



# INFORMATION REPORT

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	July 4, 2022
<b>SUBJECT/REPORT NO:</b>	Term of Council Priorities 2018 to 2022 Summary Report (CM16003(e)) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
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<b>SUBMITTED BY:</b>	Janette Smith City Manager
<b>SIGNATURE:</b>	

## COUNCIL DIRECTION

Council received Report CM16003(d) in January 2020, confirming the term of Council priorities. Priorities included climate change, multi-modal transportation, homelessness and affordable housing, Equity, Diversity & Inclusion (EDI), integrated growth and development, trust and confidence in city government, fiscal health and financial management, and a healthy and respectful workplace.

## BACKGROUND

Term of Council priorities guide staff efforts and guide of the prioritization of investments based on the collective will of Council, in alignment with the desired outcomes of the City's strategic plan. As we responded to, and now adjust to living with COVID-19 in our communities, these term of Council priorities have been reinforced and despite significant resources being diverted towards the City's extended emergency response, progress across all term of Council priorities as been achieved.

Below is the overview of the achievements related to Term of Council priorities from 2018 to 2022.

### *Climate Change*

Hamilton's response to the climate crisis declared by Council (2019) has followed parallel tracks for both climate change mitigation and climate change adaptation. Through the development of planning frameworks, along with concurrent

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

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

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

implementation of immediate actions to achieve net zero greenhouse gas (GHG) emissions before 2050, 2019 community-wide GHG emissions declined by 2% over 2018, totaling a 33% reduction over the 2006 baseline and Corporate-wide GHG emissions continue to experience a steady decline over the 2005 baseline totaling approximately a 43% reduction in 2019, with a 2% decline from 2018. The continued integration of efforts to address climate change, through the creation of a Climate Change Action Strategy that merges climate change mitigation and climate change adaptation, stresses the importance of both the reduction of greenhouse gasses while building resiliency to the impacts of climate change.

Climate Change positive actions include:

- Investment of ~\$57.3 million (2019 to 2022) in bicycle infrastructure, tree planting, electrification of vehicles and equipment, stormwater flooding mitigation etc.
- Updated Corporate Energy and Sustainability Policy, including new greenhouse gas emission targets (50% by 2030 and 100% by 2050).
- Approval (2021) and implementation of Corporate Green Fleet Strategy, with a goal to reduce fleet emissions by 18.4% by 2024 (excludes transit, fire, police)
- Allocation of \$1.5 million towards a newly created climate change reserve fund.
- Council received the draft “ReCharge Hamilton – Our Community Energy + Emissions Plan” (June 2022), setting the pathway to net zero GHG emissions by 2050 and increasing energy resilience, economic prosperity and building from Hamilton’s strengths.
- Council received the draft Hamilton Climate Change Impact Adaptation Plan (June 2022) with a focus on working to ensure a healthy, equitable, vibrant and sustainable community that responds to the needs of all.
- Eco Driving and Anti-Idling training for all fleet operators is planned to begin in Fall 2022. An anti-idling awareness campaign for all city staff will also begin at this time.

### ***Multi-Modal Transportation***

Over this Term of Council, the city advanced a multi-faceted approach to improve roadway safety through the promotion of a safe systems approach focused on safe drivers, safe speeds, safe roads and safe vehicles. In addition, the City leveraged its partnerships to increase the active transportation network and enhance transit with a goal of achieving greater modal splits in accordance with the Transportation Master Plan (updated modal splits unavailable due to delays in the Transportation Tomorrow Survey caused by the COVID-19 pandemic).

Actions in support of achieving improved modal splits include:

- Implementation of the approved (2019) Strategic Road Safety Program and the Vision Zero Action Plan which resulted in the planned installation by the end of 2022 traffic safety measures, including 42 red light cameras, 24 speed cameras, creation of 36 community safety zones and 176 of a planned 233 neighbourhood speed reduction programs.
- Council direction (May 2022) to initiate work that will lead to the conversion of Main Street to two-way traffic as an immediate safety intervention.
- Complete, Livable, Better Streets Design Manual to be brought forward for Council approval (August 2022).
- Addition of 54.5 km of enhanced cycling facilities, with an additional 32.1 km planned in 2022, from a \$17.55 million investment (\$9.09 million from partners).
- Signing of a new Light Rail Transit Memorandum of Understanding and re-establishment of all administrative infrastructure to support the planning and construction of the Hamilton LRT by Metrolinx.
- Continued implementation of years 4 through 6 of the Ten-Year Local Transit Strategy (implementation paused in 2020 due to COVID-19 implications) resulting in service enhancements on BLAST network corridors, launch of HSR myRide on-demand transit in Waterdown and 95,000 increased annual service hours through the addition of 27 buses in 2021 and 2022.

*\* The COVID-19 pandemic impacted the City's multi-modal transportation goals, particularly transit ridership, which saw a 46% decrease in 2020 and 15% in 2021.*

### ***Homelessness & Affordable Housing***

As the Housing Service Manager, the City has focused on fostering partnerships with numerous stakeholders in the community, including urban Indigenous leaders. Through its efforts and key relationships, the City has continued to build a coordinated housing and homeless-serving system in collaboration with community and government partners to ensure everyone in Hamilton has a home, ending chronic homelessness.

This goal is guided by the Council approved 10-year Housing and Homelessness Action Plan (2020) and Hamilton's Systems Planning Framework: Coming Together to End Homelessness, encompassing the entire housing continuum including homelessness prevention and services, emergency shelters, transitional and supportive housing, rent-geared-to-income housing, market rental housing and affordable homeownership.

The City will continue to advocate other levels of government for supports to accommodate individuals who have varying and complex health challenges, including mental health and addictions for which the City lacks the mandate, funds and expertise to address on its own. Addressing this gap will be critical to meeting the goal of ending chronic homelessness.

Housing outcomes achieved include:

- Annual average of 629 applicant households housed from the waitlist (9% of the total waitlist on average).
- Continued investment of \$562 million, including \$256 million from City of Hamilton budgets.
- Construction of an average of 55 new affordable housing units per year with 155 new affordable housing units expected to be available in 2022 as a result of funding received from the federal government as part of Canada's Rapid Housing Initiative.
- In 2021 there as a one-time investment of \$2 million for housing allowances for clients of City funded Intensive Case Management programs.
- Commitment of \$950,000 in annual funding towards a new shelter supporting equity seeking groups, including women, Indigenous women, trans-feminine, trans-masculine and non-binary individuals experiencing homelessness.
- Increase of 95 temporary shelter beds, including 15 women-only beds in fall 2021 and 50 beds (surge capacity 75) in First Ontario place during the peak of the COVID-19 pandemic in 2020, which caused a surge in demand across the homeless serving system.
- Annual investment of \$1 million from the Municipal Poverty Reduction Fund towards indigenous housing supports
- Council approval for a Vacant Home Tax which would deter vacancies and improve housing saturation across the city in June 2022.

### ***Equity, Diversity & Inclusion***

The City is committed to ensuring equity-seeking communities feel safe, supported and have an enhanced sense of belonging through strengthening community capacity, City responsiveness and creating inclusive engagement opportunities.

Achievements that support greater understanding and inclusion include:

- Approval and implementation of the City's Urban Indigenous Strategy (2019).
- Approval and implementation of interim Archaeological Monitoring Policy (2020).
- Receipt of the Landmarks and Monuments Review by Committee.
- Re-establishment of Hamilton Anti-Racism Resource Centre and installation of its Board.
- Approval and implementation of City's Hate Flags and Symbols Policy (2021), banning signs or decoration with include expressions and symbols associated with hate from City public property.

Corporate wide initiatives have also been undertaken to ensure the City itself provides a work environment that is safe, supported and that its employees feel an enhanced sense of belonging to. In support of this, Council approved the City's Equity Diversity

and Inclusion (EDI) framework (2021) to embed EDI principles into all service planning and delivery, and policy development.

The ongoing citywide employment equity survey has illustrated an increase in employment for equity seeking groups, including people who identify as women, persons with disabilities and racialized individuals in 2021, over the 2020 baseline. Despite modest gains, the greatest opportunity remains on increasing employment opportunities for those who identify as a Person with a Disability. Employment equity data collection continues to evolve in areas such as retention and promotion and will be used to ensure the City's talent strategy leads to an organization that reflects our community at all levels, including our senior leadership.

### ***Integrated Growth & Development***

The City has been focused on moving through a process to update the Urban and Rural Official Plans to conform with Provincial planning documents, to meet City of Hamilton growth forecasts by 2051 for population and employment, identifying where and how population and employment growth can be accommodated. Population growth is tracking to meet provincial growth targets, increasing from 566,532 in 2018 to 584,000 in 2021. Employment growth is only slightly behind the target (96%), increasing from 216,050 in 2018 to 228,432 in 2021.

Growth and development related outcomes include:

- Advanced GRIDS2 and work to implement Council's No Urban Boundary Growth Scenario expansion, including a Municipal Comprehensive Review (MCR), Lands Needs Assessment and How Should Hamilton Grow evaluation of growth options (June 2022).
- Approval of 2021-2025 Economic Development Action Plan (2021), including the integration of the Mayor's Task Force on Economic Recovery recommendations.
- Facilitated record building permit construction, exceeding \$2 billion in 2021 and 10,789 new dwelling units through Q1 2022.
- Launch of e-plans allowing individuals to track their building permits online and support the uninterrupted processing of development applications during the peak of COVID-19.
- Negotiation and approval of Downtown Entertainment Precinct master agreement. Agreement will save taxpayers \$155 million over 30 years, \$50 million upgrade to First Ontario Place as well as upgrades to other City-owned facilities.
- Redevelopment of the City's downtown waterfront, including residential and commercial development on Pier 8. Estimated value is \$160 million.

### ***Trust & Confidence in City Government***

The City of Hamilton is committed to providing the public with greater access to City government information and opportunities to become more engaged in decision making

processes that impact their community, promoting an open approach to government and ensuring public information is readily available, accessible, transparent and inclusive.

Outcomes that support increased transparency and accountability include:

- Council approved Routine Disclosure and Active Dissemination Policy (2019) in alignment with Access by Design principles supporting greater access to government information and increase in transparency. This resulted in the release of Departmental Routine Disclosure and Active Dissemination plans on hamilton.ca in 2021 and new practices implemented including the inclusion of Council Communication Updates sent via email to Council agendas, separation of information to limit what is shared in-camera, posting of consultant reports that identify imminent risks to human health or safety and all Orders to the City's website.
- Corporate Privacy Program established and implemented in alignment with Privacy by Design principles, which is responsible for developing, implementing, and monitoring the information privacy practices (policies, procedures, operations) across all City departments, divisions and business units.
- New website that will prioritize searchability and make it easier for citizens to find the information they are looking for in a timely manner (launch summer 2022).
- 88% increase in the number of open data sets available since 2018.
- Launch (2020) of an online engagement platform, Engage Hamilton, to allow citizens to participate in engagement efforts from anywhere at any time. Since launch, the platform has featured 62 projects and welcomed 63,000 visitors.
- Implementation of the Fraud and Waste Hotline pilot. Since hotline launch, 32% of investigations have been confirmed resulting in \$439,000 in Loss or Waste Substantiated.
- Second Ontario municipality to provide real-time on-line reporting of sewage overflow, beginning in June 2019.

### ***Fiscal Health & Financial Management***

The City continues to ensure opportunities are realized to enhance its ability to support sustainable service delivery through regular review of its financial policies, evolution and enhancement of its budget management and monitoring tools, in addition to an increased focus on asset management to protect our ability to finance infrastructure renewal as well as fund future investment.

Positive financial outcomes and improved management practices include:

- Continued strengthening of relationships with partners through the Council approval (2021) of a comprehensive government relations plan and framework and advocacy around City priorities to senior levels of government, supporting open, pro-active and transparent relationships, leading to the optimization of funding opportunities.

- Upgraded the City's global credit rating to AAA stable.
- Continue to support sustainable investments and management of funds and reserves resulting in an average annual increase in the gross percent realized return on investments of 2.64% between 2018 – 2021.
- Development of an integrated financial management and delivery platform that allows for enhanced reporting and tracking, new budget system and introduction of internal financial dashboards.
- Anticipated approval of Asset Management Plan for Core Assets (June 2022) in accordance with Ontario Regulation 588/17 which requires Municipalities to have asset management plans in place for all assets to current levels of service by July 2024 and to proposed levels of service by July 2025
- Key financial policies changes include:
  - Implementation of a revised water leak adjustment policy and residential water/ wastewater warranty protection plan
  - Approved surety bond policy that protects the City's interests while reducing financial burden on developers
  - Approved changes to area rating tax policies, developed with an equity, diversity and inclusion lens, resulting in the same service levels across the City for sidewalks, streetlighting, recreation, sidewalk snow removal
  - Approval of a vacant home tax

### ***A Healthy, Respectful & Supportive Workplace***

The sustained emergency response to COVID-19 has had a significant impact on the City's workforce, resulting in an increased need for mental health resources and supports across all levels.

Ensuring that City employees continue to be supported in both the short term and long term set the City up for continued effective and efficient service delivery, while remaining an employer of choice. Prior to the COVID-19 pandemic, the organization was focused on improving employee engagement, health, safety & wellness and understanding workforce census and demographics.

Human centred outcomes include:

- Continuation of Our People Survey (2021), with a 62% participation rate. Results were maintained or increased in most areas, with 12 of 22 comparable drivers increasing. Learnings and areas for improvement for each division will be realized through action planning in 2022 and implementation throughout 2023 and beyond.
- Development and continued implementation of the City's Workplace Mental health and Wellbeing Strategy and associated supports.
- Development and implementation of new work models for the City of Hamilton, including mobile and frontline employees (31%), Office employees (39%), Hybrid

employees (16%), Home-based employees (3%) and those that have not yet been decided or will experience changing categories (11%).

- Top Regional Employer for the Hamilton - Niagara Region 2018 – 2022

### **CONCLUSION AND NEXT STEPS**

Identifying the priorities of Council, outside of the day to day delivery of critical municipal services and ongoing continuous improvement efforts, ensures alignment of organizational efforts and resources.

Typically, although supported by actionable items over the course of the term, these priorities are transformational in nature with goals that require longer time frames to see significant changes realized. The on-going pandemic has reinforced the importance of the priorities identified by this Council and the foundations put in place will be strengthened as efforts continue to build a more resilient, vibrant and inclusive community post-pandemic.

Through advocacy and partnership with senior levels of government, as a result of the Council approved provincial and federal government relations strategies, climate change, housing and supporting health and human services for our most vulnerable populations, support for marginalized and diverse communities and economic tools to support longer term prosperity, will continue to progress.

Going forward, term of Council priorities will be confirmed with the new Council, in addition to the renewal of the City's Strategic Plan, which expires in 2025.

### **APPENDICES**

N/A