

Corporate Asset Management: Equity Matrix Initial Screening Tool Summary		
ASSET MANAGEMENT PLAN SERVICE AREA	EXISTING KEY PROGRAMS/SERVICES THAT INTEGRATE EQUITY - Current State	SUMMARY OF THE EQUITY LENS TO BE EMBEDDED IN THE ASSET MANAGEMENT PLANS
ANIMAL SERVICES, LICENSING AND BYLAW	<p>Programs/Services:</p> <ul style="list-style-type: none"> - Animal Services * Safe surrender of an animal * Reduced license fees for seniors, CPP-D or ODSF disability pension - Licensing Services: * Lottery licensing for charitable organizations * Encampment Response/support for Animal welfare 	The equity lens asset management plans will incorporate any changes to programs and services.
CEMETERIES	<p>Programs/Services:</p> <ul style="list-style-type: none"> * Diversity of burial options * New columbaria locations prioritize accessible pathways * Cemetery services materials offered in multiple languages * Work with local service providers for burials for residents who pass away without means or family nearby to facilitate their burial needs 	The equity lens for asset management plans will include Cemeteries strategic plans and documents as they develop future infrastructure, programs and services related to equity.
CHILDREN'S AND COMMUNITY SERVICES	<p>Programs/Services:</p> <ul style="list-style-type: none"> * Fee subsidies for low-income families * Culturally responsive programming * Indigenous-focused services * Accessible infrastructure to meet the diverse needs of children, youth, individuals and families 	The equity lens embedded in the child care system focuses on removing barriers and prioritizing access for underserved communities, including children with disabilities, racialized groups, and low-income families. EDIB principles are integrated into all policies.
CITY HOUSING	<p>Programs/Services:</p> <ul style="list-style-type: none"> * CityHousing Hamiltons 2023 - 2027 Strategic Plan and its implementation framework, Tenant First Refresh, embeds principles of equity in its actions and outcomes * Rent geared to income and CityHousing Hamilton "market rent" is lower than actual market rent in the City * Dedicated EDI specialist to assist in implementing embedded IDEA concepts in Strategic Plan * Housing funding utilized to retro-fit old buildings so that they are more accessible and inclusive * New housing builds utilize a universal barrier free model to eliminate or reduce ability based barriers * CHH main office is looking into technology to help reduce ability based restriction in the office. Housing considers age in tenant placement * CHH provides a variety of health, and education programs, offered through partnerships, for seniors aimed at reducing isolation, increasing access to health care and improving skills (e.g. digital literacy) * Tenant support workers assist tenants if they require assistance with connecting/participating in identity based events 	<p>CityHousing Hamiltons 2023 - 2027 Strategic Plan and its implementation framework, Tenant First Refresh, embeds principles of equity in its actions and outcomes.</p> <p>The equity lens for asset management plans will incorporate the CityHousing Hamilton 2023-2027 Strategic Plan which has equity components.</p>
ENGINEERED STRUCTURES	Coordination with Transportation Programs/Services	The equity lens for Engineered Structures should look to incorporate the overall transportation needs of the corridor users where possible, this is typically done in conjunction with transportation projects when corridors are reconstructed and also consider the role structures play in the connection between communities and access to services.
FACILITIES	<p>Programs/Services:</p> <ul style="list-style-type: none"> * Ontario Building Code, Accessability for Ontarians Disability Act and Hamilton Barrier Free Design Guidelines are standards applied to renovations and new builds. The multi-year accessibility plan reports this for the City * Legislation requires indigenous consultation for archeological digs on expansions and new builds on vacant land * Fulsome accessibility audits are being completed internally to improve reporting and prioritization of accessibility projects * Facilities follow and adhere to other departmental and divisional master plans that adopt equity component for siting and finalising program design for respective services provided 	Existing Ontario Building Code and Accessability for Ontarians Disability Act means that accessibility and inclusivity are integral in the design of renovated and new facilities and partially captured within our existing BCAs which fed into the asset management plans.

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FIRE	<p>Programs/Services: The Hamilton Fire Department provides a wide range of services that are need/emergency-based for all members of the community that cover the three lines of defence, which include programs and activities for public fire safety education; fire safety standards and enforcement; and emergency response. The provision of services are based on community risk and needs (i.e., emergency responses) across the entire community. From an operational planning and/or recruitment perspective the Hamilton Fire Department has been actively engaged in enhancing and improving equity (all IDEA) in the recruitment of position across the Department. Specifically, the Department has been engaged with CityLAB and HR on an iterative project that seeks to enhance and improve equity and diversity.</p> <p>The Hamilton Fire Department has a bylaw (BY-LAW NO. 19-034) that regulates the types and levels of services provided. This is called the Establishing and Regulating bylaw, approved by City Council and permitted by the Fire Protection and Prevention Act. The fire protection and rescue services currently provided by the Hamilton Fire Department include:</p> <ul style="list-style-type: none"> (a) fire suppression, fire prevention, fire safety education; (b) rescue and hazardous materials response; (c) emergency first response services in accordance with the tiered-response agreement with Hamilton Paramedic Service; (d) mitigation and prevention of risk created by the presence of unsafe levels of carbon monoxide and safety education related to the presence of those levels; (e) communication in respect of any matter described in (a)-(d); (f) training of persons involved in the provision of any services described in (a)-(e) in accordance with National Fire Protection Association (NFPA) standards; and (g) delivery of all services described in (a)-(f) above <p>The Hamilton Fire Department also provides a wide variety of technical and specialized services (from a firefighting perspective) that include:</p>	<p>Hamilton Fire Department services are provided to individuals across the community based on need. Plans to maintain and/or enhance services are based on continued evaluation of community/residents needs across the City. On November 7, 2024 the 2023 Community Risk Assessment Report went to the Emergency and Community Services Committee. This Report contains a full community analysis (i.e., building stock, demographics, history and types of fire/emergency incidents etc.) of risks. The purpose of the Report is to assist the Hamilton Fire Department in making decisions regarding any changes, new programs, services, or assets (i.e., improvements to education, awareness and prevention resources and/or any changes to assets in general) to better help meet the needs of the community incorporating the equity and full IDEA lens.</p>
FORESTRY AND HORTICULTURE	<p>Programs/Services:</p> <ul style="list-style-type: none"> * Free tree giveaway to anyone with a City of Hamilton address * Street tree planting program available to everyone across the City where planting space exists * Free entry to Tropical Greenhouse. Limited bookings during regular hours to ensure the amenity is available * Reduced entry fees for students and seniors for Fall Garden and Mum Show 	<p>The equity lens for future asset management plans will incorporate infrastructure impacts of target tree planting in areas of low canopy to provide more equitable distribution for all of the reasons trees are important in cities - cooling, ecosystem benefits, higher property values, dust attenuation, etc.</p>
HSR	<p>Programs/Services:</p> <ul style="list-style-type: none"> * Fare Programs: age based discounts for varying demographics and means-tested programs for low-income persons * Built environment/on-street infrastructure: (shelters, benches, lighting etc. at bus stops/terminals) Wayfinding: (signage, trip planning tools, publication of schedules) * System Safety: (infrastructure decisions influence perceptions of safety) See Something, Say Something program implemented to enhance safety on board for all users and vulnerable users. * Transit Services (DARTS) provides accessible transportation for vulnerable populations * Buses that lower for easier boarding and alighting * Buses provide designated areas for Personal Mobility Devices, accommodating customers using mobility aids such as scooters or wheelchairs. * MyRide On-Demand in Waterdown: This service highlights how the City is addressing gaps in transportation equity and supports the idea of using infrastructure master planning to close service gaps. * Ongoing consultation with riders to gather input on needs and satisfaction with services. 	<p>The equity lens to be considered in future asset management plans is to build upon established programs and strategies to further embed equity into HSR infrastructure, programs and services including capital plans and operating strategies.</p>

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LIBRARIES	<p>Programs/Services:</p> <ul style="list-style-type: none"> * The Hamilton Public Library pursues mutual respect, inclusion and celebrations of differences by embracing cultural humility[i] as a key foundation to our approach * The Hamilton Public Library makes equity, diversity, inclusion[ii] and accessibility a priority in planning and decision making for staffing, collections, training and service development. We strive to develop services and programs in partnership with others. As we deliver our services, we embrace the fact that we have much to learn from those we work with * We work with our City's many communities to develop inclusive consultation and engagement processes and to develop services in appropriate ways. We seek to understand how diverse community groups define and describe themselves and we listen directly with communities rather than relying on indirect sources * In the spirit of diversity and inclusion for all members, the Hamilton Public Library welcomes the exhibit of displays and provision of programs that fit into the location's communities at the appropriate times (e.g. seasonal Christmas displays, menorahs displayed during Hanukkah, programs celebrating other cultures or religious backgrounds) 	<p>The Hamilton Public Library is committed to fostering an environment of understanding and respect. As a public library we support everyone's learning regardless of their backgrounds or personal beliefs.</p> <p>The equity lens for asset management plans will consider changes to current state programs, infrastructure and services to embed equity.</p> <p><i>Hamilton Public Libraries equity information was sourced from:</i> https://www.hpl.ca/articles/diversity-and-inclusion-policy#:~:text=The%20Hamilton%20Public%20Library%20makes,programs%20in%20partnership%20with%20others</p>
LONG-TERM CARE	<p>Programs/Services:</p> <ul style="list-style-type: none"> * A Cultural Competency and Diversity Plan is in place and reviewed annually. The plan comprises strategies to raise awareness and reduce disparities which include culture and language, age, gender, spiritual beliefs, socioeconomic status, and race * Training provided to staff on Inclusion, Diversity, Equity and Accessibility as well as Protocol for Gender Identity & Gender Expression * Staff education supports provision of care and services to our diverse community of Long-Term Care residents by reducing barriers and providing a safe and inclusive place for our residents to live * Annual satisfaction survey is offered for all residents and family members. Action items are developed and prioritized with input from staff, residents, and families to address opportunities for improvement * Sociodemographic data collected for all residents at admission. This supports provision of quality care through identification of individual residents needs and preferences * Sociodemographic data collected for all staff concurrently with annual mandatory training <p>Tailored Recreation Therapy programs are provided for Long-term care residents which enhance awareness of specific community populations. I.e., education sessions and presentations related to Black History, 2SLGBTQIA+ and National Day for Truth and Reconciliation</p> <ul style="list-style-type: none"> * Accessible service for all. (Wide hallways and room entrances, large print signage throughout. Layout is user friendly for personal mobility devices, railing in hallways for propelling, grab bars in washrooms, call bells, Accessibility for Ontarians Disability Act incorporated throughout). * The Long Term Care Quality Improvement Plan, (QIP) embeds IDEA initiatives within the plan and includes: <ul style="list-style-type: none"> ▣ Implementation of internal IDEA committee ▣ Implement additional ethnic meals ▣ Implement additional recreational programs geared towards diverse populations 	<p>The equity lens for asset management plans identify Health equity and caring for different identities/backgrounds/lived experiences remains a demand driver in the asset management plan.</p> <p>Family and Resident Surveys completed annually which garners feedback from all and promotes equity.</p>
NATURAL ASSETS	<p>Any work or planning being completed to protect or preserve natural assets including invasive species removal, Biodiversity Action Plan and Watershed Action Plan as the impacts of climate change will disproportionately affect vulnerable populations.</p>	<p>The City's approach to natural asset management is currently in its infancy. Natural assets will be pivotal during climate justice discussions, but more investigation is required and will be addressed over time as part of the Natural Asset Management Roadmap.</p>
PARAMEDICS	<p>Programs/Services:</p> <p>Focus on ensuring equity on access across all cultural, ethnic, religious, socio-economic, and age groups,</p> <ul style="list-style-type: none"> * All paramedic service front line response * Public Education * Community Paramedicine * Social Navigation * Recruitment 	<p>Paramedic services are provided equally to all individuals irrespective of any Paramedic services are provided equally to all individuals irrespective of any IDEA inclusions or categorization. Plans to maintain, and to enhance based on needs are, and will continue to be focused on all categories based upon need.</p>

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PARKING	<p>Programs/Services:</p> <ul style="list-style-type: none"> * Accessible Parking Program * Veterans Parking Program * Flexible Parking Pass * Parallel programs to support car-sharing and micro-mobility options 	<p>The equity lens for asset management plans in parking can incorporate On-going work to ensure that parking policies (e.g. pricing) are not counter to advancing social equity, as well as on-going review of design and operation standards to ensure parking facilities consider persons with mobility challenges.</p>
PARKS AND RECREATIONAL TRAILS	<p>Programs/Services:</p> <ul style="list-style-type: none"> * Supie Program * Safety Improvements on Escarpment Stairs * Parks Master Plan consideration of distance to parks * Free Fitness Stations 	<p>The equity lens for asset management plans will capture ongoing work to ensure accessibility is part of the ongoing design work for City parkland and trails. Parks Master Plan targets acquisitions in those areas that are identified as high priority, using equity lens to prioritize.</p>
POLICE	<p>Programs/Services:</p> <ul style="list-style-type: none"> * Developing a fully accessible website that conforms to the World Wide Web Consortium (W3C) Web Content Accessibility Guidelines (WCAG) 2.0 at Level A, as mandated by the Government of Ontario Accessibility for Ontarians with Disabilities Act Integrated Accessibility Standards * Advancing Equity, Diversity and Inclusion at the Hamilton Police Service (2021-2025) including four areas of focus, 14 priorities and 40 calls to action to help shape and advance our directions and priorities over the next five years * Ontario Building Code, Accessability for Ontarians Disability Act and Hamilton Barrier Free Design Guidelines are all standards applied to renovations and new builds 	<p>Equity, Diversity and Inclusion (EDI) is fundamental to making sure everyone inside and outside our organization receives fair treatment and opportunities.</p> <p>Vision: Hamilton Police Service is committed to building and cultivating an equitable, diverse and inclusive (EDI) organization, fostering a culture of belonging and empathy that deeply values human rights and dignity for all.</p> <p>Mission: To successfully integrate and embed EDI within the organization by advancing structural, individual and cultural transformative change in key areas of focus including HPS EDI governance, policy cohesion, training and attracting and retaining talent.</p>
PUBLIC HEALTH	<p>Programs/Services:</p> <p>In 2023, the Board of Health endorsed four priorities to focus efforts at addressing the pressing health needs of the Hamilton community:</p> <ul style="list-style-type: none"> * Health Equity: Public health plays an important role in identifying unfair health differences in our community. We identify, assess and report on these health inequities, including their root causes. We adjust our programs and services to meet the unique health needs of those populations experiencing health inequities in our community. This results in improved health outcomes and reduced disparities among disproportionately impacted populations in our community * Child and Youth Healthy Growth and Development: Public health is essential for supporting children's healthy growth and development in our community, setting them up for a good start in life. We make sure children, youth, and their families have the information, skills, and support they need for children in our community to be healthy and reach their full potential. This work is especially important due to the impact the COVID19 pandemic has had on children's health and development in recent years * Mental Health and Substance Use: Public health plays a key role in supporting individuals experiencing mental health and substance use problems, while also addressing the broader impact on the community. We do this by using a range of strategies, including prevention, harm reduction, and providing direct help and support * Climate Change: Public health has a unique role in addressing climate change and alleviating its effects on community health. We focus on helping the community adapt to a changing climate and build more resilience. This includes raising awareness about heat-related illnesses, the spread of infectious diseases, and other health issues caused by environmental changes. We also work on developing effective responses to reduce the health impacts of climate change 	<p>The equity lens for asset management plans will incorporate the four priorities focused on efforts to address the pressing health needs of the Hamilton community and impacts on infrastructure.</p> <p><i>Hamilton Public Health equity information was sourced from:</i> https://www.hamilton.ca/sites/default/files/2024-06/publichealthservices-annual-report-2023.pdf</p>

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RECREATION	<p>Programs/Services:</p> <ul style="list-style-type: none"> * Equity and inclusion is one of the five guiding principles of the Recreation Master Plan with key strategic directions to support implementation in Recreation spaces and places * Affordable Access to Recreation Strategy * Recreation Assistance Program * Accessibility to individuals of different abilities, are categorized based on level of accessibility and reviewed for upgrades when major site works are contemplated ensuring compliance with Accessibility for Ontarians Disability Act standards * In "hub" facilities a high level or enhanced accessibility is provided including some of the following; additional equipment (adult change tables), facility features (hearing loops) and programming (no music swim, adapted program offerings, modified spaces). Translation services are made available for individuals with limited English proficiency and highly accessed tools are made available in various translations to ensure access and braille on indoor room signage is a best practice in retrofitted and new facilities * One on One Support persons are available to assist with integrating individuals with different abilities into facility programs and spaces and are provided at no additional cost based on availability including a comprehensive support program for children's day camps throughout the summer * Support workers are admitted to facility programs at no cost in a 1:1 capacity for individuals requiring additional assistance to physically participate * Recreation facility and program design includes considerations for all ages * Tailored support and programming for different ages building on the Principles of Healthy Child * Development (High 5) and Canada Sport for Life frameworks * A diverse spectrum of opportunities including structured and unstructured activities with active sport, life skills, social engagement, arts and music, early child development and ongoing learning are addressed in all facilities and include intergenerational offerings at Seniors Recreation facilities * User fees apply a pricing consideration based on general ability to pay by age cohort with introductory children and seniors programming and general admission priced lower than adults. * Multilingual resources and outreach to racialized communities * Recreation Affordable Access strategy identifies and acknowledges equity based on immigration and refugee status * Programs and services are designed to be gender-inclusive, providing safe and supportive spaces for LGBTQ2S+ children and families * Universal changing spaces and gender neutral washrooms are identified best practice for new and retrofitted facilities * Programs specific to women/girls and those who self-identify have been developed at key locations based on community feedback * Staff changing spaces have been modified where the ability exists to accommodate gender neutral change provision and is reviewed during major retrofit projects. Prioritizing access to sport fields and amenities to advance equity in women's sports * The Urban Indigenous Strategy addresses Truth and Reconciliation Calls to Action, including culturally appropriate programs, facilities, art displays, education and spaces for Indigenous families * Recreation continues to work with the UIS team to address the actions appropriate to recreation. Facility design considerations including appropriate ceremonial meeting spaces designed to accommodate smudging are being introduced to facilities * Community outreach regarding public art in and on recreation facilities have been identified for inclusion in planned new builds, major retrofits and have been introduced in park facilities operated by Recreation 	<p>The equity lens for asset management plans will include the Recreation Master Plan and its implementation focuses on responsive recreation services based on the need of residents and serves all age groups and areas of Hamilton. Distribution of services and public spaces is equitable and respects gender, identity, age, ability, ethnicity, race, income and interests at minimum. The strategic directions and planning framework are embedded with EDI principles which form the basis of recommendations within the RMP.</p>
STORM WATER	<p>Programs/Services:</p> <ul style="list-style-type: none"> * Protective Plumbing Program * Partnership with Service Line Warranties of Canada which provides homeowners with an opportunity to control costs for emergency intervention and repairs related to their water service lines, sewer laterals, and internal plumbing * Sewer Lateral Management Program * Water, wastewater and stormwater rate structure includes provisions for the first 10 cubic meters of potable water used and wastewater discharged each month to be provided at a discount rate in order to provide residents with an opportunity to control the costs 	<p>The equity lens in stormwater should prioritize ensuring that all residents, regardless of age, ability, income, race, gender, or cultural background, have equal access to services. This means removing barriers to participation (e.g., language, mobility, affordability) and creating tailored programs that meet the unique needs of different groups. The goal is to promote inclusivity, sustainability, and fairness in how stormwater services are delivered.</p>

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TOURISM, MUSEUMS AND CULTURE	<p>Programs/Services:</p> <ul style="list-style-type: none"> * Embeds equity at the decision making stage when projects make it to the work plan; this continues throughout the RFP and consultation processes * Tourism & Events are actively working to ensure bids are issued using an IDEA lens * Creative Industries & Cultural Development use an IDEA lens to ensure programs are accessible * Heritage Resource Management engage in accessibility audits when evaluating the conservation and preservation of the 41 heritage properties in the portfolio * Programs currently include content focused on centering the voices of equity deserving groups 	<p>The equity lens for asset management plans will incorporate ongoing work by Heritage Resource Management is undergoing a review of 41 heritage properties to incorporate Accessibility for Ontarians Disability Act compliant features where possible. Work has been undertaken to ensure programs offered by Museums include and center the voices of equity deserving groups through modifying language, signage, program content and hiring practices.</p> <p>Tourism & Events, Creative Industries & Cultural Development and Public Art and Placemaking use an IDEA lens to make programming decisions.</p>
TRANSPORTATION	<p>Programs/Services:</p> <ul style="list-style-type: none"> * Complete Streets Design Guidelines * Vision Zero Road Safety Action Plan * Transportation Master Plan * Pedestrian Mobility Plan * Cycling Master Plan * Road and Sidewalk Maintenance levels of service * Accessibility for Ontarians Disability Act Standards. <p>For capital reconstruction projects within the right-of-way, they are prioritized on a number of factors, such as transit priority, proximity to hospitals and schools.</p>	<p>Future asset management plans relating to Transportation should consider equity for vulnerable populations across all categories of Equity.</p> <p>Consideration should be given to how decisions are made regarding the built environment and how levels of service are determined across all categories of Equity.</p>
WASTE MANAGEMENT	<p>Programs/Services:</p> <ul style="list-style-type: none"> * Free curbside bulk waste collection services * Special consideration program [extra trash tags for diapers, medical equipment etc.] * Accessible waste guides in multiple formats and languages * Green Bins that can be easily moved on wheels * School education programs on waste diversion * Free compost bins and recycling containers for low-income households * Public waste bins in areas accessible to unhoused individuals * Multilingual educational materials for racialized groups and immigrants * Partnerships with community organizations for outreach * Translation services * Consistent service offered to all residential properties * Transfer stations / Community Recycling Centers geographically spread out 	<p>The equity lens in waste management should prioritize ensuring that all residents, regardless of age, ability, income, race, gender, or cultural background, have equal access to services. This means removing barriers to participation (e.g., language, mobility, affordability) and creating tailored programs that meet the unique needs of different groups. The goal is to promote inclusivity, sustainability, and fairness in how waste services are delivered.</p>
WASTEWATER	<p>Programs/Services:</p> <ul style="list-style-type: none"> * Low Income Senior's Utility Rebate Program * Leak Adjustment program * Partnership with Service Line Warranties of Canada which provides homeowners with an opportunity to control costs for emergency intervention and repairs related to their water service lines, sewer laterals, and internal plumbing * Sewer Lateral Management Program * Protective Plumbing Program * Water, wastewater and stormwater rate structure includes provisions for the first 10 cubic meters of potable water used and wastewater discharged each month to be provided at a discount rate in order to provide residents with an opportunity to control the costs 	<p>The equity lens in wastewater should prioritize ensuring that all residents, regardless of age, ability, income, race, gender, or cultural background, have equal access to services. This means removing barriers to participation (e.g., language, mobility, affordability) and creating tailored programs that meet the unique needs of different groups. The goal is to promote inclusivity, sustainability, and fairness in how wastewater services are delivered.</p>

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WATER	Programs/Services: * Low Income Senior's Utility Rebate Program * Leak Adjustment program * Partnership with Service Line Warranties of Canada which provides homeowners with an opportunity to control costs for emergency intervention and repairs related to their water service lines, sewer laterals, and internal plumbing * Lead Service Line Replacement Loan Program * Water, wastewater and stormwater rate structure includes provisions for the first 10 cubic meters of potable water used and wastewater discharged each month to be provided at a discount rate in order to provide residents with an opportunity to control the costs	The equity lens in water should prioritize ensuring that all residents, regardless of age, ability, income, race, gender, or cultural background, have equal access to services. This means removing barriers to participation (e.g., language, mobility, affordability) and creating tailored programs that meet the unique needs of different groups. The goal is to promote inclusivity, sustainability, and fairness in how water services are delivered.