



City of Hamilton
EMERGENCY & COMMUNITY SERVICES COMMITTEE
AGENDA

Meeting #: 24-006
Date: September 19, 2024
Time: 1:30 p.m.
Location: Council Chambers
Hamilton City Hall
71 Main Street West

Loren Kolar, Legislative Coordinator (905) 546-2424 ext. 2604

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 June 20, 2024

5. COMMUNICATIONS

5.1 Correspondence from the Accessibility Committee for Persons with Disabilities, respecting a Recommendation to Support Mohawk Sports Park Feasibility Study

Recommendation: Be received and referred to Item 6.1, Delegation Request from Kevin Gonci, respecting the Mohawk Sports Park Council.

6. DELEGATION REQUESTS

6.1 Kevin Gonci, respecting the Mohawk Sports Park Council (for today's meeting)

6.2 Jennifer Bonner, The HUB, respecting increased gun violence and the Building Safer Communities Funding issued by Public Safety Canada (REVISED to a future meeting)

6.3 Jelena Vermilion, Sex Workers' Action Program Hamilton (SWAP), respecting the work of SWAP Hamilton and the Gender-Based Safety Audit (for a future meeting)

7. DELEGATIONS

8. STAFF PRESENTATIONS

8.1 Municipal Golf Course Update (Wards 1 and 4) (HSC24002)

8.2 Hamilton's Plan for Age Friendly Community 2023 Community Progress Report (HSC24007)

9. CONSENT ITEMS

9.1 Hamilton Veteran's Committee Minutes - May 28, 2024

9.2 Snow Angels Program Update (HSC23022(b))

10. DISCUSSION ITEMS

10.1 Hamilton Fire Department Next Generation 9-1-1 Public Safety Answering Point Contingency Routing Agreement (HSC24034) (City Wide)

10.2 Rosedale Tennis Club Inc. Loan Request (FCS23075(a)) (City Wide)

10.3 Program Manager, Scheduling & Attendance Management – Paramedic Services (HSC24032) (City Wide)

11. MOTIONS

12. NOTICES OF MOTION

13. GENERAL INFORMATION / OTHER BUSINESS

14. PRIVATE AND CONFIDENTIAL

14.1 Closed Session Minutes - June 20, 2024

Pursuant to Section 9.3 sub-section (f) of the City's Procedural By-law 21-021, as amended, and Section 239(3) Sub-section (f) of the *Ontario Municipal Act*, 2001, as amended, for advice that is subject to solicitor-client privilege, including communications necessary for that purpose

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

15. ADJOURNMENT

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



EMERGENCY & COMMUNITY SERVICES COMMITTEE MINUTES 24-005

1:30 p.m.
Thursday, June 20, 2024
Council Chambers
Hamilton City Hall
71 Main Street West

Present: Councillors A. Wilson (Chair), T. Jackson, T. Hwang, N. Nann and M. Wilson

Also Present: Councillor E. Pauls

Absent with

Regrets: Councillors B. Clark and C. Kroetsch – Personal

THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:

1. Consent Items (Items 9.1 to 9.3(h))

(Hwang/Jackson)

That the following Consent Items, be received:

- (i) Indigenous Relations Updates (HSC21001(b)) (City Wide) (Item 9.1)
- (ii) Minutes of the Hamilton Veterans Committee (Item 9.2)
 - (a) June, 27, 2023 (Item 9.2(a))
 - (b) September 26, 2023 (Item 9.2(b))
 - (c) November 28, 2023 (Item 9.2(c))
 - (d) April 30, 2024 (Item 9.2(d))
- (iii) Minutes of the Seniors Advisory Committee (Item 9.3)
 - (a) July 13, 2023 (Item 9.3(a))
 - (b) September 8, 2023 (Item 9.3(b))
 - (c) October 6, 2023 (Item 9.3(c))

- (d) November 3, 2023 (Item 9.3(d))
- (e) December 1, 2023 (Item 9.3(e))
- (f) January 5, 2024 (Item 9.3(f))
- (g) April 5, 2024 (Item 9.3(g))
- (h) May 3, 2024 (Item 9.3(h))

Result: Motion CARRIED by a vote of 5 to 0, as follows:

ABSENT	- Clark, Brad	Ward 9
YES	- Hwang, Tammy	Ward 4
ABSENT	- Kroetsch, Cameron	Ward 2
YES	- Jackson, Tom	Ward 6
YES	- Nann, Nrinder	Ward 3
YES	- Wilson, Alex	Ward 13
YES	- Wilson, Maureen	Ward 1

2. Non-Competitive Procurement of Linen Supply for Hamilton Paramedic Service(HSC24014) (City Wide) (Item 10.1)

(Jackson/Nann)

- (a) That Council approve the single source procurement, pursuant to City Procurement By-law No. 20-205, as amended, Procurement Policy Section 4.11 Policy #11 – Non-competitive Procurements, with Ecotex Healthcare Linen Service LP (Ecotex), or for any successor company following transfer of ownership or sale of Ecotex Healthcare Linen Service LP, for the supply, delivery, cleaning, and replacement of linen including sheets, towels, pillowcases, and blankets for the Hamilton Paramedic Service for a period not extending beyond December 31, 2029; and
- (b) That the Chief, Hamilton Paramedic Service, or designate, be authorized, and directed to enter into and sign, on behalf of the City of Hamilton, any negotiated agreement along with any ancillary documents required to give effect thereto with Ecotex Healthcare Linen Service LP, in a form satisfactory the City Solicitor; and
- (c) That the Chief, Hamilton Paramedic Service, or designate, be authorized to amend any agreements along with and any ancillary documents identified in (a) through (b) above as required if a supplier(s) identified in Report HSC24014 undergoes a name change.

Result: Motion CARRIED by a vote of 4 to 0, as follows:

ABSENT	-	Clark, Brad	Ward 9
ABSENT	-	Hwang, Tammy	Ward 4
ABSENT	-	Kroetsch, Cameron	Ward 2
YES	-	Jackson, Tom	Ward 6
YES	-	Nann, Nrinder	Ward 3
YES	-	Wilson, Alex	Ward 13
YES	-	Wilson, Maureen	Ward 1

**3. Recreation Funding Agreements for Annual Operating Grants (HSC24023)
 (City Wide) (Item 10.2)**

(Jackson/A. Wilson)

- (a) That the General Manager of Healthy and Safe Communities be authorized and directed to enter into a new five year Funding Agreement with CANUSA Games, effective June 12, 2024, to provide an annual operating grant to support the hosting and administration of the CANUSA Games, the amount of which will be subject to Council approval, determined as part of the City's annual operating budget process, on terms and conditions satisfactory to the General Manager of Healthy and Safe Communities and in a form satisfactory to the City Solicitor;
- (b) That the General Manager of Healthy and Safe Communities be authorized and directed to enter into a new five year Funding Agreement with the Catholic Youth Organization of the Diocese of Hamilton, effective June 12, 2024 to provide an annual operating grant to support the operation of Camp Marydale, the amount of which will be subject to Council approval, determined as part of the City's annual operating budget process, on terms and conditions satisfactory to the General Manager of Healthy and Safe Communities and in a form satisfactory to the City Solicitor;
- (c) That the General Manager of Healthy and Safe Communities be authorized and directed to enter into a new five year Funding Agreement with Hamilton East Kiwanis Boys' & Girls' Club operating as BGC Hamilton-Halton, effective June 12, 2024, to provide an annual operating grant to support the operation of after school programming, the amount of which will be subject to Council approval, determined as part of the City's annual operating budget process, on terms and conditions satisfactory to the General Manager of Healthy and Safe Communities and in a form satisfactory to the City Solicitor;
- (d) That the General Manager of Healthy and Safe Communities be authorized and directed to enter into a new five year Funding Agreement with The Jewish Social Services of Hamilton Inc., effective June 12, 2024, to provide an annual operating grant to support the operation of programming for seniors, the amount of which will be subject to Council approval, determined as part of the City's annual operating budget process, on terms and

conditions satisfactory to the General Manager of Healthy and Safe Communities and in a form satisfactory to the City Solicitor;

- (e) That the General Manager of Healthy and Safe Communities be authorized and directed to enter into a new five year Funding Agreement with Wesley Urban Ministries Inc. operating as Wesley, effective June 12, 2024, to provide an annual operating grant to support the hosting and operation of after school programming at the Queen Street Youth Centre, the amount of which will be subject to Council approval, determined as part of the City's annual operating budget process, on terms and conditions satisfactory to the General Manager of Healthy and Safe Communities and in a form satisfactory to the City Solicitor;
- (f) That the General Manager of Healthy and Safe Communities be authorized and directed to enter into a new five year Funding Agreement with International Children's Games Hamilton, effective June 12, 2024, to provide an annual operating grant to assist in sending athletes to the International Children's Games, the amount of which will be subject to Council approval, determined as part of the City's annual operating budget process, on terms and conditions satisfactory to the General Manager of Healthy and Safe Communities and in a form satisfactory to the City Solicitor; and
- (g) That the General Manager of Healthy and Safe Communities be authorized and directed to enter into a new five year Funding Agreement with Sport Hamilton, effective June 12, 2024, to provide an annual operating grant to assist in the execution of the Breakfast of Champions recognition event, the amount of which will be subject to Council approval, determined as part of the City's annual operating budget process, on terms and conditions satisfactory to the General Manager of Healthy and Safe Communities and in a form satisfactory to the City Solicitor.

Result: Motion CARRIED by a vote of 4 to 0, as follows:

ABSENT	- Clark, Brad	Ward 9
ABSENT	- Hwang, Tammy	Ward 4
ABSENT	- Kroetsch, Cameron	Ward 2
YES	- Jackson, Tom	Ward 6
YES	- Nann, Nrinder	Ward 3
YES	- Wilson, Alex	Ward 13
YES	- Wilson, Maureen	Ward 1

4. Recreation Funding Agreements for Annual Operating Grants - Rural Subcommittees (HSC24024) (Wards 13 and 15) (Item 10.3)

(Jackson/A. Wilson)

- (a) That the General Manager of Healthy and Safe Communities be authorized and directed to enter into and execute a new five year Funding Agreement with the executive members of the Freelon Rural Subcommittee, on their

own behalf and in trust for the membership of the Freelton Rural Subcommittee, effective June 12, 2024, to provide an annual operating grant for the maintenance and operation of certain parks and recreation facilities within the community, the amount of which will be subject to Council approval, determined annually as part of the City's annual operating budget, on terms and conditions satisfactory to the General Manager of Healthy and Safe Communities and in a form satisfactory to the City Solicitor;

- (b) That the General Manager of Healthy and Safe Communities be authorized and directed to enter into and execute a new five year Funding Agreement with the executive members of the Lynden-Troy Rural Subcommittee, on their own behalf and in trust for the membership of the Lynden-Troy Rural Subcommittee, effective June 12, 2024, to provide an annual operating grant for the maintenance and operation of specific parks and recreation facilities within the community, the amount of which will be subject to Council approval, determined annually as part of the City's annual operating budget process, on terms and conditions satisfactory to the General Manager of Healthy and Safe Communities and in a form satisfactory to the City Solicitor;
- (c) That the General Manager of Healthy and Safe Communities be authorized and directed to enter into and execute a new five year Funding Agreement with the executive members of the Millgrove Rural Subcommittee, on their own behalf and in trust for the membership of the Millgrove Rural Subcommittee, effective June 12, 2024, to provide an annual operating grant for the maintenance and operation of specific parks and recreation facilities within the community, the amount of which will be subject to Council approval, determined annually as part of the City's annual operating budget process, on terms and conditions satisfactory to the General Manager of Healthy and Safe Communities and in a form satisfactory to the City Solicitor;
- (d) That the General Manager of Healthy and Safe Communities be authorized and directed to enter into and execute a new five year Funding Agreement with the executive members of the Rockton-Beverly Rural Subcommittee, on their own behalf and in trust for the membership of the Rockton-Beverly Rural Subcommittee, effective June 12, 2024, to provide an annual operating grant for the maintenance and operation of specific parks and recreation facilities within the community, the amount of which will be subject to Council approval, determined annually as part of the City's annual operating budget process, on terms and conditions satisfactory to the General Manager of Healthy and Safe Communities and in a form satisfactory to the City Solicitor;
- (e) That the General Manager of Healthy and Safe Communities be authorized and directed to enter into a new five year Funding Agreement with the executive members of the Sheffield Rural Subcommittee, on their own behalf and in trust for the membership of the Sheffield Rural Subcommittee,

effective June 12, 2024, to provide an annual operating grant for the maintenance and operation of specific parks and recreation facilities within the community, the amount of which will be subject to Council approval, determined annually as part of the City's annual operating budget process, on terms and conditions satisfactory to the General Manager of Healthy and Safe Communities and in a form satisfactory to the City Solicitor;

- (f) That the General Manager of Healthy and Safe Communities be authorized and directed to enter into a new five year Funding Agreement with the executive members of the Strabane Rural Subcommittee, on their own behalf and in trust for the membership of the Strabane Rural Subcommittee, effective June 12, 2024, to provide an annual operating grant for the maintenance and operation of specific parks and recreation facilities within the community, the amount of which will be subject to Council approval, determined annually as part of the City's annual operating budget process, on terms and conditions satisfactory to the General Manager of Healthy and Safe Communities and in a form satisfactory to the City Solicitor; and
- (g) That the General Manager of Healthy and Safe Communities be authorized and directed to enter into a new five year Funding Agreement with the executive members of the Valens Rural Subcommittees, on their own behalf and in trust for the membership of the Valens Rural Subcommittees, effective June 12, 2024, to provide an annual operating grant for the maintenance and operation of specific parks and recreation facilities within the community, the amount of which will be subject to Council approval, determined annually as part of the City's annual operating budget process, on terms and conditions satisfactory to the General Manager of Healthy and Safe Communities and in a form satisfactory to the City Solicitor.

Result: Motion CARRIED by a vote of 4 to 0, as follows:

ABSENT	- Clark, Brad	Ward 9
ABSENT	- Hwang, Tammy	Ward 4
ABSENT	- Kroetsch, Cameron	Ward 2
YES	- Jackson, Tom	Ward 6
YES	- Nann, Nrinder	Ward 3
YES	- Wilson, Alex	Ward 13
YES	- Wilson, Maureen	Ward 1

5. Macassa Lodge Development Agreement (HSC20050(d)/PW24036) (Ward 7) (Item 10.4)

(Nann/M. Wilson)

- (a) That the increased project cost for Macassa Lodge Redevelopment Project (the "Project") of \$33.6M be approved and added to the originally approved amount of \$27.8M, for a total project cost of \$61.4M under Capital Project ID #6302141102;

- (b) That the financing plan for the project be amended and approved from the following sources;
 - (i) \$16.4M from Development Charges Reserves (an increase of \$9.2M from the previously approved amount of \$7.3M);
 - (ii) \$1.6M from the Construction Funding Subsidy grant from the Ministry of Long-Term Care (Ministry);
 - (iii) \$1M from the previously approved Development Grant;
 - (iv) \$42.3M from Tax Supported debt replacing the previously approved loan of \$19.3M from the Unallocated Capital Levy Reserve;
- (c) That funding from the Ministry be applied to Capital Project ID, #6302141102 from the following sources:
 - (i) The new one-time funding of \$1.6M through the Construction Funding Subsidy grant receivable following start of construction;
 - (ii) The new Construction Funding Subsidy Top-Up of approximately \$146K per annum funded over 25 years for a total of \$3.7M which will be applied against the repayment of the loan required to fund this capital project;
- (d) That the estimated increase of \$2,998,003 related to the annual debt repayment be referred to the 2025 budget process for consideration;
- (e) That an estimated annualized increase of \$607,500 for an additional 8.0 permanent full-time equivalent be added to the Macassa Lodge 2026 Operating Budget for operating impacts of capital, be approved;
- (f) That an additional 1.0 temporary full-time equivalent required to provide Project Coordinator support for up to 48 months in Corporate Facilities and Energy Management, be approved, with no additional levy impact as staffing costs are included in capital project costs as submitted;
- (g) That an estimated annualized increase of \$912,058 related to facility operating impacts of capital once construction is complete in 2026, be approved;
- (h) That the General Manager, Healthy and Safe Communities Department, or their designate, be authorized and directed to negotiate, enter, execute, and amend any documents with funders or other levels of government (and any ancillary documents), including executing the Development Agreement and subsequent Approval to Construct with the Ministry, with such terms and conditions in a form satisfactory to the City Solicitor;

- (i) That the General Manager, Healthy and Safe Communities Department, or their designate, be authorized and directed to negotiate, enter, execute, and amend any Service Accountability Agreement(s) (and any ancillary documents) with the Ministry or Ontario Health, or such other party as directed by the Ministry;
- (j) That the General Manager, Finance and Corporate Services, be authorized and directed to negotiate and confirm the terms for the placement and issuance of all debenture issue(s), in either a public or private market and / or bank loan agreements and debenture issue(s), in and / or variable interest rate bank loan agreement and debenture issue(s), in an amount not to exceed \$42,297,000 Canadian currency;
- (k) That the General Manager, Finance and Corporate Services, be authorized to engage the services of all required professionals to secure the terms and issuance of the debenture issue(s) described in recommendation (j) including, but not limited to, external legal counsel and fiscal agents;
- (l) That the General Manager, Finance and Corporate Services, be authorized and directed, on behalf of the City of Hamilton, to enter into and / or execute, all agreements and necessary ancillary documents to secure the terms and issuance of the debenture issue(s) described in recommendation (j), on terms satisfactory to the General Manager, Finance and Corporate Services and in a form satisfactory to the City Solicitor; and,
- (m) That pursuant to Procurement Policy #11 – Council approves a contract extension for additional consultancy services, construction services and work for the Macassa Lodge Redevelopment Project as presented in this Report, and that the General Manager, Healthy and Safe Communities Department be authorized to negotiate and execute amendment(s) to the City’s existing agreement(s) and any ancillary documents required to give effect thereto with:
 - (i) Pomerleau Inc., C13-23-23 Construction Manager for the Macassa Lodge, Long Term Care Home – B Wing Expansion;
 - (ii) Salter Pilon Architecture Inc., C11-18-22 - Proposal for Prime Consultant Services for Macassa Lodge B Wing Expansion, and that the negotiated costs be publicly reported in the applicable quarterly status reports as required by Procurement By-Law.

Result: Motion CARRIED by a vote of 4 to 0, as follows:

ABSENT	-	Clark, Brad	Ward 9
ABSENT	-	Hwang, Tammy	Ward 4
ABSENT	-	Kroetsch, Cameron	Ward 2
YES	-	Jackson, Tom	Ward 6
YES	-	Nann, Nrinder	Ward 3

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

6. Citizen Committee Report: Seniors Advisory Committee respecting a Request for a Coroner's Inquest (Item 14.1)

(Jackson/Nann)

- (a) That direction given to Staff in Closed Session, be approved and remain confidential; and
- (b) That the Citizen Committee Report: Seniors Advisory Committee, respecting a Request for a Coroner's Inquest, be received.

Result: Motion CARRIED by a vote of 4 to 0, as follows:

ABSENT - Clark, Brad Ward 9
ABSENT - Hwang, Tammy Ward 4
ABSENT - Kroetsch, Cameron Ward 2
YES - Jackson, Tom Ward 6
YES - Nann, Nrinder Ward 3
YES - Wilson, Alex Ward 13
YES - Wilson, Maureen Ward 1

FOR INFORMATION:

(a) APPROVAL OF AGENDA (Item 2)

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

6. DELEGATION REQUESTS

6.1 Josie D'Amico, Campaign for Adequate Welfare and Disability Benefits, respecting Social Assistance Rates (for today's meeting)

6.2 Kiel Hughes, Pride Hamilton, respecting Pride Hamilton Events (for today's meeting)

6.3 Bonnie-Jean Barlow, Pride Hamilton, respecting Pride Events (for today's meeting)

CHANGE IN ORDER OF AGENDA:

That Item 10.5, Citizen Committee Report: Seniors Advisory Committee respecting a Request for a Coroner's Inquest, be moved to Private and Confidential to allow for a Closed Session discussion.

(Hwang/Jackson)

That the agenda for the June 20, 2024 Emergency and Community Services Committee meeting be approved, as amended.

Result: Motion CARRIED by a vote of 5 to 0, as follows:

ABSENT	-	Clark, Brad	Ward 9
YES	-	Hwang, Tammy	Ward 4
ABSENT	-	Kroetsch, Cameron	Ward 2
YES	-	Jackson, Tom	Ward 6
YES	-	Nann, Nrinder	Ward 3
YES	-	Wilson, Alex	Ward 13
YES	-	Wilson, Maureen	Ward 1

(b) DECLARATIONS OF INTEREST (Item 3)

There were no Declarations of Interest.

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

(i) May 16, 2024 (Item 4.1)

(Hwang/M. Wilson)

That the Minutes of the May 16, 2024 meeting of the Emergency and Community Services Committee, be approved, as presented.

Result: Motion CARRIED by a vote of 5 to 0, as follows:

ABSENT	-	Clark, Brad	Ward 9
YES	-	Hwang, Tammy	Ward 4
ABSENT	-	Kroetsch, Cameron	Ward 2
YES	-	Jackson, Tom	Ward 6
YES	-	Nann, Nrinder	Ward 3
YES	-	Wilson, Alex	Ward 13
YES	-	Wilson, Maureen	Ward 1

(d) COMMUNICATIONS (Item 5)

(Hwang/Jackson)

That the following Communications be approved, as presented:

- (i) Correspondence from Pride Hamilton, respecting the motion which proposes prohibiting the closure of pathways at Pier 4 Park during the Pride Hamilton event and replacing the planned fencing with additional security and signage Stephanie Adams, Co-Director of Fund Development, Pride Hamilton (Item 5.1)

Recommendation: Be received.

- (a) Michael Harper, Director of Finance, Pride Hamilton (Item 5.1(a))
 - (b) Bonnie Barlow, Board Administrator, Pride Hamilton (Item 5.1(b))
 - (c) Matt Sbrissa, Co-Director of Fund Development, Pride Hamilton (Item 5.1(c))
 - (d) Kiel Hughes, Chair, Director of Events, Pride Hamilton (Item 5.1(d))
 - (e) Adrian DiPietro, Director of Outreach/Vendors, Pride Hamilton (Item 5.1(e))
 - (f) Jennifer Barrett, Pride Hamilton, Director of Inclusion, Youth & Family (Item 5.1(f))
- (ii) Park during the upcoming Because Beer Craft Beer Festival (July 12-14, 2024) (Item 5.2)

Recommendation: Be received.

Result: Motion CARRIED by a vote of 5 to 0, as follows:

ABSENT	-	Clark, Brad	Ward 9
YES	-	Hwang, Tammy	Ward 4
ABSENT	-	Kroetsch, Cameron	Ward 2
YES	-	Jackson, Tom	Ward 6
YES	-	Nann, Nrinder	Ward 3
YES	-	Wilson, Alex	Ward 13
YES	-	Wilson, Maureen	Ward 1

(e) DELEGATION REQUESTS (Item 6)

(Hwang/Nann)

That the following Delegation Requests be approved, for today's meeting:

- (i) Josie D'Amico, Campaign for Adequate Welfare and Disability Benefits, respecting Social Assistance Rates (Added Item 6.1)
- (ii) Kiel Hughes, Pride Hamilton, respecting Pride Hamilton Events (Added Item 6.2)
- (iii) Bonnie-Jean Barlow, Pride Hamilton, respecting Pride Events (Added Item 6.3)

Result: Motion CARRIED by a vote of 5 to 0, as follows:

ABSENT	-	Clark, Brad	Ward 9
YES	-	Hwang, Tammy	Ward 4
ABSENT	-	Kroetsch, Cameron	Ward 2
YES	-	Jackson, Tom	Ward 6
YES	-	Nann, Nrinder	Ward 3
YES	-	Wilson, Alex	Ward 13
YES	-	Wilson, Maureen	Ward 1

(f) DELEGATIONS (Item 7)

(i) Dr. S. Palmer, Hamilton Social Work Action Committee, respecting Social Assistance Rates (Item 7.1)

Dr. Sally Palmer, Hamilton Social Work Action Committee, addressed Committee respecting Social Assistance Rates, with the aid of a PowerPoint presentation.

(ii) Josie D'Amico, Campaign for Adequate Welfare and Disability Benefits, respecting Social Assistance Rates (for today's meeting) (Added Item 7.2)

Josie D'Amico, Campaign for Adequate Welfare and Disability Benefits, addressed Committee respecting Social Assistance Rates.

(iii) Kiel Hughes, Pride Hamilton, respecting Pride Hamilton Events (for today's meeting) (Added Item 7.3)

Kiel Hughes, Pride Hamilton, addressed Committee respecting Pride Hamilton Events.

(iv) Bonnie-Jean Barlow, Pride Hamilton, respecting Pride Events (for today's meeting) (Added Item 7.4)

Bonnie-Jean Barlow, Pride Hamilton, addressed Committee respecting Pride Hamilton Events.

(Hwang/Nann)

That the following Delegations, be received:

(i) Dr. S. Palmer, Hamilton Social Work Action Committee, respecting Social Assistance Rates (Item 7.1)

(ii) Josie D'Amico, Campaign for Adequate Welfare and Disability Benefits, respecting Social Assistance Rates (Added Item 7.2)

- (iii) Kiel Hughes, Pride Hamilton, respecting Pride Hamilton Events (Added Item 7.3)
- (iv) Bonnie-Jean Barlow, Pride Hamilton, respecting Pride Events (Added Item 7.4)

Result: Motion CARRIED by a vote of 5 to 0, as follows:

ABSENT	-	Clark, Brad	Ward 9
YES	-	Hwang, Tammy	Ward 4
ABSENT	-	Kroetsch, Cameron	Ward 2
YES	-	Jackson, Tom	Ward 6
YES	-	Nann, Nrinder	Ward 3
YES	-	Wilson, Alex	Ward 13
YES	-	Wilson, Maureen	Ward 1

(g) PRIVATE AND CONFIDENTIAL (Item 14)

(i) (M. Wilson/Jackson)

That Committee move into Closed Session for Item 14.1 Pursuant to Section 9.3 sub-section (f) of the City's Procedural By-law 21-021, as amended, and Section 239(3) Sub-section (f) of the Ontario Municipal Act, 2001, as amended, for advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

Result: Motion CARRIED by a vote of 4 to 0, as follows:

ABSENT	-	Clark, Brad	Ward 9
ABSENT	-	Hwang, Tammy	Ward 4
ABSENT	-	Kroetsch, Cameron	Ward 2
YES	-	Jackson, Tom	Ward 6
YES	-	Nann, Nrinder	Ward 3
YES	-	Wilson, Alex	Ward 13
YES	-	Wilson, Maureen	Ward 1

(ii) Citizen Committee Report: Seniors Advisory Committee respecting a Request for a Coroner's Inquest (Added Item 14.1)

For disposition of this Item, refer to Item 6.

(h) ADJOURNMENT (Item 15)

(Jackson/M. Wilson)

That there being no further business, the Emergency and Community Services Committee be adjourned at 3:22 p.m.

**Emergency & Community Services Committee
Minutes 24-005**

**June 20, 2024
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Result: Motion CARRIED by a vote of 4 to 0, as follows:

ABSENT	-	Clark, Brad	Ward 9
ABSENT	-	Hwang, Tammy	Ward 4
ABSENT	-	Kroetsch, Cameron	Ward 2
YES	-	Jackson, Tom	Ward 6
YES	-	Nann, Nrinder	Ward 3
YES	-	Wilson, Alex	Ward 13
YES	-	Wilson, Maureen	Ward 1

Respectfully submitted,

Councillor A. Wilson, Chair
Emergency and Community Services
Committee

Loren Kolar
Legislative Coordinator
Office of the City Clerk



City of Hamilton
City Hall, 71 Main Street West
Hamilton, Ontario,

August 22, 2024

RE: Recommendation to Support Mohawk Sports Park Feasibility Study

Members of the Emergency and Community Services Committee:

The City of Hamilton's Accessibility Committee for Persons with Disabilities (ACPD) have reviewed the Feasibility Study for improvements to Mohawk Sports Park (MSP) and recommends City Council support the Feasibility Study and associated future improvements.

On July 25, 2024, the Built Environment Working Group received a presentation from the MSP Sports Council summarizing the Feasibility Study and proposed improvements. The proposed project is an inclusive community hub which will provide more comprehensive amenities than a standard community recreation centre. ACPD would like to recognize Mohawk Sports Park Sports Council for considering people with disabilities as not just spectators, but as athletes who can excel when provided specialized recreation facilities.

ACPD wishes to congratulate the hard work already done on the property by the Mohawk Sports Council including wheelchair accessible spectator seating and improved lighting infrastructure. ACPD is willing to assist in providing feedback as required as the project moves forward.

Thank for considering our recommendation to support the MSP Feasibility Study to help make Hamilton an inclusive place to live work and play as well as raise a family and age in.

Regards,

Accessibility Committee for Persons with Disabilities

From: clerk@hamilton.ca
To: [Kolar, Loren](#); [Blen-Bruzon, Dami](#)
Subject: FW: Webform submission from: Request to Speak to a Committee of Council
Date: Tuesday, June 25, 2024 8:38:45 AM

Magda Green

Administrative Assistant II to the City Clerk
Office of the City Clerk, Corporate Services
City of Hamilton
magda.green@hamilton.ca

City Hall is located on the ancestral territory of the Haudenosaunee Confederacy, the Anishinaabe and many other Indigenous peoples. It is also covered by the Dish with One Spoon Wampum agreement, which asks that all sharing this territory do so respectfully and sustainably in community.

From: City of Hamilton <hello@hamilton.ca>
Sent: June 24, 2024 9:22 PM
To: clerk@hamilton.ca
Subject: Webform submission from: Request to Speak to a Committee of Council

External Email: Use caution with links and attachments

Submitted on Mon, 06/24/2024 - 21:21

Submitted by: Anonymous

Submitted values are:

Committee Requested

Committee
Emergency & Community Services Committee

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

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

Requestor Information

Requestor Information
Kevin Gonci
Mohawk Sports Park Council

[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
Preferred Pronoun
he/him

Reason(s) for delegation request

The Mohawk Sports Park Council is a registered non-profit organization that advocates for the sustainability of our community's largest municipal multi-sport park and subscribes to an organizational vision involving Health & Wellness, Equity, and Conservation.

Our past achievements include over \$4 million in investment at the Ray Lewis Track & Field Centre, which involved infrastructure and accessibility improvements, the acquisition of new community program equipment, the implementation of new community programs and services, and the coordination of a community recycling program.

We would appreciate the opportunity to appear before members of the Council to share our renewed vision, which took shape over the past year and involved consultations with municipal, provincial, and federal leadership, municipal staff, program and service providers, and the community at large.

Our organization remains committed to engaging with the City of Hamilton in an open and transparent process and working in collaboration with others who share a collective vision of creating safe, inclusive and accessible public space that will support our community's diverse needs.

Kevin Gonci
Chairman
Mohawk Sports Park Council
www.mspsportscouncil.com

Will you be requesting funds from the City?
No

Will you be submitting a formal presentation?
Yes

The sender designated this message as non-commercial mandatory content with the following note:

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71 Main Street West
Hamilton, ON, L8P 4Y5
Canada

From: clerk@hamilton.ca
To: [Kolar, Loren](#); [Blen-Bruzon, Dami](#)
Subject: ECS Delegation BONNER gun violence future meeting
Date: Tuesday, August 6, 2024 8:54:52 AM

Magda Green

Administrative Assistant II to the City Clerk

Office of the City Clerk, Corporate Services

City of Hamilton

magda.green@hamilton.ca

City Hall is located on the ancestral territory of the Haudenosaunee Confederacy, the Anishinaabe and many other Indigenous peoples. It is also covered by the Dish with One Spoon Wampum agreement, which asks that all sharing this territory do so respectfully and sustainably in community.

From: City of Hamilton <hello@hamilton.ca>

Sent: August 5, 2024 3:58 PM

To: clerk@hamilton.ca

Subject: Webform submission from: Request to Speak to a Committee of Council

External Email: Use caution with links and attachments

Submitted on Mon, 08/05/2024 - 15:57

Submitted by: Anonymous

Submitted values are:

Committee Requested

Committee

Emergency & Community Services Committee

Will you be delegating in-person or virtually?

In-person

Will you be delegating via a pre-recorded video?

No

Requestor Information

Requestor Information

Jennifer Bonner

The HUB

78 Vine st

Hamilton, Ontario. L8R2A9

jen.bonner@thehamiltonhub.org



Preferred Pronoun
she/her

Reason(s) for delegation request

To speak to increased gun violence and the Building Safer Communities Funding issued by Public Safety Canada

Will you be requesting funds from the City?

Yes

Will you be submitting a formal presentation?

Yes

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Hamilton, ON, L8P 4Y5
Canada

From: clerk@hamilton.ca
To: [Blen-Bruzon, Dami](#); [Kolar, Loren](#)
Subject: FW: Webform submission from: Request to Speak to a Committee of Council
Date: Tuesday, September 10, 2024 2:46:01 PM

Magda Green

Administrative Assistant II to the City Clerk
Office of the City Clerk, Corporate Services
City of Hamilton
magda.green@hamilton.ca

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From: City of Hamilton <hello@hamilton.ca>
Sent: September 10, 2024 2:44 PM
To: clerk@hamilton.ca
Subject: Webform submission from: Request to Speak to a Committee of Council

External Email: Use caution with links and attachments

Submitted on Tue, 09/10/2024 - 14:44

Submitted by: Anonymous

Submitted values are:

Committee Requested

Committee
Emergency & Community Services Committee

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

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

Requestor Information

Requestor Information
Jelena Vermilion [she/her]
Sex Workers' Action Program (SWAP) Hamilton



[REDACTED]
[REDACTED]
Preferred Pronoun
she/her

Reason(s) for delegation request

-To present to City Council SWAP Hamilton's historical accomplishments, forthcoming projects, and our goals.

-To collectively review and discuss with City Council the recent McMaster Literature review completed for SWAP Hamilton and its recommendations and how the City of Hamilton can resource these recommendations.

-To collectively review with City Council the photovoice needs assessment completed by SWAP Hamilton in collaboration with the YWCA as part of the City's Gender-Based Safety Audit, and discuss the findings and recommendations.

Will you be requesting funds from the City?

Yes

Will you be submitting a formal presentation?

Yes

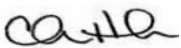
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71 Main Street West
Hamilton, ON, L8P 4Y5
Canada



INFORMATION REPORT

TO:	Chair and Members Emergency and Community Services Committee
COMMITTEE DATE:	September 19, 2024
SUBJECT/REPORT NO:	Municipal Golf Course Update (HSC24002) (Wards 1 and 4) (Outstanding Business List Item)
WARD(S) AFFECTED:	Wards 1 and 4
PREPARED BY:	Romas Keliacius (905) 546-2424 Ext. 4722
SUBMITTED BY:	Chris Herstek Director, Recreation Division Healthy and Safe Communities Department
SIGNATURE:	

COUNCIL DIRECTION

Emergency & Community Services Committee at its meeting March 23, 2023, approved the following:

That staff be directed to report back to the Emergency and Community Services Committee by Q1 2024 with the following information for the purpose of determining and ensuring that the Chedoke Golf Course lands serve the public interest in the best possible way:

- (i) An overview of the Golf Course Business Plan, including identified deliverables, outcomes achieved, and the Performance Analysis conducted in 2010 and 2015;
- (ii) For each of the three municipal golf courses:
 - (a) A financial review of operating revenues, expenditures and required capital investments;
 - (b) The number of rounds played, the percent of capacity and the number of unique golfers being served at each course over the past 15 seasons and the net operating budget for each season;

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**SUBJECT: Municipal Golf Course Update (HSC24002) (Wards 1 and 4) -
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- (c) The existing environmental management of the golf courses including average volume of water and fertilizer/pesticides used per season;
- (iii) Emerging trends with the municipal golf industry including rates of play; and
- (iv) An overview of current and projected parkland needs, based on the City's Parks Master Plan, including City policies and targets as defined in the Parks Master Plan, Urban Forest Strategy, and Climate Action Strategy.

This Information Report has been informed by discussions with various departments associated with the elements in the motion. The following staff were engaged in the development of the report and provided supporting information in the specified areas.

Public Works

- Landscape Architectural Services – Parks Master Plan
- Corporate Facilities and Energy Management – Capital Infrastructure and Building Condition Assessments
- Forestry and Horticulture - Urban Forest Strategy
- Parks and Cemeteries – Parks Master Plan
- Hamilton Water - Watershed Action Plan

Planning and Economic Development

- Climate Change Administration - Climate Action Strategy
- Sustainable Communities - Biodiversity Action Plan

Corporate Services

- Legal Services – Property History and Agreements
- Real Estate – Title Searches associated with our courses
- Finance – Annual budget information

In addition to the involvement by City staff, Recreation staff engaged a consultant to provide information on emerging trends in golf. GGA Partners were engaged through procurement approval to provide detailed golf trends analysis. GGA Partners were utilized in previous reports and have the historical understanding of the City of Hamilton municipal inventory.

INFORMATION

Introduction:

The City owns and operates three 18-hole municipal golf courses at two locations – Chedoke Civic Golf Course and King's Forest Municipal Golf Course. Chedoke Civic Golf Course is home to two 18-hole public golf courses, the Beddoe and the Martin. Golf has been played at these courses since 1896, first as the Hamilton Golf

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Club and then later renamed Chedoke Civic Golf Course in 1924, making this year the 100th anniversary. Chedoke Civic Golf Course was Canada's first 36-hole municipal golf facility.

King's Forest Municipal Golf Course opened for play in the fall of 1973 and is one of the premier public golf facilities in the country and was recognized in the summer 2013 issue of SCOREGolf Magazine being named the best municipal golf course in Canada. Since then, it has repeatedly made the list of the Best Public Golf Courses in Canada.

Both golf course properties fall under the jurisdiction of the Niagara Escarpment Commission (NEC) Development Control Area. As such, the City of Hamilton's Zoning By-law does not apply and all development/changes to land use on the subject lands must obtain approvals via the Niagara Escarpment Commission.

Within Hamilton Zoning By-law 6593, Chedoke is zoned Agriculture "A" District and King's Forest contains multiple zoning categories within Hamilton Zoning By-law 6593:

- Agriculture (A);
- Suburban Agriculture and Residential, Etc. (B); and
- Urban Protected Residential, Etc. (C).

(i) An overview of the Golf Course Business Plan, including identified deliverables, outcomes achieved, and the Performance Analysis conducted in 2010 and 2015;

Summarized below are the reports that outline the golf course business plans including identified deliverables. Appendix "A" to Report HSC24002 provides a fulsome review of all Committee reports pertaining to the golf courses and a table summarizing the recommendations and completed outcomes.

2006 - Golf Courses/Winter Sports Park Request for Proposals (RFP) Process (Report CS05008(a))

The report led to the approval and adoption by Council to have the Internal Bid Team manage and operate the Golf Courses from 2007 to 2016. The following were the core deliverables of the Internal Bid Team's Proposal:

- Manage capital expenditures - Identified \$12.7 M (2006) in potential capital investments that could be focused on clubhouse and irrigation during the 10-year period.
- The financing of the Capital expenditures would be funded entirely from the operations of the courses, and as such was projected to have no forecasted impact on the Net Tax Levy.

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- Increase memberships – Target a 39% increase in golf user fees over the 10-year period of the proposal. The report projected a rate increases over the initial four years totaling 20%, or 5% annually, followed by inflationary increases thereafter.
- Improve Fees – The report forecasted that total revenues would increase by approximately 5% annually over the 10-year proposal. The forecasted increase in revenues was predicated on a combination of increases in user fees, and changes in participation in green fees and memberships.
- Review operations:
 - Suggested consolidation of the administration, maintenance, pro shop, and food and beverage services under one functional area.
 - Recommended a shortened advance booking time for the membership, thereby increasing the opportunity for advanced booking for pay-as-you-play rounds.

2010 Hamilton Civic Golf Course Rates & Fees Schedule (Report CS10017)

This report recommended fee increases to both memberships and green fees. Given the value and reasonable cost of the existing fees, the increase was deemed to be fair and aimed to retain the golf operations as a competitive player competitive within the marketplace.

2010 - Management and Operation of the City Golf Courses Business Plan Update (Report CS10061)

Report CS10017 directed staff to provide an overview of the golf performance since implementing the new business model. The report outlined that a consultant was commissioned to undertake the analysis and that key findings and recommendations would be brought back to Committee.

2015 - Golf Courses - Golf Course Business Plan Update (Report PW15053)

The purpose of this report was to provide Council with an update on the financial performance of the municipal golf courses in the ninth year of a ten-year business plan. A consultant was used to undertake an analysis of the City's two golf facilities comparing actual performance to projections contained within the staff's business model.

The Golf Course industry globally was in a downturn from 2008 to 2015. Unforeseen events impacted the golf courses such as the 2009 harmonized sales tax, where golf was not exempt. With the downturn within the golf industry, golf operations were unable to meet the proposed 39% increase in memberships, and 25% in green fees over the past eight years. Without the increases in memberships and green fees, golf operations were unable to fund the capital needs of the three golf courses. As a result, clubhouse renovations, practice facilities and course irrigation projects were unfunded and either

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deferred or abandoned. Approximately \$1.3 M in Golf Course Capital Reserves were reinvested in the upgrades to the golf courses during this period.

Extending the original business plan for an additional five years allowed staff to explore various alternatives and opportunities to generate new revenues for capital reinvestments to the golf courses.

The opportunity of undertaking a golf user fee market study, allowed golf operations to focus on identifying market needs, target market segments, produce attractive and satisfying offerings, and win local customers.

The consultant's report focused on how to optimize golf operations and provided a high-level review of other strategic directions. The consultants highlighted the opportunity to re-purpose a portion of the land at the Chedoke facility producing new revenue streams – through the sale and/or lease of property – while lowering operating costs by reducing the footprint of a facility. The report identified five potential options:

- Option One: Sell a portion of the Chedoke lands for a use acceptable to Council – preferably a use that is compatible with a golf facility adjacency.
- Option Two: Lease a portion of the Chedoke lands for a use acceptable to Council – preferably a use that is compatible with a golf facility adjacency.
- Option Three: Re-purpose a portion of the land to accommodate a golf practice facility.
- Option Four: Create a relationship with an outside partner for the operation of the catering and hospitality services.
- Option Five: Develop a private, public, partnership to attract private capital to the facility – either the entire operation or a defined portion such as the clubhouse.

The staff recommendations at the time of the report included the following elements:

- That the current Golf Course Business Plan, currently in the ninth of ten years, be extended for an additional five years.
- That staff be directed to explore various opportunities for public-private partnerships and new development, to generate new revenues for the purpose of capital reinvestment in the existing golf courses and that staff report back with its results at a future date.
- That staff be directed to develop a marketing strategy and a new fee structure for Season Passes & Green Fees for the 2016 golf season, to maximize rounds and increase revenues and report back as part of the 2016 Budget Process.

Council approved the report and recommendations extending the business plan until the end of the 2021 golf season.

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Outcomes Since Recreation Division Assumed Operations in 2019

Since the Recreation Division assumed control of golf operations, staff have implemented many improvements to increase utilization and accessibility of the golf courses. Table 1 – New Golf Initiatives (since 2019) attached as Appendix “F” to Report HSC24002 summarizes these initiatives.

(ii) For each of the three municipal golf courses:

(a) A financial review of operating revenues, expenditures and required capital investments;

Financial Review

The actual golf operating revenue and expenses for 2009 to 2023 can be found in Appendix “B” to Report HSC24002. The golf course operation is intended to be self-sustaining and is mandated to cover all direct operating expenses through revenues generated. As of Year-end December 31, 2018, the Golf Improvement Reserve account #104060 was recorded at a zero balance and any surplus generated was contributed back to the overall net levy. Since the Recreation Division assumed control in 2019 the revenue has increased by 58% while only increasing expenses 36%. The surpluses generated in that same period equate to \$474 K which help offset the overall net levy. This growth is illustrated in Chart 1, page 2 attached as Appendix “B” to Report HSC24002.

The 2023 operating expenses are illustrated in Chart 2, page 3 attached as Appendix “B” to Report HSC24002. Like many units in the City, a large portion of the operating expenses can be attributed to employee related costs (45% in 2023). The golf courses have a total peak headcount of 65 equal to 27.93 budgeted Full-time Equivalency (FTE).

Required Capital Investments

Like most City operations, capital investments are not funded from operations. The golf courses have both above-ground and in-ground assets that require investment. For above-ground assets, Table 2 summarize the investments required over the next 10 years. Table 2 – Required Investment for Above Ground Assets attached as Appendix “F” to Report HSC24002. Recently presented within the 2024 Corporate Asset Management Plan, the total replacement costs for Golf Facilities, adjusted to 2024 figures, is \$17 M.

Staff have identified deficiencies in Building Condition Assessment (BCA) process where we only prioritize above ground building structures and not our in-ground equipment such as irrigation pipes. For golf courses, a major component related to sustainable operation is the irrigation system. This gap in data has been addressed and will appear in future building condition assessments.

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Report HSC23055, Accessibility of City Operated Recreation Facilities, provides a summary of the overall accessibility of City recreation facilities including further information on the Act compliance, barrier free washrooms, and planned capital improvements. Both golf courses have a “medium” accessibility ranking indicating that there is room for improvement which would also require additional capital funds.

(b) The number of rounds played, the percent of capacity and the number of unique golfers being served at each course over the past fifteen seasons and the net operating budget for each season;

Appendix “C” to Report HSC24002 shows the rounds played by course from 2009 to 2023. It compares the rounds played to the capacity of each course and the net operating budget for each year.

When looking to estimate the total capacity for a course in the Hamilton area, assumptions were made in the following areas: Temperature, precipitation, industry standard tee times per hour of 6.7 (9-minute intervals), industry average of 3.2 golfers per tee time, defined golf season of April to October given the Ontario climate and all courses are open and able to be played on golfing days. Based on these metrics, 38,400 rounds are estimated as the realistic capacity for golf courses in the market. Based on 2023 levels of usage, King’s Forest is approaching capacity, and is likely already reaching full capacity during high demand periods throughout the peak playing season (i.e., weekends, mornings).

Total paid rounds (green fee revenue and flex pass revenue) have increased by 22,000 rounds across all the courses since 2017, up to 62,400 paid rounds played in 2023. Paid rounds have increased most significantly at the Beddoe course (12,400 up to 22,300) and the Martin course (12,500 up to 21,000).

Since golf operations were transferred back to the Recreation Division, some trends of note in rounds played and capacity include:

- Rounds played increased 65%
- Steadily increasing percent of capacity from 47% (2018) to 78% (2023)

Unique Golfers

Staff were asked to identify unique golf visits; however, historic booking systems did not collect unique identifiers for a single round of play. Only season pass holders can be analysed in terms of unique golfers. In addition, in 2019 the golf management operating system changed limiting new data requests to only our current system. Since this is a metric that wasn’t analysed in the past, only the last four years have completed usable data and can be seen in Table 3. Table 3 - Unique Bookings attached as Appendix “F” to Report HSC24002.

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Unique bookings represent season pass holder and repeat users. Table 3 illustrates that over the past four years there has been a decreasing trend in these unique users with a total of a 35% decline. The decline in unique users coupled with the increased total rounds indicates that the golf courses have more repeat players and are building a solid member base which provides stability in revenue and utilization.

(c) The existing environmental management of the golf courses including average volume of water and fertilizer/pesticides used per season;

Both golf courses have Integrated Pest Management Accreditation. Integrated Pest Management is a legislated process that uses all necessary techniques to suppress pests effectively, economically and in an environmentally sound manner. Integrated Pest Management involves planning and managing ecosystems to prevent organisms from becoming pests. This requires identifying potential pest problems through monitoring and recording weather and pest population levels and establishing thresholds to make treatment decisions to reduce pest populations to acceptable levels. The Integrated Pest Management Council of Canada believes that science has shown Integrated Pest Management ensures environmental sustainability and minimizes the requirement for using pesticides.

The City of Hamilton golf courses, wherever and whenever possible, try to use cultural practices and monitoring thresholds to avoid treating in a preventable manner. Staff take more of a curative approach when applying pesticides. Only when thresholds are exceeding tolerances do they then apply. Staff use water management practices, fertilization - a higher nitrogen to help fight against the disease, and deep tine aeration. This has been a more environmentally friendly approach and we will continue to do so moving forward.

The pesticides and volume used for each golf course can be found in Appendix "D" to Report HSC24002 and water consumption from 2018-2022 can be found in Table 4. Table 4 – Water Consumption 2018 – 2022 attached as Appendix "F" to Report HSC24002.

Water consumption at golf courses is influenced by factors such as course size, climate, irrigation practices, turfgrass types and maintenance routines. In 2022, Chedoke saw a significant increase in water consumption. The volume of water recorded, and the expenditures associated with the water consumption in 2022 are not typical of the operating costs. Upon further review, the increased consumption and expenditures were a result of faulty pipes. The source of the issue was mitigated by capping the water source and has been resolved as a short-term solution. This situation underscores the fact that our irrigation systems are aging, and this further highlights the need of capital investment on the in-ground infrastructure at our City golf courses.

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Continued review of fertilizer, pesticide and water use in addition to other initiatives such as the transformation of fleet vehicles/equipment and golf carts to greener options, will be essential to meet the actions of the Watershed Action Plan, Climate Action Plan and Biodiversity Action Plan.

(iii) Emerging trends with the municipal golf industry including rates of play;

GGA Partners

To address the emerging trends in municipal golf, Staff engaged GGA Partners, the golf advisory firm that had previously done the market analysis to provide a fulsome overview of the municipal golf environment and trends in rate of play. The summary report can be found in Appendix “E” to Report HSC24002. Overall, the demographic outlook remains favourable for sustained demand. Population and income levels for the driveable market radials surrounding the City courses have slightly outperformed the national trend over the past five years, and the projections for the next five years remain attractive. Overall, the data suggests that future customer demand for the City courses will continue to attract new golfer customers.

Municipal Golf Operators

The City of Hamilton is part of a recently established working group of Municipal golf operators including Brantford, Burlington, Kitchener, London, Mississauga, and Toronto. The purpose of this group is to share best practices on effective operation. Early stages of discussion have already highlighted that there are several different operating models and that many municipally operated golf courses are experiencing challenges in funding increasing capital costs. Table 5 illustrates some of the high-level operating models in other municipalities. Table 5 – Municipal Operating Models attached as Appendix “F” to Report HSC24002

Recreation Master Plan Trends on Municipal Golf

The Recreation Master Plan, completed in 2022, provided some golf trends as well.

- Although often associated with older adults, golf is a sport played by people of all ages, offering exercise and social interaction. However, the time commitment and cost of lessons and green fees can be a barrier for many.
- After years of minimal growth in participation, participation in golf increased in 2020 and 2021, fuelled largely by the pandemic (despite occasional course closures). The golf industry cannot say whether this increased demand will continue; however, there is always concern during recessionary times.
- The City’s junior golf programs provide youth with opportunities to meet new friends, enjoy the health benefits of physical exercise, learn to manage their emotions, set personal goals, improve their concentration, learn valuable communication skills all while having fun outdoors.
- The City recently began offering expanded winter activities at its golf courses, including winter golf (Chedoke) and disc golf (King’s Forest).

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- The survey found that 26% of households have one or more members that have played golf since 2019.
- 15% percent of survey respondents felt that golf courses should be a high priority investment (25th of 29 facility types).

(iv) An overview of current and projected parkland needs, based on the City's Parks Master Plan, including City policies and targets as defined in the Parks Master Plan, Urban Forest Strategy, and Climate Action Strategy

The golf courses are a significant asset in the City of Hamilton and subsequently are impacted by multiple plans and strategies. The sections below summarize how golf is impacted by the respective City-wide plans and strategies.

Parks Master Plan

- Long-term Parkland needs (2051) identify a 98-hectare shortfall to be made up through municipal acquisition/other alternatives.
- General Open Space such as public golf courses provide benefit to the community, but are not considered active municipal parkland, are not acquired nor funded through the same mechanisms, and do not contribute to overall provision rates in this report.
- Neither of the City's golf courses are located within the targeted parkland acquisition areas.
- While neither of the City's golf courses are in targeted parkland priority acquisition areas, the report does speak to the repurposing of surplus municipal lands (such as golf courses) as a potential tool to supplement the City's existing toolkit – to expand parkland and/or passive recreation space and enhance forest canopy cover through reforestation efforts.
- The identified focus of the Parks Master Plan has been concentrated on the acquisition of neighbourhood level green space.

Urban Forest Strategy

- The Urban Forest Strategy is a high-level plan and the roadmap for a sustainable urban forest and provides strategic direction for long-term planning, planting, protection, and maintenance of the urban forest.
- The strategy aims to control invasive species, increase tree canopy and biodiversity and improve green infrastructure.
- City-wide target of 40% tree canopy by 2050. The tree canopy coverage at the golf courses was calculated in 2023 as 66% for King's Forest and 45% for Chedoke.
- In collaboration with Forestry, 400 trees were planted in 2023 at King's Forest and Chedoke Golf Courses to enhance environmental sustainability, beautify landscape and promote biodiversity.

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- The urban forest is an important part of Hamilton’s green infrastructure;
- Green infrastructure is defined as the “natural vegetative systems and green technologies that together provide a multitude of economic, environmental and social benefits”. The golf courses play a part in Hamilton’s green infrastructure by having an above target tree canopy.
- There are many pressures threatening Hamilton’s urban forest today including invasive species, which affect biodiversity. Invasive pests, like Emerald Ash Borer, have caused largescale die-off of ash trees. To contribute to the goals of the Urban Forest Strategy and to improve strategic decisions in the future, a review is needed of biodiversity and invasive species at the golf courses.

Biodiversity Action Plan (Draft)

- The Biodiversity Action Plan (BAP) is a coordinated effort between the City and local conservation community partners to protect, restore, enhance and explore biodiversity in Hamilton. Both golf courses are situated at the base of the Niagara Escarpment Biosphere Reserve with two major water courses running through, so their role/opportunity from a biodiversity perspective, to contribute to habitat connectivity amongst other ecological functions is crucial.
- Seven Key Priorities were identified in the Biodiversity Action Plan and serve as high level descriptions of the areas of focus that are required to ensure the long-term health of Hamilton’s biodiversity. In general, the following Key Priorities should be considered with respect to municipal golf courses:
 - Key Priority 3: Protect, restore, and enhance natural areas within Hamilton to support biodiversity, establish and enhance core areas, connect fragmented habitats, and enhance ecosystem functions.
 - Key Priority 7: Ensure impacts on or improvements to local biodiversity are clearly considered in all municipal decision making related to the development or use of urban and rural lands.
- From an operations perspective, the following Key Priorities touch on golf courses as green space and considerations that can be made with respect to landscape management:
 - Key Priority 5: Protect Hamilton’s biodiversity by implementing coordinated, city-wide efforts to manage invasive species.
 - Key Priority 6: Enhance local aquatic habitats through sustainable stormwater management practices and restoration of degraded watercourses, waterbodies, and wetlands.
- When Council endorsed the draft Biodiversity Action Plan for consultation (May 2023), they also approved a recommendation that the City be a signatory to the Montreal Pledge: Cities United in Action for Biodiversity. One of the actions under the pledge is related to an aim to reduce pesticide use by two-thirds by the year 2030.

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Climate Action Strategy

- Hamilton's Climate Action Strategy for achieving the goal of net-zero carbon emissions by 2050 is comprised of the Community Energy and Emissions Plan (CEEP) and the Climate Change Impact Adaptation Plan (CCIAP).
- Chedoke Creek flows through the Chedoke Golf course lands. Open spaces like the Chedoke Golf Courses could assist in realizing climate goals of environmental stewardship, sustainability, low impact development, equity of green space while advancing the goals of the Watershed Action Plan (in development).
- There are higher level goals set out in Hamilton's Climate Action Strategy that can be partly realized through efforts undertaken in and around golf courses. These are highlighted in the Table 6. Table 6 – Hamilton's Climate Action Strategy and Municipal Golf Courses attached as Appendix "F" to Report HSC24002.

Watershed Action Plan (in development)

- The Watershed Action Plan will help to identify and guide the work to address non-point-source contamination and will focus on activities that are within the care and control of the City of Hamilton. Golf courses currently have an identified action under this plan.
- Action - Manage runoff from the golf course: Determine the best stormwater management practice to improve the quantity and quality of the runoff from golf course operations (pesticides, fertilizers, and irrigation practices) and other golf course infrastructure including parking lots. The stormwater management best practices will help improve the water quality entering creeks by reducing contaminants and sediment produced as part of the golf course operation.

Next Steps

The Recreation Division continues to operate the golf courses based on the approved operating budgets. In addition, the Recreation Master Plan had the following provision model recommendations for the golf courses:

- a) Affordable and accessible opportunities for golf will continue to be supported.
- b) Seek innovative programming, partnerships, and a financially responsible operating model for our golf courses.

The Master Plan also recommends that in the short-term, staff complete an updated golf strategy (Recommendation 53). This strategy will create and guide a long-term vision for the City's municipal golf courses and related services. The Strategy will include community engagement and consider items such as (but not limited to) highest and best use, infrastructure needs, complementary year-round programming, public access, environmental management and alignment with biodiversity and climate commitments and financial objectives.

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: Municipal Golf Course Update (HSC24002) (Wards 1 and 4) -
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The Division has funding to complete this strategy and has already started pre-project work by drafting the Terms of Reference that will be used to hire a consultant.

The golf courses are also included in the Recreation Master Plan Implementation Strategy from a capital perspective. These investments will be included and positioned according to priority based on all other required capital investments in the Division. The Implementation Strategy is targeted for completion in Q4 2024.

While the golf courses continue to operate, the services and operating procedures will continue to support the 2022-2026 Council Priorities. Table 7 summarizes how the golf courses support these priorities. Table 7 - Council Priorities and Golf Course Actions attached as Appendix "F" to Report HSC24002

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report HSC24002:	Historical Report Summary and Outcomes
Appendix "B" to Report HSC24002:	Actual Operating Revenue and Expenses (2009 to 2023)
Appendix "C" to Report HSC24002:	Rounds Played and Net Operating Budget
Appendix "D" to Report HSC24002:	Golf Course Unlisted Pesticide Use (2021-2022)
Appendix "E" to Report HSC24002:	GGA Partners Market Analysis
Appendix "F" to Report HSC24002:	Tables

Historical Report Summary and Outcomes

Over the last 20 years there have been numerous plans and reviews for the golf courses. Below is a recap of these plans followed by a chart summarizing recommendations and outcomes.

2005 - Golf/Winter Sports Park Request for Proposal Council Update (Report CS05008)

City Council directed the Department to explore contracting-out the management of Chedoke and King’s Forest Golf Courses. The report outlined issues and recommendations to be addressed in the request for proposals. The request for proposals also included an internal bid to continue operating the Golf Courses.

2008 - City Owned Golf Courses (Report CS05008(b))

Staff were asked to report back on whether City owned golf course lands may be sold commercially and the estimated value of these lands.

After completing a title search for Chedoke Golf Course, it was determined that the Hamilton Golf and Country Club Limited transferred the Chedoke Golf Course to the City of Hamilton on February 20, 1924. The City of Hamilton received some of the lands for King’s Forest Golf Course in 1929, with the balance of the lands being transferred to the City over the years. The transfers in favour of the City do not include any restrictions as to the use that is to be made of these lands.

Due to the current land use and other restrictions that are in place, selling the golf course lands for development would have been highly speculative. Both properties are situated at the base of the Niagara Escarpment, within the Niagara Escarpment Plan area. The objectives and policies of the Niagara Escarpment Plan, and the Urban Hamilton Official Plan do not permit urban redevelopment of these properties. Therefore, amendments to these plans, as well as the Zoning By-law, are required to permit urban redevelopment, and it is expected that obtaining approval for such amendments may be difficult; particularly given the many stakeholders that would have an interest in the use of the properties.

Legal Services staff was not able to confirm or validate the title search opinion provided prior to the 2008 Report CS05008(b) but suggested a more fulsome updated title search was required.

2016 - Golf Courses – Proposed 2016/2017 User Fees Update (Report PW15053a)

Report PW15053 provided staff the direction to develop a marketing strategy and a new fee structure to maximize rounds and increase revenues. To satisfy this recommendation, staff commissioned Global Golf Advisors (GGA) to undertake an economic and market analysis of all three golf courses. Based on the Market Analysis report the value for money is extremely high at King’s Forest and could be improved at Chedoke by lowering the rates slightly.

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The report recommended that a new fee structure for Season Passes & Green Fees be implemented and that the new rates be adopted for two golf seasons (2016 & 2017) and that staff review the ongoing performance at all three golf courses and report back to committee for the 2018 golf season. It also recommended that Golf Operations be given the flexibility to reduce the green fee rates at their discretion as a “sell off” rate, only to be applied when the tee sheet and market demands are not favourable within a 48-hour window.

2017 - Municipal Golf Course Update (Report PW15053b)

The report updated the 2015 Market Analysis, assessed the performance of the 2016 golf season based on the previous recommendations, and examined the potential impact of repurposing the Martin course in future years. Staff were also directed, as per Council’s recommendation in 2016, to entertain a private/public partnership for food services and clubhouse operations.

The results of the analysis revealed no material changes to the local market averages; accordingly, the pricing recommendations from the 2015 report remain consistent for the upcoming season.

The report also stated that the number of total rounds played at each of the Chedoke courses is significantly under capacity. The report highlighted that If the golf course operation did not recover in the future, there may be an opportunity for significant cost savings should the Martin course be taken out of play and/or repurposed for different use (such as a driving range adding new revenue).

If the Martin Golf Course was repurposed, the report projected a significant cost savings of \$430,000 (2018) total in facility expenses. The main area of cost savings would be related to employee wages, and course maintenance, such as water/sewer expenses.

If 40% of the lost rounds played on the Martin Course in 2016 were to be recovered at the Beddoe course (which has plenty of capacity to do so at the time), and the Martin course added a temporary driving range on a trial basis, the overall increase to the bottom line was projected at \$280,827 (2018).

The staff report recommended mitigating financial losses by outsourcing the Food and Beverage Service at Chedoke Golf Course starting in the 2017 golf season.

2018 – Market Analysis Update Based on the 2017 Season

Following the completion of the 2017 season, Global Golf Advisors completed an analysis to review the performance and revenue changes that occurred following the previous report recommendations. The report provided new recommendations for the 2018 season related to the changing market conditions and advised on the appropriate pricing/programming structure for the 2018 season. The reported noted that:

- Decrease in total rounds and golf related revenue from 2016 to 2017 was attributed to a rainy spring.
- Even with better weather, there was significant capacity to increase rounds at all three courses.

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- Greater focus needed to be placed on promotion and awareness of the flex pass program well in advance of each season.
- Based on the updated prices in the local competitive market, all three courses were positioned to continue providing strong ‘value-for-money’ in 2018.

2019 – Transition of Golf Operations and Services to the Recreation Division (Report HSC19007/PW19021)

In consultation with senior leadership, the General Managers of the Public Works and the Healthy and Safe Communities Department identified operational opportunities within program areas that would better align service delivery. The General Managers suggested that Golf Operations and Services, which was housed in the Corporate Facilities and Energy Management Division, would be more appropriately delivered in the Recreation Division of Healthy and Safe Communities. This change became effective April 1, 2019.

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Historical Report Recommendation Summary and Outcomes

Year/ Report	Recommendation/Action	Status	Comments
2005 - Golf/Winter Sports Park Request for Proposal Council Update (Report CS05008)	That the recommendations for the Golf/Winter Sports Park Request for Proposal (RFP) and timetable be approved.	<input checked="" type="checkbox"/>	Request for Proposal was issued and completed including an internal bid.
2006 - Golf Courses/Winter Sports Park Request for Proposal Process (Report CS05008(a))	That the Internal Bid Team’s proposal to manage and operate the Golf Courses be approved.	<input checked="" type="checkbox"/>	The internal bid was awarded to operate the golf courses from 2007 to 2016.
	Fees - Total revenues are forecast to increase by approximately 5% annually over the 10-year proposal. The forecast increase in revenues reflects a combination of increases in user fees, and changes in participation in green fees and memberships.		As presented by the golf consultant, the golf industry globally experienced a downturn. As a result, golf operations were unable to increase green fees as expected.
	Memberships - 39% increase in golf user fees over the 10-year period of the proposal. The rate increases over the initial four years total 20%, or 5% annually, followed by inflationary increases thereafter.		As presented by the golf consultant, the golf industry globally experienced a downturn. As a result, golf operations were unable to meet the proposed 39% increase in memberships.

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Year/ Report	Recommendation/Action	Status	Comments
2006 - Golf Courses/Winter Sports Park Request for Proposal Process (Report CS05008(a))	Capital Expenditures – \$12.7 M (2006) in capital investments over the 10-year period primarily invested in the clubhouses and irrigation. The financing of the Capital expenditures is funded entirely from the operations of the courses, and as such will have no forecasted impact on the Net Tax Levy.		Without the increases in memberships and green fees, golf operations were unable to fund the capital needs of the three golf courses. As a result, clubhouse renovations, practice facilities and course irrigation projects were unfunded and either deferred or abandoned. Approximately \$1.3 M in Golf Course Capital Reserves have been reinvested in the upgrades to the golf courses during this period.
	Consolidation of the administration, maintenance, pro shop, and food & beverage services under one functional area.	<input checked="" type="checkbox"/>	
	Incorporate a shortened advance booking time for the membership, thereby increasing the opportunity for advanced booking for pay-as-you-play rounds.	<input checked="" type="checkbox"/>	

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Year/ Report	Recommendation/Action	Status	Comments
2008 - City Owned Golf Courses (Report CS05008(b))	Report back on whether City owned golf course lands may be sold commercially and the estimated value of these lands.	☑	Land transfers do not include any restrictions as to the use that is to be made of these lands. However, due to the current land use and other restrictions that are in place, selling the golf course lands for development is highly speculative. Legal staff was not able to confirm or validate the title search opinion provided prior to the 2008 Report CS05008(b) but suggest a need for a more fulsome updated title search.
2010 - Hamilton Civic Golf Course Rates & Fees Schedule (Report CS10017)	Recommended fee increases to both memberships and green fees.	☑	Given the value and reasonable cost of the existing fees, the increase is fair and positions the golf operations to remain competitive within the marketplace.
	That future proposed golf rate and fee increases be included as part of the Corporate User Fees and Charges for Services, Activities or the Use of Property Report.	☑	Golf fees are managed along with all other City fees in the annual User Fee reports.
2010 - Management and Operation of the City Golf Courses Business Plan Update (Report CS10061)	Directed staff to provide an overview of the golf performance since implementing the new business model.	☑	This review was presented in Report PW15053.

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2015 - Golf Courses - Golf Course Business Plan Update (Report PW15053)	That the current Golf Course Business Plan, currently in the ninth of ten years, be extended for an additional five years.	<input checked="" type="checkbox"/>	
	That staff be directed to explore various opportunities for public-private partnerships and new development, to generate new revenues for the purpose of capital reinvestment in the existing golf courses and that staff report back with its results at future date.		Through partnerships, there have been investments in Junior development programs and signage enhancements at both facilities.
	That staff be directed to develop a marketing strategy and a new fee structure for Season Passes & Green Fees for the 2016 golf season, in order to maximize rounds and increase revenues and report back as part of the 2016 Budget Process.	<input checked="" type="checkbox"/>	Staff commissioned Global Golf Advisors to undertake an economic and market analysis of all three golf courses and reported back through Report PW15053a.

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Year/ Report	Recommendation/Action	Status	Comments
2016 - Golf Courses – Proposed 2016/2017 User Fees Update (Report PW15053a)	That the new fee structure for Season Passes & Green Fees be approved and that the new rates be adopted for two golf seasons (2016 & 2017)	<input checked="" type="checkbox"/>	
	Staff review the ongoing performance at all three golf courses and report back to committee for the 2018 golf season.	<input checked="" type="checkbox"/>	Global Golf Advisors to complete a performance review and report back in the following year.
	Golf Operations be given the flexibility to reduce the green fee rates at their discretion as a “sell off” rate, only to be applied when the tee sheet and market demands are not favourable within a 48-hour window.	<input checked="" type="checkbox"/>	
2017 - Municipal Golf Course Update (Report PW15053b)	That staff be directed to outsource the Food and Beverage Service at Chedoke Golf Course	<input checked="" type="checkbox"/>	There have been third-party Food and Beverage operators at Chedoke since 2017.
2018 – Market Analysis Update Based on the 2017 Season	Greater focus be placed on promotion and awareness of the flex pass program well in advance of each season.	<input checked="" type="checkbox"/>	
	Update pricing and continue to remain competitive in the local competitive market.	<input checked="" type="checkbox"/>	
2019 – Transition of Golf Operations and Services to the Recreation Division (Report HSC19007/ PW19021)	Transfer golf operations from Corporate Facilities and Energy Management Division to the Recreation Division.	<input checked="" type="checkbox"/>	Transfer initiated April 2019.

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Actual Operating Revenue and Expenses (2009 to 2023)

Chedoke Golf Club

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Fees & General	(1,754,723)	(1,640,538)	(1,312,725)	(1,434,051)	(1,339,673)	(1,238,805)	(1,310,534)	(1,325,086)	(1,354,606)	(1,144,573)	(1,151,083)	(1,750,779)	(1,765,132)	(1,917,389)	(2,156,594)
Reserves	(404,929)	(168,435)	(183,334)	(72,073)	(159,885)	(4,810)	-	(14,683)	-	-	-	-	-	-	-
Revenues	(2,159,652)	(1,808,973)	(1,496,059)	(1,506,124)	(1,499,558)	(1,243,615)	(1,310,534)	(1,339,768)	(1,354,606)	(1,144,573)	(1,151,083)	(1,750,779)	(1,765,132)	(1,917,389)	(2,156,594)
Building & Ground	114,348	150,577	162,670	163,912	136,065	116,706	178,650	244,231	174,177	267,188	175,767	289,233	274,553	468,982	252,248
Capital Financing	-	-	-	-	-	-	-	-	-	2,132	-	-	-	-	-
Consulting	-	-	-	-	-	-	-	4,250	9,403	3,250	-	-	-	-	-
Contractual	110,229	48,385	86,882	30,105	54,042	78,870	68,136	70,471	78,433	81,992	97,068	104,996	127,001	143,837	161,867
Cost Allocations	229,973	760	976	900	825	3,136	90	3,597	2,386	2,171	1,969	915	16,047	5,591	4,154
Employee Related Cost	689,420	729,109	727,871	748,088	723,893	823,224	570,530	778,683	655,320	464,662	532,299	484,234	628,423	745,732	794,304
Financial	14,988	20,472	12,211	14,747	17,328	22,263	21,782	27,799	22,119	19,745	13,287	35,145	33,567	29,368	32,353
Material & Supply	323,808	290,461	225,066	270,693	243,031	274,725	208,201	256,969	317,871	122,443	176,378	98,473	225,443	143,459	262,150
Recoveries from Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reserves/ Recoveries	676,886	365,682	74,765	112,292	131,295	107,179	118,709	134,246	127,374	165,178	197,146	175,101	177,399	173,657	171,414
Vehicle Expenses	-	203,527	205,620	165,391	193,078	152,722	144,435	143,280	128,502	153,656	152,739	156,614	174,867	184,432	223,717
Expenses	2,159,652	1,808,973	1,496,061	1,506,128	1,499,557	1,578,825	1,310,534	1,663,526	1,515,585	1,282,416	1,346,653	1,344,713	1,657,301	1,895,058	1,902,206
Net Levy	-	-	2	4	(1)	335,210	(0)	323,758	160,979	137,843	195,570	(406,066)	(107,831)	(22,331)	(254,389)

Kings Forest Golf Club

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Fees & General	(1,524,854)	(1,448,907)	(1,376,429)	(1,488,352)	(1,505,363)	(1,350,216)	(1,624,953)	(1,407,862)	(1,343,491)	(1,481,032)	(1,381,648)	(1,282,195)	(1,762,908)	(1,926,010)	(2,002,170)
Reserves	(691,232)	(190,879)	-	-	-	-	(8,830)	(14,683)	-	-	-	-	-	-	-
Revenues	(2,216,086)	(1,639,786)	(1,376,429)	(1,488,352)	(1,505,363)	(1,350,216)	(1,633,783)	(1,422,544)	(1,343,491)	(1,481,032)	(1,381,648)	(1,282,195)	(1,762,908)	(1,926,010)	(2,002,170)
Building & Ground	120,073	106,576	88,836	84,106	102,451	114,022	135,970	204,483	116,998	189,551	94,002	99,119	85,881	102,049	115,185
Capital Financing	-	-	-	-	-	-	-	-	-	1,321	-	-	-	-	28,236
Consulting	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contractual	90,640	39,844	70,051	39,126	36,622	44,399	68,005	49,550	81,785	91,713	68,632	87,565	118,956	131,220	144,476
Cost Allocations	173,290	606	-	656	248	253	299	490	2,562	167	1,152	2,073	9,143	8,685	12,681
Employee Related Cost	835,681	834,580	679,074	718,476	715,152	607,564	691,630	537,562	738,802	747,722	805,735	592,234	937,892	775,203	969,694
Financial	14,397	18,242	16,907	14,726	26,438	7,252	19,728	24,928	19,703	20,071	17,033	24,885	28,799	28,757	31,989
Material & Supply	343,798	269,891	263,904	349,284	257,620	278,167	291,389	292,737	402,758	309,367	282,297	240,029	407,224	359,920	413,425
Recoveries from Capital	-	-	-	-	-	-	-	-	-	(270)	-	-	-	-	-
Reserves/Recoveries	625,406	157,322	111,700	127,939	246,709	135,544	326,075	130,846	119,744	146,550	182,072	131,624	173,412	152,768	160,048
Vehicle Expenses	-	212,723	145,955	154,040	120,123	163,015	100,685	125,668	100,310	110,089	76,170	103,467	135,238	176,472	160,825
Expenses	2,203,285	1,639,784	1,376,427	1,488,353	1,505,363	1,350,216	1,633,783	1,366,264	1,582,662	1,616,280	1,527,093	1,280,996	1,896,545	1,735,075	2,036,560
Net Levy	(12,801)	(2)	(2)	1	-	-	(0)	(56,280)	239,171	135,248	145,445	(1,199)	133,637	(190,936)	34,390

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Total Golf

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Fees & General	(3,279,577)	(3,089,445)	(2,689,154)	(2,922,403)	(2,845,036)	(2,589,021)	(2,935,486)	(2,732,947)	(2,698,097)	(2,625,605)	(2,532,730)	(3,032,974)	(3,528,040)	(3,843,399)	(4,158,765)
Reserves	(1,096,161)	(359,314)	(183,334)	(72,073)	(159,885)	(4,810)	(8,830)	(29,365)	-	-	-	-	-	-	-
Revenues	(4,375,738)	(3,448,759)	(2,872,488)	(2,994,476)	(3,004,921)	(2,593,831)	(2,944,317)	(2,762,312)	(2,698,097)	(2,625,605)	(2,532,730)	(3,032,974)	(3,528,040)	(3,843,399)	(4,158,765)
Building & Ground	234,421	257,153	251,506	248,018	238,516	230,728	314,621	448,714	291,175	456,739	269,769	388,352	360,433	571,032	367,433
Capital Financing	-	-	-	-	-	-	-	-	-	3,452	-	-	-	-	28,236
Consulting	-	-	-	-	-	-	-	4,250	9,403	3,250	-	-	-	-	-
Contractual	200,869	88,229	156,933	69,231	90,664	123,269	136,141	120,021	160,218	173,704	165,700	192,562	245,957	275,057	306,343
Cost Allocations	403,263	1,366	976	1,556	1,073	3,389	390	4,087	4,948	2,338	3,121	2,988	25,190	14,275	16,835
Employee Related Cost	1,525,101	1,563,689	1,406,945	1,466,564	1,439,045	1,430,788	1,262,160	1,316,245	1,394,122	1,212,384	1,338,033	1,076,468	1,566,315	1,520,935	1,763,998
Financial	29,385	38,714	29,118	29,473	43,766	29,515	41,510	52,727	41,822	39,817	30,320	60,029	62,367	58,126	64,341
Material & Supply	667,606	560,352	488,970	619,977	500,651	552,892	499,591	549,706	720,629	431,810	458,675	338,502	632,668	503,379	675,575
Recoveries from Capital	-	-	-	-	-	-	-	-	-	(270)	-	-	-	-	-
Reserves/Recoveries	1,302,292	523,004	186,465	240,231	378,004	242,723	444,784	265,092	247,118	311,728	379,218	306,725	350,811	326,425	331,462
Vehicle Expenses	-	416,250	351,575	319,431	313,201	315,737	245,120	268,948	228,812	263,745	228,909	260,081	310,105	360,904	384,542
Expenses	4,362,937	3,448,757	2,872,488	2,994,481	3,004,920	2,929,041	2,944,317	3,029,790	3,098,247	2,898,696	2,873,746	2,625,708	3,553,847	3,630,133	3,938,766
Net Levy	(12,801)	(2)	-	5	(1)	335,210	(0)	267,478	400,150	273,091	341,015	(407,266)	25,807	(213,266)	(219,999)

Chart 1 - 2019 to 2023 Revenue and Net Impact

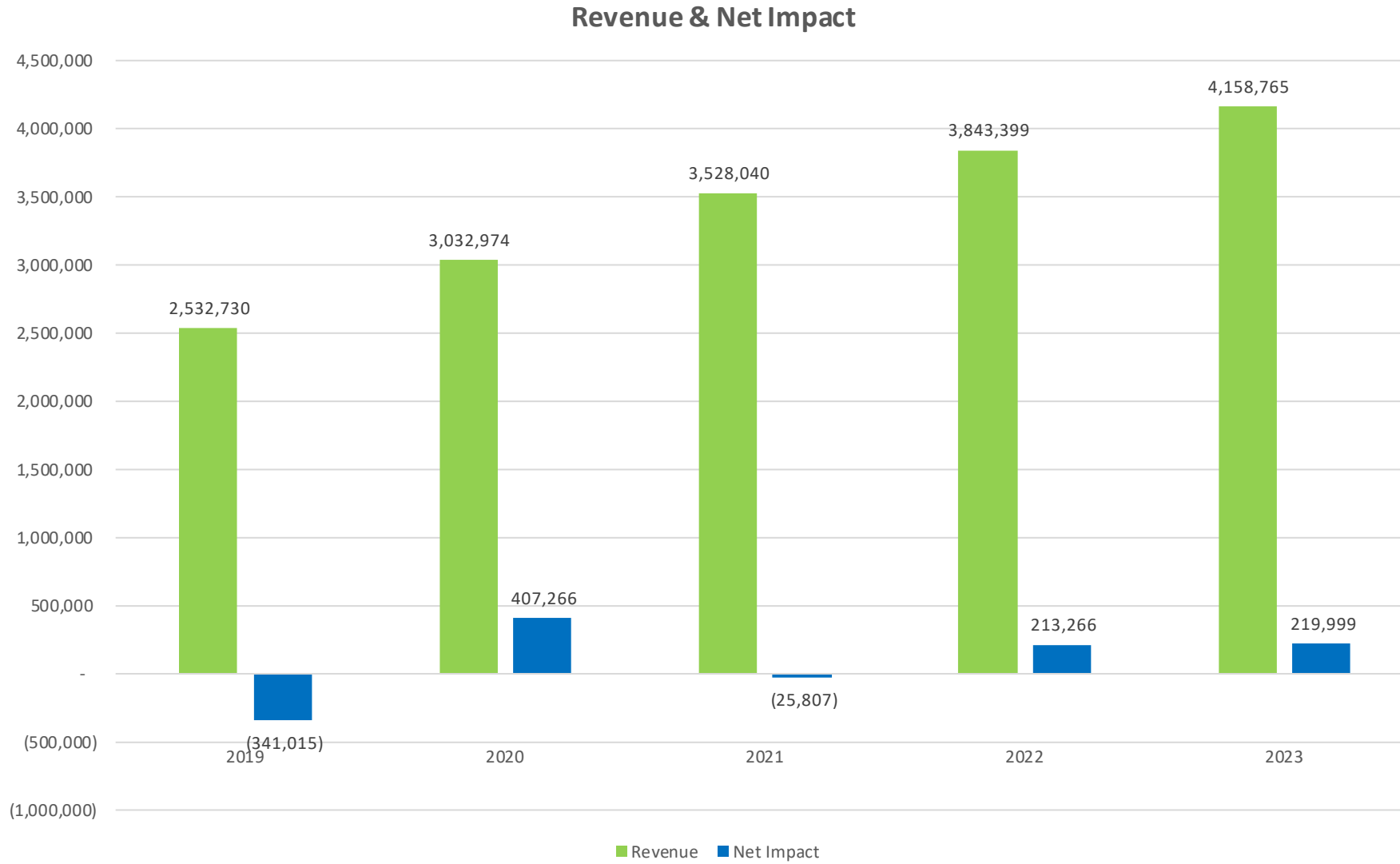
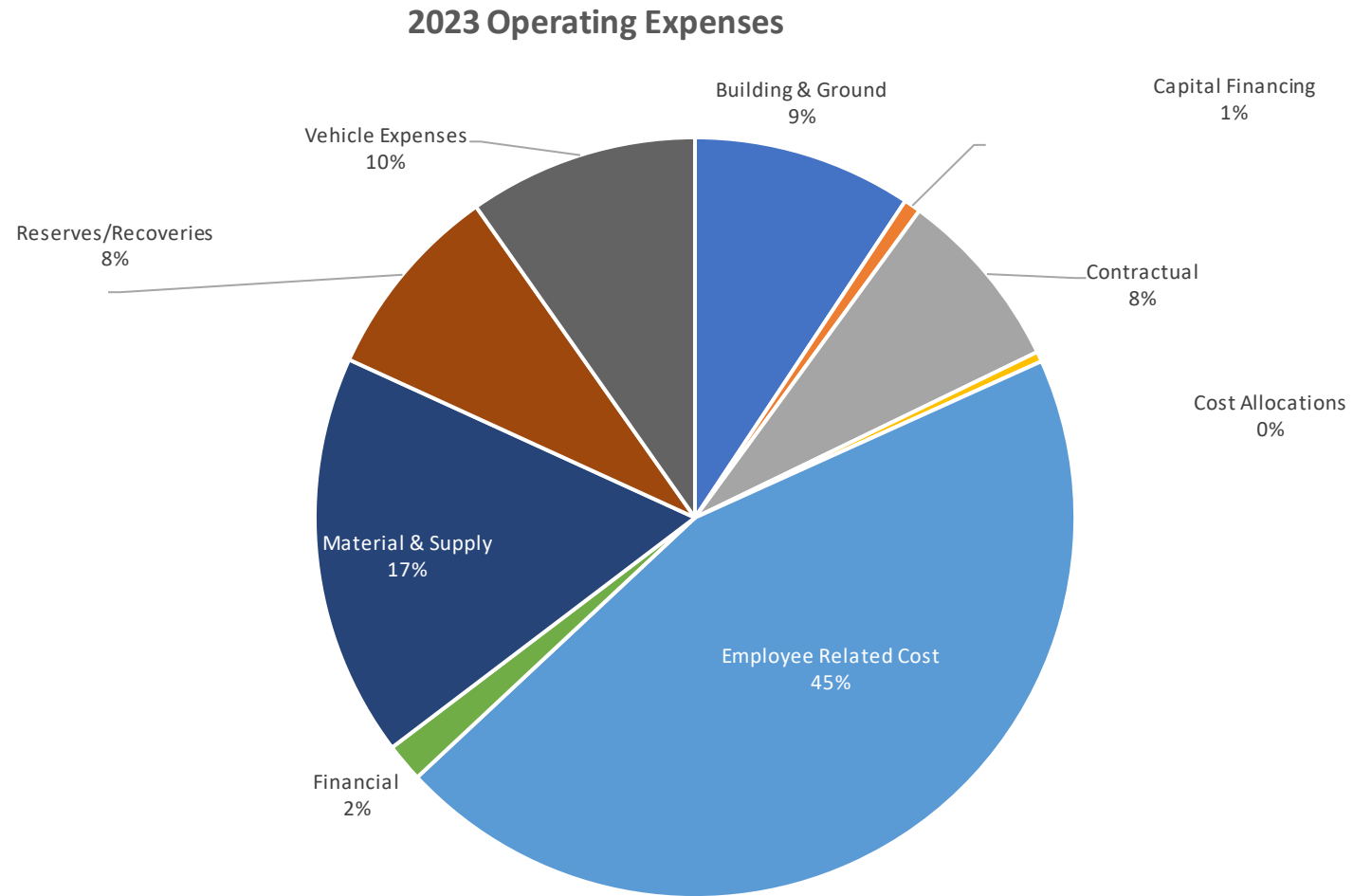


Chart 2 - 2023 Operating Expenses (Total)



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Rounds Played and Net Operating Budget

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Beddoe Rounds	26,193	20,962	19,240	19,787	15,551	12,942	14,822	18,096	15,991	18,096	21,327	26,948	26,878	27,334	27,872
Martin Rounds	21,103	20,274	19,392	14,626	13,528	11,713	14,677	12,243	13,093	12,232	17,955	25,446	26,156	24,692	26,396
Chedoke Total	47,296	41,236	38,632	34,413	29,079	24,655	29,499	30,339	29,084	30,328	39,282	52,394	53,034	52,026	54,268
Capacity %	62%	54%	50%	45%	38%	32%	38%	40%	38%	39%	51%	68%	69%	68%	71%
Fees & General	\$1,754,723	\$1,640,538	\$1,312,725	\$1,434,051	\$1,339,673	\$1,238,805	\$1,310,534	\$1,325,086	\$1,354,606	\$1,144,573	\$1,151,083	\$1,750,779	\$1,765,132	\$1,917,389	\$2,156,594
Expenses	\$2,159,652	\$1,808,973	\$1,496,061	\$1,506,128	\$1,499,557	\$1,578,825	\$1,310,534	\$1,663,526	\$1,515,585	\$1,282,416	\$1,346,653	\$1,344,713	\$1,657,301	\$1,895,058	\$1,902,206
Net Actuals \$	(\$404,929)	(\$168,435)	(\$183,336)	(\$72,077)	(\$159,884)	(\$340,020)	\$0	(\$338,440)	(\$160,979)	(\$137,843)	(\$195,570)	\$406,066	\$107,831	\$22,331	\$254,389
Cost/Round	\$45.66	\$43.87	\$38.73	\$43.77	\$51.57	\$64.04	\$44.43	\$54.83	\$52.11	\$42.28	\$34.28	\$25.67	\$31.25	\$36.43	\$35.05
King's Forest Rounds	31,988	30,339	29,290	30,116	29,176	23,560	22,961	24,314	22,261	24,314	27,849	29,722	28,411	34,585	35,986
Capacity %	83%	79%	76%	78%	76%	61%	60%	63%	58%	63%	73%	77%	74%	90%	94%
Fees & General	\$1,524,854	\$1,448,907	\$1,376,429	\$1,488,352	\$1,505,363	\$1,350,216	\$1,624,953	\$1,407,862	\$1,343,491	\$1,481,032	\$1,381,648	\$1,282,195	\$1,762,908	\$1,926,010	\$2,002,170
Expenses	\$2,216,087	\$1,639,784	\$1,376,427	\$1,488,353	\$1,505,363	\$1,350,216	\$1,633,783	\$1,366,264	\$1,582,662	\$1,616,280	\$1,527,093	\$1,280,996	\$1,896,545	\$1,735,075	\$2,036,560
Net Actuals \$	(\$691,233)	(\$190,877)	\$2	(\$1)	\$0	\$0	(\$8,830)	\$41,598	(\$239,171)	(\$135,248)	(\$145,445)	\$1,199	(\$133,637)	\$190,936	(\$34,390)
Cost/Round	\$69.28	\$54.05	\$46.99	\$49.42	\$51.60	\$57.31	\$71.15	\$56.19	\$71.10	\$66.48	\$54.83	\$43.10	\$66.75	\$50.17	\$56.59
Total Rounds	79,284	71,575	67,922	64,529	58,255	48,215	52,460	54,653	51,345	54,642	67,131	82,116	81,445	86,611	90,254
Capacity %	69%	62%	59%	56%	51%	42%	46%	47%	45%	47%	58%	71%	71%	75%	78%
Fees & General	\$3,279,577	\$3,089,445	\$2,689,154	\$2,922,403	\$2,845,036	\$2,589,021	\$2,935,486	\$2,732,947	\$2,698,097	\$2,625,605	\$2,532,730	\$3,032,974	\$3,528,040	\$3,843,399	\$4,158,765
Expenses	\$4,375,739	\$3,448,757	\$2,872,488	\$2,994,481	\$3,004,920	\$2,929,041	\$2,944,317	\$3,029,790	\$3,098,247	\$2,898,696	\$2,873,746	\$2,625,708	\$3,553,847	\$3,630,133	\$3,938,766
Net Actuals \$	(\$1,096,162)	(\$359,312)	(\$183,334)	(\$72,078)	(\$159,884)	(\$340,020)	(\$8,830)	(\$296,843)	(\$400,150)	(\$273,091)	(\$341,015)	\$407,266	(\$25,807)	\$213,266	\$219,999
Cost/Round	\$55.19	\$48.18	\$42.29	\$46.41	\$51.58	\$60.75	\$56.12	\$55.44	\$60.34	\$53.05	\$42.81	\$31.98	\$43.63	\$41.91	\$43.64

Golf Course Unlisted Pesticide Use (2021-2022)

Unlisted Pesticides refer to pesticides that are not on the List of Active Ingredients Authorized for Cosmetic Use, as approved by the Ontario Ministry of the Environment, Conservation and Parks. In order to use unlisted pesticides, golf courses are required to be accredited by an approved Integrated Pest Management (IPM) body. Golf courses are required to submit annual IPM plans and are subject to rigorous evaluation and site visits.

Chedoke Civic Golf Course

Unlisted Pesticide Ingredient	Reason for Use	Total Quantity Unlisted Pesticide Ingredient Used (kg)		Reason for Increase/Decrease from Previous Calendar Year
		2021	2022	
trifloxystrobin	Curative treatment for dollar spot and preventative for overwintering treatment.	5.09	3.150	Product rotation - Disease control was better this year and didn't need as much.
fluopyram	Curative treatment for dollar spot.	1.25	0.750	Product rotation and has done well for us in the past.
Fosetyl-AL	Curative treatment for dollar spot.	15	9.000	Product rotation - Disease control has been good.
tebuconazole	Curative treatment for dollar spot and preventative for overwintering treatment.	24.8	16.700	Product rotation - using other products that have a better response to disease.
chlorothalonil	Curative treatment for dollar spot.	20.16	40.320	Product rotation - Increased rates for better control of persisting disease.
2,4-D	Preventative treatment for Broadleaf weeds.	NA	11.400	Weeds were beyond acceptable levels this year.
mecoprop	Preventative treatment for Broadleaf weeds.	NA	6.000	Weeds were beyond acceptable levels this year.
dicamba	Preventative treatment for Broadleaf weeds.	NA	2.232	Weeds were beyond acceptable levels this year.

Chedoke Civic Golf Course

Unlisted Pesticide Ingredient	Reason for Use	Total Quantity Unlisted Pesticide Ingredient Used (kg)		Reason for Increase/Decrease from Previous Calendar Year
		2022	2023	
trifloxystrobin	Preventative treatment for Grey and Pink Mold for overwintering.	3.15	1.940	Decreased this year because of product rotation, trying different chemistries.
fluopyram	Curative treatment for dollar spot.	0.750	0.500	Slight decrease this year because of product rotation, trying different chemistries.
Fosetyl-AL	Curative treatment for dollar spot.	9.000	18.000	Increase this year because of product rotation, trying different chemistries.
tebuconazole	Curative treatment for dollar spot and preventative for overwintering treatment.	16.700	17.700	Slight increase this year because of product rotation, trying different chemistries.
chlorothalonil	Curative treatment for dollar spot	40.320	20.160	Decreased this year because of product rotation, trying different chemistries.
2,4-D	Curative treatment for clover and other broadleaf leaf weeds.	11.400	11.400	Consistent with last year's application because we were satisfied with the results. Also, above average seasonal rainfall.
mecoprop	Curative treatment for clover and other broadleaf leaf weeds.	6.000	6.000	Consistent with last year's application because we were satisfied with the results. Also, above average seasonal rainfall.
dicamba	Curative treatment for clover and other broadleaf leaf weeds.	2.232	2.232	Consistent with last year's application because we were satisfied with the results. Also, above average seasonal rainfall.
tetraniliprole	Curative treatment for Black Cut Worm and Annual Bluegrass Weevil.	N/A	0.172	The increase is a result of adding new product into our rotation.

King's Forest Municipal Golf Course

Unlisted Pesticide Ingredient	Reason for Use	Total Quantity Unlisted Pesticide Ingredient Used (kg)		Reason for Increase/Decrease from Previous Calendar Year
		2021	2022	
trifloxystrobin	Curative for dollar spot and preventative for over winter treatment.	2.305	1.930	Product rotation and observing effectiveness of using less product.
fluopyram	Curative treatment for dollar spot.	0.625	0.250	Product rotation and observing effectiveness of using less product.
tebuconazole	Curative for dollar spot and preventative for over winter treatment.	12.65	11.450	Product rotation and observing effectiveness of using less product.
Fosetyl-AL	Curative treatment for dollar spot.	7.5	6.000	Product rotation and observing effectiveness of using less product.
deltamethrin	Curative for Japanese beetles.	0.15	0.000	No signs of Japanese beetle damage scouted.
myclobutanil	Curative for treatment for dollar spot.	0.544	0.544	Product rotation and has done well for us in the past.
chlorothalonil	Curative treatment for dollar spot.	10.08	20.160	Increased the rate for better control.
2,4-D	Pest wasn't at threshold.	N/A	6.080	Haven't sprayed for Control in a couple years.
mecoprop	Pest wasn't at threshold.	N/A	3.200	Haven't sprayed for Control in a couple years.
dicamba	Pest wasn't at threshold.	N/A	0.960	Haven't Sprayed for Control in a couple years.

King's Forest Municipal Golf Course

Unlisted Pesticide Ingredient	Reason for Use	Total Quantity Unlisted Pesticide Ingredient Used (kg)		Reason for Increase/Decrease from Previous Calendar Year
		2022	2023	
trifloxystrobin	Preventative treatment for Grey and Pink Mold for overwintering.	1.930	1.700	Decreased this year because of product rotation, trying different chemistries.
fluopyram	Curative treatment for dollar spot.	0.250	0.500	Slight increase this year because of product rotation, trying different chemistries.
tebuconazole	Preventative treatment for Grey and Pink Mold for overwintering.	11.450	9.550	Decreased this year because of product rotation, trying different chemistries.
Fosetyl-AL	Curative treatment for dollar spot.	6.000	12.000	Increase this year because of product rotation, trying different chemistries.
myclobutanil	Curative for treatment for dollar spot.	0.544	0.272	Decreased this year because of product rotation, trying different chemistries.
chlorothalonil	Curative treatment for dollar spot.	20.160	5.040	Decreased this year because of product rotation, trying different chemistries.
2,4-D	Treatment for clover and other broadleaf leaf weeds.	6.080	6.840	Slight increase from last year's application for better control/results. Also, above average seasonal rainfall.
mecoprop	Treatment for clover and other broadleaf leaf weeds.	3.200	3.600	Slight increase from last year's application for better control/results. Also, above average seasonal rainfall.
dicamba	Treatment for clover and other broadleaf leaf weeds.	0.960	1.320	Slight increase from last year's application for better control/results. Also, above average seasonal rainfall.
tetraniliprole	Curative treatment for Black Cut Worm and Annual Bluegrass Weevil	N/A	0.129	The increase is a result of adding new product into our Rotation.

King's Forest Municipal Golf Course

Unlisted Pesticide Ingredient	Reason for Use	Total Quantity Unlisted Pesticide Ingredient Used (kg)		Reason for Increase/Decrease from Previous Calendar Year
		2022	2023	
boscalid	Curative treatment for Pythium Blight	N/A	0.636	This increase is a result of adding new product to our rotation.
pyraclostrobin	Curative treatment for Pythium Blight	N/A	0.954	This increase is a result of adding new product to our rotation.
glyphosate acid	Treatment for broadleaf weeds	N/A	0.383	This increase in weed control, is due to above average seasonal rainfall.



Hamilton Municipal Golf Courses

Market Analysis – Update Based on 2023 Season
Summary for Council



Hamilton

February 2024



Overview

In October 2015, the City of Hamilton (“the City”), which owns and operates three 18-hole golf courses (Chedoke – Beddoe, Chedoke – Martin and King’s Forest, herein referred to as “the Courses” or “the Hamilton Municipal Courses”) engaged Global Golf Advisors (“GGA”) to perform a Market Study which would analyze trends for the golfing industry from a local, regional and national perspective. The Market Study focused on the quality and service standards of competitors in the market area, as well as price points and population demographics, to better understand gaps and opportunity segments. The results of this analysis were leveraged to develop a Revenue Plan for the courses based on the recommended pricing and packaging strategy.

During the first quarters of 2017 and 2018, GGA completed an update on the original analysis based on the results of the 2016 and 2017 seasons respectively, to highlight performance and provide guidance regarding new strategies and tactics the City should consider.

GGA Partners (formerly ‘Global Golf Advisors’) has now been tasked with a similar exercise to review the performance and revenue changes that occurred based upon the previous report recommendations and the 2023 season. This report will also provide new considerations for the 2024 season related to changing market conditions and advise on the appropriate pricing/programming structure for the upcoming 2024 season.

GGA’s analysis and related conclusions contained herein were based on the economic and industry trends prevailing and information available as at the date of report issuance. No responsibility is taken for changes in market conditions subsequent to this date.





Key Observations and Insights

- ❖ **Strong performance from a demand and usage perspective, and still with available capacity for growth** – As of 2023, total rounds played have risen significantly to more than 90.2k, representing a 76% increase in overall rounds demand since 2017. At 36k rounds in 2023, King's Forest is likely approaching capacity for total usage, while there remains available capacity for growth at Chedoke (approximately 26k rounds at each course). Based on the historical average for available playing days in the Hamilton climate and the industry average for tee time intervals and group size, we estimate 38.4k rounds as a realistic capacity for golf courses in the market.
- ❖ **Significant financial improvement driven primarily by usage growth, not rate growth** – Since the last evaluation of fiscal year 2017, internal golf related revenue for the City courses has increased by \$1.63M, an 85% increase. However, the overall net rate per round generated for the City (membership / green fee plus cart fee) has only increased from \$37.22 in 2017 to \$39.25 in 2023. This growth is well below the comparable growth in inflation since that time.
- ❖ **Similar price positioning in the market for the City of Hamilton, with a discounting structure that remains highly attractive** – 18-hole peak rates across the competitive set increased at a 3.5% annual growth rate on average since the previous market update, while the City of Hamilton courses have averaged a 2.4% annual growth rate for peak rates. This is well below the inflationary/CPI growth that has occurred since the last update and lower than the market average growth rate, which suggests the value proposition has strengthened for the City courses.
 - ❖ Cart fees and the discounting structure for off-peak rates are also well aligned to market averages.
- ❖ **Market trend of moving from traditional unrestricted memberships to controlled volume discounts** – Interesting to note that several prominent courses priced at the high end of the competitive set are no longer offering a traditional membership package since the last analysis and have shifted strategy to offer volume rounds discounts or restricted time memberships. In the current industry state of high demand, it appears that facilities are recognizing that an oversubscribed membership program (playing at discounted rates) is leading to money left on the table given the public demand for pay-per-use peak rate golf. Flex programs or volume rounds packs also allow facilities to be assured of the minimum net revenue per round they will generate from these customers.
- ❖ **Significant membership growth for City courses, particularly at King's Forest** – Since 2017, annual pass memberships have increased significantly from 182 to 476 total memberships sold in 2023, after reaching a peak of 555 members during the pandemic period of 2021. The number of King's Forest and City Wide members has increased from 104 to 312. Understanding that revenue per round for members is typically less than public paid rounds, the success of the membership program likely also means that the City may be over-incentivizing membership revenue and rounds rather than the higher 'net rate' paid green fee rounds.
 - ❖ The net rate per round (cart excluded) for paid rounds in 2023 was \$33.04, compared to \$29.18 for member rounds.





Key Observations and Insights

- ❖ **Membership program favorably attracting a wider range of golf users** – In 2023, the average rounds played per member was 51, down from 60 rounds in 2017. A significant contributor to the decrease came from King's Forest membership, where membership count increased 150%, while the average round played per member declined ~22%. This insight infers that the value proposition of the membership price point has strengthened, with the assumption that the current membership offering is appealing to more than just the 'heavy users'.
- ❖ **Demographic outlook remains favorable for sustained demand** – Population and income levels for the drive able market radials surrounding the City courses have slightly outperformed the national trend over the past five years, and the projections for the next five years remains attractive. Overall, the macro-demographic indicators suggest no threats to future customer demand for the City courses, with the extended radial band (20-40 minute drive) slightly more attractive in terms of future opportunity for the City courses to attract new golfer customers.





Key Metrics Performance and Targets

Based on recent utilization performance and current market demand, the following table summarizes the performance trend of key metrics since the last report, as well as targets we believe to be achievable for the City portfolio courses in 2024:

Course	2017	2023	2024 (Target)	Notes
Rounds				
King's Forest	22,261	35,986	36,000	
Beddoe	15,991	27,872	29,000	
Martin	13,093	26,396	29,000	
Total Rounds	51,345	90,254	94,000	
Golf Related Revenue per Round¹				
King's Forest	\$42.19	\$42.52	\$45.00	
Beddoe ²	\$31.59	\$37.98	\$40.00	
Martin ²	\$35.63	\$36.15	\$38.00	
Total Golf Related Revenue per Round	\$37.22	\$39.25	\$41.30	
Paid Revenue per Paid Round (cart revenue excluded)				
King's Forest	\$38.07	\$43.52	\$45.00	
Beddoe	\$27.49	\$29.93	\$32.00	
Martin	\$21.42	\$26.81	\$30.00	
Total Paid Revenue per Paid Round	\$29.67	\$33.04		
Membership Revenue per Member Round (cart revenue excluded)				
King's Forest	\$22.94	\$28.93	\$32.00	
Beddoe/Martin	\$29.55	\$28.88	\$30.00	
Martin	\$27.46	\$29.03	\$30.00	
City Wide	**	\$30.89	\$32.00	
Total Membership Revenue per Member Round	\$25.34	\$29.18		
Cart Utilization %				
King's Forest	52%	40%	42%	
Chedoke	49%	50%	50%	
Total Cart Utilization %	50%	46%	47%	





2024 Recommendations

- ❖ **Peak green fee rates increasing by CPI/inflation at a minimum** – While we understand that a primary goal for the City courses is to provide affordable golf and strong value for citizens, the historical rate growth for the facilities has not kept pace with the corresponding inflationary costs or cost of labour to support the operations of the courses. Based on market price-position and perceived quality, all three courses have elasticity for rate growth.
- ❖ **Addition of a weekend 9-hole rate at King's Forest** - Currently, the 9-hole rate at King's Forest on the weekend (\$37 tax included) is priced at 46% of the peak 18-hole rate of \$80. As a general rule, the 9-hole rate should never be priced at less than half of the prevailing 18-hole rate so that customers are incentivized for greater usage (and a higher fee). The City should consider implementing a separate weekend 9-hole rate priced at 55-60% of the peak weekend rate, similar to the rate structure at the Chedoke courses.
- ❖ **Cart fees are priced appropriately and should continue to be increased moving forward at a similar percentage to peak green fee rates.**
- ❖ **Reduce the spousal discount on City-Wide membership** – The current spousal membership is priced at 68% of a single, which is below the competitive market average (77%) and City individual course memberships (76-80%).
- ❖ **Consider adjusting the 'advantage pack' offering to simply offer a consistent discount off of the peak rate at the time of redemption, rather than a fixed fee upfront with no restriction on when the rounds can be used** – By offering the same rates during the weekday and weekend pass, there is a variably different impact for the City between customers who use the advantage pack primarily during peak periods (weekend mornings) versus weekday or balanced users.
- ❖ **Separate the internal revenue reporting capabilities of the Chedoke courses within the GolfNow platform to ensure accurate reporting of the operational data for each specific course** – Accurate golf metrics are essential for evaluating the true performance of each course and truly understanding the operational composition. For example, separation of the courses within the system would enable the City to analyze the cart usage at each course – a metric currently unavailable by course – and be able to further understand golfer usage trends.
- ❖ **Consider a tee sheet utilization analysis at King's Forest** – It was noted that King's Forest is likely approaching capacity for rounds played after it reached a high of 36k rounds in 2023 (compared to 26k at each Chedoke course). It would benefit the City to evaluate rounds played at King's Forest in greater detail, to determine available capacity for increased usage at a more granular level (time of day and day of the week). This will help to inform future decisions on price point and potentially restricting discounted play (memberships and advantage packs) during periods of peak usage.



Golf Industry Trends



- ❖ Other areas of technology that are growing in adoption include technology infused practice facilities, automated mowers, EV charging stations and F&B ordering and payment processing.





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Tables

Table 1 – New Golf Initiatives (since 2019)

Item	Impact	Notes
Introduction of Winter Golf	Extends the use of the Martin course to approximately 10 months/year.	Highly successful with thousands of rounds being played
Introduction of Disc Golf Course	Maximizes the use of King's Forest Golf Course space with dual use.	Top ranked course
Snowshoe and Nordic Pole lending program at King's Forest location	Encourages physical activity during winter months to the community that is easily accessible.	
Introduction of Trackman Golf Simulator at King's Forest location	Anticipated quarter 1 launch date.	Top of the line golf simulator
Revitalization of the Junior Golf Program	Provides 5 weeks of Junior Golf camps at an affordable price to youth within the community. Camp includes free Junior Member instruction.	Camps SOLD OUT with 40+ participants on each waitlist
Partnering with Golf Canada on First Tee Program	Provides free junior golf programming, the First Tee Program to 100 children & youth.	Development and strengthening of partnerships with Golf Canada and Big Brothers & Big Sisters
Maintained tobogganing sites	Increases community use at both golf location with safe toboggan sites.	
Introduction of a 2.5km Walking Path at King's Forest location	Introduces non-programmed opportunities that promotes healthy active living.	
Implemented a Fee Standardization project	Clarifies and standardizes discounts for Junior and Senior fees between courses and fee types.	

Table 2 – Required Investment for Above Ground Assets (as of 2017)

Chedoke Golf Course	Replacement Value	10 Year Building Condition Assessment
Clubhouse	\$3,635,943	\$2,145,272
Golf Shelter - 113753	\$18,471	\$1,971
Pro Shop	\$602,451	\$250,366
Storage - 110526	\$151,574	\$42,236
Storage - 111373	\$26,334	\$9,098
Storage - 111427	\$156,183	\$5,222
Storage - 121640	\$39,502	\$2,816
Storage - 124650	\$88,119	\$18,836
Washrooms - 114305	\$111,010	\$27,332
Washrooms - 126793	\$146,662	\$56,727
Washrooms / Storage - 125141	\$80,219	\$71,494
	\$5,056,468	\$2,631,370

King's Forest Golf Course	Replacement Value	10 Year Building Condition Assessment
Clubhouse	\$4,723,450	\$3,228,390
Maintenance Building	\$2,644,022	\$119,949
Pavilion A	\$18,564	\$1,011
Quonset	\$259,557	\$5,112
Storage/Office	\$150,827	\$40,828
Pump House	\$32,412	\$4,664
	\$7,828,833	\$3,399,954

Table 3 – Unique Bookings (unique golfers based on rounds of play)

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Chedoke – Beddoe	12,969	9,341	7,305	8,403
Chedoke – Martin	13,913	10,677	9,473	7,662
King's Forest	4,980	4,905	5,493	4,561
Total	31,862	24,923	22,271	20,626

Table 4 – Water Consumption 2018 – 2022

WATER CONSUMPTION (m3)		
Date Period	CHEDOKE GOLF COURSE	KING'S FOREST GOLF COURSE
2018	36,838	10,100
2019	23,231	6,125
2020	65,431	3,701
2021	58,823	4,552
2022	110,828	4,859
2023	29,905	3,614

Table 5 – Municipal Operating Models

Municipality	Operating Model or Items of Note	Number of Courses
Brantford	Completed a public and highly contentious sale of 1 golf course. Remaining course operated internally.	1 – 18-hole course
Burlington	A third-party operator is contracted out for auxiliary services such as food operations. Staff are currently reviewing conversion to 9-hole course while exploring other recreation opportunities to add to the site.	1 – 18-hole course
Kitchener	A third-party operator is in place for food and beverage services, Pro Shop & Academy Services. City of Kitchener staff maintain the grounds.	2 – 18-hole courses
London	Completed internal sale of 1 golf course to Parks Division to generate capital for improvements for remaining golf courses	3 – 18-hole courses 1 – 9-hole course
Mississauga	City staff in place for the management of golf facility, food and turf operations. A third-party operator is in place for golf instruction, implementation of camps, clinics and private lessons.	2 – 18-hole courses 1 – 9-hole course and driving range
Toronto	City maintains the golf courses and retains control over the asset, access, and green fee rates. A third-party operator manages golf play, programming, food and beverage services, pro shops, retail, rentals, and contributes towards clubhouse improvements.	5 – 18-hole courses

Table 6 – Hamilton’s Climate Action Strategy and Municipal Golf Courses

ReCharge Hamilton – Our Community Energy and Emissions Plan 2023 Update		
Low-Carbon Transformation	CEEP Action	Opportunity
#2: Transforming Our Buildings	5.0: Install solar photovoltaic systems on new and existing buildings.	Opportunity with clubhouses to shift onto a pathway towards net-zero.
#3: Changing How We Move	10.0: Establish then implement a city-wide electric vehicle Strategy (residential, commercial, and municipal)	Explore green fleet and golf carts and EV charging stations in the parking lot.
#5: Growing Green	23.0: Set a target of 50,000 trees planted per year within City boundaries	400 trees planted on the golf courses in 2023 and continue to partner with Forestry for more opportunities in the future.

Hamilton’s Climate Change Impact Adaptation Plan 2023 Update		
Resilient Theme	CCIAP Action	Opportunity
#1: Built Environment	1.3: Conduct more studies or reviews to determine flooding and other risks throughout the City and develop plans (i.e. relocating sites where appropriate) to improve the resilience of infrastructure (i.e. buildings, roads, water/wastewater infrastructure, etc.) to climate-related risks from extreme weather and temperatures.	Golf courses to include climate related risks in future studies and consider the role that golf courses could play in increasing climate resilience
#2: People and Health	5.2: In conjunction with the Biodiversity Action Plan, develop an Open Space Management Plan to guide City of Hamilton Natural Open Space Stewardship, including maintenance schedules to minimize ideal conditions for vectors (i.e. plants and animals, such as mosquitos, that can bring diseases, such as rabies, Lyme disease, to human populations)	See Biodiversity Action Plan section
	6.1: Continue to update existing municipal plans and policies to decrease health and safety risks associated with extreme weather and temperatures to outdoor workers	Important for golf course staff and ensure outdoor workers are supported/ kept safe

Hamilton's Climate Change Impact Adaptation Plan 2023 Update		
Resilient Theme	CCIAP Action	Opportunity
#3: Natural Environment, Agriculture and Water	7.1: Continue to enhance the management and restoration of existing natural areas and seek opportunities to dedicate land and natural areas for conservation.	The golf course properties offer incredible opportunities to help/contribute on this front
	8.1: Work with local partners to continue tree planting and preservation, explore community partnerships and naturalization programs to reduce urban heat island and enhance ecosystem function.	
	8.2: Implement the Urban Forest Strategy (UFS) and consider additional measures to support it or expand its impact.	See Urban Forest section
	9.1: Educate and encourage community to participate in growing food locally (i.e. lot level or urban farms/gardens).	City needs for space for community gardens.
	9.2: Expand rainwater capture (i.e. rain barrels, cisterns, etc.) as an irrigation source for more localized food production (i.e. backyard farming, urban gardens, soft landscapes, etc.)	City needs for space for community gardens.
#4: Energy and Economy	11.2: Establish low-carbon back-up power systems in all City-owned facilities to serve as community hubs during emergencies and create a policy to support and promote the use of low- or no-carbon emergency energy supplies such as batteries or energy storage for residents and businesses.	

Table 7 - Council Priorities and Golf Course Actions

Sustainable Economic & Ecological Development		
Outcome	Measure of Success	Action
1: Reduce the burden on residential taxpayers.	Exploration and introduction of new City revenue models and efficiencies	Adding a Golf Simulator at King's Forest
2: Facilitate the growth of key sectors.	Enhancements to the City's reputation as a centre of culture, sport, and tourism	King's Forest is one of Canada's best municipally owned Golf Courses
3: Accelerate our response to climate change.	Accelerated reduction in the City's GHG emissions	Investigating electric golf carts
	Assessment of infrastructure projects against their impact on the City's climate resilience and readiness	Opportunities to install solar panels for alternative power sources on outbuildings
4: Protect green space and waterways.	Increased tree canopy by 20,000 trees per year	Working with Forestry, planted 400 trees in 2023
	Increased inventory of municipally owned natural areas and preservation of farmland, greenspace, woodlots and watersheds.	Golf courses have an identified action within Watershed Action Plan

Safe & Thriving Neighbourhoods		
Outcome	Measure of Success	Action
3: Provide vibrant parks, recreation and public space.	Increased access to the Waterfront, recreational and seniors facilities and services	Continue increasing rounds played and access to outdoor programs

Responsiveness & Transparency		
Outcome	Measure of Success	Action
2: Get more people involved in decision making and problem solving	Measurement and expansion of demographic representation of those engaged in City processes, identifying and reducing barriers to participation	Diversifying services and programs offered to ensure broader and more inclusive public spaces with winter programming. Offering winter outdoor programming at a low cost
4: Modernize City systems.	Implementation of the City's Digital Strategy to enhance customer centered service design.	Transition to new golf management software allowing for online bookings (2024)



MUNICIPAL GOLF COURSE UPDATE

EMERGENCY AND COMMUNITY SERVICES
COMMITTEE MEETING
SEPTEMBER 19, 2024

- Overview of Current Properties and Land Use
- Overview of Current Programs and Services
- Historical Deliverables
- Course Utilization and Expenditures
- Summary of Capital Infrastructure
- Overview on Water/Pesticide/Fertilizer Use
- Emerging Trends
- Linkages to Other City Strategies



PRESENTATION FOCUS

- Report HSC24002 Municipal Golf Course Update provides a detailed response to the Council Directed motion.
- This presentation will provide a summary of the different areas that the report addresses.
- Multi-departmental response to the Council Motion.
- No staff recommendations will be presented in relation to the report.
- The presentation and report provides an opportunity to further discuss the direction needed for the future.

PROPERTY INFORMATION

- The City of Hamilton operates 3 courses at 2 locations.
- King's Forest Municipal Golf Course
 - King's Forest Course - Celebrated 50th Anniversary
- Chedoke Civic Golf Course –Celebrating 100th Anniversary
 - Beddoe Course
 - Martin Course
 - Stanley Thompson designed courses
- Lands owned by the City of Hamilton.
- Transfer of Lands records do not indicate any restrictions as to the use that is to be made of the lands from the sale.

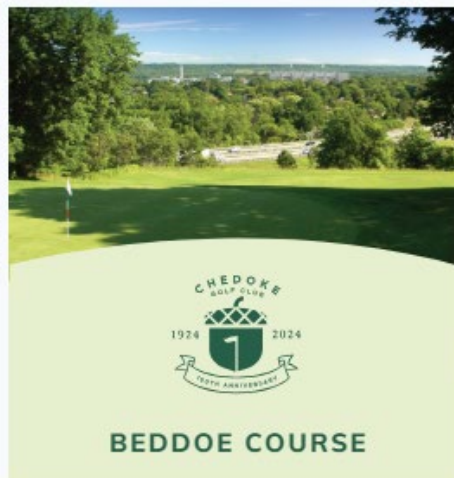


PLANNING JURISDICTION

- The Golf Courses fall under the jurisdiction of the Niagara Escarpment Plan, Development Control Area.
 - All development/changes to land use must go through the approval process via the Niagara Escarpment Commission.
 - The completion of the next review of the Niagara Escarpment Plan is 5 or more years away.
- The Urban Hamilton Official Plan Schedule E – Urban Structure identifies the following:
 - Chedoke Golf Course lands as “Neighbourhoods” and Schedule E-1 designates the lands as “Open Space”.
 - King’s Forest Golf Course lands as “Major Open Space” and Schedule E-1 designates the lands as “Open Space”.

ZONING BYLAW

- Chedoke Golf Courses is zoned “A” (Conservation, Open Space, Park and Recreation)
- King’s Forest Municipal Golf Course and the adjacent recreational areas are represented in multiple zoning categories
 - Zone “A” (Conservation, Open Space, Park and Recreation)
 - Zone “B” (Suburban Agriculture and Residential)
 - Zone “C” (Urban Protect Residential)



PROGRAMS AND SERVICES

- Both locations are operated by City of Hamilton Staff
 - 8 full-time (golf operations & golf services)
 - 12 summer students
 - Various part-time staff (grass cutters, golf shop attendants, servers, cooks)
 - Support by other full-time staff in the Sport Services Unit (food services & events staff)
 - Countless volunteers that support seasonal operations

- Include Pro Shops
- Food & Beverage Offerings
- Tournaments
- Summer Camps and Lessons
- Event space for meetings and special events
- Alternative uses in non-traditional season



HISTORICAL DELIVERABLES

- Manage and operate golf courses from 2007-2016

The Objectives

- Increase revenue by 5% annually during 10-year Business Plan
- Increase membership by 39% over the 10-year period
- Fund capital investments slated at \$12.7 M entirely from operations of the course
- Consolidate staff under one functional area

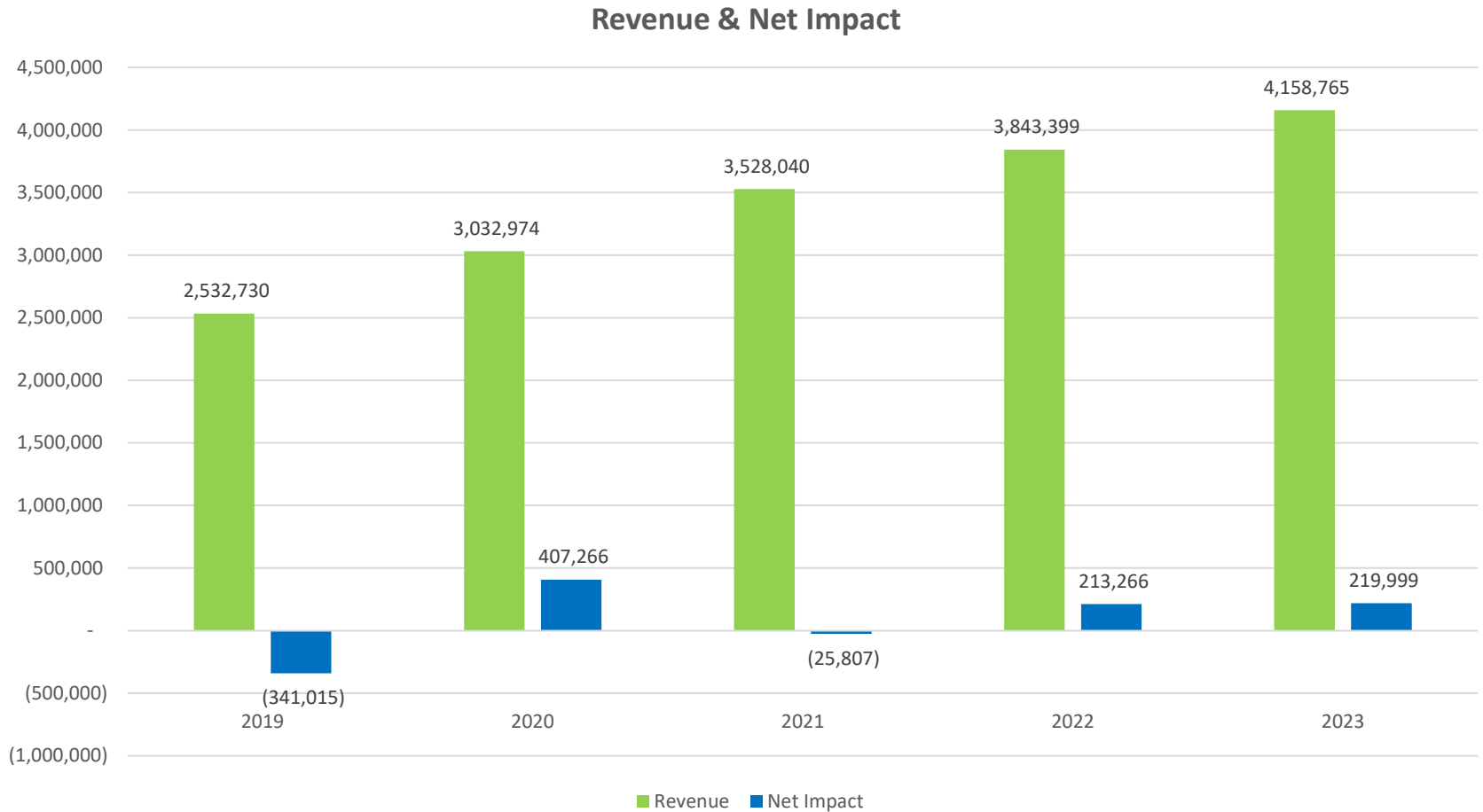
Year	Chedoke Rounds	King's Forest Rounds	Total Rounds
2009	47,296	31,988	79,284
2010	41,236	30,339	71,575
2011	38,632	29,290	67,922
2012	34,413	30,116	64,529
2013	29,079	29,176	58,255
2014	24,655	23,560	48,215
2015	29,499	22,961	52,460
2016	30,339	24,314	54,653
2017	29,084	22,261	51,345
2018	30,328	24,314	54,642
2019	39,282	27,849	67,131
2020	52,394	29,722	82,116
2021	53,034	28,411	81,445
2022	52,026	34,585	86,611
2023	54,268	35,986	90,254

FINANCIAL OUTLOOK

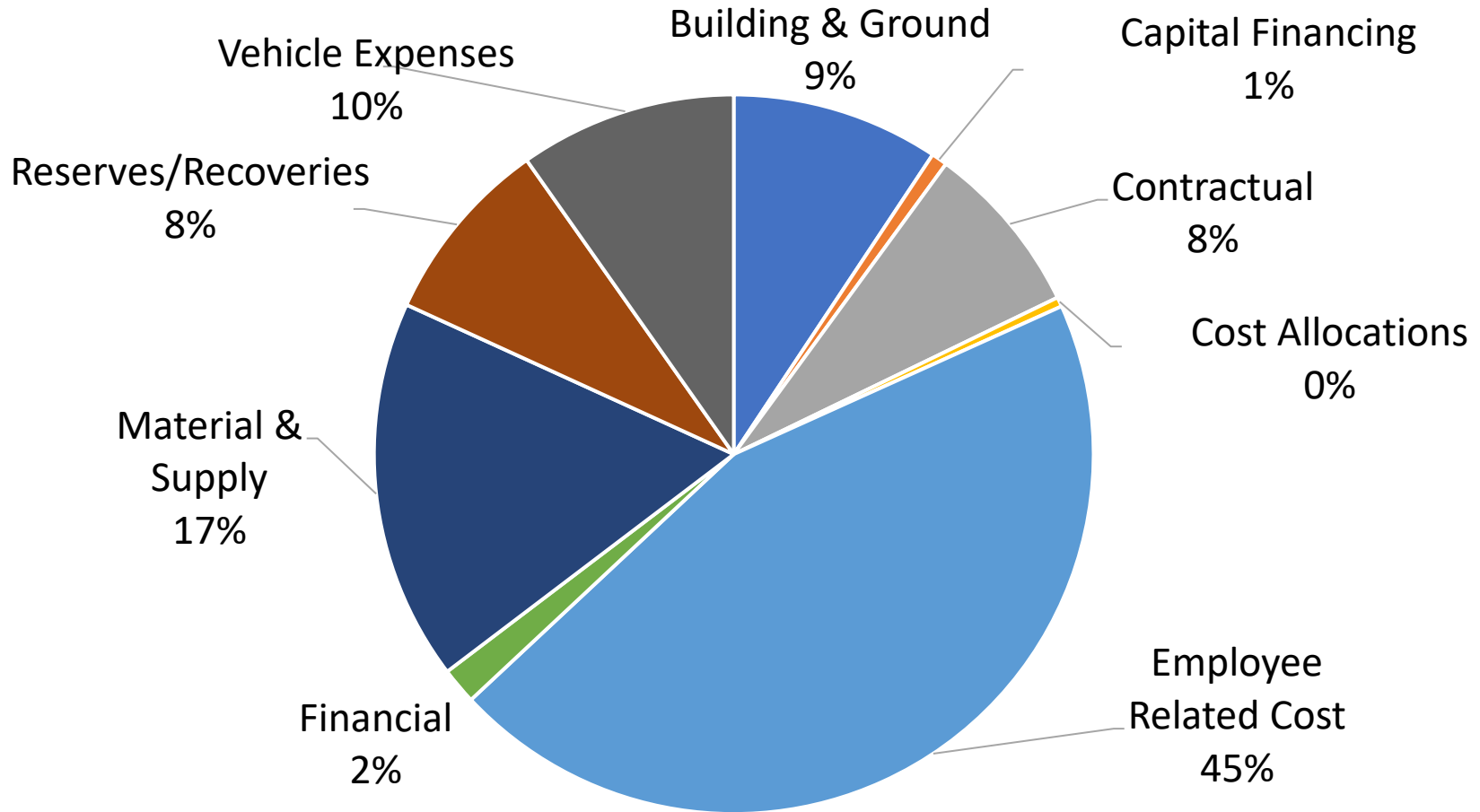
Chedoke	Revenue	Expenses	Net
2009	(\$2,159,652)	\$2,159,652	\$0
2010	(\$1,808,973)	\$1,808,973	\$0
2011	(\$1,496,059)	\$1,496,061	\$2
2012	(\$1,506,124)	\$1,506,128	\$4
2013	(\$1,499,558)	\$1,499,557	(\$1)
2014	(\$1,243,615)	\$1,578,825	\$335,210
2015	(\$1,310,534)	\$1,310,534	\$0
2016	(\$1,339,768)	\$1,663,526	\$323,758
2017	(\$1,354,606)	\$1,515,585	\$160,979
2018	(\$1,144,573)	\$1,282,416	\$137,843
2019	(\$1,151,083)	\$1,346,653	\$195,570
2020	(\$1,750,779)	\$1,344,713	(\$406,066)
2021	(\$1,765,132)	\$1,657,301	(\$107,831)
2022	(\$1,917,389)	\$1,895,058	(\$22,331)
2023	(\$2,156,594)	\$1,902,206	(\$254,388)

King's Forest	Revenue	Expenses	Net
2009	(\$2,216,086)	\$2,203,285	(\$12,801)
2010	(\$1,639,786)	\$1,639,784	(\$2)
2011	(\$1,376,429)	\$1,376,427	(\$2)
2012	(\$1,488,352)	\$1,488,353	\$1
2013	(\$1,505,363)	\$1,505,363	\$0
2014	(\$1,350,216)	\$1,350,216	\$0
2015	(\$1,633,783)	\$1,633,783	\$0
2016	(\$1,422,544)	\$1,366,264	(\$56,280)
2017	(\$1,343,491)	\$1,582,662	\$239,171
2018	(\$1,481,032)	\$1,616,280	\$135,248
2019	(\$1,381,648)	\$1,527,093	\$145,445
2020	(\$1,282,195)	\$1,280,996	(\$1,199)
2021	(\$1,762,908)	\$1,896,545	\$133,637
2022	(\$1,926,010)	\$1,735,075	(\$190,935)
2023	(\$2,002,170)	\$2,036,560	\$34,390

REVENUE & NET IMPACT 2019-2023



OPERATING EXPENSES 2023



CAPITAL INFRASTRUCTURE

Facility	Replacement Value	10 Year Building Condition Assessment
Chedoke Golf Course	\$5,056,468	\$2,631,370
King's Forest Golf Course	\$7,828,833	\$3,399,954

- Clubhouses
- Storage facilities
- Washrooms
- Pumphouses
- Maintenance Buildings



MANAGEMENT OF WATER

WATER CONSUMPTION (m3)		
Year	Chedoke	King's Forest
2018	36,838	10,100
2019	23,231	6,125
2020	65,431	3,701
2021	58,823	4,552
2022	110,828	4,859
2023	29,905	3,614

FERTILIZER/PESTICIDE USE

- Protecting our community's environment is our top priority.
- Safe use of fertilizers/pesticides only when necessary.
- Both golf courses meet Integrated Pest Management Council of Canada requirements including rigorous testing and evaluation on an annual basis.
- While the municipal golf courses continually meet and exceed the legislated requirements of the Integrated Pest Management Council of Canada, staff continue to strive to minimize the requirements for using pesticides/fertilizers each year.

EMERGING TRENDS

- Market trend analysis for the 2023 season was conducted by GGA Partners.
- Approaching capacity at King's Forest, available capacity at Chedoke; realistic annual rounds is 38.4 K.
- Revenue growth has been driven by usage and not by rates.
- Cart fees and discounted opportunities are well aligned to the industry.
- Movement away from a traditional membership packages.
- Increased flexibility of golfers to play at varying times.
- Recruitment and retention of qualified staff showing to be a consistent challenge.
- Increased reliance on technology.
- Various municipal operating models and focus.

LINKAGE TO CITY STRATEGIES/PLANS



- Parks Master Plan
- Urban Forest Strategy
- Biodiversity Action Plan
- Climate Action Strategy
- Watershed Action Plan
- Recreation Master Plan

PARKS MASTER PLAN

- The Parks Master Plan identified a 98-hectare shortfall for long-term parkland needs.
- The identified focus for staff is the acquisition of neighbourhood level green space.
- At this point neither of the City's golf courses are located within the targeted parkland acquisition areas.
- The plan does open the door to repurposing surplus land as a potential to expand parkland and/or passive recreation space.

URBAN FORESTRY STRATEGY



URBAN FORESTRY STRATEGY

- This is the City's roadmap for a sustainable urban forest and focuses on planting, protection and maintenance of the urban forest.
- City-wide target of 40% tree canopy by 2050.
- The tree canopy coverage at the golf courses was calculated in 2023 as 66% for King's Forest and 45% for Chedoke;
- The golf courses play a part in Hamilton's green infrastructure by having an above target tree canopy.
- 400 trees were planted in 2023 at King's Forest and Chedoke Golf Courses.

BIODIVERSITY ACTION PLAN

- The Biodiversity Action Plan (BAP) is a coordinated effort between the City and local conservation community partners to protect, restore, enhance and explore biodiversity in Hamilton.
- Of the 7 key priorities of the draft Biodiversity Action Plan, the golf course have links to 4 key priorities.



BIODIVERSITY ACTION PLAN

Planning Focus

- **Key Priority #3:** Protect, restore, and enhance natural areas within Hamilton to support biodiversity, establish and enhance core areas, connect fragmented habitats, and enhance ecosystem functions.
- **Key Priority #7:** Ensure impacts on or improvements to local biodiversity are clearly considered in all municipal decision making related to the development or use of urban and rural lands.

BIODIVERSITY ACTION PLAN

Operations Focus

- Key Priority #5: Protect Hamilton's biodiversity by implementing coordinated, city-wide efforts to manage invasive species.
- Key Priority #6: Enhance local aquatic habitats through sustainable stormwater management practices and restoration of degraded watercourses, waterbodies, and wetlands.

- Golf courses can assist in achieving net-zero carbon emissions by 2050.

Community Energy and Emissions Plan

- #2 – Transforming our Buildings
- #3 – Changing How we Move
- #5 – Growing Green

Climate Change Impact Adaptation Plan

- #1 – Built Environment
- #2 – People and Health
- #3 – Natural Environment, Agriculture and Water
- #4 – Energy and Economy

WATERSHED ACTION PLAN

- Currently in development the Watershed Action Plan seeks to identify and guide work to address non-point-source contamination.
- An identified action plan for the golf course is to identify the best stormwater management practices to improve the quantity and quality of run off from golf course operations



- The plan has identified the need to:
 - Provide affordable and accessible opportunities for our golf courses.
 - Seek innovative programming, partnerships and a financially responsible operating model.

Short Term Actions

- Develop a strategy to guide a long-term vision for the City's municipal golf courses and related services.
- The golf courses are also included in the Recreation Master Plan Implementation Strategy from a capital perspective.
- Corporate Asset Management plan has highlighted the capital needs related to our golf courses as a subset of Recreation. 28




Hamilton

QUESTIONS?



INFORMATION REPORT

TO:	Chair and Members Emergency and Community Services Committee
COMMITTEE DATE:	September 19, 2024
SUBJECT/REPORT NO:	Hamilton's Plan for an Age-Friendly Community: 2023 Community Progress Report (HSC24007) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Lisa Maychak (905) 546-2424 Ext. 1721
SUBMITTED BY:	Holly Odoardi Senior Administrator, Long Term Care Healthy and Safe Communities Department
SIGNATURE:	

COUNCIL DIRECTION

Not applicable

INFORMATION

The purpose of this report is to provide an update around Age-Friendly progress in Hamilton. Hamilton's Plan for an Age-Friendly Community (2021-2026) is a "community plan," meaning it is the responsibility of all stakeholders to make Hamilton an Age-Friendly community. The City of Hamilton is currently home to 183,265 residents age 55+ which represents 32% of the population, and by 2041 this number is expected to double. This trend is also projected globally. According to the World Health Organization, by 2030 it's expected that there will be 1.4 billion over the age of 60 and 2.5 billion by 2050. Hamilton has been proactive in planning for the needs and priorities of older adults in Hamilton since 2013 when the City of Hamilton, Hamilton Council on Aging (HCoA) and Seniors Advisory Committee (SAC) partnered and started planning for Hamilton's first Age-Friendly Plan.

In 2021, Hamilton's second Age-Friendly plan, Hamilton's Plan for an Age-Friendly Community (2021-2026) (<https://www.hamilton.ca/people-programs/adults-55-services/age-friendly-hamilton>) was launched. Like the first plan, it aligns with the City's vision to be "the best place to raise a child and age successfully" and is built on the

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SUBJECT: Hamilton's Plan for an Age-Friendly Community: 2023 Community Progress Report (HSC24007) (City Wide) - Page 2 of 8

same vision and principles. A new principle, “building a dementia-friendly community” was added as the three partners identified the importance of preserving the safety and well-being of those living with dementia, but also value these individuals as vital members of our community.

Hamilton’s second and current Age-Friendly plan includes seven strategic goals, 21 objectives and 61 recommendations.

Strategic Goals:



Since 2021, the City of Hamilton, Hamilton Council on Aging and Seniors Advisory Committee have shifted their focus community consultation to implementation. The Age-Friendly Collaborative Committee (AFCC) has the responsibility of creating awareness of Hamilton’s Plan for an Age-Friendly Community and ensures that the objectives in the plan are achieved. The Age-Friendly Collaborative Committee is comprised of membership from the three key partners, as well as 19 goal champions who create and mobilize activities and foster collaboration to advance the goals of Hamilton’s Age-Friendly plan. Goal champions include staff from various City departments and representatives from community organizations. The Age-Friendly Governance Committee (AFGC) provides overall guidance and support to the Age-Friendly Collaborative Committee and includes two representatives from each of the three key partners.

2023 Age-Friendly Hamilton Community Progress Survey:

The Age-Friendly Collaborative Committee developed and launched their first survey in 2021 with the goal of identifying Age-Friendly practices that were implemented by community groups, organizations, the public sector, and businesses in Hamilton. These first survey results identified 23 Age-Friendly practices that aligned with the goals and objectives of Hamilton’s Age-Friendly plan, which informed Hamilton’s 2021 Age-Friendly Community Progress Report (HSC22031). Results from a second survey

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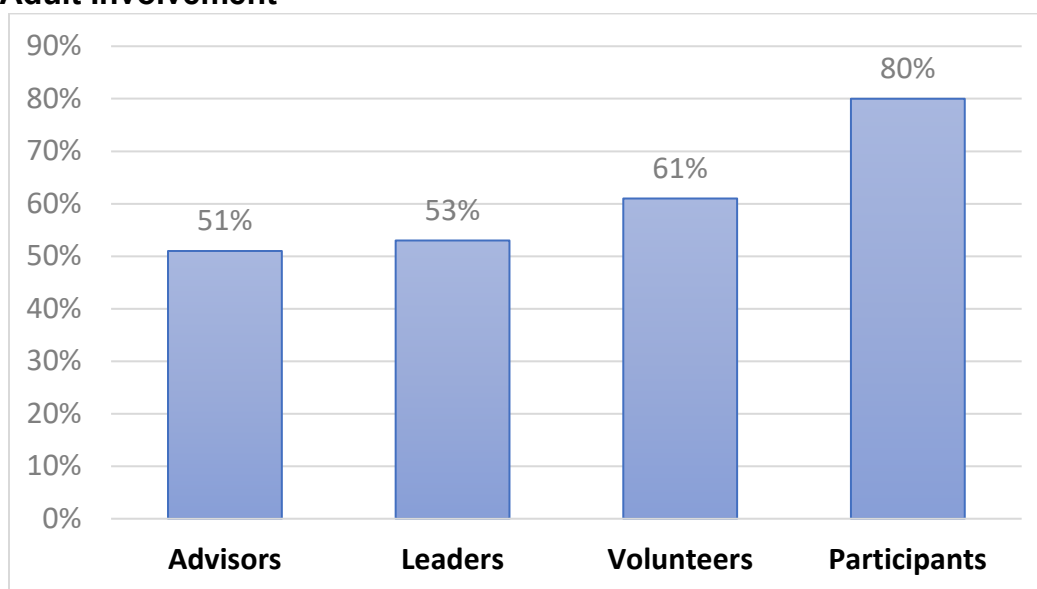
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SUBJECT: Hamilton's Plan for an Age-Friendly Community: 2023 Community Progress Report (HSC24007) (City Wide) - Page 3 of 8

disseminated in 2022 included a total of 50 Age-Friendly practices shared through Hamilton's 2022 Age-Friendly Community Progress Report (HSC23034) in June 2023.

In January 2024, the 2023 Age-Friendly Hamilton Community Progress survey opened and was disseminated to community groups, organizations, the public sector, and businesses in Hamilton. A total of 81 Age-Friendly success stories were submitted from 62 distinct stakeholders. There was expanded outreach and input from diverse groups and various sectors, and older adults were primary contributors as advisors, leaders, volunteers, and participants to Age-Friendly success stories. Results from the survey informed the 2023 Age-Friendly Hamilton Community Progress Report, attached as Appendix "A" to Report HSC24007.

Older Adult Involvement



Survey respondents could indicate that older adults were involved in the Age-Friendly success story in multiple roles. For example, an older adult could have participated as both an advisor and volunteer.

Examples of 2023 Age-Friendly Success Stories identified through the Survey:

Goal 1: Housing

Housing Accelerator Fund : The City of Hamilton secured \$93.5 million from the federal government's Housing Accelerator Fund to develop 2,675 housing units over three years. This funding supports diverse housing initiatives, including development of Accessory Dwelling Units for multi-generational living.

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Hamilton East Kiwanis Non-Profit Homes Incorporated: A 50-unit apartment building, located at 1880 Main Street West was purchased to provide affordable and sustainable housing for senior residents.

Goal 2: Transportation

Cycling Without Age, Hamilton and Burlington Chapter: 627 seniors received free trishaw rides with the goal of enhancing their mobility and enjoyment of outdoor activities. Supported by 30 dedicated volunteers, Cycling Without Age expanded its outreach to care facilities and community events.

Goal 3: Information and Communication

McMaster Institute for Research on Aging (MIRA): The Voice Community Engagement Platform launched to connect older adults and caregivers to research studies and events. This global community shares insights to shape aging research and outcomes, fostering collaboration and learning opportunities at McMaster University.

Goal 4: Health and Community Services

Seniors4Change Program: Offers evidence-informed free workshops, including a six-week Positive Aging course, a three-week Navigating the Healthcare System course, and Let's Get Moving workshops (Let's Take the Bus, Let's Drive a Car, and Let's Start a Walking Group). Older adult volunteer facilitators with backgrounds in healthcare and education bring their expertise and experience to facilitate workshops to their peers. In 2023, in collaboration with 40 partners, the Hamilton Council on Aging delivered 89 workshops to 1,093 older adults. The United Way of Halton and Hamilton have reinvested in this program by providing funding of \$40,000 annually over three years.

Seniors at Risk Community Collaborative (SaRCC): Supported by staff in the City's Healthy and Safe Communities Department, this collaborative successfully resumed meeting in 2023 since pre-pandemic times, and currently has over 40 member organizations dedicated to supporting seniors at risk. This collaborative is actively enhancing collaboration and communication among its members, aiming to reduce senior social isolation through a collective impact model. Currently, this collaborative is developing a local elder abuse prevention network.

LiveWell: Offered by the YMCA of Hamilton, Burlington, Brantford is a collaboration involving the YMCA, Hamilton Health Sciences, the Geriatric Education and Research in Aging Sciences (GERAS) Centre for Aging Research, and McMaster University to promote wellness among older adults

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SUBJECT: Hamilton's Plan for an Age-Friendly Community: 2023 Community Progress Report (HSC24007) (City Wide) - Page 5 of 8

through evidence-based programs. In 2023, they launched Optimal Fitness, a trial for 324 older adults to improve physical function, which integrates neuroplasticity principles with diverse dance styles to enhance strength, mobility, and daily activities.

Goal 5: Social Participation: Recreation, Learning, Arts and Culture

Empowerment Dementia-Friendly Communities Project: The Hamilton Council on Aging is building on the success of the Empowerment Dementia Friendly Communities Hamilton-Haldimand project (2020-2023) with a new \$722,593 investment from the Public Health Agency of Canada for 2023-2025. This phase aims to support the communities of Hamilton, Haldimand, Halton, and Six Nations of the Grand River in further developing and sustaining Dementia Empowerment Groups. The number of these groups which are led by citizens with mild to moderate dementia has significantly increased, demonstrating their value and meaningful impact. The project will support groups to co-design a "how to" guide and establish the Dementia Empowerment Network for mutual support and a collective voice.

Social Participation Resource Guide: Developed by the City's Recreation Division (Seniors Services) and launched in 2023, the guide offers older adults age 55+ comprehensive information on accessing programs and services. This guide enhances social participation by connecting seniors with community opportunities and fostering awareness of available resources.

Artful Moments and Dementia-Friendly Gallery Days: The Art Gallery of Hamilton offers inclusive arts experiences for people living with dementia and their families. In 2023, the program facilitated over 500 experiences and supported other museums in launching similar initiatives.

Goal 6: Civic Engagement, Volunteerism and Employment

United Nations International Day of Older Persons: October 1st each year is marked with a public event that is organized by various retiree organizations, the United Way, Hamilton Council on Aging, Seniors Advisory Committee and City staff. This collaborative effort raises awareness about issues affecting older adults, celebrates their contributions, and advocates for their rights and well-being.

Senior of the Year Awards 2023 marked the 28th year for this recognition event. The City of Hamilton's Senior of the Years Awards honours residents age 65+ who have voluntarily contributed to the social, cultural, or civic life of the

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community. There are nine award categories including Senior of the Year and in 2023, 29 nominees were celebrated by 270 guests who attended the event.

2024 Age-Friendly Achievements:

Since January 2024, members of the Age-Friendly Collaborative Committee, comprised of City staff, the Hamilton Council on Aging, Seniors Advisory Committee, and community partners have made additional Age-Friendly progress, aligning with the strategic goals of the 2021-2026 plan.

1. An Age-Friendly Equity, Diversity, and Inclusion (EDI) Strategy

In the Fall of 2023, the Age-Friendly Collaborative Committee took the first step towards implementing an equity, diversity, and inclusion framework. The committee engaged Intersecting: Anti-Racism and Anti-Oppression consultants as their next step. In 2024, various engagement methods were implemented, including a survey and consultation with Age-Friendly Collaborative Committee members, a community forum with approximately 100 older adults, community groups and organizations was facilitated, and approximately 250 older adults attended a presentation on the topic of equity, diversity, and inclusion at the annual Seniors Kick-off event.

Feedback compiled from all engagement activities identified 14 priority areas for the Age-Friendly Collaborative Committee as well as 11 indicators of success for creating an equitable, diverse, and inclusive community for older adults. A few priorities include meeting people where they are, being visible, and consulting experts/those with lived experience. Some indicators of success include cross-sectoral collaboration, involving people from diverse backgrounds, succession planning, and cultural humility. The full report, Age-Friendly Hamilton Equity, Diversity, and Inclusion Strategy: Recommendation Report is attached as Appendix "B" to Report HSC24007.

2. Communications Survey for Older Adults

Developed by the Seniors Advisory Committee in collaboration with City staff with the goal of learning the type of information older adults are currently seeking and their preferred communication methods for receiving information. The survey was open over two months (March to May 2023) and was available online on the Engage Hamilton website and print copies were made available at all City of Hamilton seniors and recreation centres. A total of 326 completed surveys were submitted. The end goal is to share survey results with City staff and community organizations who serve and support older adults. An infographic with Results of

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SUBJECT: Hamilton's Plan for an Age-Friendly Community: 2023 Community Progress Report (HSC24007) (City Wide) - Page 7 of 8

the Communications Survey for Older Adults is attached as Appendix “C” to Report HSC24007.

3. Housing Guide for Older Adults

In collaboration with City Lab, McMaster University, and City staff, the Seniors Advisory Committee developed a comprehensive housing guide for older adults living in Hamilton. The guide includes descriptions on various types of housing including rental and ownership, housing with supports, financial benefits, home safety, and additional housing resources.

4. Seniors Kick-off Event

An annual event hosted in June during Seniors’ Month, is coordinated by City staff in partnership with the Hamilton Council on Aging and Seniors Advisory Committee. This free event offers a lunch, an information and wellness fair with exhibitors from the non-profit, public, and private sectors, and several presentations are facilitated on various topics relevant to seniors. In 2024, approximately 650 older adults attended the event which included 71 exhibitors. Over \$15,000 in cash sponsorship and donations as well as in-kind support was secured, which was key to the event’s overall success.

Next Steps:

In 2024, members of the Age-Friendly Collaborative Committee as well as City staff have identified key priorities as part of their work plan:

- The Age-Friendly Equity, Diversity, and Inclusion (EDI) Strategy will guide the development of a Strategic Communication and Diverse Community Engagement Strategy in 2025 that will raise awareness, enhance community engagement and participation, and prepare the Age-Friendly Collaborative Committee for consultations to shape Hamilton’s third Age-Friendly Plan.
- With support from City staff in the Healthy and Safe Communities Department, the Seniors at Risk Community Collaborative (SaRCC) will continue their collaborative work, including the development of an elder abuse prevention network.
- City staff lead for Hamilton’s Age-Friendly Plan will continue to raise awareness internally and encourage staff engagement, as well as continue to collaborate with various City departments to track and report City-led actions, projects and initiatives that align with Hamilton’s Age-Friendly Plan.,

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- The Age-Friendly Collaborative Committee will disseminate the 2024 Age-Friendly Community Progress survey to community groups, organizations, the public sector, and local businesses in Hamilton to link 2024 Age-Friendly success stories with the goals and objectives of Hamilton's Plan for an Age-Friendly Community (2021-2026), which will then inform a report to be developed and launched in 2025.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report HSC24007: Hamilton's Plan for an Age-Friendly Community, 2023 Community Progress Report

Appendix "B" to Report HSC24007: Age-Friendly Hamilton Equity, Diversity, and Inclusion Strategy: Recommendation Report

Appendix "C" to Report HSC24007: Results of the Communication Survey for Older Adults (Infographic)

2023 COMMUNITY PROGRESS REPORT

2021-2026

HAMILTON'S PLAN FOR AN AGE FRIENDLY COMMUNITY



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- Goal 3 Information and Communication
- Goal 4 Health and Community Services
- Goal 5 Social Participation
- Goal 6 Civic Engagment
- Goal 7 Outdoor Spaces

CREATING OUR INCLUSIVE AGE-FRIENDLY HAMILTON 18

MOVING FORWARD 18



FORWARD

We are pleased to share with you the 2023 Community Progress Report, highlighting our progress and achievements as we continue to work towards making Hamilton an Age-Friendly community.

Since 2007, Age-Friendly Hamilton has been dedicated to promoting positive aging and supporting older adults in our community. The 2021-2026 Hamilton's Plan for an Age-Friendly Community has guided our efforts to achieve progress.

Highlights from 2023 include:

- A 60% increase in survey submissions compared to 2022, resulting in 81 success stories from diverse stakeholders.
- Collaboration with the Hamilton Public Library and the Redbook to enhance our local information and referral system, ensuring improved access to community resources.
- Developing our Equity, Diversity, and Inclusion (EDI) initiative with extensive community outreach to foster inclusivity and community engagement.
- Increased outreach and engagement with older adults and diverse stakeholders contributing to our Age-Friendly Hamilton vision.

We extend our sincere gratitude to our partners, the Hamilton Council on Aging, City of Hamilton, Seniors Advisory Committee, Age-Friendly Hamilton Community Collaborative goal champions, strategic partners, and all community members for your continued support and dedication to this important work.

Thank you to all organizations, groups, and individuals who contributed to this report by sharing your success stories. We are thrilled to be growing our Age-Friendly Hamilton, where every older adult can age successfully in our community.

Warm regards,

Angie Armstrong
Chair, Age-Friendly Hamilton

VISION STATEMENT

The 2021-2026 plan builds on Hamilton’s previous plan and, as a result, we have maintained a consistent vision for moving forward. “Creating a more Age-Friendly Hamilton is a shared responsibility. It requires coordinated advocacy and planning commitments from all three levels of government, the private sector, the non-profit sectors and the community. In implementing this plan, Hamilton will become a better place for people to live, play, work, learn, raise a child and grow old when:

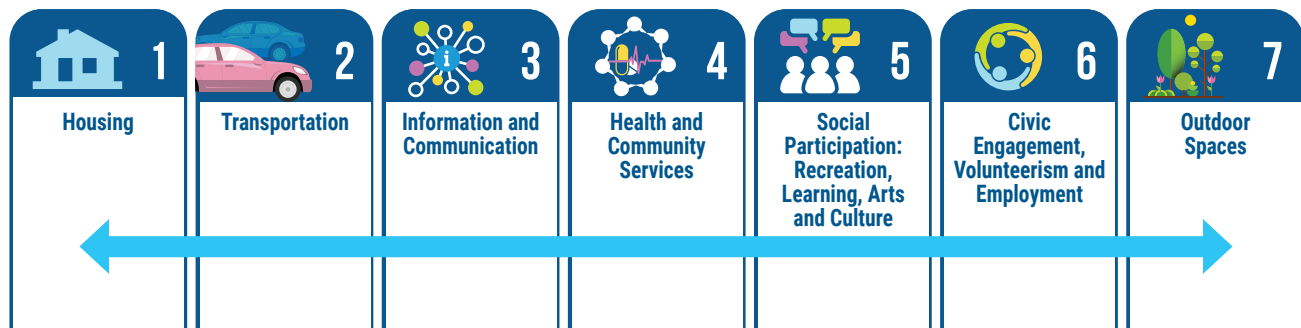
All residents of Hamilton are respected in community life regardless of age, ethnicity, race, gender, ability and background. Policy and planning engages residents, reflects diversity, fosters social connectivity, and provides the opportunity for active living and aging in place. Social connectivity links people to each other, places and services thus advancing health and well-being, which increasing the city’s social capital.

PRINCIPLES

1. Creating supportive and enabling environments where hospitality is practiced, and accessibility is the norm.
2. Optimizing opportunities for health, participation, security and life-long learning across the life cycle. Health refers to physical, mental, social and spiritual well-being.
3. Equity, inclusion, and respect; recognizing the diversity of older adults including their wide range of interests, cultural practices, capacities, and resources while reducing barriers to social connectivity that result from differences.
4. Building a dementia-friendly community in which dementia-friendly environments, opportunities and supports for individuals living with dementia and their care partners are understood and fully integrated into the overall Age-Friendly Plan.
5. An informed community that practices accountability and transparency while facilitating personal, social and system connectivity.
6. Community and neighbourhood capacity building.
7. Effective public service, delivered with integrity, that is adaptive, dynamic and uses an equity and inclusion lens and that is responsive to individual and collective needs as well as emerging opportunities while delivering value for money spent.
8. Community engagement, where people have meaningful opportunities to have a say in designing services and influencing decisions that affect them.

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STRATEGIC GOALS



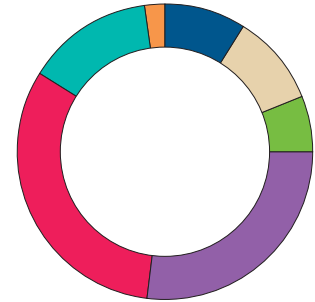
2023 AGE-FRIENDLY HAMILTON SUCCESS SURVEY RESULTS

Total Submissions 81

Total Unique Individuals/Groups/Organizations..... 62

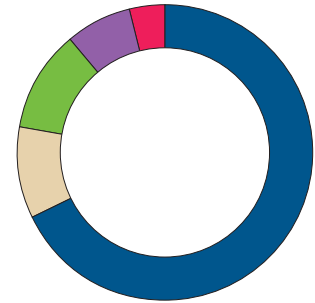
SUBMISSIONS BY GOAL

AF GOAL	# Submissions	Percentage
Housing	7	9%
Transportation	8	10%
Information and Communication	5	6%
Health and Community Services	22	27%
Social Participation	26	32%
Civic Engagement	11	14%
Outdoor Spaces	2	2%



SUBMISSIONS BY SECTOR

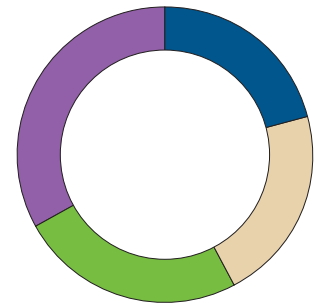
	#	Percentage
Not-for-Profit/Voluntary	55	68%
Private (Business)	8	10%
Public (City)	9	11%
Public (Health)	6	7%
Public (Education)	3	4%



OLDER ADULT INVOLVEMENT IN SUCCESS STORY

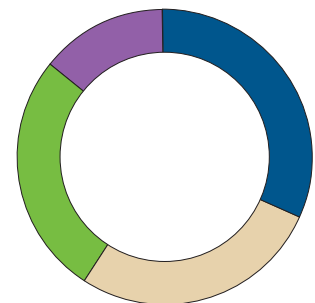
Survey respondents could indicate if older adults were involved in multiple roles.

	Percentage
Advisors	51.32%
Leaders	52.63%
Volunteers	60.53%
Participants	80.26%




RESOURCES CONTRIBUTING TO THE SUCCESS STORY

	Percentage
Financial	61.73%
Volunteer	53.09%
In-kind	51.85%
Other	27.16%



2023 AGE-FRIENDLY HAMILTON SUCCESS STORIES

Thank you to the following organizations, groups, and individuals for your contributions to this report and for the important work you do in making Hamilton an Age-Friendly community.

<h2>GOAL 1 - HOUSING </h2>	
ORGANIZATION	AGE-FRIENDLY SUCCESS STORY
Agro Zaffiro, LLP	Legal expertise through sharing information regarding estate planning in Opinion Editorials in the Hamilton Spectator.
Corktown Co-operative Homes Incorporated	Improved accessibility for tenants through the installation of grab bars in bathtubs, modified toilet seats, removal of round doorknobs, and other measures to enhance safety and reduce the risk of falls.
City of Hamilton, Housing Services Division	The City of Hamilton secured \$93.5 Million from the Federal government's Housing Accelerator Fund to develop 2,675 housing units over three years. This funding supports diverse housing initiatives, including development of Accessory Dwelling Units for multi-generational living.
Hamilton Baptist Homes	Improved accessibility for tenants through the installation of lever door handles in new units to improve accessibility.
Hamilton East Kiwanis Non-Profit Homes Incorporated	A 50-unit apartment building, located at 1880 Main Street West was purchased to provide affordable and sustainable housing for senior residents.
Indwell	Short Term Assistive Response Team (START) provides intensive case management to help tenants, especially seniors age in place, connect with external supports and access funding for supports.
McMaster University	Students from McMaster University's Occupational Therapy program conducted research and provided design consultation to St. Matthew's House for their new build project that aims to provide affordable housing for older adults from Indigenous and Black communities.

GOAL 2 - TRANSPORTATION



ORGANIZATION	AGE-FRIENDLY SUCCESS STORY
Ancaster Community Services	The Assisted Volunteer Driving Program grew by over 50% by recruiting and training 15 new volunteers to help seniors attend medical appointments, ensuring access to essential preventative health services for older adults living in Ancaster.
City of Hamilton, Transportation Planning Division	Open Streets was an initiative to provide safe space for pedestrians and cyclists. Cycling Without Age also provided rides for seniors and others unable to cycle on their own. King Street East in downtown Hamilton was temporarily transformed into an urban linear park, therefore closed to vehicles.
Cycle Hamilton	Cycle Hamilton collaborated with Hamilton Bikeshare and the Everyone Rides program to organize all ages and abilities group rides, promoting biking for both recreation and transportation purposes.
Cycling without Age (CWA)- Hamilton & Burlington Chapter	627 seniors received free trishaw rides with the goal of enhancing their mobility and enjoyment of outdoor activities. Supported by 30 dedicated volunteers, CWA expanded its outreach to care facilities and community events.
Flamborough Connects	Flamborough Drives provides transportation services for essential errands and shopping, fostering independence and community connectivity among seniors.
Hamilton Bike Share	Hamilton Bike Share hosted two workshops and offered over 500 rides at the Gage Park Adaptive Bike Hub, promoting active aging and enhanced accessibility for all participants.
Hamilton Council on Aging (HCoA)	HCoA piloted "Let's Start a Walking Group" with Shalom Village, promoting seniors' health and social engagement. With funding from New Horizons HCoA aims to start 10 new senior walking groups across Hamilton in 2024.
Hamilton Council on Aging (HCoA)	HCoA received funding from New Horizons to continue providing the Let's Get Moving workshop series, including "Let's Take the Bus" in partnership with the Hamilton Street Railway (HSR), "Let's Drive a Car," and "Let's Take a Walk" to empower seniors to connect and remain active in their communities.



Cycling Without Age at Open Streets

Everyone Rides Program, Cycle Hamilton and Hamilton Bike Share



GOAL 3 - INFORMATION & COMMUNICATION



ORGANIZATION	AGE-FRIENDLY SUCCESS STORY
Cogeco and Computer Help for Adults	The Cogeco Classroom partners with seniors to enhance their digital literacy through interactive sessions covering basic online navigation, popular programs, and recognizing fraud. This program ensures seniors can navigate technology confidently and receive personalized assistance with their devices to stay safe online.
Hamilton Aging in Community	The Intergenerational Memoir Project featured 55 events for seniors, including a special panel on aging among Indigenous seniors. Collaborations with local partners boosted community engagement with over 2000 seniors reached.
McMaster Institute for Research on Aging, McMaster University	The Voice Community Engagement Platform launched to connect older adults and caregivers to research studies and events. This global community shares insights to shape aging research and outcomes, fostering collaboration and learning opportunities at McMaster University.
YWCA Hamilton	YWCA's Makers Space at 52 Ottawa Street North introduced the 55+ community to 3D printing with demonstrations and education to engage seniors and foster connections with younger generations.



YWCA Hamilton Makers Space

GOAL 4 - HEALTH & COMMUNITY SERVICES



ORGANIZATION	AGE-FRIENDLY SUCCESS STORY
Alzheimer Society-Brant, Haldimand-Norfolk, Hamilton, Halton	Living Well with Dementia Program: The Alzheimer Society partnered with a person who lives with young onset dementia, to share her personal journey and educate grade 12 students at St. Thomas More High School. The message aimed to challenge the stigma associated with dementia, highlighting that individuals can lead active lives despite their condition.
McMaster University, Aging Swallow Research Lab	Through collaborations with local speech language pathologists and physicians, swallowing assessments were provided to 86 older adults to understand the nature of their swallowing and associated difficulties and connecting them with resources and supports.
Ancaster Community Services	<p>Shopping for Seniors provides essential grocery shopping services to older adults in Ancaster. Volunteers shop and deliver groceries based on client lists, thus supporting aging in place, and ensuring seniors maintain autonomy by selecting their own groceries.</p> <p>The Frozen Meal program expanded subsidized meal offerings for low-income seniors in Ancaster. Increased meal provisions ensured that more seniors accessed nutritious meals.</p> <p>The Meals on Wheels program has evolved to offer a variety of meal options tailored to client preferences. This client-centre approach promotes dignity and autonomy.</p>
Compassionate Hamilton	In collaboration with community partners, Dr. Erin Gallagher, a palliative care physician hosted an event to explore themes of death, dying, loss, grief, and bereavement. With 45 exhibitors and a panel discussion, the event fostered diverse perspectives and discussions on addressing these universal concepts within Hamilton.
Dundas Community Services	A Dementia-Friendly community in Dundas is being developed with the Alzheimer Society to provide education and support for those with dementia and their caregivers. Training will be offered to residents, businesses, and service groups to create an inclusive environment where everyone feels respected and supported.
Good Shepherd Centres, St. Matthew's House, and Alzheimer Society-Brant, Haldimand-Norfolk, Hamilton, Halton	Seniors at Risk in Hamilton (SaRiH) is a collaboration between Good Shepherd Centres, St. Matthew's House, and the Alzheimer Society to provide supports to vulnerable seniors age 55+ who are facing issues such as elder abuse, health challenges, dementia, housing insecurity, and social isolation. The program provides case coordination, intervention, advocacy, eviction prevention, caregiver support, and connects seniors to community resources.

GOAL 4 - HEALTH & COMMUNITY SERVICES



ORGANIZATION	AGE-FRIENDLY SUCCESS STORY
Hamilton Council on Aging (HCoA)	Supported by the United Way, the Seniors4Change workshops empower older adults with practical skills and knowledge. Led by senior peers with backgrounds in healthcare, the sessions promote empowerment, peer connections, and overall well-being. Offerings include a 6-week Positive Aging Series, a 3-week Navigating the Healthcare Series, and Let's Get Moving workshops. In 2023, the program worked with 40 organizations to deliver 89 workshops to 1090 seniors.
Hamilton Health Sciences	In partnership with the Greater Hamilton Health Network, Hamilton Health Sciences launched the Socks Off Campaign to combat foot amputations caused by diabetes and vascular disease. With Ontario having some of the highest rates globally for diabetes-related foot amputations and Hamilton having particularly high rates, the initiative aims to prevent up to 85% of amputations and associated complications resulting from poor circulation. This campaign has expanded into four long-term care homes for the same geographic area.
City of Hamilton, Public Health Services	The Seniors at Risk Community Collaborative (SaRCC) successfully resumed meeting with over 40 member organizations dedicated to supporting seniors at risk. This collaborative is actively enhancing collaboration and communication among its members, aiming to reduce senior social isolation through a collective impact model.
Hamilton Regional Indian Centre	Life-Long Care successfully re-started its congregate dining program for seniors, providing a platform for socialization and engagement with informed speakers. This program fosters social interaction and promotes cognitive and physical engagement, thus significantly enhancing overall well-being.

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Hamilton's plan for an Age-Friendly community 2021-2026
 2023 COMMUNITY PROGRESS REPORT



Hamilton Urban Core Community Health Centre



Glide and Stride Program, Shalom Village

GOAL 4 - HEALTH & COMMUNITY SERVICES



ORGANIZATION	AGE-FRIENDLY SUCCESS STORY
Hamilton Urban Core Community Health Care	A new accessible health centre, located at 430 Cannon Street east in Hamilton was built to offer diverse programming for seniors including a dental program, sunny courtyard, and special events, thus enhancing engagement and holistic care for seniors in the Barton community.
Ontario Centres for Learning, Research, and Innovation (CLRI), The Schlegel-UW Research Institute for Aging - Waterloo, Ontario	The Preceptor Resource and Education Program (PREP) in Long Term Care (LTC) supports clinical placements for nursing and personal support worker students in long term care facilities across Ontario, including Hamilton. Residents in these homes benefit from students gaining firsthand experience in long term care during their education, potentially inspiring them to pursue careers in the field.
McMaster University, School of Nursing	The EMBOLDEN study enhances mobility for older adults through a community-based program integrating exercise, nutrition, social engagement, and system navigation. Since October 2022, over 150 seniors from six Hamilton neighborhoods have participated, with plans to expand to two more by 2024. Participants report improved physical activity, healthier eating, and stronger community connections.
Shalom Village	Glide and Stride, a free 45-minute walker wellness program designed to promote vitality, balance, flexibility, and joy among seniors. The program integrates dance, music, and teamwork to enhance physical health, memory, and social interaction, fostering a vibrant community spirit.
Wesley Urban Ministries	The Newcomer Seniors Support Program aids government-assisted refugees aged 55+ in their first year in Canada. Following housing placement, seniors receive home visits to connect with essential services, promoting independence and integration into their new lives.
YMCA-Hamilton/Burlington/Brantford	LiveWell, a collaboration involving the YMCA, Hamilton Health Sciences, GERAS Centre for Aging Research, and McMaster University promotes wellness among older adults through evidence-based programs. In 2023, they launched Optimal Fitness, a trial for 324 older adults to improve physical function and GERAS Dance, which integrates neuroplasticity principles with diverse dance styles to enhance strength, mobility, and daily activities.

GOAL 5 - SOCIAL PARTICIPATION



ORGANIZATION	AGE-FRIENDLY SUCCESS STORY
Afro Canadian Caribbean Association (ACCA)	ACCA Seniors Lunch Program provides free nutritious lunches twice a month to eligible seniors.
Amica Senior Lifestyles	For 20 years, Amica residents and team members have extended heartfelt care for local seniors in need through the Helping Hands Program. Gift baskets with non-perishable foods, pharmacy gift certificates, and hand-knit items are gifted annually and delivered in partnership with community partners and services.
Art Gallery of Hamilton	Artful Moments and Dementia-Friendly Gallery Days offer inclusive arts experiences for people living with dementia and their families. In 2023, the program facilitated over 500 experiences and supported other museums in launching similar initiatives.
Canadian Japanese Cultural Centre of Hamilton	The Euchre Club for seniors reconvened post-COVID, bringing together members on a weekly basis for engaging card games, lively social interactions, and to keep participant minds sharp and active.
Caroline Place Retirement Residence	A Resident Art Showcase celebrated the diverse talents of community members, displaying artworks ranging from paintings to knitting and needlework, fostering pride and promoting awareness and appreciation for their artistic contributions.
City of Hamilton	<p>In June, Seniors Month was celebrated by offering free activities for older adults across recreation centres. These activities fostered learning, social connection, engagement, and physical activity for the 55+ community.</p> <p>The Seniors Kick off event was also hosted with over 400+ older adults attending the free event. The event offered 60+ exhibitors who participated in the information and wellness fair and a variety of presentations were presented on various topics relevant to seniors.</p>

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2024 Seniors Kick-off Event, Seniors Advisory Committee

GOAL 5 - SOCIAL PARTICIPATION



ORGANIZATION	AGE-FRIENDLY SUCCESS STORY
City of Hamilton, Recreation Division	The Social Participation Resource Guide offers older adults age 55+ comprehensive information on accessing programs and services. This guide enhances social participation by connecting seniors with community opportunities and fostering awareness of available resources.
Compass Health	Third Youth is a monthly health education program designed for Latin American seniors, aimed at preventing isolation, anxiety, and depression through social engagement, mental health education, and community support initiatives.
Crown Point Garden Club	Community volunteers in Crown Point beautify their neighborhood with projects like the Pipeline Pollinator Paradise and DePave gardens, promoting biodiversity and local pride. As Adopt-a-Park stewards, they involve neighbors in maintaining these spaces, fostering community unity and environmental stewardship. Senior residents play a large role as volunteers.
Dundas Community Services	The annual Dundas Seniors Fair hosted 250 seniors and over 35 exhibitors, as well as speakers, free food, and entertainment. The event provides a valuable resource hub in a safe, inclusive environment for learning and community engagement.
Flamborough Connects	The Wheel of Fitness Senior Gentle Exercise Class enhances access to exercise for rural seniors. Led by trained volunteers, classes are offered at four rural Flamborough locations and virtually to encourage active participation and enhance quality of life.
Glanbrook Community Services	Gentle Fit programs are vital for seniors, providing physical health benefits and fostering a supportive environment where friendships thrive. Participants find solace in the camaraderie and expert guidance, promoting resilience and well-being during challenging times.
Good Shepherd Centres	The Asian Seniors Group promotes community engagement, social networking, and addresses isolation through workshops on elder abuse prevention, senior benefits, safe housing, healthy eating, and mental health support.



Asian Seniors Group, Good Shepherd Centres

GOAL 5 - SOCIAL PARTICIPATION



ORGANIZATION	AGE-FRIENDLY SUCCESS STORY
Hamilton Council on Aging (HCoA)	The Dementia Empowerment Groups Project, funded by the Public Health Agency of Canada aims to amplify the influence of individuals living with dementia in shaping policies affecting their lives. These groups are a promising approach to enhancing the voices of people living with dementia and their involvement to make meaningful contributions to improve quality of life for others. Groups foster social connections and friendships among members.
Hamilton Jewish Family Services	Programs to support social inclusion and wellness of older adults include an Adult Day Program for skill development and interaction, educational courses on topics such as positive aging and digital literacy, social activities such as the Kibitz Corner, and aid for low-income Holocaust survivors.
Hamilton Philharmonic Orchestra	Seniors Connect helps address social isolation by creating opportunities for seniors to experience the arts. In 2023, over 100 seniors attended Hamilton Philharmonic Orchestra performances which include free tickets, transportation, and a social gathering before the concert.
Hamilton Public Library (HPL)	The Postcards for Special People Program has brought joy to thousands of older residents in care homes across the city. The program featuring images from HPL's local history and archives collections. The postcards are distributed to evoke fond memories and deliver heartwarming messages that brighten residents' days.
Jamaica Foundation	The Jamaica Foundation organized a Healthy Aging at Home Information Event, focusing on local supports and services for seniors in Hamilton and nearby areas. The event featured exhibits, seminars, and opportunities for social connection.
Mishka Social Services	The Senior Wellness Program addresses the needs of seniors who typically do not participate in community recreational or educational programs. It focuses on providing essential digital skills such as resume writing and email communication to protect seniors from elder abuse and scams. Additionally, through initiatives like friendly visiting, the program aims to combat social isolation by offering seniors opportunities to connect and engage with others in a supportive environment
Neighbour to Neighbour Hamilton	The Seniors Telephone Connect program facilitated connections among seniors and older adults with mobility challenges through cooking discussions, tea conversations, and guest speaker presentations.
Retired Teachers of Ontario, District 41 (RTOERO)	A spring celebration breakfast for RTOERO members aged 80 and over welcomed over 140 attendees. The event received positive feedback and included joyful reunions, milestone membership certificates, and door prizes.

GOAL 5 - SOCIAL PARTICIPATION



ORGANIZATION	AGE-FRIENDLY SUCCESS STORY
SENIOR TAI CHI CLUB	<p>The Senior Tai Chi Club, established two decades ago, remains a dedicated community for seniors practicing Tai Chi and other activities. Throughout the pandemic, they persevered with outdoor Tai Chi sessions. Now, they're initiating monthly lunch meetings to deepen friendships and social connections. This effort particularly benefits non-English speaking seniors, enhancing community diversity and unity.</p>
Toby's Restaurant (submitted by thankful patron)	<p>This sincere message is not driven by any incentive but is a heartfelt expression of gratitude to Toby's Restaurant for its exceptional care and support of older adults. Toby's stands out as a leader in community care, thanks to its compassionate owners and staff who foster a welcoming, family-like environment. They have taken proactive steps by renovating the space with wider aisles to accommodate electric mobility vehicles and ensuring ample seating for individuals and groups alike. The food is not only delicious but generously portioned, and special events like Walker Wednesday provide invaluable social gathering opportunities that combat isolation.</p>
Welcome Inn Community Centre	<p>The Seniors Community Visitation program pairs seniors with volunteers for visits, phone calls, or outings to combat isolation and foster community connections.</p> <p>Volunteers receive resources to support seniors in maintaining independence at home.</p> <p>The Seniors Diners Club gathers approximately 50 seniors weekly for a home cooked meal and activities, fostering strong relationships that create a supportive atmosphere.</p>
YWCA Seniors Active Living Centre 55+	<p>Through fostering community connections, the YWCA Seniors Active Living Centre has hosted educational workshops aimed at boosting seniors' confidence in discussing health matters with their healthcare teams, promoting proactive aging strategies at home, and enhancing independence. Artful Moments and Dementia-Friendly Gallery Days offer inclusive arts experiences for people living with dementia and their families. In 2023, the program facilitated over 500 experiences and supported other museums in launching similar initiatives. Independence in using public transportation.</p>

GOAL 6 - CIVIC ENGAGEMENT



ORGANIZATION	AGE-FRIENDLY SUCCESS STORY
Blooms for Africa	The "Stride to Turn the Tide - Virtual Walk to Uganda" engaged members, friends, and sponsors, promoting fitness, social interaction, and raising awareness about the Stephen Lewis Foundation's work in Africa. It highlighted the achievements of older adults locally and abroad, fostering camaraderie and a sense of accomplishment through fundraising efforts and collaborative planning.
Cancer Assistance Program	The Senior Volunteer Engagement Initiative targets seniors through diverse recruitment channels, offering tailored roles in administration, technology, and management to enhance social interaction, skills, and purpose. Flexible scheduling and comprehensive training accommodate different lifestyles, enriching communities, combating ageism, and fostering inclusivity through intergenerational collaboration.
Flamborough Connects	Flamborough Connects' Annual Holiday Gift Program matches volunteer donors with low-income seniors and adults with disabilities, ensuring they receive gifts during the December holiday season. The program nearly doubled in 2023, with 142 individuals benefiting from this community-driven initiative.
Local Retirees Associations and United Way	Each year on October 1st, the United Nations International Day of Older Persons is marked in Hamilton with a public event organized by volunteers from various retiree organizations, United Way, Hamilton Council on Aging, and the City of Hamilton's Seniors Advisory Committee and Age-Friendly initiative. This collaborative effort raises awareness about issues affecting older adults, celebrates their contributions, and advocates for their rights and well-being.
The Dundas 55+ Group	The Dundas 55+ Group expanded its affordable recreation programs for residents age 55+ who live in Dundas and nearby areas due to a significant increase in class participation. Programs are supported by dedicated volunteers who help to enrich the lives of older adults through accessible activities.
Village of Wentworth Heights Retirement Home	Residents of the Village of Wentworth Heights raised over \$5,000 and collected goods for Indwell and Good Shepherd to aid vulnerable populations, raising awareness about homelessness and emphasizing community action and compassion.
City of Hamilton, Recreation Division	The Recreation Division partners with six clubs and three recreation centers to support and enhance the quality of life for older adults in Hamilton. These partnerships, known as "Senior Boards," contribute to a wide range of activities and services that promote learning, social connection, and active engagement within the 55+ community.

GOAL 6 - CIVIC ENGAGEMENT



ORGANIZATION	AGE-FRIENDLY SUCCESS STORY
The Gilbrea Centre for Studies in Aging & McMaster Institute for Research on Aging (MIRA)	Older Adult Open Campus Day invited older adults from the community into the University's activities, fostering inclusion and a chance for students to appreciate seniors' diverse life experiences and to develop students' intergenerational communication skills.
Regional Geriatric Program Central	The Older Adults and Care Partner Advisory Council was established to provide a platform for older adults and their care partners to offer input and feedback on research, education, and healthcare initiatives.

GOAL 7 - OUTDOOR SPACES



ORGANIZATION	AGE-FRIENDLY SUCCESS STORY
City Of Hamilton, Parks and Cemeteries	The Parks and Cemeteries Capital Improvements project has revitalized the city's outdoor spaces by upgrading 5 km of asphalt paths, installing 8 curb-free parking spaces for enhanced accessibility, and connecting pathways to amenities such as the washroom facility at Green Acres Park. Additional park lighting was also installed, improving safety and visibility along the pathways.



MOVING FORWARD

CREATING OUR INCLUSIVE AGE-FRIENDLY HAMILTON

Equity, Diversity, and Inclusion (EDI) is central to Age-Friendly Hamilton. In 2023, we initiated the development of an EDI Strategy in collaboration with a local consultant. This began with community outreach and engagement with older adults and key stakeholders. Our goal is to inform a framework that supports equitable outreach and engagement to foster a strong sense of community and belonging within Age-Friendly Hamilton.

NEXT STEPS

Once finalized, the Age-Friendly Hamilton Equity, Diversity, and Inclusion (EDI) framework will guide the development of a Strategic Communication and Diverse Community Engagement Strategy. Our objectives are to raise awareness, enhance community participation, and prepare for upcoming consultations to shape Hamilton's third Age-Friendly Plan. We are committed to equity, diversity, and inclusion as a focal point in all future work.

SHARE YOUR 2024 AGE-FRIENDLY SUCCESS STORY!

The Age-Friendly Hamilton fourth annual success survey launches in late 2024. We urge individuals, organizations, and groups throughout Hamilton to participate and highlight the important work they are doing to make Hamilton an Age-Friendly community. Together, let's showcase innovative efforts and impactful initiatives that make Hamilton the best place to age successfully.



THANK YOU

We would like to extend a special thank you to members of our Age-Friendly Hamilton Community Collaborative and Governance Committees:

Governance Members

Chair: Angie Armstrong, Hamilton Council on Aging

Carolyn Triemstra, Hamilton Council on Aging

Ann Elliot, Seniors Advisory Committee

Penelope Petrie, Seniors Advisory Committee

Russell Crocker, City of Hamilton

Holly Odoardi, City of Hamilton

External Liaison: Margaret Denton, Hamilton Council on Aging

Staff Liaisons:

Lisa Maychak, Project Manager, City of Hamilton

Shelagh Kiely, Project Manager, Hamilton Council on Aging

Goal 1 Champions

Kamba Ankunda, City of Hamilton

Maria Antelo, Hamilton Community Legal Clinic

Douglas Sider, Golden Horseshoe Cooperative Housing Federation

Goal 2 Champions

Mary Lynn Balardo, City of Hamilton

Nicholas Chaloux, Hamilton Street Railway

Heather Mathewson Jelsma, Hamilton Street Railway

Goal 3 Champions

Chris D'Agostino, Hamilton Public Library

Annette Huizinga, 211 Ontario

Goal 4 Champions

Leslie Gillies, Hamilton Health Sciences

Janie Francoeur, City of Hamilton

Pam Maddalena, Thrive Group

Brent McLeod, City of Hamilton

Goal 5 Champions

Courtney Bryl, City of Hamilton

Genevieve Hladysz, YMCA Hamilton

Goal 6 Champions

Jody Brown, Mohawk College

Colleen Stinson, Flamborough Connects

Angie Ratzlaff-Lane, Hamilton Health Sciences/ Hamilton Administrators of Volunteers

Goal 7 Champions

Kasey Livingston, City of Hamilton

Ryan Van Balkom, City of Hamilton

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www.coahamilton.ca



Age-Friendly Hamilton
Equity, Diversity and Inclusion Strategy
Recommendation Report
July 2024

Indigenous seniors are...at higher risk of social isolation than other seniors due to their generally poorer physical, social and economic conditions. Among Indigenous seniors in cities, 23% were found to have low income compared with 13% of non-Indigenous seniors... [H]igher percentages of Indigenous seniors who lived alone were part of the low-income population compared with those who lived with a spouse or partner. A relatively high percentage of Indigenous senior women (38%) live alone, almost half (49%) of whom are part of the low-income population.

Social isolation of seniors also has consequences for the community, since Indigenous seniors play an important role in language and cultural preservation. Such cultural isolation can contribute to a loss of language and culture for Indigenous society as seniors begin to lose their role in cultural and language preservation.¹

Government of Canada 2022

In 2019/2020, an estimated 1.1 million older Canadians (19.2%) experienced loneliness, with women having significantly higher likelihood of being lonely than men... Immigrants who migrated as adults (from ages 18 to 44) and long-term immigrants (20 years or more in Canada since immigration) were at higher risk of loneliness than the Canadian-born population. The likelihood of being lonely was higher among people living with multimorbidity or experiencing barriers to social participation.²

Statistics Canada 2023

Over the past 5 years, 54% of older [transgender] adults [in Canada] had experienced verbal harassment. [Twenty-one percent]...had experienced sexual harassment, and almost half of [trans and non-binary] older adults avoided 3 or more types of public spaces such as public transit and public washrooms for fear of harassment or outing.³

TransPULSE Canada 2023

¹ Employment and Social Development Canada. (n.d.) Social isolation of seniors – Supplement to the social isolation and social innovation toolkit: A focus on Indigenous seniors in Canada. Available at:

<https://www.canada.ca/en/employment-social-development/corporate/seniors/forum/social-isolation-indigenous.html#h2.5-h3.11>

² Islam, MK. And Gilmour, H. for Statistics Canada. (n.d.) Immigrant status and loneliness among older Canadians. Available at: <https://www150.statcan.gc.ca/n1/pub/82-003-x/2023007/article/00001-eng.htm#>

³ TransPULSE Canada. (2023). Health and well-being amongst trans and non-binary older adults. Available at: https://transpulsecanada.ca/wp-content/uploads/2023/09/Older-Adults-PPCT-report-vFINAL_EN-FINAL-ua-1.pdf

Introduction

In the fall of 2023, Hamilton's Age-Friendly Collaborative Committee (AFCC) took the first step towards implementing an equity, diversity and inclusion framework, as laid out in Hamilton's Plan for an Age-Friendly Community 2021-2026.⁴

The Committee engaged *Intersecting: Anti-Racism & Anti-Oppression Consultant*, who conducted a survey in February of 2024, and learned about the many initiatives being undertaken by the AFCC to address equity, diversity and inclusion. Highlights include making EDI a priority in the Age-Friendly Plan, engaging outside consultants to assist in developing an inclusion strategy, increasing outreach to diverse communities, and fostering strong collaboration among agencies serving older adults.

To gather more input, AFCC hosted an EDI forum – Building Our Inclusive Age-Friendly Hamilton – in downtown Hamilton at the end of April 2024, where attendees responded to three questions related to diversifying AFCC and integrating EDI into its work.

The Committee must be commended for bringing this to the fore and for recognizing the need for an EDI framework.

We asked three questions:

1. What does diversity mean in practice?
2. How do we reach culturally diverse older adults in communities that already exist?
3. Who's missing from the conversation?

Responses were collated, sorted and put together in a report with recommendations for integrating EDI into AFCC's work.

⁴ Appendix A to Report HSC23034: Community Progress Report of Hamilton's Plan for an Age-Friendly Community 2021-2026. Available at: <https://www.hamilton.ca/sites/default/files/2023-06/age-friendly-progress-report-2022.pdf>

Diversity in Practice

Diversity is 'the condition of having or being composed of different elements.'

- Merriam-Webster

Members of the Age-Friendly Collaborative Committee know that communities thrive on diversity and stagnate or become dysfunctional without it. We also know that acknowledging and advancing diversity facilitate democratic, collective decision-making and sharing of power, which are the cornerstones of equity and inclusion.

When people come together to work on common goals, they are more effective and the changes more sustained than they would when working independently. Representation matters in building equitable, inclusive communities. If people don't see themselves represented, they will not participate.

A truly healthy community enjoys diverse representation, employs mechanisms to ward off tokenism, and actively celebrates diversity, leading not only to trust and a sense of belonging, but also nurturing established and emerging leaders.

AFCC's Age-Friendly Plan should be considered a dynamic document that can be augmented and amended according to community conditions and global events.

Representation Matters

AFCC recognizes an over-representation of white, straight, cisgender, female voices and perspectives at the table, and has committed to conducting outreach activities to attract older adults who may not have seen themselves reflected in Hamilton's Age-Friendly strategy before.

The Committee has been taking steps to integrate issues of equity, diversity and inclusion into its activities. Diverse representation on AFCC is increasing, EDI concerns and topics of discussion are now a recurring agenda item, and work is underway to address barriers facing seniors at risk. Moreover, the committee engaged outside facilitators – the authors of this report – and hosted a workshop on equity, diversity, and inclusion to build common understandings of systemic racism, the language of EDI, social location, privilege, unconscious bias, and allyship.

AFCC is increasingly reaching out for community input into planning and decisions, while building in monitoring and evaluation of progress. They are also more mindfully working to break down silos and foster meaningful collaboration by co-hosting meetings and forums, co-publishing a newsletter of interest to diverse, intersecting communities, and developing terms of reference for working sub-committees to take action on diversity, equity and inclusion.

Acknowledging Culture at the Intersections

Intersectionality refers to all the separate aspects of our identity, like our race, gender, language, sexual orientation, country of origin, socioeconomic status, ability, etc. that intersect to give us our unique identity.

People are complex and experience privilege and oppression differently, according to their upbringing, life events, and cultural context. Some aspects of our identity afford us privilege, while others mean that we have faced or will face oppression.

It is not identity that causes privilege and oppression, it is people's attitudes and assumptions.

Transformation requires letting go of assumptions, being open to learning, and applying those learnings to our everyday interactions. Demonstrate cultural humility by being aware and mindful of cultural practices, holidays, food traditions, meeting times, provision of transportation assistance if needed, etc. to make meetings and events as accessible as possible.

Who's Missing?

A key challenge in diversifying AFCC is identifying communities of older adults who have been missing from the conversation, understanding the barriers, and developing ways to attract these important perspectives and priorities.

While there may be people living with disabilities actively participating in AFCC activities, those living with stigmatized disabilities, such as mental illness, substance use disorders, or developmental disabilities are often not represented and consequently the needs of this population are also overlooked.

Also under-represented in the conversation are advocates, researchers, frontline workers, faith leaders, families, and younger seniors, all of whom have a powerful platform from which to advocate for equity and inclusion among older adults.

The following is a list of populations identified by survey participants who are missing from the conversation:

Neurodivergent people	Advocates
Seniors with disabilities	Researchers
BIPOC (Black, Indigenous, People of Colour)	Frontline workers who care for older adults
Socially isolated people	Faith leaders
Seniors struggling with substance use	Seniors 55-65
People experiencing homelessness	Older adults living in LTC

While we can't know all the reasons why socio-culturally diverse communities might not participate in an Age-Friendly Hamilton, we can be open to the idea that our society is organized in ways that privilege white, middle class, heterosexual men of Christian heritage, between the ages of 25 and 45 over everyone else. When all you know is that your experience is not relevant to the status quo, you stop expecting to be included and can become apathetic.

Addressing Inequity

In the context of Hamilton, Canada, and rest of the world, it is unmistakable that there is work to do on the ongoing project of equity, diversity, and inclusion; however, it is also clear that there is much that can be accomplished in addressing contemporary and historical harms. Indeed, work is already underway.

Outreach and engagement activities connect older adults from across the community with services and programs that they might not have known existed before. Identifying demographic groups who are missing from the table and reaching out specifically to those groups is an excellent first step. For AFCC to be as accessible as possible, it must take cultural norms into consideration, such as religious holidays, meeting times, food choices, etc. when organizing meetings and events.

Priority Recommendations

Following is a non-exhaustive list of insights and recommendations for the AFCC in moving forward with its equity, diversity and inclusion plan.

Priority	Activities
<p>Planning and Monitoring</p>	<p>The Committee is increasingly reaching out for community input into planning and decisions, and building in monitoring and evaluation of progress.</p> <p>It is also mindfully working to break down silos and foster meaningful collaboration by co-hosting meetings and forums, co-publishing a newsletter of interest to diverse, intersecting communities, and developing terms of reference for working sub-committees to take action on diversity, equity and inclusion.</p> <p>Success lies in sustainability, so use available tools to maintain momentum.</p>
<p>Meeting People Where They Are</p>	<p>Meeting people where they are – emotionally, psychologically, geographically – is the cornerstone of community outreach.</p>

	<p>That means accommodating people’s schedules, capacities, and any special needs that may arise.</p> <p>Recruit people with lived experience and expertise who are members of the groups you are trying to engage.</p>
<p>Providing Practical Supports</p>	<p>For equity, diversity, and inclusion to emerge from the confines of discourse and be applied to daily practices, people will need practical supports to participate, e.g. bus tickets, food and refreshments, accessible meeting times and places, printed meeting materials, accessible washrooms (preferably all-gender), etc.</p>
<p>Creating Opportunities for Learning</p>	<p>Seek out and support community learning opportunities, such as digital literacy, from Hamilton Public Library and Sackville to increase engagement and participation.</p>
<p>Contacting Community Leaders and Connecting with Community-Based Organizations*</p> <p>*List is not exhaustive</p>	<p>Hamilton Immigration Partnership Council</p> <p>Hamilton’s Afro Canadian Caribbean Association (ACCA)</p> <p>Hamilton Centre for Civic Inclusion</p> <p>St. Charles Adult Education Centre</p> <p>Muslim Association of Hamilton</p> <p>Hamilton Downtown Mosque</p> <p>St. Matthews House (seniors program)</p> <p>SAM Program (Good Shepherd)</p> <p>Canadian Mental Health Association Hamilton Branch</p> <p>Centre de Santé Communautaire Hamilton Niagara</p> <p>Hamilton Regional Indian Centre</p> <p>Temple Anshe Sholom</p> <p>Hamilton Literacy Council</p> <p>YWCA</p> <p>YMCA</p> <p>Womankind (women’s addiction services)</p> <p>Men’s Addiction Service Hamilton (MASH)</p> <p>Hamilton Pride</p> <p>Compass Community Health Centre</p> <p>Hamilton Urban Core Community Health Centre</p>

	De dwa da dehs nye>s Aboriginal Health Centre Hamilton Community Legal Clinic
Being Visible	Attend – and co-organize where relevant – forums, conferences, community meetings, and inter-cultural conversation circles. Remember to include groups whose constituents are less visible than others, such as Canadian Mental Health Association, Good Shepherd, Hamilton Literacy Council, YWCA, and YMCA, Womankind, Men’s Addiction Service Hamilton (MASH).
Learning from Others	Reach out to other municipalities to learn about their successes and challenges to strengthen AFCC’s members’ and partners’ policies and practices.
Collaborating	Collaborate with other groups to co-design age-friendly services and programs that are culturally relevant and responsive to community need.
Collecting Data	Conduct community audits applying an EDI lens to learn about gaps and opportunities. Ask older adults from across the city for regular feedback on services, activities, and priorities to ensure continuity. This inquiry may also include a question asking why a person might not be accessing AFCC programs and what needs to be done to attract them.
Consulting Experts	Use consultants where necessary for guidance, facilitation and recommendations. Engage consultants with lived experience and expertise. This may mean someone from the community. The community will buy in to, and drive, a strategy that they have had a hand in shaping.
Advertising	AFCC would benefit from sharing news about its work more widely. Seek out and advertise in neighbourhood newsletters, community newspapers, Facebook posts, online independent local news outlets.

	<p>Set up tables at local cultural festivals, including 2SLGBTQ+ Pride, Fest Italia, Soaring Spirit Pow Wow, and It's Your Festival, for example.</p>
<p>Removing Barriers</p>	<p>Part of the work of EDI is acknowledging and removing barriers to full inclusion facing racialized and other marginalized communities.</p> <p>There will be challenges, and it will be hard. Struggle is necessary for change to happen. But there will also be joy, friendship and learning.</p> <p>We learn by listening, sharing community resources, letting go of what we think we know, understanding privilege, unlearning, doing our homework, making mistakes and apologizing for them.</p>
<p>Leveraging Privilege</p>	<p>Strong allies bring a particular focus and commitment to challenging the status quo.</p> <p>By leveraging their relative privilege to speak up and take action on social justice, and by using their privilege to advocate for equity and inclusion for all, they can influence people in positions of power and effect lasting systemic change.</p>
<p>Being Flexible and Adaptable</p>	<p>In engaging more older adults to participate in an Age-Friendly Hamilton, adopting a variety of approaches will be key.</p> <p>For AFCC to successfully diversify and reach seniors from, e.g. racialized, 2SLGBTQ+, and differently abled communities, there must be a willingness to be flexible and adapt to changing conditions in the community by responding creatively and collaboratively.</p>

What Does Success Look Like?

Members of AFCC and forum attendees outlined indicators of success in the work of creating equitable, diverse, and inclusive communities of older adults.

Indicator	Notes
Cross-Sectoral Collaboration	EDI groups are engaged in Age-Friendly work, and vice versa.
Community Buy-in	The whole community buys in to EDI and the AFCC becomes more diverse.
Resources Provided	Older adults who want to participate have all the resources they need to be able to attend meetings and complete AFCC-related tasks.
People from Diverse Backgrounds Participate	Older adults from diverse communities according to ethnocultural background, gender identity, ability, sexuality, religion, etc. are accessing AFCC.
Collaboration	Diverse communities of older adults come together to work on a common goal or to solve a problem.
Guest Speakers	Consultants and guest speakers with lived and learned expertise are a regular feature of AFCC meetings and gatherings.
Seamless Integration	EDI becomes fully integrated into everything AFCC does, and members recognize that learning is lifelong.
Policies and Norms	Strong policies against harassment and for equity and inclusion that are enforced and regularly reviewed and updated.
Annual Review of Priorities	Annual review of workplan, achievements, milestones, challenges and future action.
Succession Planning	Annual review to monitor the composition of AFCC, and succession planning using an EDI lens.
Cultural Humility ⁵	The AFCC embraces uncertainty and demonstrates cultural humility.

⁵ The National Institutes of Health (NIH) defines cultural humility as “a lifelong process of self-reflection and self-critique whereby the individual not only learns about another’s culture, but one starts with an examination of her/his (*sic*) own beliefs and cultural identities.” Yeager, K.A. and Bauer-Wu, S. (2013). Cultural humility: Essential foundation for clinical researchers. *Applied Nursing Research*, 26(4), 251-256. Available at: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3834043/>

Conclusion

By undertaking this process with care and openness, Hamilton's Age-Friendly Collaborative Committee is demonstrating its ability to adapt its work to respond to changing priorities as Hamilton's population ages.

Although we all aspire to 'make Hamilton the best place to raise a child and age successfully'⁶, there are still identity-based groups of people who are excluded, or at least not actively included, such as older trans women, and aging, single immigrants, for example.

It makes sense, then, that the AFCC and its partners' programming and services are developed and updated with the input of those most affected by systemic oppression and lack of inclusion. Thoughtful outreach and engagement will not only benefit AFCC as an organization, but also the hundreds of older adults living in Hamilton who have so much to offer but were never asked.

The recommendations listed above are not exhaustive and we encourage AFCC to augment and adapt them to suit the committee's needs with respect to equity, diversity, and inclusion.

⁶ City of Hamilton. (2016). 2016-2025 Strategic Plan. Available at: <https://www.hamilton.ca/city-council/plans-strategies/strategies/2016-2025-strategic-plan#:~:text=The%20City's%20vision%20%20To%20be,a%20better%20place%20for%20everyone.>

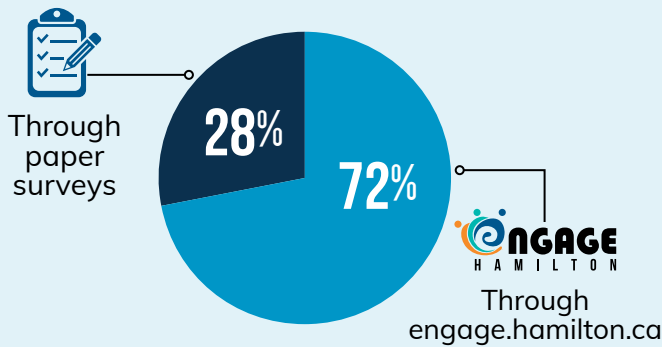
COMMUNICATIONS SURVEY FOR OLDER ADULTS

Survey Results June 2024

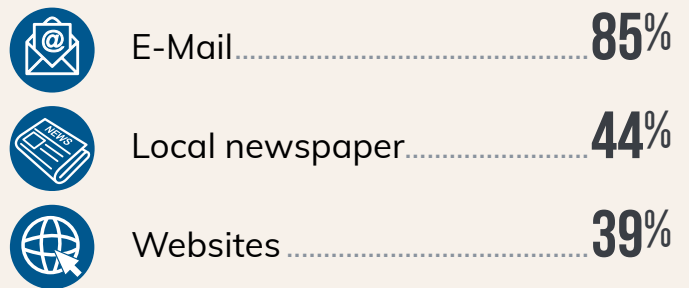


Total number of respondents

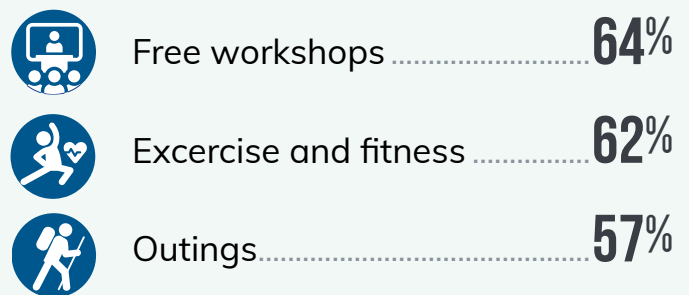
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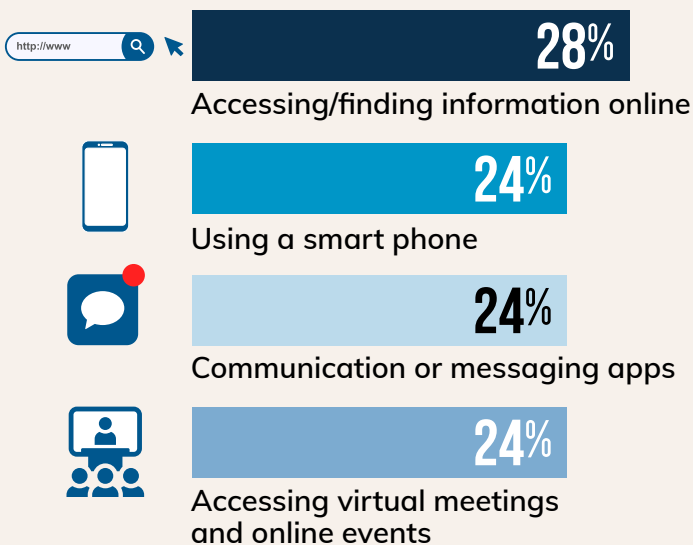
Top 3 preferred ways of receiving information



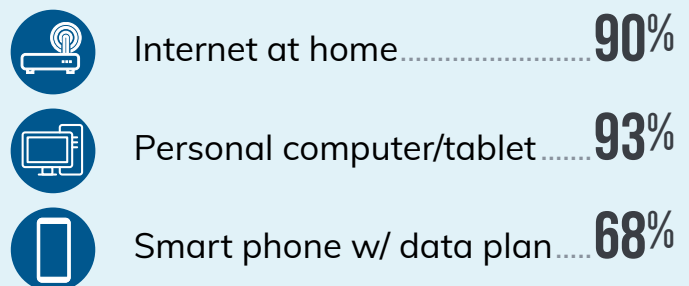
Top 3 information topics of interest



Top technology learning topics



Access to technology



2021-2026 HAMILTON'S PLAN FOR AN **AGE FRIENDLY COMMUNITY**



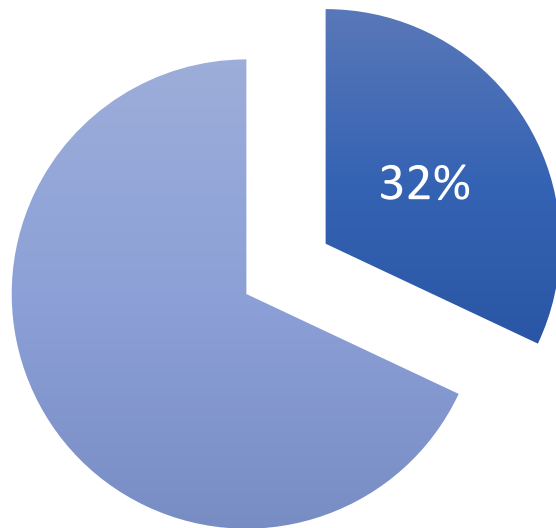
2023 Community Progress Report

City of Hamilton

Emergency and Community Services Committee

September 19, 2024

Demographic Profile



■ older adults (55+)

- Seniors are the fastest growing age group in worldwide
- For the first time in Canadian history there are now more seniors age 65+ than children under age 14
- The senior population in Ontario is expected to double by 2041
- There are 183,265 adults age 55+ living in Hamilton which represents 32% of the population

World Health Organization (WHO)



**World Health
Organization**

- WHO initiative and framework established for cities and communities globally to create enabling environments for active aging
- 2010 - Global Network of Age-Friendly Cities and Communities was established and currently there is a membership of **1606 cities in 53 countries covering 330 million people**

Age-Friendly Hamilton Timeline



2013

Age-Friendly Hamilton partnership forms with the Hamilton Council on Aging, City of Hamilton and Seniors Advisory Committee.



2014

Consultation with 700+ older adults and other key stakeholders to inform and develop Hamilton's first Age Friendly Plan.

The Plan is endorsed by City Council.



2015

Hamilton's Plan for an Age-Friendly City (2014-2019) is certified by the World Health Organization.



2015 - 2019

Implementation of the Plan with community partners. Ongoing community engagement and evaluation.



2019 - 2020

Consultation for Hamilton's second Age-Friendly Plan, including those living with dementia and their caregivers.



2021- 2026

Current: Implementation of *Hamilton's Plan for an Age-Friendly Community (2021-2026)* over 5 years.

2021-2026 Hamilton's Plan for an Age-Friendly Community

7 Strategic Goals, 21 Objectives, 61 Actions



2023 Age-Friendly Hamilton Community Progress Survey

Engaging with the community to identify initiatives, projects, programs and success stories that align with the goals and objectives of Hamilton's Age-Friendly Plan.



The banner features the following elements from top to bottom:

- HCOA Hamilton Council on Aging** logo (blue and yellow text).
- A blue square icon with white vertical lines.
- SENIORS ADVISORY COMMITTEE** text in blue.
- In Partnership with Red Book** logo, with "Red" in red and "Book" in blue.
- Community Information by Hamilton Public Library text below the Red Book logo.
- A blue ribbon banner with the text: **JANUARY 23 TO FEBRUARY 23, 2024
SHARE YOUR 2023 AGE-FRIENDLY
HAMILTON SUCCESS STORY!**
- An illustration of a diverse group of people of various ages and ethnicities, including a person in a wheelchair.
- At the bottom, a light blue box containing the text: **WWW.COAHAMILTON.CA | WWW.HAMILTON.CA/AGEFRIENDLY
PHONE: 905-777-3837 EXT. 12238**

2023 Age-Friendly Hamilton Survey Results



A 60% rise in survey submissions from 2022
81 success stories received from 62 distinct stakeholders



Partnered with the Redbook, managed by the Hamilton Public Library to expand this local information and referral system

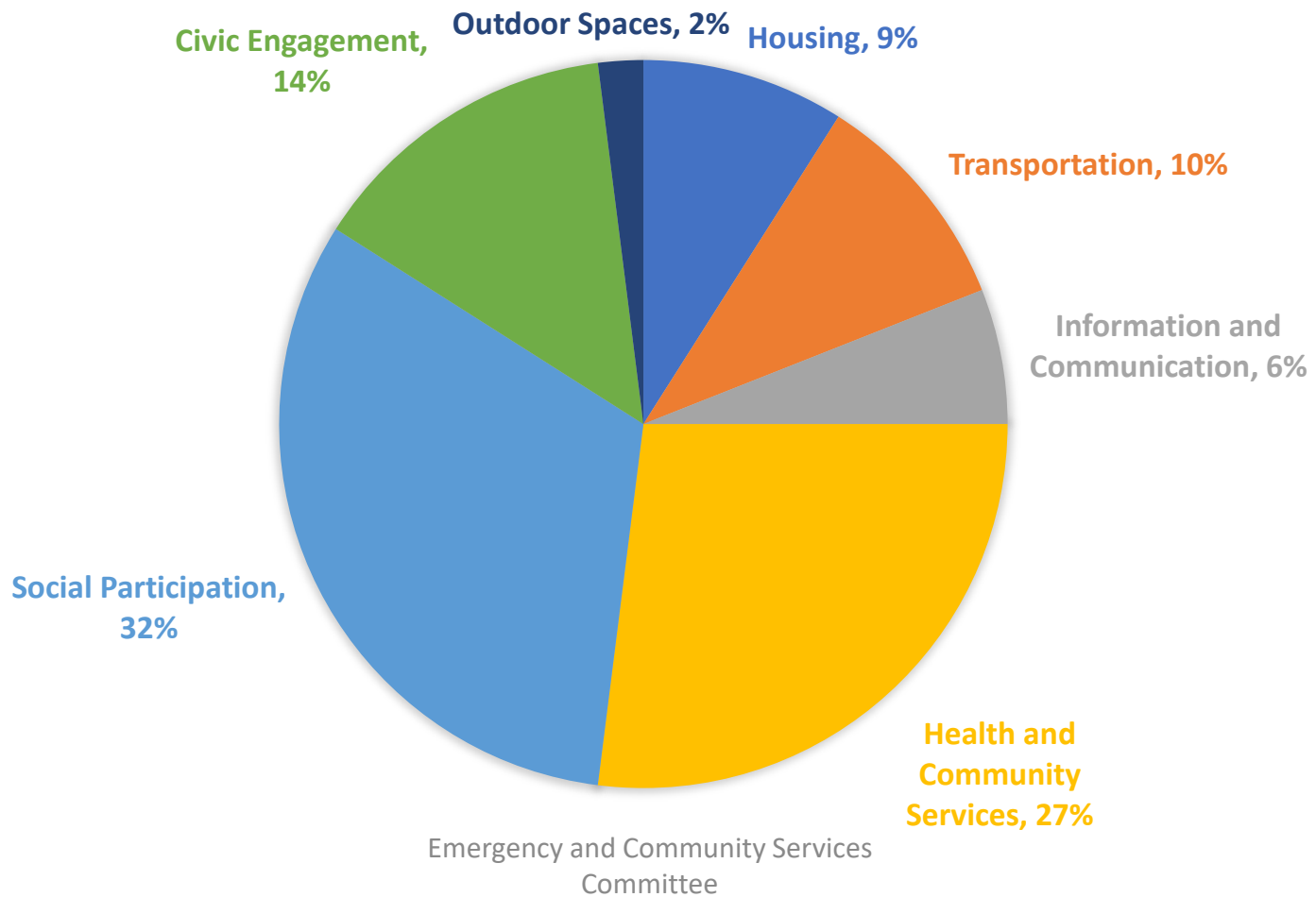


Expanded outreach and input from diverse groups

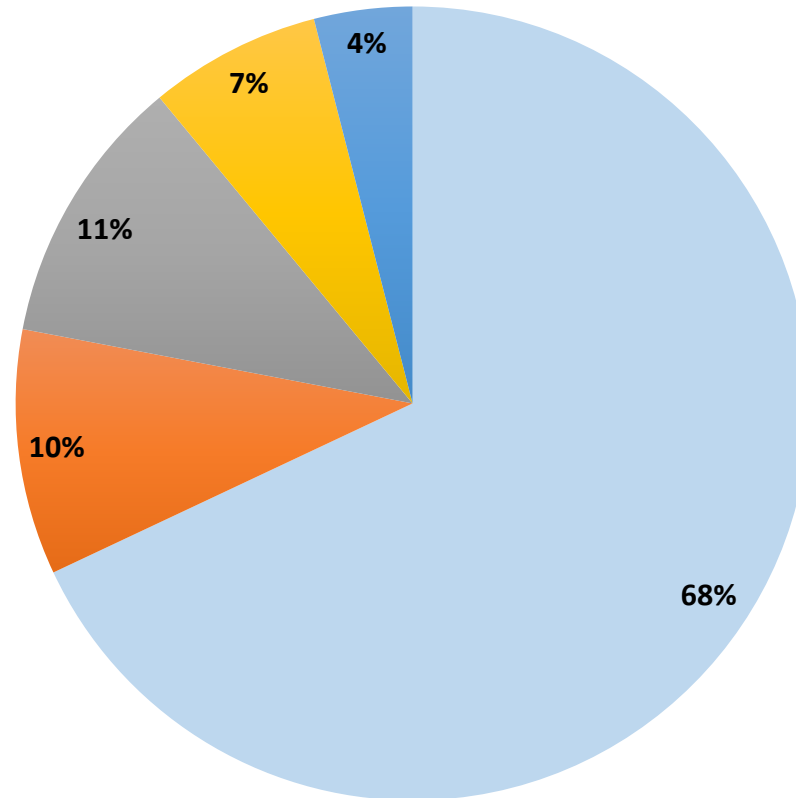


Expanded outreach and input from various sectors:
Not-for-profit, Public, Private

Submissions by Age-Friendly Goal



Submissions by Sector



■ Not-for-Profit/Voluntary ■ Private (Business) ■ Public (City) ■ Public (Health) ■ Public (Education)

Emergency and Community Services
Committee

Highlights:

2023 Age-Friendly Hamilton Success Stories

Goal 1: Housing

The City of Hamilton secured \$93.5 Million from the Federal government's Housing Accelerator Fund to develop 2,675 housing units over three years.

This funding supports diverse housing initiatives, including the development of **Accessory Dwelling Units for multi-generational living.**

*Submitted by the City of Hamilton,
Housing Services Division*



2023 Age-Friendly Hamilton Success Stories

Goal 2: Transportation

Supported by 30 dedicated volunteers in Hamilton and Burlington, Cycling Without Age is a program that gives older adults the chance to enjoy bike rides in specially designed tricycles.

In 2023, this program expanded its outreach to care facilities and community events and provided 627 seniors with free trishaw rides.

Submitted by Cycling Without Age, Hamilton Burlington Chapter.



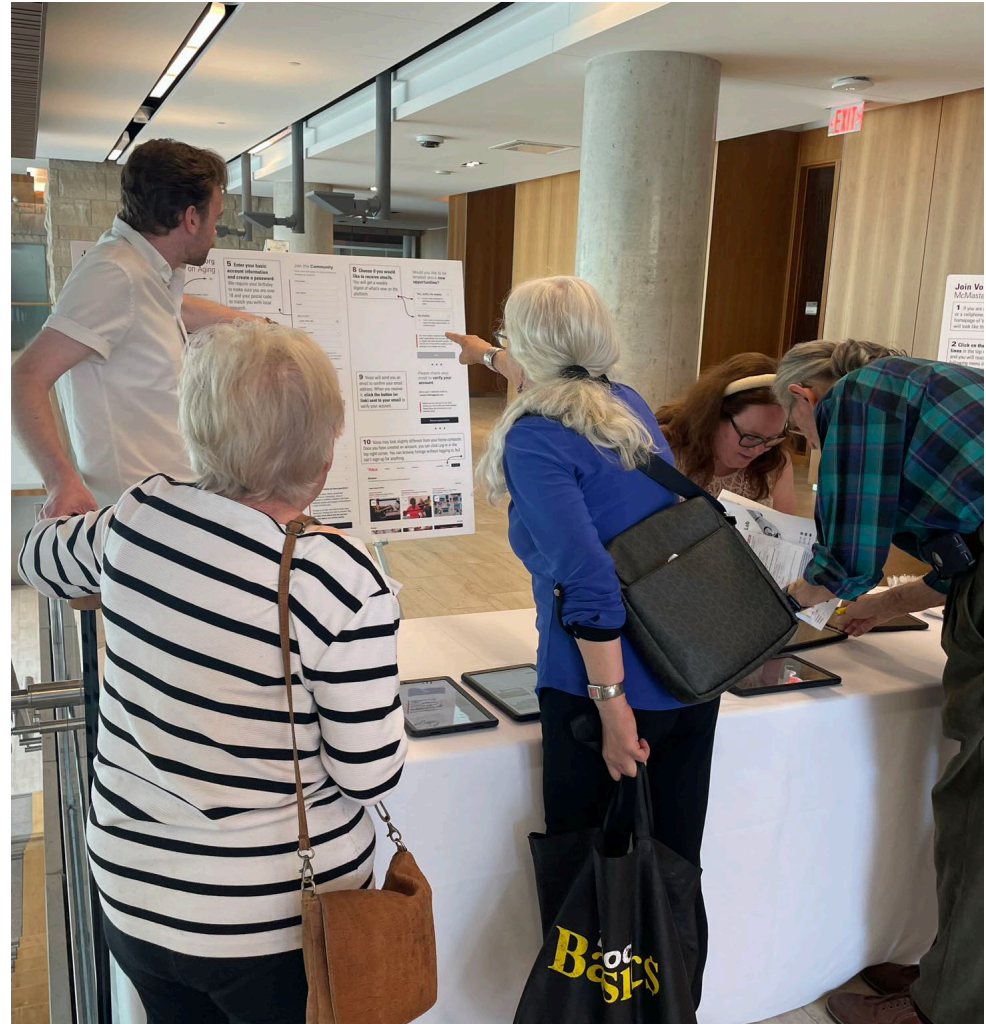
2023 Age-Friendly Hamilton Success Stories

Goal 3: Information and Communication

“Voice Canada” Community Engagement Platform launched to connect older adults and caregivers to research studies and events.

This global community shares insights to shape aging research and outcomes, fostering collaboration and learning opportunities at McMaster University.

Submitted by McMaster Institute for Research on Aging (MIRA).



2023 Age-Friendly Hamilton Success Stories

Goal 4: Health and Community Services

Seniors4Change workshops empower Hamilton's older adults with practical skills and knowledge. Led by healthcare-experienced peers, programs include a 6-week Positive Aging Series, a 3-week Navigating the Healthcare Series, and Let's Get Moving workshops.

In 2023, the program worked with 40 organizations to deliver 89 workshops to 1090 seniors.

Submitted by the Hamilton Council on Aging.



2023 Age-Friendly Hamilton Success Stories

Goal 5: Social Participation

The Social Participation Resource Guide offers older adults (55+) in Hamilton comprehensive information on accessing programs and services.

This guide enhances social participation by connecting seniors with community opportunities and fostering awareness of available resources.

*Submitted by the City of Hamilton,
Recreation Division (Seniors Services)*



2023 Age-Friendly Hamilton Success Stories

Goal 6: Civic Engagement, Employment, Volunteerism

The Seniors Advisory Committee exemplifies effective citizen advocacy by championing positive change initiatives for seniors and fostering an Age-Friendly Hamilton.

Through their dedicated efforts, they amplify the voices of older adults and drive change in the community.

Submitted by the City of Hamilton, Seniors Advisory Committee



2023 Age-Friendly Hamilton Success Stories

Goal 7: Outdoor Spaces

The Parks and Cemeteries Capital Improvements project has revitalized the city's outdoor spaces by upgrading 5 km of asphalt paths, installing 8 curb-free parking spaces for enhanced accessibility, and connecting pathways to amenities such as the washroom facility at Green Acres Park.

Additional Park lighting was also installed, improving safety and visibility along the pathways.

Submitted by the City of Hamilton, Parks and Cemeteries Operations



A Few 2024 Achievements:

- ✓ **An Age-Friendly Equity, Diversity and Inclusion (EDI) Strategy-** includes 14 priority areas for the Age-Friendly Collaborative Committee as well as 11 indicators of success for creating an equitable, diverse, and inclusive community for older adults.
- ✓ **Communications Survey For Older Adults-** a total of 326 surveys were submitted by older adults with the purpose of learning the type of information older adults are currently seeking and their preferred communication methods for receiving information. The end goal is to share survey results with City staff and community organizations who serve and support older adults.
- ✓ **Housing Guide for Older Adults-** a revised guide was developed in collaboration with the Seniors Advisory Committee, City Lab, McMaster University and City staff. The first guide was developed in 2015.

Next Steps:

- The Equity, Diversity and Inclusion (EDI) Strategy will guide the development of a Strategic Communication and Community Engagement Strategy to:
 - RAISE AWARENESS
 - ENHANCE DIVERSE COMMUNITY PARTICIPATION,
 - PREPARE FOR UPCOMING CONSULTATIONS SHAPING HAMILTON'S THIRD AGE-FRIENDLY PLAN
- Development of a Hamilton Elder Abuse Prevention Network under the umbrella of the Seniors at Risk Community Collaborative (SaRCC)
- Launch the 2024 Age-Friendly Hamilton Community Progress survey
- Continual collaboration with community partners and City staff to implement the recommendations in Hamilton's second Age-Friendly Plan, *Hamilton's Plan for an Age-Friendly Community (2021-2026)*

Contact Us

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Penelope Petrie

Chair, Seniors Advisory
Committee/
Member, Age-Friendly
Collaborative Committee

Thank you



Hamilton

MINUTES

Hamilton Veterans Committee

Meeting #2024 - 002

May 28, 2024

4:00 p.m.

WebEx – Virtual Platform

Present: Chair: Michael Rehill
Vice Chair: Ed Sculthorpe
Members: Terry Ryan, Steve Waldron, Dave Baldry, Don Jackson

Also Present: Christopher Redford (Staff Liaison), Carolyn King (Hamilton Military Museum), Moira McGuigan (Hamilton Military Museum), Brydie Huffman (HMCS Star)

1. CEREMONIAL ACTIVITIES

(i) Moment of Silence

Committee members observed a moment of silence.

(ii) Land Acknowledgement

Michael Rehill read the Land Acknowledgement.

2. APPROVAL OF THE AGENDA

The Chair advised the Committee of the following change to the agenda:

5. COMMUNICATIONS

5.4 HMCS Star Request for Visiting Sailors

(Sculthorpe/Baldry)

That the agenda for the May 28, 2024 meeting of the Hamilton Veterans Committee be approved, as amended

CARRIED

3. APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 4)

(i) April 30, 2024

(Baldry/Sculthorpe)

That the Minutes of the November 28, 2023 meeting of The Hamilton Veterans Committee be approved, as presented.

CARRIED

4. COMMUNICATIONS (Item 5)

(i) Navy League of Canada Funding Request (no copy) (Item 5.1)

The Chair has written and submitted the letter on the Committee's behalf, however, there has been no response.

(ii) Woodland Cemetery (no copy) (Item 5.2)

The Woodland Cemetery was inquiring if the Committee would be interested in bringing the Annual Decoration Day Service back to their property instead of at the Hamilton Cemetery where it is currently held. The Chair would like a site visit before the decision can be made. Item deferred to February 2025.

(iii) Argyll Pavilion Signage (no copy) (Item 5.3)

The cement pads, and the signs are complete. Hamilton Parks needs to schedule the installation, and then the Argylls will hold an unveiling ceremony on a Sunday in late June.

(iv) HMCS Star Request for Visiting Sailors (Added Item 5.4)

B. Huffman informed the Committee that there will be sailors visiting this summer and are interested in opportunities for the sailors to be involved in any veterans or military needs in Hamilton during this time. The Committee responded that they can attend the Decoration Day Service and the Dieppe Service (where they are welcome to place a wreath). C. King responded that they can attend and assist with the Hamilton Military

May 28, 2024

Museum's Decoration Day Event, and that they can attend the Military
Tattoo on Canada Day.

5. DISCUSSION ITEMS (Item 10)

(Sculthorpe/Baldry)

That the following updates be received:

(i) Research A Grave (Item 10.1)

There are no updates about this program. Item deferred to February 2025.

(ii) Decoration Day 2024 (Item 10.2)

The Chair ran through the schedule of the day: program was read aloud, shuttle bus begins leaving Dundurn parking lot at 9:00, E. Sculthorpe to ride with first shuttle bus drop off to ensure that the bus driver goes into the correct driveway at the cemetery, E. Sculthorpe to return to the Dundurn parking lot to then ride with acting Mayor to direct them to correct driveway, rain plan is Dundurn Pavilion, Dave to hand out programs, Cadet representatives arrive at Dundurn parking lot at 8:45 to be in position along York Boulevard and Cemetery to direct participants, all other Committee members to arrive no later than 9:30 at the cenotaph, E. Sculthorpe may have to stand in as MC, S. Waldron will be Parade Marshall, all decorating instructions will be given over the microphone, decorating should take an hour to an hour and a half, as each team finishes decorating they will go to the Dundurn Pavilion for pizza. An email will be sent to all committee members with tasks for the day.

(iii) Marking the 80th Anniversary of D-Day (Item 10.3)

D-Day will be commemorated from June 6 to June 9, with heavy programming on June 8 and June 9. A D-Day commemoration video will be recorded on June 6 at HMSC Haida and played before the live broadcast of the service at the Hamilton Cenotaph on November 11th. Ed Sculthorpe will be interviewed in the video on behalf of the Committee.

6. ADJOURNMENT (Item 15)

(Sculthorpe/Baldry)


That, there being no further business, the meeting be adjourned at 4:32 p.m.

CARRIED

**Michael Rehill, Chair
Hamilton Veterans Committee**



INFORMATION REPORT

TO:	Chair and Members Emergency and Community Services Committee
COMMITTEE DATE:	September 19, 2024
SUBJECT/REPORT NO:	Snow Angels Program Update (HSC23022(b)) (City Wide) (Outstanding Business List Item)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Erica Brimley 905-546-2424 ext. 4815
SUBMITTED BY:	Stuart Beumer Director, Ontario Works Division Healthy and Safe Communities Department
SIGNATURE:	

COUNCIL DIRECTION

At their meeting September 21, 2023, Council approved the following motion:

- (d) That staff bring forward a report to Council in June 2024 with an update on the Snow Angels subsidy program.

INFORMATION

This information report provides the annual update requested by Council on the Snow Angels subsidy program for the 2023/2024 winter snow clearing season. The Snow Angels volunteer program was created in December 2005 (SPH05048/PW05152) after the introduction of By-law No.03-296 which requires homeowners to clear all snow and ice from municipal sidewalks within 24 hours after any snow or freezing rain.

In the Snow Angels Program Sustainability HSC23022(a) report that considered the ongoing sustainability and effectiveness of the program and various operating models in light of declining volunteerism. A subsidy model was recommended to minimize risk and liability to the city as any issues related to service, private property damage, or liability between the resident and their selected provider.

On September 21, 2023, the City Council approved transitioning the Snow Angels program from a volunteer-based initiative to a snow clearing subsidy. The subsidy, now referred to as the snow clearing subsidy to better reflect this change, has been allocated a base budget of \$111,310, which includes staffing and administrative costs and funds to support up to 144 qualifying homeowners with up to a \$450 snow clearing subsidy for the winter season.

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SUBJECT: Snow Angels Program Update (HSC23022 (b)) (City Wide) (Outstanding Business List Item) - Page 2 of 4

Ontario Works promotes the snow clearing benefit in the Licensing and By-law Services Division's Snow off Sidewalk (SOS) brochure, the City of Hamilton website, and through Flamborough Connects.

To be eligible for the program, residents must meet the following criteria:

- 65 years of age or older and/or have a physical disability,
- own their home,
- have no other able-bodied adult living in the home, and;
- for individuals not in receipt of social assistance, who meet the annual net income threshold based on Stats Canada Low-Income Measure approved by Council on September 9, 2021 (HSC21026).

Eligible applicants can receive an upfront payment of \$225 to a maximum subsidy of \$450 per winter season.

2023-2024 Winter Season

The 2023-2024 winter season experienced a lower-than-expected demand, likely due to mild weather conditions. Public Works reported only four snow events with 3 cm of snow or greater, which resulted in the forecasted support for potentially 144 households not being met.

The 2023-2024 winter season data indicates there were 67 household applications. Due to income in excess, duplicate applications, or failure to meet eligibility criteria (such as owning a home or missing information), 35% of the applications were deemed ineligible. The remaining 44 applications were approved and received one upfront payment of \$225, and one household received both the first and second payment of \$225 for total of \$450.

Data from the 44 approved applicants revealed the following:

- A total of \$10,125 (\$8,550 in 2023 and \$1,575 in 2024) was issued to participants from November 2023 to March 2024
- 52% resided in the lower city (Wards 1 to 5), approximately 48% were in upper city (Wards 6-8 and 14-15)
- 86% of eligible applicants were 65 years or older
- 14% were Ontario Disability Support Program applicants and 86% were low-income applicants
- 71% were single

A condition of eligibility was the requirement to submit a snow clearing expense log sheet by April 30, 2024; 33 applicants followed through on this requirement and 11 applicants failed to comply with this requirement. Reminder letters were mailed in May 2024 and reminder calls made in June 2024. Applicants who do not submit the snow clearing expense log sheet will not be eligible for future snow clearing benefits.

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SUBJECT: Snow Angels Program Update (HSC23022 (b)) (City Wide) (Outstanding Business List Item) - Page 3 of 4

Staff contacted organizations offering similar programs in the City of Hamilton for information on uptake in their programs this past winter and found the following:

- Flamborough Connects: Volunteer Snow Angels Program was not able to match all their families with volunteers. They supported eight households with six volunteers and had three households on wait list.
- Stoney Creek Outreach Services: Volunteer senior snow program was not able to match all their seniors with volunteers. They supported 105 seniors with 12 volunteers and had 60 on a waitlist.
- St. Joseph Home Care Snow Removal Program: This program was not available last winter because they couldn't retain contractors. Normally, eligible applicants pay a discounted fee for snow removal services directly to the contractor.

The Snow Angels Program had a Council approved 2023 operating budget of \$111,310. After deducting staffing and program costs of \$66,435 including \$1,000 allocated to Flamborough Connects, and subsidies provided to eligible individuals, there was a program surplus of \$44,875 in 2023, which was included in the preliminary 2023 year-end Operating Budget Variance Report (FCS23063(b)) as presented to the Audit, Finance and Administration Committee on June 6, 2024. The City's 2023 financial results are still subject to finalization of the 2023 audited financial statements.

2023/2024 Snow Clearing Subsidy Benefit Survey

A snow clearing subsidy benefit survey was developed to collect feedback from eligible recipients for the 2023/2024 winter season. The feedback will be used to help understand the subsidy arrangements and experience for recipients and assist with future planning (Appendix "A" to Report HSC23022(b)).

Key Survey Results Summary:

There were 26 surveys completed with a 59% response rate. The survey feedback from respondents showed that:

- 96% respondents stated they would recommend the snow clearing subsidy to others. The received funds assisted to hire help, reduced financial burdens, allowed them to get out to do things safely and reduced the stress/concerns of having to shovel due to their age/medical condition
- Approximately 58% of respondents indicated it was easy/very easy to find someone to help with clearing snow after receiving the subsidy
- Almost two-thirds of recipients indicated that the contractor or person came the same day as the snow event to clear their snow. As a result, they had no difficulties meeting the City of Hamilton by-law requirement to clear snow within 48 hours and did not receive a by-law infraction or notification to clear snow from their property

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SUBJECT: Snow Angels Program Update (HSC23022 (b)) (City Wide) (Outstanding Business List Item) - Page 4 of 4

- Other suggestions received through the survey include providing a list of people or contractors who offer snow removal services, and a summer grass/lawn maintenance benefit

2024-2025 Winter Season


The snow clearing subsidy benefit will continue for the 2024-2025 winter season. Households can apply from November 1, 2024, to March 30, 2025.

The 2024 budget can support 144 eligible applicants with subsidies up to \$450 for the winter season. Several factors can influence application volumes and our ability to support all eligible households, including the number of snow event days, changing economic conditions and the ability of low-income households to manage their expenses, and general awareness of the benefit.

Applicants who fail to provide their expense log will not be eligible for any further subsidy until they provide their completed snow clearing expense log form and those that did not spend their full subsidy will only receive the difference up to \$450. In addition to the snow clearing subsidy, staff will continue to promote Snow Angels Canada at www.snowangelscanada.ca. This free, Canada-wide service matches residents with available volunteers in their area and has been formally adopted by other cities as part of their snow removal service offering.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report HSC23022(b): 2023/2024 Snow Clearing Subsidy Benefit Survey Summary



2023/2024 Snow Clearing Subsidy Benefit Survey Summary

2023/2024 Snow Clearing Subsidy Benefit Survey Summary

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2023/2024 Snow Clearing Subsidy Benefit Survey Summary

SURVEY SUMMARY

Survey Purpose and Background

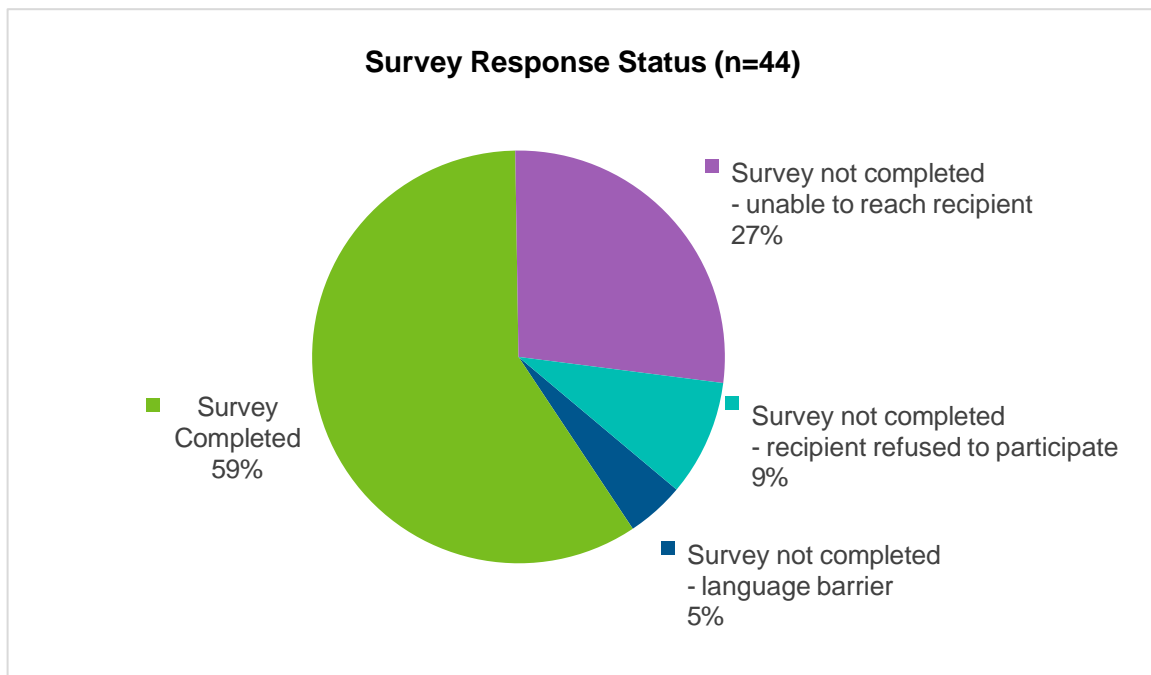
The Snow Clearing Subsidy Benefit Survey was developed to collect feedback from recipients of the Snow Clearing Subsidy Benefit for the 2023//2024 winter season. The survey collects information about subsidy recipients' snow clearing arrangements and experience with the program. The feedback will be used to help understand the impact of the program for recipients and inform future program planning.

A copy of the survey tool is provided in Appendix A.

Survey Deployment and Response

The Snow Clearing Subsidy Benefit was issued to 44 unique recipients for the 2023/2024 winter season. A letter was mailed out to these recipients the week of July 9, 2024 to provide advance notice that City of Hamilton staff would be calling them to conduct a survey. The survey was conducted with the subsidy recipients over the telephone between July 15, 2024 and July 18, 2024.

The following is summary of the survey response status of the 44 subsidy recipients. Staff were able to contact and complete surveys with 26 subsidy recipients, yielding a response rate of 59%.



2023/2024 Snow Clearing Subsidy Benefit Survey Summary

Key Survey Results Summary

- The majority of respondents were age 65 or older (88%), in low income (85%), indicated having a disability or health condition that affected their daily activities (96%) and were living alone or in a household with no other adults (88%).
- Approximately 36% of respondents first heard about the Snow Clearing Subsidy Benefit from family, friends, or word of mouth.
- Almost three out of every four respondents (73%) applied for the subsidy through a paper application.
- Approximately 8% of respondents experienced some difficulty with the application form.
- Most respondents indicated that City staff were able to clearly answer their Snow Clearing Subsidy Benefit questions (65%) or that they did not have any questions (19%).
- Before receiving the subsidy, respondents did not usually pay for snow clearing services (58%) or paid for snow clearing services on an as-needed basis (31%).
- Approximately 58% of respondents indicated it was easy/very easy to find someone to help with clearing snow after receiving the subsidy, however, there was also 35% that indicated it to be difficult/very difficult to find help.
- Almost two-thirds of recipients indicated that the contractor or person they paid with the subsidy to clear snow came the same day as the snow event to clear their snow.
- Some respondents noted that due to the light snow season there was no need to hire anyone to remove snow this past season.
- The majority (81%) of respondents indicated "never" having difficulties meeting the City of Hamilton by-law requirement to clear snow within 48 hours and none of the clients have ever received a by-law infraction or notification to clear snow from their property.
- The majority of clients (96%) would recommend the Snow Clearing Subsidy Benefit to others and note the program to have provided funds they otherwise would not have to hire help, reduced financial burdens, allowed them to get out to do things safely and reduced the stress/concerns of having to shovel due to their age/medical conditions.
- The most common suggestion for the Snow Clearing Subsidy Benefit was for a summer program for grass cutting/lawn maintenance and to provide a list of people/contractors who would provide snow removal services.

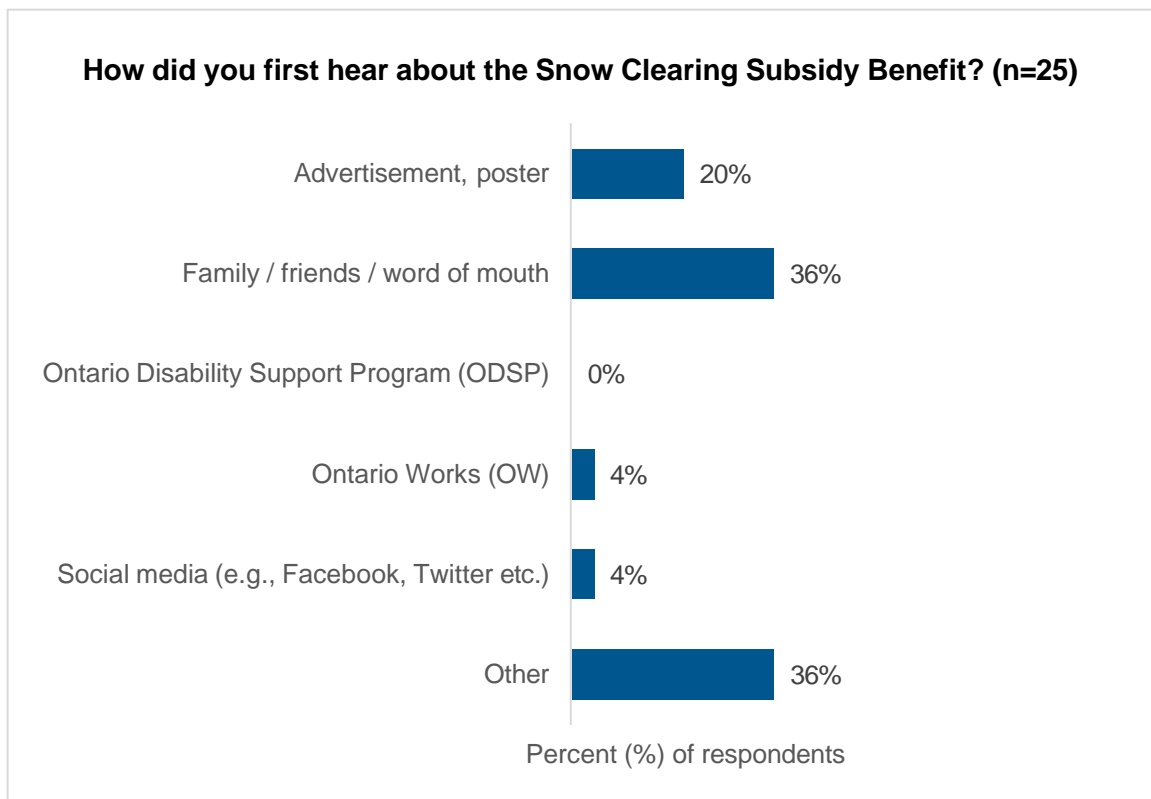
2023/2024 Snow Clearing Subsidy Benefit Survey Summary

Detailed Survey Results

This section provides a detailed summary of the survey responses collected.

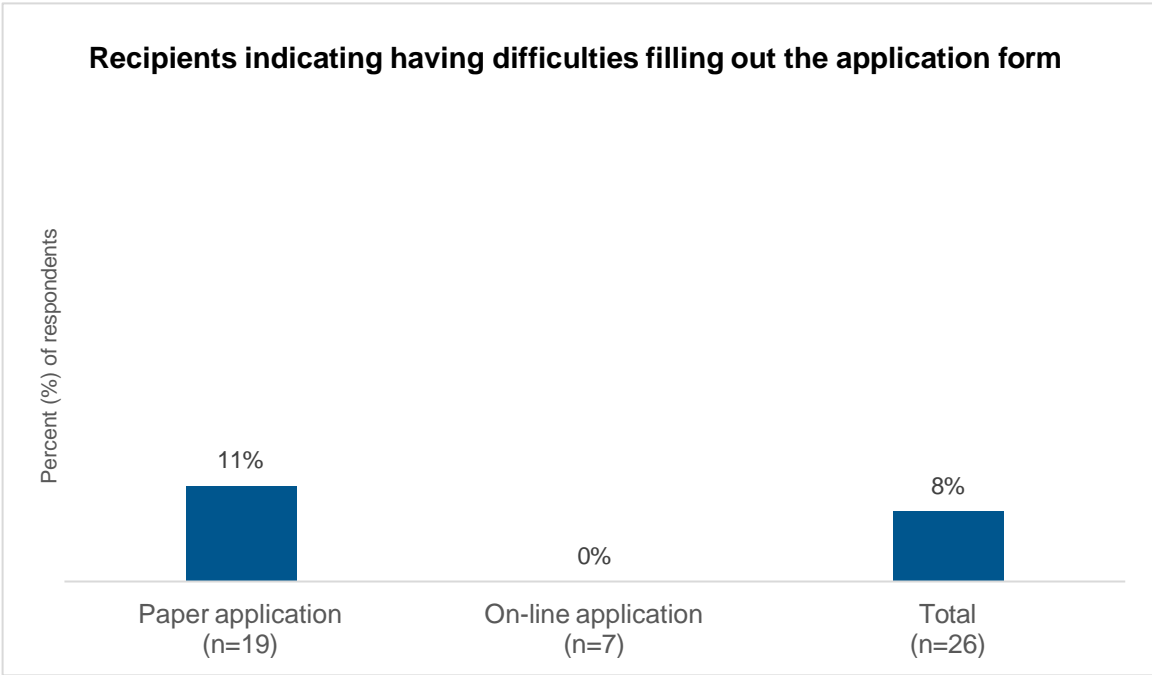
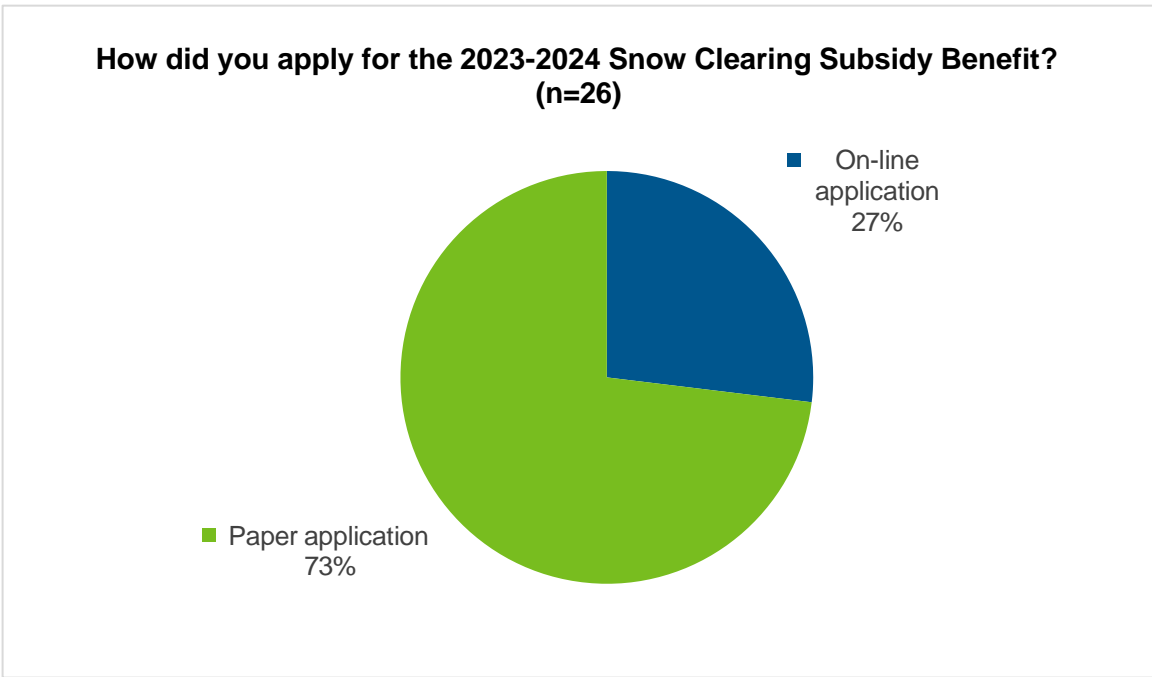
Note:

- The universe of respondents for questions may vary due to incomplete survey responses and/or survey skip logic. The universe of respondents denoted by n, is provided in brackets for each survey question summary.



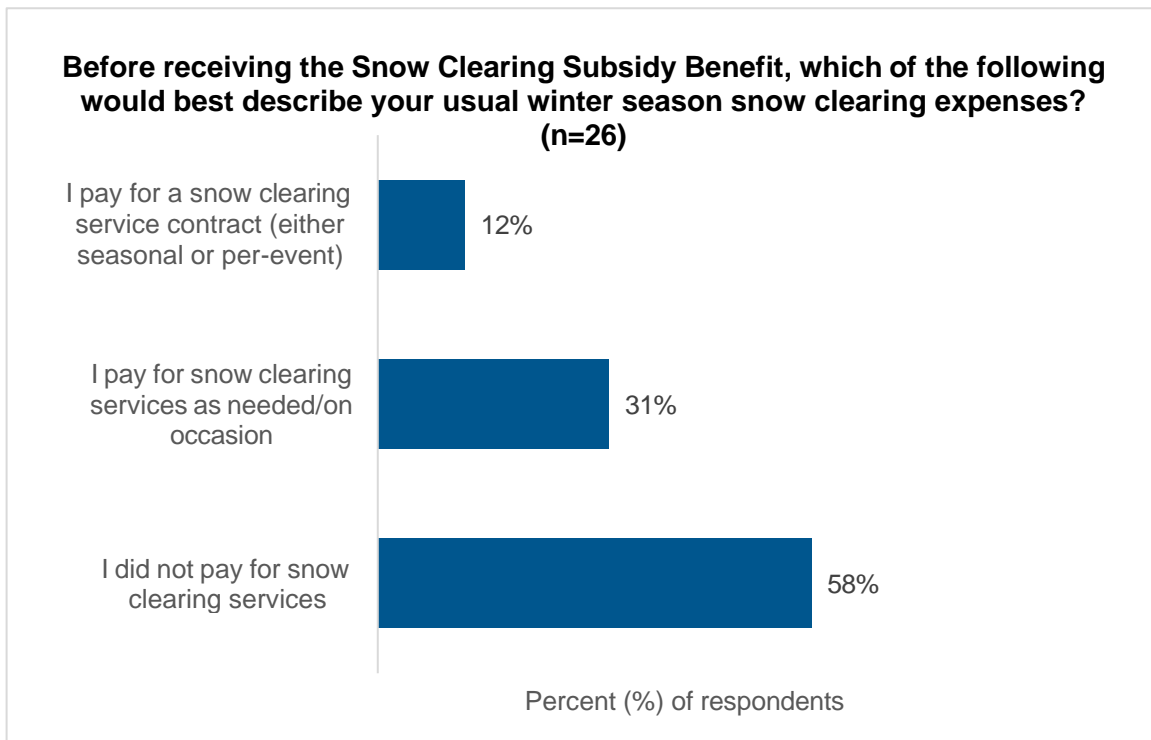
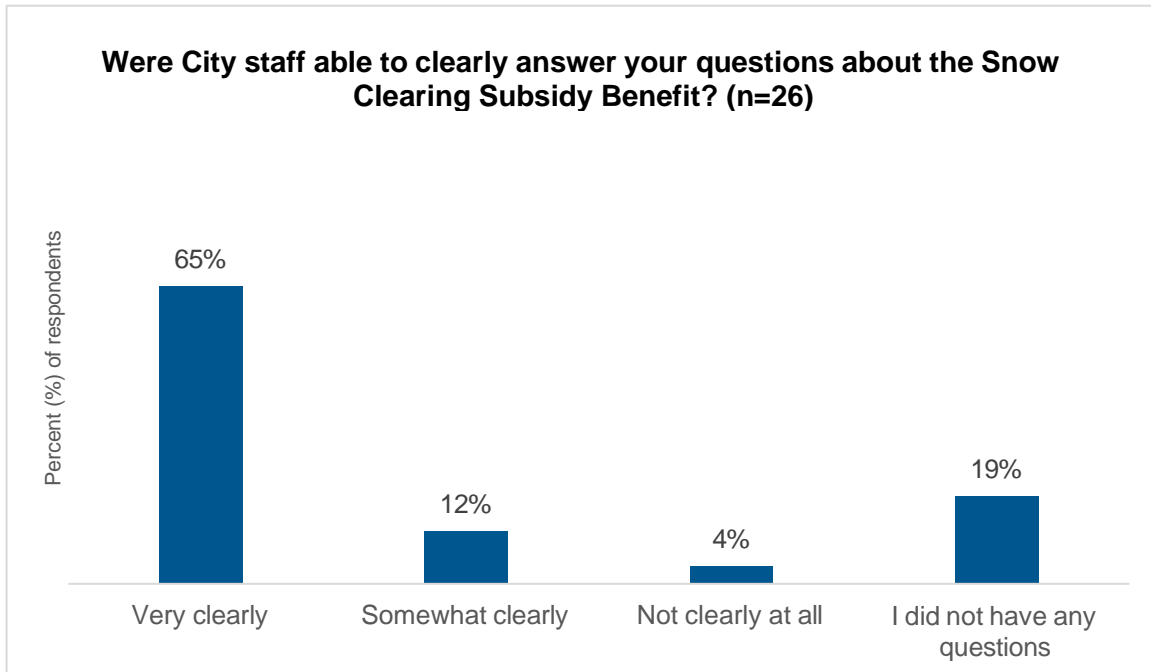
Other responses specified about how respondents first heard about the Snow Clearing Subsidy Benefit included references to being a previous participant of the Snow Angels program, online/internet, the City of Hamilton website, letter in the mail, television and calling City Hall.

2023/2024 Snow Clearing Subsidy Benefit Survey Summary

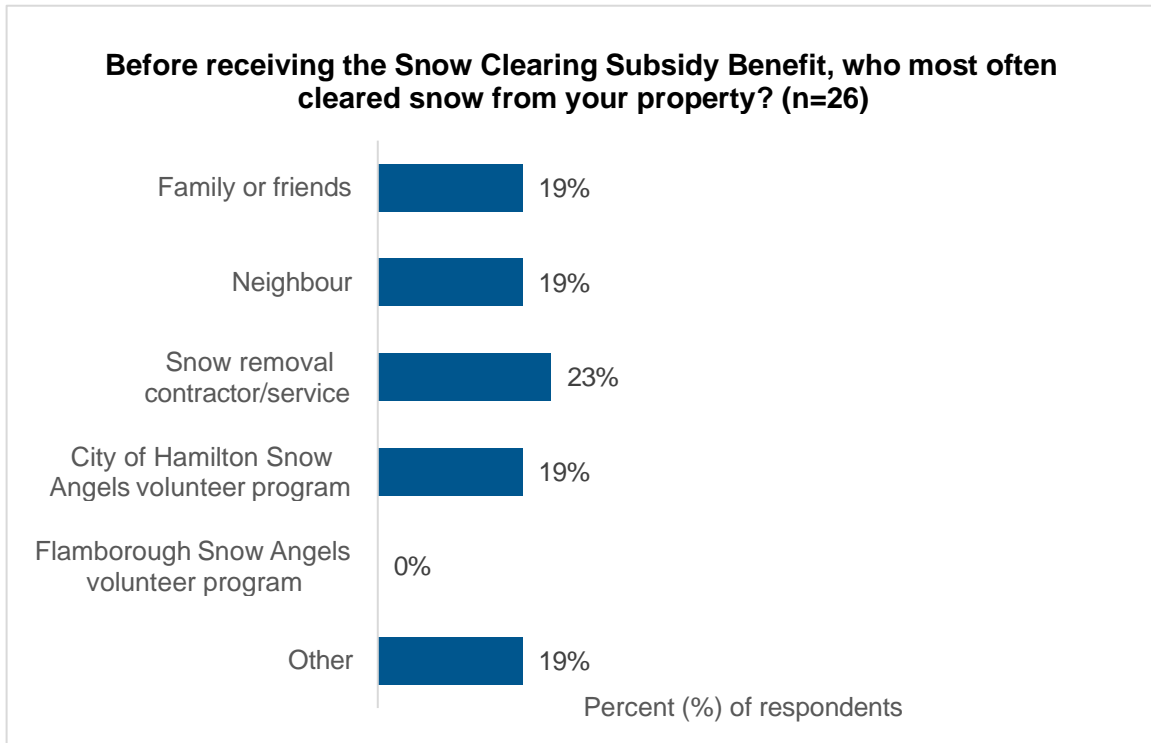


Recipients indicating having had difficulties filling out the application form noted the wording on the form related to Notice of Assessment was confusing or that due to medical conditions they generally need assistance with applications.

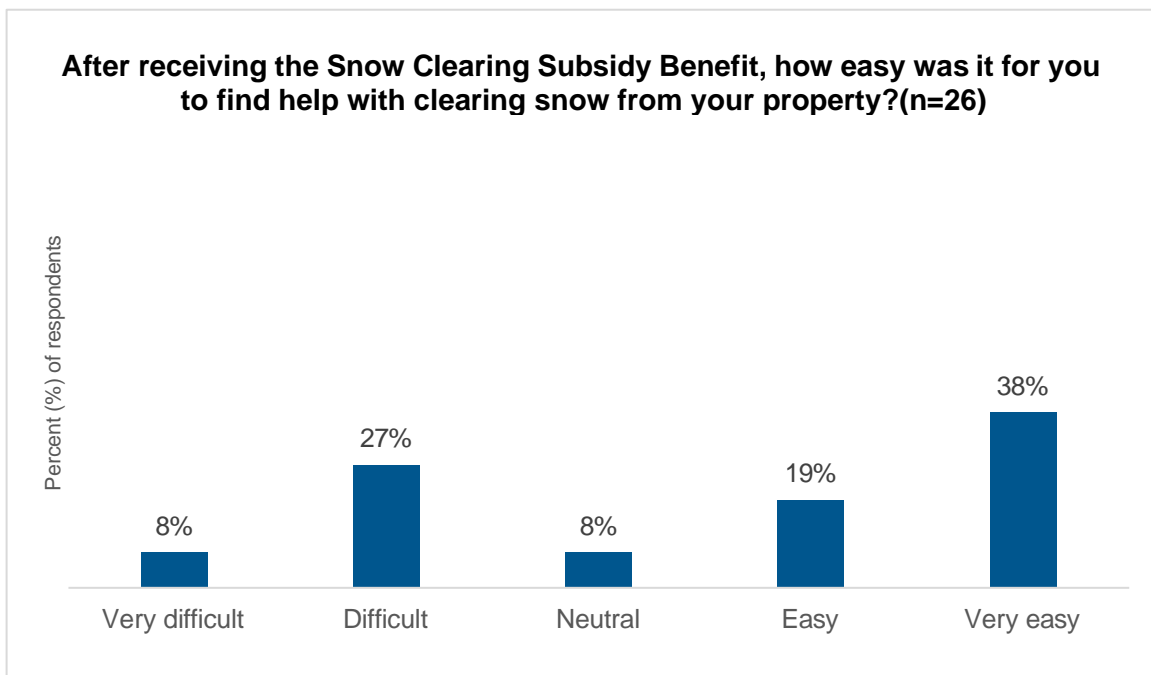
2023/2024 Snow Clearing Subsidy Benefit Survey Summary



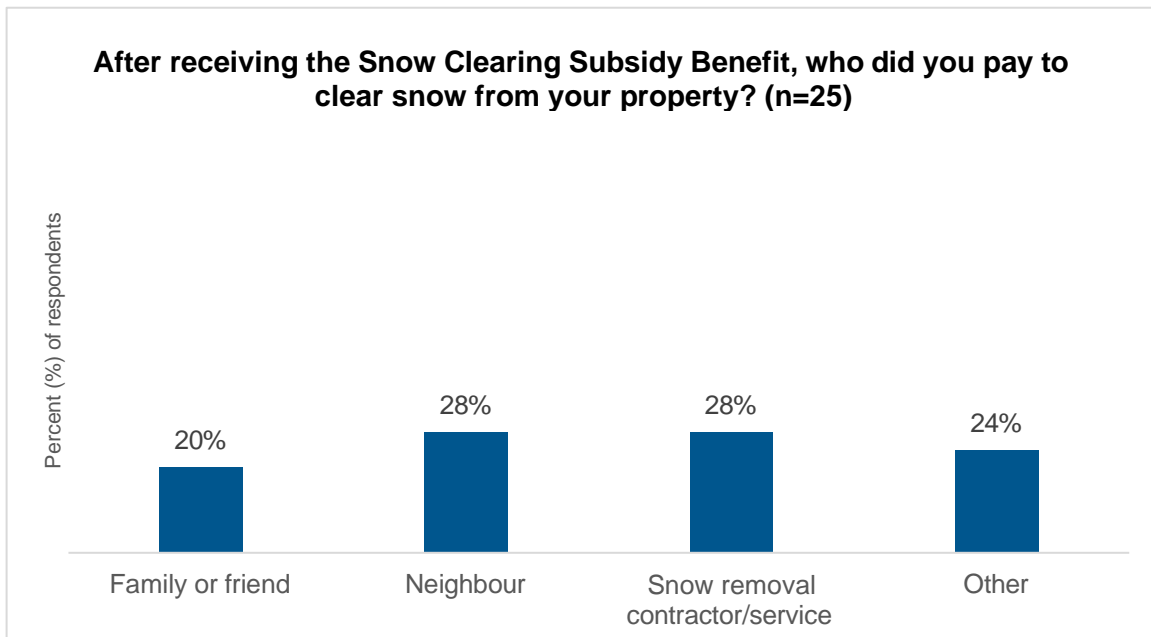
2023/2024 Snow Clearing Subsidy Benefit Survey Summary



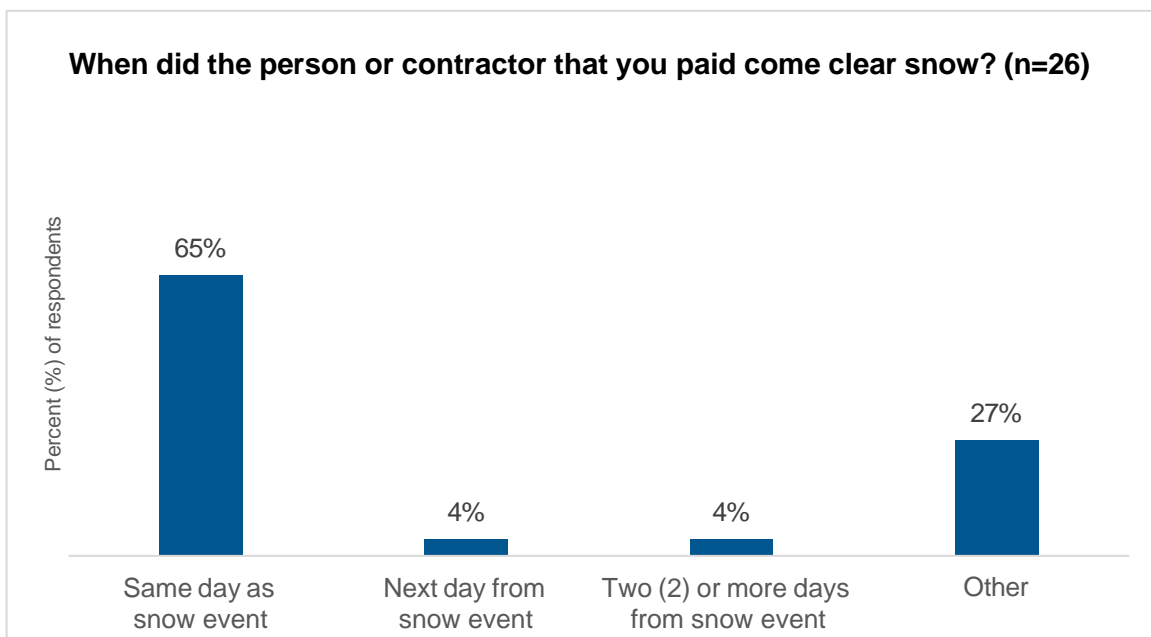
Other responses specified for who most often cleared snow from respondent’s property include references to “myself”, neighbour, other household members, Facebook Marketplace.



2023/2024 Snow Clearing Subsidy Benefit Survey Summary

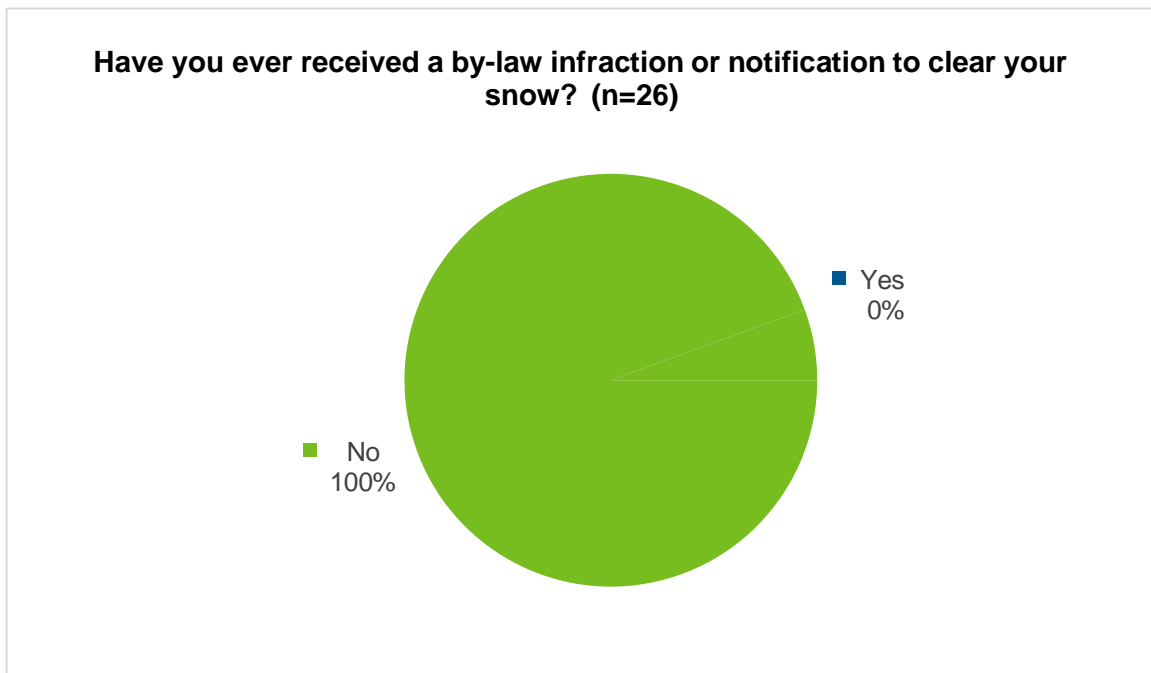
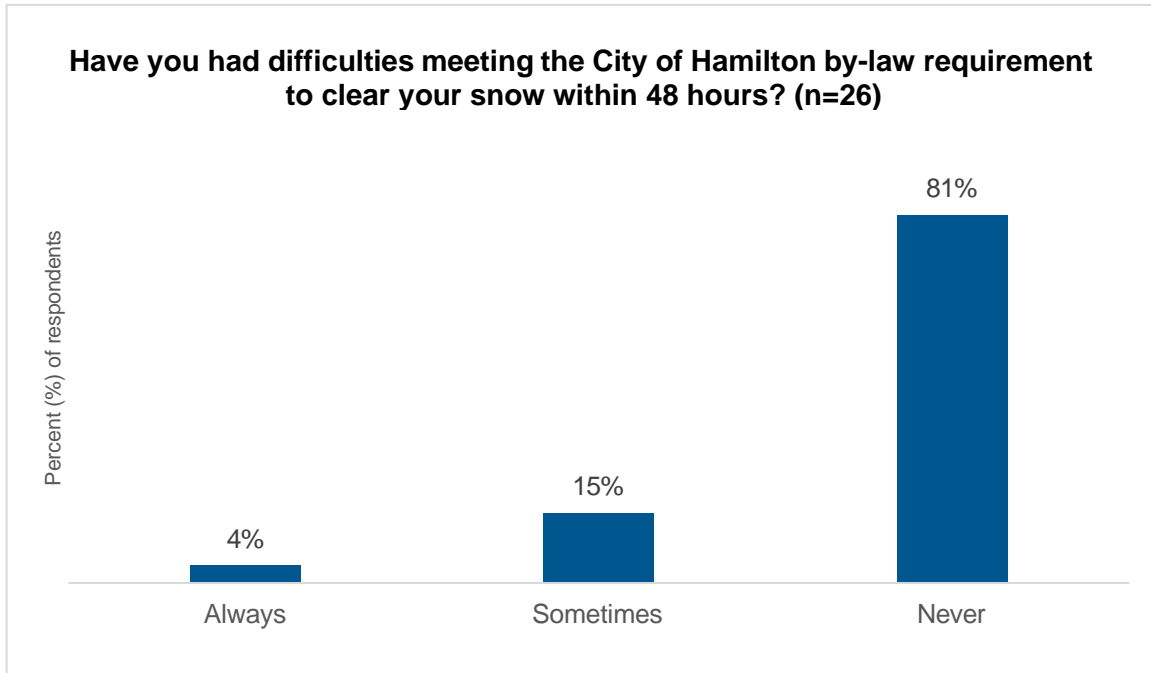


Other responses specified for who respondents paid to clear snow include references to not having to hire anyone due to light snow season, hiring someone in the neighbourhood or a homeless person.



Other responses specified for when the person/contractor came to clear snow included references to this question not being applicable due to the light snow season and not having hired anyone.

2023/2024 Snow Clearing Subsidy Benefit Survey Summary



Since there were no respondents that indicated having ever received a by-law infraction or notification to clear snow the following questions were not asked for any respondents:

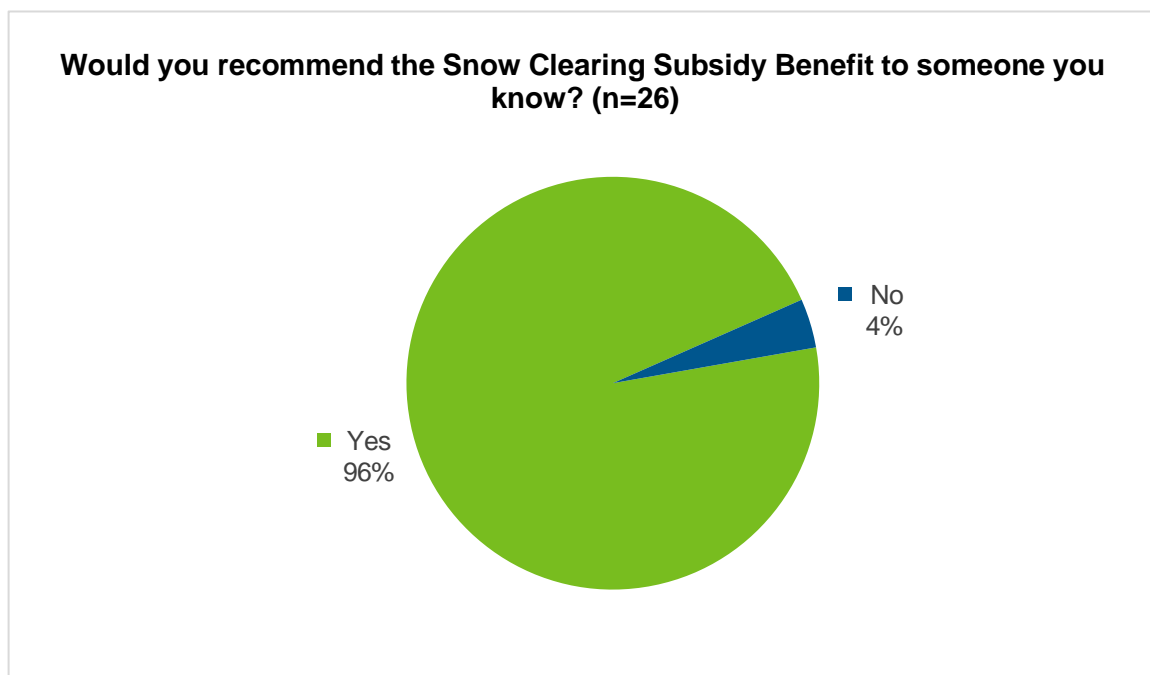
- When have you received a by-law infraction or notification to clear your snow?
- Did by-law ever have to send a contractor to come clear your snow?

2023/2024 Snow Clearing Subsidy Benefit Survey Summary

Can you tell me how the Snow Clearing Subsidy Benefit has improved the quality of your life for you and your family?

The following are the most common benefits identified by respondents, listed with the more common ones first:

- would not have money otherwise to hire help and/or the subsidy reduced their financial burden
- was able to get out to do things, able to get out safely
- reduced stress/concerns of having to shovel with medical conditions and/or age



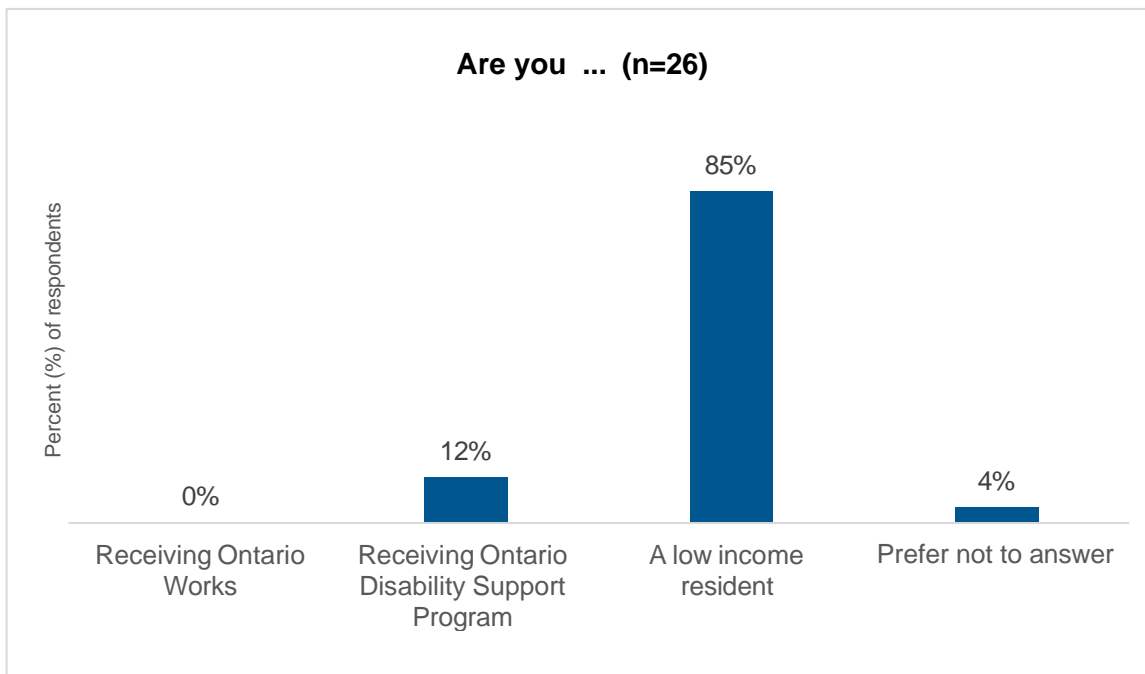
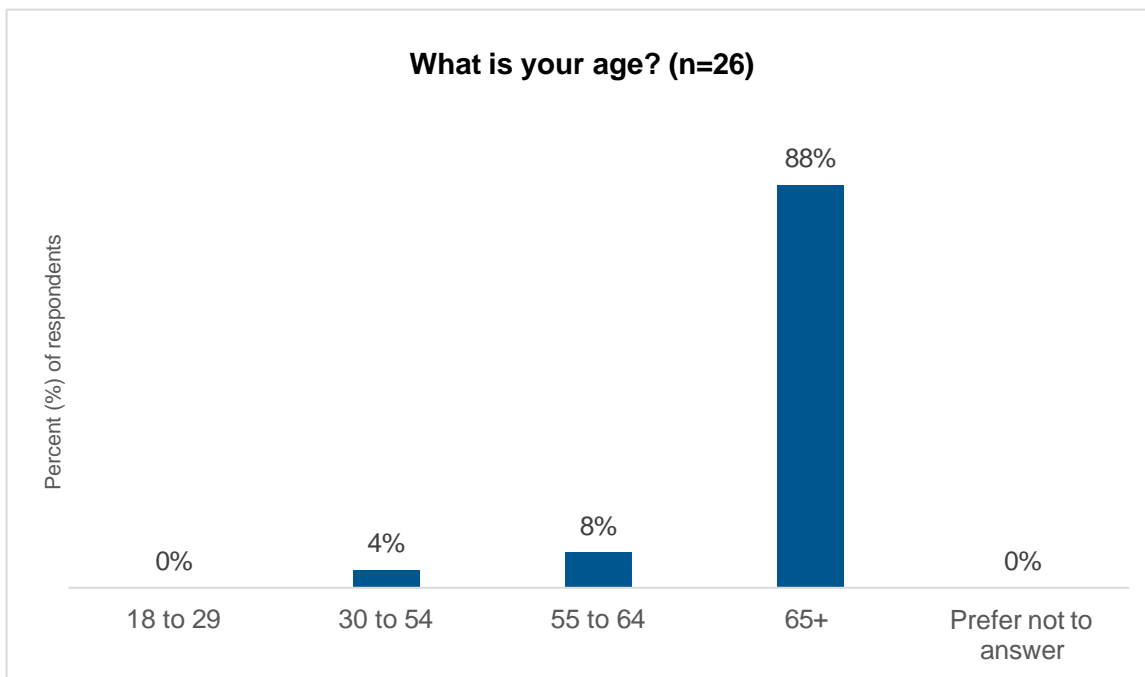
Respondents that would not recommend the Snow Clearing Subsidy Benefit made references to the requirements of logging everything was difficult and was afraid the subsidy would need to be reported to Revenue Canada.

Do you have any comments or suggestions about the Snow Clearing Subsidy Benefit?

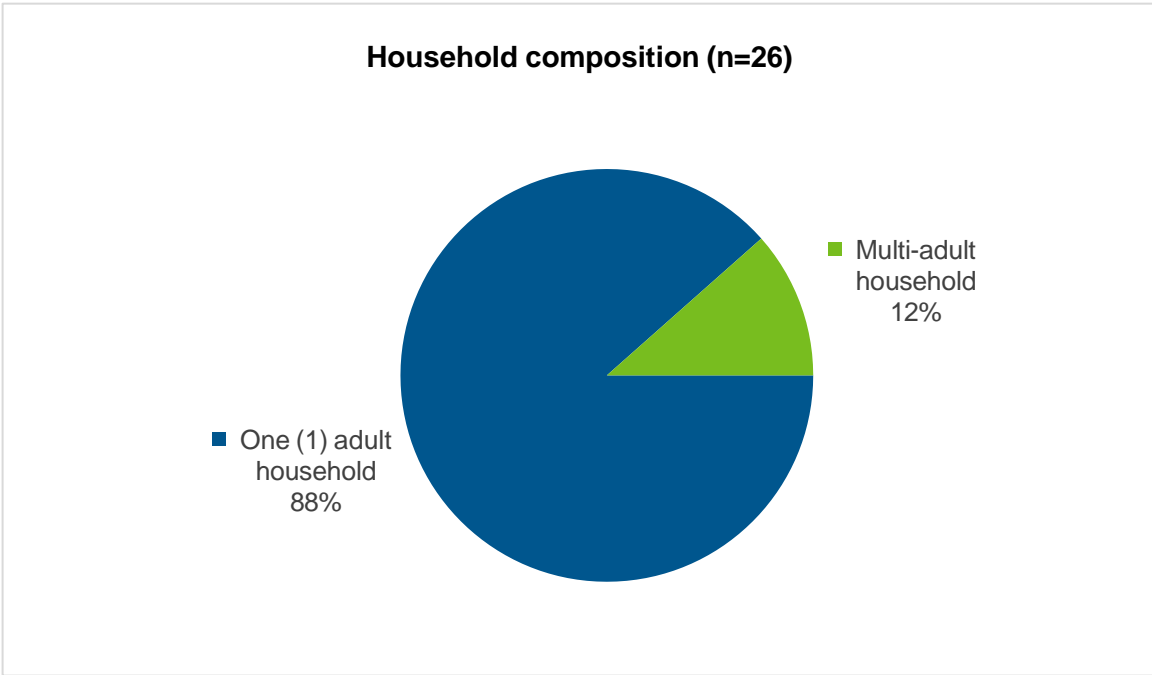
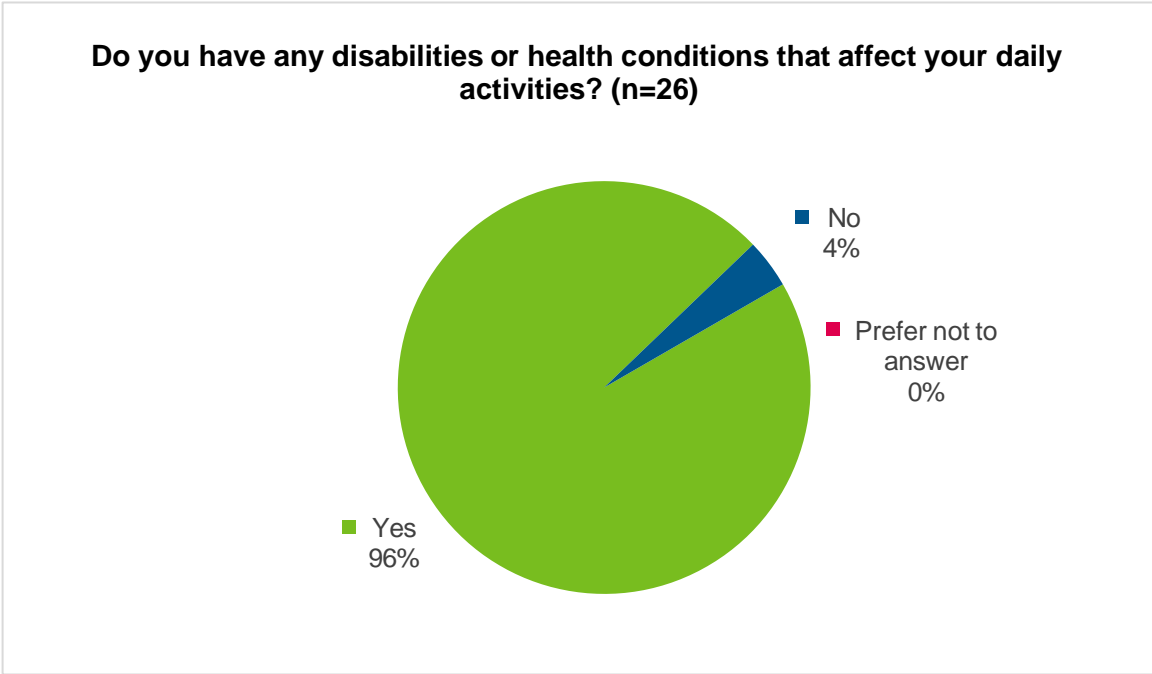
The following are the most common comments or suggestions provided by respondents, listed with the more common ones first:

- provide a summer program for grass cutting/lawn maintenance
- provide a list of people/contractors who would come and shovel
- have the City remove the snow
- automatic renewal or carry over of subsidy into program next season

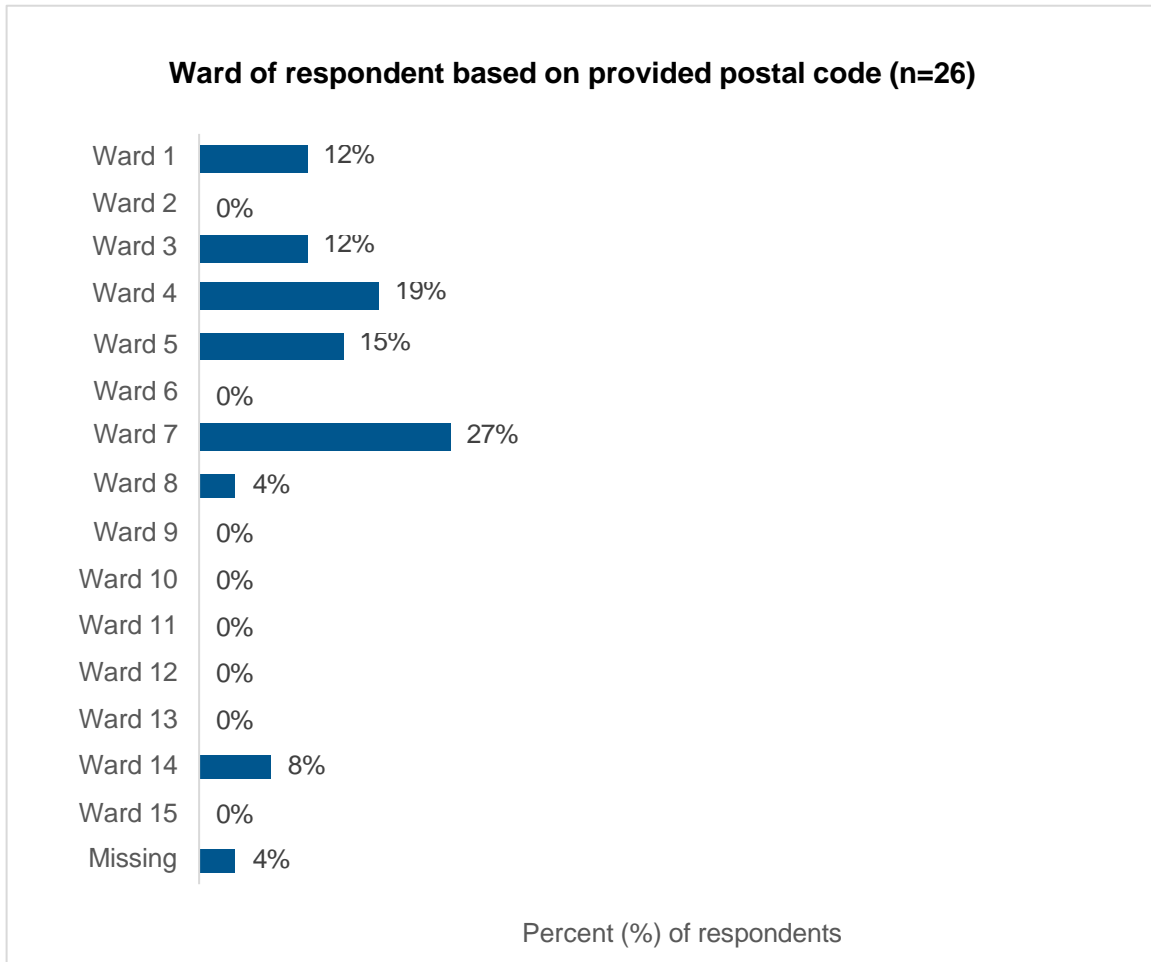
2023/2024 Snow Clearing Subsidy Benefit Survey Summary



2023/2024 Snow Clearing Subsidy Benefit Survey Summary



2023/2024 Snow Clearing Subsidy Benefit Survey Summary



Snow Clearing Subsidy Client Survey Summary

APPENDIX A: SURVEY TOOL

2023/2024 Snow Clearing Subsidy Benefit Survey

INTERVIEW DETAILS

Q01. Interviewer: _____

Q02. Date: _____

Q03. Phone number called: _____

INTRODUCTION

Hello, my name is _____, and I am calling from City of Hamilton Special Supports Program to talk to you about the Snow Clearing Subsidy Benefit that you receive for the previous 2023-2024 winter season.

We hope that you have received the letter from the City of Hamilton letting you know that we would be calling.

The survey will take roughly 10 to 15 minutes to complete and will provide the city with useful information in order to determine the future of the program.

Completing the survey is entirely **voluntary** on your part and will in no way impact your access to future benefits.

Responses will be kept confidential and only reported in a summary format that will not identify you.

Q04. Is now a good time for us to complete the survey?

- Yes
- No (→end survey)

NOTICE OF COLLECTION AND CONSENT

Since we are collecting this information on behalf of the City of Hamilton, we are bound by the legislation governing the protection of your private information. Please let me take a moment to remind you how the City of Hamilton protects your privacy.

Snow Clearing Subsidy Client Survey Summary

2023/2024 Snow Clearing Subsidy Benefit Survey

Notice of Collection of Personal Information

Pursuant to the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), this information is collected under the legal authority of section 10 of the Municipal Act, 2001 and the City of Hamilton Snow Clearing Subsidy Benefit.

Q05. Do you agree to continue and participate in this survey regarding the Snow Clearing Subsidy Benefit?

- Yes
- No (→end survey)

SURVEY

Q06. How did you **first** hear about the Snow Clearing Subsidy Benefit?

- Advertisement, poster
- Family / friends / word of mouth
- Social media (e.g., Facebook, Twitter etc.)
- Ontario Works (OW)
- Ontario Disability Support Program office (ODSP)
- Other, please specify: _____

Q07. How did you apply for the 2023-2024 Snow Clearing Subsidy Benefit?

- On-line application
- Paper application

Q08. Did you have any difficulties filling out the application form?

- Yes
- No (→skip to Q10)

Q09. What did you find difficult with the application form?

Snow Clearing Subsidy Client Survey Summary

2023/2024 Snow Clearing Subsidy Benefit Survey

Q10. Were City staff able to clearly answer your questions about the Snow Clearing Subsidy Benefit?

- Very clearly (→skip to Q12)
- Somewhat clearly
- Not clearly at all
- I did not have any questions. (→skip to Q12)

Q11. What questions did you have about the subsidy that staff were unable to answer clearly?

Q12. **Before** receiving the Snow Clearing Subsidy Benefit, which of the following would best describe your **usual** winter season snow clearing expenses?

- I pay for a snow clearing service **contract** (either seasonal or per-event)
- I pay for snow clearing services **as needed/on occasion**
- I **did not pay** for snow clearing services

Q13. **Before** receiving the Snow Clearing Subsidy Benefit, who **most often** cleared snow from your property?

- Family or friends
- Neighbour
- Snow removal contractor/service
- City of Hamilton Snow Angels volunteer program
- Flamborough Snow Angels volunteer program
- Other, please specify: _____

Q14. **After** receiving the Snow Clearing Subsidy Benefit, how easy was it for you to find help with clearing snow from your property?

- Very easy
- Easy
- Neither easy nor difficult
- Difficult
- Very difficult

Snow Clearing Subsidy Client Survey Summary

2023/2024 Snow Clearing Subsidy Benefit Survey

Q15. After receiving the Snow Clearing Subsidy Benefit, who did you pay to clear snow from your property?

- Family or friend
- Neighbour
- Snow removal contractor/service
- Other, please specify: _____

Q16. When did the person or contractor that you paid come clear snow?

- same day as the snow event
- next day from the snow event
- 2 or more days from the snow event
- Other, please specify: _____

Q17. Have you had difficulties meeting the City of Hamilton by-law requirement to clear your snow within 48 hours?

- Always
- Sometimes
- Never

Q18. Have you ever received a by-law infraction or notification to clear your snow?

- Yes
- No (→skip to Q21)

Q19. When have you received a by-law infraction or notification to clear your snow?
Select all that apply.

- during the 2023/2024 snow season
- in previous snow seasons

Q20. Did by-law ever have to send a contractor to come clear your snow?

- Yes
- No

Snow Clearing Subsidy Client Survey Summary

2023/2024 Snow Clearing Subsidy Benefit Survey

Q21. Can you tell me how the Snow Clearing Subsidy Benefit has improved the quality of your life for you and your family?

Q22. Would you recommend the Snow Clearing Subsidy Benefit to someone you know?

- Yes (→skip to Q24)
- No

Q23. Why would you **not** recommend the Snow Clearing Subsidy Benefit?

Q24. Do you have any comments or suggestions about the Snow Clearing Subsidy Benefit?

Now we would like to ask some questions about you so that we can better understand your answers.

Q25. What is your age?

- 18 to 29
- 30 to 54
- 55 to 64
- 65+
- Prefer not to answer

Q26. Are you ...

- receiving Ontario Works
- receiving Ontario Disability Support Program
- a low-income resident
- Prefer not to answer

Q27. Do you have any disabilities or health conditions that affect your daily activities?

- Yes
- No
- Prefer not to answer

Q28. Other than yourself, how many people living in your household are **under the age of 18**?

Snow Clearing Subsidy Client Survey Summary

2023/2024 Snow Clearing Subsidy Benefit Survey

Q29. Other than yourself, how many people living in your household **are age 18 or older**?

Q30. What is your postal code?

Thank you for taking the time to complete this survey on the Snow Clearing Subsidy Benefit on behalf of the City of Hamilton.


Q31. Would you like a copy of the survey results?

- Yes
- No (→ end survey)

Q32. Email/mailling address where survey response can be sent



CITY OF HAMILTON
HEALTHY AND SAFE COMMUNITIES DEPARTMENT
Hamilton Fire Department

TO:	Chair and Members Emergency and Community Services Committee
COMMITTEE DATE:	September 19, 2024
SUBJECT/REPORT NO:	Hamilton Fire Department Next Generation 9-1-1 Public Safety Answering Point Contingency Routing Agreement (HSC24034) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Michael Rember (905) 546-2424, Ext. 3376
SUBMITTED BY:	David Cunliffe Chief, Hamilton Fire Department Healthy and Safe Communities Department
SIGNATURE:	

RECOMMENDATION

That the Fire Chief, Hamilton Fire Department be authorized to negotiate, enter into and execute, on behalf of the City of Hamilton, a contract, renewals, extensions, amendments, any ancillary documents and any new agreement(s) required to establish and maintain a 9-1-1 Secondary Public Safety Answering Point Emergency Contingency Service Agreement for the Hamilton Fire Department, in a form satisfactory to the City Solicitor.

EXECUTIVE SUMMARY

The City of Hamilton, including the Hamilton Fire Department and the Hamilton Police Service are transitioning to Next Generation 9-1-1 (NG9-1-1) Service.

In August of 2022, the General Manager, Finance and Corporate Services signed a Next Generation 9-1-1 Authority Service Agreement with Bell Canada. There are requirements in the Bell Canada Agreement that must be met by the Hamilton Fire Department (Hamilton Fire) and the Hamilton Police Service Public Safety Answering Points before connection will be permitted to the Next Generation 9-1-1 network. Specifically, each agency must specify a partner third party Public Safety Answering Point to act as backup in the event the local (Fire, Police) Public Safety Answering Point

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SUBJECT: Hamilton Fire Department Next Generation 9-1-1 Public Safety Answering Point Contingency Routing Agreement (HSC24034) (City Wide) - Page 2 of 4

is not able to respond to 9-1-1 Calls. The Hamilton Police Service has already established a 9-1-1 Primary Public Safety Answering Point Emergency Contingency Service Agreement with the Niagara Regional Police Service.

Staff from the Fire Department and the City's Legal Department have worked with their equivalent counterparts from The Corporation of the City of St. Catharines and St. Catharines Fire Services to author a 9-1-1 Secondary Public Safety Answering Point Emergency Contingency Service Agreement to comply with this mandatory requirement per the Bell Canada Next Generation 9-1-1 Authority Service Agreement.

Under this contingency routing agreement, should either the Hamilton Fire Department Public Safety Answering Point or St. Catherines Fire Service Public Safety Answering Point experience a service outage or event that results in loss of functionality to their respective call handling system, Bell Canada can route inbound calls to the other contingency agency for handling until such time that the deficiency or outage has been restored.

The purpose of this report is to seek authorization from Council for the Fire Chief of the Hamilton Fire Department to enter into a 9-1-1 Secondary Public Safety Answering Point Emergency Contingency Service Agreement. This agreement will be entered with The Corporation of the City of St. Catharines (St. Catharines Fire Services). The report also seeks authorization to enter and any additional agreements that may be required to ensure continued compliance with the requirement to have an contingency service agreement in place whether with St. Catharines or another municipality.

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The proposed 9-1-1 Secondary Public Safety Answering Point Emergency Contingency Service Agreement involves the exchange of in-kind service only and is anticipated to have minimal or no financial or monetary impact.

Staffing: Not Applicable

Legal: Legal Services assisted in the creation and review of the 9-1-1 Secondary Public Safety Answering Point Emergency Contingency Service Agreement and will be consulted on future iterations as necessary.

HISTORICAL BACKGROUND

The City of Hamilton's Next Generation 9-1-1 project was initiated in 2020 by the Hamilton Fire Department and Hamilton Police Service. Public Safety Answering Points,

SUBJECT: Hamilton Fire Department Next Generation 9-1-1 Public Safety Answering Point Contingency Routing Agreement (HSC24034) (City Wide) - Page 3 of 4

commonly known as dispatch centres, will no longer be able to take legacy, or Enhanced 9-1-1 (E9-1-1) calls after March of 2025 without the required Next Generation 9-1-1 technology. Every Public Safety Answering Point within Canada will be required to update and replace their Call Handling Systems to be compatible to receive Next Generation 9-1-1 calls and transfer them accordingly.

In August of 2022, the General Manager, Finance and Corporate Services signed a Next Generation 9-1-1 Authority Service Agreement with Bell Canada. The Agreement included a list of mandatory requirements that the City would need to meet before being allowed to connect to the Next Generation 9-1-1 network. One of the requirements is that each agency must specify a partner third party Public Safety Answering Point to act as backup in the event the local (Fire, Police) Public Safety Answering Point is not able to respond to 9-1-1 Calls.

To satisfy this requirement, the Hamilton Fire Department must establish a reciprocal agreement with another municipal fire service Public Safety Answering Point (dispatch centre) to intake and handle emergency calls if the Hamilton Fire Public Safety Answering Point experiences a service outage or event that results in loss of functionality to the call handling system until such time that the deficiency or outage has been restored.

Staff from Hamilton Fire and the City's Legal Department have worked with their equivalent counterparts from the City of St. Catharines and St. Catharines Fire Services to author a 9-1-1 Secondary Public Safety Answering Point Emergency Contingency Service Agreement to comply with this mandatory requirement described in the Bell Canada Next Generation 9-1-1 Authority Service Agreement.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

The migration to Next Generation 9-1-1 is mandated and legislated by the Canadian Radio-television and Telecommunications Commission (CRTC) Telecom Regulatory Policy: CRTC 2017-182.

Failure to meet the Canadian Radio-television and Telecommunications Commission platform migration to Next Generation 9-1-1 by March 4, 2025, will result in disruption (failure) of 911 services provided by the City of Hamilton.

RELEVANT CONSULTATION

Consultation for this report took place as follows:

- Corporate Services - Information Technology and Privacy
- Legal

**SUBJECT: Hamilton Fire Department Next Generation 9-1-1 Public Safety
Answering Point Contingency Routing Agreement (HSC24034) (City
Wide) - Page 4 of 4**

- City of St. Catherines Fire Services

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The City has already committed significant resources and budget expenditures to the Next Generation 9-1-1 Project including the acquisition of hardware and software technologies, modifications and additions to infrastructure, renovations to facilities, purchase of the Solacom call-handling solution, and engagement with multiple consultants.


As of July 30, 2024, the overall project was 85% complete. The Next Generation 9-1-1 cutover or “go-live” date is projected for October 2024 – well ahead of the Canadian Radio-television and Telecommunications Commission deadline of March 4, 2025. However, Bell Canada will not authorize Hamilton Fire to access Bell’s Next Generation 9-1-1 Service until it has a 9-1-1 Secondary Public Safety Answering Point Emergency Contingency Service Agreement in place.

ALTERNATIVES FOR CONSIDERATION

None



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

TO:	Chair and Members Emergency and Community Services Committee
COMMITTEE DATE:	September 19, 2024
SUBJECT/REPORT NO:	Rosedale Tennis Club Inc. Loan Request (FCS23075(a)) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Tran Trang (905) 546-2424 Ext. 6151
SUBMITTED BY:	Kirk Weaver Acting Director, Financial Planning Administration and Policy Corporate Services Department
SIGNATURE:	

RECOMMENDATION(S)

- (a) That the City of Hamilton provide an additional increase to the principal amount of the existing interest free loan to Rosedale Tennis Club Inc. by \$300,000 (the "Additional Principal") bringing the total consolidated principal amount of the loan to \$1,630,000 (the "Total Consolidated Principal") pursuant to the City's External Loan Guidelines on the following terms and conditions:
- (i) the outstanding balance owing on the existing principal as approved through Report FCS23075 / HSC23039, being \$1,210,000 as of January 1, 2024 be consolidated with the Additional Principal (collectively the "Consolidated Outstanding Principal") and be repaid in annual payments pursuant to the repayment schedule attached as Appendix "A" to Report FCS23075(a) so that the Consolidated Outstanding Principal be repaid in full within 15 years from the Additional Principal advance;
 - (ii) the Additional Principal bear no interest and be used only for the purposes of construction of a new dome and related infrastructure over four existing tennis courts at the property municipally known as 42 Lawrence Road, Hamilton;
 - (iii) the Loan Amending Agreement dated March 15, 2024 between the City of Hamilton and Rosedale Tennis Club Inc. (the "Loan Agreement") be further amended to reflect the Additional Principal of \$300,000 and maintain the terms and conditions outlined in Report FCS23075 / HSC23039;

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**SUBJECT: Rosedale Tennis Club Inc. Loan Request (FCS23075(a)) (City Wide) –
Page 2 of 6**

- (b) That the General Manager, Finance and Corporate Services, be authorized and directed to execute an amendment to the Loan Amending Agreement and an amendment to the General Security Agreement dated March 15, 2014 between the City of Hamilton and Rosedale Tennis Club Inc. (the “General Security Agreement”) together with any ancillary documentation, in a form satisfactory to the City Solicitor and with content satisfactory to the General Manager, Finance and Corporate Services, to give effect to Recommendation (a) of Report FCS23075(a); and
- (c) That a loan receivable from Rosedale Tennis Club Inc. on the City of Hamilton’s balance sheet, be increased by \$300,000 upon advance of the funds.

EXECUTIVE SUMMARY

On May 5, 2024, the Rosedale Tennis Club Inc. formally appealed to the City of Hamilton, through the correspondence attached as Appendix “B” to Report FCS23075(a), for an additional loan in the amount of \$300,000 relating to the addition of a new dome over four existing tennis courts. The additional loan is being requested as a result of an unsuccessful application of an expected \$200,000 grant from Tennis Canada and unexpected additional costs of construction.

City of Hamilton staff evaluates all loan requests under the City’s External Loan Guidelines (Reports FCS06078 and FCS06078(a)). The Policy Implications and Legislated Requirements section of Report FCS23075(a) outline the loan eligibility criteria used in the evaluation process. The City’s External Loan Guidelines provide for interest free loans to organizations that are upgrading or enhancing City-owned facilities or properties. As the Tennis Club operates at Gage Park, the organization qualifies for an interest free loan.

With an outstanding principal balance as of January 1, 2024 of \$1,210,000, the Additional Principal of \$300,000 results in a Consolidated Outstanding Principal loan of \$1,510,000. The repayment schedule is attached as Appendix “A” to Report FCS23075(a).

Alternatives for Consideration – See Page 6

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: In providing an interest free loan, the City of Hamilton will forgo interest of approximately \$122,187 compared to an interest-bearing loan at an annual interest rate of 4.61%. Organizations that do not qualify for interest free loans under the External Loan Guidelines would be subject to an interest rate of 4.61%, which is comprised of the City’s current borrowing rate on a 15-year serial debenture of 4.36% plus a 0.25% administration fee.

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**SUBJECT: Rosedale Tennis Club Inc. Loan Request (FCS23075(a)) (City Wide) –
Page 3 of 6**

The loan would be established on the City's balance sheet as a long-term receivable and advanced to the Tennis Club through the general bank account. With an existing outstanding principal balance as of January 1, 2024 of \$1,210,000, the Additional Principal of \$300,000 results in a Consolidated Outstanding Principal loan of \$1,510,000. The repayment schedule is attached as Appendix "A" to Report FCS23075(a).

Staffing: N/A

Legal: Legal Services will be required to draft an amendment to the Loan Amending Agreement dated March 15, 2024 between the City of Hamilton and Rosedale Tennis Club Inc. (the "Loan Agreement") and an amendment to the General Security Agreement for execution by the General Manager, Finance and Corporate Services.

HISTORICAL BACKGROUND

City Council approved the External Loan Guidelines through Report FCS06078 with the following objectives:

- Establishing a consistent loan request process;
- Ensuring that all loan requests are dealt with in a fair, equitable and financially accountable manner;
- Ensuring that any funds received from the City of Hamilton are administered by a competent, accountable and responsible body; and
- Providing loan funding to organizations who demonstrate that the project is in the best interest of the community at large.

The External Loan Guidelines were subsequently amended through Report FCS06078(a) to allow not-for-profit organizations using City facilities or property to apply for an interest free loan to carry out upgrades or enhancements.

The Tennis Club has previously received an interest free loan of \$180,000 for a replacement tennis bubble under the City's External Loan Guidelines through Report FCS13100 / CS13057 (the "Original Loan"). The Original Loan was advanced in 2014 with annual repayment requirements of \$12,000 over a 15-year term. All required payments have been made as scheduled with a remaining balance of \$60,000 owing to the City as of January 31, 2024. The Original Loan was to come to end of term in 2029.

On July 14, 2023, Council approved an amendment of \$1,150,000 to the Original Loan through Report FCS23075 / HSC23039 for the purposes of constructing a new dome over four existing tennis courts.

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**SUBJECT: Rosedale Tennis Club Inc. Loan Request (FCS23075(a)) (City Wide) –
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On May 5, 2024, the City received correspondence from the Rosedale Tennis Club (Appendix “B” to Report FCS23075(a)) requesting an additional loan of \$300,000 to fund the remaining project costs for the addition of a dome bringing the total loan amount to \$1,510,000. The correspondence also requested that the City fund the replacement of the electrical box that serves the Tennis Club, Gage Park and the Lawn Bowling facility. This request was addressed separately through a motion passed at the June 12, 2024 City Council meeting, with funding coming from the Wards 3 and 4 Capital Infrastructure Reserves.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

The City of Hamilton is not legislatively required to provide loans to external agencies for the purpose of capital improvements. However, the City occasionally receives and considers loan requests from various community groups and not-for-profit organizations and so the External Loan Guidelines (Report FCS06078) were developed to evaluate requests in a consistent and transparent manner. The External Loan Guidelines are established “guidelines” rather than “policy” because Council has the ultimate authority and discretion to offer loans to external organizations.

Under the External Loan Guidelines, the loan request will be considered eligible if:

- (a) The organization making the loan request is, or is in the process of becoming, an incorporated and registered not-for-profit organization;
- (b) The organization has a Board of Directors who can assume full responsibility for the administration of the funding;
- (c) The request is to fund a capital expenditure on a one-time basis. Funds must not be used to offset operating costs, reduce outstanding debt or to fund an operating deficit;
- (d) The capital expenditure must provide benefits within the boundaries of the City of Hamilton;
- (e) The organization is in good financial standing with the City. More specifically, there should be no current or recent history of significant arrears owing to the City of Hamilton;
- (g) The organization demonstrates that it is making efforts to provide equal access to programs and services for individuals of diverse cultures and disabilities, where appropriate, and feasible; and
- (h) The organization demonstrates clear boundaries between religious activities and the program which is requesting the funding, if applicable.

The City’s External Loan Guidelines restricts organizations to having only one outstanding loan with the City at a time. As a result, staff recommends consolidation of the Original Loan (approved in Report FCS13100 / CS13057), as amended, to include the \$1,150,000 advance in Report FCS23075 / HSC23039, with the new loan request for the Additional Principal pursuant to an amendment to the Loan Agreement and an amendment to the General Security Agreement.

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**SUBJECT: Rosedale Tennis Club Inc. Loan Request (FCS23075(a)) (City Wide) –
Page 5 of 6**

RELEVANT CONSULTATION

The Tennis Club was contacted to provide all relevant documentation required to evaluate the loan under the City's External Loan Guidelines. Responsibilities of the applicant are outlined in Report FCS06078.

Legal and Risk Management Services Division provided input into Report FCS23075(a).

ANALYSIS AND RATIONALE FOR RECOMMENDATION(S)

The Tennis Club is a not-for-profit, community-based organization that has been located at Gage Park since 1917 and has been a year-round tennis facility since 1987. The clubhouse building used by the Tennis Club is owned by the City of Hamilton, which is responsible for all capital repairs to the building while the rest of the tennis facilities are the responsibility of the Tennis Club.

The Tennis Club is requesting an additional loan from the City of Hamilton of \$300,000 for the purposes of financing a second tennis dome to double its capacity of services during the winter. Total project costs for the new dome have exceeded the original cost of \$1,950,000, of which the Tennis Club is contributing \$600,000 and the City has already provided a loan for \$1,150,000.

In evaluation of the loan request, City staff has received and reviewed the following documents from the Tennis Club:

- (a) Proof of status as an incorporated and registered not-for-profit organization;
- (b) A business case for the capital expenditure that includes the amount of the loan requested and desired terms, project budget, sources of funding, a list of milestone or completion dates, impact on the club if the loan was not provided and a description demonstrating how the capital expenditure will benefit the community at large;
- (c) A multi-year cash flow to demonstrate the ability of the organization to repay the loan; and
- (d) The previous year's complete and audited financial statements.

In the evaluation of these documents, it has been determined that the Tennis Club is in good financial standing and poses no serious risk of arrears on the proposed repayment schedule of the Consolidated Outstanding Principal (attached as Appendix "A" to Report FCS23075(a)).

Additionally, the Tennis Club has articulated the community benefits of providing additional winter programming to the satisfaction of City staff, particularly in the areas of expanded youth opportunities and affordable options for beginners.

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**SUBJECT: Rosedale Tennis Club Inc. Loan Request (FCS23075(a)) (City Wide) –
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Staff has determined that the Tennis Club is eligible for an interest free loan as it meets the requirements of the Council approved External Loan Guidelines in that the loan is intended to fund the construction of a new tennis dome situated in a City-owned park (Gage Park). The project will benefit the community by providing year-round access to tennis and enhancing City-owned facilities and properties. Therefore, it is the recommendation of staff that an interest free loan be granted to the Tennis Club and that staff be directed to prepare the necessary documentation, in consultation with Legal Services, to amend the Loan Agreement and the General Security Agreement in a form satisfactory to the City Solicitor and content satisfactory to the General Manager, Finance and Corporate Services.

ALTERNATIVES FOR CONSIDERATION

The External Loan Guidelines are approved “guidelines” for staff to consistently and transparently evaluate loan requests for external organizations. However, they are not Council approved policy. Council has the ultimate authority and discretion to offer loans to external organizations.

As alternatives, Council could consider:

1. Providing an interest-bearing loan at an annual interest rate of 4.61% (the City’s current borrowing rate of 4.36% plus an administration fee of 0.25%) in accordance with the City’s External Loan Guidelines for organizations not operating at City-owned facilities or property. This option would bear interest revenue of approximately \$122,187 over a 15-year period; or
2. Allowing the Tennis Club to maintain two separate loans with the City as an exception to the City’s External Loan Guidelines that restricts organizations to have only one outstanding loan with the City at a time; or
3. Opting not to provide a loan to the Tennis Club.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report FCS23075(a) – Rosedale Tennis Club Loan Repayment Schedule

Appendix “B” to Report FCS23075(a) – Correspondence from the Rosedale Tennis Club

TT/dt

Rosedale Tennis Club Loan for Tennis Bubble Replacement Repayment Schedule

Principal:	
FCS13100 / CS13057 (2024 outstanding balance)	\$60,000
FCS23075 / HSC23039	\$1,150,000
FCS23075(a)	\$300,000
	\$1,510,000

Interest Rate: **0.0%**

Term (Years): **15**

Year	Payment	Interest	Principal	Outstanding
0				\$1,510,000
1	\$108,667	\$0	\$108,667	\$1,401,333
2	\$108,667	\$0	\$108,667	\$1,292,667
3	\$108,667	\$0	\$108,667	\$1,184,000
4	\$108,667	\$0	\$108,667	\$1,075,333
5	\$108,667	\$0	\$108,667	\$966,667
6	\$96,667	\$0	\$96,667	\$870,000
7	\$96,667	\$0	\$96,667	\$773,333
8	\$96,667	\$0	\$96,667	\$676,667
9	\$96,667	\$0	\$96,667	\$580,000
10	\$96,667	\$0	\$96,667	\$483,333
11	\$96,667	\$0	\$96,667	\$386,667
12	\$96,667	\$0	\$96,667	\$290,000
13	\$96,667	\$0	\$96,667	\$193,333
14	\$96,667	\$0	\$96,667	\$96,667
15	\$96,667	\$0	\$96,667	\$0
Total	\$1,510,000	\$0	\$1,510,000	

Rosedale Tennis Club Loan for Tennis Bubble Replacement Repayment Schedule

Report:	FCS13100 / CS13057
Principal:	\$180,000
Interest Rate:	0.0%
Term (Years):	15

Year	Payment	Interest	Principal	Outstanding
March, 2014				\$180,000
Jan. 31, 2015	\$12,000	\$0	\$12,000	\$168,000
Jan. 31, 2016	\$12,000	\$0	\$12,000	\$156,000
Jan. 31, 2017	\$12,000	\$0	\$12,000	\$144,000
Jan. 31, 2018	\$12,000	\$0	\$12,000	\$132,000
Jan. 31, 2019	\$12,000	\$0	\$12,000	\$120,000
Jan. 31, 2020	\$12,000	\$0	\$12,000	\$108,000
Jan. 31, 2021	\$12,000	\$0	\$12,000	\$96,000
Jan. 31, 2022	\$12,000	\$0	\$12,000	\$84,000
Jan. 31, 2023	\$12,000	\$0	\$12,000	\$72,000
Jan. 31, 2024	\$12,000	\$0	\$12,000	\$60,000
Jan. 31, 2025	\$12,000	\$0	\$12,000	\$48,000
Jan. 31, 2026	\$12,000	\$0	\$12,000	\$36,000
Jan. 31, 2027	\$12,000	\$0	\$12,000	\$24,000
Jan. 31, 2028	\$12,000	\$0	\$12,000	\$12,000
Jan. 31, 2029	\$12,000	\$0	\$12,000	\$0
Total	\$180,000	\$0	\$180,000	

**Rosedale Tennis Club Loan for Tennis Bubble Replacement
Repayment Schedule**

Report: FCS23075 / HSC23039
Principal: \$1,150,000
Interest Rate: 0.0%
Term (Years): 15

Year	Payment	Interest	Principal	Outstanding
0				\$1,150,000
1	\$76,667	\$0	\$76,667	\$1,073,333
2	\$76,667	\$0	\$76,667	\$996,667
3	\$76,667	\$0	\$76,667	\$920,000
4	\$76,667	\$0	\$76,667	\$843,333
5	\$76,667	\$0	\$76,667	\$766,667
6	\$76,667	\$0	\$76,667	\$690,000
7	\$76,667	\$0	\$76,667	\$613,333
8	\$76,667	\$0	\$76,667	\$536,667
9	\$76,667	\$0	\$76,667	\$460,000
10	\$76,667	\$0	\$76,667	\$383,333
11	\$76,667	\$0	\$76,667	\$306,667
12	\$76,667	\$0	\$76,667	\$230,000
13	\$76,667	\$0	\$76,667	\$153,333
14	\$76,667	\$0	\$76,667	\$76,667
15	\$76,667	\$0	\$76,667	\$0
Total	\$1,150,000	\$0	\$1,150,000	

Rosedale Tennis Club Loan for Tennis Bubble Replacement Repayment Schedule

Report: **FCS23075(a)**
Principal: **\$300,000**
Interest Rate: **0.0%**
Term (Years): **15**

Year	Payment	Interest	Principal	Outstanding
0				\$300,000
1	\$20,000	\$0	\$20,000	\$280,000
2	\$20,000	\$0	\$20,000	\$260,000
3	\$20,000	\$0	\$20,000	\$240,000
4	\$20,000	\$0	\$20,000	\$220,000
5	\$20,000	\$0	\$20,000	\$200,000
6	\$20,000	\$0	\$20,000	\$180,000
7	\$20,000	\$0	\$20,000	\$160,000
8	\$20,000	\$0	\$20,000	\$140,000
9	\$20,000	\$0	\$20,000	\$120,000
10	\$20,000	\$0	\$20,000	\$100,000
11	\$20,000	\$0	\$20,000	\$80,000
12	\$20,000	\$0	\$20,000	\$60,000
13	\$20,000	\$0	\$20,000	\$40,000
14	\$20,000	\$0	\$20,000	\$20,000
15	\$20,000	\$0	\$20,000	\$0
Total	\$300,000	\$0	\$300,000	

May 5, 2024

Hamilton City Hall

Attn: Ms. Holland, City Clerk

Dear Mayor Horwath and Members of Council,

In 2023, Rosedale Tennis Club, which has been located in Gage Park since 1919 and operating as a community tennis club since 1923, received support in the form of a loan and/or grant in the amount of \$1,150,000.00 for the addition of a dome and replacement of 4 existing tennis courts for the purpose of increasing tennis opportunities for Hamilton youth, families, seniors, local schools, and other community groups.

This loan request was approved at City Council. The approval was based on cost estimates for construction, including contingencies and supported by our business plan and financial plan that included a grant of \$200,000 from Tennis Canada, through the Rogers naming rights. We were very surprised to find out we were not successful in receiving the grant from Tennis Canada in part because Ancaster Tennis Club had received the grant in 2022. As construction is proceeding, several changes have been required that have added significantly to the cost of the project and we request additional funds to finalize paying for the project.

We are requesting an additional \$300,000 in additional loan to allow us to complete the project. The funds will cover the changes required to meet added costs for changes that are above the contingency amount set aside for the project.

The list of items that have created the financial challenge are,

1. Loss of sponsorship money \$200,000.
2. Fire door requirement cost \$10,000.
3. City required construction insurance cost \$15,000.
4. Cost of additional excavation and gravel, due to unforeseen conditions –light standards casings, double layer of old court paving. \$48,000 estimated.
5. Other - \$50,000.

In addition to the above items there is also the outstanding issue with the existing electrical vault that services part of Gage Park, Rosedale Tennis Club and Rosedale Lawn Bowling. The Electrical Safety Authority (ESA) has informed us that the proposed upgraded panel planned with the build is not acceptable as the electrical service vault is outdated and must be replaced. The estimated cost of this item is \$230,000.

We request that the City fund the replacement of the electrical box on the basis that it also serves Gage Park and the Lawn Bowling Club. We were also unaware that the box had been previously described by the Electrical Authority as in poor condition.

The financial cost to replace the electrical box is not included in our supplementary loan request.

Our club is in on solid financial footing. We have again reviewed the assumptions we used in building the model to support the initial approval of the project and our request to you for financing. We continue to believe our revenue growth assumptions are conservative. We have already begun to increase our membership as planned. To date we have added more than 100 new members.

In terms of present club operations, revenues are ahead of budget and therefore the net income of the club year to date (5 months ended February 2024) is better than the annual budget set by \$25,000. Net Income for the first 5 months is \$82,000.

Therefore, we have reviewed our financial position and are very confident that we can cover the additional loan request.

We can make our team of volunteers and committee members available to present on this matter to answer questions.

Thank you for your consideration and we look forward to working together to support the City of Hamilton Vision "To be the best place to raise a child and age successfully" and to Live, Work, Play.

Please contact us at info@rosedaletennisclub.ca or 905-545-5205.

Best Regards,




David Scott,
Rosedale Tennis Club President.

- c.c Councillor Nann Ward 3
- c.c. Councillor Hwang Ward 4
- c.c. Steve Sevor Director (Acting) Recreation Division.



CITY OF HAMILTON
HEALTHY AND SAFE COMMUNITIES DEPARTMENT
Hamilton Paramedic Service

TO:	Chair and Members Emergency and Community Services Committee
COMMITTEE DATE:	September 19, 2024
SUBJECT/REPORT NO:	Program Manager, Scheduling & Attendance Management – Paramedic Services (HSC24032) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Michael Sanderson (905) 546-2424 Ext. 7741
SUBMITTED BY:	Grace Mater General Manager Healthy and Safe Communities
SIGNATURE:	

RECOMMENDATION

- (a) That Council approve the in-year addition of the position of Program Manager, Scheduling & Attendance Management – Paramedic Services to the Hamilton Paramedic Service with one full-time equivalent complement addition at a maximum annual cost of \$177,660 inclusive of wages, benefits, and required ancillary equipment; and
- (b) That Council approve the funding of the 2024 partial year of this position first from any Provincially funded sources, then from any 2024 Paramedic Service surplus, then from any Healthy & Safe Communities Department surplus and lastly from any 2024 Corporate Surplus or any source deemed appropriate by the General Manager of Corporate Services; and
- (c) That Council approve this position and related costs be included in the 2025 Budget and funded as follows:
- (i) In 2025, 50% from the Tax Stabilization reserve #110046, and 50% from the Tax Operating Levy; and

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**SUBJECT: Program Manager, Scheduling & Attendance Management –
Paramedic Services (HSC24032) (City Wide) – Page 2 of 7**

- (ii) In subsequent years, (2026 and beyond) it will be funded 50% from Ministry of Health Paramedic Services funding and 50% from the levy; and
- (d) That Council approve the in-year addition of the position of Return to Work Specialist to the Human Resources Department with one full-time equivalent complement addition at a maximum annual cost of \$141,580 inclusive of wages, benefits, and required ancillary equipment to be charged to the Hamilton Paramedic Service;
- (e) That Council approve the funding of the 2024 partial year of this position first from any Provincially funded sources, then from any 2024 Paramedic Service surplus, then from any Healthy & Safe Communities Department surplus and lastly from any 2024 Corporate Surplus or any source deemed appropriate by the General Manager of Corporate Services; and
- (f) That Council approve this position and related costs be included in the 2025 Budget and funded as follows:
 - (i) In 2025, 50% from the Tax Stabilization Reserve #110046, and 50% from the Tax Operating Levy; and
 - (ii) In subsequent years, (2026 and beyond) it will be funded 50% from Ministry of Health Paramedic Services funding and 50% from the levy

EXECUTIVE SUMMARY

The current workload and requirements for the Operations Commander that currently supervises operational supervisors and paramedics as well as overseeing the scheduling processes and scheduling staff is unsustainable. Splitting of those roles and accountabilities to two positions is required in order to improve activities.

The pending retirement in early 2025 of the current Operations Commander will create a gap in knowledge as well as capacity which necessitates an opportunity for knowledge and skills exchange in the area of both scheduling activities and attendance management.

This report and recommendation address two specific areas of activity related to staffing.

- the scheduling of regular shifts and replacement shifts for 450 full and part-time front-line paramedics; and

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**SUBJECT: Program Manager, Scheduling & Attendance Management –
Paramedic Services (HSC24032) (City Wide) – Page 3 of 7**

- the monitoring and management of attendance related to short- and long-term disability, workers compensation, and other contractual or regulated absences from work.

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The table below identifies the expected costs and funding sources for these two positions.

**Program Manager, Scheduling and Attendance Management – Paramedic Services
& Return to Work Specialist
Estimated Financial Summary**

Expected Costs and Funding Sources	2024	2025	2026
Salary, Benefits, & Ancillary Costs ^{1,2}	79,810	325,810	335,590
Provincial Funding/ Hamilton Paramedic Division Surplus/ Healthy and Safe Communities Dept. Surplus/ Corporate Surplus	(79,810)	-	-
50% Tax Stabilization Reserve #110046	-	(162,910)	-
50/50 Land Ambulance Service Grant (LASG) ³	-	-	(162,910)
Net Levy Impact	-	162,900	172,680

Notes

1. 2024 is a pro-rated cost of \$177,660 + \$141,580 for three months, assuming an October 1, 2024, start date
2. Cost of Living Adjustment is estimated at three percent per year in 2025 and 2026
3. The Land Ambulance Service Grant will fund 50% of the operating costs based on the prior year Council Approved Budget

Staffing: The Program Manager, Scheduling & Attendance Management – Paramedic Services would report to the Deputy Chief of Logistics. The Program Manager would manage a team of schedulers.

Legal: N/A

**SUBJECT: Program Manager, Scheduling & Attendance Management –
Paramedic Services (HSC24032) (City Wide) – Page 4 of 7**

HISTORICAL BACKGROUND

The role of the Operations Commander currently overseeing scheduling activities needs to be focussed back on front-line supervisor and paramedic management. Attempting to manage both operations and the scheduling issues is overwhelming and unsustainable by an individual person. This report addresses increasing management capacity by one program manager to address two specific issues: (a) attendance management and (b) scheduling. Background to both of these issues is provided here.

Attendance Management:

Paramedic Service management and administration staff do not have access to confidential employee health information. Return to work services, employee health, and WSIB claims management dealing with confidential health information or contacting health care providers is the exclusive responsibility and mandate of various staff within City of Hamilton Human Resources with direct cost recoveries made within the Council approved Paramedic Service operating budget. Cost recoveries included within the Council approved budget are eligible for inclusion in the Ministry of Health Land Ambulance Service Grant funding criteria.

Human Resources allocated a 0.5 FTE Return to Work Specialist in HR from 2012 through 2021 to support Paramedic Service requirements. Consultation between the Paramedic Service, Human Resources and the Healthy and Safe Communities General Manager took place in 2021 regarding increasing rates of sick time and workers compensation absences. Following this consultation, it was agreed to increase this allocation to 1.0 FTE on a temporary basis. This effectively increased the already existing 0.5 FTE by a further 0.5 temporary FTE. The temporary full-time position was implemented in early 2022 with costs absorbed within the Paramedic Service operating budget since that time. As this temporary position continues to be required, and it has been temporary in nature for the past two years, the Human Resources department requires authorization to add a permanent 1.0 FTE to their staffing allocation to maintain this level of support.

Review of staff attendance patterns, including meetings as required, attendance reviews, and allocation of specific modified duties within identified restrictions where needed, has been performed as a “side of the desk” issue by supervisors and managers. With increased levels of paramedic staffing to maintain service, escalating sick time and the increasing impact of WSIB presumptive determination of work-related operational stress injuries and mental health concerns there has been insufficient capacity to effectively manage the myriad of issues that arise.

As demonstrated in Figure 1 (below), the direct cost of short-term illness has escalated dramatically since 2014. Despite the addition of the temporary Human Resources support position from 2021 through to present our capacity to better manage

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: Program Manager, Scheduling & Attendance Management –
Paramedic Services (HSC24032) (City Wide) – Page 5 of 7**

attendance continues to be a significant pressure. A clear focus needs to be placed on this initiative while not distracting from other operational pressures.

Fiscal YTD		Avg FTE	Avg Incid/fte	Avg Hrs/FTE	Avg Cost/FTE	YTD Incid	YTD Hrs	YTD Cost
2014 - YTD December	12 months	222	2.78	108.69	\$ 3,702.91	617	24,129	\$ 822,046
2015 - YTD December	12 months	236	2.99	124.99	\$ 4,232.19	707	29,539	\$ 1,000,208
2016 - YTD December	12 months	255	2.65	100.68	\$ 3,557.47	675	25,631	\$ 905,673
2017 - YTD December	12 months	267	2.76	104.29	\$ 3,626.05	737	27,854	\$ 968,458
2018 - YTD December	12 months	283	2.85	107.81	\$ 3,861.74	807	30,537	\$ 1,093,838
2019 - YTD December	12 months	300	2.90	129.31	\$ 4,632.40	870	38,793	\$ 1,389,720
2020 - YTD December	12 months	316	2.80	141.71	\$ 5,090.62	886	44,828	\$ 1,610,333
2021 - YTD December	12 months	337	2.78	153.03	\$ 5,756.98	935	51,495	\$ 1,937,224
2022 - YTD December	12 months	355	3.25	170.14	\$ 6,094.74	1,152	60,315	\$ 2,160,585
2023 - YTD December	12 months	382	3.41	188.24	\$ 7,152.69	1,303	71,923	\$ 2,732,924

Figure 1: Annual Sick Time - Source Human Resources Business Intelligence (HRBI) Reports

One of the two key duties for the proposed Program Manager, Scheduling & Attendance Management – Paramedic Services will be to focus on attendance awareness including patterns of absence, frequencies, meetings, and coordination of required activities with the respective Human Resources and Labour Relations staff.

Scheduling:

Our scheduling staff, and the oversight of the entire scheduling process, has historically been overseen and led as a “side of the desk” issue by one of our four Commanders.

Each of these four Commanders has a specific role assignment and responsibility for a portfolio: Operations, Logistics, Quality and Regulatory, or Mobile Integrated Health. The Commander with current oversight of the scheduling process is the Operations Commander who also has responsibility for the oversight of front-line supervisors and paramedic staff.

Over the last 10 years, the Paramedic service budgeted FTE count has increased by 170 positions (65%)¹ with the increase almost entirely consisting of front-line paramedic positions. This increase in staffing to maintain performance in the face of increasing demands for service has also created an increase in scheduling requirements for absences.

Absent shifts are covered through utilization of permanent float full-time staff, temporary full-time staff, available part-time staff, and overtime. We do our best to avoid not having a front-line shift covered as that would result in a reduction in the availability of ambulances to respond to the public.

¹ 2014 Council Approved Budget 261.02 FTE, 2024 Council Approved Budget 431.36 FTE.

**SUBJECT: Program Manager, Scheduling & Attendance Management –
Paramedic Services (HSC24032) (City Wide) – Page 6 of 7**

In 2023, our schedulers needed to attempt replacement of a total of 26,230 shifts, the equivalent of almost 315,000 hours or 144 full-time equivalents. The process of covering these absences is normally broken down into two approaches:

- Advance scheduling: the assigning of float full-time staff, temporary full-time staff, and part-time staff in the manner prescribed by the Collective Agreement to known vacancies ahead of time through the scheduling process; and
- Short notice scheduling: the calling of staff to fill a vacancy in the order mandated by the Collective Agreement.

In 2023 to successfully fill 6,500 unplanned absence shifts in the manner specified in Collective Agreement language our scheduling department made over 194,000 phone calls to staff.

A significant amount of expertise in the scheduling software, Collective Agreement language, payroll processes, and labour relations implications is required for the responsible Commander to successfully manage this activity. The Commander assigned to this role for the past five years, who has a significant amount of subject matter expertise, has experienced significant pressures balancing the scheduling oversight role with their important role as an Operations Commander also responsible for front-line supervisors and paramedics. Review of options and reallocation of work is necessitated by the Commander's indicated intent to retire in early 2025.

The proposed Program Manager, Scheduling & Attendance Management – Paramedic Services, reporting to the Deputy Chief – Logistics, would assume responsibility for all of the scheduling activity after orientation and training through the late fall of 2024 and into early 2025.

This timing would allow the new Program Manager to follow and shadow the current responsible Commander through the very critical scheduling activities during the closing months of 2024 and into early 2025, thereby creating capacity to release the current Commander to perform the necessary operational tasks. Upon retirement of the current Commander, a recruitment would then occur for that position.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

N/A

RELEVANT CONSULTATION

Consultation with Finance and Human Resources has occurred, and their input has been incorporated into this report.

**SUBJECT: Program Manager, Scheduling & Attendance Management –
Paramedic Services (HSC24032) (City Wide) – Page 7 of 7**

ANALYSIS AND RATIONALE FOR RECOMMENDATION

See Historical Background for detailed rationale.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report HSC24032 – Draft Job Description: Program Manager,
Scheduling & Attendance Management –
Paramedic Services

CITY OF HAMILTON

LAST UPDATED: AUGUST 12, 2024

HEALTHY & SAFE COMMUNITIES DEPARTMENT (PARAMEDIC SERVICES DIVISION – LOCATION – TBD)

PROGRAM MANAGER, SCHEDULING & ATTENDANCE MANAGEMENT – PARAMEDIC SERVICES

SUMMARY OF DUTIES

Reporting to the Deputy Chief / Commander, the Program Manager, Scheduling & Attendance Management is responsible for overseeing all aspects of paramedic shift scheduling, attendance management and reviewing and implementing requests for accommodation related to the Ontario Human Rights Code in collaboration with the City's Human Resources Division. This role ensures optimal staffing levels while adhering to collective agreement requirements, manages a team of schedulers, develops scheduling policies and procedures, and collaborates with other departments to meet operational needs. In consultation with Human Resources, the Program Manager also oversees attendance management, including return-to-work processes and supporting paramedics through various types of leaves and accommodations.

GENERAL DUTIES

Scheduling Management

Oversee day-to-day operations of the scheduling unit, including supervising a team of schedulers.

Ensure shifts are filled in accordance with collective agreements. Manage posting and filling of open rotations and vacancies.

Prepare and oversee special staffing agreements and contracts.

Develop and implement scheduling policies, procedures, and best practices.

Monitor and analyze scheduling data to identify trends and opportunities for improvement.

Manage implementation and use of scheduling software systems.

Address and resolve complex scheduling issues or conflicts

Represent HPS in grievances related to scheduling matters.

Attendance Management

Partner with Human Resources to manage return-to-work processes for HPS staff including Supervisors and Paramedics returning to work following extended leaves, injuries, or disabilities.

Develop and implement accommodation plans in collaboration with HR and other stakeholders.

When attendance issues are identified, provide support and guidance to HPS staff. This may involve discussing the reasons for absences, offering solutions, and referring employees to available resources (e.g., Employee & Family Assistance Program).

Monitor attendance patterns and address excessive absenteeism.

Enforce attendance policies consistently and fairly. This includes addressing attendance issues promptly, documenting discussions with HPS staff, and scheduling ongoing follow up.

Ensure compliance with employment standards, human rights legislation, and collective agreement provisions related to leaves and accommodations.

Provide guidance to supervisors on handling attendance issues.

Represent HPS in grievances related to return-to-work matters.

Administrative and Strategic Responsibilities

Collaborate with Operations, Human Resources, and Finance departments on staffing matters and payroll.

Process and coordinate requests for accommodations related to the Ontario Human Rights Code.

Prepare regular reports on scheduling metrics, overtime usage, and staffing levels.

Participate in long-term planning for staffing needs and resource allocation.

Stay informed about industry best practices in paramedics, scheduling and attendance management.

Develop and maintain positive relationships with union representatives.

Ensures that employees are provided with and use the appropriate equipment, material and/or procedures required to perform the assigned duties. Ensures that all employees perform work in accordance with applicable Health and Safety legislation and all City of Hamilton corporate and departmental policies and procedures. Ensures that appropriate action is recommended for those employees who do not work in compliance with legislation, policies and procedures.

Works in accordance with the provisions of applicable Health and Safety legislation and all City of Hamilton corporate and departmental policies and procedures related to Occupational Health and Safety.

Performs other duties as assigned which are directly related to the responsibilities of the position.

QUALIFICATIONS

1. Demonstrated knowledge of attendance management and return to work theories and principles normally acquired by attaining a Bachelor's degree in business administration, Healthcare Administration, related field, or equivalent combination of education and related experience.
2. Minimum of 5 years of experience in staff scheduling, preferably in an emergency service or healthcare environment.
3. Demonstrated experience in managing a team and developing staff.
4. Strong knowledge of labour laws, human rights codes, collective agreements, and scheduling best practices.
5. Experience with attendance management and return-to-work processes.
6. Excellent analytical, problem-solving and conflict resolution skills.
7. Outstanding communication and interpersonal skills.
8. Ability to work under pressure and manage multiple priorities in a fast-paced environment.
9. Proficiency in scheduling software systems and Microsoft Office suite.

SALARY:

Salary Grade 7

Per annum

HOURS:

35 per week

THE INCUMBENT SHALL COMPLY WITH ALL HEALTH AND SAFETY POLICIES AND PRACTICES FOR THIS POSITION AND THE WORKPLACE.