



City of Hamilton
GENERAL ISSUES COMMITTEE
REVISED

Meeting #: 25-004
Date: March 19, 2025
Time: 9:30 a.m.
Location: Council Chambers
Hamilton City Hall
71 Main Street West

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

1. CALL TO ORDER

2. CEREMONIAL ACTIVITIES

3. APPROVAL OF AGENDA

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

4. DECLARATIONS OF INTEREST

5. APPROVAL OF MINUTES OF PREVIOUS MEETING

5.1 February 26, 2025

6. DELEGATIONS

6.1 Andrew Selman, respecting the Microshelter procurement process, the shelters selected, and their adherence to Canadian fire, electrical, and insulation codes (In-Person)

*6.2 Delegations respecting Item 9.4 - Development of the Community Benefits Protocol or Social Value Framework, from the following individuals:

*a. Karl Andrus (In-Person)

7. ITEMS FOR INFORMATION

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

7.1 HSC23016(a)

2023 Social Housing Annual Update (City Wide)

Please refer to Item 11.2 for Confidential Appendix "C" to this Report.

(Deferred from the February 26, 2025 General Issues Committee meeting.)

7.2 Business Improvement Area Sub-Committee Minutes - BIAC 25-002 - February 18, 2025

7.3 HSC25006

Everyone Counts 2024 – Canada's National Point in Time Count: Hamilton Results (City Wide)

7.4 PW25011

Corporate Asset Management Update (City Wide)

*7.5 PW24011(a)

Management Update on Red Hill Valley Parkway Inquiry (City Wide)

8. ITEMS FOR CONSIDERATION

8.1 Light Rail Transit Sub-Committee Minutes LRTC 25-001 - February 20, 2025

8.2 PED25069

Revised Board of Management for the Ottawa Street Business Improvement Area (Wards 3 and 4)

8.3 Open For Business Sub-Committee Minutes OBSC 25-001 - March 6, 2025

8.4 PED25049

Revitalizing Hamilton Tax Increment Grant Program Application – 75 James Street South, 44 Hughson Street South and 9 Jackson Street East, Hamilton (Ward 2)

8.5 FCS22043(d)

2026 Stormwater Fee (City Wide)

This items includes a Presentation.

8.6 PED24163(a)

Proposed Pilot Downtown Hamilton Office Conversion Grant Program (Ward 2)

- *a. Correspondence from Anthony Salemi, West End Home Builders' Association respecting Item 8.6 - Report PED24163, Proposed Pilot Downtown Hamilton Office Conversion Grant Program (Ward 2)

8.7 HUR25006

Municipal Police Board Diversity Plan (City Wide)

*8.8 PW25014

Temporary On-Street Patio Traffic Control and Safety Devices (City Wide)

9. MOTIONS

9.1 Wesley Youth Outreach Centre (Ward 1)

9.2 Strong Mayor Powers And How They Apply To The City of Hamilton Property Tax Budget Process - REVISED

9.3 Installation of Additional Surveillance Cameras and Corresponding Equipment at the CityHousing Hamilton Building at 690 Stone Church Road West (Ward 14)

9.4 Development of the Community Benefits Protocol or Social Value Framework

10. NOTICES OF MOTION

11. PRIVATE AND CONFIDENTIAL

11.1 Closed Session Minutes - February 26, 2025

Pursuant to Section 9.3, Sub-Sections (c), (e), (f), (g) and (k) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-sections (c), (e), (f), (g) and (k) of the Ontario Municipal Act, 2001, as amended, as the subject matter pertains to a proposed or pending acquisition or disposition of land for City purposes or a local board; litigation or potential litigation, including matters before administrative tribunals, affecting the City or a local board; advice that is subject to solicitor-client privilege, including communications necessary for that purpose; a matter in respect of which Council or a Committee may hold a closed meeting under an Act other than the Municipal Act, 2001; and, a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the City or a local board.

11.2 Confidential Appendix "C" to HSC23016(a) - 2023 Social Housing Annual Update

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

Please see Item 7.1 for Report HSC23016(a) - 2023 Social Housing Annual Update.

(Deferred from the February 26, 2025 General Issues Committee meeting.)

*11.3 PED25005

Acquisition of Land in the City of Hamilton (Ward 11) - REVISED

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

11.4 PED25090

Lease Agreement - 1579 Burlington Street East, Hamilton (Ward 4)

Pursuant to Section 9.3, Sub-Sections (c) and (k) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-sections (c) and (k) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to a proposed or pending acquisition or disposition of land for City purposes or a local board; and a position, plan, procedure, criteria, or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

12. ADJOURNMENT



GENERAL ISSUES COMMITTEE MINUTES - GIC 25-003

9:30 a.m.

February 26, 2025

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

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

THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:

1. CALL TO ORDER

Deputy Mayor C. Cassar called the meeting to order at 9:30 a.m.

2. CEREMONIAL ACTIVITIES

There were no ceremonial activities.

3. APPROVAL OF AGENDA

(Nann/Beattie)

That the agenda for the February 26, 2025 General Issues Committee meeting, be approved, as presented.

CARRIED

4. DECLARATIONS OF INTEREST

Councillor M. Francis declared a non-disqualifying interest to Item 9.2 - Explore Area Rating or Tax Relief for Residents Within 3km of the GFL Landfill, as he lives within a 3km radius of the site.

Councillor B. Clark declared a non-disqualifying interest to Item 9.2 - Explore Area Rating or Tax Relief for Residents Within 3km of the GFL Landfill, as he lives within a 3km radius of the site.

Councillor B. Clark declared a non-disqualifying interest to Item 9.3 - Section 447.1 Against GFL Stoney Creek Regional Facility, as he referred Wade Poziomka to residents for legal advice

5. APPROVAL OF MINUTES OF PREVIOUS MEETINGS

(Pauls/McMeekin)

That the following minutes of the General Issues Committee and General Issues Committee (Budget), be adopted, as presented:

5.1 February 5, 2025

- 5.2 (a) January 23, 2025
- (b) January 28, 2025
- (c) January 29, 2025
- (d) January 30, 2025
- (e) January 31, 2025
- (f) February 7, 2025

CARRIED

6. DELEGATIONS

6.1 Jodi Formosi, respecting public theft and safety concerns that are ongoing (In-Person) – WITHDRAWN

Jodi Formosi withdrew their delegation respecting public theft and safety concerns that are ongoing.

6.2 Tim Potocic, Supercrawl Productions and Sonic Unyon Records, respecting an update on Supercrawl's and Because Beer Craft Beer Festival's audience data and economic impact, and speaking to City support (In-Person)

Tim Potocic, Supercrawl Productions and Sonic Unyon Records, addressed the Committee, respecting an update on Supercrawl's and Because Beer Craft Beer Festival's audience data and economic impact, and speaking to City support.

(Hwang/McMeekin)

That the delegation from Tim Potocic, Supercrawl Productions and Sonic Unyon Records, respecting an update on Supercrawl's and Because Beer Craft Beer Festival's audience data and economic impact, and speaking to City support, be received.

CARRIED

6.3 Tenysha Graham respecting the GFL Stoney Creek Landfill Motions (In-Person)

Tenysha Graham addressed the Committee respecting the GFL Stoney Creek Landfill Motions (Items 9.2 and 9.3).

(Clark/Beattie)

That the delegation from Tenysa Graham respecting the GFL Stoney Creek Landfill Motions (Items 9.2 and 9.3), be received.

CARRIED

(Clark/Beattie)

That the following items be moved up on the agenda and considered at this time:

9.2 Explore Area Rating or Tax Relief for Residents Within 3km of the GFL Landfill

(a) Correspondence respecting the GFL Stoney Creek Landfill motions (Items 9.2 and 9.3)

9.3 Section 447.1 Against GFL Stoney Creek Regional Facility

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

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

9. MOTIONS

9.2 Explore Area Rating or Tax Relief for Residents Within 3km of the GFL Landfill

(Clark/Beattie)

WHEREAS, residents living in Upper Stoney Creek within 3km of the GFL Stoney Creek Regional Facility (landfill) have been experiencing horrific odours since April 2023;

WHEREAS, residents have not had daily reasonable use and enjoyment of homes, property, community spaces and workplaces, especially pertaining to outdoor lived experiences;

WHEREAS, residents have experienced inconvenience, discomfort and loss of amenity caused by odours being emitted from the landfill;

WHEREAS, residents have regularly complained about the odour seeping into their homes; and,

WHEREAS, GFL and the Ministry of Environment Conservation and Parks have not been successful in stopping the odours;

THEREFORE, BE IT RESOLVED:

That the taxes and finance divisions review the possibility of providing area rating relief or any other tax relief to mitigate the financial burden on residents living within 3km of the GFL Stoney Creek Regional Facility (landfill) and report back to the General Issues Committee by the end of Q2 of 2025 with all costs to be funded through the GFL royalties.

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

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

9.2(a) Correspondence respecting the GFL Stoney Creek Landfill Motions (Items 9.2 and 9.3)

(Clark/Beattie)

That the following Correspondence respecting the GFL Stoney Creek Landfill Motions (Items 9.2 and 9.3), be received:

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- (a) Paul Supers
- (b) Sharon Moran
- (c) O'Neil Graham
- (d) Carol Sebben
- (e) Jumana Dajani
- (f) Izabela Wozniak
- (g) Chris Mitton
- (h) Michele Bertothy
- (i) Kathie Faraway
- (j) Raymond Mattar
- (k) Dana Kennedy
- (l) Sabrina Davidson
- (m) Ray Menard
- (n) Krista Clarke
- (o) Navdeep Sandhar
- (p) Tatyana Graham
- (q) Helen Louise Thompson
- (r) J Van Caulart
- (s) Sean Esfarayeni
- (t) Sylvia Rankin
- (u) Trisha McGhie
- (v) Sudarshan Vinjamuri
- (w) Stephanie Isaak
- (x) Mary Martens
- (y) Chandana Basnayake
- (z) Nelson Faria
- (aa) Leah Gould
- (ab) Victoria Moral
- (ac) Sara Cino
- (ad) Tatiana Raigoza & Barry Raposo
- (ae) Josie McLeod
- (af) Vineeth Bharadwaj
- (ag) Margaret Graham
- (ah) Inna Grover
- (ai) Nigel Lobo
- (aj) Diana Lobo
- (ak) Jan Wynne
- (al) Fhinel Lee
- (am) Robin Daniel
- (an) Ashima Saraf
- (ao) Susan Chapman
- (ap) Mary Chedumbarum-Ramasamy
- (aq) Kathleen Taylor
- (ar) Lance Orr
- (as) Selena Visser
- (at) Liz Roediger

(au) Karen Taylor
 (av) Suraj Vijayakumar

CARRIED

9.3 Section 447.1 Against GLF Stoney Creek Regional Facility - REVISED

(Clark/Beattie)

WHEREAS, residents living in Upper Stoney Creek within 3km of the GFL Stoney Creek Regional Facility (landfill) have been experiencing horrific odours since April 2023;

WHEREAS, residents have not had daily reasonable use and enjoyment of homes, property, community spaces and workplaces, especially pertaining to outdoor lived experiences;

WHEREAS, residents have experienced inconvenience, discomfort and loss of amenity caused by odours being emitted from the landfill;

WHEREAS, residents have regularly complained about the odour seeping into their homes;

WHEREAS, GFL and the Ministry of Environment Conservation and Parks have not been successful in stopping or abating these odours;

WHEREAS, the community group known as STAND for Stoney Creek (Stand) has had discussions with their lawyers from Ross and McBride; and,

WHEREAS, their research found the following case wherein Section 447.1 of the *Ontario Municipal Act, 2001* was applied *Newmarket (Town) v. Halton Recycling Ltd. 2006 CarswellOnt 5920 (S.C.J.)*;

THEREFORE, BE IT RESOLVED:

That Legal Services be directed to review all legal options available to the City, including *Section 447.1* of the *Ontario Municipal Act*, to address the concerns raised by residents and report back to the General Issues Committee by the end of Q2 of 2025.

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

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

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

7. ITEMS FOR INFORMATION

**7.1 HSC23029(a)
2023 Access to Housing Centralized Waitlist Update (City Wide)**

(A. Wilson/Pauls)

That Report HSC23029(a), dated February 26, 2025, respecting 2023 Access to Housing Centralized Waitlist Update, be received.

CARRIED

**7.2 HSC23016(a)
2023 Social Housing Annual Update (City Wide)**

(i) (Kroetsch/A. Wilson)

(a) That Report HSC23016(a), dated February 26, 2025, respecting 2023 Social Housing Annual Update, be received; and,

(b) That Confidential Appendix “C” to Report HSC23016(a), respecting 2023 Social Housing Annual Update, remain confidential.

(ii) (A. Wilson/M. Wilson)

That consideration of Report HSC23016(a), dated February 26, 2025, respecting 2023 Social Housing Annual Update, be DEFERRED until after closed session.

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

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

Absent	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 10	Councillor Jeff Beattie
Yes	-	Ward 11	Councillor Mark Tadeson
Yes	-	Ward 12	Councillor Craig Cassar
Yes	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

8. ITEMS FOR CONSIDERATION

8.1 PED25050

Revitalizing Hamilton Tax Increment Grant Program Application - 206 King Street West, Hamilton (Ward 2)

(Kroetsch/Nann)

That Report PED25050, dated February 26, 2025, respecting Revitalizing Hamilton Tax Increment Grant Program Application - 206 King Street West, Hamilton (Ward 2), be received, and the following recommendations be approved:

- (a) That a Revitalizing Hamilton Tax Increment Grant Program Application submitted by Radio Arts G.P. Inc. (King Stuart Developments Inc., Innisbrook Management Corporation, Tsurt Holdings Inc.), for the property at 206 King Street West, Hamilton, estimated to total \$646,555 over a maximum of four years based on the incremental tax increase attributable to the redevelopment of 206 King Street West, Hamilton, be authorized and approved in accordance with the terms and conditions of the Revitalizing Hamilton Tax Increment Grant Program;
- (b) That the General Manager of the Planning and Economic Development Department be authorized and directed to execute a Grant Agreement together with any ancillary documentation required, to give effect to the Revitalizing Hamilton Tax Increment Grant for Radio Arts G.P. Inc. (King Stuart Developments Inc., Innisbrook Management Corporation, Tsurt Holdings Inc.) for the property at 206 King Street West, Hamilton, in a form satisfactory to the City Solicitor;
- (c) That the General Manager of the Planning and Economic Development Department be authorized and directed to administer the Grant and Grant Agreement including, but not limited to, deciding on actions to take in respect of events of default and executing any Grant Amending Agreements, together with any ancillary amending documentation, if required, provided that the terms and conditions of the Revitalizing Hamilton Tax Increment Grant Program, as approved by City Council, are maintained and that any applicable Grant Amending Agreements are undertaken in a form satisfactory to the City Solicitor.

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

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

8.2 HSC25020

Encampment Response - Provincial Funding (City Wide)

(Nann/Hwang)

That Report HSC25020, dated February 26, 2025, respecting Encampment Response - Provincial Funding (City Wide), be received, and the following recommendations be approved:

- (a) That the City to enter into the Encampment Response Initiative Transfer Payment Agreement dated January 1, 2025 attached as Appendix "A" to Report HSC25020 in the amount of \$586,970 regarding the Homelessness Prevention Program with the Province of Ontario and any ancillary agreements, amending agreements, or extensions to agreements and that the General Manager of the Healthy and Safe Communities Department or designate **BE AUTHORIZED AND DIRECTED** to:
 - (i) Execute the aforesaid agreements, in a form satisfactory to the City Solicitor; and,
 - (ii) Execute any ancillary agreements, and documents required to give effect thereto or for the provision of additional funding from the Province of Ontario under the Homelessness Prevention Program, on such terms and conditions satisfactory to the General Manager and in a form satisfactory to the City Solicitor;

- (b) That the General Manager of the Healthy and Safe Communities Department or designate **BE AUTHORIZED** to deliver and administer the Encampment Response Initiative effective as of January 1, 2025, including without limitation:
 - (i) The provision of funding from the Homelessness Prevention Program to service providers and that the City; and,
 - (ii) That in order to deliver the Encampment Response Initiative and distribute funding from the Homelessness Prevention Program, the City enter into agreements, ancillary agreements, or extensions to agreements with community service providers receiving funding from the Homelessness Prevention Program, on such terms satisfactory to the General Manager of the Healthy and Safe Communities Department or designate and in a form satisfactory to the City Solicitor and that the General Manager of the Healthy and Safe Communities Department be authorized to execute any such agreements or ancillary documentation required to provide funding from the Homelessness Prevention Program to community service providers and deliver the Encampment Response Initiative.

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

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

8.3 CM23025(b) **Volunteer Advisory Committee Review (City Wide)**

Rebecca Banky, Project Manager, Community Inclusion and Equity addressed the Committee with a presentation respecting Report CM23025(b), Volunteer Advisory Committee Review.

(i) (Kroetsch/Hwang)

That Report CM23025(b), dated February 26, 2025, respecting Volunteer Advisory Committee Review, and the accompanying presentation, be received, and the following recommendations be approved:

- (a) That, based on municipal best practices, a new civic engagement model be applied that uses resident-led, staff facilitated community liaison groups of volunteers with a clear ability to make their voice heard by council, with each Division reporting back with tailored solutions, within one year, and that the:
 - (i) Tourism and Culture Division staff report back to the General Issues Committee on the creation of a community liaison group to replace the Arts Advisory Committee to recommend activities for the stabilization and strengthening of the arts community, monitor and assist with the implementation of the Arts Awards Program and Public Art Program, and inform Council of issues and achievements in the Hamilton arts community and acts as a point of contact for members of the arts community regarding issues affecting the arts community; and that the 2024 approved budget currently assigned to the Arts Advisory Committee be transferred to this Division to support this working group;
 - (ii) Climate Change Initiatives Division staff report back to the General Issues Committee on the creation of a community liaison group to replace the Climate Change Advisory Committee to provide advice to Council and City of Hamilton staff on the prioritization, implementation, and monitoring of Hamilton's Climate Action Strategy, through an equitable, inclusive, and climate justice lens, that responds to the perspectives and needs of all, while transitioning to a prosperous, healthy and vibrant net-zero greenhouse gas community that is a national leader in climate adaptation; and that the 2024 approved budget currently assigned to the Climate Change Advisory Committee be transferred to this Division to support this working group;
 - (iii) Active Transportation and Mobility Division staff report back to the Public Works Committee on the further development of the Division's Mobility Lab, a community liaison group, to also replace the Hamilton Cycling

Committee, expanding their mandate to encourage residents to cycle and monitor the implementation of the Hamilton Cycling Master Plan; and that the 2024 approved budget currently assigned to the Hamilton Cycling Committee be transferred to this Division to support this working group;

- (iv) Indigenous Relations Division staff report back to the Emergency and Community Services Committee on the creation of a community liaison group to replace the Hamilton Indigenous Advisory Committee to honour and engage Indigenous residents in the pursuit of the City of Hamilton's vision by providing advice and recommendations that enhance the wellbeing of Indigenous people; and that the 2024 approved budget currently assigned to the Hamilton Indigenous Advisory Committee be transferred to this Division to support this working group;
- (v) Heritage Resource Management Division staff report back to the Emergency and Community Services Committee on the creation of a community liaison group to replace the Hamilton Veterans Committee to oversee the planning and delivery of military remembrance and commemoration activities on behalf of the City of Hamilton; and that the 2024 approved budget currently assigned to the Hamilton Veterans Committee be transferred to this Division to support this working group;
- (vi) Children's & Community Services Division staff report back to the Audit, Finance and Administration Committee on the creation of a community liaison group to replace the Hamilton Women and Gender Equity Advisory Committee to provide input with respect to the issues of women, non-binary individuals and gender diverse people; and that the 2024 approved budget currently assigned to the Hamilton Women and Gender Equity Advisory Committee be transferred to this Division to support this working group;
- (vii) Housing Secretariat staff, in partnership with Housing Services Divisions staff report back to the General Issues Committee on the further development of a community liaison group to also replace the Housing and Homelessness Advisory Committee, expanding their mandate to work to address the needs of residents within the community for whom barriers exist to accessing safe,

suitable, and affordable housing, including the supports needed to enable citizens to obtain and retain their homes; and that the 2024 approved budget currently assigned to the Housing and Homelessness Committee be transferred to this Division to support this working group;

- (viii) Environmental Services Division staff report back to the Public Works Committee on the creation of a community liaison group to replace the Keep Hamilton Clean and Green Committee to beautify our community, promote environmental stewardship, and prevent litter, illegal dumping, and graffiti; and that the 2024 approved budget currently assigned to the Keep Hamilton Clean and Green Committee be transferred to this Division to support this working group;
- (ix) Children's & Community Services staff report back to the Emergency and Community Services Committee on the creation of a community liaison group to replace the LGBTQ Advisory Committee to eliminate barriers experienced by LGBTQ communities by giving voice to the perspectives of LGBTQ individuals and evaluating the City of Hamilton on its related efforts; and that the 2024 approved budget currently assigned to the LGBTQ Advisory Committee be transferred to this Division to support this working group;
- (x) Lodges Division staff report back to the Emergency and Community Services Committee on the creation of a community liaison group to replace the Seniors Advisory Committee to organize the Senior of the Year Awards and to be a credible communication vehicle regarding the quality of life for all older persons in the City of Hamilton; and that the 2024 approved budget currently assigned to the Seniors Advisory Committee be transferred to this Division to support this working group;
- (xi) Children and Community Services staff report back to the Emergency and Community Services Committee on the creation of a community liaison group to replace the Committee Against Racism to advise, advocate and consult on relevant issues in the community of Hamilton relating to racism and its consequences, including anti-racism strategies; and that the 2024 approved budget currently assigned to the Committee Against Racism be transferred to this Division to support this working group;

- (xii) Public Health staff report back to the Public Health Committee on the creation of a community liaison group to replace the Food Advisory Committee to identify and inform, where appropriate, innovative community food security policies and programs that align with the vision and goals of the Hamilton Food Strategy, Hamilton Food Charter, and other City of Hamilton strategies; and that the 2024 approved budget currently assigned to the Food Advisory Committee be transferred to this Division to support this working group;
 - (xiii) Hamilton Immigration Partnership Council staff report back to the Audit, Finance & Administration Committee on the creation of a community liaison group to replace the Advisory Committee for Immigrants and Refugees to address the needs of immigrants and refugees within the City of Hamilton; and that the 2024 approved budget currently assigned to the Advisory Committee for Immigrants and Refugees be transferred to this Division to support this working group;
 - (xiv) Business Development and Sector Development division staff report back to the Audit, Finance & Administration Committee on the creation of a community liaison group to replace the Mundialization Committee to undertake twinning programs in international cooperation with like-minded municipalities in this and other countries to foster an understanding of the increasing interdependence of the municipalities, peoples, and countries of the world; and that the 2024 approved budget currently assigned to the Mundialization Committee be transferred to this Division to support this working group; and
 - (xv) Reserve budgets remaining from Advisory Committees transitioning to working groups be transferred to the Tax Stabilization reserve and that the transfer from the Hamilton Veterans Committee reserve of \$49,058 be committed for future investments for Remembrance Day services and youth-specific education regarding Veterans and Remembrance.
- (b) That staff be directed to review the Accessibility Committee for Persons with Disabilities for alignment with the City of Hamilton's new civic engagement model and community liaison groups;

- (c) That staff in the Office of the City Clerk, in consultation with the City Manager's Office, develop and host a robust and mandatory training program for staff supporting community liaison groups, inclusive of:
 - (i) Civic engagement best practices in alignment with the City of Hamilton's Public Engagement Policy and Framework;
 - (ii) Legislative policies and procedural requirements for meetings; and,
 - (iii) Decorum and behavioural expectations including an explanation of the role of the City of Hamilton's Integrity Commissioner.
- (d) That staff in the City Manager's Office be directed to work with the Integrity Commissioner and Clerks Office to develop and host a training program for members of community liaison groups on expectations, liabilities, and project plans;
- (e) That the Review of the City of Hamilton Volunteer Advisory Committees be removed from the Outstanding Business Item list.
- (ii) **(Clark/McMeekin)**
That Report CM23025(b), respecting the Volunteer Advisory Committee Review (City Wide), ***be amended***, by adding an additional sub-section (f), as follows:
 - (f) ***That staff be directed to review and evaluate the new structure and report back to the Audit, Finance & Administration Committee in the fifth year.***

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

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

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

Deputy Mayor Cassar called the vote on Report CM23025(b), Volunteer Advisory Committee Review (City Wide), **as amended**, as follows:

Result: MAIN MOTION, AS AMENDED, CARRIED by a vote of 8 to 5, as follows:

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

(Clark/McMeekin)

That the General Issues Committee recess for 34 minutes until 1:00 p.m.

CARRIED

The General Issues Committee reconvened at 1:02 p.m.

8.4 HSC25003

**Service Manager Consent for Victoria Park Community Homes Inc.
Redevelopment of 525 Stonechurch Road East (Ward 7)**

(Pauls/A. Wilson)

That Report HSC25003, dated February 26, 2025, respecting Service Manager Consent for Victoria Park Community Homes Inc. Redevelopment of 525 Stonechurch Road East (Ward 7), be received, and the following recommendations be approved:

- (a) That Council acting as Service Manager under the Housing Services Act CONSENT to Victoria Park Community Home Inc. to demolish 8 existing townhouse units at 525 Stonechurch Road East for the purpose of redeveloping and intensify a portion of the existing social housing site into multi-unit mixed income midrise subject to the following:

- (i) Approval of a tenant relocation plan;
 - (ii) Approval of any and all required Planning Act, Rental Protection By-Law, and Zoning By-Law amendment approvals;
 - (iii) Securing project financing; and,
 - (iv) On the condition that the consent does not fetter Council's discretion regarding its consideration of any Planning Act applications in respect of Victoria Park Community Homes Inc. redevelopment of 525 Stonechurch Road East;
- (b) That Council acting as Service Manager under the Housing Services Act CONSENT to Victoria Park Community Homes Inc. for the project at 525 Stonechurch Road East to redevelop and intensify a portion of the existing social housing site, turning 8 existing town house units into a 105 multi midrise building containing a mix of 53 deeply affordable units, and 52 market units, subject to the following:
 - (i) Approval of a tenant relocation plan;
 - (ii) Approval of any and all required Planning Act, Rental Protection By-Law, and Zoning By-Law amendment approvals;
 - (iii) Securing project financing; and,
 - (iv) On the condition that the consent does not fetter Council's discretion regarding its consideration of any Planning Act applications in respect of Victoria Parks Community Homes Inc. redevelopment of 525 Stonechurch Road East;
- (c) That 20 Rent-Geared-to-Income subsidies at an approximate cost of \$210,000.00 BE CONSIDERED during the 2027 Tax Budget and the City enter into an agreement with Victoria Park Community Homes Inc., in accordance with the term sheet included in Appendix "A" attached to Report HSC25003, and in a form satisfactory to the City Solicitor and the General Manager of Healthy and Safe Communities be authorized and directed to enter into, execute and administer the agreement and any ancillary agreements or documentation; and,
- (d) That the value of the Rent-Geared-to-Income subsidies paid on the 20 Rent-Geared-to-Income units at 525 Stonechurch Road be increased annually by the allowable rent increase guideline set by the Ministry of Municipal Affairs and Housing.

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

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

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

(Kroetsch/McMeekin)

That consideration of the following reports, be DEFERRED to Council on March 5, 2025, in order to provide Committee members time to review the reports:

**8.5 FCS25015
Strengthening Local Procurement and Resilience Amid U.S. Tariff Threats
(City Wide)**

**8.6 PED25083
Coordinated Encampment Response Post-protocol (City Wide)**

Councillor Kroetsch WITHDREW the deferral motion.

**8.5 FCS25015
Strengthening Local Procurement and Resilience Amid U.S. Tariff Threats
(City Wide)**

(i) (McMeekin/Clark)

That Report FCS25015, dated February 26, 2025, respecting Strengthening Local Procurement and Resilience Amid U.S. Tariff Threats (City Wide), be received, and the following recommendations be approved:

(a) That Council approve amendments to By-law No. 20-205, A By-law to Adopt and Maintain A Procurement Policy for the City of Hamilton to align with the Canadian Free Trade Agreement (CFTA) dollar thresholds, to allow for the expanded procurement of local and Canadian goods, services and/or construction. In particular:

- (i) Section 4.5.2, Policy #5.2 Request for Quotations is amended to increase the upset dollar threshold from \$100,000 to \$133,800 for goods and/or services and from \$100,000 to \$334,400 for construction work;
- (ii) Section 4.5.3., Policy #5.3 Request for Tenders is amended to increase the minimum dollar threshold from

- (iii) That staff report back to the General Issues Committee in Q2/2025 with additional recommendations for amendments to the City's Procurement Policies to integrate "Buy Local and Canadian" policies; and
 - (b) That staff report back to the General Issues Committee in Q2/2025 regarding any impacts the United States ("U.S.") government tariffs have or may have on the cost of City services and infrastructure projects and include any mitigation options and/or financing strategies for Council's consideration.
 - (c) That staff report back to the General Issues Committee in Q2/2025 regarding any impacts the United States ("U.S.") government tariffs have or may have on the cost of City services and infrastructure projects and include any mitigation options and/or financing strategies for Council's consideration.
- (ii) **(Kroetsch/McMeekin)**
That consideration of Report FCS25015, respecting Strengthening Local Procurement and Resilience Amid U.S. Tariff Threats (City Wide), be DEFERRED to Council on March 5, 2025, in order to provide Committee members time to review the report.

Result: DEFERRAL MOTION, CARRIED by a vote of 10 to 3, as follows:

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

8.6 PED25083

Coordinated Encampment Response Post-protocol (City Wide)

(i) (Clark/Nann)

That Report PED25083, dated February 26, 2025, respecting Coordinated Encampment Response Post-protocol (City Wide), be received, and the following recommendations be approved:

- (a) That the reassignment of four full-time (4.0 FTE) Municipal Law Enforcement Officers in the Municipal Law Enforcement section to provide dedicated enforcement of encampments under the By-law to Manage and Regulate Municipal Parks No. 01-219 for a period of up to one year, BE APPROVED;
- (b) That the transfer of one full-time (1.0 FTE) Project Manager at an estimated cost of \$110,223 from Housing Services Division, Healthy and Safe Communities, to Licensing and By-law Services Division, Planning and Economic Development to be funded from the Tax Stabilization Reserve 110046 BE APPROVED;
- (c) That the Director of Licensing and By-law Services Division BE DIRECTED to report back to a General Issues Committee in Q2 2025 with an interim assessment of encampment enforcement, along with quarterly reporting, under the By-law to Manage and Regulate Municipal Parks No. 01-219, inclusive of recommendations with respect to strategies and resources for consideration to sustain encampment enforcement beyond 2025;
- (d) That the General Managers of Public Works and Healthy and Safe Communities BE APPROVED to modify and adjust the parks washroom and recreation centre shower access programs, and related security guard services program approved by Council through report HSC20036(g), to the following;
 - (i) That the two all-year 24-hour access outdoor washroom facilities currently operated at the Corktown Park and JC Beemer Park properties are transitioned to normal park operations and hours over a period not to exceed three months, including operational hours of service reflecting the seasonal programming needs of its community and governance through the City's Parks By-law;
 - (ii) That the existing static and site dedicated 24-hour security guard programs located at Corktown Park and JC Beemer Park are modified into a new permanent mobile service to support safe use and operation of all park washroom

- facilities City-wide, including operational staff safety response; and,
- (iii) That Corktown Park washroom be included in the winter washroom program as a permanent location, with funding for the 2025-2026 winter season of \$40,000 from the Tax Stabilization Reserve 110046, and ongoing operational impacts be referred to the 2026 Tax Budget for consideration; and,
- (e) That resources and funding BE APPROVED for the Hamilton Police Service (HPS) for four (4.0 FTE) Police Constables for the enhanced enforcement of the By-law to Manage and Regulate Municipal Parks No. 01-219 to an initial upset cost of \$225,000 to be funded from the Tax Stabilization Reserve 110046.
- (ii) **(Kroetsch/McMeekin)**
That consideration of Report PED25083, respecting Coordinated Encampment Response Post-protocol (City Wide), be DEFERRED to Council on March 5, 2025, in order to provide Committee members time to review the report.

Result: DEFERRAL MOTION, CARRIED by a vote of 11 to 3, as follows:

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

9. MOTIONS (Continued)

9.1 Tackling Barriers to Building More Affordable and Supportive Housing

(M. Wilson/Nann)

WHEREAS, the City of Hamilton is experiencing a housing crisis, with increasing demand for affordable and supportive housing outpacing available supply;

WHEREAS, the City of Hamilton continues to make significant investments in housing, including a gross allocation of \$192 million in the proposed 2025 Tax budget to address housing affordability and housing supports;

WHEREAS, the City of Hamilton provides a suite of mandatory and discretionary housing enabling exemptions from Development Charges, Community Benefits Charges and Parkland Dedication Fees to stimulate the construction of affordable and supportive housing;

WHEREAS, there may be barriers that prevent or delay the construction of affordable and supportive housing;

WHEREAS, innovative approaches and reforms, including alternative financing mechanisms aimed at lowering housing costs, have been successfully implemented in other jurisdictions to support the development of affordable and supportive rental housing while maintaining municipal revenue streams; and

WHEREAS, a jurisdictional scan to explore best practices aimed at diversifying, incentivizing and expanding Hamilton's rental housing stock while ensuring continued investment in critical infrastructure may assist the City of Hamilton in getting more homes built.

THEREFORE, BE IT RESOLVED:

- (a) That the Housing Secretariat, in collaboration with other city divisions be directed to conduct a jurisdictional scan to identify and assess the potential adoption of reforms and financing mechanisms to support affordable and supportive properties while reducing reliance on development charges and property taxes; and,
- (b) That the Housing Secretariat be directed to report back to Council as part the Housing Sustainability and Investment Roadmap annual update, on the findings of the jurisdictional scan and providing recommendations for implementation in the City of Hamilton.

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

Absent	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Absent	-	Ward 7 Councillor Esther Pauls

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

9.4 Flamborough Women's Resource Centre / Interval House

(McMeekin/Nann)

WHEREAS, in 2023, the City of Hamilton declared intimate partnership violence a crisis;

WHEREAS, the Flamborough Women's Resource Centre, located in Waterdown, has focused on reducing gender violence and providing counselling support, group programs and legal advocacy;

WHEREAS, the Flamborough Women's Resource Centre, a satellite program of Interval House, has provided the only Outreach program for Flamborough women experiencing domestic violence and in need of safety and support services;

WHEREAS, rural women experience intimate partner violence at rates 5 times higher than rural men and 75% higher than rural women (CWF, 2022);

WHEREAS, the Waterdown area is one of the fastest growing population centres in Hamilton and, to date, not received any sustainable increased funding for the FWRC since 2009;

WHEREAS, the goal of the FWRC is to create an accessible hub in the core of Waterdown to expand services to those experiencing domestic violence;

WHEREAS, additional resources are required to help reach and respond to rural women in crisis, through the provision of occasional mobile services;

WHEREAS, the Ward 15 community Council has reviewed the request for assistance and, like the City of Hamilton, understands the urgency of a response capability; and,

WHEREAS, this grant will assist the Flamborough Women's Resource Centre/Interval House to secure a larger service location needed to provide no charge counselling, safety planning, housing assistance, income navigation, employment readiness training and where necessary, legal advice.

THEREFORE, BE IT RESOLVED:

- (a) That a grant be provided to Interval House for the Flamborough Women's Resource Centre. That this grant be funded from the Ward 15 Non-Property Tax Revenue Account (3301609615) at an upset limit, including contingency, not to exceed \$10,000.00;
- (b) That the Mayor and City Clerk be authorized and directed to execute any required agreement(s) and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.

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

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

9.5 Inflation Rate for 2026

(Clark/Beattie)

That staff be directed to provide information to Council through the General Issues Committee (Budget) on how the City could operate with an inflation rate (2.5%) increase for 2026.

Result: MOTION, CARRIED by a vote of 10 to 3, as follows:

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

Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 10	Councillor Jeff Beattie
Yes	-	Ward 11	Councillor Mark Tadeson
Yes	-	Ward 12	Councillor Craig Cassar
No	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

9.6 Identifying Areas for Improvement, Efficiency and Effectiveness

(i) (Clark/Beattie)

WHEREAS, there has been an exponential growth in new FTEs over the last 4 years with a total of 731 new hires: 73 new FTEs in 2022, 242 new FTEs in 2023, 196 new FTEs in 2024, 220 new FTEs in 2025;

WHEREAS, the total number of employees in city of Hamilton has now exceeded 8,000; and

WHEREAS, Outcome Number 1 under Priority Number 1 under Sustainable Economic and Ecological Development in the approved 2022-2026 Council Priorities was “Reduce the Burden on City Tax Payers”

THEREFORE, BE IT RESOLVED:

That starting in 2026 the City Manager be directed to conduct a Functional Improvement Process/Program or a Business Process Improvement plan which will be defined as a management exercise to assess city procedures to identify areas that can be improved to be more efficient and/or effective to be financed out of the tax stabilization reserve with semi-annual report backs to General Issues Committee.

(ii) The following friendly amendment was accepted by the mover and seconder of the Motion.

That the Motion be **amended** to read as follows:

WHEREAS, Outcome Number 1 under Priority Number 1 under Sustainable Economic and Ecological Development in the approved 2022-2026 Council Priorities was “Reduce the Burden on City Tax Payers”;

THEREFORE, BE IT RESOLVED:

That the City Manager report back to the General Issues Committee with a recommended scope of work prior to any issuance of a RFP on a Functional Improvement Process/Program or a Business Process

Improvement plan which will be defined as a management exercise to assess city procedures to identify areas that can be improved to be more efficient and/or effective to be financed out of the tax stabilization reserve with semi-annual report backs to General Issues Committee starting in 2026.

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

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

Deputy Mayor Cassar relinquished the Chair to Councillor A. Wilson to introduce the following motion:

9.7 Feasibility of the Relocation and Adaptive Re-use of the Marr-Phillipo House

(Cassar/A. Wilson)

WHEREAS, the Marr-Phillipo house, a circa 1850 two storey rubble stone building currently located at 398 Wilson Street East in Ancaster, is designated under section IV of the Ontario Heritage Act and plays an important role in defining the unique heritage character of the Ancaster Village;

WHEREAS, there is a current Planning Act application for an 8-storey 118 unit mixed use development and an associated heritage permit for 392-412 Wilson St. E. and 15 Lorne Ave. that proposes moving the Marr-Phillipo house to the rear of the site where it would be used as amenity space for the proposed residents, would not be visible from Wilson Street and would not be accessible to the public;

WHEREAS, staff continue working with the proponent through the development approvals and heritage permit processes recommending that the Marr-Phillipo house remain in its current location or remain on the site in a

location addressing Wilson Street recognizing that environmental concerns affect the development of site;

WHEREAS, the developer of the site has agreed to cover the cost of relocating the house to a location within the Ancaster Village BIA;

WHEREAS, the Ancaster Memorial Arts Centre grounds facing Wilson Street may provide a location for the relocated house that would maintain its historic relationship with Wilson Street, visibility to the public, and its role in contributing to the unique historic character of the Ancaster Village; and,

WHEREAS, local organizations have indicated that they are in need of more space and may consider leasing the former home adaptively reused as office or meeting space once relocated and in City ownership;

THEREFORE, BE IT RESOLVED:

That Planning Division, Corporate Facilities and Energy Management Division and Corporate Real Estate Office staff be directed to investigate the feasibility of relocating the Marr-Phillipo house to the Ancaster Memorial Arts Centre grounds or other publicly owned property in the Ancaster Village BIA and report back to the General Issues Committee in Q3 2025, with the following considerations in mind:

- (a) Zoning;
- (b) Parking;
- (c) Servicing;
- (d) Site drainage;
- (e) Interior upgrades;
- (f) Ongoing maintenance;
- (g) Possible tenants; and,
- (h) Any other opportunities and constraints to inform any future negotiations with the developer for the City of Hamilton to take ownership of the building, in the event the building cannot remain in its current location or as part of the proposed development directly addressing Wilson Street.

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

Absent	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Absent	-	Ward 7 Councillor Esther Pauls

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

Deputy Mayor Cassar assumed the Chair.

10. NOTICES OF MOTION

Councillor M. Wilson introduced the following Notice of Motion:

10.1 Wesley Youth Outreach Centre (Ward 1)

WHEREAS, Statistics Canada indicates 19.5% of residents in the City of Hamilton are between the ages of 15-29;

WHEREAS, 37.7% of Ward 1 resident's income is at or below the City's poverty line.

WHEREAS, there is a clear link between poverty and impacts on youth's physical, emotional, mental and educational achievements and

WHEREAS, the City of Hamilton relies upon the services of Non-profit groups such as Wesley to provide services for youth and newcomers;

WHEREAS, Wesley provides programming and space within Ward 1 for youth to connect to homework support, develop healthy peer-to-peer relationships in a safe place, learn positive life and social skills, and improve overall well-being.

WHEREAS, the furnishings within the facilities are not longer viable,

THEREFORE, BE IT RESOLVED:

- (a) That \$10,000 be directed to Wesley for the Youth Outreach Centre located at 155 Queen St N, and that grant be funded from the Ward 1 Area Rated Discretionary Fund (3302309100); and
- (b) That any funds allocated and distributed through the Ward 1 Discretionary Fund be exempt on a one-time basis and not be counted toward any formula that restricts regular funding from the City, including the City Enrichment Fund or the One-Time Enhancement Grant (e.g. the City's 30% formula); and

- (c) The Mayor and City Clerk be authorized and directed to execute any required agreement(s) and ancillary documents, with such terms and conditions that are satisfactory to the City Solicitor.

Councillor Spadafora introduced the following Notice of Motion:

**10.2 Strong Mayor Powers and How It Applies to The City of Hamilton
Property Tax Budget Process - REVISED**

WHEREAS, several City Councillors have expressed frustration of being hamstrung, rushed, and stifled amid a new interpretation of Strong Mayor Powers pertaining to the 2025 property tax budget process whereby only amending motions were permitted instead of debate and direction on the 2025 Property Tax Budget as a whole;

WHEREAS, the majority of amending motions brought forward by Councillors were jointly deemed out of order by the City Clerk and Budget Chair amid the new Strong Mayor Powers budget process, without any opportunity for neutral, apolitical, procedural collaboration to make changes to said amending motions so as to make them in order;

WHEREAS, for successful amending motions to actually be enacted, they were ultimately subject to, and at the mercy of, the Mayor's veto, regardless if the veto was used or not used;

WHEREAS, during the first two years of budget deliberations against the backdrop of Strong Mayor Powers in Hamilton – 2022 for the 2023 budget and 2023 for the 2024 budget – the budget was not considered “the Mayor's budget”, and accordingly, Councillors were able to propose germane amendments to the budget and motions to direct staff accordingly to amend the proposed property tax increase without the risk of said amendments or motions being deemed out of order by the City Clerk and/or the Budget Chair; and,

WHEREAS, the 2025 Property Tax Budget was deemed “adopted” by the Mayor outside of any Council meeting negating Councillors the opportunity to go on the record of either voting in favour or against the 2025 Property Tax Budget, something that has historically been deemed jointly important by Councillors and constituents alike.

THEREFORE, BE IT RESOLVED

- (a) That the Mayor ask the Ontario Premier to allow the City of Hamilton to not use Strong Mayor powers for the City of Hamilton budget process, reverting to the traditional budget deliberation process as was the case with the 2023 Property Tax Budget and 2024 Property Tax Budget;

- (b) That the Mayor and City of Hamilton staff involved with interpreting and applying the rubric of Strong Mayor Powers to the 2025 Property Tax Budget process ask the Office of the Premier of Ontario to review said interpretation and application of Strong Mayor Powers as they pertained to the 2025 Property Tax Budget process and to comment on if they believe it was done properly and appropriately, and whether there may have been different interpretations and applications; and,
- (c) That the City of Hamilton Finance and Legal staff research and report back on how other municipalities that have a Strong Mayor Powers process applied the Strong Mayor Powers to their budget process, if at all.

11. PRIVATE & CONFIDENTIAL

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

11.1 Closed Session Minutes – February 5, 2025

(Kroetsch/Beattie)

That the Closed Session minutes of the February 5, 2025 General Issues Committee meeting, be adopted and remain confidential.

CARRIED

(A. Wilson/Clark)

That the General Issues Committee meeting of February 26, 2025, be permitted to extend past the 5:30 p.m. curfew, up to 6:30 p.m.

Result: MOTION, CARRIED by a 2/3 majority vote of 11 to 2, as follows:

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

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(Clark/Beattie)

- (a) That Chief Frank Bergen, Doris Ciardullo, Paul Hamilton, and Duncan Robertson from Hamilton Police Service, be permitted to attend the Closed Session portion of the General Issues Committee Meeting respecting Item 11.3; and,
- (b) That Lise Patry from LXM, be permitted to attend the Closed Session portion of the General Issues Committee Meeting respecting Items 11.4 & 11.5.

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

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

(A. Wilson/Nann)

That Committee move into Closed Session for Items 11.2, 11.3, 11.4, 11.5, and 11.6 at 5:13 p.m. pursuant to Section 9.3, Sub-Sections (b), (c), (e), (f), (g) and (k) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-sections (b), (c), (e), (f), (g) and (k) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to personal matters about an identifiable individual, including City or local board employees; a proposed or pending acquisition or disposition of land for City purposes or a local board; litigation or potential litigation, including matters before administrative tribunals, affecting the City or a local board; advice that is subject to solicitor-client privilege, including communications necessary for that purpose; a matter in respect of which Council or a Committee may hold a closed meeting under an Act other than the Municipal Act, 2001; and, a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the City or a local board.

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

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

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

The General Issues Committee meeting reconvened in Open Session at 6:52 p.m.

7. ITEMS FOR INFORMATION (Continued)

**7.2 HSC23016(a)
2023 Social Housing Annual Update (City Wide)**

(A. Wilson/Clark)

WHEREAS, Committee during Closed Session did not consider the Confidential Appendix “C” to Report HSC23016(a), respecting 2023 Social Housing Annual Update.

THEREFORE, BE IT RESOLVED:

That consideration of Report HSC23016(a), and Confidential Appendix “C” to Report HSC23016(a), respecting 2023 Social Housing Annual Update (City Wide), be DEFERRED to the March 19, 2025 General Issues Committee meeting.

Result: MOTION, CARRIED by a vote of 11 to 0, as follows:

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

Yes	-	Ward 12	Councillor Craig Cassar
Yes	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

11. PRIVATE & CONFIDENTIAL (Continued)

The Committee during Closed Session moved a motion to further extend the meeting.

11.3 PED25010

Relocation of Hamilton Police Service Marine Unit (Wards 2 and 5)

(Francis/A. Wilson)

That Report PED25010, dated February 26, 2025, respecting Relocation of Hamilton Police Service Marine Unit (Wards 2 and 5), be received, and the following recommendations be approved:

- (a) That the directions provided to staff in Closed Session, respecting Report PED25010, Relocation of Hamilton Police Service Marine Unit, be approved and remain confidential until completion of Agreements respecting the relocation of Hamilton Police Services Marine Unit; and,
- (b) That the balance of Report PED25010, Relocation of Hamilton Police Service Marine Unit, remain confidential and not be released as a public document with the exception of Appendix "A" to Report PED25010 - Map and Appendix "B" to Report PED25010 - Summary of Memorandum of Understanding-Relocation of Hamilton Police Service Marine Unit, which are to be released publicly after the execution of the Memorandum of Understanding.

Result: MOTION, CARRIED by a vote of 11 to 0, as follows:

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

11.4 CM24004(c)

Confidential Memo - Additional information to Report Cybersecurity Incident Impact Update (CM24004(b))

(Nann/A. Wilson)

That Confidential Memo CM24004(c), respecting Additional information to Report Cybersecurity Incident Impact Update (CM24004(b)), be received and remain confidential.

Result: MOTION, CARRIED by a vote of 11 to 0, as follows:

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

11.5 CM24004(b)

Cybersecurity Incident Impact Update (City Wide)

(A. Wilson/McMeekin)

That Report CM24004(b), dated January 15, 2025, respecting Cybersecurity Incident Impact Update (City Wide), be received, and the following recommendations be approved:

- (a) That the directions provided to staff in closed session respecting CM24004(b), Cybersecurity Incident Impact Update, be approved and remain confidential; and,
- (b) That Report CM24004(b), Cybersecurity Incident Impact Update, remain confidential.

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

Absent - Mayor Andrea Horwath

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

11.6 LS25001

Aggregate Resource Tax Legal Update (City Wide)

(A. Wilson/McMeekin)

That Report LS25001, dated February 26, 2025, respecting Aggregate Resource Tax Legal Update (City Wide), be received and remain confidential.

Result: MOTION, CARRIED by a vote of 11 to 0, as follows:

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

12. ADJOURNMENT

There being no further business, the General Issues Committee adjourned at 6:59 p.m.

Respectfully submitted,

Angela McRae
Legislative Coordinator

Deputy Mayor Craig Cassar
Chair, General Issues Committee

Submitted on Thu, 01/16/2025 - 12:06

Submitted by: Anonymous

Submitted values are:

Committee Requested

Committee
General Issues Committee

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

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

Requestor Information

Requestor Information
Andrew Selman

Preferred Pronoun
he/him

Reason(s) for delegation request
Discussing the Microshelter procurement process, the shelters selected, and their adherence to Canadian fire, electrical, and insulation codes.

Will you be requesting funds from the City?
No

Will you be submitting a formal presentation?
Yes

Submitted on Fri, 03/14/2025 - 12:05

Submitted by: Anonymous

Submitted values are:

Committee Requested

Committee
General Issues Committee

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

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

Requestor Information

Requestor Information
Karl
Andrus

karlandrus@hcbn.ca

Preferred Pronoun
she/her

Reason(s) for delegation request
9.4 - Development of the Community Benefits Protocol or Social Value Framework

Will you be requesting funds from the City?
No

Will you be submitting a formal presentation?
Yes



City of Hamilton Report for Information

To:	Chair and Members General Issues Committee
Date:	February 26, 2025
Report No:	HSC23016(a)
Subject/Title:	2023 Social Housing Annual Update
Ward(s) Affected:	City Wide

Recommendations

- 1) That Report HSC23016(a) respecting the 2023 Social Housing Annual Update **BE RECEIVED** for information.
- 2) Appendix “C” attached to Report HSC23016(a) remain confidential.

Key Facts

- Report HSC23016(a) provides an update on Social Housing in the City of Hamilton, including funding, key performance indicators, and property by-law violations based on 2023 data.
- The City of Hamilton continues to meet all Service Level Standards except rent-geared-to-income units for tenants at or below the Household Income Limit threshold.
- Most property complaints reported against landlords providing rent subsidies did not result in a by-law violation.

Financial Considerations

There are no budget impacts or costs associated with this report/recommendation(s).

Background

This 2023 Social Housing Update Report includes information on funding, key performance indicators, and data for by-law violations issued to Housing Providers in receipt of rent subsidies and is the second social housing annual report to Council.

In Report HSC23016(a), metrics and key performance indicators are derived from data collected for the 2023 Service Manager Annual Information Return Report. 2022 CityHousing Hamilton data was used to inform the 2023 Service Manager Annual Information Return Report.

In follow-up to a recommendation in Report HSC24009 *Contractual Obligations and Substandard Tenant Conditions*, Housing Services and Licensing and By-law Services staff were directed to develop a process to review and respond to property standard violations as they related to rent subsidy units, with the results reported annually in the Social Housing Update Report.

Analysis

Social Housing Provider Update

In 2023, there were 37 unique housing providers in Hamilton, three fewer than what was reported in 2022. At the end of 2023, Taras Shevchenko transferred their provincial project, 194 Gage, to Good Shepherd Homes. Taras' federal project, 190 Gage, also left the Community Housing Portfolio at the end of April 2023. This project had 34 units, ten (10) of which had previously been rent-geared-to-income. In 2023, Rambynas, a federal project, was incorporated into the social housing stock through an agreement with Hamilton East Kiwanis. This transfer added three (3) rent-geared-to-income units to the social housing portfolio. The third housing provider, Howell Non-Profit Homes, while no longer funded or providing rent-geared-to-income units, is still part of the community housing profile and remains listed under the Housing Services Act. Attempts to re-engage Howell continue however, as a federal housing provider, Howell is not bound to the same terms as provincial housing providers. A full list of current housing providers who were funded in 2023 appears in Appendix "A" attached to Report HSC23016(a).

Service Manager Funding for Social Housing

Funding to housing providers is reported to the Province annually. As Service Manager, the City is required by the *Housing Services Act, 2011* to fund legacy Social Housing providers according to legislated formulas. While not required legislatively, one-time funding is provided to support the operation and affordability of the units for capital repairs and Building Condition Assessments.

Table 1 – Social Housing Investments

	One Time Subsidy	Ongoing Subsidy	Total
2022	\$2,629,361.01	\$48,328,152	\$50,957,513
2023	\$5,033, 407	\$49, 631, 763	\$54, 665, 169

Table 1 outlines Hamilton's expenditures in Social Housing as reported in the Service Manager Annual Information Return for both 2022 and 2023. In 2023, \$54,665,169 was spent overall on social housing of which \$5,033,407 was one-time capital grants and the balance of \$49,613,763 was ongoing funding. The one-time subsidy increases from 2022 to 2023 as a result of increased provincial and municipal funding. Most of the funding for ongoing subsidy came from the municipal tax levy with only \$11,348,866 in federal funding.

Metrics & Key Performance Indicators

Service Level Standards (SLS) are used by the province as a key accountability measure for oversight of Social Housing. For a unit to count toward the Standard, its rent must be geared-to-income, households must be eligible for rent-geared-to-income and households must be selected in accordance with provincial priorities and rules.

The City reports performance against the Service Level Standard annually to the province in its Service Manager Annual Information Return. The data is gathered from housing providers. Service Levels are reported under the following categories: households at or below the Household Income Limits, High Needs Households and Modified Units. Household Income Limits represent the maximum income a household may have to qualify for Rent Geared to Income in a particular size unit. High Need threshold is a subset of the Household Income Limits, representing households at the lowest income bracket. These limits are set annually by the province.

Table 2 outlines the number of units that the City is legislated to provide and the total number of units provided in 2022 compared to 2023.

Table 2 City of Hamilton Legislated Service Level Standards

# of households	Legislated	2022 SMAIR	2023 SMAIR
At or below the Household Income Limit (HIL) threshold	9,527	7,606	7572
High Need (HNH) threshold	5,174	6,548	6530
Modified (accessible) units	322	502	481

While not legislated, the Service Manager Annual Information Return also tracks the number of households requiring support services. 189 households were receiving support services in 2023 compared to 199 in 2022.

Based on this 2023 Report there were a total of 11,621 social housing units, representing a mix of rent-geared-to-income, market, and vacant units.

Table 3 City of Hamilton Maximum Income Limits for Rent-Geared-to-Income for 2023

	Bachelor unit (\$)	1-bedroom unit (\$)	2-bedroom unit (\$)	3-bedroom unit (\$)	4-bedroom unit or larger (\$)
Household Income Limits	34,000	44,000	52,000	59,500	74,500
High Need Households	20,400	26,400	31,200	35,700	44,700

Part of the challenge in meeting Service Level Standards relates to the large number of households remaining in social housing once they are no longer eligible, as well as a large number of units vacant for redevelopment or long-term repair. Once a household no longer qualifies for rent-geared-to-income assistance, they may continue to occupy the rent-geared-to-income unit if they pay market rent. The number of rent-geared-to-income households with incomes above the Household Income Limits increased from 294 in 2022 to 406 in 2023.

Vacant Units

As Service Manager, the City of Hamilton monitors vacancy rates across the social housing portfolio and works with our housing providers to address chronic vacancies. The 2022 Social Housing Update report highlighted that the bulk of vacancies reported were due to CityHousing Hamilton units being off-line. In April 2023 CityHousing Hamilton adopted its current Vacancy Management and Reset Plan which committed \$5.7 million to repair 467 units of housing. As of December 31, 2023, CityHousing Hamilton had fully completed 51% or 243 units. CityHousing Hamilton reported being on track to meet their commitment achieving a 2% vacancy rate by December 2024. As Service Manager, we continue to work with CityHousing Hamilton to ensure that vacancies are addressed.

While there is no single industry standard, 2 – 3% is generally considered a reasonable vacancy rate depending on the size and type of provider. In 2023 there were 133 vacancies for non-CityHousing Hamilton Social Housing units, representing a vacancy rate of 2.8% compared to 165 vacancies in non-CityHousing Hamilton Social Housing units reported in December 2022, representing a vacancy rate of 3.3%.

New Units

Two new buildings with a total of 176 units were added to the Community Housing Portfolio in 2023: 8 Roxanne and 35 Arkledun Avenue. CityHousing Hamilton developed 8 Roxanne with 103 units, 62% of which are deeply affordable rent geared-to-income and 38% moderately affordable 'half-market' rent. Dorothy Day Place, a five-story building at 35 Arkledun Avenue run by Good Shepherd, has 73 supportive housing units.

Provider	Address	Replacement Rent-Geared-to-Income Units	New rent-geared-to-income /rent supplement units	Market Units	Total
CityHousing Hamilton	8 Roxanne	73	0	30	103
Good Shepherd	35 Arkledun Avenue	0	73	0	73

Rent Subsidy Units & Work Orders/Violations

A list of social housing addresses in the City of Hamilton was provided to Licensing and By-law Services to cross-reference with property violation data. In total, from January until December 2023, of the 1790 social housing addresses receiving rent subsidies, 145, or approximately 8% of addresses, had received a property violation notification. Of these, 101 were in compliance of the work order received and 42 were either in non or partial compliance and were having the work ordered carried out through contractors. One additional project was in the process of being investigated. There were also 322 occurrences (and three cancelations) where no violation was found to have occurred, i.e., either no violation was determined at the time the officer attended or compliance was met prior to the issuance of an order. Charts detailing violations & investigations, count and compliance can be found in Appendix "B" attached to Report HSC23016(a). A list of social housing addresses, including ward information and violation type can be found in confidential Appendix "C" attached to Report HSC23016(a).

Licensing and By-law Services will continue to follow-up on by-law violations and provide yearly data to Social Housing with respect to units in receipt of rent subsidies. In turn, Social Housing will analyse and report back to Council on property order violations in the annual social housing update report. Based on one year of data, the majority of property complaints (69%) were determined not to be violations, and of the complaints that were violations, Housing Providers had a high rate of complying and carrying out the work orders. The City of Hamilton agreements allow for Service Managers to take action through remedies with Housing Providers who do not action work order violations.

Alternatives

Not applicable.

Relationship to Council Strategic Priorities

Priority 2: Safe & Thriving Neighbourhoods

- Preservation and expansion of affordable rental housing

Previous Reports Submitted

- [2022 Social Housing Annual Update](#) (HSC23016)
- [Contractual Obligations and Substandard Tenant Conditions](#) (HSC24009)

Consultation

The following internal divisions were consulted and are supportive of the information presented in this report:

Heather Snider, Financial Coordinator, Housing Services/ Corporate Services Department, Financial Planning Administration and Policy Division

Tamara Reid, Manager - Enforcement, Planning and Economic Development Department, Licensing & By-law Services Division.

Stefanie Wiebe, Project Manager Licensing and Bylaw Services, Planning and Economic Development Department, Licensing & By-law Services Division.

Appendices and Schedules Attached

Appendix A: 2023 List of Social Housing Providers

Appendix B: Chart Summaries of By-law Violations

Appendix C: CONFIDENTIAL Appendix "C" to Report HSC23016(a) - 2023 Social Housing Annual Update

Confidential Appendix C is private & confidential in accordance with Section 239(2)(b) of the Municipal Act 2001 as it contains personal matters about an identifiable individual, including City or local board employees;

Prepared by:

Elissa Press, Senior Policy Analyst & Pilar Homerston, Social Housing Manager, Housing Services, Healthy and Safe Communities

Submitted and

recommended by:

Michelle Baird, Director, Housing Services, Healthy and Safe Communities

Appendix “A” to Report HSC23016(a)
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2023 Social Housing Providers funded by the City of Hamilton are listed below:

Ancaster Village Non-Profit Homes
Andes Heritage Co-operative
Artaban Non-Profit Homes
CityHousing Hamilton
Corktown Co-operative Homes
Eaton Place (Flamborough) Inc.
Ebony Group Community Homes of Hamilton
Good Shepherd Non-profit Homes Inc.
Halam Park Housing Co-operative Inc.
Hamilton Baptist Non-profit Homes Corporation
Hamilton Senior's Citizens
Hamilton East Kiwanis Non Profit Homes Inc.
Hamilton Jewish Homes
Heritage Green Senior Centre
Indwell Community Homes
ITCA Community Involvement Inc.
Lions Freelon Villa Non-Profit Housing
LIUNA (Hamilton) Association
Local 1005
Los Andes of Hamilton Co-operative Inc.
McGivney Community Homes Inc.
McMaster Community Homes
Meridian Co-operative Homes Inc.
Ontario Aboriginal Housing Support Services
Ryerson
Sacajawea Native Non-Profit Housing, Inc.
Slovenian Society of St Joseph
Sons of Italy
Southern Lights Co-operative
Stoneworth Co-operative
Stoney Creek Community Homes
Tabby Town Urban Co-op
The Ukrainian Villa
Township of Glanbrook Non-Profit Housing Corporation
Victoria Park Community Homes
Wesley Community Homes Inc.
Women's Community Co-op

Appendix “B” to Report HSC23016(a)

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Chart A – Violation Type, Count and Compliance

Violation Type	Count	Compliance	2023 investigations
Garbage/debris- private property- By-law 10-118	58	Complied- 31 Carry out work- 26 Blank -1	33
Heat-By-Law 04-091	1	Complied – 1	1
Hedge Obstructing Sightlines of Vehicles on Road By-Law-10 - 142	1	Complied- 1	1
Inoperable Vehicles – Private Property- By-Law 10-118	1	Carry Out Work-1	
Long Grass/Weeds- Private Property- By-Law 10-118	10	Complied- 4 Carry Out Work- 6	5
Long Grass/Weeds & Garbage Debris- Private Property- By-Law 10-118	18	Complied- 11 Carry Out Work- 7	10
Noise-By-Law 11-285	4	Complied - 4	3
Property Standards-By-Law 23-162*	35	Complied- 32 Carry Out Work- 2 Blank – 1	12
Property Standards (Public Health) (By-law 23-162)	1	Complied - 1	1
Property Standards (Tree) (By-law 23-162)	1	Complied-1	1
Property Standards 10-221-Tree	4	Complied- 4	1
Property Standards [10-221]	1	Complied-1	-
Signs-Election-By-Law 10-197	1	Complied-1	1
Snow & Ice on Sidewalks – Enforcement – By-Law 03-296	7	Complied-7	6
Tenants- Property Standards [10-221]	1	Complied- 1	-
Zoning-By-Law 05-200	1	Complied- 1	-
Total	145	Carry out work- 42 Complied- 101 Blank- 2	75

*Property Standards By-law 10-221 was repealed September 2023 and is now Property Standards By-law 23-162. Violations for property standards 10-221 and 23-162 merged in charts.

Appendix "B" to Report HSC23016(a)

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Chart B – No Violation, Count, and Investigations

Complaint No Violation	Count	2023 Investigations
Dumping – Private Property- By-Law 10-118	13	5
Establishment Licence-By-Law 07-170	1	1
Fence By-Law – By-Law 10-142	1	1
Fireworks-By-Law 02-285	1	1
Garbage/Debris – Private Property – By-Law 10-118	55	36
Heat-By-Law 04-091	16	3
Hedge Obstructing Pedestrian Traffic on Sidewalk – By-Law 10-142	1	-
Infill 15-091 Installation of Equipment on Roads	1	-
Infill 86-077	1	1
Inoperable Vehicles – Private Property- By-Law 10-118	2	1
Long grass/weeds – Private Property- By-Law 10-118	13	12
Long Grass/Weeds & Garbage Debris- Private Property- By-Law 10-118	5	3
Noise-By-Law 11-284	1	-
Noise-By-Law 11-285	70 Cancelled – 1	43
Property Standards-By-Law 23-162*	74 Cancelled-1	37
Property Standards (Public Health) (By-law 23-162) **specific to pests	4	2
Property Standards (Tree) (By-law 23-162)	3 Cancelled-1	4
Property Standards 10-221-Tree	8	4
Signs – Mobile- By-Law 10-197	1	-
Snow & Ice – Private Walkways/Stairs-By-Law 10-118	2	-
Snow & Ice on Sidewalks – Enforcement-By-Law 03-296	21	15
Streets By-Law-By-Law 86-77	7	3
Tenants- LGW &GD [10-118]	1	1
Tenants- Property Standards [10-221]	9	2
Tenants- Vital Services [09-190] – No Gas	1	1
Zoning-By-Law 05-200	10	5
Total	322 (+ 3 cancelled)	180

Appendix “B” to Report HSC23016(a)

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Chart C – Violations Under Investigation and Count

Violation – Under Investigation/Investigating	Count	Investigation
Property Standards-By-Law 23-162	1	1
Vacant Building Registry By-Law 17-127	1 (unregistered vacant)	
Total	2	1

Chart D- Violations by Ward

Ward	# of subsidized addresses	# of RGI social housing addresses	Total # of violations	# of RGI social housing violations	Total # violations in compliance	# RGI social housing violations in compliance	Total # of work orders carried out	Total # of RGI work orders carried out	Total # of unique addresses for work orders
1	62	29	7	1	7	1	0	0	N/A
2	269	42	14	3	10	2	4	1	3
3	296	238	32	27	13	12	19	15	9
4	396	331	32	25	18	14	14	11	11
5	85	15	13	1	13	1	0	0	N/A
6	161	111	15	8	14	7	1	1	1
7	255	223	11	9	9	7	2	2	2
8	62	41	5	5	5	5	0	0	N/A
9	56	46	9	6	7	4	2	2	1
10	7	3	0	0	N/A	N/A	0	0	N/A
11	3	1	0	0	N/A	N/A	0	0	N/A
12	3	1	0	0	N/A	N/A	0	0	N/A
13	14	5	0	0	N/A	N/A	0	0	N/A
14	27	10	1	1	1	1	0	0	N/A
15	1	1	0	0	N/A	N/A	0	0	N/A



Hamilton

BUSINESS IMPROVEMENT AREA SUB-COMMITTEE MINUTES BIAC 25-002

10:30 a.m.

Tuesday, February 18, 2025

Room 264, 2nd Floor

Hamilton City Hall

71 Main Street West

Present: S. Braithwaite (Chair) – International Village BIA
T. MacKinnon – Westdale Village BIA and Stoney Creek BIA
S. Pennie– Waterdown BIA
H. Peter – Ancaster BIA
N. Ubl – Barton Village BIA
E. Walsh – Downtown Hamilton BIA
S. Weiler – Ottawa Street BIA

**Absent with
Regrets:** Councillor T. Hwang - City Business
Councillor E. Pauls – City Business
Councillor M. Wilson – City Business
D. Sanchez – Concession Street BIA
D. Tayler – Dundas BIA

1. CALL TO ORDER

Committee Chair S. Braithwaite called the meeting to order at 10:30 a.m.

2. CEREMONIAL ACTIVITIES

There were no ceremonial activities.

3. APPROVAL OF THE AGENDA

(Peter/Weiler)

That the agenda for the February 18, 2025 Business Improvement Area Sub-Committee meeting be approved, as presented.

CARRIED

4. DECLARATIONS OF INTEREST

There were no declarations of interest.

5. APPROVAL OF MINUTES OF PREVIOUS MEETING

(Walsh/Pennie)

That the following Minutes of the Business Improvement Area Sub-Committee, be adopted, as presented:

- (a) December 10, 2024 (Item 5.1)
- (b) January 21, 2025 – No Quorum (Item 5.2)

CARRIED

6. DELEGATIONS

There were no delegations.

7. ITEMS FOR INFORMATION

7.1 Presentations from the January 21, 2025 Business Improvement Area Sub-Committee Agenda

Due to a lack of quorum, the following presentations were heard at the January 21, 2025 meeting, but not received.

- 7.1(a) Special Events Advisory Team (SEAT) Review**
- 7.1(b) Review of On-Street Parking Rates and Hours for 2025**
- 7.1(c) 2024 Business Improvement Area (BIA) Audits**

7.2 Engaging with Your Business Improvement Area (BIA) (Item 7.2)

Blaze Forgie, Project Coordinator, Public Engagement, and Jocelyn Strutt, Senior Project Manager, Public Engagement, addressed Committee respecting Engaging with Your Business Improvement Area, with the aid of a presentation.

7.3 Common House Café (PED24210) (City Wide)

(Pennie/Ubl)

That the following Items for Information be received:

- (a) Presentations from the January 21, 2025 Business Improvement Area Sub-Committee Agenda (Item 7.2)
 - (i) Special Events Advisory Team (SEAT) Review (Item 7.1(a))
 - (ii) Review of On-Street Parking Rates and Hours for 2025 (Item 7.1(b))
 - (iii) 2024 Business Improvement Area (BIA) Audits (Item 7.1(c))
- (b) Engaging with Your Business Improvement Area (BIA) (Item 7.2)
- (c) Common House Café (PED24210) (City Wide) (Item 7.3)

CARRIED

8. ITEMS FOR CONSIDERATION

There were no items for consideration.

9. MOTIONS

There were no motions.

10. NOTICES OF MOTION

There were no notices of motion.

11. GENERAL INFORMATION/OTHER BUSINESS**11.1 General Information / Other Business Items from the January 21, 2025 Business Improvement Area Sub-Committee Agenda**

Due to a lack of quorum, the following updates were heard at the January 21, 2025 meeting, but not received.

11.1(a) Updates from Business Development Office (no copy)

11.1(b) Statements by Members (no copy)

(Pennie/Walsh)

That the following be received:

(a) General Information / Other Business Items from the January 21, 2025 Business Improvement Area Sub-Committee Agenda

(i) Updates from Business Development Office (no copy)

(ii) Statements by Members (no copy)

CARRIED

11.2 Updates from Business Development Office

Cristina Geissler, Business Development and Business Improvement Area (BIA) Officer, addressed the Committee respecting Updates from the Business Development Office.

(Walsh/Peter)

That the verbal update from Cristina Geissler, Business Development and Business Improvement Area (BIA) Officer, respecting Updates from the Business Development Office, be received.

CARRIED

**Business Improvement Area
Sub-Committee Minutes 25-002**

**February 18, 2025
Page 4 of 4**

(ii) Statements by Members (Item 13.2)

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

(Peter/Ubl)

That the updates from Committee Members, be received.

CARRIED

(g) ADJOURNMENT (Item 15)

There being no further business, the Business Improvement Area Sub-Committee adjourned at 11:18 a.m.

CARRIED

Respectfully submitted,

Tamara Bates
Legislative Coordinator
Office of the City Clerk

Susie Braithwaite
Chair,
Business Improvement Area Sub-
Committee



City of Hamilton Report for Information

To: Mayor and Members
General Issues Committee

Date: March 19, 2025

Report No: HSC25006

Subject/Title: Everyone Counts 2024 – Canada’s National Point in Time Count: Hamilton Results

Ward(s) Affected: City Wide

Recommendations

- 1) That Report HSC25006 respecting Everyone Counts 2024 – Canada’s National Point in Time Count: Hamilton Results and attached appendices **BE RECEIVED** for information.

Key Facts

- The purpose of this report is to update Council on the outcomes from the 2024 Point in Time Count which was conducted in November 2024.
- The City and Coalition of Hamilton Indigenous Leadership collaborated to administer and analyse results of the Point in Time Count.
- Completion of the Point in Time Count fulfilled requirements the Federal government’s Reaching Home: Canada’s Homelessness Strategy.

Financial Considerations

Not applicable

Background

From November 4 to 18, 2024 the City of Hamilton participated in Everyone Counts, the fourth nationally coordinated Point-in-Time Count in Canada. This initiative, referred to locally as the Point in Time Connection (PiTC), is a joint planning effort of City of Hamilton’s Housing Services Division and the local Indigenous community through the

Coalition of Hamilton Indigenous Leadership (CHIL). The survey and enumeration data are the result of over 130 staff from 21 housing and homelessness programs engaging with 807 individuals experiencing homelessness for the 2024 Point in Time Count.

Appendix "A" to Report HSC25006, Point in Time Connection Results 2024, provides detailed results and key findings from the enumeration and the 807 surveys that were completed at emergency shelters, Violence Against Women shelters, drop-in programs, community agencies, and in unsheltered locations. An Indigenous led magnet event was led by the Coalition of Hamilton Indigenous Leadership and delivered by Indigenous sector staff in Beasley Park on November 8, 2024 to provide an opportunity for Indigenous community members to participate in a more culturally safe and appropriate environment.

The 2024 Point in Time Connection complements existing local efforts to collect and report on key data on the state of homelessness to inform decisions aimed at preventing and ending homelessness. The initiative is focused on hearing directly from unhoused Hamiltonians to further support evidence-informed action and improvement within Hamilton's housing and homelessness serving system. The survey included 15 core questions recommended by the Canadian Observatory on Homelessness and required by Housing, Infrastructure and Communities Canada, as well as several of the sub-set questions from the same source. The questions asked about demographic information, causes of most recent housing loss, support needs, and barriers to finding housing. The full survey can be found in Appendix "A" to Report HSC25006 - Point in Time Connection Results 2024.

Survey participation was voluntary, and clients were explicitly informed that non-participation would not impact the services received from the program through the consent process. Clients invited to participate in the survey were offered a \$15 gift card as an honorarium for participating.

Between Point in Time Connection initiatives, the Housing Services Division has worked with community partners to strengthen local reporting on key data related to the state of homelessness and actions towards preventing and ending it. As a part of these broader efforts, the Point in Time Connection remains a valuable tool to further support evidence-informed action and improvement within Hamilton's Housing and Homelessness Serving System.

Indigenous Analysis

In keeping with the principles of Indigenous data sovereignty, as directed by the Indigenous Community Advisory Board (ICAB), the Coalition of Hamilton Indigenous Leadership led the analysis of Indigenous respondent data. The City of Hamilton will not use this data without the approval of the Indigenous Community Advisory Board. The analysis of the Indigenous data is attached as Appendix "B" to Report HSC25006 - 2024 Point in Time Count Indigenous Responses.

Housing Services Division continues to prioritize collaborative work with local Indigenous leadership to develop connections to housing and supports that are culturally

appropriate, rooted in the spirit and actions of reconciliation that recognize the values of autonomy and self-determination.

Analysis

Due to a variety of factors, such as changes in services available, population changes, and adjustments to definitions, comparison and analysis of detailed results across multiple Point in Time Connection initiatives remains a challenge. However, detailed analysis has been completed of current findings, and some notable changes and consistencies were found between the results from the 2021 and 2024 surveys.

Survey results continue to demonstrate that homelessness is exacerbated by intersecting challenges and individuals experiencing homelessness have diverse identities and histories. Key findings have been included below, and in-depth information on the survey results and recommendations can be found in Appendix "A" to this report.

Key Findings and Recommendations:

Overall, the survey responses align with our existing knowledge of the state of homelessness in Hamilton and the key recommendations below are consistent with initiatives which are in progress or a recognized need.

- **Key Finding #1:** On the night of November 4, 2024, 1216 unique individuals were identified as homeless in the City of Hamilton represents a 31% increase from the previous Point in Time Connection in 2021 which recorded a total of 927 individuals. The reasons for this increase are complex and include an overall increase in the number of people experiencing homelessness as well as a more successful Point in Time Connection process which resulted in our enumeration more accurately reflecting the status of homelessness in Hamilton.
- **Key Finding #2:** Many individuals continue to inflow into homelessness and are newly experiencing homelessness. 26% of respondents identified being homeless for 1-3 months in the past year. 33% of respondents reported being between the ages of 16-24 when they first experienced homelessness. There is an ongoing need for programs that offer housing stability, homelessness prevention, and early intervention supports.
- **Key Finding #3:** A significant proportion of our homeless population are identified as recently, or throughout the year, living unsheltered or in encampments and not accessing emergency shelters. A higher proportion of survey respondent staying in encampments at the time of the survey (6% in 2021 to 20% in 2024). Ongoing efforts to prevent homelessness, expand the shelter system capacity and support the quality and safety of local programs should be continued.
- **Key Finding #4:** Indigenous people continue to be overrepresented among people experiencing homelessness in the city of Hamilton. The proportion of survey respondents identified as Indigenous or as having Indigenous ancestry is

almost unchanged from the results of the 2021 Point in Time Connection (23% in 2021, 24% in 2024). There remains a clear need to develop and provide culturally appropriate supports to address Indigenous homelessness.

- **Key Finding #5:** In addition to those who identify as Indigenous, those who speak neither English or French, those who identify as a member of a racialized group, and those who are not Canadian citizens are also overrepresented. In addition to broad population-based approaches, efforts to support targeted and culturally appropriate programming should continue.
- **Key Finding #6:** Many individuals experiencing homeless rely on income sources provided by different levels of government yet also identify income and cost reasons for losing housing and barriers to housing. Insufficient income continued to be the most common reason most recent housing loss (24% in 2021, 22% in 2024), and many survey respondents also noted financial challenges (high rents and low income) as barriers to finding housing. Efforts to advocate for increases to assistance rates and provide support programs that aim to improve access to income and benefits (i.e. income support applications, tax filing supports) should be continued.

Key Finding #7: Many individuals are experiencing chronic homelessness and/or have complex needs. Higher proportion of survey respondent reporting being homeless for every day of the past year (35% in 2021 to 45% in 2024). The City of Hamilton should continue to coordinate services across systems and sectors locally and build relationships across sectors.

- **Key Finding #8:** The proportion of survey respondents who arrived in Hamilton within the last 12 months did not significantly change from the results of the 2021 Point in Time Connection (21% 2021, 24% 2024). The most frequent response to the length of time in Hamilton remained “always been here” (36% in 2021, 37% in 2024), followed by 5+ years (31% 2021, 24% in 2024). The 2024 survey included a new question about reasons for moving to Hamilton. Responses to this question found a higher proportion of respondents who have been in Hamilton for 12 months or less reported that they came here to access emergency shelters compared to respondents who have been in the Hamilton for more than one year. Efforts to coordinate service availability across neighbouring communities should be continued, as well as provincial and federal counterparts to ensure funding reflects population growth in Hamilton.

Methods

The City of Hamilton managed the data collection methods, including enumeration processes and templates, technical survey set up, surveyor training, surveyor administrative support, overall data management and overall results analysis. Several changes to enumeration and survey methods initiated for the 2021 Point in Time Connection were continued in 2024 due to their impact on coordinating a successful project. Additional improvements implemented for 2024 included:

- holding information sessions for people experiencing homelessness to learn about the project and how they can participate in advance of the survey period starting,
- city staff offered and attended two sites to complete surveys to programs that were struggling to meet targets, and
- providing additional time specifically for engaging with individuals experience unsheltered homelessness.

The Indigenous Magnet Event and the focus on data collection from individuals experiencing unsheltered homelessness were highly successful in reaching these targeted and priority populations in 2024.

Next Steps

Once this report is received by City Council, Housing Services Division will report back on the Point in Time Connection findings to sector leadership and people experiencing homelessness through tables including, but not limited to the

- Housing and Homelessness Action Plan Planning Group, including CHIL;
- Women's Housing Planning Collaborative;
- the Street Youth Planning Collaborative;
- the Men's Emergency Services Coordination Committee; and
- the Emergency Shelter Coordination Table.

In addition, an infographic of key findings to be posted in emergency shelters, violence against women shelters, indigenous service sites, and drop-in services to ensure that people who participated in the survey can learn about the project findings. Through this ongoing engagement and collaboration, it is our goal to continue to use the Point in Time Connection results and further analysis to ensure that recommendations on system enhancements are evidence based.

Alternatives

Not applicable

Relationship to Council Strategic Priorities

This recommendation will improve the City of Hamilton's ability to respond to the priority of Safe & Thriving Neighbourhoods: 2.1. Increase the supply of affordable and supportive housing and reduce chronic homelessness. The Point in Time Connection data enhances our ability to develop appropriate and effective interventions to meet Hamilton's unique community needs related to the demographics of people experiencing homelessness and the barriers faced when attempting to exit homelessness.

Previous Reports Submitted

- [HSC22021: 2021 Point in Time Connection Results](#)

Consultation*Coalition of Hamilton Indigenous Leadership**Emergency Shelter Coordination Table**Street Youth Planning Collaborative**Women's Housing Planning Collaborative***Appendices and Schedules Attached**

Appendix "A": Point in Time Connection Results 2024

Appendix "B": 2024 Point in Time Count Indigenous Responses

Prepared by: Shannon Honsberger, Manager,
Housing and Homelessness Policy, Housing Services DivisionJames O'Brien, Manager,
Business Operations, Housing Services DivisionKatrice Carson, Senior Project Manager,
Business Operations, Housing Services DivisionKelly Coxson, Senior Policy Analyst,
Housing and Homelessness Policy, Housing Services Division**Submitted and recommended by:** Michelle Baird, Director,
Housing Services Division, Healthy and Safe Communities



POINT IN TIME CONNECTION RESULTS 2024

City of Hamilton

January 2025
Housing Services Division

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INTRODUCTION

The 2024 Point-in-Time Count, known locally as the Point-in-Time Connection (PiTC), is a joint planning effort with City of Hamilton's Housing Services Division and the Coalition of Hamilton Indigenous Leadership (CHIL). The PiTC was only possible through the support of a wide range of community partners who assisted greatly in its planning and implementation. The Housing Services Division would like to specifically acknowledge and thank every survey participant whose contributions allow us to more deeply examine the impact of our ongoing work to end homelessness.

The partnership with, and leadership of, CHIL remain central in efforts to prioritize Indigenous-led solutions to homelessness. Recommendations and PiTC activities led by the Indigenous community were integral to ensuring that the PiTC was conducted in a safe and culturally appropriate way, acknowledging autonomy and self-determination as key pillars of engagement. In addition, to honour principles of Indigenous data sovereignty, CHIL is leading the analysis of Indigenous respondent data which will be shared in a separate report.

For the second time, Hamilton's PiTC enumeration and surveys were administered exclusively by homelessness-serving community partners and City Housing Services Division staff without the support of volunteers to conduct surveys. Building on this initiative, we continue to strive to centre the voices of unhoused residents to work toward ensuring that their needs are directly prioritized in approaches taken and decisions made in the context of local planning, policy, and investment.

LAND ACKNOWLEDGMENT

The City of Hamilton is situated upon the traditional territories of the Erie, Neutral, Huron-Wendat, Haudenosaunee and Mississaugas. This land is covered by the Dish with One Spoon Wampum Belt Covenant, which was an agreement between the Haudenosaunee and Anishinaabek to share and care for the resources around the Great Lakes. We further acknowledge that this land is covered by the Between the Lakes Purchase, 1792, between the Crown and the Mississaugas of the Credit First Nation.

Today, the City of Hamilton is home to many Indigenous people from across Turtle Island (North America) and we recognize that we must do more to learn about the rich history of this land so that we can better understand our roles as residents, neighbours, partners, and caretakers.

Coming Together to End Homelessness: Hamilton's Systems Planning Framework outlines our strategic local approach to preventing and ending homelessness, which must account for the systemic over-representation of Indigenous persons experiencing homelessness. The Housing Services Division is committed to ongoing coordination with urban Indigenous leadership to ensure that approaches to service coordination and provision are culturally appropriate, safe, and built on principles of relationship, trust and informed consent.

SUMMARY AND KEY FINDINGS

The City of Hamilton participated in 2024 Everyone Counts, locally known as the Point in Time Connection (PiTC), the fourth nationally coordinated PiTC in Canada. As required by the Federal government's Reaching Home: Canada's Homelessness Strategy, the City of Hamilton:

- completed a comprehensive enumeration of population experiencing homelessness on the night of November 4, 2024;
- implemented a voluntary survey questionnaire to individuals experiencing sheltered homelessness between November 4, 2024 and November 8, 2024; and
- implemented a voluntary survey questionnaire to individuals experiencing unsheltered homelessness between November 4, 2024 and November 18, 2024.

The Coalition of Hamilton Indigenous Leadership organized and delivered an Indigenous led magnet event at Beasley Park on November 8, 2024, to provide an opportunity for Indigenous community members to participate in a more culturally safe and appropriate environment and be surveyed by Indigenous surveyors.

The City of Hamilton managed the data collection methods, including enumeration processes and templates, technical survey set up, surveyor training, surveyor administrative support, overall data management and overall results analysis.

The enumeration identified 1216 individuals as homeless in the City of Hamilton and 807 valid PiTC surveys were voluntarily completed with individuals experiencing homelessness in the City of Hamilton, representing 66% of the enumerated population.

Key Findings:

1. On the night of November 4, 2024, 1216 individuals were identified as homeless in the City of Hamilton represents a 31% increase from the previous Point in Time Connection in 2021.
2. Many individuals continue to inflow into homelessness and are newly experiencing homelessness.
3. A significant and increasing proportion of our homeless population are identified as recently, or throughout the year, living unsheltered or in encampments and not accessing emergency shelters.

4. Indigenous people continue to be overrepresented among people experiencing homelessness in the city of Hamilton.
5. In addition to those who identify as Indigenous, those who speak neither English or French, those who identify as a member of a racialized group, and those who are not Canadian citizens are also overrepresented.
6. Many individuals experiencing homeless rely on income sources provided by different levels of government yet identify income and cost reasons for losing housing and barriers to housing.
7. Many individuals are experiencing chronic homelessness and/or were identified as having complex needs.
8. The proportion of survey respondents who arrived in Hamilton within the last 12 months did not significantly change from the results of the 2021.

The PiTC remains an important local initiative and a demonstration of Hamilton's commitment to work collaboratively to prevent and end homelessness.

BACKGROUND

The City of Hamilton participated in 2024 Everyone Counts, the fourth nationally coordinated Point-in-Time Count in Canada. Completion of the PiTC fulfilled requirements of the Federal government's Reaching Home: Canada's Homelessness Strategy.

Known locally as the Point-in-Time-Connection to better reflect our goal of connecting with and understanding the journeys of people who are experiencing homelessness, the PiTC has historically been used to help communities better understand the nature and extent of homelessness and the circumstances of the people experiencing homelessness. This information helps shape ongoing system and service responses. Point-in-Time Counts can assist in identifying how many people in a community experience homelessness at any given time; however, it is not an exhaustive count as many people experience more hidden forms of homelessness. Through the accompanying survey, the initiative provides information on the demographics and support needs of the local population experiencing homelessness.

METHODS

The PiTC used the Canadian definition for a person experiencing homelessness as any individual who, on the night of enumeration or survey data collection, was unsheltered, emergency sheltered, or provisionally accommodated. In the City of Hamilton this was implemented as the following for 2024 data collection:

Table 1: Homelessness Definitions and Local Inclusions.

	Living Situation	Local Definition	Counted (Enumeration)	Surveyed
Unsheltered	<ul style="list-style-type: none"> • People living in public or private spaces without consent or contract • People living in places not intended for permanent human habitation 	Individuals known to Housing-focused Street Outreach to be sleeping in or on sidewalks, parks, escarpment/ woods, vacant buildings, makeshift shelters, tents, garages, vestibules, and cars.	✓	✓
Emergency Sheltered	<ul style="list-style-type: none"> • Emergency overnight shelters for people who are homeless • Emergency shelter for people fleeing, a natural disaster or destruction of accommodation due to fires, floods etc. • Violence-Against-Women (VAW) shelters 	Individuals staying the night at emergency shelters, overnight drop-in programs, and violence against women shelters.	✓	✓

Provisionally accommodated	Interim housing for people who are homeless	Individuals without permanent housing accessing service transitional or short-term housing programs.	✓	✓
	Other individuals without permanent housing accessing service	Individuals without permanent housing accessing service at daytime drop-in programs.		✓ (as identified by survey screening only)

This operational definition of homelessness currently excludes most “hidden” homeless (e.g., staying temporarily with family or friends) that are not accessing services such as daytime drop-in programs daily. Indigenous Peoples may be underrepresented due to historical misuse and mistrust of data collection, different patterns of engagement of homeless services, as well as concerns about discrimination and stigma. Certain groups such as 2SLGBTQIA+ people, and people with disabilities are more likely to experience hidden homelessness and may be underrepresented in these results. This definition also excludes most individuals in health, crisis or treatment (including post-treatment) facilities identified as homeless, as well as individuals in correctional facilities who listed their previous residence as 'no fixed address' or a known shelter location.

INDIGENOUS MAGNET EVENT

The Coalition of Hamilton Indigenous Leadership organized and delivered an Indigenous led magnet event at Beasley Park on November 8, 2024, to provide an opportunity for Indigenous community members to participate in a more culturally safe and appropriate environment and be surveyed by Indigenous surveyors. The event brought together Indigenous frontline workers, and local Indigenous leaders, Knowledge Keepers, and Elders, to provide community members with immediate, tangible benefits for participating and a culturally safe space for Indigenous community members experiencing homelessness to share their experiences of homelessness in Hamilton.

In keeping with the principles of Indigenous data sovereignty, such as Ownership, Control, Access and Possession®, CHIL led the analysis of Indigenous respondent data, which will only be used by the City of Hamilton with the approval of the Indigenous Community Advisory Board. The analysis of Indigenous data will be shared via a separate report written by CHIL, which will be shared on the City of Hamilton website.

ENUMERATION

The following section describes the homeless population enumeration and related data management methods.

Inside Locations: The enumeration was conducted of all individuals, including those under the age of 16, staying in city-administered emergency shelters including hotel overflow, transitional living programs (TLP) and short-term housing programs, overnight drop-in programs and provincially-administered violence against women shelters on the day of the enumeration – November 4, 2024. Daytime drop-in programs were excluded from the inside enumeration to reduce the potential for duplicate counting.

Occupancy data on the number of individuals staying in city-funded and administered emergency shelter sites, TLP, or overnight drop-in programs already using the Homelessness Individuals and Families Information System (HIFIS 4.0) for program data collection at the time of the count was extracted directly from HIFIS 4.0 using the using a local custom database query.

Occupancy data on the number of individuals staying in city-funded and administered emergency shelter sites, TLP/short-term housing, or overnight drop-in programs not yet using the Homelessness Individuals and Families Information System (HIFIS 4.0) for program data collection at the time of the count were provided by the participating programs using a standardized enumeration reporting form available in Appendix 1. Forms, with and instructional package, were distributed on October 30, 2024, and requested to be returned on November 5, 2024, by 2:00 pm. Occupancy data on the number of individuals staying in provincially-funded and administered Violence Against Women (VAW) shelter sites were provided by the participating VAW programs using the same standardized enumeration reporting form with the same reporting timeline. The standard template requested additional optional demographic information about the individuals being counted.

Outside Locations: Enumeration of the population experiencing unsheltered homelessness was taken from the ongoing daily tracking completed by the Housing Focused Street Outreach Team. The result used for the unsheltered homelessness

enumeration was the total sum of all individuals staying at each site that was deemed active. For a site to be considered active, it means that HFSO is regularly engaging with folks and is very confident the site is occupied near the time of enumeration. To ensure information was as accurate as possible, the HFSO team was consulted one week before providing the final number to ensure data collection was complete, that active sites were labelled as such, and that there were no inconsistencies with other reporting sources.

This number includes individuals staying in encampments (in structures, tents, and RV's), as well as known individuals staying in their personal vehicle. HFSO does not enter private property or abandoned buildings without explicit permission, and therefore encampments in these locations with no permissions granted were not included.

Given the transient nature of the population, this number will always be an approximation. This methodology is likely under-reporting the true value, as there continue to be individuals who opt to live in locations that are isolated from services, as well as individuals who are living out of a vehicle and change their location daily.

The number of people living outside is highly correlated with the seasons. During the winter months, the number of individuals sleeping outside drops substantially as individuals exhaust other options such as couch-surfing, utilizing vestibules, going to other cities with shelter space and entering abandoned buildings. As the enumeration was completed in November, there is the potential that the count will be lower than values seen in the spring and summer.

While the daily tracking of the individuals experiencing unsheltered homelessness is more comprehensive than previously employed in the City of Hamilton, there is the potential that individuals counted using this method for enumeration had stayed in an indoor space on the actual night of enumeration and would therefore be counted more than once.

Data Management: All enumeration data was collated into a single document with current results as well as the results from 2021 to support the identification of data anomalies. Emailed submissions were reviewed within 24 hours of submission for completion and potential errors. The standardized data collection template was created in MS Excel and included detailed instructions, data definitions, and drop-down options to support data quality.

SURVEY

The following section describes the survey implementation and related data management methods.

Survey Tool: The final survey included 15 core questions recommended by the Canadian Observatory on Homelessness (COH) and required by Housing, Infrastructure and Communities Canada, as well as several of the optional sub-set questions from the same source. The optional questions were selected to enhance knowledge of specific, urgent community needs and trends and were decided through consultation the PiTC working group made up of staff from Housing Services and CHIL. Surveys were only available in English but access to translation services was available through the homeless serving system organizations. The final survey tool used is available in Appendix 2.

Target Population: The indoor survey target population was defined as any individual who was at least 16 years old or older and staying overnight in a program for people experiencing homelessness on any night between November 4, 2024 and November 8, 2024. The unsheltered/outdoor survey target population was defined as any individual who was at least 16 years old or older and identified by staff on the Housing-focused Street Outreach team as staying outdoors or unsheltered on any night during between November 4, 2024 and November 18, 2024. The Indigenous Magnet Event survey target population was defined as any individual who was at least 16 years old or older and identified by event staff as experiencing homelessness on November 8, 2024. Dependents over the age of 16 were eligible to participate even if they were accompanied by a parent or guardian.

Sampling Strategy: All target population persons were invited to participate in the survey using a standard script and survey consent process. Unsheltered locations were determined based on the following set of criteria:

- Known site occupation
- Sight size
- Geographic concentration
- Geographic distribution
- Historical consistency
- Site permanency

Survey participation was voluntary, and clients were explicitly informed that non-participation would not impact the services received from the program through the consent process. Clients invited to participate in the survey were offered a \$15 gift card

as an honorarium for participating. Clients who wished to discontinue their participation before answering all questions were still provided with a gift card. A unique identifier was generated using the client's first name initial, last name initial and date of birth. This information was only used to evaluate potential duplicate client survey completion at the time of survey processing. Voluntary survey completion could lead to sample bias within the results because of who chooses to participate and who does not.

Staff Training: The following trainings related to survey completion and data collection were provided to those involved with surveying participants:

- Two training sessions for site leads and six general training sessions for staff who would be administering the survey.
- Five training sessions on the survey tool and data collection expectations.

Training covered information on the survey approach including survey contents, best practices, safety, honorarium, respectful and trauma-informed approaches to asking sensitive questions, HIFIS Lite log in, HIFIS Lite survey entry, and HIFIS Lite survey saving.

Survey Administration

Inside Locations: Indoor surveys were administered by designated staff at the participating programs. For inside locations, the survey was conducted with individuals staying in city-administered emergency shelters including hotel overflow, violence against women shelters, transitional living programs (TLP), and overnight and daytime drop-in programs. Each indoor site identified a key contact for communications, on-site training and guidance, and preliminary troubleshooting that City staff liaised with to ensure success of the PiTC. One program received additional support with survey administration from City of Hamilton Housing Services Division staff.

Outside Locations: Outdoor surveys were administered by Housing-focused Street Outreach along with City of Hamilton Housing Services Division staff at the identified and assigned locations. Survey administration and staff guidance and training for outdoor locations was coordinated by the PiTC coordinator with the Housing-focused Street Outreach Team.

Indigenous Magnet Event: Indigenous individuals and families experiencing homelessness were offered the opportunity to participate in the PiTC in a more culturally safe and appropriate environment through the Indigenous Magnet Event. At this event surveys were administered by Indigenous sector staff and community members were able to connect with local Indigenous leaders, Knowledge Keepers, and

Elders. Survey administration and event guidance and training at the event was coordinated by the Coalition of Hamilton Indigenous Leadership.

General Survey Administration: Surveys were directly entered into HIFIS Lite when possible, via City authorized HIFIS Lite user accounts using a user specific log-in. Any survey completed on paper because of technical issues or data collection limitations was stored in a locked secure cabinet with limited access until such time that it could be entered by City of Hamilton Housing Services Division staff. The HIFIS Lite survey tool was available for data entry November 4, 2024, to November 8, 2024, for inside location and November 4, 2024, to November 19, 2024, for outside locations. Survey access was extended for 2 programs to complete data entry until November 11, 2024, and one program to November 18, 2024.

Completion targets were identified and stratified by sector to support the assessment of coverage and representation of the completed surveys.

Data Management: Monitoring of survey completion, as technically feasible, was done through HIFIS Lite to support communications with the participating programs throughout the survey data collection period. Regular status updates were provided that included survey complete counts by sector as well as the minimum and aspirational targets as noted above.

Once the survey period was complete, the following data quality processes were initiated.

- Removal of abandoned surveys – Any survey with an explicit abandoned submission and abandoned reason as recorded in HIFIS Lite was reviewed for removal from the analysis file.
- Incompleteness – Any survey submitted that was deemed incomplete was removed from the dataset. Incomplete records will be identified as:
 - Any incomplete screening questions
 - Over 80% of any questions had blank responses
- Item non-response – Item non-response, meaning individual questions with “don’t know”, “declined to answer” or unclear/blank response, were included in all analysis results making the total number of responses (n = ###) for all single select questions consistent. All non-response was reported explicitly as “don’t know”, “declined to answer” and unclear/blank response within the results.

- Removal of screened out – Any survey with a completed submission status in HIFIS Lite but did not pass the screening questions (ensuring eligibility) were reviewed and removed from the analysis file.
- Duplicates – An identifier of client's first name initial, last name initial and year of birth was entered and used to identify potential duplicate records. Any duplicate identifiers were examined. The criteria below was used to further assess the potential duplicate records. If a record was identified as a duplicate the most recent record was removed from the analysis file, keeping the original.
 - Same identifier
 - Same age at first experiencing homelessness (Q5)
 - Same immigration status (Q6)
 - Same Indigenous identity (Q8)
 - Same racial identity (Q8b)
 - Same gender (Q12)

Analysis: Descriptive statistics and data visualizations were created using MS Excel. Question response categories with a count of less than 5 survey respondents were suppressed as <5. Suppressing small values in this report was done to reduce the risk that individuals could be identified based on their responses. Throughout the results (n = ###) denotes the total number of responses to that question for the presented results to illustrate if the question allowed respondents to report a single response only (i.e. n = 807), if the question allowed respondents to select multiple response option (i.e. n = greater than 807), or there was a skip pattern within the survey where the question was only asked of a subset of the survey respondents. Additional information is available in the question specific end notes.

METHODS IMPROVEMENTS

Several changes to the enumeration and survey methods initiated for the 2021 Point in Time Connection were continued in 2024 due to their impact on coordinating a successful project, including:

- extending the survey period,
- no additional community volunteers recruited - surveying was conducted exclusively by community social-service agency and City of Hamilton staff,
- full training module shared and completed online,
- focus on sheltered sites (emergency shelter, drop-in, etc.), and
- targeted approach to connect with individuals and families in the community in known locations through the City's Housing Focused Street Outreach team as experiencing unsheltered homelessness, alongside partners from local Indigenous organizations,

- use of 24-hour online survey submission

Three changes in approach for the 2024 Point in Time Connection were:

- holding information sessions for individuals experiencing homelessness to learn about the project and how they can participate in advance of the survey period starting,
- city staff offered and attended two sites to complete surveys to programs that were struggling to meet targets, and providing additional time specifically for engaging with individuals experiencing unsheltered homelessness. The Housing Focused Street Outreach team had an additional 9 days to conduct surveys with those living in encampments and other locations outside. This extended period was necessary to ensure that all known encampment sites were visited, and surveys were conducted with staff with relationships to community members living unsheltered.

RESULTS

ENUMERATION RESULTS

On the night of November 4, 2024, 1216 individuals were identified as homeless in the City of Hamilton. This represents a 31% increase from the previous PiTC in November 2021, which recorded a total of 927 individuals.

The increase is primarily being driven by increases in the counted populations accessing drop-in programs and the those living unsheltered.

Table 2: Enumeration Results by Location Type in 2011 and 2024

Location Type	2021 Capacity	2021 Count	2024 Capacity	2024 Count	Count (Percent) Change
Emergency Shelters	561	624	618	573	-51 (-8%)
Overnight Drop-in Programs	22	37	157	140	+103 (+278%)
VAW Shelters	105	102	122	115	+13 (+13%)
Transitional / Short-term Housing Programs	103	74	120	104	+30 (+41%)
Unsheltered	-	90	-	280	+190 (+111%)
Other	-	-	4	4	+4
Total	769	927	1021	1216	+289 (+31%)

SURVEY RESULTS

Between November 4, 2024 and November 18, 2024, 807 valid PiTC surveys were voluntarily completed with individuals experiencing homelessness in the City of Hamilton, representing 66% of the enumerated population.

Table 3: Survey Completion by Location Type and Sectors in 2024

Location Type and Sector	Preliminary Targets ⁱ	Count of Completed Surveys
Emergency Shelters: Men	146	155
Emergency Shelters: Women	40	44
Emergency Shelters: Youth	13	11
Emergency Shelters: Family	18	22
Emergency Shelters: Hotel (Family)	47	37
Overnight Drop-in Programs	94	116
VAW Shelters	73	43
Transitional / Short-term Housing Programs	72	29
Unsheltered	160	183
Indigenous Magnet Event	60	114
Other	47	53
Total	769	807

The following sections describe the survey result details for all questions.

Where did you stay last nightⁱⁱ

In response to “Where are you staying tonight? / Where did you stay last night?” most survey respondents reported in homeless shelter (54%), in an encampment (20%), or unsheltered in a public space (11%).

Table 4: Summary of Survey Respondents Locations the Night Before the Survey

Responses	Count	Percent
Homeless Shelter (e.g. Emergency, Family or Domestic Violence Shelter, Warming Centre, Drop-in)	439	54%
Encampment (e.g. Group of tents, Makeshift shelters or Other long-term settlement)	165	20%
Unsheltered in a Public Space (e.g. Street, Park, Bus Shelter, Forest or Abandoned Building)	92	11%
Transitional Shelter / Housing	36	4%
Someone Else's Place	32	4%
Hotel / Motel Funded by City or Homeless Program	22	3%
Vehicle (e.g. Car, Recreational Vehicle (RV), Truck, Boat)	10	1%
Hotel / Motel Self-Funded	>5	0.4%
Hospital	>5	0.2%
Jail, Prison, Remand Centre	>5	0.1%
Unsure	5	1%
Total	807	100%

Locations stayed for at least one night in the past yearⁱⁱⁱ

When asked about locations stayed at in the past year, at least one time, the most common responses reported include staying at homeless shelters (26%), unsheltered in a public space (17%), encampments (15%), someone else's place (13%), and hospitals (9%).

Table 5: Locations Stayed in the Past Year (12 Months)

Responses	Count	Percent
Homeless Shelter (e.g. Emergency, Family or Domestic Violence Shelter, Warming Centre, Drop-in)	559	26%
Encampment (e.g. Group of tents, Makeshift shelters or Other long-term settlement)	327	15%
Unsheltered in a Public Space (e.g. Street, Park, Bus Shelter, Forest or Abandoned Building)	363	17%
Transitional Shelter / Housing	80	4%
Someone Else's Place	286	13%
Hotel / Motel Funded by City or Homeless Program	116	5%
Vehicle (e.g. Car, Recreational Vehicle (RV), Truck, Boat)	123	6%
Hospital	199	9%
Jail, Prison, Remand Centre	110	5%
Did Not Stay at Any of the Identified Locations in the Past Year	15	1%
Total	2178	100%

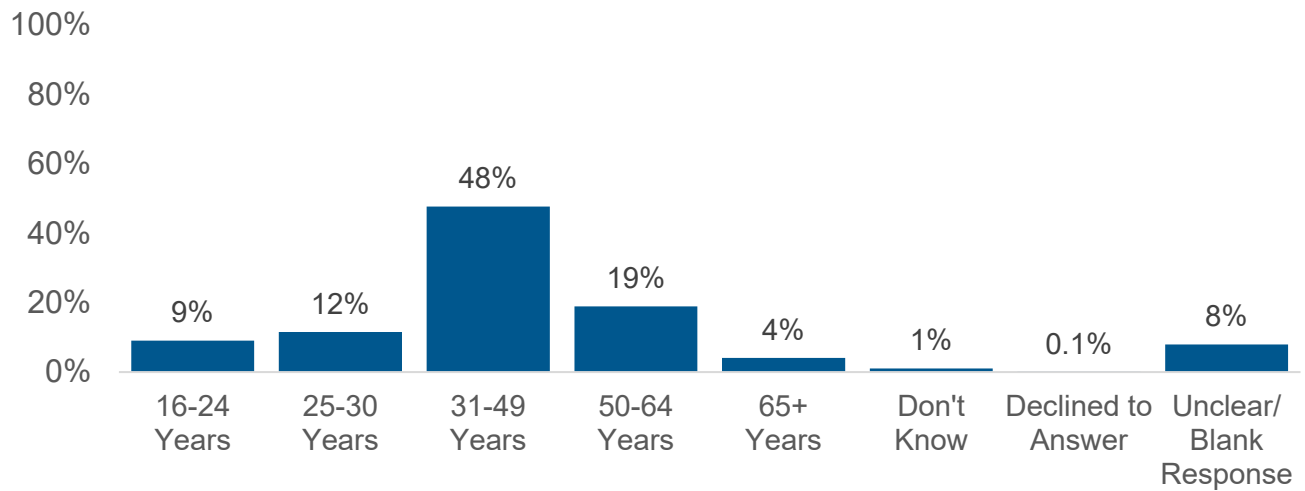
PROFILE OF RESPONDENTS EXPERIENCING HOMELESSNESS

Age^{iv}

Based on age groups determined from the results from the questions "How old are you? OR What year were you born?" most survey respondents reported being adults aged 31-49 years (385, 48%) or adults aged 50-64 years (153, 19%). Youth aged 16-24 years represented 9% (73) of the surveyed population and senior adults aged 65+ years represented 4% (33) of the surveyed population.

The average age of respondents was 41 years old. Respondents ranged in age from 16 as the youngest and 82 as the oldest.

Figure 1: Age Group (Years) of Respondents (n = 807)



Gender identity

In response to “What gender do you identify with” most survey respondents reported identifying as men (57%) or women (40%). Two percent (2%) of surveyed population reported identifying as an option other than man or woman including Non-binary (Genderqueer), Two-Spirit, Trans Woman, Trans Man, or a not listed option.

Table 6: Gender Identity of Respondents

Responses	Count	Percent
Man	457	57%
Woman	321	40%
Non-binary (Genderqueer)	11	1%
Two-Spirit	>5	0.2%
Trans Woman	>5	0.2%
Trans Man	>5	0.2%
Not Listed	>5	0.2%
Don't Know	>5	0.4%
Declined to Answer	6	1%
Unclear/ Blank Response	>5	0.1%
Total	807	100%

Sexual Orientation

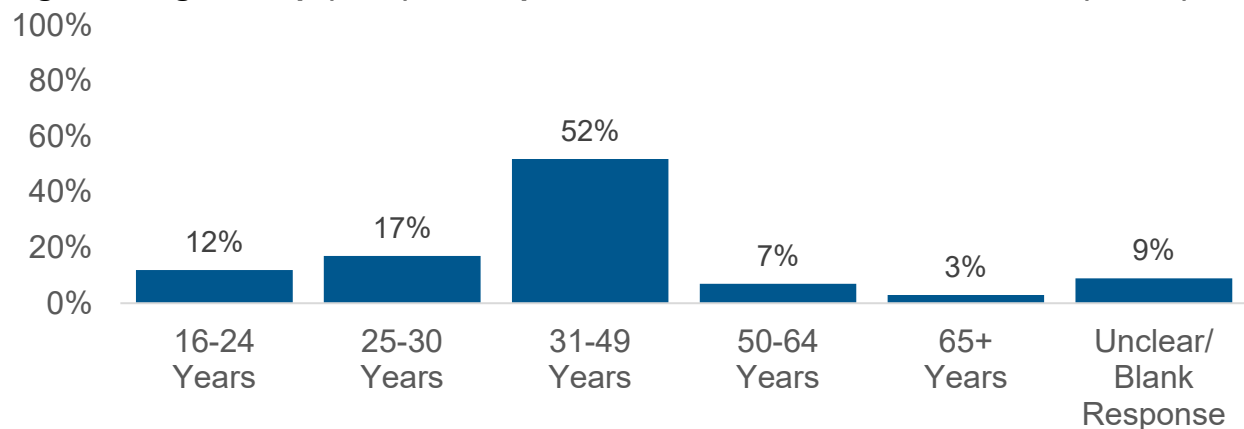
In response to “How do you describe your sexual orientation” most survey respondents reported their sexual orientation as straight/ heterosexual (85%) with the next most common responses being bisexual (7%) and pansexual (2%).

Table 7: Sexual Identity of Respondents

Responses	Count	Percent
Straight / Heterosexual	684	85%
Bisexual	58	7%
Pansexual	15	2%
Gay	10	1%
Queer	7	1%
Lesbian	5	1%
Questioning	>5	0.2%
Not Listed	>5	0.1%
Don't Know	7	1%
Declined to Answer	17	2%
Unclear / Blank Response	>5	0.1%
Total	807	100%

Of those who identified as 2SLGBTQIA+^v (97), most 2SLGBTQIA+ respondents were between the ages of 31-49 (50, 52%).

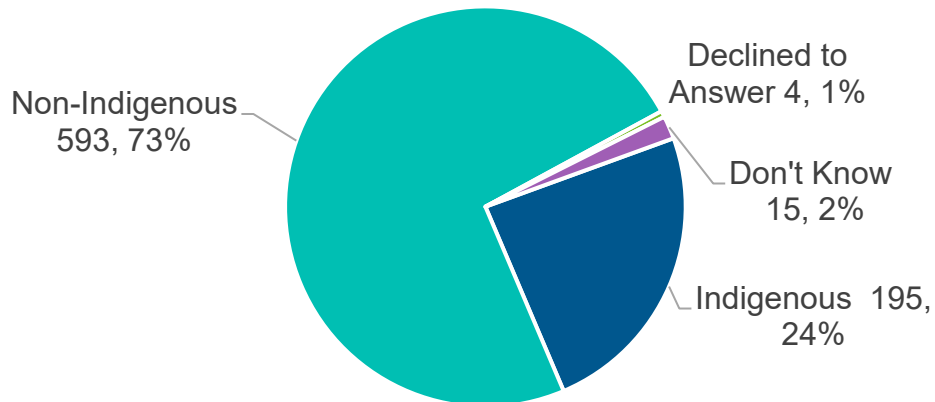
Figure 2: Age Group (Year) of Respondents Identified as 2SLGBTQIA+ (n = 97)



Indigenous Identity and Community^{vi}

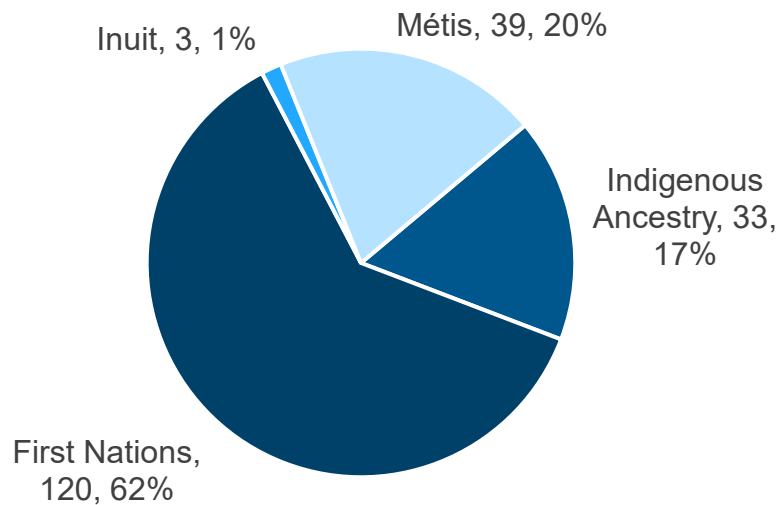
In response to “Do you identify as First Nations (with or without status), Métis, or Inuit?” most survey respondents reported non-Indigenous identity (73%). Twenty-four percent (195, 24%) of the surveyed population reported Indigenous identity or ancestry. Of the respondents who identified as Indigenous, 8% (64) identified as Indigenous only (not shown).

Figure 3: Indigenous Identify (n = 807)



Of respondents who reported Indigenous identity or ancestry, the majority identified as First Nations (62%), Metis (20%), Indigenous Ancestry (17%) and Inuit (1%). Respondents reported identifying with 49 different Indigenous communities, with Six Nations of the Grand River being the most common response (34) (not shown).

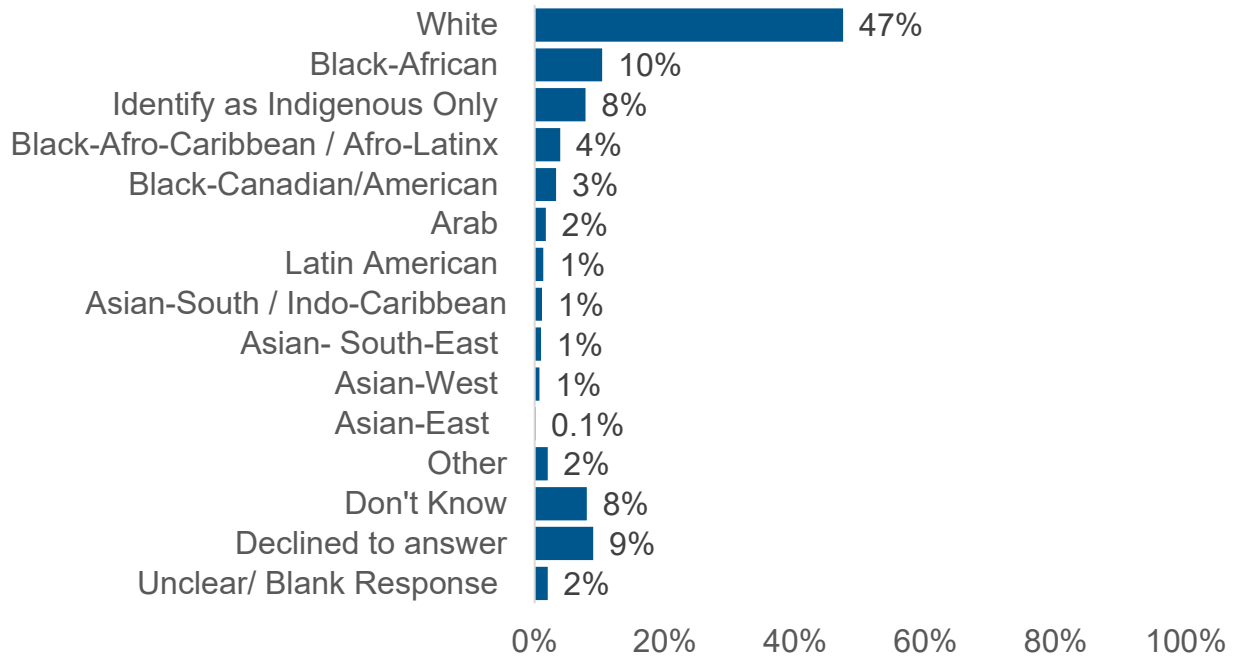
Figure 4: Indigenous Identify Details (n = 195)



Racial Identity^{vii}

In response to “Do you identify with any of the racial identities listed below?” most survey respondents reported identifying as white (388, 47%), Black-African (85, 10%), or Indigenous only (64, 8%). Thirty-three percent (267, 33%) of all respondents identified as a member of a racialized group.

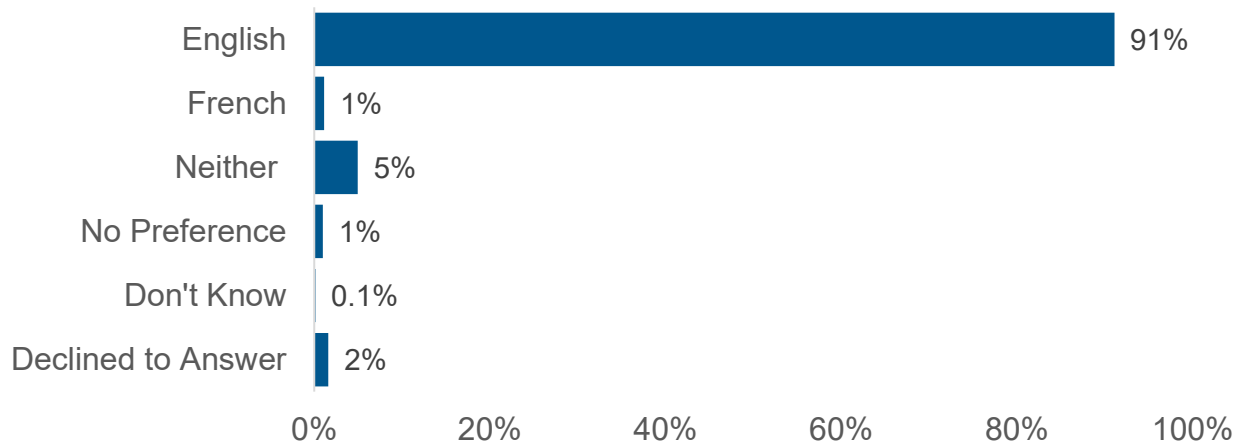
Figure 5: Racial Identity of Respondents (n = 816)



Language

In response to the question, “In what language do you feel best able to express yourself?”, most respondents identified English (735, 91%) followed by other language other than English or French (40, 5%) and French (9, 1%).

Figure 6: Preferred Language of Respondents (n = 807)



Family Homelessness^{viii}

In response to “Do you have family members or anyone else who is staying with you tonight? / Did any family members or anyone else stay with you last night?” most survey respondents reported being single people staying alone (68%). Family units of more than one person and/or pets represented 21% of the surveyed population.

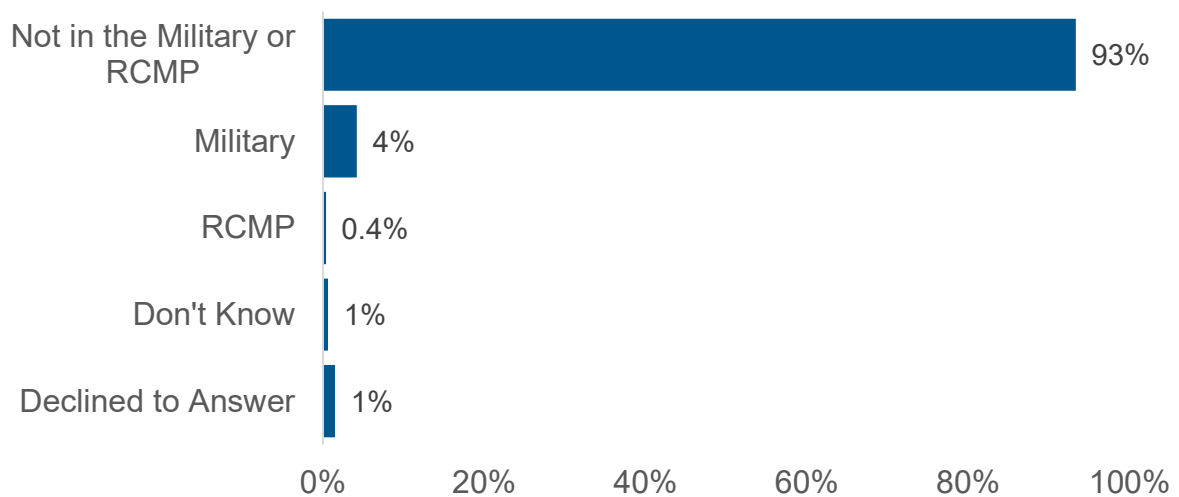
Figure 8: Persons Staying with Respondents on Night of PiTC Survey (n = 1121)

Responses	Count	Percent
Single	637	68%
Yes- Family Head	166	15%
Yes- Child/Dependent	179	16%
Yes- Partner	66	6%
Yes- Other Adults	49	4%
Yes- Pet	6	1%
Decline to Answer	18	2%
Total	1121	100%

Veteran Homelessness

In response to “Have you ever served in the Canadian Military or RCMP?” 5% (37) of respondents reported that they had served.

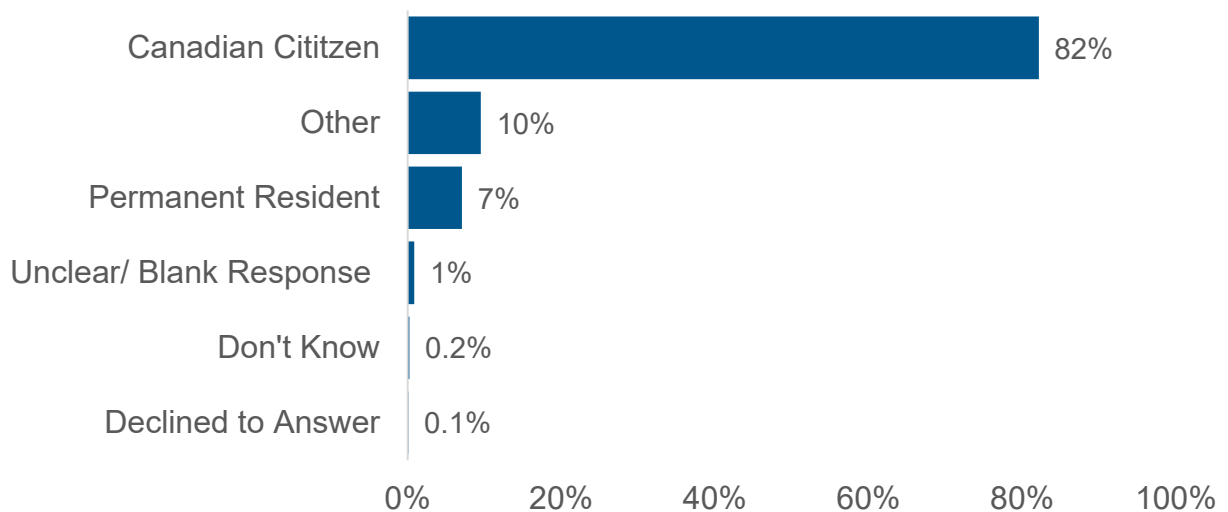
Figure 7: Respondents Reporting Service in the Canadian Military or RCMP (n = 807)



Citizenship and Migration

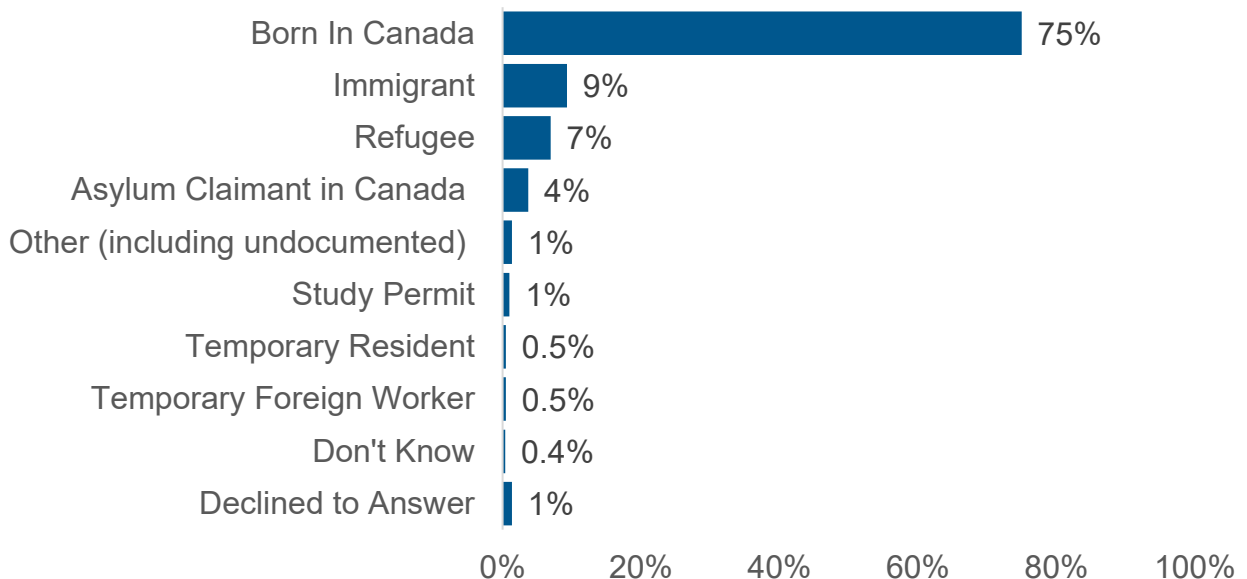
In response to “Are you a Canadian Citizen?” majority of the respondents reported that they are a Canadian citizen (663, 82%).

Figure 10: Respondents' Citizenship Status (n = 807)



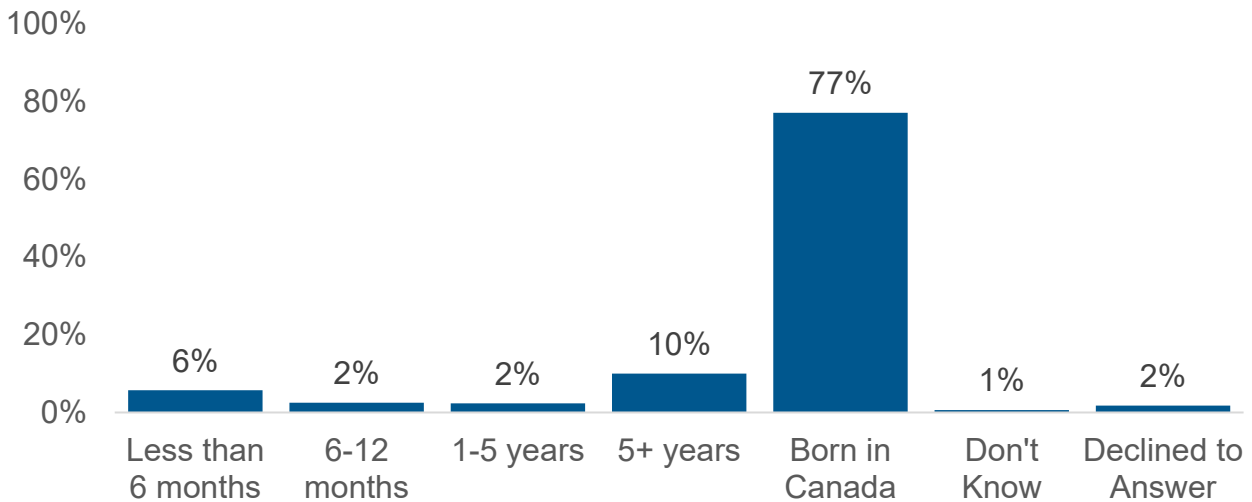
In response to "Did you come to Canada as an immigrant, refugee, asylum claimant, or through another process?" 23% (188) reported coming into Canada. This includes individuals identifying mostly as immigrants (75, 9%), refugees (56, 7%) and asylum claimant in Canada (30, 4%).

Figure 8: Respondents Coming to Canada (n = 807)



In response to "How long have you been in Canada?" as 10% (81) reported that they have been in Canada for 5+ years. Six percent (46, 6%) of respondents reported being in Canada less than 6 months.

Figure 9: Respondents Length of Time in Canada (n = 807)



Length of Time in Hamilton and Main Reason for Coming Here^{ix}

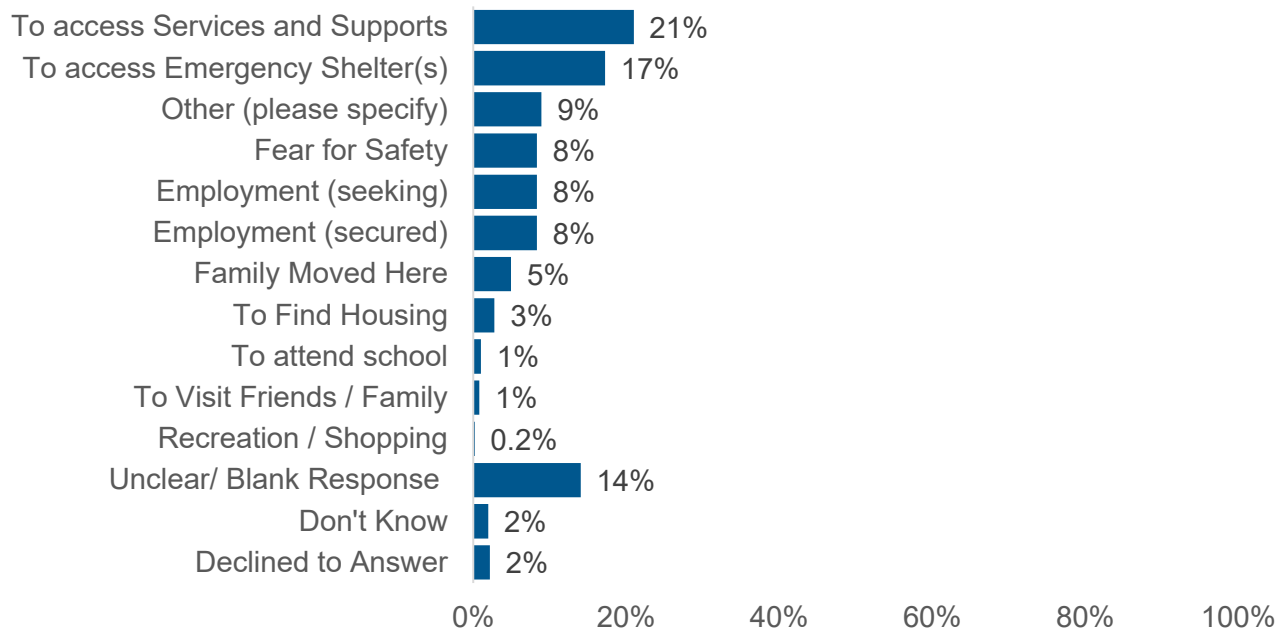
In response to “How long have you been in Hamilton?” most survey respondents reported always being here (37%) or being here for more than 5 years (24%). Seventeen percent (17%) of the surveyed population reported being in the City of Hamilton for less than 6 months.

Table 9: Length of Time in Hamilton (n = 807)

Responses	Count	Percent
Less than 6 months	140	17%
6-12 months	56	7%
1-5 years	84	10%
5+ years	194	24%
Always been here	302	37%
Don't Know	15	2%
Decline to Answer	12	1%
Unclear/ Blank Response	>5	0.5%
Total	807	100%

For those who reported that they have not always been here. in response to “What is the main reason you came to Hamilton?” the most commonly reported responses were family moved here (106, 21%) and to access emergency shelters (87, 17%).

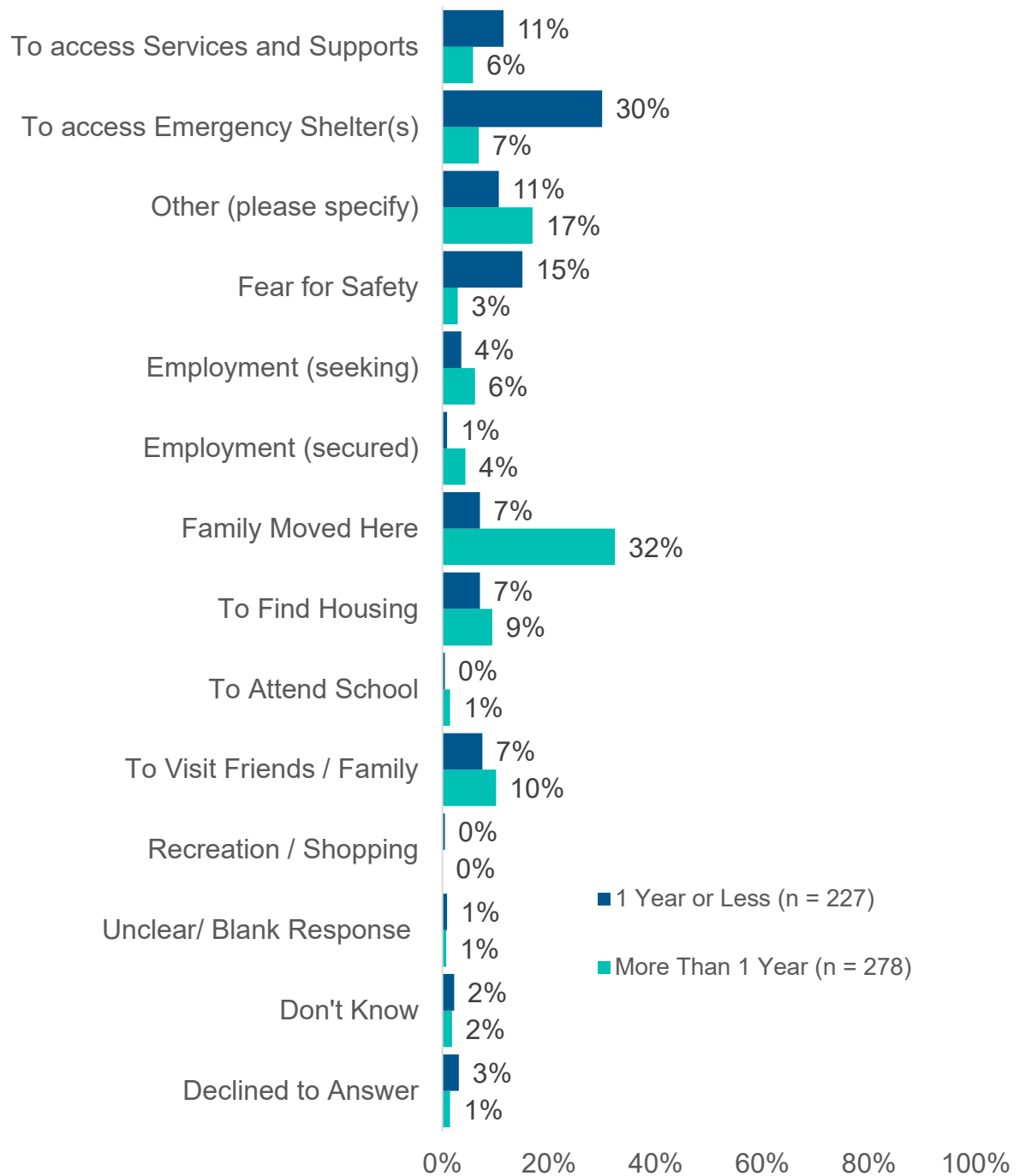
Figure 11: Reason for Coming to Hamilton (n = 505)



A higher proportion of respondents who have been in the City of Hamilton for one year or less reported that they came here for access to emergency shelters (68, 30%), and services and supports (26, 11%) compared to respondents who have been in the City of Hamilton for more than one year (19, 7% and 16, 6% respectively).

A higher proportion of respondents who have been in the City of Hamilton for more than one year reported that they came here because their family moved here (90, 32%) or to visit family or friends (28, 10%) compared to respondents who have been in the City of Hamilton one year or less (16, 7% and 17, 6% respectively).

Figure 12: Reason for Coming to Hamilton

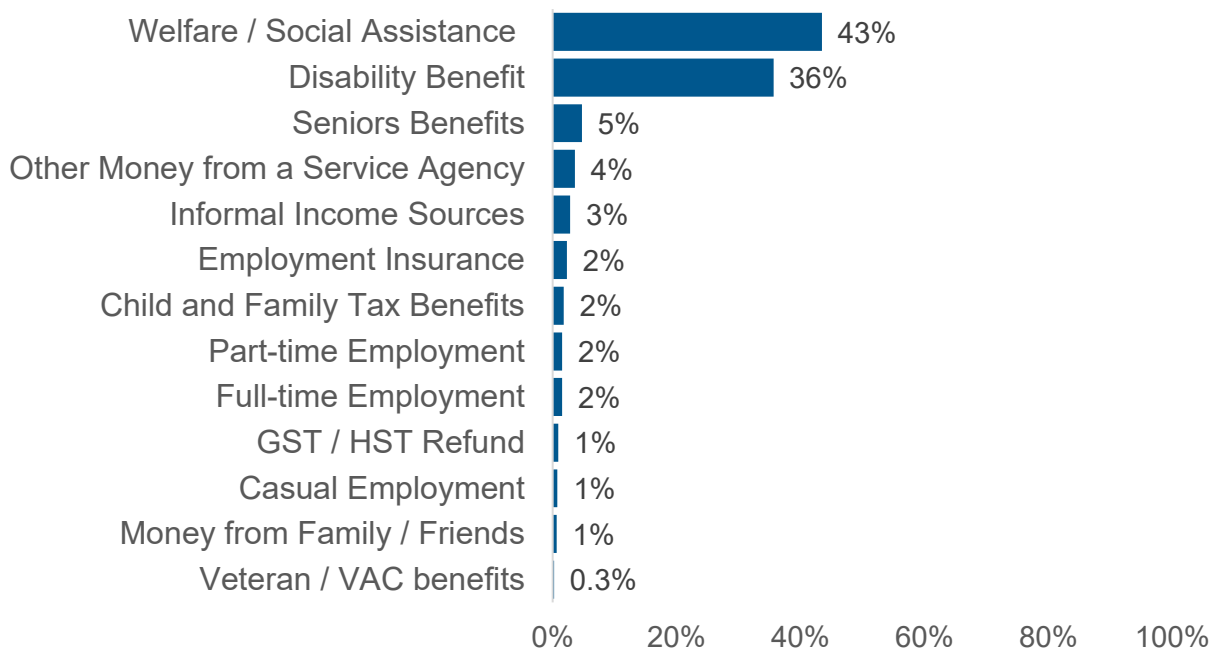


Overall, of the respondents who reported moving to Hamilton, the top Canadian communities' respondents reported as their location prior to coming to Hamilton were Toronto (45), Brantford (16), Burlington (15), Mississauga (14) and Oakville (13). Internationally, the most common countries were Nigeria (19), Kenya (14) and Uganda (10).

Sources of Income^x

In response to "What are your sources of income", 5% (38) of the survey respondents identified that they have no income. Most respondents with a reported income source identified government assistance or benefits as income sources (87%) including welfare/ social assistance i.e. Ontario Works (OW) (339, 43%), disability benefits i.e. Ontario Disability Support Program (ODSP) (278, 36%), seniors' benefits (37, 5%), child and family tax benefits (14, 2%), HST and GST refunds (7, 1%), and veteran/ VAC benefits (2, 0.3%).

Figure 13: Respondents Sources of Income (n = 780)



Health Status^{xi}

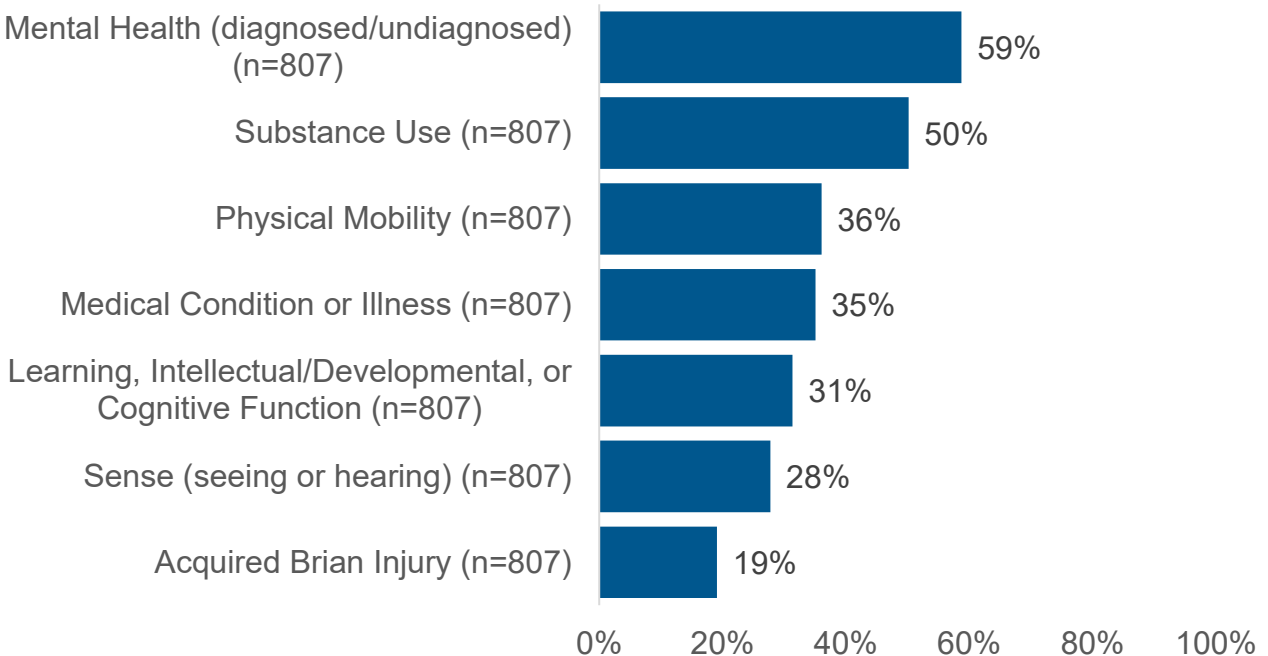
Respondents were asked if they had difficulties related to any of the following types of health challenges:

- Illness or medical condition (e.g. diabetes, tuberculosis (TB) or human immunodeficiency virus (HIV))
- Physical mobility (e.g. spinal cord injury, arthritis, or limited movement or dexterity)

- Learning, intellectual/ developmental, or cognitive function (e.g. fetal alcohol spectrum disorder (FASD), autism, attention deficit hyperactivity disorder (ADHD), or dementia)
- Acquired brain injury (e.g. due to an accident, violence, overdose, stroke, or brain tumor)
- Mental health [diagnosed/undiagnosed] (e.g. depression, post-traumatic stress disorder (PTSD), bipolar, or schizophrenia)
- Substance Use (e.g. alcohol or opiates)
- Senses, such as seeing or hearing (e.g. blindness or deafness)

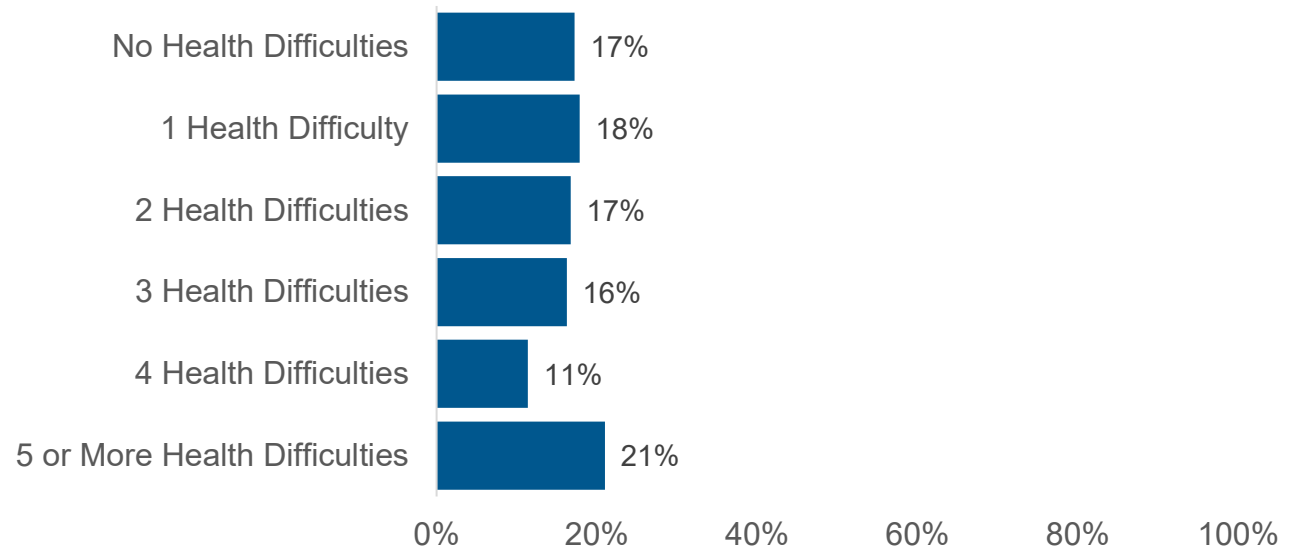
Half or more of respondents reported having difficulties relating to mental health (474, 59%) or substance use (405, 50%).

Figure 14: Health Challenges Identified by Respondents



A total of 668 (83%) respondents identified having at least one difficulty related to a health challenge. One-third (258, 32%) of respondents reported 4 or more health difficulties.

Figure 15: Multiple Types of Health Difficulties Identified by Respondents (n = 807)

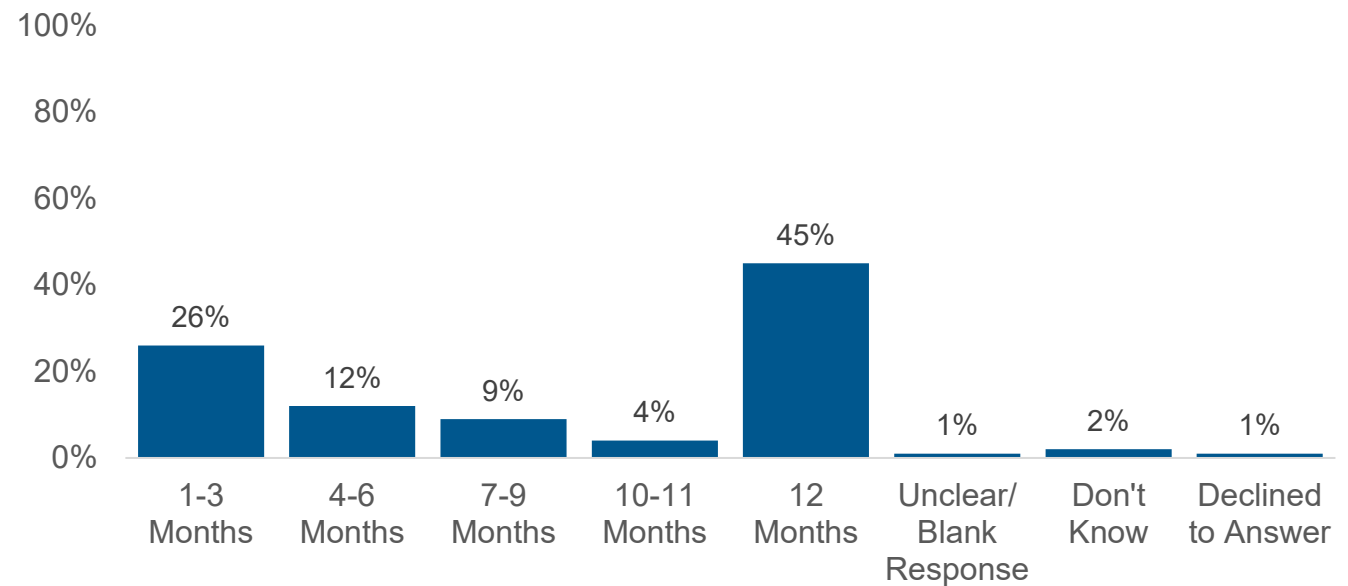


HOMELESSNESS HISTORY

Time Spent Homeless

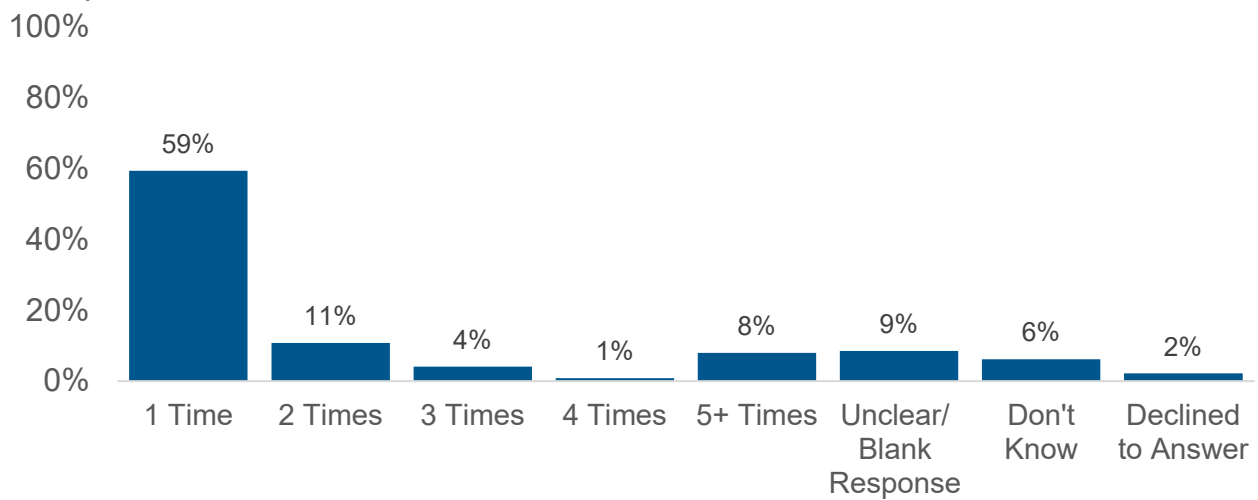
In response to "In total, for how much time have you experienced homelessness over the past year (the last 12 months)" almost half (364, 45%) identified being homeless for every day of the year. Twenty-six percent (211, 26%) were homeless for 1-3 months.

Figure 16: Respondents Length of Time Homeless in the Past Year (12 months) (n = 807)



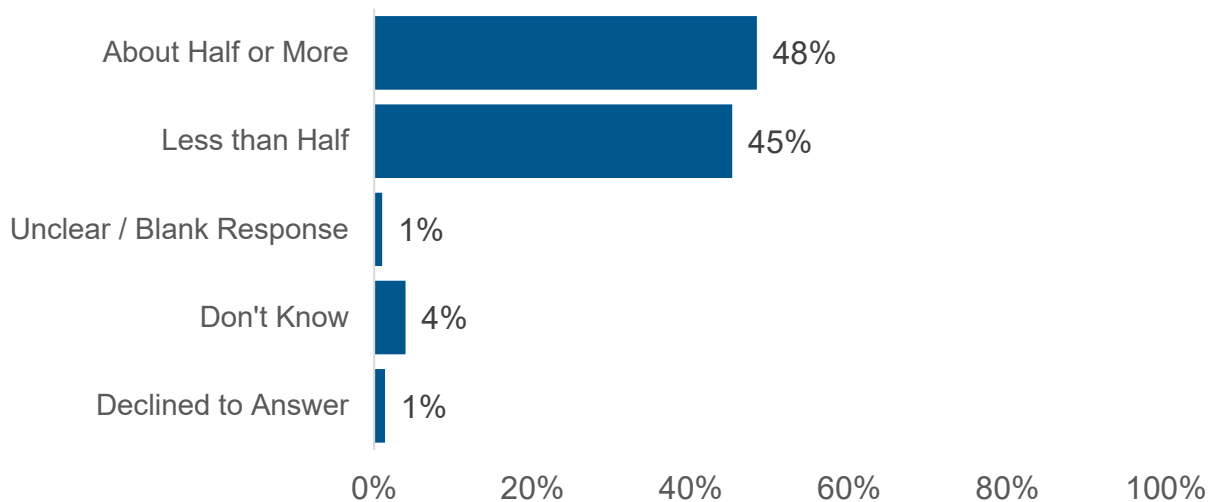
In response to “In total, how many different times have you experienced homelessness over the past year (the last 12 months)?” most respondents indicated only 1 time (479, 59%).

Figure 17: Total Number of Different Times Spent Homeless in the Past 1 Year (n = 807)



In response to “In total, for how much time have you experienced homelessness over the past 3 years?”, 48% (390) of survey respondents reported about half or more of the time.

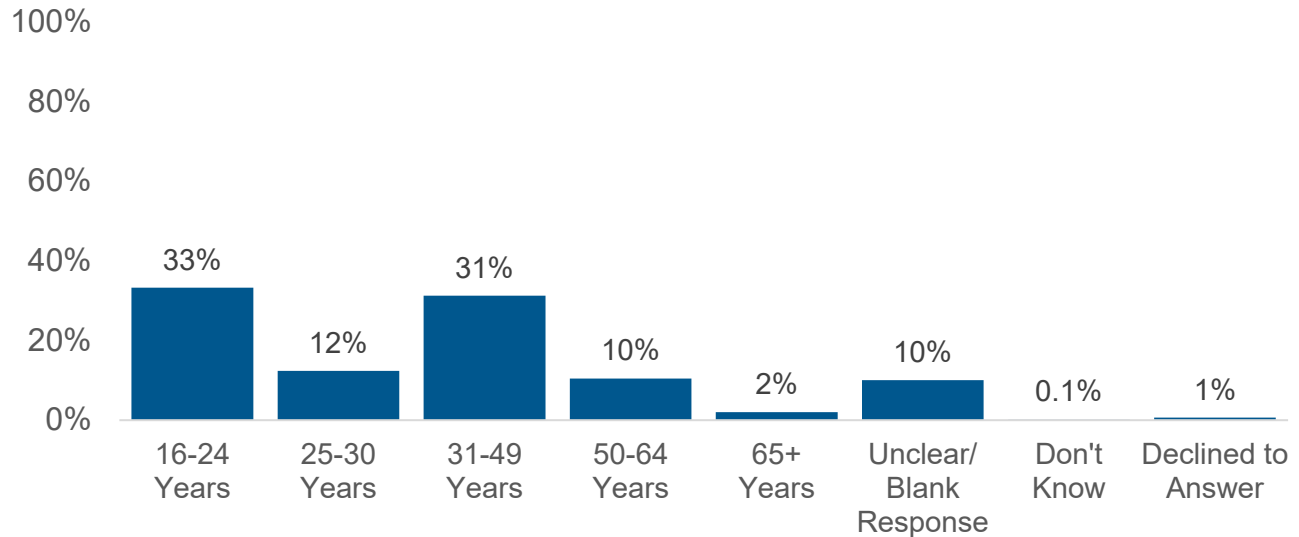
Figure 18: Length of Time Spent Homeless in the Past 3 Year (n = 807)



Age of First Homelessness Experience

In response to "How old were you the first time you experienced homelessness?" one-third of the survey respondents reported being between 16-24 years old (268, 33%) and another third reported being between 31-49 years old (252, 31%).

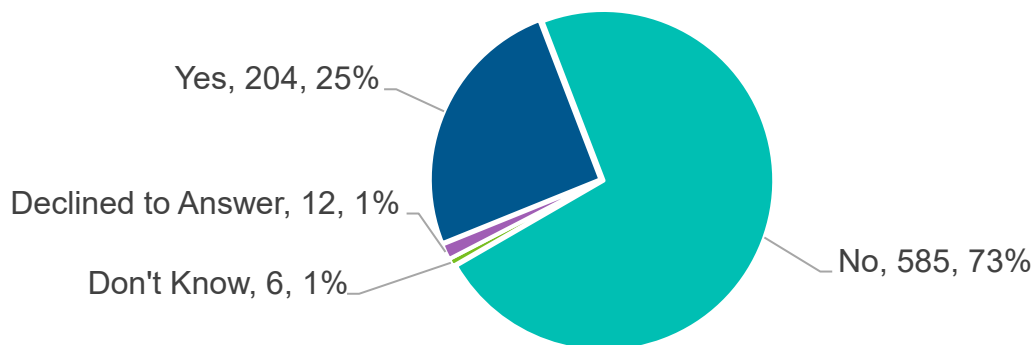
Figure 18: Respondents Age of First Homeless Experience (n = 807)



Experience with Foster Care^{xii}

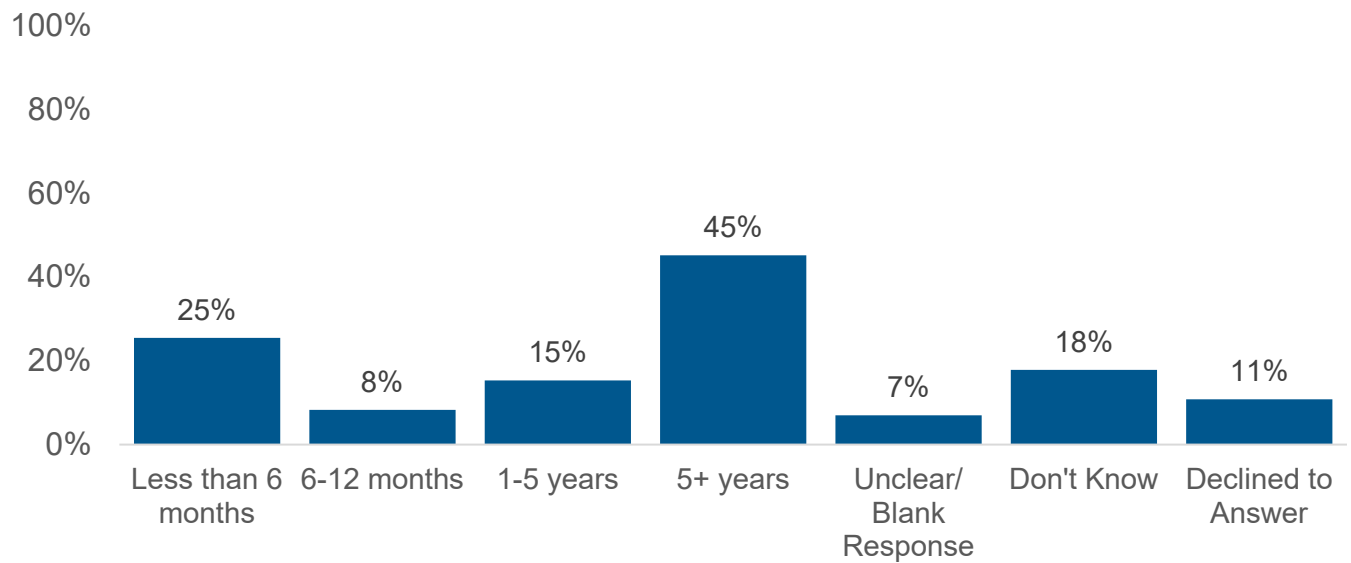
In response to "As a child or youth, were you ever in foster care or in a youth group home" one-quarter of respondents reported that they were in foster care (25%).

Figure 20: Respondents with Foster Care Experience (n = 807)



Of those who reported experiences with foster care, 45% (71) reported that they became homeless 5 or more years after foster care experiences. Twenty-five percent (41, 25%) reported becoming homeless less than 6 months after foster care ended.

Figure 21: Respondents Leaving Foster Care and Experiencing Homelessness (n = 204)



Reasons for Homelessness/Housing Loss and Experiences of Eviction^{xiii}

In response to “What happened that caused you to lose your housing most recently?” many survey respondents reported housing or financial issues (31%) or interpersonal conflict (31%).

Table 10: Reasons for Losing Housing Most Recently (n = 1078)

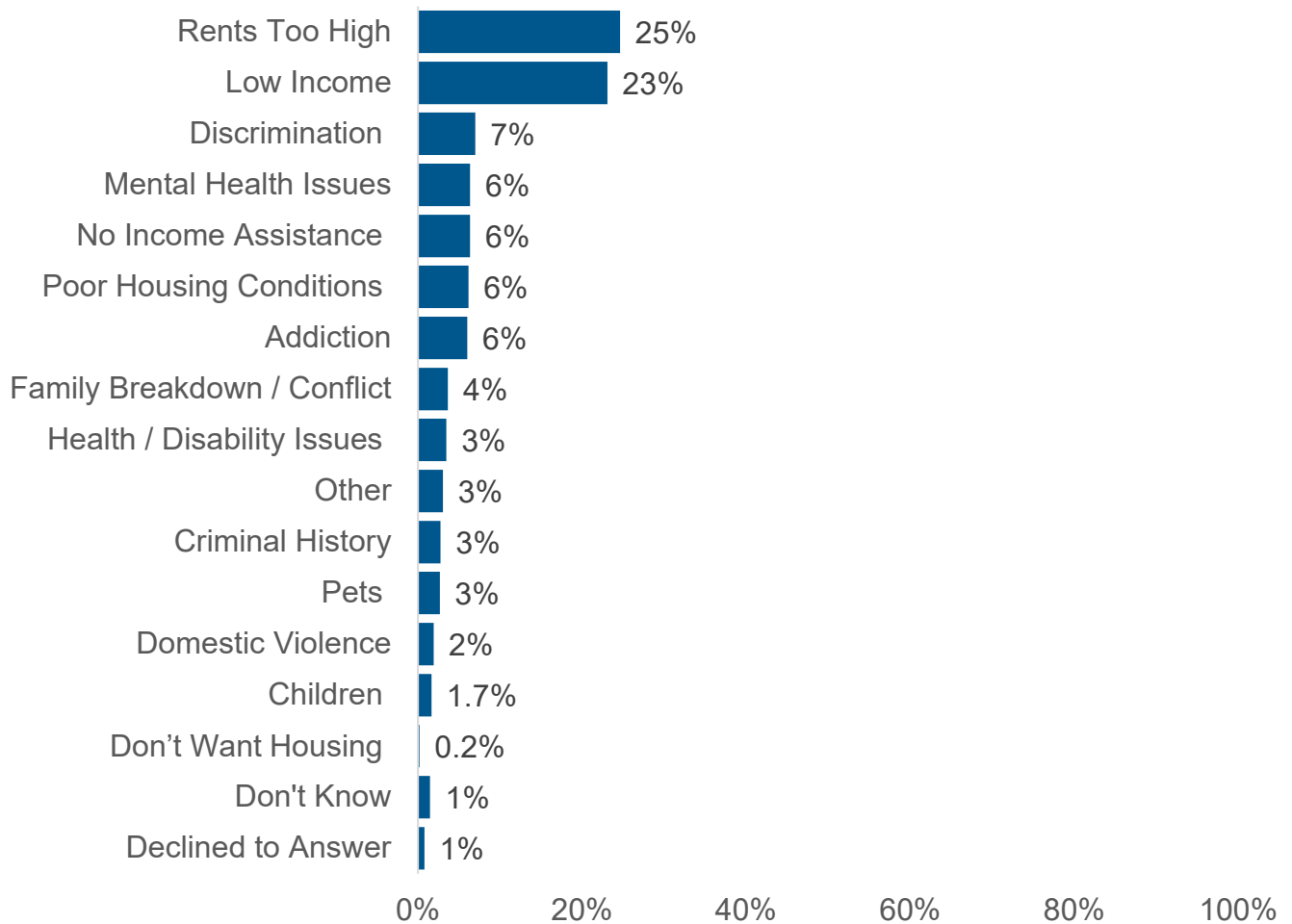
Responses	Count	Percent
Housing and Financial Issues	339	31%
Housing and Financial Issues: Not Enough Income for Housing (e.g. rental increase, loss of benefit, income or job)	239	22%
Housing and Financial Issues: Unfit / Unsafe Housing condition	65	6%
Housing and Financial Issues: Building Sold or Renovated	26	2%
Housing and Financial Issues: Owner Moved In	9	1%
Interpersonal Conflict	319	31%
Conflict with: Spouse / Partner	124	12%
Conflict with: Parent / Guardian	51	5%
Conflict with: Landlord	93	9%
Conflict with: Roommate	51	5%
Experienced Abuse	79	8%
Experienced Abuse by: Spouse / Partner	52	5%
Experienced Abuse by: Parent / Guardian	9	1%
Experienced Abuse by: Landlord	18	2%
Experienced Discrimination	51	5%
Experienced discrimination by: Spouse / Partner	6	1%
Experienced discrimination by: Parent / Guardian	5	0.5%
Experienced discrimination by: Landlord	40	4%
Health or Corrections	135	12%
Health or Corrections: Physical Health Issue / Disability	15	1%
Health or Corrections: Mental Health Issue	26	2%
Health or Corrections: Substance Use Issue	41	4%
Health or Corrections: Hospitalization or Treatment Program	11	1%
Health or Corrections: Incarceration (Jail or Prison)	42	4%
Other	155	13%
Other: Complaint (e.g. Noise / Damage)	10	1%
Other: Left the community / Relocated	33	3%
Other: Death or departure of family member	41	4%
Other: Pet(s)	>5	0.3%
Other: Not listed	48	4%
Other: Illegal/Unlawful Eviction without Notice	20	2%
Total	1078	100%

Barriers to Finding Housing^{xiv}

In response to “What challenges or problems have you experienced when trying to find housing?” many respondents reported reasons related to income and costs. This includes financial barriers (976, 48% including rents too high (504, 25%), low income (472, 23%)), no income assistance (127, 6%). Other reported reasons included discrimination (140, 7%), mental health issues (127,6%), poor housing conditions (123,

6%) and addiction (120, 6%). A small number of survey respondents reported (0.2%) reported that they do not want housing.

Figure 22: Respondents Barriers to Finding Housing (n = 2045)



SERVICE USE PATTERNS

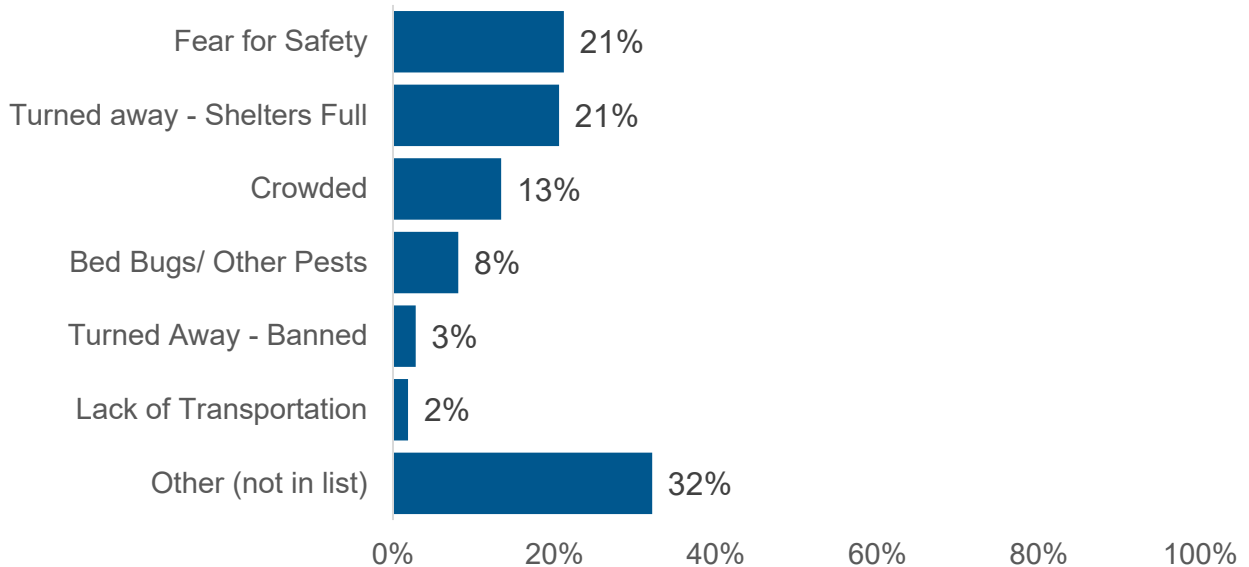
Shelter Use in the Last Year (12 months)^{xv}

In response to a question that identifies if survey respondents had stayed in a homeless shelter (e.g. emergency, family, or domestic violence shelter) in the past year, less than half of the survey respondents (207, 26%) reported that they had not.

In response to “If you haven’t stayed in a homeless shelter in the past year, what are the main reasons?” survey respondents identified fear or safety reasons (68, 21%), being turned away because the shelters are full (66, 21%) or crowding (43, 13%) as the

most common listed reasons. Many other (not listed) reasons were also reported (103, 32%). These reasons include having a pet, being in a couple family, staying somewhere else, having to follow shelter rules, preferences to be outside, theft of personal items, drugs and other.

Figure 23: Respondents' Reasons for not Staying in a Shelter (n = 321)

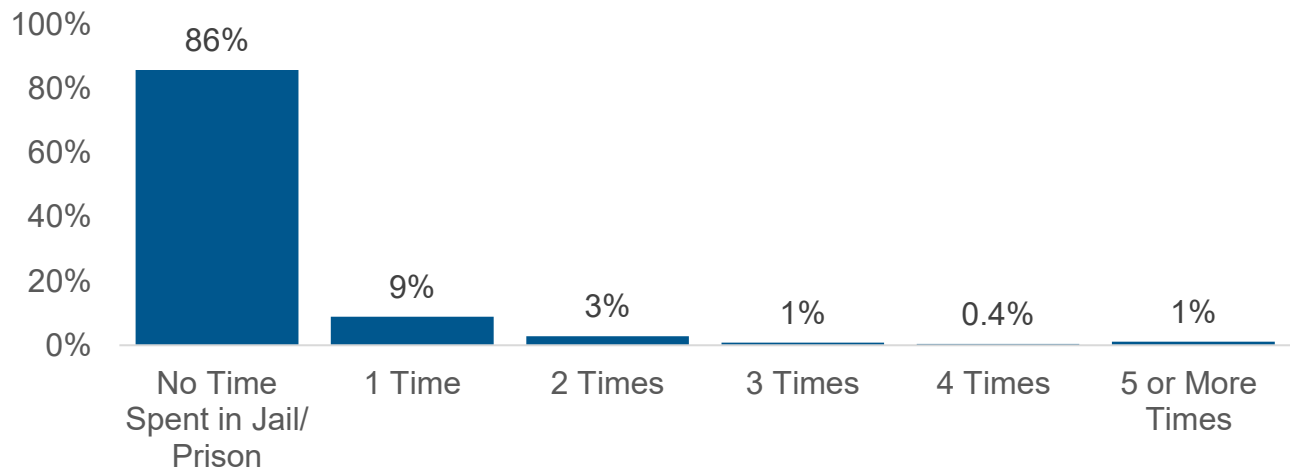


Interactions With the Criminal Justice System

In response to “In the past year (12 months) have you interacted with police?” a total of 296 respondents (37%) indicated that they had interacted with police (e.g. tickets, arrests, or searches) (not shown).

In response to “In the past year (12 months) have you been to prison/jail?” 86% reported that they had not. A total of 114 respondents (14%) indicated that they had been in jail or prison, a cumulative total of 267 times.

Figure 24: Reported Number of Times in Jail or Prison (n = 807)

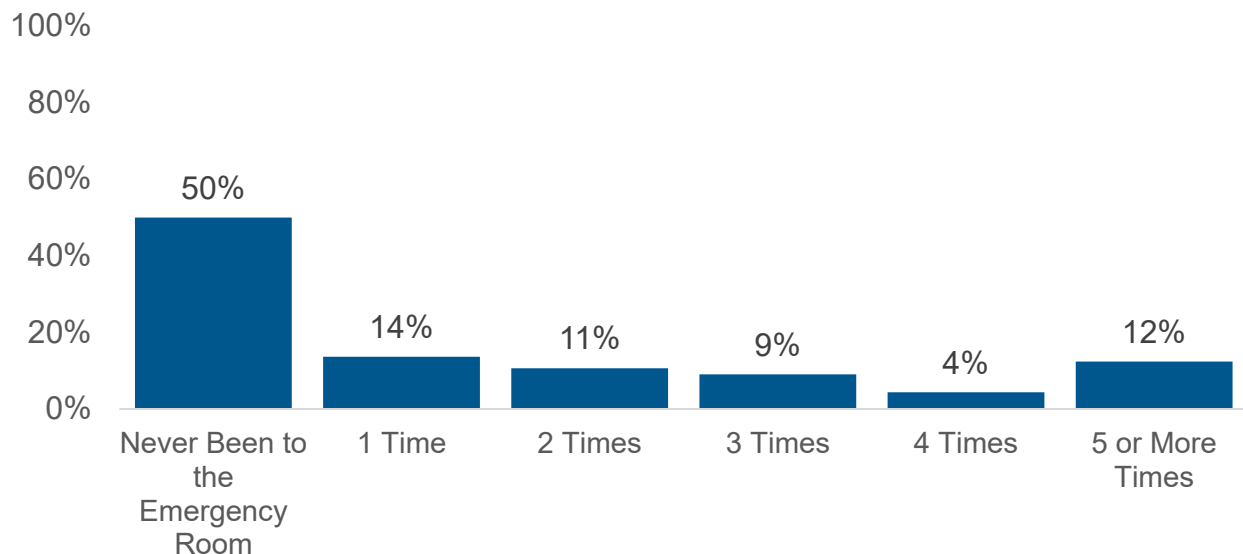


In response to “Total days you have spent in prison/jail?” one-third of the respondents who reported time in a correctional facility reported 1-7 days in jail or prison (34, 31%). Fourteen percent (15, 14%) reported more than 6 months (180 days) (not shown).

Interactions with the Healthcare System

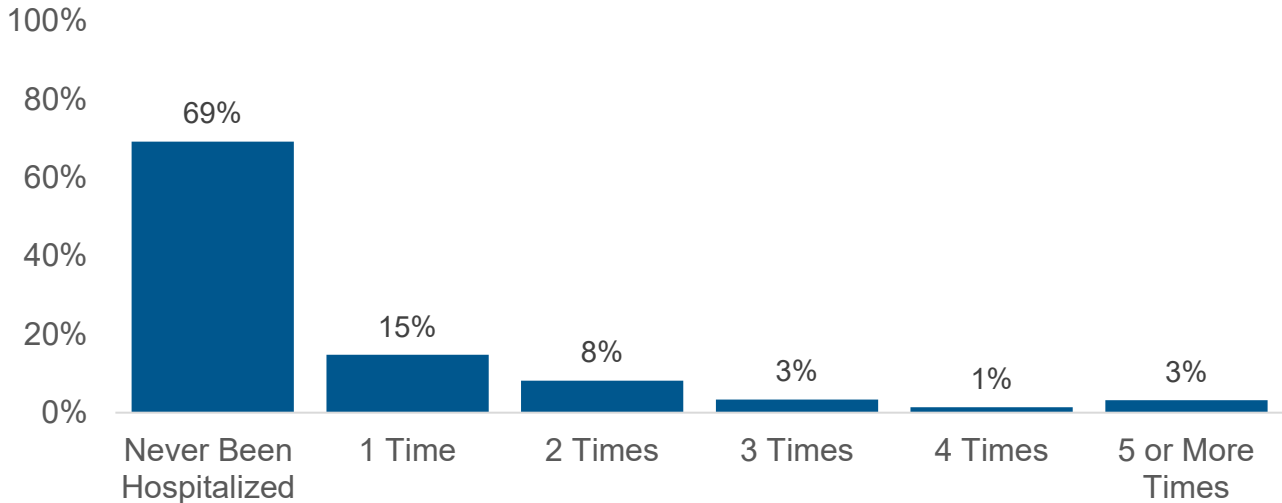
In response to “In the past year (12 months) have you been to an emergency room?” a total of 404 respondents (50%) indicated that they visited the emergency room. Fourteen percent (110, 14%) indicated that they had visited the emergency room only one time within the year and 36% (294) indicated that they had visited multiple times in the past year.

Figure 25: Number of Visits to the Emergency Room in the Past Year (n = 807)



In response to “In the past year (12 months) have you been hospitalized?” a total of 249 respondents (31%) indicated that they had been hospitalized. Fifteen percent (119, 15%) indicated that they had been hospitalized only one time within the year and 16% (130) indicated that they had been hospitalized multiple times in the past year.

Figure 26: Number of Times Hospitalized in the Past Year (n = 807)



In response to “Total days you have spent in hospital?” half of the respondents who reported time in a hospital reported 1-7 days there (126, 54%). Seven percent 7% (17) reported more than 30 days (not shown).

CONCLUSIONS AND IMPLICATIONS

The PiTC is an important local initiative and demonstration of Hamilton's commitment to work collaboratively to prevent and end homelessness. As Service System Manager and Designated Community Entity for the provincial and federal funding respectively, the Housing Services Division remains committed to working in partnership with urban Indigenous leadership to build a coordinated housing and homeless-serving system in deep collaboration with community partners to ensure everyone in Hamilton has a home.

The 2024 enumeration results are assessed as counting all identified required core homelessness population types and sources.

Key Finding #1: On the night of November 4, 2024, 1216 individuals were identified as homeless in the City of Hamilton represents a 31% increase from the previous Point in Time Connection in 2021. On the night of November 4, 2024, 1216 individuals were identified as homeless in the City of Hamilton. The 2024 PiTC enumeration results identified an increase in counted homelessness in the City of Hamilton since 2021 (927). Ongoing system pressures and continuous inflows to homelessness suggest that this is an absolute increase in individuals experiencing homelessness in the City of Hamilton, particularly among those accessing drop-in spaces and living unsheltered or encamped. However, the increase could be shaped, in part, by other reasons, including:

- An increase in funded low-barrier spaces such as drop-in programs allowing for greater coverage of the counted population.
- Improvements in methods of identifying and collating information about the about individuals living unsheltered allowing for greater coverage of the counted population.

The 2024 PiTC survey results are assessed to be based on a broad sample of participants from all sectors. The Indigenous Magnet Event and the focus on data collection from people experiencing unsheltered homelessness were highly successful in reaching these targeted and priority populations in 2024.

Key Finding #2: Many individuals continue to inflow into homelessness and are newly experiencing homelessness. There is an ongoing need for programs that offer housing stability, homelessness prevention, and early intervention supports.

Twenty-six percent (26%) our survey respondents identified being homeless for 1-3 months in the past year. One-third (33%) of survey respondents reported being between

the ages of 16-24 when they first experienced homelessness. One-third (31%) of survey respondents reported interpersonal conflict with partners, parents/guardians, landlords, and roommates as a reason for losing housing.

The City of Hamilton should continue to focus on programs and strategies that stop new inflows to homelessness (i.e. homeless prevention, housing stability) as well as providing supports to people who find themselves newly homeless (e.g. early intervention). Based on the age of first experiencing homelessness and the reasons for homelessness, the survey results suggest that supports aimed at youth, adults, and interpersonal conflict resolution should be considered.

Key Finding #3: A significant and increasing proportion of our homeless population are identified as recently, or throughout the year, living unsheltered or in encampments and not accessing emergency shelters. Ongoing efforts to prevent homelessness, expand the shelter system capacity, and support the quality and safety of local programs should be continued.

A significant proportion of our homeless population are identified as recently (31%), or throughout the past year (32%), living unsheltered or in encampments and there is a reported increase in the proportion of survey respondent staying in encampments at the time of the survey in 2024 (20%) compared to 2021(6%). Twenty-six percent (26%) of the surveyed population reported that they had not accessed an emergency shelter in the past year. The top reasons for not accessing a shelter were fear for safety (21%), being turned away because of a full/at-capacity program (21%), and crowding (13%).

The City of Hamilton should continue to focus on preventing homelessness, expanding the shelter system (e.g. 192 beds and the outdoor temporary shelter), and investing in permanent housing as this will continue to address program turn aways and crowding. The City of Hamilton should also continue to focus on initiatives that improve the perceived safety of local programs (e.g. shelter standards, complaints processes) and consider if recommendation from the Shelter Safety Study^{xvi} are applicable locally.

Key Finding 4#: Indigenous people continue to be overrepresented among people experiencing homelessness in the city of Hamilton. The proportion of survey respondents identified as Indigenous or as having Indigenous ancestry is almost unchanged from the results of the 2021 PITC. There remains a clear need to develop and provide culturally appropriate supports to address Indigenous homelessness.

The survey results continue to illustrate that compared to the general population of the City of Hamilton, as per the Statistic Canada 2021 Census results, a high proportion of the homeless population identify as Indigenous

- 2%^{xvii} of the population of the City of Hamilton in 2021
- 24% of the surveyed homeless population 2024

The City of Hamilton should continue to take leadership from CHIL and invest in developing and providing culturally appropriate supports to address Indigenous homelessness.

Further, the City of Hamilton recognizes Indigenous homelessness as a colonial legacy. Trends and analysis of Indigenous PiTC data can be found in Appendix B to Council report HSC25006.

Key Finding #5: In addition to those who identify as Indigenous, those who speak neither English or French, those who identify as a member of a racialized group, and those who are not Canadian citizens are also overrepresented. In addition to broad population-based approaches, efforts to support targeted and culturally appropriate programming should continue.

The survey results illustrate that compared to the general population of the City of Hamilton, as per the Statistic Canada 2021 Census results, a high proportion of the homeless population:

- speak neither English nor French
 - 2% of the population of the City of Hamilton in 2021
 - 5% of the surveyed homeless population 2024
- identify as a racialized/visible minority group
 - 25% of the population of the City of Hamilton in 2021
 - 33% of the surveyed homeless population 2024
- are not Canadian citizens
 - 8% of the population of the City of Hamilton in 2021
 - 18% of the surveyed homeless population 2024

Aligned City of Hamilton population comparisons were not identified as being available for the 2SLGBTQIA+ population size, the veteran population size, and the population experiencing health difficulties.

Comparisons were only identified where information was readily available and there may be other population groups over or underrepresented in within the homeless

population. The City of Hamilton should continue to focus on developing, supporting, and funding targeted and culturally appropriate supports.

With respect to other population groups, the survey results continue to show that majority population groups within the general population of the City of Hamilton are the same as the majority population groups within the homeless population.

Also, compared to the general population of the City of Hamilton, as per the Statistic Canada 2021 Census results, a high proportion of the homeless population are:

- adults age 25-64
 - 67% of the population of the City of Hamilton in 2021
 - 79% of the surveyed homeless population 2024
- identify as men
 - 49% of the population of the City of Hamilton in 2021 (includes men, as well as some non-binary persons)
 - 57% of the surveyed homeless population 2024 (men only)

To have a significant impact on homelessness, the City of Hamilton also needs to continue broad population-based approaches.

Key Finding #6: Many individuals experiencing homeless rely on income sources provided by different levels of government yet identify income and cost reasons for losing housing and barriers to housing. Efforts to advocate for increases to assistance rates and support programs that aim to improve access to income and benefits should be continued.

A significant proportion of our homeless population rely on government assistance or benefits as their sources of income (87%). Many survey respondents reported not enough income as a reason for losing housing (22%). Many survey respondents reported also reported high rents (25%) and low income (24%) to barriers to finding housing.

The City of Hamilton should continue to advocate for improved social assistance and benefits supports for people experiencing homelessness and continue to provide or support programs that aim to improve access to income and benefits (i.e. income support applications, tax filing supports).

Key Finding #7: Many individuals are experiencing chronic homelessness and/or were identified as having complex needs. There is an ongoing need for programs that offer intensive and multi-sector supports.

Almost half of survey respondents identified being homeless for every day of the past year (45%) or half or more of the past three years (48%). Individuals experiencing homelessness also report interactions with the criminal justice system, the healthcare system and child protective services.

- 37% interacted with the police in the past year
- 14% had been in jail in the past year
- 50% had visited the emergency room
- 15% had been hospitalized
- 32% had 4 or more identified health difficulties
- 25% had experiences with foster care

The City of Hamilton should continue to focus on programs and strategies (e.g. intensive case management) that address the complex needs of the those who are experiencing ongoing chronic homelessness and continue to advocate for and seeking out funding for permanent supportive housing. The City of Hamilton should continue to coordinate services across systems and sectors locally and build relationships across sectors.

Key Finding #8: The proportion of survey respondents who arrived in Hamilton within the last 12 months did not significantly change from the results of the 2021 PiTC. The 2024 survey included a new question about reasons for moving to Hamilton. Responses to this question found a higher proportion of respondents who have been in Hamilton for one year or less reported that they migrated to access emergency shelters compared to respondents who have been in the Hamilton for more than one year. Efforts to coordinate service availability across neighbouring communities should be continued.

Close to two-thirds (61%) of the surveyed population reported being in the City of Hamilton for more than 5 years or always being here. Twenty-four percent (24%) reported being in the City of Hamilton for 12 months or less. There has not been a significant shift in this compared to 2021 (21%). A higher proportion of respondents who have been in the City of Hamilton for 12 months or less reported that they came here for access to emergency shelters (68, 30%), and to access services and supports (26, 11%) compared to respondents who have been in the City of Hamilton for one year or more (19, 7% and 16, 6% respectively). Overall, of the respondents who reported moving to Hamilton, the top Canadian communities' respondents reported as their location prior to coming to Hamilton were Toronto (45), Brantford (16), Burlington (15), Mississauga (14) and Oakville (13).

The City of Hamilton should continue to work collaboratively with neighbouring municipalities to coordinate service and supports for individuals experiencing homelessness, as well as provincial and federal counterparts to ensure funding reflects population growth in Hamilton.

Conclusion

The 2024 PiTC enumeration and survey results highlight both progress and ongoing challenges in addressing homelessness in Hamilton. While there has been a notable increase in the identified homeless population, this may reflect improved data collection and expanded coverage rather than solely an increase in homelessness. The overrepresentation of Indigenous People experiencing homelessness highlights the need for continued investments in Indigenous-led supports and services. The findings underscore the need for continued efforts in homelessness prevention, early intervention, and the development of culturally appropriate supports, particularly for marginalized groups. There is an ongoing need for broad population-based approaches as well as targeted programming, increased shelter capacity, and multi-sector support services for individuals with complex needs.

APPENDIX 1 – STANDARDIZED ENUMERATION FORM

Standardized Enumeration Reporting Form
<p>Purpose</p> <p>The City of Hamilton is participating in a Point-in-Time (PiT) Count as a coordinated community effort to estimate the number of people experiencing homelessness in a community on a single night (the enumeration). It is intended to identify the locations where they spent the night: in shelters, transitional housing, or unsheltered locations and can be used to track progress in reducing homelessness and identify changes in the location that individuals experiencing homelessness spend the night.</p> <p>This standard template will be used to collate and report the enumeration information required for the 2024 PiTCount from city-funded and administered programs not yet using the Homelessness Individuals and Families Information System (HIFIS 4.0) and programs providing supports to individual experiencing domestic violence. Please use the instruction below and the information on the data definitions tab to guide your completion of this form.</p> <p>Enumeration Date: November 4th, 2024 Submission Due: November 5th, 2024 - 2pm (day after the official PitCount)</p>
<p>Instructions</p> <p>To complete the enumeration form, enter the requested information for your agency for the night of the PitCount, November 4th, 2024.</p> <p>Required information</p> <p>Open the Basic Information Tab Enter the "Type of Agency": Click on the blue cell and use the drop down button to select the appropriate type of agency for your location Enter the "Agency Name": Click on the blue cell and use the drop down button to select your agency Enter a number for "Occupancy" in the grey cell (B4) Enter a number for "Capacity" in the grey cell (B5) Enter a number for "Turn Aways" in the grey cell (B6)</p> <p>Optional details</p> <p>Open the Demographic Information Tab Enter a number in the "Total Number of Individual Adults and Single Youth" in the grey cell (D2) Enter a number in the "Total Number of Family Units (as applicable)" in the grey cell (D3) Complete the all grey cells in the table with counts of all individuals who were present the night of the enumeration by demographic category. Use the totals column to review and verify the information entered.</p> <p>Save the file and email the completed excel file as an attachment to Anna Muscedere at anna.muscedere@hamilton.ca.</p> <p>For further explanations on each total that is needed to be submitted, please review the data definitions tab or contact Anna Muscedere at anna.muscedere@hamilton.ca.</p> <p>Due: November 5th, 2024 - 2pm (day after the official PitCount)</p>

Basic Information	
Type of Agency	
Agency Name	
Occupancy Total number of individuals who were present the night of the enumeration.	
Total Capacity Total number of beds available at your location including City-funded, other funded, and non-funded beds.	
Turn Aways Total numbers of individuals turned away because the program was at capacity on the night of enumeration.	

Demographic Information	
Individual Adults and Single Youth Total number of single adults or unaccompanied youth who were present on the night of enumeration.	
Family Units (as applicable) Total number of family units, defined as a group of people seeking shelter, service, and/or housing together as a group, who were present on the night of enumeration.	

Complete the table below with counts of all individuals who were present the night of the enumeration by demographic category. Enter a number in all grey cells. Use the total column (P) to verify and validate your entries.

	Woman/Girl		Man/Boy		Non-Binary		Trans Woman		Trans Man		Not Listed		Unknown		Total
Gender	Total number of individuals who identify as women/girls who were present on the night of the enumeration:		Total number of individuals who identify as men/boys who were present on the night of the enumeration:		Total number of individuals who identify as non-binary who were present on the night of the enumeration:		Total number of individuals who identify as trans women who were present on the night of the enumeration:		Total number of individuals who identify as trans men who were present on the night of the enumeration:		Total number of individuals who identify as genders not listed who were present on the night of the enumeration:		Total number of individuals with unknown gender who were present on the night of the enumeration:		
Enter the total number of individuals by gender in row 8.															0
Gender & Age Enter the total number of individuals by gender and age group.	0-15 yrs old		0-15		0-15		0-15		0-15		0-15		0-15		0
	16-24 yrs old		16-24		16-24		16-24		16-24		16-24		16-24		
	25-30 yrs old		25-30		25-30		25-30		25-30		25-30		25-30		
	31-49 yrs old		31-49		31-49		31-49		31-49		31-49		31-49		
	50-64 yrs old		50-64		50-64		50-64		50-64		50-64		50-64		
	65+ yrs old		65+		65+		65+		65+		65+		65+		
Gender & Sub-Population Enter the total number of individuals by gender and population group.	Indigenous Peoples		Indigenous Peoples		Indigenous Peoples		Indigenous Peoples		Indigenous Peoples		Indigenous Peoples		Indigenous Peoples		0
	Refugee Claimant		Refugee Claimant		Refugee Claimant		Refugee Claimant		Refugee Claimant		Refugee Claimant		Refugee Claimant		0
	Asylum Seekers		Asylum Seekers		Asylum Seekers		Asylum Seekers		Asylum Seekers		Asylum Seekers		Asylum Seekers		0

Definitions	
Basic Information	
Type of Agency	Choose from the drop down options the type of agency you are reporting for.
Agency Name	Choose from the drop down options the name of the agency you are reporting for.
Occupancy	Enter the total number of individuals who were present the night of the enumeration. Include people who spent any time at your location overnight on the night of November 4, 2024. Occupancy can only be higher than reported capacity if your program allows turnover throughout the night (e.g. rotational spaces).
Capacity	Enter the total number of beds available at the location. Include City-funded, other funded, and non-funded beds. Include beds that may be unavailable due to maintenance or cleaning. For drop-in programs please report the max capacity for your location at any one time.
Turn Aways	Enter the total number of individuals that were turned away due to capacity on the night of the enumeration.
Demographic Information	
Individual Adults and Single Youth	Total number of single adults or unaccompanied youth who were present on the night of enumeration.
Family Units (as applicable)	Total number of family units, defined as a group of people seeking shelter, service, and/or housing together as a group, who were present on the night of enumeration. Use only as applicable if your program does not serve families please enter 0.
Gender - Woman/Girl	Client self-identifies as being a woman or girl (for children).
Gender - Man/Boy	Client self-identifies as being a man or boy (for children).
Gender - Non-binary	Client self-identifies as not being exclusively a man or a woman.
Gender - Trans woman	Client self-identifies as being a trans woman.
Gender - Trans man	Client self-identifies as being a trans man.
Gender - Not listed	Client self-identifies as being something other than woman, man, or transgender.
Gender - Unknown	Client gender is unknown.
Indigenous Peoples	Client self-identifies as First Nations: Off-reserve, First Nations: On-reserve, Inuit, Metis or Non-Indigenous Peoples.
Refugee Claimant	Client has arrived in Canada and seeks the protection of Canada. They have received either an Acknowledgement of Claim Document (AOC) or a Refugee Protection Claimant Document (RPCD) from Immigration, Refugees, and Citizenship Canada (IRCC).
Asylum Seekers	Client has arrived in Canada and seeks the protection of Canada. They are currently in the process of completing their documentation to receive an Acknowledgement of Claim Document (AOC) or a Refugee Protection Claimant Document (RPCD) from Immigration, Refugees, and Citizenship Canada (IRCC).

APPENDIX 2 - SURVEY

Point-in-Time Count Survey Sample Consent Script

Hello, my name is _____ and I'm a volunteer for the **Hamilton Point in Time Connection - housing and homelessness needs survey**. The survey takes about 10-20 minutes to complete.

Have you answered a survey with a person with this name tag/lanyard [YES] / [NO]

We are conducting a survey so we can better understand the history and needs of people who are experiencing homelessness or unstable housing.

- This survey is being administered to people experiencing housing insecurity or homelessness throughout our community and in other communities across the country. We expect more than twenty thousand people to participate in total.
- **Participation is voluntary and your full name will not be recorded.** We will ask for your first and last initial to help us identify people who may have completed the survey more than one time.
- This survey asks about personal experiences. You can choose to **skip any question** or to **stop the survey at any time**.
- **Your responses will be confidential, anonymous, and stored securely.**
- Your responses will **help inform programs and services** that prevent and end homelessness. They will also be shared with our federal partners to contribute to the understanding of homelessness across Canada.
- **As a thank you for your time, we're offering a \$15 gift card** as a token of appreciation.
- Your decision of whether to participate in this survey, and the answers you provide **will not impact the services you are offered** or receive in the community.
- If you require supports to complete this survey, please let us know.

Are you willing to participate in the survey? [YES] / [NO]

What are your first and last initials: ____ ____

Closing Script

Thank you for taking time to answer the survey. The information you shared is important and appreciated. As a reminder, your answers will remain anonymous. At the end of the survey period, the responses will be analyzed at all three levels of government to better understand homelessness locally and across Canada. As a thank you for your participation, please accept this \$15 gift card as compensation for your time and knowledge shared.

UNSHELTERED SURVEY

Survey Number: 0000

Location: _____
AM/PM

Time:

Interviewer:

Contact #: ____

[Start of survey script]

C. Where are you staying tonight? / Where did you stay last night?

a. DECLINE TO ANSWER b. OWN APARTMENT/HOUSE	[THANK & END SURVEY]
c. SOMEONE ELSE'S PLACE d. HOTEL/MOTEL SELF-FUNDED e. HOSPITAL f. TREATMENT CENTRE g. JAIL, PRISON, REMAND CENTRE	C1. Do you have access to a permanent residence where you can safely stay as long as you want? a. Yes [THANK & END] b. No (not permanent AND/OR not safe) [BEGIN SURVEY] c. Don't Know [BEGIN SURVEY] d. Decline to answer [THANK & END]
h. HOMELESS SHELTER (e.g. emergency, family or domestic violence shelter) i. HOTEL/MOTEL FUNDED BY CITY OR HOMELESS PROGRAM j. TRANSITIONAL SHELTER/HOUSING k. UNSHELTERED IN A PUBLIC SPACE (e.g. street, park, bus shelter, forest, or abandoned building) l. ENCAMPMENT (e.g. group of tents, makeshift shelters, or other long-term outdoor settlement) m. VEHICLE (e.g. car, van, recreational vehicle (RV), truck, boat) n. UNSURE: INDICATE PROBABLE LOCATION ____ (b. - m.)	[BEGIN SURVEY]

Note: You will receive a \$15 gift card as a thank you for your participation

BEGIN SURVEY

1. Have you spent at least one night in any of the following locations in the past year? (check all that apply)

<input type="checkbox"/> HOMELESS SHELTER (e.g. emergency, family or domestic violence shelter) <input type="checkbox"/> HOTEL/MOTEL FUNDED BY CITY OR HOMELESS PROGRAM <input type="checkbox"/> TRANSITIONAL SHELTER/HOUSING <input type="checkbox"/> UNSHELTERED IN A PUBLIC SPACE (e.g. street, park, bus shelter, forest, or abandoned building) <input type="checkbox"/> ENCAMPMENT (e.g. group of tents, makeshift shelters, or other long-term outdoor settlement) <input type="checkbox"/> VEHICLE (e.g. car, van, recreational vehicle (RV), truck, boat) <input type="checkbox"/> SOMEONE ELSE'S PLACE BECAUSE YOU HAD NOWHERE ELSE TO GO	<input type="checkbox"/> HOSPITAL OR OTHER HEALTH FACILITY <input type="checkbox"/> JAIL, PRISON, OR OTHER CORRECTIONAL FACILITY <input type="checkbox"/> NO <input type="checkbox"/> DON'T KNOW <input type="checkbox"/> DECLINE TO ANSWER
---	---

1b. If you haven't stayed in a homeless shelter in the past year, what are the main reasons? (Do not read categories; check all that apply)

<input type="checkbox"/> TURNED AWAY - SHELTERS ARE FULL <input type="checkbox"/> TURNED AWAY - BANNED <input type="checkbox"/> LACK OF TRANSPORTATION	<input type="checkbox"/> FEAR FOR SAFETY <input type="checkbox"/> BED BUGS & OTHER PESTS <input type="checkbox"/> CROWDED	<input type="checkbox"/> OTHER: _____ <input type="checkbox"/> DON'T KNOW <input type="checkbox"/> DECLINE TO ANSWER
--	---	--

2. Do you have family members or anyone else who is staying with you tonight? / Did any family members or anyone else stay with you last night? (Indicate survey number for partners.

Check all that apply)

<input type="checkbox"/> NONE	<input type="checkbox"/> PET(S)																
<input type="checkbox"/> PARTNER - Survey #: _____	<input type="checkbox"/> OTHER ADULT (Can include other family or friends)																
<input type="checkbox"/> CHILD(REN)/DEPENDENT(S) [indicate age for each child/dependent]	<table border="1"> <tr> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> <th>6</th> <th>7</th> <th>8</th> </tr> <tr> <td>AGE</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table>	1	2	3	4	5	6	7	8	AGE							
1	2	3	4	5	6	7	8										
AGE																	
<input type="checkbox"/> DECLINE TO ANSWER																	

3. How old are you? [OR] What year were you born? (If unsure, ask for best estimate)

<input type="radio"/> AGE _____ OR YEAR BORN _____	<input type="radio"/> DON'T KNOW	<input type="radio"/> DECLINE TO ANSWER
--	----------------------------------	---

è For this survey, “homelessness” means any time when you have been without a permanent and secure place to live, and includes sleeping in shelters, on the streets, or living temporarily with others without having your own permanent housing (e.g. couch surfing).

4. In total, for how much time have you experienced homelessness over the PAST YEAR (the last 12 months)? (Does not need to be exact. Best estimate.)

<input type="radio"/> LENGTH _____ DAYS WEEKS MONTHS	<input type="radio"/> DON'T KNOW	<input type="radio"/> DECLINE TO ANSWER
--	----------------------------------	---

4b. In total, for how much time have you experienced homelessness over the PAST 3 YEARS? (Does not need to be exact. Best estimate.)

<input type="radio"/> LESS THAN HALF	<input type="radio"/> ABOUT HALF OR MORE	<input type="radio"/> DON'T KNOW	<input type="radio"/> DECLINE TO ANSWER
--------------------------------------	--	----------------------------------	---

4c. In total, how many different times have you experienced homelessness over the PAST YEAR (the past 12 months)? (Best estimate.)

<input type="radio"/> NUMBER OF TIMES _____ (Includes this time)	<input type="radio"/> DON'T KNOW	<input type="radio"/> DECLINE TO ANSWER
--	----------------------------------	---

5. How old were you the first time you experienced homelessness?

<input type="radio"/> AGE _____	<input type="radio"/> DON'T KNOW	<input type="radio"/> DECLINE TO ANSWER
---------------------------------	----------------------------------	---

6. Did you come to Canada as an immigrant, refugee, asylum claimant (i.e. applied for refugee status after coming to Canada), or on another type of visa?

<input type="radio"/> YES, IMMIGRANT -----	If YES: How long have you been in Canada?
>	

<input type="radio"/> YES, REFUGEE ----- > <input type="radio"/> YES, ASYLUM CLAIMANT IN CANADA ----- > <input type="radio"/> YES, TEMPORARY FOREIGN WORKER ----- > <input type="radio"/> YES, OTHER WORK PERMIT ----- > <input type="radio"/> YES, STUDY PERMIT ----- > <input type="radio"/> YES, TEMPORARY RESIDENT ----- > <input type="radio"/> YES, OTHER (including undocumented) ----- > <input type="radio"/> NO <input type="radio"/> DON'T KNOW <input type="radio"/> DECLINE TO ANSWER	<input type="radio"/> LENGTH: _____ DAYS WEEKS MONTHS YEARS OR DATE: ____/____/____ DAY / MONTH / YEAR <input type="radio"/> DON'T KNOW <input type="radio"/> DECLINE TO ANSWER
--	--

6b. Are you a Canadian Citizen?

<input type="radio"/> YES <input type="radio"/> NO, PERMANENT RESIDENT <input type="radio"/> NO, OTHER	<input type="radio"/> DON'T KNOW <input type="radio"/> DECLINE TO ANSWER
--	---

7. How long have you been in (*community name*)?

<input type="radio"/> LENGTH _____ DAYS / WEEKS / MONTHS / YEARS <input type="radio"/> ALWAYS BEEN HERE <input type="radio"/> DON'T KNOW <input type="radio"/> DECLINE TO ANSWER	<input type="radio"/> CITY: _____ PROVINCE/TERRITORY/COUNTRY: _____ <input type="radio"/> DECLINE TO ANSWER
---	--

↪ **Where did you live before you came here?**

7b. What is the main reason you came to (*community name*)? (Do not read categories; select one)

<input type="radio"/> TO ACCESS EMERGENCY SHELTER(S) <input type="radio"/> TO ACCESS SERVICES AND SUPPORTS <input type="radio"/> FAMILY MOVED HERE <input type="radio"/> TO VISIT FRIENDS/FAMILY <input type="radio"/> TO FIND HOUSING	<input type="radio"/> EMPLOYMENT (SEEKING) <input type="radio"/> EMPLOYMENT (SECURED) <input type="radio"/> TO ATTEND SCHOOL <input type="radio"/> FEAR FOR SAFETY	<input type="radio"/> RECREATION/SHOPPING <input type="radio"/> OTHER: _____ <input type="radio"/> DON'T KNOW <input type="radio"/> DECLINE TO ANSWER
--	---	--

8. Do you identify as First Nations (with or without status), Métis, or Inuit? (If yes, please specify)

(COMMUNITY NOTE: The wording of this question can be adapted to what makes sense in your community, for example by listing specific First Nations)

<input type="radio"/> YES, FIRST NATIONS <input type="radio"/> YES, INUIT	<input type="radio"/> YES, MÉTIS <input type="radio"/> INDIGENOUS ANCESTRY	<input type="radio"/> NO <input type="radio"/> DON'T KNOW	<input type="radio"/> DECLINE TO ANSWER
--	---	--	---

8b. In *addition* to your response in the question above, do you identify with any of the racial identities listed below? (Show or Read list. Select all that apply)

<input type="checkbox"/> IDENTIFY AS INDIGENOUS ONLY	<input type="checkbox"/> BLACK-AFRICAN (e.g., Ghanaian, Ethiopian, Nigerian)
<input type="checkbox"/> ARAB (e.g., Syrian, Egyptian, Yemeni)	<input type="checkbox"/> BLACK-AFRO-CARIBBEAN OR AFRO-LATINX (e.g., Jamaican, Haitian, Afro-Brazilian.)
<input type="checkbox"/> ASIAN-EAST (e.g., Chinese, Korean, Japanese)	<input type="checkbox"/> LATIN AMERICAN (e.g., Brazilian, Mexican, Chilean, Cuban)
<input type="checkbox"/> ASIAN- SOUTH-EAST (e.g., Filipino, Vietnamese, Cambodian, Malaysian, Laotian)	<input type="checkbox"/> WHITE (e.g. European, French, Ukrainian, Euro-Latinx)
<input type="checkbox"/> ASIAN-SOUTH OR INDO-CARIBBEAN (e.g., Indian, Pakistani, Sri Lankan, Indo-Guyanese, Indo-Trinidadian)	<input type="checkbox"/> NOT LISTED (PLEASE SPECIFY): _____
<input type="checkbox"/> ASIAN-WEST (e.g., Iranian, Afghan)	<input type="checkbox"/> DON'T KNOW
<input type="checkbox"/> BLACK-CANADIAN/AMERICAN	<input type="checkbox"/> DECLINE TO ANSWER

8c. Which Indigenous community are you from?

<input type="radio"/> COMMUNITY/RESERVE NAME _____	<input type="radio"/> DON'T KNOW	<input type="radio"/> DECLINE TO ANSWER
--	----------------------------------	---

9. Have you ever served in the Canadian Military or RCMP?

(Military includes Canadian Navy, Army, and Air Force, Regular and Reserve, Army Rangers including completing basic training)

<input type="radio"/> YES, MILITARY	<input type="radio"/> BOTH MILITARY AND RCMP	<input type="radio"/> DON'T KNOW
<input type="radio"/> YES, RCMP	<input type="radio"/> NO	<input type="radio"/> DECLINE TO ANSWER

10. As a child or youth, were you ever in foster care or in a youth group home (COMMUNITY

NOTE: include any other Provincial child welfare programs)? (Note: This question applies specifically to child welfare programs.)

<input type="radio"/> YES	<input type="radio"/> NO	<input type="radio"/> DON'T KNOW	<input type="radio"/> DECLINE TO ANSWER
---------------------------	--------------------------	----------------------------------	---

10b. Approximately how long after leaving foster care/group home did you become homeless?

<input type="radio"/> LENGTH _____ DAYS / WEEKS / MONTHS / YEARS	<input type="radio"/> DON'T KNOW	<input type="radio"/> DECLINE TO ANSWER
--	----------------------------------	---

11. Have you been experiencing difficulties related to any of the following?:

	YES	NO	DON'T KNOW	DECLINE TO ANSWER
ILLNESS OR MEDICAL CONDITION (e.g. diabetes, tuberculosis (TB) or human immunodeficiency virus (HIV))	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PHYSICAL MOBILITY (e.g. spinal cord injury, arthritis, or limited movement or dexterity)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
LEARNING, INTELLECTUAL/DEVELOPMENTAL, OR COGNITIVE FUNCTION (e.g. fetal alcohol spectrum disorder (FASD), autism, attention deficit hyperactivity disorder (ADHD), or dementia)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ACQUIRED BRAIN INJURY (e.g. due to an accident, violence, overdose, stroke, or brain tumour)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

MENTAL HEALTH [diagnosed/undiagnosed] (e.g. depression, post-traumatic stress disorder (PTSD), bipolar, or schizophrenia)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SUBSTANCE USE (e.g. alcohol or opiates)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SENSES, SUCH AS SEEING OR HEARING (e.g. blindness or deafness)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. What gender do you identify with? (Show list or read list.)

<input type="radio"/> MAN	<input type="radio"/> TRANS WOMAN	<input type="radio"/> NOT LISTED: _____
<input type="radio"/> WOMAN	<input type="radio"/> TRANS MAN	<input type="radio"/> DON'T KNOW
<input type="radio"/> TWO-SPIRIT	<input type="radio"/> NON-BINARY (GENDERQUEER)	<input type="radio"/> DECLINE TO ANSWER

13. How do you describe your sexual orientation, for example straight, gay, lesbian? (Show list or read list.)

<input type="radio"/> STRAIGHT/HETEROSEXUAL	<input type="radio"/> BISEXUAL	<input type="radio"/> ASEXUAL	<input type="radio"/> NOT LISTED: _____
<input type="radio"/> GAY	<input type="radio"/> TWO-SPIRIT	<input type="radio"/> QUEER	<input type="radio"/> DON'T KNOW
<input type="radio"/> LESBIAN	<input type="radio"/> PANSEXUAL	<input type="radio"/> QUESTIONING	<input type="radio"/> DECLINE TO ANSWER

14. What happened that caused you to lose your housing most recently? (Do not read the options. Check all that apply. "Housing" does not include temporary arrangements (e.g., couch surfing) or shelter stays. Follow up for the reason if the respondent says "eviction" or that they "chose to leave".)

HOUSING AND FINANCIAL ISSUES <ul style="list-style-type: none"> <input type="checkbox"/> NOT ENOUGH INCOME FOR HOUSING (e.g. loss of benefit, income, or job) <input type="checkbox"/> UNFIT/UNSAFE HOUSING CONDITION <input type="checkbox"/> BUILDING SOLD OR RENOVATED <input type="checkbox"/> OWNER MOVED IN 	CONFLICT WITH: <ul style="list-style-type: none"> <input type="checkbox"/> SPOUSE/PARTNER <input type="checkbox"/> PARENT/GUARDIAN <input type="checkbox"/> LANDLORD <input type="checkbox"/> OTHER (_____) 	EXPERIENCED DISCRIMINATION BY: <ul style="list-style-type: none"> <input type="checkbox"/> SPOUSE/PARTNER <input type="checkbox"/> PARENT/GUARDIAN <input type="checkbox"/> LANDLORD <input type="checkbox"/> OTHER (_____)
OTHER <ul style="list-style-type: none"> <input type="checkbox"/> COMPLAINT (e.g. noise/damage) <input type="checkbox"/> LEFT THE COMMUNITY/RELOCATED <input type="checkbox"/> DEATH OR DEPARTURE OF FAMILY MEMBER <input type="checkbox"/> PET(S) <input type="checkbox"/> OTHER REASON <div style="border-bottom: 1px solid black; width: 50%;"></div> <div style="border-bottom: 1px solid black; width: 50%;"></div>	EXPERIENCED ABUSE BY: <ul style="list-style-type: none"> <input type="checkbox"/> SPOUSE/PARTNER <input type="checkbox"/> PARENT/GUARDIAN <input type="checkbox"/> LANDLORD <input type="checkbox"/> OTHER (_____) 	HEALTH OR CORRECTIONS <ul style="list-style-type: none"> <input type="checkbox"/> PHYSICAL HEALTH ISSUE/DISABILITY <input type="checkbox"/> MENTAL HEALTH ISSUE <input type="checkbox"/> SUBSTANCE USE ISSUE <input type="checkbox"/> HOSPITALIZATION OR

		TREATMENT PROGRAM <input type="checkbox"/> INCARCERATION (jail or prison)
	<input type="checkbox"/> DON'T KNOW	<input type="checkbox"/> DECLINE TO ANSWER

14b. Was your most recent housing loss related to an eviction?

☐ YES ☐ NO ☐ DON'T KNOW ☐ DECLINE TO ANSWER

14c. How long ago did that happen (that you lost your housing most recently)? (Best estimate)

☐ LENGTH _____ DAYS | WEEKS | MONTHS | YEARS ☐ DON'T KNOW ☐ DECLINE TO ANSWER

15. What are your sources of income? (Reminder that this survey is anonymous. **Read list** and check all that apply)

Formal or Informal Work	Benefits	Other
<input type="checkbox"/> FULL TIME EMPLOYMENT	<input type="checkbox"/> EMPLOYMENT INSURANCE	<input type="checkbox"/> MONEY FROM FAMILY/FRIENDS
<input type="checkbox"/> PART TIME EMPLOYMENT	<input type="checkbox"/> DISABILITY BENEFIT (Name of PROV. DISABILITY BENEFIT)	<input type="checkbox"/> OTHER MONEY FROM A SERVICE AGENCY
<input type="checkbox"/> CASUAL EMPLOYMENT (e.g. contract work)	<input type="checkbox"/> SENIORS BENEFITS (e.g. CPP/OAS/GIS)	<input type="checkbox"/> OTHER: _____
<input type="checkbox"/> INFORMAL INCOME SOURCES (e.g. bottle returns, panhandling, sex work)	<input type="checkbox"/> WELFARE/SOCIAL ASSISTANCE (Prov. Benefit)	
	<input type="checkbox"/> VETERAN/VAC BENEFITS	<input type="checkbox"/> NO INCOME
	<input type="checkbox"/> CHILD AND FAMILY BENEFITS	<input type="checkbox"/> DON'T KNOW
	<input type="checkbox"/> GST/HST REFUND	<input type="checkbox"/> DECLINE TO ANSWER

16. In the past year (12 months) have you: (Ask respondents to give their best estimate)

BEEN TO AN EMERGENCY ROOM	Y ____ N ____	# ____ Times
BEEN HOSPITALIZED	Y ____ N ____	# ____ Times
→DAYS YOU HAVE SPENT HOSPITALIZED		____ Days Total
INTERACTED WITH POLICE (<i>Tickets, arrests, searches</i>)	Y ____ N ____	# ____ Times
BEEN TO PRISON/JAIL	Y ____ N ____	# ____ Times
→DAYS YOU HAVE SPENT IN PRISON/JAIL		____ Days Total

17. What challenges or problems have you experienced when trying to find housing? (Select all that apply)

<input type="checkbox"/> LOW INCOME	<input type="checkbox"/> MENTAL HEALTH ISSUES	<input type="checkbox"/> DISCRIMINATION
<input type="checkbox"/> NO INCOME ASSISTANCE	<input type="checkbox"/> ADDICTION	<input type="checkbox"/> DON'T WANT HOUSING
<input type="checkbox"/> RENTS TOO HIGH	<input type="checkbox"/> FAMILY BREAKDOWN/CONFLICT	<input type="checkbox"/> OTHER: _____
<input type="checkbox"/> POOR HOUSING CONDITIONS	<input type="checkbox"/> CRIMINAL HISTORY	<input type="checkbox"/> NO BARRIERS TO HOUSING
<input type="checkbox"/> DOMESTIC VIOLENCE	<input type="checkbox"/> PET(S)	<input type="checkbox"/> DON'T KNOW
<input type="checkbox"/> HEALTH/DISABILITY ISSUES	<input type="checkbox"/> CHILDREN	<input type="checkbox"/> DECLINE TO ANSWER

18. In what language do you feel best able to express yourself?

<input type="radio"/> ENGLISH	<input type="radio"/> NO PREFERENCE	<input type="radio"/> DON'T KNOW
<input type="radio"/> FRENCH	<input type="radio"/> NEITHER (please specify) _____	<input type="radio"/> DECLINE TO ANSWER

[End of survey script]

QUESTION SPECIFIC DATA NOTES AND REFERENCES

ⁱ Based on 60% completion at each location based on funded-capacity, not adjusted for locations serving families.

ⁱⁱ All respondents who were screened out (e.g. started the survey but were not identified meeting the homeless definition) based on this question are removed and will not appear as a valid response.

ⁱⁱⁱ The total count exceeds 807 responses because this was a multi-select question, allowing respondents to choose multiple options.

^{iv} The results of this question are based on reported age.

^v 2SLGBTQIA+ includes any survey respondents who self-identify in the survey as Bisexual, Pansexual, Gay, Lesbian, Queer or Questioning.

^{vi} Respondents could not select more than one Indigenous identity option for this question. This created data entry challenges when respondents reported identification with multiple groups. The results of this data collection should be interpreted as respondents who identified as at least one of First Nations (with or without status), Métis, or Inuit.

^{vii} The total count exceeds 807 responses because this was a multi-select question, allowing respondents to choose multiple options.

^{viii} The total count exceeds 807 responses because this was a multi-select question, allowing respondents to choose multiple options. Respondents who responded they have family members staying with them but did not report any family member information were reported as single. The number of families that were surveyed is represented by the number of family heads that completed the survey. The inclusion of pets in this question response only includes responses where pets were explicitly reported as family members and therefore a low number. Other survey questions also address the issue of pets within the homeless population.

^{ix} Respondents were asked to provide the main reason why they came to Hamilton based on their response to the question, 'How long have you been in Hamilton?' Those who indicated they have always been in Hamilton, declined to answer, or responded with 'don't know' were not able to provide a reason.

^x The total count of sources of income exceeds 807 responses because this was a multi-select question, allowing respondents to choose multiple options. If respondents indicated in the previous question to having “no income”, “declined to answer” or “don’t know” they were not able to choose sources of income.

^{xi} The health difficulties series of questions were asked and recorded as individual questions. Respondents did not have to answer each one of these experiences and can have more than one apply to themselves.

^{xii} Respondents only provided the length of time after leaving foster care and experiencing homelessness if they answered 'yes' to having experience with foster care in the previous question.

^{xiii} The total count exceeds 807 responses because this was a multi-select question, allowing respondents to choose multiple options. Additional instructions for this question included “Housing” does not include temporary arrangements (e.g., couch surfing) or shelter stays. Follow up for the reason if the respondent says “eviction” or that they “chose to leave”. Responses are grouped by subcategories as defined by the question response options. Some response noted originally as “other” were recategorized into existing categories as aligned.

^{xiv} The total count exceeds 807 responses because this was a multi-select question, allowing respondents to choose multiple options.

^{xv} This section presents the results of two survey questions. The first question asked respondents whether they had stayed in a homeless shelter within the past 12 months. Of the 807 total respondents, 207 reported that they had not stayed in a homeless shelter, 18 indicated that they were unsure, and 6 declined to answer. The remaining 576 respondents stated that they had stayed in a homeless shelter during that time. Respondents were able to report other, not listed, options as their response.

^{xvi} Kerman, N., Kidd, S. A., & Stergiopoulos, V. (2024). The shelter safety study: An examination of violence and service restrictions in Toronto’s shelter system. Toronto: Centre for Addiction and Mental Health.

^{xvii} This is a known underrepresentation of the overall Indigenous population. The true number of Indigenous people is likely higher.

2024 POINT IN TIME COUNT

HAMILTON, ONTARIO

INDIGENOUS RESPONSES

Submitted: February 5, 2025
Approved by: Indigenous Community Advisory Board – Hamilton
Submitted by: Coalition of Hamilton Indigenous Leadership
Victoria Bomberly
Tristan Maclaurin
Cindy Sue McCormack

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Key Findings

Indigenous People continue to be overrepresented among community members experiencing homelessness in Hamilton. Indigenous people comprise less than 5% of Hamilton's population (Statistics Canada, Census 2021, Hamilton Census subdivision). Of the 802 2024 Point in Time Count surveys completed in Hamilton, 195 (24%) were completed by community members identifying as Indigenous or having Indigenous ancestry. The overrepresentation of Indigenous homelessness in Hamilton is consistent with our understanding of how the legacies of colonialism have generated contemporary realities for Indigenous Peoples, including systemic barriers, intergenerational trauma, and racial discrimination.

The majority of Indigenous respondent's first experiences of homelessness were as a child or youth. Almost half of Indigenous respondents had experiences with foster care or a youth group home as a child/youth. These experiences highlight the ongoing impacts of colonial policies that have separated Indigenous children from families and communities.

Almost one-third of Indigenous respondents had indicated they had spent or would spend the night in an encampment. These experiences highlight the need to examine systemic barriers Indigenous Peoples face and explore the availability of Indigenous-led homeless solutions.

Low income and high rent were the most reported challenges Indigenous respondents experienced in trying to find housing. Despite high reporting of physical limitations (50%), mental health challenges (78%), and substance use issues (72%), Indigenous respondents indicated the high costs of rent and low income more frequently as challenges to finding housing.

About the Coalition of Hamilton Indigenous Leadership

The Coalition of Hamilton Indigenous Leadership (CHIL) is the administrative body for federal, provincial, and municipal funding investments in the Indigenous community of Hamilton. The CHIL is a collaboration of six Indigenous agencies in Hamilton, including the Hamilton Regional Indian Centre, De dwa da dehs nyes Aboriginal Health Centre, Sacajawea Non-Profit Housing Inc., the Native Women's Centre, NPAAMB Indigenous Youth Employment and Training, and Ontario Aboriginal Housing Services. Each CHIL member agency's Executive Director sits on the CHIL Board of Directors, contributing their expertise to achieving CHIL's vision, mission, and values.

Our vision is a vibrant, healthy, inclusive, and culturally safe community.

Our mission is to increase equitable access to services and programs for Indigenous community members of Hamilton.

Our values are informed by the Seven Grandfather teachings as we strive to live and work with Ka'nikonhrí:yo (the Haudenosaunee concept of a "good mind").

Reaching Home: Canada's National Homeless Strategy

Housing, Infrastructure, and Communities Canada (HICC) funds the Coalition of Hamilton Indigenous Leadership as the Indigenous Homelessness Community Entity for Reaching Home. Through Reaching Home, CHIL administers and manages the Indigenous funding stream for Hamilton.

Indigenous Community Advisory Board

The Indigenous Community Advisory Board (ICAB) supports the CHIL as the Indigenous Homeless Community Entity. The ICAB comprises Indigenous community members who live and/or work in Hamilton. Drawing from their lived, personal, and professional experiences, ICAB members guide a community-wide and holistic response to Indigenous experiences of homelessness in Hamilton. The ICAB's primary responsibilities include:

- Gathering relevant information related to Indigenous homelessness to identify community priorities to address Indigenous homelessness in Hamilton.
- Assessing and recommending projects for funding to the Indigenous Homeless Community Entity (CHIL).
- Supporting the Indigenous Community Entity (CHIL) to plan and coordinate a community-wide effort to prevent and address Indigenous homelessness.
- Developing terms of reference and other policies and procedures central to fulfilling the responsibilities of the Indigenous Community Advisory Board.

Acknowledgements

The Coalition of Hamilton Indigenous Leadership thanks Indigenous community members who are experiencing homelessness in Hamilton and have shared their experiences through the 2024 Point in Time survey. We also acknowledge the guidance of local Indigenous Elders and Knowledge-Keepers, whose knowledge and leadership guide our understanding of homelessness in relation to Indigenous identity, belonging, and caring for each other. Our work through the Point in Time Count and Reaching Home is made possible through the support of our funders and partners: Housing, Infrastructure, and Communities Canada and the City of Hamilton.

Chi Miigwetch. Niá:wen. Thank you.

Project Team Lead Staff:

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Yvonne Maracle, Resources Coordinator; Point in Time Count – Indigenous Consultant

Al Loft, Indigenous Cultural Advisor

Jacquie Dale, Indigenous Cultural Advisor

Niá:wen to the following agencies and individuals for supporting the 2024 Point in Time Count Magnet Event:

- Hamilton Regional Indian Centre
- De dwa da dehs nye>s Aboriginal Health Centre
- Sacajawea Non-Profit Housing Inc.
- Native Women's Centre Hamilton Chapter
- Lori Harris
- Katelyn Clark and the Indigenous Women's Singing Group
- City of Hamilton

INTRODUCTION

The Point in Time (PiT) Count is a nationally coordinated effort to capture information about the demographics of community members experiencing homelessness as well as the characteristics and contributing factors to homelessness in Canada. Locally, data collected through PiT initiatives help communities better understand the extent of homelessness in their area and the services and supports needed to prevent and address homelessness. Findings contribute to decision-making, resource allocation, and policy and program development. Nationally, PiT Counts help to identify national and regional trends, which can enhance the impact of Reaching Home.

Indigenous Homelessness

Indigenous homelessness is a legacy of colonialism. Historical and ongoing social and economic policies and practices have violently disrupted the health and well-being of Indigenous communities. As acknowledged in the directives of Reaching Home: Canada's National Homelessness Strategy (2025) and articulated by Jesse Thistle (2017), Indigenous experiences of homelessness are distinct from the experiences of non-Indigenous peoples. Addressing and preventing Indigenous homelessness requires acknowledging the historical legacies of colonialism and the ongoing impacts of colonialism, systemic discrimination, and intergenerational trauma. Wholistic, Indigenous-led approaches grounded in Indigenous self-determination are essential to ensuring that homeless solutions are not only accessible but also healing and empowering for Indigenous Peoples experiencing homelessness.

Indigenous Magnet Event

Since 2015, Indigenous leaders in Hamilton have successfully demonstrated the need for Indigenous methodologies when conducting PiT Counts. Indigenous ways of knowing and doing enhance the ability of PiT initiatives to capture and understand Indigenous experiences of homelessness.

Guided by the principle "For Indigenous, By Indigenous," the Indigenous Magnet Event in Hamilton is developed by local Indigenous urban leaders to create a highly visible and culturally supportive space for Indigenous community members experiencing homelessness to complete the PiT Survey and share the contributing factors and characteristics of Indigenous homelessness.

The 2021 and 2024 PiT Count Indigenous Magnet Events for Hamilton were held in Beasley Park. In addition to completing a survey, Indigenous community members had space to enjoy traditional foods, receive bundles of traditional medicines, engage in teachings with local Indigenous Elders and Knowledge-Keepers, and participate in drumming and singing.

Of the 807 PiT surveys completed in Hamilton¹, 195 were completed by community members identifying as Indigenous or having Indigenous ancestry.

Indigenous Identity

The 2024 PiT Count survey responses analyzed in this report are from respondents who identified as Indigenous or having Indigenous ancestry.

¹ There were 807 valid PiT Count surveys completed between November 4th, 2024 and November 18th, 2024.

FINDINGS

Demographics

Gender

Among the 195 Indigenous respondents in the 2024 PiT Count survey, 106 identified as “Man,” accounting for 54% of the Indigenous respondents. Seventy-five (75) identified as “Woman,” seven (7) as “Non-Binary,” one (1) as “Two-Spirit,” and six (6) respondents did not provide a response to this question.

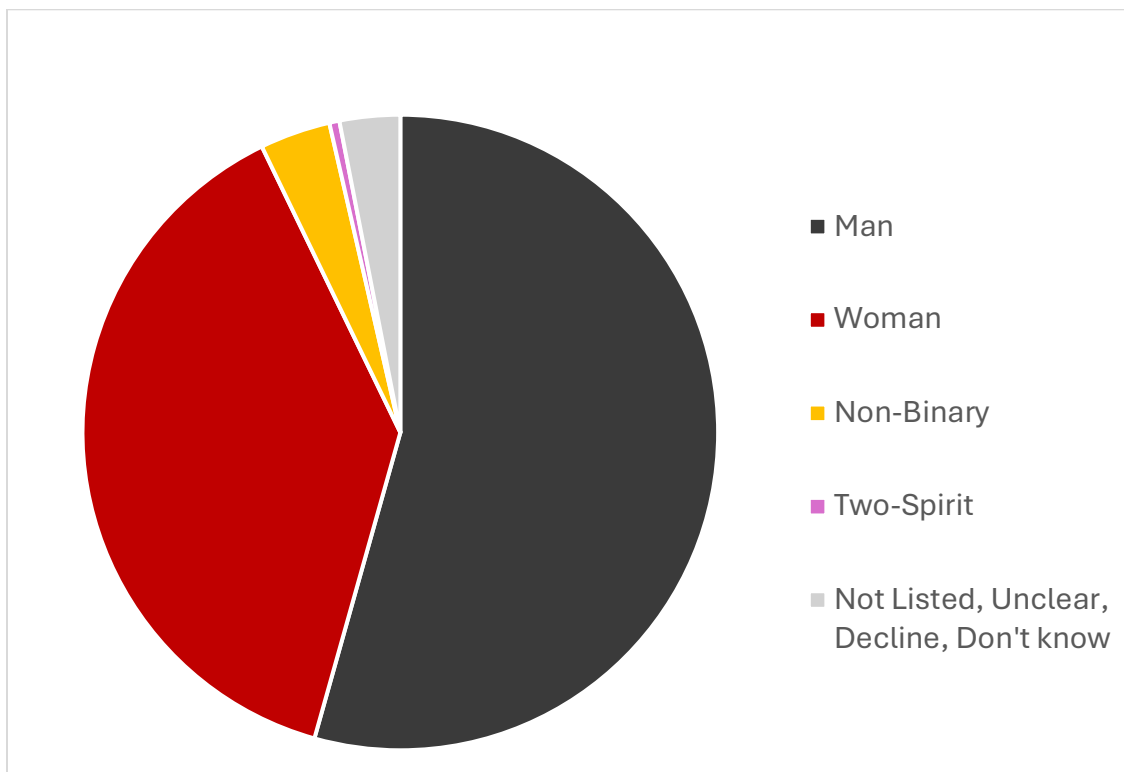


Figure 1. The gender identity of Indigenous respondents, 2024 Point in Time Count (Hamilton, Ontario).

Age²

The average age of Indigenous respondents to the 2024 PiT Count survey was 40 years old. Most indicated that they are middle-aged, with 77% identifying as between the ages of 31 and 64. Five Indigenous respondents (3%) reported being over 65 years old, and thirty-six (20%) identified as youth (thirty years or younger).

² Eighteen Indigenous respondents did not identify their age. (n=177)

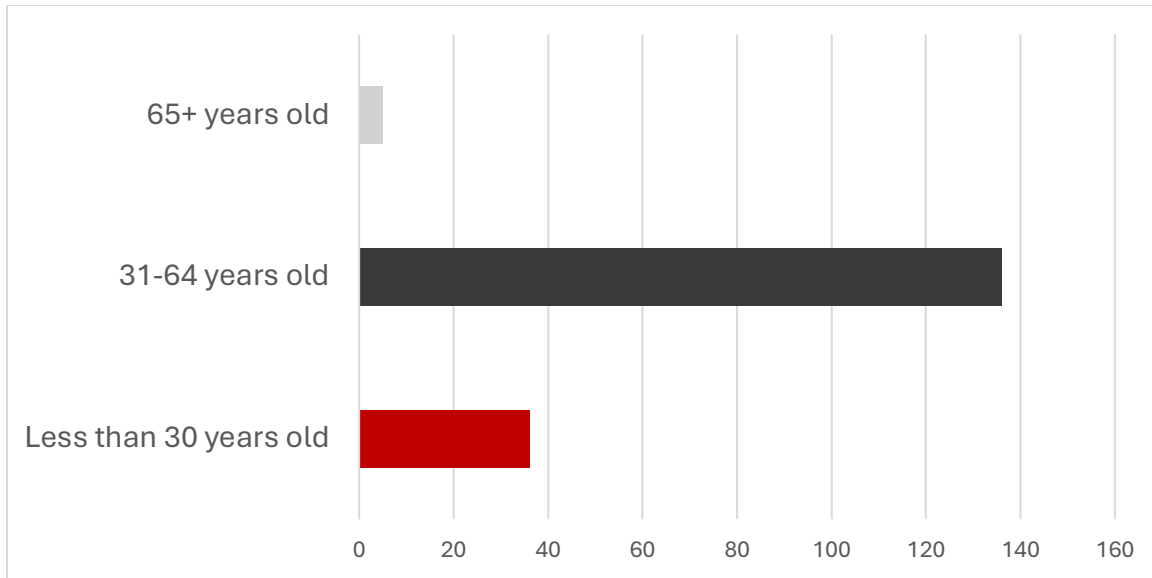


Figure 2. Age of Indigenous respondents, 2024 Point in Time Count (Hamilton, Ontario).

The youngest Indigenous respondent identified as 16 years old, and the oldest was 79 years old.

Child and Youth Experiences of Homelessness³

Of Indigenous respondents, forty percent (40%) reported experiencing homelessness for the first time when they were 18 years of age or younger. Overall, 62% of Indigenous respondents' first experience of homelessness was as a child or youth (30 years old or younger). Thirty-seven percent (37%) of Indigenous respondents first experienced homelessness as an adult (aged 31 to 65 years old), and one Indigenous respondent identified first experiencing homelessness as a senior (older than 65 years old).

³ Twenty-four Indigenous respondents did not identify their age when they first experienced homelessness (n=171).

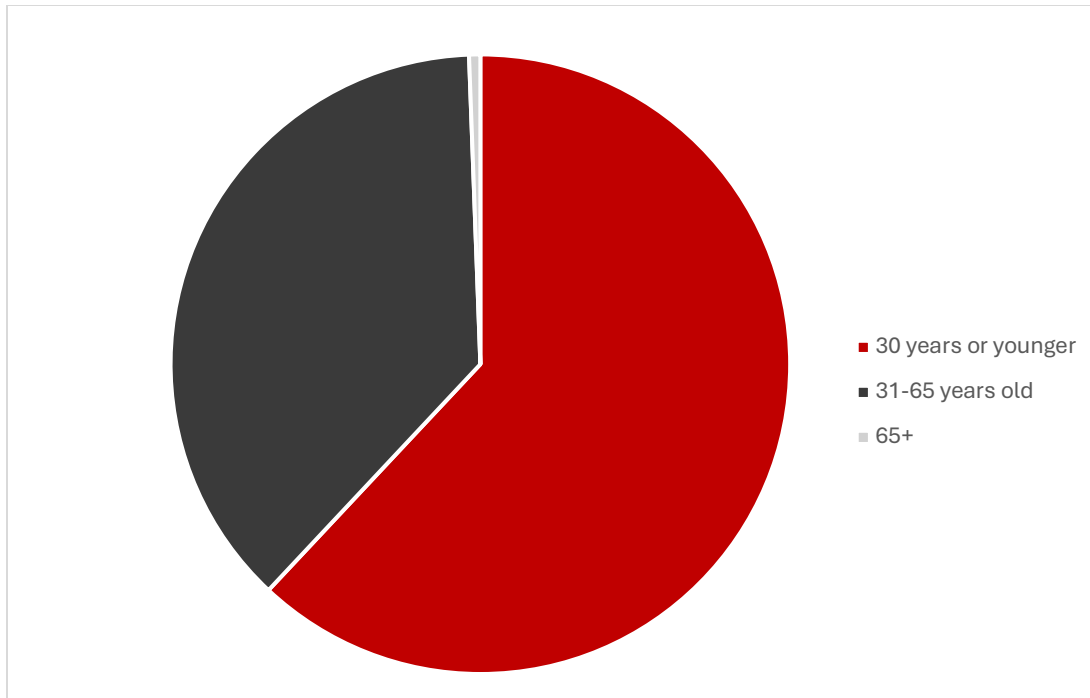


Figure 3. Age of first experience of homelessness - Indigenous respondents, 2024 Point in Time Count (Hamilton, Ontario).

The average age at which Indigenous respondents first experienced homelessness was 28 years old.

Experiences with Foster Care and/or Youth Group Homes

Almost half of Indigenous respondents (47%) reported experiences with foster care or being in a youth group home as a child or youth.

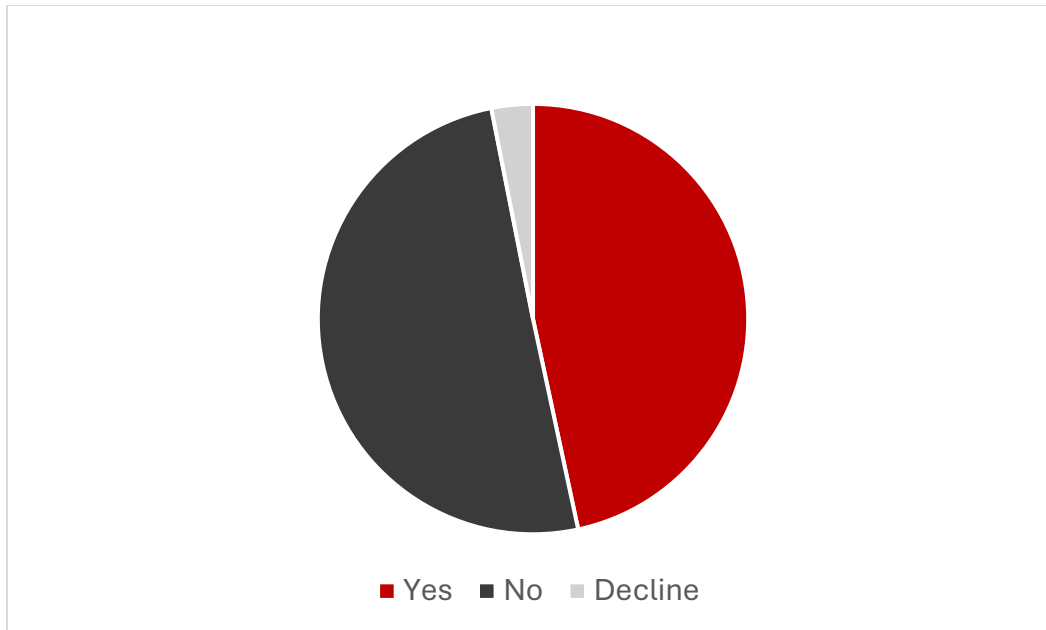


Figure 4. Experiences with foster care or youth group home - Indigenous respondents, 2024 Point in Time Count (Hamilton, Ontario).

Experiences of Homelessness

Where are you staying tonight/last night?

Of Indigenous respondents, fifty-six (29%) indicated “Encampment” as where they had spent the previous night or planned to spend the following night. Eighty-three respondents (43%) had stayed or intended to stay in a homeless shelter. Thirty-six (18%) indicated an unsheltered public space, and 12 (6%) indicated “Someone else’s place” as where they had spent the previous night or would spend the following night.

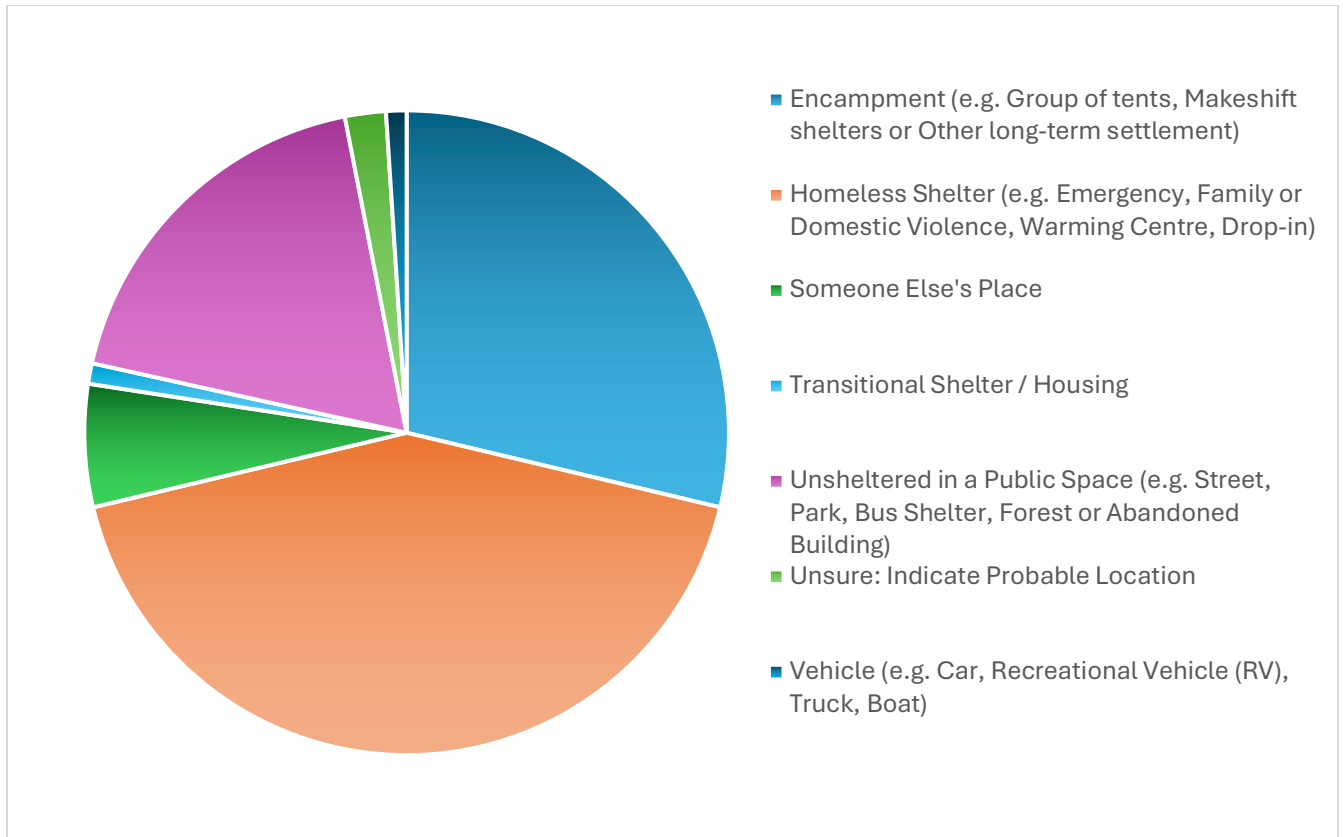


Figure 5. "Where did you say last night/tonight?" – Indigenous respondents, 2024 Point in Time Count (Hamilton, Ontario).

How much time over the past year have you experienced Homelessness?⁴

The majority of Indigenous respondents (78%) indicated over the past year; they have experienced homelessness for six months to a year.

Experiences of Homelessness Over the Last Three Years

Over half of Indigenous-identifying respondents (61%) reported experiencing about half or more of the last three years homeless. Sixty-four (33%) Indigenous respondents had spent less than half of the last three years homeless.

⁴ Seven Indigenous respondents did not answer this question. (n=188)

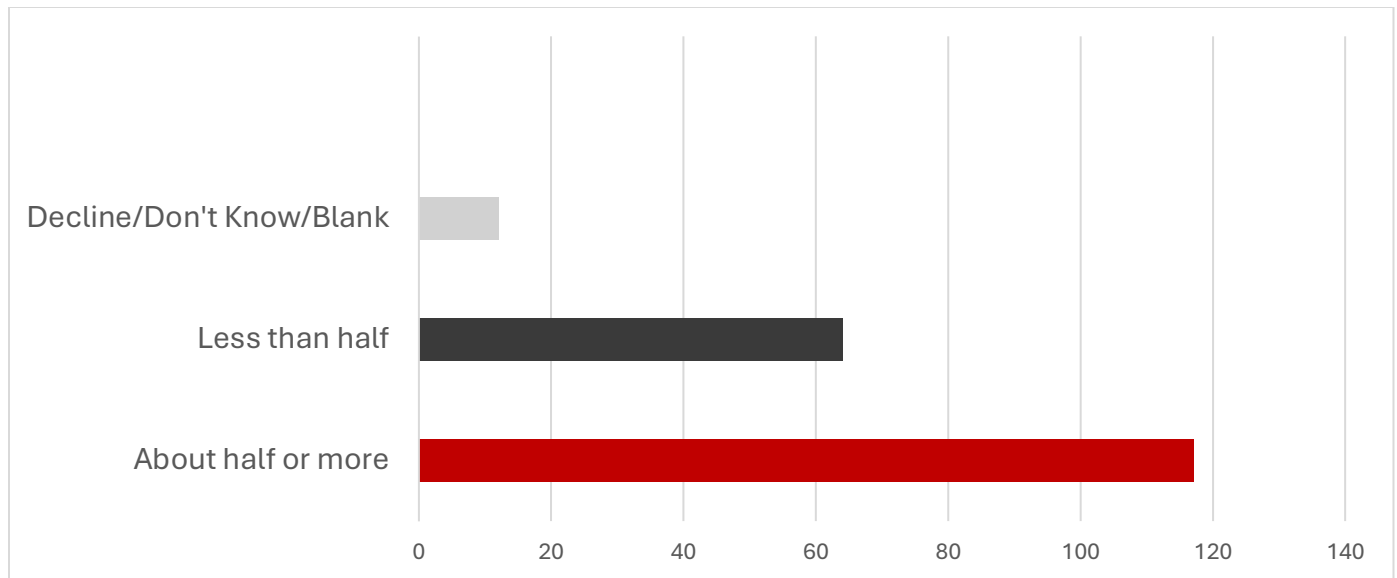


Figure 6. How much time have you experienced homelessness over the past 3 years? - Indigenous Respondents, 2024 Point in Time Count (Hamilton, Ontario).

Cause of Most Recent Housing Loss⁵

Of Indigenous-identifying respondents to the 2024 PiT Count survey, eighty-three respondents (44%) indicated eviction was the cause of their most recent housing loss.

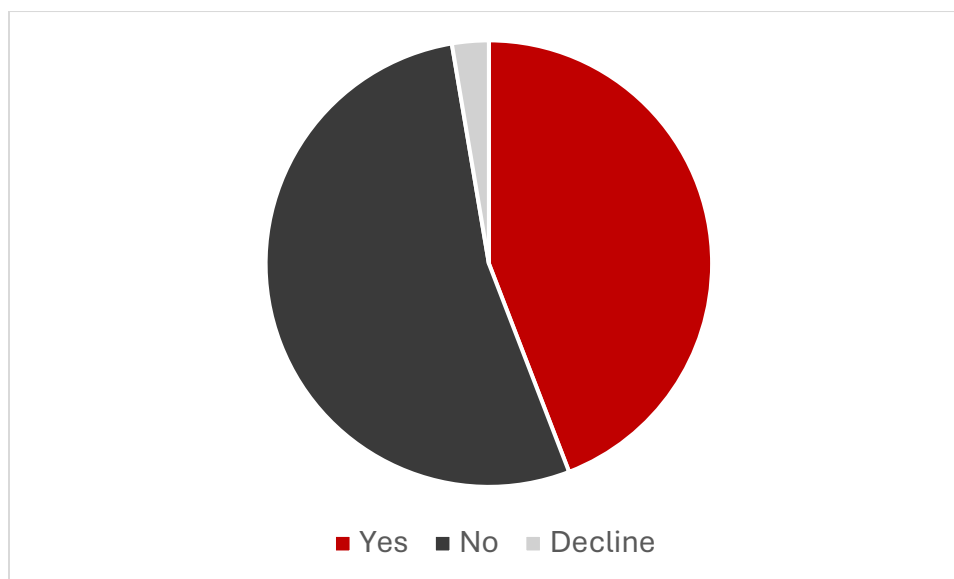


Figure 7. Eviction as Cause of Most Recent Housing Loss – Indigenous Respondents, 2024 Point in Time Count (Hamilton, Ontario).

⁵ Of the surveys completed by Indigenous respondents, 188 responded to whether eviction was the cause of their most recent housing loss. (n=188)

Challenges in Finding Housing

When asked about challenges experienced when trying to find housing, Indigenous respondents reported low income (59%) and high cost of rent (63%) as more common challenges in finding housing than poor housing, mental health issues, and discrimination.

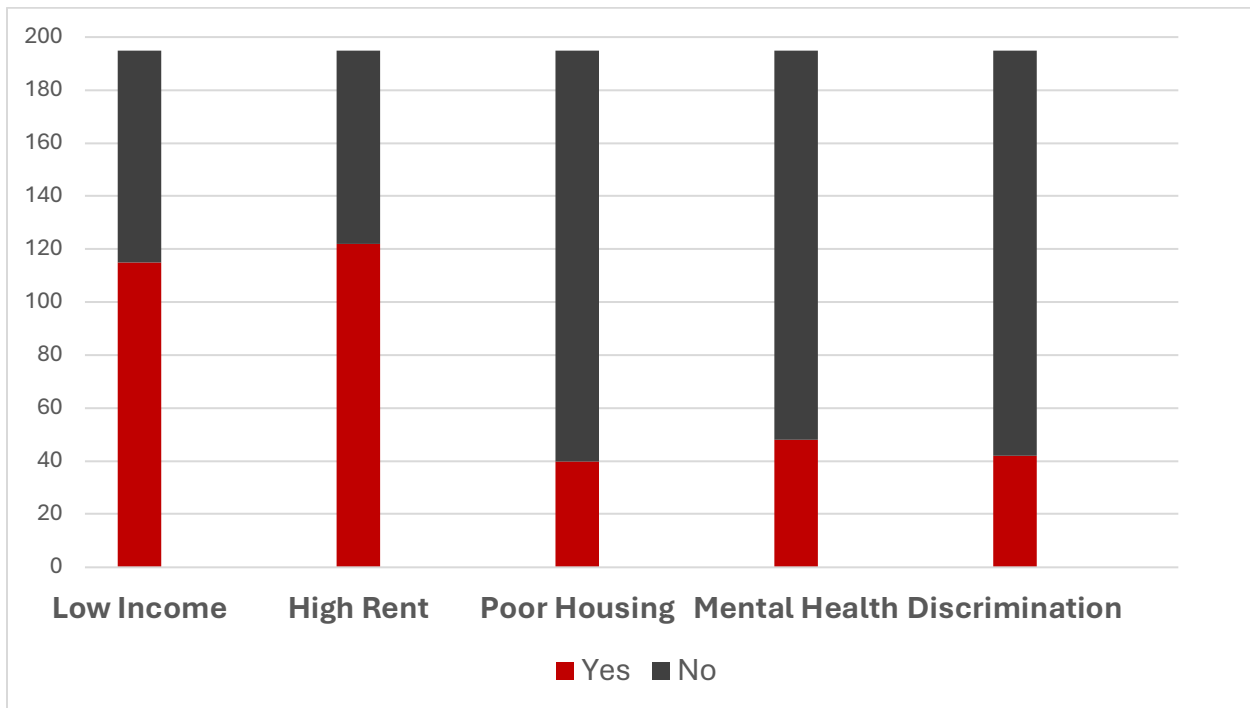


Figure 8. Challenges in Finding Housing – Indigenous Respondents, 2024 Point in Time Count (Hamilton, Ontario)

Health Challenges

Physical Limitations⁶

An equal proportion of Indigenous-identifying respondents to the 2024 PiT Count survey reported living with physical limitations (e.g. challenges with mobility). Ninety-four Indigenous respondents (50%) reported living with physical limitations, and ninety-five respondents (50%) indicated no physical limitations.

⁶ Of the 195 2024 PiT Count surveys completed by Indigenous-identifying respondents, 189 responded to the Physical Limitations question.

Mental Health Challenges⁷

Over three-quarters of Indigenous respondents (78%) identified as living with mental health challenges (diagnosed or undiagnosed) such as depression, post-traumatic stress disorder, etc.). Of the remaining respondents, thirty-seven (19%) indicated no mental health challenges and four respondents (2%) declined to answer this question.

Substance Use Issues⁸

Of Indigenous-identifying respondents to the survey, one hundred thirty-seven (72%) identified having substance use issues, such as tobacco, alcohol, or opiates. Fifty respondents reported no substance use issues and 2 respondents declined to answer this question.

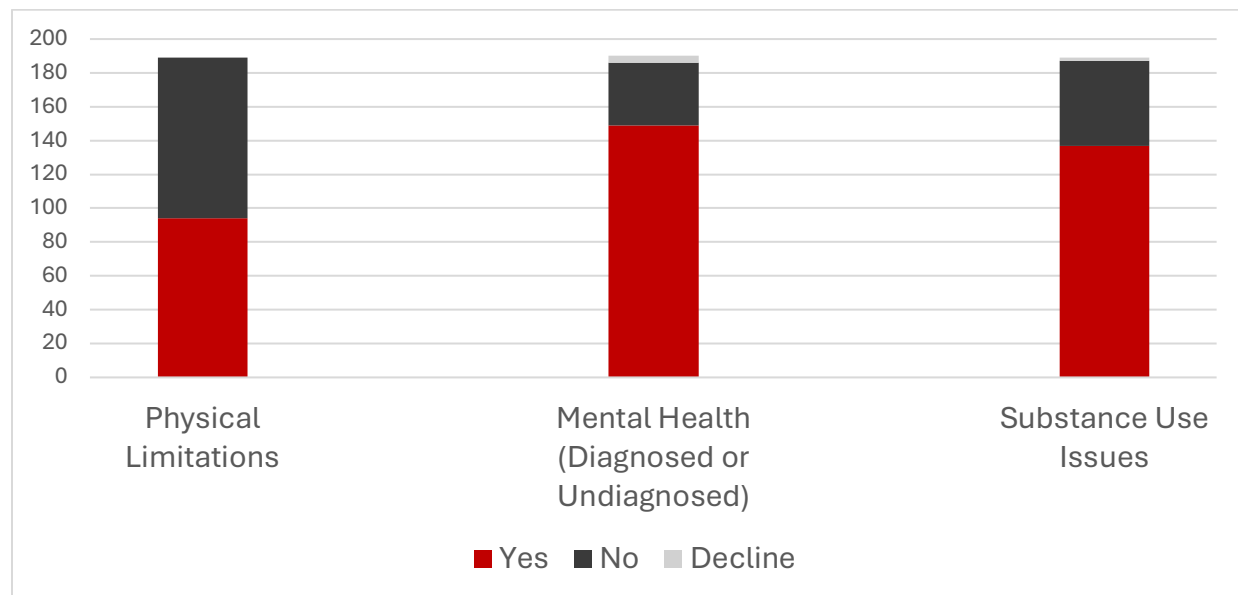


Figure 9. Indigenous Respondents Experiencing Health Challenges – Indigenous respondents, 2024 Point in Time Count (Hamilton, Ontario).

Accessing Emergency Room Services

Of Indigenous respondents to the 2024 Point in Time Count survey, 83 (43%) indicated they had not accessed emergency room services with the past year. A roughly equal proportion (43%) had accessed emergency room services one to four times over the past twelve months. Nineteen Indigenous respondents (10%) reported accessing emergency room

⁷ Of the 195 2024 PiT Count surveys completed by Indigenous-identifying respondents, 190 responded to the Mental Health Challenges question.

⁸ Of the 195 2024 PiT Count surveys completed by Indigenous-identifying respondents, 189 responded to the Substance Use Issues question.

services five to ten times within the past year. Eight Indigenous respondents (4%) reported accessing emergency room services more than 10 times within the past year.

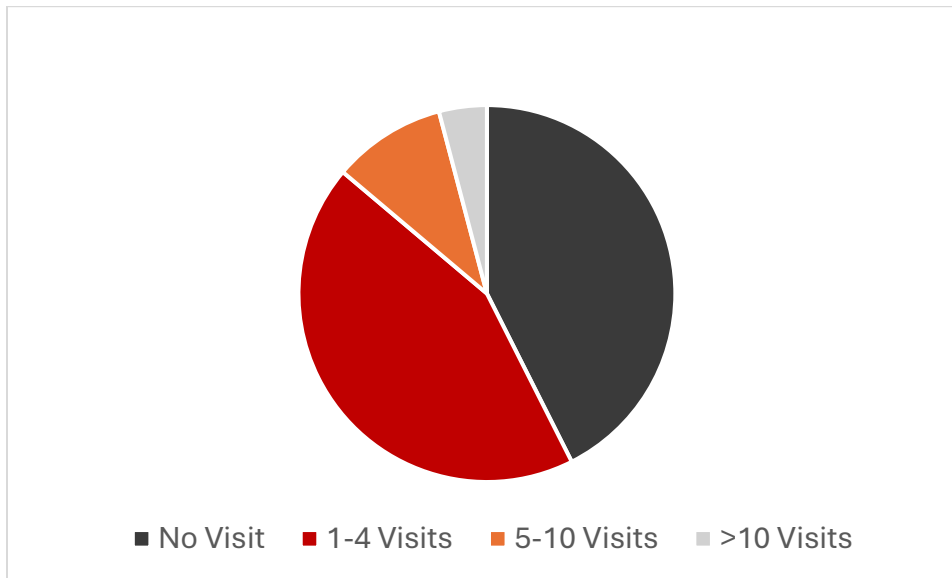


Figure 10. Number of Emergency Room Visits Within the Past 12 Months Challenges – Indigenous respondents, 2024 Point in Time Count (Hamilton, Ontario).

The average number of emergency room visits among Indigenous respondents was twice per year.



City of Hamilton Report for Information

To:	Mayor and Members General Issues Committee
Date:	March 19, 2025
Report No:	PW25011
Subject/Title:	Corporate Asset Management Update
Ward(s) Affected:	City Wide

Recommendations

That Report PW25011 respecting Corporate Asset Management Update **BE RECEIVED** for information.

Key Facts

The objective of Report PW25011 is to:

- Provide an annual Corporate Asset Management Program update to Council; and,
- In response to the request made during the General Issues Committee on June 19, 2024 (Report PW23073(b)), Staff have been tasked with reporting on two specific areas:
 - Embedding Equity within Asset Management – to provide an update on the status and outline the steps that remain on this; and
 - Public Education – to aim for the development of formal communication strategies to enhance public understanding of this complex topic.

Analysis

1. Corporate Asset Management Update

Regulatory Requirements

Further to the update presented to Council on June 14, 2023 (PW23044 Appendix “B”), an overview of the overall progress and development of the Corporate Asset Management Program is outlined below.

Corporate Asset Management Program Update, Ontario Regulation 588/17:

- Under the regulation, the upcoming requirement is to update all Asset Management Plans to include proposed levels of service including a financial strategy by July 1, 2025;
- The Corporate Asset Management Team is making significant progress and anticipates presenting the Proposed Levels of Service to Council in Q2 2025; and,
- The Corporate Asset Management Team developed a standardized approach to meeting this requirement which includes the following activities:
 - Identifying any proposed level of service changes that were formally proposed to Council;
 - Summary of assets;
 - Lifecycle management plans;
 - Financial indicators; and,
 - A 10-year infrastructure gap.

Program Development

The Asset Management Strategy document is currently under development and will serve as a high-level, long-term action plan for the implementation of the Asset Management Policy. This strategy will delineate the methodology by which organizational objectives are translated into asset management objectives and corresponding plans and includes the following elements:

- Governance [Complete]
- Communication [Complete]
- Levels of Service [Complete]
- Data Management [under development]
- Demand Management
- Risk Management
- Lifecycle Management
- Finance
- Integration.

Standard Operating Procedures

A key element in establishing a Corporate Asset Management Program is the development of Standard Operating Procedures, which are crucial for facilitating consistent asset management practices across the organization.

To ensure compliance with ISO 55000:2014 (Asset Management – Management Systems) and ISO 9001:2015 (Quality Management Systems), we have identified 17 Standard Operating Procedures. Currently, five Standard Operating Procedures have been approved and are now in effect, and a strategic plan is in place for the further development of the remaining 12.

Under the program governance, the Team continues to foster ongoing collaboration with all Asset Owners to address continuous improvement opportunities outlined in their initial Asset Management Plans.

2. Embedding Equity in Asset Management Planning

The objective of this initiative is to embed equity considerations into existing corporate processes related to asset management and infrastructure planning. The City of Hamilton aims to establish equity as a core principle in our infrastructure planning efforts for asset management, fostering trust among our community and stakeholders in our decision-making processes.

With support from the City of Hamilton's IDEA Team and Climate Justice, Corporate Asset Management Staff continue to work to align this initiative with evolving Corporate Standards. Furthermore, Corporate Asset Management Staff have conducted a jurisdictional scan to gather valuable insights from other municipalities.

Equity considerations differ across the City, and some service areas may have made more significant strides in addressing these issues than others. The Corporate Asset Management Team acknowledges that ongoing consultations between Service Areas and affected communities are crucial for advancing equity initiatives.

The action plan for this initiative consists of two phases as outlined below:

- Phase 1: Preliminary analysis on equity for asset categories under the Asset Management Program.
This includes:
 - Development of an Equity Matrix as attached to Report PW25011 Appendix “A”;
 - Engagement with Staff across the organization including completion of the Corporate Asset Management Equity Matrix exercise; and,
 - Summary of Findings from the Equity Matrix exercise as Attached to Report PW25011 Appendix “B”.

- Phase 2: Develop a data driven, place-based tool to integrate equity considerations into Asset Management decision making.

This includes:

- Identify and analyze the equity criteria to integrate infrastructure planning across various asset categories;
- Employ data-driven analysis to identify equity concerns;
- Explore the implementation of geographic equity-based considerations, enabling the integration of asset information with geospatial mapping; and,
- Target Implementation in 2026.

3. Public Education Related to Asset Management

Collaboration with the City's Communications and Strategic Initiatives Division has led to the creation of the Asset Management Education Plan.

The Plan is intended to raise awareness by:

- Educating stakeholders about the purpose and benefits of Asset Management Planning; and,
- Fostering transparency by providing clear, accessible information on the progress of Asset Management Planning and its decisions.

The target audiences are:

- Internal (City of Hamilton, City Council, Senior Leadership Team, and Staff); and,
- External (City of Hamilton residents and businesses).

Key messages will emphasize the importance of Asset Management Planning and related strategies for our stakeholders, highlighting their significance to the organization. The communication will also include information on long-term sustainability and financial planning.

The communication strategies outlined in this plan include the following:

- Development of a Question-and-Answer document to compliment social media efforts and be integrated into the Corporate Asset Management webpage;
- Creation of a social media series aimed at promoting and educating the public on the fundamentals of asset management;
- Tailored communication for Councillors, detailing educational initiatives, promotional efforts, the Question-and-Answer document, and information about the social media campaign;
- Councillor newsletters featuring key messages and relevant information regarding asset management to be included in future editions; and,

- Inclusion of informative content in the City of Hamilton E-Newsletter, which will be distributed to subscribers and will contain a link to the Corporate Asset Management webpage.

Progress made to date:

- Communication email to Council issued on February 18, 2025, as attached to Report PWXXX as Appendix “C”;
- Social Media posts launched on February 18, 2025;
- Social Media Reel ran on February 21, 2025; and,
- Drafted plan for Phase 2 Public Education.

Relationship to Council Strategic Priorities

Report PW25011 enforces alignment with the Council Strategic Priority to modernize City systems by continuing to build the Corporate Asset Management Program and implement asset management standards across the organization.

Previous Reports Submitted

- [Asset Management Plans \(PW23073\(b\)\) \(City Wide\), June 19, 2024](#)

Consultation

Andrea Vargas, Acting Director, Corporate Asset Management, Public Works

Dan Leake, Senior Program Analyst, Public Works

Amber Dewar, Senior Program Analyst, Public Works

Corporate Asset Management Steering Committee Members

Jessica Bowen, Manager, Equity, Diversity and Inclusion, Human Resources

Jaqueline Durlov, Senior Communications Officer, City Manager’s Office

Appendices and Schedules Attached

Appendix A: Corporate Asset Management Equity Matrix Template

Appendix B: Corporate Asset Management: Equity Matrix Initial Screening Tool
Summary

Appendix C: Communication Update Email: Asset Management Education Campaign

Corporate Asset Management Update (PW25011) (City Wide)

Page **6** of **6**

Prepared by: Jasmine MacDonald, Sr. Project Manager
Public Works, Corporate Asset Management

**Submitted and
recommended by:** Andrea Vargas, Acting Director
Public Works, Corporate Asset Management

CAM EQUITY MATRIX - Blank										
	SERVICE AREA	EQUITY DESERVING CATEGORY	ABILITY-BASED EQUITY (E.G. PERSONS WITH DISABILITIES, PERSONS WITH LIMITED ENGLISH PROFICIENCY)	AGE BASED EQUITY (E.G. SENIOR 65 YEARS OR OVER, CHILD 0-14 YEARS OLD, YOUTH)	MEANS BASED EQUITY (E.G. PERSONS WITH LOW INCOME, UNEMPLOYED PERSONS, SINGLE PARENT FAMILIES, HOUSEHOLDS WITH DISPROPORTIONAL INCOME DEVOTED TO TRANSPORT, UNHOUSED PERSONS))	RACE BASED EQUITY (E.G. RACIALIZED GROUPS, RECENT IMMIGRANTS, REFUGEES & UNDOCUMENTED INDIVIDUALS)	GENDER-BASED EQUITY (E.G. WOMEN, LGBTQ2S+ COMMUNITIES)	INDIGENOUS PEOPLES FIRST NATIONS INUIT METIS	SUMMARY OF THE EQUITY LENS TO BE EMBEDDED IN THE ASSET MANAGEMENT PLANS	EXISTING PROGRAMS THAT INTEGRATE EQUITY - Current State
1	ANIMAL SERVICES, LICENSING AND BYLAW	Equity Consideration?								
		Details?								
2	CAM (FLEET, EAM)	Equity Consideration?								
		Details?								
3	CEMETERIES	Equity Consideration?								
		Details?								
4	CHILDREN'S AND COMMUNITY SERVICES	Equity Consideration?								
		Details?								
5	CITY HOUSING	Equity Consideration?								
		Details?								
6	FACILITIES	Equity Consideration?								
		Details?								
7	FORESTRY AND HORTICULTURE	Equity Consideration?								
		Details?								
8	ENGINEERED STRUCTURES	Equity Consideration?								
		Details?								
9	FIRE	Equity Consideration?								
		Details?								
10	HSR	Equity Consideration?								
		Details?								

CAM EQUITY MATRIX - Blank										
	SERVICE AREA	EQUITY DESERVING CATEGORY	ABILITY-BASED EQUITY (E.G. PERSONS WITH DISABILITIES, PERSONS WITH LIMITED ENGLISH PROFICIENCY)	AGE BASED EQUITY (E.G. SENIOR 65 YEARS OR OVER, CHILD 0-14 YEARS OLD, YOUTH)	MEANS BASED EQUITY (E.G. PERSONS WITH LOW INCOME, UNEMPLOYED PERSONS, SINGLE PARENT FAMILIES, HOUSEHOLDS WITH DISPROPORTIONAL INCOME DEVOTED TO TRANSPORT, UNHOUSED PERSONS))	RACE BASED EQUITY (E.G. RACIALIZED GROUPS, RECENT IMMIGRANTS, REFUGEES & UNDOCUMENTED INDIVIDUALS)	GENDER-BASED EQUITY (E.G. WOMEN, LGBTQ2S+ COMMUNITIES)	INDIGENOUS PEOPLES FIRST NATIONS INUIT METIS	SUMMARY OF THE EQUITY LENS TO BE EMBEDDED IN THE ASSET MANAGEMENT PLANS	EXISTING PROGRAMS THAT INTEGRATE EQUITY - Current State
11	INFORMATION TECHNOLOGY	Equity Consideration?								
		Details?								
12	LIBRARIES	Equity Consideration?								
		Details?								
13	LONG-TERM CARE	Equity Consideration?								
		Details?								
14	NATURAL ASSETS	Equity Consideration?								
		Details?								
15	PARAMEDICS	Equity Consideration?								
		Details?								
16	PARKING	Equity Consideration?								
		Details?								
17	PARKS AND RECREATIONAL TRAILS	Equity Consideration?								
		Details?								
18	POLICE	Equity Consideration?								
		Details?								
19	PUBLIC HEALTH	Equity Consideration?								
		Details?								
20	REAL ESTATE	Equity Consideration?								
		Details?								

CAM EQUITY MATRIX - Blank										
	SERVICE AREA	EQUITY DESERVING CATEGORY	ABILITY-BASED EQUITY (E.G. PERSONS WITH DISABILITIES, PERSONS WITH LIMITED ENGLISH PROFICIENCY)	AGE BASED EQUITY (E.G. SENIOR 65 YEARS OR OVER, CHILD 0-14 YEARS OLD, YOUTH)	MEANS BASED EQUITY (E.G. PERSONS WITH LOW INCOME, UNEMPLOYED PERSONS, SINGLE PARENT FAMILIES, HOUSEHOLDS WITH DISPROPORTIONAL INCOME DEVOTED TO TRANSPORT, UNHOUSED PERSONS))	RACE BASED EQUITY (E.G. RACIALIZED GROUPS, RECENT IMMIGRANTS, REFUGEES & UNDOCUMENTED INDIVIDUALS)	GENDER-BASED EQUITY (E.G. WOMEN, LGBTQ2S+ COMMUNITIES)	INDIGENOUS PEOPLES FIRST NATIONS INUIT METIS	SUMMARY OF THE EQUITY LENS TO BE EMBEDDED IN THE ASSET MANAGEMENT PLANS	EXISTING PROGRAMS THAT INTEGRATE EQUITY - Current State
21	RECREATION	Equity Consideration?								
		Details?								
22	STORM WATER	Equity Consideration?								
		Details?								
23	TOURISM, MUSEUMS AND CULTURE	Equity Consideration?								
		Details?								
24	TRANSPORTATION	Equity Consideration?								
		Details?								
25	WASTE MANAGEMENT	Equity Consideration?								
		Details?								
26	WASTEWATER	Equity Consideration?								
		Details?								
27	WATER	Equity Consideration?								
		Details?								

Corporate Asset Management: Equity Matrix Initial Screening Tool Summary		
ASSET MANAGEMENT PLAN SERVICE AREA	EXISTING KEY PROGRAMS/SERVICES THAT INTEGRATE EQUITY - Current State	SUMMARY OF THE EQUITY LENS TO BE EMBEDDED IN THE ASSET MANAGEMENT PLANS
ANIMAL SERVICES, LICENSING AND BYLAW	Programs/Services: - Animal Services * Safe surrender of an animal * Reduced license fees for seniors, CPP-D or ODSF disability pension - Licensing Services: * Lottery licensing for charitable organizations * Encampment Response/support for Animal welfare	The equity lens asset management plans will incorporate any changes to programs and services.
CEMETERIES	Programs/Services: * Diversity of burial options * New columbaria locations prioritize accessible pathways * Cemetery services materials offered in multiple languages * Work with local service providers for burials for residents who pass away without means or family nearby to facilitate their burial needs	The equity lens for asset management plans will include Cemeteries strategic plans and documents as they develop future infrastructure, programs and services related to equity.
CHILDREN'S AND COMMUNITY SERVICES	Programs/Services: * Fee subsidies for low-income families * Culturally responsive programming * Indigenous-focused services * Accessible infrastructure to meet the diverse needs of children, youth, individuals and families	The equity lens embedded in the child care system focuses on removing barriers and prioritizing access for underserved communities, including children with disabilities, racialized groups, and low-income families. EDIB principles are integrated into all policies.
CITY HOUSING	Programs/Services: * CityHousing Hamiltons 2023 - 2027 Strategic Plan and its implementation framework, Tenant First Refresh, embeds principles of equity in its actions and outcomes * Rent geared to income and CityHousing Hamilton "market rent" is lower than actual market rent in the City * Dedicated EDI specialist to assist in implementing embedded IDEA concepts in Strategic Plan * Housing funding utilized to retro-fit old buildings so that they are more accessible and inclusive * New housing builds utilize a universal barrier free model to eliminate or reduce ability based barriers * CHH main office is looking into technology to help reduce ability based restriction in the office. Housing considers age in tenant placement * CHH provides a variety of health, and education programs, offered through partnerships, for seniors aimed at reducing isolation, increasing access to health care and improving skills (e.g. digital literacy) * Tenant support workers assist tenants if they require assistance with connecting/participating in identity based events	CityHousing Hamiltons 2023 - 2027 Strategic Plan and its implementation framework, Tenant First Refresh, embeds principles of equity in its actions and outcomes. The equity lens for asset management plans will incorporate the CityHousing Hamilton 2023-2027 Strategic Plan which has equity components.
ENGINEERED STRUCTURES	Coordination with Transportation Programs/Services	The equity lens for Engineered Structures should look to incorporate the overall transportation needs of the corridor users where possible, this is typically done in conjunction with transportation projects when corridors are reconstructed and also consider the role structures play in the connection between communities and access to services.
FACILITIES	Programs/Services: * Ontario Building Code, Aecessbility for Ontarians Disability Act and Hamilton Barrier Free Design Guidelines are standards applied to renovations and new builds. The multi-year accessibility plan reports this for the City * Legislation requires indigenous consultation for archeological digs on expansions and new builds on vacant land * Fulsome accessibility audits are being completed internally to improve reporting and prioritization of accessibility projects * Facilities follow and adhere to other departmental and divisional master plans that adopt equity component for siting and finalising program design for respective services provided	Existing Ontario Building Code and Aecessbility for Ontarians Disability Act means that accessibility and inclusivity are integral in the design of renovated and new facilities and partially captured within our existing BCAs which fed into the asset management plans.

Corporate Asset Management: Equity Matrix Initial Screening Tool Summary		
ASSET MANAGEMENT PLAN SERVICE AREA	EXISTING KEY PROGRAMS/SERVICES THAT INTEGRATE EQUITY - Current State	SUMMARY OF THE EQUITY LENS TO BE EMBEDDED IN THE ASSET MANAGEMENT PLANS
FIRE	<p>Programs/Services: The Hamilton Fire Department provides a wide range of services that are need/emergency-based for all members of the community that cover the three lines of defence, which include programs and activities for public fire safety education; fire safety standards and enforcement; and emergency response. The provision of services are based on community risk and needs (i.e., emergency responses) across the entire community. From an operational planning and/or recruitment perspective the Hamilton Fire Department has been actively engaged in enhancing and improving equity (all IDEA) in the recruitment of position across the Department. Specifically, the Department has been engaged with CityLAB and HR on an iterative project that seeks to enhance and improve equity and diversity.</p> <p>The Hamilton Fire Department has a bylaw (BY-LAW NO. 19-034) that regulates the types and levels of services provided. This is called the Establishing and Regulating bylaw, approved by City Council and permitted by the Fire Protection and Prevention Act. The fire protection and rescue services currently provided by the Hamilton Fire Department include:</p> <p>(a) fire suppression, fire prevention, fire safety education; (b) rescue and hazardous materials response; (c) emergency first response services in accordance with the tiered-response agreement with Hamilton Paramedic Service; (d) mitigation and prevention of risk created by the presence of unsafe levels of carbon monoxide and safety education related to the presence of those levels; (e) communication in respect of any matter described in (a)-(d); (f) training of persons involved in the provision of any services described in (a)-(e) in accordance with National Fire Protection Association (NFPA) standards; and (g) delivery of all services described in (a)-(f) above</p> <p><i>The Hamilton Fire Department also provides a wide variety of technical and specialized services (from a firefighting perspective) that include:</i></p>	<p>Hamilton Fire Department services are provided to individuals across the community based on need. Plans to maintain and/or enhance services are based on continued evaluation of community/residents needs across the City. On November 7, 2024 the 2023 Community Risk Assessment Report went to the Emergency and Community Services Committee. This Report contains a full community analysis (i.e., building stock, demographics, history and types of fire/emergency incidents etc.) of risks. The purpose of the Report is to assist the Hamilton Fire Department in making decisions regarding any changes, new programs, services, or assets (i.e., improvements to education, awareness and prevention resources and/or any changes to assets in general) to better help meet the needs of the community incorporating the equity and full IDEA lens.</p>
FORESTRY AND HORTICULTURE	<p>Programs/Services:</p> <ul style="list-style-type: none">* Free tree giveaway to anyone with a City of Hamilton address* Street tree planting program available to everyone across the City where planting space exists* Free entry to Tropical Greenhouse. Limited bookings during regular hours to ensure the amenity is available* Reduced entry fees for students and seniors for Fall Garden and Mum Show	<p>The equity lens for future asset management plans will incorporate infrastructure impacts of target tree planting in areas of low canopy to provide more equitable distribution for all of the reasons trees are important in cities - cooling, ecosystem benefits, higher property values, dust attenuation, etc.</p>
HSR	<p>Programs/Services:</p> <ul style="list-style-type: none">* Fare Programs: age based discounts for varying demographics and means-tested programs for low-income persons* Built environment/on-street infrastructure: (shelters, benches, lighting etc. at bus stops/terminals) <p>Wayfinding: (signage, trip planning tools, publication of schedules)</p> <ul style="list-style-type: none">* System Safety: (infrastructure decisions influence perceptions of safety) See Something, Say Something program implemented to enhance safety on board for all users and vulnerable users.* Transit Services (DARTS) provides accessible transportation for vulnerable populations* Buses that lower for easier boarding and alighting* Buses provide designated areas for Personal Mobility Devices, accommodating customers using mobility aids such as scooters or wheelchairs.* MyRide On-Demand in Waterdown: This service highlights how the City is addressing gaps in transportation equity and supports the idea of using infrastructure master planning to close service gaps.* Ongoing consultation with riders to gather input on needs and satisfaction with services.	<p>The equity lens to be considered in future asset management plans is to build upon established programs and strategies to further embed equity into HSR infrastructure, programs and services including capital plans and operating strategies.</p>

Corporate Asset Management: Equity Matrix Initial Screening Tool Summary		
ASSET MANAGEMENT PLAN SERVICE AREA	EXISTING KEY PROGRAMS/SERVICES THAT INTEGRATE EQUITY - Current State	SUMMARY OF THE EQUITY LENS TO BE EMBEDDED IN THE ASSET MANAGEMENT PLANS
LIBRARIES	Programs/Services: * The Hamilton Public Library pursues mutual respect, inclusion and celebrations of differences by embracing cultural humility[i]as a key foundation to our approach * The Hamilton Public Library makes equity, diversity, inclusion[ii] and accessibility a priority in planning and decision making for staffing, collections, training and service development. We strive to develop services and programs in partnership with others. As we deliver our services, we embrace the fact that we have much to learn from those we work with * We work with our City’s many communities to develop inclusive consultation and engagement processes and to develop services in appropriate ways. We seek to understand how diverse community groups define and describe themselves and we listen directly with communities rather than relying on indirect sources * In the spirit of diversity and inclusion for all members, the Hamilton Public Library welcomes the exhibit of displays and provision of programs that fit into the location’s communities at the appropriate times (e.g. seasonal Christmas displays, menorahs displayed during Hanukkah, programs celebrating other cultures or religious backgrounds)	The Hamilton Public Library is committed to fostering an environment of understanding and respect. As a public library we support everyone’s learning regardless of their backgrounds or personal beliefs. The equity lens for asset management plans will consider changes to current state programs, infrastructure and services to embed equity. <i>Hamilton Public Libraries equity information was sourced from: https://www.hpl.ca/articles/diversity-and-inclusion-policy#:~:text=The%20Hamilton%20Public%20Library%20makes,programs%20in%20partnership%20with%20others</i>
LONG-TERM CARE	Programs/Services: * A Cultural Competency and Diversity Plan is in place and reviewed annually. The plan comprises strategies to raise awareness and reduce disparities which include culture and language, age, gender, spiritual beliefs, socioeconomic status, and race * Training provided to staff on Inclusion, Diversity, Equity and Accessibility as well as Protocol for Gender Identity & Gender Expression * Staff education supports provision of care and services to our diverse community of Long-Term Care residents by reducing barriers and providing a safe and inclusive place for our residents to live * Annual satisfaction survey is offered for all residents and family members. Action items are developed and prioritized with input from staff, residents, and families to address opportunities for improvement * Sociodemographic data collected for all residents at admission. This supports provision of quality care through identification of individual residents needs and preferences * Sociodemographic data collected for all staff concurrently with annual mandatory training Tailored Recreation Therapy programs are provided for Long-term care residents which enhance awareness of specific community populations. I.e., education sessions and presentations related to Black History, 2SLGBTQIA+ and National Day for Truth and Reconciliation * Accessible service for all. (Wide hallways and room entrances, large print signage throughout. Layout is user friendly for personal mobility devices, railing in hallways for propelling, grab bars in washrooms, call bells, Acesibility for Ontarians Disability Act incorporated throughout). * The Long Term Care Quality Improvement Plan, (QIP) embeds IDEA initiatives within the plan and includes: ▣ Implementation of internal IDEA committee ▣ Implement additional ethnic meals ▣ Implement additional recreational programs geared towards diverse populations	The equity lens for asset managment plans identify Health equity and caring for different identities/backgrounds/lived experiences remains a demand driver in the asset management plan. Family and Resident Surveys completed annually which garners feedback from all and promotes equity.
NATURAL ASSETS	Any work or planning being completed to protect or preserve natural assets including invasive species removal, Biodiversity Action Plan and Watershed Action Plan as the impacts of climate change will disproportionately affect vulnerable populations.	The City's approach to natural asset management is currently in its infancy. Natural assets will be pivotal during climate justice discussions, but more investigation is required and will be addressed over time as part of the Natural Asset Management Roadmap.
PARAMEDICS	Programs/Services: Focus on ensuring equity on access across all cultural, ethnic, religious, socio-economic, and age groups, * All paramedic service front line response * Public Education * Community Paramedicine * Social Navigation * Recruitment	Paramedic services are provided equally to all individuals irrespective of any Paramedic services are provided equally to all individuals irrespective of any IDEA inclusions or categorization. Plans to maintain, and to enhance based on needs are, and will continue to be focused on all categories based upon need.

Corporate Asset Management: Equity Matrix Initial Screening Tool Summary		
ASSET MANAGEMENT PLAN SERVICE AREA	EXISTING KEY PROGRAMS/SERVICES THAT INTEGRATE EQUITY - Current State	SUMMARY OF THE EQUITY LENS TO BE EMBEDDED IN THE ASSET MANAGEMENT PLANS
PARKING	Programs/Services: * Accessible Parking Program * Veterans Parking Program * Flexible Parking Pass * Parallel programs to support car-sharing and micro-mobility options	The equity lens for asset management plans in parking can incorporate On-going work to ensure that parking policies (e.g. pricing) are not counter to advancing social equity, as well as on-going review of design and operation standards to ensure parking facilities consider persons with mobility challenges.
PARKS AND RECREATIONAL TRAILS	Programs/Services: * Supie Program * Safety Improvements on Escarpment Stairs * Parks Master Plan consideration of distance to parks * Free Fitness Stations	The equity lens for asset management plans will capture ongoing work to ensure accessibility is part of the ongoing design work for City parkland and trails. Parks Master Plan targets acquisitions in those areas that are identified as high priority, using equity lens to prioritize.
POLICE	Programs/Services: * Developing a fully accessible website that conforms to the World Wide Web Consortium (W3C) Web Content Accessibility Guidelines (WCAG) 2.0 at Level A, as mandated by the Government of Ontario Accessibility for Ontarians with Disabilities Act Integrated Accessibly Standards * Advancing Equity, Diversity and Inclusion at the Hamilton Police Service (2021-2025) including four areas of focus, 14 priorities and 40 calls to action to help shape and advance our directions and priorities over the next five years * Ontario Building Code, Acessbility for Ontarians Disability Act and Hamilton Barrier Free Design Guidelines are all standards applied to renovations and new builds	Equity, Diversity and Inclusion (EDI) is fundamental to making sure everyone inside and outside our organization receives fair treatment and opportunities. Vision: Hamilton Police Service is committed to building and cultivating an equitable, diverse and inclusive (EDI) organization, fostering a culture of belonging and empathy that deeply values human rights and dignity for all. Mission: To successfully integrate and embed EDI within the organization by advancing structural, individual and cultural transformative change in key areas of focus including HPS EDI governance, policy cohesion, training and attracting and retaining talent.
PUBLIC HEALTH	Programs/Services: In 2023, the Board of Health endorsed four priorities to focus efforts at addressing the pressing health needs of the Hamilton community: * Health Equity: Public health plays an important role in identifying unfair health differences in our community. We identify, assess and report on these health inequities, including their root causes. We adjust our programs and services to meet the unique health needs of those populations experiencing health inequities in our community. This results in improved health outcomes and reduced disparities among disproportionately impacted populations in our community * Child and Youth Healthy Growth and Development: Public health is essential for supporting children's healthy growth and development in our community, setting them up for a good start in life. We make sure children, youth, and their families have the information, skills, and support they need for children in our community to be healthy and reach their full potential. This work is especially important due to the impact the COVID19 pandemic has had on children's health and development in recent years * Mental Health and Substance Use: Public health plays a key role in supporting individuals experiencing mental health and substance use problems, while also addressing the broader impact on the community. We do this by using a range of strategies, including prevention, harm reduction, and providing direct help and support * Climate Change: Public health has a unique role in addressing climate change and alleviating its effects on community health. We focus on helping the community adapt to a changing climate and build more resilience. This includes raising awareness about heat-related illnesses, the spread of infectious diseases, and other health issues caused by environmental changes. We also work on developing effective responses to reduce the health impacts of climate change	The equity lens for asset management plans will incorporate the four priorities focused on efforts to address the pressing health needs of the Hamilton community and impacts on infrastructure. <i>Hamilton Public Health equity information was sourced from:</i> <i>https://www.hamilton.ca/sites/default/files/2024-06/publichealthservices-annual-report-2023.pdf</i>

Corporate Asset Management: Equity Matrix Initial Screening Tool Summary		
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RECREATION	<p>Programs/Services:</p> <ul style="list-style-type: none">* Equity and inclusion is one of the five guiding principles of the Recreation Master Plan with key strategic directions to support implementation in Recreation spaces and places* Affordable Access to Recreation Strategy* Recreation Assistance Program* Accessibility to individuals of different abilities, are categorized based on level of accessibility and reviewed for upgrades when major site works are contemplated ensuring compliance with Acessbility for Ontarians Disability Act standards* In "hub" facilities a high level or enhanced accessibility is provided including some of the following; additional equipment (adult change tables), facility features (hearing loops) and programming (no music swim, adapted program offerings, modified spaces). Translation services are made available for individuals with limited English proficiency and highly accessed tools are made available in various translations to ensure access and braille on indoor room signage is a best practice in retrofitted and new facilities* One on One Support persons are available to assist with integrating individuals with different abilities into facility programs and spaces and are provided at no additional cost based on availability including a comprehensive support program for children's day camps throughout the summer* Support workers are admitted to facility programs at no cost in a 1:1 capacity for individuals requiring additional assistance to physically participate* Recreation facility and program design includes considerations for all ages* Tailored support and programming for different ages building on the Principles of Healthy Child * Development (High 5) and Canada Sport for Life frameworks* A diverse spectrum of opportunities including structured and unstructured activities with active sport, life skills, social engagement, arts and music, early child development and ongoing learning are addressed in all facilities and include intergenerational offerings at Seniors Recreation facilities* User fees apply a pricing consideration based on general ability to pay by age cohort with introductory children and seniors programming and general admission priced lower than adults.* Multilingual resources and outreach to racialized communities* Recreation Affordable Access strategy identifies and acknowledges equity based on immigration and refugee status* Programs and services are designed to be gender-inclusive, providing safe and supportive spaces for LGBTQ2S+ children and families* Universal changing spaces and gender neutral washrooms are identified best practice for new and retrofitted facilities* Programs specific to women/girls and those who self-identify have been developed at key locations based on community feedback* Staff changing spaces have been modified where the ability exists to accommodate gender neutral change provision and is reviewed during major retrofit projects. Prioritizing access to sport fields and amenities to advance equity in women's sports* The Urban Indigenous Strategy addresses Truth and Reconciliation Calls to Action, including culturally appropriate programs, facilities, art displays, education and spaces for Indigenous families* Recreation continues to work with the UIS team to address the actions appropriate to recreation. Facility design considerations including appropriate ceremonial meeting spaces designed to accommodate smudging are being introduced to facilities* Community outreach regarding public art in and on recreation facilities have been identified for inclusion in planned new builds, major retrofits and have been introduced in park facilities operated by Recreation	<p>The equity lens for asset managment plans will include the Recreation Master Plan and its implementation focuses on responsive recreation services based on the need of residents and serves all age groups and areas of Hamilton. Distribution of services and public spaces is equitable and respects gender, identity, age, ability, ethniciCity, race, income and interests at minimum. The strategic directions and planning framework are embedded with EDI principles which form the basis of recommendations within the RMP.</p>
STORM WATER	<p>Programs/Services:</p> <ul style="list-style-type: none">* Protective Plumbing Program* Partnership with Service Line Warranties of Canada which provides homeowners with an opportunity to control costs for emergency intervention and repairs related to their water service lines, sewer laterals, and internal plumbing* Sewer Lateral Management Program* Water, wastewater and stormwater rate structure includes provisions for the first 10 cubic meters of potable water used and wastewater discharged each month to be provided at a discount rate in order to provide residents with an opportunity to control the costs	<p>The equity lens in stormwater should prioritize ensuring that all residents, regardless of age, ability, income, race, gender, or cultural background, have equal access to services. This means removing barriers to participation (e.g., language, mobility, affordability) and creating tailored programs that meet the unique needs of different groups. The goal is to promote inclusivity, sustainability, and fairness in how stormwater services are delivered.</p>

Corporate Asset Management: Equity Matrix Initial Screening Tool Summary		
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TOURISM, MUSEUMS AND CULTURE	Programs/Services: * Embeds equity at the decision making stage when projects make it to the work plan; this continues throughout the RFP and consultation processes * Tourism & Events are actively working to ensure bids are issued using an IDEA lens * Creative Industries & Cultural Development use an IDEA lens to ensure programs are accessible * Heritage Resource Management engage in accessibility audits when evaluating the conservation and preservation of the 41 heritage properties in the portfolio * Programs currently include content focused on centering the voices of equity deserving groups	The equity lens for asset management plans will incorporate ongoing work by Heritage Resource Management is undergoing a review of 41 heritage properties to incorporate Acessbility for Ontarians Disability Act compliant features where possible. Work has been undertaken to ensure programs offered by Museums include and center the voices of equity deserving groups through modifying language, signage, program content and hiring practices. Tourism & Events, Creative Industries & Cultural Development and Public Art and Placemaking use an IDEA lens to make programming decisions.
TRANSPORTATION	Programs/Services: * Complete Streets Design Guidelines * Vision Zero Road Safety Action Plan * Transportation Master Plan * Pedestrian Mobility Plan * Cycling Master Plan * Road and Sidewalk Maintenance levels of service * Acessbility for Ontarians Disability Act Standards. For capital reconstruction projects within the right-of-way, they are prioritized on a number of factors, such as transit priority, proximity to hospitals and schools.	Future asset management plans relating to Transportation should consider equity for vulnerable populations across all categories of Equity. Consideration should be given to how decisions are made regarding the built environment and how levels of service are determined across all categories of Equity.
WASTE MANAGEMENT	Programs/Services: * Free curbside bulk waste collection services * Special consideration program [extra trash tags for diapers, medical equipment etc.]) * Accessible waste guides in multiple formats and languages * Green Bins that can be easily moved on wheels * School education programs on waste diversion * Free compost bins and recycling containers for low-income households * Public waste bins in areas accessible to unhoused individuals * Multilingual educational materials for racialized groups and immigrants * Partnerships with community organizations for outreach * Translation services * Consistent service offered to all residential properties * Transfer stations / Community Recycling Centers geographically spread out	The equity lens in waste management should prioritize ensuring that all residents, regardless of age, ability, income, race, gender, or cultural background, have equal access to services. This means removing barriers to participation (e.g., language, mobility, affordability) and creating tailored programs that meet the unique needs of different groups. The goal is to promote inclusivity, sustainability, and fairness in how waste services are delivered.
WASTEWATER	Programs/Services: * Low Income Senior’s Utility Rebate Program * Leak Adjustment program * Partnership with Service Line Warranties of Canada which provides homeowners with an opportunity to control costs for emergency intervention and repairs related to their water service lines, sewer laterals, and internal plumbing * Sewer Lateral Management Program * Protective Plumbing Program * Water, wastewater and stormwater rate structure includes provisions for the first 10 cubic meters of potable water used and wastewater discharged each month to be provided at a discount rate in order to provide residents with an opportunity to control the costs	The equity lens in wastewater should prioritize ensuring that all residents, regardless of age, ability, income, race, gender, or cultural background, have equal access to services. This means removing barriers to participation (e.g., language, mobility, affordability) and creating tailored programs that meet the unique needs of different groups. The goal is to promote inclusivity, sustainability, and fairness in how wastewater services are delivered.

Corporate Asset Management: Equity Matrix Initial Screening Tool Summary		
ASSET MANAGEMENT PLAN SERVICE AREA	EXISTING KEY PROGRAMS/SERVICES THAT INTEGRATE EQUITY - Current State	SUMMARY OF THE EQUITY LENS TO BE EMBEDDED IN THE ASSET MANAGEMENT PLANS
WATER	<p>Programs/Services:</p> <ul style="list-style-type: none">* Low Income Senior’s Utility Rebate Program* Leak Adjustment program* Partnership with Service Line Warranties of Canada which provides homeowners with an opportunity to control costs for emergency intervention and repairs related to their water service lines, sewer laterals, and internal plumbing* Lead Service Line Replacement Loan Program* Water, wastewater and stormwater rate structure includes provisions for the first 10 cubic meters of potable water used and wastewater discharged each month to be provided at a discount rate in order to provide residents with an opportunity to control the costs	<p>The equity lens in water should prioritize ensuring that all residents, regardless of age, ability, income, race, gender, or cultural background, have equal access to services. This means removing barriers to participation (e.g., language, mobility, affordability) and creating tailored programs that meet the unique needs of different groups. The goal is to promote inclusivity, sustainability, and fairness in how water services are delivered.</p>

From:

Subject:

Date:

Attachments:

02182025: Communication Update | Asset Management Education Campaign

Tuesday, February 18, 2025 10:25:02 AM

Importance:

High



From: Luciani, Alix

Sent: Tuesday, February 18, 2025 10:23 AM

ToSubject: Communication Update | Asset Management Education Campaign

Importance: High

Dear Mayor Horwath and Members of Council,

Corporate Asset Management is pleased to announce the launch of a Public Education Campaign aimed at achieving the following objectives:

- **Raising Awareness:** To educate stakeholders about the purpose and advantages of Asset Management Planning.
- **Fostering Transparency:** To provide clear and accessible information regarding the progress and decisions associated with Asset Management Infrastructure Planning.

This campaign will feature a Q&A section on the Corporate Asset Management webpage, available at [Corporate Asset Management | City of Hamilton](#), along with a social media initiative that will include an interactive four-day reel launching on Instagram on **February 18, 2025**. Additionally, relevant posts will be shared across other social media platforms.

This represents the first phase of the campaign, which is designed to underscore the purpose and benefits of the City of Hamilton's Asset Management Plan. Further phases are scheduled to be introduced in 2025.

To increase awareness and answer any questions from your constituency, we have prepared the following key messages, along with sample social media posts and promotional graphics, for your use.

Key messages of the Asset Management Education Campaign:

What is an Asset Management Plan?

The Asset Management (AM) Plan is a strategic approach that a municipality uses to

manage its physical assets such as roads, bridges, water and wastewater systems, parks, and public buildings over their lifecycle.

The AM Plan outlines the current condition of these assets, forecasts their future needs, and sets out a plan for maintenance, repairs, upgrades, and replacement. The primary goal of the AM Plan is to ensure that municipal infrastructure is maintained in a sustainable, cost-effective manner, providing reliable services to the community now and in the future.

Why is it Important?

The AM Plan is critical for several reasons:

- **Maintaining Infrastructure:** Municipal assets are essential for daily life—clean water, safe roads, effective waste management, and public amenities. The AM Plan ensures these assets are properly maintained, reducing the risk of sudden failures or service interruptions.
- **Cost Savings:** Proactive management of assets through an AM Plan helps to minimize long-term costs. By planning maintenance and repairs in advance, the municipality can avoid the higher expenses associated with emergency repairs and unplanned replacements.
- **Long-Term Sustainability:** The AM Plan promotes sustainable management of resources by considering environmental impacts, optimizing asset use, and ensuring that infrastructure meets the needs of the community for generations to come.
- **Financial Planning:** The AM Plan helps the municipality to plan its budget more effectively by forecasting future needs and allocating resources appropriately. This leads to more predictable financial planning and better use of public funds.

How does it impact the community?

The AM Plan has significant impacts on residents, businesses, and the overall community:

- **Quality of Life:** Well-maintained infrastructure directly contributes to the quality of life in the community. Reliable water systems, safe roads, and well-kept public spaces enhance daily living for residents and businesses alike.
- **Economic Development:** Businesses rely on stable infrastructure to operate effectively. A sound AM Plan ensures that businesses can continue to function without disruptions, fostering economic growth and attracting new investments.
- **Public Safety:** Properly managed infrastructure reduces the risk of hazards such as water main breaks, road collapses, or building failures, thereby protecting public safety.
- **Property Values:** Well-maintained public infrastructure can positively influence property values in the community, making it an attractive place to live and work.
- **Community Trust:** Transparent and effective management of municipal assets builds trust between the community and the local government, ensuring that residents feel confident in the municipality's ability to provide essential services.

Social media post examples:

- Roads, Sidewalks, Signs, Play Structures, HSR buses, Stormwater Ponds, and Arenas are all examples of assets that are included in our Asset Management Plans. AM plans outline the number of assets, current condition of physical assets, age and replacement value. Learn more here: <https://www.hamilton.ca/city-council/plans-strategies/strategies/corporate-asset-management>
- Did you know that the City of Hamilton has 24 Asset Management Plans that manage assets such as roads, bridges, water and wastewater systems, parks, and public buildings over their lifecycle? Learn more about our Asset Management here: <https://www.hamilton.ca/city-council/plans-strategies/strategies/corporate-asset-management>
- Asset Management Plans at the City of Hamilton ensure our municipal assets are properly maintained, minimizes long-term costs, and helps us budget more effectively by forecasting future needs and allocating resources appropriately. Learn more here: <https://www.hamilton.ca/city-council/plans-strategies/strategies/corporate-asset-management>

Should you have any questions, please contact Acting Director, Corporate Asset Management, Andrea Vargas (andrea.vargas@hamilton.ca)

Thank you,

Andrea Vargas P. Eng MBA

Acting Director Corporate Asset Management
Public Works
Corporate Asset Management, City of Hamilton
(905) 546-2424 Ext.3867





City of Hamilton Memorandum

To: Chair and Members
General Issues Committee

Date: March 19, 2025

Report No: PW24011(a)

Subject/Title: Management Update on Red Hill Valley Parkway Inquiry

Ward(s) Affected: City Wide

Recommendation

That Report PW24011(a) **BE RECEIVED** for information.

Key Facts

- This Memorandum is to provide an update on the progress of implementing the recommendations from the “Report of the Red Hill Valley Inquiry” (“Inquiry Report”) from the Honourable Mr. Justice Herman J. Wilton- Siegal, dated November 2023.
- A comprehensive list of the action items addressing the recommendations and completion status is depicted in the Red Hill Valley Inquiry Action Plan is included as Appendix “A” to Report PW24011(a).
- A Status Update Infographic - Year One Progress Update, included in Appendix “B” to Report PW24011(a), was created to address Council’s request to communicate progress of action items with the public. Upon approval, this infographic will be made available for the public at [Red Hill Valley Parkway Judicial Inquiry Overview](#).
- To date, 9 of the 36 action items (25%) have been completed. The remaining action items are in progress to be completed by Quarter 1, 2026.
- Future updates will continue bi-annually until actions are complete.

Financial Considerations

- As required, a subsequent report will be provided to the General Issues Committee by September 2025 which will include a further status update on the progress of implementing the recommendations from the Inquiry Report. This

report will also provide information on resources/cost associated with the facilitation of the required training for staff, the specifics of which are being finalized.

Background

- On November 29, 2023, the Honourable Mr. Justice Herman J. Wilton- Siegal released the Inquiry Report which provides a summary of the key evidence received by the Inquiry and Commissioner's findings on the Terms of Reference, including recommendations to prevent any future incidents of non-disclosure of significant information to Council.
- Report PW23029(a), considered by Council at its meeting held on December 2023, provided a high-level summary of the Commissioner's findings relating to the key Terms of Reference. The Commissioner has made a total of 36 recommendations in response to the matters outlined in the Inquiry Terms of Reference. These recommendations include making changes to the City's by-laws, policies, and procedures and are aimed at preventing any future incidents of non-disclosure of information to Council. Of the 36 recommendations, 11 have been identified as having a city-wide impact, with the remaining 25 recommendations pertaining to Public Works.
- To address the recommendations mentioned in the November 29, 2023, Red Hill Valley Parkway Inquiry Report from the Honourable Mr. Justice Herman J. Wilton- Siegal, Council instructed the General Manager, Public Works to establish an Interdepartmental Working Group on December 13, 2023.

Updates

- The Interdepartmental Working Group, chaired by Public Works, formed in December 2023, has driven notable progress in implementing the action plan through regular meetings and collaboration among Human Resources, Information Technology, Transportation, Engineering Services, Planning and Economic Development and Healthy & Safe Communities, resulting in greater efficiency and effectiveness.
- The recommendations have been categorized into the following eight categories:
 - Traffic Safety on the Red Hill Valley Parkway and Lincoln M. Alexander Parkway
 - Delineating the Roles and Responsibilities of City Staff
 - The Culture Within the Public Works Department
 - Information Sharing and Communication Among Staff
 - Staff Reporting Obligations
 - Staff Communications with the Media and Public
 - Consultant Engagements and Assignments
 - Staff Reports

Management Update on Red Hill Valley Parkway Inquiry (PW24011(a)) (City Wide)

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- The Working Group has identified 36 actionable items from the 36 recommendations within these categories, the status of which is presented in this report and the attached appendices.
- The sections below summarize the key progress made on action items related to the 8 categories and displays the action items in progress for completion.

Traffic Safety

- The following key actions have been successfully implemented:
 - Annual Collision Report.
 - Parkway Management Committee with safety as a standing agenda item.
 - The appointment of a Chief Roads Official; subsequent merger of that role into the Director of Transportation.
- The following summarizes the key action items in progress for completion in 2025:
 - Field investigation/survey analysis to confirm geometry and grading between Greenhill Avenue to Queenston Road.
 - Creating and updating Standard Operating Procedures related to Traffic Safety including Friction, Fatal Injury Investigations and Red Hill Valley Parkway/Lincoln M Alexander Parkway Operation and Maintenance Plan.
 - Roadway safety training module for staff involved in planning, design, construction, operation, and maintenance.

Delineating the Roles and Responsibilities of City Staff

- The following summarizes the key action items in progress for completion in 2025:
 - Update Public Works Project Management Standard Operating Procedure and Charter.
 - Job Specific Code of Conduct Training - Relevant case studies will educate on collaboration and accountability between departments with overlapping responsibilities. To monitor efforts, training completion metrics will be monitored regularly.

The Culture Within the Public Works Department

- The following key actions have been successfully implemented:
 - Update to the Public Works Departmental Training Procedure to ensure staff complete Code of Conduct training as required.
 - Inclusion of specific competencies related to collaboration, cooperation, transparency, and accountability in performance documents of Public Works staff.
- The following summarizes the key action items in progress for completion in 2025 (Note: The employee surveys will be administered in 2025, with results

available in Q1 2026. The 2024 Cyber Incident has impacted the training timelines due to resource reallocation.):

- Career mobility and development discussions for Public Works.
- Create Public Works Competence Procedure and administer Performance Accountability Training: To ensure that required competencies are effectively included in performance documents and middle management receive additional training on creating development plans centred around identified leadership competencies.
- Employee Surveys for Public Works Leaders - to assess the extent to which Public Works leadership demonstrates collaboration, transparency, and accountability.

Information Sharing and Communication Among Staff

- The following summarizes the key action items in progress for completion in 2025:
 - Implement an Electronic Documents and Records Management System including library for consultant documentation.
 - Update Public Works Off-boarding process to improve succession planning and sharing of institutional knowledge.

Staff Reporting Obligations

- The following summarizes the key action items in progress for completion in 2025:
 - Update Staff Council Relationship Policy to ensure communication of accurate and truthful information.

Staff Communications with the Media and Public

- The following key actions have been successfully implemented:
 - Update to the Media Relations Policy to ensure City staff shall endeavour to be truthful and accurate at all times when speaking with the media and public.
- The following summarizes the key action items in progress for completion in 2025:
 - City Wide Media Training - This training will include explicit guidelines for honest communication with the media and public, particularly on difficult issues.

Consultant Engagements and Assignments

- The following key actions have been successfully implemented:
 - Create Tracking and Sharing Consultant Report Recommendations, and Actions – Public Works Standard Operating Procedure.
- The following summarizes the key action items in progress for completion in 2025:

Management Update on Red Hill Valley Parkway Inquiry (PW24011(a)) (City Wide)

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- Updating existing Tracking and Sharing Consultant Report Recommendations, and Actions – Public Works Standard Operating Procedure.
 - Update Corporate Procurement Policy to include requirements around consultant assignments.
 - Update Code of Conduct Policy.

Staff Reports

- The following summarizes the key action items in progress for completion in 2025:
 - City Wide Report Writing Training - Improved training to ensure effective interactions with Council.

Next Steps

- As required, a subsequent report will be provided to the General Issues Committee by September 2025 which will include a further status update on the progress of implementing the recommendations from the Inquiry Report. Updates will continue bi-annually until actions are closed.

Previous Reports Submitted

- [PW24011, Red Hill Valley Parkway Inquiry: Management Update, April 3, 2024](#)
- [PW23029\(a\), Red Hill Valley Parkway Inquiry Final Report, December 6, 2023](#)

Consultation

Carrie Brooks-Joiner, Director, Strategic Initiatives, Healthy and Safe Communities
 Nenzi Cocca, Director, HR Systems & Operations, Human Resources, City Manager's Office

Brian Hollingworth, Director, Transportation Planning and Parking, Planning and Economic Development

Doug Kay, Director, Information Technology, Corporate Services

Jackie Kennedy, Director, Engineering Services, Public Works

Carolyn Ryall, Director, Transportation, Public Works

Ann Thomas, Acting Manager, Departmental Programs and Initiatives, Public Works

Andrea Vargas, Acting Director, Corporate Asset Management, Public Works

Matthew Trennum, City Clerk, Corporate Services

Appendices and Schedules Attached

Appendix A: Red Hill Valley Inquiry Action Plan

Appendix B: Communication Plan

Management Update on Red Hill Valley Parkway Inquiry (PW24011(a)) (City Wide)

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Prepared by: Marlene Schmidt, Quality Management Coordinator
Departmental Programs and Initiatives, Public Works

**Submitted and
recommended by:** Carlyle Khan, General Manager
Public Works

#	Action	Applies to RHVPI Report Recommendation Number	Applies to RHVPI Report Core Categories	Status	Projected Completion Date
1	Create PW Asset Responsibilities Within the Right-of-Way (PW-P-026-002)	12.14.2 1(4)	Traffic Safety On The RHVP And LINC	Completed	March, 2021
2	Create Escarpment Access Closure Procedure (PW-P-026-003)	12.14.2 1(4)	Traffic Safety On The RHVP And LINC	Completed	July, 2021
3	The appointment of a Chief Roads Official; subsequent merger of that role into the Director of Transportation	12.14.2 1(1)	Traffic Safety On The RHVP And LINC	Completed	March, 2023
4	Create standardized Public Works Project Management Charter	12.14.5 14(1 and 2)	Traffic Safety On The RHVP And LINC; Delineating The Roles And Responsibilities Of City Staff; Consultant Engagements And Assignments	Completed	November, 2023
5	Create ongoing Network Screening Lists	12.14.2 2(2) and 2(3) and 2(4)	Traffic Safety On The RHVP And LINC	Completed	June, 2024
6	Develop an Annual Collision Report with a section specific for the Parkways	12.14.2 1(1) and 2(2) and 2(3) and 2(4)	Traffic Safety On The RHVP And LINC	Completed	September, 2024
7	Parkway Management Committee with safety as a standing agenda item	12.14.2 1(2) and 1(3)	Traffic Safety On The RHVP And LINC	Completed	September, 2024
8	Field investigation to determine if the 420 m radius curve between the King Street and Greenhill Avenue interchanges was constructed with a superelevation of at least 6%.	12.14.2 (3)	Traffic Safety On The RHVP And LINC	In Progress	2025 Q1
9	Update Policy Red Hill Valley Parkway/Lincoln M Alexander Parkway Operation and Maintenance Plan (PW-Y-026-001)	12.14.2 1(1) and 1(4)	Traffic Safety On The RHVP And LINC	In Progress	2025 Q1
10	Update Parkway Management Committee Terms of Reference to confirm role of management level staff	12.14.2 1(1) and 1(3)	Traffic Safety On The RHVP And LINC	In Progress	2025 Q1
11	Job description review and approval processes of the Overall Responsible person for matters related to Traffic Safety	12.14.2 1(2) and 12.14.3 (4)	Traffic Safety On The RHVP And LINC; Delineating The Roles And Responsibilities Of City Staff	In Progress	2025 Q1
12	Communication and Change Management Strategy	12.14.2 1(2 and 4) and 2(6)	Traffic Safety On The RHVP And LINC	In Progress	2025 Q1
13	Create new Procedure for Formalizing Fatal Injury Investigations and Reporting	12.14.2 2(2)	Traffic Safety On The RHVP And LINC	In Progress	2025 Q1
14	Identify any gaps requiring further analysis and reporting to Parkway Management Committee by communication between Engineering service Transportation and Planning	12.14.2 2(3 and 4)	Traffic Safety On The RHVP And LINC	In Progress	2025 Q1

15	Create a Roles and Responsibilities document for matters related to Traffic Safety	12.14.2 1(1 and 2) and 2(5) and 12.14.3 (4)	Traffic Safety On The RHVP And LINC; Delineating The Roles And Responsibilities Of City Staff	In Progress	2025 Q2
16	Training on Roadway safety fundamentals to other Divisions	12.14.2 2(5)	Traffic Safety On The RHVP And LINC	In Progress	2025 Q2
17	Create new Procedure on Friction	12.14.2 2(6)	Traffic Safety On The RHVP And LINC	In Progress	2025 Q2
18	Correspondence and Confirmation with Ministry of Transportation on safety standards	12.14.2 2(1)	Traffic Safety On The RHVP And LINC	In Progress	2025 Q2
19	Adopt processes for a comprehensive traffic safety approach similar to the MTO to monitor and address traffic safety issues that arise on the RHVP and LINC.	12.14.2 2(1)	Traffic Safety On The RHVP And LINC	In Progress	2025 Q3
20	Analysis of recommendations from the Peer Review by Ministry of Transportation	12.14.2 2(1)	Traffic Safety On The RHVP And LINC	In Progress	2025 Q2
21	Update Project Management Level II Standard Operating Procedure and Charter	12.14.2 1(4); 12.14.3 (5); 12.14.5 14 (1 and 2) and 12.14.8 (26)	Delineating The Roles And Responsibilities Of City Staff; Consultant Engagements And Assignments; Traffic Safety On The RHVP And LINC; Information Sharing And Communication Among Staff	In Progress	2025 Q1
22	Administer Code Of Conduct Training and monitor through completion metric	12.14.3 6(1, 2 and 3); 12.14.4 9(1, 2 and 3) and (11 and 12)	Delineating The Roles And Responsibilities Of City Staff; Culture Within Public Works; Consultant Engagements And Assignments	In Progress	2025 Q4
23	Update to the Public Works Departmental Training Procedure	12.14.3 6(2) and 12.14.4 9(2)	Culture Within Public Works	Completed	January, 2025
24	Create Public Works Competence Procedure to clarify competencies expected of staff	12.14.4 (7)	Culture Within Public Works	In Progress	2025 Q3
25	Career mobility and development discussions for Public Works	12.14.4 8(1 and 2)	Culture Within Public Works	In Progress	2025 Q4
26	Performance Accountability Training	12.14.4 8(1 and 2)	Culture Within Public Works	In Progress	2025 Q4
27	Employee Surveys for Public Works People Leaders	12.14.4 (10)	Culture Within Public Works	In Progress	2026 Q1
28	Implement an Electronic Document and Record Management System	12.14.5 13(2) and 15 (1 and 2) and 12.14.8 (27)	Information Sharing And Communication Among Staff	In Progress	2025 Q4
29	Update PW off-boarding process to ensure succession planning	15(1)	Information Sharing And Communication Among Staff	Not Initiated	2025 Q4

30	Update Staff Council Relationship Policy to ensure communication of accurate and truthful information	12.14.6 (16, 17, 18, 19 and 20) and 12.14.9 (30, 33 and 35)	Staff's Reporting Obligation; Staff Reports	In Progress	2025 Q4
31	Update Media Relations Policy/Training	12.14.7 (22 and 23 and 24)	Staff Communications With The Media And Public	In Progress	2025 Q4
32	Create Tracking and Sharing Consultant Report Recommendations, and Actions – Public Works Standard Operating Procedure	12.14.2 1(1) and 12.15.5 13 (1 and 2)	Consultant Engagements And Assignments; Information Sharing And Communication Among Staff	Completed	January, 2022
33	Update Corporate Procurement Policy to include requirements around Consultant assignments	12.14.8 (25)	Consultant Engagements And Assignments	In Progress	2025 Q2
34	Update Code of Conduct Policy	12.14.6 (21); 12.14.7 (24); 12.14.8 (28); 12.14.9 (32, 35 and 36) and 12.14.4 (12)	Consultant Engagements And Assignments; Staff's Reporting Obligation; Culture Within Public Works; Staff Communications With The Media And Public; Staff Reports	In Progress	2025 Q4
35	Update existing Sharing of Consultant Reports Standard Operating Procedure	12.14.5 13(1 and 2); 12.14.8 27 (1, 2 and 3) and (29)	Consultant Engagements And Assignments; Information Sharing And Communication Among Staff	In Progress	2025 Q4
36	Implement Report Writing Training City-wide	12.14.9 (31)	Staff Reports; Staff's Reporting Obligation	In Progress	2025 Q4

Inquiry Ref. No.	Action NO.	Sub-Action No.	Audit Recommendation
12.14.2	1	1 (1)	Implement mechanisms that reinforce traffic safety, particularly traffic safety on the RHVP and the LINC, as a concern and a responsibility of all members of Public Works and as a joint responsibility of the Transportation Operations & Maintenance Division and Engineering Services.
12.14.2	1(a)	1 (2)	Designate a Public Works staff person with overall responsibility for the operation, maintenance, and traffic safety of the municipal expressways, reporting directly to the General Manager of Public Works (a "Designated Road Authority Official").
12.14.2	1(b)	1 (3)	<p>Maintain the City's existing Parkway Management Committee or another such committee to provide leadership on the safe and efficient operation and maintenance of the LINC and the RHVP.</p> <p>This committee should include:</p> <ul style="list-style-type: none"> (i) Management-level staff from all divisions within Public Works whose mandates include responsibility for the RHVP and the LINC, (ii) the General Manager of Public Works, and (iii) the Designated Road Authority Official. <p>Management-level staff on the committee should have the authority to resolve any issues as between divisions of the Public Works department in connection with the responsibility to investigate and recommend countermeasures pertaining to traffic safety on the expressways.</p>
12.14.2	1(c)	1 (4)	<p>Develop a guideline document for the management of the operation and maintenance of the LINC and RHVP, which should:</p> <ul style="list-style-type: none"> (i) Define the roles and responsibilities of relevant divisions, the management committee, and the Designated Road Authority Official; (ii) provide guidelines based on industry best practices or consultation with traffic safety or other highway management professionals for the overall maintenance and operations of the municipal expressways; (iii) establish reporting requirements to the Designated Road Authority Official, the General Manager, and to Council or to the appropriate standing committee(s) of Council; and

			<p>(iv) require the creation of project charters for all ongoing, ad hoc, or special projects relating to the RHVP and the LINC, which should include:</p> <ol style="list-style-type: none"> 1. a designated most responsible person, 2. the individuals on a project team, 3. the project manager(s), 4. the project scope, 5. the timelines for the project, relevant stakeholders, 6. consultant retainers and roles of the consultant(s), 7. the roles and responsibilities of the divisions, sections, groups, and individuals on the project team, and 8. desired outcomes of a project. <p>The project charters should state that issues that cannot be resolved at the project team level should be referred to the Parkway Management Committee or another committee charged with responsibility for the RHVP and LINC for a decision.</p>
12.14.2		1 (4)	
12.14.2	2	2 (1)	Adopt processes for a comprehensive traffic safety approach similar to the MTO to monitor and address traffic safety issues that arise on the RHVP and LINC.
12.14.2	2(a)	2 (2)	Regularly collect traffic statistics to permit identification of any "hot spots" or other abnormal accident experience.
12.14.2	2(b)	2 (3)	Analyze traffic statistics on the LINC and the RHVP on a regular basis by personnel from both the Traffic group and Engineering Services to determine whether further investigation, countermeasures, or other recommendations to the Parkway Management Committee (or another such committee charged with responsibility for the RHVP and LINC) are warranted.
12.14.2	2(c)	2 (4)	Circulate summaries of traffic statistics and the analyses, and recommendations from the Traffic group and Engineering Services in respect of these statistics and the analyses, to the Parkway Management Committee (or another such committee charged with responsibility for the RHVP and LINC) for review on a regular basis.
12.14.2	2(d)	2 (5)	The Traffic group and Engineering Services should jointly participate in the management of any traffic safety project whether conducted internally or by an external consultant.

12.14.2	2(e)	2 (6)	<p>Develop a practice relating to friction that requires:</p> <ul style="list-style-type: none"> (1) consideration of friction testing in identified "hot spots" areas or areas with an abnormal accident experience, or (2) measurement of friction on a fixed schedule to take advantage of the City's knowledge of existing baseline friction levels on the RHVP, and (3) assessment thereof by appropriate personnel in the Traffic group and Engineering Services, and (4) circulation of the assessment to appropriate personnel in the Traffic group and Engineering Services staff.
12.14.2	3	3	The Parkway Management Committee should consider whether to undertake a field investigation or survey to determine if the 420 m radius curve between the King Street and Greenhill Avenue interchanges was constructed with a superelevation of at least 6%.
12.14.3	4	4	Clearly delineate the responsibilities of the Public Works divisions, sections, and/or groups, where there are overlapping responsibilities for matters of traffic safety.
12.14.3	5	5	<p>Designate a most responsible staff member where a continuing matter or project crosses departmental, divisional, or other organizational lines within the City.</p> <p>The most responsible staff member should develop a project charter with detail that is proportionate to the scope of the project, to clearly articulate the scope, resources, responsibilities of the divisions, sections, or groups, and the desired outcomes of the project.</p> <p>Settle any difference of opinion regarding the respective roles and responsibilities of staff for a project at the outset in connection with the creation of the project charter.</p> <p>The project charter should also indicate that issues that cannot be resolved at the project team level will be referred to a pre-determined senior level for a decision.</p>
12.14.3	6	6 (1)	Management should ensure that staff receive regular, practical, and job-specific training on the Code of Conduct, as updated, and best practices for working collaboratively where divisions of Public Works have overlapping responsibilities.
12.14.3	6	6 (2)	Management should ensure that staff receive regular, practical, and job-specific training on the Code of Conduct, as updated, and best practices for working collaboratively where divisions of Public Works have overlapping responsibilities.
12.14.3	6	6 (3)	Management should ensure that staff receive regular, practical, and job-specific training on the Code of Conduct, as updated, and best practices for working collaboratively where divisions of Public Works have overlapping responsibilities.

12.14.4	7	7	Include competencies such as collaboration, cooperation, transparency, and accountability in performance documents to ensure that staff are clear about their duties and the desired behaviours of individuals across the organization.
12.14.4	8	8 (1)	Ensure middle managers receive training and attend leadership conferences that address leadership competencies, including transparency and escalation.
12.14.4	8	8 (2)	Ensure middle managers receive training and attend leadership conferences that address leadership competencies, including transparency and escalation.
12.14.4	9	9 (1)	Public Works staff should receive training on communicating respectful disagreement and/or other contentious issues to their colleagues, in a manner consistent with the existing requirements set out in the 2020 Code of Conduct.
12.14.4	9	9 (2)	Public Works staff should receive training on communicating respectful disagreement and/or other contentious issues to their colleagues, in a manner consistent with the existing requirements set out in the 2020 Code of Conduct.
12.14.4	9	9 (3)	Public Works staff should receive training on communicating respectful disagreement and/or other contentious issues to their colleagues, in a manner consistent with the existing requirements set out in the 2020 Code of Conduct.
12.14.4	10	10	Implement processes such as 360 reviews and employee surveys to measure whether Public Works staff in leadership roles are practicing collaboration, cooperation, transparency, and accountability.
12.14.4	11	11	Establish policies, procedures, or standard practices stipulating that when Public Works staff require intervention from a superior, staff's request(s) for that intervention should be clear, explicit, and in writing.
12.14.4	12	12	Strengthen existing policies, procedures, and channels by which Public Works staff can bring forward concerns that they do not feel comfortable speaking about with their supervisors, including: (i) an internal complaint procedure, (ii) and/or internal whistleblower policies, and (iii) ensure that staff have confidence in such procedures.
12.14.5	13	13 (1)	Each division of Public Works should maintain a library of all consultant and other third-party reports, staff reports to Council and formal internal reports (including collision statistics and analyses, consultant retainer agreements and project proposals). This library should be: (i) accessible to staff in all divisions within Public Works, (ii) catalogued and retained in a manner which is easily accessible to staff within the division, (iii) accessible to the General Manager of Public Works, the Designated Road Authority Official, and the City Manager, and (iv) maintained in accordance with the City's confidentiality provisions and all applicable privacy legislation.

12.14.5	13	13 (2)	<p>Each division of Public Works should maintain a library of all consultant and other third-party reports, staff reports to Council and formal internal reports (including collision statistics and analyses, consultant retainer agreements and project proposals). This library should be:</p> <ul style="list-style-type: none"> (i) accessible to staff in all divisions within Public Works, (ii) catalogued and retained in a manner which is easily accessible to staff within the division, (iii) accessible to the General Manager of Public Works, the Designated Road Authority Official, and the City Manager, and (iv) maintained in accordance with the City's confidentiality provisions and all applicable privacy legislation.
12.14.5	14	14 (1)	<p>Implement a formal project tracking process for any case where multiple divisions in Public Works are working jointly to implement directions from Council. The General Manager of the Public Works department should be responsible for designating which divisions are in leading and supporting roles.</p> <p>This tracking process could include:</p> <ul style="list-style-type: none"> a) guidance or process for escalating any issue of the delineation of responsibilities to the General Manager, a process by which the General Manager formally assigns responsibility for each action item approved by Council, including those resulting from staff and consultant reports, to an appropriate division within Public Works for implementation; and b) additional safeguards for situations in which managerial staff, such as directors or managers, take primary responsibility for overseeing projects, consultant engagements, and/or consultant assignments.
12.14.5	14	14 (2)	<p>Implement a formal project tracking process for any case where multiple divisions in Public Works are working jointly to implement directions from Council. The General Manager of the Public Works department should be responsible for designating which divisions are in leading and supporting roles.</p> <p>This tracking process could include:</p> <ul style="list-style-type: none"> a) guidance or process for escalating any issue of the delineation of responsibilities to the General Manager, a process by which the General Manager formally assigns responsibility for each action item approved by Council, including those resulting from staff and consultant reports, to an appropriate division within Public Works for implementation; and b) additional safeguards for situations in which managerial staff, such as directors or managers, take primary responsibility for overseeing projects, consultant engagements, and/or consultant assignments.
12.14.5	15	15 (1)	<p>Implement formal expectations and requirements for directors and managers within Public Works in their transition to retirement or in planned departures to ensure that institutional knowledge is not lost with the retirement or departure of senior staff.</p>

12.14.5	15	15 (2)	Implement formal expectations and requirements for directors and managers within Public Works in their transition to retirement or in planned departures to ensure that institutional knowledge is not lost with the retirement or departure of senior staff.
12.14.6	16	16	Public Works staff should receive continuing education on their relationship with Council.
12.14.6	17	17	<p>Public Works staff should conduct themselves with transparency and give their best advice to Council.</p> <p>Supplement the Council/Staff Relationship Policy to provide that:</p> <ul style="list-style-type: none"> (i) staff must not conceal or manipulate information in dealings with Council, (ii) staff must conduct themselves with integrity, courtesy, and respect at meetings of Council, and (iii) staff must refrain from making statements carelessly which would have the result, intentionally or otherwise, of misleading Council or the public. <p>Public Works staff should receive training that if staff have concerns about a proposed course of action, it is their role to identify objections in an objective manner and to communicate those objectives to Council as appropriate.</p>
12.14.6	18	18	Make it explicit in the Code of Conduct, Council/Staff Relationship Policy, and/or another City policy that staff must place the interests of objective, accurate, and timely reporting of information to Council, including information that may not be received favourably by Council, ahead of their own self-interest and/ or concerns for the reaction of Council or the public to such information.
12.14.6	19	19	<p>Develop a policy that tracks any commitments made by staff to Council outside of formal processes.</p> <p>If a commitment is made to Council by staff outside of the formal process, staff must inform the General Manager of Public Works about this commitment to ensure the General Manager is aware of the commitment and can take steps to ensure it is met.</p>
12.14.6	20	20	<p>Develop a policy that stipulates:</p> <ul style="list-style-type: none"> (i) that staff should make efforts to correct the record with Council in a timely manner if and when they learn that inaccurate information has been provided to Council, (ii) a clear process for staff to report material errors in staff reports to Council or committees of Council, and (iii) if staff are uncertain as to how to correct the record with Council or about the materiality of an error, they should escalate the issue to their superior.

12.14.6	21	21	<p>Stipulate in the Code of Conduct that City staff have an obligation to report if they have reasonable grounds to believe that a staff member (or “employee” as defined in the 2020 Code of Conduct) has concealed, withheld, and/or misrepresented facts or information to Council.</p> <p>Develop a policy regarding the mechanisms for staff to bring reports of this nature to the immediate attention of their superior and leadership of the department, or to an alternative individual in the event that a staff member’s immediate superior is the subject of the report.</p>
12.14.7	22	22	<p>Provide in the Code of Conduct that City staff shall endeavour to be truthful and accurate at all times when speaking with the media and public.</p>
12.14.7	23	23	<p>Provide media training for staff identified as media spokespersons which should include:</p> <ul style="list-style-type: none"> a) the importance of making accurate and truthful statements to the media; and b) the need to ensure that any inaccuracies are corrected promptly when identified and the proper procedure to so do.
12.14.7	24	24	<p>Stipulate in the Code of Conduct that if staff become aware, or have reason to believe that another member of City staff has misrepresented facts or information to the public and/or media, they have an obligation to bring this information to the attention of their superior.</p> <p>Put a process in place to escalate such misrepresentations to directors, who should then pass the information on to corporate communications staff and the City Manager for review.</p>
12.14.8	25	25	<p>Clearly document all consultant engagements within Public Works in a retainer agreement which identifies:</p> <ul style="list-style-type: none"> (i) the responsible City staff contact for the assignment, (ii) the scope of the assignment, and (iii) the anticipated timelines for the assignment. <p>Where an assignment emanates from the City’s roster program, and there is no retainer agreement for the project, document the consultant’s engagement through a consultant proposal.</p>
12.14.8	26	26	<p>Create a project charter for each consultant assignment within Public Works, with detail proportionate to the scope of the project.</p>
12.14.8	27	27	<p>Each division of Public Works should maintain a log of all consultant engagements, assignments, and/or projects, which is accessible to all other City staff.</p>
12.14.8	27 (a)	27 (1)	<p>The log of consulting engagements should contain information about:</p> <ul style="list-style-type: none"> (i) the governing retainer agreement and/or project charter, (ii) the purpose of the consulting engagement, (iii) whether the consulting engagement is responsive to a Council motion (and if so, details of that motion), (iv) the staff member(s) responsible for the consulting engagement, and (v) the status of the consulting engagement.

12.14.8	27 (b)	27 (2)	<p>Update the log of consulting engagements once a consulting engagement is completed to reflect that the consultant report and covering staff report has been uploaded into the library of reports (referenced in recommendation 13).</p> <p>If no consultant report is finalized further to the consultant engagement, record the rationale for this decision on the log.</p> <p>If staff do not present a staff report to Committee or Council in connection with the consultant engagement, record the rationale for this decision in the log.</p>
12.14.8	27 (c)	27 (3)	<p>The directors of each division should review this log with the managers reporting to them at regular intervals.</p> <p>In turn, the General Manager of Public Works should review this log with the directors in Public Works at regular intervals.</p>
12.14.8	28	28	<p>Develop a policy that establishes the principles for dealing with external consultants that includes:</p> <ul style="list-style-type: none"> (a) a process to encourage the sharing of information and reports of relevance to all City staff (including the establishment of the library as proposed in recommendation 13); (b) processes to document changes in scope (minor or material); (c) appropriate communication channels for discussions with consultants working on City projects; (d) processes for prioritization of consultant recommendations (based on urgency and/or effectiveness); (e) guidelines for when City staff may request changes to consultant reports; (f) processes for the finalization of consultant reports; (g) procedures stipulating that councillors should have equal access to information; and (h) processes and a culture that emphasizes shared ownership of consultant reports.
12.14.8	29	29	<p>Ensure that staff who learn from a consultant of a risk to the health or safety of the citizens of Hamilton connected to the RHVP or LINC follow up with the consultant to obtain an informed understanding of the risk, whether or not the risk falls into the definition of "imminent" set out in the existing City policies on the disclosure of consultant reports to supervisors and/or Council.</p> <p>Staff should use their professional judgement, exercised in good faith and in consultation with their superior and the General Manager of Public Works where appropriate, to make recommendations to mitigate, remove, or otherwise address the risk.</p>

12.14.9	30	30	<p>Provide in the 2021 Council/Staff Relationship Policy that:</p> <p>(a) staff reports must be objective and identify a full range of options for Council to consider with the risks and fiscal impacts of each option clearly and fully presented;</p> <p>(b) it is not the role of staff to pre-empt discussion by Council, even if staff are of the view that a proposed course of action is not feasible or realistic; and</p> <p>(c) staff should express such views in the staff report for Council's review and consideration.</p>
12.14.9	31	31	<p>Staff should receive training on how to draft clear, accurate, objective, and comprehensive staff reports to Committee and Council</p>
12.14.9	32	32	<p>Circulate a draft of any staff report to the project teams, divisions, and/or departments with involvement in the issue for their review and input on the content of the report.</p> <p>The Code of Conduct should be clear that if staff see anything in the draft report that they question or that raises concerns during their review, they should reach out to the drafter of the report. If their questions or concerns are not subsequently addressed, the staff person who raised the issue should escalate them to someone more senior within their division or department.</p>
12.14.9	33	33	<p>Expand the 2021 Council/Staff Relationship Policy to stipulate that staff reports should not be shared or disclosed in draft form to an individual councillor unless expressly authorized by Council.</p>
12.14.9	34	34	<p>Council should not either formally or informally delegate an issue of traffic safety on the LINC or RHVP to a subset of individual councillors, including those whose wards are contiguous to the expressways, outside delegation to a standing committee.</p>
12.14.9	35	35	<p>If a councillor requests information from a staff person on a matter of general significance, the requested information should be provided to all Council members.</p> <p>Provide in the Code of Conduct that staff should make every effort to ensure that each councillor has the same information.</p>

12.14.9	36	36	<p>Develop a policy to address procedures, processes, and best practices for staff reports that summarize consultant reports (together with recommendation 30), with a view to the following principles:</p> <p>(a) where City staff summarize a consultant report, they have an obligation to do so accurately and comprehensively (in accordance with recommendation 17);</p> <p>(b) if a consultant report is complex or technical in nature, the consultant should provide an executive summary of the report for staff to utilize in their staff report, rather than for staff to attempt to summarize or explain the findings of the report. The consultant should be available to speak to the relevant Committee or to Council and to respond to questions and issues that arise, particularly if the consultant's report is lengthy or complex; and</p> <p>(c) consultant reports should be appended to staff reports or be made available at the request of councillors. If the consultant's report deals with traffic safety on the RHVP or the LINC, it is highly preferable for the report to be made available to councillors in advance of the Committee or Council meeting where the corresponding staff report is presented and for the consultant to be present to speak to Council about the substance of the consultant's findings and the consultant's recommendations to avoid any misunderstanding.</p>
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RHVPI RECOMMENDATIONS – PROGRESS UPDATE

Communications Plan - Redhill Valley Parkway Inquiry Recommendations Progress Updates

PURPOSE

To ensure that City Council, residents, and staff receive regular updates on the progress of the recommendations from the “Report of the Red Hill Valley Inquiry” from the Honourable Mr. Justice Herman J. Wilton- Siegal dated November 29, 2023.

OBJECTIVES

- To enhance transparency and accountability while ensuring that information is communicated in a clear and easily understandable manner.
- To increase community understanding about the City’s efforts to address the inquiry recommendations and the ongoing work to prioritize and continually enhance roadway safety.

TARGET AUDIENCES

Internal

- City of Hamilton, City Council
- City of Hamilton, Senior Leadership Team
- City of Hamilton, Staff

External

- City of Hamilton residents
- Media

ATTACHED

- Year 1 Progress Update

See page 2 and 3 for an overview of the Communication Tactics which will be used to support the Reports being provided to Council and Committee.

COMMUNICATION PLAN

Purpose of Communication	Audience	Frequency	Formats	High-level Content of Communications	Person Responsible for Communication
Bi-Annual updates to GIC	Mayor and Council	6 months (targeting spring and fall)	Information Report; Presentation to Council as needed	Summary of the progress on RHVPI recommendations and resultant action items, including expected completion dates.	RHVPI Working Group Chair (Director of Corporate Asset Management, Public Works)
Status of RHVPI Recommendations - Progress Updates for General Public	General Public	Every 6 months in conjunction with update to GIC	City Website - RHVPI webpage www.hamilton.ca/red-hill-valley-parkway-inquiry	Status of recommendations, key action items and expected completion dates (summarized version of the Information Report to Council)	RHVPI Working Group Chair and Communications
Status of RHVPI Recommendations - Progress Updates for General Public	General Public	Every 6 months in conjunction with update to GIC and as needed	Post on appropriate City Social Media Channels – Twitter/X, Bluesky, Facebook, LinkedIn	Summary of the progress towards recommendations and linking to RHVPI webpage	Communications
Status of RHVPI Recommendations - Progress Updates for General Public	Electronic Newsletter Subscribers	Every 6 months in conjunction with update to GIC and as needed	Inclusion in City Electronic Newsletter	Summary of the progress towards recommendations and linking to RHVPI webpage	Communications

Purpose of Communication	Audience	Frequency	Formats	High-level Content of Communications	Person Responsible for Communication
Status of RHPVI Recommendations - Progress Updates for General Public	Media, General Public	Following Council ratification of GIC Report	Issue Media Release	Summary of the progress towards recommendations and linking to RHPVI webpage	Communications with Public Works GM, RHPVI Working Group Chair and City Manager’s Office
Status of RHPVI Recommendations - Progress Updates to City Manager, Senior Leadership Team	City Manager, Senior Leadership Team	6 months	Briefing Note/ Copy of Council Information Report	Progress on RHPVI recommendations and corresponding action items including expected completion dates and deviations, if any, from previously reported target dates.	Public Works General Manager; RHPVI Working Group Chair
Communications to City Staff	City Staff	On-going, as needed	Communication from Senior Leadership Team; Inclusion of relevant material in training, seminars, workshops etc.	Communications related to the importance of actioning the recommendations and related requirements.	RHPVI Working Group members

Red Hill Valley Parkway Inquiry | Year 1 Progress Update

January 2025

Appendix B

RHVPI ACTION ITEMS



Traffic Safety on the Red Hill Valley Parkways
and Lincoln M Alexander Parkway

13

7



Delineating the **Roles and Responsibilities** of City Staff

2



The Culture within the
Public Works Department

4

1



Information Sharing and
Communication among Staff

2



Staff **Reporting Obligations**

1



Staff **Communications**
with Media and Public

1



Consultant Engagements
and Assignments

3

1



Staff **Reports**

1

STATUS OF ACTION ITEMS:

In progress



Completed



Red Hill Valley Parkway Inquiry | Year 1 Progress Update

January 2025

Appendix B

ANNUAL HIGHLIGHTS / TARGETS

COMPLETED TO DATE

Regular publishing of an **Annual Collision Report**

Establishment of a **Parkway Management Committee** to identify and resolve issues for road safety across the organization

Incorporation of **collaboration, transparency and accountability** in the required core competencies for people leaders

Released corporate **Code of Conduct**, including requirements for sharing consultant reports

Standardized **Project Management Charter and guidelines** across the Public Works Department

PROJECTED IN 2025



Continue to incorporate inspection and investigation protocols to **meet road safety** requirements



Enhance **roadway safety training** for staff involved in planning, design, construction, operation, and maintenance.



Reinforce the review of existing **City-wide procedures and policies** (e.g. Code of Conduct, Council Staff Relationship Policy, etc.)



Strengthen a **culture of accountability and transparency** through City-wide training and workshops

* All action items have an overall target completion date of 2026.



**LIGHT RAIL TRANSIT SUB-COMMITTEE
MINUTES LRTC 25-001**

2:30 p.m.

February 20, 2025

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

Present: Councillors N. Nann (Chair), C. Kroetsch (Vice Chair) (virtually),
C. Cassar, M. Francis (virtually), T. Hwang and M. Wilson

Absent with

Regrets: Mayor A. Horwath – City Business
Councillor J.P. Danko – Personal

1. CALL TO ORDER

Committee Chair Nann called the meeting to order at 2:30 p.m.

2. CEREMONIAL ACTIVITIES

There were no Ceremonial Activities.

3. APPROVAL OF THE AGENDA

(Cassar/Hwang)

That the agenda for the February 20, 2025, Light Rail Transit Sub-Committee be approved, as presented.

CARRIED

4. DECLARATIONS OF INTEREST

There were no Declarations of Interest.

5. APPROVAL OF MINUTES OF PREVIOUS MEETING

5.1 November 15, 2024

(Kroetsch/Francis)

That the Minutes of the November 15, 2024, meeting of the Light Rail Transit Sub-Committee be adopted, as presented.

CARRIED

6. DELEGATIONS

6.1 James Kemp respecting Street Design and Furniture Standards for the Hamilton LRT Corridor (PED25051) (City Wide)

James Kemp addressed Committee respecting Report PED25051, Street Design and Furniture Standards for the LRT Corridor.

(Hwang/Cassar)

That the delegation from James Kemp respecting Report PED25051, Street Design and Furniture Standards for the LRT Corridor, be received.

CARRIED

7. ITEMS FOR INFORMATION

7.1 Hamilton Light Rail Transit (LRT) Project Update (PED25052) (City Wide)

Abdul Shaikh, Director - LRT Project Office, addressed Committee respecting the Hamilton Light Rail Transit (LRT) Project Update, with the aid of a PowerPoint presentation.

(Kroetsch/Hwang)

That the presentation from Abdul Shaikh, Director – LRT Project Office, respecting Hamilton Light Rail Transit (LRT) Project Update, be received.

CARRIED

(Kroetsch/Hwang)

That Report PED25052, respecting Hamilton Light Rail Transit (LRT) Project Update, be received.

CARRIED

7.2 Street Design and Furniture Standards for the Hamilton LRT Corridor (PED25051) (City Wide)

Ana Cruceru, Senior Project Manager - Heritage and Urban Design – LRT, addressed Committee respecting Street Design and Furniture Standards for the Hamilton LRT Corridor, with the aid of a PowerPoint presentation.

(Cassar/Hwang)

(a) That the presentation from Ana Cruceru, Senior Project Manager - Heritage and Urban Design – LRT, respecting Street Design and Furniture Standards for the Hamilton LRT Corridor (PED25051) (City Wide), be received; and

(b) That Report PED25051 respecting Street Design and Furniture Standards for the Hamilton LRT Corridor, be received.

CARRIED

8. ITEMS FOR CONSIDERATION

There were no Items for Consideration.

9. MOTIONS

Councillor Nann relinquished the Chair to Councillor Kroetsch in order to introduce the following Motion:

9.1 Request that Staff from Metrolinx Attend the Light Rail Transit Sub-Committee

(Nann/Hwang)

WHEREAS, as owner of the Hamilton Light Rail Transit project, Metrolinx is responsible for project procurement, scheduling and delivery; and

WHEREAS, the Hamilton Light Rail Transit Sub Committee's mandate includes providing input and guidance to the LRT Office project team on significant issues and decisions, as well as, engages the broader community on a regular basis throughout the design, planning and construction process of the LRT; and

WHEREAS, the Light Rail Transit Sub-Committee is the most direct source of official updates for the residents of Hamilton.

THEREFORE, BE IT RESOLVED:

That the City of Hamilton request that staff from Metrolinx attend the Light Rail Transit Sub-Committee on a regular basis to provide updates on project milestones and the overall progress of the project, to inform and educate residents about the project, and to leverage an opportunity to understand better the areas impacted.

Result: MOTION, CARRIED by a vote of 5-0, as follows:

Not Present - Mayor Andrea Horwath
Yes - Ward 1 Councillor Maureen Wilson
Yes - Ward 2 Councillor Cameron Kroetsch
Yes - Ward 3 Councillor Nrinder Nann
Yes - Ward 4 Councillor Tammy Hwang
Not Present - Ward 5 Councillor Matt Francis
Not Present - Ward 8 Councillor John Paul Danko
Yes - Ward 12 Councillor Craig Cassar

Councillor Nann assumed the Chair.

10. NOTICE OF MOTIONS

There were no Notice of Motions.

11. ADJOURNMENT

There being no further business, the Light Rail Transit Sub-Committee was adjourned at 4:32 p.m.

Respectfully submitted,

Councillor Nrinder Nann
Chair, Light Rail Transit Sub-
Committee

Carrie McIntosh
Legislative Coordinator
Office of the City Clerk



City of Hamilton Report for Consideration

To:	Mayor and Members General Issues Committee
Date:	March 19, 2025
Report No:	PED25069
Subject/Title:	Revised Board of Management for the Ottawa Street Business Improvement Area
Ward(s) Affected:	Wards 3 and 4

Recommendations

- 1) The following individual be removed from the Ottawa Street Business Improvement Area Board of Management:
 - a. Mark Baker – Merk Snack Bar.
- 2) That the changes within Report PED25069 **BE APPROVED** by Council.

Key Facts

- Changes to Board Members of the Ottawa Street Business Improvement Area Board of Management include the removal of one Director.

Financial Considerations

There are no financial considerations as this is a change in the Ottawa Street Business Improvement Area Board of Management.

Background

A meeting of the Board of Management of the Ottawa Street Business Improvement Area took place on January 21, 2025. At this meeting, the membership received the resignation of Mark Baker from the Board of Management.

Revised Board of Management for the Ottawa Street Business Improvement Area**Page 2 of 2**

Should Council adopt the recommendation in Report PED25069, the aforementioned Business Improvement Area member would be removed from the Business Improvement Area Board of Management.

Analysis

As per the *Municipal Act 2001*, Sections 204-215 governs Business Improvement Areas. Section (204) Subsection (3) stipulates “A Board of Management shall be composed of, (a) one or more Directors appointed directly by the Municipality; and (b) the remaining Directors selected by a vote of the membership of the improvement area and appointed by the Municipality”. Section 204 Subsection (12) stipulates “...if a vacancy occurs for any cause, the Municipality may appoint a person to fill the vacancy for the unexpired portion of the term and the appointed person is not required to be a member of the improvement area.”

Alternatives

Not applicable.

Relationship to Council Strategic Priorities

1. Responsiveness & Transparency
 - 1.1. Build a high performing public service.

Previous Reports Submitted

Not Applicable.

Consultation

Not applicable.

Appendices and Schedules Attached

Not applicable.

Prepared by: Cristina Geissler, Business Development and Business Improvement Area Officer, Planning and Economic Development Department, Economic Development, Commercial Districts and Small Business

Submitted and recommended by: Norm Schleeahn, Director, Planning and Economic Development Department, Economic Development



OPEN FOR BUSINESS SUB-COMMITTEE MINUTES OBSC 25-001

1:30 p.m.

Thursday, March 6, 2025

Room 264, City Hall, 2nd Floor
71 Main Street West, Hamilton, Ontario

Present: Councillors T. Hwang (Chair) and M. Wilson

Also in Attendance: Greg Dunnett, Hamilton Chamber of Commerce
Kyle Slote, Hamilton-Burlington Society of Architects
Nadine Ubl (virtually), Business Improvement Area Sub-Committee
Brenda Wilson, Stoney Creek Chamber of Commerce

Absent with Regrets: Councillor C. Cassar (Vice-Chair) – City Business
Mike Collins-Williams, West End Home Builders' Association
Matteo Patricelli, Flamboro Chamber of Commerce
Amanda Stringer, Realtors Association of Hamilton-Burlington

1. CALL TO ORDER

Chair Hwang called the meeting to order at 1:30 p.m.

2. CEREMONIAL ACTIVITIES

There were no ceremonial activities.

3. APPROVAL OF THE AGENDA

(M. Wilson/Hwang)

That the agenda for the March 6, 2025, Open for Business Sub-Committee, be approved, as presented.

CARRIED

4. DECLARATIONS OF INTEREST

There were no Declarations of Interest.

5. APPROVAL OF MINUTES OF PREVIOUS MEETING

5.1 October 21, 2024

(M. Wilson/Hwang)

That the Minutes of the October 21, 2024, meeting of the Open for Business Sub-Committee, be adopted, as presented.

CARRIED

7. ITEMS FOR INFORMATION

7.1 PED25079

Open for Business 2024 Annual Update (City Wide)

Jennifer Hohol, Manager, Strategy Continuous Improvement and Open for Business, addressed Committee respecting Report PED25079, Open for Business 2024 Annual Update, with the aid of a PowerPoint presentation.

(M. Wilson/Hwang)

That Report PED25079, dated March 6, 2025, respecting the Open for Business 2024 Annual Update (City Wide) and the accompanying presentation, be received.

CARRIED

9. MOTIONS

Councillor Hwang relinquished the Chair to Councillor M. Wilson to introduce the following Motion:

9.1 Mapping the Customer Journey for Residents and Business Owners Seeking Construction Approvals

(Hwang/M. Wilson)

WHEREAS, residents, small businesses, medium sized businesses including developers, and other entities that wish to do business within the city, must complete applications with the City of Hamilton to complete new construction, renovations, additions, alterations, and/or any type of construction on their residence or business location;

WHEREAS, the City of Hamilton has fulsome back-office processes, often coordinated between staff across multiple sections and divisions, that are used to move applications through to approval in a timely manner;

WHEREAS, the steps that a customer must to take within the application process may differ depending on the type of work they are completing on their residence or business location and may be unclear to the applicant; and

WHEREAS, feedback from applicants has been received that the customer service experience, including communication with customers, may vary across the application process.

THEREFORE, BE IT RESOLVED:

- (a) That staff be directed to report back to the May 29, 2025, meeting of the Open for Business Sub-Committee with an educational presentation outlining the current customer journey for a resident and/or business owner seeking approval for a permit for alteration/renovation/construction on their home or business and that this presentation outlines the procedures, subsequent customer touch points that they would interact with at the city, and feedback from recent applications; and
- (b) That staff be directed to report back to the Open for Business Sub-Committee, by Q3 2025, with a report outlining any gaps within the customer journey, including feedback from users in the process, and also identifying innovative solutions and action plans, including required resources, on how to provide a best-in-class customer experience in line with the City of Hamilton's corporate pillar of providing sensational service.

Result: Motion CARRIED by a vote of 2 to 0, as follows:

Yes	-	Ward 1	Councillor Maureen Wilson
Yes	-	Ward 4	Councillor Tammy Hwang
NOT PRESENT	-	Ward 12	Councillor Craig Cassar

10. NOTICES OF MOTION

Councillor Hwang introduced the following Notice of Motion:

10.1 Mapping the Customer Journey for Residents and Business Owners Seeking Municipal Incentives Grant/Loan Programs

- (a) (Hwang/M. Wilson)
That the rules of order be suspended to allow for the introduction of a Motion respecting Mapping the Customer Journey for Residents

and Business Owners Seeking Municipal Incentives Grant/Loan Programs.

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

Yes	- Ward 1	Councillor Maureen Wilson
Yes	- Ward 4	Councillor Tammy Hwang
NOT PRESENT	- Ward 12	Councillor Craig Cassar

(b) (Hwang/M. Wilson)

- (i) That staff be directed to report back to a future Open for Business Sub-Committee with presentation outlining the current customer journey for a small business owner navigating the municipal incentives grant/loan program(s). That this presentation outlines the procedures, subsequent customer touch points that they would interact with at the city, and feedback from recent applications; and
- (ii) That staff be directed to report back to a future Open for Business Sub-Committee, with a report outlining any gaps within the customer journey, including feedback from the local business improvement areas, small business owners navigating the process, and other vendors participating in the incentives program(s) and identifying innovative solutions and action plans, including required resources, on how to provide a best-in-class customer experience in line with the City of Hamilton's corporate pillar of providing sensational service.

Result: Motion CARRIED by a vote of 2 to 0, as follows:

Yes	- Ward 1	Councillor Maureen Wilson
Yes	- Ward 4	Councillor Tammy Hwang
NOT PRESENT	- Ward 12	Councillor Craig Cassar

Councillor Hwang assumed the Chair.

Councillor M. Wilson introduced the following Notice of Motion:

10.2 Opening of a Business in the City of Hamilton

- (a) That staff be requested to report back on factors and features within the municipal jurisdiction that influence the cost and time of opening a business in Hamilton; and,

- (b) That staff be requested to report on how these factors and features compare with neighbouring municipalities within the Great Toronto and Hamilton Area including Kitchener, Guelph, Waterloo, Niagara, and Brantford.

11. PRIVATE AND CONFIDENTIAL

There were no Private and Confidential Items.

12. ADJOURNMENT

There being no further business, the Open for Business Sub-Committee meeting adjourned at 3:07 p.m.


Respectfully submitted,

Salvatore Salamone
Legislative Assistant
Office of the City Clerk

Councillor T. Hwang,
Chair, Open for Business
Sub-Committee



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Economic Development Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	March 19, 2025
SUBJECT/REPORT NO:	Revitalizing Hamilton Tax Increment Grant Program Application - 75 James Street South, 44 Hughson Street South and 9 Jackson Street East, Hamilton (PED25049) (Ward 2)
WARD(S) AFFECTED:	Ward 2
PREPARED BY:	Carlo Gorni (905) 546-2424 Ext. 2359
SUBMITTED BY:	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

- (a) That a Revitalizing Hamilton Tax Increment Grant Program Application submitted by Fengate Hamilton Lands GP Inc., as General Partner for, LPF Hamilton Lands LP (Fengate Capital Advisors Inc. (100%)), for the property at 75 James Street South, 44 Hughson Street South and 9 Jackson Street East, Hamilton, estimated to total \$3,770,864 over a maximum of four years based on the incremental tax increase attributable to the redevelopment of 75 James Street South, 44 Hughson Street South and 9 Jackson Street East, Hamilton, be authorized and approved in accordance with the terms and conditions of the Revitalizing Hamilton Tax Increment Grant Program;
- (b) That the General Manager of the Planning and Economic Development Department be authorized and directed to execute a Grant Agreement together with any ancillary documentation required, to give effect to the Revitalizing Hamilton Tax Increment Grant for Fengate Hamilton Lands GP Inc., as General Partner for, LPF Hamilton Lands LP for the property at 75 James Street South, 44 Hughson Street South and 9 Jackson Street East, Hamilton, in a form satisfactory to the City Solicitor;

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SUBJECT: Revitalizing Hamilton Tax Increment Grant Program Application - 75 James Street South, 44 Hughson Street South and 9 Jackson Street East, Hamilton (PED25049) (Ward 2) - Page 2 of 8

- (c) That the General Manager of the Planning and Economic Development Department be authorized and directed to administer the Grant and Grant Agreement including, but not limited to, deciding on actions to take in respect of events of default and executing any Grant Amending Agreements, together with any ancillary amending documentation, if required, provided that the terms and conditions of the Revitalizing Hamilton Tax Increment Grant Program, as approved by City Council, are maintained and that any applicable Grant Amending Agreements are undertaken in a form satisfactory to the City Solicitor.

EXECUTIVE SUMMARY

A Revitalizing Hamilton Tax Increment Grant Program (the Program) Application for the redevelopment of the property at 75 James Street South, 44 Hughson Street South and 9 Jackson Street East, (the Property), Hamilton was submitted by Fengate Hamilton Lands GP Inc., as General Partner for, LPF Hamilton Lands LP (the Applicant), the owner of the Property.

The development involves the construction of a 34-storey building with 616 residential condominium units, approximately 6,400 square feet of new commercial space and three hundred and 342 vehicle parking spaces. The existing office building at 44 Hughson Street South will be incorporated into the newly constructed building.

Prior to redevelopment, the Property served as a commercial parking lot and contained a four-storey office building (at the corner of Jackson Street East and James Street South) along with the aforementioned office building at 44 Hughson Street South.

Construction costs are estimated at \$210,000,000. The assessed value of the Property is estimated to increase from its preconstruction value of \$3,020,000 to \$122,430,000.

This will increase total annual property taxes generated by the property. The municipal share of this property tax increase (municipal tax increment) will be approximately \$1,508,346 of which 100% would be granted to the owner during year one, 75% or approximately \$1,131,259 in year two, 50% or approximately \$754,173 in year three and 25% or approximately \$377,086.50 in year four. The estimated total value of the Grant is approximately \$3,770,865. Note that each year's Grant payment is calculated based on the actual tax increment realized annually.

The previous and proposed use of the Property post-redevelopment are shown below for each building:

SUBJECT: Revitalizing Hamilton Tax Increment Grant Program Application - 75 James Street South, 44 Hughson Street South and 9 Jackson Street East, Hamilton (PED25049) (Ward 2) - Page 3 of 8

Pre Construction Photo



Source: Google Street View

Post Construction Photo



Source: Hi-Rise Group Inc.

Staff note that the subject site is currently municipally known as 75 James Street South, 44 Hughson Street South and 9 Jackson Street East, Hamilton. Currently, the future address of the property upon completion of the planned development is unknown. Notwithstanding this status, and regardless of any future address assigned to the site, this Report and Staff's Recommendations shall, for clarity, apply to the site area as defined in Appendix "A" to Report PED25049.

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SUBJECT: Revitalizing Hamilton Tax Increment Grant Program Application - 75 James Street South, 44 Hughson Street South and 9 Jackson Street East, Hamilton (PED25049) (Ward 2) - Page 4 of 8

Alternatives for Consideration – See Page 8

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The City will collect full property taxes on the property and, in turn, provide a Grant for four years, declining each year after the first year by 25%, based on the increase in the municipal portion of the taxes, post-redevelopment completion of 75 James Street South, 44 Hughson Street South and 9 Jackson Street East, Hamilton. Following year one of the Grant Payment, the City will start to realize the positive results of the Program from a financial perspective. Based on the projected figures, the estimated tax increment over four years totals' \$6,033,384, of which the Applicant would receive a Grant totalling approximately \$3,770,864 and the City retaining taxes totalling approximately \$2,262,520.

Staffing: Applications and Grant payments under the Program are administered by staff from the Economic Development Division, Planning and Economic Development Department and the Financial Planning, Administration and Policy Section of the Corporate Services Department.

There are no additional staffing requirements arising from this Report's recommendations.

Legal: The Program is authorized by the Revitalizing Hamilton's Commercial Districts Community Improvement Plan which was last comprehensively reviewed and approved by City Council on September 29, 2021, via By-law No. 21-164.

The Applicant will be required to enter into a Grant Agreement prior to Grant payment which will specify the obligations of the City and the Applicant and will be prepared in a form satisfactory to the City Solicitor.

As projects move forward, it is sometimes necessary to amend previously approved Grant Agreements and any ancillary documentation. Therefore, staff are recommending that the General Manager of Planning and Economic Development be authorized to amend Grant Agreements and any ancillary documentation, provided that the terms and conditions of the Program are maintained.

SUBJECT: Revitalizing Hamilton Tax Increment Grant Program Application - 75 James Street South, 44 Hughson Street South and 9 Jackson Street East, Hamilton (PED25049) (Ward 2) - Page 5 of 8

HISTORICAL BACKGROUND

The Program is intended to incentivize property owners located in Downtown Hamilton, Community Downtowns, Business Improvement Areas, the Mount Hope/Airport Gateway, and to properties designated under Part IV or V of the *Ontario Heritage Act* to develop, redevelop or otherwise improve properties and/or buildings in a manner that will support the broader revitalization of these districts as well as generate new municipal property tax revenue through increased property assessments.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Urban Hamilton Official Plan

The subject lands are municipally known as 75 James Street South, 44 Hughson Street South and 9 Jackson Street East, and are identified as a Node on Schedule “E” – Urban Structure and designated as “Downtown Mixed-Use Area” on Schedule “E-1” – Urban Land Use Designations of the Urban Hamilton Official Plan. The subject lands are also located in the Downtown Hamilton Secondary Plan and designated “Downtown Mixed Use” with a Pedestrian Focus overlay. These designations promote a balanced mix of uses, including residential uses, at a scale that supports the development of a vibrant downtown.

Zoning By-law No. 05-200

The subject lands are zoned “Downtown Mixed Use – Pedestrian Focus (D2)” Zone and “Downtown Central Business District (D1)” Zone within the City of Hamilton’s Zoning By-law 05-200. These zones are found throughout the Secondary Plan area and permit a range of uses including retail, commercial and residential uses in a pedestrian and transit supportive built form intended to create vibrant areas with active street levels.

The planned use of the site is permitted.

Site Plan Control

The Site is subject to Site Plan Control. The development has received Site Plan approval (DA-19--174).

RELEVANT CONSULTATION

Staff from Financial Services and Taxation and Legal Services of the Corporate Services Department were consulted, and the advice received incorporated in this Report.

**SUBJECT: Revitalizing Hamilton Tax Increment Grant Program Application - 75
James Street South, 44 Hughson Street South and 9 Jackson Street
East, Hamilton (PED25049) (Ward 2) - Page 6 of 8**

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The Property is located within the Downtown Hamilton Community Improvement Project Area required for eligibility under the Program as established via By-law 21-163.

The redevelopment of the Property, which prior to redevelopment served as a commercial parking lot and contained a four-storey office building (at the corner of Jackson Street East and James Street South) along with the aforementioned office building at 44 Hughson Street South, meets the Program's intent for eligibility by supporting the following key City objectives:

- Reducing the need for greenfield or agricultural lands to accommodate future growth by directing development to under-utilized/ vacant properties in the urban area;
- Efficiently utilizing existing infrastructure and reducing related costs to the City;
- Supporting the achievement of Provincial/City residential unit/jobs density targets;
- Maintaining and growing resident populations/jobs in commercial districts to support existing and new commercial businesses;
- Supporting population/employment concentrations that better utilize existing transit and support new demand and investment in higher-order forms of transit; and,
- Enabling new economic development opportunities.

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SUBJECT: Revitalizing Hamilton Tax Increment Grant Program Application - 75 James Street South, 44 Hughson Street South and 9 Jackson Street East, Hamilton (PED25049) (Ward 2) - Page 7 of 8

The following is an overview of pre and post development Property assessments and associated taxes which have informed the estimated Grant contained in this Report:

Grant Level:	100%	
Total Eligible Costs (Maximum)	\$210,000,000	
Total Pre-Project CVA:		
CT Commercial	\$1,116,000	
CT Commercial	<u>\$1,904,000</u>	
Total	\$3,020,000	Year: 2023
Pre-Project Property Taxes:		
Municipal Levy	\$70,172	
Education Levy	<u>\$26,576</u>	
Pre-Project Property Taxes	\$96,748	
Estimated Post-Project CVA:		
NT New Residential	\$120,620,000	
CT Commercial	<u>\$1,810,000</u>	Year: To be determined
Total	<u>\$122,430,000</u>	
**Estimated Year 1 Municipal Levy	\$1,578,518	
**Estimated Education Levy	<u>\$200,477</u>	
**Estimated Total Post-Project Property Taxes	\$1,778,995	

Provisions for Calculations:

- 1) The actual roll number(s), assessed value(s), tax classification(s) and value partitioning (where applicable) are to be determined by the Municipal Property Assessment Corporation;
- 2) As per Program requirement, the increase in realty taxes is based on the year in which Building Permit that initiated the above grade construction of the development was issued;
- 3) 2024 tax rates have been used for calculation of the estimated post-development property taxes;
- 4) Annual taxes exclude any Local Charges; and,

SUBJECT: Revitalizing Hamilton Tax Increment Grant Program Application - 75 James Street South, 44 Hughson Street South and 9 Jackson Street East, Hamilton (PED25049) (Ward 2) - Page 8 of 8

5) All dollar figures rounded.

Estimated Grant Payments

The estimated Grant Payments under the terms of the Program are provided below and based on the following municipal property tax increment calculation:

Pre-project Municipal Taxes = Municipal Levy = \$70,172;
 Estimated Post Project Municipal Taxes = Municipal Levy = \$1,578,518; and,
 Municipal Tax Increment = \$1,578,518 - \$70,172 = \$1,508,346.

Year	Grant Factor	Tax Increment	Grant
1	100%	\$1,508,346	\$1,508,346
2	75%	\$1,508,346	\$1,131,259
3	50%	\$1,508,346	\$754,173
4	25%	\$1,508,346	\$377,086
Total		\$6,033,384	\$3,770,864

The Grant Agreement required to execute the Grant payments will contain provisions respecting the timing of payments and criteria for calculating the Grant payment in each year to ensure Grant payments reflect the Property's actual assessed value and actual municipal taxes levied each year. The Applicant will be required to accept the terms and conditions of the Grant Agreement prior to any Grant payments being made.

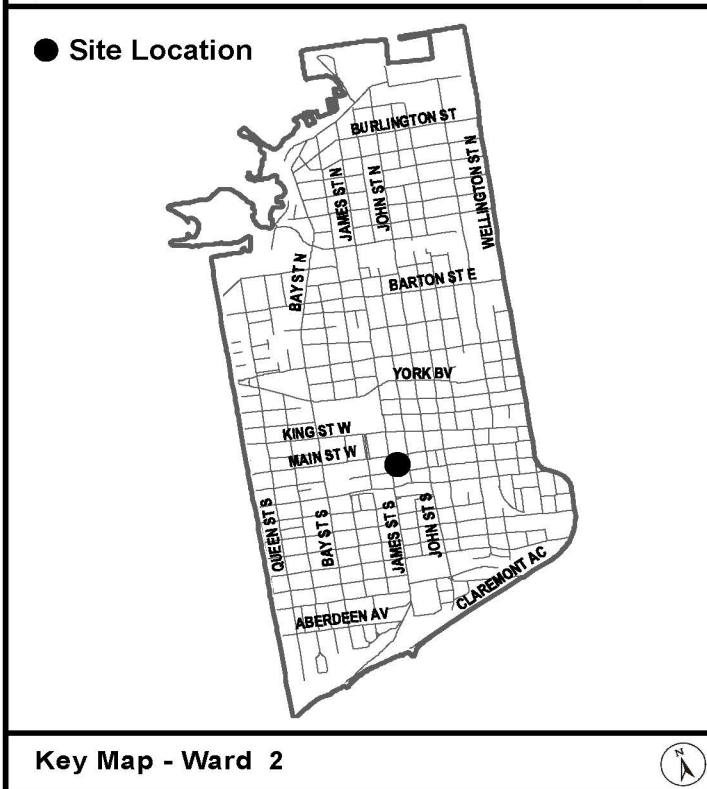
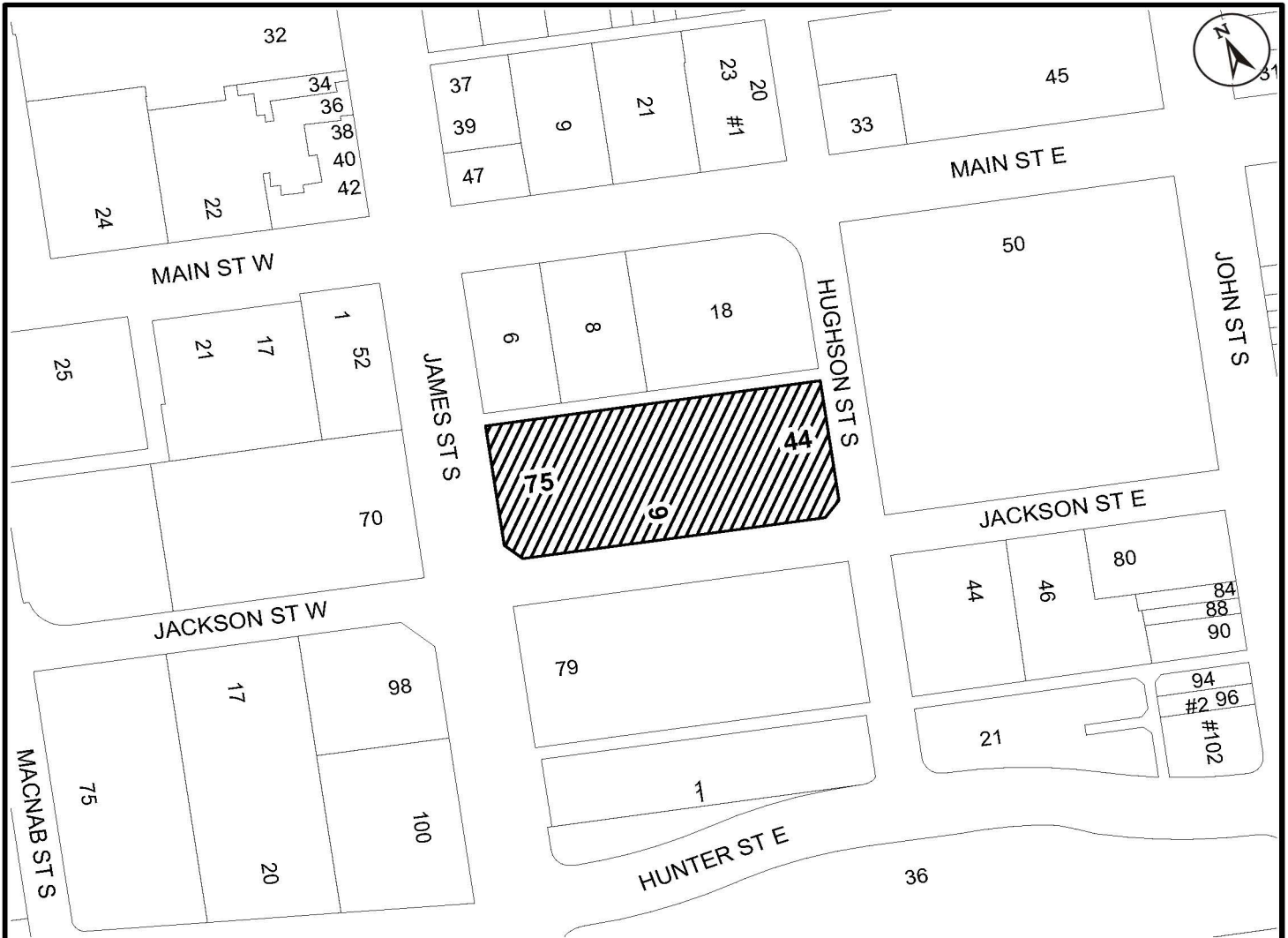
ALTERNATIVES FOR CONSIDERATION



The Application meets the eligibility criteria and requirements of the Program. Declining a Grant and/or approving a reduced amount would undermine the principles of the Program and urban regeneration efforts in general. This alternative is not recommended.

In the event the project is not considered for the Program, the Application should be referred to staff for further information on possible financial and/or legal implications.

APPENDICES AND SCHEDULES ATTACHED

Appendix A to Report PED25049 – Location Map



<h2 style="text-align: center;">Location Map</h2> <p style="text-align: center;">PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT</p>		 Hamilton	
File Name/Number: 75 James St S		Date: January 2, 2025	
Appendix "A"	Scale: N.T.S	Planner/Technician: CG/AL	
<p>Subject Property</p> <p>  75 James Street South, 9 Jackson Street East & 44 Hughson Street South </p>			



Hamilton

2026 SINGLE-FAMILY UNIT FORECASTED RATE

General Issues Committee

March 19, 2025

AGENDA

1. Background
2. Revenue Neutrality
3. Single-Family Unit (SFU) Calculation
4. Recommendations

Motion from November 28, 2024 GIC

Stormwater Residential Fee (Generated From Item 5.1) (November 28, 2024)

- a) That staff report to General Issues Committee in Q1 2025 with an analysis summarizing the factors contributing to the 2026 forecast change in the stormwater fee to \$270.10 per annum; and,
- b) That staff identify any options that would further support the forecast stormwater management investments to realize a largely revenue neutral transition to a stormwater fee structure.

Hamilton's Current Stormwater Funding

\$000	Storm Operating (W/WW Rate)	Conservation Authorities (Tax Levy)	Roads Maintenance (Tax Levy)	Total Stormwater Program
2026 Forecasted Budget	\$ 46,538	\$ 8,624	\$ 4,589	\$ 59,751

Stormwater funding is primarily based on water consumption

- Large volume water consumers contribute more towards stormwater management
- Lower volume water consumers and those not on municipal water system (ex. parking lots) contribute less towards stormwater management

- Overall, the new stormwater fee structure is not generating additional revenue.
- However, the approved stormwater fee structure will impact properties differently.
- In April 2026 when the dedicated stormwater fee is implemented, the wastewater rate will be reduced.
- Staff recommendation is to transfer the property levy related to the stormwater management activities to the Stormwater Reserve as a funding source.

Single-Family Unit (SFU) Calculation

$$\text{SFU} = \frac{\text{total stormwater program cost}}{\text{number of billable units}} \quad \frac{(A + B + C + D)}{E}$$

Total program stormwater costs are the sum of:

- A) Capital and operating expenses for the City's stormwater management program, currently included in the wastewater rate supported budget
- B) Catch basin / culvert maintenance and conservation authority levies, currently funded in the tax levy budget
- C) Cost to administer the new dedicated stormwater fee
- D) Cost of the new stormwater incentives programs
- E) The number of billable units (BU) is equal to the total SFU

Approved Credit Program

Made in Hamilton 3 credit stream approach based on feedback received and Council direction

Green Space Credit

- Considers percentage of property that is green space
- Automatic enrollment – no application needed
- Only available for properties with no direct stormwater connection and only contribute overland flow via green space

Hamilton Harbour Discharge Credit

- Property owners can apply for up to a 90% credit if they can demonstrate that the property's stormwater fully discharges to Lake Ontario which is provincial jurisdiction

Stormwater Management Infrastructure Credit

- Property owners will be able to apply for a credit of up to 50% if they reduce the quantity and/or improve the quality of stormwater that runs off their property

A property will not be eligible for more than one stream. Reassessment process in development.

Previous SFU Rates

\$000	Storm Operating	Tax Levy	Billing Cost & Admin	*Credit / Incentive Programs	Transfer from Reserve	Total Stormwater Program	Total Billing Units	Annual SFU Rate
Jun '23	\$ 36,643	\$ 13,458	\$ 2,367	\$ 2,761	\$ -	\$ 55,230	324,488	\$ 170
Nov '24	\$ 54,464	\$ 13,213	\$ 2,244	\$ 9,600	\$ -	\$ 79,520	294,000	\$ 270

Changes from \$170 to \$270 SFU

- Implementation date revised from September 1, 2025 to April 1, 2026
- Increase to the Operating Stormwater budget from \$37M for 2025 to \$54M for 2026 – includes a larger capital investment in the Stormwater system
- Recommended multi-stream credit program increased incentive program costs
- Billing units estimated

Previous SFU Rates

\$000	Storm Operating	Tax Levy	Billing Cost & Admin	*Credit / Incentive Programs	Transfer from Reserve	Total Stormwater Program	Total Billing Units	Annual SFU Rate
Nov '24	\$ 54,464	\$ 13,213	\$ 2,244	\$ 9,600	\$ -	\$ 79,520	294,000	\$ 270
Mar '25	\$ 46,538	\$ 13,213	\$ 2,244	\$ 5,737	\$ (11,000)	\$ 56,732	283,935	\$ 201

*March 2025 - Excludes Green Space Credit cost of \$8.5 M

Changes from \$270 to \$201 SFU

- \$11M transfer from Stormwater Reserve fund stormwater program
- Further analysis of capital projects reduced 2026 Stormwater Operating program from \$54M to \$47M
- Multi-stream credit program approved
- AECOM completed parcel analysis and firmed up billing unit count

2026 Impact Analysis

Residential User Annual Bill in 2026

Residential Type	Single-Family Dwelling			Townhome	Triplex	Single-Family Dwelling
Water User Profile	Average Residential User	Low Water User (Single Occupant)	Large Water User (Multi Generational Home)	Average Townhome	Average Triplex	Not connected to City System
Meter Size	meters < 25mm					N/A
Annual Consumption	200m3	100m3	300m3	170m3	250m3	N/A
Current Annual WWW Bill	\$ 1,168	\$ 702	\$ 1,686	\$ 1,013	\$ 1,427	N/A
Restated WWW Bill, 2026	\$ 1,003	\$ 603	\$ 1,448	\$ 870	\$ 1,226	N/A
WWW Bill, Net Change	\$ (165)	\$ (99)	\$ (238)	\$ (143)	\$ (201)	N/A
Annual Storm Bill	\$ 201	\$ 201	\$ 201	\$ 100	\$ 181	\$ 201
Annual Net Change	\$ 36	\$ 102	\$ (37)	\$ (43)	\$ (21)	\$ 201
Annual Net Change %	3.1%	14.5%	(2.2%)	(4.2%)	(1.5%)	N/A

*Assumes forecasted rates are implemented for 2026

2026 Impact Analysis

ICI User Annual Bill in 2026

Property Type	Institutional (Secondary School)	Commercial (Big Box Retailer)	Commercial (Car Wash)	Commercial (Fast Food Chain)
Meter Size	150mm	100mm	50mm	38mm
Annual Consumption	4,159m ³	18,064m ³	4,430m ³	3,170m ³
Impervious Area	27,696m ²	55,200m ²	1,800m ²	3,300m ²
Annual WWW Bill, Current Structure	\$ 43,626	\$ 104,613	\$ 26,481	\$ 18,629
Restated WWW Bill, 2026	\$ 37,488	\$ 89,875	\$ 22,750	\$ 16,005
WWW Bill, Net Change	\$ (6,139)	\$ (14,738)	\$ (3,730)	\$ (2,624)
Annual Storm Bill	\$ 19,135	\$ 38,130	\$ 1,246	\$ 2,271
Annual Net Change	\$ 12,997	\$ 23,392	\$ (2,484)	\$ (353)
Annual Net Change %	29.8%	22.4%	(9.4%)	(1.9%)

*Assumes forecasted rates are implemented for 2026

2026 Impact Analysis

ICI User Annual Bill in 2026

Property Type	Industrial (Food Processing)	Institutional (Hospital)	Industrial (Large Industrial Water User)	Commercial (York Blvd Parkade)
Meter Size	250mm	Various Meters	Various Meters	N/A
Annual Consumption	505,000m ³	301,940m ³	947,144m ³	N/A
Impervious Area	93,200m ²	41,300m ²	32,600m ²	4,100m ²
Annual WWW Bill, Current Structure	\$ 2,666,690	\$ 1,663,441	\$ 4,950,371	N/A
Restated WWW Bill, 2026	\$ 2,290,904	\$ 1,429,061	\$ 4,252,751	N/A
WWW Bill, Net Change	\$ (375,786)	\$ (234,380)	\$ (697,620)	N/A
Annual Storm Bill	\$ 64,240	\$ 28,522	\$ 22,512	\$ 2,834
Annual Net Change	\$ (311,546)	\$ (205,858)	\$ (675,108)	\$ 2,834
Annual Net Change %	(11.7%)	(12.4%)	(13.6%)	N/A

*Assumes forecasted rates are implemented for 2026

- **Q2 2025 – Stormwater Estimator Inquiry Tool Launch**
 - Will allow property owners to become informed of their forecasted stormwater fee as of April 2026
 - Tool will provide billing units and the automatic green space credit
 - This tool will allow property owners to prepare and budget for the implementation of the dedicated stormwater fee
 - Will allow larger property owners (ICI/Multi-residential) to consider applying for credits and create business cases for stormwater management practices and/or retrofits
- Upcoming workshops with Community partners and interested parties
- Stormwater Fee Bylaw coming soon

Report FCS22043(d) Recommendations

RECOMMENDATIONS

1. That property tax levy funding related to stormwater expenditures to be funded by the new stormwater rate structure, be transferred to the Stormwater Reserve (108010) to support a largely revenue neutral transition to a dedicated stormwater fee effective April 1, 2026;
2. That the daily single-family unit (SFU) stormwater fee of \$0.55 (\$200.75 annually) for all properties in the City of Hamilton be adopted, in principle, effective April 1, 2026;
3. That the subject matter respecting a review of the annual SFU rate required to implement a dedicated user fee for stormwater, be identified as complete and removed from the General Issues Committee Outstanding Business List.



Hamilton

THANK YOU



City of Hamilton Report for Consideration

To: Mayor and Members
General Issues Committee

Date: March 19, 2025

Report No: FCS22043(d)

Subject/Title: 2026 Stormwater Fee

Ward(s) Affected: City Wide

Recommendations

1. That property tax levy funding related to stormwater expenditures to be funded by the new stormwater rate structure, be transferred annually to the Stormwater Reserve (108010) to support a largely revenue neutral transition to a dedicated stormwater fee effective April 1, 2026;
2. That the forecasted daily single-family unit (SFU) stormwater fee of \$0.55 (\$200.75 per annum 2026) for all properties in the City of Hamilton be adopted, in principle, effective April 1, 2026; and
3. That the subject matter respecting a review of the annual SFU rate required to implement a dedicated user fee for stormwater, be identified as complete and removed from the General Issues Committee Outstanding Business List.

Key Facts

- At the November 28, 2024, General Issues Committee (Budget) meeting, staff was directed as follows:
 - (a) That staff report to General Issues Committee in Q1 2025 with an analysis summarizing the factors contributing to the 2026 forecast change in the stormwater fee to \$270.10 per annum; and,
 - (b) That staff identify any options that would further support the forecast stormwater management investments to realize a largely revenue neutral transition to a stormwater fee structure.

- In November 2022, Council approved Guiding Principles which have formed the foundation of the Stormwater Funding Review which includes both the approved Stormwater Rate Structure and the approved Stormwater Incentive Programs. Refer to Report FCS22043(a) for further details.
- In June 2023, Council approved a dedicated stormwater fee structure where a property will be charged based on the load (or use) it places on the stormwater system. Refer to Report FCS22043(b) for further details.
- In June 2024, Council approved the Financial Incentives Program which includes a residential subsidy program administered by local non-profit Green Venture, and a unique “made in Hamilton” multi-stream credit program for non-residential and multi-residential properties with greater than six units. Refer to Report FCS22043(c) for further details.
- The approved stormwater fee will be a separate dedicated charge on the utility (water/wastewater/stormwater) bill. With the establishment of a dedicated stormwater fee, wastewater rates charged to consumers would be reduced accordingly. For the average residential City water consumer, their 2026 wastewater costs would decrease by approximately 14% (an approximate annual decrease of \$164).

Financial Considerations

In January 2023, Council directed that all aspects of the City’s stormwater services are to be funded from the revenues associated with the dedicated stormwater user fee.

During the 2025 Rate supported budget process, staff proposed an annual SFU rate of \$270.10 effective April 2026 (refer to Report FSC24055 for further details). In response to the direction received from Council, staff has since revised the recommended rate by considering the following:

- Updates to the 2026 forecasted operating and capital expenses for the City’s stormwater management program;
- Reviewing the impact of Recommendation (c) from Report FCS22043(b) related to the transfer of property tax levy funding related to stormwater expenditures to the Climate Change Reserve;
- The cost to administer the new stormwater fee;
- The cost of the new incentive programs, which is described below.

Currently, the City Stormwater management program is funded through a combination of wastewater revenues and the property tax levy. In June 2023, Council approved Recommendation (c) to Report FCS22043(b) which directed that property tax levy funding, related to stormwater expenditures to be funded by the new stormwater rate structure, be transferred to the Climate Change Reserve (108062) and applied to climate change / environmental initiatives in conjunction with the introduction of the Stormwater Rate Structure.

Recommendation 1 to Report FCS22043(d) recommends that the property tax levy funding related to stormwater expenditures be transferred to the Stormwater Reserve (108010).

Recommendation (a) of FCS22043(d) effectively reduces the need of incremental stormwater revenue equivalent to value of the transfer to the Stormwater Reserve, resulting in a forecasted daily SFU rate of \$0.55 (\$200.75 per annum) effective April 1, 2026. With the introduction of the new stormwater fee, wastewater rates will be reduced in April 2026 by approximately 25%. Refer to the Analysis section of Report FCS22043(d) for the net impact analysis by dwelling type.

Approval, in principle, of a 2026 SFU rate will allow all property owners to be informed of their future stormwater fee charges by utilizing the Stormwater Fee Estimator inquiry tool (currently under development) that is estimated to be available in April 2025.

The current rate supported financial model approved by Council is premised upon the objective that Stormwater capital and operating programs are fully self-funded and financially stable, without excessive year-over-year fluctuations in the fee over the long term.

The introduction of a dedicated stormwater fee requires untying the stormwater management operating and capital programs and their funding from the adopted water and wastewater / stormwater budget, with the premise that the total of the two components would remain largely revenue neutral, with the exception of administration, green space credit program and billing costs, as these programs are user fee funded and are full cost recovered. Stormwater management capital and operating programs would be funded by the stormwater fee, while all other water and wastewater programs would continue to be funded by the water and wastewater rates, respectively.

Background

The stormwater funding review (refer to Report FCS22043(b)) provided an evaluation of seven stormwater fee models. The approved SFU stormwater fee structure most closely aligns with the approved Guiding Principles.

The new stormwater funding model is planned to be implemented in April 2026. Currently, the City uses revenues collected through wastewater bills and property taxes to fund stormwater management. Under the dedicated stormwater fee model properties will be charged based on the load (or use) they place on the stormwater system. The stormwater fee per dwelling unit for a given category is calculated based on the average amount of impervious area for properties within that category.

The approved rate structure divides properties into two categories:

- (i) Residential with six or fewer units
- (ii) Industrial, Commercial, and Institutional (ICI), agricultural, mixed-use properties and multi-residential with greater than six units

For additional information on the approved Stormwater Rate structure refer to Appendix "A" to Report FCS22043(b).

When this new funding model is implemented, wastewater rates will be reduced as they will no longer be used to fund stormwater management activities and the stormwater fee will be broken out as a separate line item on utility bills.

When implemented, the dedicated Stormwater Rate Structure will apply to all developed properties within the City and, therefore, will include properties currently not contributing to the City's Stormwater Management Program through a current utility bill, by virtue of not being connected to the City's wastewater system (examples include parking lots, storage facilities and properties outside the urban boundary and rural settlement area boundaries without access to the municipal wastewater systems).

Table 1 of Report FCS22043(d) provides the revised timeline for the Stormwater Funding Review that, based on staff recommendations, would culminate with the implementation of the approved Stormwater Rate Structure in April 2026.

Table 1

Timeline	Process Step
Sept. 2022	Retained AECOM through the use of the Roster and City Policy # 9 – Consulting and Professional Services to support Review
Nov. 30, 2022	Report to GIC obtained approval of Guiding Principles to be used to evaluate stormwater funding models and develop alternative stormwater rate structures for Council's consideration
Dec. 2022 – Jan. 2023	AECOM conducted Stormwater Funding Review
Feb. 2023	Council Education Sessions – provided information related to how the City's stormwater funding structure compares with other municipalities and best practices
May 2023	Provided information presentations to Environment Hamilton and the Hamilton Industrial Environmental Association
Feb. – May 2023	Incorporated feedback from Council Education Sessions to develop a recommended Stormwater Rate Structure
Jun. 28, 2023	Council Approval of the new Stormwater Rate Structure
Oct. 2023 – Jan. 2024	Community Engagement with Stakeholders and the creation of a Financial Incentives Program for property owners
May 2024 to Q1 2026	Coordinate with City's Utility Billing Transition Program to integrate required stormwater billing and implement a plan for customer communications

Timeline	Process Step
Jun. 12, 2024	Council Approval of the Stormwater Incentive Program
July 2024 – Q2 2025	Developed the Stormwater Incentive Program application process and impervious area assessment of all non-residential properties and multi-residential (>6 units)
Q1 2025	Implementation of Residential Stormwater Subsidy Program administered by Green Venture
Q1 2025	Report to GIC with recommended 2026 SFU Rate
Q2 2025	Stormwater Credit Program applications available and launch a Stormwater Estimator Tool. Report to Council with the stormwater fee By-Law
Q4 2025	2026 Water, Wastewater and Stormwater Rate budget and Tax supported budget incorporating the approved Stormwater Rate Structure
Apr. 1, 2026	Stormwater Rate Structure implemented

Analysis

Single-Family Unit (SFU) Rate

The SFU rate represents the base bill rate:

$$\text{SFU} = \frac{\text{total stormwater program cost}}{\text{number of billable units}} \quad \frac{(A + B + C + D)}{E}$$

Total program stormwater costs are the sum of:

- A) Capital and operating expenses for the City's stormwater management program, currently included in the wastewater rate supported budget
- B) Catch basin / culvert maintenance and conservation authority levies, currently funded through the tax levy
- C) Cost to administer the new dedicated stormwater fee
- D) Cost of the new stormwater incentive programs
- E) The number of billable units (BU) is equal to the total SFU units

Council was presented with an estimated 2025 SFU rate in Report FCS22043(b) of \$170 annually. With a revised implementation date of April 2026, through the 2025 Rate Budget (Report FCS24055), a revised SFU rate of \$270 was proposed. As a result of the Council direction, staff is now proposing a SFU of \$200.75 through Recommendation 2 of Report FCS22043(d). Table 2 to Report FCS22043(d) describes the difference in the calculation of these rates given the changes to the implementation date, forecasted stormwater program costs and the Council approved incentive program.

Table 2

	Total Program Cost (000s) A + B + C +D	Total Billable BUs E	Annual SFU Rate
FCS22043(b) (Jun 2023)	\$ 55,230	324,488	\$ 170
FCS24055 (Nov 2024)	\$ 79,520	294,000	\$ 270
FCS22043(d) (Mar 2025)	\$ 56,758	283,935	\$ 201

*The Program costs of \$57 M reflects an annual reserve transfer of \$11 M (2026\$)
Anomalies due to rounding.

Report FCS22043(b) June 2023

- Based on the 2022 forecasted 2025 budget with a stormwater fee implementation date of September 1, 2025

Report FCS24055 – November 2024

- Implementation date revised to April 1, 2026
- Increase to the rate supported operating stormwater budget, includes a larger capital investment in the stormwater system
- Greater estimated number of BUs for total Stormwater Credit Program (now a three-stream credit program)

Report FCS22043(d) – March 2025

- Transfer from the Stormwater Reserve of \$11 M as per Recommendation 1 to Report FCS22043(d)
- In early 2025, AECOM completed their parcel analysis of all non-residential properties to measure each properties' impervious area resulting in the confirmed amount of BUs for the Stormwater Credit Program

The Waterworks Asset Management Plan (2022) identified a significant infrastructure deficit, specifically within the City's stormwater program. In order to eliminate this deficit by 2034, the 10-year stormwater capital program has increased from \$441 M in 2023 to \$650 M in 2025. Report FCS24055 had developed the recommended SFU rate by considering the 2026 forecasted operating and capital expenses for the City's stormwater management program, the costs that would be transferred from the Tax Levy (Conservation Authorities and Road Maintenance), the cost to administer the stormwater fee and the cost of the incentive programs. The result of this review resulted in a forecast SFU rate of \$270.10 per annum. In response to the direction, that staff identify any options that would further support the forecast stormwater management investments to realize a largely revenue neutral transition to a stormwater fee structure, Recommendation 1 of FCS22043(d) further supports revenue neutrality.

Like other municipalities who have implemented similar stormwater funding models (Ottawa, Mississauga, Kitchener and Guelph, to name a few), Council approved an incentive program in June 2024 (refer to Report FCS22043(c) for further details). This unique “made in Hamilton” incentive program includes a multi-stream credit program for ICI, agricultural and multi-residential properties with greater than six units.

Stormwater Credit Program

Hamilton has approved a unique multi-stream stormwater credit program for ICI, agricultural and multi-residential properties (with greater than six units). It is important to note that property owners will only be eligible for one stream of the credit program. The development of the credit program included an assessment of a variety of stormwater incentive programs utilized by different municipalities in Ontario, as well as, feedback from the community and interested parties. The approved three streams have been assessed for alignment against the Guiding Principles.

1. **Stormwater Management Infrastructure Credit:** Property owners can apply to get up to a 50% credit if they reduce stormwater runoff quantity or improve its quality. This applies to ICI, agricultural and multi-residential properties with more than six units. Owners must show that they have installed and maintained these measures.
2. **Hamilton Harbour Discharge Credit:** Properties using private pipes to send stormwater directly to Lake Ontario can apply for up to a 90% credit. These properties must meet Provincial regulations related to discharging to the natural environment, and they need to prove that the discharge does not enter the City’s stormwater system.
3. **Green Space Credit:** Farms, parks, and similar properties without a direct connection to the City’s stormwater system can qualify if their stormwater runoff goes to large green spaces. This credit will be automatically applied to the stormwater fee and the amount of the credit will be based on the ratio of hard surfaces to green space.

For further information on the Stormwater credit program, refer to Report FCS22043(c).

Table 3 of Report FCS22043(d) provides an array of different residential water user profiles in the City with the estimated annual water and wastewater / stormwater bill under both the current rate structure and the approved dedicated stormwater user fee. Profiles in Table 3 incorporate the combined water and wastewater rate increases that have been forecast for 2026.

Table 3: Residential Profile Impact Analysis**Residential User Annual Bill in 2026**

Residential Type	Single-Family Dwelling			Townhome	Triplex	Single-Family Dwelling
Water User Profile	Average Residential User	Low Water User (Single Occupant)	Large Water User (Multi Generational Home)	Average Townhome	Average Triplex	Not connected to City System
Meter Size	meters < 25mm					N/A
Annual Consumption	200m3	100m3	300m3	170m3	250m3	N/A
Current Annual WWW Bill	\$ 1,168	\$ 702	\$ 1,686	\$ 1,013	\$ 1,427	N/A
Restated WWW Bill, 2026	\$ 1,003	\$ 603	\$ 1,448	\$ 870	\$ 1,226	N/A
WWW Bill, Net Change	\$ (165)	\$ (99)	\$ (238)	\$ (143)	\$ (201)	N/A
Annual Storm Bill	\$ 201	\$ 201	\$ 201	\$ 100	\$ 181	\$ 201
Annual Net Change	\$ 36	\$ 102	\$ (37)	\$ (43)	\$ (21)	\$ 201
Annual Net Change %	3.1%	14.5%	(2.2%)	(4.2%)	(1.5%)	N/A

*Assumes forecasted rates are implemented for 2026

Profiles in Tables 4 and 5 demonstrate the impact of the new dedicated stormwater fee on various types of businesses. These Tables incorporate the combined water and wastewater rate increases that have been forecast for 2026. Those businesses that are larger water users will see the greatest decrease in their annual utility billings while those with less water consumption, but higher amounts of impervious area will be more impacted with the introduction of the dedicated stormwater fee.

Table 4: ICI Profile Impact Analysis

Property Type	Institutional (Secondary School)	Commercial (Big Box Retailer)	Commercial (Car Wash)	Commercial (Fast Food Chain)
Meter Size	150mm	100mm	50mm	38mm
Annual Consumption	4,159m3	18,064m3	4,430m3	3,170m3
Impervious Area	27,696m2	55,200m2	1,800m2	3,300m2
Annual WWW Bill, Current Structure	\$ 43,626	\$ 104,613	\$ 26,481	\$ 18,629
Restated WWW Bill, 2026	\$ 37,488	\$ 89,875	\$ 22,750	\$ 16,005
WWW Bill, Net Change	\$ (6,139)	\$ (14,738)	\$ (3,730)	\$ (2,624)
Annual Storm Bill	\$ 19,135	\$ 38,130	\$ 1,246	\$ 2,271
Annual Net Change	\$ 12,997	\$ 23,392	\$ (2,484)	\$ (353)
Annual Net Change %	29.8%	22.4%	(9.4%)	(1.9%)

*Assumes forecasted rates are implemented for 2026

Table 5: ICI Profile Impact Analysis

Property Type	Industrial (Food Processing)	Institutional (Hospital)	Industrial (Large Industrial Water User)	Commercial (York Blvd Parkade)
Meter Size	250mm	Various Meters	Various Meters	N/A
Annual Consumption	505,000m3	301,940m3	947,144m3	N/A
Impervious Area	93,200m2	41,300m2	32,600m2	4,100m2
Annual WWW Bill, Current Structure	\$ 2,666,690	\$ 1,663,441	\$ 4,950,371	N/A
Restated WWW Bill, 2026	\$ 2,290,904	\$ 1,429,061	\$ 4,252,751	N/A
WWW Bill, Net Change	\$ (375,786)	\$ (234,380)	\$ (697,620)	N/A
Annual Storm Bill	\$ 64,240	\$ 28,522	\$ 22,512	\$ 2,834
Annual Net Change	\$ (311,546)	\$ (205,858)	\$ (675,108)	\$ 2,834
Annual Net Change %	(11.7%)	(12.4%)	(13.6%)	N/A

*Assumes forecasted rates are implemented for 2026

Tables 3, 4 and 5 to Report FCS22043(d) reflect the net impact of implementing the approved stormwater fee on various property profiles with various meter sizes, water consumption patterns and number of BUs. Customers currently pay for water, wastewater and stormwater services based on water consumption and not based on the load (or use) it places on the stormwater system. The stormwater funding review (refer to Report FCS22043(b)) provided an evaluation of seven stormwater fee models. The approved SFU stormwater fee structure most closely aligns with the approved Guiding Principles.

The review did not evaluate alternative stormwater funding structures with an objective of increasing total revenues, however, the approved stormwater fee structure will impact various properties differently.

Small businesses or residential users with higher water consumption will see the greatest decrease in their annual water / wastewater / stormwater utility billings. Businesses or homes that don't utilize a high volume of water and, therefore, proportionately contribute less into the total stormwater program, will likely see the greatest impact from the shift to a dedicated stormwater fee based on impervious area. Businesses that are large water users will likely see a decrease due to the fact that the current structure is calculated based on water / wastewater consumption.

For further information on the stormwater fee structure refer to Report FCS22043(b).

- **Legal implications** – Under the authority of Sections 9, 10, 11 and 391 of the *Municipal Act, 2001*, the City has the authority to charge a user fee to cover the cost of a service, including stormwater management services. A key consideration is to ensure that there is a connection between the amount of the user fee and the cost of the service being provided, such that it is not categorized as a tax. Legal Services has been engaged during the stormwater fee implementation.
- **Corporate Policy implications** – Report FCS22043(d) proposes a SFU rate for the consideration of Council that supports the principle of a sustainable user-pay stormwater program.
- **Staffing Considerations** – Not applicable.

Alternatives

Should Council not adopt Recommendation 1 to Report FCS22043(d), Table 6 below provides an impact analysis to several residential utility accounts. In these examples, the SFU rate would be approximately \$243 annually as there is no transfer from the Stormwater Reserve to reduce 2026 stormwater capital and operating expenses and help offset the initial cost of the stormwater fee.

An SFU rate of \$243 annually would increase the average residential user (200 cubic meters annual consumption) utility bill by 6.7%, effective April 2026, when the wastewater restatement occurs and residents receive their first stormwater fee on their utility bill.

Table 6
Residential User Annual Bill in 2026

Residential Type	Single-Family Dwelling			Townhome	Triplex	Single-Family Dwelling
Water User Profile	Average Residential User	Low Water User (Single Occupant)	Large Water User (Multi Generational Home)	Average Townhome	Average Triplex	Not connected to City System
Meter Size	meters < 25mm					N/A
Annual Consumption	200m3	100m3	300m3	170m3	250m3	N/A
Current Annual WWW Bill	\$ 1,168	\$ 702	\$ 1,686	\$ 1,013	\$ 1,427	N/A
Restated WWW Bill, 2026	\$ 1,003	\$ 603	\$ 1,448	\$ 870	\$ 1,226	N/A
WWW Bill, Net Change	\$ (165)	\$ (99)	\$ (238)	\$ (143)	\$ (201)	N/A
Annual Storm Bill	\$ 243	\$ 243	\$ 243	\$ 122	\$ 219	\$ 243
Annual Net Change	\$ 78	\$ 144	\$ 5	\$ (21)	\$ 17	\$ 243
Annual Net Change %	6.7%	20.5%	0.3%	(2.1%)	1.2%	N/A

*Assumes forecasted rates are implemented for 2026

Relationship to Council Strategic Priorities

Sustainable Economic & Ecological Development

- 1.1. Accelerate our response to climate change
- 1.2. Protect green space and waterways

Sustainable Economic and Ecological Development – There are many different pressures on the stormwater system: urbanization, aging infrastructure, greater understanding of environmental impacts and the increasing impacts of climate change. Without proper financing and preventative maintenance, there is potential for disruptive failures and costly repairs. The Stormwater Incentive Programs encourages property owners to become more resilient to climate change through adoption of on-site controls to reduce run-off or improve quality, while providing the City with funding needed to increase system-level stormwater resiliency and protect natural resources and waterbodies from the impacts of stormwater and the harmful pollutants it can carry.

Previous Reports Submitted

- Stormwater Funding Review (FCS22043) (City Wide), June 13, 2022 - <https://pub-hamilton.escribemeetings.com/Meeting.aspx?Id=bc971059-500e-4d12-8926-e651f5b69f70&Agenda=Merged&lang=English&Item=26&Tab=attachments>
- Stormwater Funding Review (FCS22043(a)) (City Wide), November 30, 2022 - <https://pub-hamilton.escribemeetings.com/Meeting.aspx?Id=d88616a8-98d9-4faf-aa28-3d7cc1d714a1&Agenda=Merged&lang=English&Item=34&Tab=attachments>
- Stormwater Funding Review (FCS22043(b)) (City Wide), June 28, 2023 - <https://pub-hamilton.escribemeetings.com/Meeting.aspx?Id=9a94a418-3c15-4911-928f-23fdedeb41d9&Agenda=Merged&lang=English&Item=19&Tab=attachments>
- Stormwater Fee Financial Incentive Programs (FCS22043(c)) (City Wide), June 05, 2024 - <https://pub-hamilton.escribemeetings.com/Meeting.aspx?Id=c6828ce3-aded-46a5-a005-38a9fac73148&Agenda=Merged&lang=English&Item=21&Tab=attachments>
- Hamilton Stormwater Financial Incentive Program Communication Update (City Wide), April 25, 2024 - <https://pub-hamilton.escribemeetings.com/Meeting.aspx?Id=a191e96c-5a52-4485-8f1f-168f33a8f738&Agenda=Merged&lang=English&Item=18&Tab=attachments>

Consultation

Public Works – Hamilton Water Division has been consulted and supports the recommendations in Report FCS22043(d).

Appendices and Schedules Attached

Not Applicable.

Prepared by:	Katie Black, Senior Financial Analyst Corporate Services, Utility Billing
Submitted and recommended by:	Kirk Weaver, Acting Director Financial Planning Administration & Policy, Corporate Services



City of Hamilton Report for Consideration

To: Mayor and Members
General Issues Committee

Date: March 19, 2025

Report No: PED24163(a)

Subject/Title: Proposed Pilot Downtown Hamilton Office
Conversion Grant Program

Ward(s) Affected: Ward 2

Recommendations

- 1) That staff **BE DIRECTED** to bring forward to the Planning Committee the proposed pilot Downtown Hamilton Office Conversion Grant program, contained in Appendix A to this Report PED24163(a), along with all necessary implementing by-law amendments, including those required to the Revitalizing Hamilton's Commercial Districts Community Improvement Plan and Community Improvement Project Area, for a statutory public meeting and Planning Committee consideration in accordance with Section 28 of the *Planning Act*.
- 2) That staff **BE DIRECTED** to establish a new Downtown Office Conversion Project ID from which grants under the Downtown Office Conversion Grant Program will be funded;
- 3) That Council **APPROVE** the reallocation of \$2,500,000, on as needed basis to the new Downtown Office Conversion Project ID, from the following existing Economic Development Division Project IDs:
 - a) 8201703100 and 8202203200 associated with the Start-Up and Office Attraction Program to a combined maximum of \$618,638;
 - b) 8201703620 associated with the Gore Building Improvement Grant Program to a maximum of \$250,000;
 - c) 8201703703 and 8201703704 associated with the Commercial District Revitalization Grant Program to a combined maximum of \$1,631,362;

Proposed Pilot Downtown Hamilton Office Conversion Grant Program

Page 2 of 11

- 4) That Planning Division staff **BE DIRECTED** to investigate opportunities to remove City barriers to the conversion of office buildings for residential or hotel uses in Downtown Hamilton that could arise through the Site Plan review process including, but not limited to, waste collection, noise and water/wastewater capacity, and report back to the Planning Committee with recommendations before the end of Q3 2025.

Key Facts

- The purpose of this Report is to present a proposed pilot Downtown Hamilton Office Conversion Grant Program for Council consideration.
- Staff's recommendations are intended to remove financial barriers associated with office conversions which have the potential to mitigate future increases in the Downtown office vacancy rate and transition underutilized and vacant spaces into new housing and hotel opportunities supporting Downtown revitalization.
- Direction to pursue development of the Program was approved by Council on December 11, 2024, via Report PED24163.

Financial Considerations

No new funding or staffing resources are required to implement any of the recommendations in this Report as staff are recommending that the proposed pilot Downtown Hamilton Office Conversion Grant Program (the Program) be funded from existing resources currently allocated to the Economic Development Division.

The funds identified for reallocation in Recommendation 3) herein are the result of a comprehensive assessment by staff to identify opportunities to better leverage existing funds which has culminated in staff recommending the reallocation and reprioritization of \$2,500,000 for initial seed funding to the proposed pilot Program as follows:

- The reallocation of \$807,464 associated with the Commercial District Revitalization Grant Program (Project ID 8201703704) for applications and approvals prior to 2021 which were not acted upon, and which staff have deemed to have lapsed approvals;
- The reallocation of \$823,898 associated with the Commercial District Revitalization Grant Program (Project ID 8201703703) originally allocated as part of a broader set of funds allocated based on historical application volumes for application approvals under this program which have not materialized through 2023 and 2024. Specifically, staff note that application volumes have been lower due to the recent high-interest rate environment that began in 2023 which has resulted in reduced development activity and building improvements being undertaken by businesses, property owners and developers;
- The reallocation of \$250,000 associated with the former Gore Building Improvement Grant Program (Project ID 8201703620). This program ended in 2014 however Council had previously approved a long-term extension to an existing approval

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under the program for the restoration of the heritage facades at 18-30 King Street East. With the collapse and subsequent demolition of these buildings in November 2024, the program ceases to be available to these properties and can be reallocated; and,

- The reallocation of \$618,638 associated with the Start-up and Office Tenant Attraction Program (Project IDs 8201703100 and 8202203200) originally allocated to support the fit-up of office space for new office tenants. Due to the depressed nature of the office market this Program has remained under-utilized and as a result a portion of the program's funding can be reprioritized.

The reprioritization of these existing funds is a unique opportunity allowing Economic Development staff to expedite the implementation of the proposed Program to mitigate potential rising office vacancy over the next two to three years while also supporting new housing supply and attract new residents/tourists to the Downtown.

It should be noted that the proposed Program is recommended as a pilot given the limited funds being allocated. If funds should become fully committed, staff would endeavour to find opportunities to further fund the Program through either reassessment of existing funding allocations to various programs in Economic Development, dedicating new funds through future on-going annual funding provided to Economic Development Division through future annual budgets or pausing/ending of the Program.

Background

On December 11, 2024, City Council approved the following recommendation from the Downtown Hamilton Office and Storefront Commercial Sector Update and Action Report (PED24163):

“(c) That staff be directed to develop a pilot Downtown Office to Residential Conversion Financial Incentive Program, to be funded from existing annual budget allocations to the Economic Development Division, and that the draft Program be brought forward for consideration to a General Issues Committee meeting in the first quarter of 2025;”

The development of the proposed pilot Program was one of several actions recommended by staff and was intended to:

- Remove financial barriers associated with office conversion projects;
- Address a gap in the City's current incentive programs supporting Downtown revitalization and investment whereby existing tax increment grant programs have limited or no ability to incentivize conversions as such conversions result in minimal or no municipal tax uplift due to differences in City commercial and residential tax rates; and,
- Recognize that further supporting office conversions would mitigate future increases in the Downtown office vacancy rate and turn underutilized and vacant spaces into new housing and reinvigorate Downtown revitalization efforts.

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Analysis

Why is an incentive needed?

Staff's assessment has identified the following key factors that, to-date, have impeded the viability of conversion projects:

- Prohibitive costs due to significant retrofits required, particularly in terms of upgrades and expansions required to key services including electricity and plumbing within an existing structure;
- The inherent inefficiency of many typical office floor plates for residential uses when compared to new residential builds making conversions less profitable and thus less appealing to undertake; and,
- The unpredictability of potentially unknown additional costs that must be considered when working with older, existing buildings including the potential for asbestos and other hazardous materials requiring abatement and removal.

Costs to convert purpose-built office space to residential can range widely based on the above factors and by market. Through staff's research, costs to convert have been generally noted as being in the \$200-\$300 a square foot range, with costs ranging upward of \$450 in some instances, not including land or building purchase costs.

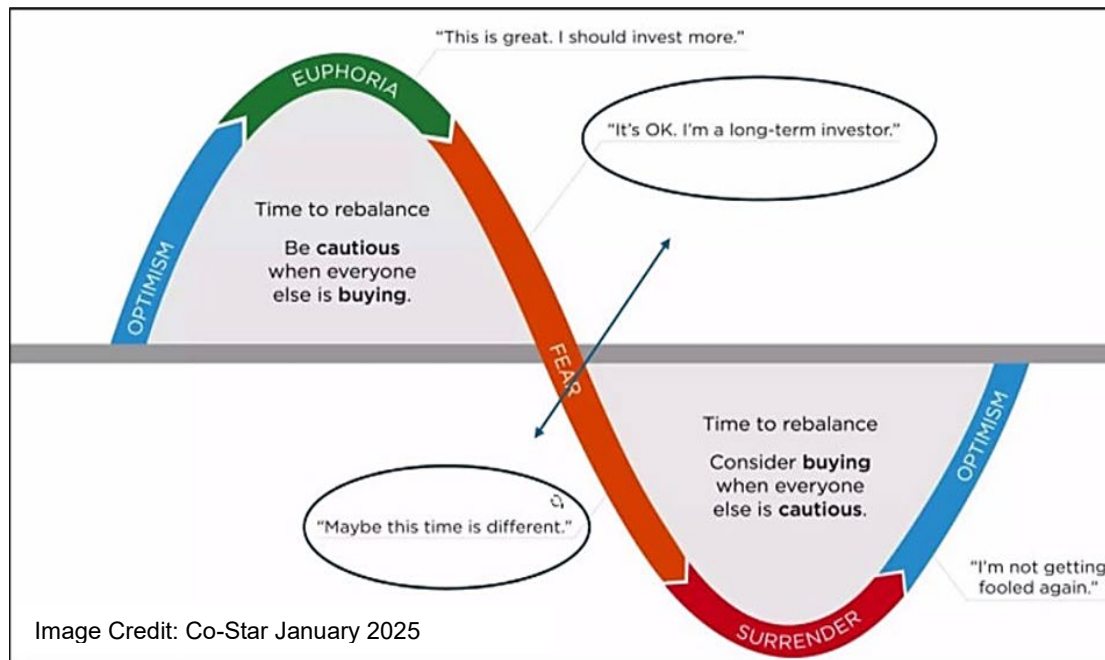
In many instances, these challenges and the associated cost to convert have meant the conversion projects have not been financial viable for the private sector relative to other potential development opportunities that may exist.

Furthermore, in secondary office markets, such as Hamilton, where office supply remains generally unchanged year-over-year and where ownership consists of long-term investors with a primary focus on office/commercial holdings with limited residential experience, there is evidence of a stronger sentiment to maintain the status quo even in the face of rising vacancies and diminished demand.

Staff have included the below image, presented by Co-Star, a commercial real estate information company, during a January 2025 Canadian Office Outlook Webinar by Chief Economist Carl Gomez. The image demonstrates the current cyclical nature of owner/property manager sentiment in the office sector.

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It's noted that owners of office buildings may be unwilling to 'surrender' to the realities of the current market due to concerns that reducing lease rates or selling existing properties could realize building valuation losses due to the current market conditions.

Until either owner expectations for recovery are met, or they 'surrender' to current market conditions, office space will remain vacant and under-utilized and impede Downtown revitalization efforts.

As such, staff's proposed Program is intended to not only mitigate costs associated with office conversions, but also serve as a catalyst for current office owners in Downtown to reexamine their long-term plans for existing vacant/under-utilized office space.

Proposed Grant Amounts

As part of the staff's development of the Program, office conversion programs/incentives were reviewed in a number of municipalities, with a particular focus on those recently created by the City of London, City of Ottawa, City of Calgary and City of Edmonton where there has been positive reception and uptake. Below is a summary of the incentives provided by each City:

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London, ON	Ottawa, ON	Calgary, AB	Edmonton, AB
\$35,000 per unit	<ul style="list-style-type: none"> - Development Charge Exemption - Community Benefit Charge Exemption - 2% reduction in the Parkland Dedication Rate - Reduced Planning application fees 	<ul style="list-style-type: none"> - \$75.00 per square foot (on a 600 square foot unit this would equate to \$45,000) - \$60.00 per square foot for hotel rooms (\$50.00 per square foot for ground floor lobby and ancillary uses) 	\$12,000 per unit where also including at grade-commercial (otherwise \$7,000 per unit)

Staff note that Calgary's grant amount was developed with their intent of providing support equal to approximately 1/3 of the average cost to convert buildings to residential in that market, to a maximum of \$15,000,000 per project. Conversions in Downtown Calgary are estimated to average \$225 a square foot. Calgary's program has been developed and implemented with significant funding support to enable such significant grants with the City Calgary program having been allocated a new round of funding in 2024 of \$52,500,000 on top of an initial allocation \$153,000,000 which was fully committed between 2021 and 2023.

In addition to considering the incentives provided by other municipalities, staff also assessed the role a new City incentive could provide in the context of other City incentives currently provided to support the creation of affordable housing.

In the Downtown, the most relevant affordable housing focused program is the Rapid Transit Multi-Residential Housing Incentive Program introduced in 2024 with funding support provided through the Canadian Mortgage and Housing Corporation's Housing Accelerator Fund. This program is administered by the City's Housing Secretariat.

Under this program, affordable housing units created either through new buildings or the conversion of non-residential floor area and which meet the program's affordability criteria are eligible for a forgivable loan of \$25,000 per unit to a maximum of 100 units per project (\$2,500,000). Projects which do not meet the affordability threshold receive a maximum grant of \$50,000 for the entirety of the project.

As staff's proposed Program is focused on incentivizing market-rate development, and notwithstanding the grants being provided by other municipalities, staff recognized the need to ensure that the Program's maximum per unit grant not undercut the incentives being provided for affordable housing development. This ultimately set a cap that required the proposed Program's per unit grant amount to be less than \$25,000.

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Supporting Family Friendly Housing Downtown

In developing the per unit grant amounts, staff recognized an opportunity to leverage this new Program to incentivize additional community and Council priorities beyond just Downtown revitalization; namely goals and objectives respecting family friendly housing.

The grant structure under the Program has been scaled to provide increasing per unit incentives based on the number of bedrooms provided in the unit as shown below:

Use	Minimum Bedrooms	Grant Amount
Residential	0 Bedroom (studio)	\$10,000 per unit
	1 Bedroom	\$12,500 per unit
	2 Bedroom	\$15,000 per unit
	3+ Bedroom	\$20,000 per unit
Hotel	n/a	\$10,000 per hotel room

At the moment, staff have not sought to establish a minimum unit floor area pending the completion of the Planning Division's current work on the Family Friendly Design Guidelines. If such a metric is established through those guidelines and approved by Council, staff would revisit and assess the potential to incorporate such standards in the future.

In the meantime, eligible units under the proposed Program will be required to meet the Ontario Building Code's minimum size requirement for a bedroom of 7m² (75ft²) along with any other applicable requirements of the Ontario Building Code.

Notable Eligibility Criteria

Staff's proposed pilot Program contains key eligibility criteria highlighted below with accompanying rationale:

- The conversion must be in a building containing at least 5,000ft² (465m²) of office space which is intended to ensure alignment with the City's annual Office vacancy survey in terms of reporting key performance metrics and program success as it relates to its impact on the Downtown office vacancy;
- Only units created above the first storey will be eligible in order to recognize the importance of continuing to support active, and engaging street facing uses Downtown to maintain a vibrant and pedestrian-focused public realm; and,
- Conversions may include those established via a long-term lease hold of no less than 99 years to provide greater flexibility for owners to consider housing opportunities involving a variety of long-term ownership structures and potential

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partnerships, particularly where a conversion will occur in only a portion of an existing office building.

Area of Program Availability

The majority of current City Downtown revitalization incentive programs are made available in the Downtown Community Improvement Project Area approved through By-law 21-163 and shown in Appendix B to this Report PED24163(a).

Staff believe that this existing Community Improvement Project Area encompasses a far greater area than needed for the purposes of this proposed Program, as the vast majority of the City's major office supply is concentrated in the City's former Urban Growth Centre.

As such, staff are proposing a new sub-area of the Downtown Hamilton Community Improvement Project Area be created in which the proposed Program would be made available. This new sub-area is based on the former Urban Growth Centre boundary and identified, for the purposes of the proposed Program, as "Sub-Area 1: Central Business District" and shown as proposed in Appendix B to this Report PED24163(a).

Hotels as a Program Eligible Conversion

Staff's original recommendation was for the development of an office to residential conversion program. During the development of the proposed Program, staff identified an additional area of opportunity to support Downtown revitalization through the conversion of office space to hotels. Staff's assessment is that many of the same costs required to convert office space to residential, including electrical and plumbing, are equally transferable to the creation of hotel rooms.

Furthermore, in consultation with Tourism & Culture Division staff, the conversion of office space to hotels in the Downtown would support a number of City objectives respecting tourism and major event attraction. Specifically, staff note the following considerations:

- Hamilton has an accommodation gap in luxury, high-quality economy, and unique boutique hotels. In addition, accommodation supply is insufficient during peak demand periods, such as major festivals, large conferences, or city-wide events. Not only does this hamper the City from attracting larger major events, but the demand and visitor spending spills over to neighbouring communities outside of the City;
- Hotels are a unique real estate asset, similar to residential rental developments, in that they don't provide an opportunity to mitigate financial risk through pre-sales, increasing financial risk and early-stage funding requirements;
- New hotel accommodations would directly support Action 16 of the recently approved 2024-2028 Tourism Strategy to "Execute a tourism business attraction strategy to secure business investments that enhance Hamilton's destination offerings by filling identified gaps in accommodations, attractions, and cultural venues"; and,

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- Recognition that the retention of existing office space for a commercial hotel use would help to retain existing commercial assessment and commercial tax revenue in the Downtown.

Based on the above considerations, staff are proposing that the creation of hotel rooms be eligible under the proposed Program with units eligible for a maximum grant of \$10,000 per unit.

Additional Barriers to Office Conversion Projects

Staff's development of the proposed Program has included consultation with Planning Division staff to further identify any development considerations that could pose a barrier to conversion proposals.

Based on Planning staff's experience with office to residential conversions to-date, potential barriers that may arise through the Site Plan review process include the following:

- Waste collection;
- Noise; and,
- Water/wastewater capacity.

Notwithstanding that the City may have authority to address some matters, such as the ability to deem a proposed development/area as a Class 4 Noise Area (urban/semi-urban areas) under Provincial Noise Guidelines (NPC-300) for noise mitigation, issues such as these currently result in applicants having to submit feasibility studies as part of a Site Plan application to address potential concerns, adding time and cost to conversion projects.

As such staff have incorporated into the proposed Program the ability to receive grants supporting feasibility studies that will be required by the City through the Site Plan application process. The maximum grant for such studies would be 50% of the cost to a maximum of \$20,000.

In addition, staff's recommendation 4) is intended to direct staff to explore opportunities to remove potential barriers to conversion projects, including opportunities to reduce the need for feasibility studies wherever possible through internal process improvements or procedural changes.

Staff further note that under existing Provincial *Environmental Protection Act* regulations, the conversion of an existing office building greater than 6 storeys to a residential use will be subject to requirements for a Record of Site Condition.

While currently an added barrier to conversion projects, the Province has proposed amendments through Environmental Registry of Ontario Posting 019-9310 which, among other proposed amendments, would expand the current Record of Site Condition exemption to residential conversion in buildings greater than six storeys.

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Staff provided comments on behalf of the City in support of the proposed amendments as discussed in Report PED25017 approved by City Council on January 22, 2025.

A final decision on the proposed amendment has not been issued by the Province at the time of writing this Report.

Legislated Requirements

Municipal financial incentive program required to be enacted through a Community Improvement Plan must be established in accordance with Section 28 of *the Planning Act*.

As per recommendation 1), staff are seeking direction to prepare and bring forward to a future Planning Committee for a statutory public meeting the required amending bylaws to the Revitalizing Hamilton's Commercial Districts Community Improvement Project Area By-law (21-163) and Community Improvement Plan By-law (21-164) required to implement the proposed program. This process would also include providing the required public notices required under the *Planning Act*.

Alternatives

- Delaying Program implementation so as to form part of the scheduled comprehensive review of the Revitalizing Hamilton's Commercial Districts Community Improvement Plan and all associated financial incentive programs made available Downtown. This review is scheduled to commence in late 2025 with Recommendations to Council in 2026; or
- Not pursue the proposed program at all.

Given the urgency for action needed to support the Downtown, the need for housing in our community and staff's belief of a rising risk for office vacancies in the near future, staff do not recommend delaying or not pursuing the proposed Program.

Relationship to Council Strategic Priorities

Staff's recommendations are intended to support key Council priorities respecting Downtown revitalization and increasing the supply of housing.

Previous Reports Submitted

- [PED24163 Downtown Hamilton Office and Storefront Commercial Sector Update and Action Report \(Ward 2\)](#)
- [PED25017 City of Hamilton Response to the Province's Proposed "Amendments to Reduce Records of Site Condition That Are Not Supporting Brownfields Redevelopment" - Amendments to Ontario Regulation 153/04 under the Environmental Protection Act \(City Wide\)](#)

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Consultation

- Michael Kovacevic, Solicitor, Corporate Services Department
- Christine Kempton, Business Administration, Corporate Services Department
- Hildegard Snelgrove, Business Development Consultant – Tourism, Planning and Economic Development Department
- Ken Coit, Director – Heritage and Urban Design, Planning and Economic Development Department
- Sean Kenney, Manager – Site Plan, Planning and Economic Development Department
- The Development Industry Liaison Group
- WestEnd Home Builders Association
- Individual property owners and developers with experience in conversion programs and those with expressed interests in exploring potential conversion projects in Hamilton.

Appendices and Schedules Attached

Appendix A: Proposed Pilot Downtown Hamilton Office Conversion Grant Program Terms

Appendix B: Proposed Program Eligibility area being a new Sub-Area 1: Central Business District of the Downtown Hamilton Community Improvement Project Area

Prepared by: Phil Caldwell, Senior Business Development Consultant
 Planning and Economic Development Department, Economic Development Division

Submitted and recommended by: Norm Schleeahn, Director Economic Development,
 Planning and Economic Development Department

Proposed Pilot Downtown Hamilton Office Conversion Grant Program Terms

DOWNTOWN HAMILTON OFFICE CONVERSION GRANT PROGRAM



A. PROGRAM DESCRIPTION

The Downtown Hamilton Office Conversion Grant Program (the Program) is intended to provide financial incentives to support the creation of new housing and/or hotel accommodations within all or a portion of existing purpose-built office buildings located within Hamilton's Central Business District.

The Program will provide Grants to improve the financial viability of such conversions and support important goals respecting Downtown revitalization efforts including reducing the City's surplus office supply and corresponding vacancy rate, increasing housing supply, supporting the tourism and hospitality industry and event attraction and increasing Downtown's resident population to support added activity, vibrancy and demand for commercial services and amenities.

A maximum of two applications are permitted per Site under this Program of which:

- 1) no more than one application shall be for funding in respect of feasibility studies required by the City as part of a Site Plan application for Eligible Units on a Site; and
- 2) no more than one application for funding supporting the construction of Eligible Units.

The maximum Grant under this Program for feasibility studies required by the City as part of a Site Plan application respecting Eligible Units on a Site is the lesser of:

- 1) 50% of the total cost of the feasibility studies to a maximum of \$20,000; or
- 2) Available funding under this Program.

The maximum Grant under this Program for construction of Eligible Units on a Site is the lesser of:

- 1) 100 Eligible Units at the prescribed rates contained in Table 1;
- 2) The actual costs to construct the Eligible Units; or
- 3) Available funding under this Program.

Table 1 – Prescribed per Eligible Unit Grant Amounts

Use	Minimum *Bedrooms	Grant Amount
Residential	0 Bedroom (studio)	\$10,000 per Eligible Unit
	1 Bedroom	\$12,500 per Eligible Unit
	2 Bedroom	\$15,000 per Eligible Unit
	3+ Bedroom	\$20,000 per Eligible Unit
Hotel	n/a	\$10,000 per Hotel Room

**For the purposes of this Program, 'Bedroom' shall have the same meaning, and be subject to the same requirements and regulations, as that established and required under the Ontario Building Code, as amended.*

This Program applies to Sites wholly located within Sub Area 1 – Central Business District of the Downtown Hamilton Community Improvement Project Area as defined through the Revitalizing Hamilton's Commercial Districts Community Improvement Project Area By-law (RHCD CIPA).

Applications under this Program are subject to approval, and the availability of funds, at the absolute discretion of:

- The Manager of Commercial Districts and Small Business in respect of Grant applications for feasibility studies to a maximum of \$20,000; and
- For Grant applications respecting the construction of Eligible Units:
 - The General Manger of Planning and Economic Development Department (GM) for Grants up to a maximum of \$200,000; or
 - City Council for total Grants greater than \$200,000.

An Applicant to this Program may include the property owner or the lessee of all or part of a building subject to a long-term lease of no less than 99 years. An application by a lessee shall be accompanied by a letter of consent to apply to this Program from the registered property owner.

All costs associated with the development and the requirements of this Program are to be borne by the Applicant including construction, design, community benefit charges, development charges, parkland dedication fees (except where exempt through provision of affordable housing), administration fees, appraisals, inspections, legal, discharge and registration fees (plus applicable taxes), where applicable.

For the purposes of this Program:

- 'Site' shall mean all properties/parcels of land associated with the building subject to an application under this Program.
- 'Eligible Unit' shall include only the following which shall also be in compliance with Section B, Paragraph 2 herein:
 - A residential 'Dwelling Unit' or 'Dwelling Unit, Mixed Use', as defined in Hamilton Zoning By-law 05-200, as amended; or
 - A 'Hotel Room' meaning an individual room(s) providing sleeping accommodations and sanitary facilities, which may or may not include kitchen facilities, and which comprises part of a 'Hotel' use as defined under Hamilton Zoning By-law 05-200;and shall exclude any of the foregoing that is owned in whole or in part or operated by or leased by an Education Establishment as defined herein.
- 'Educational Establishment' shall mean a non-for-profit university or college (established pursuant to the Ontario Colleges of Applied Arts and Technology Act, 2002, and its regulations) for academic instruction receiving funds from the Province of Ontario and shall include a hospital or institution.

The Planning and Economic Development Department, through the Economic Development Division, will periodically review the terms and availability of this Program and undertake updates from time to time subject to City Council approval and/or direction.

B. PROGRAM ELIGIBILITY AND CRITERIA

1. Applications to this Program must meet the goals of the Revitalizing Hamilton's Commercial Districts Community Improvement Plan (RHCD CIP).
2. Eligible Unit(s) shall be:
 - a. Located on a Site within Sub Area 1 – Central Business District of the Downtown Hamilton Community Improvement Project Area as defined through the RHCD CIP;
 - b. Planned to be constructed in a private, non-public-sector owned building containing a minimum of 5,000 square feet of purpose-built office space; and
 - c. Be located above the ground floor and occupy areas of the building where the last confirmed use was an 'Office', as defined in Hamilton Zoning By-law 05-200.

3. This Program shall not apply to a Site where a designated heritage building, or any designated part thereof, has been demolished in contravention of the *Ontario Heritage Act* or any applicable City by-law or Official Plan policy respecting designated heritage buildings, or parts thereof.
4. A minimum of 10 new Eligible Units must be planned/created on a Site for eligibility under this Program subject to the Grant limits provided for in Section A herein.
5. Eligible Units may be established via a long-term leasehold provided the lease term is no less than 99 years.
6. An Applicant to this Program must be the registered owner of the Site or be the lessee of all or part of the building being converted to accommodate Eligible Unit(s) and which is the subject of a long term lease in accordance with paragraph 5 herein.
7. Grants are only payable to the approved Program Applicant and cannot be assigned or directed to any other payee including but not limited to any subsequent owner of the site unless provided for in the Program Administration section herein.
8. Applications and approvals under this Program shall be provided on a first come first serve basis, subject to the availability of funding, and with priority given to conversion proposals containing the greatest number of Eligible Units and/or those proposing the greatest number of units containing two (2) or more bedroom units.
9. Prior to any application approval and/or Grant payment being provided:
 - a. There shall be compliance with the Building Code Ontario Regulation 332/12 as amended or replaced, the Fire Code Ontario Regulation 213/07 as amended or replaced, property standards orders, all applicable law and any other order or directive by any judicial, governmental or regulatory authority; and
 - b. Any tax arrears on the Site shall be paid.
10. Approval and the receiving of a Grant under this Program shall not preclude eligibility, approval and the receiving of financial assistance for the same Site under any other available municipal program with the exception of the following which shall not be permitted to be combined with Grant provided in respect of the construction of Eligible Units under this Program:
 - a. A municipal tax increment or tax cancellation-based program; and/or
 - b. The Rapid Transit Multi-Residential Rental Housing Incentive Program or the Housing Acceleration Incentive Program where the incentive to be provided under

either program is a forgivable loan related to the provision of affordable housing units.

11. Applications under this Program are subject to approval, and the availability of funds, as follows:
 - a. The Manager of Commercial Districts and Small Business in respect of Grant applications for feasibility studies to a maximum of \$20,000; and
 - b. For Grant applications respecting the construction of Eligible Units:
 - i. The General Manger of Planning and Economic Development Department (GM) for Grants up to a maximum of \$200,000; or
 - ii. City Council for total Grants greater than \$200,000.
12. Without limiting the discretion as set out in paragraph 11 herein, City Council, or its delegate, whether or not an Applicant satisfies the requirements of the Program, may in its sole discretion, reject any application received from an Applicant where, in the opinion of City Council, or its delegate, the commercial relationship between the City and the Applicant has been impaired by, but not limited to, the Applicant being involved in litigation with the City. For the purposes of this section Applicants shall include but not be limited, jointly and severally to the following: (a) the Applicant identified on the application form; (b) a, if a corporation, any person or entity with an interest in the corporation, any shareholder of the corporation, or any officer or director of the corporation, as determined by the GM in their sole, absolute and unfettered discretion; (c) if a partnership or limited partnership any partner or limited partner and if a partner or limited partner is a corporation any person or entity with an interest in the corporation, any shareholder of the corporation, or any officer or director of the corporation, as determined by the General Manager in their sole, absolute and unfettered discretion.
13. Without limiting the discretion as set out in paragraph 11 herein, City Council, or its delegate, whether or not an Applicant satisfies the requirements of the Program, may in its sole discretion, reject any application without further consideration where due diligence undertaken by the City identifies municipal property tax arrears owed on the subject Site, non-compliance with respect to Zoning By-law regulations or there exist outstanding property standards, Building Code or Fire Code orders in respect of the subject Site or any other judicial, regulatory or governmental order in respect of the subject Site.
14. Without limiting the discretion as set out in paragraph 11 herein, City Council, or its delegate, whether or not an Applicant satisfies the requirements of the Program, may in

its sole discretion, reject any application where City Council, or its delegate determines in their sole discretion that there is a financial risk to the City in terms of the financial capabilities of the Applicant to complete the development subject to the Program application.

15. Without limiting the discretion as set out in paragraph 11, herein, City Council, or its delegate, whether or not an Applicant satisfies the requirements of the Program, may in its sole discretion, reject any application received from an Applicant where there is credible information that the Applicant has been involved recently or repeatedly in illegal activity supporting the conclusion that they will not conduct themselves with honesty and integrity in undertaking the activity, operation or business for which a Grant/Loan under this Program is being sought. For corporate Applicants, the Applicant, for the purposes of this paragraph 15, will be considered to be the corporation, the officers and directors of the corporation and the shareholders and this paragraph 15 shall apply jointly and severally to each of them.
16. Buildings use, development and work to create the Eligible Units on the subject Site shall conform to the City's Official Plan(s), applicable Secondary Plan(s), Zoning By-Laws(s), Site Plan approval and any other applicable and approved municipal policies, by-laws or guidelines (e.g. urban design guidelines) and any other laws applicable to the building use, development and work to create the Eligible Units.
17. A Program application may be denied by City Council, or its delegate, if the development is not supported by City Council notwithstanding any approval of *Planning Act* applications by any other authority including but not limited to the Ontario Land Tribunal or the Minister of Municipal Affairs and Housing.
18. Approval, part approval or denial of a Program application shall not fetter City Council's discretion regarding any *Planning Act* applications regarding the subject Site or the creation of the Eligible Units or any other decisions by City Council regarding the subject Site or creation of the Eligible Units.
19. Approval of a Program application by City Council, or its delegate, may provide for a reduced Grant amount such that no Grant is provided in respect of any portion of the development which City Council does not support notwithstanding any approval of *Planning Act* applications by any other authority including but not limited to the Ontario Land Tribunal or the Minister of Municipal Affairs and Housing, and that City Council's decision on the application will not fetter its discretion on *Planning Act* applications. In such cases, the Applicant shall be required to provide additional supporting

documentation, at the Applicant's own expense, to support the providing of financial assistance in accordance with City Council's approval/direction.

20. For Grants respecting feasibility studies required by the City as part of a Site Plan application, the following additional requirements apply:
 - a. An eligible feasibility study shall include any study/report required by the City as part of a Site Plan application submitted in respect of the development of Eligible Units;
 - b. Applications shall be accompanied by a proposed work plan and quote for the eligible feasibility study;
 - c. A Grant may be reduced or cancelled if the feasibility study is not completed, not completed as approved, not completed within two (2) years of the City's application approval or if the consultant conducting the study is not paid in full;
 - d. Completed feasibility studies will be reviewed and approved by the City's Manager of Commercial Districts and Small Business (Manager) for consistency with the quote and work plan submitted in support of the application and for compliance under the Program terms contained herein. If the feasibility study is found to be insufficient by the Manager, in their sole, absolute and unfettered discretion, the Grant may be reduced or cancelled unless it is resubmitted in a form and content satisfactory to the Manager, in their sole, absolute and unfettered discretion;
 - e. The Applicant shall be required to submit, to the satisfaction of the City, one digital copy of the completed feasibility study, invoices for the subject feasibility study and proof that the feasibility study consultants have been paid in full; and
 - f. The City reserves the right to audit the cost of the feasibility study prior to advancing the Grant.
21. For Grants respecting the construction of Eligible Units the following additional requirements shall apply:
 - a. Eligible Units shall be constructed and be capable of occupancy within two (2) years of the date of application approval by City Council or their designate. A one-time, extension of up to one (1) year may be granted for phased/comprehensive developments or due to development specific extenuating circumstances outlined in a formal request submitted by the Applicant to the City prior to the lapsing of the above time period and subject to consideration and approval at the sole discretion of the General Manager;

- b. Applications must be submitted prior to the issuance of a Building Permit for the construction of Eligible Units subject to the Program application. An Applicant shall assume the risk of any costs incurred after an application has been submitted but prior to approval under this Program having been received;
- c. A Grant shall not exceed the cost to construct the Eligible Units, excluding HST, with such costs to be confirmed through the submission of a Quantity Surveyors Report and accepted at the sole discretion of the City. Eligible construction costs may include soft costs required for the construction of the units such as, but not limited to, architectural and engineering services but shall not include any fees levied by the City including those associated with Building or Planning applications. The Quantity Surveyor's Report may be subject to a City or independent third-party audit, at the Applicant's expense, where deemed required by the City in its sole discretion; and
- d. A Grant in respect of the construction of Eligible Units will be payable in a single lump-sum subject to the following conditions being met:
 - i. All Eligible Units have been subject of Building Permit issuance and are capable of being occupied as determined by the City in its sole discretion;
 - ii. The Applicant has submitted a Quantity Surveyors Report, or such other means confirming total cost for the construction of the Eligible Units at the discretion, and to the satisfaction of, the City; and
 - iii. demonstrated satisfactory compliance with all Program terms contained herein and the required executing legal agreement as determined by the City in its sole discretion; and
- e. A Project Monitor may be required unless waived at the sole, absolute and unfettered discretion of the Economic Development Division, and if required, the Applicant must provide supervision of the development by a Project Monitor acceptable to the Economic Development Division. The Project Monitor will be at the cost of the Applicant and shall provide proof, to the satisfaction of the Economic Development Division, that the structural, mechanical and electrical work complies with the approved plans and specifications and all applicable law.

C. PROGRAM APPLICATION CRITERIA

A complete Program application shall be submitted to the Economic Development Division prior to

- The commencing of work on a eligible feasibility study for Grant applications respecting the funding for feasibility studies required by the City through a Site Plan application.
- The issuance of Building Permit for Grant applications respecting the construction of Eligible Units.

Required documents and information forming a complete application shall be identified within the Program's application form. The application date for the purposes of the Program will be the date on which City staff have deemed the application complete in their sole discretion.

D. PROGRAM ADMINISTRATION

Economic Development Division staff will review applications for eligibility in accordance with the RHCD CIP, RHCD CIPA, the Program terms contained herein and in collaboration with other City departments as required. Acceptance of the application by the City in no way implies application approval.

The Site and Applicant will be the subject of due diligence undertaken by the City prior to any recommendation on the application being brought to City Council, or its delegate, for consideration and prior to payment of the Grant. This will include, but may not be limited to, confirmation of the following: all municipal property taxes are paid and current on the subject Site, the Site is in compliance with Zoning By-law regulations, that there are no outstanding property standards violations or orders, Building Code violations or orders or Fire Code violation or orders, any violations of law or any orders by any other judicial, governmental or regulatory authority, regarding the subject Site or the development on the subject Site and that the Applicant is not in litigation with the City. Failure to comply with any of the above will result in an application not being recommended for approval to City Council or its delegate, except where otherwise directed by City Council, or its delegate, or, if the application has been approved, non-payment of a Grant under this Program.

If an application is approved, the Applicant will be provided an approval letter that outlines the terms and conditions of the Grant.

Where an application has been submitted but not yet approved by City Council, or its delegate, and the subject Site is sold/transferred to a new owner, the City may permit the transfer or assignment of the application to the new owner at the sole, absolute and unfettered discretion of the GM. An assignment or transfer may require the assignee or transferee to submit an application, assignment or transfer agreement and/or such other documents as determined by the GM in their sole, absolute and unfettered discretion. The new owner shall be subject to all applicable due diligence required under this Program, including, but not limited to, applicable

corporate title and litigation searches and financial risk, to the satisfaction of the City prior to the assignment being considered by the GM.

The City reserves the right to require the submission of any additional documentation or enter into any additional agreements as deemed necessary by the City to ensure the goals and purpose of this Program and the RHCD CIP are met.

The City is not responsible for any costs incurred by the Applicant in any way relating to the Program, including without limitation, costs incurred in anticipation of an application approval or Grant being provided.

Applications to this Program not yet approved shall be subject to any changes to the terms of this Program approved by City Council prior to the application being approved.

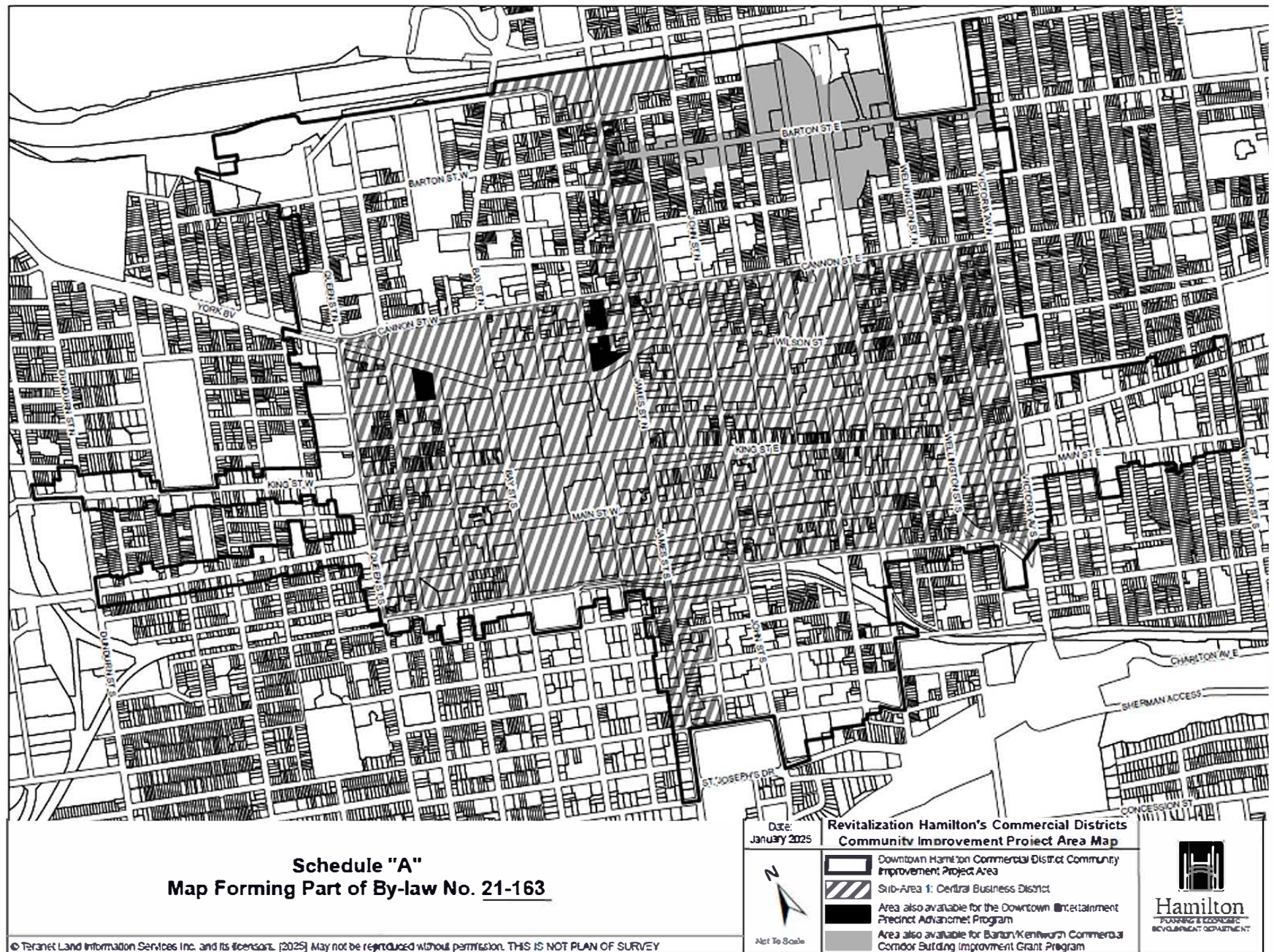
City Council may discontinue this Program at any time. However, Applicants with approved applications will still continue to receive the Grant subject to meeting the Program terms contained herein.

With respect to Grant applications for feasibility studies the following shall also apply:

- Upon feasibility study completion, paid Invoices for the subject feasibility study will be supplied to the City along with a digital copy of the completed feasibility study. The eligible Grant payment will be based on the City's review, satisfaction and acceptance of the feasibility study and the aforesaid invoices and all supporting City of Hamilton reports and documentation submitted outlining the full scope and cost of the work completed. Any and all of these costs may be subject to audit, at the expense of the Applicant, at the City's discretion;
- Once the terms of the Program have been satisfied, a cheque will be requisitioned and issued, in the approved Program Applicant's name, in an amount equal to the maximum identified in Section A herein. Grant calculation and payment exclude HST;
- If a Site is sold after a Grant application is approved under this Program, but before the feasibility study is completed and invoices have been submitted in accordance with paragraph 20 d. and e. herein, the Grant application and approval are cancelled, and no grant shall be payable; and
- If a Site is sold after a Grant application is approved under this Program and after the City has determined the completed feasibility study and invoices are in compliance with paragraph 20 d. and e. herein, the Grant will continue to be paid to the approved Applicant and provided that all other applicable terms contained herein are satisfied at the discretion of the City.

With respect to Grant applications for the construction of Eligible Units the following shall also apply:

- No decision will be made on an application until a building permit application for the Eligible Units has been submitted to the City's Building Division;
- If a Site is sold after a Grant application is approved under this Program, but before the requirements of Section B, paragraph 21 c. herein have been met, the Grant application and approval are cancelled, and no grant shall be payable; and
- If a Site is sold after a Grant application is approved and requirements of Section B, paragraph 21 c. have been met, the Grant will continue to be paid to the approved Applicant if the approved Applicant incurred the cost to construct the Eligible Units and provided that all other applicable terms contained herein are satisfied at the discretion of the City.





March 18, 2025

From:
West End Home Builders' Association
 1112 Rymal Road East
 Hamilton, Ontario L8W 3N7

To:
Members of General Issues Committee
 City of Hamilton
 71 Main St W, Hamilton, ON L8P 4Y5

WE HBA Letter: Hamilton Downtown Office Conversion Pilot

The West End Home Builders' Association ("WE HBA") is the voice of the land development, new housing and professional renovation industries in Hamilton, Burlington, and Grimsby. WE HBA represents 320 member companies made up of all disciplines involved in land development and residential construction.

WE HBA understands that the City is proposing to bring forward to GIC a proposed pilot Downtown Hamilton Office Conversion Grant program, which will provide grants on a per-unit basis as well as for the cost of feasibility studies. Downtown Hamilton is facing two related challenges; difficulties in offices in finding and retaining tenants, as well as an extremely difficult new condo market in Downtown and across the City. As identified in the report, office conversions can be extremely difficult to carry out at great cost to developers. This program is welcome to help address challenges in Downtown and in office conversions, and supporting the new home industry. While WE HBA appreciates and supports the program being brought forward, we are concerned there will be a lack of uptake due to the amounts proposed. WE HBA appreciates the intent to create an incentive for long-term office investors to reconsider long-term plans, as well as a desire not undercut affordable housing development incentives offered by the City. However, in future, a Tax Increment Equivalent Grant system directed at office conversions, or higher grant values if approved, would improve uptake and drive economic development Downtown. Additionally, WE HBA encourages 21a. to be modified to allow for a longer lapsing period in better alignment with proposed Site Plan lapsing provisions presented to DILG in January. Those proposed provisions allow for two-one-year extensions and extension criteria for clearance of conditions needed to be cleared by an outside agency or where the applicant is unable to clear a condition due to delays in the completion of City infrastructure projects. WE HBA greatly appreciates the focus of Planning and Economic Development in advancing Community Improvement Plans and development incentives. We are eager to work collaboratively with Council to ensure Hamilton is an attractive place for investment in housing supply and for jobs in construction as we work together to achieve Hamilton's housing target of 47,000 new homes by 2031.

Sincerely,

Anthony Salemi, BURPI
 Planner, Policy and Government Relations
 West End Home Builders' Association



City of Hamilton Report for Consideration

To:	Mayor and Members General Issues Committee
Date:	March 19, 2025
Report No:	HUR25006
Subject/Title:	Municipal Police Board Diversity Plan
Ward(s) Affected:	City Wide

Recommendations

- 1) That the proposed Municipal Police Board Diversity Plan, attached as Appendix A to HUR25006, **BE APPROVED**.

Key Facts

- The amendment to the Community Safety and Policing Act, 2019 specifies a requirement in subsection 28 (1):
Every municipality that maintains a municipal board shall prepare and, by resolution, approve a diversity plan to ensure that the members of the municipal board appointed by the municipality are representative of the diversity of the population in the municipality.
- The Diversity Plan must be published on the Internet, and for existing police service boards, must be completed and approved by April 1, 2025.
- The plan needs to be reviewed and, if required, revised at least every four (4) years.
- The proposed Municipal Police Board Diversity Plan is consistent with the enhancements made to improve diversity in the recruitment and selection process for Committees, Agencies, and Boards presented to General Issues Committee in March 2023 Information Report Attracting Diversity During the Recruitment Process HUR18017(a)/FC23046.

Financial Considerations

There is no financial impact.

Background

On April 1, 2024, the Ontario Government's *Comprehensive Ontario Police Services Act, 2019* ("COPS") came into force. The legislation received Royal Assent in 2019, however, it took five additional years to come into effect. This included the repeal of the *Police Services Act* (the "PSA") and the enactment of the *Community Safety and Policing Act, 2019* (the "CSPA") in its place. Also on April 1, 2024, the *Strengthening Safety and Modernizing Justice Act, 2023* came into force. This legislation made several amendments to the CSPA. One of the amendments included the requirement for municipalities with existing Police Boards to develop and publicly post a Diversity Plan by April 1, 2025. When new appointments to a police service board are made, the CSPA now requires municipalities to take reasonable steps to promote the availability of the appointment to members of demographic groups that have been historically underrepresented on police service boards. In order to comply with the legislative requirements, the proposed City of Hamilton Municipal Police Board Diversity Plan has been developed. This plan will be utilized for the selection of Police Board members for future terms of Council as well as any vacancies that may arise during the remainder of the current term.

Analysis

Given the recent introduction of the legislated requirement, there are currently few publicly available Police Service Board Diversity Plans. The recommended approach for Hamilton is based on the existing Inclusion, Diversity, Equity and Accessibility (IDEA) Framework (Appendix B) created by staff for the City of Hamilton and approved by Council in 2022. The intent of the framework is to ensure all aspects of our organization reflect the community we serve.

- Legal Implications – Municipal Police Board Diversity Plan is legislatively required by April 1, 2025
- Corporate Policy - Hamilton City Council – Appointment of Citizens to the City's Local Boards includes revisions to embed IDEA principles as of October 2023
- Staffing Considerations – Not Applicable

Consultation included canvassing the Diversity Municipal Network and the Ontario Network of Accessibility Professionals, as well as a review of publicly available Police Board Diversity Plans. Consultation additionally included Hamilton Police Services staff.

Alternatives

Not applicable. If the City does not develop and publicly post the Municipal Police Board Diversity Plan by April 1, 2025, the municipality will fail to meet its legislative requirements.

Relationship to Council Strategic Priorities

1. Responsiveness & Transparency
 - 1.1. Prioritize customer service and proactive communication
 - 1.2. Get more people involved in decision making and problem solving
 - 1.3. Build a high performing public service
 - 1.4. Modernize City systems

Responsiveness and Transparency – In order to get more people involved in decision making and problem solving, it is essential to have diverse inputs that reflect the community we serve. Recruitment and selection processes for the Municipal Police Service Board will support building a high performing public service. These efforts help build trust and ensure that processes are both fair and responsive to community needs.

Previous Reports Submitted

- HUR18017(a)/FC23046 (City Wide) Attracting Diversity During the Recruitment Process
- HUR19019(b)) (City Wide) Equity, Diversity, and Inclusion Framework
- HUR23016 (City Wide) Inclusive, Diversity, Equity and Accessibility (IDEA) Update

Consultation

Kirsten Stevenson, Administrative Director, Hamilton Police Service Board, and Rebecca Ballantyne, Director, Human Resources, Hamilton Police Services.

This is Report is jointly submitted by Human Resources and the Office of the City Clerk.

Appendices and Schedules Attached

Appendix A: Proposed 2025 Municipal Police Board Diversity Plan

Appendix B: Inclusion, Diversity, Equity and Accessibility (IDEA) Framework

Prepared by: Jodi Koch, Director, Talent and Diversity
City Manager's Office, Human Resources

Matthew Trennum, City Clerk
Corporate Services

Submitted and recommended by: Lora Fontana, Executive Director
City Manager's Office, Human Resources

Mike Zegarac, General Manager
Corporate Services

City of Hamilton
Municipal Police Board Diversity Plan
pursuant to *Community Safety and Policing Act, 2019*
(Proposed March 2025)

Strategic Plan 2016 - 2025:

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

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

Inclusion, Diversity, Equity and Accessibility Strategic Plan:

Principles: To ensure all aspects of our City are built on the principles of Inclusion achieved through Diversity, Equity, and Accessibility (IDEA).

To create, foster, support and, ultimately, sustain a City culture whereby all people feel a strong sense of inclusion, empowerment, and opportunity for development and growth.

Background:

The City of Hamilton has been on a journey to foster diversity and inclusion for the past several years. Most notable has been the commitment and support from City Council and Senior Leadership Team members that value diversity and inclusion as vital to advance trust and transparency in local government.

The City of Hamilton introduced its first Diversity and Inclusion Strategic Plan in 2017 and has continued to provide regular public updates on our progress to better reflect the community we serve. This has included the creation of an Equity, Diversity, and Inclusion Framework specific to the City of Hamilton in 2021. This Framework was updated to Inclusion, Diversity, Equity and Accessibility (IDEA) to better reflect the organization's commitments in 2022.

A Police Service Board is a civilian oversight body and local board of a municipality that governs the municipality's police service through its authority from the *Community Safety and Policing Act, 2019 (CSPA)*. The Police Board is intended to ensure that adequate and effective police services are provided. The CSPA came into effect on April 1, 2024. The legislation requires municipalities with existing Police Boards to develop and publicly post on the internet a Diversity Plan by April 1, 2025. When new

appointments to a police service board are made, the *CSPA* now requires municipalities to take reasonable steps to promote the availability of the appointment to members of demographic groups that have been historically underrepresented on Municipal Police Boards.

The City of Hamilton remains committed to advancing efforts to ensure all members of our community have a strong sense of belonging and engagement in local government. The City of Hamilton's Municipal Police Board Diversity Plan has been developed in accordance with our belief that we will only be successful in achieving our vision if we create and foster opportunities to better reflect the community we serve.

IDEA Framework:



Our IDEA Framework consists of a six-part iterative process. The components include:

- 1) Shared Business Case for IDEA
- 2) Comprehensive Communication Plan
- 3) Rigorous Data Collection
- 4) Demonstrated Ownership
- 5) Applied Action Plans

6) Metrics and Measurement

Shared Business Case for IDEA:

The City of Hamilton understands the importance of embedding IDEA into all that we do, including the critical role it plays in the Recruitment and Selection Process for the Hamilton Police Service Board. Enhancing IDEA in this process will not only improve diversity and increase the varied perspectives of those on the Municipal Police Board, but it will result in increased effectiveness of the Board and provide more meaningful recommendations and robust decision making.

Communications Plan:

A clear communication strategy and messaging are required to ensure consistent understanding of the intent to ensure that the diversity of the Municipal Police Board is representative of the diversity of the population of the City. Specific strategies to increase outreach to diverse communities, particularly those historically underrepresented on police service boards, will be utilized and reviewed regularly to ensure engagement with various community groups to assist in outreach and promotion of Municipal Police Board opportunities.

Data Collection:

The importance of continuing applicant voluntary demographic data collection to assist with measuring the effectiveness of recruitment efforts and analyzing the data trends is embedded for the Police Board recruitment process. This data will also allow for identification of potential systemic barriers throughout the process. Voluntary demographic data on applicants has been collected for 2018 and 2022 terms of Council and has further been enhanced through the utilization of online application software. Information collected will be used to evaluate if the advertising strategies utilized are attracting applicants that are reflective of the community we serve. This data will be used to measure the inclusiveness of the process only and will be shared only in an aggregate form.

Demonstrated Ownership:

Demonstrated ownership is a key IDEA Framework principle to drive leadership accountability and to exemplify the leadership required for the organization to become more inclusive and foster an overall sense of belonging. Visible comment from the Mayor, Council Members and Chief of Police will emphasize the important role the Municipal Police Board plays in our community safety and policing plan.

Applied Action Plans:

Organizations also require accountability. The Municipal Police Board Diversity Plan recommendations allow for clear actions to increase diversity in the applicant pool and allow for the measurement to progress this objective for future Council terms. In accordance with the *Community Safety and Policing Act, 2019*, the Police Board Diversity Plan will be reviewed and, if appropriate, revised at least once every four (4) years.

Metrics and Measurement:

While collecting the voluntary demographic information on applicants to the Hamilton Police Service Board is an important data set, there needs to also be effort to measure actual demographic representation on the Municipal Police Board to allow for the evaluation of the tactics adopted. These measurements will either confirm we are achieving the intended effect or identify opportunities so that we may adjust the recommendations to achieve the desired state.

Police Board Composition and Selection Process:

The Municipal Police Board is comprised of representatives from three groups:

- 1) Citizen Representative (1)
- 2) Council Representatives (3)
- 3) Provincial Representatives (3)

The City of Hamilton's Corporate Policy entitled Hamilton City Council – Appointment of Citizens to City of Hamilton Local Boards has been updated to embed IDEA into the Recruitment and Selection Process. In accordance with that policy, the Hamilton Police Service Board Selection Committee is comprised of six (6) members of Council and six (6) community members who provide one (1) Citizen candidate recommendation to Council. Council then makes the final selection for the one (1) Citizen member of the Police Board. This corporate policy can be found in the Procedural Handbook for Citizen Appointees to City of Hamilton Local Boards as amended and approved by Council in October 2023.

All Council Representative (3) approved appointments to the Police Board shall strive to reflect the diversity of the City of Hamilton's population. Hamilton City Council is committed to being inclusive and equitable for all involved.

Training and Resources:

All Council members of the Recruitment and Selection Committee will be provided four (4) modules of IDEA training developed for the City of Hamilton prior to the selection process. This will ensure a common foundational understanding of IDEA concepts, bias awareness, as well as anti-racism and anti-oppression knowledge.

Additionally, interview questions and guides, selection criteria, and a scoring rubric have been established. These resource documents are intended as guides to assist the Selection Committee members and should be reviewed and revised, if necessary, prior to the commencement of any future Municipal Police Board recruitment process.

Conclusion:

By ensuring the City of Hamilton's Municipal Police Board reflects the diversity of the community we serve, we will be better positioned to achieve our vision to be the best place to raise a child and age successfully. The City of Hamilton reaffirms its commitment to ensure all citizens have an equitable opportunity to participate fully in local government matters and to feel a strong sense of inclusion, safety, and empowerment.

Inclusion, Diversity, Equity and Accessibility (IDEA) Framework:





City of Hamilton Report for Consideration

To: Chair and Members
General Issues Committee

Date: March 19, 2025

Report No: PW25014

Subject/Title: Temporary On-Street Patio Traffic Control and Safety Devices

Ward(s) Affected: City Wide

Recommendations

- (a) That staff **BE AUTHORIZED** and **DIRECTED** to retain a third-party contractor for the supply, installation and removal of safety devices and barriers for on-street patios per the Ontario Traffic Council guidelines, for the 2025 season, to be funded from Project ID 4042549220 as a one-year pilot project;
- (b) That Staff **BE DIRECTED** to report back to the General Issues Committee with results of the pilot project by Q4 2025; and,
- (c) That the General Manager, Public Works and City Clerk **BE AUTHORIZED** and **DIRECTED** to execute any required agreement(s) and ancillary documents, with content acceptable to the General Manager, Public Works with such terms and conditions in a form satisfactory to the City Solicitor.

Key Facts

- The purpose of this report is to respond to a December 2024 motion directing staff to investigate the feasibility of internal facilitation of safety devices/barriers for restaurant patios within the right-of-way per the Ontario Traffic Council (OTC) Guidelines.
- This report is referring to on-street patios and pedestrian by-passes on the municipal right-of-way in parking spaces or curb lanes.
- Staff are recommending the City retain a third-party contractor for the supply, installation and removal of safety devices and barriers per the Ontario Traffic

Council (OTC) guidelines for safety around on-street patios; staff will report back to Council with results of the 2025 patio season pilot project and recommendations for future years.

- It is estimated that the number of patios for the 2025 season will be 15 – 18 which would equate to a budget of \$75,000 - \$99,000.
- This initiative assists with revitalization and re-envisioning throughout the City of Hamilton.

Financial Considerations

As an interim solution for 2025, the recommendation is for the City to retain a third-party contractor to supply, install and remove safety devices/barriers at all on-street patios and pedestrian by-passes on the municipal right-of-way. This applies City-wide to on-street patios within Business Improvement Areas (BIA's) and Community Improvement Plan Areas (CIPA's).

It is estimated that the number of patios for the 2025 season will be 15 – 18 which would equate to a budget of \$75,000 - \$99,000 to be funded from the Transportation Division budget Project ID 4042549220.

Communications to patio businesses regarding any change in process will be done proactively through the Program Administrator, Planning and Economic Development Department as well as on the city website portal for the patio program:

<https://www.hamilton.ca/build-invest-grow/starting-small-business/permits-inspections/temporary-outdoor-patio-program>.

There are no FTE impacts associated with this recommendation.

Background

The initial On-Street Patio Pilot Program began in 2016 and was approved as a permanent program in 2017. This program focused on temporary patios located on-street, primarily in on-street parking spaces.

In May 2020, in response to the COVID-19 pandemic, an expanded Outdoor Dining Districts Program was approved by Council. It expanded the On-Street Patio Program by providing for temporary patios on public property (including sidewalks, boulevards and off-street parking areas), occupying metered parking spaces where allowed in accordance with City By-laws and on private property such as the parking areas of malls and strip malls.

On February 23, 2022, Council approved Report PED22051 to permanently adopt the Temporary Outdoor Patio Program, which combined the On-Street Patio Program and the Outdoor Dining Districts Program, and to establish applicable annual user fees. It is important to note that the Temporary Outdoor Patio Program applies only to

temporary, seasonal patios (April 1 - October 31 each year). Any proposals for permanent patios that would permanently occupy public or private property would be reviewed on a case-by-case basis in accordance with the City's existing Planning, Real Estate and Leasing/Licensing.

In June 2022, [Communication Update - On-Street Patio Modifications](#) informed Council of some modifications that were to be made to existing on-street patios across the City. The modifications included the installation of additional barriers and other improvements for pedestrian and patron safety. The changes were made in response to a new "Restaurant Patio Guidelines within the Right of Way" document that was recently released by the provincial Ontario Traffic Council.

Staff have utilized the new provincial guidelines for the type and placement of physical barriers with the exact set-up varying by location depending on site and surrounding conditions. For the 2022 patio season, these safety enhancements were implemented by the City at no cost to the business owner, in accordance with Council's direction to offset the costs of the temporary patio program as part of our post-COVID economic recovery.

In February 2023 [Communication Update - Temporary Outdoor Patio Program 2023](#) advised Council of the roll-out of the Temporary Outdoor Patio Program. This report indicated that in 2023, applicants would be required to pay all applicable fees for the program. Different ward offices and business since then have come forward with general concerns about the overall costs to implement a patio, in particular the installation of safety devices and crash barriers.

In addition, from an economics perspective, we would like Hamilton to be an employer of choice, a destination for residents and visitors. The City's success and image are vital to how Hamiltonians identify their city and how the city is viewed as a place to live, work, play, and invest in. As the majority of on-street patios are in the downtown core, this is an opportunity to help with the revitalization and re-envisioning while still maintaining safety elements set out in the Ontario Traffic Manual guidelines. This also applies City-wide to other Business Improvement Areas (BIA's), Community Improvement Plan Areas (CIPA's). This led to a motion being made at the December 4, 2024, General Issues Committee, which is attached as Appendix "A" to Report PW25014.

As part of the 2025 pilot project evaluation, staff will also assess the feasibility of aesthetic enhancements and report back to the General Issues Committee with recommendations for future years. Input from businesses, BIA's, and other stakeholders will help identify solutions that prioritize both safety and visual appeal. While the primary objective of the proposed safety devices and barriers is to enhance public safety and ensure compliance with Ontario Traffic Council guidelines, their visual impact is also an important consideration. Well-designed streetscapes contribute to vibrant business districts, pedestrian-friendly environments, and an inviting urban experience.

Temporary Outdoor Patio Program and Current Process

This program allows eligible local businesses to establish temporary seasonal patios and seating areas on municipal or private property (if current zoning is compliant). Temporary Outdoor Patios are permitted in Business Improvement Areas (BIA's), Community Improvement Plan Areas (CIPA's) and Private Property (zoning compliant) (see link for map of [Business Improvement Areas \(BIA's\), Community Improvement Plan Areas \(CIPA's\)](#)).

The Temporary Outdoor Patio Program is administered by Commercial Districts and Small Business, Planning and Economic Development Department with consultation from various internal stakeholders.

Businesses must complete an online application (refer to link [Temporary Outdoor Patio Application - Municipal Property | City of Hamilton](#)). Applications for patios can be submitted starting March 1, 2024 and must be received prior to June 1, 2024.

For the purpose of this report, we are focusing on on-street patios (patios on the curb lane, parking lane, or with pedestrian by-pass/sidewalk). Please refer to Appendix "B" to Report PW25014 for examples.

Fees/Costs to Businesses (2018 – 2024)

Application fees for patios were established in 2022; however, the fee has been waived from 2022–2024. In 2025 the fee is being phased in, beginning at \$351.77 (50%) for the 2025 season.

Any patio that occupies an on-street or off-street municipal parking space is also required to pay a Temporary Patio Occupation of Parking Space fee of \$950.71 per space as per the Tax Supported User Fee By-Law.

Businesses are also required to retain a third-party contractor to install a pop-up patio (patio platform) to raise to sidewalk/curb height. Each pop-up patio is built on a reinforced metal frame and includes accessible ramps, railings, cane detection strips and high contrast markings for safety. This is a cost of approximately \$3,500 - \$4,000 per patio.

More recently, for patios or pedestrian by-passes on-street the applicant is required to hire an Ontario Traffic Manual Book 7 certified contractor to install crash barriers. The cost is approximately \$5,000–\$5,500 per patio.

In summary, in 2025, the range in costs/fees for businesses could be \$9,800 - \$12,250 based on a number of factors such as type of patio (on-street parking lane or pedestrian by-pass), speed of road and number of parking spaces being occupied.

Temporary On-Street Patio Traffic Control and Safety Devices (PW25014) (City Wide)

Page 5 of 9

The following table identifies history of Fees/Costs to Businesses from 2018 to present.

Table 1: Number of Patios and Fees/Costs to Businesses

Fees/Costs to Businesses							
Year	# of Patios (on-street)	Application Fee	Fee Details	Metered Parking Space Fee	Fee Details	Crash Barriers as per OTC	Cost Details
2018	20	✗	No fee	✓	Fee	✗	No cost
2019	9	✗	No fee	✓	Fee	✗	No cost
2020	13	✗	No fee	✓	Fee waived	✗	No cost
2021	25	✗	No fee	✓	Fee waived	✗	No cost
2022	26	✓	Fee waived	✓	Fee waived	✓	Barriers were introduced -cost covered by City
2023	8	✓	Fee waived	✓	Fee	✓	Cost incurred by business
2024	11	✓	Fee waived	✓	Fee	✓	Cost incurred by business
2025	TBD	✓	Fee to be phased in -50% of approved fee	✓	Fee	✓	TBD

Safety Devices/Barriers and Ontario Traffic Manual Guidelines

In 2022, new guidelines for safety devices were established under the Ontario Traffic Council “Restaurant Patio Guidelines within the Right of Way” ([B001463 OTC Restaurant Patio Guidelines e02.pdf](#)). The Ontario Traffic Council is a provincial member-based organization that provides diverse expertise in traffic engineering, transportation planning, safety and traffic enforcement.

These guidelines were created for the benefit of those road authorities who have not developed their own guidelines and as a supplementary resource to those road authorities who have developed their guidelines but are seeking additional guidance on the topics outlined within the document.

The intention of applying these guidelines is to ensure that universal accessibility, public safety and the streetscape experience are enhanced and not negatively impacted by the introduction of a patio within the road authorities' right-of-way.

Analysis

Feedback from Business Owners

A customer satisfaction survey was issued to businesses in Q3 2024. There were a total of 101 surveys distributed and 30 responses.

Overall, there was 80-100% satisfaction with customer service and turnaround times regarding the patio program.

All concerns identified in the survey were related to the applicant costs of the mandatory use of crash barriers; this being the major reason that the applicant may not participate in 2025.

Jurisdictional Scan

Staff have consulted with internal stakeholders and completed a best practice review of the following municipalities: Toronto, Burlington, Oakville, and Kingston, details of which are attached as Appendix "C" of Report PW25014.

Most municipalities impose some degree of safety devices and barriers, however, do not fully mandate the Ontario Traffic Council guidelines. For Toronto, Oakville, Kingston and Burlington safety devices are supplied, installed and paid for by the municipality. Oakville and Kingston both retained consultants to prepare guidelines specific to their municipality that are less stringent than the OTC.

Recommendation for 2025 Season

As a pilot project for the 2025 patio season, staff are recommending the Transportation Division retain a third-party contractor, following City of Hamilton's purchasing policies and guidelines. This contractor would supply the traffic lay-out per Ontario Traffic Council guidelines and install/remove all safety devices/barriers.

The contractor would be required to be Book 7 certified and follow the Ontario Traffic Council guidelines.

The cost is approximately \$5,000 - \$5,500 per patio and staff are estimating there will be 15 – 18 patios in 2025. The total cost would be approximately \$75,000 - \$99,000. Staff will evaluate the results of the pilot project and report back to Council with recommendations for future years by Q4 2025.

From a risk standpoint, this option would carry a low/medium risk as both the business and contractor would carry the required insurance and indemnify the City, should any claims arise.

Alternatives Considered

A number of alternatives were considered for the 2025 patio season and future years.

Alternative 1 – Applicant to retain and pay for third-party Contractor (current state)
Currently businesses are paying to retain a third-party contractor to install the safety devices/barriers as outlined in the Ontario Traffic Council guidelines; in addition to other patio related fees (refer to Background section). When these guidelines came into effect, the City paid for the installations at no cost to businesses in the 2022 patio season. Subsequent 2023/2024 patio seasons, businesses have incurred that cost, however the City has determined that there is a decrease in patios where the restaurants incur this additional cost on top of other fees and this negatively affects the City's initiatives on revitalization.

Alternative 2 – Retain Third Party Contractor to Provide Patio Layouts and Installation/Removal of Safety Devices/Barriers (City led initiative)
This is the recommended option for the 2025 patio season. Refer to the Analysis section where this is outlined.

Alternative 3 – Internal Facilitation of Safety Devices through the Transportation Division (City led initiative)
This alternative would be for the internal facilitation of safety devices/barriers following the Ontario Traffic Manual guidelines, led by the Transportation Division, Roadway Maintenance Section.

The overall cost is estimated at \$600,000 (capital in 2026) and \$241,800 (annual operating). The 2026 one-time capital cost of approximately \$600,000 is for the procurement of vehicles and materials for this program:

- Urban Safety Barriers
- Signage
- Knock Down Sticks (Flexible Delineators)
- New truck with crane arm (current fleet of vehicles does not have current capacity to move barriers)

This alternative would be using Transportation Division staffing during afterhours/night shift out of the Roadway Maintenance section with a new FTE staffing request of 2

operators to administer the program. It is anticipated that patios would require set up during the months of April and disassembly during the month of November. For the purpose of cost estimates, staff are approximating there will be 25 on-street patios in the year 2026. Operating costs would be \$168,800 for 2 new FTE's and an annual staff/vehicle usage cost of \$73,000; totalling an annual operating cost of \$241,800. This alternative will be further explored in the Q4 2025 report.

Alternative 4 – Provide grants to eligible applicants.(initiative)

This alternative was require the assessment and potential development of a grant program.

Alternative 5 – Retain Consultant to Create Hamilton Specific Guidelines (City-led initiative)

This alternative was reviewed and not recommended from a safety and risk perspective. The recommendation is to adhere to the Ontario Traffic Council guidelines.

Relationship to Council Strategic Priorities

The recommendation in this report is in direct alignment with the following Council Priorities:

1. Sustainable Economic & Ecological Development
 - 1.2. Facilitate the growth of key sectors
2. Safe & Thriving Neighbourhoods
 - 2.2. Make sure people can safely and efficiently move around by foot, bike, transit or car

Previous Reports Submitted

[Communication Update - On-Street Patio Modifications](#)
[Communication Update - Temporary Outdoor Patio Program 2023](#)

Consultation

- Cristina Geissler, Judy Lam, Norm Schleeahn Commercial Districts and Small Business, Planning and Economic Development Department
- John Searles, Bob Marques and Peter Sniulis, Transportation Division, Public Works Department
- Robyn Pollard and Lorne McArthur, Environmental Services Division, Public Works Department
- Joanne Starr, Transportation Planning and Parking, Planning and Economic Development Department.
- Stefanie Navascues and Gavin Chamberlain, Legal and Risk Management Division, Corporate Services Department

Appendices and Schedules Attached

Appendix A: General Issues Committee Motion, dated December 4, 2024

Appendix B: Examples of On-Street Patios and Ontario Traffic Council Layouts

Appendix C: Jurisdictional Scan

Prepared by: Adrienne Kupchanko, Senior Project Manager
Public Works Department, Transportation Division

**Submitted and
Recommended by:** Carolyn Ryall, Director
Public Works Department, Transportation Division

CITY OF HAMILTON

MOTION

General Issues Committee: December 4, 2024

MOVED BY COUNCILLOR C. KROETSCH.....

SECONDED BY COUNCILLOR M. WILSON.....

2025 Temporary Outdoor Patio Program With Traffic Control Plans And Control Measures

WHEREAS, the City of Hamilton first launched the temporary On-Street Patio Pilot Program in 2016, which became the permanent Temporary Outdoor Patio Program in 2022;

WHEREAS, the Temporary Outdoor Patio Program provides an opportunity for restaurants and cafes to open temporary outdoor patios in on-street parking spaces, off-street parking lots, sidewalks, alleyways and boulevards;

WHEREAS, the Temporary Outdoor Patio Program provides an important opportunity for local restaurants and cafes to increase their capacity through outdoor dining, and also helps to animate local commercial areas;

WHEREAS, during COVID, the City waived all applicable City fees for the Temporary Outdoor Patio Program in order to support economic recovery;

WHEREAS, in 2022 the Ontario Traffic Council (OTC) issued guidelines for Restaurant Patios within the Right of Way which recommended enhanced traffic control measures and safety devices, which the City subsequently incorporated as a local practice for the patio program;

WHEREAS, in 2023 business owners again became responsible for some costs of the program including costs associated with the occupancy of metered parking spaces, patio set-up and installation of crash barriers, with Council approval to continue to waive other safety device installation costs (traffic control plans, signs and delineators) and the program application fees;

WHEREAS, local restaurants and cafes continue to be impacted by reduced business as a result of hybrid working and reduced foot traffic in some of our commercial areas; and

WHEREAS, at the General Issues Committee Budget meeting of January 30, 2024, staff were directed to investigate and report back on any potential savings that may exist in transferring the event coordination responsibilities to in-house from the current

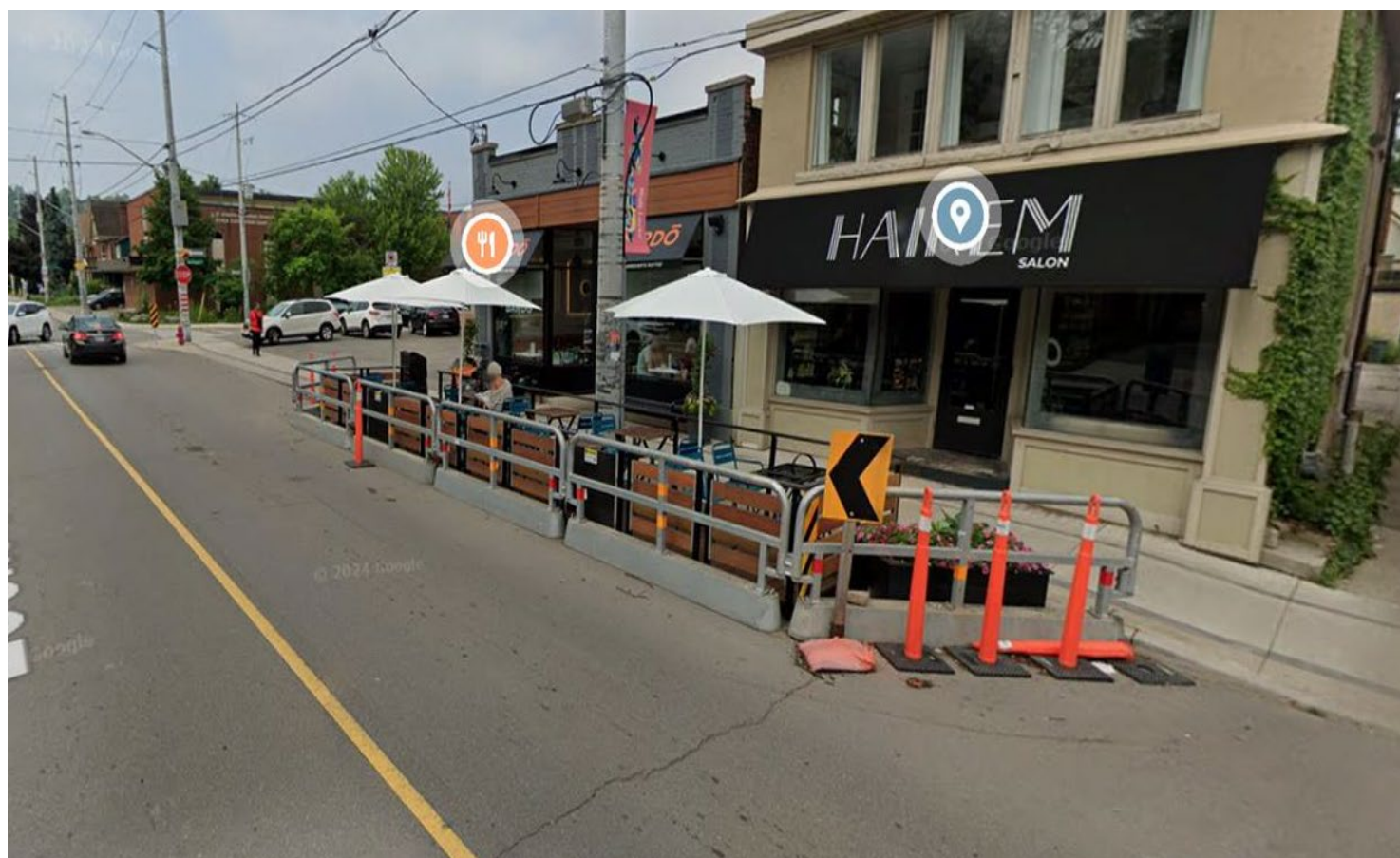
SEAT model, and identify the resources (staffing, material and vehicle costs) and processes required for a cross-departmental City of Hamilton Team to facilitate all processes, including development, approval, and implementation of Traffic Control Plans for temporary closures needed by Event Organizers as part of this review.

THEREFORE BE IT RESOLVED:

- (a) That the General Managers of Public Works and Planning and Economic Development, be directed to include in their report back to the General Issues Committee respecting Internal Facilitation of Restaurant Patios within the Right of Way per the Ontario Traffic Council (OTC) Guidelines, per the following additional items:
 - (i) The resources (staffing, material and vehicle costs) and processes required for a cross-departmental City of Hamilton Team to facilitate the installation of Traffic Control Plans associated with the Temporary Outdoor Patio Program;
 - (ii) Identify any potential savings that may exist in transferring the responsibility for installing all Traffic Control Devices (safety devices including crash barriers) associated with the Temporary Outdoor Patio Program for set-up of patios on the City road allowance, from business owners to the City;
 - (iii) Provide a jurisdiction scan on the adoption of the 2022 Ontario Traffic Council (OTC) issued guidelines for Restaurant Patios within the Right of Way requirements by other municipalities;
 - (iii) Input from Legal & Risk Management Services Division respecting risks, liability and insurance costs; and
 - (iv) That local businesses be responsible for covering all other costs associated with the Temporary Outdoor Patio Program.

Examples of Patios and Layouts

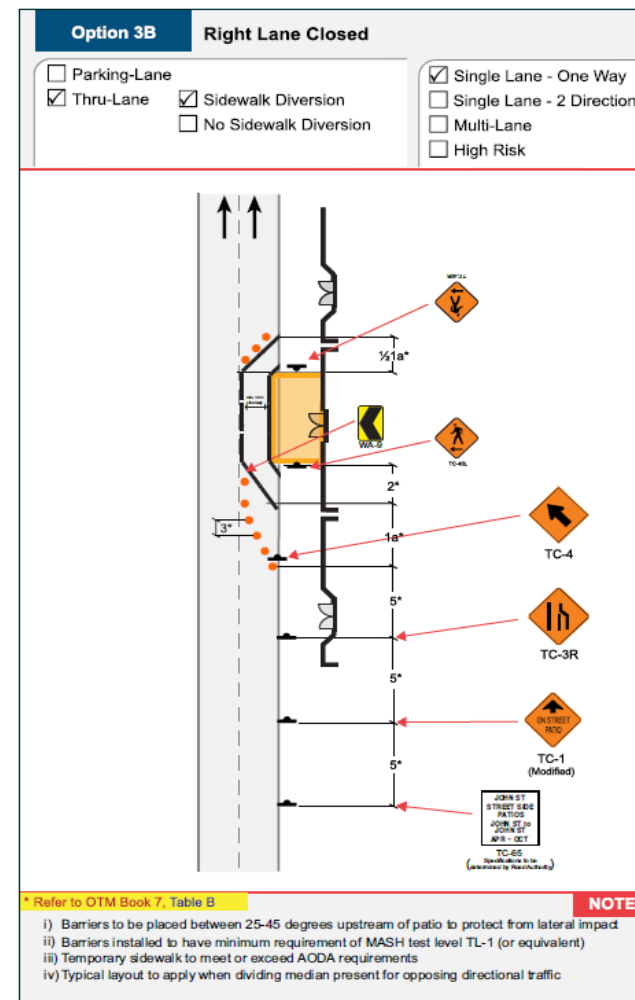
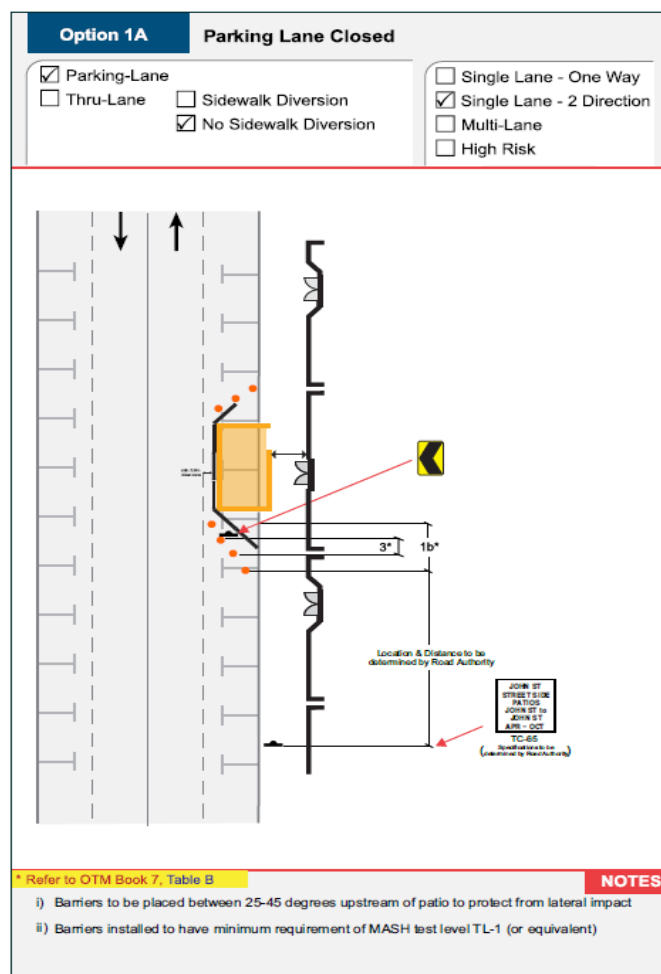
Example of On-street Patio



Example of Patio with Pedestrian By-Pass



Ontario Traffic Council Guidelines Example Layouts



Jurisdictional Scan - Outdoor Patio Program

Municipality	Responsibility of Installation of Safety Equipment (Signage, barricades etc.)	Following Ontario Traffic Council (OTC) Patio Guidelines?	Resources
City of Burlington	The City of Burlington has taken responsibility for the purchase, installation and removal of the water-filled barriers.	<p>Burlington does not completely adhere to OTC Guidelines</p> <p>Staff have determined that barriers will only be required on certain streets/roads. For example, water-filled barriers are required on busier roads such Lakeshore Road where a patio is also occupying a lane of traffic. However, water-filled safety barriers are not required but fencing is on quieter streets such as Pine Street where patios are occupying only parking spaces.</p>	Guideline Report
Town of Oakville	In 2024, the town implemented new temporary traffic calming/safety measures. This includes new edge-line treatments on streets with an on-street patio, new road signs to inform motorists of upcoming patios, and vertical centre line treatments (in-street flexible signs). These new measures are intended to improve the overall experience and safety for both drivers and diners.	<p>The town commissioned CIMA+ Engineering to develop Oakville-specific guidelines for safety equipment.</p> <p>CIMA report did not require any locations to have barriers as per OTC.</p>	Web Page Guideline

City of Toronto	<p>Team members from the Transportation Services division review the feasibility and traffic safety requirements for each curb lane café.</p> <p>Transportations operational teams manage and deploy traffic safety equipment, City-wide</p> <p>Patio business must supply the fencing at their expense.</p>	<p>Toronto does not completely adhere to OTC Guidelines</p> <p>City installs a jersey barrier and concrete blocks as well as signage.</p>	<p>CafeTO</p> <p>Guidebook</p> <p>Sample Traffic Control Plan</p>
City of Kingston	<p>Business is to install fencing around patios -</p> <p>Fencing must be constructed of metal, wood, or composite materials (not required to be MASH TL1 barriers).</p>	<p>Does not fully follow OTC.</p> <p>However, contracted consultant to create Kingston specific guidelines. Kingston has unique set up with majority of patios in a lay-by lane.</p>	<p>Street Patio Program City of Kingston</p> <p>City of Kingston - Street Patio Standards and Application Guide</p>

CITY OF HAMILTON

MOTION

General Interest Committee: March 19, 2025

MOVED BY COUNCILLOR M. WILSON.....

SECONDED BY COUNCILLOR.....

Wesley Youth Outreach Centre (Ward 1)

WHEREAS, Statistics Canada indicates 19.5% of residents in the City of Hamilton are between the ages of 15-29;

WHEREAS, 37.7% of Ward 1 resident's income is at or below the City's poverty line.

WHEREAS, there is a clear link between poverty and impacts on youth's physical, emotional, mental and educational achievements and

WHEREAS, the City of Hamilton relies upon the services of Non-profit groups such as Wesley to provide services for youth and newcomers;

WHEREAS, Wesley provides programming and space within Ward 1 for youth to connect to homework support, develop healthy peer-to-peer relationships in a safe place, learn positive life and social skills, and improve overall well-being.

WHEREAS, the furnishings within the facilities are no longer viable,

THEREFORE, BE IT RESOLVED:

- (a) That a grant to Wesley Youth Outreach Centre located at 155 Queen St. N. be funded from the Ward 1 Capital Discretionary Account #3302309100 at an upset limit, including contingency, not to exceed \$10,000;
- (b) That any funds allocated and distributed through the Ward 1 Discretionary Fund be exempt on a one-time basis and not be counted toward any formula that restricts regular funding from the City, including the City Enrichment Fund or the One-Time Enhancement Grant (e.g. the City's 30% formula); and,
- (c) The Mayor and City Clerk be authorized and directed to execute any required agreement(s) and ancillary documents, with such terms and conditions that are satisfactory to the City Solicitor.

CITY OF HAMILTON

MOTION

General Issues Committee: March 19, 2025

MOVED BY COUNCILLOR M. SPADAFORA.....

SECONDED BY

Strong Mayor Powers and How They Apply to the City of Hamilton Property Tax Budget Process – REVISED

WHEREAS, several City Councillors have expressed frustration of being hamstrung, rushed, and stifled amid a new interpretation of Strong Mayor Powers pertaining to the 2025 Property Tax Budget process whereby only amending motions to the budget were permitted instead of debate and direction on the budget as a whole and the associated property tax increase;

WHEREAS, the majority of amending motions brought forward by Councillors were jointly deemed out of order by the City Clerk and Budget Chair amid the new Strong Mayor Powers budget process, without any opportunity for neutral, apolitical, procedural collaboration to make changes to said amending motions so as to make them in order;

WHEREAS, for successful amending motions to actually be enacted, they were ultimately subject to, and at the mercy of, the Strong Mayor Powers veto, regardless if the veto was used or not used;

WHEREAS, during deliberations of the 2024 Property Tax Budget, the first budget process against the backdrop of Strong Mayor Powers that were extended to the City of Hamilton on July 1, 2023, the budget was not considered “the Mayor’s budget”, and accordingly, Councillors were able to propose germane amendments to the budget and motions to direct staff accordingly to amend the proposed property tax increase without the risk of said amendments or motions being jointly deemed to be out of order by the City Clerk and the Budget Chair;

WHEREAS, the 2025 Property Tax Budget was deemed “adopted” by the Mayor outside of any Council meeting negating Councillors the opportunity to go on the record of either voting in favour or against the 2025 Property Tax Budget, something that has historically been deemed important by Councillors and constituents alike;

THEREFORE, BE IT RESOLVED

- (a) That the Mayor ask the Ontario Premier to not allow the City of Hamilton to use Strong Mayor Powers for the City of Hamilton budget process, reverting to the traditional budget deliberation process that was most recently used for the 2024 Property Tax Budget during the first year of Strong Mayor Powers in Hamilton;
- (b) That the Mayor and City of Hamilton staff involved with interpreting and applying the rubric of Strong Mayor Powers to the 2025 Property Tax Budget process ask the Office of the Premier of Ontario to review said interpretation and application of Strong Mayor Powers as they pertained to the 2025 Property Tax Budget process and to comment on if they believe it was done properly and appropriately, and whether there may have been different interpretations and applications; and,
- (c) That the City of Hamilton Finance and Legal staff research and report back on how other municipalities that have Strong Mayor Powers applied the Strong Mayor Powers to their budget process, if at all.

CITY OF HAMILTON

MOTION

General Issues Committee: Wednesday, March 19, 2025

MOVED BY COUNCILLOR M. SPADAFORA

SECONDED BY COUNCILLOR

Installation of Additional Surveillance Cameras and Corresponding Equipment at the CityHousing Hamilton Building at 690 Stone Church Road West (Ward 14)

WHEREAS, the senior tenants residing at 690 Stone Church Road West have expressed that they do not feel safe at times and would like to see additional surveillance cameras at the building's entry points and an exterior camera for the parking lot;

WHEREAS, individuals have entered the building to steal mail and items from the community room;

WHEREAS, unhoused individuals have tried to gain access to the building to keep warm in the winter months;

WHEREAS, the building does not have any on-site security to patrol the building; and,

WHEREAS, the installation of modern surveillance cameras with 4K resolution will provide the seniors with comfort and peace of mind knowing that uninvited or unauthorized access to the building will be deterred.

THEREFORE, BE IT RESOLVED:

- (a) That the costs associated with the installation of new 4K resolution surveillance cameras and corresponding equipment (network video recorder, hard drive, monitor, etc.) at the CityHousing Hamilton building in Ward 14 at 690 Stone Church Road West, be funded from the Ward 14 Capital Discretionary Account (#3302309014) at an upset limit, including contingency, not to exceed \$4,500; and,
- (b) That the Mayor and City Clerk be authorized and directed to execute any required agreement(s) and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.

CITY OF HAMILTON

MOTION

General Issues Committee: Wednesday, March 19, 2025

MOVED BY COUNCILLOR C. KROETSCH

SECONDED BY COUNCILLOR

Development of the Community Benefits Protocol or Social Value Framework

WHEREAS, Council did not approve the Budget amendment to spend an additional \$75,000 to continue the development of a Community Benefits Protocol or Social Value Framework during the 2025 Budget;

WHEREAS, staff recommended the use of an unallocated \$75,000 from the tax stabilization be used to pilot a Social Value Procurement program as a first step in developing a Community Benefits Protocol (Social Value Framework) that would guide the City of Hamilton in the corporation's social value/community benefits efforts;

WHEREAS, the development of a Community Benefits Protocol or Social Value Framework is foundational work and essential to the overall success of a pilot Social Value Procurement program; and,

WHEREAS, City staff have advised that the pilot Social Value Procurement program could be paused, and re-introduced for consideration as part of the 2026 budget process, in order to instead develop a Community Benefits Protocol or Social Value Framework in 2025.

THEREFORE, BE IT RESOLVED:

That up to \$75 K from the Tax Stabilization Reserve (110046) be allocated to fund the development of the Community Benefits Protocol or Social Value Framework and that the consideration of a pilot Social Value Procurement be deferred pending completion of the Community Benefits Protocol or Social Value Framework.