

Tourism and Culture Asset Management Plan 2024



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SUMMARY AND QUICK FACTS

SERVICE PROFILE

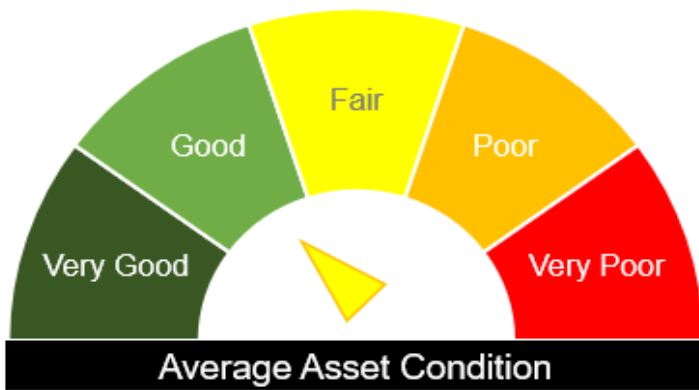


The Tourism & Culture division is responsible for supporting economic growth in the tourism and creative industries, preserving the City of Hamilton's civic museums, animating public places through heritage programming, public art and performance.

ASSET SUMMARY



Replacement Value
\$446 M
GOOD CONDITION
Average Age of **147** years



LEVEL OF SERVICE SUMMARY

- Tourism and Culture had **GOOD PERFORMANCE** overall in attractions and events.
- Survey respondents **AGREED** that buildings were clean and in good repair over the last 24 months.
- Survey respondents **AGREED** that buildings and services were inviting appealing & attractive and safe equitable & inclusive.

ASSET HIGHLIGHTS

ASSETS	QUANTITY	REPLACEMENT COST	AVERAGE CONDITION	STEWARDSHIP MEASURES
Heritage Resource Management Sites	15	\$415 M	GOOD	Sites are inspected annually by staff.
Permanent Public Art	36	\$3.7 M	GOOD	Public Art assets are inspected annually by an art conservator.

DATA CONFIDENCE



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DEMAND DRIVERS

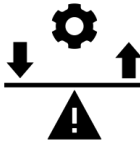


Population Change – Anticipated there will continue to be more demand for green spaces, childcare, and attendance at events and sites which will require funding to increase maintenance at existing sites.



Societal Needs – Anticipated that sites will need to become more accessible for persons with disabilities which will require accessibility improvements at sites.

RISK



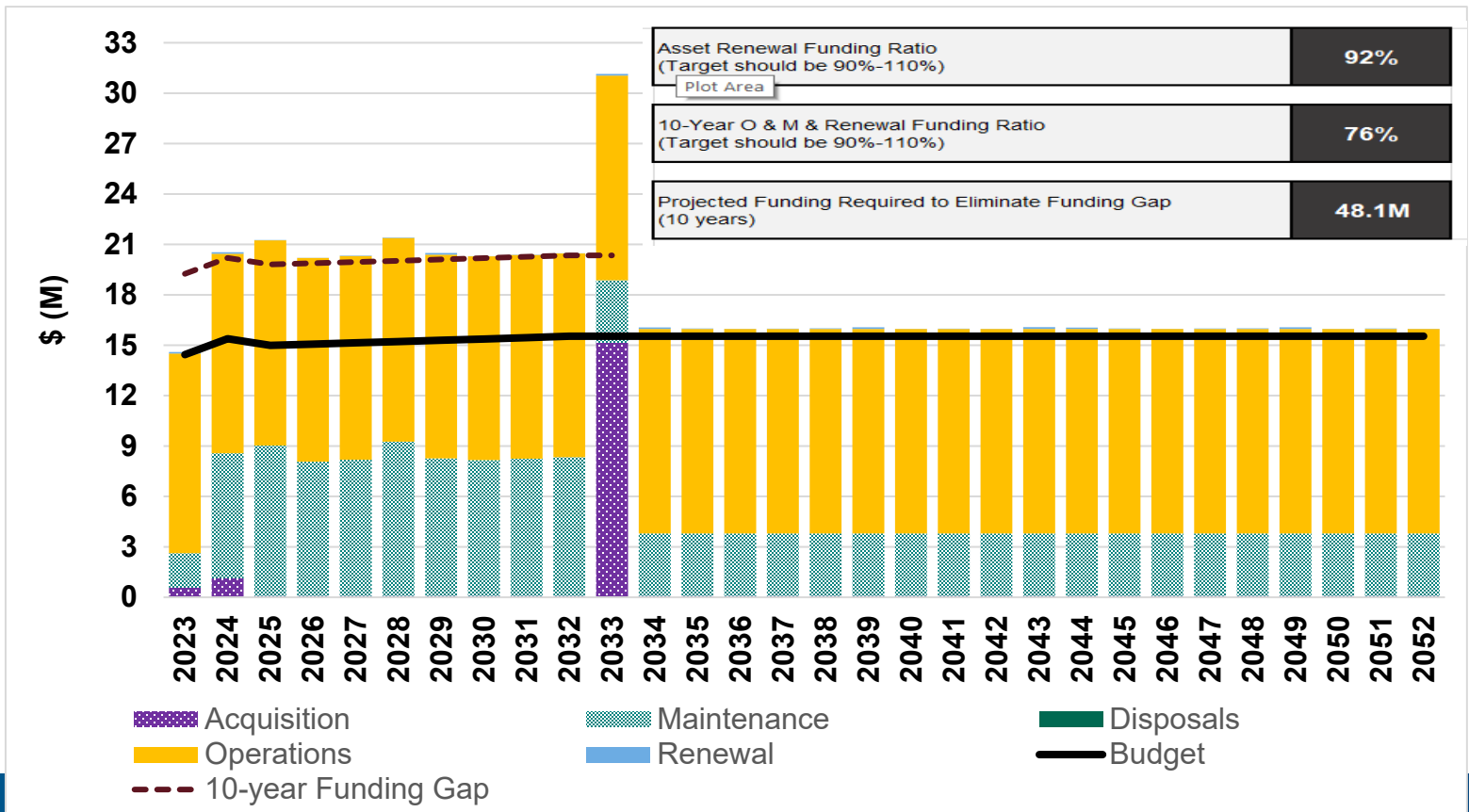
- Critical assets are heritage facilities, monuments, and critical collections.
- A \$15M Collections facility has been proposed to preserve existing collections.

CLIMATE CHANGE MITIGATION



- Transforming Our Buildings mitigation targets may be a challenge for heritage buildings because the proposed work needs to also consider preserving the buildings' historical value.

LIFECYCLE SUMMARY



1. INTRODUCTION

The Tourism and Culture division is responsible for supporting economic growth in the tourism and creative industries, preserving the City of Hamilton's civic museums, and animating public places through heritage programming, public art and performance.

Tourism and Culture is comprised of four sections:

1. Heritage Resource Management (HRM)

- HRM manages the Hamilton Civic Museums comprised of 44 buildings and many parks and landscapes. HRM also manages a large artifact collection, and digital assets and programming. Hamilton Civic Museums are places of discovery, remembrance, learning and recollection.

2. Placemaking, Public Art and Projects (PPAP)

- PPAP supports a number of placemaking projects and events to animate outdoor public places and works with local artists and community organizations to install art pieces that add character to public spaces and reflect shared stories and identities.

3. Creative Industries and Cultural Development (CICD)

- Creative industries and cultural development section includes film, music, fashion, visual and applied arts, live performance, and written and published works.

4. Tourism Hamilton.

- Guides visitors to the City of Hamilton's must-visit attractions, dining and outdoor adventures

This report will focus on the Heritage Resource Management and Placemaking, Public Art and Projects sections because they are the asset owners for the majority of the service's assets. The other two sections are composed of intangible assets which were not able to be quantified at the time of writing.

This AM Plan is intended to communicate the requirements for the sustainable delivery of services through the management of assets, compliance with regulatory requirements (i.e., O. Reg 588/17¹) and required funding to provide the appropriate levels of service over the 2023-2052 planning period.

Since Sunday, February 25, 2024, the City of Hamilton experienced a cyber incident that disabled some of the IT systems. As a result, this AM Plan was created based on the data that was accessible at the time of publication.

¹ Government of Ontario, 2017

2. BACKGROUND

The information in this section is intended to give a snapshot in time of the current state of Tourism and Culture service areas by providing background on the service, outlining legislative requirements, defining the asset hierarchy used throughout the report, and providing a detailed summary and analysis of the existing inventory information as of September 2023 including age profile, condition methodology, condition profile, and asset usage and performance for each of the asset classes. This section will provide the necessary background for the remainder of the AM Plan.

2.1 SERVICE PROFILE

Listed below are related documents reviewed in preparation of the Asset Management Plan:

- **Asset Management Plan Overview Document**
- **Public Art Master Plan 2016**

Additional financial-related documents are identified in **Section 10** Plan Improvement and Monitoring.

As previously mentioned, this report will focus on the Heritage Resource Management and Placemaking, Public Art and Projects sections. These sections have distinct service profiles which are described in the sections below.

2.2 HERITAGE RESOURCE MANAGEMENT

2.2.1 SERVICE HISTORY

The first heritage facility that the City of Hamilton acquired was the Dundurn National Historic Site (NHS) as a civic museum in 1899. Multiple sites were added in the late 20th century during a period of intense heritage conservation activity caused by development pressures that threatened heritage buildings across the City. These included Whitehern Historic House and Gardens NHS in the 1970s and Auchmar Estate in the 1990s.

On January 1, 2001, the communities of Ancaster, Dundas, Flamborough, Glanbrook, Stoney Creek and Hamilton merged to become the 'new' City of Hamilton. As a result of this merger, Heritage Resource Management (HRM) acquired additional heritage sites formally managed by the municipalities that were joined into the City of Hamilton, which included Fieldcote Memorial Park and Museum, Battlefield House Museum and Park NHS, The Hamilton Museum of Steam and Technology NHS and others. These assets were in varying conditions when acquired. Once amalgamated, these buildings and any outstanding repairs became the responsibility of HRM and created pressures on City budgets.

The latest City acquisition was Griffin House NHS which was added in 2016 as part of an exchange with the Hamilton Conservation Authority which gained Westfield Heritage Village in return.

2.2.2 SERVICE FUNCTION

Heritage Resource Management provides public access to heritage sites and facilities, provides education and interprets the history of Hamilton for its citizens through exhibits, tours, and digital media. HRM manages a large collection of artifacts and conserves monuments owned by the City of Hamilton. The goal of this section is to preserve and share the history of Hamilton with residents and visitors. This section delivers the following services:

- Early childhood education;
- Adult learning;
- Access to green space and recreation;
- Heritage appreciation and presentation;
- Learning about our past, present, and future;
- Learning about social history;
- Equitable access for all incomes and backgrounds;
- Safe places to explore and learn; and,
- Affordable, equitable rental space for groups and events.

A Heritage Facility is a building that serves HRM in its programming. It may have characteristics that make it important to the community including architectural, social, or contextual value. Some of these buildings have heritage designations but not all. They may display challenges in maintenance due to diverse materials and functions. In comparison, a National Historic Site is a heritage facility but is also designated under the Historic Sites and Monuments Board as having value to the people of Canada. These sites are usually comprised of multiple elements including outbuildings and landscapes. Maintenance of these sites is complicated by greater stewardship responsibility and legal obligations.

The HRM Section of the Tourism and Culture Division operates multiple heritage sites which include six National Historic Sites per the list below:

Four historic houses:

- Dundurn National Historic Site
- Battlefield House Museum and Park National Historic Site
- Whitehern Historic House and Garden National Historic Site
- Griffin House National Historic Site

Three gallery-style museums:

- The Hamilton Military Museum
- Hamilton Children's Museum
- Fieldcote Memorial Park and Museum

One industrial site and Civil Engineering Landmark

- The Hamilton Museum of Steam and Technology National Historic Site

One underwater archaeology site

- Hamilton and Scourge National Historic Site

Seven Heritage Facilities

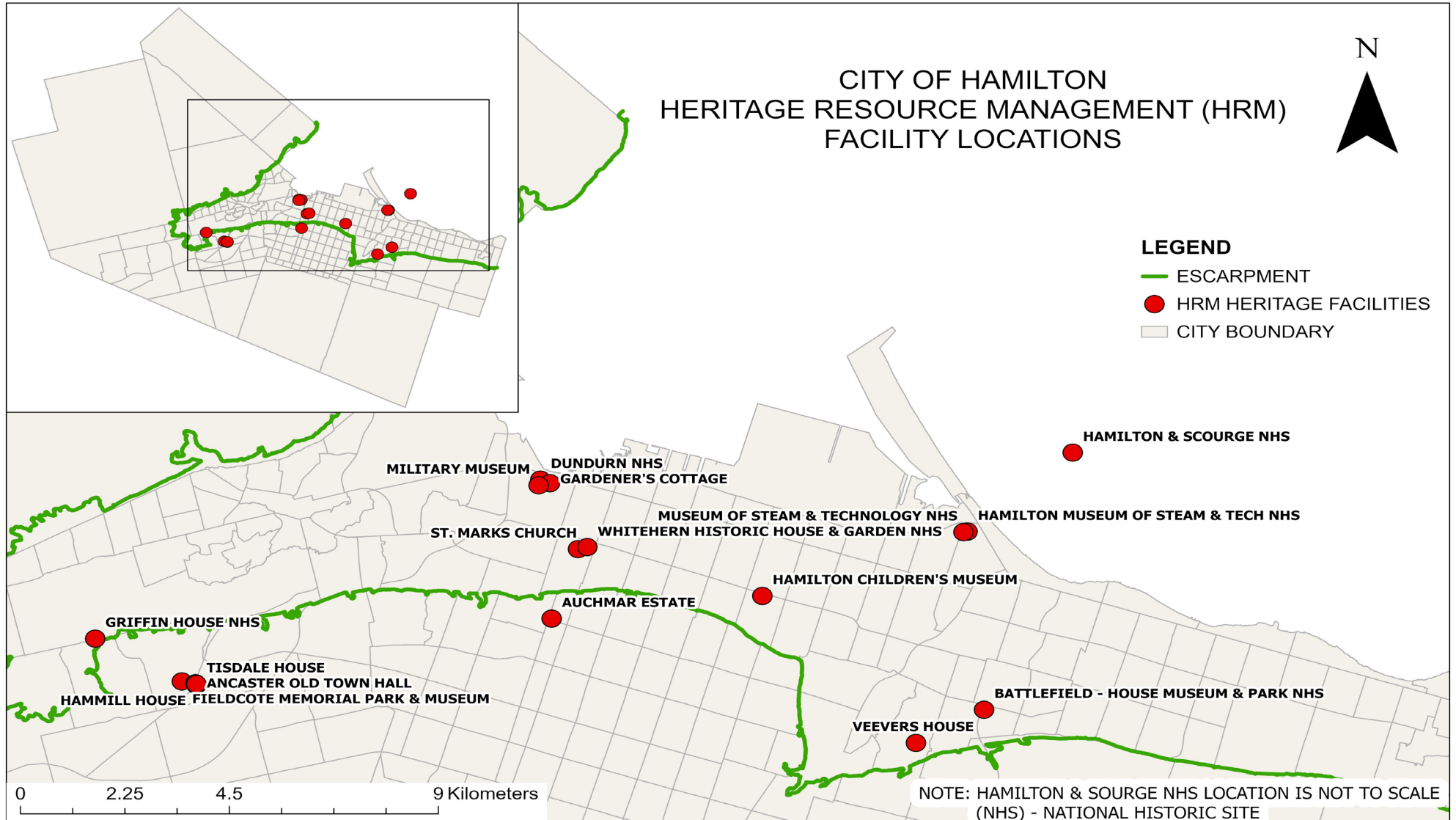
- Ancaster Old Town Hall
- Auchmar Estate
- St. Mark's Church
- Tisdale, Hammill, and Veever's Houses
- Collections Management Building

2.2.3 USERS OF THE SERVICE

Tourism and Culture services are intended to appeal to the City of Hamilton's population as well as visitors to the city. There are an estimated 200,000 visitors to HRM Facilities per year. Per **Figure 1** below, HRM Facilities are located throughout the community in Ancaster, inner-city Hamilton, and Stoney Creek.

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Figure 1: Heritage Resource Management Facility Locations



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2.2.4 UNIQUE SERVICE CHALLENGES

Since HRM is largely composed of heritage facilities, which are assets that are intended to be preserved and not replaced, there are unique challenges that HRM faces.

- The acquisition of a heritage facility has some unique challenges which include that the facility does not have an end-of-life or a scheduled replacement date. In addition, deferring maintenance on heritage facilities poses an additional risk than it does for newer facilities as the building materials are often the reason for the significance of the building.
- Many of the heritage facilities the City has acquired are designated under the Ontario Heritage Act and other similar legislation which specifies that these facilities be maintained at a specific level. Still, HRM does not receive adequate funding to complete all necessary works resulting in deferred maintenance.
- Some sites are acquired and never restored to a level where the public can access and enjoy the site regularly due to budget constraints. This is especially evident for the Auchmar Estate mentioned in **Sections 6 and 8.2**.
- Asset replacement is not undertaken in the same way at heritage facilities where restoration is required to retain heritage value. Restoration can be more costly than replacement and can be complicated by the need to retain specialized contractors.
- HRM manages extensive artifact collections and is responsible for the cataloging and housing of those collections. The ability to preserve and maintain collections at an acceptable level is a challenge with the current budget and resources. There is a current unfunded ask for a new Artifact building in 2033 which is discussed in **Sections 5 and 8.1**.
- Vandalism at HRM facilities has escalated since the COVID-19 pandemic and additional funding has been required for security which was not budgeted.
- Many HRM staff are nearing retirement. With small teams, there is a threat of loss of corporate knowledge.

2.3 PLACEMAKING, PUBLIC ART AND PROJECTS

2.3.1 SERVICE HISTORY

The City of Hamilton formalized its policy supporting art in the City in 1989, leading to the first "Art in Public Places Policy" in 1992 which has the mission statement to "initiate, implement and support a public art programme to encourage public art projects". The Public Art Program was

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implemented a few years later in 1994. In 2009, the City undertook its first Public Art Master Plan that would look ahead 10 years to identify strategies for the development of art in all locales of Hamilton and opportunities for meaningful public art projects across the city. Since 2009 the program has expanded to include donated and community art, and art on publicly accessible private property.

Since the most recent Public Art Master Plan in 2016, the Public Art Collection has grown to include pieces in each of the 15 wards with 58 permanent and 15 temporary installations (by the end of 2023). The City of Hamilton's Public Art Collection continues to grow each year, and the Public Art team is committed to engaging and exploring new ways to support artists and reflect communities.

The oldest pieces in the Public Art Collection are the two sculptural friezes, "Industrial History of Canada" and "Agricultural History of Canada" carved in limestone on the front façade of the former Hamilton-Wentworth County Court building, dating to 1957.

Placemaking was added to the Public Art Section in 2018 and a full-time position was added under Placemaking in 2022. The COVID-19 pandemic highlighted the economic need for artists in local communities and the interest in reinvigorating public spaces for the public. Placemaking started with a focus on temporary art projects such as the Traffic Signal Cabinet Wraps and murals in the downtown area.

2.3.2 SERVICE FUNCTION

Public art is created with the intention of reflecting and engaging the community. The City of Hamilton is committed to enlivening and enhancing the environment of the city for its citizens, businesses, and visitors through the integration of public art in public places.

Public art contributes to an overall sense of place, promotes tourism, and contributes to the economic vitality of the city. Public art is integrated into public places through the City's planning initiatives, public works projects and the implementation of a collaborative public art process involving City staff, artists, and the community.

Placemaking is a hands-on approach to making a meaningful change or impact in a neighbourhood, city, or region. It is a collaborative process by which citizens, businesses and government shape our public realm to maximize shared value, strengthen the connection between people and place, and reflect the physical, cultural, and social identities that define a place and support its ongoing evolution.

Placemaking inspires people to collectively reimagine and reinvent public spaces. Placemaking interacts with the unique geography, culture, and heritage of space and is a way for residents to feel ownership of public space and use it in a way that is specific to community needs.

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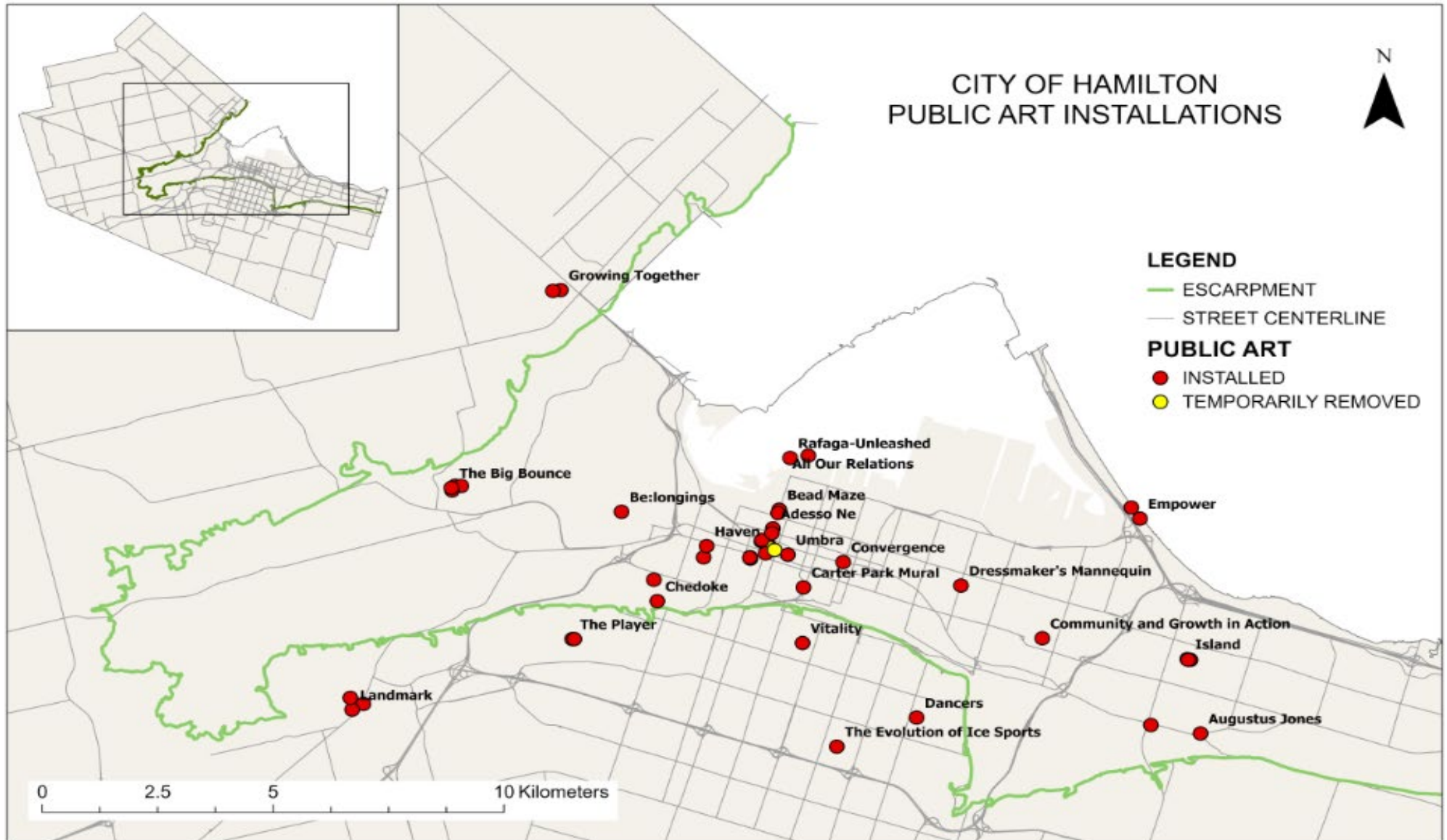
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2.3.3 USERS OF THE SERVICE

Tourism and Culture services are intended to appeal to the City of Hamilton's population as well as visitors to the city. Customer data for Placemaking, Public Art and Projects assets is currently not tracked. A **digital map** showing the location of the Public Art Collection assets is available on the City website and is also shown in **Figure 2** on the following page. A continuous improvement item identified in **Table 29** is to create a method for sharing the location of public art assets in the City with other departments (i.e., snow removal).

TOURISM AND CULTURE 2024 ASSET MANAGEMENT PLAN

Figure 2: Map of Public Art Installations



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2.3.4 UNIQUE SERVICE CHALLENGES

The number of encampments in Hamilton has increased since the COVID-19 pandemic, and Public Art located in these areas has had an increase in vandalism and graffiti that were not budgeted. The assets in these encampment locations are also typically serviced less by City staff.

2.4 LEGISLATIVE REQUIREMENTS

The most significant legislative requirements that impact the delivery of Tourism and Culture services are outlined in **Table 1**. These requirements are considered throughout the report, and where relevant, are included in the levels of service measurements.

Table 1: Legislative Requirements

LEGISLATION OR REGULATION	REQUIREMENT
Ontario Heritage Act RSO 1990	The Ontario Heritage Act provides a legislative framework for the identification and protection of cultural heritage resources and archaeological resources in the province. The Ontario Heritage Act gives the province and the municipalities powers to identify and protect properties of cultural heritage value or interest.
Public Art Master Plan Art in Public Places Policy (PAMP)	The Public Art Master Plan identifies and prioritizes potential sites and opportunities for new public art projects across the city and outlines the principles by which this art is commissioned. Art in Public Places Policy provides guidance to staff, artists, citizens, and businesses in the planning, commissioning, and implementation of Art in Public Places projects that are meaningful to the community and enhance public spaces across the City.
Historic Sites and Monuments Board	The HSMB has the authority to designate a site, event or person of national historic significance. HRM manages 6 NHS. Designated sites have a more rigorous set of Standards which must be adhered to, including in some cases multiple levels of heritage designation, and registered archaeological sites.
Ontario Building Code	The OBC, Building Code Act, 1992, regulates the safety and accessibility of buildings that are being constructed, being renovated, or undergoing a change of use.
Ontario Firearms Code	HRM manages a collection of historic firearms. The Firearms Act SC 1995, c.39, regulates the way in which museums possess, buy, display, repair, restore, maintain, store, or alter firearms and ammunition.

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2.5 ASSET HIERARCHY

The Asset Hierarchy used for this report is shown in **Table 2**. The Heritage Resource Management service area has been broken down into five asset classes.

1. **Facilities:** refers to any City-owned facilities (National Historic Sites and Administrative facilities) necessary to deliver Tourism and Culture services;
2. **Collections:** refers to objects collected because of their historical significance to the city of Hamilton. These include 3d objects, art, and archival material;
3. **Monuments and Plaques:** refer to monuments, plaques, statues, or art pieces which commemorate a historically significant person, location, or event in the city of Hamilton's history;
4. **Vehicles:** describes different types of vehicles (i.e., motor vehicle, bicycle, marine vehicle); and,
5. **Technology:** describes the different types of technology required to deliver the service including communications, IT, desktop, and mobile equipment. *Includes Technology for all of Tourism and Culture.*

The Placemaking, Public Art and Projects service area has been broken down into four asset classes.

1. **Permanent Public Art** refers to three-dimensional art that is located on City-owned land, commissioned in collaboration with artists or artist-led groups through a public process.
2. **Temporary Public Art** refers to art that is located on City-owned land, commissioned in collaboration with artists or artist-led groups through a public process. Temporary Public Art has a temporary set life span and does not get renewed.
3. **Exterior Murals and Reliefs** refer to art on City-owned land or the exterior of buildings, commissioned in collaboration with artists or artist-led groups through a public process. Exterior Murals and Reliefs have a set life span and in most cases are considered permanent.
4. **Interior Murals and Reliefs** refer to art placed within the city or community-owned buildings, commissioned in collaboration with artists or artist-led groups through a public process. Interior Murals and Reliefs have a set life span and are considered permanent.

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Table 2: Asset Class Hierarchy

SERVICE AREA	HERITAGE RESOURCE MANAGEMENT	PLACEMAKING, PUBLIC ART AND PROJECTS
ASSET CLASS	<ul style="list-style-type: none"> • Facilities (e.g., Heritage Facilities, National Historic Sites and Administrative Buildings) • Collections • Monuments and Plaques • Vehicles • Technology 	<ul style="list-style-type: none"> • Permanent Public Art • Temporary Public Art • Exterior Murals and Reliefs • Interior Murals and Paintings • Technology

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3. SUMMARY OF ASSETS

Table 3 displays the detailed summary of assets for the Tourism and Culture service area. The information used for this report was sourced from various City databases discussed in **Section 10.1**. It is important to note that inventory information does change often and that this is a snapshot of data available as of September 2023.

The City owns approximately **\$446.3 Million** in Tourism and Culture assets which are on average in **Good** condition. These assets are a weighted average of **147** years of age. Most of the weighting for these averages can be attributed to the HRM Facility asset class which represents 93% of the entire portfolio.

There are a total of 44 HRM buildings which include Heritage Facilities, National Historic Sites and Administrative buildings. For ease of reporting, these buildings have been consolidated into 15 HRM Facilities for this report (e.g., all eight buildings at Dundurn NHS have been consolidated into 1 entity titled Dundurn NHS with a total replacement value of \$224M). A continuous improvement item included in **Table 29** is to source and acquire an Asset Management software program to organize site data. At the time of writing, HRM has been working with Corporate Facilities and Energy Management (CFEM) to explore working within existing City systems.

It is important to note that Heritage Facilities are unique with respect to replacement value because these assets would only be replaced in the event of a catastrophic failure (i.e., destruction due to a fire, or deterioration beyond repair). A replacement value has been included for these assets because the assumption is that if the asset were to fail, the City would reconstruct a replica of the asset. As a result, Remaining Service Life (RSL) has also not been included for these assets because they are assumed to be in service indefinitely.

Data confidence descriptions are outlined on **Page 31** of the **AMP Overview Document**. The majority of replacement values in this report have been estimated based on subject matter expert opinion which was considered to be lower confidence or inflated values of original purchase/replacement cost estimates. Consequently, the overall replacement value data confidence for the service area is **LOW**. The exception to this is the Vehicle and Technology asset categories, whose replacement costs were collected from the most recent purchase price for similar assets, and therefore have a HIGH confidence rating.

The Corporate Asset Management (CAM) Office acknowledges that some works and projects are being completed on an ongoing basis and that some of the noted deficiencies may already be completed at the time of publication. In addition, the assets included below are assets that are assumed and in service at the time of writing.

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Table 3: Summary of Assets - Heritage Resource Management

HERITAGE RESOURCE MANAGEMENT				
ASSET CATEGORY	NUMBER OF ASSETS	REPLACEMENT VALUE	AVERAGE AGE (% RSL)	AVERAGE EQUIVALENT CONDITION
HRM Facilities (e.g., Heritage Facilities, National Historic Sites and Administrative Buildings)	15 (44) ²	\$414.6M	150 years	2 - GOOD
DATA CONFIDENCE	Very High	Low	High	Medium
Collections	36,323	\$10.0M	170 years	3 - FAIR
DATA CONFIDENCE	Very High	Low	Low	Low
Monuments and Plaques	180	15.7M	100 years	3 - FAIR
DATA CONFIDENCE	Very High	Low	Low	Medium
Vehicles	1	\$0.06M	14 years	5 - POOR
DATA CONFIDENCE	Very High	High	High	Low
Technology	125	\$0.02M	4 years	5 - POOR
DATA CONFIDENCE	High	High	High	Low
SUBTOTAL HERITAGE RESOURCE MANAGEMENT		\$440.5M	149 years	2-GOOD
DATA CONFIDENCE		Low	High	Medium

² There are a total of 44 National Historic Sites and Heritage Facilities. These 44 sites and facilities have been consolidated into 15 parent sites.

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Table 4: Summary of Assets - Placemaking, Public Art and Projects


PLACEMAKING AND PUBLIC ART				
ASSET CATEGORY :	NUMBER OF ASSETS	REPLACEMENT VALUE	AVERAGE AGE	AVERAGE EQUIVALENT CONDITION
Permanent Public Art	36	\$3.7M	15 years	2 - GOOD
DATA CONFIDENCE	High	Low	High	High
Temporary Public Art	6	\$0.2M	1 year	3 - FAIR
DATA CONFIDENCE	Low	Low	High	High
Exterior Murals and Relief	3	\$1.0M	46 years	3 - FAIR
DATA CONFIDENCE	High	Low	High	High
Interior Murals and Paintings	19	\$0.9M	36 years	2 - GOOD
DATA CONFIDENCE	High	Low	Low	High
SUBTOTAL PLACEMAKING AND PUBLIC ART	64	\$5.8M	30 years	3-FAIR
DATA CONFIDENCE	High	Low	High	High
TOTAL TOURISM AND CULTURE		\$446.3M	147 years	2 - GOOD
DATA CONFIDENCE		Low	High	Medium

3.1 ASSET CONDITION GRADING

Condition refers to the physical state of the Tourism and Culture assets and is a measure of the physical integrity of these assets or components and is the preferred measurement for planning lifecycle activities to ensure assets reach their expected useful life. Since condition scores are reported using different scales and ranges depending on the asset, **Table 5** below shows how each rating was converted to a standardized 5-point condition category so that the condition could be reported consistently across the AM Plan. A continuous improvement item identified in **Table 29** is to review existing internal condition assessments and ensure they are revised to report on the same 5-point scale with equivalent descriptions.

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Table 5: Equivalent Condition Conversion Table



EQUIVALENT CONDITION GRADING CATEGORY	CONDITION DESCRIPTION	REMAINING SERVICE LIFE
1 Very Good	The asset is new, recently rehabilitated, or very well maintained. Preventative maintenance is required only.	>79.5% RSL
2 Good	The asset is adequate and has slight defects and shows signs of some deterioration that has no significant impact on the asset's usage. Minor/preventative maintenance may be required.	69.5% – 79.4% RSL
3 Fair	The asset is sound but has minor defects. Deterioration has some impact on asset usage. Minor to significant maintenance is required.	39.5% - 69.4% RSL
4 Poor	The asset has significant defects and deterioration. Deterioration has an impact on asset usage. Rehabilitation or major maintenance is required in the next year.	19.5% -39.4% RSL
5 Very Poor	The asset has serious defects and deterioration. The asset is not fit for use. Urgent rehabilitation or closure is required.	<19.4% RSL

The following conversion assumptions were made:

- The condition scores for Facilities, Collections, and Monuments and Plaques, were estimated based on the condition descriptions in the table above using subject matter expert opinion;
- PPAP Assets are already assessed using a 5-point scale which aligns with the table above; and
- For Vehicle and Technology assets, the condition was based on the % of remaining service life and converted per the table above.

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3.2 ASSET CLASS PROFILE ANALYSIS

This section outlines the Age Profile, Condition Methodology, Condition Profile, and Performance Issues for each of the asset classes.

Condition refers to the physical state of assets and is a measure of the physical integrity of assets or components and is the preferred measurement for planning lifecycle activities to ensure assets reach their expected useful life. Assets are inspected/assessed at different frequencies and using different methodologies to determine their condition which are noted in this section.

Normally the age of an asset is an important consideration in the asset management process as it can be used for planning purposes as typically assets have an estimated service life (ESL) where they can be planned for replacement. In the case of the HRM section, age is the defining feature/value associated with the asset and therefore age has not been used as a basis for determining replacement schedules.

Finally, there are often insufficient resources to address all known asset deficiencies, and so performance issues may arise which must be noted and prioritized.

3.2.1 HERITAGE RESOURCE MANAGEMENT (HRM) – FACILITIES

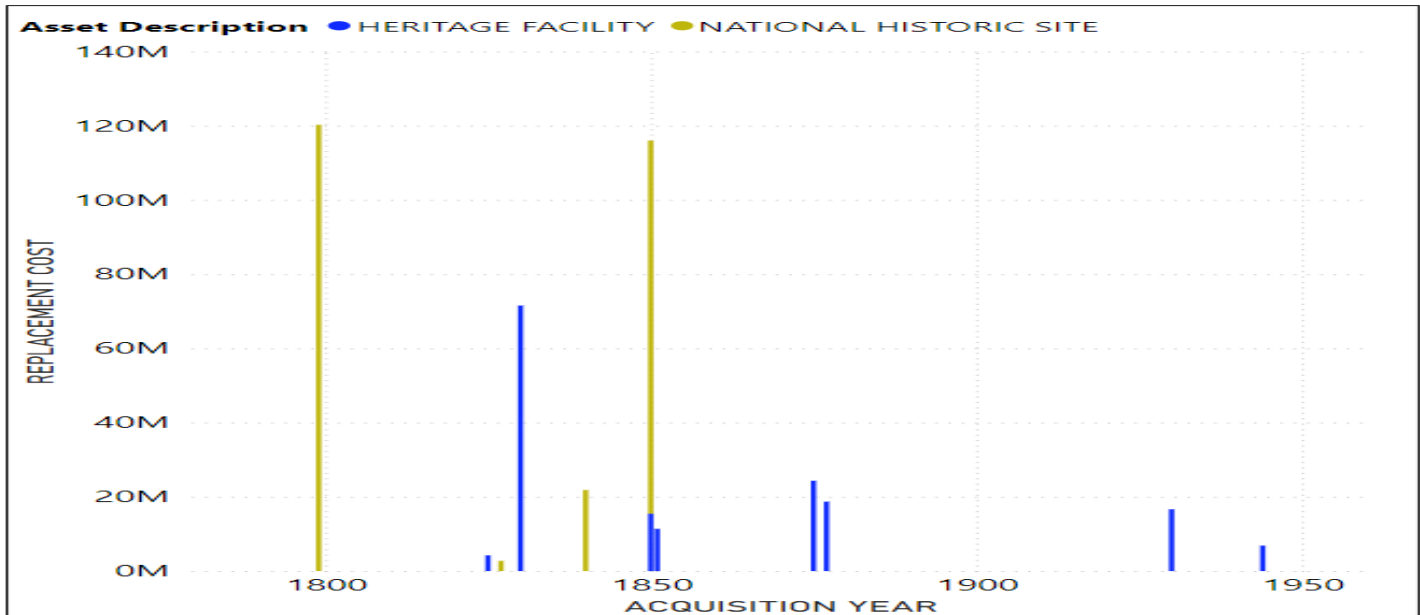
3.2.1.1. AGE PROFILE

The age profile for HRM Facilities assets is shown in **Figure 3**. For Facility assets, the data confidence for age is typically “High”, because this information was either recorded during the construction of the facilities or there are historic records available.

As mentioned earlier, the HRM facilities in this report have been consolidated into 15 sites which are shown in the figure below. The oldest National Historic Site is Dundurn which was built in 1834, and the highest replacement value National Historic site is the Hamilton Museum of Steam and Technology.

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Figure 3: HRM - Facilities Age Profile



3.2.1.2. CONDITION METHODOLOGY AND PROFILE

Condition Assessments are completed for HRM sites and heritage facilities on an annual basis by HRM staff, and the results of these inspections are currently assumed to be a **MEDIUM** data confidence as shown in **Table 6**. Previously, HRM had Building Condition Assessments (BCAs) completed by Corporate Facilities and Energy Management, but the last assessment completed was in 2009 and the information is outdated. A continuous improvement item has been identified to investigate having consultants complete assessments every five years to output a Facility Condition Index to align with the rest of the city’s Building Condition Assessment process, but a budget would need to be allocated for this activity. Due to the unique nature of the building components, the consultant must be qualified to assess heritage facilities, and language for future Requests for Proposals should also be investigated as part of this continuous improvement item.

In the interim, HRM is proposing to update the inventory and condition assessments of sites and formalize them into a software program internally, which is another identified continuous improvement item in **Table 29**.

Table 6: Inspection and Condition Information

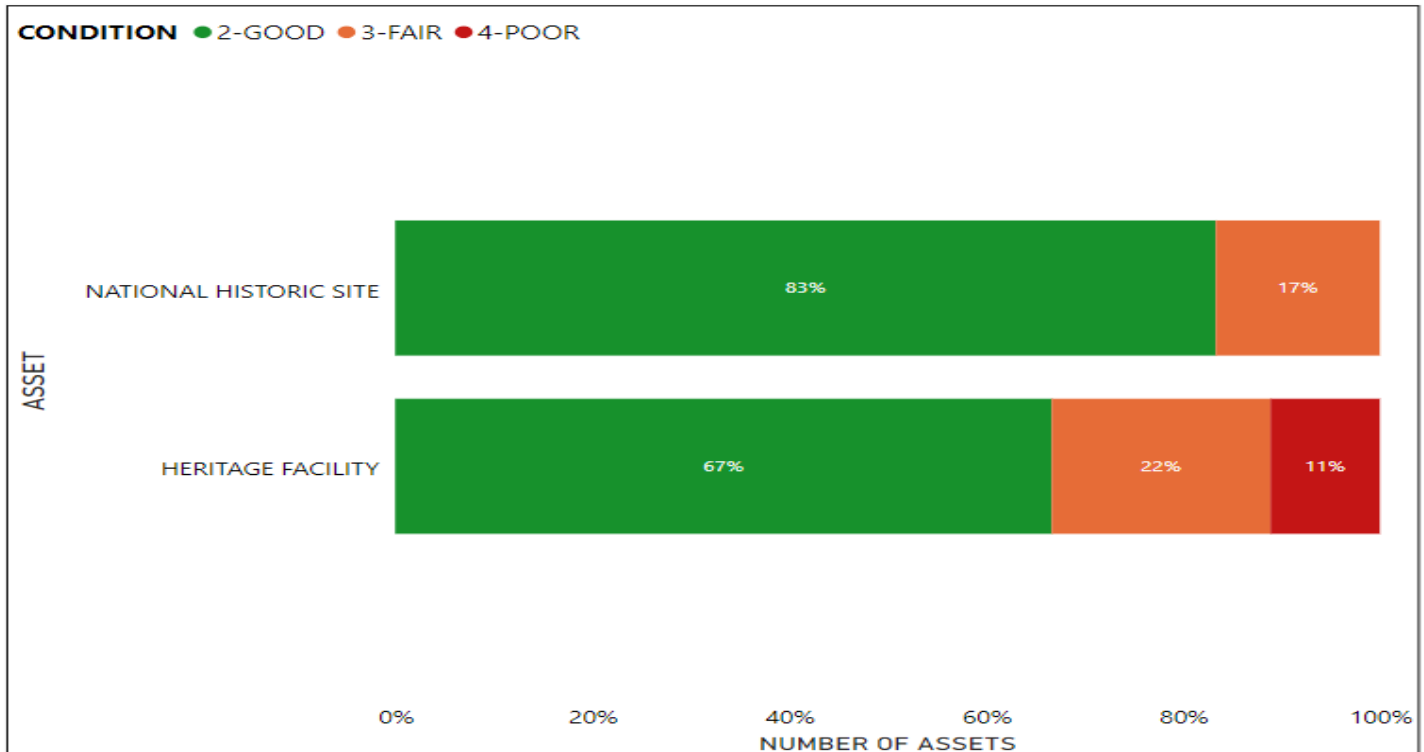
ASSET	INSPECTION FREQUENCY	LAST INSPECTION	CONDITION SCORE OUTPUT
National Historic Site	Annually	August 2023	5-Point Scale
Heritage Facility			

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Figure 4 below, shows the majority of HRM Facilities assets are in good condition.

The only asset identified as Poor Condition is the Auchmar Estate site. This site requires full restoration, new site services and improved access to the site. These items have been incorporated as part of the unfunded maintenance needs in **Section 8.2**.

Figure 4: HRM - Facilities Condition Analysis



3.2.1.3. ASSET USAGE AND PERFORMANCE

Table 7 below lists the known service performance deficiencies for the HRM Facility assets. A Continuous Improvement item has been identified to ensure City of Hamilton condition assessments are performed in an Asset Register format that conforms with the format used by Corporate Facilities and Energy Management (CFEM).

These maintenance activities have been identified as maintenance needs and have been included in the lifecycle plan where data is available and validated by subject matter experts from Tourism and Culture.

Table 7: Known Service Performance Deficiencies

ASSET	DESCRIPTION OF DEFICIENCY
Ancaster Old Town Hall	Requires restoration of exterior woodwork: funded and scheduled for 2024. Estimated at \$1,000,000 in 2023

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ASSET	DESCRIPTION OF DEFICIENCY
Auchmar Estate	Requires full site restoration of all buildings, new site services and updated access to the site. Estimated at \$23,410,000 in 2023.
Hamilton Civic Museums Collections Building	Requires facility upgrades estimated at \$500,000
Dundurn NHS	<p>Main Castle</p> <ul style="list-style-type: none"> • Repainting and woodwork repairs, parapet and stucco repairs, covered porch repairs, borrowed light well repairs, courtyard, and drainage repairs; • HVAC and BAS system in critical condition and requires replacement storm windows and main sash restoration; • Foundation and drainage require repairs; • Roof and eavestrough require repairs; • 50% of rooms require plaster ceiling repair; • Sprinkler system requires updating; • 50% of floor covering repair replacement; and, • 50% of rooms require painting and finish, fixture repair/replacement. <p>Coach House building needs repainting</p> <p>Cockpit Theatre requires cupola and roof repairs and exterior woodwork restoration including replacement of column bases. Masonry requires repointing and stucco restoration. Interior finishes require repair</p> <p>Parking Lot: Requires Regular Maintenance</p> <p>Gardeners Cottage: The roof and exterior woodwork require repair. The brick requires extensive repair. Windows and doors require extensive repair. The Interior requires extensive repair.</p> <p>Military Museum: Requires Regular Maintenance</p>
Hamilton Museum of Steam and Technology NHS	<p>"1913 building": Requires a major capital restoration to address a wet basement, archaic heating system, lack of accessibility and problematic public space.</p> <p>Boiler house: Requires masonry restoration, repainting</p> <p>Carpenter's shed: Requires repainting, new entrances and doors to allow for accessibility</p> <p>Chimney: Requires repointing</p> <p>Pump house: Requires extensive repainting and repair of the steel windows and masonry repointing</p> <p>Woodshed: Requires exterior woodwork repair and repainting.</p>

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ASSET	DESCRIPTION OF DEFICIENCY
Griffin House NHS	Requires cyclical maintenance and landscape planting improvement. Interior restoration is required.
Veever's House	Requires window restoration and replacement, soffit and fascia restoration, attic renovation, interior renovation, Garage renovation and Deck Renovation
Tisdale House	Requires exterior cladding upgrades, Interior renovation
St. Mark's Church	Under construction currently. Requires exterior masonry repointing

3.2.2 COLLECTIONS

3.2.2.1. AGE PROFILE

Collections refer to objects collected because of their historical significance to the city of Hamilton and include 3-dimension objects, art, and archival material.

For this asset category, the age of the assets is not readily available as the assets consist of artifacts from various archaeological sites. The year of construction for all assets in this category was assumed to be 1850 per subject matter expert opinion. Consequently, an age profile was determined to be of limited value and was excluded from this section of the Asset Management Plan.

An important point to note with respect to the age profile for this asset category is that these assets will not be replaced at the end of life or in the event of severe deterioration.

3.2.2.2. CONDITION METHODOLOGY and PROFILE

Currently, the condition of assets in the collection is based on subject matter expert opinion for his report which was given a Low data confidence. Collections assets are inspected at the time of acquisition and given a score of stable or unstable, but inspections do not occur again as shown in **Table 8**. A continuous improvement item identified in **Table 29** is to review existing internal condition assessments and ensure they are revised to report on the same 5-point scale with equivalent descriptions.

TOURISM AND CULTURE 2024 ASSET MANAGEMENT PLAN

Table 8: Inspection and Condition Information

ASSET	LAST INSPECTION	CONDITION SCORE OUTPUT
Collections	At the Acquisition of an asset	Stable/Unstable

Figure 5 below shows that 60% of the assets are in GOOD condition. The remaining 40% of the assets are in FAIR condition.

The assets classified as fair condition will be managed through appropriate maintenance activities. Since these assets will not be replaced, they have been excluded from the Renewal section of this asset plan.

Figure 5: Collections Asset Condition Distribution:



3.2.2.3 ASSET USAGE AND PERFORMANCE

Currently, service performance deficiencies with Collections assets have not been identified.

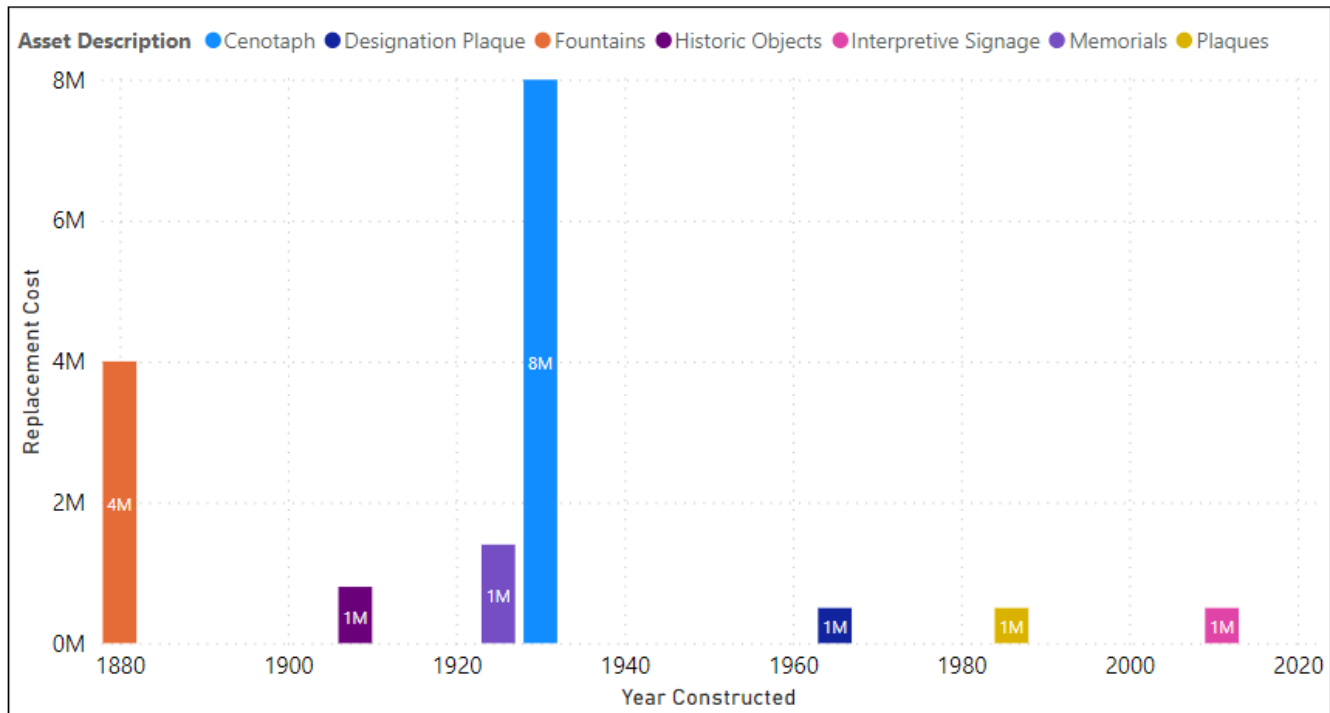
3.2.3 MONUMENTS AND PLAQUES

3.2.3.1. AGE PROFILE

In the Monuments and Plaques age profile below, the Cenotaph ranks as the asset with the highest replacement value at \$8 Million followed by Fountains at \$4 Million. This age profile in **Figure 6**, on the following page has been developed with **Low** confidence as the age of the different components is difficult to evaluate. Additionally, per subject matter expert review, these items would not be replaced at the end of their life.

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Figure 6: Conservation - Age Profile



3.2.3.2. CONDITION METHODOLOGY AND PROFILE

As shown in **Table 9** below, Condition Assessments are completed for monuments and plaques at regular intervals by HRM staff, and the results of these inspections are currently assumed to be a **MEDIUM** data confidence as these values were converted to a condition score by staff based on inspection reports. A continuous improvement item identified in **Table 29** is to review existing internal condition assessments and ensure they are revised to report on the same 5-point scale with equivalent descriptions.

Table 9: Collections Asset Condition Distribution

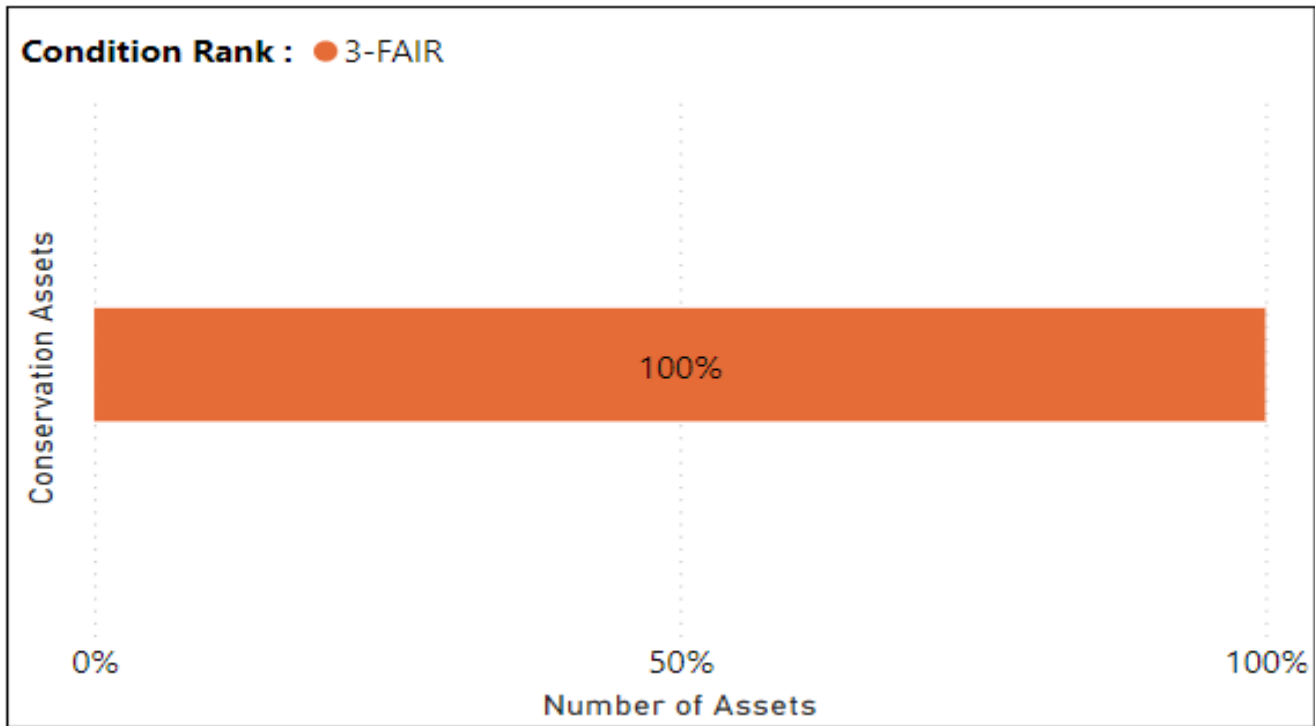
ASSET	INSPECTION FREQUENCY	LAST INSPECTION	CONDITION SCORE OUTPUT
Significant Monuments	Every 2 years	2023	Pass/Fail
Plaques	Every 5 years	2023	Pass/Fail

Figure 7, on the following page, shows that all the assets in this subcategory have been identified as **FAIR** condition.

The assets classified as fair condition will be managed through appropriate maintenance activities. Since these assets will not be replaced, they have been excluded from the Renewal section of this asset plan.

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Figure 7: Monuments and Plaques- Asset Condition Distribution



3.2.3.3 ASSET USAGE AND PERFORMANCE

Currently, service performance deficiencies with Monument and Plaque assets have not been identified.

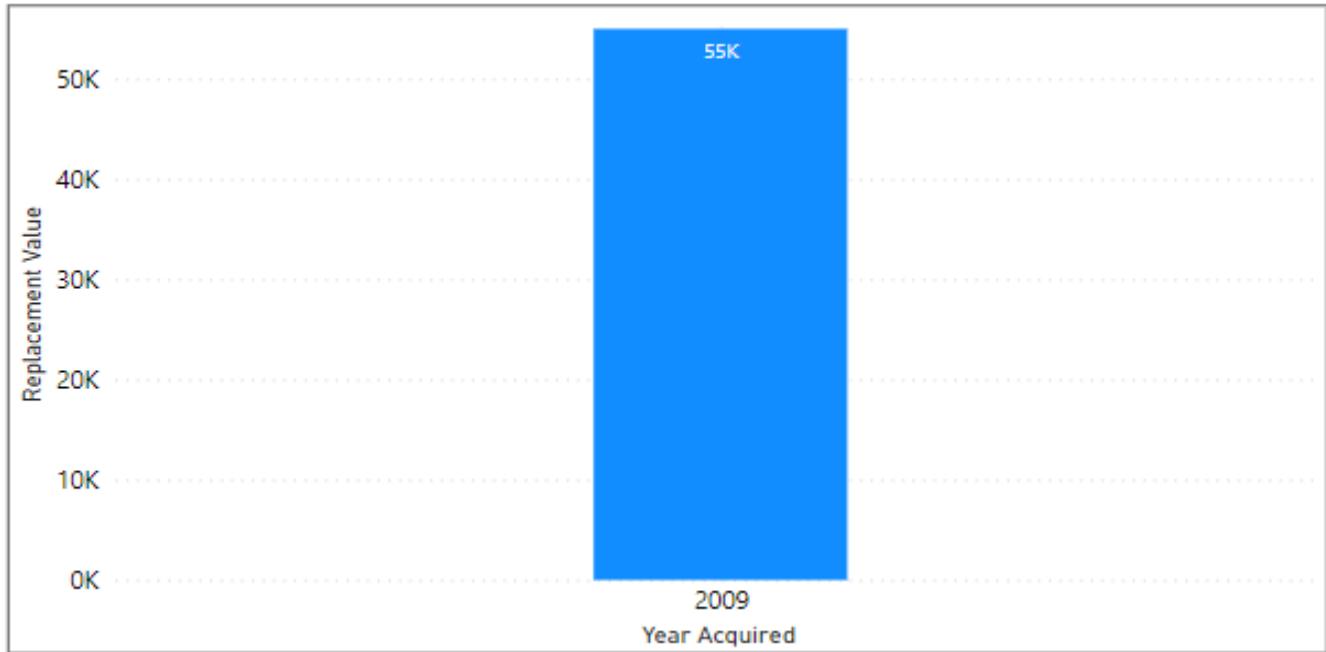
3.2.4 VEHICLES

3.2.4.1. AGE PROFILE

Figure 8, on the following page, represents the one vehicle owned by Tourism and Culture. It is a 2009 Chevrolet Cargo Van with a replacement value of \$55,000. This vehicle is beyond its estimated service life and appears in the backlog in **Section 8.3**. However, it was found when completing the report that this vehicle was recently replaced with an electric vehicle. This change has not been encompassed in the Lifecycle Management Plan in **Section 8**.

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Figure 8: Tourism and Culture Vehicle Age Profile



3.2.4.2. CONDITION METHODOLOGY AND PROFILE

Vehicles are inspected and maintenance activities are conducted at specific intervals throughout the asset’s lifecycle as shown in **Table 10**, however, no formal condition rating is assigned to each vehicle. Therefore, the condition for vehicles has been based on age.

Table 10: Inspection and Condition Information

ASSET	INSPECTION FREQUENCY	DESCRIPTION	LAST INSPECTION	CONDITION SCORE OUTPUT
Vehicles	Twice a year	Safety Checks and Regular Maintenance as needed	N/A - Replaced in 2024	N/A

The 2009 Chevrolet Cargo Van had a condition rating of VERY POOR and was beyond its service life but was recently replaced in 2024. As previously mentioned, this change has not been accounted for in the **Lifecycle Management Plan in Section 8**. This vehicle is included in the Renewal forecast in Section 8.3, but no longer requires replacement.

3.2.4.3 ASSET USAGE AND PERFORMANCE

Currently, service performance deficiencies with Vehicle assets have not been identified.

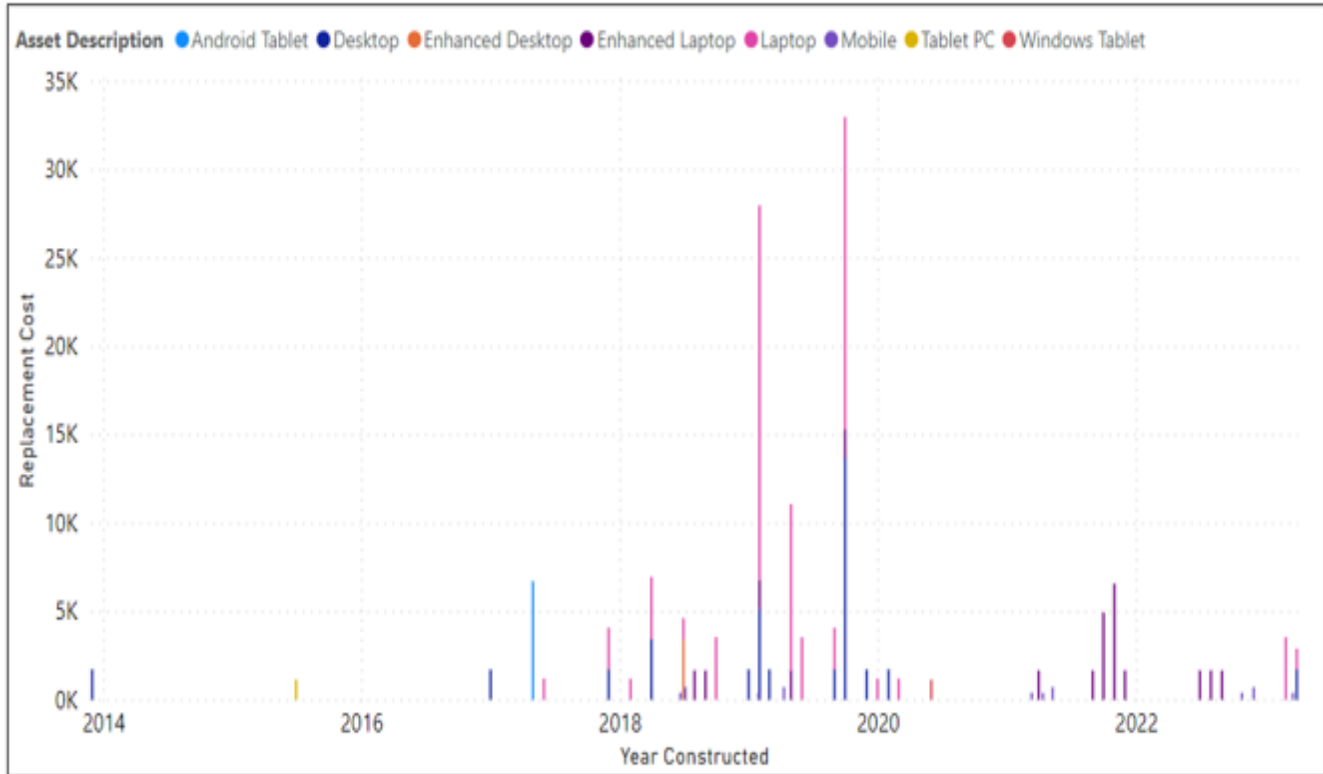
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3.2.5 TECHNOLOGY PROFILE

3.2.5.1. AGE PROFILE

Desktop and laptop assets have a useful life of five years while the remaining assets have a useful life of four years. Per **Figure 9** below, most of these assets are at or close to the end of their ESLs.

Figure 9: Technology Assets Age Profile (Mobiles and Computers)



3.2.5.2. CONDITION METHODOLOGY and PROFILE

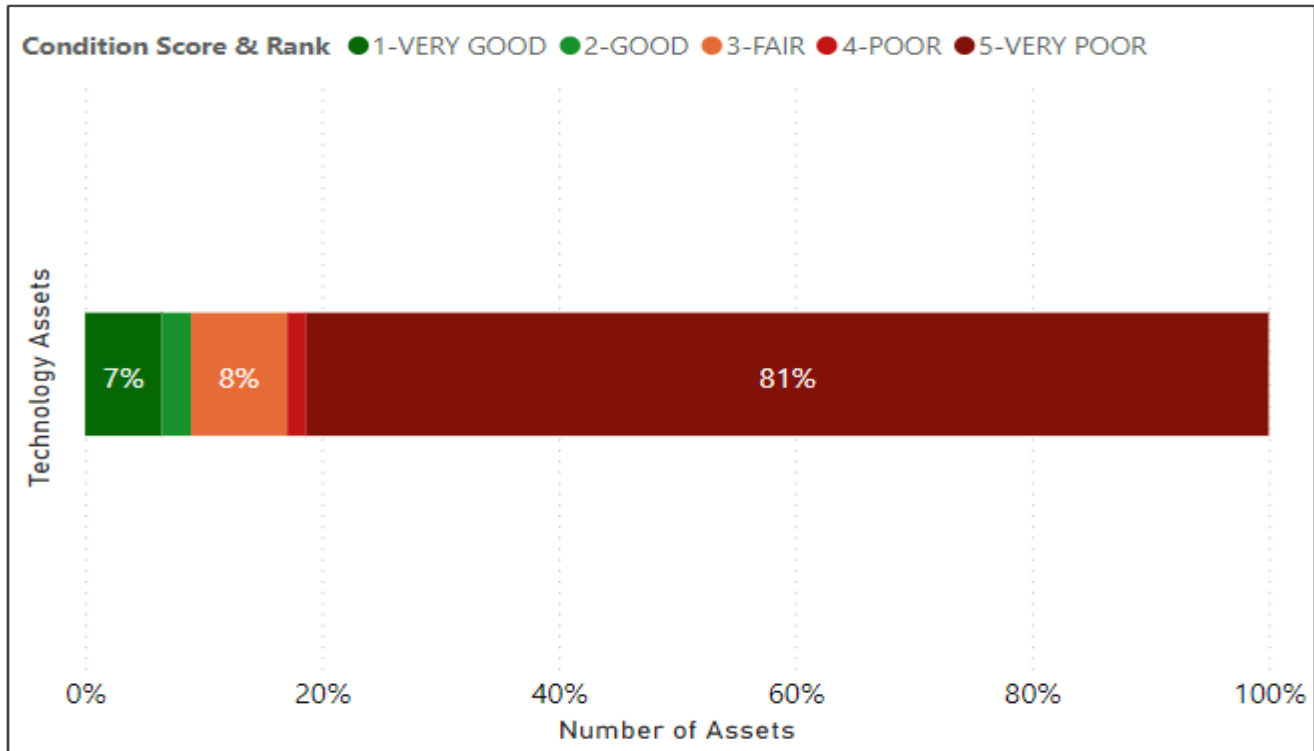
Currently, technology assets are not inspected, and the condition in this report has been estimated based on remaining service life per **Table 5**.

Since many technology assets are beyond service life, **Figure 10**, on the following page, shows that the majority of technology assets are in very poor condition. Since the asset age was based on ESL, this is consistent with the age profile shown in the section above.

The Technology assets which have reached the end of useful life and are ranked in poor condition will be replaced. These assets make up the majority of the renewals in the report because, unlike many heritage assets, they will be replaced at the end of life.

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Figure 10: Technology Asset Condition Distribution



3.2.5.3 ASSET USAGE AND PERFORMANCE

Currently, service performance deficiencies with Technology assets have not been identified.

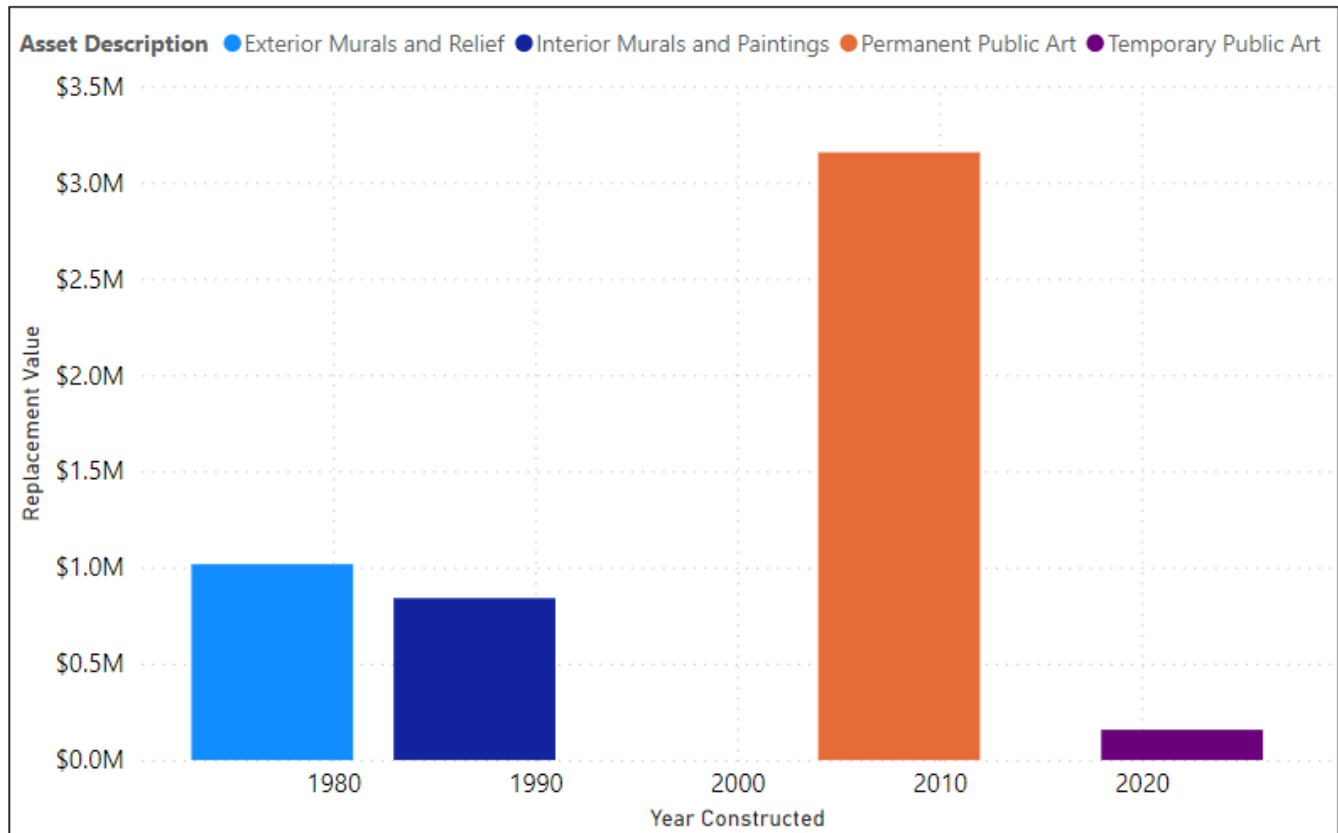
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3.2.6 PLACEMAKING PUBLIC ART AND PROJECTS (PPAP)

3.2.6.1. AGE PROFILE

In the PPAP age profile in **Figure 11**, on the following page, the Permanent Public Art collection ranks as the asset with the highest replacement value at \$3.2M. This age profile has been developed with **MEDIUM** confidence as the age of the different components is difficult to evaluate. Additionally, per subject matter expert opinion/review, these items would not be replaced at the end of life.

Figure 11: PPAP Age Profile



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3.2.6.2. CONDITION METHODOLOGY AND PROFILE

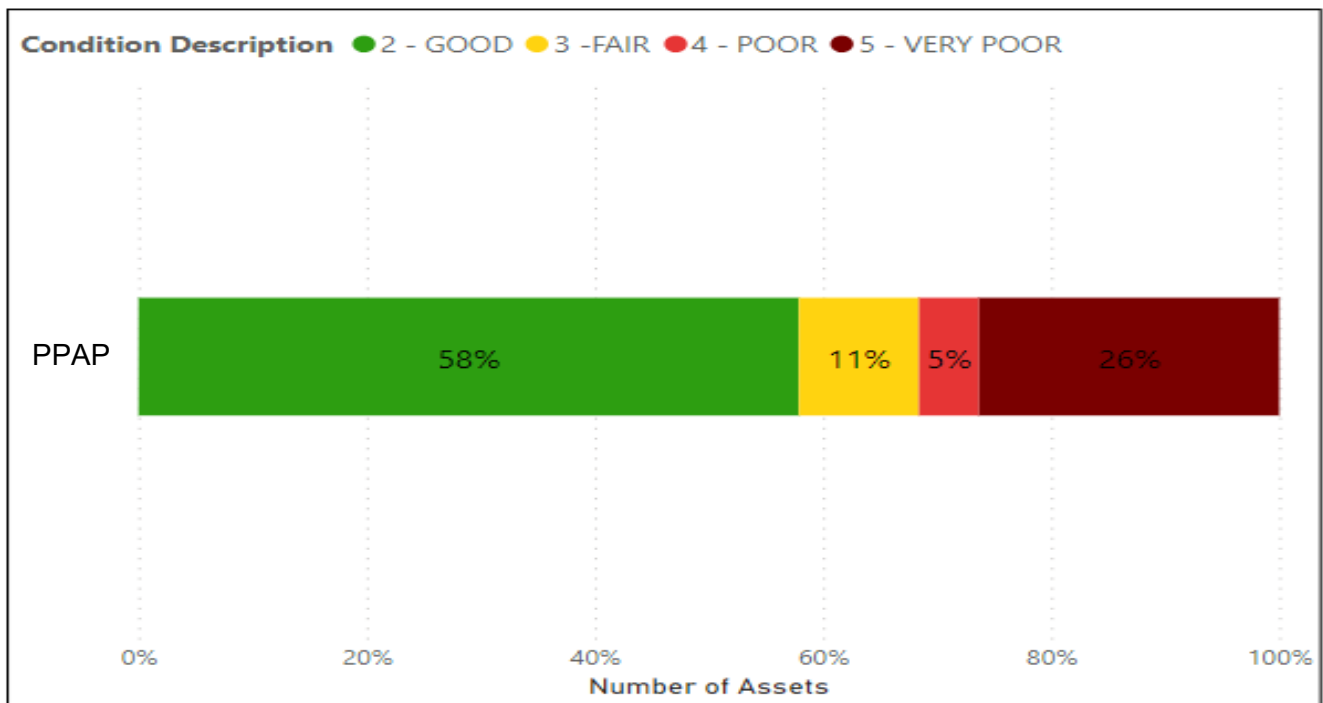
Per **Table 11** below, each of the Public Art assets is inspected annually by an art conservator.

Table 11: Inspection and Condition Information

ASSET	INSPECTION FREQUENCY	LAST INSPECTION	CONDITION SCORE OUTPUT
Public Art	Annually	2023	5-Point Scale

Figure 12 below shows that most assets in the PPAP portfolio are in **GOOD** condition (58%, \$3.2M) while (31%, \$1.8M) are in poor condition or worse.

Figure 12: PPAP – Asset Condition Distribution



3.2.6.3 ASSET USAGE AND PERFORMANCE

Currently, service performance deficiencies with PPAP assets have not been identified.

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4. MUNICIPALLY DEFINED LEVELS OF SERVICE

Levels of service are measures of what the City provides to its customers, residents, and visitors, and are best described as the link between providing the outcomes the community desires, and the way that the City provides those services.

O.Reg 588/17 does not define levels of service for HPS assets and therefore the City has developed municipally defined levels of service. Levels of service are defined in three ways, customer values, customer levels of service and technical levels of service which are outlined in this section. An explanation for how these were developed is provided in **Section 7.5** of the **AMP Overview Document**.

4.1 SURVEY METHODOLOGY

To develop customer values and customer levels of service, a Customer Engagement Survey titled "*Let's Connect, Hamilton – City Services & Assets Review: Tourism and Culture*" was released on **November 27th, 2023**, on the Engage Hamilton platform and closed on **January 2nd, 2024**. The survey results can be found in Appendix "A".

The survey received submissions from **67** respondents and contained **six** questions related to Tourism and Culture service delivery. Based on the number of responses, a sample size of **67** correlates to a **MEDIUM** confidence level with a **12%** margin of error based on an approximate population size of **580,000**. This was determined to be an acceptable confidence level to use to develop the customer values and customer performance measures for this AM Plan. It is important to note that respondents were allowed to opt out of questions, and so different questions may have different confidence levels depending on the opt-out rate for that question.

Although the sample size correlates to a medium confidence level, the data consistency also differed between questions. A high data consistency means that respondents came to the same conclusion more often for a question, whereas a low data consistency means that there is a split in respondent's opinions. Therefore, while CAM may be able to improve survey confidence levels over time by increasing the survey sample size, it may not be possible to improve data consistency over time as this depends on the opinions of the respondents and may require additional insight into why respondents' opinions are split. A low consistency of data does not mean the data is bad, but it does mean that it is difficult to make decisions using that information. Overall, Tourism and Culture's data consistency was typically medium across all questions indicating most respondents are generally in agreement. Data confidence level assumptions are shown in **Table 12**.

While these surveys were used to establish customer values and customer performance measures, it is important to note that there were also limitations to the survey methodology which may reduce the confidence level in the survey data. The survey was only released using an

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online platform and did not include telephone surveys and consequently, there is no way to confirm the identity information provided in the survey. In addition, the survey did not control for IP addresses, and therefore it is possible that respondents could complete the survey more than once and skew the survey results. A continuous improvement item identified in **Table 29** is to introduce meaningful public engagement at regular intervals (e.g., annually).

It is important to note that Dundurn National Historic Site was inadvertently excluded from the survey. Since this is the City's most significant and visited site, the effects of this omission are noted where appropriate in this section.

Table 12: Data Confidence Levels

GRADE	DATA CONSISTENCY (STANDARD DEVIATION)	CONFIDENCE LEVEL (MARGIN OF ERROR AT 95% CONFIDENCE IN SAMPLE SIZE)
Very High	0 to 0.5 – results are tightly grouped with little to no variance in response	0% to 5% - minimal to no error in results, can generally be interpreted as is
High	0.5 to 1.0 – results are tightly grouped but with slightly more variance in response	5% to 10% - error has become noticeable, but results are still trustworthy
Medium	1.0 to 1.5 – results are moderately grouped together, but most respondents are generally in agreement	10% to 20% - error is a significant amount and will cause uncertainty in the final results.
Low	1.5 to 2.0 – results show a high variance with a fair amount of disparity in responses	20% to 30% - error has reached a detrimental level and results are difficult to trust
Very Low	2.0+ - results are highly variant with little to no grouping	30%+ - significant error in results, hard to interpret data in a meaningful way

4.2 CUSTOMER VALUES

Customer values are what the customer can expect from their tax dollar in “customer speak” which outlines what is important to the customer, whether they see value in the service, and the expected trend based on the 10-year budget. These values are used to develop the level of service statements.

Customer Values indicate:

- What aspects of the service are important to the customer;
- Whether they see value in what is currently provided; and,
- The likely trend over time based on the current budget provision.

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As previously mentioned, the customer values below were determined using the results from the *Let's Connect, Hamilton – City Services & Assets Review: Tourism and Culture*. It is important to note that this first iteration of the survey focused mostly on the Heritage Resource Management section of Tourism and Culture. A continuous improvement item identified in **Table 29** is to explore public engagement opportunities for new and existing permanent PA and temporary public art.

As previously mentioned, Dundurn NHS was not included in the Tourism and Culture survey but would likely be considered an important attraction. Customer values are shown below in **Table 13**.

Table 13: Customer Values

SERVICE OBJECTIVE			
CUSTOMER VALUES	CUSTOMER SATISFACTION MEASURE	CURRENT FEEDBACK	EXPECTED TREND BASED ON PLANNED BUDGET (10-YEAR HORIZON)
The most important attraction is the Remembrance Day Service.	2023 Tourism and Culture Services and Assets Review Survey	The average survey respondent rated this as an important customer value with medium data consistency but was approaching very important.	Maintain
Applefest at Battlefield Museum and Park NHS is less important than other services.		The average survey respondent rated this as a fairly important customer value with medium data consistency but was approaching very important.	Maintain
The sites are clean and in good repair		The average survey respondent rated this as an important customer value with a high data consistency.	Decline
Accessible; Sites meet the Accessibility for Ontarians with Disabilities Act (AODA), 2005 standards		The average survey respondent rated this as an important customer value with a high data consistency. A key point to note for this customer value is that in some instances, Heritage facilities cannot be made AODA compliant.	Maintain

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SERVICE OBJECTIVE			
CUSTOMER VALUES	CUSTOMER SATISFACTION MEASURE	CURRENT FEEDBACK	EXPECTED TREND BASED ON PLANNED BUDGET (10-YEAR HORIZON)
Sites are safe, equitable and inclusive		The average survey respondent rated this as an important customer value with a high data consistency.	Decline
Sites are Accessible by public transportation		The average survey respondent rated this as an important customer value with a high data consistency.	Maintain
Sites are inviting, appealing and attractive		The average survey respondent rated this as an important customer value with a high data consistency.	Decline
Sites are Comfortable, with appropriate levels of lighting and noise		The average survey respondent rated this as an important customer value with a high data consistency.	Decline
Sites are reducing greenhouse gases by decreasing utility use)		The average survey respondent rated this as an important customer value with a high data consistency. A key point to note for this customer value is that in some instances, Heritage facilities may have limitations in meeting this customer value requirement.	Maintain

4.3 CUSTOMER LEVELS OF SERVICE

Ultimately customer performance measures are the measures that the City will use to assess whether it is delivering the level of service customers desire. Customer level of service measurements relate to how the customer feels about the City's Tourism and Culture service in terms of their quality, reliability, accessibility, responsiveness, sustainability and over the course, their cost. The City will continue to measure these customer levels of service to ensure a clear understanding of how the customers feel about the services and the value of their tax dollars.

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The Customer Levels of Service are considered in terms of:

Condition	How good is the service? What is the condition or quality of the service?
Function	Is it suitable for its intended purpose? Is it the right service?
Capacity/Use	Is the service over or underused? Do we need more or less of these assets?

In **Table 14** under each of the service measure types (Condition, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current allocation.

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Table 14: Customer Levels of Service

TYPE OF MEASURE	LEVEL OF SERVICE STATEMENT	SOURCE	PERFORMANCE MEASURE	CURRENT PERFORMANCE	EXPECTED TREND BASED ON PLANNED BUDGET	
Quality / Condition	Support economic growth by animating public places.	2023 Tourism and Culture Services and Assets Review Survey	Average survey respondent opinion on how Tourism and Culture have performed overall in attractions or events.	Good Performance	Maintain	
				Confidence Level		Medium
				Data Consistency		High
	Ensure that Tourism and Culture services and assets are maintained in good condition.	2023 Tourism and Culture Services and Assets Review Survey	Average survey respondent opinion on whether Tourism and Culture facilities are clean and in good repair over the last 24 months.	Agree	Decline	
				Confidence Level		Medium
				Data Consistency		High
	Ensure that Tourism and Culture services and assets are environmentally friendly.	2023 Tourism and Culture Services and Assets Review Survey	Average survey respondent opinion on whether Tourism and Culture facilities are reducing greenhouse gases by decreasing utility use.	Neutral	Decline	
				Confidence Level		Medium
				Data Consistency		High
	Provide museum and culture services that meet the needs of the public.	2023 Tourism and Culture Services and Assets Review Survey.	Average survey respondent opinion on whether Tourism and Culture services are comfortable, with appropriate levels of lighting and noise.	Agree	Decline	
				Confidence Level		Medium
				Data Consistency		High
Capacity	Ensure Tourism and Culture services and assets are accessible to the public	2023 Tourism and Culture Services and Assets Review Survey.	Average survey respondent opinion on the satisfaction of accessing Tourism and Culture services by Transit.	Neutral	Maintain	
				Confidence Level		Medium
				Data Consistency		Medium
		2023 Tourism and Culture Services and Assets Review Survey.	Average survey respondent opinion on Tourism and Culture services being AODA compliant.	Neutral	Maintain	
				Confidence Level		Medium
Data Consistency		High				
Function	Ensure Tourism and Culture services and assets have the right kind of facilities and amenities	2023 Tourism and Culture Services and Assets Review Survey.	Average survey respondent opinion on Tourism and Culture being inviting appealing and attractive.	Agree	Maintain	
				Confidence Level		Medium
				Data Consistency		Medium
		2023 Tourism and Culture Services and Assets Review Survey.	Average survey respondent opinion on Tourism and Culture being safe equitable and inclusive.	Agree	Maintain	
				Confidence Level		Medium
Data Consistency		High				

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4.3.1 CUSTOMER INDICES

The two indices calculated to assess how customer expectations for a service align with the perceived performance for a service are listed below in **Table 15**. These indices are explained and analyzed in detail in the sections below.

Table 15: Customer Indices

CUSTOMER INDICES	AVERAGE RESULT
Services Importance Versus Performance Net Differential	-3
Facilities Importance Versus Performance Net Differential	-19
Net Promoter Score (%)	6.57

The information below is intended to provide context around the survey results to assist Tourism and Culture with areas to further investigate before proposing any new levels of service.

It is important to note that the opt-out rate was 66% for the question “How many times have you visited Tourism and Culture attractions and/or events in the last 2 years?”. This suggests that some of these survey results could be a reflection of the customer’s perception of Tourism and Culture’s performance, and not based on actual customer experience with Tourism and Culture’s performance.

In addition, as previously mentioned, Dundurn National Historic Site was omitted from the survey, and since this is the City’s most visited site, this omission may affect the overall results.

SERVICES IMPORTANCE VERSUS PERFORMANCE INDICE

The Services Importance versus Performance indices are used to determine if a service’s importance correlates with the perceived performance. Areas where the average importance rating exceeds the average performance rating by 20 points are indicative of a mismatch between expectations and service levels, equal to one point on the Likert scale.

Per **Figure 13** below, the net differential does not exceed 20 points for any of the services with an average result of -3 which is close to zero suggesting a match between the importance of the service and how Tourism and Culture are perceived to be performing in each aspect of the service. This information has a **MEDIUM** data consistency meaning that most respondents are generally in agreeance. Therefore, this result suggests that HRM should continue to maintain levels of service.

The services with the largest mismatch between importance and performance were the Remembrance Day services and Battlefield House Museum and Park National Historic Site. These are areas where Tourism and Culture could investigate improving performance if they were to consider proposing different levels of service. To reduce the net differential, HRM would

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have to increase their performance for these services, which they would accomplish by altering their Technical Levels of Service.

Figure 13: Importance versus Performance Index Score

Service Area	Performance (index score)	Importance (index score)	Net Differential	Opt Out %
Total	74	77	-3	39%
Remembrance Day services	75	88	-12	35%
Summer Concert Series	76	81	-5	32%
Hamilton Museum of Steam & Technology National Historic Site	75	81	-5	34%
Canada Day at Bayfront Park	74	79	-5	29%
Pop-Ups at Pier 8 event series	80	79	1	25%
Battlefield House Museum & Park National Historic Site	69	78	-9	43%
Re-enactment of the Battle of Stoney Creek at Battlefield House Museum & Park National Historic Site	73	74	-1	46%
Canadian Pacific (CP) Railway Holiday Train	78	73	5	28%
Fieldcote Memorial Park & Museum	65	72	-6	51%
Annual Arts Awards	70	69	2	51%
Applefest at Battlefield House Museum & Park National Historic Site	64	63	1	53%

FACILITIES IMPORTANCE VERSUS PERFORMANCE INDICE

Similarly, to above, the Facilities Importance versus Performance Indice is used to determine if the importance of a Facility’s condition correlates with the perceived performance of a Facility’s condition. Areas where the average importance rating exceeds the average performance rating by 20 points are indicative of a mismatch between expectations and service levels, equal to one point on the Likert scale.

Per **Figure 14** below, the average net differential is –19 which is approaching 20 points, and many areas have a net differential score of 20 or higher. This suggests that there is a mismatch between the importance of HRM-Facilities versus Tourism and Culture’s performance in the services related to HRM-Facilities. This information has a **MEDIUM** data consistency meaning that most respondents are generally in agreeance. Therefore, this result suggests that Tourism and Culture could focus on improving their performance in the majority of services related to these Facilities. To reduce the net differential, Tourism and Culture would have to increase their performance in these metrics, which they would accomplish by altering their Technical Levels of Service.

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Figure 14: Facilities Importance versus Performance

Service Area	Performance (index score)	Importance (index score)	Net Differential
Total	70	89	-19
Clean and in good repair	71	91	-20
Accessible; Meets the Accessibility for Ontarians with Disabilities Act (AODA), 2005 standards	66	91	-25
Safe, equitable and inclusive	71	90	-19
Accessible by public transportation	67	90	-22
Inviting, appealing and attractive	70	89	-20
Comfortable, with appropriate levels of lighting and noise	73	88	-15
Reducing greenhouse gases by decreasing utility use)	66	84	-17

NET PROMOTER SCORE INDICE

The Net Promoter Score indices outline how likely an individual is to recommend a service to another person and measure customer loyalty. For municipal services, this score is difficult to interpret because oftentimes individuals do not have many alternatives for utilizing different services and also there may be internal biases for certain service areas, however, this score does provide valuable information for if customers would recommend using the service or whether they may seek alternatives or avoid using the service altogether.

Likert choices less than a score of 4 are considered 'Detractors' meaning that they would not recommend the service, while scores of 5 are considered 'Promoters' who would recommend the service, and scores of 4 are considered 'Passive' which means they do not have strong feelings about the service. Respondents who opted out by not answering or selecting 'Can't Say' were removed from the sample. Net Promoter score is calculated by subtracting (% Promoters) and (% Detractors). The Standard Deviation (σ) is calculated in percent and has the same units as the Net Promoter Score.

Per **Figure 15**, the Net Promoter Score for Tourism and Culture service areas was **6.57**. Although this positive score indicates that on average Tourism and Culture services are likely to be recommended by survey respondents, this score is also close to zero, meaning many survey respondents overall felt neutral about Tourism and Culture Services. As previously mentioned, Dundurn National Historic Site was omitted from the survey, and since this is the City's most visited site, if this omission had not occurred, the net promoter score result would have likely been higher.

The three lowest-scoring service areas are Applefest at Battlefield House Museum and Park National Historic Site, Annual Arts Awards and Fieldcote Memorial Park and Museum. The

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Tourism and Culture group should consider investigating further those service areas in the bottom tier.

Figure 15: Net Promoter Score

Service Area	σ	NPS	Detractors	Passives	Promoter	
All Service Areas	25.9%	6.57	191	116	226	
Summer Concert Series	24.8%		28.30	14	10	29
Pop-Ups at Pier 8 event series	22.7%		25.93	14	12	28
Canadian Pacific (CP) Railway Holiday Train	25.4%		24.07	16	9	29
Remembrance Day services	25.1%		21.15	15	11	26
Hamilton Museum of Steam & Technology National Historic Site	20.7%		20.41	13	13	23
Canada Day at Bayfront Park	22.9%		10.71	16	18	22
Re-enactment of the Battle of Stoney Creek at Battlefield House Museum & Park National Historic Site	28.8%		-4.35	20	8	18
Battlefield House Museum & Park National Historic Site	26.3%		-5.77	22	11	19
Fieldcote Memorial Park & Museum	24.0%		-9.30	16	15	12
Annual Arts Awards	29.7%		-30.56	22	3	11
Applefest at Battlefield House Museum & Park National Historic Site	26.3%		-36.84	23	6	9

4.3.2 TECHNICAL LEVELS OF SERVICE

Technical levels of service are operational or technical measures of performance, which measure how the City plans to achieve the desired customer outcomes and demonstrate effective performance, compliance and management. The metrics should demonstrate how the City delivers its services in alignment with its customer values; and should be viewed as possible levers to impact and influence the Customer Levels of Service. The City will measure specific lifecycle activities to demonstrate how the City is performing in delivering the desired level of service as well as to influence how customers perceive the services they receive from the assets.

Technical service measures are linked to the activities and annual budgets covering Acquisition, Operation, Maintenance, and Renewal. Asset owners and managers create, implement and control technical service levels to influence the service outcomes.³

Table 16 shows the activities expected to be provided under the current 10-year Planned Budget allocation and the Forecast activity requirements being recommended in this AM Plan. The proposed 10-year performance budget amounts have not been included in the Lifecycle Management Plan in Section 8 but are areas where Tourism and Culture is investigating proposing different levels of service.

³ IPWEA, 2015, IIMM, p 2|28.

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Table 16: Technical Levels of Service

LIFECYCLE ACTIVITY	LEVEL OF SERVICE	ACTIVITY MEASURE	CURRENT ACTUAL PERFORMANCE 2023 ⁴	CURRENT TARGET PERFORMANCE 2024 ⁵	PROPOSED 10-YEAR PERFORMANCE (2024 – 2032) ⁵
Acquisition	To add additional green infrastructure and site amenities	# of Trees Replaced/ Increased annually	Current trees are mature and some are at the end of life	Meeting Status Quo	a total of 30 trees are planted yearly along with archaeology completed
		Budget		\$0	1,200,000
		% of naturalized space at sites	Naturalized space is not enough to promote resilient habitat	Meeting Status Quo	Increase naturalized space at sites where this is possible by 1% per year
		Budget		\$0	\$900,000
	To increase the Public Art Collection.	# of landscapes where pathways were upgraded	Dundurn NHS requires the renewal of pathways and courtyards to be accessible.	Meeting Status Quo	Increase accessibility at Dundurn NHS including public consultation and archaeology
		Budget		\$0	\$6,000,000
Operation	Buildings are repaired and landscapes are cleaned and maintained	# of capital and maintenance projects completed	2 Capital delivery staff and 2 maintenance delivery staff Capital and maintenance budgets are capped and not keeping pace with infrastructure needs On average 6 capital projects are completed each year, for a total of 60 over 10 years.	Meeting Status Quo	Add 1 capital delivery staff person Add 1 facility maintenance staff person, for a total of 3 maintenance and 3 capital delivery staff. Increase delivery of projects to an average of 10 projects per year and/or increase ability to manage greater size and complexity of individual projects
		Budget		\$400,000	\$6,000,000
		Frequency and quality of garbage collection	Current site collection is once per week, mostly undertaken by Municipal garbage collection Some sites do not have blue or green bin collections. Current park garbage bin collection is daily in partnership with Parks, but this does not include litter or Hazmat	Meeting Status Quo	Keep site collection at once per week Implement green and blue bin pick-up for all sites Add litter collection daily along public paths at sites including Hazmat
		Budget		\$6,000	\$100,000
	Public Art is clean and in good repair	Frequency of snow removal	Current snow removal is after each snow	Meeting Status Quo	
		Budget		\$123,000	\$ 1,230,000
		A number of public art pieces are cleaned every year.	As needed (PA staff or external contractor)	Maintain status quo.	Maintain status quo.
		Budget			TBD

⁴ Budget for Current Actual Performance and Current Target Performance represent the budget available in 2023.

⁵ Budget for Proposed 10-Year Performance represents the total cumulative budget required over 10 years.

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LIFECYCLE ACTIVITY	LEVEL OF SERVICE	ACTIVITY MEASURE	CURRENT ACTUAL PERFORMANCE 2023 ⁴	CURRENT TARGET PERFORMANCE 2024 ⁵	PROPOSED 10-YEAR PERFORMANCE (2024 – 2032) ⁵
Maintenance	Buildings are repaired and landscapes are cleaned and maintained	Renewal of major components in backlog (roof, windows, cladding, pathways)	A large # of repairs do not get completed due to lack of capital and operational funding capital repairs are triaged due to the volume of work Preventative maintenance is postponed to prioritize urgent repairs Formal Asset Planning and data collection are not currently input into a database due to a lack of resources and staff	Meeting Status Quo	Increase delivery of projects to an average of 10 projects per year and/or increase ability to manage greater size and complexity of individual projects Increase Asset Management tasks yearly and acquire an Asset Management program.
		Budget		\$4,087,000	\$60,000,000
	Public Art is in clean safe and good condition	# of Exterior Bronze Permanent Public art washed and waxed every year.	8-10 pieces washed and waxed by an external contractor every year.	Maintain status quo.	Maintain status quo.
		# of Permanent Public art pieces deemed non-functional / safety risk	Typically, 1 -2 Permanent Public art pieces are deemed non-functional every year.	Maintain status quo.	Maintain status quo.
	Budget				TBD

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4.3.3 PROPOSED LEVELS OF SERVICE DISCUSSION

Based on the *2023 City Services and Assets Review: Tourism and Culture*, there is a correlation between customer expectations and Tourism and Culture's performance (Refer to **Figure 13: Importance versus Performance Index Score**). Additionally, the opt-out % was relatively high (66%) when respondents answered questions about having visited or used the services/sites listed in the survey. This suggests that some of the results of the survey are based on a customer's perception of the service provided versus actual experience of the service. Additionally, the survey results only have a **MEDIUM** level of data confidence which suggests more data needs to be collected before proposing a change to levels of service. A continuous improvement item identified in **Table 29** is to investigate proposed levels of service further.

CONDITION / QUALITY

Two survey questions were applicable to the condition of the sites and services. In these questions, survey respondents were asked to rate if Tourism and Culture sites were "Clean and in good repair" and "Comfortable, with appropriate levels of lighting and noise". For the above two questions, survey results show a divergence of almost 20 points between performance and importance. This indicates a mismatch between how important customers think the service is and the way customers perceive Tourism and Culture's performance in delivering those services.

When comparing these results to the technical levels of services, there is a lack of funding to address urgent maintenance needs. As a result, preventative maintenance is postponed in order to prioritize urgent repairs. Often repairs are triaged which leads to a backlog of work that needs to be completed. A key theme of this report relates to the importance of a Maintenance Funding ratio which is discussed in Section 10.1. When proposing new levels of service, the City should investigate increasing funding to address these maintenance items to address the mismatch between importance and performance.

FUNCTION

Two survey questions were applicable to the Function of buildings and services. In these questions, survey respondents were asked to rate if Tourism and Culture sites were "Safe Equitable and Inclusive" and "Inviting Appealing and Attractive". For the above two questions, survey results show a divergence of almost 20 points between performance and importance. This indicates a mismatch between how important customers think the service is and the way customers perceive Tourism and Culture's performance in delivering those services.

In reviewing the Technical Levels of Service, currently, Tourism and Culture are meeting their targets with respect to tree planting, naturalized space availability, and frequency of garbage pickup. However, Tourism and Culture are proposing to improve service levels in these areas, which may address the mismatch mentioned above, but this would require additional funding and agreement from the public and should be investigated further.

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CAPACITY

Two specific survey questions targeted this metric which included: compliance with the Accessibility for Ontarians with Disabilities Act (AODA) and public transportation access to Tourism and Culture services). For the above two questions, survey results show a divergence of 20 points or higher between performance and importance. This indicates a mismatch between customer expectations and service levels that Tourism and Culture are delivering.

In addition, all buildings in the City are considered to be compliant with AODA requirements since the City is only required to address AODA compliance when completing renewals or significant retrofits to a facility. This question will be corrected in future iterations of the survey. However, not all heritage sites are fully accessible. In order to preserve the heritage attributes associated with some of the facilities, Tourism and Culture may face limitations in meeting this customer value requirement. However, the Technical Levels of Service do indicate that Tourism and Culture are investigating ways to make pathways at Dundurn Castle more accessible, but this would require additional funding and agreement from the public and should be investigated further.

Transit access to the Tourism and Culture facilities and Public Art sites was not measured as part of this plan and is a continuous improvement item identified in **Table 29**. In order to make improvements to this customer service level, baseline information on travel times and routes would need to be collected and analyzed, and a target would need to be set.

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5. FUTURE DEMAND

Demand is defined as the desire customers have for assets or services that they are willing to pay for. These desires are for either new assets/services or current assets.

The ability for the City to be able to predict future demand for services enables the City to plan ahead and identify the best way of meeting the current demand while being responsive to inevitable changes in demand. Demand will inevitably change over time and will impact the needs and desires of the community in terms of the quantity of services and types of services required.

5.1 DEMAND DRIVERS

Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

For the Tourism and Culture service area, the key drivers are population growth and societal changes.

5.2 DEMAND FORECASTS

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented in **Table 17**. Growth projections have been shown on **Page 45** of the **AMP Overview Document**.

Where costs are known, these additional demands as well as anticipated operations and maintenance costs have been encompassed in the Lifecycle Models in **Section 8**.

5.3 DEMAND IMPACT AND DEMAND MANAGEMENT PLAN

The impact of demand drivers that may affect future service delivery and use of assets is shown in **Table 17**. Climate change demands are included in **Section 7**. Demand for new services will be managed through a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks, and managing failures.

The demands identified below have not yet been incorporated into the Lifecycle Management Plan in Section 8. A continuous improvement item identified in **Table 29** is to ensure the costs associated with the demand management plans are quantified and incorporated into the next iteration of the AM Plan.

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Table 17: Demand Management Plan

DEMAND DRIVER	CURRENT POSITION	PROJECTION	IMPACT ON SERVICES	DEMAND MANAGEMENT PLAN
Population Growth	560,000	680,000	<p>More demand for green spaces, parks, recreation, and educational opportunities.</p> <p>More demand for childcare.</p> <p>Intensification in lower City leading to increased attendance at sites and events.</p>	<p>Per asset owner (AO) analysis, the asset size and number are sufficient.</p> <p>Demand can be met by developing and maintaining existing assets (ex: Many buildings are underutilized or closed due to funding shortfall)</p> <p>Capital Budget funding to upgrade and maintain existing sites.</p> <p>Increased operating funding to add 2 FTE.</p>
Societal Needs	18 % of the population is over 65	~20% aged 65 and older	<p>More inclusive sites and services are required particularly for persons with disabilities.</p> <p>Supports for all incomes.</p> <p>Services that reflect the population diversity</p>	<p>Address backlog of accessibility improvements such as ramps and pathways.</p> <p>Focus on expanding diverse programming.</p>

5.4 ASSET PROGRAMS TO MEET DEMAND

The new assets required to meet demand may be acquired, donated or constructed. For Tourism and Culture, assets are typically acquired or constructed.

At this time there is approximately **\$1.7 Million** in assets acquired over the next 10 years and an anticipated **\$17M** in assets acquired over the 30-year planning period. Acquiring new assets will commit Tourism and Culture to ongoing operations, maintenance and renewal costs for the amount of time that the service is required. These future costs have been estimated at a high level in the Lifecycle Models in **Section 8** but should be quantified further for future iterations of the report for consideration in developing higher confidence forecasts of future operations, maintenance and renewal costs for inclusion in the long-term financial plan.

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6. RISK MANAGEMENT

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: ‘coordinated activities to direct and control with regard to risk⁶.

The City is developing and implementing a formalized risk assessment process to identify risks associated with service delivery and to implement proactive strategies to mitigate risk to tolerable levels. The risk assessment process identifies credible risks associated with service delivery and will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts, or other consequences.

The risk assessment process identifies credible risks, the likelihood of those risks occurring, and the consequences should the event occur. The City utilizes two risk assessment methods to determine risk along with subject matter expert opinion to inform the prioritization. Hamilton is further developing its risk assessment maturity with the inclusion of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable in the next iteration of the plan.

6.1 CRITICAL ASSETS

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarized in **Table 18**. Failure modes may include physical failure, collapse or essential service interruption.

Table 18: Critical Assets

CRITICAL ASSET	FAILURE MODE	IMPACT
Heritage Facilities	Service disruption due to lack of staff to manage services due to retirement or resignation.	Unable to effectively deliver services in HRM.
	Physical Failure	Facilities are not accessible to the public. Closure of or damage to unique assets with cultural heritage value. Health and safety of staff/public.

⁶ ISO 31000:2009, p 2

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CRITICAL ASSET	FAILURE MODE	IMPACT
Monuments	Physical Failure	Loss of unique assets with cultural heritage value.
Critical Collections	Physical Failure of Storage Facility	

By identifying critical assets and failure modes an organization can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

6.2 RISK ASSESSMENT

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, the development of a risk rating, the evaluation of the risk and the development of a risk treatment plan for non-acceptable risks.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts, or other consequences.

Critical risks are those assessed with ‘Very High’ (requiring immediate corrective action) and ‘High’ (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment costs of implementing the selected treatment plan are shown in **Table 19**. It is essential that these critical risks and costs are reported to management.

The treatment costs for the risks below have been incorporated into the Lifecycle Management Plan in **Section 8** and are included as part of the infrastructure gap.

Table 19: Risks and Treatment Plans

SERVICE OR ASSET AT RISK	WHAT COULD HAPPEN	RISK RATING	RISK TREATMENT PLAN	RESIDUAL RISK	TREATMENT COSTS
Auchmar Estate	Continued degradation of the site making repairs continually more expensive.	High	Complete identified works to restore the facility.	Low	\$24,000,000
Collections (Artifacts)	Failure of building systems such as roofs and HVAC systems in museums impacts artifact collection	High	Acquire new Artifacts Building. Provide capital FTE to speed response to capital projects and provide capital.	Low	\$15,000,000

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SERVICE OR ASSET AT RISK	WHAT COULD HAPPEN	RISK RATING	RISK TREATMENT PLAN	RESIDUAL RISK	TREATMENT COSTS
Heritage Facilities	Vandalism to buildings and structures	High	Increase security to sites.	Low	N/A
Public Art	Change in perception of artwork	High	Stay up to date with trends, social movement	Low	N/A
Public Art	Vandalism - Graffiti	High	Apply anti-graffiti coatings (mandatory)	Medium	\$1000
HRM staff	Retirement, resignation of staff on a small team	High	Prioritize succession planning, stabilization of workload within teams and change management communication to manage expectations	Medium	N/A
Heritage Facilities	Existing buildings are not all barrier-free	High	Provide 1 capital FTE and increase capital budget accordingly, to speed response to capital projects and increase capital budget	Low	\$2,300,000
Monuments	Outdated and do not suit changing societal needs	High	Review monuments, under public consultation, do nothing else	High	\$95,000
Heritage Facilities	Preventative maintenance not performed on time: such as painting	High	Provide funding for 1 FTE in capital and 1 FTE in maintenance to prioritize the backlog of repairs, increase capital and maintenance budgets	Medium	\$300,000

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6.3 INFRASTRUCTURE RESILIENCE APPROACH

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions the City needs to understand its capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service. We do not currently measure our resilience in service delivery and this will be included in the next iteration of the AM Plan and has been included as a continuous improvement item in **Table 29**.

Resilience covers the capacity of the City to withstand any service disruptions, act appropriately and effectively in a crisis, absorb shocks and disturbances as well as adapt to ever-changing conditions. Resilience is built on aspects such as response and recovery planning, financial capacity, climate change risk, assessment and crisis leadership.

6.4 SERVICE AND RISK TRADE-OFFS

The decisions made in AM Plans are based on the objective of achieving the optimum benefits from the available resources.

Table 20 outlines what activities Tourism and Culture cannot afford to do over the next 10 years with their existing budget and provides the associated service and risk tradeoffs.

Table 20: Service and Risk Tradeoffs

WHAT WE CANNOT DO (What can we not afford over the next 10 years?)	SERVICE TRADE-OFF (How will not completing this affect our service?)	RISK TRADE-OFF (What risk consequences are we undertaking?)
Auchmar Estate restoration	Status Quo	Repairs may end up becoming more costly and eventually result in a renewal. Reputational risk.
All required maintenance items at all HRM Facilities	Accessibility to Sites. Reduction in the level of service. Inability to Expand Services.	Minor repairs may end up becoming more costly and eventually result in a major maintenance item. Reputational risk.

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7. CLIMATE CHANGE AND MITIGATION

Cities have a vital role to play in reducing the emission of greenhouse gases (mitigation), as well as preparing assets for the accelerating changes we've already begun to experience (adaptation). At a minimum, the City must consider how to manage our existing assets given the potential climate change impacts for our region.

Changes to Hamilton's climate will impact City assets in the following ways:

- Affect the asset lifecycle;
- Affect the levels of service that can be provided and the cost to maintain;
- Increase or change the demand on some of our systems; and,
- Increase or change the risks involved in delivering service.

To quantify the above asset/service impacts due to climate change in the Asset Management Plan, climate change is considered as both a future demand and a risk for both mitigation and adaptation efforts. These demands and risks should be quantified and incorporated into the lifecycle models as well as levels of service targets.

If climate change mitigation/adaptation projects have already been budgeted, these costs have been incorporated into the lifecycle models. However, many asset owners have not yet quantified the effects of the proposed demand management and risk adaptation plans described in this section, and so associated levels of service and costs will be addressed in future revisions of the plan. This has been identified as a Continuous Improvement item in **Table 29**.

7.1 CLIMATE CHANGE MITIGATION

Climate Mitigation refers to human intervention to reduce GHG emissions or enhance GHG removals (e.g. building transportation infrastructure that can support cycling and public transit and reduce the need for car travel). The City of Hamilton's Community Energy + Emissions Plan⁷ (CEEP includes five Low-carbon Transformations necessary to achieve the City's target of net-zero GHG emissions by 2050:

- Innovating our industry;
- Transforming our buildings;
- Changing how we move;
- Revolutionizing renewables; and
- Growing Green.

⁷ Newbold, Skidmore, Chessman, Imhoff, & McDowell, 2022

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Mitigation Demand Analysis

These transformations were incorporated into the climate mitigation demand analysis for this service area by:

- Identifying the City's modelled targets for the low carbon transformations that applied to the service/asset;
- Discussing the impact, the targets would have on the service/asset; and
- Proposing a preliminary demand management plan for how this modelled target will be achieved by 2050 as shown in **Table 21** below.

As previously mentioned, due to the high level of uncertainty with the demand management plans, the cost of the demand impacts below have not been included in the lifecycle models or levels of service at this time. The demand management plans discussed in this section should be explored by asset owners in more detail following the AM Plan, and new projects should incorporate GHG emissions reduction methods, and changes which will be incorporated into future iterations of the AM Plan. This has been identified as a continuous improvement item in **Table 29**.

Moving forward, the Climate Lens tool discussed in the **AMP Overview Document** will assess projects based on these targets and will assist with the prioritization of climate mitigation projects.

Table 21: Climate Change Mitigation Transformation

CLIMATE CHANGE MITIGATION TRANSFORMATION	MODELLED TARGET	IMPACT TO SERVICE OR ASSET	DEMAND MANAGEMENT PLAN
Transforming Our Buildings - HRM	By 2050, all Tourism and Culture buildings achieve net-zero emissions.	Although improvements can be made, this target may be difficult to achieve due to the historic character of sites/buildings. Improvements may require facilities to close to undertake this work. Costs on some systems such as heating and cooling will be high.	An evaluation of which historic buildings can be transformed to prioritize the greatest benefit without damaging the asset needs to be undertaken. Budgets need to be allocated. Adequate staffing needs to be allocated.
	By 2050, all municipal buildings will be retrofitted to achieve 50% energy efficiency relative to 2016.	These mitigation goals may be easier to achieve than net zero May require facilities to close to undertake this work.	
	As systems are renewed, switch buildings to heat pumps and water heating by 2050.		

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CLIMATE CHANGE MITIGATION TRANSFORMATION	MODELLED TARGET	IMPACT TO SERVICE OR ASSET	DEMAND MANAGEMENT PLAN
Revolutionizing Renewables - HRM	By 2050, 50% of municipal buildings will add rooftop solar PV, covering 30% of the building's electrical load.	An estimated 50% of portfolio buildings can be retrofitted to use solar/wind power or have units installed in the landscape. These sites are different than regular resources and require creative solutions.	An assessment and implementation plan needs to be developed and put into place. To do this, budgets need to be allocated. Adequate staffing needs to be allocated.
	By 2050, 95% of organic waste will be sent to anaerobic digestion for local energy use.	Currently, services are not provided to enable meeting this target. This service if provided can be met operationally with minimal change to the process	Currently, all museum facilities do not have adequate staff hours to facilitate garbage pickup and 3-stream sorting is not possible as there is no service for pick up. Systems and resources would need to change.
Growing Green - HRM	Planting 50,000 trees a year Citywide through to 2050	100 trees can be planted over 10 years with minimal operational change.	A plan would need to be made in consultation with the Forestry and Horticulture division. Budget and staff resources will need to be allocated.
Transforming Our Buildings - PPAP	Changes in heating/cooling inside buildings	Indoor murals, reliefs, artwork etc. require stable and monitored temperatures and relative humidity to ensure their long-term preservation.	Facility assessments will need to be done prior to the installation of artwork inside any building. Collaboration and increased communication with Facilities to ensure the care of Public Art currently in interiors.

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CLIMATE CHANGE MITIGATION TRANSFORMATION	MODELLED TARGET	IMPACT TO SERVICE OR ASSET	DEMAND MANAGEMENT PLAN
Growing Green - PPAP	Planting more trees and introducing more green space to the city.	Changes in the landscape of parks and spaces where assets are installed (more trees, gardens etc.), may impact the maintenance of PA assets. Potential for more parks and green space for placemaking initiatives and new installations to be introduced.	May cause a shift in funding or direction of projects. Not a significant impact but may expand opportunities for PA.

MITIGATION RISK ANALYSIS

Additionally, since the risk of not completing climate change mitigation projects is that the City continues to contribute to climate change in varying degrees which were modelled in the Climate Science Report for the City of Hamilton completed by ICLEI Canada, a risk analysis has not been completed in this AM Plan for not completing climate mitigation projects (ICLEI Canada, 2021).

7.2 CLIMATE CHANGE ADAPTATION

Climate Adaptation refers to the process of adjusting to actual or expected climate and its effects (e.g. building facilities that can handle new climate loads).

The impacts of climate change may have a significant impact on the assets we manage and the services we provide. Climate change impacts on assets will vary depending on the location and the type of services provided, as will the way in which those impacts are responded to and managed.⁸

In 2021, the City of Hamilton completed a Vulnerability and Risk Assessment Report⁹ guided by ICLEI's Building Adaptive and Resilient Communities (BARC) Framework as part of the Climate Change Impact Adaptation Plan (CCIAP). The BARC Framework identified thirteen high-impact areas. Applicable impact statements with their impacts and demand management plans are included in **Table 22** below.

⁸ IPWEA Practice Note 12.1 Climate Change Impacts on the Useful Life of Infrastructure

⁹ City of Hamilton & Local Governments for Sustainability Canada, 2021

Adaptation Demand Analysis

Table 22: Managing the Demand of Climate Change on Assets and Services

ADAPTATION IMPACT STATEMENT	BASELINE (1976 - 2005) ¹⁰	AVERAGE PROJECTED CHANGE 2021-2050 ¹⁷ (ASSUMING RCP4.5 ¹¹ SCENARIO)	POTENTIAL IMPACT ON ASSETS AND SERVICES	DEMAND MANAGEMENT PLAN
Increased instances of heat-related issues due to extreme heat.	16.1 Average Days Where The Temperature Is 30 Degrees Celsius or Higher	34.4 Average Days Where The Temperature Is 30 Degrees Celsius or Higher	This may cause facilities to close due to the failure of systems. Collections may be damaged. Additional stress on aged building systems. Increased risk of flooding. Higher cost of utilities. More repairs are required as extreme weather intensifies	Prioritize maintenance and upgrading of building systems. Introduce passive climate controls such as operable windows into buildings. Upgrade building systems to improve efficiency and withstand changing weather patterns. Upgrade systems to reduce energy consumption retain grass spaces and reduce paving to improve permeability
More intense summer precipitation combined with increasing temperatures lowering the water supply as well as increasing water demand for drinking, landscaping, and irrigation. (Rural)	217mm Average Total Summer Precipitation	221mm Average Total Summer Precipitation	Landscapes and gardens may be damaged	Prioritize planting native and more resilient planting that do not require as much irrigation Introduce passive water collection on some sites Lower expectations for appearance Plant more trees and shrubs
Changes in the frequency of extreme rainfall events will result in increased instances of flooding on private and public properties.	6.7 Heavy Precipitation Days (20mm)	7.7 Heavy Precipitation Days (20mm)	Facilities may have to face more water damage to landscapes and basements and the costs to remediate.	Prioritize grading, redirecting to water infiltrating areas on site and repairs to foundations. Will require adequate funding and staff.
Prolonged power outages during winter months due to an increase in ice storms resulting in public safety concerns.	187mm Average Total Winter Precipitation	204mm Average Total Winter Precipitation	This may cause facilities to close due to failure of systems or life safety concerns. Collections may be damaged.	Develop an emergency plan to deal with this scenario and triage
Changes in the frequency of extreme rainfall events - increased instances of flooding on private/public properties.	6.7 Heavy Precipitation Days (20mm)	7.7 Heavy Precipitation Days (20mm)	Public Art located on/near buildings (private and public) is at risk of damage. Increased rain will shorten the lifespan of temporary art and permanent, especially acidic rain or rain carrying other pollutants. Pollutant rain will accelerate the deterioration of many materials and cause erosion of some materials. Higher winds will cause vibrational stress to taller Public Art. Potential erosion around the foundation of artwork.	Will require additional maintenance requirements requiring increased funds. Consideration when acquiring community/donated art.

¹⁰ ICLEI Canada, 2022

¹¹ RCP4.5 Scenario: Moderate projected Green House Gas concentrations, resulting from substantial climate change mitigation measures. It represents an increase of 4.5 W/m² in radiative forcing to the climate system. RCP 4.5 is associated with 580-720ppm of CO₂ and would more than likely lead to 3°C of warming by the end of the 21st century.

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ADAPTATION IMPACT STATEMENT	BASELINE (1976 - 2005) ¹⁰	AVERAGE PROJECTED CHANGE 2021-2050 ¹⁷ (ASSUMING RCP4.5 ¹¹ SCENARIO)	POTENTIAL IMPACT ON ASSETS AND SERVICES	DEMAND MANAGEMENT PLAN
Changes in precipitation resulting in erosion of natural systems (i.e. water banks, escarpment erosion)	844mm Average Annual Total Precipitation	886mm Average Annual Total Precipitation	Public Art located near escarpments, water banks etc. that are susceptible to erosion may become structurally unstable or may need to be deaccessioned/relocated	Request that engineering drawings can mitigate higher wind loading (included in the acquisition process). Deaccessioning policy
Increased intensity of rainfall	25.8 Heavy Precipitation Days (10 mm)	27.6 Heavy Precipitation Days (10 mm)	Increased rain will shorten the lifespan of temporary art and permanent, especially acidic rain or rain carrying other pollutants. Pollutant rain will accelerate the deterioration of many materials and cause erosion of some materials. Higher winds will cause vibrational stress to taller Public Art.	Future artworks to be sited outside of the 100-year flood plain – Conservator to monitor changes in flood plain data. Will require additional maintenance requirements.
Overall, dryer, hotter, longer summers	71.6 Days Average Length of Hot Season; 25.9 Degrees Celsius Average Summer Seasonal Temperature	102 Days Average Length of Hot Season; 27 Degrees Celsius Average Summer Seasonal Temperature	Higher temperatures (and higher humidity) will accelerate the deterioration and natural aging of Public Art and Temporary Art. A different climate may make some techniques/materials obsolete and introduce other materials to our approved material list	Conservators to continue researching and finding new materials that are adapted to our changing climate.
More frequent and intense heat waves	2.1 Average Annual Heat Waves	4.7 Average Annual Heat Waves	Higher temperatures (and higher humidity) will accelerate the deterioration and natural aging of Public Art and Temporary Art materials.	Conservators to continue researching and finding new materials that are adapted to our changing climate.
Overall, dryer, hotter, longer summers	71.6 days Average Length of the Hot Season; 25.9 Degrees Celsius Average Summer Seasonal Temperature	102 days Average Length of the Hot Season; 27 Degrees Celsius Average Summer Seasonal Temperature	Higher temperatures (and higher humidity) will accelerate the deterioration and natural aging of Public Art and Temporary Art. A different climate may make some techniques/materials obsolete and introduce other materials to our approved material list	Conservators to continue researching and finding new materials that are adapted to our changing climate.
More frequent and intense heat waves	2.1 Average Annual Heat Waves	4.7 Average Annual Heat Waves	Higher temperatures (and higher humidity) will accelerate the deterioration and natural aging of Public Art and Temporary Art materials.	Conservators to continue researching and finding new materials that are adapted to our changing climate.

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ADAPTATION RISK ANALYSIS

Additionally, the City should consider the risks for the asset or service as a result of climate change and consider ways to adapt to reduce the risk. Adaptation can have the following benefits:

- Assets will withstand the impacts of climate change;
- Services can be sustained; and,
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint.

For this plan, no climate adaptation risks were identified, this has been identified as a continuous improvement item in **Table 29**.

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8. LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the City plans to manage these assets at the agreed levels of service and at the accepted lifecycle costs while excluding inflationary values. The costs included in the lifecycle management plan include costs from both the Capital and Operating budgets. Asset management focuses on how taxpayer or ratepayer dollars are invested by lifecycle activities and not by budget allocation. Since both budgets contain various lifecycle activities, they have been consolidated together and separated by lifecycle activity in this section.

As a result of this new process, there may be some areas where the budget was not able to be broken down perfectly by lifecycle activity. Future AM Plans will focus on improving the understanding of Whole-Life Costs and funding options. However, at this time the plan is limited to those aspects. Expenditure on new assets and services will be accommodated in the long-term financial plan but only to the extent that there is available funding.

8.1 ACQUISITION PLAN

The acquisition reflects new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its current capacity. They may result from growth, demand, legal obligations or social or environmental needs. Assets can either be donated through development agreements to the City or through the construction of new assets which are mostly related to population growth.

CURRENT PROJECT DRIVERS – 10-YEAR PLANNING HORIZON

The City prioritizes capital projects based on various drivers to help determine a ranking for project priorities and investment decisions. As part of future AM Plans, the City will continue to develop its understanding of how projects are prioritized and ensure that multiple factors are being considered to drive investment decisions. These drivers may include legal compliance, risk mitigation, O&M impacts, growth impacts, health and safety, reputation and others.

Typically HRM's acquisitions are driven by City-owned assets that have been previously operated by other divisions but are classified as heritage buildings and require expertise. PPAP's assets are acquired through donations, direct commission, and public commission done annually through public consultation and a call for artists. The Public Art Master Plan also gives guidance on priority locations to be considered for public art and the council sometimes provides direction on locations that could benefit from new art and projects.

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DONATED ACQUISITIONS

Donated Acquisitions are assets where the City does not pay the acquisition cost but is responsible for all costs after the asset has been acquired.

For the Tourism and Culture group, there were **no donated assets** reported for the next 10 years. However, Tourism and Culture have historically had heritage facilities donated to them by private entities (e.g., Auchmar Estate). For collections, there is a vetting process which requires a proposal and board approval to ensure the assets acquired bring value to the City.

Donated heritage assets commit the City to indefinite operations and maintenance costs and have historically resulted in unmet O&M needs for these facilities since the additional budget was often not considered during the acquisition of these assets. In recent years, Tourism and Culture has not acquired any heritage facilities that were not already owned by the City.

The City is reviewing its donated asset assumption process to ensure that it proactively understands what assets are being donated annually to ensure they are appropriately planned for. This will allow multiple departments across the City to plan for the assets properly such as:

- AM to forecast the long-term needs and obligations of the assets
- Operations and maintenance can include the assets in their planned activities (inspections, legislative compliance activities)
- Finance can ensure that assets are properly captured and recognized appropriately (Audited Financial Statements, TCA process, Provincial reporting such as the FIR)

CONSTRUCTED OR PURCHASED ACQUISITIONS

Over the next 30-year planning period the City will acquire approximately **\$16.7 Million** of constructed or purchased Tourism and Culture assets which can either be new assets which did not exist before or expansion of assets when they are to be replaced which are shown in **Figure 16**.

The 10-year capital budget submitted shows work in 2023 – 2024 categorized as acquisitions from a lifecycle perspective. The most significant acquisition is the Children's Museum Expansion project which is calculated at \$1.49M. This is an ongoing project and the \$1.49M represents the remaining acquisition costs for the project.

Table 23 below outlines the projects that have been categorized as planned Acquisitions for the 10 years ending in 2032. It is important to note that the 2023 acquisition amounts for Public Art were not encompassed in this report. In addition, Public Art has \$71k of dedicated funding for acquisitions annually but often additional community requests occur which are approved by Council on a case-by-case basis. Finally, the Public Art Master Plan is currently being updated, and therefore the 10-year forecast for Public Art will be more accurate in future iterations of the AM Plan.

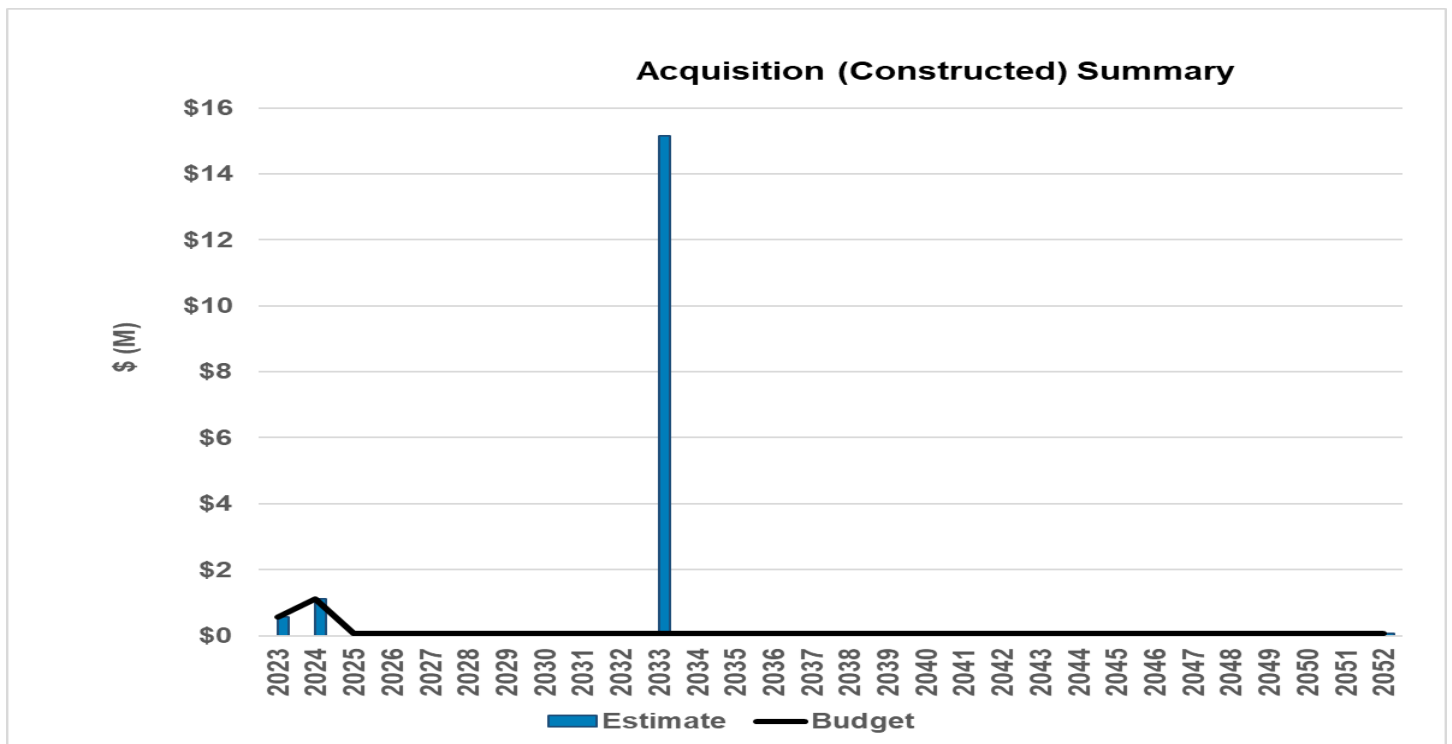
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Table 23: Planned Acquisitions

YEAR	ACQUISITION	AMOUNT (\$ 000)
2023-2024	Children's Museum Expansion Fit-up	970
2024	Ancaster Memorial Arts Centre Public Art	235
2024	Artifacts Storage Facility Improvements	200
2024	Public Art Locke Street Marker	167
2024	Public Art-King William ArtWalk	70
2024	Public Art-West Ham Rail Trail	25
2024	Public Art-Hamilton the Electric City	15
2024	Public Art-Dundas Driving-Ph2	10
2024	Mount Hope Gateway	1
2025-2032	Public Art – Dedicated Acquisition Funding	71
	TOTAL	\$1.7M

After the 10-year planning period, there is an unfunded Acquisition for an Artifacts Building valued at approximately \$15M in 2033. This building is required to continue to preserve collections in the City. Currently, Collections are stored at 240 Burlington St which does not meet the asset owner's needs (e.g., inadequate set-up, poor temperature controls, no separate storage by material type etc.). If this acquisition remains unfunded it could result in degraded collection assets over time which are irreplaceable this has been discussed in **Section 6**.

Figure 16: Acquisition (Constructed) Summary

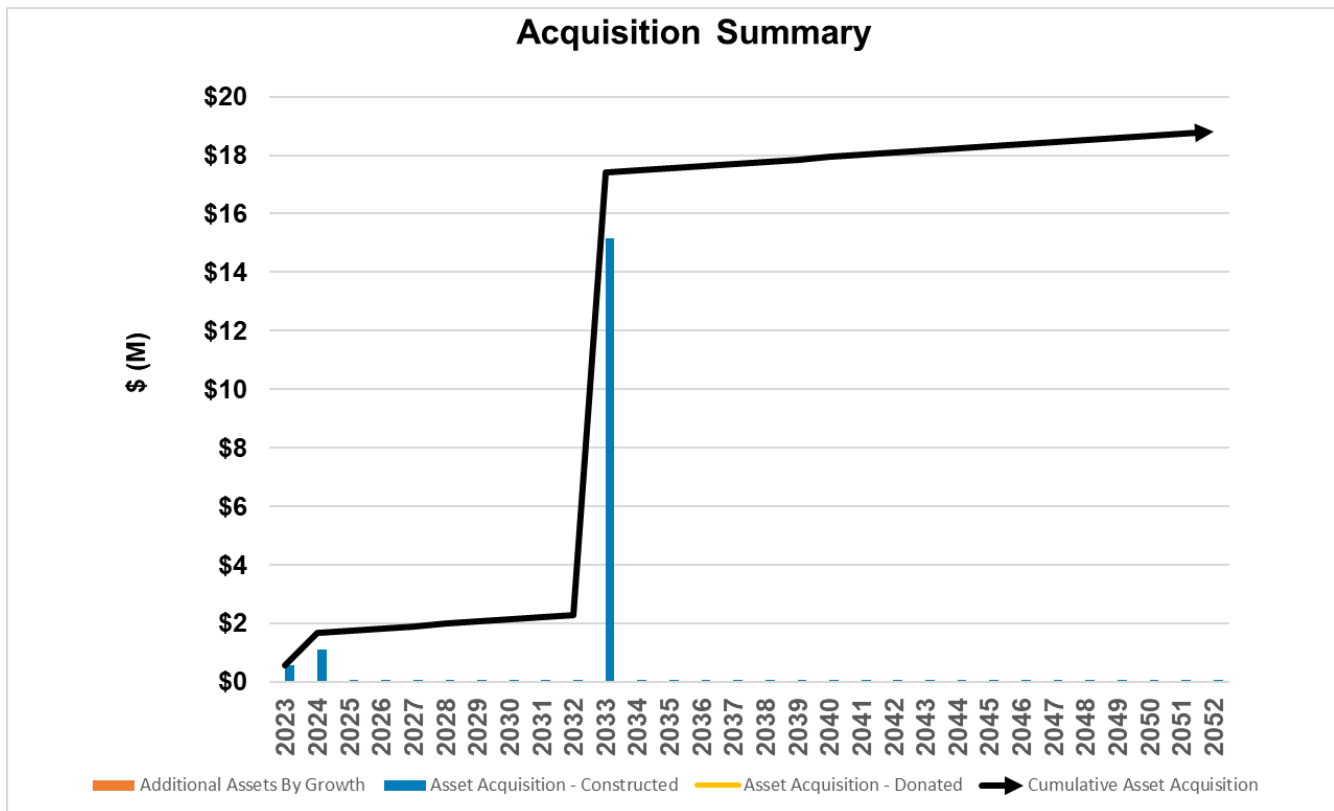


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ACQUISITIONS SUMMARY

When Hamilton commits to constructing new assets, the municipality must be prepared to fund future operations, maintenance, and renewal costs. Hamilton must also account for future depreciation when reviewing long-term sustainability. When reviewing the long-term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken which is shown in **Figure 17**.

Figure 17: Acquisition Cumulative Summary



The City has **sufficient** budget for its planned constructed acquisitions for the 10 years at this time however this does not address future acquisitions such as the \$15M required for the Artifacts Building acquisition in 2033. The Operating and Maintenance costs associated with each acquisition have been added to the respective Operating and Maintenance budgets following the year of the acquisition as shown in **Section 8.2**.

With competing needs for resources across the entire city, there will be a need to investigate trade-offs and design options to further optimize asset decisions and ensure intergenerational equity can be achieved. Hamilton will continue to monitor its constructed assets annually and update the AM Plan when new information becomes available.

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It will become critical to understand that through the construction or assumption of new assets, the City will be committing to funding the ongoing operations, maintenance and renewal costs which are very significant. Hamilton will need to address how to best fund these ongoing costs as well as the costs to construct the assets while seeking the highest level of service possible. Future AM Plans will focus on improving the understanding of Whole Life Costs and funding options. However, at this time the plan is limited to those aspects. Expenditure on new assets and services will be accommodated in the long-term financial plan but only to the extent that there is available funding.

8.2 OPERATIONS AND MAINTENANCE PLAN

Operations include all regular activities to provide services. Daily, weekly, seasonal, and annual activities are undertaken by staff to ensure the assets perform within acceptable parameters and to monitor the condition of the assets for safety and regulatory reasons.

Some of the major operational investments over the next 10 years include:

- **\$5 million** allocated for employee-related costs in 2024 (i.e., salaries, wages, benefits, contractual agreement etc.)

Maintenance should be viewed as the ongoing management of deterioration. The purpose of planned maintenance is to ensure that the correct interventions are applied to assets in a proactive manner and to ensure they reach its intended useful life. Maintenance does not significantly extend the useful life of the asset but allows assets to reach their intended useful life by returning the assets to a desired condition.

Examples of typical maintenance activities include equipment repairs and component replacements along with appropriate staffing and material resources required to perform these activities.

Proactively planning maintenance significantly reduces the occurrence of reactive maintenance which is always linked to a higher risk to human safety and higher financial costs. The City needs to plan and properly fund its maintenance to ensure the Tourism and Culture assets are reliable and can achieve the desired levels of service.

From **2023-2032** the City will need to invest an estimated **\$78.5 Million** for maintenance of various projects across the City. These investments for maintenance are intended to allow these assets to continue to operate and minimize reactive maintenance costs.

Deferred maintenance (i.e. works that are identified for maintenance activities but unable to be completed due to available resources) will be included in the infrastructure risk management plan in future iterations once those works have been identified and prioritized.

The unfunded maintenance forecast for the next 10 years is estimated at **\$44M**, driven by several projects defined by the subject matter experts on this team. **Table 24** shows the list of significant projects identified as Maintenance needs from 2023 to 2032. Beyond 2032, Maintenance needs

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to sustain acquisitions (\$370K per year) have been forecasted and added to the Maintenance Forecast.

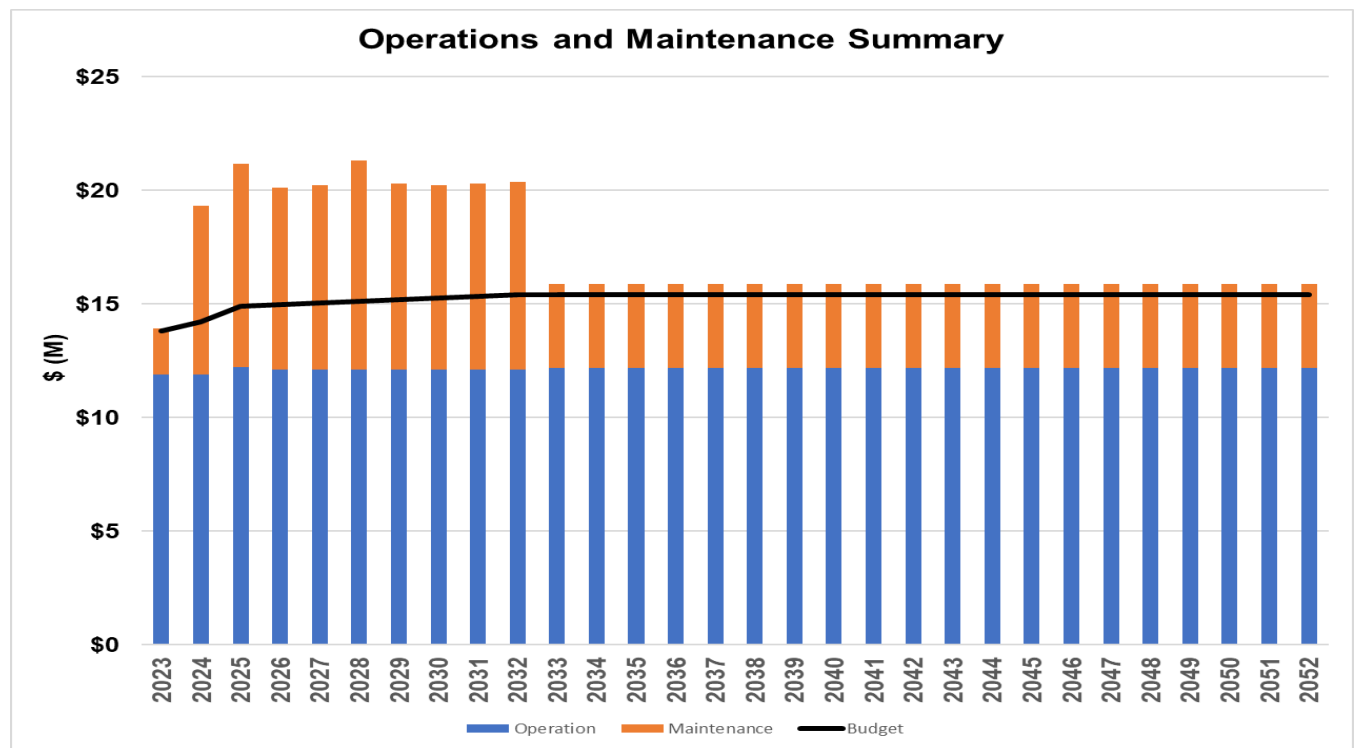
Table 24: Maintenance Forecast

YEAR	PROJECT	TOTAL MAINTENANCE COST (\$ M)
2024 - 2032	Auchmar Estate Restoration	\$ 24
2024 - 2032	Hamilton Museum of Steam and Technology NHS Needs	\$ 11
2024 - 2032	Dundurn NHS Needs	\$ 8
2023 - 2027	Dundurn NHS HVAC Needs	\$ 2

The Auchmar Estate Restoration project accounts for the highest maintenance need at **\$24 M** which is currently unfunded. Capital funding is required to meet stewardship obligations required by an easement with the Ontario Heritage Trust and to allow safe community use of the site. Restoration of the site will allow for revenue opportunities including rentals, film and community programs.

Per **Figure 18** below, based on the needs identified for Operations and Maintenance, the service trend is likely to deteriorate over the long-term forecast. Consequently, this will have an impact on the levels of service (i.e., accessibility to sites, hours of operation, and ability to provide services).

Figure 18: Operations and Maintenance Summary



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8.3 RENEWAL PLAN

Renewal is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces, or renews an existing asset to its original service potential. Works over and above restoring an asset to its original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs

Asset renewals are typically undertaken to either ensure the assets' reliability or quality will meet the service requirements set out by the City. Renewal projects are often triggered by service quality failure and can often be prioritized by those that have the highest consequence of failure, have high usage, have high operational and maintenance costs and other deciding factors.

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in **Table 25** and are based on the estimated design life for this iteration. Future iterations of the plan will focus on the Lifecycle approach to ESL which can vary greatly from design life. Asset useful lives were last reviewed in 2022 however they will be reviewed annually until their accuracy reflects the City's current practices.

As noted in previous sections of this report (asset hierarchy), the NHS facilities make up the majority of assets in this portfolio. As also discussed earlier, an NHS site gains value by virtue of its age and historical attributes. The other assets in this asset plan (i.e., Collections, Monuments and Plaques and assets from PPAP) will not be replaced when the assets reach their end of life.

As a result, the lifecycle discussion on Renewal will mainly focus on the renewal of IT and Fleet assets (1 vehicle).

Table 25: Useful Lives of Assets

ASSET SUBCATEGORY	ESTIMATED SERVICE LIFE (YEARS)
Desktops/Laptops	5 years
Mobile Devices	2 years
Vehicle	10 years

RENEWAL RANKING CRITERIA

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g., Facilities can process required volumes); or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g., Vehicles are reliable).¹²

¹² IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

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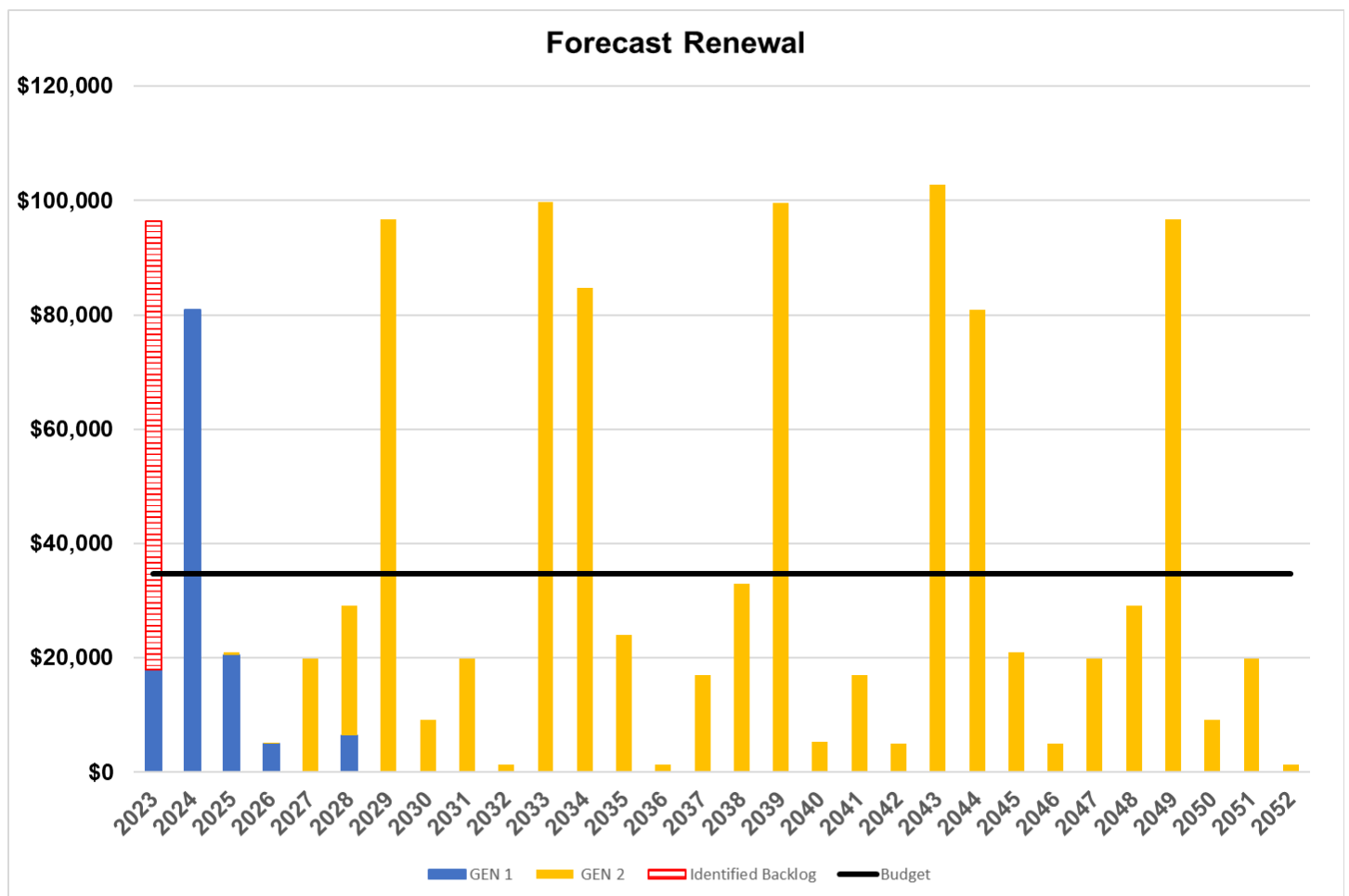
Future methodologies may be developed to optimize and prioritize renewals by identifying assets or asset groups that:

- Have a high consequence of failure.
- Having high use and subsequent impact on users would be significant.
- Have higher than expected operational or maintenance costs; and,
- Have the potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.¹³

SUMMARY OF FUTURE RENEWAL COST

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in **Figure 19** below.

Figure 19: Forecast Renewal
All figure values are shown in 2023 dollars.



¹³ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

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Currently, there is insufficient funding to accomplish all the renewals that are planned. Further investigation is recommended to address these deferred renewals.

- Total Unfunded gap is \$96K and is comprised of technology assets and one vehicle that are due for renewal in 2023.
 - As previously mentioned, this vehicle was renewed in 2024 during the completion of this AM Plan but was not able to be updated in this report. The additional spike in 2033 is related to this vehicle-renewal cost of \$55K. This pattern is repeated every 10 years because that is the estimated service life of the vehicles.
- In 2024, approx. \$81K of IT assets need to be renewed per service life estimates. This pattern is repeated every 5 years. The amount varies every 5 years due to the IT asset mix.
- In between the spikes in the Forecast Renewals costs charts, the budget exceeds the needs. A recommendation would be to smooth out these purchases to reduce the spikes every 5 years (i.e., 2025, 2026, 2027 and 2028 renewal needs are below the budget line).

As previously mentioned, the most significant assets (i.e., HRM - Facilities) are not included in this Renewal Plan as renewal will occur only in exceptional circumstances (e.g., a complete destruction due to a fire etc.). The other assets such as Conservation, Collections and PPAP assets have also been excluded from this Renewal Plan as these assets are not expected to be replaced at the end of useful life. A replacement value for these assets has been included in Section 3 if these assets do eventually require replacement.

8.4 DISPOSAL PLAN

Disposal includes any activity associated with the disposal of a decommissioned asset including the sale, possible closure of service, decommissioning, disposal of asset materials, or relocation. Disposals will occur when an asset reaches the end of its useful life. The end of its useful life can be determined by factors such as excessive operation and maintenance costs, regulatory changes, obsolescence, or demand for the asset has fallen.

No assets were identified for Disposal in this iteration of the plan. However, HRM does have a deaccession process for collections, and temporary public art is disposed of regularly. A continuous improvement item identified in **Table 29** is to develop a disposal plan for public art assets.

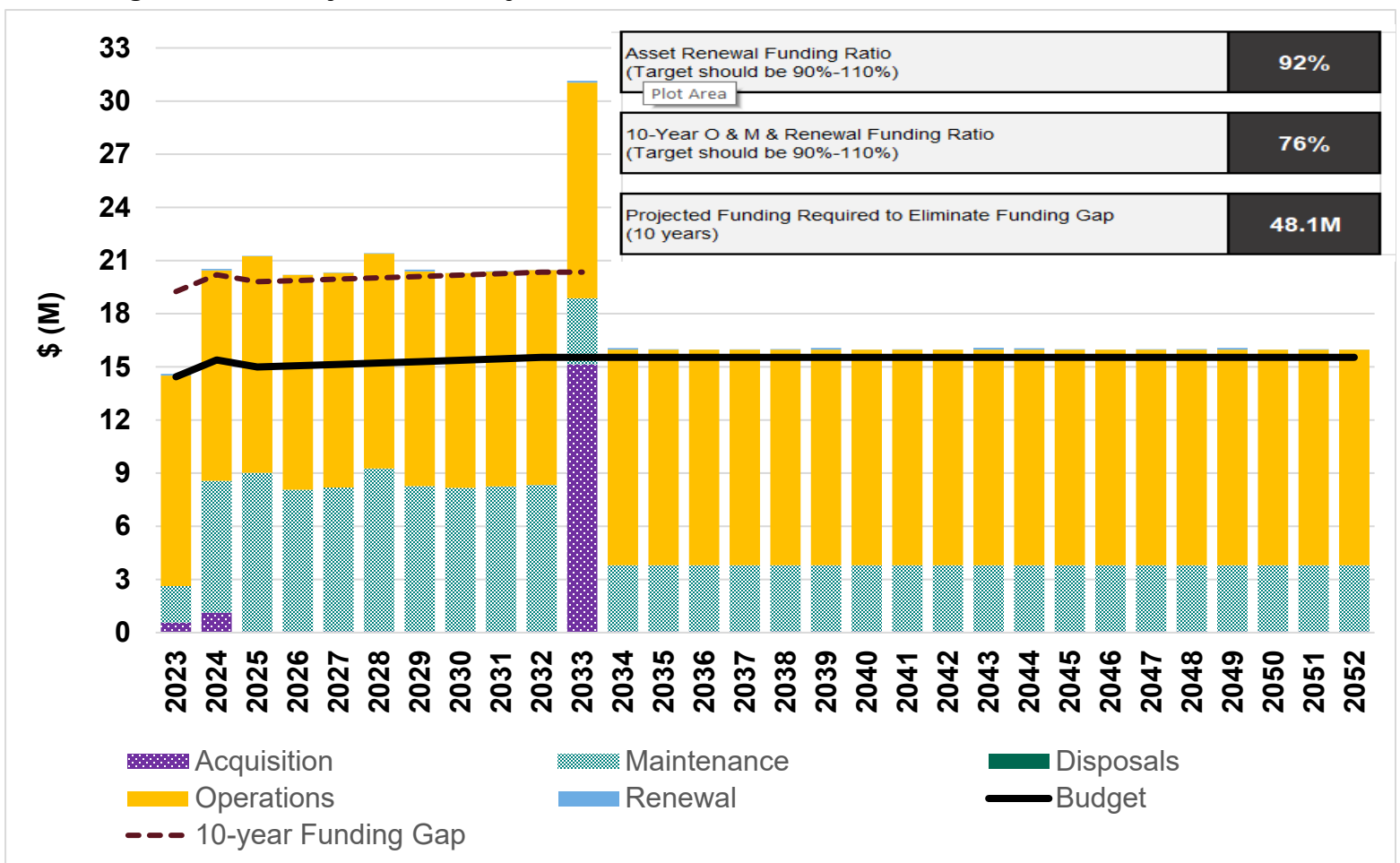
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8.5 LIFECYCLE COST SUMMARY

The financial projections from this asset plan are shown in **Figure 20**. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimize the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving a balance between costs, levels of service and risk to achieve the best value outcome.

Figure 20: Life Cycle Summary



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9. FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this AM Plan. Effective asset and financial management will enable the City to ensure that the Tourism and Culture section provides the appropriate level of service for the City to achieve its goals and objectives. Reporting to stakeholders on service and financial performance ensures the City is transparently fulfilling its stewardship accountabilities.

Long-term financial planning (LTFP) is critical for the City to ensure that network lifecycle activities such as renewals, operations, maintenance, and acquisitions can happen at the optimal time. The City is under increasing pressure to meet the wants and needs of its customers while keeping costs at an affordable level and maintaining its financial sustainability.

Without funding asset activities properly for the Tourism and Culture section; the City will have difficult choices to make in the future which will include options such as higher costs reactive maintenance and operational costs, reduction of service and potential reputational damage.

Aligning the LTFP with the AM Plan is critical to ensure all of the network's needs will be met while the City is finalizing a clear financial strategy with measurable financial targets. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

9.1 SUSTAINABILITY OF SERVICE DELIVERY

There are two key indicators of sustainable service delivery that are considered within the AM Plan for this service area. The two indicators are the:

- Asset renewal funding ratio (proposed renewal budget for the next 10 years/renewal forecast for next 10 years); and,
- Medium-term funding ratio (forecast costs/proposed budget (over 10 years of the planning period)).

ASSET RENEWAL FUNDING RATIO

Asset Renewal Funding Ratio¹⁴ **92%**

The Asset Renewal Funding Ratio is used to determine if the City is accommodating asset renewals optimally and cost-effectively from a timing perspective and relative to financial constraints, the risk the City is prepared to accept and targeted service levels it wishes to maintain. The target renewal funding ratio should be ideally between **90% - 110%** over the entire planning period. A low indicator result generally indicates that service levels are achievable, however, the expenditures are below this level in some service areas predominantly due to

¹⁴ AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

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underinvestment, including a lack of permanent infrastructure funding from senior levels of government, as well as large spikes of growth throughout the years.

If assets are not renewed at the appropriate timing, it will inevitably require difficult trade-off choices that could include:

- A reduction of the level of service and availability of assets.
- Increased complaints and reduced customer satisfaction.
- Increased reactive maintenance and renewal costs; and,
- Damage to the City's reputation and risk of fines or legal costs

The lack of renewal resources will be addressed in future AM Plans while aligning the plan to the LTFP. This will allow staff to develop options and long-term strategies to address the renewal rate. The City will review its renewal allocations once the entire inventory has been confirmed and amalgamated.

MAINTENANCE FUNDING RATIO

Maintenance Funding Ratio **38%**

In this Asset Management plan, HRM – Facilities is the largest asset group by replacement value. As discussed earlier these assets are expected to exist into perpetuity through the proper implementation of Maintenance plans. As also discussed earlier these facilities would only be replaced in the event of a catastrophic failure (i.e., a fire). Therefore, the Asset Renewal Funding Ratio is not the best indicator of the performance of the service.

This report intends to stress the importance of Maintenance activities due to the historic and unique nature of the assets under this portfolio. Therefore, a more representative indicator of the service's sustainability would be the ratio between the Maintenance Budget and Maintenance Forecast over the 10-year planning period. This will indicate the amount of budget allocated towards the maintenance of the heritage facilities.

As shown in **Table 26**, for the 10-year period (2023 to 2032) this ratio has been calculated as 38%. (The ten-year total Maintenance Forecast = \$76.6M divided by the total ten-year Maintenance Budget = \$28.8M).

Similarly to the ARFR, the target Maintenance Renewal funding ratio should be ideally between **90% - 110%** over the entire planning period. Funding maintenance at an adequate level to preserve Tourism and Culture assets should be a key takeaway from this AM Plan. The ability to increase the performance of this ratio has a direct impact on this group's ability to operate and maintain the assets in this portfolio.

Table 26: Maintenance Budget vs Maintenance Forecast

Year	Maintenance Budget	Maintenance Forecast	Total
2023	1,950,770	2,050,770	4,001,540

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Year	Maintenance Budget	Maintenance Forecast	Total
2024	2,344,920	7,442,142	9,787,062
2025	2,717,920	8,950,142	11,668,062
2026	2,884,920	7,992,142	10,877,062
2027	2,957,920	8,115,142	11,073,062
2028	3,032,920	9,190,142	12,223,062
2029	3,109,920	8,192,142	11,302,062
2030	3,187,920	8,095,142	11,283,062
2031	3,268,920	8,176,142	11,445,062
2032	3,352,920	8,260,142	11,613,062
10- year Average	2,880,905	7,646,405	10,527,310

MEDIUM-TERM – 10 YEAR FINANCIAL PLANNING PERIOD

10-Year O&M and Renewal Ratio 76%

Although this AM Plan includes forecast projections to 30 years, the higher confidence numbers are typically within the first 10 years of the lifecycle forecast. The 10-year Lifecycle Financial Ratio compares the Planned Budget with the Lifecycle Forecast for the optimal operation, maintenance, and renewal of assets to provide an agreed level of service over the next 10-year period. Similarly, to the AARF, the optimal ratio is also between **90-110%**. A low ratio would indicate that assets are not being funded at the rate that would meet the organization's risk and service level commitments.

The forecast for operations, maintenance and renewal costs over the 10-year planning period is **\$19.8M** on average per year. Over time as improved information becomes available, it is anticipated to see this number change. The budget (proposed) for operations, maintenance and renewal is **\$14.9MM** on average per year giving a 10-year funding shortfall of **\$4.8M** per year or **\$48M** over the 10-year planning period.

This indicates that **76%** of the forecast costs needed to provide the services documented in this AM Plan are accommodated in the proposed budget, which is not within the 90-110% range. Further analysis will be needed to understand and close this gap. Note, that these calculations exclude acquired assets.

Funding an annual funding shortfall or funding 'gap' should not be addressed immediately. The overall gap in funding city-wide will require vetting, planning and resources to begin to incorporate gap management into the future budgets for all City services. This gap will need to be managed over time to reduce it sustainably and limit financial shock to customers. Options for managing the gap include;

- Financing strategies – increased funding, block funding for specific lifecycle activities, long-term debt utilization;

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- Adjustments to lifecycle activities – increase/decrease maintenance or operations, increase/decrease frequency of renewals, limit acquisitions or dispose of underutilized assets; and,
- Influence level of service expectations or demand drivers.

These options and others will allow Hamilton to ensure the gap is managed appropriately and ensure the level of service outcomes the customers desire.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to eventually achieve a financial indicator of 90-110% for the first years of the AM Plan and ideally over the 10-year life of the Long-Term Financial Plan.

9.2 FORECAST COSTS (OUTLAYS) FOR THE LONG-TERM FINANCIAL PLAN

Table 27 shows the forecast costs (outlays) required for consideration in the 30-year long-term financial plan.

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the operational and capital budget. The City will begin developing its long-term financial plan (LTFP) to incorporate both the operational and capital budget information and help align the LTFP to the AM Plan which is critical for effective asset management planning.

A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the AM Plan (including possibly revising the long-term financial plan).

The City will manage the 'gap' by continuing to develop this AM Plan to provide guidance on future service levels and resources required to provide these services in consultation with the community. Options to manage the gap include reduction and closure of low-use assets, increased funding allocations, reduce the expected level of service, utilize debt-based funding over the long term, adjustments to lifecycle activities, improved renewals and multiple other options or combinations of options.

Table 27: Forecast Costs (Outlays) For the Long-term Financial Plan
Forecast Costs Are Shown In 2023 Dollar Values.

YEAR	ACQUISITION	OPERATION	MAINTENANCE	RENEWAL	DISPOSAL	BUDGET
2023	\$571,730	\$11,881,920	\$2,050,770	\$96,328	\$0	\$14,439,148
2024	\$1,125,097	\$11,881,661	\$7,442,142	\$80,958	\$0	\$15,386,406
2025	\$1,730	\$12,219,920	\$8,950,142	\$20,963	\$0	\$14,924,298
2026	\$1,730	\$12,124,920	\$7,992,142	\$5,046	\$0	\$14,996,298
2027	\$1,730	\$12,124,920	\$8,115,142	\$19,919	\$0	\$15,069,298
2028	\$1,730	\$12,124,920	\$9,190,142	\$29,126	\$0	\$15,144,298

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YEAR	ACQUISITION	OPERATION	MAINTENANCE	RENEWAL	DISPOSAL	BUDGET
2029	\$1,730	\$12,124,920	\$8,192,142	\$96,621	\$0	\$15,221,298
2030	\$1,730	\$12,125,920	\$8,095,142	\$9,105	\$0	\$15,300,298
2031	\$1,730	\$12,125,920	\$8,176,142	\$19,919	\$	\$15,381,298
2032	\$1,730	\$12,125,920	\$8,260,142	\$1,241	\$0	\$15,465,298
2033	\$15,001,730	\$12,175,920	\$3,722,920	\$99,789	\$0	\$15,465,298
2034	\$1,730	\$12,175,920	\$3,722,920	\$84,763	\$0	\$15,465,298
2035	\$1,730	\$12,175,920	\$3,722,920	\$23,978	\$0	\$15,465,298
2036	\$1,730	\$12,175,920	\$3,722,920	\$1,241	\$0	\$15,465,298
2037	\$1,730	\$12,175,920	\$3,722,920	\$16,904	\$0	\$15,465,298
2038	\$1,730	\$12,175,920	\$3,722,920	\$32,931	\$0	\$15,465,298
2039	\$1,730	\$12,175,920	\$3,722,920	\$99,636	\$0	\$15,465,298
2040	\$1,730	\$12,175,920	\$3,722,920	\$5,300	\$0	\$15,465,298
2041	\$1,730	\$12,175,920	\$3,722,920	\$16,904	\$0	\$15,465,298
2042	\$1,730	\$12,175,920	\$3,722,920	\$5,046	\$0	\$15,465,298
2043	\$1,730	\$12,175,920	\$3,722,920	\$102,804	\$0	\$15,465,298
2044	\$1,730	\$12,175,920	\$3,722,920	\$80,958	\$0	\$15,465,298
2045	\$1,730	\$12,175,920	\$3,722,920	\$20,963	\$0	\$15,465,298
2046	\$1,730	\$12,175,920	\$3,722,920	\$5,046	\$0	\$15,465,298
2047	\$1,730	\$12,175,920	\$3,722,920	\$19,919	\$0	\$15,465,298
2048	\$1,730	\$12,175,920	\$3,722,920	\$29,126	\$0	\$15,465,298
2049	\$1,730	\$12,175,920	\$3,722,920	\$96,621	\$0	\$15,465,298
2050	\$1,730	\$12,175,920	\$3,722,920	\$9,105	\$0	\$15,465,298
2051	\$1,730	\$12,175,920	\$3,722,920	\$19,919	\$0	\$15,465,298
2052	\$1,730	\$12,175,920	\$3,722,920	\$1,241	\$0	\$15,465,298

9.3 FUNDING STRATEGY

The proposed funding for assets is outlined in the City's operational budget and 10-year capital budget.

These operational and capital budgets determine how funding will be provided, whereas the AM Plan typically communicates how and when this will be spent, along with the service and risk consequences. Future iterations of the AM plan will provide service delivery options and alternatives to optimize limited financial resources.

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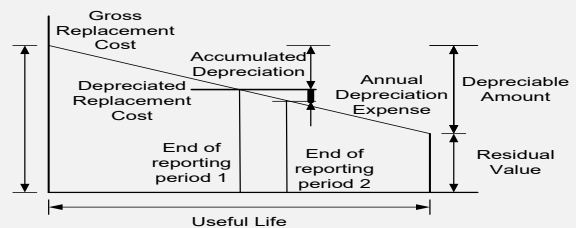
9.4 VALUATION FORECASTS

Asset values are forecast to increase as additional assets are added into service. As projections improve and can be validated with market pricing, the net valuations will likely increase significantly despite some assets being programmed for disposal that will be removed from the register over the 30-year planning horizon.

Additional assets will add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts. Any disposals of assets would decrease the operations and maintenance needs in the longer term and remove the high costs of renewal obligations. At this time, it is not possible to separate the disposal costs from the renewal or maintenance costs, however, this will be improved for the next iteration of the plan.

9.5 ASSET VALUATION

Replacement Cost (Current/Gross)	\$213,633
Depreciable Amount	\$209,141
Current Replacement Cost¹⁵	\$37,079
Depreciation	\$40,855



The replacement value above only includes assets that are included in the renewal forecast, which does not include heritage assets.

9.6 KEY ASSUMPTIONS MADE IN FINANCIAL FORECASTS

In compiling this AM Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AM plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this AM Plan are:

- Operational forecasts are based on current budget allocations and are the basis for the projections for the 30-year horizon and do not address other operational needs not yet identified.
- Maintenance forecasts are based on current budget allocations and do not identify asset needs at this time. It is solely based on planned activities; and,
- Replacement costs were based on historical costing. They were also made without determining what the asset would be replaced with in the future.

¹⁵ Also reported as Written Down Value, Carrying or Net Book Value.

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9.7 FORECAST RELIABILITY AND CONFIDENCE

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is defined in the [AMP Overview Document](#).

The estimated confidence level for and reliability of data used in this AM Plan is shown in **Table 28** and is considered to be a **Low** confidence level.

Table 28: Data Confidence Assessment for Data Used in AM Plan

DATA	CONFIDENCE ASSESSMENT	COMMENT
Demand Drivers	Medium	Demand drivers were not able to be quantified at this time.
Acquisition Forecast	Medium	Anticipated acquisitions required to support service were included such as Artifacts Building, However, the costs associated with these acquisitions need further validation.
Operation Forecast	Medium	Operations costs for new acquisitions were estimated using like-sized facilities
Maintenance Forecast	Low	Maintenance costs for new acquisitions were estimated using like-sized facilities. Maintenance projects and associated costs were estimated using subject matter expert opinion.
Renewal Forecast Asset Value	High	Market pricing was used for renewal replacement costs for vehicles and IT equipment which have high confidence,
Asset Useful Life	Low	Aside from IT assets, useful life for all other asset classes was estimated using subject matter expert opinion.
Condition Modelling	Low	Aside from IT assets, the condition for all other asset classes was estimated using subject matter expert opinion.
Disposal forecast	Very Low	No disposals were integrated into the forecast

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10. PLAN IMPROVEMENT AND MONITORING

10.1 STATUS OF ASSET MANAGEMENT PRACTICES

ACCOUNTING AND FINANCIAL DATA SOURCES

This AM Plan utilizes accounting and financial data. The sources of the data are:

- 2023 Approved Operating Budget.
- 2024-2025 Multi-Year Operating Forecast.
- 2023 Approved Capital Budget.
- 2024-2032 Multi-Year Capital Forecast.
- Building Condition Assessment Reports.
- Asset Management Data Collection Templates.
- Audited Financial Statements and Government Reporting (FIR, TCA etc.);
- Financial Exports from internal financial systems; and,
- Historical cost and estimates of budget allocation based on SME experience.

ASSET MANAGEMENT DATA SOURCES

This AM Plan also utilizes asset management data. The sources of the data are:

- Data extracts from various city applications and management software;
- Asset Management Data Collection Templates;
- Tender documents, subdivision agreements and projected growth forecasts as well as internal reports;
- Condition assessments;
- Subject matter Expert Opinion and Anecdotal Information; and,
- Reports from the mandatory inspections, operational and maintenance activities internal reports.

10.2 IMPROVEMENT PLAN

It is important that the City recognize areas of the AM Plan and planning processes that require future improvements to ensure both effective asset management and informed decision-making. The tasks listed below are essential to improving the AM Plan and the City's ability to make evidence-based and informed decisions. These improvements span from improved lifecycle activities, improved financial planning and plans to physically improve the assets.

The Improvement Plan **Table 29** below highlights proposed improvement items that will require further discussion and analysis to determine feasibility, resource requirements and alignment to current work plans. Future iterations of this AM Plan will provide updates on these improvement plans.

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Table 29: Improvement Plan

#	TASK	RESPONSIBILITY	RESOURCES REQUIRED	TIMELINE
1	Create a method for sharing the location and information of PA in the City with other departments (i.e., snow removal).	PPAP Staff	Staff time to create methods and then to maintain and keep up to date. Ongoing time to answer questions and respond to enquiries.	2026-2029
2	Source and acquire an Asset Management software program to organize site data.	IT HRM Manager	~\$9000 per year licensing fee (estimate based on Proficio license).	Q1-2024
3	Review existing internal condition assessments and ensure they are revised to report on the same 5-point scale with equivalent descriptions (i.e., Collections, Monuments and Plaques).	HRM Manager	Internal Resources	2025
4	Investigate having consultants complete building condition assessments every five years on HRM-Facilities to output a Facility Condition Index to align with the rest of the City's processes	HRM Manager	Internal Resources Consultant Assignment	2025
5	Update Inventory and condition assessments of sites and formalize them into software programs.	Heritage Facilities	One summer student for 4 months at \$25 an hour, total cost ~\$14,000+any employee and equipment costs. Young Canada Works Grant may be a possible solution.	Q2-2024
6	Ensure City of Hamilton condition assessments are performed in an Asset Register format that conforms with the format used by Corporate Facilities and Energy Management (CFEM)	HRM Manager	Internal Resources Consultant Assignment	2025
7	Introduce meaningful public engagement at regular intervals.	Heritage Facilities	Hire a consultant to undertake visitor surveys at sites every 3 years ~\$90,000.	Q1-2027

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#	TASK	RESPONSIBILITY	RESOURCES REQUIRED	TIMELINE
8	Explore public engagement opportunities for new and existing permanent PA and temporary public art.	PPAP staff.	Staff time to create surveys and gather and tabulate results.	2029
9	Investigate proposed levels of service further	CAM, HRM Staff, PPAP Staff	Internal Resources	Q1-2025
10	Investigate quantifying Transit access for Tourism and Culture Assets	CAM, HRM Staff, PPAP Staff	Internal Resources	Q1-2025
11	Ensure the costs associated with the demand management plans are quantified and incorporated into the next iteration of the AM Plan.	HRM Staff, CAM	Internal Resources	Q1-2025
12	Include measurement of Infrastructure Resilience in future AM plans.	CAM, HRM Staff, PPAP Staff	Internal Resources	Q2-2025
13	Quantify the effects of the proposed demand management described in the Climate Change and Mitigation Section, identify adaptation risks and management plans, and quantify associated levels of service and costs.	HRM Staff, CAM	Internal Resources	Q2-2025
14	Investigate designating funds for ongoing maintenance, renewal, and de-accessioning of all public art assets.	PPAP manager and conservator.	Management time to confirm/create maintenance budget. Conservator time to manage budget.	2029
15	Develop a disposal plan for PA assets.	A conservator with direction from management.	Staff time and management approval/supervision.	2026-2029

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10.3 MONITORING AND REVIEW PROCEDURES

This AM Plan will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The AM Plan will be reviewed and updated regularly to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budget will be incorporated into the Long-Term Financial Plan once completed.

10.4 PERFORMANCE MEASURES

The effectiveness of this AM Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this AM Plan are incorporated into the long-term financial plan;
- The degree to which the one-to-10-year detailed works programs, budgets, business plans and corporate structures consider the 'global' works program trends provided by the AM Plan;
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans; and,
- The Asset Renewal Funding Ratio achieving the Organizational target (this target is often 90 – 110%).

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12. APPENDIX "A" – SURVEY ANALYSIS



Hamilton
Corporate Asset Management

Tourism & Culture

Survey Period: November 27th 2023 - January 2, 2024

May 2024

67 Respondents	65 Survey Questions	5 Demographic Questions	3847 Survey Responses	395 Demographic Responses
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Age	% Pop. by Age	% of Respondents	Respondents
18 to 34	22.1%	17.9%	12
35 to 64	41.7%	58.2%	39
65+	19.5%	20.9%	14

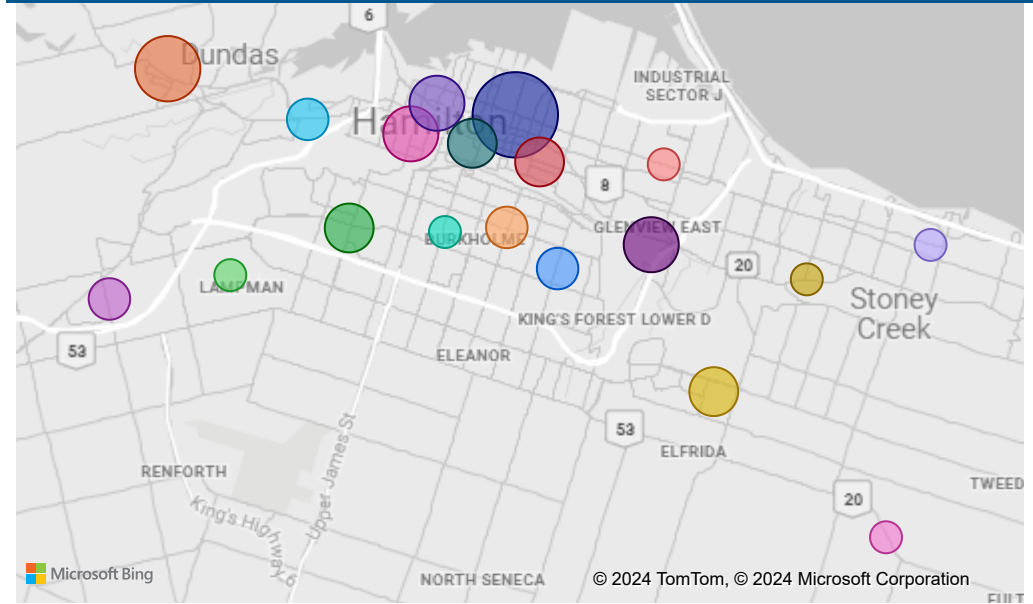
Resident/Working in Hamilton	% of Respondents	Respondents
Yes	100.0%	67

Identity	% of Respondents	Respondents
No	74.6%	50
Other	14.9%	10
I'd prefer not to say	10.4%	7

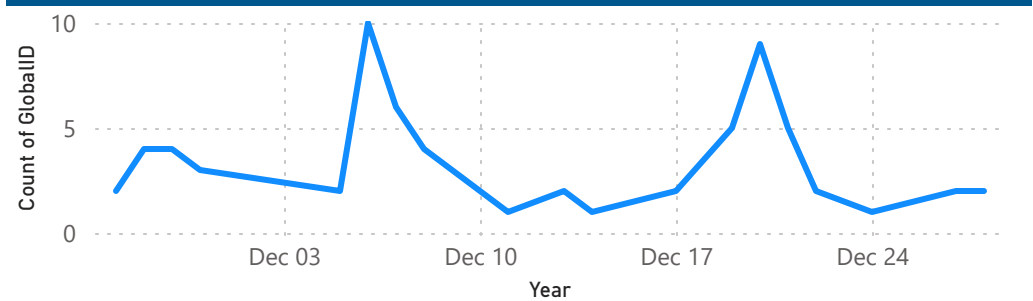
Region	% Pop. by Region	Population	% of Respondents	Respondents
Lower	45.6%	432,375	59.7%	40
Upper	37.3%	353,485	20.9%	14
Rural	17.1%	161,840	1.5%	1

These tables may not sum to 100% because the survey allowed respondents to choose multiple options or opt out of the question

Respondent Density Map



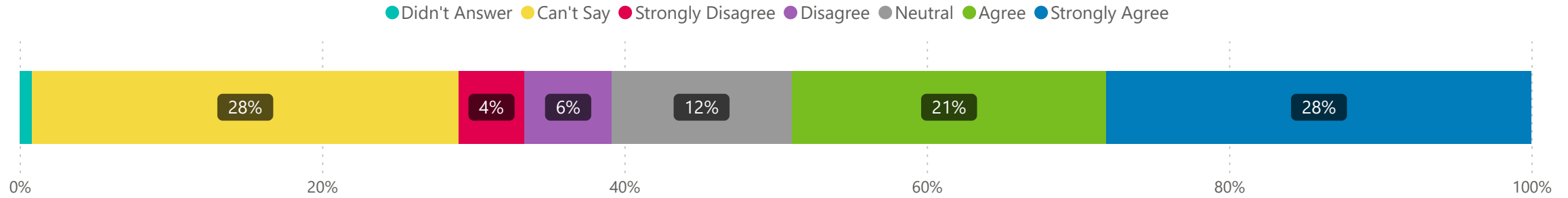
Respondents by Day



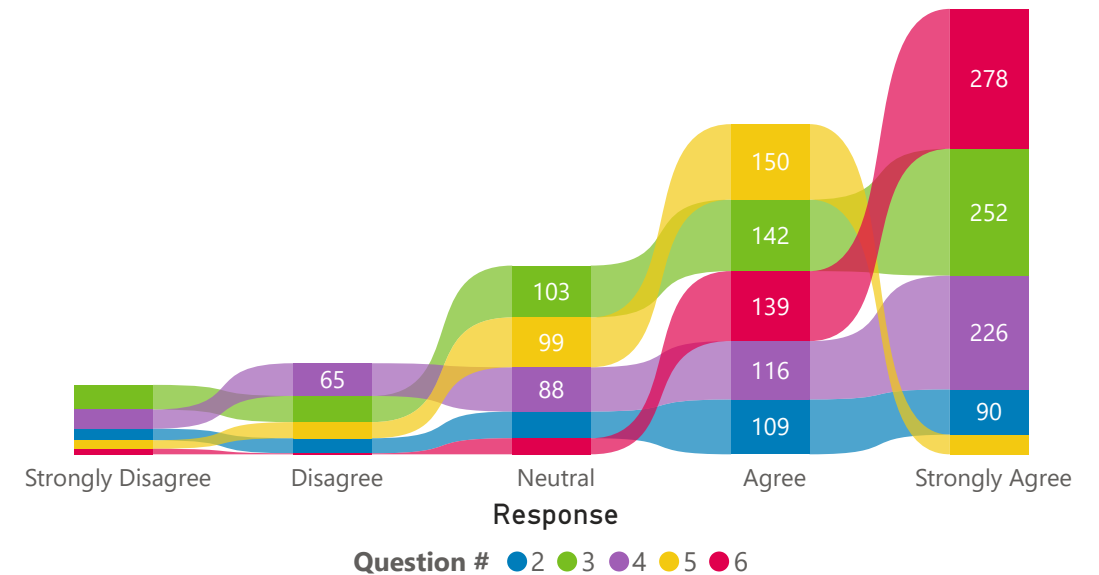
Responses Respondents

3123 67

Summary of Survey Results



Questions	σ	Avg.	Avg. %	Opt Out	Opt Out %
All Questions	1.20	3.88	77.6%	914	29.0%
Q6 Attraction Ideal Condition	0.84	4.45	89.0%	7	1.5%
Q3 Attraction Importance	1.28	3.83	76.6%	139	18.9%
Q4 Attraction Recommendation	1.30	3.80	76.0%	204	27.7%
Q2 Overall Performance	1.20	3.70	74.0%	432	58.6%
Q5 Attraction Current Condition	0.99	3.48	69.6%	132	28.1%



Respondents who opted out by not answering or selecting 'Can't Say' are included in opt out.

Responses Respondents

2483

67

Survey Question Summary

Question #	Survey Question	n (Sample Size)	σ (Consistency)	Margin of Error (Confidence Level \pm)
1	How many times have you visited the following Tourism and Culture attractions and/or events in the last 2 years?	23	0.77	21%
2	How do you feel Tourism and Culture have performed overall with the following attractions or events over the last 2 years?	28	1.20	19%
3	How would you rate the importance of the following Tourism and Culture attractions or events to the City as a whole?	54	1.28	13%
4	How likely are you to recommend to others the following Tourism and Culture attractions or events?	48	1.30	14%
5	Do you agree with the following statements? Tourism and Culture buildings and services are:	48	0.99	14%
6	Do you agree with the following statements? Tourism and Culture buildings and services should be:	66	0.84	12%

Question

1

Visits to Attractions

How many times have you visited the following Tourism and Culture attractions and/or events in the last 2 years?

Responses

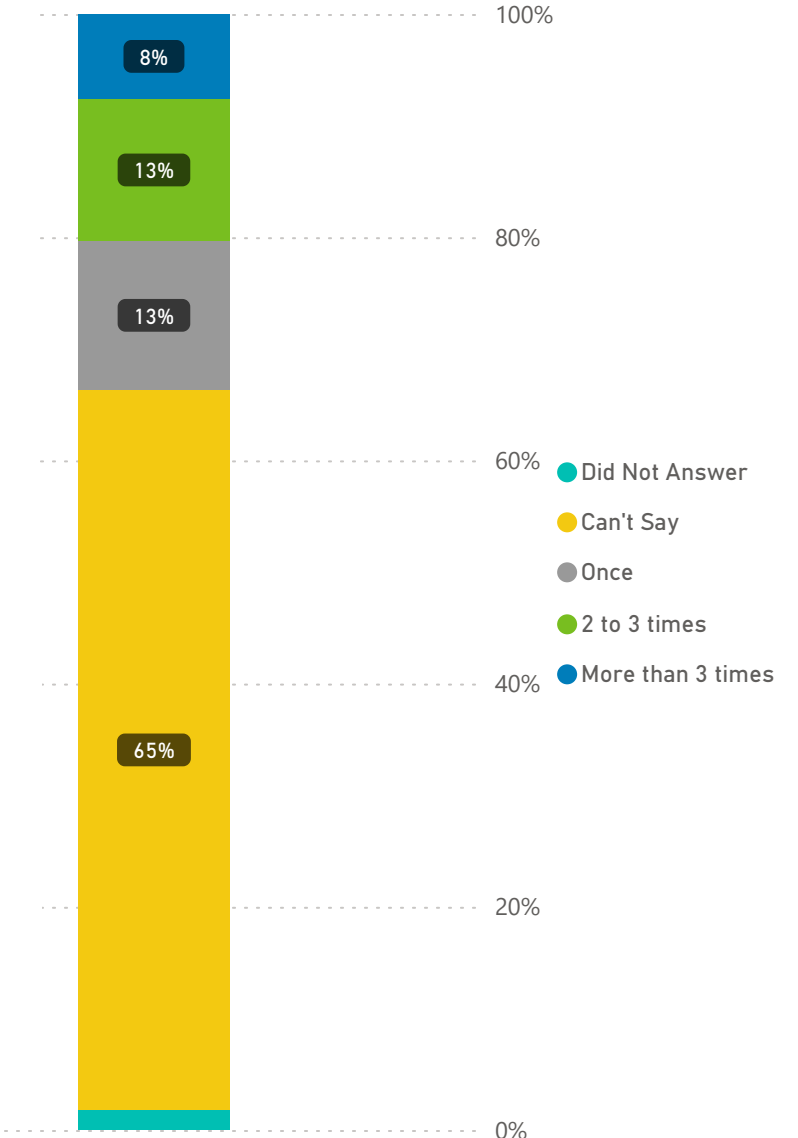
248

Respondents

56

Service Area	Can't Say, I have not visited these attractions or events	Once	2 to 3 times	More than 3 times
Total	476	98	94	56
Annual Arts Awards	52	5	5	3
Applefest at Battlefield House Museum & Park National Historic Site	55	5	3	2
Battlefield House Museum & Park National Historic Site	42	11	6	7
Canada Day at Bayfront Park	38	14	11	3
Canadian Pacific (CP) Railway Holiday Train	38	16	10	3
Fieldcote Memorial Park & Museum	52	5	5	4
Hamilton Museum of Steam & Technology National Historic Site	41	12	7	6
Pop-Ups at Pier 8 event series	26	10	18	12
Re-enactment of the Battle of Stoney Creek at Battlefield House Museum & Park National Historic Site	51	6	6	3
Remembrance Day services	46	6	10	4
Summer Concert Series	35	8	13	9

Service Area	Opt Out	Opt Out %
Total	489	66.4%
Annual Arts Awards	54	80.6%
Applefest at Battlefield House Museum & Park National Historic Site	57	85.1%
Battlefield House Museum & Park National Historic Site	43	64.2%
Canada Day at Bayfront Park	39	58.2%
Canadian Pacific (CP) Railway Holiday Train	38	56.7%
Fieldcote Memorial Park & Museum	53	79.1%
Hamilton Museum of Steam & Technology National Historic Site	42	62.7%
Pop-Ups at Pier 8 event series	27	40.3%
Re-enactment of the Battle of Stoney Creek at Battlefield House Museum & Park National Historic Site	52	77.6%
Remembrance Day services	47	70.1%
Summer Concert Series	37	55.2%



Respondents who did not answer or selected 'Can't Say' are included in opt out.

Question

2

Overall Performance

How do you feel Tourism and Culture have performed overall with the following attractions or events over the last 2 years?

Responses

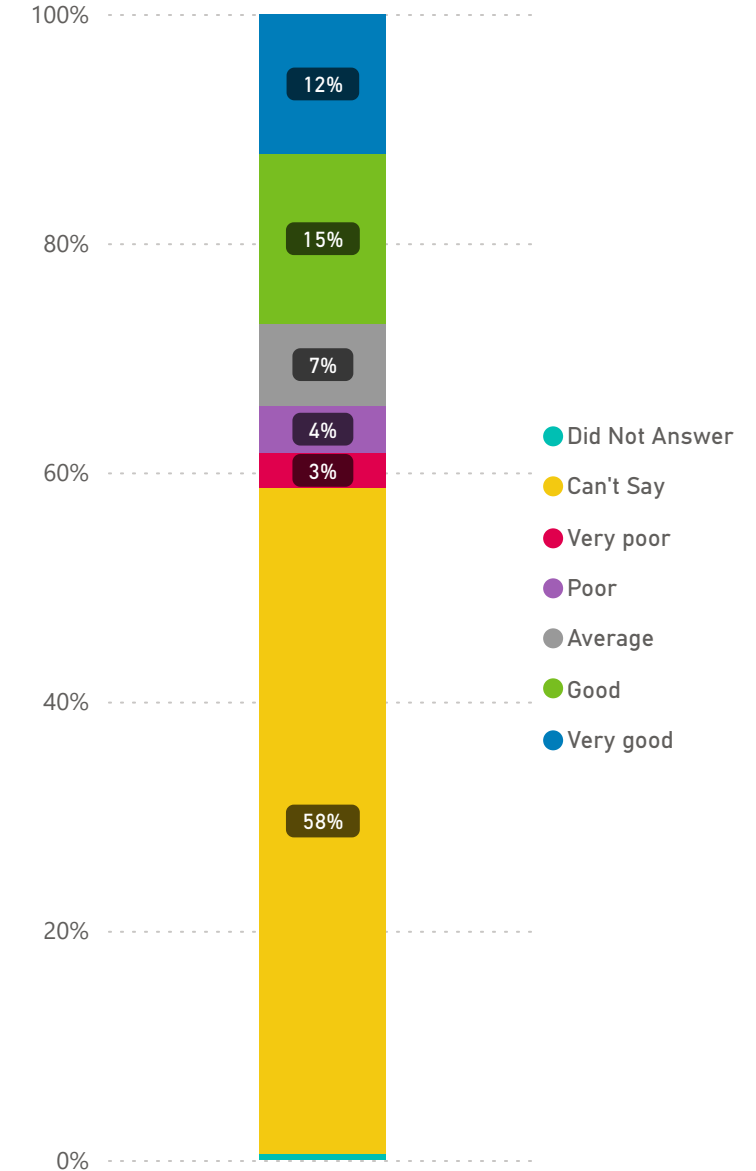
305

Respondents

59

Service Area	Very poor	Poor	Average	Good	Very good
Total	23	30	53	109	90
Annual Arts Awards	2	3	5	4	7
Applefest at Battlefield House Museum & Park National Historic Site	2	2	6	3	3
Battlefield House Museum & Park National Historic Site	2	2	8	6	5
Canada Day at Bayfront Park	3	3	4	16	9
Canadian Pacific (CP) Railway Holiday Train	2	3	6	10	15
Fieldcote Memorial Park & Museum	2	4	4	10	2
Hamilton Museum of Steam & Technology National Historic Site	2	4	3	11	10
Pop-Ups at Pier 8 event series	2	4	3	17	16
Re-enactment of the Battle of Stoney Creek at Battlefield House Museum & Park National Historic Site	2	2	4	6	7
Remembrance Day services	2	1	5	11	7
Summer Concert Series	2	2	5	15	9

Service Area	σ	Avg.	Opt Out	Opt Out %
Total	1.20	3.70	432	58.6%
Pop-Ups at Pier 8 event series	1.12	3.98	25	37.3%
Canadian Pacific (CP) Railway Holiday Train	1.19	3.92	31	46.3%
Summer Concert Series	1.09	3.82	34	50.7%
Remembrance Day services	1.12	3.77	41	61.2%
Hamilton Museum of Steam & Technology National Historic Site	1.23	3.77	37	55.2%
Canada Day at Bayfront Park	1.18	3.71	32	47.8%
Re-enactment of the Battle of Stoney Creek at Battlefield House Museum & Park National Historic Site	1.28	3.67	46	68.7%
Annual Arts Awards	1.33	3.52	46	68.7%
Battlefield House Museum & Park National Historic Site	1.17	3.43	44	65.7%
Fieldcote Memorial Park & Museum	1.14	3.27	45	67.2%
Applefest at Battlefield House Museum & Park National Historic Site	1.24	3.19	51	76.1%



Respondents who opted out by not answering or selecting 'Can't Say' are included in opt out.

Question

3

Attraction Importance

How would you rate the importance of the following Tourism and Culture attractions or events to the City as a whole?

Responses

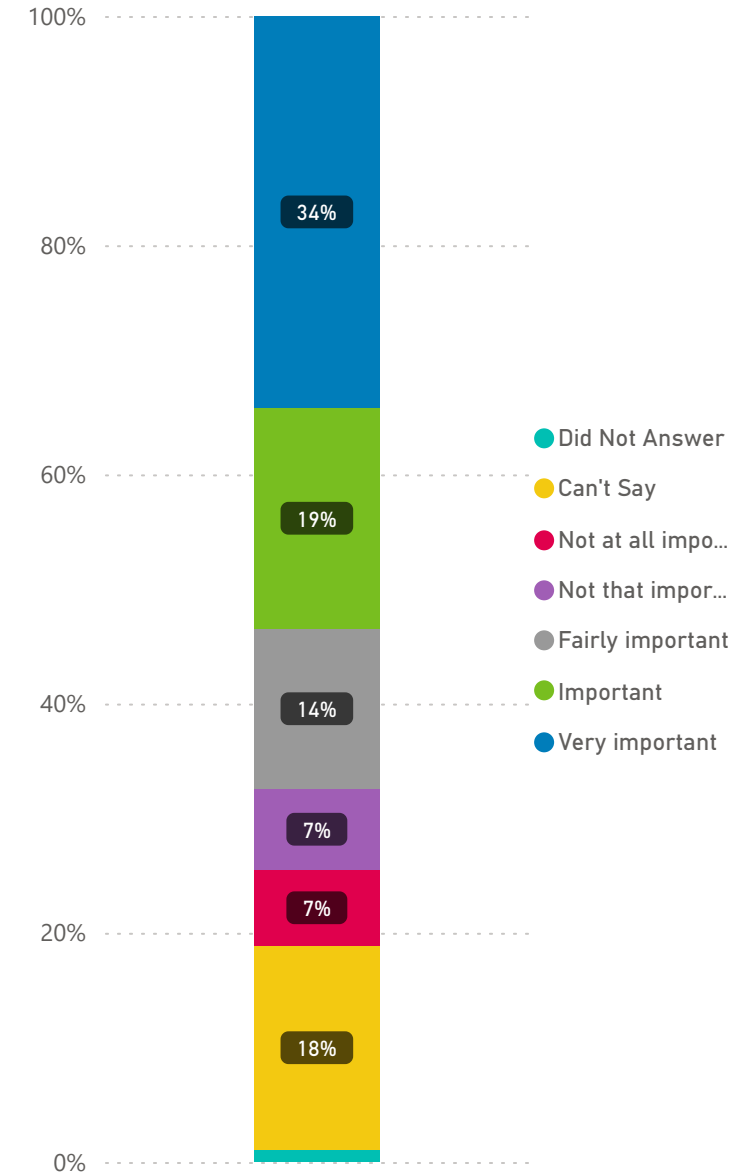
598

Respondents

66

Service Area	Not at all important	Not that important	Fairly important	Important	Very important
Total	49	52	103	142	252
Annual Arts Awards	4	8	12	6	15
Applefest at Battlefield House Museum & Park National Historic Site	4	13	13	7	10
Battlefield House Museum & Park National Historic Site	3	4	12	11	24
Canada Day at Bayfront Park	6	2	8	17	27
Canadian Pacific (CP) Railway Holiday Train	8	1	15	15	21
Fieldcote Memorial Park & Museum	4	5	9	13	13
Hamilton Museum of Steam & Technology National Historic Site	2	3	10	20	24
Pop-Ups at Pier 8 event series	5	5	6	15	28
Re-enactment of the Battle of Stoney Creek at Battlefield House Museum & Park National Historic Site	5	5	9	13	19
Remembrance Day services	2	4	3	12	40
Summer Concert Series	6	2	6	13	31

Service Area	σ	Avg.	Opt Out	Opt Out %
Total	1.28	3.83	139	18.9%
Remembrance Day services	1.06	4.38	6	9.0%
Summer Concert Series	1.31	4.05	9	13.4%
Hamilton Museum of Steam & Technology National Historic Site	1.04	4.03	8	11.9%
Canada Day at Bayfront Park	1.27	3.95	7	10.4%
Pop-Ups at Pier 8 event series	1.29	3.95	8	11.9%
Battlefield House Museum & Park National Historic Site	1.21	3.91	13	19.4%
Re-enactment of the Battle of Stoney Creek at Battlefield House Museum & Park National Historic Site	1.32	3.71	16	23.9%
Canadian Pacific (CP) Railway Holiday Train	1.32	3.67	7	10.4%
Fieldcote Memorial Park & Museum	1.27	3.59	23	34.3%
Annual Arts Awards	1.34	3.44	22	32.8%
Applefest at Battlefield House Museum & Park National Historic Site	1.27	3.13	20	29.9%



Respondents who opted out by not answering or selecting 'Can't Say' are included in opt out.

Differential of Importance and Performance

Service areas where importance exceeds performance by 20 points is indicative of a mismatch between expectations and service levels, equal to one point on the Likert scale used.

Responses

903

Respondents

67

Service Area	Performance	Importance	Net Differential	Opt Out %
Total	74	77	-3	39%
Remembrance Day services	75	88	-12	35%
Summer Concert Series	76	81	-5	32%
Hamilton Museum of Steam & Technology National Historic Site	75	81	-5	34%
Canada Day at Bayfront Park	74	79	-5	29%
Pop-Ups at Pier 8 event series	80	79	1	25%
Battlefield House Museum & Park National Historic Site	69	78	-9	43%
Re-enactment of the Battle of Stoney Creek at Battlefield House Museum & Park National Historic Site	73	74	-1	46%
Canadian Pacific (CP) Railway Holiday Train	78	73	5	28%
Fieldcote Memorial Park & Museum	65	72	-6	51%
Annual Arts Awards	70	69	2	51%
Applefest at Battlefield House Museum & Park National Historic Site	64	63	1	53%

- Performance *Q2 How do you feel Tourism and Culture have performed overall with the following attractions or events over the last 2 years?*
- Importance *Q3 How would you rate the importance of the following Tourism and Culture attractions or events to the City as a whole?*

The Net Differential is calculated here by taking the average Likert score for each service area and multiplied by 20, the difference between performance and importance is then calculated as our final product. A negative differential indicates that the current performance doesn't meet the ideal importance. A positive differential is the opposite.



Question

4

Attraction Recommendation

How likely are you to recommend to others the following Tourism and Culture attractions or events?

Responses

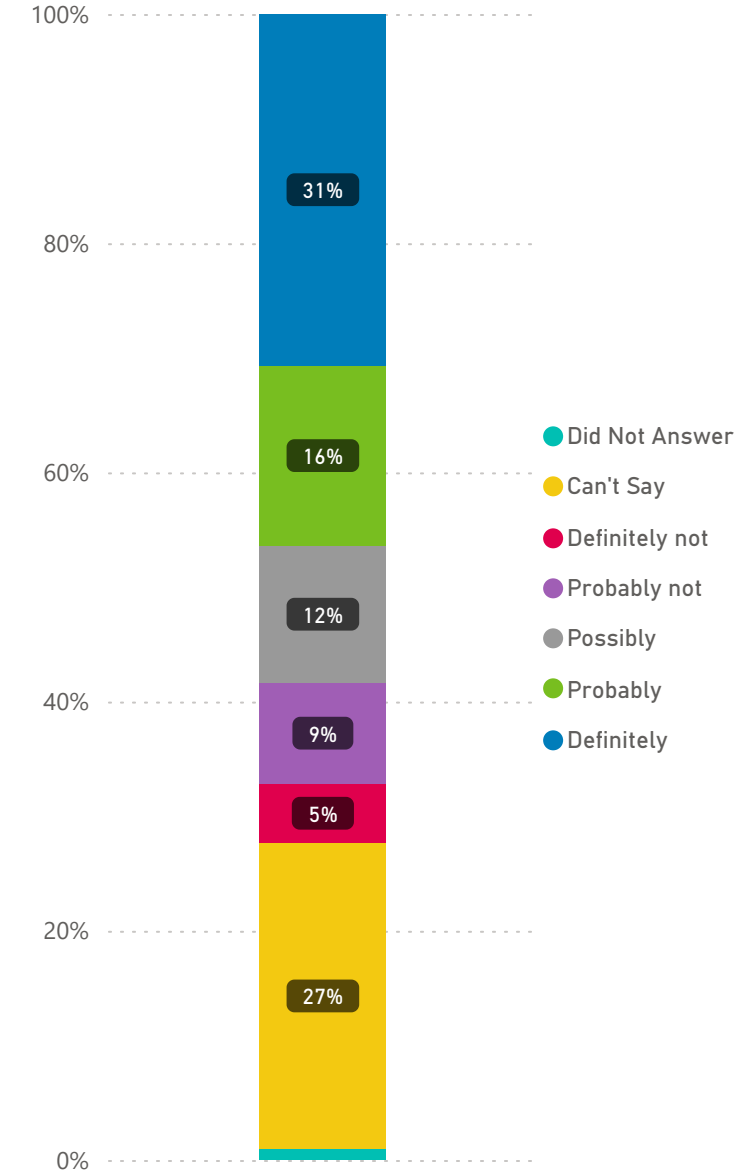
533

Respondents

64

Service Area	Definitely not	Probably not	Possibly	Probably	Definitely
Total	38	65	88	116	226
Annual Arts Awards	6	9	7	3	11
Applefest at Battlefield House Museum & Park National Historic Site	4	9	10	6	9
Battlefield House Museum & Park National Historic Site	4	8	10	11	19
Canada Day at Bayfront Park	3	4	9	18	22
Canadian Pacific (CP) Railway Holiday Train	3	6	7	9	29
Fieldcote Memorial Park & Museum	2	8	6	15	12
Hamilton Museum of Steam & Technology National Historic Site	1	3	9	13	23
Pop-Ups at Pier 8 event series	2	4	8	12	28
Re-enactment of the Battle of Stoney Creek at Battlefield House Museum & Park National Historic Site	6	6	8	8	18
Remembrance Day services	4	3	8	11	26
Summer Concert Series	3	5	6	10	29

Service Area	σ	Avg.	Opt Out	Opt Out %
Total	1.30	3.80	204	27.7%
Pop-Ups at Pier 8 event series	1.13	4.11	13	19.4%
Hamilton Museum of Steam & Technology National Historic Site	1.03	4.10	18	26.9%
Summer Concert Series	1.24	4.08	14	20.9%
Canadian Pacific (CP) Railway Holiday Train	1.27	4.02	13	19.4%
Remembrance Day services	1.26	4.00	15	22.4%
Canada Day at Bayfront Park	1.15	3.93	11	16.4%
Battlefield House Museum & Park National Historic Site	1.32	3.63	15	22.4%
Fieldcote Memorial Park & Museum	1.20	3.63	24	35.8%
Re-enactment of the Battle of Stoney Creek at Battlefield House Museum & Park National Historic Site	1.44	3.57	21	31.3%
Applefest at Battlefield House Museum & Park National Historic Site	1.31	3.18	29	43.3%
Annual Arts Awards	1.49	3.11	31	46.3%



Respondents who did not answer or selected 'Can't Say' are included in opt out.



Question

4

Responses

533

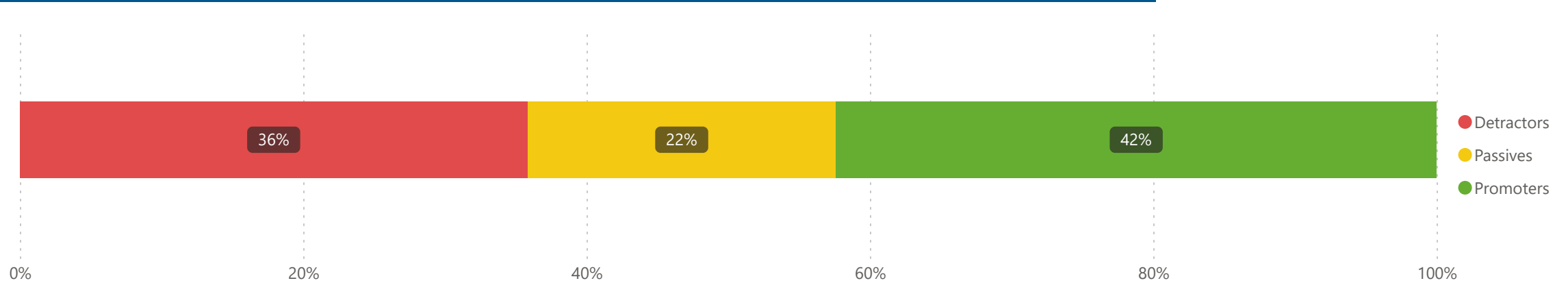
Respondents

64

Net Promoter Score

Typically the Net Promoter Score is used to measure customer loyalty.

How likely are you to recommend to others the following Tourism and Culture attractions or events?



Service Area	σ	NPS	Detractors	Passives	Promoter
All Service Areas	25.9%	6.57	191	116	226
Summer Concert Series	24.8%	28.30	14	10	29
Pop-Ups at Pier 8 event series	22.7%	25.93	14	12	28
Canadian Pacific (CP) Railway Holiday Train	25.4%	24.07	16	9	29
Remembrance Day services	25.1%	21.15	15	11	26
Hamilton Museum of Steam & Technology National Historic Site	20.7%	20.41	13	13	23
Canada Day at Bayfront Park	22.9%	10.71	16	18	22
Re-enactment of the Battle of Stoney Creek at Battlefield House Museum & Park National Historic Site	28.8%	-4.35	20	8	18
Battlefield House Museum & Park National Historic Site	26.3%	-5.77	22	11	19
Fieldcote Memorial Park & Museum	24.0%	-9.30	16	15	12
Annual Arts Awards	29.7%	-30.56	22	3	11
Applefest at Battlefield House Museum & Park National Historic Site	26.3%	-36.84	23	6	9



Likert choices less than 4 are considered 'Detractors' while 5s are considered 'Promoters' and 4s are 'Passive'. Respondents who opted out by not answering or selecting 'Can't Say' were removed from the sample. Net Promoter score is calculated by subtracting (% Detractors) from (% Promoters). σ (Standard Deviation) is calculated in percent, the same units as the Net Promoter Score.

Question

5

Attraction Current Condition

Do you agree with the following statements? Tourism and Culture buildings and services are:

Responses

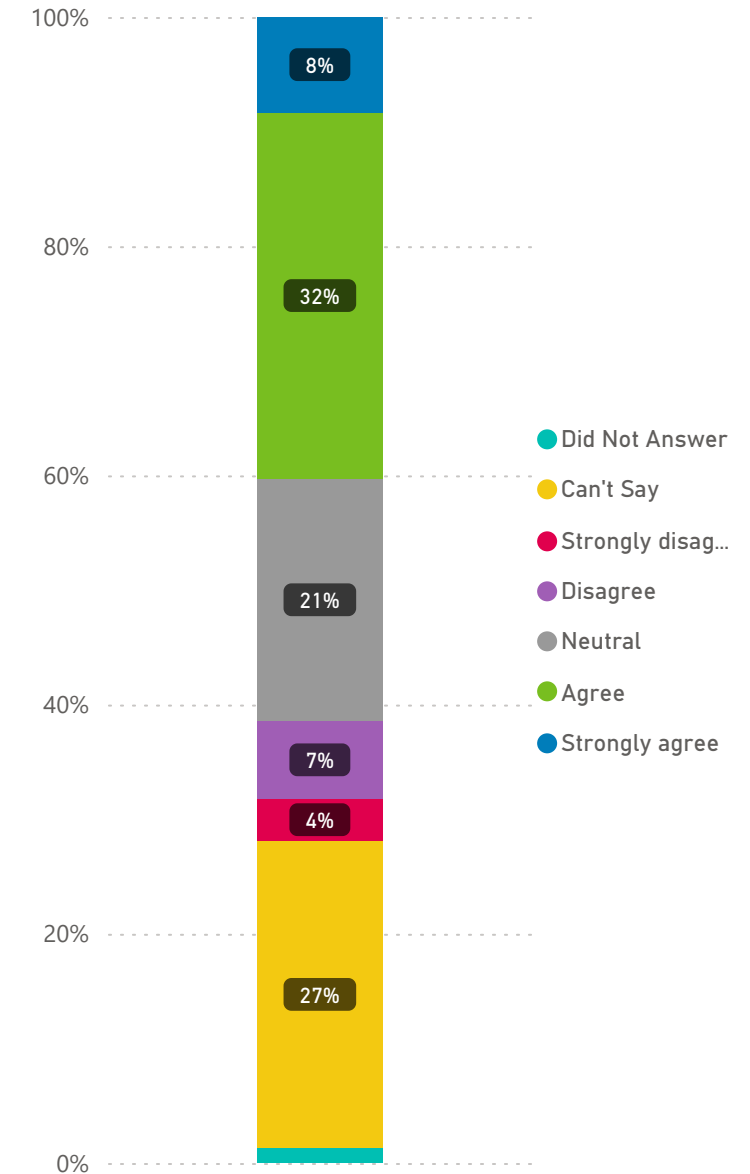
337

Respondents

63

Service Area	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Total	17	32	99	150	39
Accessible by public transportation	3	9	14	23	6
Accessible; Meets the Accessibility for Ontarians with Disabilities Act (AODA), 2005 standards	2	4	17	12	4
Clean and in good repair	3	4	12	28	6
Comfortable, with appropriate levels of lighting and noise	2	3	11	29	6
Inviting, appealing and attractive	3	6	18	23	9
Safe, equitable and inclusive	2	4	16	24	6
Reducing greenhouse gases by decreasing utility use)	2	2	11	11	2

Service Area	σ	Avg.	Opt Out	Opt Out %
Total	0.99	3.48	132	28.1%
Comfortable, with appropriate levels of lighting and noise	0.90	3.67	16	23.9%
Clean and in good repair	0.98	3.57	14	20.9%
Safe, equitable and inclusive	0.93	3.54	15	22.4%
Inviting, appealing and attractive	1.03	3.49	8	11.9%
Accessible by public transportation	1.05	3.36	12	17.9%
Reducing greenhouse gases by decreasing utility use)	0.97	3.32	39	58.2%
Accessible; Meets the Accessibility for Ontarians with Disabilities Act (AODA), 2005 standards	0.96	3.31	28	41.8%



Respondents who opted out by not answering or selecting 'Can't Say' are included in opt out.



Question

6

Attraction Ideal Condition

Do you agree with the following statements? Tourism and Culture buildings and services should be:

Responses

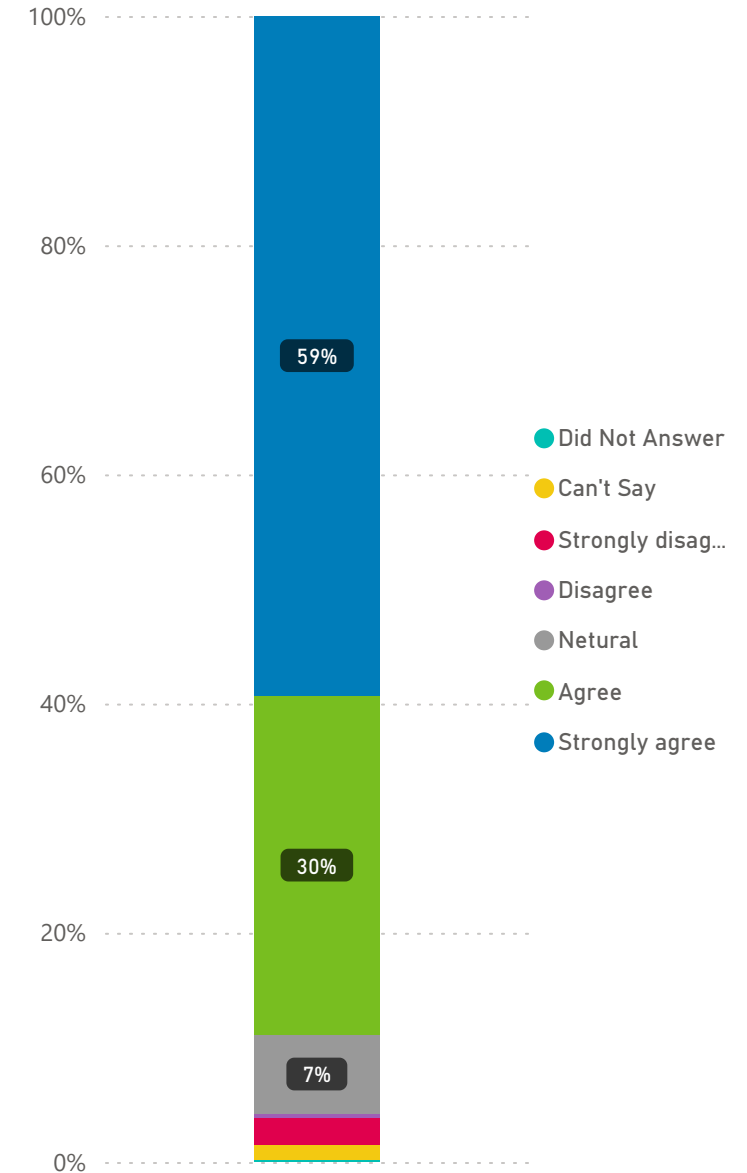
462

Respondents

67

Service Area	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Total	11	2	32	139	278
Accessible by public transportation	1		5	20	40
Accessible; Meets the Accessibility for Ontarians with Disabilities Act (AODA), 2005 standards	1	1	3	16	45
Clean and in good repair	2		2	17	46
Comfortable, with appropriate levels of lighting and noise	2		2	28	34
Inviting, appealing and attractive	1		3	25	37
Safe, equitable and inclusive	2		5	16	44
Reducing greenhouse gases by decreasing utility use)	2	1	12	17	32

Service Area	σ	Avg.	Opt Out	Opt Out %
Total	0.84	4.45	7	1.5%
Clean and in good repair	0.81	4.57		
Accessible; Meets the Accessibility for Ontarians with Disabilities Act (AODA), 2005 standards	0.78	4.56	1	1.5%
Safe, equitable and inclusive	0.87	4.49		
Accessible by public transportation	0.76	4.48	1	1.5%
Inviting, appealing and attractive	0.72	4.47	1	1.5%
Comfortable, with appropriate levels of lighting and noise	0.81	4.39	1	1.5%
Reducing greenhouse gases by decreasing utility use)	1.00	4.19	3	4.5%



Respondents who opted out by not answering or selecting 'Can't Say' are included in opt out.

Differential of Current Condition vs. Ideal Condition

Service areas where importance exceeds performance by 20 points is indicative of a mismatch between expectations and service levels, equal to one point on the Likert scale used.

Responses

799

Respondents

67

Service Area	Current Condition (index score)	Ideal Condition (index score)	Net Differential	Opt Out %
Total	70	89	-19	15%
Clean and in good repair	71	91	-20	10%
Accessible; Meets the Accessibility for Ontarians with Disabilities Act (AODA), 2005 standards	66	91	-25	22%
Safe, equitable and inclusive	71	90	-19	11%
Accessible by public transportation	67	90	-22	10%
Inviting, appealing and attractive	70	89	-20	7%
Comfortable, with appropriate levels of lighting and noise	73	88	-15	13%
Reducing greenhouse gases by decreasing utility use)	66	84	-17	31%

Performance

Q5 Do you agree with the following statements? Tourism and Culture buildings and services are:

Importance

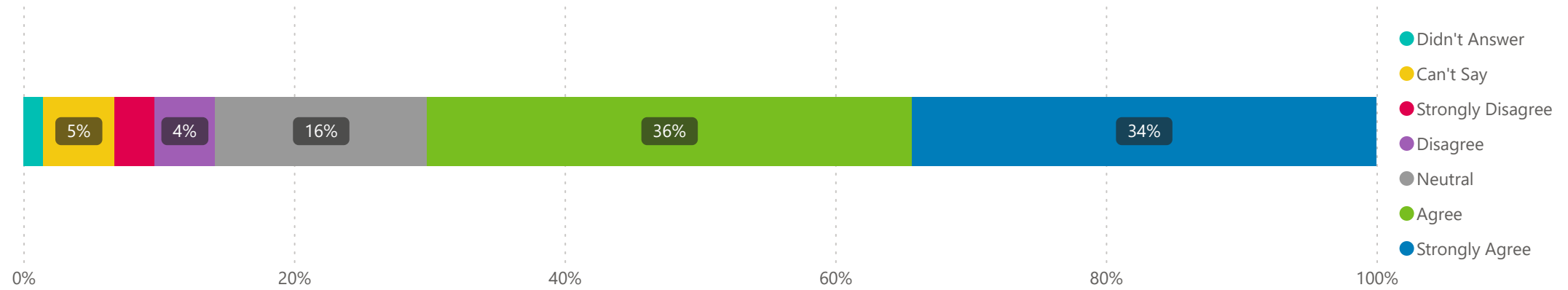
Q6 Do you agree with the following statements? Tourism and Culture buildings and services should be:

The Net Differential is calculated here by taking the average Likert score for each service area and multiplied by 20, the difference between performance and importance is then calculated as our final product. A negative differential indicates that the current performance doesn't meet the ideal importance. A positive differential is the opposite.

Summary of Specific Service Areas over Several Questions

Inviting, appealing and attractive

Responses
121
Respondents
67



Question	σ	Avg.	Avg. %	Opt Out	Opt Out %
All Questions	1.01	4.01	80.2	9	6.7%
Q6 Do you agree with the following statements? Tourism and Culture buildings and services should be:	0.72	4.47	89.4	1	1.5%
Q5 Do you agree with the following statements? Tourism and Culture buildings and services are:	1.03	3.49	69.8	8	11.9%

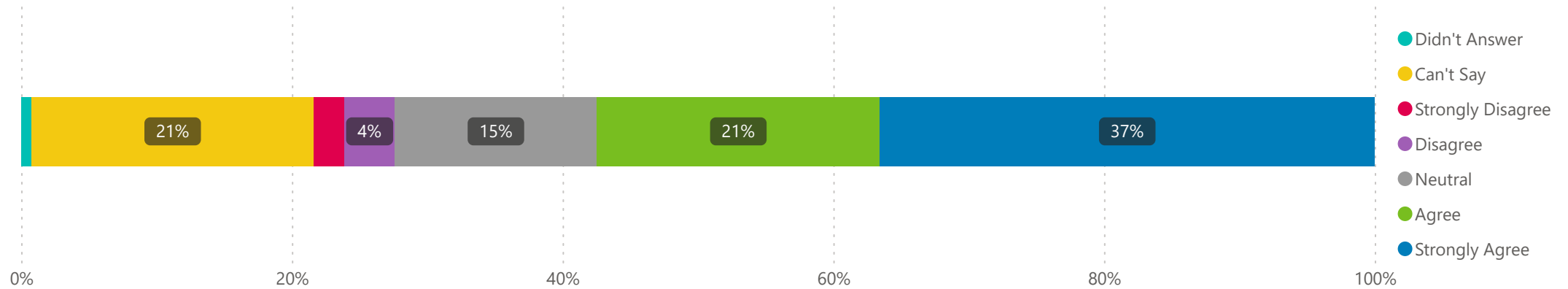


Respondents who opted out by not answering or selecting 'Can't Say' are included in opt out.

Summary of Specific Service Areas over Several Questions

Accessible; Meets the Accessibility for Ontarians with Disabilities Act (AO...)

Responses
102
Respondents
66



Question	σ	Avg.	Avg. %	Opt Out	Opt Out %
All Questions	1.05	4.10	81.9	29	21.6%
Q6 Do you agree with the following statements? Tourism and Culture buildings and services should be:	0.78	4.56	91.2	1	1.5%
Q5 Do you agree with the following statements? Tourism and Culture buildings and services are:	0.96	3.31	66.2	28	41.8%

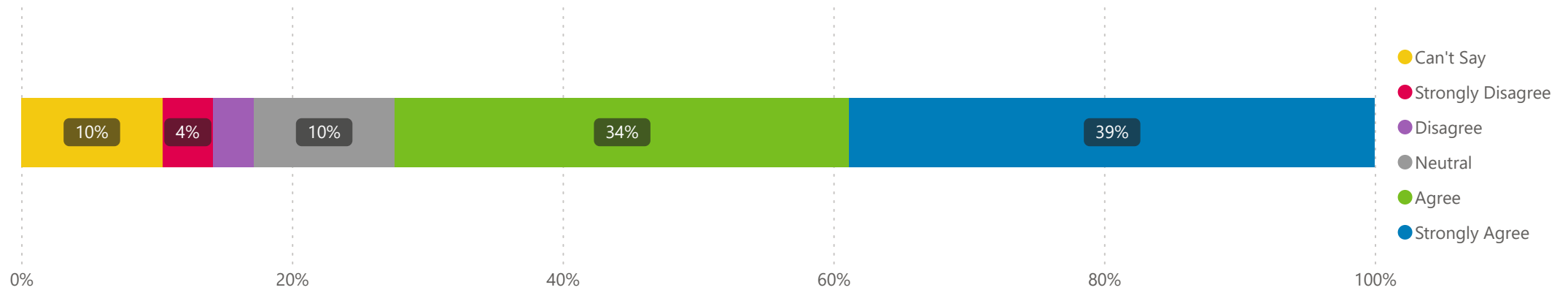


Respondents who opted out by not answering or selecting 'Can't Say' are included in opt out.

Summary of Specific Service Areas over Several Questions

Clean and in good repair

Responses
115
Respondents
67



Question	σ	Avg.	Avg. %	Opt Out	Opt Out %
All Questions	1.02	4.13	82.5	14	10.4%
Q6 Do you agree with the following statements? Tourism and Culture buildings and services should be:	0.81	4.57	91.3		
Q5 Do you agree with the following statements? Tourism and Culture buildings and services are:	0.98	3.57	71.3	14	20.9%

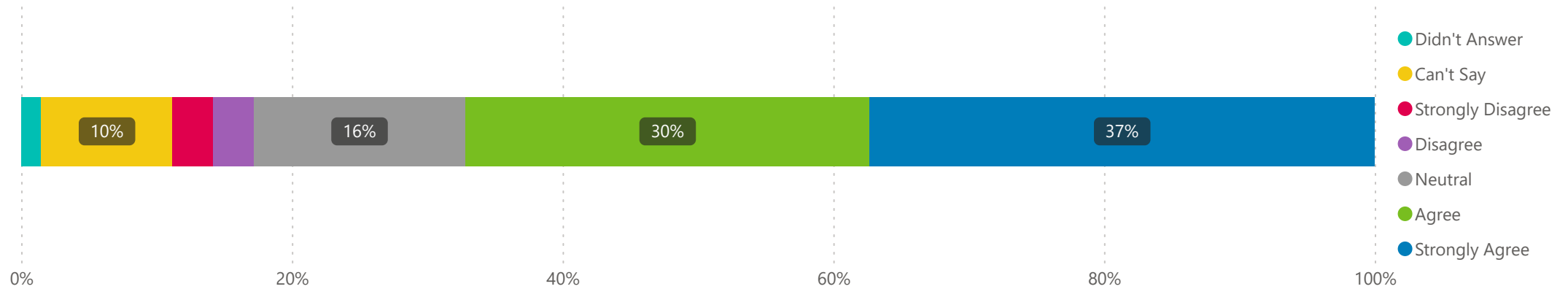


Respondents who opted out by not answering or selecting 'Can't Say' are included in opt out.

Summary of Specific Service Areas over Several Questions

Safe, equitable and inclusive

Responses
115
Respondents
67



Question	σ	Avg.	Avg. %	Opt Out	Opt Out %
All Questions	1.01	4.08	81.5	15	11.2%
Q6 Do you agree with the following statements? Tourism and Culture buildings and services should be:	0.87	4.49	89.9		
Q5 Do you agree with the following statements? Tourism and Culture buildings and services are:	0.93	3.54	70.8	15	22.4%

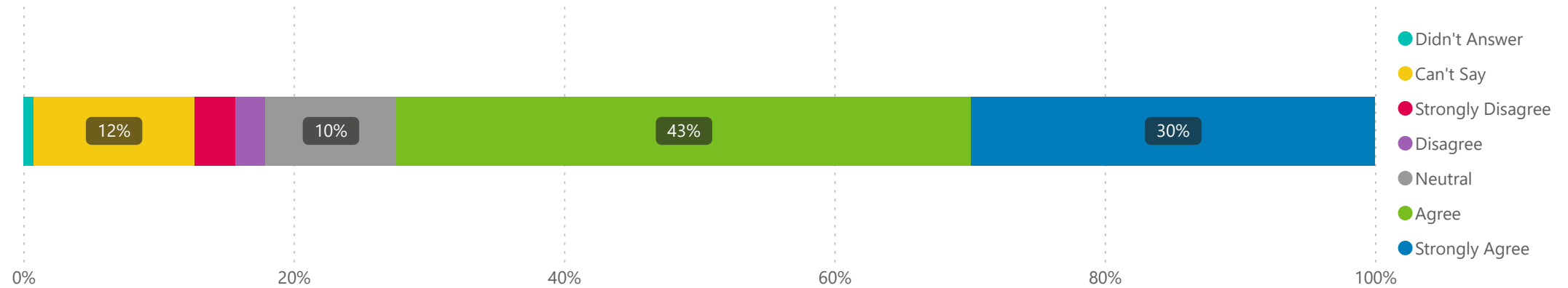


Respondents who opted out by not answering or selecting 'Can't Say' are included in opt out.

Summary of Specific Service Areas over Several Questions

Comfortable, with appropriate levels of lighting and noise

Responses
113
Respondents
66



Question	σ	Avg.	Avg. %	Opt Out	Opt Out %
All Questions	0.93	4.08	81.5	17	12.7%
Q6 Do you agree with the following statements? Tourism and Culture buildings and services should be:	0.81	4.39	87.9	1	1.5%
Q5 Do you agree with the following statements? Tourism and Culture buildings and services are:	0.90	3.67	73.3	16	23.9%



Summary of Specific Service Areas over Several Questions

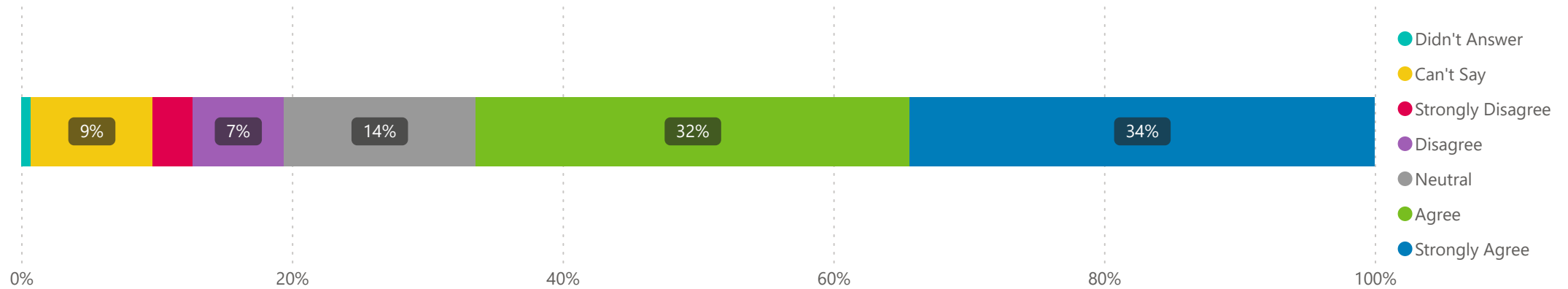
Accessible by public transportation

Responses

117

Respondents

66



Question	σ	Avg.	Avg. %	Opt Out	Opt Out %
All Questions	1.06	3.98	79.5	13	9.7%
Q6 Do you agree with the following statements? Tourism and Culture buildings and services should be:	0.76	4.48	89.7	1	1.5%
Q5 Do you agree with the following statements? Tourism and Culture buildings and services are:	1.05	3.36	67.3	12	17.9%



Respondents who opted out by not answering or selecting 'Can't Say' are included in opt out.

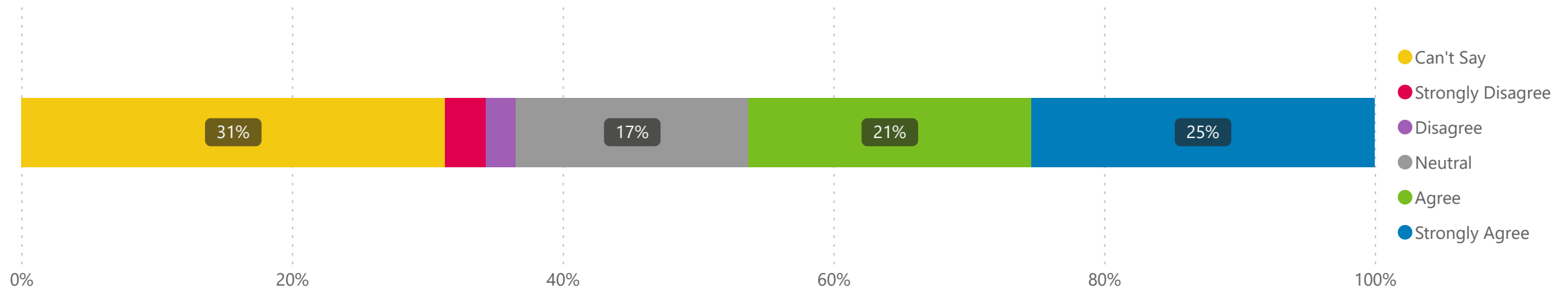
Summary of Specific Service Areas over Several Questions
Reducing greenhouse gases by decreasing utility use)

Responses

88

Respondents

64



Question	σ	Avg.	Avg. %	Opt Out	Opt Out %
All Questions	1.07	3.92	78.5	42	31.3%
Q6 Do you agree with the following statements? Tourism and Culture buildings and services should be:	1.00	4.19	83.8	3	4.5%
Q5 Do you agree with the following statements? Tourism and Culture buildings and services are:	0.97	3.32	66.4	39	58.2%



Respondents who opted out by not answering or selecting 'Can't Say' are included in opt out.

Definition and Ranking of Consistency and Confidence

Data Grading Scales

Grade	Data Consistency Standard Deviation (σ , Consistency of Responses)	Confidence Level Margin of Error (at 95% Confidence in Sample Size)
A Very High	0 to 0.5 - results are tightly grouped with little to no variance in response	0% to 5% - Minimal to no error in results, can generally be interpreted as is
B High	0.5 to 1.0 - results are fairly tightly grouped but with slightly more variance in response	5% to 10% - Error has become noticeable, but results are still trustworthy
C Medium	1.0 to 1.5 - results are moderately grouped together, but most respondents are generally in agreement	10% to 20% - Error is a significant amount and will cause uncertainty in final results
D Low	1.5 to 2.0 - results show a high variance with a fair amount of disparity in responses	20% to 30% - Error has reached a detrimental level and results are difficult to trust
E Very Low	2.0+ - results are highly variant with little to no grouping	30%+ - Significant error in results, hard to interpret data in much of a meaningful way

$$\text{Margin of Error} = \frac{0.98}{\sqrt{n}}$$

Assigning a lower consistency value (Standard Deviation) to a higher grade doesn't imply that the data is "better" or "worse". Instead, it helps in understanding how divided or similar people are in their responses. When high consistency is observed, it indicates that most respondents agree on a question. But when the consistency is low, opinions are split, with some rating higher and others lower. The key is to understand why the split occurs which provides valuable insights into the data.

The margin of error is calculated using a standard factor of 0.98 and the sample size (n). The margin of error helps assess if the sample size of the survey is suitable. The margin of error, expressed as a percentage, indicates the range around the calculated sample average where the true population average is likely to be. A smaller margin of error suggests a more accurate estimate, while a larger one implies less precision.