



City of Hamilton
GENERAL ISSUES COMMITTEE
AGENDA

Meeting #: 24-015
Date: September 18, 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 September 4, 2024

5. COMMUNICATIONS

5.1 Correspondence respecting Encampments, from the following individuals:

Recommendation: Be received and referred to consideration of Item 8.2.

a. Peter Morgan

6. DELEGATION REQUESTS

6.1 Aileen Black, respecting the significant issue of food waste and the lack of recycling practices at Tim Hortons Field, a city-owned sports venue (In-Person) (For a future meeting)

6.2 Delegations respecting Encampments and Homelessness, for today's meeting, from the following individuals:

- a. Jessica Roppelt (Virutally)
- b. Barb Trebych (In-Person)

6.3 Lee Fairbanks, respecting a plan to adjust existing tree planting policies to align them with the City's Climate Change Emergency and Urban Tree Canopy goals (In-Person) (For a future meeting)

7. DELEGATIONS

7.1 Sarah Warry, The Bridge From Prison to Community, respecting their program and need for assistance to help house those with criminal records, mental health issues and addictions in our transitional housing program (In-Person) (Approved September 4, 2024)

8. STAFF PRESENTATIONS

8.1 2024-2028 Tourism Strategy (PED24046(a)) (City Wide) (Outstanding Business List Item)

8.2 Reducing Homelessness and Managing Encampments (HSC24027(b) / FSC24028 / PED24162) (City Wide) (To Be Distributed)

9. CONSENT ITEMS

9.1 Chedoke Creek Order - Remediation Update (PW19008(w)) (City Wide)

10. DISCUSSION ITEMS

10.1 Service Manager Consent for Victoria Park Community Homes Inc. (HSC24035) (Wards 5,6,7,14 and 15)

10.2 Delegated Authority for Municipal Aid Agreements (PW24053) (City Wide)

10.3 Delegated Authority to Receive Grants (PED24161) (City Wide)

10.4 Art Gallery of Hamilton Update (PED24185) (City Wide) (To Be Distributed)

11. MOTIONS

11.1 Developing an Evaluation Framework to Identify and Evaluate Leasing Options Based on City Building Priorities

- 11.2 Investigation of Possible Future Public Use for 175 Lawrence Rd (Former Hamilton Pressed Brick Company Site) (Ward 3)

12. NOTICES OF MOTION

13. GENERAL INFORMATION / OTHER BUSINESS

- 13.1 Amendments to the Outstanding Business List:

- a. Items Considered Complete and Needing to be Removed:

Downtown Entertainment District Annual Status Update 2024 (PED24089)
(Ward 2)

Added: August 12, 2024 at GIC (Item 9.3)

Completed: September 4, 2024 at GIC (Item 10.4)

OBL Item: GIC-08/12/24-9.3

Ontario Ministry of Transportation (MTO) to Upload the Red Hill Valley Parkway and Lincoln M. Alexander Parkway to Own, Operate and Maintenance as a Provincial Highway (Ward 1)

Added: December 13, 2023 at Council (Item 7.14(c))

Completed: April 3, 2024 at GIC (Item 14.4)

14. PRIVATE AND CONFIDENTIAL

- 14.1 Closed Session Minutes - September 4, 2024

Pursuant to Section 9.3, Sub-section (c), (j) and (k) of the City's Procedural By-law 21-021, as amended, and Section 239(2) sub-section (c), (j) and (k) of the *Ontario Municipal Act, 2001*, as amended, as the subject matters pertain to a proposed or pending acquisition or disposition of land for City or a local board purposes; a trade secret or scientific, technical, commercial or financial information that belongs to the City or a local board and has monetary value or potential monetary value; 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

- 14.2 Sale of Land in the City of Hamilton (PED24100) (Ward 15)

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 by the municipality or local board.

14.3 Memorandum of Understanding with City and Aeon Studio Group on Barton-Tiffany Land (PED19063(f)) (Ward 2) (To Be Distributed)

Pursuant to Section 9.3, Sub-sections (c) and (j) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-sections (c) and (j) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to a proposed or pending acquisition or disposition of land by the municipality or local board; and a trade secret or scientific, technical, commercial, or financial information that belongs to the municipality or local board and has monetary value or potential monetary value.

15. ADJOURNMENT



GENERAL ISSUES COMMITTEE MINUTES 24-014

9:30 a.m.

September 4, 2024

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

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

THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:

1. All Abilities Allstar (Item 11.1)

(Pauls/M. Wilson)

WHEREAS, All Abilities Allstar started in Feb 2024 and launched May 5 2024 at the Italian Centre at 420 Crerar;

WHEREAS, All Abilities Allstar is a dedicated non-profit organization committed to providing inclusive athletics and recreational programs and opportunities for individuals of all abilities.

WHEREAS, All Abilities Allstar requires funding to cover annual expenses related to office/equipment storage, legal services and other operational costs;

WHEREAS, All Abilities Allstar standard is “When we think of accessibility and inclusion we are all winners.”

THEREFORE, BE IT RESOLVED:

- (a) That a grant to All Abilities Allstar for Operational Expenses be funded from the Ward 7 Capital Discretionary Account (3302109700) to an upset limit, including contingency, not to exceed \$10,000; and,
- (b) That the Mayor and City Clerk be authorized and directed to execute any required agreement(s) and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.

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

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

2. Ministry of the Environment, Conservation and Parks Proposed Changes to the Municipal Class Environmental Assessment Process (PED24098 / PW24029) (City Wide) (Item 8.1)

(Jackson/Hwang)

- (a) That Council endorses Staff comments provided in a letter to the Ministry of Environment, Conservation and Parks on March 15, 2024 (included as Appendix "A" to report PED24098 / PW24029), in response to proposed regulation ERO-019-7891 intended to modernize the Municipal Class Environmental Assessment Process;
- (b) That General Managers of Planning and Economic Development and Public Works Departments be authorized and directed to initiate the development of the appropriate internal process for the consistent and transparent planning of infrastructure projects to replace the Municipal Class Environmental Assessment process, should the Municipal Project Assessment Process be enacted by the Province of Ontario; and,
- (c) That staff report back to Council on any required staffing and process changes necessary should the proposed regulation ERO-019-7891 be enacted.

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

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

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

3. Labour Relations Activity Report & Analysis (2019-2023) (HUR24006) (City Wide) (Item 9.1)

(Horwath/Cassar)

That Report HUR24006, respecting Labour Relations Activity Report & Analysis (2019-2023), be received.

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

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

4. Mayor's Task Force on Transparency, Access and Accountability Report 24-006 – August 14, 2024 (Item 10.1)

(Horwath/Cassar)

(1) Public Engagement Update (Added Item 9.1)

(a) That the following items be approved:

- (i) MTFTAA Communication respecting public engagement opportunities (Added Item 9.1(a)) (Attached hereto as Appendix "A")
- (ii) MTFTAA Interested parties engagement plan (Added Item 9.1(b)) (Attached hereto as Appendix "B")
- (iii) MTFTAA Public survey (Added Item 9.1(c)) (Attached hereto as Appendix "C")
- (iv) MTFTAA Project Workplan (Added Item 9.1(d)) (Attached hereto as Appendix "D")

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

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

5. Accessibility Committee for Persons with Disabilities Report 24-007 – August 13, 2024 (Item 10.2)

(Tadeson/Spadafora)

(1) Accessible Transportation Services Performance Review – Q2 2024 (Item 8.1)

That the Report respecting the Accessible Transportation Services Performance Review – Q2 2024, be received.

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

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

6. Environmental Remediation and Site Enhancement Redevelopment Grant Application ERG-24-02, 575 Wilson Street, Hamilton (PED24146) (Ward 3) (Item 10.3)

(Nann/Horwath)

- (a) That Environmental Remediation and Site Enhancement Redevelopment Grant Application ERG-24-02, submitted by Cielo Residential Inc. (Ryan Kotar / Michael Kotar / David Hazell / Nathan Leonard), owner of the property 575 Wilson Street, Hamilton be approved for an Environmental Remediation and Site Enhancement Redevelopment Grant not to exceed \$539,000 for estimated eligible remediation costs to be provided over a maximum of ten years, in accordance with the terms and conditions of the Environmental Remediation and Site Enhancement Redevelopment Agreement;
- (b) That the General Manager of the Planning and Economic Development Department be authorized and directed to execute the Environmental Remediation and Site Enhancement Redevelopment Agreement together with any ancillary documentation required, to give effect to the Environmental Remediation and Site Enhancement Redevelopment Grant for Cielo Residential Inc. (Ryan Kotar / Michael Kotar / David Hazell / Nathan Leonard), owner of the property 575 Wilson Street, Hamilton in a form satisfactory to the City Solicitor;
- (c) That the General Manager of the Planning and Economic Development Department be authorized and directed to administer the Grant and Grant Agreement including but not limited to: Deciding on actions to take in respect of events of default and executing any Grant Amending Agreements, together with any ancillary amending documentation, if required, provided that the terms and conditions of the Environmental Remediation and Site

Enhancement Redevelopment Grant, as approved by City Council, are maintained and that any applicable Grant Amending Agreements are undertaken in a form satisfactory to the City Solicitor.

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

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

**7. Downtown Entertainment District Annual Status Update 2024 (PED24089(a))
(Ward 2) (Item 10.4)**

(i) (Jackson/Horwath)

(b) That Appendix A to Report PED24089(a), Downtown Entertainment District Annual Status Update 2024, be received and remain confidential; and,

Result: MOTION, CARRIED by a vote of 11 to 5, as follows:

Yes	-	Mayor Andrea Horwath
No	-	Ward 1 Councillor Maureen Wilson
No	-	Ward 2 Councillor Cameron Kroetsch
No	-	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
No	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	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

- (ii) (a) That the direction provided to staff in closed session, be approved and remain confidential;
- (c) That Report PED24089(a), Downtown Entertainment District Annual Status Update 2024, be received.

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

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

(iii) (M. Wilson/Spadafora)

That Report PED24089(a) respecting Downtown Entertainment District Annual Status Update 2024 (PED24089(a)) (Ward 2), be **amended** by adding a new sub-section (d), as follows:

- (d) ***That staff be directed to investigate a measurable evaluation framework to include in their Downtown Entertainment District Annual Status Update, and report back to the General Issues Committee in advance on the next update.***

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

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

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

8. Transportation Services Licence Agreement – CF Lime Ridge Mall Transit Terminal, 999 Upper Wentworth Street (PED24115) (Ward 7) (Item 14.2)

(Spadafora/Beattie)

- (a) That the direction provided to staff in Closed Session, be approved;
- (b) That the Closed Session recommendations contained within Report PED24115, respecting the subject Transportation Services Licence Agreement – CF Lime Ridge Mall Transit Terminal, 999 Upper Wentworth Street, remain confidential until completion of the subject Licence Agreement; and,
- (c) That the balance of Report PED24115 and the appendices, respecting the Transportation Services Licence Agreement – CF Lime Ridge Mall Transit Terminal, 999 Upper Wentworth Street, remain confidential.

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

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

9. Lease Extension and Amending Agreement - Ontario Works, 250 Main Street East, Hamilton (PED24144) (Ward 2) (Item 14.3)

(Beattie/Jackson)

- (a) That the direction provided to staff in Closed Session, be approved;
- (b) That the Closed Session recommendations contained within Report PED24144, respecting the subject Lease Extension and Amending Agreement – Ontario Works, 250 Main Street East, Hamilton, ON, remain confidential until completion of the subject Lease Extension and Amending Agreement; and,
- (c) That the complete Report PED24144 including appendices respecting the Lease Extension and Amending Agreement between the City of Hamilton and 250 Main Street Holdings Inc. remain confidential.

Result: MOTION, CARRIED by a vote of 12 to 3, as follows:

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

FOR INFORMATION:

(a) APPROVAL OF AGENDA (Item 2)

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

CHANGE TO THE ORDER OF ITEMS

That Item 11.1 – All Abilities Allstar be moved up the agenda to be considered immediately following Item 2 – Approval of the Agenda.

(M. Wilson/Pauls)

That the agenda for the September 4, 2024 General Issues Committee meeting, be approved, as amended.

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

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

(b) MOTIONS (Item 11)

Councillor Pauls relinquished the Chair in order to introduce the following motion:

(i) All Abilities Allstar (Item 11.1)

For disposition of this matter, refer to Item 1.

Councillor Pauls assumed the Chair.

(c) DECLARATIONS OF INTEREST (Item 3)

There were no declarations of interest.

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

(i) August 12, 2024 (Item 4.1)

(Francis/Spadafora)

That the minutes of the August 12, 2024 General Issues Committee, be approved, as presented.

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

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

(e) DELEGATION REQUESTS (Item 6)

(i) (Clark/Cassar)

That the following Delegation Request, be approved:

- (1) Sarah Warry, The Bridge From Prison to Community, respecting their program and need for assistance to help house those with criminal records, mental health issues and addictions in our transitional housing program (In-Person) (For a future meeting) (Item 6.1)

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

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

(f) DELEGATIONS (Item 7)

- (i) Tim Nolan, Accessibility Hamilton Alliance (AHA!), respecting seeking Council Endorsement for AHA! events (Virtually) (Approved August 12, 2024) (Item 7.1)**

Tim Nolan, Ana Antolic, and Mya George, Accessibility Hamilton Alliance (AHA!), addressed the Committee respecting Council Endorsement for AHA! Events.

(Hwang/A. Wilson)

That the Delegation from Tim Nolan, Ana Antolic, and Mya George, Accessibility Hamilton Alliance (AHA!), respecting Council Endorsement for AHA! Events, be received.

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

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

- (ii) Robert Zeidler, Cotton Factory, respecting PIVOT TECH '24 (In-Person) (Approved August 12, 2024) (Item 7.2)**

Robert Zeidler, Cotton Factory, addressed the Committee respecting PIVOT TECH '24.

(Hwang/Cassar)

That the Delegation from Robert Zeidler, Cotton Factory, respecting PIVOT TECH '24, be received.

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

Yes	-	Mayor Andrea Horwath
-----	---	----------------------

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

(i) Ministry of the Environment, Conservation and Parks Proposed Changes to the Municipal Class Environmental Assessment Process (PED24098 / PW24029) (City Wide) (Item 8.1)

Megan Salvucci, Senior Project Manager, Infrastructure Programming and Planning, Margaret Fazio, Senior Project Manager, Infrastructure Planning, and Patrick Yip, Project Manager, Infrastructure Planning, addressed the Committee with a presentation respecting Report PED24098 / PW24029, Ministry of the Environment, Conservation and Parks Proposed Changes to the Municipal Class Environmental Assessment Process.

(Hwang/Cassar)

That the staff presentation respecting Report PED24098 / PW24029, Ministry of the Environment, Conservation and Parks Proposed Changes to the Municipal Class Environmental Assessment Process, be received.

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

Yes	-	Mayor Andrea Horwath	
Yes	-	Ward 1	Councillor Maureen Wilson
Yes	-	Ward 2	Councillor Cameron Kroetsch
Absent	-	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 disposition of this mater, refer to Item 2.

(h) DISCUSSION ITEMS (Item 10)

**(i) Downtown Entertainment District Annual Status Update 2024
(PED24089(a)) (Ward 2) (Item 10.4)**

(1) (Hwang/Spadafora)

- (a) That Appendix A to Report PED24089(a), Downtown Entertainment District Annual Status Update 2024, be received and remain confidential; and,
- (b) That Report PED24089(a), Downtown Entertainment District Annual Status Update 2024, be received.

(2) (Kroetsch/Cassar)

That consideration of Report PED24089(a), Downtown Entertainment District Annual Status Update 2024, be DEFERRED until after Closed Session.

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

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

For disposition of this matter, refer to Item 7.

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

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

(Spadafora/Hwang)

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

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

Requirements for the Implementation of a 311 Customer Service Call Platform

Added: September 21, 2022 at GIC (Item 13)

Completed: November 25, 2022 at GIC Budget (Item (c)(i))

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

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

(j) PRIVATE & CONFIDENTIAL (Item 14)

Committee determined that discussion of Item 14.1 was not required in Closed Session; therefore, the matter was addressed in Open Session, as follows:

(i) Closed Session Minutes – August 12, 2024 (Item 14.1)

(A. Wilson/Beattie)

That the Closed Session minutes of the August 12, 2024 General Issues Committee meeting, be approved and remain confidential.

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

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

(ii) Recess

(Jackson/Tadeson)

That the General Issues Committee recess for 33 minutes until 12:30 p.m.

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

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

The General Issues Committee Meeting reconvened at 12:30 p.m.

(iii) (Spadafora/Clark)

That Committee move into Closed Session for Items 14.2, 14.3, and 14.4 pursuant to Section 9.3, Sub-sections (c), (j) and (k) of the City's Procedural By-law 21-021, as amended, and Section 239(2) sub-sections (c), (j) and (k) of the *Ontario Municipal Act, 2001*, as amended, as the subject matters pertain to a proposed or pending acquisition or disposition of land for City or a local board purposes; a trade secret or scientific, technical, commercial or financial information that belongs to the City or a local board and has monetary value or potential monetary value; 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.

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

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

The General Issues Committee meeting reconvened in Open Session at 3:18 p.m.

(iv) Transportation Services Licence Agreement – CF Lime Ridge Mall Transit Terminal, 999 Upper Wentworth Street (PED24115) (Ward 7) (Item 14.2)

For disposition of this matter, refer to Item 8.

(v) Lease Extension and Amending Agreement - Ontario Works, 250 Main Street East, Hamilton (PED24144) (Ward 2) (Item 14.3)

For disposition of this matter, refer to Item 9.

(vi) Confidential Appendix "A" to Item 10.4 - Downtown Entertainment District Annual Status Update 2024 (PED24089(a)) (Ward 2) (Item 14.4)

(Jackson/Horwath)

- (a) That the direction provided to staff in closed session, be approved and remain confidential;
- (b) That Appendix A to Report PED24089(a), Downtown Entertainment District Annual Status Update 2024, be received and remain confidential; and,
- (c) That Report PED24089(a), Downtown Entertainment District Annual Status Update 2024, be received.

At the request of Committee, sub-section (b) was voted on separately, for disposition of this matter, refer to Item 7(i)

For disposition of this matter, refer to Item 7.

(k) ADJOURNMENT (Item 15)

(Clark/McMeekin)

That there being no further business, the General Issues Committee be adjourned at 3:40 p.m.

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

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

Respectfully submitted,

Deputy Mayor Esther Pauls
Chair, General Issues Committee

Angela McRae
Legislative Coordinator
Office of the City Clerk

From: peter morgan [REDACTED]
Sent: August 28, 2024 12:28 PM
To: Clark, Brad <Brad.Clark@hamilton.ca>; Pauls, Esther <Esther.Pauls@hamilton.ca>; Jackson, Tom <Tom.Jackson@hamilton.ca>; Office of Ward 3 City Councillor Nrinder Nann <ward3@hamilton.ca>; Kroetsch, Cameron <Cameron.Kroetsch@hamilton.ca>; Hwang, Tammy <Tammy.Hwang@hamilton.ca>; Wilson, Alex <Alex.Wilson@hamilton.ca>; johnpauldanko@hamilton.ca; Office of the Mayor <Officeofthe.Mayor@hamilton.ca>; clerk@hamilton.ca
Subject: Bay Front Park- Homeless Tents/ Garbage - They're Everywhere!!!!

External Email: Use caution with links and attachments

Councillors/ Andrea:

The entrance to our beloved Jewel of Hamilton- Bay Front Park has now become an overgrown homeless encampment- it is extremely unwelcoming for Hamiltonians and especially visitors to our great city- it's unacceptable and as a long time citizen of Hamilton- immediate action is required by ALL of you to REMOVE these persons NOW- get them housed in small homes, motels, trailers by abandoned movie studio lands, NOW NOW NOW not tomorrow- NO MORE TALKING- Action- get the Police-Security Service or other Allied Agencies to Relocate them NOW!!!!

Nobody wants to go to Bay Front Park- anymore.... This is on ALL of you!!!!

[REDACTED]

Submitted on Tue, 09/03/2024 - 12:59

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
Aileen Black



Preferred Pronoun
she/her

Reason(s) for delegation request

I would like to address Hamilton City Council regarding the significant issue of food waste and the lack of recycling practices at Tim Hortons Field, a city-owned sports venue. With each event, hundreds of pounds of food and thousands of recyclable cans are discarded, contributing to environmental degradation and missed opportunities for supporting those in need. I will propose implementing a food recovery program and establishing a comprehensive recycling initiative to reduce waste and enhance sustainability at this key city property.

Will you be requesting funds from the City?
No

Will you be submitting a formal presentation?
Yes

External Email: Use caution with links and attachments

Submitted on Thu, 09/05/2024 - 00:54

Submitted by: Anonymous

Submitted values are:

Committee Requested

Committee
General Issues Committee

Will you be delegating in-person or virtually?
Virtually

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

Requestor Information

Requestor Information
Jessica Roppelt



Preferred Pronoun
she/her

Reason(s) for delegation request
Recently moved behind TB Mcqueston Park which was a no tent zone. There are now many tents in this park breaking the encampment protocol of 50feet within sports field, 100feet within children playing at a park. I am a Hospital Registered Nurse who works long hours and have been put at risk in a health care setting by homeless individuals who often have mental health conditions, my children need to be safe in their home environment.

Will you be requesting funds from the City?
No

Will you be submitting a formal presentation?
No

External Email: Use caution with links and attachments

Submitted on Thu, 09/05/2024 - 11:39

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
Barb Trebych



Preferred Pronoun
she/her

Reason(s) for delegation request
I have concerns regarding the housing, crisis and proximity of encampment in our public park and violent assaults and active drug use

Will you be requesting funds from the City?
No

Will you be submitting a formal presentation?
No

Submitted on Thu, 09/05/2024 - 16:26

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
Lee Fairbanks

Preferred Pronoun
he/him

Reason(s) for delegation request
To present a plan to adjust existing tree planting policies to align them with the City's
Climate Change Emergency and Urban Tree Canopy goals

Will you be requesting funds from the City?
Yes

Will you be submitting a formal presentation?
Yes

Submitted on Wed, 08/14/2024 - 17:17
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
Sarah Warry
The Bridge From Prison To Community

Preferred Pronoun
she/her


Reason(s) for delegation request
Discuss our program and need for assistance to help house those with criminal records, mental health issues and addictions in our transitional housing program.

Will you be requesting funds from the City?
Yes

Will you be submitting a formal presentation?
Yes



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
TOURISM AND CULTURE

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	September 18, 2024
SUBJECT/REPORT NO:	2024-2028 Tourism Strategy (PED24046(a)) (City Wide) (Outstanding Business List Item)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Ryan McHugh (905) 546-2424 Ext. 4132 Hildegard Snelgrove (905) 546-2424 Ext. 5770
SUBMITTED BY:	Lisa Abbott Acting Director, Tourism and Culture Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

- (a) That the City of Hamilton “2024-2028 Draft Tourism Strategy”, attached as Appendix “A” to Report PED24077, be received;
- (b) That staff be directed to report back to General Issues Committee with a final “2024-2028 Tourism Strategy” in November 2024;
- (c) That this item be removed from the Outstanding Business List.

EXECUTIVE SUMMARY

After consulting with industry partners, conducting a comprehensive review of Tourism Hamilton’s operations, and analysing the state of Hamilton’s tourism sector, staff have completed the proposed 2024-2028 Draft Tourism Strategy, attached as Appendix “A” to Report PED24046(a).

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

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

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

SUBJECT: 2024-2028 Tourism Strategy (PED24046(a)) (City Wide) - Page 2 of 5

Hamilton's 2024-2028 Draft Tourism Strategy aims to establish the city as a leading Canadian destination renowned for its vibrant tourism districts, captivating nature-based activities, and authentic and sustainable experiences.

The strategy revolves around four strategic priorities:

1. Grow Hamilton's Reputation as a Leading Tourism Destination: This priority focuses on supporting industry partners, welcoming visitors, and supporting the creation of unique experiences in Hamilton's neighbourhoods and natural spaces. These actions will be achieved through collaboration with strategic partners, sustainable tourism practices, and a commitment to supporting Indigenous tourism experiences. A 'whole city' approach using a lens of Inclusion, Diversity Equity and Accessibility (IDEA) ensures alignment with broader city initiatives, fostering collaboration across departments and partner groups to drive tourism growth.

2. Cultivate Vibrant Tourism Districts: Vibrant tourism districts reflect and nurture a community's authentic identity. They entice visitors and offer high-quality experiences that are unique to the destination. This priority aims to foster a true 'sense of place' in Hamilton's neighbourhoods, for both residents and visitors. Initiatives such as placemaking, programming and business investment attraction enhance the overall vibrancy of key districts, in alignment with the City's efforts to revitalize neighborhoods and improve safety and cleanliness.

3. Promote and Support the Sustainability of Natural Assets: This priority recognizes Hamilton's abundant natural assets and emphasizes the importance of thoughtful planning and infrastructure improvements to enhance visitor experiences while preserving the environment. Initiatives include developing a Waterfall Destination Master Plan, facilitating recreational waterfront activities, and leveraging federal funding for trail enhancements. The strategy aligns with broader city plans focused on greenspace protection and waterfront access, ensuring a cohesive approach to stewarding Hamilton's natural assets.

4. Strengthen Hamilton's Major Events and Festival Sector: Hosting major events and festivals is crucial for attracting visitors and enhancing Hamilton's reputation as a destination. This priority focuses on securing investment in event infrastructure, leveraging new funding sources for event attraction, and implementing strategies to manage the impact of major events on local communities. There is an additional opportunity to actively seek out and support major festivals geared towards equity-deserving groups that expand the diversity of audiences. The strategy aligns with Council priorities for enhancing the city's reputation as a centre of culture, sport, and tourism and integrates with economic development goals to attract investment and stimulate year-round vibrancy.

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SUBJECT: 2024-2028 Tourism Strategy (PED24046(a)) (City Wide) - Page 3 of 5

Through these strategic priorities, Tourism Hamilton aims to position the city as a dynamic and sustainable tourism destination that drives economic growth, fosters Hamilton's unique identity, and enriches the overall destination. The regenerative 'whole city' approach ensures alignment with broader city initiatives and leverages collaboration across departments and partners to achieve shared goals.

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

Financial: All recommended Strategic Actions identified in the proposed 2024-2028 Draft Tourism Strategy will either be managed within existing budget allocations or will be contingent upon securing the necessary financial resources. Wherever possible, tourism staff will look to leverage Municipal Accommodation Tax funds or other non-levy sources to achieve new initiatives identified within this strategy. Any requests for funding will continue to go through appropriate processes.

Staffing: All recommended Strategic Actions identified in the proposed 2024-2028 Draft Tourism Strategy will either be managed within the existing staff complement or will be contingent upon securing the required human resources.

Legal: There are no known material legal issues relating to the recommended Strategic Actions identified in the proposed 2024-2028 Draft Tourism Strategy.

HISTORICAL BACKGROUND

Hamilton's first Tourism Strategy (2015 – 2020) focused on three priority areas with many actions that were achieved or exceeded since its implementation. The global pandemic was devastating to the industry and there is a very different landscape today than when the original strategy was drafted. The strategy was drafted to reflect the current state of tourism locally and globally, growing trends and initiatives.

In 2023, the new term of Council established their Term of Council Priorities, which serve as a guiding framework for municipal decision-making and resource allocation. These priorities reflect the Council's commitment to addressing the community's most pressing issues and advancing key initiatives over their term. As such, the Draft Tourism Strategy aligns closely with these priorities by contributing to the economic prosperity of Hamilton, enhancing its reputation as a desirable destination, and fostering community vibrancy. By supporting and complementing the Term of Council Priorities, the Draft Tourism Strategy ensures that tourism development remains a central focus of

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SUBJECT: 2024-2028 Tourism Strategy (PED24046(a)) (City Wide) - Page 4 of 5

municipal efforts and reinforces Council's commitment to driving positive change and growth in the city.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

This strategy supports and is supported by numerous City plans, policies, and strategies as well as those from the tourism industry, including but not limited to:

- Council Priorities, Outcomes and Measures of Success (2023);
- Economic Development Action Plan, Action 21 2021-2025 (2021);
- Downtown Office Report (PED2301, 2023);
- Workforce Strategy (2023);
- Hamilton Civic Museum Strategy (2022-2030);
- Hamilton Urban Indigenous Strategy and Implementation Plan (2019);
- Hamilton Climate Action Strategy (2022);
- Hamilton Parks Master Plan (2022);
- Hamilton Recreation Master Plan (2022);
- West Harbour Recreation Master Plan (2010);
- Hamilton's Cycling Master Plan (2019); and,
- Accelerated Active Transportation Implementation Plan (2023).

RELEVANT CONSULTATION

During the creation of the 2021-2026 Economic Development Action Plan and the 2024-2028 Draft Tourism Strategy, Economic Development and Tourism and Culture staff engaged with numerous partners to understand their experiences and incorporate their input into this strategic document. The engagement process involved a significant effort to capture the voices and thoughts of business partners and the public.

Understanding the vital role industry partners play in creating a thriving tourism destination, staff sought input from tourism partners through quarterly Team Hamilton Tourism meetings, one-on-one meetings, roundtable-style discussions prior to drafting the strategy.

Once the strategy was drafted, staff presented it to the Open for Business Subcommittee and held multiple virtual feedback sessions with Industry Partners on the Draft Strategy, gathering feedback from over 60 industry partners. Further consultation efforts include feedback from Council and the community.

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SUBJECT: 2024-2028 Tourism Strategy (PED24046(a)) (City Wide) - Page 5 of 5

ANALYSIS AND RATIONALE FOR RECOMMENDATION

Nationally, the tourism industry is an economic driver and job-creator as one of Canada's top service exports, as well as a tool for fostering social cohesion. As of Q3 2023, tourism contributed \$43.6 billion to Canada's GDP, generated \$105 billion in revenue, and supported one in every ten jobs in the country. In 2023, visitors spent almost \$650 million in Hamilton.

After being severely crippled by the global pandemic, the tourism industry is strong but uneven. A resilient travel sentiment and pent-up travel demand aided a quick rebound in domestic travel, but full recovery has been dampened by surging inflationary pressures, travel disruptions, labour shortages, the uncertainty of a recession on the horizon, and global political unrest. Visitation and spending from US and international visitors continues to lag, but tourism in Canada is expected to recover fully by 2026.

Destination demand in Canada is typically seasonal, with leisure demand—those travelling for pleasure or to visit friends and relatives—mirroring the most common times to travel and take vacation. As such, travel typically peaks in summer months and is lowest in winter months. Demand in the spring and fall shoulder seasons is typically driven by individual corporate business travel, major events, and meetings and conferences.

In addition to monthly seasonality, travel demand is also affected by day-of-week trends. For most destinations—including Hamilton—weekend stays are from leisure guests, and weekday stays are driven by individual corporate business travel and meeting and event business.

Therefore, a healthy balance between leisure, individual corporate business, major events, and meetings and conferences is vital to support year-round vibrancy in a destination. The 2024-2028 Draft Tourism Strategy aims to support each of these tourism segments and to enhance the city's reputation as a centre of culture, sport, and tourism.

ALTERNATIVES FOR CONSIDERATION

Not Applicable.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report PED24046(a) – 2024-2028 Tourism Strategy



**TOURISM
HAMILTON**

It's in our **character**



Hamilton's 2024 – 2028 **TOURISM STRATEGY**



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Land Acknowledgement

We acknowledge that what is now the City of Hamilton is situated upon the traditional territories of the Haudenosaunee, Huron-Wendat, Neutral, and Mississauga peoples. We further acknowledge that this land continues to be home to many diverse urban Indigenous Peoples (First Nations, Métis, and Inuit) whom we recognize as continued stewards of the land and vital contributors of the City's society.

We further acknowledge that this land is covered by the Dish with One Spoon Wampum Belt Covenant between the Anishinaabe, Mississaugas, and Haudenosaunee that binds them to share the territory and protect the land. Subsequent Indigenous Nations and peoples and all newcomers have embraced the spirit of peace, friendship, and respect of this treaty territory, for which we are thankful.

The City of Hamilton acknowledges the historical and ongoing injustices that Indigenous Peoples (First Nations, Métis, and Inuit) endured in Canada, and we accept responsibility as a public institution to contribute towards revealing and correcting miseducation as well as renewing respectful relationships with Indigenous communities.

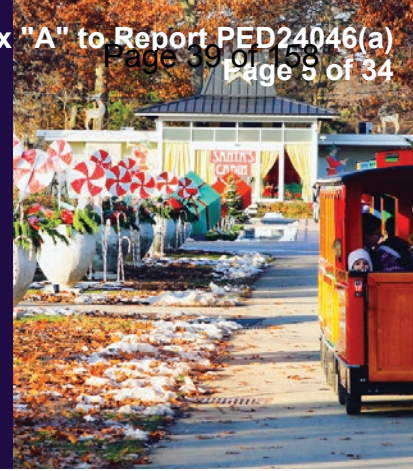
Beyond this acknowledgement, as allies, we hope that the goals outlined in this document work to further reconciliation with our Indigenous neighbours, to better steward the land, to nourish the people who live on the land, and to celebrate the many stories of the past and present peoples who call this land home.

We encourage everyone to learn more about the work that the City is doing on these topics by reading the [Urban Indigenous Strategy](#), by visiting the [Indigenous Relations Team](#) Webpage, and by learning from the many resources listed in the [Indigenous Hub](#).

Miigwetch (Anishnabek – pronounced MEE-gwetch), Niá:wen (Haudenosaunee – pronounced Nee-AH-wah), Tiawenhk (Huron-Wendat – pronounced Tee-AH-wenhk)

Executive Summary

Hamilton's Tourism Strategy is rooted in a vision to become a top Canadian destination celebrated for its vibrant tourism districts, captivating nature-based activities, and authentic and sustainable experiences. Embracing a regenerative 'whole city' approach, the strategy revolves around four strategic priorities.



01 Grow Hamilton's Reputation as Leading Tourism Destination

This priority focuses on supporting industry partners, welcoming visitors, and supporting the creation of unique experiences in Hamilton's neighbourhoods and natural spaces. These actions will be achieved through collaboration with strategic partners, sustainable tourism practices, and a commitment to supporting Indigenous tourism experiences. A 'whole city' approach using a lens of Inclusion, Diversity, Equity, and Accessibility (IDEA) ensures alignment with broader city initiatives, fostering collaboration across departments and partner groups to drive tourism growth.



02 Cultivate Vibrant Tourism Districts

Vibrant tourism districts reflect and nurture a community's authentic identity. They entice visitors and offer high-quality experiences that are unique to the destination. This priority aims to foster a true 'sense of place' in Hamilton's neighbourhoods, for both residents and visitors. Initiatives such as placemaking, programming, and business investment attraction enhance the overall vibrancy of key districts, in alignment with the City's efforts to revitalize neighborhoods and improve safety and cleanliness.



03 Promote and Support the Sustainability of Natural Assets

Recognizing Hamilton's abundant natural assets, this priority emphasizes the importance of thoughtful planning and infrastructure improvements to enhance visitor experiences while preserving the environment. Initiatives include developing a Waterfall Destination Master Plan, facilitating recreational waterfront activities, and leveraging federal funding for trail enhancements. The strategy aligns with broader city plans focused on greenspace protection and waterfront access, ensuring a cohesive approach to stewarding Hamilton's natural assets.

04 Strengthen Hamilton's Major Events and Festival Sector

Hosting major events and festivals is crucial for attracting visitors and enhancing Hamilton's reputation as a destination. This priority focuses on securing investments in event infrastructure, leveraging new funding sources for event attraction, and implementing strategies to manage the impact of major events on local communities. There is additional opportunity to actively seek out and support major festivals geared towards equity deserving groups that expand the diversity of audiences. The strategy aligns with Council priorities for enhancing the city's reputation as a center of culture, sport, and tourism, and integrates with economic development goals to attract investment and stimulate year-round vibrancy.



By implementing these strategic priorities and related actions, Tourism Hamilton aims to position the city as a dynamic and sustainable tourism destination that drives economic growth, fosters Hamilton's unique identity, and enriches the overall destination. The regenerative 'whole city' approach ensures alignment with broader city initiatives and leverages collaboration across departments and partners to achieve shared goals.



DEVELOPING THE Tourism Strategy

1.1 A 'Whole City' Approach

While tourism is the specific mandate of a few staff within the city, staff across the city play a role in Hamilton's success as a tourism destination; without clean streets, safe communities, good infrastructure, and a thriving City, tourism can not flourish. While tourism staff are not most responsible for operating the city's parks or greenspaces, tourism events activate public spaces and outdoor attractions promote the enjoyment of Hamilton's natural assets. Similarly, while tourism staff are not most responsible for the city's workforce, downtown office vacancy, or resident quality of life, the tourism industry is a major employer in the city and cultivating vibrant tourism districts improves resident quality of life and demand for commercial real estate.

In a 'whole city' approach to tourism, City Departments, Divisions and Sections work in partnership to not only create and support tourism experiences and businesses, but also to ensure the city's overall prosperity and attractiveness as a destination.

In fact, the **actions required to create a vibrant tourism destination harmonize with the City of Hamilton's Council priorities. Sustainable Economic & Ecological Development** is integral to Hamilton's tourism strategy as a resilient economy is the bedrock of a healthy host community. Similarly, promoting ecological sustainability aligns with the growing trend of attracting visitors who prioritize environmentally responsible destinations. Tourism contributes significantly to economic growth by generating revenue, creating jobs, raising the city's reputation externally, and stimulating investment in local businesses. Therefore, working to enhance the City's reputation as a centre of culture, sport, and tourism has a symbiotic relationship with the city's economic and ecological goals.

Similarly, **Safe and Thriving Neighbourhoods** are vital to Hamilton's appeal as a tourism

destination. Well-maintained public spaces, placemaking initiatives, efficient transportation, and affordable housing options all contribute to making Hamilton an attractive destination. This not only benefits visitors, but also contributes to making Hamilton an employer of choice for hospitality workers. Additionally, increased tourism activity can incentivize improvements to infrastructure and public spaces, benefiting residents and visitors alike by enhancing a community's 'sense of place' and the overall quality of life. For example, increasing access to the waterfront is a key action within this strategy that will animate the neighbourhood and create new recreational options for both residents and visitors.

Lastly, **Responsiveness and Transparency** are essential elements for stewarding a tourism destination. Involving various partners in an inclusive decision-making process leads to authentic tourism initiatives that benefit the entire community. Engaging with partners also ensures that tourism initiatives align with community values and priorities, fostering a sense of co-ownership and pride among residents. As with all industries, effective public engagement and transparent communication in tourism build trust and credibility among residents and visitors alike.

In summary, Hamilton has built a name for itself as a burgeoning tourism destination. The city has excellent natural and cultural attractions, unique communities, and several new developments underway. For example, the renovations to the entertainment district and the trails and public spaces being developed at the waterfront are revitalizing key tourism areas in the city. **However, in order for tourism to continue to positively impact the city, there is work to be done to better protect the city's natural assets, steward community relationships, and develop the hard and soft infrastructure to offer enriching experiences for residents and guests.**

1.1.1 STRATEGY INPUT & ALIGNMENT

This strategy supports and is supported by numerous City plans, policies, and strategies as well as those from the tourism industry, including but not limited to:

- Council Priorities, Outcomes and Measures of Success (2023)
- Economic Development Action Plan 2021-2025 (2021)
- Downtown Office Report (PED2301, 2023)
- Workforce Strategy (2023)
- Hamilton Civic Museum Strategy (2022-2030)
- Hamilton Urban Indigenous Strategy and Implementation Plan (2019)
- Hamilton Climate Action Strategy (2022)
- Hamilton Parks Master Plan (2022)
- Hamilton Recreation Master Plan (2022)
- West Harbour Recreation Master Plan (2010)

Understanding the vital role industry partners play in creating a thriving tourism destination, staff have also sought input from tourism partners through quarterly Team Hamilton Tourism meetings, one-on-one meetings, and roundtable style discussions.

As those most responsible for welcoming visitors to the city, tourism staff are in a unique position to create vibrancy and prosperity. Tourism Hamilton can tell the authentic story that connects Hamilton's people to their place, can encourage local cultures and neighbourhoods to thrive, can help visitors feel enriched by their experiences in the city, and can educate guests on how to steward Hamilton's natural landscape and water ways.

In summary, this strategy depends on a 'whole city' approach, with tourism staff

playing a key role in leading, supporting and advocating for tourism businesses, partners, and organizations throughout the City.

1.2 Current State of Tourism

The following section is a brief overview of the tourism landscape—both nationally and internationally—and the relevant trends affecting the tourism industry. These factors and trends have a local impact on Hamilton as a destination and its businesses.

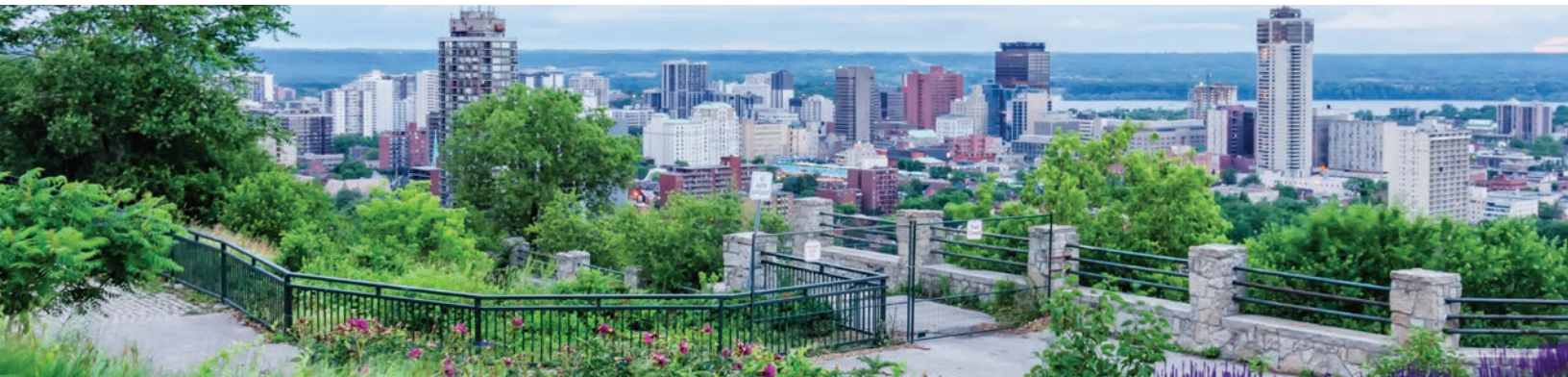
1.2.1 TOURISM'S UNEVEN RECOVERY & PROJECTED GROWTH

Nationally, the tourism industry is an economic driver and job-creator as one of Canada's top service exports, as well as a tool for fostering social cohesion. As of Q3 2023, tourism contributed \$43.6 billion to Canada's GDP, generated \$105 billion in revenue, and supported **one in every ten jobs** in the country¹.

By these numbers, the tourism industry is almost recovered from the global pandemic, however the recovery remains uneven. A resilient travel sentiment and pent-up travel demand aided a quick rebound in domestic travel, but a full recovery has been dampened by surging inflationary pressures, travel disruptions, labour shortages, the uncertainty of a recession on the horizon, and global political unrest. Visitation and spending from US and international visitors continues to lag, but tourism in Canada is expected to recover fully by 2026.

Typically, destination demand in Canada is seasonal, with leisure demand—those travelling for pleasure or to visit friends and relatives—mirroring the most common

¹ Destination Canada Tourism Outlook Fall 2023, via Statistics Canada National Tourism Indicators 2023 Q2 and Labour Force Survey via Tourism HR Canada





times to travel and take vacation. Therefore, travel typically peaks in summer months and is lowest in winter months. Demand in the spring and fall shoulder seasons is typically driven by individual corporate business travel, major events, and meetings and conferences.

In addition to monthly seasonality, travel demand is also affected by day of week trends. For most destinations—including Hamilton—weekend stays are mainly from leisure guests and weekday stays are driven by individual corporate business travel and meeting and event business. **Therefore, a healthy balance between leisure, individual corporate business, major events, and meetings and conferences is vital to support year-round vibrancy in a destination.**

Traveler segments are also recovering unevenly, with leisure visitors leading the recovery and outperforming 2019 levels, both nationally and in Hamilton. As stated in the Downtown Hamilton Office Report (PED23081), work-from-home policies have impacted Hamilton’s office market. As the slow return to office is hindering downtown recoveries across Canada, individual corporate business travel is lagging considerably behind pre-pandemic levels and weekday hotel occupancies have been slow to recover. Major events and meeting and conference travel are recovering faster than independent business travel; however, this segment is not expected to fully recover until 2026.

As the industry continues to recover from

the pandemic, global projections for tourism indicate strong, continued growth. The World Travel and Tourism Council predicts that tourism’s contribution to Canada’s GDP could double by 2033.

1.2.2 TRENDS IN TOURISM & TRAVEL

The tourism industry is constantly being shaped, not only by visitor trends but also by the economic forces impacting operators. This section gives an overview of current trends shaping the industry as new generations enter the travel sphere, visitor sentiments change, tourism business needs evolve, and host communities grow.

The following trends were compiled from industry research, consultation with industry and local operators, and excerpts from federal and provincial publications.

1.2.2.1 Visitor Trends

The following is a summary of how and why visitors travel to and within Canada and what they are looking for in a destination.

Authentic & Cultural Tourism

When travelling, visitors seek out authentic places and are eager to learn their stories. Increasingly, the industry is seeing uptake in educational entertainment, opportunities to support local and independent businesses, and demand for the “hidden gems” and “travel like a local” experiences. In turn, host destinations have sought to incorporate creative public art and placemaking initiatives to communicate a destination’s ‘sense of place.’

Visiting Friends & Relatives

This is the primary reason for most Canadian travel and a common purpose for many international visitors. In line with the above trend, residents are often the best tourism ambassadors as they not only bring visitors to the key tourism sites in their area but also show them their favorite local spots, unique experiences, and authentic cultural events within a destination.

Outdoor Adventure & Sustainability

This is another trend that has seen massive growth during the pandemic and continues to be a main motivator post-pandemic; visitors are seeking both passive and active outdoor adventures and becoming more aware of their eco-footprint. Examples include passive activities like hiking or cycling or active options like high-ropes attractions or ziplining. This trend also includes agritourism as a way for visitors to practice healthy consumption while immersing themselves in authentic outdoor experiences.

Health and Wellness

Building on outdoor tourism, visitors are also looking to be physically active, visit healing and natural places, and stay mentally healthy on vacation. This trend has seen exponential growth coming out of the pandemic. Examples include locally sourced dining options, water-based activities, or choosing active sightseeing transportation options such as kayaking or cycling over sedentary options like driving.

Indigenous Tourism

This is one of the fastest growing segments within Canada. As defined by the Indigenous Tourism Association of Canada (ITAC), "authentic Indigenous tourism is BY Indigenous Peoples, not ABOUT Indigenous Peoples." Indigenous tourism experiences not only offer visitors the opportunity to experience another culture, but ITAC also states that "Indigenous Tourism is the strongest tool in the toolkit to help Canadians to support reconciliation."

Safety, Security & Welcome

Beyond the physical health and safety concerns (made worse during the pandemic), visitors seek out a welcoming and accepting environment where they feel actively included. This is especially true for marginalized groups such as 2SLGBTQAI+ travellers, BIPOC

travellers, women, or visitors with mental or physical accessibility needs. According to a Destination Canada survey, the friendliness of locals is the highest ranked influencer of visitor experiences in a destination, followed closely by safety and cleanliness.

Inclusion, Diversity, Equality, Accessibility (IDEA)

Operators and destinations alike are working to meet physical and digital IDEA standards and create a welcoming environment at all stages of the travel journey, including planning, transportation, accommodations, attractions, and post-trip follow-up.

Blended & Extended Stays

Several travel motivations are combining to create this trend, including "bleisure travel" (combining business and leisure trips), travelling in off-season times to avoid high costs, or adding tourism activities to a trip while visiting friends and relatives. This has led to visitors travelling in off-peak months or times of day, winter activities gaining popularity, or leisure accommodations being used for a business trip to accommodate accompanying family members.

Digital Integration

Spanning from accessible website design and mobile-friendly applications to artificial intelligence and augmented/virtual reality experiences, consumers expect digital integration to be seamless. The digital elements are often not the main attraction, but rather are expected to flawlessly blend into the journey (including pre- and post-trip) to allow for enhanced experiences, aid with accessibility needs, and reduce friction at key points such as payment, processing, or documentation.

Social Engagement

While this trend has been emerging for several years, the pandemic was a catalyst for social engagement. Visitors are eager to travel socially, whether participating in group activities, using social recommendations to plan their trip, or engaging in online social media as part of the pre-, during-, and post-trip journey.

High Quality & Unique Products

With declining discretionary income and increasing destination competition, visitors

seek out experiences where they receive good value and high-quality experiences for their dollar. Visitors are looking for superior value for money, high standards and coordination across all aspects of their travel journey, and authentic experiences that cannot be duplicated in another destination.

Range of Offerings

As visitors curate detailed itineraries, having a range of product and experience offerings is vital. This includes passive options like trails, parks, and self-guided tours and ranges up to luxury, hyper-customized experiences like exclusive events, luxury hotels, or culinary encounters. It also includes options at varying financial price points, allowing visitors to choose where to spend their money and to customize their trip based on their values. Some visitors may value exclusive dining options in a destination and will choose inexpensive accommodations and activities in order to keep to their budget.

1.2.2.2 Business & Destination Trends

The following is a summary of the trends currently affecting destinations and tourism businesses.

Regenerative Tourism

Regenerative Tourism is a recent best practice in the tourism industry, which prioritizes the community and environment, reframing the tourism destination as a 'host community' rather than a resource to be exploited or consumed. This approach grew exponentially coming out of the pandemic as a response to "over tourism," capacity restraints, negative impacts on residents, and degenerative development. Capacity gaps were especially evident during the pandemic where Canadian destinations with natural assets suffered problems of ecological destruction and overcrowding due to lack of infrastructure such as public washrooms, wayfinding, clear signage, available parking, and capacity management.

Lack of Access & Reduced Transport Connectivity

This is especially true for rural communities and travel between cities. Within larger cities, transportation is based on commuter and resident needs, with little coordination between regional and local transportation modes and

a significant 'last mile²' gap. For example, Hamilton is connected to neighbouring communities by rail and has a growing airport, but a visitor to Hamilton would need to use several modes of transportation to travel from the regional transit stations or airport to reach their final destination. These last mile gaps and the associated transportation costs are barriers to visitors using sustainable multi-modal options.

Labor & Skills Shortage

A shortage of labour and skills is limiting the capacity of almost all tourism businesses. According to Destination Canada's Q1 2023 Tourism Snapshot, while the Canadian overall unemployment rate was 5.4% in March, the tourism unemployment rate was 6%. Furthermore, while the Canadian labor force expanded 5.8% above pre-pandemic levels by March 2023, the labor force active in the tourism sector remained 4.2% below its pre-pandemic levels.

Reduced Individual Corporate Business Travel

This is a key factor affecting the tourism industry's lagging recovery. As previously detailed, work-from-home policies and the slow return to office are affecting travel, especially during mid-week periods. For example, travelling for sales calls or customer support is especially slow to recover as businesses have tighter travel budgets, appreciate the ease and efficiency of virtual software, and are mindful of their carbon emission targets.

The Night-Time Economy

This is a relatively new concept in Canadian destinations, however European and Asian destinations are far ahead in this regard. Though most often thought of in terms of music, entertainment, or food and beverage establishments, the night-time economy involves all activities and work that take place between 6:00 PM and 6:00 AM, including transportation, health care, and public services. Canadian destinations are working to improve the services and offerings to support night-time economies. The night-time economy is an important economic driver as it builds capacity in destinations, expands business offerings, and brings vibrancy to cities' often dark and unanimated times of day.

Higher Costs

Higher costs are degrading operators' profit margins and further raising the barrier to entry for new businesses. Not only are high construction costs and rising land costs making capital investments more expensive, but inflationary pressures, rising property taxes and insurance prices, food and labour costs, and business operation costs are making operations more expensive. While some businesses are raising prices, expenses are rising at a far greater pace than consumer pricing, thereby lowering operators' profitability.

Reduced Access to Capital & Limited Liquidity

This is severely dampening investment into tourism assets, both new and capital upgrades. The tourism industry has always been a higher risk real estate investment, however there is less of a desire for these types of investments with the current market uncertainty and higher appetite for safe investments.

Product Degradation

Product degradation is a challenge across Canada as aging products require capital investment; this is made worse by visitor expectations of high-quality experiences and rising costs. This is especially true for attractions, such as waterparks, amusement parks, or entertainment assets. Coming out of the pandemic, many tourism businesses are laden with high levels of debt and have no extra funds to re-invest into their products—especially given higher construction costs.

Shift in Capacity & Role of DMOs

All of these trends are leading to a higher expectation of direct involvement and aid beyond marketing from Destination Management Organizations (DMOs).

1.2.3 RELEVANT FEDERAL AND PROVINCIAL INITIATIVES

1.2.3.1 Canada's Federal Tourism Strategy

In response to the state of the tourism industry, in 2023 the Federal government released a tourism growth strategy, "*Canada 365: Welcoming the World. Every Day.*" The strategy is guided by four key principles:

- Equity, diversity, and inclusion
- Reconciliation in action
- Sustainable and regenerative approaches
- A focus on rural Canada

By 2030, hundreds of millions of dollars will be invested to support the strategy's five tourism priorities:

- **Invest in tourism assets**, including increased investment in tourism attractions and tourism support from the Business Development Bank of Canada,
- **Embrace recreation and the great outdoors**, including a Trails Tourism Strategy for Canada and leveraging recreational opportunities and Canada's great outdoors,
- **Partner to grow Indigenous tourism** through strengthening partnerships,
- **Attracting more international events**, as well as hosting more international events, and
- **Improve coordination through a Federal Ministerial Council**, including aligning government policies and programs to grow tourism.

To measure the performance of the Strategy, ambitious targets have been set through to 2030 to fulfill the two main objectives: to increase tourism's economic output and to improve Canada's competitive standing internationally.

These priorities align with Hamilton's current tourism needs and the city is poised to take advantage of several of these funding opportunities.

1.2.3.2 Ontario's Hamilton, Halton, Brant Regional Tourism Organization (RTO3)

The Ontario government segments the province into 15 different tourism regions. Hamilton is part of Region 3: Hamilton, Halton,

² The "last mile" is the gap between a person's trip from a transportation hub (rail, bus, airport, ferry) to their final destination. The greater the "last mile," the less likely a person is to use multi-modal transportation.



Brant, and the Regional Tourism Organization (RTO) is branded to visitors as “the Heart of Ontario.” In 2023, RTO3 released their 2024 to 2026 Strategic Plan, which focuses on four areas:

- **Relationship Development and Communications.** Actions include a regional marketing plan, building relationships with their destinations (including Hamilton), and measuring resident sentiment and understanding of tourism.
- **Leadership and Representation.** Actions include creating a better-connected region, especially around transportation, policy, and infrastructure.
- **Ecosystem Development and Value Co-Creation.** Actions include improving visitation research, data collection and sharing, supporting a regional Truth and Reconciliation Action Plan, sustainability and destination stewardship initiatives, and developing cross-regional tourism products and experiences.
- **Resource Management.** Actions include exploring investment and funding opportunities, as well as creating revenue-generating products and services.

As the largest destination in Region 3, Hamilton works closely with the regional tourism organization. Key areas of alignment for this strategy involve developing new tourism products and experiences as well as a regional approach to sustainability and destination stewardship.

RTO3 is working to become a certified **Sustainable Tourism Destination through GreenStep**. Founded in 2008, GreenStep is the only Canadian-based sustainable tourism certification provider covering all types of tourism businesses and destinations. GreenStep’s Sustainable Tourism Certification is an assessment-based program³ that provides guidance and support to tourism businesses as they strive to operate more sustainably. GreenStep’s Sustainable Tourism Destination Standard was created in alignment with the 17 United Nations Sustainable Development Goals and has been globally recognized by the Global Sustainable Tourism Council. **Tourism Hamilton staff are part of RTO3’s Destination Sustainability Stakeholder Committee.**

³ The **GreenStep certification process** requires an in-depth assessment that takes into consideration sustainability management systems, compliance with applicable laws, employee and guest engagement in sustainability efforts, availability of sustainable and accessible buildings and infrastructure, energy and water conservation, waste and emissions, community engagement, cultural heritage preservation, IDEA, and more.

⁴UN Tourism defines a **Tourism Product** as “a combination of tangible and intangible elements, such as natural, cultural and man-made resources, attractions, facilities, services and activities around a specific center of interest which represents the core of the destination marketing mix and creates an overall visitor experience including emotional aspects for the potential customers. A tourism product is priced and sold through distribution channels, and it has a life cycle”. A simple example would be a brewery tour, where the “tourism product” is created by combining transportation, beer tastings at each brewery, and a guided experience.

1.3 Tourism Hamilton: Hamilton’s Destination Management Organization (DMO)

Tourism Hamilton is the City’s official DMO. Organizationally, Tourism Hamilton is in the Tourism & Culture Division within the Planning & Economic Development Department. Working in harmony with Tourism & Culture sections, Tourism Hamilton is responsible for:

- **Sector Development**, which includes supporting the businesses and workforce, as well as investment attraction.
- **Event Attraction and Hosting**, including major events, meetings and conventions, sporting, festivals, etc.
- **Tourism Marketing**, both to individual leisure travelers (B2C) and business development and event attraction (B2B).
- **Visitor Services**, offered digitally through the TourismHamilton.com website and physically at the Visitor Experience Centre at 28 James St. N.
- **Product Development**, this is a new function by which staff curate unique experiences for visitors and co-create Tourism Products⁴ with local businesses and organizations.

Tourism Hamilton staff work closely with industry partners and have regular communication through quarterly Team Hamilton Tourism meetings, one-on-one meetings, and roundtable style discussions.

1.4 Where We’ve Been

Since the previous Tourism Strategy (2015-2020), the city has grown and made gains in developing the destination. The 2015 to 2020 strategy’s actions were focused on three strategic priorities. Many of these actions were achieved or exceeded, while others require additional or renewed attention.

Strategic Priority 1: Leadership

This was focused on developing a sustainable and collaborative leadership structure to facilitate the growth of tourism and secure additional funding for business development and marketing. Overall, this strategic priority’s actions were achieved:



- Tourism Hamilton is now the established DMO for Hamilton with dedicated marketing and sales teams.
- The DMO has had great success in winning and hosting several major events such as the NHL Heritage Classic, Canadian Country Music Awards, NDP Conference, Grey Cup 2021 and 2023, and more.
- Through the Destination Marketing Program (DMP), Tourism Hamilton worked collaboratively with hotel and industry partnerships on strategic event attraction. Though the DMP will now be replaced by the Municipal Accommodation Tax (MAT), the industry trust and relationships built through the DMP will carry forward.

Strategic Priority 2: Marketing and Communications

These actions sought to establish a positive destination identity and grow Hamilton's share of the market with the highest potential for return. These actions were also largely achieved.

- The award-winning Tourism Hamilton brand was developed and has successfully built a significant following on various social and digital channels. Tourism Hamilton has over 80,000 followers on social media and roughly 12,000 subscribers to the monthly digital newsletter.
- Through the development of Tourism Hamilton's digital channels, Hamilton is able to target leisure visitors and promote the city as an attractive destination.
- A Customer Relation Management (CRM)

- system was implemented for advanced booking and offering integrated bidding for sports, meetings and conventions, event space, and hotel rooms.
- Strong relationships have been built with national and provincial associations in sports, meetings and conventions, and other tourism industry segments to keep Hamilton top of mind and in the rotation for repeat events.

Strategic Priority 3: Destination Development

These actions focused on creating a great destination and enhancing Hamilton's 'welcome.' Several actions were achieved in developing the destination, however there is still work to be done.

- The Visitor Experience Centre (28 James Street North) renovation was completed. The Centre now integrates physical and digital visitor amenities, boutique retail featuring local artists, an event space, and rotating exhibit activations. The Centre is fully accessible, Rainbow Registered⁵, and is working towards a GreenStep sustainability certification.
- Tourism staff aided in the development of identified tourism districts, such as the James St. North corridor and Waterfront; however, these areas are still underdeveloped and require further investments in visitor infrastructure, activation, and placemaking.
- Hamilton has worked to foster a flourishing festivals and events scene. Working closely with the City's Special Events Advisory Team

⁵The Rainbow Registered Accreditation Program is a national accreditation for 2SLGBTQI+ friendly businesses and organizations. When you see a Rainbow Registered symbol, you know the business or organization meets a stringent set of standards to ensure 2SLGBTQI+ customers feel safe, welcomed, and accepted. The accreditation was created by Canada's 2SLGBTQI+ Chamber of Commerce (CGLCC), with Tourism HR Canada.



(SEAT), tourism staff collaborate seamlessly across departments, making Hamilton a top host destination and a best practice community in this regard.

- While improvements are being made on transportation, both at a regional and city level, better collaboration is still needed to make travel to and within Hamilton a seamless experience.

In conclusion, while Hamilton has made great strides to becoming a vibrant tourism destination, several gaps and challenges remain. This strategy seeks to build on the destination’s strengths and past successes and to address the gaps and challenges.

1.5 Hamilton’s Current Destination Overview

Ultimately, a destination is made up of tourism products and experiences; the more variety and higher the quality of assets, the more demand a destination will drive. Tourism asset categories include accommodations, attractions, food and beverage, entertainment, recreation, event facilities, transportation, visitor services, heritage and cultural, and natural and outdoor assets.

Furthermore, assets within a destination have a symbiotic relationship: a community or key tourism area needs a variety of assets to thrive. For example, an ideal tourism area may have a hotel, a number of restaurants, a natural asset, and an attraction within a 20-minute walking radius.

At the same time, as stated, a healthy tourism

destination requires a whole-city approach. Without healthy and safe neighbourhoods, a sustainable economy, and protected ecology, Hamilton cannot be a healthy host community. While Hamilton has strong tourism assets in some of these categories, there are several gaps and challenges that need to be addressed. The following is an overview of the key factors at play within the destination.

1.5.1 BURGEONING TOURISM DISTRICTS

Hamilton has several **burgeoning tourism districts**. The entertainment district is about to undergo a major transformation with the renovations to the FirstOntario Centre arena and Hamilton Convention Centre and the launch of the National Centre for New Musicals at Theatre Aquarius. In addition, the city has a reputation for quality music and cultural venues. These assets work together with the surrounding restaurants, retail, and attractions located in the Downtown Hamilton BIA, International Village BIA, and James Street North corridor make for an excellent urban destination.

Hamilton is home to a total of 11 BIAs, each with a unique sense of place and authentic identity. Historic villages such as Ancaster, Dundas, Westdale, and Stoney Creek, draw visitors seeking quaint main streets, historic charm, and boutique retail and restaurants.

Furthermore, Hamilton’s West Harbour development is growing the waterfront into a key tourism area. The improvements to trail connectivity and public spaces are prime examples of how infrastructure supports and creates a sense of place.

While Hamilton has excellent destination elements, there is limited infrastructure and no cohesive messaging around its tourism districts. These tourism districts need to be defined in ways that are clear to visitors. Related to this, Hamilton has limited, disjointed, and outdated physical and digital wayfinding.

1.5.2 DOWNTOWN SAFETY & CLEANLINESS

Increasingly, local partners and visiting guests have raised concerns about the cleanliness and safety of Hamilton's downtown. As stated, safety and cleanliness are highly ranked influencers of visitors' experiences in a destination. Without safe, healthy, and clean neighbourhoods, tourism cannot flourish.

Though this is a complex issue, one underlying factor is the lack of vibrancy in downtown, especially after 6pm. When streets are dark, businesses are closed, after-hour transportation is unavailable, and people choose to go elsewhere in the evening, the lack of animation encourages bad behaviour. **However, by encouraging night life, investing in infrastructure, and expanding transportation and support service hours, Hamilton's night-time economy can reinvigorate downtown and help to improve downtown safety and cleanliness.**

Fostering a healthy night-time economy also includes a closer look at the city's policies and planning. For example, encouraging alternative uses for after-hour activities will allow community members more access to spaces for hosting events or animating spaces. **International cities that have invested in these policy changes state that underrepresented communities, such as BIPOC, 2SLGTBQAI+, Indigenous, or cultural organizations, see the biggest benefit as they are typically underserved by traditional venues.**

1.5.3 HAMILTON'S REPUTATION AS A DESTINATION

Hamilton competes globally for international visitors and nationally for Canadian visitors. While the city's location between Toronto and Niagara—two of Canada's most visited destinations—helps with drive-through exposure, **Hamilton is overshadowed in the competitive market and has a low international profile.**

Locally, Hamiltonians are friendly and humble, but resident sentiment has been weakening due to social challenges. Residents are often not aware of all that Hamilton has to offer and there are limited visitor services to encourage residents to explore their own backyard. **Residents who are proud of their city and invite their friends and relatives to experience Hamilton's offerings are the best tourism ambassadors.**

1.5.4 SUSTAINABLE TRANSPORTATION & CONNECTIVITY

From a municipal viewpoint, Hamilton has excellent connectivity and transportation by road, rail, and air. Especially relevant to tourism, Hamilton's John C Munro Airport is working to become the gateway to Southern Ontario and undertaking a 10-year capital master plan. For visitors, transportation within Hamilton currently includes HSR (bus service) and active transportation options such as the bike share program and e-scooters. The reimagined HSR routes, LRT project, and expanded GO station will continue to improve transportation options.

However, these modes of transportation require different programs, apps, and payment platforms. International visitors have a lower barrier to using multi-modal transportation, but **Canadians are often averse to sustainable transportation options because of the lack of user-friendly education, the significant last mile gap, and associated costs.**

Lastly, while the **LRT will greatly improve connectivity to several tourism areas once complete, construction will cause a long period of disruption for businesses and visitors navigating the city.**

1.5.5 VISITOR SERVICES

Tourism Hamilton offers visitor services through the TourismHamilton.com website and at the newly renovated Visitor Experience Centre in downtown. While the Visitor Experience Centre has excellent offerings in a safe and inclusive space, **awareness of the Centre and its resources is lacking.** Furthermore, for visitors who do not travel to downtown Hamilton, there are no other physical visitor services offered. **As partners such as hotel and attraction staff or airport volunteers work to warmly welcome visitors,**

they require support to promote Hamilton's offerings and educate guests.

Digitally, Tourism Hamilton has a strong, award-winning brand and growing social and digital audiences. However, digital travel and tourism technology is rapidly evolving, and visitors have high expectations of their destinations to curate unique, personalized experiences and offer a range of customized itineraries. **Tourism Hamilton's current website infrastructure is ill-equipped to integrate new technology or cater to visitor's increasing digital expectations.**

1.5.6 NATURAL & OUTDOOR TOURISM

Hamilton has world-class natural assets and is becoming known regionally as a desirable hiking and cycling destination as the "Waterfall Capital of the World." Hamilton is home to numerous trail systems, the largest botanical gardens in Canada (RBG), and the Niagara Escarpment (a UNESCO Biosphere Reserve). However, infrastructure to support these activities is often lacking. **For residents and visitors to enjoy the natural assets while protecting the land, Hamilton must improve infrastructure and expand capacity.** Examples include onsite washrooms, improved signage and wayfinding, lighting on trailheads, adequate parking, and expanded capacity controls such as reservation systems.

Similarly, Council has identified increased access to the Waterfront and recreational services as a priority. While much work has been done to improve the waterfront infrastructure and trails, there is a gap in infrastructure and governance structure. For example, to facilitate on-water recreation and encourage water-based operators, additional docks and visitor services will be required.

Local and regional organizations, such as the Royal Botanical Gardens, the Waterfront Regeneration Trust (Waterfront Trail), the Bruce Trail Conservancy, and Hamilton's Conservation Authority are working to improve their offerings and capacity as well. Improvements are also taking place on a federal level as Canada invests in the TransCanada Trail—parts of which go through Hamilton.

1.5.7 CULINARY & AGRITOURISM

Hamilton is gaining a reputation as a "foodie" destination. Hamilton has excellent culinary options across the city, ranging from restaurants and bars to breweries and cideries to farm-

fresh agritourism experiences. **However, to truly become a culinary destination, additional product development and curated experiences are required.**

1.5.8 MUSIC, CULTURE & FILM

Hamilton has a rich culture scene and growing music and film industries. Hamilton's diverse population is enthusiastic about sharing their culture through creative expression. As the city's creative and cultural profile grows, Hamilton continues to attract new artists, makers, creative professionals, and supporting industries. Key creative industries like music, film, fashion, and art are vital to telling Hamilton's authentic story and raising the City's international profile. **There is an opportunity to collaborate with local partners to co-create tourism products to help visitors enjoy Hamilton's many cultures and creative experiences.**

Hamilton is home to several high-quality music venues, and the city has also had success attracting the supporting amenities and services required to host large-scale cultural events. As major concerts and entertainment shows come to Canada, there is demand for these high-quality events, but few destinations have the capacity to host thousands of spectators. **With the renovation of FirstOntario Centre arena, Hamilton will be in a unique position to capitalize on the major entertainment and concert market.** However, while Hamilton has strong small- and large-scale venues, there is a gap in the city's mid-scale venue offerings.

1.5.9 ATTRACTIONS

Hamilton has several strong attractions. The majority of Hamilton's attractions are based on the city's history and culture, with its many museums, the HMCS Haida, the Canadian Warplane Heritage Museum, the Football Hall of Fame, the Hamilton Art Gallery, Westfield Heritage Village, and several others. The city also has top nature-based and outdoor adventure attractions such as the Royal Botanical Gardens, TreeTop Trekking, and African Lion Safari.

Several key attractions in Hamilton are expanding into the group and international tour market. This market represents an opportunity for Hamilton as several attractions already have the capacity to host group and international tours, while others are investing in capacity building and infrastructure to grow into this market.



However, some of Hamilton’s attractions require capital investments and only a few new attractions have come into the city in recent years. For example, the city has identified Wild Waterworks and the surrounding Confederation Park as an area that requires investment.

While Hamilton has several strong attractions, there are **gaps in family-friendly attractions, attractions aimed at youth and young adults, and wellness-related attractions.**

As stated, destinations function best when tourism assets are co-located. Unfortunately, most of Hamilton’s attractions are spread across the city and do not have supporting assets such as restaurants or hotels nearby.

1.5.10 INDIGENOUS TOURISM EXPERIENCES

In June 2019, Hamilton City Council endorsed the City of Hamilton’s Urban Indigenous Strategy (UIS). The UIS identifies specific actions that the City needs to take to ensure Indigenous contributions and experiences are honoured and commemorated. As allies, Tourism Hamilton has a role to play in reconciliation and to support authentic Indigenous businesses in Hamilton.

Despite the success of Indigenous tourism experiences across Canada and the high demand in the market, the supply of market-ready experiences is severely lacking in southern Ontario and there are currently no year-round, market-ready Indigenous tourism products in Hamilton.

Therefore, Tourism Hamilton and the Indigenous Relations Team are working with

local Indigenous partners to co-create several authentic Indigenous tourism experiences. Ultimately, the process must begin with consulting the Indigenous community to ensure that all tourism products and experiences are developed and delivered in a way that support the Indigenous communities represented in Hamilton and the region.

This project is currently in the first step of consultation and the ultimate objective is to create authentic Indigenous tourism experiences in Hamilton. As Keith Henry, President & CEO of Indigenous Tourism Association of Canada, states, “Indigenous Tourism is the strongest tool in the toolkit to help Canadians to support reconciliation.” These experiences would seek to create Indigenous jobs, provide opportunities for investment in Indigenous tourism, and bring visitors to the Hamilton region for these experiences.

1.5.11 PRODUCT DEVELOPMENT

Tourism Product Development is a newer function of Hamilton’s DMO. A “tourism product” is created by tying together unique elements within a destination to create an authentic experience. A simple example would be a brewery tour, where the “tourism product” is created by combining transportation, beer tastings at each brewery, and a guided experience.

Product development is vital to destination development, as visitors expect curated experiences to guide them to genuine places and tell their stories. Following regenerative tourism practices, tourism product development



is about fostering healthy communities and inviting visitors to experience authentic local tastes, cultures, and stories. As a steward of the destination, a DMO works to co-create tourism products with local business operators and community organizations.

With Hamilton’s strong culinary, attractions, cultural, heritage, and natural assets, the city has all the building blocks to offer transformational tourism experiences, but product development is required to engage and entice visitors.

1.5.12 MAJOR TOURISM EVENTS & FESTIVALS

Hamilton has made a name for itself as a key festival and event destination. Local partners host over 20 annual events in Hamilton, several of which are award-winning. A few key festivals include Supercrawl, Rockton Fair, Winterfest, Telling Tales, Fringe Festival, and Hamilton Film Festival. These events speak to the healthy music and cultural industries in Hamilton.

In addition to the “home grown” festivals, Hamilton has shown itself to be an excellent destination to host sport, meetings and conferences, and other large-scale events. Building on Hamilton’s strong history as a sports town, the city draws visitors in for sporting events year-round, ranging from amateur sports to hosting major professional sporting events. A few examples of recent major tourism events include the NHL Heritage Classic, Canadian Country Music Awards, NDP Conference, Grey Cup, and the RBC Canadian Open.

While both local community-based events (e.g., Canada Day, Ribfest) and major events (e.g., Grey

Cup, NDP Conference) may draw many attendees and offer community benefits, not all events within the city are supported by tourism staff or considered a “tourism event.” To be considered a major tourism event, the event must not only draw in a significant number of out-of-town visitors, but must also boost tourism-related visitor spending in Hamilton.

Hosting major events not only ties directly into Council’s priority of enhancing the City’s reputation as a centre of culture, sport, and tourism, but also acts as an economic promoter.

For example, hosting a major conference on agri-food production, life sciences, technology, or goods movement signals to businesses in these industries that Hamilton is a key player and supports Foreign Direct Investment activities. Similarly, leveraging the reputation of Hamilton’s internationally known companies or McMaster Innovation Park can help attract conferences in key sectors to Hamilton. Lastly, hosting major events helps bring year-round vibrancy and overnight guests to the city.

Hamilton benefits from clustering event facilities with hotel rooms and complementing amenities (restaurants, retail) in downtown. This contributes greatly to a positive visitor experience and in securing large city-wide events. The city’s event hosting capacity will continue to grow with the major capital investment and renovation of the Hamilton Convention Centre.

While the city has a number of strong event spaces and a collaborative city-wide approach to major events, Hamilton is held back by lacking event and festival infrastructure.

Examples include public washrooms, access to sufficient power and servicing connections, equipment storage, or parking for trucks and event crews. **Similarly, during large city-wide events, there is an insufficient supply of overnight accommodations.**

1.5.13 SPORT TOURISM

Hamilton has a long history of being a “sports town” and is home to several major sporting teams that draw in visitors: the Hamilton Tiger-Cats, Forge FC Football, Toronto Rock Lacrosse, and the Hamilton Cardinals Baseball Club. The Tim Hortons Field is a strong sporting asset and the City has also recently made investments into additional sporting assets, such as cricket pitches. Furthermore, the City’s Parks Master Plan (2022) and Recreation Master Plan (2022) detail the importance of continuing to reinvest and improve the City’s recreational assets.

These strengths combine to give Hamilton a competitive edge in attracting not only spectator visitors, but also significant sporting events, ranging from amateur to professional.

1.5.14 ACCOMMODATIONS & OVERNIGHT DEMAND

A key metric of a destination’s health is overnight stays, particularly in hotels and short-term rentals, as these guests are most likely to be out of town visitors (tourists). The higher a city’s overall accommodation occupancy, the higher the demand for the tourism destination.

Hamilton has several excellent midscale and upper midscale hotels, **however there is an insufficient amount of high-quality economy hotels, no luxury hotels, and limited alternative accommodations (i.e., cottage, glamping).** Hamilton has a few campgrounds, however, they are located far from complementary attractions and closer to neighboring municipalities. Most accommodations are located in the downtown and surrounding areas, with gaps in several BIAs, the airport, the waterfront, and rural communities.

Overall, Hamilton’s overnight demand is growing.

However, the accommodation supply is insufficient during peak demand periods, such as major festivals, large conferences, or city-wide events. Not only does this hamper the city from attracting larger major events, but the demand and visitor spending spills over to neighboring communities.

Lastly, Hamilton’s neighbouring destinations face similar limitations to attracting major events. **Therefore, there is an opportunity for cities to collectively bid on major events in a regional play, pooling event hosting resources and overnight accommodations.**

1.5.15 MUNICIPAL ACCOMMODATION TAX

In January 2023, the City of Hamilton implemented a 4% Municipal Accommodation Tax (MAT) on accommodation stays within its jurisdiction, including hotels, motels, and soon, short-term rentals (STRs). **This MAT aims to generate revenue dedicated to tourism development services and promotion, aligning with the city’s Tourism Strategy goals, and serving as a vital source of non-tax levy funding for Hamilton’s tourism industry initiatives.**

This Tourism Strategy serves as the guiding framework for directing MAT funds towards initiatives that contribute to the growth, development, and sustainability of Hamilton’s tourism industry. Ensuring alignment between MAT expenditures and the strategic priorities outlined in the Tourism Strategy, maximizes the impact of these funds and helps achieve long-term tourism development objectives.

Based on conversations with other municipalities who have implemented a MAT, best practices recommend creating a MAT Advisory Group made up of a variety of tourism industry partners. Furthermore, several municipalities and regions have created grant programs using MAT funds to aid in event attraction, product development, placemaking, and activation. Not only do these practices align with Council’s priorities of transparency and collaboration, but they also ensure that the MAT funds are used to directly benefit the tourism industry.

1.6 Summary (SWOT Analysis)

Based on all the preceding analysis, Hamilton's destination overview, and partner feedback, the following SWOT analysis summarizes Hamilton's strengths and weaknesses and identifies the opportunities and threats the city faces as a tourism destination.

- **Strengths** are internal value-creating factors that should be built upon.
- **Weaknesses** are internal value-destroying factors that should be mitigated and improved upon.
- **Opportunities** are external value-creating factors that a destination should take advantage of.
- **Threats** are external value-destroying factors that a destination should mitigate where possible and take into consideration when planning for the future.

- Burgeoning tourism districts (entertainment district, waterfront, BIAs, historic downtowns, etc.).
- Hamilton has a rich culture scene and growing music and film industries.
- Exposure to visitors from ideal location between Toronto and Niagara, two of Canada's most visited destinations.
- Improvements in sustainable and active transportation options (e-scooters, bikes, HSR re-envisioned, LRT, GO train expanding).
- Tourism Hamilton's Visitor Experience Centre is a safe and inclusive space that offers visitors excellent digital and physical resources.
- Tourism Hamilton has a strong brand and growing social following.
- Excellent natural and outdoor assets, e.g., waterfalls, trails, Niagara escarpment, waterfront.
- Top nature-based and outdoor adventure attractions such as the Royal Botanical Gardens, TreeTop Trekking, and African Lion Safari.
- Excellent culinary assets and reputation as "foodie" destination, including restaurants, bars, breweries and cideries, agritourism, etc.

- Strong historic and cultural attractions, e.g., HMCS Haida, Canadian Warplane Museum, Football Hall of Fame, Hamilton Art Gallery, Westfield Heritage Village, etc.
- Hamilton's history of being a "sports town," strong sporting assets e.g. Tim Horton's Field, and the city's several major sporting teams, e.g., the Hamilton Tiger-Cats, Forge FC Football, Toronto Rock Lacrosse, and the Hamilton Cardinals Baseball Club.
- City has several strong event spaces and major parks, and the convention centre will be renovated.
- Collaborative city-wide approach to hosting major events makes Hamilton a good event host and best practice city.
- Newly introduced MAT will generate revenue dedicated to tourism development services and promotion and serve as a vital source of non-tax levy funding for Hamilton's tourism industry initiatives.



Weaknesses

- Hamilton does not stand out in the competitive destination market and has a low international profile.
- Hamilton’s resident sentiment has been weakening due to social challenges and residents are often not aware of all that Hamilton has to offer.
- Limited support infrastructure and cohesive messaging around tourism districts
- Limited, disjointed, and outdated wayfinding and lack of digital wayfinding assets.
- Increasing concerns about downtown safety and cleanliness.
- Lack of visitor services offered physically beyond Visitor Experience Centre downtown.
- Tourism Hamilton’s current website infrastructure is ill-equipped to integrate new technology or to cater to visitor’s digital expectations.
- Some of Hamilton’s attractions require capital investments and only a few new attractions have come into the city.
- Gaps in family-friendly attractions, attractions aimed at youth and young adults, and wellness-related attractions.
- Currently lacking Indigenous tourism experiences, however a project is underway.
- Weak night-time economy due to limited supporting infrastructure, policies, and after-hour transportation.
- Outdoor and recreational infrastructure lacking for nature-based activities, e.g., safety and accessibility of trails and waterfalls, or docks to facilitate on-water rental operators at waterfront.
- Lacking event infrastructure and logistics for major events and festivals, i.e., public washrooms, access to sufficient power and servicing connections, equipment storage, parking for trucks and event crews.
- During large city-wide events, there is an insufficient supply of accommodations.
- Accommodation gaps in high-quality economy hotels, no luxury hotels, and limited alternative accommodations (i.e., cottage, glamping).
- Product development required to tie together Hamilton’s assets and engage and entice visitors.

Opportunities

- Hamilton and neighbouring cities can collectively bid on major events in a regional play, pooling event hosting resources and overnight accommodations, aligned with federal tourism strategic priority of attracting more international events.
- Demand for high-quality entertainment and concerts growing. Hamilton can capitalize on this as few other Ontario cities have the capacity to host large entertainment.
- Nature-based activities on the rise as health and wellness become top-of-mind for visitors.
- Economic development synergies between foreign direct investment, key Hamilton industries, and hosting major events and conferences.
- Improving transit will make getting to and around Hamilton easier and increase sustainable options (Reimagining HSR, GO station expanding, LRT project).
- Hamilton Airport positioning itself as a gateway to all of southern Ontario will bring additional visitors and exposure to Hamilton.
- Secondary municipalities are becoming more attractive to investors as construction and land costs continue to rise in major urban centers (i.e., Toronto).
- Similarly, secondary municipalities have a lower barrier to entry for new businesses due to lower commercial rents than major urban centers (i.e., Toronto).
- Council has directed staff to investigate redeveloping Confederation Beach Park as a top destination.

Threats

- Increased competition as several other destinations in Ontario are implementing MAT and beginning destination development and marketing efforts.
- Disruption related to LRT construction and the closing of the Entertainment assets during renovation.
- Lack of affordable housing and wage pressures threatening hospitality workforce.
- The rising costs of travel and inflationary pressures are leading to diminishing discretionary income for consumers.
- Canadians are often averse to sustainable transportation options because of the lack of user-friendly education, the significant last mile gap, and associated costs.
- The less vibrancy in a downtown, the less safe visitors, businesses, and residents feel, which can contribute to a downward spiral of people and businesses leaving downtowns.





Tourism Strategy

2.1 Introduction

When done well, tourism can create vibrancy, social cohesion, and prosperity. Hamilton's Tourism Strategy is built on a regenerative and 'whole city' approach where Tourism Hamilton works collaboratively with City staff, tourism businesses, and industry partners to steward the destination. The following section details the vision and strategic priorities for Hamilton's tourism industry, as well as the actions to achieve the vision.

2.2 Vision Statement

Hamilton is a top Canadian destination, celebrated for our vibrant tourism districts, captivating nature-based activities, and authentic and sustainable experiences.

2.3 Strategic Priorities

To achieve this vision, this strategy is built on four strategic priorities:

1. **Grow Hamilton's Reputation as a Leading Tourism Destination**
2. **Cultivate Vibrant Tourism Districts**
3. **Promote and Support the Sustainability of Natural Assets**
4. **Strengthen Hamilton's Major Events and Festival Sector**

Within each strategic priority, the strategy details several actions Tourism Hamilton will take to steward the destination, along with key metrics and desired outcomes.

These actions are specific to tourism staff; however, as stated, staff across the city play a role in Hamilton's success as a tourism destination. Without clean streets, safe communities, good infrastructure, and a thriving City, tourism can not flourish. Therefore, in addition to tourism strategic actions, each strategic priority section lists 'whole city approach' actions being led by other city departments that support and are supported by this strategy.



2.3.1 Grow Hamilton's Reputation as a Leading Tourism Destination

As Hamilton's Destination Management Organization (DMO), it is Tourism Hamilton's role to steward the destination. Stewarding the destination requires supporting the industry partners who work in the industry, enticing and welcoming visitors to Hamilton, and co-creating unique experiences in the host communities and ecologies. A DMO's role in offering visitor services extends to enticing and welcoming visitor online—before they arrive in the destination—and assisting in their journey to and around the city.

In creating a healthy host destination, Hamilton's residents and businesses are the ultimate hosts and best ambassadors to promote all Hamilton has to offer to their visiting friends and relatives. Therefore, inspiring, encouraging, and clearly communicating with residents and tourism partners alike is vital.

2.3.1.1 Tourism Strategic Actions

1. Develop and implement a Tourism Product Development Program, cultivating authentic experiences to showcase the city's diverse cultural, heritage, culinary, and natural assets.
2. Complete and implement the Indigenous Tourism Experiences Study by 2024.
3. Following recommendations from the Indigenous Tourism Experiences Study, support new and existing Indigenous tourism operators in developing authentic Indigenous tourism experiences.
4. Work with Corporate Communications, HSR, Metrolinx, and other partners to identify and support the promotion of sustainable, destination-focused transportation options for tourists visiting and navigating the city.
5. Complete a digital review project across the Tourism & Culture Division to meet current and future needs.
6. Foster local pride in place encouraging residents to explore their own city and invite friends and relatives to visit.
7. Leverage Tourism Hamilton's brand, social channels, and in-kind partnerships to develop lure campaigns targeting leisure visitors and promote the city as an attractive destination.
8. To lead by example, Tourism Hamilton will obtain a GreenStep Sustainable Tourism Certification, which encompasses efforts in responsible tourism, environmental stewardship, accessibility, and diversity and equity.
9. Create a MAT Advisory Group of tourism industry partners by the end of 2024 to collaborate in a transparent manner on MAT spending.



2.3.1.2 Whole City Approach

Creating a healthy support system for a destination takes a whole-city approach. Hamilton's Workforce Strategy and related actions support this strategy. For example, they promote Hamilton as an appealing and inclusive place to work and build a workforce pipeline through work placements for secondary and post-secondary co-op students in the hospitality and tourism industry.

Furthermore, tourism staff are involved with larger City initiatives around Hamilton's cycling infrastructure and routes as well as projects addressing accessibility and accessible travel, in line with Council priorities for making safe and thriving neighbourhoods. Tourism staff are also following the City's efforts to increase public engagement to foster trust, inclusivity, and transparency with residents, visitors, and industry partners.

Lastly, tourism staff work closely with Economic Development to create vibrant downtowns and neighbourhoods, thriving live-work-play environments, profitable businesses, and a positive perception of Hamilton nationally and internationally.

2.3.1.3 Key Metrics & Desired Outcomes

- Number of new tourism products created,
- Visitor ridership on sustainable transportation options,
- Launch of new TourismHamilton.com website,
- Website performance and user statistics,
- Achieved GreenStep Sustainable Tourism Certification,
- Improved resident sentiment of tourism in Hamilton and Hamilton as a destination,
- Number of Indigenous tourism experiences created,
- Partner sentiment of tourism staff and support systems.



2.3.2 Cultivate Vibrant Tourism Districts

Vibrant tourism districts reflect and nurture a community’s authentic identity, which in turn entices visitors and offers high-quality experiences that are unique to the district. A vibrant tourism district prospers its tourism businesses and provides a welcoming and desirable environment for both residents and visitors. This vibrancy should extend beyond traditional working hours and foster the night-time economy. As a destination steward, Tourism Hamilton will also work to mitigate the negative impacts of upcoming LRT construction and entertainment district renovations.

Creating a sustainable tourism district requires physical and digital infrastructure to communicate a district’s identity to visitors and create a ‘sense of place.’ Animating dedicated visitor spaces and creating itineraries to help visitors experience a destination not only matches visitor travel trends, but further extends a host destination’s welcome. Lastly, to fill identified gaps in tourism districts, investment and business attraction are required.

2.3.2.1 Tourism Strategic Actions

1. Through the Downtown West Harbourfront Coordinating Committee, implement safety, cleanliness, and activation initiatives in the Downtown and West Harbourfront areas, focusing on programming, placemaking, and strategic investments to enhance vibrancy and co-create an authentic ‘sense of place.’
2. Enhance key tourism locations like the West Harbour and Downtown Entertainment Precinct through urban design and public art.
3. Create and implement a four-year exhibition and community program to use the Visitor Experience Centre as a year-round central hub that also connects to major hosted events.
4. Establish a Night-Time Economy Night-Time Economy initiative by the end of 2025 to review City policies and bylaws to remove barriers and encourage operators and community organizations to create a healthy and safe night-time economy.
5. Conduct a review of City of Hamilton tourism-related wayfinding signage and implement a program to update with current branding and digital technologies, to be completed by 2028.
6. Execute a tourism business attraction strategy to secure business investments that enhance Hamilton's destination offerings by filling identified gaps in accommodations, attractions, and cultural venues.
7. For identified tourism districts, work with local businesses, BIAs, organizations, and regional partners to co-create curated experiences and authentic itineraries that entice visitors and reflect the district’s unique identity.



2.3.2.2 Whole City Approach

Organizations and departments across the city work to create vibrant neighbourhoods in Hamilton. For example, tourism staff are part of the City's Downtown West Harbour Coordinating Committee. This committee is made up of key City teams all working to improve the city's safety, cleanliness, vibrancy, and LRT readiness. While tourism staff are not most responsible for downtown office vacancy, efforts to increase visitation downtown will have positive impacts and increase vibrancy. Furthermore, fostering a healthy night-time economy will not only bring that vibrancy past 6:00pm, but will also help improve the safety and cleanliness of downtown Hamilton.

The Tourism Strategy seeks to developing unique identities for all tourism districts across the city and to celebrate the arts, heritage, history, and cultural elements of Hamilton. As local businesses and resident organizations play a vital role in fostering the community and animating their neighborhoods, tourism staff rely on these local experts and ambassadors to host visitors alongside tourism staff.

The strategy also seeks to develop the downtown and waterfront as cultural hubs in line with Council priorities and the Economic Development Action Plan which seeks to transform the West Harbour area into a recreational, commercial, and residential waterfront destination.

2.3.2.3 Key Metrics & Desired Outcomes

- Night-time economy task force is established,
- City bylaw and policies are reviewed to encourage night-time economy,
- Downtown business sentiments improve,
- Overall level of downtown vibrancy improves,
- Number of micro-grants issued,
- Number of pop-ups and activations in Visitor Experience Centre,
- Number of physical signs installed/ replaced/updated and digital wayfinding elements,
- Number of business attraction campaign activities,
- Number of investment opportunities in key tourism districts,
- Number of visitor itineraries created.



2.3.3 Protect and Improve the Enjoyment of Natural Assets

Hamilton is home to world-class natural assets with over 150 waterfalls, hundreds of kilometers of trails, the Niagara Escarpment (a UNESCO Biosphere Reserve), a scenic waterfront, and several conservation areas. However, Hamilton must better steward the natural assets to help visitors and residents better connect with and enjoy its green spaces and waterways. Much of the work must begin with thoughtful planning and physical infrastructure improvements to protect not only the environment, but also improve the safety and enjoyment of those visiting the natural assets.

In addition to physical infrastructure, visitors should be engaged in stewarding the natural assets through education and clear communication. Furthermore, as stated, destinations are created by clustering various tourism assets together and creating a range of activities for visitors. Many of Hamilton's natural assets are located close to vibrant and emerging tourism districts that can be incorporated into a visitor's trip. However, visitors need help connecting these assets and Tourism Hamilton can assist by co-creating communication, itineraries, or tourism products with local partners.

2.3.3.1 Tourism Strategic Actions

1. Complete a Waterfall Destination Master Plan by 2028 to improve infrastructure and address safety, signage, and enforcement issues to enhance the visitor experience.
2. Work with Climate Office, Active Transportation, Corporate Communications, and industry partners to identify and support the promotion of eco-tourism, environmental rehabilitation efforts, and responsible enjoyment of Hamilton's natural assets.
3. With Planning and Economic Development partners, investigate tourism opportunities for the redevelopment of Wild Waterworks and surrounding Confederation Beach Park lands as a top destination, to have a plan to Council by 2028.
4. Leverage federal and provincial programs as they become available to accelerate capital investments to enhance Hamilton's trail systems and natural assets by 2028 (waterfalls, trails, escarpment, rural agritourism, waterfront.)
5. Work with the Land Development Office to establish the physical infrastructure (e.g., docks) and governance structure to facilitate additional recreational and leisure water-based activities and on-water operators at the waterfront by 2026.



2.3.3.2 Whole City Approach

These actions are aligned with Council priorities surrounding protecting the city's greenspace and waterways, as well as providing vibrant parks and recreation options, and increasing access to the waterfront. Similarly, the Economic Development Action Plan includes completing a feasibility study on how to leverage the economic potential of waterfalls and adjacent natural amenities with consideration to environmental and neighbourhood impacts.

In addition, this strategic priority also supports and is supported by numerous City and community plans, including the Hamilton Climate Action Strategy (2022), the Hamilton Parks Master Plan (2022), the Hamilton Recreation Master Plan (2022), and the West Harbour Recreation Master Plan (2010).

2.3.3.3 Key Metrics & Desired Outcomes

- Waterfall Destination Master Plan is completed,
- Amount of provincial and federal funding leveraged,
- Investment in Confederation Beach Park as a top destination,
- Improvements made to Hamilton's natural assets (i.e., number of lights, public washrooms, parking stalls added),
- Number of recreational operators on Hamilton's waterfront,
- Visitor education materials and communication plan is created and launched,
- Decreasing health and safety incidents involving Hamilton's natural assets.



2.3.4 Strengthen Hamilton's Major Events and Festival Sector

Hosting festivals and major events is one of the most visible ways that Hamilton welcomes visitors. These festivals and events bring vibrancy, cultural richness, and additional spending into the community and raise the city's profile. Hamilton has built a reputation as a strong host destination and tourism staff have had success securing additional events and festivals. With the upcoming investments in the arena and convention centre, Hamilton will be even better positioned to secure events.

However, the city is hampered by the limited supporting infrastructure and its capacity during peak periods. As a destination steward, Tourism Hamilton has an opportunity to work with regional destination partners to attract larger events by pooling resources and working in collaboration.

Furthermore, tourism staff can leverage the synergies between economic development and hosting major events and conferences to not only improve the city's overall reputation, but also to attract new employers and investment. This in turn will bring prosperity to the host destination and economic sustainability.



2.3.4.1 Tourism Strategic Actions

1. Implement sales campaigns to secure sporting and cultural tourism events that leverage investments in Hamilton's entertainment assets and other public spaces.
2. In line with the Federal Tourism Strategy, implement a sales campaign to secure international, national, and provincial meetings and conventions that provide year-round activity for industry partners.
3. Work with local Indigenous communities to host major sports events for Indigenous athletes. (Urban Indigenous Strategy Item #35).
4. Working with Indigenous Relations Team and Indigenous communities, support and promote National Indigenous Peoples Day (June 21st)
5. Enter a memorandum of understanding with the Hamilton Sports Group (Tiger-Cats) by the end of 2025 to formalize a partnership to increase the number of sports, culture, and community events and activations hosted at Tim Hortons Field.
6. Work with appropriate partners to leverage federal and provincial programs, as they become available, to accelerate capital investments in event and festival infrastructure in public spaces (enhance power, washrooms, lighting, connectivity to airport/transit, etc.)
7. Utilize a portion of the Municipal Accommodation Tax and other non-levy funding sources for bid fees for securing and executing major events, in collaboration with industry MAT Advisory Group.
8. Implement tailored neighborhood strategies for communities heavily impacted by major events (e.g., Stiplely during the Grey Cup) to mitigate effects on residents through effective communication and coordination of essential City services.

2.3.4.2 Whole City Approach

Hosting major events ties directly into Council's priority of enhancing the City's reputation as a centre of culture, sport, and tourism. This strategic priority is also in line with the Economic Development Action Plan's stretch target of attracting five major events that generate a total combined economic impact of at least \$50M.

In addition, hosting major events facilitates the growth of key sectors and aligns with several economic development and foreign direct investment goals as it signals Hamilton's economic diversity, raises the city's profile, and brings year-round activity to the city.

2.3.4.3 Key Metric Outcomes

- Number of major events hosted in Hamilton,
- Economic impact of major events,
- Improved event infrastructure (i.e., number of new power and servicing access or number of public washrooms in key event locations),
- Sentiment of industry partners and residents,
- Meeting and event planner sentiments,
- Leads generated and secured through campaigns,
- Number of event-related overnight accommodation stays.

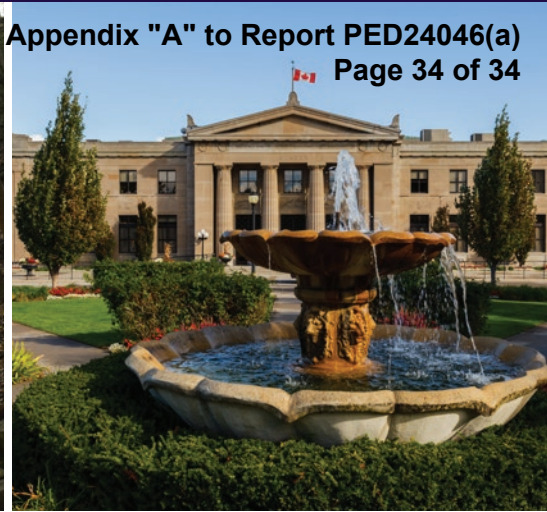
2.4 Reporting & Processes

In order to remain transparent and collaborative, tourism staff will provide an annual informational update to council. In addition, tourism staff will continue to host quarterly Team Hamilton meetings and provide updates to industry partners.

Wherever possible, tourism staff will look to leverage MAT funds or other non-levy sources to achieve new initiatives identified within this strategy. Any requests for funding will continue to go through the appropriate processes.







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INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	September 18, 2024
SUBJECT/REPORT NO:	Chedoke Creek Order - Remediation Update (PW19008(w)) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Tim Crowley (905) 546-2424 Ext. 5063
SUBMITTED BY:	Cari Vanderperk Director, Watershed Management Public Works Department
SIGNATURE:	

COUNCIL DIRECTION

N/A

INFORMATION

The City of Hamilton (City) was served Director's Order No.1-PE3L3 (Order) by Ontario's Ministry of the Environment, Conservation and Parks (Ministry) on December 4, 2020, as a result of the Main/King combined sewer overflow discharge which occurred between January 2014 and July 2018.

The Order consists of two parts:

The first part, as identified in the Chedoke Creek Workplan, requires the City to complete the targeted dredging of sediment in Chedoke Creek. This work is now complete to the satisfaction of the Ministry.

The second part, as identified in the Cootes Paradise Workplan, requires the City to conduct various studies and policy reviews to improve the water quality entering Cootes Paradise from City-owned infrastructure. A status update on each of the associated Ministry approved workplans is provided below.

Chedoke Creek Workplan:

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

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

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

SUBJECT: Chedoke Creek Order - Update (PW19008(w)) (City Wide)
Page 2 of 5

As previously reported at the September 20, 2023 (Report PW19008(u)) General Issues Committee, in-water work began on July 17, 2023, with dedicated surface debris removal between the Desjardins Recreation Trail bridge and the Kay Drage Park bridge. The debris removal was followed by the commencement of targeted dredging approximately 100 meters north of the Desjardins Recreation Trail bridge. Targeted dredging continued to move south throughout the summer and fall of 2023. Interim progress surveys, measuring the depth of water in the creek, were completed as the work advanced with any identified high spots addressed after the completion of the initial targeted dredge template.

Unseasonably wet weather and unexpected buried debris caused some delays, and the City was granted an extension by the Ministry to complete in-water work by November 30, 2023, from October 31, 2023. The contractor completed the targeted dredging work on November 17, 2023, in advance of the revised deadline and began transporting dewatered sediment to designated landfills.

Excavation and transport of dewatered sediment continued until December 30, 2023, with all dredged material removed from the site one day in advance of the December 31, 2023 Order deadline. In total, 281 truckloads transported approximately 10,000 metric tonnes to three designated landfills.

After the completion of sediment disposal, the contractor continued to work on the removal of temporary berm material used to construct the southern and northern containment cells. This work continued in 2024, with final Kay Drage Park restoration works completed in June 2024.

Under Item #7 of the Order, within one month of completion of the Chedoke Creek Workplan, specifically the sediment disposal, the City was required to submit to the Ministry a report confirming that “the natural environment has been restored to pre-spill conditions and that further impairment to the natural environment will not occur as a result of the spill to Chedoke Creek”. At a minimum, the report must contain the following:

- i. Workplan requirements specified by the Ministry and the details of the work undertaken to complete the Chedoke Creek Workplan,
- ii. Any monitoring results completed before, during and after the work undertaken in accordance with the Chedoke Creek Workplan,
- iii. Analysis of the results in Item #7(ii) above for the purposes of the intended monitoring; and,
- iv. Determination if any requirement for on-going monitoring is required to verify the effectiveness or maintenance of the remedial actions undertaken is necessary.

SUBJECT: Chedoke Creek Order - Update (PW19008(w)) (City Wide)
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The required report was submitted to the Ministry on February 2, 2024. On May 22, 2024, the City received Ministry comments and subsequently on June 11, 2024, conducted a meeting with the Ministry to clarify their comments. After addressing Ministry comments, the City resubmitted the final report on July 12, 2024.

The report includes a detailed summary of the work undertaken along with specifics on construction, water quality and environmental monitoring results, aligning with the requirements of Item #7 of the Order, listed above. The Ministry approved the report on August 9, 2024, attached as Appendix “A” to Report PW190008(w), which can also be found on the Chedoke Creek Spill & Remediation Activities webpage at www.hamilton.ca/chedokecreek, under Chronology of Events.

Chedoke Creek Workplan Costs:

The total costs for the Chedoke Creek Workplan are shown in Table 1, which remain within the allocated budget for the identified Project ID. Included are the Contractor (Milestone), Consultant (WSP) and Indigenous Environmental Monitoring Agreement costs from the Mississaugas of the Credit First Nation, Six Nations of the Grand River, and Haudenosaunee Confederacy Chiefs Council, as represented by the Haudenosaunee Development Institute.

Table 1

Project ID 5162168777	Cost
• Small Scale Offsetting	\$39,205
• WSP Emergency Procurement - Workplans, Design and Permitting	\$796,469
• WSP Non-Competitive Procurement - Contract Administration	\$548,086
• WSP - Standby Costs	\$151,169
• Milestone Environmental Contracting Inc. – Project Costs	\$5,135,262
• Milestone Environmental Contracting Inc. - Standby Costs	\$1,421,609
• First Nations Communities - Environmental Monitoring Agreements	\$153,995
Total	\$8,245,795

Cootes Paradise Workplan:

Consultant assignments for three Master Planning Municipal Class Environmental Assessments continue being executed concurrently. The studies include a detailed environmental, social, and economic assessment of opportunities to improve water

SUBJECT: Chedoke Creek Order - Update (PW19008(w)) (City Wide)
Page 4 of 5

quality and address related water quantity matters. The timing and capital budgets for the identified preferred solutions from each Municipal Class Environmental Assessment study will be identified once each study is completed.

A sediment study in Cootes Paradise was finalized in February 2024, with investigative field work in 2023 that included the evaluation of the potential impacts from various sediment treatment alternatives. This will assist the City in evaluating the potential for the implementation of targeted water quality restoration projects within Cootes Paradise.

Lastly, the Road Retrofits Rehabilitation and Stormwater Management policy reviews will continue throughout 2024/25 with the appropriate City departments. The Stormwater Management Policy review consists of updating the policy for Redevelopment Sites in the City of Hamilton and contains a prescription of Best Management Practices including Low Impact Development measures. The Road Retrofits Rehabilitation policy examines opportunities to provide stormwater management improvements for rehabilitated/reconstructed roads. The intent of this project is to strengthen the City's process and practices and to maximize runoff treatment for rehabilitated roads.

It is important to note that the Order does not specify completion deadlines for the proposed initiatives identified in the Cootes Paradise Workplan. However, the City is expected to finalize each of the three Cootes Paradise Workplan Municipal Class Environmental Assessment studies in 2025/26.

Cootes Paradise Workplan Costs:

The current committed costs for the Cootes Paradise Workplan are shown in Table 2, which remain within the allocated budgets for the identified Project IDs.

Table 2

Project ID	Cootes Paradise Workplan Items	Amount
5162168777	Sediment Nutrient Inactivation Study	\$223,052
5162268757	Lower Chedoke Combined Environmental Assessment	\$181,428
5162268767	Chedoke Watershed Stormwater Management Environmental Assessment	\$221,112
5162262305	Ainslie Wood Creek Separation Municipal Class Environmental Assessment	\$174,682
	Total	\$800,274

To address the outcomes of the Cootes Paradise Workplan, approximately \$20 million remains programmed into the 10-year Water, Wastewater, and Storm Rate Capital

SUBJECT: Chedoke Creek Order - Update (PW19008(w)) (City Wide)
Page 5 of 5

Budget. Within the next five years and once known, any additional required resources will be included in future budget requests.

Additional Chedoke Creek Costs:

Other costs related to the Main/King combined sewer overflow discharge remain outside of the individual workplan costs described above and are reported below to provide a holistic view of the costs of the discharge to date.

As previously reported at the September 20, 2023 (Report PW19008(u)) General Issues Committee on July 20, 2023, the City of Hamilton entered a guilty plea in the Ontario Court of Justice related to the Chedoke Creek discharge. The paid fine, damages and surcharge along with the previous investigative, clean up and up to date legal and risk management costs are shown in Table 3 below.

Table 3

Previous Project IDs and/or Operating Accounts	Cost
• Investigative and Clean Up Costs (from 2018-2020)	\$1,934,269
• Legal and Risk Management Costs (to June 30, 2024)	\$267,440
• Ministry of the Environment, Conservation and Parks Fine	\$2,100,000
• Royal Botanical Gardens Damages	\$364,500
• Victim Fine Surcharge	\$525,000
Total	\$5,191,209

Communications:

The City's Communications and Strategic Initiatives Division continues to support the project to ensure the community is informed. This includes media releases, webpage updates and the use of social media, which provides information and updates to the community and stakeholders on the Chedoke Creek remediation progress.

To learn more about the status of the remediation efforts identified in the Cootes Paradise Workplan, please visit: www.hamilton.ca/chedokecreekremediation.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report PW19008(w) – Chedoke Creek Workplan Post Work Report



FINAL REPORT FOR CHEDOKE CREEK WORK PLAN IMPLEMENTATION

CITY OF HAMILTON
71 MAIN STREET WEST, HAMILTON, ONTARIO L8P 4Y5

FINAL REPORT

DATE: JULY 12, 2024

WSP CANADA INC.
3450 HARVESTER ROAD
BURLINGTON, ONTARIO, L7N 3W5
CANADA

WSP.COM



WSP Canada Inc.
3450 Harvester Road
Burlington, Ontario, L7N 3W5
Canada

July 12, 2024

Mr. Tim Crowley
Senior Project Manager – Watershed Management
Public Works/Hamilton Water
City of Hamilton
100 King Street West, 9th Floor
Hamilton, ON L8P 1A2

Re: Final Report for Chedoke Creek Work Plan Implementation, City of Hamilton

Dear Sir,

WSP Canada Inc. (WSP) is pleased to submit the attached updated final report for the City of Hamilton for its submission to the Ministry of the Environment, Conservation, and Parks (MECP) in fulfilment of Item #7 in Director's Order # 1-PE3L3. The updated report has addressed those comments received from MECP on May 22, 2024 and confirmed during the meeting with MECP, the City and WSP on June 11, 2024. Should you have any comments or questions, please feel free to contact any of the undersigned.

Sincerely,

Per: Lance Lumbard, MS, MBA, CLP
Assistant Vice President
WSP USA Inc.

Per: Ron Scheckenberger, M.Eng., P.Eng.
President
Scheckenberger & Associates Ltd.

Per: Dale Klodnicki, M.E.Sc., CET, PMP
Senior Principal Ecologist
WSP Canada Inc.



Revision History

FIRST ISSUE

February 2, 2024	Draft release for MECP Review	
Prepared by	Reviewed by	Approved by
Lance Lumbard Dale Klodnicki Michael Godard	Lance Lumbard Ron Scheckenberger	Dale Klodnicki

DRAFT FINAL

July 12, 2024	Draft final for MECP Review (updated based on MECP comments received May 22, 2024)	
Prepared by	Reviewed by	Approved by
Lance Lumbard Dale Klodnicki Michael Godard	Lance Lumbard Ron Scheckenberger	Dale Klodnicki

FINAL

August 14, 2024	Identical to July 12, 2024 version based on MECP e-mail of August 9, 2024 that comments had been satisfactorily addressed	
Prepared by	Reviewed by	Approved by
Lance Lumbard Dale Klodnicki Michael Godard	Lance Lumbard Ron Scheckenberger	Dale Klodnicki



Signatures

Approved¹ by (must be reviewed for technical accuracy prior to approval)

Approved

July 12, 2024

Per: Dale Klodnicki, M.E.Sc., CET, PMP
Senior Principal Ecologist
WSP Canada Inc.

Reviewed

July 12, 2024

Per: Lance Lumbard, MS, MBA, CLP
Assistant Vice President /
Water Quality Management Lead
WSP USA Inc

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Ron Scheckenberger



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APPENDICES

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1 INTRODUCTION

This report has been prepared to summarize the actions the City of Hamilton has undertaken to comply with the Ontario's Ministry of the Environment, Parks, and Conservation (MECP) Director's Order 1-PE3L3, provided in **Appendix A**, specifically in response to the Main/King Combined Sewer Overflow (CSO) tank discharge into Chedoke Creek and the execution of the Targeted Dredge Project. The report includes a summary of the following key items:

- Directors Order 1-PE3L3;
- Chedoke Creek Work Plan including spill event pollutant loadings and water quality impairments which prompted the order.
- Efforts undertaken by the City and its consultants to understand and remediate the spill event and develop the Chedoke Creek Work Plan.
- Chedoke Creek permitting and design process.
- Contractor selection and bidding.
- Site and construction monitoring.
- Total material and nutrients removed.
- Remaining work to be completed.
- City's Surface Water Quality Program (SWQP)
- Pre/During/Post Water quality comparison (CP11)
- Future water quality monitoring.
- Additional offsetting works.

The draft report was provided to MECP in February, 2024 for review and comments received May 14, 2024. A meeting was held with MECP to review those comments on May 29, 2024, and the report has been updated accordingly to address the comments and input from MECP.

1.1 Summary of Director's Order

Director's Order 1-PE3L3 (Order) issued by the MECP required the City of Hamilton, under item #7, to submit the following items pertaining to the Chedoke Creek Remediation work.

Within one (1) month of the completion of the of the work undertaken pursuant to the approved Chedoke Creek Workplan, submit to the Director, a report prepared by the Qualified Person confirming that the natural environment has been restored to pre-spill conditions and that further impairment to the natural environment will not occur as a result of the spill to the Chedoke Creek as detailed in the attached Provincial Officer's report, and at a minimum contain the following:

- Workplan requirements specified by MECP and the details of the work undertaken to complete the Chedoke Creek Workplan.***
- Any monitoring results completed before, during and after the work undertaken in accordance with the Chedoke Creek Workplan.***
- Analysis of the results in Item 7(ii) above for the purposes of the intended monitoring; and***
- Determination if any requirement for on-going monitoring is required to verify the effectiveness or maintenance of the remedial actions undertaken is necessary.***



1.2 Chedoke Work Plan Overview

The Chedoke Creek Work Plan was prepared by WSP Canada Inc. (WSP; formerly Wood Environment & Infrastructure Solutions Canada Limited), on behalf of the City of Hamilton to address the requirements outlined in the MECP Director's Order: 1-PE3L3 (the "Order", December 4, 2020), specific to the Targeted Dredge Plan for the Lower Chedoke Creek. The Chedoke Creek Work Plan was submitted to the MECP by the City of Hamilton on February 22, 2021, and was approved by the MECP on June 11, 2021. A summary of the Order requirements is provided below.

The Order contained numerous components (**ref. Appendix A**) which were addressed in the Chedoke Creek Work Plan (Work Plan) and are summarized in this section. Notably, Order requirements #1 and 2, were fulfilled once the City retained WSP and provided the MECP with confirmation of same on January 15, 2021. WSP was assigned as the City's representative in the capacity of Qualified Person (QP). WSP was also responsible for the preparation of earlier reporting to address the requirements associated with the initial Order (ref. Provincial Officer's Order, #1-J25YB), including:

- Chedoke Creek Natural Environment and Sediment Quality Assessment and Remediation Report (Wood, January 24, 2019)
- Chedoke Creek – Implementation and Costing Report (Wood, January 24, 2019)

The following excerpts from the Order (in ***bold italics***) and Wood's responses (in non-***bold italics***) have been provided below, as necessary, to summarize the specific elements of the Work Plan which were included to meet the requirements of the MECP.

- 3. By February 22, 2021, submit to the Director, for approval, a remediation work plan for Chedoke Creek that is developed by the Qualified person to undertake the targeted dredging of Chedoke Creek based on the recommendation identified in section 5.2.5 of the Wood report entitled "MECP Order # 1-J25YB Item 1b – Chedoke Creek Natural Environment and Sediment Quality Assessment and Remediation Report" dated January 24, 2019 ("Chedoke Creek Workplan"). The Chedoke Creek Workplan shall be prepared in accordance with the requirements set out in Items 4 and 5 below.***

This item specifies the subject work plan prepared by Wood with the City of Hamilton, based on consultation with MECP (ref. Appendix B). With specific reference to the recommendations identified in Section 5.2.5 of the Wood report entitled "MECP Order # 1-J25YB Item 1b – Chedoke Creek Natural Environment and Sediment Quality Assessment and Remediation Report" dated January 24, 2019, the following is the relevant excerpt from the subject report:

"Direct Removal

Physical removal of the organic sediment within Chedoke Creek will directly address the three primary sources of potential impairment including nutrient contamination, bacteriological contamination, and habitat loss. Dredging can be accomplished either through mechanical means or by use of hydraulic dredge equipment. Hydraulic dredging is recommended in Chedoke Creek over mechanical means for several reasons. Mechanical dredging would not be practicable due to the limited width of the creek, the density of riparian vegetation, and lack of continuous access. Hydraulic dredging provides nearly complete containment of the dredge slurry along the pumping route, which reduces exposure of the sediments to the atmosphere that could cause odour or other problems, if the material were to be handled by an excavator. Additionally, the dredge slurry from a hydraulic dredge can be easily routed to the wastewater system for dewatering and ultimate treatment and disposal, thus avoiding potential issues related to dredged material storage, dewatering, and handling operations, which are generally space intensive and costly. Complete removal of



this material by hydraulic dredging is recommended as the primary means of remediation. The recommended hydraulic dredge concept plan is further discussed in the following sections."

4. The Chedoke Creek Workplan shall, at a minimum:

- ii. Contain a detailed timeline setting out critical milestones and checkpoints with the Ministry for carrying out the Chedoke Creek Workplan;**

An overall schedule has been prepared on the basis of current understanding of field work requirements, Species at Risk protocols and Regulator input associated with approvals for permits.

- iii. Contain a Species at Risk assessment plan and associated timelines for Chedoke Creek downstream of the spill and including potential impacted areas downstream of Chedoke Creek that may be impacted by targeted dredging;**
- iv. Undertake consultation with the Species at Risk Branch within the Ministry in respect of any identified items pursuant to 4 iii) and incorporate this feedback and outcome into the workplan for any species at risk;**

The Wood Team has consulted with the MECP Species at Risk (SAR) Team to determine the associated species at risk as well as associated protocols and approval requirements and timelines.

- v. Provide a description of any anticipated approvals needed to implement the Chedoke Creek Workplan, initial consultation and proposed timelines to obtain such approvals, if required, for the Workplan to be implemented;**
- vi. The consultation in iv) and v) shall include the Regional Technical Support Section of the Ministry;**

Appendix B details the consultation undertaken by the Wood Team regarding permits and approval requirements associated with the targeted dredge operation. Further the Regional Technical Support Section of the Ministry has been consulted for input.

- vii. Contain a description of the identified areas and the extent (depth, location) of the targeted dredging with a description of how the items outlined in Item 5 below were addressed and a description of any methods for refining identified areas in Item 5 including the impacted areas identified in the Wood reports and SLR reports and timing as needed, in the Chedoke Creek Workplan;**

As discussed herein, and outlined in various recent consultation with MECP staff, the information on the amount, location and composition of contaminated material is not known at present. It has been proposed to fill this information gap with field data collection including bathymetry and sediment sampling of the Lower Chedoke Creek, Princess Point Embayment and outlet zone of Cootes Paradise. The intent of these field activities is to provide insights in to the "extent (depth and location)" for the targeted dredging. The approach to targeted dredging will be led by a decision-making process which will adapt to field conditions once these are better defined.

- viii. Contain a description of the approximate volume of material to be removed;**

The Hatch Report (ref. "Quantification of Volume and Contaminant Loadings", Hatch, September 28, 2018), indicated that 2,375 +/- tonnes of total suspended solids (TSS) were discharged during the spill event. Wood's "Chedoke Creek Natural Environment and Sediment Quality Assessment and Remediation Report" included an evaluation of a range of possible in-situ sediment volumes based on the TSS discharged during the spill event. The soft sediment volume of 5,600 m³ present within Chedoke Creek in 2018 approximates the



estimated volume of wastewater TSS that was discharged during the spill event if it were consolidated to 40% solids. This solids content is considerably higher than typical gravity thickening processes for wastewater sludges which produce a maximum sludge concentration of around 10% solids. Wastewater solids generally undergo thickening processes for only a few days before they are moved to a secondary dewatering process for finishing. Given the extended time wastewater solids may have been resident in Chedoke Creek following the spill, it is reasonable to assume that significant self-compaction beyond normal thickening processes may have occurred. It is also reasonable to assume that a portion of the wastewater solids may have been transported beyond Chedoke Creek and more may have decomposed naturally.

The removal of sediment mass is an important consideration for the proposed remediation efforts within Chedoke Creek and downstream. The current extent of organic sediment volume is likely to have changed since 2018 and will be reassessed as part of this work plan to determine the current volume and nutrient content of organic sediments within the creek and downstream in Cootes Paradise. Based on Wood's findings, additional sediment volume may be identified within Cootes Paradise that could present suitable remediation benefits if removed.

- ix. Identify and contain a description of proposed mitigation measures for any short-term impact(s) that may arise from implementing the Chedoke Creek Workplan for Chedoke Creek, its shoreline and connected waterways/natural environment, on any species at risk and other potentially impacted uses. Mitigation measures may include, but are not limited to: exclusion measures for local aquatic uses; limit recreational uses in the area; total suspended solids control as required for carrying out the targeted dredging; and proposed monitoring during any remediation to monitor effectiveness of mitigation measures during dredging identified in iv); and**

The overall conditions of Chedoke Creek during Wood's 2018 ecological investigations indicated no significant submerged or emergent vegetation and poor water and sediment quality which reduced the potential for significant presence of pollution tolerant species. The 2018 field effort was intended to provide a preliminary assessment of potential ecological or recreational impacts. Additional effort will be required to assess the presence of Species at Risk or other potential ecological impacts to the Chedoke Creek system and downstream in Cootes Paradise. Utilizing construction best management practices, such as fish exclusion techniques (e.g., deploying silt curtain from shore to extent of dredge area thereby excluding fish from work limits) and fish salvage and relocation protocols to remove fish from with the isolated work areas will be used. Prior to any dredging work being conducted within Chedoke Creek, fish will be removed and excluded from the work area. Additional wildlife exclusion measures and mussel relocation plans will be developed as needed to ensure local biota are avoided, excluded, or removed from the dredging activities, as best possible.

Recreational use of Chedoke Creek is already restricted by the City of Hamilton. Additional restrictions may be necessary particularly during the dredge operation depending on the potential for a revised project footprint to include portions of Cootes Paradise.

While the specific type of dredging technology is still under consideration, hydraulic dredging generally provides the most effective and economic turbidity control measures in a flowing system such as Chedoke Creek. Furthermore, it is anticipated that fine organic sediments will be pumped into the City's wastewater system which will significantly reduce the potential for turbid water returning to Chedoke Creek. Furthermore, once the plan is prepared, a construction monitoring program will be detailed and implemented.

- x. Contain a proposed monitoring plan to monitor the recovery of the natural environment and effectiveness of the Chedoke Creek Workplan once dredging is complete**



The Wood Team has developed an outline of a proposed monitoring plan which focuses on key indicators related to the natural environment, which would be expected to be tied to the planned improvements associated with the dredging program and the removal of contaminated material. The monitoring program will ultimately also need to reflect any specific conditions associated with the permitting of the works. For example, the anticipated Fisheries Act authorization typically includes post-construction performance monitoring to ensure the site and any enhancement features are functioning as intended and meeting the target success criteria as identified in the authorization. Similarly, the SAR Overall Benefit Permit as per the Endangered Species Act will specify post-enhancement performance monitoring with target success criteria. These post-construction monitoring events can occur within the short-term (e.g., years 1, 2 and 3 post-construction), as well as longer term studies (e.g., years 5 and 10+ post-construction) depending on the species, offset/benefit feature and expected timeframe for use and measures of performance.

5. With respect to the area from the Main/King CSO outfall to the mouth of Chedoke Creek, the Chedoke Creek Workplan shall take into consideration the scope of targeted dredging work necessary to restore the natural environment to pre-spill conditions, as to be agreed upon by the Ministry, and to mitigate any impairments or potential impairments from the spill, in relation to the following, but not limited to:

- i. Sediment areas identified as impacted, in consultation with the Ministry, by the sewage spill;**
- ii. Sediment areas identified as containing elevated organic material consistent with sewage sludge;**
- iii. Sediment areas identified as elevated nutrients (particularly TP, TAN, and TKN);**
- iv. Sediment areas identified as had, may have, or continuing to have reduced dissolved oxygen (DO) levels in the water column from historical levels;**
- v. Sediment areas identified as having elevated parameters as identified by the ERA carried out by SLR ("Ecological Risk Assessment (ERA), Chedoke Creek, Hamilton, Ontario" dated February 12, 2020) to have moderate or high risk for impacts, or otherwise identified by the reports or in comments by the Ministry; and**
- vi. Addressing any ecological flow path requirements and connectivity within the creek in any remedial action plan that may impact low flow path and connectivity.**

Wood's "Chedoke Creek Natural Environment and Sediment Quality Assessment and Remediation Report" included a preliminary evaluation of items 5.i. through 5.iv. These items and Items 5.v. and 5.vi. are reviewed in detail in Section 2 of this plan. These data will be supplemented with additional field efforts collected by Wood as part of this plan.

The following reports were used in preparing the Work Plan:

- "Quantification of Volume and Contaminant Loadings", Hatch, September 28, 2018
- "Chedoke Creek Natural Environment and Sediment Quality Assessment and Remediation Report" (Wood, January 24, 2019)
- "Chedoke Creek – Implementation and Costing Report" (Wood, January 24, 2019)
- "Peer Review Report - Chedoke Creek Natural Environment and Sediment Quality Assessment and Remediation Report", May 15, 2019, SLR Consulting (Canada) Ltd
- "Ecological Risk Assessment (ERA), Chedoke Creek, Hamilton, Ontario", SLR Consulting (Canada) Ltd., February 12, 2020



- "Cootes Paradise: Environmental Cootes Evaluation Hamilton, Ontario" by SLR Consulting (Canada) Ltd., April 22, 2020
- "Response to Ministry of Environment, Conservation and Parks May 28, 2020, letter entitled Chedoke Creek Spill Response – District Comments" SLR Consulting (Canada) Ltd., June 12, 2020
- Memo entitled "Chedoke Creek Project, Wood Commentary on SLR Peer Review Comments, City of Hamilton" dated May 23, 2019 by Wood Environment & Infrastructure Solutions.
- Letter from the City entitled "Response to Director's Order 1-MRRCX" Items 1 & 2 submitted on February 14th, 2020.
- Report entitled "Main-King CSO Tank Overflow Volume Estimates" by HATCH Limited dated April 14th, 2020.
- Letter from the City entitled "Response to Order No.1-MRRCX, Items 3 and 4" submitted on April 30, 2020, with the following attachments:
 - Letter from the City of Hamilton entitled "Director Order Number; Item No. 4, Surface Water Monitoring Program" dated April 30, 2020.
 - Report entitled "Cootes Paradise: Environmental Cootes Evaluation Hamilton, Ontario" by SLR Consulting (Canada) Ltd. dated April 22, 2020.
- "Chedoke Creek Water Quality Improvement Study", GM BluePlan and Wood, (Draft), February 2021

1.2.1 Contaminant Loading Summary

The Order was based on the estimated spill volume and contaminant loadings which were provided by Hatch (2018) as shown in **(Table 1.1)**. Total phosphorus (TP) and total Kjeldahl nitrogen (TKN) loading estimates were used to develop targeted restoration strategies including dredging.

Table 1.1. Estimated Contaminant Loadings for Period from January 28, 2014 to July 18, 2018 (ref. Hatch 2018)

Flow Component	Spill Volume (GL)	Estimated Total Contaminant Loading (Tonnes)				
		TSS	TP	Ammonia	TKN	cBOD
DWF (2018)	2.9	771	13	63	101	502
WWF (2014-2018)	21.1	1,604	34	96	211	871
TOTAL (2014-2018)	24.0	2,375	47	159	312	1,373

1.2.2 Water Quality Summary

The Work Plan included a summary of water quality in Chedoke Creek and downstream which began to degrade downstream of the Main/King CSO after the initial gate failure on January 28, 2014. *Escherichia coli* (*E. coli*) counts during the January 28, 2014, through December 31, 2017, were about an order of magnitude higher than prior to the beginning of the spill event. Median TP concentration was 2.2 times higher than the pre-spill period. Median ammonia concentrations were similar to pre-spill conditions although the maximum concentrations were higher after the start of the spill event. DO concentration following the first gate failure was similar to the pre-spill condition.



Water quality decreased dramatically after the failure of the second gate on January 1, 2018. TP concentration increased steadily from less than 1 mg/L at the beginning of the second gate failure to over 2.5 mg/L through mid-summer of 2018. Median *E. coli* counts increased by three orders of magnitude following the second gate failure. Median ammonia concentration was approximately an order of magnitude higher (5.89 mg/L) than both the pre-spill period and period between the first and second gate failures.

Water quality at the CP-11 station (**Figure 1.1**) appeared to improve rapidly following correction of the first and second gates on July 18, 2018. TP concentrations at CP-11 decreased to background levels, and similar to pre CSO levels. Median ammonia concentration following gate corrections was 0.28 mg/L or about half of the median concentration during the spill event.

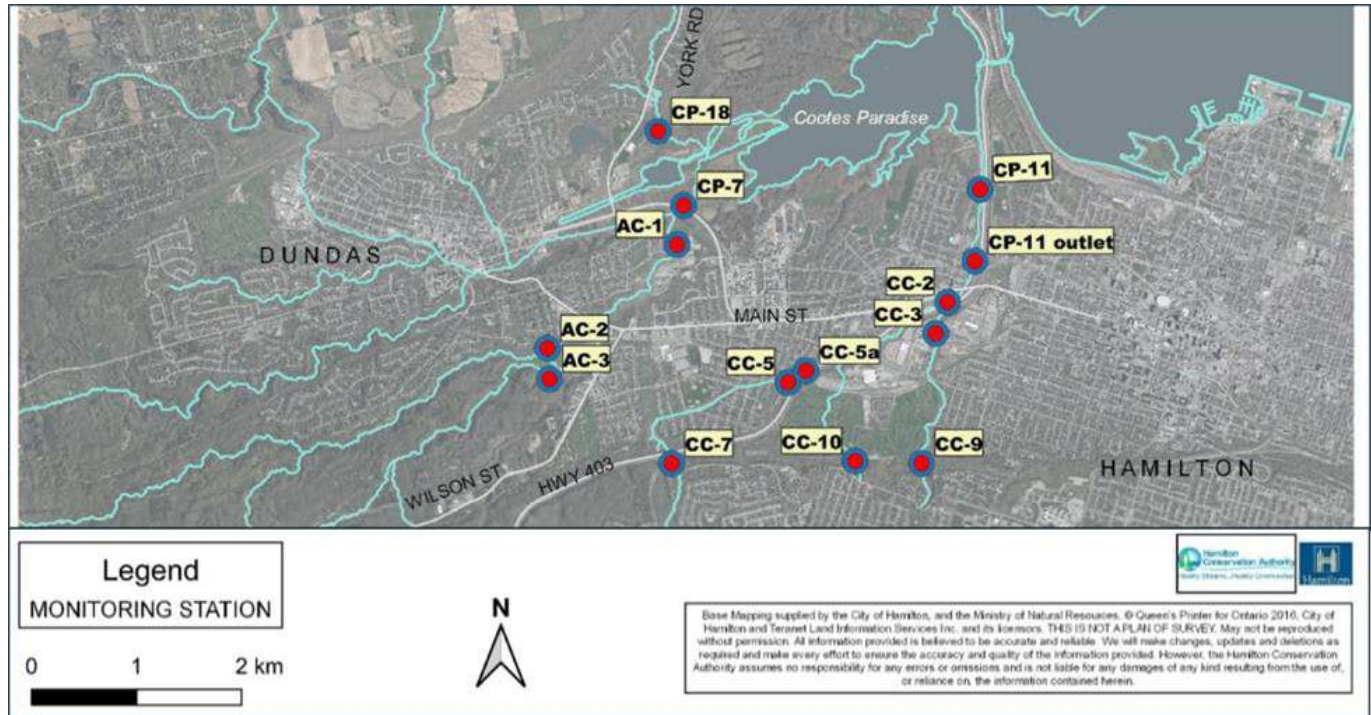


Figure 1.1: Map of Chedoke Creek and Cootes Paradise Monitoring Stations

1.2.3 Stream Conditions

The 2018 stream survey indicated no submerged aquatic vegetation, limited riparian vegetation, and an armored streambank. Some instream habitat (e.g., woody debris) was observed. An algae bloom was observed at Transect C-3/G-5 as shown in **Figure 1.2**. Stream sediments were generally muddy, and the soft sediment thickness layer increased from 0.1 m to about 0.7 m from upstream to downstream. The substrate within the upper half of the creek was sandy and rocky. Soft sediment fractions increased from 13 to 41% from upstream to downstream. Water velocity was highest within the shallow upstream half of the creek and slowed as the water depth became deeper within the downstream half largely due to backwater from Cootes Paradise.

1.2.4 Benthic Invertebrates

Aquatic invertebrates were sampled in 2018 at the locations identified in **Figure 1.2**. Invertebrate abundance and diversity generally decreased from upstream to downstream, reflecting the reduction in habitat quality, as defined by sediment condition. The overall benthic community was dominated by pollutant-tolerant organisms typically found in



poor habitats. The most abundant of these organisms were taxa including chironomids and *Tubificidae* worms. The benthic invertebrate community of Chedoke Creek indicated a pollution-tolerant community which indicates poor environmental conditions typical of urban streams.

1.2.5 Fish Community

Fish data collected by the Royal Botanical Garden (RBG) from 2001 through August 2018 were evaluated, along with fish sampling data collected by WSP, from areas shown in **Figure 1.2** as part of the 2018 *Chedoke Creek Natural Environment and Sediment Quality Assessment and Remediation* Report. Data were normalized to catch per unit area. Fish abundance was variable over the period of record, but was, on average, highest at station C1, located about 250 m upstream of the outflow to Cootes Paradise. Fish abundance was also high at station M5, west of the Chedoke Creek discharge to Cootes Paradise. The greatest number of species, on average, was also found at C1.



Figure 1.2: Sediment, Benthic Invertebrate and Fish Sampling Locations



Fish abundance of 6.1 fish/50 m was higher at C1 in 2013 than the 0.1 fish/50 m observed in 2014. A reduction in fish abundance was also observed at station M5 during this same period. Fish abundance increased in 2015 but declined for the next three years relative to the pre-spill abundances. The number of fish species also decreased at C1 after 2014 and similar conditions were found until 2018 when the number of species increased. The number of stress-tolerant fish also appeared to increase from 2014 until 2018 when they declined. Fish sampling results appear to indicate the fish community of Chedoke Creek responded negatively during the spill event and positively following the end of the spill event.

1.2.6 Sediment Conditions Summary

WSP, conducted preliminary sediment core and/or sediment grab sampling within Chedoke Creek at ten (10) locations between September 18th and 19th of 2018 as shown in **Figure 1.2**. Soft sediment thickness across the sample location transects showed greater accumulation of sediments along the west shoreline throughout the creek. Measured sediment thickness ranged from 0.10 to 0.70 m (mean thickness 0.37 m) along the west shoreline compared to 0.04 to 0.59 m (mean thickness 0.26) along the east shoreline and 0.03 to 0.66 m (mean thickness 0.32 m), near the centre of the creek.

In general, the upstream sample locations including C-1, C-2, G-1 and G2 contained less soft sediment (thickness range 0.06 to 0.37 m) compared to the most downstream sample locations C-5/G-6 and C-6/G-7 (thickness range 0.44 to 0.70 m).

1.2.7 Sediment Nutrients

Sediment quality nutrients of interest included ammonia+ammonium, total phosphorus (TP) and total Kjeldahl nitrogen (TKN), all of which were found in the highest concentration within the surface strata (0 to 15 cm) at the C-3/G-5 sample transect, specifically the C-3C sample location (**Figure 1.2**).

The next highest surface strata nutrient concentrations were found at the C-4C sample location, and both locations were positioned near the west shoreline, in areas of soft organic sediment. These sample locations were situated between the Kay Drage Park and Princess Point bridges, showing higher nutrient concentrations were present within this reach and were mostly higher than the surface strata within the Cootes Paradise sample location (C-6/G-7). Nearly all TKN concentrations in surface strata were above the Provincial Sediment Quality Guidelines (PSQG) Lowest Effect Level (LEL) of 550 µg/g, suggesting these sediments contain a level of contamination that can be tolerated by the majority of sediment-dwelling organisms, but not necessarily stress-intolerance taxa as discussed above. Total phosphorus concentrations in all sediment strata samples were greater than the PSQG LEL (600 µg/g) between transects C-4 and C-6/G-7, with the highest concentrations observed at transect C-5/G-6. The phosphorus PSQG Severe Effect Level. (SEL) of 2,000 µg/g was not exceeded by any sample concentration.

Previous sediment quality studies conducted by the RBG in 2006 and 2013 documented nutrient parameters at two locations (CC-1 and CC-2) positioned further northwest from the 2018 C-6/G-7 sample location (**Figure 1.2**). Pre-spill RBG data suggest that TKN enrichment had already occurred downstream in Cootes Paradise. Similarly, TP enrichment was found to have occurred downstream in Cootes Paradise prior to the event. The means and timeframe of TKN and TP enrichment remain unclear.

The mid and lower strata aliquot samples collected from Chedoke Creek showed nutrient concentrations were mostly higher than the surface strata concentrations at sample transects C-5/G-6 and C-6/G-7. These nutrient concentrations within deeper sediment strata suggested legacy nutrient enrichment had occurred where organic sediments were accumulating in the slower-flowing, lower reaches of the creek and within Cootes Paradise.

Nutrient concentrations were high in most samples collected from less than 30 cm in depth. Samples collected from portions of the creek that were sandy (C-1 through C-3) and deep (> 30 cm) had the lowest total Kjeldahl nitrogen and total phosphorus concentrations. Deeper sediment samples (> 30 cm) collected downstream of C-3 were



generally nutrient-enriched which was consistent with the depth of soft sediments in these areas. Presumably, a sandy sediment stratum with lower nutrient concentrations existed downstream of C-3, but further sampling at deeper intervals was needed to identify the vertical elevation of this layer.

1.2.8 Comparison of Preliminary In-Situ Sediment Conditions and Spill Quantities

WSP, estimated a layer of soft organic material approximately 16 m wide with a mean thickness of approximately 0.27 m (+/-) along roughly 1,275 m (+/-) of the creek bed between the Main King CSO and Cootes Paradise. The volume of organic material within Chedoke Creek was initially estimated in 2018 to be approximately 5,600 m³ (+/-).

Soft sediment collected from Chedoke Creek indicated a moisture content of approximately 40% which suggested that this material was relatively dense and consistent with settling and consolidation of suspended particulate material in the wastewater stream. This material would likely include a portion of the TSS discharged during the spill event which would have subsequently consolidated over the duration of the spill event and thereafter.

WSP estimated that the 2,375 tonnes of TSS discharged during the spill event, per Hatch 2018, would occupy a volume of approximately 5,260 m³ at 40% solids. This volume was similar to the approximate in-situ soft sediment volume of 5,600 m³ estimated above.

While removal of solids mass was important, it was equally important to identify the potential TP and TKN mass removal that could be accomplished with a dredging project. As part of the Work Plan, WSP estimated the mass of TKN present within the Chedoke Creek soft sediments was 3 to 4 tonnes compared to 312 tonnes that were discharged during the spill. TP mass within the Chedoke Creek soft sediments was estimated to be 3.3 tonnes while total loading from the event was estimated to be 47 tonnes. The majority of TP and TKN mass load were likely solubilized and transported downstream.

Because the initial mass removal estimates were considerably less than the mass load transported downstream during the spill event, the potential dredge area was expanded to include the Princess Point embayment which is located immediately downstream of Chedoke Creek within Cootes Paradise. This is consistent with the relatively high concentrations of TP observed in the water column in Chedoke Creek and downstream in Cootes Paradise between 2014 and 2018.

1.2.9 Sediment Contaminants

While sediment contaminants including heavy metals and polycyclic aromatic hydrocarbons (PAH) were not the primary focus of the Work Plan, they were a significant consideration from an exposure and dredge material disposal perspective. This was explored in further detail by SLR as part of a 2020 Environmental Risk Assessment (ERA). The ERA indicated a relatively low sediment exposure risk under existing conditions. Exposure of underlying sediment layers with higher concentrations of heavy metals and PAHs was evaluated through subsequent sampling by WSP, and the design of the targeted dredge project was revised to ensure sediments exposed following dredging would not increase the exposure risk of the current sediments.



1.3 Timelines

Date	Event
December 4, 2020	The City receives Director's Order 1-PE3L3 from MECP
February 22, 2021	The City submits the Chedoke Creek Work Plan to MCEP
March 22, 2021	The City submits the Cootes Paradise Report to the MECP
April 2021	A topographic survey is completed via Genius Drone LiDAR system
April-August 2021	Sediment investigations are conducted, and bathymetry data is collected
June 11, 2021	The City receives MECP approval of Chedoke Creek Work Plan and Cootes Paradise Report
April-June 2021	Species At Risk (SAR) investigations take place
July 23, 2021	The City submits the Cootes Paradise Work Plan to the MECP
June-July 2021	Pre-qualifications of contractors take place
August 13, 2021	The City receives MECP approval of Cootes Paradise Work Plan
September 2021	The City installs a small-scale aeration system upstream of Kay Drage Park bridge and 800 square feet of floating treatment wetlands within the Princess Point embayment
September-November 2021	Hydrologic and hydraulic modelling takes place to ensure no flooding impacts during and after targeted dredging construction activities
January-March 2022	100% design and technical specifications for tendering are prepared for permitting and consultation with interested community partners
June 2022	Approval is received from all seven permitting bodies
June 2022	Kay Drage Park and adjoining trail are closed in preparation for targeted dredge activities
May-June 2022	Tendering to the four pre-qualified contractors takes place
June 2022	Lilliput mussels, as identified during the Species at Risk investigations, are searched, collected and relocated within Cootes Paradise
July 8, 2022	Targeted Dredging Construction Tender is awarded to Milestone Environmental Contracting Inc.
August 5, 2022	Lilliput mussel habitat enhancements are completed for the bluegill and sunfish
August 2022	Milestone Environmental Contracting Inc. begin site preparations
August 2022	The City paused preparatory targeted dredge work to continue discussions with the Indigenous community and the MECP
December 2022	The City requests a 12-month extension to the December 31, 2022, Order deadline which is subsequently granted by the MECP
March 2023	MECP amends the Order requiring the City to complete in-water targeted dredging work on or before October 31, 2023
May 2023	The City reaches an agreement with the Indigenous community and the MECP
July 2023	Milestone Environmental Contracting Inc. resumes site preparations and mobilizes the hydraulic dredger
October 13, 2023	The City requests a 1-month extension to the in-water work completion date
October 30, 2023	MECP grants the revised deadline of November 30, 2023, for in-water works
November 17, 2023	In-water targeted dredging activities are completed
December 1, 2023	Transportation of dried sediment to an approved landfill begins
December 30, 2023	Transportation of dried sediment to an approved landfill is completed

The Dredge Material Management Area in the Kay Drage Park was restored over the spring 2024 period.



2 SUMMARY OF WORK UNDERTAKEN

2.1 Data Collection

Data collection for the Chedoke Creek dredging design and permitting occurred in two phases. The first data collection phase, discussed above, was conducted to support the *Chedoke Creek Natural Environment and Sediment Quality Assessment and Remediation Report*, and was also used to prepare the Work Plan for the Chedoke Targeted Dredge project. The second phase involved collection of additional information within the creek and downstream in Cootes Paradise, as specified in the Work Plan, to support the design of the Chedoke Targeted Dredge project. **Figure 2.1** illustrates sediment thickness in the areas sampled in Phase 1 and additional areas that were investigated as part of Phase 2.

2.2 Assessment

The Phase 2 data collection effort involved over 40 additional transects and division of Chedoke Creek and the Princess Point embayment into five zones as shown in **Figure 2.2**. Analysis of sediment chemistry data obtained in Phase 2 indicated that insufficient water depth and limited amounts of organic sediments were present in Zone 1. Furthermore, sediments in the Princess Point embayment (Zones 4 and 5) contained elevated concentrations of heavy metals at the proposed dredge target depth. Zones 2 and 3 were comparatively easy to access, contained an abundance of soft nutrient-enriched sediments and removal of the sediments to the specified target depths was not anticipated to result in a degradation of sediment surface quality. Therefore, Zones 2 and 3 were recommended for dredging as shown in **Figure 2.3**.

WSP provided updated load reduction estimates for Zones 2 and 3 as shown in **Table 2.1** and updated target dredge elevations to 73.7 m IGLD (International Great Lakes Datum) in Zone 2 (average removal of ~ 0.5 m) and 73.4 m IGLD in Zone 3 (average removal of ~ 0.6 m). An estimated 10,674 m³ of material, comprised of 29 tonnes of TKN and 23 tonnes of TP, were estimated to be available for removal at the time of the assessment. After reviewing additional sediment chemistry data collected during Phase 2, WSP subsequently recommended a revised dredge target elevation of 73.5 m IGLD in Zone 2 (average removal of ~ 0.5 m) and a dredge target elevation of 73.0 m in Zone 3 (average removal of ~ 0.9 m) and a revised estimated total in-situ removal volume of 11,300 m³. The revised target dredge depths provided for additional TKN and TP mass removal while maintaining suitable quality of the remaining exposed sediment. Because the revised dredge volume estimate was similar to the previously determined volume estimate, the estimated TKN and TP mass removal was not revised pending the actual dredge volume removal following construction. WSP prepared several technical memoranda detailing the sediment chemistry and rationale for establishing the final dredge limits (**ref. Appendix C**), which were subsequently posted to the City's Chedoke Creek webpage (hamilton.ca/chedokecreek) and included the following:

- Evaluation of Chedoke Creek and Princess Point Sediment Cores and Preliminary Estimate of In-Situ Total Phosphorus and Total Nitrogen Mass, City of Hamilton (July 2021)
- MECP Request for Additional information – Comparison of Existing Sediment Surface and Target Surface Contaminant Concentrations (September 2021)
- Comparison of Sediment Contaminants in Surficial and Deep Layers in Chedoke Creek and Princess Point Sediment Cores and Recommended Dredge Target Modifications (October 2021)

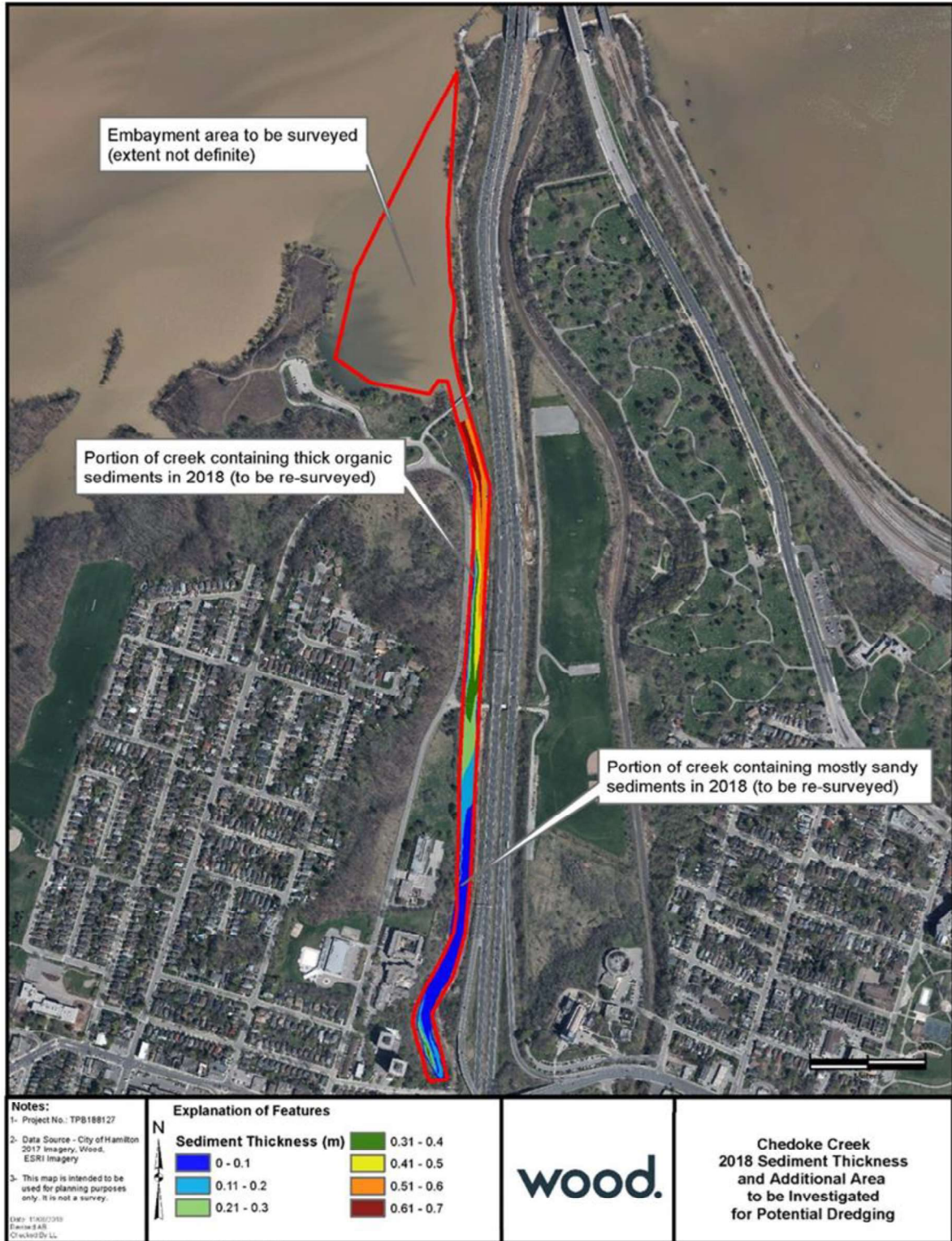


Figure 2.1: Phase 1 Sediment Thickness and Additional Areas Investigated as Part of Phase 2



Figure 2.2: Five Zones Investigated as Part of Phase 2



Figure 2.3: Recommended Dredge Zones 2 and 3.



Table 2.1: Original Zone 2 and 3 Dredge Areas and Associated In-Situ Total Kjeldahl Nitrogen and Total Phosphorus Mass

Project Area	Description	Area (m ²)	Target Dredge Elevation (m IGLD)	Average Targeted Sediment Thickness (m)	Volume (m ³)	Average TKN Conc. (ug/g)	Estimated TKN Mass within Zone (tonnes)	Average TP Conc. (ug/g)	Estimated TP Mass within Zone (tonnes)
Zone 2	CC-C14 to CC-C19	6,946	73.7	0.45	3,347	1,180	7	1,067	6
Zone 3	CC-C19 to CC-C26	9,973	73.4	0.60	7,327	1,641	22	1,251	17
Total Zones 2 & 3					10,674		29		23

2.3 Design and Bid Specifications

The Chedoke Creek targeted dredge design consisted of two main elements including the dredge template and the dredge material management area (DMMA). The Final Chedoke Creek drawings for tender are provided in Appendix D. **Figure 2.4** provides a plan view (overhead) of the dredge template and a profile view (cross section) of the vertical limits of the targeted dredge project. Target dredge elevations in Zones 2 and 3 were selected to provide maximum pollutant removal while ensuring that the exposed underlying sediment would not result in decreased sediment quality at surface. To avoid potential damage to bridge foundations, areas under both bridges were avoided and the contractor was required to maintain a 10 m offset from either side of each bridge. Slopes were maintained at a minimum of 3:1 along the shore (east and west extents) and 10:1 for areas under the bridges and at the northern and southern dredge limits.

The DMMA was constructed at Kay Drage Park on the east side of Chedoke Creek and HWY 403. Kay Drage Park provided the necessary space for construction of a system of Geotubes® which served to dewater the dredged material. In addition, because Kay Drage Park was constructed over a former landfill, there was suitable truck and heavy equipment access under HWY 403. The DMMA layout is shown in Figure 2.5.

The dredge design required sediment to be pumped from the hydraulic dredge in Chedoke Creek to Kay Drage Park where polymer was injected to facilitate the dewatering process. This process was bench-scale tested by Bishop Water, Inc. as part of WSP's design development process. Once mixed with polymer, the slurry material was pumped into two designed containment cells holding several Geotubes® connected by a common manifold. Water draining from the Geotubes® collected at the low point in the containment cells where it was pumped through an above-ground pipeline to the City of Hamilton's wastewater collection and treatment system through a manhole located south of the park.

Once properly dewatered, the Geotubes® were designed to be cut open to access the dredged material which was then excavated and hauled to an appropriate landfill.

Comprehensive bid specifications were also prepared to accompany the design plans. The bid specifications included an extensive list of submittals that the contractor was required to provide prior to commencement of construction. The list of submittals is provided in Table 2.2.

Table 2.2: Submittal Register

Section No.	Description	Due Per Specs
	Due Prior to Start of Construction	
01300	Contractor's Daily Progress Report Template	14 days prior to PCC
02827	Erosion and Sediment Control Plan	14 days prior to PCC
01000	Odour Control Plan	14 days prior to PCC
17002	Active Dewatering System Management Plan	14 days prior to PCC
01300	Timelines for preparation of the sediment dewatering area to receive material	14 days prior to PCC
01300	The expected delivery timeline for geotextile tubes and proposed configuration	14 days prior to PCC
01300	Any proposed flocculants or polymers	14 days prior to PCC
01300	Any deviations from permitted dredging, sediment handling, & dewatering activities	14 days prior to PCC
01300	Discussion of the general operating procedures of the dredging and dredged material placement operations	14 days prior to PCC
01300	Active Dewatering System narrative (means and methods, surveys)	14 days prior to PCC
01300	Supplemental Information	14 days prior to PCC
01300	Testing, submittal of test results (dredged sediments and effluent) per coordination with landfill and wastewater treatment plant respectively	14 days prior to PCC
02827	Turbidity Monitoring and Control Plan (per permit requirements)	14 days prior to PCC
01785	Threatened and Endangered Species Monitoring and Protection Plan	14 days prior to PCC
17001	Dredge Plan	14 days prior to PCC
17001	Contractors dredging, sediment handling, & dewatering activities	14 days prior to PCC
17002	Dredged Material Removal Plan	14 days prior to PCC
01300	Means and methods of hauling and disposal of decanted material	14 days prior to PCC
01300	Timeline for the commencement and completion of dredged material removal	14 days prior to PCC
01300	Estimated number of trips per day	14 days prior to PCC
01300	Primary and backup disposal sites (permit condition for landfill disposal - only)	14 days prior to PCC
01300	Written contract with owner of disposal site, acceptance agreement	14 days prior to PCC
01300	Land alterations or permits by regulatory agencies	14 days prior to PCC
01300	Measures to keep streets and waterways free from spilled materials and to repair damages to streets	14 days prior to PCC
01300	Severe Storm Plan	14 days prior to PCC
01300	Actions taken before a storm strikes a Project Area	14 days prior to PCC
01300	Weather conditions and water stage threshold for shutdown	14 days prior to PCC
01300	Equipment list, with weather limitations	14 days prior to PCC
01300	Methods of securing equipment during shutdown	14 days prior to PCC
01300	Evacuation plan for personnel	14 days prior to PCC
01300	Operations procedures for securing critical dredge equipment	14 days prior to PCC
01300	Communications protocol (with law enforcement/rescue agencies)	14 days prior to PCC
01561	Project Environmental Protection Plan	14 days prior to PCC
01561	Environmental Monitoring Plan	14 days prior to PCC
01561	Dust Management Plan	14 days prior to PCC
01561	List of Emergency Contacts	14 days prior to PCC



Section No.	Description	Due Per Specs
01300	Health and Safety Plan	14 days prior to PCC
01550	Traffic Management Plan	14 days prior to PCC
01300	Quality Control Plan	14 days prior to PCC
01300	Description of QC Organization, identify QC Manager	14 days prior to PCC
01300	Names/authority of QC personnel	14 days prior to PCC
01300	Letter to QC Manager signed by authorized official of firm describing responsibility and delegating authority	14 days prior to PCC
01300	Letters of Direction to all other control reps	14 days prior to PCC
01300	Procedures for scheduling, reviewing, certifying, and managing submittals	14 days prior to PCC
01300	Procedures for testing	14 days prior to PCC
01300	Procedures for tracking deficiencies	14 days prior to PCC
01300	Reporting Procedures	14 days prior to PCC
02101	Soil Management Plan	14 days prior to PCC
02480	Site Restoration Plan	prior to SOW
02480	Post Construction Monitoring Plan	prior to SOW
02480	Landscaping Plan	prior to SOW
01300	Shop Drawings	prior to SOW
01300	In-water and land-side pipeline layout	prior to SOW
01300	Booster Pump locations and configurations	prior to SOW
01300	Effluent water holding tanks	prior to SOW
01300	Active dewatering equipment	prior to SOW
01300	Work Plan	14 days prior to PCC
01300	Layout Drawings	14 days prior to PCC
01300	Projected Schedule (Initial Progress Schedule)	14 days prior to PCC
01300	List of materials and Equipment	14 days prior to PCC
	Due During Construction	
01300	Construction Progress Schedule	Monthly
01300	Monthly Progress Schedule Updates	Monthly
01300	Detailed Monthly Status Reports	Monthly
01300	Daily Progress Reports	Weekly
01025	Signed and sealed hydrographic survey	Prior to SOW
01025	Signed and sealed hydrographic survey	Prior to Final Inspection
01025	Pre-Dredge Condition Assessment	Prior to SOW
01025	Post-Dredge Condition Assessment	Prior to Final Inspection
01025	Progress Hydrographic Survey	Progress Payment Request
01300	Site Inspection and Restoration Report (Dewatering Areas)	Prior to Restoration
01561	Turbidity Monitoring Reports (daily)	Weekly, Unless Exceedance
01050	As-Built Drawings	Prior to Final Inspection

*PCC - Pre-Construction Conference

**SOW - Start of Work (Also Commencement of Work)

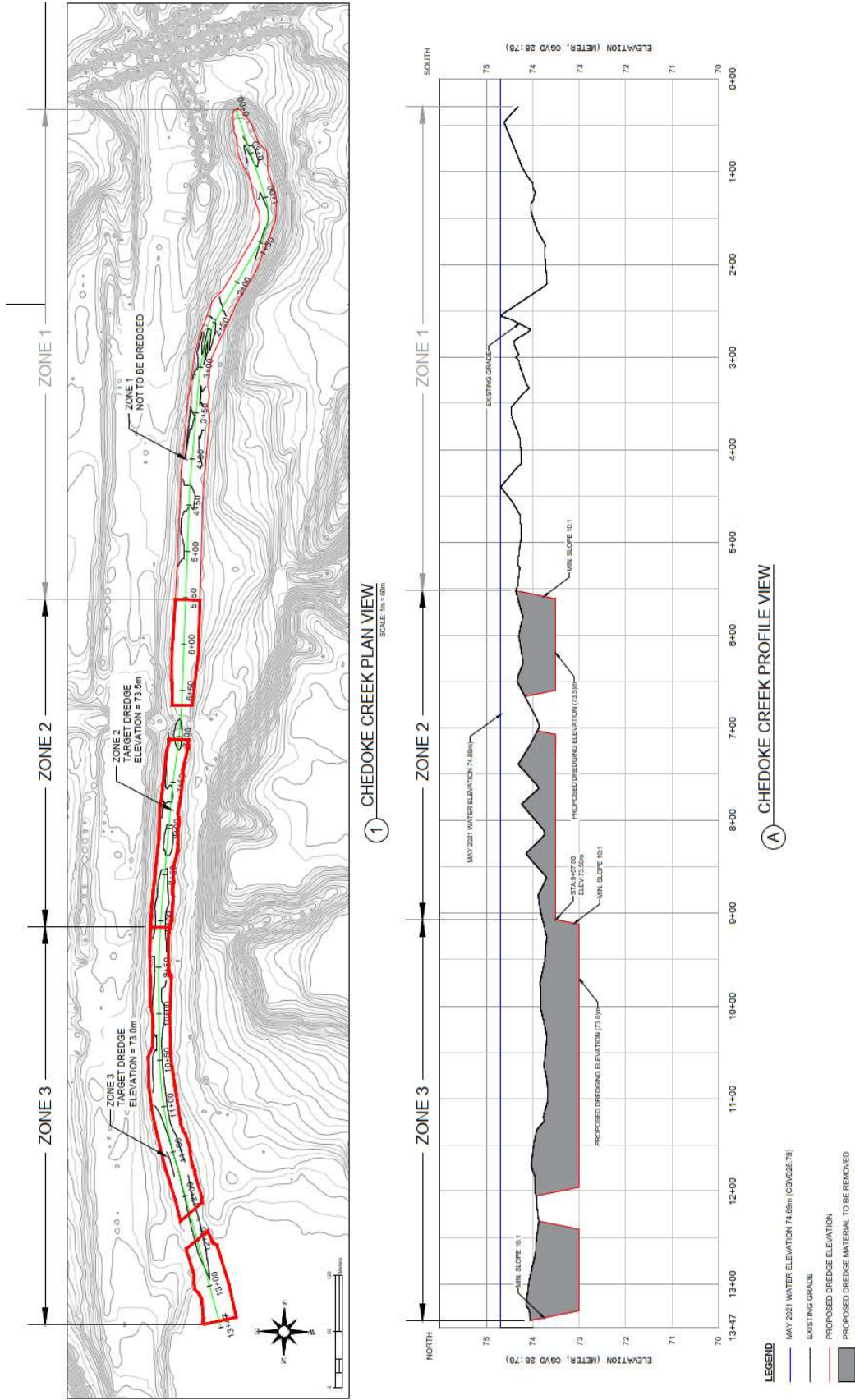


Figure 2.4: Chedoke Creek Plan and Profile View

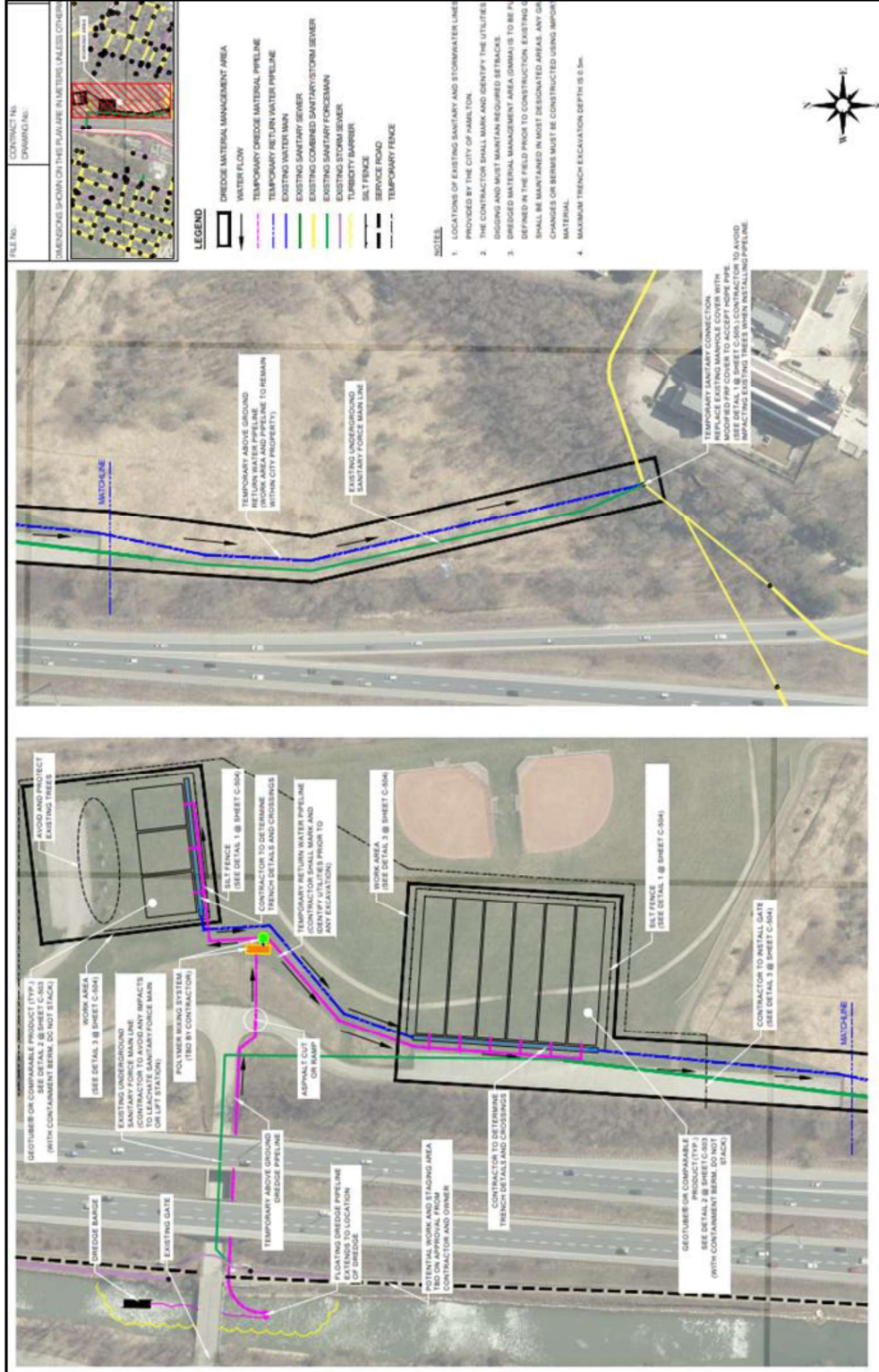


Figure 2.5: Dredge Material Management Area in Kay Drage Park

2.4 Permitting

During the initial stages of the project, consultation was initiated with regulatory agencies and interested community partners to begin early discussions and to confirm permitting requirements, review approval timelines and establish contacts for ongoing consultation throughout the targeted dredge project. A summary of the outcome of these early discussions and permit approvals is provided below. This summary also confirms changes to the original work plan permitting requirements once the agencies were engaged and further details of the proposed works were understood by the regulators. As such, some of the anticipated permitting and approval requirements (e.g., *Fisheries Act* authorization were ultimately not needed).

2.4.1 Hamilton Conservation Authority

As per the *Conservation Authorities Act* regulation 161/06 under Ontario Regulation 97/04, it was determined that a Hamilton Conservation Authority (HCA) Work Permit would be required for the dredging works as they take place within their regulated limits. HCA issued Permit # 2022-06 on February 2, 2022.

2.4.2 Royal Botanical Gardens

The Royal Botanical Gardens (RBG) perform monitoring and regulate research projects by others within Cootes Paradise, which includes the outlet of Chedoke Creek and the Princess Point embayment. As such, RBG identified that the proposed targeted dredging project would require an RBG research permit that includes details regarding the purpose and nature of the proposed project. RBG issued Permit #2021-07 on December 16, 2021.

2.4.3 Ministry of Transportation

The Ministry of Transportation (MTO) confirmed that an Encroachment Permit and Building and Land Use Permit were required as per the *Public Transportation Act and Highways Improvement Act*. Permit # BL-2022-20T-0000036 was issued on February 10, 2022.

2.4.4 Ministry of Natural Resources and Forestry

The Guelph District Ministry of Natural Resources and Forestry (MNRF) confirmed approval under the *Lakes and Rivers Improvement Act* (LRIA) was not required for this project since the HCA Work Permit # 2022-06 addressed the dredging review and approval requirements. As such, no further permitting was required under the LRIA.

2.4.5 Ministry of the Environment, Conservation and Parks

Several Species at Risk (SAR) were identified as being potentially present within the project area, some of which were determined to have direct interactions with the targeted dredging project. As such, early consultation with MECP determined that under the *Endangered Species Act* (ESA) Section 17(2)(c) an Overall Benefit Permit (OBP) would be required. More details of the OBP are discussed in Section 3.1.2.

Additionally, Ontario's Permit to Take Water program ensures water takings in Ontario are managed to the standards of the Great Lakes-St. Lawrence River Basin Sustainable Water Resources Agreement. Companies or organizations who take over 50,000 litres of water/day from a lake, river, stream or groundwater source, must obtain a Permit to

Take Water (PTTW) from the MECP. Permit holders are legally required to record how much water they take each day and must abide by the limits imposed on their permit based on the location and type of water source. MECP issued Permit # P-300-9212648817 on June 15, 2022.

2.4.6 Ministry of Heritage, Sport, Tourism, and Culture Industries

Dredging within the Princess Point embayment had the potential to require archaeological assessment of the nearshore areas; however, it was determined through consultation that the conclusions in the Stage 1 AA, West Hamilton Landfill/Chedoke Creek, Hamilton, Ontario (2006) report that the section of Chedoke Creek north of King Street West had been sufficiently modified through the 20th century and that no further archaeological potential associated with the creek in its current alignment is required.

2.4.7 Transport Canada

The Navigation Protection Program (NPP) within Transport Canada (TC) reviews permit applications under the *Canadian Navigable Waters Act* (CNWA). Early engagement with TC determined that approval under the CNWA would be required. Approval was received on April 11, 2022, under File No.: 2021-405815.

2.4.8 Fisheries and Oceans Canada

The Fisheries Protection Program (FPP) evaluates projects via the Request for Project Review (RFR) form that assesses whether projects are likely to cause death of fish or harmful alteration, disruption, or destruction (HADD) of fish habitat, which would be in contravention of the *Fisheries Act* (FA) and require authorization to proceed.

A RFR was submitted February 23, 2021, and the project was assigned File No. 21-HCAA-00211. DFO issued a Letter of Advice (LOA) for the dredging works; however, it was also determined that due to the potential presence of Lilliput mussel (*Toxolasma cylindrellus*) and its critical habitat a Species at Risk Application (SARA) permit would be required. More details of the SARA permit requirements are discussed in Section 3.1.1.

2.4.9 Impact Assessment Agency of Canada

The MECP indicated that a Provincial Environmental Assessment would not be required. The Impact Assessment Agency of Canada (IAAC) was also contacted, and it confirmed that the targeted dredging project did not require a Federal assessment under the *Impact Assessment Act* (IAA).

2.4.10 Construction Dewatering Sewer Discharge Permit

The City of Hamilton's Construction Dewatering Sewer Discharge Permit is designed for dewatering discharges from construction, land development, renovation, repair, maintenance or demolition activities. A permit is required prior to the start of dewatering and any discharge into the sanitary or combined sewer must comply with the City's Sewer Use Bylaw No. 14-090 Schedule B. Permit # 220701-G was pre-approved on January 24, 2022, and subsequently issued on July 1, 2022.

2.5 Prequalification

Since dredging requires specialized equipment and contracting skills to implement properly, the City determined that a contractor prequalification process was necessary to evaluate interested eligible contractors and provide a streamlined approach to bidding. The City of Hamilton released Request for Pre-qualifications C14-09-21 on May 10, 2021, and received contractor prequalification submittals for the Chedoke Creek Targeted Dredge Project on June 1, 2021. Five contractors provided submittals which were reviewed by the City with four of five contractors selected as pre-qualified.

2.6 Tendering

Designs and technical specifications for tendering were prepared by WSP between January and March 2022. The City released Tender C13-18-22 (Tender for Prequalified Contractors Required for the Targeted Dredging of Chedoke Creek) to the four pre-qualified contractors which was posted April 29, 2022, with a closing date of June 8, 2022. Three addenda were issued during the tender period to answer bidder questions.

A total of three bids were received. A post tender evaluation was performed on the lowest bid to ensure that all conditions addressed the requirements of the Targeted Dredging of Chedoke Creek project. As a result, the tender was awarded on July 8, 2022, to Milestone Environmental Contracting Inc. (Milestone) with a corresponding bid price of \$5,919,992.00 (excluding taxes).

2.7 Construction

Kay Drage Park was closed to the public in June 2022 in anticipation of pending site preparation which began with the construction of the southern containment cell (DMMA #1) in early August 2022. Contractor mobilization progressed until August 18, 2022, when the City paused the project after representatives of the Haudenosaunee Development Institute (HDI) arrived on site stating that they were exercising their treaty rights. On October 6, 2022, the City instructed Milestone to implement a standby plan with construction ceasing due to health and safety concerns.

Following further negotiations and executing a settlement agreement with the HDI, WSP and the City issued a Notice to Proceed to Milestone on May 19, 2023. After receiving the notice to resume construction, Milestone continued with the preparation of the containment cells (DMMA #1 & 2), installation of the polymer mixing system, assembly of the dredge pipeline, and mobilized the hydraulic dredge in July 2023. Milestone however continued to make modifications to the construction of the northern containment area (DMMA #2) including re-arranging geotextile containers and pipelines, such that this feature was not completed until October 2023 (it was not required earlier as the capacity of DMMA #1 was sufficient for initial dredged material).

In-water work began on July 17, 2023, with dedicated debris removal between the Desjardins Recreation Trail bridge and the Kay Drage Park bridge. The debris removal was followed by the commencement of targeted dredging approximately 100 meters north of the Desjardins Recreation Trail bridge. Targeted dredging continued to move south in the manner identified in **Figure 2.6**. Interim bathymetric/hydrographic progress surveys were completed as the work progressed with any identified high spots addressed after the completion of the initial targeted dredge template. Further details are provided in Section 3.2.

Unseasonably wet weather and unexpected debris caused some delays and the City was granted an extension by the MECP to complete in-water work by November 30, 2023. Milestone completed in-water work in advance of the revised deadline (November 17, 2023) and began transporting dewatered sediment to designated soil management



receivers\landfills. Further details are provided in Section 3.2. Excavation and transport of dewatered sediment continued until December 30, 2023. All dredged material was removed from the site in advance of the MECP required deadline of December 31, 2023.

After completion of sediment disposal, Milestone continued to work on the removal of temporary berm material used to construct the southern and northern containment cells. This work continued in 2024, with final Kay Drage Park restoration works completed in June 2024.

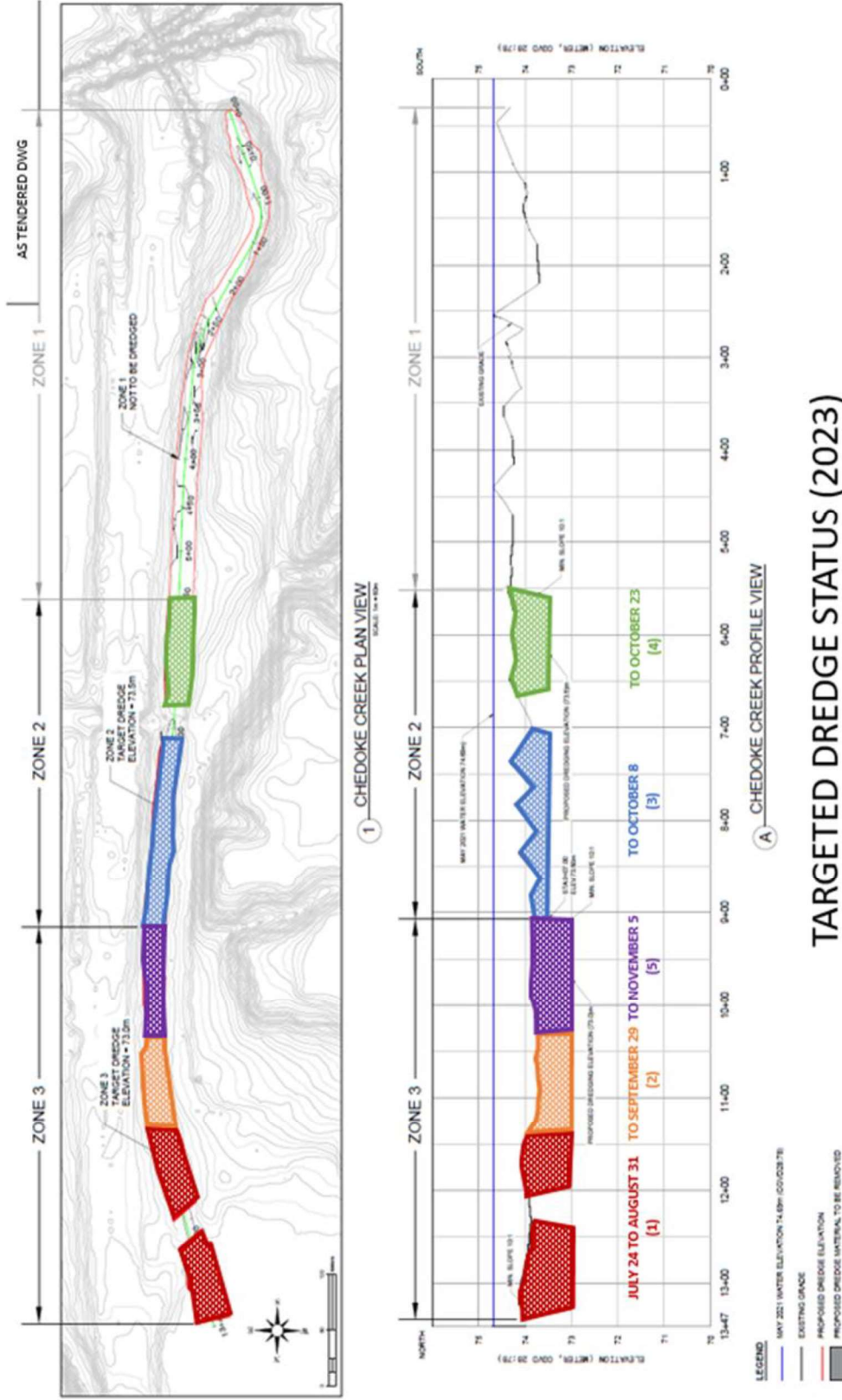


Figure 2.6: Chedoke Creek Plan and Profile View (as dredged)

3 CONSTRUCTION MONITORING RESULTS AND ANALYSIS

3.1 Permitting Requirements

3.1.1 DFO Species at Risk Act Completed Requirements (pre/during dredging)

As identified within Section 2.4, consultation with DFO determined that an application for a *Species at Risk Act* (SARA) permit was required for the mussel relocation component of the project. As part of the SARA permit, the mussel relocation was required to be completed prior to the in-water works to minimize impacts to the federally endangered Lilliput mussel (*Toxolasma parvus*) resulting from the in-water dredging activities which occurred within approximately 2,000 m² of mapped critical habitat for Lilliput mussel.

The mussel relocation was based on protocols set out in “Protocol for the detection and relocation of freshwater mussel species at risk in Ontario-Great Lakes Area” (Mackie et al. 2008), as well as the “Survey Protocol for Species at Risk Unionid Mussels in Wetlands in Ontario” (OMNRF 2018), with the search area focused within the Prescribed Search Area (PSA) and surrounding work area as outlined in **Figure 3.1**. Due to the proposed dredging activities (dredging downstream to upstream) and unsuitable habitat conditions within the upstream reach, mussels were relocated to areas with known Lilliput mussel populations within Cootes Paradise.

WSP biologists initiated the mussel search and relocation project on June 6, 2022, starting at the downstream extent of the PSA (see **Figure 3.1**) by placing metal fence posts within the substrate and running floating line between them to delineate the search area. Initially (June 6 to 10, 2022), a team of two biologists worked from opposing banks, searching towards the middle by 1 m² grids placed upon the substrate. When a line was completely searched, the fence posts were moved upstream 1 m and the search was continued in the same fashion. A total of 20 lines, or approximately 720 of the 4,203 m² search area was completed within week one. During the search, one dead/relic Lilliput and two live Paper Pondshell (*Utterbackia imbecillis*) mussels were found with the live mussels relocated to the area identified within **Figure 3.1**.

During the second week of searching, a team of four staff worked as described above; however, two sets of lines were searched simultaneously with the downstream team clearing 2 m² on the east and west banks prior to the upstream team initiating their searches to ensure the area was cleared prior to standing within the area. A total of 59 lines, or approximately 2,124 of the 4,203 m² search area was searched within the first four days of week two until the water depth became limiting, in that depths did not allow for continued searching by wading. The remaining area (approximately 1,360m²) was searched by utilizing a similar approach as described above, with two to three staff reaching over the side of an inflatable boat and searching the 1 m² grids. During the second week searches, one live Lilliput mussel and three live Paper Pondshell mussels were found with the live mussels relocated to the area identified within **Figure 3.1**. The live Lilliput mussel and one of the Paper Pondshell mussels were tagged (234 and 232 respectively) and placed within the vicinity of a yellow camping peg as part of the required monitoring of SAR mussels following Section 5.3 outlined in the Mackie et al. 2008 protocol, including one (1) month, one (1) year, and two (2 years) after the relocation.



Figure 3.1: Mussel Search and Restoration Map.

As per Condition 3.5 within SARA Permit No.21-HCAA-00211, and as identified above, the one-month monitoring of the relocated SAR Lilliput mussel occurred on 13 July 2022 following methods as per Section 5.3 in the Mackie et al. 2008 protocol. The search centered around the yellow peg, starting at the peg moving outwards for an approximate hour of searching utilizing the “raccooning” technique, and an approximate search area of two metres diameter from the peg. During that search, no live mussels including the tagged Lilliput mussel were found; however, one deceased juvenile Paper Pondshell mussel was located. It should be noted that water levels were approximately 0.8 metres lower from the time of the relocation and the one-month monitoring exercise. As none of the tagged, relocated mussels were found in the area surrounding the peg, a wider search was undertaken and two Paper Pondshell mussels, not related to the relocation efforts were found. The results of the one-month monitoring suggest the relocated mussels may have moved away from the benchmark location, or may have been relocated by predators (e.g., racoons) and could not be found.

These 1-month findings suggested that subsequent 1-year and 2-year post relocation monitoring would no longer be required with this approach confirmed by DFO (ref. Jess Taylor pers. comm. October 25, 2023). As such, future mussel monitoring was not required for the project.

3.1.2 MECP Overall Benefit Permit Completed Requirements (pre/during)

Consultation with the MECP Species at Risk Branch (SARB) was initiated due to several SAR identified as being potentially present within the project area. As part of these early discussions, both an Information Gathering Form (IGF) and Avoidance Alternatives Form (AAF) were submitted to MECP SARB. Upon its review, it was determined that Cootes Paradise and the area within the downstream extent of the remediation area was identified as habitat for Lilliput mussel (*Toxolasma parvum*), a SAR mussel species and that an OBP would be required prior to undertaking the targeted dredging works.

As part of the OBP, WSP on behalf of the City of Hamilton, proposed a series of habitat enhancements within Cootes Paradise. These locations were areas known to have occurrences of Lilliput mussel, and therefore it would create greater opportunities for the glochidia to attach to Bluegill (candidate host sunfish species for the mussel) and promote greater reproduction opportunities for the Lilliput mussel. As part of this Bluegill enhancement program, the OBP plan was to construct 50 habitat enhancement features including brush piles (10), artificial nesting structures (35), and root wads (5) within an area near Cockpit Island and within high density Lilliput mussel habitat between Sassafras Point and Princess Point.

In addition to the habitat enhancements, other conditions within MECP Permit No.WC-C-001-22 included completion of the mussel salvage and providing education and awareness training to all persons engaging in project activities. Details of the mussel salvage are provided above within Section 3.1.1. WSP biologists provided virtual SAR Awareness Training to all staff anticipated to be working on the project in 2022; however, due to project delays in 2022, training was also provided in person in June and July 2023. The topics covered included:

- a) the existence and identification of Protected Species and its habitat at the Site, mostly relating to Lilliput mussel but also including other SAR with the potential to move into the Study Area.
- b) the requirements of the permit;
- c) potential threats posed by Project activities to the Protected Species and its habitat; and
- d) mitigation efforts that must be taken to minimize harming the Protected Species.

The installation of the Bluegill enhancements began on August 3, 2022, and was completed on August 6, 2022, focusing on three areas. Site one is west of Cockpit Island, Site two is east of Cockpit Island and Site three is directly west of the Princess Point shoreline within the Westdale Inlet. All three sites had substrates consisting of sand, silt and muck with woody debris, water lily (*Nymphaeaceae sp.*) and limited other aquatic vegetation.



As identified within the OBP Plan, which was submitted as part of the OBP submission to determine the effectiveness of the enhancements and the bluegill fish populations, responses to the enhancement structures were evaluated on May 23, 2023, utilizing shoreline and boat visual searches, mussel viewers and a Lowrance HDS7 fish finder. At the time of the monitoring, water temperatures within the enhancement areas were approximately 17.2°C, with mostly clear skies and an air temperature of 20°C. Secchi disk measurements were taken at each site and recordings were 0.03, 0.03, and 0.02 m respectively from Site 1 to Site 3. All three sites had increased water depths ranging from 1.0 to 1.3 m and the water colour was brown with organic debris within the water column. Due to the total water depth and colour, shoreline nest counts were not possible. A such, visual searches were undertaken from a boat and by wading out to the enhancements and searching the area using mussel viewers. Similar to the shoreline nest counts, the depth and water clarity was limited, and the enhancements were not visible within the viewer. A final approach, using a Lowrance HDS7 fish finder with structure scan (utilizing side imaging to detect structures in real time) was attempted by following transects and floating over the enhancements to identify the locations of the enhancements, and undertake fish counts. Due to the limitations of the side scanner with the water depth, it was not possible to confirm presence of fish within proximity to the enhancements. Shoreline searches of other areas within Cootes Paradise were undertaken to check for nesting Bluegill activity; however, no nests were observed.

A second attempt to undertake the year one monitoring commenced on June 21, 2023. Water temperatures within the relocation areas ranged from 23.2°C to 25.4°C, with mostly clear skies and an air temperature of 25°C. Secchi disk measurements were taken at each site and recordings were 0.19, 0.22, and 0.23 m respectively from Site 1 to Site 3. Subsequent to the unsuccessful attempt to observe fish presence in May 2023, a MarCum LX-9 underwater video camera was utilized by initially floating over the enhancements in a boat to search the area for fish, but due to gusty conditions and limited water clarity that day, it was decided that walking out to each enhancement, and hovering the camera just off the bottom allowed for optimal viewing of the area. At each enhancement, the biologist stood motionless, and the camera was hovered over the enhancement for approximately five minutes with the camera gently rotated during this period to fully observe any fish or wildlife utilizing them. Visual survey results showed that all installed enhancements were intact and within their original locations. It was also noted that the interstitial spaces within the gravel in the nesting boxes was slowly filling with native substrate/sediment; however, no fish or their nests were observed. Shoreline searches of other areas within Cootes Paradise were undertaken to check for nesting Bluegill activity with a single nest observed along the same bank as Site 3; however, within 0.1 m of total water depth.

The results of the 2023 field surveys to assess the effectiveness of the OBP Bluegill enhancements, determined that due to the limitations associated with increased total water depths and limited water clarity following the approach suggested within the OBP Plan, it was not possible to determine whether Bluegill were utilizing the enhancements during their spawning period. WSP provided the MECP SARB with the Year One Annual Monitoring Report on November 24, 2023. Consultation with the MECP SARB included a proposed ranking matrix of six new monitoring options. The top three options, with the highest cumulative score were determined to be the most appropriate in determining if the Bluegill are using the enhancements. These new monitoring options are currently being completed in 2024.

3.1.3 Erosion & Sediment Control Monitoring

Milestone installed approximately 490 meters of silt fence around the DMMA prior to the start of construction. Other products installed by Milestone to control erosion included mudmats with 15-cm diameter stone, silt sacks, and 20-cm silt socks. Specifications for erosion control products are provided in **Appendix E.1**.

Milestone performed daily erosion and sediment control (ESC) inspections of the construction site as part of its normal activities. In addition, WSP provided routine site inspections as documented in **Appendix E.2** to ensure that all ESC controls were operating as intended. Where deficiencies were identified, WSP worked with Milestone to address the issues in a timely manner.

3.1.4 Turbidity Results (during dredging)

Milestone implemented numerous turbidity control measures throughout the duration of the project as required in the plans. Typical upland turbidity control measures (ESC) were installed as discussed in Section 3.1.3. In addition, the dredge was surrounded by a floating turbidity barrier as shown by the yellow clouded line in **Figure 2.5** which effectively isolated the active dredge area from the remainder of the creek. Both ends of the turbidity barrier were secured to the same side of the creek so that it did not interfere with water flow or fish passage.

Turbidity monitoring was conducted by Milestone as required by the contract during the targeted dredging of Chedoke Creek. Weekly reporting began on July 17, 2023, and continued until November 19, 2023 (i.e. until the completion of in water works). Turbidity checks were conducted every half-hour during targeted dredging working hours using a Hoskin Scientific TN400 Handheld Turbidity Monitor at four monitoring locations.

During the 125-day dredging period, only four exceedances were reported. Exceedances are determined by measuring Nephelometric Turbidity Unit (NTU) concentrations outside of operation hours as a background level. Any turbidity concentrations above 10% of the background level are considered in exceedance. All exceedances were due to natural circumstances, like natural water current fluctuations and adverse weather. **Table 3.1** lists the dates of turbidity exceedances and comments by Milestone. On July 17, 2023, wind and current fluctuated throughout the day causing turbidity fluctuations. Similarly natural fluctuations in turbidity caused exceedances on July 19, 2023, and August 11, 2023. Heavy rainfall and wind gusts ensued on July 20, 2023, causing turbidity exceedances. All Milestone turbidity reports can be found in **Appendix F**.

Table 3.1: Turbidity Exceedance Dates and Comments from Milestone during Chedoke Creek Dredging Activity

Dates of Exceedances	Comments
July 17, 2023	Natural Fluctuation.
July 19, 2023	Natural Fluctuation.
July 20, 2023	Natural Fluctuation and adverse weather.
August 11, 2023	Strong north-to-south current.

3.1.5 Permit to Take Water Results (during dredging)

The Targeted Dredging project Permit to Take Water (PTTW) summary is provided in **Table 3.2**. Daily average pump rates were provided by Milestone (**Appendix G**) and were based on flow meter logs from the hydraulic dredger. For the duration of dredge activity (from July 26, 2023, to November 17, 2023), the average pump rate was 3,421 L/min. Minimum and maximum instantaneous pump rates during operation were 1,391 L/min and 5,639 L/min, respectively. Minimum and maximum daily pump rates during operation were 182,000 L/day and 2,263,000 L/day. The total amount of volume pumped during dredge activity (from July 26, 2023, to November 17, 2023) was 136,509,000 liters including 660 hours of dredging over 102 operational days, by Milestone. All amounts and durations fell within the allowable permitted values (ref. Table 3.2).

Table 3.2: Permit to Take Water Project Summary

PRODUCTION DATA	TOTAL	MAX	MED	MIN
Slurry Pumped (m ³ /day)	136,509	2,263	1,417	182
Slurry Pumped (litres/day)	136,509,000	2,263,000	1,417,000	182,000
Active Pumping (hrs/day)	660	11	7	1
Active Pumping (litres/min)		5,639	3,449	1,391
Active Pumping Days	102			
PTTW Limit				
Volume Taken per Minute (L)	5,833			
Hours Taken per Day (hrs)	15			
Volume Taken per Day (L)	3,500,000			
Number of Days in a Year (days)	120			

3.1.6 Construction Dewatering Sewer Discharge Permit Results (during dredging)

The Construction Dewatering Sewer Discharge permit included a requirement to provide monthly water quality data. Milestone conducted seven (7) water quality sampling events between August 3, 2023, and December 11, 2023, and delivered samples to ALS Canada Ltd. (ALS) for analysis as shown in **Table 3.3**. Relevant parameters and sanitary discharge limits for each are provided in **Table 3.4**. Sample event five indicated a concentration of 14.2 mg/L gravimetric aggregate organics which exceeded the Sewer-Use Bylaw Schedule B standard of < 5.0 mg/L. Sampling event six was collected on November 30, 2023, for re-analysis of gravimetric aggregate organics only and was found to be < 5.0 mg/L. During the period between obtaining the sample results for samples five and six, the dewatered effluent was held onsite until approval was given to resume discharging. Concentrations in all other samples were within the sewer use bylaw limits. All laboratory reports can be found in **Appendix H.1**.

Daily water volume discharge to the sewer system is provided in **Appendix H.2**. Sewer discharge was monitored from July 26, 2023, through January 3, 2023. The minimum and maximum daily volumes reported by Milestone during days with discharge to the sanitary sewer were 137,466 L/day and 3,340,800 L/day. Daily discharge volumes were recorded from July 26, 2023, through November 17, 2023. Average flow during this time was 1,421,295 L/day. Due to the design of the Dredge Material Management Area (DMMA), discharge to the sewer system took place during and after dredging operations, up to 24 hours in duration each day. Monthly pump operating hours and discharge volume to the sanitary sewer are provided in **Table 3.5**.

Table 3.3: Water Quality Sampling Collection Dates

Sampling Event	Date
1	August 3, 2023
2	August 30, 2023
3	October 3, 2023
4	November 2, 2023
5	November 20, 2023
*6	November 30, 2023
7	December 11, 2023

*Event 6 sample analyzed for gravimetric aggregate organics only.



Table 3.4: Sanitary Sewer and Combined Sewer Discharge Limits

Parameter	Limit (µg/L) [a]
cBiochemical Oxygen Demand (cBOD)	300,000
Total Suspended Solids (TSS)	350,000
Total Phosphorus	10,000
Total Kjeldahl Nitrogen (TKN)	100,000
Oil and Grease (animal/vegetable)	150,000
Oil and Grease (mineral/synthetic)	15,000
Phenolic Compounds	1,000
Chlorides	1,500,000
Sulphates	1,500,000
Aluminum (total)	50,000
Iron (total)	50,000
Fluorides	10,000
Antimony (total)	5,000
Bismuth (total)	5,000
Chromium (total)	5,000
Cobalt (total)	5,000
Manganese (total)	5,000
Silver (total)	5,000
Nickel (total)	2,000
Arsenic (total)	1,000
Molybdenum (total)	1,000
Selenium (total)	1,000
Cadmium (total)	700
Mercury (total)	10
Aldrin/Dieldrin	0.2
Benzene	10
Bis(2-ethylhexyl)phthalate	12
Chlordane	100
Chloroform	40
DDT	0.1
1,2-Dichlorobenzene	50
1,4-Dichlorobenzene	80
3,3-Dichlorobenzidine	2
cis-1,2-Dichloroethylene	4,000
trans-1,3-Dichloropropylene	140
Bis(2-ethylhexyl)phthalate	12
Chlordane	100
Chloroform	40
DDT	0.1
1,2-Dichlorobenzene	50
1,4-Dichlorobenzene	80
3,3-Dichlorobenzidine	2
cis-1,2-Dichloroethylene	4,000
trans-1,3-Dichloropropylene	140
Di-n-butyl phthalate	80



Parameter	Limit (µg/L) [a]
Ethylbenzene	160
Hexachlorobenzene	0.1
Hexachlorocyclohexane	100
Methylene Chloride	2,000
Mirex	100
PCBs	1
Pentachlorophenol	5
1,1,2,2-Tetrachloroethane	1,400
Tetrachloroethylene	1,000
Toluene	16
Total Xylenes	1,400
Total PAHs [b]	5
Trichloroethylene	400

[a] Limits from By-Law No. 14-090 For Sewage Disposal Concentrations, Schedule B Table "Limits for Sanitary Sewer and Combined Sewer Discharge."

[b] Total PAHs calculated using the definition of total PAHs in By-Law No. 14-090. According to the By-Law, total PAHs include anthracene, benzo(a)pyrene, benzo(a)anthracene, benzo(e)pyrene, benzo(b)fluoranthene, benzo(j)fluoranthene, benzo(k)fluoranthene, benzo(g,h,i)perylene, chrysene, dibenzo(a,h)anthracene, dibenzo(a,i)pyrene, dibenzo(a,j)acridine, 7H dibenzo(c,g)carbazole, fluoranthene, indeno(1,2,3-c,d)pyrene, perylene, phenanthrene, pyrene. Chedoke creek filtrate samples did not include benzo(e)pyrene, dibenzo(a,i)pyrene, dibenzo(a,j)acridine, 7H dibenzo(c,g)carbazole, and perlyene. Benzo(b)fluoranthene and benzo(j)fluoranthene reported as benzo(b/j)fluoranthene in Chedoke Creek filtrate data and value used in total PAH sum. The majority of PAHs in filtrate samples reported as below detection and 1/2 the detection limit used in sum to calculate total PAHs.

Table 3.5: Total Monthly Water Volume Discharge to the Sewer System.

Total Monthly Discharge		
Month	Volume (L)	Operational Days
July	705,479	4
August	31,594,474	25
September	38,051,280	25
October	46,508,760	30
November	31,080,000	17
December	1,008,010	3
January	288,000	1

Hydrographic Surveys and Sediment Volumes

Multiple hydrographic surveys were conducted to support the Chedoke Creek dredging planning, design, and construction process. Notable survey dates were as follows:

- 1) Initial WSP manual topographic survey to support the Chedoke Creek Natural Environment and Sediment Quality Assessment and Remediation Report (August 2018)
- 2) WSP manual topographic survey to support the Chedoke Creek dredge design completed April 2021
- 3) Pre-Dredge survey provided by Milestone (using sonar – ASI Group Ltd Marine) completed July 27-28, 2022.
- 4) Pre-dredge survey provided by Milestone (using sonar - ASI Group Ltd Marine) (survey completed July 4, 2023, data received July 12, 2023, then updated September 8, 2023) (see **Appendix I.1**)
- 5) Various progress surveys provided by Milestone (using sonar – ASI Group Ltd Marine)
 - a. Interim Survey 1 (August 15, 2023). Progress area 100 m to the north of the Desjardins Recreational Trail Bridge.
 - b. Interim Survey 2 (September 15, 2023). Progress area 90 m to the south of the Desjardins Recreational Trail Bridge.
 - c. Interim Survey 3 (October 11, 2023). Progress area 230 m to the north of the Kay Drage Park Bridge.
 - d. Interim Survey 4 (November 1, 2023). Progress area 130 m to the south of the Kay Drage Park Bridge, and the remaining area between the two bridges.
- 6) Post-dredge survey provided by Milestone (using sonar - ASI Group Ltd Marine) – November 20, 2023 (see **Appendix I.2**)

The final Chedoke Creek dredge design plans specified that a total of 11,300 m³ of in-situ sediment was required to be removed, as indicated by the April 2021 survey.

The subsequent pre-dredge survey provided by Milestone (July 12, 2023) indicated that the expected/estimated dredge volume had diminished considerably and only 7,693 m³ of in-situ sediment remained within the dredge template. This finding was likely the result of continued transport and decomposition of sediments deposited during the spill event between the time of the original survey (April 2021) and the subsequent pre-construction survey (July 2023). There may also have been differences due to the different survey methodologies employed (manual survey vs sonar-based).

An explanation and summary of the differences between the design and the pre-dredge survey in-situ volume estimates is provided in a technical memorandum (dated October 2, 2023), which has been included in **Appendix J** and was provided to the MECP on October 3, 2023.

Based on WSP's analysis of the final post-dredge topographic survey (November 20, 2023) and the original pre-dredge topographic survey (July 12, 2023), a total/final dredge volume of 8,147 m³ was removed. The total TKN and TP load removal associated with this dredge material is provided in **Table 3.6**. Note that the preceding included 130 m³ of debris material which was tracked separately.

Released in December of 2019, Excess Soil Regulation O. Reg. 406/19 is designed for the proper management, tracking, and reuse of excess soil. Excess soil is soil that is generated during construction and excavation activities that will no longer be needed at the site. Thus, the excess soil must be transported off the site. As of January 1, 2023, sites must file notices about how they reuse and/or dispose of excess soil in compliance with O. Reg. 406/19.



The removal of sediment from Chedoke Creek was exempt from the Project Area Notice Filing per Schedule 2 Section 3.5 of O. Reg. 406/19, however the City of Hamilton voluntarily reported the required details on the Excess Soil Registry. Initial estimates were provided with the final totals updated within 30 days of the removal of the final material, as required.



Table 3.6: Total Volume Dredged from Zone 2 and 3 and Associated Total Kjeldahl Nitrogen and Total Phosphorus Mass Removal

Project Area	Description	Area (m ²)	Target Dredge Elevation (m IGLD)	Actual Average Sediment Thickness (m)	Volume (m ³)	Average TKN Conc. (ug/g)	Actual TKN Mass Removed by Zone (tonnes)	Average TP Conc. (ug/g)	Actual TP Mass Removed by Zone (tonnes)
Zone 2	CC-C14 to CC-C19	6,946	73.5	0.34	2,333	1,180	4.9	1,067	4.2
Zone 3	CC-C19 to CC-C26	9,973	73.0	0.58	5,814	1,641	17.5	1,251	13.5
Total Zones 2&3					8,147		22.4		17.7



3.1.7 Sediment Disposal Quantities

The Targeted Dredging of Chedoke Creek project sediment disposal was completed in compliance under Section 8 of Ontario Regulation 406/19 under the Environmental Protection Act. TerraClean Consultants Inc. (TerraClean) and Culp Transport (Culp) carried non-hazardous sediment dredged from Chedoke Creek to three different disposal sites:

- GFL Stoney Creek Landfill (Stoney Creek - Hamilton, Ontario)
 - 8 loads, 275.32 metric tons
- WM Twin Creeks Landfill (Watford, Ontario)
 - 242 loads, 9,536.30 metric tons
- Allied Waste Niagara (Niagara Falls, New York)
 - 31 loads, 851.48 metric tons

A total of 281 truckloads (using end load trailers) were used to dispose the material, for a total of 10,663.10 metric tons of dredged material removed and disposed of off site (debris was accounted for separately as noted).

Hauling records can be found in **Appendix K.1**.

3.1.8 Sediment Quality

Sediment was analyzed using the Toxicity Characteristic Leaching Procedure (TCLP) prior to acceptance by the recipient site. TCLP is a chemical analysis process used to determine whether there are hazardous elements present in a waste. The test involves a simulation of leaching through a landfill and can prove if the waste is dangerous to the environment or not. TCLP Guideline Limits per Ontario MECP General Waste Control Regulation No. 347/90,558/00 is provided in **Table 3.7**. No exceedances were reported. Laboratory reports are provided in **Appendix K.2**.



Table 3.7: TCLP Guideline Limits

Analyte	Unit	ONWCR Sch. 4
Physical Tests		
Air Velocity, Fume Hood	m/sec	-
Burning Rate	mm/sec	-
Ignitability	-	-
Sample Comment	-	-
Temperature of Test Material	C	-
Time to Ignition	Sec	-
TCLP Extractables		
Aroclor, 1016 TCLP	mg/L	-
Aroclor, 221 TCLP	mg/L	-
Aroclor, 1232 TCLP	mg/L	-
Aroclor, 1242 TCLP	mg/L	-
Aroclor, 1248 TCLP	mg/L	-
Aroclor, 1254 TCLP	mg/L	-
Aroclor, 1260 TCLP	mg/L	-
Aroclor, 1262 TCLP	mg/L	-
Aroclor, 1268 TCLP	mg/L	-
Benzo(a)pyrene, TCLP	mg/L	0.001 mg/L
Decachlorobiphenyl, TCLP	%	
Tetrachloro-m-xylene, TCLP	%	
TCLP Extractables Surrogates		
Chrysene-d12, TCLP	%	
Naphthalene-d8, TCLP	%	
Phenanthrene-d10, TCLP	%	
TCLP Metals		
Arsenic, TCLP	mg/L	2.5 mg/L
Barium, TCLP	mg/L	100 mg/L
Boron, TCLP	mg/L	500 mg/L
Cadmium, TCLP	mg/L	0.5 mg/L
Chromium, TCLP	mg/L	5 mg/L
Lead, TCLP	mg/L	5 mg/L
Mercury, TCLP	mg/L	0.1 mg/L
pH, TCLP 1 st preliminary	pH Units	-
pH, TCLP 2 nd preliminary	pH Units	-
pH, TCLP Extraction Fluid Initial	pH Units	-
pH, TCLP Final	pH Units	-
Selenium, TCLP	mg/L	1 mg/L
Silver, TCLP	mg/L	5 mg/L
Uranium, TCLP	mg/L	10 mg/L



Analyte	Unit	ONWCR Sch. 4
TCLP VOCs		
Benzene, TCLP	mg/L	0.5 mg/L
Carbon Tetrachloride, TCLP	mg/L	0.5 mg/L
Chlorobenzene, TCLP	mg/L	8 mg/L
Chloroform, TCLP	mg/L	10 mg/L
Dichlorobenzene, 1,2-, TCLP	mg/L	20 mg/L
Dichlorobenzene, 1,4-, TCLP	mg/L	0.5 mg/L
Dichloroethane, 1,2-, TCLP	mg/L	0.5 mg/L
Dichloroethylene, 1,1-, TCLP	mg/L	1.4 mg/L
Dichloromethane, TCLP	mg/L	5 mg/L
Methyl Ethyl Ketone [MEK], TCLP	mg/L	200 mg/L
Tetrachloroethylene, TCLP	mg/L	3 mg/L
Trichloroethylene, TCLP	mg/L	5 mg/L
Vinyl Chloride, TCLP	mg/L	0.2 mg/L
Bromofluorobenzene, 4-, TCLP	%	
Difluorobenzene, 1,4-, TCLP	%	
Polychlorinated Biphenyls		
Polychlorinated Biphenyls [PCBs], total, TCLP	mg/L	0.3 mg/L

ONWCR = Ontario MECP General Waste Control Regulation No. 347/90,558/00
 Sch.4 = Schedule 4 Leachate Quality Criteria

4 POST-CONSTRUCTION MONITORING & ACTIONS

4.1 Water Quality

As one of the corrective and preventive actions of the Chedoke Creek spill, the City of Hamilton set out to develop a framework for monitoring surface water quality throughout Hamilton's watersheds. The Surface Water Quality Program (SWQP) is the starting point for the City in gaining a holistic understanding of its receiving waters and the potential impacts from various City assets within the storm and wastewater collection and treatment system.

Various types of overflow structures exist within the City's storm and wastewater infrastructure, both within the combined sewer system, and the separated sewer system. These designed overflow structures have the potential to discharge to the natural environment and include storm relief pumping stations, combined sewer overflow tanks (CSOs), sewer pump stations (SPSs), sewer siphons and flow regulators.

Within the overall service area for the City's storm and wastewater collection and treatment system, five (5) major receiving water bodies exist. These are:

- Hamilton Harbour
- Red Hill Creek
- Grindstone Marsh
- Lake Ontario
- Cootes Paradise Marsh via Spencer & Chedoke Creeks

Headwater tributaries of the Grand River and Niagara Peninsula catchment areas also exist with the boundaries of the City of Hamilton. These headwater tributaries flow south into the Grand River towards Lake Erie, and east outside of City boundary, discharging into Lake Ontario.

Cootes Paradise is an important coastal marsh area in western Lake Ontario and serves as a key sanctuary and habitat for a wide variety of fauna and flora, including rare or threatened species. Owned and managed by the Royal Botanical Gardens (RBG), it spreads over 8.4 km² including 2.5 km² of coastal wetland. Since it serves important ecological functions, such as being a significant natural fish nursery and key migratory bird habitat, the Government of Ontario has listed Coates Paradise as a Provincially Significant Class 1 Wetland, and as an Area of Natural and Scientific Interest (ANSI). Cootes Paradise is also a principal environmental protection area, protected under the Royal Botanical Gardens Act 1941. Like the Hamilton Harbour, Cootes Paradise is also designated as an ESA. Its primary tributaries, Chedoke, Westdale, Spencer, Borer's and Ancaster Creeks are also identified as being environmentally significant.

The Dundas WWTP effluent and a number of CSO sites discharge directly into Cootes Paradise or indirectly via its tributary streams. In addition, Cootes Paradise may receive overflows from two (2) Storm Relief Pumping Stations, multiple sewer pump stations (SPSs) with overflow structures, and multiple sewer siphons with overflow structures. The Dundas Equalization Tank may also discharge to Cootes Paradise under emergency conditions, though this is part of the separated sewer system and historically has not overflowed in normal conditions, including no overflows between 2015-2020. In order to improve the Cootes Paradise ecosystem, the City has a goal to control all the CSO discharges to Cootes Paradise to a maximum of one CSO event in an average year, in accordance with the Provincial protocols. The 'average' precipitation year is determined by the City's Pollution Prevention and Control Plan.



Phase I of the Surface Water Quality Program (2022 to 2024) established a monthly surface water monitoring plan, sampling 33 locations throughout the City. Since the program follows an adaptive management process, the 2023 annual review resulted in an amendment to Phase I with the removal of 7 locations and the addition of 17 locations, bringing the total sampling locations for Phase I to 40 locations.

Phase II (2025 to 2026) will focus on assessing the initial sampling plan and making modifications as needed and expanding the coverage of the monitoring plan or the frequency of sampling. From the baseline information captured in Phases I and II, Phase III will focus on infrastructure investment needed to better protect the receiving waters, as well as prioritizing identified areas of interest/on-going water quality anomalies, or hot spots, for regular inspection and enforcement activities, as needed. Currently the 40 surface water locations are sampled monthly, with data on the surface water samples provided through the [Open Hamilton Data Portal](#) which is a public-facing resource for up-to-date, easy and transparent data for surface water quality general knowledge, trending, review and research purposes.

Data collected are reviewed against municipal, provincial and federal regulations and guidelines for general baseline condition purposes. The City is continuing to monitor Chedoke Creek at the stations shown in **Figure 4.1** which are closely monitored for any improvements based on the Targeted Dredging of Chedoke Creek project, and other supportive initiatives in the Chedoke Creek watershed. The City will also continue to study how wastewater and stormwater discharges are influencing the quality of the receiving waters with the Surface Water Quality Program helping to guide refinements to standard operating conditions, and pin-point non-point source contaminants throughout Hamilton's Watersheds.

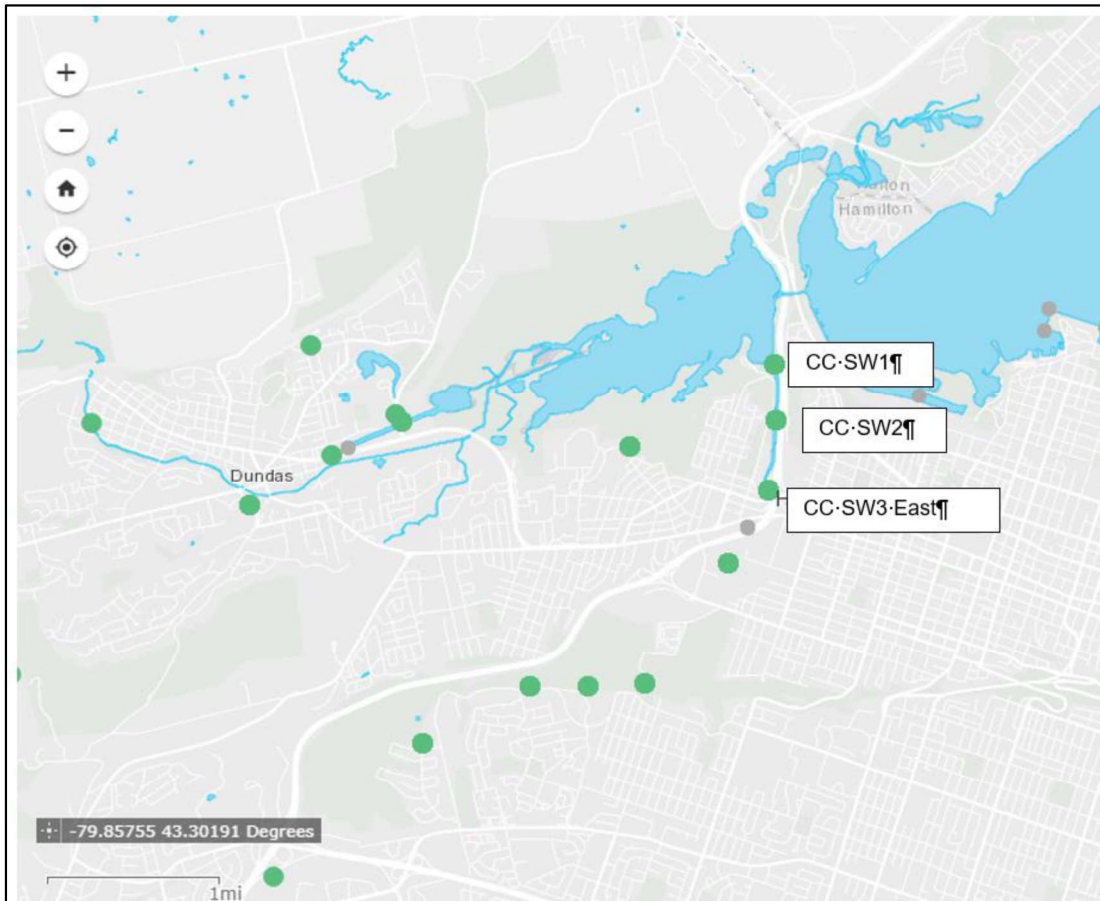


Figure 4.1: Chedoke Creek Monitoring Stations



Water quality data are not the only useful metrics for assessing environmental impacts and establishing restoration success criteria. However, other environmental metrics such as bioassessment criteria are often unavailable for evaluation of “pre-impact” conditions as in the case of Chedoke Creek. Water quality data serves as the best available information to evaluate and compare conditions within Chedoke Creek prior to the spill event, during the spill event, and for the pre-, during and post-restoration periods. It is important to note that Chedoke Creek is an urban drainage conveyance with variable, often poor, water quality conditions that are dependent on rainfall, snowmelt, CSO infrastructure operation and other environmental and infrastructure factors. In addition, water quality data should be considered supplemental to the mass-load reduction provided by removal of poor-quality sediments achieved during the Chedoke Creek Restoration Project as discussed in **Sections 2 and 3** above.

Station CC-SW2, also referred to as Station CP-11, has the most complete period of record (see **Table 4.1**) of the three stations shown in **Figure 4.1** and is located downstream of the Main/King CSO. Data from the CC-SW2/CP-11 station was previously evaluated through 2018 by WSP as part of MECP Order#1 1-J25YB Item 1b, Chedoke Creek Natural Environment and Sediment Quality Assessment and Remediation Report, WSP, 2019. Available water quality parameters include TP, E. coli, pH, ammonia, DO, and TSS. In addition to the data previously evaluated between 2009 and 2018, **Table 4.2** provides the median values for water quality data collected during the pre-restoration (October 2018 – July 2023), restoration (July 2023 – December 2023), and post-restoration (January 2024 – June 2024) periods. Time-series data for the updated period or record are provided in **Figures 4.2 through 4.7**.

Table 4.1: CC-SW2/SP-11 Period of Record for Water Quality Parameters of Concern

Station	Parameter	Units	Start Date	End Date	Number of Samples
CC-SW2/CP-11	Total Phosphorus	mg/L	5/7/2009	6/13/2024	281
CC-SW2/CP-11	<i>Escherichia coli</i>	cfu/100mL	5/7/2009	6/13/2024	280
CC-SW2/CP-11	pH	SU	5/7/2009	3/19/2024	260
CC-SW2/CP-11	Ammonia	mg/L	5/7/2009	5/30/2024	273
CC-SW2/CP-11	Dissolved Oxygen	mg/L	5/7/2009	3/19/2024	239
CC-SW2/CP-11	Total Suspended Solids	mg/L	5/7/2009	6/13/2024	269



Table 4.2: Pre-Event, During Event and Post Event Median Water Quality Data *

Analyte	Pre-event (5/7/2009 to 1/28/2014)	Gate 1 Open 1/28/2014 to 12/31/2017	Gate 2 Failure 1/1/2018 to 7/18/2018	Gates Closed 7/19/2018 to October 2018	Pre-Restoration October 2018 to July 2023	Restoration July 2023 to December 2023	Post-Restoration January 2024 - June 2024
TP (mg/L)	0.19	0.386	1.13	0.233	0.280	0.255	0.197
<i>E. coli</i> (cfu/100mL)	510	5900	655000	3300	900	1010	1730
pH (SU)	8.18	7.59	7.09	8.02	7.97	7.73	8.28
Ammonia (mg/L)	0.54	0.51	5.69	0.21	0.29	0.52	0.36
DO (mg/L)	9	9.15	3.51	8.16	10.87	7.60	12.5
TSS (mg/L)	22.3	15.35	24.85	8.4	13.25	17.00	13.2

*Column colors correspond with the color of data points in Figures 4.2 through 4.7



Total phosphorus data shown in **Figure 4.2** suggests TP concentrations at CC-SW2/CP-11 have continued to decrease through the pre-restoration, restoration, and post-restoration phases. The post-restoration TP median concentration of 0.20 mg/L is similar to the pre-event concentration of 0.19 mg/L and is less than 18% of TP median during the Gate 2 failure period.

Median *E. coli* concentrations at CC-SW2/CP-11 shown in **Figure 4.3** suggest that *E. coli* counts returned to pre-event conditions following gate closure and have remained several orders of magnitude below the peak median concentration of 665,000 cfu/100 mL which occurred during the Gate 2 failure period.

Median pH values at CC-SW2/CP-11 shown in **Figure 4.5** indicate that pH returned to pre-spill conditions once the gates were closed. During the Gate 2 failure event, the median pH decreased to 7.1 which was likely a result of high carbon dioxide concentrations associated with wastewater loading. The post-restoration median pH of 8.3 is similar to the pre-spill median pH of 8.2.

Median ammonia concentrations at CC-SW2/CP-11 shown in **Figure 4.5** indicate water quality conditions following gate closure may be better than the pre-spill conditions. The median post-restoration ammonia concentration of 0.36 mg/L is only 67% of the pre-spill median concentration of 0.54 mg/L.

Median DO concentrations at CC-SW2/CP-11 shown in **Figure 4.6** suggest oxygen conditions continued to improve following closure of the gates and were similar to pre-spill conditions during the pre-restoration, restoration and post-restoration periods. Variability in DO concentration during the restoration and post-restoration periods is likely due to water temperature during those periods. Dissolved oxygen data for the post-restoration period was only available from January through March 2024.

Median TSS concentrations at CC-SW2/CP-11 are shown in **Figure 4.7**. Chedoke Creek is an urban drainage conveyance which typically has elevated and variable TSS concentrations depending on a variety of factors including rainfall duration and intensity, snowmelt, and others as discussed above. Median TSS concentrations were similar throughout the period of record and ranged from 9.3 mg/L to 24.9 mg/L. The median TSS concentrations for the pre-restoration (13.3 mg/L), restoration (17.0 mg/L) and post-restoration (13.2 mg/L) periods are all below the pre-event period TSS concentration of 22.3 mg/L.

In summary, water quality conditions at station CC-SW2/CP-11 beginning with gate closure in July, 2018 have improved compared to the period during which gate failures occurred and have generally returned to pre-spill conditions. Limited post-restoration data are available for analysis, however the City will continue to collect and evaluate these data to assess long-term post-restoration benefits resulting from the City's restoration efforts.



Figure 4.2: Chedoke Creek at CC-SW2/CP-11 TP Concentrations (2009 through 2024)



Figure 4.3: Chedoke Creek at CC-SW2/CP-11 *E. coli* Counts (2009 through 2024)



Figure 4.4: Chedoke Creek at CC-SW2/CP-11 pH (2009 through 2024)



Figure 4.5: Chedoke Creek at CC-SW2/CP-11 Ammonia Concentrations (2009 through 2024)

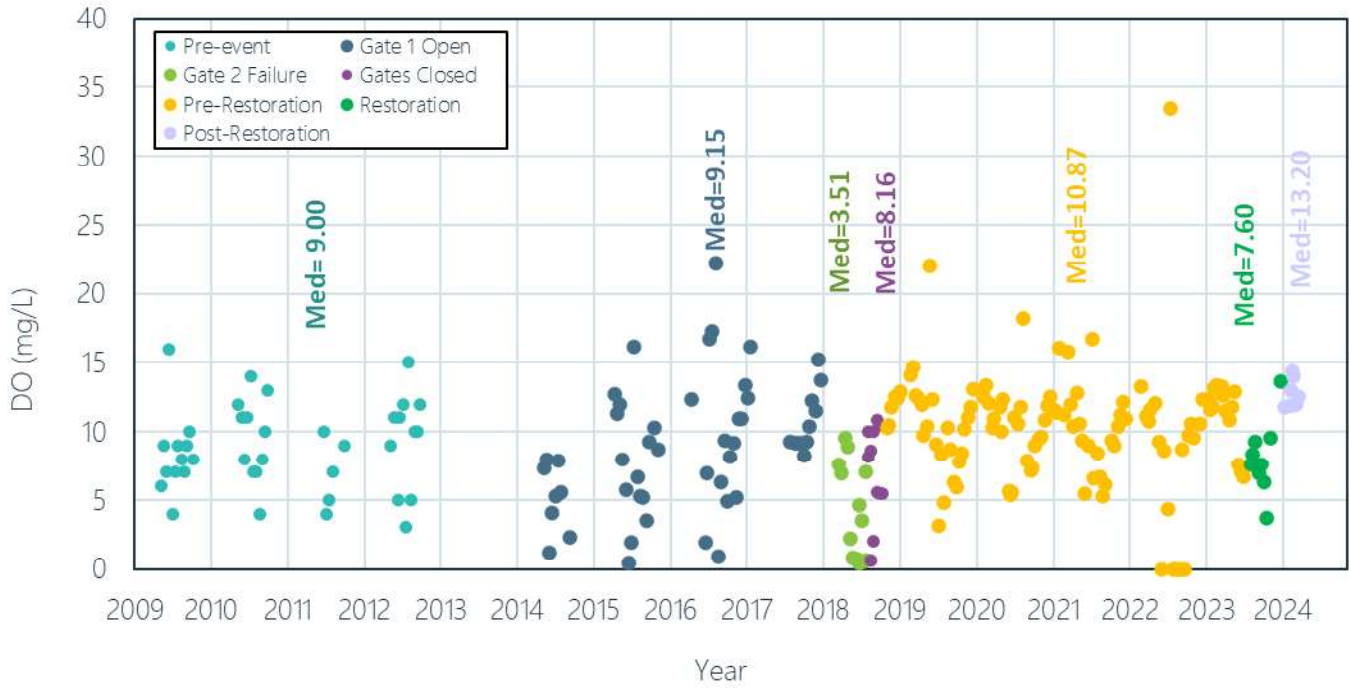


Figure 4.6: Chedoke Creek at CC-SW2/CP-11 DO Concentrations (2009 through 2024)



Figure 4.7: Chedoke Creek at CC-SW2/CP-11 TSS Concentrations (2009 through 2024)

*A TSS value of 1,020 mg/L measured on 6/15/2022 is not shown on the graph.



4.2 MECP Overall Benefit Permit Remaining Requirements

Similar to the year one monitoring and reporting, year two (2024) and year three (2025) effectiveness monitoring, reporting are still required to be completed as part of the OBP. In addition, a final report providing a summary of the information provided in the three annual reports (2022, 2023 and 2024), and a final analysis of the effectiveness of Overall Benefit Activities will be completed following on from the last calendar year of monitoring. As mentioned within Section 3.1.2, consultation with MECP SARB determined the need for a new approach upon their review of the year one (2023) findings and appropriate next steps. Three new monitoring options were proposed for the year two (2024) monitoring and are being conducted. .

4.3 Complementary Monitoring

A number of studies were recommended as part of the previously completed “Chedoke Creek Water Quality Improvement Framework Study” (GM BluePlan Engineering and Wood, April 2021). The City has advanced a number of these studies through the Coote Paradise Work Plan, which remain ongoing. These include:

- Ainslie Wood Neighbourhood Creek Separation Municipal Class Environmental Assessment
- Chedoke Watershed Stormwater Retrofits Master Plan Class Environmental Assessment
- Lower Chedoke Creek Class Environmental Assessment

It is expected that these studies will include a number of recommendations for further monitoring of ecological/environmental features, water quality, and CSO performance, to better assess and evaluate the effectiveness of measures recommended through the preceding studies. These monitoring programs and results will further complement the monitoring work being done under other initiatives for the overall Chedoke Creek watershed. Given that the recommendations from the respective Class EA projects are not yet advanced nor approved, the form and extent of monitoring is not yet defined as it will need to be aligned with the form of capital work (i.e., channel improvements would be monitored differently than say water quality enhancement works). That said, the types of monitoring which are expected as part of the possible works stemming from the respective EAs are anticipated to include chemical and biological water quality indicators, as well as physical monitoring of the stability of the Chedoke Creek (stream morphology) and associated areas (headwaters and receivers).



5 MAIN/KING COMBINED SEWER OVERFLOW TANK CORRECTIVE ACTIONS SUMMARY

Since the discovery of the Chedoke Creek combined sewage discharge in July of 2018, the Public Works Department and Hamilton Water Division has implemented a number of new operational programs and procedural changes to assist in the prevention of future incidents from occurring. However, should further incidents occur, measures are now in place that allow early detection and mitigation. In addition, new protocols ensure appropriate and timely communication to City Council, the community, and the City's partners. Additional programs have also been implemented to enhance the stewardship of the City's watersheds and natural environment.

The following provides a list and brief description of new or revised programs or procedures that have been developed:

Watershed Action Plan

The purpose of the Watershed Action Plan is to reduce the pollution of waterways due to rural and urban runoff, reduce the adverse impact of City infrastructure and operations, increase the retention and infiltration of stormwater into the ground and increase the connectivity of naturalized areas and green infrastructure. The plan also minimizes system capacity risks due to development and climate change and maximizes the adaptability of investments to manage future uncertainties.

Surface Water Quality Program

The Surface Water Quality Program builds a baseline understanding of surface water conditions over time and provides processes to respond to, and investigate, any water quality anomalies that may be due to infrastructure malfunctions or standard operating conditions. The program has developed open communication and transparency with various partners. The City has also launched the Surface Water Quality Program webpage that enables the City to share the surface water quality data with the public.

Wastewater Quality Management Program

The Wastewater Quality Management Program has established new processes or improved existing processes to effectively collect and treat wastewater in a manner that protects the environment and meets legal and regulatory requirements. The program supports the City's commitment to a high-quality wastewater system.

Enhanced City of Hamilton Inspections Program

The Enhanced City of Hamilton Outstation Inspection Team was developed in 2020 and consists of one (1) Maintenance Operator, one (1) Millwright, one (1) Electrician, and one (1) Instrumentation Technician. Four (4) of the full-time equivalent staff approved by Council were used to staff the Enhanced City of Hamilton Outstation Inspection Team, who is tasked with completing thorough inspections and preventative maintenance at the City's water and wastewater treatment plants, pumping stations, reservoirs, water towers, well systems and combined sewer overflow tanks. The team is also responsible for looking at a facility or process area to verify its operational functionality instead of focusing on preventative maintenance of individual components. This includes reviewing the process control narratives, Supervisory Control and Data Acquisition set points, Environmental Compliance Approval requirements, asset information, and the facility/process standard operating procedures.



Monitoring Wastewater Overflows and Bypasses Webpage

Developed in 2020, this webpage includes a live map of overflows and bypasses, the Wastewater Treatment Bypass Log and the Combined Sewer Overflow Log. The live map is updated every 15 minutes providing current information for each outfall location.

Operations and Maintenance Plan

In response to the Chedoke Creek combined sewage spill, in 2019, Hatch Consulting completed a comprehensive review and update of combined sewer overflow operations and maintenance plans. The Operations and Maintenance Plan includes updated standard operating procedures for the combined sewer overflow facilities which are reviewed every three years or sooner if required. The Operations and Maintenance Plan also included an updated process control narrative for the Main/King combined sewer overflow tank. Process control narratives for the remaining facilities were not changed and therefore not included in the Operations and Maintenance Plan, however they are maintained as key operational documents for the facilities.



6 OFFSETTING WORKS ASSESSMENT REVIEW

The Chedoke Creek Work Plan noted that water quality management technologies are often used as complements to dredging to improve water quality conditions by increasing DO and reducing nutrient concentrations.

The Chedoke Creek Work Plan listed some potential technologies including:

- 1) Floating vegetated mats
- 2) Small scale Aeration systems
- 3) Shoreline plantings
- 4) Beneficial sediment reuse and sediment stabilization

Floating vegetated mats are relatively simple structures designed to promote growth of aquatic vegetation and nutrient absorption. Plantings are placed within net pots held together by a floating platform which can vary in size based on the available space or removal requirements. The platform is anchored to the shoreline or substrate and plants are harvested periodically resulting in direct removal of the nutrients they have assimilated from the water column. Over the course of the targeted dredging project, the City through a separate contract, installed a floating vegetated mat system within Cootes Paradise, which can be seen from the Desjardins Recreational Trail. Expansion of the project to other areas within Cootes Paradise is currently under evaluation through the on-going and complementary initiative associated with the Lower Chedoke Remediation Class Environmental Assessment (EA) Study.

Unconfined aeration systems are often used in lake and water quality management to increase the oxygen transfer rate, improve mixing of stagnant water, and limit the potential for stratification. Aeration systems consist of a compressor, an air distribution system, and a diffuser assembly. The type of compressor depends on the water depth and required air volume. Shallow water aeration systems generally require only a diaphragm compressor which can produce a relatively large air volume at low pressure. Diffuser assemblies are typically placed on the bottom and include an anti-scour plate to limit sediment disturbance. Over the course of the targeted dredging project, the City installed a small-scale aeration system in Chedoke Creek to help increase oxygen levels at the bottom of the creek while decreasing the amount of excess nutrients that contribute to algae blooms and cloudy water. Due to a decrease in temperature, the pumps were turned off in the winter months. The system has since been removed for the targeted dredging activities to take place. An aeration system is also under evaluation through the on-going and complementary initiative associated with the Lower Chedoke Remediation Class Environmental Assessment (EA) Study.

Shoreline plantings are effective at providing habitat, enhancing nutrient uptake, and stabilizing sediments. Plantings are commonly recommended in areas where natural littoral vegetation has been impacted for a variety of reasons and water quality or sediment conditions prevent natural recruitment from occurring. Identification of the appropriate species and a suitable nursery or donor site is important to the success of a planting project. Planting success can be improved by a variety of planting techniques that are specific to the species, substrate, and depth. While not explicitly assessed during the dredging project, riparian plantings are also being reviewed by the City through the on-going and complementary initiative associated with the Lower Chedoke Remediation Class Environmental Assessment (EA) Study. That project is further examining a series of activities to further enhance and restore Chedoke Creek and water quality discharging to Cootes Paradise. Alternatives being reviewed include channel modifications and plantings (delta generation, mixing weirs, shoreline wetlands, floating wetlands) as well as physical measures such as manual oxygenation/aeration, as noted above.

The Chedoke Creek Work Plan indicated that dredged solids may have a beneficial reuse application depending on the type of material identified for removal and its chemical composition. In some cases, sandy material may be utilized to stabilize areas where lake sediments may not have suitable structure to promote growth of emergent vegetation. If enough sandy material is present of sufficient quality, it may be possible to use the material to formalize an earthen



berm to direct discharge from Chedoke Creek away from Princess Point at the location of the current Christmas tree berm at the mouth to Cootes Paradise. As cited above, the City is currently conducting the Lower Chedoke Creek Remediation Class EA, which among other activities is reviewing the potential to re-establish a delta at the mouth of Chedoke Creek in the Princess Point embayment. The outcomes of that on-going study will further identify preferred alternatives for improving overall system health as noted previously.

As outlined in the Cootes Paradise Work Plan (July 2021), the City of Hamilton is addressing the identified deficit in contaminant removal per the targeted dredge by proposing to incorporate additional offsetting remediation within Cootes Paradise and the Western Harbour to further augment and complement the benefits of the targeted dredging project. These activities listed below, among others, were concurrently identified as part of the Chedoke Creek Water Quality Improvement Framework Study (GM BluePlan Engineering and Wood, April 2021) which established a long list of undertakings by the City and other community partners to improve water quality in Cootes Paradise. The activities were carried forward into the Cootes Paradise Work Plan which was subsequently approved by the MECF on August 13, 2021. They complement the targeted dredging work completed under the Chedoke Creek Work Plan, and further address the City's commitment to offsetting works.

Sediment Nutrient Inactivation

A sediment study in Cootes Paradise was finalized in February 2024, with investigative field work in 2023, that included the evaluation of the potential impacts from various sediment treatment alternatives. This will assist the City in evaluating the potential for the implementation of targeted water quality restoration projects within Cootes Paradise. The study involved two proprietary lanthanum-based treatment products which selectively bind and inactivate orthophosphate (a biologically available form of phosphorus) in the water column and limit orthophosphate flux from sediments. Phosphorus is an essential nutrient for algal growth and has been shown to be the limiting nutrient in Cootes Paradise. Results of the study suggest both EutroSORB® G and EutroSORB SI® are effective at reducing TP (the sum of all forms of phosphorus) in the Cootes Paradise water column and both may be an effective means of inactivating sediment TP and providing additional offsetting TP load reduction within Cootes Paradise. The amount of potential offset is directly proportional to the mass of lanthanum applied and the product could be applied to targeted "hot spot" areas.

The City is also conducting other studies and Stormwater Management policy reviews including:

Chedoke Creek Water Quality Retrofit Class EA

The study is focused on the separated sewer portion of the Chedoke Creek watershed. The intent is to assess opportunities to implement stormwater retrofits throughout the watershed (including both end-of-pipe and source controls) to improve the water quality of stormwater discharges. In addition, options for the Chedoke Creek Golf Course (stream naturalization, retrofit and treatment online) are being assessed. The relative benefits, impacts and life cycle costs will be reviewed with the overall goal of developing a prioritized suite of recommended improvements to reduce stormwater contaminant loadings to Chedoke Creek.

Redevelopment Sites – Stormwater Management (SWM) Policy

This project consists of updating the SWM Policy for Redevelopment Sites in the City of Hamilton. The policy will contain prescription of Best Management Practices including Low Impact Development measures for redevelopment sites within the City. In addition, the City has prepared Green Standards and Guidelines (GSG) which prescribe a minimum retention target for water quality and a hierarchical application of stormwater management practices to address the impacts from new development. These are going to City Council in August 2024 for adoption.

The City currently has policies in place across its jurisdiction requiring Stormwater Management for re-development lands. The intent of this policy is to strengthen and potentially improve the rate of water quality treatment with a specific emphasis on contaminants of concern (COC).



The benefits to this action are governed by third parties (development industry) hence predicting the timing and benefits is challenging. An important advantage of this action/policy is that it will come at no/low cost to the public and will represent a direct improvement by providing treatment of runoff for lands currently receiving no treatment. Work continues to progress with internal City staff and the development industry regarding this project.

Retrofits for Road Rehabilitation Projects / Low Impact Development Best Management Practices Policy

The City currently has a practice to examine opportunities to provide SWM (quality/quantity) for rehabilitated/reconstructed roads. The intent of this project (similar to the one above) is to enhance the policy/practice, to strengthen the City's process and practices and to maximize runoff treatment for rehabilitated roads. The emphasis will not only be on new pavement but also existing pavement so that net runoff treatment benefits are realized. The City is in direct control of the outcomes of this action since it will apply to its roadways. The extent of benefits and associated costs of implementation needs to be assessed for each setting as there can be various utility and physical restrictions which can limit the ability to effectively implement focused Best Management Practices. These will need to be assessed on a case-by-case basis. The start of this project is tied to the completion of the previous project, as any future public SWM policy aims to mirror an equivalent private one.



7 SUMMARY/CONCLUSIONS

The City has provided the information above to satisfy the four reporting items detailed in Directors Order 1-PE3L3 outlined below with a summary response provided for each:

i. Workplan requirements specified by MECP and the details of the work undertaken to complete the Chedoke Creek Workplan.

Section 1 provides a summary of the Workplan requirements and how they were satisfied while Sections 2-3 provide a detailed account of the efforts undertaken by the City to develop the Workplan, complete the design and permitting and construct the project.

ii. Any monitoring results completed before, during and after the work undertaken in accordance with the Chedoke Creek Workplan.

Sections 1-2 provide an evaluation of water quality, sediment quality and ecological monitoring efforts that were completed to support both the Workplan and the targeted dredge project permitting requirements. Section 3 provides a summary of the monitoring that took place during project construction by WSP, Milestone and the City. Section 4 provides a summary of water quality conditions before, during, and after restoration compared to water quality conditions during the spill event and prior to the spill event. Water quality conditions within Chedoke Creek have improved compared to the period during the spill event and all indicators evaluated suggest that water quality conditions are at least as good as they were prior to the spill event.

iii. Analysis of the results in Item 7(ii) above for the purposes of the intended monitoring; and

Data were collected in two phases prior to the start of construction and were used to support development of the Workplan as discussed in Section 1.2.2 through 1.2.9, and to complete the final design and permitting effort as discussed in Section 2.

iv. Determination if any requirement for on-going monitoring is required to verify the effectiveness or maintenance of the remedial actions undertaken is necessary.

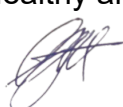
As discussed in Section 4, the City has committed to ongoing water quality and ecological monitoring to aid in evaluating the effectiveness of the Chedoke Creek dredging project as well as additional actions that the City has already undertaken or is currently planning/evaluating in the watershed.

In conclusion, the information provided in this report demonstrates that “the natural environment has been restored to pre-spill conditions and that further impairment to the natural environment will not occur as a result of the spill to Chedoke Creek”. This conclusion is based on the assessment of the available water quality record pre-, during and post-restoration as well as the understanding related to the commitment by the City of Hamilton to numerous additional measures including on-going monitoring and related actions per the Cootes Paradise Work Plan. Furthermore, the physical condition of the Chedoke Creek in the vicinity of the dredging has also improved in terms of its morphology which should indirectly further improve its habitat and the associated natural environment.

This report and its appendices can be found on the Chedoke Creek Spill & Remediation Activities webpage at www.hamilton.ca/chedokecreek, under Chronology of Events.



CITY OF HAMILTON
HEALTHY AND SAFE COMMUNITIES DEPARTMENT
Housing Services Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	September 18, 2024
SUBJECT/REPORT NO:	Service Manager Consent for Victoria Park Community Homes Inc. (HSC24035) (Wards 5,6,7,14 and 15)
WARD(S) AFFECTED:	Wards 5,6,7,14 and 15
PREPARED BY:	Carin Finch (905) 977-9459 Pilar Homerston (905) 973-1129
SUBMITTED BY:	Al Fletcher Acting Director, Housing Services Division Healthy and Safe Communities Department
SIGNATURE:	

RECOMMENDATIONS

- (a) That the General Manager of Healthy and Safe Communities be delegated the authority to provide Service Manager consent under the *Housing Services Act, 2011* to Victoria Park Community Homes Inc. to mortgage the properties municipally known as:
- (i) 1049 Rymal Road
 - (ii) 525 Stonechurch Road
 - (iii) 80 Gilcrest Drive
 - (iv) 831 Queenston Road
 - (v) 1 Hamilton Street S.
- (b) That the General Manager of Healthy and Safe Communities be delegated the authority to provide Service Manager consent under the *Housing Services Act, 2011* to Victoria Park Community Homes Inc. to mortgage other properties owned by Victoria Park Community Homes Inc. as deemed appropriate by the GM and subject to the following conditions:
- (i) The maximum amount of the mortgage for each property shall not exceed 40% of the value of each property at the date of request and;
 - (ii) The properties must not be subject to any other mortgage/charge other than a mortgage/charge securing a grant from Canada Housing and Mortgage Corporation (CHMC) to be used for capital repairs, increasing

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**SUBJECT: Service Manager Consent for Victoria Park Community Homes Inc.
(HSC24035) (Wards 5,6,7,14 and 15) - Page 2 of 4**

energy efficiency, and increasing accessibility in all their current housing stock.

- (c) That the General Manager of Healthy and Safe Communities be authorized to enter and execute any ancillary agreements and documents necessary to give effect to the Service Manager consent for Victoria Park Community Homes Inc.

EXECUTIVE SUMMARY

Victoria Park Community Homes Inc. has been offered a grant from Canada Mortgage and Housing Corporation in the amount of \$20M through the National Housing Co-investment Fund. To qualify for the grant, Victoria Park Community Homes Inc. must contribute \$30M of equity. All the funds must be used for capital repairs, energy efficiency and increased accessibility within the buildings and units. This will result in \$50M worth of capital upgrades to buildings within Hamilton, Halton, Brantford, and Waterloo.

Report HSC24035 recommends Service Manager consent to mortgage the properties, up to 40% of their value, listed in recommendation (a) for an approximate total of \$14.3M. The remaining contribution of \$15.7M has been provided through an equity contribution from other portfolio properties and surpluses.

The report recommends General Manager delegated authority to provide Service Manager consent, to mortgage additional properties that meet the criteria set out in recommendation (b), to allow Victoria Park to seize future funding opportunities in a timely manner. Under the *Housing Services Act, 2011*, Service Manager consent is required to encumber housing projects transferred as social housing by the Province to municipalities.

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: There are no financial implications with Report HSC24035

Staffing: There are no staffing implications with Report HSC24035

Legal: The *Housing Services Act, 2011* requires the consent of the Service Manager before Victoria Park Community Homes Inc. can encumber the assets.

HISTORICAL BACKGROUND

Victoria Park Community Homes Inc. has been a non-profit housing provider since 1974. and have community housing units in five Service Manager areas. In Hamilton, Victoria Park Community Homes Inc provides 1,557 units and received conditional

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**SUBJECT: Service Manager Consent for Victoria Park Community Homes Inc.
(HSC24035) (Wards 5,6,7,14 and 15) - Page 3 of 4**

funding approval, communicated publicly on July 23, 2024 for \$20M through the Co-Investment Repair and Renewal Stream to support capital repairs.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Under the *Housing Services Act, 2011*, Service Manager consent is required to encumber housing projects transferred as part of the devolution of social housing by the Province to Municipalities.

On July 14, 2023, City Council approved to delegate to the General Manager of the Healthy and Safe Communities Department or designate, the authority to provide consent pursuant to section 161 of the *Housing Services Act, 2011* for housing projects designated under the *Housing Services Act, 2011* to mortgage or develop a designated housing project or the land when the following circumstances are met:

- (i) The encumbrance does not relate to additional debt for the project in question, except for debt owed to the City of Hamilton through a loan or grant; and;
- (ii) For any proposed development of the property it does not temporarily or permanently reduce the overall number of units in the project.

As this encumbrance request will relate to additional debt for their project, Council approval is required.

RELEVANT CONSULTATION

Victoria Park Community Homes Inc. has provided a business case, as well as all the relevant supporting documentation.

Legal Services has reviewed this report.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

Victoria Park Community Homes Inc. (Victoria Park) has been a consistent partner in affordable housing for many years with a strong mission and vision.

Service Manager consent for Victoria Park is requested to encumber five properties, of which three have reached end of mortgage to secure Canada Housing and Mortgage Corporation financing. To support the end of mortgage negotiations and allow for realistic five-to-ten-year financial viability projections, delegated authority for other properties owned by Victoria Park is recommended.

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(HSC24035) (Wards 5,6,7,14 and 15) - Page 4 of 4**

Victoria Park has ten properties that will be reaching end of mortgage by 2027. They have projected a multi-year approach that relies on encumbering specific projects as they reach end of mortgage to leverage Canada Housing and Mortgage Corporation funding. Obtaining General Manager delegated authority to provide consent for future encumbrances, removes the need to return to Council for approval, streamlining the process and allowing them to seize funding opportunities in a timely manner.

Victoria Park has not signed a new end of mortgage service agreement with the City of Hamilton. Negotiations continue; however, end of mortgage units remain as community housing, and continue to be filled from the waitlist. Victoria Park is committed to expanding in Hamilton. They are currently involved in the 60 Caledon project and have earmarked a minimum of 10% of their surplus to development in Hamilton.

Victoria Park has presented a sound business case to the City of Hamilton detailing their proposal. The City also conducted its own financial analysis of the properties at end of mortgage. Our analysis, along with the excellent governance demonstrated by Victoria Park, supports the business case presented.

Each project will only be mortgaged to a maximum amount of 40% of the total value of the asset to ensure that the mortgage payment can be sustained with the revenue from that building. Given \$13M of equity has already been contributed, the remaining \$37M (\$20M Canada Housing and Mortgage Corporation and \$17M Victoria Park) will go directly to repair, renewal, and regeneration of units in the Hamilton and surrounding area in the next three years.

For all of Victoria Parks end of mortgage projects, they are requesting only the Rent-Geared-to-Income Subsidy in the Service Agreement. This plan will address the capital needs of the properties, and they will be able to service this debt within their existing revenues. They will not require any operating subsidy, or capital grants, which will leave more funding available for other housing providers.

This represents an opportunity to leverage Victoria Park's equity in their end of mortgage properties, as well as Canada Mortgage and Housing Corporation's funding programs to improve aging housing stock.

ALTERNATIVES FOR CONSIDERATION

None

APPENDICES AND SCHEDULES ATTACHED

None



CITY OF HAMILTON
PUBLIC WORKS DEPARTMENT
Environmental Services Division

TO:	Chair and Members General Issues Committee
COMMITTEE DATE:	September 18, 2024
SUBJECT/REPORT NO:	Delegated Authority for Municipal Aid Agreements (PW24053) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Robyn Pollard (905) 546-2424 Ext. 3919
SUBMITTED BY:	Cynthia Graham Director, Environmental Services Public Works Department
SIGNATURE:	

RECOMMENDATION

- (a) That the City of Hamilton delegate authority to the General Manager, Public Works to enter into mutual aid agreements where it is operationally feasible to do so, and there is no additional labour and material cost to the City, in a form satisfactory to the City Solicitor and Risk Management, an example of which is shown in Appendix "A" PW24053;
- (b) That the City Solicitor or their delegate be authorized and directed to take all necessary steps and execute all necessary documents to complete and enter into mutual aid agreements if requested by the General Manager, Public Works; and
- (c) That the applicable Public Works Director be directed to provide, within a reasonable timeframe, a Communication Update to Council when a Mutual Aid Agreement has been authorized.

EXECUTIVE SUMMARY

The purpose of this report is to seek delegated authority for the General Manager, Public Works to enter into Mutual Aid Agreements, provided it is operationally feasible and incurs no additional labour or material costs to Hamilton. These agreements are

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essential in the event that a fellow municipality faces a localized event or incident, and they require external support to ensure an adequate response.

For example, on May 21st, 2022, a severe weather event caused varying degrees of damage to trees within municipalities in Ontario including Hamilton, Peterborough, and Ottawa. The City of Hamilton experienced a moderate increase in storm-related service requests, while Peterborough and Ottawa experienced an overwhelming number of service calls and severe impacts, leaving many without power. Consequently, the City of Hamilton received requests from the City of Ottawa and the City of Peterborough to provide support for the clean-up of tree debris and hazardous trees.

As the impact of the weather event was less severe in Hamilton, City staff determined the requested assistance was feasible within operational resources. City of Hamilton staff acted on the requests and negotiated mutual aid agreements to provide support. Separate agreements were drafted, reviewed, and preceding Council notification through Communication Update ES22007 on June 6, 2022, signed by the Acting General Manager, Public Works within the City of Hamilton, the Manager of Emergency Management, Insurance & Risk Management for the City of Peterborough, and the Director of Parks Maintenance and Forestry Services for the City of Ottawa.

Urban forestry support was provided to the City of Ottawa from June 13th to 17th, 2022, and to the City of Peterborough from June 20th to 24th, 2022. Both municipalities expressed their appreciation for the support.

Through Communication Update ES22007, staff committed to bring a report to Council to standardize mutual aid agreement conditions and to establish delegated authority for future mutual aid agreements.

The recommendations of Report PW24053 include authorizing the delegated authority for the General Manager, Public Works to be able to enter into Mutual Aid Agreements for any Public Works operational works. This will enable staff to act on requests of any nature within the scope of Public Works to assist other municipalities in times of need, promptly and where operational feasible, ensuring that proper procedures are followed.

While the examples provided are all forestry-related, it can be anticipated that other circumstances may arise where Hamilton has operational capacity to assist at no cost to the City and could do so with this delegated authority.

Alternatives for Consideration – See Page 7**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

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Financial: The financial implications associated with the recommendations will be established within each agreement, but are typically limited to cost recovery for salaries, accommodation, overtime, per diems, benefits, fuel, parts, and materials (e.g. chainsaw oil, chainsaw chain, etc.) and would be borne by the requesting municipality.

Normal wear and tear costs will be incurred by the City of Hamilton on all equipment provided to the requesting municipality; however, staff are trained on equipment so the expense should be similar to maintenance of the equipment within Hamilton for storm-related and or hazardous tree work.

Staffing: Staff morale and pride in their workplace are elevated through the participation in mutual aid. However, in sending staff and equipment to other municipalities, there will be an effect on service delivery within the City of Hamilton. Service delivery for some work may be negatively affected. Due to this, when a request is received, staff would review current delivery levels in determining whether requests could be accommodated while maintaining reasonable service delivery levels.

Legal: Legal Services will be required to assist in the preparation of mutual aid agreements.

Management will request through Labour Relations that both the CUPE 5167 and 1041 Unions be provided notice where staff will be working outside of the City of Hamilton to provide aid.

HISTORICAL BACKGROUND

The City of Hamilton has staff representation within the Regional Public Works Commissioners of Ontario (RPWCO) including the Manager of Forestry and Horticulture, who is a member of the RPWCO Urban Forestry Subcommittee. In the past, members of this subcommittee have partnered with RPWCO municipalities to provide urban forestry support to reduce the impact of severe weather events where events exceed existing resources to ensure health and safety concerns were mitigated promptly. This experience highlights the need for delegated authority to the General Manager, Public Works in the future, should assistance be sought by fellow municipalities.

As outlined in Communication Update ES22007, due to a severe weather event on Saturday, May 21, 2022, the City of Hamilton received two separate requests to provide urban forestry support in the clean-up of tree debris and hazardous trees by staff representatives from the City of Ottawa and the City of Peterborough, as both

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municipalities were faced with widespread damage which exceeded their staff resources to address.

The requests were received through separate channels. The first request was from the City of Ottawa and was sent through the City of Ottawa's Parks Maintenance and Forestry Services Section Manager. They are a member of the RPWCO Urban Forestry Subcommittee. The second request came from the Provincial Operations Centre and was sent to the City of Hamilton's Senior Emergency Manager in Healthy and Safe Communities. At the time, neither municipality had mutual aid agreements in place with the City of Hamilton.

The impact of the weather event on May 21, 2022, was less severe in Hamilton, therefore, although Forestry staff were dispatching crews to storm-related service requests within the City of Hamilton, both requests for assistance were able to be actioned immediately. Forestry staff estimated that due to the limited impact and current service level operations, aid could be provided to both requesting municipalities if the appropriate permissions to send Forestry staff and equipment were obtained.

With no pre-existing mutual aid agreements in place, and because of the rarity of the request, it was not clear to staff what the next steps were. As a result, a significant amount of time was taken by the leadership in Public Works in consultation with support staff in Legal and Risk Management Services, Financial Planning Administration & Policy, and Employee Health & Labour Relations to navigate the task of assisting.

Through the RPWCO Urban Forestry Subcommittee, a template for mutual aid was provided to the City of Hamilton, which acted as a starting point to negotiate the terms with each municipality under which assistance would be provided, including hours of work for the staff, the process of recovering expenses through invoices, insurance, and Workplace Safety and Insurance Board (WSIB) coverage. Separate agreements were drafted, reviewed, and preceding Council notification through Communication Update ES22007 on June 6, 2022, signed by the General Manager, Public Works for the City of Hamilton, the Director of Parks Maintenance and Forestry Services for the City of Ottawa, and the Manager of Emergency Management, Insurance & Risk Management for the City of Peterborough.

City of Hamilton Labour Relations and Forestry section leadership met virtually with representatives of CUPE 5167 to provide details of the requests and the plan to assist. In the meeting, all union representatives provided support for the action and had no concerns related to the collective bargaining agreement, based on the assignment being strictly voluntary, and offered to employees based on seniority.

The City of Hamilton provided the agreed-upon support to Ottawa and Peterborough in June 2022; receiving appreciation for the much-needed assistance. Upon review of

SUBJECT: Delegated Authority for Urban Forestry Municipal Aid Agreements (PW24053) (City Wide) - Page 5 of 7

work orders and timesheets, invoices were issued including all City of Hamilton expenses related to fuel, salaries, overtime, per diem, equipment, and accommodations.

As outlined in Communication Update ES22007, in anticipation of an increase in the frequency of extreme weather events in Ontario and requests for assistance from municipalities in the future, as well as the likelihood of requiring assistance, staff agreed to bring a report to standardize mutual aid agreement conditions and to establish delegated authority to enter into these mutual aid agreements. Report PW24053 fulfills this commitment.

On March 22, 2023, through an RPWCO Urban Forestry Subcommittee meeting members reviewed and agreed to utilize Appendix "A" attached to Report PW24053 – Regional Public Works Commissioners of Ontario (RPWCO) Mutual Aid Agreement Template for future mutual aid between member municipalities.

The recommendations of Report PW24053 are the outcome of the steps taken in May and June 2022 to authorize mutual aid agreements and the Regional Public Works Commissioners of Ontario (RPWCO) meeting which has provided a template to follow in the future for requesting, negotiating, and providing aid to municipalities in Ontario.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

The City of Hamilton has collective agreements with the Canadian Union of Public Employees (CUPE) Local 5167 and Local 1041 which would govern the management of both front-line and supervisory staff that would make up the crews sent to requesting municipalities. The terms and conditions of the collective agreements would be followed on occasions while working outside the geographical limits of the City of Hamilton.

In addition, staff are covered under the Workplace Safety and Insurance Board (WSIB).

The Occupational Health and Safety Act (OHSA) continues to apply as our employees will be continuing their regular work, notwithstanding that the work is outside of the geographic limits of the City of Hamilton.

Although there is no formal policy, to ensure minimum service levels and response to storm-related tree work is feasible, management staff would review current staffing levels and service delivery to ensure the required number of crews are held back to work as usual within the City of Hamilton.

The Highway Traffic Act, Ontario Regulation 555/06, requires drivers to log driving records through an electronic logging device. City of Hamilton vehicles are not equipped due to exemptions provided to drivers through the regulation based on the distance

SUBJECT: Delegated Authority for Urban Forestry Municipal Aid Agreements (PW24053) (City Wide) - Page 6 of 7

vehicles drive within the municipality. In an instance where drivers operate City of Hamilton vehicles outside city boundaries, drivers would be exempt as per Exemptions from Regulation section 3.(1) 4.1; "A vehicle operated by or on behalf of a Municipality, road authority or public utility while responding to a situation or impending situation that constitutes an imminent danger, though not one of major proportions, to life, property or the environment, whether caused by forces of nature, an accident, an intentional act or otherwise." While exempt, driving records will be recorded to provide supporting documentation of the exemption.

This delegated authority would only apply to requests from other municipalities for aid from City of Hamilton. If there were circumstances where the City of Hamilton required assistance due to extreme events, a report to Council to outline a possible request for help would be prepared for consideration and approval.

RELEVANT CONSULTATION

The following internal groups were consulted and supported the recommendations of Report PW24053:

- Legal and Risk Management Services Division - Legal Services
- Financial Planning Administration & Policy Division - Finance and Administration
- Employee Health & Labour Relations Division - Labour Relations
- Corporate Asset Management Division - Regulatory Compliance & Driver Training

Additionally, the intent of Report PW24053 is supported by Regional Public Works Commissioners of Ontario Urban Forestry Subcommittee.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

As outlined in Communication Update ES22007, Hamiltonians will remember the significant clean-up efforts after the December 2013 ice storm where Forestry staff and private contractors worked tirelessly for a significant period to manage the severe impact on trees. Therefore, staff want to assist where possible to assist other municipalities by receiving a municipal aid response in a time of need.

The recommendations of Report PW24053 include authorizing the delegated authority for the General Manager, Public Works to be able to enter into Mutual Aid Agreements for any Public Works operational works. This will enable staff to act on requests of any nature within the scope of Public Works to assist other municipalities in times of need, promptly and where operational feasible, ensuring that proper procedures are followed. While the examples provided are all forestry-related, it can be anticipated that other circumstances may arise where Hamilton has operational capacity to assist at no cost to the City and could do so with this delegated authority.

**SUBJECT: Delegated Authority for Urban Forestry Municipal Aid Agreements
(PW24053) (City Wide) - Page 7 of 7**

ALTERNATIVES FOR CONSIDERATION

If Council does not delegate authority to the General Manager, Public Works to enter into mutual aid agreements with requesting municipalities as recommended within Report PW24053, agreements will require the City Manager or Council approval on an individual case-by-case basis which will significantly increase the time it takes for the City of Hamilton to act on such requests and may reduce the assistance that the City of Hamilton can provide to the requesting municipality. Staff do not recommend this alternative.

Financial: Financial impacts are the same for this alternative as per the recommendation in Report PW24053.

Staffing: Additional staff time will be required for this alternative, as a report to committee would be necessary to get the authorization to enter into a mutual aid agreement.

Legal: Agreement review by Legal Services would be required for this alternative but is anticipated to be similar in time and effort as per the recommendation in Report PW24053.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report PW24053 – Regional Public Works Commissioners of Ontario (RPWCO) Mutual Aid Agreement Template

Appendix "B" to Report PW24053 – Forestry sending help to Ottawa and Peterborough (City Wide) (ES22007)

DATE**NAME****POSITION, DEPT/BRANCH****OFFERING CITY****ADDRESS**

Dear DIRECTOR/GM (OFFERING CITY)

Thank you for your offer of assistance to help the HOST CITY to assist with recovery efforts from the severe weather event of DATE. Your offer to send STAFF, RESOURCES, and EQUIPMENT is greatly appreciated.

I would like to provide some administrative details regarding this mutual service arrangement as set out below:

1. The HOST CITY has made arrangements for hotel accommodations at the **HOTEL NAME, ADDRESS, AND CONTACT INFO**
2. The HOST CITY will pay for the accommodation directly. Costs will be for standard room rates and double occupancy. Single occupancy will be accepted for crew members of the opposite sex that cannot be matched up.
3. The offering municipality will send a crew to assist the HOST CITY for the week(s) of DATE, which will include:
 - LIST OF STAFF, RESOURCES, EQUIPMENT...example below
 - 1 supervisor in a crew cab pickup truck
 - Crew of
 - 6 arborists including standard equipment, apparel, and personal protective safety equipment
 - 1 crane truck
 - 2 chipper trucks
 - 1 bucket truck
4. **INCLUDE ARRIVAL/DEPARTURE DATES AND WORK SCHEDULES HERE.**
The crew will arrive on DATE, ready to work at 7:30 a.m. (normal start time) on Monday morning. They will work their standard hours (7:30 am – 3:30 pm) and then additional time on Overtime pay up to 7:30 p.m. They will work Monday-Friday and then leave Friday at noon, or Saturday morning. Crews will also bring their own credit cards for fuel.
5. The HOST CITY will assign the work and the offering municipality's supervisor will oversee the work being done by the crew members.
6. The HOST CITY will provide a secure location to store the offering municipality's vehicles at night except those used to transport staff to the hotel.
7. The offering municipality shall be responsible for WSIB claims directly related to work performed for the HOST CITY by the offering municipality's employees.

8. The offering municipality shall maintain insurance that covers its operations within the HOST CITY.
9. With the exception of WSIB claims that are the responsibility of the OFFERING CITY under Section 7 above, the HOST CITY agrees to defend, indemnify and hold harmless the offering municipality from and against any and all claims, demands, causes of action, loss, expenses, costs or damages arising out of the offering municipality employee performance or non-performance of duties for the HOST CITY under this agreement, unless such claims, demands, causes of action, loss, expenses, costs or damages arising from the negligence of the offering municipality's employees or agents. This indemnity applies from the commencement of duty for this response to the completion of the workers assignment agreed on by both cities.
10. The HOST CITY agrees that the insurance obligations above will not be construed to and will in no manner limit or restrict the liability of the HOST CITY under paragraph 9 of this agreement.
11. The HOST CITY will compensate and pay (as per below) the offering municipality (after we are billed) for the salaries, overtime, per diems, food, etc.
12. The offering municipality would pay their employees directly as per their existing policies and collective agreements for salaries, overtime and benefits. The employees of the offering municipality and the offering municipality must maintain suitable records and invoices for verification purposes.
13. The offering municipality should provide receipts for expenses incurred and proof that employment costs and benefits are required to be paid to relevant workers.
14. The dollar limits on meals or per diems will be paid by the HOST CITY up to the limit of what the offering municipality can demonstrate it is legally obliged to pay in accordance with its policies and collective agreements.
15. The HOST CITY will either pay for directly or reimburse offering municipalities for any related costs such as fuel, materials and parts (e.g. chainsaw oil, chains, etc.) required to carry out the tasks directly related to the work performed by offering municipalities for the HOST CITY
16. Offering municipalities should submit invoices to the HOST CITY within 30 days of completed work. All invoices should be addressed to: HOST CITY, ADDRESS, , Attention: DIRECTOR/GM and email a "pdf" copy to DIRECTOR.
17. Invoices to include terms "Sec 22 / 23 of Procurement By-Law" for Emergency Forestry Services.
18. HOST CITY Forestry staff will review the billings/invoices from the offering municipality and approve and release for payment as quickly as possible.
19. The HOST CITY finance would then pay the invoices within 30 days of receipt.

I trust that these arrangements are suitable.

HOST LOGO

Please sign below that these arrangements are acceptable and return to my office via email to **email address**.

Again, thank you for your offer of assistance.

Yours truly,

**Director, DEPT/BRANCH
HOST**

The OFFERING MUNICIPALITY has accepted the terms as set out in this letter for providing service to **the HOST CITY**

Dated: **(DDMMYY)** _____

Signed:

Name of City Official
(OFFERING):

(Insert printed name here)

Position Title of Municipal Official
(OFFERING):

(Insert title here)



COMMUNICATION UPDATE

TO:	Mayor and Members City Council
DATE:	June 6, 2022
SUBJECT:	Forestry sending help to Ottawa and Peterborough (City Wide) (ES22007)
WARD(S) AFFECTED:	City Wide
SUBMITTED BY:	Cynthia Graham Acting Director, Environmental Services Public Works Department
SIGNATURE:	

The purpose of this Communication Update is to provide details on the City of Hamilton’s (City) response to the request to provide Urban Forestry support to both the City of Ottawa and City of Peterborough after the severe weather event on Saturday May 21st, 2022. Hamilton staff received requests to aide in City of Ottawa’s and City of Peterborough’s forestry clean up efforts as both municipalities are faced with widespread damage that exceeds their own staff resources to address.

A request from the City of Ottawa for support was made based on membership in the RPWCO Urban Forestry Sub-committee. Since the City of Hamilton had only mild forestry impacts from the storm, it was discussed that there may be opportunity to provide Urban Forestry support and staff suggested the discussion be elevated to senior management.

A similar request from the City of Peterborough was made through the Provincial Emergency Operations Centre to Connie Verhaeghe, Senior Emergency Manager, Hamilton Fire Department from the City of Peterborough. The request was forwarded to Cynthia Graham, Acting Director of Environmental Services.

Based on current Forestry operations and service levels, Hamilton’s Forestry staff determined that storm related service requests received by the Hamilton residents could be resolved in a timely manner and therefore had capacity to provide aide to both requesting cities. Hamiltonians will remember how intense the clean-up was after Hamilton experienced the ice storm in late December 2013, and staff worked tirelessly

**SUBJECT: Forestry sending help to Ottawa
(ES22007) (City Wide) - Page 2 of 2**

for a significant period to manage the impacts. Staff therefore want to assist where possible, and anticipate that if the circumstances were reversed in the future, the support would be returned. A Mutual Aid Emergency Response agreement was drafted and reviewed by both cities and their respective Legal, Human Resources, and Finance staff to ensure the support being provided aligned with collective agreements, policies and procedures. In addition, City staff communicated a summary of details to CUPE to ensure their support which was received.

The agreement describes the support being provided in terms of staff, equipment and duration of support as well as financial and liability terms such that the City will provide a Forestry Supervisor, crew of Arborists, trucks, chippers, and tools to perform Urban Forestry work. During this time, all costs for accommodations, wages, operational costs including fuel, will be covered by the requesting City.

Forestry will provide support to the City of Ottawa from June 13th to 17th, 2022 and to the City of Peterborough from June 20th to 24th, 2022.

In anticipation of an increase in frequency of extreme storms in Ontario and requests for help from municipalities in the future, staff will bring a report to standardize mutual aid agreement conditions and to establish delegated authority in 2023 for consideration for the new term of council.

APPENDICES AND SCHEDULES ATTACHED

N/A

CITY OF HAMILTON

MOTION

General Issues Committee: September 18, 2024

MOVED BY COUNCILLOR C. KROETSCH.....

SECONDED BY COUNCILLOR M. WILSON.....

Developing an Evaluation Framework to Identify and Evaluate Leasing Options Based on City Building Priorities

WHEREAS, the Corporate Real Estate Office (CREO) is responsible for the management of the City of Hamilton's (City) real estate assets and portfolio;

WHEREAS, the CREO business activities include real property transactions, property valuation services, strategic and portfolio planning, and supporting clients and programs to ensure the efficient delivery of City services;

WHEREAS, the City of Hamilton is a significant landowner and tenant, owning and leasing substantial office space in the City of Hamilton;

WHEREAS, the shift to remote work and hybrid work models has altered traditional assumptions about the amount and type of office space required for service delivery, affecting the dynamics of the office market;

WHEREAS, the City of Hamilton has declared emergencies related to Homelessness, Mental Health and Opioid Addiction and is committed to finding solutions for these humanitarian crises;

WHEREAS, historically, the City of Hamilton has focused on economic considerations when leasing space for its operations;

WHEREAS, the City's leasing decisions can influence the office market related to economic activity, development standards for parking and climate change considerations, preserving heritage buildings, and guiding the timing of the development and redevelopment of adjacent lands and properties;

WHEREAS, real estate decisions enable the City to support and shape the growth of the City, reinforcing the City's commitment to intensification and reurbanization to accommodate forecasted population and employment growth within the established urban area of Hamilton; and

WHEREAS, the 2024 CREO Asset Management Plan focused on ensuring value for money in leasing of buildings, but does not require that the CREO evaluate and negotiate leases based on Council's broader city-building priorities.

THEREFORE, BE IT BE RESOLVED:

- (a) That Corporate Real Estate Office (CREO) staff be directed to develop and report back to the General Issues Committee with an evaluation framework to be utilized when identifying and evaluating leasing options, including assessment enrichment opportunities within already serviced lands, alternative work models, site locations, associated costs, and the alignment of the proposed leases with Council's adopted growth strategy and city building priorities; and
- (b) That Corporate Real Estate Office (CREO) staff be directed to include the results of the evaluation, based on this framework, in all future reports.

CITY OF HAMILTON MOTION

General Issues Committee: September 18, 2024

MOVED BY COUNCILLOR N. NANN.....

SECONDED BY

Investigation of possible future public use for 175 Lawrence Rd (Former Hamilton Pressed Brick Company Site) (Ward 3)

WHEREAS, the property at 175 Lawrence Road, which was the site of the Hamilton Pressed Brick Company was sold, and the current owners have approached the city about possible use of the property for public purposes including recreation, natural heritage preservation, and/or cultural;

WHEREAS, the site has limited private development potential due to a lack of fully open vehicle and pedestrian access across the active rail line from Lawrence Rd, natural features on the site and open space planning designation;

WHEREAS, the current owners commissioned a cultural heritage assessment of the site which recognized significant cultural heritage resources and followed its recommendations to retain, stabilize and maintain heritage buildings which are representative of the brick making process and Hamilton’s industrial heritage for future possible heritage designation, adaptive reuse and interpretation;

WHEREAS, the site is at the base of the Niagara Escarpment adjacent to the Rail Trail and future improvements may allow for a possible pedestrian connection from Gage Park to the Rail Trail and escarpment lands;

WHEREAS, the current owners have approached staff and the Ward 3 Councillor’s Office with a preliminary proposal exploring future public uses on the site inspired in part by the Don Valley Brickworks project;

WHEREAS, the current owners have expressed an interest in exploring a long term plan to transfer the property or parts of the property to the City through lease agreements, partial purchase or donation for enhanced public use.

THEREFORE, BE IT RESOLVED:

- (a) That Public Works, Planning, and Economic Development staff be directed to investigate what opportunities and constraints exist to inform future public access at 175 Lawrence Rd, including the following:

- (i) consultation with permitting authorities including CPKC Rail and the Niagara Escarpment Commission,
- (ii) review of the site for access, cultural heritage, natural heritage and any other related issues, and,
- (b) That staff report back to the General Issues Committee in Q3 2025 on the feasibility of accommodating public uses at 175 Lawrence, such as, but not limited to, trails, heritage interpretation, and events.