



CITY OF HAMILTON
PUBLIC WORKS DEPARTMENT
Transportation Operations and Maintenance Division

TO:	Chair and Members General Issues Committee
COMMITTEE DATE:	November 18, 2020
SUBJECT/REPORT NO:	Sidewalk Snow Removal (PW19022(b)) (City Wide) (Outstanding Business List Item)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Bob Paul (905) 546-2424 Ext. 7641
SUBMITTED BY:	Edward Soldo Director, Transportation Operations & Maintenance Public Works Department
SIGNATURE:	

RECOMMENDATIONS

- (a) That enhancements to the level of service for winter sidewalk maintenance be considered as part of the 2021 Operating Budget deliberations; and
- (b) That Sidewalk Snow Removal be removed from the General Issues Committee Outstanding Business List.

EXECUTIVE SUMMARY

At the March 27, 2019 Council Meeting, staff were asked to prepare a report that integrated an Equity, Diversity and Inclusion (EDI) framework into the development of a new service standard related to snow removal from sidewalks during the winter.

At the February 13, 2020 General Issues Committee meeting dealing with the 2020 Operating Budget (Item 12), Report PW19022(a) provided Council with a number of scenarios to enhance sidewalk snow removal that incorporated an EDI lens in the delivery of the service. Staff were asked to provide further information related to Report PW19022(a), specifically:

- (a) That staff be directed to expand the existing communications initiatives regarding winter storm activities to include additional information about By-Law No. 03-296 and on-street parking during snow events;

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- (b) That staff be directed to report to the General Issues Committee on the benefits and challenges associated with universal winter sidewalk snow removal no later than August 10, 2020, with the report to include the impact of proactive enforcement of sidewalk snow removal and a review of current service levels of sidewalk clearing to determine how it may be improved;
- (c) That staff be directed to engage with the City's Advisory Committee for Persons with Disabilities, the Seniors' Advisory Committee, and the Hamilton Status of Women's Committee, external interested and relevant stakeholders, including but not limited to, those whom delegated with respect to the sidewalk snow removal matter, as it relates to assisting those with mobility issues (wheelchairs, strollers, scooters, seniors, etc); and,
- (d) That staff be directed to communicate with other municipalities that are providing sidewalk snow removal, in order to gauge and understand how it is received in their community and to assess what success is achieved with respect to enhanced mobility of its citizens.

Report PW19022(a) provided information related to the potential expansion of sidewalk snow removal that integrated an Equity, Diversity and Inclusion (EDI) lens into the development of a new service standard related to snow removal from sidewalks during the winter. Three scenarios were identified, ranging from \$3.06 to \$5.36 million. It should be noted that any enhancements could not be implemented prior to the 2021/2022 winter season.

Due to the restrictions of in-person consultation as a result of COVID-19, the consultation was postponed until the launch of Engage Hamilton, an online platform used to gather online feedback on City of Hamilton projects, policies and initiatives.

The Engage Hamilton website featured a survey and provided an opportunity for feedback and questions from residents and advisory groups. A media release and a social media campaign were utilized to drive residents to Engage Hamilton and participate in the survey. Over 2,000 participants of the 6,000 visitors engaged and interacted (participated in survey, posted on guestbooks or asked questions).

A municipal scan was undertaken in order to understand and gauge the level of service being conducted in other Canadian municipalities in terms of sidewalk snow removal. The scan included neighbouring municipalities in addition to representative cities across Canada. A total of 20 municipalities were reviewed and a variety of different service delivery options and service levels were documented.

This report provides the financial implications of enhancing the winter sidewalk maintenance levels of service. It is recommended that the potential enhancements be considered within the context of the overall 2021 Operating Budget deliberations.

Alternatives for Consideration – See Page 14

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: Should Council move forward with enhancements to the municipal winter sidewalk maintenance program there are several service level scenarios to consider.

To enhance the existing level of service to Scenario 2 (include priority 1 and 2A roadways plus base) would result in an additional 783 km of sidewalks cleared at a cost in the range of \$1.48 to \$1.78 million, bringing the total budget to between \$3.06 and \$3.36 million. Residential Impact of 0.2% or \$8.

To enhance the existing level of service to Scenario 3 (include all 2,445 km of sidewalks on city roadways), it would require an increase in the range of \$3.53 to \$3.78 million, bringing the total budget to between \$5.11 and \$5.36 million. Residential Impact of 0.4% or \$16.

Due to the various implementation scenarios and operational constraints, it is not possible to determine financial impacts based on ward by ward change in level of service with a high level of accuracy.

Please see the Analysis and Rationale for Recommendations section below for further details of the service level scenarios.

Staffing: N/A

Legal: N/A

HISTORICAL BACKGROUND

At the February 28, 2019 General Issues Committee (GIC) meeting, staff provided through Report PW19022, a consolidated summary and financial update regarding previous reports related to winter sidewalk maintenance in the City.

At the February 13, 2020 General Issues Committee meeting dealing with the 2020 Operating Budget (Item 12), Report PW19022(a) provided information related to the potential expansion of sidewalk snow removal that integrated an Equity, Diversity and Inclusion (EDI) framework into the development of a new service standard related to snow removal from sidewalks during the winter.

The City maintains Municipal roadways as per Ontario Regulation 239/02 - Minimum Maintenance Standards for Municipal Highways - made under the Municipal Act, 2001 (MMS).

The City has a 24/7 winter response team equipped with; over 500 total pieces of winter equipment (in-house and contracted), which includes 161 road plow salt/sanders and 22 sidewalk plows. The response team maintains the City's 6,478 lane-kilometres of roadway, approximately 1,100 cul-de-sacs, and over 2,300 bus stops.

The City currently provides partial snow clearing winter control for sidewalks using City staff in conjunction with contracted services to clear 397 km of sidewalks across Hamilton. The response standard for snow clearing is within 24 hours of the end of a winter event.

The total number of sidewalk kilometres is 2,403 (2,397 km in the urban area) and are listed below by Ward:

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
170	132	211	257	179	213	252	201	114	160	55	101	95	162	95

By-law No. 03-296 requires that every occupant or owner shall, within 24 hours of the cessation of a winter storm event, or within 24 hours of the cessation of a series of consecutive winter storm events, remove and clear all snow and ice from sidewalks abutting the highways in front of, or alongside, or at the rear of any occupied or unoccupied lot or vacant lot.

The City does not offer individual snow removal services for seniors or individuals with disabilities. In 2005, the City approved the development of the Snow Angels Program that is coordinated through the Healthy & Safe Communities Department. This program involves the recruitment of volunteers to clear snow on sidewalks, walkways and driveway entrances left by snow plows for eligible seniors and individuals with disabilities in the Hamilton area.

RELEVANT CONSULTATION

The following City of Hamilton Departments/Divisions have been consulted in the development of this report:

- Healthy & Safe Communities: Children's Services and Neighbourhood Development;
- Planning & Economic Development: Licensing & By-law Enforcement
- Public Works: Transportation Operations & Maintenance: Business Initiatives;
- Corporate Services: Finance, Risk Management; and

- City Manager's Office: Community Initiatives, Corporate Communications and Human Resources (Diversity).

ANALYSIS AND RATIONALE FOR RECOMMENDATIONS

Equity, Diversity and Inclusion Framework

Over the last number of years there has been a recognition and shift towards the promotion of diversity and inclusion through innovative initiatives and outreach activities to tackle achieving “equality” and more inclusive decision making. The City is currently undertaking the development of an Equity, Diversity and Inclusion (EDI) framework for decision making.

As part of the development of this report for sidewalk snow removal, a review of EDI practices for transportation mobility was undertaken. The integration of an EDI lens into decisions related to transportation infrastructure and operations can be challenging as there are many potential impacts to consider, different ways to measure impacts and multiple ways to categorize users of the system.

Transportation mobility EDI objectives include transportation affordability, housing affordability, impacts on low income communities, transit availability and service quality, AODA design, mobility needs, parents with children (strollers), parking and service quality for non-vehicle drivers. These broad objectives are all considerations that need to be taken into account when reviewing service delivery levels related to transportation infrastructure.

The integration of the EDI lens into transportation service levels help promote fairness that ensures residents of all identities are treated fairly by removing barriers and creating equal opportunities, promoting diversity through the understanding of different user group experiences and being inclusive by creating an environment in which all people are respected through the identification and removal of barriers. Access to transportation services (transit, cycling, pedestrian mobility) enriches lives and supports the health of our community.

The principles of a Transportation EDI lens incorporate how equity and inclusion is influenced by issues related to gender, safety and access, among other things:

- Equitable Access - Ensuring all residents have access to the same standard of transportation mobility regardless of community.
- Equitable Funding - Evaluating our decision making and funding to ensure it supports and benefits our community.
- Equitable Environment - Creating a safe and inclusive environment for our residents no matter which mode of transportation mobility they utilize.

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Alternative Sidewalk Winter Maintenance Service Levels

The target focus areas to meet EDI objectives are located throughout the community (seniors' homes, low income housing, mobility challenged residents, high pedestrian areas, transit users).

Developing a sidewalk snow removal strategy that encompass every sidewalk location in order to completely meet the EDI objectives can only be achieved by a city-wide goal to clear sidewalks to bare pavement. This has a number of operational, financial and environmental implications.

Considering the various implications, several alternative sidewalk winter service level scenarios was developed for analysis.

Scenario 1 – Base Case (existing Service) – Maintaining sidewalks on municipally-owned property, along reverse frontage lots, formerly Ward 12 in its entirety, and sidewalks adjacent to school property, owned by either the Public or Separate School Board, in conjunction with By-law No. 03-296 on a charge-back basis.

Scenario 2 – Priority 1 and 2A Roadways – Maintaining sidewalks in the base case plus the addition of an estimated 783 km of sidewalk along transit routes.

Scenario 3 – City Wide Roadways – Maintaining all sidewalks in the city.

The estimated costs for Scenario 2 and 3 are based on the approach identified in Report PW19022 Winter Sidewalk Maintenance which used the former Ancaster Ward 12 service delivery model and is an average of the past five (5) winter seasons. These costs include standby contractual sidewalk plowing units, in-house manpower and material costs.

Winter Control Program – Sidewalk Snow Clearing

Scenario	Sidewalk (km)	Percentage of Inventory (%)	Activation Trigger	Service Level	Estimated Costs (million)
1	397	16.2	Snow covered	Clear and application of salt	\$1.58* *Budgeted
2	1,180	48.2	5.0 cm accumulation on City sidewalks on priority	Snow packed condition with de-icing	\$3.06 - \$3.36

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			1 and 2A roadways plus the existing inventory	material application	
3	2,403	100	5.0 cm accumulation on all City sidewalks	Snow packed condition with de-icing material application	\$5.11 - \$5.36

Not included in the above-mentioned cost estimate are the restoration costs to damaged property as a result of the program. These include costs related to items within the road allowance such as parked cars, fences, posts, hedges, plantings, in-ground lawn sprinklers, driveway curbs or other obstructions within the right-of-way as a result of the plowing or blowing operations.

Sod damage is a significant source of concern in other municipalities and a budget for sod repair following the winter control season would be required. In conversation with municipalities that provide a similar service, the costs of restoration for a typical winter season may run between \$75,000 to \$100,000 per season.

To provide the level of service in Scenario 2 or 3 based on current in-house staffing levels, the City of Hamilton will need to contract the additional service out to the private sector. Additional supervisory staff will be required to oversee the program and those requirements will be identified in a future budget. The enhancements would not be implemented prior to the 2020/2021 winter season as the appropriate sidewalk snow clearing resources are currently not available within the marketplace.

Salt Management

Council should be aware that bare pavement condition can only be achieved through the application of de-icing material. The use of de-icing material will increase the costs associated with manpower, equipment time and materials, which will increase the overall program costs in the order of \$1.5 million. In order to supply the sidewalk machines with material, a separate supply chain of trucks is required to refill the machines.

As mentioned in Report PW19022, the City of Hamilton has a Salt Management Plan which was approved in 2003. Under the Canadian Environmental Protection Act, 1999, the Government of Canada published a Code of Practice for the Environmental Management of Road Salts on April 3, 2004. The Code is designed to help

municipalities and other road authorities better manage their use of road salt in a way that reduces their impacts on the environment while maintaining road safety. The use of road salt, in sufficient concentrations, poses a risk to plants, animals and the aquatic environment.

The use of road salt on sidewalks is not recommended from an environmental perspective and may also damage the concrete sidewalks contributing to the deterioration of other assets, and damage sod adjacent to the sidewalk.

Risk Management

Different legislation governs different properties under City jurisdiction, which can result in different service levels. Conditions within City properties and parks are legislated under the Occupiers Liability Act, while sidewalk conditions are legislated under the Municipal Act, specifically the Minimum Maintenance Standards within the act. The Occupiers Liability Act conveys a higher standard on the property owner to be free of hazards, including surface conditions for pedestrians. As such, it is incumbent on the City to plan its operational response in line with the Acts.

The Minimum Maintenance Standards (Ontario Regulation 239/02) was changed in May 2018 to contain specific sections dealing with sidewalk winter maintenance. Refer to Minimum Maintenance Standards Changes (Report PW18096).

Section 16.3 of the Minimum Maintenance Standards provides that snow accumulation on sidewalks shall be reduced to less than or equal to eight centimetres within 48 hours of the end of a snow event. The section further provides a standard of a minimum maintained width of one metre. The section does not require clearing to bare pavement; rather, simply reducing the depth to less than or equal to eight centimetres.

Sidewalks are deemed to be in a state of repair with respect to snow accumulation (a) where snow depth is less than or equal to eight centimetres; and (b) during ongoing snow accumulation, even where it exceeds eight cm, until 48 hours after the snow accumulation ends.

The City does not deflect or transfer liability to property owners through the sidewalk clearing by-law. As the owner of the sidewalk the City carries a full liability exposure for sidewalk slip and falls. If it can be established that the City has not satisfied the Maintenance Standards in relation to a particular slip and fall incident, the City will most likely be found liable in a court of law.

Over the last 10 years (2010-2019) Risk Management Services has averaged 45 sidewalk slip and fall claims per year. The average yearly total claims expense over the same period for sidewalk slip and fall claims (settlements, investigation, legal) is

\$616,000. The average value of a sidewalk slip and fall claim over the same period is \$13,700.

Winter Sidewalk Snow Clearing Communications

Public Works and Corporate Communications have a robust communications protocol during winter storm events, with regular updates to Council, posts on www.hamilton.ca and at @cityofhamilton on Twitter. During large storm events updates are shared with our local media partners, radio, print, online ads are published to provide residents with information about the City's response to the storm, tips on clearing their snow from their property, and more.

As we head into the 2020/2021 winter season, the existing winter storm communication activities will continue to focus on residents' responsibilities regarding removing snow from sidewalks adjacent to their property, and to request they avoid parking on the road during snow events to allow space for plows to safely clear the snow.

Winter Sidewalk Clearing Engagement Project

The Transportation Operations & Maintenance division, with support from Corporate Communications and in partnership with Community Initiatives, conducted an online Sidewalk Snow Clearing engagement project to help measure and better understand the needs and wishes of residents related to sidewalk snow clearing in winter months. The goal of the engagement was to gain a better understanding of the challenges and benefits associated with universal sidewalk snow removal across the City of Hamilton.

Due to the restriction of in person consultation as a result of COVID-19, the Engagement Hamilton website was used to gather online feedback. The site was launched on August 10, 2020 and closed on September 14, 2020.

Notification was provided to external interested and relevant stakeholders which included a communications package and invitation to participate in the Engagement Hamilton survey and open forum.

- Advisory Committee for Persons with Disabilities;
- Seniors Advisory Committee;
- Advisory Committee for Immigrants & Refugees;
- Cycling Committee;
- DARTS Board of Directors;
- Hamilton Immigration Partnership Council;
- Hamilton Council on Aging;
- Age Friendly Strategy;
- Hamilton Centre for Civic Inclusion;
- Disability Justice Network of Ontario;

- Hamilton Aboriginal Advisory Committee; and
- Environment Hamilton.

Transportation Operations & Maintenance management team members attended the virtual Advisory Committee for Persons with Disability meeting on September 8, 2020 at their request. Further to the meeting, additional options were provided for those members who were not able to complete the internet version of the survey. The alternatives included a printable version and the contact information for Communications engagement staff who offered to help residents complete the survey via telephone.

The Engagement Hamilton website had 6,000 visitors including:

- 2,000 engaged participants (participated in survey, posted on guestbooks or asked questions);
- 3,300 informed participants (visited multiple project pages or contributed to a tool);
- 5,900 aware participants (5,900 visited a project or tool page);
- 1,987 survey completions; and
- An overall engagement rate of 33% (engaged visitors/total visitors) compared to an average rate of 11% for other projects.

Some of the highlights in the findings of the survey are below (n=1,987):

- 41.5% rated winter walkability as extremely important;
- 41.6% rated winter walkability as very important;
- 53.6% reported that they expect to be able to use city sidewalks safely within 12 hours;
- 40.0% reported that they expect to be able to use city sidewalks safely within 24 hours;
- 27.9% indicated that they sometimes have to use other means to get where they are going safely;
- 39.6% responded that they walk in the street if the sidewalk is not cleared;
- 31.6% reported that they do not feel safe at all using Class 1 or 2A sidewalk routes in winter;
- 58.8% indicated that they feel slightly safe using Class 1 or 2A sidewalk routes in winter;
- 73.1% believe that the City should invest resources (financial, human, equipment) into sidewalk snow-clearing to provide a more consistent service;
- 74.6% stated that improving winter walkability should be a Council priority;
- 81.6% indicated that they definitely support a tax increase of less than or equal to \$10;
- 67.0% responded that they definitely support a tax increase of \$10-\$25; and
- 49.6% indicated that they don't support a tax increase of greater than \$50.

A summary of demographic findings is below:

- The three wards with the highest representation in the survey were Ward 1 (13.6%), Ward 3 (12.3%) and Ward 2 (10.3%);
- The age groups with the highest representation were 25-44 (47.9%) and 45-64 (34.8%);
- Females represented 62.5% of the respondents while 33.6% were male; and
- 14.5% of the respondents identified as Individuals living with a Disability.

Some of the common themes that were found in the comments section (Q32) and guestbook are below:

- 41.0% expressed general comments in favour of the City taking over all sidewalk clearing;
- 24.6% had concerns in regard to accessibility/safety – sidewalks need to clear for safety esp. seniors, individuals with disabilities and or/mobility devices, parents with strollers, etc.;
- 15.5% expressed sidewalk snow clearing as an equity issue – e.g. seniors and individuals with disabilities may not be able to clear their sidewalks; unfair for certain areas to be cleared while others are not; low income residents may use sidewalks more often and are therefore disadvantaged disproportionately by poor conditions, etc.; and
- 15.0% identified poor sidewalk conditions currently/noted specific areas.

Detailed survey results and analysis of comments can be found attached to Report PW19022(b) as Appendix “A” – Engagement Results.

Municipal Service Comparison

The Transportation Operations & Maintenance division conducted a municipal scan in order to understand and gauge the level of service being conducted in other Canadian municipalities in terms of sidewalk snow removal. The scan included neighbouring municipalities in addition to representative cities across Canada. A total of 20 municipalities were reviewed.

Sidewalk plowing is typically triggered for most municipalities at the 5 cm threshold, with target pavement conditions varying from bare pavement to the more typical snow packed condition.

Completion time for the sidewalk snow clearing program for most municipalities is 24 hours from the end of the event, to 72 hours after commencement of the sidewalk snow clearing operations (Toronto), to five working days from commencement of the residential sidewalk clearing operations (Winnipeg). In most cases, municipalities that

do service their entire sidewalk network do so only after the adjacent street or all of the roads within the city or town have been maintained.

A high-level service level summary is provided below while a detailed summary is attached to Report PW19022(b) as Appendix “B”.

Municipal Service Level Summary

Municipality	Portion cleared	Surface condition
Ontario		
Brampton	Partial	Bare
Burlington	Complete	Snow pack
Guelph	Complete	Snow pack
Kitchener	Partial	Bare
London	Complete	Snow pack
Mississauga	Partial	Snow pack
Montreal	Complete	Cleared to safe condition
Newmarket	Complete	Cleared to passable condition
Oakville	Partial	Snow pack
Ottawa	Partial	Snow pack
St. Catherine’s	None	Bare
Toronto	Partial	Snow pack
Windsor	None	Bare
Other Provinces		
Calgary	None	Bare
St. John’s	Partial	Bare
Halifax	Partial	Bare or with traction
Quebec City	Partial	Bare or with traction
Regina	None	Bare
Vancouver	None	Bare
Winnipeg	Partial	Snow pack

Definitions

Portion Clear Levels

- None – Municipality only clears municipally owned sidewalk
- Partial – Municipality clears a portion of the sidewalk network
- Complete – Municipality clears the entire sidewalk network

Surface condition

- Bare – Free from snow, ice, and slush
- Snow pack – Compacted snow surface. Plowing activated after a depth threshold

- Bare or with traction – Free from snow, ice, and slush or have traction applied to snow pack condition

Snow Angels Program

Snow Angels is a volunteer-based initiative currently housed within the Healthy & Safe Communities Department:

- The program geographically matches Snow Angel volunteers with low-income seniors and/or persons with disabilities who require assistance with snow clearing;
- Within 24 hours of a snowfall ending, Snow Angel volunteers clear the sidewalk, a path to the front door and the windrow;
- Historically, over 80% of the residents currently screened into the program are matched with a Snow Angel volunteer; and
- At its peak during the 2019/2020 winter season, 124 residents were matched with a Snow Angel volunteer.

As a volunteer-driven program, success depends on the number of volunteers recruited, the geographical location of the volunteers and volunteer turnover. Challenges include:

- Constant fluctuation in the number of volunteers over the winter season due to injuries, other commitments, reliability, distance to clients and difficult working conditions (i.e., cold, heavy snow, large and/or corner lots);
- Based on snow events of 3 cm or greater, Hamilton has seen the number of snow shovelling events vary annually from five to 20 events per winter season;
- Since snowfall is unpredictable, the Snow Angels volunteer opportunity has not proven overly successful with students as there is no guarantee of volunteer hours;
- Snow Angel volunteer express frustration when they attend properties and find the snow has already been cleared. Snow Angels is a “back-up” plan for many residents in the cases where no one else assists;
- Volunteer recruitment extends throughout the winter season, but applications typically slow down by mid-January;
- Due to some aging neighbourhoods, there are many neighbourhoods where recruitment is very difficult and not all residents can be matched;
- Parameters around service are clearly outlined in annual confirmation letters to clients. Expectations of residents and volunteers are sometimes inconsistent and can cause challenges;
- When snow is in the forecast, the program receives hundreds of calls and emails from residents and their families, caregivers, agencies and politicians requesting or confirming support, often overwhelming program staff; and

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- Due to the recent funding changes in Ontario Works, the Helping Hands program has closed which may add to the number of residents requesting Snow Angel support.

Residents requesting a Snow Angel volunteer undergo an income assessment to determine eligibility. Even if a resident does qualify for a volunteer, there is no guarantee of service due to the natural turnover seen in a volunteer-driven program.

Most volunteers request to be matched to clients who live close to their homes, although there are a few volunteers willing to travel. There is a small roster of volunteers willing to assist on an emergency basis to support absent or ill volunteers.

Over the past five years of administering the program, there have been 1.5 FTE's dedicated to the program from the beginning of October to the last snowfall to support volunteer recruitment, marketing, client/volunteer matching, inquiry response, referrals, communication, volunteer recognition, etc. Due to a vacancy and the redeployment of staff within the Children's Services & Neighbourhood Development division due to COVID, staff will be realigned to support the program.

ALTERNATIVES FOR CONSIDERATION

Council could consider enhancing the service levels to one of the following scenarios:

Scenario 2 – Priority 1 and 2A Roadways – Maintaining sidewalks in the base case plus the addition of an estimated 783 km of sidewalk along transit routes.

Scenario 3 – City Wide Roadways – Maintaining all sidewalks in the city.

In order to implement either scenario, staff would recommend the engagement of consulting services to prepare a detailed program based on an assessment of the existing inventory, routing and staffing needs, with recommendations for a delivery model. This information would be used to develop a request for proposal which would provide more definitive costing and implementation for the 2021/2022 winter season. As part of the request for proposal, a social procurement approach would be reviewed for inclusion.

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Economic Prosperity and Growth

Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.

Healthy and Safe Communities

Hamilton is a safe and supportive city where people are active, healthy, and have a high quality of life.

Built Environment and Infrastructure

Hamilton is supported by state of the art infrastructure, transportation options, buildings and public spaces that create a dynamic City.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report PW19022(b) – Engagement Results

Appendix “B” to Report PW19022(b) – Municipal Scan