With approval of the Corporate Energy Policy in November 2007, staff was directed by Council to provide ongoing monitoring, verification and reporting on energy results and key performance indicators.

In 2005, Hamilton City Council approved the concept of an energy office (now the Public Works, Office of Energy Initiatives) to be created to formalize and centralize responsibility for energy management in the City by focusing on how and where the City of Hamilton is spending money on energy and to look for ways to save and reduce energy consumption.

The Office of Energy Initiatives (OEI) was formally established in May 2006 with the hiring of the Manager.

Staff believes that the return on investment as a result of Council’s decision to establish the energy office has been excellent. The attached Corporate Energy Report provides a summary of corporate energy and cost savings for the time period starting in May 2006 when the Office of Energy Initiatives was established to the end of September 2008. Savings/avoided costs during this time period are just under $8.5 million dollars. Total staff costs to manage the energy portfolio to the end of 2008, were approximately $859,000 resulting in a net savings/avoided costs of $7.6 million corporately.
Copy to:

Chris Murray, City Manager
    and Members of Senior Management Team
John Mater, Director of Energy, Fleet & Facilities
Anna Apkarian, Acting Manager of Finance & Administration
Kevin Christenson, City Clerk
Carolyn Biggs, Legislative Assistant
Kelly Anderson, Public Affairs Coordinator
Phil Homerski, Public Affairs Coordinator
INTRODUCTION

The Corporate Energy Report is designed to provide a summary report to Council on energy and cost savings along with key performance indicators (KPI’s) for all City departments, boards and agencies. Tracking and reporting these results is a requirement of the City’s Corporate Energy Policy which was passed by Hamilton City Council in November 2007. The City’s Office of Energy Initiatives (OEI) is charged by Council with the responsibility of measuring, monitoring, verifying and reporting of these results corporately.

Ongoing reporting on these results will provide council, staff and the public a point in time measure of how the City is performing against previously established corporate energy and environmental targeted reductions of 20% by the year 2020. The details provided in this report are populated from the current data available. Overall the City’s NET savings are approximately $7.6 million (Gross Saving minus OEI costs) in direct savings and avoided costs from May 2006 when the OEI was established to the end of September 2008.

CORPORATE ENERGY & WATER USAGE

In 2007 the City of Hamilton spent approximately $39.7 million in electricity, natural gas, water and sewer. This was down from $41.6 million in 2006. The pie chart below outlines the percentage spent by the City’s major energy consumers in 2007. This does not include expenditures for leased space.

Legend
- Housing – City Housing Hamilton
- Water &WW – Water & Waste Water
- O&M – Operations and Maintenance (e.g. Street Lights, Traffic Lights, Parks)
- Recreation – (e.g. Arenas, Pools, Rec. Centres)
- Comm. Serv. (other) – Community Services incl. Culture and Lodges
- HECFI – Copps Coliseum, Hamilton Place, Hamilton Convention Centre
- Police – Police stations
KEY PERFORMANCE INDICATORS (KPI'S)

KPI’s provide an ongoing measure of performance. Tracking of KPI’s is a requirement of Council. Establishing the right KPI’s can be challenging. In a single tiered municipality there are many different types of facilities and operations which because of these differences don’t fit into the same performance indicators. The KPI challenge is getting meaningful data and comparisons that are an accurate reflection of efficiencies. In some areas such as facilities, tracking dollars per square foot can be a good comparator of how a building is performing vs. other similar buildings in a portfolio. In some divisions such as Water & Waste Water establishing and tracking KPI’s is more complicated, given that the majority of energy consumption is process oriented and requires additional commitment in investing in new meter systems and controls to track the performance of individual operations.

The OEI is working with the Corporate Energy Steering Committee members and their subsequent Divisional Energy Team to establish KPI’s that will accurately reflect their operations.

The information outlined in the KPI tables below should be considered preliminary. At the time of this preliminary report, the historical data from the utilities had not been received. Our only course of action for reporting was to use the utility data from People Soft, our internal financial reporting system, which is a report of when utility billing was logged and paid, not when the energy was consumed. Staff will be able to use actual Utility data for the next report at the end of Q1 2009.

There are a multitude of other factors as recommended by The International Performance Measurement & Verification Protocol (IPMVP) that can influence the numbers at the macro level. Items include weather, estimated utility billing, hours of operation changes, and changes in facility use, new buildings, and new operations (e.g. adding air conditioning to a recreation center). The data in the KPI tables below is strictly raw data. There have been NO adjustments to reflect a number of the factors above.

Staff believes that results in some areas, such as energy conservation and demand management (CDM) initiatives, may be under reported. An example would be the Water & Waste Waters new LEED Laboratory. The labs energy efficiency components have NOT been accounted for in the results. Staff is working with the City’s Corporate Energy Steering Committee on how to best capture energy saving initiatives and how to best report these results into the OEI for tracking and reporting on various success stories.

ENERGY MANAGEMENT SOFTWARE SYSTEM (EMSS)

The OEI has been actively working with the City utility companies in securing historical data back to the City’s base year of 2005 for input into the City’s Energy Management Software System (EMSS). Delays have primarily been in securing data beyond two years from the utilities. This has taken longer than expected due to our Utilities not having the resources available to collect this data and send to us until very recently. This process involves transferring millions of points of utility data into the EMSS and verifying the data on an account by account basis. Accuracy and confirmation of data is a critical step in developing and measuring relevant KPI’s. As of January 2009, all historical data has been received from the utilities and has been downloaded into the EMSS. Once the data is scrubbed for accuracy, the system will have the capability of providing regular reports on an account by account basis.
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January 2009  

HISTORICAL COST AND CONSUMPTION KPI'S BY FUEL

The KPI's in the tables below provide a breakdown of annual consumption (kWh and m³), cost ($'s) and cost per unit of energy ($/kWh or $ per m³) for the calendar year's 2005 (base year), 2006 and 2007. Utility data for 2008 will be provided in the next energy report. Utility account usage reporting data from the utilities usually lags the month it was consumed by 2 to 3 months, meaning report data for the fourth quarter of 2008 would be available near the end of the first quarter of 2009.

CityHousing Hamilton (CHH) consumption, and cost per unit of energy data was not available for Tables 1 and 3 at the time of this report and therefore are not included in the results below. CHH cost data was provided by Housing. Thermal energy supplied from Hamilton Community Energy (HCE) was converted in natural gas equivalents for reporting purposes. HCE data will be separated out in future reports.

Notes:
- Reporting data has not been corrected for weather or operational variables.
- kWh = kilowatt-hours of electricity.
- m³ = cubic meters of natural gas or water.
- The year 2005 is the base year established in the City’s Corporate Energy Policy. The base year is used to measure performance against future years.
- These are un-audited results.

TABLE 1 - ANNUAL CONSUMPTION KPI

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity (kWh/year)</td>
<td>226,978,164</td>
<td>228,492,190</td>
<td>243,944,512</td>
</tr>
<tr>
<td>Natural Gas (m³/year)</td>
<td>22,240,619</td>
<td>20,003,526</td>
<td>19,397,437</td>
</tr>
<tr>
<td>Water &amp; Sewer (m³/year)</td>
<td>1,907,791</td>
<td>1,168,364</td>
<td>1,230,977</td>
</tr>
</tbody>
</table>

Annual Consumption as a Percentage vs. Base Year (2005)

Office of Energy Initiatives  
Public Works- Energy, Fleet & Facilities  
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TABLE 2 - ANNUAL COST ($ PER YEAR) KPI

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity</td>
<td>$19,923,918</td>
<td>$21,003,934</td>
<td>$20,461,800</td>
</tr>
<tr>
<td>Natural Gas</td>
<td>$9,006,811</td>
<td>$9,083,080</td>
<td>$7,891,743</td>
</tr>
<tr>
<td>Water &amp; Sewer</td>
<td>$2,880,358</td>
<td>$2,161,734</td>
<td>$2,345,633</td>
</tr>
<tr>
<td>Totals (Excluding CHH)</td>
<td>$31,811,087</td>
<td>$32,248,748</td>
<td>$30,699,176</td>
</tr>
<tr>
<td>Totals (with CHH)</td>
<td>$40,636,308</td>
<td>$41,544,474</td>
<td>$39,692,438</td>
</tr>
</tbody>
</table>

Annual Cost ($'s) as a Percentage vs. Base Year (2005)

TABLE 3 - COST PER UNIT KPI

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity ($/kWh)</td>
<td>$0.088</td>
<td>$0.092</td>
<td>$0.084</td>
</tr>
<tr>
<td>Natural Gas ($/m3)</td>
<td>$0.405</td>
<td>$0.454</td>
<td>$0.407</td>
</tr>
<tr>
<td>Water &amp; Sewer ($/m3)</td>
<td>$1.510</td>
<td>$1.850</td>
<td>$1.910</td>
</tr>
</tbody>
</table>

Cost per Unit ($/Unit) as a Percentage vs. Base Year (2005)
Table 4 below provides a raw sample of a KPI that can be used for Corporate Facilities. Where this will become more relevant is when this data accounts for factors such as weather correction, changes in square footage, changes in operation etc. In future reports this data can be further broken down into specific corporate operations e.g. fire halls, libraries, HECFI.

Table 4 – Sample KPI ($/ft²) for Corporate Facilities ONLY

<table>
<thead>
<tr>
<th>Year</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural Gas</td>
<td>$1.62</td>
<td>$1.54</td>
<td>$1.32</td>
</tr>
<tr>
<td>Electricity</td>
<td>$1.26</td>
<td>$1.40</td>
<td>$1.39</td>
</tr>
<tr>
<td>Water/Sewer</td>
<td>$0.33</td>
<td>$0.28</td>
<td>$0.37</td>
</tr>
<tr>
<td>Total Energy Cost</td>
<td>$3.21</td>
<td>$3.21</td>
<td>$3.08</td>
</tr>
</tbody>
</table>

Corporate Facilities - Cost per Sq. Ft.

- **Natural Gas Hedging Program** – Prior to the OEI being established, the City became members of the AMO natural gas program to stabilize natural gas rates. In 2006 the City cancelled membership within the AMO natural gas program and the OEI has been purchasing the natural gas requirements since. Members of the OEI have substantial experience in the Energy commodity markets and are well versed in “forward hedging” energy commodities. By doing this we were able to take advantage of specific short term market decreases by hedging forward during these market dips, plus eliminate two sources of “middle man” profit: 1) duplicate administration and margin from AMO and 2) profit margin from Supplier based purchasing on our behalf as with the old program of Superior Gas purchasing on the City’s behalf).

- **Electricity Rate Structure Changes** - Electricity meters in a number of City’s larger facilities were converted to interval meters, which among other technical advantages for us, has allowed the City to remove these meters from the Provincial Regulated Price Plan (RPP) and onto hourly spot market rates. This has provided significant cost saving to the City. This rate structure change saved the City in excess of $2.8 million as of September 30th 2008.
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- **Utility Billing Verification** - The OEI has recovered substantial sums from our local utilities during 2006-2008, re-capturing over $2 million.

- **Energy Pilot Retrofit Program** - This $2.6 million dollar retrofit of 19 City facilities was completed in March 2008. Savings for the project are expected to exceed $227,000 annually. The utility and operational cost savings achieved during the construction period of the project (which ended in March) was $249,000. Savings from the project are used to pay back the funds borrowed from City reserves.

- **Earth Hour** - The City of Hamilton participated in Earth Hour, a global campaign that began in Sydney, Australia to take action against climate change. The campaign promotes the simple action of turning off the lights for one hour beginning at 8:00 p.m. on March 29th to deliver a powerful message about the need for action on global warming. Hamilton joined other area municipalities, including Mississauga, Oakville and Toronto, to support this initiative and address climate change. Hamilton achieved a reduction of 1.7 percent.

- **Project Porch Light** - The City facilitated Project Porchlight’s local campaign in Hamilton to encourage people to use energy wisely. Volunteers and community groups go door-to-door to deliver compact fluorescent light (CFL) bulbs to their friends and neighbours. Over 50,000 energy-efficient compact fluorescent light bulbs were delivered in Hamilton. The campaign was officially launched in Hamilton at the Gore Park transit stop as Mayor Fred Eisenberger joined Public Works staff and Project Porchlight representatives in distributing CFL bulbs to transit riders during afternoon rush hour. With over 50,000 bulbs in use, the collective savings of using these bulbs will bring Hamilton residents up to $2,500,000. Due to 50,000 CFL bulbs replaced, the reduction in greenhouse gas emissions from coal-fired plants is equal to 25,000 tonnes of GHG emissions and 6,250,000 lbs of coal that won’t have to be burned to produce electricity.

- **CityHousing Hamilton** - January 17, 2008 CityHousing Hamilton’s Board of Directors reinforced its commitment to energy conservation and environmental protection by approving a plan to implement several aggressive housing retrofit projects in 2008. The CHH Board was the first City board or agency to adopt the City’s new Corporate Energy Policy. Housing’s 2008 Energy Retrofit Plan is a $1,945,000 multifaceted initiative to implement retrofit projects in City Housing buildings this year. It is expected that over $300,000 in savings will be realized as a result of these initiatives.

- **LED Traffic Lights** - An energy conservation project of the City of Hamilton’s Public Works department that involved the conversion of 441 traffic signals is resulting in both environmental and economic advantages for the City. The traffic signals at intersections across Hamilton have been converted to much more efficient light-emitting diode (LED) signals. The project will not only reduce traffic signal maintenance it has also lowered energy consumption by more than 70 percent.

- **Blackout Challenge** - As a participant in the City of Woodstock’s Voluntary Blackout Challenge on August 14th, Hamilton placed second out of 38 participating Ontario municipalities by successfully reducing energy consumption by 2.9 per cent and trimming peak demand by 5.2 per cent between the hours of 12:00 p.m. and 8:00 p.m. The 5.2 per cent drop in peak demand is equivalent to taking between 5,000 and 6,000 homes completely off the electricity grid. Hamilton was responsible for almost 50 per cent of the province-wide decrease in electricity consumption and over 70 per cent of the province-wide decrease in peak demand.

- **Water & Waste Water’s Woodward Laboratory** - Woodward Avenue Environmental Laboratory recently received notice that it has been awarded LEED (Leadership in Energy Efficient Design) Silver certification by the Canada Green Building Council. Hamilton’s Environmental Laboratory and Operation Centre is the

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first in Canada to receive Silver. The laboratory achieved a 65% reduction in water use for the entire building and 99% of all site water is filtered back into the ground. The facility was also constructed with Energy Efficiency in mind and is anticipated to save over 30% in energy costs.

- **Municipal Energy Conservation Officer (MECO)** – In his 2007 annual report, Ontario's Chief Energy Conservation Officer (CECO) called for the appointment of Municipal Energy Conservation Officers in Ontario's communities to support the adoption of a "culture of conservation" in the province. Hamilton was one of four original municipalities to have a MECO (Manager of Energy Initiatives) prior to this report.

**ENERGY COST SAVINGS AND AVOIDED COST BENEFITS**

"Avoided Cost" refers to the total cost avoided by the City through a reduction in energy rates. It is the capital or expense that would have had to be paid if the project or action did not otherwise proceed.

"Direct Savings" are savings that directly benefit the City's bottom line through Levy or Rate $ savings. Examples: Incentives and billing recoveries.

"Base Year" refers to 2005, which is the base year identified in the Corporate Energy Policy.

Table 5 below provides a summary of cumulative results broken down into three areas:
- **Levy Benefits** – are cost avoidance or reductions reflected in the tax base;
- **Rate Benefits** – are cost avoidance or reductions to the water rate base;
- **Total combined cost avoidance and savings on a corporate basis.**

<table>
<thead>
<tr>
<th></th>
<th>Levy Benefits (Tax Base)</th>
<th>Rate Benefits (Water Rates)</th>
<th>Corporate Total(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Avoided Costs:</td>
<td>$3,898,000</td>
<td>$2,104,000</td>
<td>$6,002,000</td>
</tr>
<tr>
<td>Direct Savings:</td>
<td>$2,218,000</td>
<td>$235,000</td>
<td>$2,452,000</td>
</tr>
<tr>
<td>TOTAL Savings:</td>
<td>$6,115,000</td>
<td>$2,340,000</td>
<td>$8,455,000</td>
</tr>
</tbody>
</table>

- All numbers are rounded to the nearest thousands.
SAVINGS BY CATEGORY

There are (5) categories used to record corporate energy savings and avoided costs corporately. Table 6 below illustrates the savings by each category.

Table 6 – Cumulative Savings by Category
May 2006 to September 30, 2008

<table>
<thead>
<tr>
<th>$ Savings/ Avoided Costs</th>
<th>Corporate Total(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy Commodity Hedging</td>
<td>$1,341,000</td>
</tr>
<tr>
<td>Energy CDM Initiatives</td>
<td>$1,034,000</td>
</tr>
<tr>
<td>Utility Rates Changes</td>
<td>$3,627,000</td>
</tr>
<tr>
<td>Incentives</td>
<td>$427,000</td>
</tr>
<tr>
<td>Utility Billing Verification</td>
<td>$2,026,000</td>
</tr>
<tr>
<td>TOTAL Savings:</td>
<td>$8,455,000</td>
</tr>
</tbody>
</table>

- All numbers are rounded to the nearest thousands.

![Savings By Category Diagram]

KEY DEFINITIONS

"Energy Commodity Hedging" is a strategy to buy energy commodities on a forward basis in order to manage risk, budgets and exposure to market volatility.

"Energy CDM Initiatives" or energy conservation and demand management initiatives refers to projects that reduce energy consumption by using more energy efficient technologies. Demand management refers to initiatives that reduce peak electricity usage or peak kilowatt demand.
“Utility Rate Savings” are savings that result from changing regulated utility rate structures onto a more flexible and lower rate structure.

“Incentives” are grants provided by local distribution companies (utilities) or government programs paid to the City for pre-qualified energy audits, feasibility studies and the installation of verifiable energy efficient technologies that permanently reduce energy use.

“Utility Billing Verification” is an energy accounting process of identification, negotiation and recovery of past billing, rate or metering errors.

SAVINGS EXAMPLES HIGHLIGHTED BY CATEGORY

- **Energy Commodity Hedging Strategies** The reduction in 2008 natural gas commodity rates from 2007 rates was 7%. By buying natural gas on a forward basis the City was able to avoid the excess market price spikes in 2008 (which at times were 60% higher then what was paid by the City). *Note: this cost avoidance was NOT accounted for in the results above.* The $1.3 million in natural gas savings was measured against AMO’s LAS program, which the City opted out of in 2006. The AMO 2008 price reduction was just over 3%.

- **Energy CDM Initiatives** – Examples of major energy CDM initiatives completed include: LED Traffic Lighting conversion; Pilot Energy Retrofit Project of nineteen City buildings, and several CityHousing Hamilton (CHH) projects (e.g. First Place Chillers, Water Conservation, Energy Efficient Lighting and Boilers).

- **Utility Rate Savings** – over $2.8 million of utility rate savings came from changing the electricity meters on the City’s largest electricity using facilities so we could remove these accounts from the Regulated Price Plan (RPP) rate and purchase electricity at HOEP (Hourly Ontario Energy Price) rates. This not only has provided significant cost savings, but will also provide hourly data for future enhancement of energy controls for additional savings and will eliminate estimated bills for these accounts. We also petitioned the Ontario Energy Board to receive approval to remove the (Horizon Utilities) Street Lighting account from the RPP rate and onto the spot market price. Considering that street lights are used mostly during off peak times when electricity is the cheapest, resulting in over $500,000 saved from the prior Regulated rate.

- **Incentives** – this reflects monies recovered for energy CDM projects and feasibility studies which are typically funded by the Ontario Power Authority through programs offered by Horizon Utilities and Hydro One and incentive programs funded by Union Gas. *Horizon Utilities and Union Gas* have been excellent supporters of various City energy initiatives.

- **Utility Billing Verification** – savings in this area come from digging into historical utility bills and looking for abnormalities. For example: identifying historical overcharges through billing errors or utility meter malfunctions.
CORPORATE ENERGY INITIATIVES – 2009 WORK PLAN SAMPLING

- Corporate Energy Steering Committee (CESC) – The CESC will continue to work as the City’s “Energy Champions”. The committee will continue to lead the energy planning and KPI process for their respective areas.

- Energy Team’s and Energy Planning – Below is a sampling of projects for 2009. More comprehensive details will be captured in individual Energy Team Plans as they are developed over the next couple months.

  - The Facilities Energy Team includes: all corporate facilities with member representation from Fire Stations, Libraries, HECFI and the OEI – Key project for 2009 include lighting audits of all library branches, lighting and general HVAC review of all fire stations. In 2009 the team is also focusing on all energy related capital projects.

  - Recreation Energy Team includes: all arenas and recreation centers. Key projects for 2009 include an energy option review as part of planned capital projects (e.g. boiler and compressors), a lighting audit for all arenas and a test turbid drive (efficient pump).

  - Culture Energy Team’s primary focus for 2009 will be the Farmer’s Market renovation and tapping into other energy related capital projects.

  - Housing Energy Team – The Housing team will be proposing a list of energy retrofit opportunities to the board, similar to last year’s program. Examples include: energy efficient boilers, lighting and water conservation measures.

  - Water & Waste Water Energy Team – The focus for 2009 will be to incorporate the Corporate Energy Policy into the asset management and capital planning processes, including the massive Woodward expansion project. Lighting audits of Water and Wastewater’s Outstation Facilities will be also done in 2009. Team discussions continue on possibilities process optimization, sub metering for better monitoring and developing relevant KPI’s to measure performance.

  - Police – staff are currently developing an energy plan that will be put forward to the board for consideration.

- City Hall Renovation – The City Hall renovation is underway and will include several new energy efficient features which include: district heating and cooling and energy efficient lighting and controls.

- Lister Block – Staff continue to explore potential energy savings opportunities. Currently the feasibility of district heating and cooling supply is under evaluation.

- Downtown District Cooling Project – The first stage of the project at the Central Utility Plant will be completed in the spring of 2009.

- Renewable Energy – Staff continue to work with Cleanfield Energy on the test vertical access wind turbine at the Incubator of Technology. Staff wishes to investigate the feasibility of solar heating for a recreation pool and Macassa Lodge for their laundry process.
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- **Light Saver Project** – The City is participating in this program with several other municipalities to test new outdoor LED lighting technologies. Pilot installations will be initiated in 2009.

- **Commodity Purchases of Fuel** – with council’s recent approval of the City’s “New” Energy Commodity Policy, staff are currently negotiating with suppliers and evaluating the feasibility of hedging fuel.

**CORPORATE ENERGY STEERING COMMITTEE**

The committee was established in 2008, with a broad list of energy users and support groups within the City of Hamilton. The primary focus in 2008 was energy training for developing divisional Energy Teams and Energy Plans. The intent is to incorporate the City’s Corporate Energy Policy as a regular part of the project planning and capital planning process and evaluate project benefits on a life cycle cost basis. The 2008 committee members were:

**Council**
Councillor - Lloyd Ferguson  
Councillor – David Mitchell

**Public Works**
Jim Harnum - Senior Director, Water & Waste Water  
John Mater - Director, Energy, Fleet & Facilities  
Rom D’Angelo - Manager, Corporate Buildings & Technical Services  
Hart Solomon - Manager, Traffic Engineering & Operations, O&M  
Craig Murdoch - Manager of Waste Disposal, Waste Mgt.  
John Murray - Manager, Asset Management, CPI  
Geoff Lupton – Manager of Energy Initiatives  
Jim Hickey – Senior Project Manager of Energy Engineering  
Bill Hamilton – Senior Project Manager, Utilities

**Community Services**
Chris Murray -- Director of Housing  
Deborah Filice- Operations Manager CityHousing Hamilton  
Diane LaPointe-Kay – Director of Recreation  
Tom Reinhart - Area Supervisor Wards 1 & 8 (Recreation)  
Anna Bradford- Director of Culture  
Hank Wroblewski - Supervisor, Operations & Maintenance (Culture)

**Corporate Services**
Angela Boakes - Manager of Purchasing  
Mike Zegarac - Senior Policy and Projects Manager

**HECFI**
Brad Calder - Director of Operations/Events Delivery

**Hamilton Police Services**
Dan Bowman - Manager F&F & Supply Services

**Emergency Services**
Jim Doyle - Assistant Deputy

**Hamilton Public Library**
Bill Guise - Director, Finance and Facilities

**Planning & Economic Development**
Heather Donison - Senior Project Manager – Sustainability

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