





CITY OF HAMILTON
CITY MANAGER'S OFFICE
and
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Planning Division
and
HEALTHY AND SAFE COMMUNITIES DEPARTMENT
Healthy Environments Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	August 8, 2022
SUBJECT/REPORT NO:	Hamilton's Climate Action Strategy Implementation Resources and Governance (CM22016/PED22058(a)/HSC22030(a)) (City Wide) (Outstanding Business List Item)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Trevor Imhoff (905) 546-2424 Ext. 1308 Christine Newbold (905) 546-2424 Ext. 1279 Andrea McDowell (905) 546-2424 Ext. 5288
SUBMITTED BY:	Janette Smith City Manager
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SIGNATURE:	

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.

RECOMMENDATION

- (a) That the final “ReCharge Hamilton – Our Community Energy + Emissions Plan” (CEEP) attached as Appendix “C” to Report CM22016/PED22058(a)/HSC22030(a) be approved and that it comprise the climate change mitigation component of the City’s Climate Action Strategy;
- (b) That the final “Climate Change Impact Adaptation Plan” (CCIAP) attached as Appendix “D” to Report CM22016/PED22058(a)/HSC22030(a) be approved and that it comprise the climate change adaptation component of the City’s Climate Action Strategy;
- (c) That the following supporting studies and reports be received:
 - (i) “Hamilton’s Climate Action Strategy - Final Consultation Report” attached as Appendix “A” to Report CM22016/PED22058(a)/HSC22030(a);
 - (ii) “How Much Is Climate Change Costing Canadian Communities” Report attached as Appendix “B” to Report CM22016/PED22058(a)/HSC22030(a);
 - (iii) “Hamilton’s Climate Action Strategy Departmental Resource Considerations” Table attached as Appendix “E” to Report CM22116/PED22058(a)/HSC22030(a)
- (d) That staff be directed to prepare a Draft Terms of Reference for a Climate Change Advisory Committee of Council for the 2022-2026 Council Term, that will help guide the implementation of the City’s Climate Action Strategy, and which includes a composition that ensures a diverse representation of Hamilton’s community;
- (e) That the City Manager be authorized and directed to establish a Climate Change Office within the Planning and Economic Development Department to lead the implementation of the City’s Climate Action Strategy, and to implement the following changes within the Planning and Economic Development Department:
 - (i) create a Director of Climate Change Initiatives position within the Climate Change Office representing an estimated annual cost of \$215,000 inclusive of salary and non-salary costs (1 permanent FTE); and
 - (ii) transfer the Senior Project Manager, Air Quality and Climate Change (1 FTE) from Public Health Services, Healthy and Safe Communities

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Department, to the Climate Change Office within the Planning and Economic Development Department, with no impact on the levy.

- (f) That the creation of two additional permanent positions within the Climate Change Office to support the implementation of Hamilton's Climate Action Strategy and to support the community and stakeholder engagement component of the Climate Action Strategy, be brought forward for Council's consideration as part of the 2023 Operating Budget;
- (g) That the General Manager of Planning and Economic Development and the General Manager of Public Works, in consultation with the Executive Director of Human Resources, be directed to review the function and role of the Energy Office within the Energy, Fleet and Facilities Management Division of Public Works, and any other potential service areas, and report back to Council with any recommended organizational changes that would align and integrate the work of the Energy Office or other service areas with that of the Climate Change Office.
- (h) That the City of Hamilton's annual contribution of \$160,000 towards the Bay Area Climate Change Office (BACCO) be referred to the 2023 Operating Budget, and that, subject to Council's approval of funding through the 2023 Operating Budget, the City Manager be authorized to negotiate, enter into and execute a Funding Agreement / Memorandum of Understanding with Mohawk College for the continuation of the City's participation in the BACCO, in a form satisfactory to the City Solicitor, and that this funding be administered through the Climate Change Office, Planning and Economic Development Department; and
- (i) That the following items on the Outstanding Business Lists (OBL) be removed:
 - (i) Item LL (General Issues Committee OBL) - General Issues Committee June 1, 2022, Item 2, respecting final public consultation, advisory committee structure and governance and organization structure and resourcing for Hamilton's Climate Action Strategy;
 - (ii) Item 19-L (Emergency & Community Services Committee OBL) - General Issues Committee December 19, 2021, Item 4, respecting Implementation and Resources Required re: Corporate Goals and Areas of Focus for Climate Mitigation & Adaptation;
 - (iii) Item 19-I (Audit Finance & Administration Committee OBL) - General Issues Committee December 19, 2021, Item 4, respecting Implementation

and Resources Required re: Corporate Goals and Areas of Focus for Climate Mitigation & Adaptation.

EXECUTIVE SUMMARY

Climate change is one of the greatest threats facing the world today. Without immediate, rapid and large-scale reductions of greenhouse gas (GHG) emissions, the Intergovernmental Panel on Climate Change (IPCC) in its Sixth Assessment Report states global warming of 2°C will be exceeded during this century. It further states that many changes due to past and future GHG emissions are irreversible for centuries to millennia. It is therefore necessary for the City of Hamilton to rapidly reduce GHG emissions while at the same time preparing for the unavoidable impacts of climate change.

The City of Hamilton elected to meet that challenge through its own planning and action process. In October 2015, Council endorsed “Taking Action on Climate Change in Hamilton – A Community Plan”. In 2019, Council further expanded its commitment to climate action by adopting a Climate Emergency Declaration and directing staff to identify actions to achieve net-zero carbon emissions before 2050.

Since that time, a number of climate change mitigation and adaptation initiatives have been undertaken including the Green Fleet Strategy, updating of the Corporate Energy and Sustainability Policy to align corporate targets to those in the Emergency Declaration, undertaking an Asset Management Strategy with a climate lens, continued investment in the ten-year transit strategy, various plans and investments related to cycling and active transportation, and many others. Also among those actions, has been the development of the Community Energy and Emissions Plan (CEEP) and the Climate Change Impact Adaptation Plan (CCIAP). This Report CM22016/PED22058(a)/HSC22030(a) presents the final CEEP and CCIAP for Council approval, which together comprise Hamilton’s Climate Action Strategy (the Strategy) for achieving the goal of net-zero carbon emissions by 2050. An overview of these plans appears below.

Climate Change Mitigation – The CEEP

The CEEP establishes a low-carbon scenario model based on 28 targets that will get the entire community to net-zero GHG emissions. Additional financial and economic analysis was completed using standard economic tools including a Marginal Abatement Cost Curve that showed the net benefit of reaching those targets resulted in a \$64 M savings to the entire community. This is broken down in detail in Appendix “C” to Report CM22016/PED22058(a)/HSC22030(a) which provides the incremental investment costs

and the savings which is a combination of energy cost savings, avoided carbon costs, avoided maintenance costs and revenues generated.

Climate Change Adaptation – The CCIAP

The CCIAP establishes an action-oriented plan that is based on global and regional climate models downscaled to the local level to establish and prioritize climate risk and vulnerabilities. These actions deal with the most urgent climate risks expected for the City of Hamilton. Previous reports to Council (PED2205(a)/HSC22030(a)) have highlighted research and trends from sources and organizations across Canada on the costs of climate change to communities and provide strong evidence that the City of Hamilton faces significant costs as a result of climate change, many of which can be mitigated or reduced through action.

Governance and Resourcing

Hamilton's Climate Action Strategy works to reduce GHG emissions and prepare for the worsening impacts of climate change. It will require a multi-faceted approach to implementation. This report is recommending an overall governance structure that is based on research from the Federation of Canadian Municipalities Factsheet on Governance for Deep Decarbonization, a multi-jurisdiction scan across the Greater Toronto and Hamilton Area (GTHA), and from community-wide public consultation and engagement with social, environmental, institutional, Indigenous and equity-seeking organizations.

The recommended governance structure is comprised of a newly created Climate Change Office within the Planning and Economic Development Department, led by a new director level position reporting to the General Manager of PED and routinely reporting progress to the City Manager and Senior Leadership. The structure also includes a multi-department director level Steering Committee to coordinate many of the cross-cutting actions needed across the corporation and with community and industry stakeholders, and a community climate advisory committee.

Alternatives for Consideration – See Page 17

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: Hamilton's Climate Action Strategy includes actions that will be led by the City, but also actions that will be led through other levels of government, local industry, and community stakeholders. With respect to City-led actions, these will be subject to annual budget approval. Appendix "E" to Report CM22016/PED22058(a)/HSC22030(a) includes preliminary

resource considerations to implement the City-lead actions identified in the Climate Action Strategy. Where additional resources are identified these estimates would be further refined and a financing strategy would be brought forward for Council consideration through the annual budget process or through separate Committee reports.

Report CM22016/PED22058(a)/HSC22030(a) includes the following recommendation which will have an immediate financial implication:

- the establishment of a new Climate Change Office within the Planning and Economic Development Department, including the creation of one permanent FTE representing an estimated annual cost of \$215,000 to be funded through the levy.

Report CM22016/PED22058(a)/HSC22030(a) also includes a referral to the 2023 Operating Budget for the following:

- two additional permanent positions within the Climate Change Office to support the implementation of Hamilton's Climate Action Strategy and to support the community and stakeholder engagement component of the Climate Action Strategy
- renewal of the City of Hamilton's annual contribution of \$160,000 towards the Bay Area Climate Change Office (BACCO)

Staffing: The Climate Action Strategy includes actions that will be undertaken by staff across the Corporation.

Report CM22016/PED22058(a)/HSC22030(a) is recommending the establishment of a new Climate Change Office within the Planning and Economic Development Department, including the creation of one FTE, being the role of Director of Climate Change Initiatives. This report is also recommending that the potential creation of two additional FTE to support the implementation and overall internal and external coordination required for Hamilton's Climate Action Strategy and to support the community and stakeholder education and engagement components of the Climate Action Strategy be referred to the 2023 Operating Budget for Council's consideration.

In addition, Report CM22016/PED22058(a)/HSC22030(a) is recommending the transfer of the existing Senior Project Manager, Air Quality and Climate Change (1 FTE) from Public Health Services, Healthy

and Safe Communities Department, to the Climate Change Office within the Planning and Economic Development Department, with no impact on the levy.

Legal: Not applicable.

HISTORICAL BACKGROUND

In October 2015, Council endorsed “Taking Action on Climate Change in Hamilton – A Community Plan”. In 2019, Council further expanded its commitment to climate action by adopting a Climate Emergency Declaration and directing staff to identify actions to achieve net-zero carbon emissions before 2050.

Since that time, a number of climate change mitigation and adaptation initiatives have been undertaken including the Green Fleet Strategy, updating of the Corporate Energy and Sustainability Policy to align corporate targets to those in the Emergency Declaration, undertaking an Asset Management Strategy with a climate lens, continued investment in the ten-year transit strategy, various plans and investments related to cycling and active transportation, and many others. Also among those actions, has been the development of the Community Energy and Emissions Plan (CEEP) and the Climate Change Impact Adaptation Plan (CCIAP) which are the subject of this report.

On June 8, 2022, Council approved the following recommendations of Item 8.1 of General Issues Committee - Report PED22058/HSC22030 – Hamilton’s Climate Change Action Strategy:

- (a) *That the draft “ReCharge Hamilton – Our Community Energy + Emissions Plan” (CEEP) attached as Appendix “A” to Report PED22058/HSC22030 be received;*
- (b) *That “Hamilton’s Climate Vulnerability and Risk Assessment Report” as completion of Milestone 2 of ICLEI Canada’s Building Adaptive and Resilient Communities Framework attached as Appendix “B” to PED22058/HSC22030 be received;*
- (c) *That staff be directed to undertake final public and stakeholder consultation on the draft “ReCharge Hamilton – Our Community Energy + Emissions Plan” (CEEP) and the “Hamilton’s Climate Change Impact Adaptation Plan” (CCIAP) and report back to the General Issues Committee with the results of the public consultation and the recommended final CEEP and final CCIAP, which together will form Hamilton’s Climate Change Action Strategy for Council’s consideration;*

- (d) *That staff be directed to report back to the General Issues Committee on the recommended approach for establishing an advisory committee structure for Hamilton's Climate Change Action Strategy with a deadline of August 8, 2022;*
- (e) *That staff be directed to report back to General Issues Committee on a recommended scope, governance and organizational structure, and resourcing for the centralized implementation, monitoring and reporting of Hamilton's Climate Change Action Strategy with a deadline of August 8, 2022."*

Report CM22016/PED22058(a)/HSC22030(a) responds to this Council direction and presents the results of the consultation that Council directed to be undertaken, the final CEEP and CCIAP for Council's approval, and the recommended governance and resourcing strategy.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Policy and legislated requirements are identified on pages 5-11 of the previous Report PED22058/HSC22030.

RELEVANT CONSULTATION

A complete description of the engagement and consultation activities on both the CEEP and the CCIAP that had been undertaken up until mid-May 2022 is presented in the previous Report PED22058/HSC22030. The further public engagement that occurred in June and July 2022 is briefly described below and is further detailed in Appendix "A" to Report CM22016/PED22058(a)/HSC22030(a).

The CEEP Stakeholder Advisory Committee (Advisory Committee) met on June 10th, 2022 to review and discuss the draft CEEP. In addition, the Advisory Committee was presented with the work on the CCIAP and they were invited to comment on the actions in both plans as well as the common elements of governance and oversight. Follow-up meetings with individual stakeholders were offered and a follow-up survey focused on implementation was sent to the Advisory Committee.

Internal consultation with City staff for both the draft CEEP and the CCIAP was undertaken from late May to mid-July 2022 through Department, Division, and Section leadership meetings and one-on-one consultation with key project staff in various departments. Consultation meetings covered both the CEEP and CCIAP action implementation planning where necessary and practical.

Staff engaged in extensive external consultations to develop the Implementation Plan for the CCIAP, consisting largely of individual or small-group consultation meetings based on Implementation Worksheets to gather information about the participation level and role of community organizations.

Online public engagement was held through June and early July on the EngageHamilton Platform and a Virtual Public Information Session was also held on June 29, 2022.

A full description of these engagements is provided in Appendix “A” to Report CM22016/PED22058(a)/HSC22030(a).

ANALYSIS AND RATIONALE FOR RECOMMENDATION

Hamilton’s Climate Action Strategy (the Strategy) is comprised of two key plans focusing on climate mitigation (the reduction of greenhouse gas emissions) and climate adaptation (avoiding, preparing and recovering from climate impacts):

- Climate Change Mitigation: ReCharge Hamilton – Our Community Energy + Emissions Plan (CEEP)
- Climate Change Adaptation: Hamilton’s Climate Change Impact Adaptation Plan (CCIAP)

Climate Change Mitigation

The Community Energy & Emissions Plan (CEEP) is attached as Appendix “C” to Report CM22016/PED22058(a)/ HSC22030(a).

The CEEP is based on a goal of achieving a community-wide GHG emission reduction target of net-zero by 2050. It establishes a low-carbon pathway, modelling 28 targets for industrial, building, transportation, renewable energy and the natural environment. The CEEP includes an implementation strategy and financial and economic analysis for fully meeting the 28 targets. It also provides an implementation strategy of actions for both the City of Hamilton and the community to take in order to transition to a prosperous net-zero emission community.

The Community Energy & Emissions Plan includes five Low-Carbon Transformations based on current city-wide data. The Transformations and a high-level description of corresponding actions are provided below:

- Transformation #1: Innovating Our Industry – setting ambitious energy efficiency targets, creating an industrial working group, and growing the skilled professionals required;
- Transformation #2: Transforming Our Buildings – creating a city-wide building retrofit program that is scalable, establishing Green Development Standards for new buildings, and building our skilled trade labour force;
- Transformation #3: Changing How We Move – getting people out of their cars and taking active/sustainable forms of transportation, electrifying the cars we do drive;
- Transformation #4: Revolutionizing Renewables – generating renewable energy and advocating for a clean energy grid, learning how to expand different forms of clean energy and complete technical analysis for hydrogen potential; and
- Transformation #5: Growing Green – setting a 50,000 per year tree planting target and ensuring climate change is integrated into all planning policies including updating Hamilton’s Rural and Urban Official Plans and Secondary Plans.

Climate Change Adaptation

The Climate Change Impact Adaptation Plan (CCIAP) is attached as Appendix “D” to Report CM22016/PED22058(a)/ HSC22030(a). The CCIAP is Hamilton’s evidence-informed pathway to a more resilient Hamilton that includes 13 priority climate risk impacts developed through downscaled global and regional climate modelling and a community-wide risk and vulnerability assessment.

In addition to the Climate Change Impact Adaptation Plan, ICLEI Canada also assisted the City of Hamilton in developing a national research report titled “How Much Is Climate Change Costing Canadian Communities” which is attached as Appendix “B” to Report CM22016/PED22058(a)/HSC22030(a). It details climate risks identified through Hamilton’s Vulnerability and Risk Assessment (VRA) Report and references estimated costs. There are four main risks analysed that can be reasonably expected to be experienced in Hamilton:

- Risk 1 – Overland flooding damaging buildings and homes: The Financial Accountability Officer (FAO) reported that under a high emissions scenario (RCP 8.5) climate change is projected to add an additional \$47 B in operating and maintenance costs to Ontario’s building and facilities budgets by the end of the

century (Page 16, Appendix “B” to Report CM22016/PED22058(a)/HSC22030(a)).

- Risk 2 – Increase temperatures and precipitation: Temperature related damage projections at the municipal level indicate that climate change-induced damage to road maintenance and repairs could cost an additional \$3.1 B annually by 2050 (Page 27 Appendix “B” to Report CM22016/PED22058(a)/HSC22030(a)).
- Risk 3 – Overland Flooding leading to loss of business and public service: It is estimated there are over 5,000 healthcare centres across Canada (1,440 in Ontario) at risk of flooding that can disrupt medical supply chains and critical public health services. An example is provided from the 2013 Alberta floods which estimates the workforce was unable to work over two-weeks which is equivalent of 5.1 M hours of lost work and \$601 M of lost economic output (Page 32, Appendix “B” to Report CM22016/PED22058(a)/HSC22030(a)).
- Risk 4 – Extreme heat resulting in negative health outcomes: In Quebec, health expenditures attributed to climate change (e.g. increase vector-borne disease, extreme heat events and aeroallergens) are estimated at just under \$1 B over 50 years through 2065 (Page 39, Appendix “B” to Report CM22016/PED22058(a)/HSC22030(a)).

Equity Considerations

Research on climate change shows clearly that marginalized groups are disproportionately affected by its impacts, and that these disproportionate impacts vary by demographics and community. It is therefore imperative that mitigation and adaptation plans seek to address these impacts and eliminate barriers to adaptation resources.

For example, there have been important cross-links identified with the Climate Change Impact Adaptation Plan (CCIAP) and the Community Energy and Emissions Plan (CEEP) and Hamilton’s Urban Indigenous Strategy and Implementation Report. The CCIAP also recognizes that low-income and/or Racialized Canadians are likely to live in areas exposed to environmental hazards (i.e. air pollution, flooding risks, etc.). The CCIAP actions include flood risk/vulnerability assessments with additional vulnerable socio-demographic mapping to propose solutions to reduce those inequalities.

In all cases, it will be important for disproportionately affected communities to have regular opportunities to provide input into how these programs are structured and delivered.

Climate Action Strategy Governance

As part of approving Report PED22058/HSC22030 on June 1, 2022, Council directed the following:

That staff be directed to report back to General Issues Committee on a recommended scope, governance and organizational structure, and resourcing for the centralized implementation, monitoring and reporting of Hamilton's Climate Change Action Strategy.

To respond to this Council direction, staff reviewed the Federation of Canadian Municipalities guidance on "Governance Components for Deep Decarbonization", undertook a best practice scan of other municipalities, and sought input and feedback from stakeholders and the public.

The Federation of Canadian Municipalities guidance on "Governance Components for Deep Decarbonization" recommends that successful governance structures require five main components:

1. Coordination and oversight – The establishment of a dedicated team for the coordination and oversight of climate change actions is critical to the success of any climate change initiative. For smaller municipalities, it is typical to have climate change staff within the City Manager's Office, however larger municipalities tend to have their climate team situated in one of the municipality's operating departments.
2. Communication – Communication, both internal and external, is a key component of the success of any climate change strategy. Establishing formal and regular communication channels between various departments and community-wide communication channels builds trust and transparency and optimizes knowledge exchange.
3. Monitoring and reporting – Regular and consistent monitoring and reporting is vital to track progress, ensure accountability and enable adjustments. For larger municipalities, with multiple departments working on decarbonization, monitoring generally occurs in the individual departments, and tracking and reporting is undertaken through the dedicated climate change team.
4. An integrated approach – While centralized coordination and oversight of climate change initiatives is critical, so too is embedding a 'climate lens' throughout the organization and beyond. It is equally important to embed equity, diversity and inclusivity into the governance structures and climate action plans. Aligning social

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and environmental goals with corporate/community-wide decarbonization efforts can help address potential equity deficits.

5. Budget and financing – Decarbonization initiatives require both internal and external funding. Decarbonization initiatives should be planned ahead of the budgeting cycle, and resources and funding should be aligned with current and future climate change goals.

To develop the recommended approach to governance and resourcing, staff also partnered with the Clean Air Partnership to conduct a survey of resourcing in other GTHA municipalities. A summary of the survey results is provided in Table 1 below. In most GTHA municipalities, the dedicated climate change team is located within one of the operating departments, typically the department responsible for planning, environment and/or engineering. Staffing levels generally range from 1.0 to 5.0 FTE.

Table 1: Dedicated Climate Change Staffing in GTHA Municipalities

Municipality	# FTE	Department
City of Brampton	5 FTEs	Environment and Development Engineering
City of Mississauga	3.5 FTEs	Parks, Forestry and Environment
City of Burlington	2 FTEs	Environment, Infrastructure & Community Services
City of Guelph	0 FTEs – in house 1 FTEs – third party org	Third party non-profit 'Our Energy Guelph'
City of Kingston	2 FTEs	Business, Real Estate and Environment
Durham Region	2 FTEs	Chief Administrative Officer (CAO office)
Municipality of Clarington	1 FTEs	Planning and Development Services
Town of Whitby	2 FTEs	Office of the CAO
Town of Oakville	1 FTEs	Strategic Policy and Communications
Town of Halton Hills	5 FTEs	Office of the CAO, Strategic Initiatives
Region of Waterloo	1 FTEs	Community Planning
Town of Newmarket	2 (part-time) FTE	Planning and Building Services

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Town of Caledon	1 FTE (plus part of Managers portfolio)	Energy & Environment
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Finally, staff also sought input from the public and local stakeholders on their desired resourcing and governance structure. There was strong interest from many respondents to have a “high-ranking” position lead the climate change office, and someone who would have a senior enough role, to be in a position of influence within the corporation. There was also strong consensus from the community that any future climate change office needs to be “well resourced”, and it was equally expressed that resources would also be required and needed for each Department to fully implement and accelerate climate change action.

Based on the research described above, staff are recommending that the centralized implementation, monitoring and reporting of Hamilton’s Climate Action Strategy be undertaken by a new Climate Change Office, to be housed within the Planning and Economic Development (PED) Department, and to be led by a Director of Climate Change Initiatives, who would report to the General Manager of PED.

A centralized staff team within the City would act as a hub for coordination and implementation across the municipal corporation and reporting on corporate and community progress. It will coordinate the implementation of City actions, work with and support the proposed advisory committees on the implementation of community-led actions, report on climate progress throughout the City, lead public engagement on the City’s climate change work, and update the City’s strategic climate change documents such as the CEEP and CCIAP, as needed.

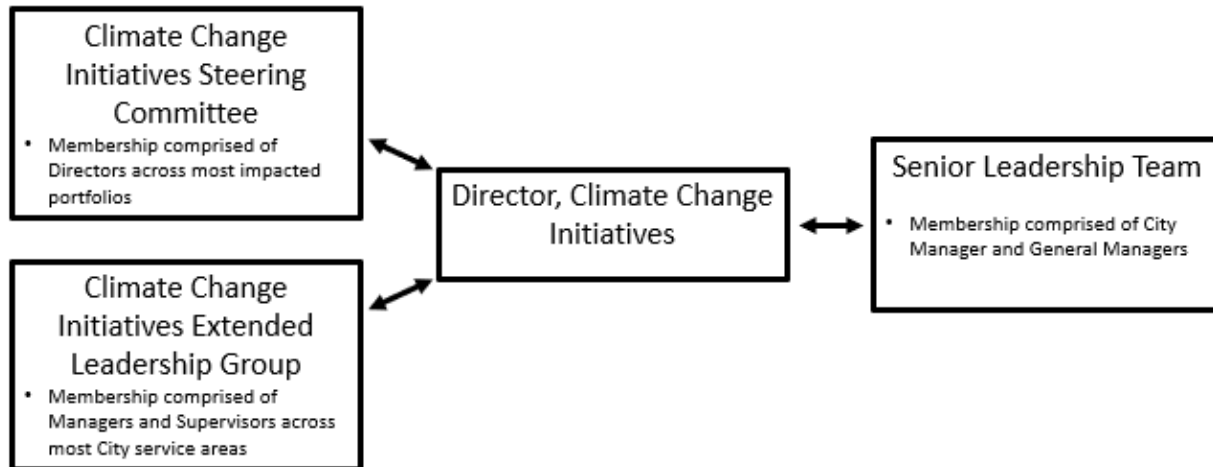
This governance and resourcing model is similar to that being used in the City currently for other major corporate initiatives that require centralized coordination, but have impacts across multiple divisions, for example asset management, the Urban Indigenous Strategy, and LRT.

Governance for the Climate Action Strategy would be led through a Climate Change Initiatives Steering Committee, comprising Director-level staff from key divisions across the corporation, and chaired by the Director of Climate Change Initiatives. Given the significant cross-divisional and cross-disciplinary nature of Hamilton’s Climate Action Strategy, a City-wide Climate Change Initiatives Extended Leadership Group would also be established, comprising supervisor and manager-level representatives of service areas across the corporation. The role of the Extended Leadership Group would be for both information sharing, as well as tracking progress on climate change initiatives.

To ensure senior-level accountability for the Climate Action Strategy, the Director of Climate Change Initiatives will report regularly to the City Manager and Senior Leadership Team which includes all General Managers.

An overview of the proposed governance structure is provided in Figure 1 below.

Figure 1: Internal Climate Action Strategy Governance Structure



Climate Change Office Staffing

Staff are recommending that the Climate Change Office be led by a senior-level Director of Climate Change Initiatives, who would report to the General Manager of PED. This report is recommending that a permanent FTE be created for the role of the Director Climate Change Initiatives representing an estimated annual cost of \$215,000 (including salary and non-salary costs).

Staff are also recommending that the current position of Senior Project Manager, Air Quality and Climate Change be transferred from Public Health Services, Healthy and Safe Communities Department, to the Climate Change Office within the Planning and Economic Development Department, with no impact on the levy.

The above recommendations would immediately establish two full-time, permanent staff dedicated to the implementation of the Climate Action Strategy.

Staff anticipate that additional dedicated resources will also be required and are recommending that two additional FTE enhancements be referred to the 2023 Operating Budget. These roles would focus on implementation of cross-sectoral and

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cross-divisional climate change initiatives, and on community and stakeholder engagement, public education, support for community-led climate change initiatives, and support for the recommended Advisory Committee.

The proposed new Climate Change Office would have close interaction with the Energy Office within the Energy, Fleet and Facilities Management Division of Public Works. The Energy Office currently is guided by the Corporate Energy and Sustainability Policy (CESP). This policy, in short, outlines the energy and emission reduction targets for all Corporate assets and operations, including our Net Zero target by 2050. The Energy Office plays a key role in developing the pathway to net zero activities for the large emission portfolios (Fleet/Transit, Corporate Buildings and Water/Wastewater) which currently produce > 95% of the City's corporate GHG's. The Energy Office manages all utility data and commodity purchasing contracts, implements energy and emission reduction projects (often partially funded by the Energy Reserve) and manages the daily operations of the City's renewable energy portfolio. While these activities are distinct from the role of the Climate Change Office, staff are recommending that the General Manager of Planning and Economic Development and the General Manager of Public Works, in consultation with the Executive Director of Human Resources, be directed to review the function and role of the Energy Office and the Climate Change Office, and any other relevant service areas, and report back to Council with any recommended organizational changes that would best align and integrate their work.

Climate Change Advisory Committee of Council

To provide advice to staff and Council on the implementation of the City's Climate Action Strategy, staff are recommending that a Climate Change Advisory Committee of Council, which includes a composition that ensures a diverse representation of Hamilton's community, be established for the 2022-2026 Council Term. Staff are recommendation that a Draft Terms of Reference for the scope and membership of the Advisory Committee be brought forward for Council's consideration in the new term of Council.

Bay Area Climate Change Council

The Bay Area Climate Change Council (BACCC) is a 15-member organization across the cities of Hamilton and Burlington that was originally created in 2017-2018 when the two cities came together with Mohawk College to create BACCC and open the Bay Area Climate Change Office (BACCO). The City of Hamilton previously committed to funding the BACCO in the amount of \$160,000 per year from 2020 to 2022. This funding, with the additional funding from City of Burlington, and in-kind administrative support from Mohawk College, has been used to hire two full-time support staff.

Since 2020, the BACCO has undertaken the following:

- supporting over \$1 M in local investment requests;
- led over 15 policy initiatives to help local government tackle climate change, including municipal retrofit program design, green economic development strategy and optimized transportation network framework;
- hosts annual free events for residents which saw a sell-out crowd in 2021 with over 600 registrants; and,
- leveraged City funds to employ 9 additional youth, on top of the 2-full time staff through additional grants.

The Memorandum of Understanding (MOU) signed between the City of Hamilton and Mohawk College expires at the end of 2022. Staff are recommending that a renewed funding commitment from the City of Hamilton for this partnership be brought forward for Council's consideration as part of the 2023 budget process and that, is approved, it be administered through the new Climate Change Office within the Planning and Economic Development Department.

ALTERNATIVES FOR CONSIDERATION

Council may revise or choose not to adopt Hamilton's Climate Action Strategy and the proposed actions within the Community Energy and Emissions Plan (CCEP) and Climate Change Impact Adaptation Plan (CCIAP).

Council may choose to revise the governance structure for Hamilton's Climate Action Strategy including the proposed Climate Change Office.

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Community Engagement and Participation

Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community

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.

Clean and Green

Hamilton is environmentally sustainable with a healthy balance of natural and urban spaces.

Built Environment and Infrastructure

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

Culture and Diversity

Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrated.

Our People and Performance

Hamiltonians have a high level of trust and confidence in their City government.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report CM22016/PED22058(a)/HSC22030(a) – Final Consultation Report: Hamilton’s Climate Action Strategy

Appendix “B” to Report CM22016/PED22058(a)/HSC22030(a) – How Much Is Climate Change Costing Canadian Communities? City of Hamilton Report

Appendix “C” to Report CM22016/PED22058(a)/HSC22030(a) – ReCharge Hamilton – Our Community Energy and Emissions Plan

Appendix “D” to Report CM22016/PED22058(a)/HSC22030(a) – Hamilton’s Climate Change Impact Adaptation Plan

Appendix E to Report CM22016/PED22058(a)/HSC22030(a) – Hamilton’s Climate Action Strategy Departmental Resource Considerations