**MINUTES**

**Attendees:** Councillor Mitchell, Councillor Bratina, Councillor Ferguson, Councillor Merulla, Scott Stewart, Jim Harnum (JH), Abdul Khan, Dan Chauvin, Mike Thorne, Ian Routledge

**Regrets:** Joe Rinaldo

**Minutes:** Dan Chauvin (DC) x5988

<table>
<thead>
<tr>
<th>Item Number</th>
<th>Discussion</th>
<th>Action</th>
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| 1 | **Introductions**  
- JH introduced Ian Routledge (Plant Manager) and Mike Thorne (Advisor) as members of the Strategic Advisory Team (to be discussed later in the meeting).  
- Copies of a PowerPoint presentation were handed out and JH made the presentation which guided the agenda for the meeting. | INFO |
| 2 | **Presentation Overview**  
The outlined agenda for the meeting as presented included:  
- Review of the Water and Wastewater Master Plan  
  - Status  
  - Preferred Strategy  
- Implementation Plan  
  - Program Pressures  
  - Program Challenges  
  - Best Management Practices (BMP) Review  
  - Recommendations  
- Next Steps | INFO |
| 3 | **Project Status Update**  
- Water and Wastewater Master Plan has been endorsed by Council and the Environmental Study Report (ESR) has completed its 30 day public review period.  
- Currently developing pre-design documents for the Preferred Strategy.  
- Staff completed an Implementation Plan which will be presented today for Committee endorsement. | INFO |
Discussion: It was clarified that the capital projects related to this Program are related to the Woodward Avenue wastewater treatment plant (WWTP) and Combined Sewer Overflows (CSO) only. Other water and wastewater infrastructure identified under the Master Plan are being delivered under separate programs including the Centennial Parkway upgrades.

4 Preferred Strategy

- The overall strategy for wastewater treatment and CSO wet weather management was reviewed (see attached PowerPoint presentation for details).

- Capital costs for the preferred strategy were reviewed and summarized as follows: (2006 estimates)
  - Woodward WWTP: $420M
  - Wet Weather and CSO Upgrades: $81.7M

- Benefits to the overall strategy were discussed including:
  - Meets wastewater servicing for next 30 years
  - Additional control for environmentally sensitive areas within the City (Cootes Paradise, Sherman Inlet, Windermere Basin)
  - Substantial progress in meeting Hamilton Harbour Remedial Action Plan Targets for de-listing by 2015
  - Capture and treat 90% of wet weather flow in an average year
  - Improve reliability of the Woodward WWTP
  - Improvement to Red Hill Creek

Discussion

Development Charges: Councillor Mitchell questioned status of Development Charge (DC) Review. Staff stated that a formal review is currently being undertaken and is expected to be completed in late fall of this year which will be brought forward to Council for approval.

Carpenter Union: General discussion ensued related to impacts the Carpenter Union will have on this Program.

5 Implementation Plan

- Reviewed Program Pressures and Challenges which are summarized as follows:
  - Funding: meeting established deadlines
  - Development: having wastewater services to meeting growth targets
  - WWTP nearing capacity: must be addressed to
meet growth targets
- **Harbour clean up**: Upgrades needed to meet Harbour de-listing targets by 2015
- **Program Delivery**: Need for corporate commitment/support, clear implementation team, clear plan

- Best Management Practice (BMP) Review:
  - Staff undertook a review of neighbouring municipalities (York, Durham, Peel) as well as the City’s Red Hill Creek Office to gain experience and best practices in executing large infrastructure programs. A number of key approaches were documented and outlined in the presentation and were the basis for further staff recommendations
  - **NOTE**: Red Hill Creek Slide to read $440M not $280M

- Recommendations:
  Through the presentation, JH outlined a number of staff recommendations that if approved would assist in delivering the Program and in meeting the associated pressures and challenges. Items were broken out in the following categories which identified challenges and the associated recommendation for each:
  - Committee Structure
  - Contract Management
  - Construction Administration
  - Risk Mitigation
  - Corporate Support
  - Organizational Structure Adjustments

**Discussion**

**Staffing**: Three new staff are proposed. Discussion ensued related to hiring these positions on a full time vs. contract basis. It was agreed by staff that no further staffing increases will be requested as part of this Program and that those being hired will be re-allocated at the end of this Program into vacancies that exist at the time. There would be no impact to the operating budget as these FTE would come from the Capital project.

**Working Group**: It was agreed that the proposed Working Group be convened as soon as possible to begin analyzing various program delivery models that would best meet the Program’s Pressures and Challenges. It was agreed that recommendations will be brought back to this committee for endorsement.

**Next Steps**

- **Working Group**: Staff will proceed with convening the Working Group to assist in analyzing Capital Works
Program Delivery Models as well as identify proposed changes in Policy to support associated recommendations.

- **Organizational Changes:** Staff will proceed with the recommended changes to the organizational structure.
- **Securing Land:** Staff will proceed with securing the baseball diamonds located on Globe Park as required for construction staging area.
- **Draft Council Report:** From the WG, should changes to corporate policy be recommended, staff will bring forward a draft Council Report for endorsement by this committee.

|       | DC | DC | DC |

Any question/comments related to these minutes are to be forwarded to Dan Chauvin.

**Next Meeting:**

TBD