



## **PUBLIC WORKS COMMITTEE REPORT 24-008**

1:30 p.m.  
Monday, June 17, 2024  
Council Chambers  
Hamilton City Hall  
71 Main Street West

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**Present:** Councillors M. Spadafora (Chair), A. Wilson (Vice-Chair) J. Beattie, C. Cassar, J.P. Danko, M. Francis, T. Jackson, C. Kroetsch, T. McMeekin and M. Tadeson

**Absent with  
Regrets:** Councillors N. Nann and E. Pauls - Personal

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### **THE PUBLIC WORKS COMMITTEE PRESENTS REPORT 24-008 AND RESPECTFULLY RECOMMENDS:**

1. **Woodward Water Treatment Plant Phase 2 Upgrades (PW22078(a)) (City Wide) (Item 8.1)**
  - (a) That the Hamilton Water Divisional staff complement be increased by four new permanent Full-Time Equivalents as detailed in Appendix "A" Public Works Committee Report 24-008 to deliver the Woodward Water Treatment Plant Phase 2 Upgrades Capital Program;
  - (b) That the four Full-Time Equivalents identified in recommendation (a) to Report PW22078(a) be funded from the Water, Wastewater and Stormwater Rate Capital Program (Project ID No. 5142166110 and 5143066110) at an approximate annual cost of \$622K;
  - (c) That three permanent Full-Time Equivalents be included in the recommended 2025 Water, Wastewater and Stormwater Rate Budget to provide operational support for the Woodward Water Treatment Plant Phase 2 Upgrades and other large capital upgrades occurring at the City's two wastewater treatment facilities.

**2. 2023 Year End Report on Community Bookings at Tim Hortons Field (PW18075(c)) (Ward 3) (Item 9.1)**

That Report PW18075(c), respecting 2023 Year End Report on Community Bookings at Tim Hortons Field, be received.

**3. Waste Management Sub-Committee Report 24-002 - May 30, 2024 (Item 9.2)**

That Waste Management Sub-Committee Report 24-002 – May 30, 2024, be received.

**4. Housing-Enabling Water Systems Fund (PW24038) (Item 11.1)**

- (a) That the General Manager, Finance and Corporate Services, and the General Manager, Public Works, be authorized to delegate the appropriate person to be duly authorized to submit all necessary documentation to support the City of Hamilton’s application, attached as Appendix “B” to Public Works Committee Report 24-008, for the Housing-Enabling Water Systems Fund;
- (b) That the Mayor and City Clerk be authorized to execute and/or amend all necessary documentation, including Funding Agreements, to receive funding under the Housing-Enabling Water Systems Fund with content satisfactory to the General Manager, Finance and Corporate Services, and in a form satisfactory to the City Solicitor, provided the City’s application is successful; and
- (c) That the City Solicitor be authorized and directed to prepare any necessary by-laws for Council approval, for the purpose of giving effect to the City’s acceptance of funding from the Housing-Enabling Water Systems Fund.

**5. Urban Waste Vacuum Cleaner Manufacturer Standardization (PW24042) (City Wide) (Item 11.2)**

- (a) That Council approve the standardization of the Glutton Urban Waste Vacuum Cleaner manufactured by Glutton and the single sourcing of the supply, parts, and maintenance for the equipment with the licensed distributor Joe Johnson Equipment until May 1, 2029 for the Waste Management Division, Pursuant to Procurement Policy #14 – Standardization and Policy #11 – Non-Competitive Procurement;
- (b) That the General Manager, Public Works, or their designate, be authorized to negotiate, enter into, and execute any required contract and ancillary documents required to give effect thereto with licensed distributor Joe Johnson Equipment, in a form satisfactory to the City Solicitor; and

- (c) That the General Manager, Public Works, or their designate, be authorized to amend any contracts executed and any ancillary documents as required if the manufacturer or licensed distributor identified in this Report undergoes a name change, in a form satisfactory to the City Solicitor.

**6. Policy 11 - Compressed Natural Gas Mobile Refuelling Equipment (PW22003(a)) (City Wide) (Item 11.3)**

- (a) That Council approves the expansion of the Policy #11 – Non-competitive Procurement, previously approved through Report PW22003, for the supply, installation, and management of compressed natural gas and mobile refuelling equipment. This expansion is estimated to cost \$300K annually for a three-year period for a total of \$900K and will support the operational requirements of the Compressed Natural Gas Waste Collection Trucks;
- (b) That the General Manager, Public Works, or their designate, be authorized to negotiate, enter into, and execute a contract and any ancillary documents required to give effect thereto with Compression Technology Corporation, in a form satisfactory to the City Solicitor;
- (c) That the General Manager, Public Works, or their designate, be authorized and directed to submit and sign an application with supporting documentation relating to applicable grant funding opportunities, including but not limited to the Green Initiative grant funding application with supporting documentation including an application attestation and final agreement, on behalf of the City of Hamilton;
- (d) That the General Manager of Finance and Corporate Services, or their designate, be authorized and directed to confirm the City of Hamilton's funding contribution, on behalf of the City of Hamilton and sign the required proof of funding forms related to Green Initiative grant funding; and any resulting funding agreements and associated ancillary documents that may also include a contribution to funding, in a form acceptable to the City Solicitor; and
- (e) That the City Solicitor be authorized and directed to prepare any necessary by-laws for Council approval, for the purpose of giving effect to the City's acceptance of grant funding opportunities.

**7. Strachan Open Space Redevelopment (Ward 2) (Item 12.1)**

WHEREAS the Strachan Open Space located along the south side of Strachan Street West between Bay Street North and Ferguson Avenue North, provides a valuable asset for the community as a green corridor of mature trees and sod areas;

WHEREAS this area contains an underutilized surface parking lot that could be repurposed for much needed public amenities;

WHEREAS, as the site is adjacent to an active rail line, the Ward Councillor has met with representatives from CN Railway to discuss any requirements they may have;

WHEREAS the community is supportive of maintaining this space for public use subject to consultation with the Ward Councillor;

WHEREAS there are city wide parks in the area and the neighbours would benefit from a more community focused park area with amenities;

WHEREAS there is an active transportation route through the site allowing ease of movement through the space;

WHEREAS there are some activations that can commence without added Capital funds such as benches, picnic tables, and parkland signs and staff will work with the Ward Councillor for these additions; and

WHEREAS future improvements that would enhance the space for more neighbourhood uses would require budget and work prioritization.

THEREFORE, BE IT RESOLVED:

That staff be directed to submit a capital detail sheet for the first phase of the Strachan Open Space improvement project for Council consideration as part of an upcoming budget process.

**8. Fencing Installation for Gage Park Community Garden Located at 1000 Main Street East, Hamilton (Ward 3) (Item 12.2)**

WHEREAS, the Gage Park Community Garden located at 1000 Main Street East Hamilton, has been operating in its current location since 2011 and provides opportunities for residents to grown their own food, beautify an area of the park and gather and make connections with fellow community members;

WHEREAS, the recent construction activities at the adjacent Rosedale Tennis Club has reconfigured the existing fencing that borders the community garden; and

WHEREAS, the existing garden fencing is in disrepair and needs to be replaced and reconfigured to connect to the new tennis club fencing.

THEREFORE, BE IT RESOLVED:

That an allocation of \$6,749 be made from the Ward 3 Discretionary Funds (Project ID#3302309300) to fund the installation of new fencing along the southern portion of the Gage Park Community Garden located at 1000 Main Street East, Hamilton.

**9. Installation of Speed Cushions as a Traffic Calming Measure on Various Roadways in Ward 10 (Ward 10) (Item 12.3)**

WHEREAS, the City of Hamilton has adopted Vision Zero approach which considers human error as part of the roadway safety equation; and

WHEREAS, Ward 10 residents on a number of roadways have repeatedly advocated for traffic calming measures in their neighbourhoods to address roadway safety concerns as a result of speeding and cut-through traffic.

THEREFORE, BE IT RESOLVED:

- (a) That the Transportation Division be authorized and directed to install 2 speed cushions on Grays Road between Frances Avenue and Lakepointe Place as part of Transportation's 2024 Traffic Calming program for fall implementation, to be funded through the Ward 10 Capital Re-Investment Reserve #108070 at an upset limit, including contingency, not to exceed \$10,000;
- (b) That the Transportation Division be authorized and directed to install 4 speed cushions on Memorial Avenue between Glen Castle Drive and Birchlawn Drive as part of Transportation's 2024 Traffic Calming program for fall implementation, to be funded through the Ward 10 CP Minor Maintenance #4031911610 at an upset limit, including contingency, not to exceed \$20,000; and
- (c) That the General Manager of Public Works and City Clerk be authorized and directed to execute any required agreement(s) and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.

**10. Installation of Speed Cushions as a Traffic Calming Measure on Howard Boulevard (Ward 15) (Item 12.4)**

WHEREAS, the City of Hamilton has adopted a Vision Zero approach which considers human error as part of the roadway safety equation; and

WHEREAS, Ward 15 residents on Howard Boulevard have repeatedly advocated for traffic calming in their neighbourhood to address roadway safety concerns as a result of speeding and cut-through traffic;

THEREFORE, BE IT RESOLVED:

- (a) That the Transportation Division be authorized and directed to install 1 speed cushion on Howard Boulevard between Orchard Avenue and Mays Crescent as part of Transportation's 2024 Traffic Calming program for fall implementation;
- (b) That all costs associated with the installation of traffic calming measures be completed through Ward 15 CP Minor Maintenance #4031911615 at an upset limit, including contingency, not to exceed \$5,000; and
- (c) That the General Manager of Public Works and City Clerk be authorized and directed to execute any required agreement(s) and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.

**11. Installation of Speed Cushions as a Traffic Calming Measure on Frederick Avenue (Ward 4) (Item 12.5)**

WHEREAS, the City of Hamilton has adopted a Vision Zero approach which considers human error as part of the roadway safety equation; and

WHEREAS, Ward 4 residents on Frederick Avenue have advocated for traffic calming in their neighbourhood to address roadway safety concerns as a result of speeding and cut-through traffic.

THEREFORE, BE IT RESOLVED:

- (a) That the Transportation Division be authorized and directed to install up to 2 speed cushions on Frederick Avenue between Roxborough Avenue and Cannon Street East as part of the Transportation's 2024 Traffic Calming program for fall implementation;
- (b) That all costs associated with the installation of traffic calming measures be funded from the Ward 4 Capital Re-Investment Reserve #108054 at an upset limit, including contingency, not to exceed \$10,000; and
- (c) That the General Manager of Public Works and City Clerk be authorized and directed to execute any required agreement(s) and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.

**12. Installation of Speed Cushions as a Traffic Calming Measure on Huntington Avenue (Ward 6) (Item 12.6)**

WHEREAS, residents on Huntington Avenue in Ward 6 have advocated for the installation of speed cushions to address roadway safety concerns as a result of speeding; and

WHEREAS, signatures were collected from residents resulting in support by 19 of 34 (56%) homes on Huntington Avenue for the installation of speed cushions as a traffic calming measure.

THEREFORE, BE IT RESOLVED:

- (a) That the Transportation Division be authorized and directed to install up to 2 speed cushions as a traffic calming measure on Huntington Avenue between Brentwood Drive and Kingslea Drive as part of Transportation's 2024 Traffic Calming Program for fall implementation;
- (b) That all costs associated with the installation of traffic calming measures at be completed through the Ward 6 Capital Re-Investment Reserve #108056 at an upset limit, including contingency, not to exceed \$10,000; and
- (c) That the General Manager of Public Works and City Clerk be authorized and directed to execute any required agreement(s) and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.

**13. Installation of Speed Cushions as a Traffic Calming Measure Around Chedoke Elementary School and Mountview Elementary School (Ward 14) (Item 12.7)**

WHEREAS, the City of Hamilton has adopted a Vision Zero approach which considers human error as part of the roadway safety equation; and

WHEREAS, Ward 14 residents have advocated for traffic calming in their neighbourhoods in proximity to Chedoke and Mountview Elementary Schools to address roadway safety concerns as a result of speeding and cut-through traffic.

THEREFORE, BE IT RESOLVED:

- (a) That the Transportation Division be authorized and directed to install 2 speed cushions on Bendemere Avenue between W 25th Street and W 27th Street and 2 speed cushions on W 27th Street between Bendamere Avenue and Leslie Avenue as part of Transportation's 2024 Traffic Calming program for fall implementation;

- (b) That the Transportation Division be authorized and directed to install 1 speed cushion on San Antonio Drive between Argo Street and Karen Crescent and 2 speed cushions on Karen Crescent between San Antonio Drive and San Pedro Drive as part of Transportation's 2024 Traffic Calming program for fall implementation;
- (c) That all costs associated with the installation of traffic calming measures be completed through the Ward 14 Capital Re-Investment Reserve #108064 at an upset limit, including contingency, not to exceed \$35,000; and
- (d) That the General Manager of Public Works and City Clerk be authorized and directed to execute any required agreement(s) and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.

**14. Hamilton Beach Strip Open Space, Adjacent to Lakeside Avenue (Ward 5) (Item 12.8)**

WHEREAS, the Hamilton Beach Rescue unit previously operated from the area at the Hamilton Beach Strip, adjacent to Lakeside Avenue;

WHEREAS, an aged boat lift is a remnant from previous operations of this group, and is no longer needed and at its end of life;

WHEREAS, Voluntary Hamilton Beach Rescue Unit are not able assist with the removal of this infrastructure;

WHEREAS, a motion was approved at the October 16, 2023 Public Works Committee to fund the removal, to the amount of \$4,000;

WHEREAS, a further procurement process was undertaken after the original contractor declined the proposed removal work; and

WHEREAS, an additional \$5,900 to remove the structure is required to complete the works. The total cost for the removal will be \$9,900.

THEREFORE, BE IT RESOLVED:

- (a) That additional funding for the removal of the Hamilton Beach Rescue Lift located at the Hamilton Beach Strip, adjacent to Lakeside Avenue, be approved from Hamilton Beach Rescue Reserve #110005 at an upset limit, including contingency, not to exceed \$5,900; and



- (b) That the General Manager of Public Works or designate be authorized and directed to approve and execute any and all required agreements and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.

**FOR INFORMATION:**

**(a) CEREMONIAL ACTIVITIES (Item 1)**

**(i) June 16 – 22 is Waste and Recycling Workers Week! (Item 1.1)**

Chair Spadafora announced that June 16 – 22 is Waste and Recycling Workers Week which recognizes and celebrates all those who work in the waste and recycling industry as front-line responders.

Chair Spadafora also congratulated the City's Waste Management team on their recognition as leaders in waste education. The City of Hamilton received four awards for waste promotion and education at the Municipal Waste Association's Spring Workshop on May 29. The City of Hamilton received a Gold award for the "Off-Campus Student Move-in Waste Education" initiative, a second Gold award for the Multi-Language Postcard, and a Silver award for the Waste Management Open House and Facility Tours held during Waste Reduction Week.

**(b) APPROVAL OF AGENDA (Item 2)**

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

**4. APPROVAL OF MINUTES OF PREVIOUS MEETING**

4.1 June 3, 2024

**6. DELEGATION REQUESTS**

6.2 Delegation Requests respecting the Hamilton Street Railway (HSR) Fare Policies (For today's meeting)

- (a) Mary Love, Council of Canadians Hamilton Chapter (In Person)
- (b) Katie King, HCBN (In Person)
- (c) Tim Nolan, Accessibility Hamilton Alliance (In Person)
- (d) Brad Evoy, Disability Justice Network of Ontario (In Person)

- (e) Chelsea MacDonald (Virtually) - WITHDRAWN

## **8. STAFF PRESENTATIONS**

- 8.1 Woodward Water Treatment Plant Phase 2 Upgrades (PW22078(a)) (City Wide)
  - (a) Woodward Water Treatment Plant Phase 2 Upgrades (PW22078(a)) (City Wide) - REVISED PRESENTATION

The Agenda for the June 17, 2024, Public Works Committee meeting was approved, as amended.

### **(c) DECLARATIONS OF INTEREST (Item 3)**

There were no declarations of interest.

### **(d) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 4)**

#### **(i) June 3, 2024 (Item 4.1)**

The Minutes of the June 3, 2024, meeting of the Public Works Committee were approved, as presented.

### **(e) DELEGATION REQUESTS (Item 6)**

The following Delegation Requests were approved for today's meeting:

- (i) Jake Maurice respecting the HSR Front Boarding Policy (In Person) (Item 6.1)
- (ii) Delegation Requests respecting the Hamilton Street Railway (HSR) Fare Policies (Item 6.2):
  - (a) Mary Love, Council of Canadians Hamilton Chapter (In Person) (Added Item 6.2(a))
  - (b) Katie King, HCBN (In Person) (Added Item 6.2(b))
  - (c) Tim Nolan, Accessibility Hamilton Alliance (In Person) (Added Item 6.2(c))
  - (d) Brad Evoy, Disability Justice Network of Ontario (In Person) (Added Item 6.2(d))

**(f) DELEGATIONS (Item 7)**

- (i) James Kemp respecting concerns regarding the HSR's front door entry policy for people with disabilities and lack of accessible fare payment options regarding Presto (Virtually) (Approved June 3, 2024) (Item 7.1)**

James Kemp addressed Committee respecting concerns regarding the HSR's front door entry policy for people with disabilities and lack of accessible fare payment options regarding Presto.

- (ii) Jake Maurice respecting the HSR Front Boarding Policy (In Person) (Item 7.2)**

Jake Maurice addressed Committee respecting the HSR Front Boarding Policy.

- (iii) Delegations respecting the Hamilton Street Railway (HSR) Fare Policies (Added Item 7.3)**

The following delegates addressed Committee respecting the Hamilton Street Railway (HSR) Fare Policies:

- (a) Mary Love, Council of Canadians Hamilton Chapter (In Person) (Added Item 7.2(a))
- (b) Katie King, HCBN (In Person) (Added Item 7.2(b))
- (c) Tim Nolan, Accessibility Hamilton Alliance (In Person) (Added Item 7.2(c))
- (d) Brad Evoy, Disability Justice Network of Ontario (In Person) (Added Item 7.2(d))

The following delegations were received:

- (i) James Kemp respecting concerns regarding the HSR's front door entry policy for people with disabilities and lack of accessible fare payment options regarding Presto (Virtually) (Item 7.1)
- (ii) Jake Maurice respecting the HSR Front Boarding Policy (In Person) (Item 7.2)
- (iii) Delegations respecting the Hamilton Street Railway (HSR) Fare Policies (Added Item 7.3)

- (a) Mary Love, Council of Canadians Hamilton Chapter (In Person) (Added Item 7.2(a))
- (b) Katie King, HCBN (In Person) (Added Item 7.2(b))
- (c) Tim Nolan, Accessibility Hamilton Alliance (In Person) (Added Item 7.2(c))
- (d) Brad Evoy, Disability Justice Network of Ontario (In Person) (Added Item 7.2(d))

**(g) STAFF PRESENTATIONS (Item 8)**

**(i) Woodward Water Treatment Plant Phase 2 Upgrades (PW22078(a)) (City Wide) (Item 8.1)**

Stuart Leitch, Manager - Capital Delivery, addressed Committee respecting Report PW22078(a), Woodward Water Treatment Plant Phase 2 Upgrades, with the aid of a PowerPoint presentation.

The presentation from Stuart Leitch, Manager - Capital Delivery, respecting Report PW22078(a), Woodward Water Treatment Plant Phase 2 Upgrades, was received.

For further disposition of this matter, refer to Item 1.

**(h) MOTIONS (Item 12)**

Councillor Spadafora relinquished the Chair to Councillor A. Wilson in order to introduce the following Motion:

**(i) Installation of Speed Cushions as a Traffic Calming Measure Around Chedoke Elementary School and Mountview Elementary School (Ward 14) (Item 12.7)**

For disposition of this matter, refer to Item 13.

Councillor Spadafora assumed the Chair.

**(i) ADJOURNMENT (Item 16)**

There being no further business, the Public Works Committee meeting adjourned at 3:55 p.m.

Respectfully submitted,

Councillor M. Spadafora, Chair,  
Public Works Committee

Carrie McIntosh  
Legislative Coordinator  
Office of the City Clerk

**Woodward Water Treatment Plant Capital Program - Business Case Summary**

**Department: Public Works**

<b>Capital Delivery Staff</b>	<b>Description of Program Enhancement</b>	<b>Total Expenditure</b>	<b>Net</b>	<b>FTE Impact</b>	<b>Annualized Amount</b>
Manager	Oversee the capital delivery of Phase 2A and 2B WTP upgrades, other active/future capital projects, program and staffing management.	\$ 46,250	\$ -	1	\$ 185,000
Senior Project Manager	Provide project management for the capital delivery services for the Filter Building components within the Phase 2A and 2B upgrades and other active and future capital projects at the plant. Duties will also include supervisory role for both Project Manager and Engineering Technologist.	\$ 42,250	\$ -	1	\$ 169,000
Project Manager	Provide project management for the capital delivery services for the Chlorine Building components within the WTP Phase 2A and 2B upgrades and other active and future capital projects at the Water Treatment Plant.	\$ 39,250	\$ -	1	\$ 157,000
Engineering Technologist	Address multiple day-to-day requests received and provide project/program support, maintain a document management system and provide project controls for the various capital projects.	\$ 27,750	\$ -	1	\$ 111,000
<b>TOTAL</b>		<b>\$ 155,500</b>		<b>4</b>	<b>\$ 622,000</b>

CITY OF HAMILTON  
**Woodward Water Treatment Plant Capital Program**  
BUSINESS CASE #1

**BUSINESS CASE OVERVIEW**

<b>Request Title</b>	Manager, Capital Delivery, Woodward Water Treatment Plant Program	
<b>Department/Division</b>	Public Works - Hamilton Water - Capital Delivery	
<b>Request Driver</b>	Woodward Water Treatment Plant Phase 2 Capital Program	
<b>Funding Source</b>	Project ID No. 5142166110 and 5143066110	
<b>Proposed Start Date</b>	Q4 2024	
<b>Strategic Plan Priorities</b>	Built Environment & Infrastructure	y
<b>Do you Require the Use of External Consultants?</b>	no	

**2024 OPERATING BUDGET FINANCIAL IMPACTS**

DESCRIPTION	2024 AMOUNT	ANNUALIZED AMOUNT
Salary/Wages	\$37,500	\$150,000
Benefits	\$8,750	\$35,000
<b>Total Expenditures</b>	<b>\$46,250</b>	<b>\$185,000</b>
Capital Funding	\$46,250	\$185,000
<b>Total Revenue</b>	<b>\$46,250</b>	<b>\$185,000</b>
<b>Net Impact</b>	<b>\$0</b>	<b>\$0</b>
<b>Full Time Equivalent (FTE)</b>	<b>1.0</b>	<b>1.0</b>
<b>Capital Budget Impact</b>	<b>\$46,250</b>	<b>\$185,000</b>

**BUSINESS CASE DETAILS**

**1. Reason for Request:**

There is currently no dedicated Manager resource for the management of the Water Treatment Plant large capital program. The responsibilities of the Manager will be to oversee the overall project management of the Phase 2A and 2B Water Treatment Plant upgrades along with the overall Capital Program and staffing management. The Manager will also be responsible for the sponsorship oversight for the Senior Project Manager led capital projects within the Water Treatment Plant Capital Program.

- **What are the objectives of the request?** The recommended resource structure for the Water Treatment Plant Phase 2 Upgrade for the staffing request will provide a dedicated Capital staff.
- **What are the expected outcomes of the request and the actions that will create these expected outcomes?** - A new Manager will provide a dedicated focus on further advancing this large capital project into the next phase of the project, including issuing the RFP for engineering design and contract administration service.
- **What is the challenge or opportunity that this request proposes to solve?** The staffing recommendations will ensure that Hamilton Water has the required staff resources to successfully design, construct, and commission an extremely complex capital rehabilitation and upgrade program at the City's most critical water facility.
- **What value will the City gain from this request?** The recommendations in Report PW22078(a) will ensure that Hamilton Water has the required staff resources to successfully design, construct, and commission an extremely complex capital rehabilitation and upgrade program at the City's most critical water facility.
- **Does the request provide value for money (efficiency and effectiveness) to a program or service?** There is ample evidence across municipalities that capital projects and programs with higher levels of staff turn-over result in projects that experience delays, increased overall project costs, and increased operational risk.

**2. Implications if Request not permitted:**

Not having this dedicated position will significantly increase risks including schedule and variances for the program, which has project timelines that are estimated to carry through to 2035 for the construction of both WTP Phases 2A & 2B.

- **What impacts will this request have on the community or organization, in terms of service delivery, legal or policy requirements, daily operations or customer service?** Increased risk of infrastructure failure is accompanied by increased risk of regulatory non-compliance, fines, and exposes the City to significant liability. Mayor and Council, and senior members of City staff may also be exposed to personal liability under the Standard of Care Provisions within the Ontario Safe Drinking Water Act.
- **What will be the risk, impact or consequence if the request is not approved?** if this request is not permitted, it would impact the existing water, wastewater and stormwater capital program resulting in increased risk of infrastructure failures, loss of water, wastewater or stormwater services, adverse public health impacts, adverse environmental impacts, and requiring expensive and unplanned emergency interventions.

**3. Alternatives (if any):**

Alternative 1: Staff could be directed to resource the Water Treatment Plant Phase 2 Capital Program by re-allocating existing Hamilton Water capital program staff. This alternative is not recommended because it would impact the existing water, wastewater and stormwater capital program resulting in increased risk of infrastructure failures, loss of water, wastewater or stormwater services, adverse public health impacts, adverse environmental impacts, and requiring expensive and unplanned emergency interventions.

Alternative 2: the new position could be approved on a temporary basis expiring at the end of the Water Treatment Plant Phase 2 Capital Program. This alternative is not recommended because it adds significant risk to the capital program resulting from increased staff turn-over. The Water Treatment Plant Phase 2 Capital Program represents a \$543M investment in the City's most critical water asset, with an accompanying 10-year program schedule. There is ample evidence across municipalities that capital projects and programs with higher levels of staff turn-over result in projects that experience delays, increased overall project costs, and increased operational risk.

**4. Performance Measures:**

Performance Measures will be based on the following:

- **Is there baseline data available?** KPI targets for monitoring cashflows, schedules and budgets are currently in place.
- **What target(s) in relation to a baseline demonstrate progress in achieving the expected outcome(s) of the request?** Established KPI targets and outcomes include meeting the estimated project schedule and budget established in 2024 rate budget process. The performance will be measured, tracked and updated on a monthly basis.
- **How will the performance of this request be measured and evaluated?** The performance of the Manager will be measured on the overall success of the Water Treatment Plant Capital program KPI target expectations, along with successful management of the staffing complement.

## CITY OF HAMILTON Woodward Water Treatment Plant Capital Program BUSINESS CASE #2

### BUSINESS CASE OVERVIEW

<b>Request Title</b>	Senior Project Manager, Capital Delivery, Woodward Water Treatment Plant Program	
<b>Department/Division</b>	Public Works - Hamilton Water - Capital Delivery	
<b>Request Driver</b>	Woodward Water Treatment Plant Phase 2 Capital Program	
<b>Funding Source</b>	Project ID No. 5142166110 and 5143066110	
<b>Proposed Start Date</b>	Q4 2024	
<b>Strategic Plan Priorities</b>	Built Environment & Infrastructure	y
<b>Do you Require the Use of External Consultants?</b>	no	

### 2024 OPERATING BUDGET FINANCIAL IMPACTS

DESCRIPTION	2024 AMOUNT	ANNUALIZED AMOUNT
Salary/Wages	\$34,100	\$136,400
Benefits	\$8,150	\$32,600
Add item here		
<b>Total Expenditures</b>	<b>\$42,250</b>	<b>\$169,000</b>
Capital Funding	\$42,250	\$169,000
<b>Total Revenue</b>	<b>\$42,250</b>	<b>\$169,000</b>
<b>Net Impact</b>	<b>\$0</b>	<b>\$0</b>
<b>Full Time Equivalent (FTE)</b>	<b>1.0</b>	<b>1.0</b>
<b>Capital Budget Impact</b>	<b>\$42,250</b>	<b>\$169,000</b>

### BUSINESS CASE DETAILS

#### 1. Reason for Request:

There is currently no dedicated Senior Project Manager resource for the Water Treatment Plant Capital Projects. The responsibilities of the Senior Project Manager will be to provide oversight for the investigative, design, construction, commissioning, and warranty services for the Filter Building components within the Water Treatment Plant Phase 2A and 2B upgrades. This position will require the qualifications and experience to project manage complex, large capital projects. The Senior Project Manager will also be responsible for the sponsorship oversight for the Project Manager led capital projects within the Water Treatment Plant Capital Program.

**What are the objectives of the request?** The recommended resource structure for the Water Treatment Plant Phase 2 Upgrade for the staffing request will provide a dedicated Capital staff.

**What are the expected outcomes of the request and the actions that will create these expected outcomes?** - A new Senior Project Manager will provide a dedicated focus on further advancing this large capital project into the next phase of the project, including issuing the RFP for engineering design and contract administration service.

**What is the challenge or opportunity that this request proposes to solve?** The staffing recommendations will ensure that Hamilton Water has the required staff resources to successfully design, construct, and commission an extremely complex capital rehabilitation and upgrade program at the City's most critical water facility.

**What value will the City gain from this request?** The recommendations in Report PW22078(a) will ensure that Hamilton Water has the required staff resources to successfully design, construct, and commission an extremely complex capital rehabilitation and upgrade program at the City's most critical water facility.

**Does the request provide value for money (efficiency and effectiveness) to a program or service?** There is ample evidence across municipalities that capital projects and programs with higher levels of staff turn-over result in projects that experience delays, increased overall project costs, and increased operational risk.



## 2. Implications if Request not permitted:

Not having this dedicated position will significantly increase risks including schedule and variances for the program, which has project timelines that are estimated to carry through to 2035 for the construction of both WTP Phases 2A & 2B.

**What impacts will this request have on the community or organization, in terms of service delivery, legal or policy requirements, daily operations or customer**

**service?** Increased risk of infrastructure failure is accompanied by increased risk of regulatory non-compliance, fines, and exposes the City to significant liability. Mayor and Council, and senior members of City staff may also be exposed to personal liability under the Standard of Care Provisions within the Ontario Safe Drinking Water Act.

**What will be the risk, impact or consequence if the request is not approved?** if this request is not permitted, it would impact the existing water, wastewater and stormwater capital program resulting in increased risk of infrastructure failures, loss of water, wastewater or stormwater services, adverse public health impacts, adverse environmental impacts, and requiring expensive and unplanned emergency interventions.

## 3. Alternatives (if any):

Alternative 1: Staff could be directed to resource the Water Treatment Plant Phase 2 Capital Program by re-allocating existing Hamilton Water capital program staff. This alternative is not recommended because it would impact the existing water, wastewater and stormwater capital program resulting in increased risk of infrastructure failures, loss of water, wastewater or stormwater services, adverse public health impacts, adverse environmental impacts, and requiring expensive and unplanned emergency interventions.

Alternative 2: the new position could be approved on a temporary basis expiring at the end of the Water Treatment Plant Phase 2 Capital Program. This alternative is not recommended because it adds significant risk to the capital program resulting from increased staff turn-over. The Water Treatment Plant Phase 2 Capital Program represents a \$543M investment in the City's most critical water asset, with an accompanying 10-year program schedule. There is ample evidence across municipalities that capital projects and programs with higher levels of staff turn-over result in projects that experience delays, increased overall project costs, and increased operational risk.

## 4. Performance Measures:

Performance Measures will be based on the following:

**Is there baseline data available?** KPI targets for monitoring cashflows, schedules and budgets are currently in place.

**What target(s) in relation to a baseline demonstrate progress in achieving the expected outcome(s) of the request?**

Established KPI targets and outcomes include meeting the estimated project schedule and budget established in 2024 rate budget process. The performance will be measured, tracked and updated on a monthly basis.

**How will the performance of this request be measured and evaluated?** The performance of the Manager will be measured on the overall success of the Water Treatment Plant Capital program KPI target expectations, along with successful management of the staffing complement.

## CITY OF HAMILTON

# Woodward Water Treatment Plant Capital Program

### BUSINESS CASE #3

BUSINESS CASE OVERVIEW		
Request Title	Project Manager, Capital Delivery, Woodward Water Treatment Plant Program	
Department/Division	Public Works - Hamilton Water - Capital Delivery	
Request Driver	Woodward Water Treatment Plant Phase 2 Capital Program	
Funding Source	Project ID No. 5142166110 and 5143066110	
Proposed Start Date	Q4 2024	
Strategic Plan Priorities	Built Environment & Infrastructure	y
Do you Require the Use of External Consultants?	no	

2024 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2024 AMOUNT	ANNUALIZED AMOUNT
Salary/Wages	\$31,625	\$126,500
Benefits	\$7,625	\$30,500
Add item here		
<b>Total Expenditures</b>	<b>\$39,250</b>	<b>\$157,000</b>
Capital Funding	\$39,250	\$157,000
<b>Total Revenue</b>	<b>\$39,250</b>	<b>\$157,000</b>
<b>Net Impact</b>	<b>\$0</b>	<b>\$0</b>
<b>Full Time Equivalent (FTE)</b>	<b>1.0</b>	<b>1.0</b>
<b>Capital Budget Impact</b>	<b>\$39,250</b>	<b>\$157,000</b>

### BUSINESS CASE DETAILS

#### 1. Reason for Request:

There is currently no dedicated Project Manager resource for the Water Treatment Plant Capital Projects. The responsibilities of the Project Manager will be to provide oversight for the investigative, design, construction, commissioning, and warranty services for the Chlorine Building components within the Water Treatment Plant Phase 2A and 2B upgrades.

**What are the objectives of the request?** The recommended resource structure for the Water Treatment Plant Phase 2 Upgrade for the staffing request will provide a dedicated Capital staff.

**What are the expected outcomes of the request and the actions that will create these expected outcomes?** - A new Project Manager will provide a dedicated focus on further advancing this large capital project into the next phase of the project, including issuing the RFP for engineering design and contract administration service.

**What is the challenge or opportunity that this request proposes to solve?** The staffing recommendations will ensure that Hamilton Water has the required staff resources to successfully design, construct, and commission an extremely complex capital rehabilitation and upgrade program at the City's most critical water facility.

**What value will the City gain from this request?** The recommendations in Report PW22078(a) will ensure that Hamilton Water has the required staff resources to successfully design, construct, and commission an extremely complex capital rehabilitation and upgrade program at the City's most critical water facility.

**Does the request provide value for money (efficiency and effectiveness) to a program or service?** There is ample evidence across municipalities that capital projects and programs with higher levels of staff turn-over result in projects that experience delays, increased overall project costs, and increased operational risk.

## 2. Implications if Request not permitted:

Not having this dedicated position will significantly increase risks including schedule and variances for the program, which has project timelines that are estimated to carry through to 2035 for the construction of both WTP Phases 2A & 2B.

**What impacts will this request have on the community or organization, in terms of service delivery, legal or policy requirements, daily operations or customer**

**service?** Increased risk of infrastructure failure is accompanied by increased risk of regulatory non-compliance, fines, and exposes the City to significant liability. Mayor and Council, and senior members of City staff may also be exposed to personal liability under the Standard of Care Provisions within the Ontario Safe Drinking Water Act.

**What will be the risk, impact or consequence if the request is not approved?** if this request is not permitted, it would impact the existing water, wastewater and stormwater capital program resulting in increased risk of infrastructure failures, loss of water, wastewater or stormwater services, adverse public health impacts, adverse environmental impacts, and requiring expensive and unplanned emergency interventions.

## 3. Alternatives (if any):

Alternative 1: Staff could be directed to resource the Water Treatment Plant Phase 2 Capital Program by re-allocating existing Hamilton Water capital program staff. This alternative is not recommended because it would impact the existing water, wastewater and stormwater capital program resulting in increased risk of infrastructure failures, loss of water, wastewater or stormwater services, adverse public health impacts, adverse environmental impacts, and requiring expensive and unplanned emergency interventions.

Alternative 2: the new position could be approved on a temporary basis expiring at the end of the Water Treatment Plant Phase 2 Capital Program. This alternative is not recommended because it adds significant risk to the capital program resulting from increased staff turn-over. The Water Treatment Plant Phase 2 Capital Program represents a \$543M investment in the City's most critical water asset, with an accompanying 10-year program schedule. There is ample evidence across municipalities that capital projects and programs with higher levels of staff turn-over result in projects that experience delays, increased overall project costs, and increased operational risk.

## 4. Performance Measures:

Performance Measures will be based on the following:

**Is there baseline data available?** KPI targets for monitoring cashflows, schedules and budgets are currently in place.

**What target(s) in relation to a baseline demonstrate progress in achieving the expected outcome(s) of the request?**

Established KPI targets and outcomes include meeting the estimated project schedule and budget established in 2024 rate budget process. The performance will be measured, tracked and updated on a monthly basis.

**How will the performance of this request be measured and evaluated?** The performance of the Manager will be measured on the overall success of the Water Treatment Plant Capital program KPI target expectations, along with successful management of the staffing complement.

**CITY OF HAMILTON**  
**Woodward Water Treatment Plant Capital Program**  
**BUSINESS CASE #4**

BUSINESS CASE OVERVIEW	
<b>Request Title</b>	Engineering Technologist, Capital Delivery, Woodward Water Treatment Plant Program
<b>Department/Division</b>	Public Works - Hamilton Water - Capital Delivery
<b>Request Driver</b>	Woodward Water Treatment Plant Phase 2 Capital Program
<b>Funding Source</b>	Project ID No. 5142166110 and 5143066110
<b>Proposed Start Date</b>	Q4 2024
<b>Strategic Plan Priorities</b>	Built Environment & Infrastructure <span style="float: right;">y</span>
<b>Do you Require the Use of External Consultants?</b>	no

2024 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2024 AMOUNT	ANNUALIZED AMOUNT
Salary/Wages	\$21,925	\$87,700
Benefits	\$5,825	\$23,300
Add item here		
<b>Total Expenditures</b>	<b>\$27,750</b>	<b>\$111,000</b>
Add item here		
Capital Funding	\$27,750	\$111,000
Add item here		
<b>Total Revenue</b>	<b>\$27,750</b>	<b>\$111,000</b>
<b>Net Impact</b>	<b>\$0</b>	<b>\$0</b>
<b>Full Time Equivalent (FTE)</b>	<b>1.0</b>	<b>1.0</b>
<b>Capital Budget Impact</b>	<b>\$27,750</b>	<b>\$111,000</b>

**BUSINESS CASE DETAILS**

**1. Reason for Request:**

There is currently no dedicated Engineering Technologist resource for assisting with the Water Treatment Plant Capital Projects. The responsibilities of the Engineering Technologist will be to address the number of day-to-day requests received. This position is also required to provide project and program support, maintain a document management system and provide project controls for the various capital projects within the Water Treatment Plant Phase 2A and 2B upgrades and Program related tasks.

**What are the objectives of the request?** The recommended resource structure for the Water Treatment Plant Phase 2 Upgrade for the staffing request will provide a dedicated Capital staff.

**What are the expected outcomes of the request and the actions that will create these expected outcomes?** - A new Engineering Technologist will provide a dedicated focus on further advancing this large capital project into the next phase of the project, including issuing the RFP for engineering design and contract administration service.

**What is the challenge or opportunity that this request proposes to solve?** The staffing recommendations will ensure that Hamilton Water has the required staff resources to successfully design, construct, and commission an extremely complex capital rehabilitation and upgrade program at the City's most critical water facility.

**What value will the City gain from this request?** The recommendations in Report PW22078(a) will ensure that Hamilton Water has the required staff resources to successfully design, construct, and commission an extremely complex capital rehabilitation and upgrade program at the City's most critical water facility.

**Does the request provide value for money (efficiency and effectiveness) to a program or service?** There is ample evidence across municipalities that capital projects and programs with higher levels of staff turn-over result in projects that experience delays, increased overall project costs, and increased operational risk.

**2. Implications if Request not permitted:**

Not having this position will delay the implementation of Capital Projects currently budgeted for issuance and ensure our capital investment for water/wastewater/storm infrastructure renewal into the future.

**What impacts will this request have on the community or organization, in terms of service delivery, legal or policy requirements, daily operations or customer service?** This position will assist in supporting the needs maintaining our capital program, ensuring our facilities meet regulatory compliance expectations, create more reliable assets to provide drinking water, wastewater and storm services to the public.

**What will be the risk, impact or consequence if the request is not approved?** If the Capital SPM position is not approved, the program will not be able to operate as planned, resulting in these delay of the implementation, and certain aspects of this program will be not be supported. Not having this support, there is the potential for HW's capital improvements to vertical infrastructure would be at risk, resulting in stations failing unexpectedly.

**3. Alternatives (if any):**

Not having this dedicated position will significantly increase risks including schedule and variances for the program, which has project timelines that are estimated to carry through to 2035 for the construction of both WTP Phases 2A & 2B.

**What impacts will this request have on the community or organization, in terms of service delivery, legal or policy requirements, daily operations or customer service?** Increased risk of infrastructure failure is accompanied by increased risk of regulatory non-compliance, fines, and exposes the City to significant liability. Mayor and Council, and senior members of City staff may also be exposed to personal liability under the Standard of Care Provisions within the Ontario Safe Drinking Water Act.

**What will be the risk, impact or consequence if the request is not approved?** if this request is not permitted, it would impact the existing water, wastewater and stormwater capital program resulting in increased risk of infrastructure failures, loss of water, wastewater or stormwater services, adverse public health impacts, adverse environmental impacts, and requiring expensive and unplanned emergency interventions.

**4. Performance Measures:**

Performance Measures will be based on the following:

- Is there baseline data available?** KPI targets for monitoring cashflows, schedules and budgets are currently in place.
- What target(s) in relation to a baseline demonstrate progress in achieving the expected outcome(s) of the request?** Established KPI targets and outcomes include meeting the estimated project schedule and budget established in 2024 rate budget process. The performance will be measured, tracked and updated on a monthly basis.
- How will the performance of this request be measured and evaluated?** The performance of the Manager will be measured on the overall success of the Water Treatment Plant Capital program KPI target expectations, along with successful management of the staffing complement.

**Housing-Enabling Water Systems Fund Project Submission – Financials**

Project Title and Description	Eligible Budget	Maximum Provincial Contribution	Minimum Municipal Contribution
<p><b>York Boulevard and Cannon Street West Watermain Upgrades</b> 700m of a new 500mm watermain and valve chambers on York Blvd at Locke to Cannon at Caroline</p>	\$5.82M	\$4.25M	\$1.57M
<p><b>Locke St and Margaret Street Watermain Upgrades</b> Upsized watermains on Locke St (from King to York), Margaret St (King to Main), King St (Locke to Margaret), new 300mm watermain interconnected with future Locke St 500mm watermain, new 500mm watermain on Locke St (Main to York)</p>	\$7.10M	\$5.18M	\$1.92M
<b>Total</b>	<b>\$12.92M</b>	<b>\$9.43M</b>	<b>\$3.49M</b>