
City of Hamilton

ENVIRONMENTAL SCAN 2004



Hamilton

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ACKNOWLEDGEMENTS

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2004 ENVIRONMENTAL SCAN

1.0 INTRODUCTION

The purpose of the 2004 *Environmental Scan* is to assist Council with a broad overview of how the City and community are doing. It is anticipated that the *Environmental Scan*, in combination with other reports and presentations, will inform upcoming budget deliberations as well as strategic decision-making.

2.0 POLICY FRAMEWORK

The key corporate policy documents used to prepare this Environmental Scan are Vision 2020 and the City's current Mission, Vision and Values and strategic plan. Other relevant corporate documents can be found in Appendix A.

- ✓ **Vision 2020:** The collection of goals, strategies, actions and measurements needed to make the VISION a reality. VISION 2020 considers what we do and how we do it: everyday decisions, large and small, and the ways we debate, learn and come together to create the future we want. The four basic principles which underpin Vision 2020 are Interconnectivity of Society, Economy and Environment, Long-term Perspective, Open & Participatory Government and Equity.
- ✓ **City of Hamilton's Mission, Vision and Values:** This document defines the mission of our local government and a vision for the future of Hamilton. This set of core values exists to guide behaviour and actions concerning the management of the city.
- ✓ **City of Hamilton's Vision reads:** *The City of Hamilton is a safe, healthy, sustainable community and a great place in which to work, live, and play, that offers residents and businesses growth and opportunity. It is a city of diverse communities, led by Council, which together with staff, spends wisely and governs in an open and accessible manner.*
- ✓ **City of Hamilton's Strategic Plan:** Based on its Vision Statement, City Council adopted six key strategic goals:
 - 1) A City of Growth and Opportunity
 - 2) A Great City in Which to Live
 - 3) A Healthy, Safe and Green City

- 4) A City Where People Come First
 - 5) A City that Spends Wisely and Invests Strategically
 - 6) A City of Choice for High Performance Public Servants
- ✓ **Triple Bottom Line (TBL):** Hamilton City Council has endorsed the use of the Triple Bottom Line approach for the City's growth options, although it is not a corporate policy. The Triple Bottom Line was originally developed for businesses to implement sustainability. It is a decision making methodology used to analyze the "wins and losses" and to ensure that economic, social/health and environmental impacts are considered. It is consistent with the VISION 2020 commitment, which Council has endorsed, "to weigh social/health, economic and environmental costs, benefits and risks equally when making decisions."

Confusion may arise when the TBL approach (i.e. the "balancing" of social, economic and environment elements) is used for all decisions. Sustainability is not about balancing every micro-decision. The three elements of sustainability are intended to be dynamic, interacting systems. As a result, a balanced approach must be undertaken that considers the overall performance of the organization the short and long-term. The ideal scenario is a win-win-win, but inevitably there will be times when decisions or actions with an acceptable level of risk must be pursued in one area to create needed improvement in another.

Two often overlooked TBL principles are participatory decision-making (to determine what is acceptable) and evaluating life-cycle impacts to ensure that short-term gains do not create unacceptable long-term consequences.

Currently, a comprehensive TBL process is being used to evaluate the development options that emerge from the Growth Related Integrated Development Strategy (GRIDS). This experience will be reviewed, and recommendations will be made on how the TBL model could be expanded and incorporated in other processes.

3.0 REPORT STRUCTURE

The 2004 *Environmental Scan* has three main sections:

Current Picture: How are we doing?

Information in the Current Picture section is presented using the three key elements of the TBL approach: economic, social/health and environmental. Information about the Corporation's workforce is also included in this section.

Indicators in this section use existing data sources i.e. data that has already been collected as opposed to gathering new information. Comparison with peer municipalities and Ontario has been included when available.

TABLE 1: LIST OF CURRENT PICTURE INDICATORS IN THE 2004 ENVIRONMENTAL SCAN

Economic		Social & Health		Environmental		Workforce	
4.1	Gross Domestic Product	4.13	Self-reported Health Status	4.20	Transit Services Delivered	4.28	Average Age (Regular Full-Time Staff)
4.2	Cost to Borrow	4.14	Physical Activity	4.21	Commuter Surplus/Deficit	4.29	Average Years of City Service per Employee
4.3	Assessment Growth	4.15	Ontario Works and Ontario Disability Support Program Caseloads 2001 – 2003	4.22	Key Indicators of Air Pollution 1993-2003	4.30	City of Hamilton Turnover Rate (Regular Full-Time Staff)
4.4	Shift in Assessment Base	4.16	Low Income	4.23	Agricultural Land Lost	4.31	Management to Staff Ratios
4.5	Changes in Property Tax Rates	4.17	Ontario Works (OW) Assistance Compared to Average Rent and Food Costs	4.24	Clean, Safe, Reliable Water	4.32	Union to Non-Union
4.6	Affordability of Property Taxes	4.18	Housing Affordability	4.25	Effective Wastewater Treatment	4.33	Sick Days per Eligible Employee
4.7	Distribution of Population and Employment Growth	4.19	Early Development Instrument (EDI)	4.26	Waste Diverted from Landfill	4.34	Workplace Accidents
4.8	Labour Force by Industry			4.27	Municipal Energy Consumption		
4.9	Serviced Industrial Land						
4.10	Building Permits						
4.11	Housing Starts						
4.12	Cultural Industries and Occupations						

Demographics: What are we like now?

The section on Demographics includes a brief overview of key demographic trends affecting the City of Hamilton as a corporation and as a community, including: population projections, population by age and gender, family structure, dependency ratio, immigration, education, income, employment and unemployment rates.

Influencing Factors: What's on the Horizon?

There are a number of major external influences that will have significant impact across the Corporation into 2005 and beyond. The specific areas discussed in this section include: demographics, social/cultural/lifestyles, economic factors, environmental issues, political/legislative/regulatory influences, and workplace/organizational factors.

4.0 CURRENT PICTURE: HOW ARE WE DOING?

Table 2: OVERVIEW OF ECONOMIC INDICATORS

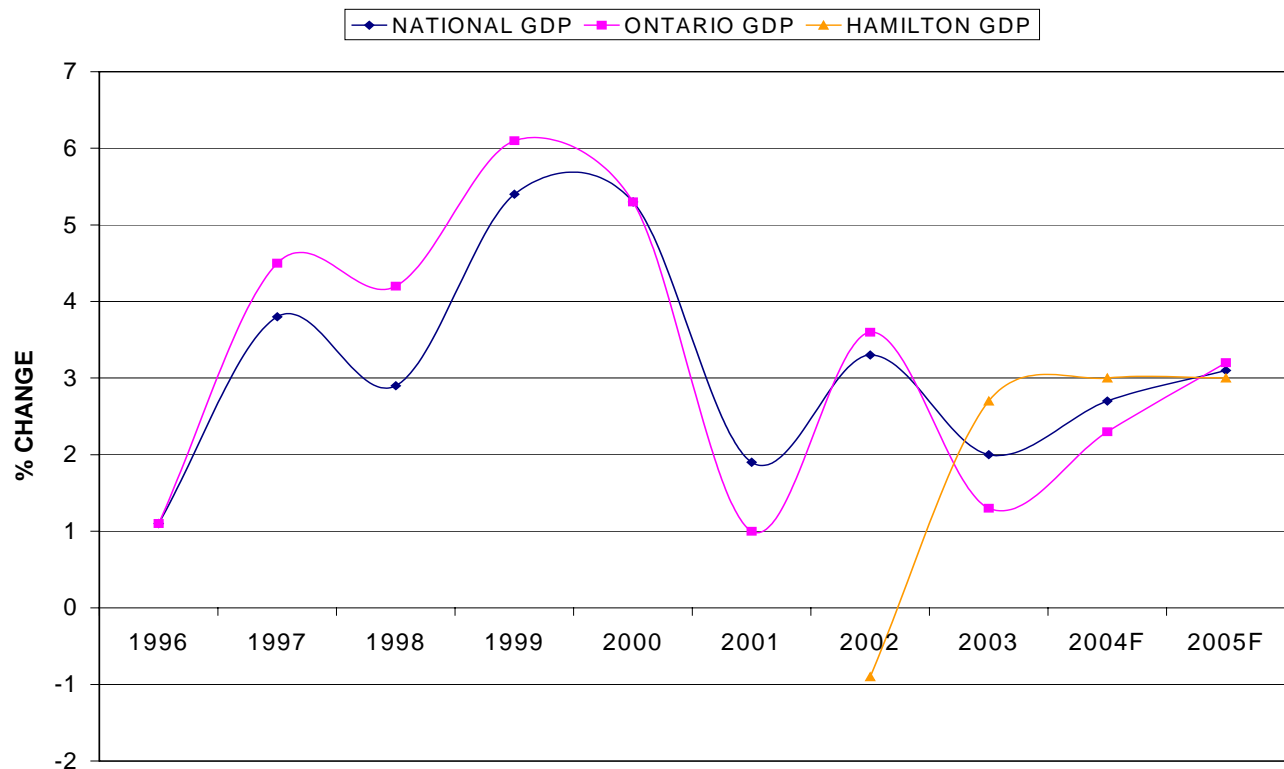
4.1	Gross Domestic Product	✓ Over the period 2004 to 2007, Hamilton's GDP is forecasted to grow by a healthy 3% annually.
4.2	Cost to Borrow	✓ Hamilton has been able to maintain a low cost to borrowing due to a low interest rate in today's market, and due to \$100 million of low cost borrowing through the Ontario Municipal Economic Infrastructure Financing Authority.
4.3	Shift in Assessment Growth	✓ Hamilton is not experiencing the assessment growth of many of its neighbouring communities.
4.4	Shift in Assessment Base	✓ Changes in the economy contributed to a shift in activity to the residential assessment base, away from the commercial and industrial assessment base.
4.5	Changes in Property Tax Rates	✓ The City has improved its competitive position since 1988 through significant reductions in the municipal and education tax rates for non-residential properties.
4.6	Affordability of Property Taxes	✓ Hamilton has one of the highest property tax to income ratios, resulting in a low capacity to increase property taxes.
4.7	Distribution of Population & Employment Growth	✓ Both job retention and expansion are required to stabilize and diversify the local economy and to reduce commuting distances.
4.8	Labour Force by Industry	✓ Employment in Hamilton in 2001 was most heavily influenced by education, health and social service industries, a marked change from manufacturing in 1981.
4.9	Serviced Industrial Land	✓ A limited supply of small parcels of land and the economics of industrial land subdivisions do not encourage private investment.
4.10	Building Permits	✓ The past five to seven years have seen an increase in non-residential growth, but a portion of that growth is related to institutional growth. Institutional Growth does not pay its true cost with respect to property taxation.
4.11	Housing Starts	✓ The number of new residential units constructed has fluctuated greatly over the past five years, with the lowest number occurring in 2003.
4.12	Cultural Industries & Occupations	✓ Hamilton has fewer residents employed in artistic and creative occupations when compared with Ontario as a whole.

4.1 ECONOMIC: Gross Domestic Product

Comments:

- In 2003, Hamilton's economy as measured by the GDP grew at a faster pace than both Ontario and Canada. Construction growth pushed Hamilton's economy into the top ten in Canada. If the gross domestic product grows at a higher rate than the population, the standard of living is expected to rise.
- A surge in the service sector is expected to keep the local economy growing in 2004. Hamilton's GDP is forecasted to average a healthy 3.0% annual growth from 2004 to 2007. According to the Conference Board of Canada, the Hamilton area produced \$24.087 billion in goods and services in 2003, a 2.7% increase over the \$23.45 billion produced in 2002.
- The local economy is expected to experience a solid year in 2004, propelled by a strength in the construction sector that is due, in part, to continued low borrowing rates.

Figure 1: Gross Domestic Product (National, Ontario & Hamilton) Trend 1996-2005



Source: Actual Statistics Canada, Projections from CIBC World Markets

Description: Gross Domestic Product (GDP) represents the total value of goods and services produced in a region (country, province or city) over a period of time. GDP is a common measure for standard of living.

4.2 ECONOMIC: Cost to Borrow

Comments:

- The current long-term ratings of the City of Hamilton are AA from Standard and Poor's, and an AA (high) from Dominion Bond Rating Service (under review). These ratings reflect the high quality long-term rating of Hamilton allowing the City to achieve better financing rates and access expanded investment opportunities for reserves.
- While the City's financial profile is expected to remain solid over the medium term, considerable spending pressure may bring about moderate core deficits in the absence of substantial new revenue sources.
- While Hamilton begins to address the infrastructure gap, the direct debt to operating revenue ratio remains comparable with other AA, and AAA municipalities. As the City embarks on a number of significant infrastructure investments, it is anticipated that the City's capital expenditures as a percentage of total expenditures will improve, although it will not improve enough to impact on the existing infrastructure gap.
- Increased borrowing requirements linked to the medium-term capital spending plan are projected to push the total net tax-supported debt above \$540 per capita over the next couple of years – a level inconsistent with the AA (high) rating.
- Liquidation, substantial job losses at Stelco or other economic impacts may lead Dominion Bond Rating Service Ltd. (DBRS) to review its position regarding the City's credit profile.

Figure 2: Summary of Historical and Current City of Hamilton Credit Ratings

Company Name	Rating History (formerly Region of Hamilton-Wentworth)
Standard and Poor's	AA since 1999 AA + 1994 to 1999 AAA 1989 to 1994
Moody's	Aa3 since 1995 Aa2 1988 to 1995
Dominion Bond Rating Service	AA(High) Since 1994 Currently Negative Outlook

Source: City of Hamilton. *Budgets and Policy*. 2004

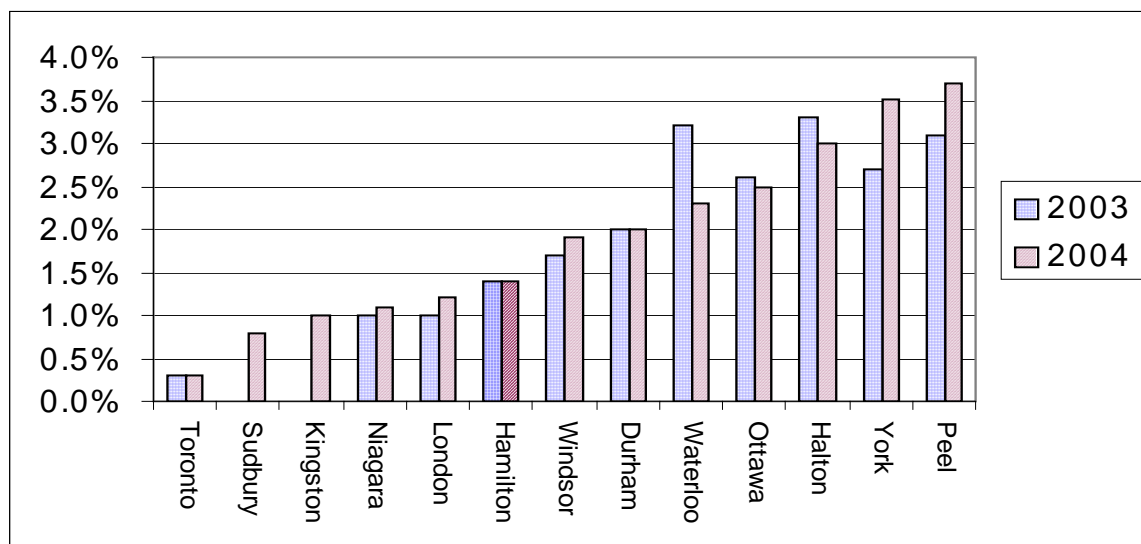
Description: A credit rating is an independent assessment by a credit rating agency. It measures the probability of the timely repayment of principal and interest of a bond. The credit rating symbols (long-term) are generally assigned with "triple A" as the highest and "triple B" (or Baa) as the lowest in investment grade.

4.3 ECONOMIC: Assessment Growth

Comments:

- Total annual growth for Hamilton in 2003 was 1.4% and is likely to be 1.4% in 2004.
- The mean annual growth for comparator Ontario municipalities in 2003 was 2% and is likely to be 1.9% in 2004.
- There has been a steady increase in residential growth. Positive growth is now being experienced in the multi-residential class.
- The commercial tax class has traditionally shown strong growth. 2003 growth was tempered by the reclassification of a significant property to exempt status and a shifting between commercial and industrial classes.
- In 2003, the industrial class experienced its first positive growth since 2000.

Figure 3: Assessment Growth, Various Municipalities 2003 & 2004



Source: *City of Hamilton, 2003 Tax Budget Summary & 2004 Tax Budget Summary.*

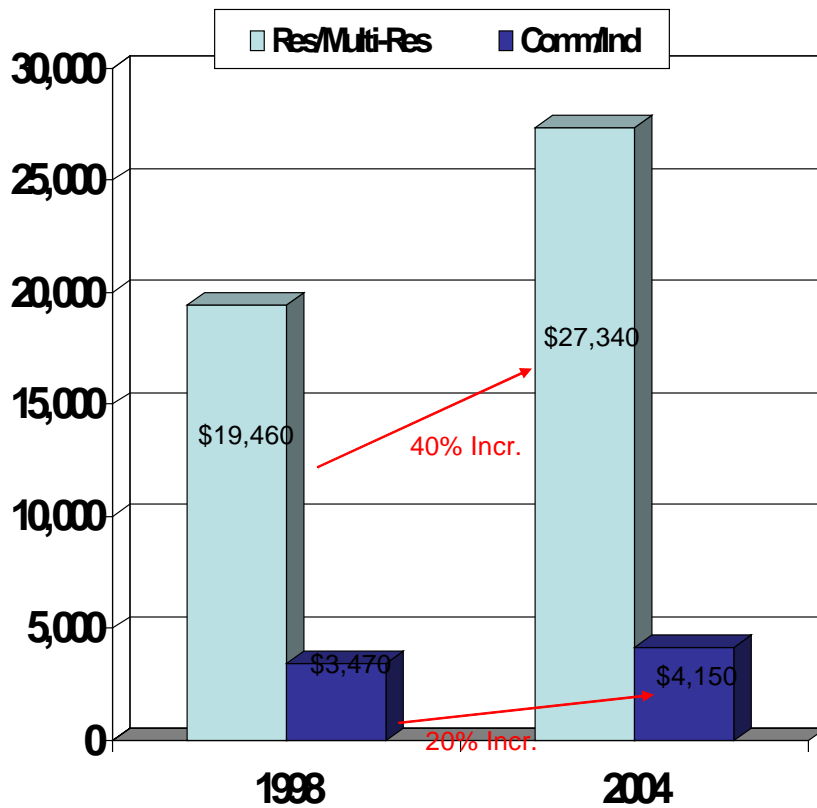
Description: Assessment is a valuation of the tax base for property tax purposes. The *Assessment Act* requires that a property's assessed value be based on what it would likely have sold for on a specific date. For the 2004 taxation year that date is June 30, 2003. Reassessments are designed to be revenue neutral and, as such, are simply a redistribution of taxes based on the relative change in assessed values.

4.4 ECONOMIC: Shift in Assessment Base

Comments:

- Between 1998 and 2004, structural changes in the economy have resulted in a shift in the City’s assessment base from the commercial/industrial sector to the residential sector. Residential taxpayers pay a larger portion of the costs.
- From 1998 to 2004, the residential/multi-residential assessment base increased by approximately \$19.5B, or 40%, whereas the commercial/industrial assessment base increased by half this amount or approximately \$4.2B.

Figure 4: Trends in Unweighted Assessment 1998 – 2004, CVA Totals - \$ millions



Increase in assessment includes growth, change in values (reassessment),

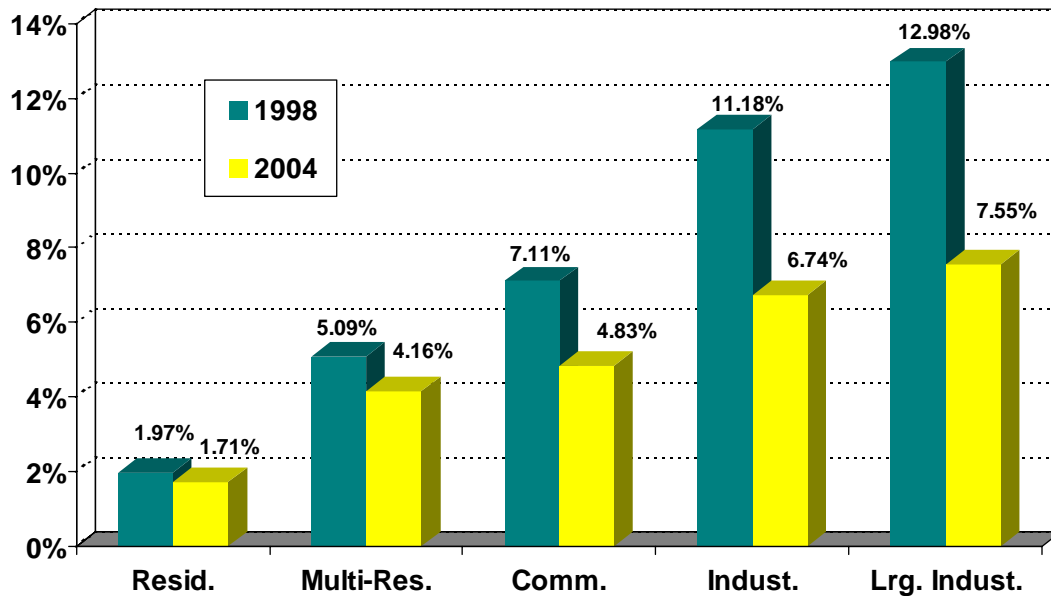
Source: *City of Hamilton.*

4.5 ECONOMIC: Change in Property Tax Rates

Comments:

- There has been a substantial reduction in business tax rates as a result of the Business Tax Reduction (BTR), reassessment and legislative tax levy restrictions.
- Multi-residential, commercial, industrial and large industrial tax rates have declined 18%, 32%, 40% and 42% respectively.
- Current business tax rates are two to four times higher than the residential tax rate, a substantial reduction from the 1998 levels, when business tax rates were three to seven times higher than the residential tax rate.

Figure 5: City of Hamilton Tax Rates by Class, 1998 - 2004



Tax rates (combined municipal and education) are for the former City of Hamilton

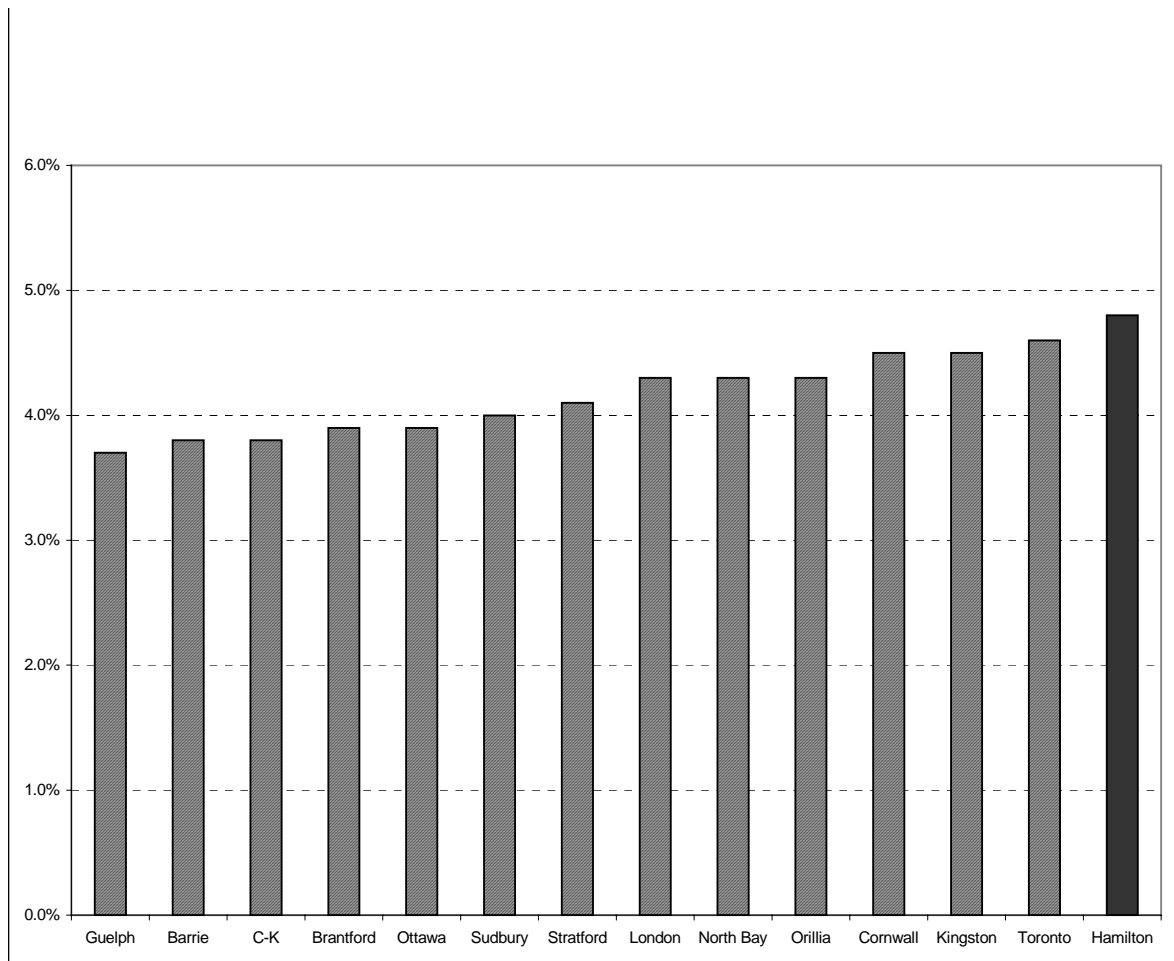
Source: *City of Hamilton, Budgets and Financial Services 2004*

4.6 ECONOMIC: Affordability of Property Taxes

Comments:

- A survey of comparator single tier municipalities, with populations greater than 100,000, indicates that Hamilton has the highest ratio of property taxes as a percentage of household income.
- While the City has had to depend on its principle source of tax revenue (i.e. property taxes), income levels below those of comparator municipalities limits not only the City's ability to be competitive with other municipalities, but also creates financial problems for a portion of the population.

Figure 6: Property Taxes as a Percentage of Household Income Single Tier Municipalities with Pop. > 100,000 (2003)



Source: Adapted from BMA Management Consulting, "Municipal Study – 2003".

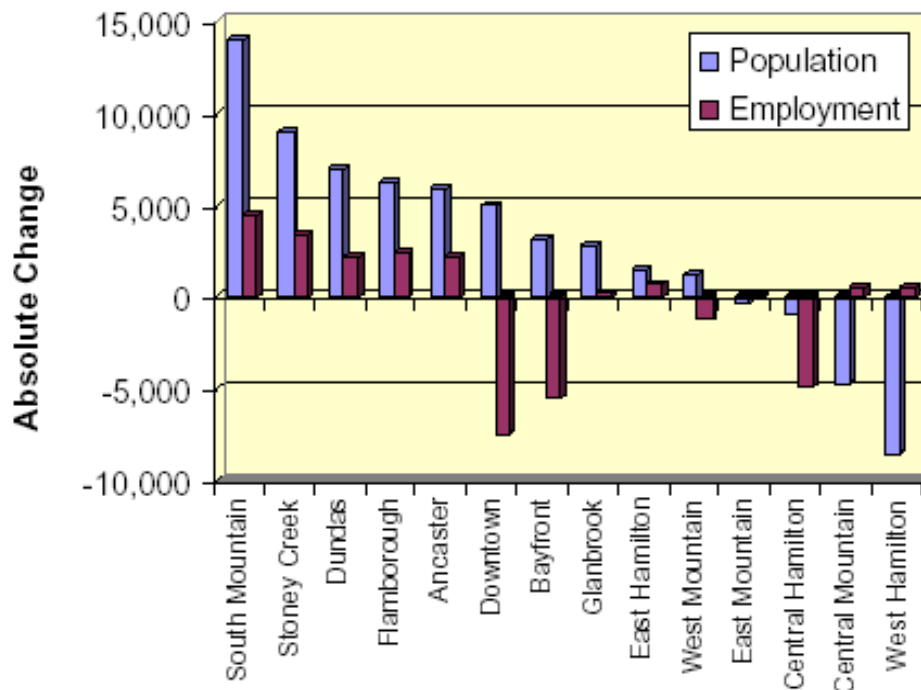
Description: The measure of average residential property taxes as a percentage of average income relates to the taxing capacity, and the affordability of property taxes in Hamilton.

4.7 ECONOMIC: Distribution of Population and Employment Growth

Comments:

- Job retention and expansion are required to stabilize and diversify the local economy and reduce live-work commuting distances.
- There is a growing disparity between where people live and where they work in Canada. This disparity is accentuated in Hamilton due to job losses in the industrial sector and the low rate of job growth in suburban districts. Job growth in both suburban and older employment districts is needed to address this live-work imbalance.
- The population of older City neighbourhoods is declining with reduced levels of urban renewal (from 1970s rates) and aging citizens. The pattern of neighbourhood population decline is likely to become more significant and widespread in the future.
- Disparity between the demand for community services in new areas and the concentration of existing service facilities in older areas will become more significant (e.g. school closure issues may become more widespread).

Figure 7: Population Growth by Employment 1991 – 2001



Source: *Transportation Tomorrow Survey, reported by IBI for Transportation Master Plan (2004)*

4.8 ECONOMIC: Labour Force by Industry

Comments:

- The Hamilton employment profile is strongly influenced by the manufacturing industry, where there has been a 45% job loss since 1981.
- About 2/3 of the City's replacement job growth has been in the private sector. Most private sector job growth has been in food & accommodation and transportation industries where average wages are lower than the manufacturing jobs lost.
- A larger percentage of Hamilton's labour force works in manufacturing, construction, education, health care and social assistance compared with the rest of Ontario.
- Approximately 25% of the City's labour force commuted daily to jobs in other communities in 2001. The 1981-2001 growth in the proportion of in-commuters to Hamilton from other communities indicates that the number of locally employed Hamilton residents did not change over two decades, despite a 20% increase in population.

Figure 8: Labour force & Population, City of Hamilton 1981-2001

	1981	2001	Change	%Change
Population	411,445	490,268	78,823	19%
Resident Employed Labour Force	196,220	232,225	36,005	18%
Resident Not in Labour Force or Unemployed	215,225	258,033	42,808	20%
All Primary	3,485	3,115	-370	-11%
Manufacturing	70,705	39,085	-31,620	-45%
Wholesale trade	7,925	7,060	-865	-11%
Construction	11,310	12,150	840	7%
Transportation, storage, communication and utility	14,206	21,720	7,514	53%
Retail trade	23,740	24,790	1,050	4%
Finance, insurance and real estate	8,865	10,630	1,765	20%
Business Services	6,315	8,230	1,915	30%
Accommodation, food and other service	17,549	27,055	9,506	54%
Government service	7,255	7,705	450	6%
Education, health and social services	30,880	43,505	12,625	41%
Total Jobs in Hamilton	202,235	205,045	2,810	1%
Activity Rate	0.492	0.418	-0.073	-15%
Out-commuting	24,340	57,185	32,845	135%
In-commuting	30,845	33,950	3,105	10%
Net Commuter Surplus/Deficit	6,505	-23,235	-29,740	

Source: Statistics Canada, Census 1981 and 2001. Adjusted by P&D Dept staff.

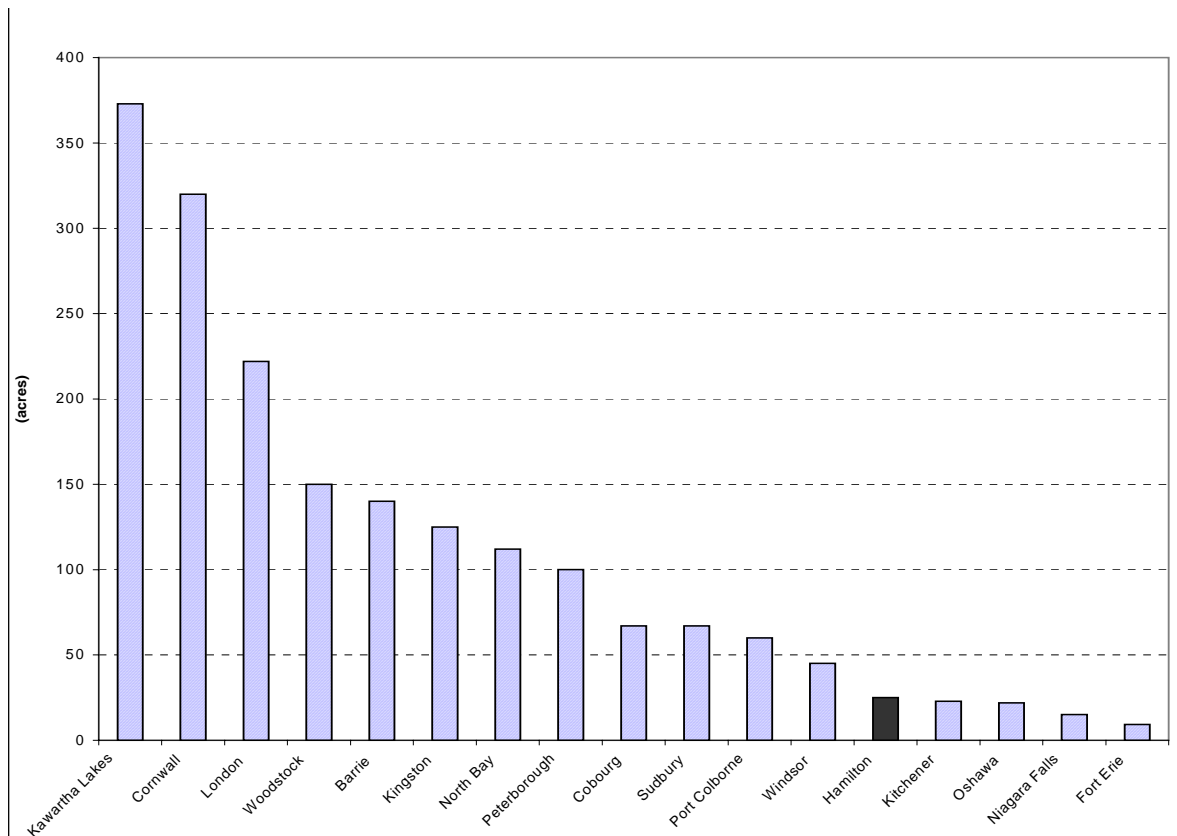
Description: A comparison of the changes that took place between 1981 and 2001 in Hamilton's overall population and labour force by industrial category. Because of changes to the definitions of industries between the 1981 & 2001, city staff have adjusted the census information which introduces a small rate of error in the statistics for individual industries.

4.9 ECONOMIC: Serviced Industrial Land

Comments:

- A survey of comparator municipalities indicates that the City of Hamilton has one of the lowest levels of serviced industrial land. (BMA Management Consulting, *Municipal Study 2003*).
- The City requires an adequate supply of serviced industrial land to attract new investment and to retain existing industries as they grow and change.
- The amount of vacant industrial land in the City is adequate for short & medium term needs. Although it is scattered in many locations, it is also constrained by conflicting land uses, environmental conditions, poor accessibility for goods movement or inadequate local services.
- A combination of an inadequate supply of serviced land, weak local demand and abnormally low industrial land prices discourages private investors from installing services and marketing the remaining large inventory of vacant potential industrial and business land.
- It is estimated that it will likely take at least 10 years before Hamilton's unusual industrial land market conditions evolve to allow normal private sector land development to take place. (Hemson Consulting, 2003)

Figure 9: A Survey of Municipal Industrial Serviced Land (2003)



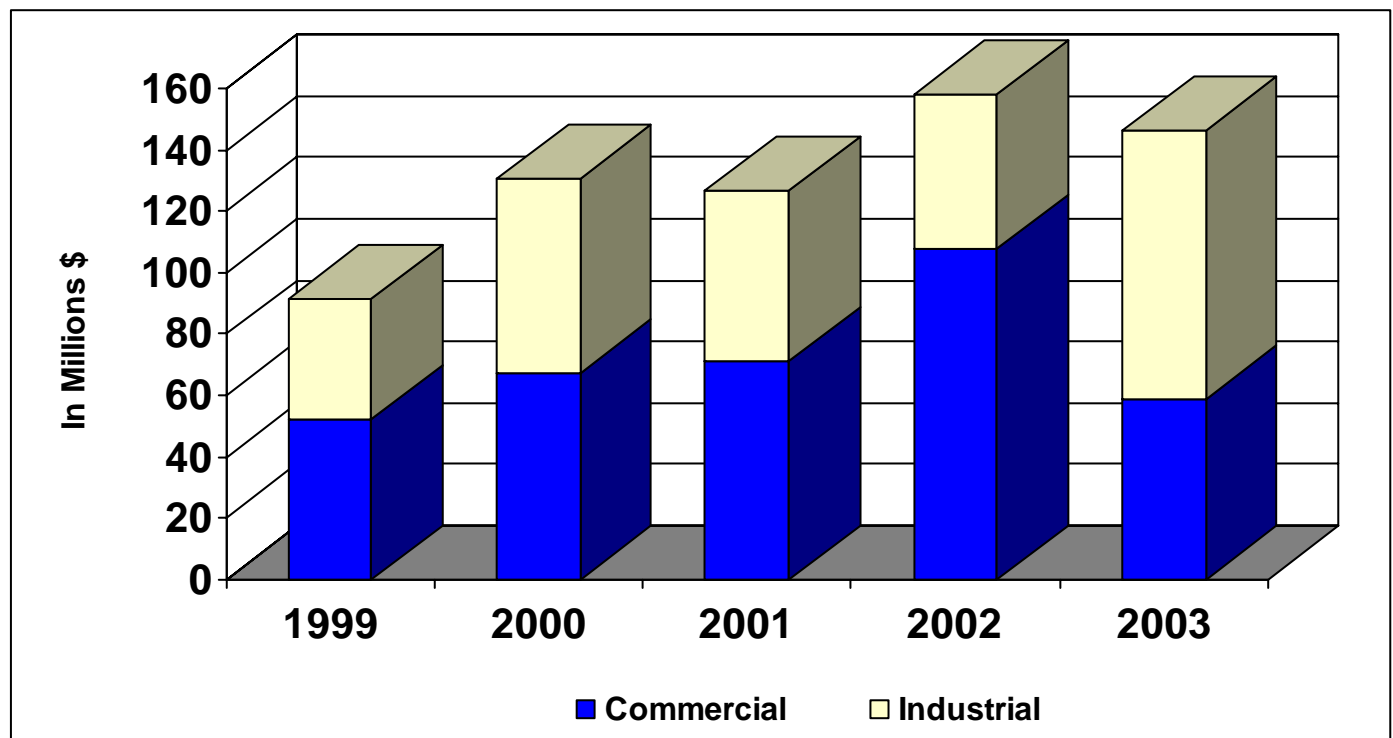
Source: Adapted from: BMA Management Consulting, "Municipal Study 2003"

4.10 ECONOMIC: Building Permits

Comments:

- Although there has been strong non-residential growth in the past 5 – 7 years, there is concern that the City will lose potential new investment because there is not an adequate supply of land to facilitate new business opportunities. This could soon result in a reduction of non-residential building permit activity. (See 4.9 Serviced Industrial Land)
- While the number of building permits has increased over the past few years, much of the growth has been in the institutional sector. Unfortunately, institutional development does not pay its true cost with respect to property taxation, since the institutional sector is not levied taxes against market value but makes a payment in lieu of taxes (PIL) which does not reflect actual market value.

Figure 10: Commercial/Industrial Building Permits 1999 – 2003 Value of Construction Trends in the City of Hamilton (excludes institutional permits)



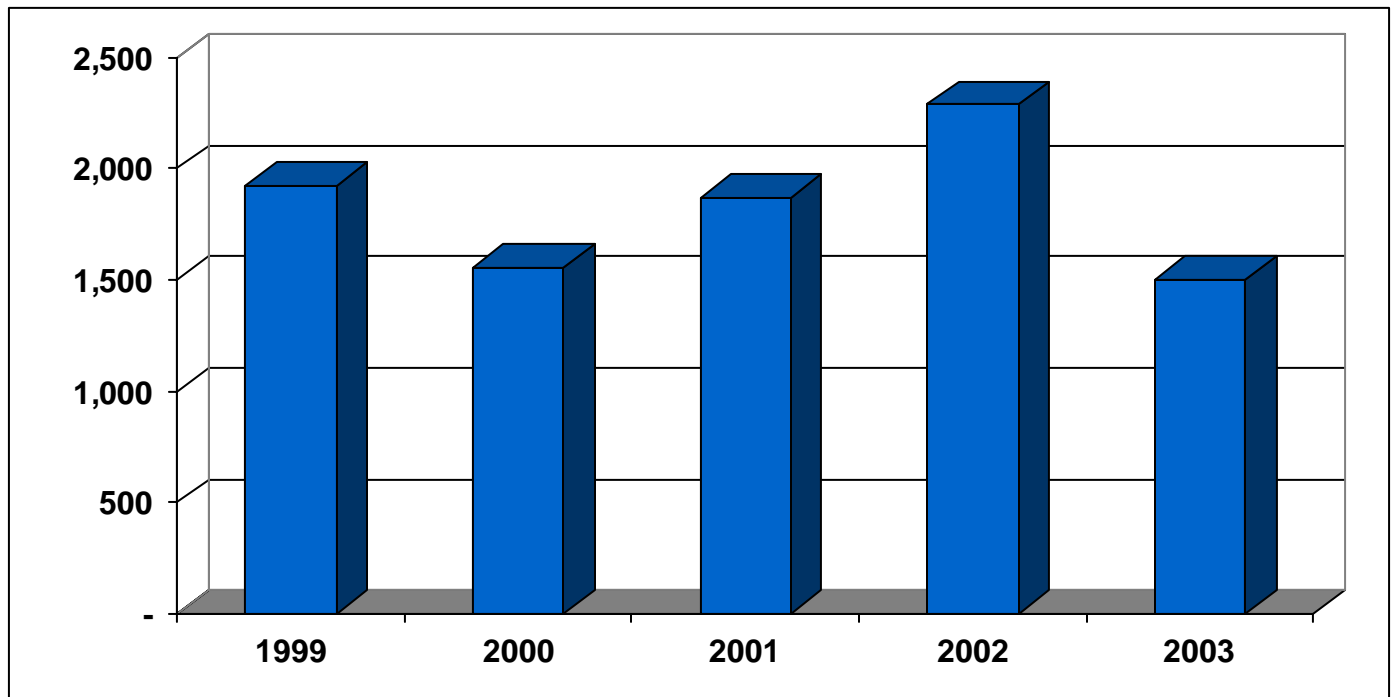
Source: City of Hamilton, Building Department

4.11 ECONOMIC: Housing Starts

Comments:

- Housing starts (the measure of new residential units constructed on an annual basis) help gauge the health of the residential development industry.
- The City of Hamilton has regularly recorded over 1500 building starts annually since 1999. There is little evidence to suggest that this trend is changing.
- The housing market in the City is affected by the demand for housing from those who are “out commuters” i.e. those who live here and/or relocated to Hamilton, but work outside of the City. (See also 4.21 ENVIRONMENTAL: Commuter Surplus/Deficit).

Figure 11: Hamilton Housing Starts 1999-2003



Source: *Canada Mortgage and Housing Corporation*

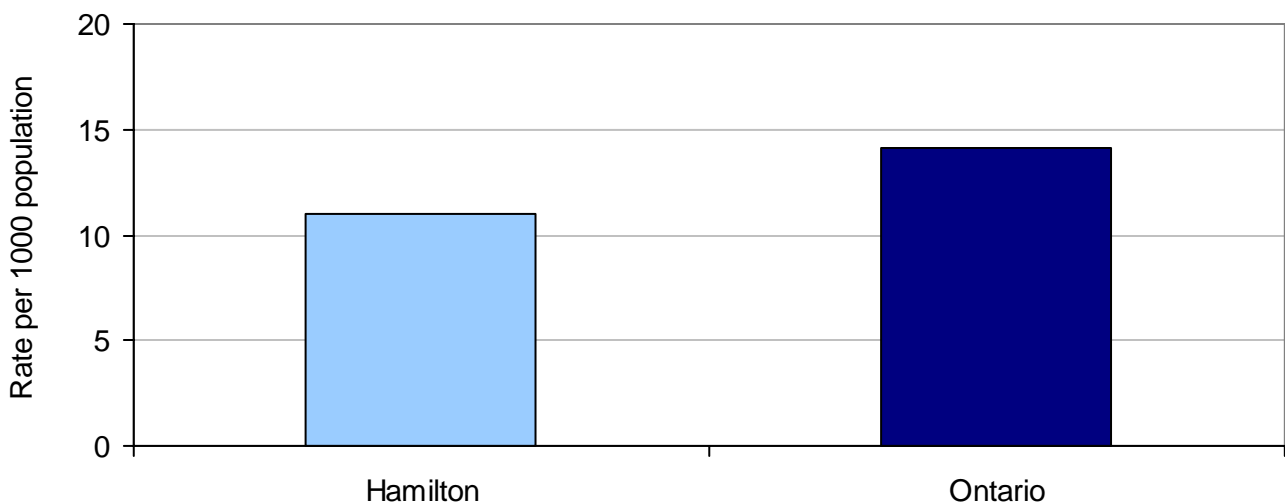
Description: Housing starts provide a measure of the number of new residential units constructed on an annual basis.

4.12 ECONOMIC: Cultural Industries and Occupations

Comments:

- The portion of the population employed in artistic and creative occupations is a measure of creative capital. Richard Florida (2002) emphasizes the role of creative capital, arguing that cities with a rich cultural scene and a high concentration of people working in cultural and creative occupations energize innovation and growth.
- It has been shown that city-regions that attract creative and artistic people also attract talented workers, with talented defined as over 18 years of age with a bachelor's degree or higher. Such cities and regions enjoy the greatest success in talent attraction/retention and in the growth of their technology-intensive economic activities. As a result, there is much interest in monitoring the number of artistic and creative people employed in the city.
- Hamilton is below the provincial average with only 11 persons for every 1000 employed in artistic and creative occupations, compared to just over 14 people for every 1000 in the Ontario population according to the 2001 census figures.
- The Economic Development Strategy has been revised to include the arts/cultural cluster.

Figure 12: Number of persons employed in artistic and creative occupations for every 1000 persons in the Census Metropolitan Area of Hamilton and Ontario in 2001.



Source: *Census 2001, Statistics Canada*

Description: Number of persons employed in artistic and creative occupations, expressed per 1000 people.

Table 3: OVERVIEW OF SOCIAL/HEALTH INDICATORS

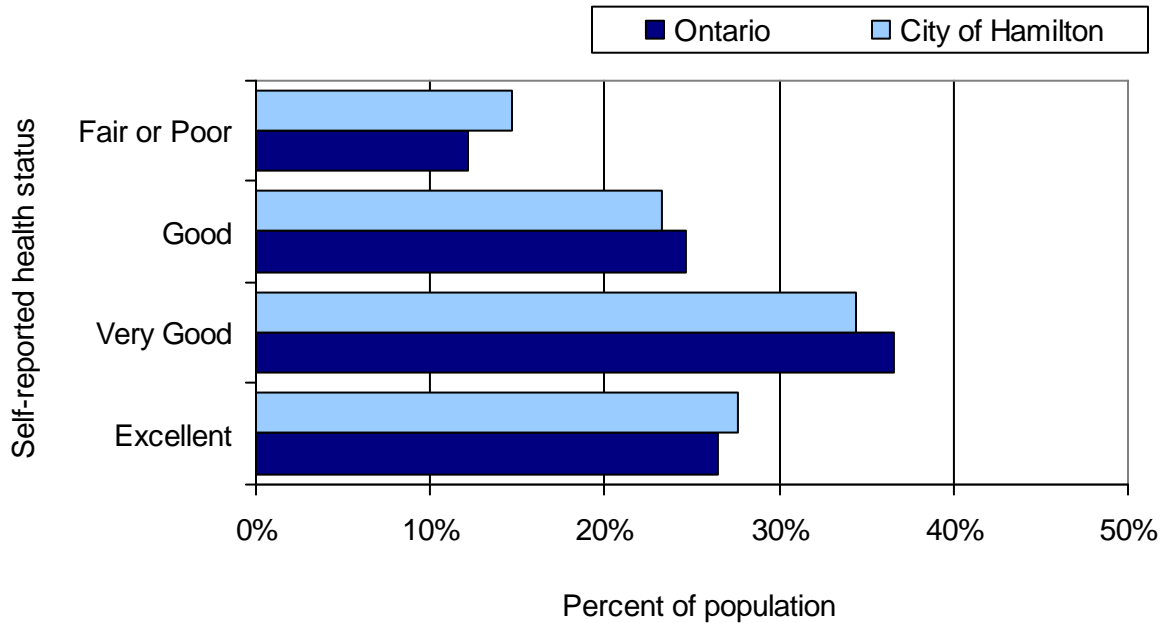
INDICATOR	KEY FINDINGS
4.13 Self Reported Health Status	✓ The majority of Hamilton residents rate their own overall health as very good or excellent.
4.14 Physical Activity	✓ The proportions of Hamilton residents who are physically active and moderately active slightly exceed the provincial average. Almost half of Hamilton residents over 12 years of age reported they are physically inactive.
4.15 Ontario Works and Ontario Disability Support Program Caseloads 2001 - 2003	✓ Ontario Works caseloads have been declining since 2001, while Ontario Disability Support Cases have risen since 2001.
4.16 Low Income	✓ Hamilton has a larger percentage of families with low income than Ontario as a whole. This is particularly true for unattached individuals and lone-parent family types.
4.17 Ontario Works Assistance Compared to Average Rent and Food Costs	✓ The monthly Ontario Works assistance rates fall short of the expected cost of rent and nutritious food for both single persons and families of four living in Hamilton.
4.18 Housing Affordability	✓ Most of the households in Hamilton that experience affordability problems rent their housing.
4.19 Early Development Instrument (EDI)	✓ In four of the five domains measured in the EDI, more children in Hamilton score poorly than for Ontario as a whole.

4.13 SOCIAL/HEALTH: Self-reported Health Status

Comments:

- Self-reported health status has been found to be a strong predictor of morbidity and mortality and is strongly correlated with health problems and health care utilization. As self-reported health deteriorates, health problems and health care utilization increase proportionately. As self-reported health improves, health problems and health care utilization diminish accordingly. Source: *Benyamini (1997)*.
- 15% of Hamilton residents report their health as poor, which is higher than the province as a whole.
- 28% of residents report their health as excellent, which is also higher than for the province as a whole.
- Self-reported health information can be used to help predict the future burden of care and to monitor past social, economic, and environmental initiatives targeted at improving the health of Hamilton residents.

Figure 13: Population by self-reported health status, City of Hamilton and Ontario, 2000/01



Source: *Statistics Canada, Canadian Community Health Survey, 2000/01.*

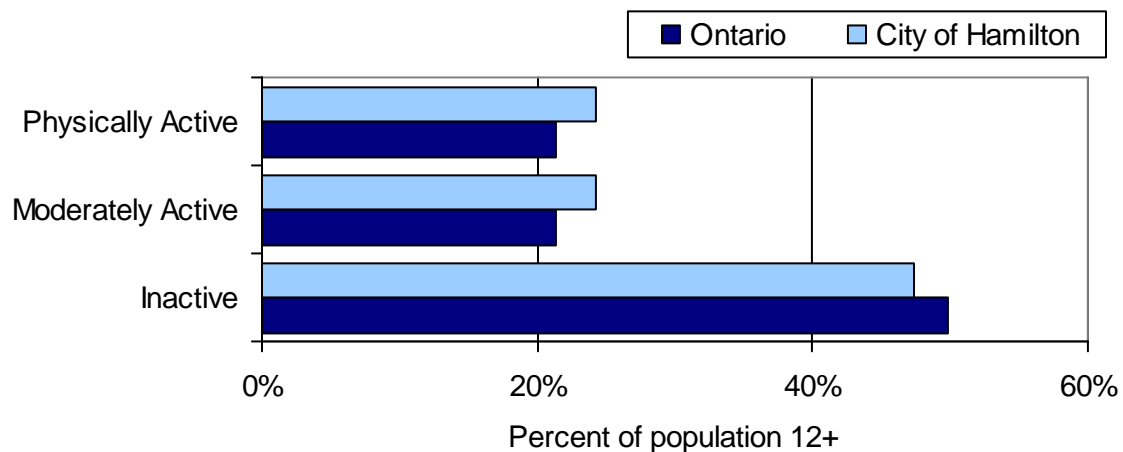
Description: Percentage of the population 12 years of age or older that rate their own health as excellent, very good, good, fair or poor.

4.14 SOCIAL/HEALTH: Physical Activity

Comments:

- Regular physical activity is associated with well-being and reduces the risk of many chronic conditions, including weight. Being overweight is a significant risk factor for Type 2 Diabetes, heart disease, hypertension, and stroke.
- Almost half of Hamilton residents over 12 years of age reported they are physically inactive. This means a large number of residents may be at risk for developing chronic conditions.
- The proportions of Hamilton residents who are physically active and moderately active slightly exceed the provincial average.
- Levels of physical activity in the community are affected by how cities design, build, and sustain the environment. Hamilton's higher proportion of physically active residents, when compared to provincial average, may reflect the wide range of recreational opportunities available in the city. High levels of inactivity have been linked to urban design and vehicle-reliant transportation systems (Srinivasan S, O'Fallon L, Deary A (2003).

Figure 14: Level of physical activity for population 12 years and older, City of Hamilton and Ontario, 2000/01



Source: Statistics Canada, Canadian Community Health Survey, 2000/01

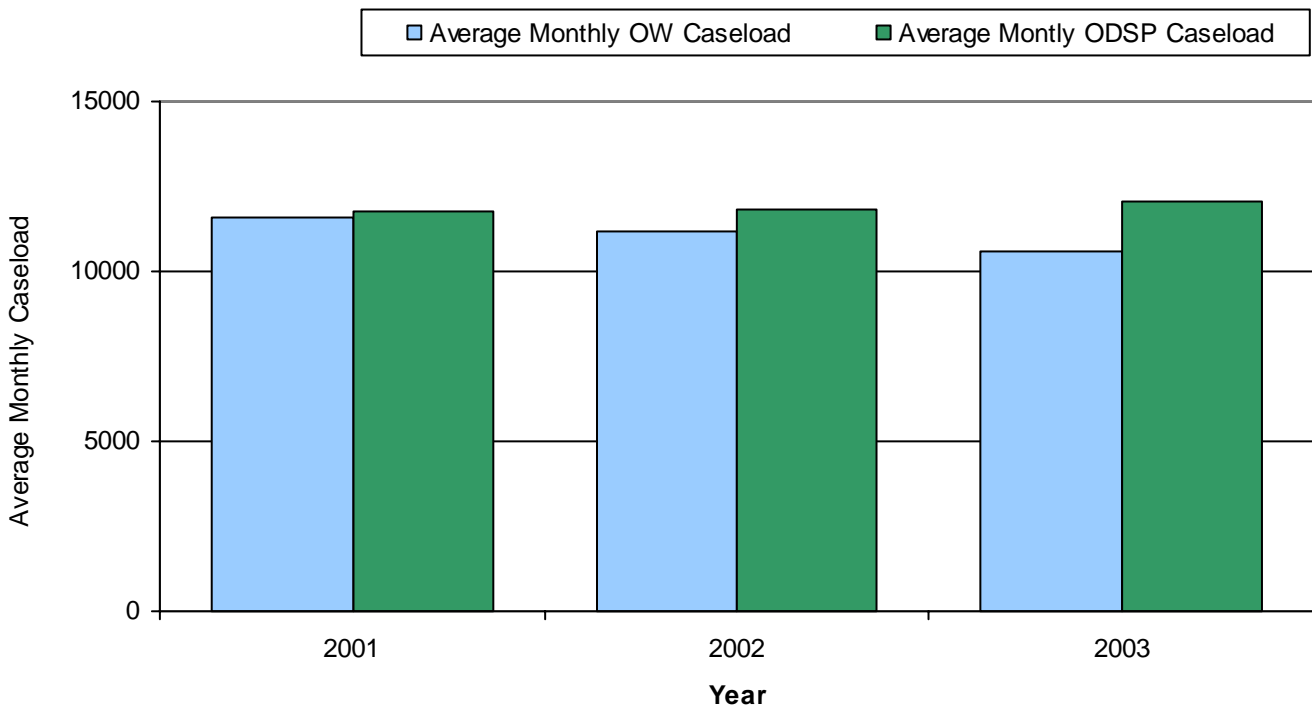
Description: Percentage of the population 12 years old and over classified as either physically active, moderately active, or physically inactive according to their daily energy expenditures in leisure activities. Participation in, frequency and intensity of physical activities is self-reported for various physical activities such as swimming, bicycling, yard work, golfing, tennis etc.

4.15 SOCIAL/HEALTH: Ontario Works and Ontario Disability Support Program Caseloads

Comments:

- The average monthly number of Ontario Works cases has declined since 2001 from 11,579 cases to 10,614 cases in 2003.
- The average monthly number of ODSP cases has increased from 11,775 cases in 2001 to 12,086 cases in 2003.
- Average total caseloads are affected by changes in government policy and by the performance of the overall and local economy, and demographics.

Figure 15: Average monthly Ontario Works and Ontario Disability Support Program 2001 - 2003



Source: *City of Hamilton, Public Health and Community Services Department.
Ministry of Community and Social Services*

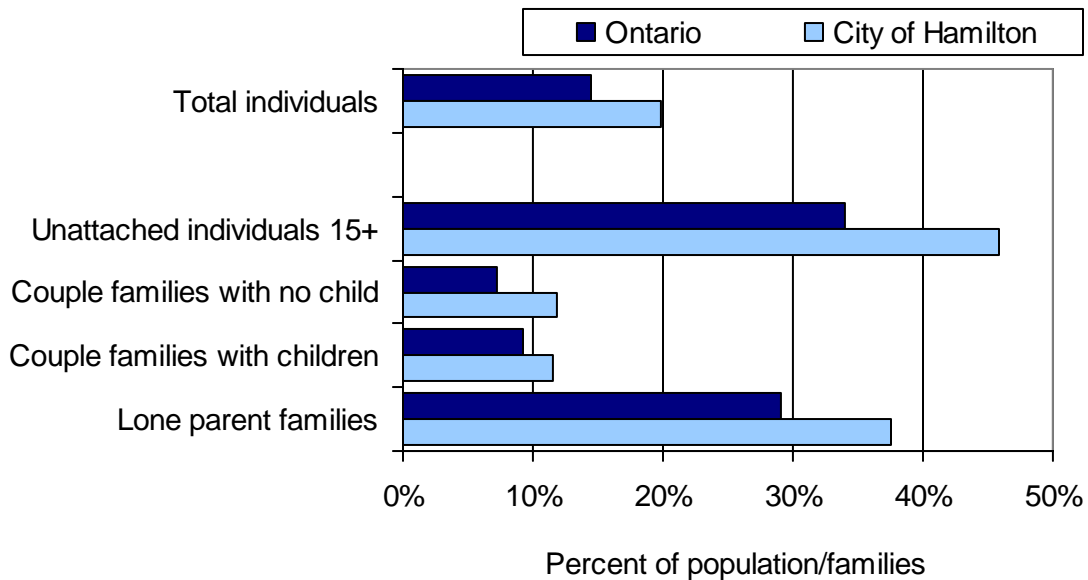
Description: Total caseload statistics do not reflect the total number of recipients represented by a case or “business unit”.

4.16 SOCIAL/HEALTH: Low Income

Comments:

- Almost twenty percent of Hamilton residents subsist on an income below the low income cut-off thresholds. This is a substantially higher percentage than for Ontario as a whole.
- Hamilton has a larger percentage of families with low incomes than the province. This is true of all family types.
- Almost half of the unattached individuals in Hamilton have low incomes.
- Lone parent families are over three times as likely to have low incomes than couples with children.

Figure 16: Individuals with low incomes and families with low incomes by type of family, City of Hamilton and Ontario, 2000



Source: *Census 2001, Statistics Canada*

Description: Individuals and families with income below the low income cut-offs (LICOs), described as percentage of individuals in private households with household income below the LICOs for a variety of family types: unattached individuals, couples with and without children, and lone parent families.

Private household refers to a person or a group of persons (other than foreign residents) who occupy a private dwelling and do not have a usual place of residence elsewhere in Canada.

Low Income Cut-offs are income levels at which households, families or unattached individuals spend at least 20% more than average on food, shelter and clothing. LICOs are based on size of family and the size of the city of residence.

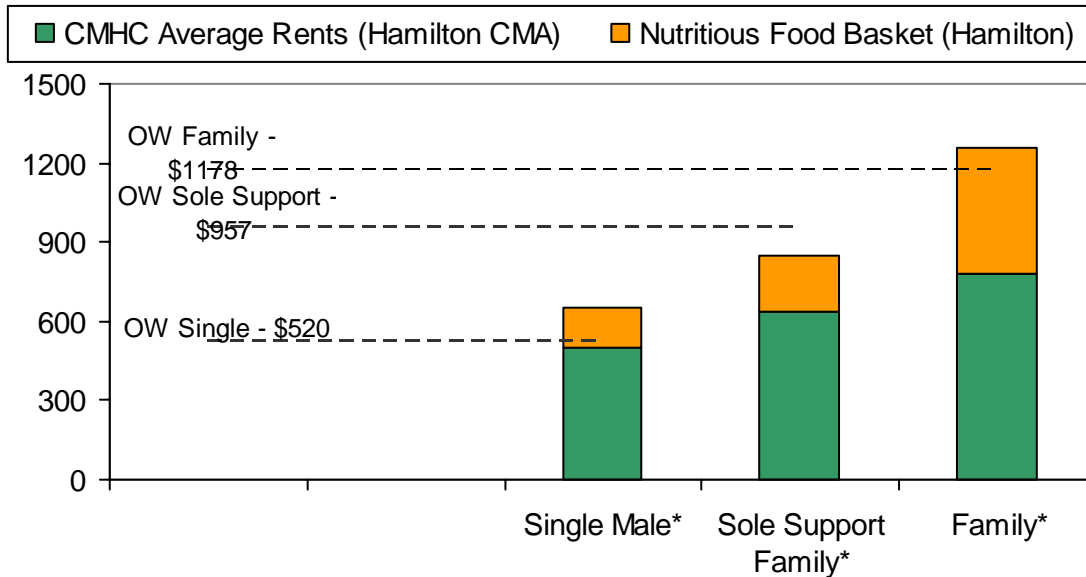
Low Income Cut Off is the threshold to define low income used by Statistics Canada. The LICO point is the amount necessary for material survival.

4.17 SOCIAL/HEALTH: Ontario Works (OW) Assistance Compared to Average Rent and Food Costs

Comments:

- Monthly Ontario Works assistance rates fall substantially short of the expected cost of rent and nutritious food for a representative single person or family of four in Hamilton.
- The assistance package covers expected rent and food for a representative sole-support family but it does not cover these costs by a large margin.

Figure 17: OW Rates, average rent and cost of a nutritious food basket, City of Hamilton, 2003 (new Provincial assistance rates could not be used in this comparison)



Source: Province of Ontario Ministry of Community and Social Services 2003, Canada Mortgage and Housing, 2003, City of Hamilton Public Health and Community Services 2003

The expected costs shown do not include other necessities such as transportation, clothing, utilities, medication, and other personal items.

Description: Comparison of basic living costs (shown as Canadian Mortgage and Housing Corporation average rents plus Nutritious Food Basket costs) compared to Ontario Works assistance rates in Ontario, pre-2004 budget increase, for a variety of family compositions.

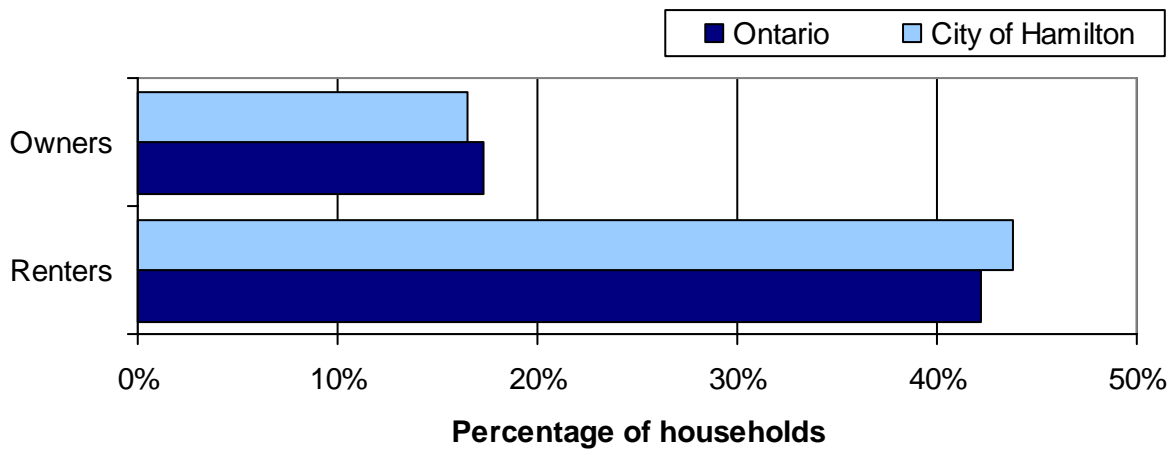
Representative single person is comprised of a male age 25 to 49 years; representative sole support family is comprised of a female lone parent age 25 to 49 and a boy 10 to 12; representative family of four is comprised of a male 25 to 49 years, a female age 25 to 49 years, a girl 10 to 12 years and a boy age 7 to 9 years.

4.18 SOCIAL/HEALTH: Housing Affordability

Comments:

- Over 40% of Hamilton households that rent housing spend more than 30% of their household income on shelter. Over twice as many renters have affordability problems than those who own housing.
- Of those households that own their housing, over 15% have affordability problems.
- The percentage of households in Hamilton that spend more than 30% of their household income on shelter is slightly higher for renters and slightly lower for owners compared to the provincial average.

Figure 18: Households that spend more than 30% of total household income on housing by ownership of housing, City of Hamilton and Ontario, 2001



Source: *Census 2001, Statistics Canada*

Description: Households spending 30% or more of their total household income on shelter expenses broken down by renters and owners, expressed as a percentage of all households.

Shelter expenses include payments for electricity, oil, gas, coal, wood or other fuels, water and other municipal services, condominium fees and rent.

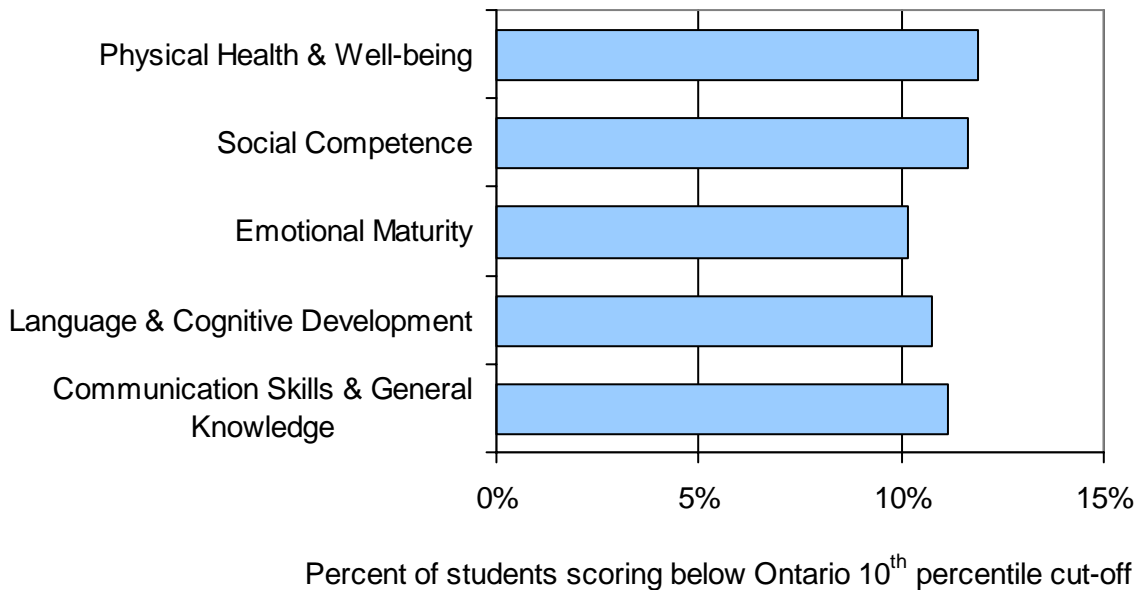
Households that are experiencing affordability problems are said to be in '**core housing need**' which is defined by Canadian Mortgage and Housing Corporation as a household in which "housing falls below at least one of the adequacy, suitability or affordability standards and it would have to spend 30% or more of its income to pay the average market rent or alternative local market housings that meets all three standards" (Keys to the Home, 2004, p22). Affordable housing in Hamilton, particularly in the rental market, is a key concern for maintaining a healthy, productive workforce.

4.19 SOCIAL/HEALTH: Early Development Instrument (EDI)

Comments:

- Investments in early childhood development critically affect health, well-being and competence throughout an individual's life and help to improve young children's readiness to learn.
- In 2002, more than 10% of Hamilton senior kindergarten students scored below the provincial 10th percentile cut-off mark in each of the five developmental domains. The highest percentage of Hamilton's students scored below the 10th percentile cut-off in the Physical Health and Well-being domain.
- It is important to understand the EDI results in the context of other socio-economic and health measures. Strong differences between Hamilton's neighbourhoods have been revealed in the EDI results and could be used to inform local level planning.

Figure 19: Percent of students with scores below the Ontario 10th percentile cut-off by EDI Domain, City of Hamilton 2002



Source: *Early Development Instrument, Hamilton 2002.*

Description: The Early Development Instrument is a diagnostic tool developed to measure a child's school readiness to learn. The tool is a checklist about the behaviours and developmental characteristics of children within the classroom and summarizes information by five domains, expressed as the percentage of children scoring below the Ontario 10th percentile cut-offs for each domain.

Physical health and well-being: the fine and gross motor skills, energy level throughout the day and physical independence.

Social Competence: competence and cooperation in working together with others, ability to remember and follow rules, curiosity and eagerness, approaches to learning and problem solving.

Emotional Maturity: prosocial behaviours, aggression, inattention and hyperactivity and anxious behaviours.

Language and Cognitive Development: ability to use language correctly, basic literacy and numeracy skills etc.

Communication Skills and General Knowledge: ability to communicate clearly their own needs and thoughts to both adults and other children, ability to understand others, clear articulation and aspects of general knowledge.

Table 4: OVERVIEW OF ENVIRONMENT INDICATORS

INDICATOR	KEY FINDINGS
4.20 Transit Services Delivered	✓ The Hamilton Street Railway delivered 99.9% of scheduled trips in 2003, resulting in over 20,000,000 rides.
4.21 Commuter/Surplus Deficit	✓ More residents have commuted from Hamilton since 1988 than came into Hamilton to work. This difference continues to grow.
4.22 Key Indicators of Air Pollution 1993 - 2003	✓ Average exposures to nitrogen dioxide have not improved in over 10 years and are at risk of increasing along with a goods transportation system that is dependent on automobiles and trucks. Transportation and land use policies can affect emissions of NO ₂ and other pollutants.
4.23 Agricultural Land Lost	✓ The amount of agricultural land changed to other uses from 1999 to 2002 continued to increase dramatically. The way we accommodate growth in the future will be affected by changes to provincial policy in 2003.
4.24 Clean, Safe, Reliable Drinking Water	✓ The City of Hamilton drinking tests were 99.2% compliant with the Safe Drinking Water Act in 2002.
4.25 Effective Wastewater Treatment	✓ The percentage of water bypassing treatment has decreased to .45% since 2001.
4.26 Waste Diverted from Landfill	✓ The percentage of waste diverted from landfill has increased over the past three years from 18% in 2001 to 24% in 2003.
4.27 Municipal Energy Consumption	✓ Emissions from municipal operations overall have decreased steadily since 1994.

4.20 ENVIRONMENTAL: Transit Services Delivered

Comments:

- Over 20,000,000 rides were taken on Hamilton Street Railway in 2003. The Specialized Transit system delivered 405,000 trips through the D.A.R.T.S contracted service. An additional 177,000 specialized transit trips were taken through the Taxi Scrip program.
- Ridership has shown a mix of stability and modest growth which has not kept pace with the population growth. This is particularly true in the outlying areas not well served by Transit and results in a modest decline in passenger trips per capita. Revenue service hours per capita have declined slightly; service level growth has not kept pace with population growth.
- Ridership can also be affected by the location of public transportation routes, particularly where new areas of employment and growth are not currently served by public transit.
- The Accessible Transit Service (ATS) program, including D.A.R.T.S. and Taxi Scrip, continues to face unprecedented demand for growth.

Figure 20: Transit Performance (2002, 2003)

Corporate Performance Measure	2002 Actual	2003 Actual
HSR Ridership	20,393,000	20,345,000
HSR Revenue/Cost	55%	58%
Trips delivered to published schedule	99.9%	99.9%
Municipal Operating Cost per capita	\$56.09	\$56.15
Passenger Trips per Capita	47.32	46.88
HSR Service Hours per Capita	1.44	1.41
ATS Trips Delivered	593,000	582,000
ATS Revenue/Cost	16%	15%

Source: 2004 Budget Presentation

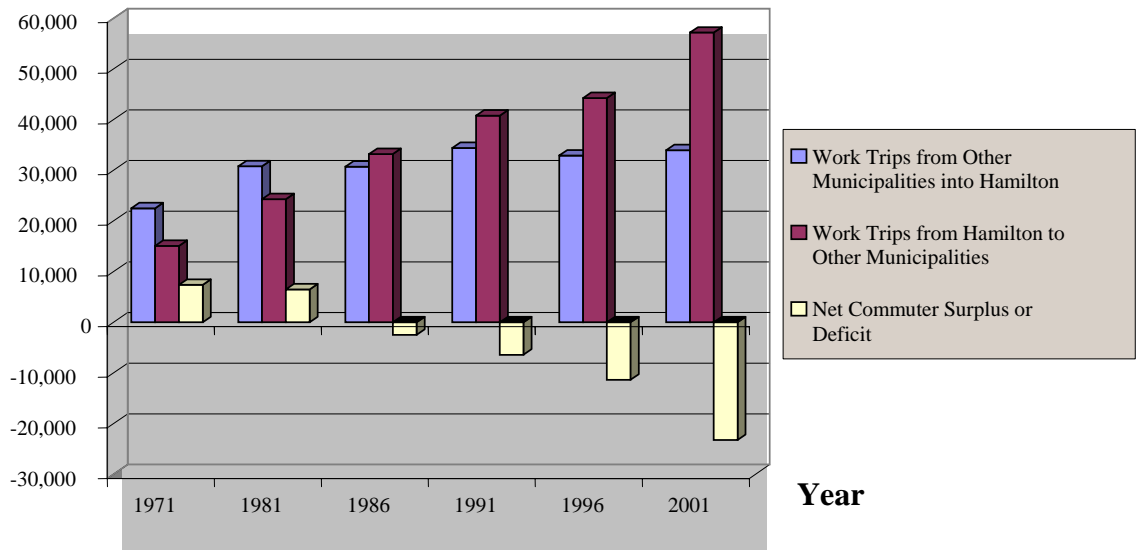
4.21 ENVIRONMENTAL: Commuter Surplus/Deficit

Comments:

- There were more people leaving Hamilton than coming to Hamilton to work in 2001. This deficit doubles roughly every five years. Given current trends, infrastructure investment in the transportation system will be needed to accommodate out-migration. By 2031, 50% of the labour force or 125,000 people per day may be traveling out of the community to work.
- Infrastructure expenditure will not be able to offset the documented societal and environmental costs of out-commuting, such as reduction in community participation, sedentary-related health affects, air quality related health effects, lost time with family members, and stress.
- Facilitating out-migration will not resolve the City’s current high reliance on residential property tax due to the residential versus non-residential split in the assessment base, nor will it resolve the imbalance in the City’s cost to provide services to new residential construction (development charges notwithstanding).
- Having a live/work balance is important for community development, environmental protection and personal and municipal economic stability, all of which contribute to quality of life in Hamilton.

Figure 21: City of Hamilton Commuter Surplus/Deficit 1971 – 2001

Number of Trips



Source: 2001-Statistics Canada; and Statistics Canada census data as reported in *All in a Day’s work, Commuter Trends and Patterns for Hamilton-Wentworth, Vol 1 Main Report*, Region of Hamilton-Wentworth Community Planning and Development Division, June 1999

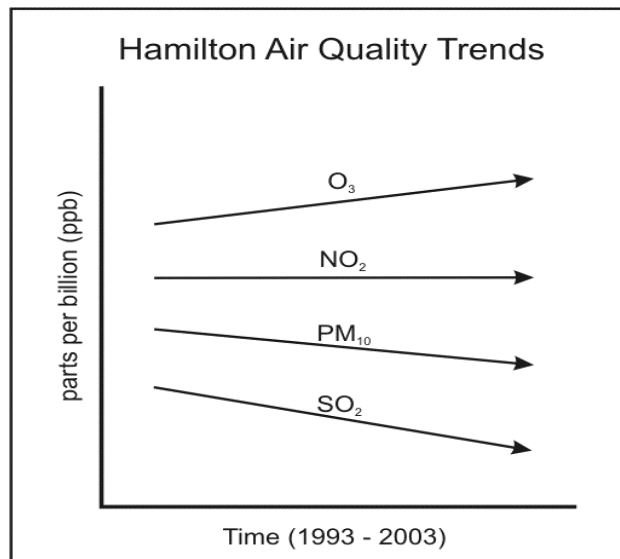
Description: Net Commuter Surplus/Deficit based on number of work trips into the City of Hamilton from other municipalities versus number of work trips to other municipalities outside of the City of Hamilton.

4.22 ENVIRONMENTAL: Key Indicators of Air Pollution 1993-2003

Comments:

- Air pollution is a source of mortality and hospital admissions in Hamilton. Air-related health effects have not changed significantly in the last decade.
- There has been continual improvement in inhalable particulate and sulphur dioxide levels in Hamilton largely due to pollution abatement by industries.
- Ground level ozone has increased largely due to upwind emissions from the Ohio Valley and from the Nanticoke generating station.
- Nitrogen oxide emissions have remained constant despite local pollution abatement efforts. There is a direct link between these levels and local car and truck emissions.
- Gaseous pollutants most closely associated with transportation emissions (Ozone O_3 , Nitrogen Dioxide NO_2 , Carbon Monoxide CO) increased over the five-year period (1995-1999). These appear to have undermined the health benefits of local industrial pollution abatement efforts.

Figure 22: Hamilton Air Quality Trends 1993 - 2003



Source: Adapted from *Clean Air Hamilton 2002 Progress Report and Public Health Assessment Study*.

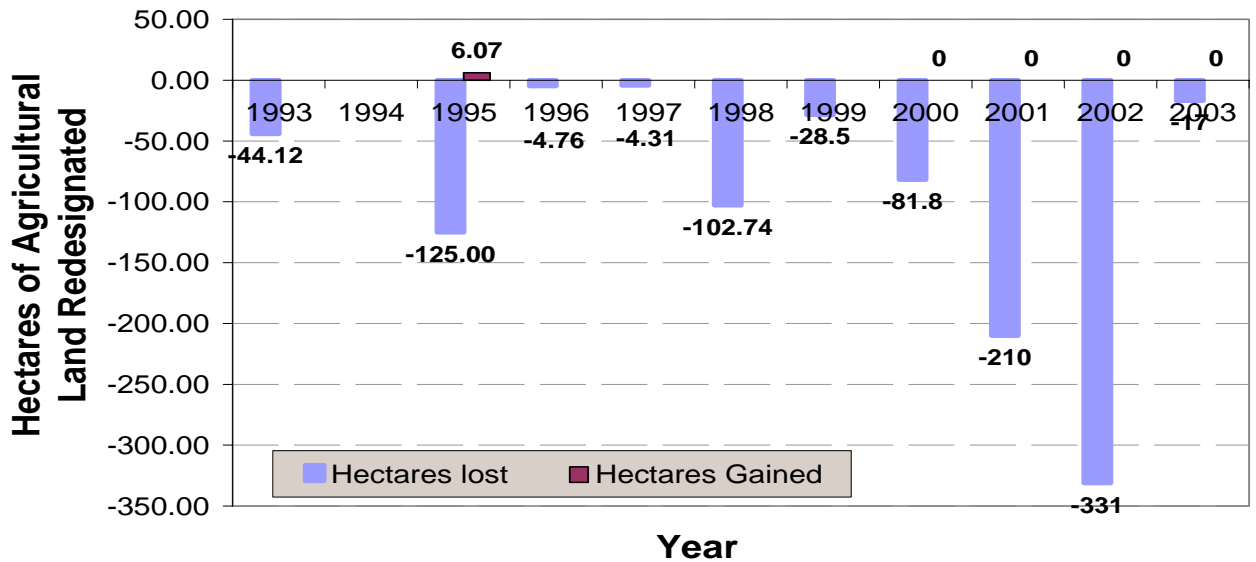
Description: This indicator greatly simplifies data measured using different scales and methods is reported to Council annually by Clean Air Hamilton. The indicator summarizes trends for the four major indicators of adverse air quality: ground level Ozone (O_3), nitrogen dioxide (NO_2), inhalable particulate matter (PM_{10}) and sulphur dioxide (SO_2).

4.23 ENVIRONMENTAL: Agricultural Land Lost

Comments:

- 1541 hectares of agricultural land were lost in 2002 and 2003 as a result of planned expansions to the urban boundary for residential and commercial development.
- The province implemented a moratorium in December 2003 on urban expansions and the development of new urban uses in the rural area of Hamilton. The province calculates that more compact development could save about 20% in infrastructure costs alone, compared to existing growth patterns.
- Continuing urban sprawl increases vehicle dependence. More cars mean more pollution and more hospital admissions, unhealthy sedentary lifestyles and fewer opportunities for social interaction.

Figure 23: Number of Hectares of Agricultural Land Lost due to Official Plan Amendments 1993-2003



Source: City of Hamilton, Planning & Development Department

Description: The re-designation of agricultural land for other uses provides an indication of land use change in rural areas and the effectiveness of urban planning. It is tracked as part of the Provincial PMP program.

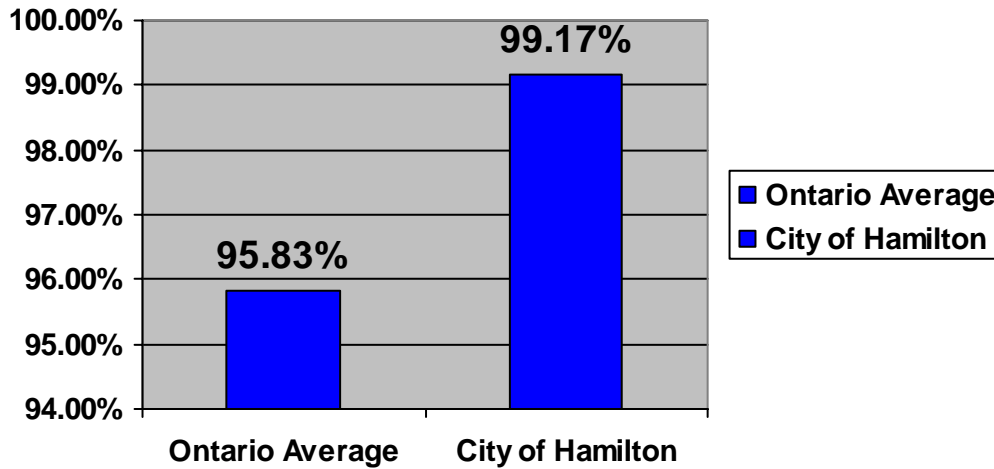
This indicator does not include land use change due to rural severances or farm-related commercial uses or passive rural land uses.

4.24 ENVIRONMENTAL: Clean, Safe, Reliable Drinking Water

Comments:

- The City of Hamilton strives to be 100% compliant with the Safe Drinking Water Act (SDWA)
- In 2002 the City drinking water tests were 99.17% compliant with the SDWA
- The City takes over 87,000 analytical tests each year to ensure compliance with the drinking water standards

Figure 24: Water Compliance, Comparison of Hamilton to Ontario Average (2002 Results)



Source: OMBI

Compliance is measured by:
$$\frac{\# \text{ of analytical tests} - \# \text{ of tests out of compliance}}{\text{Total \# of tests taken}}$$

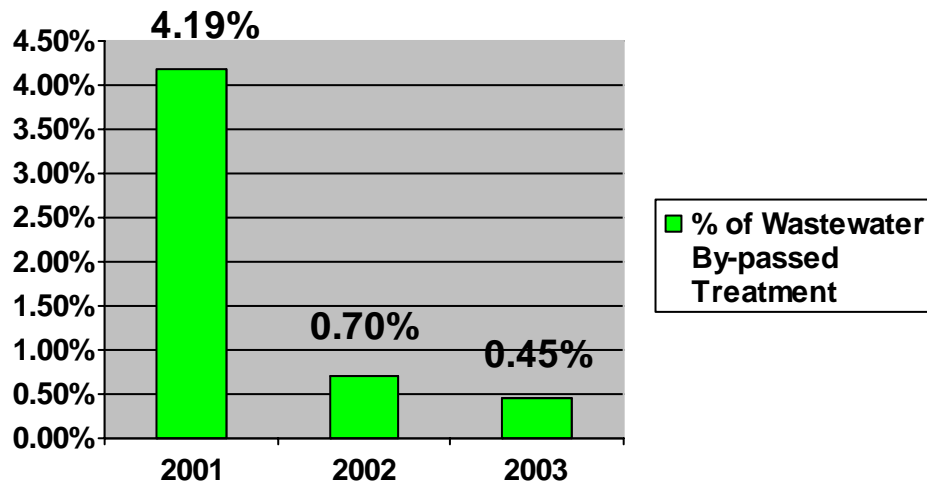
Description: the percentage of drinking water in compliance with the standards

4.25 ENVIRONMENT: Effective Wastewater Treatment

Comments:

- The percentage of wastewater by-passed has declined since 2001 from 4.19% to .45% in 2003. The City of Hamilton's goal is to minimize the amount of wastewater that by-passes treatment prior to being discharged into the environment.
- The amount of wastewater estimated to have by-passed treatment is influenced by the following factors: combined sanitary and storm sewer systems, the number and intensity of storm events, and the method used to estimate the percentage.
- There has been significant investment in works such as storage facilities and increased capacities at pumping stations and treatment facilities to mitigate the volume of untreated sewage released into the environment during the past two years.

Figure 25: Discharge History, City of Hamilton (2001 – 2003)



Source: *MPMP*

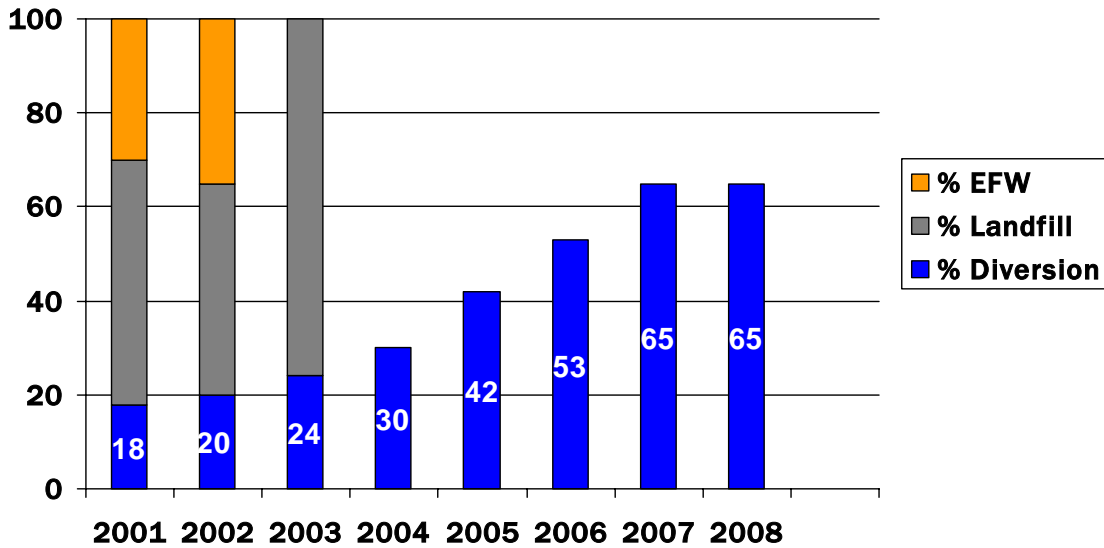
Description: Percentage of wastewater estimated to have by-passed treatment prior to being discharged into the environment

4.26 ENVIRONMENTAL: Waste Diverted from Landfill

Comments:

- The percentage of waste diverted from landfill is the key indicator in measuring the progress toward our Solid Waste Management Master Plan goal of 65% diversion by 2008. The diversion rate has increased over the past three years from 18% in 2001, to 20% in 2002 and 24% in 2003. Across the province, the diversion rate was 28% in 2002.

Figure 26: Percentage of Waste Diverted from Landfill (2001 – 2003)



Source: *Waste Management Division*

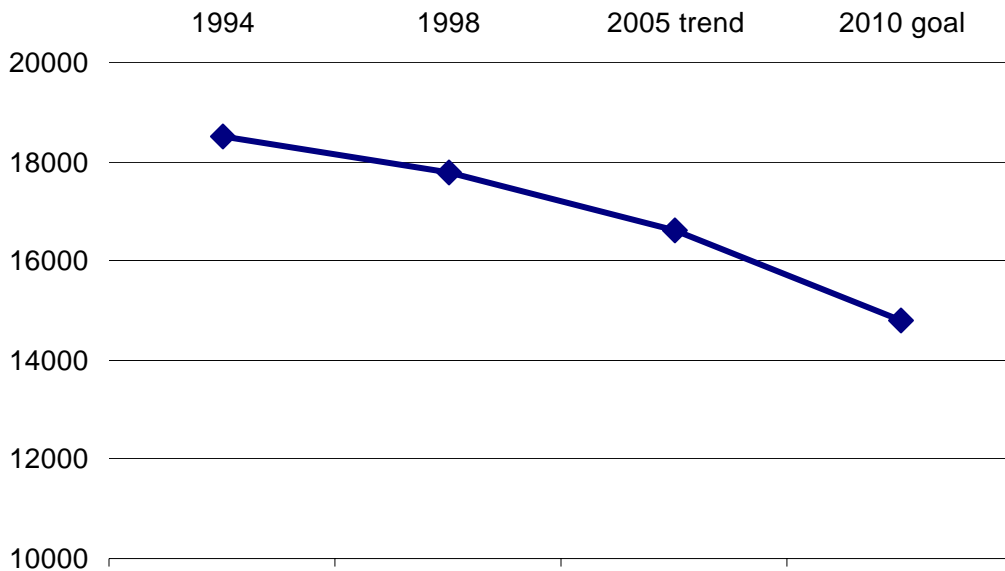
Description: The graph shows the waste diverted from landfill in 2002 and 2003. The Energy From Waste (EFW) portion in 2002 is the percentage of waste processed through the Solid Waste Reduction Unit (SWARU) which was closed in December 2002.

4.27 ENVIRONMENTAL: Municipal Energy Consumption

Comments:

- Emissions from municipal operations overall have decreased since 1994.
- Energy consumption for fleet vehicles and equipment has a direct correlation with air pollution (see 4.22 Key Indicators of Air Pollution 1993-2003)
- Actual fuel consumption has declined slightly as fleet size is stable and newer, more fuel-efficient vehicles are replacing older units.
- Vehicles that use less fuel, such as hybrid electric vehicles, emit less greenhouse gas into the atmosphere. Natural gas vehicles eliminate sulphur dioxide emissions. The use of the hybrid and natural gas vehicles in the City’s municipal fleet will accelerate the reduction in smog-forming emissions and greenhouse gases.

Figure 27: Annual Emissions of Greenhouse Gases (tonnes) from Municipal Operations



Source: Planning and Development Department, “*Vision 2020, Annual Sustainability Indicators Report*”, December 2003

Table 5: OVERVIEW OF CITY WORKFORCE INDICATORS

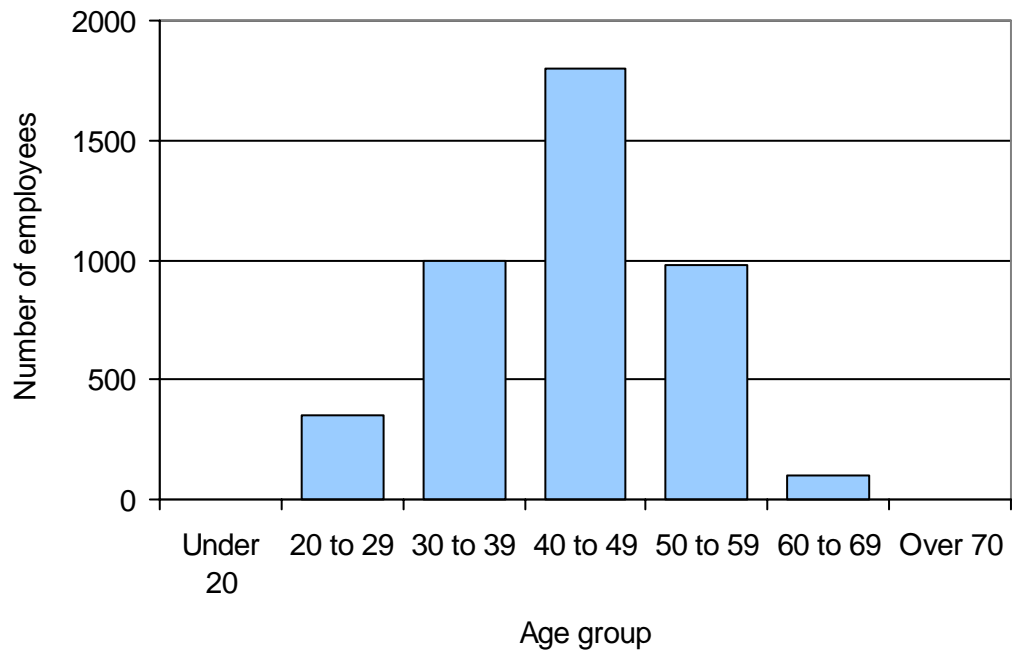
INDICATOR	KEY FINDINGS
4.28 Average Age Regular Full-time Staff)	✓ A majority of the City of Hamilton's workforce is in the 40 – 49 years of age bracket. Conference Board of Canada data indicates the average age at which public sector employees retire is 58.
4.29 Average Years of City Service per Employee	✓ The average length of service for regular full time employees is 14 years, which is longer tenure on average than in comparator municipalities. When combined with average age, this data suggests that 68% of the current regular full time workforce will be near to or eligible for retirement within the next 10 years.
4.30 City of Hamilton Turnover Rate Regular Full-time Staff)	✓ The overall turnover rate for the City of Hamilton is comparable to other organizations, but for 2003 was considerably higher for Manager, Director and Department Head levels.
4.31 Management to Staff Ratios	✓ The ratio of management to non-management at the City of Hamilton is higher than municipal and health sector comparators (i.e. on a relative basis there are fewer managers at the City of Hamilton).
4.32 Union to Non-Union Ratios	✓ There is a higher ratio of union to non-union staff in the City, when compared to many municipal counterparts, reflecting the complex environment within which the City operates.
4.33 Sick Days per Eligible Employee	✓ The City's rate of sick days per eligible employee is consistent with provincial and national averages.
4.34 Workplace Accidents	✓ The City experienced an increase in the number of workplace accidents in 2003 over 2002 primarily as the result of slips and falls and material handling strains.

4.28 CITY WORKFORCE: Average Age of Permanent Full-Time Employees

Comments:

- The average age of City employees is 43. This compares favourably to the Conference Board of Canada average for public servants (43 years) and the Human Resources Benchmark Network (42 years).
- Like other government employers, the City Of Hamilton has a majority of its workforce in the 40-49 age bracket (see chart) with many in senior positions in this bracket or higher. The average age of Senior Management (Corporate Management Team) is 50.
- The Conference Board of Canada identifies the average age a Public Sector employee retires is 58 years. Approaching retirements in the next decade may lead to a shortage of labour, an increased cost of labour, the need for flexible working arrangements to retain older workers, as well as an increase in benefits usage and costs, the need to develop succession planning, the need to be viewed as a City of Choice for prospective employees, etc.

Figure 28: Age Distribution of Regular Full Time Staff – All Departments (2003)



Source: City of Hamilton - PeopleSoft HRMS system

4.29 CITY WORKFORCE: Average Years of City Service per Employee (Regular Full Time Staff)

Comments:

- The average years of service for City employees is 14 years. This is higher than the Human Resources Benchmarking Network average of 9.85 years.
- Combined with *average age, years of service per employee* indicates the average employee will be eligible for or be nearing retirement within the next 10 years (68% of current workforce).
- It is critical that the city maintain workforce size that is sufficient to maintain Council directed service levels.

Figure 29: Average years of City Service per employee

Regular Full Time Employees	43	14
CMT	50	6
Directors	47	13
Mgr/Supt	47	17

* City of Hamilton service only, rounded to nearest year

Source: *City of Hamilton - PeopleSoft HRMS system*

Description: The average length of time an employee has worked for the City of Hamilton.

4.30 CITY WORKFORCE: City Of Hamilton Turnover Rate (Regular Full Time Staff)

Comments:

- Although the City has a turnover rate in 2003 similar to the Conference Board of Canada average, it should be noted that we experienced high rates of turnover in senior staff positions.

Figure 30: Turnover Rate (Regular Full Time Staff) 2002 and 2003

Turnover Rate City of Hamilton (2003)	6.0 %
Turnover Rate City Of Hamilton (2002)	6.2 %
Conference Board of Canada Average (2002)	6.9 %
Turnover Rate City Of Hamilton Managers (2003)	13.0 %
Turnover Rate City Of Hamilton Directors (2003)	26.0 %

Source: *City of Hamilton - PeopleSoft HRMS system*

Description: The percentage of the total full time workforce that is terminated (voluntarily or involuntarily) annually.

4.31 CITY WORKFORCE: Management to Staff Ratios

Comments:

- The ratio of management to non-management at the City of Hamilton is significantly higher than municipal and health sector comparators and has increased from 2002 to 2003. This is reflective of the fact that the City has experienced a number of restructurings and downsizings affecting the management group.

Figure 31: Ratio of Management to Staff 2003

City of Hamilton 2002	1 to 30
City of Hamilton 2003	1 to 32
Human Resources Benchmarking Network (HRBN)	1 to 18.32

Source: *City of Hamilton – PeopleSoft HRMS System*

Description: The ratio of employees in management vs. non-management levels. (Management includes those in one of the job levels of Sr. Project Manager, Manager/Superintendent, Director, Executive Director or General Manager).

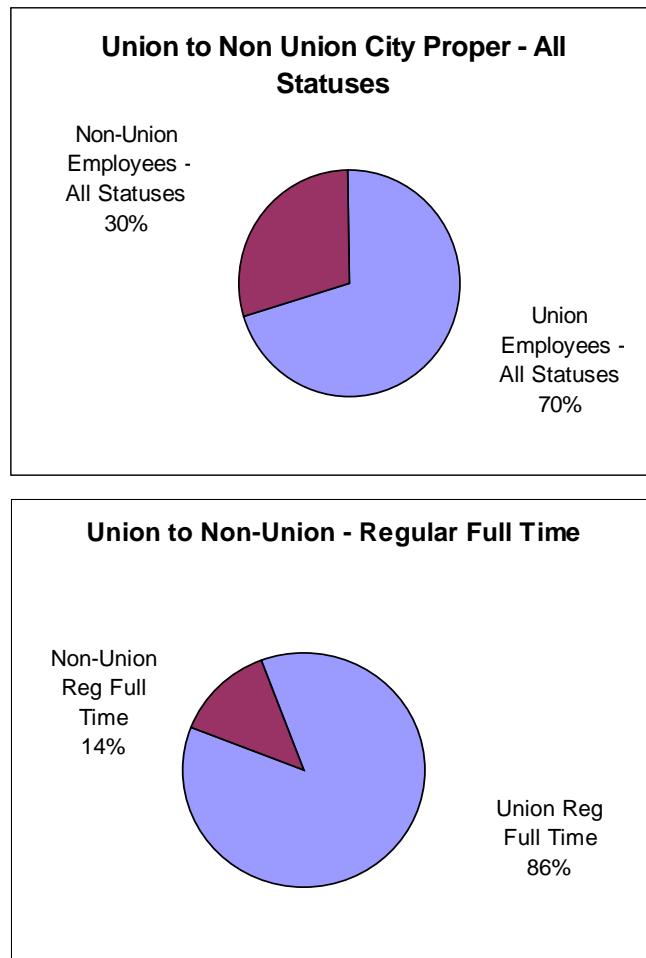
4.32 CITY WORKFORCE: Union to Non-Union Ratio

Comments:

- A large majority (86%) of the municipal full time workforce is unionized. The City operates within a complex labour relations environment which requires effective labour relations practices to ensure quality service delivery, and promotes a positive employee relations environment.

Figure 32: City of Hamilton All Employees vs. Regular Full Time Employees, Union Percentage 2003

Human Resources Benchmarking Network union employee percentage = 74.9%



Source: City of Hamilton - PeopleSoft HRMS system

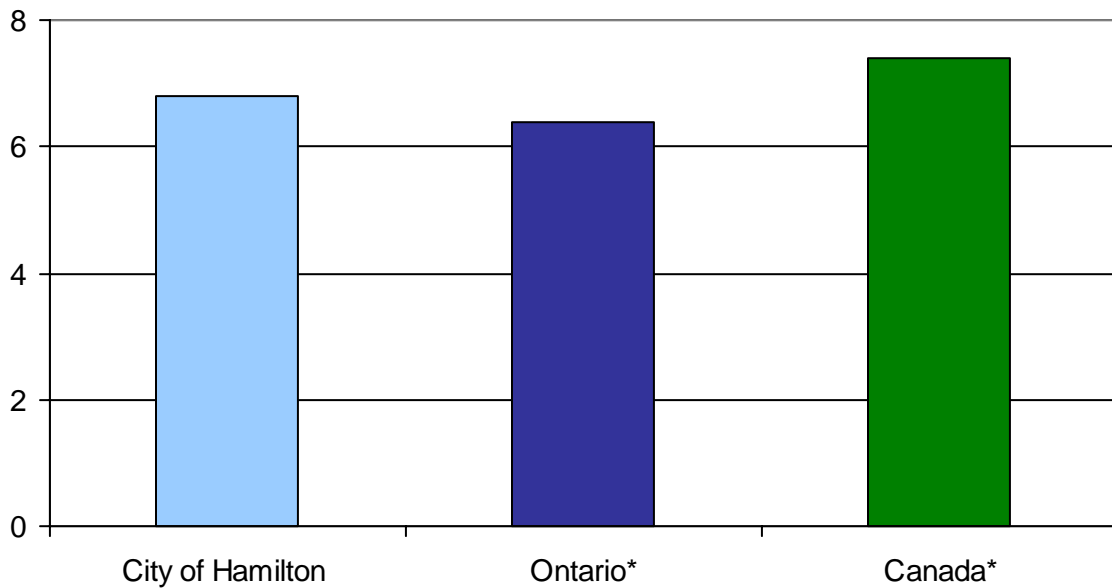
Description: The percentage of employees belonging to a union versus those who do not.

4.33 CITY WORKFORCE: Sick Days per Eligible Employee

Comments:

- The direct and indirect costs associated with lost time, combined with an aging workforce, escalating benefits costs, underscores the need to ensure the work environment supports employee health and wellness.

Figure 33: Average number of sick days per employee, City of Hamilton, Ontario and Canada, 2003



Source: City of Hamilton - PeopleSoft HRMS system, *Statistics Canada.

Description: The total sick days recorded by all employees in one year divided by the total number of eligible employees. This Includes Short Term Disability and sick bank days only. This indicator is used to gauge the amount of lost time due to personal illness.

4.34 CITY WORKFORCE: Workplace Accidents

Comments:

- The total number of workplace accidents which includes three categories: lost time, report only and medical aid. This indicator is used to gauge the amount of lost time due to workplace accidents compared with the overall accident figure, i.e. report only and medical aid are for those accidents that have not resulted in lost time.
- The City experienced an increase in the number of workplace accidents in 2003 over 2002 primarily as the result of slips and falls, and material handling strains.

Figure 34: Total Number of Workplace Accidents for the City of Hamilton for 2001-2003

Categories	2001	2002	2003
Report Only Incidents: No medical aid or lost time but considered a “close call”	898	896	940
Medical Aid Incidents: Incidents requiring medical aid but no time off beyond day of injury	418	399	407
Lost Time: Incidents resulting in time away from work beyond day of injury	375	353	402
Days Lost: Total days away from work resulting from lost time incidents	4521	4777	5792
WSIB Costs: For incidents occurring in a specific year	\$1,173,163	\$777,841	\$987,044
WSIB Actual Costs: Includes all past claims, active pensions, and administration fees paid to WSIB in a specific year	\$5,350,844	\$5,835,595	\$5,695,062

Source: *City of Hamilton - PeopleSoft HRMS system*

5.0 DEMOGRAPHIC INDICATORS: WHAT ARE WE LIKE NOW?

Table 6: OVERVIEW OF DEMOGRAPHIC INDICATORS

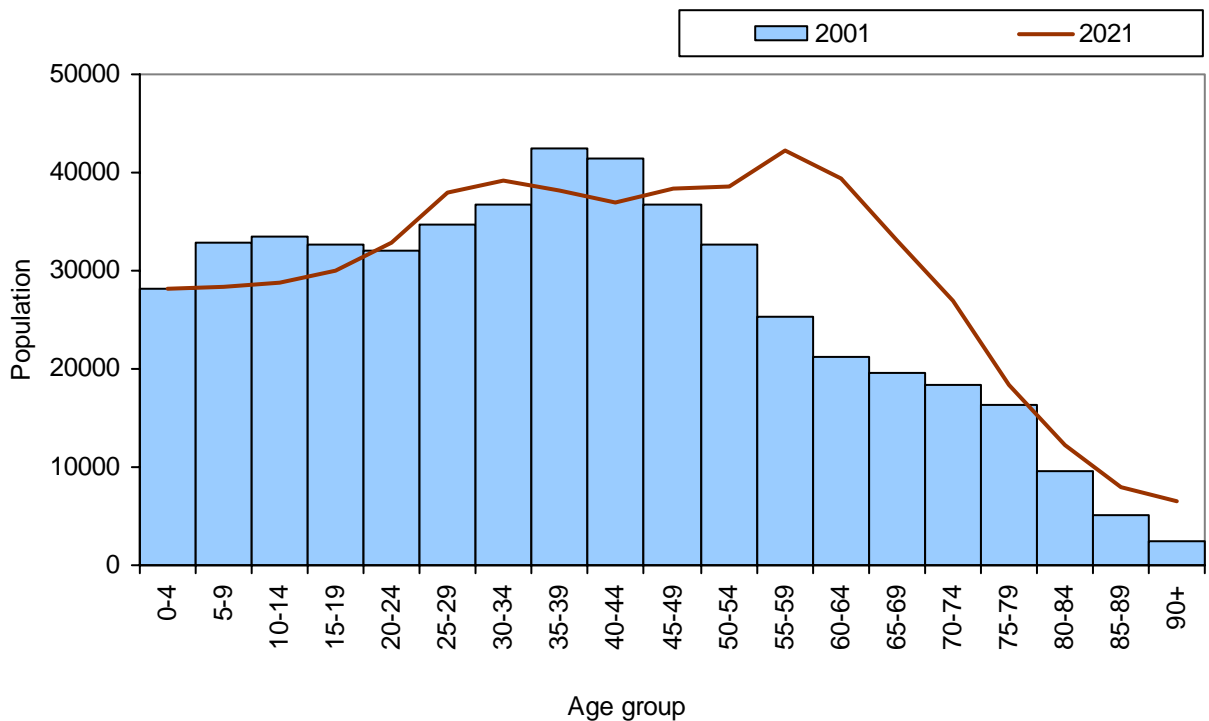
INDICATOR	KEY FINDING
5.1 Population Projection	✓ There will be a smaller proportion of children and a larger, older population by 2021.
5.2 Population by Age & Gender	✓ There are significantly more females than males in the age group of 65 years and older
5.3 Family Structure	✓ Almost half of the households in Hamilton have children and a large proportion of these households are married couples with children.
5.4 Dependency Ratio	✓ There is one aged or child dependent for every two people in the working age population.
5.5 Immigration & Ethnic Origin	✓ About one quarter of the Hamilton population was born outside of Canada. The country of origin for immigration has also shifted way from historical immigration patterns.
5.6 Education	✓ Hamilton has a higher proportion of residents with less than a high school education and a lower proportion with university education.
5.7 Income	✓ The proportion of residents with higher incomes is growing, but almost half of the total population has an annual income of less than \$20,000.
5.8 Employment & Unemployment	✓ Participation in the labour force has remained relatively stable since 1996, but there has been a steady increase in labour force out-commuting to jobs in surrounding municipalities.

5.1 DEMOGRAPHICS: Population Projection

Comments:

- The population bulge in 2001 is between the ages of 30 and 49 years. It will move to the 50 to 69 years age group by 2021.
- In 2021, there will be a comparatively smaller proportion of children and youth aged 0 to 19 years in the population and a comparatively larger proportion of the older population aged 50 years and older.
- The number of people supporting those who are dependent is shrinking. (See 5.4 Dependency Ratio.

Figure 35: Population by age group 2001, Population projections by age group 2021, City of Hamilton



Source: Statistics Canada, Census 2001; Ontario Ministry of Finance, Population Projections for 2021.

Description: Population composition by age for 2001 and population projections for year 2021 in the City of Hamilton.

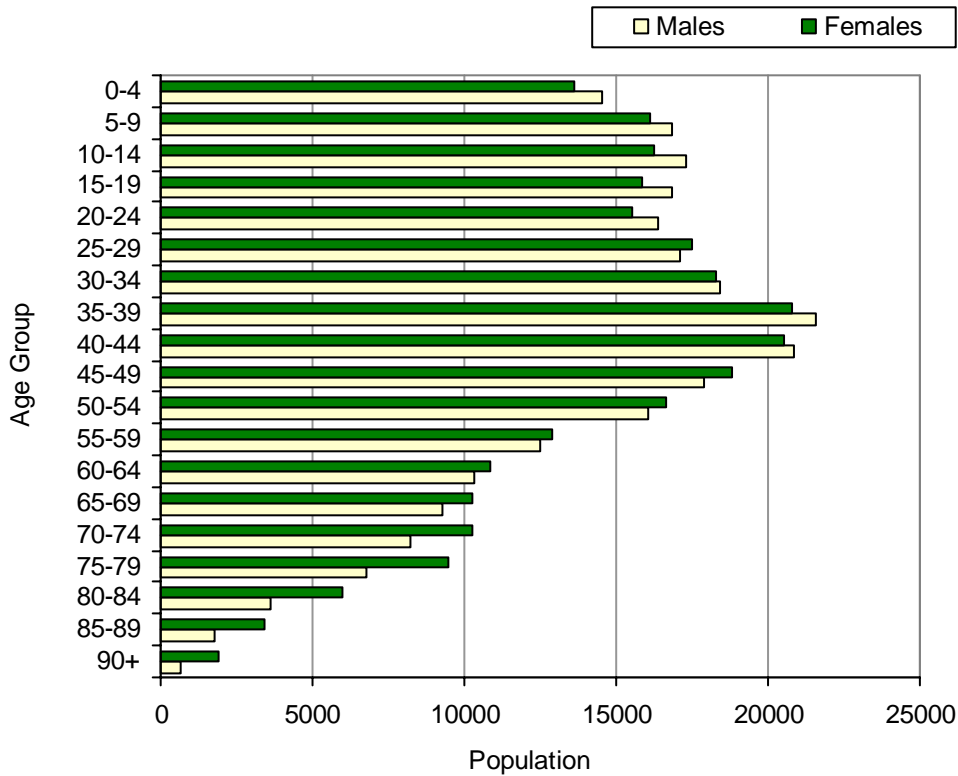
Projections are based on Ministry of Finance Population Projections. These will be revised shortly and will increase for Hamilton.

5.2 DEMOGRAPHICS: Population by Age & Gender

Comments:

- The increased population in the 30 to 39 years age group is a combination of the 'baby boom' and increased immigration among this group that started in the late 1980s.
- There are significantly more females age 65 years and over than there are males.

Figure 36: Population by age group and gender, City of Hamilton, 2001



Source: Statistics Canada, Census 2001

Description: Population composition by age and gender for 2001 in the city of Hamilton.

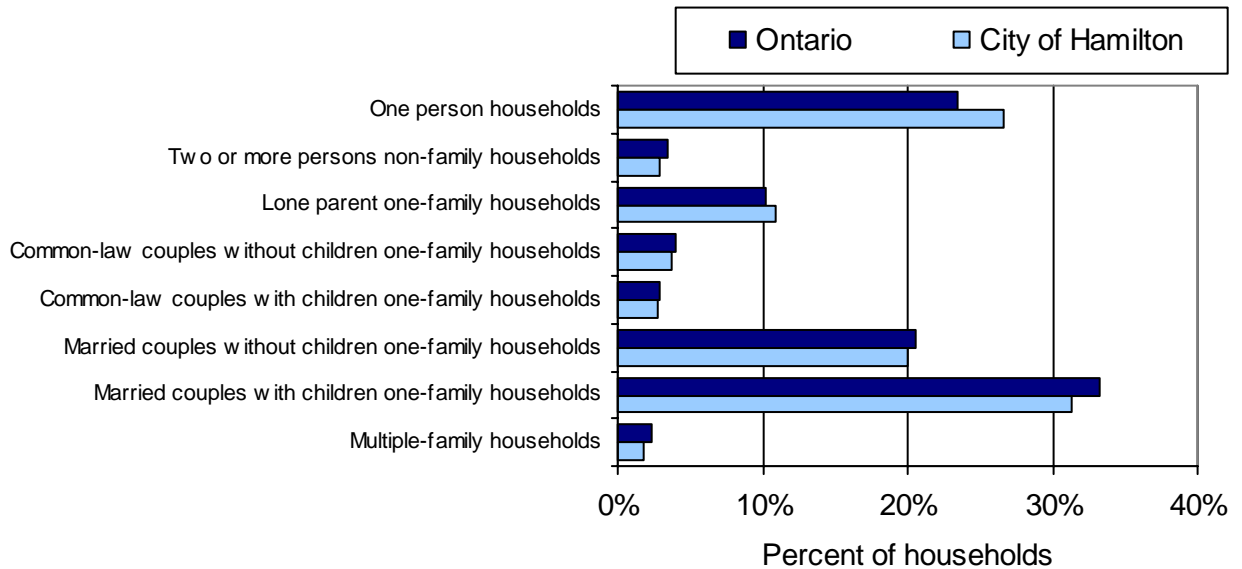
The Census includes Canadian citizens and landed immigrants with a usual place of residence in Canada, those abroad or at sea, persons in Canada claiming refugee status, those holding student, employment or Minister's authorizations (and members of their family living with them).

5.3 DEMOGRAPHICS: Family Structure

Comments:

- Over half of households in Hamilton are married couple one-family households with or without children and greater than thirty percent of Hamilton households are made up of married couples with children.
- A quarter of Hamilton households are comprised of one person living alone.
- The breakdown of household types in Hamilton is similar to that of Ontario with a few exceptions. A smaller percentage of Hamilton households consist of married couples with children and a higher percentage of households consist of a single person living alone. Hamilton also has a higher percentage of lone-parent households.

Figure 37: Private households by household type, City of Hamilton and Ontario, 2001



Source: Statistics Canada, Census 2001

Description: Person or a group of persons who occupy the same private dwelling, by household type (one-family household, multiple-family household, or non-family households), expressed as a percentage of all households.

One-family household refers to a single census family with or without other non-family persons including: married couples with or without children, couples living common-law with or without children, or lone parents living with one or more children.

Multiple-family household refers to a household with two or more census families (with or without additional non-family persons).

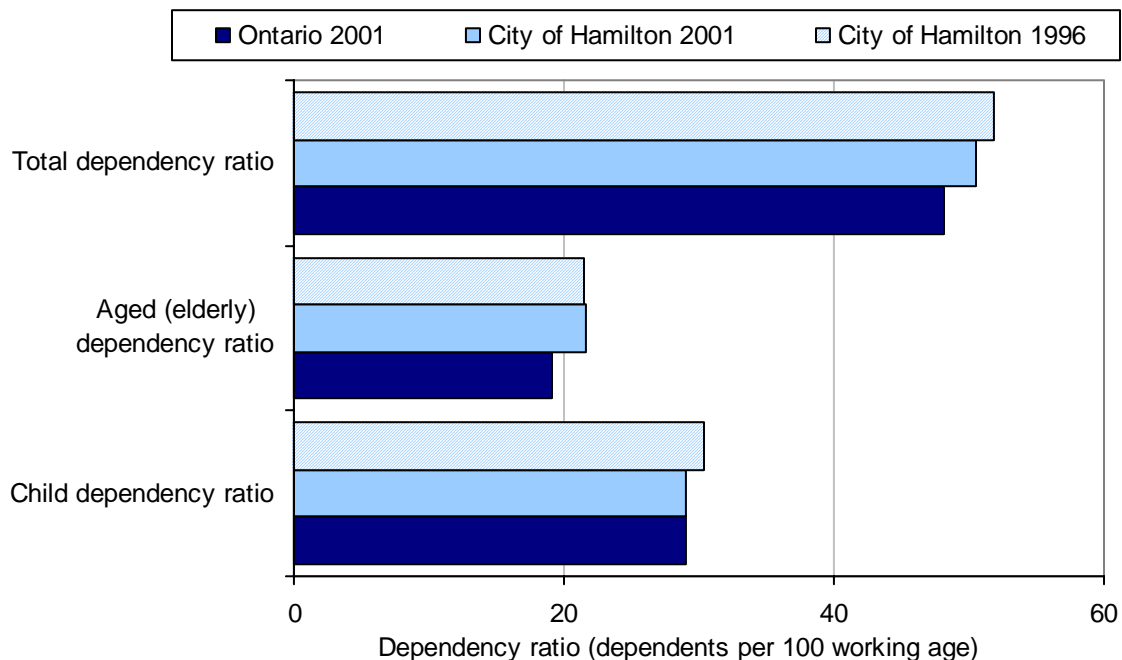
Non-family household refers to either one person living alone or to a group of two or more people who share a private dwelling, but who do not constitute a census family.

5.4 DEMOGRAPHICS: Dependency Ratio

Comments:

- For every 100 working adults in Hamilton there are 29 child dependents and 22 elderly dependents, or approximately 1 dependant for every 2 working adults. As the population ages, the number of dependents will grow.
- Since 1996, Hamilton's child dependency ratio has decreased but the aged dependency ratio has remained constant.
- Hamilton's aged dependency ratio is slightly higher than the provincial average. The elderly dependency ratio will likely increase as baby boomers reach retirement age.

Figure 38: Child, aged (elderly) and total dependency ratio, City of Hamilton and Ontario, 2001



Source: *Census 2001, Statistics Canada*

Description: A dependency ratio is a comparison of the populations considered dependent (children aged 0 to 14 and the elderly aged 65 and over) to the population of working age (aged 15 to 64).

This ratio is presented as the number of dependents for every 100 people in the working age population.

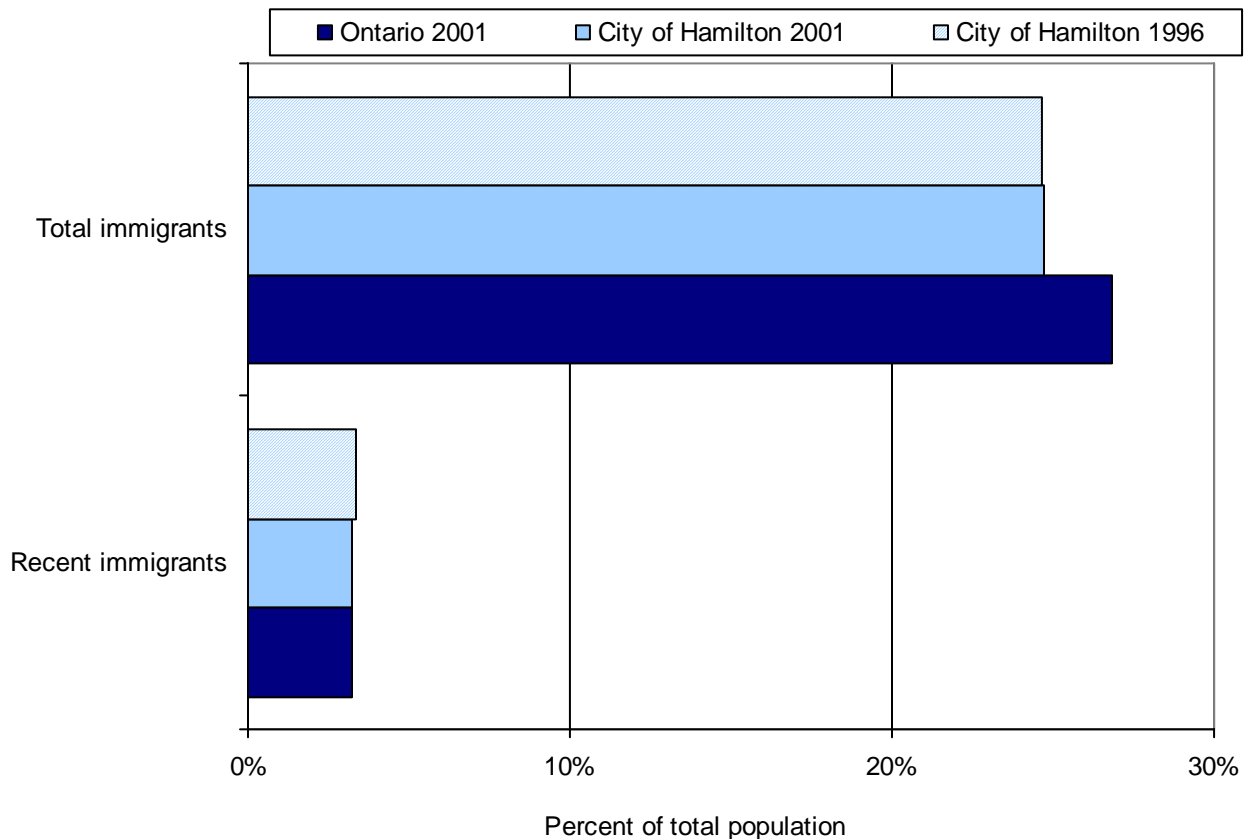
Dependency ratios are indicators of areas that are economically stressed due to the higher number of people who are likely economically dependent when compared to those who are likely to be earning a wage.

5.5 DEMOGRAPHICS: Immigration and Ethnic Origin

Comments:

- A quarter of the Hamilton population is foreign-born. This is a smaller proportion than that of Ontario residents.
- The percentages of recent immigrants in the Hamilton population are consistent with the provincial percentages.
- The proportion of non-permanent residents increased in 2001 when compared to 1996.

Figure 39: Total and recent immigrants, City of Hamilton and Ontario, 2001



Source: Statistics Canada, Canadian Community Health Survey, 2000/01.

Description: Percentage of foreign-born and Aboriginal peoples among population.

Total immigrants refer to the percentage of people who are, or have been, landed immigrants in Canada.

Recent immigrants are landed immigrants who have come to Canada in the 5 years previous to the Census day.

Comments:

- The top countries of birth for the recent immigrant population of Hamilton (those that have immigrated to Hamilton between 1996 and 2001) are Yugoslavia (10.3%), China (7.6%) and Iraq (6.7%). This trend represents a shift from historical patterns of immigration.
- The top countries of birth for recent immigrants are quite different for Hamilton and Ontario

Figure 40: Country of Birth for Immigrants, City of Hamilton and Ontario 2001

COUNTRY OF BIRTH	City of Hamilton	Ontario
Yugoslavia	10.3%	2.0%
China, People's Republic of	7.6%	12.8%
Iraq	6.7%	1.6%
Pakistan	6.5%	6.5%
India	6.3%	10.9%
Bosnia and Herzegovina	6.3%	1.4%
Philippines	3.8%	4.9%
Croatia	3.6%	0.6%
Romania	2.4%	2.2%
United States	2.2%	2.7%

Source: Statistics Canada, Canadian Community Health Survey, 2000/01.

Description: Top countries of birth for recent immigrants to Hamilton and the corresponding proportions for Ontario

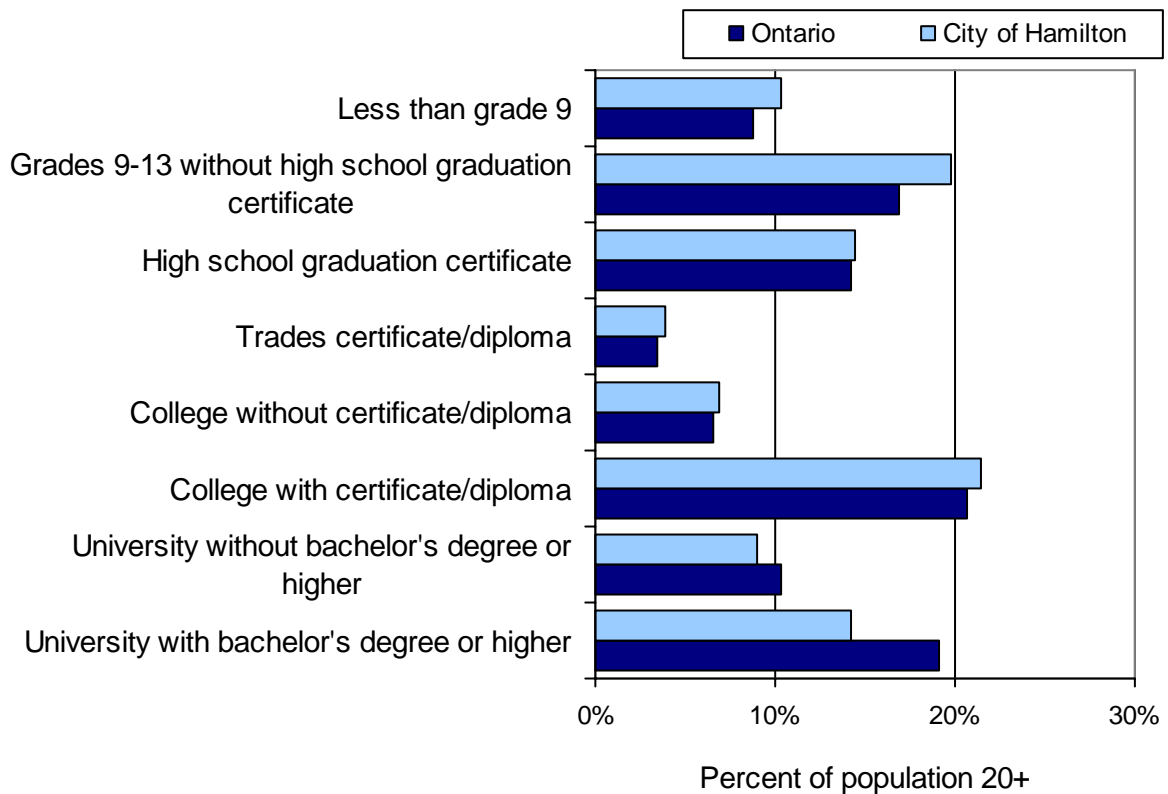
Recent immigrants are landed immigrants who have come to Canada in the 5 years previous to the Census day.

5.6 DEMOGRAPHICS: Education

Comments:

- Almost a third of Hamiltonians 20 years of age and over have not attained a high school graduate certificate.
- A higher percentage of Hamilton residents report less than high school or high school education when compared to Ontario as a whole.
- In Hamilton, there were a higher percentage of residents who reported a trades or college education than in Ontario.
- The percentage of Hamilton residents with some or completed university education is below the provincial average.

Figure 41: Population 20 years and older by highest level of education obtained, City of Hamilton and Ontario, 2001



Source: *Census 2001, Statistics Canada.*

Description: Proportion of the population 20 years of age and older in each category of highest level of schooling attained.

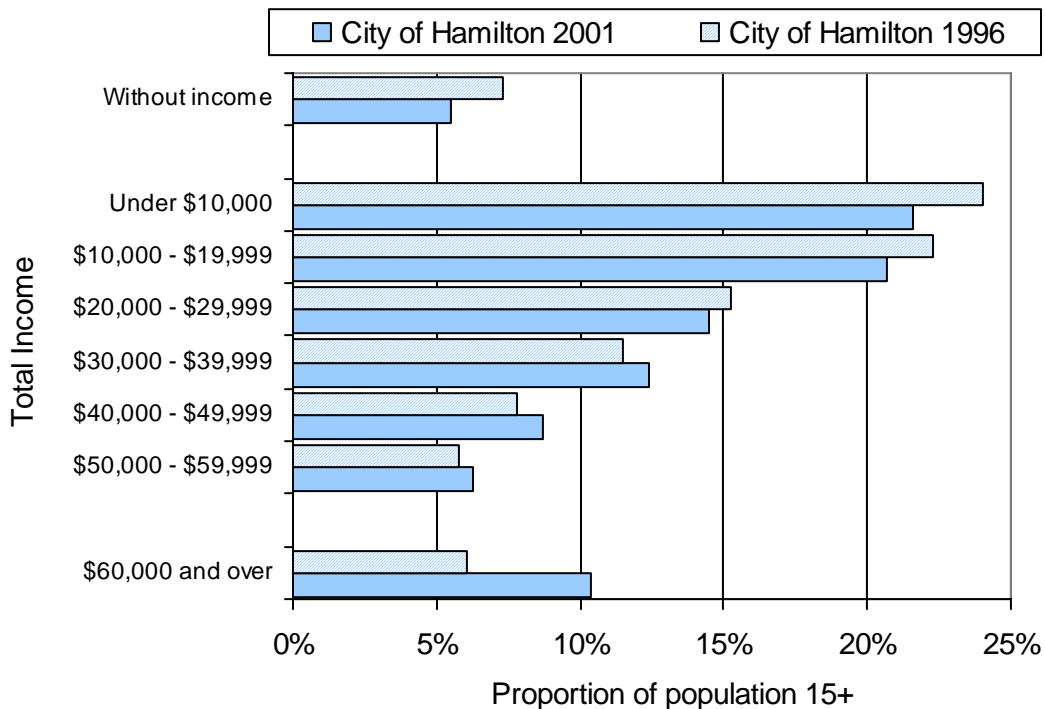
Comparison of 1996 and 2001 data is not possible due to changes to the Census categorization of education levels in 2001.

5.7 DEMOGRAPHICS: Income

Comments:

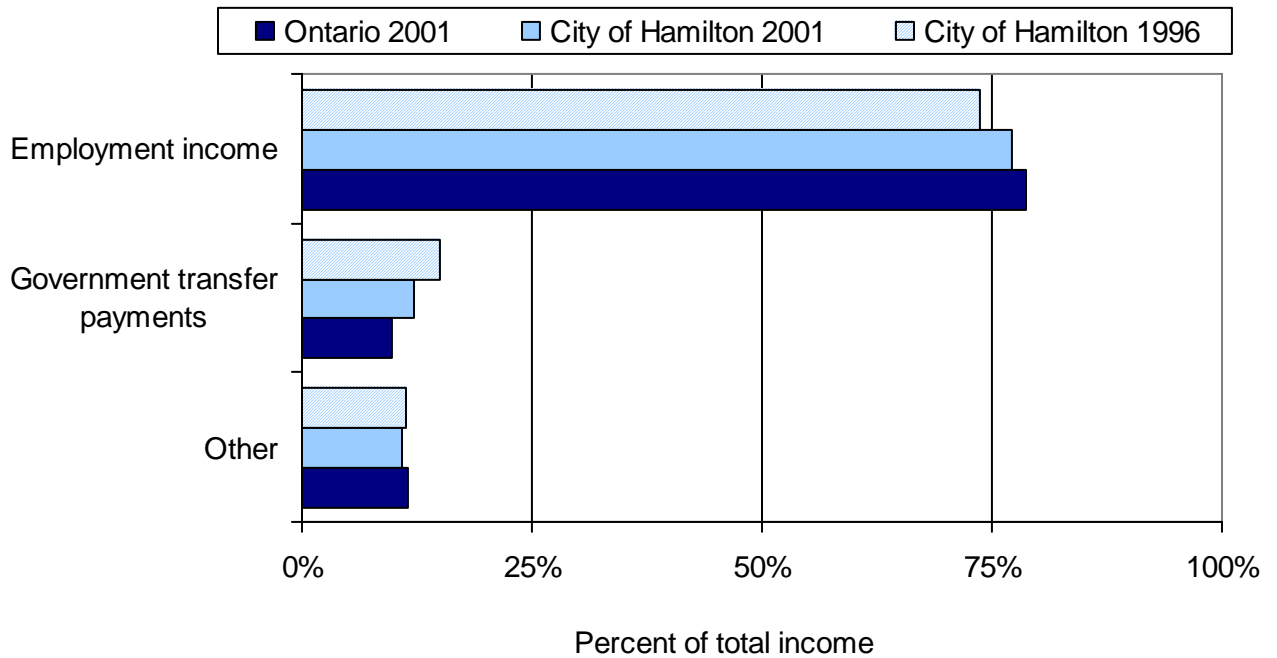
- Over 10% of Hamiltonians 15 years and over receive an annual income of \$60,000 or higher. This is a substantially greater percentage than seen in 1995.
- Compared to data from the 1996 Census, a smaller proportion of Hamilton residents 15 years and older have an income of under \$20,000 per year. The proportion with an income under \$20,000 still remains almost half of the total population.
- The widening income gap is also associated with a decrease in overall health.
- Employment was the source of income for over three quarters of the total income dollars received by Hamiltonians in 2000.
- For Hamilton residents, government transfer payments comprised a higher proportion of the total income dollars than for the population of Ontario. This proportion has fallen since 1995.

Figure 42: Total income of persons 15 years of age and over, City of Hamilton, 2000



Source: Statistics Canada, Census 2001

Figure 43: Total income dollars received by persons 15 years and over by source of income, City of Hamilton and Ontario, 2000



Source: Statistics Canada, Census 2001

Description: The total income for individuals 15 years of age and older received during the calendar year 2000 from any source, expressed as a percentage of all persons 15 years of age and older.

Total income dollars received by Hamiltonians 15 years and over during calendar year 2000 broken down by source, expressed as percentage of the total.

Employment income refers to wages and salaries, net income from a non-farm unincorporated business and/or professional practice, and/or net farm self-employment income.

Government transfers refers to all transfer payments received from federal, provincial or municipal governments including: the Old Age Security pension, Guaranteed Income Supplement, benefits from Canada or Quebec Pension Plan, Employment Insurance benefits, Canada Child Tax benefits, other income from government sources.

Other income refers to regular cash income not reported in any of the sources listed on the questionnaire, for example, alimony, child support, periodic support from other persons not in the household, income from abroad (excluding dividends and interest), non-refundable scholarships and bursaries, severance pay and royalties.

5.8 DEMOGRAPHICS: Employment and Unemployment

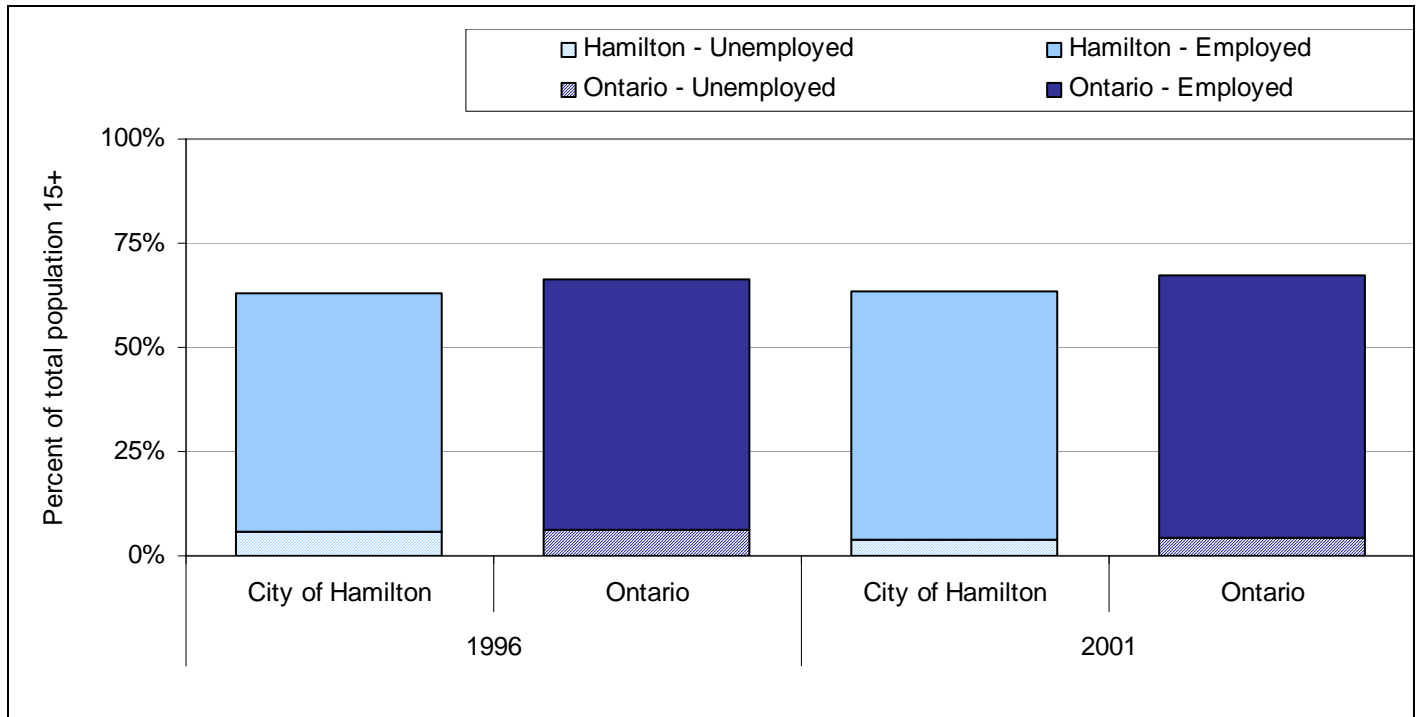
Comments:

- Recent labour force participation rates have remained relatively stable in the City of Hamilton with approximately two thirds of the population working or looking for work.
- A slightly larger proportion of the Hamilton population participates in the labour force compared with the rest of Ontario.
- Over six percent of the Hamilton residents that were active in the labour force could not find employment in 2001. This is substantially lower than the 9.1 percent in 1996.
- The percentage of Hamilton residents who are unemployed approximates the provincial percentage.
- If current trends continue in local job growth, 50% of the employed labour force will be out-commuting to jobs by 2031.
- Hamilton's unemployment rate has been consistently lower than both the national and provincial averages over the last 10 years. Hamilton, however, has seen its unemployment rate rise by 1.6% since 1999.
- Local construction activity has helped ease the pressure on the unemployment rate. An unexpected rise in the local service sector should keep unemployment rates below the national average again in 2004

Figure 44: Participation Employment & Unemployment Rates 1996, 2001

	1996		2001	
	City of Hamilton	Ontario	City of Hamilton	Ontario
Participation Rate	62.9	66.3	63.7	67.3
Employment Rate	57.2	60.2	59.6	63.2
Unemployment Rate	9.1	9.1	6.4	6.1

Figure 45: Proportion of the population 15 years and over in the labour force and the proportion unemployed, City of Hamilton and Ontario, 1996 and 2001



Source: Statistics Canada, Census 1996, 2001

Description: The labour force participation rate for the population 15 years of age and over (persons employed and person unemployed), expressed as a percentage of the total population 15 years of age and over.

Employed persons are those who, during the week (Sunday to Saturday) prior to Census Day (May 15, 2001): (a) did any work at all for pay or in self-employment or without pay in a family farm, business or professional practice; (b) were absent from their job or business, with or without pay, for the entire week because of a vacation, an illness, a labour dispute at their place of work, or any other reasons.

Unemployed persons are those who, during the week (Sunday to Saturday) prior to Census Day (May 15, 2001), were without paid work or without self-employment work and were available for work and either: (a) had actively looked for paid work in the past four weeks; (b) were on temporary lay-off and expected to return to their job; or (c) had definite arrangements to start a new job in four weeks or less.

Unemployment rates do not capture the population that has stopped actively looking for a job or that does not participate in the labour force, such as retirees, people who are unable to work due to disability, etc.

6.0 INFLUENCING FACTORS: WHAT'S ON THE HORIZON?

6.1 Demographic

INFLUENCING FACTOR	POTENTIAL IMPLICATIONS/ASSUMPTIONS
AGING POPULATION	<ul style="list-style-type: none"> ▪ A rapid increase in the middle aged population, on-going growth in the numbers of seniors combined with continuing declines in the number of youth will demand a "shift" of many City services and programs away from traditional priorities. ▪ Rapid growth of empty nester population may result in a steep drop in the total population of Hamilton's most developed neighbourhoods. Growing percentage of young families could be forced to new housing in remote areas or to stay in single/starter housing by immobile empty nesters. ▪ Strong growth in middle aged population will increase retail market opportunities because discretionary income expands after children leave home. ▪ Increased rates of chronic disease will result in an increased demand for health care, including physicians and other support services. ▪ Increased demand for affordable, accessible supportive housing geared to seniors. ▪ Increased demand on HES FIRE and EMS resources due to increase in medical calls; current trend is increase of 10% per annum. This will result in the need for more street service resources in order to maintain the depth of resources available for simultaneous calls. ▪ Increased pressure to subsidize fixed income earners with respect to taxation and user fees.
INCREASING DIVERSE POPULATION	<ul style="list-style-type: none"> ▪ Declining births and a growing mature adult population mean more and more of the City's growth will be made up of national and foreign migrants. ▪ Increased service delivery to new immigrants and retirees with different lifestyles and religions requires a better understanding of the needs and preferences of persons from diverse cultures and communities. ▪ Greater emphasis should be placed on issues of access and equity to City services and programs as well as the development of inclusive communication strategies. ▪ Increased demand for cultural interpretation services. ▪ Potential source of skilled trades and other professionals.

6.2 Social, Cultural and Lifestyle

INFLUENCING FACTOR	POTENTIAL IMPLICATIONS/ASSUMPTIONS
<p>CHANGING FAMILY STRUCTURE</p>	<ul style="list-style-type: none"> ▪ Family size will decrease as the population ages and result in more single person or “non-family” households. ▪ Increasing number of lone-parent families suggests that there is an increasing number of children at risk of social, physical, and emotional stresses. ▪ Dependents in households now often include both children and aged adults requiring unique forms of care.
<p>INCREASING CHRONIC DISEASE</p>	<ul style="list-style-type: none"> ▪ Increased demands on the health care system, including primary health care, hospital care and home care, where resource shortages already occur. ▪ Increase in persons with multiple chronic conditions means disease-specific programs need to be integrated to offer collaborative services. ▪ Marked differences across gender, age groups, and ethnic groups in prevalence and risk factors require the development and implementation of strategies that target high risk groups. ▪ Increased burden to individuals and their families who will require support in both the home and workplace. ▪ Conventional urban sprawl and the growing distance separation between live, work, shop and play activities contributes to a sedentary lifestyle and the growing incidence of related health problems (obesity, heart problems, etc.).
<p>INCREASE IN FAMILIES LIVING IN POVERTY</p>	<ul style="list-style-type: none"> ▪ Increased demand for social assistance and other social and health programs . ▪ Increased pressure on property tax base as means to accommodate income redistribution. ▪ Increased demand for affordable housing in clean safe communities with access to services and public transportation. ▪ Disparity in affordable housing supply/cost between Hamilton and nearby GTA attracts low income households to relocate to our City. ▪ Increased demand for employment and retraining programs so that families can make a living wage.
<p>INCREASING NEIGHBOURHOOD DISPARITIES</p>	<ul style="list-style-type: none"> ▪ Increased variation of health outcomes by neighbourhood ▪ Increased need for neighbourhood specific program planning and delivery. ▪ Socio-economic make up of the different neighbourhoods in the city make it difficult for the culture and recreation division to set consistent rates and fees structures. Many residents in the lower economic neighbourhoods cannot afford to pay for recreation programs and program fees are adjusted/subsidized and/or waived to enhance accessibility in these neighbourhoods. ▪ Multi-generations are being housed in single family dwellings, increasing the population density and thus the demand on HES

	<p>prevention services.</p> <ul style="list-style-type: none"> ▪ Majority of emergency calls occur in the lower-socio-economic areas in the core of the City. Staff regularly encounter language barriers and various different cultures which impact the service requests and thus unnecessarily limit the primary health care received. ▪ Rapid growth of empty nester population could slow down normal patterns of household turnover/resale to younger families resulting in an overall decline in developed neighbourhood population and greater disparities between the location of community service programs and facilities in relation to the source of demand.
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6.3 Economic

INFLUENCING FACTOR	POTENTIAL IMPLICATIONS/ASSUMPTIONS
<p>INFLATION – CONSUMER PRICE INDEX (CPI)¹</p>	<ul style="list-style-type: none"> ▪ City of Hamilton is vulnerable to inflationary pressures. While other levels of government generate tax revenues through the sale of consumptive goods/services, municipalities are only beginning to share these valuable revenues. ▪ Potential of shifts in monetary policy as a consequence of inflationary pressures, such as increases in interest rates, further places the City of Hamilton at risk. ▪ Higher costs of borrowing raises the overall cost of the City's Capital programs, especially with the respect to the Red Hill Valley Project and the Waste Management Program. It also raises the cost of social housing.
<p>POPULATION/EMPLOYMENT GROWTH</p>	<ul style="list-style-type: none"> ▪ Between 1981 and 2001 Hamilton's population increased 19% while there was only a 1% local job growth and an exponential increase of out-commuting to the GTA. ▪ Private sector job losses (-32,855) exceeded private sector job creation (+22,590) over the last 2 decades. Local job recovery has been mainly in public service, food & accommodation and transportation occupations. These are lower wage or tax supported sectors. ▪ Disparities between population and employment growth increased the total non-working population of the City by 20% over the 1981-01 period. Only part of this growth in dependency is attributable to children and the elderly. ▪ The City's wealth-producing population is declining (49% to 42%, '81-01) and the wealth consuming population is increasing due to the imbalance between residential and employment growth.

¹ The Consumer Price Index is a way of tracking the cost of living. It is computed based on prices for the market basket of necessities including housing, food and beverages, transportation, apparel, entertainment, medical care, fuel/energy and other goods and services.

<p>POTENTIAL DOWNWARD TREND IN LOCAL ECONOMY</p>	<ul style="list-style-type: none"> ▪ Increased demand for social assistance and for a wide range of social/health services such as food banks, emergency shelters, counseling, addiction programs, and affordable housing. ▪ As family discretionary income decrease, ability to afford recreational or cultural programs are impacted. ▪ May also impact the price points that the City can charge for essential services like transit, water, sewer and cemeteries.
<p>HAMILTON'S COMPETITIVE PROFILE</p>	<ul style="list-style-type: none"> ▪ Impact on development interests from inside and outside the municipality. ▪ Hamilton current has roughly 15% non- residential assessment base and 85% residential assessment base -- as a result, the City has an imbalance in the amount of employment land to support the population. The result is our high numbers for out-commuting to jobs elsewhere. ▪ Need to continue to educate current and potential employers that Hamilton is a desirable location to live, work and play.
<p>STRUCTURAL CHANGE IN ECONOMY</p>	<ul style="list-style-type: none"> ▪ Transition from manufacturing based economy. ▪ Shift from manufacturing value added to knowledge based service economy. ▪ Reduction in wealth generation resulting in lower average wages per capita, and income disparities. ▪ Increased tax arrears. ▪ Increased Brownfield sites. ▪ Skilled labour shortage for new economy. ▪ Increase in out-migration of local labour force.
<p>SHIFT IN TAX BASE</p>	<ul style="list-style-type: none"> ▪ Lower property tax revenue from commercial and industrial tax classes. ▪ Increase in institutional assessment without corresponding property tax revenue contributions. ▪ Greater dependency on residential properties. ▪ Decrease in Industrial and commercial property tax values.
<p>CHANGE IN ECONOMIC WEALTH</p>	<ul style="list-style-type: none"> ▪ Lower disposable income per capita. ▪ Increased demand for affordable housing and social services. ▪ Impacts on recruitment (e.g., skilled labour, education, physicians). ▪ Restricts ability to pay for municipal services and user fees.
<p>HAMILTON'S ECONOMIC POSITION</p>	<ul style="list-style-type: none"> ▪ Property tax inequities compared with neighbouring municipalities. ▪ Increased pressure to rezone employment lands to residential ▪ Low economic value of employment lands. ▪ Limits ability to fully recover growth related costs of employment lands.

6.4 Environmental

INFLUENCING FACTOR	POTENTIAL IMPLICATIONS/ASSUMPTIONS
<p>EMERGING INFECTIOUS DISEASES (SARS, WEST NILE ETC.)</p>	<ul style="list-style-type: none"> ▪ Increased regulatory controls to address global impacts of emerging infectious diseases. ▪ Greater need to plan for potential contingencies (e.g. outbreak plan, pandemic flu plan) and to educate the public on prevention and status of outbreaks when they occur. ▪ Increased baseline requirements for infection control and health protection . ▪ Impact on staff resources to support in times of significant outbreaks.
<p>DIFFERENT WEATHER PATTERNS</p>	<ul style="list-style-type: none"> ▪ Global warming research indicates that future weather patterns in Southern Ontario will fluctuate to an increasing degree. Adverse weather conditions will become more intense and less predictable. ▪ Weather has a significant impact on many of the operational functions of the H.E.S., Public Health, and Public Works Departments. These changes greatly affect the resources required to carry out the mandated programs.
<p>INCREASING ENERGY COSTS</p>	<ul style="list-style-type: none"> ▪ Continued escalations in energy costs impart a negative financial impact on the operation of city programs and facilities. ▪ Increased impact on people with low incomes or on social assistance to meet the utility costs and increased cost to PHCS for utility arrears. ▪ Diesel buses at transit have been replaced in recent years to natural gas. Changes in technology are enabling reintroduction of Diesel which affect fleet maintenance costs. ▪ As the cost for petroleum fuels (diesel, gasoline) rises, new alternatives are appearing and should be explored. Many of these also have lower negative effects on air quality.
<p>AGING INFRASTRUCTURE</p>	<ul style="list-style-type: none"> ▪ Hamilton has one of the oldest infrastructures in Canada, requiring major rehabilitation or overall replacement. ▪ Aging roads and bridges facility infrastructure and under funding of capital rehabilitation programs increase the risk of infrastructure failure and service interruption. ▪ Financial demands for infrastructure replacement versus new infrastructure for growth are significant, especially for industrial and business park servicing due to low non-residential development charges. ▪ Direct transfers from the Federal and Provincial governments, over the years, have been limited. Federal transfers for the most part, have been limited to federal/provincial/municipal partnerships. Over the period 1993 to 1998 alone, it has been estimated that municipalities in Ontario have absorbed over \$1.7 billion in provincial transfer payment cuts. The reduction/absence of grants/transfers from the higher levels of government exacerbates the infrastructure deficit in older

	<p>municipalities like the City of Hamilton.</p> <ul style="list-style-type: none"> ▪ Availability of landfill space is an important aspect of municipal infrastructure. Waste diversion initiatives are underway to preserve the capacity of the Glanbrook landfill and avoid the need to replace this asset.
<p>BROWNFIELD PROPERTIES</p>	<ul style="list-style-type: none"> ▪ Increase in number of idle and abandoned former industrial/commercial sites in Hamilton. ▪ Increased expenditures on securing property and fire fighting. ▪ Many brownfield properties contain hazardous material/chemicals posing health risk to the community and liability/financial issues re: clean up of sites. ▪ Migration of contamination from brownfield sites to surrounding properties. ▪ Urban blight discourages redevelopment and promotes crime. ▪ Increase in tax arrears.

6.5 Political, Legislative and Regulatory

INFLUENCING FACTOR	POTENTIAL IMPLICATIONS/ASSUMPTIONS
<p>RELATIONSHIP WITH OTHER LEVELS OF GOVERNMENT</p>	<ul style="list-style-type: none"> ▪ Current alignment of Provincial and Federal governments could provide opportunities for the City with respect to urban growth and social agenda. ▪ New Ministry of Children & Youth will result in a greater emphasis on investment in children and youth services & could result in increased funding targeted to these areas. ▪ Provincial policies and plans reinforce Vision 2020 and GRIDS program objectives. ▪ Partnership expectations of the Federal and Provincial 'urban agenda' requires more City staff resources to be redirected to participate effectively. This will reduce Council's flexibility to pursue local priorities.
<p>PUBLIC HEALTH & SOCIAL ASSISTANCE REFORM (Provincial/Federal)</p>	<ul style="list-style-type: none"> ▪ Review of the current mandated local public health programs could result in change to Social and Public Health program priorities. ▪ Increased provincial share of local public health and social services funding could result in changes in how some public health and social services programs are funded. ▪ Increased City's capacity in public health to identify, respond, and control infectious disease outbreaks.

<p>PROVINCIAL PLANNING POLICY REFORMS</p>	<ul style="list-style-type: none"> ▪ New mandatory policy directions for municipal planning and growth infrastructure decisions raise performance. ▪ Hamilton increasingly considered part of GTA with improved development densities & growth performance expected for the future. ▪ New policies demand aggressive urban intensification & renewal over suburban growth. Urban boundary expansions are highly constrained. ▪ City core and Airport designated as Provincial priorities for growth. ▪ Provincial support for urban growth & infrastructure projects likely to focus on USA style public-private partnerships rather than direct government action or matching grants. This challenges City to find and negotiate with private partners. ▪ Imbalance between residential and employment growth is the major constraint to meeting Provincial expectations for 'smart growth' in Hamilton. New approaches to employment retention and development are needed.
<p>NEW DEAL FOR CITIES (GAS TAX, GREEN INFRASTRUCTURE FINANCING, GREEN MUNICIPAL ENABLING FUNDS)</p>	<ul style="list-style-type: none"> ▪ New formulas for revenue sharing, such as the recently enacted Gasoline Tax program, are being investigated at the Federal/Provincial government level. ▪ Federal and Provincial policy agenda will influence how the City can utilize the funds. For example, the "New Deal for Cities" is described by cabinet ministers as "a sustainable deal for cities."
<p>ONTARIANS WITH DISABILITIES ACT (ODA)</p>	<ul style="list-style-type: none"> ▪ Recent changes associated with the implementation of the ODA will result in potential costs to the City, the magnitude of which are not known.

6.6 Workforce and Organizational

INFLUENCING FACTOR	POTENTIAL IMPLICATIONS/ASSUMPTIONS
<p>AGING WORKFORCE</p>	<ul style="list-style-type: none"> ▪ Increased benefits usage and escalating costs (i.e. prescription drugs, etc.). ▪ A high percentage of the City Of Hamilton workforce will be eligible to retire within the next decade. ▪ Need to plan for succession now to ensure there is a supply of qualified workers to meet Council directed service levels. ▪ Opportunities for training, career development and advancement for younger workers need to be made available to them. ▪ Abolishment of mandatory retirement, if passed provincially, will force changes in other legislation and require creativity to ensure productivity of older workers is supported and associated costs are contained.
<p>RECRUITMENT AND RETENTION</p>	<ul style="list-style-type: none"> ▪ Effective recruitment of new workers will be a challenge. ▪ Efforts to entice workers to remain in Hamilton and attract potential workers who currently work outside the city will be of

	<p>great importance in the future.</p> <ul style="list-style-type: none"> ▪ Need to identify recruitment strategies that address the holistic needs of workers including such things as wages/benefits, family friendly workplaces, etc. ▪ Increasing shortage of workers with specific skills is creating recruitment challenges for the City (e.g., Transit, Water Operators, Planners, etc.). This is having a negative impact on the City's ability to sustain service delivery levels. ▪ Federal changes to recognition of out of country credentials needed to address labour market shortages.
<p>DIVERSE WORKFORCE</p>	<ul style="list-style-type: none"> ▪ Given the increasing diversity of the labour market, it will be important to ensure that the City's workforce is reflective of the community it serves, and that staff are provided with diversity and cultural sensitivity training.

7.0 SUMMARY

It is anticipated that the Environmental Scan combined with the *Roadmap for Sustainability* and other corporate documents will help to provide an overall framework for the 2005 City of Hamilton budget deliberations by identifying the pressures that the City of Hamilton faces.

Appendix A: Bibliography of Key Corporate Reports

RELEVANT CORPORATE DOCUMENTS

- City of Hamilton Mission, Vision and Values
See http://www.hamilton.ca/m_v_v.asp
- Renewed VISION 2020 Statement and Nine Directions to Guide GRIDS (Building a Strong Foundation) (2003)
See <http://www.vision2020.hamilton.ca/>
- A Social Vision for the City of Hamilton (2002)
See <http://www.hamilton.ca/phcs/Social-Development/default.asp>
- Park, Culture & Recreation Master Plan (2002)
See <http://www.hamilton.ca/Parks/Programs/master-plan.asp>
- Economic Development Strategy (2002)
See <http://www.hamilton.ca/business/development/pdf/ecdev-strategy.pdf>
- Solid Waste Management Master Plan (2001)
See <http://www.hamilton.ca/public-works/Waste-Management/SWMMP/>
- Transportation & Transit Master Plan (pending)
See <http://www.hamilton.ca/business/downtown-renewal/transportation-master-plan.asp>
- Keys to the Home (pending)
- Stormwater Disaster Master Plan (pending)
- Human Resources Strategy (pending)
- Water/Wastewater Master Plan (pending)

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