SUBJECT: Stoney Creek Urban Boundary Expansion - East Portion Class EA
Water and Wastewater Master Servicing Plan - (PW08139) - (Ward 11)

RECOMMENDATION:

(a) That the General Manager, Public Works be authorized and directed to file the Notice of Completion and issue the Project File for the Class Environmental Assessment for the Stoney Creek Urban Boundary Expansion - East Portion Water and Wastewater Master Servicing Plan for the mandatory 30-day public review period as required by the Municipal Class EA process;

(b) That upon completion of the 30-day public review period, the preferred solutions of the Class Environmental Assessment for the Stoney Creek Urban Boundary Expansion - East Portion Water and Wastewater Master Servicing Plan, which are identified as Schedule A and B undertakings in Table 1 of Report PW08139, may proceed to detailed design and implementation, provided that no substantial comments by the public or Part 2 Orders by the Minister of the Environment are received.

Scott Stewart, C.E.T.
General Manager
Public Works

EXECUTIVE SUMMARY:

OMB Decision/Order No. 1202 issued on April 30, 2007 allowed Regional Official Plan Amendment (ROPA) No. 14 and Stoney Creek Official Plan Amendment (OPA) No. 99
to permit the expansion of the urban area in lower Stoney Creek which was known as the Stoney Creek Urban Boundary Expansion (SCUBE).

The decision required that a Secondary Plan be developed for the area before any development proceeds, with the provision that lands in Special Policy Area “F”, comprised of

- Parcel A, bounded by the Winona Urban Community, the CN Railway, the Provincial Greenbelt area west of Fifty Road and Barton Street, and,
- Parcel B, bounded by Winona Road, South Service Road, the Hamilton municipal boundary and the CN Railway.

could be developed ahead of the preparation of the Secondary Plan provided a number of conditions were met including preparation of a Water and Wastewater Master Plan satisfactory to the City and at the complete cost of the landowners.

The Water and Wastewater Division applied the Class Environmental Assessment (Class EA) process to determine the preferred water and wastewater servicing alternatives for these lands by applying the Triple Bottom Line approach to decision making. The Master Plan was prepared based on a conservative range of employment and community use densities, and the analyses of the water distribution and wastewater collection systems were undertaken using information developed as part of the City’s Water and Wastewater Master Plan and the Municipal Class EA Master Plan process. Public consultation took place in the form of Notice of Study Commencement, and Public Information Centres held on November 1, 2007 and December 13, 2007.

Water Alternative No. 1 was selected as the preferred alternative for extension of the water distribution system. This alternative includes the extension of the existing watermain on South Service Road, and Sonoma Lane and a new connection to the 200mm watermain on Barton Street. This alternative was selected because it services the undeveloped lands as originally planned, provides looping of the system, and best utilizes the existing service connections constructed for future works.

Wastewater Alternative No. 1 was selected as the preferred alternative for extension of the wastewater collection system. This alternative includes a new gravity sewer, pumping station and forcemain on South Service Road, and new sewers on Fifty Road, Winona Road and the Service Road. This alternative was selected because it services the undeveloped lands as planned and best utilizes the service connections constructed for future works.

Upon completion of the mandatory 30-day review period of the Class EA, and provided that no substantial comments by the public or Part 2 Orders by the Minister of the Environment are received, the landowners may proceed with detailed design and implementation of the preferred alternatives which will facilitate development of the SCUBE-East lands.

Funding for the preferred water alternative will be provided by the land owners through the land development process and for the preferred wastewater alternative through a combination of development charge revenues and the land development process.
BACKGROUND:

The recommendations contained within this Report primarily affect Ward 11.

On October 23, 2003, City Council adopted Regional Official Plan Amendment (ROPA) No. 14 and Stoney Creek Official Plan Amendment (OPA) No. 99 to permit the expansion of the urban area in lower Stoney Creek which was known as the Stoney Creek Urban Boundary Expansion (SCUBE). These amendments were appealed by the Ministry of Municipal Affairs and Housing and Hamilton General Homes. In February 2005, the Province released the final Greenbelt Plan which placed one-third of the proposed SCUBE area in the Greenbelt.

On November 22, 2005, the Ontario Municipal Board (OMB) held a pre-hearing to deal with the Amendments. After testimony and comments, the OMB directed the City, Province, and parties to the hearing to bring forward an amendment acceptable to all parties. This resulted in OMB Decision/Order No. 1202 issued on April 30, 2007. The decision allowed lands outside the Greenbelt area to be designated “Urban” and required that a Secondary Plan be developed for the area before any development proceeds.

Currently the City of Hamilton is in the process of preparing the Secondary Plan for the Stoney Creek Urban Boundary Expansion (SCUBE) area, which is now known as the Fruitland-Winona Secondary Planning area. The Secondary Plan will establish appropriate land use designations, a transportation network, infrastructure requirements, development standards, policy framework and implementation strategy for the area.

The Secondary Planning study area consists of the lands east of Fruitland Road, north of Highway No. 8 and south of Barton Street, including Winona; and the lands east of Winona, north of Highway No. 8, south of the QEW and west of the City limits. The study area consists of approximately 504 hectares (1245 acres) of land.

The OMB decision provided that lands in Special Policy Area “F” (referred to as SCUBE-East), consisting of

- Parcel A, bounded by the Winona Urban Community, the CN Railway, the Provincial Greenbelt area west of Fifty Road and Barton Street, comprising approximately 12.72 ha, and,
- Parcel B, bounded by Winona Road, South Service Road, the Hamilton municipal boundary and the CN Railway comprising approximately 49.79 ha.

could be developed ahead of the preparation of the Secondary Plan provided a number of conditions were met including preparation of a Water and Wastewater Master Plan satisfactory to the City and at the complete cost of the landowners.

The existing water and wastewater infrastructure servicing SCUBE-East are summarized in Table 1 and Table 2 respectively:
Owners of lands in SCUBE-East requested that the City permit the Water and Wastewater Master Servicing Plan to proceed ahead of the overall land use planning, enabling the site planning process to proceed without undue delay. The Terms of Reference for the Water and Wastewater Servicing Master Plan for SCUBE-East were developed by Philips Engineering Ltd. based on input from the City, and the Study has been undertaken in cooperation with the City.

The Master Planning process used for this project is consistent with the requirements outlined for Approach #2 as defined in the Municipal Class Environmental Assessment (June 2000, Amended October 2007). Approach #2 involves the preparation of a Master Plan document at the conclusion of Phases 1 and 2 of the Municipal Class EA process where the level of investigation, consultation and documentation are sufficient to fulfil the requirements for Schedule B projects. The Class EA for this project included public and Review Agency consultation, evaluation of alternatives, assessment of the impacts of the proposed works, and identification of measures to mitigate any adverse impacts.

Phase 1 included the Notice of Study Commencement and Public Information Centre (PIC) No. 1. The Notice of Study Commencement and PIC was mailed to relevant stakeholders and agencies and published in local newspapers by the City. PIC No. 1 was held on November 1, 2007. Generally, the attendees were in favour of the project, and no comments were submitted. Phase 2 included PIC No. 2, which was held on December 13, 2007. Attendees were generally in favour of the project and two (2) comment sheets were submitted; both concerning only future notification procedure for the project.

In accordance with Approach #2, the Master Plan report, documenting the planning and decision-making process and preferred alternative has been prepared and is ready for Public Review. Pending approval of this recommendation, a separate advertisement
will be issued to advise the public and stakeholders of the Notice of Completion of the Class EA.

**ANALYSIS/RATIONALE:**

By applying the Municipal Class EA process the project followed the legislated multi-phased analysis rationale. In brief, the phases may be summarized as follows (THE MASTER PLAN PROCESS REQUIRESC ONLY PHASES 1 and 2 OF THE MUNICIPAL CLASS EA BE UNDERTAKEN).

The Class EA Problem/Opportunity Statement was established at the onset of the study as follows:

The City of Hamilton has identified a need and/or opportunity to develop the Stoney Creek Urban Boundary Expansion (SCUBE) area and will prepare a Secondary Plan in 2008. Landowners in SCUBE-East are prepared to initiate the development process immediately, and to accommodate this development, water and wastewater infrastructure extension will be required to service the area.

The Master Plan has been prepared to guide extension of water and wastewater services required for existing and future land uses with the SCUBE-East area.

To facilitate development of the SCUBE-East lands, extensions of the existing water distribution system and wastewater collection system are necessary. Additionally, the extension of the wastewater collection system will require a pumping station and forcemain, and both were included in all wastewater servicing alternative solutions. This additional wastewater infrastructure will be required to convey wastewater from development located in the eastern-most section of Parcel B to the existing wastewater collection system. Given the elevation difference between the invert elevation of the existing 1200mm diameter sanitary sewer on South Service Road (west of Oriole Avenue) and the Fifty Creek stream bed, it is not feasible to drain all of Parcel B by gravity sewer.

The analyses of the water distribution and wastewater collection systems were undertaken using information developed as part of the City’s Water and Wastewater
Master Plan. The analyses also allowed for development of the lands located south of Parcels A and B and north of the Niagara Escarpment. Presently, these lands are included within the Provincial Greenbelt and are not included within the SCUBE-East service area; however, these lands had been previously identified as potential development lands. Development of lands was considered in all servicing alternatives, and the proposed water and wastewater servicing includes the appropriate pipe sizing to account for this. It should be noted that should the designation of these Greenbelt lands change, a review of the servicing options should be undertaken as the Municipal Class EA process has not been satisfied within the current project.

Also, as a component of the analysis of the wastewater collection system, the City requested that an evaluation of the impact of the development of SCUBE-East on the operation of the wet well at the Woodward Avenue Wastewater Treatment Plant be carried out. The City requires that there be no detrimental impact to the operation of the wet well resulting from the development of SCUBE-East.

Three alternative solutions were identified for both the water distribution system and the wastewater collection system.

Prior to selecting a preferred alternative, an evaluation process was used to complete a comparative evaluation of the alternative solutions. This process is described as follows:

1. Evaluation criteria were identified based on the Municipal Class EA process Functional, Environmental, Social and Economic factors. Evaluation criteria are the criteria that were used to compare qualities or factors of importance in selecting the preferred alternatives.

2. The criteria were used to develop a relative impact for the alternative solutions. Relative impacts were assigned to each alternative based on the technical and cost information developed for each. An overall alternative ranking was established based on the relative impacts developed from each criterion, and the preferred alternative was selected based on the highest overall alternative ranking. Table 4 presents the list of relative impacts that were available for assignment to each alternative.

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The alternative solutions are summarized as follows:

**Water Servicing Alternative No. 1 (Preferred)**

An extension of the 400mm watermain on South Service Road to Winona Road, and a 200mm extension on South Service Road east to the Town of Grimsby boundary will service Parcel B. An extension of the 200mm watermain on Sonoma Lane east and a new connection to the 200mm watermain on Barton Street will service Parcel A. This alternative reflects the extension of existing watermains on South Service Road and Sonoma Lane to service undeveloped lands as anticipated when the water system was originally designed. The connection to the existing watermain on Barton Street provides...
looping for the system servicing Parcel A. This alternative also permits the connection to the existing 400mm watermain at the intersection of Fifty Road and South Service Road and utilizes the existing 200mm watermain stub provided.

This alternative was evaluated as having a positive Economic impact (Capital and Operating) and neutral Environmental, Social and Functional impacts.

**Water Servicing Alternative No. 2**

A 200mm watermain extension on South Service Road from the existing 400mm watermain east to the Town of Grimsby boundary will service Parcel B (east of Fifty Road). Parcel A and Parcel B (west of Fifty Road) will be serviced by a new 400mm watermain that will be located on an easement that will be created adjacent to the CNR corridor. This new 400mm watermain will connect to the existing 300mm watermain on Winona Road and 400mm watermain on Fifty Road. Parcel A will also be serviced by a connection to the existing 200mm watermain on Barton Street.

This alternative was evaluated as having a negative-neutral Economic impact and neutral Environmental, Social and Functional impacts.

**Water Servicing Alternative No. 3**

A 200mm watermain extension on South Service Road from the existing 400mm watermain east to the Town of Grimsby boundary will service Parcel B (east of Fifty Road). Parcel B (west of Fifty Road) will be serviced by a new 200mm watermain that will be located on a new easement that will be created through Parcel B. This new 200mm watermain will connect to the existing 200mm watermain on the Service Road. Additionally, Parcel B (west of Fifty Road) and Parcel A will be serviced by a new 400mm watermain that will be located on the easement adjacent to the CNR corridor. This new 400mm watermain will connect to the existing 300mm watermain on Winona Road and 400mm watermain on Fifty Road. Parcel A will also be serviced by a connection to the existing 200mm watermain on Barton Street.

This alternative was evaluated as having a negative-neutral Economic impact and neutral Environmental, Social and Functional impacts.

**Wastewater Servicing Alternative No. 1 (Preferred)**

Parcel B (east of Fifty Road) will be serviced by a 375mm sewer that will connect to a pumping station and a 150mm forcemain. All will be located on South Service Road and will flow west. The 150mm forcemain will connect to a 675mm sewer on South Service Road that will service Parcel B (west of Fifty Road). At Winona Road, the 675mm sewer will connect to a new 750mm extension of the existing 1200mm trunk sewer on South Service Road. (The existing 1200mm trunk sewer flows west and its most upstream location is west of Oriole Avenue.) Parcel A will be serviced by new sewers that will connect to the existing 250mm sewer on Sonoma Lane and the existing 300mm sewer on Barton Street.

This alternative was evaluated as having a positive Economic impact (Capital and Operating) and neutral Environmental, Social and Functional impacts.
Wastewater Servicing Alternative No. 2

Parcel B (west of Fifty Road) will be serviced by a 375mm sewer that will connect to a pumping station and a 150mm forcemain. All will be located on a new easement that will be created adjacent to the CNR corridor. The 150mm forcemain will connect to a 675mm sewer that will be located on the new easement adjacent to the CNR corridor and will flow west. The new 675mm sewer will service Parcel B (west of Fifty Road) and Parcel A. At Winona Road, the new 675mm sewer will connect to a new 750mm sewer on Winona Road that will flow north on Winona Road and then west on South Service Road and will connect to the existing 1200mm trunk on South Service Road (west of Oriole Avenue). Parcel A will also be serviced by new sewers that will connect to the existing 250mm sewer on Sonoma Lane and the existing 300mm sewer on Barton Street.

This alternative was evaluated as having a negative-neutral Economic impact and neutral Environmental, Social and Functional impacts.

Wastewater Servicing Alternative No. 3

Parcel B (east of Fifty Road) will be serviced by a 375mm sewer that will connect to a pumping station and a 150mm forcemain. All will be located on a new easement that will be created adjacent to the CNR corridor. The 150mm forcemain will connect to a 675mm sewer on Fifty Road that will flow north to South Service Road. The 675mm sewer will connect to a new west-flowing 750mm sewer on South Service Road that will service Parcel B (west of Fifty Road). The new 750mm sewer on South Service Road will connect to the existing 1200mm trunk sewer on South Service Road. Parcel A will be serviced by a new 250mm sewer that will be located on the new easement adjacent to the CNR corridor. The new 250mm sewer will flow east and will connect to the new 675mm sewer on Fifty Road. A connection to the existing 300mm sewer on Barton Street will also service Parcel A.

This alternative was evaluated as having a negative-neutral Economic impact and neutral Environmental, Social and Functional impacts.

The comparative evaluation of the alternative solutions determined that Water Alternative No. 1 and Wastewater Alternative No. 1 were the preferred solutions.

Water Alternative No. 1 was evaluated as the only alternative having a Positive relative impact for Capital or Operational costs as it best allows for the extension of existing services through existing municipal rights-of-way. This will reduce land and construction costs and allow for improved access to the services. All three alternatives were evaluated as having the same Neutral relative impact when considering Environmental, Social and Functional factors.

Wastewater Alternatives No. 1 was evaluated as the only alternative having a Positive relative impact for Capital or Operational costs as it best allows for the extension of existing services through existing municipal rights-of-way. This will reduce land and construction costs and allow for improved access to the services. Alternative Nos. 1, 2, 3 were evaluated as having the same Neutral relative impact when considering Environmental, Social and Functional factors.
Additionally, it was determined that the existing wastewater collection system has sufficient capacity to accommodate the development of SCUBE-East and there will be no detrimental impact to the operation of the wet well at the Woodward Avenue Wastewater Treatment Plant.

Public and Stakeholder consultation is an integral part of the Class EA process. See the RELEVANT CONSULTATION section of this Report and the Project File for more detail.

The final step in the analysis rationale before proceeding to implementation of the preferred alternative is to undertake the mandatory 30-day review. A Notice of Completion of the Class EA as recommended herein will be issued early in 2009. Notices will be issued via newspaper advertising and direct mail out to all members of the Stakeholder and Agency Contact lists. The Project File will be placed on public record along with contact information to receive concerns. All attempts will be made to mitigate all expressed concerns. Should resolution of a concern be unattainable the conflict may be escalated by the opponent to the Minister of the Environment for a decision.

The above analysis rationale is a prescribed process under that Municipal Class Environmental Assessment. The project was completed under full compliance.

**ALTERNATIVES FOR CONSIDERATION:**

Alternatives to endorsing the Stoney Creek Urban Boundary Expansion – East Portion Water and Wastewater Master Servicing Plan are:

**Alternative 1 - Endorse the Stoney Creek Urban Boundary Expansion – East Portion Water and Wastewater Master Servicing Plan**

For this alternative the Master Plan is endorsed and forwarded to Hamilton City Council for approval. Endorsement will permit the commencement of the 30-day review period as required by the Municipal Class EA process.

Endorsement of the plan will provide staff with clear direction for proceeding with the design and construction of projects to fulfill the requirements of the City of Hamilton Water and Wastewater Master Plan, provide capacity for growth, and meet the goals for development of the SCUBE-East area.

This is the preferred alternative.

**Alternative 2 - Do Not Endorse the Stoney Creek Urban Boundary Expansion – East Portion Water and Wastewater Master Servicing Plan**

The OMB Decision which permitted expansion of the urban boundary was based on maintaining the City of Hamilton’s strategic commitment through the Mission, Vision, Values and Goals as well as the directions of Vision 2020. It considered SCUBE to be an appropriate location for Urban Boundary expansion to which growth could be directed. The rationale was that it optimized the use of existing services and would provide net financial benefit to the City.

Choosing the alternative of not endorsing the Stoney Creek Urban Boundary Expansion - East Portion Water and Wastewater Master Servicing Plan will prevent development
from proceeding in the SCUBE-East area which is contrary to the objective of applying for an amendment to the Official Plan with respect to these lands.

This alternative is not recommended.

**FINANCIAL/STAFFING/LEGAL IMPLICATIONS:**

**Financial Implications:**

The financial cost to implement the extension to the water distribution system is estimated to be $0.68 million. This cost will be to the landowner. The cost to implement the extension to the wastewater collection system is estimated to be $2.05 million, of which $0.3 million is estimated to be to the landowner and $1.75 million is estimated to be paid for through overall Development Charges. The total cost is estimated to be $2.73 million.

The extension of the trunk sewer on South Service Road from the existing sewer west of Oriole Avenue to Fifty Road, the pumping station and the forcemain on South Service Road are included in the City of Hamilton Development Charge Update Background Study.

**Staffing Implications:**

There are no known staffing implications associated with this recommendation.

**Legal Implications:**

There are no known legal implications associated with this recommendation.

However, municipal undertakings such as road improvements and water and wastewater projects are subject to Ontario’s Environmental Assessment Act. The Act allows for the approval of Class Environmental Assessments (Class EA) and the municipality has the option of following the planning process set out in the Municipal Engineers Association Class Environmental Assessment (amended 2007) document. This study has followed the Schedule B Class EA. The City is required to file the Project File on the public record for a minimum 30-day review period.

**POLICIES AFFECTING PROPOSAL:**

**Towards a Sustainable Region - Hamilton-Wentworth Official Plan**

The recommendations from this Report will meet the goals of Policy 4 – Infrastructure, to provide a sustainable system of water supply and sewage treatment to the City’s Urban Areas. The preferred alternatives meet the commitment to the effective and efficient use of existing systems before consideration is given to infrastructure extension/expansion.

**Vision 2020**

Development of the preferred servicing alternatives utilized social, economic and environmental indicators to gauge effectiveness of the planning process.
The Public Works Strategy Plan, Innovate Now

The recommendations from this report will assist in meeting Public Works’ Mission which is to “Provide safe, strategic and environmentally conscious services that bring our communities to life”. In addition, implementing the recommendations will also assist Public Works in building on our Strategic Vision Drivers as follows:

- **Communities (Services our communities connect with and trust)** –

  Implementing the preferred alternatives will help meet the objective of continuing our focus on a healthy environment and safe, secure and timely services. The transparent and consultative nature of the Class Environmental Assessment process builds trust within the community and Review Agencies demonstrating Hamilton’s and Public Works’ commitment to Service Excellence.

- **Process (Smart processes to match our needs)** –

  Throughout the development process, plans have been formulated to ensure that all aspects of the Triple Bottom Line approach to problem solving are considered. Social, Environmental, and Economic impacts were all assessed to provide a balanced approach to the preferred alternative. A detailed scoring and evaluation process was employed in order to effectively arrive at the optimal solution which meets Hamilton-specific goals and objectives. The result is a sustainable long-term approach that addresses pressures from City growth, legislated requirements, and environmental protection.

The Water and Wastewater Master Servicing Plan is the result of a consultative and cooperative effort across Public Works divisions and City Departments (Planning and Economic Development).

- **Finances (Sound financial management for the long haul)** –

  Government policy and legislation have been considered in the development of the preferred rehabilitation solution.

  The implementation of the preferred alternatives will be financed through a combination of private funding and Development-Charge revenues and meets the goal of finding sustainable financial resources for infrastructure development.

**Corporate Strategic Plan**

The recommendations from this Report align with the Corporate Strategic Plan as approved by Council as the recommendations and the associated projects support the **Vision** of engaging citizens through the public consultation process and promoting development of diverse economic opportunities through the development of commercial lands slated for growth, the **Mission** of providing high quality water and wastewater services in a fiscally and socially responsible manner and, demonstrates the City’s commitment to our **Values** of leadership, teamwork, accountability, innovation and excellence in carrying out the process to determine the best means to provide service to lands slated for growth.

Through implementation of the recommendations, the City will realize the benefits that support key **Focus Areas** such as **Financial Sustainability and Environmental**
Stewardship by ensuring the best available means of servicing lands slated for growth are determined through the Class EA process involving public consultation and considering environmental, economic and social impacts. In addition, the associated projects will support the Growth of our Economy, by facilitating development of lands for commercial purposes.

Other policies affecting or impacting this Report include:

- Ontario Environmental Assessment Act.
- Ontario Environmental Protection Act.

**RELEVANT CONSULTATION:**

Public and Review Agency consultation is an integral and legislated component of any Municipal Class Environmental Assessment study. Stakeholders are initially notified of the study with a formal Notice of Commencement advertised in the local newspaper (October 19 and 26, 2007). Review Agencies are notified directly by mail (October 19, 2007).

Project Stakeholder and Review Agency lists are developed at the onset of the study and maintained throughout thus ensuring all interested parties are kept informed. All Stakeholders are invited and encouraged to comment on the project at any time during the study.

The Agency and Stakeholder Contact List included the following groups:

- Provincial Ministries and Agencies
- Federal Agencies
- First Nations
- Niagara Escarpment Commission
- Others (e.g. Municipalities, Utilities, Rail, Pipelines, School Boards, etc.)

A detailed list of Agency and Stakeholder Contacts is attached as Appendix A.

Two Public Information Centres were held for the Water and Wastewater Master Plan. Public Information Centre No. 1 was held on November 1, 2007 and Public Information Centre No. 2 was held on December 13, 2007. Upon completion and filing of the Master Plan, a Notice of Completion will be placed in local newspapers and all parties having previously expressed interest in the project will be notified by mail.

No negative feedback/comments have been received throughout the consultation process to date.

Recommendation a) is in itself the final stage of consultation which is an inherent part of the Class EA process. The project team will receive and attempt to mitigate any Stakeholder concern or request for Part II Order that is initiated within the mandatory 30-day review period.
CITY STRATEGIC COMMITMENT:

By evaluating the “Triple Bottom Line”, (community, environment, economic implications) we can make choices that create value across all three bottom lines, moving us closer to our vision for a sustainable community, and Provincial interests.

Community Well-Being is enhanced. ☑ Yes ☐ No
Maximum utilization of existing infrastructure. The public are involved in the definition and development of local solutions.

Environmental Well-Being is enhanced. ☑ Yes ☐ No
Supports improvement to Hamilton Harbour Water Quality

Economic Well-Being is enhanced. ☑ Yes ☐ No
Maximum utilization of existing infrastructure and supports future growth, both employment and residential, within the City of Hamilton

Does the option you are recommending create value across all three bottom lines? ☑ Yes ☐ No
The Class EA evaluation process considered natural environment, social environment and economics in developing the preferred alternatives.

Do the options you are recommending make Hamilton a City of choice for high performance public servants? ☑ Yes ☐ No
## Appendix A - Agency and Stakeholders Contacts

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<tr>
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<td>General</td>
<td>David M.</td>
<td>1695 Chiefswood Road</td>
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<td>Elijah</td>
<td>Rolanda</td>
<td>387 Princess Avenue</td>
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<td>Bryan</td>
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(1) Agency Contacts Participating in Study