



City of Hamilton
GENERAL ISSUES COMMITTEE

Meeting #: 19-017
Date: September 18, 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

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 September 4, 2019
5. **COMMUNICATIONS**
6. **DELEGATION REQUESTS**
7. **CONSENT ITEMS**
8. **PUBLIC HEARINGS / DELEGATIONS**
 - 8.1 Michael Van Pelt, Cardus, respecting Item 10.1 - Proposal for the Adaptive Re-Use of Balfour House/Chedoke Estate (PED19168) (no copy)
 - 8.2 Dr. James Quinn, respecting the Growing Risks of the Climate Emergency
9. **STAFF PRESENTATIONS**

10. DISCUSSION ITEMS

- 10.1 Proposal for the Adaptive Re-Use of Balfour House/Chedoke Estate (PED19168) (Ward 14)
- 10.2 Equity, Diversity and Inclusion Framework (HUR19019) (City Wide)
- 10.3 Barton Kenilworth Tax Increment Grant Program - 286 Sanford Avenue North (PED19184) (Ward 3)
- 10.4 Hamilton Tax Increment Grant Program - 244 Dundas Street East, Waterdown (PED19185) (Ward 15)
- 10.5 Update on Surplus and Sale of a Downtown City-owned Surface Parking Lot (PED16205(a)) (Ward 2)
- 10.6 First Ontario Place Operations Contingency Plan (PW18091(a)) (Ward 2)
- 10.7 Advisory Committee for Persons with Disabilities Report 19-007, August 13, 2019

11. MOTIONS

12. NOTICES OF MOTION

13. GENERAL INFORMATION / OTHER BUSINESS

- 13.1 Amendments to the Outstanding Business List:
 - 13.1.a Items to be removed:
 - 13.1.a.a Equity, Diversity and Inclusion Framework (Addressed as Item 10.2 on this agenda – Report HUR19019)

14. PRIVATE AND CONFIDENTIAL

14.1 Closed Session Minutes – September 4, 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 City.

15. ADJOURNMENT



GENERAL ISSUES COMMITTEE MINUTES 19-015

9:30 a.m.

Wednesday, September 4, 2019

Council Chambers

Hamilton City Hall

71 Main Street West

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

Absent: Councillor J. Partridge – Personal

THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:

1. Relocation of Soletanche Bachy Canada from Pier 10 to Pier 15 (8.1)

(Farr/Collins)

That the appropriate City staff be directed to meet with representatives of the Hamilton-Oshawa Port Authority and other relevant parties to investigate any possible options that may assist in the relocation of Soletanche Bachy Canada from Pier 10 to Pier 15.

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

2. **Sports, Entertainment and Convention Venues Review (PED18168(b)) (City Wide) (Item 9.1)**

(Pearson/Farr)

- (a) That the strategy outlined within the “City of Hamilton Entertainment Venues Review”, attached as Appendices “A” and “B” to Report PED18168(b), be approved;
- (b) That the recommendations outlined in confidential Appendix “C” **as amended**, to Report PED18168(b) be approved;
- (c) That Appendices “A” and “B” to Report PED18168(b), help to inform any Host City facilities strategy that staff consider when assessing the feasibility and potential benefits of a Hamilton bid for the 2030 Commonwealth Games;
- (d) That the entirety of Appendices “B”, “C” **as amended**, and “E” to Report PED18168(b) remain confidential and not be released as a public document.

Result: Motion, As Amended, CARRIED by a vote of 7 to 1, as follows:

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

3. **Business Improvement Area Advisory Committee Report 19-008, August 13, 2019 (Item 10.1)**

(Farr/Nann)

(a) Appointment of a Voting Member to the Keep Hamilton Clean & Green Advisory Committee (Item 10.3)

That Keri Jarvi, Downtown Hamilton BIA be appointed as a voting member of the Keep Hamilton Clean & Green Advisory Committee for the remainder of the 2018-2022 term.

(b) Waterdown Business Improvement Area Expenditure Request (Item 11.2)

That the expenditure request from the Waterdown Business Improvement Area in the amount of \$5,443.56 for the purchase and planting of 49 hanging baskets to be funded from the Community Improvement Plan (CIP) Contribution Program (BIA Payments Account 815010-56905), be approved.

Result: Sub-sections (a) and (b) above CARRIED by a vote of 13 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 Tom Jackson
 YES - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Terry Whitehead
 YES - Mayor Fred Eisenberger
 NOT PRESENT - Councillor Judi Partridge
 NOT PRESENT - Councillor Arlene VanderBeek
 YES - Councillor Lloyd Ferguson
 YES - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

(c) Coffee with Your Councillor Event (Item 11.1)

WHEREAS, local Councillors benefit from having insight into their local Business Improvement Areas; and,

WHEREAS, Business Improvement Area members and patrons benefit from having the opportunity to meet with their local Councillor;

THEREFORE, BE IT RESOLVED:

That staff be directed to ***make efforts to*** organize a one-hour 'Coffee with your Councillor' event at a Coffee Shop, with Councillors, in their respective Business Improvement Areas during Small Business Week (October 20 to 26, 2019).

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

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

4. Waiver of City Park Permit and Arena Facility Rental Fees for 2020 Winterfest Events (Item 11.1)

(Merulla/Jackson)

WHEREAS, Winterfest is a community-driven event that is facilitated by the City of Hamilton;

WHEREAS, community Winterfest event organizers are mostly volunteers with access to minimal budgets; and,

WHEREAS, the City of Hamilton would like to encourage broad community participation in the 2020 Winterfest events;

THEREFORE, BE IT RESOLVED:

That City park permit and arena facility rental fees for the 2020 Winterfest events, be waived.

Result: Motion CARRIED by a vote of 13 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 Tom Jackson
 YES - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Terry Whitehead
 YES - Mayor Fred Eisenberger
 NOT PRESENT - Councillor Judi Partridge
 NOT PRESENT - Councillor Arlene VanderBeek
 YES - Councillor Lloyd Ferguson
 YES - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

5. Mount Hope Gateway Funding and Licence Agreement between the City of Hamilton and the Canadian Warplane Heritage Museum (Ward 11) (Item 11.2)

(Johnson/Clark)

WHEREAS, the community of Mount Hope and the City of Hamilton have a historic association with aviation that continues today with the success of the Canadian Warplane Heritage Museum and the John C. Munro Hamilton International Airport;

WHEREAS, a landscape and sign gateway feature for Mount Hope is proposed for Upper James Street and Homestead Drive; and,

WHEREAS, the Canadian Warplane Heritage Museum has agreed to supply, install and maintain a historic airplane from their collection at the gateway site to be the central focus of the gateway design;

THEREFORE, BE IT RESOLVED:

- (a) That staff be directed to establish a Mount Hope Gateway Project ID, to be funded up to \$100,000 from the Unallocated Capital Reserve Account No. 108020, in order to fund the final detail design and construction of an enhanced Mount Hope Gateway, including the supporting structure for and the installation and long-term maintenance of an airplane;

- (b) That, in order to consolidate project funding, staff be directed to transfer previously approved funding in the amount of \$182,000 from Annual Community Downtowns and BIA Project ID 8201703706 to the newly established Mount Hope Gateway Project; and,
- (c) The Mayor and City Clerk be authorized and directed to execute a Licence Agreement and ancillary documents, between the City of Hamilton and the Canadian Warplane Heritage Museum, for the Canadian Warplane Heritage Museum to install and maintain a decommissioned airplane as part of a gateway feature for the community of Mount Hope at the north intersection of Homestead Drive and Upper James Street, with content acceptable to the General Manager of the Planning and Economic Development Department, in a form satisfactory to the City Solicitor.

Result: Motion CARRIED by a vote of 13 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 Tom Jackson
 YES - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Terry Whitehead
 YES - Mayor Fred Eisenberger
 NOT PRESENT - Councillor Judi Partridge
 NOT PRESENT - Councillor Arlene VanderBeek
 YES - Councillor Lloyd Ferguson
 YES - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

6. Lease of 1104 Fiddler's Green Road (PED19159) (Ward 12) (Item 14.2)

(Pearson/VanderBeek)

- (a) That the direction provided to staff in Closed Session, respecting Report PED19159 – Lease of 1104 Fiddler's Green Road, be approved; and,
- (b) That Report PED19159, respecting the Lease of 1104 Fiddler's Green Road, remain confidential until such time as the Lease Agreement has been fully executed.

Result: Motion CARRIED by a vote of 9 to 0, as follows:

YES - Councillor Maureen Wilson

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

7. Pier 8 Development Agreement between the City of Hamilton and Waterfront Shores Corporation (PED14002(i)) (Ward 2) (Item 14.3)

(Ferguson/Pearson)

- (a) That the direction provided to staff in Closed Session, respecting Report PED14002(i), regarding the Pier 8 Development Agreement between the City of Hamilton and Waterfront Shores Corporation, be approved; and,
- (b) That Report PED14002(i), respecting the Pier 8 Development Agreement between the City of Hamilton and Waterfront Shores Corporation, remain confidential.

Result: Motion CARRIED by a vote of 9 to 0, as follows:

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

8. Litigation Update, Motor Vehicle Accident (LS19032) (City Wide) (Item 14.4)

(Pearson/Danko)

- (a) That the direction provided to staff in Closed Session, respecting Report LS19032, regarding a Litigation Update, Motor Vehicle Accident, be approved; and,
- (b) That Report LS19032, respecting a Litigation Update, Motor Vehicle Accident, remain confidential.

Result: Motion CARRIED by a vote of 9 to 0, as follows:

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

9. Potential Regulatory Litigation Update (PW19008(b)/LS19004(b)) (City Wide) (Item 14.5)

(Clark/VanderBeek)

- (a) That the direction provided to staff in Closed Session, respecting Report PW19008(b)/LS19004(b), regarding the Potential Regulatory Litigation Update, be approved; and,
- (b) That Report PW19008(b)/LS19004(b), respecting Potential Regulatory Litigation Update, remain confidential and not be released as a public document.

Result: Motion CARRIED by a vote of 7 to 2, as follows:

NO - Councillor Maureen Wilson
 YES - Councillor Jason Farr

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

10. Update re: Local Planning Appeal Tribunal appeals of Pier 6, 7 and 8 (LS19033(a)/PED19180(a)) (City Wide) (Item 14.6)

(Farr/VanderBeek)

- (a) That the direction provided to staff in Closed Session, respecting Report LS19033(a)/PED19180(a), be approved; and,
- (b) That Report LS19033(a)/PED19180(a) and its appendices and recommendations remain confidential except as necessary to implement these recommendations at the discretion of the City Solicitor.

Result: Motion CARRIED by a vote of 9 to 0, as follows:

YES - Councillor Maureen Wilson
 YES - Councillor Jason Farr
 YES - Councillor Nrinder Nann
 NOT PRESENT - Councillor Sam Merulla
 NOT PRESENT - Councillor Chad Collins
 NOT PRESENT - Councillor Tom Jackson
 NOT PRESENT - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Terry Whitehead
 NOT PRESENT - Mayor Fred Eisenberger
 NOT PRESENT - Councillor Judi Partridge
 YES - Councillor Arlene VanderBeek
 NOT PRESENT - 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 Ruth Cameron respecting the Delegation Requests submitted by from Paul Fromm (Item 6.2); and, Lisa Thompson (Item 6.3)

Recommendation: Be received and referred to the consideration of Items 6.2 and 6.3.

2. PRIVATE & CONFIDENTIAL (Item 14)

- 14.6 Update re: Local Planning Appeal Tribunal appeals of Pier 6, 7 and 8 (LS19033(a)/PED19180(a)) (City Wide)

Pursuant to Section 8.1, Sub-sections (e) and (f) of the City's Procedural By-law 18-270, and Section 239(2), Sub-sections (e) and (f) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to litigation or potential litigation, including matters before administrative tribunals, affecting the City; and, the receiving of advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

(Pearson/Merulla)

That the agenda for the September 4, 2019 General Issues Committee meeting, be approved, as amended.

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 Tom Jackson
 YES - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Terry Whitehead
 NOT PRESENT - Mayor Fred Eisenberger
 NOT PRESENT - Councillor Judi Partridge

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)

Councillor M. Wilson declared an interest to Item 9.1, respecting Report PED18168(b) - Sports, Entertainment and Convention Venues Review, as her spouse's involvement or potential involvement, directly or through firms with which he is associated in negotiations that might arise as a result of the reports implementation.

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

(i) August 12, 2019 (Item 4.1)

(Ferguson/Clark)

That the Minutes of the August 12, 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 Tom Jackson
 YES - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Terry Whitehead
 NOT PRESENT - Mayor Fred Eisenberger
 NOT PRESENT - Councillor Judi Partridge
 YES - Councillor Arlene VanderBeek
 YES - Councillor Lloyd Ferguson
 YES - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

(d) COMMUNICATIONS (Item 5)

- (i) Correspondence from Ruth Cameron respecting the Delegation Requests submitted by Paul Fromm (Item 6.2); and, Lisa Thompson (Item 6.3) (Item 5.1)**

(VanderBeek/Collins)

That the correspondence from Ruth Cameron, respecting the Delegation Requests submitted by Paul Fromm (Item 6.2); and, Lisa Thompson (Item 6.3), be received and referred to the consideration of Items 6.2 and 6.3.

CARRIED

(e) DELEGATION REQUESTS (Item 6)

- (i) Dr. James Quinn, respecting the Growing Risks of the Climate Emergency (For a future GIC) (Item 6.1)**

(Merulla/Jackson)

That the delegation request, submitted by Dr. James Quinn, respecting the Growing Risks of the Climate Emergency, be approved to appear before the General Issues Committee at a future meeting.

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

- (ii) **Paul Fromm, Canadian Association for Free Expression, respecting Demonstrations in Public Places (For a future GIC) (Item 6.2)**

(Merulla/Collins)

That the delegation request submitted by Paul Fromm, Canadian Association for Free Expression, respecting Demonstrations in Public Places, be denied.

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

- (iii) **Lisa Thompson, Hamilton Yellow Vest Group, respecting the Hamilton Yellow Vest Group and Clarity of Issues (For a future GIC) (Item 6.3)**

(Nann/Wilson)

That the delegation request submitted by Lisa Thompson, Hamilton Yellow Vest Group, respecting the Hamilton Yellow Vest Group and Clarity of Issues, be denied.

Result: Motion CARRIED by a vote of 14 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 Tom Jackson
 YES - Councillor Esther Pauls
 YES - Councillor John-Paul Danko

YES - Deputy-Mayor Terry Whitehead
 YES - Mayor Fred Eisenberger
 NOT PRESENT - Councillor Judi Partridge
 YES - Councillor Arlene VanderBeek
 NO - Councillor Lloyd Ferguson
 YES - Councillor Brenda Johnson
 YES - Councillor Maria Pearson
 YES - Councillor Brad Clark

(f) CONSENT ITEMS (Item 7)

(i) Airport Sub-Committee Minutes 19-001, March 29, 2019 (Item 7.1)

(Danko/Pauls)

That the Airport Sub-Committee Minutes 19-001, March 29, 2019, be received.

CARRIED

(g) PUBLIC HEARINGS / DELEGATIONS

(i) Ian Hamilton, Hamilton-Oshawa Port Authority Update (Item 8.1)

Ian Hamilton, of the Hamilton-Oshawa Port Authority (H-OPA), addressed Committee and provided an update respecting the H-OPA.

(Farr/Clark)

That the presentation provided by Ian Hamilton of the Hamilton-Oshawa Port Authority (H-OPA), respecting the H-OPA, 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 further disposition of this matter, please refer to Item 1.

(ii) Brody Robinmeyer, respecting the Climate Emergency (Item 8.2)

Brody Robinmeyer, addressed Committee respecting the Climate Emergency.

(Collins/Wilson)

That the presentation provided by Brody Robinmeyer, respecting the Climate Emergency, 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.

(h) STAFF PRESENTATIONS (Item 9)

(i) Sports, Entertainment and Convention Venues Review (PED18168(b)) (City Wide) (Item 9.1)

Glen Norton, Director of Economic Development, addressed Committee respecting Report PED18168(b), Sports, Entertainment and Convention Venues Review, and introduced Zach Pendley, of Ernst & Young, who continued the presentation.

(Clark/Johnson)

That the presentation provided by Zach Pendley, of Ernst & Young, respecting Report PED18168(b), Sports, Entertainment and Convention Venues Review, 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.

(Merulla/Jackson)

That consideration of Report PED18168(b), respecting the Sports, Entertainment and Convention Venues Review, be DEFERRED until after the Closed Session portion of the meeting.

CARRIED

Staff were also provided with direction in Closed Session.

For further disposition of this matter, please refer to Item 2.

(i) DISCUSSION ITEMS (Item 10)

(i) Business Improvement Area Advisory Committee Report 19-008. August 13, 2019 (Item 10.1)

(Pauls/Johnson)

That Information Item (e)(i), of the Business Improvement Area Advisory Committee Report 19-008, being a Motion respecting the Coffee with Your Councillor Event, be lifted from the table and added as Item 3 to Report 19-008 for consideration.

CARRIED

(Farr/Clark)

That Item 3 to the Business Improvement Area Advisory Committee Report 19-008, respecting the Motion regarding the Coffee with Your Councillor Event, be amended by adding the words “***make efforts to***”, to read as follows:

That staff be directed to ***make efforts to*** organize a one-hour “Coffee with your Councillor” event at a coffee shop with Councillors, in their respective Business Improvement Areas, during their small Business Week (October 20 to 26, 2019).

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

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

For disposition of this matter, please refer to Item 3(c) above.

(j) GENERAL INFORMATION / OTHER BUSINESS (Item 13)**(i) Amendments to the Outstanding Business List (Item 13.1)****(Eisenberger/Clark)**

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

(a) Items to be removed:

- (i) Sports, Entertainment and Convention Venues Review
 (Addressed as Item 9.1 on this agenda – Report PED18168(b))

Result: Motion CARRIED by a vote of 13 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 Tom Jackson
 YES - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Terry Whitehead
 YES - Mayor Fred Eisenberger
 NOT PRESENT - Councillor Judi Partridge
 NOT PRESENT - 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 – August 12, 2019 (Item 14.1)

(Ferguson/Farr)

- (a) That the Closed Session Minutes of the August 12, 2019 General Issues Committee meeting, be approved; and,
- (b) That the Closed Session Minutes of the August 12, 2019 General Issues Committee meeting remain confidential.

Result: Motion CARRIED by a vote of 13 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 Tom Jackson
 YES - Councillor Esther Pauls
 YES - Councillor John-Paul Danko
 YES - Deputy-Mayor Terry Whitehead
 YES - Mayor Fred Eisenberger
 NOT PRESENT - Councillor Judi Partridge
 NOT PRESENT - Councillor Arlene VanderBeek
 YES - Councillor Lloyd Ferguson
 YES - Councillor Brenda Johnson

YES - Councillor Maria Pearson
YES - Councillor Brad Clark

(Eisenberger/Farr)

That Committee move into Closed Session respecting Appendices “B”, “C” and “E” to Item 9.1; and, Items 14.2 to 14.6, 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 13 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 Tom Jackson
YES - Councillor Esther Pauls
YES - Councillor John-Paul Danko
YES - Deputy-Mayor Terry Whitehead
YES - Mayor Fred Eisenberger
NOT PRESENT - Councillor Judi Partridge
NOT PRESENT - Councillor Arlene VanderBeek
YES - Councillor Lloyd Ferguson
YES - Councillor Brenda Johnson
YES - Councillor Maria Pearson
YES - Councillor Brad Clark

(ii) Lease of 1104 Fiddler's Green Road (PED19159) (Ward 12) (Item 14.2)

Staff were provided with direction in Closed Session.

For further disposition of this matter, please refer to Item 6.

(iii) Pier 8 Development Agreement between the City of Hamilton and Waterfront Shores Corporation (PED14002(i)) (Ward 2) (Item 14.3)

Staff were provided with direction in Closed Session.

For further disposition of this matter, please refer to Item 7.

(iv) Litigation Update, Motor Vehicle Accident (LS19032) (City Wide) (Item 14.4)

Staff were provided with direction in Closed Session.

For further disposition of this matter, please refer to Item 8.

(v) Potential Regulatory Litigation Update (PW19008(b)/LS19004(b)) (City Wide) (Item 14.5)

Staff were provided with direction in Closed Session.

For further disposition of this matter, please refer to Item 9.

(vi) Update re: Local Planning Appeal Tribunal appeals of Pier 6, 7 and 8 (LS19033(a)/PED19180(a)) (City Wide) (Item 14.6)

Staff were provided with direction in Closed Session.

For further disposition of this matter, please refer to Item 10.

(I) ADJOURNMENT (Item 13)

(Pearson/Clark)

That there being no further business, the General Issues Committee be adjourned at 7:37 p.m.

CARRIED

Respectfully submitted,

T. Whitehead, Deputy Mayor
Chair, General Issues Committee

Stephanie Paparella
Legislative Coordinator,
Office of the City Clerk



Request: That City of Hamilton council direct staff to negotiate a formal long term lease agreement with Cardus regarding the Balfour estate.

Cardus: local roots, national impact



Cardus: local roots, national impact



Thanks



Challenge



Challenge



The City hereby agrees with the Foundation to **develop**, maintain, preserve, administer and supervise the property **in the same manner, to the same standard** and for the same general purposes as the City does with respect to similar types of historical, residential, recreational and park lands...”





#OpenBalfour Partners

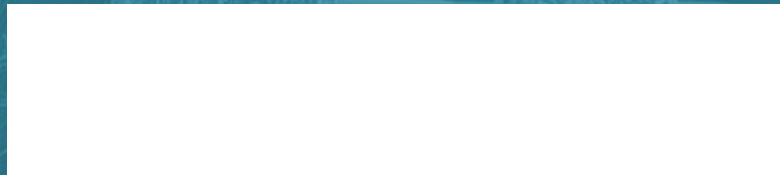
Philanthropic Lead



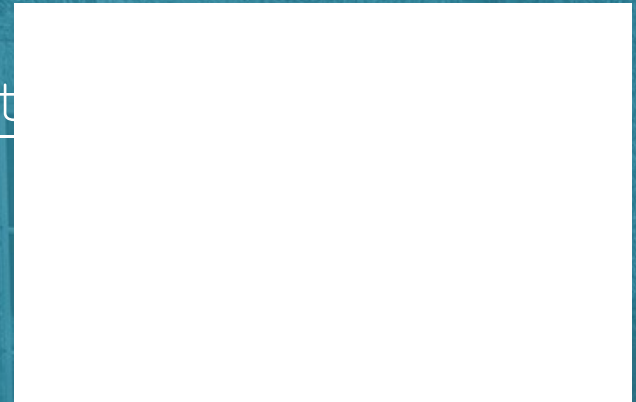
Lead



Construction Partner



Architect



Summary

- Protect heritage
- Public access
- Private funding
- Local jobs

- City support
- Taxpayer savings
- Council approval**

In 2039

- Cardus hands back a beautiful and restored property
- Cost to City of Hamilton 2019–2039: **\$0**

Seize the Opportunity



Request: That City of Hamilton council direct staff to negotiate a formal long term lease agreement with Cardus regarding the Balfour estate.

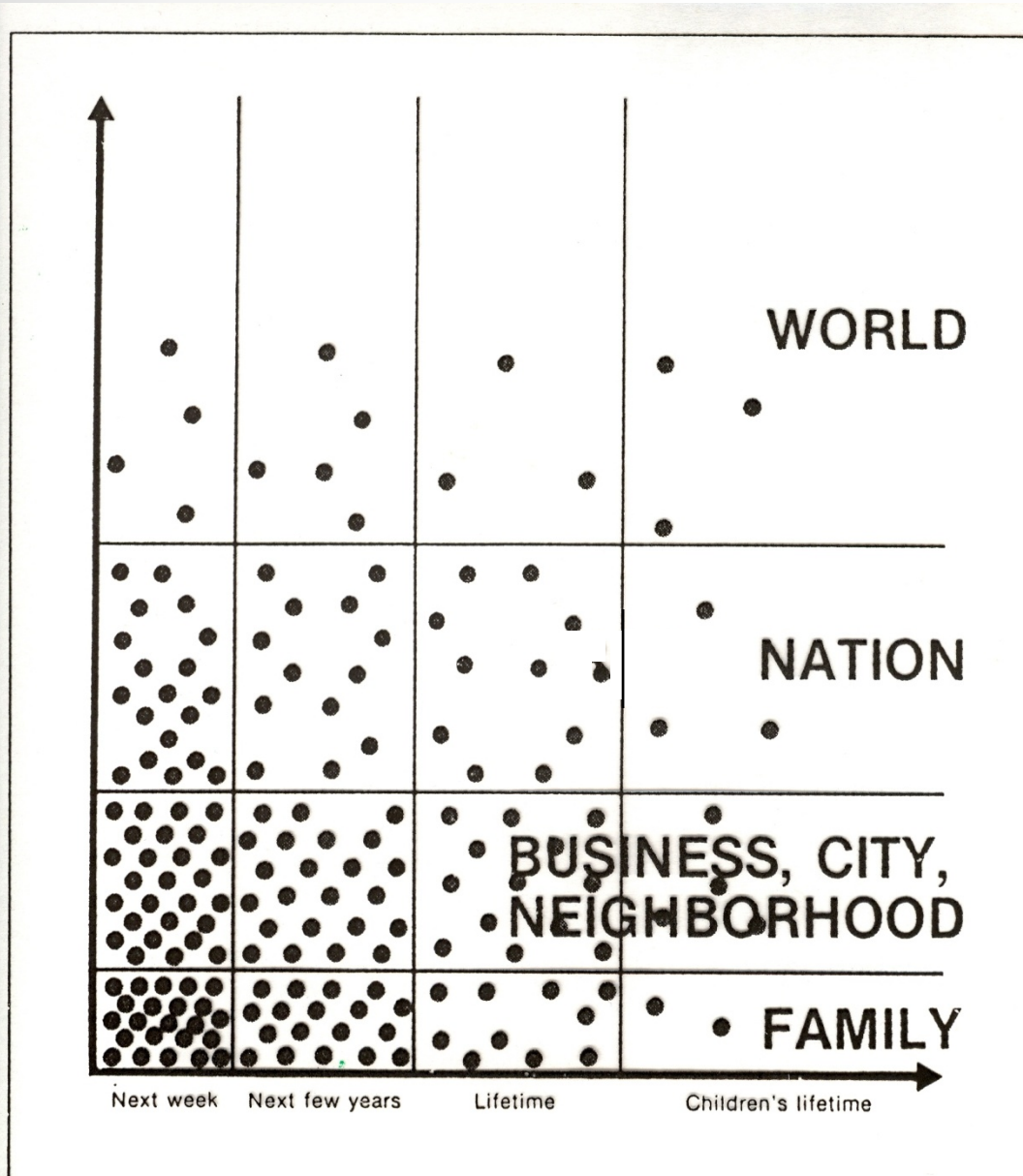


FIGURE 75. *Human perspectives. Most people are less concerned about future cost and benefits than present ones. (Dennis L. Meadows Limits to Growth, 1972.)*

Your professional outlook:

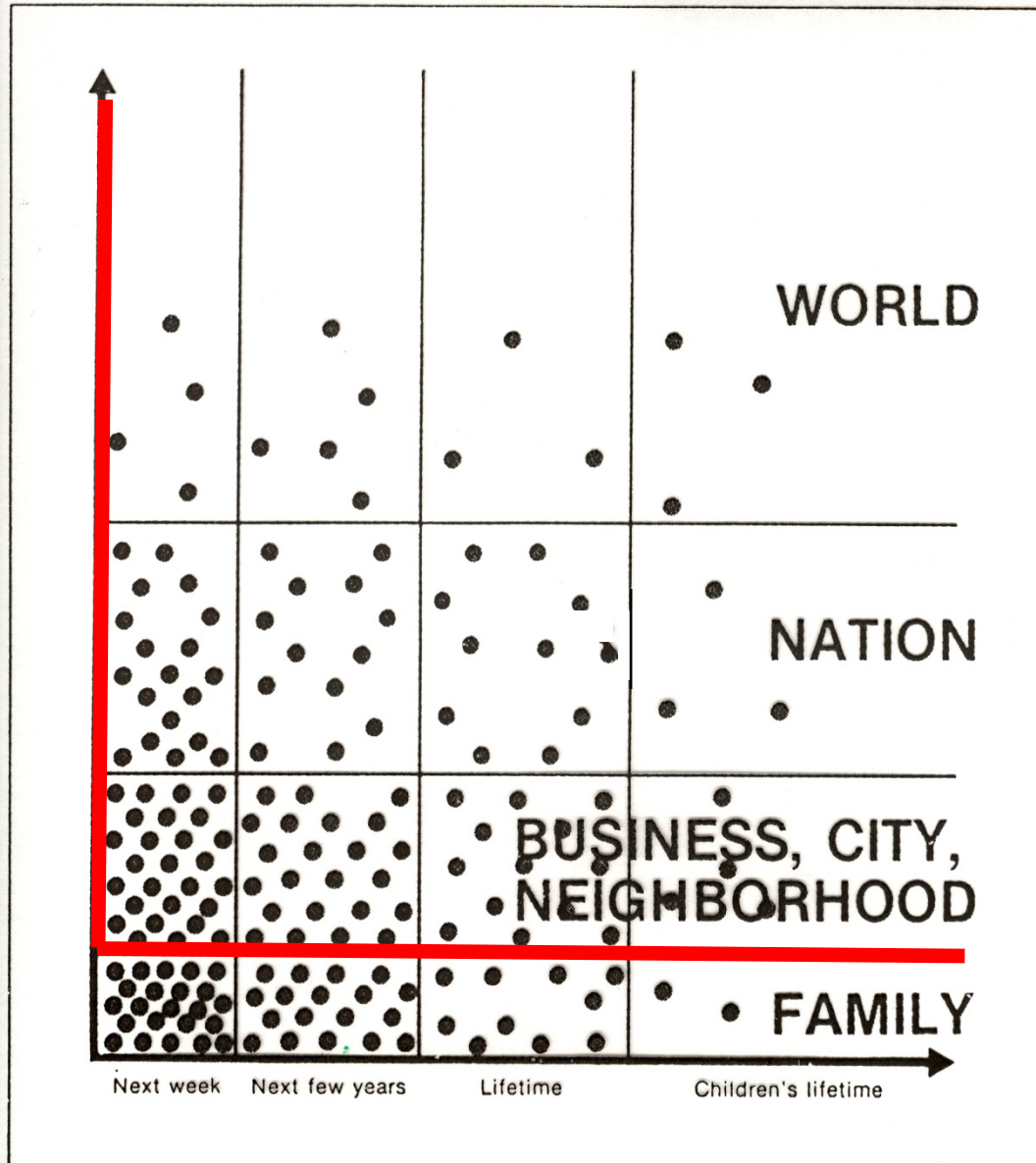


FIGURE 75. *Human perspectives. Most people are less concerned about future cost and benefits than present ones. (Dennis L. Meadows Limits to Growth, 1972.)*

Your professional outlook:

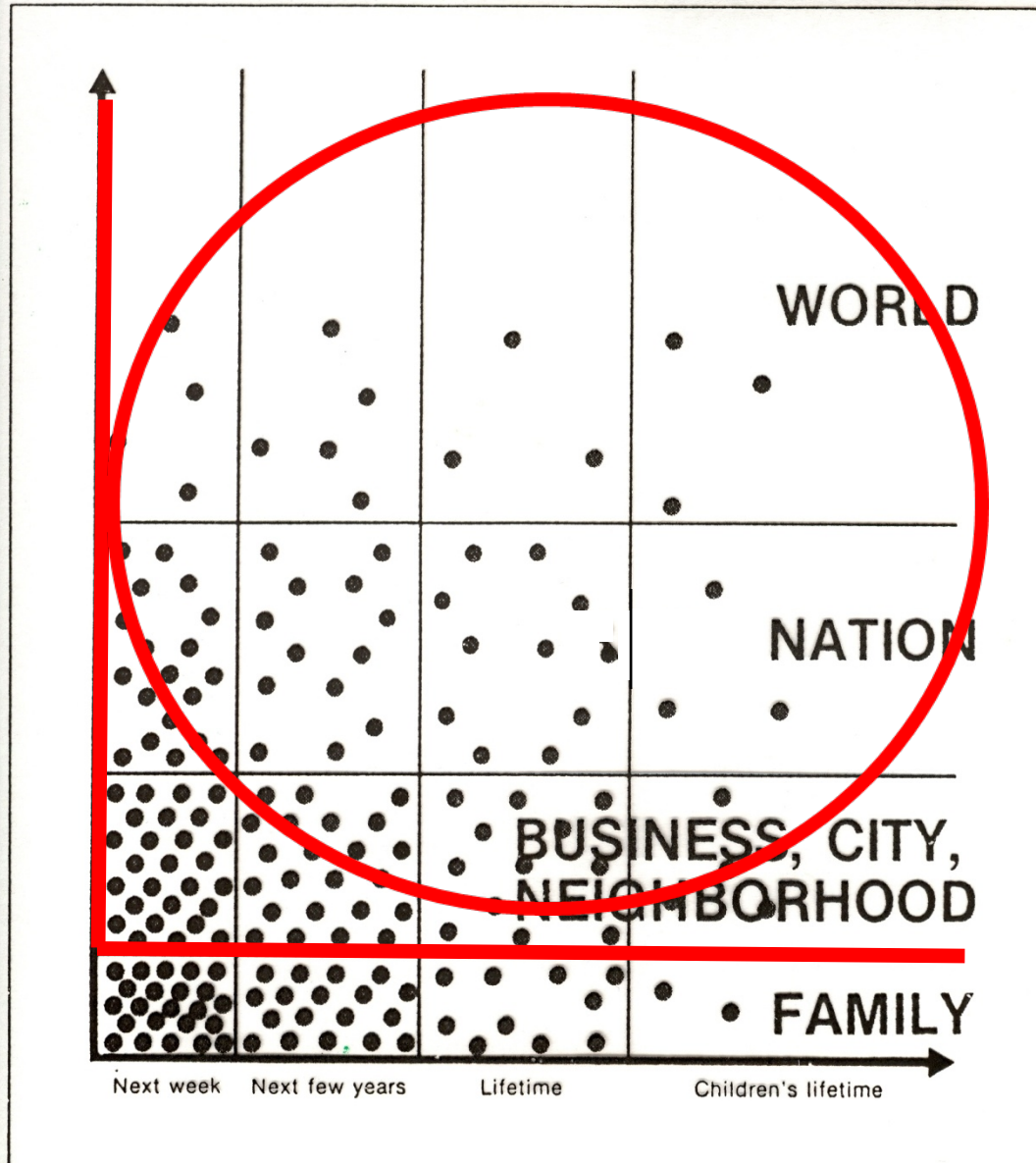


FIGURE 75. *Human perspectives. Most people are less concerned about future cost and benefits than present ones. (Dennis L. Meadows Limits to Growth, 1972.)*

**CLIMATE
EMERGENCY!**

Your professional outlook:

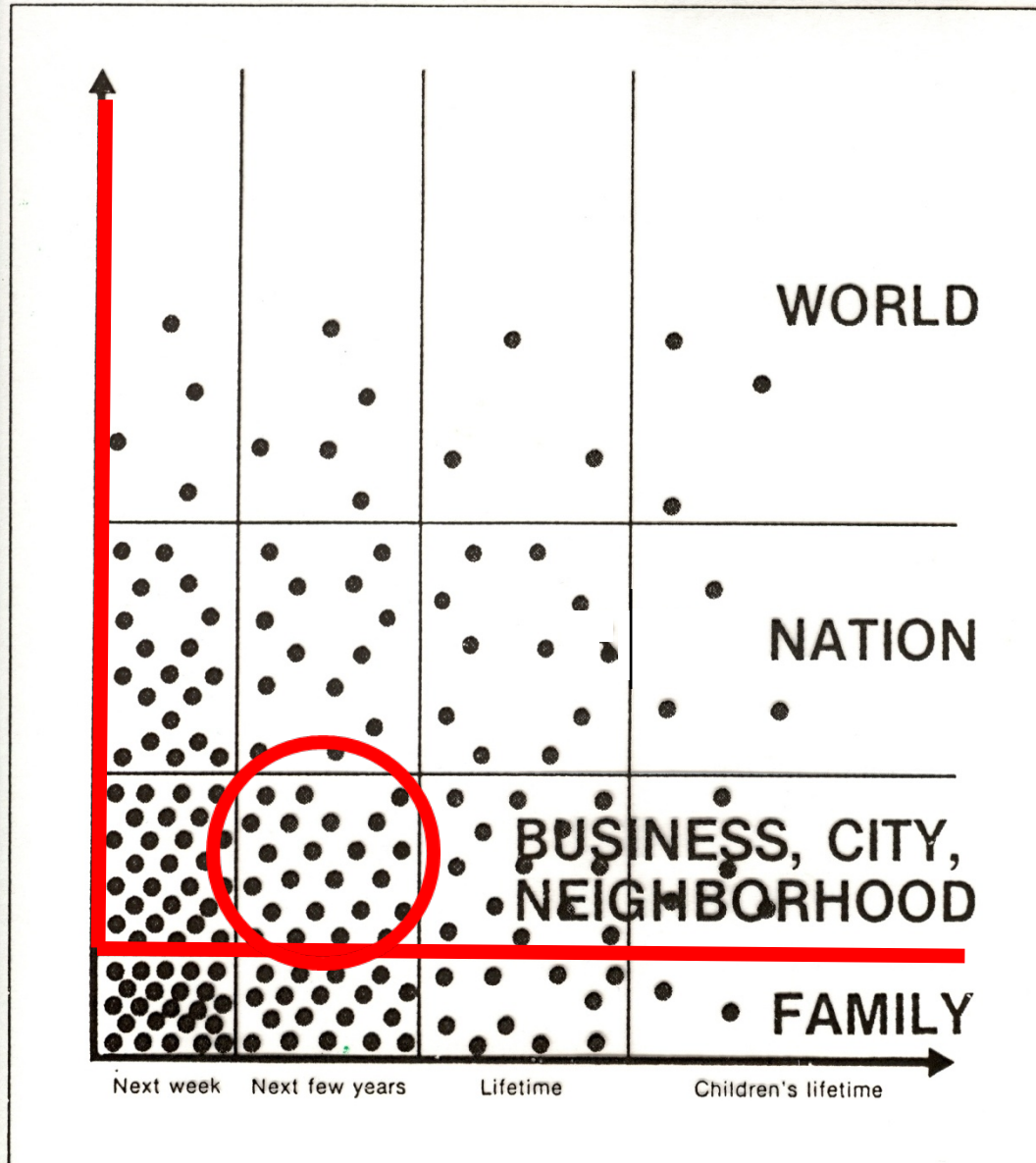
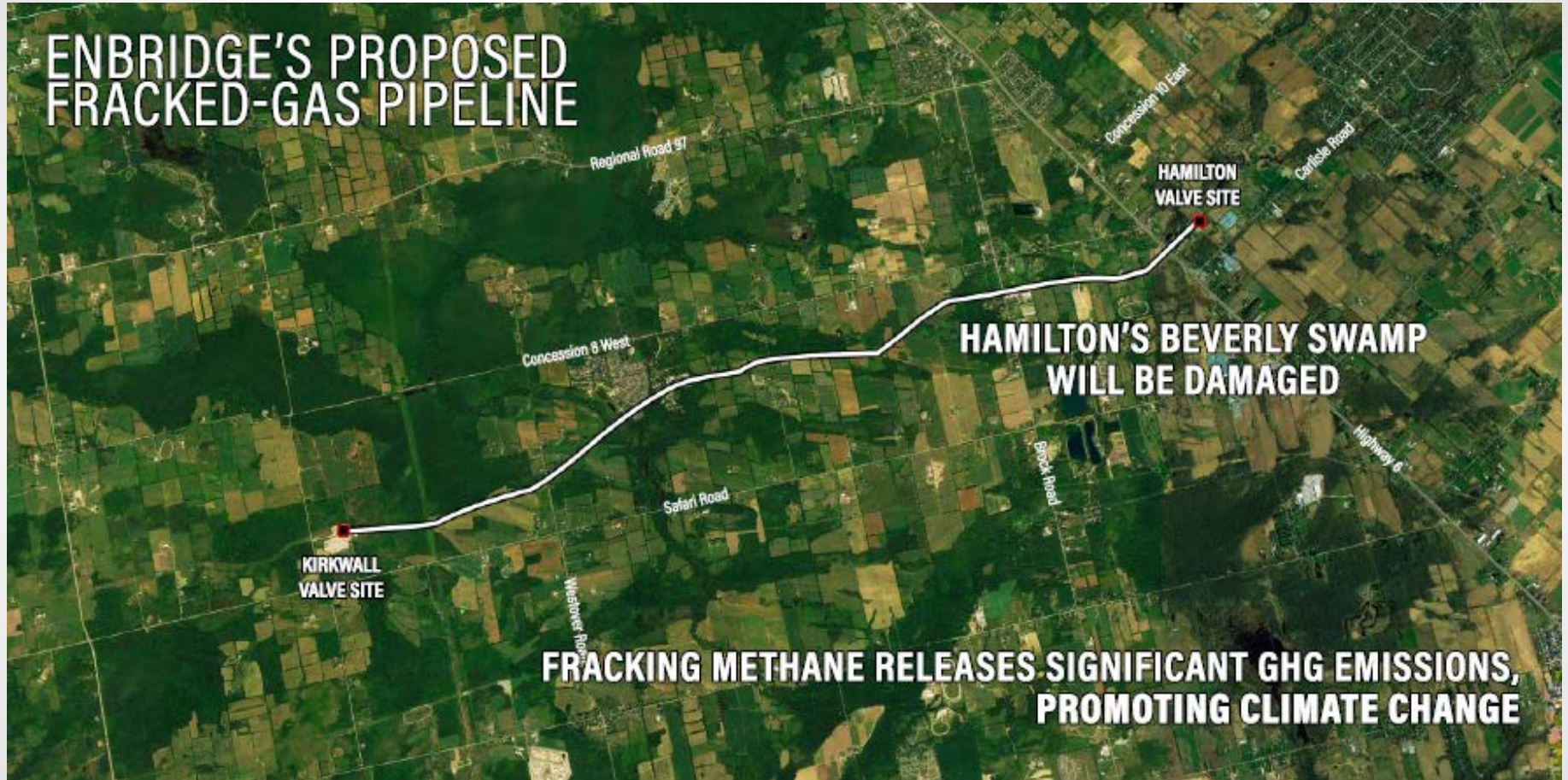
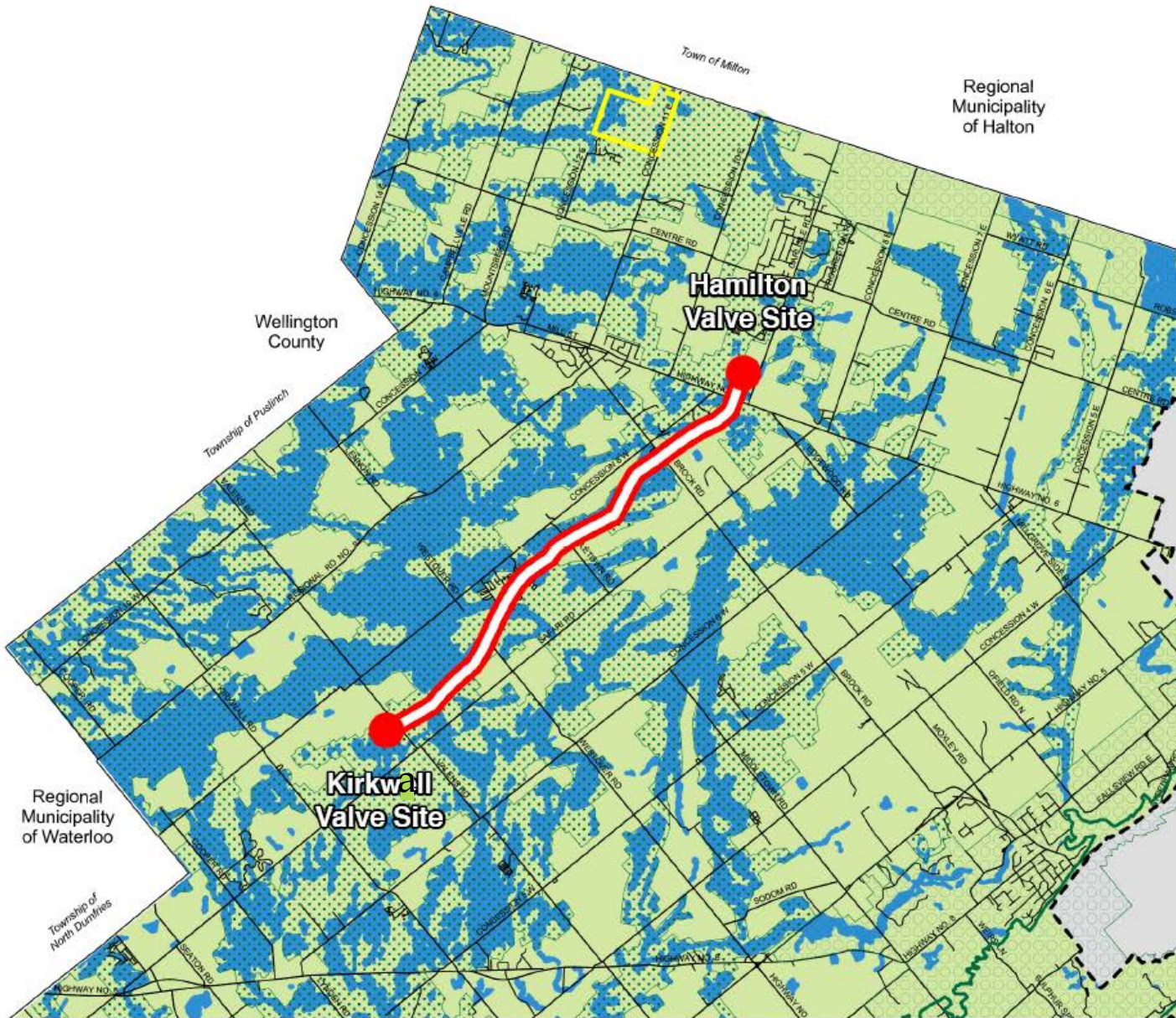


FIGURE 75. *Human perspectives. Most people are less concerned about future cost and benefits than present ones. (Dennis L. Meadows Limits to Growth, 1972.)*

**CLIMATE
EMERGENCY!**

ACTION NOW!





Legend

- Key Natural Heritage and Key Hydrologic Feature Wetlands *
- Greenbelt Protected Countryside
- Greenbelt Natural Heritage System
- Niagara Escarpment Plan Area

Other Features

- Urban Area
- John C. Munro Hamilton International Airport
- Niagara Escarpment
- Urban Boundary
- Municipal Boundary

* Note: Feature mapped with a 30m Vegetation Protection Zone.



BRITISH COLUMBIA 10/10/2018 13:14 EDT | **Updated** 10/10/2018 16:01 EDT

Residents Starting To Return Home After Massive Enbridge Pipeline Explosion

The pipeline ruptured, sparking a massive blaze.

October
2018



THE CANADIAN PRESS

A pipeline has ruptured and sparked a massive fire north of Prince George, B.C.

Enbridge pipeline explodes in Kentucky, killing 1 person and sending 5 to hospital

August 1
2019



In this Thursday photo provided by Naomi Hayes, a fire burns after an explosion near Junction City, Ky. A regional gas pipeline ruptured early Thursday in Kentucky, causing a massive explosion. (Naomi Hayes via The Associated Press)

Enbridge Proposed Pipeline

- Construction through habitats dominated by the Beverly Swamp
- 30 M wide corridor, 10 Km long
- Fracked-gas from Pennsylvania
- Fracking and transportation leaks methane making this natural gas much worse for the climate
- It is necessary to wind down not expand fossil fuel extraction/transportation
- Approval or acceptance flies in the face of the climate emergency!

Climate Emergency!

- As Greta Thunberg says: “ Our house is on fire!”
 - Please view the following speech given at the Davos World Economic Forum:
 - <https://www.theguardian.com/science/video/2019/jan/25/i-want-you-to-panic-16-year-old-greta-thunberg-issues-climate-warning-at-davos-video>
- We need to wind down fossil fuel extraction and use.
- What will you do to protect our climate and our significant habitats?
 - Tax the pipeline?
 - Withhold permit approvals?
 - Intervene at the Ontario Energy Board?

“Our house is on fire!”

It is time to abandon
status quo decision-
making!

It is time for bold action to protect our environment!

- Please do!



INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	September 18, 2019
SUBJECT/REPORT NO:	Proposal for the Adaptive Re-Use of Balfour House/Chedoke Estate (PED19168) (Ward 14)
WARD(S) AFFECTED:	Ward 14
PREPARED BY:	Ian Kerr-Wilson (905) 546-2424 Ext. 1747
SUBMITTED BY:	Carrie Brooks-Joiner Director, Tourism and Culture Planning and Economic Development Department
SIGNATURE:	

COUNCIL DIRECTION

Not Applicable

INFORMATION

The purpose of this Information Report is to advise Council of the receipt of an unsolicited proposal for the adaptive reuse of the Balfour House/Chedoke Estate.

The Ontario Heritage Trust (OHT) is the owner of the Balfour House/Chedoke Estate (Balfour/Chedoke). Balfour/Chedoke includes significant heritage features on the exterior of all structures, the interior of the main house, in situ archaeological resources, and landscape.

The City of Hamilton assumed stewardship responsibility and all capital and maintenance costs under a 1979 agreement between the City and the OHT, attached as Appendix "A" to Report PED19168. The agreement continues to 2039.

At the September 18, 2013 General Issues Committee (GIC) meeting, staff was directed to work with the OHT to investigate potential adaptive re-uses for Balfour/Chedoke. Subsequently, at the March 19, 2014 GIC meeting, staff was directed to work with the OHT to adapt the property as a limited tenancy/film location. Work was completed in 2015.

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: Proposal for the Adaptive Re-Use of Balfour House/Chedoke Estate (PED19168) (Ward 14) - Page 2 of 3

The annual operating expenses for Balfour/Chedoke are approximately \$20,000. With revenue from commercial filming, the average annual impact on the municipal levy has been \$8,000 since 2015.

As part of the implementation of the current adaptive re-use, the City developed a partnership with the Willowbank School of Restoration Arts and the OHT. Willowbank oversees an intern who lives on site. The City receives the benefit of Willowbank's research and small on-site restoration projects.

Staff have no direction from Council to change the adaptive re-use model. The property is in overall good but undeveloped condition. No conservation or expanded adaptive re-use capital projects are identified for Balfour/Chedoke in the Heritage Resource Management 10-year Capital Plan. Relative to other heritage resource management challenges within Heritage Resource Management Section's portfolio, Balfour/Chedoke is a low priority. The OHT is satisfied with the City's current approach and regularly monitors the condition of the property.

In February 2019, staff from The Cardus Institute (Cardus), a registered Canadian charity (#11892 9207 RR 0001), contacted Planning and Economic Development staff and pitched the idea of an adaptive-reuse project for Balfour/Chedoke and tenancy of the property. This was an unsolicited overture.

Staff have not completed any testing of the market for interest in this property by others, and to date no RFP or Expression of Interest process has been undertaken for this property.

City staff communicated to Cardus staff that: the City of Hamilton is not the owner of the property; Council approval would be required before staff could proceed with any negotiations leading to a formal long-term lease agreement; OHT approval was also needed; and that the concept needed additional elaboration before it could be brought forward for consideration by either Council or the OHT. Between March and July, City staff worked with Cardus staff to clarify and better understand aspects of their concept. Staff also sought direction from OHT as to whether, as the property owner, any alternative leasing arrangement would even be considered by them.

The proposal that was ultimately received from Cardus is attached as Appendix "B" to Report PED19168. Cardus proposes the development and operation of a retreat facility incorporating offices, small meeting spaces and short-term accommodations for visiting scholars. The concept, as presented, respects the protected heritage elements of the site and provides broader public access to the building and grounds. Cardus has not yet developed the financial model.

SUBJECT: Proposal for the Adaptive Re-Use of Balfour House/Chedoke Estate (PED19168) (Ward 14) - Page 3 of 3

On August 1, 2019, staff received the response from the OHT, attached as Appendix “C” to Report PED19168. In summary, the OHT is satisfied with the current condition of Balfour/Chedoke and the City’s stewardship. It is not considering any changes to the ownership or the agreement. In the OHT’s view, should any project proceed towards a tenancy agreement, Cardus must conduct significant additional design work to ensure that both the heritage preservation requirements and Cardus’ programming needs are accommodated. The OHT emphasizes that the Trust and the City must approve any detailed final design. The OHT must also approve any change in the Balfour/Chedoke operation, including a change in tenancy. Further, the OHT requires that, as part of the stewardship responsibilities, City staff provide oversight and project management.

Following receipt of the OHT response in early August, staff had sufficient information to proceed with the development of this Information Report.

Staff also wish to advise Council that on August 28, 2019, subsequent to media reports about Cardus’ interest in Balfour/Chedoke, staff received an email indicating interest in the site from Jeremy Freiburger of Cobalt Connects. The email is attached as Appendix “D” to Report PED19168.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report PED19168 – 1979 Agreement with Ontario Heritage Trust

Appendix “B” to Report PED19168 – Cardus Proposal

Appendix “C” to Report PED19168 – Response from the Ontario Heritage Trust

Appendix “D” to Report PED19168 – Correspondence from Cobalt Connects

IKW:ro

THIS AGREEMENT made this *11th* day of December,
1979.

048

BETWEEN:

THE ONTARIO HERITAGE FOUNDATION,
a body corporate continued by
The Ontario Heritage Act, 1974,
S.O. 1974, c.122

hereinafter called the "Foundation"

OF THE FIRST PART,

- and -

[Handwritten signatures and notes]

[Handwritten signature]

THE CORPORATION OF THE CITY
OF HAMILTON,

hereinafter called the "City"

OF THE SECOND PART.

WHEREAS the Foundation is the owner of certain lands and premises situate, lying and being in the City of Hamilton in the Regional Municipality of Hamilton-Wentworth, municipally known as 654 Garth Street, Hamilton, and which said lands and premises are more particularly described in Schedule A attached hereto;

AND WHEREAS in holding the said lands and premises, it is the intention of the Foundation to conserve, protect and preserve the lands and premises as part of the heritage of Ontario;

AND WHEREAS the Foundation is desirous of granting

possession of the said lands and premises to the City pursuant to the provisions of this Agreement in order that the City may administer and manage the said lands and premises on behalf of the Foundation.

NOW THEREFORE THIS AGREEMENT WITNESSETH that in consideration of the mutual covenants and agreements herein contained and subject to the terms and conditions hereinafter set out the parties hereto agree as follows:

1. In and for the purposes of this Agreement,
 - (a) "Property" means the real property described in Schedule "A" and includes the dwelling house and the coach house together with any other buildings or structures which may hereafter become situate upon the subject lands;
 - (b) "Buildings" means the structures of historical and architectural significance being a dwelling house and a coach house which are situated upon the subject lands as of the date of the execution of this Agreement and commonly known as "Chedoke".

2. The Foundation agrees to grant, and by the execution hereof does hereby grant unto the City the right to possession and control of the Property for a period of 30 years and from the date of this Agreement, but reserving in all events, all other incidents and rights of title in and to the Property and the Buildings to the Foundation, for the purposes of the development, maintenance, preservation, administration and supervision of the Property, and the Foundation hereby agrees with the City that, provided the City has complied with the terms of this Agreement, it will grant to the City the right to possession and control of the Property for a further period of 30 years from the expiry of the term hereby granted.

3. The City hereby agrees with the Foundation to develop, maintain, preserve, administer and supervise the property in the same manner, to the same standard and for the same general purposes as the City does with respect to similar types of historical, residential, recreational and park lands which are administered by or owned by and vested in the City.

4. The City agrees with the Foundation that all costs and expenses of any nature whatsoever incurred in connection with the development, maintenance, preservation, administration and supervision of the Property under this Agreement shall be borne by the City.

5. Subject to the written approval of the Foundation, which shall not be unreasonably withheld, the City may construct such new buildings or structures upon the Property as the City may require to carry out its obligations as set out in paragraph numbered 3 above. Any new buildings or structures which are constructed by the City under this Agreement shall become the property of the Foundation and ownership therein shall vest in the Foundation upon the termination of this Agreement or any renewal hereof. Subject to the written approval of the Foundation, which shall not be unreasonably withheld, the City may alter, renovate, repair and redecorate or make additions to any new buildings or structures which are constructed on the Property by the City.

6. Because of the historical, architectural and aesthetic character of the Buildings, the City shall not undertake or permit any construction, alteration, re-modelling, or any other thing or act which would materially affect the appearance or construction of the exterior of the Buildings without first receiving the express written permission of the Foundation. The approval required to be obtained from the Foundation herein shall be deemed to have been given upon the failure of the Foundation to respond in writing to a written request for it within sixty (60) days of receiving such request. If the approval of the Foundation is given or deemed to be given under this paragraph, the City, in undertaking or permitting the construction, alteration, remodeling, or other thing or act so approved of or deemed to be approved of, shall use materials specified by the Foundation. The City shall be permitted, without prior written approval of the Foundation, to undertake or permit the repair or refinishing of presently existing parts or elements of the Buildings, damage to which has resulted from casualty, loss, deterioration, or wear and tear, provided that such repair or refinishing may not be performed in a manner which would materially affect the appearance or construction of the exterior of the Buildings.

7. Because of the historical, architectural and aesthetic

character of the Buildings, the City shall not undertake or permit the demolition of the Buildings without first receiving the express written permission of the Foundation.

8. The City shall not commit or permit any act of waste on the Property. In respect to the subject lands, the City shall not, except with the prior express written approval of the Foundation,

- (a) grant any easement or right of way;
- (b) allow the dumping of soil, rubbish, ashes, garbage, waste or other unsightly, hazardous or offensive materials of any type or description;
- (c) except for the maintenance of existing improvements, allow any changes in the general appearance or topography of the lands, including and without limiting the generality of the foregoing, the construction of drainage ditches, transmission towers and lines, and other similar undertakings as well as the excavation, dredging or removal of loam, gravel, soil, rock, sand or other materials;
- (d) allow the removal, destruction or cutting of trees, shrubs or other vegetation except as may be necessary for (i) the prevention or treatment of disease, or (ii) other good husbandry practices;
- (e) Allow the planting of trees, shrubs or other vegetation which would have the effect of (i) reducing the aesthetics of the Buildings or the Property, or (ii) causing any damage to the Buildings;
- (f) allow any activities, actions or uses detrimental or adverse to water conservation, erosion control and soil conservation.

9. (a) The City shall at all times during the currency of this Agreement keep the Buildings insured against normal perils that are coverable by fire and extended coverage insurance in an amount that a prudent owner would normally purchase on

such structures, and shall cause to be inserted in all insurance policies on the Buildings a condition that the insurance company shall notify the Foundation of any cessation in insurance coverage or change in risk that might affect the liability of the insurance company under the policy or policies. If the City fails to so insure the Buildings, or if any such insurance on the Buildings is cancelled, or if the liability of the insurance company is affected by a change in risk, the Foundation may effect such insurance as the Foundation reasonably deems necessary and any sum paid in so doing shall forthwith be paid by the City to the Foundation on demand, or if not so paid shall be a debt owing to the Foundation.

(b) In the event of damage or destruction to the whole or any part of the Buildings, the City shall use the proceeds of the said insurance to replace, rebuild, restore or repair the whole or that part of the Buildings so damaged or destroyed to the limit of any proceeds receivable under the said insurance, unless it shall have been agreed between the Foundation and the City that replacement, rebuilding, restoration or repair thereof is impractical, unwarranted or unnecessary, in which case the proceeds of the said insurance shall be distributed between the City and the Foundation as follows:

(i) The City shall be entitled to that portion of the proceeds of the said insurance that is equal to the amount which the City has expended on behalf of capital and maintenance costs to the Buildings and which the City has not recovered from any tenant of the Property;

(ii) The Foundation shall be entitled to the remainder of the proceeds of the said insurance after the City has taken its portion pursuant to the provisions of clause (i) above.

(c) Similarly, in the event of damage or destruction to the whole or any part of any other buildings or structures upon the subject lands, the City shall use the proceeds of the said insurance to repair or replace the whole or that part of such building

or structure so damaged or destroyed to the limit of any proceeds receivable under the said insurance, unless it shall have been agreed between the Foundation and the City that repair or replacement thereof is impractical, unwarranted or unnecessary to carry out the intent and objects set out in paragraph numbered 3 of this Agreement, in which case the proceeds of the said insurance shall be retained by the City.

10.
 - (a) The City shall maintain comprehensive general liability insurance acceptable to the Foundation and subject to limits of not less than \$1,000,000.00 inclusive per occurrence for bodily injury (including personal injury), death, and damage to property including loss of use thereof and products.
 - (b) The policies of liability insurance shall include as an additional insured the Foundation, but only in respect of and the carrying out of the responsibilities assumed by the City under this Agreement and not in respect of any act or omission of the Foundation or any of its officers, directors, employees or agents. In addition, the policy of liability insurance shall contain a cross liability clause endorsement.
 - (c) The City shall arrange for the completion and submission of a certificate of liability insurance which shall include a provision requiring the insurer to give prior notice to the Foundation in the manner set forth in the policy conditions in the event that the policy of liability insurance is changed or cancelled.

11. The City will at all times indemnify and save harmless the Foundation, its officers, employees and agents from and against all claims, demands, losses, costs, damages, actions, suits or other proceedings by whomsoever made, sustained, brought or prosecuted in any manner based upon, occasioned by, or attributable to anything done or omitted to be done by the City, its officers, employees, servants or agents in connection with the Property or in the fulfilment or purported fulfilment or required fulfilment of any of the provisions of this

Agreement.

12. Notwithstanding any provision of this Agreement, nothing herein shall be interpreted or construed as giving rise to a claim by the City that it has acquired title by possession or prescription to the Property either during the term of this Agreement or upon the expiration of same.

13. The City agrees to submit to the Foundation, for its written approval, any document by which the City intends to divest itself of possession of the whole or any part of the Property, prior to its execution.

14. In the event of any disagreement between the Foundation and the City at any time concerning the rights or obligations of either of them hereunder, or of the reasonableness of the approval to perform some act sought to be performed hereunder or refused respectively, or concerning the requirement to replace, rebuild, restore or repair the whole or any part of the Buildings, or other building or structure which may have been damaged or destroyed, the parties hereto agree that either or both of them may apply to the Lieutenant Governor in Council to have the matter in dispute arbitrated pursuant to The Arbitrations Act, R.S.O. 1970, C.25, as amended, and that upon such application, the Lieutenant Governor in Council shall appoint a single arbitrator who shall investigate the dispute and whose decision in respect thereof shall be final and binding upon both parties hereto and this obligation to submit to arbitration is to be construed as an integral part of this Agreement.

15. If at any time during the continuance of this Agreement, the parties hereto shall deem it necessary or expedient to make any alteration or addition to this Agreement, they may do so by means of a written agreement between them which shall be supplemental hereto and form part hereof.

16. It is agreed that this written instrument embodies the entire agreement of the parties hereto with regard to the matters dealt with herein, and that no understandings or agreements, collateral, verbal or otherwise, exist between the parties except as herein expressly set out.

17. This Agreement shall enure to the benefit of and be binding

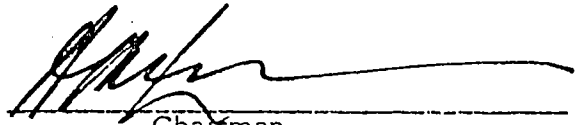
upon the parties hereto and their respective successors but shall not be assignable by either party hereto without the prior written consent of the other party.

IN WITNESS WHEREOF the parties hereto have affixed their respective corporate seals, attested to by the hands of their respective officers duly authorized in that behalf.

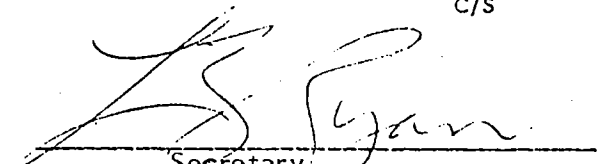
SIGNED, SEALED and DELIVERED
in the presence of:

) THE ONTARIO HERITAGE
) FOUNDATION

) Per:

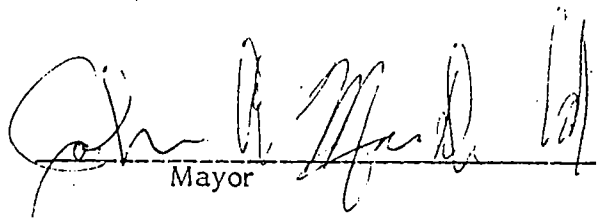
) 
) _____
) Chairman

c/s

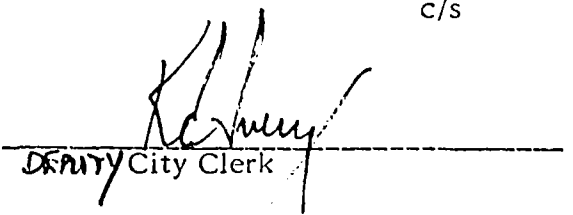
) 
) _____
) Secretary

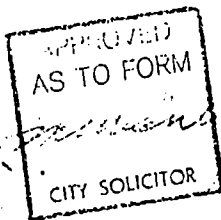
) THE CORPORATION OF THE CITY
) OF HAMILTON

) Per:

) 
) _____
) Mayor

c/s

) 
) _____
) DEPUTY City Clerk


W. [Signature]

SCHEDULE "A"

ALL AND SINGULAR that certain parcel or tract of land and premises, situateling and being in the City of Hamilton in the Regional Municipality of Hamilton-Wentworth (formerly in the Township of Barton in the County of Wentworth) and being composed of Lot One according to W.D. Flatt's plan of Chedoke Park Survey registered in the Registry Office for the County of Wentworth on the 29th day of December 1909 as number 447. SAVE AND EXCEPTING that part of said lot more particularly described as follows:

COMMENCING at a point in the western limit of Mount Pleasant Avenue distant four hundred and forty-five feet and six inches (445' 6") measured northerly from the northern limit of the road allowance between Concessions four and five. THENCE north eighteen degrees east along the said western limit of Mount Pleasant Avenue three hundred and fifty-three feet and eight inches (353' 8") more or less to the brow of the mountain. THENCE southwesterly and following the brow of the mountain one hundred and eighty-five feet and eight inches (185' 8") to a stake planted. THENCE south eighteen degrees west parallel to and distant one hundred and fifty feet (150') measured at right angles from the aforesaid western limit of Mount Pleasant Avenue two hundred and ninety-five feet and six inches (295' 6") to a stake planted. THENCE on a curve to the left and following the northern limit of an old roadway one hundred and fifty-nine feet and three inches (159' 3") to the place of beginning.

TOGETHER WITH those parts of Mount Pleasant Avenue and Edgecliffe Crescent as shown on said plan 447, to which the grantor became entitled by virtue of Orders made by the Judge of the County Court of the County of Wentworth closing such Avenue and Crescent, and which Orders were duly registered as Number 14693 and Number 15151 for the Township of Barton.

AND TOGETHER WITH AND SUBJECT TO a right-of-way twenty-four feet (24') in width leading from Garth Street to the hereinbefore described lands as set forth and provided for in an agreement dated the 20th day of October 1921 between Alan V. Young, Edna Greening Young, Herold Benjamin Greening and Ethel M. Balfour

- 2 -

which was duly registered in the Registry Office for the Registry Division of the County of Wentworth on the 21st day of October 1921 as Number 25232, and more particularly described as follows:

Said right of way being situate lying and being in the City of Hamilton, in the Regional Municipality of Hamilton-Wentworth and Province of Ontario, formerly in the Township of Barton, County of Wentworth, being composed of part of Lot Number Nineteen in the Fourth Concession of the said City of Hamilton, now laid out according to the plan of Chedoke Park Survey and registered in the Registry Office for the Registry Division of Wentworth as Plan Number 447, said right of way being composed of part of Lots Nos. 1, 8, 9, 24, 25, 37 and 54 and parts of Mount Pleasant Avenue, Edgecliffe Crescent and Westminster Avenue, as shown on the said plan of Chedoke Park Survey registered Plan No. 447, the centre line of said right of way may be more particularly described as follows, that is to say:

COMMENCING at a point in the western limit of Garth Street, distant Twenty-Seven feet and four inches measured on a course North eighteen degrees East along the western limit of Garth Street from the southeast angle of Lot No. 54 according to the plan of Chedoke Park Survey said point being also distant Four hundred and twenty-seven feet and four inches measured on a course north eighteen degrees East along the western limit of Garth Street from a stone monument marking the intersection of the western limit of Garth Street with the northern limit of the road allowance between Concessions Four and Five in the said City of Hamilton. Thence North sixty-nine degrees and twenty-nine minutes West Two hundred and fifty feet and three and three-quarter inches more or less to a point in the western limit of Westminster Avenue, according to said registered Plan No. 447 distant four hundred and thirty-nine feet and ten inches measured northerly along the western limit of Westminster Avenue from the northern limit of the road allowance between Concessions Four and Five. Thence north seventy-one degrees and sixteen minutes west Two hundred and sixteen feet and six inches to a point said point being distant Four hundred and forty-three feet and ten inches measured northerly parallel with the western limit of Mount Pleasant Avenue from the northern limit of the road allowance between Concessions Four and Five. From the point of commencement to this last mentioned point, said right of way has a width of Twenty-four feet, eight feet measured at right angles on the north side and sixteen feet on the south side of aforesaid centre line. From this last mentioned

- 3 -

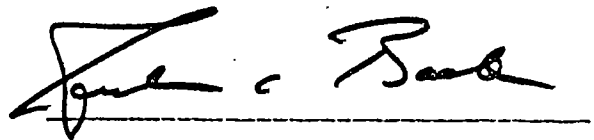
point said right of way having a width of Eight feet, Four feet measured at right angles on either side of the herein described centre line said centre line continuing as follows: Thence north eighty-six degrees and twenty minutes west One hundred and twenty-three feet and four inches to a point. Thence on a curve to the right having a radius of Fifty feet Seventy-eight feet and seven inches to a point. Thence north one degree and thirty minutes east Ten feet more or less to the division line between the properties of H.B. Greening and Ethel Balfour said division line being a line drawn westerly parallel with and distant One hundred and fifty feet measured at right angles from the western limit of Mount Pleasant Avenue as shown on the aforesaid registered Plan No. 447 and said point being distant Four hundred and sixty feet and three inches measured northerly parallel with the western limit of Mount Pleasant Avenue from the northern limit of the road allowance between Concessions Four and Five.

PROVINCE OF ONTARIO)	IN THE MATTER OF
)	The Ontario Heritage
REGIONAL MUNICIPALITY)	Act, 1974, S.O. 1974,
)	c. 122, as amended
OF HAMILTON-)	
)	
WENTWORTH)	
)	
)	

APPROVAL

Pursuant to section 10 (1) (e) of The Ontario Heritage Act, 1974, S. O. 1974, c.122, I, the undersigned Minister of Culture and Recreation for the Province of Ontario, do hereby approve the execution by The Ontario Heritage Foundation of the attached Agreement between The Ontario Heritage Foundation, of the first part, and The Corporation of the City of Hamilton, of the second part, dated the day of December, 1979, and do hereby certify that the said Agreement is in accordance with the policies and priorities determined by me for the conservation, protection and preservation of the heritage of Ontario.

DATED at Toronto the *11th* day of December, 1979.



Minister of Culture and
Recreation for the Province
of Ontario.

10/10/2010 10:10:10 AM

10/10/2010 10:10:10 AM

10/10/2010

10/10/2010 10:10:10 AM

10/10/2010

10/10/2010

10/10/2010 10:10:10 AM
10/10/2010 10:10:10 AM
10/10/2010 10:10:10 AM

CORPORATION OF THE CITY OF HAMILTON

LAW DEPARTMENT

M E M O R A N D U M

TO: Mr. J. J. Schatz
 City Clerk
 Attention: Mr. S. G. Hollowell
Manager, Records Division

FROM: Barbara Dawson
 Legal Secretary

RE: Lease Renewal Between the City and
 Wilson Elizabeth Balfour Baxter and
 The Ontario Heritage Foundation
 1 Balfour Drive

OUR FILE: 80-1.342

DATE: April 9, 1992

PHONE: 546-2129

Please be advised the above matter was authorized by City Council on March 26, 1991, in adopting Item 12 of the 6th Report of the Finance and Administration Committee.

For your custody, attached please find duplicate registered Lease Amendment dated the 27th day of March, 1992, registered in both the Land Titles and Registry Systems, as Instrument Nos. LT 320008 and 116368, respectively, on April 8, 1992.

bd
 Enclosures

Barbara Dawson
 Barbara Dawson
 Legal Secretary

cc: Mr. I. Roy Hammel, Acting Treasurer
 Treasury Department
 Attention: Ms. Abbey Pirkas

~~Mr. D. W. Vyce, Director
 Property Department
 Attention: Mr. M.C.J. Watson~~

Property Department
 Real Estate Division

Date: *Apr 10 1992*

File No.	Inf.	Act
Director		
<input checked="" type="checkbox"/> Manager		
Chief Appraiser		
Architect Div.		
Prop. Maint. Div.		
<i>Bob H</i>		
Secretary		<input checked="" type="checkbox"/>

File

FOR OFFICE USE ONLY

LAND TITLES
L.T. 320008

REGISTRY # 116368

BOTH REGISTERED ON APRIL 8TH, 1992

New Property Identifiers Additional: See Schedule

Executions Additional: See Schedule

(1) Registry Land Titles (2) Page 1 of 4 pages

(3) Property Identifier(s) Block Property Additional: See Schedule

(4) Nature of Document LEASE AMENDMENT

(5) Consideration NIL -----
-----XX/100 Dollars \$

(6) Description
FIRSTLY: REGISTRY - Part Lot 1, Plan 447, designated as Part 1, Plan 62R-11877
SECONDLY: LAND TITLES - Parcel Block 24-7, Section M-316, Part Block 24, Plan M-316, designated as Part 2, Plan 62R-11877
All in the City of Hamilton, Regional Municipality of Hamilton-Wentworth

(7) This Document Contains: (a) Redescription New Easement Plan/Sketch (b) Schedule for: Description Additional Parties Other

(8) This Document provides as follows:
SEE LEASE AMENDMENT ATTACHED

Continued on Schedule

(9) This Document relates to instrument number(s) 146062 C.D.

(10) Party(ies) (Set out Status or Interest)
Name(s) Signature(s) Date of Signature Y M D
THE CORPORATION OF THE CITY OF HAMILTON *Elizabeth L* 1992 03 06
by its solicitor, Elizabeth Isajiw

(11) Address for Service P.O. Box 2040, 71 Main Street West, Hamilton, Ontario L8N 3T4

(12) Party(ies) (Set out Status or Interest)
Name(s) Signature(s) Date of Signature Y M D
THE ONTARIO HERITAGE FOUNDATION
BAXTER, Wilson Elizabeth Balfour

(13) Address for Service c/o Lazier, Hickey, Langs, O'Neal, 25 Main St. W., Hamilton, Ont L8P 1H

(14) Municipal Address of Property
1 Balfour Drive
Hamilton, Ontario
L9C 7A5

(15) Document Prepared by:
City of Hamilton
Law Department
P.O. Box 2040, 71 Main St. W.
Hamilton, Ontario
L8N 3T4
File No. 80-1.342

Fees and Tax	
Registration Fee	
Total	

THIS INDENTURE made as of the 27th day of March, 1991.

In pursuance of the Short Forms of Leases Act.

B E T W E E N:

THE CORPORATION OF THE CITY OF HAMILTON

(hereinafter called the "Lessor")

OF THE FIRST PART

- and -

WILSON ELIZABETH BALFOUR BAXTER, of the City of Hamilton, in the Regional Municipality of Hamilton-Wentworth, Widow

(hereinafter called the "Lessee")

OF THE SECOND PART

- and -

THE ONTARIO HERITAGE FOUNDATION, a body corporate continued by The Ontario Heritage Act, 1974, S.O. 1974, c. 122,

(hereinafter called the "Foundation")

OF THE THIRD PART.

WHEREAS the said parties of the first, second and third parts entered into a Lease dated September 1, 1979 and registered in the Land Registry Division of Wentworth (No.62) on December 12, 1979 as 146062 C.D. covering the lands described in Schedule "A" (hereinafter called the "Premises") for a period of 30 years with a provision for a further period of 30 years thereafter,

AND WHEREAS clause 3(e) of the said Lease provides that at the end of each five (5) year period of the Lease, the Lessor and the Lessee shall review the rent payable for the ensuing five (5) year period, and the rent shall be adjusted if requisite, to reflect a fair and reasonable rent having in mind the special nature of the premises and the particular arrangements which have been heretofore negotiated by the parties in respect of the premises,

AND WHEREAS an Agreement amending the said Lease as provided under clause 3(e) thereof regarding the second five (5) year period which ended October 31, 1989, was registered as No. 329661 C.D. on October 8, 1985,

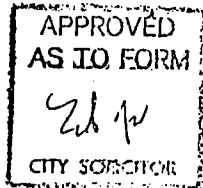
AND WHEREAS the Lessor and the Lessee have reviewed the rent payable for the third five (5) year period, therefore the parties now agree as follows:

1. The sum of One Thousand, Two Hundred and Fifty Dollars (\$1,250.00) is to be payable monthly on the 1st day of November and December, 1989 and on the 1st day of January, 1990;

2. Subject to Section 3(e) of the Lease, the sum of One Thousand, Seven Hundred and Fifty Dollars (\$1,750.00) is to be payable monthly on the 1st day of each and every month during the remainder of this third five (5) year term of the Lease, the first of such payments to become due and be paid on the 1st day of February, 1990;
3. The parties acknowledge that subsequent to the original Lease herein, a new survey was prepared and deposited as Plan 62R-11877 and the parties hereby agree that the description in Schedule "A" of the said Lease is hereby deleted and the attached new description set out in Schedule "A" herein is substituted therefor.
4. All the other terms of the original lease dated September 1, 1979 are hereby confirmed in full force save and except as amended by paragraphs one, two and three herein.

IN WITNESS WHEREOF the Lessor has hereunto affixed its corporate seal attested by the hands of its duly authorized officers in that behalf, the Lessee has hereunto set her hand and seal and the Foundation has hereunto affixed its corporate seal attested by the hands of its duly authorized officers in that behalf as of the date and year first above written.

SIGNED, SEALED AND DELIVERED
in the presence of



Barbara Connor

THE CORPORATION OF THE CITY OF HAMILTON

[Signature]
ROBERT M. MORROW - Mayor

[Signature]
K. E. AVERY - City Clerk
J. J. SCHATZ

Wilson Elizabeth Balfour Baxter
WILSON ELIZABETH BALFOUR BAXTER

THE ONTARIO HERITAGE FOUNDATION

Richard D. Alway
Chairman: RICHARD ALWAY

[Signature]
Treasurer

CHIEF OPERATING OFFICER
BARRY GARDINER

Legal Description: 1 Balfour Drive, Hamilton ("Chedoke")

City of Hamilton,
Regional Municipality of Hamilton-Wentworth

FIRSTLY: Registry

Part Lot 1, Plan 447,
designated as Part 1, Plan 62R-11877

SECONDLY: Land Titles

Parcel Block 24-7, Section M-316
Part Block 24, Plan M-316,
designated as Part 2, Plan 62R-11877

BALFOUR ESTATE CITY OF HAMILTON

CARDUS

CARDUS TODAY

185 Young Street
Hamilton



CHALLENGE:

- Due to a previous agreement City of Hamilton manages and maintains a property owned by the Ontario Heritage Trust
- 1830s property is underused and no long term adaptive re-use plan has been approved by Council
- Significant long term liability obligation to the city - through 2039
- Occupied only by single individuals since 1979, currently a City of Hamilton intern
- Heritage property largely inaccessible to the community of Hamilton

Current estimated City of Hamilton liability 2019-2039:

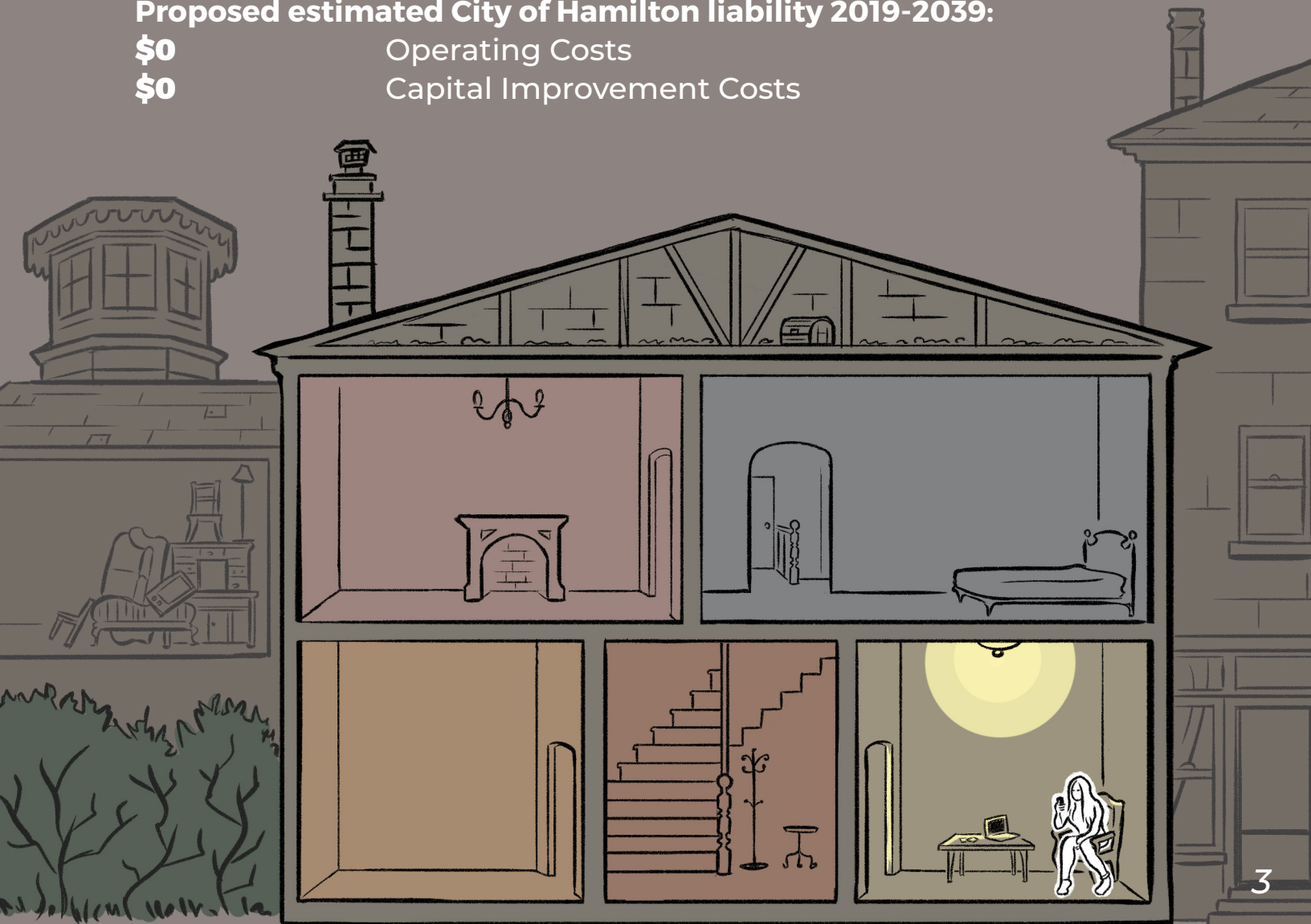
\$500,000 Operating Costs (over 20 years, including inflation)
\$1,000,000 Capital Improvement Costs

OPPORTUNITY:

- Cardus restoration and adaptive re-use proposal for Balfour: viable, sustainable
- Cardus proposes retreat facility which combines offices, small meeting spaces, and short-term accommodations for visiting scholars
- Cardus covers operational expenses AND capital costs, without any cost to the taxpayer of Hamilton
- Cardus usage would accomplish three of the City's four adaptive reuse 2014 proposals, through mixed residential and institutional tenancy
- Cardus would honour the Heritage character of the Balfour property, reintroducing a renewed Balfour House to the public, through Doors Open, Hamilton Employment Crawl, and more

Proposed estimated City of Hamilton liability 2019-2039:

\$0 Operating Costs
\$0 Capital Improvement Costs

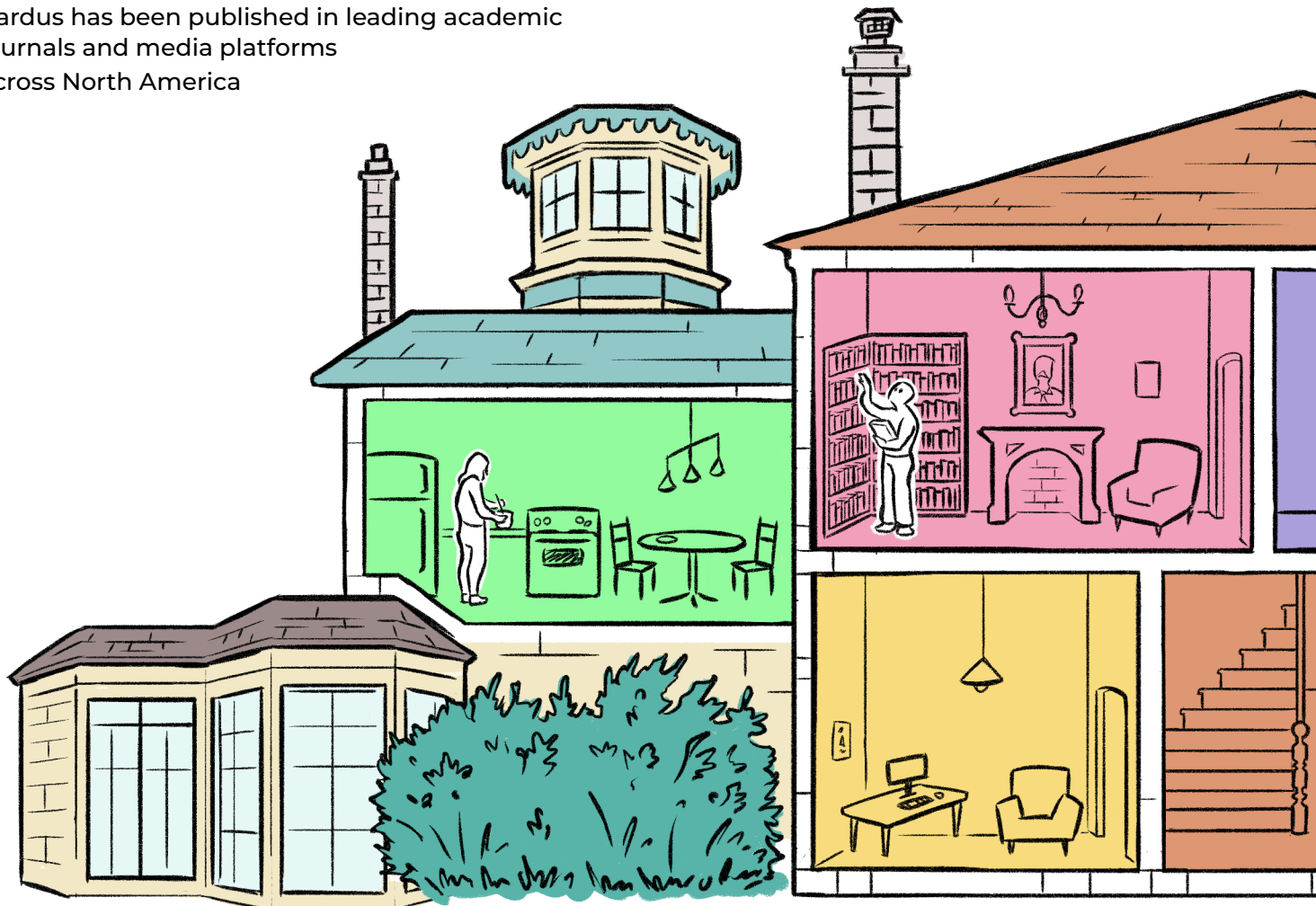


CARDUS IS FINANCIALLY SOUND:

- Cardus has credible equity on balance sheet due to proper organizational stewardship over the last 10 years
- Cardus already owns heritage Hamilton property with significant equity
- Cardus has deeply committed community of philanthropists who will fund the restoration of Balfour
- Balfour requires up to \$30,000 annual operating costs from the City through 2039
- Escalating maintenance needs will require major restoration and repairs in short term
- A properly restored Balfour is in the public interest, but the public has so far not shown financial interest and ability
- The City of Hamilton now has an opportunity for a win-win with a well-established Hamilton institution
- Cardus is both willing and able to meet the heritage intent of Balfour, and the long-term capital costs for which the City seeks a solution
- Cardus is prepared to provide term guarantee to ensure restoration commitments

CARDUS IS A WELCOMING PARTNER:

- Cardus was founded in 1974 - five years before Balfour was donated to OHT
- Cardus means "Main Street" - we work to support the "middle" institutions that all citizens need to live well together
- Many years of partnership with Redeemer University College
- Regular internships from institutions of higher learning
- Annual participant in Hamilton Doors Open
- Invited by Hamilton Employment Crawl 2019
- Cardus is a registered charity (Canada) and 501(c)(3) (United States)
- Cardus creates dozens of competitive and desirable Hamilton jobs
- Median age of Cardus staff is under 40: long-term taxpaying citizens
- Cardus has published 140 research reports and over 3,000 articles, all online for the public
- Cardus has been published in leading academic journals and media platforms across North America

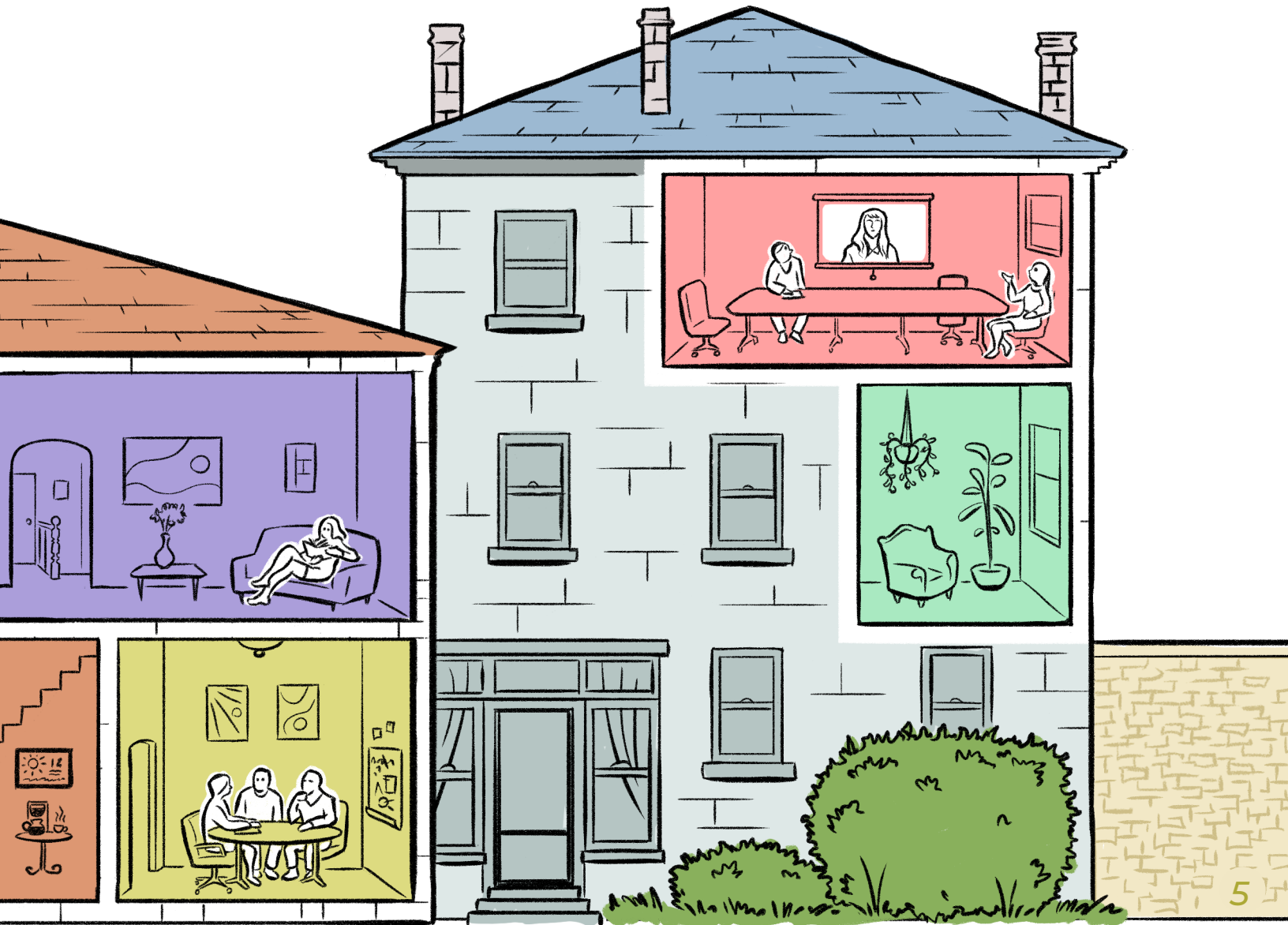


CARDUS DOES EDUCATIONAL RESEARCH:

- Cardus is an institution of learning, regularly featuring lectures and paper presentations on social trends in education, city planning, families, religion, and health
- Many Cardus staff are current or former professors and lecturers
- All Cardus Senior Fellows are active educators with terminal degrees in their respective disciplines

CARDUS DOES RELIGIOUS FORMATION:

- First charitable purpose (object) is religious formation: the study and refinement of the Christian faith and how it applies to social trends
- Second charitable purpose is education: educational programs, online products and meetings open to the public addressing social trends
- Cardus staff include Catholic and Protestant clergy and scholars



CARDUS HONOURS BALFOUR HOUSE:

- Balfour is zoned “B” District allowing residential, institutional, public, commercial, and farm uses
- After initial consultation, Cardus is confident that our planned uses can be verified under the present zoning
- After initial consultation, Cardus is confident that the intensity of our use will honour the physical structure of this heritage building and not require undermining any heritage elements
- Cardus work consists of independent research, scholarship, and formation promoting a flourishing society—what the City of Hamilton calls “A Prosperous & Healthy Community”
- Cardus helps Canadians live together well despite their differences, enlarging public conversation on key policy issues: see cardus.ca
- Cardus already uses downtown heritage building (Corktown) for reading rooms, offices, library, small meeting spaces for colloquia and roundtables
- Proposed Balfour retreat facility adds short-term residential lodging for visiting Fellows, scholars, and employees
- Cardus will honour history of Balfour’s chapel with contemplative space

RESTORATION AND REPAIRS:

- Cardus will retain a respected Hamilton architectural firm with expertise and experience in the adaptive re-use of heritage buildings, to review existing building and property assessment and prepare construction drawings
- Prior to commencing work, Cardus and the City will reach joint agreement with the Ontario Heritage Trust, owners of the property, to assign to Cardus sublease control of the property through 2039.
- Cardus has reviewed in detail existing reports on the condition of the property, engineering estimates on costs, proposals for various adaptive uses, etc. Cardus will restore the Balfour property without any cost to the City of Hamilton
- Cardus is not proposing an intensive use and thus no additional parking is required. The Cardus team regularly at the Balfour will range from 10 – 14 members. Based on previous Cardus activity we estimate 2 colloquia per month averaging from 12 – 24 scholars/students.
- No significant changes required to grounds or building envelope. The grounds will be meticulously maintained
- Cardus has four sources of funds to manage the capital cost of the Balfour restoration. 1) Existing Balance Sheet Equity 2) Using equity in present 185 Young Street property 3) Existing Bank Line of Credit, 4) Promissory notes from Long term supporters.
- Cardus does not plan to use any of these sources as our expectation is that the capital investment will be funded by donations
- The increased cost of Balfour operations (maintenance and ongoing repair) is not material to our existing \$5M annual budget and would not be considered a financial risk by our BOD Audit and Risk Management Committee

STEPS TOWARD MEMORANDUM OF UNDERSTANDING:

- Cardus usage will comply with existing residential, institutional, and public zoned uses, and be consistent with the historic use of the property and the heritage values/resources identified in the OHT Statement of Significance
- Cardus has internal expertise on planning and building matters. It will retain a leading construction management company to oversee restoration
- Cardus believes there are no significant engineering barriers, Building Code compliance issues, or heritage elements that cannot be overcome
- Cardus plan is supported by the City of Hamilton’s Official Plan

Upon signed MOU between Cardus and the City, Cardus will engage with the Balfour neighbours and with the Municipal Heritage Committee, and is committed to curating a storied heritage public property for the enjoyment of the community of Hamilton and beyond.

CARDUS TOMORROW

Balfour Estate



cardus.ca



An agency of the Government of Ontario

10 Adelaide Street East
Toronto, Ontario M5C 1J3

Telephone: 416-325-5000
Fax : 416-325-5071
www.heritagetrust.on.ca

August 1, 2019

Ian Kerr-Wilson
Manager, Heritage Resource Management
City of Hamilton
71 Main Street West
Hamilton, Ontario L8P 4Y5

Dear Mr. Kerr-Wilson:

I am following up on recent discussions between Trust staff and City staff with respect to a proposal for the Chedoke Estate, which is owned by the Ontario Heritage Trust. The Trust has a good relationship with the City of Hamilton, built in part through the management of numerous heritage cultural easements. We are also pleased to have a longstanding operating agreement with the City of Hamilton for the preservation of the Chedoke Estate. The work that the City has done to conserve the physical heritage resources of the site and recently to introduce low-impact uses bodes well for the long-term integrity of the property. The preservation of the lands and premises including the historical, architectural and aesthetic character of the buildings is the Trust's overall goal.

The Trust has recently been provided a copy of a proposal from the charitable organization Cardus to the City of Hamilton for an adaptive re-use project at Chedoke Estate. It envisions converting the building to a retreat, with an as-yet-to-be-determined combination of short-term residential lodging, meeting space, office use and support facilities. The proposed term of occupancy is through 2039. Although it is still at a conceptual stage, the proposal would represent a milestone change in the evolution of Chedoke worthy of circumspect consideration.

In the Trust's experience, the conversion of a residential building to public use usually requires substantial physical interventions to meet regulatory health and safety, building code, access and amenities required of a public building. Precise detail of program uses is key to determining whether a proposed use is compatible or detrimental to the heritage building being adapted. The information provided in the Cardus proposal is not sufficient for the Trust to make this determination.

Should the City of Hamilton choose to pursue further investigation of the Cardus proposal, the Trust would commit to provide additional review and comments as required. However, further consideration by the Trust would require that the following conditions be met.

- The City will continue to be the Trust's operating partner and shall retain control of the property for the duration of the agreement.
- Planning, design and construction associated with the adaptive re-use must conform with Parks Canada's Standards and Guidelines for the Conservation of Historic Places in Canada. The Trust has adopted these standards for all work undertaken at Trust-owned heritage sites.

.../2

- Pursuant to the current operating agreement between the Ontario Heritage Trust and the City of Hamilton, and by established precedent, the City must be the Project Manager for any work undertaken, working in cooperation with the Trust as the approval authority.
- The prime consultant for the project must be an architect with demonstrated experience in conservation work at national historic sites, managing an interdisciplinary team of sub-consultants having similar experience.

The Trust appreciates the need to develop viable new uses for Chedoke Estate and we look forward to working with city staff towards that end.

Sincerely,



Wayne Kelly
Director, Heritage Programs and Operations

From: Jeremy@cobaltconnects.ca
To: [Norton, Glen](#); [Thorne, Jason](#); [Brooks-Joiner, Carrie](#); [Whitehead, Terry](#)
Subject: Belfour House
Date: August 28, 2019 10:29:04 AM

Hi Clr. Whitehead, Glen, Jason and Carrie

I'm just responding to the article about Belfour House being open to proposals.

Cobalt would very much like to engage in such conversations with the City as we have a great interest in establishing a home for an artist residency program in Hamilton. Belfour House would receive far more public engagement under a mode like this than being the head office for Cardus.

We expressed this interest many years ago and even met with a Le Whitehead and Anna Bradford on-site to explore the property.

If the site is open for options we would love to participate before a decision is made on a private use.

Cobalt has not received City funding in almost a decade, as we prefer to seek these types of service and stewardship relationships in communities.

Looking forward to your response.

Jeremy

Sent from my iPhone



CITY OF HAMILTON
CITY MANAGER'S OFFICE
Human Resources Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	September 18, 2019
SUBJECT/REPORT NO:	Equity, Diversity and Inclusion Framework (HUR19019) (City Wide) (Outstanding Business List Item)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Jodi Koch (905) 546-2424 Ext. 3003
SUBMITTED BY:	Lora Fontana Executive Director Human Resources
SIGNATURE:	

RECOMMENDATION(S)

- (a) That the City Manager to be identified as the Diversity and Inclusion Champion for the City of Hamilton;
- (b) That Human Resources staff be directed to develop and implement a Diversity and Inclusion Steering Committee comprised of representatives from all departments and across all levels of the organization, who will be responsible to:
 - (i) Confirm appropriate definitions to guide Equity, Diversity and Inclusion (EDI) work;
 - (ii) Identify appropriate framework for EDI lens for the City of Hamilton;
 - (iii) Establish Standards of Practice;
 - (iv) Review and revise draft Equity, Diversity, and Inclusion Handbook to be consistent and in alignment with the framework;
 - (v) Complete an updated internal environmental scan on annual basis;
 - (vi) Identify key initiatives and project priorities and develop appropriate workplans and milestones for such; and,
 - (vii) Engage in appropriate internal and external consultations on above;

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: Equity, Diversity and Inclusion Framework (HUR19019) (City Wide)
Page 2 of 9

- (c) That Human Resources staff be directed to source, through a competitive procurement process, suitable training from an external provider on Diversity and Inclusion training, relating to such elements including, but not limited, to anti-racism, anti-oppression, unconscious bias, and inclusionary best practices;
- (d) That Human Resources staff be directed establish a schedule for the above mandatory training to be delivered to Council members, the Senior Leadership Team, all Supervisor and above employees, and Union Executive Leadership in 2020;
- (e) That Human Resources staff be directed to source options for systems/process enhancements to support Diversity and Inclusion metric dashboard requirements;
- (f) That an amount not to exceed \$100,000, to be funded from Tax Stabilization Reserve Account #110046, to facilitate the Equity, Diversity and Inclusion 2020 training and community engagement components, be approved; and,
- (g) That staff be directed to report back to the General Issues Committee by June 17, 2020 with a status update respecting the implementation of the Equity, Diversity and Inclusion process; and,
- (h) That the matter respecting the Equity, Diversity and Inclusion Framework be considered complete and removed from the General Issues Committee's outstanding business list.

EXECUTIVE SUMMARY

Over the past several years, there has been an increased level of awareness that Municipalities need to take a greater role to ensure communities are safe, respectful, and inclusive for all its citizens. Local government has a tremendous direct impact on policy, services, and civic engagement. It is clear that Hamilton faces unique challenges and opportunities and, as such, the model and framework selected must to be designed to meet our City's specific needs.

The Mayor's motion on February 27, 2019 directed staff to return in Q3 2019 with recommendations on how such a framework can be established. The recommendations contained in this report include the appointment of the City Manager as the organization's Diversity and Inclusion Champion, the creation of a cross-functional and multi-level Diversity and Inclusion Steering Committee, mandatory training for Council members, Senior Leadership Team, all Supervisor and above staff, and Union Executive Leadership, as well as community engagement on the EDI Framework and key initiatives

SUBJECT: Equity, Diversity and Inclusion Framework (HUR19019) (City Wide)
Page 3 of 9

and priorities. This work would be shared with the broader community at an EDI Summit to be held in 2020. Finally, a budgetary request is \$100,000, to be funded out of Reserves, for the training and community engagement recommendations.

Alternatives for Consideration – See Page 7

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: Budget forecast of up to \$100,000 to facilitate, develop and train Council Members, Senior Leadership Team, over 600 Supervisor and above staff, and Union Executive Leadership.

Staffing: Approximately 15 - 20 staff required to incorporate role of Diversity and Inclusion Steering Committee member into existing roles and responsibilities. Expected time commitment of a monthly two hour meeting and quarterly half day sessions for the next five years.

Legal: None

HISTORICAL BACKGROUND

The City of Hamilton began its Diversity journey many years ago, albeit in a less formal fashion. Many key projects and initiatives have contributed to where the City is today in its current state, as well as helped to shape our desired future state.

These key projects and initiatives include:

- a) City of Hamilton's Strategic Plan 2016 – 2025
- b) Corporate Culture Pillars
- c) Our Future Hamilton 2016 – 2025
- d) Our People and Performance Plan – 2016 - 2025
- e) Voluntary Demographic Collection – 2018
- f) Regional Roundtable Organizational Assessment – 2017/2018
- g) Diversity and Inclusion Strategic Plan – 2017
- h) Review of Access and Equity's Function – 2016
- i) Employment Systems Review – 2014
- j) Vision 2020

While these initiatives have contributed significantly to the progress made, there remains a need to have an overarching framework to guide our policy and decision making process and to ensure barriers are eliminated and inclusion is enhanced in our daily work. This is what led to the Mayor's motion on an Equity, Diversity, and Inclusion Framework.

SUBJECT: Equity, Diversity and Inclusion Framework (HUR19019) (City Wide)
Page 4 of 9

An EDI Framework is intended to promote equity and inclusion throughout the organization. In order to enhance equity and inclusion, one must first gain knowledge of how people from diverse backgrounds experience the City of Hamilton. No one single facet of identity or one single experience defines us, but rather it is a complex model that requires us to consider many elements such as gender, race, ability, socio-economic status, ancestry, sexual orientation, age, education, and geography. The term “intersectionality” refers to the concept that patterns of oppression are interrelated and bound to one another. An intersectional approach is intended to assist in the creation and implementation of policies, procedures, and practices that are responsive to the needs of diverse communities.

The EDI framework will be utilized in a wide variety of manners including, but not limited to internal policies and procedures, strategies, goal setting, and service delivery models. For example, the implementation of the framework will inform the work required to complete the motion approved by Council in February 2019 regarding using an EDI framework/lens for the City’s Housing and Homelessness Strategy and service delivery as well as inform the Integration of an Equity, Diversity & Inclusion (EDI) Framework to the Policies and Procedures of the Selection Committee and Interview Sub-Committees respecting the Appointment of Citizens to the City’s Agencies, Boards, Commissions, Advisory (Volunteer) Committees and Sub-Committees as approved by Council in July 2019.

There are various models and versions of EDI frameworks utilized in both public and private sector organizations. There is no one best model, rather each organization should be mindful of its own unique needs when designing and selecting an EDI framework.

There are many definitions used when speaking about EDI frameworks. A draft glossary of terms is provided in Appendix A to Report HUR19019 for review.

Equity, Diversity and Inclusion Framework

An EDI Framework will inform and guide business decisions. The EDI framework is not the end goal, but rather it is part of an ongoing process in a world of constant change. Appendix B to Report HUR19019 illustrates how the EDI Framework fits into the organization’s overall structure and deliverables.

The “Advancing Equity and Inclusion Guide for Municipalities” issued in June 2015 by the City for All Women Initiative identifies the following steps cities should take on their inclusion journey:

- 1) Strategize for Change
- 2) Define Aspirations
- 3) Consider the Costs (Actions and Non-Actions)

SUBJECT: Equity, Diversity and Inclusion Framework (HUR19019) (City Wide)
Page 5 of 9

- 4) Scan the Environment
- 5) Identify Obstacles
- 6) Identify Champions
- 7) Create Conditions for Change
- 8) Measure Results

In 2017/2018, the City's Diversity staff participated in the Regional Roundtable on Diversity forum facilitated by external consultants. An environmental scan (Appendix C to Report HUR19019) was performed at that time which led to the implementation of the following actions:

- 1) Voluntary Demographic Collection – Volunteers
- 2) Voluntary Demographic Collection – Applicants
- 3) Voluntary Demographic Collection – Employees (Q4 2019)
- 4) Diversity Competencies in Management PAD process
- 5) Community Engagement at Festivals and Events

Importance of Equity, Diversity and Inclusion Framework

The EDI Framework is important because there are many citizens that are at risk of exclusion if community leaders are not aware of the impacts decisions have on these groups. These populations include, but are not limited to:

- Indigenous peoples
- LGBTQ2S
- Immigrants
- Persons with Disabilities
- Persons living in Poverty
- Racialized People
- Rural Residents
- Women
- Youth
- Older Adults

These groups are traditionally more likely to face barriers, assumptions, stereotypes or discrimination when accessing services, employment, and other social benefits. An EDI framework affects policies, procedures, and practices which lead to enhanced Diversity and Inclusion. Numerous studies have shown that enhancing Diversity and Inclusion in an organization results in better service delivery, improved perception as employer of choice, improved employee engagement and retention and reduced attrition.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

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: Equity, Diversity and Inclusion Framework (HUR19019) (City Wide)
Page 6 of 9

The City of Hamilton has various policies that have relevance to the EDI Framework and associated work. These include:

- Equity and Inclusion Policy
- Harassment in the Workplace Prevention Policy
- Personal Harassment in the Workplace Prevention Policy
- Use of Indigenous Medicines Policy
- Code of Conduct
- Recruitment Accommodation Procedure
- Employment Accommodation Procedure
- Flexible Work Arrangements Policy
- Protocol for Gender Identity and Gender Expression
- Recruitment and Selection Policy
- Substance Use Policy
- Telecommuting Policy
- Violence in the Workplace Policy

Additionally, relevant legislation includes:

- Accessibility for Ontarians with Disabilities Act (AODA)
- Ontario Human Rights Code
- Employment Standards Act

As part of annual policy review process, the EDI framework, once established, should be utilized as a tool to evaluate the various policies and inform possible required revisions. The Diversity and Inclusion Steering Committee will serve as a resource to the Policy Review Committee to assist in this endeavour.

RELEVANT CONSULTATION

Extensive research has been done by Diversity staff on various models and methods to develop an EDI Framework or Lens. Internal consultation will be facilitated by the monthly Diversity and Inclusion Steering Committee meetings and engagement with Senior Leadership and Departmental Leadership Teams. Various community leaders will be invited to attend the monthly Diversity and Inclusion Steering Committee meetings to provide lived experience and perspectives to inform the group and the related work product.

The City's Diversity staff have also been invited to join a newly formed Municipal Network of Diversity and Inclusion which includes representatives from the cities of Edmonton, Calgary, Vancouver, Victoria, Saskatoon, and Halifax which will prove to be a valuable

SUBJECT: Equity, Diversity and Inclusion Framework (HUR19019) (City Wide)
Page 7 of 9

resource and sounding board for the framework and other related Diversity and Inclusion initiatives.

The EDI Summit held in 2020 would allow for broader community consultation on the proposed framework and priorities. This would be completed prior to the final submission for Council approval in 2020.

ANALYSIS AND RATIONALE FOR RECOMMENDATION(S)

In conducting the research for this Recommendation Report, numerous models and approaches were reviewed and considered. What became apparent during this process is the need for organizations to customize their approach to EDI work by consulting with various stakeholders. The City of Hamilton's Strategic Plan clearly identifies the overall Vision and Mission. This has been supplemented with the Diversity and Inclusion Strategic Plan which was designed in alignment with the Corporate Strategy. A number of key initiatives and projects have been undertaken in the past several years which have led to our current state.

In order to move forward and advance towards our desired future state, a more focussed and better resourced effort is required. This effort also requires defined measurables and deliverables to ensure the work remains on or ahead of target schedules and engagement. In viewing a Diversity Maturity Matrix, concrete and sustainable foundational elements need to be incorporated to achieve the future desired state shown in Appendix D to Report HUR19019.

A successful framework requires several key elements according to a report by IDylls Consulting. These include:

- Informed and committed leadership
- Comprehensive scope of goals and activities
- Integration of objectives within business plans
- Dedicated resources
- Focussed training opportunities
- Policy review and development
- Shared responsibilities and individual accountability
- Measurement and evaluation

The Recommendations contained within this report will directly contribute to achieving these key elements.

ALTERNATIVES FOR CONSIDERATION

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: Equity, Diversity and Inclusion Framework (HUR19019) (City Wide)
Page 8 of 9

One alternative for consideration is to create a standalone Diversity and Inclusion Champion that would report to the City Manager. The other Recommendations would remain the same. This model is frequently being used and is gaining in popularity, particularly in the area of post-secondary education as well as private industry. This approach, which would require additional one (1) FTE and associated budget would accomplish a number of key goals:

- 1) Clearly communicate the priority this work has within the organization
- 2) Allow for dedicated resources and focus on Diversity and Inclusion work
- 3) Increase the effectiveness and timeliness of the deliverables

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: Budget forecast of up to \$219,000 annually to cover associated salary and benefit costs. Would still require \$100,000 of funding from Reserves to cover costs of developing and delivering training as outlined above.

Staffing: Would require the hiring of a new position at the Senior Leadership Team level to convey the organization's commitment to the newly created role. Approximately 15 – 20 staff would still be required to support the Diversity and Inclusion Steering Committee as part of their existing roles and responsibilities. Expected time commitment of a monthly two hour meeting and quarterly half day sessions for the next five years.

Legal: None

Given the additional costs as well as the need for some preliminary foundational work, this option is not recommended at this time.

A second alternative for consideration would be to enlist the support of a Consultant(s) who specializes in Diversity and Inclusion work and have them develop the definitions, framework, and conduct the community consultations. This approach would relieve current staff from taking on additional duties but would not result in the same level of ownership or engagement from the organization's staff. There would also be a significant financial cost in taking this approach.

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: Budget forecast estimated of up to \$200,000 annually to cover associated Consultant costs. Would still require \$100,000 of funding from Reserves to cover costs of developing and delivering training as outlined above.

Staffing: Approximately 15 – 20 staff would still be required to support the Diversity and Inclusion Steering Committee as part of their existing roles and responsibilities. Expected

SUBJECT: Equity, Diversity and Inclusion Framework (HUR19019) (City Wide)
Page 9 of 9

time commitment of a monthly two hour meeting and quarterly half day sessions for the next five years.

Legal: None

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.

Economic Prosperity and Growth

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

Healthy and Safe Communities

Hamilton is a safe and supportive City where people are active, healthy, and have a high quality of life.

Culture and Diversity

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

Our People and Performance

Hamiltonians have a high level of trust and confidence in their City government.

APPENDICES AND SCHEDULES ATTACHED

Appendix A to Report HUR19019 – Draft Glossary of Terms

Appendix B to Report HUR19019 – EDI Framework in Organizational Structure

Appendix C to Report HUR19019 – Internal Environmental Scan

Appendix D to Report HUR19019 – Diversity Maturity Matrix

Glossary of Terms

Ableism

A belief system that sees persons with disabilities as being less worthy of respect and consideration, less able to contribute and participate, or of less inherent value than others. Ableism may be conscious or unconscious, and may be embedded in institutions, systems or the broader culture of a society. It can limit the opportunities of persons with disabilities and reduce their inclusion in the life of their communities.

Acceptance

Affirmation and recognition of those whose race, religion, nationality, values, beliefs, etc. are different from one's own. Acceptance goes beyond 'tolerance' which represents a "coming to terms" with difference rather than an embrace or approval of it.

Adverse Impact

The impact, whether intended or not, of employment practices that disproportionately affect groups such as visible minorities and women. Though a practice may appear neutral, it has a discriminatory effect on groups protected by human rights and/or employment legislation.

Ageism

Ageism refers to two concepts: a socially constructed way of thinking about older persons based on negative attitudes and stereotypes about aging and a tendency to structure society based on an assumption that everyone is young, thereby failing to respond appropriately to the real needs of older persons. Ageism also includes discrimination that is more systemic in nature, such as in the design and implementation of services, programs and facilities. Age discrimination involves treating persons in an unequal fashion due to age in a way that is contrary to human rights law.

Ally

A member of a different group who works to end a form of discrimination for a particular individual or designated group.

Anti-Oppression

Strategies, theories, and actions that challenge social and historical inequalities/injustices that have become part of our systems and institutions and allow certain groups to dominate over others.

Anti-Racism

An active and consistent process of change to eliminate individual, institutional and systemic racism.

Antisemitism

Antisemitism is a certain perception of Jews, which may be expressed as hatred or blame. Rhetorical and physical manifestations of antisemitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions and religious facilities. The IHRA definition provides examples, which may serve as illustrations, found here.

Attitude

An individual's state of mind which makes them react in certain ways towards social events or objects; a consistent pattern of thoughts, beliefs, emotions, and reactions.

Barrier

An overt or covert obstacle which must be overcome for equality and progress to be possible.

Bias

A subjective opinion, preference, prejudice, or inclination, often formed without reasonable justification, which influences the ability of an individuals or group to evaluate a particular situation objectively or accurately.

Bona Fide Occupational Requirement

A workplace prerequisite that is directly related to the requirements of a specific job and which employers may consider when making decisions on the hiring and retention of employees.

Conciliation

An informal communications process aimed at getting two or more parties to establish meaningful dialogue, narrow down issues in dispute, and suggest cooperative ways of resolving conflict.

Creed

A professed system and confession of faith, including both beliefs and observances or worship. A belief in a god or gods or a single supreme being or deity is not a requisite.

Cultural Assimilation

The full adoption by an individual or group of the culture, values and patterns of a different social, religious, linguistic or national ethos, resulting in the diminution or elimination of attitudinal and behavioural characteristics of the original individual or group. Can be voluntary or forced.

Culture

The mix of ideas, beliefs, values, behavioural and social norms, knowledge and traditions held by a group of individuals who share a historical, geographic, religious, racial, linguistic, ethnic and/ or social context. This mix is passed on from one generation to another, resulting in a set of expectations for appropriate behaviour in seemingly similar contexts.

Designated Groups

Social groups whose individual members have been historically denied equal access to employment, education, social services, housing, etc. because of membership in the group. In the Employment Equity Act, the four designated groups are: women, aboriginal peoples, persons with disabilities, and members of visible minorities.

Discrimination

The denial of equal treatment and opportunity to individuals or groups because of personal characteristics and membership in specific groups, with respect to education, accommodation, health care, employment, access to services, goods, and facilities. This behaviour results from distinguishing people on that basis without regard to individual merit, resulting in unequal outcomes for persons who are perceived as different. Differential treatment that may occur on the basis of any of the protected grounds enumerated in human rights law.

Diversity

A term used to encompass the acceptance and respect of various dimensions including race, gender, sexual orientation, ethnicity, socio-economic status, religious beliefs, age, physical abilities, political beliefs, or other ideologies.

Dominant Group

Defined as the group that controls the major elements of a society's norms and values. The dominant group is often but not always the majority.

Employment Equity

A program designed to remove barriers to equality in employment for reasons unrelated to ability, by identifying and eliminating discriminatory policies and practices, remedying the effects of past discrimination, and ensuring appropriate representation of the designated groups (women; Aboriginal peoples; persons with disabilities; and visible minorities). Employment Equity can be used as an active effort to improve the employment or educational opportunities of members of minority groups and women through explicit actions, policies or programs.

Equity

A condition or state of fair, inclusive, and respectful treatment of all people. Equity does not mean treating people the same without regard for individual differences.

Ethnic Group

Refers to a group of people having a common heritage or ancestry, or a shared historical past, often with identifiable physical, cultural, linguistic and/or religious characteristics.

Ethnicity

The multiplicity of beliefs, behaviours and traditions held in common by a group of people bound by particular linguistic, historical, geographical, religious and/or racial homogeneity. Ethnic diversity is the variation of such groups and the presence of a number of ethnic groups within one society or nation.

First Nation

A term that came into common usage in the 1980's, to replace the term "Indian," which some people find offensive – it has no legal definition. "First Nation peoples" or "First Nations" refers to the Indian peoples of Canada, both status and non-status, who are descendants of the original inhabitants of Canada who lived here for millennia before explorers arrived from Europe and can also refer to a community of people as a replacement term for "band" (see "Band"). First Nation peoples are one of the distinct cultural groups of Aboriginal peoples in Canada. There are 52 First Nations cultures in Canada, and more than 50 languages. The term "First Nation" is not interchangeable with "Aboriginal," because it does not include Métis or Inuit.

Genocide

The United Nations defines genocide as any of the following acts committed with intent to destroy, in whole or in part, a national, ethnical, racial or religious group: killing members of the group; causing serious bodily or mental harm to members of the group; deliberately inflicting on the group conditions of life calculated to bring about its physical destruction in whole or in part; imposing measures intended to prevent births within the group; forcibly transferring children of the group to another group.

Harassment

Harassment is a form of discrimination. It involves any unwanted physical or verbal behaviour that offends or humiliates you, whether subtle or overt. Generally, harassment is a behaviour that persists over time. Serious one-time incidents can also sometimes be considered harassment.

Hate Crime

The Criminal Code of Canada defines Hate Crime as an offence committed to intimidate, harm or terrify not only a person, but an entire group of people to which the victim belongs. Crimes are motivated by hate, prejudice or bias on the basis of grounds such as colour, race, religion, ethnic origin or sexual orientation, gender identity or expression, or mental or physical disability. In such cases, the sentencing principles of the Code (section 718.2) can be enforced to impose an increased sentence. As noted in a separate entry, Hate Propaganda offenses are covered under specific sections of the Code.

Hate Group

An organization that – based on its official statements or principles, the statements of its leaders, or its activities – has beliefs or practices that attack or malign an entire class of people, typically for their immutable characteristics. These organizations spread propaganda intended to incite hatred toward certain groups of people; advocate violence against certain groups on the basis of sexual orientation, race, colour, religion etc.; claim that their identity (racial, religious etc.) is 'superior' to that of other people; do not value the human rights of other people.

Hate Propaganda

Negative ideologies and beliefs transmitted in written, verbal, or electronic form in order to create, promote, perpetuate, or exacerbate antagonistic, hateful, and belligerent attitudes and action or contempt against a specific group or groups of people. The Criminal Code defines Hate Propaganda as “any writing, sign or visible representation that advocates or promotes genocide or the communication of which by any person would constitute an offence under section 319.”

Human Rights

In Canada, human rights are protected by federal, provincial and territorial laws. The Canadian Human Rights Act and provincial/territorial human rights codes protect individuals from discrimination and harassment in employment, accommodation and the provision of services. The Canadian Charter of Rights and Freedoms protects every Canadian's right to be treated equally under the law. The Charter guarantees fundamental freedoms such as (a) freedom of conscience and religion; freedom of thought, belief, opinion and expression, including freedom of the press and other media of communication; freedom of peaceful assembly; and freedom of association.

Immigrant

One who moves from their native country to another with the intention of settling permanently for the purpose of forging a better life or for better opportunities. This may be for a variety of personal, political, religious, social or economic reasons.

Inclusion

The extent to which diverse members of a group (society/organization) feel valued and respected.

Indigenous

First used in the 1970's, when Aboriginal peoples worldwide were fighting for representation at the U.N., this term is now frequently used by academics and in international contexts (e.g., the United Nations Declaration of the Rights of Indigenous Peoples). Indigenous is understood to mean the communities, peoples, and nations that have a historical continuity with pre-invasion, pre-settler, or pre-colonial societies that developed on their territories, as distinct from the other societies now prevailing on those territories (or parts of them). Can be used more or less interchangeably with "Aboriginal," except when referring specifically to a Canadian legal context, in which case "Aboriginal" is preferred, as it is the term used in the Constitution.

Intersectionality

The experience of the interconnected nature of ethnicity, race, creed, gender, socio-economic position etc., (cultural, institutional and social), and the way they are imbedded within existing systems and define how one is valued.

Intolerance

Bigotry or narrow mindedness which results in refusal to respect or acknowledge persons of different backgrounds.

Inuit

A circumpolar people who live primarily in four regions of Canada: the Nunavut Territory, Nunavik (northern Quebec), Nunatsiavut (Newfoundland and Labrador), and the Inuvialuit Settlement Region (western Arctic). "Inuit" means "people" in the Inuit language of Inuktitut; when referring to one person use the word "Inuk," which means "person." Inuit are one of the ethno-cultural groups comprising the Aboriginal peoples of Canada. The Inuit are not to be confused with the Innu, who are a First Nations group living in southeastern Quebec and southern Labrador.

Islamophobia

Fear, hatred of, or prejudice against the Islamic religion or Muslims.

Marginalization

With reference to race and culture, the experience of persons outside the dominant group who face barriers to full and equal participating members of society. Refers also to the process of being “left out” of or silenced in a social group.

Métis

The Métis people originated in the 1700’s when French and Scottish fur traders married Aboriginal women, such as the Cree, and Anishinabe (Ojibway). Their descendants formed a distinct culture, collective consciousness and nationhood in the Northwest. Distinct Métis communities developed along the fur trade routes. Today, it is sometimes used as a generic term to describe people of mixed European and Aboriginal ancestry, but in a legal context, it only refers to descendants of specific historic communities (e.g., the inhabitants of the Red River Colony in today’s Manitoba) or specific groups (e.g., the Paddle Prairie Métis Settlement, a contemporary community in today’s Alberta) or the people who received land grants or scrip from Canadian government. The term is sometimes contentious, as each Métis organization defines membership using different terms. Canada has the only constitution in the world that recognizes a mixed-race culture, the Métis as a rights-bearing Aboriginal people.

The Métis National Council website defines Métis as “a person who self-identifies as Métis, is distinct from other Aboriginal Peoples, is of historic Métis Nation ancestry and who is accepted by the Métis Nation.”

People of Colour

A term which applies to non-White racial or ethnic groups; generally used by racialized peoples as an alternative to the term “visible minority.” The word is not used to refer to Aboriginal peoples, as they are considered distinct societies under the Canadian Constitution. When including Indigenous peoples, it is correct to say, “people of colour and Aboriginal / Indigenous peoples.”

Power

The ability to influence others and impose one’s beliefs.

Prejudice

A state of mind; a set of attitudes held, consciously or unconsciously, often in the absence of legitimate or sufficient evidence.

A prejudiced person is considered irrational and very resistant to change, because concrete evidence that contradicts the prejudice is usually dismissed as exceptional. Frequently prejudices are not recognized as false or unsound assumptions or stereotypes, and, through repetition, become accepted as common sense notions.

The terms “racism” and “prejudice” are sometimes used interchangeably but they are not the same. A primary difference between the two is that racism relies on a level of institutional power in order to impose its dominance.

Privilege

The experience of unearned freedoms, rights, benefits, advantages, access and/or opportunities afforded some people because of their group membership or social context.

Race

Modern scholarship views racial categories as socially constructed, that is, race is not intrinsic to human beings but rather an identity created, often by socially dominant groups, to establish meaning in a social context. This often involves the subjugation of groups defined as racially inferior, as in the one-drop rule used in the 19th-century United States to exclude those with any amount of African ancestry from the dominant racial grouping, defined as “white”. Such racial identities reflect the cultural attitudes of imperial powers dominant during the age of European colonial expansion. This view rejects the notion that race is biologically defined.

Racial Discrimination

According to the International Convention on the Elimination of All Forms of Racial Discrimination (to which Canada is a signatory), racial discrimination is “any distinction, exclusion, restriction or preference based on race, colour, descent, or national or ethnic origin, which nullifies or impairs the recognition, enjoyment or exercise of human rights and fundamental freedoms in the political, economic, social, cultural or any other field of public life.”

Racial Profiling

Any action undertaken for reasons of safety, security or public protection that relies on assumptions about race, colour, ethnicity, ancestry, religion, or place of origin rather than on reasonable suspicion, to single out an individual for greater scrutiny or differential treatment. Profiling can occur because of a combination of the above factors, and age and/or gender can influence the experience of profiling. In contrast to criminal profiling, racial profiling is based on stereotypical assumptions because of one’s race, colour, ethnicity, etc. rather than relying on actual behaviour or on information about suspected activity by someone who meets the description of a specific individual.

Racialization

The process through which groups come to be socially constructed as races, based on characteristics such as race, ethnicity, language, economics, religion, culture, politics, etc.

Racism

Racism is a belief that one group is superior to others performed through any individual action, or institutional practice which treats people differently because of their colour or ethnicity. This distinction is often used to justify discrimination. There are three types of racism: Institutional, Systemic, and Individual.

Racist

Refers to an individual, institution, or organization whose beliefs and/or actions imply (intentionally or unintentionally) that certain races have distinctive negative or inferior characteristics. Also refers to racial discrimination inherent in the policies, practices and procedures of institutions, corporations, and organizations which, though applied to everyone equally and may seem fair, result in exclusion or act as barriers to the advancement of marginalized groups.

Sexism

Prejudice or discrimination based on sex, usually though not necessarily against women; behaviours, conditions or attitudes that foster stereotypes of social roles based on sex. Sexism may be conscious or unconscious, and may be embedded in institutions, systems or the broader culture of a society. It can limit the opportunities of persons with disabilities and reduce their inclusion in the life of their communities.

Social Justice

A concept premised upon the belief that each individual and group within society is to be given equal opportunity, fairness, civil liberties, and participation in the social, educational, economic, institutional and moral freedoms and responsibilities valued by the society.

Social Oppression

Social oppression refers to oppression that is achieved through social means and that is social in scope—it affects whole categories of people. This kind of oppression includes the systematic mistreatment, exploitation, and abuse of a group (or groups) of people by another group (or groups). It occurs whenever one group holds power over another in society through the control of social institutions, along with society's laws, customs, and norms. The outcome of social oppression is that groups in society are sorted into different positions within the social hierarchies of race, class, gender, sexuality, and ability. Those in the controlling, or dominant group, benefit from the oppression of other groups through heightened privileges relative to others, greater access to rights and resources, a better quality of life, and overall greater life chances. Those who experience the brunt of oppression have fewer rights, less access to resources, less political power, lower economic potential, worse health and higher mortality rates, and lower overall life chances.

Stereotype

A preconceived generalization of a group of people. This generalization ascribes the same characteristic(s) to all members of the group, regardless of their individual differences.

Systemic Discrimination

The institutionalization of discrimination through policies and practices which may appear neutral on the surface, but which have an exclusionary impact on particular groups. This occurs in institutions and organizations, including government, where the policies, practices and procedures (e.g. employment systems – job requirements, hiring practices, promotion procedures, etc.) exclude and/or act as barriers to racialized groups.

Tolerance

A liberal attitude toward those whose race, religion, nationality, etc. is different from one's own. Since it has the connotation of 'to put up with', the term "acceptance" is now preferred.

Visible Minority

Term used to describe people who are not white. Although it is a legal term widely used in human rights legislation and various policies, currently the terms racialized minority or people of colour are preferred by people labelled as 'visible minorities'.

White

A social colour. The term is used to refer to people belonging to the majority group in Canada. It is recognized that there are many different people who are "White" but who face discrimination because of their class, gender, ethnicity, religion, age, language, or geographical origin. Grouping these people as "White" is not to deny the very real forms of discrimination that people of certain ancestry, such as Italian, Portuguese, Jewish, Armenian, Greek, etc., face because of these factors.

White Privilege

The inherent advantages possessed by a white person on the basis of their race in a society characterized by racial inequality and injustice. This concept does not imply that a white person has not worked for their accomplishments but rather, that they have not faced barriers encountered by others.

Source: Canadian Race Relations Foundation – Abridged Glossary of Terms

<https://www.crrf-fcrr.ca/en/resources/glossary-a-terms-en-gb-1>

Gender

Gender is a system that operates in a social context to classify people, often based on their assigned sex. In many contexts this takes the form of a binary classification of either 'man' or 'woman'; in other contexts, this includes a broader spectrum.

Sex/Gender Binary

The notion that there are only two possible sexes (male/female) and genders (man/woman), and that they are opposite, distinct and uniform categories. This view also asserts that gender is determined by sex.

LGBTQI2S

An acronym for "Lesbian, Gay, Bisexual, Trans, Queer, Questioning, Intersex, Two Spirit". This acronym is often used as an umbrella term to encompass a broad spectrum of identities related to gender and attraction. This acronym takes many forms.

Ally

An ally is someone who believes in the dignity and respect of all people and takes action by supporting and/or advocating with groups experiencing social injustice. An ally does not identify as a member of the group they are supporting (e.g., a heterosexual person can act as an ally for gay people and communities; a cisgender lesbian can act as an ally for trans people and communities). As described in this definition, the responsibilities of trans allyship are reserved for those who do not themselves identify as trans, most commonly cisgender people. The specifics of trans allyship vary depending on the circumstance but can be summed up through acts of supporting and including trans identities within all aspects of community. Equally important is the recognition that allyship is an ongoing process of support, as opposed to a singular goal or achievement which can be attained and then forgotten. Acting as an ally to trans communities means constant re-assessment of one's surroundings in terms of their inclusion of, and accessibility to, trans community members. Acknowledging and incorporating the voices of trans community members, as well as their needs and wishes, is an essential part of allyship. Otherwise, allies risk alienating and further sidelining the communities they intend to support. Allyship is a never-ending process of education, as allies learn more about the social systems and institutions that continue to isolate, stigmatize and discriminate against trans and gender variant people. Only through education can allies gain the skills and language to recognize and help to disrupt, the workings of these systems, which are otherwise invisible to many cisgender individuals.

Sex/Assigned Sex

Sex / assigned sex is the classification of a person as male, female or intersex based on biological characteristics, including chromosomes, hormones, external genitalia and

reproductive organs. The reason we say assigned sex versus biological sex is to acknowledge that sex is often a value determined by medical professionals and is commonly assigned to newborns based on visual assessment of external genitalia.

Inclusion here of the recognized category of “intersex,” frequently overlooked in discussions of sex, serves as a reminder that even at the level of biology, sex is not a binary system.

Gender Identity

Gender Identity is a person’s internal and individual experience of gender. This could include an internal sense of being a man, woman, both, neither or another gender entirely. A person’s gender identity may or may not correspond with social expectations associated with the sex they were assigned at birth. Since gender identity is internal, it is not necessarily visible to others. It is important to remember that gender identity is not the same as sex / assigned sex.

Gender Expression

The way a person presents and communicates gender within a social context. Gender can be expressed through clothing, speech, body language, hairstyle, voice, and/or the emphasis or de-emphasis of bodily characteristics or behaviours, which are often associated with masculinity and femininity. The ways in which gender is expressed are culturally specific and may change over time. May also be referred to as gender presentation or gender performance.

Attraction

Often referred to as sexual orientation, this classifies a person’s potential for emotional, intellectual, spiritual, intimate, romantic, and/or sexual interest in other people, often based on their sex and/or gender. Attraction may form the basis for aspects of one’s identity and/or behaviour.

Intersex

Refers to a person whose chromosomal, hormonal or anatomical sex characteristics fall outside the conventional classifications of male or female. The designation of “intersex” can be experienced as stigmatizing given the history of medical practitioners imposing it as a diagnosis requiring correction, often through non-consensual surgical or pharmaceutical intervention on infants, children and young adults (some people may not be identified as “intersex” until puberty or even later in life).

AFAB

An acronym that refers to someone who was assigned female sex at birth. This may also be expressed as Coercively Assigned Female at Birth (CAFAB).

AMAB

An acronym that refers to someone who was assigned male sex at birth. This may also be expressed as Coercively Assigned Male at Birth (CAMAB).

Heterosexual

A person who experiences attraction to people of a different sex and/or gender. Also referred to as “straight”.

Gay

A person who experiences attraction to people of the same sex and/or gender—gay can include both male-identified individuals and female-identified individuals or refer to male identified individuals only.

Lesbian

A female-identified person who experiences attraction to people of the same sex and/or gender.

Bisexual

A person who experiences attraction to both men and women. Some bisexual people use this term to express attraction to both their own sex and/or gender, as well as to people of a different sex and/or gender.

Asexual

A person who may not experience sexual attraction or who has little or no interest in sexual activity.

Pansexual

A person who experiences attraction to people of diverse sexes and/or genders. The term pansexual reflects a desire to recognize the potential for attraction to sexes and/or genders that exist across a spectrum and to challenge the sex/gender binary.

Cisgender

A person whose gender identity corresponds with the social expectations associated with the sex assigned to them at birth. E.g., imagine a newborn baby. The midwife who just delivered this child takes a look at the external genitalia, recognizes a vulva, and declares “she’s a girl,” thus assigning the child’s sex as ‘female.’ Based on this information, it’s generally assumed that this child would then grow up to identify themselves as a girl or woman. If that was the case, they could be described by the term cisgender. Cisgender, or cis for short, is a particularly important term in that it describes an extremely common, and in fact socially dominant, experience of gender identity in relation to assigned sex at birth. At first reading, it is often difficult for many people to distinguish the difference between sex / assigned sex and gender identity. This is quite common due to the fact that the two are frequently portrayed as essentially the same thing. One reason for this is that many individuals experience the sex they were assigned by medical professional at birth as very similar to their conception of their own gender identity. The term cisgender describes this particular relationship. Without access to the word cisgender, people have

often resorted to language like ‘real/normal men and women.’ Referring to cisgender individuals as ‘real’ or ‘normal’ when compared to trans individuals is particularly violent language in that it implies that trans men and woman are not in fact real or normal. This is inaccurate, and it excludes and alienates trans individuals from community, and propagates transphobic attitudes. Cisgender is the appropriate term whenever describing individuals whose gender identity aligns with the social expectations of them based on their sex assigned at birth.

The Trans Umbrella

The term trans is frequently used as an umbrella term for a variety of other terms, including transgender, transsexual and can also refer to terms like genderqueer, agender, bigender, Two Spirit, etc. Some people may identify with these or other specific terms, but not with the term trans. Similarly, some people may identify as trans, but not with other terms under the trans umbrella. At their simplest, each of these terms has commonalities with the term trans, and yet they are all unique in their specific reference to the context of, and specific relationships between, conceptions of gender identity and identities simply because there is quite a lot of variation in the lived experience and identities of individuals who may identify, or be described, as trans.

The example above regarding a newborn baby represents only a fraction of the possibilities, and specifically those that remain within a binary (i.e. male, female) gender system. The reality is that for many people their experience of their own gender identity may not align with social expectations based on the sex assigned to them at birth, nor with any gender options available within a binary system. Acknowledging this means moving from a binary gender system to something better described through metaphor, like a spectrum with unlimited combinations of light, or a universe with the potential for unlimited constellations of gender.

Transgender

Refers to a person who does not identify, either fully or in part with the gender associated with the sex assigned to them at birth, according to dominant social expectations. It is often used as an umbrella term to represent a wide range of gender identities and may be called simply ‘trans’ for short.

Gender Non- Conforming

An umbrella term for gender identities and/or gender expressions that differ from dominant cultural or societal expectations based on assigned sex. Other common terms associated with gender non-conforming are gender diverse and gender variant. Someone who is gender non-conforming may or may not also identify as trans.

Genderqueer

A person whose gender identity exists outside of the gender binary. A person who identifies as genderqueer may identify as men, women, neither, both, or may reject gender entirely.

Genderfluid

A person whose gender identity is experienced as not being fixed and that shifts and varies over time and in relation to the context.

Non-Binary

An umbrella term to reflect a variety of gender identities that are not exclusively man or woman. Identity terms which may fall within this category may include, genderqueer, agender, bigender, or pangender.

Agender

A person who identifies as either having no gender or a neutral gender identity.

Transfeminine

An umbrella term for trans people who identify with or express femininity and may or may not also identify as a woman.

Transmasculine

An umbrella term for trans people who identify with or express masculinity and may or may not also identify as a man.

Transsexual

This term is most frequently associated with movement from one side of the gender binary to the other with strong feelings for the need to transition medically. For some people this is a stigmatizing term because of its historical association with mental illness, and the implication that a person's gender identity is not valid unless they medically transition. It is important to note that someone may still identify with the label of transsexual without medical intervention.

Transition

Frequently discussions around trans identities are focused on the ways in which individuals may align elements of their identity and bodies with their gender identity. While many voices in popular culture may use the expression "sex change" to describe these processes, the term transition is much more appropriate, being preferred and used by members of trans communities. It refers to a variety of social, medical and/or legal changes that some trans people may pursue to affirm their gender identity. For many trans individuals, pursuing some form of transition is essential to their overall health and well-being. This is evident in research data related to the impacts of transition on suicidal behaviour within trans communities. For instance, Ontario's Trans Pulse study found that

27% of respondents who were planning, but had not yet begun, transition had attempted suicide within the last year, compared to only 1% of those who had transitioned medically (Bauer, Hammond, and Travers 2010). The potential elements of transition can be broken down into three categories. It's important to note that none of these three categories are required steps as part of a process of transition. The transition process is a very personal one. Each individual trans person will decide the ways in which they may choose to transition, or not, depending on what is comfortable and accessible to them.

Social Transition

This expression is used to describe the common ways in which individuals may choose to publically affirm their gender identity in social environments. This may include changes to:

- name(s)
- pronouns
- gender expression (e.g., clothing, accessories, mannerisms, way of speaking, etc.);
- access to gendered spaces (e.g., washrooms, change rooms, religious/community spaces)

Social transition is often the most common form within elementary or secondary school contexts. Educators can create safer and more inclusive spaces for trans persons who socially transition by structuring opportunities for students to share their preferred names and pronouns and respecting these requests throughout the year. Equally important is creation of a class culture of respect and understanding, including clear guidelines regarding the ways in which everyone, including trans and gender variant students, can show respect for diverse expressions of gender. This could include lesson plans, media, books, movies, television, theater, music and web content that are trans-inclusive and that reflect gender diversity.

Pronouns

Using a person's self-determined pronouns at their request, is a way of validating that we all have the right to live our truth, to share our truth, and to be granted safety, respect and dignity in doing so. This involves knowledge about personal pronoun options beyond she/her/hers and he/him/his when referring to someone in the third person. Some people go by the non-binary, gender neutral pronoun set; they/ them/theirs. Over time, we have also seen the addition of other non-binary, gender neutral options.

Medical Transition

Medical transition is often at the focus of discussion of trans identities, despite the fact that the term represents only one potential part of the transition process. As with social transition, medical transition can involve a variety of procedures and treatments. Potential elements of medical transition can include:

- Counselling/support (from psychologists, vocal/ behavioural coaches, social workers, etc.)
- Hormone therapy (e.g., administering testosterone, estrogen, hormone blockers)
- Gender affirming surgical procedures (e.g., hysterectomies, orchiectomies, oophorectomies, vaginoplasty, phalloplasty, mastectomy, tracheal shaving, facial feminization, etc.)

Within an Ontario context, some of these transition stages are covered by the Ontario Health Insurance Plan (OHIP). This means that residents of the province will not be required to pay out of pocket for these support services. However, given the limited number of medical professionals and facilities equipped to offer these services, there are often challenges in access due to prolonged wait times and prohibitive travel costs for those living outside of major urban centres. Many trans people and their families are unable to access inclusive healthcare, and community advocacy for improvements to the healthcare system is ongoing. As with any medical procedure, the details of medical transition are part of the private relationship between an individual and their health care providers. On a personal level, each individual interested in transitioning has the right to decide what processes they will undertake. There is no universal model for what medical transition looks like, and an individual's gender identity or sex cannot be assumed simply by knowing which procedures someone has or hasn't undergone.

An important element of a trans-inclusive classroom is an understanding of appropriate discussions around bodies and transition. Boundaries around discussions of bodies in transition can be part of broader discussions around respecting one another's privacy (including recognizing inappropriate questions, such as whether a trans person has undergone gender-affirming 'bottom' surgery or not). Educators can create safer spaces for medical transition by doing their own research into the subject so as not to feel compelled to ask for details from individual students, or their family members, who may have undergone transition or who may be at the beginning stages of transition.

Legal Transition

For the most part legal transition refers to the process of changing the ways in which official (provincial or federal) documentation refers to an individual's sex designation. This process

differs substantially between regions and jurisdictions, but can include updates to documents such as:

- Birth certificate
- Passport
- Citizenship card
- Driver's license
- Health card

The process of accessing gender-affirming identification can be time consuming and complex. Many countries, including Canada, have yet to create sex or gender categories for identification that are reflective of the actual diversity existent within their populations. Countries like Germany, Nepal and Australia have all acknowledged the need for such updates to state identification and have created further designation options outside of the gender/sex binary which reflect a more diverse spectrum of identity.

Queer

A term used by some in LGBTQ communities, particularly youth, as a symbol of pride and affirmation of diversity. This term makes space for the expression of a variety of identities outside of rigid categories associated with sex, gender or attraction. It can be used by a community to encompass a broad spectrum of identities related to sex, gender or attraction (as with the acronym LGBTQ), or by an individual to reflect the interrelatedness of these aspects of their identity. Queer was historically a derogatory term for difference, used in particular to insult homosexuality and LGBTQ people. Although sometimes still used as a slur, the term has been reclaimed by some members of LGBTQ communities.

Questioning

An umbrella term that often reflects a process of reconciling three different pieces of information: 1) The feelings you have within yourself about the attraction(s) you experience and/or how you experience gender; 2) The language you have available to you to frame those feelings; and 3) The sense you have of how this will impact your interactions with other people in a social context.

Two Spirit

An English umbrella term to reflect the many words used in different Indigenous languages describing the fluid and diverse nature of gender and attraction and its interconnectedness to community and spirituality. The terms seeks to restore traditional identities and roles forcefully suppressed or stamped out through the process of European Colonization. Some Indigenous people identify as Two Spirit rather than or in addition to identifying as LGBTQI.

Cisnormativity

A cultural and societal bias, often unconscious, that privileges cisgender identities and gender norms, and ignores or underrepresents trans identities and/or gender diversity by

assuming that all people are cisgender and will express their gender in a way that aligns with perceived gender norms.

Cissexism

Prejudice and discrimination against trans or gender diverse identities and/or expressions. This includes the presumption that being cisgender is the superior and more desirable gender identity.

Transphobia

Fear and/or hatred of any transgression of perceived gender norms, often exhibited by name-calling, bullying, exclusion, prejudice, discrimination or acts of violence—anyone who is trans and/or gender diverse (or perceived to be) can be the target of transphobia.

Heteronormativity

A cultural and societal bias, often unconscious, that privileges heterosexuality, and ignores or underrepresents diversity in attraction and behaviour by assuming all people are heterosexual.

Heterosexism

Prejudice and discrimination in favour of heterosexuality. This includes the presumption of heterosexuality as the superior and more desirable form of attraction.

Homophobia

Fear and/or hatred of homosexuality, often exhibited by name-calling, bullying, exclusion, prejudice, discrimination or acts of violence—anyone who is LGB (or assumed to be) can be the target of homophobia.

Mononormativity

A cultural and societal bias, often unconscious, that privileges attraction to a single sex and/or gender and ignores or underrepresents diversity in attraction and behaviour by assuming all people are monosexual.

Monosexism (Binegativity)

Prejudice and discrimination in favour of single sex and/or gender attraction. This includes the presumption of monosexuality as the superior and more desirable form of attraction.

Biphobia

Fear and/or hatred of bisexuality, often exhibited by name-calling, bullying, exclusion, prejudice, discrimination or acts of violence—anyone who is or is assumed to be bisexual or experiences attraction to multiple sexes and/or genders can be the target of biphobia.

Perceived Gender Identity

The assumption that a person is trans, cisgender or genderqueer without knowing what their gender identity actually is. Perceptions about gender identity are often predicated on stereotypes relating to gender expression (e.g., what a man “should” look like).

Perceived Gender Identity

The assumption that a person is lesbian, gay, bisexual or heterosexual without knowing how they actually experience attraction. Perceptions about attraction are often predicated on stereotypes relating to gender expression (e.g., what a heterosexual woman “should” look like).

System of Oppression

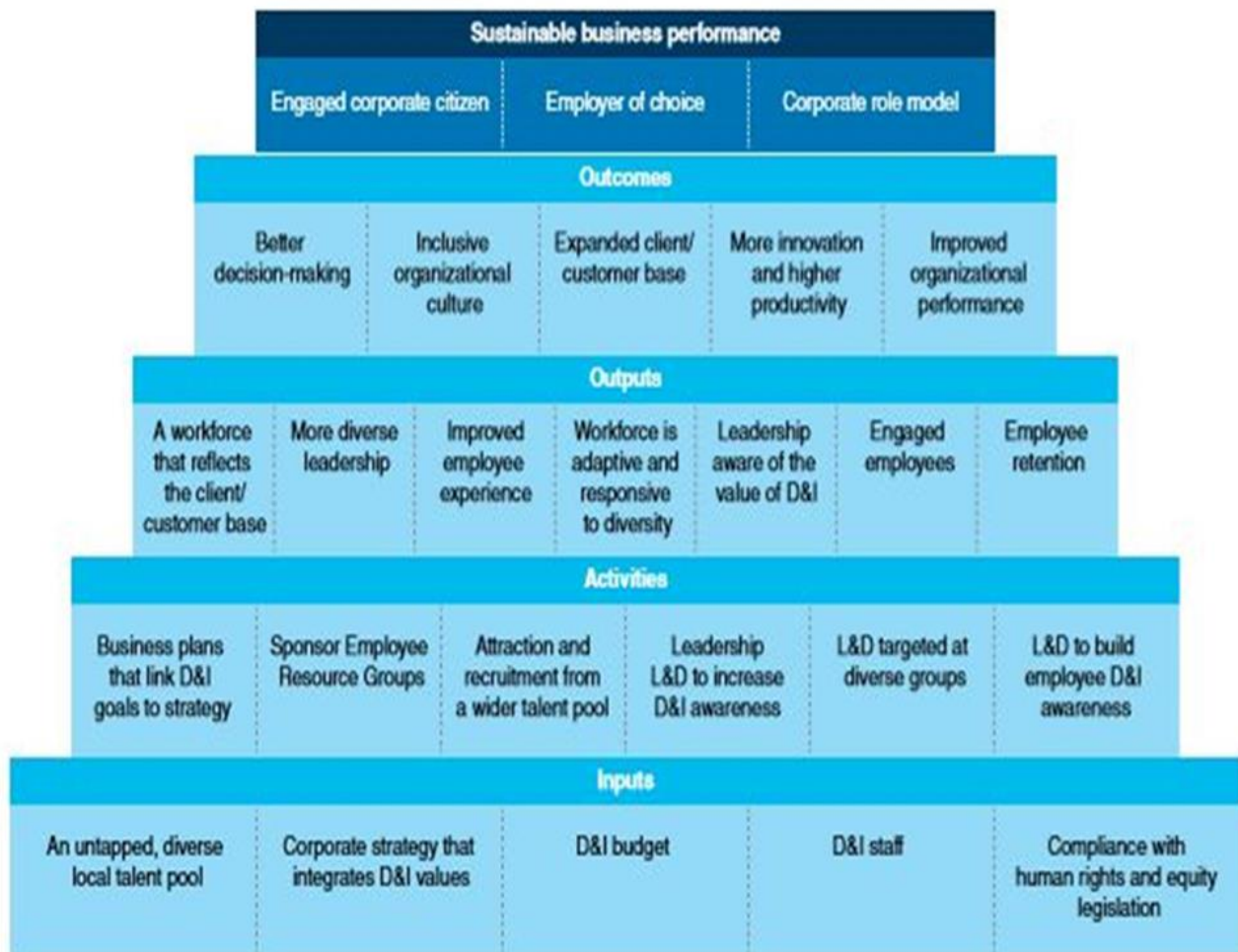
The unjust and harmful exertions of power, authority or control that are built into the structures, operations and institutions of a society.

Intersectionality

The concept of intersectionality recognizes how each person simultaneously exists within multiple and overlapping identity categories (including but not limited to: ability, attraction, body size, citizenship, class, creed, ethnicity, gender expression, gender identity, race, religion.) An intersectional analysis recognizes that no individual’s experience of identity based oppression or privilege can be viewed solely within the context of any one single element of their identity. The ways in which an individual experiences systems of privilege and oppression are often impacted by the interplay of their various identity categories.

EDI Framework in Organizational Structure

The Conference Board of Canada



D&I – diversity and inclusion; L&D – learning and development

Sources: The Conference Board of Canada; adapted from Heskoth, *Managing the Value of Your Talent*.

**ACHIEVING THE VISION OF AN
INCLUSIVE REGION:
A Diversity, Equity, and Inclusion
Organizational Self-Assessment Tool**

**City of Hamilton
Internal Environmental
Scan**



Developed by the Regional Diversity Roundtable of Peel

Building Diversity, Equity and Inclusion in Leadership Pilot Program

This Diversity, Equity and Inclusion (DEI) Organizational Self-Assessment Tool (SAT) was originally developed in Peel Region, to assist all types of organizations in assessing their diversity, equity, and inclusion work. The tool is now being implemented as part of a pilot program to support organizational leaders in advancing DEI within their organizations.

This program, Building DEI in Leadership, is funded by a grant from the Ministry of Citizenship and Immigration, and is being rolled out across five regions: Durham, Halton, Hamilton, Peel and Waterloo. The Regional Diversity Roundtable of Peel, in collaboration with local community partners, is supporting the implementation of this project.

As part of this pilot program, organizational leaders will use this tool to better understand their organization's strengths and to identify gaps when it comes to DEI. The tool will help organizations develop a baseline of where their organization is at when it comes to DEI, and will help to inform the development and implementation of an action plan to address identified issues.

The tool remains largely the same, however specific references to Peel Region have been removed.

Adopted from: Regional Diversity Roundtable of Peel

Introduction

The Diversity and Inclusion (D & I) Charter of Peel is a regional initiative aimed at fostering inclusiveness and equity in Peel Region. Organizations that sign the D & I Charter are committing to promote, support, and integrate diversity, equity, and inclusion within their organizations, as well as within the broader community of Peel Region. Completing the self-assessment is one way signatories can act on this commitment. The Diversity, Equity and Inclusion (DEI) Organizational Self-Assessment Tool (SAT) was designed to assist all types of organizations in assessing their diversity, equity, and inclusion work. This assessment tool can be used to celebrate successes in diversity, equity, and inclusion work, and also to identify areas for improvement. It can be used as a discussion starter in order to enhance understanding of diversity, equity, and inclusion within the organization, and it can help to set a roadmap for action.

The SAT is designed to apply to all types of organizations, whether private, public, non-profit, government, or volunteer driven. It is intended to be useful to organizations that have very little experience addressing DEI issues, and also to organizations that have been working actively on these issues for many years. Section I is intended for all types of organizations to complete, while Section II is intended for service-oriented organizations.

How to Complete the Tool

The tool is organized into 8 different domains, each of which focuses on a different aspect of managing an organization. Within each domain, the organization is asked to rate the extent to which it complies with a series of concrete indicators that reflect diversity, equity, and inclusion promising practices, using a scale from 1 to 5. Some indicators may not apply to some organizations. In this case, organizations should rate the indicator as 'Not Applicable' and keep this indicator out of the calculation of the average assessment score.

The self-assessment process will be most useful if the ratings are based on careful, honest review of current practice. The tool provides space to note the evidence used to reach a decision about each self-rating. Once

an organization has entered a score for each indicator, it can calculate an overall domain score in the final column of the chart.

The final section of the tool is an action planning guide. It prompts the organization to review the completed self-assessment and identify three areas that they see as priorities for action. A table allows the organization to identify the people and resources needed to move forward with each priority.

Who Should Complete the Tool

Any individual with knowledge of an organization can answer the questions. When completing the tool, it is important to remember that the focus is on how an organization as a whole is doing. Although the personal experiences of individuals completing the assessment are relevant, the tool is not designed to assess the experiences of individual employees – it is meant for conducting an intensive and comprehensive system wide organizational assessment.

Organizations may use the SAT differently depending on the time and resources available to conduct the assessment, but it will often take the commitment of several hours of work from a number of different employees. Some organizations will choose to have individuals representing different roles within the organization complete the assessment individually and then compile their scores together for an overall assessment. Protecting employee confidentiality is paramount here. Some organizations may choose to use individual responses to the tool as a starting point for group discussion, while others may choose to have one individual or a small group of people work together to complete one copy of the assessment. Ideally, people from multiple levels and areas of an organization will be involved in the process in some way. This will enable an accurate assessment of the indicators and ensure a comprehensive picture of the organization's diversity, equity, and inclusion work. It will provide an opportunity for staff to enhance their understanding of diversity, equity, and inclusion, and enable the development of a shared vision on how the organization will advance diversity, equity, and inclusion work.



Diversity, Equity, and Inclusion Self-Assessment Tool

SECTION I: FOR ALL ORGANIZATIONS TO COMPLETE

DOMAIN 1: PLANNING AND POLICY

Objective: The organization identifies diversity, equity, and inclusion as a priority and has incorporated diversity, equity, and inclusion objectives into its planning and policies.

Domain Scoring Scale:

No action taken	Minimal action taken	Partial action taken	Substantial action taken	Full action taken	Not Applicable
1	2	3	4	5	N/A

Domain 1 indicators	List the evidence that supports how your organization fulfils this indicator	Score
Our organization has made a formal commitment to diversity, equity and inclusion as part of our mission, vision, and/or strategic plan.	City Council approved a new Diversity and Inclusion Strategic Plan in June 2017	4
Our organization's policies promote diversity, equity, and inclusion (e.g., Non-discrimination Policy, Diversity and Inclusion Policy).	We have a number of HR policies relating to harassment and discrimination in the workplace	4
Our organization has a concrete action plan to address diversity, equity, and inclusion (e.g., equity plan or strategy).	Although we have an Equity and Inclusion policy, the implementation of same is difficult to put into a concrete plan	3
Our organization has identified staff, volunteers, or committees to work on actions related to diversity, equity, and inclusion.	We have a dedicated team of 6 staff to oversee Human Rights, Diversity and Inclusion as well as eight volunteer advisory committees	4
Our organization has allocated financial resources for diversity, equity, and inclusion work.	Our organization allocates budget to this division as part of our annual budget process	3
Our organization regularly evaluates its diversity, equity, and inclusion work (e.g., progress audits, impact assessments).	Audits have been done, but not on regular schedule. New employee survey to be implemented every three years starting Sept 2017	3
Our organization includes diversity, equity, and inclusion requirements in its organizational reporting structure (e.g., annual reports, newsletters, performance metrics, reports to executive and governing bodies).	Not currently done, although we have started tracking metrics for the purpose of populating HR dashboard	2
Our organization includes diversity, equity, and inclusion objectives in its financial planning and fund development (e.g., seeks funding to support diversity, equity, and inclusion work).	We currently prepare annual budget submissions for both staff and volunteer advisory committees based on expected workplans	2
Peel Organizations support the DI Charter, does your organization? Have you endorsed the Charter? http://www.dicharter.rdrpeel.org/endorse	We would require Council direction to endorse the Charter	1

DOMAIN 2: ORGANIZATIONAL CULTURE

Objective: The organization demonstrates a strong commitment to diversity, equity, and inclusion by ensuring its organizational culture and environment are welcoming and inclusive.

Domain Scoring Scale:

No action taken	Minimal action taken	Partial action taken	Substantial action taken	Full action taken	Not Applicable
1	2	3	4	5	N/A

Domain 2 indicators	List the evidence that supports how your organization fulfils this indicator	Score
Our organization's leaders actively promote diversity, equity, and inclusion (e.g., leadership communicates about diversity, equity, and inclusion, management supports staff in setting and achieving diversity, equity, and inclusion goals).	The Diversity and Inclusion Strategic Plan was communicated to all leadership teams across the organization	3
Our organization regularly seeks feedback from employees about their experiences of inclusion (e.g., diversity, equity, and inclusion questions are included in employee satisfaction surveys and exit interviews).	Employee survey to take place in Sept 2017 and be repeated every 3 years	2
Our organization has a formal process in place for employees to raise concerns or complaints regarding issues related to diversity, equity, and inclusion (e.g., complaint process, request for /assessment of accommodation process), and a structured approach for responding to employees' concerns or complaints regarding diversity, equity, and inclusion (e.g., mediation process, Ombudsperson, accommodation process).	We have a well defined procedure for employees to file any type of harassment, discrimination, personal harassment or equity issue as well as for citizens to file complaints about City staff or experiences at City facilities	4
Our organization provides an inclusive and welcoming environment for diverse groups (e.g., decor, posters, signage reflect the diverse employee and client populations).	Some signage in place on "It Starts With You" to reflect Respect and inclusion in the workplace	3
Our organization ensures our key communication materials (i.e., brochures, signage) are accessible to, and inclusive of diverse groups (e.g., written in plain language, translated into different languages, written in braille, include images that represent the diverse employee and client populations).	All documents are available in accessible/translated formats upon request	3
Our organization ensures that its website is accessible to, and inclusive of diverse groups (e.g., accessibility functions, translated into different languages, includes images that represent the diverse employee and client populations).	All materials are available upon request however, website is English only with several reminders on accommodations available and how to request	2
Our organization recognizes and celebrates diverse cultures and religious/spiritual affiliations (e.g., dietary requirements, holidays and celebrations, prayer accommodations).	We have a robust accommodation process for a variety of grounds. Currently working on a smudging policy for implementation	3

DOMAIN 3: EMPLOYEE EDUCATION AND TRAINING

Objective: The organization recognizes the value of diversity, equity, and inclusion education/training, and provides employees with opportunities to develop knowledge and skills to work effectively within a diverse environment.

Domain Scoring Scale:

No action taken	Minimal action taken	Partial action taken	Substantial action taken	Full action taken	Not Applicable
1	2	3	4	5	N/A

Domain 3 indicators	List the evidence that supports how your organization fulfils this indicator	Score
Our organization requires all staff from all levels of the organization (e.g., Board of Directors, senior management, frontline staff, volunteers) to complete education/training related to diversity, equity, and inclusion.	All new hires receive training and staff receive training at least every five years	4
Our organization offers on-going education/training on diversity, equity, and inclusion (e.g., e-learning modules, workshops, lunch and learns) to all staff (e.g., orientation training, volunteer training, leadership/management training) that takes into account different learning styles, and our organization supports staff to participate in professional development opportunities related to diversity, equity and inclusion (e.g., offers staff financial support and time away from work to participate in external training, conferences, Train-the-Trainer workshops)	We periodically offer lunch and learn sessions (i.e. Indigenous residential schools) and will financially support diversity and inclusion training as part of annual departmental training budgets	3
Our organization evaluates the effectiveness of its diversity, equity, and inclusion training (e.g., assessment of staff knowledge and skill acquisition, behaviour change and/or practice change).	We evaluate the training based on feedback and trend analysis on issue identification and behaviours displayed	3

DOMAIN 4: HUMAN RESOURCES

OBJECTIVE: The organization is committed, through its Human Resource policies and practices, to recruit, hire, and retain employees that are representative of the diverse regional population and/or have expertise in diversity, equity, and inclusion.

Domain Scoring Scale:

No action taken	Minimal action taken	Partial action taken	Substantial action taken	Full action taken	Not Applicable
1	2	3	4	5	N/A

Domain 4 indicators	List the evidence that supports how your organization fulfils this indicator	Score
When advertising for new or vacant positions, our organization actively reaches out to diverse communities.	To date, we have relied primarily on high applicant volume and have not done much outreach work apart from isolated events	2
Our organization's hiring and promotion practices assess candidates' diversity, equity, and inclusion experience and expertise (e.g., through interview questions or requests for demonstrations of experience and expertise).	Our current interview guides do not include diversity questions, but we have launched a pilot on included in HR roles	2
Our organization's performance assessment includes diversity, equity, and inclusion indicators for staff at all levels of the organization (e.g., diversity, equity, and inclusion indicators related to professional development, achievement of goals, adherence to policies).	There are no corporate metrics for diversity and inclusion currently	1
Our organization collects demographic information about all staff to monitor and assess whether equitable Human Resource practices are employed (e.g., demographics on new hires, those who receive salary increases, promotions, and disciplinary action).	No new hire data has been collected to date, but we are doing an employee survey in Sept/Oct 2017 which will request demographic information and the survey will be repeated every three years	1
Our organization has accommodation policies and practices in place that support employees' accommodation needs (e.g., flex-time, telecommuting, ergonomic accommodations, barrier-free structure, Employee Assistance Program).	We have extensive policies and procedures for all of the items listed	4

DOMAIN 5: COMMUNITY CAPACITY BUILDING

Objective: The organization is committed to the Diversity and Inclusion Charter’s goal of cooperatively creating community change by supporting the development of partnerships and networks, advocacy, and capacity building to advance diversity, equity, and inclusion work within the Region.

Domain Scoring Scale:

No action taken	Minimal action taken	Partial action taken	Substantial action taken	Full action taken	Not Applicable
1	2	3	4	5	N/A

Domain 5 indicators	List the evidence that supports how your organization fulfils this indicator	Score
Our organization engages in advocacy related to diversity, equity, and inclusion (e.g., advocacy for policy and system changes that support diversity, equity, and inclusion).	We do not consider ourselves advocates, but rather do collect inputs from various groups to form recommendations to City Council	3
Our organization develops meaningful partnerships with government, service providers, community-based organizations, and community groups to advance diversity, equity, and inclusion within our Region.	We are currently launching a new partnership with McMaster and HCCI on an Anti-Racism Centre as well as having eight Volunteer Advisory Groups which meet monthly.	3
Our organization develops cross-sectoral partnerships to enhance service coordination and provision to clients from vulnerable and marginalized communities.	Our Neighbourhood and Community Initiatives group actively develops partnerships (i.e. HIPC) to assist clients in accessing services. Ontario Works works with a number of non-profit groups to assist clients.	3
Our organization participates in advisory committees, networks, coalitions, and task forces focused on enhancing diversity, equity, and inclusion within our Region.	We have eight Volunteer Advisory Committees representing approx. 75-125 citizens on various issues	4
Our organization shares its diversity, equity, and inclusion promising practices and resources with the broader community of our Region (e.g., though mentorship, community events/forums, education/training, linkages to the RDR website).	We tend to be more reactive to requests for information rather than proactive in sharing the information with various networks. Have recently assisted Burlington with their Diversity strategic plan	3

SECTION II: FOR SERVICE ORGANIZATIONS TO COMPLETE

This section of the DEI Organizational Assessment Tool should only be completed by organizations that provide a service to the public. The domains in this section relate to key organizational areas that are relevant to service planning, development, and provision.

DOMAIN 6: SERVICE PLANNING AND DEVELOPMENT

Objective: The organization incorporates diversity, equity, and inclusion principles into planning and developing services.

Domain Scoring Scale:

No action taken	Minimal action taken	Partial action taken	Substantial action taken	Full action taken	Not Applicable
1	2	3	4	5	N/A

Domain 6 indicators	List the evidence that supports how your organization fulfils this indicator	Score
Our organization utilizes community demographic information to inform service planning and development (e.g., organization collects client demographic information, uses Statistics Canada data).	We do collect and disseminate demographic information to community groups upon request.	2
Our organization uses and/or conducts research and needs assessments to identify diversity, equity, and inclusion related needs and gaps in services (e.g., Vital Signs, Peel Counts, regional research reports).	At present, we are not conducting research on needs or performing gap analysis	1
Our organization has a process in place to identify and reduce barriers to accessing services (e.g., accessibility audits, community consultations, interpretation request process).	We are actively involved in identifying barriers and have a number of community consultations particularly as it relates to Built Environment and physical barriers	3

DOMAIN 7: CLIENT ENGAGEMENT

Objective: The organization recognizes the value of engaging clients in the planning, development, and evaluation of its services.

Domain Scoring Scale:

No action taken 1	Minimal action taken 2	Partial action taken 3	Substantial action taken 4	Full action taken 5	Not Applicable N/A
--------------------------------	-------------------------------------	-------------------------------------	---	----------------------------------	---------------------------------

Domain 7 indicators	List the evidence that supports how your organization fulfils this indicator	Score
Our organization has a process in place to engage clients in service planning, development, and evaluation (e.g., client councils, clients participate in planning and development committees, organization utilizes participatory evaluation methods) and provides supports to promote client participation in service planning, development, and evaluation (e.g., child care, transportation assistance, honouraria, language/sign interpretation).	The City has a large number of committees with citizen involvement to gather input and feedback	3
Our organization trains staff on how to effectively engage clients in service planning, development, and evaluation.	No training at present	1
Our organization evaluates the effectiveness of its engagement processes (e.g., collects and monitors client demographics, measures client involvement in service planning, development, and evaluation, assesses client satisfaction with engagement process).	We do not have a formal evaluation process	1

DOMAIN 8: SERVICE PROVISION

Objective: The organization is committed to delivering inclusive and equitable services.

Domain Scoring Scale:

No action taken 1	Minimal action taken 2	Partial action taken 3	Substantial action taken 4	Full action taken 5	Not Applicable N/A
--------------------------------	-------------------------------------	-------------------------------------	---	----------------------------------	---------------------------------

Domain 8 indicators	List the evidence that supports how your organization fulfils this indicator	Score
Our organization conducts intake assessments/collects clients' histories that include individual and familial cultural, social, and economic information.	This data is not available at present. Further investigation required	1
Our organization provides education/training to staff on how to provide service that is respectful of clients' values, beliefs, and knowledge.	All employees receive training on respect in the workplace and human rights, including harassment and discrimination	3
Service plans incorporate clients' individual and family cultural, social, and economic characteristics.	This data is not available at present. Further investigation required	1
Our organization provides communication supports for service provision (e.g., supports for hearing, visual, cognitive, and speech impairments).	We have various supports and accommodations available upon request	4
Our organization ensures client education and communication materials are accessible to, and inclusive of diverse groups (e.g., materials are written in plain language, materials are offered in multiple languages).	Materials are available in a variety of formats and languages upon request	2
Our organization has a formal process to identify and address clients' complaints or concerns related to diversity, equity, and inclusion (e.g., client relations office).	Our Human Rights, Diversity and Inclusion Office will address any citizen issue/complaint if it relates to a City employee or experience at City facility	4
Our organization has an outreach strategy to ensure service provision reaches diverse and marginalized communities (e.g., satellite sites in hard to serve areas).	This data is not available at present. Further investigation is required	1
Our organization evaluates services to ensure that service delivery is inclusive and equitable (e.g., client satisfaction surveys, assess if quality of service provision is high across client populations), and our organization makes service results and evaluation findings available to clients (e.g., newsletters, website, communication boards).	This data is not available at present. Further investigation is required	1

OVERALL ORGANIZATIONAL ASSESSMENT AND ACTION PLANNING

This section of the self-assessment tool will assist you in understanding how well your organization is performing with regards to diversity, equity, and inclusion across the eight domains. It provides an opportunity to identify where your organization is excelling in diversity, equity, and inclusion, as well as where it needs to improve. The Action Plan section prompts you to identify the concrete steps needed to take action.

Interpretation of the Average Assessment Score:

Substantial work is needed for our organization to reflect the D & I Charter commitments 1	Moderate work is needed for our organization to reflect the D & I Charter commitments 2	Some work is needed for our organization to reflect the D & I Charter commitments 3	Minimal work is needed for our organization to reflect the D & I Charter commitments 4	Our organization embodies the commitments outlined in the D & I Charter 5
--	---	---	--	--

DOMAINS	TOTAL ASSESSMENT SCORE (Sum of scores)	AVERAGE ASSESSMENT SCORE (Total Score/#of applicable indicators = /5)
1 - Planning & Policy		26 / 9 = 2.9 / 5
2 - Organizational Culture		20 / 7 = 2.9 / 5
3 - Education & Training		10 / 3 = 3.3 / 5
4 - Human Resources		10 / 5 = 2 / 5
5 - Community Capacity Building		16 / 5 = 3.2 / 5
6 - Service Planning & Development		6 / 3 = 2 / 5
7 - Client Engagement		5 / 3 = 1.7 / 5
8 - Service Provision		17 / 8 = 2.1 / 5

Based on the assessment of needed action, identify **3 domains where your organization is strong** with respect to diversity, equity, and inclusion.

1. Education and Training
2. Community Capacity Building
3. Planning and Policy

Based on the assessment of needed action, **identify 3 domains where your organization requires improvement** with regards to diversity, equity, and inclusion.

1. Client Engagement
2. Service Planning and Development
3. Human Resources

Creating an Action Plan

Based on the overall assessment of your organization, identify 3 areas for improvement that your organization will address over the next year, and then create an action plan that outlines how you will advance diversity, equity, and inclusion in these 3 areas.

It is recommended that you identify clear and focused areas for improvement so that concrete and targeted actions can be specified that will effectively enhance diversity, equity, and inclusion in that particular area. For example, indicating that you want to improve your organization's commitment to diversity, equity, and inclusion does not translate directly into a concrete and targeted action. In contrast, indicating that you want to increase frontline staff's knowledge and understanding of diversity, equity, and inclusion would clearly translate into an action plan that involves developing and providing diversity, equity, and inclusion training to all frontline staff. Identified areas for improvement may all fall within one domain or may cross a number of domains. It is recommended that you select areas of improvement that are most important to your organization and will have the greatest impact at this point in its diversity, equity, and inclusion journey.

Note: In your action planning, based on the overall assessment, you may also wish to identify what your organization's strengths are and how you will build on these. In addition to referring to the action planning guidelines below, a useful strategy for this is to engage in team-based brainstorming around organizational assets and opportunities for growth in these areas.

Areas for Improvement:

1. Client Engagement

2. Human Resources

3. Service Planning and Development

Action Plan for Area #1

What action will you take to advance diversity, equity, and inclusion in this area?	Client Engagement - Look for opportunities to engage community groups to have greater input into services provided
How will this action advance diversity, equity, and inclusion in your workplace?	Ideally, it will allow us to better serve the needs of the community effectively
What is the timeline for taking this action?	TBD - work in conjunction with the Neighbourhood and Community Initiatives group
Who will lead the development and implementation of this action?	TBD - need to develop a collaborative plan as it is not likely that the Diversity and Inclusion Office will be the lead on this effort
Which stakeholders will need to be involved to make this action happen?	Neighbourhood and Community Initiatives
What resources are needed to make this action happen?	TBD
How will you assess whether this action leads to an improvement?	Feedback from community members, Volunteer Advisory Groups, focus groups

Action Plan for Area #2

<p>What action will you take to advance diversity, equity, and inclusion in this area?</p>	<p>Human Resources - include Diversity screening questions as part of standard interview process. Include Diversity goal/competency on PADs for Manager and above level employees. Establish metrics to monitor progress</p>
<p>How will this action advance diversity, equity, and inclusion in your workplace?</p>	<p>Including competencies in the PAD will further highlight the organization's commitment to D&I</p>
<p>What is the timeline for taking this action?</p>	<p>Implementation for 2019 PAD process</p>
<p>Who will lead the development and implementation of this action?</p>	<p>Director, Talent and Diversity</p>
<p>Which stakeholders will need to be involved to make this action happen?</p>	<p>Will require consultation with Organizational Development, HRLT, SLT and Council</p>
<p>What resources are needed to make this action happen?</p>	<p>System support</p>
<p>How will you assess whether this action leads to an improvement?</p>	<p>Our People Survey will be conducted again in 2020 which will be a form of measurement</p>

Action Plan for Area #3

<p>What action will you take to advance diversity, equity, and inclusion in this area?</p>	<p>Service Planning - continue to involve community through various initiatives such as focus groups, working groups etc. to better identify opportunities and needs in the community. Currently working on Hearing Loop project for Council Chambers and selected meeting rooms as well as Senior Centres</p>
<p>How will this action advance diversity, equity, and inclusion in your workplace?</p>	<p>Ideally, will allow for greater participation of community members in such things as Council meetings, community events, Volunteer Advisory meetings, fitness classes, etc.</p>
<p>What is the timeline for taking this action?</p>	<p>Report being presented to Council December 7 for approval</p>
<p>Who will lead the development and implementation of this action?</p>	<p>Director, Talent and Diversity</p>
<p>Which stakeholders will need to be involved to make this action happen?</p>	<p>Council, Facilities, Recreation</p>
<p>What resources are needed to make this action happen?</p>	<p>Financial costs approximately \$40000 People resources to support the project work</p>
<p>How will you assess whether this action leads to an improvement?</p>	<p>Assess the level of participation, room bookings, community requests for facility utilization</p>

Resources

- Diversity & Inclusion Charter of Peel – English – www.dicharter.rdrpeel.org/charter/
- Diversity & Inclusion Charter of Peel – French - www.dicharter.rdrpeel.org/charter-french/
- Diversity & Inclusion Charter of Peel Backgrounder and Guidelines - www.dicharter.rdrpeel.org/edu-training-tools-resources/
- The Regional Diversity Roundtable Glossary - <http://www.regionaldiversityroundtable.org/?q=glossary>

Acknowledgements

This tool was drawn from an original draft created in 2013 by The Regional Diversity Roundtable of Peel's Diversity, Equity and Inclusion (DEI) Self-Assessment Tool Working Group.

Working closely with the Regional Diversity Roundtable of Peel's Diversity & Inclusion Charter of Peel Steering Committee and Evaluation Working Group, Taylor Newberry Consulting revised and extended the original draft to create the current version of the Self-Assessment Tool (2015).

It is acknowledged that the design of this tool has been adapted from "Building Diversity in Your Organization: A Self-Assessment Tool" created by the Regional Municipality of York in 2014.

The Regional Diversity Roundtable of Peel would like to thank the Collaborative Partnership for the Diversity & Inclusion Charter of Peel Phase 2 Initiative for contributing to the development of this tool. The partnership includes the following organizations:

Brampton Library
Credit River Métis Council
Peel District School Board
Peel Multicultural Council
William Osler Health System

Finally, all supporters and users of the tool are acknowledged for their ongoing contributions to ensuring an equitable and inclusive Peel Region.

For more information about the Diversity & Inclusion Charter of Peel Initiative, please visit www.dicharter.rdrpeel.org

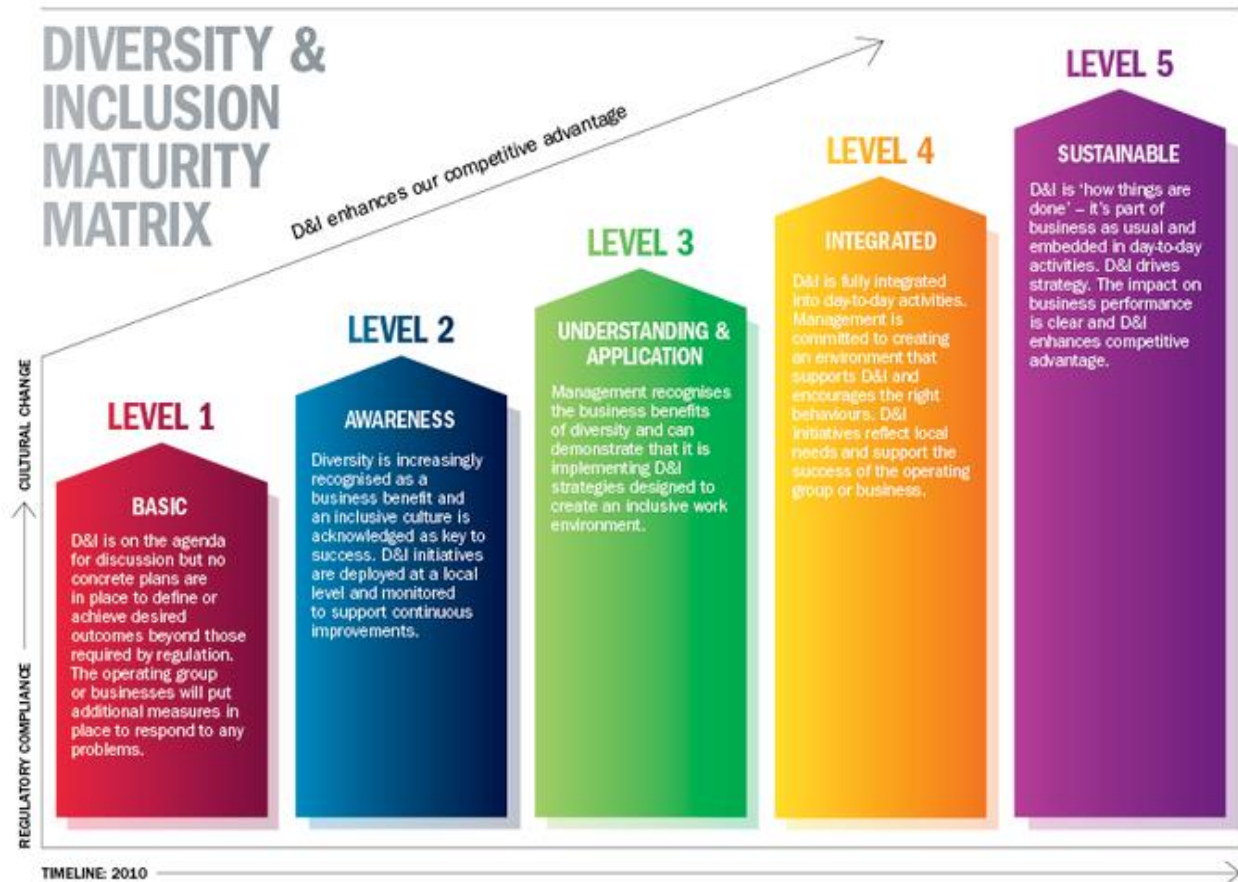
Funded By | Financé Par:



Supported By | Soutenu Par:



Diversity Maturity Matrix



The images on this site are the property of BAE Systems (Copyright © 2019 BAE Systems. All rights reserved) All rights reserved unless otherwise stated and are made available for editorial and personal use. They may not be changed or combined with other images in any manner without prior written consent of BAE Systems or the copyright owner.



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Economic Development Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	September 18, 2019
SUBJECT/REPORT NO:	Barton Kenilworth Tax Increment Grant Program - 286 Sanford Avenue North (PED19184) (Ward 3)
WARD(S) AFFECTED:	Ward 3
PREPARED BY:	Carlo Gorni (905) 546-2424 Ext. 2755
SUBMITTED BY:	Glen Norton Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

- (a) That a Barton Kenilworth Tax Increment Grant Program application submitted by 2580922 Ontario Inc. (Sheldon Meir Dick), for the property at 286 Sanford Avenue North, estimated at \$934,444.07 over a maximum of a nine-year period, and based upon the incremental tax increase attributable to the renovations of 286 Sandford Avenue North, Hamilton, be authorized and approved in accordance with the terms and conditions of the Barton Kenilworth Tax Increment Grant Program;
- (b) That the Mayor and City Clerk be authorized and directed to execute a Grant Agreement together with any ancillary documentation required, to effect recommendation (a) of Report PED19184, in a form satisfactory to the City Solicitor;
- (c) That the Mayor and City Clerk be authorized and directed to execute such assigning agreement as required, to effect recommendation (a) of Report PED19184, in a form satisfactory to the City Solicitor;
- (d) That the General Manager of the Planning and Economic Development Department be authorized to approve and execute any Grant Amending Agreements, together with any ancillary amending documentation, if required, provided that the terms and conditions of the Hamilton Tax Increment Grant Program, as approved by City Council, are maintained.

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: Barton Kenilworth Tax Increment Grant Program - 286 Sanford Avenue North (PED19184) (Ward 3) - Page 2 of 6

EXECUTIVE SUMMARY

The Barton Kenilworth Tax Increment Grant Program (BKTIGP) application for the renovation of 286 Sanford Avenue North, Hamilton, was submitted by 2580922 Ontario Inc. (Sheldon Meir Dick). The existing building is 7 storeys. Vacant when the application was submitted, the second floor is now occupied by an architectural firm. The third floor will be renovated to accommodate shared office space. The rest of the building is currently vacant. The ground floor is also being renovated with the intent of creating an event space and auditorium where public events can take place. The applicant is renovating the building by making improvements to the exterior of the building, including the replacement of all windows while also preparing each floor for future tenants.

Development costs are estimated at \$9,695,000 and it is projected that the proposed redevelopment will increase the assessed value of the property from its current value of \$335,000 to approximately \$6,700,000. This will increase total annual property taxes generated by the property. The municipal share of this property tax increase (municipal tax increment) will be approximately \$133,492.01 of which 100% would be granted to the owner during years one to five, 80% or approximately \$106,793.61 in year six, 60% or approximately \$80,095.21 in year seven, 40% or approximately \$53,396.80 in year eight and 20% or approximately \$26,698.40 in year nine. The estimated total value of the grant is approximately \$934,444.07. Note that every year the tax increment is based on actual taxes for that year.

Upon completion of the redevelopment and reassessment of the property by the Municipal Property Assessment Corporation (MPAC), staff will report back in an Information Update to Council on the actual redevelopment costs, the reassessment amount determined by MPAC and the grant amount.

Alternatives for Consideration – See Page 6

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The City will collect full property taxes on the property and, in turn, provide a grant for nine years, declining each year after the first five years by 20%, based on the increase in the municipal portion of the taxes, post-development completion of 286 Sanford Avenue North, Hamilton. Following year five of the grant payment, the City will start to realize the positive results of the Program from a financial perspective. Based on the projected figures, the estimated tax increment over nine years totals \$1,201,428.09, of which the applicant would receive a grant totalling approximately \$934,444.07 and the City retaining taxes totalling approximately \$266,984.02.

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: Barton Kenilworth Tax Increment Grant Program - 286 Sanford Avenue North (PED19184) (Ward 3) - Page 3 of 6

Staffing: Applicants and subsequent grant payments under the BKTIGP are processed by the Urban Renewal Section and Taxation Division. There are no additional staffing requirements.

Legal: Section 28 of the *Planning Act* permits a municipality, in accordance with a Community Improvement Plan, to make loans and grants which would otherwise be prohibited under Section 106(2) of the *Municipal Act*, to registered/assessed owners and tenants of lands and buildings. A Community Improvement Plan can only be adopted and come into effect within a designated Community Improvement Project Area. Changes to a Community Improvement Plan or Community Improvement Project Area require formal amendments as dictated by the *Planning Act*.

The applicant will be required to execute a Grant Agreement prior to the grant being advanced. The Grant Agreement will be developed in consultation with Legal Services.

As construction projects move forward, it is sometimes necessary to amend previously approved Grant Agreements and any ancillary documentation. Therefore, staff recommends that the General Manager of Planning and Economic Development be authorized to amend Grant Agreements and any ancillary documentation, provided that the terms and conditions of the HTIGP are maintained.

HISTORICAL BACKGROUND

City Council, at its meeting held May 11, 2016, approved an amendment to the Downtown and Community Renewal Community Improvement Plan which introduced the BKTIGP. The Program is offered exclusively to property owners of residential/commercial lands and buildings located within the boundaries of the Barton Village Business Improvement Area (BIA), the Barton and Kenilworth commercial corridors and the properties that front on Barton Street between James Street North and Victoria Avenue North as identified in the Downtown and Community Renewal Community Improvement Project Area By-law. The terms of the Program offer a nine-year grant not to exceed the increase in municipal realty taxes as a result of the development.

The grant is to be in an amount which does not exceed 100% of the municipal realty tax increase during the first five years, 80% in year six, 60% in year seven, 40% in year eight, and 20% in year nine.

The project at 286 Sanford Avenue North, Hamilton, is an eligible project under the terms of the BKTIGP. The applicant will qualify for the BKTIGP grant upon completion of the project. Development costs are estimated at \$9,695,000. The total estimated grant over the nine-year period is approximately \$934,444.07.

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: Barton Kenilworth Tax Increment Grant Program - 286 Sanford Avenue North (PED19184) (Ward 3) - Page 4 of 6

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTSUrban Hamilton Official Plan

The subject lands are municipally known as 286 Sanford Avenue North and are located within the “Employment Areas” on Schedule “E” – Urban Structure and designated as “Industrial Lands” on Schedule “E-1” – Urban Land Use Designations.

The use of the property conforms to the above designation. The specific commercial uses for the remaining unoccupied floors have not yet been identified and will be subject to the respective sections of the in force and effect Urban Hamilton Official Plan with respect to permitted uses and associated policies.

Zoning By-law No. 05-200

Under the City of Hamilton Zoning By-Law No. 05-200, the subject property is zoned “Light Industrial (M6) Zone”.

The use of the property is permitted. The specific commercial uses for the remaining unoccupied floors have not yet been identified and will be subject to the respective sections of the in force and effect Zoning By-Law with respect to permitted uses and associated regulations.

RELEVANT CONSULTATION

Staff from the Finance and Administration Division, Corporate Services Department and the Legal Services Division, City Manager’s Office was consulted, and the advice received is incorporated into Report PED19184.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

Urban Renewal staff, in co-operation with staff from the Taxation and Legal Services Divisions, developed an estimated schedule of grant payments under the terms of the Program. The final schedule of grant payments will be contingent upon a new assessment by MPAC following completion of the project. The applicant will be required to sign a Grant Agreement. The Grant Agreement contains provisions for varying the grant payment in each and every year based on MPAC’s assessed value. By signing, the applicant will accept the terms and conditions outlined therein prior to any grant payments being made. The Agreement outlines the terms and conditions of the grant payments over the nine-year period.

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: Barton Kenilworth Tax Increment Grant Program - 286 Sanford Avenue North (PED19184) (Ward 3) - Page 5 of 6

The estimated grant shall be calculated according to the following formulas:

Grant Level:		100%	
Total Eligible Costs (Maximum):	\$	9,695,000.00	
Pre-project CVA: CX (Commercial Vacant Land)	\$	35,000.00	Year: 2018
Municipal Levy:	\$	7,242.97	
Education Levy:	\$	<u>3,675.25</u>	
Pre-project Property Taxes	\$	10,918.22	
***Post-project CVA: XT (Commercial New Construction)	\$	6,700,000.00	
Estimated Post-project CVA	\$	6,700,000.00	Year: TBD
Post-project Property Taxes			
** Estimated Municipal Levy:	\$	140,734.98	
** Estimated Education Levy:	\$	<u>69,010.00</u>	
** Estimated Post-Project Property Taxes:	\$	209,744.98	

*The actual roll number(s), assessed value(s), tax classification(s) and value partitioning (where applicable) are to be determined by the Municipal Property Assessment Corporation (MPAC).

**2019 tax rates have been used for calculation of the estimated post-development property taxes.

Pre-project Municipal Taxes = Municipal Levy = \$7,242.97
Municipal Tax Increment = \$140,734.98 - \$7,242.97 = \$133,492.01
Payment in Year One = \$133,492.01 x 1.0 = \$133,492.01

ESTIMATED GRANT PAYMENT SCHEDULE for commercial building
(Subject to re-calculation each year and up to the total eligible costs)

Year	Grant Factor	Tax Increment*	Grant
1	100%	\$ 133,492.01	\$133,492.01
2	100%	\$ 133,492.01	\$133,492.01
3	100%	\$ 133,492.01	\$133,492.01
4	100%	\$ 133,492.01	\$133,492.01
5	100%	\$ 133,492.01	\$133,492.01
6	80%	\$ 133,492.01	\$106,793.61

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: Barton Kenilworth Tax Increment Grant Program - 286 Sanford Avenue North (PED19184) (Ward 3) - Page 6 of 6

Year	Grant Factor	Tax Increment*	Grant
7	60%	\$ 133,492.01	\$ 80,095.21
8	40%	\$ 133,492.01	\$ 53,396.80
9	20%	\$ 133,492.01	\$ 26,698.40
Total		\$1,201,428.09	\$934,444.07

*Note that the tax increment is based every year on actual taxes for that year. The figures above are estimates. In other words, for each year a grant payment is paid, the actual taxes for the year of the grant payment will be used in the calculation of the grant payment.

ALTERNATIVES FOR CONSIDERATION

Decline the Grant and Approve a Reduced Amount

Declining a grant and/or approving a reduced amount would undermine the principles of the BKTIGP and regeneration efforts in general. This alternative is not recommended.

Financial: Grants totalling \$934,444.07 over a nine-year period would not be issued.

Staffing: N/A

Legal: N/A

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.

Healthy and Safe Communities

Hamilton is a safe and supportive City where people are active, healthy, and have a high quality of life.

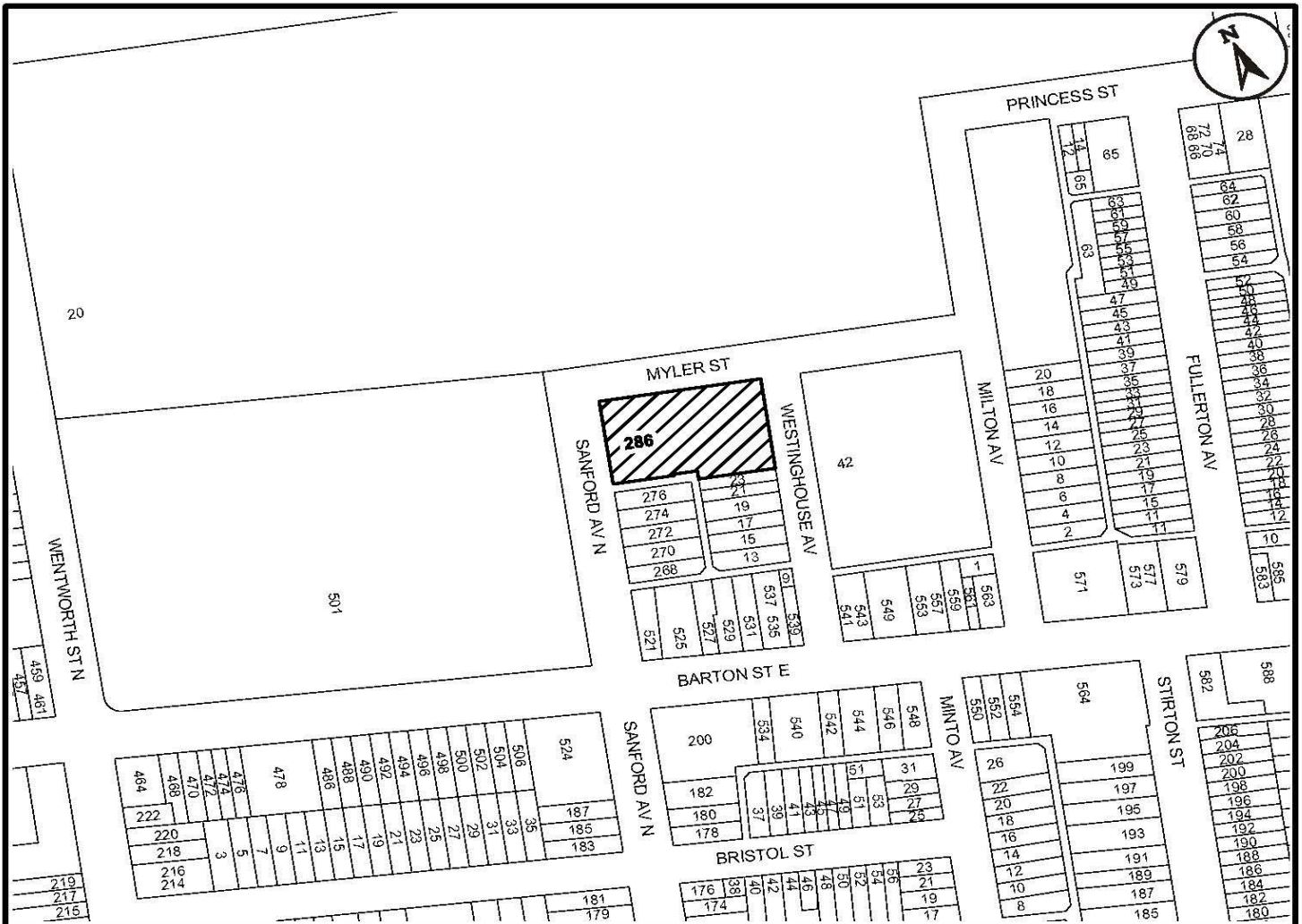
Our People and Performance

Hamiltonians have a high level of trust and confidence in their City government.

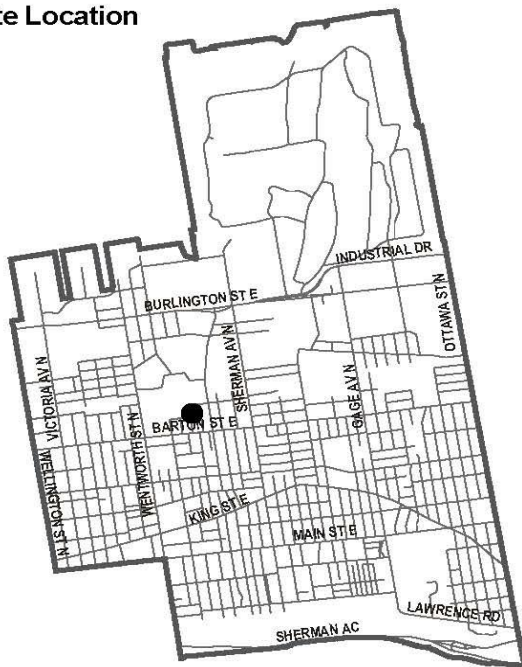
APPENDICES AND SCHEDULES ATTACHED

Appendix "A" – Location Map


CG:dt



● Site Location



Key Map - Ward 3

N.T.S. 

Location Map



PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT

File Name/Number:
286 Sanford Av N

Date:
December 19, 2018

Appendix "A"

Scale:
N.T.S.

Planner/Technician:
CG/AL

Subject Property

 286 Sanford Avenue North



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Economic Development Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	September 18, 2019
SUBJECT/REPORT NO:	Hamilton Tax Increment Grant Program - 244 Dundas Street East, Waterdown (PED19185) (Ward 15)
WARD(S) AFFECTED:	Ward 15
PREPARED BY:	Carlo Gorni (905) 546-2424 Ext. 2755
SUBMITTED BY:	Glen Norton Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

- (a) That a Hamilton Tax Increment Grant Program application submitted by Burnside Insurance and Financial Services Ltd. (Andy Burnside), for the property at 244 Dundas Street East, Waterdown, estimated at \$4,853.37 over a maximum of a five-year period, and based upon the incremental tax increase attributable to the renovations of 244 Dundas Street East, Waterdown, be authorized and approved in accordance with the terms and conditions of the Hamilton Tax Increment Grant Program;
- (b) That the Mayor and City Clerk be authorized and directed to execute a Grant Agreement together with any ancillary documentation required, to effect recommendation (a) of Report PED19185, in a form satisfactory to the City Solicitor;
- (c) That the Mayor and City Clerk be authorized and directed to execute such assigning agreement as required, to effect recommendation (a) of Report PED19185, in a form satisfactory to the City Solicitor;
- (d) That the General Manager of the Planning and Economic Development Department be authorized to approve and execute any Grant Amending Agreements, together with any ancillary amending documentation, if required,

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: Hamilton Tax Increment Grant Program - 244 Dundas Street East, Waterdown (PED19185) (Ward 15) - Page 2 of 7

provided that the terms and conditions of the Hamilton Tax Increment Grant Program, as approved by City Council, are maintained.

EXECUTIVE SUMMARY

The Hamilton Tax Increment Grant Program (HTIGP) application for the renovation of 244 Dundas Street East, Waterdown, was submitted by Burnside Insurance and Financial Services (Andy Burnside). The existing building is 2 storeys with commercial on the ground floor. The second floor is a residential unit. The applicant is renovating the building by making improvements to the front façade of the building and building out new office space on the ground floor.

Development costs are estimated at \$169,350 and it is projected that the proposed redevelopment will increase the assessed value of the property from its current value of \$578,500 to approximately \$681,500. This will increase total annual property taxes generated by the property. The municipal share of this property tax increase (municipal tax increment) will be approximately \$1,617.79, of which 100% would be granted to the owner during year one, 80% or approximately \$1,294.23 in year two, 60% or approximately \$970.67 in year three, 40% or approximately \$647.12 in year four and 20% or approximately \$323.56 in year five. The estimated total value of the grant is approximately \$4,853.37. Note that every year the tax increment is based on actual taxes for that year.

Upon completion of the redevelopment and reassessment of the property by the Municipal Property Assessment Corporation (MPAC), staff will report back in an Information Update to Council on the actual redevelopment costs, the reassessment amount determined by MPAC and the grant amount.

Alternatives for Consideration – See Page 6

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The City will collect full property taxes on the property and, in turn, provide a grant for five years, declining each year after the first year by 20%, based on the increase in the municipal portion of the taxes, post-development completion of 244 Dundas Street East, Waterdown. Following year one of the grant payment, the City will start to realize the positive results of the Program from a financial perspective. Based on the projected figures, the estimated tax increment over five years totals \$8,088.95, of which the applicant would receive a grant totalling approximately \$4,853.37 and the City retaining taxes totalling approximately \$3,235.58.

SUBJECT: Hamilton Tax Increment Grant Program - 244 Dundas Street East, Waterdown (PED19185) (Ward 15) - Page 3 of 7

Staffing: Applicants and subsequent grant payments under the HTIGP are processed by the Urban Renewal Section and Taxation Division. There are no additional staffing requirements.

Legal: Section 28 of the *Planning Act* permits a municipality, in accordance with a Community Improvement Plan, to make loans and grants which would otherwise be prohibited under Section 106(2) of the *Municipal Act*, to registered / assessed owners and tenants of lands and buildings. A Community Improvement Plan can only be adopted and come into effect within a designated Community Improvement Project Area. Changes to a Community Improvement Plan or Community Improvement Project Area require formal amendments as dictated by the *Planning Act*.

The applicant will be required to execute a Grant Agreement prior to the grant being advanced. The Grant Agreement will be developed in consultation with Legal Services.

As construction projects move forward, it is sometimes necessary to amend previously approved Grant Agreements and any ancillary documentation. Therefore, staff recommends that the General Manager of Planning and Economic Development be authorized to amend Grant Agreements and any ancillary documentation, provided that the terms and conditions of the HTIGP are maintained.

HISTORICAL BACKGROUND

City Council, at its meeting held August 22, 2001, approved an amendment to the Downtown and Community Renewal Community Improvement Plan which introduced the HTIGP. Since that time, a number of Program refinements have been approved by City Council, including expanding the Program to Community Downtowns, Business Improvement Areas, the Mount Hope / Airport Gateway, the corridors of Barton Street and Kenilworth Avenue as identified in the Downtown and Community Renewal Community Improvement Project Area and most recently, to properties designated under Part IV or V of the *Ontario Heritage Act*. The terms of the Program offer a five-year grant not to exceed the increase in municipal realty taxes as a result of the development. The grant is to be in an amount which does not exceed 100% of the municipal realty tax increase during the first year, 80% in year two, 60% in year three, 40% in year four, and 20% in year five.

The project at 244 Dundas Street East, Waterdown, is an eligible project under the terms of the HTIGP. The applicant will qualify for the HTIGP grant upon completion of the renovation project. Development costs are estimated at \$169,350. The total estimated grant over the five-year period is approximately \$4,853.37.

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: Hamilton Tax Increment Grant Program - 244 Dundas Street East,
Waterdown (PED19185) (Ward 15) - Page 4 of 7**

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Urban Hamilton Official Plan

The subject lands are municipally known as 244 Dundas Street East and are located within “Community Nodes” on Schedule “E” – Urban Structure and designated as “Mixed Use – Medium Density” on Schedule “E-1” – Urban Land Use Designations.

The uses of the property conform to the above designation.

Zoning By-law No. 05-200

Under the City of Hamilton Zoning By-Law No. 05-200, the subject property is zoned “Mixed Use Medium Density (C5) Zone”.

The uses of the property are permitted.

RELEVANT CONSULTATION

Staff from the Finance and Administration Division, Corporate Services Department and the Legal Services Division, City Manager’s Office was consulted, and the advice received is incorporated into Report PED19185.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

Urban Renewal staff, in co-operation with staff from the Taxation and Legal Services Divisions, developed an estimated schedule of grant payments under the terms of the Program. The final schedule of grant payments will be contingent upon a new assessment by MPAC following completion of the project. The applicant will be required to sign a Grant Agreement. The Grant Agreement contains provisions for varying the grant payment in each and every year based on MPAC’s assessed value. By signing, the applicant will accept the terms and conditions outlined therein prior to any grant payments being made. The Agreement outlines the terms and conditions of the grant payments over the five-year period.

**SUBJECT: Hamilton Tax Increment Grant Program - 244 Dundas Street East,
Waterdown (PED19185) (Ward 15) - Page 5 of 7**

The estimated grant shall be calculated according to the following formulas:

Grant Level:		100%	
Total Eligible Costs (Maximum):	\$	169,350.00	
Pre-project CVA: CT (Commercial)	\$	297,000.00	Year: 2018
RT (Residential)	\$	<u>281,500.00</u>	
Total Pre-Project CVA	\$	578,500.00	
Pre-Project Property Taxes			
Municipal Levy:	\$	8,643.69	
Education Levy:	\$	<u>3,736.91</u>	
Pre-project Property Taxes	\$	12,380.60	
*Post-project CVA: CT (Commercial)			
	\$	400,000.00	
RT (Residential)	\$	<u>281,500.00</u>	
Estimated Post-project CVA	\$	681,500.00	Year: TBD
Post-Project Property Taxes			
** Estimated Municipal Levy:	\$	10,261.48	
** Estimated Education Levy:	\$	<u>4,575.94</u>	
** Estimated Post-Project Property Taxes:	\$	14,837.42	

*The actual roll number(s), assessed value(s), tax classification(s) and value partitioning (where applicable) are to be determined by the Municipal Property Assessment Corporation (MPAC).

**2019 tax rates have been used for calculation of the estimated post-development property taxes.

Pre-project Municipal Taxes = Municipal Levy = \$8,643.69
Municipal Tax Increment = \$10,261.48 - \$8,643.69 = \$1,617.79
Payment in Year One = \$1,617.79 x 1.0 = \$1617.79

**SUBJECT: Hamilton Tax Increment Grant Program - 244 Dundas Street East,
Waterdown (PED19185) (Ward 15) - Page 6 of 7**

**ESTIMATED GRANT PAYMENT SCHEDULE for mixed-use building: main floor commercial, upper floor apartment
(Subject to re-calculation each year and up to the total eligible costs)**

Year	Grant Factor	Tax Increment*	Grant
1	100%	\$1,617.79	\$1,617.79
2	80%	\$1,617.79	\$1,294.23
3	60%	\$1,617.79	\$ 970.67
4	40%	\$1,617.79	\$ 647.12
5	20%	\$1,617.79	\$ 323.56
Total		\$8,088.95	\$4,853.37

*Note that the tax increment is based every year on actual taxes for that year. The figures above are estimates. In other words, for each year a grant payment is paid, the actual taxes for the year of the grant payment will be used in the calculation of the grant payment.

ALTERNATIVES FOR CONSIDERATION

Decline the Grant and Approve a Reduced Amount

Declining a grant and / or approving a reduced amount would undermine the principles of the TIGP and regeneration efforts in general. This alternative is not recommended.

Financial: Grants totalling \$4,853.37 over a five-year period would not be issued.

Staffing: N/A

Legal: 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.

Economic Prosperity and Growth

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

**SUBJECT: Hamilton Tax Increment Grant Program - 244 Dundas Street East,
Waterdown (PED19185) (Ward 15) - Page 7 of 7**

Our People and Performance

Hamiltonians have a high level of trust and confidence in their City government.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report PED19185 – Location Map

CG:dt



● Site Location



Key Map - Ward 15

N.T.S.

Location Map



PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT

File Name/Number:
244 Dundas St E

Date:
October 30, 2017

Appendix "A"

Scale:
N.T.S.

Planner/Technician:
HM/AL

Subject Property



244 Dundas Street East



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Economic Development Division

TO:	Chair and Members General Issues Committee
COMMITTEE DATE:	September 18, 2019
SUBJECT/REPORT NO:	Update on Surplus and Sale of a Downtown City-owned Surface Parking Lot (PED16205(a)) (Ward 2)
WARD(S) AFFECTED:	Ward 2
PREPARED BY:	Raymond Kessler (905) 546-2424 Ext. 7019 Michelle Schiau (905) 546-2424 Ext. 7024
SUBMITTED BY:	Glen Norton Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

- (a) That subject to the requirements of the Parking Master Plan, the Real Estate Section of the Planning and Economic Development Department be authorized and directed to sell 207-211 Hughson Street North, Hamilton, on the open market, at fair market value, and in accordance with the City of Hamilton Sale of Land Policy By-law 14-204.

EXECUTIVE SUMMARY

The purpose of this Report is to provide an update to Council's direction of November 23, 2016, to sell Car Park Lot No. 70, municipally known as 207-211 Hughson Street North to the abutting neighbour the Synod of the Diocese of Niagara and The Incumbent and Churchwardens of Christ's Church Cathedral. Christ's Church Cathedral has advised the City that it is no longer prepared to acquire Car Park Lot No. 70 and therefore this Report seeks Council's direction to sell Car Park Lot No. 70 on the open market, subject to the completion of the Parking Master Plan.

Alternatives for Consideration – See Page 3

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: There are no immediate financial implications to this Report. Staff will seek direction of Council on the financial and budget implications related to

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: Update on Surplus and Sale of a Downtown City-owned Surface Parking Lot (PED16205(a)) (Ward 2) - Page 2 of 4

Hamilton Municipal Parking System and the City when reporting to Council for approval of the property transaction.

Staffing: There are no staffing implications arising from this recommendation.

Legal: Legal Services Division will be required to assist in the preparation of necessary legal documents.

HISTORICAL BACKGROUND

On May 28, 2014, Council directed and authorized staff under Item 9.1 of Planning Committee Report 14-008 through a Motion to report back with a process, through conveyance, for redevelopment of City of Hamilton owned surface parking lots with the intent to maximize the capital return to the City.

On April 27, 2016, Council directed staff under Planning Committee Report 16-007 Item 11 of Planning Committee, being Information Report PED16104 dated April 19, 2016, to circulate the Downtown City-owned Parking Lots in accordance with the Portfolio Strategy for potential surplus and report to the Planning Committee with a recommended disposition strategy for each lot surplus to the City's needs.

On November 23, 2016, Council directed staff under Planning Committee Report 16-020 Item 8.2, being Report PED16205 dated November 15, 2016, that among other things, Car Park Lot No. 70, located at 207-211 Hughson Street North, be sold at fair market value to the abutting property owner of 252 James Street North, being the Synod of the Diocese of Niagara; The Incumbent and Churchwardens of Christ's Church Cathedral.

On September 13, 2017, Council directed staff, under General Issues Committee Report 17-018 Item 6.2, to review the request for a reduction in the purchase price of the municipal parking lot adjacent to the adjoining Church at 252 James Street North, Hamilton, and report back to the October 4, 2017, General Issues Committee with options respecting the Diocese's request.

On October 4, 2017, the General Issues Committee received Information Report number LS17032/PED17132. The Information Report received did not generate alternate direction from Council. Staff continued with the direction that the lands are to be sold at fair market value to the abutting property owner.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

This recommendation is consistent with the City's Real Estate Portfolio Management Strategy Plan as approved by City Council on November 24, 2004 and the Procedural By-law for the Sale of Land, By Law No. 14-204.

SUBJECT: Update on Surplus and Sale of a Downtown City-owned Surface Parking Lot (PED16205(a)) (Ward 2) - Page 3 of 4

RELEVANT CONSULTATION

- Corporate Services Department, Finance Division;
- Corporate Services Department, Legal Services Division; and,
- Planning and Economic Development Department, Transportation Planning and Parking Division.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

Following direction from Council that Car Park Lot No. 70 be sold at fair market value to the abutting property owner, Christ's Church Cathedral, staff have been working to arrive at a satisfactory sale of the lands with representatives of Christ's Church Cathedral.

On June 18, 2019, a representative of Christ's Church Cathedral advised Real Estate staff that they would no longer be pursuing the purchase of Car Park Lot No. 70.

In order to place Car Park Lot No. 70 on the open market, Council will have to rescind its original direction to staff to direct the sale to the neighbour. Notwithstanding, this site continues to represent an opportunity for redevelopment into additional residential and employment opportunities in the Downtown Community Improvement Plan area.

While the sale of this lot is an opportunity from a revenue generation and re-development perspective, it is prudent to wait until the on-going Parking Master Plan is complete to make a final decision on the sale and timing. One of the objectives of the Parking Master Plan is to forecast the short, medium and long-term parking needs of commercial areas such as James Street North. The Parking Master Plan will also review the financial sustainability of the Hamilton Municipal Parking System overall.

ALTERNATIVES FOR CONSIDERATION

Car Park Lot No. 70, located at 207-211 Hughson Street North, could be retained for use for public parking long term. At present this lot generates a net profit of approximately \$16 K for the Parking System and contributes to the supply of parking for businesses and employees on James Street North. Net revenues have been steadily increasing since 2016 and are projected to increase.

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.

**SUBJECT: Update on Surplus and Sale of a Downtown City-owned Surface
Parking Lot (PED16205(a)) (Ward 2) - Page 4 of 4**

Built Environment and Infrastructure

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

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" - Location Map

MS:sd


Appendix "A" to Report PED16205(a)
Page 1 of 1



● Site Location



Key Map - Ward 2

N.T.S. 

Location Map



PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT

File Name/Number:
Car Park Lot 70
207-211 Hughson St N

Date:
October 4, 2017

Car Park Lot 70

Scale:
N.T.S.

Planner/Technician:
FAVAL

Subject Property



207 - 211 Hughson Street North



252 - 254 James Street North -
Lands owned by Cathedral Place



INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	September 18, 2019
SUBJECT/REPORT NO:	First Ontario Place Operations Contingency Plan (PW18091(a)) (Ward 2)
WARD(S) AFFECTED:	Ward 2
PREPARED BY:	Chuck Alkerton (905) 546-2424 Extension 7015 Tript Hara (905) 546-2424 Extension 2570
SUBMITTED BY:	Rom D'Angelo, C.E.T.; CFM Director, Energy, Fleet and Facilities Management Public Works Department
SIGNATURE:	

COUNCIL DIRECTION

At its meeting of December 7, 2018, City Council received Information Report PW18091, as a result of which, the Mayor asked a question regarding the expected remaining life of the brine lines, as well as the contingency plan if a catastrophic failure was to take place at First Ontario Centre (FOC).

INFORMATION

The primary purpose of this Report PW18091(a) is to address questions pertaining to the remaining life of the glycol piping (brine lines). The Energy, Fleet & Facilities Management (EFFM) team defined an inspection and testing regime designed to underpin a more scientific, engineering based investigative process resulting in a more refined Facility Risk Assessment on critical components of the arena.

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: First Ontario Place Operations Contingency Plan (PW18091(a))
(Ward 2) - Page 2 of 4**

Investigation:

In addition to the brine line investigation, there were other major building components/systems that were deemed highly critical in affecting the functionality of the arena/venue and therefore were part of the investigation process; building components/systems such as;

Rink Roofing - Any leak would not only damage the ice surface, but also the seating areas as well as possibly cause other health and safety issues.

Rink Slab from a Structural Viewpoint - The concrete rink slab itself which, if damaged on its surface or in between in-floor rink slab piping could lead to disruption.

Rink Slab from a Refrigeration Viewpoint (In-Floor Rink Slab Piping) - The in-floor rink slab piping may potentially be a source of leaks.

Original portion of refrigeration that was not replaced in 2014 - The header mains running through the old plant all the way to the trench, then to the nipples connecting to the in-floor rink slab piping.

The Inspection and Testing Program:

A variety of testing methodologies were used through this exercise; testing included:

- Ground Penetrating Radar (GPR);
- Visual examination;
- Ultrasonic testing;
- Infrared scanning and roof test cuts.

The Refrigeration System

While the plant is fairly new (2014), the headers and in-floor rink slab piping are original (1985). Therefore, the focus was to investigate them by carrying out a selected sampling for inspection and testing.

There have been two reported cases of glycol leaks in the last few years at the start of the ice-making season (August). When glycol levels drop due to ongoing leaks, the ice surface would be compromised. If the glycol leaks are sufficient enough, it could also damage the rink slab.

The Inspection and Testing included the following:

- Ground Penetrating Radar (GPR) of in-floor pipes of 4 feet area on each end of the rink slab. One end is where the pipes connect to the headers, the other is where the

**SUBJECT: First Ontario Place Operations Contingency Plan (PW18091(a))
(Ward 2) - Page 3 of 4**

pipe U-bends are. The intent was to investigate if any ponding of glycol was present. That would indicate a leak since the piping is under pressure even in the off season;

- Visual examination and ultrasonic testing of main and return headers and “nipple” pipes in the trench below;
- Establish the risk of potential failure of headers within the next three to five years and assess the potential risk of future piping leaks.

Structural Systems

The focus was on the steel roof structure (Subsystem #1) and the rink concrete slab (Subsystem #2).

- Subsystem #1: Partial or total failure of the steel roof structure could be construed as critical as it would be a major disaster. Structural investigations are usually mandated for arenas on a regular basis;
- Partial or total failure of the concrete rink slab including deep cracks from glycol leaks would affect the quality of the ice playing surface rendering it unusable.

Inspection Consisted In:

- Inspect and test the steel roof structure to ascertain the real condition;
- Inspect and test the concrete rink slab to determine if any structural damage had occurred after the glycol leaks using the recommended inspection methodology;
- Establish levels of risk and criticality for both subsystems if no remedial action is taken.

Roofing Systems

The focus was on the roofing membrane, insulation, roof drains and mechanical areas roofing systems.

Failure of the roofing membrane could cause roof leaks during significant precipitation events such as heavy rain or heavy snow. Water can leak inside the building. The arena roof and the upper and lower mechanical roofs were evaluated. If there is failure of the arena roof, it can cause leaks causing the ice to bubble, making it impractical for skating on the surface.

**SUBJECT: First Ontario Place Operations Contingency Plan (PW18091(a))
(Ward 2) - Page 4 of 4**

Using visual reviews, infrared scanning and roof test cuts resulted in an assessment of the roofing risk profile.

Proposed Risk Management Process:

It needs to be clearly noted the building systems at First Ontario Centre (FOC) are beyond the original life-cycle and the purpose of the investigation was to determine if there was additional or extend life in these critical systems. Overall the practical aim would be to manage the known and unknown risks for the next five (5) years to give the City time to formulate a long-term solution regarding the FOC.

Based on the findings and with a few operational adjustments along with regular monitoring of the systems, staff are indicating with a medium-to-high level of certainty that the replacement of these critical system can be deferred for a period of 5 years provided follow-up testing is conducted in future years. Nonetheless, if the FOC is to remain as a hockey and skating facility for the long term and given the timelines for planning, engineering and specification development for the replacement of the brine lines, a portion of the funding will be required in year 3 or 4 of the extending period of time.

Contingency Venue Assessment:

Meetings with key Stakeholders, Hamilton Bulldogs, Spectra and the Recreation Division of the City of Hamilton enabled EFFM to establish a number of criteria and requirements for an alternate venue. This option was investigated in the event of a total failure occurring at FOC, preventing the use of the facility.

It should be noted that the only operation of interest in this exercise, was ice hockey. The entertainment portion was not tackled. When including Ontario Hockey League (OHL) Standards, we were able to draw up a checklist, a filter through which each potential alternate facility could then be assessed.

In reviewing the inventory of City owned and private arenas only one (1) venue stood out: Dave Andreychuk Mountain Arena. In assessing its potential conversion to the above-mentioned standards, it was found that using it as a backup facility presented significant challenges. Increasing the seating capacity to over 4,000 seats as required by the OHL would have an extensive impact on the building structure, HVAC and plumbing systems. It would potentially trigger Building Code and Zoning Bylaws issues that may not be resolved within the confines of the existing site.

APPENDICES AND SCHEDULES ATTACHED

None.



Hamilton

**ADVISORY COMMITTEE FOR PERSONS WITH
DISABILITIES**

Report 19-007

4:00 p.m.

Tuesday, August 13, 2019

Rooms 192 and 193, City Hall

71 Main Street West

Present: A. Mallet (Chair), J. Cardno (Vice-Chair), S. Aaron,
L. Dingman, C. McBride, M. McNeil, T. Murphy,
and A. Wilson

Absent

with regrets: A. Frisina, S. Geffros, J. Hawker, K. Nolan, and T.
Nolan

Also Present: J. Bowen, Supervisor, Diversity and Inclusion

**THE ADVISORY COMMITTEE FOR PERSONS WITH
DISABILITIES PRESENTS REPORT 19-007 AND
RESPECTFULLY RECOMMENDS:**

- 1. City of Hamilton's Housing and Homelessness Action
Plan (Item 7.2)**

That the Director of Housing Services, or their designate, be
invited to attend a future meeting of the Advisory Committee

for Persons with Disabilities to discuss the City of Hamilton's Housing and Homelessness Action Plan.

2. Advisory Committee for Persons with Disabilities' Representative on the Housing and Homelessness Advisory Committee (Item 7.2)

WHEREAS, it would be beneficial for the Housing Issues Working Group of the Advisory Committee for Persons with Disabilities to work more closely with the Housing and Homelessness Advisory Committee; and,

WHEREAS, Lance Dingman is a member of both the Advisory Committee for Persons with Disabilities and the Housing and Homelessness Advisory Committee;

THEREFORE, BE IT RESOLVED:

That Lance Dingman be approved to represent the Advisory Committee for Persons with Disabilities at the Housing and Homelessness Advisory Committee on matters of mutual interest.

3. City of Hamilton's Emergency Plan (Item 7.6)

That Emergency Management Staff be invited to attend a future meeting of the Advisory Committee for Persons with Disabilities to present on the City of Hamilton's Emergency Plan.

4. Appointment to the Greater Toronto and Hamilton Area Accessibility Advisory Committee (GTHA AAC) Representative (deferred from the July 9, 2019 meeting) (Item 10.2)

That Shahan Aaron, Jayne Cardno, and Mark McNeil be appointed as representatives to the Greater Toronto and Hamilton Area Accessibility Advisory Committee (GTHA AAC) for the 2018-2022 Term of Council, or until such time as a successor has been appointed.

5. Accessible Pedestrian Signals Video (deferred from the July 9, 2019 meeting) (Item 10.4)

(a) That the following feedback from the Advisory Committee for Persons with Disabilities, respecting the Accessible Pedestrian Signals Video, be forwarded to Transportation Operations & Maintenance Staff for consideration:

- (i) Reduction of background traffic noise and music throughout the video to enhance the audibility of the speaker's voice;
- (ii) Utilization of a professional voice over recording for narration, as opposed to having the speaker narrate directly in front of the camera;
- (iii) Addition of closed captions to the video; and,
- (iv) Addition of overlay text throughout the video to highlight important information.

(b) That Transportation Operations & Maintenance Staff be directed to work with the Built Environment Working Group to review the location, height, placement, and activation requirements (i.e. strength, reach, dexterity) of accessible pedestrian signal push-buttons throughout the City of Hamilton.

6. Membership Appointments to Working Groups of the Advisory Committee for Persons with Disabilities (Item 11.1)

WHEREAS, Item 2 of the Advisory Committee for Persons with Disabilities Report 19-006 established a Built Environment Working Group, a Housing Issues Working Group, an Outreach Working Group, a Transportation Working Group, a Wheelchair and Scooter Safety Working Group, a Disability Justice and Climate Crisis Working Group, and a Community Safety Working Group on a pilot basis for 2019;

THEREFORE, BE IT RESOLVED:

(a) That the following Members of the Advisory Committee for Persons with Disabilities be appointed to the Built Environment Working Group:

- (i) Anthony Frisina
- (ii) Sophie Geffros
- (iii) John Hawker
- (iv) Jayne Cardno

(b) That the following Members of the Advisory Committee for Persons with Disabilities be appointed to the Housing Issues Working Group:

- (i) Lance Dingman
- (ii) Sophie Geffros
- (iii) John Hawker

(c) That the following Members of the Advisory Committee for Persons with Disabilities be appointed to the Outreach Working Group:

- (i) Anthony Frisina
- (ii) Corbin McBride

- (d) That the following Members of the Advisory Committee for Persons with Disabilities be appointed to the Transportation Working Group:
 - (i) Shahan Aaron
 - (ii) Anthony Frisina
 - (iii) Mark McNeil
 - (iv) Tim Murphy
 - (v) Kim Nolan
 - (vi) Tim Nolan
 - (vii) Aznive Mallett

- (e) That the following Members of the Advisory Committee for Persons with Disabilities be appointed to the Wheelchair and Scooter Safety Working Group:
 - (i) To be determined
 - (ii) To be determined

- (f) That the following Members of the Advisory Committee for Persons with Disabilities be appointed to the Disability Justice and Climate Crisis Working Group:
 - (i) Anthony Frisina
 - (ii) Sophie Geffros
 - (iii) Corbin McBride
 - (iv) Alex Wilson

- (g) That the following Members of the Advisory Committee for Persons with Disabilities be appointed to the Community Safety Working Group:
 - (i) Shahan Aaron
 - (ii) Sophie Geffros
 - (iii) Corbin McBride

(iv) Alex Wilson

7. Increase in Citizen Membership of the Advisory Committee for Persons with Disabilities (Added Item 11.2)

WHEREAS, the Advisory Committee for Persons with Disabilities is composed of a group of extremely passionate and active persons with disabilities;

WHEREAS, the Advisory Committee for Persons with Disabilities formed seven Working Groups on a pilot basis for 2019; and,

WHEREAS, the Advisory Committee for Persons with Disabilities anticipates the need for a larger membership to accommodate increased workload from a more fulsome project plan;

THEREFORE, BE IT RESOLVED:

- (a) That the Terms of Reference for the Advisory Committee for Persons with Disabilities be amended to note their membership as 18 citizen members; and,
- (b) That the Selection Committee be reconvened to recommend the appointment of five additional citizen members to the Advisory Committee for Persons with Disabilities.

FOR INFORMATION:

- (a) CHANGES TO THE AGENDA (Item 2)**

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

1. NOTICES OF MOTION (Item 12)

12.1 Increase in Citizen Membership of the Advisory Committee for Persons with Disabilities

2. GENERAL INFORMATION / OTHER BUSINESS (Item 13)

13.1 General Meeting Administration Practices

The agenda for the August 13, 2019 meeting of the Advisory Committee for Persons with Disabilities was approved, as amended.

(b) DECLARATIONS OF INTEREST (Item 3)

There were no declarations of interest.

(c) APPROVAL OF MINUTES (Item 4)

(i) July 9, 2019 (Item 4.1)

The minutes of the July 9, 2019 meeting of the Advisory Committee for Persons with Disabilities, were approved, as presented.

(d) CONSENT ITEMS (Item 7)

(i) Built Environment Working Group Update (Item 7.1)

T. Murphy indicated that the Built Environment Working Group meeting scheduled on August 6, 2019 was not held due to lack of quorum.

(ii) Housing Issues Working Group Update (Item 7.2)

J. Cardno advised that the Housing Issues Working Group met on July 16, 2019. Discussion items included, but were not limited to, the following:

- The potential to merge the Housing Issues Working Group together with the Built Environment Working Group in future;
- The potential benefits to the Housing Issues Working Group to work more closely with the Housing and Homelessness Advisory Committee; and,
- Simplifying the application process for social housing in Hamilton.

For further disposition of this matter, see Items 1 and 2.

(iii) Outreach Working Group Update (Item 7.3)

No update.

(iv) Transportation Working Group Update (Item 7.4)

The Transportation Working Group Meeting Notes of July 30, 2019 (Item 7.4(a)), were received.

WHEREAS, having the ability to quickly and easily share, view, and edit documents via an online workspace can greatly speed up work flow and allow real-time collaborative editing of documents;

THEREFORE, BE IT RESOLVED:

That Diversity and Inclusion Staff be requested to investigate and report back to the Advisory Committee for Persons with Disabilities on the feasibility of a document sharing portal or similar technology to serve as an online workspace and centralized document repository for Working Groups of the Advisory Committee for Persons with Disabilities, enabling members to work on projects more effectively.

(v) Wheelchair and Scooter Safety Working Group Update (Item 7.5)

No update.

(vi) Disability Justice and Climate Crisis Working Group Update (Item 7.6)

A. Wilson indicated that he is actively working to establish a meeting schedule for the Disability Justice and Climate Crisis Working Group in consultation with the other Working Group Members.

For further disposition of this matter, see Item 3.

(vii) Community Safety Working Group Update (Item 7.7)

No update.

(e) DISCUSSION ITEMS (Item 10)

(i) Advisory Committee for Persons with Disabilities Budget (deferred from the July 9, 2019 meeting) (Item 10.1)

J. Bowen, Supervisor, Diversity and Inclusion, addressed the Committee respecting the Advisory Committee for Persons with Disabilities Budget.

The 2019 budget for the Advisory Committee for People with Disabilities was approved by Council on December 19, 2018 in the amount of \$6,100, with \$1,500 being allocated towards conferences and related travel expenses. As of July 2019, the available budget remaining is \$4,478.

The 2020 budget submission process will likely commence in September/October 2019, so Committee members were asked to start thinking about their budget needs for 2020.

The verbal update from J. Bowen, Supervisor, Diversity and Inclusion, respecting the Advisory Committee for Persons with Disabilities Budget, was received.

(ii) Notice of Ministry Training Webinar for Municipal Accessibility Advisory Committees (deferred from the July 9, 2019 meeting) (Item 10.3)

The Notice of Ministry Training Webinar for Municipal Accessibility Advisory Committees, was received.

(iii) Accessible Pedestrian Signals Video (deferred from the July 9, 2019 meeting) (Item 10.4)

During the 2014-2018 Term of Council, the Built Environment Working Group participated in the filming of a video respecting the proper use of Accessible Pedestrian Signals.

The video, respecting Accessible Pedestrian Signals, was shown to the Committee and can be accessed via the following link: <https://youtu.be/0pVpO71bLGg>

The video, respecting Accessible Pedestrian Signals, was received.

For further disposition of this matter, see Item 5.

(f) MOTIONS (Item 11)

(i) Membership Appointments to Working Groups of the Advisory Committee for Persons with Disabilities (Item 11.1)

Recommendation (a)(iv) was amended by replacing Tim Murphy with Jayne Cardno, as follows:

- (a) That the following Members of the Advisory Committee for Persons with Disabilities be appointed to the Built Environment Working Group:
- (i) Anthony Frisina
 - (ii) Sophie Geffros
 - (iii) John Hawker
 - (iv) Jayne Cardno**

For further disposition of this matter, refer to Item 6.

(g) NOTICES OF MOTION (Item 12)

(i) Increase in Citizen Membership of the Advisory Committee for Persons with Disabilities (Added Item 12.1)

A. Mallett relinquished the Chair to J. Cardno.

The Rules of Order were waived to allow for the introduction of a Motion respecting an Increase in Citizen Membership of the Advisory Committee for Persons with Disabilities.

A. Mallett reassumed the Chair.

For further disposition of this matter, refer to Item 7.

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

(i) General Meeting Administration Practices (Added Item 13.1)

The Committee made several inquiries into general meeting administration practices.

The verbal responses from A. Davenport, Legislative Coordinator, Office of the City Clerk, respecting general meeting administration practices, were received.

(i) ADJOURNMENT (Item 15)

There being no further business, the Advisory Committee for Persons with Disabilities was adjourned at 5:59 p.m.

Respectfully submitted,

A. Mallett, Chair
Advisory Committee for
Persons with Disabilities

Alicia Davenport
Legislative Coordinator
Office of the City Clerk