



City of Hamilton
GENERAL ISSUES COMMITTEE

Meeting #: 19-007
Date: April 3, 2019
Time: 9:30 a.m.
Location: Council Chambers, Hamilton City Hall
71 Main Street West

Stephanie Paparella, Legislative Coordinator (905) 546-2424 ext. 3993

	Pages
1. CEREMONIAL ACTIVITIES	
2. APPROVAL OF AGENDA	
(Added Items, if applicable, will be noted with *)	
3. DECLARATIONS OF INTEREST	
4. APPROVAL OF MINUTES OF PREVIOUS MEETING	
4.1 March 20, 2019	4
4.2 March 22, 2019 - Special	27
4.3 March 22, 2019 - Operating Budget	35
5. COMMUNICATIONS	
6. DELEGATION REQUESTS	
7. CONSENT ITEMS	
7.1 Business Improvement Area Advisory Committee Minutes, February 12, 2019	51

8. PUBLIC HEARINGS / DELEGATIONS

- | | | |
|-----|--|----|
| 8.1 | Rob MacIsaac, President and CEO, Hamilton Health Sciences, Annual Presentation respecting an Overview of Current Issues, Opportunities and Future Planning | 54 |
| 8.2 | Ted Scott, Synapse Life Sciences Consortium, respecting Item 10.1 - Report PED19057, Synapse Life Science Consortium Request for Funding - 2019 | 60 |
| 8.3 | Anne Pearson and Gail Rappolt, United Nations Association in Canada, Hamilton Branch and Culture of Peace Hamilton, to Share Information from Hamilton's September 2018 International Day of Peace Celebration | 74 |

9. STAFF PRESENTATIONS

- | | | |
|-----|---|----|
| 9.1 | Our People Survey Update (HUR19006) (City Wide) | 98 |
|-----|---|----|

10. DISCUSSION ITEMS

- | | | |
|------|---|-----|
| 10.1 | Synapse Life Science Consortium Request for Funding - 2019 (PED19057) (City Wide) | 118 |
| 10.2 | Art and Monuments Donation Policy (PED19068) (City Wide) (Outstanding Business List Item) | 154 |

11. MOTIONS**12. NOTICES OF MOTION****13. GENERAL INFORMATION / OTHER BUSINESS****14. PRIVATE AND CONFIDENTIAL**

- | | |
|------|---|
| 14.1 | Closed Session Minutes - March 20, 2019 |
|------|---|

Pursuant to Section 8.1, Sub-sections (c), (e), (f) and (k) of the City's Procedural By-law 18-270; and, Section 239(2), Sub-sections (c), (e), (f) and (k) of the *Ontario Municipal Act, 2001*, as amended, as the subject matters pertain to a proposed or pending acquisition or disposition of land for City purposes; litigation or potential litigation, including matters before administrative tribunals, affecting the City; the receiving of advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and, a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

15. ADJOURNMENT



GENERAL ISSUES COMMITTEE MINUTES 19-005

9:30 a.m.

Wednesday, March 20, 2019

Council Chambers

Hamilton City Hall

71 Main Street West

Present: Mayor F. Eisenberger, Deputy Mayor T. Jackson (Chair)
Councillors M. Wilson, J. Farr, N. Nann, S. Merulla, C. Collins,
E. Pauls, J. P. Danko, B. Clark, M. Pearson, B. Johnson,
L. Ferguson, A. VanderBeek, T. Whitehead, J. Partridge

THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:

1. **Main West Esplanade Business Improvement Area (BIA) Appointment of Board of Management 2019 to 2023 (PED19048) (Wards 1 and 2) (Item 7.1)**

(Clark/Merulla)

That the following individuals be appointed to the Main West Esplanade Business Improvement Area (BIA) Board of Management for a four-year term (2019 to 2023):

- (i) Councillor Maureen Wilson, Ward 1
- (ii) Councillor Jason Farr, Ward 2
- (iii) Bender Chug
- (iv) Adam Law
- (v) Peter Loukas

Result: **Motion CARRIED by a vote of 14 to 0, as follows:**

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Chad Collins
 YES - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Tom Jackson
 YES - Mayor Fred Eisenberger
 YES - Councillor Judi Partridge
 YES - Councillor Terry Whitehead
 NOT PRESENT - Councillor Arlene VanderBeek

YES - Councillor Lloyd Ferguson
 NOT PRESENT - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

2. Locke Street Business Improvement Area (BIA) Appointment of Board of Management for 2019 to 2023 (PED19050) (Ward 1) (Item 7.2)

(Clark/Merulla)

That the following individuals be appointed to the Locke Street Business Improvement Area (BIA) Board of Management for a four-year term (2019 to 2023):

- (i) Councillor Maureen Wilson, Ward 1
- (ii) Tony Greco
- (iii) Heidi Vanderkwaak
- (iv) Bettina Schormann
- (v) Natalie Sexton
- (vi) Robyn Allan
- (vii) Natasha Sokolowski
- (viii) Kirsten McNamee
- (ix) Brandon Stanciak
- (x) Paul Furlong

Result: Motion CARRIED by a vote of 14 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Chad Collins
 YES - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Tom Jackson
 YES - Mayor Fred Eisenberger
 YES - Councillor Judi Partridge
 YES - Councillor Terry Whitehead
 NOT PRESENT - Councillor Arlene VanderBeek
 YES - Councillor Lloyd Ferguson
 NOT PRESENT - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

3. Business Improvement Area Advisory Committee Minutes 19-001, January 15, 2019 (Item 7.4)

(Wilson/Pauls)

That the Business Improvement Area Advisory Committee Minutes 19-001, dated January 15, 2019, be received.

CARRIED

4. Creative Industries Sector Profile Report and Implementation Recommendations (PED19056) (City Wide) (Item 9.1)

(Farr/Eisenberger)

- (a) That the Creative Industries Sector Profile Report, attached as Appendix "A" to Report PED19056, be received;
- (b) That findings from the Creative Industries Sector Profile Report, attached as Appendix "A" to Report PED19056, be used to guide and focus the City's business development efforts on the creative industries sector; and,
- (c) That Tourism and Culture staff be directed to finalize their draft action plan, attached as Appendix "B" to Report PED19056, that provides a summary of staffs' draft work plan, into work plans utilizing existing resource and any actions that would require additional resources be requested through the annual budget process.

Result: Motion CARRIED by a vote of 10 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 NOT PRESENT - Councillor Chad Collins
 NOT PRESENT - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Tom Jackson
 YES - Mayor Fred Eisenberger
 NOT PRESENT - Councillor Judi Partridge
 NOT PRESENT - Councillor Terry Whitehead
 YES - Councillor Arlene VanderBeek
 NOT PRESENT - Councillor Lloyd Ferguson
 NOT PRESENT - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

5. Main West Esplanade Business Improvement Area (BIA) Proposed 2019 Budget and Schedule of Payment (PED19049) (Wards 1 and 2) (Item 10.1)

(Farr/Wilson)

- (a) That the 2019 Operating Budget for the Main West Esplanade Business Improvement Area, attached as Appendix "A" to Report PED19049, in the amount of \$15,607 be approved;
- (b) That the levy portion of the Operating Budget for the Main West Esplanade Business Improvement Area in the amount of \$9,609 be approved;
- (c) That the General Manager of Corporate Services be hereby authorized and directed to prepare the requisite By-law pursuant to Section 208, *The Municipal Act, 2001*, to levy the 2019 Budget as referenced in recommendation (b) of Report PED19049;
- (d) That the following schedule of payments for 2019, be approved:

(i)	March	\$4,804.50
(ii)	June	\$4,804.50

Result: Motion CARRIED by a vote of 11 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 NOT PRESENT - Councillor Chad Collins
 NOT PRESENT - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Tom Jackson
 YES - Mayor Fred Eisenberger
 NOT PRESENT - Councillor Judi Partridge
 YES - Councillor Terry Whitehead
 YES - Councillor Arlene VanderBeek
 NOT PRESENT - Councillor Lloyd Ferguson
 NOT PRESENT - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

6. Locke Street Business Improvement Area (BIA) 2019 Proposed Budget and Schedule of Payment (PED19051) (Ward 1) (Item 10.2)

(Wilson/Nann)

- (a) That the 2019 Operating Budget for the Locke Street Business Improvement Area, attached as Appendix "A" to Report PED19051, in the amount of \$47,920 be approved;
- (b) That the levy portion of the Operating Budget for the Locke Street Business Improvement Area in the amount of \$30 K be approved;
- (c) That the General Manager of Finance and Corporate Services be hereby authorized and directed to prepare the requisite By-law pursuant to Section 208, *The Municipal Act, 2001*, to levy the 2019 Budget as referenced in Recommendation (b) of Report PED19051;
- (d) That the following schedule of payments for 2019, be approved:

- (i) March \$15 K
- (ii) June \$15 K

Result: Motion CARRIED by a vote of 11 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 NOT PRESENT - Councillor Chad Collins
 NOT PRESENT - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Tom Jackson
 YES - Mayor Fred Eisenberger
 NOT PRESENT - Councillor Judi Partridge
 YES - Councillor Terry Whitehead
 YES - Councillor Arlene VanderBeek
 NOT PRESENT - Councillor Lloyd Ferguson
 NOT PRESENT - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

7. Transition of Golf Operations and Services to the Recreation Division (HSC19007/PW19021) (City Wide) (Item 10.3)

(Farr/Pearson)

- (a) That the City Manager be authorized to transfer the resources (28.18 FTE) of the Golf Operations and Golf Services units of the Energy, Fleet and Facilities Management Division of the Public Works Department to the

Recreation Division of the Healthy and Safe Communities Department, effective April 1, 2019; and,

- (b) That the Net Levy Base funding in the amount of \$86,540 be transferred from the Golf Operations and Golf Services units of the Energy, Fleet and Facilities Management Division of the Public Works Department to the Recreation Division of the Healthy and Safe Communities Department, effective April 1, 2019.

Result: Motion CARRIED by a vote of 12 to 0, as follows:

NOT PRESENT - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 NOT PRESENT - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Chad Collins
 YES - Councillor Esther Pauls
 NOT PRESENT - Councillor John-Paul Danko
 YES - Deputy-Mayor Tom Jackson
 YES - Mayor Fred Eisenberger
 YES - Councillor Judi Partridge
 YES - Councillor Terry Whitehead
 YES - Councillor Arlene VanderBeek
 YES - Councillor Lloyd Ferguson
 NOT PRESENT - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

8. West Harbour Development Sub-Committee Report 19-001, February 26, 2019 (Item 10.4)

(Eisenberger/Pearson)

(a) Appointment of Chair and Vice-Chair (Item 1)

- (i) That Councillor Farr be appointed as Chair of the West Harbour Development Sub-Committee for the 2018 – 2022 term; and,
- (ii) That Councillor Wilson be appointed as Vice-Chair of the West Harbour Development Sub-Committee for the 2018 – 2022 term.

(b) West Harbour Re-Development Plan Implementation – Status Update (PED17181(a)) (Ward 2) (Item 10.1)

That Report PED17181(a), respecting the West Harbour Re-Development Plan Implementation – Status Update, be received.

**(c) Status of West Harbour Implementation (PW17075(b)) (City Wide)
(Item 10.2)**

That Report PW17075(b), respecting the Status of West Harbour Implementation, be received.

**(d) Macassa Bay Year-Round Liveaboard Association 2018/2019
Transition Plan (PED18222(b)) (Ward 2) (Item 10.3) (Attached hereto
as Appendix "A")**

(i) That Council authorize the General Manager of the Planning and Economic Development Department to execute, on behalf of the City of Hamilton, an agreement with the Macassa Bay Yacht Club (MBYC) whereby the Macassa Bay Yacht Club (MBYC) permits the mooring of up to 15 boats owned by members of the Macassa Bay Year-Round Liveaboard Association (LAA) to reside at the Macassa Bay Yacht Club (MBYC) for the 2018/19 winter season in a form satisfactory to the City Solicitor; and,

(ii) That Council authorize the General Manager of the Planning and Economic Development Department to execute, on behalf of the City of Hamilton, an agreement with each member of the Macassa Bay Year-Round Liveaboard Association (each a "Liveaboard") who resides at the Macassa Bay Yacht Club (MBYC) with the Macassa Bay Yacht Club's (MBYC's) consent for the 2018/2019 winter season in a form satisfactory to the City Solicitor.

Result: Motion CARRIED by a vote of 12 to 0, as follows:

NOT PRESENT - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 NOT PRESENT - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Chad Collins
 YES - Councillor Esther Pauls
 NOT PRESENT - Councillor John-Paul Danko
 YES - Deputy-Mayor Tom Jackson
 YES - Mayor Fred Eisenberger
 YES - Councillor Judi Partridge
 YES - Councillor Terry Whitehead
 YES - Councillor Arlene VanderBeek
 YES - Councillor Lloyd Ferguson
 NOT PRESENT - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

9. GRIDS 2 and Municipal Comprehensive Review –Consultation and Work Plan Update (PED17010(c)) (City Wide) (Item 10.5)

(Eisenberger/Pearson)

That Report PED17010(c), respecting GRIDS 2 and Municipal Comprehensive Review –Consultation and Work Plan Update, be received.

CARRIED

10. Court Security and Prisoner Transportation Program Agreement for 2019 (FCS19024) (City Wide) (Item 10.6)

(Eisenberger/Pearson)

That the General Manager, Finance and Corporate Services be authorized and directed to execute an agreement between the City of Hamilton and Her Majesty the Queen in Right of Ontario as represented by the Minister of Community Safety and Correctional Services, substantially in the form attached as Appendix “A” to Report FCS19024 and all ancillary and associated documents, to secure Provincial funding allocation for 2019 under the Court Security and Prisoner Transportation Program administered by the Ministry of Community Safety and Correctional Services, in a form acceptable to the City Solicitor.

Result: Motion CARRIED by a vote of 15 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Chad Collins
 YES - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Tom Jackson
 YES - Mayor Fred Eisenberger
 YES - Councillor Judi Partridge
 NOT PRESENT - Councillor Terry Whitehead
 YES - Councillor Arlene VanderBeek
 YES - Councillor Lloyd Ferguson
 YES - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

11. Six Year Event Partnership with Golf Canada (PED18100(b)) (City Wide) (Item 14.2)

(Ferguson/Eisenberger)

That the contents of Report PED18100(b) Six Year Event Partnership with Golf Canada, including recommendations (a) to (f), and its appendix remain confidential.

Result: Motion CARRIED by a vote of 13 to 0, as follows:

YES - Councillor Maureen Wilson
 NOT PRESENT - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Chad Collins
 NOT PRESENT - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Tom Jackson
 YES - Mayor Fred Eisenberger
 YES - Councillor Judi Partridge
 NOT PRESENT - Councillor Terry Whitehead
 YES - Councillor Arlene VanderBeek
 YES - Councillor Lloyd Ferguson
 YES - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

12. Settlement of Outstanding Issues with respect to City Real Estate Obligations (PED19067) (City Wide) (Item 14.3)

(Pearson/Collins)

That Report PED19067, respecting the Settlement of Outstanding Issues with respect to City Real Estate Obligations, and its appendix. remain confidential.

Result: Motion CARRIED by a vote of 13 to 0, as follows:

YES - Councillor Maureen Wilson
 NOT PRESENT - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Chad Collins
 NOT PRESENT - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Tom Jackson
 YES - Mayor Fred Eisenberger
 YES - Councillor Judi Partridge
 NOT PRESENT - Councillor Terry Whitehead
 YES - Councillor Arlene VanderBeek
 YES - Councillor Lloyd Ferguson
 YES - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

**13. Disposition of Real Estate in the Barton-Tiffany Area (PED19063) (Ward 2)
(Item 14.4)**

(Merulla/Collins)

That the entirety of Report PED19063 respecting the Disposition of Real Estate in the Barton-Tiffany Area, remain confidential and not be released as a public document.

Result: Motion CARRIED by a vote of 13 to 0, as follows:

YES - Councillor Maureen Wilson
 NOT PRESENT - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Chad Collins
 NOT PRESENT - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Tom Jackson
 YES - Mayor Fred Eisenberger
 YES - Councillor Judi Partridge
 NOT PRESENT - Councillor Terry Whitehead
 YES - Councillor Arlene VanderBeek
 YES - Councillor Lloyd Ferguson
 YES - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

14. Waterfront Lease Update (LS18053(b) (Ward 2) (Item 14.5)

(Merulla/Partridge)

That Report LS18053(b), respecting the Waterfront Lease Update, remain confidential.

Result: Motion CARRIED by a vote of 12 to 1, as follows:

YES - Councillor Maureen Wilson
 NOT PRESENT - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Chad Collins
 NOT PRESENT - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Tom Jackson
 YES - Mayor Fred Eisenberger
 YES - Councillor Judi Partridge
 NOT PRESENT - Councillor Terry Whitehead
 YES - Councillor Arlene VanderBeek

NO - Councillor Lloyd Ferguson
 YES - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

FOR INFORMATION:

(a) APPROVAL OF AGENDA (Item 2)

The Committee Clerk advised of the following changes to the agenda:

1. COMMUNICATIONS (Item 5)

- 5.1 Correspondence from Keanin Loomis, President and CEO, Hamilton Chamber of Commerce, respecting Report PED19056 - Creative Industries Sector Profile Report and Implementation Recommendations

Recommendation: Be received and referred to the consideration of Item 9.1.

- 5.2 Mark Furukawa, Chair of the Hamilton Music Advisory Team and Owner of Dr. Disc, respecting Report PED19056 - Creative Industries Sector Profile Report and Implementation Recommendations

Recommendation: Be received and referred to the consideration of Item 9.1.

2. DELEGATION REQUESTS (Item 6)

- 6.4 Craig Burley, Barrister and Solicitor, respecting the Need for a Judicial Review respecting the Red Hill Valley Parkway Matter (For the March 20, 2019 GIC)

- 6.5 Mark Furukawa, Chair of the Hamilton Music Advisory Team and Owner of Dr. Disc, in support of the Creative Industries Sector Profile Report (For the March 20, 2019 GIC) – **WITHDRAWN FROM THE AGENDA**

- 6.6 Julie DeNardi, Greta's Flair Lingerie and Mastectomy, respecting Report PED19054, Ottawa Street BIA Appointment of Board of Management (For the March 20, 2019 GIC) – **WITHDRAWN FROM THE AGENDA**

- 6.7 Malcolm Hodgskiss, respecting a Judicial Review for the Red Hill Valley Park Matter (For the March 20, 2019 GIC) – **WITHDRAWN FROM THE AGENDA**

2. MOTIONS (Item 11)

Items 11.2 and 11.3 are correctly listed on the agenda, but the hard copies are transposed in the printed agenda.

11.2 At Risk Taxpayers Trends

11.3 Transit Service Levels

(Partridge/Pearson)

That the agenda for the March 20, 2019 General Issues Committee meeting, be approved, as amended.

Result: Motion CARRIED by a vote of 12 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Chad Collins
 YES - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Tom Jackson
 YES - Mayor Fred Eisenberger
 YES - Councillor Judi Partridge
 YES - Councillor Terry Whitehead
 NOT PRESENT - Councillor Arlene VanderBeek
 NOT PRESENT - Councillor Lloyd Ferguson
 NOT PRESENT - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 NOT PRESENT - Councillor Brad Clark

(b) DECLARATIONS OF INTEREST (Item 2)

There were no declarations of interest.

(c) APPROVAL OF MINUTES OF THE PREVIOUS MEETING (Item 4)

(i) February 20, 2019 (Item 4.1)

(Whitehead/Danko)

That the Minutes of the February 20, 2019 meeting of the General Issues Committee be approved, as presented.

Result: Motion CARRIED by a vote of 14 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Chad Collins
 YES - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Tom Jackson
 YES - Mayor Fred Eisenberger
 YES - Councillor Judi Partridge
 YES - Councillor Terry Whitehead
 NOT PRESENT - Councillor Arlene VanderBeek
 YES - Councillor Lloyd Ferguson
 NOT PRESENT - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

(d) COMMUNICATIONS (Item 5)

(Ferguson/Pauls)

That the following Communications be approved, as follows:

- (i) Correspondence from Keanin Loomis, President and CEO, Hamilton Chamber of Commerce, respecting Report PED19056 - Creative Industries Sector Profile Report and Implementation Recommendations (Item 5.1)

Recommendation: Be received and referred to the consideration of Item 9.1.

- (ii) Mark Furukawa, Chair of the Hamilton Music Advisory Team and Owner of Dr. Disc, respecting Report PED19056 - Creative Industries Sector Profile Report and Implementation Recommendations (Item 8.2)

Recommendation: Be received and referred to the consideration of Item 9.1.

CARRIED

(e) DELEGATION REQUESTS (Item 6)

- (i) Ted Scott, Synapse Life Sciences Consortium, to speak to a Forthcoming Staff Report respecting a Funding Request from Synapse Life Sciences Consortium (For the April 3, 2019 GIC) (Item 6.1)**

(Wilson/Pauls)

That the delegation request submitted by Ted Scott, Synapse Life Sciences Consortium, to speak to a Forthcoming Staff Report respecting a Funding Request from Synapse Life Sciences Consortium, be approved to attend before the General Issues Committee on April 3, 2019.

Result: Motion CARRIED by a vote of 14 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Chad Collins
 YES - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Tom Jackson
 YES - Mayor Fred Eisenberger
 YES - Councillor Judi Partridge
 YES - Councillor Terry Whitehead
 NOT PRESENT - Councillor Arlene VanderBeeck
 YES - Councillor Lloyd Ferguson
 NOT PRESENT - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

- (ii) Anne Pearson and Gail Rappolt, United Nations Association in Canada, Hamilton Branch, and Culture of Peace Hamilton, to Share Information from Hamilton's September 2018 International Day of Peace Celebration (For the April 3, 2019 GIC) (Item 6.2)**

(Wilson/Pauls)

That the delegation request submitted by Anne Pearson and Gail Rappolt, United Nations Association in Canada, Hamilton Branch, and Culture of Peace Hamilton, to Share Information from Hamilton's September 2018 International Day of Peace Celebration, be approved to attend before the General Issues Committee on April 3, 2019.

Result: Motion CARRIED by a vote of 14 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Chad Collins
 YES - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Tom Jackson
 YES - Mayor Fred Eisenberger
 YES - Councillor Judi Partridge
 YES - Councillor Terry Whitehead
 NOT PRESENT - Councillor Arlene VanderBeek
 YES - Councillor Lloyd Ferguson
 NOT PRESENT - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

(iii) P. J. Mercanti, Carmen's Group, respecting the 2030 Centennial Commonwealth Games (For the March 20, 2019 GIC) (Item 6.3)

(Wilson/Pauls)

That the delegation request submitted by P. J. Mercanti, Carmen's Group, respecting the 2030 Centennial Commonwealth Games, be approved to attend before the General Issues Committee on March 20, 2019.

Result: Motion CARRIED by a vote of 14 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Chad Collins
 YES - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Tom Jackson
 YES - Mayor Fred Eisenberger
 YES - Councillor Judi Partridge
 YES - Councillor Terry Whitehead
 NOT PRESENT - Councillor Arlene VanderBeek
 YES - Councillor Lloyd Ferguson
 NOT PRESENT - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

- (iv) **Craig Burley, Barrister and Solicitor, respecting the Need for a Judicial Review respecting the Red Hill Valley Parkway Matter (For the March 20, 2019 GIC) (Item 6.4)**

(Wilson/Pauls)

That the delegation request submitted by Craig Burley, Barrister and Solicitor, respecting the Need for a Judicial Review respecting the Red Hill Valley Parkway Matter, be approved to attend before the General Issues Committee on March 20, 2019.

Result: Motion CARRIED by a vote of 14 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Chad Collins
 YES - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Tom Jackson
 YES - Mayor Fred Eisenberger
 YES - Councillor Judi Partridge
 YES - Councillor Terry Whitehead
 NOT PRESENT - Councillor Arlene VanderBeeck
 YES - Councillor Lloyd Ferguson
 NOT PRESENT - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

(f) CONSENT ITEMS (Item 7)

- (i) **Ottawa Street Business Improvement Area (BIA) Appointment of the Board of Management for 2019 to 2023 (PED19054) (Wards 3 and 4) (Item 7.3)**

(Merulla/Nann)

That Report PED19054, respecting the Ottawa Street Business Improvement Area (BIA) Appointment of the Board of Management for 2019 to 2023, be referred back to staff.

Result: Motion CARRIED by a vote of 14 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Chad Collins

YES - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Tom Jackson
 YES - Mayor Fred Eisenberger
 YES - Councillor Judi Partridge
 YES - Councillor Terry Whitehead
 NOT PRESENT - Councillor Arlene VanderBeek
 YES - Councillor Lloyd Ferguson
 NOT PRESENT - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

(g) PUBLIC HEARINGS / DELEGATIONS (Item 8)

(i) Tim Potocic, Supercrawl, respecting the Current Economic Impact of the Festival (Item 8.1)

Tim Potocic, Supercrawl, addressed Committee respecting the Current Economic Impact of the Festival.

(Farr/Wilson)

That Tim Potocic, of Supercrawl, be permitted additional time, beyond the permitted 5 minutes, to continue with his presentation.

CARRIED

(Wilson/Pauls)

That the presentation provided by Tim Potocic, Supercrawl, respecting the Current Economic Impact of the Festival, be received.

CARRIED

A copy of the presentation is available on the City's website at www.hamilton.ca or through the Office of the City Clerk.

(ii) P. J. Mercanti, Carmen's Group, respecting the 2030 Centennial Commonwealth Games (Item 8.2)

P. J. Mercanti, Carmen's Group, addressed Committee respecting the 2030 Centennial Commonwealth Games.

(Pauls/Whitehead)

That P. J. Mercanti, Carmen's Group, be permitted additional time, beyond the permitted 5 minutes, to continue with his presentation.

CARRIED

(Farr/Nann)

That the presentation provided by P. J. Mercanti, Carmen's Group, respecting the 2030 Centennial Commonwealth Games, be received.

CARRIED

A copy of the presentation is available on the City's website at www.hamilton.ca or through the Office of the City Clerk.

(Pauls/Eisenberger)

That the City Manager, along with the appropriate staff, and in consultation with the Hamilton 100 Commonwealth Games Community Coalition, be directed to report back to the General Issues Committee, as soon as possible, with the outline of the games, the bidding process, risks and rewards, potential venues and facilities that the City of Hamilton would require to host the 2030 Commonwealth Games.

Result: Motion CARRIED by a vote of 12 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Chad Collins
 YES - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Tom Jackson
 YES - Mayor Fred Eisenberger
 YES - Councillor Judi Partridge
 NOT PRESENT - Councillor Terry Whitehead
 NOT PRESENT - Councillor Arlene VanderBeek
 YES - Councillor Lloyd Ferguson
 NOT PRESENT - Councillor Brenda Johnson
 NOT PRESENT - Councillor Maria Pearson
 YES - Councillor Brad Clark

(iii) Craig Burley, Barrister and Solicitor, respecting the Need for a Judicial Review respecting the Red Hill Valley Parkway Matter (For the March 20, 2019 GIC) (Item 8.3)

Craig Burley, Barrister and Solicitor, addressed Committee respecting the need for a judicial review respecting the Red Hill Valley Parkway Matter

(Merulla/Danko)

That the presentation provided by Craig Burley, Barrister and Solicitor, respecting the need for a judicial review respecting the Red Hill Valley Parkway Matter, be received.

CARRIED

(h) STAFF PRESENTATIONS (Item 9)**(i) Creative Industries Sector Profile Report and Implementation Recommendations (PED19056) (City Wide) (Item 9.1)**

Carrie Brooks-Joiner, Acting Director of Tourism and Culture; and, Debbie Spence, Business Development Consultant, Creative Industries, Cultural Development Section, addressed Committee and provided a PowerPoint presentation respecting Report PED19056 - Creative Industries Sector Profile Report and Implementation Recommendations.

(Nann/Danko)

That the presentation, respecting Report PED19056 - Creative Industries Sector Profile Report and Implementation Recommendations, be received.

CARRIED

A copy of the presentation is available on the City's website at www.hamilton.ca or through the Office of the City Clerk.

For disposition of this matter, please refer to Item 4.

(i) MOTIONS (Item 11)**(i) Protocol for Public Release of Information as it relates to Bids for Any International, National, Provincial Games, Award Shows, Musical Concerts, Conventions, Conference, Trade Shows, and Partisan Political Conventions (Item 11.1)**

This motion was withdrawn from the agenda.

(ii) At Risk Taxpayers Trends (Item 11.2)

This motion will be placed on the April 3, 2019 General Issues Committee agenda.

(iii) Transit Service Levels (Item 11.3)

This motion was withdrawn from the agenda.

(j) GENERAL INFORMATION / OTHER BUSINESS (Item 13)

13.1 Amendments to the Outstanding Business List:

(Pearson/Johnson)

That the following amendments to the General Issues Committee's Outstanding Business List, be approved:

- (a) Items to be removed:
- (i) Pleasant View Land Acquisition
(No longer required by the Ward 13 Councillor)
 - (ii) Options for Funding Available to the 13th Battalion Auchmar Heritage Trust for the Auchmar Estate (Addressed at the January 16, 2019 General Issues Committee meeting, GIC Report 19-001, Item 17 (PED12193(d)))
 - (iii) Land Development Task Force – Semi Annual Update
(No longer required. Addressed at the September 5, 2018 General Issues Committee meeting, GIC Report 18-017, Item 8 (PED18187))

Result: Motion CARRIED by a vote of 15 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Chad Collins
 YES - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Tom Jackson
 YES - Mayor Fred Eisenberger
 YES - Councillor Judi Partridge
 NOT PRESENT - Councillor Terry Whitehead
 YES - Councillor Arlene VanderBeek
 YES - Councillor Lloyd Ferguson
 YES - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

(k) PRIVATE & CONFIDENTIAL (Item 14)

(i) Closed Session Minutes – February 20, 2019 (Item 14.1)

(VanderBeek/Partridge)

- (a) That the Closed Session Minutes of the February 20, 2019 General Issues Committee meeting be approved, as presented; and,
- (b) That the Closed Session Minutes of the February 20, 2019 General Issues Committee meeting, remain confidential.

Result: Motion CARRIED by a vote of 15 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Chad Collins
 YES - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Tom Jackson
 YES - Mayor Fred Eisenberger
 YES - Councillor Judi Partridge
 NOT PRESENT - Councillor Terry Whitehead
 YES - Councillor Arlene VanderBeek
 YES - Councillor Lloyd Ferguson
 YES - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

(Pearson/Ferguson)

That the Committee move into Closed Session, respecting Items 14.2 to 14.5, pursuant to Section 8.1, Sub-sections (c), (e), (f) and (k) of the City's Procedural By-law 18-270; and, Section 239(2), Sub-sections (c), (e), (f) and (k) of the *Ontario Municipal Act, 2001*, as amended, as the subject matters pertain to a proposed or pending acquisition or disposition of land for City purposes; litigation or potential litigation, including matters before administrative tribunals, affecting the City; the receiving of advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and, a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

Result: Motion CARRIED by a vote of 14 to 0, as follows:

YES - Councillor Maureen Wilson
 NOT PRESENT - Councillor Jason Farr
 YES - Councillor Nrinder Nann

YES - Councillor Sam Merulla
YES - Councillor Chad Collins
YES - Councillor Esther Pauls
YES - Councillor John-Paul Danko
YES - Deputy-Mayor Tom Jackson
YES - Mayor Fred Eisenberger
YES - Councillor Judi Partridge
NOT PRESENT - Councillor Terry Whitehead
YES - Councillor Arlene VanderBeek
YES - Councillor Lloyd Ferguson
YES - Councillor Brenda Johnson
YES - Councillor Maria Pearson
YES - Councillor Brad Clark

(ii) Six Year Event Partnership with Golf Canada (PED18100(b)) (City Wide) (Item 14.2)

Staff was provided with direction in Closed Session.

For further disposition of this matter, please refer to Item 11.

(iii) Settlement of Outstanding Issues with respect to City Real Estate Obligations (PED19067) (City Wide) (Item 14.3)

Staff was provided with direction in Closed Session.

For further disposition of this matter, please refer to Item 12.

(iv) Disposition of Real Estate in the Barton-Tiffany Area (PED19063) (Ward 2) (Item 14.4)

Staff was provided with direction in Closed Session.

For further disposition of this matter, please refer to Item 13.

(v) Waterfront Lease Update (LS18053(b)) (Ward 2) (Item 14.5)

Staff was provided with direction in Closed Session.

For further disposition of this matter, please refer to Item 14.

(I) ADJOURNMENT (Item 13)

(Clark/VanderBeek)

That there being no further business, the General Issues Committee be adjourned at 4:32 p.m.

Respectfully submitted,

T. Jackson, Deputy Mayor
Chair, General Issues Committee

Stephanie Paparella
Legislative Coordinator
Office of the City Clerk



SPECIAL GENERAL ISSUES COMMITTEE MINUTES 19-006

9:30 a.m.

Friday, March 22, 2019

Council Chambers

Hamilton City Hall

71 Main Street West

Present: Mayor F. Eisenberger, Deputy Mayor T. Jackson (Chair)
Councillors M. Wilson, J. Farr, N. Nann, S. Merulla, C. Collins,
E. Pauls, J. P. Danko, B. Clark, M. Pearson, B. Johnson,
L. Ferguson, A. VanderBeek, T. Whitehead, J. Partridge

THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:

1. 2019 Proposed Tariff of Fees for Planning and Engineering Development Applications (City Wide) (PED19015(a)) (Item 10.1)

(Eisenberger/Merulla)

- (a) The 2019 Tariff of Fees for Planning and Engineering Development Applications, attached as Appendix "B" to Report PED19015(a) be approved and incorporated into the User Fees and Charges By-law, effective May 1, 2019 and January 1, 2020 respectively; and,
- (b) That the matter respecting 2019 Proposed Tariff of Fees for Planning and Engineering Development Applications be identified as complete and removed from the Planning Committee Outstanding Business List.

Result: Motion CARRIED by a vote of 16 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Chad Collins
 YES - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Tom Jackson
 YES - Mayor Fred Eisenberger
 YES - Councillor Judi Partridge
 YES - Councillor Terry Whitehead
 YES - Councillor Arlene VanderBeek
 YES - Councillor Lloyd Ferguson

YES - Councillor Brenda Johnson
YES - Councillor Maria Pearson
YES - Councillor Brad Clark

2. 2019 Proposed Tariff of Fees for Planning and Engineering Development Applications (City Wide) (PED19015) (Item 10.2)

(Whitehead/Pearson)

That Report PED19015, respecting the 2019 Proposed Tariff of Fees for Planning and Engineering Development Applications, be received.

CARRIED

3. 2019 Operating Budget Offsets from Planning and Development Fees (PED19066) (City Wide) (Item 10.3)

(Eisenberger/Pauls)

- (a) That the levy contribution to the 2019 Operating Budget for the Planning and Economic Development Department, that is directly related to the processing of development applications, be reduced by \$500K (\$750K annualized), with these levy funds to be offset by any additional revenues resulting from the General Issues Committee's consideration of potential planning and development fee increases at its March 22, 2019 meeting;
- (b) That if planning and development fees in 2019 are not increased at an amount sufficient to cover the \$500K (\$750K annualized) levy reduction in (a), that the difference be offset by a contribution from the Tax Stabilization Reserve (Reserve No. 110046);
- (c) That if planning and development fees in 2019 are increased at an amount that generates revenues that are greater than the \$500K (\$750K annualized) levy reduction in (a), that the difference be contributed to the Development Fee Stabilization Reserve (Reserve No. 110086);
- (d) That the Planning and Economic Development Department report back to the Planning Committee at the beginning of Q3 2019 with recommendations for the utilization of any revenues contributed to the Development Fee Stabilization Reserve from (c) above; and,
- (e) That the Planning and Economic Development Department undertake a workforce attraction and retention strategy focussed on the Department's development approvals function, that includes a salary competitiveness survey, a review of staff workloads, and a review of the applicability of the Building Enterprise model to the Department's development approvals

function, and that the results and any recommendations be incorporated into the report back in (d) above.

Result: Motion CARRIED by a vote of 16 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Chad Collins
 YES - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Tom Jackson
 YES - Mayor Fred Eisenberger
 YES - Councillor Judi Partridge
 YES - Councillor Terry Whitehead
 YES - Councillor Arlene VanderBeek
 YES - Councillor Lloyd Ferguson
 YES - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

FOR INFORMATION:

(a) APPROVAL OF AGENDA (Item 2)

The Committee Clerk advised of the following changes to the agenda:

1. COMMUNICATIONS (Item 5)

5.1 Correspondence from Lachlan Holmes, Founder of HamiltonForward, respecting Item 10.1 – Report PED19015(a) - 2019 Proposed Tariff of Fees for Planning and Engineering Development Applications

Recommendation: Be received and referred to the consideration of Item 10.1

5.2 Correspondence from the Hamilton Burlington Society of Architects, respecting Item 10.1 – Report PED19015(a) - 2019 Proposed Tariff of Fees for Planning and Engineering Development Applications

Recommendation: Be received and referred to the consideration of Item 10.1

2. DELEGATION REQUESTS (Item 6)

- 6.1 Viv Saunders, Lakefront Beach Community Council, respecting Development User Fees – **WITHDRAWN FROM AGENDA**
- 6.3 Suzanne Mammel, CEO, Hamilton-Halton Homebuilders' Association respecting the 2019 Proposed Tariff of Fees for Planning and Engineering Development Applications

3. DISCUSSION ITEMS (Item 10)

- 10.1 2019 Proposed Tariff of Fees for Planning and Engineering Development Applications (City Wide) (PED19015(a))

There is now as presentation to accompany Report PED19015(a).

- 10.2 2019 Proposed Tariff of Fees for Planning and Engineering Development Applications (City Wide) (PED19015(a))

The report number should read **PED19015**.

(Pearson/Pauls)

That the agenda for the March 22, 2019 Special General Issues Committee meeting, be approved, as amended.

Result: Motion CARRIED by a vote of 15 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 NOT PRESENT - Councillor Chad Collins
 YES - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Tom Jackson
 YES - Mayor Fred Eisenberger
 YES - Councillor Judi Partridge
 YES - Councillor Terry Whitehead
 YES - Councillor Arlene VanderBeek
 YES - Councillor Lloyd Ferguson
 YES - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

(b) DECLARATIONS OF INTEREST (Item 2)

There were no declarations of interest.

(c) COMMUNICATIONS (Item 5)

(Danko/Pearson)

That Communication Items 5.1 and 5.2, as shown below, be approved, as follows:

- 5.1 Correspondence from Lachlan Holmes, Founder of HamiltonForward, respecting Item 10.1 – Report PED19015(a) - 2019 Proposed Tariff of Fees for Planning and Engineering Development Applications

Recommendation: Be received and referred to the consideration of Item 10.1

- 5.2 Correspondence from the Hamilton Burlington Society of Architects, respecting Item 10.1 – Report PED19015(a) - 2019 Proposed Tariff of Fees for Planning and Engineering Development Applications

Recommendation: Be received and referred to the consideration of Item 10.1

CARRIED

(d) DELEGATION REQUESTS (Item 6)

- (i) Ed Fothergill, Hamilton Chamber of Commerce, respecting the Proposed Increases to User Fees (Item 6.2)**

(Partridge/VanderBeek)

That the delegation request submitted by Ed Fothergill, Hamilton Chamber of Commerce, respecting the Proposed Increases to User Fees, be approved.

Result: Motion CARRIED by a vote of 15 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 NOT PRESENT - Councillor Chad Collins
 YES - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Tom Jackson

YES - Mayor Fred Eisenberger
 YES - Councillor Judi Partridge
 YES - Councillor Terry Whitehead
 YES - Councillor Arlene VanderBeek
 YES - Councillor Lloyd Ferguson
 YES - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

(ii) Suzanne Mammel, CEO, Hamilton-Halton Homebuilders' Association respecting the 2019 Proposed Tariff of Fees for Planning and Engineering Development Applications (Item 5.1)

(Partridge/VanderBeek)

That the delegation request submitted by Suzanne Mammel, CEO, Hamilton-Halton Homebuilders' Association, respecting the 2019 Proposed Tariff of Fees for Planning and Engineering Development Applications, be approved.

Result: Motion CARRIED by a vote of 15 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 NOT PRESENT - Councillor Chad Collins
 YES - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Tom Jackson
 YES - Mayor Fred Eisenberger
 YES - Councillor Judi Partridge
 YES - Councillor Terry Whitehead
 YES - Councillor Arlene VanderBeek
 YES - Councillor Lloyd Ferguson
 YES - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

(e) PUBLIC HEARINGS / DELEGATIONS (Item 8)

(i) Ed Fothergill, Hamilton Chamber of Commerce, respecting the Proposed Increases to User Fees (Item 8.2)

Ed Fothergill, Hamilton Chamber of Commerce, addressed Committee respecting the Proposed Increases to User Fees.

(Ferguson/Partridge)

That Ed Fothergill, Hamilton Chamber of Commerce, be permitted additional time, beyond the permitted 5 minutes, to continue with his presentation.

CARRIED

(Ferguson/VanderBeek)

That the presentation provided by Ed Fothergill, Hamilton Chamber of Commerce, respecting the Proposed Increases to User Fees, be received.

CARRIED

A copy of the written submission is available on the City's website at www.Hamilton.ca or through the Office of the City Clerk.

(ii) Suzanne Mammel, CEO, Hamilton-Halton Homebuilders' Association respecting the 2019 Proposed Tariff of Fees for Planning and Engineering Development Applications (Item 5.1)

Suzanne Mammel, CEO, Hamilton-Halton Homebuilders' Association, addressed Committee respecting the 2019 Proposed Tariff of Fees for Planning and Engineering Development Applications.

(Collins/Pearson)

That the presentation by Suzanne Mammel, CEO, Hamilton-Halton Homebuilders' Association respecting the 2019 Proposed Tariff of Fees for Planning and Engineering Development Applications, be received.

CARRIED

A copy of the written submission is available on the City's website at www.Hamilton.ca or through the Office of the City Clerk.

(f) STAFF PRESENTATIONS (Item 9)

(i) 2019 Proposed Tariff of Fees for Planning and Engineering Development Applications (City Wide) (PED19015(a)) (Item 9.1)

Staff provided a PowerPoint presentation overview respecting Report PED19015(a), the 2019 Proposed Tariff of Fees for Planning and Engineering Development Applications.

(Whitehead/Pearson)

That the presentation, respecting Report PED19015(a), the 2019 Proposed Tariff of Fees for Planning and Engineering Development Applications, be received.

CARRIED

A copy of the presentation is available on the City's website at www.hamilton.ca or through the Office of the City Clerk.

For disposition of this matter, please refer to Item 1.

(g) DISCUSSION ITEMS (Item 10)

(i) 2019 Proposed Tariff of Fees for Planning and Engineering Development Applications (City Wide) (PED19015(a)) (Item 10.1)

Councillor Danko wished to be recorded as OPPOSED to the 50% reduction for agricultural fees.

(h) ADJOURNMENT (Item 13)

(Nann/Farr)

That there being no further business, the General Issues Committee be adjourned at 1:00 p.m.

Respectfully submitted,

T. Jackson, Deputy Mayor
Chair, General Issues Committee

Stephanie Paparella
Legislative Coordinator
Office of the City Clerk



**GENERAL ISSUES COMMITTEE
(OPERATING BUDGET)
MINUTES 19-002(k)**

1:25 p.m.

Friday, March 22, 2019

Council Chambers

Hamilton City Hall

71 Main Street West

Present: Mayor F. Eisenberger, Deputy Mayor T. Jackson (Chair)
Councillors M. Wilson, J. Farr, N. Nann, S. Merulla, C. Collins,
E. Pauls, J.P. Danko, B. Clark, M. Pearson, B. Johnson, L. Ferguson,
A. VanderBeek, T. Whitehead, J. Partridge

THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:

- 1. Recalculation of the 10 Year Local Transit Strategy (PW14015(b)) (City Wide) (Item 6.1)**

(Eisenberger/Farr)

That Report PW14015(b), respecting the Recalculation of the 10 Year Local Transit Strategy, be received.

CARRIED

- 2. Councillor Ward Office Budgets and Policy and Guidelines for Eligible Expenses for Elected Officials (FCS18083(b)) (City Wide) (Item 7.1)**

(Clark/Pearson)

That the Student Accommodation Benefit Factor be eliminated and the budget be allocated equally to the Councillor Ward Office Budgets.

Result: Motion CARRIED by a vote of 13 to 1, as follows:

YES - Councillor Maureen Wilson
YES - Councillor Jason Farr
YES - Councillor Nrinder Nann
YES - Councillor Sam Merulla
YES - Councillor Chad Collins
YES - Councillor Esther Pauls
NO - Councillor John-Paul Danko
YES - Deputy-Mayor Tom Jackson
YES - Mayor Fred Eisenberger

YES - Councillor Judi Partridge
 YES - Councillor Terry Whitehead
 YES - Councillor Arlene VanderBeek
 NOT PRESENT - Councillor Lloyd Ferguson
 NOT PRESENT - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

3. Implementation of Living Wage (FCS19017) (City Wide) (Item 7.2)

(Johnson/Eisenberger)

- (a) That City of Hamilton School Crossing Guards, be paid a Living Wage effective April 1, 2019, to be included in the 2019 Operating Budget; and,
- (b) That the Living Wage rate for the City of Hamilton School Crossing Guards, be adjusted annually to reflect the cost of living.

Result: Motion CARRIED by a vote of 15 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Chad Collins
 NOT PRESENT - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Tom Jackson
 YES - Mayor Fred Eisenberger
 YES - Councillor Judi Partridge
 YES - Councillor Terry Whitehead
 YES - Councillor Arlene VanderBeek
 YES - Councillor Lloyd Ferguson
 YES - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

4. 2019 Tax Supported Operating Budget - Recommendations (FCS18096(a)) (City Wide) (Item 7.3)

(Eisenberger/Pearson)

- (a) Council Referred Items, Business Cases and 2020 – 2022 Multi-Year Outlook
- (i) That Appendix “A” – 2019 Council Referred Items, be received;

- (ii) That Appendix “B” – 2019 Business Cases, be received;
 - (iii) That Appendix “G” – 2020 – 2022 Multi-Year Outlook, be received;
- (b) Boards and Agencies
- (i) That the Boards and Agencies operating budget Appendix “C”, \$214,201,384, inclusive of approved amendment as per Appendix “D”, be approved;
- (c) Planning and Economic Development Department
- (i) That the Planning and Economic Development operating budget (Book 2 –2019 – 2022 Business Plans), page 6, \$29,806,000, be approved;
- (d) Healthy and Safe Communities Department
- (i) That the Healthy and Safe Communities operating budget (Book 2 - 2019 – 2022 Business Plans), page 91, \$243,245,010, be approved;
 - (ii) That the General Manager of Healthy and Safe Communities Department or his delegate be authorized and directed to execute all Federal and Provincial Program Service Level Funding Agreements and any ancillary agreements required to give effect thereto and contracts, as provided for in Book 2 – 2019 – 2022 Business Plans, until such time Council approves the subsequent budget. This also includes the authority to authorize the submission of budgets and quarterly / year end reporting;
 - (iii) Where required for Public Health Services, that the General Manager of Healthy and Safe Communities Department or his delegate or the Medical Officer of Health or her delegate be authorized and directed to execute all Federal and Provincial Program Service Level Funding Agreements and any ancillary agreements required to give effect thereto and contracts, as provided for in Book 2 - 2019 – 2022 Business Plans, until such time Council approves the subsequent budget. This also includes the authority to authorize the submission of budgets and quarterly / year end reporting;

General Issues Committee (Budget)
Minutes 19-002(k)

March 22, 2019
Page 4 of 16

- (e) Public Works Department
 - (i) That the Public Works operating budget (Book 2 - 2019 – 2022 Business Plans), page 206, \$241,780,180, be approved;

- (f) City Manager's Office
 - (i) That the City Manager's operating budget (Book 2 - 2019 – 2022 Business Plans), page 286, \$11,531,610, be approved;

- (g) Corporate Services Department
 - (i) That the Corporate Services operating budget (Book 2 - 2019 – 2022 Business Plans), page 328, \$29,177,520, be approved;

- (h) Legislative
 - (i) That the Legislative operating budget (Book 2 - 2019 – 2022 Business Plans), page 393, \$5,018,500, be approved;

- (i) Hamilton Entertainment Facilities
 - (i) That the Hamilton Entertainment Facilities operating budget (Book 2 – 2019 – 2022 Business Plans), page 401, \$3,912,390, be approved;

- (j) Corporate Financials – Expenditures / Non Program Revenues
 - (i) That the Corporate Financials - Expenditures operating budget (Book 2 - 2019 – 2022 Business Plans), page 395, \$23,110,360 inclusive of approved amendments as per Appendix "D", be approved;
 - (ii) That the Non Program Revenues operating budget (Book 2 - 2019 – 2022 Business Plans), page 411, (\$44,964,500), be approved;

- (k) Capital Financing
 - (i) That the Capital Financing operating budget (Book 2 - 2019 – 2022 Business Plans), page 403, \$128,975,900, be approved;

- (ii) That the Capital Financing portion of the Police Services budget (Book 1 – 2019 Preliminary Tax Operating Budget Report), page 18, \$805,750, inclusive of approved amendments as per Appendix “D”, be approved;
 - (iii) That the Capital Financing portion relating to the Hamilton Public Library budget (Book 1 – 2019 Preliminary Tax Operating Budget Report), page 19, \$187,290, be approved;
- (l) 2019 By-Law Authorization
- (i) That the City Solicitor and Corporate Counsel be authorized and directed to prepare all necessary by-laws, for Council approval, for the purposes of establishing the tax levy;
- (m) Budgeted Complement Transfer Schedule
- (i) That in accordance with the “Budgeted Complement Control Policy”, the requested complement transfers from one department/division/cost category to another, as outlined in Appendix “E”, be approved;
- (n) Budget Exclusions Related to Regulation 284/09
- (i) That the budget exclusions related to Regulation 284/09 of the *Municipal Act* titled “Budget Matters – Expenses”, as per Appendix “F”, be received.

Result: Motion CARRIED by a vote of 14 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Chad Collins
 NOT PRESENT - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Tom Jackson
 YES - Mayor Fred Eisenberger
 YES - Councillor Judi Partridge
 YES - Councillor Terry Whitehead
 YES - Councillor Arlene VanderBeek
 NOT PRESENT - Councillor Lloyd Ferguson
 YES - Councillor Brenda Johnson

YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

5. Lincoln M. Alexander Parkway and Red Hill Valley Parkway Enhanced Enforcement Initiative (PW19014(a)) (City Wide) (Item 7.4)

(Merulla/Nann)

- (a) That the Lincoln M. Alexander Parkway and Red Hill Valley Parkway Enhanced Enforcement Initiative, as outlined in this report, be funded in the amount of \$150,000 from the Red Light Camera Reserve #112203, with zero net levy impact, be approved; and
- (b) That the Mayor submit a letter to the Attorney General and the Minister of Transportation Ontario, on behalf of City Council, seeking legislative and regulatory amendments to allow the City to implement Automated Speed Enforcement on the Lincoln M. Alexander Parkway and Red Hill Valley Parkways through an administrative monetary penalty system.

Result: Motion CARRIED by a vote of 14 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Chad Collins
 NOT PRESENT - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Tom Jackson
 YES - Mayor Fred Eisenberger
 YES - Councillor Judi Partridge
 YES - Councillor Terry Whitehead
 YES - Councillor Arlene VanderBeeck
 NOT PRESENT - Councillor Lloyd Ferguson
 YES - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

6. Project 7101954902 - Valley Park Life Cycle Renewal and Accessibility Funding (Item 8.1)

(Clark/Pearson)

WHEREAS, the Energy, Fleet & Facilities Management Section is preparing design and specification documents for a new/expanded 12,400 square foot library addition, attached to Valley Park Community Centre, which will also house 3,000 square feet of new community programming space;

WHEREAS, through Information Report PW18092 - Capital Lifecycle Renewal – Valley Park Community Centre, which was submitted at the December 7, 2018 General Issues Committee Budget meeting, staff suggested taking a holistic approach by taking advantage of the opportunity to complete capital works in the existing complex, in conjunction with the new library construction project;

WHEREAS, Project 7101954902 - Valley Park Life Cycle Renewal and Accessibility is currently not included in the 2019 Capital Budget, due to funding constraints, but is being accelerated in the plan for future life cycle program years;

WHEREAS, through Information Report PW18092 - Capital Lifecycle Renewal – Valley Park Community Centre, which was submitted at the December 7, 2018 General Issues Committee Budget meeting, staff revised the capital project costing to only include those projects that demonstrated the opportunity for cost avoidance by taking a holistic approach in conjunction with the new library construction project; and,

WHEREAS, capitalizing on the current tender process and in conjunction with the new library construction project for Project 7101954902 - Valley Park Life Cycle Renewal and Accessibility, an estimated cost avoidance of approximately \$420K, is anticipated due to contractor mobilization fee savings, synergies, soft costs, programming and public disruptions, as well as risk of emergency fixes due to end-of-life infrastructure;

THEREFORE, BE IT RESOLVED:

That, in order to complete the capital works of the 3,000 square feet of new community programming space, at the same time as the expansion of the library, at the Valley Park location, Project 7101954902 - Valley Park Life Cycle Renewal and Accessibility, in an amount of up to \$2,400,000, to be funded as follows, be approved:

- (a) \$500,000 from the Terrapure Compensation Royalties Reserve Account #117036; and,
- (b) \$1,900,000 from the Unallocated Capital Reserve Account #108020.

Result: Motion CARRIED by a vote of 14 to 0, as follows:

YES - Councillor Maureen Wilson
YES - Councillor Jason Farr
YES - Councillor Nrinder Nann
YES - Councillor Sam Merulla
YES - Councillor Chad Collins
NOT PRESENT - Councillor Esther Pauls
YES - Councillor John-Paul Danko

YES - Deputy-Mayor Tom Jackson
YES - Mayor Fred Eisenberger
YES - Councillor Judi Partridge
YES - Councillor Terry Whitehead
YES - Councillor Arlene VanderBeek
NOT PRESENT - Councillor Lloyd Ferguson
YES - Councillor Brenda Johnson
YES - Councillor Maria Pearson
YES - Councillor Brad Clark

7. Additional Administrative Support for Councillors' Offices (Item 8.3)

(Whitehead/Clark)

- (a) That the following Motion, respecting Additional Administrative Support for Councillors' Offices, be referred to the Governance Review Sub-Committee for review:

WHEREAS, the current allotment for vacation and sick leave is insufficient for Councillor administrative staff whose accumulated vacation entitlement exceeds the amount of coverage currently provided in the ward office budgets (2 weeks);

WHEREAS, our social media and engagement policies and practices at the city have been successful in engaging more residents than ever before with their ward Councillors' offices subsequently requiring closer monitoring by staff and Councillor's to these outlets to efficiently respond to constituent concerns;

WHEREAS, a 0.5 FTE administrative support person would provide greater continuity in the office by facilitating coverage of the FTE person resulting in a more seamless exchange between the constituent and the ward office staff on a given issue or concern;

WHEREAS, a single staff person often deals with complex issues or projects to support their Councillor's initiatives requiring them to exercise greater responsibilities beyond basic constituency matters;

WHEREAS, the amount of work in each ward office is substantial and can be clearly demonstrated through activity levels there is a need to ensure we have the resources to protect the health and wellbeing of our admins who may incur negative impacts due to increased stress or burnout;

THEREFORE, BE IT RESOLVED:

- (a) That an additional 0.5 FTE for administrative support at gross cost of \$339,000 (or \$22,600 per ward) starting on July 1st, 2019 and an annualized gross cost of \$678,000 (or \$45,200 per ward), be approved; and,
 - (b) That the administrative support previously allocated to old wards 7 & 8 of \$177,000 be equally allocated across all new wards (or \$11,800 per ward), be approved.
- (b) That staff be directed to attend the Governance Review Sub-Committee, when the matter respecting additional administrative support for Councillors' offices is to be discussed, to provide the background information/history respecting the staffing in the Councillors' offices as well as comparators to other municipalities.

Result: Motion CARRIED by a vote of 16 to 0, as follows:

YES - Councillor Maureen Wilson
YES - Councillor Jason Farr
YES - Councillor Nrinder Nann
YES - Councillor Sam Merulla
YES - Councillor Chad Collins
YES - Councillor Esther Pauls
YES - Councillor John-Paul Danko
YES - Deputy-Mayor Tom Jackson
YES - Mayor Fred Eisenberger
YES - Councillor Judi Partridge
YES - Councillor Terry Whitehead
YES - Councillor Arlene VanderBeek
YES - Councillor Lloyd Ferguson
YES - Councillor Brenda Johnson
YES - Councillor Maria Pearson
YES - Councillor Brad Clark

FOR INFORMATION:**(a) CHANGES TO THE AGENDA (Item 1)**

The Committee Clerk advised of the following changes to the agenda:

1. COMMUNICATIONS (Item 4)

- 4.3 Correspondence from Evan Johnston, respecting Item 7.2 - Report FCS19017 – Implementation of Living Wage

Recommendation: Be received and referred to the consideration of Item 7.2.

- 4.4 Correspondence from Anthony Marco, respecting Item 7.2 - Report FCS19017 – Implementation of Living Wage

Recommendation: Be received and referred to the consideration of Item 7.2.

- 4.5 Correspondence from Brad Park, President & CEO, United Way Halton & Hamilton Item 7.2 - Report FCS19017 – Implementation of Living Wage

Recommendation: Be received and referred to the consideration of Item 7.2.

- 4.6 Correspondence from Ritch Whyman, Item 7.2 - Report FCS19017 – Implementation of Living Wage

Recommendation: Be received and referred to the consideration of Item 7.2.

2. STAFF PRESENTATIONS (Item 6)

- 6.1 Recalculation of the 10 Year Local Transit Strategy (PW14015(b)) (City Wide)

3. DISCUSSION ITEMS (Item 7)

- 7.3 2019 Tax Supported Operating Budget - Recommendations (FCS18096(a)) (City Wide)

Item 7.3 has had a presentation added for information.

- 7.4 Lincoln M. Alexander Parkway and Red Hill Valley Parkway Enhanced Enforcement Initiative (PW19014(a)) (City Wide)

(Pearson/Farr)

That the agenda for the March 22, 2019 Special meeting of the General Issues Committee (Operating Budget) be approved, as amended.

Result: Motion CARRIED by a vote of 15 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Chad Collins
 YES - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Tom Jackson
 YES - Mayor Fred Eisenberger
 YES - Councillor Judi Partridge
 NOT PRESENT - Councillor Terry Whitehead
 YES - Councillor Arlene VanderBeek
 YES - Councillor Lloyd Ferguson
 YES - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

(b) DECLARATIONS OF INTEREST (Item 2)

There were no declarations of interest.

(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 3)

(i) February 28, 2019 (Operating Budget) (Item 3.1)

(Collins/Merulla)

That the Minutes of the February 28, 2019 General Issues Committee (Operating Budget) meeting be approved, as presented.

Result: Motion CARRIED by a vote of 15 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Chad Collins
 YES - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Tom Jackson
 YES - Mayor Fred Eisenberger
 YES - Councillor Judi Partridge
 NOT PRESENT - Councillor Terry Whitehead
 YES - Councillor Arlene VanderBeek
 YES - Councillor Lloyd Ferguson
 YES - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

(d) COMMUNICATIONS

(VanderBeek/Partridge)

That Communication Items 4.1 through 4.6, as shown below, be approved, as follows:

- (i) Correspondence from Terri Bocz, BSc Bed, and Tibor Bocz, Peng, PMP, MSc, MBA, respecting the City of Hamilton Stormwater Budget – Sources of Funding, Prioritization of Capital Funding; and Sufficiency of Capital Reserves (Item 4.1)

Recommendation: Be received.

- (ii) Correspondence from Terri Wallis, Disability Justice Network of Ontario Campaigns Committee Member, respecting Snow Removal (Item 4.2)

Recommendation: Be received.

- (iii) Correspondence from Evan Johnston, respecting Report FCS19017 – Implementation of Living Wage (Item 4.3)

Recommendation: Be received and referred to the consideration of Item 7.2.

- (iv) Correspondence from Anthony Marco, respecting Item 7.2 - Report FCS19017 – Implementation of Living Wage (Item 4.4)

Recommendation: Be received and referred to the consideration of Item 7.2.

- (v) Correspondence from Brad Park, President & CEO, United Way Halton & Hamilton Item 7.2 - Report FCS19017 – Implementation of Living Wage (Item 4.5)

Recommendation: Be received and referred to the consideration of Item 7.2.

- (vi) Correspondence from Ritch Whyman, Item 7.2 - Report FCS19017 – Implementation of Living Wage (Item 4.6)

Recommendation: Be received and referred to the consideration of Item 7.2.

CARRIED

(e) STAFF PRESENTATIONS (Item 6)

- (i) Recalculation of the 10 Year Local Transit Strategy (PW14015(b)) (City Wide) (Item 6.1)**

Debbie Dalle Vadove, Director of Transit, addressed Committee and provided a PowerPoint presentation respecting Report PW14015(b), the Recalculation of the 10 Year Local Transit Strategy.

(Eisenberger/Clark)

That the presentation respecting Report PW14015(b), the Recalculation of the 10 Year Local Transit Strategy, be received.

CARRIED

A copy of the presentation is available on the City's website at www.hamilton.ca or through the Office of the City Clerk.

(f) DISCUSSION ITEMS (Item 7)**(i) 2019 Tax Supported Operating Budget - Recommendations
(FCS18096(a)) (City Wide) (Item 7.3)**

Brian McMullan, Acting General Manager of Finance & Corporate Services, addressed Committee and provided an added presentation respecting Report FCS189096(a), the 2019 Tax Supported Operating Budget – Recommendations.

(Eisenberger/Pearson)

That the presentation respecting Report FCS189096(a), the 2019 Tax Supported Operating Budget – Recommendations, be received.

CARRIED

A copy of the presentation is available on the City's website at www.hamilton.ca or through the Office of the City Clerk.

Councillors Clark, Danko, Nann and Wilson wished to be recorded as OPPOSED to the Hamilton Police Services Board portion of the 2019 Operating Budget.

For disposition of this matter, please refer to Item 4.

(g) MOTIONS (Item 8)**(Nann/Merulla)**

That the following Motion, respecting the City of Hamilton moving toward becoming a Living Wage Employer, be referred to Finance, Human Resources and Legal staff for review and a report back through the 2020 Operating budget, with a three-year strategy for the City becoming a full living wage employer:

Toward Making the City of Hamilton a Living Wage Employer (Item 8.2)

WHEREAS, municipal governments are anchor institutions in communities and have an opportunity to influence other employer organizations;

WHEREAS, the City of Hamilton is a large public sector employer in the city and some employees earn minimum wage;

WHEREAS, we know that the current minimum wage is inadequate in covering basic living expenses, limiting participation of workers in community life;

WHEREAS, minimum wage workers must often take on multiple jobs in order to survive;

WHEREAS, there is evidence to prove that those making minimum wage are often otherwise marginalized;

WHEREAS; the best place to raise a child and age successfully includes a commitment to reduce the number of precarious jobs in our city;

WHEREAS, we have a duty to lead by example to the best of our ability as both a city and an employer;

THEREFORE, BE IT RESOLVED:

- (a) That the City of Hamilton pay 122.19 FTE Regular Staff and 67.92 FTE Library Staff, currently making minimum wage, a Living Wage of \$15.85 per hour within the 2019 Operating Budget; and,
- (b) That staff prepare a report for consideration in the 2020 Budget cycle to pay Summer Student workers a Living Wage rate of \$15.85 per hour.

Result: Motion CARRIED by a vote of 12 to 3, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 NO - Councillor Chad Collins
 NOT PRESENT - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Tom Jackson
 YES - Mayor Fred Eisenberger
 YES - Councillor Judi Partridge
 YES - Councillor Terry Whitehead
 YES - Councillor Arlene VanderBeek
 NO - Councillor Lloyd Ferguson
 NO - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

(h) PRIVATE & CONFIDENTIAL (Item 10)

- (i) Toward Making the City of Hamilton a Living Wage Employer (Item 8.2)**

(Clark/VanderBeek)

That Committee move into Closed Session to discuss Item 8.2, pursuant to Section 8.1, Sub-sections (d) and (f) of the City's Procedural By-law 18-270, and Section 239(2), Sub-sections (d) and (f) of the *Ontario Municipal*

Act, 2001, as amended, as the subject matter pertains to labour relations or employee negotiations; and, the receiving of advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

Result: Motion CARRIED by a vote of 12 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 NOT PRESENT - Councillor Nrinder Nann
 YES - Councillor Sam Merulla
 YES - Councillor Chad Collins
 NOT PRESENT - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Tom Jackson
 YES - Mayor Fred Eisenberger
 YES - Councillor Judi Partridge
 NOT PRESENT - Councillor Terry Whitehead
 YES - Councillor Arlene VanderBeeck
 NOT PRESENT - Councillor Lloyd Ferguson
 YES - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

(i) ADJOURNMENT (Item 11)

(Johnson/Pearson)

That, there being no further business, the Special General Issues Committee (Operating Budget), be adjourned at 6:15 p.m.

CARRIED

Respectfully submitted,

T. Jackson, Deputy Mayor
 Chair, General Issues Committee

Stephanie Paparella
 Legislative Coordinator
 Office of the City Clerk



Hamilton

BUSINESS IMPROVEMENT AREA ADVISORY COMMITTEE MINUTES 19-002

8:00 a.m.

Tuesday, February 12, 2019

Rooms 192 & 193

Hamilton City Hall

71 Main Street West

Present: Councillor Esther Pauls (Chair)
Maggie Burns – Ottawa Street BIA
Rachel Braithwaite – Barton Village BIA
Tracy MacKinnon – Westdale Village BIA and Stoney Creek BIA
Kerry Jarvi – Downtown Hamilton BIA
Bender Chug – Main West Esplanade BIA
Lisa Anderson – Dundas BIA

**Absent with
Regrets:** Anne Marie Bergen – King West BIA
Tony Greco – Locke Street BIA
Susan Pennie – Waterdown BIA
Susie Braithwaite – International Village BIA
Cristina Geissler – Concession Street BIA
Jennifer Mattern – Ancaster BIA

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 2)

The Committee Clerk advised that there were no changes to the agenda.

(R. Braithwaite/Chug)

That the agenda for the February 12, 2019 Business Improvement Area Advisory Committee meeting be approved, as presented.

CARRIED

(b) DECLARATIONS OF INTEREST (Item 3)

There were no declarations of interest.

(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 4)

(i) January 15, 2019 (Item 4.1)

(MacKinnon/Chug)

That the January 15, 2019 Minutes of the Business Improvement Area Advisory Committee be approved, as presented.

CARRIED

(d) STAFF PRESENTATIONS (Item 9)

(i) Graffiti Management Strategy – Follow Up (Item 9.1)

Kelly Barnett, Manager Service Delivery, addressed the Committee with a follow up on the Graffiti Management Strategy.

Kelly spoke to the Graffiti Management Strategy program, the new student involvement in the program and the protocol for removal of the graffiti. Kelly also clarified that the statistics provided at the last BIA Advisory Committee meeting were a snapshot in time and not reflective of a collective amount of graffiti for the year. Kelly also advised Committee that the City is looking into improving the lighting in City owned parking lots to deter graffiti.

(Jarvi/R. Braithwaite)

That the staff follow up respecting the Graffiti Management Strategy, be received.

CARRIED

(ii) 2019 Parking Updates and Communication (Item 9.2)

Amanda McIlveen, Project Manager Off-Street Parking, provided Committee with an update on Parking and Communication.

Amanda provided an update to the on-street patio process for 2019 highlighting changes in the program. Staff are focusing on permits to cafes and restaurants this year and the application period will start March 1 and close on April 30. Some changes have been made to increase the size of the barriers surrounding the patios and staff would like to encourage business owners to beautify the barriers on the patios.

Amanda also inquired as to the BIA's interest in continuing with the Christmas Free Parking Initiative.

(Jarvi/Chug)

That the staff presentation respecting 2019 Parking Updates and Communication, be received.

CARRIED

Quorum was lost at 9:00 a.m.

(iii) HSR (Re)envision Survey Information (Item 9.3)

The item has been deferred to the March 19, 2019 meeting, due to loss of quorum.

(e) DISCUSSION ITEMS (Item 10)

(i) Shop the Neighbourhood Discussion (Item 10.1)

The item has been deferred to the March 19, 2019 meeting, due to loss of quorum.

(f) GENERAL INFORMATION/OTHER BUSINESS (Item 13)

(i) Update from Julia Davis, Business Development & BIA Officer (Item 13.1)

The item has been deferred to the March 19, 2019 meeting, due to loss of quorum.

(ii) Statements by Members (Item 13.2)

The item has been deferred to the March 19, 2019 meeting, due to loss of quorum.

(g) ADJOURNMENT (Item 15)

Due to loss of quorum, the meeting adjourned at 9:00 a.m.

Respectfully submitted,

Councillor Esther Pauls, Chair
Business Improvement Area
Advisory Committee

Angela McRae
Legislative Coordinator
Office of the City Clerk



Healthcare of the Future

Hamilton's largest anchor institution

- ▶ +15,000 staff, doctors and volunteers
- ▶ Second largest hospital organization in Ontario
- ▶ Budget of \$1.5 billion

Economic impact on Hamilton

- ▶ More than 60% of HHS staff live here, making an estimated \$16.4 million local tax contribution
- ▶ HHS operations result in estimated local GDP impact of \$1 billion+ annually
- ▶ Annual corporate purchases of more than \$40 million of local goods/services
- ▶ Spin-off job creation estimated at 10,000+ full-time positions

Service impact on Hamilton

- ▶ Global medical talent attracted to HHS' world leading (top-20) research and teaching environment
- ▶ Access locally to medical specialties available few places in Ontario (e.g. burns, trauma, stem cell)
- ▶ Specialty programs offer best-in-class health outcomes (e.g. cardiac, stroke)
- ▶ Access locally to ground-breaking clinical trials and next generation health care options (e.g. cancer treatments, virtual care)



Adapting & evolving: The People's Health Care Act

- ▶ Ontario Health Teams could be a force for positive change locally
- ▶ Design team-based support for high- and rising-risk populations
- ▶ Reduce preventable hospital and EMS use, increase access to supports
- ▶ Build on existing collaborations with the City and others

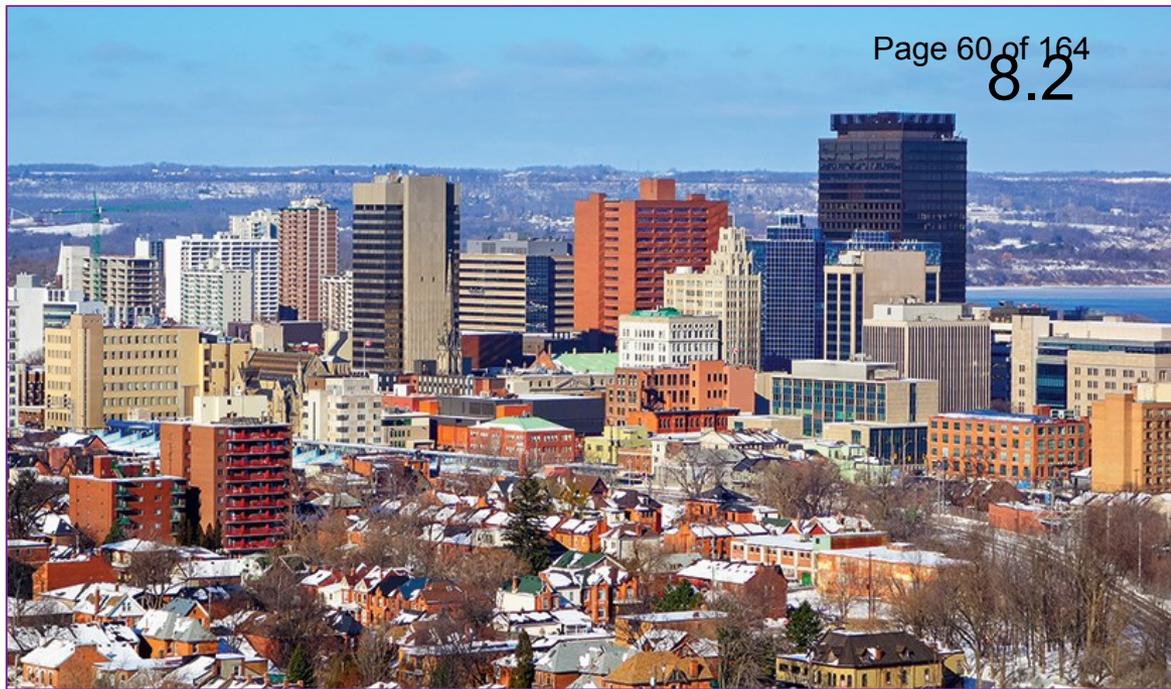
Ensure Hamilton has the best medical equipment, technology, and facilities:

- ▶ Technology is driving expectations about experience and health outcomes (e.g. virtual care, home monitoring)
- ▶ Will keep Hamilton a destination for medical/scientific stars
- ▶ Helps ensure students stay, practice, teach and research here
- ▶ Supports local innovation, our life sciences hub and competitive position in the knowledge economy





synapse
Life Science Consortium



Overview & Impact: Synapse Consortium

*City of Hamilton General Issues Council (GIC)
Meeting #: 19-007 item #8.2
Wednesday, April 3, 2019
9:00am - 3:00pm*

Hamilton Ecosystem: Strengths & Gaps

Hamilton's Health Ecosystem **Strengths**

- **World-class** care delivery, research and innovation capabilities
- Growing interest in **commercialization of health innovation**
- Expertise in **digital health, biomedicine**, and **clinical trials**
- Strong supporting **academic institutions**
- Culture of **collaboration** and **cooperation**



Hamilton's Health Ecosystem **Gaps**

- **Limited institutional coordination** amongst anchor institutions around commercialization, beyond personal relationships
- **Complexity** in width and breadth of actors
- **Time-consuming** and challenging to identify and activate academic/clinical resources
- **Branding** focused on individual institutions rather promoting ecosystem as a whole
- **Nascent** start-up community in need of support, talent, and funding
- Few large private-sector **anchors companies** to activate community



Hamilton's Health Anchors Organizations Came Together



+25,000 employees
(anchors only)
+2,500 scientists



City's 2 largest employers, 4 in top 10



\$460M in innovative world-changing research



Globally recognized clinical, academic and innovative expertise

Synapse Life Science Consortium

Vision: A **collaborative hub** to drive global health innovation



Mission: To create an **ecosystem** to attract investment and develop health innovation for global export

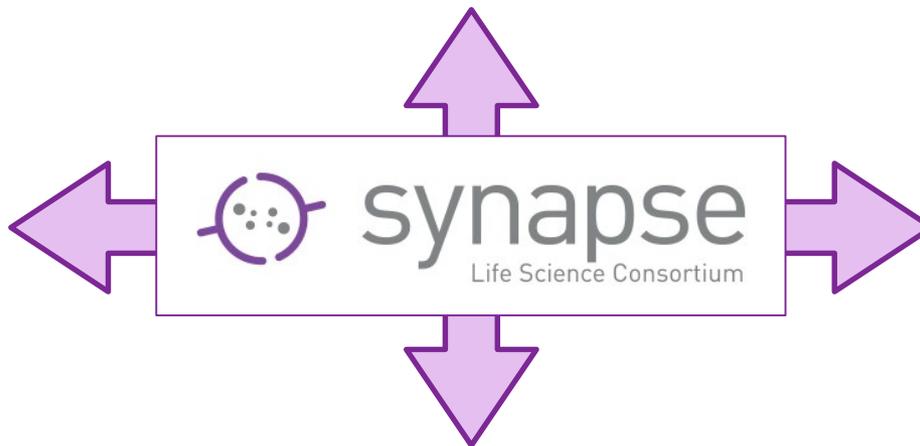
In a sentence: Synapse is an impartial **advocate** and **concierge**, facilitating networks and resources to commercialize health innovation and attract investment to the region.

Concierge to Regional and International Partners

Companies



Academic & Research



Government & Agencies



Hospitals & Providers



Int'l Partners



VCs & Investors



Impact In Our Partners Words...

“Hamilton gets it. The Synapse Consortium is a consolidated approach to investment and an example for Ontario”

-- Head of Ontario Investment Office @ BIO Boston
Ontario luncheon in a room of 500 attendees

“I look around Ontario, and what you have is unique. It differentiates you and shows there is exciting energy and activity in Hamilton.”

-- Innovation Broker, Ontario Ministry of Health
& Former CEO, GE Health Canada

Synapse Consortium: Impact and KPIs

Working with our partners, Synapse has several high-priority KPIs:

Support & Connect SMEs



- Facilitated **+1450 collisions and introductions** in support of new partnerships, cooperation and commercialization

Host Company & Investor Visits



- **+30 inbound site visits** tailored to specific Hamilton partners
- Built **international partnerships** (e.g., MOUs and Lol with Norway Health Tech, BioSaxony, Buffalo Jacobs Institute, BIO Conference, Stanford, etc.)

Synapse Consortium: Impact and KPIs (cont.)

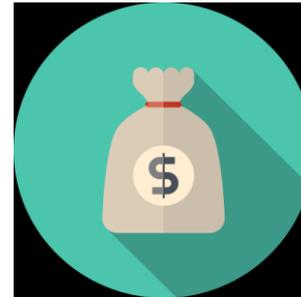
Working with our partners, Synapse has several high-priority KPIs:

Business Investment Leads



- Key role in **companies choosing Hamilton** to establish presence or engage in projects (e.g., Gabriel Scientific, Yordas, Amina Health, Perimeter, etc.)
- +100 **meetings to promote Hamilton** at conferences and events (e.g., BIO)

Funding & Grant Applications

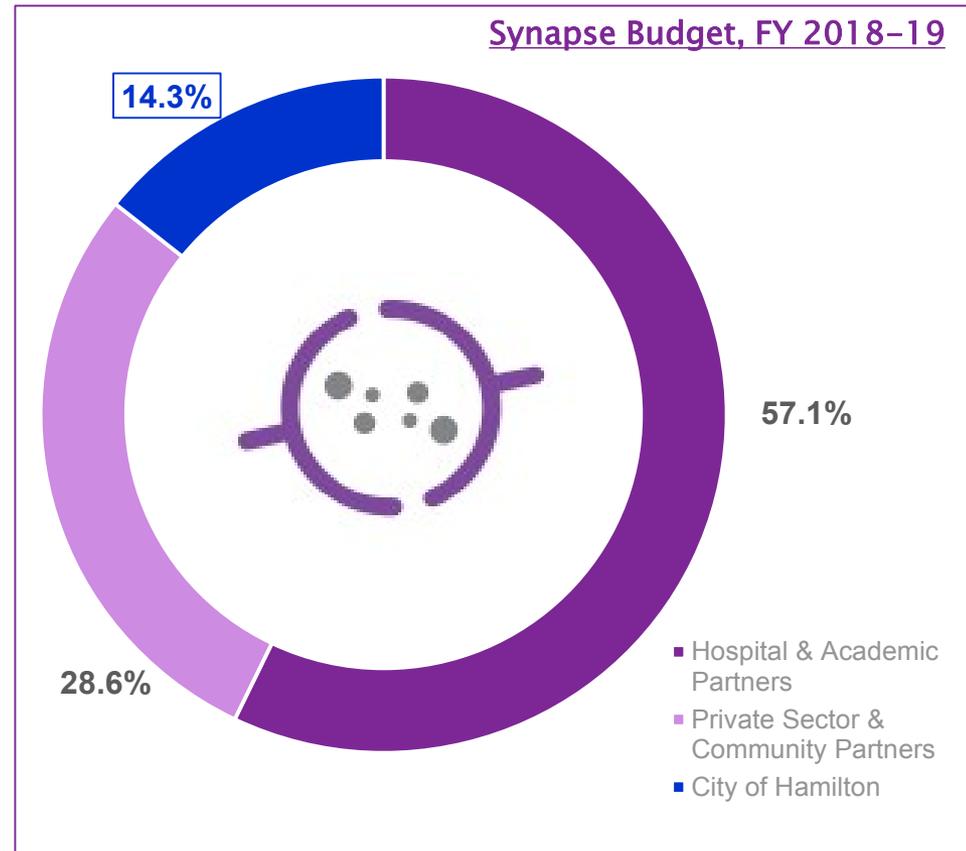


- Delivered **\$770k to fund 6 commercialization projects** through Health Ecosphere (FedDev program), matching \$1.2M in partner contributions
- Coordinated **3 federal grant application** submissions with multiple Consortium partners (each +\$15M)



Value of City of Hamilton's Continued Engagement

- Demonstrates **commitment** to life sciences, a key sector identified in the Economic Development Strategic Action Plan
- Ensures **momentum** is maintained and built upon
- Enables Synapse to be **freely accessible** to start-up and scale up community
- Seat on Consortium Board of Advisors to provide **strategic guidance** and direction
- **Leverage** resources matched by contributions from key anchor institutions
- Benefits from **mutual cooperation** and coordination across institutions





Thank you

Connecting

Innovating

Researching

Transforming

Building Healthcare's Future, Today.

Testing

Manufacturing

Procuring

Adopting

Training

Exporting



synapse
Life Science Consortium

Strategic Broker to Canada's Leading
Health Research & Education Cluster

synapseconsortium.com

Hamilton, Ontario



Appendix

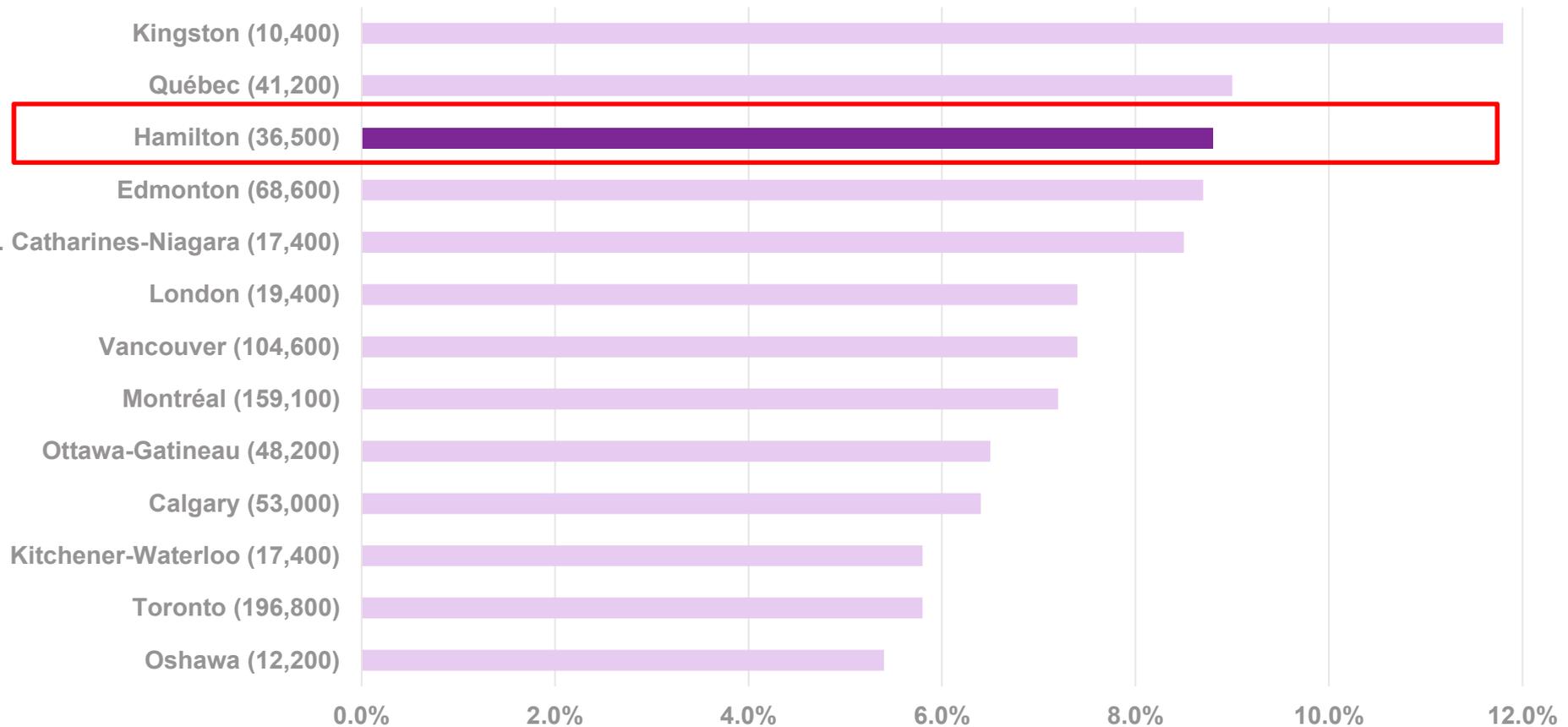
[Employment, Hamilton Life Sciences Cluster](#)

[Comparable Organizations](#)

[Priorities and Activities](#)

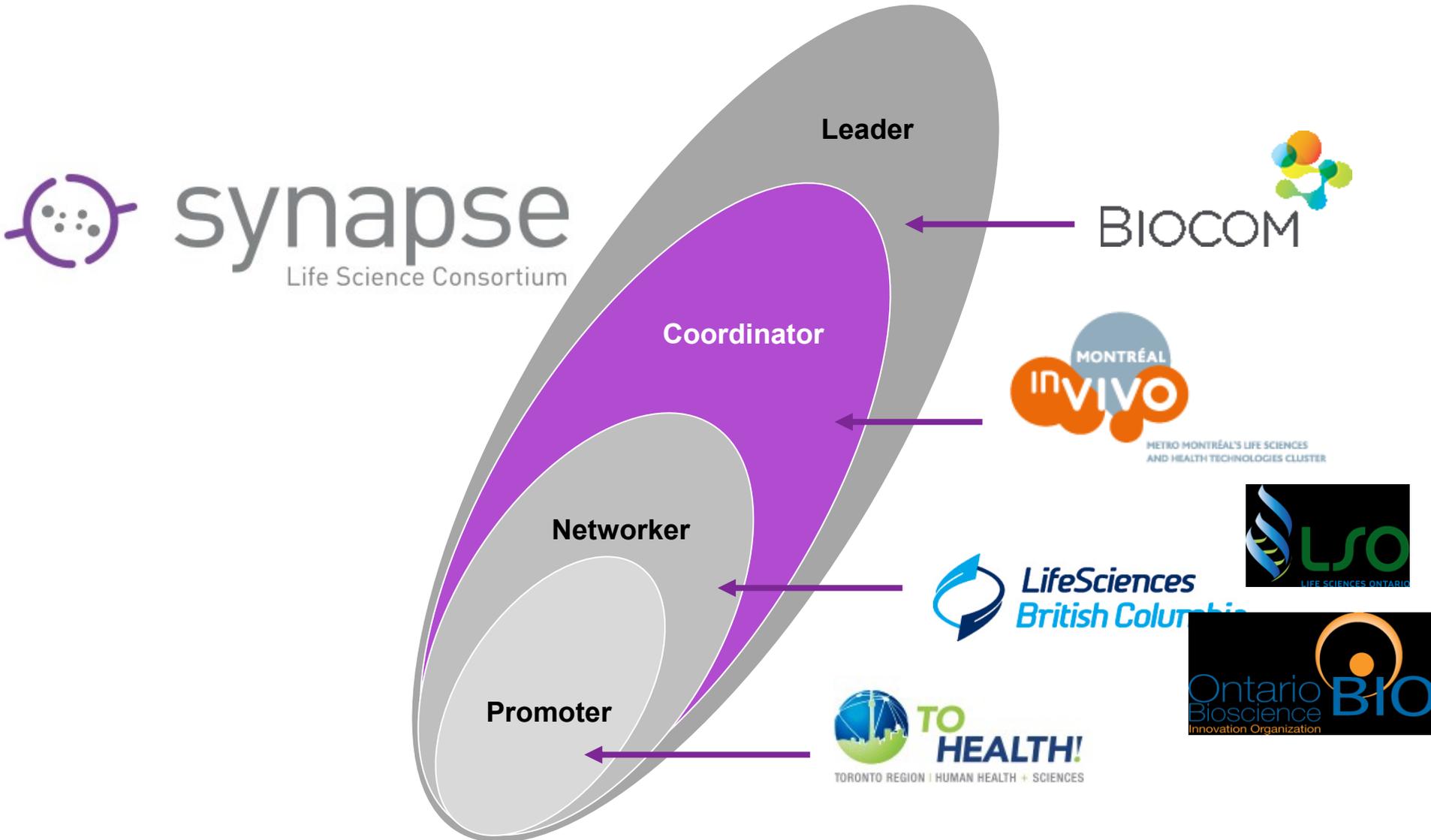
Hamilton: One of Canada's Most Health-Intensive Cities, by Employment

Health Occupation Employment, as Share of Total Employment, Aug 2018
Selected Cities



Source: StatsCanada Table 282-0158 Labour force survey estimates (LFS), employment by census metropolitan area based on 2011 Census boundaries and National Occupational Classification (NOC), three-month moving average, not seasonality adjusted. Health occupations include Professional occupations in nursing, Professional occupations in health (except nursing), Technical occupations in health, and Assisting occupations in support of health services.

Synapse: Similar Cluster Organizations



Synapse: Core Activities and Priorities

Networks and Clinical Access

- Facilitate new **partnerships and collaborations**, locally, nationally and globally (e.g., Synapse website, member director, monthly Hamilton Health Check-Ups)
- Enable private-sector **access** to academic and clinical insights, patient data, unique research capabilities, facilities and innovation assets (Health Innovation Partnership Portal)

Launch Pad & Landing Pad

- Leverage **sticky investments** with long-term pay-offs (e.g., PHRI, Fraunhofer BEAM) to attract FDI and companies
- Connect **physical innovation space and resources** to start-up community looking to scale and grow (e.g., MIP, Forge, iF)
- Establish and strengthen **(inter)national relationships** relevant to local firms (e.g., Innovate Norway, BioSaxony, NY State, London-Toronto-Montreal corridor, etc.)

Shared Narrative

- **Speak with one voice** (e.g. Hamilton is collaborative “Goldilocks” city)
- Focus on and celebrate **concrete anecdotes** of success (e.g., Health Innovation Showcase)
- Initiate **ecosystem events and initiatives** to activate and inspire community (e.g., Hamilton Health Innovation Week, Health Entrepreneur Bootcamp)
- Coordinate joint application for **project grants and funding** (e.g., Health Innovation Roundtable)

HAMILTON CITY COUNCIL
GENERAL ISSUES
APRIL 03, 2019

WHO ARE WE?

CULTURE OF PEACE



CH



OBJECTIVES OF THE PRESENTATION

- Update/Inform Councillors about the work of Culture of Peace Hamilton/UNAC Branch
- Acknowledge work being done by many groups to move the city toward a Culture of Peace (from International Day of Peace)
- Highlight the Peace Garden and hopes for its future

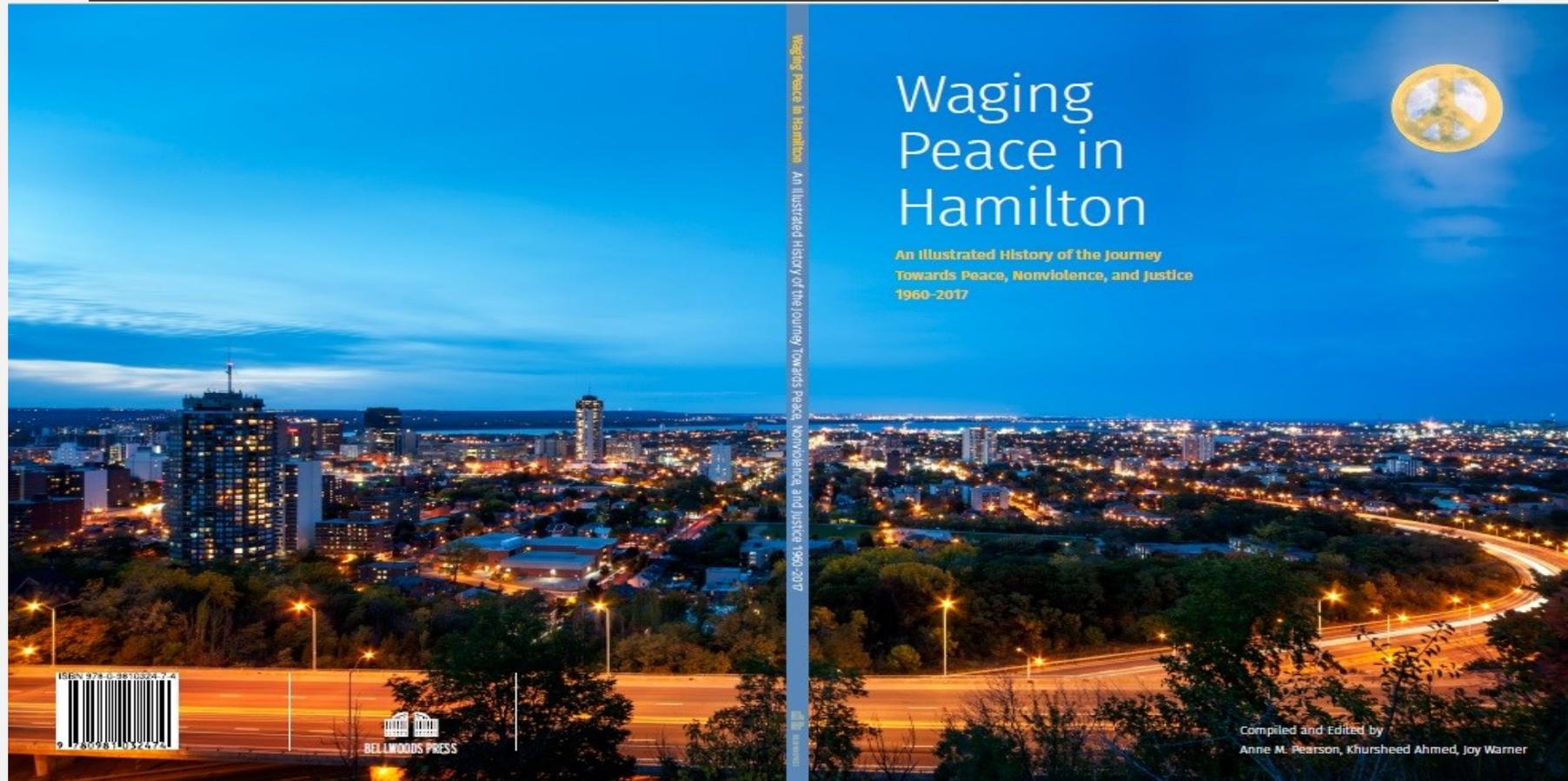
HAMILTON
IS ONE OF 200 CITIES OF PEACE IN 51
COUNTRIES



MAYORS FOR PEACE

- Hamilton is one of 7735 cities in 163 countries whose mayors have signed on for peace
- Regular postings and activities
- Youth Exchanges

HAMILTON, CITY OF PEACE



UNAC HAMILTON BRANCH HISTORY

- Predates UN formation to early 1940s
- Active with Children's International Learning Centre
- Supports Environmentalist of the Year
- Supports Gandhi Peace Festival
- Works with Hamilton Interfaith
- Holds Annual Events to educate about and celebrate United Nations International Days

CULTURE OF PEACE HAMILTON HISTORY

- Safe Havens Project
- Anti-racism and Cross-Cultural Training
- Peace Garden
- Peace Pole in the Peace Garden
- Peace Luncheons
- International Day of Peace Events

**CELEBRATING INTERNATIONAL DAY OF
PEACE
SEPTEMBER 21, 2019**



**HERE ARE SOME ACHIEVEMENTS
IDENTIFIED AT LAST YEAR'S
INTERNATIONAL DAY OF PEACE
CELEBRATION IN THE
CITY HALL PEACE GARDEN**

HOUSING

City Housing
plans in place
- examples

Indwell

Sacajawea



PEOPLE MAKING A DIFFERENCE

- Gandhi Peace Festival
- McMaster Peace Lecture
- Voices of Women for Peace



PEACE LUNCHEONS

Organizations
working together
to:

Educate,
Share Resources,
Advocate,
Take Action



SPORTS

Gender neutral
words to
O Canada
and Land
Acknowledgemen
t at Ti-Cat Games

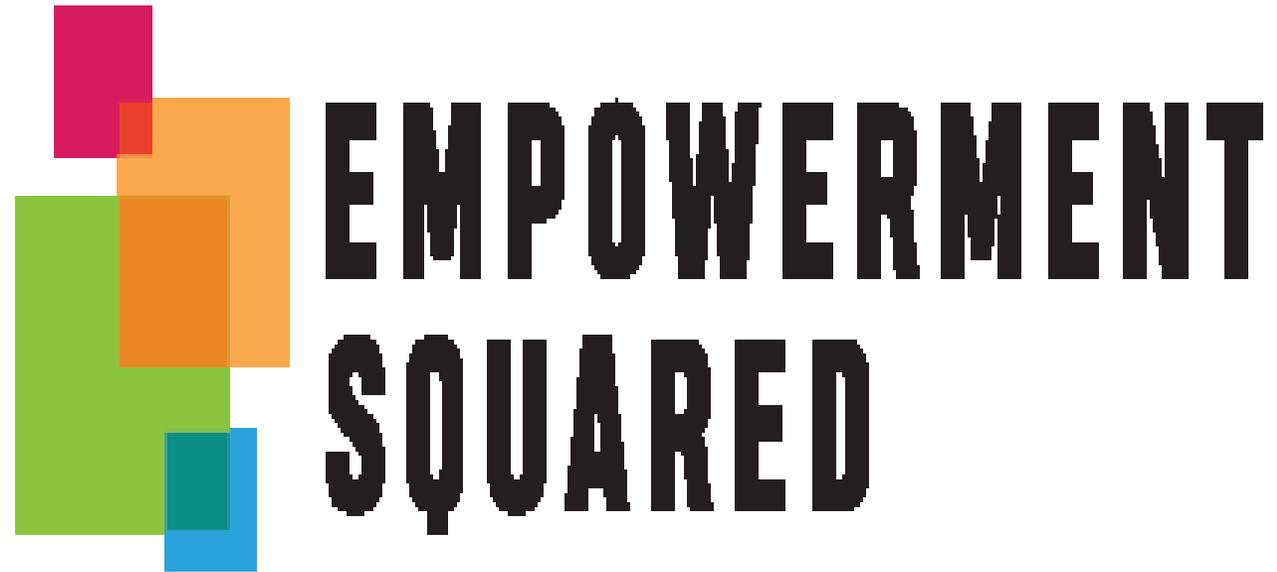


**HCF PEACE FUND
DELIVERS \$1250 FOR
PEACE PROJECTS IN 2018**

Ray Cunnington,
Winner of 2017
YMCA Peace
Medal and local
author meets \$25
000 goal in HCF
Peace Fund



SUPPORTING OUR NEWCOMERS



THE PEACE GARDEN AT
CITY HALL:
ITS CONSTRUCTION,
USES AND
FUTURE

CONSTRUCTING THE PEACE GARDEN





INTERNATIONAL DAY OF PEACE 2018



HIROSHIMA RECOGNITION IN THE PEACE GARDEN



2019

- **LOOKING FORWARD
TO ADDING TO THE
PEACE GARDEN**

OUR HOPES

- Enhancing the garden in any ways possible
- Encouraging use for public events
- Promoting events in the Garden
- Adding the Multifaith Symbol Boulder

MULTIFAITH SYMBOL BOULDER FOR PEACE GARDEN





INFORMATION REPORT

TO:	Mayor and Members, General Issues Committee
COMMITTEE DATE:	April 3, 2019
SUBJECT/REPORT NO:	Our People Survey Update (HUR19006) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Aine Leadbetter 905-546-2424 Ext. 6667 Dawn Hannemann 905-546-2424 Ext. 4265
SUBMITTED BY:	Lora Fontana Executive Director Human Resources
SIGNATURE:	

Council Direction

On November 23, 2015, Council approved report HUR15014 regarding the Our People Survey and provided staff direction to proceed with a one survey approach for all City of Hamilton (City) employees. This was in follow up to Council's request for a corporate methodology, incorporating a unified approach for employee surveying that would occur every three years. The survey would measure five key areas including employee engagement, workplace culture, workplace ethics and integrity, health, safety and wellness, and workforce census and demographics.

Information

In September, 2017, the City launched the Our People Survey (OPS) to all employees. This voluntary and confidential employee survey was executed by a third-party vendor, Metrics@Work, an expert in municipal engagement surveys. The key objective for the survey was to collect meaningful feedback from our employees that would lead to thoughtful actions, enhance employee engagement, improve performance, and enable higher levels of trust and confidence in our City government. The survey was approved by Council as a nine-year project, with a plan to survey employees on three-year cycle including in 2017, 2020 and 2023, with a goal to measure improvement over time.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

Phases of the Our People Survey

To ensure the success of the OPS project, the City established a robust survey process complete with specific phases and timelines. The phases included:

1. Phase 1 – Survey Launch (September – October 2017)
2. Phase 2 – Sharing Results (February – May 2018)
3. Phase 3 – Building Action Plans (June – September 2018)
4. **Phase 4 – Implementing Action Plans and Monitoring Progress (September 2018 – 2020)**

The City is currently engaged in phase four of the survey process, which will conclude in August of 2020. Employees will be re-surveyed in September 2020, and accordingly the phased approach allows the City to maintain momentum and keep employees engaged and informed leading up to the next survey. In addition, the development and implementation of action plans ensures that meaningful and relevant changes will occur within workgroups and across the City.

Under the guidance and direction of Human Resources, the City has successfully completed phases one to three on time, under budget and with great success. During phase one, the survey was launched to all employees achieving a 65% overall employee participation rate. This was a 25% increase in participation rate over the previous employee survey in 2006, and to achieve this level of participation required that the majority of our divisions achieve a participation rate of 80% or higher. Reaching the 65% participation rate meant that the results were reflective of the experience of most employees and that survey data we received was reliable and valid.

In phase two of the survey, the City shared the results of the survey with all employees using a cascading approach from senior leadership down to the front line. This phase occurred between the period of February 2018 and May 2018, with a small number of more difficult to reach areas receiving results by July, 2018. The City set a target of communicating survey results with all employees, and this target was met by the end of July, 2018.

Phase three of the survey process required that all work groups who had received a survey result report develop action plans. Leaders were tasked with engaging their employees to develop action plans that built on a current strength or to address an opportunity related to one of the focus areas of the OPS. Teams were to identify an action item, define the steps to take to implement the action item, and create metrics to measure and ensure success. This phase of work has been very successful; as of January 2018, 95% of areas that were expected to have an action plan in place had done so. The success of this phase was due to the work and dedication of employees who were involved in building the action in developing meaningful action plans.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

At present, the City is engaged in phase four of the survey process; implementing action plans, monitoring progress and celebrating successes. This phase is primarily centered on ensuring that we do not lose momentum on action planning and that we continue to make improvements to the City work environment. A key component of this phase involves ensuring that groups are on track with action planning, and that they continue to identify and implement new actions as previous actions are completed. To monitor progress during this phase and to accurately capture action planning information, City staff developed an online action plan reporting tool. This innovative system allows leaders to input their action plan information and provide updates and progress reports on an ongoing basis. A schedule for action plan reporting was developed, and leaders have committed to providing updates on their action plans on a quarterly basis. Reports are built using action plan information from the online tool and are distributed to senior leaders to review progress for their areas and to drive compliance.

Results from Action Plan Reporting

Since the implementation of the action plan reporting tool in phase four of the OPS, the City has run through two full reporting cycles. The most recent reporting period began in December, 2018 and closed in January 2019. Information gathered through our reporting tool illustrates the high degree of engagement and success that the City has been able to achieve in the implementation phase. The City set an initial goal of having one action plan in place for each area that received a result report, and data from the 2019 update indicate that 95% of the expected actions achieving that goal have been documented in the tool. This translates to 186 action plans identified by workgroups actively involved in action planning, accounting for 774 individual action items. We anticipate that we will see an increase to this figure with the next round of reporting. The highest concentration of action items have focused in the areas of communication and workload manageability, with these two areas accounting for 30% of the total action items recorded. Corporately, the top five areas of focus for action plan items include (in order):

1. Communication (17%)
2. Workload Manageability (13%)
3. Team Morale (7%)
4. Managing Poor Work Performance (6%)
5. Job Clarity (6%)

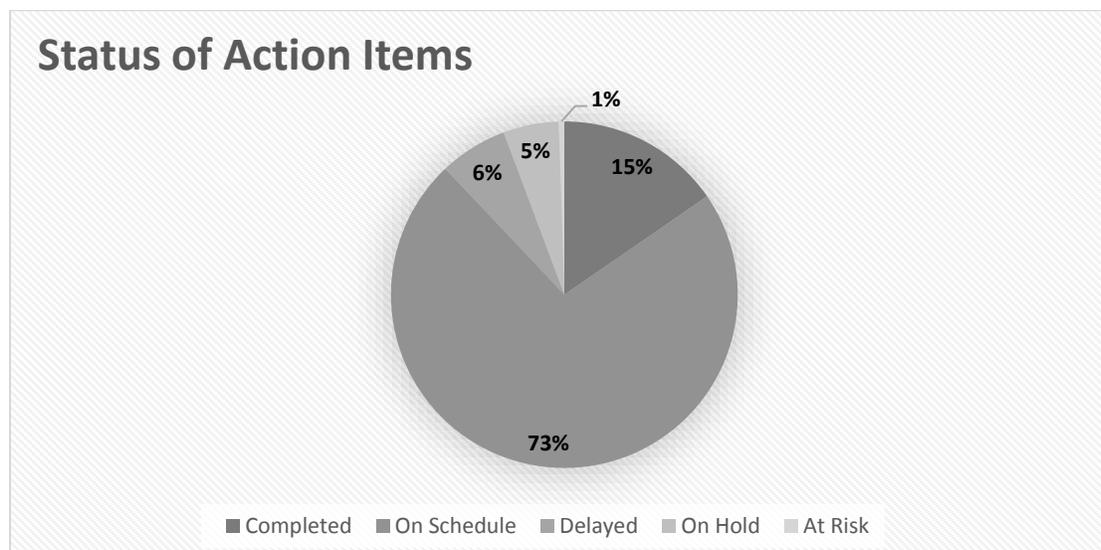
There were many additional areas that workgroups focused on, including but not limited to: support for training opportunities, consistent policies and practices, building pride in team, recognition, adequate staffing and attendance, enhancing sensational service, and building support from leadership.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

City workgroups are making good progress in action planning. 15% of action items recorded in the reporting tool have been completed as of January, 2019. 73% are on schedule to be completed on time, with the remaining 11% on hold or delayed, and 1% at risk of not being completed in the original timeline specified by the work group.



As action plan items are completed, workgroups are expected to introduce and implement new action items until the conclusion of phase four, when the City re-surveys all employees in Fall of 2020. As such, the total number of action items is expected to grow as groups continue their work, and we anticipate that focus areas may shift as groups turn attention to other action items. Additionally, leaders are asked to identify in their corporate reporting the impact and specific outcomes that have been achieved as a result of implementing their action items and plans to demonstrate the return on their investment.

Ensuring Success

The success of each phase of the OPS was made possible through the dedication and commitment of our employees. In our phase one roll out of the survey, we engaged a large group of primarily front-line employees to act as survey ambassadors. Their role was to reach out to their peers, provide education about the survey, and to enable two-way conversation. Their work was critical to our communication strategy, and they were instrumental in the City reaching the response rate that was achieved.

The OPS Steering Committee has played a critical leadership role throughout each phase of the OPS. This group, comprised of a Director from each of our departments, provided guidance and support in the creation of the survey, assisted with communication in our roll out, educated and supported leaders in delivering survey results, championed action planning processes, and supported leaders in sharing action planning information. The OPS Steering Committee ensured that each phase of the survey was implemented within their

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

departments and also ensured that leaders and employees were supported throughout the process. The OPS Steering Committee has been supported by Departmental Working Groups who were tasked with implementing actions from the OPS Steering Committee and providing feedback and insights from their respective areas. Our Departmental Working Groups were essential in keeping the organization on track and ensuring that all voices were heard.

The work of these groups has been recognized by the City and by Senior Leadership throughout the process. Ambassadors were publicly recognized and thanked for their participation at the end of phase one of the survey. The OPS Steering Committee was publicly recognized at the beginning of 2019 when the team was awarded the City Manager's Award for Public Service Excellence in the team category. In March 2019, the OPS Steering Committee held a recognition event for the Departmental Working Groups to recognize their work in supporting the survey process.

Ensuring success of the OPS has further been made possible through holding leadership accountable for the process. In 2018, every leader in the organization was given a goal on their Performance Accountability and Development (PAD) that held them accountable for ensuring that survey results were disseminated to their workgroups and that the action planning process was implemented. In 2019, a goal has been included in every leader's PAD to ensure that leaders implement the specifics of their action plan items, report updates on action plan items in the corporate action plan roll up tool at the end of each quarter, communicate action plan status updates, metrics, and success stories to staff using multiple methods, with special attention given to hard to reach employees, share OPS Action Plan success stories from staff with the departmental/divisional OPS workgroups, and continue the action planning process throughout 2019. By holding leaders accountable through the PAD process, the City is continuing to make the survey and action planning a high priority for all employees.

Leaders have been supported throughout each phase of the survey process by comprehensive toolkits. A leader toolkit was developed specific to each phase of the survey, and included sample agendas, presentations, FAQ documents, communication maps, templates, and videos. The toolkits created by Human Resources with the support of the OPS Steering Committee allowed the organization to implement each phase of the survey in a consistent manner and at a consistent pace. Toolkits were housed on the City's eNet site on a dedicated OPS page in an accessible and transparent manner, so that employees could also review and understand how the City was implementing the survey and action planning process.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

Workforce Demographics

It is important that the City understand the composition of its workforce in order to plan for future programs and policy development with a view to attracting a diverse candidate pool and equitable and inclusive selection and retention strategies to further develop our supportive and inclusive workplace. To assist in our understanding of our workforce beyond metrics that we traditionally capture, a demographic section was included in the OPS that asked employees to voluntarily provide demographic and workforce census information. Questions asked in this section of the survey were in alignment with the Federal Government's Census Survey in addition to questions used in the Workforce Census Survey, conducted at the City of Hamilton in 2011. The City intended to only use this data at a corporate level to inform corporate Human Resources programming and policy development.

At the time of our last OPS update at GIC on February 27, 2018, the demographic information had not been analysed. Since this time, City staff have reviewed the information and have identified challenges with collecting demographic and census information using the OPS format. The challenges identified will inform the City's future plans and strategies with regard to collecting data of this nature. As the workforce demographic and census section of the survey was voluntary, response rates for this section were significantly lower than all other sections of the survey. This presents a challenge with regard to validity and usefulness of results. As the census and demographic information collected was anonymous, the City cannot use the information gathered to develop advanced analytics to build a more comprehensive understanding of employee movement and tenure in the organization for groups. Collected in the current format, the information presents an understanding of a point in time, and the City would lack the ability to link this data to future surveys to identify potential barriers and opportunities to create inclusive practices.

The City recognizes the importance of collecting demographic and census data that is actionable and useful to inform program and policy development and to develop meaningful analytics. As such, the City has been exploring other approaches to gather more actionable demographic data. On February 1, 2019 Human Resources implemented a voluntary process to collect demographic information from external job applicants in line with Employment Equity standards. This will provide the City with an understanding of who is applying to the City and will provide baseline information for those who are hired. A similar voluntary demographic collection process has been successfully implemented with recruitment practices for the City's Agencies, Boards and Commissions. Human Resources is further exploring the possibility of surveying all City employees to gather information in line with Employment Equity Standards.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.



Hamilton

OUR PEOPLE SURVEY UPDATE

April 3, 2019



- **Introduction**
 - **The Our People Survey**
 - **Approach and Process**
- **Status Update**
- **Success Stories**
- **Preparing for Fall 2020**

The Our People Survey

Survey Focus Areas



Corporate Framework

The “Our People Survey” A consistent corporate framework for the City of Hamilton



Action Planning Process



Action Plan Reporting



OPS Phase Four Update

Phase Four Status Update

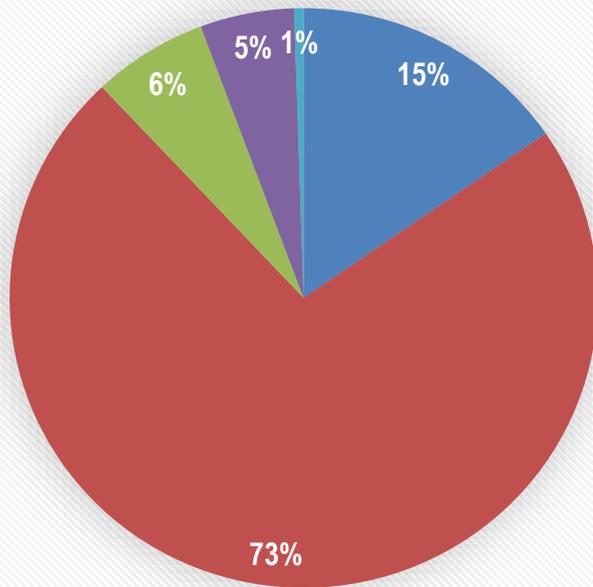
95% = 773

Of expected action plans
have been documented

Individual Action
Items Recorded

Phase Four Status Update

Status of Action Items

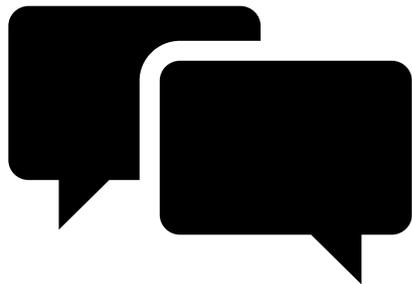


Completed On Schedule Delayed
On Hold At Risk

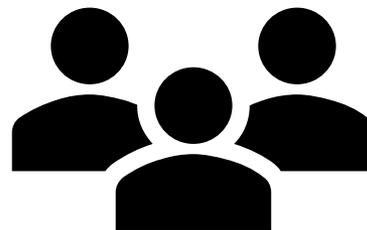
Top Corporate Areas of Focus:

1. Communications
2. Workload Manageability
3. Team Morale
4. Managing Poor Work Performance
5. Job Clarity

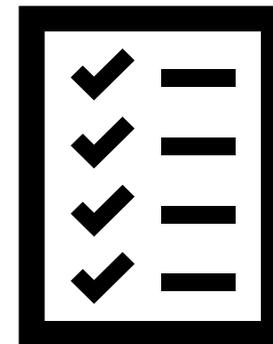
Contributing to Our Success...



Strong Communication
Plan



Network of Support



Accountability and
Commitment

INTO JUMP THE CONVERSATION

OUR PEOPLE SURVEY

Success Stories



Corporate Services contributes towards the City of Hamilton's vision to be the best place to raise a child and age successfully.

The Corporate Services Department is comprised of the following Divisions: Office of the City Clerk, Customer Service and POA, Financial Planning, Administration and Policy, Financial Services, Taxation and Corporate Controller, Information Technology, Legal and Risk Management. To learn more about each Division, visit their intranet sites below.

Check out Corporate Services' 2018 accomplishments and what's coming up...



JUMP INTO THE CONVERSATION

OUR PEOPLE SURVEY



*Our People Survey Action Plan Success Story:
PED Onboarding*



QUESTIONS?





CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Economic Development Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	April 3, 2019
SUBJECT/REPORT NO:	Synapse Life Science Consortium Request for Funding - 2019 (PED19057) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Norm Schleeahn (905) 546-2424 Ext. 2669 Carolynn Reid (905) 546-2424 Ext. 4381
SUBMITTED BY:	Glen Norton Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION(S)

- (a) That the \$25 K funding request by Synapse Life Sciences Consortium of the City of Hamilton's 2019 annual community partnership contribution be approved;
- (b) That this \$25 K annual contribution for the Synapse Life Sciences Consortium be conditional on the Council established annual Key Performance Indicators as contained in this Report;
- (c) That this annual \$25 K contribution for the Synapse Life Sciences Consortium be funded from the Economic Development Investment Reserve Account No. 112221;
- (d) That City staff, together with the Synapse Life Sciences Consortium, report back to City Council with an annual review of the Municipal Funding Program prior to the approval of a renewal option for 2020 and satisfactory Key Performance Indicator results of the previous year.

EXECUTIVE SUMMARY

Canada has a number of cluster-based organizations supporting life sciences. Most are member organizations concentrating on networking, branding and promotion. The Synapse Life Science Consortium was established to be an impartial champion and

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Synapse Life Science Consortium Request for Funding - 2019
(PED19057) (City Wide) - Page 2 of 6**

advocate for Hamilton's strong life sciences cluster. The following identifies some of Hamilton's assets:

- \$5 B healthcare spend;
- Most research-intensive university in Canada;
- Most research-intensive college in Canada;
- Ontario's second-largest hospital network;
- 30,000+ people employed in hospitals, academic institutions and private sector businesses in the region;
- 2,500+ researchers;
- \$460 M+ annual research budget; and,
- More than 40 world-class research institutes and centers focused on life sciences.

Representing Hamilton's leading institutions McMaster University, Mohawk College, McMaster Innovation Park, Hamilton Health Sciences, St. Joseph's Healthcare, Bay Area Health Trust and Innovation Factory, the Consortium's goal is to leverage our collective strengths in an effort to drive commercialization and investment.

Three strategic pillars have been established as core drivers:

1. Communicate successes and impact of the life science cluster to raise visibility and reach of the consortium both within the region and beyond;
2. Collaborate with key partners and stakeholders to foster a more dynamic and cooperative ecosystem for life science innovation and commercialization; and,
3. Accelerate efforts to attract and secure life science companies and investment.

The City of Hamilton's Economic Development Action Plan 2016-2020 has identified life sciences as a key sector for growth. Together with our community stakeholders, the Synapse Life Science Consortium is intent on supporting Hamilton's economic diversification and growth through the attraction of private sector investment, partnerships and the commercialization of innovation to enable the creation of new enterprises and scaling up of existing operations.

The Synapse Life Sciences Consortium is requesting a partnership contribution of \$25 K which can be funded through the Economic Development Investment Reserve.

Alternatives for Consideration – See Page 6

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The request can be accommodated through the Economic Development Investment Reserve Account No. 112221 with no impact on the Levy.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Synapse Life Science Consortium Request for Funding - 2019
(PED19057) (City Wide) - Page 3 of 6**

Staffing: N/A

Legal: N/A

HISTORICAL BACKGROUND

At its meeting of December 7, 2016, the General Issues Committee (GIC) approved Report PED16216(a) and Hamilton's Economic Development Action Plan 2016-2020.

This City-wide document is an action-oriented plan with clear alignment to the City's Strategic Plan. Hamilton is currently ranked as the most diversified economy in Canada – a testament to the efforts of Hamilton's business community and institutions. The Action Plan identifies areas of focus and key industry sectors to concentrate resources on to maximize economic benefits for the City.

The City of Hamilton is the home of an intellectual and physical environment for a thriving life sciences cluster that connects researchers, businesses, healthcare providers and education. Hamilton is globally recognized for its research intensity and for its biotechnology strengths in the health sector including drug discovery and validation, gene therapy and clinical trials. Research in these areas is producing lifesaving drugs and vaccines, medical devices, and solutions to current health issues that are making a major impact on a wide variety of health issues globally. With a focus on the commercialization of research and development, Hamilton is poised for growth in the knowledge-based cluster and industry sector.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The Synapse Life Sciences Consortium has been created to bring together key stakeholders and partners in Hamilton's life science ecosystem to facilitate efforts and bridge collaborative research and commercialization success. McMaster University, its academic health science centre partners with Hamilton Health Sciences and St. Joseph's Healthcare Hamilton, and Mohawk College together form an integrated and nimble engine for research that has placed Hamilton at the forefront of life sciences development for more than 50 years. Together with McMaster Innovation Park, Bay Area Health Trust and Innovation Factory, collaboration between these organizations unifies a diverse range of expertise, creating a unique platform for life sciences development unlike any other in Canada. (Appendix "A" to Report PED19057–Synapse Life Science Consortium Profile).

In the Consortium's initial year, efforts were focused on initiatives designed to promote Hamilton's life science ecosystem, with the goal of promoting the commercialization of

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Synapse Life Science Consortium Request for Funding - 2019
(PED19057) (City Wide) - Page 4 of 6**

health innovation across the region. The following activities and results were achieved in 2018:

- 302 curated introductory collisions, connecting 662 innovators, entrepreneurs, researchers, clinicians and investors;
- Hosted 11 monthly health community check-ins attended by over 300 innovators, entrepreneurs, researchers and clinicians;
- Organized more than 20 curated site visits into Hamilton;
- Launched and facilitated the 2018 Hamilton Health Innovation Week with 19 concurrent events occurring in April 2018 with over 1,000 in attendance;
- Delegation of 22 representatives from the Consortium attended the BIO International Conference in Boston conducting over 100 B2B meetings, hosting a round table meeting with senior investment staff of the Ontario government, hosting a joint reception with McMaster University alumni and the Consortium recognized during the Ontario luncheon as an example of a municipality focused on driving investment in life sciences; and,
- Secured over \$700 K for Hamilton companies as part of Health Ecosphere (FedDev Program).

The Synapse Life Science Consortium has shown to be an impartial advocate and champion for the Hamilton Life Sciences Cluster, acting as a concierge to promote and facilitate initiatives that leverage public and private resources to commercialize innovation and attract investment. Consequently, the founding Consortium partners have agreed to support the advancement of the Consortium annually as follows:

Organizations with more than 100 employees \$25 K/each:

- McMaster University;
- Mohawk College;
- Hamilton Health Sciences;
- St. Joseph's Healthcare; and,
- City of Hamilton (subject to Council approval).

Organizations less than 100 employees \$10 K/each:

- Bay Area Health Trust; and,
- McMaster Innovation Park.

Cash and in-kind support:

- Innovation Factory.

Representatives of all founding Consortium partners form the Consortium Board. Dr. Ted Scott, Vice President Research and Chief Innovation Officer is the Chair of the

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Synapse Life Science Consortium Request for Funding - 2019
(PED19057) (City Wide) - Page 5 of 6**

Consortium board with Dr Gay Yuyitung, Executive Director McMaster University Industry Liaison Office serving as Vice Chair,Carolynn Reid, Business Development Consultant, City of Hamilton’s Economic Development Department serving as Secretary/Treasurer and Alex Muggah as the Consortium Director.

Going forward, the following Key Performance Indicators have been established to support the Synapse Life Science Consortium’s annual funding request:

Create and cultivate an inclusive business driven ecosystem:

- Number of Synapse Life Science Consortium meetings held annually;
- Number of industry related theme events hosted/supported annually;
- Number of attendees participating in Consortium meetings and events annually; and,
- Number of collisions or connections created annually.

Enhance global and regional cluster connectivity:

- Number of new Synapse Life Sciences Consortium stakeholders and champions identified;
- number of marketing initiatives; and,
- number of partnerships initiated with international life sciences clusters and organizations.

City of Hamilton life sciences sector growth and attraction:

- Number of new life sciences business investment leads;
- Number of company visits;
- Number of life sciences start-ups and SMEs supported and connected; and,
- Number of funding and grant applications pursued.

The City of Hamilton has long been criticized for the lack of required infrastructure necessary for the development and growth on an innovation-based economy. Further, Hamilton has consistently been in the shadow of the greater Toronto area when talent and investment are looking to collaborate and commercialize in life sciences cluster development. The work of the Synapse Life Sciences Consortium is in alignment with the 2016-2020 Economic Development Action Plan, particularly the goal to have “entrepreneurial individuals, organizations and companies experience Hamilton as a place where innovative ideas and entrepreneurial people thrive”.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

N/A

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Synapse Life Science Consortium Request for Funding - 2019
(PED19057) (City Wide) - Page 6 of 6**

RELEVANT CONSULTATION

Synapse Life Sciences Consortium partners:

- Hamilton Health Sciences;
- St Joseph's Healthcare;
- Bay Area Health Trust;
- McMaster University;
- Mohawk College;
- McMaster Innovation Park;
- Innovation Factory;
- Federal Economic Development Agency for Southern Ontario (FedDev Ontario)/Government of Canada;
- Ministry of Economic Development, Job Creation and Trade/Province of Ontario Life Sciences Ontario;
- Ontario Bioscience Innovation Organization;
- Council of Academic Hospitals of Ontario; and,
- Jacobs Institute (Buffalo NY).

ALTERNATIVES FOR CONSIDERATION

Provision of a reduced community partnership contribution by the City of Hamilton or eliminate the annual contribution. Either option would require the Synapse Life Sciences Consortium to scale back efforts to create an ecosystem to attract investment and develop a collaborative hub to drive global health innovation. The result would most certainly have an impact on meeting their current Key Performance Indicators and literally handicap Ontario's leading regional cluster initiative supporting life science growth and development.

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Economic Prosperity and Growth

Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.

APPENDICES AND SCHEDULES ATTACHED

Appendix A–Synapse Life Science Consortium Profile

CR:dt

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.



Discover
**Canada's
Leading**
Research & Education
Cluster



synapse
Life Science Consortium

Hamilton, Ontario, Canada



Leading Canadian Life Science Innovation

Hamilton is Canada's leading health research and educational cluster; a launchpad for innovative life science research and commercialization.

At the nexus of Ontario's dynamic \$52 billion health care industry, Hamilton possesses an unmatched network of research-intensive hospitals, leading academic institutions, globally recognized researchers and clinicians, and private-sector companies; more than 35,000 professionals work together to develop and deploy health innovations that are changing lives around the world.

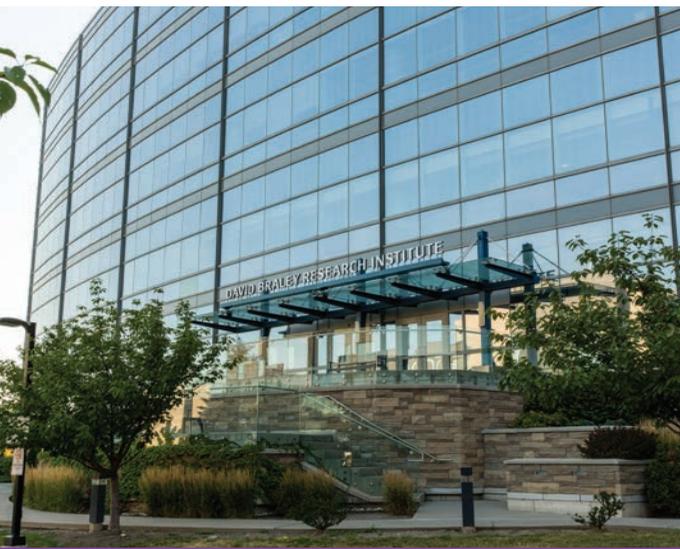
From laboratory bench to market success, Hamilton offers the expertise, talent, funding, resources and assets needed by researchers and clinicians, medical entrepreneurs, early-stage start-ups and multinational giants. Hamilton is anchored by the Canadian HQ of global medical device company (Stryker), the most comprehensive hospital network in Ontario and one of Canada's leading research hospitals (Hamilton Health Sciences) and Canada's most research-intensive academic institution and the home of evidence-based medicine (McMaster University).



Synapse is a non-profit representing Canada's leading health research and educational cluster in Hamilton, Ontario. A strategic broker to the health ecosystem, Synapse promotes and facilitates initiatives that support the commercialization of health innovation and attract investment to the region.

To learn more about the cluster, or to partner with us, visit:

synapseconsortium.com/partner



The David Braley Health Research Institute

Working together, succeeding together

Synapse Life Science Consortium, a partnership of key anchor institutions is working together to facilitate leading-edge life science research and accelerate the commercialization of health innovation.

Synapse is a strategic broker, connecting life sciences players from across the spectrum, leading to powerful collaborations, acting as an advocate and concierge for public and private-sector stakeholders engaging Hamilton's capabilities and assets. "Hamilton has tremendous strength as a life science hub. There is a collective work ethic and ability to collaborate that brings together the city's incredible healthcare system and its academic institutions," said Synapse Chair Dr. Ted Scott.

Making Hamilton Home

A vibrant and dynamic city, Hamilton is recognized as the best place to invest in Ontario, the most diverse economy in Canada and among Ontario's fastest-growing economies.

Hamilton is the fulcrum of a globally renowned health innovation corridor that stretches from Toronto to Buffalo. A gateway to U.S. and global markets, Hamilton provides easy access to North American largest border crossings. A new 70,000-square-foot cross-dock facility handles time-sensitive cargo, including medical supplies and pharmaceuticals, is next to Canada's largest overnight express hub, which operates without curfew.

An hour's drive to more than 9 million people, Hamilton is undergoing a cultural renaissance thanks to its emergence as a centre for art, music and culinary talent, beautiful historic architecture and an unmatched range of natural amenities.



"Hamilton Health Sciences is actively working to develop the life sciences cluster in Hamilton, to benefit not only our community but people around the world. HHS researchers are tackling disease prevention, such as cardiovascular disease and diabetes, on a global scale, and are making an impact on treatment policies and regulations. Our collaboration with IBM is attracting and accelerating technology-enabled health innovation, while PHRI, in partnership with McMaster University, is world renowned for large clinical trials and population studies."

—Rob MacIsaac, President and CEO, Hamilton Health Sciences



Dr. Guillaume Pare at the Population Health Research Institute (PHRI) – Canada's premiere global health research institute and a world leader in large clinical trials and population studies

Continued from previous page...

“Our ecosystem is both deep and broad. We have everything high-potential companies need in terms of expertise and infrastructure and Synapse brings it all together in a one-stop process,” said Scott. With particular expertise in biomedicine, clinical trials, and digital health, life science innovators are leveraging Hamilton’s \$4.8 billion health ecosystem, collaborating with experts to discover, validate and scale novel health technologies.

In Hamilton, collaboration is not just a concept or a goal; it’s a way of life. Synapse embodies Hamilton’s culture of collaboration, bringing key players around a single table to act nimbly and advance common goals. Whether it’s an idea or an obstacle, Synapse brings the community together to broker, engage, negotiate and execute on your behalf.

“Hamilton is already one of the highest impact health research centres of excellence in the world, and I am sure this will be further strengthened by the Synapse Life Sciences Consortium,” said Dr. Salim Yusuf, a global expert in cardiology and epidemiology and executive director of the world-renowned Population Health Research Institute.

Mitch Wilson, president of Mariner Endosurgery, an early-stage enhanced laproscopic surgery platform, says Synapse turbo-charges the relationship-building process with key players. “There is a very strong research and investigation push in the hospitals and the broker role Synapse provides is so important in creating and maintaining traction and momentum for a company such as ours. Bringing together hospitals with early-stage start-ups is a very smart model.”

St. Joseph’s
Healthcare  **Hamilton**

“Over the past few years Synapse and its management have proven crucial in bringing together the academic, civic and healthcare communities in Hamilton to provide one of the most innovative and integrated life sciences organizations in the country. Uniting the breadth of capacity in our outstanding academic and healthcare resources across a seamless spectrum, Synapse is capable of moving our community forward in a united way to make our goals a reality, branding Hamilton, nationally and internationally, as a city with both a heart and a brain.”

—Dr. Jack Gauldie, Vice President Research, St Joseph’s Healthcare Distinguished University Professor, Department of Pathology and Molecular Medicine



Supporting Life Science Entrepreneurs

Hamilton's hospitals, life science companies and research institutions form an integrated network that is garnering international acclaim. Building on decades of expertise in clinical trials, digital health, and biomedicine, entrepreneurs have the chance to validate their innovations in simulated and real-world clinical environments. Mohawk College's MEDIC digital access centre and the Fraunhofer Project Centre for Biomedical Engineering, the HHS-IBM Innovation Exchange and Advanced Manufacturing (BEAM) are unique to Hamilton. Large research programs at Hamilton Health Sciences (HHS) and St. Joseph's Healthcare are critical to validation and achieving regulatory approval for a broad range of innovators.

Compacting timelines and accelerating commercialization is the key to Hamilton's success. Synapse provides the forum to quickly engage and leverage the full breadth of capabilities required for entrepreneurs to develop, deploy and launch innovative health technologies.

"We are creating immense talent in the healthcare technology space," said Scott. "The success of Synapse – the talent it generates, the innovation it powers, the problems it solves – will serve the broader interests of Ontario, Canada and the world for generations."

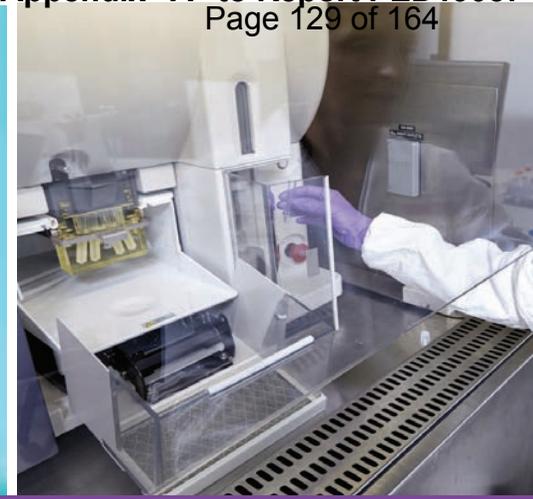


Stryker Bets \$100m on Hamilton

Stryker's \$100-million state-of-the-art headquarters will be the global medical device company's Canadian hub for distribution, logistics, finance, legal and compliance, regulatory affairs, marketing and human resources.

Stryker benefits from, and contributes to Hamilton's dynamic life science cluster, and the research and discoveries emerging from Synapse partners.

"We have a long history of delivering healthcare in the Hamilton region. With proximity to Pearson, Hamilton airport, the U.S. border and Greater-Toronto-Area highways, it's a good central location for us," said Scott MacNair, president of Stryker Canada. "Hamilton is an innovative health and technology community. We will continue to grow as a business, so being part of a growing community is a perfect fit."



CLINICAL TRIALS

Global Leader in Clinical Trials

From targeted population studies to global longitudinal assessments, Hamilton has demonstrated global leadership in delivering trans-disciplinary clinical trials.

More than 40 health research institutes bring hundreds of clinicians, researchers and scientists together with entrepreneurs and multi-national companies to validate health innovation from radio-pharmaceuticals to medical devices to in-clinical processes.

Around the World, Around the Block

Population Health Research Institute (PHRI) is a world leader in large clinical trials and population studies. With a staff of 350 PHRI oversees more than \$150 million in clinical trials each year. With unparalleled trans-disciplinary expertise in epidemiology and population health, PHRI's capacity to conduct multiple international studies concurrently, with tens of thousands of participants in each, is a capability few can match.

To date, PHRI has enrolled more than a million participants on six continents and in 101 countries. It is now undertaking one of the most extensive population health studies in the world, involving 200,000 people across 25 countries.

Hamilton's "culture of enquiry and challenging established thinking" and ability of researchers to collaborate locally, nationally and internationally built PHRI, says its founder Dr. Salim Yusuf. It tackles "important health questions by thinking big, globally, and

conducting research that is high impact and makes a difference to people's lives worldwide." A former World Health Foundation president, Dr. Yusuf is an internationally renowned cardiologist and epidemiologist, who was the second-most cited researcher in the world in 2011.

"We are particularly proud of our culture of mentoring and developing young investigators, working on new themes of the interfaces of different disciplines, and the willingness to explore potentially risky topics using innovative approaches that few other research groups focus on," said Yusuf.

The expertise of PHRI was spun off into the for-profit Bay Area Research Logistics (BARL) in 2007 to provide logistics services for large international trials conducted by research institutions, biotech companies, pharmaceutical organizations and academic researchers from around the world. In 2017, BARL was chosen to run all of GSK clinical trials in Canada.

Learning about living longer

The Canadian Longitudinal Study on Aging (CLSA), the largest long-term study ever undertaken in Canada is exploring how 50,000 participants age and how to shape policy around disease prevention and health services.

The CLSA data is made available to researchers, entrepreneurs, urban planners and policy-makers in real-time, allowing for immediate innovation and the commercialization of novel health technologies and processes to tackle the health and social burdens of aging populations.



Dr. Alison Fox-Robichaud developed The Hamilton Early Warning Score (HEWS)

Fighting allergic disease

AllerGen NCE Inc. is a national research network hosted by McMaster University dedicated to supporting research, commercialization and capacity-building activities that contribute to reducing the morbidity, mortality and socio-economic impact of allergic disease. Dr. Judah Denburg, the scientific director at AllerGen, oversees one of the largest practices in allergy and immunology in Canada.

The Canadian Healthy Infant Longitudinal Development (CHILD) Study, hosted by St. Joseph's Healthcare, is following 3,500 mothers and children. CHILD is the largest multidisciplinary, longitudinal, population-based birth cohort study in Canada, and one of the most informative studies of its kind in the world. Data on how genetics and early childhood environmental exposures impact asthma, allergies and other chronic childhood diseases have led to more than a dozen key discoveries that are changing medical practice, consumer product regulation and public policy.

INNOVATING ON THE HOSPITAL FLOOR

Dr. Alison Fox-Robichaud, a critical care physician professor of medicine, had two innovative ideas: drastically cut code blue events, and a bedside device to test for sepsis.

The Hamilton Early Warning Score (HEWS) Dr. Fox-Robichaud developed reduced code blue events from 400 to just 54. "HEWS is harnessing technology to push the right information to the right people to decrease code rates," said Fox-Robichaud. A digital bedside monitoring system that tracks abnormalities in a patient's vital signs to detect subtle indicators of declining health before a critical event, HEWS is now deployed across multiple locations.

The Thrombosis and Atherosclerosis Research Institute (TaARI), earned an international reputation for innovation excellence, beginning with the world's first clinical trial demonstrating the effectiveness of using aspirin to prevent stroke.

Today, a multi-disciplinary TaARI team led by Dr. Fox-Robichaud, has developed a bedside device to quickly detect the presence of sepsis, a condition which kills more people in Canada than heart attacks. The TaARI device zeroes in on biomarkers that will predict what patients are at risk for life-threatening sepsis earlier than traditional lab tests.

"Hamilton has always been an environment of collaboration. There is a critical mass to enter the technology development world but it's small enough that people are willing to work together here."

Did you



CANADA



Total Combined Number of... employees



31,289

student work placements



8,155

researchers



1,496

McMaster University
Mohawk College
Hamilton Health Sciences Corporation
and St. Joseph's Healthcare Hamilton
employee statistics, 2017



Annual Spend on Health

\$4,834,000,000

METRO AREA, THE GREATER HAMILTON AREA BASED ON SPEND / PERSON ON HEALTHCARE

Ranked #1

Research-Intensive University in Canada
McMASTER UNIVERSITY Hamilton

Current # of
research projects:

3,813

2nd LARGEST Hospital Network in Canada

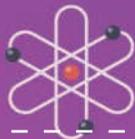
know?

New Discoveries
Commercialized
Potential

average of

101

per year

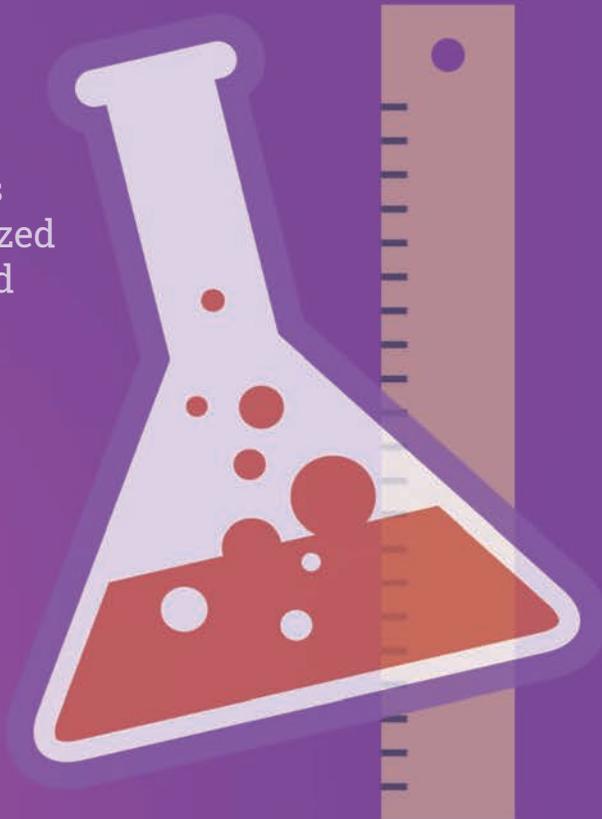


New Ideas
Commercialized
or Licensed

average

45

per year



+1 million
annual patients visits



Canada's only
digital health
technology
access centre

MOHAWK

Ranked #2

research-intensive college in Canada

+40

health research institutes
and centres



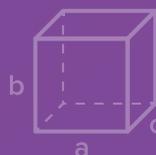
+1 million

global clinical trial patients

Lab space:

687,467

square feet



Annual
research
budget:

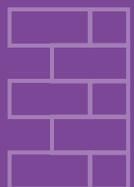


\$458,556,000_{CDN}

Facility building:

13,538,315

square feet





Ground-Breaking Biomedicine

The opening of the Fraunhofer-McMaster Project Centre for Biomedical Engineering and Advanced Manufacturing (BEAM) in March 2018 is a game-changer for biomedical research and commercialization in Hamilton. The 20,000-square-foot, \$33-million facility at the McMaster Innovation Park brings to Hamilton the global prestige of the Fraunhofer Institute for Cell Therapy and Immunology (IZI), a world leader in manufacturing cell therapies. It is only the second Fraunhofer partnership in Canada.

Biomedical companies are increasingly leveraging partnerships across Hamilton. McMaster University, the No. 1 Canadian university by corporate research partnerships, saw \$480 million spent on public-private collaborative projects between 2013-2017.

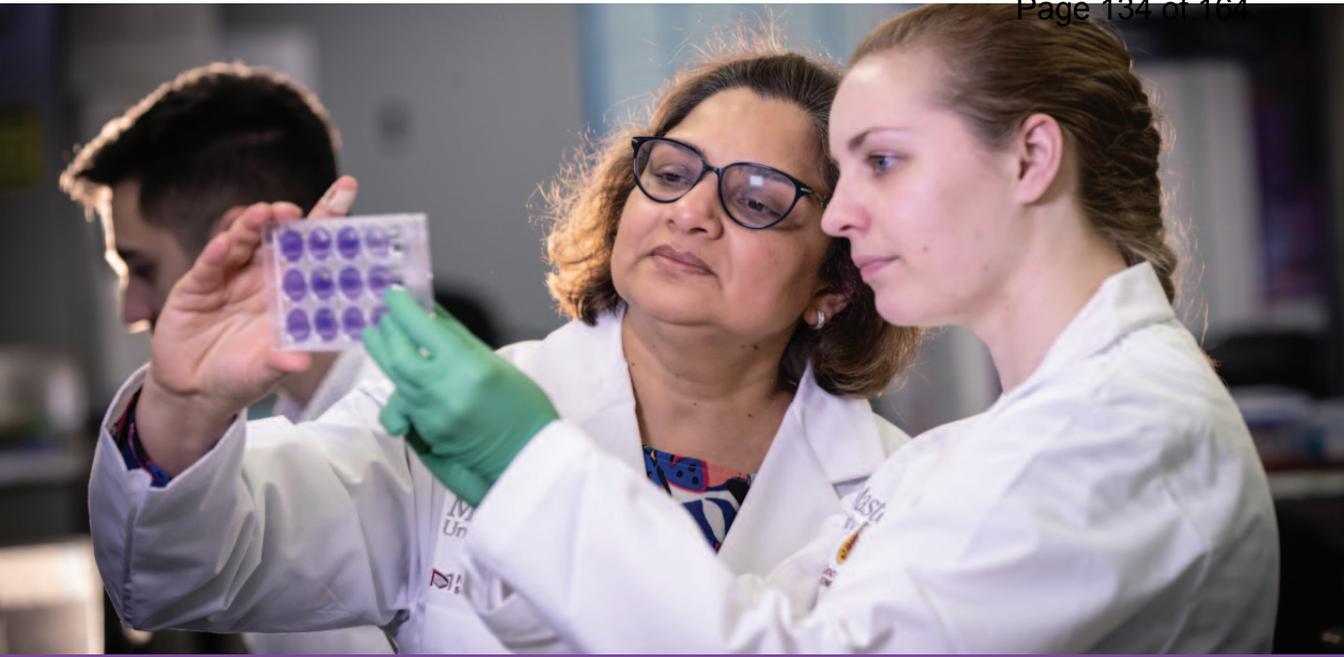
BEAM researchers work with 35 industry partners to translate novel technologies for the marketplace through validation, clinical trials, demonstration and manufacturing. Biotechnology companies like Fusion Pharmaceuticals (see insert) will leverage BEAM to advance work new cancer treatments; biomarkers for cancer detection; point-of-care tests for rapid diagnosis of infectious and chronic disease; and biomaterials to aid in the treatment of disease.

The BEAM centre builds on the work being done at the McMaster Biointerfaces Institute, which has achieved global acclaim in leading cutting-edge research into eye treatments and cell therapy.



“McMaster has earned a global reputation as a research powerhouse – particularly in the health and life sciences. It’s a reputation built on the strength of our researchers, enhanced by our collaborations with our regional partners within the life sciences community, and perfectly embodied in the Synapse Life Science Consortium. In Hamilton, multifaceted teams of scientists are engineering breakthrough solutions to our most complex health challenges. Our clinical researchers are influencing the way health care is delivered the world over, while others are conducting scores of clinical trials to ensure the safety and efficacy of novel therapies and technologies.”

—Rob Baker, Vice-President, Research, McMaster University



Charu Kaushic is a mucosal immunologist who focuses on women's susceptibility and immune response to HIV and the herpes virus, with the goal of developing new ways to protect women from infections using vaccines and immunotherapies.

Breakthroughs in infectious disease

The Michael G. DeGroot Institute for Infectious Disease Research (IIDR) is a global leader in trans-disciplinary research into infectious disease, including virology, immunology, bacterial pathogenesis, population biology and epidemiology.

IIDR's 35 principal investigators and more than 300 researchers are focused on bridging the lab and marketplace and have been sought out globally to participate in hundreds of collaborations with private industry, research institutes, and hospitals, which have led to commercialization opportunities. IIDR research has become the "go-to" resource across North America for researchers working on antimicrobial resistance, vaccines, and drug discovery.

More than 200 patents and patent applications have been overseen by IIDR director Dr. Gerry Wright, a leading ground-breaking research into using fungi as new sources of antibiotics.

IIDR researchers are among the leaders in the global investigations into a universal flu vaccine and how to combat drug-resistant superbugs. Among IIDR breakthroughs is an innovative test patch to detect harmful pathogens, such as *E. coli* or salmonella, in consumer food, alerting consumers to potentially dangerous bacteria with the scan of a smartphone.

IIDR has an impressive track record of spinning intellectual property into commercial entities. Among the list of spin-out companies is Turnstone Biologics, Symbal Therapeutics, Triumvira Immunologics, Advanced Theranostics, InnovoGENE Biosciences and Adapsyn Bioscience.



A Living Lab on aging

The GERAS Centre for Aging Research is a leader in fracture, frailty, dementia and end-of-life research.

Its Living Lab, and affiliation with world class geriatricians, research scientists, primary and community support healthcare professionals, allows for rapid and seamless product and innovation testing and evaluation in a real-world environment.

GERAS has worked with local, national and international firms on prototyping and first customer acquisition. The GERAS Centre is partnered with a Norwegian health technology company to pilot one of the world's first "smart" hospital beds and assess its impact on patient care.

A talent for commercialization

To educate and attract the next generation of life sciences talent, McMaster University created the Biomedical Discovery and Commercialization. Led by Dr. Eric Brown, a worldwide leader in drug-resistance superbug research and discovery, the multidisciplinary hybrid bachelor-masters program combines discovery research, business acumen and health sciences.

CASE STUDY

Fusing Health & Business

Hamilton's Fusion Pharmaceuticals, which develops treatments using medical isotopes to eradicate cancer cells, secured more than \$59 million from global investors, and was named Ontario's Life Sciences Company of the Year in 2018.

Built on the work of Dr. John Valliant, who founded the Centre for Probe Development and Commercialization (CPDC). CPDC has completed more than 50 radiopharmaceutical discovery, development, and manufacturing programs and brought more than a dozen products into clinical development.

"There is rapid growth among companies in this sector in Hamilton, and biotech companies are receiving funding," said Valliant, Fusion's CEO.

"There is so much highly innovative healthcare and life science work going on in Hamilton waiting to be taken to market. But the expertise and business environment for that is building. It's not just about commercialization, but about patient impact. It takes significant backing to make that happen."

Valliant says the work to coalesce a life sciences cluster in Hamilton, which builds on innovative, results-oriented research, will help the next wave of companies emerge and grow.

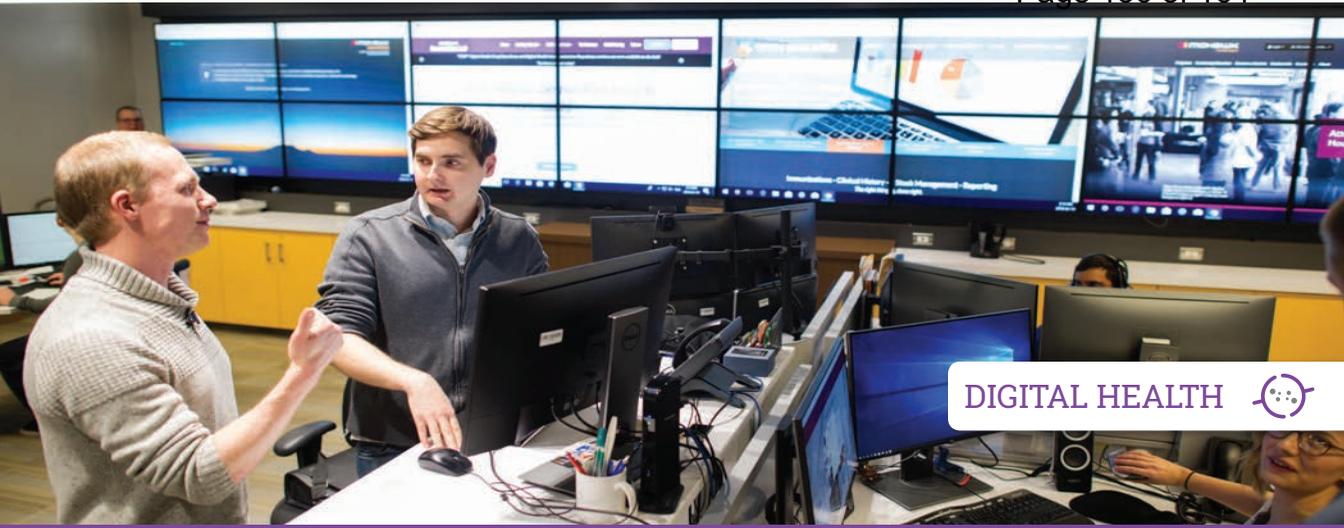
"We are nimble and fast in Hamilton and that's a significant advantage. Hamilton has great people and great research and technology and is building its ecosystem based on that success. This is definitely the time for all this to happen in Hamilton."

Adaptable Bioscience

Adapsyn Bioscience applies next-generation bioinformatics to discover and develop novel biomolecules produced in nature.

A recent \$162 million partnerships with Pfizer Inc. will accelerate the pharmaceutical giant's drug discovery results. "They could go anywhere but they chose our technology. Using big data and analytics means we can find new medicines faster and at lower cost," says Adapsyn's founder, Dr. Magarvey.

"McMaster recognizes that it's individuals who innovate and it enables that process. It allows great the great energy of researchers and entrepreneurs to make things happen. The University is rare in recognizing that."



DIGITAL HEALTH

MEDIC is Canada's only Technology Access Centre with a focus on digital health, healthcare standards and interoperability.

Digital Health

The application of digital technologies is transforming all aspects of healthcare. The volume of medical data generated worldwide is expected to double every 73 days by 2020. It's estimated that an average person generates one million gigabytes of health data in a lifetime – equal to more than 300 million books.

Hamilton is a leader in digital health, from system integration and inter-operability to prototyping novel technologies, to educating the next generation of digital health entrepreneurs.

Exporting Digital Expertise

The mHealth & eHealth Development and Innovation Centre (MEDIC) at Mohawk College is Canada's only Technology Access Centre with a focus on digital health, and serves to bridge the gap between innovative small- and medium-sized enterprises and the mobile health and ehealth needs of an increasingly complex healthcare system.

MEDIC works with companies, governments, health agencies and hospital networks in a dozen countries and across three continents. State-of-the-art facilities and equipment,

including a e-health ecosystem in a living lab environment, enable MEDIC to support companies across the health IT innovation lifecycle, from design to deployment.

Under the direction of founder Duane Bender, MEDIC created an immunization management system for 50 million people in Tanzania, building on work digitizing Ontario's decade-old paper-based immunization records system. Closer to home, MEDIC teamed up with a local hospital to test SMArTVIEW, a technology enabling in-home monitoring of patients recovering from cardiac and vascular surgery.

As part of Mohawk College, MEDIC is training the next generation of digital health experts for the sector, while McMaster University offers Canada's only masters in e-Health, an inter-disciplinary program designed to build capacity around digital health informatics. The Institute for Applied Health Sciences, a joint collaboration between Mohawk and McMaster, is a multi-million one-of-a kind simulated hospital and long-term care centre that enables real-world experiences for more than 2,000 students a year.



"Life sciences is a key economic driver for our region and a strategic focus for our college. Working in collaboration with our industry partners, Mohawk is preparing the next generation of technicians and technologists and supporting applied research projects that transform ideas into innovative solutions."

—Ron McKerlie, President Mohawk College



A space for innovation

Clinicians, researchers and budgets are under duress in the face of an aging population and healthcare is traditionally conservative about change, says Alexander, IBM Canada Healthcare Industry Technical Leader for the Innovation Exchange in partnership with HHS at the IBM Innovation Space located in downtown Hamilton. It is the only partnership of its kind focused on health care in Canada, bringing powerful IBM artificial intelligence, machine-learning and data analytics technologies in support of research scientists, industry and academic partners, start-ups and scale-ups working to solve healthcare challenges.

“Healthcare costs are mounting,” said Gordon Alexander. “We are bringing a transformation agenda to healthcare in order to accelerate the rate of adoption of innovation. Healthcare is complex and slow to move because patient health is at stake. We are fostering the necessary leadership, innovation, access to resources, proof of concept, the pilots and studies to bring change.” The Innovation Exchange provides the physical and technological space to bring everyone together to experiment and push innovative solutions.

Decoding drug resistance

Antibiotic-resistant pathogens are an increasing global concern. An estimated 700,000 people die annually due to drug-resistant microbial infections, rising to 10 million a year by 2050 without intervention.

Addressing this challenge are McMaster University researchers Gerry Wright and Andrew McArthur, world-renowned experts in antibiotic resistance and bioinformatics. Together they developed the Comprehensive Antibiotic Resistance Database (CARD), which has been transformative on a national and international level. It is used by health agencies around the world, including the World Health Organization and the U.S. Centers for Disease Control and Prevention.

Accessible to both public and private sector partners, CARD is a rigorously curated, searchable and up-to-date collection of known antibiotic resistance elements, pathogens and antibiotics. The ultimate goal is to create a system that collects and aggregates millions of data points a day, allowing for more effective treatment plans, better monitoring of the emergence of resistance, and guiding the development of new drugs.



St. Joseph's Healthcare West 5th Campus

Integrated Systems, Integrating Care

St. Joseph's Healthcare is leveraging innovative technology to make integrated comprehensive care a reality, providing patients continuity of care across every interaction with the healthcare system. The model, developed and piloted first with chronic obstructive pulmonary disease, won a Canadian leadership award for innovation in improving outcomes. It is now being instituted as a standard of care at academic hospitals across Ontario.

Partnering with a local Hamilton health technology company, orthopedic surgeons at St. Joseph's have developed and tested an orthopedic patient portal, a practice and care management tool that gives surgeons real-time patient monitoring once they leave the hospital. It integrates patient feedback with reporting from other care providers involved in the rehabilitation process, allowing for more responsive care and better outcomes. The project is part of a Synapse initiative which supports companies along their commercialization path, enabling them to perform on-site testing, product development, or clinical trials with a local care provider.

Mariner's surgical precision

Mariner Endosurgery has taken full advantage of all the benefits of Hamilton's life sciences innovation ecosystem. Formed in 2016, Mariner developed LaparoGuard, a soft-tissue surgical navigation platform that augments visualization during laparoscopic surgeries. Within a year it went from prototype, to first sale, having secured approval to treat its first patients at Hamilton General Hospital.

LaparoGuard sounds audio and video alarms when a surgeon encroaches on a safe buffer zone, while a video monitor displays augmented reality information, much like that projected on the windscreen of a fighter pilot.

Located at McMaster Innovation Park, the company worked closely with Innovation Factory, the regional innovation centre, as well as The Forge, the university campus accelerator. It's also been backed by local angel investors and has collaborated with Hamilton surgeons who have been principal investigators on early trials.

"We are an early-stage life sciences company but we were able to engage in conversations with HHS and St. Joseph's Healthcare," said Mariner president and CEO Mitch Wilson.

"One of the greatest things about Hamilton is that things can happen very efficiently. Connections are much easier with decision-makers here. It's easy to say you're collaborative and not deliver on it. That doesn't happen in Hamilton."

GeneBlueprint for success

GeneBlueprint was among the inaugural group of high potential start-ups chosen to partner with the Innovation Exchange and has taken up residence in the downtown HHS-IBM Innovation Space. There, it has gained access to HHS clinicians and conducted a clinical trial. GeneBlueprint's novel technology generates personalized genetic health and wellness programs based on a patented gene score data.

GeneBlueprint plans to migrate to the IBM Cloud platform and use Watson Analytics to uncover new insights from its trials. "Our immediate goal is to deliver preventative, predictive personalized healthcare that integrates hundreds of thousands of genetic variants. This large data requires computing and storage infrastructure, along with advanced analytics and cognitive computing software," said co-founder and CEO Paul Mercante.

"Hamilton has an opportunity to be a centre of excellence for innovation within the healthcare start-up world," said Mercante. "It offers a one-stop shop for resources and expertise that makes for a breeding ground of new innovation. And that reputation is just growing."

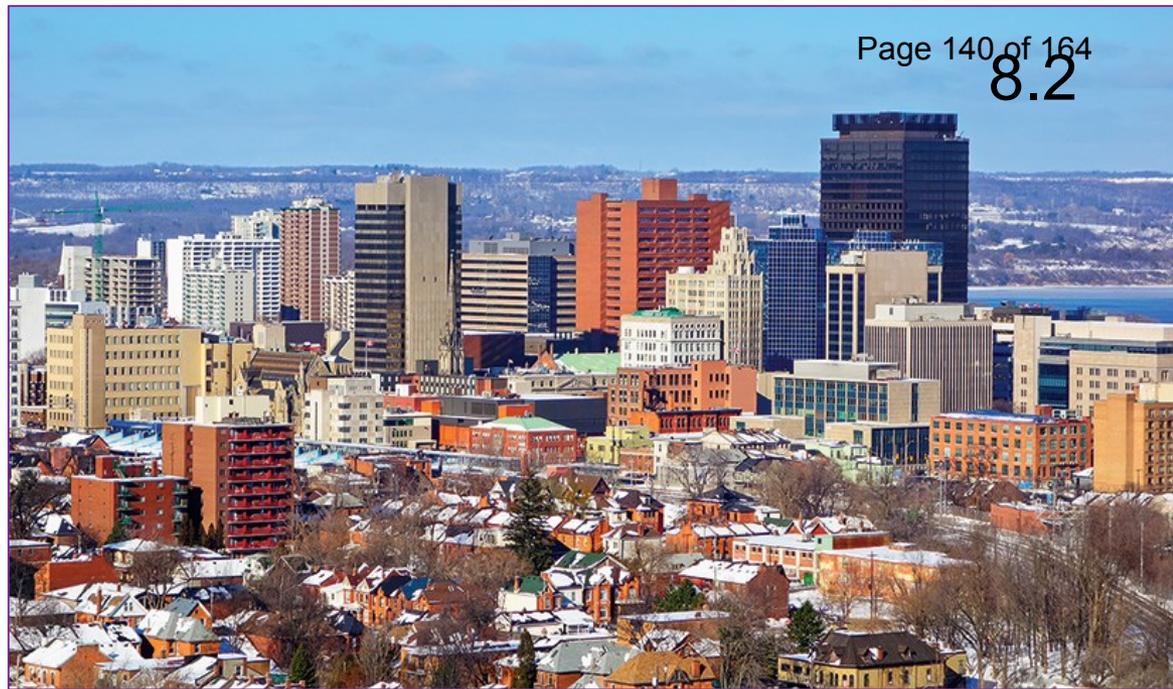


Proud Partners





synapse
Life Science Consortium



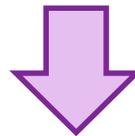
Overview & Impact: Synapse Consortium

*City of Hamilton General Issues Council (GIC)
Meeting #: 19-007 item #8.2
Wednesday, April 3, 2019
9:00am - 3:00pm*

Hamilton Ecosystem: Strengths & Gaps

Hamilton's Health Ecosystem **Strengths**

- **World-class** care delivery, research and innovation capabilities
- Growing interest in **commercialization of health innovation**
- Expertise in **digital health, biomedicine**, and **clinical trials**
- Strong supporting **academic institutions**
- Culture of **collaboration** and **cooperation**



Hamilton's Health Ecosystem **Gaps**

- **Limited institutional coordination** amongst anchor institutions around commercialization, beyond personal relationships
- **Complexity** in width and breadth of actors
- **Time-consuming** and challenging to identify and activate academic/clinical resources
- **Branding** focused on individual institutions rather promoting ecosystem as a whole
- **Nascent** start-up community in need of support, talent, and funding
- Few large private-sector **anchors companies** to activate community



Hamilton's Health Anchors Organizations Came Together



+25,000 employees
(anchors only)
+2,500 scientists



City's 2 largest employers, 4 in top 10



\$460M in innovative world-changing research



Globally recognized clinical, academic and innovative expertise

Synapse Life Science Consortium



Vision: A **collaborative hub** to drive global health innovation

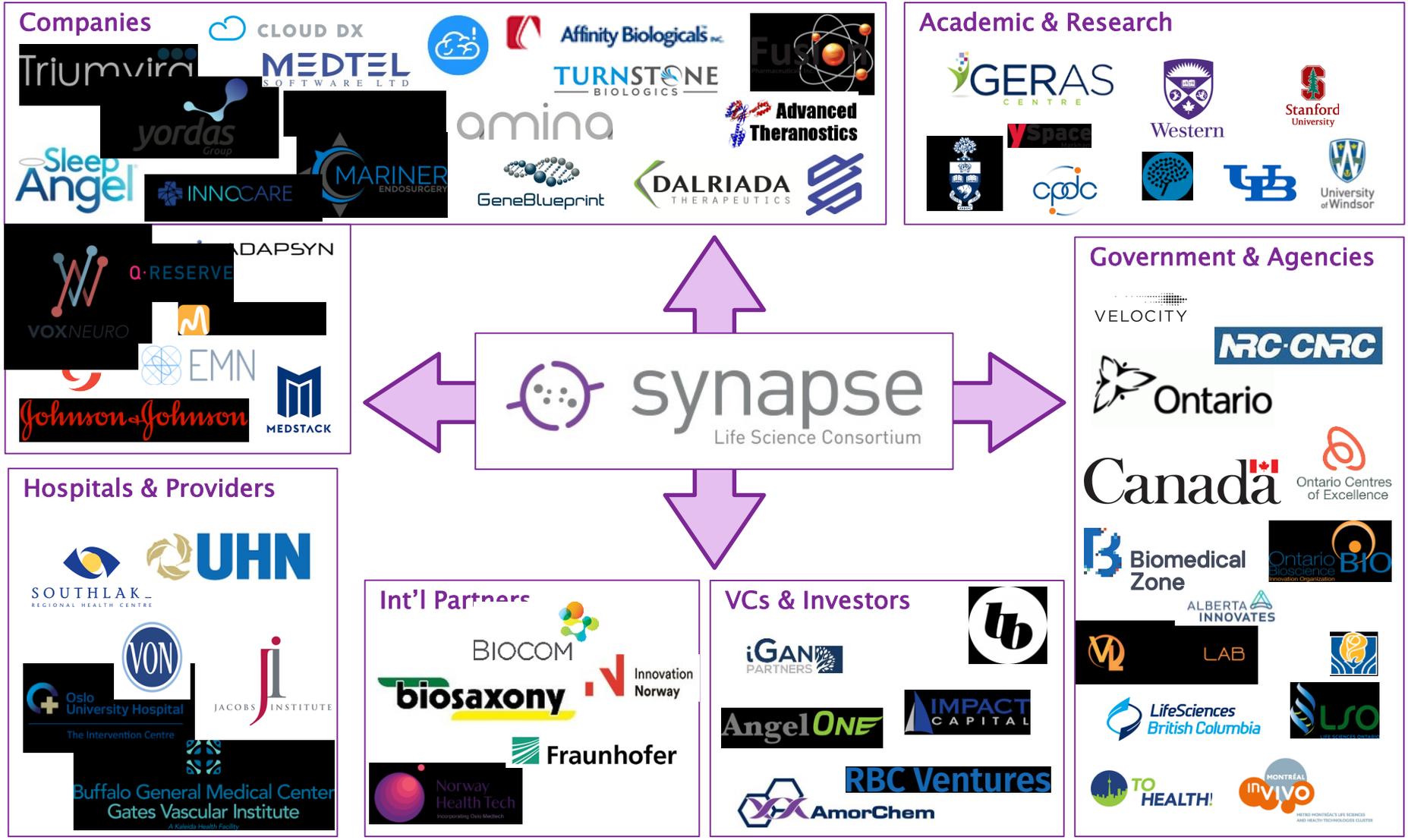


Mission: To create an **ecosystem** to attract investment and develop health innovation for global export

In a sentence: Synapse is an impartial **advocate** and **concierge**, facilitating networks and resources to commercialize health innovation and attract investment to the region.



Concierge to Regional and International Partners





Impact In Our Partners Words...

“Hamilton gets it. The Synapse Consortium is a consolidated approach to investment and an example for Ontario”

-- Head of Ontario Investment Office @ BIO Boston
Ontario luncheon in a room of 500 attendees

“I look around Ontario, and what you have is unique. It differentiates you and shows there is exciting energy and activity in Hamilton.”

-- Innovation Broker, Ontario Ministry of Health
& Former CEO, GE Health Canada

Synapse Consortium: Impact and KPIs

Working with our partners, Synapse has several high-priority KPIs:

Support & Connect SMEs



- Facilitated **+1450 collisions and introductions** in support of new partnerships, cooperation and commercialization

Host Company & Investor Visits



- **+30 inbound site visits** tailored to specific Hamilton partners
- Built **international partnerships** (e.g., MOUs and Lol with Norway Health Tech, BioSaxony, Buffalo Jacobs Institute, BIO Conference, Stanford, etc.)

Synapse Consortium: Impact and KPIs (cont.)

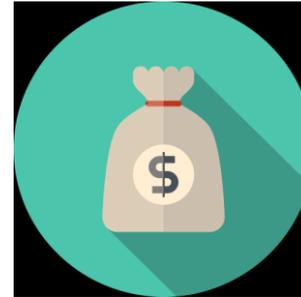
Working with our partners, Synapse has several high-priority KPIs:

Business Investment Leads



- Key role in **companies choosing Hamilton** to establish presence or engage in projects (e.g., Gabriel Scientific, Yordas, Amina Health, Perimeter, etc.)
- +100 **meetings to promote Hamilton** at conferences and events (e.g., BIO)

Funding & Grant Applications

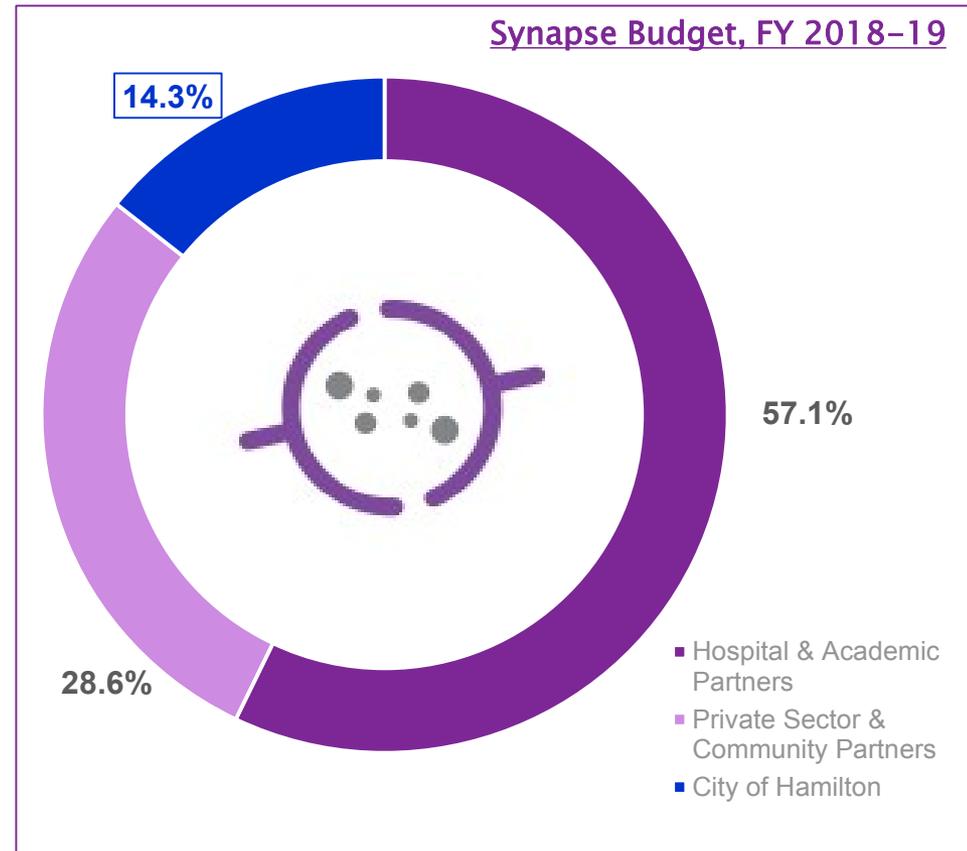


- Delivered **\$770k to fund 6 commercialization projects** through Health Ecosphere (FedDev program), matching \$1.2M in partner contributions
- Coordinated **3 federal grant application** submissions with multiple Consortium partners (each +\$15M)



Value of City of Hamilton's Continued Engagement

- Demonstrates **commitment** to life sciences, a key sector identified in the Economic Development Strategic Action Plan
- Ensures **momentum** is maintained and built upon
- Enables Synapse to be **freely accessible** to start-up and scale up community
- Seat on Consortium Board of Advisors to provide **strategic guidance** and direction
- **Leverage** resources matched by contributions from key anchor institutions
- Benefits from **mutual cooperation** and coordination across institutions





Thank you

Connecting

Innovating

Researching

Transforming

Building Healthcare's Future, Today.

Testing

Manufacturing

Procuring

Adopting

Training

Exporting



synapse
Life Science Consortium

Strategic Broker to Canada's Leading
Health Research & Education Cluster

synapseconsortium.com

Hamilton, Ontario



Appendix

[Employment, Hamilton Life Sciences Cluster](#)

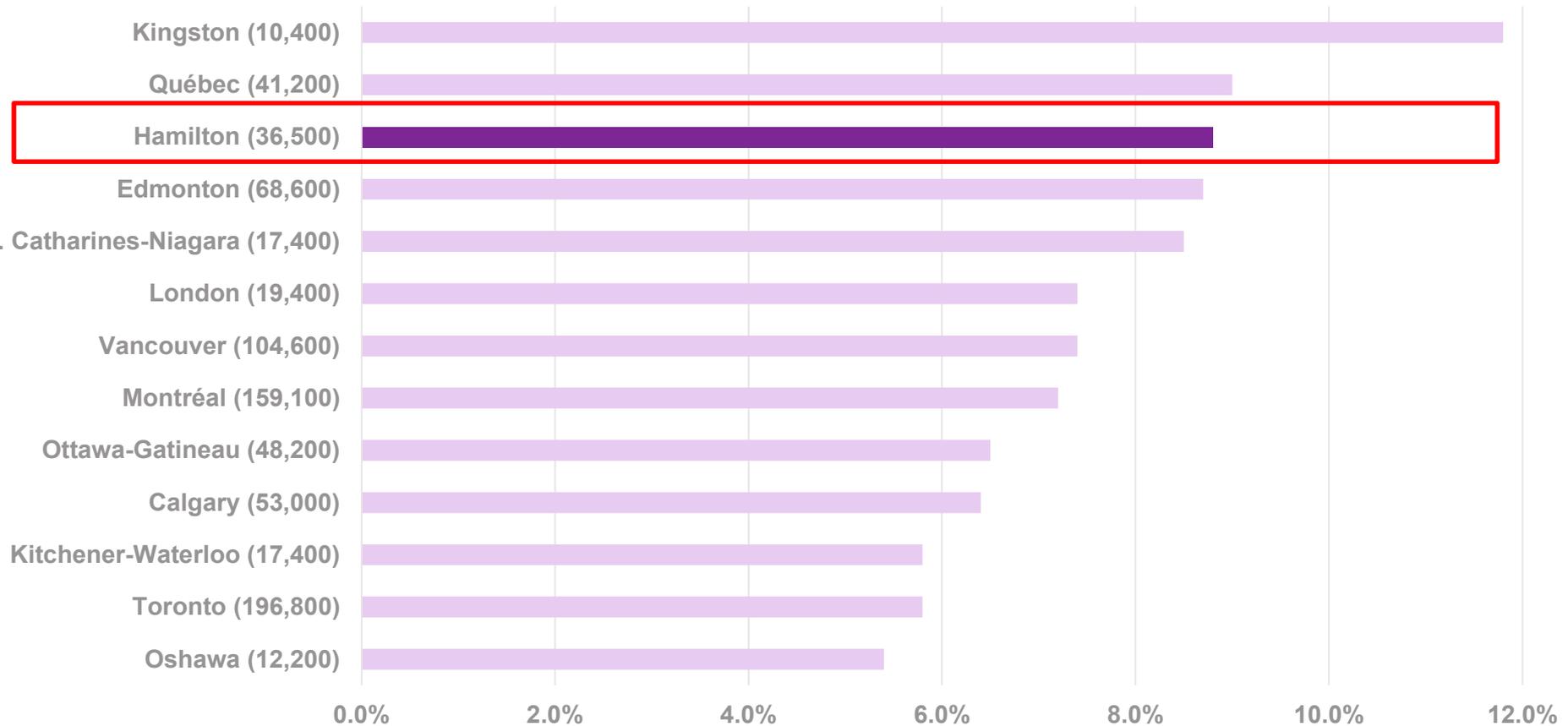
[Comparable Organizations](#)

[Priorities and Activities](#)



Hamilton: One of Canada's Most Health-Intensive Cities, by Employment

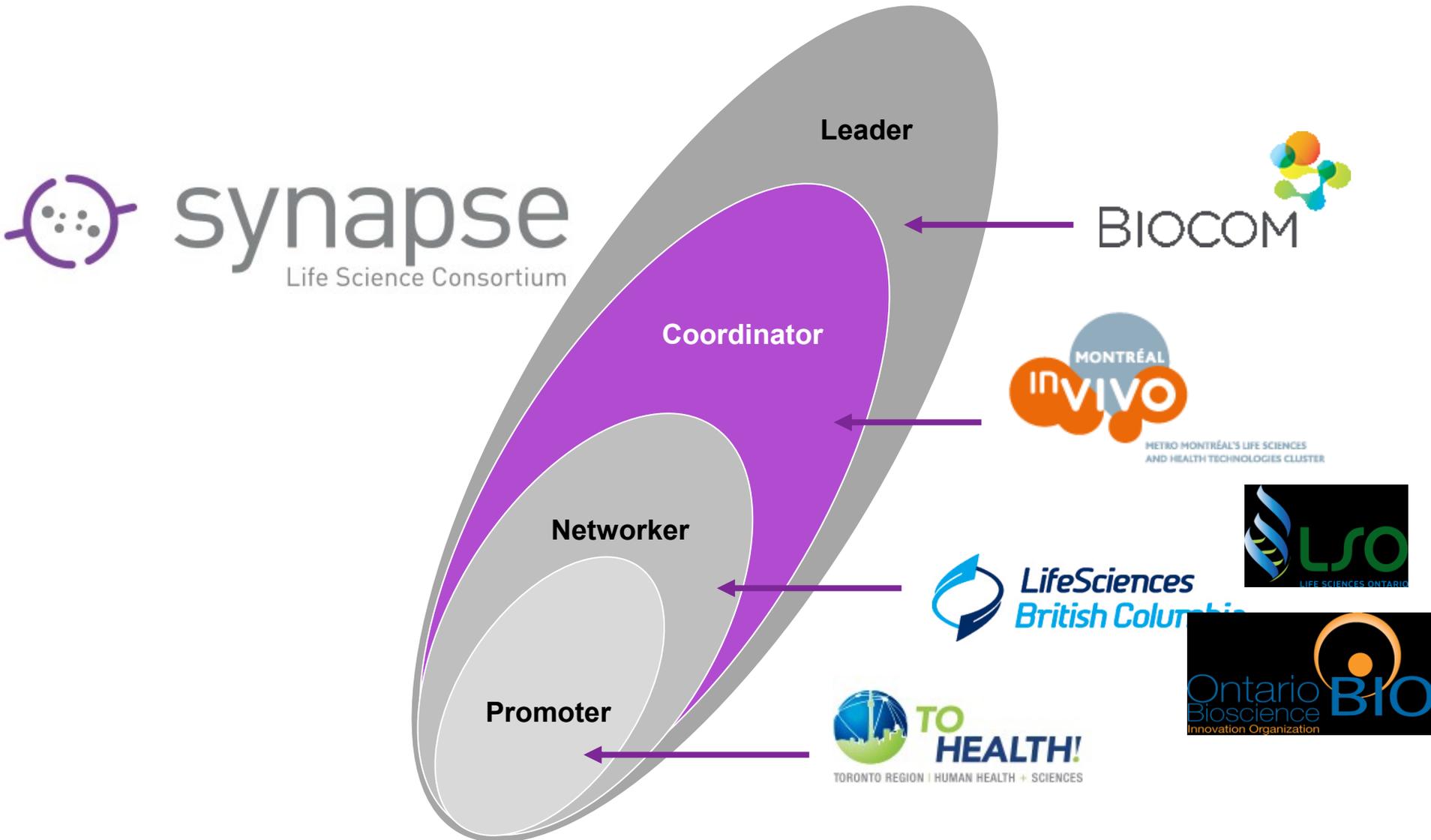
Health Occupation Employment, as Share of Total Employment, Aug 2018
 Selected Cities



Source: StatsCanada Table 282-0158 Labour force survey estimates (LFS), employment by census metropolitan area based on 2011 Census boundaries and National Occupational Classification (NOC), three-month moving average, not seasonality adjusted. Health occupations include Professional occupations in nursing, Professional occupations in health (except nursing), Technical occupations in health, and Assisting occupations in support of health services.



Synapse: Similar Cluster Organizations





Synapse: Core Activities and Priorities

Networks and Clinical Access

- Facilitate new **partnerships and collaborations**, locally, nationally and globally (e.g., Synapse website, member director, monthly Hamilton Health Check-Ups)
- Enable private-sector **access** to academic and clinical insights, patient data, unique research capabilities, facilities and innovation assets (Health Innovation Partnership Portal)

Launch Pad & Landing Pad

- Leverage **sticky investments** with long-term pay-offs (e.g., PHRI, Fraunhofer BEAM) to attract FDI and companies
- Connect **physical innovation space and resources** to start-up community looking to scale and grow (e.g., MIP, Forge, iF)
- Establish and strengthen **(inter)national relationships** relevant to local firms (e.g., Innovate Norway, BioSaxony, NY State, London-Toronto-Montreal corridor, etc.)

Shared Narrative

- **Speak with one voice** (e.g. Hamilton is collaborative “Goldilocks” city)
- Focus on and celebrate **concrete anecdotes** of success (e.g., Health Innovation Showcase)
- Initiate **ecosystem events and initiatives** to activate and inspire community (e.g., Hamilton Health Innovation Week, Health Entrepreneur Bootcamp)
- Coordinate joint application for **project grants and funding** (e.g., Health Innovation Roundtable)



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Tourism and Culture Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	April 3, 2019
SUBJECT/REPORT NO:	Art and Monuments Donation Policy (PED19068) (City Wide) (Outstanding Business List Item)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Ken Coit (905) 546-2424 Ext. 6281
SUBMITTED BY:	Carrie Brooks-Joiner Acting Director, Tourism and Culture Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION(S)

- (a) That the Art and Monuments Donation Policy, attached as Appendix “A” to Report PED19068, be approved;
- (b) That the Art and Monuments Donation Process, attached as Appendix “B” to Report PED19068, be approved.

EXECUTIVE SUMMARY

At the October 16, 2017 General Issues Committee (GIC) meeting:

“Staff was directed to report back with policy to govern the process for the installation of signage, art, statues and other such public projects that are donated to the City of Hamilton by the private sector.”

The approval and adoption of the Art and Monuments Donation Policy (the “Policy”), attached as Appendix “A” to Report PED19068, will provide guidance to City staff as to how to consider offers by individuals, the private sector and community groups to donate art works or commemorative features to the City of Hamilton for long term display on outdoor publicly accessible City owned property.

The Policy outlines criteria to be satisfied before a donation may be accepted by the City, including relevance to the community, site selection, durability, public safety, ownership, and funding. In addition it provides authority for City staff to work with the

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

SUBJECT: Art and Monuments Donation Policy (PED19068) (City Wide) - Page 2 of 4

donor to undertake an evaluation process of the proposed donation outlined in the Art and Monuments Process, attached as Appendix “B” to Report PED19068, to determine and that the donation satisfies the Policy (including financial considerations) before a donation is accepted and installed.

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: N/A

Staffing: N/A

Legal: N/A

HISTORICAL BACKGROUND

The development of a City of Hamilton Art in Public Places Donation Policy was first identified as a need during public consultation for the Public Art Master Plan 2016 review. It was noted that the donation of the Ghandi Statue, now located at City Hall, was a project that would have benefited from the clarity of a donations policy. Staff was directed by Council to develop the policy as part of the development of the larger Art in Public Places Policy at the City’s November 16, 2016 General Issues Committee (Report16-029 Item 13(f)).

The development of a donation policy was again discussed in regard to the Hamilton sign project and direction provided at the City’s Public Works Committee on July 13, 2017 (PW Report 17-009 Item 5 (MAYOR17001)). This was subsequently referred to the City’s General Issues Committee on October 16, 2017 for action by Tourism and Culture staff.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

This recommendation is in keeping with the following goals and recommendations of the Council approved Cultural Plan, Transforming Hamilton Through Culture 2013:

Goal: Quality of Life Quality of Place

Recommendation: Develop and animate public spaces and places.

RELEVANT CONSULTATION

Manager, Heritage Resource Management, Tourism and Culture Division, Planning and Economic Development Department

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

SUBJECT: Art and Monuments Donation Policy (PED19068) (City Wide) - Page 3 of 4

Senior Project Manager-Parks and Cemeteries, Environmental Services Division, Public Works Department

Manager, Landscape Architectural Services, Environmental Services Division, Public Works Department

Solicitor, Legal and Risk Management Services Division, Corporate Services Department

Manager, Strategic Planning Capital and Compliance, Energy Fleet and Facilities Management Division, Public Works Department

ANALYSIS AND RATIONALE FOR RECOMMENDATION

Interest in Hamilton's outdoor public spaces has grown as part of renewed focus on and investment in the waterfront, major parks and other public spaces across the city. This interest has resulted in offers from individuals, the private sector and community groups to donate works of art or commemorative features to the City for installation in the public realm. In recent years some of these projects included the Peace Pole, Ghandi sculpture. These types of projects can enhance public spaces, allow for an expression of our local culture and build community pride with minimal cost to the taxpayer.

The best practice for a municipality's thoughtful and consistent consideration of such gifts is the development of and adherence to a policy and supporting evaluation processes. Typically, such policies and processes address:

- relevance to the community;
- technical criteria;
- site selection;
- funding;
- maintenance;
- authority; and,
- the decision-making process.

Examples from other municipalities include:

- City of Toronto: Public Art and Monuments Donation Policy (2016);
- City of Kingston: Public Art Policy; and,
- City of Vancouver: Gifts of Art Intended for Permanent Placement at Public Sites Policy 2016.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

SUBJECT: Art and Monuments Donation Policy (PED19068) (City Wide) - Page 4 of 4

The proposed Art and Monuments Donation Policy (the “Policy”), attached as Appendix “A” to Report PED19068, and Art and Monument Donation Process, (the “Process”), attached at Appendix “B” to Report PED19068, for the City of Hamilton are in keeping with current municipal best practice. The Policy provides clarity to potential donors and direction to City staff by setting out the criteria to be satisfied before a donation may be accepted by the City and installed on City property. The Policy requires the donor to cover the costs of installation and to make a financial contribution to the City to offset the long-term maintenance costs of the donation. In addition the Policy provides the authority for the Director of Tourism and Culture to lead the Process through which staff can work with a potential donor to evaluate a proposed donation and to address technical and culture issues related to installing an artwork or commemorative feature in outdoor public space.

At the end of the Process, if staff determines that the donation satisfies the Policy, a report will be prepared for the appropriate Committee of Council seeking approval to enter into an agreement with the donor to accept and install the donation.

ALTERNATIVES FOR CONSIDERATION

N/A

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Community Engagement and Participation

Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.

Built Environment and Infrastructure

Hamilton is supported by state of the art infrastructure, transportation options, buildings and public spaces that create a dynamic City.

Culture and Diversity

Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrated.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report PED19068 – Art and Monument Donation Policy

Appendix “B” to Report PED19068 – Art and Monument Donation Process

KC:ro

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

ART AND MONUMENTS DONATION POLICY

1.0 POLICY STATEMENT

The City of Hamilton recognizes the importance of its public spaces and that Donations of art, memorials and other commemorative features by individuals, private sector groups, or community groups can add to the enjoyment of these spaces and to the understanding of the community’s collective culture.

2.0 PURPOSE

To outline the terms and criteria by which the City of Hamilton may evaluate and accept a Donation by an individual, private sector group, or community group of an Artwork or Commemorative Feature for long term installation outdoors on City owned publicly accessible property.

To provide guidance to staff to implement a Donation process to guide the evaluation and Council’s consideration of recommended art and monuments Donations.

3.0 DEFINITIONS

Artwork or Commemorative Feature

A work of art, signage, monument, marker, statue, or other such feature that is intended to memorialize, celebrate or in some other way signify an event, individual, group or organization.

The Donation of an interpretive panel (or series of panels) is not covered by this Policy. See the <https://www.hamilton.ca/attractions/culture/plaques-and-markers>

Donation

Artworks or Commemorative Features given to the City of Hamilton as a gift bequeath or sponsored acquisition.

Donor

Individual, private sector or community group who wishes to donate Artwork or Commemorative Feature to the City of Hamilton.

4.0 DONATION CRITERIA

The following criteria shall be considered in determining whether a Donation is accepted:

4.1 Relevance

- The Donation has relevance to the citizens of Hamilton, to the proposed site and its surroundings, including considerations of scale, architecture, topography,

history and the physical and social dynamics of the community in which the Artwork or Commemorative Feature will be placed.

- The subject matter of the Donation and the characterization of that subject matter are factually correct and historically appropriate.
- The Donation will remain relevant over time
- The Donation does not replicate an existing monument or memorial in the public realm in the City of Hamilton pertaining to the same theme.
- Where the Donation relates to recent events or recently deceased individuals, at least five years have passed since the date of the event or death.
- The Donation does not promote or endorse a current commercial product, service or business other than recognition of the Donor's name on an information plaque or label.

4.2 Location

- The location is accessible to citizens as defined by current provincial and City regulations.
- The Donation is compatible with other uses of the public space in which it is proposed to be located.
- The location is feasible to allow access to install the proposed Donation.
- The location can adequately accommodate any ceremony or event(s) proposed as a result of the display of the Artwork or Commemorative Feature.

4.3 Durability

- The materials and installation methods proposed will be durable in the outdoor Canadian environment and other urban conditions.
- The design and installation minimize ongoing maintenance requirements by considering design features that deter graffiti, allow for easy graffiti removal and minimize any other possible environmental damage.
- The Donation is in good condition at the time of installation.

4.4 Public Safety

- The design and installation are stable and secure and maximize public safety by discouraging climbing, and minimizing trip hazards, sharp edges, light

reflectiveness, and motorist distraction in addition to addressing any other project specific safety or security concern.

4.5 Legal

- The Donor has the legal authority to donate the work and is in compliance with all other applicable bylaws, policies, guidelines and provincial or federal legislation and regulations that may apply.

5.0 FINANCIAL

All costs associated with the preparation of the Donation proposal, evaluation of the proposal, approval, acceptance and installation of the Donation (excluding City staff time) shall be funded in whole by the Donor unless otherwise agreed to by City Council.

The Donor shall make a financial contribution to the City in an amount to be determined by City staff to offset the costs of ongoing maintenance of the Donation.

6.0 TITLE

All rights, title and interest in and to the Donation shall be assigned to the City of Hamilton unless otherwise approved by City Council.

The Donation may be relocated, altered, removed to storage or disposed of if conditions change in such a way that the Donation is no longer in compliance with this policy as determined at the sole discretion of the City of Hamilton.

7.0 AUTHORITY

The Director of Tourism and Culture or their designate shall oversee the process to evaluate a Donation and if the Donation is determined to satisfy the requirement of this policy a recommendation that the Donation be accepted and installed will be made to the appropriate committee of Council for consideration.

8.0 DONATION EVALUATION PROCESS

Proposed Donations of Artworks or Commemorative Features for long term installation on outdoor City of Hamilton property shall be evaluated as outlined in the Art and Monuments Donation Process.

ART AND MONUMENTS DONATION PROCESS

1.0 PURPOSE

To outline the process through which the City of Hamilton may evaluate and accept an offer of Donation by an individual, private sector group, or community group of an Artwork or Commemorative Feature for long term installation outdoors on City owned publicly accessible property.

2.0 OVERVIEW

The Art and Monuments Donation Process has five steps:

1. Preliminary proposal submission and review;
2. Detailed proposal submission;
3. Evaluation;
4. Conditions and Costs Report to Donor; and,
5. Recommendation to accept and install.

3.0 COMMUNICATION

All offers to donate an Artwork or Commemorative feature for public display shall be made in writing by the Donor and submitted to the Director of Tourism and Culture (or their designate):

Director of Tourism and Culture
28 James Street North, 2nd Flr
Hamilton, Ontario
L8R 2K1

4.0 EVALUATION TEAM

In order to determine the Donation’s compliance with the Art and Monuments Donation Policy the Director of Tourism and Culture (or their designate) shall assemble an evaluation team based on the scope and subject matter of the Donation proposal. The team will include relevant City staff from affected areas such as but not limited to, Parks and Cemeteries, Landscape Architectural Services, Facilities, and Legal Services to evaluate the Donation proposal. In addition, when deemed necessary by the Director of Tourism and Culture (or their designate), community stakeholders and sector experts may also be invited to provide input.

5.0 PROCESS

5.1 Preliminary Donation Proposal

The Donor shall submit a short, written description to the Director of Tourism and Culture of the proposed Donation, proposed location (if known) and reasons for the donation.

Based on a review of this proposal by the Director of Tourism and Culture (or their designate), additional information required as part of a Detail Donation Proposal will be identified and requested of the Donor.

The Donor will also be informed of any aspects of the preliminary donation proposal that may not satisfy the criteria and terms outlined in the Art and Monuments Donation Policy. Recommendations may be made to the Donor to revise the proposal in order to satisfy the criteria.

5.2 Detail Donation Proposal

Based on the information provided to the Donor as a result of the review of the preliminary donation proposal a Detail Donation Proposal shall be submitted to the Director of Tourism and Culture (or their designate). This proposal is to include sufficient information to evaluate the proposed donation including, but not limited to, the following:

- a. Drawings, photos and written description or a combination of these to fully illustrate and describe the proposed Artwork or Commemorative Feature to be donated. This shall include overall dimensions, colours, materials, any text included in the work and any other information as required;
- b. A site plan drawing or map to scale, that clearly indicates the proposed location(s) and describes the surrounding building, streets and other site features;

Note: The City may consult the Donor on potential locations for the Donation but will ultimately make the final determination on the chosen location for the Donation.

- c. A written explanation of why the Artwork or Commemorative Feature should be displayed on public property, how the display of the Donation contributes to the artistic, social or historical culture of the City of Hamilton, how the Donation is appropriate for the proposed site and to the interests of the public and the City of Hamilton;
- d. Installation and Maintenance Statement outlining the following:
 - The method and requirements for installation of the Artwork or Commemorative Feature at the site including all proposed foundation and attachment methods, any proposed site improvements and access requirements.
 - A description of the anticipated ongoing maintenance required for the Artwork or Commemorative Feature including any provisions to prevent graffiti, remove

- graffiti and reduce damage from salt or other environmental issues that may affect the Donation in the public realm.
- Provide a proposed date for the installation and outline the estimated time the public space would be disturbed to allow for the installation.
- e. Budget proposal identifying the cost of installing the Artwork or Commemorative Feature and the annual ongoing maintenance costs. Unless waived by the City, the Donor is responsible for all costs including, but not limited to:
- Appraisal or evaluation by a certified specialist.
 - Photographs for inventory and insurance purposes.
 - Transporting the Donation.
 - A minimum 10% of the current market value of the Donation to cover future maintenance and conservation. This percentage will be higher for an Artwork or Commemorative Feature deemed to be subject to a high maintenance cost.
 - Engineering, site planning and preparation and installation of the Artwork or Commemorative Feature.
 - Permits or approvals required by governing authorities such as but not limited to; building permit and archeology.
- f. A written explanation of the how the design of the Artwork or Commemorative Feature and its installation account for public safety, including discouraging climbing, minimizing sharp edges and protrusions, and incorporating any other relevant safety and security features;
- g. A written explanation of legal issues, including but not limited to identifying the current legal owner of the Artwork or Commemorative Feature, the existence of any copyrights, patents or other title rights in or to the Artwork or Commemorative Feature (e.g., any interest to remain with the artist or designer of the item), and an explanation of any proposed conditions or limitations on the donation of the Artwork or Commemorative Feature;
- h. A written description of the background/historical information associated with the Donation, including but not limited to, information about the creation of the Artwork or Commemorative Feature and, if applicable, the artist who created the Artwork or Commemorative Feature;
- i. The estimated current market value of the Artwork or Commemorative Feature (including appraisals of the item by a certified specialist if a charitable receipt is to be requested);
- j. The method by which the Donor would like to be recognized; and,

- k. Any additional information the Director of Tourism and Culture (or their designate) deems necessary or appropriate to evaluate the offer of Donation.

A failure to provide the information outlined above may result in the Director of Tourism and Culture (or their designate) terminating the evaluation process as there is insufficient documentation to assess the Donation.

5.3 Evaluation Report

Once the Director of Tourism and Culture (or their designate) receives an adequately documented Detail Donation Proposal, they will distribute it to members of the evaluation team. The team will review the information provided in the Detail Donation Proposal to determine compliance with the Art and Monument Donation Policy, identify any conditions that may need to be met to comply with the Policy and identify any costs required to be paid to the City and report back to the Director of Tourism and Culture (or their designate).

5.4 Conditions and Costs Report to Donor

Upon completion of the evaluation the Director of Tourism and Culture (or their designate) will provide a written Conditions and Cost Report to the Donor. This report will outline any conditions the Donor must satisfy and the amount the Donor is to pay the City to offset costs, as identified in the Policy, in order for City staff to recommend to Council that the Donation be accepted and installed.

5.5 Recommendation to accept and install

Upon the determination by the Director of Tourism and Culture (or their designate) that the Detail Donation Proposal satisfies all the City's criteria and that the Donor agrees to meet all conditions and to cover the identified costs, City staff will prepare a report to the appropriate Committee of Council recommending that the City enter into an agreement with the Donor to accept ownership of the Artwork or Commemorative Feature and approve its installation as per the terms and conditions outlined in the Detail Donation Proposal and the Conditions and Costs Report submitted to the Donor.