18	22	0	28	13	8	8	7	2	46	5	3	0	1	2	1	0	0	0	1533	
Lower Stoney Creek	238	113	133	77	90	134	53	62	71	54	51	52	57	47	33	30	31	59	26	0	24	17	6	6	12	4	3	3	5	1	0	5	0	1	0	1498	
Red Hill	123	69	109	72	54	60	48	33	59	28	34	28	25	22	19	16	17	45	11	20	0	14	2	23	5	2	2	1	2	2	0	1	0	0	0	946	
Hamilton Centre	56	35	39	29	20	39	12	17	30	12	13	8	24	23	14	11	7	33	3	22	65	0	0	6	5	0	0	1	4	0	0	1	0	0	1	530	
Pennsylvania	69	26	16	21	27	20	15	129	16	14	7	5	11	7	6	38	7	1	4	2	4	0	0	0	2	0	0	1	1	0	0	0	0	0	0	449	
Dundas	49	24	28	34	20	22	14	11	35	7	16	53	12	18	8	1	1	11	10	11	27	4	0	0	0	1	0	0	0	1	2	0	0	0	0	421	
Ancaster	51	25	33	29	28	14	10	14	24	11	6	9	9	3	7	2	5	8	7	7	6	7	0	2	0	0	0	1	1	0	1	0	0	0	0	321	
N_Ont	36	17	9	27	13	14	11	10	8	5	9	8	6	10	6	4	2	2	54	6	3	0	1	0	0	2	0	0	1	0	0	0	0	0	0	264	
Downtown	34	17	13	19	17	10	14	11	11	10	5	11	11	5	6	6	2	6	7	3	1	0	2	0	0	1	0	0	0	1	0	0	0	0	0	223	
Glanbrook	35	15	17	9	6	9	6	4	18	3	11	6	4	3	8	1	1	2	1	5	0	1	0	3	1	0	0	0	0	1	2	0	0	0	0	172	
Westdale	17	8	12	7	6	3	1	6	5	8	6	0	2	2	6	0	3	9	3	2	2	2	1	0	1	0	0	0	0	0	0	0	1	3	0	0	116
East Mountain	20	6	3	10	6	6	0	3	3	2	3	1	0	0	4	1	0	1	0	1	1	0	1	0	0	0	0	1	0	0	0	0	1	0	0	74	
Upper Stoney Creek	6	5	10	7	2	10	4	1	5	2	3	1	0	0	2	1	0	2	1	1	3	1	0	2	0	0	0	2	0	0	0	0	0	0	0	0	71
Flamborough	8	3	8	3	0	6	5	0	2	1	0	0	4	3	1	0	1	0	0	3	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	50
West Central Mountain	5	0	1	3	1	0	0	0	0	0	0	1	2	0	0	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	16	
Central Mountain	2	0	0	1	2	0	1	0	0	1	0	0	1	2	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	14	
West Mountain	2	0	1	3	2	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	12	
Total	11561	6464	5697	5376	5197	4813	4143	3979	3960	3473	2930	2764	2533	2500	2167	1768	1616	1591	1533	1498	946	530	449	421	321	264	223	172	116	74	71	50	16	14	12	79920	

- Based on a full week of ATRI sample data from February 2023
- Trucks that do not visit City of Hamilton during that week are not included
- It is assumed that one trip ends and another begins when a truck stops for an hour or more
- “Centre of gravity” during the week is Peel Region and the GTA
- Several Hamilton regions (wards) are not at all prominent as places where stops are made

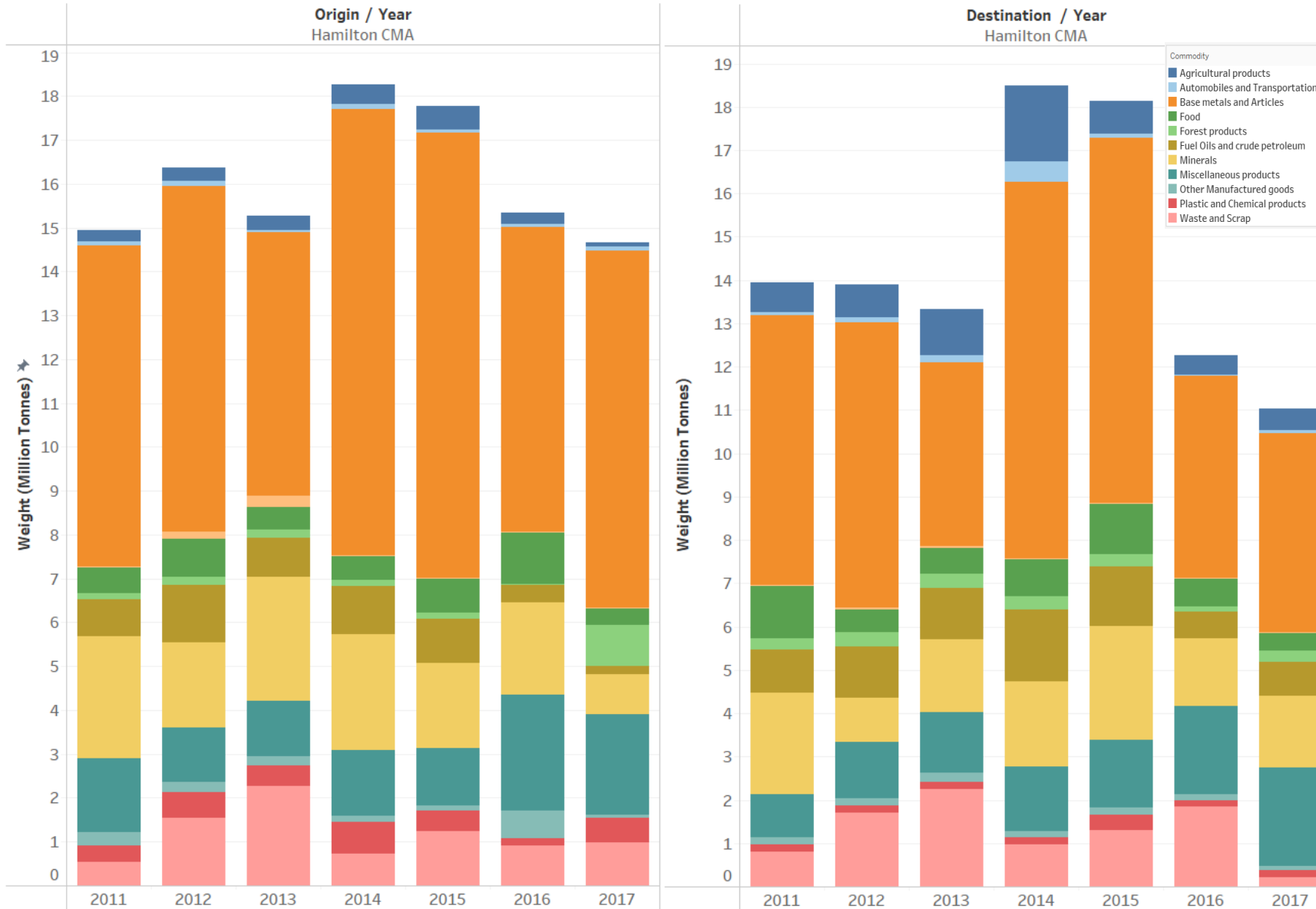


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SUPPLY CHAIN ANALYTICS

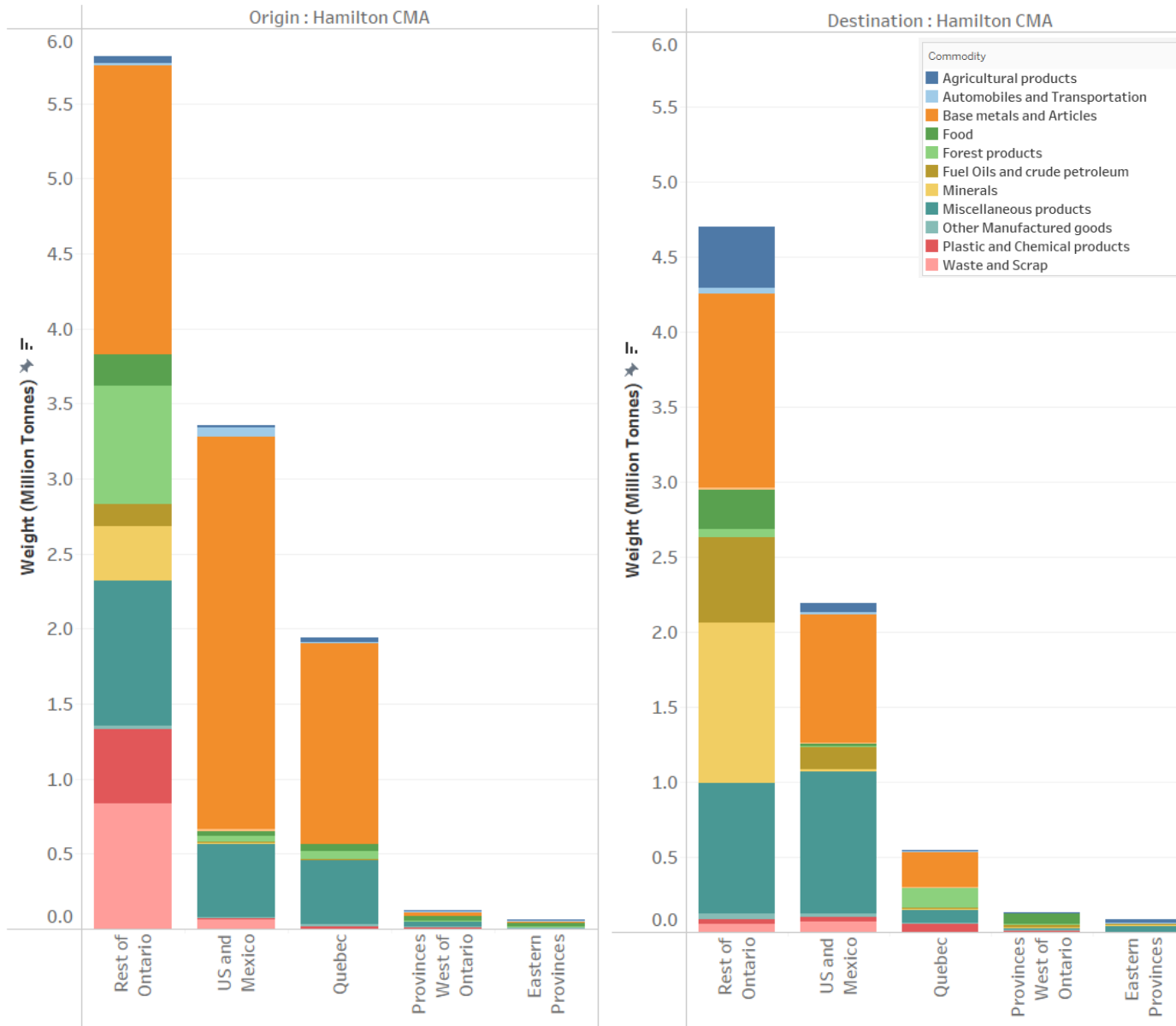


Canadian Freight Analysis Framework (CFAF-road)

CMA of Hamilton: Trucking Tonnage Outflows and Inflows by Commodities (2011 – 2017)



Geography Of Trucking Tonnage To/From CMA Of Hamilton By Commodity Groups (2017)





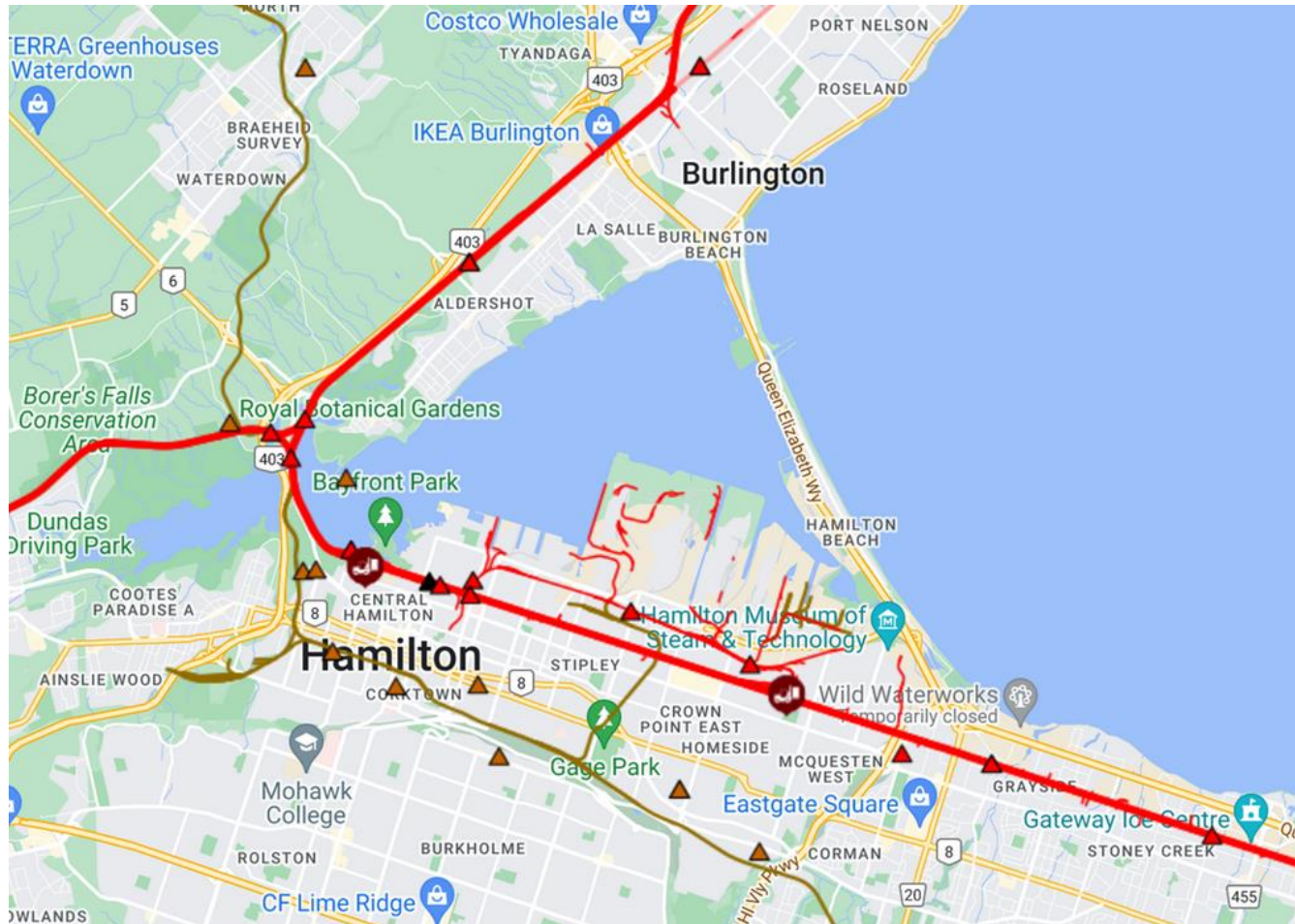
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SUPPLY CHAIN ANALYTICS



Rail

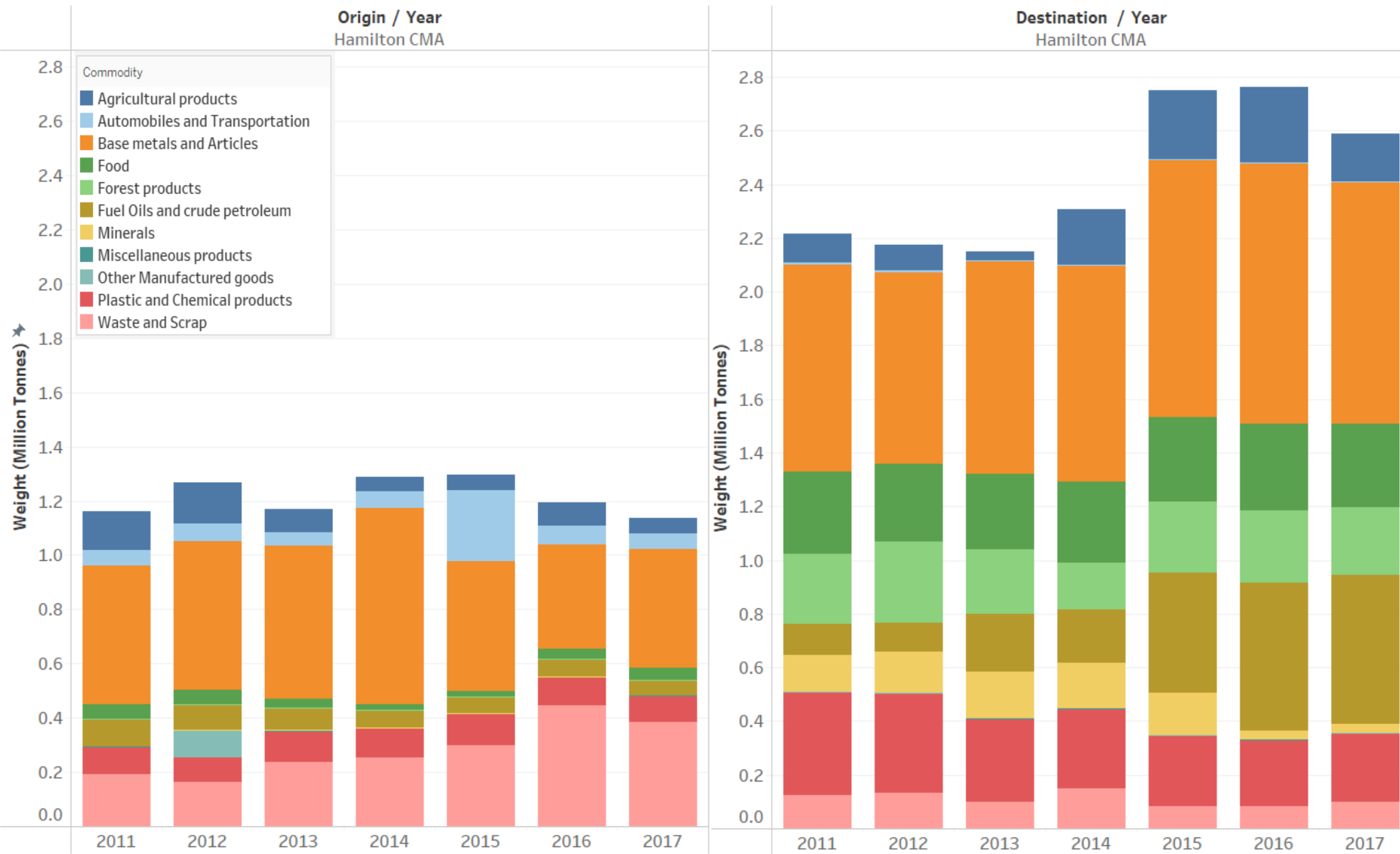


Significant Rail Infrastructure



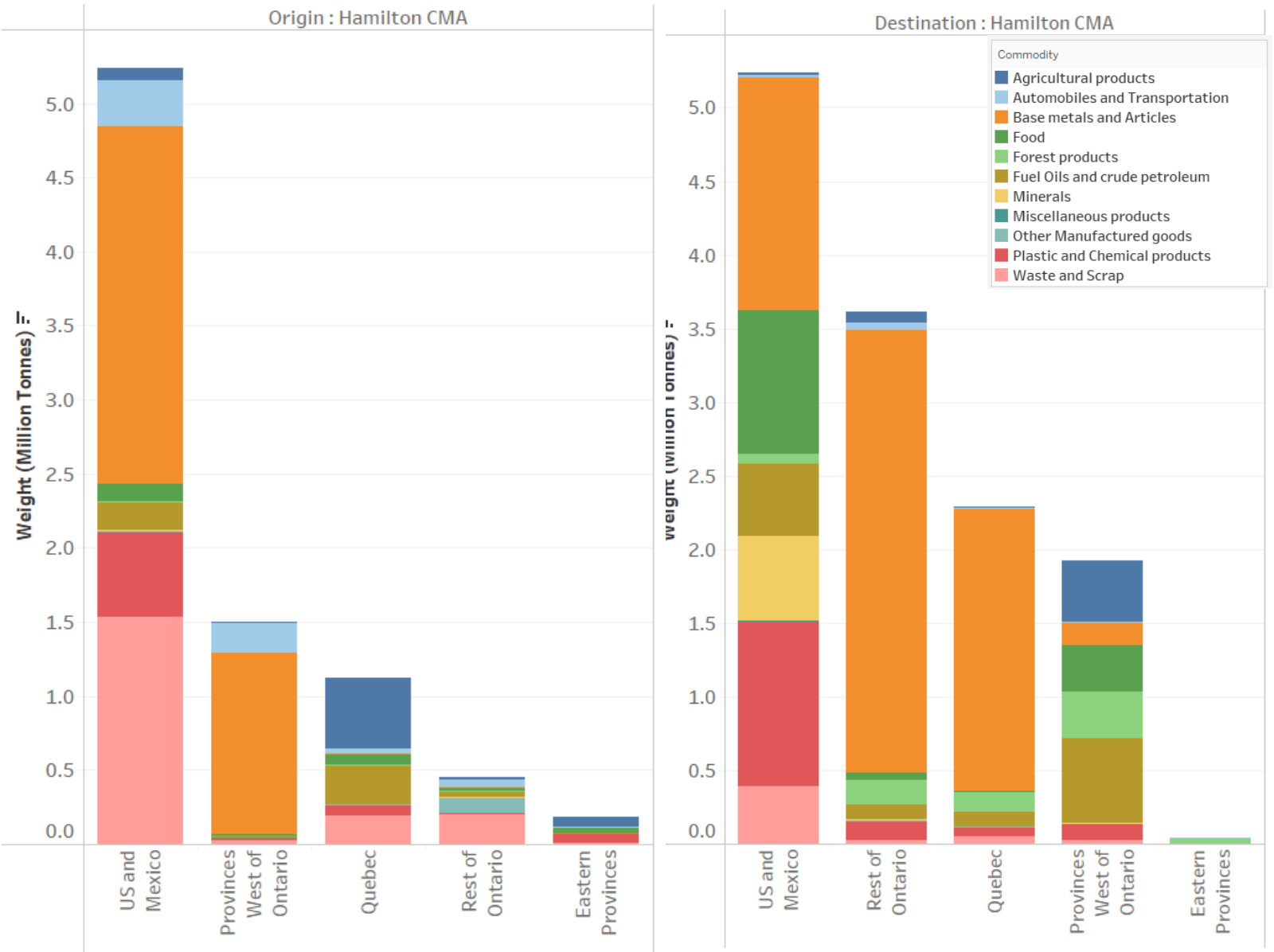
- Two major CN facilities in Hamilton are the Stuart Street classification yard near the Bayfront and a Metal Distribution Centre on Parkdale Ave.
- For CPKC, the Transcare Transload facility near the Innovation Park stands out
- Both firms interact extensively with the port lands
- Regarding rail data for Hamilton, the Canadian Freight Analysis Framework is the best available source

CMA of Hamilton Rail Outflows And Inflows (2011 – 2017) - Tonnage

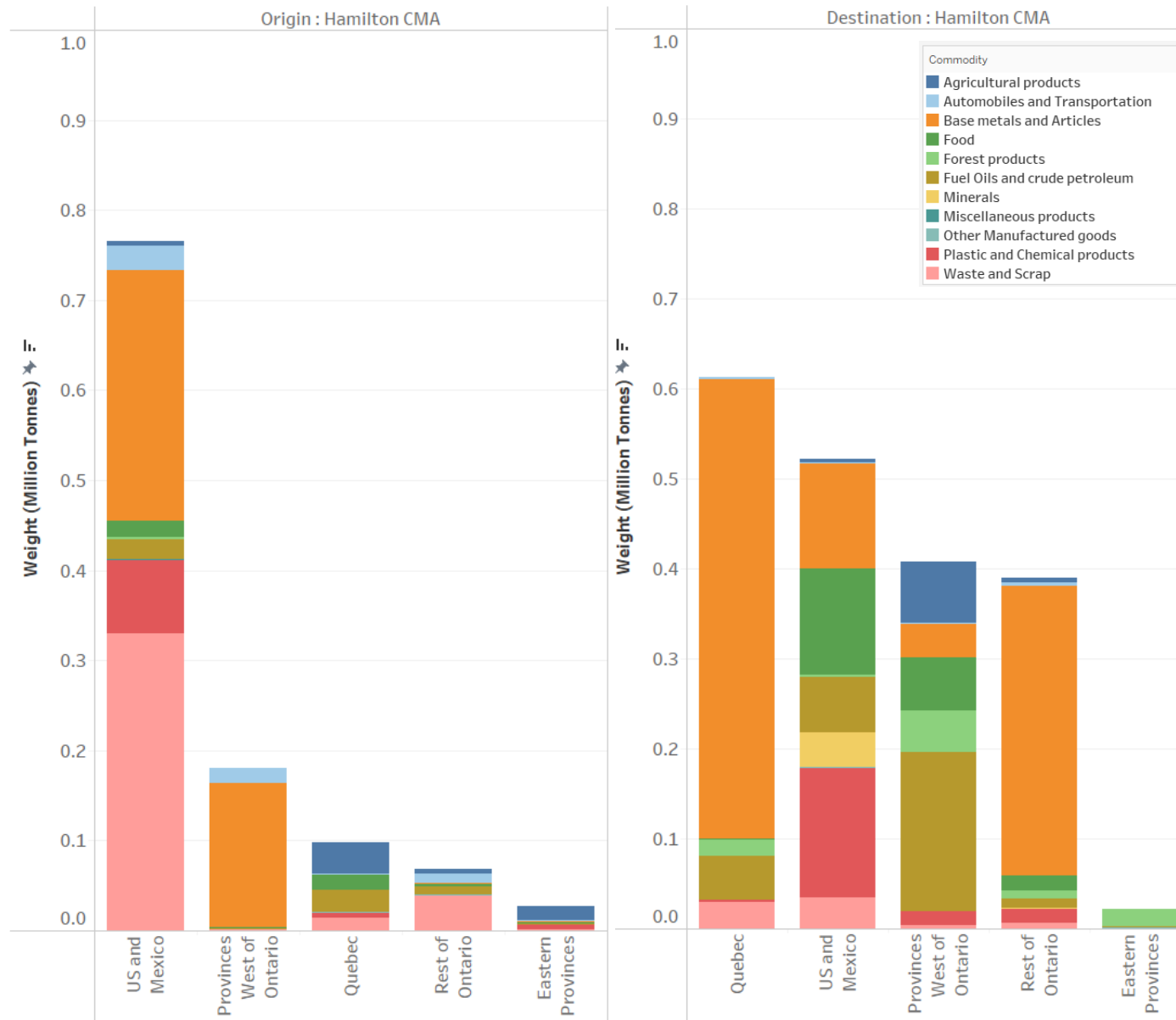


- Derived from the Federal Freight Analysis Framework
- Not supported after 2017
- Should be very accurate for rail (i.e., empirical not sampled)
- Data for City of Burlington is mixed in
- Results suggest that Hamilton CMA receives about twice the rail freight that it generates, and inflows are more diversified
- Contributions of heavy industry are apparent

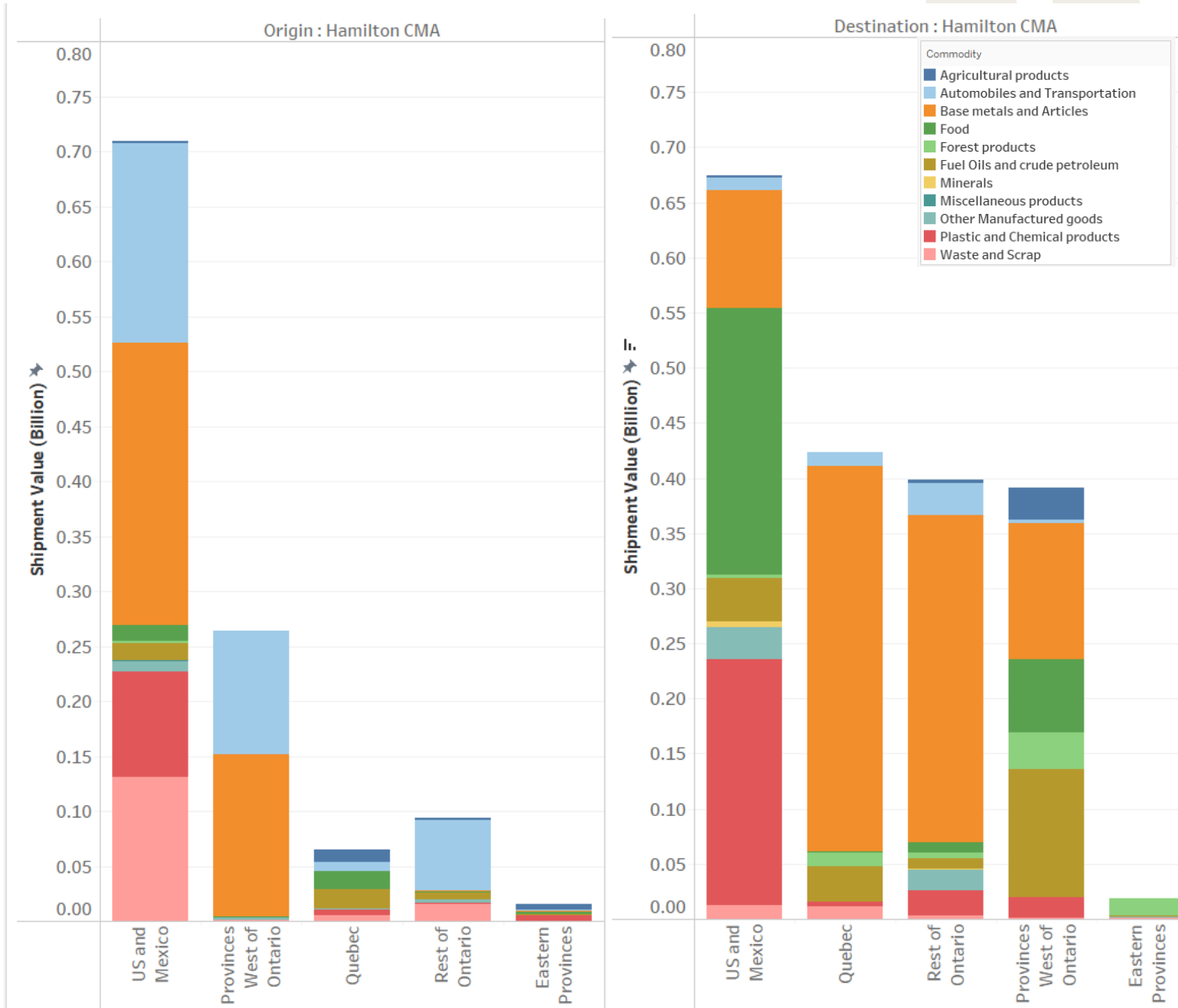
Geography Of Rail Tonnage To/From CMA Of Hamilton By Commodity Groups (2011-2017)



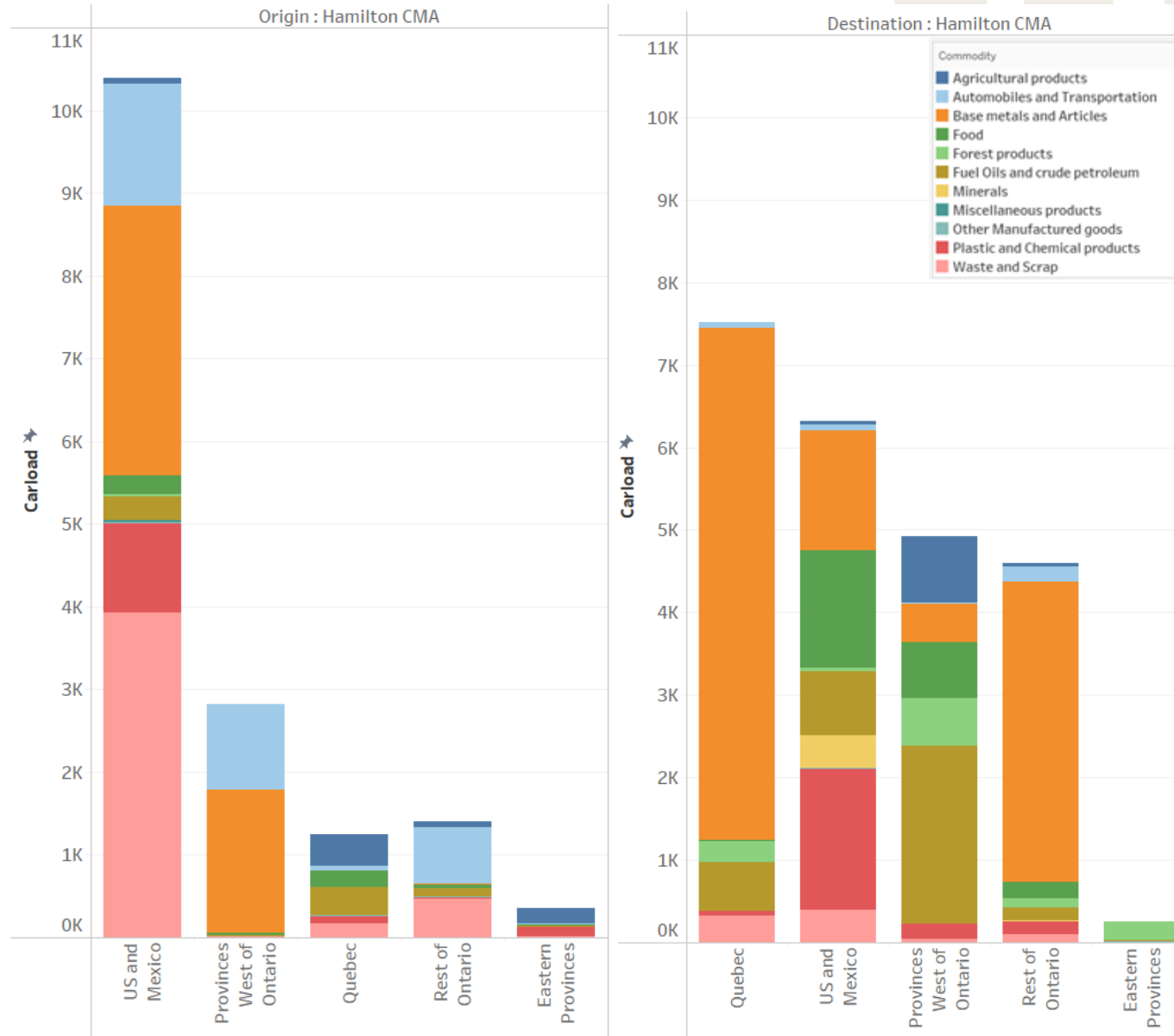
Geography Of Rail Tonnage To/From CMA Of Hamilton By Commodity Groups (2017)



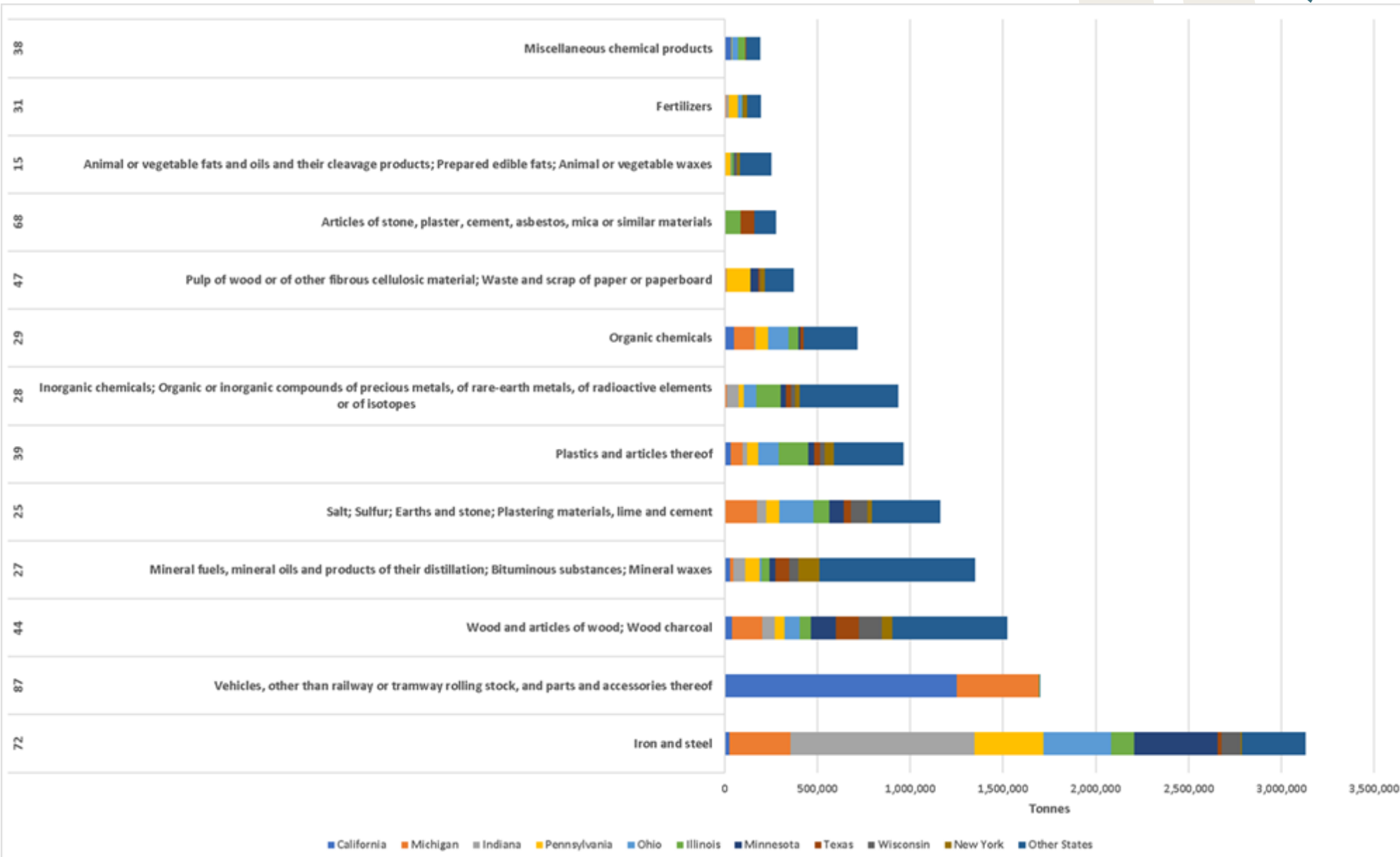
Geography Of Rail Value Of Goods To/From CMA Of Hamilton (2017)



Geography Of Rail Carloads To/From CMA Of Hamilton (2017)



Rail Exports To Us (2021) Originating From Ontario



- For 2021, there were 12 million tonnes that cleared into the US by rail
- Note that iron and steel is prominent and Hamilton plays a significant role



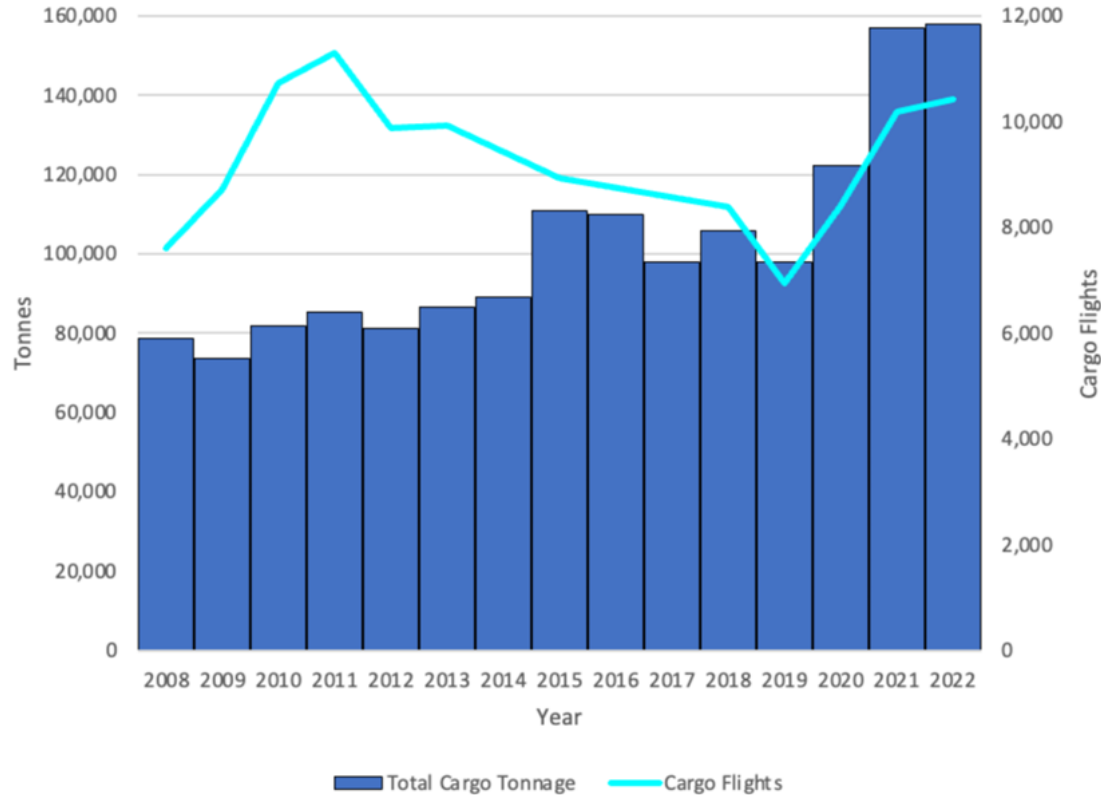
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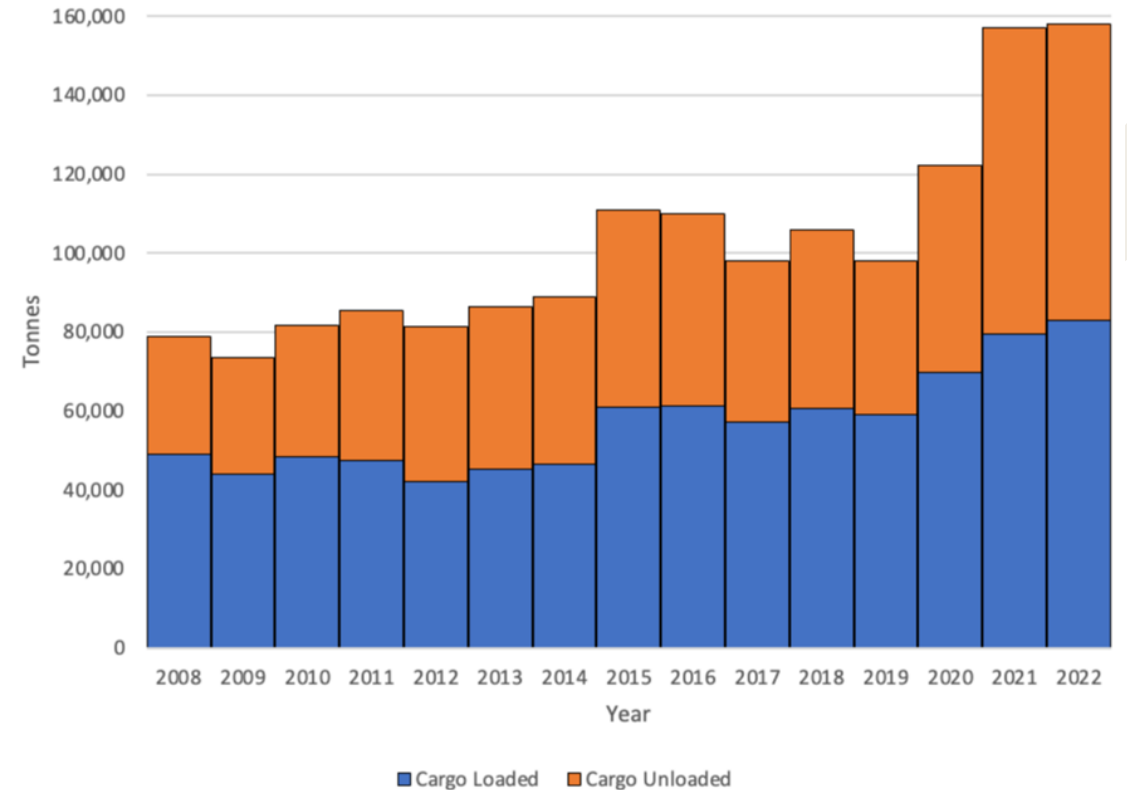
Air

Air Cargo Tonnage And Flights

YHM Cargo Tonnage Vs. Cargo Flights

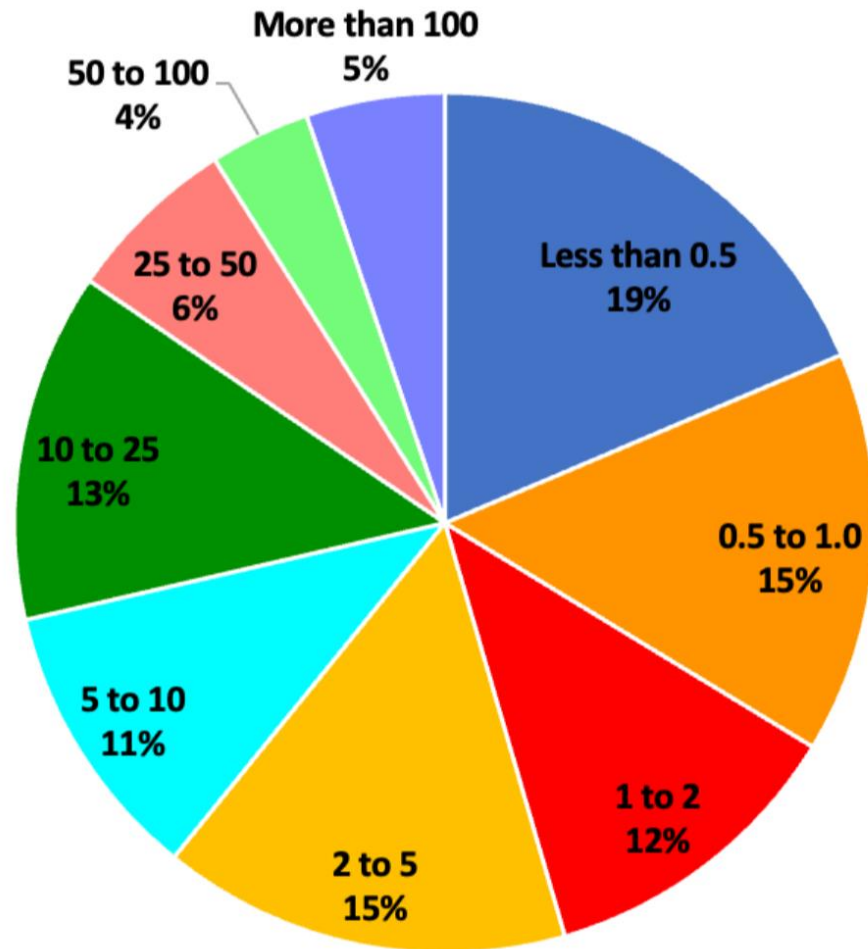


Air Cargo Loaded Vs Unloaded at YHM



- Cargo tonnage through YHM divided into Domestic, Transborder, International but data are not broken down for Hamilton by Statscan
- Air cargo has steadily increased since the bottom of the great recession (has more than doubled)
- Cargo flights actually declined from 2011 to 2019 likely reflecting the consolidation efforts of Cargojet
- An increase in flights from 2019 reflects an e-commerce effect
- There is better balance now between cargo being load and unloaded with the latter proportionally increasing in recent years

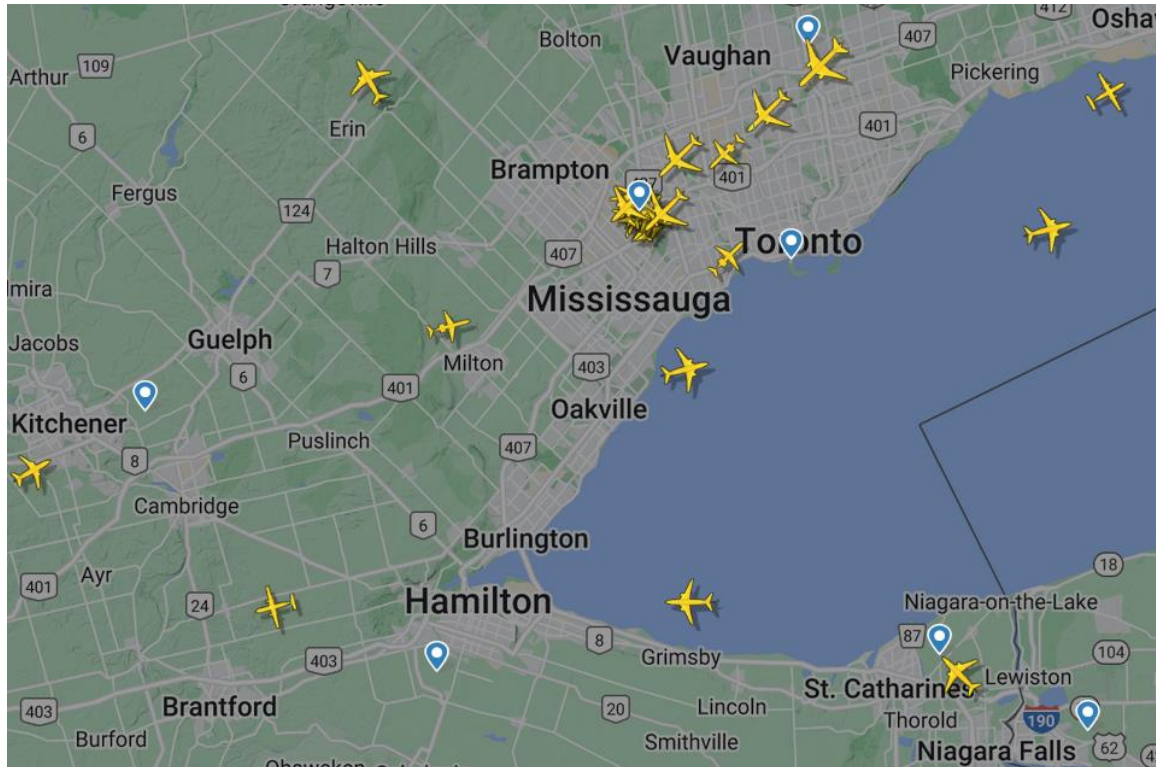
YHM Air Cargo Imports: Distribution Of Shipment Weights (Kilograms)



- Derived from CBSA air cargo data (international origins)
- Reflects 12-month period from Nov 21 to Nov 22
- About a third of import shipments are a kilogram or less
- Only 5% are more than 100kg but some of those are very large (i.e., over 20 tonnes)



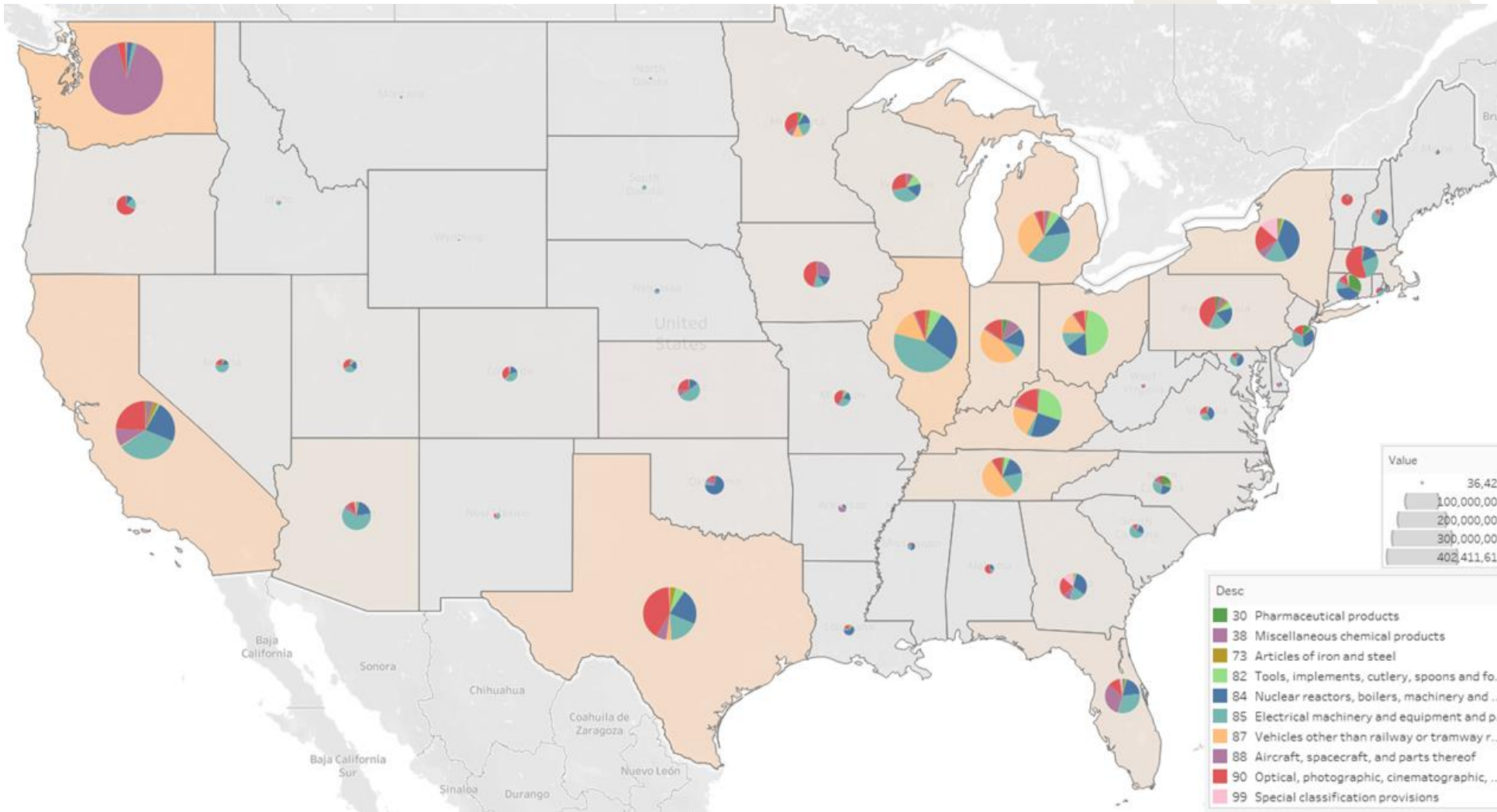
YHM Observations For Flight Data



- On the typical weeknight there are a series of Cargojet flights (usually 1am to 3am) departing to various Canadian cities such as Moncton, Calgary, Vancouver, Winnipeg)
- Similarly, there is a concentration of Cargojet flights arriving from 3am to 5am with much of the days goods to be distributed (from Vancouver, Calgary, Cincinnati, Winnipeg)
- UPS flights from Louisville tend to arrive around 6am
- There is a definite lull in cargo flight activity on the weekends and near the weekends
- Castle Aviation is prominent as a cargo operator that moves cargo to and from the US Midwest
- Amazon flights (mostly to and from Vancouver) are evident along with varied international flights
- More detailed observations are possible from flight data that has gradually been collected

Source: [flightradar.com](https://www.flightradar.com)

Value Of Imported Air Cargo From US States Clearing Via YHM (2016-2020)



- Source is StatsCan Trade Data
- Shown at the level of 2-digit HS trade codes
- Total air import values from US sources is \$9.96 B from 2016-2020
- \$6.66 B is code 71 precious metals/jewellery which is omitted here to highlight industrial
- Strong evidence of support from air cargo for keeping industry and supply chains working
- Many of the cargoes are parts-oriented
- Strong aerospace theme from Pacific Northwest
- Strong Midwest theme from states that are within a day by truck – automotive parts are prominent
- California and Texas are prominent

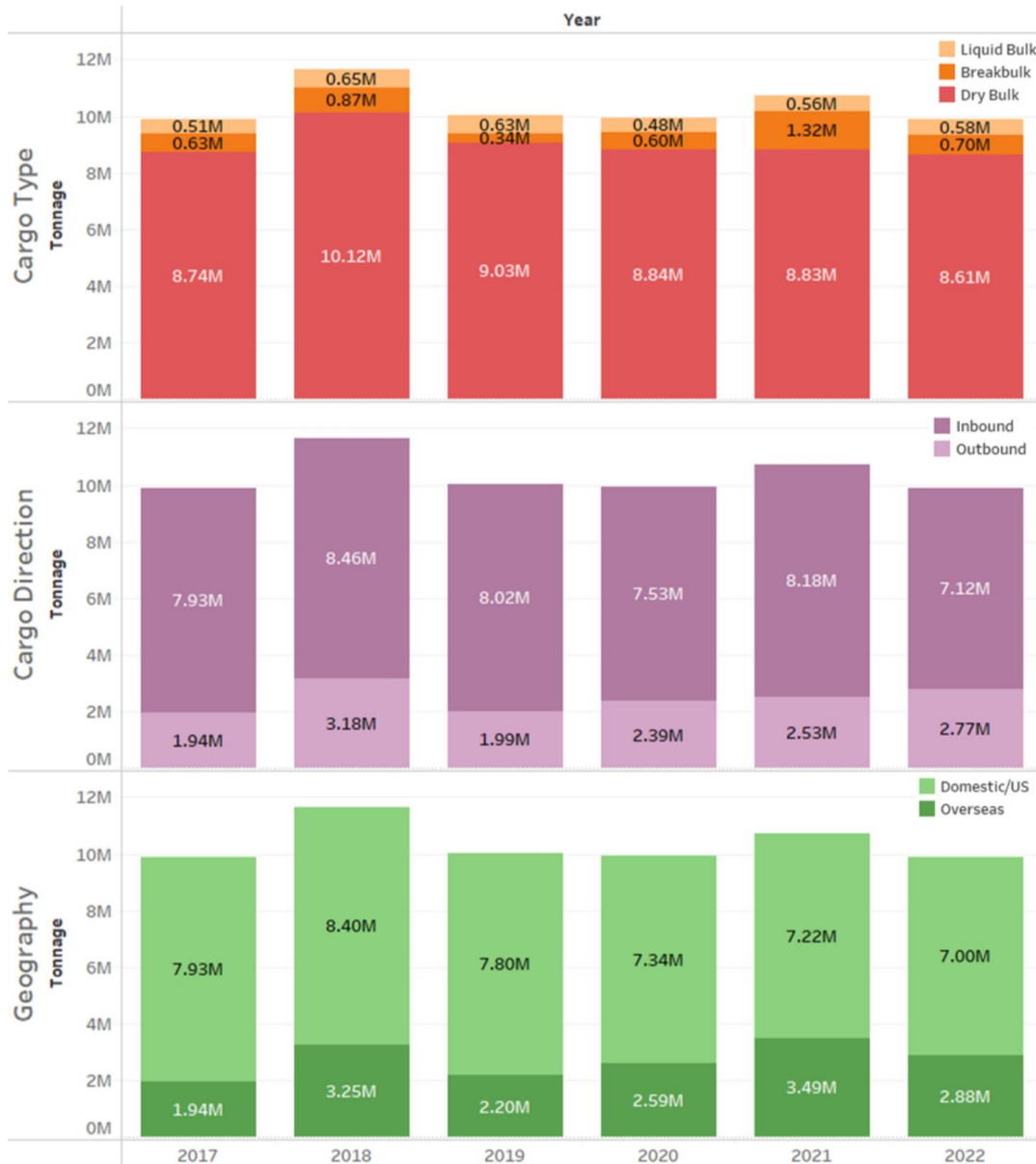


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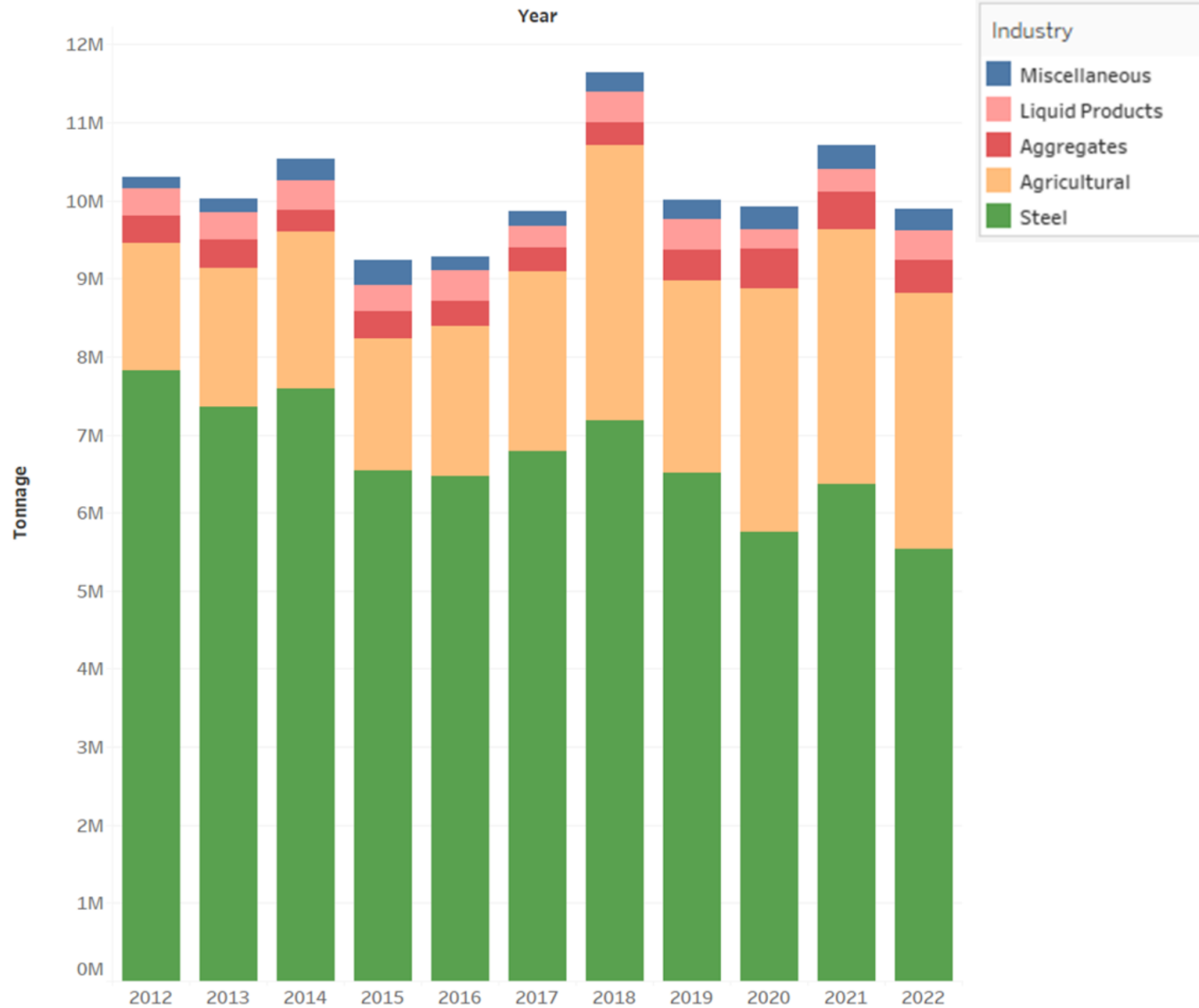


Marine

Port Of Hamilton Tonnage Breakdowns (2017-2022)

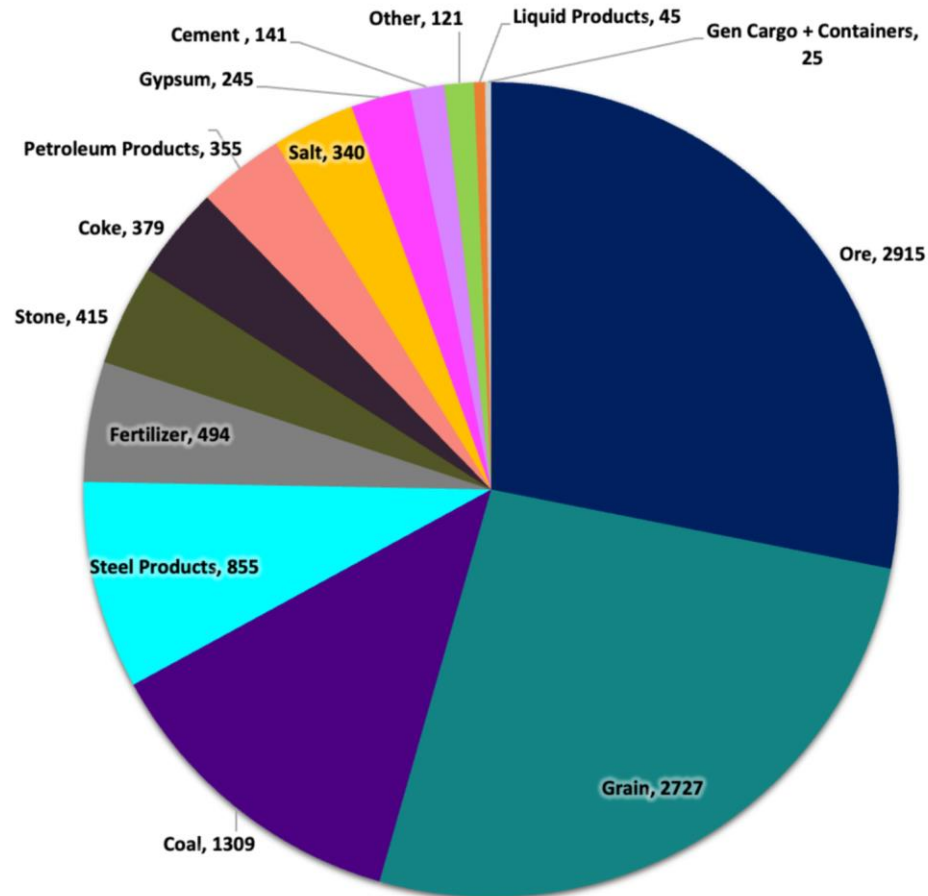


Port Of Hamilton Tonnage By Main Industry Of Commodities (2012-2022)





Marine Tonnage Handled By HOPA Ports In 2022



- Chart shows detailed commodity allocation of 10.37 million tonnes of what are almost entirely bulk commodities
- The chart mixes inbound and outbound cargoes
- 54% is composed of Ore (typically inbound) and grain (typically outbound)
- Note that 481k tonnes of this (about 4.6%) was handled at Port of Oshawa – the total Oshawa slice, aggregated across commodities, is similar to the Fertilizer slice shown



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SUPPLY CHAIN ANALYTICS



Small And Medium Enterprises (SME's) In The Goods Movement Sector

Medium SME Business Count By Census Division And Freight-related NAICS Codes



Naics	GEO															Grand Total
	1209 - Halifax	2466 - Montréal	3518 - Durham	3519 - York	3520 - Toronto	3521 - Peel	3524 - Halton	3525 - Hamilton	3526 - Niagara	3530 - Waterloo	3539 - Middlesex	4611 - Winnipeg	4806 - Calgary	4811 - Edmonton	5915 - Greater Vancouver	
111 - Crop production	0	0	5	2	0	0	2	2	17	3	2	2	2	1	15	53
112 - Animal production and aquaculture	0	0	0	1	0	0	0	0	0	3	1	0	0	0	0	5
115 - Support activities for agriculture and forestry	0	1	0	1	0	0	0	0	0	0	1	0	2	2	11	18
236 - Construction of buildings	5	15	5	13	27	12	2	4	2	4	2	7	14	25	31	168
237 - Heavy and civil engineering construction	2	8	1	13	20	13	5	1	2	2	1	6	31	47	31	183
311 - Food manufacturing	4	31	1	21	41	33	8	11	4	12	5	7	13	16	47	254
312 - Beverage and tobacco product manufacturing	1	4	1	2	4	2	0	1	8	1	2	1	4	1	8	40
313 - Textile mills	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	2
314 - Textile product mills	0	3	0	1	2	0	0	1	0	0	0	0	0	0	0	7
315 - Clothing manufacturing	0	7	0	2	6	0	0	1	0	0	0	4	0	0	2	22
316 - Leather and allied product manufacturing	0	2	0	1	1	0	0	0	0	1	0	0	0	0	0	5
331 - Primary metal manufacturing	0	9	1	2	2	5	2	2	3	3	6	4	0	2	2	43
336 - Transportation equipment manufacturing	1	13	3	25	7	22	6	5	3	13	14	8	1	2	7	130
411 - Farm product merchant wholesalers	1	0	0	1	0	2	0	1	2	0	0	2	0	1	4	14
412 - Petroleum and petroleum products merchant whol..	0	0	0	0	1	0	0	0	0	0	1	0	8	2	0	12
413 - Food, beverage and tobacco merchant wholesalers	4	24	2	6	25	22	3	3	1	3	2	6	15	7	31	154
414 - Personal and household goods merchant wholesal..	1	46	1	15	26	22	9	1	1	1	2	2	4	4	15	150
415 - Motor vehicle and motor vehicle parts and accesso..	0	4	4	6	5	11	1	1	0	0	0	1	4	6	5	48
416 - Building material and supplies merchant wholesal..	2	12	2	10	11	21	5	4	2	7	1	2	10	5	10	104
417 - Machinery, equipment and supplies merchant who..	1	27	2	33	20	35	14	1	1	10	3	2	12	17	18	196
418 - Miscellaneous merchant wholesalers	0	9	3	7	8	20	2	1	1	1	1	1	3	1	7	65
419 - Business-to-business electronic markets, and age..	1	2	0	2	6	7	2	0	0	1	1	0	3	1	9	35
481 - Air transportation	1	5	0	0	1	3	0	1	0	1	0	6	4	4	5	31
482 - Rail transportation	1	3	0	1	0	0	0	0	0	0	0	2	0	0	1	8
483 - Water transportation	2	3	0	0	0	0	1	0	1	0	0	0	0	0	4	11
484 - Truck transportation	2	12	4	4	3	16	5	2	0	5	4	6	15	15	5	98
485 - Transit and ground passenger transportation	2	6	4	6	6	7	4	3	3	3	2	0	4	9	4	63
488 - Support activities for transportation	7	22	1	5	6	36	3	4	1	1	3	3	8	6	26	132
492 - Couriers and messengers	3	9	1	5	11	10	5	3	2	2	2	4	3	8	10	78
493 - Warehousing and storage	0	6	1	10	14	34	8	0	0	1	0	6	8	5	22	115
Grand Total	41	285	42	195	253	333	87	53	54	78	56	82	168	187	330	2,244

- For medium enterprises (June 2022):
- Hamilton appears most developed for food manufacturing in SME context
- Hamilton and Niagara region seem broadly comparable
- Region of Waterloo noteworthy for 3 distinct clusters of medium enterprises that stand out


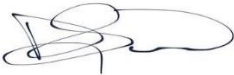

Small Sme Counts By Census Division And Freight-related NAICS Codes (10 To 99 Employees)

GEO

Naics	1209 - Halifax	2466 - Montréal	3518 - Durham	3519 - York	3520 - Toronto	3521 - Peel	3524 - Halton	3525 - Hamilton	3526 - Niagara	3530 - Waterloo	3539 - Middlesex	4611 -Winnipeg	4806 - Calgary	4811 - Edmonton	5915 - Greater Vancouver	Grand Total
111 - Crop production	4	17	27	43	13	16	23	51	148	21	38	6	22	45	169	643
112 - Animal production and aquaculture	2	2	7	11	3	5	6	8	9	15	21	5	27	23	25	169
115 - Support activities for agriculture and forestry	2	7	2	4	4	2	0	4	6	7	5	8	17	11	53	132
236 - Construction of buildings	102	238	79	284	306	142	90	82	74	94	75	131	259	279	512	2,747
237 - Heavy and civil engineering construction	32	82	24	120	110	60	43	25	26	39	37	45	154	169	214	1,180
311 - Food manufacturing	16	216	16	99	224	107	38	37	36	36	20	57	97	76	283	1,358
312 - Beverage and tobacco product manufacturing	15	22	7	6	35	9	8	7	54	6	8	18	42	19	67	323
313 - Textile mills	0	16	2	1	10	9	2	1	1	2	1	2	4	2	2	55
314 - Textile product mills	2	16	1	9	20	9	4	6	0	4	3	4	4	8	21	111
315 - Clothing manufacturing	2	66	1	8	64	6	2	2	2	2	1	7	3	3	35	204
316 - Leather and allied product manufacturing	0	7	0	3	5	0	1	2	0	0	0	3	1	0	0	22
331 - Primary metal manufacturing	0	13	2	6	9	16	7	11	6	8	3	6	7	17	18	129
336 - Transportation equipment manufacturing	7	31	10	27	27	38	13	5	13	32	20	14	13	17	44	311
411 - Farm product merchant wholesalers	0	12	0	4	8	23	3	3	7	1	7	10	13	7	16	114
412 - Petroleum and petroleum products merchant whol..	2	7	4	3	9	6	2	2	2	4	3	4	31	13	6	98
413 - Food, beverage and tobacco merchant wholesalers	19	212	12	111	287	132	24	7	13	24	17	46	72	40	305	1,321
414 - Personal and household goods merchant wholesal..	16	381	21	168	198	174	49	12	14	18	9	31	40	43	209	1,383
415 - Motor vehicle and motor vehicle parts and accesso..	16	83	19	52	52	96	22	19	10	33	27	31	66	89	89	704
416 - Building material and supplies merchant wholesal..	64	222	47	219	179	244	85	66	27	92	64	91	212	214	413	2,239
417 - Machinery, equipment and supplies merchant who..	78	345	50	260	210	460	124	51	40	108	66	108	280	346	362	2,888
418 - Miscellaneous merchant wholesalers	31	135	30	105	144	150	48	28	33	32	42	56	119	96	187	1,236
419 - Business-to-business electronic markets, and age..	12	49	4	34	56	51	14	7	5	10	5	16	36	17	57	373
481 - Air transportation	6	9	0	4	11	15	1	4	1	1	2	10	19	13	30	126
482 - Rail transportation	0	8	1	0	4	0	2	1	3	2	2	4	3	4	5	39
483 - Water transportation	4	10	0	1	4	0	1	1	1	0	0	1	0	0	24	47
484 - Truck transportation	40	179	56	82	84	281	56	45	47	72	49	119	192	242	393	1,937
485 - Transit and ground passenger transportation	6	21	9	20	27	23	9	6	11	16	8	13	23	25	32	249
488 - Support activities for transportation	42	190	13	67	74	210	48	19	27	29	14	59	93	69	291	1,245
492 - Couriers and messengers	17	44	10	27	36	34	12	13	7	10	14	25	39	33	74	395
493 - Warehousing and storage	12	80	14	40	45	135	27	20	11	12	10	26	56	55	129	672
Grand Total	549	2,720	468	1,818	2,258	2,453	764	545	634	730	571	956	1,944	1,975	4,065	22,450



CITY OF HAMILTON
HEALTHY AND SAFE COMMUNITIES DEPARTMENT
Housing Services Division
and
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Licensing and By-law Services Division
and
PUBLIC WORKS DEPARTMENT
Environmental Services Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	May 15, 2024
SUBJECT/REPORT NO:	Encampment Observation Report (HSC24020/PED24080/ PW24030) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Mike Jones (905) 546-2424 Ext.3824
SUBMITTED BY:	Michelle Baird Director, Housing Services Division Healthy and Safe Communities Department
SIGNATURE:	
SUBMITTED BY:	Dan Smith Acting Director, Licensing and Bylaw Services Planning and Economic Development Department
SIGNATURE:	
SUBMITTED BY:	Cynthia Graham Director, Environmental Services Public Works Department
SIGNATURE:	

RECOMMENDATIONS

- (a) The Encampment Protocol (Appendix "A" in Report HSC20038(g)) be modified to remove the following provision from Section D, indicating the removal of encampments, temporary shelters, or tents "on or within 50 metres of the Hamilton Alliance for Tiny Shelters model site. For the purpose of this site the full length of the Strachan Linear Park, Bay Street North to Ferguson Street North, will be considered the site."

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

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

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

**SUBJECT: Encampment Observation Report (HSC24020/PED24080/PW24030)
(City Wide) – Page 2 of 15**

- (b) That the Housing Services Division report back with recommendations on how to address the needs of individuals who are unhoused and any additional service gaps highlighted in this report.

EXECUTIVE SUMMARY

This report provides an overview of the findings associated with implementing the Encampment Response protocol. The Encampment Protocol represents a concerted effort to mitigate the challenges faced by individuals living unsheltered and address concerns raised by the broader community.

Since its ratification in August 2023, the Protocol has undergone several phases of response, from initial ground truthing efforts (i.e., using maps to determine a site's compliance before confirming in-person) aimed to delineate compliant and non-compliant areas, followed by ongoing outreach efforts by Housing Focused Street Outreach to make individuals aware of the protocol's requirements and available resources.

The City has effectively established a housing-led approach that prioritizes supportive outreach over punitive measures, yet several challenges persist, such as difficulties in enforcing compliance timelines, managing garbage and debris at encampment sites, and seasonal considerations regarding the implementation of the protocol.

Overall, the implementation of the protocol has provided greater transparency and clarity regarding the processes used by the City in responding to encampments in the community and has been an effective tool in balancing the needs of individuals living unsheltered with the broader community's needs. However, sustained efforts focused on permanent, humane, cost-effective solutions is needed to address the systemic multifaceted challenges faced by individuals living unsheltered. To this end, Housing Services Division will be proposing several recommendations in Report HSC23021(b) aimed at responding to some of the concerns outlined in this report with the ultimate goal of ending chronic homelessness in Hamilton.

Alternatives for Consideration – N/A

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: N/A

Staffing: N/A

Legal: N/A

**SUBJECT: Encampment Observation Report (HSC24020/PED24080/PW24030)
(City Wide) – Page 3 of 15**

HISTORICAL BACKGROUND

On March 23, 2023, staff presented information report HSC23021, Ending Chronic Homelessness, identifying interventions that were successful as well as needed investments to make progress on resolving chronic homelessness in Hamilton.

On May 17, 2023, staff recommended that Council adopt a Proposed Encampment Protocol (HSC20038(f)/PED21188(c)) in the interim, while a period of public comment occurred until June 30, 2023, to obtain public comment around the concept of sanctioned sites and to conduct a jurisdictional scan.

In addition, to respond to concerns related to basic needs supports and the need to integrate frontline stakeholders and people with lived experience into the encampment response, Council directed staff to provide access to washrooms, showers, clean drinking water, as well as integrate Indigenous and peer supports into its encampment response program. Further, staff were asked to develop a task force or committee comprised of City staff, community stakeholders, and people with lived experience to advise on the development of an encampment response policy and appeals process.

The period of public comment resulted in significant feedback on the draft Protocol, including 11,943 visitors to the Engage Hamilton website who contributed 15,965 individual comments, as well as approximately 2,000 attendees at three in-person community engagement sessions. Once the period of public comment closed, it was recommended that the City make the necessary changes and provide a final recommended Protocol to Council in August 2023.

On August 18, 2023, Council adopted and ratified an Encampment Protocol in Encampment Response Update – August 2023 (HSC23066), identifying approaches, processes, and service levels associated with responding to encampments in the City. In addition, Council provided necessary resources in staffing and equipment to support the implementation of the Protocol. While a broad approach involving sanctioned sites was not recommended by Staff due to its prohibitive costs better utilized in prevention efforts and/or housing, Council also approved a two-year Hamilton Alliance for Tiny Shelters pilot for up to 25 tiny homes on City lands at no cost to the City.

On September 6, 2023, staff followed up on the Ending Chronic Homelessness report with HSC23041 – Addressing the needs of Unsheltered Individuals and those Relying on Hamilton’s Emergency Shelter System. This recommended several investments to address capacity challenges in the shelter system, including providing additional space for those living encamped. These items were referred to Budget 2024 and subsequently approved as part of the budget process.

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POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

N/A

RELEVANT CONSULTATION

Several consultations were conducted and were the basis for analysing the implementation of the Encampment Protocol.

Housing Focused Street Outreach consulted with internal divisions including Municipal Law Enforcement, Parks Section, Parking Enforcement, and Hamilton Fire Department, as well as Hamilton Police Services. In addition, an open-ended questionnaire was sent to several community partners who comprise the Encampment Liaison Committee, including Keeping Six, St. Matthew's House, HAMSMRT, and Hamilton Regional Indian Centre.

People living in encampments throughout the City were also consulted from March 7-12, 2024.

Housing Focused Street Outreach staff consulted with nearby municipalities that are considering adopting a Protocol to direct encampment-related work in Guelph and Toronto, to compare approaches and findings. The consultation helped to inform the analysis below.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

While this report focuses on the impacts of unsheltered homelessness in the City of Hamilton, it is important to note that increasing levels of unsheltered homelessness is being experienced in communities across Canada. With increased costs of housing and rental prices, inflation with stagnant wages, as well as insufficient income from supports such as Ontario Works and Ontario Disability Support Program, it is exceedingly difficult for low-income households, particularly singles, to access suitable and appropriate housing. Adding to the precarity being experienced, in Hamilton and across Canada, emergency shelter capacities are also being met and chronically exceeded across sectors, particularly for adult men, resulting in overflow into hotel spaces.

With both housing and emergency shelter largely inaccessible, and with more individuals entering into unsheltered homelessness, the constellation of existing supports is unable to meet the growing demand. More people are confronted with the reality of living in an encampment, a lifestyle that contributes to worsened physical and mental health outcomes and often associated with increased substance use.

Limited coordination and accountability to-date from Federal and Provincial levels of government has further complicated efforts to address the issue. Nonetheless, there is

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still a need to address unsheltered homelessness at a community level to ensure individuals living outside do so with dignity, while also meeting the needs of the broader community. As such, the Encampment Protocol was adopted to provide transparency and expectations around the City's approach to encampment response, and to balance the needs of everyone in the community.

To evaluate how the Protocol is being implemented, several consultations were conducted, including with people with lived experience, community partners, and members of the Coordinated Response Team, who have provided ongoing oversight throughout implementation to various aspects of the program through ongoing collaboration and coordination, to calibrate how supports are best utilized to achieve the maximum impact. Given the volume of responses from the community (particularly from concerned citizens, Business Improvement Areas, and local businesses) to the unsheltered inbox, their voice is also represented in the following analysis. The recommendations being made reflect all the feedback received.

The following section of the report will provide context around the implementation of the Protocol, and review feedback received from the consultations conducted, including both what was achieved, as well as challenges.

Volume of Requests and Approach to Communication

Since the establishment of the Encampment Protocol in August 2023 until April 15, 2024, Housing Focused Street Outreach has been contacted 3825 times (including follow-ups and repeated contact) via its unsheltered email, as well as hundreds more times by voicemail. The majority of complaints or service requests received by Housing Focused Street Outreach are initiated by concerned citizens (70%) and include requests for additional supports onsite, reporting of encampments, and requests for removal as per the terms of the Protocol, yet several other internal and external sources have also contacted Housing Focused Street Outreach regarding encampment-related concerns or requests.

With a high volume of complaints and service requests received by Housing Focused Street Outreach via email and voicemail, the ability of Housing Focused Street Outreach to respond to each request without a dedicated staffing complement has not been possible. As a result, complainants have not received personalized responses, leading to a lack of clarity and significant frustration. As part of a concerted effort to respond to complaints and requests, and to improve transparency with the public, Housing Focused Street Outreach has established a Program Secretary tasked with responding to inquiries, and the team has developed several new approaches to managing the inflow of complaints and service requests to its unsheltered mailbox and voicemail.

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Enforcement-related Complaints and Requests for Service

Since implementation of the Protocol, the overall number of complaints and service requests has gradually declined, peaking at 860 in September 2023 before gradually declining to 328 in March 2024. There has also been a gradual decrease in the reporting of and requests to enforce encampments, which totalled a high of 526 in September 2023 before dropping to 130 in February 2024. This suggests that the efforts of Housing Focused Street Outreach and its partners has been successful in working with individuals living unsheltered to access compliant spaces.

While the complaints and requests for service regarding encampments have decreased month-over-month since the Protocol was established, from 897 in September 2023 to 328 in March 2024, it increased substantially in April 2024 to 481 complaints and requests for service. With warmer weather anticipated in the upcoming months it is expected that the total number of complaints and service requests related to encampments will increase to, or higher than the levels experienced in September 2023. This will place an additional strain on resources as staff attempt to address the community's concerns and suggestions.

Coordination amongst Partners and Stakeholders

Implementation of the Encampment Protocol requires significant effort and expertise from several teams. The Coordinated Response Team - made up of staff from Housing Focused Street Outreach, Municipal Law Enforcement, Parks Section, Parking Enforcement, Corporate Security, Hamilton Fire Department, and Hamilton Police Services - meet three times weekly to strategize around approaches to sites with acute challenges, coordinate encampment response through the City, and address issues via new, innovative approaches that build upon previous experiences. On a daily basis, several divisions are involved in ongoing coordination of frontline efforts to ensure sites are effectively engaged and when necessary, escalated to the appropriate parties who work together to enforce. To ensure the frontline work is well-coordinated, significant administrative work is needed to ensure all incoming communications are logged, new sites are identified and prioritized effectively, with frontline information (i.e., site visits, interactions/engagement with individuals living in encampments, enforcement actions, site clean-ups) about new and existing sites updated across teams within shared repositories on a daily basis. These interactions are the backbone of implementation, and this collaboration has been noted by all partners as being necessary and successful.

In terms of external partnerships, Housing Focused Street Outreach held an initial meeting in February 2024 with community stakeholders and persons with lived experience of homelessness to develop a Terms of Reference that outlines the purpose, values, objectives, and scope of the work. Due to the cybersecurity incident, timelines have been impacted and a next meeting is being rescheduled for May 2024.

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Housing Focused Street Outreach will conduct ongoing research with individuals living unsheltered to establish appropriate baselines and to ensure there is ongoing evaluation of the community's needs that also correspond with the program's objectives. This will also provide staff with an opportunity to develop and track more reliable equity-based indicators to assess the impacts on people disproportionately impacted by unsheltered homelessness, which can be used to inform new partnerships and approaches to service.

Service Levels

As per the guidelines established in the Encampment Protocol, Housing Focused Street Outreach (Housing Services Division), Municipal Law Enforcement (Licensing and Bylaw), and Parks Section (Public Works) have service levels associated with their response to encampments. While other divisions (i.e., Parking enforcement, Hamilton Fire Department), and partners (i.e., Hamilton Police Services) are involved via the Coordinated Response Team, they do not have service levels guiding their response.

As of April 15, 2024, Housing Focused Street Outreach has received and visited 472 sites within the scope of the Encampment Protocol. Of the sites with a defined outcome, Housing Focused Street Outreach met its service level of attending and escalating each identified site with 72 hours 89% of the time and escalates 96% of sites to Municipal Law Enforcement within a week of being identified.

Due to the cybersecurity incident, there has been a significant loss of historical data related to Municipal Law Enforcement's service levels. Broadly, given the staffing levels available (i.e., a Municipal Law Enforcement Supervisor and two Municipal Law Enforcement Officers), there have been significant challenges in meeting the defined service level, and Municipal Law Enforcement would require additional staffing, as well as the support of additional Hamilton Police Encampment Engagement team staff to avoid enforcement bottlenecks.

While there are service levels identified within the Encampment Protocol defining clean-ups and site maintenance, Parks Section simultaneously manages routine garbage pickup, ad hoc clean-ups resulting from enforcement actions, as well as complaints and/or service requests, making it challenging to track each specific type of request. Additional mechanisms to track and identify work requests are under development.

Housing-Led Approach

The goal of a housing-led approach is for Housing Focused Street Outreach to be the first point of contact for individuals living unsheltered on public property, to establish rapport and work towards connecting them with services and supports that maintain their well-being, and to only escalate sites with potential compliance concerns to Municipal Law Enforcement (i.e., sites with no clear compliance issues would not be

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escalated to Municipal Law Enforcement for investigation). To date, this has been effective during the implementation of the Encampment Protocol, and individuals living unsheltered reported having less or little interaction with Municipal Law Enforcement and Hamilton Police since the Protocol had been established.

Under the existing approach of having compliant spaces available for access, 50% of individuals living unsheltered felt the current approach was working for them. When comparing to a similar survey done in 2022, at a time when there was a 12–72-hour bylaw required individuals living unsheltered to move frequently to new locations, only 10% believed that approach was working for them.

To aide in continuous improvement of service to individuals living unsheltered, Housing Focused Street Outreach has developed several new processes to assist in triaging of complaints and requests, data analysis, and reporting. The new approaches will be used to collect more reliable, accurate systems data from outreach staff to assist with site prioritization and better define the work being completed by outreach staff. Housing Focused Street Outreach is also in the process of adding three (3) peer support workers who will be funded to support rapport-building, harm reduction, and site remediation.

Distance Away from Schools and Childcare Facilities

During the consultation period in summer 2023, and prior to the ratification of the Encampment Protocol, there was significant feedback provided by the public related to the proximity of encampments to places frequented by toddlers and school-aged children. As a result, in the final version of the Protocol the distances were extended from 50-metres to 100-metres away from schools and childcare facilities. This has been successful, with sites being identified near a school of childcare facility dropping from 12% in September 2023, to none in March 2023.

Number of Encampments Per Cluster

The Protocol provides direction regarding number of tents permitted in a cluster and distances between clusters. From the experiences of staff, corroborated through the experiences of a majority of individuals living unsheltered, as well as the complaints data, this has been a successful provision within the Protocol. While enforcement is based upon a five-tent limit, it is common for sites to include tents that are not inhabited, and instead used for storage of food and personal items, which adds to the size of a site. Largely, when sites exceed a manageable number of tents, i.e., approximately five tents, there is a clear increase in the number of associated complaints and concerns with the site.

At a community level, an increase in tents at a site is generally associated with an increase in complaints related to garbage and debris in a concentrated area, more combustibles, violence and use of weapons, and reports of feeling intimidated by the

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number of people. In addition, individuals living in encampments also reported concerns with larger sites, included theft, lack of privacy, and varying and at times conflicting lifestyles and goals amongst the people living there.

Additional Protocol Considerations

While the intent of the Protocol is to balance the needs of individuals living unsheltered and the broader community, there were additional considerations made by internal staff and people with lived experience regarding potential changes that would add to the Protocol, as well as modify, and remove existing clauses.

One change to the Encampment Protocol being recommended is the following from Section D, indicating the removal of encampments, temporary shelters, or tents “on or within 50 metres of the Hamilton Alliance for Tiny Shelters model site. For the purpose of this site the full length of the Strachan Linear Park, Bay Street North to Ferguson Street North, will be considered the site.” It has since been confirmed that this area will not be used for the Hamilton Alliance for Tiny Homes pilot project, and to reflect this update, this provision should be removed from the Protocol.

For other potential changes, given that the Protocol has not been implemented for a full year yet and understanding that the warmer months have higher rates of people living unsheltered, more information is required to better understand the impacts of the Protocol prior to recommending any changes. In addition, before a recommendation(s) is made, each consideration would require a comprehensive policy and risk analysis of associated impacts. See Appendix “A” for a detailed list of considerations.

Compliant Spaces

With less required movement of people living unsheltered throughout the city as a result of compliant spaces being available, there are several compliant sites that have had a stable group of individuals living there. This has allowed Housing Focused Street Outreach and other frontline providers to build effective rapport with the same individuals over a longer period of time, leading to more successful outcomes. Both Outreach staff and individuals living unsheltered noted that having a place to stay for longer periods of time was very beneficial, especially when compared to approaches used in the past that required ongoing movement to new areas. However, this approach has been problematic for some neighbours and local businesses nearby who report concerns with an ongoing encampment presence nearby, particularly when there are presenting concerns around health and safety, namely garbage, debris, and waste.

In terms of frequented areas of the city, as expected given the proximity to services and supports, Ward 2 (34%), Ward 3 (29%), Ward 5 (9%), Ward 1 (9%), and Ward 4 (7%) have had the most newly identified encampments in non-compliant spaces, while all other Wards have had less than 5% of the total number of new encampments identified.

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In general, the significant majority of encampments are in the lower City. Given the concentration of encampments in lower City wards, it is anticipated that this may lead to an increase in sites with numerical non-compliance (i.e., five or more tents, lack of distance between clusters), geographically non-compliant sites (i.e., proximity to), and more tents within escarpment areas during warmer weather months when historically more people live outside.

Safety Concerns

Concerned citizens and local businesses have detailed several health and safety issues in their complaints to Housing Focused Street Outreach, such as light posts being compromised for electricity, human waste exposure, and personal safety concerns. Businesses have detailed that the presence of encampments has negatively impacted their operations. This has led to significant frustration amongst all parties.

Several encampment residents who were interviewed also expressed concerns for their safety, sharing instances where their presence had resulted in confrontation from neighbours and youth.

Enforcement Challenges

The consistent enforcement of sites has been impacted by a lack of staffing available to manage the responsibilities of the portfolio. Currently, there are two Hamilton Police Services Encampment Engagement Team officers responsible for attending all site visits with Municipal Law Enforcement officers, coordinating and leading private property enforcement and the enforcement of sites on public property. With a high number of non-compliant sites resulting from the disbandment of larger sites like Woodlands Park and City Hall, and in using a hands-off approach to enforcement, the time required to enforce requires more resources than currently allocated.

Since Hamilton Police's Encampment Engagement Team was established in September 2023, the team has attended 441 encampment site visits. Some of these visits are supporting the issuing of 419 Trespass Notices by Municipal Law Enforcement Officers. In addition, Hamilton Police Service's Encampment Engagement team has spent a total of 248 hours enforcing previously issued notices. This does not include time spent assisting other agencies and enforcing encampments on private property.

Contributing to the time spent enforcing previously issued notices are several locations within the city that are often habitually occupied by encampments. Some examples include MacNab St S and Hunter St W, Jackson St W and MacNab St S, Vine between Park and York, and the Hamilton Convention Centre alcoves on King St W. Given the proximity of these sites/areas to community resources and services that meet the basic needs of individuals living unsheltered, these sites quickly re-establish after enforcement has occurred with new occupants, triggering a new round of engagement

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and enforcement. In addition, other street-related concerns not related to encampments are often grouped under the heading of encampments, including loitering and illegal dumping or garbage. These issues, although not related to encampments and more frequently associated with mental health and substance abuse issues, are brought to the attention of the City via the unsheltered inbox. These sites are also resource-intensive for Municipal Law Enforcement and Housing Focused Street Outreach to assess and address.

Recreational Vehicles and Trailers

Since the Encampment Protocol was adopted by Council, a growing number of locations throughout the city have been occupied by individuals inhabiting within Recreational Vehicles (RVs) and trailers. Many of the RVs and trailers being inhabited also have had additional semi-permanent structures built into them. With existing Parks Bylaws already governing the use of RVs and trailers, particularly for habitation, as well as several other Parking-related violations, the use of these vehicles in this manner is not compliant and there are no designated areas for free parking of Recreational Vehicles or trailers on public lands in the City of Hamilton.

To support this work, the City's Parking Enforcement team has joined the Coordinated Response Team to provide best practices related to managing these concerns, and in coordination with Housing Focused Street Outreach, has allowed for Outreach staff to visit individuals to ensure they are provided with additional options and resources prior to enforcement.

Fire and Combustibles

The use of fire pits and other combustibles by individuals who are unsheltered to maintain warmth during colder months has resulted in several complaints and concerns from neighbours of sites who feel at risk. The Hamilton Fire Department has been actively engaged with incidents related to encampments, categorized into those necessitating emergency response and those that do not. The main types of incidents responded to include burning complaints, rubbish fires, and calls for medical assistance. In January 2023, burning complaints were the predominant response call-type, numbering 31 responses. During such responses, fire-related situations are promptly extinguished, and encampment occupants are reminded of the open-air burning by-law.

The Hamilton Fire Department, in collaboration with the Housing Focused Outreach team, developed a printed resource to increase fire safety awareness and support educating people living unsheltered. Approximately 800 of these two-sided, non-destructible flyers were distributed to resource centres and the City's Encampment Response Team in early 2024. In addition, in January 2024 a representative from the Hamilton Fire Department joined the City's Coordinated Response Team to provide ongoing support and best practices related to coordination and risk mitigation at sites.

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An important aspect to note is that application of the Ontario Fire Code principally pertains to buildings and structures but does not apply to tents smaller than 30m² used for camping, personal, or non-commercial purposes. Additionally, the Fire Department is not licensed to remove or transport hazardous materials (including propane cylinders). As such, there is currently no defined process for removal of flammable or combustible materials.

Washroom Access

The need for access to washrooms was echoed by several individuals living in encampments who want the option of using facilities nearby, as well as community partners who provide frontline service. Housing Focused Street Outreach has received several complaints from members of the community reporting human waste requiring clean up or wanting portable washrooms at compliant sites.

To address some of the concerns, two washroom programs were established at central locations within the city and are available on a 24/7 basis. Individuals encamped near washroom programs (i.e., JC Beemer, Corktown Park) report it as one of the reasons they stay nearby but given logistical concerns in counting users of the washrooms who are experiencing homelessness, staff were unable to identify the frequency individuals access the 24/7 washrooms.

In September 2023, shower programs were also established within two locations within the City, Norman Pinky Lewis Recreational Centre, and Bennetto Community Centre. Previously, the City operated a shower program at Eastwood Arena, but due to low uptake (33 visitors over 15 weeks), the program was moved to Bennetto in January 2024, which has seen a mild increase in uptake (6 per week, vs 2 per week). In contrast, Norman Pinky Lewis has seen an average of 14 individuals experiencing homelessness utilize the service each week. More work is required to better understand barriers to service use.

Garbage and Debris Pickup

Housing Focused Street Outreach received several complaints describing parks as being unusable due to the presence of garbage and debris. As individuals move to compliant sites and stay in a single place for longer periods of time, they often accumulate more items at the site, particularly during colder weather months. As a result, the number of complaints related to garbage and debris has maintained at the same level (67-80 requests per month), despite a significant decrease to the number of sites and overall complaints and requests for service.

To facilitate clean-ups at sites across the city, the Parks Section has created a schedule to assist in managing garbage and debris pickup at encampments. To ensure adequate coverage, larger sites that may contain more than one cluster or are currently non-

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compliant with five or more tents are attended to every other day given the level of need, while smaller sites are visited at least once a week.

Managing clean-ups throughout the city can be challenging given that there are ongoing ad hoc requests made of Parks section staff, sometimes related to sites being vacated or recently vacated. As such, a consistent, planned schedules for all sites is not possible. In the meantime, all known encampment sites visited by Parks section are offered garbage bags to help mitigate the spread of garbage and debris, and staff coordinate with individual(s) at the site to detail the location to leave bagged garbage, and approximate time of next pickup.

Additionally, there have been concerns about garbage/debris on private property associated with encampments, which is presently not within the City's scope of work. To alleviate the burden on members of the public to clean up after garbage/debris has been left on their property, Public Works is bringing forward a recommendation report in May 2024 to suggest an approach to address and mitigate these concerns.

Special Events

Throughout the year, the City of Hamilton, and its partners host community events on public lands across the city. As part of holding events the Special Events Advisory Committee (SEAT) reviews the operational details to ensure the health and safety of participants and City assets (parks, roads). Occasionally, some of the 350+ events held each year are planned in spaces already occupied by encampments in a compliant location.

With no specific clause in the Encampment Protocol delineating a process for managing co-location and given the mental health impacts of moving individuals from their compliant space, individual(s) in residing in compliant locations will not be moved as a result of an upcoming or planned event. As encampments move throughout the City, particularly in the summer months, this can lead to tensions and challenges amongst event organizers and City staff that are managed on a case-by-case basis.

Barriers to Housing and Emergency Shelter

Without identified outflow from encampments into indoor spaces such as emergency shelter, temporary or transitional housing, or permanent housing, encampments are likely to maintain or increase in total.

Individual(s) living unsheltered reported several barriers to emergency shelter, including a lack of pet-friendly and couples' spaces, harm reduction friendly policies, privacy concerns, and requirements to leave and return to secure a bed every day, that precluded them from wanting to access the service. When asked if they would consider accessing spaces in the emergency shelter system more suitable to their needs (i.e.,

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some of the barriers to access were potentially reduced), 71% were interested. To reflect this need, Housing Services division continues to explore various program models aimed at providing more inclusive service.

To address the impacts of colder weather and increasing need, in 2023-24 Housing Services Division introduced a number of services and supports aimed at providing greater access to warm, indoor spaces, particularly for individuals who are less likely to access traditional service models and may spend time in encampments. Services offered included the warming bus which operated in cold-weather months overnight and was staffed by two outreach employees, extended hours at resource centres and libraries for individuals looking for immediate respite from colder weather, 45 overnight spaces at Willow's Place, and 50 warming spaces at Good Shepherd Cathedral. Given the benefits associated with the City's Winter Response Strategy and the ongoing need for indoor space, particularly for hardest-to-reach populations, these services have been extended until November 30, 2024. An investment in resources within the Family Shelter system allowed for additional support services for clients in this sector.

Housing also continues to be difficult to acquire for individuals living in encampments, especially those who may require supports that assist in their transition. While many of the individuals living outside had connected with housing workers and were on the Access to Housing waitlist, many still felt unsupported, and shared little to no hope in acquiring housing. While the Encampment Protocol has been developed to provide clarity and balance the needs of individuals living unsheltered and the broader community, and with the knowledge that other approaches (i.e., sanctioned sites) have been considered that would provide temporary relief at high costs, the goal is to use resources towards permanent, humane, cost-effective solutions such as housing. To this end, Housing Service Division has identified resources and strategies that would effectively end chronic homelessness in Hamilton and will be bringing a report with actionable recommendations for Council to consider in June 2024.

To ensure individuals are able to stay in their housing, the City of Hamilton is currently implementing the expanded Tenant Support Program as approved by City Council to help stop vulnerable tenants being displaced and possibly entering into the homelessness serving system. This expanded program includes a partnership with the Hamilton Community Legal Clinic to provide legal support for tenants facing displacement through N-13 and N-12 notices. Additional supports as part of this program are outreach services to tenants through ACORN Hamilton and housing plans and support for tenants who do need to be displaced because of legitimate renovations through the Housing Help Centre Hamilton and Area.

The issue of homelessness and related issues of addiction and mental health continue to cause pressures across the housing and homelessness system and beyond. These are multi-faceted complex issues, and the continuously growing needs are pressuring the capacity of the existing systems. In addition, the issues are challenging and cross-

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departmental in nature, often extending beyond city departments. This is demanding work and has an impact on the City staff working on these issues.

Despite the challenges there are opportunities for us, as a City, to have a positive impact with time. The encampment protocol is not a solution to homelessness, it continues to be a means to manage the crisis within our City providing some stability and options for people experiencing homelessness, however, continued commitment to more solution focused measures is needed in accompaniment with the protocol.

ALTERNATIVES FOR CONSIDERATION

N/A

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report HSC24020/PED24080/PW24030 – Additional Encampment Protocol Considerations

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Additional Encampment Protocol Considerations

The following suggestions were made by City staff and people living unsheltered, based upon their experiences since the Protocol was established in August 2023. Presently, these are not recommendations being made to alter or adapt the existing version of the Encampment Protocol. Each consideration would require risk assessment and a consideration of the associated impacts prior to being made operational.

Provisions to Consider Adding to the Protocol:

- 10 metre distance from war monuments, e.g., Gore Park Cenotaph and Battlefield Monuments. There were also suggestions that the prohibited area(s) include the entire park the war monument was located in.
- 5 metre distance from paths and trails that receive winter maintenance and snow removal, as it may pose a safety risk to those living unsheltered.
- 25 metre distance away from any snow dumping location(s) used by the City during its winter month snow clearance program, as it may pose a safety risk to those living unsheltered.
- Pending City-initiated construction at an existing, compliant location must be vetted by the Coordinated Response Team prior to work starting, to ensure the health and safety of individuals living, and staff working at the site. If the scope of the work is necessary and intensive, the individual(s) staying at a site may be required to move to a new compliant location for the duration of the construction and until open to the public for use again.
- Add clause prohibiting Recreational Vehicles and trailers from parking on public lands (i.e., roadways, lots) within the Protocol, to ensure transparency and consistency of approach from City staff.
- A list of specific areas/locations where individuals living unsheltered can set up tents.
- Some suggestions were made that pausing any enforcement action from occurring during extreme cold weather, heat alerts, or during other inclement weather conditions should be considered, as this can pose a health and safety risk for individuals moving to a new location. There was also a suggestion that maintaining the current approach was beneficial in that it allowed for appropriate discretion.

Provisions to Consider Modifying within the Protocol

- Extend distance away from a transit shelter from 5 to 10 metres to mitigate negative interactions resulting from tents being too close to people awaiting transit
- Add provision that includes distances away from senior's residences and/or Long-Term Care facilities.
- Extend distance a tent or structure must be away from City buildings i.e., 10 metres, to mitigate any potential damages resulting from fires.
- Extend required distance from private property, from 10 to 20 metres, to respond to several complaints received from concerned citizens. This may have significant negative ramifications on available, compliant spaces.
- Extend "on any fenced-in, off-leash dog area." to "within 10 meters of any fenced-in, off-leash dog area" to mitigate health and safety risks for both dog-owners and individuals living unsheltered.
- Adapting fire and camping rules to be more lenient, given the concerns related to cold weather and to ensure individuals living unsheltered can cook food.

Provisions to Consider Removing from Protocol

- Remove reference to Hamilton Alliance for Tiny Shelters and allow for previously designated space to be occupied.
- Remove reference to "under any bridge," as these locations provide protection against inclement weather and mitigate health concerns.



MAYOR'S TASK FORCE ON TRANSPARENCY, ACCESS AND ACCOUNTABILITY REPORT 24-003

2:00 p.m.
Wednesday, April 17, 2024
Room 264
Hamilton City Hall
71 Main Street West

Present: B. Custers, J. Santucci (Co-Chair), M. Stewart (Co-Chair), M. Verhovsek and T. Wingfield

Also Present: B. W. Baker, Community Engagement Advisor, Office of the Mayor
L. Kolar, Legislative Coordinator
C. McIntosh, Legislative Coordinator
M. Stahl, Director of Government Relations and Community Engagement
G. Tedesco, Senior Project Manager - Community Engagement

**THE MAYOR'S TASK FORCE ON TRANSPARENCY, ACCESS AND
ACCOUNTABILITY PRESENTS REPORT 24-002 AND RESPECTFULLY
RECOMMENDS:**

FOR INFORMATION:

Mark John Stewart, Co-Chair, called the meeting to order. A land acknowledgement was read into the record.

(a) APPROVAL OF AGENDA (Item 1)

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

The agenda for the April 17, 2024 Mayor's Task Force on Transparency, Access and Accountability meeting was approved, as presented.

(b) DECLARATIONS OF INTEREST (Item 2)

There were no Declarations of Interest.

(c) MINUTES OF THE PREVIOUS (Item 3)

(i) February 20, 2024 (Item 3.1)

The Minutes of February 20, 2024, were approved, as presented.

(d) COMMUNICATIONS (Item 4)

(i) Improving Service Standards and Transparency Servicing Residents with the Office of the City Clerk, Hafeez Hussain, September 7, 2023. (Item 4.1)

Improving Service Standards and Transparency Servicing Residents with the Office of the City Clerk, Hafeez Hussain, September 7, 2023, was received.

(e) DISCUSSION ITEMS (Item 9)

(i) Work Plan Updates (Item 9.1)

The following Work Plan Updates be received:

(a) Work Plan for Engagement with Interested Parties (Item 9.1(a))

Task Force members discussed the Engagement with Interested Parties document.

(b) Work Plan for Professional Support Engagement (Item 9.1(b))

Task Force members discussed an RFP for Professional Support Engagement, including the scope of work and proposals.

(c) Work Plan for Delegations (Item 9.1(c))

Task Force members discussed upcoming meetings that could be dedicated to delegations from the public.

(f) **ADJOURNMENT (Item 16)**

There being no further business, the Mayor's Task Force on Transparency, Access and Accountability adjourned at 2:48 p.m.

CARRIED

Respectfully submitted,


Mark John Stewart, Co-Chair
Mayor's Task Force on Transparency, Access
and Accountability

Joanne Santucci, Co-Chair
Mayor's Task Force on Transparency, Access
and Accountability

Loren Kolar
Legislative Coordinator
Office of the City Clerk



CITY OF HAMILTON
PUBLIC WORKS DEPARTMENT
Environmental Services Division

TO:	Chair and Members General Issues Committee
COMMITTEE DATE:	May 15, 2024
SUBJECT/REPORT NO:	Clean Up Protocol for Private Property (PW24025) (City Wide) (Outstanding Business List Item)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Cynthia Graham (905) 546-2424 Ext. 2337
SUBMITTED BY:	Cynthia Graham Director, Environmental Services Public Works Department
SIGNATURE:	

RECOMMENDATION

- (a) That staff be directed to complete a competitive procurement for private property clean ups, funded up to a maximum of \$150,000 from the Environmental Services Division – Parks & Cemeteries Section 2024 Operating Budget and to approve the additional 0.5 FTE Temporary Parks Supervisor for up to 24 months with vehicle to oversee the program at a cost of \$74,000 to be funded from the Environmental Services Division – Parks & Cemeteries Section; and,
- (b) Costs to continue this program as a permanent program of the Environmental Services Division will be included in the 2025 Operating Budget for Council consideration;
- (b) That the Criteria Checklist for Private Property Clean Ups outlined in Appendix “A” of Report PW24025 be approved.

EXECUTIVE SUMMARY

At the October 18, 2023 General Issues Committee, Committee amended Report HSC23066(a), the September 2023 Encampment Response Update, to include the following direction to staff:

- (b) That staff be directed to explore the feasibility of a ‘Clean Up Protocol’ enabling

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SUBJECT: Clean Up Protocol for Private Property (PW24025) (City Wide)
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City Staff being able to remove waste from private properties that are adjacent to Encampment sites and report back to the General Issues Committee.

Report PW24025 is the summary of the investigation that staff conducted to determine the legal, labour, cost, and coordination implications of completing clean up efforts on private property, related to encampments. The recommendation of Report PW24025 is to pursue a contractor-hired option for these clean ups, with oversight by a 0.5 FTE Parks supervisor. Currently, staff do not undertake encampment clean ups on non-City property.

In order to qualify for a clean up, residential or small-business property owners working with staff will be asked to complete the Criteria Checklist found in Appendix “A” of Report PW24025, with staff verifying the information and using this completed document to engage the contractor.

Future budget adjustments are anticipated once the actual costs of this work are determined at the end of 2024, and Report PW24025 includes the recommendation to bring those costs forward for Council consideration as part of the 2025 Operating budget process.

Alternatives for Consideration – See Page 5

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: An additional \$150,000 is identified in recommendation a of Report PW24025 to cover the procurement of a contractor for the clean-up. The costs for a 0.5 FTE Temporary Parks Supervisor is \$65,000, as well as a vehicle cost of \$9,000 is required to oversee the program. If these costs cannot be absorbed into the Parks operating budget, it will be identified as a variance at the end of the year. Costs to make this program permanent will be included in the 2025 Operating Budget for Council consideration.

Staffing: An additional 0.5 FTE Temporary Parks Supervisor to oversee the investigation of the requests and oversight of the contractor will be required.

Legal: Legal staff will work with Environmental Services and Procurement staff to ensure the procurement documents are to their satisfaction.

HISTORICAL BACKGROUND

The City of Hamilton’s current Encampment Protocol was ratified by Council on August 18, 2023. The protocol outlines the conditions under which unhoused residents can

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occupy space on city property, how Outreach and By-law staff will engage with those residents, and how clean-up efforts will be coordinated and completed.

The Encampment Protocol only pertains to City-owned lands. If there are encampments on non-City owned lands, currently those are addressed by Municipal Law Enforcement and Hamilton Police Services as a trespass matter.

As staff and Councillors have reviewed requests coming forward related to clean ups at encampment sites, it has become clear that there are times when litter impacts private property adjacent to City lands where encampments are located. Staff have advised Council that City staff do not have the authority to enter private property to assist with clean ups in these situations, and the owners are responsible for the upkeep of their property.

The litter generated by encampments on City lands that are impacting private property do not reflect the owner's efforts to maintain their property to the standards expected and can represent a financial strain to a private homeowner or business. Property owners found in contravention of City By-laws (specifically Yard Maintenance) outside of an encampment and related to garbage and litter may be ordered to comply with the by-law. To mitigate these impacts, staff have reviewed the issue and Report PW24025 recommends a competitive procurement process to hire a contractor to assist residents and small businesses with these impacts.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

The City's Yard Maintenance By-Law applies to properties across the City, and homeowners/business owners are required to keep their yards reasonably free of litter and garbage. Some property owners are being impacted by litter and garbage being generated by encampments across the City, and a property owner may be ordered to comply to address untidy areas.

The clean-up of private property is not contemplated or covered by the existing Encampment Protocol.

RELEVANT CONSULTATION

Housing Outreach staff assisted with analysis of complaints received in order to understand what situations may arise as requests for clean ups are received, and at what frequency throughout the year.

Legal Services staff assisted with review of existing, and the creation of proposed Permission to Enter Agreements if Alternative 1 to Report PW24025 is approved.

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Municipal Law Enforcement staff assisted to review the protocol and advise how complaints will be filtered between regular property standards complaints versus encampment impact complaints.

A scan of colleagues in other municipalities in Ontario indicated that no other jurisdictions that staff are aware of complete clean ups on private property.

Labour Relations staff assisted to identify any conflicts with current collective bargaining agreements and to assist with review of the proposal with CUPE 5167 Union Executive, specifically related to Alternative 1 outlined in Report PW24025 that would involve City staff completing clean-up efforts.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The unsheltered email and voicemail inboxes were reviewed by Housing Outreach staff to get an understanding of where the requests for clean ups on private property have occurred, under what conditions, and how frequently. On average, the Housing Focused Street Outreach team received 151 emails per week since September 2023, and between 15% and 20% of those related to complaints about impacts to private property. That would translate to an anticipated 20-25 complaints per week regarding non-City lands that currently fall outside staff responsibility for clean-up. In general, the complaints being received for non-City lands are not repeats, meaning that staff anticipate 20-25 unique requests for clean-ups each week if the Recommendations of Report PW24025 are approved and the program is implemented.

A competitive procurement process will ensure that qualified contractors will be hired to do the work. The current contractor in place has clear provisions in their contract that restricts their assignments to City-owned properties only. Since staff have not hired contractors to do this type of private property clean-ups before, it is not known what the costs will be for this work. Staff recommend that the program start with an allocation of \$150,000 to start, with adjustments in future years based on program actual costs.

The contractor would be engaged once staff have confirmed that the clean-up is eligible, by using the Criteria Checklist in Appendix “A” to Report PW24025. If the property is not eligible, the matter would then be referred to Municipal Law Enforcement for their assessment if an order to comply is required, related to property standards. If a clean-up is arranged, the contractor will attend the site and do the work, and then send an invoice to staff for payment of the work against the purchase order.

Staff will report these clean up efforts to be included on the weekly summary related to the Encampment Protocol and will show separately for clarity that the clean-up was on private property.

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ALTERNATIVES FOR CONSIDERATION

Alternative 1:

An alternative to the Recommendation (a) of Report PW24025, to facilitate the clean up of private property that is impacted by encampments is to expand the Parks Encampment clean-up team, by an additional Lead Hand and Operator. The existing team that was approved as part of the Encampment Protocol and made permanent with the approval of the 2024 Operating Budget, are at capacity with work cleaning up at existing City properties impacted by encampments. Staff reviewed what would be required to complete work on additional property locations, including consideration of expectations of quick turnaround for clean-ups.

Based on costs to date of clean ups completed by the dedicated Parks team for encampment response, it is anticipated that the annual cost of the expansion of the program to include private property would require an additional Lead Hand FTE, and additional Parks Operator FTE, a vehicle, and will cost \$369,000. The Lead Hand would be involved in the initial review of the request using the Criteria Checklist found in Appendix “A” of Report PW24025 and determine what is required for the clean-up. The Lead Hand and Operator would carry out the clean-ups. The existing Encampment Supervisor will oversee this additional scope of work and staff.

The program would include staff reviewing the complaint, determining if it is related to encampments on City property and having staff work with the property owner to sign a Permission to Enter Agreement, shown in Appendix “B” of Report PW24025. Staff would take before and after photos to document the work completed. This document would only apply if this alternative is enacted. Staff would report these clean-ups in the same way as the park clean-up efforts on the weekly summary but can separate the information for transparency.

If the clean-up request is not determined to be encampment-related, but is a property maintenance standards violation, the matter would be referred to Municipal Law Enforcement for follow-up.

In order to support staff to understand expectations and to protect the health and safety of staff, a draft Standard Operating Procedure has been developed, and is included in Report PW24025 as Appendix “C” and would only apply if this alternative is enacted.

Financial: This alternative includes a requirement for additional funding to support an additional 0.5 FTE Parks Supervisor, 1.0 FTE Parks Lead Hand, 1.0 FTE Parks Operator and vehicle, at a cost of \$369,000 annually. The existing operating budget for clean-ups on City property (\$200,000 added to Parks operating budget as part of the encampment protocol) is fully allocated to

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the City property clean-ups and there is no surplus to allocate to this alternative.

Staffing: This alternative includes an additional 0.5 FTE Parks Supervisor, 1.0 FTE Parks Lead Hand, 1.0 FTE Parks Operator, and a pickup vehicle to support the additional level of effort required to implement the enhanced clean-ups.

Legal: The use of a Permission To Enter Agreement (Appendix “B” to Report PW24025) outlines the conditions for staff to enter private property and identifies the work to be undertaken. Legal staff have prepared this document for use. It should be noted that this agreement is intended for residential and small commercial properties only.

Alternative 2:

A second alternative to the recommendations of Report PW24025 could be to instruct staff to report back on the feasibility of a grant program for financial relief related to encampment clean up impacts on private property. Such a program could be similar to the Protective Plumbing Program, where funds are allocated every year to the program and residents can apply for consideration to recover some, or all of the funds associated with the clean-up costs.

Another program that is currently running that provides some precedent is through Municipal Law Enforcement, where gift cards are provided to property owners to assist them with paint to cover up graffiti on their property. While staff estimate 20-25 requests for clean-ups per week based on current call volumes, it is not clear how many applications for this grant would be received, so an initial allocation of funds could be identified and distributed on a first-apply, first-allocated basis until the funds are depleted. For consideration would also be to pre-qualify contractors for this work, to support residents to find contractors that would be willing to work with them on the clean-ups.

Financial: An initial allocation of funding to start the program would be required and would form part of the report back on the program.

Staffing: N/A

Legal: N/A

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report PW24025 – Criteria for Determining Clean Up on Private

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Property

Appendix “B” to Report PW24025 – Sample Permission to Enter Agreement

Appendix “C” to Report PW24025 – Clean up Protocol for Private Property for
Alternative 1

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Criteria for Determining Clean Up on Private Property

The following criteria is to be used by City staff in determining whether a private property warrants a clean up by the City, in response to a private property owner's service request:

Y	N	CRITERIA
		1. Scope
<input type="checkbox"/>	<input type="checkbox"/>	The property owner has demonstrated financial hardship in being able to adequately clean up their property from the affected area.
<input type="checkbox"/>	<input type="checkbox"/>	The property has been impacted from an encampment in an amount and/or type of litter and debris that is in excess of what a property owner could reasonably be expected to clean up.
<input type="checkbox"/>	<input type="checkbox"/>	The affected area of the property contains items that are larger than what is capable of blowing into a property from wind and weather events. These include, but are not limited to everyday objects such as:
<input type="checkbox"/>	<input type="checkbox"/>	- Furniture; suitcases / luggage; tents; canvases; tarps; glass or sharp objects; full garbage bags
		These may also include hazardous materials such as:
<input type="checkbox"/>	<input type="checkbox"/>	- Human waste; syringes; drug-related substances or narcotics; propane tanks or combustible materials.
<i>NOT IN SCOPE: Wiring theft, fire-related damages, graffiti-related damages.</i>		
		2. Property Use
<input type="checkbox"/>	<input type="checkbox"/>	The property is a private residential or small commercial property.
		3. Property Location
<input type="checkbox"/>	<input type="checkbox"/>	The property is directly adjacent to (abutting) an active and known encampment, or abandoned encampment on City-owned lands
<input type="checkbox"/>	<input type="checkbox"/>	The property shows visible signs of litter / debris impacts from the abutting encampment.
		4. Property Context and Clean Up Occurrences
<input type="checkbox"/>	<input type="checkbox"/>	The property has not already been flagged to Municipal Law Enforcement for property standards or yard maintenance by-law violations.
<input type="checkbox"/>	<input type="checkbox"/>	The property has not been visited yet this month by City staff to undertake a clean up.
		5. Property Access
<input type="checkbox"/>	<input type="checkbox"/>	There is a reasonable amount of access to the affected area of the property for a clean up.
<input type="checkbox"/>	<input type="checkbox"/>	There is space for safe access and movement of City vehicles to conduct the clean up.

The property warrants clean up from the City if you checked "Y" to all criteria rows above.

PERMISSION TO ENTER

B E T W E E N:

[Insert Party name]

– and –

CITY OF HAMILTON (the "City")

- A. I/We, _____ am/are the registered owner(s) of the lands municipally known as _____, Hamilton, Ontario (the "**Property**");
- B. I/We, _____ do not have the ability / means / resources to undertake the clean up and request assistance from the City to clean up the Property; and
- C. The City requests access to the Property for the removal of waste, such as, garbage and human waste (collectively, the "**Works**").

The parties agree as follows:

- 1. On [insert date]_, _[insert name(s)]_____ grants a right of entry in, on, under and across the Property to the City for itself, its servants, agents, employees, contractors and subcontractors ("Authorized Users") for the purposes of carrying out the Works, all to be completed at the City's sole cost and expense.
- 2. The City, or its designate, will repair any damage it has caused to the Property and following the completion of the Works, the City, or its designate, will restore the affected portions of the Property to the condition it was in immediately before the City or its Authorized Users conducted the Works , all at the City's sole cost and expense.
- 3. This Agreement shall be construed and governed by the laws of the Province of Ontario.
- 4. This Agreement may be executed in two or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same agreement. Any signature delivered by facsimile or email shall be binding to the same extent as an original signature page. Any party that delivers a signature by facsimile or e-mail shall deliver an original counterpart to any other party that requests such original counterpart.

IN WITNESS WHEREOF this Agreement has been duly executed by the parties hereto as of the date above first written.

[Insert Party's name(s)]

CITY OF HAMILTON

Per: _____
Name:

Per: _____
Name:

Title:

Clean Up Protocol for Private Property

A) Purpose

This Protocol is intended to provide direction to City staff and to the public pertaining to clean up efforts on private property, adjacent to encampment sites which are located on City-owned property.

There are instances when litter and debris generated from encampment sites impacts adjacent private property. The litter / debris may not reflect the private property owner's efforts to maintain their property to the standards expected and can represent a financial strain or by-law order to a private homeowner or business. This Protocol is in place to mitigate these impacts and assist private property owners, and to define roles, responsibilities, and process steps in the City's clean up efforts on private property resulting from an adjacent encampment site.

B) Shared Principles

When engaging in a clean up response, all staff in a frontline capacity will use the same philosophical approach. In all interactions with people who are living unsheltered in spaces that are adjacent to private property, staff will engage utilizing a human-centered, housing first, health-focused, rights-based approach. All actions will be guided by a commitment to upholding the human rights and human dignity of all individuals living in adjacent encampments, temporary shelters, or tents. Staff will also work to build rapport through mutual respect, effective communication, empathy, and by maintaining transparency around the expectations of individuals living in encampments, temporary shelters, or tents, as well as those private property owners living adjacent to encampments on City-owned property.

C) Complaints and Service Request Information

Property owners who encounter litter / debris on their property that can be attributed as coming from adjacent encampment sites should contact the Coordinated Response Team led by Housing Focused Street Outreach by email at unsheltered@hamilton.ca or by phone at 905-546-2828.

Any contacts made with other internal City divisions or through other City channels regarding encampments, temporary shelters, or tents will also be forwarded to Housing Focused Street Outreach for first response.

D) Criteria for Determining Clean Up on Private Property

The decision-making criteria below will be used by City staff to evaluate the City's response to clean up on private property. A list of criteria – to be used by City staff in determining if a property clean up is warranted – is found in **Appendix A** of this Protocol.

1. Scope:

The property must have been impacted from an encampment in an amount and/or type of litter and debris that is in excess of what a property owner could reasonably be expected to clean up. The property owner must therefore demonstrate undue hardship that warrants a clean up response from City staff. This may include identifying items that are larger than what is capable of blowing into a property from wind and weather events such as:

- a. Furniture;
- b. Suitcases / luggage;
- c. Tents, canvases, tarps;
- d. Glass or sharp objects;
- e. Full garbage bags;

This may also include hazardous materials such as:

- a. Human waste;
- b. Syringes;
- c. Drug-related substances or narcotics;
- d. Propane tanks or combustible materials;

If the health and safety risk is considered serious and/or imminent (e.g. presence of hazards) as identified by City staff, they will communicate with the Coordinated Response Team and prioritize working with community partners to address any remaining safety concern. These partners may include Hamilton Fire Department, Hamilton Public Health's Community Points program, Hamilton Police Services, or any other parties deemed necessary to address the observed health and safety concerns.

2. Property Use:

The property must be a private residential or small commercial property to warrant a clean up by City staff.

3. Property Location:

The property must be directly adjacent to (abutting) an active and known encampment, or abandoned encampment on City-owned lands and must show litter / debris impacts from the adjacent encampment onto private property. City staff will determine on site, at their sole discretion whether a property warrants a clean up:

- a. If litter / debris from an adjacent encampment encroaches onto a property that spills across two (2) properties; or
- b. Whether there is indication of litter and debris from a situation other than an adjacent encampment (ex. Illegal dumping, property standards violations).

4. Property Context and Clean Up Occurrences:

The property must not be already flagged to Municipal Law Enforcement for property upkeep violations.

In instances of recurring service requests, the City will limit clean up responses to once per month per property. City staff will determine on site, at their sole discretion, if exceptions may be granted by waiving the recurring limit to more than once per month.

5. Property Access:

The property must have reasonable access to the affected area identified for a clean up, including for safe access and movement of City vehicles. City staff will make best efforts to reduce impacts to a property such as tire marks or rut marks in the ground on hard or soft surfaces, damaged vegetation or other possible impacts resulting from the clean up. In the event that there is impact to the aforementioned items, the City may re-gain access onto the property for associated remediation works if the work cannot be remediated immediately following the clean up (due to weather events, soil conditions).

E) Clean Up Response Process

The following step-by-step process provides a detailed breakdown of actions that shall occur during a clean up response.

STEP 1: A property owner contacts the City to make a formal complaint / service request by contacting unsheltered@hamilton.ca or 905-546-2828

STEP 2: City staff receive an intake request and conduct an internal assessment prior to making contact with the property owner to determine if affected area is encampment-related.

STEP 3: If City staff deem the affected property clean up area as encampment-related, City staff contact the property owner to arrange a site meeting.

STEP 3: City staff meet with the property owner on site to conduct a site review / assessment. City staff assess the area to determine whether it warrants a clean up using a checklist of criteria (noted in Section D of this Protocol; checklist also in **Appendix A**). If the private property meets the criteria, City staff issue the property owner a Permission to Enter Agreement (see **Appendix B**).

STEP 4: The property owner reviews the Permission to Enter Agreement, reviews with their legal counsel if desired, and provides written authorization (signature) to City staff.

STEP 5: City staff take "before" photographs to document what they see at the time of the visit and determine scope of the clean up.

STEP 6: City staff arrange a time with the property owner to come back and clean up the site. If the adjacent encampment is still active, City staff coordinate a time to come back and clean up the site together with Hamilton Police Services, using the process outlined in the Encampment Clearance standard operating procedure.

STEP 7: City staff access the site and perform the clean up. Staff take "after" photographs to document how they left the space and issue a formal written Notice to the property owner that the clean up is complete. If damage to the property (i.e. ground surfaces, vegetation, overhead

wiring) is impacted, staff return to the site to perform remediation work. Staff take "after" photographs to document how they left the space and issue a formal written Notice to the property owner that the clean up is complete.

STEP 8: City staff document the service request and mark it "complete". Staff provide ongoing updates through reporting to be used in email summaries, as well as monthly ongoing reports to Council.

F) Health and Safety

Defining specific health and safety issues is difficult and can be based upon several factors unique to a particular site or circumstance. Some examples include, exposed electrical wiring, accumulation of discarded needles, illegal activity, abuse, threats or violence against staff, HPS or other persons, improper use or storage of propane tanks and other flammable materials, acts involving weapons. Health and safety issues may also be identified via complaints from the private property owners in relation to an adjacent encampment, temporary shelter, or tent; for example regarding harassment, vandalism, and/or stolen personal property.

Health and safety concerns existing for those living within or adjacent to an encampment, temporary shelter, or tent will be addressed in a reasonable and timely fashion, in good faith, on a case-by-case basis, prioritizing the seriousness of the concern and recognizing that there is a need to balance the needs of both the individual living in an encampment, temporary shelter, or tent and adjacent private property owner.

In situations where the need to intervene is less acute, the City may consult with additional internal and external partners to determine how to best balance the needs of individuals living encamped and adjacent private property owners.

If at any time City staff encounter someone in medical distress requiring immediate attention, witness violence, or believe violence to be imminent to people living in encampments, temporary shelters, or tents, staff, or community members, they will call 911 and notify emergency medical, Hamilton Fire Department, or Hamilton Police Services (including members of the Hamilton Police Crisis Response Branch) to have the appropriate services dispatched. Additionally, City staff will leave the site irrespective of all procedures above, if their health and safety is currently being, or at risk of being threatened. To ensure safety of staff, the presence of Hamilton Police Services may be required while visiting the site.

G) Reporting

To provide ongoing accountability and transparency to the City's clean up response on private property and the implementation of its Clean Up Protocol, communication with Council and Ward Councillors regarding the Clean Up Protocol will be through the weekly email summary, as well as the monthly, ongoing reports to Council and include data and trends, operational updates, and any continuous improvement measures implemented to further efforts toward

providing ongoing accountability and transparency to the City's clean up response program and the implementation of its Clean Up Protocol.

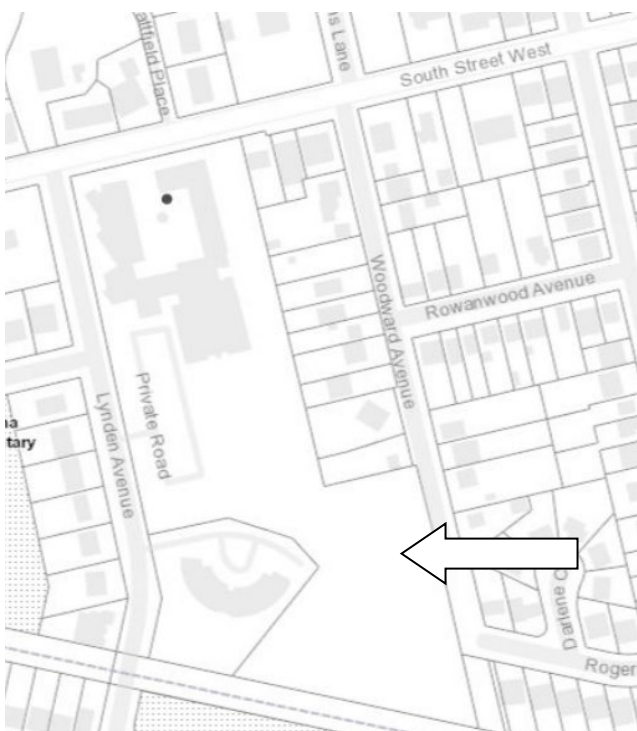
H) Communicating Protocol to Private Property Owners Living Next to Encampments

The following approaches will be taken to build understanding of the Protocol:

- a. Housing Focused Street Outreach workers will have an information sheet outlining expectations of the Clean Up Protocol, to be shared with private property owners living adjacent to encampments when staff visit an encampment. This resource will also be provided to Ward Councillor's offices to assist any inquires received by elected representatives.
- b. City partners who also engage in frontline response, i.e., Parks and Cemeteries Section and Municipal Law Enforcement, will be provided information sheets to share with private property owners who live adjacent to encampments within the City, and community partners upon request.
- c. The City will post the Clean Up Protocol and information sheet on the City's website for public access.



KEY MAP

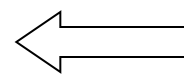


LOCATION PLAN

41 South Street West,
Dundas

CITY OF HAMILTON
Planning and Economic Development Department
Corporate Real Estate Office

LEGEND



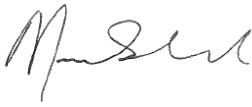


SUBJECT SITE

SCALE
NOT TO SCALE

DATE
2024-04-29



INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	May 15, 2024
SUBJECT/REPORT NO:	Feasibility Analysis of 171 Main Street East (PED23099(c)/HSC23028(c)) (Ward 2) (Outstanding Business List Item)
WARD(S) AFFECTED:	Ward 2
PREPARED BY:	Chris Phillips (905) 546-2424 Ext. 5304 Leah Macnamara (905) 546-2424 Ext. 1213 Robert Glazer (905) 546-2424 Ext. 1691 Jeff Wingard (905) 546-2424 Ext. 4026
SUBMITTED BY:	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
SIGNATURE:	
SUBMITTED BY:	Raymond Kessler Chief Corporate Real Estate Officer Planning and Economic Development Department
SIGNATURE:	
SUBMITTED BY:	Justin Lewis Director, Housing Secretariat Healthy and Safe Communities Department
SIGNATURE:	

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**SUBJECT: Feasibility Analysis of 171 Main Street East
(PED23099(c)/HSC23028(c)) (Ward2) - Page 2 of 5**

Discussion of Confidential Appendix “A” to Report PED23099(c)/HSC23028(c), this Report in closed session is subject to the following requirement(s) of the City of Hamilton’s Procedural By-law and the *Ontario Municipal Act, 2001*:

- **A proposed or pending acquisition or disposition of land for City or a local board purpose.**
- **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.**

RATIONALE FOR CONFIDENTIALITY

Confidential Appendix “A” to report PED23099(c)/HSC23028(c) is being considered in Closed Session as it contains detailed financial information.

RATIONALE FOR MAINTAINING CONFIDENTIALITY

Staff are recommending that Appendix “A” to report PED23099(c)/HSC23028(c) remain confidential, as it involves the analysis, strategy, plan, and potential disposition of real property.

COUNCIL DIRECTION

In accordance with the December 13, 2023, Council direction, this Report provides information on the feasibility of utilizing 171 Main Street East as a site for an affordable housing development. This Report explores the merits of both the staff recommendation from Report PED23099(a)/HSC23028(a) of offering the site as a Market Sale with proceeds to support affordable housing development elsewhere in the city, as well as offering the site as a Nominal Sale to support an on-site affordable housing development.

INFORMATION

At the December 6, 2023, General Issues Committee, Report PED23099(a)/HSC23028(a) recommended that staff proceed with a market offering of 171 Main Street East with the net proceeds of the sale to be allocated to the affordable housing reserve. The affordable housing reserve is a key objective to supporting the four pillars identified in the Housing Sustainability and Investment Roadmap. At the Council meeting on December 13, 2023, staff were subsequently directed to complete a feasibility study to evaluate the costs and benefits of both the staff recommendation (market offering) and the potential to earmark the land for an affordable housing project.

**SUBJECT: Feasibility Analysis of 171 Main Street East
(PED23099(c)/HSC23028(c)) (Ward2) - Page 3 of 5**

Located at the corner of Main Street East and Ferguson Avenue South, the site is approximately 0.47 acres with direct access to transit and other amenities. The site is an existing municipal surface parking lot which is zoned Downtown Central Business District Zone. The site is within the Downtown Hamilton Secondary Plan. The current municipal surface parking lot contains approximately 60 parking stalls.

Staff conducted an analysis to review the feasibility of three disposition strategies:

- (a) The staff recommendation for market offering;
- (b) Nominal sale/lease of the property to be used entirely for an affordable housing project; and,
- (c) A covenant sale that would see a minimum proportion of units earmarked for affordable housing.

Additionally, consideration for how a degree of replacement public parking would factor into each alternative is discussed. In addition to the internal review, staff consulted with a member of the Hamilton is Home coalition. Each scenario was assessed based on its contribution to overall housing supply and particularly to affordable housing supply in Hamilton, as well as to the speed of implementation of these outcomes, and finally the difficulty in achieving the desired outcome both at the subject site and within the housing market.

The results of the analysis (see Confidential Appendix “A” to Report PED23099(c)/HSC23028(c)) supports the original, staff recommendation for the disposition of 171 Main Street East in the form of a market offering with the net proceeds of the sale to be used to support affordable housing. This would involve using the proceeds of the property disposition as a contribution to other more immediate affordable housing opportunities with greater impact.

The costs and benefits of each disposition strategy are herein discussed.

Market Offering

The objective of a market offering sale is to sell a valuable piece of city-owned land on the open-market. Proceeds from the sale would be placed in the Affordable Housing Reserve, which is dedicated to supporting affordable housing projects city-wide. Continuous and dedicated year-over-year funding for the affordable housing reserve is a critical part of the Housing and Sustainability Investment Roadmap, as the reserve will act as a supportive funding source toward the four pillars and the development and retention of affordable housing projects city-wide. Currently, the proposed goal is to achieve 900 affordable housing units per annum. It is anticipated that the contributions

**SUBJECT: Feasibility Analysis of 171 Main Street East
(PED23099(c)/HSC23028(c)) (Ward2) - Page 4 of 5**

of these sale proceeds to the reserve could assist in breaking ground on four-to-five projects over the next two-to-four years to realize the addition of over 350 units to the City's affordable housing inventory.

Based on the size, location, and an assessment of the land use planning permissions, the site can accommodate a high-density form of development to a maximum height of 30-stories. Given the anticipated construction price to fully maximize the development potential of the site, a private developer with access to a range of capital funding/financing sources would be best positioned to leverage the site to support the City of Hamilton in meeting its housing targets within the urban boundary. In this scenario, the public parking would be eliminated unless negotiated through a parking agreement. The market offering sale would achieve 350 market rate units, and zero affordable housing units at the subject site. Together with the sale proceeds to support affordable housing, the overall impact would be an increase of approximately 700 units to the housing supply in Hamilton. The full development potential of the site has been analysed as summarized in Confidential Appendix "A" to Report PED23099(c)/HSC23028(c).

Downtown Hamilton is identified as an Urban Growth Centre in the Province's Growth Plan for the Greater Golden Horseshoe, which includes prioritizing intensification and higher densities in strategic growth areas. The Staging of Development Report brought to Planning Committee on December 5, 2023, identifies anticipated development in the next three years including short, medium, and long-term residential intensification developments. In the report, approximately 49,700 potential units have been identified in intensification projects across the city with 44% of units within Ward 2. Through market research, in the year 2023, five redevelopment sites sold within Ward 2. Currently (March 2024), there are two redevelopment property listings within Ward 2 for sale on the open market. In comparison, when analysing the demand for existing apartment buildings in the downtown area, one comparable sale which occurred in 2020 was identified and currently (March 2024) very few apartment buildings (mainly low rise) are listed for sale in Ward 2. The findings are showing a higher demand to develop/build in downtown Hamilton in comparison to the demand for purchasing existing apartment buildings.

Nominal Value

The objective of a nominal value sale or lease is to provide a parcel of city-owned land at nominal value to a non-profit housing provider for the purpose of developing an affordable housing project. The benefit of a nominal lease strategy would have the city operating as a land bank, securing a set affordability of the developed units over an identified period of time while retaining ownership of the land.

**SUBJECT: Feasibility Analysis of 171 Main Street East
(PED23099(c)/HSC23028(c)) (Ward2) - Page 5 of 5**

Based on high level cost analysis, achieving maximum density of the site would be financially challenging for an affordable housing development by a non-profit provider. Analysis of the feasibility of this scenario is included in Confidential Appendix "A" to Report PED23099(c)/HSC23028(c). This approach would deliver approximately 350 affordable housing units and would take a significantly longer time period to implement. It also reduces the opportunity to contribute to more immediate and shovel-ready affordable housing projects.

Covenant Sale

The objective of a covenant sale is to sell a valuable piece of city-owned land to a developer, with certain development performance obligations. In this case, the covenants could be for the development of affordable housing as a part of a mixed affordable/market project and securing replacement public parking. The sale would include a covenant to specify the number of affordable units, affordability period and depth of affordability. The lands would need to be sold at a discount to full market value to partially off-set the cost to develop the affordable units. Any proceeds of sale would be placed in the Affordable Housing Reserve to support affordable housing development citywide.

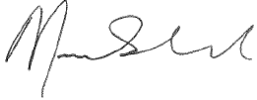


Staff analysed the feasibility of a covenant sale as attached in Confidential Appendix "A" to Report PED23099(c)/HSC23028(c), ensuring the delivery of a specified number of affordable units at a specified affordability depth and length of time. This option ensures that affordable housing is provided on site as 140 units (40% of total units) and 210 units at market rate (60% of total units), maximizing the development potential which supports the city in achieving its housing targets, and may provide funding to be used elsewhere to support other affordable housing projects. This ratio of units was identified based on requirements from Canada Mortgage and Housing Corporation to qualify for supportive funding. The analysis demonstrates that a covenant sale would allow the development of the site to maximize the development potential based on current land use planning permissions. The delivery of public parking to support the nearby Business Improvement Area, if desired, may be negotiated. Depending on the Covenant Sale scenario as described in Confidential Appendix "A" to Report PED23099(c)/HSC23028(c), a significantly reduced amount of funds (when compared to a Market Offering) or no funds are available for the Affordable Housing Reserve.

APPENDICES AND SCHEDULES ATTACHED

Confidential Appendix "A" to Report PED23099(c)/HSC23028(c) – Summary of
Disposition Strategy
Analysis



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
 Economic Development Division
 and
HEALTHY AND SAFE COMMUNITIES DEPARTMENT
 Housing Secretariat Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	May 15, 2024 (December 6, 2023)
SUBJECT/REPORT NO:	Housing Sustainability and Investment Roadmap Work Program: City Property Review and Property Disposition Strategies (PED23099(a)/HSC23028(a)) (City Wide) Sub-section (a) DEFERRED from December 13, 2024 Council Meeting.
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Van Hua (905) 546-2424 Ext. 1751 Leah Macnamara (905) 546-2424 Ext. 1213 Chris Phillips (905) 546-2424 Ext. 5304 Jeff Wingard (905) 546-2424 Ext. 4026
SUBMITTED BY: SIGNATURE:	Norm Schleeahn Director, Economic Development Planning and Economic Development Department 
SUBMITTED BY: SIGNATURE:	Raymond Kessler Chief Corporate Real Estate Officer Planning and Economic Development Department 
SUBMITTED BY: SIGNATURE:	Justin Lewis Director, Housing Secretariat Healthy and Safe Communities Department 

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SUBJECT: Housing Sustainability and Investment Roadmap Work Program: City Property Review and Property Disposition Strategies (PED23099(a)/HSC23028(a)) (City Wide) - Page 2 of 10

RECOMMENDATION

- (a) That staff be directed to proceed with a market offering of the city-owned property at 171 Main Street East, in accordance with the “Procedural By-law for the Sale of Land” being By-law No. 14-204, with the net proceeds of the sale to be used for affordable housing purposes;
- ~~(b) That staff be directed to initiate a Zoning By-law Amendment application for the city-owned property at 9 Clarence Street for the purpose of permitting multiple-dwellings (DE-2) of five storeys, and report back to General Issues Committee with a disposition strategy for a nominal value sale to a non-profit affordable housing provider or a direct partnership with a non-profit housing provider, for the purpose of affordable housing;~~
- ~~(c) That staff be directed to initiate a Zoning By-law Amendment application for the city-owned property at 70 Hope Avenue for the purpose of permitting multiple-dwellings (DE-2) of three storeys and report back to General Issues Committee with a disposition strategy for a nominal value sale to a non-profit affordable housing provider or a direct partnership with a non-profit housing provider, for the purpose of affordable housing;~~
- ~~(d) That the property known as 5 Lake Avenue South, Stoney Creek be declared surplus to the requirements of the City of Hamilton, in accordance with the “Procedural By-law for the Sale of Land” being By-law No. 14-204, for the purposes of achieving the city’s affordable housing objectives, and that staff be directed to use an open process to select a non-profit housing provider and negotiate an agreement for the disposition of 5 Lake Avenue South, Stoney Creek for net nominal value consideration, for the purpose of affordable housing, and report back to General Issue Committee for approval;~~
- ~~(e) That staff be directed to use an open process to select a non-profit housing provider and negotiate an agreement for the disposition of 13 Lake Avenue South, Stoney Creek for net nominal value consideration, for the purpose of affordable housing, and report back to General Issue Committee for approval;~~
- ~~(f) That staff be directed to initiate a Zoning By-law Amendment Application for the city-owned property at 1126 Garth Street for the purpose of permitting multiple-dwellings (DE-2) of three storeys and report back to General Issues Committee on a disposition strategy for a nominal value sale to a non-profit affordable housing provider or a direct partnership with a non-profit housing provider, for the purpose of affordable housing;~~

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SUBJECT: Housing Sustainability and Investment Roadmap Work Program: City Property Review and Property Disposition Strategies (PED23099(a)/HSC23028(a)) (City Wide) - Page 3 of 10

~~(g) That a new capital project with funding of up to \$150K from the Housing Accelerator Fund Reserve #112259, be approved to be used for costs associated with the rezoning and disposition of the properties identified in Recommendations (a) (f) to Report PED23099(a)/HSC23028(a).~~

EXECUTIVE SUMMARY

One of the year 1 priorities, (action 7), in the Housing Sustainability and Investment Roadmap is to complete a full assessment of city-owned properties to identify the suitability of potential sites for affordable housing development. This Report provides an update on the work plan for that portfolio review. Staff will be reporting back to General Issues Committee with additional sites and outcomes of the review as opportunities are identified. This Report is also seeking Council approval for immediate strategies for six city-owned properties that have been identified through previous analysis and meet the city's affordable housing objectives. The disposition strategies for these six properties would happen concurrently with the broader portfolio review.

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: Up to a maximum of \$150K, funded by the Housing Accelerator Fund Reserve #112259, be used towards costs associated with rezoning and disposition of the properties identified in Appendix “B” to Report PED23099(a) HSC23028(a), as approved through Report HSC23017/FCS23062/PED23143.

Staffing: Two full time equivalent staffing resources will be required to complete the work in the Real Estate Workplan. This will be fully funded by the Housing Accelerator Fund and created through the delegated authorities provided by Council through Report HSC23017/FCS23062/PED23143.

Legal: None.

HISTORICAL BACKGROUND

On November 23, 2016, Council approved the Planning Committee Report 16-020, including Report PED16205 entitled “Update and Declaration of Surplus of Downtown City-owned Surface Parking Lots”. Among other things, the Report was seeking approval to declare certain Car Park Lots surplus to the requirements of the city. This current Report builds upon one of the Car Park Lots, 171 Main Street East, that was declared surplus through Report PED16205.

SUBJECT: Housing Sustainability and Investment Roadmap Work Program: City Property Review and Property Disposition Strategies (PED23099(a)/HSC23028(a)) (City Wide) - Page 4 of 10

On January 24, 2018, Council approved GIC Report 18-002 including Report PED17219 entitled “Properties and Process for Disposition of Lands for Affordable Housing”. Among other things, the Report was seeking approval to declare certain city-owned properties surplus to the requirements of the city and proposed disposition strategies in support of Affordable Housing. This current Report builds upon five of the properties, the disposition strategies, and the site selection criteria referenced and approved in Report PED17219.

On April 26, 2023, Council approved the Housing Sustainability and Investment Roadmap Report (HSC23028/FCS23055/PED23099). The Report included a Year 1 Program of Work which directs a re-initiation of a portfolio review on city-owned properties to identify the suitability of potential sites for affordable housing development.

On June 7, 2023, Council approved Report HSC23017/FCS23062/PED23143, entitled “Canadian Mortgage and Housing Corporation Housing Accelerator Fund”. One of the initiatives in the Housing Action Plan is regarding the Land and Property Disposition Program for Housing, which will create a dedicated team to identify and implement opportunities for disposition of city-owned lands for the purpose of developing affordable housing.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

In accordance with the City’s Portfolio Management Strategy and City of Hamilton Sale of Land Policy, By-law 14-204, property no longer required for municipal programs is declared surplus by Council and disposed of in accordance with the Policy.

RELEVANT CONSULTATION

- Healthy and Safe Communities: Housing Secretariat;
- Planning and Economic Development: Economic Development; and,
- Corporate Services: Financial Planning Administration, Legal Services.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

City Property Program of Work Updated Review

As identified in the Year 1 Program of Work (action 7) of the Housing Sustainability and Investment Roadmap, a review of all city-owned properties will be completed to identify suitability of sites for affordable housing development, through use of available land or

SUBJECT: Housing Sustainability and Investment Roadmap Work Program: City Property Review and Property Disposition Strategies (PED23099(a)/HSC23028(a)) (City Wide) - Page 5 of 10

intensification of existing buildings. The review of city-owned properties will be conducted using a two-part approach.

Part 1:

This first stage includes a review of the portfolio of approximately 1,900 city-owned properties to identify opportunities based on criteria established by the Housing Sustainability and Investment Roadmap Steering Committee. This review evaluates individual properties, with a focus on properties that are underutilized or surplus. Consideration will be given to adjacent property uses and ownership to identify potential land assembly opportunities.

Select properties will move to the due diligence phase which includes an internal city-wide divisional/agency circulation of identified properties to collect relevant information and identify municipal interests. Further analysis of property characteristics, site specific opportunities and constraints, feasibility, planning and/or environmental studies and internal/external consultation will be completed as appropriate. Depending on the complexity of a site, due diligence work generally takes four to six months to work through, per site. Multiple sites are assessed simultaneously. Upon completion of the due diligence step, an applicable disposition strategy will be determined and brought to Council for consideration and approval.

Part 2:

This second stage includes a deeper review of city-owned properties with a lens to identify opportunities based on additional considerations not evaluated in Part 1 above. These additional considerations include but are not limited to:

- Vertical opportunities for intensification over existing municipal facilities;
- Excess/underutilized land on existing/operational municipal properties; and,
- Strategic re-purposing or re-locating of municipal facilities or services, as identified in the underutilized property review.

The city's portfolio plans, master plans, asset management plans, and capital project plans will be taken into consideration. Select properties will move to the due diligence and consultation phase (similar to the due diligence performed in Part 1). Upon completion of the due diligence step, an applicable site strategy will be determined. It is anticipated that this step of the process can take upwards of six months to complete for some sites, while other sites will have their own timeframe to be determined.

SUBJECT: Housing Sustainability and Investment Roadmap Work Program: City Property Review and Property Disposition Strategies (PED23099(a)/HSC23028(a)) (City Wide) - Page 6 of 10

Subsequent to the identification of properties for affordable housing opportunities, a disposition strategy suitable to maximizing the property opportunity will be determined and brought to Council for consideration and approval.

Typical disposition strategy approaches include:

- Market Offering – typically a highest and best use sales. Properties may not be suitable for a focused affordable housing development, but net proceeds from sale could be deposited in the Affordable Housing Reserve and used to provide funding affordable housing initiatives and projects;
- Covenant Sale – properties appropriate for housing development that are identified as best suited for development with a provision of an affordable housing component through the long-term commitment/covenant and offered to the market expecting a lower return;
- Nominal Value Contribution – sale of property at nominal value, to ensure feasibility of affordable housing in high-priority areas; and,
- Direct Partnership – through partnership (usually with existing social and/or affordable housing providers), property and funding being two elements of the city's contribution to ensure the development of affordable housing units.

An illustration of the Program of Work timeline is as follows:

IDEAL PROGRAM OF WORK TIMELINE																								
Stages:	Year One												Year Two											
	Months																							
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Part 1: Initial Review																								
Part 1: Due Diligence																								
Part 2: Strategic Review																								
Part 2: Due Diligence																								
Disposition of Property																								

Given the current resource challenges in the Corporate Real Estate Office, additional staff resources will be required to complete the property review work program in a timely manner. Funding for these additional resources will be provided by the Housing Accelerator Fund, Housing Action Plan, Initiative 4.

SUBJECT: Housing Sustainability and Investment Roadmap Work Program: City Property Review and Property Disposition Strategies (PED23099(a)/HSC23028(a)) (City Wide) - Page 7 of 10

Identified Properties for Strategic Disposition

Over consecutive terms, Council has approved recommendations to surplus a number of city-owned sites to be disposed of for (re)development, many for the purposes of affordable housing. As a result of staff evaluating and assessing the development feasibility of a number of sites, some for the explicit purposes of developing, constructing and operating affordable housing, six sites are being recommended for immediate action. The type of analysis typically undertaken includes:

- i. Identifying key issues (e.g., regulatory, financial, external etc.) required to bring the sites to “development-ready”, meaning to the stage of requiring only Site Plan and/or Building Permit approval;
- ii. Assessing the populations that could be served within the constraints of the sites (e.g., unit sizes, degree of affordability);
- iii. Assessing any incentive programs and/or tools that could be employed to facilitate affordable housing development on the Sites;
- iv. Identification of assumptions for a development financial pro-forma (Business Case) to determine feasibility; and,
- v. Site-by-Site assessment of constructability, including proposed architectural massing and floor plans, as well as identified restrictions to development.

The following is a summary of the six identified Sites (see Appendix “A” to Report PED23099(a) HSC23028(a) for a location map) including existing conditions, options for affordable housing, as well as a site-by-site recommended strategy (see Appendix “B” to Report PED23099(a) HSC23028(a) for a summary).

171 Main Street East (Ward 2 – Downtown Hamilton)

Located at the corner of Main Street East and Ferguson Avenue South, the site is approximately 0.47 acres with direct access to transit and other amenities. The site is an existing municipal surface parking lot with current zoning (D1) Downtown Central Business District. The site is covered by the Downtown Secondary Plan.

Based on the size, location, and an assessment of the potential for increased density for the site, staff have not undertaken an architectural massing or floor planning exercise for the property at this time. The site will accommodate high-density form of development, and therefore any required planning approvals for the site is best to be led by the ultimate developer of the site.

SUBJECT: Housing Sustainability and Investment Roadmap Work Program: City Property Review and Property Disposition Strategies (PED23099(a)/HSC23028(a)) (City Wide) - Page 8 of 10

Given both the permitted and the potential for increased density on the site, staff do not believe the greatest opportunity for this site would be suitability solely as an affordable housing development. Local non-profit housing providers have indicated a desire for multiple smaller-scale projects, as opposed to singular larger-scale projects. The substantial upfront development and construction costs, combined with the long-term operational costs, would diminish the feasibility for a solely affordable housing project at this site in the near-term. Lastly, if the site was identified for solely affordable housing, all indications are it would not utilize the potential density of the site.

Strategy: Disposition of this site on highest and best use basis, and the net proceeds of sale transferred to the Affordable Housing Reserve, to be used for the intended purpose of building affordable housing on other sites within the city (Market Offering).

9 Clarence Street (Ward 2 – Downtown Hamilton)

Located on Clarence between Queen Street North and Hess Street North, the site is approximately 0.44 acres with direct access to transit and other amenities. The site is existing vacant land with current zoning JJ/S-450, Restricted Light Industrial District. An architectural massing or floor planning exercise has not been completed for the property.

Staff are aware of access limitations to the site and are exploring potential acquisitions of an adjacent parcel that would facilitate satisfactory access to the site to support future development.

Strategy: A city-initiated re-zoning to permit the residential use and building form, and once permitted zoning is in place, to proceed to disposition for the intended purpose of building affordable housing on the site (Nominal Value Contribution or Direct Partnership).

70 Hope Avenue (Ward 4 – Hamilton East)

Located on Hope Avenue near Kenilworth, the site is approximately 0.7 acres with direct access to transit, and other amenities. The city's ownership pre-dates the 1970's and the land-use allows for mixed-use and/or medium density, within the existing commercial zoning. The assessment of the site indicates it could accommodate a three-storey building with a footprint of approximately 29,600 square feet, yielding 54 self-contained one-bedroom units, a tenant amenity area, 22 covered surface parking spaces, and bike parking, while maintaining the existing municipal two-way rear-laneway.

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SUBJECT: Housing Sustainability and Investment Roadmap Work Program: City Property Review and Property Disposition Strategies (PED23099(a)/HSC23028(a)) (City Wide) - Page 9 of 10

Strategy: A city-initiated re-zoning to permit the differing residential use and building form, and once permitted zoning is in place, to proceed to disposition for the intended purpose of building affordable housing on the site (Nominal Value Contribution or Direct Partnership).

5 and 13 Lake Avenue South (Ward 5 - Stoney Creek)

Located on Lake Avenue just south of King Street East in the downtown of Stoney Creek, the sites have a lot-area of 0.15 acres (5 Lake Avenue South) and 0.92 acres (13 Lake Avenue South) respectively. Although the sites are not contiguous, the two lots are part of an existing municipal surface parking lot which extends east to Mountain Avenue South. Both sites have been owned by the city since pre-1970's, and have direct access to transit, and other amenities. Both sites have C5-Mixed-use Medium Density zoning in place.

5 Lake Avenue South could accommodate a three-storey building with a footprint of approximately 4,736 square feet, yielding 24 self-contained studio-units, tenant amenity area, and eight parking spaces.

13 Lake Avenue South could accommodate a five-storey building with a footprint of approximately 6,351 square feet, yielding 43 self-contained one-bedroom units, tenant amenity area, common area, and 22 parking spaces.

Strategy: Existing zoning would permit the residential use and building form, although the potential for variances may be required. Therefore, these properties could proceed to disposition for the intended purpose of building affordable housing on the site (Nominal Value Contribution or Direct Partnership). Staff also recommend declaring surplus 5 Lake Avenue South for procedural purposes.

1126 Garth Street (Ward 14 – West Mountain)

Located close to Garth Street and the Lincoln M Alexander Parkway, the site is approximately 0.55 acres with direct access to transit and other amenities. The city acquired the site in 1993, with the land use permitting residential and the current zoning (RT-20 "H") restricting the site to townhouses or maisonette. The assessment of the site indicates it could accommodate a three-storey building with a footprint of approximately 9,149 square feet, yielding 34 self-contained one-bedroom units, tenant amenity space, and 18 parking spaces.

Strategy: A city-initiated re-zoning of the existing zoning to permit the differing building form and then to proceed with disposition for the intended purpose of building affordable housing on the site (Nominal Value Contribution or Direct Partnership).

**SUBJECT: Housing Sustainability and Investment Roadmap Work Program: City
Property Review and Property Disposition Strategies
(PED23099(a)/HSC23028(a)) (City Wide) - Page 10 of 10**

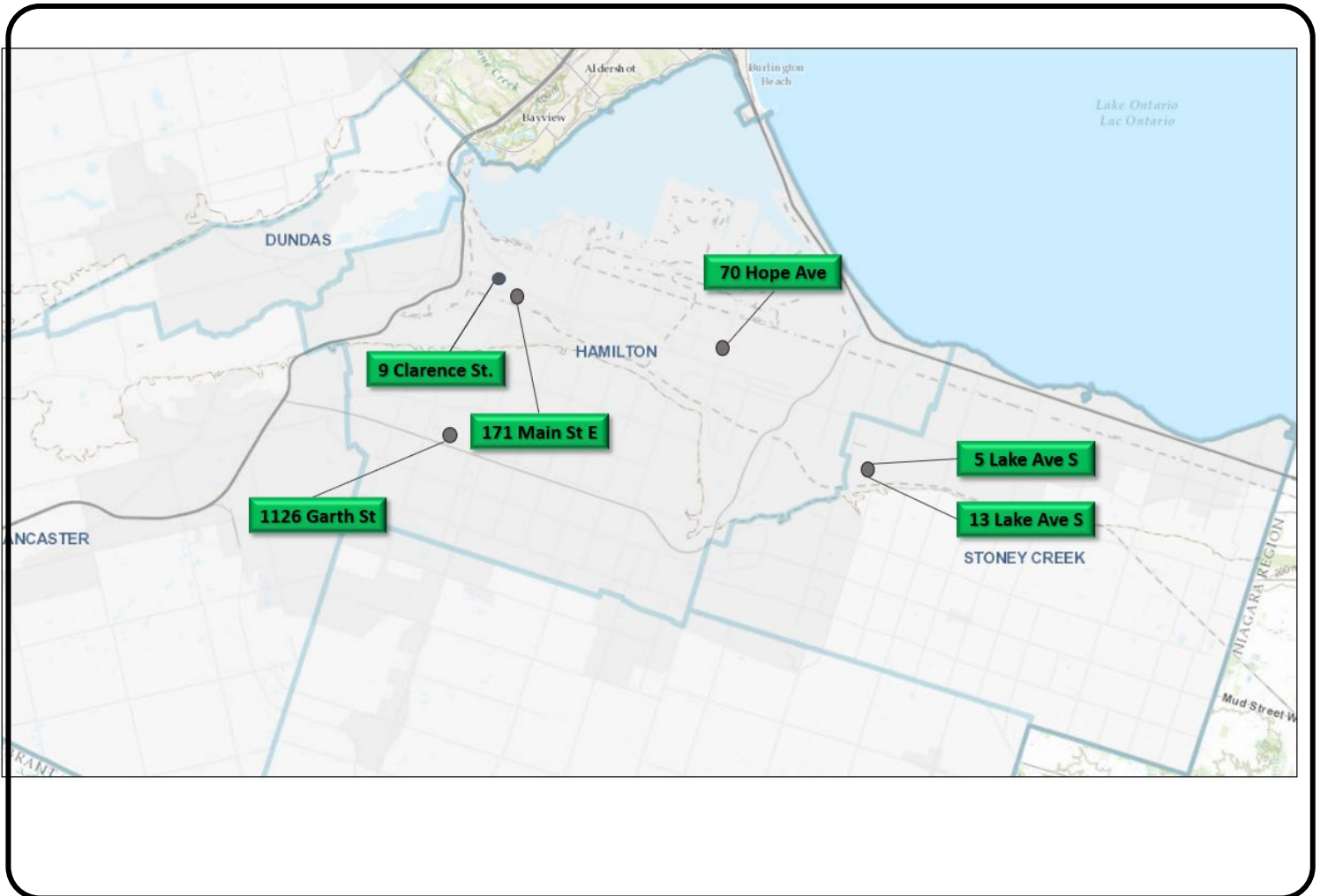
ALTERNATIVES FOR CONSIDERATION

Not Applicable.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report PED23099(a)/HSC23028(a) – Map of Identified Properties for
Disposition

Appendix "B" to Report PED23099(a)/HSC23028(a) – Summary of Property Strategies



LOCATION PLAN

Various Sites,
Hamilton

CITY OF HAMILTON
Planning and Economic Development Department
Corporate Real Estate Office

Appendix "B" to Report PED23099(a)/HSC23028(a)

Page 1 of 1

Summary of Property Strategies

Address	Strategy	
	Re-zoning	Disposition
171 Main St E (Ward 2)	Not required	Market Offering
9 Clarence St (Ward 2)	Re-zone to permit multiple dwellings (DE-2)	Nominal Value Contribution or Direct Partnership
70 Hope Ave (Ward 4)	Re-zone to permit multiple dwellings (DE-2)	Nominal Value Contribution or Direct Partnership
5 Lake Ave S (Ward 5)	Not required	Nominal Value Contribution or Direct Partnership
13 Lake Ave S (Ward 5)	Not required	Nominal Value Contribution or Direct Partnership
1126 Garth St (Ward 14)	Re-zone to permit multiple dwellings (DE-2)	Nominal Value Contribution or Direct Partnership



Hamilton

**ACCESSIBILITY COMMITTEE FOR PERSONS WITH
DISABILITIES
REPORT 24-003
4:00 p.m.
Tuesday, April 9, 2024
Virtually Via Webex**

Present: Councillor M. Tadeson, J. Kemp (Chair),
P. Kilburn (Vice-Chair), H. Bonenfant,
B. Cullimore, L. Dingman, A. Frisina, L. Janosi,
L. Johanson, J. Maurice, M. McNeil, K. Nolan,
T. Nolan, and M. Opoku-Forfieh

Absent with

Regrets: S. Dunford, C. Hernould, H. Kaur, T. Murphy,
and R. Westbrook

**THE ACCESSIBILITY COMMITTEE FOR PERSONS WITH
DISABILITIES PRESENTS REPORT 24-003 AND
RESPECTFULLY RECOMMENDS:**

- 1. Correspondence from Maureen Cosyn Heath,
Director, Transit Division, Public Works, respecting
HSR Fare Assist Program and the Cancellation of
the Temporary No Pay Program and the Temporary**

Voluntary Pay Program (Item 5.1)

That the correspondence from Maureen Cosyn Heath, Director, Transit Division, respecting HSR Fare Assist Program and Cancellation of the Temporary No Pay Program and the Temporary Voluntary Pay Program, be received and referred to the Accessible Transit Services Review Sub-Committee.

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 2)

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

8. STAFF PRESENTATIONS

8.2 Accessible Transportation Services Eligibility Appeal Policy - PRESENTATION

- (a) Accessible Transportation Services Appeal Policy and Procedure**

9. CONSENT ITEMS

9.2 Housing Issues Working Group Update

- (b) Housing Issues Working Group Meeting Notes – March 19, 2024**

9.3 Outreach Working Group Update

- (a) Outreach Working Group Meeting Notes – February 20, 2024 – REVISED
- (b) Outreach Working Group Meeting Notes – March 20, 2024

The Agenda for the April 9, 2024, meeting of the Accessibility Committee for Persons with Disabilities, was approved, as amended.

(b) DECLARATIONS OF INTEREST (Item 3)

There were no declarations of interest.

(c) APPROVAL OF MINUTES OF THE PREVIOUS MEETING (Item 4)

(i) February 13, 2024 (Item 4.1)

The February 13, 2024, minutes of the Accessibility Committee for Persons with Disabilities meeting, were approved, as presented.

(e) STAFF PRESENTATIONS (Item 8)

(i) E-Scooter Pilot Program Update (no copy) (Item 8.1)

Callaway Johnson, Project Manager, Sustainable Mobility Planning, addressed Committee respecting the E-Scooter Pilot Program Update.

The presentation from Callaway Johnson, Project Manager, Sustainable Mobility Planning, respecting the E-Scooter Pilot Program Update, was received.

(ii) Accessible Transportation Services Eligibility Appeal Policy (Item 8.2)

Michelle Martin, Manager, Accessible Transportation Services, addressed Committee respecting the Accessible Transportation Services Eligibility Appeal Policy, with the aid of a PowerPoint presentation.

The presentation from Michelle Martin, Manager, Accessible Transportation Services, respecting Accessible Transportation Services Eligibility Appeal Policy, was received.

The Accessible Transportation Services Eligibility Appeal Policy and Procedure, was received.

(f) CONSENT ITEMS (Item 9)

(i) The following Consent Items, were received:

(1) Built Environmental Working Group Update (Item 9.1)

- (a) Built Environment Working Group Meeting Notes – March 5, 2024 (Item 9.1(a))

(2) Housing Issues Working Group Update (Item 9.2)

- (a) Housing Issues Working Group Meeting Notes – February 20, 2024 (Item 9.2(a))
- (b) Housing Issues Working Group Meeting Notes – March 19, 2024 (Item 9.2(b))

(3) Outreach Working Group Update (Item 9.3)

- (a) Outreach Working Group Meeting Notes – February 20, 2024 – (Item 9.3(a))
- (b) Outreach Working Group Meeting Notes – March 20, 2024 (Item 9.3(b))

(4) Transportation Working Group Update (Item 9.4)

- (a) Transportation Working Group Meeting Notes – February 27, 2024 (Item 9.4(a))

(5) Strategic Planning Working Group Update (no copy) (Item 9.5)

No update.

**(6) Accessible Open Spaces and Parklands
Working Group Update (Item 9.6)**

- (a) Accessible Open Spaces and Parklands
Working Group Meeting Notes – February
28, 2024 (Item 9.6(a))

(g) MOTIONS (Item 12)

J. Kemp relinquished the Chair to P. Kilburn in order to introduce the following motion:

**(a) Purchase of an Annual Canva Account for the
Accessibility Committee for Persons with
Disabilities (Item 12.1)**

WHEREAS, the Accessibility Committee for Persons with Disabilities' Outreach Working Group uses Canva to produce media for the Committee in the form of posters, presentations, pamphlets, flyers, web design, name tags, banners, etc.;

WHEREAS, the free version of Canva is difficult to utilize as the service is very restricted; and

WHEREAS, a single user account for Canva can be purchased at a cost of \$167.49, to be shared among all members of the Committee.

THEREFORE, BE IT RESOLVED:

That the cost of \$167.49 from the Accessibility Committee for Persons with Disabilities 2024 Budget to purchase an annual Canva account, be approved.

J. Kemp assumed the Chair.

(b) Appointment to the Built Environment Working Group (Added Item 12.2)

Paula Kilburn was added to the membership of the Built Environment Working Group for the 2022-2026 Term of Council.

(h) ADJOURNMENT (Item 16)

There being no further business, the Accessibility Committee for Persons with Disabilities, adjourned at 6:07 p.m.

Respectfully submitted,

James Kemp, Chair
Accessibility Committee for
Persons with Disabilities

Carrie McIntosh
Legislative Coordinator
Office of the City Clerk

CITY OF HAMILTON

MOTION

General Issues Committee: May 15, 2024

MOVED BY COUNCILLOR M. FRANCIS.....

SECONDED BY COUNCILLOR.....

SmartCentres Sponsorship Payment

WHEREAS, in July 2023, the City and SmartCentres mutually agreed to a business arrangement wherein SmartCentres will provide funds and/or in-kind services to the City and in return the City will utilize these funds to enhance community facilities, esthetics and resources within the area of Stoney Creek, supported through the Ward 5 Council office;

WHEREAS, SmartCentres has provided the City with a one-time lump sum payment of \$50,000.00 plus HST;

WHEREAS, the funds provided by SmartCentres may be used at the discretion of the Ward 5 Councillor;

WHEREAS, all wards that receive non-property tax revenues have these revenues (net of any operating costs) deposited into a Ward Specific Non-Property Tax Revenue Account;

WHEREAS, the revenues deposited into a Ward Specific Non-Property Tax Revenue Account are subject to the applicable guidelines and procedures found in report FCS18014(a).

THEREFORE, LET IT BE RESOLVED:

- (a) That staff be directed to set up a Ward 5 Non-Property Tax Revenue Account; and,
- (b) That the \$50,000.00 plus HST received from SmartCentres be transferred to the Ward 5 Non-Property Tax Revenue Account.

CITY OF HAMILTON

MOTION

General Issues Committee: May 15, 2024

MOVED BY COUNCILLOR M. WILSON.....

SECONDED BY COUNCILLOR C. CASSAR.....

Revenue Sources to fund Council Priorities and Ongoing Operating and Capital Works

WHEREAS the total financial pressures facing the City of Hamilton over the next 10 years is estimated at \$22.8 billion;

WHEREAS the total operating budget pressure facing the City of Hamilton over the next 10 years is \$16.3 billion;

WHEREAS the funded capital needs identified in the asset management plans approved to date are \$4 billion;

WHEREAS, Hamilton City Council has identified a set of priorities to guide its legislative agenda for the 2022-2026 term of Council;

WHEREAS, access to sufficient and sustainable revenue sources is critical to the city's ability to achieve these priorities along with ongoing operating, maintenance and capital programming needs;

WHEREAS, the fiscal framework within which Canadian municipalities work limits opportunities for local government to advance solutions at the scale required to address many of today's challenges, including but not limited to affordable and supportive housing, climate change mitigation, technology and an ageing infrastructure and population;

WHEREAS, Ontario municipalities like Hamilton are heavily reliant on property taxes as a source of revenue;

WHEREAS, property taxes are a regressive form of taxation;

WHEREAS, the City of Hamilton directly invests a significant share of property tax revenues, in extensions of federal and provincial responsibilities, such as housing, social services, and health services;

WHEREAS, in the absence of other non-residential property tax revenue, property taxes will become less affordable for more people over the next few years while the need for local investments will continue to grow;

WHEREAS, staff provided information on revenue tools available to the City of Toronto vis a vis the *City of Toronto Act* through Report FCS24022 including a downtown parking levy, municipal land transfer tax and a sales tax on alcohol and tobacco.

THEREFORE, LET IT BE RESOLVED:

- (a) That staff be directed to report back to the General Issues Committee by the end of Q4-2024 with recommendations on the legislative requirements, framework and implementation plan for the following revenue tools to advance priorities and investment in infrastructure:
 - (i) parking levies in high traffic areas;
 - (ii) a tiered land transfer tax; and,
 - (iii) alcohol and tobacco sales tax.

- (b) That staff be directed to include the following in the report back:
 - (i) the steps necessary to action and implement the models;
 - (ii) the length of time it would take to implement the models;
 - (iii) the estimated amount of revenue that could be generated by implementing these models; and,
 - (iv) What other municipalities are implementing or considering regarding alternative revenue sources.