



GENERAL ISSUES COMMITTEE REPORT 23-019

9:30 a.m.

June 14, 2023

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

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

Absent: Councillor M. Wilson – City Business

THE GENERAL ISSUES COMMITTEE PRESENTS REPORT 23-019 AND RESPECTFULLY RECOMMENDS:

1. **Accessibility Award Program (CM23012) (City Wide) (Outstanding Business List Item) (Item 8.1)**
 - (a) That the City of Hamilton establish an Accessibility Award Program to recognize individuals, businesses, community organizations and groups that have made a significant contribution towards improving access for persons with disabilities in Hamilton;
 - (b) That the 2023 Advisory Committee for Persons with Disabilities budget be increased by an amount up to but not exceeding \$9,000 from the Volunteer Committee Reserve #112212 be approved for estimated costs to support the administration, marketing and promotion of the new Accessibility Award Program; and,
 - (c) That the 2024 Advisory Committee for Persons with Disabilities budget be increased by \$9,000 to support the administration, marketing and promotion of the new Accessibility Award Program.
2. **Hamilton Immigration Partnership Council - Annual Update (PED23096) (City Wide) (Item 8.3)**

That Report PED23096, respecting the Hamilton Immigration Partnership Council - Annual Update, be received.

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3. Strategic Asset Management Policy and Corporate Asset Management Program Update (PW23044) (City Wide) (Item 8.4)

- (a) That Appendix “A” attached to General Issues Committee Report 23-019 respecting the Strategic Asset Management Policy be approved; and,
- (b) That Appendix “B” attached to Report PW23044 respecting an Update on the Corporate Asset Management Program be received.

4. Development Charges Exemptions Sustainable Funding Strategy (FCS23064) (City Wide) (Item 8.5)

- (a) That a \$40.59 M (3.69%) Property Tax Levy increase be referred to the 2024 Tax Capital budget process and reviewed annually thereafter for the following pressures:
 - (i) A \$3.75 M (0.34%) increase to the Tax Supported Capital Budget to replace development charges revenues lost for CityHousing Hamilton projects (\$1.28 M) and Growth Studies (\$2.47 M) due to changes to the *Development Charges Act, 1997* through the *More Homes Built Faster Act, 2022* (Bill 23);
 - (ii) A \$17.08 M (1.55%) increase to fund statutory exemptions required due to changes to the *Development Charges Act, 1997* through the *More Homes Built Faster Act, 2022* (Bill 23);
 - (iii) A \$10.19 M (0.93%) increase to fund statutory exemptions required under the *Development Charges Act, 1997* prior to the enactment of the *More Homes Built Faster Act, 2022* (Bill 23);
 - (iv) A \$9.57 M (0.87%) increase to fund the City’s discretionary Development Charge exemptions;
- (b) That a \$27.28 M (9.75%) Water and Wastewater/Stormwater rate increase be referred to the 2024 Rate Budget process and reviewed annually thereafter for the following pressures:
 - (i) A \$14.08 M (5.03%) increase to fund statutory exemptions required due to changes to the *Development Charges Act, 1997* through the *More Homes Built Faster Act, 2022* (Bill 23);
 - (ii) A \$10.30 M (3.68%) increase to fund statutory exemptions required under the *Development Charges Act, 1997* prior to the enactment of the *More Homes Built Faster Act, 2022* (Bill 23);

- (iii) A \$2.90 M (1.04%) increase to fund the City's discretionary Development Charge exemptions; and,
- (c) That the Development Charges (DC) Exemptions Reserve Policy, attached as Appendix "B" to General Issues Committee Report 23-019, be approved and a reserve established.

5. Revised Board of Management for the Ancaster Village Business Improvement Area (BIA) (PED23134) (Ward 12) (Item 9.1)

That the following individuals be appointed to the Ancaster Village Business Improvement Area (BIA) Board of Management:

- (i) Chris Markou – Ancaster Legacy;
- (ii) Jennifer Mattern – Community Representative

6. Revised Board of Management for the Concession Business Improvement Area (BIA) (PED23137) (Ward 7) (Item 9.2)

(a) That the following individual be removed from the Concession Street Business Improvement Area Board of Management:

- (i) Darryl Howe – Stage Diner;
- (ii) Sean Keast – Dirty South;

(b) That the following individual be appointed to the Concession Street Business Improvement Area Board of Management:

- (i) Joanne Emberson – Crumbuns Bakery

7. Commonwealth Games 2030 Update (PED19108(k)) (City Wide) (Outstanding Business List Item) (Item 9.3)

That Report PED19108(k), respecting the Commonwealth Games 2030 Update, be received.

8. Downtown Hamilton Office Report (PED23081) (Ward 2) (Item 10.1)

- (a) That the action based strategies identified in Appendix "C" to General Issues Committee Report 23-019 be used to guide the City's efforts to support the recovery of the office market in Downtown Hamilton;
- (b) That as immediate actions to support the Downtown Hamilton office market, the following be approved:

- (i) That the Manager of the Commercial Districts and Small Business Section within the Economic Development Division act as the central “liaison” between departments, divisions and the downtown business community to coordinate City efforts to support the Downtown office market;
- (ii) That staff within the Commercial Districts and Small Business Section of the Economic Development Division be directed to work with local Business Improvement Areas and with the appropriate City departments and divisions to identify opportunities to introduce enhanced service levels within the Downtown Core for critical street level issues such as waste collection, street sweeping, graffiti removal and boulevard maintenance, and that the General Manager of Public Works be authorized to introduce temporary increased service levels where warranted, to be funded from the Economic Development Initiatives Capital Project (3621708900);
- (iii) That staff report back on potential funding enhancements to the City’s existing Start-up and Office Tenant Attraction Program for the Downtown Hamilton Community Improvement Area;
- (iv) That staff report back on enhancements to the City’s existing Commercial District Revitalization Grant Program with respect to offsetting costs associated with vandalism and graffiti on commercial properties;
- (v) That staff report back with a recommended approach to creating a new incentive program, or modifying an existing incentive program, to support the conversion of vacant office spaces to residential uses within the Downtown Hamilton Community Improvement Area;
- (vi) That staff increase marketing and promotion of the City’s office sector, and City programs to support the office sector;
- (vii) That the existing temporary Senior Project Manager position within the Placemaking, Public Art and Projects Section of the Tourism and Culture Division be converted to a permanent FTE, to lead programming and animation initiatives that draw workers, residents and visitors into the Downtown Core, and that the costs be incorporated into the base Tourism and Culture Operating Budget for 2024;
- (viii) That the General Manager of Planning and Economic Development be authorized to approve funding to an upset limit of \$400,000 from the Economic Development Initiatives Capital Project (3621708900) for the

development and implementation of placemaking and animation projects and programs in the Downtown Core;

- (ix) That staff in the Transportation Planning and Parking Division be directed to continue efforts to pursue integrated public parking supply opportunities within future private developments in the Downtown Core, as set out in the City's Parking Master Plan;
- (x) That staff in the Transportation Planning and Parking Division be directed to expand the parking flex-pass pilot project to all City-owned parking lots, as a reduced cost option for hybrid workers, and to make more efficient use of the City's parking lots;
- (xi) That staff in Transportation Planning and Parking Division actively link the Smart Commute Hamilton program to downtown businesses during major construction projects.

9. 2022 Annual Report for Economic Development Division Financial Incentive and Assistance Programs (PED23094) (City Wide) (Item 10.2)

That Report PED23094, respecting the 2022 Annual Report for Economic Development Division Financial Incentive and Assistance Programs, be received.

10. Secondary Ward Councillor Offices (PW23041 / FCS23076 / PED23138) (City Wide) (Outstanding Business List Item) (Item 10.3)

- (a) That the Guideline: Secondary Ward Offices for Councillors attached as Appendix "D" to General Issues Committee Report 23-019 be adopted; and,
- (b) That the Guideline: Secondary Ward Offices for Councillors attached as to Report PW23041 / FCS23076 / PED23138, be referred to Human Resources staff to include in their review of the Office Budgets including consideration of funding the associated costs for Secondary Ward Offices from the recommended individual Ward Office Budes instead of the Legislative General Operating Budget.

11. Proposed Transfer of Prosecution Duties for Parts 3 and 9 Provincial Offences from the Ministry of the Attorney General to the City (LS23003(a)) (City Wide) (Item 10.4)

- (a) That Report LS23003(a), the proposed transfer of prosecution duties for Parts 3 and 9 Provincial Offences from the Ministry of the Attorney General to the City be received; and

- (b) That the Mayor and Clerk be authorized to execute the Interim Transfer Agreement in a form approved by the City Solicitor and substantially in accordance with the Interim Transfer Agreement attached as Appendix "A" to Report LS23003(a).

12. Waterfront Lands - Financial Impacts (FCS23065 / PED23152) (Wards 1 to 5) (Outstanding Business List Item) (Items 9.4 and 14.2)

- (a) That Report FCS23065 / PED23152, respecting Waterfront Lands - Financial Impacts, be received; and,
- (b) That Confidential Appendix "A" to Report FCS23065 / PED23152, respecting Waterfront Lands - Financial Impacts, be received and remain confidential.

13. Waterdown Gardens Litigation Update (LS21028(a)) (City Wide) (Item 14.3)

That Report LS21028(a), respecting Waterdown Gardens Litigation Update, be received and remain confidential.

FOR INFORMATION:

(a) APPROVAL OF AGENDA (Item 2)

The Committee Clerk advised of the following changes to the agenda:

5. COMMUNICATIONS

- 5.2 Correspondence from PJ Mercanti, President and CEO; and Louis Frapporti, Chair, Hamilton100, respecting the 2030 Commonwealth Games Initiative

Recommendation: Be received and referred to consideration of Item 9.3.

6. DELEGATION REQUESTS

- 6.1 Delegation Requests respecting Item 9.3 - Commonwealth Games 2030 Update (PED19108(k)) (City Wide), for today's meeting, from the following individuals:

- (a) Louis Frapporti (Pre-Recorded Video) (Item 6.1(a)) - WITHDRAWN

- 6.2 Susie Braithwaite, International Village BIA and Emily Walsh, Downtown Hamilton BIA, respecting Item 10.1 - Downtown

Hamilton Office Report (PED23081) (In Person) (For today's meeting)

- 6.3 Kojo Dampthey, McMaster University, respecting the Registry for Houseless folks (In Person) (For a future meeting)

9. CONSENT ITEMS

- 9.4 Waterfront Lands – Financial Impacts (FCS23065 / PED23152) (City Wide) (Outstanding Business List Item) - REVISED

The agenda for the June 14, 2023 General Issues Committee meeting, was approved, as amended.

(b) DECLARATIONS OF INTEREST (Item 3)

Councillor T. Hwang declared a non-disqualifying interest to Item 10.1, Report PED23081, Downtown Hamilton Office Report as she is a small business owner in the Downtown BIA area.

(c) APPROVAL OF MINUTES OF PREVIOUS MEETINGS (Item 4)

(i) May 31, 2023 (Item 4.1)

The Minutes of the May 31, 2023 meeting of the General Issues Committee were approved, as presented.

(d) COMMUNICATIONS (Item 5)

(i) The following Communications Items were approved, as follows:

- (1) Correspondence from Lisa Burnside, Chief Administrative Officer, Hamilton Conservation Authority, respecting the Hamilton Conservation Authority - 2022 Audited Financial Statements (Item 5.1)

Recommendation: Be received.

- (2) Correspondence from PJ Mercanti, President and CEO; and Louis Frapporti, Chair, Hamilton100, respecting the 2030 Commonwealth Games Initiative (Added Item 5.2)

Recommendation: Be received and referred to consideration of Item 9.3.

(e) DELEGATION REQUESTS (Item 6)

- (i)** The Delegation Requests were approved, as follows:
- (1) Delegation Requests respecting Item 9.3 - Commonwealth Games 2030 Update (PED19108(k)) (City Wide), for today's meeting, from the following individuals:
 - (b) PJ Mercanti and Greg Maychak, Hamilton 100 (In Person) (Item 6.1(b))
 - (2) Susie Braithwaite, International Village BIA and Emily Walsh, Downtown Hamilton BIA, respecting Item 10.1 - Downtown Hamilton Office Report (PED23081) (In Person) (For today's meeting) (Added Item 6.2)
 - (3) Kojo Dampsey, McMaster University, respecting the Registry for Houseless folks (In Person) (For a future meeting) (Added Item 6.3)

(f) DELEGATIONS (Item 7)

- (i) David Braden, respecting recommendations for the City to take a number of specific actions to respond to causes of climate change as far as buildings are concerned (In Person) (Approved May 31, 2023) (Item 7.1)**

David Braden, addressed the Committee respecting recommendations for the City to take a number of specific actions to respond to causes of climate change as far as buildings are concerned.

The delegate was provided with an additional 5 minutes to complete their delegation.

The Delegation from David Braden, respecting recommendations for the City to take a number of specific actions to respond to causes of climate change as far as buildings are concerned, was received.

- (ii) Rob MacIsaac, Hamilton Health Sciences, respecting a request for Hamilton Health Sciences and St Joseph's Healthcare Hamilton to present an update regarding Hamilton hospital redevelopment (In Person) (Approved May 31, 2023) (Item 7.2)**

Rob MacIsaac, Hamilton Health Sciences and John Aldis, St. Joseph's Healthcare Hamilton addressed the Committee respecting an update regarding Hamilton hospital redevelopment.

- (i) The delegate was provided with an additional 5 minutes to complete their delegation.
- (ii) The Delegation from Rob MacIsaac, Hamilton Health Sciences and John Aldis, St. Joseph's Healthcare Hamilton respecting an update regarding Hamilton hospital redevelopment, was received.
- (iii) Feasibility of Municipal Local Share Contribution to Hamilton Health Sciences and St. Joseph's Healthcare Hamilton**

WHEREAS, Hamilton Health Sciences and St. Joseph's Healthcare Hamilton have prepared multi-year Hospital re-development plans;

WHEREAS, the Ontario Ministry of Health, Hospital Capital Planning and Policy Manual provides a framework for managing capital assets in the hospital sector and for setting out related policies and processes and is intended for hospital senior leaders as well as those involved in the planning, design and construction of health care facilities;

WHEREAS, the stated objectives of the Hospital Capital Planning and Policy Manual are to:

- Communicate the ministry's capital planning and approval processes, policies and guidelines to stakeholders;
- Ensure compliance with ministry and government policies to maintain legislative and fiscal accountability;
- Provide direction on how to effectively navigate the capital submission and review process; and,
- Facilitate the development of capital submissions that foster the delivery of high-quality care through patient-centred design; and,

WHEREAS, the Hospital Capital Planning and Policy Manual references The Local Share Plan (LSP) as an important document that identifies the timing and sources of funds for the hospital's share of the Total Project Costs (TPC), which demonstrates to the ministry that the hospital has a sound financial plan to manage its local share obligations. Topics to be addressed in an LSP can include:

- Financial support available from the hospital or its foundation for the capital project;
- Fundraising campaign(s) planned by the foundation;
- Various revenue sources including parking and retail (e.g., food service vendors);

- Federal, municipal contributions;
- Hospital's capital budget; and
- Sources of bridge financing.

THEREFORE, BE IT RESOLVED:

- (a) That City staff be directed to engage in a working group with Hamilton Health Sciences and St Joseph's Healthcare Hamilton to explore their multi-year development needs and plans, and local share funding options and report back to the General Issues Committee, on the following:
- (1) the municipal portion of the local share contribution request received from Hamilton Health Sciences and St. Joseph's Healthcare Hamilton; and,
 - (2) the financial framework and guiding principles to allow Committee and Council to explore the municipal local share and investment options for a municipal local share contribution.
- (iii) Greg Maychak, Hamilton 100, respecting Item 9.3, Commonwealth Games 2030 Update (PED19108(k)) (Added Item 7.3)**
- Greg Maychak, Hamilton 100, addressed the Committee respecting Item 9.3, Commonwealth Games 2030 Update (PED19108(k)).
- The Delegation from Greg Maychak, Hamilton 100, respecting Item 9.3, Commonwealth Games 2030 Update (PED19108(k)), was received.
- (iv) Susie Braithwaite, International Village BIA and Emily Walsh, Downtown Hamilton BIA, respecting Item 10.1 - Downtown Hamilton Office Report (PED23081) (In Person) (For today's meeting) (Item 7.2)**
- Susie Braithwaite, International Village BIA and Emily Walsh, Downtown Hamilton BIA addressed the Committee respecting Item 10.1 - Downtown Hamilton Office Report (PED23081).
- The Delegation from Susie Braithwaite, International Village BIA and Emily Walsh, Downtown Hamilton BIA, respecting Item 10.1 - Downtown Hamilton Office Report (PED23081), was received.

The General Issues Committee recessed for 30 minutes until 12:45 pm.

(g) STAFF PRESENTATIONS (Item 8)

(i) Accessibility Award Program (CM23012) (City Wide) (Outstanding Business List Item) (Item 8.1)

Jocelyn Strutt, Senior Project Manager, Community Engagement introduced members from the Advisory Committee for People with Disabilities (ACPD) Paula Kilburn and James Kemp, who addressed the Committee with a presentation respecting Report CM23012, Accessibility Award Program.

The presentation respecting Report CM23012, Accessibility Award Program, was received.

For disposition of this matter, refer to Item 1.

(ii) 2022 Economic Development Action Plan Update (PED23095) (City Wide) (Item 8.2)

That Report PED23095, 2022 Economic Development Action Plan Update, be DEFERRED to the July 10, 2023 General Issues Committee Meeting.

(iii) Hamilton Immigration Partnership Council - Annual Update (PED23096) (City Wide) (Item 8.3)

Sarah Wayland, Senior Project Manager, Hamilton Immigration Partnership Council (HIPC) introduced Hamilton Immigration Partnership Council Chair Claudio Ruiz-Pilarte who addressed the Committee with a presentation respecting Report PED23096, Hamilton Immigration Partnership Council - Annual Update.

The presentation respecting Report PED23096, Hamilton Immigration Partnership Council - Annual Update, was received.

For disposition of this matter, refer to Item 2.

(iv) Strategic Asset Management Policy and Corporate Asset Management Program Update (PW23044) (City Wide) (Item 8.4)

Patricia Leishman, Director, Corporate Asset Management, addressed the Committee with a presentation respecting Report PW23044, Strategic Asset Management Policy and Corporate Asset Management Program Update.

The staff presentation respecting Report PW23044, Strategic Asset Management Policy and Corporate Asset Management Program Update, was received.

For disposition of this matter, refer to Item 3.

(v) Development Charges Exemptions Sustainable Funding Strategy (FCS23064) (City Wide) (Item 8.5)

Mike Zegarac, General Manager of Finance and Corporate Services introduced Lindsay Gillies, Supervisor, Development Charges Programs & Policies, who addressed the Committee with a presentation respecting Report FCS23064, Development Charges Exemptions Sustainable Funding Strategy.

The staff presentation respecting Report FCS23064, Development Charges Exemptions Sustainable Funding Strategy, was received.

For disposition of this matter, refer to Item 4.

(h) CONSENT ITEMS (Item 9)

(i) Waterfront Lands - Financial Impacts (FCS23065 / PED23152) (Wards 1 to 5) (Outstanding Business List Item) (Item 9.4)

- (a) That Report FCS23065 / PED23152, respecting Waterfront Lands - Financial Impacts, be received; and,
- (b) That Confidential Appendix "A" to Report FCS23065 / PED23152, respecting Waterfront Lands - Financial Impacts, be received and remain confidential.

That consideration of Report FCS23065 / PED23152, respecting Waterfront Lands - Financial Impacts be DEFERRED until after Closed Session to allow Committee to discuss Confidential Appendix "A" to the Report.

(i) DISCUSSION ITEMS (Item 10)

(i) Secondary Ward Councillor Offices (PW23041 / FCS23076 / PED23138) (City Wide) (Outstanding Business List Item) (Item 10.3)

The report was put on the floor as follows:

- (a) That the Guideline: Secondary Ward Offices for Councillors attached as Appendix "A" to Report PW23041 / FCS23076 / PED23138 be adopted.

That Report PW23041 / FCS23076 / PED23138, respecting Secondary Ward Councillor Offices **be amended** by adding the following as sub-section (b):

- (b) *That the Guideline: Secondary Ward Offices for Councillors attached as to Report PW23041 / FCS23076 / PED23138, be referred to Human Resources staff to include in their review of the Office Budgets including consideration of funding the associated costs for Secondary Ward Offices from the recommended individual Ward Office Budgets instead of the Legislative General Operating Budget.***

For disposition of this matter, refer to Item 10.

(j) GENERAL INFORMATION / OTHER BUSINESS (Item 13)

(i) Amendments to the Outstanding Business List (Item 13.1):

The amendments to the Outstanding Business List, were approved, as follows:

(a) Items Considered Complete and Needing to be Removed (Item 13.1(a)):

Commonwealth Games 2030 Update

OBL Items: X & 2023-Q

Added: May 18, 2022 at GIC & March 22, 2023 at GIC

Completed: June 14, 2023 at GIC (Item 9.3)

Financial Impacts of Waterfront Lands

OBL Item: 2023-K

Added: February 15, 2023 at GIC (Item 11.3)

Completed: June 14, 2023 at GIC (Item 9.4)

Corporate Strategic Growth Initiatives - Annual Update

OBL Item: B

Added: October 5, 2016 at GIC 16-023 (Item 3(b))

Completed: April 5, 2023 at GIC

Accessibility Award Program

OBL Item: S

Added: March 23, 2022 at GIC 22-006 (Item 7(i)(a) & (b))

Completed: June 14, 2023 at GIC (Item 8.1)

Chedoke Arena - Secondary Ward Office for Ward 14

OBL Item: 2023-EE

Added: May 10, 2023 at Council (Item 7.3)

Completed: June 14, 2023 at GIC (Item 10.3)

(b) Items Requiring a New Due Date (Item 13.1(b)):

Establishing a Process to Appoint a Municipal Representative to the Hamilton Oshawa Port Authority Board of Directors (PED23021)

OBL Item: 2023-F

Current Due Date: July 10, 2023

Proposed New Due Date: August 14, 2023

Strategic Land Acquisition Plan Along the Hamilton Light Rail Transit (LRT) Corridor

OBL Item: W

Current Due Date: June 14, 2023

Proposed New Due Date: July 10, 2023

Opportunities to House a Hamilton Museum; and, Federal and Provincial Funding Opportunities

OBL Item: O

Current Due Date: June 14, 2023

Proposed New Due Date: November 1, 2023

(k) PRIVATE & CONFIDENTIAL (Item 14)

(i) Closed Session Minutes – May 31, 2023 (Item 14.1)

The General Issues Committee Closed Session Minutes of May 31, 2023, were approved and remain confidential.

Committee moved into Closed Session pursuant to Section 9.3, Sub-sections (b), (c), (e), and (f) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-sections (b), (c), (e), and (f) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to personal matters about an identifiable individual, including municipal or local board employees; a proposed or pending acquisition or disposition of land by the municipality or local board; litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board; and advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

(ii) Confidential Appendix "A" to Item 9.4 - Waterfront Lands – Financial Impacts (FCS23065 / PED23152) (Wards 1 to 5) (Item 14.2)

For disposition of this matter, refer to Item 12.

(iii) Waterdown Gardens Litigation Update (LS21028(a)) (City Wide) (Item 14.3)

For disposition of this matter, refer to Item 13.

(I) ADJOURNMENT (Item 15)

There being no further business, the General Issues Committee adjourned at 4:59 p.m.

Respectfully submitted,

Deputy Mayor Cameron Kroetsch
Chair, General Issues Committee

Angela McRae
Legislative Coordinator
Office of the City Clerk

Policy		Content Updated: 2023-04-05
Strategic Asset Management		Previous Version Date: 2019-28-05
Policy No: COH-Y-005-001		Revision: 2
Page 1 of 7		Approval:

STRATEGIC ASSET MANAGEMENT POLICY

(in accordance with the Infrastructure for Jobs and Prosperity Act)

PURPOSE

Strategic municipal asset management involves the challenge of planning and investing in municipal infrastructure assets, while ensuring sound stewardship of public resources and delivering valued customer services.

The purpose of this Asset Management Policy is to affirm the City of Hamilton commitments in asset management through defined principles and processes, and to align and integrate asset management into strategic planning processes and long-term financial planning.

This policy will provide a foundation for a strategic Asset Management (AM) Plan. This will help identify and prioritize investments in existing and future infrastructure assets, as the City continues its efforts to maintain assets in a safe, efficient, and effective manner, capable of supporting the quality of life desired in the community.

Strategic Asset Management enables the City to purposefully plan for community sustainability and resilience by:

- Proactively managing assets throughout their life cycle to deliver services sustainably to the community now and into the future;
- Prioritizing infrastructure decisions that balance costs, risks, and services;
- Delivering services more efficiently and effectively;
- Ensuring long-term affordability of services;
- Reducing deficits and debt; and,
- Attracting business and investment.

This Asset Management Policy conforms to prescribed requirements from Ontario Regulation 588/17 (O.Reg.588/17), as amended.

POLICY STATEMENT

Pursuant to O.Reg. 588/17, The City of Hamilton makes the following commitments:

Policy	 Hamilton	Content Updated: 2023-04-05
Strategic Asset Management		Previous Version Date: 2019-28-05
Policy No: COH-Y-005-001		Revision: 2
Page 2 of 7		Approval:

POLICY STATEMENT	<ol style="list-style-type: none"> 1. The City will manage its assets over the entire lifecycle to ensure the long-term sustainability of its services is achieved in the most fiscally responsible manner possible for current and future generations; 2. The City is committed to adopting asset management practices to ensure optimal value is achieved by balancing all costs, risks, and asset performance; 3. The City is committed to offering opportunities for municipal residents and other interested parties to provide input into asset management planning; 4. The City is committed to coordinating asset management planning for infrastructure assets interrelated with neighbouring municipalities, or jointly owned, including inter-connected drinking water distribution assets and road networks; and, 5. As part of its asset management planning for municipal infrastructure, the City is committed to considering climate change. This includes the following: <ol style="list-style-type: none"> a. Identifying the vulnerabilities of the City's existing and proposed infrastructure assets caused by climate change, and subsequent potential costs; b. Considering the means to address those vulnerabilities, related to operations, levels of service and lifecycle activities; c. Considering adaptation opportunities that may be undertaken to manage the vulnerabilities; d. Considering mitigation approaches to limit the magnitude or rate of long-term climate change (such as greenhouse gas emission reduction objectives); and, e. Considering disaster planning and contingency funding.
SCOPE	The scope of this policy applies to all Municipal Infrastructure Assets owned by the City of Hamilton, as defined in O.Reg. 588/17.
PRINCIPLES	The City will consider the following principles in decisions to invest, design, construct, acquire, operate, maintain, renew, replace, or decommission infrastructure assets.

Policy	 Hamilton	Content Updated: 2023-04-05
Strategic Asset Management		Previous Version Date: 2019-28-05
Policy No: COH-Y-005-001		Revision: 2
Page 3 of 7		Approval:

Service Delivery to Customers	<p>Hamilton will clearly define level of service objectives that balance community expectations and regulatory requirements with risk, affordability, and available resources, and will do the following:</p> <ul style="list-style-type: none"> • Manage assets appropriately in order to efficiently and effectively deliver the defined levels of service; and, • Monitor and periodically review level of service objectives to ensure that they meet or support community and council expectations and other strategic objectives. <p>Hamilton will:</p> <ul style="list-style-type: none"> • Ensure transparency and accountability to the community on service delivery; • Implement a Management system that incorporates risk-based and information-driven decision-making frameworks that appropriately consider the potential impacts of asset failure on ongoing service delivery; and, • Prioritize and direct resources and expenditure in order to deliver levels of service and other community benefits at an acceptable level of risk.
Long-term Sustainability and Resilience	<p>Hamilton's asset management decision-making will:</p> <ul style="list-style-type: none"> • Consider the needs of both current and future generations including changing community demographics and expectations related to service delivery, as well as potential modifications to legislative requirements; • Consider the potential effects of climate change and other environmental changes, and how the increased severity and frequency of climatic events may directly affect levels of service; • Consider socio-cultural, environmental, and economic factors and implications when making and implementing asset management decisions; and, • Apply an equity framework to its activities to identify and remove barriers and to support best practices.

Policy		Content Updated: 2023-04-05
Strategic Asset Management		Previous Version Date: 2019-28-05
Policy No: COH-Y-005-001		Revision: 2
Page 4 of 7		Approval:

<p>Integrated and Systematic Approach</p>	<p>Hamilton’s asset management decision-making will:</p> <ul style="list-style-type: none"> • Strive to connect the appropriate departments, functions, and support activities in order to build effective working relationships and encourage information-sharing; • Drive optimum value for the community by focusing on the “big picture”; and, • Ensure that decisions are made collaboratively and consider all life-cycle stages and the inter-relationships between asset performance, operational performance, and overall service performance.
<p>Fiscal Responsibility and Asset Management Decision Making</p>	<p>Hamilton will develop and maintain appropriate plans for infrastructure renewal, for the purchase or construction of new infrastructure and for the decommissioning of redundant infrastructure.</p> <p>This includes:</p> <ul style="list-style-type: none"> • Applying rigorous analysis, including consideration of risk, to identify short and long-term investment needs; • Implementing processes to address the operational budget implications of capital investments; • Exploring efficiency opportunities where appropriate, including new technologies; • Analyzing investment plans and associated funding requirements and putting in place mechanisms to ensure long-term financial sustainability; • Evaluating relevant asset investment decisions based on consideration of the whole-life costs associated with managing those assets through their entire life cycle; • Developing prioritized capital investment plans that reflect community and stakeholder expectations with regard to level of service and other strategic objectives; and, • Evaluating the magnitude, nature and overall balance of investment plans considering intergenerational equity and the aggregate value derived for the community through affordability, willingness to pay and consideration of inclusion, equity, diversity, and accessibility.

Policy	 Hamilton	Content Updated: 2023-04-05
Strategic Asset Management		Previous Version Date: 2019-28-05
Policy No: COH-Y-005-001		Revision: 2
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Innovation and Continuous Improvement	<p>Hamilton views continual improvement as a key part of our asset management approach and will focus on driving innovation in the development of tools, techniques, and solutions.</p> <p>Hamilton will:</p> <ul style="list-style-type: none"> • Monitor and periodically review the effectiveness of asset management processes, asset performance, the outcomes of asset decisions and the wider asset management system in supporting the delivery of strategic objectives and will adjust as required.
RESPONSIBILITIES Council and Committees of Council (herein called "Council")	<ul style="list-style-type: none"> • Approve asset management policy; • Articulate community values and define priorities; • Approve funding and resources to implement the AM policy and associated requirements; and, • Approve asset funding through multi-year and long-range financial plans.
City Manager	<ul style="list-style-type: none"> • Responsible for leading the implementation of the AM policy across the municipality.
Senior Leadership Team	<ul style="list-style-type: none"> • Responsible for ensuring the Asset Management Policy is relevant, suitable, adequate, reviewed and updated as required; • Responsible for communicating land-use or master plans, forecasts, policies and other planning or financial commitments related to municipal infrastructure assets; and, • Authority to carry out these responsibilities.
General Managers of Public Works and Corporate Services	<ul style="list-style-type: none"> • Executive sponsors for Asset Management in Hamilton
Director, Corporate Asset Management	<ul style="list-style-type: none"> • Responsible for the implementation of Corporate Asset Management including development of Asset Management strategies, policies, plans and procedures for the Corporation. Responsible for ensuring the City complies to O.Reg. 588/17 including regular reporting to SLT and the Mayor and Council on effectiveness of the Program.

Policy		Content Updated: 2023-04-05
Strategic Asset Management		Previous Version Date: 2019-28-05
Policy No: COH-Y-005-001		Revision: 2
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<p>OTHER PROVISIONS</p> <p>Plans, Budgets and Forecasts</p>	<p>This Policy and future AM Plans are only effective when fully aligned with City budgeting and forecasting activities. A process will be utilized to coordinate asset management decisions when developing municipal capital and operating budgets, and long-term forecasting related to infrastructure assets. Alignment with financial plans for water assets including any plans related to the Safe Drinking Water Act and Wastewater assets will be ensured.</p>
<p>Land-Use Planning Framework</p>	<p>A process will be utilized to align asset management planning with land-use planning, including the City of Hamilton Official Plan, Development Charge By-Laws, and other related master plans as they may be applicable.</p>
<p>Risk Management</p>	<p>Climate change introduces risk and vulnerabilities for municipal infrastructure assets. In order to fulfil climate change commitments in this Policy and stay aware of these risks and vulnerabilities, a Risk Assessment process will be utilized.</p> <p>The Capital Asset threshold is the threshold at or above which a resource is considered an asset. For the City of Hamilton, the capital asset threshold is defined in the Capital Asset Policy.</p> <p>Occasionally an item's value may be less than the defined capital asset threshold, but it has a functional value that introduces risk should the item's inventory, availability, condition or forecast not be considered and planned for. In that case, this item may be added using the Risk Assessment process.</p> <p>Infrastructure priorities are inherently identified by consideration of risk. This process will be utilized as the AM Plans are developed and updated, along with an overview of the risks associated with the strategy and any actions that will be taken in response.</p>
<p>Stakeholder Consultation</p>	<p>Stakeholder involvement is a commitment in this Policy, and an important factor of successful and relevant AM Plans. It is imperative that opportunities to provide input are consistently offered to residents and interested parties.</p>
<p>Availability and Update</p>	<p>This policy is posted on the City website and provided to anyone who requests it.</p> <p>It is reviewed and updated as required, no more than 5 years from the last revision date posted.</p>

Policy	 Hamilton	Content Updated: 2023-04-05
Strategic Asset Management		Previous Version Date: 2019-28-05
Policy No: COH-Y-005-001		Revision: 2
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Revisions	History
Rev 1	<ul style="list-style-type: none"> • PW-19053 Strategic Asset Management Plan, 2019-28-05
Rev 2	<ul style="list-style-type: none"> • Strategic Asset Management Policy COH-Y-005-001, April 2023

Development Charges (DC) Exemptions Reserve Policy	 Hamilton	Corporate Services Department
Policy No: FPAP-RE-TBD		
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Development Charges (DC) Exemptions Reserve	
POLICY STATEMENT	This Policy sets out the guidelines for the sources and uses of the DC Exemptions Reserve.
SCOPE	This Policy applies to City staff involved with the financing and budgeting of DC exemptions.
PURPOSE	<p>To fund the statutory and discretionary DC exemptions required by the <i>Development Charges Act, 1997</i> and the City’s DC By-law.</p> <p>Funding of DC exemptions is required for the City to be aligned with the <i>Development Charges Act, 1997</i> (see Related Legislation Section of this Policy). A formal method of tracking and funding DC exemptions is required to ensure responsible and effective financial management of the DC Reserves and the eligible growth-related projects which are funded from the DC Reserves.</p> <ul style="list-style-type: none"> • DC exemptions shall be funded in the year in which they are provided which may result in the DC Exemptions Reserve being pushed into a deficit position. • A financing plan shall be established to return the DC Exemptions Reserve to a positive balance within 10 years. • A 10-year timeframe has been selected to match the maximum length of time that a DC By-law can be active for as per subsection 9 (1) of the <i>Development Charges Act, 1997</i>.
RELATED LEGISLATION	<p>The <i>Development Charges Act, 1997</i>, legislates several statutory DC exemptions. Clause 5 (1) 10 permits that municipalities may provide for full or partial exemptions through their DC By-laws.</p> <p>Subsection 5 (6) 3 of the <i>Development Charges Act, 1997</i> states that if the DC by-law will exempt, phase in, or otherwise provide for a lower DC than is allowed, that shortfall may not be made up through higher DCs to other forms of development.</p>
TRANSPARENCY	<p>An annual summary of DC Exemptions is provided through the annual DC Treasurer’s Statement (The Statement of the Treasurer is required via Section 43 of the <i>Development Charges Act, 1997</i>).</p> <p>The annual balance in the DC Exemptions Reserve, as well as a forecast, will be provided in the City’s Annual Reserve Book.</p>

Development Charges (DC) Exemptions Reserve Policy	 Hamilton	Corporate Services Department
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RESERVE TARGET BALANCE	Reserve inflows are anticipated to equal outflows, targeting a \$0 balance. However, due to the nature of DC exemptions varying year over year, it is anticipated that this reserve will often be in a deficit or surplus position with a plan to return it to a zero balance.
DETAILS: USAGE AND LIMITATIONS	<p>Source of Funds</p> <p>1. All amounts budgeted or otherwise approved to be used for funding DC exemptions shall be directed into the DC Exemptions Reserve.</p> <p><i>The source of funds that may be transferred to this Reserve include:</i></p> <ul style="list-style-type: none"> • Amounts specifically budgeted to fund DC exemptions through the Tax and Rate Annual Budgets. • A portion of the year-end operating budget surplus, subject to final approval of the Tax and Rate Operating Budget Variance Report by Council. • Investment income earned on the reserve’s balance. • Any other amounts approved by Council to be directed to this Reserve. <p>Use of Funds</p> <p>2. The General Manager of Finance and Corporate Services shall be provided authority and direction to fund all DC exemptions (statutory and discretionary) provided in a given year, starting in 2024, from the DC Exemptions Reserve.</p> <p><i>Funds may be transferred from this Reserve to:</i></p> <ul style="list-style-type: none"> • Fund in-year statutory and discretionary DC exemptions; starting in 2024. • Clear the unfunded backlog of DC exemptions according to the financing strategy approved through the 2023 and future budget processes. • Fund interest charged on the reserve’s balance <p>Other Considerations</p> <p>3. The DC Exemptions Reserve is permitted to be in a deficit position.</p> <p>4. Borrowing shall not be permitted from the DC Exemptions Reserve.</p>

<i>Development Charges (DC) Exemptions Reserve Policy</i>	 Hamilton	Corporate Services Department
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POLICY OWNER	Director of Financial Planning, Administration and Policy
ADMINISTRATION	The DC Exemptions Reserve Policy shall be administered by the Financial, Planning, Administration and Policy Division within the Corporate Services Department.
RELATED POLICIES	FPAP-RE-003 Development Charges Reserves Policy
RELATED STANDARD OPERATING PROCEDURES	FPAP-SOP-DC-010 DC Exemption Tracking
POLICY HISTORY	N/A

Action Based Strategies to Guide the City's Efforts to Support the Recovery of the Office Market in Downtown Hamilton

Action 1: Formalize A Central Staff Liaison Between Downtown Businesses and the Delivery of City Services in Downtown Hamilton

A number of Downtown office landlords and businesses identified critical street level issues such as waste collection, street sweeping, graffiti removal and boulevard maintenance as significant factors in creating a sense of safety and desirability for office tenants, and for attracting more people to the Downtown core.

Services to address these matters are distributed across several City divisions. A regular point of contact or "liaison" would assist with communicating emerging issues and concerns with the Divisions responsible for delivering these services.

Staff are recommending that the Manager of the Commercial Districts and Small Business Section within the Economic Development Division act as the central "liaison" between departments, divisions and the downtown business community to coordinate City efforts to support the Downtown office market.

Staff are also recommending that staff within the Commercial Districts and Small Business Section of the Economic Development Division be directed to work with local Business Improvement Areas and with the appropriate City departments and divisions to identify opportunities to introduce enhanced service levels within the Downtown Core for critical street level issues such as waste collection, street sweeping, graffiti removal and boulevard maintenance, and that the General Manager of Public Works be authorized to introduce temporary increased service levels where warranted, to be funded from the Economic Development Initiatives Capital Project (3621708900).

At the May 15, 2023 Public Works Committee, staff were directed to conduct a service level review across all division in the Public Works Department that are responsible for proactive and reactive litter collection in the public realm. Through this direction, staff will report back prior to the 2024 budget deliberation on any operational and budgetary changes that may be required to address service levels respecting litter collection. This direction includes the review of the service level within the downtown core as the general condition of the downtown remains a key priority area.

Action 2: Increased Municipal Incentives for Tenanting Vacant Office Space

The City's Start-up and Office Tenant Attraction (SOTA) Program provides low-interest and forgivable loans for eligible leasehold improvements for a minimum of 1,000 square feet of gross leasable office space or 500 square feet for a start-up. In 2021, a new focus on individual start-up businesses was introduced. These businesses are typically emerging from regional, national, and international start-up/business incubators and seeking to establish their first permanent office location.

Staff are recommending that a review be undertaken of potential enhancements (i.e. increasing maximum loan amounts) to the City's existing Start-up and Office Tenant Attraction Program for the Downtown Hamilton Community Improvement Area.

Action 3: Increased Municipal Support for Businesses Experiencing Vandalism

The Commercial District Revitalization Grant (CDRG) Program offers a matching grant to off-set the cost of eligible improvements such as exterior physical improvements, accessibility and environmental sustainability. This grant also includes assisting commercial property owners/authorized tenants to repair damage due to fire and vandalism (not including graffiti).

Staff are recommending that the City's existing Commercial District Revitalization Grant Program be enhanced as it relates to offsetting costs associated with vandalism and graffiti on commercial properties.

Action 4: Explore strategies to determine the feasibility of office-to-residential conversions

Spurred by the pandemic and shifting workplace arrangements, many communities are considering office-to-residential conversions for older Class B or C building stock to increase housing stock. Recent conversions in the City of Hamilton include the conversion of office to housing at 400 King Street East which is currently being transformed into a new men's shelter.

In Calgary, the Downtown Calgary Development Incentive Program was established in April 2021, which included detailed Terms of Reference focused on office-to-residential conversion projects. In two years, Calgary City Council has approved \$153M for the Program, with \$100M spent on eleven projects. These commitments represent nearly 20% of their ten-year goal of removing six million square feet of office space in Downtown Calgary by 2031 (Retrieved January 17, 2023 from <https://www.cbc.ca/news/canada/calgary/office-to-residential-the->

cornerstone-1.6716211). It should be noted that the downtown vacancy in Calgary remains at 34%.

In Ontario, cities such as Toronto, Halifax, and London, are debating these projects' feasibility. In recent discussions with downtown Hamilton landlords, the potential of office building conversions was considered. Many shared that it was not feasible due to the configuration of their existing office space. Toronto-based Altus Group, a commercial real estate advisory and data company has found, "Conversion costs often don't add up to make housing a viable option" and "the building itself and anticipated cost, it might be easier to demolish it and start from scratch" (Retrieved February 6, 2023 from <https://www.cbc.ca/news/business/empty-offices-housing-1.6736171>). Other communities are reviewing their Community Improvement Plans (CIP) to attract new build office developments. In 2021, the Region of Peel adopted a Major Office Incentives Program focused on tax increment equivalent grants and municipally funded parking programs.

Staff are recommending further study to explore strategies for office-to-residential conversions to support downtown commercial areas and redevelopment opportunities. Staff will report back with a recommended approach to creating a new incentive program, or modifying an existing incentive program, to support the conversion of vacant office spaces to residential uses within the Downtown Hamilton Community Improvement Area.

Action 5: Develop and launch a downtown-focused campaign to get people back downtown, maximizing workers, residents and visitors into downtown Hamilton

In collaboration with the downtown BIAs, staff will enhance marketing efforts to support economic office recovery in the downtown. For example, the upcoming tech conference, Collision, will provide an opportunity to share new marketing materials focused on the Start-up and Office Tenant Attraction (SOTA) Program.

CDSB created and launched a video marketing campaign in mid 2022 primarily focused on our suite of municipal incentives including the Start-up and Office Tenant Attraction (SOTA) Program. Additional marketing efforts include showcasing Hamilton's office market as a hub and spoke model for companies searching for satellite offices or "spokes" outside the Greater Toronto Area. The coworking offering is another focus area for economic development as it provides soft-landing opportunities for international companies and for local talent to be based closer to home.

Staff will also launch a downtown-focused campaign to get people back downtown, maximize workers, residents and visitors into downtown

Hamilton. The campaign will emphasize cultural programming, sustainable commuting, and special return-to-work events (e.g. Future of Work Forum). These efforts will be funded by existing budgets.

Action 6: Further Enhance Downtown Placemaking Initiatives

The City of Hamilton's Mayor's Task Force on Economic Recovery (MTFER) initiated various actions including enhancement grants for Business Improvement Areas and supports for placemaking and animation projects focused on uplifting the City's commercial corridors. In January 2022, City Council approved \$750,000 over two-years, to be funded from the Economic Development Department Initiatives Capital Project (3621708900), to support the local commercial areas Economic Recovery Program. 2022-2023 Economic Recovery Funding for Placemaking Initiatives included summer concert series, festivals, temporary outdoor patio program fees and several artists inspired public realm installations.

Discussions with property owners indicated additional activities and efforts should continue to animate the downtown core. One interesting area is the expansion of the night-time economy where downtowns focus on activities beyond the nine-to-five crowd. Successful examples of night-time economy activities include night markets, alleyway activations, and public art installations. With the conclusion of the MTFER funding this year, funding for placemaking efforts with a downtown focus will ensure public spaces continue to recover.

Staff are recommending that the City continue to support downtown commercial areas economic recovery efforts through the extension of placemaking initiatives. This would include converting the temporary Senior Project Manager position within the Placemaking, Public Art and Projects Section of the Tourism and Culture Division to a permanent FTE. This role would lead programming and animation initiatives that draw workers, residents and visitors into the Downtown Core.

Action 7: Support transportation planning and parking initiatives

Some downtown property owners and landlords expressed concerns that the recent changes to the road network, perceived congestion, on-going and upcoming construction projects, and available supply of parking are making it challenging to attract and renew tenants.

The City's 2018 Transportation Master Plan is based on a multi-modal approach that seeks to maximize the efficiency of the network by promoting a range of travel options including transit, walking, cycling, as well as vehicle travel. It also recommended a Complete Streets and Vision Zero approach, which are now being operationalized. This includes an emphasis on

enhancing the walking environment through streetscaping measures and addition of amenities such as benches, street trees, public art, wayfinding. Wayfinding and the need for improved communication is essential for upcoming major construction projects. In addition, providing multi-modal options in the downtown core will assist workers access downtown offices and businesses.

Completed in 2021 during the pandemic, the City's Parking Master Plan anticipated some concerns around the changing nature of the workforce as well as actions to address changes to downtown parking supply. There are several actions in the Parking Master Plan that will guide growth and development and assist with post-COVID-19 recovery efforts. These actions including strategies to better manage curbside parking to support businesses and options to expand the supply of on-street parking. Additional discussions involving partnership opportunities on private lots and underutilized locations is another tool that was identified to increase parking supply for workers. The review of dynamic pricing (i.e. operational pricing plan) will assist and provide efficient parking rates across downtown Hamilton.

Staff are recommending supporting transportation planning and parking initiatives including pursuing joint parking supply opportunities with private development and expanding the parking flex-pass pilot project to all City-owned parking lots, as a reduced cost option for hybrid workers, and to make more efficient use of the City's parking lots. Leveraging and promoting the Smart Commute Hamilton Program to more downtown businesses will help to mitigate the impacts of major construction projects.



Title:	Guideline: Secondary Ward Offices for Councillors		
Document	COH-P-020-003	Document	Level I
Issue #:	1	Issue date	April 2023

1 PURPOSE

The purpose of this document is to define a standardized procedure for City Councillors to request and secure space for Secondary Ward Offices within their respective wards, in addition to their primary offices at City Hall, 71 Main Street West. A secondary office located within the respective ward will allow constituents easier access to the Councillor.

The introduction of a standard procedure allows the City of Hamilton to ensure consistent and efficient delivery of processes that adhere to best practices.

2 DEFINITIONS

Term	Definition
Secondary Ward Office	An office located within the Councillor’s Ward that is in addition to their primary office at Hamilton City Hall is referred to as Ward Office / Satellite Office.
Accommodation Agreements	Accommodation Agreements define the terms and conditions of the space used for City business, including the total square footage (footprint) of space, cost per square foot, duration of term, eligible activities, restrictions on use of space, etc.

3 SCOPE

This procedure applies to Members of City Council (City Councillors) seeking to secure Ward office space outside of City Hall. This document is in place to define the responsibilities of the involved parties and provide guidelines and parameters to select the Secondary Ward Office locations. This is specifically for City Councillors looking for exclusive space for Ward Offices and does not apply to spaces available to be reserved through the Facilities Service Centre.

City Councillors who wish to have secondary offices within their respective wards must submit a request for space to Corporate Facilities & Energy Management (CFEM) and obtain the approval of Council for the Secondary Ward Office. This includes City Councillors who have pre-existing space at existing City facilities outside of City Hall. Each City Councillor must submit their request to CFEM.

CFEM will review the details of the request and available space within the respective wards to determine location options (if available) and associated costs. This information will be provided to the requesting City Councillor for their agreement and confirmation of funding source, following which CFEM staff will assist the Councillor’s office in preparing a motion for Council / Standing Committee meeting for approval.

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Note: Text highlighted in turquoise blue indicate changes made since the last released revision.



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Upon receipt of Council approval, CFEM will either prepare an Accommodation Agreement or secure a lease for the approved space and proceed with the work required for fit-ups to meet the Councillor’s needs.

4 RESPONSIBILITIES

4.1 Members of City Council

4.1.1 City Councillors

- Identify need / business case for a Secondary Ward Office, including budget and funding source.
- Complete and submit the Secondary Ward Office request to CFEM (via email to facdesign@hamilton.ca or the Changes to Space (New and Existing) request form on eNet), including the following information at a minimum:
 - Ward number;
 - Preferred location(s) – Note: Where applicable due to potential conflict situations, City Councillors are required to check-in with the Integrity Commissioner to confirm there is no Conflict of Interest with respect to location selection;
 - Preference – independent office or shared space within a public building;
 - Hours of operation;
 - Minimum requirements: size, number of staff (shared or separate offices), separate meeting room, etc.;
 - Funding source(s).
- Select preferred option and confirm funding source for associated costs (annual operating costs, capital costs for renovation / fit-up and staff cost recovery).
- Prepare and present motion to Council/Standing Committee for approval.
- Collaborate with CFEM staff.

4.1.2 City Council / Standing Committee Members

Review the motion when received and provide approval for Councillor to proceed with the requested Secondary Ward Office.

4.2 Public Works Department

4.2.1 Corporate Facilities and Energy Management Division

- Review the details of the request and ensure it is appropriately addressed.
- Act as communications and engagement liaison with the Councillor’s office.

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- Investigate available space within the respective ward to determine location options (if available) and estimated associated costs.
- Provide the space options and costs to the requesting City Councillor for their agreement and confirmation of available funding source.
- Provide cost information to Financial Planning, Administration and Policy to determine a funding source.
- Assist the Councillor’s office in preparing a motion or report for Council / Standing Committee meeting for approval.
- Upon receipt of Council approval, prepare an Accommodation Agreement for the approved space and proceed with the work required for fit-ups to meet the Councillor’s needs.
- Make recommendations for revisions to this procedure where necessary.

5 GUIDELINES

The following guidelines are recommended for best practices when investigating Ward Office location option(s).

5.1 General Principles

- City Councillors can only request one Secondary Ward Office location.
- City Councillors can choose not to operate a Secondary Ward Office.
- The Ward Office must be used for City business only.
- The Ward Office must not be used for electoral purposes. No election material may be displayed in or on a Ward Office.
- The use of Ward Offices located within the City will be restricted to regular operating hours for the building as well as regular operating season for applicable community buildings.
- An office located within the Councillor’s home is not considered a Ward Office.
- All furniture and equipment within Ward Offices must meet City furniture guidelines and be ergonomic, including any personal furniture supplied by the City Councillors themselves.
- All exterior signage is limited to identifying the space as a City of Hamilton facility and / or Ward Office and cannot advertise or brand the space using the Councillor’s name.
- CFEM staff will take the lead on the negotiations and administration of the Accommodation Agreements, in consultation with staff in the Corporate Real Estate Office in the Planning and Economic Development Department.
- Annual operating costs for the Primary Councillors’ offices are included in the Legislative General Operating Budget.
- Annual operating costs for the Secondary Ward Offices will be included in the Legislative General Operating Budget upon Council approval or in the Ward Councillor’s Budget, as per Section 5.4.2.

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5.2 Location Parameters

Accessibility

- The Ward Office must be reasonably accessible by public transit.
- The Ward Office must be in full compliance with all legislative requirements, including the Building Code, the Fire Code and the *Accessibility for Ontarians with Disability Act (AODA)*.
- The Ward Office location / building should be well maintained and not require any major lifecycle upgrades impacting operations required in the next two years.

Fiscal Prudence

- CFEM shall provide the most cost-effective option(s) for Ward Office locations.
- The Ward Office size must be limited to a typical City office with an additional desk for administrative support / reception and should not include any dedicated meeting rooms, etc.
- Ward Office location option(s) within preferred City-owned Civic buildings should be exhausted prior to investigation potential use of community facilities. Investigating option(s) for third-party leasing in the private sector should be the last option.

Operating Impacts on Community Facilities

- Ward Offices must not result in displacement of staff that use existing spaces within Community facilities to conduct their job responsibilities.
- Ward Offices must not disrupt or negatively modify existing community use spaces in buildings to accommodate corporate needs not directly tied to the intended operation of the space.

5.3 Accommodation Agreements

CFEM will develop Accommodation Agreements to deliver these assignments and advise Finance and Administration to assign the associated costs to the approved budget accounts.

Where City-owned space is not available, third-party leasing options may be considered subject to Council approval.

The terms of an Accommodation Agreement within a City facility or third-party leased space must be limited to the term of Council only.



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5.4 Associated Costs, Budgets and Funding

5.4.1 Associated Costs

The associated costs for Ward Offices include the following:

- Annual operating costs (operating cost allocation):
 - Where the space allocated is City owned, the ongoing monthly operating cost allocation represents the actual cost to operate the building.
 - Where a third-party lease is entered to for the space, the monthly cost will equate to the full amount payable in accordance with the terms of the Lease, as well as, any additional operating costs incurred as a result of the leased space (e.g. security, insurance, cleaning).
- Capital costs for renovation / fit-up: One-time cost to complete all required renovations at the selected location, including supply and delivery of furniture.
- Staff cost recovery: CFEM project management and accommodations design staff are cost recoverable and actual staff time spent on projects / assignments is charged back to the clients for the work being delivered.

5.4.2 Budget / Funding

- Accommodations within existing City facilities: The budget for the annual operating costs will be transferred to the Legislative General Operating Budget. Actual costs will be recorded in Legislative General. Ward budgets will not be charged.
- Accommodations for private leases: Actual costs will be charged to the Ward Councillor’s Operating budget including all applicable City real estate and legal fees, etc. The Councillor is to accommodate the extra cost within the existing budget unless a budget increase, through the Council motion or report, is approved.
- Staff cost recovery: Project management staff costs will be charged to the Ward Councillor’s Operating Budget.
- Capital costs for renovation / fit-up: Facilities Project Manager will provide cost information to Financial Planning, Administration and Policy to determine a funding source, which will be submitted for approval through the Council motion or report.

5.5 Exceptions / Notice of Deviation

If a specific scenario requires deviation from the procedures listed in this document, it must be presented at a Council / Standing Committee meeting and approved by a resolution.

Some considerations to be aware of when evaluating exceptions to Ward Office locations include but are not limited to pre-consultation with the following relevant bodies:

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- Portfolio Management Committee to review use of City spaces
- Corporate Real Estate Office (impact to Portfolio plans and strategies)
- Integrity Commissioner (to assist in avoiding conflicts of interest)
- City Clerks
- Risk Management (i.e., liability insurance)
- Legal Services
- Human Resources (i.e., confidentiality, accessibility, etc.)
- CFEM (i.e., accessibility, ergonomics, Building Condition Assessments, etc.)
- Building department (i.e., Zoning, Fire Code, etc.)
- Program Divisions (impacts to programming and operations, Asset Management Plans, etc.)
- Previous Council decisions and precedents

Recognizing that some members of City Council already operate Secondary Ward Offices independent of the guidelines defined in this procedure, they will be awarded a transition period in order to plan their budgets to align with this procedure by the following calendar year.

6 RELATED POLICIES

The following are related policies to this procedure:

- By-law 16-290: Code of Conduct for Members of Council
- Policy and Guidelines for Eligible Expenses for Elected Officials: Budget for the Office of the Mayor, Legislative Budget and Councillor Ward Office Budget, Appendix “B” to Report FCS18083(a)
- Meeting room reservations: [eNet Facilities Meeting Room Management](#)

7 APPROVAL

Approved By	Date of Approval
General Manager, Public Works	
General Manager, Corporate Services	
General Manager, Planning & Economic Development	

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