



**City of Hamilton**  
**GENERAL ISSUES COMMITTEE**  
**AGENDA**

**Meeting #:** 22-010  
**Date:** May 18, 2022  
**Time:** 9:30 a.m.  
**Location:** Due to the COVID-19 and the Closure of City Hall (CC)

All electronic meetings can be viewed at:

City's Website:  
<https://www.hamilton.ca/council-committee/council-committee-meetings/meetings-and-agendas>

City's YouTube Channel:  
<https://www.youtube.com/user/InsideCityofHamilton> or Cable 14

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

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**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. May 4, 2022

**5. COMMUNICATIONS**

5.1. Correspondence respecting Item 11.2, Potential Costs Associated with the Termination of Non-Vaccinated City Employees

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

a. Harry Droogendyk

b. Yvonne Vlietstra

## 6. DELEGATION REQUESTS

6.1. Vic Djurdjevic, Nikola Tesla Educational Corporation, to present a Cheque to the City for the Public Art Project and Update the City on NTEC Initiatives

(For a future GIC)

## 7. CONSENT ITEMS

7.1. Corporate Asset Management Information Report (PW22037) (City Wide)

7.2. Business Improvement Area Advisory Committee Minutes 22-004, April 12, 2022

7.3. Clerks Report for the Advisory Committee for Persons with Disabilities Report 22-005, May 10, 2022

## 8. STAFF PRESENTATIONS

8.1. COVID-19 Verbal Update

8.2. Hamilton Immigration Partnership Council – Annual Update (PED22111) (City Wide)

## 9. PUBLIC HEARINGS / DELEGATIONS

9.1. Louis Frapporti and P.J. Mercanti, Hamilton100 Commonwealth Games Committee, respecting an update on the 2030 Commonwealth Games Bid Initiative

## 10. DISCUSSION ITEMS

10.1. Lease Agreement – Lister Block, Unit 106, 28 James Street North (PED22086) (Ward 2)

**Note: Appendix B to Report PED22086 is Private and Confidential and can be referenced under item 14.3.**

10.2. Proposal for the Adaptive Re-use of Balfour House/Chedoke Estate (PED19168(c)) (Ward 14)

**Note: Appendix B to Report PED19168(c) is Private and Confidential and can be referenced under item 14.4.**

10.3. Commonwealth Games 2030 Update (PED19108(h)) (City Wide)

10.4. Hamilton Ukrainian Humanitarian Crisis Response (HSC22029) (City Wide)

## 11. MOTIONS

- 11.1. Depaving Initiatives on Barton Street in Ward 3
- 11.2. Potential Costs Associated with the Termination of Non-Vaccinated City Employees
- 11.3. Motion to Repeal By-law 20-044, COVID-19 Emergency Delegated Authority

## 12. NOTICES OF MOTION

## 13. GENERAL INFORMATION / OTHER BUSINESS

## 14. PRIVATE AND CONFIDENTIAL

- 14.1. Closed Session Minutes - May 4, 2022

Pursuant to Section 9.1, Sub-sections (e), (f) and (k) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-sections (e), (f) and (k) 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; advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and, a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

- 14.2. Surplus and Disposition of City-Owned Lands (PED22109) (Ward 12)

Pursuant to Section 9.1, Sub-section (c) of the City's Procedural By-law 21-021, as amended, 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.

- 14.3. Appendix B to Report PED22086 respecting the Lease Agreement – Lister Block, Unit 106, 28 James Street North

Pursuant to Section 9.1, Sub-section (c) of the City's Procedural By-law 21-021, as amended, 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.

**Please refer to Item 10.1 for the public portion of this report.**

14.4. Appendix B to Report PED19168(c) respecting the Adaptive Re-use of Balfour House/Chedoke Estate

Pursuant to Section 9.1, Sub-section (c) of the City's Procedural By-law 21-021, as amended, 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.

**Please refer to Item 10.2 for the public portion of this report.**

15. ADJOURNMENT



## GENERAL ISSUES COMMITTEE MINUTES 22-009

9:30 a.m.

May 4, 2022

Due to COVID-19 and the closure of City Hall, this meeting was held virtually.

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

**Absent:** Councillor J. Farr, B. Johnson, T. Whitehead – Personal

### THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:

**1. Court Security and Prisoner Transportation Program Agreement for 2022 (FCS22030) (City Wide) (Item 7.1)**

**(Eisenberger/Partridge)**

That Report FCS22030, respecting the Court Security and Prisoner Transportation Program Agreement for 2022, be received.

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Absent	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Yes	-	Ward 5 Councillor Russ Powers
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Absent	-	Ward 10 Councillor Maria Pearson
Absent	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

**2. Clerk's Report 22-001 for the Cleanliness and Security in the Downtown Core Task Force, April 11, 2022 (Item 7.2)**

**(Eisenberger/Partridge)**

That the Clerk's Report 22-001 for the Cleanliness and Security in the Downtown Core Task Force, April 11, 2022, be received.

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Absent	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Yes	-	Ward 5 Councillor Russ Powers
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Absent	-	Ward 10 Councillor Maria Pearson
Absent	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

**3. Business Improvement Area Advisory Committee Minutes, 22-003, March 22, 2022 (Item 7.3)**

**(Eisenberger/Partridge)**

That the Business Improvement Area Advisory Committee Minutes, 22-003, March 22, 2022, be received.

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Absent	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Yes	-	Ward 5 Councillor Russ Powers
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Absent	-	Ward 10 Councillor Maria Pearson

Absent	-	Ward 11	Councillor Brenda Johnson
Yes	-	Ward 12	Councillor Lloyd Ferguson
Yes	-	Ward 13	Councillor Arlene VanderBeek
Absent	-	Ward 14	Councillor Terry Whitehead
Yes	-	Ward 15	Councillor Judi Partridge

**4. 2022 Tax Policies and Area Rating (FCS22031) (City Wide) (Item 10.1)**

**(Pearson/Powers)**

(a) That the following optional property classes be continued for the 2022 taxation year:

- (i) Parking Lot and Vacant Land;
- (ii) Large Industrial;

(b) That, based on the 2022 final approved Tax Operating Budget, the following final tax ratios be established for the 2022 taxation year:

(i)	Residential	1.0000
(ii)	Multi-Residential	2.3594
(iii)	New Multi-Residential	1.0000
(iv)	Commercial	1.9800
(v)	Parking Lot and Vacant Land	1.9800
(vi)	Industrial	3.1985
(vii)	Large Industrial	3.7506
(viii)	Pipeline	1.7947
(ix)	Farm	0.1767
(x)	Managed Forest	0.2500
(xi)	Landfills	2.9696

(c) That the following tax reductions be established for the 2022 taxation year:

(i)	Farmland awaiting development (1st Subclass)	25%
(ii)	Farmland awaiting development (2nd Subclass)	0%
(iii)	Excess land Subclass (Residual Commercial)	0%
(iv)	Excess land Subclass (Residual Industrial)	0%
(v)	Vacant land Subclass (Residual Industrial)	0%
(vi)	Excess land Subclass (Large Industrial)	0%

- (d) That the Deferral of Tax Increases for Seniors and Low Income Persons with Disabilities Program (Deferral of Tax Increases Program) be continued for the 2022 taxation year;
- (e) That the Full Tax Deferral Program for Seniors and Low Income Persons with Disabilities Program (Full Tax Deferral Program) be continued for the 2022 taxation year;
- (f) That the Seniors' (65+) Tax Rebate Program be continued for the 2022 taxation year;
- (g) That the 40% Tax Rebate for eligible charities and similar organizations be continued for the 2022 taxation year;
- (h) That the 2022 Area Rated Levies, as identified in Appendix "A" attached to Report FCS22031, be approved; and,
- (i) That the City Solicitor be authorized and directed to prepare all necessary by-laws, for Council approval, for the purposes of establishing the tax policies and tax rates for the 2022 taxation year.

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

Absent	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Absent	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Yes	-	Ward 5 Councillor Russ Powers
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Absent	-	Ward 11 Councillor Brenda Johnson
Absent	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge



**5. Environmental Remediation and Site Enhancement (ERASE)  
Redevelopment Grant Application, 870 Queenston Road, Stoney Creek  
ERG-21-04 (PED22077) (Ward 5) (Item 10.2)**

**(Powers/Pearson)**

- (a) That Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant Application ERG-21-04, submitted by Queenston Road Holdings Inc. (New Horizon Development Group), owner of the property at 870 Queenston Road, Stoney Creek, for an ERASE Redevelopment Grant not to exceed \$3,841,980, toward estimated eligible remediation costs provided over a maximum of ten years, be authorized and approved in accordance with the terms and conditions of the ERASE Redevelopment Agreement;
- (b) That the General Manager of Planning and Economic Development Department be authorized and directed to execute the Environmental Remediation and Site Enhancement (ERASE) Redevelopment Agreement together with any ancillary documentation required, to give effect to the ERASE Redevelopment Grant for Queenston Road Holdings Inc. (New Horizon Development Group), owner of the property at 870 Queenston Road, Stoney Creek, in a form satisfactory to the City Solicitor; and,
- (c) That the General Manager of the Planning and Economic Development Department be authorized and directed to administer the Grant and Grant Agreement including, but not limited to: deciding on actions to take in respect of events of default and executing any Grant Amending Agreements, together with any ancillary amending documentation, if required, provided that the terms and conditions of the Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant, as approved by City Council, are maintained.

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

Absent	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Absent	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Yes	-	Ward 5 Councillor Russ Powers
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Absent	-	Ward 11 Councillor Brenda Johnson
Absent	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek

Absent - Ward 14 Councillor Terry Whitehead  
 Yes - Ward 15 Councillor Judi Partridge

**6. Open Streets Temporary Linear Urban Park (PED22075) (City Wide)  
 (Item 10.3)**

**(Eisenberger/Nann)**

- (a) That staff be directed to develop a “Gage to Gore” Open Streets Temporary Linear Urban Park Program along King Street East that can be implemented as a single day trial or trials in 2022 on Sundays, with replication on subsequent weekends throughout 2023 and 2024;
- (b) That staff be directed to engage key stakeholders including Hamilton Police Services (HPS), adjacent Business Improvement Areas (BIAs), and local community groups to help operationalize the temporary linear park concept and to maximize its value from a community, business and tourism perspective;
- (c) That staff be authorized to allocate \$60 K from the Economic Development Initiatives Capital Account (3621708900) to fund the temporary street closure and programming of the temporary urban park major event nodes;
- (d) That staff be directed to formalize a partnership with a local not-for-profit or community partner, to establish a civic incubator that would undertake the coordination of an Open Streets Program and related programming to a maximum upset limit of \$25 K from the Sustainable Mobility Project ID of 4032155820 and connect this Program to other available grant programs in the City to help scale up worthwhile community activations;
- (e) That staff collect and utilize data from the 2022 open streets event to develop a comprehensive plan for a succession of open streets events in future years and that the funding requirements for these subsequent events be considered as part of the 2023 Budget Process;
- (f) That the matter respecting Options on How the City May Pedestrianize a Street or Collection of Streets be identified as complete and removed from the General Issues Committee Outstanding Business List; and,
- (g) ***That, prior to the implementation of any Open Streets Temporary Linear Urban Park, staff be directed to an provide opportunity for direct resident engagement to include, but not be limited to, the use of Engage Hamilton to invite residents along the King Street stretch to comment on this matter.***

**Result: MOTION, As Amended, CARRIED by a vote of 12 to 1, as follows:**

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Absent	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Yes	-	Ward 5 Councillor Russ Powers
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Absent	-	Ward 11 Councillor Brenda Johnson
No	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

**7. GRIDS 2 and Municipal Comprehensive Review – Follow-up Regarding Deferred Employment Land Conversion Requests (PED17010(r)) (City Wide) (Item 10.4(a))**

**(Eisenberger/Partridge)**

- (a) That the Municipal Comprehensive Review (MCR) Official Plan Amendment (UHOP Conformity Amendment), which is being brought forward to the Planning Committee on May 17, 2022, include the following amendment to implement the recommendations of the City's Employment Land Review:
- (i) Revisions to the existing Area Specific Policy – A in the West Hamilton Innovation District Secondary Plan for McMaster Innovation Park, as outlined in Appendix "B" to Report PED17010(r); and,
- (b) That the matter regarding the employment land conversion request for the lands located at 1400 South Service Road be deferred until a later phase of the City's current Municipal Comprehensive Review, based in the review and assessment of land use options for the south-east quadrant of the Queen Elizabeth Way (QEW) and Fifty Road area.

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor

Absent	-	Ward 2	Councillor Jason Farr
Yes	-	Ward 3	Councillor Nrinder Nann
Yes	-	Ward 4	Councillor Sam Merulla
Yes	-	Ward 5	Councillor Russ Powers
Yes	-	Ward 6	Councillor Tom Jackson
Yes	-	Ward 7	Councillor Esther Pauls
Yes	-	Ward 8	Councillor J. P. Danko
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 10	Councillor Maria Pearson
Absent	-	Ward 11	Councillor Brenda Johnson
Yes	-	Ward 12	Councillor Lloyd Ferguson
Yes	-	Ward 13	Councillor Arlene VanderBeek
Absent	-	Ward 14	Councillor Terry Whitehead
Yes	-	Ward 15	Councillor Judi Partridge

**8. Facility Naming Sub-Committee Report 22-001, April 25, 2022 (Item 10.5)**

**(Eisenberger/Pearson)**

**(a) Renaming of the MacNab Transit Terminal to The Frank A. Cooke Transit Terminal (PW22022) (City Wide) (Item 10.1)**

That the MacNab Transit Terminal, located at 1 MacNab Street South, Hamilton, be renamed The Frank A. Cooke Transit Terminal, in accordance with the City of Hamilton Municipal Property and Naming Policy.

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Absent	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Yes	-	Ward 5 Councillor Russ Powers
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Absent	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

**9. Advisory Committee for Persons with Disabilities Report 22-006, April 12, 2022 (Item 10.6)**

**(Eisenberger/Jackson)**

**(a) Resignation of Paula Kilburn from Working Groups of the Advisory Committee for Persons with Disabilities (Item 11.1)**

That the resignation of Paula Kilburn from the Housing Issues Working Group and Accessible Opens Spaces and Parklands Working Group, of the Advisory Committee for Persons with Disabilities, be received.

**(b) Correspondence to Police Services Board respecting a Summary of Presentation from City of Hamilton Chief of Police Bergen to the Advisory Committee for Persons with Disabilities, March 8, 2022 (Item 12.2)**

That the correspondence to the Police Services Board respecting a summary of the presentation from City of Hamilton Chief of Police Bergen to the Advisory Committee for Persons with Disabilities, March 8, 2022, attached as Appendix "A", be forwarded to the City of Hamilton Police Services Board.

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Absent	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Yes	-	Ward 5 Councillor Russ Powers
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Absent	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

**10. Establishment of the 2022-2026 Election Compliance Audit Committee (FCS22037) (City Wide) (Item 10.7)**

**(Ferguson/Powers)**

- (a) That the Terms of Reference for the 2022-2026 Election Compliance Audit Committee, attached as Appendix "A" to Report FCS22037, be approved;
- (b) That the authority to appoint the Members of the Election Compliance Audit Committee be delegated to the City Clerk, City Auditor and General Manager of Corporate Services, or their designates;
- (c) That the Compensation Framework for the 2022-2026 Election Compliance Audit Committee be in the amount of \$250 per member per committee meeting and/or training session, without an annual retainer, inclusive of all parking and mileage fees, to be funded through the Election Reserve Account 112206;
- (d) That, subject to the approval **of recommendation (b) to Report FCS22037**, the selection of the Members of the Election Compliance Audit Committee be exempt from the City of Hamilton Policy respecting the Appointment of Citizens to the City's Agencies, Boards, Commissions Advisory (Volunteer) Committees and Sub-Committees Policy; and,
- (e) That, subject to the approval **of recommendation (b) to Report FCS22037**, the Election Compliance Audit Committee - Selection Committee, be disbanded.

**Result: MOTION, As Amended, CARRIED by a vote of 13 to 0, as follows:**

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Absent	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Yes	-	Ward 5 Councillor Russ Powers
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Absent	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

**11. Climate Change Action – Bay Area Climate Change Council Options for Travel Recommendations (Item 11.1)**

**(Danko/Eisenberger)**

WHEREAS, the City of Hamilton recognizes that Climate Change is an emergency and a threat to municipalities across the world and urgent climate action is needed;

WHEREAS, Hamilton City Council declared a climate emergency on March 27, 2019, and directed staff to form a Corporate Climate Change Task Force;

WHEREAS, over 12% of Hamilton emissions come from the transportation sector and low carbon forms of transportation facilitate our collective efforts to decarbonize; and,

WHEREAS, transportation connectivity and the safety of residents are priorities for the City of Hamilton, as reflected in the Ten-Year Local Transit Strategy, Vision Zero, and the Cycling Master Plan;

THEREFORE, BE IT RESOLVED:

That the General Manager of the Planning and Economic Development Department be directed to work with staff to review how each recommendation in the Bay Area Climate Change Council's Options for Travel report could be actioned, and report back to the General Issues Committee by September 21, 2022.

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Absent	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Yes	-	Ward 5 Councillor Russ Powers
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Absent	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

**12. Update on Recent Ontario Land Tribunal Decisions (LS22014/PED22119)  
(City Wide) (Item 14.2)**

**(Pearson/Powers)**

That Report LS22014/PED22119, respecting the Update on Recent Ontario Land Tribunal Decisions, remain confidential.

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Absent	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Yes	-	Ward 5 Councillor Russ Powers
Yes	-	Ward 6 Councillor Tom Jackson
Absent	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Absent	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Absent	-	Ward 15 Councillor Judi Partridge

**FOR INFORMATION:**

**(a) APPROVAL OF AGENDA (Item 2)**

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

**5. COMMUNICATIONS**

- 5.1. Correspondence from Frances Grabowski, Vice-President, Development & Design, McMaster Innovation Park, respecting Item 10.4 - GRIDS 2 and Municipal Comprehensive Review – Deferred Employment Land Conversion Requests

Recommendation: Be received and referred to the consideration of Item 10.4.



**6. DELEGATION REQUESTS**

- 6.1. Dave Aston, MHBC Planning, respecting Item 10.4 - Sub-sections of Report PED17070(p) - GRIDS 2 and Municipal Comprehensive Review – Deferred Employment Land Conversion Requests, as it relates to 1400 South Service Road.

**10. DISCUSSION ITEMS**

- 10.4(a) GRIDS 2 and Municipal Comprehensive Review – Follow-up Regarding Deferred Employment Land Conversion Requests (PED17010(r)) (City Wide)
- 10.6. Advisory Committee for Persons with Disabilities Report 22-006, April 12, 2022
- 10.7. Establishment of the 2022-2026 Election Compliance Audit Committee (FCS22037) (City Wide)

**12. NOTICES OF MOTION**

- 12.1. Depaving Initiatives on Barton Street in Ward 3
- 12.2. Potential Costs Associated with the Termination of Non-Vaccinated City Employees

**(Eisenberger/VanderBeek)**

That the agenda for the May 4, 2022 General Issues Committee meeting, be approved, as amended.

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Absent	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Yes	-	Ward 5 Councillor Russ Powers
Absent	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Absent	-	Ward 10 Councillor Maria Pearson

Absent	-	Ward 11	Councillor Brenda Johnson
Yes	-	Ward 12	Councillor Lloyd Ferguson
Yes	-	Ward 13	Councillor Arlene VanderBeek
Absent	-	Ward 14	Councillor Terry Whitehead
Yes	-	Ward 15	Councillor Judi Partridge

**(b) DECLARATIONS OF INTEREST (Item 3)**

Councillor M. Wilson declared a Non-Disqualifying interest to Item 10.5, respecting Facility Naming Sub-Committee Report 22-001, regarding the Renaming of the MacNab Transit Terminal to The Frank A. Cooke Transit Terminal, as the Terminal is being named after her spouse's grandfather.

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

**(i) April 20, 2022 (Item 4.1)**

**(Ferguson/Powers)**

That the Minutes of the April 20, 2022 General Issues Committee meeting, be approved, as presented.

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Absent	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Yes	-	Ward 5 Councillor Russ Powers
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Absent	-	Ward 10 Councillor Maria Pearson
Absent	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

**(d) COMMUNICATION ITEMS (Item 5)**

- (i) Correspondence from Frances Grabowski, Vice-President, Development & Design, McMaster Innovation Park, respecting Item 10.4 - GRIDS 2 and Municipal Comprehensive Review – Deferred Employment Land Conversion Requests (Item 5.1)**

**(Nann/Danko)**

That the correspondence from Frances Grabowski, Vice-President, Development & Design, McMaster Innovation Park, respecting Item 10.4 - GRIDS 2 and Municipal Comprehensive Review – Deferred Employment Land Conversion Requests, be received and referred to the consideration of Item 10.4.

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Absent	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Yes	-	Ward 5 Councillor Russ Powers
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Absent	-	Ward 10 Councillor Maria Pearson
Absent	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

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

**(e) DELEGATION REQUESTS (Item 6)**

- (i) Dave Aston, MHBC Planning, respecting Item 10.4 - Sub-sections of Report PED17070(p) - GRIDS 2 and Municipal Comprehensive Review – Deferred Employment Land Conversion Requests, as it relates to 1400 South Service Road (Item 6.1)**

**(Partridge/Powers)**

That the delegation request, submitted by Dave Aston, MHBC Planning, respecting Item 10.4 - Sub-sections of Report PED17070(p) - GRIDS 2 and Municipal Comprehensive Review – Deferred Employment Land

Conversion Requests, as it relates to 1400 South Service Road, be approved for the May 4, 2022 General Issues Committee meeting.

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Absent	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Yes	-	Ward 5 Councillor Russ Powers
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Absent	-	Ward 10 Councillor Maria Pearson
Absent	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

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

**(f) STAFF PRESENTATIONS (Item 8)**

**(i) COVID-19 Verbal Update (Item 8.1)**

Jason Thorne, General Manager of the Planning & Economic Development Department and Director of the Emergency Operations Centre; and, Michelle Baird, Director, Public Health Services - EWCDC, provided the verbal update respecting COVID-19.

**(Eisenberger/Jackson)**

That the verbal update respecting COVID-19, be received.

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Absent	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Yes	-	Ward 5 Councillor Russ Powers
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls

Yes	-	Ward 8	Councillor J. P. Danko
Yes	-	Ward 9	Councillor Brad Clark
Absent	-	Ward 10	Councillor Maria Pearson
Absent	-	Ward 11	Councillor Brenda Johnson
Yes	-	Ward 12	Councillor Lloyd Ferguson
Yes	-	Ward 13	Councillor Arlene VanderBeek
Absent	-	Ward 14	Councillor Terry Whitehead
Yes	-	Ward 15	Councillor Judi Partridge

**(g) DELEGATIONS (Item 9)**

**(i) Bianca Caramento, Bay Area Climate Change Council, to present the BACCC's Options for Travel: Giving Residents a Real Choice Report (Item 9.1)**

Bianca Caramento, Bay Area Climate Change Council (BACCC), addressed Committee and presented the BACCC's Options for Travel: Giving Residents a Real Choice Report.

**(Eisenberger/Danko)**

That the presentation provided by Bianca Caramento, Bay Area Climate Change Council, respecting the BACCC's Options for Travel: Giving Residents a Real Choice Report, be received.

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Absent	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Yes	-	Ward 5 Councillor Russ Powers
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Absent	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

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

- (ii) **Dave Aston, MHBC Planning, respecting Item 10.4 - Sub-sections of Report PED17070(p) - GRIDS 2 and Municipal Comprehensive Review – Deferred Employment Land Conversion Requests, as it relates to 1400 South Service Road (Item 9.2)**

Dave Aston, MHBC Planning, addressed Committee respecting Item 10.4 - Sub-sections of Report PED17070(p) - GRIDS 2 and Municipal Comprehensive Review – Deferred Employment Land Conversion Requests, as it relates to 1400 South Service Road.

**(Pearson/VanderBeek)**

That the presentation provided by Dave Aston, MHBC Planning, respecting Item 10.4 - Sub-sections of Report PED17070(p) - GRIDS 2 and Municipal Comprehensive Review – Deferred Employment Land Conversion Requests, as it relates to 1400 South Service Road, be received.

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Absent	-	Ward 2 Councillor Jason Farr
Absent	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Yes	-	Ward 5 Councillor Russ Powers
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Absent	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

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

**(h) DISCUSSION ITEMS (Item 10)****(i) Open Streets Temporary Linear Urban Park (PED22075) (City Wide) (Item 10.3)****(Nann/Partridge)**

Report PED22075, respecting the Open Streets Temporary Linear Urban Park, **be amended** by adding a new sub-section (g) to read as follows:

- (g) *That, prior to the implementation of any Open Streets Temporary Linear Urban Park, staff be directed to an provide opportunity for direct resident engagement to include, but not be limited to, the use of Engage Hamilton to invite residents along the King Street stretch to comment on this matter.***

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Absent	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Yes	-	Ward 5 Councillor Russ Powers
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Absent	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

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

**(ii) Sub-sections of Report PED17070(p) - GRIDS 2 and Municipal Comprehensive Review – Deferred Employment Land Conversion Requests (Deferred from the April 10, 2022 GIC) (Item 10.4)**

The recommendations that were DEFERRED from the April 20, 2022 General Issues Committee, which read as follows, were replaced by the recommendations provided in the new May 4, 2022 Report - GRIDS 2 and Municipal Comprehensive Review – Follow-up Regarding Deferred

Employment Land Conversion Requests (PED17010(r)) (City Wide) (Item 10.4(a)):

That the MCR Official Plan Amendment (UHOP Conformity Amendment) to be brought forward in May 2022 include the following amendments to implement the recommendations of the City's Employment Land Review:

- (a) Addition of a new Site Specific Policy in the Fruitland Winona Secondary Plan for the lands known as 1400 South Service Road, Stoney Creek; and,
- (b) Revisions to the existing Area Specific Policy – A in the West Hamilton Innovation District Secondary Plan for McMaster Innovation Park.

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

**(iii) Establishment of the 2022-2026 Election Compliance Audit Committee (FCS22037) (City Wide) (Item 10.7)**

**(Ferguson/Powers)**

That sub-sections (d) and (e) of Report FCS22037, respecting the Establishment of the 2022-2026 Election Compliance Audit Committee, **be amended** by deleting the words “the Compensation Framework for the 2022-2026 Election Compliance Audit” and replacing them with the words “**Recommendation (b) of Report FCS22037**”, to read as follows:

- (d) That, subject to the approval of **Recommendation (b) of Report FCS22037, the Compensation Framework for the 2022-2026 Election Compliance Audit**, the selection of the Members of the Election Compliance Audit Committee be exempt from the City of Hamilton Policy respecting the Appointment of Citizens to the City's Agencies, Boards, Commissions Advisory (Volunteer) Committees and Sub-Committees Policy; and,
- (e) That, subject to the approval of **Recommendation (b) of Report FCS22037, the Compensation Framework for the 2022-2026 Election Compliance Audit Committee**, the Election Compliance Audit Committee - Selection Committee, be disbanded.

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Absent	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann



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Yes	-	Ward 4	Councillor Sam Merulla
Yes	-	Ward 5	Councillor Russ Powers
Yes	-	Ward 6	Councillor Tom Jackson
Yes	-	Ward 7	Councillor Esther Pauls
Yes	-	Ward 8	Councillor J. P. Danko
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 10	Councillor Maria Pearson
Absent	-	Ward 11	Councillor Brenda Johnson
Yes	-	Ward 12	Councillor Lloyd Ferguson
Yes	-	Ward 13	Councillor Arlene VanderBeek
Absent	-	Ward 14	Councillor Terry Whitehead
Yes	-	Ward 15	Councillor Judi Partridge

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

**(Powers/Jackson)**

That the General Issues Committee recess for one half hour until 12:40 p.m.

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Absent	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Yes	-	Ward 5 Councillor Russ Powers
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Absent	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

**(i) MOTIONS (Item 11)**

**(i) Climate Change Action – Bay Area Climate Change Council Options for Travel Recommendations (Item 11.1)**

**(Eisenberger/Partridge)**

That the Motion, respecting Climate Change Action – Bay Area Climate Change Council Options for Travel Recommendations, be moved up on

the agenda to be considered following Item 9.1, the delegation by Bianca Caramento, Bay Area Climate Change Council, respecting the BACCC's Options for Travel: Giving Residents a Real Choice Report.

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Absent	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Yes	-	Ward 5 Councillor Russ Powers
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Absent	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

**(j) NOTICES OF MOTION (Item 12)**

Councillor N. Nann introduced the following Notice of Motion:

**(i) Depaving Initiatives on Barton Street in Ward 3 (Item 12.1)**

WHEREAS, Green Venture is a registered not-for-profit charity focussed on empowering Hamiltonians to implement greener practices in their homes and communities to make our city a climate champion;

WHEREAS, Green Venture has been leading the “Depave Barton” initiative in partnership with the Barton Village BIA for the past three years to depave City boulevards and plant trees, gardens and install seating areas in order to reduce stormwater runoff, mitigate climate change, and beautify the Barton Village area; and,

WHEREAS, through Report PW21073 “Investing in City Roads and Sidewalks Infrastructure with Canada Community - Building Funds” Council approved funding in the amount of \$50,000 in the 2022 Capital Budget for “Barton St Boulevards and Depaving” in Ward 3;

THEREFORE, BE IT RESOLVED:

- (a) That the General Manager of Planning and Economic Development be authorized and directed to provide funding up to a maximum of \$50,000 to Green Venture for capital costs associated with depaving initiatives on Barton Street in Ward 3 to be funded from the Council-approved Canada Community-Building Funds Capital Project ID #403211103;
- (b) That the funding for the depaving initiatives on Barton Street in Ward 3 be restricted to capital costs associated with the depaving initiative and be restricted to works undertaken on City-owned lands and boulevards; and,
- (c) That the General Manager of Planning and Economic Development be authorized and directed to execute any necessary agreements for the provision of the funding to Green Venture for the depaving initiatives on Barton Street in Ward 3, in a form satisfactory to the City Solicitor.

Councillor E. Pauls introduced the following Notice of Motion:

**(ii) Potential Costs Associated with the Termination of Non-Vaccinated City Employees (Item 12.2)**

WHEREAS, the City of Hamilton is proceeding with the Mandatory COVID-19 Vaccination Policy that may result in the termination of approximately 500 employees on or after June 1, 2022; and,

WHEREAS, the City of Hamilton may incur costs associated with enacting this policy including but not limited to: the hiring and training of new employees, all legal costs associated with any grievance hearings, arbitration rulings, reinstatement orders including lost wages and/or any subsequent wrongful dismissal claims;

THEREFORE, BE IT RESOLVED:

That the appropriate staff be directed to report to the May 18, 2022 General Issues Committee with an estimate or range of all potential costs including, but not limited to the hiring and training of new employees, all estimated legal costs associated with any grievance hearings, arbitration rulings, reinstatement orders including lost wages, and/or any subsequent wrongful dismissal claims associated with the potential termination of approximately 500 employees who may be in non-compliance with the City of Hamilton Vaccination Policy.

**(Pauls/Clark)**

That the Rules of Order be waived to allow for the introduction of a Motion respecting the Potential Costs Associated with the Termination of Non-Vaccinated City Employees.

**Result: MOTION, DEFEATED by a vote of 6 to 6, as follows:**

No	-	Mayor Fred Eisenberger
No	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Absent	-	Ward 2 Councillor Jason Farr
No	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
No	-	Ward 5 Councillor Russ Powers
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
No	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Absent	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
No	-	Ward 15 Councillor Judi Partridge

**(k) GENERAL INFORMATION / OTHER BUSINESS (Item 13)****(i) Amendments to the Outstanding Business List (Item 13.1)****(Pearson/Nann)**

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

- (1) Items to be removed (Item 13.1.a.)
  - (aa) Requests or Expansion from Waterdown (Item 13.1.aa.)  
(Addressed on this agenda as Items 10.4 and 10.4(a) - Reports PED17010(p) and PED17010(r)).
- (2) Proposed New Due Dates (Item 13.1.b.) (Item 13.1.b.a.)
  - (aa) Hamilton Tourism Strategy 2021 to 2025  
Current Due Date: April 20, 2022  
Proposed New Due Date: August 8, 2022

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Absent	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Yes	-	Ward 5 Councillor Russ Powers
Yes	-	Ward 6 Councillor Tom Jackson
Absent	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Absent	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeeck
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

**(I) PRIVATE & CONFIDENTIAL (Item 14)**

**(i) Closed Session Minutes – April 20, 2022 (Item 14.1)**

**(Powers/Pearson)**

- (a) That the Closed Session Minutes of the April 20, 2022 General Issues Committee meeting, be approved; and,
- (b) That the Closed Session Minutes of the April 20, 2022 General Issues Committee meeting, remain confidential.

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

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Absent	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Yes	-	Ward 5 Councillor Russ Powers
Yes	-	Ward 6 Councillor Tom Jackson
Absent	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Absent	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeeck

Absent - Ward 14 Councillor Terry Whitehead  
Yes - Ward 15 Councillor Judi Partridge

**(Pearson/Danko)**

That Committee move into Closed Session to discuss Item 14.2, pursuant to Section 9.1, Sub-sections (e), (f) and (k) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-sections (e), (f) and (k) 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; advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and, a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

**Result: MOTION, CARRIED by a vote of 10 to 1, as follows:**

Yes - Mayor Fred Eisenberger  
Yes - Ward 1 Councillor Maureen Wilson, Deputy Mayor  
Absent - Ward 2 Councillor Jason Farr  
Yes - Ward 3 Councillor Nrinder Nann  
Absent - Ward 4 Councillor Sam Merulla  
No - Ward 5 Councillor Russ Powers  
Yes - Ward 6 Councillor Tom Jackson  
Absent - Ward 7 Councillor Esther Pauls  
Yes - Ward 8 Councillor J. P. Danko  
Yes - Ward 9 Councillor Brad Clark  
Yes - Ward 10 Councillor Maria Pearson  
Absent - Ward 11 Councillor Brenda Johnson  
Yes - Ward 12 Councillor Lloyd Ferguson  
Yes - Ward 13 Councillor Arlene VanderBeek  
Absent - Ward 14 Councillor Terry Whitehead  
Yes - Ward 15 Councillor Judi Partridge

**(m) ADJOURNMENT (Item 14)**

**(Eisenberger/Danko)**

That there being no further business, the General Issues Committee be adjourned at 1:45 p.m.

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

Yes - Mayor Fred Eisenberger  
Yes - Ward 1 Councillor Maureen Wilson, Deputy Mayor  
Absent - Ward 2 Councillor Jason Farr  
Yes - Ward 3 Councillor Nrinder Nann

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Absent	-	Ward 4	Councillor Sam Merulla
Yes	-	Ward 5	Councillor Russ Powers
Yes	-	Ward 6	Councillor Tom Jackson
Absent	-	Ward 7	Councillor Esther Pauls
Yes	-	Ward 8	Councillor J. P. Danko
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 10	Councillor Maria Pearson
Absent	-	Ward 11	Councillor Brenda Johnson
Yes	-	Ward 12	Councillor Lloyd Ferguson
Yes	-	Ward 13	Councillor Arlene VanderBeek
Absent	-	Ward 14	Councillor Terry Whitehead
Absent	-	Ward 15	Councillor Judi Partridge

Respectfully submitted,

---

Maureen Wilson, Deputy Mayor  
Chair, General Issues Committee

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Stephanie Paparella  
Legislative Coordinator,  
Office of the City Clerk

## 5.1

**From:** harry

**Sent:** Thursday, May 5, 2022 3:19 PM

**To:** Paparella, Stephanie <Stephanie.Paparella@hamilton.ca>; Holland, Andrea <Andrea.Holland@hamilton.ca>

**Cc:** Ferguson, Lloyd <Lloyd.Ferguson@hamilton.ca>; Partridge, Judi <Judi.Partridge@hamilton.ca>; VanderBeek, Arlene <Arlene.VanderBeek@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>; Powers, Russ <Russ.Powers@hamilton.ca>; Jackson, Tom <Tom.Jackson@hamilton.ca>; Pauls, Esther <Esther.Pauls@hamilton.ca>; Clark, Brad <Brad.Clark@hamilton.ca>; Pearson, Maria <Maria.Pearson@hamilton.ca>; Johnson, Brenda <Brenda.Johnson@hamilton.ca>; Whitehead, Terry <Terry.Whitehead@hamilton.ca>; Office of the Mayor <Officeofthe.Mayor@hamilton.ca>; Danko, John-Paul <John-Paul.Danko@hamilton.ca>

**Subject:** RE: cost of terminating / rehiring 500 employees

One further addendum. Fired workers in Richmond BC have been [reinstated with back pay](#). Yes, it's an Epoch Times link – they're simply reporting the news.

Please mark this – the courts will recognize the injustice of the actions to suspend / fire workers who refuse to bow before the capricious whims of elected officials who overstep their bounds.

We must not allow this to happen, foisting a significant avoiding expense on the beleaguered tax payers of Hamilton. We have an infrastructure that is falling apart, a budget in crisis, inflation spirally out of control – do we want to waste precious funds on covering the tracks of six council members who refused to follow the medical advice of the provincial and city medical officers of health?

**From:** [harry](#)

**Sent:** May 4, 2022 3:15 PM

**To:** 'stephanie.paparella@hamilton.ca' <[stephanie.paparella@hamilton.ca](mailto:stephanie.paparella@hamilton.ca)>; 'andrea.holland@hamilton.ca' <[andrea.holland@hamilton.ca](mailto:andrea.holland@hamilton.ca)>

**Cc:** 'lloyd.ferguson@hamilton.ca' <[lloyd.ferguson@hamilton.ca](mailto:lloyd.ferguson@hamilton.ca)>; 'judi.partridge@hamilton.ca' <[judi.partridge@hamilton.ca](mailto:judi.partridge@hamilton.ca)>; 'arlene.vanderbeek@hamilton.ca' <[arlene.vanderbeek@hamilton.ca](mailto:arlene.vanderbeek@hamilton.ca)>; 'maureen.wilson@hamilton.ca' <[maureen.wilson@hamilton.ca](mailto:maureen.wilson@hamilton.ca)>; 'jason.farr@hamilton.ca' <[jason.farr@hamilton.ca](mailto:jason.farr@hamilton.ca)>; 'nrinder.nann@hamilton.ca' <[nrinder.nann@hamilton.ca](mailto:nrinder.nann@hamilton.ca)>; 'sam.merulla@hamilton.ca' <[sam.merulla@hamilton.ca](mailto:sam.merulla@hamilton.ca)>; 'russ.powers@hamilton.ca' <[russ.powers@hamilton.ca](mailto:russ.powers@hamilton.ca)>; 'tom.jackson@hamilton.ca' <[tom.jackson@hamilton.ca](mailto:tom.jackson@hamilton.ca)>; 'esther.pauls@hamilton.ca' <[esther.pauls@hamilton.ca](mailto:esther.pauls@hamilton.ca)>; 'brad.clark@hamilton.ca' <[brad.clark@hamilton.ca](mailto:brad.clark@hamilton.ca)>; 'maria.pearson@hamilton.ca' <[maria.pearson@hamilton.ca](mailto:maria.pearson@hamilton.ca)>; 'brenda.johnson@hamilton.ca' <[brenda.johnson@hamilton.ca](mailto:brenda.johnson@hamilton.ca)>; 'terry.whitehead@hamilton.ca' <[terry.whitehead@hamilton.ca](mailto:terry.whitehead@hamilton.ca)>; 'mayor@hamilton.ca' <[mayor@hamilton.ca](mailto:mayor@hamilton.ca)>; 'john-paul.danko@hamilton.ca' <[john-paul.danko@hamilton.ca](mailto:john-paul.danko@hamilton.ca)>

**Subject:** cost of terminating / rehiring 500 employees

Hi:

I was shocked to see Hamilton city council vote against suspending the Covid vaccine mandates, especially in the face of overwhelming evidence that the Covid vaccines do not reduce transmission or infection rates. There is not a shred of scientific or medical evidence that the Covid vaccine mandates should be maintained. Since the decision of council cannot be supported with scientific / medical data, I can only surmise that councillors who voted to terminate employees who are exercising their right to medical privacy, bodily autonomy and basic human rights are doing so out of a vindictive spirit, i.e. they



are punishing employees who didn't adopt the same stance as they did. Mayor Fred even said something along that line, paraphrasing, but something like, "We all did our part, suspending the mandate rewards those who didn't do their part". Petulant attitudes like that have no place in sound and responsible governance.

Ontario's chief medical officer Dr. Kieran Moore, staff Chief Medical Officer Dr. Elizabeth Richardson do not support the continuance of Covid vaccine mandates. What qualifications do the six councillors who voted against suspending the mandate have that supercedes those of Moore & Richardson? Who are these councillors to override real medical doctors? Once again, it smacks of vindictiveness and revenge – not sound governance.

One consideration that no one seems to be addressing is the tremendous cost the taxpayers are being exposed to by councils' reckless behaviour. City council will not be on the hook for severance, legal costs to defend an indefensible position, costs to hire and train employees to replace the ~500 unjustly fired --- it's taxpayers like me who will bear that cost – and I don't want to pay that cost. I categorically disagree with the decision of council, thinking it foolish and short-sighted.

This council, and others preceding it, have a history of poor decision making which inevitably end up costing the taxpayers large sums of money – the councillors never pick up the tab – we do. Unfortunately, in some cases, council has refused to divulge the cost of certain failures, ignoring the transparency a functioning democracy demands.

- 4 year, 24 billion litre sewage spill, [link](#)
- Red Hill cover-up and ballooning inquiry cost, now \$20M, [link](#)
- LRT ( which goes nowhere to nowhere ) debacle, original estimate \$1B, now [\\$6B estimates](#), as govt projects go, this will likely be \$12B by the time it's done – who bears that cost?
- opaqueness of LRT operating / maintenance costs
- [secrecy](#) in HUPEG master agreement – who KNOWS what this is costing taxpayers??

**Quite simply put – we cannot trust this council to make sound decisions which protect taxpayers from the financial penalties that bad decisions generate.**

Taxpayer cost if 500 employees are terminated:

- legal costs to defend the City's irresponsible, unjust actions → who knows ?????? lawyers love govt work
- two years of severance pay for 500 employees with an average wage of \$80k per annum - \$80,000,000
- hiring / training costs for 500 employees? Some of them quite skilled
- years of experience, much of it undocumented, walking out the door with fired employees

We must stop the bleeding. Our economy is under severe pressure, inflation is rising, and we simply cannot afford to allow this council to unjustly fire these 500 hard-working employees and expose the City taxpayer to enormous financial penalty.

--

Harry Droogendyk

**From:** Yvonne

**Sent:** Tuesday, May 10, 2022 4:08 PM

**To:** Office of the Mayor <Officeofthe.Mayor@hamilton.ca>

**Subject:** PLEASE SUPPORT COUNCILLOR PAUL'S MOTION AT GIC ON MAY 18, 2022!!

Hi all -

Please support Councillor Paul's motion at GIC on May 18, 2022 - to study the cost of firing 500 city employees and hiring 500 new employees to replace them - the cost of training and recruiting are phenomenal - In saying this BEFORE you move forward with firing 500 - **Please** consider the enormous short staffing that will occur as residents of Hamilton plus surrounding area will be at a huge risk!! It is very important for the city legal and HR personnel to have time to research, calculate the inevitable cost to the city. Residents such as myself and my family should not have to pay for the foibles of a city council pushing to enforce a covid vaccine mandate that most other jurisdictions are backing away from. Once they study is complete, maybe city council will agree that the significant cost of this action to the ratepayers, I believe council will do the right thing and vote to repeal the covid vaccine mandate.

Also it is very unjust to fire all these employees who have worked diligently and honestly for the residents of Hamilton - before and thru COVID! They were fine employees all along and now you vote to fire them - They too have families to feed and care for - I cannot understand how you can rest your head on your pillow and say sorry you are all fired!! If that was you....your son....your daughter... your father, your mother, your niece, your nephew, your cousin...your friend???

Please do the right thing and support Councillor Paul's motion. When the study is complete and you have the results, I have confidence the council will do the right thing and vote to REPEAL THE COVID VACCINE MANDATE!

Regards,  
Yvonne Vlietstra

Submitted on Thursday, May 5, 2022 - 1:59pm Submitted by anonymous user: 172.70.178.113  
Submitted values are:

==Committee Requested==

Committee: General Issues Committee

Will you be delegating in person or virtually? In person

Will you be delegating via a pre-recorded video? No

==Requestor Information==

Name of Organization (if applicable): Nikola Tesla Educational Corp

Name of Individual: Vic Djurdjevic

Preferred Pronoun:

Contact Number: 905-5413469

Email Address: [vic.ntec@gmail.com](mailto:vic.ntec@gmail.com)

Mailing Address:

755 King St E

Hamilton ON

L8M 1A4

Reason(s) for delegation request:

1. Present a cheque to City for Public Art Project (\$25,000) - agreement signed by Mayor & NTEC Provide update to GIC on this initiative moving forward.


2. With Covid restriction lifted - Plan to hold Hamilton the Eclectic City Tesla Festival at the the Hamilton Museum of Steam & Technology on September 25, 2022. Request City councils approval for use of City owned facility, similar to prior years.

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? Yes



# INFORMATION REPORT

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	May 18, 2022
<b>SUBJECT/REPORT NO:</b>	Corporate Asset Management Information Report (PW22037) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Jasmine MacDonald (905) 546-2424 Ext. 2461
<b>SUBMITTED BY:</b>	Pat Leishman Director, Capital Asset Management Public Works Department
<b>SIGNATURE:</b>	

## COUNCIL DIRECTION

Not Applicable

## INFORMATION

### 1.0 Introduction

The citizens of Hamilton enjoy a multitude of services provided by the City, from the provision of safe drinking water to reliable means for transportation to our recreation facilities and long-term care homes to name only a few. The City is highly dependent on the infrastructure required to provide these services and therefore it is critical that infrastructure be managed efficiently and effectively. Previously infrastructure assets were thought of as only those required for the delivery of essential services such as water, wastewater, stormwater, roads and, bridges, also known as core assets. All other assets (e.g. recreation facilities, parks, cemeteries, emergency services, etc.) known as non-core assets, are also important to the health and well-being of a city and are now fully embraced as being part of the asset management system.

The Corporate Asset Management (CAM) Office is bringing information Report PW22037 forward to share information related to the practices and benefits of asset management for the City of Hamilton (City). In addition, Report PW22037 is intended to

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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.

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(PW22037) (City Wide) - Page 2 of 9**

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provide Council with general information, including the Guide to Asset Management Plans attached to Report PW22037 as Appendix “A”, to prepare Council for the City’s Core Asset Management Plans which will be presented to the General Issues Committee (GIC) on June 15, 2022.

Information Report PW22037 and Appendix “A” attached to Report PW22037 have been developed based on material made available through the Federation of Canadian Municipalities (FCM) and their affiliation with the Institute of Public Works Engineering Australasia (IPWEA).

Written permission has been received from IPWEA to reference sections of copyrighted work from the following source:

- (a) Association of Local Government Engineers of New Zealand., & Institute of Public Works Engineering Australia. (2020). International Infrastructure Management Manual 6<sup>th</sup> Edition. Wellington, N.Z: National Asset Management Steering (NAMS) Group. Citations will appear as (IIMM Sec. X).

There are several drivers that contribute to the increased focus on asset management in recent years. Most notably is Ontario Regulation 588/17 (O. Reg. 588/17) which requires Municipalities to have asset management plans in place for all assets to current levels of service by 2024 and to proposed levels of service by 2025. The ability to finance infrastructure renewal as well as fund investment in new assets to accommodate growth has become a growing concern for many municipalities, especially given aging infrastructure networks with their associated risks. The impacts of climate change are also focusing attention on the need to create more sustainable and resilient infrastructure. Customer expectation for enhanced levels of service often conflicts with the ability to finance enhancements. Through all of this, good asset management practice provides the evidence and tools to support community conversations around infrastructure affordability and customer expectations and priorities (IIMM Sec 1.1.3).

## 2. Defining Asset Management

Asset Management is the systematic and coordinated activities and practices of an organization to optimally and sustainably deliver on its objectives through the cost-effective lifecycle management of assets. The infrastructure asset management goal is to meet a required level of service, in the most cost-effective manner, through the management of assets for present and future customers (IIMM Sec 1.2)

Asset management principles include being service-focused (e.g. meeting stakeholder needs through levels of service and the monitoring of performance), managing demand changes (e.g. growth, decline, climate etc.) and taking long-term, lifecycle and risk

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management approaches to asset management. The last principle relates to having a long-term financial plan to identify how funding will occur.

Infrastructure assets are asset systems or networks that service defined communities where the system is intended to be maintained to a specified level of service by the continuing maintenance and replacement of its components, for as long as the service is still required (IIMM Sec 1.1.1).

Given that infrastructure supports our ability to live, grow and function as a city, it is important to recognize that:

- Infrastructure networks provide the platform for economic development;
- Good infrastructure supports more sustainable societies;
- Infrastructure and property assets meet social and recreational needs of the community;
- Good quality infrastructure is the cornerstone of public health and safety;
- Infrastructure represents a significant societal investment; and,
- Resilient infrastructure is imperative.

### 3. Asset Management Benefits

There are many benefits to effective asset management including accountability, sustainability, risk management, customer service management and financial efficiency as explained below (IIMM Sec 1.1.2).

Strong governance and accountability:

- Demonstrates to owners, customers, and stakeholders that services are being delivered effectively and efficiently;
- Provides a transparent and auditable basis for making service/risk/price trade-off decisions;
- Improves accountability to customers and stakeholders for the use of resources via performance and financial indicators; and,
- Provides the ability to benchmark results against other similar organizations.

More effective and sustainable decisions:

- Have a robust data driven process to support decisions;
- Consider all viable options (including demand management) and all aspects of decisions;
- Consider climate change adaptation and management; and,

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- Ensure all lifecycle costs are included in the decision-making processes, so that the emphasis is on sustainable efficiencies not unsustainable short-term gains.

Enhanced customer service:

- Improves understanding of service requirements and options;
- Improves performance and control of service delivery to the required standards; and,
- Provides a more holistic approach to asset management within the organization, via multi-disciplinary management teams.

Effective risk management:

- Demonstrates compliance with legal and regulatory requirements;
- Understands the risks related to asset management and service delivery and applies a framework to prioritise risk mitigation;
- Applies business continuity practices; and,
- Addresses the inter-relationships between different networks.

Improved financial efficiency:

- Improves decision-making based on costs and benefits of alternatives;
- Prioritizes investments, interventions, and asset care activities;
- Justifies forward works programmes and funding;
- Recognizes all costs of owning/operating assets over the lifecycle of the assets; and,
- Benchmarks condition and performance to promote innovation and efficiency.

The Corporate Asset Management (CAM) Office formed in July 2021 with the objective of meeting the City's obligations under O. Reg. 588/17 and to develop a Corporate Asset Management Program for the City. The CAM Office has adopted an Asset Management Framework from the Institute for Asset Management as the basis for the City's Program.

The accompanying Guide to Asset Management Plans attached to PW22037 as Appendix "A", discusses the elements of this framework in more detail.

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4. Asset Management Policy, Strategy and Plans

There are four different levels of documents that contribute to the overall asset management approach, the Asset Management Policy, Strategy, Asset Management Plans and Operational Plans/Programs. Each is discussed briefly below.

4.1 Asset Management Policy

In June 2019 Council approved report PW19053 Strategic Asset Management Policy in order to affirm the City's commitments to asset management through defined principles and processes, and to align and integrate asset management into strategic planning processes.

Pursuant to O. Reg. 588/17, the City made the following policy statement commitments regarding Asset Management Planning:

- The City is committed to offering opportunities for municipal residents and other interested parties to provide input into asset management planning; and,
- The City is committed to coordinating asset management planning for infrastructure assets interrelated with neighbouring municipalities, or jointly owned, including inter-connected drinking water distribution assets and road networks.

As part of its asset management planning for municipal infrastructure, the City is committed to considering climate change. This includes the following:

- Identifying the vulnerabilities of the City's existing and proposed infrastructure assets caused by climate change, and subsequent potential costs;
- Considering the means to address those vulnerabilities, related to operations, levels of service and lifecycle activities;
- Considering adaptation opportunities that may be undertaken to manage the vulnerabilities;
- Considering mitigation approaches to limit the magnitude or rate of long-term climate change (such as greenhouse gas emission reduction objectives); and,
- Considering disaster planning and contingency funding.

The City also committed in the Policy to consider the principles of Community Focus, Prioritization, Health, Safety and the Environment, Transparency and Coordination in decisions to invest, design, construct, acquire, operate, maintain, renew, replace or decommission infrastructure assets.



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#### 4.1.1 Equity and Asset Management

The CAM Office was recently asked how equity informs our asset management plans. Ensuring equity exists in our asset management activities starts with the City's Strategic Asset Management Policy and need for the three main pillars of sustainable development (economic growth, environmental protection and socio-cultural equity) to strongly guide asset management actions (Source: Federation of Canadian Municipalities Guide on How to develop an asset management policy, strategy and governance framework page 69).

While the City's current Policy speaks to economic growth and the environment, it is not strong in recognizing socio-cultural equity. As the Policy requires updating in the short-term to include non-core assets, socio-cultural equity will be added in the same revision. Once established in the Policy, equity can then be taken into account in how levels of service are applied across the city as well as in the capital prioritization process and the determination of which capital projects are approved for implementation. The CAM office will incorporate strategic processes when engaging with the community to ensure that everyone's voice is heard as part of the asset management process

#### 4.2 Asset Management Strategy

The strategy document is in the process of being developed and will be the high level, long-term action plan for the delivery of the Asset Management Policy. The strategy will document how organizational objectives are converted into asset management objectives and plans.

Elements of the Asset Management Strategy will include:

- Governance (more detail provided below),
- Communication (more detail provided below),
- Risk Management,
- Level of Service,
- Lifecycle Management,
- Finance,
- Data Management, and,
- Integration.

##### 4.2.1 Governance Strategy

In order to implement Corporate Asset Management, the City needs to put in place an appropriate corporate governance strategy. This strategy includes a combination of, systems and structures built upon a strategic/operational framework, which together will ensure that appropriate decisions are made, and actions carried out.

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The Governance Strategy defines asset management roles and responsibilities and enables participants to manage assets in an informed manner using reliable and consistent practices. Proper governance of the Corporate Asset Management Program ensures efficiency in asset management practices across the City.

The key objectives for a Corporate Asset Management Governance Strategy can best be described as follows:

- Provide an organization design to ensure successful implementation of all phases of the City's corporate asset management program;
- Provide an organization design that operationalizes integrated and comprehensive asset management across the City's Service Areas;
- Provide clear roles and responsibilities for staff to enable changes needed for the program to progress;
- Ensure consistency in asset management concepts and practices at a corporate level but also provide Service Area flexibility for implementation and management at the tactical and operations levels; and,
- Allow for strategic planning and understanding of future challenges and business drivers that may require changes to existing asset management concepts and practices to ensure effectiveness and sustainability.

The selected governance approach is to have a centralized Corporate Asset Management Office with a Decentralized Asset Management Network. This model is intended to provide both guidance and support to all Service Areas, by providing common standards (including tools and templates), consistency in delivery and reporting and ongoing support to Service Area Asset Owners enabling Corporate Asset Management concepts and practices to be operationalized and instilled in the City's culture at all levels of the corporation.

A key element of the governance structure is the role of the Asset Owner. The Asset Owner has direct responsibility for the operation and provision of services related to an asset and is therefore responsible for the effective management of the asset over the asset's lifecycle, while also recognizing that assets spend the majority of their lifecycle in the operate and maintain stages. This involves ensuring that assets deliver their identified levels of service in a sustainable manner which is compliant with all policies and regulatory requirements, while emphasizing public safety and climate resiliency.

Asset Owners may seek assistance from others (e.g. Engineering Services division, Facilities Management section, Fleet or an external source) for the provision of certain tasks (e.g. maintenance activities or technical services including, but not limited to, condition assessments, asset maintenance, and capital programming activities) to aid in decision making related to the management of the assets.

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The Asset Owner model will help drive accountability and ownership of assets within the city, allowing the owner a better understanding of asset lifecycle costing models that directly relate to the need to balance cost, risk and performance to achieve the desired level of service.

#### 4.2.2 Communications Strategy

Strong communication is critical for the success of the Corporate Asset Management program. Given the program impacts a sizable and diverse audience, this Communications Strategy will be essential to ensuring key audiences are informed and engaged, are confident in the City's program and have a good understanding of the different facets of Corporate Asset Management in Hamilton.

The Corporate Asset Management Communication Strategy will be phased in over time, moving from a campaign approach to a way of doing business approach. The plan will help to develop a structure for ongoing communications and updates to key stakeholders that support the immediate business needs and functions of the Corporate Asset Management program.

#### 4.3 Asset Management Plan(s)

These documents outline the asset activities for each service area or asset class, and the resources to provide a defined level of service in the most cost-effective manner. attached to report PW22037as Appendix "A",\_Guide to Asset Management Plans provides a general overview of the requirements and steps involved in the development of an Asset Management Plan.

#### 4.4 Operational Plans and Programs

These plans represent the mechanism for delivery of the Asset Management Policy, Strategy and Plans, through the implementation of Operations and Maintenance Plans and the Capital Program.

#### 5. Final Comments

The CAM Team along with Asset Owners and stakeholders associated with the City's Core Assets (Water, Wastewater, Stormwater, Roads and Bridges) are currently finalizing the Asset Management Plan for Core Assets for presentation to the General Issues Committee on June 15, 2022. This plan was primarily completed with the City's internal staff, and some initial external support from consultant(s).

Asset management provides Council with the data it needs to make informed infrastructure decisions and therefore it is critical that staff have the resources and

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support they need to gather this information. While Council sets direction and allocates resources, it is the role of municipal staff to manage risk and maintain the expected level of service to residents. This goes beyond simply preventing service failures—it is also about managing risks to public health and safety. In order to continue delivering safe and sustainable services in a predictable and cost-effective manner, staff need to be able to provide Council with solid information on our assets. Without this information, we are unlikely to be able to identify possible service disruptions, expected levels of service and risk related to condition and performance of our assets.

Once a desired level of service and the risks associated with an asset have been determined, Council and staff can work together to establish the cost so that residents can receive the full value of the service provided. Data and field data in particular is critical to accurately understanding the performance, risks and costs associated with assets. For example, the Association of Municipalities of Ontario commissioned a study in 2015 that found the condition of roads, culverts and bridges, when calculated using age data alone, was up to 30% poorer than when the condition of the same assets was assessed using field data.

In summary, the Corporate Asset Management Office has made good progress in both the finalization of the Core Asset Management Plans and the development of the Corporate Asset Management Program. Asset Management is a journey. Some great first steps have been taken to not only meeting the requirements under O.Reg. 588/17 but also in developing a corporate wide asset management program that will support the City in making better informed decisions about our assets and the services that we provide.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” attached to Report PW22037 - Guide to Asset Management Plans

# GUIDE TO ASSET MANAGEMENT PLANS



## GUIDE TO ASSET MANAGEMENT PLANS

The purpose of this Guide is to provide a general overview of the requirements and steps involved in the development of an Asset Management Plan. It is intended to help the reader understand the inputs, outputs and challenges at a high level in the practice of asset management planning.

This Guide has been developed based on material made available through the Federation of Canadian Municipalities (FCM) and their affiliation with the Institute of Public Works Engineering Australasia (IPWEA). Written permission has been received from IPWEA to reference sections of copyrighted work from the following source:

- (a) Association of Local Government Engineers of New Zealand., & Institute of Public Works Engineering Australia. (2020). International Infrastructure Management Manual 6<sup>th</sup> Edition. Wellington, N.Z: National Asset Management Steering (NAMS) Group. Citations will appear as (IIMM Sec. X).

The Corporate Asset Management Office has adopted the Institute of Asset Management’s framework (Figure 1) as the basis for the City of Hamilton’s Program. Starting with the top level requirements (e.g. our customers and legislative requirements), the City’s Asset Management Program, ensures that City objectives and other strategic documents are recognized and included where necessary in the Asset Management process.

Figure 1: Asset Management Framework

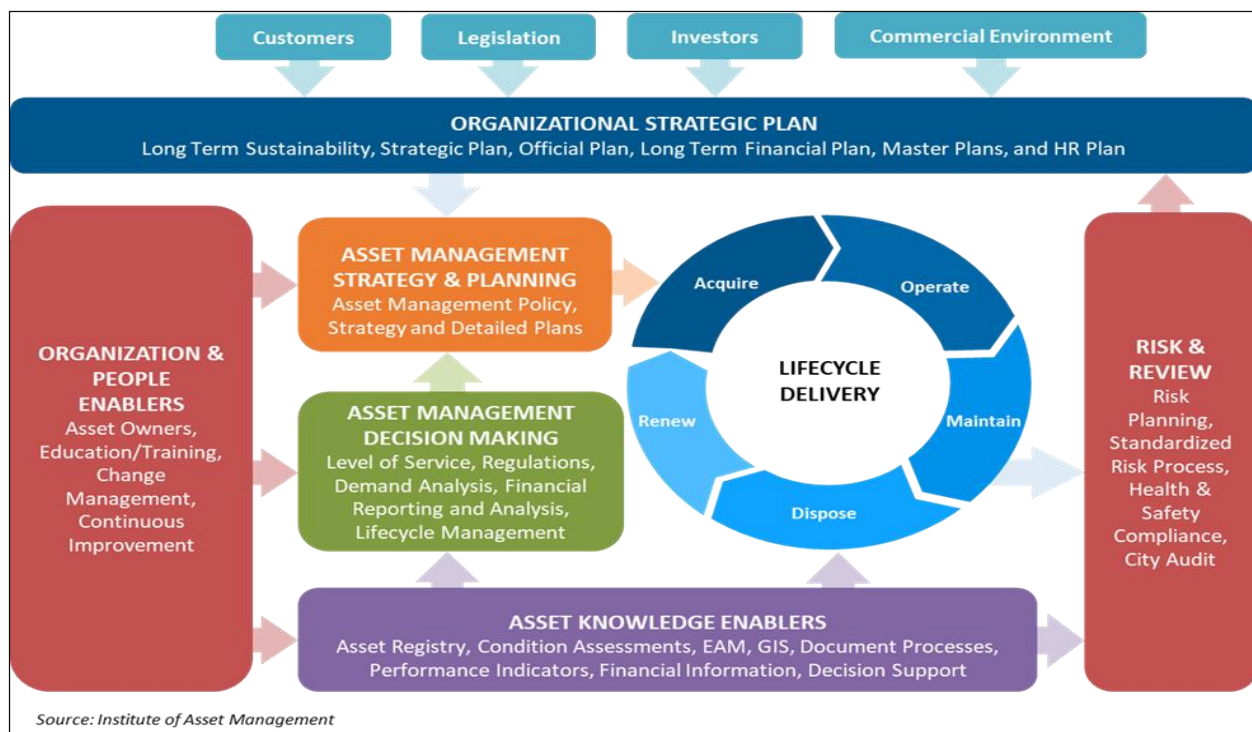


Figure 1 above illustrates the many aspects involved in asset management. As the City of Hamilton resets the conversation around asset management and begins taking next steps in the journey in the development of asset management plans, the focus is on all aspects in Figure 1, which have been summarized into the three (3) key areas below:

- (1) **UNDERSTANDING REQUIREMENTS:** The necessary requirements for an asset management plan (e.g. strategic direction, levels of service, forecast of future demand and current asset performance);
- (2) **LIFECYCLE MANAGEMENT:** How asset lifecycle management occurs (e.g. managing risk and resilience, including equity; operational, capital and financial planning); and,
- (3) **ASSET MANAGEMENT ENABLERS:** The required enablers of asset management (e.g. people, data, tools and processes).

These three (3) areas will each be discussed in more detail.

## 1.0 UNDERSTANDING REQUIREMENTS

This section of the guide assists the reader with confirming the current and future requirements for infrastructure assets and services and with understanding the current ability to meet these requirements. It includes several sections as discussed below.

### 1.1 Review Strategic Direction

Asset management plans are considered tactical in nature with the purpose of translating community outcomes and organizational objectives into the operational delivery of asset-based services. It is imperative that the organization's objectives, the external environment (e.g. legislation), the internal environment (e.g. funding ability), customer and stakeholder requirements and asset portfolio capability are understood in order to inform the asset management plan (IIMM Sec. 2.1).

### 1.2 Establish Levels of Service (LOS)

Levels of service are the means of defining the outcomes and outputs that customers can expect from asset-based activities, measured through a combination of customer values, customer performance measures (LOS) and technical performance measures (LOS).

Customer Values indicate what is important to the customer about a service and if customers currently see value in the service being provided. This area also reviews trends based on the planned budget.

Customer Levels of Service (LOS) communicate statement of facts in three categories about the assets and attempt to determine service performance in relation to customer expectations:

- Condition: How good is the service (i.e. what is the condition or quality of the service)?
- Function: Is it suitable for its intended purpose (i.e. is it the right service)? and,
- Capacity/Use: Is the service over or under used (i.e. do we need more or less of these assets)?

Technical Levels of Service measure the activities completed to provide the services and can be adjusted to increase or decrease the level of service. The technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance. Technical service measures are linked to the level of activity and the budgets for both the current and future situations.

The following example uses Recreation to assist with understanding LOS:

- Customer values: our recreation facilities are clean, modern and open when desired
- Customer LOS: how satisfied are customers with the cleanliness of our facilities? and,
- Technical LOS: how often is the facility cleaned?

It is important that good information is provided on the trade-offs between levels of service, risks and costs to enable decision-makers to make informed decisions when evaluating level of service options. Effective customer and stakeholder engagement use a variety of consultation methods to understand customer priorities and willingness-to-pay for different level of service options (IIMM Sec 2.2).

### 1.3 Forecast Future Demand

Predicting future demand for services enables asset managers to plan and determine the best way for demand to be met. It is important that key demand drivers be understood, such as changes in the population size, climate change, land use changes, economic and tourist activity etc., which are all important considerations. It is in this section of the asset management plan that the future of the service is translated into an asset future i.e. how many assets are required to be added or removed in order to meet service requirements (IIMM Sec 2.3).

### 1.4 Assess Asset Performance

Asset condition and performance are both imperative in order to understand how current assets can meet service requirements. While both condition and performance



are vital inputs to asset management, programs to collect and analyse this information can be costly and resource intensive. It is therefore important to be selective when choosing a performance monitoring method and determining appropriate frequencies of assessment. Where possible, use accepted condition rating and performance rating systems rather than creating something new (IIMM Sec. 2.4).

Assessing asset condition is a key element of asset management. Many condition monitoring processes can result in the production of highly detailed technical data however in order to create a common language, detailed assessment information will be translated into a common 5-point scale of very poor, poor, fair, good, very good (see Table 1) in order to compare across the city and to inform trade-off decisions between different asset classes. It's important that where possible, asset specific technical standards be employed which can then be easily converted to the consistent scale.

Table 1: Asset Condition Assessment

Rank	Description of Condition
1	<b>Very Good Condition - New or Like New, Fit for the Future</b> The infrastructure in the system or network is generally in very good condition, typically new or recently rehabilitated. A few elements show general signs of deterioration that require attention.
2	<b>Good Condition – Minor Defects Only / Adequate for Now</b> In a good state of repair with possible minor non-critical defects The infrastructure in the system or network is in good condition; some elements show general signs of deterioration that require attention. A few elements exhibit significant deficiencies.
3	<b>Fair Condition – Maintenance Required to Return to Accepted Level of Service</b> Some non-critical defects are apparent. The infrastructure in the system or network is in fair condition; it shows general signs of deterioration and requires attention. Some elements exhibit significant deficiencies.
4	<b>Poor Condition – Consider Renewal / At Risk</b> Some critical defects are apparent. Some repairs to critical defects/assets required in the short term (<5 years). The infrastructure in the network is in poor condition and mostly below standard, with many elements approaching the end of their service life. A large portion of the network exhibits significant deterioration.
5	<b>Very Poor Condition – Approaching Unserviceable / Unfit for Sustained Service</b> Many critical defects/deficiencies are apparent and in immediate need of repair/replacement. Functional failure and/or failure to deliver service is immanent in the short term (<5 years).
	<b>Not Assessed</b> This category is reserved for assets where data is either missing or has not been updated.

More granular approaches are available that are supported by more technical and detailed information. Preference is to always use an approach specific to the asset class and reliant on data if available and cost effective. Many asset-specific condition ratings exist within the asset management profession. Examples include parks/gardens, sports fields, pipes, bridges, roads, buildings and property. Where possible, existing rating systems will be used to assist in bringing greater clarity to a specific asset category (IIMM Sec. 2.4.5).

### 1.5 Using Asset Age and Remaining Life as a Proxy for Condition

In the case where actual condition information is not available, too expensive or too difficult to obtain, asset age is sometimes used as a surrogate for condition (i.e. the physical deterioration of the asset). Caution is required when using this approach as it can be difficult to assess the remaining useful life of long-life assets and can be highly subjective. Expert input is required in this situation.

### 1.6 Predicting Future Condition and Performance

Assessing the condition and performance of an asset at a single point in time can be useful in determining the likelihood of its failure due to physical deterioration. In order to understand the best time to intervene with maintenance, rehabilitation to extend asset life or replacement of the asset requires that condition and performance both be assessed over time. This is typically completed using either a deterministic modelling methodology such as straight-line extrapolation, regression or curve-fitting approaches or a probabilistic approach that incorporates variables to help better understand circumstances with high degrees of uncertainty.

## 2. LIFECYCLE MANAGEMENT

This section of the guide assists the reader in determining the best operational and capital investment strategies to deliver levels of service and uses these as the basis for long-term financial forecasts and asset management plans.

The lifecycle of an asset starts with the identification of the potential need for an asset and ends with its disposal or replacement. Lifecycle asset management embraces two key concepts:

- (a) That attention needs to be given to managing assets across all phases of the lifecycle, not just a "build it and forget it till it falls apart" approach; and,
- (b) That there are opportunities to optimise activities across lifecycle stages, for example, by increasing expenditure on planned maintenance in order to extend life and therefore spend less on renewals.

## 2.1 Lifecycle Decision Techniques

There are many frameworks and methodologies that can be used to support asset management decisions and most of these are based on economic evaluation methods e.g. benefit-cost analysis, multi-criteria evaluation methods or a combination of these. The range of techniques available can be applied to many different types of decisions from determining the best time and option to rehabilitate or replace the asset to minimize lifecycle costs to more complex decisions involving a trade-off between performance, risk and lifecycle cost. Always note that decisions must continue to align with the city's asset management and level of service objectives (IIMM Sec. 3.1.2).

## 2.2 Managing Risk and Resilience

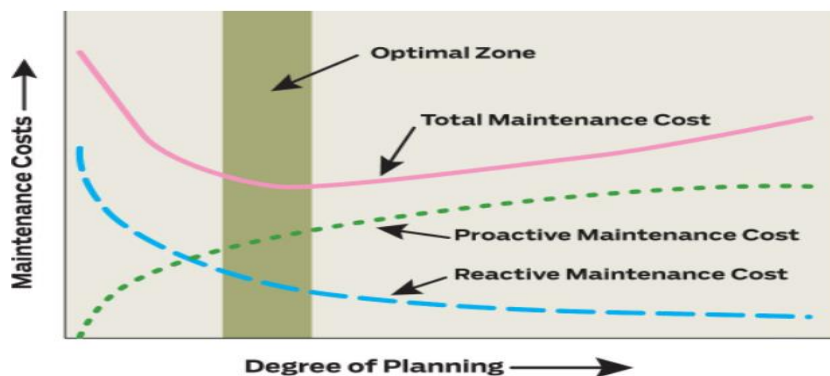
The traditional steps of managing risk which include, identifying, assessing, evaluating, treating and monitoring the risk, are applied to asset risks in a methodical process to ensure that risks are well managed and understood. A solid risk management approach to infrastructure services and assets can help them be more resilient and sustainable, absorb and adapt to disruptive events and rapidly recover and meet intergenerational needs in the most cost-effective manner.

Resilient infrastructure is the combined result of physical robustness and redundancy within the asset network. There are many opportunities across the lifecycle to build resilience such as considering resilient and adaptive design philosophies and sustainable infrastructure with a low carbon footprint when creating and replacing assets. Operational activities, which can also generate high carbon consumption can also be the focus of carbon reduction initiatives (IIMM Sec. 3.2.1).

## 2.3 Operational Planning

The development of optimal operations and maintenance programs is a critical part of asset management. This involves determining the best balance of planned and unplanned maintenance and renewals to minimize long term costs while achieving levels of service and managing risk to acceptable levels. This area includes maintenance plans as well as business continuity and emergency management plans as key operational documents that explain how the organization will reduce the likelihood of service outages and respond quickly when they occur. Figure 2 shows the optimal zone for maintenance given proactive and reactive options (IIMM Sec. 3.3).

Figure 2: Relationship between Planned and Reactive Maintenance Costs



## 2.4 Capital Investment Planning

Capital expenditure (CAPEX) includes renewals of existing assets (required to maintain service levels) and the upgrade, creation or purchase of new assets (usually to meet increased level of service requirements or address demand growth). The capital planning process includes the following six steps:

### 2.4.1 Identification of Potential Need

There are many potential sources for CAPEX needs including but not limited to requirements generated from a strategic goal, the identification of an asset performance deficiency, a response to a demand requirement or risk mitigation action, an escalated operational issue or a forecasted renewal requirement (IIMM Sec. 3.4.2).

### 2.4.2 Verification of Need

Prior to a need being recorded as a project, it should first be verified by the means of a simple checklist asking if the need has been specified (e.g. doesn't meet performance requirements, high risk identified, required to meet growth?) and has evidence been provided that the need exists (e.g. maintenance records) (IIMM Sec 3.4.2).

### 2.4.3 Project Scoping

Project scoping ensures that there is a good understanding of what is required before progressing to more detailed analysis. It will consider the overall purpose of the project, estimated lifecycle costs, expected benefits, risks, where and how it will be funded and managed and how it will be physically delivered (IIMM Sec. 3.4.2).

### 2.4.4 Options Evaluation

Note that some projects will not require the full CAPEX evaluation process e.g. small renewal projects may proceed without a full options analysis as standard solutions may be built into design codes. In most cases however, the options development process is

a critical step as considering the full range of options (see Table 2) ensures that the solution providing the most value is selected.

Table 2: Developing Asset and Non-Asset Options

Type	Option
<b>Asset Based Solutions</b>	<b>Do Nothing:</b> The do-nothing options should be considered fully and the associated risk cost to the organization assessed against this base.
	<b>Operational Procedures:</b> Operational management changes such as modifying supply and re-routing can be implemented to reduce peak demand or stresses on the asset. Contingency plans could achieve improved recovery times.
	<b>Maintenance Procedures</b> (more, less or status quo): Consider a different maintenance regime to make the asset more reliable or to extend its life.
	<b>Asset Renewal:</b> Depending on where an asset is in its lifecycle, rehabilitation can be an economic treatment to maintain service levels. Where rehabilitation is impractical or uneconomic it may be necessary to replace the asset.
	<b>New Work:</b> Where lower cost options are impractical, investment may be required to create a new asset or augment the existing asset.
	<b>Asset Disposal/Rationalization:</b> Divestment of assets surplus to needs because a service is determined to be a non-core activity, or assets can be reconfigured to meet business needs better.
<b>Non-Asset Solutions</b>	<b>Reduce Demand for the Service:</b> This is completed through demand-side or supply-side demand management measures.
	<b>Reduce the Level of Service:</b> e.g. a pavement surface can be allowed to deteriorate to a condition below a current level of service to achieve a lower lifecycle cost or cash flow.
	<b>Educate Customers:</b> Education programs can assist with helping customers in their acceptance of appropriate asset failures.

The options evaluation process can range from individual judgment to facilitated workshops with subject matter experts to advanced economic analysis techniques. Once options have been identified, the evaluation should include confirming the criteria used to make the decision, evaluating the options against the criteria and selecting the preferred (best value) option (IIMM Sec. 3.4.3).

In order to better understand the process, consider a wastewater pump station that overflows when it rains. An initial reaction may be to view this as an under-capacity pump station that needs upgrading when in fact there are many options that should be considered before choosing an option.

These could include:

- Accept the current situation;
- Make minor modifications to ensure the overflow is safely discharged to a nearby stormwater system;
- Increase pump capacity;
- Increase pump station storage;
- Remediate upstream network to reduce inflow and infiltration;
- Provide system storage in the upstream network;
- Enforcement/remedy illegal connections/discharges to the wastewater network;and,
- Some combination of the above (IIMM Sec. 3.4.3).

Completion of the Project Charter and development of the business case continues from this point in the process.

#### 2.4.5 Developing Renewal Forecasts (Modelling) and Renewal Programmes

Renewal modelling is a practical way of forecasting renewals for a large number of assets. At the most basic level, renewal models use rules such as "replace at end of standard useful life", getting more sophisticated with use of performance deterioration curves and lifecycle cost information. The data requirements for these models can be intensive, and careful consideration of the cost versus the improved accuracy of the renewal forecasts should be considered before development. It is common to focus more advanced modelling on the highest value asset groups only (IIMM Sec. 3.4.4).

Predictive models can be used to provide a time-stream of benefits, costs and levels of service for both a single asset and a group of assets. The purpose is to model a range of different management and renewal intervention approaches to identify the most cost-effective means of delivering service levels over the long term.

There are a range of other renewal forecasting approaches other than the predictive models mentioned above. These range from extrapolation of historic spend (not recommended) to bottom up approaches based on inspections of all assets to derive a condition and performance grade and expected remaining life.

##### Age-Life Based Renewal Forecasts

High priority should be placed on establishing an asset register with the basic asset information required to calculate a remaining life and depreciated replacement cost valuation (age, replacement cost, expected asset life), which will enable a more accurate long-term renewal picture. Example: assume an asset has an estimated replacement cost of \$10,000, was built in 2015 and has an expected useful life of 20 years, then this asset will be reflected in the forecast as requiring renewal in 2035. This calculation can be applied to all similar assets with the total cost schedule for renewal each year summed to provide the annual renewal budget.

## Condition-Performance Based Renewal Forecasts

This method is generally used for above-ground assets that are relatively easy to visually assess condition and performance, though CCTV is used today to inspect underground assets enabling them to also be included in this type of renewal forecasting. In this approach, the condition or performance is assessed based on physical inspection results and a replacement date is either assessed directly by the assessor or derived from the condition and/or performance grades. (IIMM Sec. 3.4.5).

### 2.4.6 Compiling and Prioritising the CAPEX Pipeline

A CAPEX Program collated from the above processes will not always receive full funding when submitted as part of the budgeting process and for this reason it is important to prioritize the projects in the Capital Program as the next step. Previously discussed decision techniques can be used, such as multiple criteria to rank and prioritize projects.

Prioritization criteria generally reflect the following:

- Legislative non-compliance;
- Reduction in risk/improvements in safety;
- Financial efficiencies/lifecycle cost savings;
- Maintains existing performance network;
- Improvements to levels of service; and,
- Contribution to strategic objectives.

Some organizations are adopting a policy of prioritizing renewals of existing assets over creation of new assets, on the basis that they should look after what exists before dollars are spent on new assets. This only works in some situations, as in other cases there may be mandated requirements to upgrade assets (e.g. drinking water standards) and growth pressures that require new infrastructure (IIMM Sec. 3.4.6).

### 2.4.7 Optimizing CAPEX Across Activities

Once all CAPEX has been compiled, there are typically budget constraints where not all projects can be implemented. An analysis is required at this point that involves prioritizing projects with the greatest contributions first. It may be that the projects that have the greatest contributions or benefits can also have the greatest costs. It is also possible that projects are likely to contribute to more than one objective, at which point an optimization exercise becomes beneficial in order to find the best balance of cost and the achievement of objectives.

One approach is to use a very simple rating system, for example:

- **Must Do:** required for legislative compliance, to maintain existing functionality or a committee project;

- Should Do: Demonstrated reduction in lifecycle costs, required to mitigate growth impacts; and,
- Could Do: Level of service improvement.

Multi-criteria prioritization rating approaches also exist with several different approaches being available for consideration (IIMM Sec. 3.4.7). Prioritization also needs to consider economic growth, environmental protection and socio-cultural equity.

## 2.5 Asset Financial Forecasts and Valuations

Long-term financial forecasts are a key output from capital and operational planning and should include all lifecycle costs for existing and planned assets. Alignment between asset and financial management is also critical as evidenced in the following topics in this section of the guide:

### 2.5.1 Financial Management Principles and Standards

Asset-intensive organizations are generally where:

- The value of infrastructure assets is high in relation to total Balance Sheet assets;
- The assets are long-lived;
- The liabilities of the organization are predominantly to finance assets; and,
- The organization's income and expenditure is significantly asset based.

Good infrastructure financial management goes beyond regulatory compliance. Optimal investment in infrastructure assets requires that those assets be appropriately maintained, renewed, replaced, enhanced or disposed of to provide the levels of service now and into the future at the minimal life-cycle cost. Organizations will typically require much more financial information to properly manage their assets than might be required to comply with regulatory or accounting standards (IIMM Sec. 3.5.1).

### 2.5.2 Alignment of Asset Management and Financial Management

Preference is that finance and asset management activities complement each other rather than there being strong demarcation between activities. Outputs from asset management strategies and activities should flow into financial management processes and vice versa (IIMM Sec. 3.5.2).

Areas where asset and financial management should be particularly close include:

- Asset classifications and asset hierarchies;
- Categories of asset expenditure and capitalization rules;
- Financial forecasting;
- Asset revaluations and depreciation charges;



- Costing levels of service;
- Lifecycle costing and feasibility analysis; and,
- Financial reporting

### 2.5.3 Asset Lifecycle Costs and Revenues

Lifecycle costing (also known as whole-of-life costing) is a process to determine the sum of all expenses associated with a product or project, including acquisition, installation, operation, maintenance, refurbishment and disposal costs. Initial capital costs constitute a significant up-front cost and often dominate the decision-making process when acquiring new assets. However, the ongoing recurrent expenditures usually represent a high proportion of the total lifecycle costs of many assets. For example, a rule of thumb for building facilities is that the initial cost will comprise 30% of the total lifecycle costs and recurrent expenditure 70% of the total lifecycle costs.

The objective of lifecycle costing is therefore to determine the total costs of ownership in order to:

- Evaluate options for the procurement of new assets;
- Support ongoing management decision-making throughout the life of an asset;
- Benchmark the cost performance of the asset; and,
- Review the process for future design and acquisition decisions

Lifecycle Revenues should be considered where relevant. There will undoubtedly be funding gaps between lifecycle costs and revenues at various points over the asset's lifetime (IIMM Sec. 3.5.3).

### 2.5.4 Asset Valuation Approaches

Assets need to be accurately valued for many reasons. Financial reporting obligations require assets to be valued at "fair value". Also, asset owners and financial managers need to understand how the assets will depreciate over their useful life in order to fairly allocate costs and set income streams and plan for asset renewal (IIMM Sec. 3.5.4).

### 2.5.5 Long-Term Asset Financial Forecasts

A critical output from asset and financial management is a long-term assessment of financial needs and funding requirements. These forecasts should bring together all relevant data from asset management processes. The forecasts should be presented in the asset management plans with clearly stated assumptions and confidence factors for a forecast period of a least 10 years, preferably longer.

Historically there have been numerous issues related to Financial Planning that have seen resulting shocks and funding pressures from a combination of factors:

- Lack of basic information on past performance and condition of assets to be able to predict future performance and asset failures;
- Lack of detailed information on the past costs of maintaining and renewing assets;
- No robust assessment of maintenance or renewal gaps;
- Assets valued at historic cost thereby underestimating depreciation of assets;
- Short-term budgets that do not signal long-term funding issues;
- Ignoring the effect of increased assets on operating and maintenance forecasts; and,
- Funding allocated to new projects to the detriment of maintaining and renewing existing assets.

The long-term plan should encompass all lifecycle costs. Both CAPEX and OPEX budgets deserve focussed attention on ensuring that proper forecasting processes are utilized and do not just represent historical spending with an inflationary factor applied (IIMM Sec. 3.5.6).

There are two key indicators of sustainable service delivery that are considered within the Asset Management Plan:

- Asset renewal funding ratio (proposed renewal budget for the next 10 years / forecast renewal costs for next 10 years), and,
- Medium term forecast costs/proposed budget (over 10 years of the planning period).

#### 2.5.6 Developing Funding Plans

There are usually funding constraints to be addressed and decisions on how to allocate funds should be made in a transparent manner. Other key funding principles include ensuring that long term operational sustainability is considered, including consideration of funding required for asset renewals, equity and fair allocation of costs to show benefit (IIMM Sec. 3.5.7).

#### 2.5.7 Developing Asset Management Plans

An Asset Management Plan documents the organization's intended asset management programs for management of its assets and services based on the organization's understanding of service level requirements and the network's capability to meet those requirements. The Asset Management Plan can be considered as a business case for the long-term financial forecasts and should drive strategic thinking and planning and ensure the organization is operating in a financially sustainable manner.

Asset Management can also act as a vehicle for communication with customers and other parties on different funding scenarios and impacts on service levels and risk (IIMM Sec. 3.6.1).

### 3 ASSET MANAGEMENT ENABLERS

This section provides guidance on the asset management enablers that support effective planning and decision processes.

#### 3.1 Asset Management People

People are at the heart of asset management. There needs to be strong leadership to drive change and sufficient people with the mandate and capability to deliver asset management. Asset management is a cross-organizational function and requires an integrated and collaborative approach with asset owners, strategic planners, service planners, finance, IT and many others (IIMM Sec. 4.1).

#### 3.2 Asset Data, Information and Systems

Organizations need reliable and comprehensive asset information to support all the asset management functions described in this guide plus much more. Information needs to be carefully considered as the users of asset data across the organization will have different requirements. Practical and appropriate data collection and management processes are essential as this is potentially one of the costliest areas of asset management. Where large numbers of assets exist, an information system to record, analyse and report asset information is important. Work has already started on combining the existing 11 asset systems into one (the Enterprise Asset Management Project) in Public Works (IIMM Sec. 4.2 & 4.3).

#### 3.3 Asset Management Processes

Good process management ensures that the right things are being done and that the processes are repeatable and consistent when undertaken by different people. There is an 80% overlap between asset and quality management, and for this reason, areas that are down the path of quality management will benefit as they begin their asset management journey (IIMM Sec. 4.4).

#### 3.4 Service Delivery Models

Organizations should consider the most effective way to deliver asset management. This will include consideration of which core services and functions should be performed internally vs externally (IIMM Sec. 4.5).

### 3.5 Asset Management Improvement

An Asset Management Maturity assessment aims to identify the level of current maturity across the full range of asset management functions along with the appropriate level of maturity suitable for the organization. The resulting gaps should be prioritized and developed into an Asset Management Improvement Plan. As next steps are taken in determining organization maturity, discussions will be held with Senior Leadership and Council.



# Hamilton

## BUSINESS IMPROVEMENT AREA ADVISORY COMMITTEE

MINUTES 22-004

8:00 a.m.

Tuesday, April 12, 2022

Virtual Meeting

Hamilton City Hall

71 Main Street West

**Present:** Councillor Esther Pauls (Chair)  
 Councillor Arlene VanderBeek – Dundas BIA  
 Susie Braithwaite – International Village BIA  
 Tracy MacKinnon – Westdale Village BIA and Stoney Creek BIA  
 Cristina Geissler – Concession Street BIA  
 Kerry Jarvi – Downtown Hamilton BIA  
 Katie Poissant-Paul – Ancaster BIA  
 Susan Pennie – Waterdown BIA  
 Chelsey Braley – Ottawa Street BIA  
 Bettina Schormann – Locke Street BIA

**Absent:** Michal Cybin – King West BIA  
 Bender Chug – Main West Esplanade BIA  
 Jessica Myers – Barton Village BIA

### FOR INFORMATION:

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

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

**(Geissler/MacKinnon)**

That the agenda for the April 12, 2022 Business Improvement Area Advisory Committee meeting be approved, as presented.

**CARRIED**

**(b) DECLARATIONS OF INTEREST (Item 3)**

There were no declarations of interest.

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

**(i) March 22, 2022 (Item 4.1)**

**(Braithwaite/MacKinnon)**

That the March 22, 2022 Minutes of the Business Improvement Area Advisory Committee be approved, as presented.

**CARRIED**

**(d) STAFF PRESENTATIONS (Item 8)**

**(i) Starter Company Plus Program for 2022 (Item 8.1)**

Carrie Brooks-Joiner, Director, Tourism and Culture and Sarah Ehmke, Cultural Projects Specialist addressed the Committee respecting the City Provided Music Programming for Commercial Areas.

**(Geissler/Poissant-Paul)**

That the staff presentation respecting the Committee respecting the City Provided Music Programming for Commercial Areas, be received.

**CARRIED**

**(e) GENERAL INFORMATION/OTHER BUSINESS (Item 13)**

**(i) Commercial Districts and Small Business Verbal Update (Item 13.1)**

Judy Lam, Manager of Commercial Districts and Small Business and Karol Murillo, Senior Business Development Consultant, addressed the Committee respecting an update on Commercial Districts and Small Business.

**(Braithwaite/MacKinnon)**

That the verbal update respecting Commercial Districts and Small Business, be received.

**CARRIED**

**(ii) Statements by Members (Item 13.2)**

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

**(Braley/MacKinnon)**

That the updates from Committee Members, be received.

**CARRIED**

**(f) ADJOURNMENT (Item 15)**

**(Pennie/Braithwaite)**

That there being no further business, the Business Improvement Area Advisory Committee be adjourned at 8:59 a.m.

**CARRIED**

Respectfully submitted,

Councillor E. Pauls  
Chair Business Improvement Area  
Advisory Committee

Angela McRae  
Legislative Coordinator  
Office of the City Clerk



Hamilton

**ADVISORY COMMITTEE FOR PERSONS WITH DISABILITIES  
REPORT 22-005**

**4:00 p.m.**

**Tuesday, May 10, 2022**

**Due to COVID-19 and the Closure of City Hall, this meeting was held virtually.**

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Pursuant to Section 5.4(4) of the City of Hamilton's Procedural By-Law No. 21-021 at 4:30 p.m. the Committee Clerk advised those in attendance that quorum had not been achieved within 30 minutes after the time set for the Advisory Committee for Persons with Disabilities, therefore, the Committee Clerk noted the names of those in attendance and the meeting stood adjourned.

Present: J. Kemp (Vice-Chair), J. Cardno, M. Dent, A. Frisina,  
L. Janosi, T. Manzuk, T. Murphy, K. Nolan, T. Nolan

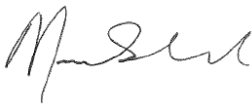
Absent with Regrets: Mayor Fred Eisenberger, A. Mallett (Chair), S. Aaron,  
P. Cameron, L. Dingman, C. McBride, M. McNeil,  
R. Semkow

Respectfully submitted,

Carrie McIntosh  
Legislative Coordinator



## INFORMATION REPORT

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	May 18, 2022
<b>SUBJECT/REPORT NO:</b>	Hamilton Immigration Partnership Council – Annual Update (PED22111) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Sarah Wayland (905) 546-2424 Ext. 7565 Mohammad Araf (905) 546-2424 Ext. 4359
<b>SUBMITTED BY:</b>	Norm Schleeahn Director, Economic Development
<b>SIGNATURE:</b>	

### COUNCIL DIRECTION

N/A

### INFORMATION

This report provides an annual update on the Hamilton Immigration Partnership Council (HIPC), covering structure and strategic direction, immigration trends, select recent projects, and highlights for the coming year.

### STRUCTURE AND STRATEGIC DIRECTION

Established in January 2009 under the direction of the City of Hamilton, the Hamilton Immigration Partnership Council (HIPC) is funded by Immigration, Refugees and Citizenship Canada (IRCC) and housed in the Economic Development Division. The current Partnership Council is comprised of 30 civic leaders reflecting key sectors in the community, including education, business, and social services. A complete list of HIPC members is found in Appendix “A” to Report PED22111, HIPC’s Annual Report 2021-2022.

At present, HIPC is funded by a five-year grant agreement from IRCC ending March 31, 2025 and totalling \$1,769,000. This funding supports three full-time staff plus event and project expenses that support the work of HIPC’s strategic plan (theory of change)

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

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

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



**SUBJECT: Hamilton Immigration Partnership Council – Annual Update  
(PED22111) (City Wide) - Page 2 of 6**

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2021-2025. Approved in December 2020, this strategic plan was developed over an eighteen-month period by a HIPC working group facilitated by Social Impact Advisors. The focus and approach were validated through wider community conversations.

HIPC's collective impact statement is two-fold, focusing on creating successful settlement experiences and sense of belong for newcomers. As a collaborative community table, HIPC is in a unique position to focus on the collective impact of efforts to improve local settlement outcomes. HIPC partners are encouraged to see how their own work and that of their organizations can move Hamilton towards these outcomes.

Quarterly Council meetings support HIPC's strategic direction, supported by committees that oversee and engage in work focused on three strategic priority areas:

- **Economic Stability** – enhancing the ability of newcomers to acquire skills, find appropriate employment, and build assets
- **Social Inclusion** – readying Hamilton to be a welcoming community that values newcomer voices and contributions; and,
- **Community Engagement** – building capacity among newcomers to navigate our City, access services, and participate as equal members of society.

In addition, an Evaluation Committee oversees the implementation of HIPC's evaluation framework and is a point of contact for any research projects.

HIPC has adopted three operational principles to guide its work:

1. The basic needs of newcomers are foundational to achieving newcomer settlement and sense of belonging. HIPC's work connects influencers and resources in our community to improve equitable access to, for example, affordable housing, food, employment, and healthcare;
2. Supporting and advocating for positive outcomes for newcomers in our community must include leadership from those who have been newcomers to Canada themselves. Lived experience and community networks are essential; and,
3. HIPC commits to taking practical positive actions that are informed and evaluated by an anti-racism anti-oppression (ARAO) approach. ARAO principles should be embedded in all HIPC work.

HIPC's mandate and projects are integrated into the City of Hamilton's 2021-2025 Economic Development Action Plan (EDAP). Approving and implementing the Hamilton Immigration Partnership Strategy is listed as the first item under EDAP's "Facilitating a Skilled and Adaptable Workforce" priority. HIPC is well-positioned to support opportunities for newcomer workforce engagement and enhancing equity, diversity, and inclusion.

## **THE VALUE OF LOCAL IMMIGRATION PARTNERSHIPS**

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**SUBJECT: Hamilton Immigration Partnership Council – Annual Update  
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As a municipally embedded community table, HIPC brings together organizations and individuals who otherwise may never come into contact with each other, much less create working relationships. Through its role as a connector and convenor as well as a producer and disseminator of relevant local research and data, HIPC is a vital component of Hamilton's ability to welcome diverse newcomers.

**Connecting and Convening**

The Council and committees convene organizations and individuals across sectors to plan and work on projects focused on improving settlement outcomes and a sense of belonging among newcomers. In addition, HIPC forms temporary tables to respond to emerging needs. For example, in response to expected significant arrivals of Afghan refugees, in September 2021 HIPC convened Hamilton Afghan Re/settlement Taskforce bringing together settlement services, housing, the local Afghan community, and City staff to meet monthly to coordinate the reception of Afghans, share information, and identify gaps. One outcome was the creation of a video presentation by HIPC to share with Hamilton-bound Afghans quarantining in Toronto hotels. The video features a message from the Mayor Fred Eisenberger, information about Hamilton, and services available for newcomers, all subtitled in Farsi.

**Public Education and Knowledge Transfer**

To increase awareness of immigration among the general public as well as knowledge of local needs and immigration trends, HIPC commissions research and creates relevant reports. The HIPC team also monitors immigration data and policies and acts a local resource for the City of Hamilton, other organizations, and media. For example, our newsletter coverage of increased permanent resident landings in Hamilton led to an article in The Hamilton Spectator on November 29, 2021. Over the past year, knowledge transfer has included presentations by HIPC on topics of national and local immigration; experiences of discrimination; and equity, diversity and inclusion. HIPC brings a newcomer lens to various local tables such as No Hate in the Hammer and Skills Development Flagship.

In alignment with the work above, HIPC actively creates content on several platforms to keep the newcomer and greater Hamilton community engaged and informed on local immigration news, research, events, programming and more. This includes the HIPC website at [www.hamiltonimmigration.ca](http://www.hamiltonimmigration.ca) which contains an overview of HIPC's work and acts as a repository of all HIPC research and Reports. It also includes our ImmPress email newsletter which reaches 500+ highly engaged community members every other week and HIPC's highly active Twitter and Instagram accounts at @HIPChamilton. These platforms reach an audience of 3000+ newcomers, community partners and residents.

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

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

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

**SUBJECT: Hamilton Immigration Partnership Council – Annual Update  
(PED22111) (City Wide) - Page 4 of 6**

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**IMMIGRATION IS INCREASING**

HIPC's work takes place within a context of increased immigration, to Hamilton and to Canada. Data from Census 2021 shows Canada's population has increased by 5.2% - or 1.8m people - from 2016 to 2021, with immigrants comprising 80% of Canada's population growth. Over the same period, Hamilton's population has increased by 6%, and data shows that both direct migration and secondary migration to Hamilton are increasing.

Federal immigration plans will continue to shape population and labour force growth in Canada and in Hamilton. On February 14, 2022, the Minister of Immigration, Refugees and Citizenship Canada (IRCC) Sean Fraser tabled the 2022-2024 Immigration Levels Plan. The total permanent resident admissions over the next three years will include more than 1.3m people. The immigration levels plan continues to be focused on economic growth and filling labour gaps, while also supporting family reunification and providing safety to those in need of protection.

Canada admitted over 401,000 permanent residents in 2021, a record high number, with 5,455 destined for or already resident in Hamilton. Due to ongoing pandemic-related challenges, about 70% of permanent resident admissions in 2021 were of persons already residing in Canada as temporary residents (mostly international students and temporary foreign workers), compared to 30% in the prior years. Most of Hamilton's new permanent residents, then, likely had been living in Hamilton already when they received permanent resident status.

Immigration to Canada is also affected by recent world events that create refugee flows, most recently from Afghanistan and Ukraine. The Government of Canada has committed to bringing 40,000 Afghan refugees to Canada over the next two years as well as admitting unlimited number of Ukrainian temporary residents. Canada has already received over 10,000 Afghan refugees since August 2021 and 14,000 Ukrainians since January 2022. Hamilton has received almost 400 Afghans, and many Ukrainians are expected to arrive in the City in 2022.

Given the above, it is expected that the EDAP stretch target to "Increase immigration to Hamilton by 25% by 2025" will be achieved, perhaps before the end of this year.

**SELECT RECENT PROJECTS**

HIPC's work plan includes a wide range of projects and accomplishments, some of which are listed here. Please see also Appendix "A" to Report PED22111, HIPC's Annual Report 2021-2022.

**Launch of new Strategic Plan, Council, and Committees**

A new recruitment and selection process for members resulted in a larger, more diverse Council with several new organizations around the table. At present, more than 60% of

**SUBJECT: Hamilton Immigration Partnership Council – Annual Update  
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Council members have personal lived experience of immigration, including our incoming HIPC chair Rashed Afif.

**Discrimination Survey**

In partnership with seven Southwestern Ontario Local Immigration Partnerships and the Network for Economic and Social Trends (NEST) at Western University, HIPC commissioned a representative survey (N = 784) to examine the extent and context of discrimination experienced by immigrants, visible minorities, and Indigenous Peoples in Hamilton. The Report's findings were shared with key stakeholders and featured in The Hamilton Spectator, CBC Hamilton, and other media. HIPC continues to promote the survey results and work towards reducing discrimination.

**Directory of Services for Newcomers**

Hosted on HIPC's website, the directory builds on the Red Book database and features local services and supports available to newcomers. The work on this directory was led by a HIPC Working Group, comprised of representatives from Hamilton Public Library, Wesley, YMCA, YWCA, Immigrants Working Centre, Refugee Centre for Newcomer Health, and The Hamilton Spectator who met six times over the past year. More than 50 newcomers participated in a survey and focus groups to provide input into the content, structure and promotion of the directory.

**Stories of Migration and Belonging**

Working with the City of Hamilton's Museums and Heritage Management Department to celebrate the 175<sup>th</sup> anniversary of the City of Hamilton, HIPC created an online exhibit focused on past and present stories of immigration in Hamilton, featuring video interviews with six immigrants.

**COVID-19 Education**

HIPC engaged in a wide range of activities to raise awareness and promote equitable access to vaccines, including holding a multilingual session (Spanish, Somali & Swahili) with Dr Khalid Azzam during Newcomer Week and a session exclusively in Arabic with local pharmacist Rami Safi. HIPC facilitated five presentations, advocated for pop-up clinics, shared information on social media and newsletter. We also partnered with McMaster Professor Bruce Newbold on a random sample survey on attitudes towards immigrants before and during COVID.

**Guide for Newcomer Research**

Regular requests to HIPC from researchers led to this collaboration with McMaster Research Shop to provide important ethical, methodological, language and cultural considerations for conducting research with the newcomer population in Hamilton. From getting started to communicating research findings to the public, this Report helps ensure research is inclusive, meaningful and supportive of the individuals and communities involved. Separate checklists for researchers, newcomers, and service providers are featured.

**SUBJECT: Hamilton Immigration Partnership Council – Annual Update  
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**2022 WORK PLAN**

This year is shaping up to be a busy one, with a return to in-person activities and with the war in Ukraine generating millions of displaced persons, an unknown number of whom will seek to rebuild their lives in Hamilton.

**Welcoming and Supporting Ukrainians**

The Government of Canada has created an unprecedented pathway to receive Ukrainians fleeing their country as temporary residents, and the HIPC team has been working with City of Hamilton and community partners to ready Hamilton for these arrivals. A dedicated information page has been added to HIPC's website, <https://hamiltonimmigration.ca/ukrainian-arrivals>

**Hamilton Newcomer Week**

Building on the success of virtual Newcomer Week in 2022, HIPC will bring together community organizers, partners and newcomers for several online sessions as well as a downtown walking tour the week of May 24 to 27, 2022.

**Hamilton Employers Hire Immigrants Campaign**

Finding suitable employment is one of the biggest challenges facing newcomers in Hamilton and one of the most important indicators as a welcoming community. This campaign launched in March 2022 to educate local employers about the benefits of employing newcomers/immigrants and to provide them with resources and connections that enable them to take action. HIPC has created a new website, [wehireimmigrants.ca](http://wehireimmigrants.ca) to house this campaign and is working with local employers to create videos sharing best practices and experiences of employing newcomer talent.

**Migration and Mobility in Hamilton**

HIPC is working with McMaster University's Economics Department to analyse the recent Longitudinal Immigration Database (IMDB) to understand the direct and secondary migration trends, as well as employment outcomes and incomes of the immigrant population in Hamilton.

**Socio-Demographic Profile of Immigrants in Hamilton**

Building on Census 2021 immigration data scheduled for release in October, HIPC will create a Report providing a socio-demographic profile of immigrants in Hamilton, including the number of immigrants and recent immigrants, place of origin, ethnicity, education, employment, and more.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" to Report PED22111 - HIPC Annual Report 2021-2022



Hamilton Immigration  
Partnership Council

# ANNUAL REPORT 2021 - 2022



## ABOUT HIPC

The Hamilton Immigration Partnership Council (HIPC) is a community table that seeks to create a seamless settlement experience for immigrants in Hamilton. With partners from various sectors – including settlement, education, business, health, social services, municipal affairs, and persons with lived immigration experience -- we work together to create a welcoming community with relevant and accessible services for all.

HIPC was established in 2009 as one of Canada's first local immigration partnerships, a network that has now spread across the country and includes more than 75 similar local initiatives.

## MESSAGE FROM HIPC CHAIR

Over the past year, we saw ongoing challenges with the global pandemic and health inequities plus some new ones such as emerging refugee crises, first in Afghanistan and now in Ukraine. During these uncertain times, HIPC has continued to advocate for the basic needs of newcomers and to identify new ways we can bring service providers, community members, newcomers and others together around common goals.

One year into our new strategic plan, I am especially proud of HIPC's COVID-19 response and engagement and the creation of the Hamilton Afghan Resettlement Taskforce. Much other important work is shown in this report. Each project is aligned with our collective strategic goal of seeing newcomers to Hamilton have successful settlement experiences and feel a sense of belonging.

My time as Chair is coming to an end, and I wish our incoming Chair Rashed Afif all the best as he takes over this role. I want to thank the HIPC team for initiating and managing various projects to improve outcomes for newcomers in our community, and all the council and committee members for your dedication to our collective work. I look forward to being part of this work going forward.

Warmly,



**Lily Lumsden, HIPC Chair**

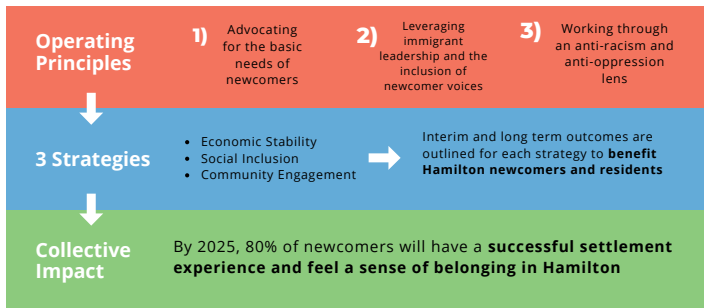


# IMPLEMENTING NEW PLAN

## HIPC Strategic Plan 2021 - 2025

HIPC approved a strategic plan for the period 2021-2025 based on a collective impact model, including an evaluation framework and new operating principles.

2021 marks the first year of HIPC working towards our new collective impact goal.





# NEW COUNCIL LAUNCH!

HIPC is a multi-layered community partnership initiative comprised of a Council led by a Chair and Vice Chair, four Committees each led by a Chair or Co-Chairs, ad hoc Working Groups, and a Secretariat of three staff.

In April 2021, HIPC formed a new Council and launched new committees that work towards the new strategic plan.

<p><b>28</b></p> <p>Council members with diverse representation oversee HIPC</p>	<p><b>60%</b></p> <p>of HIPC Council members have lived experience with immigration</p>	<p><b>15+</b></p> <p>sectors represented including business, housing, settlement, education, government, health etc.</p>	<p><b>New Members</b></p> <p>From Hamilton Public Library, Thrive Child and Youth Trauma Services, Good Shepherd Family Centre, Spectrum, Refuge Newcomer Health, Ontario Works, Filipinas of HamOnt</p>
<p><b>3 Committees</b></p> <ul style="list-style-type: none"> <li>Economic Stability</li> <li>Social Inclusion &amp; Community Engagement</li> <li>Evaluation</li> </ul>	<p><b>Quarterly Meetings</b></p> <p>of Council and committees to discuss, plan and execute strategic plan and projects</p>	<p><b>Working Groups</b></p> <ul style="list-style-type: none"> <li>Anti-Racism</li> <li>Directory of Newcomer Services</li> <li>Newcomer Week</li> </ul>	<p><b>Continuous Learning</b></p> <p>Anti-Racism Working Group continued its work focusing internally on HIPC best practices which introduced personalized land acknowledgments to each council meeting</p>

# MEASURING RESULTS

## HIPC YEARLY EVALUATIONS

In 2021, HIPC conducted a partner survey targeting individuals and organizations who have been involved in HIPC's Council, Committees and Working Groups. This multi-purpose survey helped HIPC better understand its perception among members and areas to continue to work towards in the upcoming years.

How did we evaluate?

23

Respondents contributed to our survey



Identified areas of focus for upcoming years and provided feedback on HIPC process

Shared report with HIPC council

How did HIPC score?

100%

score on facilitating conversations and dialogues to promote community engagement among newcomers and service providers

92%

score on having newcomers in leadership positions

92%

score on holding events to promote trust and reciprocity

90%

support research studies focused on access to services

# RESPONDING TO THE COMMUNITY

## WELCOMING AFGHAN REFUGEES

The HIPC team continues to work on various projects to support Afghan refugees moving to Hamilton and continues to strategically promote Hamilton as a prime location for settlement. This includes a dedicated informational page on the HIPC website for the general public as well as a welcome video created for Afghan arrivals to learn more about Hamilton.

In 2021, HIPC also launched the Afghan Resettlement Taskforce, giving stakeholders in Hamilton an opportunity to continually meet and strategize about how to best meet the needs of Afghan refugee arrivals.



## ENGAGING HAMILTON EMPLOYERS


As part of the Economic Stability committee, HIPC launched a new campaign to engage and educate local employers about the opportunities and benefits associated with hiring and retaining newcomer labour market talent. [Hamilton Employers Hire Immigrants](#) features labour market information, testimonials and resources for employers interested in diversifying their organization.

As part of an ongoing campaign this new website will be regularly updated and will continue to feature diverse employer champions that are making a difference in Hamilton.



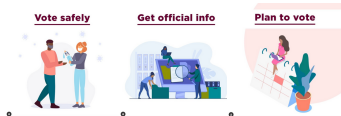
## COVID-19 EDUCATION

In alignment with HIPC's commitment to ensuring the basic needs of newcomers are considered in any project it undertakes, HIPC and its partners played an important role in raising awareness about COVID-19 vaccines and ensuring equitable access to vaccines for newcomers and other marginalized groups.

<p><b>Promotion and Awareness</b></p> <p>HIPC promoted pop-up and mobile clinics on social media and shared Public Health and Vaccine Ambassadors' presentation to HIPC Council.</p>	<p><b>Multilingual Sessions</b></p> <p>As part of newcomer week, HIPC facilitated multilingual sessions for newcomers which included sessions in Spanish, Somali, Swahili and Arabic.</p>	<p><b>Facilitating Research</b></p> <p>HIPC partnered with Prof Bruce Newbold on random sample survey on attitudes towards immigrants before and during COVID</p>	 <p><b>COVID Questions &amp; Answers with Dr. Azzam</b></p> <p>FRIDAY, MAY 18TH, 2021 • 2:00PM</p>
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## ELECTION ENGAGEMENT

HIPC promoted multilingual resources ahead of the Federal Election on social media (Instagram, Twitter) and in the biweekly ImmPress newsletter to help engage and educate newcomers on the importance of voting.



# ELEVATING NEWCOMER VOICES



## STORIES OF MIGRATION AND BELONGING

Working alongside Hamilton Civic Museums, the HIPC team contributed to a compelling new virtual exhibition titled *Stories of Migration and Belonging*. This exhibition spotlights the stories of six Hamilton immigrants through video, photos and storytelling and highlights the rich and diverse history of immigration in Hamilton.

It was featured in the Hamilton Spectator and as part of a 6-week HIPC social media campaign.

*I felt the compassion and support when we arrived to Hamilton.*

*Home is where I feel safe, I can have hopes and dreams.*



# VIRTUAL NEWCOMER WEEK

HIPC's Newcomer Week went virtual in May 2021, bringing together community organizers, partners and newcomers through a series of 30+ online sessions. With a large focus on timely community topics including COVID-19 vaccines and virtual settlement and employment services, this week of events served as a catalyst for community engagement and education.



SDAY, MAY 26, 2021 THE HAMILTON SPECTATOR | A1

>> COMMENT

## READERS WRITE

LETTERS WELCOME, 250-word maximum, full name required. Send to [letters@thespec.com](mailto:letters@thespec.com)

**Newcomer week welcome in Hamilton**  
**Re:** Hamilton to host first-ever newcomer week (May 22)

I was encouraged to read about the launch of Hamilton Immigration Partnership Council's (HIPC) newcomer week, to be held remotely, May 25-28. Over 30 virtual events are scheduled to celebrate diversity and dispel negative stereotypes about newcomers in our community, who enrich our city both economically and culturally.

Hamilton has a long history of welcoming newcomers. As our city continues to become more multicultural, it is our responsibility to create a climate of inclusion for all. I am glad that the HIPC is continuing this to uphold this tradition.

Andrea Rado, Hamilton

## Newcomer Week Promotions



# COMMUNITY RESEARCH

## DISCRIMINATION REPORT

*Discrimination Experienced by Immigrants, Visible Minorities, and Indigenous Peoples in Hamilton* is a report released by HIPC in 2021. It supports the development of evidence based anti-discrimination initiatives at the local level by examining the extent and context of discrimination experienced by these three groups in Hamilton.

The report was released alongside a media release and social media campaign to raise awareness of discrimination in Hamilton. It was featured in the Hamilton Spectator, CBC and was presented to several key stakeholders in the city.



## GUIDE FOR NEWCOMER RESEARCH

HIPC and its members are regularly approached by researchers from local and regional post-secondary institutions to assist with recruiting newcomers for their studies. The *Guide for Newcomer Research* was created in collaboration with McMaster Research Shop to provide important ethical, methodological, language and cultural considerations for conducting research with the newcomer population in Hamilton.

From getting started to communicating research findings to the public, this report helps ensure research is inclusive, meaningful and supportive of the individuals and communities involved.



## COMMUNICATIONS

HIPC stays highly active on several platforms to keep the newcomer and greater Hamilton community engaged and informed on local and national immigration news, research, events, programming and more!



ImmPress is a bi-weekly email newsletter sent out to **local newcomers, partners, community members and more.**

Over the past year, 24 issues of ImmPress newsletter were sent out to **500+ subscribers** with an average open rate of **40%**



@HIPCHAMILTON

Twitter followers hit 2225, an **11.25% increase** from the previous year

Averaging **20,000 Twitter impressions** per month



@HIPCHAMILTON

Instagram followers hit 735, a **40% increase** from the previous year

Instagram content **engagement increased by 10%**



**2021-2022 accomplishments would not have been possible without the continued assistance and dedication of all those involved with the Hamilton Immigration Partnership Council including individuals on our various committees and our Council outlined below:**

Anabelle Ragsag - Community leader  
 Baptiste Alain Bourquardez- Collège Boréal  
 Cheryl Stepan - Hamilton Spectator  
 David Hennick - Hamilton Police Service  
 Denise Christopherson - YWCA Hamilton  
 Elizabeth Webb and Claudio Ruiz-Pilarte - Immigrants Working Centre  
 Grace Baldwin - Good Shepherd Family Centre  
 Grace Maciak - Ontario Works  
 Greg Tabone/Morris Hucal - HWCDSD  
 Jennifer Patterson - Hamilton Economic Development  
 Kim Martin - Social Planning and Research Council of Hamilton  
 Kojo Dampthey (Anti-Racism Working Group Chair) - Hamilton Centre for Civic Inclusion  
 Larry Huibers - Housing Help Centre  
 Leo Johnson - Empowerment Squared  
 Lily Lumsden (Chair) - YMCA of Hamilton/Burlington/Brantford  
 Nabila Sissaoui - Réseau en immigration francophone du CSO  
 Noura Afify - spectrum Hamilton  
 Olive Wahoush (Evaluation Committee co-chair) - McMaster University  
 Paul Szachlewicz - Hamilton Chamber of Commerce  
 Paul Takala - Hamilton Public Library  
 Rami Safi - Immigrant and Refugee Advisory Committee  
 Rashed Afif (Vice Chair) - Wesley

Shaundra Harnish/Maria Holland - RBC  
 Stephanie Taylor - Thrive Child and Youth Trauma Services  
 Sue Dunlop/Gerry Smith - HWDSB  
 Tanya Tulus - Community leader  
 Terri Bedminster - Refuge: Hamilton Centre for Newcomer Health  
 Yudara Bernard Weerakoon (Evaluation Committee co-chair) - Community leader  
 Haney Mussa (Social Inclusion and Community Engagement Committee co-chair) - Hamilton Public Library  
 Lina El Ali (Social Inclusion and Community Engagement Committee co-chair) - Wesley  
 Deborah Schwientek - (Economic Stability Committee co-chair) - YWCA Hamilton  
 Uzma Qureshi - (Economic Stability Committee co-chair) - Immigrants Working Centre

## CONNECT WITH US! Page 82 of 157

## HIPC STAFF



Sarah Wayland  
Senior Project Manager



Mohammad Araf  
Program Officer



Natasha Hernandez  
Communications Associate

### Hamilton Immigration Partnership Council

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immigration.partnership@hamilton.ca

Funded by / Financé par:



Immigration, Refugees  
and Citizenship Canada

Immigration, Réfugiés  
et Citoyenneté Canada

**Funder:** Immigration, Refugees and Citizenship Canada

**Sponsor:** City of Hamilton | **Housed in:** Economic Development



# Presentation to Hamilton City Council

**Rashed Afif - Chair, Hamilton Immigration Partnership Council (HIPC)**

May 18, 2022

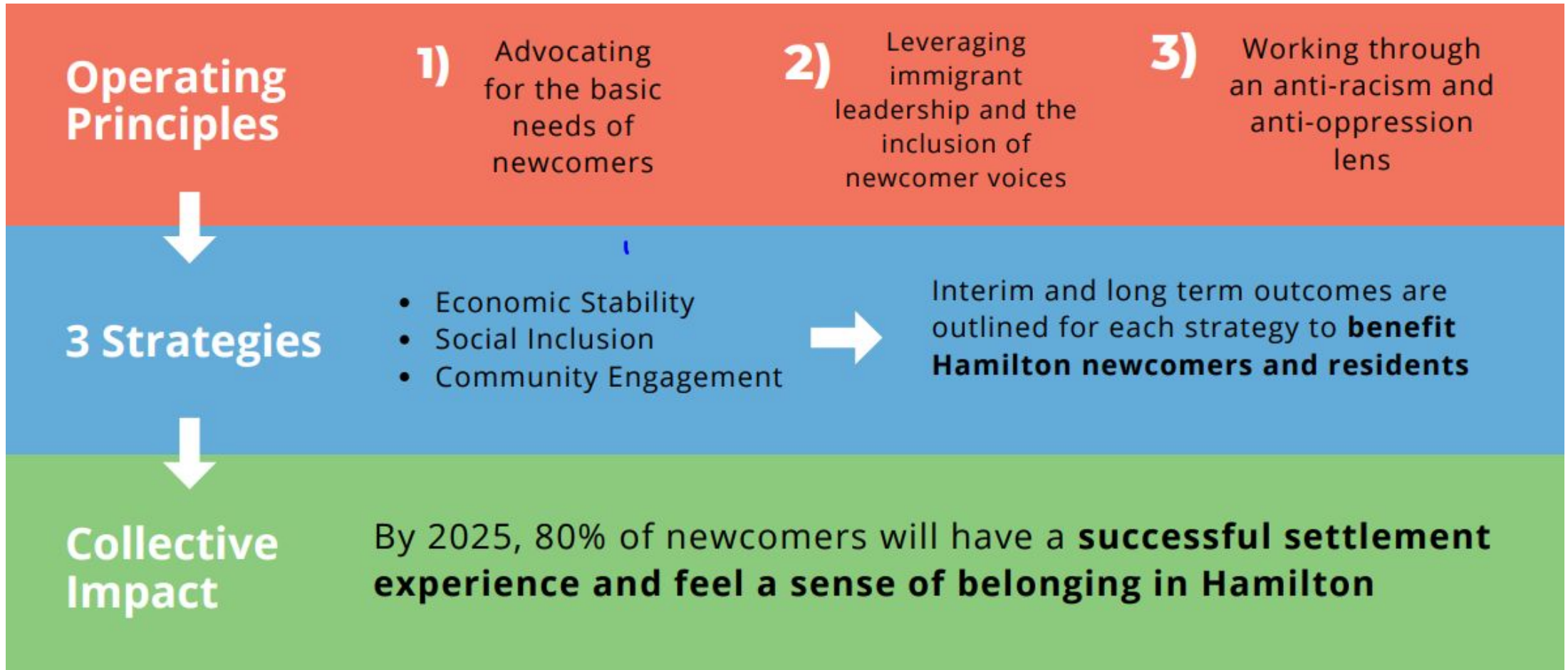


# Hamilton Immigration Partnership Council (HIPC)

- Established in 2009
- One of the 80 Local Immigration Partnerships across Canada
- Collaborator and convener
- Funded by IRCC, embedded in Economic Development
- Membership includes a diversity of sectors and organizations



# Strategic Plan (2021-2025)



# Addressing Discrimination Locally

## FAST FACTS

### Experiences of Discrimination in Hamilton



6 out of 10 Immigrant & Visible Minority respondents reported experiencing discrimination.



8 out of 10 Indigenous respondents reported experiencing discrimination.

These are statistics directly from members of our community.  
Discrimination is real. We need to take action.

## Where is discrimination happening in Hamilton?



When applying for a job or promotion



At the workplace from supervisors, co-workers or clients



While using public areas such as parks and sidewalks

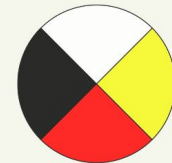


While using public transit such as buses, trains or taxis

## Presumed basis of discrimination in Hamilton...



Race or skin colour



Indigenous identity



Ethnicity or culture



Accent

# Engaging Employers in Hamilton

- Hamilton Employers Hire Immigrants campaign engages and educates local employers on benefits of hiring newcomers
- Highlights local diversity champions, provides resources for hiring, employer testimonials, webinars and more!

- [www.wehireimmigrants.ca](http://www.wehireimmigrants.ca)



## The Market Case

- Southern Ontario is home to the most diverse population in the country. Does your company reflect the diversity of your customers and clients in these areas?
- Immigration accounts for nearly 90% of Canada's labour force growth. Roughly 75% of Canada's population growth comes from immigration, mostly in the economic category.
  - Hamilton specifically is one of Canada's most diverse economies, regularly outperforming national averages.
  - One-fourth of Hamilton's population are immigrants.
  - More than 40% of Hamilton's population identifies as a visible minority.
  - About two-thirds of Hamilton's population growth in recent years comes from immigration.
  - As older workers still into retirement, we can expect a much higher proportion of immigrants to be hired and working in Hamilton over the coming decades.



# Hamilton Newcomer Week

- Celebrating newcomers' contributions; showcasing services; providing networking opportunities for Hamilton newcomers
- Upcoming Newcomer Week is May 23-27, 2022



### Newcomer Week Promotions

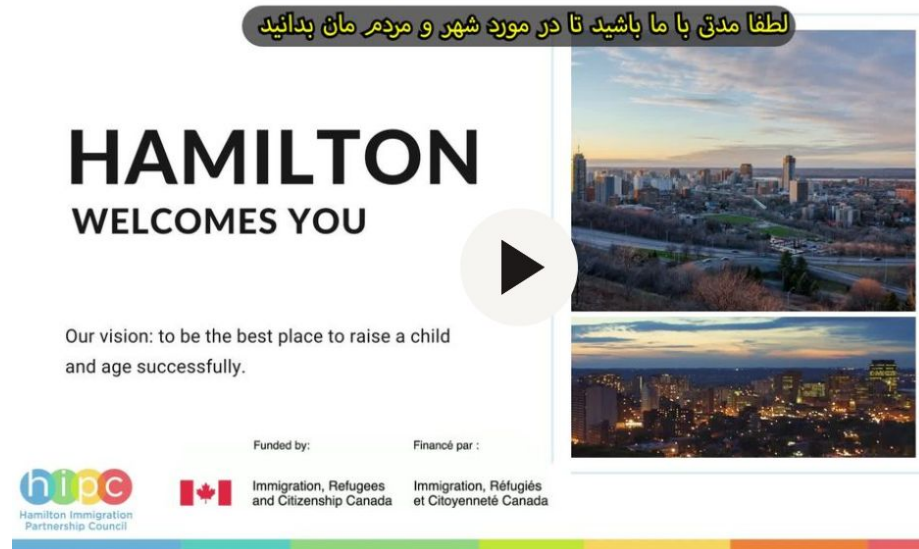




# Responding to Emerging Needs

## 1. Welcoming and Supporting Afghans

- Brought key stakeholders together for a coordinated response
- Shared information and resources through a dedicated webpage
- Promoted Hamilton to Afghans through a welcome video



This page provides information and resources for persons wishing to support Afghan resettlement in meaningful ways, locally and beyond. We will update it regularly with new resources and reliable and accurate information.

Please exhaust the information here before connecting directly with local organizations supporting the resettlement – they are extremely busy focusing on supporting our newest neighbours. Please also respect the privacy and transition of affected families by staying away from local resettlement sites unless invited.

+ What Do We Know?

+ How is Afghan resettlement being supported in Hamilton?

+ How can I sponsor refugees and support family reunification?

+ How can I help now?

+ How can I stay informed?

# Responding to Emerging Needs

## 2. Welcoming and Supporting Ukrainians

- Initiated community conversation
- Supported City of Hamilton's Ukrainian Crisis Response
- Shared information with the public through a dedicated webpage and social media
- Created a welcome and information guide to facilitate connection to services



# Connect with HIPC!



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Phone: (905) 546-2424 x4882



@HIPCHamilton



@hipchamilton



@hamiltonimmigration.ca



Hamilton Immigration  
Partnership Council

**Hamilton100 Commonwealth Bid Corporation**

77 James Street North, Suite 300 Hamilton, Ontario Canada L8R 2K3  
www.hamilton100.ca

May 13, 2022

Via Email - stephanie.paparella@hamilton.ca

The Mayor and Members of Council  
c/o Stephanie Paparella  
Legislative Coordinator  
Office of the City Clerk  
City of Hamilton

Dear Mayor and Members of Council:

**Re: 2030 Commonwealth Games**

We are writing in advance of our attendance before you on May 18, 2022 to provide you with information we hope will be helpful in informing the City's consideration of its continued engagement in this transformative initiative and as the last touch point prior to our submission of a final hosting proposal to the provincial and federal governments for their review and consideration.

**Summary of Recent Events**

Prior to discussing the finalization of that hosting proposal, we feel a summary of activity to date would be beneficial. Our efforts over the last 12 months have included:

- Engagement with a significant cohort of private sector organizations, not-for-profit groups and educational institutions seeking their advice on how they would be best served by a Games' movement (rather than an event focus) centered on building 'prosperous, healthy and sustainable' communities more immediately;
- Consultation with a number of leading organizations around the world who specialize in the delivery of globally significant events such as the Olympics, World Cup, and Commonwealth Games to understand the state of the industry and evolving best practices;
- Participation in a multi-month concept planning exercise with representatives from the provincial and federal governments, First Nations, and Commonwealth Sport Canada focused on curating a new approach to the Games bid;
- Meetings with Premier Ford and Minister Macleod (and other provincial representatives) to discuss Hamilton2030 bid critical path, particularly as it relates to infrastructure delivery at private sector expense;

- A meeting with the new Commonwealth Games Federation President Katie Sadler and Commonwealth Games Partnerships CEO David Leather in London, England to socialize our vision and understand the CGF's future needs;
- The preparation and distribution of Request For Proposals to venue owners, municipalities and sport organizations inviting expressions of interest as to the inclusion of venues and aligned sport programs for the 2030 Bid in accordance with the Commonwealth Games' Federation Strategic Roadmap Overview (attached);
- The convening of an international committee of experts to review the proposals submitted and provide recommendations to the bid committee in support of its effort to finalize a hosting proposal including the sport and venue proposals submitted by the City of Hamilton;
- Meeting with municipal leaders from other centers, including presentations to and engagement with Burlington City Council, to discuss needs and opportunities that could be addressed in a regional approach to our international bid; and
- The drafting of a comprehensive hosting proposal which process is nearing completion.

## **Bidding Environment**

Prior to speaking to the bid critical path, we wish to bring two significant developments as it relates to the national and international bidding environment for 2030 to your attention. First, the state/region of Victoria, Australia has agreed to host the 2026 Commonwealth Games. This has been met in Australia and internationally with considerable enthusiasm. Interestingly, the State of Victoria recently tabled its annual budget which included a four (4) year financial commitment to the Commonwealth Games of \$2.6 Billion (the Australia dollar is equivalent to the Canadian dollar). Beyond the confidence this demonstrates by the Australian government in the Commonwealth Games franchise, a careful review of their budget discloses that they see the hosting of the 2026 Commonwealth Games as allowing for investments in much needed new capital projects in the four (4) hosting municipalities and surrounding regions, particularly in areas of housing, transit and community sport/recreation infrastructure - undaunted by concerns over timing (for example, they are planning four (4) new Athlete Villages that be built and turned into housing after the Games). Ultimately, while a welcome development, Australia's hosting of these Games in 2026, following what looks to be a very successful Birmingham 2022 Games this summer, is expected to considerably heighten international interest in hosting the 2030 Games.

The second development of note involves the 2030 Vancouver Olympics bid effort. That effort is experiencing some challenges in the relationship between the Canadian Olympic Committee and the Vancouver bid organization. Although we don't see a 2030 Canadian Olympic bid in British Columbia creating an issue for us in Ontario, we are monitoring the situation closely.

## Critical Path Going Forward

### *Key Bid Concepts*

As it relates to the finalization of a winning hosting proposal – domestically and internationally – which work is nearing conclusion, these are our key strategies:

- Owing to the need to ensure greater provincial and federal engagement, to minimize risk, to make better use of existing infrastructure, and to enhance impact and legacy we have moved to a regional games delivery model with a carefully curated balance of existing and new infrastructure; and,
- For many of the same reasons as above, as well as our resolve to mitigate taxpayer responsibility for infrastructure, to accelerate impact and to enhance the commercial viability and resulting international competitiveness of a bid, we have sought out and prioritized private sector involvement in Games related infrastructure planning, particularly where that allows for immediate development activity. In that regard our two primary catalyst projects are in Burlington and Hamilton. <https://hamilton2030.ca/community-projects/> .

### *Next Steps*

The critical path for the submission of an international bid requires that we submit the hosting proposal reflecting the key elements above to the Province of Ontario within the next month. It is important to note that although a comprehensive document, this is not a bid document. It will set out a proposed program, venue options, budgets, impacts and legacies and other key elements of a potential international bid which are intended to inform senior government stakeholders in their decision making around the initiation of a multi-party agreement negotiation aimed at concluding a Canadian bid for international submission to the Commonwealth Games Federation by the end of the first quarter of 2023. We are advised that the Commonwealth Games Federation is likely to make announcements with respect to the proposed 2030 host in November 2023.

Insofar as the City of Hamilton is concerned, and as it relates to the motion upcoming, we are eager to create a new framework for collaboration in advance of the commencement of a multi-party agreement negotiation that will ensure that the interests of Hamiltonians are considered and prioritized in a 2030 Commonwealth Games bid emanating from Ontario through the city's direct involvement at the negotiating table where the ultimate decisions regarding the nature and extent of Hamilton's involvement relative to the engagement of other municipalities can be assessed and determined.



**Hamilton100 Commonwealth Bid Corporation**  
11 James Street North Suite 300 Hamilton, Ontario Canada L8K 2K3

We look forward to discussing the above and answering your questions when we appear next week.

Sincerely,

PJ Mercanti  
President  
**HAMILTON100**

Cc Louis Frapporti, Leader of Private Sector/Municipal Stakeholder Relations

# 2026/30 Strategic Roadmap


## Recommendations Summary

commonwealth  
sport

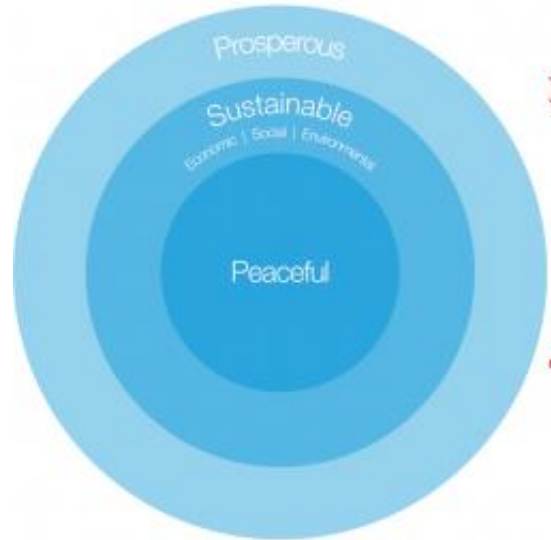





# Introduction


 Boosts GDP and employment before, during and after the Games

<b>£1bn</b> GDP boost for previous host city/regions	<b>23,000</b> Full time equivalent years of employment	<b>3.2</b> Ratio of return on public sector investment
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 Strengthens trade, investment and tourism links

<b>25%</b> Increase in Tourism	<b>£400m</b> Trade deals and investments	<b>1.5 bn</b> Global TV audience
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 Supports physical, economic and social regeneration

<b>23.5%</b> Decline in unemployment (Manchester 2002)	<b>700</b> Affordable homes + 120 bed care home (Glasgow 2014)	<b>£474m</b> Accelerated investment (Glasgow 2014)
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 Promotes social cohesion and encourages individuals to adopt positive behaviours

<b>100%</b> GHG emission offset in Gold Coast 2018	<b>1.7m</b> Plastic bottles saved in Gold Coast 2018	<b>18%</b> Reduction in crime + 14% increase in pride (Glasgow 2014)	<b>Up to 15,000</b> Volunteers supporting delivery of the Games
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Through our Transformation 2022 Strategic Plan we aim:

- to drive the positive impact of sport, culture and progressive development on society;
- to be an open-minded leader in sport and culture and social change; and
- to build an athlete centred, sports focused Movement across the six regions of the Commonwealth to transform the outlook of future generations.

**This opportunity, coupled with a strong proposition for prospective hosts, will allow a more sustainable long-term agenda, with increased awareness of how sport and culture can positively impact communities.**

**commonwealth  
sport**

# Why?



- Agreement by members in Kigali to undertake in 2021 a **comprehensive evaluation aimed at optimising and evolving the sports programme** as part of the Transformation 2022 strategic plan
- **Compelling evidence** through 2026/30 prospective host dialogue that the Games, the Sports Programme, and delivery model **need to evolve** to remain appealing, relevant and provide the benefit that prospective hosts are seeking, whilst also **ensuring all CGAs can meaningfully participate** at the Games

# The CGF has developed the 2026/30 Strategic Roadmap to consider how Commonwealth Sport should evolve

## Introduction

Against the backdrop of COVID-19; changes in audience consumption; innovations and competition in the wider multi-sports events landscape and the need to identify hosts for the 2026 and 2030 Commonwealth Games, the CGF has undertaken a Review to inform the future direction of Commonwealth Sport to:

- explore the challenges facing the Games
- assess the broader market in which the CGF operates
- draw out lessons learned and critical success factors from key stakeholders and partners
- make recommendations to address the identified challenges.



### Scope

- **feedback from key stakeholders and potential hosts**
- **a review of previous Games**, with a focus on legacy, benefits and costs
- **research and benchmarking** against other governing bodies and event owners
- **developing strategic ‘themes’ with a number of recommendations** and potential solutions for review and discussion with the CGF membership.



commonwealth  
sport

# Key Takeaways

*The 2026/30 Strategic Roadmap process has been widely supported as an ambitious and important mandate for change and key to unlocking future hosts and our collective potential.*

1. Robust **evidence-based approach** involving extensive research and consultation, including analysis of broadcast, digital and athlete entry data by sport and in-depth insight from potential hosts
2. Opportunity to **increase flexibility** for the CGF and prospective hosts to shape the Games, and particularly the sport programme, for impact and benefit (increasingly important post-pandemic)
3. Opportunity for hosts/IFs to **increase the reach and relevance** of the Commonwealth Games with new innovations and sports/disciplines (often to drive youth and/or community engagement)
4. **Renewed commitment** to CGF Vision and Values: inclusion, sustainability, sport with a social purpose
5. Opportunity to **explore innovations and new models**: eg e-sports, co-hosting, multi-site villages.



# Key Recommendations

## Sports Programme (1)



- To provide continuity and certainty, the recommendation is for approximately 15 sports to feature at the Commonwealth Games.
- Provide hosts with more flexibility to choose from a wider list of core sports, to include sports/disciplines that have previously been listed as optional sports such as T20 Cricket, Beach Volleyball and 3x3 Basketball.
- Allow hosts to be able to propose entirely new sport(s), relevant to their nation, culture or wider strategy, to drive innovation or enhance cultural showcasing and community engagement (eg wall climbing, lacrosse)



# Key Recommendations

## Sports Programme (2)



- There would be flexibility with the maximum number of sports
- The latest recommendation is for Athletics and Swimming to be the only two compulsory sports, given their historical place on the programme since 1930 and on the basis of universality, participation, broadcasting, spectator interest, Para inclusion and gender balance.
- Engagement will continue with CGAs and IFs over the coming months in line with the vision, intent and direction of the Roadmap.



# Key Recommendations

## Sports Programme (3)



- **Set a maximum number of athletes for each Games**, which should be agreed through consultation with prospective hosts once the number of sports is determined
- **Work with IFs to determine innovative competition formats or included disciplines**, to increase reach, appeal and efficiency
- **Maintain full commitment to integrated Para sport**, with continued focus on a sustainable development pathway



# Key Recommendations

Other

- Allow and encourage innovative co-hosting proposals, across multiple cities, regions, countries
- Only in exceptional cases, allow co-hosting to be inclusive of non-Commonwealth hosts
- Allow multi-site Athlete Village proposals, in markets that do not require new infrastructure
- Continue to explore impact and potential of Youth Games and links, if any, to main Games
- Develop a proactive Commonwealth Championships strategy
- Explore e-sports including potential pilot events
- Encourage mass participation events from prospective hosts as part of health and wellbeing programmes



# Other Recommendations

- Commonwealth Masters Events
- Increased athlete engagement (esp digital)
- Continue to optimise Games Delivery Model and levels of service
- Continue to build long-term and multi-Games partnerships
- Continue to build the brand and social purpose narrative
- Develop an Athlete ambassadors programme
- Extend Royal Family connections
- Expand digital storytelling strategy
- Grow and build the Commonwealth Sport email and social databases
- Strengthen relationships with other Commonwealth entities

# Next Steps



- Continued CGA engagement through Regional Meetings
- Continued engagement with IFs over coming months
- Athlete Advisory Commission engagement
- Ongoing engagement with prospective 2026/2030 hosts
- CGF to appoint a 2026 host in line with broad parameters and principles of Strategic Roadmap



# The 2030 Bid – Then and Now

**Then (February 19, 2020 (approved)):**

- **Focussed on centenary celebrations and festivals**
- **Contemplated an overall budget of \$1.425M, including \$550M in infrastructure spend**
- **Proposed City of Hamilton Investment: \$150M-\$175M**

# The 2030 Bid – Then and Now

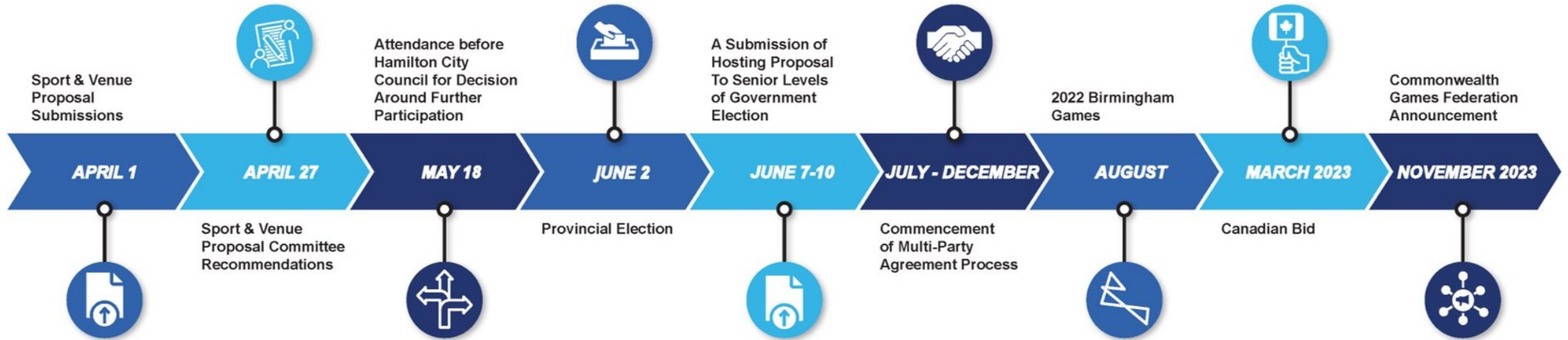
## Now

- **An overall Budget of ~\$1B (< 30%) with proposed HostCo capital budget under \$50m (< 80%)**
- **90% of infrastructure is funded privately or publically outside of the Games budget**
- **No post Games operating obligations for new assets**
- **No infrastructure investment being sought from Hamilton**

# New Critical Bid Differentiators

- **Regionalization (with an assessment of existing, proposed public and inspired proposed private infrastructure for venues)**
- **Scaled/Immediate private sector engagement**
- **Sustainability and Wellness focus**

# Critical Path to Bid Submission



# Sport/Venue RFP Process

- **Strong regional interest - 14 regional proposals (including Hamilton but excluding Burlington which is still considering its participation)**
- **Variety of compelling submissions including Kitchener Waterloo proposing to host aquatics in a facility to be built that will not be funded through the bid process**
- **Consideration being given to international co-hosting to strengthen our international competitiveness**



# Proposed Hamilton Sport/Venue Program

- **The City has submitted a compelling proposal including a variety of sports and aligned venues**
- **Ultimate strength of Hamilton's municipal engagement will be a function of the degree of its participation**

# Hosting Proposal Submission and the MPA Process

- **Final hosting proposal nearing completion**
- **Submission triggers MPA**
- **Multi month process subject to further ratification**
- **The stakeholders group at the table has yet to be determined**
- **Municipal benefit - input and control - will be dependent upon participation**

# Three Important Take Aways

- **2026 Commonwealth Games**
- **Toronto FIFA 2026**
- **Meeting CGF Leadership in London, England**

# Victoria (Australia) Hosting CG2026

- **Strong 2026 Regionally Based hosting commitment.**
- **\$2.4 billion commitment including 4 athlete villages**
- **Powerful affirmation of the relevance of the Games**

# Toronto FIFA 2026

## City council votes in favour of hosting 2026 World Cup games, would cost Toronto \$90M

Toronto is one step closer to [hosting FIFA World Cup games](#) in 2026.

On Wednesday, city council voted 21-1 in favour of moving forward with plans for the city to host up to five World Cup 2026 matches at an estimated \$290 million.

Under the proposed framework of the deal, the City of Toronto would have to commit roughly \$90 million. Another meeting is expected in June when costs will be made more clear.

Tory has called Toronto a soccer city.

“We have the capacity and facilities to create a unique and exciting event in 2026, and I know that our partners, city ambassadors and residents will play a key role in making this possible,” the mayor said.

“A big event like the FIFA World Cup 2026 would not only help us showcase this part of our city but would play a big role in increasing our presence on the world stage and grow our economy.”

# CGF Leadership Meeting in London

## Key take aways:

- **Victoria 2026 has strengthened the franchise**
- **Competition for 2030 will be strong**
- **CGF desires prudence around infrastructure/costs (sustainability)**
- **Regionalization is the future**

# Why you should support this request

- **Beyond the centenary, the CG now possesses real momentum to 2030.**
- **While there is strong regional interest this remains a uniquely Hamilton opportunity.**
- **The city clearly has a compelling interest in sport tourism and all the other benefits that such an initiative attracts.**

# Why you should support this request

- **Should it be awarded to us in the fall of 2023, it will bring global attention to Hamilton (on an earned media basis) and a far greater return on all of the city's investments and initiatives**
- **Partnering – rather than spectating – gives our community a voice and control where it counts**
- **While there is an off ramp down the road. If you take it now, there is no on ramp back**



# Queen's Baton Relay

- **Since its inaugural appearance at the Cardiff 1958 Commonwealth Games, the QBR visits all 72 Commonwealth nations and territories before every Commonwealth Games**
- **The Birmingham 2022 Queen's Baton Relay started at Buckingham Palace on 7 October 2021, when Her Majesty The Queen placed Her Message to the Commonwealth into the Baton**

# Queen's Baton Relay

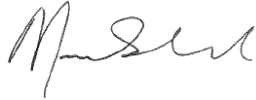

- **The 2022 Queen's Baton visits Canada between May 26 to May 29 with events in Southern Ontario, including in Hamilton**
- **Queen's Baton events in Hamilton includes an appearance at a University Research Conference and at Chris Cutler's Celebration of Life, as well as, dropping in on a "try a sports day" for newcomer girls and a Ti-cats Games**

# QUESTIONS?





**CITY OF HAMILTON**  
**PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT**  
**Economic Development Division**

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	May 18, 2022
<b>SUBJECT/REPORT NO:</b>	Lease Agreement – Lister Block, Unit 106, 28 James Street North (PED22086) (Ward 2)
<b>WARD(S) AFFECTED:</b>	Ward 2
<b>PREPARED BY:</b>	David McCullagh (905) 546-2424 Ext. 1647 Delfina Duarte (905) 546-2424 Ext. 6627
<b>SUBMITTED BY:</b>	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
<b>SIGNATURE:</b>	
<b>SUBMITTED BY:</b>	Raymond Kessler Chief Corporate Real Estate Officer Planning and Economic Development
<b>SIGNATURE:</b>	

**Discussion of Confidential Appendix “B” to this report in closed session is subject to the following requirement(s) of the City of Hamilton’s Procedural By-law and the *Ontario Municipal Act, 2001*:**

- A proposed or pending acquisition or disposition of property for City or a local board purpose.

**RECOMMENDATION**

- (a) That a Lease Agreement between City of Hamilton (Lessor) and 2637143 Ontario Inc. dba Electric Diner (Lessee), for the subject premises located as identified in Appendix “A” to Report PED22086 and based substantially on the terms and conditions outlined in Appendix “B” to Report PED22086, and such other terms and conditions deemed appropriate by the General Manager of Planning and Economic Development, be approved and entered into by the City of Hamilton;

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: Lease Agreement – Lister Block, Unit 106, 28 James Street North  
(PED22086) (Ward 2)- Page 2 of 5**

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- (b) That all rental proceeds including percentage rent and operating cost recoveries, from the Lease Agreement with 2637143 Ontario Inc. dba Electric Diner (Lessee) be credited to Account No.46010-790016;
- (c) That all costs, including any Lessor work outlined in Appendix “B” to Report PED22086, related to the Lease Agreement with 2637143 Ontario Inc. dba Electric Diner (Lessee), including real estate and legal costs of \$33,885, be authorized and be funded from Account No. 55778-790016 and credited to Account No. 55778-812036 (Real Estate – Admin Recovery);
- (d) That the General Manager, Planning and Economic Development Department or designate, acting on behalf of the City as Lessor, be authorized to administer the Lease Agreement with 2637143 Ontario Inc. dba Electric Diner (Lessee) and provide any requisite consents, approvals, and notices related to the Lease Agreement with 2637143 Ontario Inc. dba Electric Diner (Lessee);
- (e) That the City Solicitor be authorized to amend and waive terms and conditions on such terms as considered reasonable to complete the leasing transaction, respecting the Lease Agreement with 2637143 Ontario Inc. dba Electric Diner (Lessee);
- (f) That the Mayor and Clerk be authorized and directed to execute the Lease Agreement with 2637143 Ontario Inc. dba Electric Diner (Lessee), or such other form and all other necessary associated documents with all such documents to be in a form satisfactory to the City Solicitor;
- (g) That Appendix “B” to Report PED22086 respecting Lease Agreement – Lister Block, Unit 106, 28 James Street North remain confidential and not be released as a public document.

**EXECUTIVE SUMMARY**

This Report seeks Council approval to enter into a Lease Agreement with 2637143 Ontario Inc. dba Electric Diner as Lessee located within the Lister Block at 28 James Street North, Unit 106 (the “Premises”).

In April 2020, the Wendel Clark’s restaurant ceased operating in the subject Premises. Consequently, and despite being constrained by the difficulties caused by the COVID pandemic through lockdowns and restrictions, City staff sought to release the subject Premises to another restaurant use being consistent and synergistic with the dining and patio destination that has developed along King William Street.

**Alternatives for Consideration – Not Applicable**

**SUBJECT: Lease Agreement – Lister Block, Unit 106, 28 James Street North  
(PED22086) (Ward 2)- Page 3 of 5**

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**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: Transaction as outlined in Appendix “B” to Report PED22086 attached;

That all rental proceeds, including percentage rent and operating costs, from the Lease Agreement with 2637143 Ontario Inc. dba as Electric Diner (Lessee) be credited to Account No.46010-790016; and,

That all costs, including any Lessor work outlined in Appendix “B” to Report PED22086, related to the Lease Agreement with 2637143 Ontario Inc. dba as Electric Diner (Lessee), including the real estate and legal costs of \$33,885, be authorized and be funded from Account No. 55778-790016 and credited to Account No. 55778-812036 (Real Estate – Admin Recovery).

Staffing: N/A

Legal: Legal Services will be required to assist in the preparation of the contemplated Lease Agreement and any necessary documents required to complete this leasing transaction.

**HISTORICAL BACKGROUND**

On November 4, 2014, the City of Hamilton terminated a lease agreement with 28 Lister Inc. and Chris DesRoches due to default of the lease for non-payment of rents, leaving Unit 106 at 28 James Street North vacant (Premises) with a requirement to re-lease. On December 19, 2014, the City issued a Request for Proposal (RFP) for a restaurant to occupy the Premises within the Lister Block Building. As a result of this RFP process, a Lease Agreement dated April 1, 2015 was entered into with Muscat-Taylor Financial Holdings Inc. and WC Franchising Inc. operating as Wendel Clark’s Classic Grill and Bar.

In December 2016, the Franchisee, Muscat-Taylor Financial Holdings Inc., abruptly ceased business operations from the Premises and terminated its franchise agreement with the Franchisor, WC Franchising Inc.

As a result of WC Franchising Inc. operating as Wendel Clark’s Classic Grill and Bar having ceased its operations from the Premises following failure to re-franchise and complete an Assignment of its Lease to another lessee for the subject location, in April 2020, WC Franchising Inc. provided the City as Lessor with notice exercising its available option terminating the Lease and surrendered the Premises and its leasehold interest.

**SUBJECT: Lease Agreement – Lister Block, Unit 106, 28 James Street North  
(PED22086) (Ward 2)- Page 4 of 5**

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## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

### **Portfolio Management Strategy – Real Estate Management Plan**

City Council, at its meeting of November 24, 2004, adopted the City's Portfolio Management Strategy Plan, which established a formalized process to be consistently applied across all areas of the City to guide the management of the City's real property.

## **RELEVANT CONSULTATION**

- Public Works, Facilities Planning and Business Solutions;
- Planning and Economic Development, Heritage Resource Management;
- Planning and Economic Development, Business Development Office;
- Corporate Services Department, Legal and Risk Management Services Division;
- Financial Planning Administration and Policy Division.

## **ANALYSIS AND RATIONALE FOR RECOMMENDATION**

After failure by WC Franchising Inc. (operating as Wendel Clark's restaurant), the previous Franchisor and Guarantor of the Lease, to rebrand and complete an Assignment Agreement to another Lessee, in April 2020, WC Franchising Inc. exercised its option to terminate the Lease, making the Premises available to be released.

After responding to inquiries from interested parties to the posted restaurant leasing opportunity at Lister Block and following scheduled real estate showings of the Premises, City staff engaged into discussions with the proposed Lessee.

The proposed Lessee, operating as Electric Diner in its current location in Hess Village at 96 George Street, is looking to expand by adding a second dining location in downtown Hamilton in a similar trending area towards dining, outdoor patio and closer to the office district.

At the onset of discussions with Electric Diner, Corporate Real Estate staff did bring forward and disclosed the heritage aspects of Lister Block, the constraints and limitations to their leasing space within this heritage facility. Through the Business Development Office relevant consultation with Heritage Resource Management has occurred directly with Electric Diner as lease discussions progressed.

The premises space as outlined in Appendix "A" to Report PED22086, provides for the creation of a foyer space in the premises area to better receive customers by incorporating the entrance off James Street North that includes the Ann Foster windows.

**SUBJECT: Lease Agreement – Lister Block, Unit 106, 28 James Street North  
(PED22086) (Ward 2)- Page 5 of 5**

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Preserving the heritage of Lister Block, no external works to Lister Block are being undertaken by or for the Lessee by way of this Lease. In addition, the Lessor reserves the right of approval on any signs or advertising that may be visible from the leased premises including the Ann Foster windows. Otherwise the Lessee's works are being limited to the interior of the leased premises and existing patio area as summarized in the terms and conditions outlined in Appendix "B" to Report PED22086.

The recommendations of this Report PED22086 and the proposed use of the Premises as a casual dining restaurant remains consistent with the preferred use and criteria established by the Portfolio Management Committee (PMC) on March 18, 2010.

The terms and conditions outlined in confidential Appendix "B" to PED22086 attached are deemed fair, reasonable and at market value by staff of the Chief Corporate Real Estate Officer.

**ALTERNATIVES FOR CONSIDERATION**

N/A

**ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN****Economic Prosperity and Growth**

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

**Built Environment and Infrastructure**

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

**Culture and Diversity**

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

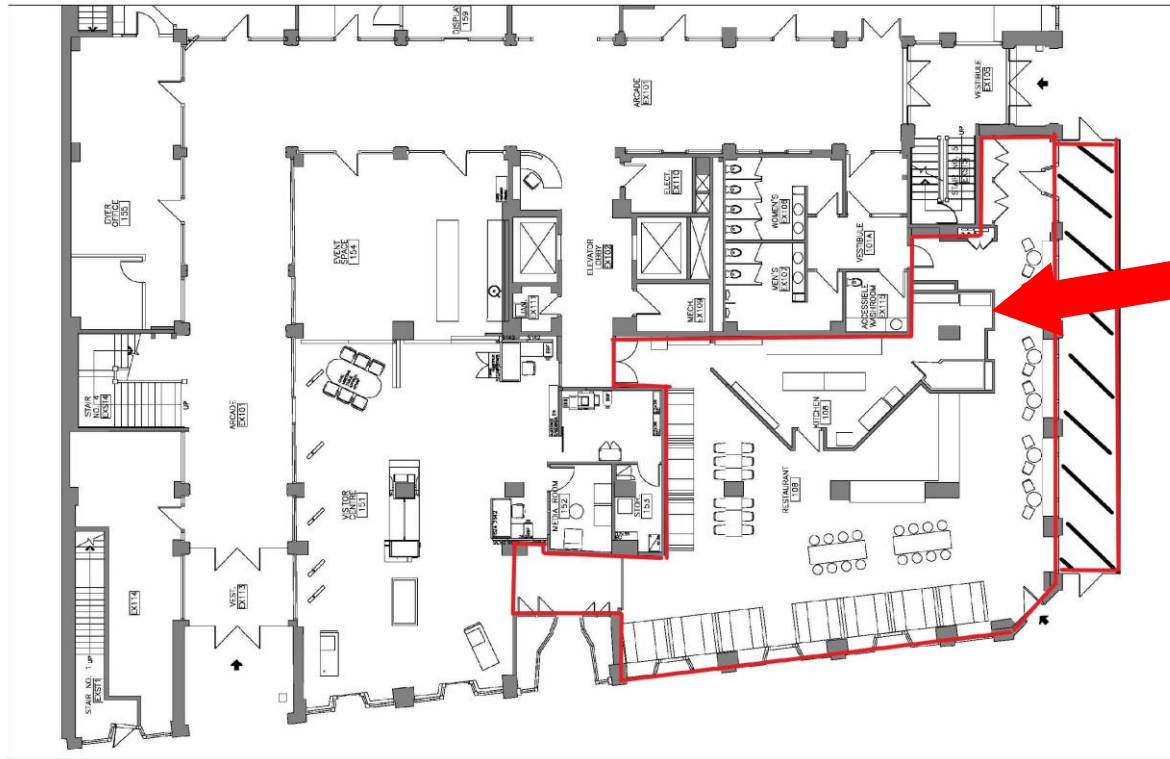
**APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" to Report PED22086 – Location Map, Identification of Premises Area and Floor Plan

Appendix "B" to Report PED22086 – Confidential - Major Terms and Conditions

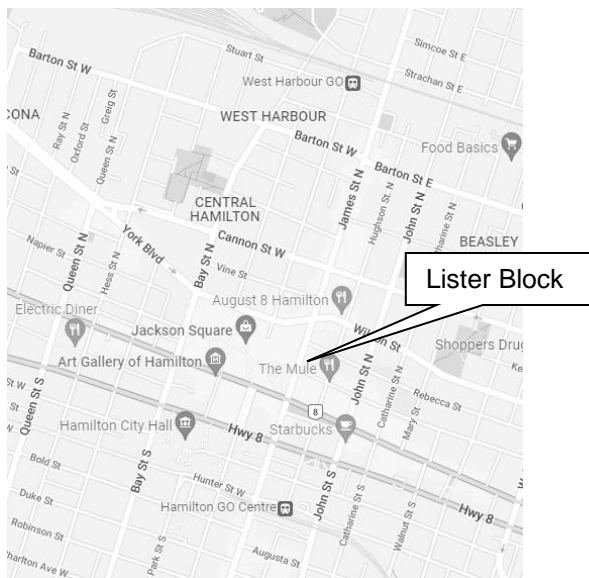
DM/DD/jd





First Floor  
Sept. 2021  
CRP020 - Lister Block 28 James Street N  
Scale: 3/32"=1'-0"  
Hamilton

### KEY MAP



### LOCATION, IDENTIFICATION OF BUILDING AREAS, PATIO AND PARKING

Lister Block, Unit 106, Restaurant  
Planning and Economic Development  
Department  
Corporate Real Estate Office

### LEGEND



**SUBJECT RENTABLE PORTION**



SCALE  
**NOT TO SCALE**

DATE  
**2022-05-02**

REFERENCE FILE NO: **2022-019**



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

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	May 18, 2022
<b>SUBJECT/REPORT NO:</b>	Proposal for the Adaptive Re-use of Balfour House/Chedoke Estate (PED19168(c)) (Ward 14)
<b>WARD(S) AFFECTED:</b>	Ward 14
<b>PREPARED BY:</b>	David McCullagh (905) 546-2424 Ext. 1647 John Summers (905) 546-2424 Ext. 1747
<b>SUBMITTED BY:</b>	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
<b>SIGNATURE:</b>	
<b>SUBMITTED BY:</b>	Carrie Brooks-Joiner Director, Tourism and Culture Planning and Economic Development Department
<b>SIGNATURE:</b>	

**Discussion of this Confidential Appendix “B” to this report in closed session is subject to the following requirement(s) of the City of Hamilton’s Procedural By-law and the *Ontario Municipal Act, 2001*:**

- A proposed or pending acquisition or disposition of land for City or a local board purpose.

**RECOMMENDATION**

- (a) That a Lease Agreement between City of Hamilton (Lessor) and The Cardus Institute (Lessee), for the subject property located as identified in Appendix “A” to Report PED19168(c) and based substantially on the terms and conditions outlined in Appendix “B” to Report PED19168(c), and such other terms and conditions deemed appropriate by the General Manager of Planning and Economic Development, be approved and entered into by the City of Hamilton;

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

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

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

**SUBJECT: Proposal for the Adaptive Re-use of Balfour House/Chedoke Estate  
(PED19168(c)) (Ward 14) - Page 2 of 6**

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- (b) That the Tourism and Culture Division of the Planning and Economic Development Department be authorized to retain on a temporary basis or allocate existing City staff as a Project Manager, designated in such capacity to oversee the initial renovations to be undertaken by The Cardus Institute, and to off-set through Dept. ID Account No. 45408-792623 for such Project Manager costs to be invoiced and fully recovered from The Cardus Institute as Lessee against this expense;
- (c) That any other revenue proceeds that may come due and payable by The Cardus Institute, be received into Dept ID. Account No. 45408-792623;
- (d) That all costs related to the Lease Agreement, including the real estate and legal costs of \$41,375 plus applicable HST, be recovered from The Cardus Institute as Lessee and credited to Dept. ID Account No. 45408-812036;
- (e) That the General Manager, Planning and Economic Development Department or designate, acting on behalf of the City as Lessor, be authorized to administer the Lease Agreement and provide any requisite consents, approvals, and notices related to the Lease Agreement;
- (f) That the City Solicitor be authorized to amend and waive terms and conditions on such terms as considered reasonable to complete the leasing transaction, respecting the Lease Agreement with The Cardus Institute;
- (g) That the Mayor and City Clerk be authorized and directed to execute the Lease Agreement with The Cardus Institute or such other form and all other necessary associated documents with all such documents to be in a form satisfactory to the City Solicitor;
- (h) That Appendix "B" to Report PED19168(c) remain confidential and not be released until completion of this real estate leasing transaction and receipt of approvals by the Ontario Heritage Trust towards the work to be undertaken by The Cardus Institute for its adaptive re-use of the Balfour House/Chedoke Estate.

**EXECUTIVE SUMMARY**

Following direction given to staff, the City entered into a Memorandum of Understanding (MOU) with The Cardus Institute towards completing an Occupancy Agreement for the adaptive re-use of the Balfour House/Chedoke Estate incorporating the Criteria and Business Framework as was outlined in Appendix "B" to Report PED19168(b), and to report back to General Issues Committee.

This Report seeks approval to finalize and enter into an Occupancy Agreement in the form of a Lease Agreement that incorporates the Criteria and Business Framework

**SUBJECT: Proposal for the Adaptive Re-use of Balfour House/Chedoke Estate  
(PED19168(c)) (Ward 14) - Page 3 of 6**

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outlined in Appendix “B” to Report PED19168(c) as negotiated by staff and executed by The Cardus Institute and that is consistent with the earlier direction approved by Council, the MOU and following final approval of the adaptive reuse project by the Ontario Heritage Trust.

**Alternatives for Consideration - See Page 5**

**FINANCIAL - STAFFING - LEGAL IMPLICATIONS**

Financial: Respecting the transaction as outlined in Appendix “B” to Report PED19168(c) attached;

That any other revenue proceeds that may come due and payable by The Cardus Institute as Lessee, be received into Dept. ID Account No.45408-792623.

That all costs related to the Lease Agreement, including the real estate and legal costs of \$41,375 plus applicable HST, be recovered from The Cardus Institute as Lessee and credited to Dept. ID Account No. 45408-812036.

Staffing: Costs associated to retain on a temporary basis or allocate existing City staff as a Project Manager, designated in such capacity to oversee the initial renovations to be undertaken by The Cardus Institute, and to off-set through Dept. ID Account No. 45408-792623 for such Project Manager costs to be invoiced and fully recovered from The Cardus Institute against this expense.

Legal: Legal Services will be required to assist in the preparation of the contemplated Lease Agreement and any necessary documents required to complete this leasing transaction.

**HISTORICAL BACKGROUND**

The Ontario Heritage Trust (OHT) is the owner of Balfour House/Chedoke Estate (Balfour Estate). The property includes significant heritage buildings, in-situ archaeological resources and a historic picturesque landscape. The City is responsible for stewardship and all capital and maintenance costs under a 1979 agreement (as extended) between the City and the OHT, and expires December 10, 2039.

Council on February 26, 2020, in approving General Issues Committee Report 20-007 Item 10.1, approved Report PED19168(a) - Proposal for the Adaptive Re-Use of Balfour House/Chedoke Estate, providing that, should The Cardus Institute be successful in obtaining, in writing, the support of the Ontario Heritage Trust (OHT) for their proposed adaptive re-use of the Balfour Estate, City staff was directed to negotiate a

**SUBJECT: Proposal for the Adaptive Re-use of Balfour House/Chedoke Estate  
(PED19168(c)) (Ward 14) - Page 4 of 6**

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Memorandum of Understanding with The Cardus Institute towards completing an Occupancy Agreement for the adaptive re-use of the Balfour House/Chedoke Estate and report back to General Issues Committee.

Subsequently, Council on December 15, 2021, in approving General Issues Committee Report 21-027 Item 10.13, approved Report PED19168(b) - Proposal for the Adaptive Re-Use of Balfour House/Chedoke Estate approved entering into an MOU with The Cardus Institute and, incorporating the Criteria and Business Framework, as outlined in Appendix “B” to Report PED19168(b), and such other terms and conditions deemed appropriate by the General Manager of the Planning and Economic Development Department, to negotiate the terms of an Occupancy Agreement for their adaptive re-use of the Balfour House/Chedoke Estate.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

City Council, at its meeting of November 24, 2004, adopted the City’s Portfolio Management Strategy Plan, which established a formalized process to be consistently applied across all areas of the City to guide the management of the City’s real property.

**RELEVANT CONSULTATION**

**External**

- Ontario Heritage Trust

**Internal**

- Planning and Economic Development Department, Tourism and Culture Division and Economic Development Division
- Corporate Services Department, Legal and Risk Management Services Division

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

The use, as outlined in Appendix “B” to Report PED19168(c), of the Balfour House/Chedoke Estate by The Cardus Institute remains consistent with the approved MOU being for office, meeting, retreat spaces and to include provisions to provide on-going public access to the Balfour House/Chedoke Estate property.

The term of the Lease Agreement is for the balance of the term of the City’s agreement with the OHT (approximately 17 years). Given the unique nature of the Agreement, the net rent of approximately \$1.5 M over the term is being satisfied through a minimum guaranteed capital investment of The Cardus Institute into the restoration and on-going

**SUBJECT: Proposal for the Adaptive Re-use of Balfour House/Chedoke Estate  
(PED19168(c)) (Ward 14) - Page 5 of 6**

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capital maintenance of the property.

The Agreement provides:

- (a) That the City and OHT will not be responsible for any Capital costs;
- (b) Capital obligations to be undertaken by The Cardus Institute include both initial renovations and minimum ongoing capital obligations throughout the term of the Lease Agreement;
- (c) The Agreement is fully net and carefree to the City and drafted to generate net positive revenues to the City, inclusive of any City costs associated with administering the Lease Agreement;
- (d) The adaptive re-use as permitted by this Lease Agreement, will not require any amendments to the City's applicable Zoning By-law or Official Plan;
- (e) All applicable municipal planning and building approvals are to be obtained and met in respect of this adaptive re-use. The Cardus Institute's building permit applications are to be based on prior approved plans and specifications and subject to the OHT and the Lessor's prior consent; and,
- (f) The Cardus Institute agrees to provide frequent opportunities for on-going free public access to tour the Balfour House/Chedoke Estate property. Public Access includes: 1) pedestrian access, during business days, about the property; and 2) tours of Balfour House during those dates and times as agreed upon from time to time. There shall be no charges levied by The Cardus Institute to the general public for public access, scheduled events and exhibits within Balfour House/Chedoke Estate.

## **ALTERNATIVES FOR CONSIDERATION**

That, should the Recommendations of this Report PED19168(c) not be approved to proceed with a Lease Agreement towards The Cardus Institute's adaptive re-use of the Balfour Estate, or if that the Ontario Heritage Trust does not approve, the current Custodial Agreement with the Ontario Heritage Trust will be maintained and the Balfour Estate administered by the City.

## **ALIGNMENT TO THE 2016 - 2025 STRATEGIC PLAN**

### **Economic Prosperity and Growth**

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OUR Vision: To be the best place to raise a child and age successfully.  
 OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.  
 OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Proposal for the Adaptive Re-use of Balfour House/Chedoke Estate  
(PED19168(c)) (Ward 14) - Page 6 of 6**

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

**Built Environment and Infrastructure**

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

**Culture and Diversity**

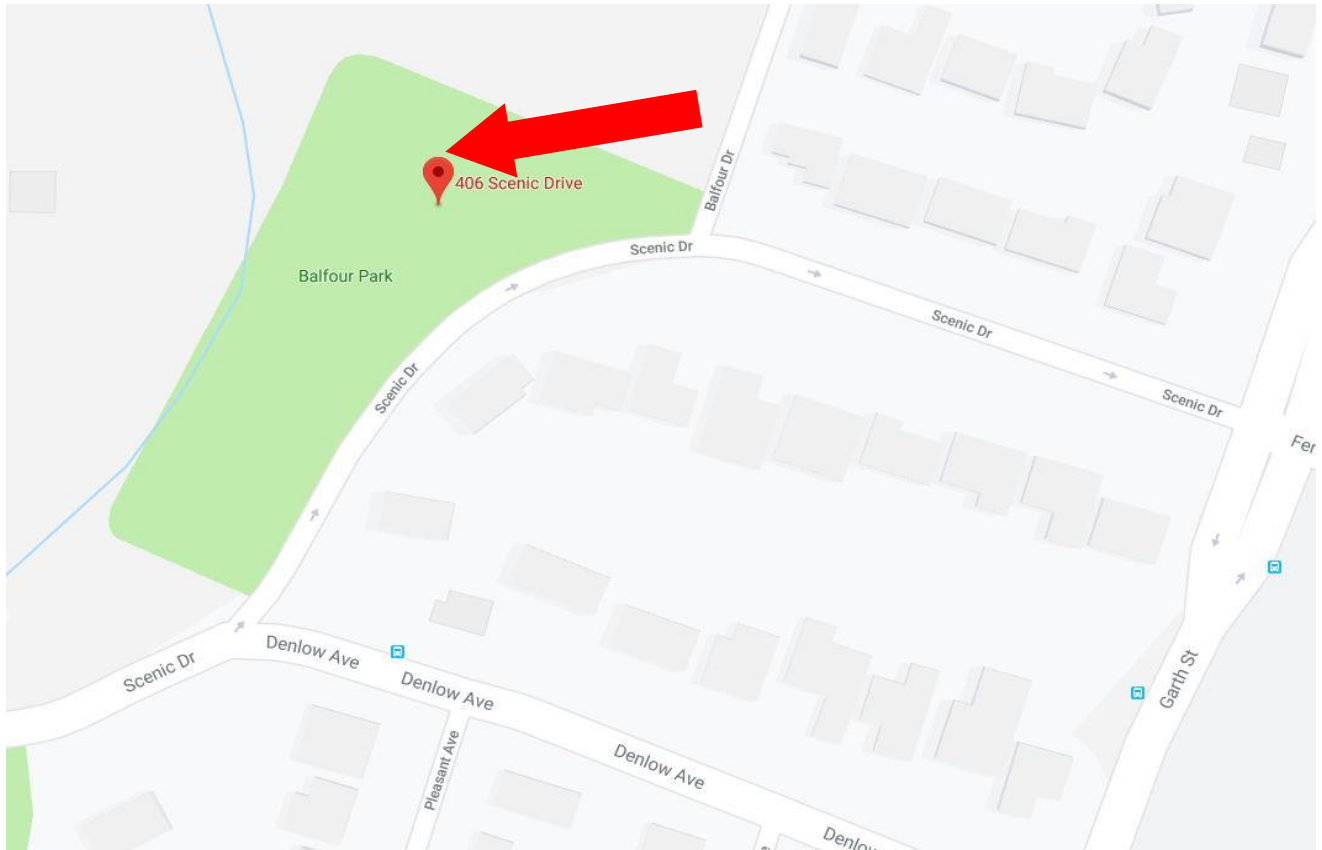
Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrated.

**APPENDICES AND SCHEDULES ATTACHED**

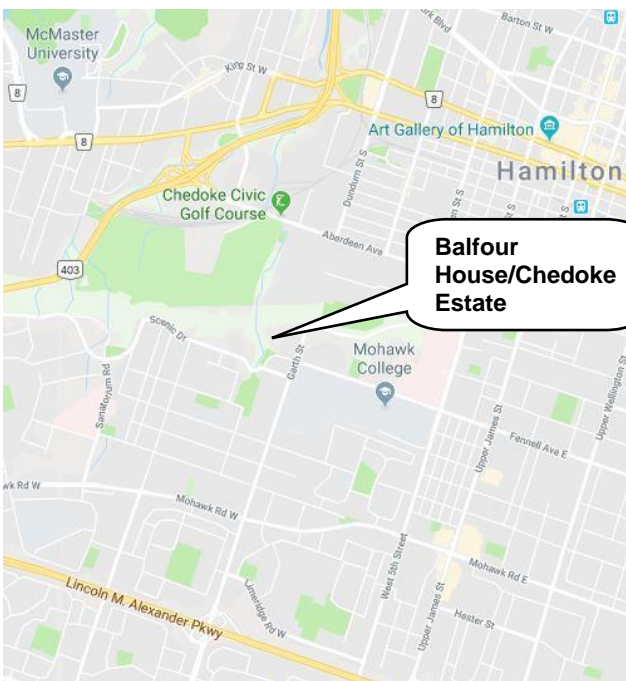
Appendix "A" to Report PED19168(c) - Location and Key Map

Appendix "B" to Report PED19168(c) - Confidential - Major Terms and Conditions

DM/JS:jd



### KEY MAP



### LOCATION PLAN

Balfour House/Chedoke Estate  
1 Balfour Drive, Hamilton  
Planning and Economic Development  
Department  
Corporate Real Estate Office

### LEGEND



**SUBJECT PROPERTY**

SCALE  
**NOT TO SCALE**

DATE  
**2022-05-02**

REFERENCE FILE NO: **2007-048**





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

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	May 18, 2022
<b>SUBJECT/REPORT NO:</b>	Commonwealth Games 2030 Update (PED19108(h)) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Carrie Brooks-Joiner (905) 546-2424 Ext. 3967
<b>SUBMITTED BY:</b>	Carrie Brooks-Joiner Director Tourism and Culture Planning and Economic Development
<b>SIGNATURE:</b>	<i>Carrie Brooks-Joiner</i>

### RECOMMENDATION

- (a) That the Mayor be authorized and directed to sign an updated letter of endorsement to host the 2030 Commonwealth Games which acknowledges that the City may be a financial contributor towards the planning, delivery and legacies of the 2030 Commonwealth Games, which letter shall be added to Hamilton100's Final Hosting Proposal submission;
- (b) That the General Manager of Planning and Economic Development, or their designate, be authorized and directed to revise the Memorandum of Understanding (MOU) between the City and Hamilton100 to confirm:
- (i) Hamilton100s commitment to lead the development of the 2030 Commonwealth Games Hosting Proposal for a potential Canadian bid;
  - (ii) The scope of work Hamilton100 are assuming; and
  - (iii) The role and resources required from the City of Hamilton to support the Proposal. Such revised MOU shall be in a form satisfactory to the City Solicitor and staff shall report back to the General Issues Committee (GIC) for direction upon completion of the revised MOU;
- (c) That staff be directed to develop and execute supportive communications messaging utilizing City corporate channels regarding the potential hosting of the

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**SUBJECT: Commonwealth Games 2030 (PED19108(h)) (City Wide) - Page 2 of 6**

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2030 Commonwealth Games;

- (d) That staff advocate for Provincial and Federal financial support of the 2030 Commonwealth Games as part of the City's government relations activities; and
- (e) That staff be directed to liaise with sport hosting related staff from the Provincial and Federal governments and Commonwealth Games Canada to: identify the City's interest in potential participation in a proposed Multi-Party Agreement process; identify the City resources required to do so; and, report back to the General Issues Committee for direction.

**EXECUTIVE SUMMARY**

The development of the Hosting Proposal to support a Canadian bid for the 2030 Commonwealth Games continues to move forward led by the community consortium Hamilton100 in collaboration with Commonwealth Sport Canada.

With Council's approval, on March 31, 2022, the City of Hamilton submitted a non-binding Sport Venue Proposal in response to the Request for Proposals (RFP) related to "2030 Commonwealth Games Bid Sports Venues" issued jointly by Hamilton100 and Commonwealth Sport Canada.

Sport and Venue Proposals were reviewed by a Sport Program Advisory Committee. The Committee's recommendations will advise the final Hosting Proposal which is targeted to be submitted to the Provincial and Federal governments in May 2022. A key next step is the Multi-Party Agreement process to define roles and financial commitments of key participants.

The existing Letter of Endorsement signed by the Mayor and Memorandum of Understanding between the City of Hamilton and Hamilton100 no longer represents the current proposal development process. The MOU does not address the desired collaborative working relationship moving forward and the City's role in communication and advocacy as requested by Hamilton100.

This Report Recommends updates to the Letter of Endorsement and the MOU, roles for the City in advocacy and communications that will position the City of Hamilton to participate in ongoing discussions and planning and directs staff to report back to General Issues Committee for further direction.

**Alternatives for Consideration - Not Applicable****FINANCIAL - STAFFING - LEGAL IMPLICATIONS**

Financial: The proposed Recommendations do not commit the City to hosting costs or

**SUBJECT: Commonwealth Games 2030 (PED19108(h)) (City Wide) - Page 3 of 6**

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provision of in-kind services.

**Staffing:** No dedicated staff resources have been assigned to the 2030 Commonwealth Games file. To date, staff across multiple departments have implemented additional work within their workplans to provide information to Hamilton100 to support the development of its Hosting Proposal and the City's Sports Venue Proposal. Two staff, the Director of Recreation and Manager of Tourism and Events, participated in the former Concept Review Committee in late 2021 with Council approval; the Committee has completed its mandate.

As reported in Report PED19108(d), "Dedicated and incremental City staff resources from all departments" will be required, including senior representation for negotiation of the Multi-Party Agreement and to participate as a member of the Hosting Corporation. Based on the staff team created for the Pan Am Games, it is estimated that between five to seven full-time equivalents are required for the planning phase including representation from Legal, Finance, Project Management, Capital Planning and Programming.

Staff will report back to the General Issues Committee to provide an update on staff required and receive Council direction before participating in the Multi-Party Agreement phase.

**Legal:** A revised Memorandum of Understanding is to be prepared for execution.

**HISTORICAL BACKGROUND****Letter of Endorsement**

On February 26, 2020, Council approved "That the Mayor be authorized and directed to sign a letter of endorsement to host the Commonwealth Games that expresses awareness that the City of Hamilton will be required to make a financial investment in the planning, delivery and legacies of a Commonwealth Games, with the signed letter is to be added to Hamilton100s Hosting Proposal Part 2 submission". See Report Commonwealth Games 2030 (PED19108(d)).

The initial 2030 Hosting Proposal Part 2 created pre-pandemic has evolved into a new hosting approach for 2030 that responds to the international Commonwealth Games Federation's refreshed vision, mission, values and strategic priorities. The current Proposal differs in that it is taking a regional approach to hosting, focuses on private sector investment, has an increased emphasis social impact, and a more flexible approach to the scope of the event.

As the existing Letter of Endorsement was provided in 2020 for the initial proposal, an

**SUBJECT: Commonwealth Games 2030 (PED19108(h)) (City Wide) - Page 4 of 6**

updated letter to submit with the Hosting Proposal that is currently in the final stages of development is being requested by Hamilton100 as a required component of this new Proposal.

**Memorandum of Understanding**

Council approved the initial MOU between the City of Hamilton and Hamilton100 in August 2019 attached as Appendix “A” to Report PED19108(h).

The MOU was later amended in November 2019 to allow Hamilton100 to prepare, organize, facilitate, coordinate and finance, in its entirety, a Hosting Proposal Part 2 attached as Appendix “B” to Report PED19108(h).

During the pandemic, the 2030 Hosting Proposal was put on hold while a possible bid for the 2026 Games was explored by Hamilton100, Commonwealth Sport Canada and the Commonwealth Games Federation. Representatives delegated at GIC on August 10, 2020 and provided additional information on a potential 2026 Hamilton proposal with a heightened social impact focus and next steps. This approach aligned with Commonwealth Federation’s refreshed vision, mission, values and strategic priorities from 2019 to 2022 as articulated in its document Transformation 2022 Refresh.

In October 2021, the Commonwealth Games Federation (CGF) released a new Strategic Roadmap which provides potential future hosts and sports with the renewed flexibility to be innovative and creative in delivering the Commonwealth Games. In a series of recommendations to increase hosting benefits and make the Commonwealth Games more cost effective and attract new audiences, the Commonwealth Sport 2026-2030 Strategic Roadmap provides hosts with more flexibility to choose from a wider list of core sports and encourages innovative concepts, including co-hosting and mass participation events.

As presented by Hamilton100 to GIC in October 2021, the focus is again on hosting in 2030 but with a regional approach. In addition to Hamilton and Six Nations, the targeted municipalities generally include Toronto, Kitchener, Waterloo, St Catharines, Welland, Brampton, Burlington and Milton. The current approach includes a shift from an “event in time” to a “movement” centered on the CGF’s vision of building “healthy, sustainable and prosperous” communities; focuses on private sector investment and partnerships; and utilizes venues across the Greater Golden Horseshoe.

**Sport Venue RFP and Proposal**

With Council’s approval, on March 31, 2022, the City of Hamilton submitted a non-binding Sport Venue Proposal in response to the Request for Proposals related to “2030 Commonwealth Games Bid Sports Venues” issued jointly by Hamilton100 and Commonwealth Sport Canada.

**SUBJECT: Commonwealth Games 2030 (PED19108(h)) (City Wide) - Page 5 of 6**

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Sport and Venue Proposals were reviewed by a Sport Program Advisory Committee which is a sub-committee of Hamilton100. The Committee is comprised of seven non-local individuals with knowledge and experience in international sport and games (bidding and hosting). In addition, the Provincial and Federal Governments each have one Observer, and the Commonwealth Games Federation has one Advisor.

The Committee's recommendations will advise the final Hosting Proposal which is targeted to be submitted to the Provincial and Federal governments in May 2022. The timeline for initiation of the Multi-Party Agreement process to define roles and financial commitments of key the parties is not known.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

The potential positive outcomes of hosting the 2030 Commonwealth Games is in alignment with the City of Hamilton's Strategic Plan (2016-2025); the Economic Development Action Plan and the Hamilton Tourism Strategy.

If City of Hamilton venues are selected to host sporting events, a review of the identified recreation priorities in the Recreation Master Plan and resources will be required to ensure venues are completed prior to hosting the 2030 Commonwealth Games.

The Recreation Master Plan prioritizes Capital investments in recreation and provides direction on future development and enhancement to parks, open spaces, recreation facilities, recreation programs/services, which will encompass a framework for sustainable service delivery for a 10-year period.

**RELEVANT CONSULTATION****External**

- Executive, Hamilton100 Commonwealth Games Bid Corporation
- Chief Executive Officer, Commonwealth Games Canada
- Director, Major Sport Events Division, Sport Canada

**Internal**

- City Manager, City Manager's Office
- General Manager, Finance and Corporate Services Department

**SUBJECT: Commonwealth Games 2030 (PED19108(h)) (City Wide) - Page 6 of 6**

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- Deputy City Solicitor, Legal and Risk Management Services Division, Corporate Services Department

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

The Recommendations continue the City of Hamilton's supportive and non-binding involvement in the bid process to attract the 2030 Commonwealth Games to Hamilton.

**ALTERNATIVES FOR CONSIDERATION**

N/A

**ALIGNMENT TO THE 2016 - 2025 STRATEGIC PLAN****Community Engagement and Participation**

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

**Economic Prosperity and Growth**

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

**Healthy and Safe Communities**

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

**Built Environment and Infrastructure**

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

**Culture and Diversity**

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

**APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" to Report PED19108(h) - Memorandum of Understanding Between City of Hamilton and Hamilton100 Commonwealth Games Bid Corporation

Appendix "B" to Report PED19108(h) - Amending Agreement Between City of Hamilton and Hamilton100 Commonwealth Games Bid Corporation

CBJ:ac

**MEMORANDUM OF UNDERSTANDING (the "MOU")****BETWEEN****CITY OF HAMILTON (the "City")****-AND-****HAMILTON100 COMMONWEALTH GAMES BID CORPORATION ("Hamilton100")**Each a "**Party**" and collectively the "**Parties**"**WHEREAS:**

- a. the City is a municipal corporation with its offices located in Hamilton, Ontario;
- b. Hamilton100 is a corporation incorporated under the *Canada Not-for-profit Corporations Act* and was created for the purpose of organizing, facilitating, preparing, financing and submitting a bid to secure the rights to host the 2030 Commonwealth Games in Hamilton, Ontario (the "**Bid**");
- c. the City, as the hosting municipality, is required to sanction the Bid;
- d. the City has agreed to support Hamilton100's proposal to submit the first phase of the Bid ("**Phase 1**") on the express condition that the City shall not assume any liability of any kind, be it legal, financial or otherwise, and Hamilton100 has agreed to that condition;
- e. on June 12, 2019, Hamilton City Council authorized and directed staff to negotiate a draft MOU with Hamilton100 for Council's review and consideration; and
- f. on August 16, 2019, Hamilton City Council approved this MOU.

**NOW THEREFORE**, in consideration of the foregoing, the covenants contained herein, and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged by both Parties, the City and the Builder agree as follows:

**I. PRIMARY OBJECTIVES AND TIMELINES**

The primary objective of this MOU is to permit Hamilton100 to prepare, organize, facilitate, coordinate and finance in its entirety, and to the City's satisfaction, Phase 1 of the Bid for the 2030 Commonwealth Games. To the end, Hamilton100 shall submit:

- a. a draft Phase 1 proposal to the City by August 6, 2019;
- b. a final Phase 1 proposal to the City for consideration by City Council at its General Issues Committee meeting scheduled for November 6, 2019; and
- c. its final Phase 1 proposal to Commonwealth Games Canada by November 22, 2019 after obtaining the approval of City Council.

The Parties further agree that the Bid, including Phase 1, shall:

- a. celebrate Hamilton's legacy with the Commonwealth Games and, particularly, the 100th anniversary of the initial British Empire Games held in Hamilton in 1930;
- b. align with the City's vision ("To be the best place to raise a child and age successfully"), plans, values and priorities including, in particular, its:

- i. commitment to equality, diversity, accessibility, tolerance, Green/climate change initiatives, social procurement and social housing; and
  - ii. Strategic Plan and Recreational Indoor/Outdoor Master Plan;
- c. enhance Hamilton's reputation, identity and civic pride;
  - d. maximize investment in Hamilton wherever possible;
  - e. utilize existing facilities in the City of Hamilton where appropriate;
  - f. engage in public/private partnerships where appropriate; and
  - g. identify and create long-term legacy projects that will facilitate serving the needs of the Hamilton community.

## **II. AREAS OF COLLABORATION**

It is expressly agreed by the Parties that the City shall assume no liability for any obligations arising out of the preparation, finalization and submission of the Phase Bid. However, the City does agree to provide advice and expertise in various areas including affordable and social housing, community health and wellness, tourism, economic development, sport development, recreation, security, hospitality, and special events. It is further agreed that the City shall have the unfettered right and discretion to designate a person or persons to serve as the City's representative(s) on the Hamilton100 Committee, with the express understanding that any designated City representative shall assume absolutely no liability for any obligation undertaken by Hamilton100.

## **III. DUE DILIGENCE**

At the City's request, Hamilton100 shall provide copies of any relevant documents to ensure that Hamilton100 meets appropriate standards of capacity, competence and financial accountability. These documents include, but are not limited to, the following: a certificate of good standing; a list of the names of all of its directors, committee members and principal officers; and copies of Hamilton100's by-laws and articles of incorporation. Hamilton100 agrees to notify the City immediately of any change in Hamilton100's status or operations, or if any official, judicial, legislative, or administrative proceeding is commenced against Hamilton100.

## **IV. COMMUNICATIONS**

On City Council's approval of Hamilton100's Phase 1 proposal, Hamilton100 may establish a social media and public communications presence in support of the Bid including a website and participation in various platforms such as Facebook, Twitter and Instagram. The City shall have ongoing access to the social media and public communications information posted by Hamilton100 which Hamilton100 will revise as directed by the City.



**V. PRINCIPAL CONTACTS**

The Principal Contacts for each Party are:

**City of Hamilton:**

Mike Zegarac  
General Manager Finance and Corporate Services  
71 Main St W 1st Floor  
Hamilton, ON L8P 4Y5  
(905) 546-2424 x6150

**Hamilton100 Commonwealth Games Bid Corporation:**

PJ Mercanti  
President  
Suite 300 – 77 James Street North  
Hamilton, ON L8K 2K3  
(905) 383-4100

Each Party shall immediately advise the other Party in writing of any change it in the contact information for its Principal Contacts.

**VI. EFFECTIVE DATES**

This MOU shall take effect on August 1, 2019 and shall remain in effect until consideration by City Council of the draft Phase 1 Hosting Proposal, at which time City Council will either authorize, or deny authorization, to Hamilton100 to submit its Phase 1 Bid to the Commonwealth Games Canada by its November 22, 2019 deadline.

In the event the City does authorize Hamilton100 to submit the Phase 1 Bid to Commonwealth Games Canada, the Parties undertake to then enter into good-faith discussions and negotiations regarding the terms of a subsequent MOU to govern preparation of phase 2 of the Bid ("**Phase 2**") the submission of which will likely be required in 2020. It is expressly understood and agreed by the Parties that the City will have the unfettered and absolute discretion to authorize submission of Phase 2.

It is agreed and understood by the Parties that the City has the absolute right and discretion to withdraw its permission to allow Hamilton100 to proceed with the Bid at any time and for any reason.

**VII. NO JOINT VENTURE**

The Parties agree that, notwithstanding this MOU, they are not entering into a partnership, joint venture or other such business arrangement, nor is the intent of the Parties to enter into a commercial undertaking for monetary gain.

**EXECUTION PAGE FOLLOWS**

**IN WITNESS WHEREOF** this Agreement has been executed by the authorized representative of each Party.

**City of Hamilton**

**Hamilton100 Commonwealth Bid Corporation**

\_\_\_\_\_  
Mike Zegarac  
General Manager, Finance & Corporate Services

\_\_\_\_\_  
PJ Mercanti  
President

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

**AMENDING AGREEMENT**

**THIS AMENDING AGREEMENT**, made as of the 9 day of December 2019 (the "Effective Date").

**BETWEEN:**

**CITY OF HAMILTON**  
(hereinafter referred to as the "City")

-and-

**HAMILTON100 COMMONWEALTH GAMES BID CORPORATION**  
(hereinafter referred to as "Hamilton100")

**WHEREAS:**

- A. On October 3, 2019 the City and Hamilton100 entered into a Memorandum of Understanding (the "MOU"); and
- B. The parties hereto have agreed to amend the MOU on the terms and conditions hereinafter set forth.

**NOW THEREFORE** for good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties hereto hereby covenant and agree with each other as follows:

**Section 1. Amendments to the MOU.** The parties agree to amend the MOU as follows:

**1.1** A new Section VIII is added as follows:

**VIII. PRIMARY OBJECTIVES AND TIMELINES – PHASE 2 OF BID**

The parties acknowledge and agree that this MOU permits Hamilton100 to prepare, organize, facilitate, coordinate and finance, in its entirety, and to the sole satisfaction of the City, Phase 2 of the Bid for the 2030 Commonwealth Games. In doing so, Hamilton100 agrees to adhere to the following terms and conditions:

- a. To provide a draft Phase 2 proposal to the City by January 13, 2020;
- b. To provide a final Phase 2 proposal to the City for consideration by the City of Hamilton Council at its General Issues Committee meeting scheduled for February 19, 2020;

- c. To submit the final Phase 2 proposal to Commonwealth Games Canada by March 9, 2020, after obtaining the approval of the City of Hamilton Council.

The parties further acknowledge and agree that Phase 2 of the Bid for the 2030 Commonwealth Games shall:

- a. Celebrate the City's legacy with the Commonwealth Games and particularly the 100<sup>th</sup> anniversary of the initial British Empire Games held in Hamilton in 1930;
- b. Align with the City's vision ("To be the best place to raise a child and age successfully"), plans, values and priorities including its:
  - i. Commitment to equality, diversity, accessibility, tolerance, Green/climate change initiatives, social procurement and social housing; and
  - ii. Strategic Plan and Recreational Indoor/Outdoor Master Plan.
- c. Enhance the City's reputation, identity and civic pride;
- d. Maximize investment in the City wherever possible;
- e. Utilize existing facilities in the City where appropriate;
- f. Engage in public/private partnerships where appropriate, and
- g. Identify and create long-term legacy projects that will facilitate serving the needs of the City of Hamilton community.

**1.2** Section II is amended as follows:

- (i) In the first sentence the word "Phase" is deleted; and
- (ii) In the third sentence the words "two persons" are deleted and replaced with the words "four persons".

**Section 2. General.**

**2.1.** This Amending Agreement shall be read together with the MOU and the parties hereto confirm that, except as modified herein, all covenants and conditions in the MOU remain unchanged, unmodified and in full force and effect. Time shall continue to be of the essence. All capitalized terms used herein and not otherwise defined shall have the meaning attributed thereto in the MOU;

**2.2.** The parties hereto hereby acknowledge and agree that the foregoing recitals are true in substance and in fact;

**2.3.** The parties hereto agree, from time to time, to do or cause to be done all such things, and shall execute and deliver all such documents, agreements and instruments

reasonably requested by another party, as may be necessary or desirable to complete the amendments contemplated by this Amending Agreement and to carry out its provisions and intention;

2.4. This Amending Agreement shall enure to the benefit of and be binding upon the parties and their legal representatives, heirs, executors, administrators, successors and permitted assigns, as the case may be;

2.5. This Amending Agreement may be executed in counterparts, each of which shall constitute an original, and all of which together shall constitute one and the same document. This Amending Agreement may be executed by the parties and transmitted by facsimile or electronic transmission, and if so executed and transmitted, shall be effective as if the parties had delivered an executed original of this Amending Agreement.

**IN WITNESS WHEREOF**, the parties hereto have executed this Amending Agreement as of the Effective Date.

**CITY OF HAMILTON**

Per: 

Name: Mike Zegarac

Title: General Manager, Finance & Corporate Services

*I/We have authority to bind the corporation*

**HAMILTON100 COMMONWEALTH  
GAMES BID CORPORATION**

Per: 

Name: PJ Mercanti

Title: President

*I/We have authority to bind the corporation*



## INFORMATION REPORT

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	May 18, 2022
<b>SUBJECT/REPORT NO:</b>	Hamilton Ukrainian Humanitarian Crisis Response (HSC22029) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Bonnie Elder (905) 546-2424 Ext. 4058 Connie Verhaeghe (905) 546-2424 Ext. 6038
<b>SUBMITTED BY:</b>	Angela Burden General Manager Healthy and Safe Communities Department
<b>SIGNATURE:</b>	

### COUNCIL DIRECTION

On March 30, 2022, Council endorsed the Mayor's Ukrainian Humanitarian Crisis and Response Advisory Committee motion and that:

- (e) Staff report back to the General Issues Committee with a progress update, the number of displaced Ukrainians that could be supported and any resource requirements.

### INFORMATION

As of early May 2022, more than 5 M Ukrainians have fled their country due to the ongoing conflict. In doing so, they put themselves in life-threatening situations, while overwhelming the refugee-reception capacity of receiving countries. With no immediate prospect of returning home in sight, and limited opportunity to rebuild their lives under current conditions, 22,253 Ukrainians have arrived in Canada since January 1, 2022 (Source IRCC April 24, 2022). It is estimated that over 100 Ukrainians have arrived in the City of Hamilton and are living with family, friends and host families.

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

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

**SUBJECT: Hamilton Ukrainian Humanitarian Crisis Response (HSC22029) (City Wide) - Page 2 of 5**

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**Local response structure**

In response to Council's direction, the City developed a response structure called the Hamilton Ukrainian Humanitarian Crisis Response Team (HUHCR). The team is comprised of City staff and key leaders from community organizations who specialize in resettlement and settlement of refugees, as well as the Hamilton chapter of the Canadian Ukrainian Congress. The mission of this team is to coordinate local efforts to proactively plan and coordinate support for Ukrainians who have already arrived in Hamilton and to anticipate a surge of arrivals and/or a secondary migration to Hamilton.

Response initiatives are coordinated through the HUHCR Operations Section and the development of working groups that focus on specific needs of Ukrainians settling in Hamilton. These working groups are:

**1) Health Services Working Group**

The Health Service working group consists of a steering table with co-leads from Public Health and the Greater Hamilton Health Network. Members are from primary health, hospitals, Wesley Urban Ministries, pharmacies, mental health and home and community care. The steering table is overseeing three working groups: 1) Primary Care/Public Health, 2) Specialist Care and 3) Mental Health. A list of specialized clinics is being developed to assist with care not covered under primary care. The mental health response is being addressed through specialists trained in post-traumatic stress and those who have provided care to refugees from war-torn countries.

**2) Housing Working Group**

The Housing working group is led by the City of Hamilton and includes the YMCA and other housing agencies and community partners with accommodation capacity and/or expertise. Their immediate focus is on:

- Immediate and available spaces in hotels, university/college campuses; and,
- A process for intake and matching billeting in host homes within the community.

Hotel space in Hamilton is at a minimum, thus compromising the ability to provide immediate housing. There is however, incredible collaboration and support from Mohawk College, Redeemer University and McMaster University. Depending on funding, temporary accommodations could begin mid-May to mid-August as a possible temporary housing option for Ukrainians arriving mid-May.

The YMCA of Hamilton, Burlington, and Brantford have expanded their services to include a process for intake and matching billeting in homes of community members

**SUBJECT: Hamilton Ukrainian Humanitarian Crisis Response (HSC2029) (City Wide) - Page 3 of 5**

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who have offered to host individuals or families. With guidance from COSTI Immigrant Services an established resettlement agency in Toronto, YMCA is facilitating the matching of newcomer Ukrainians with vetted hosts for accommodations. This provides a consistent approach to billeting across municipalities. It should be noted that the Ukrainian Canada Congress has also facilitated matching of billeting into host homes, helping to settle Ukrainians who have arrived without support in Hamilton.

**3) Education and Childcare Working Group**

The Education and Childcare working group is led by Hamilton Wentworth Catholic District School Board and includes St. Charles Adult & Continuing Education Centre and the Hamilton Wentworth District School Board. Collectively the group has already accepted approximately 25 to 30 Ukrainians who have registered for education and are expanding their child care for before and after school space to accommodate requests. They have developed a registration information package to assist newcomers arriving in Hamilton with registration. Adult education at St. Charles is also anticipating requests for education and are preparing to offer adult education as needed.

**4) Social Assistance Working Group**

The Social Assistance working group is led by the Ontario Works Division (OW) and has already received requests for financial support. OW has processed requests for emergency income and drug cards to support Ukrainians that have arrived in Hamilton.

**5) The Settlement, Resettlement, Employment, Language and Skills Development Working Group**

This working group is led by the Wesley Urban Ministries and includes the Immigrants Working Centre, the YWCA, Workforce Planning Hamilton and other settlement agencies. They have an established program for refugees and have met to assist Ukrainians with issues related to settlement, resettlement, employment, language and skills development and employment opportunities. They have made links with community agencies for employment opportunities and language classes. They have also made links with the YMCA to assist with housing issues.

**6) Community Supports Working Group**

The Community Supports working group is led by the Hamilton Immigration Partnership Council and includes McMaster University Strategic Initiatives and Special Projects. They are focused on supporting and advocating newcomers to Hamilton. This working group has developed a Welcome and Information Guide consolidating resources in Hamilton to support Ukrainians in the community. They have connected those seeking

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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.



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support to resettlement and settlement agencies and other community agencies in an effort to settle newcomers in Hamilton.

**Regional Response**

Coordination is key to an effective response; with support of CAOs, Toronto has taken the lead to convene GTHA municipalities and the group has worked together to develop the Greater Toronto Hamilton Area Regional Response Team. The purpose of this team is to coordinate response within Toronto and the surrounding municipalities of Durham, York Region, Peel Region, Halton Region and the City of Hamilton. This team has been meeting at least once/week to develop a regional plan, consistency in approach between municipalities and communication with federal and provincial partners with respect to funding and resource needs. Capacity and funding are common challenges across all GTHA partners, with housing and accommodation stated as a critical need in every municipality.

Proactive coordination between local Ukrainian community, the City, immigration/resettlement agencies, public health and health care agencies, housing and income supports, child care and education and funding/support from provincial and federal levels of government are needed to safely support and warmly welcome the arrival of Ukrainian newcomers.

On May 2, 2022, the City of Hamilton in partnership with the Ukrainian Canada Congress - Hamilton Chapter (UCC) launched a Ukrainian Welcome and Information Centre with an aim to support the resettlement of Ukrainian and host families who have arrived in Hamilton.

As a drop-in event, Ukrainian newcomers and host families were invited to access a one-stop location for information and services including primary care and health, income supports, housing, education, child care, immigration and partnerships within Hamilton. The event was a success with over 70 participants that included host families and recent arrivals. Applications were made for Social Insurance Numbers, financial supports, health care, dental care, education, child care and language classes.

Hamilton is one of the designated urban cities for refugee resettlement in Ontario. In Hamilton, the Wesley Urban Ministries is the only federal agency responsible for the resettlement of Government Assisted Refugees. Many Ukrainians have arrived in Canada as Privately Sponsored Refugees and although the government has changed the provision of service for Wesley, various settlement agencies, religious organizations, community groups and private citizens are engaged in providing service to Ukrainians.

Municipalities have a significant role in newcomer integration. They are providers of services that are often critical. For successful settlement, childcare, affordable housing,

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transit and many other essential services are needed. The following outlines city supports that are required to resettle Ukrainians, as well as activities that will facilitate coordination of supports available in the community:

- public health services: urgent dental care and immunization
- medical and specialized services
- mental health services
- provision of temporary housing solutions
- provision of permanent housing solutions
- child care
- Ontario Works supports

The short- and long-term needs of Ukrainian newcomers are multi-faceted. They include health, housing, school, language, training, employment, community orientation, community support, access to useful information and civic engagement. How well these needs are met goes a long way to ensuring the physical, mental, emotional, financial, familial, material and social wellbeing of the newcomers. It will take the entire community to ensure Ukrainian newcomers are successful in building a new life for themselves and their families in Hamilton.

**APPENDICES AND SCHEDULES ATTACHED**

None

# CITY OF HAMILTON MOTION

General Issues Committee: May 18, 2022

**MOVED BY COUNCILLOR N. NANN.....**

**SECONDED BY MAYOR / COUNCILLOR .....**

**Depaving Initiatives on Barton Street in Ward 3**

WHEREAS, Green Venture is a registered not-for-profit charity focussed on empowering Hamiltonians to implement greener practices in their homes and communities to make our city a climate champion;

WHEREAS, Green Venture has been leading the “Depave Barton” initiative in partnership with the Barton Village BIA for the past three years to depave City boulevards and plant trees, gardens and install seating areas in order to reduce stormwater runoff, mitigate climate change, and beautify the Barton Village area; and,

WHEREAS, through Report PW21073 “Investing in City Roads and Sidewalks Infrastructure with Canada Community - Building Funds” Council approved funding in the amount of \$50,000 in the 2022 Capital Budget for “Barton St Boulevards and Depaving” in Ward 3;

THEREFORE, BE IT RESOLVED:

- (a) That the General Manager of Planning and Economic Development be authorized and directed to provide funding up to a maximum of \$50,000 to Green Venture for capital costs associated with depaving initiatives on Barton Street in Ward 3 to be funded from the Council-approved Canada Community-Building Funds Capital Project ID #403211103;
- (b) That the funding for the depaving initiatives on Barton Street in Ward 3 be restricted to capital costs associated with the depaving initiative and be restricted to works undertaken on City-owned lands and boulevards; and,
- (c) That the General Manager of Planning and Economic Development be authorized and directed to execute any necessary agreements for the provision of the funding to Green Venture for the depaving initiatives on Barton Street in Ward 3, in a form satisfactory to the City Solicitor.

# CITY OF HAMILTON NOTICE OF MOTION

General Issues Committee: May 18, 2022

**MOVED BY COUNCILLOR E. PAULS.....**

**SECONDED BY COUNCILLOR B. CLARK.....**

### **Potential Costs Associated with the Termination of Non-Vaccinated City Employees**

WHEREAS, the City of Hamilton is proceeding with the Mandatory COVID-19 Vaccination Policy that may result in the termination of approximately 500 employees on or after June 1, 2022; and,

WHEREAS, the City of Hamilton may incur costs associated with enacting this policy including but not limited to: the hiring and training of new employees, all legal costs associated with any grievance hearings, arbitration rulings, reinstatement orders including lost wages and/or any subsequent wrongful dismissal claims;

THEREFORE, BE IT RESOLVED:

That the appropriate staff be directed to report to the May 18, 2022 General Issues Committee with an estimate or range of all potential costs including, but not limited to the hiring and training of new employees, all estimated legal costs associated with any grievance hearings, arbitration rulings, reinstatement orders including lost wages, and/or any subsequent wrongful dismissal claims associated with the potential termination of approximately 500 employees who may be in non-compliance with the City of Hamilton Vaccination Policy.

# CITY OF HAMILTON MOTION

General Issues Committee: May 18, 2022

**MOVED BY MAYOR F. EISENBERGER.....**

**SECONDED BY COUNCILLOR.....**

**Motion to Repeal By-law 20-044, COVID-19 Emergency Delegated Authority**

WHEREAS, Council enacted the COVID-19 Emergency Delegated Authority By-law (By-law No. 20-044) on March 20, 2020 to delegate certain authorities to the City Manager;

WHEREAS, on May 10, 2022, the Mayor of the City of Hamilton declared that the emergency related to COVID-19 was terminated pursuant to the *Emergency Management and Civil Protection Act*, R.S.O 1990, CHAPTER E.9; and,

WHEREAS, Council has concluded that there is no longer a need to delegate the authorities outlined in By-law No. 20-044 to the City Manager;

THEREFORE, BE IT RESOLVED:

That By-law 20-044, COVID-19 Emergency Delegated Authority By-law, be repealed.