



City of Hamilton
GENERAL ISSUES COMMITTEE
REVISED

Meeting #: 20-004
Date: February 5, 2020
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 January 15, 2020

5. COMMUNICATIONS

5.1 Correspondence from P. J. Mercanti, Member of the Hamilton Urban Precinct Arts and Entertainment Group, respecting an Update to the Downtown Entertainment Precinct Plan

Recommendation: Be received and referred to the consideration of Item 14.5.

5.2 Correspondence from Darko Vranich, President and CEO, Vrancor Group Inc., respecting Public Notice of Vrancor Group Inc. Proposal for the City of Hamilton Entertainment and Convention Properties

Recommendation: Be received and referred to the consideration of Item 14.5.

- *5.2.a Additional Correspondence from Darko Vranich, President and CEO, Vrancor Group Inc., respecting Rendered Intersection of York and Bay and the Interior Bowl for the First Ontario Event Centre

Recommendation: Be received and referred to the consideration of Item 14.5.

- *5.3 Correspondence from Aaron Ciancone, Principal, and Aaron Waxman, Director, of Pearle Hospitality, respecting the Downtown Entertainment District

Recommendation: Be received and referred to the consideration of Item 14.5.

- *5.4 Correspondence from Lachlan Holmes, Chair of the HamiltonForward Board of Directors, respecting the Downtown Entertainment Precinct Status Update

Recommendation: Be received and referred to the consideration of Item 14.5.

6. DELEGATION REQUESTS

- 6.1 Nicole Smith, Kumon Hamilton West End, respecting Enbridge Fracked Gas Line
(For the February 7, 2020 Special GIC)

- 6.2 Vic Djurdjevic, Nikola Tesla Educational, respecting an Update on the Tesla 2019 Electric City Festival and the 2020 Tesla Electric City Festival
(For a future GIC)

- 6.3 Jen Baker, Hamilton Naturalists' Club, respecting Item 11.3 - a Motion regarding a Biodiversity Action Plan
(For the February 19, 2020 GIC)

- 6.4 Lee W. Fairbanks & Jim Sweetman, Residents, to to Propose an Option for a Transit Solution to Replace the Cancelled LRT (Electric Buses)
(For a future GIC)

- 6.5 Brian MacPherson and Rick Powers, Commonwealth Games Canada, to Present Commonwealth Games Canada's 2026 and/or 2030 Commonwealth Games Candidate City Selection Process
(For the February 19, 2020 GIC)

- *6.6 Mario Frankovich, Vrancor Group Inc. respecting Item 14.5 - Report PED18168(d) - Downtown Entertainment Precinct Status Update
(For the February 5, 2020 GIC)

- *6.7 P.J Mercanti and Louis Frapporti, Hamilton100 Commonwealth Games Bid Corporation, to provide an Update on the Preparation of the Hosting Proposal Part 2 for the 100th Anniversary 2030 Commonwealth Games

(For the February 19, 2020 GIC)
- *6.8 Michael Van Pelt, Cardus, respecting the forthcoming staff report regarding Cardus' Proposal for the Balfour/Chedoke Estate (For the February 19, 2020 GIC)
- *6.9 P. J. Mercanti and Jasper Kujavsky, Hamilton Urban Precinct Arts and Entertainment Group, respecting the Group's Proposal for an Urban Hamilton Sports, Art, Entertainment, Convention and Hospitality Precinct (For the February 5, 2020 GIC)
- *6.10 The Pearle Plan/Expression of Interest regarding Item 14.5 - Downtown Entertainment Precinct Status Update (PED18168(d)) (City Wide) (For the February 5, 2020 GIC)

THIS REQUEST WAS WITHDRAWN FROM THE AGENDA

7. CONSENT ITEMS

- 7.1 Business Improvement Area Advisory Committee Report 20-001, January 14, 2020
- 7.2 Arts Advisory Committee Meeting Minutes
 - 7.2.a March 26, 2019
 - 7.2.b May 28, 2019
 - 7.2.c July 23, 2019
 - 7.2.d September 24, 2019
- 7.3 Finance, Insurance and Real Estate (FIRE) Sector Feasibility Study: Recommendations and Implementation (PED20047) (City Wide)

8. PUBLIC HEARINGS / DELEGATIONS

- 8.1 Paven R. Bratch, MetroPartners Inc., respecting an Opportunity for a Downtown Technology Centre

Documents marked "private & confidential" were publicly released by MetroPartners Inc.
- 8.2 Don McLean, Hamilton 350 Committee, respecting the City's Climate Emergency

9. STAFF PRESENTATIONS

10. DISCUSSION ITEMS

10.1 Downtown Office Vacancy and Employment Survey (PED20006) (Wards 2 and 3)

10.2 Award of Request for Proposals C11-12-19, Operations and Maintenance of the Material Recycling Facility P(W19086(a)) (City Wide)

Discussion of Private & Confidential Appendices “A” and “B” to Report PW19086(a) would be pursuant to the City's Procedural By-law 18-270, and Section 239(2), Sub-sections (f) and (i) of the *Ontario Municipal Act*, 2001, as amended, as the subject matter pertains to advice that is subject to solicitor-client privilege, including communications necessary for that purpose, and commercial and financial information supplied in confidence to the municipality which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization. (Please refer to Item 14.4 for confidential Appendices)

*10.3 Potential Regulatory Litigation Update (PW19008(f)) (City Wide)

THIS REPORT HAS BEEN REMOVED FROM THE AGENDA AND WILL COME FORWARD AT A FUTURE DATE.

*10.4 Comprehensive Legal Services Report 2018/2019 (LS20002) (City Wide)

*10.5 Hamilton Transportation Task Force Update (CM20002) (City Wide)

11. MOTIONS

11.1 Leaving Children Unattended in a Vehicle

11.2 Protection of Solicitor-Client Privilege by Separating Legal Advice from all Confidential Staff Reports and Recommendations

11.3 Feasibility of Developing a Hamilton Biodiversity Action Plan

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

14.1 Closed Session Minutes - January 15, 2020

Pursuant to Section 8.1, Sub-sections (c), (d) and (k) of the City's Procedural By-law 18-270; and, Section 239(2), Sub-sections (c), (d), 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 by the municipality or local board; labour relations or employee negotiations; 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. 2001, c. 25, s. 239 (2); 2017, c. 10, Sched. 1, s. 26.

14.2 Personnel Matter (no copy)

Pursuant to Section 8.1, Sub-section (b) of the City's Procedural By-law 18-270, and Section 239(2), Sub-section (b) of the *Ontario Municipal Act*, 2001, as amended, as the subject matter pertains to personal matters about an identifiable individual, including municipal or local board employees.

14.3 Lease Extension Agreement - Ontario Works, 250 Main Street East, Hamilton (PED20019) (Ward 2)

Pursuant to Section 8.1, Sub-section (c) of the City's Procedural By-law 18-270, and Section 239(2), Sub-section (c) of the *Ontario Municipal Act*, 2001, as amended, as the subject matter pertains to a proposed or pending acquisition or disposition of land by the municipality or local board.

14.4 Appendices "A" and "B" to Report PW19086(a), respecting the Award of Request for Proposals C11-12-19, Operations and Maintenance of the Material Recycling Facility

Discussion of Private & Confidential Appendices "A" and "B" to Report PW19086(a) would be pursuant to the City's Procedural By-law 18-270, and Section 239(2), Sub-sections (f) and (i) of the *Ontario Municipal Act*, 2001, as amended, as the subject matter pertains to advice that is subject to solicitor-client privilege, including communications necessary for that purpose, and commercial and financial information supplied in confidence to the municipality which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization. (Please refer to Item 10.2 for the public report)

14.5 Downtown Entertainment Precinct Status Update (PED18168(d)) (City Wide)

Pursuant to Section 8.1, Sub-section (k) of the City's Procedural By-law 18-270, and Section 239(2), Sub-section (k) of the *Ontario Municipal Act*, 2001, as amended, as the subject matter pertains to 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. 2001, c. 25, s. 239 (2); 2017, c. 10, Sched. 1, s. 26.

- *14.6 Update and Instructions regarding Ontario Municipal Board (now Local Planning Appeal Tribunal) Appeals of Rural and Urban Hamilton Official Plans – Urban Boundary Expansion (LS16029(a)-PED16248(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 municipality or local board; and, advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

15. ADJOURNMENT



GENERAL ISSUES COMMITTEE MINUTES 20-001

9:30 a.m.

Wednesday, January 15, 2020

Council Chambers

Hamilton City Hall

71 Main Street West

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

THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:

- 1. Transit Area Rating Review Sub-Committee Clerk's Report 19-001, December 11, 2020 (Item 7.1)**

(Pearson/Pauls)

That the Transit Area Rating Review Sub-Committee Clerk's Report 19-001, December 11, 2020, be received.

CARRIED

- 2. Assessment of the Business Retention and Expansion Plan (FCS20002) (City Wide) (Item 7.2)**

(Pearson/Pauls)

That Report FCS20002, respecting the Assessment of the Business Retention and Expansion Plan, be received.

CARRIED

3. Ottawa Street Business Improvement Area Proposed Budget and Schedule of Payment for 2020 (PED20002) (Wards 3 and 4) (Item 10.1)

(Merulla/Nann)

- (a) That the 2020 Operating Budget for the Ottawa Street Business Improvement Area, attached as Appendix "A" to Report PED20002, in the amount of \$133 K, be approved;
- (b) That the levy portion of the Operating Budget for the Ottawa Street Business Improvement Area in the amount of \$133 K, be approved;
- (c) That the General Manager of Finance and Corporate Services be hereby authorized and directed to prepare the requisite By-law, pursuant to Section 208, the *Municipal Act, 2001*, to levy the 2020 Operating Budget for the Ottawa Street Business Improvement Area;
- (d) That the following schedule of payments for the 2020 Operating Budget for the Ottawa Street Business Improvement Area, be approved:

January	\$66,500
June	\$66,500

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

YES - Ward 1 Councillor Maureen Wilson
 YES - Ward 2 Councillor Jason Farr
 YES - Ward 3 Councillor Nrinder Nann
 YES - Ward 4 Councillor Sam Merulla
 YES - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 8 Councillor John-Paul Danko
 YES - Deputy Mayor - Ward 9 Councillor Brad Clark
 YES - Mayor Fred Eisenberger
 YES - Ward 15 Councillor Judi Partridge
 NOT PRESENT - Ward 14 Councillor Terry Whitehead
 YES - Ward 13 Councillor Arlene VanderBeek
 NOT PRESENT - Ward 12 Councillor Lloyd Ferguson
 NOT PRESENT - Ward 11 Councillor Brenda Johnson
 YES - Ward 10 Councillor Maria Pearson

4. Westdale Village Business Improvement Area Proposed Budget and Schedule of Payment for 2020 (PED20003) (Ward 1) (Item 10.2)**(Wilson/Farr)**

- (a) That the 2020 Operating Budget for the Westdale Village Business Improvement Area, attached as Appendix "A" to Report PED20003, in the amount of \$125 K, be approved;
- (b) That the levy portion of the Operating Budget for the Westdale Village Business Improvement Area in the amount of \$125 K, be approved;
- (c) That the General Manager of Finance and Corporate Services be hereby authorized and directed to prepare the requisite By-law, pursuant to Section 208, *Ontario Municipal Act*, 2001, as amended, to levy the 2020 Operating Budget for the Westdale Village Business Improvement Area; and,
- (d) That the following schedule of payments for the 2020 Operating Budget for the Westdale Village Business Improvement Area, be approved:

January	\$62,500
June	\$62,500

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

YES - Ward 1 Councillor Maureen Wilson
 YES - Ward 2 Councillor Jason Farr
 YES - Ward 3 Councillor Nrinder Nann
 YES - Ward 4 Councillor Sam Merulla
 YES - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 8 Councillor John-Paul Danko
 YES - Deputy Mayor - Ward 9 Councillor Brad Clark
 YES - Mayor Fred Eisenberger
 YES - Ward 15 Councillor Judi Partridge
 NOT PRESENT - Ward 14 Councillor Terry Whitehead
 YES - Ward 13 Councillor Arlene VanderBeek
 NOT PRESENT - Ward 12 Councillor Lloyd Ferguson
 NOT PRESENT - Ward 11 Councillor Brenda Johnson
 YES - Ward 10 Councillor Maria Pearson

5. Waterdown Business Improvement Area (BIA) Proposed Budget & Schedule of Payment for 2020 (PED20004) (Ward 15) (Item 10.3)

(Partridge/VanderBeek)

- (a) That the 2020 Operating Budget for the Waterdown Business Improvement Area, attached as Appendix "A" to Report PED20004, in the amount of \$335,015, be approved;
- (b) That the levy portion of the Operating Budget for the Waterdown Business Improvement Area in the amount of \$250,000, be approved;
- (c) That the General Manager of Finance and Corporate Services be hereby authorized and directed to prepare the requisite By-law, pursuant to Section 208, *Ontario Municipal Act*, 2001, as amended, to levy the 2020 Operating Budget for the Waterdown Business Improvement Area; and,
- (d) That the following schedule of payments for the 2020 Operating Budget for the Waterdown Business Improvement Area, be approved:

January	\$125,000
June	\$125,000

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

YES - Ward 1 Councillor Maureen Wilson
 YES - Ward 2 Councillor Jason Farr
 YES - Ward 3 Councillor Nrinder Nann
 YES - Ward 4 Councillor Sam Merulla
 YES - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 8 Councillor John-Paul Danko
 YES - Deputy Mayor - Ward 9 Councillor Brad Clark
 YES - Mayor Fred Eisenberger
 YES - Ward 15 Councillor Judi Partridge
 NOT PRESENT - Ward 14 Councillor Terry Whitehead
 YES - Ward 13 Councillor Arlene VanderBeek
 NOT PRESENT - Ward 12 Councillor Lloyd Ferguson
 NOT PRESENT - Ward 11 Councillor Brenda Johnson
 YES - Ward 10 Councillor Maria Pearson

6. Stoney Creek Business Improvement Area Proposed Budget and Schedule of Payment for 2020 (PED20005) (Ward 5) (Item 10.4)

(Collins/Pearson)

- (a) That the 2020 Operating Budget for the Stoney Creek Business Improvement Area, attached as Appendix "A" to Report PED20005, in the amount of \$62,788, be approved;
- (b) That the levy portion of the Operating Budget for the Stoney Creek Business Improvement Area in the amount of \$49 K, be approved;
- (c) That the General Manager of Finance and Corporate Services be hereby authorized and directed to prepare the requisite By-law, pursuant to Section 208, *Ontario Municipal Act*, 2001, as amended, to levy the 2020 Operating Budget for the Stoney Creek Business Improvement Area;
- (d) That the following schedule of payments for the 2020 Operating Budget for the Stoney Creek Business Improvement Area, be approved:

January	\$24,500
June	\$24,500

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

YES - Ward 1 Councillor Maureen Wilson
 YES - Ward 2 Councillor Jason Farr
 YES - Ward 3 Councillor Nrinder Nann
 YES - Ward 4 Councillor Sam Merulla
 YES - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 8 Councillor John-Paul Danko
 YES - Deputy Mayor - Ward 9 Councillor Brad Clark
 YES - Mayor Fred Eisenberger
 YES - Ward 15 Councillor Judi Partridge
 NOT PRESENT - Ward 14 Councillor Terry Whitehead
 YES - Ward 13 Councillor Arlene VanderBeek
 NOT PRESENT - Ward 12 Councillor Lloyd Ferguson
 NOT PRESENT - Ward 11 Councillor Brenda Johnson
 YES - Ward 10 Councillor Maria Pearson

7. Review of Problems Associated with Increased Visitors to Waterfalls (PED18011(a)) (Ward 13) (Item 10.5)

(VanderBeek/Partridge)

That the multi-disciplinary working group, approved by City Council on March 27, 2019 to investigate the negative impacts to the Greensville and Dundas neighbourhoods associated with the increase in visitors to Webster and Tews Falls and Dundas Peak, continue to meet and report back to the Planning Committee in 2020 following the completion of a comprehensive traffic management plan for this area.

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

YES - Ward 1 Councillor Maureen Wilson
 YES - Ward 2 Councillor Jason Farr
 YES - Ward 3 Councillor Nrinder Nann
 YES - Ward 4 Councillor Sam Merulla
 YES - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 8 Councillor John-Paul Danko
 YES - Deputy Mayor - Ward 9 Councillor Brad Clark
 YES - Mayor Fred Eisenberger
 YES - Ward 15 Councillor Judi Partridge
 NOT PRESENT - Ward 14 Councillor Terry Whitehead
 YES - Ward 13 Councillor Arlene VanderBeek
 NOT PRESENT - Ward 12 Councillor Lloyd Ferguson
 NOT PRESENT - Ward 11 Councillor Brenda Johnson
 YES - Ward 10 Councillor Maria Pearson

8. Municipal Accommodation Tax (PED20009) (City Wide) (Item 10.6)

(Eisenberger/Nann)

That staff be directed to develop the structure and implementation plan for a Municipal Accommodation Tax Program in Hamilton at 4% including the required business case study, and creation of a Municipal Services Corporation (MSC), which will operate as the City of Hamilton's eligible tourism entity to receive funds from the Municipal Accommodation Tax (MAT) as required by Provincial regulation, enacting by-law and any necessary agreements, and report back to the General Issues Committee.

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

YES - Ward 1 Councillor Maureen Wilson

YES - Ward 2 Councillor Jason Farr
 YES - Ward 3 Councillor Nrinder Nann
 YES - Ward 4 Councillor Sam Merulla
 YES - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 8 Councillor John-Paul Danko
 YES - Deputy Mayor - Ward 9 Councillor Brad Clark
 YES - Mayor Fred Eisenberger
 YES - Ward 15 Councillor Judi Partridge
 NOT PRESENT - Ward 14 Councillor Terry Whitehead
 YES - Ward 13 Councillor Arlene VanderBeek
 YES - Ward 12 Councillor Lloyd Ferguson
 NOT PRESENT - Ward 11 Councillor Brenda Johnson
 YES - Ward 10 Councillor Maria Pearson

9. Commonwealth Games 2030 (PED19108(c)) (City Wide) (Item 10.7)

(Pauls/Partridge)

That staff be directed to review and analyze the Hamilton100's Hosting Proposal (Part 2) with a report back to General Issues Committee on February 19, 2020 to receive Council direction, prior to the Commonwealth Games submission deadline of March 9, 2020.

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

YES - Ward 1 Councillor Maureen Wilson
 YES - Ward 2 Councillor Jason Farr
 YES - Ward 3 Councillor Nrinder Nann
 YES - Ward 4 Councillor Sam Merulla
 YES - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 8 Councillor John-Paul Danko
 YES - Deputy Mayor - Ward 9 Councillor Brad Clark
 YES - Mayor Fred Eisenberger
 YES - Ward 15 Councillor Judi Partridge
 NOT PRESENT - Ward 14 Councillor Terry Whitehead
 YES - Ward 13 Councillor Arlene VanderBeek
 YES - Ward 12 Councillor Lloyd Ferguson
 NOT PRESENT - Ward 11 Councillor Brenda Johnson
 YES - Ward 10 Councillor Maria Pearson

10. Business Improvement Area Advisory Committee Report 19-012, December 10, 2019 (Item 10.8)**(Ferguson/Pauls)****(a) Main Street West Business Improvement Area Expenditure Request (Item 11.1)**

- (i) That the expenditure request from the Main Street West Business Improvement Area, in the amount of \$1,089.71 for the supply and installation of Christmas Decorations, to be funded from the Community Improvement Plan (CIP) Contribution Program (BIA Payments Account 815010-56905), be approved; and,
- (ii) That the expenditure request from the Main Street West Business Improvement Area, in the amount of \$900 for the balance of the costs to supply and install Christmas Decorations, to be funded from the Shared Parking Revenue Program (Parking Revenue Account 815010-45559), be approved.

(b) Locke Street Business Improvement Area Expenditure Request (Added Item 12.2)

That the expenditure request from the Locke Street Business Improvement Area, in the amount of \$11,774.03 for events and promotions around the Christmas activities and Locke Street reopening activities, to be funded from the Shared Parking Revenue Program (Parking Revenue Account 815010-45559), be approved.

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

YES - Ward 1 Councillor Maureen Wilson
 YES - Ward 2 Councillor Jason Farr
 YES - Ward 3 Councillor Nrinder Nann
 YES - Ward 4 Councillor Sam Merulla
 YES - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 8 Councillor John-Paul Danko
 YES - Deputy Mayor - Ward 9 Councillor Brad Clark
 YES - Mayor Fred Eisenberger
 YES - Ward 15 Councillor Judi Partridge
 NOT PRESENT - Ward 14 Councillor Terry Whitehead
 NOT PRESENT - Ward 13 Councillor Arlene VanderBeek
 YES - Ward 12 Councillor Lloyd Ferguson

NOT PRESENT - Ward 11 Councillor Brenda Johnson
YES - Ward 10 Councillor Maria Pearson

**11. School Board Properties Sub-Committee Report 19-003, December 17, 2019
(Item 10.9)**

(Partridge/Eisenberger)

(a) Hamilton-Wentworth District School Board Property at 1284 Main Street East, Hamilton (PED19162) (Ward 4) (Item 10.1)

- (i) That the Real Estate Section of the Planning and Economic Development Department be authorized and directed to advise the Hamilton-Wentworth District School Board (HWDSB) that the City of Hamilton does not have an interest in acquiring its property located at 1284 Main Street East, Hamilton, as shown on Appendix “A” attached to Report PED19162; and,
- (ii) That the Real Estate Section of the Economic Development Division of the Planning and Economic Development Department be directed to advise the Hamilton-Wentworth District School Board (HWDSB) of the City of Hamilton’s site development requirements, as identified in Appendix “B” attached to Report PED19162.

(b) Hamilton-Wentworth District School Board Property at 1020 Upper Paradise Road, Hamilton (Falkirk West Vacant Site) (PED19235) (Ward 14) (Item 10.2)

- (i) That the Real Estate Section of the Planning and Economic Development Department be authorized and directed to advise the Hamilton-Wentworth District School Board (HWDSB) that the City of Hamilton does not have an interest in acquiring its property located at 1020 Upper Paradise Road, Hamilton (Falkirk West Vacant Site), as shown on Appendix “A” attached to Report PED19235; and,
- (ii) That the Real Estate Section of the Economic Development Division of the Planning and Economic Development Department be directed to advise the Hamilton-Wentworth District School Board (HWDSB) of the City of Hamilton’s site development requirements, as identified in Appendix “B” attached to Report PED19235.

(c) Hamilton-Wentworth District School Board Property at 65 Frances Avenue, Stoney Creek (PED19239) (Ward 10) (Item 10.3)

- (i) That the Real Estate Section of the Planning and Economic Development Department be authorized and directed to advise the Hamilton-Wentworth District School Board (HWDSB) that the City of Hamilton does not have an interest in acquiring its property located at 65 Frances Avenue, Stoney Creek, as shown on Appendix "A" attached to Report PED19239; and,
- (ii) That the Real Estate Section of the Economic Development Division of the Planning and Economic Development Department be directed to advise the Hamilton-Wentworth District School Board (HWDSB) of the City of Hamilton's site development requirements, as identified in Appendix "B" attached to Report PED19239.

(d) Proposed City-Initiated Rezoning of the Land Located at 65 Frances Avenue, Stoney Creek (Added Item 11.1)

- (i) That the land located at 65 Frances Avenue, Stoney Creek, be referred to the Planning Committee for consideration on a proposed City-initiated rezoning of the land to open space; and,
- (ii) That staff be directed to communicate to the Hamilton-Wentworth District School Board that the Hamilton Conservation Authority be pursued as a potential purchaser of the property located at 65 Frances Avenue, Stoney Creek.

Result: Motion CARRIED by a vote of 11 to 1, as follows:

NO - Ward 1 Councillor Maureen Wilson
 YES - Ward 2 Councillor Jason Farr
 YES - Ward 3 Councillor Nrinder Nann
 YES - Ward 4 Councillor Sam Merulla
 YES - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 7 Councillor Esther Pauls
 CONFLICT - Ward 8 Councillor John-Paul Danko
 YES - Deputy Mayor - Ward 9 Councillor Brad Clark
 YES - Mayor Fred Eisenberger
 YES - Ward 15 Councillor Judi Partridge
 NOT PRESENT - Ward 14 Councillor Terry Whitehead
 NOT PRESENT - Ward 13 Councillor Arlene VanderBeek
 YES - Ward 12 Councillor Lloyd Ferguson

NOT PRESENT - Ward 11 Councillor Brenda Johnson
YES - Ward 10 Councillor Maria Pearson

12. West Harbour Development Sub-Committee Report 19-004, December 18, 2019 (Item 10.10)

(Farr/Eisenberger)

(a) Piers 6-8 Interim Parking (PW17076(a)) (Item 7.1)

That Report PW17076(a), respecting Piers 6-8 Interim Parking, be received.

(b) Piers 6 and 7 Land Disposition Plan (PED19191(b)) (Ward 2) (Item 10.1)

- (i) That Area 1 comprised of approximately 1,066.00 square meters; Area 2 comprised of approximately 1,483.38 square meters; Area 3 comprised of approximately 1,221.29 square meters; and, Area 4 comprised of approximately 1,342.50 square meters be individually severed from the portion of the lands commonly known as Piers 5, 6 & 7 comprising part of the West Harbour and more specifically all part of PIN 175790165 (LT), as depicted in Appendix "A" attached to Report PED19191(b), (final property limits to be determined by survey) and declared surplus to the requirements of the City of Hamilton, in accordance with the "Procedural By-law for the Sale of Land", being By-law No. 04-299;
- (ii) That staff from the Real Estate Section of the Economic Development Division of the Planning and Economic Development Department be authorized and directed to sell the lands known as Areas 1 to 4 of Pier 6 and 7, in accordance with the "Procedural By-law for the Sale of Land", being By-Law 04-299, and include the proposed terms and conditions of a structured transactional offering as outlined in Report PED19191(b);
- (iii) That the General Manager, Planning and Economic Development Department, or designate, be authorized and directed to negotiate and enter into the relevant real estate agreements (e.g. Agreement of Purchase and Sale), on terms and conditions consistent with those outlined in Report PED19191(b), including the imposition of covenants and contractual performance obligations, and such other terms and conditions deemed appropriate by the General Manager, Planning and Economic Development;

- (iv) That the net proceeds of the sale of each of the lands known as Area 1 to 4 of Pier 6 and 7 be deposited in capital project 4411606002 entitled “West Harbour Real Estate Disposition” and that all associated legal costs, appraisal fees, real estate and legal fees, environmental and geotechnical studies (if required), survey and property maintenance costs related to each of the subject properties be sourced from this account;
- (v) That the City Solicitor be authorized to complete the transactions for the disposition of the lands known as Area 1 to 4 of Pier 6 and 7 on behalf of the City, including paying any necessary expenses, amending the closing, due diligence and other dates, and amending and waiving terms and conditions on such terms as she considers reasonable; and,
- (vi) That Mayor and Clerk be authorized and directed to execute any resultant necessary documents associated to the disposition of the lands known as Area 1 to 4 of Pier 6 and 7 as contemplated in this Report PED19191(b), in a form satisfactory to the City Solicitor.

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

YES - Ward 1 Councillor Maureen Wilson
 YES - Ward 2 Councillor Jason Farr
 YES - Ward 3 Councillor Nrinder Nann
 YES - Ward 4 Councillor Sam Merulla
 YES - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 8 Councillor John-Paul Danko
 YES - Deputy Mayor - Ward 9 Councillor Brad Clark
 YES - Mayor Fred Eisenberger
 YES - Ward 15 Councillor Judi Partridge
 NOT PRESENT - Ward 14 Councillor Terry Whitehead
 NOT PRESENT - Ward 13 Councillor Arlene VanderBeek
 YES - Ward 12 Councillor Lloyd Ferguson
 NOT PRESENT - Ward 11 Councillor Brenda Johnson
 YES - Ward 10 Councillor Maria Pearson

13. Advisory Committee for Persons with Disabilities Report 19-011, December 10, 2019 (Item 10.11)**(Pearson/Pauls)****(a) Advisory Committee for Persons with Disabilities Working Group Review (Item 10.1)**

- (i) That a Built Environment Working Group of the Advisory Committee for Persons with Disabilities be established for the remainder of the 2018 – 2022 Term of Council and be comprised of the following Members:

- (1) Shahan Aaron
- (2) Patty Cameron
- (3) Jayne Cardno
- (4) Michele Dent
- (5) Anthony Frisina
- (6) James Kemp
- (7) Paula Kilburn
- (8) Aznive Mallet
- (9) Tom Manzuk
- (10) Tim Nolan

- (ii) That a Housing Issues Working Group of the Advisory Committee for Persons with Disabilities be established for the remainder of the 2018 – 2022 Term of Council and be comprised of the following Members:

- (1) Jayne Cardno
- (2) Michele Dent
- (3) Lance Dingman
- (4) Anthony Frisina
- (5) James Kemp
- (6) Paula Kilburn
- (7) Tom Manzuk

- (iii) That a Transportation Working Group of the Advisory Committee for Persons with Disabilities be established for the remainder of the 2018 – 2022 Term of Council and be comprised of the following Members:

- (1) Shahan Aaron
- (2) Anthony Frisina

- (3) James Kemp
- (4) Paula Kilburn
- (5) Aznive Mallett
- (6) Tom Manzuk
- (7) Mark McNeil
- (8) Tim Murphy
- (9) Kim Nolan
- (10) Tim Nolan

- (b) That Mary Sinclair and Robert Semkow be invited to attend meetings of the Built Environment Working Group, Housing Issues Working Group, and Transportation Working Group of the Advisory Committee for Persons with Disabilities on an ongoing basis to provide subject-matter expertise, as required.

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

YES - Ward 1 Councillor Maureen Wilson
 NOT PRESENT - Ward 2 Councillor Jason Farr
 YES - Ward 3 Councillor Nrinder Nann
 YES - Ward 4 Councillor Sam Merulla
 YES - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 8 Councillor John-Paul Danko
 YES - Deputy Mayor - Ward 9 Councillor Brad Clark
 YES - Mayor Fred Eisenberger
 YES - Ward 15 Councillor Judi Partridge
 NOT PRESENT - Ward 14 Councillor Terry Whitehead
 YES - Ward 13 Councillor Arlene VanderBeek
 YES - Ward 12 Councillor Lloyd Ferguson
 NOT PRESENT - Ward 11 Councillor Brenda Johnson
 YES - Ward 10 Councillor Maria Pearson

14. LRT/Provincial Taskforce Update (PED20033) (City Wide) (Item 10.12)

(Eisenberger/Ferguson)

That Report PED20033, respecting an LRT/Provincial Taskforce Update, be received.

CARRIED

**15. Feasibility of Locating a New Arena on the Hamilton Mountain (PED20008)
(City Wide) (Item 10.13)**

(Eisenberger/Farr)

That staff be directed to take no further action on the unsolicited proposal attached as confidential Appendix "A" to report PED20008.

Result: Motion CARRIED by a vote of 11 to 3, as follows:

YES - Ward 1 Councillor Maureen Wilson
 YES - Ward 2 Councillor Jason Farr
 YES - Ward 3 Councillor Nrinder Nann
 NOT PRESENT - Ward 4 Councillor Sam Merulla
 YES - Ward 5 Councillor Chad Collins
 NO - Ward 6 Councillor Tom Jackson
 NO - Ward 7 Councillor Esther Pauls
 YES - Ward 8 Councillor John-Paul Danko
 YES - Deputy Mayor - Ward 9 Councillor Brad Clark
 YES - Mayor Fred Eisenberger
 YES - Ward 15 Councillor Judi Partridge
 NO - Ward 14 Councillor Terry Whitehead
 YES - Ward 13 Councillor Arlene VanderBeek
 NOT PRESENT - Ward 12 Councillor Lloyd Ferguson
 YES - Ward 11 Councillor Brenda Johnson
 YES - Ward 10 Councillor Maria Pearson

16. GRIDS 2 Transportation and Infrastructure Assessment (Item 11.2)

(Clark/Collins)

WHEREAS, the City is undertaking an update to GRIDS, known as GRIDS 2, which is a long-term growth strategy to allocate forecasted population and employment growth from 2031 to 2041;

WHEREAS, approaches and options for the allocation of growth will have impacts on infrastructure needs, and further, that needs may vary by growth option;

WHEREAS, infrastructure needs associated with growth may include new transportation corridors, road capacity enhancements, urbanization of rural cross-sections within or adjacent to growth areas, higher-order transit improvements, and new multi-modal infrastructure, in addition to municipal service upgrades;

WHEREAS, historically, infrastructure for new growth areas has typically been delivered concurrently with development by the private sector and financed through development agreements, or subsequent to development by the City using Development Charge revenues;

WHEREAS, the practice of relying on the private sector to front-end and construct growth-related infrastructure can be advantageous, some potential shortcomings include the potential for delayed delivery of complete networks (e.g. piecemeal corridor construction) and the potential for under-estimation of multi-modal needs and opportunities (e.g. sidewalks, transit upgrades, cycling infrastructure), which are indirectly triggered by development;

WHEREAS, an alternative model whereby major infrastructure is delivered in advance of development may help address problems created by piece-meal infrastructure development;

WHEREAS, alternative approaches to front-ending infrastructure may have an influence on the evaluation of growth options being considered as part of GRIDS 2;

THEREFORE, BE IT RESOLVED:

- (a) That staff be directed to undertake a transportation infrastructure needs assessment for growth areas, as part of the analysis being undertaken as part of GRIDS 2, at an estimated cost of \$150,000, to be funded from Reserve 110324 DC Admin Studies – Hard – Residential (\$94,500) and Reserve 110325 DC Admin Studies – Hard – Non-Residential (\$55,500), with that analysis to:
 - (i) focus on areas of significant change to include, but not be limited to, Upper Stoney Creek;
 - (ii) include the implications of a model whereby major transportation infrastructure is front-ended to occur in advance of major development activity; and,
 - (iii) The evaluation of growth options under GRIDS 2 include criteria that reflects the implications of a front-ended infrastructure model.

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

YES - Ward 1 Councillor Maureen Wilson
NOT PRESENT - Ward 2 Councillor Jason Farr
YES - Ward 3 Councillor Nrinder Nann
NOT PRESENT - Ward 4 Councillor Sam Merulla

YES - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 8 Councillor John-Paul Danko
 YES - Deputy Mayor - Ward 9 Councillor Brad Clark
 NOT PRESENT - Mayor Fred Eisenberger
 YES - Ward 15 Councillor Judi Partridge
 NOT PRESENT - Ward 14 Councillor Terry Whitehead
 YES - Ward 13 Councillor Arlene VanderBeek
 YES - Ward 12 Councillor Lloyd Ferguson
 NOT PRESENT - Ward 11 Councillor Brenda Johnson
 NOT PRESENT - Ward 10 Councillor Maria Pearson

17. GRIDS 2 Transportation and Infrastructure Assessment – Hamilton-Halton Home Builders’ Association (Item 11.3)

(Whitehead/Clark)

That staff be directed to consult with the Hamilton-Halton Home Builders’ Association with respect to the GRIDS 2 Transportation and Infrastructure Assessment.

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

YES - Ward 1 Councillor Maureen Wilson
 YES - Ward 2 Councillor Jason Farr
 YES - Ward 3 Councillor Nrinder Nann
 NOT PRESENT - Ward 4 Councillor Sam Merulla
 NOT PRESENT - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 8 Councillor John-Paul Danko
 YES - Deputy Mayor - Ward 9 Councillor Brad Clark
 YES - Mayor Fred Eisenberger
 YES - Ward 15 Councillor Judi Partridge
 YES - Ward 14 Councillor Terry Whitehead
 YES - Ward 13 Councillor Arlene VanderBeek
 NOT PRESENT - Ward 12 Councillor Lloyd Ferguson
 YES - Ward 11 Councillor Brenda Johnson
 YES - Ward 10 Councillor Maria Pearson

18. Amalgamated Transit Union Local 107 - Ratification of the Collective Agreement (HUR20001) (City Wide) (Item 14.1)

(Jackson/Eisenberger)

- (a) That the tentative agreement reached on December 18, 2019 between the City of Hamilton and the Amalgamated Transit Union, Local 107 (ATU) representing 804 employees, be ratified by Council; and,
- (b) That Report HUR20001 respecting the Amalgamated Transit Union, Local 107, Ratification of Collective Agreement remain confidential.

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

YES - Ward 1 Councillor Maureen Wilson
 YES - Ward 2 Councillor Jason Farr
 YES - Ward 3 Councillor Nrinder Nann
 NOT PRESENT - Ward 4 Councillor Sam Merulla
 NOT PRESENT - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 NOT PRESENT - Ward 7 Councillor Esther Pauls
 YES - Ward 8 Councillor John-Paul Danko
 YES - Deputy Mayor - Ward 9 Councillor Brad Clark
 YES - Mayor Fred Eisenberger
 YES - Ward 15 Councillor Judi Partridge
 YES - Ward 14 Councillor Terry Whitehead
 YES - Ward 13 Councillor Arlene VanderBeek
 NOT PRESENT - Ward 12 Councillor Lloyd Ferguson
 YES - Ward 11 Councillor Brenda Johnson
 YES - Ward 10 Councillor Maria Pearson

19. Proposed Acquisition of Land - Lloyd Street, Hamilton (PED20017) (Ward 3) (Item 14.2)

(Nann/Wilson)

That Report PED20017, respecting the Proposed Acquisition of Land - Lloyd Street, Hamilton remain confidential until completion of the real estate transaction, with the exception of Appendices "B" and "C" of Report PED20017, which will remain confidential and not be released as public documents.

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

YES - Ward 1 Councillor Maureen Wilson
 YES - Ward 2 Councillor Jason Farr
 YES - Ward 3 Councillor Nrinder Nann

NOT PRESENT - Ward 4 Councillor Sam Merulla
 NOT PRESENT - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 8 Councillor John-Paul Danko
 YES - Deputy Mayor - Ward 9 Councillor Brad Clark
 YES - Mayor Fred Eisenberger
 YES - Ward 15 Councillor Judi Partridge
 YES - Ward 14 Councillor Terry Whitehead
 YES - Ward 13 Councillor Arlene VanderBeeK
 NOT PRESENT - Ward 12 Councillor Lloyd Ferguson
 YES - Ward 11 Councillor Brenda Johnson
 YES - Ward 10 Councillor Maria Pearson

**20. Downtown Entertainment Precinct Status Update (PED18168(c)) (City Wide)
(Item 14.3)**

(Eisenberger/Farr)

- (a) That Report PED18168(c), respecting the Downtown Entertainment Precinct Status Update, be received; and,
- (b) That Report PED18168(c), respecting the Downtown Entertainment Precinct Status Update, remain confidential.

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

YES - Ward 1 Councillor Maureen Wilson
 YES - Ward 2 Councillor Jason Farr
 YES - Ward 3 Councillor Nrinder Nann
 NOT PRESENT - Ward 4 Councillor Sam Merulla
 NOT PRESENT - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 8 Councillor John-Paul Danko
 YES - Deputy Mayor - Ward 9 Councillor Brad Clark
 YES - Mayor Fred Eisenberger
 YES - Ward 15 Councillor Judi Partridge
 NO - Ward 14 Councillor Terry Whitehead
 YES - Ward 13 Councillor Arlene VanderBeeK
 NOT PRESENT - Ward 12 Councillor Lloyd Ferguson
 YES - Ward 11 Councillor Brenda Johnson
 YES - Ward 10 Councillor Maria Pearson

FOR INFORMATION:**(a) APPROVAL OF AGENDA (Item 2)**

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

5. COMMUNICATIONS

5.1 Correspondence respecting Item 3 of the School Board Properties Sub-Committee Report 19-003, as it relates to Report PED19239 - Hamilton-Wentworth District School Board Property at 65 Frances Avenue, Stoney Creek (Ward 10) (Item 10.9)

- (a) Lakewood Beach Community Council
- (b) Sherry Hayes and Dennis Facia
- (c) D. and P. Stanford
- (d) Alexandra Kamphuis
- (e) Debbie Martin
- (f) Linda McEneny
- (g) Susan Easson

Recommendation: Be received and referred to consideration of Item 10.9.

5.2 Suzanne Mammel, CEO - Hamilton-Halton Home Builders' Association, respecting Item 11.2 - GRIDS 2 Transportation and Infrastructure Assessment

Recommendation: Be received and referred to consideration of Item 11.2.

6. DELEGATION REQUESTS

6.2 Dave Steeves, Stelco Fishing Club and Area Angling Clubs, respecting a Request for a Free Public Boat Launch at Fisherman's Pier (For a future GIC)

- 6.3 Don McLean, Hamilton 350 Committee, respecting the City's Climate Emergency (For the February 5, 2020 GIC)
- 6.4 Tom Ker, respecting Item 10.13 - Report PED20008, Feasibility of Locating a New Arena on the Hamilton Mountain (For today's meeting.)
- 6.5 Greg Maychak, Cecelia Carter-Smith and Jasper Kujavsky, Hamilton100 Commonwealth Games Bid Corporation, respecting Item 10.7 - Report PED19108(c) - Commonwealth Games 2030 (For today's meeting.)

12. NOTICES OF MOTION

- 12.1 Protection of Solicitor-Client Privilege by Separating Legal Advice from all Confidential Staff Reports and Recommendations
- 12.2 Leaving Children Unattended in a Vehicle
- 12.3 Feasibility of Developing a Hamilton Biodiversity Action Plan

(VanderBeek/Partridge)

That the agenda for the January 15, 2020 General Issues Committee meeting, be approved, as amended.

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

YES - Ward 1 Councillor Maureen Wilson
 NOT PRESENT - Ward 2 Councillor Jason Farr
 YES - Ward 3 Councillor Nrinder Nann
 YES - Ward 4 Councillor Sam Merulla
 NOT PRESENT - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 8 Councillor John-Paul Danko
 YES - Deputy Mayor - Ward 9 Councillor Brad Clark
 YES - Mayor Fred Eisenberger
 YES - Ward 15 Councillor Judi Partridge
 NOT PRESENT - Ward 14 Councillor Terry Whitehead
 YES - Ward 13 Councillor Arlene VanderBeek
 NOT PRESENT - Ward 12 Councillor Lloyd Ferguson
 NOT PRESENT - Ward 11 Councillor Brenda Johnson
 YES - Ward 10 Councillor Maria Pearson

(b) DECLARATIONS OF INTEREST (Item 3)

Councillor J. P. Danko declared an interest to Item 10.9 - School Board Properties Sub-Committee Report 19-003, December 17, 2019, as his wife is the Vice Chair of the Hamilton-Wentworth District School Board.

Councillor L. Ferguson declared a potential interest to Item 14.2 – Report PED20017 – Proposed Acquisition of Land – Lloyd Street, Hamilton, as a member of his extended family owns one of the companies noted in the report.

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

(Merulla/Nann)

That the following minutes of the General Issues Committee meetings be approved, as presented.

- (i) December 4, 2019 (Item 4.1)
- (ii) December 9, 2020 (Item 4.2)

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

YES - Ward 1 Councillor Maureen Wilson
 NOT PRESENT - Ward 2 Councillor Jason Farr
 YES - Ward 3 Councillor Nrinder Nann
 YES - Ward 4 Councillor Sam Merulla
 NOT PRESENT - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 8 Councillor John-Paul Danko
 YES - Deputy Mayor - Ward 9 Councillor Brad Clark
 YES - Mayor Fred Eisenberger
 YES - Ward 15 Councillor Judi Partridge
 NOT PRESENT - Ward 14 Councillor Terry Whitehead
 YES - Ward 13 Councillor Arlene VanderBeek
 NOT PRESENT - Ward 12 Councillor Lloyd Ferguson
 NOT PRESENT - Ward 11 Councillor Brenda Johnson
 YES - Ward 10 Councillor Maria Pearson

(d) COMMUNICATIONS (Item 5)

- (i) Correspondence respecting Item 3 of the School Board Properties Sub-Committee Report 19-003, as it relates to Report PED19239 - Hamilton-Wentworth District School Board Property at 65 Frances Avenue, Stoney Creek (Ward 10) (Item 10.9) (Item 5.1)**

(Pearson/VanderBeek)

That the following items of correspondence be received and referred to consideration of Item 10.9 - the School Board Properties Sub-Committee Report 19-003, as it relates to Report PED19239 - Hamilton-Wentworth District School Board Property at 65 Frances Avenue, Stoney Creek:

- (1) Lakewood Beach Community Council
- (2) Sherry Hayes and Dennis Facia
- (3) D. and P. Stanford
- (4) Alexandra Kamphuis
- (5) Debbie Martin
- (6) Linda McEneny
- (7) Susan Easson

CARRIED

For disposition of this matter, please refer to Item 11(c).

- (ii) Suzanne Mammel, CEO - Hamilton-Halton Home Builders' Association, respecting Item 11.2 - GRIDS 2 Transportation and Infrastructure Assessment (Item 5.2)**

(Partridge/Eisenberger)

That the correspondence from Suzanne Mammel, CEO - Hamilton-Halton Home Builders' Association, respecting Item 11.2 - GRIDS 2 Transportation and Infrastructure Assessment, be received and referred to consideration of Item 11.2.

CARRIED

For disposition of this matter, please refer to Items 16 and 17.

(e) DELEGATION REQUESTS (Item 6)

(VanderBeek/Pearson)

That the following delegation requests be approved, as follows:

- (i) Paven R. Bratch, MetroPartners Inc., respecting an Opportunity for a Downtown Technology Centre (For a future GIC) (Item 6.1)
- (ii) Dave Steeves, Stelco Fishing Club and Area Angling Clubs, respecting a Request for a Free Public Boat Launch at Fisherman's Pier (For a future GIC) (Item 6.2)
- (iii) Don McLean, Hamilton 350 Committee, respecting the City's Climate Emergency (For the February 5, 2020 GIC) (Item 6.3)
- (iv) Tom Ker, respecting Item 10.13 - Report PED20008, Feasibility of Locating a New Arena on the Hamilton Mountain (For the January 15, 2020 GIC) (Item 6.4)
- (v) Greg Maychak, Cecelia Carter-Smith and Jasper Kujavsky, Hamilton100 Commonwealth Games Bid Corporation, respecting Item 10.7 - Report PED19108(c) - Commonwealth Games 2030 (For the January 15, 2020 GIC) (Item 6.5)

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

YES - Ward 1 Councillor Maureen Wilson
 NOT PRESENT - Ward 2 Councillor Jason Farr
 YES - Ward 3 Councillor Nrinder Nann
 YES - Ward 4 Councillor Sam Merulla
 NOT PRESENT - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 8 Councillor John-Paul Danko
 YES - Deputy Mayor - Ward 9 Councillor Brad Clark
 YES - Mayor Fred Eisenberger
 YES - Ward 15 Councillor Judi Partridge
 NOT PRESENT - Ward 14 Councillor Terry Whitehead
 YES - Ward 13 Councillor Arlene VanderBeek
 NOT PRESENT - Ward 12 Councillor Lloyd Ferguson
 NOT PRESENT - Ward 11 Councillor Brenda Johnson
 YES - Ward 10 Councillor Maria Pearson

(f) PUBLIC HEARINGS / DELEGATIONS (Item 8)

(i) James Chase, Public Consultation Process respecting the Wentworth Lodge Lands (Item 8.1)

James Chase addressed Committee respecting the public consultation process respecting the Wentworth Lodge lands.

(VanderBeek/Pearson)

That the delegation provided by James Chase, Public Consultation Process respecting the Wentworth Lodge Lands, be received.

CARRIED

(ii) Tom Ker, respecting Item 10.13 - Report PED20008, Feasibility of Locating a New Arena on the Hamilton Mountain (Item 8.2)

Tom Ker addressed Committee respecting Item 10.13 - Report PED20008, Feasibility of Locating a New Arena on the Hamilton Mountain.

(Partridge/Danko)

That the delegation provided by Tom Ker, respecting Item 10.13 - Report PED20008, Feasibility of Locating a New Arena on the Hamilton Mountain, be received.

CARRIED

For disposition of this matter, please refer to Item 15.

(iii) Greg Maychak, Cecelia Carter-Smith and Jasper Kujavsky, Hamilton100 Commonwealth Games Bid Corporation, respecting Item 10.7 - Report PED19108(c) - Commonwealth Games 2030 (Item 8.3)

Greg Maychak, Cecelia Carter-Smith and Jasper Kujavsky, Hamilton100 Commonwealth Games Bid Corporation, addressed Committee respecting Item 10.7 - Report PED19108(c) - Commonwealth Games 2030.

(Partridge/Pearson)

That the delegation provided by Greg Maychak, Cecelia Carter-Smith and Jasper Kujavsky, Hamilton100 Commonwealth Games Bid Corporation, respecting Item 10.7 - Report PED19108(c) - Commonwealth Games 2030, be received.

CARRIED

For disposition of the above matter, please refer to Item 9.

(g) DISCUSSION ITEMS (Item 10)**(i) Feasibility of Locating a New Arena on the Hamilton Mountain (PED20008) (City Wide) (Item 10.13)****(Whitehead/Pauls)**

That Report PED20008, respecting the Feasibility of Locating a New Arena on the Hamilton Mountain, be DEFERRED until the February 5, 2020 meeting, pending further information.

Result: Motion DEFEATED by a vote of 10 to 4, as follows:

NO - Ward 1 Councillor Maureen Wilson
 NO - Ward 2 Councillor Jason Farr
 NO - Ward 3 Councillor Nrinder Nann
 NOT PRESENT - Ward 4 Councillor Sam Merulla
 NO - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 7 Councillor Esther Pauls
 NO - Ward 8 Councillor John-Paul Danko
 YES - Deputy Mayor - Ward 9 Councillor Brad Clark
 NO - Mayor Fred Eisenberger
 NO - Ward 15 Councillor Judi Partridge
 YES - Ward 14 Councillor Terry Whitehead
 NO - Ward 13 Councillor Arlene VanderBeek
 NOT PRESENT - Ward 12 Councillor Lloyd Ferguson
 NO - Ward 11 Councillor Brenda Johnson
 NO - Ward 10 Councillor Maria Pearson

For disposition of this matter, please refer to Item 15.

(h) MOTIONS (Item 11)

Councillor J. Farr WITHDREW the following Motion:

(i) Options to Reduce Use of Municipal Law Enforcement Vehicles (Item 11.1)

WHEREAS, City Council has unanimously declared a Climate Crisis;

WHEREAS, vehicles are a major contributor to green-house gas emissions;

WHEREAS, there are approximately 35 cars that make up part of the Municipal Law Enforcement Fleet;

WHEREAS, reducing the use of vehicles, particularly lone occupant vehicles, will likely translate to a reduction in operating costs; and,

WHEREAS, cycling, transit and walking are good for the environment and a healthy model option of transportation for City of Hamilton employees;

THEREFORE, BE IT RESOLVED:

That, in an effort to lead by example as the City of Hamilton during this officially declared Climate Crisis, the appropriate staff be requested to report back to Planning Committee and/or the 2020 Operating Budget Process on considerations respecting reducing the amount of vehicle use by MLE staff during day-to-day operations that may include, but not be limited to, cycling, transit, car share and car-pooling.

(i) NOTICES OF MOTION (Item 12)

Councillor B. Clark introduced the following Notice of Motion:

(i) Protection of Solicitor-Client Privilege by Separating Legal Advice from all Confidential Staff Reports and Recommendations (Item 12.1)

WHEREAS, the Solicitor-Client privilege is a legal concept that enables the client to entrust with their lawyers confidential and private information and enables their lawyer to provide unfettered and confidential advice to their client;

WHEREAS, the Supreme Court of Canada has called Solicitor-Client Privilege, “a principal of fundamental justice and civil right of supreme importance in Canadian law.” (Lavallee, Rackel & Heintz v. Canada (Attorney General); White, Ottenheimer & Baker v. Canada (Attorney General); R. v. Fink, [2002] 3 S.C.R. 209, 2002 SCC 61);

WHEREAS, the Solicitor-client privilege is solely the clients’ and as such only the client can voluntarily waive the privilege;

WHEREAS, it has been past practice of Hamilton’s Senior Leadership Team to provide confidential staff reports that are a hybrid of staff information, recommendations and legal advice;

WHEREAS, concerns have been expressed that any public release of such reports could mean a waiver of Solicitor-Client privilege;

THEREFORE, BE IT RESOLVED:

That the City Manager and City Solicitor be directed to implement a policy, by March 31, 2020, requiring the separation of any legal advice from all confidential staff reports, with any such legal advice to be provided as an appendix to be attached to the corresponding confidential staff report.

The following Notice of Motion will be placed in the February 5, 2020 agenda as a Motion:

(ii) Leaving Children Unattended in a Vehicle (Item 12.2)

WHEREAS, the Province of Quebec, under section 380 of the *Highway Safety Code* Chapter C-24. 2, prohibits a person from leaving a child under the age of 7 unattended in a vehicle;

WHEREAS, section 218 of the *Criminal Code* and Section 136 of the *Child, Youth and Family Services Act*, S.O. 2017, c. 14. Sched.1 prohibits abandoning a child, there is no explicit provision in Ontario to prohibit a person from leaving a child unattended in a vehicle;

WHEREAS, the Province of Ontario under the *Highway Traffic Act*, RSO 1990, c. H. 8, does not have adequate language that prohibits a person from leaving a child unattended in a vehicle;

WHEREAS, the Province of Quebec is the only province with an age limit for leaving children unattended in a vehicle; and,

WHEREAS, there have been concerns of the health and safety of children being left unattended in vehicles in the City of Hamilton.

THEREFORE, BE IT RESOLVED:

- (a) That the Mayor correspond with the Premier of Ontario, the Minister of Transportation and local Members of Provincial Parliament to request that the Province consider adopting similar provisions to Quebec, specially that a person is prohibited from leaving a child under the age of 7 unattended in a vehicle; and,

- (b) That a copy of the correspondence be forwarded to other Ontario municipalities and the Association of Municipalities of Ontario requesting their endorsement.

Councillor B. Clark introduced the following Notice of Motion:

(iii) Feasibility of Developing a Hamilton Biodiversity Action Plan (Item 12.3)

WHEREAS, the scientific consensus is that habitat loss and climate change together have triggered mass extinction of life on earth and that 60% of all wildlife worldwide has been lost since 1970;

WHEREAS, increasing and/or enhancing biodiversity within ecosystems benefits all species, including humans, and provides ecological services such as pollination services, climate resiliency and stability, as well as providing beautiful green spaces that support the wellbeing and mental health of individuals and communities;

WHEREAS, enhancing biodiversity is a “nature-based solution” to climate impacts, such as managing flooding by storing water, significantly reducing air pollution by sequestering carbon, filtering out harmful particulates, and cooling, thereby reducing the harmful effects of heatwaves and increasing the quality and resilience of infrastructure at lower costs and reduced risk;

WHEREAS, cities have a critical role to play in the biodiversity crisis and the climate change crisis and a Biodiversity Action Plan for Hamilton will help the City of Hamilton and conservation partners to protect and restore Hamilton’s biodiversity;

WHEREAS, Hamilton is addressing the climate crisis with the Climate Change Task Force and a Biodiversity Action Plan can help to mitigate the climate crisis with nature-based solutions to help address serious issues like storm water management and temperature amelioration and reduction of urban heat island. The Biodiversity Action Plan will complement the Climate Change Task Force workplan;

WHEREAS, the development of the Biodiversity Action Plan will foster environmental awareness and sustainability and increase interactions and engagement among community stewards;

WHEREAS, the Biodiversity Action Plan allows the City of Hamilton to highlight and align initiatives already in place and further engage local

communities in an environment of creativity and innovation which will promote a healthier life for our community; and,

WHEREAS, many other municipalities have developed Biodiversity Strategies that can be used as resources for Hamilton (ex. Toronto, Calgary, Edmonton, Vancouver);

THEREFORE, BE IT RESOLVED:

That the appropriate staff be directed to investigate the feasibility and resources required to develop a Biodiversity Action Plan for Hamilton in collaboration with the conservation and report back to the General Issues Committee.

(i) PRIVATE & CONFIDENTIAL (Item 14)

(Ferguson/Partridge)

That Committee move into Closed Session respecting Items 14.1 to 14.4, pursuant to Section 8.1, Sub-sections (c), (d) and (k) of the City's Procedural By-law 18-270; and, Section 239(2), Sub-sections (c), (d), 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 by the municipality or local board; labour relations or employee negotiations; 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. 2001, c. 25, s. 239 (2); 2017, c. 10, Sched. 1, s. 26.

Result: Motion CARRIED by a vote of 9 to 1, as follows:

YES - Ward 1 Councillor Maureen Wilson
 NOT PRESENT - Ward 2 Councillor Jason Farr
 YES - Ward 3 Councillor Nrinder Nann
 NOT PRESENT - Ward 4 Councillor Sam Merulla
 YES - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 7 Councillor Esther Pauls
 NO - Ward 8 Councillor John-Paul Danko
 YES - Deputy Mayor - Ward 9 Councillor Brad Clark
 NOT PRESENT - Mayor Fred Eisenberger
 YES - Ward 15 Councillor Judi Partridge
 NOT PRESENT - Ward 14 Councillor Terry Whitehead
 YES - Ward 13 Councillor Arlene VanderBeek
 YES - Ward 12 Councillor Lloyd Ferguson
 NOT PRESENT - Ward 11 Councillor Brenda Johnson

NOT PRESENT - Ward 10 Councillor Maria Pearson

(j) ADJOURNMENT (Item 15)

(VanderBeek/Eisenberger)

That there being no further business, the General Issues Committee be adjourned at 5:03 p.m.

CARRIED

Respectfully submitted,

Deputy Mayor, B. Clark
Chair, General Issues Committee

Stephanie Paparella
Legislative Coordinator,
Office of the City Clerk

5.1

----- Original message -----

From: PJ Mercanti <pjmercanti@carmensgroup.com>

Date: 2020-01-23 5:43 PM (GMT-05:00)

To: "Eisenberger, Fred" <Fred.Eisenberger@hamilton.ca>, "Wilson, Maureen" <Maureen.Wilson@hamilton.ca>, "Farr, Jason" <Jason.Farr@hamilton.ca>, "Nann, Nrinder" <Nrinder.Nann@hamilton.ca>, "Merulla, Sam" <Sam.Merulla@hamilton.ca>, "Collins, Chad" <Chad.Collins@hamilton.ca>, "Jackson, Tom" <Tom.Jackson@hamilton.ca>, "Pauls, Esther" <Esther.Pauls@hamilton.ca>, "Whitehead, Terry" <Terry.Whitehead@hamilton.ca>, "Clark, Brad" <Brad.Clark@hamilton.ca>, "Pearson, Maria" <Maria.Pearson@hamilton.ca>, "Ferguson, Lloyd" <Lloyd.Ferguson@hamilton.ca>, "Johnson, Brenda" <Brenda.Johnson@hamilton.ca>, "VanderBeek, Arlene" <Arlene.VanderBeek@hamilton.ca>, "Partridge, Judi" <Judi.Partridge@hamilton.ca>, "Danko, John-Paul" <John-Paul.Danko@hamilton.ca>

Cc: "Ras, Michael" <Michael.Ras@meridiancu.ca>, Jensen Clarke <jensen.clarke@fengate.com>, Riccardo Persi <rpersi@liuna837.ca>, Angelo Paletta <apaletta@paletta.ca>, Paul Paletta <ppaletta@paletta.ca>, Michael Paletta <mpaletta@tenderchoicefoods.com>, 'Darryl Firsten' <darryl@sagecondos.ca>, Shelley Falconer <Shelley@artgalleryofhamilton.com>, "Smith, Janette (City Manager)" <Janette.Smith@hamilton.ca>, "Thorne, Jason" <Jason.Thorne@hamilton.ca>, "Norton, Glen" <Glen.Norton@hamilton.ca>, "McHugh, Ryan" <Ryan.McHugh@hamilton.ca>, Jasper <jasperk@porchlight.ca>, "Frapporti, Louis" <Louis.Frapporti@gowlingwlg.com>, Joe Mercanti <jmercanti@carmensgroup.com>, Dennis Concordia <dconcordia@carmensgroup.com>, PJ Mercanti <pjmercanti@carmensgroup.com>

Subject: Downtown Arts & Entertainment Precinct Update

Good Evening Mayor Eisenberger and Members of Council,

On behalf of a growing consortium of aligned and deeply invested community partners, we believe it's important to provide some significant updates related to our "*Hamilton Urban Precinct Arts & Entertainment Group*" planning around the City's downtown cultural, entertainment and hospitality assets. Detailed below is an update of our downtown precinct plan which would result in significant investment in the entertainment venues, the *elimination of ongoing subsidies for all three facilities*, and approximately **\$500M worth of directly associated development**, all with no monetary contribution from the City.

Downtown City Asset Development Opportunities

We recognize that City Council is in the process of contemplating what to do with its cultural, entertainment and hospitality assets in the downtown core, as referenced at the January 15th, 2020 council meeting. We aim to provide support to the City in maximizing what the solutions may look like, with the ultimate goal of enabling the city to exit from these businesses in a manner that positively impacts taxpayers and maximizes development opportunities. We would like to share a few notable updates related to our recent efforts:

- *Consortium Membership Expansion* – Notable organizations that are active funders and participants of our Limited Partnerships include Meridian Credit Union, LiUNA Pension Fund, Fengate Capital, Jetport Inc. (representatives from The Joyce Family), Carmen's

Group and newly added partner, Paletta International – a firm with deep ties to Hamilton. Many of these various members have been making substantial investments into funding and exploring solutions for the aging city assets for many years now – and remain motivated towards finding solutions that result in stable private sector investment returns while simultaneously giving birth to exciting new community assets that will fuel the vibrancy and economic engine of Downtown Hamilton for generations to come.

- *Strategic Alignment with Community Developers & Cultural Institutions* – Our Group has also signed a Letter of Intent with Darryl Firsten of IN8 Developments, the new owner of the 3.5-acre Hamilton City Centre location on James Street North, to maximize the development potential of his substantial investment in Hamilton. We believe our alignment with Mr. Firsten and his organization will result in the creation of substantial residential units coupled with the creation of new hospitality and entertainment assets that will engage Hamiltonians and attract new visitors and further investment into Hamilton for many years. Additionally, our Group has had positive, progressive discussions with the leadership of the Art Gallery of Hamilton, as we intend to support their expansion efforts through our potential redevelopment efforts – and explore the idea of possibly integrating elements of their expansion into newly development future facilities on the site of the current convention centre in a harmonious, fluid manner that ensures that the whole is greater than the sum of the parts. Our group has also commenced positive and cooperative dialogue with both McMaster University and David Braley around maximizing the potential of their land holdings adjacent to the Art Gallery to ultimately serve a much greater benefit to their respective organizations, the Art Gallery and to the City of Hamilton at the same time.
- *Significant Development Scope* - The totality of the investments into Downtown Hamilton that are currently underway by some of our current consortium members (for their own separate projects) and those that are also being proposed by both our current partners and other aligned partners are substantial – over the course of the next 5 to 10 years their collective investments will near **\$1 Billion**. The proposed scope of residential and commercial investments of our related “*Hamilton Urban Precinct Arts & Entertainment Group*” plans, including what the potential investment into community-use assets such as a new or renovated convention facility and significantly renovated arts and entertainment facilities (arena and concert hall), potentially totals another **\$500 Million**. The financial plan that our Group commissioned to PriceWaterhouseCoopers (PWC) for completion validates these estimates and demonstrates a very clear route for a safe return on investment for private sector parties. These numerous investments will also produce a substantial new tax base for Hamilton - conservatively in the range of a few millions of dollars per year.

Alignment with City Goals & Understanding of Process

Councillor Merulla, with Council’s official endorsement, made clear the city’s desire to exit the entertainment and hospitality businesses – and eliminate/minimize the need for ongoing operating and capital subsidies – by leveraging city-owned land and facilities and by providing

city regulatory authority. Based on this notion, we are extremely confident that we can enable this with the city but we seek to better understand what is most important to the City, as there are a few different scenarios that can manifest that will ultimately enable this outcome.

Simply, does the city want out of these businesses now, in 6 months, in 12 months, in 2 years or in 5 years to coincide with the current operating contract terms of these facilities? Does the city want to see modest investments into new infrastructure with modest development benefits and modest new taxes? Or does it want to see substantial new investments in infrastructure with tremendous developments and tremendous new taxes? One is doable in the short term (right away) – and the other in the medium to long term (a few years). One path has short term benefits, the other has long term benefits. We have now completed various internal models and permutations that enable the City to a) get out of these businesses and b) eliminate/minimize ongoing capital and operational subsidies, but we believe that it would be very presumptive and not in the spirit of community collaboration to make such a bold assumption as to dictate to the City what should be done with its own assets. We recognize that action needs to happen – but we seek modest direction by the City as to what it deems important: Immediacy in exiting these businesses, with simple facelifts and facility investments? Or pursuing the facilitation of grand new facilities that will take the country by storm – and yield the maximum long-term benefit in the form of a substantial new tax base and community vibrancy for the next generation?

Our group, who have collectively invested **over a half billion dollars** into Hamilton as individual/corporate entities over the past few decades, are prepared to submit an unsolicited offer - if that is the will of the city. We are also prepared to collaborate with other interested parties – if that is the will of the City. Or, we are prepared to participate aggressively in an RFP process - If that is the will of the city. We respectfully seek direction from the City of Hamilton as it relates to how it would like to us to proceed forward, and on what timetable.

We do have a vision for a new convention centre in downtown Hamilton – but if the city does not want that or believes it to be too risky or timely of a pursuit we also have a vision for a renovated/updated convention centre. We have a vision for a significantly renovated arena that facilitates both the needs of our local hockey franchise to have fan intimacy – while simultaneously having the flexibility to host 17,000 patrons for live music and cultural events. We did complete a **\$240,000 study** of the arena a few short years ago with BBB therefore we are extremely familiar with what is required to bring the facility to modern standards – and we have a financial plan to facilitate substantial renovations of the facility (that firmly aligns with the City’s stated objective of providing interested private sector partners with land and regulatory authority). We are prepared to further engage in discussions with the current hockey ownership – whom we have a great working relationship and a tremendous amount of respect for. We have purposely focused primarily on the convention plan and have not aggressively pursued plans around the arena out of courtesy to Mr. Andlauer and the Bulldogs organization but recognizing that solutions for all three assets must be pursued we are now prepared to explore what the best path forward is for each respective City asset – and to the ultimate benefit of ALL key stakeholders in Hamilton, including the Bulldogs.

On the previous topic of facilitating convention redevelopment, we have engaged in discussions with both the Province and the Federal government regarding ‘starting the process’ as it relates to completing the funding application for the construction of a new convention facility – something that has been done dozens of times in municipalities across the nation, with a very clearly defined process and precedent set towards such facilitation (much like there is a process of schools, hospitals, and other such significant institutional assets that contribute to ‘community-building’). Conversations with Provincial MPP Donna Skelly and Federal MP and Cabinet Minister Filomena Tassi in the past few weeks were very encouraging, as both were enthusiastic and positively responsive to this initiative.

We have shared elements of our detailed plan with City Staff and look forward to participating in whatever process the City decides after the February 5th, 2020 council meeting. We are believers in this great City and we know that Hamilton’s best is yet to come.

We look forward to your response and are grateful to you for the time you invested in thoroughly reviewing this note and in better understanding our collective intentions.

With the greatest of respect,

P.J. Mercanti,

As a member of the Hamilton Urban Precinct Arts & Entertainment Group



Vrancor
GROUP

January 23, 2020

**Public Notice of Vrancor Group Inc. Proposal for City of Hamilton
Entertainment and Convention Properties**

Vrancor Group Inc. (“Vrancor”) would like to confirm that it has provided the City of Hamilton (“City”) with a term sheet (“Term Sheet”), which outlined Vrancor’s intent to redevelop the City’s Entertainment and Convention Properties.

The Term Sheet reflects Vrancor’s continued commitment and confidence in the City. “We are vested in the success of Hamilton and would like to see a vibrant, energetic, sustainable and attractive downtown developed,” said Darko Vranich, President and CEO of Vrancor.

“Our proposal will fully reinvent the FirstOntario Centre (“Arena”) into a state of the art and technologically modern facility; expand and modernize the Hamilton Convention Centre (“HCC”) by doubling its event hosting capacity, while also introducing wide ranging technological capabilities; and aesthetically refreshing the FirstOntario Concert Hall,” said Vranich.

Over the past 15 years, Vrancor has made substantial capital investments into Downtown Hamilton, including, but not limited to, new Hotels, Commercial and Residential buildings. Further commitments for additional investments in Downtown Hamilton that either are currently under construction, or planned for construction, only increase Vrancor’s unwavering commitment to the City. The redevelopment of the Entertainment and Convention Properties is at the heart of Vrancor’s vision for Downtown Hamilton.

Key points included within Vrancor’s Term Sheet:

- Vrancor will not request for operating subsidies for any of the City’s Entertainment and Convention Properties.
- The City will continue to own both the Arena and the FirstOntario Concert Hall, while Vrancor would operate such facilities through a long-term licensing arrangement.
- Vrancor will not request the City to borrow any money or draw upon any reserves to contribute towards the Development.
- The construction of an additional four-star hotel in the Downtown core, to serve the expanded HCC.

Vrancor estimates that the investment value for the redevelopment of these properties is in the magnitude of approximately \$200 million.

For any further enquiries in respect of Vrancor's Term Sheet, please contact Mario Frankovich, Project Advisor, at 905-540-4800.

Thank You

A handwritten signature in black ink, appearing to read 'Darko Vranich', with a large, stylized flourish at the end.

Darko Vranich
President and CEO, Vrancor Group Inc.



Paparella, Stephanie

From: Chris Mlinaric <Chris@vrancor.com>
Sent: January 28, 2020 4:58 PM
To: Smith, Janette (City Manager); Thorne, Jason; McHugh, Ryan; Norton, Glen; clerk@hamilton.ca; Wilson, Maureen; Nann, Nrinder; Merulla, Sam; Collins, Chad; Jackson, Tom; Pauls, Esther; Danko, John-Paul; Clark, Brad; Pearson, Maria; Johnson, Brenda; Ferguson, Lloyd; VanderBeek, Arlene; Whitehead, Terry; Partridge, Judi; Office of the Mayor; Farr, Jason
Cc: mario.frankovich@gmail.com; Darko Vranich
Subject: Vision Vrancor - Event Centre Rendering
Attachments: Render Intersection York&Bay.pdf; Render Interior Bowl.pdf

Good Evening,

Vrancor Group Inc. is pleased to provide you with a firsthand look at the renderings for the F1rstOntario Event Centre ("the Arena"). Kindly see attached.

Thank you,

Chris



Chris Mlinaric, CPA, CA | *Chief Financial Officer*

VRANCOR GROUP INC.

366 King Street West | Hamilton | ON L8P 1B3 | Canada
P: 905.540.4800 x250 | F: 905.540.4801
vrancor.com | chris@vrancor.com

PERSPECTIVE - INTERSECTION YORK & BAY



PERSPECTIVE - INTERIOR BOWL





A vision to make Hamilton a national destination to play and live

Hamilton Ontario, February 3, 2020

An investment consortium led by Pearle Hospitality, the foremost luxury hospitality operator in Southwestern Ontario with an unparalleled track record of constructing and operating hospitality assets including luxury hotels, restaurants and a golf course, are proud to announce their vision to lead a luxury landmark development that will transform Hamilton's downtown and entertainment district.

Pearle Hospitality's principal, Aaron Ciancone, and project director Aaron Waxman, both are third generation Hamiltonians who live and raise their families in Hamilton. The principals of our group are passionate about Hamilton, its future and its culture.

Key features being developed include a brand new luxury five star hotel, a new architecturally stunning convention centre, and potentially a new arena, that will combine to make Hamilton a leading leisure and business travel destination in the country.

We are continuing to study and perform our due diligence on the economic feasibility of providing and operating five-star amenities to help elevate Hamilton's image to a national leader for entertainment, travel and commerce. If we proceed, we will only do so if we can make an economic case to build and operate state of the art, iconic legacy assets as we have with our other developments. We are carefully proceeding to ensure that our interests and vision are aligned with the City's and that we can create an outcome that is viable and in the best long term economic and community interests of the city.

We appreciate the consideration of our plans and interest from the City and are motivated by the fact that the city staff and council have a long-term vision and agenda to improve Hamilton and its future.

For more information contact: Aaron Waxman aaronw@ironpoint.ca 905.870.7990

February 4th, 2020

**CORRESPONDENCE**

TO: Members of the Hamilton City Council
CC: Clerk of the City of Hamilton
RE: Downtown Entertainment Precinct Status Update

As members of Council, you have a choice to make. Not a choice of Vrancor Group versus the Urban Precinct group, but a choice on the **process** in which the Downtown Entertainment facilities will be updated.

Much of the discussion of the downtown entertainment facilities so far has been on FirstOntario Centre. The facts of the FirstOntario Centre are clear. First, the City should not be in the sports arena business. It is bad for taxpayers, period. Second, the current FirstOntario Centre is a liability rather than an asset. Renovation, redevelopment, lease, or sale is a must. Third, the best way to go about this reimagining process is an open bidding process.

The City's open bidding process on the Pier 8 redevelopment, for example, attracted the best and brightest teams of architects and developers from across the country and is widely considered an excellent project as such. There is no reason not to employ the same process on the FirstOntario Centre and on other downtown entertainment facilities like the Hamilton Convention Centre which is proving too small for our growing city.

Do the right thing - don't decide the future of the FirstOntario Centre or any other venue in the dark where residents have little say and where taxpayers may not get the best value.

On behalf of the board of directors of HamiltonForward,

Lachlan Holmes
Chair

Form: Request to Speak to Committee of Council

Submitted on Monday, January 13, 2020 - 9:21 am

==Committee Requested==

Committee: General Issues Committee

==Requestor Information==

Name of Individual: Nicole Smith

Name of Organization: Kumon Hamilton West End

Contact Number: 9055726284

Email Address: hamiltonwestend_on@ikumon.com

Mailing Address:

318 Dundurn St S.

Unit 6

Reason(s) for delegation request: Request that council not approve request from Enbridge related to building fracked gas pipeline through our wetlands.

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? Yes

Form: Request to Speak to Committee of Council

Submitted on Tuesday, January 14, 2020 - 10:34 am

==Committee Requested==

Committee: General Issues Committee

==Requestor Information==

Name of Individual: Vic Djurdjevic

Name of Organization: Nikola Tesla Educational

Contact Number: 905-541-3469

Email Address: vic.ntec@gmail.com

Mailing Address:

755 King St E

Hamilton, ON

L8M 1A4

Reason(s) for delegation request:

Provide council report on Tesla Electric City Festival 2019
Plans for Tesla Electric City Festival 2020 in conjunction with
Museum of Steam & Technology 160th Anniversary Request
Council to waive fees for use of Hamilton Museum of Steam &
Technology for Festival Update on progress/status of Public
Art Project

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? Yes

6.3

Form: Request to Speak to Committee of Council

Submitted on Monday, January 20, 2020 - 1:16pm

==Committee Requested==

Committee: General Issues Committee

==Requestor Information==

Name of Individual: Jen Baker

Name of Organization: Hamilton Naturalists' Club

Contact Number: 9055243339

Email Address: land@hamiltonnature.org

Mailing Address: 50 Macdonald Ave, Hamilton, ON L8P 4N7

Reason(s) for delegation request: providing background on the Biodiversity Action Plan motion that Councillor Clark is putting Forward

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? Yes

6.4

Form: Request to Speak to Committee of Council

Submitted on Monday, January 20, 2020 - 4:06pm

==Committee Requested==

Committee: General Issues Committee

==Requestor Information==

Name of Individual: Lee W. Fairbanks & Jim Sweetman**Name of Organization:****Contact Number:****Email Address:****Mailing Address:**

Reason(s) for delegation request: We wish to propose an option for a transit solution to replace the cancelled LRT. We have already had discussions with 5 Councillors and Donna Skelly's office, and we have been asked by all concerned to bring this to Council. We would like a day next week - not this week, thank you.

Will you be requesting funds from the City? No**Will you be submitting a formal presentation?** Yes

Form: Request to Speak to Committee of Council

Submitted on Thursday, January 23, 2020 - 12:23 pm

==Committee Requested==

Committee: General Issues Committee

==Requestor Information==

Name of Individual: Brian MacPherson/ Rick Powers

Name of Organization: Commonwealth Games Canada

Contact Number: 6132446868

Email Address: brian@commonwealthgames.ca

Mailing Address: 2451 Riverside Dr., Ottawa, Ontario
K1H 7X7

Reason(s) for delegation request: To present
Commonwealth Games Canada's 2026 and/or 2030
Commonwealth Games Candidate City Selection Process

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? Yes

6.6

Form: Request to Speak to Committee of Council

Submitted on Wednesday, January 29, 2020 - 1:47 pm

==Committee Requested==

Committee: General Issues Committee

==Requestor Information==

Name of Individual: Mario Frankovich

Name of Organization: Vrancor Group Inc.

Contact Number: 5195751588

Email Address: mario.frankovich@gmail.com

Mailing Address:

366 King Street West

Hamilton, ON

L8P 1B3

Reason(s) for delegation request: To speak to item 14.5
Downtown Entertainment Precinct Status Update.
PED18168(d) at February 5, 2020 GIC Meeting.

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? Yes

Share the Vision

Dream it.

Plan it.

Do it.





VISION VRANCOR
REVITALIZED EVENT CENTRE

A 49

VANCOUVER
 WINNIPEG
 TORONTO
 OTTAWA
 MONTREAL
 HALIFAX



VISION VRANCOR

REVITALIZED EVENT CENTRE

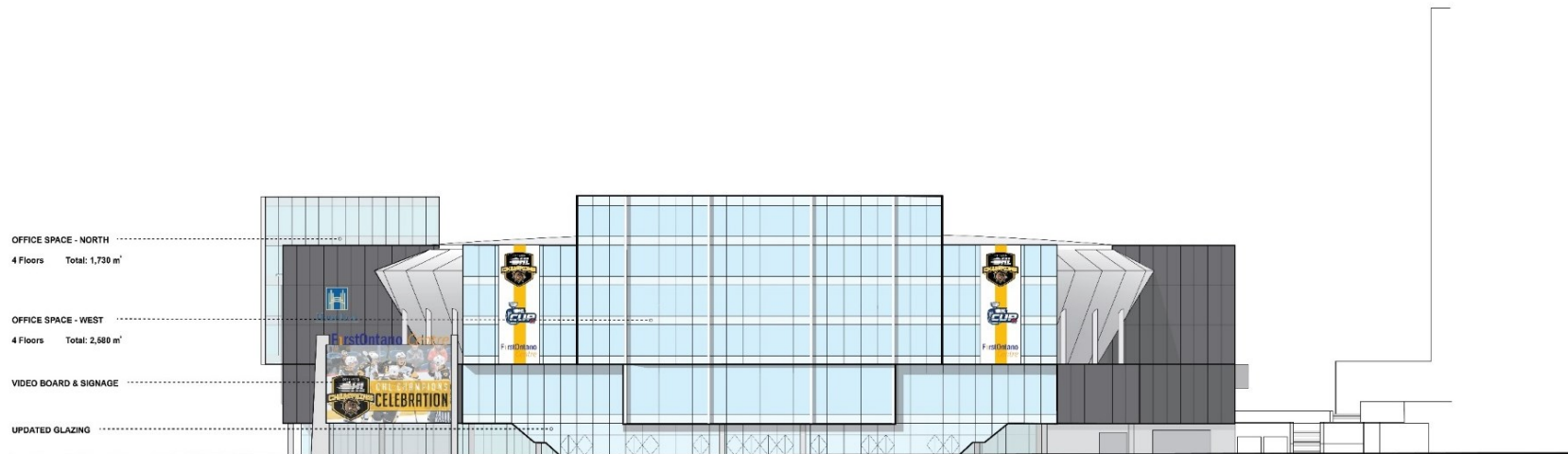
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49

VANCOUVER
WINNIPEG
TORONTO
OTTAWA
MONTREAL
HALIFAX



YORK BOULEVARD



BAY STREET

PERSPECTIVE - INTERIOR BOWL



VISION VRANCOR
REVITALIZED EVENT CENTRE

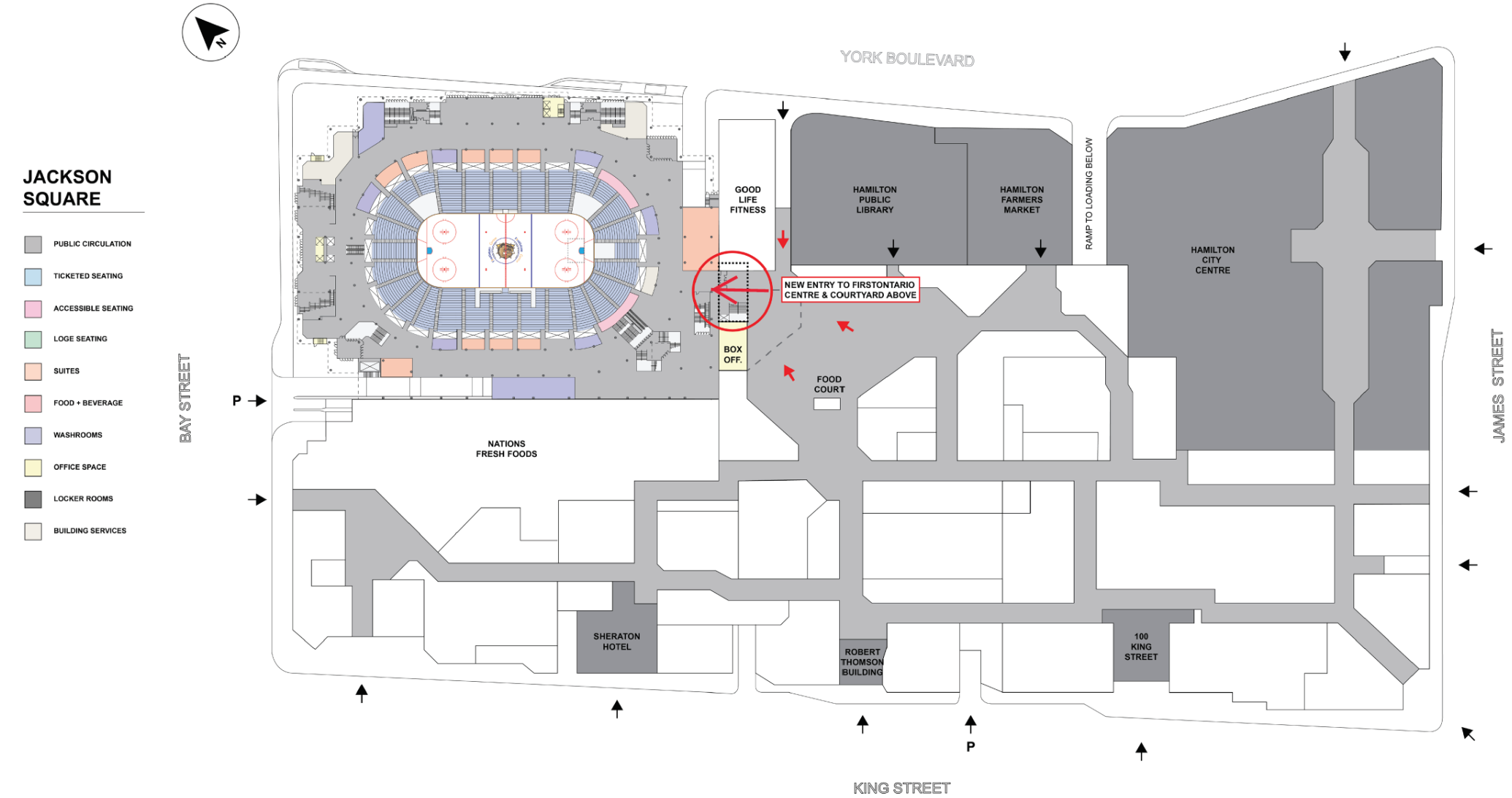
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49

VANCOUVER
 WINNIPEG
 TORONTO
 OTTAWA
 MONTREAL
 HALIFAX

VIEW FROM ABOVE - JACKSON SQUARE FAN PLAZA





Convention Centre

- Vrancor intends to renovate, modernize, and double the hosting capacity of the Hamilton Convention Centre.
- Modernize the Hamilton Convention Centre with state-of-the-art technology that ties into the revitalized Event Centre.
- Architecture 49 has reviewed the architectural and engineering options for the renovation of the Hamilton Convention Centre.
- Architecture 49 has created floor plans that will enable the doubling of event capacity for the Hamilton Convention Centre.
- Vrancor and Architecture 49 to finalize renderings for the Hamilton Convention Centre shortly and will release those publicly once available.



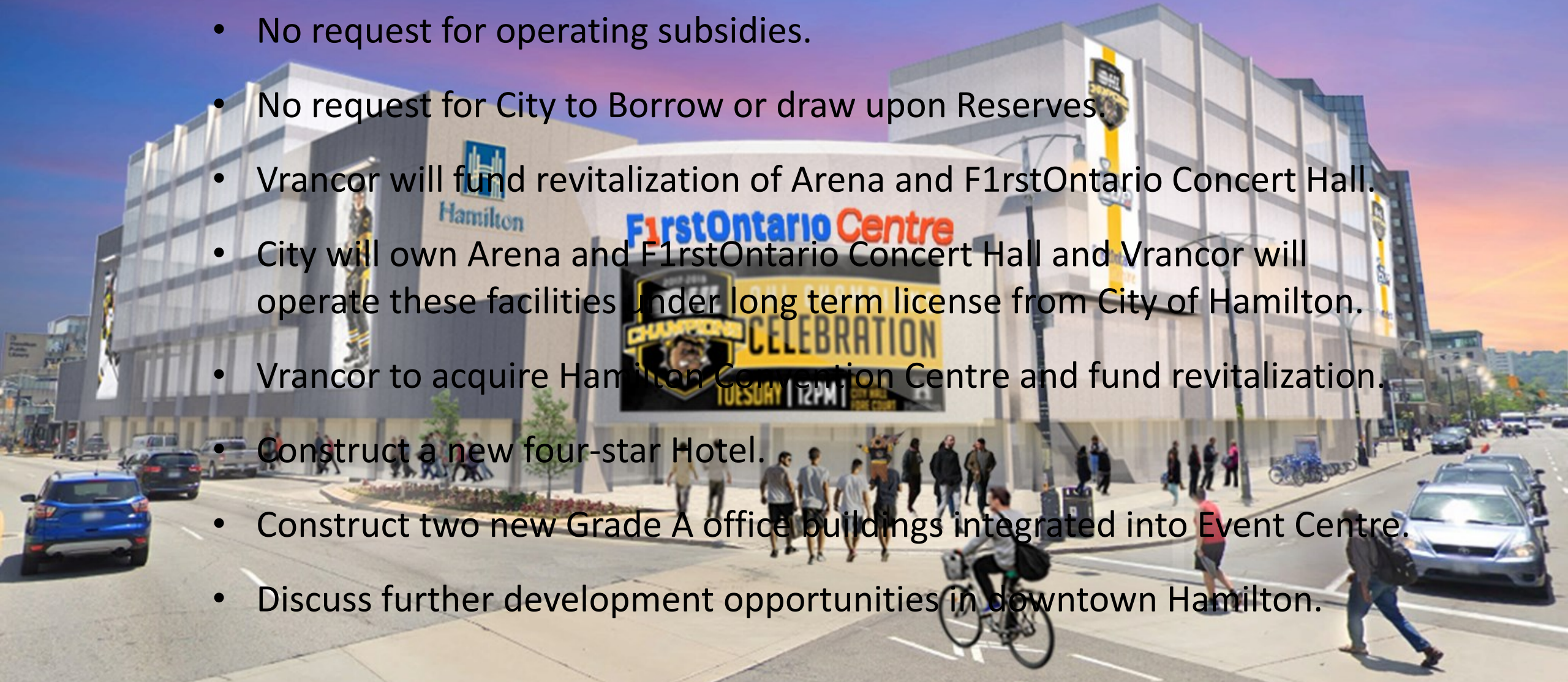


VISION VRANCOR REVITALIZED CONVENTION CENTER



Summary of Proposal

- Vrancor's proposal reflects an investment of approximately \$200 million.
- No request for operating subsidies.
- No request for City to Borrow or draw upon Reserves.
- Vrancor will fund revitalization of Arena and F1rstOntario Concert Hall.
- City will own Arena and F1rstOntario Concert Hall and Vrancor will operate these facilities under long term license from City of Hamilton.
- Vrancor to acquire Hamilton Convention Centre and fund revitalization.
- Construct a new four-star Hotel.
- Construct two new Grade A office buildings integrated into Event Centre.
- Discuss further development opportunities in downtown Hamilton.



Thank You!



6.7

Form: Request to Speak to Committee of Council

Submitted on Wednesday, January 29, 2020 - 9:17 pm

==Committee Requested==

Committee: General Issues Committee

==Requestor Information==

Name of Individual: PJ Mercanti and Louis Frapporti**Name of Organization:** Hamilton100 Commonwealth Games Bid Corporation**Contact Number:** (905) 536-1100**Email Address:** greg@hamilton100.ca**Mailing Address:**77 James Street North
Suite 300
Hamilton, Ontario
L8K 2K3**Reason(s) for delegation request:** To present to Council at their February 19th GIC meeting, an update regarding preparation of Hosting Proposal Part 2 for the 100th Anniversary 2030 Commonwealth Games, including a request that Council grant permission to Hamilton100 to submit the Part 2 Proposal to Commonwealth Games Canada (CGC) by the CGC deadline of March 9, 2020.**Will you be requesting funds from the City?** No**Will you be submitting a formal presentation?** Yes

Form: Request to Speak to Committee of Council

Submitted on Thursday, January 30, 2020 - 1:16 pm

==Committee Requested==

Committee: General Issues Committee

==Requestor Information==

Name of Individual: Michael Van Pelt

Name of Organization: Cardus

Contact Number: 905-818-9380

Email Address: dpostma@cardus.ca

Mailing Address:

185 Young St

Hamilton ON L8N 1v9

Reason(s) for delegation request: Responding to the staff report on Cardus's Balfour/Chedoke Estate proposal.

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? Yes

6.9

Form: Request to Speak to Committee of Council

Submitted on Monday, February 3, 2020 - 1:10 pm

==Committee Requested==

Committee: General Issues Committee

==Requestor Information==

Name of Individual: PJ Mercanti and Jasper Kujavsky

Name of Organization: Hamilton Urban Precinct Arts and Entertainment Group

Contact Number: (905) 512-9393

Email Address: jasperk@porchlight.ca

Mailing Address:

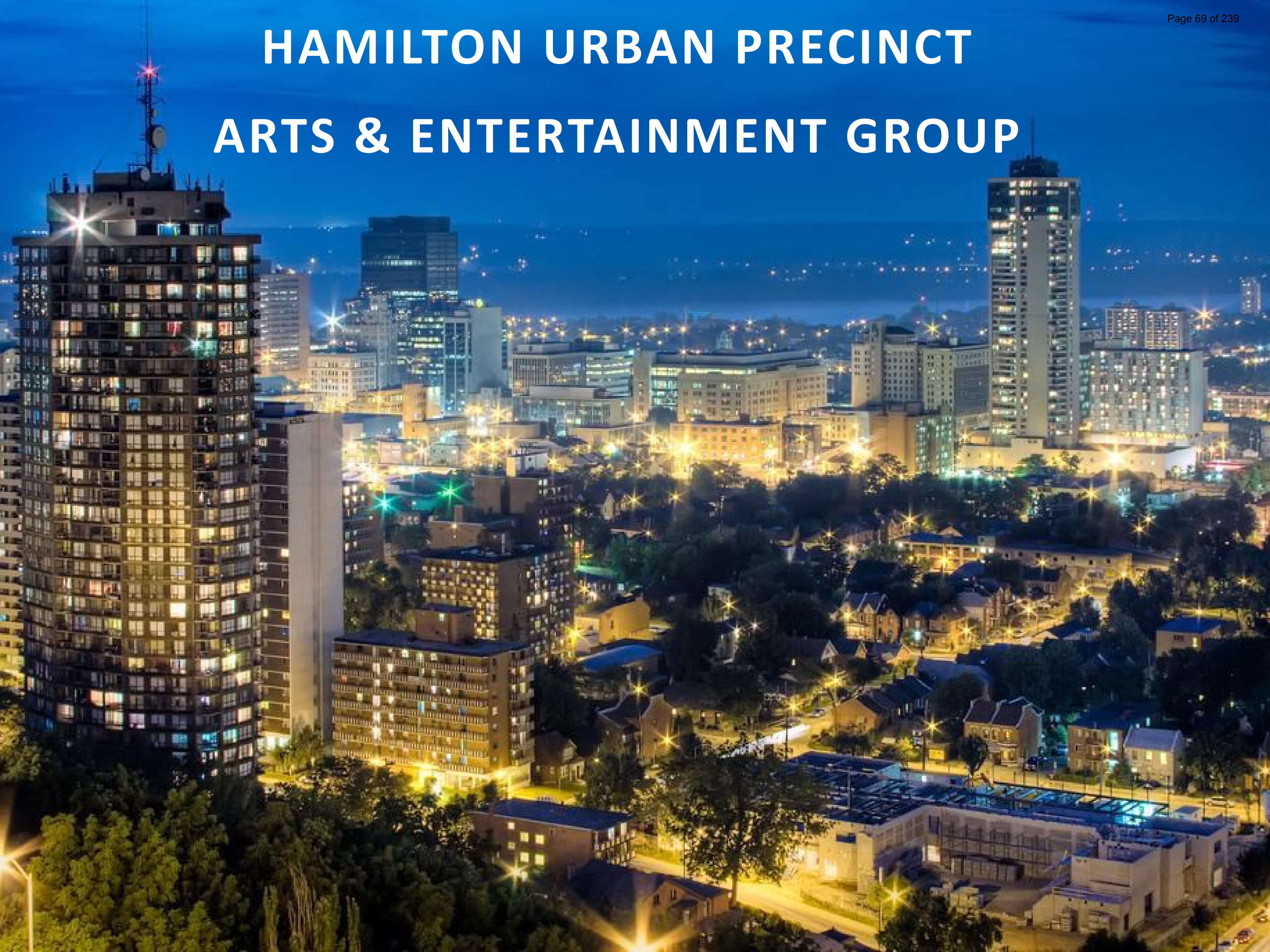
77 James Street North
Suite 300
Hamilton, Ontario
L8K 2K3

Reason(s) for delegation request: To address the February 5th Council GIC regarding our Group's proposal for an urban Hamilton sports, arts, entertainment, convention and hospitality Precinct.

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? Yes

HAMILTON URBAN PRECINCT ARTS & ENTERTAINMENT GROUP



HAMILTON URBAN PRECINCT

ARTS & ENTERTAINMENT GROUP



PALETTA INTERNATIONAL
CORPORATION



HAMILTON URBAN PRECINCT

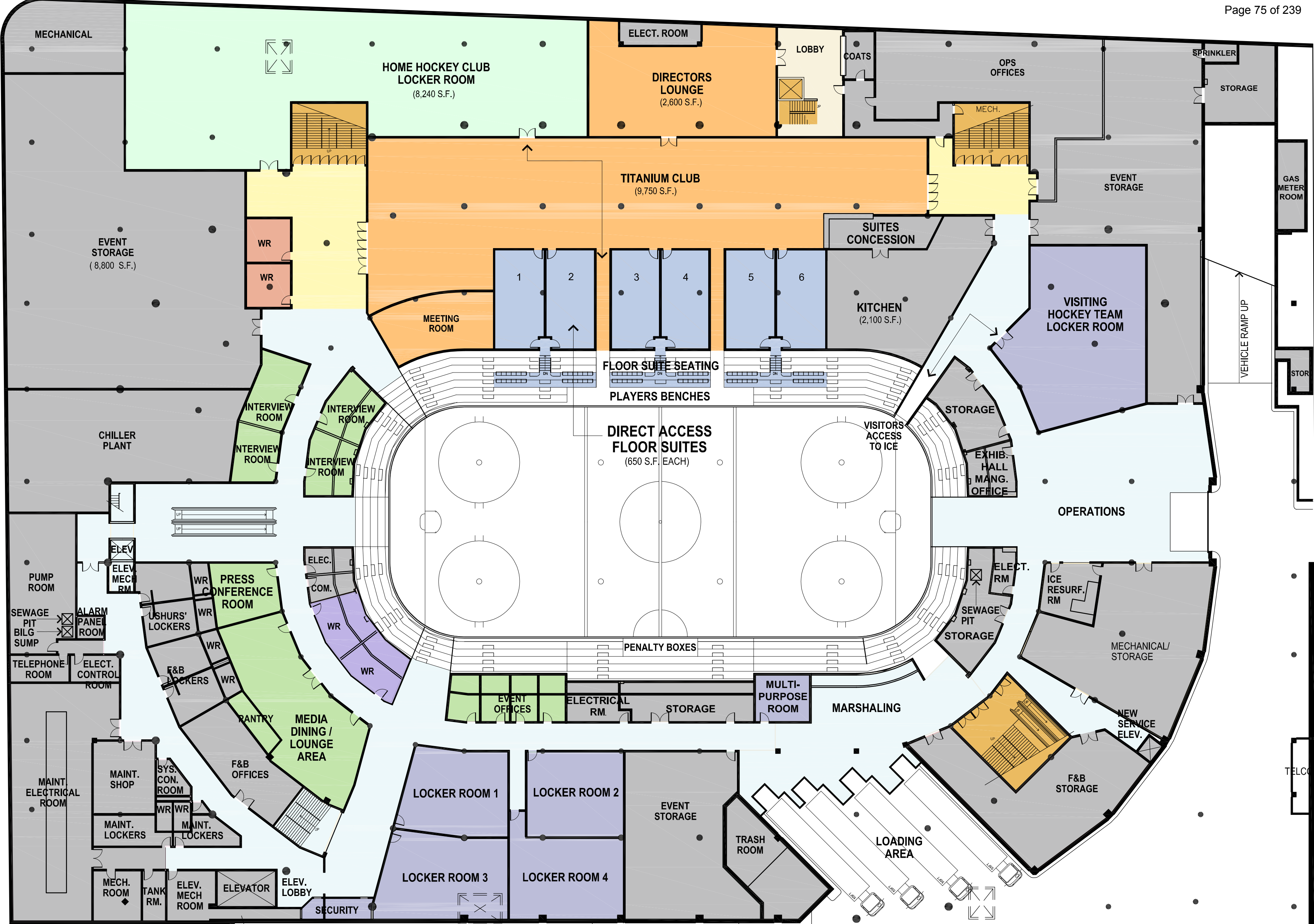
ARTS & ENTERTAINMENT GROUP



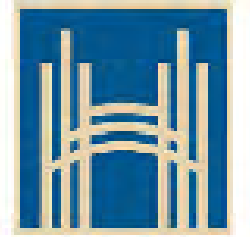






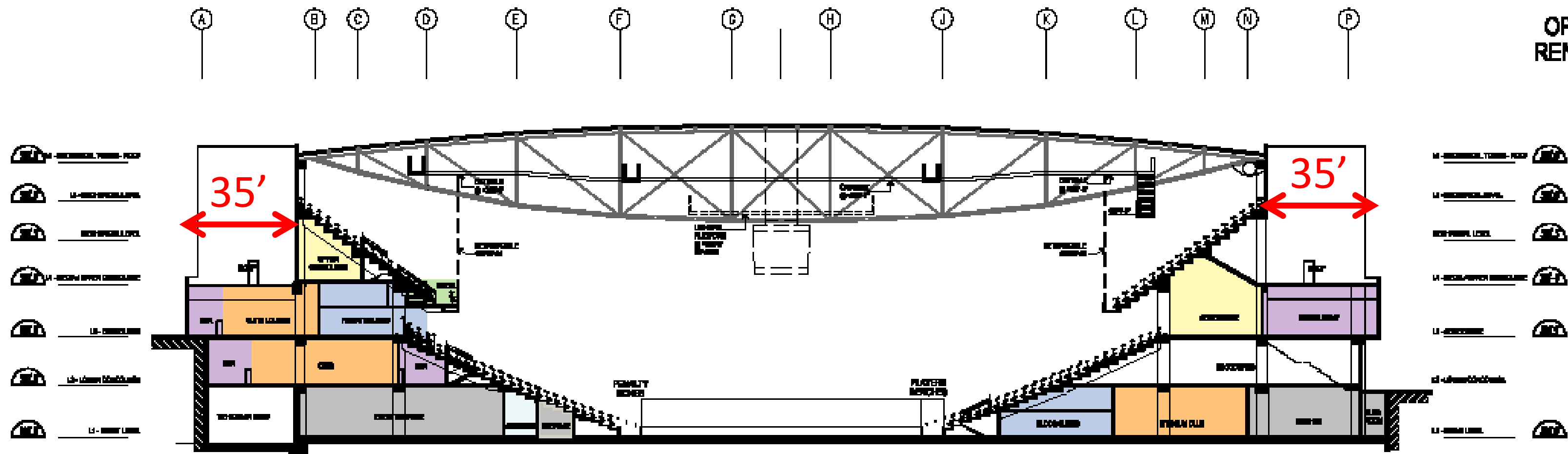


FirstOntario
Centre



Hamilton

OPTION 1 - ARENA
RENOVATION STUDY

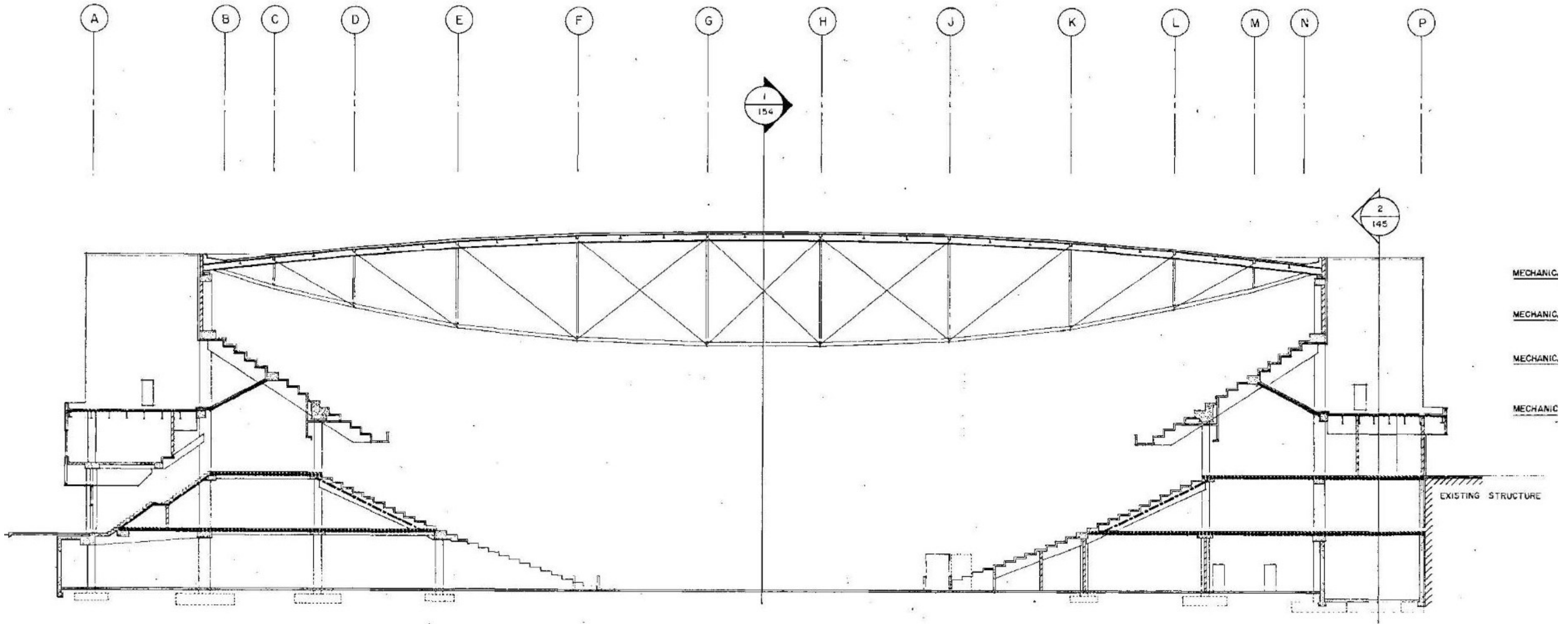


SECTION

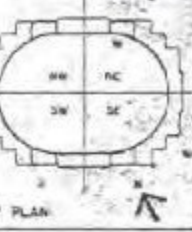


JULY 26, 2016

BBB ARCHITECTS
SCI, STADIUM CONSULTANTS
INTERNATIONAL INC.



Hamilton Trade Centre & Arena



END STAGE - 250,000 LBS RIGGING CAPACITY

END STAGE - 250,000 LBS RIGGING CAPACITY

SCOREBOARD - 70,000 LBS

CENTRE STAGE - 250,000 LBS RIGGING CAPACITY WITH SCORE BOARD AS SHOWN

ROOF OVER STAIR AND ELEVATOR
SCALE: 1/8" = 1'-0"
1. TOP OF CONCRETE SLAB IS AT ELEV. 201.5
2. LIVE LOAD IS 50 PSF
3. CONCRETE STRENGTH IS 30 MPa
4. TEMP. REINF. FOR 0.5% SLAB IS 10M @ 1000
5. SEE ALSO TYPICAL DETAILS AND GENERAL NOTES ON ENGS. 252 & 253.

MAIN ROOF FRAMING PLAN
SCALE: 1/16" = 1'-0"
1. FOR ELEVATION OF TOP OF STEEL DECK SEE MAIN EDGE TRUSSES AND SECTIONS.
2. TOP OF ROOF SUPPORT STEEL IS 0.5' BELOW TOP OF STEEL DECK.
3. TOP OF CONCRETE SLAB AND BEAMS TO BE AT EL. 200'-0" HIGH POINT, SLOPE TO DRAIN.
4. LOADING:
FOR STEEL ROOF BEAMING: LIVE LOAD - 57 PSF (DEADLOAD - 50 PSF)
HIGH 1: 1.8 PSF + LOADING INDICATED ON ENGS. 249, 248 & 246
FOR CONCRETE SLAB OVER BEAMING:
LIVE LOAD - 50 PSF, UNIFORM DEAD LOAD - 20 PSF, HIGH 1: 1.8 PSF
5. CONCRETE STRENGTH IS 30 MPa
6. TEMP. REINF. FOR 0.5% SLAB IS 10M @ 1000
7. SEE ALSO TYPICAL DETAILS AND GENERAL NOTES ON ENGS. 249, 248 & 246
8. FOR TRUSS DETAIL, SEE ENG. 249

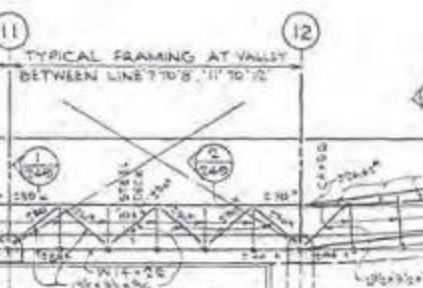
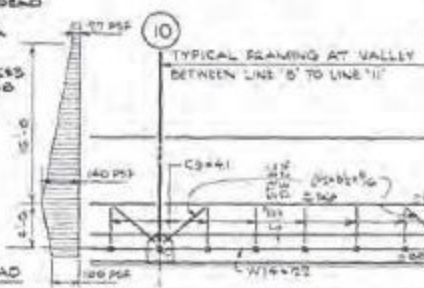
TO PREVENT BUCKLING OF TRUSSES, THEY SHOULD BE BRACED IN TANDEM BEACED BY CABLES AND TEMPORARY STRUTS. CONTRACTOR SHALL SUBMIT FULL DIRECTION PROCEEDURE FOR REVIEW.

NOTE: - TOP AND BOTTOM CHORDS OF TRUSSES T1, T2 AND T3 NEED TO BE REINFORCED AS PER ATTACHED DETAILS.

TYPICAL RING BEAM 30"x30" CONTINUOUS ALL AROUND VA WITH 4-#4 CONT. LAP 7'-0" AT MID-SPAN
4-#4 CONT. LAP 5'-0" AT EA. COL. CURVED BASE
4-#4 CONT. LAP 5'-0" AT COL.
2-#4 CONT. LAP 5'-0" AT COL.
SINGLE CLOSED STRUTS IS AT 0' FULL LENGTH
ADDITIONAL REIN. FOR RING BEAMS BETWEEN LINES 10 TO 11, 12 TO 13 NORTH AND SOUTH SLOPE:
6-#4 CONT. LAP 5'-0" AT LEFT COL. CURVED BASE
4-#4 CONT. LAP 5'-0" AT RIGHT COL. CURVED BASE
4-#4 CONT. LAP 5'-0" AT EA. COL. TO E OF COL.
SINGLE CLOSED STRUTS IS AT 0' FULL LENGTH INSTEAD OF 0'

CLOSED STRUT SHOULD ONLY AFTER ENTIRE STRUCTURE IS ENCLOSED AGAINST WEATHER. SEE SECT. 250 FOR DETAIL, TYP.
ALL HORIZONTAL CABLE BRACING TO BE 3/8" GALVANIZED BRIDGE STRAND, MIN. BREAKING STRENGTH 40 K AND PRESTRESSED TO 75%

VALLEY FRAMING FOR SOUTH-EAST ROOF QUADRANT
SCALE: 1/8" = 1'-0"
SOUTH-WEST, NORTH-WEST, NORTH-EAST QUADRANTS, SIMILAR EXCEPT AS NOTED.



Revisions table with columns for No., Description, Date, and Drawn/Checked/Designed/Engineered/Specified/Plotted.

Parkin
Sink/Combe & Associates
Parkin Engineers Ltd.
Camurath & Wallace Ltd.
H.N. Angus & Associates Limited

MAIN ROOF FRAMING PLAN
AS NOTED
8207-231

CONVENTION CENTRE RENOVATION



CONVENTION CENTRE RENOVATION



CONVENTION CENTRE RENOVATION



CONVENTION CENTRE RENOVATION



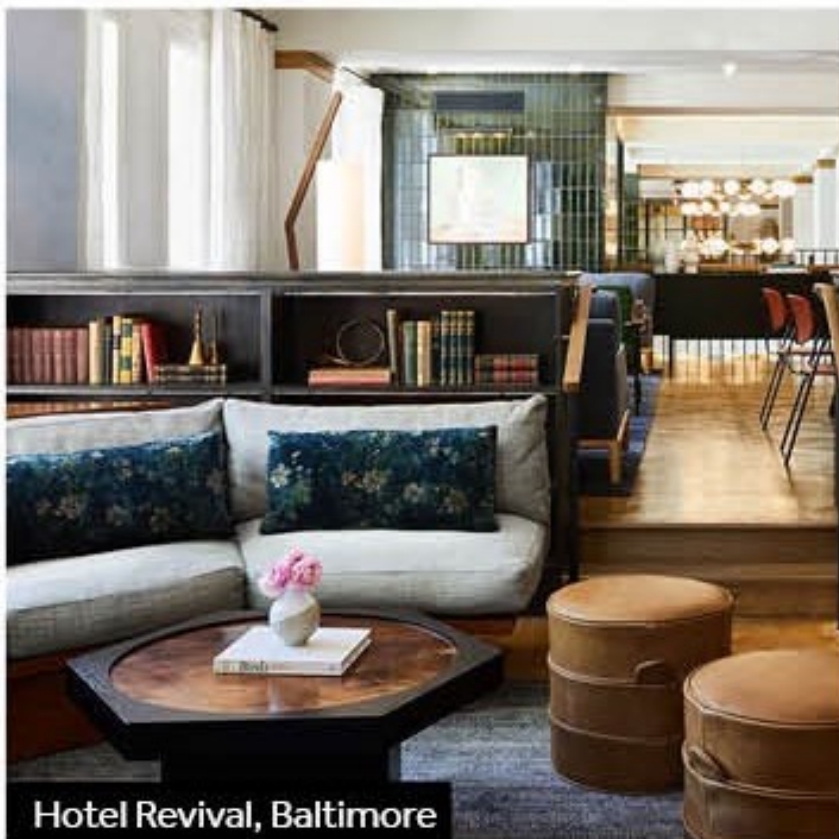
CONVENTION CENTRE RENOVATION



CONCERT HALL



DOWNTOWN RESIDENCE CONCEPT





The Hoxton, Paris



Ramble Hotel, Denver

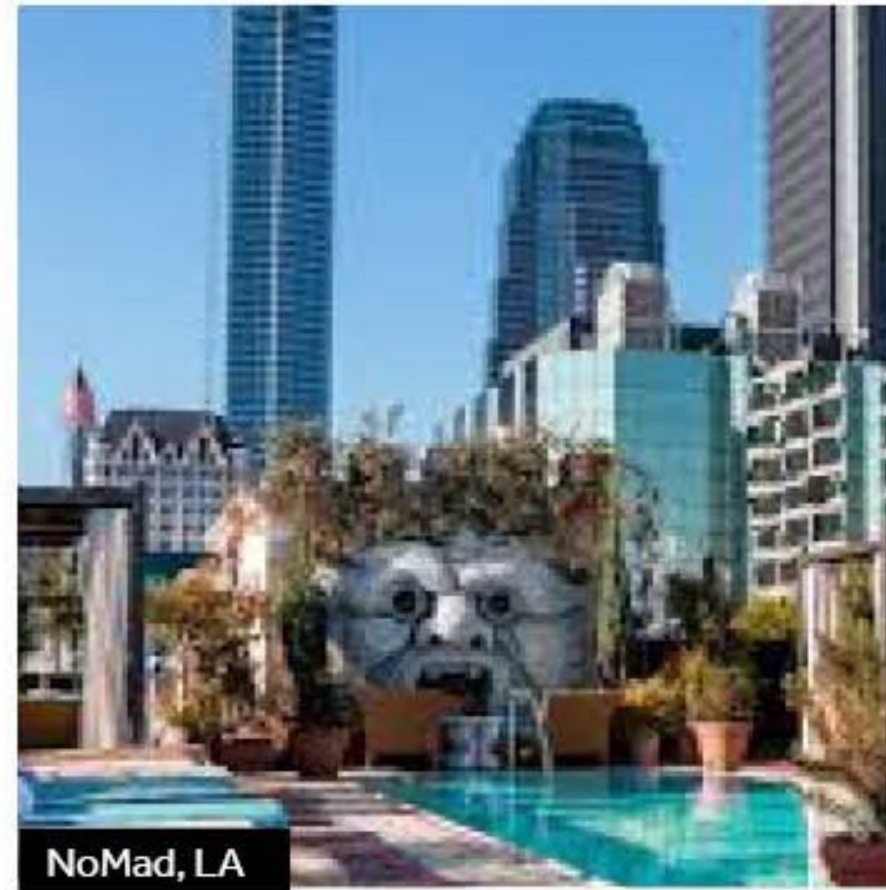


The Siren Hotel, Detroit





Barcelo Torre, Madrid



NoMad, LA



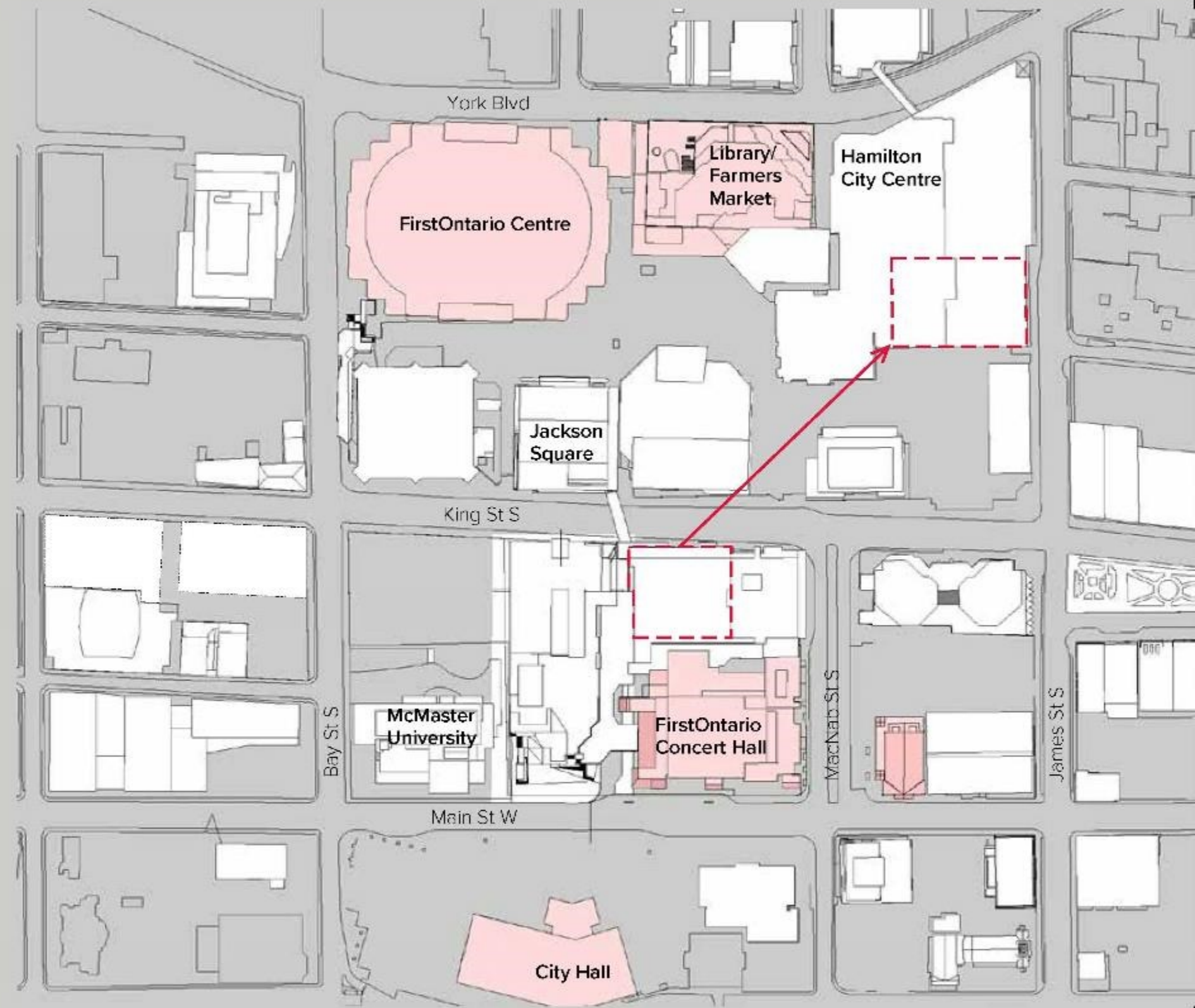
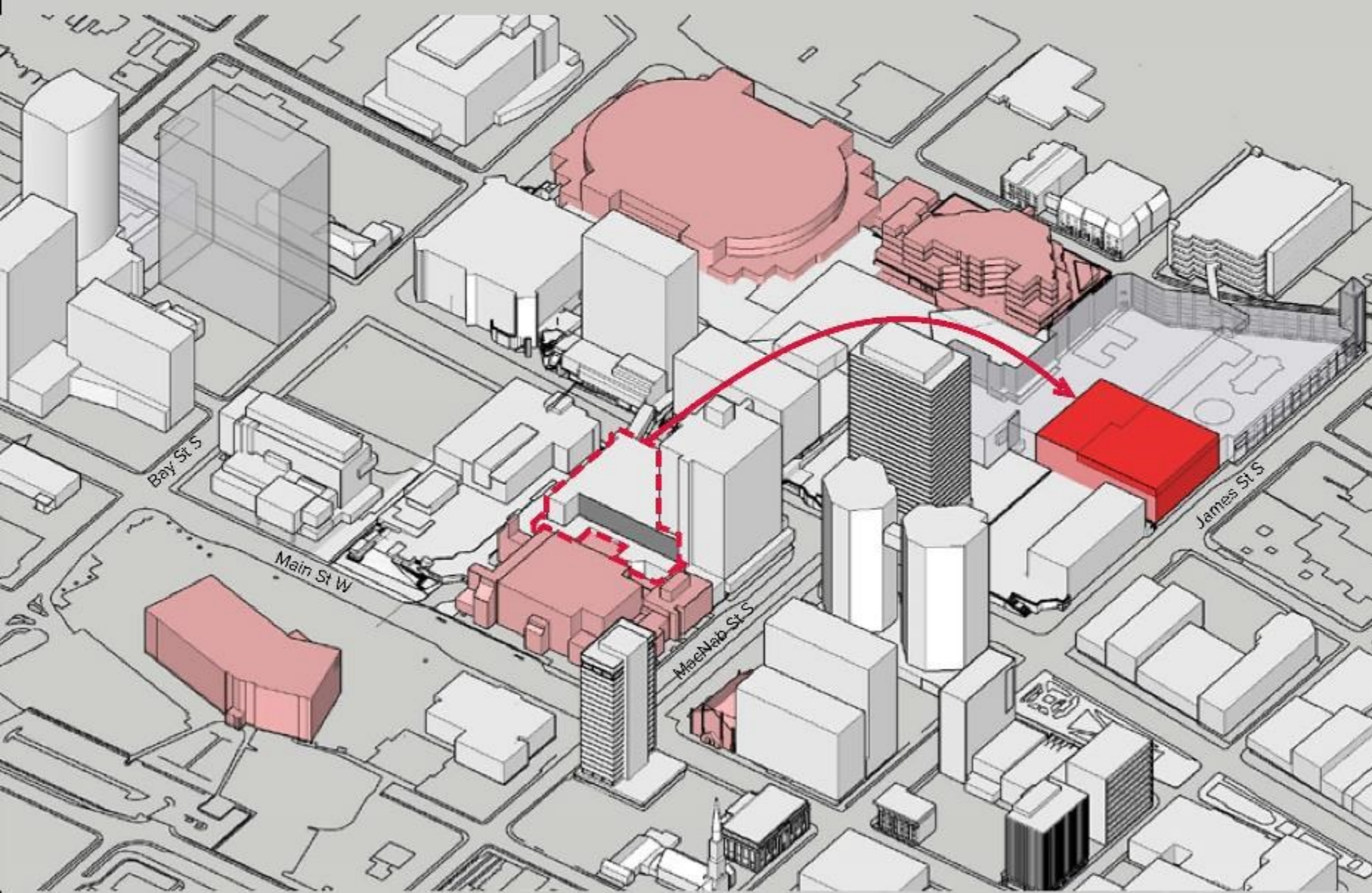
The Joule, Dallas



Pullman Hotel, Berlin

Phase 1

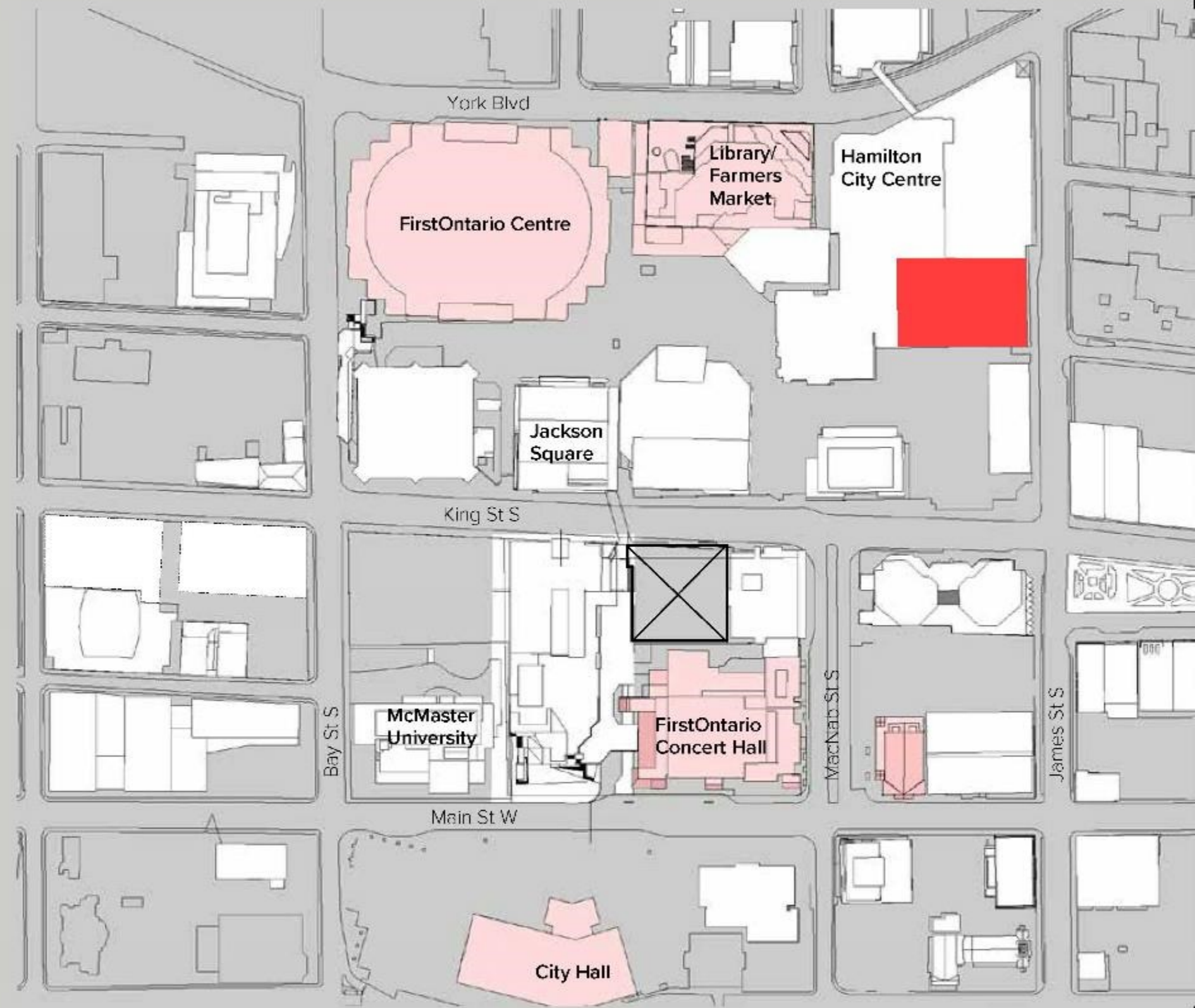
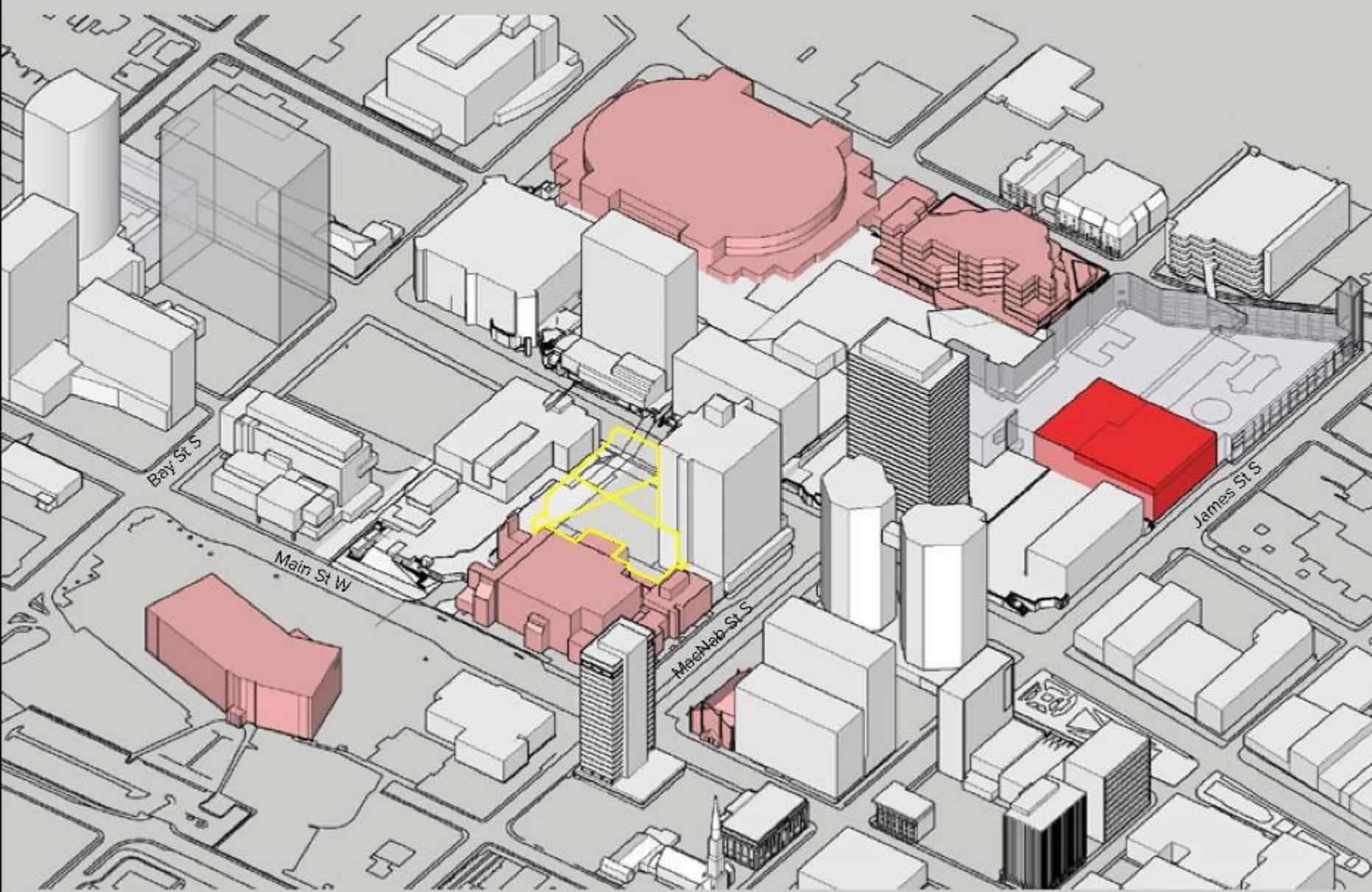
Existing Convention Centre Relocated



DOWNTOWN TRANSFORMATION

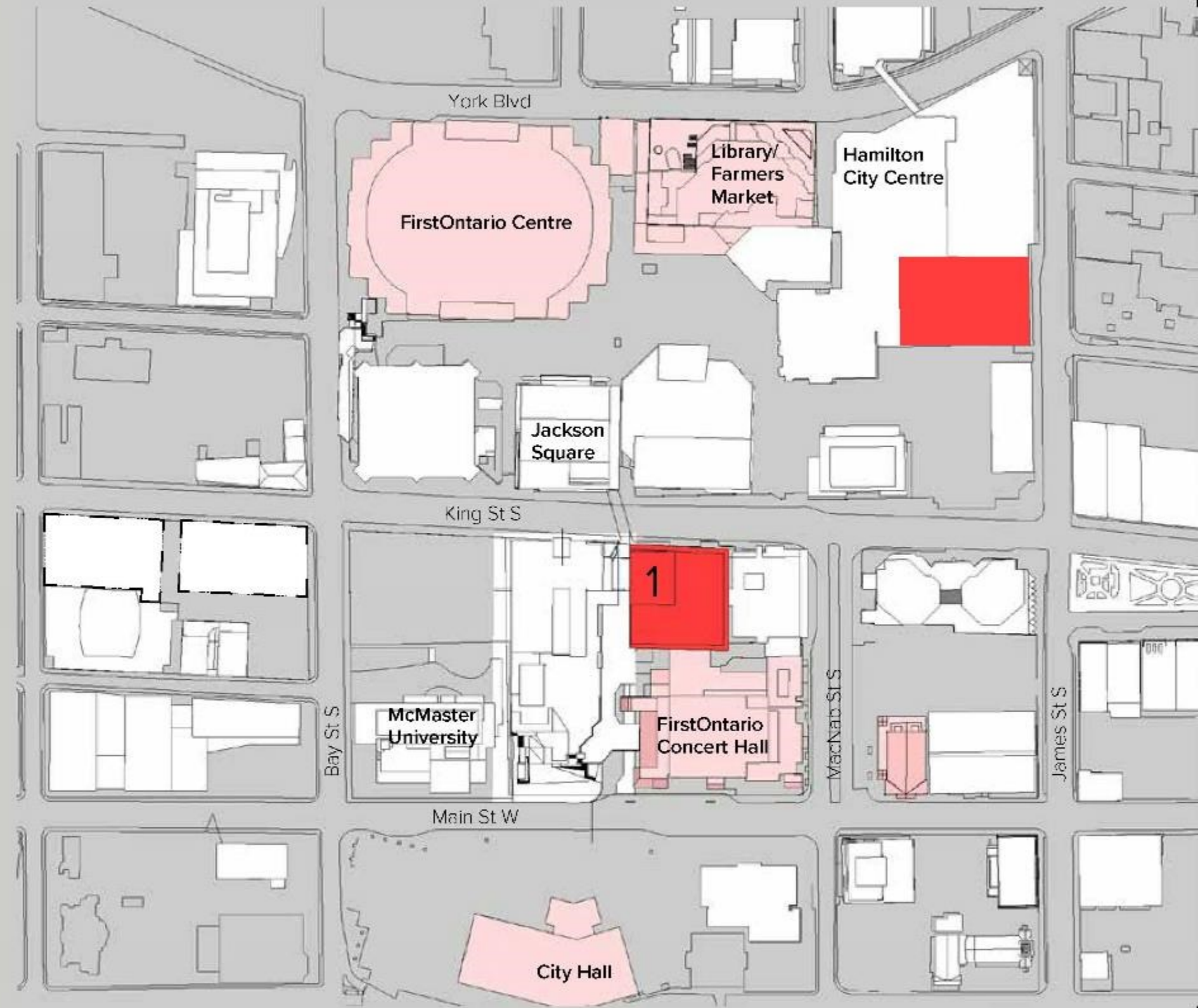
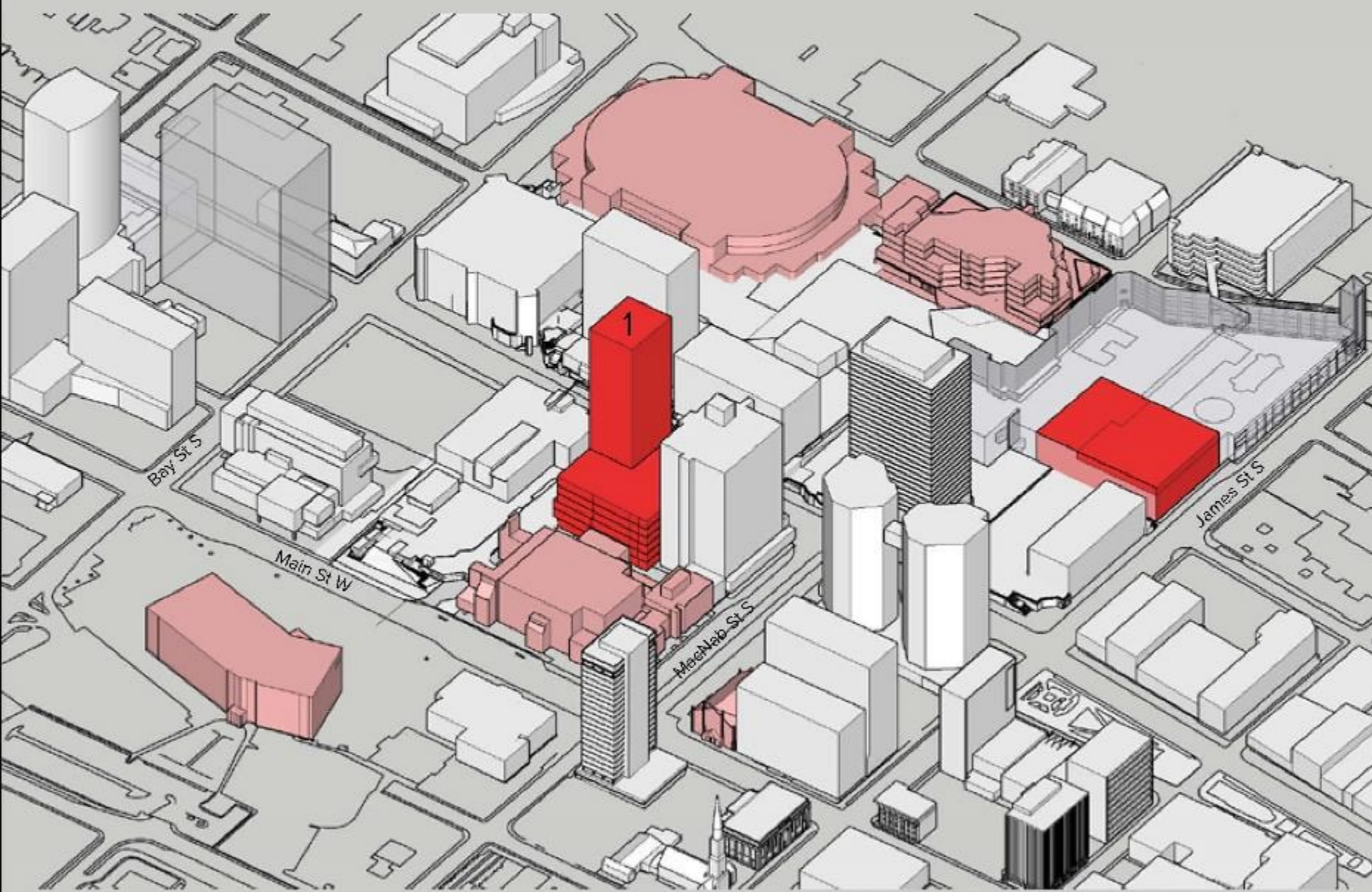
Phase 2

Existing Convention Centre Demolished



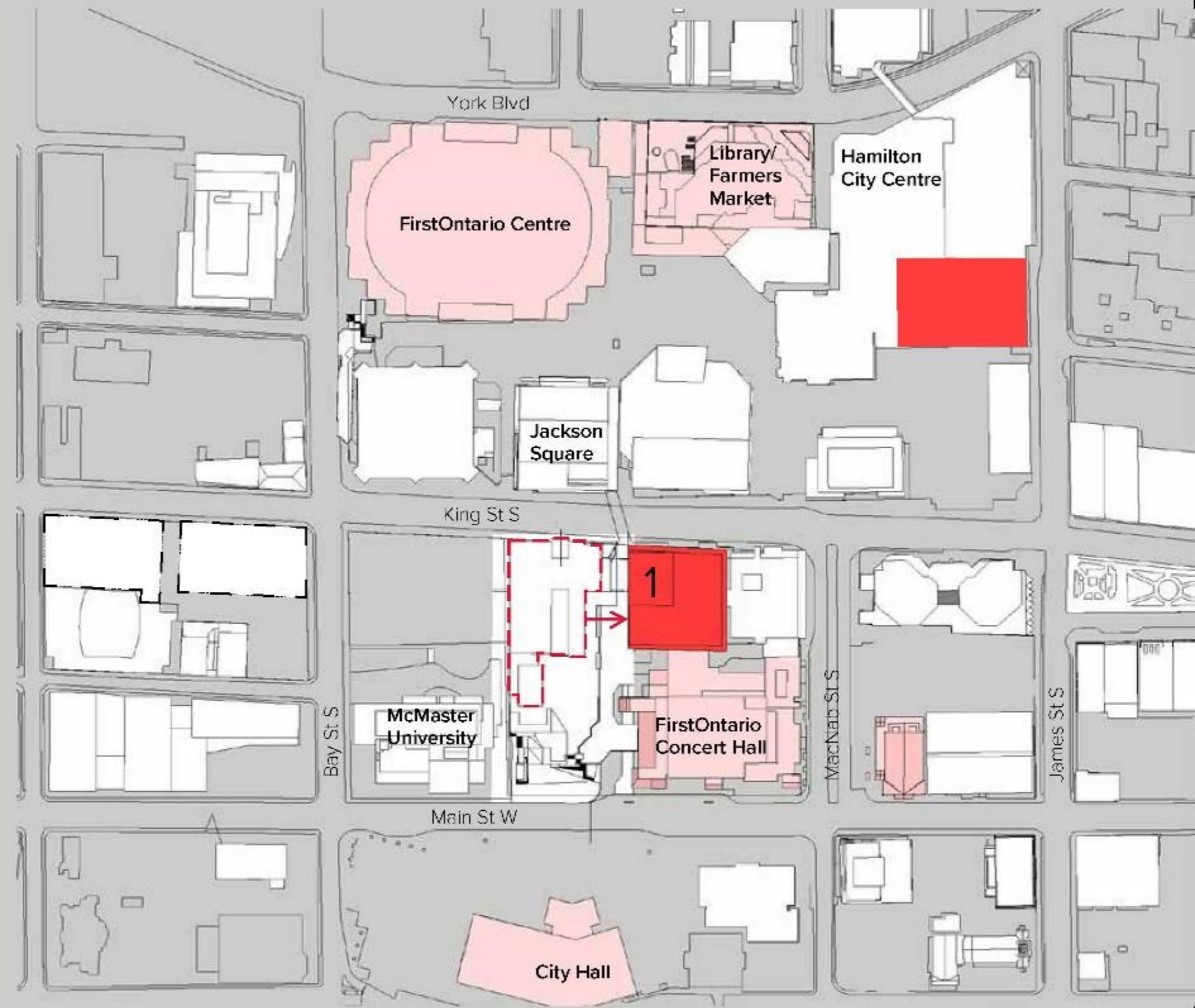
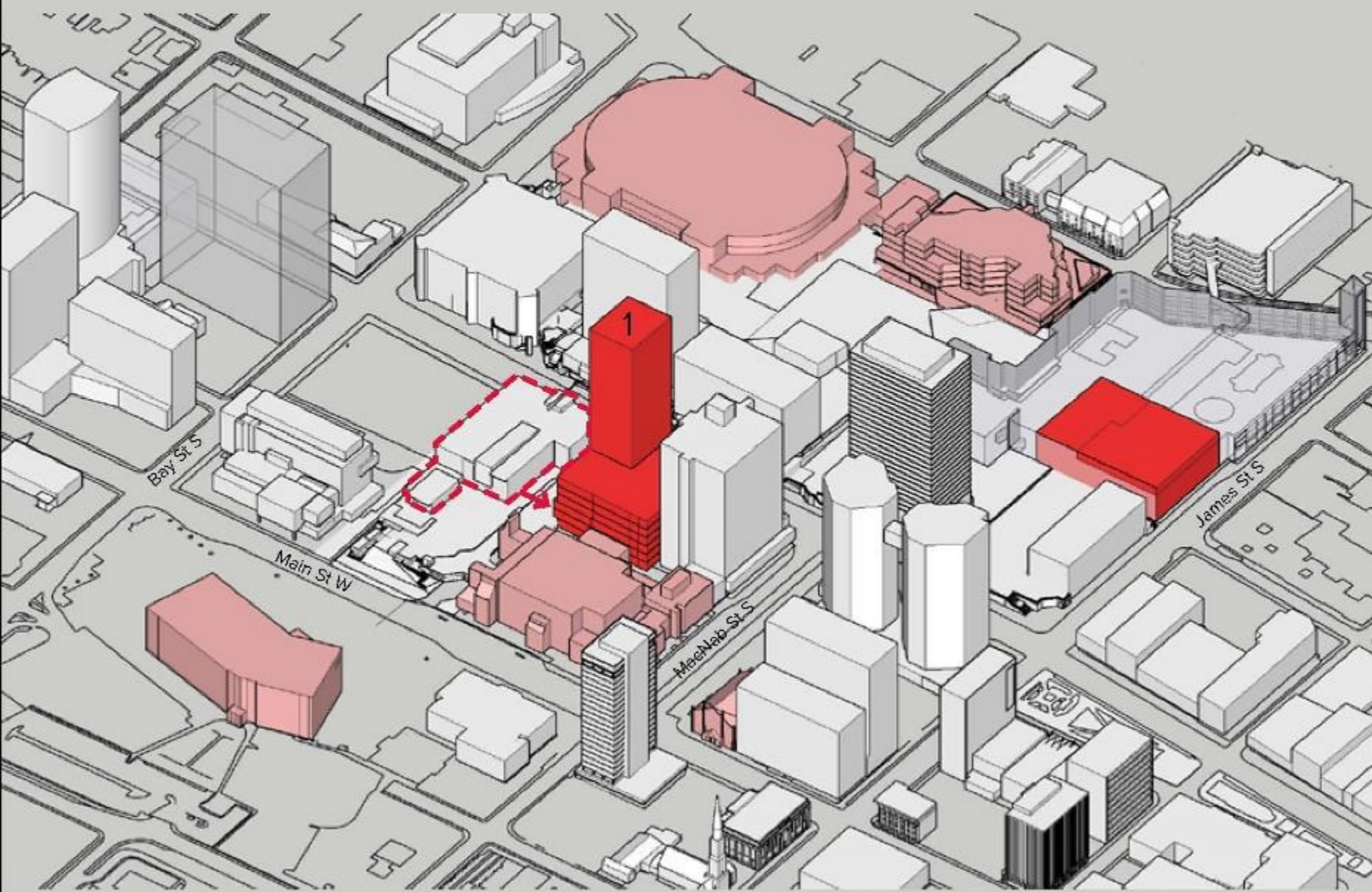
Phase 3

New Art Gallery and Tower 1 Constructed



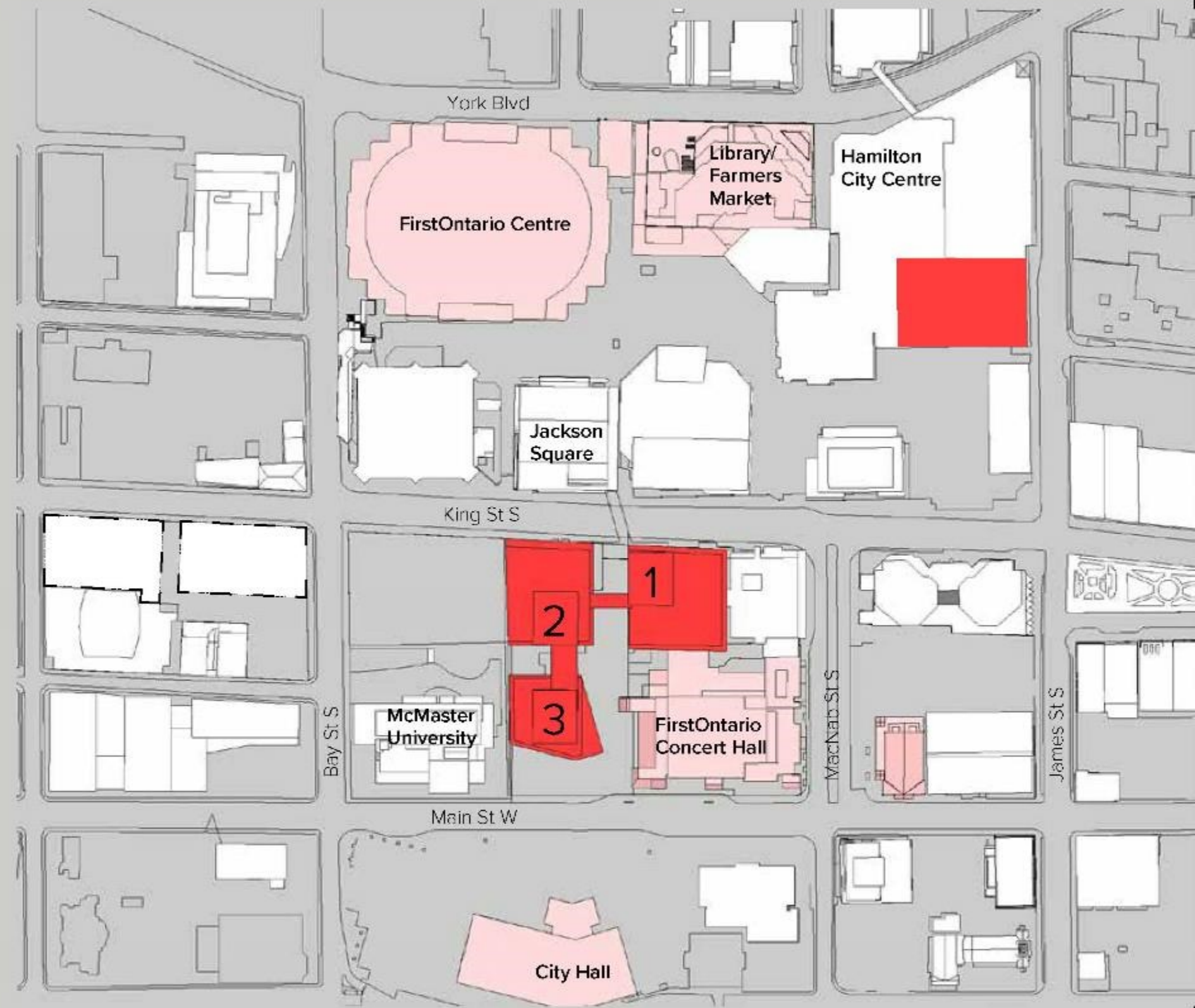
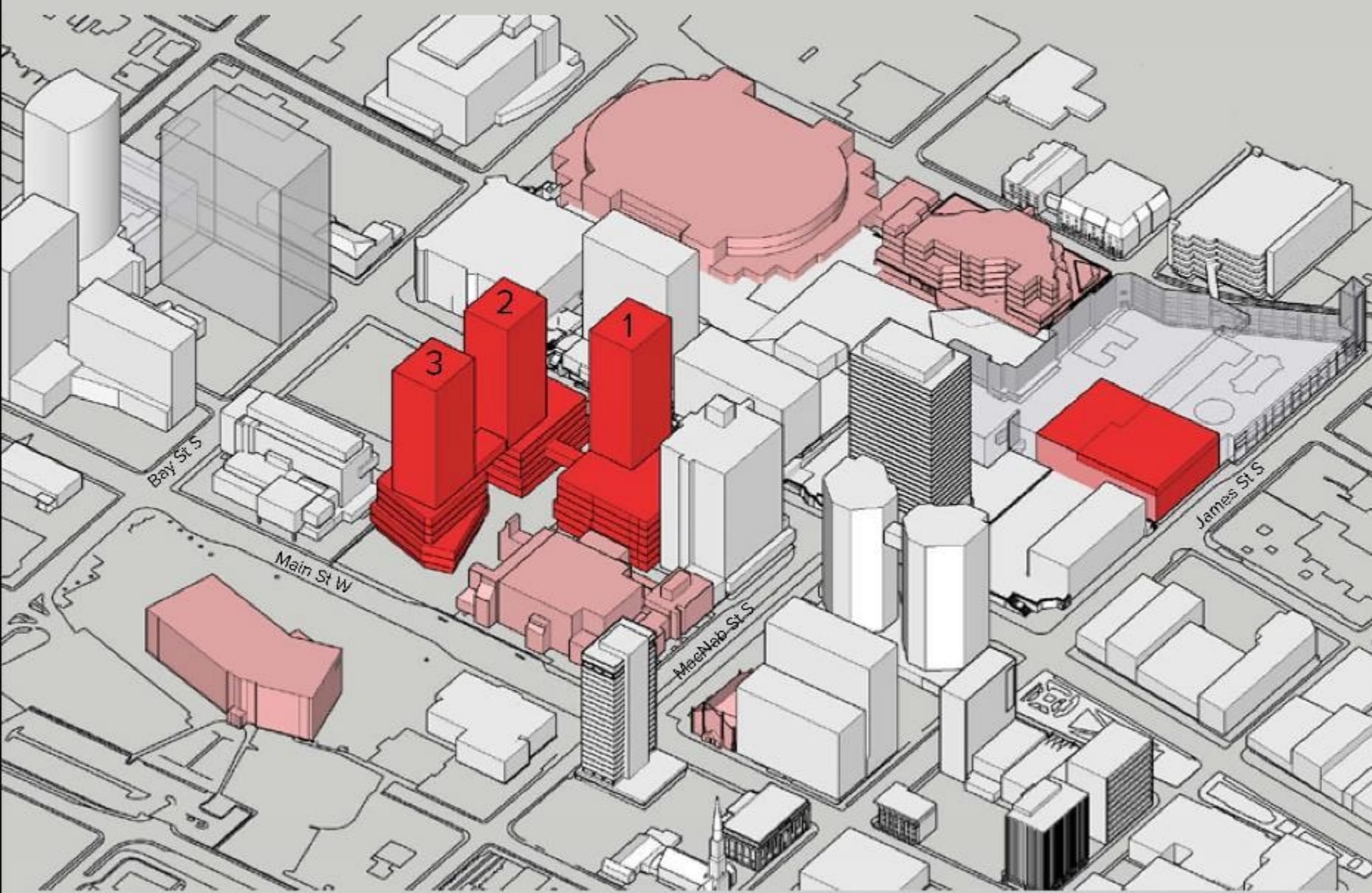
Phase 4

Art Gallery Relocated to New Building



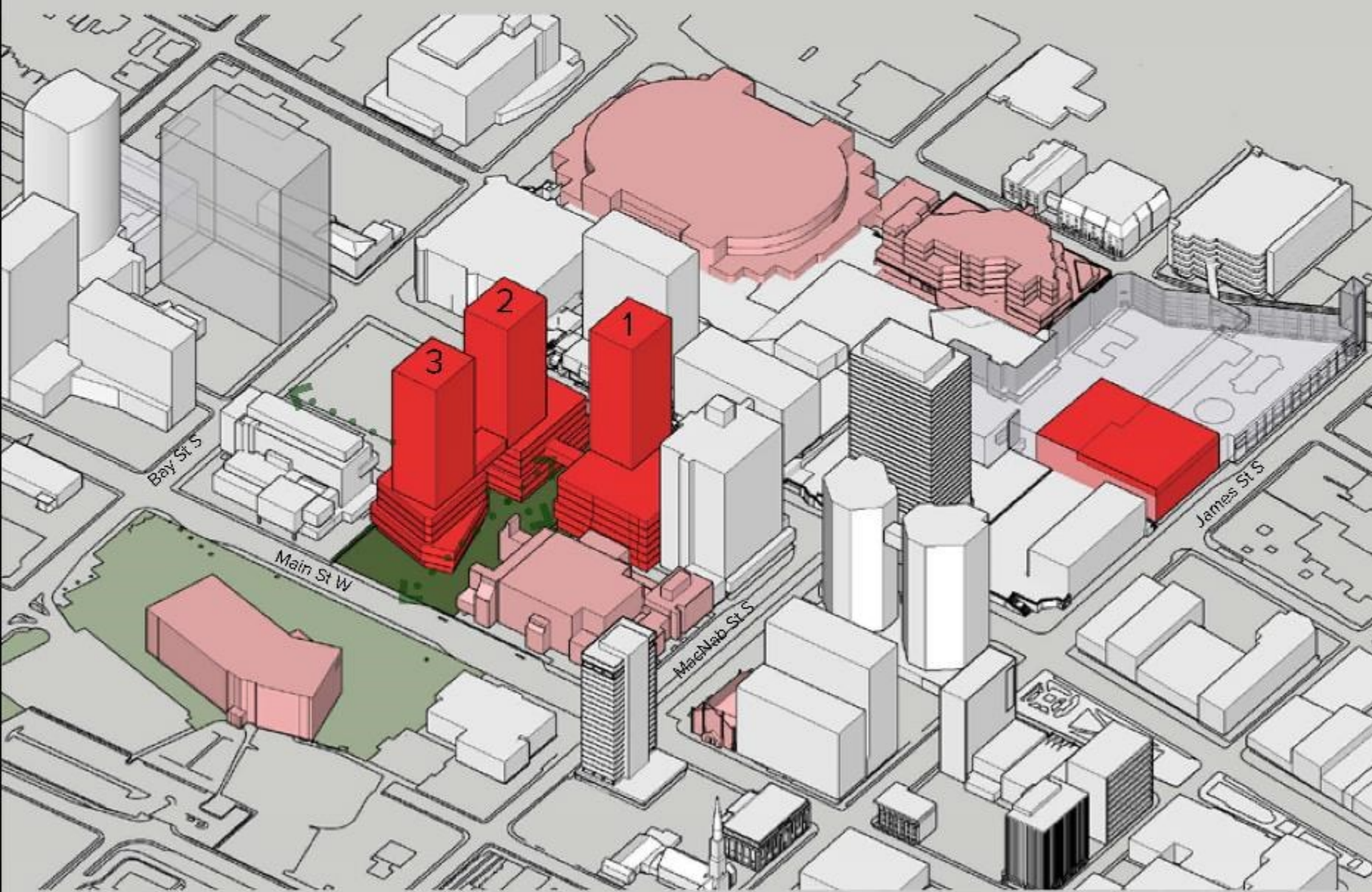
Phase 5

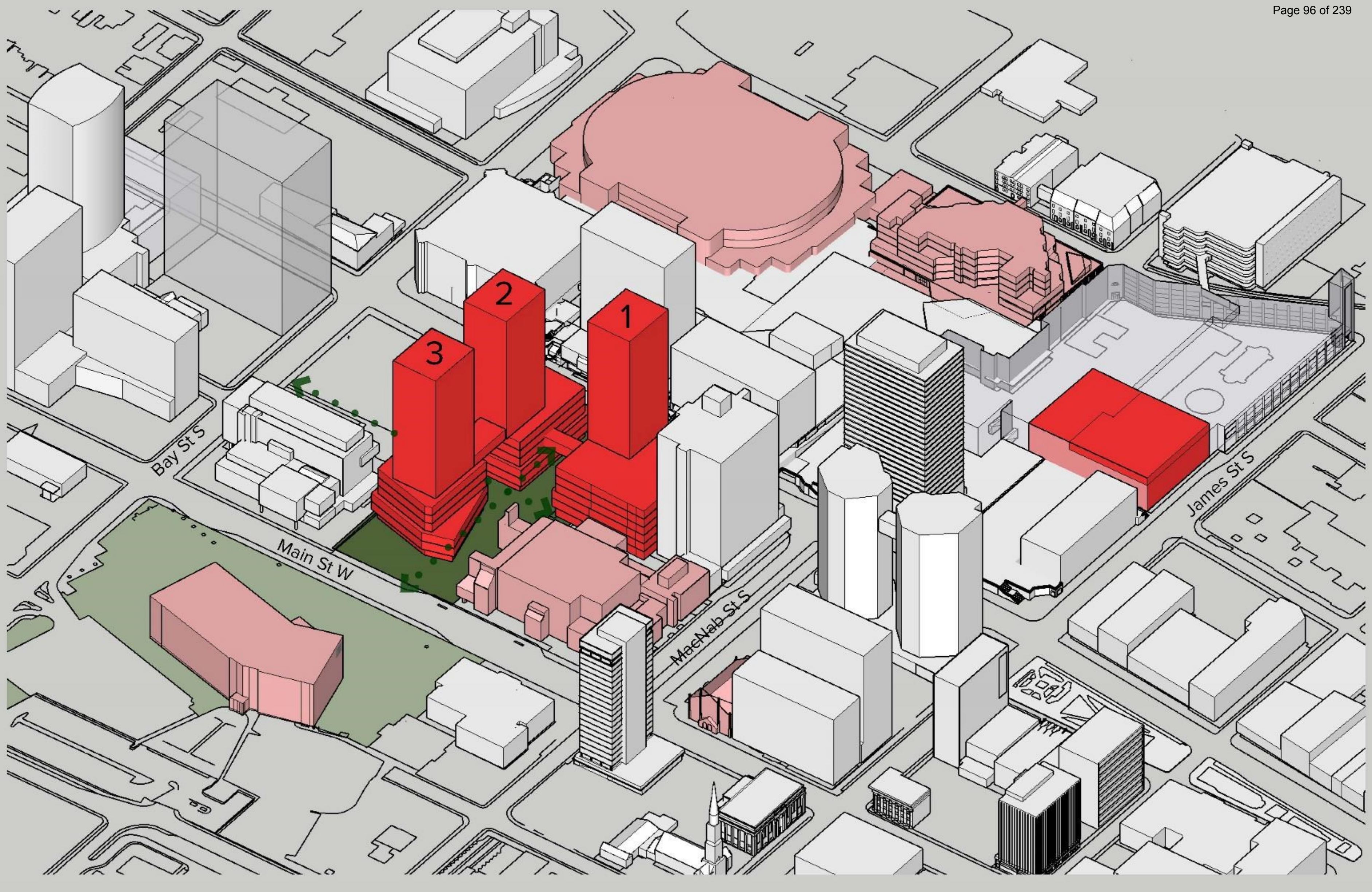
Second and Third Podium/ Towers Constructed

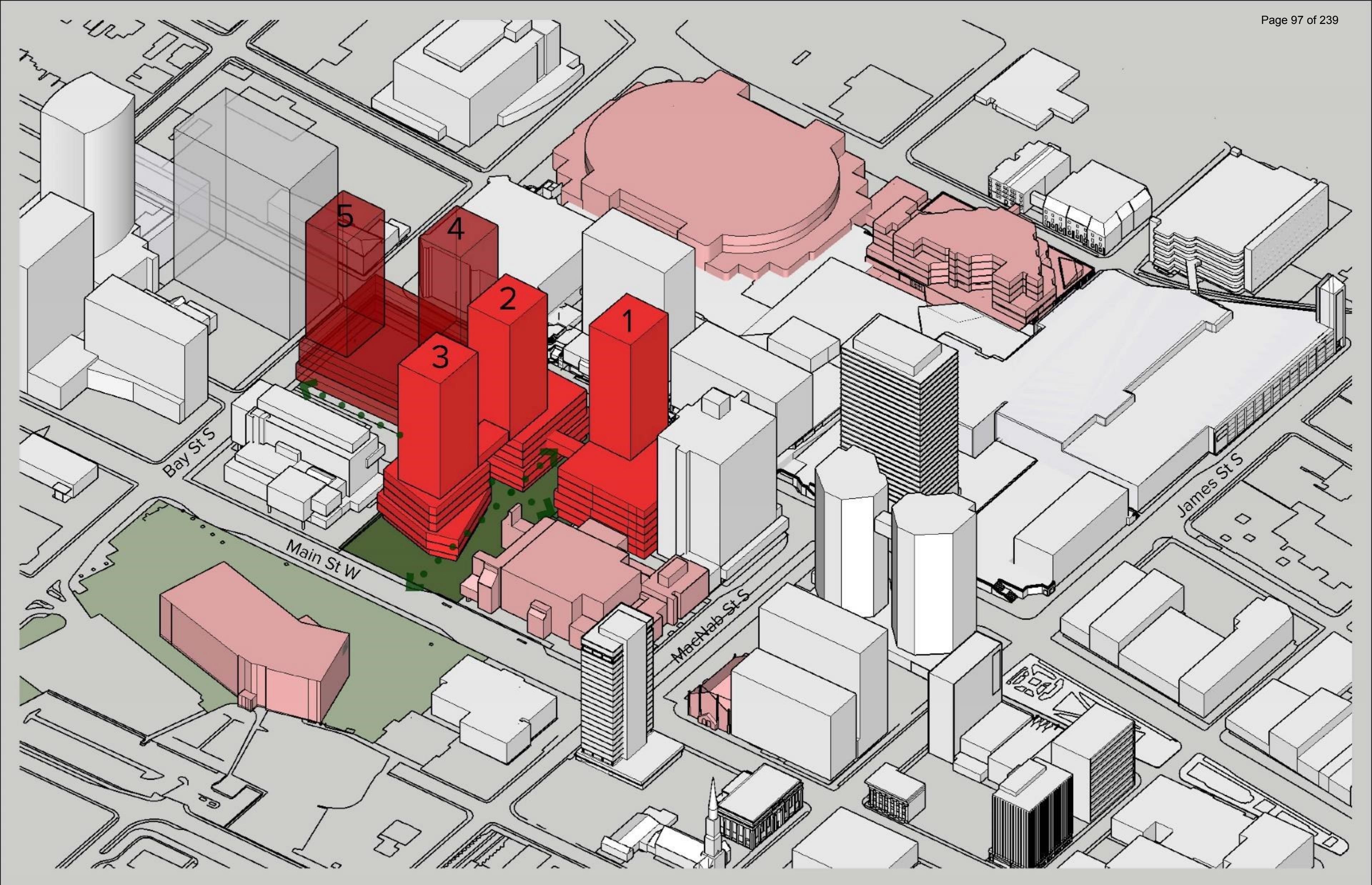


Phase 6

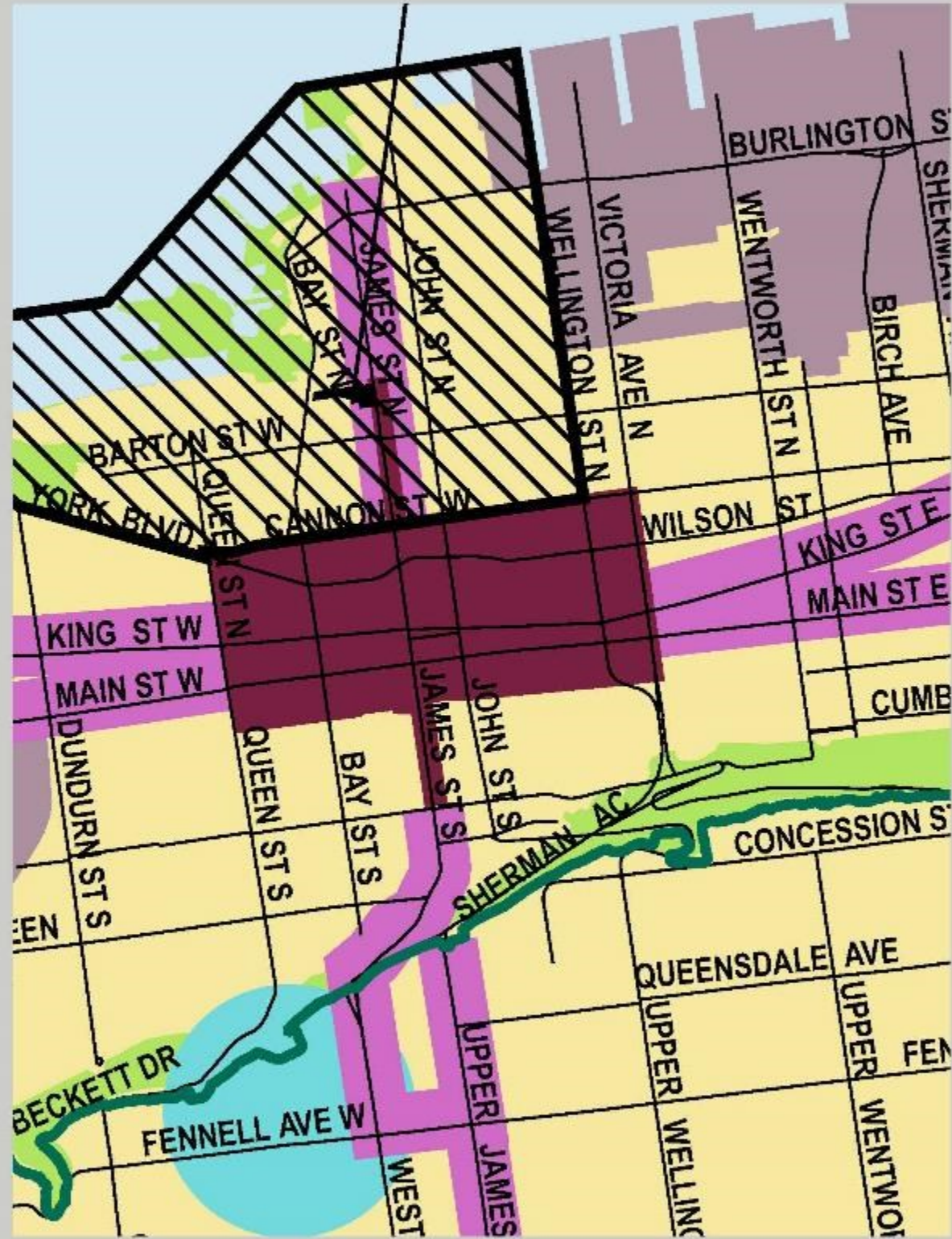
Landscaping Pedestrian Thoroughfare







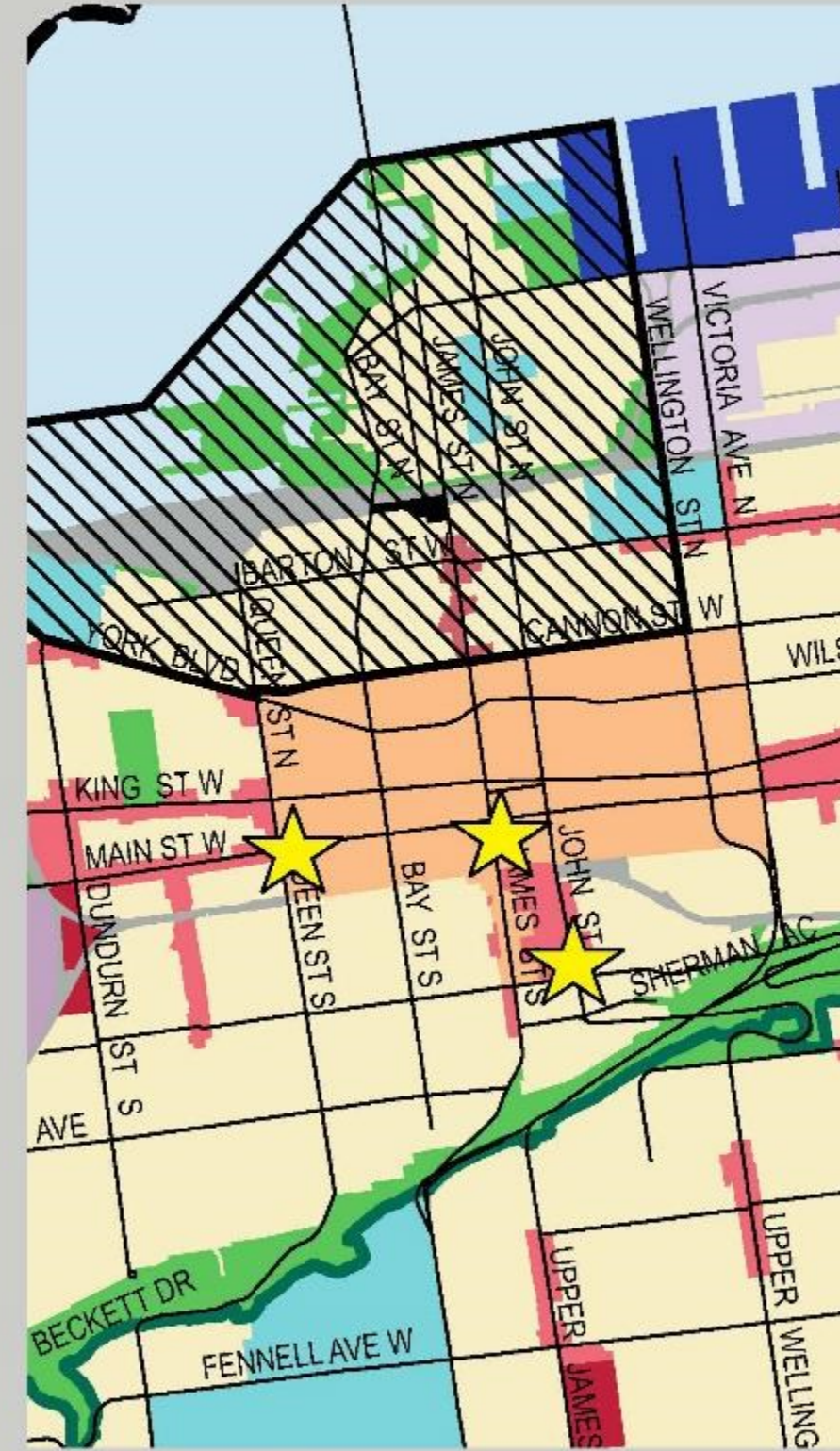
Urban Hamilton Official Plan



Schedule E. Urban Structure

Urban Structure Elements

- Neighbourhoods
 - Employment Areas
 - Major Activity Centres
 - Major Open Space
- Nodes**
- Downtown Urban Growth Centre
 - Sub Regional Service
 - Community
- Corridors**
- Primary



Schedule E-1 Urban Land-use Designations

- Downtown Mixed Use Area
- Mixed Use - High Density
- Mixed Use - Medium Density
- District Commercial
- Arterial Commercial



The Downtown Secondary Plan

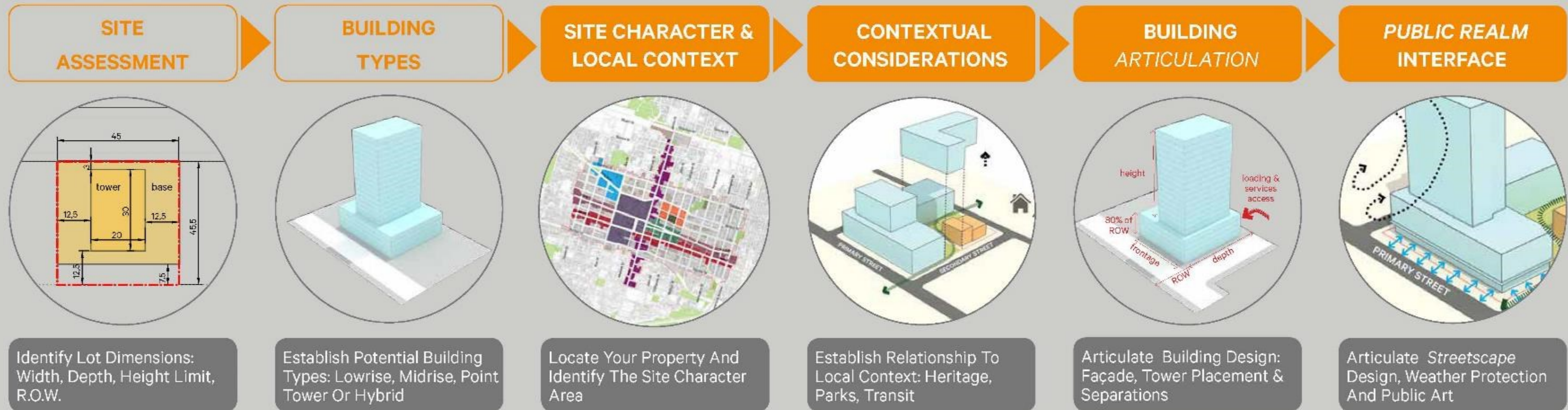
The downtown hamilton of the future shall be a vibrant focus of attraction where all ages, abilities, and incomes can live, work, learn, shop, and play. The future downtown shall be a healthy, safe, comfortable, accessible, and prosperous community that promotes a high quality of life. It will combine the best of our heritage with new concepts and designs while seamlessly linking together the downtown, surrounding neighbourhoods, the waterfront, and the escarpment.”



Downtown Hamilton Tall Buildings Guidelines

Tall Buildings Study

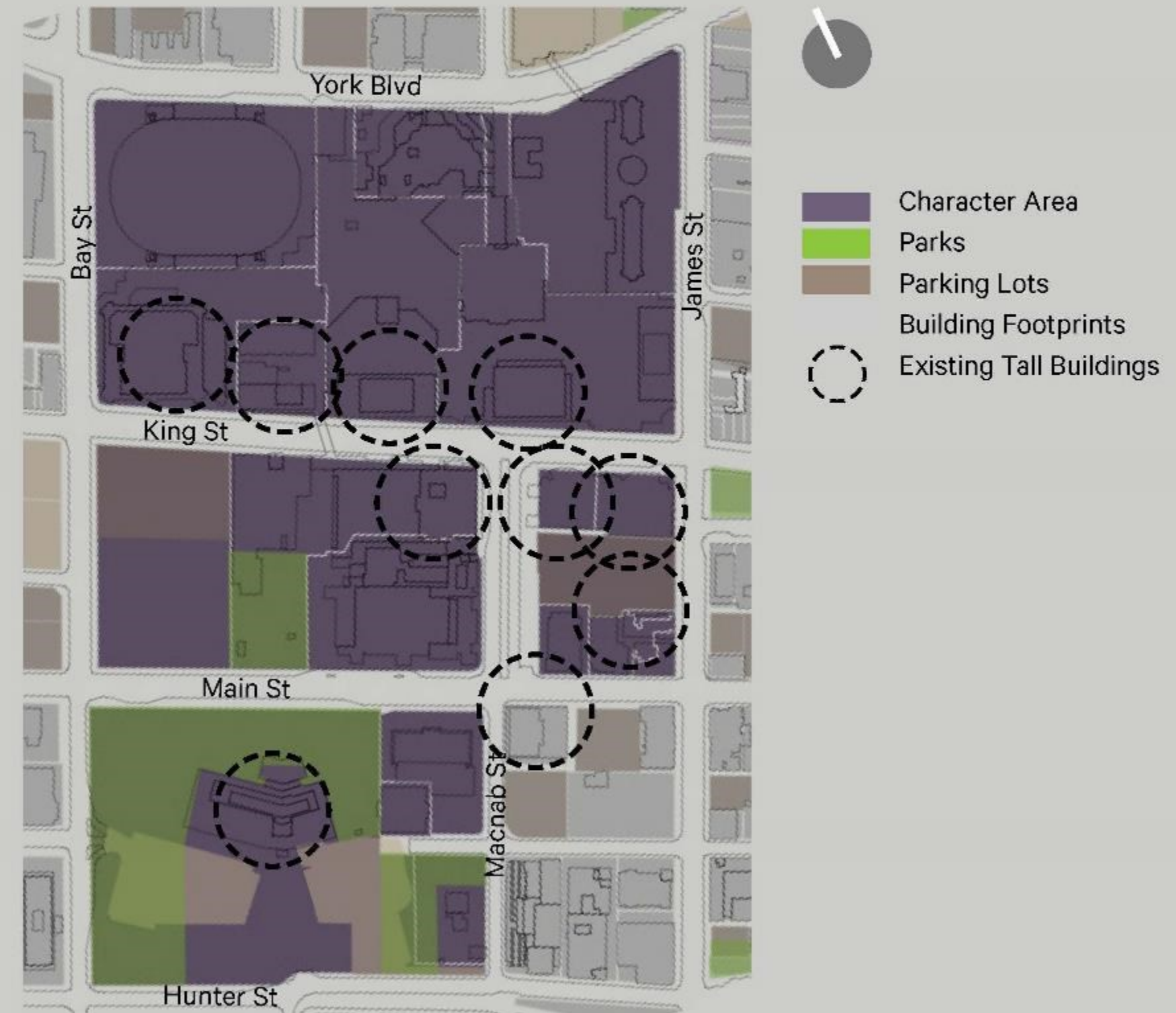
Tall Buildings Guidelines

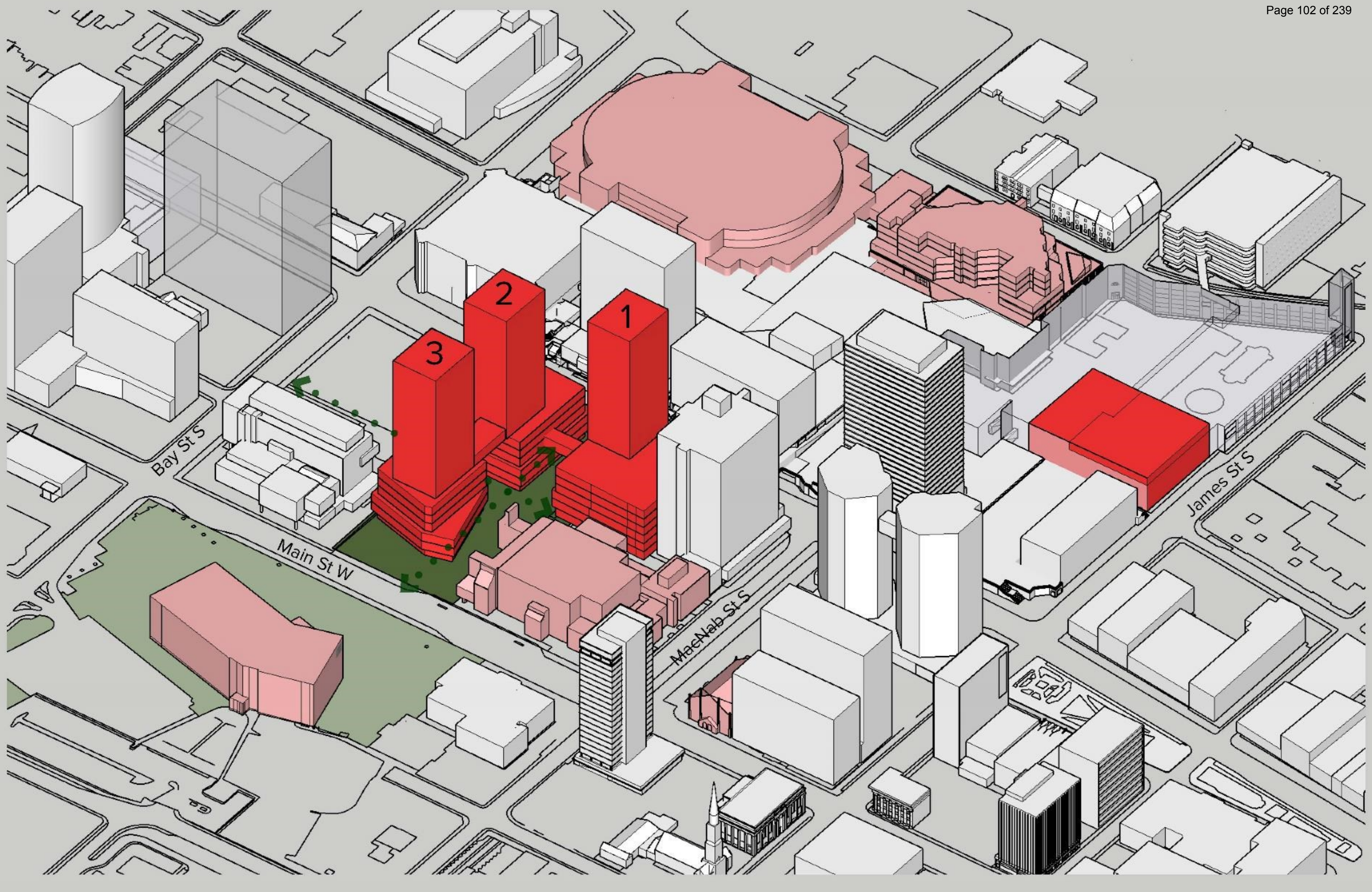


Downtown Hamilton Tall Buildings Guidelines

2.3 Downtown Core (Civic Precinct)

The vision for the Downtown Core is to activate the pedestrian realm through the intensification of the area, which shall allow for improvements and expansion of the open space network.





A MADE IN HAMILTON SOLUTION

- Our Goals Are Aligned
 - Create a Win-Win-Win for the City of Hamilton, Private Sector Partners and Taxpayers of Hamilton.
 - Maximize the Development Capability of the Existing Sites – Creating a Future Tax Base & Density
 - Transform the City
-





Hamilton

BUSINESS IMPROVEMENT AREA ADVISORY COMMITTEE

REPORT 20-001

8:00 a.m.

Tuesday, January 14, 2020

Rooms 192 & 193

Hamilton City Hall

71 Main Street West

Present: Councillor Esther Pauls (Chair)
Tracy MacKinnon – Westdale Village BIA and Stoney Creek BIA
Emily Burton – Ottawa Street BIA
Cristina Geissler – Concession Street BIA
Lisa Anderson – Dundas BIA
Kerry Jarvi – Downtown Hamilton BIA
Bender Chug – Main West Esplanade BIA
Susan Pennie – Waterdown BIA
Rachel Braithwaite – Barton Village BIA
Susie Braithwaite – International Village BIA
Heidi VanderKwaak – Locke Street BIA
Jennifer Mattern – Ancaster BIA

Absent: Anne Marie Bergen – King West BIA

THE BUSINESS IMPROVEMENT AREA ADVISORY COMMITTEE PRESENTS REPORT 20-001 AND RESPECTFULLY RECOMMENDS:

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

- (a) That Councillor E. Pauls be appointed as Chair; and,
- (b) That a rotating Vice-Chair, be approved.

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 2)

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

The agenda for the January 13, 2020 Business Improvement Area Advisory Committee meeting was approved, as presented.

(b) DECLARATIONS OF INTEREST (Item 3)

There were no declarations of interest.

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

(i) December 10, 2019 (Item 4.1)

The December 10, 2019 Minutes of the Business Improvement Area Advisory Committee was approved, as presented.

(d) STAFF PRESENTATIONS (Item 9)

(i) 2019 Audit Client Package Review and Discussion (Item 9.1)

Shelley Hesmer and Isabela Herman from Accounting Services, and Betty Duan and Kyle Rooney from KPMG, addressed the Committee respecting the 2019 Audit Client Package.

The staff presentation on the 2019 Audit Client Package, was received.

(e) DISCUSSION ITEMS (Item 10)

(i) Ontario Business Improvement Area Association (OBIAA) Conference 2021 (Item 10.1)

The Committee discussed the 2021 OBIAA Conference. Julia would like any input from the Committee members on ideas for topics that might be relevant for the Conference.

The discussion respecting OBIAA Conference 2021, was received.

(ii) Business Improvement Area Boards of Management Governance and Policy Review (Item 10.2)

The Committee discussed the Business Improvement Area Boards of Management Governance and Policy Review. Julia advised that the Business Improvement Areas should be reviewing their Procedural By-laws with their Board of Management.

The discussion respecting the Business Improvement Area Boards of Management Governance and Policy Review, was received.

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

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

Julia advised that the Ontario Business Improvement Area Association (OBIAA) Board Meetings are in Hamilton on January 29 – 31, 2020 and their dinner is on January 30, 2020 at 6:30 p.m. All BIA's are welcome to attend.

Julia advised that there have been changes to cannabis retail applications and that Municipal Law Enforcement will be coming to speak at the March meeting.

The Christmas Grant applications have been processed.

Julia advised the Committee that a survey for the Waste Management Strategy has been sent out and that any feedback would be appreciated.

The Business Improvement Area Awards of Excellence will be held on Thursday, March 24, 2020. Julia thanked the Committee for submitting nominations and Christina Geissler agreed to give the speech that evening.

The pedestrian counter will be available in the spring. There will be a webinar to train the BIA's on how to use it. It will be available to be requested for certain dates.

The verbal update from Julia Davis, Business Development and BIA Officer, was received.

(ii) Statements by Members (Item 13.2)

BIA Members used this opportunity to discuss matters of general interest.

The updates from Committee Members, were received.

(g) ADJOURNMENT (Item 15)

There being no further business, the Business Improvement Area Advisory Committee adjourned at 9:10 a.m.

Respectfully submitted,

Councillor Esther Pauls
Chair Business Improvement Area
Advisory Committee

Angela McRae
Legislative Coordinator
Office of the City Clerk



MINUTES
ARTS ADVISORY COMMISSION
March 26, 2019
4:00 p.m. – 6:00 p.m.
Visitor Information Centre
Lister Block, 28 James Street N.

Chair: Kyle Skinner Recorder: Lauren Anastasi

Present: Christine Braun, Monika Ciolek, Ken Coit, Sara Dickinson, Patricia LeClair, Councillor Farr, Councillor Danko.

Absent with Regrets: Elena Balaska, Ray Rivers

Guest Presentation: Deborah McIvor – Executive Director of Hamilton Arts Council

1. CHANGES TO THE AGENDA

Additions:

- a) West Harbour Public Art Project - Juror
- b) Resignation letter from Peter Malysewich
- c) Asking members to volunteer to audit the jury for Hamilton Arts Awards

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. APPROVAL OF MINUTES OF PREVIOUS MEETING

6.1 Shirley Elford was misspelled. This has been corrected.

No other changes were made to the previous minutes.

MOVED: Patricia LeClair

SECOND: Monika Ciolek

That the meeting minutes of November 27, 2018 be approved as amended.

CARRIED

4. CONSENT ITEMS

None.

5. PRESENTATIONS

5.1 Overview of AAC Mandate and Workplan

Ken Coit provided an overview of the current AAC mandate and the Big Picture 2017 Arts Community Consultation Report.

5.2 Hamilton Arts Council Introduction of new Executive Director and Arts Week Update – Deborah McIvor

- Hamilton Arts Council submitted two proposals for grants to fund Big Picture Arts Week Outreach. Both grant proposals were declined. With only 80 days left to plan and no funding the thought is to forego this year's outreach efforts.
- Arts Week planning is underway for Indigenous arts programming and Cultural Legacies Project programming including events at the Library, AGH, and Indian Centre.
- AAC provided \$7000 funding to study the background to win the Trillium Grant for the Cultural Legacies project to document undocumented Hamilton art and artists from 70s, 80s, 90s.
- Arts Week will include Art Crawl, Creative Arts Fair at CF Limeridge Mall June 14-16, Launch Party at the Cotton Factory.
- What does HAC have planned around advocacy? Deborah started as the new Executive Director of HAC in January and has had most staff turnover. She stated that HAC would act as an umbrella organization, facilitating opportunities for artist and private sector to connect. Support artist in marketing, business building, communication, innovation and seeking out other sources of funding. Advocate for art as expression being opposite to depression and so in support of mental health initiatives. Funding was cut back from the Ontario Arts Council and so this affect HAC's funding and ability to support artists financially.
- Councillor Farr suggested a new community centre Carpenter's Hall – 125 Barton for possible programming venue, community gatherings, arts show etc.
- Ken suggested having Deborah return to a future meeting as an opportunity to discuss possible partnership with new commission members.
- Action: Deborah to send information to Lauren for distribution to AAC Members regarding: HAC looking for more partnerships, information about other programming and to help get the word out on Arts Week. HAC is looking for sponsorship for Cotton Factory Party to pay musicians.

6. DISCUSSION ITEMS

6.1 Update from the Hamilton Arts Awards Steering Committee – Sara Dickinson

- Still in search for an MC Comedian. We received more nominations that last year. Event is scheduled for June 13th, 2019 at Theatre

Aquarius as a kick off to Arts Week which begins June 14th, 2019. Tickets are free and will be made available soon.

- AAC volunteers needed for the Arts Awards.
- AAC volunteers also needed to audit the arts award juries. We will reach out to everyone here to attend one date in early April. Everyone agreed we could share their information with Cobalt to schedule meetings.
- Still looking for more Arts Awards reception sponsors.

6.2 Update from the Big Picture Sub-committee – Christine Braun

- We were hoping to partner with Hamilton Arts Council to showcase AAC however, we did not receive the grants. Hope to look at this again for future. It was thought best to defer our efforts on this to next year.

6.3 Update from the Arts Funding Sub-committee – Patricia LeClair

- Not much forward movement. Patricia requested to continue on this work until the new commission is formed. Ken suggested Patricia attend new AAC meeting to pass along information.
- Patricia is interested in supporting something moving forward. Arts funding was approved by council and we need to show council how those funds are benefiting the arts community. She wants to put together this information.

6.4 Update public art program and request for Juror James Street Plaza West Harbour Public Art project – Ken Coit

- Churchill Park Public Art Project is out for online consultation.
- King William Public Art Project as per the Focus Group Report will be a vertical element at James Street North. Call for Artist to be issued late spring.
- Waterfront Trust is working for the City to undertake a public art call for the foot of James Street and is looking for AAC representation.
- Concrete Canvas is not officially a city project but will welcome street artists to its festival this summer along Barton Street.
- Wrapping utility boxes downtown with art. Staff will host a focus group next week and public art project will begin this spring for a late summer or early fall installation.
- Christine Braun volunteered to be AAC representation on the Waterfront Trust Project.

6.5 AAC Budget Update – Ken Coit

- We have \$18,000 in reserve and \$9,000 is approved for 2019. We could be using this money for outreach this year.

6.6 AAC Membership Update – Ken Coit

- This is the last meeting for current AAC members. The term was 4 years. A new commission will be chosen in the next week or so. Ken thanked the members.
- It was highlighted that hopes for our next commission include diversity, experience with volunteering and an ability to work with people in a peaceful manner.
- It was suggested to hold the AAC meetings more often. Clerks and the new commission would need to discuss this.

6.7 Request for presentation by Together in Dance – Monika Ciolek

- Together in Dance is asking to present twice to AAC. The first time, to present their vision and mission and the second time in regard to a multicultural dance festival.

MOVED: Councillor Farr

SECOND: Christine Braun

That: Together in Dance be invited to present to the first available meeting of the 2019-2023 AAC.

CARRIED

7. MOTION

7.1 Peter Malysewich's resignation.

MOVED: Kyle Skinner

SECOND: Patricia LeClair

That: The resignation of Peter Malysewich be accepted

CARRIED

None Other

8. OTHER BUSINESS

None

10. ADJOURNMENT

Meeting Adjourned at 5:24 p.m.

MOVED: Kyle Skinner

SECOND: Christine Braun

THAT the meeting be adjourned.

CARRIED



M I N U T E S
ARTS ADVISORY COMMISSION
 May 28, 2019
 4:00 p.m. – 6:00 p.m.
Visitor Information Centre
 Lister Block, 28 James Street N.

Chair: First Meeting – No Chair

Recorder: Lauren Anastasi

Present: Janna Malseed, Ken Coit, Councillor Danko, Annette Paiement,
 Steve Parton, Monolina Bhattacharyya-Ray, Elizabeth Jayne Cardno,
 Lisa La Rocca, Eileen Reilly, Ranil Sonnadara

Absent with Regrets: Monika Ciolek, Councillor Farr

Guest Presentation: Carrie Brooks-Joiner

1. WELCOME AND INTRODUCTIONS

2. CHANGES TO THE AGENDA

3. DECLARATIONS OF INTEREST

There were no declarations of interest.

4. APPROVAL OF MINUTES OF PREVIOUS MEETING

Unable to approve previous minutes without a previous AAC member present. Deferred to the next meeting.

MOVED: Janna Malseed

SECOND: Annette

That the approval of meeting minutes for March 26, 2019 be deferred to the next meeting.

CARRIED

5. CONSENT ITEMS

None.

6. PRESENTATIONS

- Terms of Reference and Mandate.
 Each member is required to sign off on a Committee Member Acknowledgement Form (see Page 16 of Terms of Reference and Mandate Booklet).

MINUTES: Arts Advisory Commission – May 28, 2019

Page 2 of 4

- Introduction to the Tourism and Culture Division – Acting Director Carrie Brooks – Joiner and introductions by members.
- Advisory Committee Standard Procedures Overview.
- Work of the 2016-2019 AAC

[2019 Hamilton Arts Awards](#)

An AAC member sits on the HAA steering committee. The awards event is June 18 at Theatre Aquarius. All AAC members are invited.

[Public Art Master Plan](#)

An online document explaining public art vs. art in public places. It explains the process in which The City of Hamilton consults with the public, awards artists and gathers juries made up of citizens. AAC members are often asked to participate on these juries.

[Current Public Art Calls](#)

3 public art calls are underway including Utility box wraps for traffic signal and electrical boxes as well as one we are assisting with for the Waterfront Trust at the West Harbour.

[City's Full Public Art Collection](#)

The full collection is available on line at

<https://www.hamilton.ca/attractions/culture/public-art>

[Arts Funding Task Force](#)

The Arts Advisory Commission two terms ago successfully lobbied council through the Arts Funding Task Force for arts funding and support for artist grant programs. Tricia LeClair will be invited to present on this in September.

ACTION KEN: Ken Coit to send official correspondence to Tricia LeClair to present about the Arts Funding Task Force to the AAC.

[Big Picture Report 2017](#)

The most recent commission focussed community outreach through the Big Picture 2017 Art Form Event. That outreach identified several areas for the AAC to work on with the arts community. The AAC was planning some programming in support of the Arts Council and of Arts week which begins following the Hamilton Arts Awards but this was cancelled as it was dependant on a grant submission that was not funded.

AAC has a budget and a reserve that can be used to move committee initiatives forward.

ACTION ALL: Please look at the Big Picture Report in preparation for discussion around next steps for the AAC and the goals of this committee for the new term.

MINUTES: Arts Advisory Commission – May 28, 2019

Page 4 of 4

Lisa La Rocca put herself forward to act as the AAC member to sit on the jury for the Waterfront Trust Public Art Call.

MOVED: Janna Malseed

SECOND: Annette Paiement

That Lisa La Rocca will act as AAC Member on the Jury for the Waterfront Trust Public Art Call.

CARRIED**8. NOTICES OF MOTION****9. OTHER BUSINESS**

9.1 Together in Dance would like to present twice to AAC as per the March 26th, 2019 meeting minutes. Monika Ciolek is not present to bring this to the new AAC. We will defer this item to the next AAC meeting Monika is able to attend September 24th, 2019.

ACTION SECRETARY: Add Together in Dance to the Agenda for the September 24th, 2019 AAC Meeting.

10. ADJOURNMENT

Meeting Adjourned at 5:23 p.m.

All agreed.

THAT the meeting be adjourned.

CARRIED



Hamilton

**MINUTES
ARTS ADVISORY COMMISSION**

July 23rd, 2019

4:00 p.m. – 6:00 p.m.

Basement Meeting Room - B05

Lister Block, 28 James Street N.

Chair: Annette Paiement

Recorder: Lauren Anastasi

Present: Monolina Bhattacharyya-Ray, Elizabeth Jayne Cardno, Eileen Reilly, Ranil Sonnadara.

Absent with Regrets: Councillor Danko, Councillor Farr, Monika Ciolek, Lisa LaRocca, Janna Malseed, Steve Parton.

Guest: Tricia LeCLair

Staff: Ken Coit

1. CHANGES TO THE AGENDA

Additions:

- a) Waterdown Park Public Art Project – Juror

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. APPROVAL OF MINUTES OF PREVIOUS MEETING

No changes to the minutes were required.

MOVED:

Eileen Reilly

SECOND: Elizabeth Jayne Cardno

That the meeting minutes of May 28, 2019 be approved.

CARRIED

4. CONSENT ITEMS

None.

5. PRESENTATIONS

- 5.1 Hamilton Arts Awards Update

AGENDA: Arts Advisory Commission – July 23, 2019

Page 2 of 5

Ken Coit provided an update on the 2019 Hamilton Arts Awards (HAA) and will share the HAA Program Evaluation Report at the September 24, 2019 AAC meeting.

At the previous AAC meeting it was decided that Eileen Reilly will act as the AAC representative on the Hamilton Arts Awards Steering Committee.

MOVED:

Elizabeth Jayne Cardno SECOND: Monolina Bhattacharyya-Ray

That AAC invites staff and HAA Steering Committee members to our September 24th, 2019 meeting to present on the 2019 HAA Program Evaluation Report.

CARRIED

5.2 Public Art Update

Ken Coit shared updates on the Traffic Signal Box and Electrical Box Public Art Projects.

The Traffic Signal Box Public Art Call was targeted to emerging artists and received 137 submissions. The jury narrowed down the selections to 38 submissions and will select 30-32 designs to install across downtown this fall.

The Electrical Box Public Art Call had 67 submissions, of which 6 artists were selected to propose a series of 5 designs. One of these artist's design series will be selected.

The Waterfront Trust Public Art Call is now open for art that will be installed at the foot of James Street. The jury will select 6 submissions for final adjudication.

The Waterdown Memorial Park Public Art Call is underway and requires an AAC member to be a juror.

Staff is beginning work on an Art in Public Places Policy. This policy will address art in public places that is not considered in the current City of Hamilton's Public Art process. This includes art on private property such as the recent Concrete Canvas Festival.

Staff will be including the AAC as part of the consultation on this policy.

The Waterdown Memorial Park Public Art Call is underway and requires an AAC member to be a juror. Eileen Reilly offered to be considered

MOVED:

Elizabeth Jayne Cardno SECOND: Annette Paiement

That Eileen Reilly act as AAC member on the Jury for the Waterdown Memorial Park Public Art Project.

CARRIED

5.3 Tricia LeClair – The Arts Funding Task Force.

Tricia is the Executive Director of the Hamilton Children’s Choir. She was member of AAC for two terms as Chair and Co-Chair and was part of the Arts Funding Task Force, a sub-committee of the AAC that was instrumental in updating the process for adjudicating arts funding applications and for a 1 million dollar increase in that funding.

Tricia recommended that the AAC continue to monitor the City Enrichment Fund and how it is working for the arts community and when possible share successes as well as challenges around the program with Councillors.

Staff will provide a copy of the Arts Funding Task Force report of the AAC for their information.

Tricia also offered to serve on a subcommittee of the AAC related to art funding if needed.

As AAC meets every 2 months, some projects tend to lose momentum, so it is advisable to create subcommittees members of the community. Tricia could be part of a subcommittee and provide guidance. The subcommittee reports back to AAC and AAC does the ask/presentation to council for funding to create opportunities etc.

6. DISCUSSION ITEMS

6.1 Next steps for AAC and goals of this committee for the new term.

What does the AAC want to focus on this year? How do we move forward with the recommendations The Big Picture report?

Staff noted that the current funds available to the AAC to support their mandate is approximately \$18,000 in reserve and \$9000 in operating.

Sustainable Living and Creative Space

Affordable housing, artist income and artists spaces were issues of interest to most members as identified in the Big Picture Report.

MOVED: Eileen Reilly

SECOND: Elizabeth Jayne Cardon

That a subcommittee including Annette Paiement (Chair of the subcommittee), Elizabeth Jayne Cardno and Eileen Reilly be formed to determine AAC plans for addressing affordable housing, artist income and artists spaces.

That the subcommittee meet and report back at the next AAC meeting.

CARRIED

MOVED: Annette Paiement SECOND: Ranil Sonnadara

That AAC invites Debbie Spence to present the City's Economic Impact Report about Creative Industries in Hamilton at our September 24th, 2019 AAC meeting.

CARRIED

Communication

A second goal for AAC could focus on making information more accessible. Every year in December AAC has an opportunity to report to council. Another subcommittee may be required to address communication, education and training. It was decided to put this on the agenda for the September 24th, 2019 AAC meeting.

Annette asked Ranil to come up with recommendations for this next meeting. Hamilton Rising App was mentioned as a tool for communication funded by HAC. It was suggested that the developer of the Hamilton Rising App may join the communication subcommittee. A blog campaign could highlight the work of the AAC.

6.2 Revisit meeting time, date and location for AAC meetings.

Monika Ciolek sent an email suggesting AAC meetings occur every 6 weeks instead of every 8 weeks.

Ken Coit noted that meeting frequency is set out in the Terms of Reference for the AAC by Council. A report to Council requesting a change would be required. However there are no such requirements for subcommittees and past AAC's have had more frequent subcommittee meetings to help move work forward. Staff support is not available for sub-committee meetings.

7. NOTICES OF MOTION

None

8. MOTIONS

None

9. OTHER BUSINESS

None

10. ADJOURNMENT

MOVED: Annette Paiement SECOND: Eileen Reilly

That the AAC meeting be adjourned at 5:40pm.

CARRIED



MINUTES
ARTS ADVISORY COMMISSION
September 24th, 2019
4:00 p.m. – 6:00 p.m.
Tourism Information Centre
Lister Block, 28 James Street N.

Chair: Annette Paiement

Recorder: Lauren Anastasi

Present: Councillor Danko, Councillor Farr, Monika Ciolek, Janna Malseed, Steve Parton, Eileen Reilly, Ken Coit (Staff)

Absent with Regrets: Monolina Bhattacharyya-Ray, Elizabeth Jayne Cardno, Lisa LaRocca, Ranil Sonnadara.

Guest Presentations:

Vitek Wincza & Haleigh Eady: Together in Dance Festival

Debbie Spence: Creative Industries Sector Profile Report

1. CHANGES TO THE AGENDA

There were no changes to the agenda.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. APPROVAL OF MINUTES OF PREVIOUS MEETING

- 3.1 Approval of Minutes July 23, 2019
No changes to the minutes were required.

MOVED: Janna Malseed SECOND: Eileen Reilly

That the meeting minutes of July 23, 2019 be approved.

CARRIED

- 3.2 Approval of Minutes March 26, 2019 (Required previous AAC Member – Monika Ciolek)

6.1 Spelling error - We received more nominations that last year.
This has been corrected

MOVED: Monika Ciolek

SECOND: All in favour.

That the meeting minutes of March 26, 2019 be approved as amended.

CARRIED

4. CONSENT ITEMS

There were no consent items.

5. PRESENTATIONS

5.1 2019 Hamilton Arts Awards Steering Committee Evaluation Report - Ken

- New Steering Committee beginning for the 2020 Hamilton Arts Awards.
- 2019 Fundraised \$13,500 in sponsorship, 500 attendees. Survey response was good.
- A review of the adjudication process may be necessary within the next two years.

MOVED: Monika Ciolek

SECOND: Steve Parton

That AAC receive the 2019 Hamilton Arts Awards Steering Committee Evaluation Report.

CARRIED

N:\AEO\ ARTS\Arts Awards\2019 Arts Awards\Evaluation\2019 Program Evaluation_08-01.pdf

5.2 Sustainable Living and Creative Space Sub-Committee Update – Annette

- 8 people joined Annette to form the Sustainable Living and Creative Space sub-committee.
- The group is meeting Thursdays at lunch at the Cotton Factory. All artists are welcome.
- They discussed the current climate of gentrification and drastic changes in the community with a focus on housing and space for artists.
- Spoke about new housing developments with subsidized units.
- A second meeting was organized to look at solutions around the work/live space affordability. As an arts community what can we do?
- Need information about zoning and bylaws.
- Proposing to continue these meetings on a regular basis. Make them more formal, including members of this committee and the community. Lunch and learns and after work hours to continue the discussion on how artists can be proactive and help find solutions.
- Councillor Farr would like to know details about the meetings as he would like to attend.

- Bring in someone with a failed Artscape experience to discuss the issues. Councillor Farr would like to attend this meeting to share and bring this information back to council in a meaningful way.
- Annette would like to continue the Sustainable Living and Creative Space Sub-Committee meetings and workshops on a weekly basis.
- Would like to pay artist and speaker honorariums, space rental.
- Attendance and minutes will be recorded at these meetings so as to report back to council the community feedback.

5.3 Economic Impact Report re: Creative Industries in Hamilton – Debbie Spence

Debbie Spence is the Business Development Consultant in the Creative Industries and Cultural Development Section of Tourism and Culture Division, City of Hamilton. She presented the City's work on the Creative Industries Sector Profile

- Creative Industries Sector Profile Report:

<http://www.investinhamilton.ca/industries/creative-industries>

- Creative Industries included fashion, film, music, live performance, written and published works, visual and applied works.
- Top areas of growth are in film, music and fashion.
- Film is the largest. 9,140 people in this labour force that live in Hamilton. 902 film businesses in Hamilton. A way to expose people to the city, drives more businesses to invest here.
- A gap in the market is the need for more skilled labour.
- Business Development facilitates this conversation and helps make connections. Looking to professional development, creative exchange, and unions to bridge the gaps.

MOVED: Councillor Farr

SECOND: Annette Paiement

That Debbie Spence to be invited to a Sustainable Living and Creative Space Sub-Committee workshop and that Debbie share details with ACC about Creative Industry events.

CARRIED

Action: Debbie will give ACC the schedule of Creative Exchange Events. Art Gallery in Discussion Panels. Possible workshop topics from Debbie through Ken to Annette.

5.4 Together in Dance Festival

[Attachments for 9 24 2019 Minutes\Wart · SlidesCarnival.pdf](#)

- Proposing a one-day dance festival Sunday February 16th at First Ontario Centre. Family day weekend.
- To represent what is happening in Hamilton and globally with migration and immigration and to celebrate our differences. Encourage and inspire young generations to continue their cultural legacy through dance.
- Talking to all dance groups, leaders of different communities. Some confirmed participation.
- Festival will be made up of 3 parts:
 - 1) Performances, 2) Workshops for dancers and public 3) Roundtable discussion around community.
- Engaging people of different ethnicity, age, socio-economic. Want it to be Pay What You Can.
- Would like AAC to be part of the Festival Advisory Committee.
- Looking for support in community, consultants who have done outreach to newcomer communities. To develop relationships and partnerships.
- Need TLC and money. 2-day rental at First Ontario \$48,000.

MOVED: Councillor Farr

SECOND: Annette Paiement

That Monika Ciolek act as Arts Advisory Commission member on the Festival Advisory Committee.

CARRIED

MOVED: Councillor Farr

SECOND: Janna Malseed

That Ken Coit reach out to HIPC to provide the presentation from and have them contact the Hamilton Conservatory of the Arts directly.

CARRIED

6. DISCUSSION ITEMS

- 6.1 Communication, education and training recommendations – Ranil (Deferred)
- 6.2 Budget Update – Ken

- \$18,000 in reserve including \$9,000 for this year. Can't put anymore money in reserve.
- Proposing to council \$9,000 again for this year

MOVED: Annette Paiement

SECOND: Janna Malseed

That Arts Advisory Commission request \$9,000 from council for 2020.

CARRIED

MOVED: Councillor Farr

SECOND: Eileen Reilly

That up to \$4,000 be budgeted to cover costs for Sustainable Living and Creative Space Sub-Committee meetings and workshops to take place weekly at the Cotton Factory.

CARRIED

7. NOTICES OF MOTION

8. MOTIONS

9. OTHER BUSINESS

9.1 Arts Funding Task Force Report for AAC Review – Report will be distributed at the meeting.

10. ADJOURNMENT

MOVED: Councillor Farr

SECOND: Janna Malseed

That today's Arts Advisory Commission meeting be adjourned at 6:05pm

CARRIED



INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	February 5, 2020
SUBJECT/REPORT NO:	Finance, Insurance and Real Estate (FIRE) Sector Feasibility Study: Recommendations and Implementation (PED20047) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Karol Murillo (905) 546-2424 Ext. 7859
SUBMITTED BY:	Glen Norton Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

COUNCIL DIRECTION

Not Applicable

INFORMATION

The purpose of this report is to provide Council with the results of the Finance, Insurance and Real Estate (FIRE) Sector Feasibility study and to share recommendations and implementation to date.

This report summarizes the recommended actions for the FIRE Sector in the 2016 – 2020 Economic Development Action Plan. One of the three actions - Create and implement a FIRE Sector strategy – will provide direction for all staff led FIRE Sector activities in the City. More importantly, the study will position the sector for the upcoming update to the Economic Development Action Plan 2021 - 2025.

Over the course of 2018 - 2019, several new initiatives have been undertaken that illustrate the strength of this sector as more FIRE companies have landed in the City of Hamilton bringing new jobs and opportunities. Many of these firms are fintech

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companies who are financial technology firms that are focused on automating the delivery and use of financial services.

Economic Development Action Plan 2016 - 2020

The three major actions for the FIRE sector in the Economic Development Action Plan 2016 - 2020 were as follows:

Action 1: Realign staffing assignments to increase coverage of the sector.

Steps Taken:

As a significant portion of the FIRE sector companies are located in the downtown commercial corridor, this portfolio was assigned to Commercial Districts and Small Business (CDSB) Section. The Senior Business Development Consultant's role (within the CDSB section) was redefined to manage all FIRE Sector leads and business recruitment and expansion activities for FIRE companies in the City of Hamilton in 2017. In addition, the City of Hamilton municipal incentive programs are administered within the CDSB section with one of the incentive programs, the Office Tenancy Assistance Program (OTAP) being an attractive program for new commercial tenants for FIRE industries.

Action 2 and 3: Create and implement a FIRE sector strategy; and, implement program to target large corporate back office operations.

Steps Taken:

Since the FIRE Sector was identified in Hamilton's Economic Development Action Plan 2016–2020 as a target sector for the first time, staff determined it would undertake a FIRE Sector Feasibility Study to understand Hamilton's strengths and develop a FIRE value proposition. With regards to reviewing back office operations (Action 3), staff would look to the results of the study to see if this subsector was projected to grow to determine what support and resources would be required.

In 2018, MDB Insight (a leading Canadian management consulting firm specializing in economic development) was awarded the contract to undertake a FIRE Sector Feasibility Study to provide a clear description of the current state of Hamilton's finance, insurance, and real estate sector; identify gaps and opportunities; and, provide

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guidance on the required actions that will assist the City of Hamilton to encourage and support this growing and evolving sector. The study would also include opportunities to reduce the office vacancy in Hamilton.

City of Hamilton FIRE (Finance, Insurance, and Real Estate) Sector Feasibility Study (December 2018)

The FIRE Sector Feasibility Report, attached as Appendix “A” to Report PED20047 provides Council a clear description of the current state of Hamilton’s finance, insurance, and real estate sector; identifies gaps and opportunities; and, provides guidance on the required actions that will assist the City of Hamilton to encourage and support this growing and evolving sector.

FIRE Sector Report Highlights:

- FIRE Sector accounted for 21,441 jobs, representing 8% of Hamilton’s total employment;
- Over half of these job were in the Real Estate and Rental and Leasing and; Support Industries to the FIRE Sector;
- Over a quarter (29%) of all firms (total of 12,366) in Hamilton are related to the FIRE Sector;
- Highly educated workforce with the majority of the population with degrees in business, finance and marketing; and,
- Over the last ten years, the FIRE Sector grew by 18% (3,206 jobs).

The FIRE Sector is comprised of the following subsectors:

- Banks;
- Insurance;
- Investment;
- Fintech/Blockchain Potential;
- Real Estate and rental and leasing; and,
- Support industries to the FIRE Sectors.

Hamilton’s FIRE Sector – Employment Outlook

FIRE Employment:

The majority of jobs (55%) in the FIRE sector can be attributed to two groups – Support Industries to the FIRE Sector (28%) and Real Estate and Rental and Leasing (27%). The Support Industries is comprised of legal services, accounting, tax preparation, bookkeeping and payroll services, and business support services. Not surprisingly, half of the major employers in Hamilton’s FIRE Sector includes legal services firms such as Gowlings WLG, SimpsonWigle Law LLP, Ross & McBride LLP, Agro Zaffiro LLP, and

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Morris, B. Law Group. The Real Estate and Rental and Leasing group is comprised of establishments that are primarily engaged in renting, leasing, and managing real estate in addition to selling, renting or buying real estate for others. The remaining 45% of FIRE jobs can be broken down into Banking (15%), Fintech/Blockchain Potential (11%), Insurance (11%) and Investment (8%).

FIRE Businesses:

The Real Estate and Rental and Leasing group also accounts for 65% of Hamilton FIRE Sector businesses. A large number of businesses in this cluster are self-employed. The remaining 35% of establishments can be broken down into Investment (14%), Support Industries to FIRE Sector (9%), Fintech/Blockchain Potential (6%), Banking (3%) and Insurance (3%). The results of the study did not indicate any growth in the back-office operations area.

Key Growth Areas

Overall, the FIRE Sector grew by 18% or 3,206 jobs over 2007 - 2017 ten-year period and is expected to grow 6.2% over the next seven years.

The three key areas for growth over the next several years include firms in the Fintech/Blockchain (12.7%), Investment (10.7%), and Banks (5.2%). In Ontario, over \$9.2 B is spent by Canada's financial services industry. Hamilton's location next to Toronto, North America's second largest financial services hub, allows the city to position itself as a close alternative with various options for office commercial expansions.

Fintech/Blockchain Potential:

The emergence of fintech and blockchain have altered the global financial landscape. Fintech, or financial technology are making the use and delivery of financial products the new way of the future. Blockchain is a digital database or ledger of transactions that have changed the way banking, stock, real estate transactions are executed. With the massive growth in fintech, trends are indicating there is increasing infiltration of fintech start-ups in the insurance sector.

Investment:

This subsector deals with securities, commodity contracts and other financial investments and related activities subsectors. This group is tied to establishments engaged with managing portfolios of securities and providing investment advice, trust, fiduciary, custody and other investment services.

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Banks:

Banks continue to have an established presence in the city. The credit unions which includes FirstOntario Credit Union Limited and Teacher Credit Union Limited, are two of the largest employers in the FIRE sector in the city. It should be noted that many start-ups and entrepreneurs in the fintech and blockchain space are linked to established banks and credit unions.

Staffing Patterns and Projections

Staffing patterns show the percentage of total industry jobs in a specific occupation.

The Top 10 occupations in 2017 in the FIRE sectors include:

- Other financial officers;
- Customer services representatives - financial institutions;
- Financial auditors and accountants;
- Lawyers and Quebec notaries;
- Insurance agents and brokers;
- Information systems analysts and consultants;
- Other customer and information services representatives;
- Accounting technicians and bookkeepers;
- Computer programmers and interactive media developers; and,
- Legal administrative assistants.

High growth occupations include:

- Computer programmers;
- Interactive media developers;
- Financial auditors; and,
- Information systems analysts and consultants.

Gaps

One of the findings from the study is that Hamilton is a net exporter of FIRE Sector occupations. In other words, there are not enough jobs in the City of Hamilton in this sector resulting in many residents travelling outside the community to work in these fields.

Additional gaps include:

- Perceptions of the city;
- Lack of an identify as a Knowledge-based and creative economy;

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- Labour outflow (noted above); and,
- Partnerships not leveraged.

2019 Activities and Announcements

Largest Downtown Expansion (100+ new jobs):

Q4, a leading global provider of cloud-based investor relations currently employs 250 workers in Toronto, New York, London (United Kingdom) and Copenhagen. This global fintech is headquartered in Toronto and expanding to Hamilton for their second Canadian headquarters. They will be moving into a new office space along King Street East in March 2020 in Downtown Hamilton. Staff met with Q4 in mid-2019 to introduce them to FIRE opportunities (including real estate options and sector trends). They chose Hamilton specifically for its tech talent with the goal to be the leading tech employer in the Hamilton region. They are currently working with post secondary partners for their recruitment efforts as they are expecting to hire 60-80 new employees in the coming months with the intent of growing to over 100 employees.

Another fintech – Ackroo - recently located in Stoney Creek in October 2019 and currently has over 20 employees with the goal to ramp up to over 40 employees in the coming year.

Tech Talent Explosion:

2019 was the year Hamilton's gains in technology received national and international attention. CBRE, a global real estate advisory firm ranked Hamilton as one of the Fastest growing mid-size cities in Canada for Tech Talent ahead of Waterloo Region, Edmonton and Halifax. They also found that Hamilton's tech occupation grew by 52.9% over the past five years with recent figures indicating there are 18,200 tech workers in the City of Hamilton. Many in this grouping would include professions with Fintech/Blockchain Potential and would include computer systems design, software engineers and publishers.

New Advisory Group – Hamilton Blockchain and AI Advisory Group:

The Hamilton Blockchain and AI Advisory Group was formed following the City's first Blockchain Summit in late 2018. The group met in early 2019 and brought together representatives from industry, post-secondary institutions, Chamber of Commerce and City representative (FIRE lead). The group held its first workshop in spring 2019 to focus on the new economy and real-life industry examples being used in the local economy.

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Real Estate Summits (350+ Real Estate Investors and Developers):

Over the course of 2018 and 2019, two real estate events were held in partnership with BISNOW (North American Real Estate Marketing Organization) and ULI (Urban Land Institute). Both events highlighted major office and real estate projects in the downtown core including:

- King James (12 James Street North) – Over 40,000 square feet of Brick/Beam office space;
- City Centre Redevelopment - Recent purchase;
- Westinghouse HQ - 40,000 square feet of new office space; and,
- 100 King Street West and 25 Main Street West – Office space tours.

Collision Conference (2019 - 2020):

Economic Development Division participated in the Collision Conference in Toronto in June 2019. Collision is the fastest growing tech conference in North America with over 30,000 attendees. The FIRE industries featured prominently in the conference and was an opportunity to showcase its value in this area on a global stage. This year, a focus will include the City's urban offering (downtown and commercial corridors) and will showcase leading Hamilton's initiatives such as Mohawk College's new cybersecurity program that supports the growth of talent within the FIRE industries.

Implementation of Recommendations (2019 and Beyond)

The table below reflects the FIRE Sector Recommendations that were achieved and other areas with ongoing actions (some noted in the previous section):

Recommendations	
<p>1. Create a Business Ambassador program for the FIRE sector. The Business Ambassador Program will encourage local business leaders to share "leads" by providing one point of contact (dedicated e-mail) in order that Economic Development may follow up. The creation of a toolkit that would include promotional videos, showcasing Hamilton's FIRE sector and quality of talent available as well as contain other business attraction materials.</p>	
Actions	Status
<ul style="list-style-type: none"> • The feasibility study and allocating staff to manage this sector has made gains with our stakeholders and business community to understand there is a FIRE lead in Economic Development. • The recent rebrand of the Invest in Hamilton website and new materials/brand included new promotional videos showcasing Hamilton's FIRE sector and new business attraction materials are being developed. 	<p>✓ In Progress The depth of our relationships with our industry and post-secondary partners (through Hamilton Investment Partnership) allow for the FIRE lead/staff to act as the new first point of contact. Staff is also exploring how to further leverage our cluster of FIRE industries in a formal manner (e.g. roundtable or through the new advisory group).</p>

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<p>2. Curriculum Package focused on Cybersecurity, Fintech and Big Data Connect with Mohawk College and McMaster University and develop a model cybersecurity, fintech and big data analytics curriculum package. Pitching the benefits of these future programs to future employment, career advancement and workforce retention in FIRE-based industries.</p>	
Actions	Status
<ul style="list-style-type: none"> • During the feasibility study and following the results of the study, it was clear these three areas - cybersecurity, fintech and big data - were major opportunities for economic development to work with our partners. • Finding ways to develop materials such as a curriculum package is joint effort that should be coordinated with both groups. 	<p>To Commence Staff will be working with partners to explore the viability of this type of package. In addition, this could form part of the new Economic Development Action Plan where joint efforts with educational partners could assist workforce retention and potential recruitment efforts.</p>
<p>3. Seek to establish and maintain formal networks with other municipalities Seek to undertake similar initiatives, in order to learn from their activities, share best practices, and coordinate efforts to tap into external financial resources for these initiatives.</p>	
Actions	Status
<ul style="list-style-type: none"> • Hamilton has joined the Toronto Financial International (TFI). TFI is a public-private partnership between Canada's largest financial services institutions and Canada's three levels of government. TFI promotes the GTHA on an international stage and works with many municipal partners. 	<p>✓ YES The City of Hamilton's participation on TFI will serve to connect with our municipal counterparts and share best practices. It will also serve as a connecting point with our Foreign Direct Investment (FDI) efforts for attracting global companies.</p>
<p>4. Investigate the development of a formal incubator for FIRE industries In conjunction with Mohawk College, investigate the development of a formal incubator for finance and insurance technology start-ups and testing in Hamilton. The incubator can also support in developing linkages between FIRE and other IT related incubation hubs.</p>	
Actions	Status
<ul style="list-style-type: none"> • During and following the completion of the study, there was constant discussion from stakeholders on the want of space/venue that could be a centrepiece for collaboration for our existing companies and showcase new technologies. • The potential to feature the FIRE industries was a logical rationale given the growth potential in this sector. 	<p>In Progress – Collaboration Zone To date, staff have led three workshops with various local partners (incl. Mohawk College) exploring the development of a Collaboration Zone. Staff is currently drafting a business case that will be shared with all industry partners and private sector that have cited the need for incubation/demonstration space.</p>

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5. Investigate the use of Finance and Insurance technologies across municipal platforms Investigate the use of finance and insurance technologies across municipal platforms. Work with local FIRE sector industries to support in the introduction of these technologies and allow the City to illustrate itself as a testing environment for future fintech or insurance applications.	
Actions	Status
<ul style="list-style-type: none"> Recent trends indicate, many FIRE industries are looking for civic led initiatives and/or opportunities. Vendors have approached staff with tech solutions in various operational areas. 	<i>In Progress</i> Staff will review if there are opportunities for FIRE technologies across municipal platforms.
6. Host FIRE Forums on topics related to FIRE industries Host an ongoing FIRE related Forum. Future forum topics can include fintech, cybersecurity, and big data analytics.	
Actions	Status
<ul style="list-style-type: none"> Following the first Blockchain Summit in 2018 and the conclusion of the study, a new <i>Hamilton Blockchain and AI Advisory Group</i> was formed. The group brought together representatives from industry, post-secondary institutions, City representatives and the Chamber of Commerce. 	✓ YES The group held a spring workshop in 2019 to explore the new economy and real-life industry examples being used in the local community. As a founding member of the group, Staff will work on 2020 efforts and other related FIRE Forum events (including a potential new city building series)

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report PED20047 – City of Hamilton FIRE Sector Feasibility Study

KM:dt



City of Hamilton FIRE Sector Feasibility Study

Final Report

December 2018



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Appendix I – FIRE Sector Definitions

Appendix II – Industry Baseline



1. Introduction

The Finance, Insurance and Real Estate (FIRE) Sector is a prominent part of the service economy and has grown in importance on a global scale, particularly considering shifts in manufacturing and the industrialized economy. The sector which includes banks, credit union, insurance firms and the real estate industries influence almost all other industries as it plays a key role in business growth, credits, asset acquisition, location and debt deflation. The sector is highly dependent on asset prices and interest on debt and is therefore vulnerable to industrial shocks and policy changes. Nevertheless, the FIRE sector has been historically strong since the financial crisis of the late 2000s and guarantees continued growth into the future. The sector's profitability is closely tied to interest rates, household and business credit use, returns on investments and overall economic stability.¹

This Finance, Insurance and Real Estate Sector Feasibility Study was completed to clearly and accurately describe the current state of the FIRE sector in the City of Hamilton and build knowledge and expertise to assist local FIRE companies, investment opportunities, and determine Hamilton's value proposition for this sector. The study is intended as a profile of the sector in Hamilton including identifying strengths, opportunities, gaps and hindrances to growth. As the City of Hamilton begins to profile this sector, this report establishes the foundation for in-depth research and provides the city with an appreciation for the impact of the sector to inform decisions moving forward.

1.1 Study Methodology

The analysis and recommendations of this report were based on both primary and secondary research and consist of the following sections:

- **Industry Baseline** - this includes examining sector jobs, employment growth, and business composition and worker trends. The educational profile is examined to determine the skill level of the workforce in Hamilton.
- **SWOT Assessment** - the performance of the sector in Hamilton is assessed to accurately establish the areas of strengths, weakness, opportunities and threats in the sector.
- **Key Trends** – this includes examining key trends impacting the future growth of the FIRE sector.
- **Hamilton's Value Proposition** – to specifically position the FIRE sector to a foreign audience
- **Recommendations** – strategic directions on how Hamilton can strengthen its FIRE Sector

Informing these sections was the completion of primary research that included consultations with local stakeholders including business representatives in the finance, insurance and real estate sector and local educational institutions. A workshop was also conducted as part of the Blocktech Connect 2018 Conference. Secondary research included an overview of the sector and was completed based on data available through Statistics Canada and OMAFRA's EMSI Analyst Tool. Data sources included 2016 Statistics Canada National Census, Canadian Business Counts and EMSI Analyst.

¹ Finance, Insurance, Real Estate, Rental and Leasing: Ontario 2016-2018 Report, Government of Canada. Accessed Online October 2018, www.jobbank.gc.ca/content_pieces-eng.do?cid=12306



1.2 Defining the FIRE Sector

The FIRE sector was defined using the North American Industry Classification System (NAICS) codes. Six sub-sectors were identified as central to the sector. These include:

- Banks
- Insurance
- Investment
- Fintech/Blockchain Potential
- Real Estate and rental and leasing
- Support Industries to the FIRE Sector

Detailed definitions of each sub-sector are provided below.

- **Banks** – Defined using NAICS 522. This subsector comprises establishments primarily engaged in lending funds raised from depositors or by issuing debt securities and establishments that facilitate the lending of funds or issuance of credit and cheque-cashing services. Examples include chartered banks, trust companies and deposit-accepting mortgage companies
- **Insurance** – Defined using NAICS 524. This subsector comprises establishments primarily engaged in underwriting annuities, insurance policies and reinsurance, and the retailing of insurance and the provision of related services to policyholders.
- **Investment** – Defined using NAICS 523. This subsector comprises establishments primarily engaged in putting capital at risk in the process of underwriting securities issues or in making markets for securities and commodities; acting as intermediaries between buyers and sellers of securities; providing securities and commodity exchange services, facilitating the marketing of financial contracts; asset management, and providing investment advice, trust, fiduciary, custody and other investment services.
- **Fintech/Blockchain Potential** – Defined using NAICS 5112 and NAICS 5415. These industry groups comprise establishments primarily engaged in publishing computer software and those providing expertise in the field of information technologies.
- **Real Estate and Rental and Leasing** – Defined using NAICS 53. This sector comprises establishments primarily engaged in renting, leasing or otherwise allowing the use of tangible or intangible assets. Establishments primarily engaged in managing real estate for others; selling, renting and/or buying of real estate for others; and appraising real estate, are also included.
- **Support Industries to the FIRE Sector** – Defined using NAICS 5411, NAICS 5412, NAICS 5614 and NAICS 6114. Examples include legal services, accounting, tax preparation, bookkeeping and payroll services, business support services, such as preparing documents, collecting unpaid claims, and providing credit information and business schools and computer and management training

The industry NAICS relative to each sector is provided in Appendix I.



2. Industry Baseline

This section of the report provides an overview of the FIRE sector with emphasis on the sector's performance in Hamilton. This includes examining current trends in the FIRE sector on a global, national and local level. The performance of the FIRE sector is examined to provide the context for examining the sector's province in Hamilton.

FIRE sector jobs, employment growth and business composition and worker trends including income are studied to understand the current state of the sector. The educational profile is also examined to determine the skill level of the workforce in Hamilton. The report also studies the supply chain of the sector and future growth projections including future staffing patterns. The performance of the sector in Hamilton is also compared to national and regional trends to accurately establish the areas of strengths, opportunities and gaps in the sector.

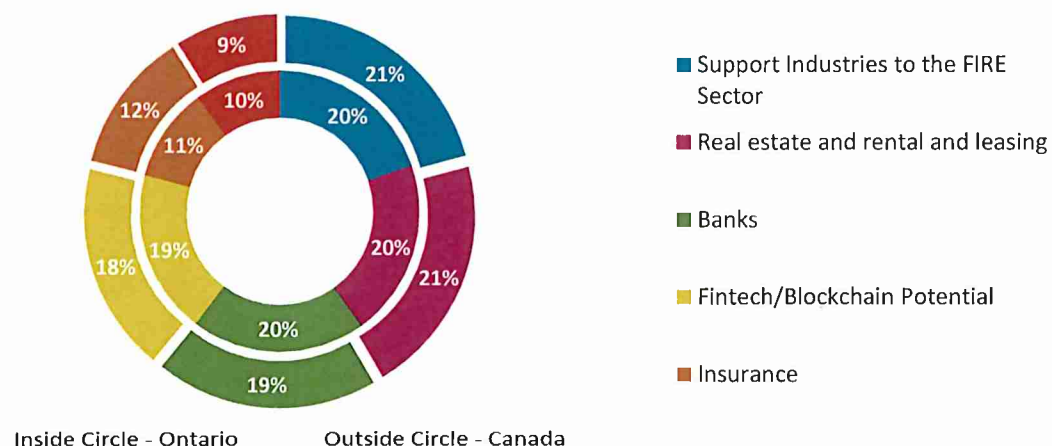
Key findings are presented below. A full sector profile is provided in Appendix II.

2.1 National and Provincial Economic Performance

The Canadian FIRE sector has grown in strength as contributions to total industry GDP increased from \$352.46 billion in 2010 to \$436.74 billion in 2017. The sector is a key contributor to the nation's economic performance as it accounted for 23% of total industry GDP and accounted for 17% (\$137 billion) of Foreign Direct Investment (FDI) in Canada in 2017.

In 2017, the Canadian FIRE sector accounted for 2,001,918 jobs (10% of total employment) in Canada. Approximately 45% of these jobs were in the province of Ontario. The real estate and rental and leasing and banking sub-sectors were the major contributor of FIRE sector jobs in Ontario and Canada. Industries within Fintech/Blockchain Potential are also seen to be a major contributor to jobs, accounting for 19% of all FIRE sector jobs in Ontario.

Figure 1: Percentage of Jobs in the FIRE Sector in Canada & Ontario, 2017



Source: EMSI Analyst, 2018. Real estate and rental and leasing data are for 2016.

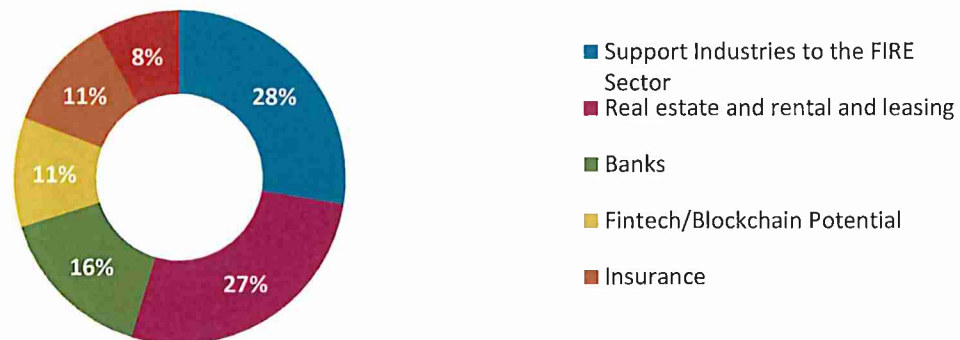


2.2 City of Hamilton Economic Performance

2.2.1 Employment in the FIRE Sector

In 2017, the FIRE sector in Hamilton accounted for 21,441 jobs, representing 8% of the city's total employment. Of the 21,441 jobs in the FIRE sector, the majority can be attributed to real estate and rental and leasing and support industries to the sector (Figure 2). The support industries include legal services, accounting, tax preparation, bookkeeping and payroll services, business support services and business schools and computer and management training.

Figure 2: Percentage of Jobs in the FIRE Sector, 2017



Source: EMSI Analyst, 2018. Real estate and rental and leasing data are for 2016.

Table 1 shows that jobs in the FIRE sector grew by 18% (3,206 jobs) from 2007 to 2017. Although the Fintech/Blockchain Potential has a comparatively lower proportion of jobs, this industry subsector is seen to be one of the fastest growing, adding approximately 926 jobs since 2007.

Table 1 also shows the location quotient (LQ) for Hamilton in 2017. LQ's helps to identify the concentration of FIRE sector jobs in the city relative to Ontario. The real estate and rental and leasing sector and support industries are seen to be the only sectors with a high concentration of jobs compared to Ontario while the Insurance sector shows job concentration on par with the province.

Table 1: Job Growth in the FIRE Sector, 2007-2017 and 2017 Location Quotients for Industry Sector

Industry Sectors (NAICS)	Jobs by Year		2007-2017 Job Change		LQ 2017	
	2007	2017	Absolute Change	% Change	LQ	Concentration
Banks	2,849	3,330	481	17%	0.77	Average
Insurance	2,094	2,370	276	13%	1.02	Average
Investment	1,039	1,733	694	67%	0.81	Average
Fintech/Blockchain Potential	1,362	2,288	926	68%	0.56	Low
Real estate and rental and leasing	5,181	5,803	622	12%	1.33	High
Support industries to the FIRE Sector	5,710	5,917	207	4%	1.40	High
Total FIRE Sector Jobs	18,235	21,441	3,206	18%	0.70	Average

Source: EMSI Analyst, 2018. Real estate and rental and leasing data are for 2016.



Comparing Hamilton's FIRE sector jobs to other GTAH communities, namely, Toronto, Mississauga, Oakville and Burlington, it was determined that the proportion of FIRE sector jobs in Hamilton at 8% is lower than the proportion of FIRE sector jobs in Toronto (19%), Mississauga (13%), Oakville (13%) and Burlington (12%).

2.2.2 Commuting Patterns in the FIRE Sector

Data Limitations Note: Due to data suppression by Statistics Canada, commuting patterns data can only be accessed at 3 digit level and not a detailed 4 digit level that underpins the data above and data following this section. As such the key takeaway from section 2.2.2. is that the majority of FIRE sector jobs in Hamilton are held by Hamilton residents and that there is a net export Hamilton based FIRE sector employees that commute from Hamilton to work elsewhere when compared to the number of commuters who come into Hamilton to work in Hamilton's FIRE sector.

The labour flow of the workforce provides a representation of the movement of labour in and out of a community. It compares the number of jobs held by residents of a community to the number of jobs held by people working in the community. The residents of the community may work in the same community or travel outside the community to work. Similarly, the people working in the community may be its residents or people living outside the community but still commute to work in the community. **Error! Reference source not found.** Table 2 shows the data for the residents of Hamilton and those employed in Hamilton in the FIRE sector.

- **Residents of Hamilton** - Approximately 51,205 residents of Hamilton may be employed in the FIRE sector. These include residents who work in Hamilton's FIRE sector (32,850), and residents who travel outside Hamilton to work in the FIRE sector of other municipalities (18,355).
- **Employed in Hamilton** - Approximately 43,490 people are employed in Hamilton's FIRE sector. These include Hamilton residents who work in Hamilton's FIRE sector (32,850) and residents from other municipalities commuting to work in Hamilton's FIRE sector (10,640).

Table 2 showcases that Hamilton is a net exporter of FIRE sector workers. Net export indicates that a community does not have enough jobs for its residents and thus they need to travel outside the community to work.

Table 2: Labour Flow by Industry, 2016

FIRE Sub-sectors	Resident of Hamilton	Employed in Hamilton	Net Import (+)/Net Export (-)
Banks	4,235	3,130	-1,105
Insurance	3,625	2,495	-1,130
Investment	1,305	810	-495
Fintech/Blockchain Potential	11,235	8,125	-3,110
Real estate and rental and leasing	3,160	2,885	-275
Support Industries to the FIRE Sectors	27,645	26,045	-1,600
Total FIRE Sector Jobs	51,205	43,490	-7,715

Source: Statistics Canada, 2016 Census of Population

As mentioned earlier, although Hamilton attracts 10,640 people from outside the community to work in its FIRE sector, it still is losing 18,355 of its residents to other communities. Hamilton sees a net export of



labour to comparator communities such as Burlington, Toronto, Mississauga and Oakville while attracting residents of Grimsby, Haldimand County Brantford and West Lincoln to work in Hamilton's FIRE sector.

2.2.3 Supply Chain Analysis

The supply chain analysis (expanded in Appendix II) examines leakages in the economy, or where money is leaving the city that might otherwise be captured. It can also be used as an exploratory tool for deciding what businesses might be a good fit for the City.

The industry supply chain for Hamilton's FIRE sector in Q3 2018 shows that \$401.59 million was made in purchases in the FIRE sector alone.² Of these, approximately \$303.06 million (75%) were in-community purchases, meaning that the money was spent within the community while the remaining \$98.54 million (25%) were imported purchases, indicating money leaking out of the area.

2.2.4 Business Count Assessment

The business counts data identified 42,338 business establishments in Hamilton in 2017. Of these 12,366 businesses (29%) were businesses related to the FIRE sector. FIRE sector businesses in Hamilton increased from 10,328 counts in 2014 to 12,366 counts in 2017.

As shown in Figure 3, real estate and rental and leasing businesses accounted for approximately 65% of Hamilton FIRE sector businesses. Investment businesses and businesses that support the FIRE sector accounted for 14% and 8% of all FIRE sector businesses.

The majority of businesses in investment were miscellaneous intermediation establishments primarily engaged in acting as principals in the buying and selling of financial contracts, other than securities or commodity contracts, generally on a spread basis. Support businesses included offices of lawyers and accountants, bookkeeping, payroll and tax preparation services.

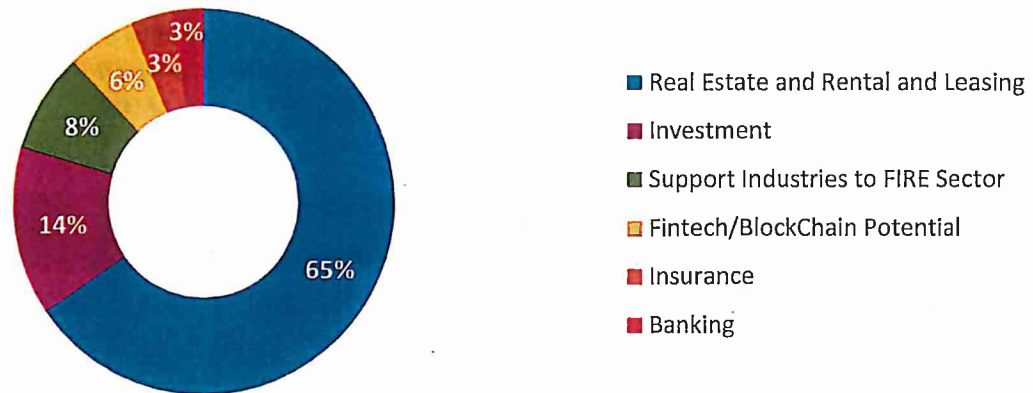
Approximately 6% of businesses have Fintech/Blockchain Potential and include computer systems design and related service businesses and software publishers. Insurance accounted for 3% of all FIRE businesses and is largely made up of insurance agencies and brokerages. Banks accounted for 3% of businesses in the sector. Major businesses in this sector include Mortgage and non-mortgage loan brokers and the personal and commercial banking industry.

Analysing Hamilton's FIRE sector businesses to regional comparators showed that Oakville leads among comparator regions in terms of percentage of FIRE sector businesses as a factor of total businesses at 17% followed by Toronto and Burlington at 15% each, Mississauga at 14% and Hamilton at 10%.

² These include purchases made only in the FIRE sector and do not account for all industry sectors that represent the full supply chain of the FIRE sector.



Figure 3: Percentage of Businesses in the FIRE Sector, 2017



Source: Canadian Business Counts, 2017

Major Employers

The top employers in Hamilton by employee number related to the FIRE sector as reported in D&B Hoovers is shown below.

Table 3: Major Employers in Hamilton FIRE Sector, 2017

Company Name	Employees	Business Activities
Cunningham Lindsey Canada Limited	589	Insurance Agencies and Brokerages
First Ontario Credit Union Limited	400	Credit Unions
Gowling WLG (Canada) LLP	275	Offices of Lawyers
Tandia Financial Credit Union Limited	200	Credit Unions
Teachers Credit Union Limited	100	Credit Unions
SimpsonWigle Law LLP	75	Offices of Lawyers
Ross & McBride LLP	62	Offices of Lawyers
Crawford & Company (Canada) Inc.	60	Insurance Agencies and Brokerages
Agro Zaffiro LLP	50	Offices of Lawyers
Morris, B. Law Group	50	Offices of Lawyers
Asante Capital Management Ltd	50	Investment Banking and Securities Dealing
Mainway Hunter Creighton Insurance Inc.	50	Insurance Agencies and Brokerages
Crawford Smith & Swallow Chartered Accountants LLP	50	Offices of Lawyers

Source: D&B Hoovers, 2018



2.2.5 Employment Projections

In terms of employment projections, the FIRE sector in Hamilton is projected to see sustained growth of approximately 1% year over year from 2018 to 2024. The sector is projected to increase by 6% (980 jobs) from 2018 to 2024. As shown in Table 4, the Fintech/Blockchain sector is projected to show the highest increase in job numbers, followed by jobs in support industries to the FIRE sector.

Table 4: FIRE Sector Job Projections, Hamilton, 2018 -2024

Industry Sectors (NAICS)	Job by Year							2018-2024 Job Change	
	2018	2019	2020	2021	2022	2023	2024	Net Change	% Change
Banks	3,385	3,417	3,445	3,473	3,502	3,534	3,562	177	5.2%
Insurance	2,378	2,376	2,375	2,376	2,386	2,409	2,428	50	2.1%
Investment	1,799	1,849	1,889	1,923	1,949	1,973	1,992	193	10.7%
Fintech/Blockchain Potential	2,353	2,409	2,460	2,512	2,558	2,605	2,651	298	12.7%
Support Industries to the FIRE Sector	5,981	6,039	6,089	6,133	6,173	6,213	6,250	269	4.5%
Total FIRE Sector	15,903	16,090	16,260	16,418	16,568	16,733	16,883	980	6.2%

Source: EMSI Analyst, 2018. Real estate and rental and leasing data unavailable

Staffing Patterns and Projections

Staffing patterns show the percentage of total industry jobs in a specific occupation. In 2017, the top 10 occupations in the FIRE sectors were:

- Other financial officers - 1,415
- Customer services representatives - financial institutions – 1,041
- Financial auditors and accountants - 882
- Lawyers and Quebec notaries - 844
- Insurance agents and brokers - 768
- Information systems analysts and consultants - 751
- Other customer and information services representatives - 596
- Accounting technicians and bookkeepers - 546
- Computer programmers and interactive media developers - 546
- Legal administrative assistants – 545

The staffing patterns were studied up to 2024, to identify the occupations that are projected to grow or decline. This analysis enables the identification of occupations that will be in-demand and relevant to the economic performance of the sector. Identifying these occupations will allow the community to develop initiatives and skills training to ensure the labour pool have the relevant skills.

Other financial officers will continue to be the top occupation related to the sector. This unit group includes professional occupations in finance such as financial planners, financial examiners and inspectors, financial investigators, financial underwriters, mortgage brokers and trust officers. They are employed by banks, trust companies, investment firms and governments, or they may be self-employed.



Computer programmers and interactive media developers, financial auditors and accountants and information systems analysts and consultants are projected to be high growth occupations. Legal administrative assistants, customer services representatives - financial institutions and insurance agents and brokers are projected to be decline by 2024.

2.2.6 Talent Supply Analysis

In 2016, approximately 332,950 residents aged 15 years and over had a post-secondary certificate, diploma or degree in Hamilton. 23% (77,445 persons) of this population had degrees related to the FIRE sector. Analysing the education profile of Hamilton's graduates, it was determined that 20% of the population with FIRE related degrees had a general Business/commerce degree. Other top degree programs included Business administration, management and operations, Accounting and related services, Business operations support and assistant services, Economics and Marketing

It is understood that the majority of the population with FIRE sector degrees are between the ages of 45 to 64 years. The labour force aged 25 to 44 years makes up 38% of the population while the mature labour force 45 to 64 years makes up 42% of the population.

The staffing projections identified that the top occupations in demand would be financial officers such as financial planners, financial examiners and inspectors, financial investigators, financial underwriters, mortgage brokers and trust officers. They are employed by banks, trust companies, investment firms and governments, or they may be self-employed. Hamilton does seem to have a good proportion of talent supply with business/commerce, economics and accounting skills. It would, however, need to foster skills training initiatives to develop computer programming, information and media development skills if it were to support the projected growth of Fintech/Blockchain industries. In addition, analyzing the current talent available to participate in the workforce, it is identified that Hamilton might face a skills gap in the future.



3. SWOT Assessment

To further inform the recommendations and key trends analysis, a SWOT (strengths, weaknesses, opportunities and threats) assessment of the FIRE sector was completed using insights from the sector baseline and the consultation exercises that were completed. Consultations with stakeholders were conducted from October 2018 to December 2018. This included targeted phone interviews with businesses in the finance, insurance and real estate sector. A workshop was also conducted as part of the Blocktech Connect 2018 Conference.

The major themes of the SWOT assessment are summarized below.

3.1 Strengths

- **Central Location:** As part of the GTAH, Hamilton is centrally located and in close proximity to the city of Toronto and the regional municipalities of Halton and Peel. With access to a population of approximately 2.3 million in the region, the city is a nucleus of economic activity in Southern Ontario, strengthening its presence as part of a regional economy.³ The city is within an hour drive of Canada's largest international airport and can reach international markets such as Toronto, Montreal, New York, Boston, Philadelphia, Columbus, Dayton, Chicago, and Detroit.
- **Affordability:** The Canadian Real Estate Association statistics show that Hamilton-Burlington is an affordable alternative to all other GTA west communities. On average, Hamilton-Burlington home prices in 2018 average about \$186,000-\$370,000 less than its competitors.
- **Low Rental Rates:** Similar to housing prices, residential rental rates across the GTA west from 2010 have increased between 18-23% (On average \$221-316 increase). Estimates show that Hamilton does show a monthly rental increase of approximately \$221. However, comparatively, Hamilton is still considered an affordable alternative to all other GTA west communities.
- **Skilled Labour Force:** 23% (77,445 persons) of Hamilton's population had degrees related to the FIRE sector. The majority of the population have degrees related to business, finance and marketing.
- **Access to 'World-Class' Talent:** As home to the Toronto Stock Exchange (TSX), the ninth-largest stock exchange in the world by market capitalization, the GTAH is considered to be the hub of financial services in Canada. In addition, the region is home to reputed educational institutions such as Ted Rogers School of Management, Rotman School of Management and Schulich School of Business. The Toronto-Kitchener Waterloo corridor is an innovation hub and has a high concentration of fintech firms and skilled talent that is central to the continued growth of the sector.
- **Strong Support Industries:** Hamilton a higher concentration of businesses among comparator communities in support jobs to the fire sector at 24% compared to Toronto (21%), Burlington (18%), Mississauga (18%) and Oakville (17%).

³ Deloitte (2014). City of Hamilton: The Current and Future State of Hamilton's Advanced Manufacturing Sector, pg. 41



- **Downtown Revitalization:** The City of Hamilton has made major contributions to downtown revitalization through planning and economic development investments and initiatives, including zoning changes and attracting an entrepreneurial audience.

3.2 Weakness

- **Perceptions of the City:** Negative perceptions of the city rooted in its past industrial heritage continue to have a hold on perceptions of the city, both internally and externally and act as an impediment to the growth of the sector.
- **Lack of a Distinctive Identity:** Hamilton's identity for many is still tied to its historical strengths in the industry even though its economy has been driven by knowledge-based and creative economy sectors.
- **Partnerships not Leveraged:** The City has a number of local assets including educational institutions and incubators. However, a common theme highlighted in consultation efforts was that these partnerships were not fully leveraged. Opportunities exist to research and improve awareness and support to take full advantages of local assets.
- **Labour Outflow:** Hamilton shows an outflow of labour to surrounding communities including Burlington, Toronto, Mississauga and Oakville. This indicates that the local FIRE sector does not have enough job opportunities to employ the local labour force.

3.3 Opportunities

- **Growing fintech/Blockchain potential:** Although Hamilton has a comparatively low proportion of businesses and employees in sectors with fintech/Blockchain potential, this industry is seen to be one of the fastest growing sectors in Hamilton, growing by 68% (926 jobs) since 2007
- **Promoting the Office Tenancy Assistance Program (OTAP):** The OTAP program is an interest-free loan program that allows business owners to improve their properties through loans worth up to \$450,000 with repayment terms up to five years.
- **Focusing on Success Stories:** Feedback from the business stakeholder's identified the need for the city to focus on success stories to create awareness and improve recognition of the sector both within the community and externally.
- **Reshoring Talent:** The commuting patterns data identified a significant amount of FIRE talent that live in Hamilton commuting to other communities to work. Stakeholders identified that there was an appetite to reshore these talents by promoting telework or co-working stations in Hamilton.
- **Entrepreneurship Training and Support Programs that Adapt to New Economy:** There was a call for the City to work with its businesses, incubators and post-secondary partners to constantly move the needle on any entrepreneurship training and support programs. Suggestions made that current programs are not considering the implications that the new economy is bringing forward i.e. cybersecurity or augmented virtual reality.



3.4 Threats

- **High Vacancy Rates in Downtown:** Perspectives shared by stakeholders identified that while new businesses are interested in locating in Hamilton due to lower rents; those businesses are not seeking investment in the Downtown as quick as it has happened in other communities. Scotiabank's departure from Hamilton's downtown also had a significant contribution to a stagnant office vacancy rate. Positively, vacant storefronts along the downtown have begun to introduce new tenants and as a result will continue to encourage investment. Out of the City's control will be the price points and efforts that commercial office landlords put in making space available or renovating spaces to match the desires of current workspaces.
- **Unfavourable Regulatory Environments:** A 2017 report on the competitive advantage of Canada's financial services sector determined that Canada's regulatory environments lacks a clear and unified policy lead on the growing use of technology in the FIRE sector⁴. The existing regulatory framework is seen to be restrictive, particularly due to the changing nature of the sector (as it grows its Fintech, Blockchain, Cybersecurity industries).⁵
- **'Build to Flip' Mind-Set:** Canadian FinTech entrepreneurs struggle with global expansion and leave the country in pursuit of larger opportunities outside of Canada resulting in a decrease of innovation talent. KPMG's publication series, *The Changing Landscape of Disruptive Technologies* identifies a number of challenges may affect sector growth. Entrepreneurs are seen to have a 'build to flip mind-set and opt to exit via acquisition. Thus a high proportion of start-ups never reach large-scale commercialization in Canada.
- **Slow Growth:** Although the FIRE sector is projected for growth, this growth will be at a slower pace compared to pre-recessionary rates as high debt rates have also exposed the financial sector to increased vulnerability. In addition, bonds and equity are experiencing declining yields in profit. Low investment returns due to increasing company liabilities and expenses may lead to cutting expenses for the labour force.
- **Uncertain Political Landscape:** The Brexit referendum vote and the renegotiation of the North American Free Trade Agreement (NAFTA) will continue to mount risk and uncertainty in FIRE based industries.
- **Changing Business Models:** Job creation will be highly dependent on technological changes, and thus routine occupations such as bank tellers, agents/brokers of banking and insurance products, customer service representatives are at risk. However, technological changes will ensure increased productivity which could lead to new types of occupations in the FIRE sector (ex. Data Scientists).
- **Climate Change:** On a global scale, climate change may influence the insurance market due to the unpredictability of weather and natural disasters.

⁴ Technology-led innovation in the Canadian financial services sector. Government of Canada. Accessed November 2018, <http://www.competitionbureau.gc.ca/eic/site/cb-bc.nsf/eng/04322.html>

⁵ Seizing The Opportunity: Building The Toronto Region Into A Global Fintech Leader. Toronto Financial Services Alliance. Accessed November 2018, <https://cdn2.hubspot.net/hubfs/4372260/FinTech/BuildingTheTorontoRegionIntoAGlobalFintechLeader.pdf>



4. Key Trends

This section of the report focuses on key trends facing the FIRE Sector worldwide.

4.1 Fintech Will Drive The New Business Model

Despite regulation and other potential barriers to entry, the financial sector is seeing tremendous demand for FinTech-related services in areas such as consumer banking and wealth management. This will open up new opportunities for both incumbents and disruptors. For example, the rise of 'robo-investing platforms' offered by both online-only and traditional wealth management companies. New players are using the online-only model to reach millennials and increasingly other segments too. Meanwhile, traditional players are employing this approach to significantly reduce their operational costs.

This experience is being repeated across virtually every sector within financial services. Disruptors in retail banking are using this online-only model to grow market share by offering a highly customised user experience combined with lower fixed costs. There are new high-tech, low-footprint companies with huge potential to drive down costs and offer better customer experience in the marketplace lending arena. Worldwide the financial sector is also seeing upstarts jumping into the global payments and foreign exchange industries, sidestepping existing costly networks by leveraging innovations such as digital currencies.

4.2 The Sharing Economy Will Be Embedded In Every Part Of The Financial System

The sharing economy for the FIRE sector refers to decentralised asset ownership and using information technology to find efficient matches between providers and users of capital, rather than automatically turning to a bank as an intermediary. This trend has already been witnessed with peer-to-peer lending platforms, often in partnership with traditional banks (Ex. Tangerine). Many of these new companies are designing and building services that focus on a specific sliver of the value chain, or a specific subset of customers. Consumers are getting smarter about their options, too. Recent PwC research shows that 44% of those who earn less than \$75,000 per year would trust a technology company for peer-to-peer payments, and this rises to 68% among earners making more than \$100,000.⁶

A number of enabler companies target specific verticals like student debt, or connecting debtors and investors. They are building platforms that enable ordinary individuals to raise funds and draw credit lines from retail investors. Apple has filed a patent application for "person-to person payments using electronic devices" that could allow iPhone users to transfer money more easily. This could potentially commoditise retail banking even further. Instead of using relatively high cost bankers to broker the connection between those who have and those who want, the disruptors are using technology to make the match: faster, cheaper, and maybe even better.

⁶ PwC's 2015 Consumer Banking Survey



Financial institutions should seriously consider sharing economy opportunities such as partnerships with digital intermediaries or even end users with an eye towards how they might deliver services at much lower costs. With their relatively informal profiles, start-ups may not, at first, seem like a threat. But in the new digital age, when businesses as well as individuals are increasingly techsavvy, new customers will gravitate toward lower fees, convenience, and ease-of-use. And once there is enough critical mass and liquidity, the network effect takes over, and the disruptors' market share could grow exponentially.

4.3 Blockchain Will Shake Things Up

Several FIRE industry groups have come together to commercialize technology and apply it to real financial services scenarios. This trend is expected to continue as blockchain and FinTech move from a largely retail focus to include more institutional uses. While many of these companies may not survive the next three to five years, there are several financial sector reports that believe the use of the blockchain 'public ledger' will go on to become an integral part of financial institutions' technology and operational infrastructure in the future.

There are two aspects of blockchain technology that have captivated so many executives, start-up founders and private equity firms around the world. First, blockchain could make the financial services industry's infrastructure much less expensive. Second, the list of potential uses is almost limitless, from financial transactions to automated contractual agreements and more.

Blockchain systems could be far cheaper than existing platforms because they remove an entire layer of overhead dedicated to confirming authenticity. In a distributed ledger system, confirmation is effectively performed by everyone on the network, simultaneously. This so-called 'consensus' process reduces the need for existing intermediaries who touch the transaction and extract a toll in the process. In financial services, that includes those who move money, adjudicate contracts, tax transactions, store information and so on.

The sheer range of applications has attracted FinTech providers who hope to develop solutions both narrow and broad. In the next three to five years, PwC⁷ sees transaction volumes and the associated profit pools shifting from intermediaries toward the owners of new highly efficient blockchain platforms. These transactions could include transferring digital or physical assets, protecting intellectual property, and verifying the chain of custody. In an era of cyber-crime and stringent regulatory requirements, a highly fraud-resistant system for protecting and authenticating almost any kind of transaction could have a revolutionary impact on the financial services industry.

4.4 Digital Becomes Mainstream

Two decades ago, many large financial institutions built 'e-business' units to ride a wave of e-commerce interest. Eventually, the initial 'e' went away, and this became the new normal. Internet development and large technology investments drove unprecedented advances in efficiency.

Today's digital wave has the same markers: separate teams, budgets and resources to advance a digital

⁷ <https://www.pwc.com/us/en/financial-services/publications/qa-what-is-blockchain.html>



agenda. This agenda extends from customer experience and operational efficiency to big data and analytics. In financial services, this approach applied to payments, retail banking, insurance and wealth management, and migrating toward institutional areas such as capital markets and commercial banking.

4.5 'Customer Intelligence' Will Be The Most Important Predictor Of Revenue Growth And Profitability

Today's technology advances have given businesses access to exponentially more data about what users do and want. It is an amazing opportunity for whoever can use analytics to unlock the information inside, to give customers what they really want.

For example, consider millennials: a key demographic, and one that banks generally have targeted through digital channels. Financial institutions should look below the surface to examine the behavioural attributes that drive consumer decisions. The following are key to millennial behaviour: they tend to build wealth as a result of owning a small business, investments, or real estate; they turn to social networks for content, product reviews, opinions and referrals; and they look for opportunities to improve their financial 'health'. Financial institutions that sift through available data can engage millennials by being ready with the right offer when relevant life events present buying opportunities.

The data is everywhere, and over the next five years, hyper-connectivity will give financial institutions the opportunity to use it. It will not only be computers and smart devices that record and communicate data, but everything from cars to coffee machines. This is referred to as the 'Internet of Things'. Customers are learning more about the value of their personal data. Expect to see them tendering out their information to banks, insurers and asset managers in return for the best deal, much as affinity groups already do. Within asset management, hyper-connectivity will also pave the way for greater product customisation. For life and health insurers, wearable computing (building on the technology already widely used in fitness sensors), could make the underwriting process more collaborative. For example, insurers may use the real-time insights into policyholder health and behaviour to offer discounts, eliminate the need for lengthy medical checks and simplify the contract process.

With other developments, this will also intensify price competition and pressure on cost. Big data analytics, sensor technology and the communicating networks that make up the Internet of Things will allow insurers to anticipate risks and customer demands with far greater precision than ever before. The benefits would include not only keener pricing and sharper customer targeting, but a decisive shift in insurers' value model from reactive claims payer to preventative risk advisor. But it also implies that we will see a divergence between companies who use data to their advantage and those who do not. The winners will be able to price products based on a deeper understanding of risk; the losers will merely compete on price, compressing their margins with lower revenues and proportionately higher pay-outs.



4.6 Cyber-Security Will Be One Of The Top Risks Facing Financial Institutions

Financial services executives are already depressingly familiar with the impact that cyber-threats have had on their industry. In PwC's 19th Annual Global CEO Survey, 69% of financial services' CEOs reported that they are either somewhat or extremely concerned about cyber-threats, compared to 61% of CEOs across all sectors.

Unfortunately, it is not likely to change for the better in the coming years, due to the following forces: Use of third-party vendors; Rapidly evolving, sophisticated and complex technologies; Cross-border data exchanges; Increased use of mobile technologies by customers, including the rapid growth of the Internet of Things; and, heightened cross-border information security threats.

Until now, IoT growth in financial services has primarily occurred in payments, insurance and banking. Banks are forming partnerships with wearable technology manufacturers to allow customers to make mobile payments using watches or fitness trackers. Insurers are using telematics technology to monitor driving habits and provide discounts to safe drivers.

Cyber-security is the leading challenge to the adoption of IoT technology because insecure interfaces increase the risk of unauthorised access. Here are some of the concerns:

- **Attack surface:** Hackers can gain entry to a corporate network through an IoT device.
- **Perimeter security:** IoT technology relies on cloud-based services, so it will be challenging to implement effective perimeter defences.
- **Privacy concerns:** The pervasiveness of IoT data collection coupled with advanced analytic capabilities could potentially result in consumer privacy violations.
- **Device management:** Many IoT devices currently do not support implementation of strong security controls, and maintaining a security baseline will only get harder as IoT devices proliferate.

Fortunately, the same capabilities that make networks more vulnerable can strengthen defences as well. Financial institutions can use big data analytics to monitor for covert threats. This helps them identify evolving external and internal security risks and react much more quickly. And the miniaturisation of technology that has driven smartphone growth has also made biometric security more practical. For example, some banks allow customers to access their accounts using thumbprints, or even voice and facial recognition – an approach that is more convenient for consumers and improves security.

Cyber-security is already important, and it will become even more significant for institutions and their regulators in the future. The challenge will be to balance safety with customer convenience. For full-scale providers who are trying to maintain visibility across channels, this is harder than it looks. But there are guidelines which can help financial institutions identify and prioritise threats, quickly detect and mitigate risks and understand security gaps. With a risk-based framework, companies can communicate and collaborate as necessary, decide how to design, monitor and measure their cyber-security goals, and keep their data safe.



5. Value Proposition

The value proposition for attracting and encouraging FIRE Sector activity must leverage local and regional strengths, and develop a unique position that differentiates Hamilton from other parts of the GTAH.

The following key points have been assembled based on the results of the industry baseline, sector consultations and key trends. They represent some of the key differentiating points that should be highlighted in local marketing materials to identify Hamilton's position in the FIRE sector, and enhance its economic development standing.

5.1 Operating Cost Environment

The operating cost environment in a jurisdiction is an important factor to each of the targeted sectors. From a business perspective, locating in Hamilton allows firms to run leaner operations compared to the well-known industry locations such as Toronto and Mississauga. From a talent perspective, Hamilton provides highly skilled workers with a much lower cost of living compared to most other locations in the GTAH. Considering the demand for office market across the GTAH, Hamilton's market is well positioned to offer downtown office space with lower lease rates.

The Office Tenancy Assistance Program also provides financial assistance to either building owners or tenants for eligible leasehold improvements to office buildings located within Downtown Hamilton, Community Downtowns, the Mount Hope / Airport Gateway, Business Improvement Areas (BIAs) and the commercial corridors along Barton Street, east of the Barton Village BIA and along Kenilworth Avenue North as identified in the Downtown and Community Renewal Community Improvement Project Area By-law. The intent of the Program is to facilitate the increased attractiveness and marketability of the office stock and reduce the office vacancy rate by attracting new office tenants and owner-occupied office uses from outside the City, and to assist existing businesses to expand. Acting as a lender, the City provides financial support for the Program in the form of a zero interest loan

5.2 Institutional Assets at the Forefront

The post-secondary institutions in Hamilton are in the process of developing tailored programs to ensure the FIRE industry has the talent it needs to grow into the future. Mohawk College is launching its Data Analytics and Management Program and eventual Cybersecurity Program that will not only support the growth of talent within these industries, but support the development of these industries and the training and business support channels that incubators or innovation centres will utilize. McMaster University and Innovation Factory are also both expanding its FIRE related programs to support the emerging trends facing the FIRE sector, particularly to businesses who are seeking IT solutions as part of their product/service.



5.3 Supporting Government

The FIRE sector benefits from a supportive government at the local, provincial and federal levels. As identified in the Hamilton Economic Development Strategy, the FIRE sector is a priority sector. The Provincial government is a key ally in helping to promote the industry across Ontario and around the world. Specific to the sector, the provincial and federal government offers incentives aimed at the development of fintech innovation hubs that support and nurture fintech companies.

5.4 Compatible and Flexible Spaces

Hamilton offers a range of office and commercial spaces that have the potential to support these targeted industry activities on a temporary and permanent basis, which is further enhanced by a comparative lack of traffic congestion and parking issues that are often experienced in other larger municipalities. Recent investments made by co-working space providers have also introduced teleworking options and short term rental-based spaces.



6. Recommendations

The City of Hamilton has the advantage of location and access to a 'world class' talent that it can leverage to support and grow the sector. The high concentration of support industries to the sector entails that the City can play an important role in supporting the GTAH to ensure continued growth on a regional scale.

6.1 Key Takeaways

Innovation will be central to growth in the financial services sector

The 2017 market study by Statistics Canada⁸ identified that the financial services sector would undergo transformations through the introduction of innovative technologies which will result in solutions that are both convenient and cost-effective for both consumers and businesses.

FinTech transforming traditional finance business models

FinTech is the new technology and innovation to improve activities in finance. Cryptocurrency, mobile banking, alternative credit scoring companies that leverage social media, payments networks using distributed ledger technology and digital assistants are some examples of Fintech redefining consumer finance.

FinTech has made it possible for SME's to secure new forms of financing

Two emerging business models show promise in providing new forms of financing for Small and medium-sized enterprises (SMEs) that have difficulty accessing financing from formal institutions (due to the lack the credit history or collateral needed to secure a loan). These business models are peer-to-peer (P2P) lending and equity crowdfunding. P2P lending connects lenders and borrowers in an online platform to fund loans. Equity crowdfunding allows for SMEs to raise capital through an online platform that has a pre-built list of networks and potential investors

The real estate sector is projected to be strong

The growth and viability of the sector are influenced by housing affordability, transit changes and technology development. Although increasing property rates in almost all metropolitan regions have resulted in long-term renters, the sector's long-term growth prospects are projected to be strong due to strong population growth. In addition, the growth of the resale market has led to increased real estate activity.⁹

Smart technologies transforming real estate businesses

The 2019 Emerging Trends in Real Estate report¹⁰ identifies the top real estate industry disruptors as

⁸ <http://www.competitionbureau.gc.ca/eic/site/cb-bc.nsf/eng/04322.html>

⁹ www.jobbank.gc.ca/content_pieces-eng.do?cid=12306

¹⁰ https://www.pwc.com/ca/en/real-estate/assets/p461421-emerging-trends-in-real-estate-report-2019.pdf?utm_source=2019-et-re-report&utm_medium=referral&utm_campaign=2019-emerging-trends-in-real-estate-report



Drone technology, autonomous vehicles, cybersecurity and construction technology. Big data analytics and Blockchain are also expected to impact the sector and transform business models and customer expectations.

TAMI and FinTech reshaping the real estate sector

TAMI (Technology, Advertising, Media and Information) and FinTech companies are usually start-ups and SME's and represent a fast-growing part of the business world looking for atypical spaces to house their businesses. These include lofts, converted spaces and co-working spaces and adaptive reuse buildings¹¹. These businesses have the ability to fill vacant spaces and stimulate neighbourhood revitalization

Opportunities exist for FinTech and traditional financial institution to form partnerships

Traditional financial institutions may be at risk as FinTech transforms the delivery of financial services. However, opportunities exist for financial institutions to partner with existing fintech businesses and invest in technology innovation centres across the province. Examples include the National Bank of Canada partnership with online lender Thinking Capital to expand small-business loans to Canadian companies.

6.2 Recommendations

The FIRE Sector Feasibility Study has been undertaken to build a body of research and understanding to support the development of the City's FIRE Sector. The primary purpose of the recommendations that follow is to help position and prepare the City for future FIRE sector investment and strategic planning.

The recommendations are:

1. Create a business ambassador program for the FIRE sector. The Business Ambassador Program will encourage local business leaders to share "leads" by providing one point of contact (dedicated e-mail) in order that Economic Development may follow up. Promoting the Business Ambassador Program will require a partnership between staff, politicians and business leaders.

Part of the Program would include the creation of a toolkit that would include promotional videos, showcasing Hamilton's FIRE sector and quality of talent available as well as contain other business attraction materials.

Examples of successful Business Ambassador Programs include Fredericton, Hamilton, Quebec City, Regina, Winnipeg and Calgary.

2. Connect with Mohawk College and McMaster University and develop a model cybersecurity, fintech and big data analytics curriculum package that pitch the benefits of these future programs to future employment, career advancement and workforce retention in FIRE-based industries.

¹¹ <http://www.nelsononline.com/news-and-insights/top-5-trends-with-tami-companies>



3. Seek to establish and maintain formal networks with other municipalities seeking to undertake similar initiatives, in order to learn from their activities, share best practices, and coordinate efforts to tap into external financial resources for these initiatives.
4. In conjunction with Mohawk College, investigate the development of a formal incubator for finance and insurance technology start-ups and testing in Hamilton. The incubator can also support in developing linkages between FIRE and other IT related incubation hubs.
5. Investigate the use of finance and insurance technologies across municipal platforms. Work with local FIRE sector industries to support in the introduction of these technologies and allow the City to illustrate itself as a testing environment for future fintech or insurance applications.
6. Host an ongoing FIRE related Forum. Future forum topics can include fintech, cybersecurity, and big data analytics.



Appendix I – FIRE Sector Definitions

The FIRE sector was defined using the North American Industry Classification System (NAICS) codes at the six-digit level.

FIRE Sub-Sectors	NAICS	Description
Banking	521110	Monetary authorities - central bank
	522111	Personal and commercial banking industry
	522112	Corporate and institutional banking industry
	522130	Local credit unions
	522190	Other depository credit intermediation
	522210	Credit card issuing
	522220	Sales financing
	522291	Consumer lending
	522299	All other non-depository credit intermediation
	522310	Mortgage and non-mortgage loan brokers
	522321	Central credit unions
	522329	Other financial transactions processing and clearing house activities
	522390	Other activities related to credit intermediation
Insurance	524111	Direct individual life, health and medical insurance carriers
	524112	Direct group life, health and medical insurance carriers
	524121	Direct general property and casualty insurance carriers
	524122	Direct, private, automobile insurance carriers
	524123	Direct, public, automobile insurance carriers
	524124	Direct property insurance carriers
	524125	Direct liability insurance carriers
	524129	Other direct insurance (except life, health and medical) carriers
	524131	Life reinsurance carriers
	524132	Accident and sickness reinsurance carriers
	524133	Automobile reinsurance carriers
	524134	Property reinsurance carriers
	524135	Liability reinsurance carriers
	524139	General and other reinsurance carriers
	524210	Insurance agencies and brokerages
	524291	Claims adjusters
524299	All other insurance related activities	
Investment	523110	Investment banking and securities dealing
	523120	Securities brokerage
	523130	Commodity contracts dealing

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FIRE Sub-Sectors	NAICS	Description
	523140	Commodity contracts brokerage
	523210	Securities and commodity exchanges
	523910	Miscellaneous intermediation
	523920	Portfolio management
	523930	Investment advice
	523990	All other financial investment activities
	526111	Trusteed pension funds
	526112	Non-trusteed pension funds
	526911	Equity funds - Canadian
	526912	Equity funds - foreign
	526913	Mortgage funds
	526914	Money market funds
	526915	Bond and income / dividend funds - Canadian
	526916	Bond and income / dividend funds - foreign
	526917	Balanced funds / asset allocation funds
	526919	Other open-ended funds
	526930	Segregated (except pension) funds
	526981	Securitization vehicles
	526989	All other miscellaneous funds and financial vehicles
Fintech/Blockchain Potential	511211	Software publishers (except video game publishers)
	541514	Computer systems design and related services (except video game design and development)
Real Estate and Rental and Leasing	531111	Lessors of residential buildings and dwellings (except social housing projects)
	531112	Lessors of social housing projects
	531120	Lessors of non-residential buildings (except mini-warehouses)
	531130	Self-storage mini-warehouses
	531190	Lessors of other real estate property
	531211	Real estate agents
	531212	Offices of real estate brokers
	531310	Real estate property managers
	531320	Offices of real estate appraisers
	531390	Other activities related to real estate
	532111	Passenger car rental
	532112	Passenger car leasing
	532120	Truck, utility trailer and recreational vehicle (RV) rental and leasing
	532210	Consumer electronics and appliance rental
	532280	All other consumer goods rental



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FIRE Sub-Sectors	NAICS	Description
	532310	General rental centres
	532410	Construction, transportation, mining, and forestry machinery and equipment rental and leasing
	532420	Office machinery and equipment rental and leasing
	532490	Other commercial and industrial machinery and equipment rental and leasing
	533110	Lessors of non-financial intangible assets (except copyrighted works)
Support Industries to FIRE Sector	541110	Offices of lawyers
	541212	Offices of accountants
	541213	Tax preparation services
	541215	Bookkeeping, payroll and related services
	561440	Collection agencies
	561450	Credit bureaus
	611410	Business and secretarial schools

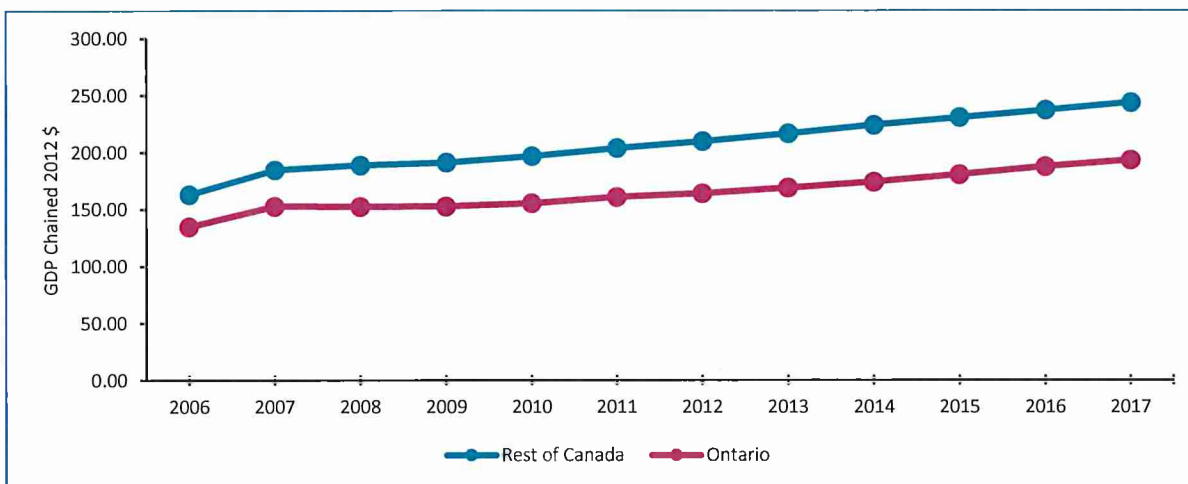


Appendix II – Industry Baseline

The Canadian finance, insurance, real estate, rental and leasing (FIRE) sector has grown in strength as contributions to total industry GDP increased from \$352.46 billion in 2010 to \$436.74 billion in 2017. The sector is a key contributor to the nation's economic performance as it accounted for 23% of total industry GDP in 2017. As illustrated in **Error! Reference source not found.**, Ontario's FIRE sector accounted for 44% of the nation's FIRE sector GDP. Similar to national GDP, the province's FIRE sector has been growing since 2010, increasing from \$155.56 billion in 2010 to \$193 billion in 2017. In 2017, the FIRE sector contributed to 27% of Ontario's GDP. Analyzing individual sub-sectors, it was determined that:

- Real Estate and Rental and Leasing - accounted for 48% of FIRE sector GDP with contributions of \$92.40 billion
- Finance and Insurance - accounted for 35% of FIRE sector GDP with contributions of \$66.88 billion
- Sectors with Fintech/Blockchain potential – accounted for 9% of FIRE sector GDP with contributions of \$18.30 billion
- Support Industries to the FIRE Sector – accounted for 8% of FIRE sector GDP with contributions of \$15.60 billion

Figure 4: Gross domestic product (GDP) at basic prices, FIRE Sector, Ontario and Rest of Canada, 2006-2017

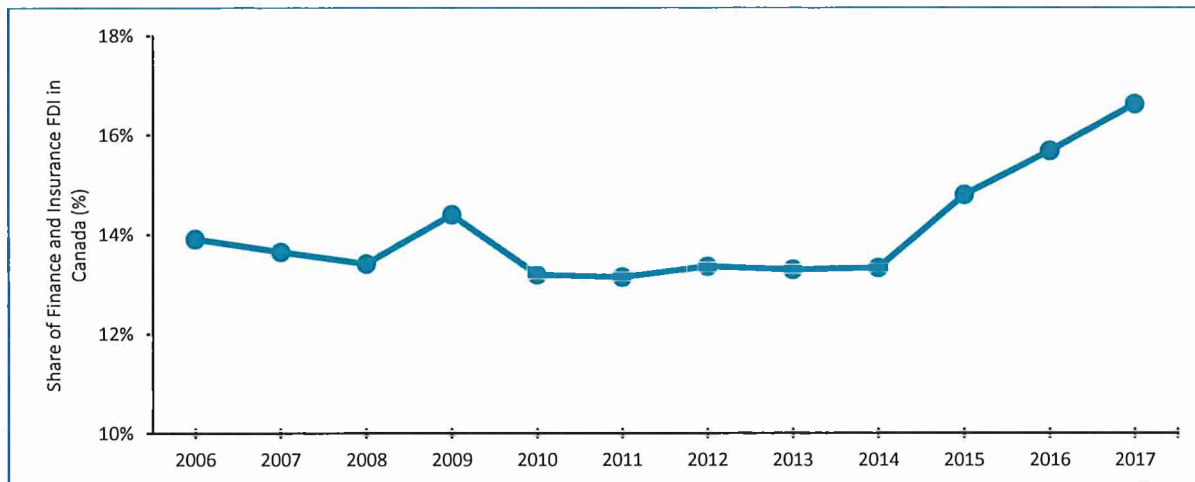


Source: Statistics Canada. Table 36-10-0402-01

The finance and insurance accounted for 17% (\$137 billion) of Foreign Direct Investment (FDI) in Canada in 2017 (**Error! Reference source not found.**). Investment by the sector grew from \$61 billion in 2006 to \$137 billion in 2017.



Figure 5: Share of Finance and Insurance FDI in Canada, 2006-2017

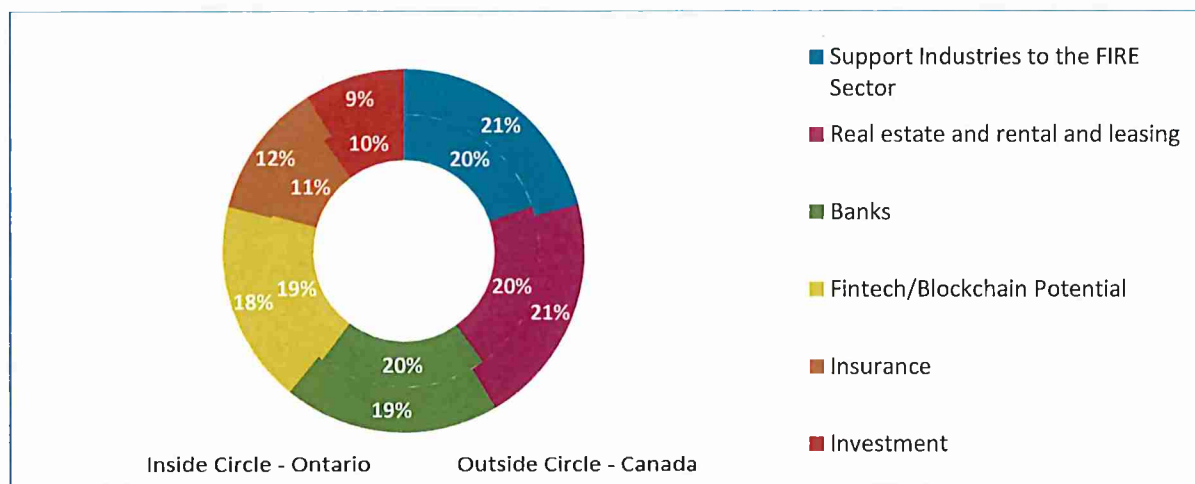


Source: Statistics Canada. Table 36-10-0009-01

Jobs in the sector grew by 18% in Canada and 22% in Ontario from 2006 to 2016. In 2017, the Canadian FIRE sector accounted for 2,001,918 jobs (10% of total employment) in Canada. Approximately 45% of these jobs are in the province of Ontario. The FIRE sector in Ontario contributed to 902,191 jobs (12% of total provincial employment) in 2017.

Figure 1 shows the proportion of employment in each of the FIRE sub-sectors both in Canada and Ontario in 2017. The real estate and rental and leasing and banking sub-sectors were the major contributor of FIRE sector jobs in Ontario and Canada, respectively. Industry sectors with Fintech/Blockchain Potential are also seen to be a major contributor to jobs, accounting for 19% of all FIRE sector jobs in Ontario. This sector saw the highest growth of 38%, approximately 55,332 jobs from 2007 to 2017.

Figure 6: Percentage of Jobs in the FIRE Sector in Canada & Ontario, 2017



Source: EMSI Analyst, 2018. Real estate and rental and leasing data are for 2016.

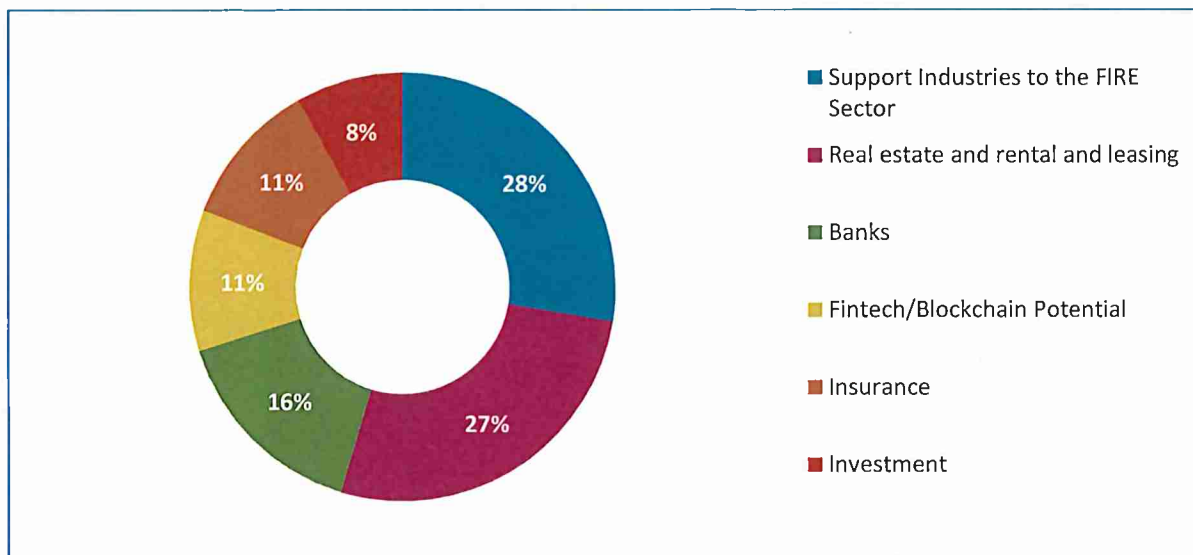


Sector Employment

In 2017, the FIRE sector in Hamilton accounted for 21,441 jobs, representing 8% of the city's total employment. Of the 21,441 jobs in the FIRE sector, the majority can be attributed to real estate and rental and leasing and support industries to the sector (Figure 2). The support industries include legal services, accounting, tax preparation, bookkeeping and payroll services, business support services and business schools and computer and management training.

Comparing Figure 2 and Figure 3, it can be determined that jobs related to sectors with Fintech/Blockchain potential are low in Hamilton at 11% or 2,288 jobs.

Figure 7: Percentage of Jobs in the FIRE Sector, 2017



Source: EMSI Analyst, 2018. Real estate and rental and leasing data are for 2016.

Error! Reference source not found. shows that jobs in the FIRE sector grew by 18% (3,206 jobs) from 2007 to 2017. Although the Fintech/Blockchain sector has a comparatively lower proportion of jobs, this sector is seen to be one of the fastest growing, adding approximately 926 jobs since 2007 (**Error! Reference source not found.**).

Error! Reference source not found. also shows the location quotient (LQ) for Hamilton in 2017. LQ's helps to identify the concentration of FIRE sector jobs in the city relative to Ontario. The support industries are seen to be the only sector with a high concentration of jobs compared to Ontario while the Insurance sector shows job concentration on par with the province. The Fintech/Blockchain Potential indicates a sector that is performing below average relative to the province.

Specific industry sectors with a high concentration of jobs in Hamilton:

- Business schools and computer and management training – LQ 2.87
- Commercial and industrial machinery and equipment rental and leasing – LQ 2.54
- Lessors of nonfinancial intangible assets (except copyrighted works) – LQ 2.31
- Automotive equipment rental and leasing – LQ 1.81
- Business support services – LQ 1.78



- Other funds and financial vehicles – LQ 1.59
- Legal services – LQ 1.45

Figure 8: Job Growth in the FIRE Sector, 2007-2017 and 2017 Location Quotients for Industry Sector

Industry Sectors (NAICS)	Jobs by Year		2007-2017 Job Change		LQ 2017	
	2007	2017	Absolute Change	% Change	LQ	Concentration
Banks	2,849	3,330	481	17%	0.77	Average
Monetary authorities - central bank	-	-	-	-	-	-
Depository credit intermediation	2,363	2,903	540	23%	0.84	Average
Non-depository credit intermediation	232	112	-120	-52%	0.29	Low
Activities related to credit intermediation	254	315	61	24%	0.76	Average
Insurance	2,094	2,370	276	13%	1.02	Average
Insurance carriers	1,078	1,266	188	17%	0.99	Average
Agencies, brokerages and other insurance related activities	1,016	1,104	88	9%	1.05	Average
Investment	1,039	1,733	694	67%	0.81	Average
Securities and commodity contracts intermediation and brokerage	254	647	393	155%	1.17	Average
Securities and commodity exchanges	-	-	-	-	-	-
Other financial investment activities	765	983	218	28%	0.69	Low
Pension funds	-	-	-	-	-	-
Other funds and financial vehicles	20	103	83	415%	1.59	High
Fintech/Blockchain Potential	1,362	2,288	926	68%	0.56	Low
Software publishers	49	175	126	257%	0.36	Low
Computer systems design and related services	1,313	2,113	800	61%	0.59	Low
Real estate and rental and leasing	5,181	5,803	622	12%	1.33	High
Lessors of real estate	1,796	2,172	376	21%	1.32	High
Offices of real estate agents and brokers	1,485	1,395	-90	-6%	0.99	Average
Activities related to real estate	881	949	68	8%	1.44	High
Automotive equipment rental and leasing	266	369	103	39%	1.81	High
Consumer goods rental	481	159	-322	-67%	1.28	High
General rental centres	-	-	-	-	-	-
Commercial and industrial machinery and equipment rental and leasing	272	547	275	101%	2.54	High
Lessors of non-financial intangible assets (except copyrighted works)	-	212	-	-	2.31	High
Support industries to the FIRE Sector	5,710	5,917	207	4%	1.40	High
Legal services	1,556	1,987	431	28%	1.45	High
Accounting, tax preparation, bookkeeping and payroll services	1,854	1,662	-192	-10%	1.01	Average



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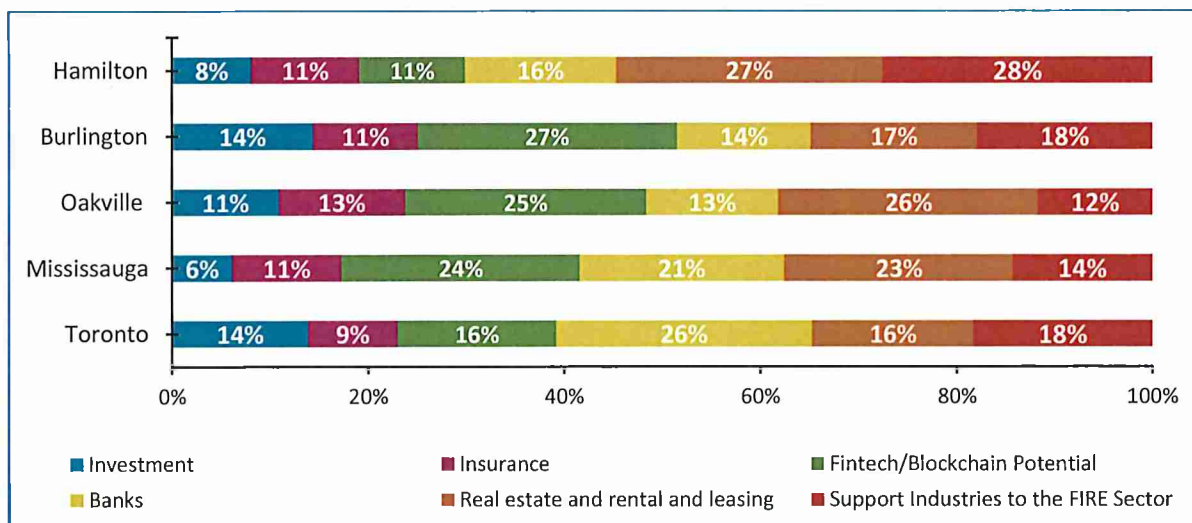
Industry Sectors (NAICS)	Jobs by Year		2007-2017 Job Change		LQ 2017	
	2007	2017	Absolute Change	% Change	LQ	Concentration
Business support services	2,099	2,009	-90	-4%	1.78	High
Business schools and computer and management training	201	259	58	29%	2.87	High
Total FIRE Sector Jobs	18,235	21,441	3,206	18%	0.70	Average

Source: EMSI Analyst, 2018. Real estate and rental and leasing data are for 2016.

Comparing Hamilton's FIRE sector jobs to regional comparators (**Error! Reference source not found.**), namely, Toronto, Mississauga, Oakville and Burlington, it was determined that the proportion of FIRE sector jobs in Hamilton at 8% is lower than FIRE sector jobs in Toronto (19%), Mississauga (13%), Oakville (13%) and Burlington (12%). Other assumptions include:

- Hamilton leads among comparator communities in support jobs to the fire sector at 28% compared to Toronto (18%), Burlington (18%), Mississauga (14%) and Oakville (12%)
- Hamilton has a similar proportion of real estate and rental and leasing jobs (27%) as Oakville and leads compared to Mississauga (23%), Toronto (16%) and Burlington (17%)
- Hamilton lags among comparator communities in banking sector jobs at 16% compared to Toronto (26%), Mississauga (21%) and leads compared to Oakville (13%) and Burlington (14%)
- Hamilton lags among comparator communities in jobs with fintech/Blockchain potential at 11% compared to Burlington (27%), Oakville (25%), Mississauga (24%) and Toronto (16%)
- Hamilton has a similar proportion of insurance jobs (11%) as Burlington and Mississauga and leads compared to Toronto (9%)
- Hamilton lags among comparator communities in investment jobs at 8% compared to Toronto (14%), Burlington (14%) and Oakville (11%) and leads compared to Mississauga (6%)

Figure 9: Percentage of Jobs in the FIRE Sector, 2017





Source: EMSI Analyst, 2018. Real estate and rental and leasing data are for 2016.

Labour Force Commuting Patterns

The labour flow of the workforce provides a representation of the movement of labour in and out of a community. It compares the number of jobs held by residents of a community to the number of jobs held by people working in the community. The residents of the community may work in the same community or travel outside the community to work. Similarly, the people working in the community may be its residents or people living outside the community but still commute to work in the community. **Error! Reference source not found.** shows the data for the residents of Hamilton and those employed in Hamilton in the FIRE sector.

- Residents of Hamilton - Approximately 51,205 residents of Hamilton may be employed in the FIRE sector. These include residents who work in Hamilton's FIRE sector (32,850), and residents who travel outside Hamilton to work in the FIRE sector of other municipalities (18,355)
- Employed in Hamilton - Approximately 43,490 people are employed in Hamilton's FIRE sector. These include Hamilton residents who work in Hamilton's FIRE sector (32,850) and residents from other municipalities commuting to work in Hamilton's FIRE sector (10,640)

Taking into consideration that approximately 51,205 people are employed in the FIRE sector, only 43,490 people are employed in Hamilton's FIRE sector. The city is thus losing almost 7,715 people. This is identified as a net export of labour. The net export (or a negative number) indicates that a community does not have enough jobs for its residents and thus they need to travel outside the community to work.

Figure 10: Labour Flow by Industry, 2016

FIRE Sub-sectors	Resident of Hamilton	Employed in Hamilton	Net Import (+)/Net Export (-)
Banks	4,235	3,130	-1,105
Insurance	3,625	2,495	-1,130
Investment	1,305	810	-495
Fintech/Blockchain Potential	11,235	8,125	-3,110
Real estate and rental and leasing	3,160	2,885	-275
Support Industries to the FIRE Sectors	27,645	26,045	-1,600
Total Fire Sector Jobs	51,205	43,490	-7,715

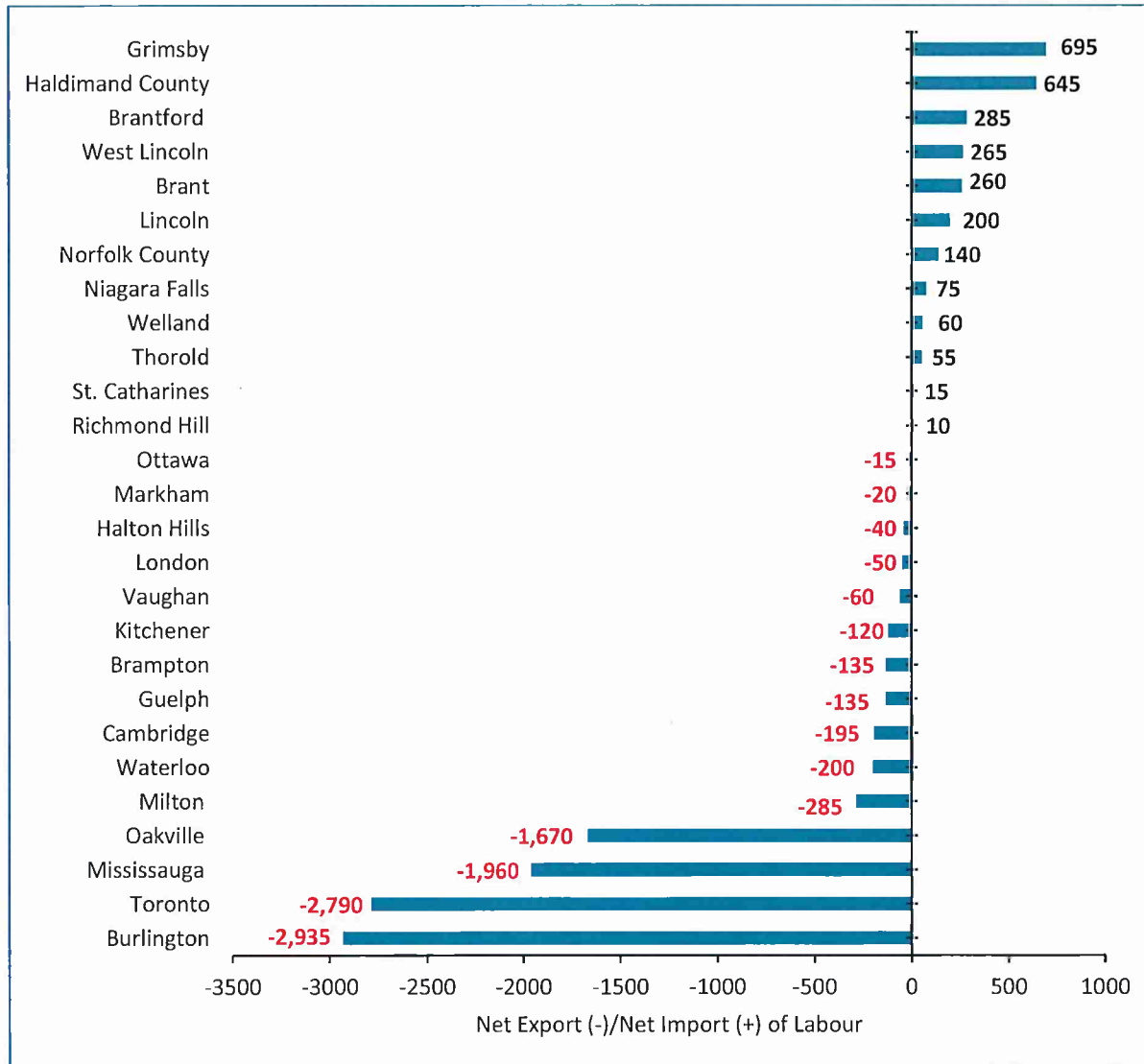
Source: Statistics Canada, 2016 Census of Population

As mentioned earlier, although Hamilton attracts 10,640 people from outside the community to work in its FIRE sector, it still is losing 18,355 of its residents to other communities. **Error! Reference source not found.** illustrates the labour flow of Hamilton's FIRE sector.

The data shows that Hamilton sees a net export of labour to comparator communities such as Burlington, Toronto, Mississauga and Oakville while attracting residents of Grimsby, Haldimand County Brantford and West Lincoln to work in Hamilton's FIRE sector.



Figure 11: Net Export (-)/Net Import (+) of Labour by Selected Communities, 2016



Source: Statistics Canada, 2016 Census of Population

Supply Chain Analysis

The supply chain analysis can be used to find leakage in the economy, or where money is leaving the region that might otherwise be captured. It can also be used as an exploratory tool for deciding what businesses might be a good fit for the City.

Error! Reference source not found. shows the industry supply chain for the FIRE sector in Q3 2018 and is based on the 2014 Input-Output Year. The in-region and imported purchases represent the percentage of dollars flowing from one sector to another sector. The data is obtained from Emsi Analyst



Input-Output model and uses data from Statistics Canada National Symmetric Input-Output table, National Household Survey commuting flows, Canadian Business Patterns, and Emsi in-house data sets.

In 2014, \$401.59 million was made in purchases in the FIRE sector alone¹². Of these, approximately \$ \$303.06 million (75%) were in-region purchases, meaning that the money was spent within the region while the remaining \$98.54 million (25%) were imported purchases, indicating money leaking out of the region.

The supply chain analysis shows that industry sub-sectors namely, agencies, brokerages and other insurance-related activities, business schools and computer and management training, lessors of nonfinancial intangible assets (except copyrighted works) and business support services spend 100% of money within the region.

Opportunities exist for industry sub-sectors such as consumer goods rental, activities related to credit intermediation, accounting, tax preparation, bookkeeping and payroll services, securities and commodity contracts intermediation and brokerage and other financial investment activities to expand businesses in the region as in-purchase dollars account for at least 50% of total purchases.

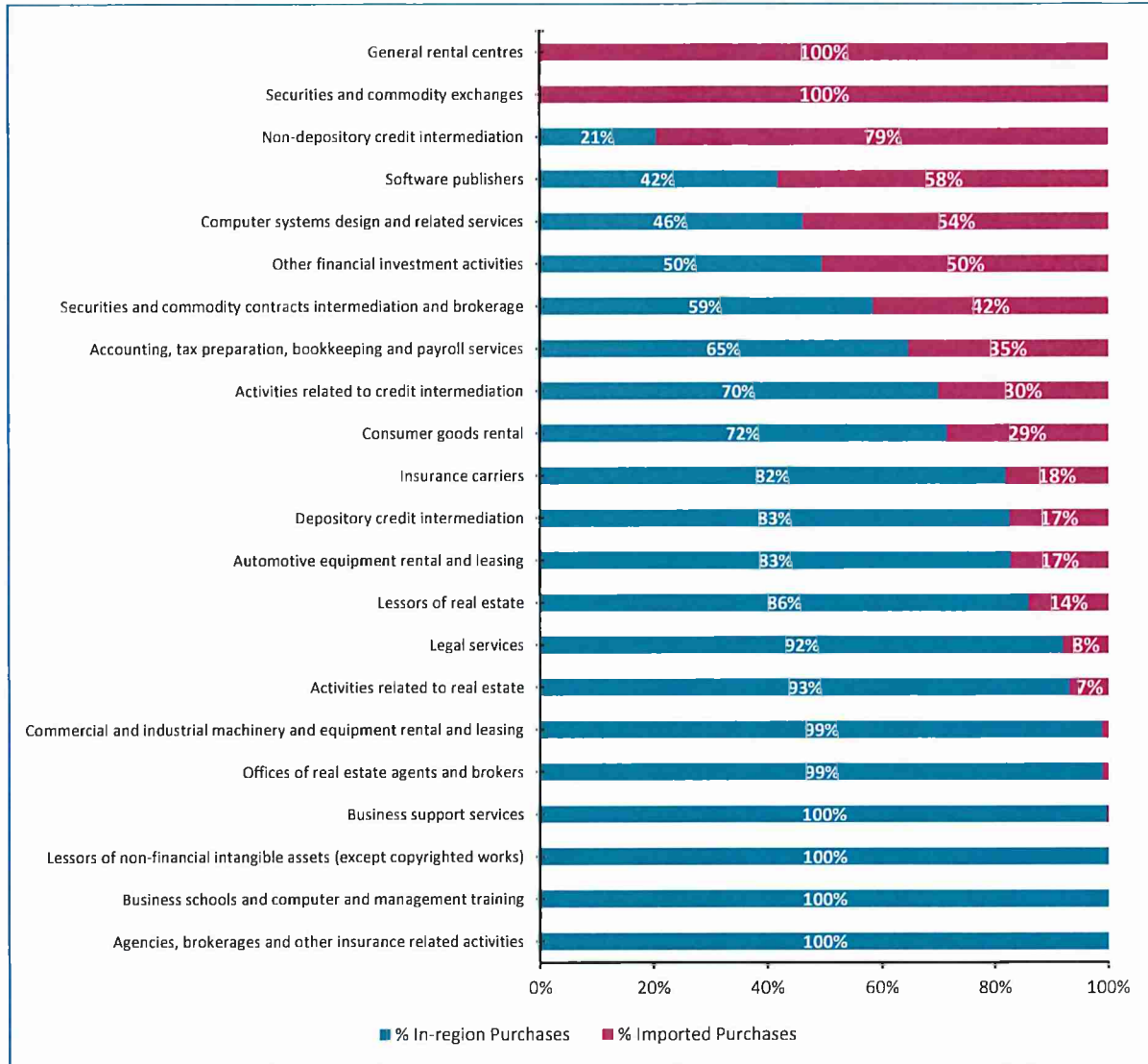
Computer systems design and related services, software publishers, non-depository credit intermediation and securities and commodity exchanges have a higher percentage of purchases from outside the region. Computer systems design and related services and software publishers, which represent sectors with Fintech/Blockchain potential reported \$35.36 million (54%) of purchases, were spent outside the region.

Data shows that 100% of the money in securities and commodity exchanges and general rental centres are spent outside the region, indicating a wide gap in the sector's supply chain. This represents \$1 million in losses, specific to this sector.

¹² These include purchases made only in the FIRE sector and do not account for all industry sectors that represent the full supply chain of the FIRE sector.



Figure 12: Industry Supply Chain Analysis, 2018



Source: EMSI Analyst, 2018.

Employment Projections

In terms of employment projections, the FIRE sector in Hamilton is projected to see sustained growth of approximately 1% year over year from 2018 to 2024. The sector is projected to increase by 6% (980 jobs) from 2018 to 2024. As shown in **Error! Reference source not found.**, the Fintech/Blockchain sector is projected to show the highest increase in job numbers, followed by jobs in support industries to the FIRE sector.



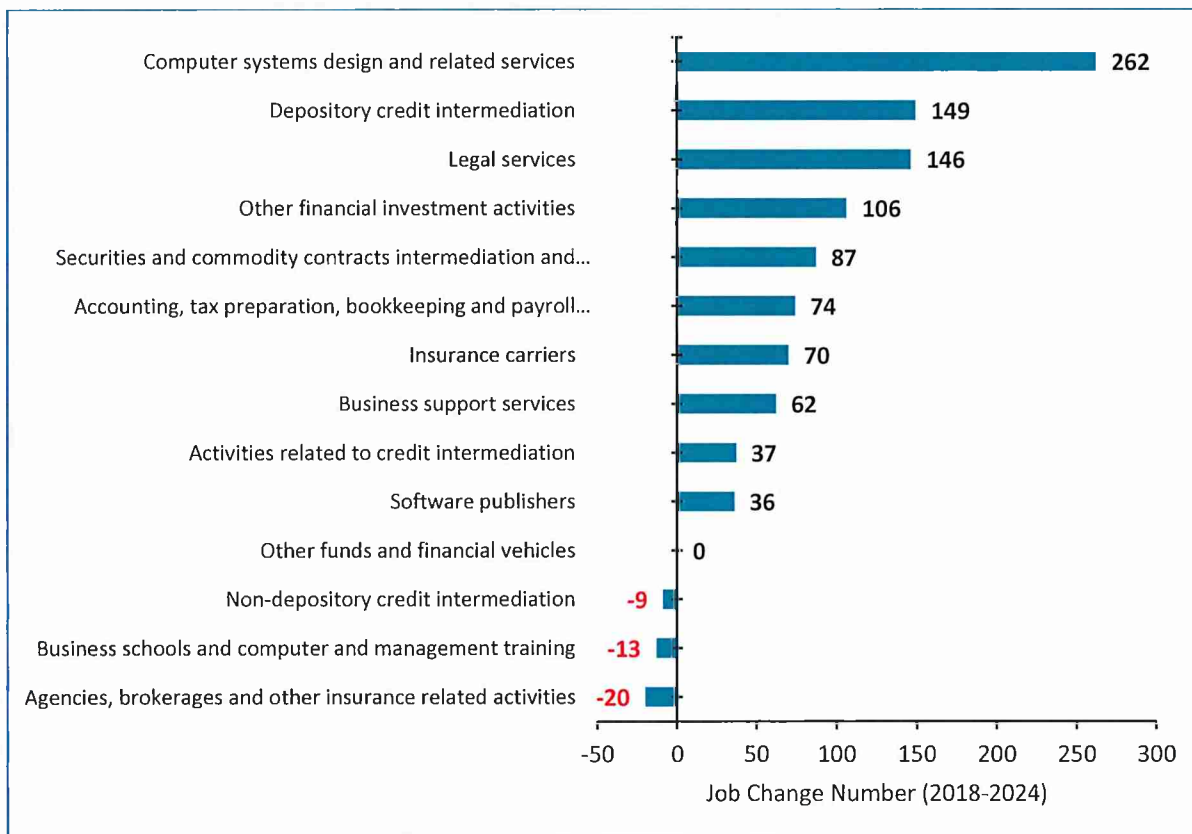
Figure 13: FIRE Sector Job Projections, Hamilton, 2018 -2024

Industry Sectors (NAICS)	Job by Year							2018-2024 Job Change	
	2018	2019	2020	2021	2022	2023	2024	Net Change	% Change
Banks	3,385	3,417	3,445	3473	3502	3,534	3,562	177	5.2%
Insurance	2,378	2,376	2,375	2,376	2,386	2,409	2,428	50	2.1%
Investment	1,799	1,849	1,889	1,923	1,949	1,973	1,992	193	10.7%
Fintech/Blockchain Potential	2,353	2,409	2,460	2512	2558	2605	2,651	298	12.7%
Support Industries to the FIRE Sector	5,981	6,039	6,089	6,133	6,173	6,213	6,250	269	4.5%
Total FIRE Sector	15,903	16,090	16,260	16,418	16,568	16,733	16,883	980	6.2%

Source: EMSI Analyst, 2018. Real estate and rental and leasing data unavailable

Error! Reference source not found. shows the industry sub-sectors that are projected to show job growth through to 2024 and those sectors that show a decline by job numbers.

Figure 14: FIRE Sub sector Job Change, Hamilton, 2018 -2024



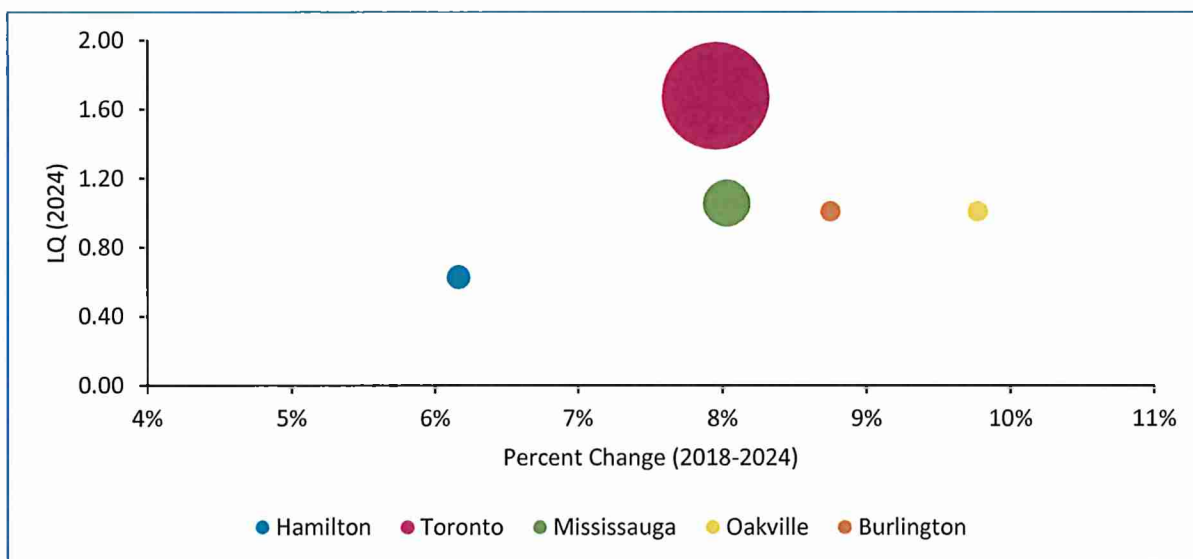


Source: EMSI Analyst, 2018. Real estate and rental and leasing data unavailable

Analysing Hamilton's FIRE sector job concentration in 2024 and projected growth to 2024 to regional comparators (**Error! Reference source not found.**), the following assumptions can be made:

- The bubble size indicates the job number in Hamilton relative to regional comparators in 2024
- Oakville leads among comparator regions in terms of FIRE sector job growth from 2018 to 2024 at 10%, followed by Burlington at 9%, Toronto and Mississauga at 8% and Hamilton at 6%
- Toronto FIRE jobs with an LQ of 1.68 in 2024 indicate an area of competitive strength. Mississauga, Burlington and Oakville show FIRE sector jobs on par with jobs in the province. Hamilton with an LQ of 0.63 indicates a low concentration of jobs in FIRE in 2024

Figure 15: Concentration and Percent Change in FIRE Sector Jobs, 2018 -2024



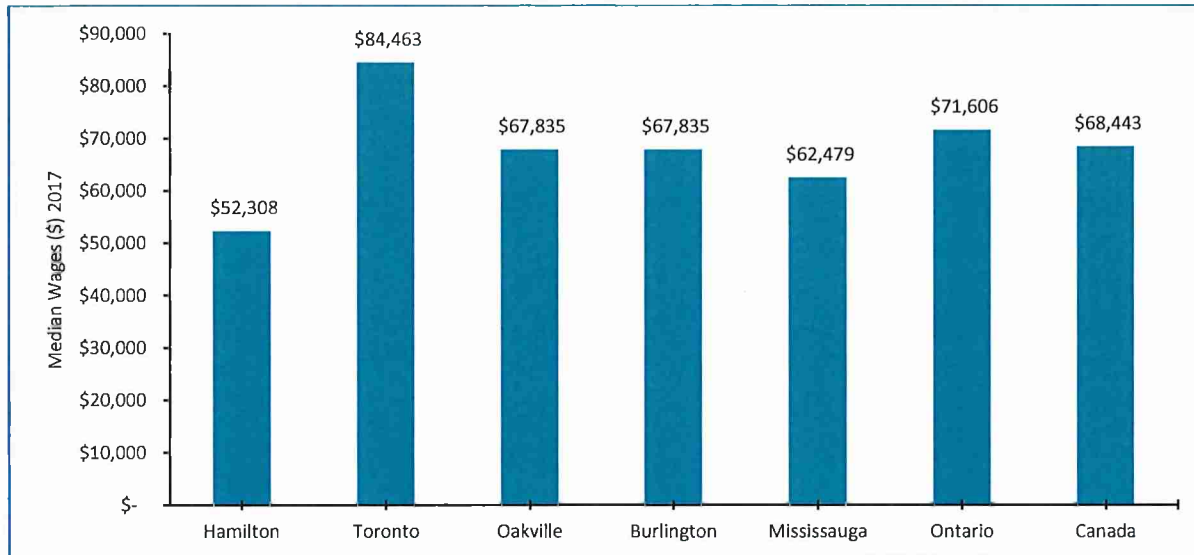
Source: EMSI Analyst, 2018. Real estate and rental and leasing data unavailable

Employment Income

The average wages in the FIRE sector in 2017 for Hamilton and comparator regions are shown in **Error! Reference source not found.** Hamilton has the lowest median wages in the FIRE sector at \$52,308 compared to Toronto which leads with \$84,463. Hamilton's median wages in the sector is low compared to both average provincial wages at \$71,606 and national median wage at \$68,443.



Figure 16: Average Wages, 2017



Source: EMSI Analyst, 2018. Real estate and rental and leasing data unavailable

Staffing Patterns and Projections

Staffing patterns show the percentage of total industry jobs in a specific occupation. In 2017, the top 10 occupations in the FIRE sectors were:

- Other financial officers - 1,415
- Customer services representatives - financial institutions – 1,041
- Financial auditors and accountants - 882
- Lawyers and Quebec notaries - 844
- Insurance agents and brokers - 768
- Information systems analysts and consultants - 751
- Other customer and information services representatives - 596
- Accounting technicians and bookkeepers - 546
- Computer programmers and interactive media developers - 546
- Legal administrative assistants – 545

The staffing patterns were studied up to 2024, to identify the occupations that are projected to grow or decline. This analysis enables the identification of occupations that will be in-demand and relevant to the economic performance of the sector. Identifying these occupations will allow the community to develop initiatives and skills training to ensure the labour pool have the relevant skills.

Analysing staffing pattern changes to 2024, and relative proportion of total occupations in 2024 (**Error! Reference source not found.**) shows:

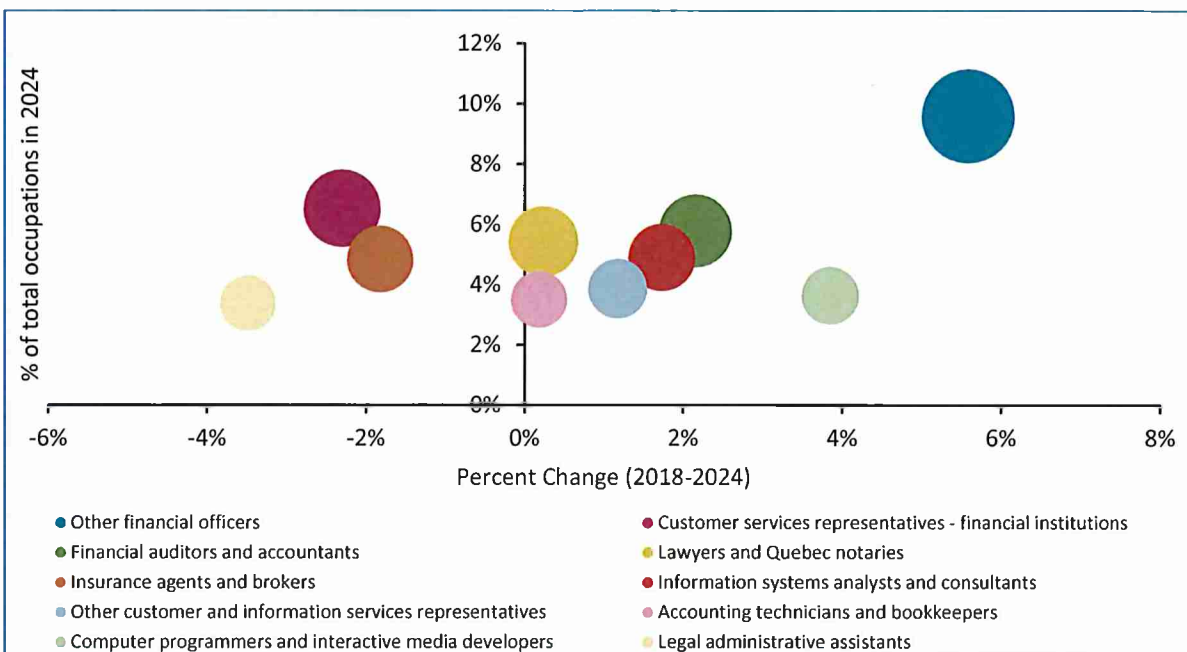
- The bubble size indicates the number of occupations related to the FIRE sector industry in Hamilton in 2024
- Other financial officers will continue to be the top occupation related to the sector. This unit group includes professional occupations in finance such as financial planners, financial examiners and



inspectors, financial investigators, financial underwriters, mortgage brokers and trust officers. They are employed by banks, trust companies, investment firms and governments, or they may be self-employed.

- Computer programmers and interactive media developers, financial auditors and accountants and information systems analysts and consultants are projected to be high growth occupations.
- Legal administrative assistants, customer services representatives - financial institutions and insurance agents and brokers are projected to be decline by 2024.

Figure 17: Proportion of FIRE Related Occupations in 2024 and Projected Change, 2018 -2024



Source: EMSI Analyst, 2018. Real estate and rental and leasing data unavailable

FIRE Sector Businesses

Statistics Canada's Canadian Business Counts provides a record of business establishments by industry and size, collected from the Canada Revenue Agency. The data collected includes all local businesses that meet at least one of the three criteria:

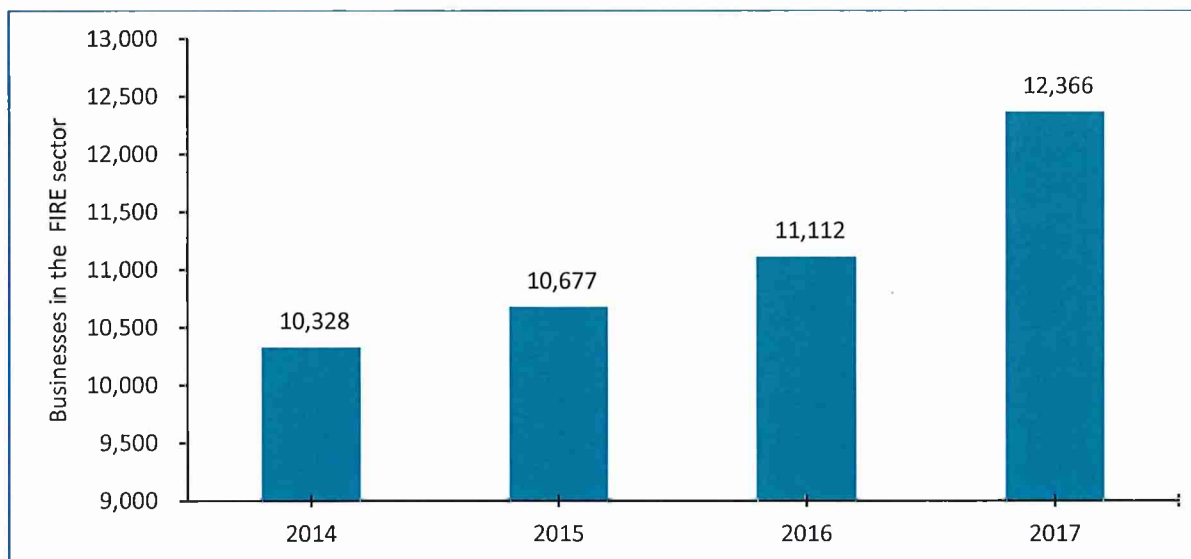
- Have an employee workforce for which they submit payroll remittances to CRA; or
- Have a minimum of \$30,000 in annual sales revenue; or
- Are incorporated under a federal or provincial act and have filed a federal corporate income tax form within the past three years

The business counts data identified 42,338 business establishments in Hamilton in 2017. Of these 12,366 businesses (29%) were businesses related to the FIRE sector (**Error! Reference source not found.**). FIRE



sector businesses in Hamilton increased from 10,328 counts in 2014 to 12,366 counts in 2017.

Figure 18: Total Businesses in the FIRE Sector



Source: Canadian Business Counts, 2014, 2015, 2016 and 2017

As shown in Figure 3, real estate and rental and leasing businesses accounted for approximately 65% of Hamilton FIRE sector businesses. Investment businesses and businesses that support the FIRE sector accounted for 14% and 8% of all FIRE sector businesses.

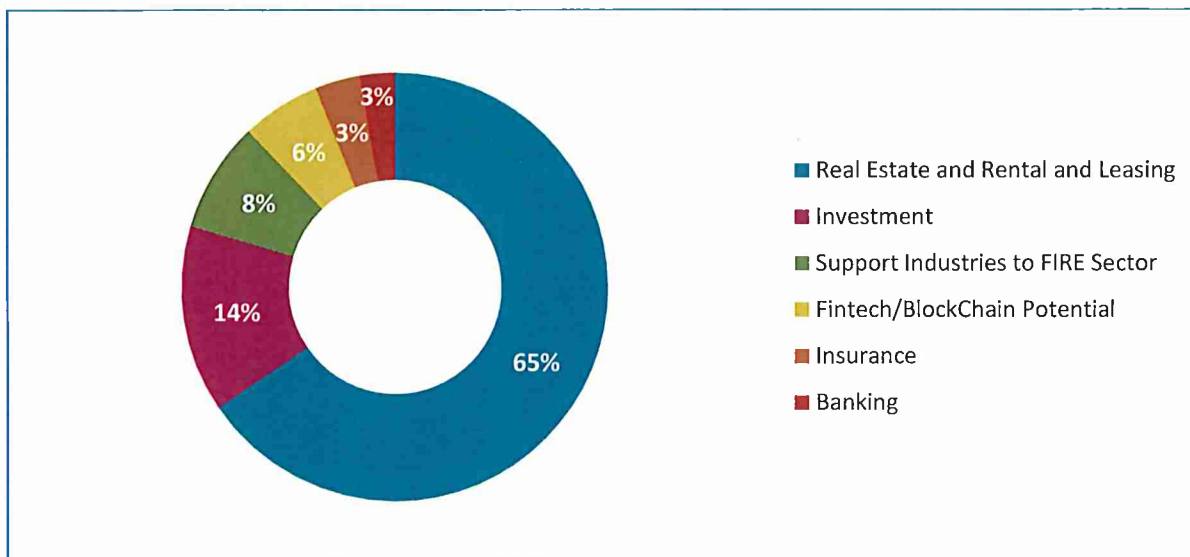
The majority of businesses in investment were miscellaneous intermediation establishments primarily engaged in acting as principals in the buying and selling of financial contracts, other than securities or commodity contracts, generally on a spread basis. Support businesses included offices of lawyers and accountants, bookkeeping, payroll and tax preparation services.

Approximately 6% of businesses have Fintech/Blockchain Potential and include computer systems design and related service businesses and software publishers. Insurance accounted for 3% of all FIRE businesses and is largely made up of insurance agencies and brokerages. Banks accounted for 3% of businesses in the sector. Major businesses in this sector include Mortgage and non-mortgage loan brokers and the personal and commercial banking industry.



Appendix "A" to Report PED20047 Page 41 of 45

Figure 19: Percentage of Businesses in the FIRE Sector, 2017



Source: Canadian Business Counts, 2017

Approximately 10,557 (85%) of businesses in the FIRE sector are businesses with no employees. 1,169 (9%) of businesses have from 1 to 4 employees while 264 (4%) of businesses employ 5 to 9 employees and 224 (3%) from 10 to 19 employees.

Figure 20: FIRE Business by Employee Type and Size of Establishment by Sub-sector, 2017

FIRE Sub-sector Businesses (2017)	Total	Without employees	Businesses with Employees					
			1-4	5-9	10-19	20-49	50-99	100+
Real estate and rental and leasing	8,098	7,518	380	78	83	31	7	1
Investment	1,749	1,568	132	21	7	11	6	4
Support Industries to the FIRE Sector	1,032	585	320	69	38	10	6	4
Fintech/Blockchain Potential	734	473	209	28	18	5	1	-
Insurance	425	265	77	40	17	17	5	4
Banks	328	148	51	28	61	34	3	3
Total FIRE Businesses	12,366	10,557	1,169	264	224	108	28	16

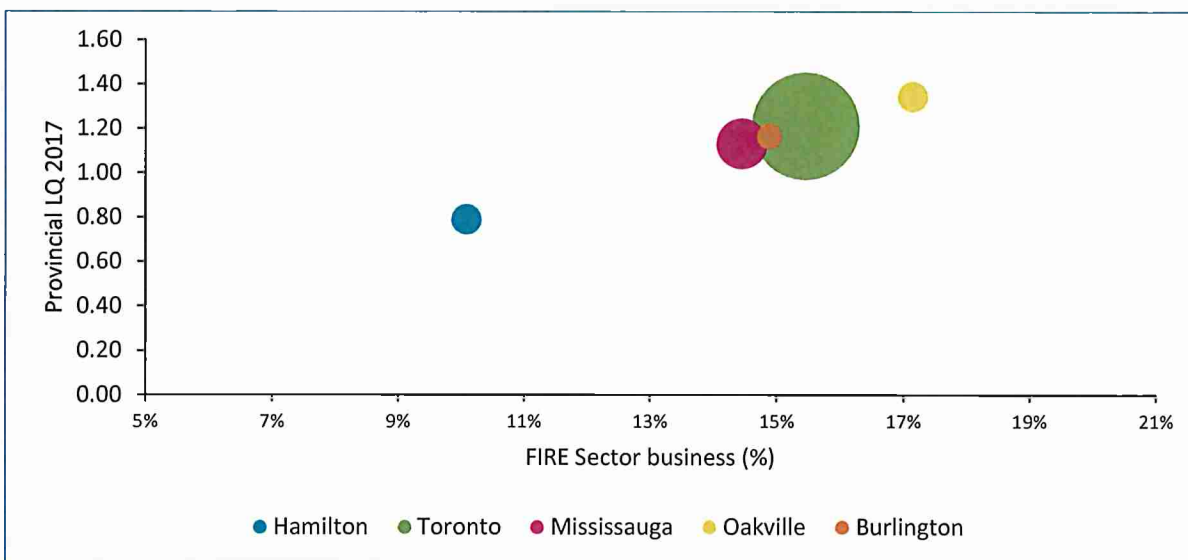
Source: Canadian Business Counts, 2017

Analysing Hamilton's FIRE sector businesses to regional comparators (**Error! Reference source not found.**) shows that:

- The bubble size indicates FIRE businesses in Hamilton relative to regional comparators
- Oakville leads among comparator regions in terms of FIRE sector businesses as a factor of total businesses at 17%, followed by Toronto and Burlington at 15% each, Mississauga at 14% and Hamilton at 10%



- Oakville FIRE businesses with an LQ of 1.34 in 2017 indicate a high concentration of businesses. Toronto also has a high concentration of FIRE sector businesses with an LQ of 1.21. Burlington and Mississauga show FIRE sector businesses on par with businesses in the province. Hamilton with an LQ of 0.79 indicates an average concentration of businesses in FIRE

Figure 21: Concentration and Percent of FIRE Sector Businesses, 2017


Source: Canadian Business Counts, 2017

Major Employers

The top employers in Hamilton by employee number related to the FIRE sector as reported in D&B Hoovers is shown below.

Figure 22: Major Employers in Hamilton FIRE Sector, 2017

Company Name	Employees	Revenue (USD)	Business Activities
Cunningham Lindsey Canada Limited	439	42M	Insurance Agencies and Brokerages
FirstOntario Credit Union Limited	400		Credit Unions
Tandia Financial Credit Union Limited	200	29M	Credit Unions
Cunningham Lindsey Canada Limited	150		Insurance Agencies and Brokerages
G-WLG LP	140		Offices of Lawyers
Gowling WLG (Canada) LLP	135		Offices of Lawyers
Teachers Credit Union Limited	100	14M	Credit Unions
SimpsonWigle Law LLP	75	6.2M	Offices of Lawyers
Ross & McBride LLP	62	5.1M	Offices of Lawyers
Crawford & Company (Canada) Inc	60		Insurance Agencies and Brokerages



Company Name	Employees	Revenue (USD)	Business Activities
Agro Zaffiro LLP	50	4.1M	Offices of Lawyers
Morris, B. Law Group	50	4.1M	Offices of Lawyers
Assante Capital Management Ltd	50		Investment Banking and Securities Dealing
Mainway Hunter Creighton Insurance Inc	50		Insurance Agencies and Brokerages
Crawford Smith & Swallow Chartered Accountants LLP	50		Offices of Lawyers

Source: D&B Hoovers, 2018

Education Profile and Talent Supply

In 2016, approximately 332,950 residents aged 15 years and over had a postsecondary certificate, diploma or degree in Hamilton. 23% (77,445 persons) of this population had degrees related to the FIRE sector.

Analysing the education profile of Hamilton's graduates, it was determined that 20% of the population with FIRE related degrees had a general Business/commerce degree. **Error! Reference source not found.** shows the other top degree programs in Hamilton. While studying this data, it should be understood that although only 2% of the population have real estate or computer programming degrees, the proportion of these is similar to provincial and national rates.

Figure 23: Percentage of Population with FIRE related degrees, 2016

Degree Program	Hamilton	% of Population with FIRE related degrees
Business/commerce, general	15,145	20%
Business administration, management and operations	10,370	13%
Accounting and related services	10,060	13%
Business operations support and assistant services	5,850	8%
Economics	4,285	6%
Marketing	3,955	5%
Legal support services	2,975	4%
Finance and financial management services	2,920	4%
Computer and information sciences and support services, general	2,880	4%
Computer science	2,855	4%
Specialized sales, merchandising and marketing operations	2,710	3%
Human resources management and services	2,395	3%



Degree Program	Hamilton	% of Population with FIRE related degrees
Law (LLB, JD, BCL)	1,960	3%
Insurance	1,725	2%
Real estate	1,310	2%
Computer programming	1,215	2%

Source: Statistics Canada, Census of Canada 2016

The program completions data provided by EMSI Analyst identified that in 2014 Hamilton accounted for 10,205 program completions (**Error! Reference source not found.**). Of these, approximately 1,818 program completions were graduates with degrees related to the FIRE sector. Similar to the data presented in **Error! Reference source not found.**, the majority of graduates in Hamilton were general business/commerce, economics and accounting and related services graduates.

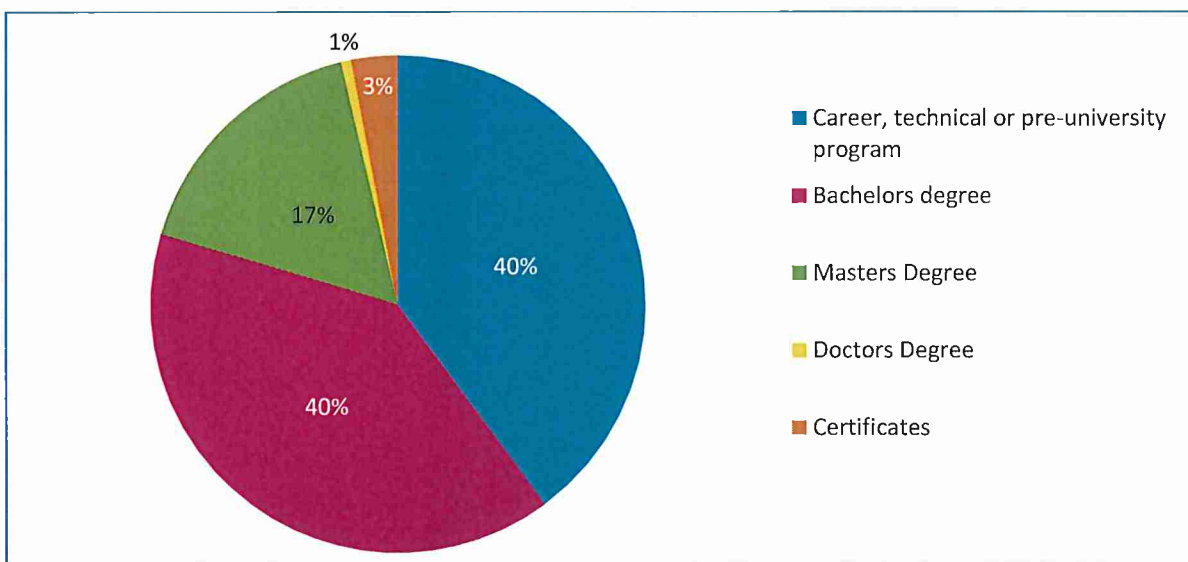
Figure 24: Program Completions in the FIRE Sector, 2009-2014

FIRE related Programs	2009 Completions	2014 Completions	% Change
Hamilton	1,377	1,818	32.1%
Province	35,109	43,824	24.8%
Nation	99,887	116,364	16.5%

Source: EMSI Analyst, 2018. Real estate and rental and leasing data unavailable

Analyzing the regional completions by the institution, it was seen that McMaster University and Mohawk College of Applied Arts and Technology offer degrees related to the FIRE sector. The majority of program completions were either a career, technical or pre-university program or a bachelor's degree.

Figure 25: Program Completions by Degree Level, 2014

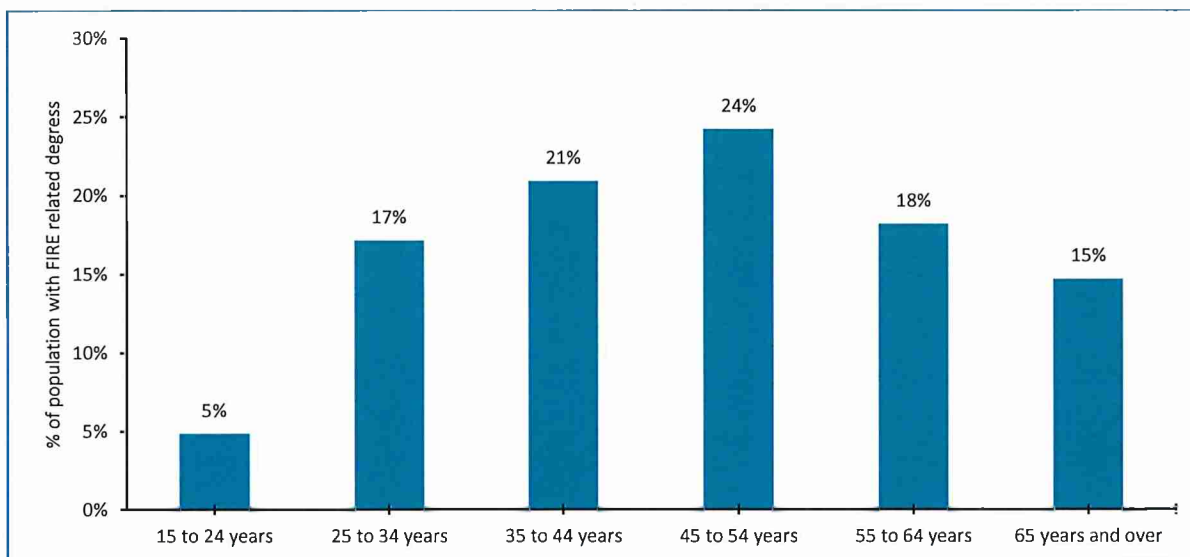


Source: EMSI Analyst, 2018. Real estate and rental and leasing data unavailable



Error! Reference source not found. shows the percentage of age groups with educational degrees related to the FIRE sector. It is understood that the majority of the population with FIRE sector degrees are between the ages of 45 to 54 years. Only 5% of the incoming labour force between the ages of 15 to 24 years has degrees related to the FIRE sector. The core labour force (25 to 44 years) makes up 38% of the population while the mature labour force (45 to 64 years) makes up 42% of the population.

Figure 26: Age of Population with a Postsecondary Certificate, Diploma or Degree in FIRE related studies, 2016

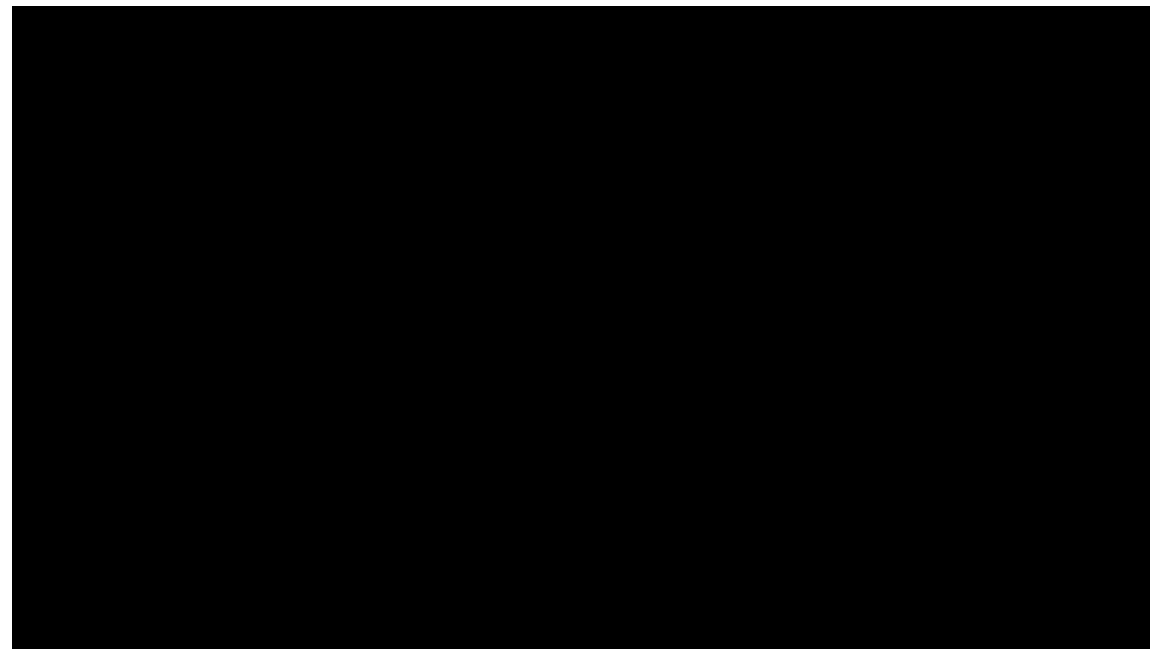
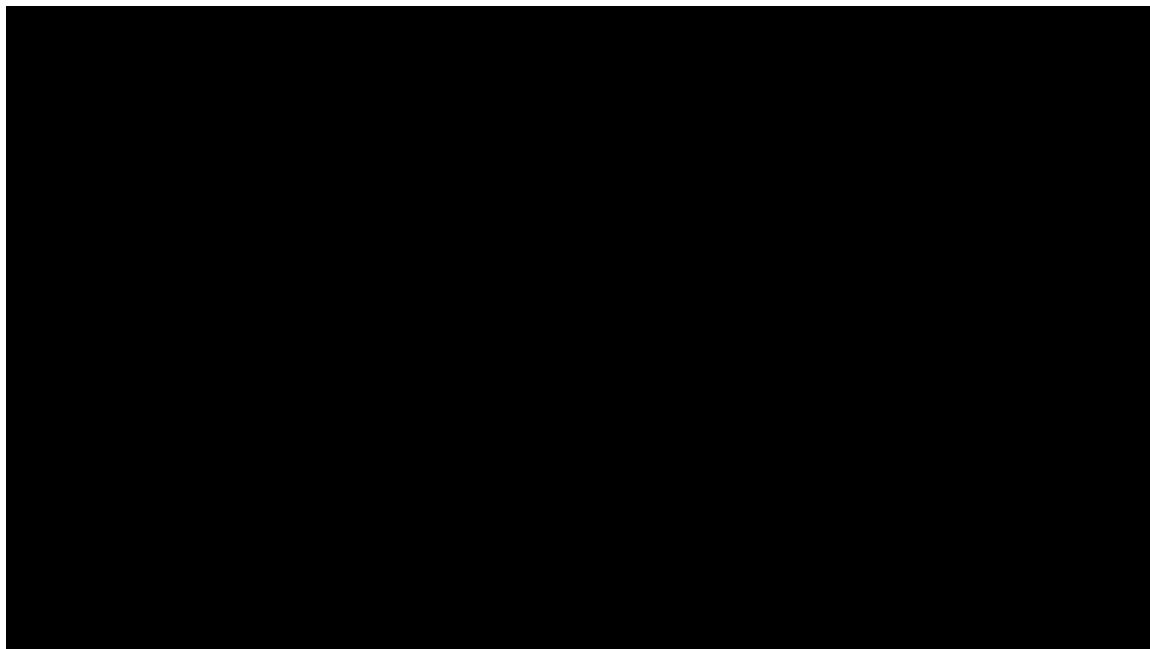


Source: Statistics Canada, Census of Canada 2016

The staffing projections identified that the top occupations in demand would be financial officers such as financial planners, financial examiners and inspectors, financial investigators, financial underwriters, mortgage brokers and trust officers. They are employed by banks, trust companies, investment firms and governments, or they may be self-employed. Hamilton does seem to have a good proportion of talent supply with business/commerce, economics and accounting skills. It would, however, need to foster skills training initiatives to develop computer programming, information and media development skills. In addition, analyzing the current talent available to participate in the workforce (**Error! Reference source not found.**), it is identified that Hamilton might face a skills gap in the future. The incoming labour force may not be adequate to meet the future demand and fill vacant jobs that arise as the mature labour force starts exiting the workforce.

Vicinity jobs data shows that approximately 52,202 job postings were published from Oct 2017 to Oct 2018 in Hamilton, Mississauga, Oakville, Toronto and Burlington. Of these job postings, 85% were in Toronto while only 4% were in Hamilton. The majority of job postings were related to the banking sector, specifically banking, local credit unions and deposit-accepting mortgage companies. Job postings related to the computer systems design and related services were also high, approximately 13,172 job postings were related to this industry. Hamilton accounted for 9% of these job postings compared to Toronto (79%), Mississauga (9%), Burlington (2%) and Oakville (1%).

SALESFORCE TRANSIT CENTER AND CIBC SQUARE



- Hamilton born
- McMaster Commerce grad
- Started career at P&G in 1985
- Marketing, technology and real estate entrepreneur for 30 years (Global, Toronto & Hamilton)
- Canada's Top 40 under 40 and recognized innovator
- Extensive global network in numerous sectors
- Numerous local projects including Condominium project with heritage elements, a number of medical centres and hospitality
- Live on a 100 acre organic farm in Carlisle with wife of 23 years, 2 kids and 1 new adult

- John Ruffalo, founder and former head of OMERS Ventures and Vice Chair of Council of Canadian Innovators
- Anand Sinha, Technology Executive, Employee #9, RIM and Hamiltonian
- Jazz Samra – Corporate Partnerships Executive US, Google Customer Solutions
- Manoj Pundit, Partner, Tech and Emerging Growth Sectors, BLG
- Global Technology real estate executives
- Senior Finance Executives

- The City issued a call for input and/or proposals and my firm, MetroPartners Inc., retained Lintack Architects and others to create an exciting vision for the creation of a technology hub on the lands and we submitted a detailed proposal in the format prescribed on October 14th,2016
- Continued to invest money in the creation of this concept
- “The frame-work set out in the consultation [was] to ensure that [the City] receives submissions through an open process and that respondents receive fair and reasonable attention towards the review of their respective submissions.”
- City Staff felt our proposal had merit and engaged with us

- 10 million square feet of commercial space under construction in Toronto and population projected to be 8 Million by 2030
- Hamilton IS a Metropolitan city and is on the rise but can go much faster
- Public sector largest employer in Hamilton does not pay municipal taxes
- 2% vacancy in Toronto - Hamilton **does NOT have a single A Class** building to begin to attract the overflow
- Current City of Hamilton parking lot has 2 year waiting list and at 100% capacity AND virtually **no green space**
- Rapid access to Toronto UNION from Hunter Street GO critical for business by GO Bus and Train
- The City needs \$\$\$ and we will pay for the land and pay taxes
- Start a shift from a city where the public sector is one of the largest employers to a private sector/technology capital that will lift all boats

- Purchase the lands at Fair Market Value from the City conditional on creation of Technology Hub with parking
- All of the standard consultations and processes to be observed
- Complement the post-Modern architecture of Hamilton's City Hall and not exceed escarpment height rules (20 and 24 stories)
- Replace limited surface parking and no greenspace with multi-story transit connected parking for bikes, e and regular cars and convertible to office if parking no longer required
- Create boutique grocery space and shops to serve area with a 250,000 square foot plaza
- World class atrium and modern office towers with roof top features
- Net Zero
- Green space on elevated surface (Un-pave what could be paradise)
- Create approximately 7,000 new jobs
- Create an adjoining Wellness Centre
- High school living lab classrooms and internship space

- Original City Hall restored under budget
- Will construct and lease additional building in 8-10 years as required with City Hall having first right of approval
- 12 stories

CIBC SQUARE



Located in the Downtown South submarket at 81 Bay Street, CIBC Square is an iconic two-phase development which spans across an 8-acre site owned by Ivanhoe Cambridge. Developed by Hines, the 1.5 million square feet development is currently 100% leased and is slated for completion in the second quarter of 2020. CIBC Square II, located at 141 Bay Street is a 1.4 million square feet development tentatively scheduled for completion in early 2024.

Both developments feature CIBC as their anchor tenant and are joined by an elevated park separating them. With plenty of amenities in the vicinity, CIBC Square I and II feature easy access to Union Station and the Scotiabank Arena.

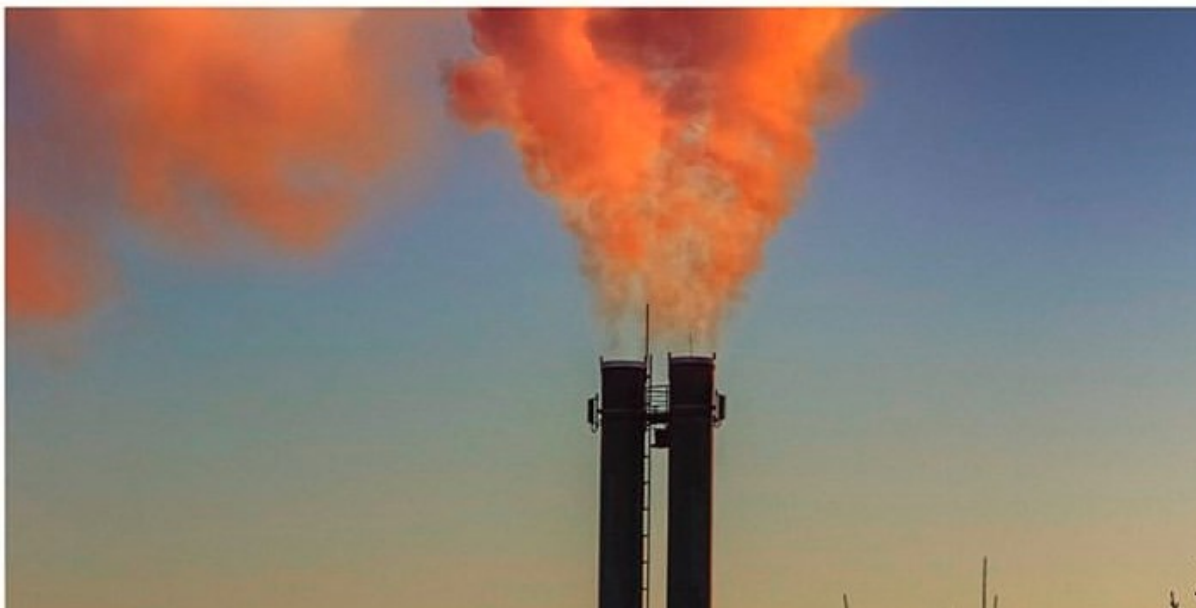


Located at 45 Mission Street in the San Francisco Bay Area.

The 5.4-acre rooftop elevated park features a sociable open space for people to gather.

Climate and New Pipelines

General Issues Committee
2020 February 5
Don McLean, Hamilton 350



66 People Have Died in Indonesia's Devastating Floods in Jakarta

- The disaster, experts say, underscores the impacts of climate change in a country with a capital city that is sinking so quickly that officials are working to move it to another island.

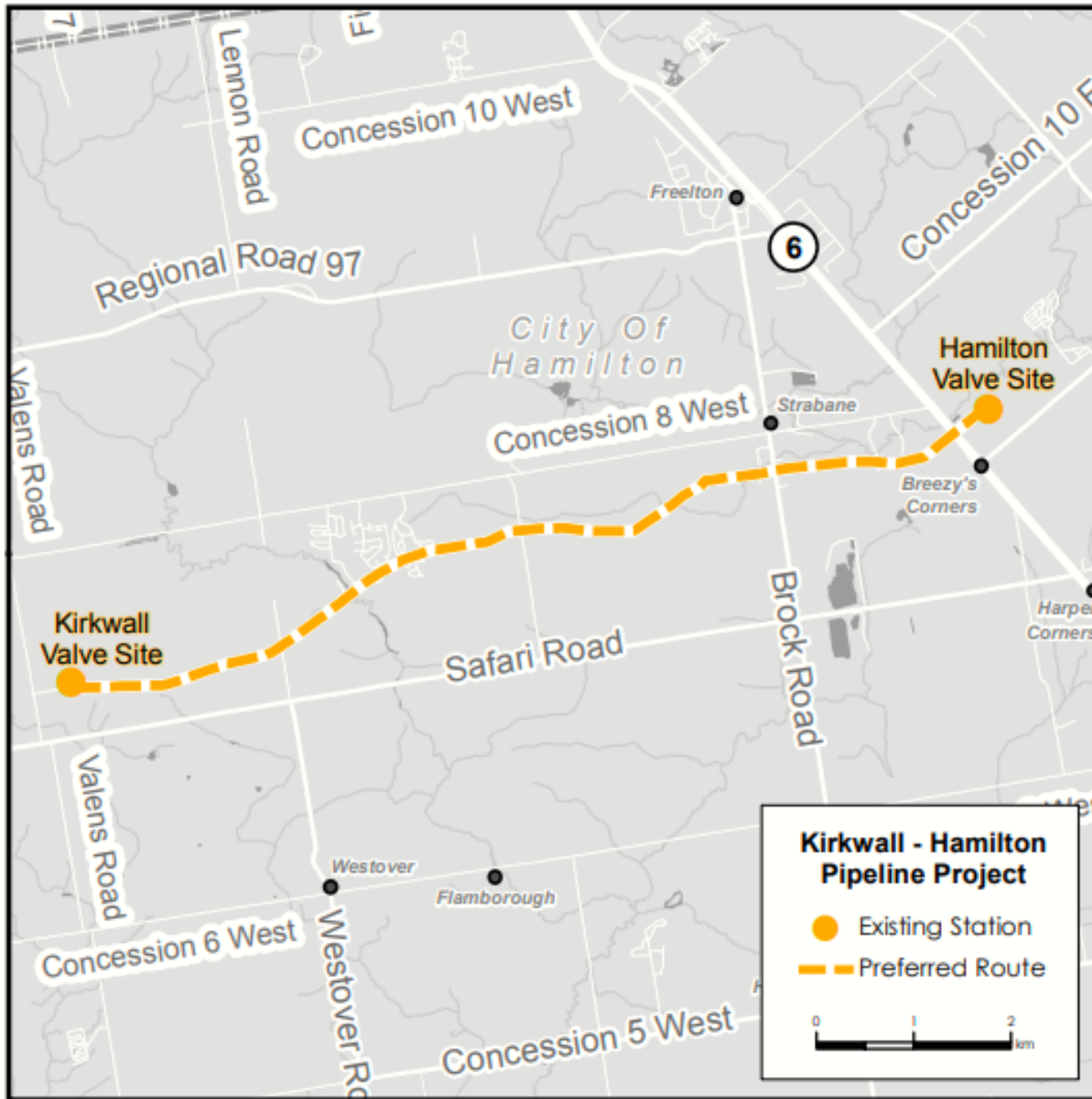
Source: Time Magazine – Jan 8, 2020

Mogadishu left reeling as conflict and climate shocks spark rush to capital



▲ People fleeing drought in the Lower and Middle Shabelle regions of Somalia reach a makeshift camp for displaced people on the outskirts of Mogadishu. Photograph: Farah Abdi Warsameh/AP

Forced from their homes by floods and fighting, 800,000 people have crammed into informal settlements in the Somali capital. Now efforts are afoot to bolster local resources



City Response Required

Excerpt from Procedural Order 1 of Ontario Energy Board – Jan 30, 2020

IT IS THEREFORE ORDERED THAT:

1. Enbridge Gas, parties that filed intervenor requests and parties that filed comments may file with the OEB by **February 10, 2020** written submissions on the following:
 - a. The Draft Issues List attached to Appendix A to this Procedural Order.
 - b. Whether the scope of the Leave to Construct proceeding should include:
 - i. impacts related to the methods of upstream natural gas extraction (such as hydraulic fracturing) for natural gas that will be transported through the pipeline
 - ii. impacts related to the ultimate downstream consumption of the natural gas transported through the pipeline.

Blasting is required!

Enbridge didn't tell residents

- “Based on the shallow drift thickness over bedrock and knowledge from previous pipeline installation, bedrock will be encountered. Bedrock encountered during trench excavation will be excavated by means of a hoe-ram and/or blasting. Noise, vibration, fly rock damage and dust may impact wildlife, residences, water wells and businesses.”

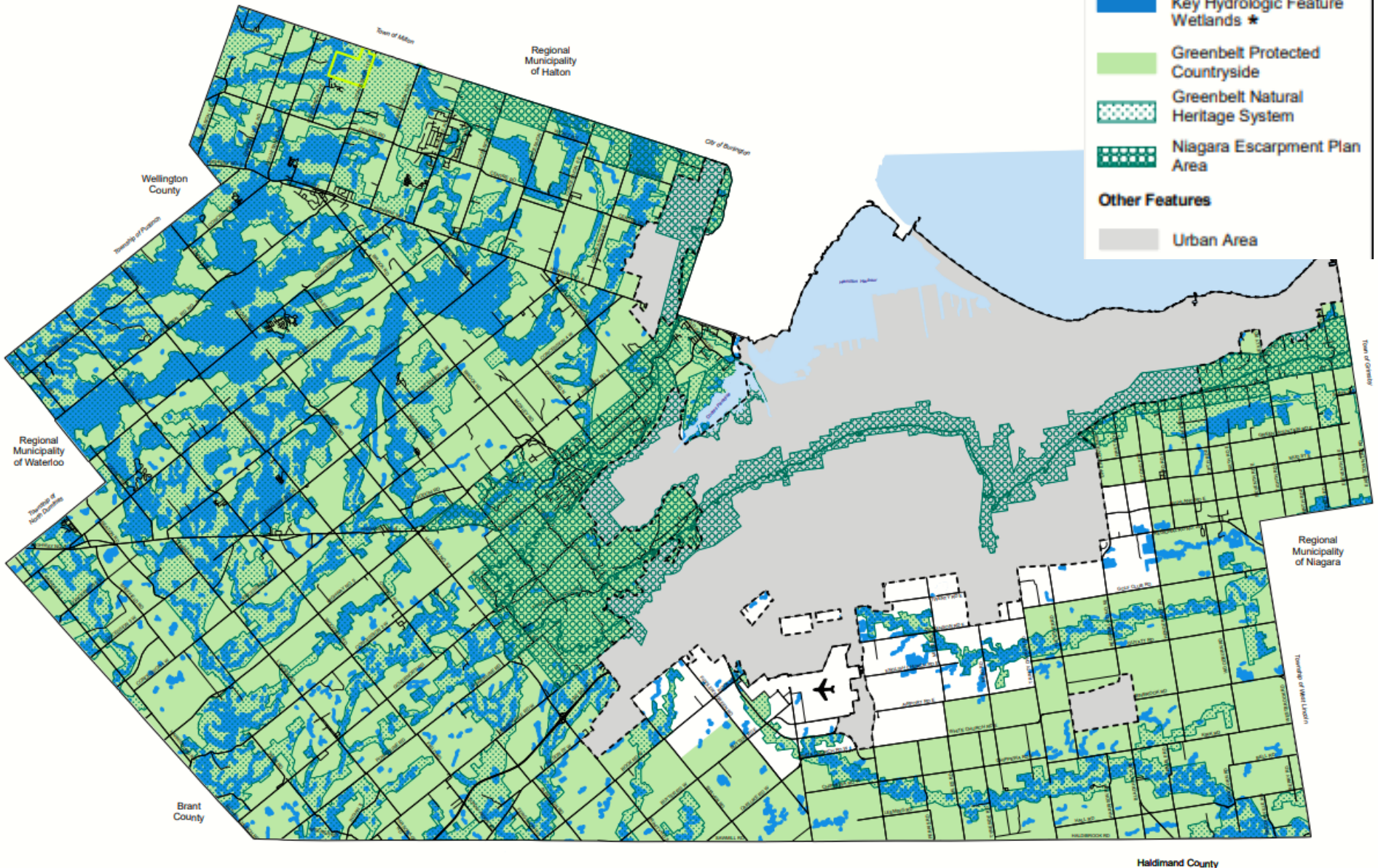
Much wider easement

- “Enbridge Gas has determined that over 40% (12 of the 28 m total) of the required permanent easement for the project could be overlapped with the existing, previously disturbed pipeline easement. The ability to overlap the existing easement by 12 m reduces the impact to previously undisturbed land to 16 m” [5-6 lane road]

Source mapping from Hamilton official Plan

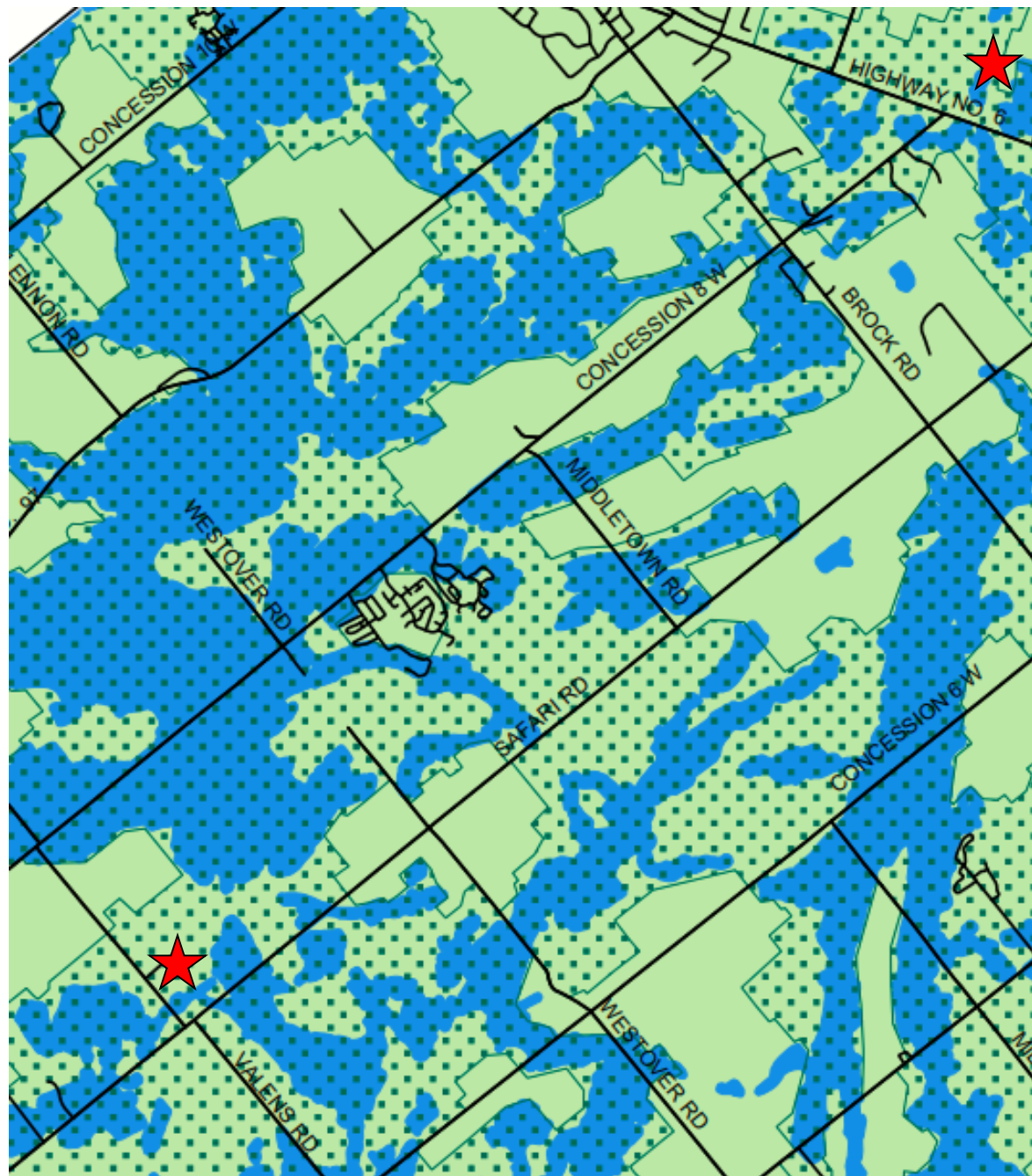
Legend

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



Rural Hamilton Official Plan Schedule B-4

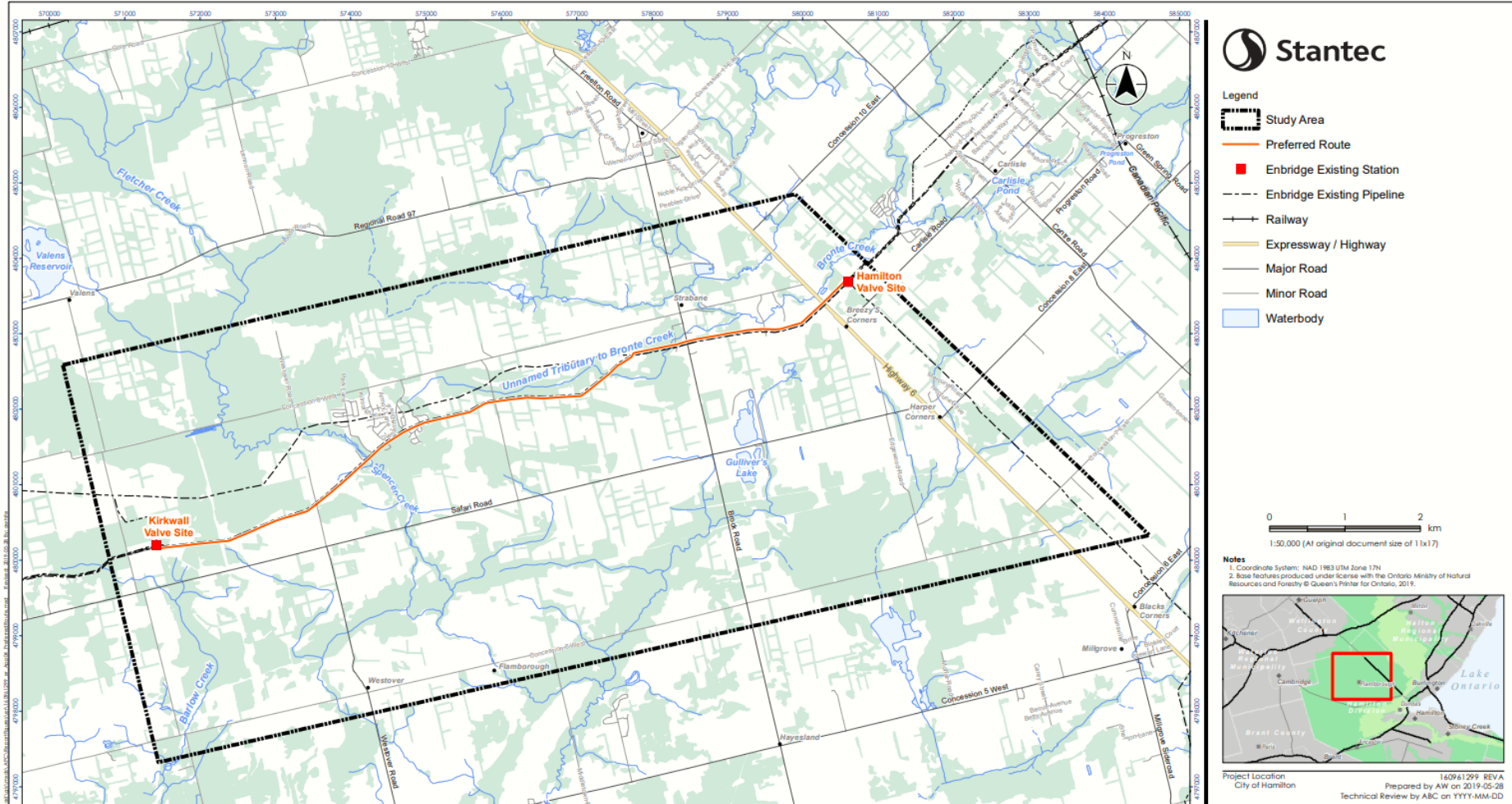
Detailed Natural Heritage Features
Key Natural Heritage Feature and Key
Hydrologic Feature Wetlands



Legend

-  Key Natural Heritage and Key Hydrologic Feature Wetlands *
-  Greenbelt Protected Countryside
-  Greenbelt Natural Heritage System

Enbridge mapping of route



Excerpt from Enbridge EA

- “Aquifer vulnerability mapping by the Halton Region Source Protection Region indicates portions of the route are within a highly vulnerability aquifer with minimal significant groundwater recharge. There are areas of significant groundwater recharge which are present at the eastern portion of the route, in the vicinity of Brock Road, which primarily correspond to areas with coarser textured material.”

Other Impacts

- Project cost is \$205 million
- \$120 million of that to be added to gas rates charged to Ontario users
- That equals more costs for the city, the HSR and Hamilton residents
- Municipal bans on new installations of gas residential connections being put in place

Cities are banning natural gas in homes to save the planet

[Elizabeth Weise](#) - USA TODAY [Nov 2019]

<https://www.usatoday.com/story/news/2019/11/10/climate-change-solutions-more-cities-banning-natural-gas-homes/4008346002/>

SAN FRANCISCO – Fix global warming or cook dinner on a gas stove? That's the choice for people in 13 cities and one county in California and one town in Massachusetts that have enacted new [zoning codes encouraging or requiring all-electric new construction](#).

The codes, most of them passed since June, are meant to keep builders from running natural gas lines to new homes and apartments, with an eye toward creating fewer legacy gas hookups as the nation shifts to carbon-neutral energy sources.

The most recent came on Wednesday when [the town meeting in Brookline](#), Massachusetts, approved a rule prohibiting installation of gas lines into major new construction and in gut renovations.

For proponents, it's a change that must be made to fight climate change. For natural gas companies, it's a threat to their existence

Gas heating ban for new homes from 2025

By Roger Harrabin
BBC environment analyst

🕒 13 March 2019 | 🗨️

[f](#) [💬](#) [🐦](#) [✉️](#) [🔗 Share](#)

Gas heating for new houses will be banned by 2025, the Chancellor has said, although gas hobs will still be allowed.

City Action Needed

- By February 10 write to the OEB re list of issues – ensure climate change included
- Ask for an ORAL hearing
- Conduct independent ecological review
- Ensure nearby residents know where blasting is expected to occur and have opportunity to comment to city
- Fix annual GHG reduction targets



INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	February 5, 2020
SUBJECT/REPORT NO:	Downtown Office Vacancy and Employment Survey (PED20006) (Wards 2 and 3)
WARD(S) AFFECTED:	Wards 2 and 3
PREPARED BY:	Julia Davis (905) 546-2424 Ext. 2632
SUBMITTED BY:	Glen Norton Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

COUNCIL DIRECTION

Not Applicable

INFORMATION

The purpose of this Report is to provide Council with an update on the results of the 2019 Employment Survey and to provide information on the Downtown office vacancy rate and the Downtown commercial vacancy rate.

This Report summarizes the Urban Growth Centre (UGC) portion of the overall employment survey completed during the summer of 2019 in consultation with the Employment Survey Team within the Planning Division. The information regarding employment numbers for the entire City is available for review on the corporate City of Hamilton website, tallied and posted on an annual basis. Report PED20006 also summarizes the results of the Downtown office vacancy survey completed in Q4 2019. The scope of the area included in Report PED20006 includes the boundary streets which are Queen Street to Victoria Avenue, Hunter Street to Cannon Street, also includes James Street North to the CN Railway and James Street South to Charlton Avenue.

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

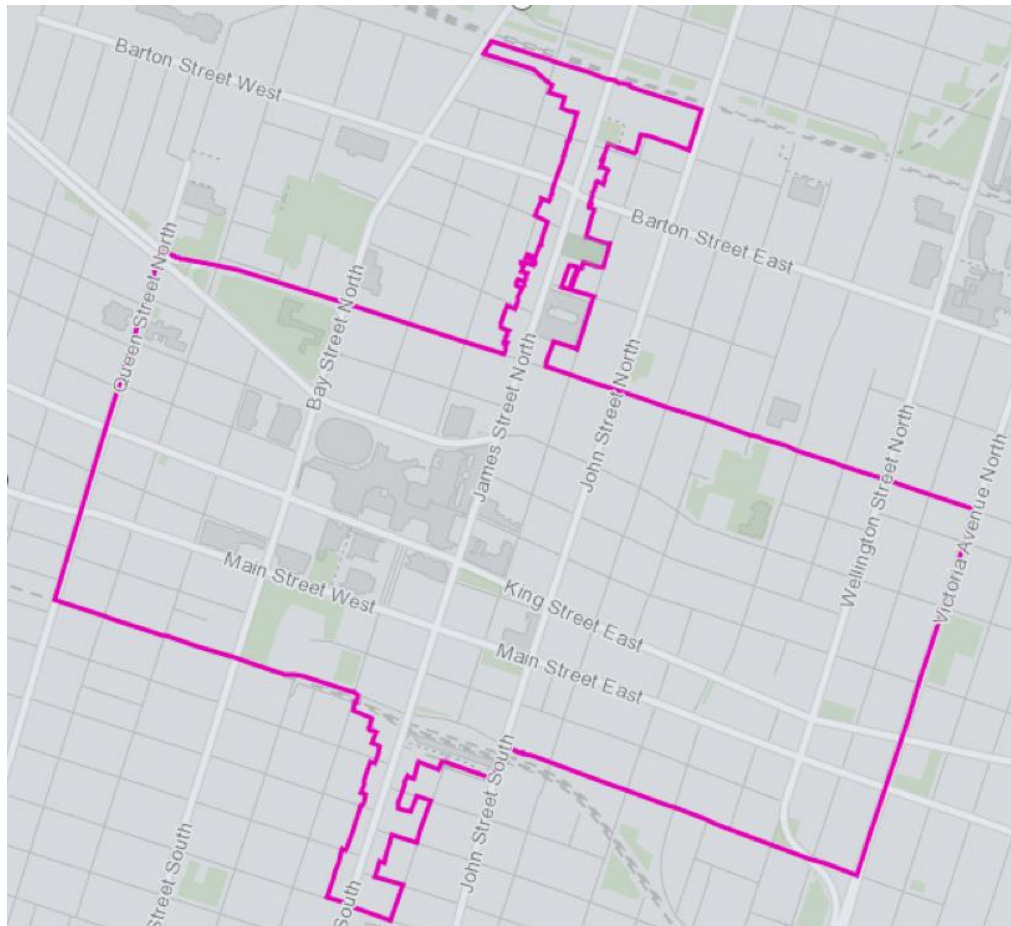
OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

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

**SUBJECT: Downtown Office Vacancy and Employment Survey (PED20006)
(Wards 2 and 3) - Page 2 of 3**

These surveys are conducted annually in conjunction with the Urban Hamilton Official Plan (UHOP) target of 250 persons and jobs per hectare (pjh) by 2031 and assess the effectiveness of commercial districts and small business incentives along with various Planning policies and plans in redeveloping the downtown and measuring employment and office vacancy. In 2019, the pjh measured 209 in the UGC compared to 207 pjh in 2018.

Survey Area



Employment Survey

In 2019, public consultation to complete the employment survey was conducted by the Employment Survey Team who consulted with 2,233 properties within the UGC determining that there were 26,305 jobs within the boundaries, an increase of 0.7% for a total of 186 more jobs since the 2018 survey. Within the survey results it was found that the tenure with the highest concentration was in full-time jobs (68.9%), followed by part-time (23.6%) and seasonal jobs (7.5%).

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: Downtown Office Vacancy and Employment Survey (PED20006)
(Wards 2 and 3) - Page 3 of 3**

Tenure	Jobs	%
Full-time	18,123	68.9%
Part-time	6,213	23.6%
Seasonal	1,969	7.5%
Total	26,305	100%

Appendix “A” to Report PED20006 – 2019 Downtown Urban Growth Centre Update identifies the number of jobs in each sector and the realized changes as well as an explanation of the trends being seen.

Downtown Office Vacancy Survey

The commercial districts and small business section also tracks vacancies within office buildings with a minimum of 5,000 sq. ft. of office space or greater in the Downtown UGC. In Q4 2019 when the survey was completed, there was 5,598,287 sq. ft. of office space available in the UGC, with 667,720 sq. ft. vacant. These results totalled a 11.9% office vacancy rate and a drop of 0.8% compared with 2018. This is the first time since 2011 that the office vacancy rate has dropped below 12% and is a good indicator of improving economic conditions within the UGC.

Most of the large office towers continue to hold the highest vacant office space and contribute a significant proportion of the vacancies in the UGC. Hypothetically, if these spaces were removed from the inventory, the office vacancy rate would be closer to 7%.

Downtown Commercial Vacancies

In addition to the number of jobs, the survey records the number of vacant and occupied commercial units and office suites in storefronts with direct access from the street. The overall visible commercial street front vacancy indicator in the UGC is 9.9% which is a slight decrease of 0.5% over the 2018 results which showed a 10.4% street level vacancy. It is noted that the vacancy in some buildings in 2019 resulted from the restoration/renovation of the space and was only temporary. The percentage vacant can vary by locations, but in general, staff have seen fewer vacancies across the board.

The lower number of vacant commercial units and office suits in storefronts with direct access from the street generates a positive and vibrant street level, fostering increased activity and investment.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A”-2019 Urban Growth Centre Update

JD:dt

Appendix “A” to Report PED20006
Page 1 of 5

2019 Downtown Urban Growth Centre Update

Annually surveys are conducted within the Urban Growth Centre (UGC) to collect data used to analyze trends and benchmark the City of Hamilton’s results with respect to employment numbers, commercial and office vacancies.

Downtown Employment Survey

Annually, the Employment Survey is completed throughout the summer for all businesses within the UGC. In 2019, there were 2,233 businesses and properties canvassed resulting in 26,305 jobs within the UGC boundaries. The responses showed an increase in 186 jobs across all industries, a 0.7% increase over 2018’s survey.

Downtown Hamilton Urban Growth Centre Employment by Industry Classification

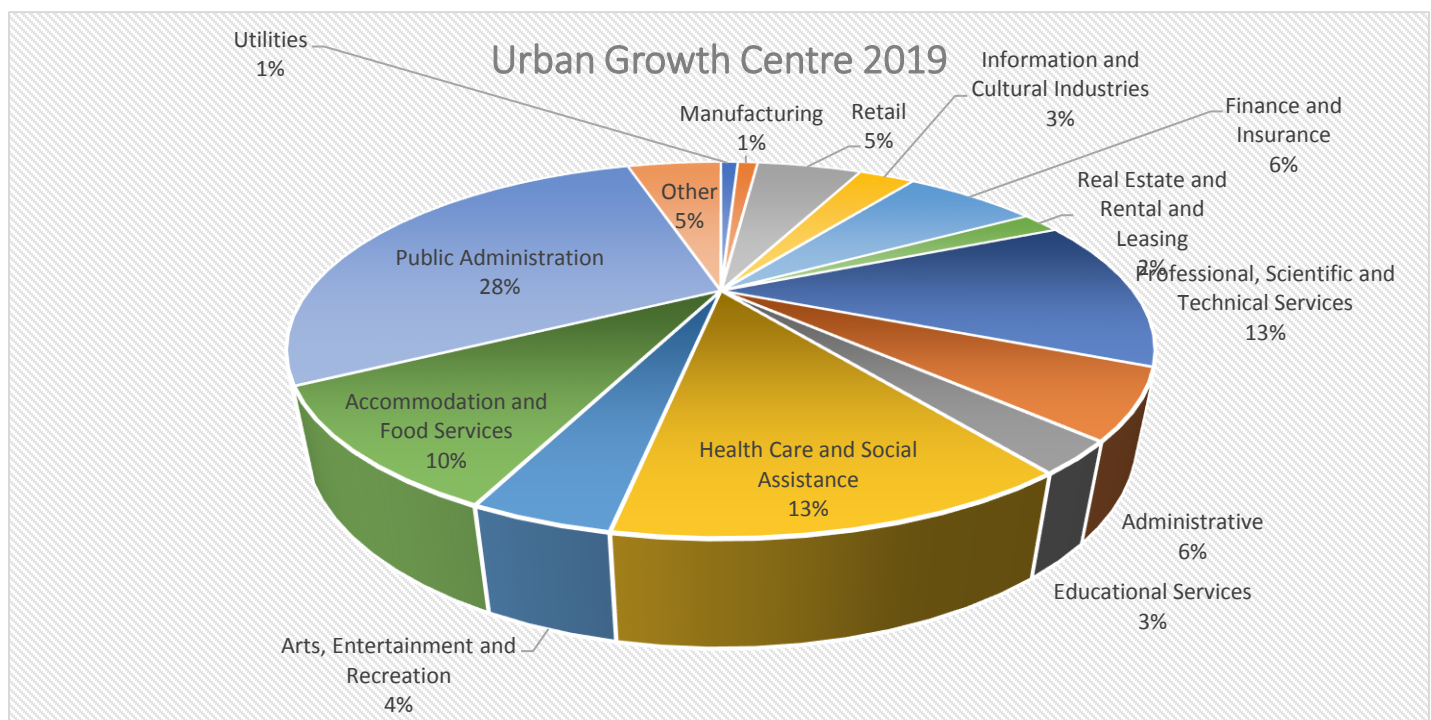
NAICS	Type	2018 (restated)	2019	Change 2018-2019
22	Utilities	221	206	-15
23	Construction	27	72	+45
31-33	Manufacturing	424	386	-38
41	Wholesale Trade	36	36	0
44-45	Retail	1,343	1,273	-70
48-49	Transportation and Warehousing	108	46	-62
51	Information and Cultural Industries	712	735	+23
52	Finance and Insurance	1,669	1,860	+191
53	Real Estate and Rental and Leasing	482	601	+119
54	Professional, Scientific & Technical Services	3,448	3,365	-83
55	Management of Companies and Enterprises	0	0	0
56	Administrative and Waste Management	1,472	1,483	+11
61	Educational Services	665	705	+40
62	Health Care and Social Assistance	3,144	3,367	+223
71	Arts, Entertainment and Recreation	860	971	+111
72	Accommodation and Food Services	3,471	2,625	-846
81	Other Services (except public administration)	1,209	1,219	+10
91	Public Administration	6,828	7,355	+527
	Total	26,119	26,305	+186

**Appendix “A” to Report PED20006
Page 2 of 4**

Annual Totals

Year	Jobs	Increase	% Change
2011	23,925	330	-----
2012	24,015	90	0.4%
2013	24,450	435	1.8%
2014	24,700	250	1.0%
2015	24,895	195	0.8%
2016	25,027	132	0.5%
2017	25,359	332	1.3%
2018	26,119	760	2.9%
2019	26,305	186	0.7%

2019 Urban Growth Centre Employment



Public Administration workers (Federal, Provincial and Municipal, including Police) totalled 7,355 jobs, accounting for public sector jobs within the survey. This sector continues to account for just over one quarter of the jobs in Downtown Hamilton, which has witnessed notable growth in both 2017 and 2018 with a 7.5% growth from 2017 to 2018 and an additional 2% growth in the last year. As per the information provided, 527 jobs were added in the year which can be attributed primarily at the Provincial level.

Appendix “A” to Report PED20006
Page 3 of 5

The addition of full time employees at Provincial institutions/offices within the downtown core accounts for 486 jobs and 92% of the total increase in jobs within this sector. The breakdown of this total into the three levels of government is: Federal: 1,940, Provincial: 1,970 and Municipal: 3,445.

Accommodations and Food Services saw a significant decline in the number of jobs in the UGC, which upon further investigation can be attributed to a business moving their catering/food service operations outside of the UGC, however, still within Hamilton. The number of businesses surveyed within this sector remained consistent from the 2018 survey, showing that this change was the result of a portion of the employees within one organization along with their operational activities relocating outside the UGC.

An increase was also seen in the Health Care and Social Assistance sector. Upon further investigation, it was found that in previous employment surveys there was an understatement of 453 jobs from one large employer downtown. Staff have now corrected this and restated the 2018 figures will be accurately reporting moving forward. Health Care and Social Assistance continues to be a strong sector in the UGC, accounting for the second highest total number of jobs and 13% of the overall.

Over the course of 2019, several new firms in the Finance, Insurance and Real Estate (FIRE) sectors have landed in Downtown Hamilton. In previous years there was a small decline in employment numbers seen in both sectors but through the work of commercial districts and small business staff, attraction of new organizations is increasing. Close to 20,000 sq. ft. of traditional and brick and beam space are now home to these fintech companies, specializing in wealth management and investor relations. They were drawn to the UGC due to affordability, modern amenities and our vibrant commercial district.

In review of the data provided, it is shown that the increase in jobs added within the UGC can be attributed to 147 new businesses which have opened since the 2018 survey. Although there have been fluctuations across various sectors as businesses shift, staff are seeing growth and new, vibrant businesses locating in the downtown. This trend is also supported by the decreased commercial storefront vacancy rate which as previously stated has dropped to 9.9%.

Appendix “A” to Report PED20006
Page 4 of 5

Downtown Office Vacancy Survey

As shown in the chart included below, the vacancy rate of Downtown office space has been declining year over year since 2015.

Downtown Urban Growth Centre Office Vacancy Year End 2019

Year	Inventoried Space (sq. ft.)	Vacant Space (sq. ft.)	Vacancy Rate
2011	5,124,900	618,555	12.1%
2012	5,327,345	684,010	12.8%
2013	5,190,095	674,655	13.0%
2014	5,265,516	671,656	12.8%
2015	5,263,295	743,190	14.1%
2016	5,293,291	731,534	13.8%
2017	5,289,012	719,667	13.6%
2018	5,316,916	677,585	12.7%
2019	5,598,287	667,720	11.9%

New office space added just over 280,000 sq. ft. to the available inventory since the 2018 survey. The addition of a large portion of this space is credited to an audit of the surveyed properties that found, specifically, that 50 Main Street East and 12 James Street North were to be included, since the completion of their construction and reopening, as usable office space. With additional new mixed-use developments as well as renovations of existing spaces in the UGC, staff anticipate the amount of inventoried space will continue to increase year over year with the goal of continuing to decrease the vacancy rate.

The commercial districts and small business section continues to offer The Office Tenancy Assistance Program (OTAP) and Commercial Property Improvement Grant (CPIG) Program in the community downtowns including the UGC to foster redevelopment and improvement of existing buildings. The OTAP program provides a zero percent loan for leasehold improvements while the CPIG Program offers a matching grant to off-set the cost of eligible improvements.

Office Trends

Over the past several years, noticeable trends have included the growth of flex office and co-working spaces, as well as an increased demand for unique spaces to the Downtown office market. In 2018 it was reported that Regus, the world’s largest global co-working provider opened a 13,000 sq. ft. space occupying the whole fifth floor of 21 King Street West and since then an entire floor at the newly readapted King James building which has dedicated 5,700 sq. ft. to a co-working space. In addition to these work arrangements, there is a growing trend of employers offering working from home, telecommuting and hoteling options to their employees.

Appendix “A” to Report PED20006
Page 5 of 5

Heritage adaptive reuse projects (e.g. The Olympia Club, 59 King Street East) continue to attract tech and creative professionals to the core. These brick and beam buildings are being renovated and updated to a higher class of office space and as was discussed above, attracting new and exciting firms to the downtown core.

In their Oakville, Hamilton and Burlington Market Report Q4 – 2019, Colliers International stated that the gross rent for Class A space in Hamilton was \$26.59 which was lower compared to neighbouring communities; Burlington at \$31.99 and Oakville at \$33.95.



CITY OF HAMILTON
PUBLIC WORKS DEPARTMENT
Environmental Services Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	February 5, 2020
SUBJECT/REPORT NO:	Award of Request for Proposals C11-12-19, Operations and Maintenance of the Material Recycling Facility (PW19086(a)) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Catherine McCausland (905) 546-2424 Ext. 4203
SUBMITTED BY:	Craig Murdoch Director, Environmental Services Public Works Department
SIGNATURE:	

Discussion of Private & Confidential Appendices “A” and “B” to Report PW19086 (a) would be pursuant to the City's Procedural By-law 18-270, and Section 239(2), Sub-section (f) (i) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to advice that is subject to solicitor-client privilege, including communications necessary for that purpose, and commercial and financial information supplied in confidence to the municipality which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.

RECOMMENDATION

- (a) That Project B, Request for Proposals Contract C11-12-19 for the Operation and Maintenance of the City of Hamilton’s Material Recycling Facility and Transfer, Processing and Marketing of Fibre Materials off-site, be selected as the preferred option for the operation and maintenance of the City of Hamilton’s Material Recycling Facility;
- (b) That GFL Environmental Inc. be selected as the successful proponent for Project B, Request for Proposals Contract C11-12-19, for the operation and maintenance of the City of Hamilton’s Material Recycling Facility;

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SUBJECT: Award of Request for Proposals C11-12-19, Operations and Maintenance of the Material Recycling Facility (PW19086(a)) (City Wide) - Page 2 of 6

- (c) That the one-time transition cost for Project B of approximately \$431,000 be funded from Waste Management Recycling Program Reserve Account #112270;
- (d) That Appendix “A” to Report PW19086(a) remain confidential as it contains proprietary and sensitive competitive financial information of GFL Environmental Inc., which was provided to the City of Hamilton in confidence, to identify potential cost savings within the framework of Project B as well as legal advice subject to solicitor-client privilege;
- (e) That Appendix “B” to Report PW19086(a) remain confidential as it contains advice that is subject to solicitor client privilege on the alternatives outlined in this appendix.
- (f) That the General Manager of Public Works be authorized and directed to finalize the terms and conditions of the contract between the City of Hamilton and GFL Environmental Inc. for the Operation and Maintenance of the City of Hamilton’s Material Recycling Facility and Transfer, Processing and Marketing of Fibre Materials off-site, in accordance with the provisions of Request for Proposals Contract C11-12-19 for Project B; and,
- (g) That the Mayor and City Clerk be authorized and directed to execute the contract with GFL Environmental Inc. for the Operation and Maintenance of the City of Hamilton’s Material Recycling Facility and Transfer, Processing and Marketing of Fibre Materials off-site, and any ancillary documents for Contract C11-12-19 for Project B, with content acceptable to the General Manager of Public Works and in a form acceptable to the City Solicitor.

EXECUTIVE SUMMARY

Report PW19086 recommended award of Request for Proposals Contract C11-12-19 for the operations and maintenance of the City of Hamilton’s (City) Material Recycling Facility (MRF). The only compliant bid received by the City would result in an annual cost increase of approximately \$2.697M, which is greater than the available budget. Procurement Policy #5.4 – Request for Proposals (RFP), provides staff the authority to negotiate with vendors where the bid being recommended is greater than the budgeted funds provided that it does not alter the general requirements of the RFP. This report outlines potential savings that have been negotiated by staff with the preferred proponent to lower annual costs.

Alternatives for Consideration – See Page 6

SUBJECT: Award of Request for Proposals C11-12-19, Operations and Maintenance of the Material Recycling Facility (PW19086(a)) (City Wide) - Page 3 of 6

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The current annual processing cost for the MRF is approximately \$2.898M. The RFP bid submission for the new multi-year contract starting on March 30, 2020 has an annual cost of approximately \$5.595M, an increase of approximately \$2.697M over the current costs.

Through negotiations, City staff have been successful in lowering annual costs. Approximately \$370,000 has been reduced from the 2020 operating budget as well as reductions in net annual contract costs by approximately \$884,000 from 2021 to 2026 which results in approximately \$5.674 million in savings over the life of the contract. A breakdown of the annual savings can be found in the confidential List of Negotiations Items attached to Report PW19086(a) as confidential “Appendix A”.

Staffing: N/A

Legal: Legal Services staff will be involved in the contract preparation and execution of the agreement with GFL Environmental Inc. (GFL) and have reviewed the recommendations in this report.

HISTORICAL BACKGROUND

Report PW19086 recommended awarding Project B for the operations and maintenance of the MRF which included the following provisions;

- Both recycling streams are delivered to the MRF
- Container materials are processed on site
- Fibre materials are shipped to an alternate processing location
- The City is responsible for marketing the container materials and will keep 100% of the revenue generated
- The Contractor will be responsible for marketing the fibre material and reimburse the City based on a predetermined formula
- The provision for a transition period where container materials will be shipped off site to allow for the installation of new equipment

The recommended proponent submitted a bid which was over the budgeted amount for this Contract. Due to increasing budget pressures, Council directed staff to enter into discussions with GFL to lower the annual operating costs. These discussions have resulted in cost savings being negotiated by the parties. Both the City and GFL agree that the negotiated changes do not alter the general nature of the requirements described in the RFP.

SUBJECT: Award of Request for Proposals C11-12-19, Operations and Maintenance of the Material Recycling Facility (PW19086(a)) (City Wide) - Page 4 of 6

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

The City's Procurement Policy was adopted by Council By-law 17-064 and establishes the City's policies around procurement to ensure an open and competitive bidding process so that the best value is obtained.

Policy #5.4 provides staff the authority to negotiate with vendors where the bid being recommended is greater than the budgeted funds. This Policy states: "Where the Bid being recommended for award is in excess of the budgeted funds, the General Manager of the Client Department in consultation with the Manager of Procurement may enter into negotiations with the vendor submitting that Bid, provided that it is agreed by both the City and the vendor that the changes required to achieve an acceptable bid will not alter the general nature of the requirement described in the RFP."

Section 7. (1) of Ontario Regulation 101/94 under the Environmental Protection Act states: "A local municipality that has a population of at least 5,000 shall establish, operate and maintain a blue box waste management system if the municipality is served by a waste management system owned by or operated by or for the municipality that collects municipal waste or accepts such waste from the public at a waste disposal site".

The development of the contract for the operation and maintenance of the MRF supports the City's Solid Waste Management Master Plan guiding principles:

- 1) The City of Hamilton must maintain responsibility for the residual wastes generated within its boundaries.
- 2) The Glanbrook Landfill is a valuable resource. The City of Hamilton must minimize residual waste and optimize the use of the City's diversion and disposal facilities.
- 3) The City of Hamilton must lead and encourage the changes necessary to adopt the principles of waste minimization.

RELEVANT CONSULTATION

The recommendations in Report PW19086(a) were prepared in consultation with staff from the Corporate Services Department including: Financial Services and Taxation Division (Procurement Section) and Legal and Risk Management Services Division (Legal Services Section).

SUBJECT: Award of Request for Proposals C11-12-19, Operations and Maintenance of the Material Recycling Facility (PW19086(a)) (City Wide) - Page 5 of 6

ANALYSIS AND RATIONALE FOR RECOMMENDATION(S)

Due to the results from Request for Proposal C11-12-19 being over the budgeted amount, Council directed staff to enter into discussions with GFL to identify potential savings within the framework of Project B. The discussions began in December 2019. Staff were provided with sensitive, confidential proprietary and competitive financial information from GFL which facilitated the development of cost saving opportunities as outlined in confidential Appendix “A” to Report PW19086(a). The City has confirmed with GFL that the information provided to the City is confidential and proprietary and that a release of same would negatively impact GFL’s ability to be competitive in the industry. The Municipal Freedom of Information and Protection of Privacy Act, R.S.O.1990, c M.56 provides that disclosure shall be refused where commercial, financial or other information is supplied in confidence and where disclosure could reasonably be expected to prejudice significantly the competitive position or interfere significantly with contractual or other negotiations of an organization. Releasing this information would negatively impact GFL and its ability to be competitive and could expose the City to litigation. Through negotiations, staff were able to successfully lower the annual net costs of the MRF recycling program by approximately \$884,000 per year. All costs have been reviewed and verified by a third-party consultant.

Table 1 below outlines changes to the contract that result in reductions in the bid price submitted by GFL or result in increased revenues paid to the City:

Table 1

	Original Position	Negotiated Position	Benefits
1*	Transition period to allow for the installation of new equipment which results in the off-site transfer and processing of 5,000 metric tonnes of containers	Transition period to allow for the installation of new equipment which results in the off-site transfer and processing of 1,933 metric tonnes of containers	Reduction in year 1 capital transition costs
2	GFL was not given the option to process merchant material at the City’s facility	GFL permitted to source and process merchant material at no processing fee and will share revenues generated by this material	Provides a new source of revenue for the City
3	GFL to process and market all paper materials as a 56 Grade (high quality)	GFL to process and market all paper materials as a 54 Grade (lower quality)	Reduces market risk for the contractor and lowers processing costs for the City

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SUBJECT: Award of Request for Proposals C11-12-19, Operations and Maintenance of the Material Recycling Facility (PW19086(a)) (City Wide) - Page 6 of 6

4	The City is responsible for marketing 100% of the container material through a third-party broker and retain the revenue	GFL will market 100% of the container material and share the revenue with the City	Reduces market risk for GFL and lowers processing costs for the City
5	Contract term set at five (5) years with two (2), one (1) year extensions	Contract term set at seven (7) years with agreed to exit clauses	Reduces processing costs for the City by amortizing Contractor Capital investment over a longer period

*This cost to be funded from Capital

ALTERNATIVES FOR CONSIDERATION

Alternatives for consideration can be found in confidential "Appendix B" attached to Report PW19086(a).

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Clean and Green

Hamilton is environmentally sustainable with a healthy balance of natural and urban spaces.

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

Confidential Appendix "A" to Report PW19086(a) - List of Negotiated Items
 Confidential Appendix "B" to Report PW19086(a) – Solicitor Client Advice on Alternatives



INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	February 5, 2020
SUBJECT/REPORT NO:	Comprehensive Legal Services Report 2018/2019 (LS20002) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Nicole Auty (905) 546-2424 Ext. 4636
SUBMITTED BY:	Nicole Auty, City Solicitor Legal and Risk Management Services Corporate Services
SIGNATURE:	

COUNCIL DIRECTION

INFORMATION

The City's Legal and Risk Management Services Division (LRMS) provides a full range of legal services to the City. Subject matter expertise includes municipal law, planning and development law, litigation, real estate law, public health law, administrative law, human rights, privacy law, procurement law, construction law, and corporate and commercial law. The Legal and Risk Management Services Division advises and represents the City and Council, as well as City departments and agencies.

LRMS Works to Effectively Control the City's Legal Costs

Although there will occasionally be a need to retain outside legal counsel from time to time, to provide specific expertise or handle sudden surges in demand experienced by the client departments due to specific large projects, Legal and Risk Management Services has developed capacity to handle the majority of the work in-house. The goal is to continue to develop this capacity over time which helps control overall legal costs to the City.

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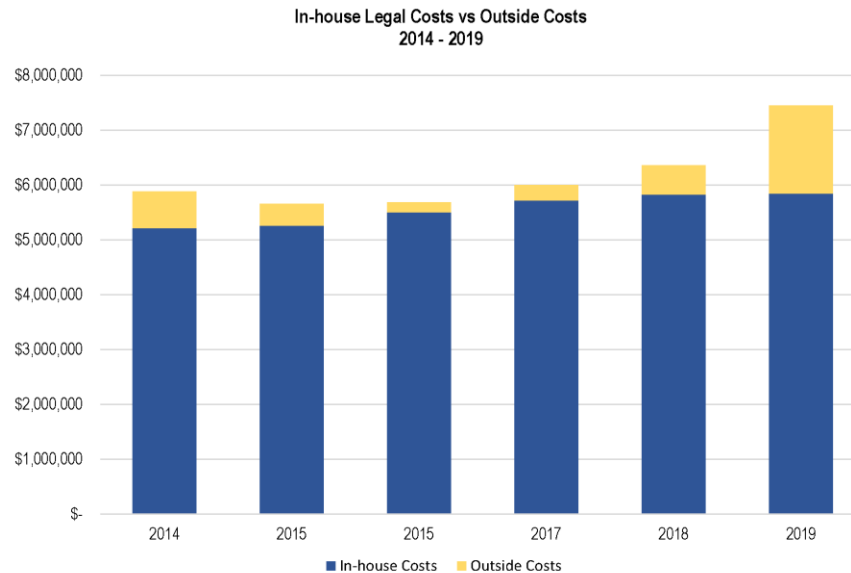
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SUBJECT: Comprehensive Legal Services Report 2018/2019 (LS20002) (City Wide) - Page 2 of 15

Overall, the internal legal costs of the Legal Services Division are stable at approximately \$6 M annually. In 2019 the increase in external legal costs was due primarily to three files associated with Waterfront development for which council had specifically approved retaining outside legal resources.

The following chart shows the internal and outside legal costs for 2014-2019.



According to Municipal Benchmarking Network Canada (MBNC) reported data, the operating cost to provide the City with in-house legal services has dropped from \$146/hour in 2017 to \$144/hour in 2018. In 2018, Hamilton's in-house legal operating costs per in-house lawyer hour was \$144/hour while the median of Municipalities polled was \$156/hour.

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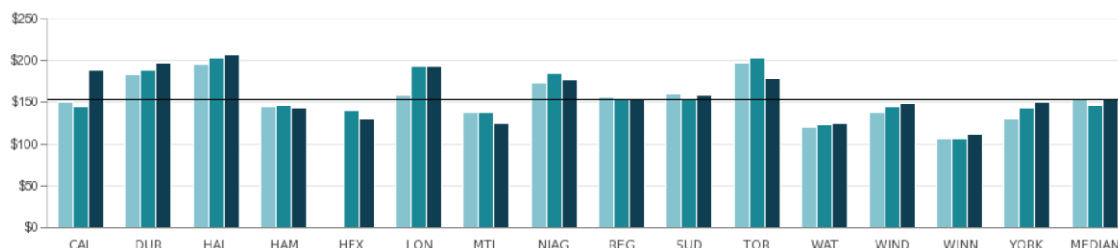
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SUBJECT: Comprehensive Legal Services Report 2018/2019 (LS20002) (City Wide) - Page 3 of 15

Figure 17.2 In-House Legal Operating Cost per In-House Lawyer Hour

This measure represents the operating cost to provide in-house legal services. The in-house lawyer hours include standard work week and overtime hours only. Vacation and sick time are not included in the total number of in-house lawyer hours.



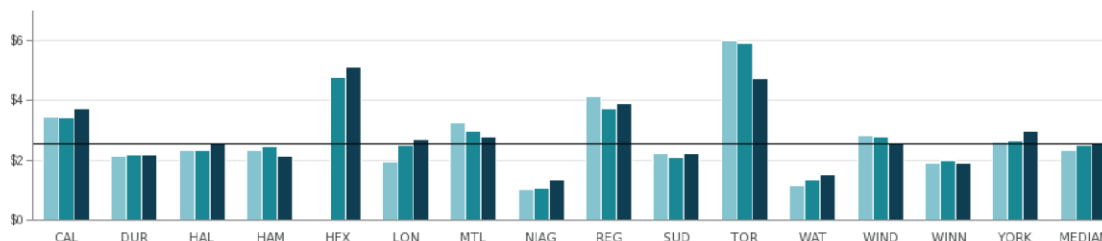
2016	\$150	\$183	\$196	\$145	N/A	\$159	\$138	\$173	\$156	\$161	\$198	\$120	\$138	\$106	\$131	\$153
2017	\$145	\$189	\$204	\$146	\$140	\$194	\$138	\$185	\$155	\$154	\$203	\$123	\$145	\$107	\$144	\$146
2018	\$189	\$197	\$207	\$144	\$131	\$194	\$125	\$178	\$154	\$159	\$179	\$125	\$149	\$112	\$151	\$154

Source: LEGL315 (Efficiency)

In addition, the in-house legal operating cost per \$1000 total municipal operating and capital operating expenditures has also decreased from \$2.46 to \$2.13 and Hamilton is below the median amount of \$2.54.

Figure 17.1 In-House Legal Operating Cost per \$1,000 Municipal Operating and Capital Expenditures

This measure represents the operating cost to provide in-house legal services. Council direction on budgets, tax rates, collective bargaining, etc., will impact the total municipal spend, which in turn will impact the reported total municipal operating and capital expenditures. This can cause fluctuations in year-over-year results, even if total in-house costs remain stable.



2016	\$3.47	\$2.16	\$2.33	\$2.35	N/A	\$1.93	\$3.27	\$1.03	\$4.14	\$2.22	\$6.03	\$1.15	\$2.81	\$1.92	\$2.63	\$2.34
2017	\$3.42	\$2.20	\$2.35	\$2.46	\$4.79	\$2.50	\$2.98	\$1.06	\$3.72	\$2.12	\$5.94	\$1.35	\$2.79	\$1.98	\$2.65	\$2.50
2018	\$3.75	\$2.19	\$2.53	\$2.13	\$5.13	\$2.70	\$2.80	\$1.33	\$3.88	\$2.23	\$4.72	\$1.49	\$2.54	\$1.89	\$3.00	\$2.54

Source: LEGL252 (Efficiency)

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SUBJECT: Comprehensive Legal Services Report 2018/2019 (LS20002) (City Wide) - Page 4 of 15

Dispute Resolution Section

The Dispute Resolution Section provides a range of legal services, primarily in civil and administrative litigation and related negotiations, mediations and court proceedings, to advance and defend City's interests. Staff provide advice to limit the City's claims exposure and take actions to defend or bring most claims in civil litigation, insurance defence, contract, debt and damage recovery, and in a range of tribunal matters related to workplace safety insurance claims, human rights, taxation and other matters. It is also common for Dispute Resolution staff to work with counterparts in the Commercial, Policy and Development Section and assist the Legal Division's client groups on overlapping issues. Dispute Resolution staff frequently provide advice and guidance in both litigation and non-litigation matters to the full range of City departments, based on legal staff expertise. This includes legal support for prosecutors under the *Provincial Offences Act*, various airport matters, and the application of by-laws and statutes involved in City operations. Dispute Resolution staff are the primary legal support for Risk Management Services in its management of claims and risks, including claims which have not reached the point of legal action. The focus of Dispute Resolution in all areas is to provide quality advice for City decision makers and assist them in limiting the expense, time and other City resources involved in providing representation for the City in courts and tribunals.

Disputes and litigation can originate through many circumstances, linked to legislative requirements, operations and varied situations involving the City. Municipal liability for roads, sidewalks and their winter maintenance, municipal water/wastewater, water infrastructure, transit and City vehicle use, police liability, and occupiers' liability for publicly owned properties and facilities are the major sources of litigation in all municipalities, which are also the main sources of claims made to Risk Management Services. Litigation also arises in the context of City contracts, construction projects, construction liens, human rights, workplace safety, and debt collections. The City engages in other administrative litigation to carry out its statutory duties and to protect municipal rights in administrative proceedings, and in responding to challenges to the use of City authority or its consequences. Exceptions to Dispute Resolution involvement are: (a) litigation assumed by the City's various insurers under terms of insurance policies; (b) staff in the Commercial, Development and Policy section who are involved in an extended range of tribunal matters including planning and other issues that proceed before the Local Planning Appeals Tribunal; and (c) the bulk of labour and employment disputes dealt with directly by the Human Resources Department.

Litigation Activity in the Dispute Resolution Section 2018/2019

In 2018, Dispute Resolution staff resolved 138 litigation matters. These included 20 tribunal matters varying from human rights, fire safety, and municipal taxes, but most of which were matters under the Workplace Safety Insurance Act in employment-related

SUBJECT: Comprehensive Legal Services Report 2018/2019 (LS20002) (City Wide) - Page 5 of 15

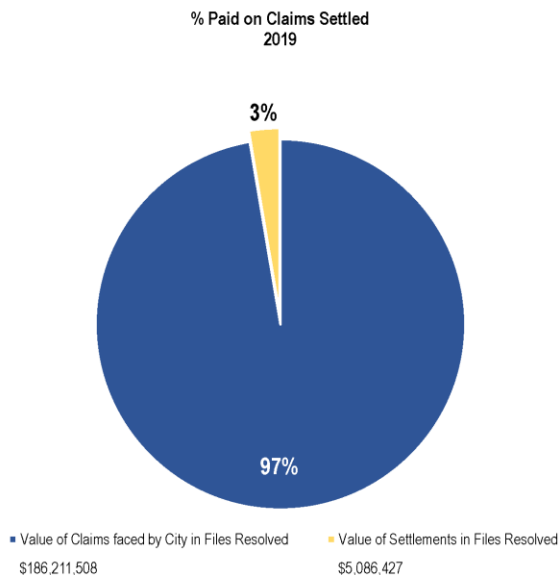
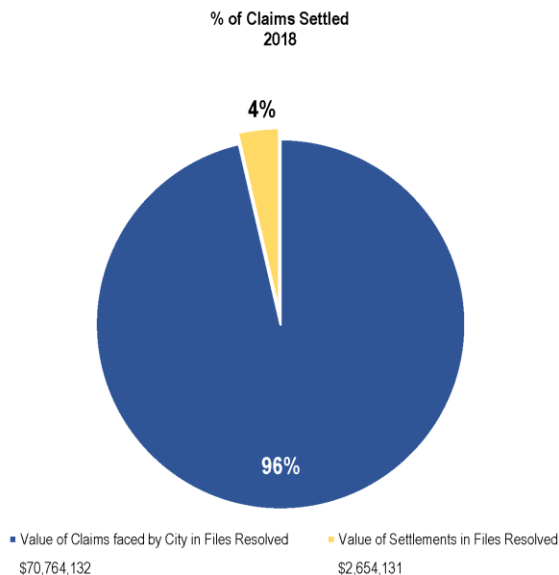
claims. The other 118 resolved matters were civil litigation matters before the courts started by claims and applications. Litigation is most often resolved through agreement arrived at in negotiations or mediations, but also may be completed through trials, hearings, appeals and summary judgment motions. The City was normally a defendant in civil claims for various claims including personal injury, but the City was also a claimant in 19 (16%) of the 118 civil matters. In 2018, the outcome of this work (not including tribunals) was that the City paid approximately \$2.65M (or 3.8%) on monetary claims against the City totalling \$70.76M.

Claims initiated by the City included recovery of debts under bankruptcy/insolvency proceedings, other debt collection, and damage claims to City property. On claims made by the City, Dispute Resolution staff assisted in collections of awards of \$3.02 M inclusive of legal costs. Some of those awards of damages and costs involve the City receiving payments over time and a few requiring the City to pursue debt enforcement, but the actual payments received are close to the \$3 M total. Funds recovered are returned to departments involved in the proceedings, which mainly are directed back into specific operations and projects. The Risk Management dollar figures vary from Dispute Resolution metrics due to Risk Management including claims resolved without litigation and Dispute Resolution figures including litigation on uninsurable matters outside the scope of work in Risk Management Services such as in contract disputes.

In 2019, Dispute Resolution staff resolved 147 litigation matters, 8 being tribunal matters. Tribunal matters were again mostly raised through the Human Resource employment matters, but also involved tax re-assessment and social benefits. The 139 civil actions and applications included monetary claims against the City totalling \$186 M, and the payments made by the City in those matters were approximately \$5.09 M (2.7%).

The City was the claimant in 15 (11%) of the remaining civil matters, mostly for debt collection and recovery of City billings in bankruptcy and insolvency, and for property damages. The City's claims against others resulted in awards and costs to the City totalling approximately \$2.4 M, and again the large majority of this amount has been paid and funds returned to the City departments and operations involved.

SUBJECT: Comprehensive Legal Services Report 2018/2019 (LS20002) (City Wide) - Page 6 of 15



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City litigation files were resolved primarily through negotiated settlements, as is most common in litigation, but also in alternative dispute resolution such as by mediation, and in motions, hearings and trials. The outcome of any litigation matter is very fact dependant, so results will often vary from claim to claim. Negotiated settlement achieves certainty of results without the risks and costs involved in taking a matter to trial or hearing, due to the potential risk a court or tribunal may make findings different from facts relied upon by the City. Many claims have no need to proceed to a trial as the City is able to resolve litigation with little or no financial contribution based on lack of liability or the indemnities included in many City contracts. Dispute Resolution staff also seek to shorten litigation and limit resources involved, more frequently through motions for summary judgement as the usefulness of these motions have expanded over time. Until a litigation file is concluded there can be extensive input of time and expense, multiple court or other attendances adding risks or complications to a claim, so the effort to shorten litigation of claims is ongoing. Faster resolution of claims may affect the number of files and settlement payments in a given year, these efforts are aimed to control overall costs for the City and to add capacity in Dispute Resolution and other Departments whose staff time or other resources would otherwise be required. Feedback on outcomes and issues involved in litigation and claims are provided to client groups directly and through work with Risk Management Services in a combined effort towards continuous improvement and efficient resource use.

Provincial Offences Act (POA) Prosecution Activity

The City's prosecution team is involved primarily in meeting obligations under a Memorandum of Agreement (MOU) with the Province that covers most prosecution work, and the MOU results in fine-payment revenues to the City. Prosecutors conduct meetings with the public under Early Resolution processes and prepare for and conduct the prosecution of charges at trial for a variety of provincial offences and by-law matters. The bulk of Provincial Offences Act (POA) charges are under the Highway Traffic Act as ticketable offences, but a significant amount of work is put into the large variety of by-law and municipally enforced statutory charges. While numerous by-law charges are available, many have moved to initial enforcement in Administrative Penalty processes which do not bring charges to court.

The prosecution team is involved in extensive public contact and services with witnesses, victims, outside enforcement agencies (mainly police services) and persons accused of provincial offences, in addition to court attendances. Public contact in 2019 included over 11,000 meetings on Early Resolution matters and most of the over 61,000 court appearances that occur in Hamilton's POA courtrooms. Each meeting or appearance requires advance preparation and extensive knowledge of court procedures, law and statutes, which is aided by support from the Deputy City Solicitor in Dispute Resolution and through annual training. Team effectiveness ensures proper use of scarce court resources and payment of fines in provincial offences. Staff assist in

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continuous operation of three full-time trial courts and one part-time court booked for longer trials, plus Early Resolution meetings, appeals, and related office duties that include review of municipal charges. The prosecution team provides feedback to enforcement agencies on charges to help them understand court needs and decisions with an aim of improving enforcement outcomes. Prosecutors provided five larger training sessions to various City enforcement groups in 2018/2019 and periodic training and Q&A's to other City staff or non-staff agencies. Effective management of limited court resources helps the City meet obligations and maintain POA revenues provided under the Memorandum of Understanding with the Province.

In addition to the Highway Traffic Act and related provincial statutes, charges also arise under the *Building Code Act*, *Fire Protection and Prevention Act*, *Health Promotion and Protection Act*, *Smoke Free Ontario Act* and a large variety of municipal by-laws. The work of prosecutors supports continuous improvement, consistency and efficiencies of process with the POA court system and for enforcement agencies and officers including City enforcement units and Police Services.

The following two tables represent the volume and disposition of POA charges and related Municipal Prosecutions activity in 2018 and 2019.

	2013	2014	2015	2016	2017	2018	2019
CHARGES:							
# Charges All Enforcement Agencies	99,266	94,647	84,747	83,435	78,971	81,033	84,673
# Police Charges	82,498	78,229	68,574	66,568	56,771	56,280	58,499
#Red Light Camera	15,569	14,133	14,410	14,167	16,134	18,435	20,289
DISPOSITION:							
# Trial Requests	6,648	7,272	7,899	5,846	6,252	5,190	6,431
# Early Resolution	13,673	13,512	12,590	12,146	8,842	10,885	11,287
# Disclosure Requests	5,888	5,874	8,257	8,127	3,826	2,823	2,543
# Summons to Witness	1,358	1,562	1,615	1,629	1,086	957	721
# Applications for Adjudgment	749	737	621	566	424	237	281
# Title Searches	247	255	245	313	388	113	45
# Property Standards Order	20	17	9	10	10	5	*
# Property Standards Discharges	11	24	14	13	11	2	*
# Corporate/Business Name Searches	105	110	182	162	171	79	71
# Charter Motions (includes 11(b))	81	157	167	194	35	7	10
# Training Events	4	5	6	6	5	4	1
# Court Events	65,875	64,057	64,647	63,873	58,079	60,299	61,642
Average Cr. Apprs. To Disposition	3	3	3	2	3	3.6	3.1
FINE REVENUE (GROSS):	\$11.0 M	\$11.2 M	\$10 M	\$10.8 M	\$12.1M	\$12.35M	\$13.6M

The figures for 2019 activity rely on metrics in the period of December 1, 2018 to the end of November 2019, as year-end numbers are not yet available. Trends identified in 2019 include more than 4% growth in charge activity mainly due to Police and red light camera charges. Particularly noteworthy for the prosecution team is the significant jump in trial and Early Resolution activity. Also notable for red light camera is that charges

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increased mainly due to the addition of new cameras and intersection locations, but the average number of charges coming from each camera has dropped below 1,000/year. Compared to initial years of red light camera installations when the City's two to four cameras had offence rates considerably above 1000/year, the current lower average gives some support that the red light camera systems and fines are a deterrence. The other notable trend is significant improvement in the main measures of trial delay, even in the face of growing charge activity. This success is the result of combined efforts of the Judiciary, City POA court administration, prosecution team and others involved in control of trial delay in our POA courts, with the number of disposed charges increasing by over 4,000 (+5.6%), 'average court events to disposition of charges' falling from 3.6 to 3.1 (-14.1%), and the 'average days to disposition of charges' falling from 300 to 230 days (-23.5%) which standard is well below the ceiling set by Canadian Courts of 540 days (18 months). The POA court system still has potential capacity issues shown in other measurements mainly due to the increase in charges filed, which suggests that court operation and delay could be adversely affected by increases in charge activity or reduced court scheduling.

Risk Management Services

Risk Management Services staff carry out a number of related functions and public services including procuring and managing direct insurance coverages for City operations and assets, and assisting in claims/recoveries under those policies of insurance; assisting in determining appropriate insurance and indemnity from third parties included in City contracts, and arranging for application of indemnities and insurance to claims arising out of these third party contracts; receiving damage or injury claims from the public as may relate to City operations; conducting prompt and thorough claims investigations; financially reserving in accordance with general accounting and insurance principles, assessing legal liability; resolving claims based on the findings and analyses, arranging and coordinating the assistance of Dispute Resolution legal staff to defend claims filed in court and for other municipal staff who investigate, supply information or serve as witnesses in proceedings; and, applying their skills, knowledge, and best practices throughout the corporation for the purpose of enhanced risk awareness and favourable claim outcomes. Services have expanded in recent years to include public service announcements and corporate bulletins to assist residents and staff to manage their own personal risk exposures with home ownership, driving, severe weather, etc. This public service work can serve the City in reducing claims exposure and in assisting the public to protect themselves from property damage or injury in many situations where the City would not be involved or have any liability.

Receipt of claims from the public in high volumes requires extensive public contact, so staff in Risk Management have a large degree of public engagement similar to other City service departments. One possible difference is that public contact is often initiated by situations where a member of the public believes the City is responsible for their

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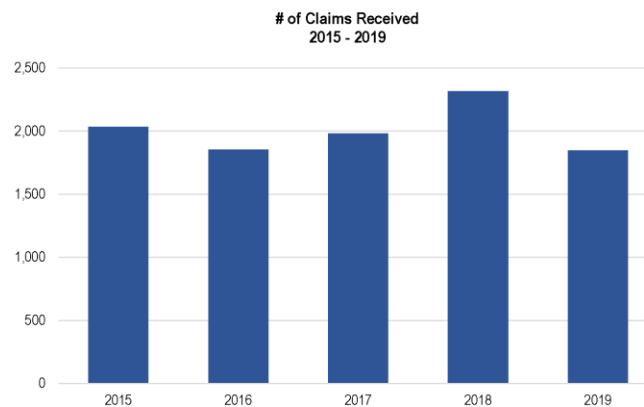
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losses. Upon receipt of a claim, staff in Risk Management operate similarly to insurance industry adjusting professionals to assess legal liability and determine claim values. In times of high volume claim events or for citizen-aid programs approved by Council, staff may be supplemented by external claims adjusters or call handling services.

With the volume of public claims, it is necessary to apply consistent and defensible standards to determine payments and denials. Most of the City's insurable interests and statutory obligations apply liability for loss and damages using municipal liability and negligence standards. Using a standard negligence approach ensures that the City does not volunteer payments without a legal obligation to do so. This approach assists in withstanding scrutiny where staff decisions face independent review or court challenge. The approach to compensate claimants based on legal obligation is the fairest claims handling method to the tax base as a whole. It serves to limit public frustration and confusion by providing a clear basis and framework for claims handling and, as such, further dispute resolution expenses are minimized. For these reasons, Claim staff in Risk Management strictly apply principles under negligence standards to determine the City's response to claims. Where payment is warranted, staff will collect all available and appropriate information to quantify claim values. To further serve efforts at consistency, controlling insurance premiums and appropriate resource use, Risk Management staff collect information, advice, and relevant updates from a network of legal and insurance professionals, and the exchange of industry best practices with other risk managers and municipalities. Risk Management staff convey this knowledge to municipal departments, through various methods, in a best effort to create risk awareness, manage loss exposure, and minimize the overall cost of risk to the City.

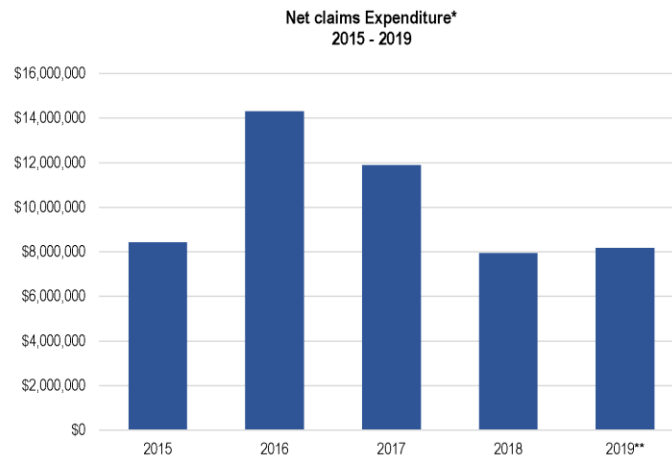
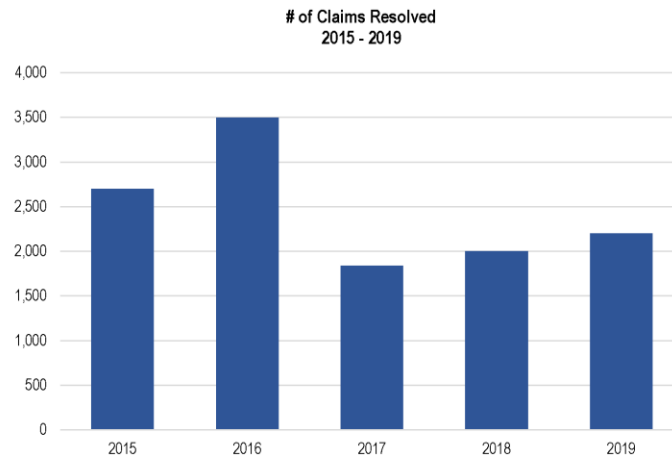


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* includes insurance deductibles, claims verification/adjusting/litigation/mediation expenses

** 2019 value is approximate as it has not been finally adjusted for year end

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Commercial/Development/Policy Section (“CDP”)

Legal Services’ other major practice group—the Commercial/Development/Policy (CDP) Section—provides broad and diverse core legal services to support day-to-day operations as well as City priorities in such areas as planning and development, real estate transactions, economic development initiatives, water and wastewater, waste management, roads, public works and infrastructure, facilities, energy, affordable housing, fire, emergency response services, transit and transportation, clerks, finance and taxation. Staff in this section also provide legal support and advice to the Healthy and Safe Communities Department and Public Health Services with regard to the implementation of various programs and projects including independent initiatives and those in collaboration with agencies such as local school boards, universities, colleges and not-for-profit organizations. This section advises, negotiates and drafts a wide variety of agreements related to public-private partnerships, third party agreements, commercial and industrial re-development ventures, purchasing and procurement, environmental issues, construction contracts, and hiring agreements, among other matters.

In 2019, CDP staff were engaged in a variety of significant City initiatives including the Pier 8 Waterfront Development, the L3 Wescam HQ development and the 2019 DC Bylaw as well as issues related to NPCA board membership, City Hall Forecourt demonstrations, developments at the Hamilton International Airport and new provincial legislation affecting the *Construction Act*, the *Planning Act* and the *Development Charges Act*.

Procurement represents a significant body of work which the CDP Section supports through drafting, interpretations, advice and legal opinions. Such services occur at various stages of the procurement process as well as when disputes arise after the contract is in place. The following table reflects the volume and value of construction-related contracts drafted, reviewed and concluded over the past several years.

Procurement Contracts		
Year	# of Contracts	Value
2012	81	\$ 81,786,204
2013	94	\$ 70,824,535
2014	68	\$ 50,763,077
2015	72	\$ 57,903,593
2016	66	\$ 77,188,822
2017*	75	\$ 291,891,463
2018	52	\$ 91,600,874
2019	46	\$ 233,889,703

*includes Woodward Upgrades and P3 Biosolids Management

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CDP lawyers also handle and respond to construction liens that are generally registered by dissatisfied sub-contractors against City lands as security for payments on construction-related contracts. Most construction liens are resolved without the City having to become actively involved in court proceedings.

Construction Liens		
Year	# of Liens	Value
2015	8	\$ 1,793,035
2016	9	\$ 2,690,453
2017	16	\$ 2,638,316
2018	4	\$ 361,248
2019	8	\$ 886,484

In addition, CDP staff also provide services for most other contractual matters involving the City, including the negotiation and drafting of IT software/hardware agreements, data sharing agreements and revenue generating agreements. The CDP section provides similar services for loan agreements arising out of various City loan programs and for lease and licence agreements, the volume and value of such agreements is set out in the following charts:

2019 Loan Metrics		
Type of Loan	Number of Loans	Total \$ of Loans
Urban Renewal Loans	7	\$586,165
DC Deferral	5	\$3,371,372

Leases and Licence Agreements	2018	2019
Leases:	8	10
Licence Agreements:	15	8

CDP staff also draft, interpret and advise on City by-laws including their administration and enforcement. These by-laws are related to a wide array of City operations and include such diverse issues as fees and charges, lobbyist registry, property standards, licensing, development charges, sale of land and sewer use.

The CDP Section also supports the diverse needs of the Planning and Economic Development Department on a variety of real estate transactions including acquisitions of property for such projects as community centres, road construction and repair, municipal redevelopment of surplus properties and public-private partnerships. They are also involved in the sale or disposal of surplus City properties. In addition, this section negotiates and drafts easements, encroachments, covenants, leases, offers to lease and similar agreements and facilitates the expropriation of properties as directed by Council.

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Files and Values of Real Estate					
Year	2015	2016	2017	2018	2019
Acquisitions:	20	12	12	24	18
Total Purchase Price:	\$ 8,111,433	\$ 4,871,798	\$ 4,871,798	\$ 12,344,003	\$ 8,583,271
Disposition:	30	25	25	25	18
Total Sale Price:	\$ 6,082,972	\$ 7,362,808	\$ 7,362,808	\$ 7,903,395	\$ 16,764,105
Tax Sales:	4	6	6	4	4
Active Expropriations:	3	2	2	0	3
Encroachments/Patio Agreements:	26	41	41	46	37

This section further supports the Planning and Economic Development Department through the interpretation of the legislation, by-laws, and a wide variety of planning-related matters including official plan and zoning documents, draft plans of subdivision and condominium, site plan applications, disputes involving cash-in-lieu of parkland, development charges and other fees and tariffs.

The following table indicates new subdivisions and condominium matters which arose over the past few years. Those numbers do not include any ongoing matters which originated in previous years for developments that are still in progress.

	Subdivision Matters	Condominium Matters
2014	15	8
2015	15	12
2016	11	15
2017	8	10
2018	25	27

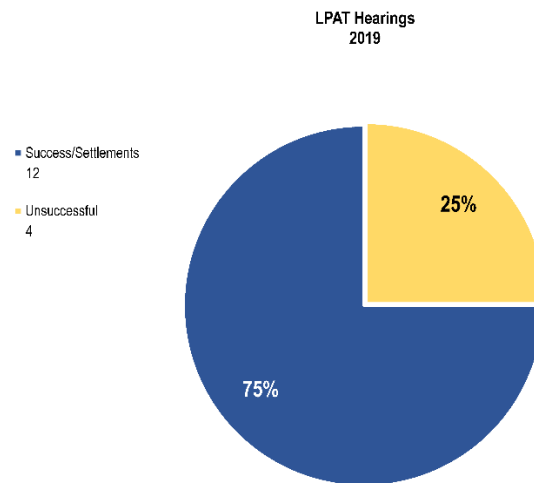
CDP Lawyers represent the City before the LPAT or other tribunals and courts including contested development applications, zoning by-law and official plan appeals, committee of adjustment application appeals, expropriations, and any other land-use related disputes. Appeals may be made by landowners seeking development approvals which have been refused by Council or where Council has not made any decision within the prescribed time provided under the *Planning Act*. Appeals may also be filed by individuals and public bodies and heritage districts. These matters frequently extend over a period of many months involving the extensive preparation of witnesses, mediations and pre-hearings and negotiations, in advance of presentation of evidence and arguments at the LPAT or other tribunals.

CDP lawyers were involved in a number of important planning and development-related matters in 2019 including LPAT appeals related to Piers 6, 7 (OPA 233) and 8 (Industrial and Residential), the Downtown Secondary Plan and the Commercial and Mixed Zoning By-law, as well as several site-specific appeals. In total, of 16 planning

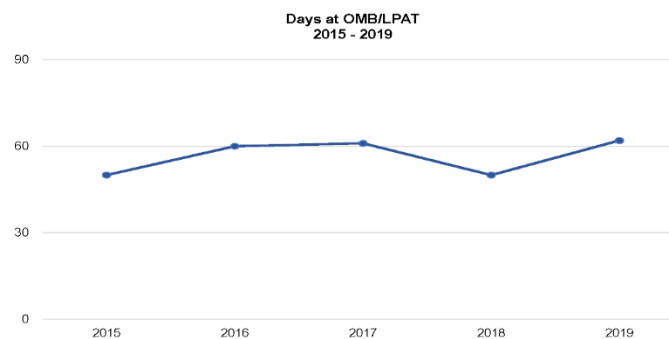
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appeal files before the LPAT, 12 matters were successfully argued and/or settled, and four matters unsuccessfully argued.

Staff also successfully argued the LPAT Stated Case appeal and continued to provide advice, guidance and interpretations regarding the recent changes to the provincial legislation underpinning land use planning in Ontario.



These statistics include attendance before the LPAT where a final Order was rendered.



APPENDICES AND SCHEDULES ATTACHED

N/A

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INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	February 5, 2020
SUBJECT/REPORT NO:	Hamilton Transportation Task Force Update (CM20002) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Janette Smith (905) 546-2424 Ext. 5420
SUBMITTED BY:	Janette Smith City Manager
SIGNATURE:	

COUNCIL DIRECTION

Not applicable.

INFORMATION

The purpose of this Information Report is to provide Council with updates on the Hamilton Transportation Task Force that have occurred since Council received the Memorandum from the City Manager at its meeting on January 22, 2020. Since that time, the Hamilton Transportation Task Force has convened twice.

1. Items Related to the City Manager Appointment to the Task Force

Conflict of Interest statement

The Ministry of Transportation has confirmed in a letter to the City Manager that the Conflict of Interest statement outlined in the Minister's appointment letter "*you cannot promote solutions or strategies that would directly or indirectly benefit your employer and/or business interests*" is not applicable in her capacity as City Manager since she represents the interests of Hamilton City Council and the residents of Hamilton.

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**SUBJECT: Hamilton Transportation Task Force Update (CM20002) (City Wide) -
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Confidentiality Agreement

The Ministry of Transportation requires that as a member of the Hamilton Transportation Task Force, the City Manager enter into a Confidentiality Agreement. The Confidentiality Agreement identifies that the information being provided by the Province to the Task Force is being provided in confidence. Should Council request updates on the Task Force those discussions can be held in-camera pursuant to section 239(2)(h) of the *Municipal Act* and would not be disclosed under section 9(1)(b) of the *Municipal Freedom of Information and Protection of Privacy Act*.

Each Task Force member received the final version of the Confidentiality Agreement at the second meeting on January 30, 2020, and it was signed by the City Manager once it was confirmed that Council could be updated in-camera.

The Ministry of Transportation has indicated that the following information is not confidential, and will be publicly released:

- Terms of Reference when finalized
- Meeting agendas (following meeting adjournment)
- Frequency and duration of meetings
- Type and number of projects under discussion

All media releases, statements and communications by the Task Force are to be made through the Ministry of Transportation as per the Communications Protocol outlined in the Terms of Reference.

As outlined in an Information Update to Council on January 30, 2020, City staff provided the Task Force Secretariat with a list of previously Council-approved reports, plans and studies, as requested. Any additional information requests from the Task Force will be shared with Council and made publicly available in the same way.

2. Clarity About the \$1B Funding Commitment

The City has received confirmation in writing from Ministry of Transportation officials that:

- Ontario's \$1B capital funding commitment is separate from any dollars allocated under the Investing in Canada Infrastructure Program (ICIP) – Public Transit Stream Grant Program. The Province remains open to discussions with the City regarding the projects that have been submitted through the ICIP application process, as reported to General Issues Committee on October 2, 2019 through Report PW19083/FSC18048(a)).
- Metrolinx expenditures to date on the cancelled LRT project (approximately \$186M) are not included in the \$1B funding commitment.

**SUBJECT: Hamilton Transportation Task Force Update (CM20002) (City Wide) -
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As of the end of November 2019, Metrolinx has spent \$165 M and committed another \$21 M towards the project (total spent + committed = \$186M). This includes expenditures on the project dating back to 2007, including costs to complete the original environmental assessment in 2011, the environmental assessment update in 2017, preliminary and ongoing engineering design work, tender preparation, staff time and property acquisition. To date, Metrolinx has spent approximately \$80M on 60 property acquisitions.

Six additional Task Force meetings have been booked until the end of February. Staff are working out a schedule to be able to provide regular updates to Council.

CITY OF HAMILTON MOTION

General Issues Committee Date: February 5, 2020

MOVED BY COUNCILLOR S. MERULLA.....

SECONDED BY MAYOR / COUNCILLOR

Leaving Children Unattended in a Vehicle

WHEREAS, the Province of Quebec, under section 380 of the *Highway Safety Code* Chapter C-24. 2, prohibits a person from leaving a child under the age of 7 unattended in a vehicle;

WHEREAS, section 218 of the *Criminal Code* and Section 136 of the *Child, Youth and Family Services Act*, S.O. 2017, c. 14. Sched.1 prohibits abandoning a child, there is no explicit provision in Ontario to prohibit a person from leaving a child unattended in a vehicle;

WHEREAS, the Province of Ontario under the *Highway Traffic Act*, RSO 1990, c. H. 8, does not have adequate language that prohibits a person from leaving a child unattended in a vehicle;

WHEREAS, the Province of Quebec is the only province with an age limit for leaving children unattended in a vehicle; and,

WHEREAS, there have been concerns of the health and safety of children being left unattended in vehicles in the City of Hamilton.

THEREFORE, BE IT RESOLVED:

- (a) That the Mayor correspond with the Premier of Ontario, the Minister of Transportation and local Members of Provincial Parliament to request that the Province consider adopting similar provisions to Quebec, specially that a person is prohibited from leaving a child under the age of 7 unattended in a vehicle; and,
- (b) That a copy of the correspondence be forwarded to other Ontario municipalities and the Association of Municipalities of Ontario requesting their endorsement.

CITY OF HAMILTON MOTION

General Issues Committee: February 5, 2020

MOVED BY COUNCILLOR B. CLARK.....

SECONDED BY MAYOR / COUNCILLOR

Protection of Solicitor-Client Privilege by Separating Legal Advice from all Confidential Staff Reports and Recommendations

WHEREAS, the Solicitor-Client privilege is a legal concept that enables the client to entrust with their lawyers confidential and private information and enables their lawyer to provide unfettered and confidential advice to their client;

WHEREAS, the Supreme Court of Canada has called Solicitor-Client Privilege, “a principal of fundamental justice and civil right of supreme importance in Canadian law.” (Lavallee, Rackel & Heintz v. Canada (Attorney General); White, Ottenheimer & Baker v. Canada (Attorney General); R. v. Fink, [2002] 3 S.C.R. 209, 2002 SCC 61);

WHEREAS, the Solicitor-client privilege is solely the clients’ and as such only the client can voluntarily waive the privilege;

WHEREAS, it has been past practice of Hamilton’s Senior Leadership Team to provide confidential staff reports that are a hybrid of staff information, recommendations and legal advice;

WHEREAS, concerns have been expressed that any public release of such reports could mean a waiver of Solicitor-Client privilege;

THEREFORE, BE IT RESOLVED:

That the City Manager and City Solicitor be directed to implement report guidelines, by March 31, 2020, requiring the separation of any legal advice from all confidential staff reports, with any such legal advice to be provided as an appendix to be attached to the corresponding confidential staff report.

CITY OF HAMILTON MOTION

General Issues Committee Date: February 5, 2020

MOVED BY COUNCILLOR B. CLARK.....

SECONDED BY MAYOR / COUNCILLOR.....

Feasibility of Developing a Hamilton Biodiversity Action Plan

WHEREAS, the scientific consensus is that habitat loss and climate change together have triggered mass extinction of life on earth and that 60% of all wildlife worldwide has been lost since 1970;

WHEREAS, increasing and/or enhancing biodiversity within ecosystems benefits all species, including humans, and provides ecological services such as pollination services, climate resiliency and stability, as well as providing beautiful green spaces that support the wellbeing and mental health of individuals and communities;

WHEREAS, enhancing biodiversity is a “nature-based solution” to climate impacts, such as managing flooding by storing water, significantly reducing air pollution by sequestering carbon, filtering out harmful particulates, and cooling, thereby reducing the harmful effects of heatwaves and increasing the quality and resilience of infrastructure at lower costs and reduced risk;

WHEREAS, cities have a critical role to play in the biodiversity crisis and the climate change crisis and a Biodiversity Action Plan for Hamilton will help the City of Hamilton and conservation partners to protect and restore Hamilton’s biodiversity;

WHEREAS, Hamilton is addressing the climate crisis with the Climate Change Task Force and a Biodiversity Action Plan can help to mitigate the climate crisis with nature-based solutions to help address serious issues like storm water management and temperature amelioration and reduction of urban heat island. The Biodiversity Action Plan will complement the Climate Change Task Force workplan;

WHEREAS, the development of the Biodiversity Action Plan will foster environmental awareness and sustainability and increase interactions and engagement among community stewards;

WHEREAS, the Biodiversity Action Plan allows the City of Hamilton to highlight and align initiatives already in place and further engage local communities in an environment of creativity and innovation which will promote a healthier life for our community; and,

WHEREAS, many other municipalities have developed Biodiversity Strategies that can be used as resources for Hamilton (ex. Toronto, Calgary, Edmonton, Vancouver);

THEREFORE, BE IT RESOLVED:

That the appropriate staff be directed to investigate the feasibility and resources required to develop a Biodiversity Action Plan for Hamilton in collaboration with the conservation and report back to the General Issues Committee.