



Hamilton

INFORMATION REPORT

TO: Mayor and Members General Issues Committee	WARD(S) AFFECTED: CITY WIDE
COMMITTEE DATE: May 15, 2013	
SUBJECT/REPORT NO: City of Hamilton Corporate Annual Report 2012 (PED13074) (City Wide)	
SUBMITTED BY: Tim McCabe General Manager Planning and Economic Development Department	PREPARED BY: Michael Marini (905) 546-2424 Ext. 1781
SIGNATURE:	

Council Direction:

N/A

Executive Summary:

The Corporate Annual Review is a summation of the highlights from the activities and policies of the various departments within the Corporation of the City of Hamilton. The City of Hamilton Annual Review 2012, attached as Appendix "A" to Report PED13074 (also found at <http://www.investinhamilton.ca/publications/>) has been broken down into three distinct sections that mirror the City of Hamilton's three strategic priority areas:

- A Prosperous and Healthy Community;
- Valued and Sustainable Services; and,
- Leadership and Governance.

Information:

In keeping with a central tenet of the City of Hamilton's Vision, "engaging citizens", the City of Hamilton's Corporate Annual Review is a tool to communicate both internally and externally the Corporation's successes and initiatives from 2012.

OUR Vision: To be the best place in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities.

OUR Mission: WE provide quality public service that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Values: Accountability, Cost Consciousness, Equity, Excellence, Honesty, Innovation, Leadership, Respect and Teamwork.

The Annual Economic Review has been a staple of the City of Hamilton's Economic Development Division since 1998. However, this feature has not been replicated for Hamilton on a Corporate level. At the direction of the City Manager and Senior Management Team (SMT), the Economic Development Division merged its Annual Economic Review into a new Corporate Annual Review that highlights Council's and the Corporation's 2012 activities.

The 2012 Annual Review has been broken down into three distinct sections that mirror the City of Hamilton's three strategic priority areas:

- A Prosperous and Healthy Community;
- Valued and Sustainable Services; and,
- Leadership and Governance.

The Annual Review has been designed to both provide detailed information and "quick facts" to educate the reader on the accomplishments of Council and the Corporation. In addition, the 2012 Annual Review will be used as a promotional/marketing piece for the City and, in particular, for our business attraction and foreign direct investment efforts (i.e. Immigrant Entrepreneurs).

This Review was produced using Hamilton companies. From a design standpoint, it was created by 2Gen.net with extensive input from senior Economic Development Division staff. The outstanding photography in the Review is the result of photos provided by the various City of Hamilton departments and the local firm Banko Media. In order to save costs, all copy-writing was carried out by internal staff.

The total costs of the 2012 Annual Review are as follows:

Design- \$4,700 (excluding GST);

Photography- No cost (combination of using internal photos or photos from Banko Media that are part of the Economic Development Division's photo library);

Printing - \$9,235.30 (excluding GST) for 10,000 copies; and,

Total Cost of the Publication (excluding staff time) - \$13,935.50.

The Annual Review has also been made available electronically on www.hamilton.ca and www.investinhamilton.ca via an Issuu program (no cost attributed) which is web technology that presents the reader with the illusion of physically turning the pages as they are reading the 2012 Annual Review on-line.

APPENDICES / SCHEDULES

Appendix "A" to Report PED13074 – City of Hamilton Annual Review 2012 (also found at <http://www.investinhamilton.ca/publications/>)

MM/NE:dkm



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MAYOR'S MESSAGE

Well over half a billion dollars in new investment is giving us the Navistar Eastern Canada Distribution Centre, the Maple Leaf Foods national meat processing operations, and Canada's largest commercial bakery, the now fully operational Canada Bread plant with 350 full-time employees.

The City of Hamilton continues to experience unprecedented success in the growth of its economy and renewal of its historic downtown core. Although it will be hard to replicate last year's \$1.5 billion in building permits all indications are that this momentum will be sustained.

Another hotel, the 16 storey Hilton Homewood Suites is about to open this Summer, just a block away from the new Staybridge Hotel which saw its first guests this past August. Three tower cranes, solid indicators of investor confidence, are busy at work building two new condominium developments at Main and Bay across the street from the \$80 million dollar McMaster Downtown Health Campus which is targeted for opening in July of 2014.

Beyond the city's core, the growth continues at locations such as the Red Hill Business Park. Well over half a billion dollars in new investment is giving us the Navistar Eastern Canada Distribution Centre, the Maple Leaf Foods national

meat processing operations, and Canada's largest commercial bakery, the now fully operational Canada Bread plant with 350 full-time employees. The drop in our industrial vacancy rate to 2.2% has been reflected in one of the most important of



economic indicators, the unemployment rate, which dropped to 5.9 % (2 points below the provincial average). As a result, Hamilton's Ontario Works caseload plummeted by 1,300 cases by the end of 2012.

More construction activity is taking place at the site for the new Pan Am Stadium, and staff continue to work with GO Transit and CN Rail on the design of a new GO Train station on James

Street. Similarly one of this country's biggest environmental projects, the clean up of Randle Reef in the Harbour is now underway. At the opposite end of the city, our John C. Munro Hamilton International Airport is getting a new cargo handling facility thanks to investments from the Federal and Provincial governments.

Special events are a hallmark of our city, such as the very successful 2012 RBC PGA Canadian Open at the Hamilton Golf & Country Club. This year we will commemorate one of Canada's significant historical events, the War of 1812, and the pivotal Battle of Stoney Creek.

There's lots more information I know you'll find interesting and helpful in our City's 2012 Annual Review and/or go to either of our web sites www.hamilton.ca or www.investinhamilton.ca for more information and news about Hamilton's success and future.

-MAYOR
Bob Bratina

CITY MANAGER'S MESSAGE

There are a lot of great things happening in Hamilton right now and as the City Manager I am pleased to be able to share with you this Annual Report outlining what we have been working on this past year. As a community we have come together and are seeing a positive momentum that our city hasn't witnessed in decades.



We are involving people, groups, and organizations throughout our community to take part in our city's rebuilding. Our goal is to continue to service our residents and to build trust and confidence in the work we do.

There is a sense of momentum and a belief that things are moving in the right direction. We are setting goals and achieving results. Working together in partnership, we are improving the economic, environmental, social, and civic life of our city.

At City Hall, we have taken a proactive approach to ensuring that our community grows at a sustainable pace while protecting the important values and natural attributes of our city. Although there are many positive things that have occurred this

past year, here are some of our highlights:

- Our tax increases remain one of the lowest amongst Ontario municipalities over the last two years.
 - 2011 – 0.8
 - 2012 – 0.9%
- 2012 saw us reach \$1.5 billion in building permits
- Downtown revitalization is a key focus with the addition of a new Hilton Homewood Suites, a new Staybridge Hotel, and the new Downtown McMaster Health Campus
- Beyond the City's core, significant industrial growth continues at locations such as the Ancaster and Red Hill Business Parks.

Just recently, the City of Hamilton also secured a deal for Randle Reef funding, developed a corporate transportation and mobility strategy, and put a focus on our waterfront redevelopment plans. These are all exciting initiatives.

Another area where we have spent considerable time and energy this past year is in the creation of our Healthy Neighbourhood Development Strategy. This is a resident-led planning process that has seen the community come forward with plans for improving our neighbourhoods.

In April 2012, Hamilton City Council also approved its 2012 – 2015 Strategic Plan. This plan was developed in consultation with City Council and City staff and

sets out our desired goals for the organization around three specific priority areas:

- A Prosperous & Healthy Community
- Valued & Sustainable Services
- Leadership & Governance

All the accomplishments contained within this report reflect progress being made in each of our priority areas. These are all in line with the City's Vision of being the best place to raise a child, promote innovation, engage citizens and provide diverse economic opportunities.

While there are many more accomplishments to mention, none of them would be possible without the dedicated and hard-working employees of the City of Hamilton.

As we reflect on what has happened over the past year, I truly believe our future looks bright. As a city we will remain focused on providing good service to the residents of our community and to making Hamilton the best place to raise a child, promote innovation, engage citizens, and provide diverse economic opportunities.

Thank you,
Chris Murray

City of Hamilton Strategic Plan 2012 - 2015

On April 25, 2012, Hamilton City Council approved the 2012 - 2015 Strategic Plan, confirming the City's Vision, Mission, Values and Priorities for the remainder of this term of Council. The new Strategic Plan provides a focus to the City's efforts to deliver good services and value for tax payer dollars, while also balancing the many new opportunities that exist, and ensuring we are addressing the challenges ahead of us.

Building on the foundation and strengths of previous plans, the 2012 - 2015 Strategic Plan provides simple and clear direction in regards to where the City of Hamilton is focusing its efforts.

The plan re-confirmed the City's long term *Vision*:

To be the best place in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities.

It is supported through a new *Mission Statement*:

We will provide quality public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

And it has been organized in support of three *Strategic Priority Areas*:

**A Prosperous & Healthy Community
Valued & Sustainable Services
Leadership & Governance**

Significant efforts were made throughout 2012 in regards to focusing work around the 64 Strategic Actions that directly support the 2012 - 2015 Strategic Plan and the Council identified priorities.

Official Plan

In 2012, the City of Hamilton finalized and received approval for its amalgamated Official Plan. The Official Plan is the primary land use planning document which guides and shapes growth and manages change in Hamilton over a twenty to thirty year time frame. The Plan is a comprehensive document that, among other things, identifies the boundary between rural and urban areas, and where the parks, schools, business areas are located. It also helps us protect and improve these areas as well as the many natural and cultural features within the community.

The City now has seven Official Plans - the former Region and six area municipal plans - that are in effect. The goal is to update and consolidate the policies and land use designations in the Existing Official Plans into Hamilton's New Official Plan which will apply across the municipality.

Although the Official Plan does not touch the daily lives of Hamilton residents and businesses, the Plan is intended to be a living document. It not only guides municipal land use decision making but it shapes the social, economic and physical environment in which Hamiltonians live, work and play.



PROSPERITY

The total value of building permits issued was approximately \$1.5 billion, and Hamilton set records in building permit values in each of the following building permit categories:

residential, commercial, industrial, and institutional.



PROSPERITY

Maple Leaf Foods

Work continued on Maple Leaf's state-of-the-art meat processing plant- which will be the largest and most innovative in Canada. Located in the Red Hill Business Park, this \$395 million facility will bring 670 new jobs to Hamilton. As well, this plant will add \$2 million (estimate) to the property tax base each year. With production in deli meats, processed meats and wieners, this exciting new addition brings Maple Leaf's total two year investment (along with Canada Bread- Canada's largest commercial bakery) in Hamilton to nearly \$500 million, approximately 1,000 jobs, and 800,000 square feet of new industrial space.

support International® and IC Bus™ vehicles, MaxxForce® diesel engines, and all makes of commercial trucks. The distribution centre will be completed by May 2014 and will be home to 50 - 60 employees. This new facility will replace Navistar's existing parts distribution centre in Burlington, Ontario.

Union Gas

Union Gas commenced construction on a 49,000 square foot office, training, and warehouse site in Stoney Creek. Spreading across 8 acres of land at 420 Glover Road and 918 South Service Road, this project created approximately 40 jobs for the LEED Gold facility.

 **670** new jobs
MAPLE LEAF FOODS

 **250,000** sq.ft
NAVISTAR

 **49,000** sq.ft
UNION GAS

Navistar

In September, Navistar, one of the world's leading truck, bus, recreational vehicle and diesel engine manufacturers broke ground in the Red Hill Business Park for a new 250,000 square foot parts distribution centre for Eastern Canada. Navistar will be located directly across the road from the 500,000 square foot Maple Leaf Foods processing operation now under construction.

The new facility will serve as the parts distribution centre for Eastern Canada to





Activation Labs

Activation Labs, a mining exploration technology company with offices spanning the globe, began construction on their 200,000 square foot lab in the Ancaster Business Park (where they currently have five buildings). The new location will house a mineral testing facility with one of the current buildings housing a new agricultural and environmental lab. Activation Labs expects 100 new jobs added to the current staff of 350. In February 2012, the company received \$900,000 from Provincial and Federal development funds to further research into DNA-analysis soil tests which promise to determine if the conditions exist for a soybean cyst nematode infestation — a common and debilitating problem common to the cash crop.

AMTS (Anderson Water Systems)

Degremont's Anderson Water Systems, a subsidiary of Suez Environment—a major international environmental corporation—announced in 2012 its new design-build investment in the Ancaster Business Park - a \$1 million plus, 58,000 square foot project involving a consolidation of operations of four locations from the Golden Horseshoe. The investment is to prepare the company for an expansion, which will include the hiring of additional professional employees as the business grows.

Staybridge

The Staybridge Suites in Downtown Hamilton was completed in 2012- adding more hotel space to the core. This long-term stay hotel/condo complex is the first step of the overall Vrancor downtown plan to invest nearly \$125 million in 300 new hotel units and 300 new residential units in Hamilton's downtown core over the next several years. The six-storey hotel offers 125-room suites, 3,650 square feet of retail space, and 71 underground and 10 above-ground parking spaces.

Hilton Homewood Suites

Following the opening of the Staybridge Suites in Downtown Hamilton, work commenced on the Hilton Homewood Suites, just steps away from the Staybridge. This 15 storey hotel will have 182 suites within walking distance from the new McMaster University Downtown Health Campus, the Hamilton Convention Centre and Copps Coliseum.

City Square Condos

Work continued on this two tower, nine storey condominium complex near the heart of the downtown core. Work is expected to continue into 2013 with one tower opening in 2013 and the other as early as 2014.



PROSPERITY

St. Joseph's Healthcare Mental Health Campus

2012 saw more construction on St. Joseph's Healthcare's state-of-the-art \$581 million mental health complex in the West end of Hamilton. This 800,000 square foot facility will offer a wide range of programs in the areas of schizophrenia, mood disorders, forensic psychiatry, geriatric psychiatry, and specialized mental health rehabilitation. As well, it will offer outpatient clinics for psychiatry, diagnostic imaging and medical services. This highly anticipated hospital will have 305 single person inpatient bedrooms that offer all associated support services. The Department of Psychiatry and Behavioural Neurosciences of McMaster University will be provided space for research and academia purposes.

Hillfield Strathallan College

Hillfield Strathallan College completed Phase I of its \$41 million project in 2012. This added approximately 134,000 square feet of space in the new Michael G. DeGroot Senior School and College-wide Athletic Complex. Phase II will see the addition of the College-wide community and athletic complex, as well as a heated walkway to connect the new facilities to their existing campus.

440 Victoria Avenue North

The property at 440 Victoria Avenue North has sat vastly underutilized for a number of years - part of it the former home of the long defunct Studebaker Auto Manufacturing plant. In 2012 the entire property was purchased with the plan of clearing the lands in order to bring 24.56 acres of new industrial lands in Hamilton's North end online to accommodate newer more modern and flexible industrial units. Work is scheduled to continue throughout 2013 on this property.

MARC Centre- McMaster Automotive Resource Centre

McMaster University officially began formal construction on the McMaster Automotive Resource Centre (MARC) in 2012. The centre is designed to be a place where researchers from the university, related industry, and government will flourish together to create more fuel efficient vehicles. Through research and testing these individuals will develop hybrids, electric power trains, batteries, and lightweight materials to add to a growing green auto sector. With assistance through a \$11.5 million federal government grant, this \$26 million investment will be an 88,512 square foot building with 120 to 150 employees; adding to the great growth in Hamilton's McMaster Innovation Park.

 **\$581M** complex
ST. JOSEPH'S HEALTHCARE CAMPUS

 **\$41M** project
HILLFIELD STRATHALLAN

 **24.56** industrial acres
440 VICTORIA





Costco Ancaster

Costco Ancaster constructed a new 142,000 square foot commercial warehouse and gas bar, replacing the former 115,000 square foot facility.

Starsky Fine Foods

Expanding from Mississauga, Starsky Fine Foods redeveloped a former automotive dealership in the East end of Hamilton into a grand 30,000 square foot European-style grocery store. This food store specializes in deli meats, Polish sausage, and other Eastern European foods and the expansion will result in 50 new jobs in the local economy.

Witton Lofts

On the site of a former school house and more recently a social service agency, the Witton Lofts is a complex of 36 luxury residential units being built in the city's West Harbour neighbourhood overlooking the serene waterfront and steps away from the soon-to-be all-day GO Transit terminal. Work continued in 2012 and occupancy is expected to take place in early 2013 with the entire project scheduled for completion and operation in 2014.

Albanese Branding

A long-standing Downtown Hamilton business, Albanese Branding began construction work on its renovations to its existing headquarters adding a second storey and much more room to double its existing workforce from 15 to 30.

Mohawk College

Opening September 2013, the new Mohawk Athletics and Recreation Centre (ARC) is part of the largest campus renewal project in Mohawk College's history. Among other amenities, ARC will house a triple gymnasium, a fitness centre, and an indoor track in a new \$35 million facility with more than 64,000 square feet of stunning, newly constructed space.

Urban West Condos

A five floor, 11 suite condominium complex, the Urban West Condos saw major progress on this project that commenced in 2011. Just steps away from the trendy Locke Street neighbourhood in the lower city and minutes from the downtown core, this living space is a welcomed addition to the downtown neighbourhood.



Transforming & Revitalizing Downtown Summit

From June 6-8, 2012 Downtown Hamilton was the host of the 4th Annual Transforming & Revitalizing Downtown Summit. This marked the first year that the summit was out of Downtown Toronto and featured an esteemed group of multidisciplinary speakers from around the world who not only shared their knowledge about best practices in downtown redevelopment, but the participants also shared in tours of Hamilton to learn about the progress being made in its core over the past decade.

Gateway Ice

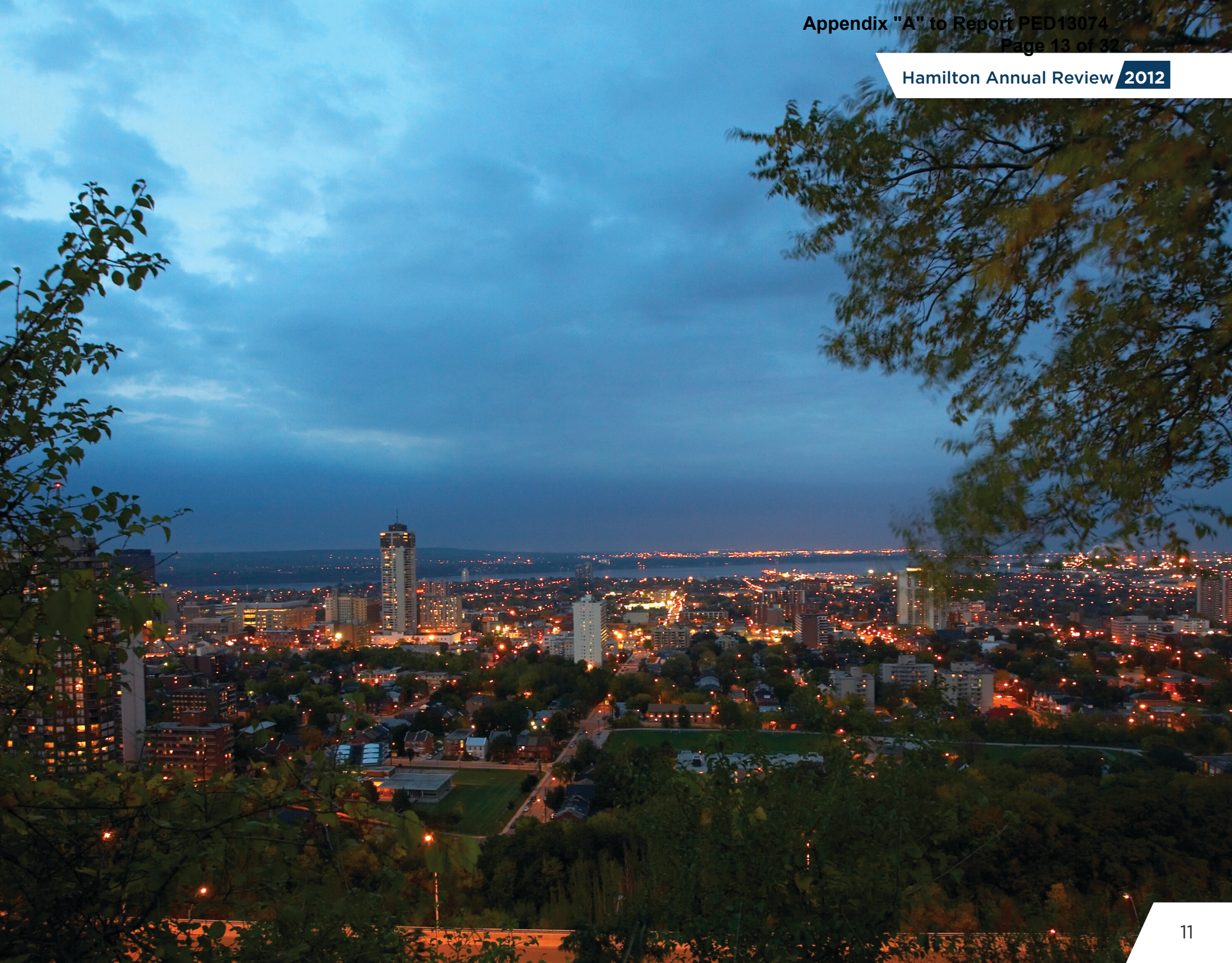
Construction commenced on the new \$25 million, approximate 130,000 square foot privately funded triple rink. The new recreational complex also features an 8,000 square foot 5-Star Fitness and Nutrition Centre, Don Cherry's Sports Grill, with connecting outdoor patio overlooking Rink One, three-lane rubberized wraparound running track, with five sprinting lanes, and a sport shop with skate sharpening and free Wi-Fi. The facility will accommodate 2,400 spectators, including 1,600 in Rink One in a bowl shape around the ice. The other two rinks will allow for 400 spectators each.

Birmingham Foundation Solutions Inc.

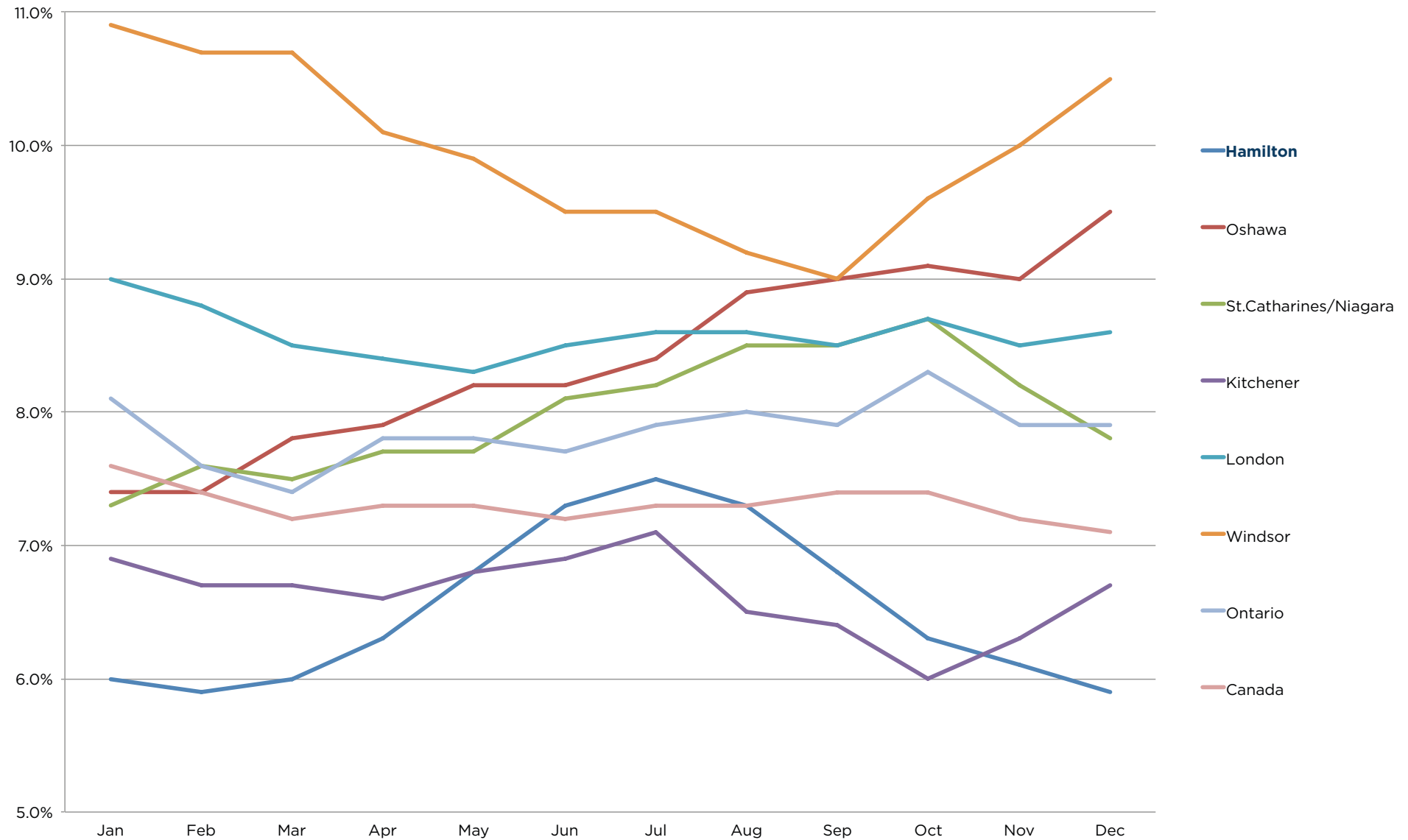
Relocating in a portion of the former Lakeport Brewery, Birmingham Foundation Solutions spent \$4 million to install 15-ton overhead cranes, foundation pilings to support those cranes, lights, heating and ventilation equipment and new doors to accommodate large trucks. The company does foundation work across the globe and by staying in Hamilton, they retained approximately 140 jobs in the city.

 **\$25M** triple rink
GATEWAY ICE

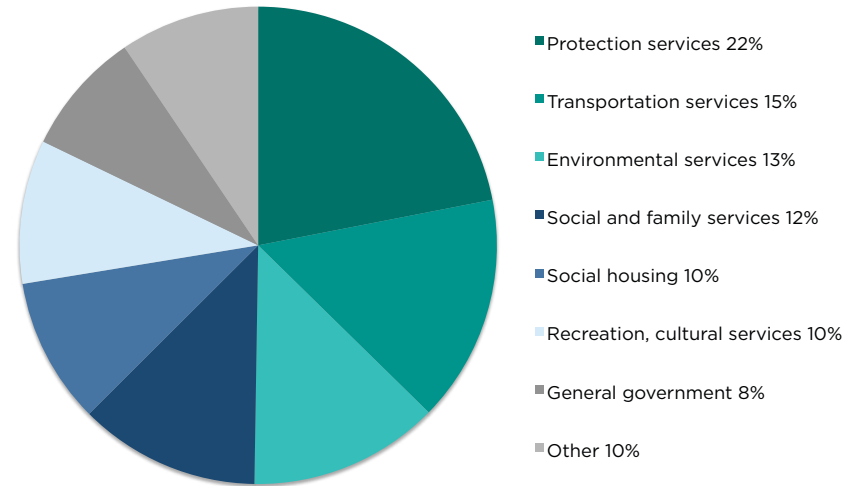
 **\$4M** project
BERMINGHAM IN FORMER
LAKEPORT BREWERY



2012 Unemployment Rate Annual Comparison



Adjusted Operating Revenues



Diversity Index Hamilton 94%

Highly diverse = 1
Not Diverse = 0

This index measures how diverse a municipality's economy is as compared to a one industry town.

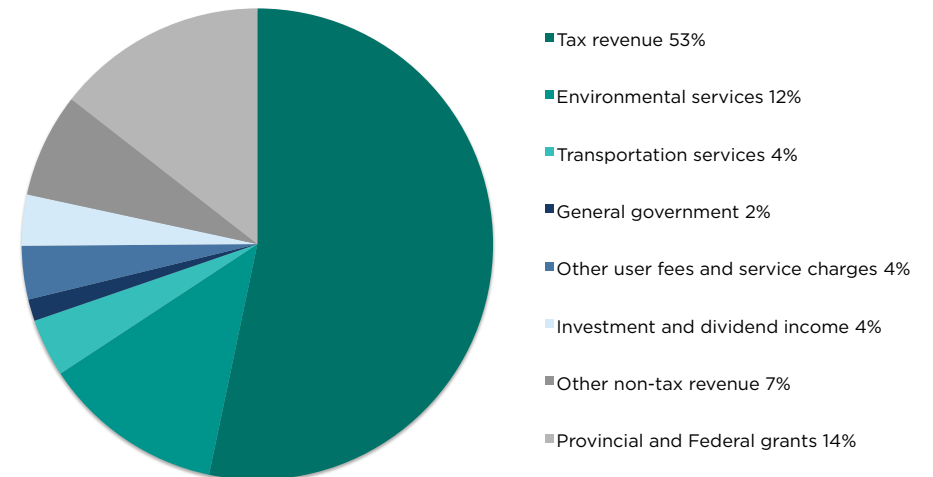
Source: Statistics Canada Conference Board of Canada Metropolitan Outlook Winter 2013

Employed Population Full Time vs. Part Time Jobs

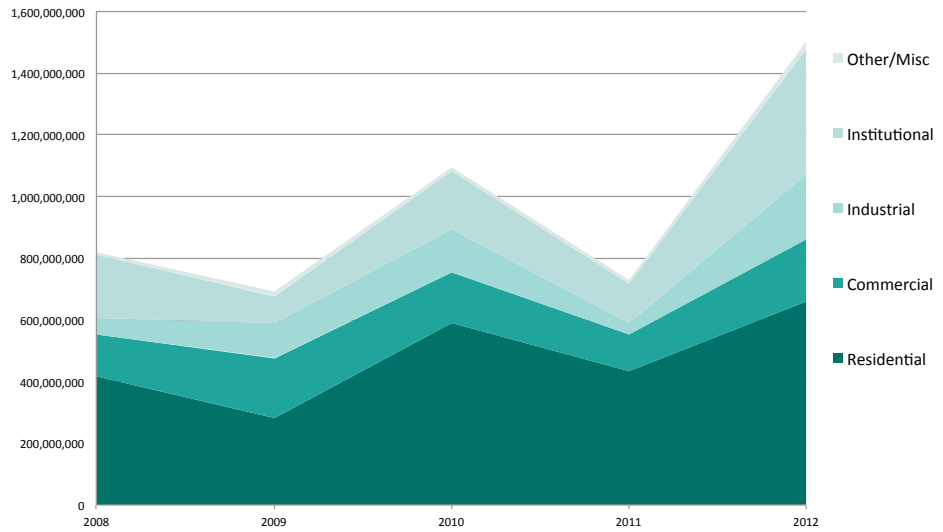
Annual Averages	2008	2009	2010	2011	2012
F/T Percentage	79.2%	79.8%	80.0%	79.7%	79.9%
P/T Percentage	20.8%	20.2%	20.0%	20.3%	20.1%

Source: Stastics Canada, employed population for Hamilton Census Metropolitan Area unadjusted 3 month moving average. Data Source Statistics Canada Labor Force Survey Monthly Releases

Adjusted Operating Expenses



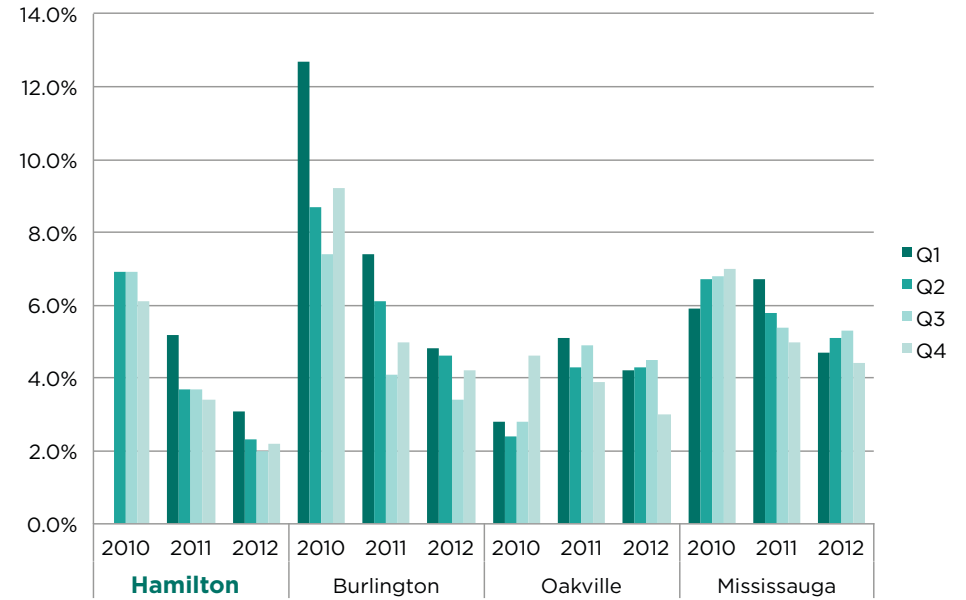
Building Permits 2008-2012



Year	2008	2009	2010	2011	2012
Total	\$818,462,450	\$692,402,386	\$1,096,299,090	\$731,019,289	\$1,499,627,394
Ind/Com Total	\$192,218,511	\$309,696,069	\$303,381,745	\$157,298,847	\$409,700,711
Non-Res Total	\$403,031,887	\$410,232,504	\$505,402,639	\$298,732,683	\$839,745,228

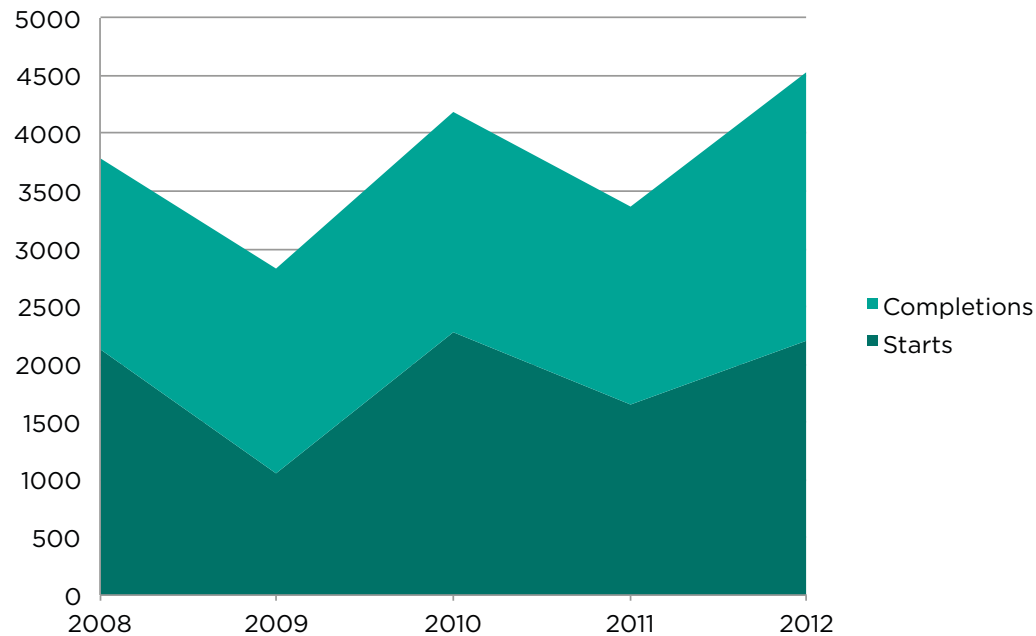
Source: City of Hamilton Building Department

Industrial Vacancy Rates



Source: Colliers GTA Industrial Statistics Report
unadjusted 3 month moving average

Housing Statistics

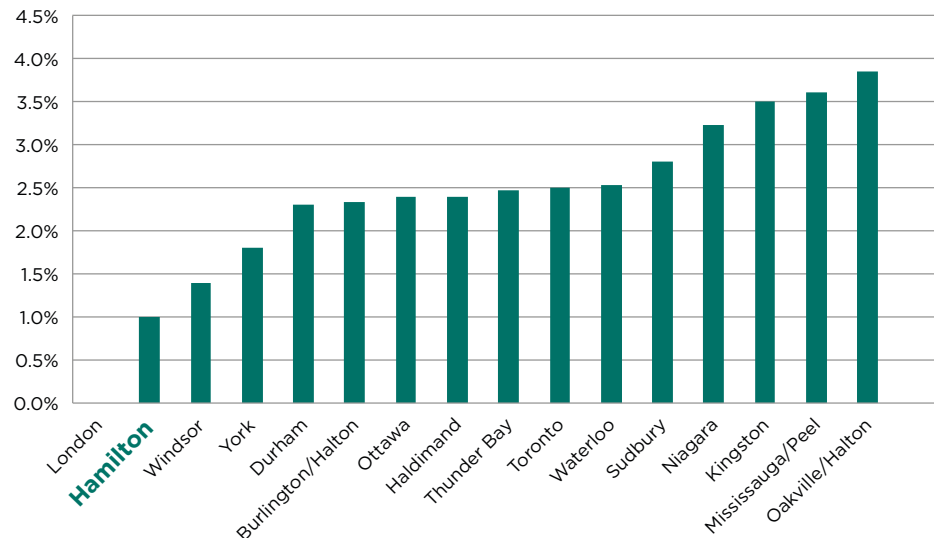


Average Municipal Tax Impacts

	2010	2011	2012
London	1.9%	0%	0%
Kingston	3.3%	3.4%	3.5%
Hamilton	2.3%	0.9%	1%
Halton*	0%	1.4%	1.2%
Niagara*	0%	0.1%	3.2%
Windsor	-0.5%	0%	1.4%
Toronto	1.8%	0%	2.5%

Hamilton tax impact inclusive of education: 2.0%, 0.8%, 0.9% respectively
*two-tier municipality, upper-tier impact reflected
Source: Regional Treasurers

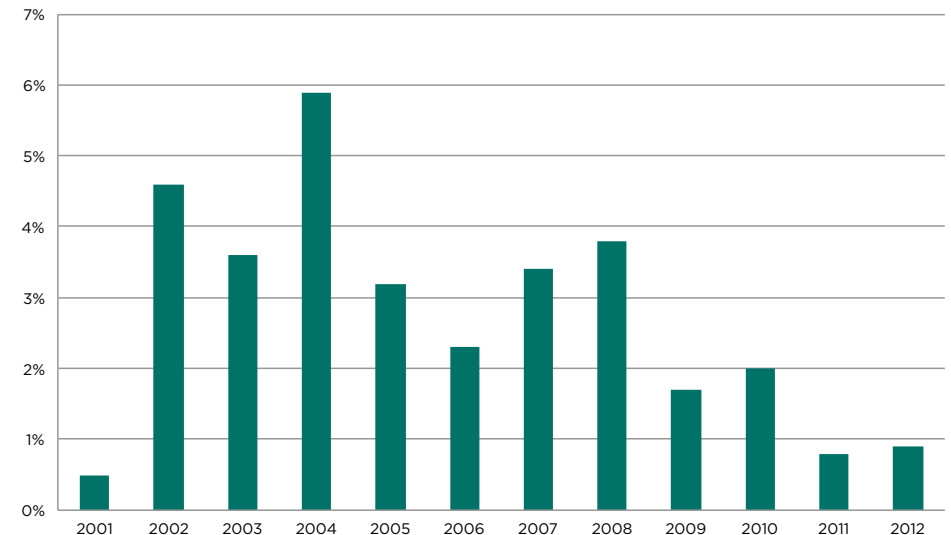
2012 Average Municipal Tax Impacts



excludes Education
Source: Regional Treasurers

* Inclusive of Education Hamilton = 0.9%

Annual City-wide Residential Tax Impacts



Annual residential impacts - includes budget, reassessment, area-rating, education and tax policies



SUSTAINABILITY

The City of Hamilton was a recipient of a 2012 Community Conservation Award, a new award that recognizes Ontario municipalities for their commitment to energy-saving initiatives, community energy planning, and strong conservation leadership.



SUSTAINABILITY

Water Treatment Plant Upgrades

The City of Hamilton's Water Treatment Plant was originally constructed in the early 1930s with an expansion to double its capacity in the late 1950s. This facility has the capacity to treat 909 million litres of water per day

As a result of numerous energy-saving programs and initiatives in the corporate facilities, the City has saved \$23 million since 2006.

and currently supplies treated drinking water to approximately 480,000 customers within Hamilton, as well as to customers in neighbouring municipalities. The architectural and structural components of the Water Treatment Plant reached the end of its useful life and in 2012 an extensive rehabilitation project was completed with the governments of Canada and Ontario each contributing \$13.1 million through the Infrastructure Stimulus Fund toward the eligible costs of this project. The City of Hamilton contributed the balance of the total project costs of \$39.3 million.

Biogas Project at Woodward

Upgrades were made to this facility in 2012 to increase biogas generation, with a goal to recover energy and reduce the amount of

energy used and greenhouse gases emitted. This included rehabilitating existing digesters, implementing a sludge pre-conditioning process, and construction of a new gas purification process. This has resulted in a significant increase in biogas production, of

which a portion will be purified and fed into the gas utility distribution network.

Corporate Energy Program

As a result of numerous energy-saving programs and initiatives in the corporate facilities, the City has saved \$23 million since 2006. The City of Hamilton, in 2012, signed an agreement with Horizon Energy Solutions Inc. to install a new roof-mounted solar photovoltaic (PV) system at the City's operations centre located at 330 Wentworth Street North. The project could yield well over \$250,000 in revenue for the City of the 20-year life of the project, in addition to the significant energy production, cleaner air, and environmental benefits. Staff will also review rinks, recreation facilities and smaller

corporate sites to evaluate the potential for solar technology.

New Buses

The City added 41 new HSR buses to its fleet that will help lower greenhouse gas emissions, improve air quality and increase capacity for public transit users in Hamilton. The 41 new buses are equipped with the latest emission technologies. They are mini-hybrid models, consuming less fuel than non-hybrid models, thanks to electric cooling fans that reduce the amount of horsepower required to cool the engine.

 **\$39.3M** upgrade
WATER TREATMENT PLANT

 **\$23M** saved
ENERGY PROGRAM

 **41** new buses
HSR



In addition, the buses are 1,000 pounds lighter than previous models and feature a new transmission, which is designed for smoother operation and increased fuel economy. Four of the new buses expand the City's bus fleet to serve for route extension. The remaining 37 replace old buses that had come to the end of their useful life.

Dundurn Street North Bike Lanes

Changes to the cycling network in Hamilton in 2012 saw the addition of the Dundurn Street North bike lanes. The new bike lanes connect to the well-established bike lanes on York Boulevard by Dundurn Castle, a connection through Victoria Park towards Downtown Hamilton, and the popular cycling connection of Highway 403 to Westdale and McMaster University. This brings the City's total on-street cycling network to 130 kilometres.

Healthy Neighbourhood Development Strategy

The Healthy Neighbourhood Development Strategy was initiated in late 2010 and with the help of the Hamilton Community Foundation has engaged with 11 neighbourhoods. The Healthy Neighbourhood Development Strategy provides the frame work for the "horizontal integration" of neighbourhood work that not

only ensures the effective and efficient delivery of service at a neighbourhood level, but will assist the City in creating a stronger working relationship with residents and key stakeholders in neighbourhoods.

External partners in this work include the Hamilton Community Foundation, Hamilton Best Start Network, Boys & Girls Club, Affiliated Services for Children & Youth, Dr. Jim Dunn (McMaster University), Dr. Sarah Wakefield (University of Toronto), the Social Planning Research Council (SPRC), United Way, and Wesley Urban Ministries.

In 2012, four Neighbourhood Action Plans (NAP) were completed by the residents of the Keith, Stinson, McQuesten and Beasley Neighbourhoods and were subsequently endorsed by Hamilton City Council. Three additional NAPs for the Riverdale, Davis Creek (formerly Quigley) and South Sherman neighbourhoods will be presented for endorsement to Council in early 2013. The actions documented in the plans reflect the issues that are most relevant and pressing to the residents that live in each neighbourhood. Some NAP quick wins that have already been implemented within the neighbourhoods include:

SUSTAINABILITY

- Community Clean-Up Events
- Community Gardens
- Installation of Fire Alarms in Homes
- Park Makeovers
- Summer Camp
- Positive Media Coverage of the Neighbourhoods
- Neighbourhood Events

The Healthy Neighbourhood Development Strategy is helping to strengthen relationships with key institutions and is encouraging new community involvement and investments from both the private sector and public sector.

In 2012, the OMBI report indicated that Hamilton's rate for By-Law Enforcement is now 93% as compared to only 59% in 2008 which demonstrates the City's commitment to improving the quality of life and the health and well being of the community.

In 2012 the Community Services Department continued its emphasis on healthy food through the introduction of community gardens- in particular, the Victory Gardens at Macassa Lodge. In 2012, there was also the completion of a number of significant recreational projects including:

- The North Wentworth Twin Pad Arena
- Stoney Creek Recreational Centre
- Westmount Recreation Centre
- 245 Kenora Playground
- 1150 Limeridge Road Playground

Growth Management in 2012



New Public Roads

13 kilometres (28 kilometres of curbs and 17 kilometres of sidewalks)



New Sanitary/Storm Sewers

14 kilometres and 1,400 drains
38,000 metres of sanitary & storm sewers



New Watermains

12 kilometres and 1,300 water service connections



Detailed Engineering Submissions

123 (avg. 50-100 pages per submission)



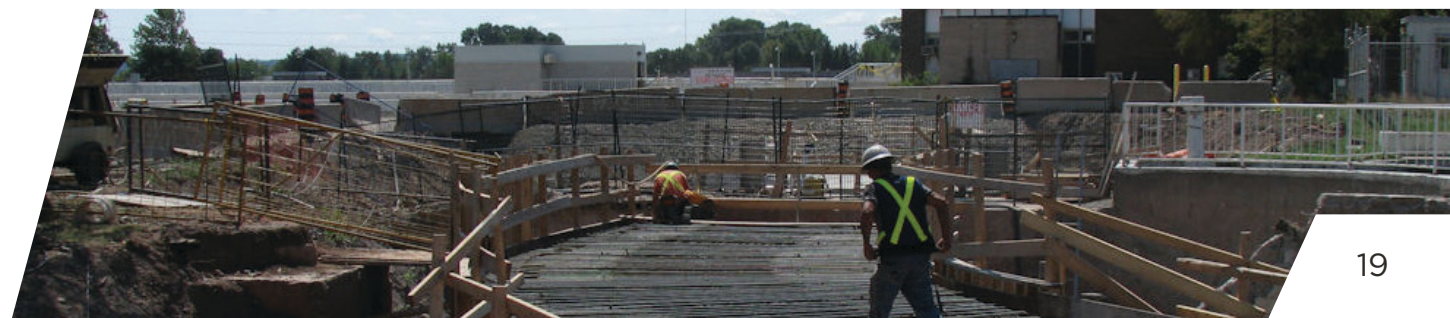
Servicing On Site Plan Applications

100 major permit applications



Water Services

17,000 metres of water services





LEADERSHIP

A staple in the downtown core, the Hamilton Farmers' Market celebrated its 175th anniversary in 2012. This recently renovated facility focuses on promoting programming, including cooking demonstrations in the community kitchen, that celebrates Hamilton's agricultural history, diversity and cultural presence in the downtown.



LEADERSHIP

Hamilton Police Service (HPS)

The year 2012 was an active one for Hamilton Police Service as the Service attended over 85,000 calls for service. Hamilton Police investigated 35,000 occurrences, made over 8,000 arrests and obtained thousands of convictions, all in an effort to deliver on their mission to serve and protect.

The HPS continues to produce lower overall crime rates and severity which is contributing to the revitalization of Hamilton by making people safe and making them feel safe.

During the year, the HPS also completed very strategic, evidence based work that has greatly assisted them in assessing their current state with a focus to long-term planning. They have worked to identify gaps in their business process and support systems which in turn impact the delivery of service to citizens.

The HPS has been innovative in their approach through the new centralized Case Preparation Unit and their new pilot protocol with St. Joseph's regarding the assessment and

processing of apprehended persons under the Mental Health Act.

Road safety remains a critical public safety priority for Hamilton Police and citizens. Enforcement has increased 52% over the last four years. This has resulted in a reduction in collisions from a 2003 high of 11,800 to 8,800 in 2012. This was the lowest level of collisions in this city on record. The year 2012 also saw the highest number of impaired driving arrests and the most RIDE lanes, topping the 200,000 mark.

The Service was presented with an international policing award recognizing the complex ACTION strategy with the wrap around social support services of the Social Navigator Program. Combined with its offender management strategy associated with the Bail Compliance Project, the Service has an overall strategy which is producing substantial decreases in crime and calls for service through proactive crime prevention strategies.

As a Service, the HPS produces substantial levels of work, most of

which is unseen, lead by excellent command officers motivated by their Senior Officers, overseen by properly trained supervisors, but their most important people are their front line, civilian and sworn members who bring their best efforts to work every day for the people of Hamilton.

From the front line to the back office, it is making a difference. The impact of their work is paying dividends on our public safety efforts.

The HPS is thankful for the support of citizens and HPS community partners who are willing to come forward, to become engaged and to partner with them in crime prevention strategies.





Tourism and Culture

A busy year for the newly formed Tourism and Culture Division as the new combination of the former Tourism Hamilton Office and the Culture Division from the Community Services Department has generated a new division focused on providing the latest information on what to do, see and experience in Hamilton.

This effort was enhanced by the introduction of Tourism Hamilton's first mobile app (iTunes). Using GPS, the application can direct the user to the nearest restaurant, event, hotel, or museum/attraction of their choice. Links can also take the user to supplier website for reservations, provide additional information, and is readily expandable to add and update.

Also with the Division, Hamilton City Council approved the new Culture Policy in June 2012. This marked the completion of the second phase of the cultural plan development and is in line with Council's endorsed concept of culture as the fourth element of a sustainable community and culture as an additional "lens" for planning.

Canadian Open

The Hamilton Golf & Country Club played host to the PGA's 2012 RBC Canadian Open for the 5th time, having hosted previously in 1919, 1930, 2003, and 2006. The event was a great showcase of the city and drew over 100,000 spectators and a world wide television audience of over 500 million TV viewers in 29 countries.

Hamilton Fire Department

Two Hamilton Fire Department stations will be getting major facelifts. Fire Station 11, located on Ray Street South in the West End, is getting a new training room and gymnasium. Renovations to Fire Station 25 will include a new vehicle bay that will hold up to four fire trucks and new accommodations for Hamilton paramedics. These two projects are expected to be completed by Summer 2013.

Hamilton Paramedic Service

In 2012 the Hamilton Paramedic Service was able to secure a 30% funding increase from the provincial government

for the Dedicated Nurse Ambulance-Hospital Offload Program and there has been a sustained reduction in the amount of time that the paramedics are spending in hospital to transfer care of patients.

As of 2012 the Hamilton Paramedic Service has referred close to 700 patients to other agencies with the help of the Community Care Access Centre (CCAC) to assist those individuals to improve their overall health and quality of life. There are early signs that suggest this initiative is reducing the number of times that regular users have a need to call the paramedic service.



LEADERSHIP

In 2012 the Hamilton Paramedic Service launched a unique program that matches the skills of paramedics on modified duties with unmet needs in the community. A program was launched by Hamilton Paramedic Service, in partnership with CityHousing Hamilton, to place paramedics on modified duties at 120 Strathcona Avenue North to do basic health checks with the residents of that complex. In a non-threatening environment this program is helping to identify key health challenges that may otherwise go unnoticed until they become a crisis and the paramedics are linking persons with primary health care and other agencies appropriate to improve the quality of life of the residents. The Hamilton Paramedic Service is the coordinating division for the City of Hamilton's Public Access Defibrillation Program. In 2012 the Hamilton Paramedic Service secured 100% grants to install another 80 public access defibrillators (PAD) in schools across the city.

Hamilton Becomes Baby Friendly

In November, the City of Hamilton adopted two policies to support Public Health Services in pursuing the Baby Friendly designation. These policies will ensure that citizens and employees of the City are supported to reach

their breastfeeding goals. Additionally, women who are breastfeeding have rights that must be respected.



Baby Friendly is a designation of the World Health Organization. Baby Friendly means that the City of Hamilton will protect, promote and support breastfeeding as the normal feeding choice for mothers and babies for two years and before. By supporting families, Public Health Services is working towards making Hamilton the best place to raise a child. The designation focuses on promoting, protecting and supporting breastfeeding. It gives all families the information they need to make the best decisions for how their babies and young children will be fed. It ensures that all babies, regardless of how they are fed, receive a consistent standard of care. The Baby Friendly Initiative also ensures that families who decide to breastfeed are supported in receiving the help they need to be successful in meeting their breastfeeding goals.

Dental Health Bus

In the Fall of 2012, the new Dental Health Bus, operated by Public Health Services, began offering its no-cost dental services to clients in the City of Hamilton. The new custom-built bus enhances the programming offered on the old bus since it includes two full dental suites, which doubles the capacity. The new bus is also equipped with a wheelchair lift and a larger dental suite to increase accessibility for clients and be in compliance with AODA standards. Technology on the bus is state-of-the-art with digital x-rays which do not require chemicals for developing and are immediately available for the dentist to read and determine required treatment. The x-rays and the other records are electronically linked to the Public Health Services main dental clinic improving the continuity of care for clients who may visit at different sites. The Dental Health Bus is the only mobile clinic in the province using this state-of-the-art connectivity to the main dental clinic records system.



By supporting families, Public Health Services is working towards making Hamilton the best place to raise a child.

The services of the Dental Health Bus come directly to some of the highest needs neighbourhoods in Hamilton. Operations rotate at six locations chosen to support the needs of those communities. At the sites, staff on the bus not only provide needed dental services but also act as ambassadors for the City by providing access to information about and referrals to other City of Hamilton services. The staff delivering dental services for Hamilton have always been dedicated to a high standard of care and now they have the tools and technical capabilities to support this care in Hamilton's poorest neighbourhoods.

Rural Well Water Report

Not everybody in the City of Hamilton gets their drinking water from the municipal water system. In March 2012, rural residents who get their water from a private well were sent a copy of the Hamilton Rural Well Water Quality Report by Public Health Services. It outlines health related concerns identified in well water

throughout Hamilton. The focus of the report is on health related factors such as bacteria and chemical parameters that have been detected in well water at levels near or above the Provincial Drinking Water Standards. The report also included information regarding well water quality, what tests well users should consider to assess their well water quality, information regarding how to test well water quality, well maintenance, and a list of sources of well information.

OSCAR Implementation

This year, Public Health Services began using the open source software suite, OSCAR (Open Source Clinical Application and Resource) in its flu clinics and Mental Health and Street Outreach Program. OSCAR is a case

management and electronic medical record system developed at McMaster University. This new system provides comprehensive and secure client medical records. It is a move from hard copy paper files at each clinic location to electronic records that are stored securely and accessible from any clinic. As the system is implemented in other clinical areas of the City of Hamilton Public Health Services, it will contribute to improving the continuity of care for clients.

Client records will soon be accessible from any Public Health Clinic location when a client chooses to use clinics in different areas of the City of Hamilton.

Hamilton Public Health Services is the first health unit in Ontario to adopt OSCAR



and is now collaborating with the Kingston Frontenac Lennox and Addington Health Unit on implementation.

Other Leadership Highlights in 2012 included:

In 2012, the City of Hamilton's Community Services Department worked collaboratively with community partners to launch a campaign to promote Ontario's Enhanced 18-Month Well Baby Visit, a special doctor's visit that occurs at a critical point in a child's development and provides families with referrals for specialized care if required.

Community Services also worked with Hamilton Paramedic Services to help build on the success of Community Referrals by EMS (CREMS) through a CityHousing Hamilton pilot project, where paramedics perform health screening, help senior residents identify/correct fall risks in apartments, and assist them with documenting their medical and medication history in case of emergencies.

In 2012, Council enacted a new Responsible Animal Ownership by-law, which repealed and replaced the many animal control by-laws of

the former area municipalities, to ensure the health and safety of residents and the most effective protection of property and nuisance prevention. As well, a community mediation service for neighbourhood dispute resolution was established for more efficient and effective use of by-law enforcement staff and optimum contribution to the community quality of life.



On May 31, 2012, the City of Hamilton joined a growing number of municipalities across Ontario and Canada by prohibiting smoking within all city-owned parks and recreation properties. The catalyst behind the "new" by-law was a combination of the evidence concerning the harmful effects of second-hand smoke, effective youth smoking prevention strategies, curbing cigarette butt litter, and a high rate of support among residents and visitors that such spaces need to be 100% smoke-free.

One of the most comprehensive of its kind in Canada, the by-law came into effect this past May 31, 2012. Smoking is no longer permitted in or on parks and playgrounds, sports and playing fields, recreation centre property, arenas and stadium property, outdoor pools, leash-free dog parks, beaches, and skateboard parks.





Housing and Homelessness Strategy

In 2012, the Community Services Department developed a 10-year Housing and Homelessness Strategy in consultation with the community. This strategy will:

- Identify short, medium and long-term priorities and strategies that address the full range of housing issues for households with lower incomes from homelessness to affordable homeownership.
- Define community outcomes and set targets.
- Assign and monitor specific actions that the City can regularly measure.
- Identify ongoing successes, challenges and opportunities to share with community partners.
- Include the full range of housing issues from homelessness to affordable homeownership, for example:
 - Homelessness prevention
 - Access to supports beyond just 'bricks and mortar'
 - Availability of affordable housing
 - Availability of emergency shelter arrangements





2012 AWARDS & RECOGNITION

In 2012, Site Selection Magazine out of Atlanta, Ga. ranked Hamilton as the top investment metro in Canada. Their analysis consisted of a review of construction and jobs data to determine that Hamilton had 20 new or expansion projects with at least \$1 million invested, at least 50 new jobs created or at least 20,000 new square feet between June 2011 and May 2012. That total beat Quebec City, which had 16 projects and Toronto with 15.

As well, for the second straight time, the Real Estate Investment Network (REIN) of Calgary ranked Hamilton as the best place to invest in Ontario. The detailed REIN investment report identifies cities, towns and regions poised

to outperform other regions of the province over the next five years. As part of the research into this Top Investment Cities list, REIN considered the following key fundamentals: Is the area's average income increasing faster than the provincial average? Is the area's population growing faster than the provincial average? Is the area creating jobs faster than the provincial average? Does the area have more than one major employer? Is the area in the RBC Affordability Index Hot Zone (25% to 39%)? Will the area benefit from an economic or real estate ripple effect? Has the political leadership created an economic growth atmosphere? Is the Economic Development Office progressive

and helpful? Is the area's infrastructure being built to handle the expected growth? Are there any major transportation improvements in the works? Is the area attractive to Baby Boomers' lifestyle? Is there a short term problem occurring that is slated to disappear in the future? Is there a noted increase in labour and materials cost in the area?

Hamilton was also ranked as the top municipality in Canada and in the top two in North America for its use of economic development marketing via the web and social media. This ranking was courtesy of Montreal-based consultancy firm Intelgia via their 2012 Canadian American Online Marketing Index.

Employee Recognition Program

The 2012 Award Recipient in the Individual Category was:

Frank Biancucci - Chief Fire Prevention Officer, *Hamilton Fire Department, Community Services*

As the Chief Fire Prevention Officer for the Hamilton Fire Service,



Frank Biancucci has quietly and consistently distinguished himself as an outstanding employee and a great ambassador for the City of Hamilton for over three decades. As a result of Frank's leadership, the Fire Prevention Bureau is regarded as one of the most progressive Fire Prevention Bureaus in Ontario. The Bureau has introduced initiatives such as the Fire Safe Neighborhoods program. Under this program, Fire Prevention Officers have been deployed into priority neighborhoods with a view to not only enhance awareness of fire prevention practices, but also help to bring other community resources together to support the overall quality of life for our citizens. Additionally, the Migrant Worker Inspection Program was conceived and introduced by Frank with a view to ensure the temporary housing units provided to migrant workers were safe and code compliant for the workers and their families.

Frank has high standards for himself and has high standards for

the men and women working with him. With superior communication skills, he invests time in ensuring staff understands what needs to get accomplished, why it needs to get done and the philosophy or approach by which our services should be delivered. By extension, Frank's staff (in their public facing roles) understand the importance of what they do and how it relates to not only public safety but also our strategic priority of creating and supporting a Healthy and Prosperous Community.

The 2012 Award Recipient in the Team Category was:
Service Delivery Review Team,
Corporate Services Department

The Service Delivery Review Team was instrumental in compiling profiles of every citizen facing an internal service that the City of Hamilton is responsible for providing.

As a result, the City of Hamilton now has pertinent information about each service it provides including descriptions, budgets, costs, performance measures and rationale. The final product that the Service Delivery Review Team helped produce has multiple uses and will be the foundation for future business planning, performance measurement and management, input into strategic and financial sustainability planning, as well as budgeting at the City of Hamilton.

Conference Board of Canada

In 2012, the Conference Board of Canada ranked the Hamilton-Burlington economy the fastest growing in 2012 among Ontario cities (2.5% in 2012, with that growth rate expected to be matched on average over the next four years according to the Board).

As well, the report ranked Hamilton fifth in projected 2012 economic growth among 13 cities tracked in the Metropolitan Outlook report. The top four cities are Edmonton, Calgary, Regina and Vancouver. Toronto comes in at sixth with 2.3% growth and Ottawa-Gatineau at 1%.



2013 A LOOK AHEAD

- Development of an early years community plan in conjunction with community partners to define the priorities and strategies to effectively manage and sustain a high quality early years system for children 0-12 years of age over the next three years.
- Continue to work with community partners and key stakeholders to move the ten-year Housing and Homelessness Action Plan forward and implement a framework that outlines strategies, responsibilities, targets, measurements and mechanisms for reporting on the progress being made with respect to the plan's strategic directions.
- Community Services, Housing Services Division, will be issuing a Request for Proposal for the construction of new affordable rental housing for 36 households under the provincial-federal Investment in Affordable Housing Program.
- Implementation of Hamilton Paramedic Services' electronic patient care record system, which will improve accuracy of patient files and better support future planning efforts.
- The Hamilton Paramedic Service will be occupying a newly renovated ambulance station at Limeridge Road and Upper Ottawa Street to improve paramedic resource capacity for the East Mountain and Upper Stoney Creek.
- Opening of the new Westmount Recreation Centre. The new facility will include an eight lane swimming pool, leisure pool with water slide, double gymnasium, dance studio, administrative offices, youth dedicated room, and seniors dedicated room on the first floor. The second floor will have three general purpose rooms, a kitchen and spectator viewing for the swimming pool. The basement will house the pool mechanical area, maintenance spaces, and storage for the facility. This sizable community centre will provide tremendous opportunity for the community to be active, creative, to learn, recreate and socialize.
- New courtyard shelter at Wentworth Lodge to add a new dimension to the residents' home. The courtyard shelter will be built in the spring of 2013 and will provide a large covered outdoor space where residents and families can enjoy the beautiful gardens.
- Work continues on McMaster Downtown Health Campus
- Piers 7 & 8 waterfront redevelopment
- HECFI Transition to Global Spectrum/ Carmens Group complete
- Airport Employment Growth District Ontario Municipal Board decision
- John C. Munro Hamilton International Airport cross docking facility construction begins
- 93 acres coming online adjacent to John C. Munro Hamilton International Airport
- Bella Towers condominium work continues in the downtown core
- Pan-Am stadium construction work continues
- Nations Fresh Foods opens in Jackson Square
- Coreslab expansion in Flamborough Business Park



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